Disclaimer

This information contains forward-looking statements which are based on current estimates and assumptions made by the corporate management of Henkel AG & Co. KGaA. Statements with respect to the future are characterized by the use of words such as “expect”, “intend”, “plan”, “anticipate”, “believe”, “estimate”, and similar terms. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and results actually achieved by Henkel AG & Co. KGaA and its affiliated companies depend on a number of risks and uncertainties and may therefore differ materially from the forward-looking statements. Many of these factors are outside Henkel’s control and cannot be accurately estimated in advance, such as the future economic environment and the actions of competitors and others involved in the marketplace. Henkel neither plans nor undertakes to update any forward-looking statements.

This document includes – in the applicable financial reporting framework not clearly defined – supplemental financial measures that are or may be alternative performance measures (non-GAAP-measures). These supplemental financial measures should not be viewed in isolation or as alternatives to measures of Henkel’s net assets and financial positions or results of operations as presented in accordance with the applicable financial reporting framework in its Consolidated Financial Statements. Other companies that report or describe similarly titled alternative performance measures may calculate them differently.

This document has been issued for information purposes only and is not intended to constitute an investment advice or an offer to sell, or a solicitation of an offer to buy, any securities.
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10. Henkel Bonds
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Henkel: Three Areas of Competence
A global leader in brands and technologies

<table>
<thead>
<tr>
<th>Industrial Business</th>
<th>Consumer Business</th>
<th>Laundry &amp; Home Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adhesive Technologies</td>
<td>Beauty Care</td>
<td>#3 Global</td>
</tr>
<tr>
<td>LOCTITE</td>
<td>#3 Hair Coloration #3 Hair Professional</td>
<td>#1 Europe, #2 North America</td>
</tr>
<tr>
<td>Globally leading positions #1 Global</td>
<td>Schwarzkopf</td>
<td></td>
</tr>
</tbody>
</table>

Henkel Investor Factbook 2018
Henkel Group
Key Financials 2018

Sales

+2.4%

Adjusted\(^1\) return on sales (EBIT): up 0.6 percentage points.

EBIT

17.6%

adjusted\(^1\) return on sales (EBIT): up 0.6 percentage points.

EPS

6.01 €

adjusted\(^1\) earnings per preferred share (EPS): up 3.1 percent.

Dividend

1.85 €

dividend per preferred share.

---

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>16,428</td>
<td>18,089</td>
<td>18,714</td>
<td>20,029</td>
<td><strong>19,899</strong></td>
<td>−0.6%</td>
</tr>
<tr>
<td>Adjusted(^1) operating profit (EBIT)</td>
<td>2,588</td>
<td>2,923</td>
<td>3,172</td>
<td>3,461</td>
<td><strong>3,496</strong></td>
<td>1.0%</td>
</tr>
<tr>
<td>Adjusted(^1) return on sales (EBIT) in %</td>
<td>15.8</td>
<td>16.2</td>
<td>16.9</td>
<td>17.3</td>
<td><strong>17.6</strong></td>
<td>0.3 pp</td>
</tr>
<tr>
<td>Adjusted(^1) earnings per preferred share in euros</td>
<td>4.38</td>
<td>4.88</td>
<td>5.36</td>
<td>5.85</td>
<td><strong>6.01</strong></td>
<td>2.7%</td>
</tr>
<tr>
<td>Dividend per preferred share in euros</td>
<td>1.31</td>
<td>1.47</td>
<td>1.62</td>
<td>1.79</td>
<td><strong>1.85(^2)</strong></td>
<td>3.4%</td>
</tr>
</tbody>
</table>

---

\(^1\) Adjusted for one-time charges/gains and restructuring expenses; pp = percentage points

Henkel Investor Factbook 2018
Key developments

- Sales reaching € 19.9 bn with an average organic sales growth of 3.2%\(^1\)
- Good organic sales growth complemented by compelling acquisitions in all business units
- Continued improvement of Adj. EBIT Margin and new high in Adj. EBIT of € 3.5 bn
- Adjusted EPS (preferred share) up by 2.7% to € 6.01 in 2018 (+7% excl. FX), strong CAGR of 8.4%\(^1\)

Sustainable and profitable growth path

\[\begin{array}{cccccccc}
\hline
\text{Sales (€ bn)} & 16.5 & 16.4 & 16.4 & 18.1 & 18.7 & 20.0 & 19.9 \\
\text{OSG %} & +3.8% & +3.5% & +3.4% & +3.0% & +3.1% & +3.1% & +2.4% \\
\text{Adj. EBIT %} & 14.1% & 15.4% & 15.8% & 16.2% & 16.9% & 17.3% & 17.6% \\
\end{array}\]
Henkel Group
Sales 2018

Total sales: € 19,899 m

Sales by business unit 2018

- Beauty Care: 20%
- Laundry & Home Care: 32%
- Adhesive Technologies: 47%
- Corporate: 1%

Corporate = sales and services not assignable to the individual business units.

Sales by region 2018

- North America: 25%
- Western Europe: 31%
- Japan / Australia / New Zealand: 3%
- Emerging markets: 40%
- Corporate: 1%

¹ Eastern Europe, Africa / Middle East, Latin America, Asia (excluding Japan).
Henkel Group
Employees 2018

Number of employees¹: 53,000

Employees by region

- Africa / Middle East: 8%
- Latin America: 11%
- North America: 17%
- Asia-Pacific: 18%
- Western Europe: 28%

Employees by organizational unit

- Functions: 15%
- Adhesive Technologies: 50%
- Beauty Care: 17%
- Laundry & Home Care: 18%

¹ At December 31, 2018
Our Purpose, Vision, Mission and Values

Creating sustainable value
Leading with our innovations, brands and technologies
Serving our customers and consumers worldwide as the most trusted partner with leading positions in all relevant markets and categories – as a passionate team united by shared values

Customers and Consumers – People – Financial Performance – Sustainability – Family Business
## Management Structure
### Henkel AG & Co. KGaA

<table>
<thead>
<tr>
<th>Henkel Management AG</th>
<th>Shareholders’ Committee (KGaA)</th>
<th>Supervisory Board (KGaA)</th>
<th>Annual General Meeting (KGaA)</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ AG as sole personally liable partner</td>
<td>▪ Approval of significant corporate actions, strategy</td>
<td>▪ Supervision of management</td>
<td>▪ Approval of the financial statements</td>
</tr>
<tr>
<td>▪ Management of the businesses of Henkel AG &amp; Co. KGaA</td>
<td>▪ Appointment of Management Board (indirect via Supervisory Board AG)</td>
<td>▪ Appointing the statutory auditor</td>
<td>▪ Decision about the dividend</td>
</tr>
</tbody>
</table>
Management Structure

Annual General Meeting
(Ordinary Shares/Preferred Shares)

elects members

elects 8 shareholder representatives

Shareholders’ Committee
up to 10 members
HR & Finance subcommittees

Supervisory Board
16 members
Nominations & Audit subcommittees

Henkel AG & Co. KGaA

appoints, supervises, participates in management of the business
advises and supervises

All shares held by Henkel AG & Co. KGaA

Supervisory Board
3 members from SH Committee

Henkel Management AG
(as sole personally liable partner)

appoints and supervises

Management Board
# Management Board

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Date of Birth</th>
<th>Years with Henkel</th>
<th>Date of Appointment to Board</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hans Van Bylen</td>
<td>Chief Executive Officer (CEO)</td>
<td>1961</td>
<td>1984</td>
<td>2005</td>
</tr>
<tr>
<td>Jan-Dirk Auris</td>
<td>Adhesive Technologies</td>
<td>1968</td>
<td>1984</td>
<td>2011</td>
</tr>
<tr>
<td>Sylvie Nicol</td>
<td>HR &amp; Infrastructure Services</td>
<td>1973</td>
<td>1996</td>
<td>2019</td>
</tr>
<tr>
<td>Jens-Martin Schwärzler</td>
<td>Beauty Care</td>
<td>1963</td>
<td>1992</td>
<td>2017</td>
</tr>
<tr>
<td>Bruno Piacenza</td>
<td>Laundry &amp; Home Care</td>
<td>1965</td>
<td>1990</td>
<td>2011</td>
</tr>
</tbody>
</table>

*Born 1961, with Henkel since 1984, Member of Board since 2005*

*Born 1968, with Henkel since 1984, Member of Board since 2011*

*Born 1969, with Henkel since 1995, Member of Board since 2012*

*Born 1973, with Henkel since 1996, Member of Board since 2019*

*Born 1963, with Henkel since 1992, Member of Board since 2017*

*Born 1965, with Henkel since 1990, Member of Board since 2011*
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Compelling Ambition

- Generate **profitable growth** and attractive returns
- Become more **customer-focused, innovative and agile**
- Lead **digital transformation** in all business activities
- **Promote sustainability** across the entire value chain
- Advance our portfolio with **value-adding acquisitions**
Clear and Exciting Growth Strategy
Henkel 2020+ Strategic Priorities

**Fund Growth**
Value-creating Resource Allocation
Net Revenue Management
Most Efficient Structures
ONE! Global Supply Chain

**Drive Growth**
Superior Customer and Consumer Engagement
Leading Brands and Technologies
Exciting Innovations and Services
New Sources of Growth

**Increase Agility**
Energized and Empowered Teams
Fastest Time-to-Market
Smart Simplicity

**Accelerate Digitalization**
Drive Digital Business
Leverage Industry 4.0
eTransform Organization
Drive Growth Initiatives

- **Customer & Consumer Engagement**
  Roadmaps expanded to top 500 industrial customers

- **Leading Brands & Technologies**
  Top brands Loctite, Schwarzkopf and Persil with above average growth in all three business units

- **Exciting Innovations & Services**
  >300 automotive applications in Adhesive Technologies, award winning IoT ecosystem in Hair Professional

- **New Sources of Growth**
  Since 2012 > € 8 bn invested in compelling acquisitions, > € 75 m invested/committed in VC investments
Accelerate Digitalization

Initiatives

- **Drive Digital Business**
  Ongoing double-digit increase in digital sales, aiming to achieve >€ 4 bn by 2020

- **Leverage Industry 4.0**
  Higher efficiency from real-time leverage of automation, sensorics, data exchange and analytics

- **eTransform Organization**
  Gaining traction in transformation through dedicated digital functions and ecosystem including network of external partners
Increase Agility
Initiatives

▪ **Energized and Empowered Teams**
  Direct communication strengthened through digital, interactive exchange formats

▪ **Fastest Time-to-Market**
  Co-creating innovations with market leaders in Adhesive Technologies, acceleration of time-to-market of consumer goods innovations

▪ **Smart Simplicity**
  Seamless integration of >10 companies acquired since 2016 across all business units
Fund Growth Initiatives

- **Most efficient structures**
  Mastering growth through >170 robotic solutions and automated processes in Shared Service Centers

- **ONE! Global Supply Chain**
  Progressing roll-out leading to optimized cost, fully capturing cross-business synergies

- **ONE!ViEW**
  New level of cost transparency driving consequent optimization of non-personnel cost

- **Net Revenue Management**
  Global roll-out of systematic approach increasing efficiency of price and promotion activities
Fund Growth initiatives
Implementation on track

- **>€ 500 m annual efficiency gains**
  Expected sustainable annual efficiency gains in full swing by 2020

- **More than half achieved by 2018**
  Fully on track in the realization of efficiencies, already significant contribution in 2017 and 2018

- **Re-invest in growth**
  Fair share of annual efficiency gains to be re-invested to support innovation and future growth
Mid- to longterm financial ambition
Committed to sustainable profitable growth

- Achieve organic sales growth of 2-4%
- Deliver mid to high single-digit % adjusted EPS growth at constant currencies
- Continued focus on Free Cash Flow expansion
- Pursue compelling growth opportunities with superior execution
- Maintain rigorous cost discipline and focus on margin
Consistent Capital Allocation supporting our Ambition

Strong sources of cash

Excellent Free Cash Flow

Balance sheet optionality

Investments

Acquisitions

Dividends
Consistent Capital Allocation: Investments

- Asset-light business model with relatively low CapEx requirements, specially in Adhesives Technologies

- CapEx of ~€ 3 bn planned from 2017 to 2020 (~40% up vs previous 4 years)
Consistent Capital Allocation: Acquisitions

- M&A integral part of strategy, additional selective VC investments
- Adhesive Technologies focuses on complementary technologies
- Consumer businesses target leading country/ category positions
- Disciplined approach in acquisitions; commitment to single-A rating
Consistent Capital Allocation: Dividends

- Consistent growth of dividend payment with 2018 dividend almost twice as high as 2012
- Increased target dividend payout range of 30 - 40% from fiscal 2019
- Based on strong earnings profile
Clear and Exciting Growth Strategy

Henkel 2020+ Strategic Priorities

- Drive Growth
- Family Business
- Increase Agility
- Fund Growth
- Customers & Consumers
- People
- Financial Performance
- Sustainability

Henkel 2020+
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10. Henkel Bonds
11. Henkel History
12. Contacts & Additional Information
# Adhesive Technologies
## Key Financials

### Key financials 1

<table>
<thead>
<tr>
<th></th>
<th>2017</th>
<th>2018</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>9,387</td>
<td>9,403</td>
<td>0.2%</td>
</tr>
<tr>
<td>Proportion of Henkel sales</td>
<td>47%</td>
<td>47%</td>
<td>–</td>
</tr>
<tr>
<td>Operating profit (EBIT)</td>
<td>1,657</td>
<td>1,669</td>
<td>0.7%</td>
</tr>
<tr>
<td>Adjusted operating profit (EBIT)</td>
<td>1,734</td>
<td>1,761</td>
<td>1.6%</td>
</tr>
<tr>
<td>Return on sales (EBIT)</td>
<td>17.7%</td>
<td>17.7%</td>
<td>0.0 pp</td>
</tr>
<tr>
<td>Adjusted return on sales (EBIT)</td>
<td>18.5%</td>
<td>18.7%</td>
<td>0.2 pp</td>
</tr>
<tr>
<td>Return on capital employed (ROCE)</td>
<td>20.3%</td>
<td>19.3%</td>
<td>– 1.0 pp</td>
</tr>
<tr>
<td>Economic Value Added (EVA©)</td>
<td>831</td>
<td>762</td>
<td>–8.2%</td>
</tr>
</tbody>
</table>

### Sales development 2

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change versus previous year</td>
<td>0.2</td>
</tr>
<tr>
<td>Foreign exchange</td>
<td>–5.2</td>
</tr>
<tr>
<td>Adjusted for foreign exchange</td>
<td>5.4</td>
</tr>
<tr>
<td>Acquisitions / divestments</td>
<td>1.4</td>
</tr>
<tr>
<td>Organic</td>
<td></td>
</tr>
<tr>
<td>of which price</td>
<td>2.8</td>
</tr>
<tr>
<td>of which volume</td>
<td>1.2</td>
</tr>
</tbody>
</table>

1. Calculated on the basis of units of 1,000 euros; figures commercially rounded.
2. Calculated on the basis of units of 1,000 euros.
pp = percentage points
Adhesive Technologies
Strong track record of sustainable profitable growth

Key developments

- Strong organic sales growth driven by all business areas
- Superior customer value and economies of scale
- Active portfolio management and disciplined capital allocation
- Continuous and sustainable margin improvement

Profitable growth path

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales € bn</th>
<th>Adj. EBIT %</th>
<th>OSG %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>8.1</td>
<td>16.9%</td>
<td>+2.7%</td>
</tr>
<tr>
<td>2014</td>
<td>8.1</td>
<td>17.2%</td>
<td>+3.7%</td>
</tr>
<tr>
<td>2015</td>
<td>9.0</td>
<td>17.1%</td>
<td>+2.4%</td>
</tr>
<tr>
<td>2016</td>
<td>9.0</td>
<td>18.2%</td>
<td>+2.8%</td>
</tr>
<tr>
<td>2017</td>
<td>9.4</td>
<td>18.5%</td>
<td>+5.0%</td>
</tr>
<tr>
<td>2018</td>
<td>9.4</td>
<td>18.7%</td>
<td>+4.0%</td>
</tr>
</tbody>
</table>
Adhesive Technologies
Highlights FY 2018

- **Aerospace**
  Double-digit growth with high-performance solutions for aircraft manufacturers

- **General Manufacturing**
  Significant growth with Loctite by providing value-accretive solutions to customers across 800 industries

- **Automotive Electronics**
  Double-digit growth with high-impact solutions for connectivity and e-mobility of new generation cars
Adhesive Technologies
Global Market for Adhesives, Sealants & Functional Coatings

- Highly specialized and fragmented market with ~50 segments
- Henkel with ~14% global market share the only player present across all segments

Global market leadership

~€65 bn market

Strong performance

- Industrial Production Index (IPX) as key market indicator
- Strong business performance with consistently good OSG over the past years

Competitive advantage

- Global delivery of highest quality and performance
- Technology and application know-how

Henkel Investor Factbook 2018
Adhesive Technologies
High-impact solution provider

Through customer proximity,...
- >130,000 customers across broad range of industries
- Create value for our customers and establish partnerships
- Digitalize customer touch-points

...broadest expertise and...
- Develop innovations and customized solutions
- Brodest portfolio of 40 technologies & manufacturing network of 141 sites
- Bringing know-how to our customers with >6,500 experts

...global scale...
- Truly global footprint, active in more than 150 countries
- Winning combination of best-in-class service & leading technologies
- Global R&D and manufacturing capabilities on all continents
Adhesive Technologies
High-impact solution provider

- 5 business areas with 26 market focused steering units
- Ongoing optimization towards solution-oriented business model

- Broad geographical & industry coverage
- Flexible cost structures (e.g. Shared Service Centers) according to market requirements

- High-impact solutions drive customers’ product performance but represent low share of cost
- Material cost increases are passed on to customers over time

1 Illustrative
Adhesive Technologies
Creating value through transformative solutions

Global coverage through state-of-the-art innovation centers

Industry trends
Customized solutions

Industry insights through strong and unique customer base

Foundation

Mobility  Connectivity  Sustainability  Conscious lifestyle  Mass personalization

People  Technologies  Applications  Footprint  Digitalization
## Adhesive Technologies
### 2018 Sales by Business Areas

<table>
<thead>
<tr>
<th>Business Area</th>
<th>Industrial</th>
<th>Consumer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Packaging &amp; Consumer Goods</td>
<td>Packaging &amp; Consumer Goods (31%)</td>
<td>Consumer, Craftsmen and Building (19%)</td>
</tr>
<tr>
<td>Transport &amp; Metal (24%)</td>
<td>General Industry (15%)</td>
<td></td>
</tr>
<tr>
<td>Consumer goods, packaging, furniture</td>
<td>Automotive, aerospace, metal industries</td>
<td>Building &amp; construction, DIY, stationery, repair</td>
</tr>
<tr>
<td>Industrial manufacturing, maintenance &amp; repair</td>
<td>Electronic devices, consumer and industrial</td>
<td></td>
</tr>
<tr>
<td>#1</td>
<td>#1</td>
<td>#3</td>
</tr>
</tbody>
</table>
Adhesive Technologies
Packaging and Consumer Goods Adhesives

- Target markets: Fast moving consumer goods and packaging industries
- Non-cyclical markets, strongly driven by consumer trends
- Innovative and sustainable solutions with global scale
- Partnering with our customers to add value to their brands and offerings
Adhesive Technologies
Transport and Metal

- Target markets: Automotive, Aerospace and Metal industries
- Offering innovative solutions with focus on sustainability, lightweight & e-mobility
- Serving customers along the entire value chain
- Partnering with customers early in the design and concept phase
Adhesive Technologies
General Industry

- Target markets: Industrial manufacturing, machinery & equipment maintenance and repair, automotive aftermarket

- Technologies: High performance adhesives, sealants and functional coatings

- Global reach through industrial distribution, e-Commerce and direct channels

- Innovative demand generation model through customer training and education
Adhesive Technologies
Electronics

- Target markets: Electronic components, device assembly, electronic end devices and semiconductor packaging
- Global business set-up
- Partner of choice for innovation and market leaders in the electronic industry
- Focus on high growth or high margin segments
Adhesive Technologies
Consumer, Craftsmen and Building

- Target markets: Stationery, repair, DIY, building & construction
- Adhesives & sealants solutions for consumers and professionals
- Global presence with leading positions
- Strong global brand platforms, excellence in route to market & recognized innovation leadership
### Adhesive Technologies

**Top Brands, Sales 2018**

<table>
<thead>
<tr>
<th>Brand</th>
<th>Sales 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOCTITE</td>
<td>~€ 3.1 bn</td>
</tr>
<tr>
<td>TECHNO MELT</td>
<td>~€ 1.6 bn</td>
</tr>
<tr>
<td>TEROSON</td>
<td>~€ 0.9 bn</td>
</tr>
</tbody>
</table>

Top 10 brands: >80% of total Adhesive Technologies sales
Adhesive Technologies
Key Competitors

Sika®
RPM
3M
H.B. Fuller
Adhesive Technologies
Well positioned to deliver sustainable profitable growth

▪ Strong portfolio with leading positions across industries, regions and technologies
▪ Proven track record to adapt resource allocation to capture best opportunities
▪ Superior value to our customers through high-impact solutions
▪ High-touch business model, driven by customer insights and deep technology/application expertise
▪ Capture growth by leveraging megatrends such as connectivity, e-mobility or sustainability
▪ Unique, scalable platform to expand into new segments
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## Beauty Care

### Key Financials

<table>
<thead>
<tr>
<th>Key financials</th>
<th>2017</th>
<th>2018</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>3,868</td>
<td>3,950</td>
<td>2.1%</td>
</tr>
<tr>
<td>Proportion of Henkel sales</td>
<td>19%</td>
<td>20%</td>
<td>-</td>
</tr>
<tr>
<td>Operating profit (EBIT)</td>
<td>535</td>
<td>589</td>
<td>10.0%</td>
</tr>
<tr>
<td>Adjusted operating profit (EBIT)</td>
<td>665</td>
<td>675</td>
<td>1.6%</td>
</tr>
<tr>
<td>Return on sales (EBIT)</td>
<td>13.8%</td>
<td>14.9%</td>
<td>1.1 pp</td>
</tr>
<tr>
<td>Adjusted return on sales (EBIT)</td>
<td>17.2%</td>
<td>17.1%</td>
<td>-0.1 pp</td>
</tr>
<tr>
<td>Return on capital employed (ROCE)</td>
<td>17.6%</td>
<td>14.8%</td>
<td>-2.8 pp</td>
</tr>
<tr>
<td>Economic Value Added (EVA®)</td>
<td>262</td>
<td>230</td>
<td>-12.1%</td>
</tr>
</tbody>
</table>

### Sales development

<table>
<thead>
<tr>
<th>Sales development</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Change versus previous year</td>
<td>2.1%</td>
</tr>
<tr>
<td>Foreign exchange</td>
<td>-4.8%</td>
</tr>
<tr>
<td>Adjusted for foreign exchange</td>
<td>6.9%</td>
</tr>
<tr>
<td>Acquisitions / divestments</td>
<td>7.6%</td>
</tr>
<tr>
<td>Organic</td>
<td>-0.7%</td>
</tr>
<tr>
<td>of which price</td>
<td>0.0%</td>
</tr>
<tr>
<td>of which volume</td>
<td>-0.7%</td>
</tr>
</tbody>
</table>

1. Calculated on the basis of units of 1,000 euros; figures commercially rounded.
2. Calculated on the basis of units of 1,000 euros.
pp = percentage points
Beauty Care
Steady topline improvement and strong profitability

Key developments

- Sales growth through strong innovations and successful integration of acquisitions
- Ongoing growth momentum of Professional
- 2018 adj. EBIT impacted by direct material prices and promotional intensity – partly offset by fund growth initiatives
- Strategic growth priorities focus on strong innovations and targeted investments into core portfolio
Beauty Care Highlights FY 2018

- **Hair Professional**
  Significantly accelerated growth momentum across Mature and Emerging Markets

- **Eastern Europe Retail**
  Very strong growth, driven by Hair and Body businesses

- **Hair Coloration**
  Very strong growth and market share expansion across regions
Beauty Care
Attractive, dynamic and challenging markets

Attractive market
- Largest non-food FMCG market with more than € 400 bn
- Structurally high gross margins and premiumization opportunities
- Long-term growth dynamics, low cyclicality and seasonality

Consolidation & intense competition
- Consolidation of retailers and manufacturers
- Increased price & promo pressure especially in mature markets
- Small challenger brands competing for shelf space and market share

Channel shifts
- Growing share of digital investment and sales
- New online players (retailers and brands)
- eCommerce reducing ‘offline’ basket & traffic
Beauty Care
Strong brands and innovations since over 120 years

**Key competence in Hair...**
- Schwarzkopf Hair mega-brand with > € 2 bn annual sales
- Global #3 in Hair Professional thanks to strong base and successful M&A
- Top Retail positions in Europe

**...and strong customer focus...**
- Leveraging category leadership positions in brick & mortar and eCommerce
- Deepening partnerships through unique interactive customer experience center

**...leveraging innovation power**
- In-depth consumer insights & early identification of latest trends
- Leading, consumer-centric innovations
- Agile organizational setup with fast-track innovation process
### Beauty Care

#### Product Portfolio

<table>
<thead>
<tr>
<th>Hair</th>
<th>Body</th>
<th>Skin</th>
<th>Oral</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Retail &amp; Professional</td>
<td>▪ Soaps</td>
<td>▪ Face Creams</td>
<td>▪ Toothpaste</td>
</tr>
<tr>
<td>▪ Coloration</td>
<td>▪ Bath &amp; Shower</td>
<td>▪ Cleansing</td>
<td>▪ Mouthwash</td>
</tr>
<tr>
<td>▪ Styling</td>
<td>▪ Deodorants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▪ Care</td>
<td>▪ Body Lotions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Beauty Care
Leading market positions in active markets

<table>
<thead>
<tr>
<th>Professional</th>
<th>Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hair Professional 26%</td>
<td>Hair Retail 47%</td>
</tr>
<tr>
<td>Salon, Color, Care, Styling</td>
<td>Hair Color, Care, Styling</td>
</tr>
<tr>
<td>#3 globally #2 North America</td>
<td>#1 Styling Europe #2 Coloration Europe</td>
</tr>
<tr>
<td>#2 Coloration Europe</td>
<td>#3 Personal Cleansing US</td>
</tr>
<tr>
<td>Body Care 23%</td>
<td>Skin / Oral 4%</td>
</tr>
<tr>
<td>Soaps, Shower, Deo</td>
<td>Face, Mouthwash</td>
</tr>
</tbody>
</table>

Note: % share in 2018 business unit sales
Beauty Care
Top Brands, Sales 2018

~€ 2.0 bn

~€ 0.3 bn

~€ 0.3 bn

Schwarzkopf

Dial

syoss

Top 10 brands: 90% of total Beauty Care sales
Beauty Care
Large Customers

A.S. Watson Group
Walmart
dm
Alibaba.com
REWE
EDEKA
Carrefour
Auchan
Kaufland
Müller
Beauty Care
Main Competitors

L’ORÉAL  P&G  Unilever  CO TY
Beiersdorf  kao  COLGATE-PALMOLIVE
Beauty Care
Strong brands and innovations

- Strong long-term profitable growth and leading positions in attractive markets worldwide
- Core competence in Hair Professional and Retail, Body Care as second pillar focusing on Europe and North America
- Comprehensive innovation plan addressing key trends and targeting new consumers
- Fast integration of value-adding acquisitions
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9. Henkel Shares
10. Henkel Bonds
11. Henkel History
12. Contacts & Additional Information
## Laundry & Home Care

### Key Financials

<table>
<thead>
<tr>
<th>Key financials (^1)</th>
<th>2017</th>
<th>2018</th>
<th>+/-</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>6,651</td>
<td>6,419</td>
<td>-3.5%</td>
</tr>
<tr>
<td>Proportion of Henkel sales</td>
<td>33%</td>
<td>32%</td>
<td>-</td>
</tr>
<tr>
<td>Operating profit (EBIT)</td>
<td>989</td>
<td>970</td>
<td>-1.9%</td>
</tr>
<tr>
<td>Adjusted operating profit (EBIT)</td>
<td>1,170</td>
<td>1,162</td>
<td>-0.7%</td>
</tr>
<tr>
<td>Return on sales (EBIT)</td>
<td>14.9%</td>
<td>15.1%</td>
<td>0.2 pp</td>
</tr>
<tr>
<td>Adjusted return on sales (EBIT)</td>
<td>17.6%</td>
<td>18.1%</td>
<td>0.5 pp</td>
</tr>
<tr>
<td>Return on capital employed (ROCE)</td>
<td>13.1%</td>
<td>13.1%</td>
<td>0.0 pp</td>
</tr>
<tr>
<td>Economic Value Added (EVA(^*))</td>
<td>309</td>
<td>306</td>
<td>-1.0%</td>
</tr>
</tbody>
</table>

### Sales development \(^2\)

<table>
<thead>
<tr>
<th>Change versus previous year</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign exchange</td>
<td>-6.1</td>
</tr>
<tr>
<td>Adjusted for foreign exchange</td>
<td>2.6</td>
</tr>
<tr>
<td>Acquisitions / divestments</td>
<td>0.7</td>
</tr>
<tr>
<td>Organic</td>
<td>1.9</td>
</tr>
<tr>
<td>of which price</td>
<td>1.7</td>
</tr>
<tr>
<td>of which volume</td>
<td>0.2</td>
</tr>
</tbody>
</table>

\(^1\) Calculated on the basis of units of 1,000 euros; figures commercially rounded.
\(^2\) Calculated on the basis of units of 1,000 euros.
pp = percentage points
Laundry & Home Care
Proven track record of sustainable profitable growth

Key developments

- Good organic sales growth in 2018
- Growth driven by Middle East / Africa and Eastern Europe as well as successful innovations
- Adj. EBIT margin significantly improved
- Substantial efficiency measures implemented

Profitable growth path

Sales (€ bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Sales (€ bn)</th>
<th>Adj. EBIT %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4.6</td>
<td>15.6%</td>
</tr>
<tr>
<td>2014</td>
<td>4.6</td>
<td>16.2%</td>
</tr>
<tr>
<td>2015</td>
<td>5.1</td>
<td>17.1%</td>
</tr>
<tr>
<td>2016</td>
<td>5.8</td>
<td>17.3%</td>
</tr>
<tr>
<td>2017</td>
<td>6.7</td>
<td>17.6%</td>
</tr>
<tr>
<td>2018</td>
<td>6.4</td>
<td>18.1%</td>
</tr>
</tbody>
</table>

OSG %

<table>
<thead>
<tr>
<th>Year</th>
<th>OSG %</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>+5.7%</td>
</tr>
<tr>
<td>2014</td>
<td>+4.6%</td>
</tr>
<tr>
<td>2015</td>
<td>+4.9%</td>
</tr>
<tr>
<td>2016</td>
<td>+4.7%</td>
</tr>
<tr>
<td>2017</td>
<td>+2.0%</td>
</tr>
<tr>
<td>2018</td>
<td>+1.9%</td>
</tr>
</tbody>
</table>
Laundry & Home Care
Highlights FY 2018

- **Middle East / Africa**
  Double-digit growth driven by outstanding development of premium detergent and dishwashing business

- **Persil**
  Significant growth from successful global innovations and strong local activation

- **Toilet Care**
  Significant growth and market share expansion thanks to successful core portfolio and strong innovations
Laundry & Home Care
World Market for Laundry & Home Care Products 2018

Detergents 53%  
€ 69.2 bn

Cleaning Products 34%  
€ 43.9 bn

Air Fresheners 8%  
€ 10.3 bn

Insecticides 6%  
€ 7.3 bn

Total world market value of ~€ 131 bn

Source: Euromonitor
Laundry & Home Care
Dynamic market environment with intense competition

**Attractive market**
- Huge market of ~€131 bn, growing but at a lower pace
- Potential to grow via penetration and consumption in EM and MM
- Innovations as strong lever to fuel growth

**Competitive / pricing pressures**
- Intense competition between global players; growing local players in EM
- High trade and promotion pressure in many countries
- Increase of discounters, smaller store formats and drugstores

**Emerging digital channels**
- Online channels growing fast but still small in our markets
- Convergence of online and offline channels
- Industry transformation e.g. through services and advanced machines
Laundry & Home Care
Moving ahead of competition

Unique coverage...
- Present in 11 out of 12 categories of LHC market
- Leading positions in active markets with >70 #1 positions globally

...with strong brands and...
- Well-known brands with strong equity (Top 10: 65% of sales in 2018)
- Unique position in growing retailer brands business in North America

...agile & “Glocal” model
- Platform innovations regionally adapted and locally implemented
- Strong shopper insights to strengthen innovation power and customer relationships
Laundry & Home Care
Product Portfolio

Laundry Care:
laundry detergents (powder, gel, caps, liquids, megaperls); fabric finishers; laundry conditioning products; laundry sheets; color dyes; stain removers

Home Care:
dishwashing products; bathroom and toilet cleaners; glass cleaners; kitchen cleaners; specialty cleaners; floor care; air fresheners & odor neutralizers; insect control & personal repellents
Laundry & Home Care
Leading market positions in active markets

**Laundry Care (73%)**
- Heavy Duty Detergents
- Laundry Specialties

**Home Care (27%)**
- Dishwashing
- Home Care Specialties

- Premium, Mid-Tier, Value for Money
- Special Detergents, Fabric Finishers, Laundry Additives
- Hand Dishwashing, Automatic Dishwashing
- Surface Cleaners, Toilet Care, Air Care & Insect Control

#1 Europe  #2 North America  #3 Global
Laundry & Home Care
Top Brands, Sales 2018

~€ 1.3 bn  ~€ 0.4 bn  ~€ 0.3 bn

Top 10 brand clusters: 65% of total Laundry & Home Care sales
Laundry & Home Care
Large Customers
Laundry & Home Care
Main Competitors

Reckitt Benckiser
P&G
Unilever
Laundry & Home Care
Leading brands around the world

- Strong financial track record and clear initiatives for profitable growth going forward
- Challenging market environment, but major opportunities due to significant transformation
- Unique category / country coverage, strong brands and agile “Glocal” approach as key success factors
- Targeted innovations addressing strategic search fields to drive future growth
- Clear action plan to leverage digital opportunities
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Research & Development
Expenditures 2018

R&D expenditures¹

<table>
<thead>
<tr>
<th>Year</th>
<th>Expenditure (€m)</th>
<th>% of Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>413</td>
<td>2.5%</td>
</tr>
<tr>
<td>2015</td>
<td>478</td>
<td>2.6%</td>
</tr>
<tr>
<td>2016</td>
<td>463</td>
<td>2.5%</td>
</tr>
<tr>
<td>2017</td>
<td>478</td>
<td>2.4%</td>
</tr>
<tr>
<td>2018</td>
<td>484</td>
<td>2.4%</td>
</tr>
</tbody>
</table>

¹ Includes restructuring expenses of €3m (2014), €14m (2015), €3m (2016), €7m (2017), €13m (2018)

R&D expenditures by business unit

- Beauty Care: 16%
- Adhesive Technologies: 58%
- Laundry & Home Care: 26%
Research & Development
Innovation Rate¹

Striving for innovation leadership

<table>
<thead>
<tr>
<th>Adhesive Technologies</th>
<th>Beauty Care</th>
<th>Laundry &amp; Home Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>~30%</td>
<td>~45%</td>
<td>~45%</td>
</tr>
</tbody>
</table>

¹ Proportion of sales from products successfully launched onto the market: in the last 5 years for Adhesive Technologies, in the last 3 years for Beauty Care and Laundry & Home Care.
1. Henkel at a Glance
2. Henkel 2020+ Strategic Priorities & Ambition
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10. Henkel Bonds
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Procurement
Direct Material Expenditures

Total direct material expenditures 2018: € 8.5 bn

Material expenditures by business unit

- Beauty Care: 16%
- Laundry & Home Care: 35%
- Adhesive Technologies: 49%

Material expenditures by type

- Purchased goods and services: 17%
- Raw materials: 62%
- Packaging: 21%
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Henkel’s sustainability strategy
Deliver more value while reducing footprint

7 billion people consume 1.5 times more resources than are available

2010
Our ambition: Create three times more value compared to the footprint of our operations, products and services until 2030.

2030
Reduce footprint

9 billion people expected to consume resources of five planets

2050
Translating value and footprint into concrete challenges

We concentrate on six focal areas

Social Progress  
Performance  
Safety & Health

Deliver more value
Reduce footprint

Energy & Climate  
Materials & Waste  
Water & Wastewater
Overview: Key targets along the value chain

Deliver more value

Reduce footprint

Social Progress
We want to actively contribute to social progress.

Performance
We want to create more value and increase our sales.

Health and safety
We want to create safe workplaces and improved health and hygiene.

For
1 million workers, by improving their workplace conditions.

Reach
10 million people through our social engagement activities.

Reach
200,000 children through our educational initiatives.

Each new product must make a contribution to sustainability.

We want to promote social engagement by inspiring and training all employees in sustainability.

Zero accidents
is our long-term goal.

90% coverage by global health campaigns per year

Note: compared to the base year 2010
Overview: Key targets along the value chain

Reduce footprint

Deliver more value

Energy and climate
- 5% logistics emissions

Materials and waste
- 50% electricity generated from renewable energy sources
- 50 million t CO₂ generated by our customers and consumers
- 100% electricity generated from renewable energy sources by 2030
- 75% CO₂ footprint of our production by 2030

Water and wastewater
- 100% of packaging recyclable, reusable or compostable by 2025*

Sustainable palm oil
- 100% Mass Balance
- 100% traceability

“Climate-positive” vision
Increasing availability of sustainable palm oil through cooperations.

Packaging
- 35% recycled plastics for consumer products in Europe by 2025

We want to reduce water consumption during production and when our products are used.

We want to reduce our energy usage and our climate-damaging emissions.

We want to use less raw materials and generate less waste.

We want to reduce water consumption and wastewater.

Note: Excluding adhesive products where residue may affect recyclability or pollute recycling streams.
Responsible raw material management
Our goals to promote sustainable palm(kernel)oil

100% RSPO Mass Balance certified palm products
Establish full traceability to known sources
Collaborative projects to help small farmers
Purchasing and supplier management
We mitigate risks and drive sustainability in our supply chain

Responsible Sourcing Process

→ we aim to improve environmental and social standards in our supply chain

Together for Sustainability

The Chemical Initiative for Sustainable Supply Chains”

An audit for one is an audit for all.
Resource efficient production operations
Target: 75 percent more efficiency overall until 2020

In our 185 production sites worldwide, we want to improve the relationship between the value we create and our environmental footprint.

75% more efficient by 2020

<table>
<thead>
<tr>
<th>Targets 2020¹</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Safer per million hours worked</td>
<td>+40%</td>
</tr>
<tr>
<td>Less energy per ton of product</td>
<td>-30%</td>
</tr>
<tr>
<td>Less waste per ton of product</td>
<td>-30%</td>
</tr>
<tr>
<td>Less water per ton of product</td>
<td>-30%</td>
</tr>
<tr>
<td>Total efficiency</td>
<td>+75%</td>
</tr>
</tbody>
</table>

¹ Compared to base year 2010
Logistics and transport
Target: Reduce logistic emissions by 5% until 2020

Improving our warehouse network
Continuous transport optimization
Expansion of intermodal transport: from road to rail
Sustainable consumption
Reduce impact of our products in the use phase

Coldwash labels on packaging

CO$_2$ - footprint calculator

Bathroom calculator
Helping to reduce CO₂ emissions
Specific Examples

Adhesive Technologies
“Cool Roof” roof coating
- White roof coating reflects 97% more than conventional red roof coatings
- This helped to save around 116,000 metric tons of CO₂ emissions in Mexico in 2018

Beauty Care
Leave-In Conditioner
- No need to wash out conditioner, hence no need to heat water
- This helped save around 40,000 metric tons of CO₂ emissions in 2018

Laundry & Home Care
Somat Dishwasher Cleaner
- First Dishwasher Cleaner that can be used when the machine is fully loaded
- This helped save around 9,000 metric tons of CO₂ in our markets
Creating smarter packaging
How we drive progress towards a circular economy

100% of paper & cardboard made of recycled material or from sustainable forestry sources

35% recycled plastics in consumer goods packaging in Europe by 2025

100% of packaging to be recyclable, reusable or compostable by 2025

reach >1 billion consumers through targeted information on recycling by 2025

...to close the loop

...in a smart Design...

Use material sustainable sources...
Creating smarter packaging
Specific Examples

- **Adhesive Technologies**
  - Intermediate Bulk Containers
  - Reduction of 1 kg weight per IBC
  - 150 metric tons less plastic
  - Made out of recycled plastic

- **Beauty Care**
  - FA PET shower gel bottle
  - PET-Bottles made of 30% recycled material
  - 200 metric tons of new PET saved
  - Recycled PET has a 80% lower footprint than new PET

- **Laundry & Home Care**
  - Persil Compactation
  - 40 percent more stain-removal power per unit of volume
  - Packaging volume was reduced by 3,500 metric tons annually
  - The bottles are fully recyclable
17 goals for sustainable development...and their importance for Henkel

- Henkel actively supports the implementation of the 17 Sustainable Development Goals (SDGs)
- They were adopted by the 193 United Nations Member States in September 2015

- By reviewing our corporate goals, we ensure that they match our relevant SDG priorities and actively support their implementation.
United Nations’ 17 goals for sustainable development
Actively supporting implementation

Increase quality of life
Create opportunities through education

- Million Chances
  Support women & girls
- “Forscherwelt”
  Interest children in science
- Shaping Futures
  Basic training for the hairdressing profession

Engage in climate protection
Become a climate-positive company longterm

- Until 2030: Reduce CO₂ Footprint of our production by 75%
- Until 2030: Electricity solely from renewable sources
- Help customers and consumers save 50 million tons of CO₂ by 2020

Turning waste into opportunities
Cooperation of Henkel & The Plastic Bank

- Lack waste management infrastructure in Haiti
- People in poverty hand in collected plastic waste at collection centers
- Collectors receive money, goods or services in exchange for the plastic
Our employees make the difference
More than 50,000 Sustainability Ambassadors

Trainings

Motivated employees make a contribution

eLearnings and classroom trainings in more than 30 languages
External recognition
Leading position in ratings and indices

- Evaluation and recognition of our services by independent sustainability experts
- Results confirm that we are successfully implementing our sustainability strategy
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## Henkel Shares

### Share Data

<table>
<thead>
<tr>
<th></th>
<th>Preferred</th>
<th>Ordinary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Security Code No.</td>
<td>604843</td>
<td>604840</td>
</tr>
<tr>
<td>ISIN Code</td>
<td>DE0006048432</td>
<td>DE0006048408</td>
</tr>
<tr>
<td>Number of Shares</td>
<td>178,162,875</td>
<td>259,795,875</td>
</tr>
<tr>
<td>Stock Exch. Symbol</td>
<td>HEN3.ETR</td>
<td>HEN.ETR</td>
</tr>
</tbody>
</table>

Note: The number of ADRs outstanding for ordinary (ISIN US42550U1097) & preferred (ISIN US42550U2087) shares at the end of the year 2018 was ~1.7 million
<table>
<thead>
<tr>
<th>Henkel Shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>Preferred Shares and Ordinary Shares</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Preferred Shares</th>
<th>Ordinary Shares</th>
</tr>
</thead>
<tbody>
<tr>
<td>178.2 million shares outstanding</td>
<td>259.8 million shares outstanding</td>
</tr>
<tr>
<td>2.07% treasury stock(^1)</td>
<td>61.20% Henkel Family share-pooling agreement(^2)</td>
</tr>
<tr>
<td>97.93% free-float</td>
<td>38.80% free-float</td>
</tr>
<tr>
<td>Trading volume on average 624,000 shares per trading day in 2018</td>
<td>Trading volume on average 98,000 shares per trading day in 2018</td>
</tr>
<tr>
<td>Preferred dividend (+0.02 € vs. ordinary share)(^3)</td>
<td>Ordinary dividend(^3)</td>
</tr>
<tr>
<td>Generally no voting rights(^3)</td>
<td>Voting rights</td>
</tr>
</tbody>
</table>

\(^1\) As of Dec 31, 2018  \(^2\) According to notices received by the corporation as of October 12, 2018  \(^3\) For details see Art. 35 (2) of Articles of Association of Henkel AG & Co. KGaA and AR 2018, p. 29
Henkel Shares
International Shareholder Structure

Compared to the ordinary shares, our preferred shares are the significantly more liquid class of Henkel stock. Apart from the treasury shares, they are entirely in free float. A large majority are owned by institutional investors whose portfolios are usually broadly distributed internationally.

Institutional investors holding Henkel shares

- Germany: 8%
- France: 9%
- Rest of world: 13%
- Rest of Europe: 14%
- USA: 30%
- UK: 26%

At November 30, 2018
Source: Nasdaq.
Henkel Shares
Henkel represented in all major indices

Equity indices

Henkel preferred shares are included in many leading indices; particularly noteworthy are:
- DAX
- MSCI World
- STOXX® Europe 600
- FTSE World Europe
- Dow Jones Titans 30 Personal & Household Goods

Sustainability indices

Henkel is also represented in key sustainability indices:
- Ethics index FTSE4Good
- STOXX® Global ESG Leaders
- Ethibel Pioneer Investment Register
- Euronext Vigeo World 120, Europe 120 and Eurozone 120
- MSCI Global Sustainability Index
- Global Challenges Index
## Henkel Shares
### Key Data 2014 to 2018 (1/2)

<table>
<thead>
<tr>
<th>in euros</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Share price at year-end</strong>¹</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary share</td>
<td>80.44</td>
<td>88.62</td>
<td>98.98</td>
<td>100.00</td>
<td>85.75</td>
</tr>
<tr>
<td>Preferred share</td>
<td>89.42</td>
<td>103.20</td>
<td>113.25</td>
<td>110.35</td>
<td>95.40</td>
</tr>
<tr>
<td><strong>High for the year</strong>¹</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary share</td>
<td>80.44</td>
<td>99.26</td>
<td>105.45</td>
<td>113.70</td>
<td>104.70</td>
</tr>
<tr>
<td>Preferred share</td>
<td>90.45</td>
<td>115.20</td>
<td>122.90</td>
<td>128.90</td>
<td>115.05</td>
</tr>
<tr>
<td><strong>Low for the year</strong>¹</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary share</td>
<td>67.00</td>
<td>76.32</td>
<td>77.00</td>
<td>96.15</td>
<td>83.30</td>
</tr>
<tr>
<td>Preferred share</td>
<td>72.64</td>
<td>87.75</td>
<td>88.95</td>
<td>110.10</td>
<td>93.46</td>
</tr>
</tbody>
</table>

¹ Closing share prices, Xetra trading system
### Henkel Shares

#### Key Data 2014 to 2018 (2/2)

<table>
<thead>
<tr>
<th>in euros</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Dividend</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary share</td>
<td>1.29</td>
<td>1.45</td>
<td>1.60</td>
<td>1.77</td>
<td>1.83</td>
</tr>
<tr>
<td>Preferred share</td>
<td>1.31</td>
<td>1.47</td>
<td>1.62</td>
<td>1.79</td>
<td>1.85</td>
</tr>
<tr>
<td><strong>Market capitalization(^1) in bn euros</strong></td>
<td>36.8</td>
<td>41.4</td>
<td>45.9</td>
<td>45.6</td>
<td>39.3</td>
</tr>
<tr>
<td>Ordinary shares in bn euros</td>
<td>20.9</td>
<td>23.0</td>
<td>25.7</td>
<td>26.0</td>
<td>22.3</td>
</tr>
<tr>
<td>Preferred shares in bn euros</td>
<td>15.9</td>
<td>18.4</td>
<td>20.2</td>
<td>19.6</td>
<td>17.0</td>
</tr>
</tbody>
</table>

\(^1\) Closing share prices, Xetra trading system
Earnings per share
Key Data 2014 to 2018

<table>
<thead>
<tr>
<th></th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Earnings per share</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary share</td>
<td>3.74</td>
<td>4.42</td>
<td>4.72</td>
<td>5.79</td>
<td>5.31</td>
</tr>
<tr>
<td>Preferred share</td>
<td>3.76</td>
<td>4.44</td>
<td>4.74</td>
<td>5.81</td>
<td>5.33</td>
</tr>
<tr>
<td><strong>Adjusted(^1) earnings per share</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Ordinary share</td>
<td>4.36</td>
<td>4.86</td>
<td>5.34</td>
<td>5.83</td>
<td>5.99</td>
</tr>
<tr>
<td>Preferred share</td>
<td>4.38</td>
<td>4.88</td>
<td>5.36</td>
<td>5.85</td>
<td>6.01</td>
</tr>
</tbody>
</table>

\(^1\) Adjusted for one-time charges/gains and restructuring expenses
Share Price Development
2009 through 2018
in euros

Dec. 31, 2008: 22.59 euros
Dec. 31, 2018: 95.40 euros
Dividends
€ 805 m distributed in 2019

- Consistent dividend policy based on strong earnings and cash flow profile
- More than € 4 bn paid out since 2012 via dividends
- Continuous increase of payout with 2018 dividend almost twice as high as 2012
- Increase of target dividend payout range from 25 - 35% to 30 - 40% from fiscal 2019
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10. Henkel Bonds
11. Henkel History
12. Contacts & Additional Information
### Development of Net Financial Position

<table>
<thead>
<tr>
<th>Year</th>
<th>Development of Net Financial Position (€m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>-153</td>
</tr>
<tr>
<td>2015</td>
<td>335</td>
</tr>
<tr>
<td>2016</td>
<td>-2,301</td>
</tr>
<tr>
<td>2017¹</td>
<td>-3,222</td>
</tr>
<tr>
<td>2018</td>
<td>-2,895</td>
</tr>
</tbody>
</table>

¹ Prior-year figures amended (please refer to annual report 2018 pages 140 and 141)

### Borrowings

<table>
<thead>
<tr>
<th>Year</th>
<th>Bonds</th>
<th>Commercial Paper</th>
<th>Bank Loans</th>
<th>Other Borrowings</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>1,744</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td></td>
<td>884</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td></td>
<td></td>
<td>3,725</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
<td>4,344</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td>4,175</td>
<td></td>
</tr>
</tbody>
</table>
## Key Financial ratios & Credit Ratings

### Commitment to single-A rating

#### Key Financial Ratios

<table>
<thead>
<tr>
<th>Ratio</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Equity ratio in %</td>
<td>55.6</td>
<td>61.9</td>
<td>54.3</td>
<td>55.2</td>
<td>57.7</td>
</tr>
<tr>
<td>Interest coverage ratio</td>
<td>48.4</td>
<td>75.7</td>
<td>107.9</td>
<td>59.2</td>
<td>56.0</td>
</tr>
<tr>
<td>Operating debt coverage ratio in %</td>
<td>274.8</td>
<td>375.2</td>
<td>80.8</td>
<td>80.9</td>
<td>78.9</td>
</tr>
</tbody>
</table>

#### Credit Ratings

<table>
<thead>
<tr>
<th></th>
<th>Standard &amp; Poor's</th>
<th>Moody's</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long term</td>
<td>A</td>
<td>A2</td>
</tr>
<tr>
<td>Outlook</td>
<td>Stable</td>
<td>Stable</td>
</tr>
<tr>
<td>Short term</td>
<td>A-1</td>
<td>P1</td>
</tr>
</tbody>
</table>

At December 31, 2018

---

1 Prior-year figures amended (please refer to annual report 2018 pages 140 and 141)
### Henkel Bond Data

Currently 4 bonds outstanding with maturities until 2022

#### Bond data

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Currency</strong></td>
<td>EUR</td>
<td>USD</td>
</tr>
<tr>
<td><strong>Volume</strong></td>
<td>700 million</td>
<td>750 million</td>
</tr>
<tr>
<td><strong>Coupon</strong></td>
<td>0% p.a.</td>
<td>1.5% p.a.</td>
</tr>
<tr>
<td><strong>Maturity</strong></td>
<td>9/13/2021</td>
<td>9/13/2019</td>
</tr>
<tr>
<td><strong>Issue price</strong></td>
<td>100%</td>
<td>99.85%</td>
</tr>
<tr>
<td><strong>Issue yield</strong></td>
<td>0% p.a.</td>
<td>1.55%</td>
</tr>
<tr>
<td><strong>Interest calculation</strong></td>
<td>Act / Act (ISMA)</td>
<td>30 / 360 (ISMA)</td>
</tr>
<tr>
<td><strong>Denomination</strong></td>
<td>1,000 EUR</td>
<td>2,000 USD</td>
</tr>
<tr>
<td><strong>Sec. code no.</strong></td>
<td>A2BPAX</td>
<td>A2BPAY</td>
</tr>
<tr>
<td><strong>ISIN</strong></td>
<td>XS1488418960</td>
<td>XS1488419695</td>
</tr>
<tr>
<td><strong>Listing</strong></td>
<td>Regulated Market of the Luxembourg Stock Exchange</td>
<td></td>
</tr>
</tbody>
</table>
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10. Henkel Bonds
11. **Henkel History**
12. Contacts & Additional Information
<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1876</td>
<td>Foundation of Henkel &amp; Cie in Aachen by Fritz Henkel</td>
</tr>
<tr>
<td>1878</td>
<td>Henkel’s Bleich-Soda marks the beginning of the company’s success story. Relocation of Henkel &amp; Cie to Düsseldorf</td>
</tr>
<tr>
<td>1907</td>
<td>Launch of Persil, the world’s first self-acting laundry detergent</td>
</tr>
<tr>
<td>1913</td>
<td>First subsidiary production company abroad: Henkel &amp; Cie AG, Pratteln, Switzerland</td>
</tr>
<tr>
<td>1922</td>
<td>First production of adhesives for captive use</td>
</tr>
<tr>
<td>1929</td>
<td>P3 cleaners for industrial and craft applications were marketed for the first time</td>
</tr>
<tr>
<td>1950</td>
<td>Acquisition of TheraChemie: liquid hair colorant Poly Color</td>
</tr>
<tr>
<td>1951</td>
<td>P3 Products (Pty) Ltd was founded in Durban, South Africa. The company was the first Henkel subsidiary outside Europe</td>
</tr>
<tr>
<td>1960</td>
<td>Acquisition of Standard Chemical Products Inc of Hoboken/New Jersey and Charlotte/North Carolina, USA, thus entering the US chemical products market</td>
</tr>
<tr>
<td>1973</td>
<td>Patent application for Zeolite A (phosphate substitute; Henkel brand SASIL)</td>
</tr>
</tbody>
</table>
### Henkel History (2/3)

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>1974</td>
<td>Minority share interest in The Clorox Company of Oakland, California, USA (sold in 2004)</td>
</tr>
<tr>
<td>1983</td>
<td>First phosphate-free powder detergent (Dixan)</td>
</tr>
<tr>
<td>1985</td>
<td>First listing of Henkel preferred shares</td>
</tr>
<tr>
<td>1990</td>
<td>First joint venture in China: Shanghai Henkel Chemicals Ltd.</td>
</tr>
<tr>
<td>1991</td>
<td>Henkel-Ecolab joint venture and increased participation in Ecolab Inc., St. Paul/Minnesota, USA</td>
</tr>
<tr>
<td>1991</td>
<td>Foundation of Henkel Asia-Pacific (HAP) Ltd., Hong Kong</td>
</tr>
<tr>
<td>1995</td>
<td>Acquisition of Hans Schwarzkopf GmbH, Hamburg</td>
</tr>
<tr>
<td>1996</td>
<td>First listing of Henkel ordinary shares</td>
</tr>
<tr>
<td>1997</td>
<td>Acquisition of Loctite Corp., Hartford/Connecticut, USA</td>
</tr>
<tr>
<td>1999</td>
<td>Carve-out of the Chemical Products business sector: Formation of Cognis B. V.</td>
</tr>
<tr>
<td>2001</td>
<td>Sale of Cognis and Henkel-Ecolab: Focus on Brands and Technologies</td>
</tr>
<tr>
<td>Year</td>
<td>Event</td>
</tr>
<tr>
<td>------</td>
<td>-------</td>
</tr>
<tr>
<td>2004</td>
<td>Acquisition of The Dial Corporation in Scottsdale/ Arizona, USA, and of Advanced Research Laboratories (ARL) in Costa Mesa/ California, USA</td>
</tr>
<tr>
<td>2007</td>
<td>Persil 100 Years</td>
</tr>
<tr>
<td>2008</td>
<td>Acquisition of National Starch Adhesives and Electronic Materials Businesses</td>
</tr>
<tr>
<td>2009</td>
<td>111 Years Schwarzkopf</td>
</tr>
<tr>
<td>2010</td>
<td>New release of Vision and Values</td>
</tr>
<tr>
<td>2011</td>
<td>60 years of Pril</td>
</tr>
<tr>
<td>2014</td>
<td>Henkel family extends share-pooling agreement: contract has been concluded for an indefinite term and can now first be terminated as of December 31, 2033. Acquisition of The Spotless Group (Laundry &amp; Home Care), France, Sexy Hair / Kenra / Alterna (Beauty Care), USA and of The Bergquist Company (Adhesive Technologies), USA</td>
</tr>
<tr>
<td>2016</td>
<td>Acquisition of The Sun Products Corporation in North America. Presentation of Henkel 2020+ - strategic priorities and financial ambition</td>
</tr>
<tr>
<td>2017</td>
<td>Sales above 20 bn€ for the first time; acquisition of Darex Packaging Technologies and Sonderhoff Holding GmbH (both Adhesive Technologies) as well as Nattura Laboratorios, S.A. de C.V. and Zotos International Inc. (both Beauty Care)</td>
</tr>
<tr>
<td>2018</td>
<td>Henkel first company to conclude „Green Loan“; Acquisition of Unión Técnico Comercial S.R.L. and Aislantes Nacionales S.A. (both Adhesive Technologies) as well as JemPak Corporation (Laundry &amp; Home Care)</td>
</tr>
</tbody>
</table>
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Contact Investor Relations

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40589 Düsseldorf
Germany

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Phone: +49-211-797-3937
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E-mail: investor.relations@henkel.com

From left to right:
Lars Korinth, Andrea Haschke, Ines Goeldner,
Dorothee Brinkmann, Mona Niermann,
Steffen Nix
Additional Information

- Annual report
- Sustainability report
- Quarterly publications
- Roadshow & conference presentations
- Investor Relations News

Relevant publications and additional information available at [www.henkel.com/ir](http://www.henkel.com/ir) or on our Henkel Corporate App
Thank you!