### Henkel Acquires Spotless Group







Excellence is our Passion

## **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.

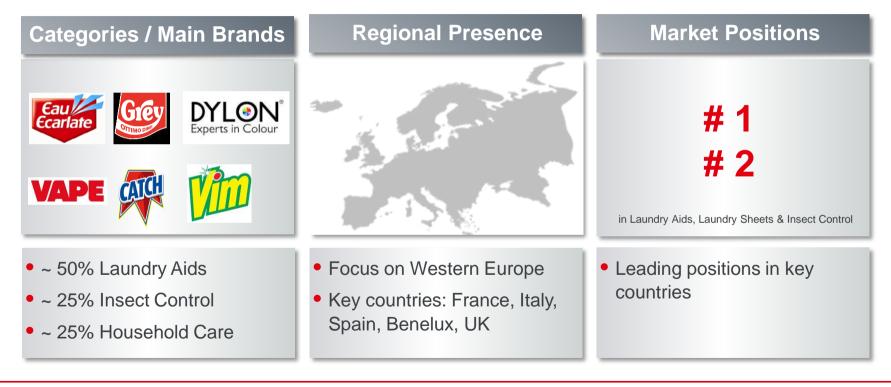


#### Acquisition of Spotless Group further strengthens Henkel's Laundry & Home Care business

Sales	Transaction value		EBITDA Multiple
~280 m €	940 m €		12.1x
Scope		Financing	
100%	100% of capital		O cash



# Spotless Group, a highly profitable European laundry & home care company





## Highly attractive portfolio with technology edge and strong brand equities





# Laundry Aids: leading brands in attractive segments completing the Henkel portfolio



- Cross-category brands, strong technology edge
- Intelligent branding: international concept, local brand names



## Insect Control & Household Care: leading brands strengthening our existing business



- Strong technology edge across all relevant insect control segments
- Winning local household care brands



# Strategic rationale: highly profitable, complementary portfolio with growth potential

- Leverage leadership in Western Europe while closing white spots
  - Laundry Aids: attractive segment completing our portfolio
  - Insect Control: entry in Western Europe with leading positions
  - Footprint in UK
- Leading brands with category captain positions
- High brand awareness & strong innovation pipeline
- Margin accretive business in attractive market segments
- Defensive and offensive synergy potential





### Henkel integration track record, key enabler of synergy potential

#### **Defensive synergies**

Leverage Henkel's strong organization in Western Europe

#### **Offensive synergies**

International roll-out

Important acquisition adding to Henkel's strong and efficient Laundry & Home Care platform





#### Acquisition of Spotless contributes to Henkel's 2016 financial targets



\* incl. continuous portfolio optimization (without major acquisitions & divestments); EPS: adjusted per preferred share

