

Henkel Q2 2017

Hans Van Bylen, Carsten Knobel

Düsseldorf, August 10, 2017

| 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 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.

| Agenda

1 | **Key developments Q2 2017**

2 | Financials Q2 2017

3 | Summary & Outlook FY 2017

| Q2 2017: Strong performance in a challenging environment

Sales

€ 5.1 bn

Organic Growth

+2.2%

Adjusted EBIT

€ 909 m

Adj. EBIT margin

17.8%

Adj. EPS growth

+10.7%

NWC in % of sales

5.2%

| Delivering on profitable growth in Q2 2017



- Strong performance with several all-time highs
- Very strong organic sales growth in Emerging Markets, positive in Mature Markets
- All-time high of adjusted EBIT
- Further increase in adjusted EBIT margin
- Continued double-digit growth of adjusted EPS
- Sun integration well on track

| Continued challenging environment

- Persisting geo-political tensions, political and macro-economic uncertainties
- Global GDP growth on a moderate level
- Increasingly difficult conditions in the consumer goods markets
- Very heterogeneous and volatile FX landscape
- Raw material prices on the rise
- Flat organic sales growth in Beauty Care

| Adhesive Technologies

Driving profitable growth

Sales

€ 2.4 bn

Organic Growth

+3.4%

LOCTITE

TECHNOMELT

Adj. EBIT

€ 455 m

Adj. EBIT margin

19.2%

BONDERITE

| Adhesive Technologies

Highlights Q2 2017



Automotive Electronics

Very strong growth driven by digital innovations in cars

High-performance solutions for connectivity and eMobility



Vehicle Repair

Double digit development driven by business with authorized repair shops

Leading innovative solutions for the assembly of windshields



Semiconductor Industry

Double digit growth driven by increasing performance needs in electronics

High-impact solutions for growth segments such as camera modules in smartphones

| Adhesive Technologies – acquisitions closed

Darex Packaging Technologies & Sonderhoff Group

- Further strengthening the leading position in Adhesive Technologies businesses
- Complementary innovative technologies in highly attractive metal packaging and industrial sealing markets
- Customer-specific high-impact solutions with expertise-driven sales and services
- Fostering Henkel's position as partner of choice



| Beauty Care

Driving profitable growth

Sales

€ 1.0 bn

Organic Growth

+0.0%

Adj. EBIT

€ 180 m

Adj. EBIT margin

18.0%



syoss



Beauty Care

Highlights Q2 2017



Russia Retail

Very strong organic sales growth

Increasing market shares in core category Hair



Hair Styling

Ongoing sales and market share growth

Taft and got2b enhancing market leadership position



Professional

Continued momentum with very strong growth

Excellent US performance, launch of first influencer brand

| Laundry & Home Care

Driving profitable growth

Sales

€ 1.7 bn

Organic Growth

+2.1%

Adj. EBIT

€ 298 m

Adj. EBIT margin

17.5%

Persil



Purex

| Laundry & Home Care

Highlights Q2 2017



Persil Offensive

Good growth of the Persil brand
Strong international innovations
driving growth in new countries,
especially in US



Automatic Dishwashing

Continued successful category
development
Launch of new, strong variants in
> 30 countries



Australia / New Zealand

Very strong growth in the region
Successful innovations in all 3
core laundry brands

| Agenda

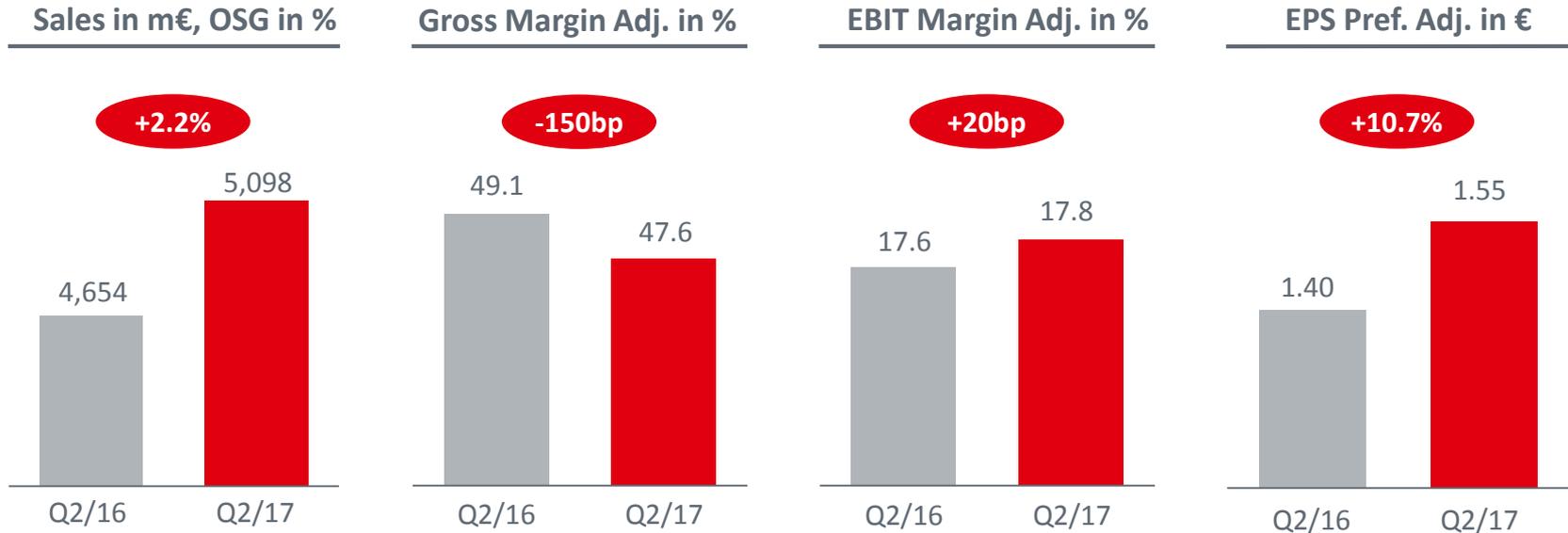
1 | Key developments Q2 2017

2 | Financials Q2 2017

3 | Summary & Outlook FY 2017

| High quality of earnings

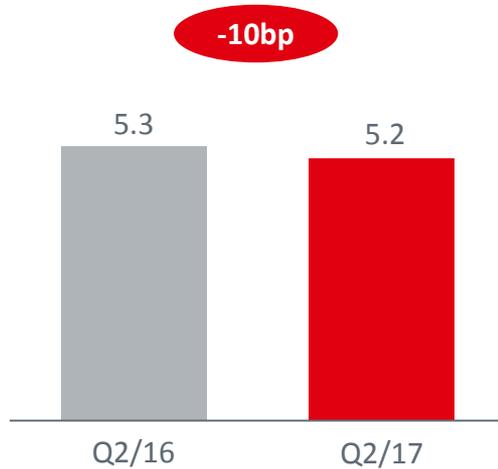
Key financials – Q2 2017



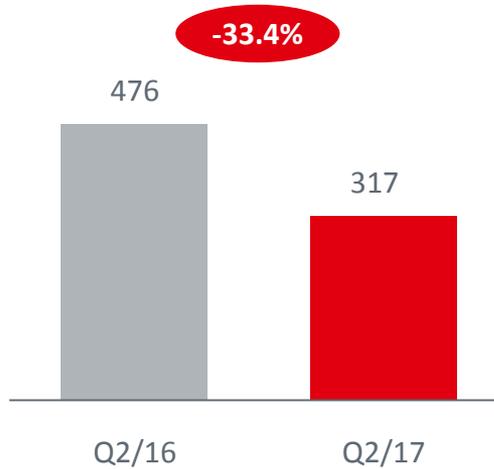
Excellent NWC management

Key financials – Q2 2017

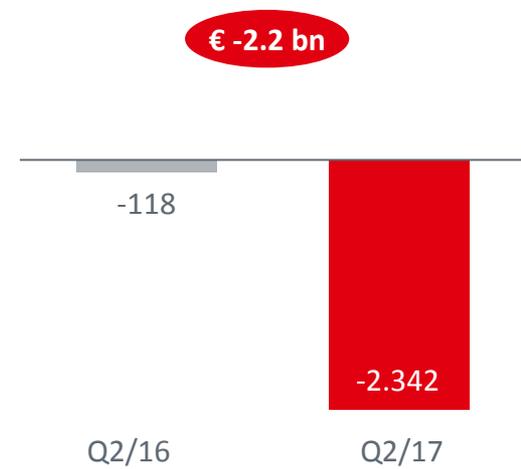
NWC in % of Sales



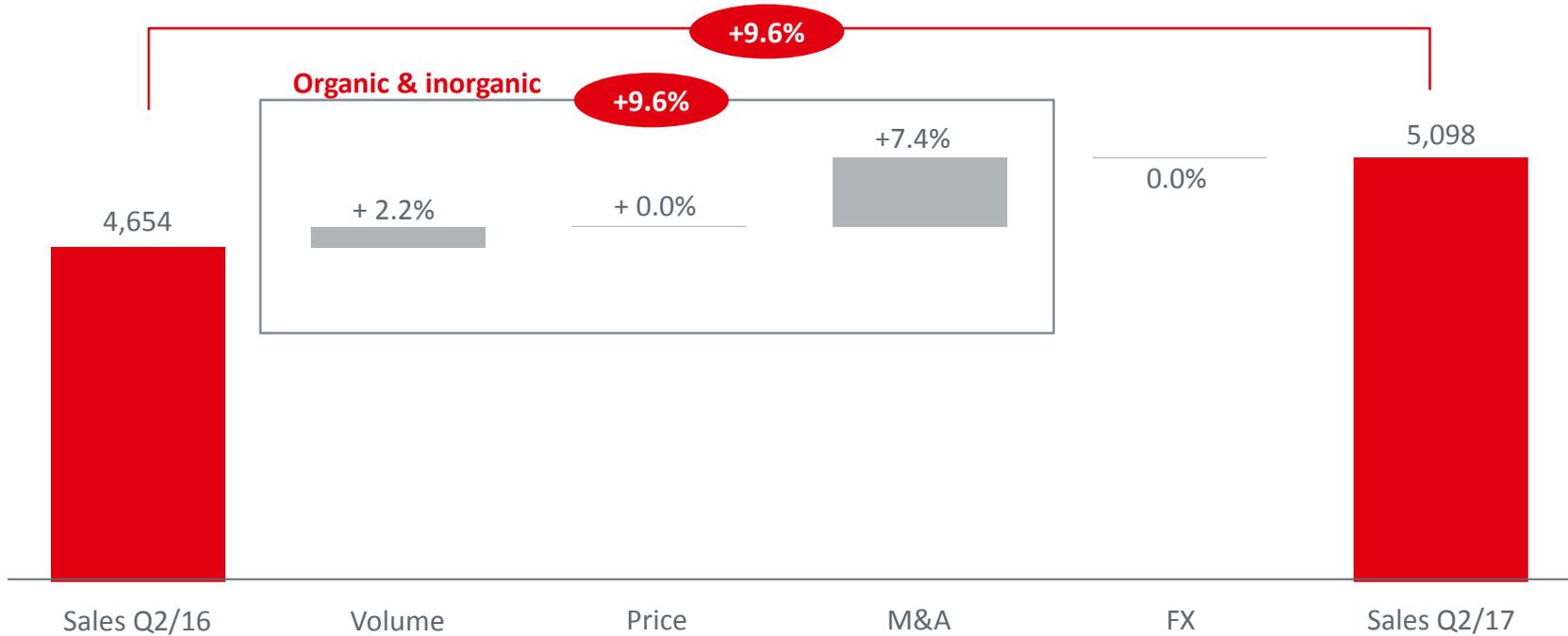
Free Cash Flow in m€



Net Financial Position in m€



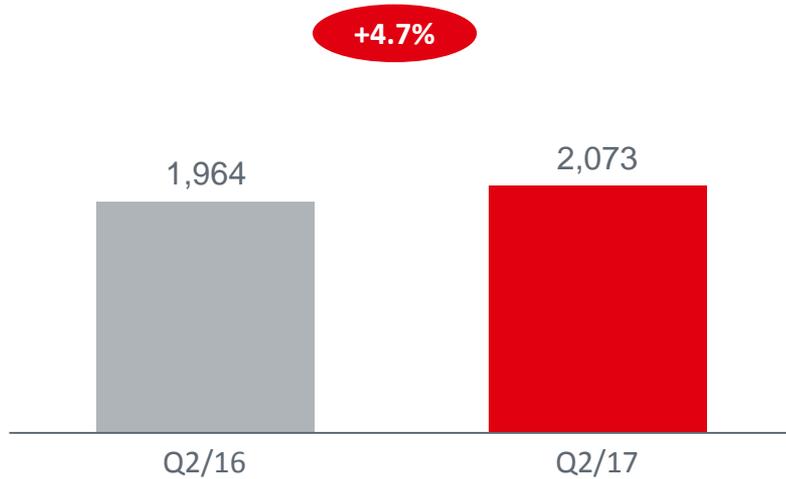
Significant organic & inorganic sales growth in m€, changes in %



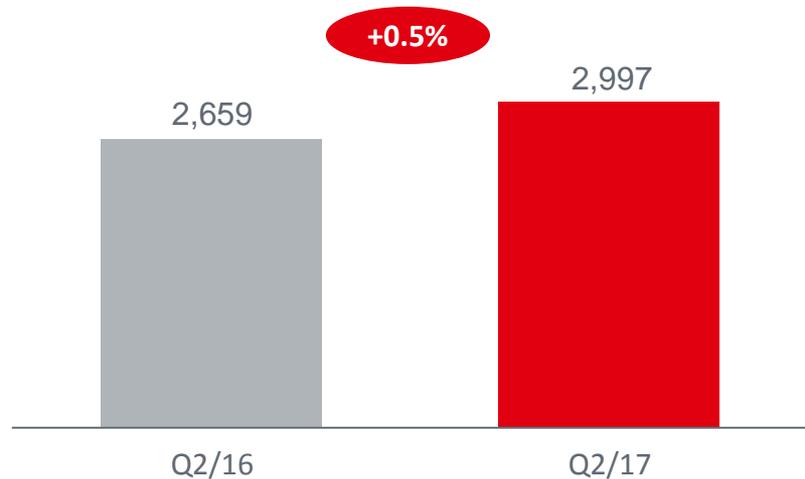
Emerging Markets very strong, Mature Markets positive

in m€, OSG in %

Emerging Markets



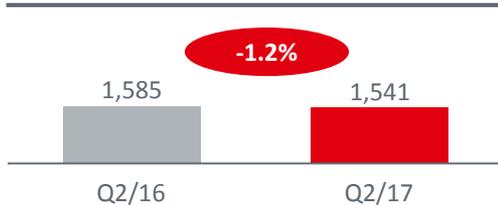
Mature Markets



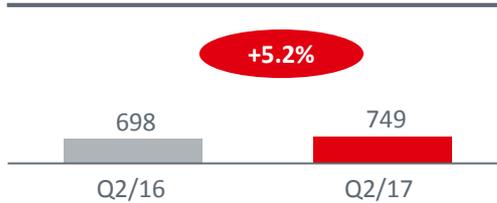
Broad based growth across regions

in m€, OSG in %

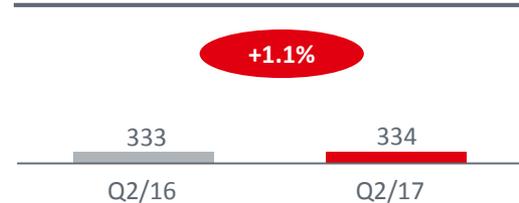
Western Europe



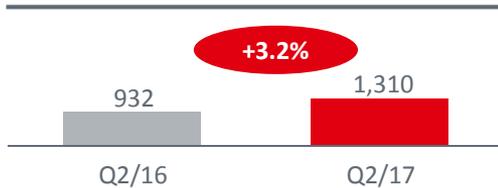
Eastern Europe



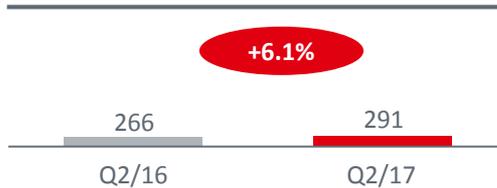
Africa/Middle East



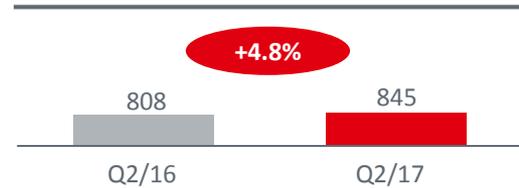
North America



Latin America

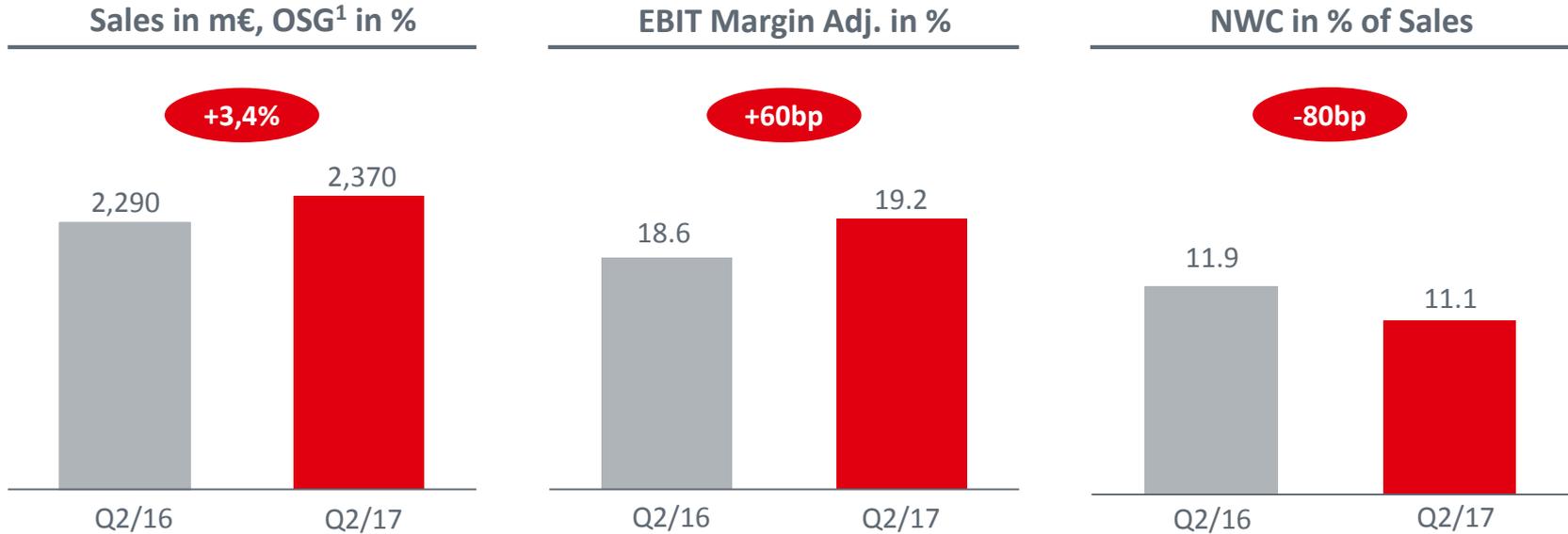


Asia-Pacific



| Adhesive Technologies

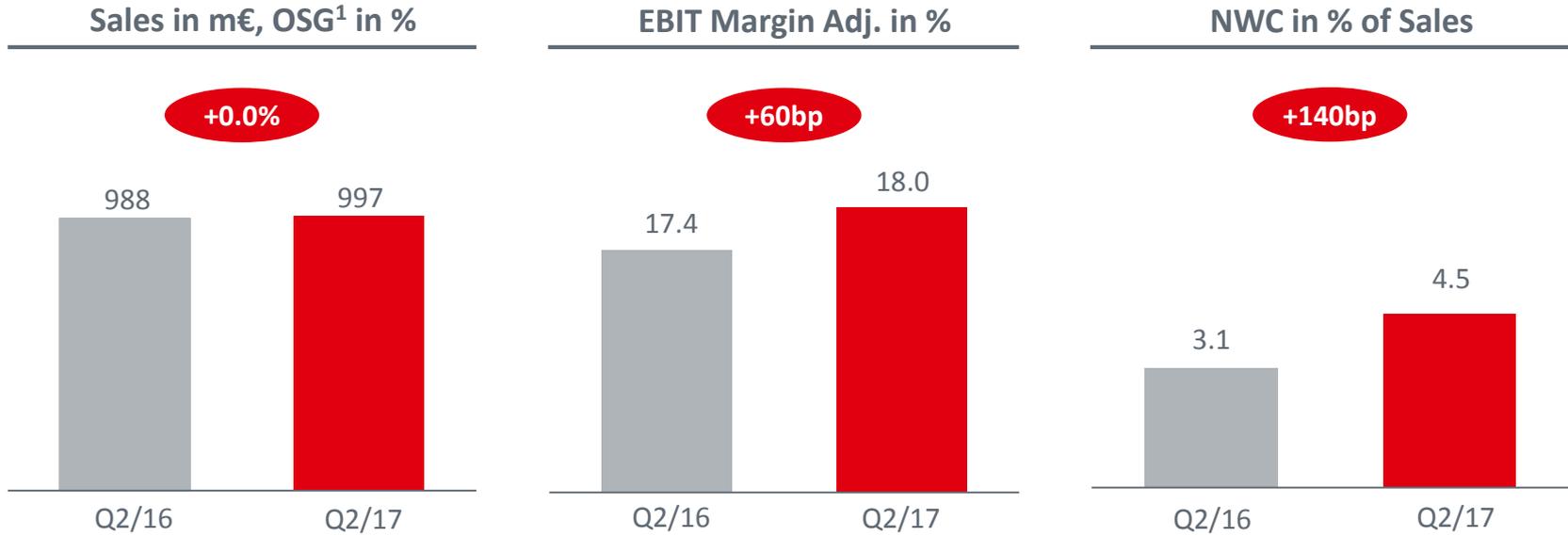
Key financials Q2/17



¹Volume:+3.4% Price: +0.0%

| Beauty Care

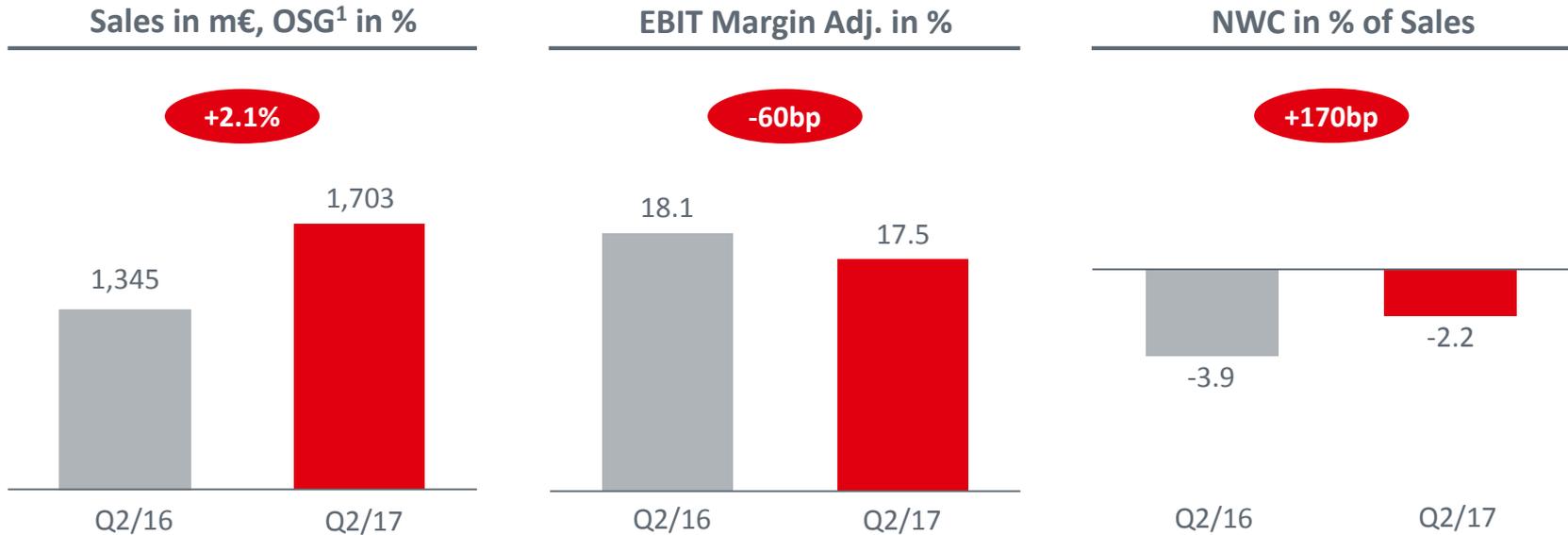
Key financials Q2/17



¹Volume: -0.4% Price: +0.4%

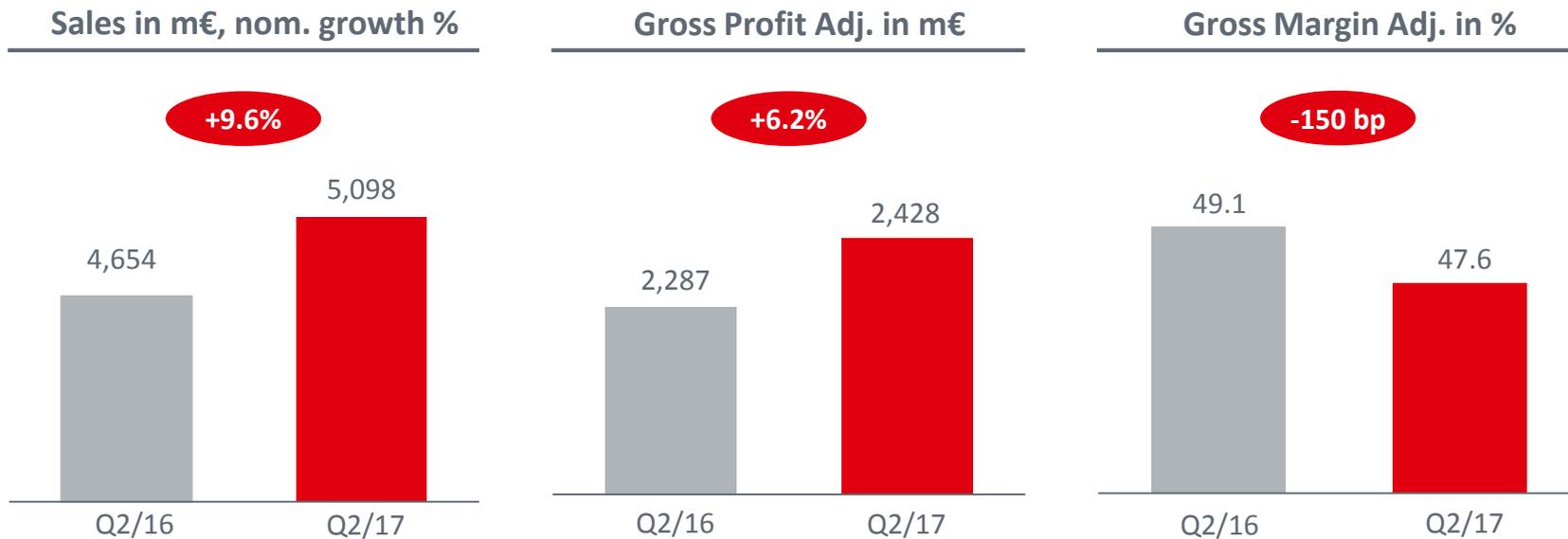
| Laundry & Home Care

Key financials Q2/17



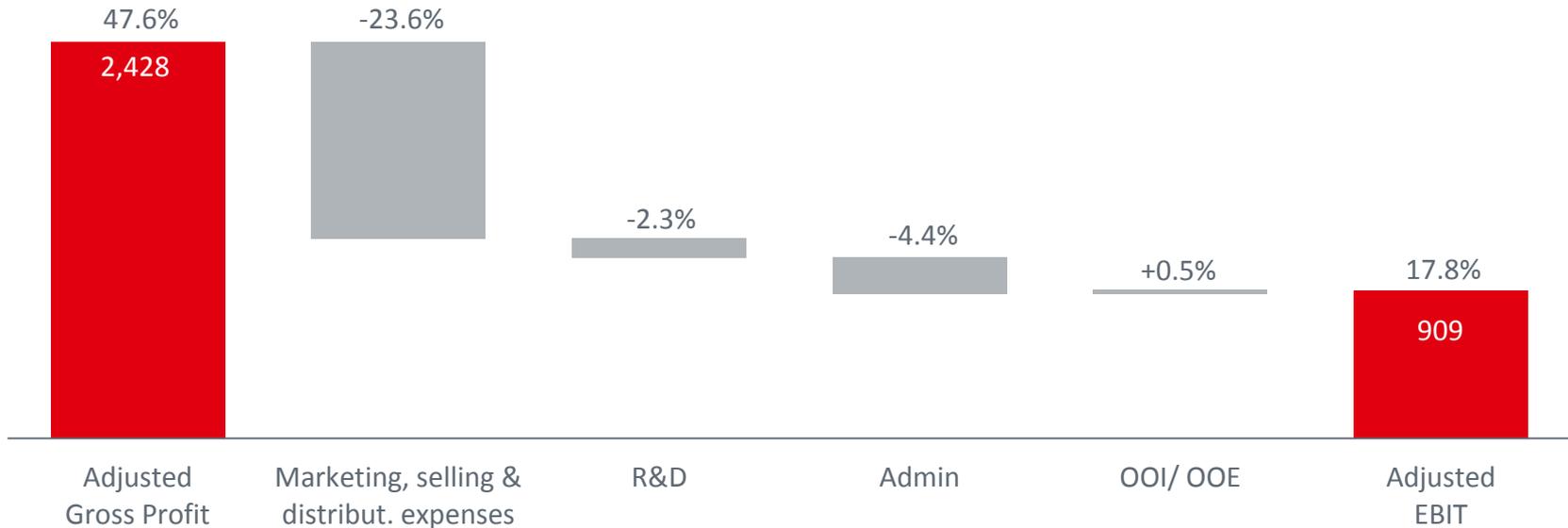
¹Volume:+2.5% Price: -0.4%

Gross Margin impacted by acquisitions & input costs



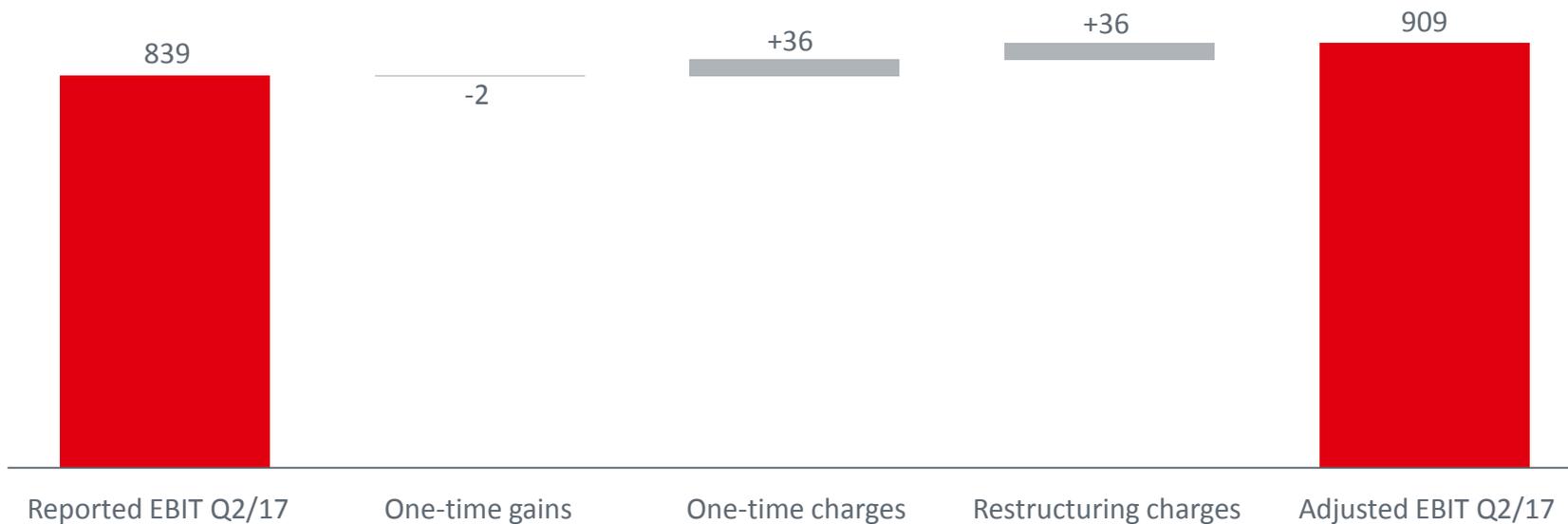
| Continued increase of Adjusted EBIT margin

in m€, % of sales



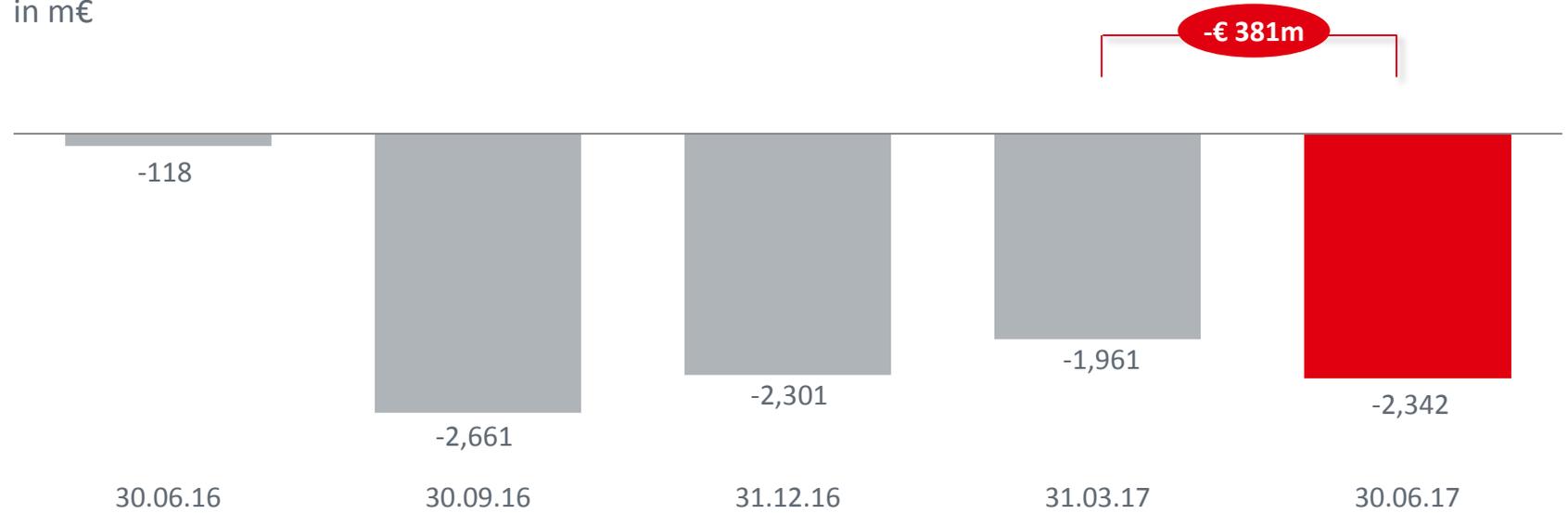
| Adaptation of our structures to the market

in m€



| Net financial position

in m€



| Agenda

1 | Key developments Q2 2017

2 | Financials Q2 2017

3 | Summary & Outlook FY 2017

| Q2 2017: Strong performance, high quality of earnings

- Significant growth driven by both organic sales growth and acquisitions
- Emerging Markets as well as Mature Markets contributing to organic and inorganic growth
- Further increase in adjusted EBIT margin
- Continued double-digit growth of adjusted EPS
- Sun integration well on track
- Successful closing of Darex Packaging Technologies and Sonderhoff Group acquisitions in July

| 1-6 2017: Strong performance in a challenging environment

Sales

€ 10.2 bn

Adj. EBIT

€ 1.8 bn

Adj. EPS

€ 2.96

Organic Growth

+3.1%

Adj. EBIT margin

17.4%

Adj. EPS growth

+10.9%

+4.4% Adhesive Technologies

+1.1% Beauty Care

+2.5% Laundry & Home Care

18.6% Adhesive Technologies

17.4% Beauty Care

17.4% Laundry & Home Care

| Continued challenging environment in 2017

- Moderate GDP growth, geo-political tensions, political and macro-economic uncertainties
- Difficult conditions in the consumer goods markets persist
- Very heterogeneous and volatile FX landscape

- Further drive growth with strong innovations, leading brands and intensified customer focus
- Increase the agility of our organization by constantly adapting structures to the market
- Fund growth with continued and rigorous cost focus

| Guidance FY 2017 – confirmed

FY 2017

Organic Sales Growth

2 - 4%
All Business Units within this range

Adjusted EBIT Margin

Improvement to a level
above 17.0%

Adjusted EPS Growth

7 - 9%

| Upcoming events

- November 14, 2017 Q3 2017 Earnings Release
- February 22, 2018 FY 2017 Earnings Release

Thank you!

| FY 2017: Additional input for selected KPIs – confirmed

FY 2017

Prices for Total Direct Materials

Moderate increase
vs. the level of the prior year

Restructuring Charges

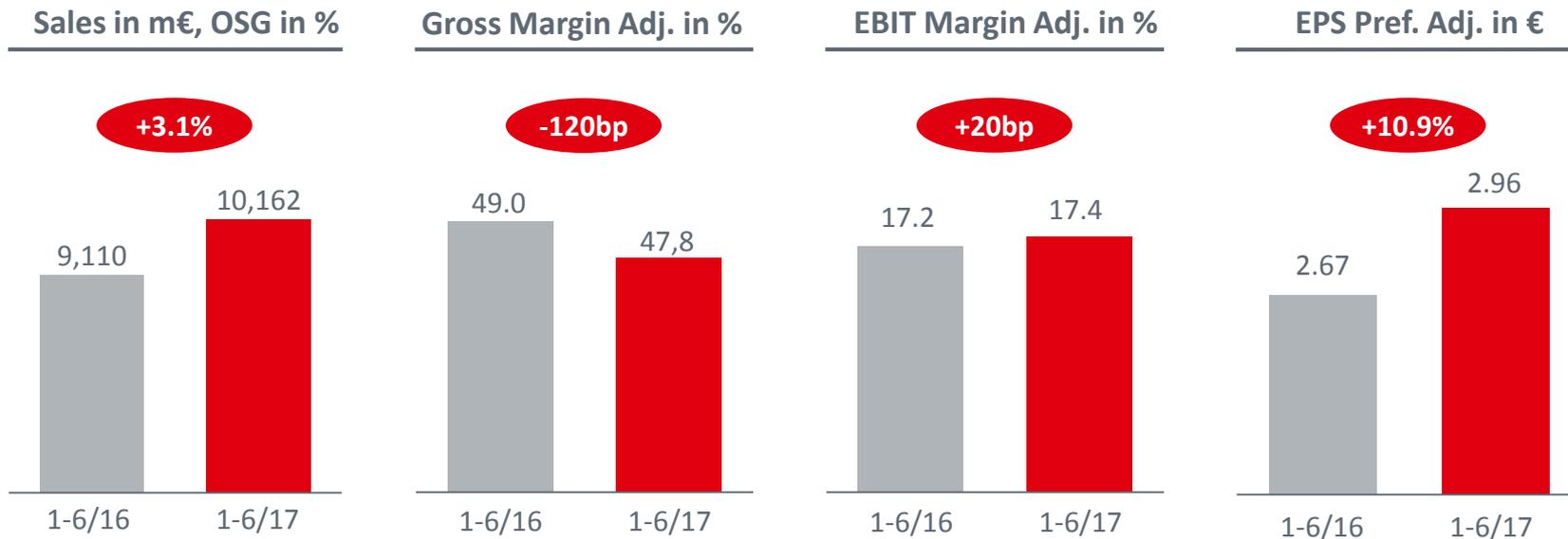
€ 200 - 250m

CapEx

€ 750 - 850m

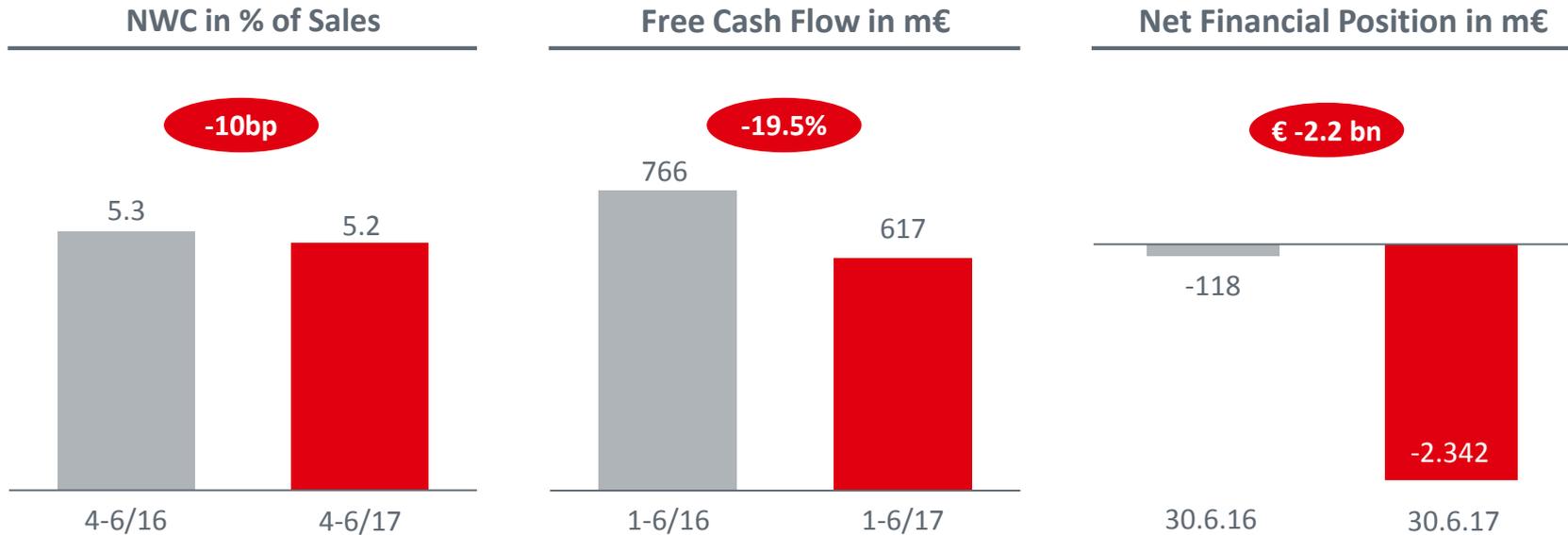
| High quality of earnings

Key financials – 1-6/2017

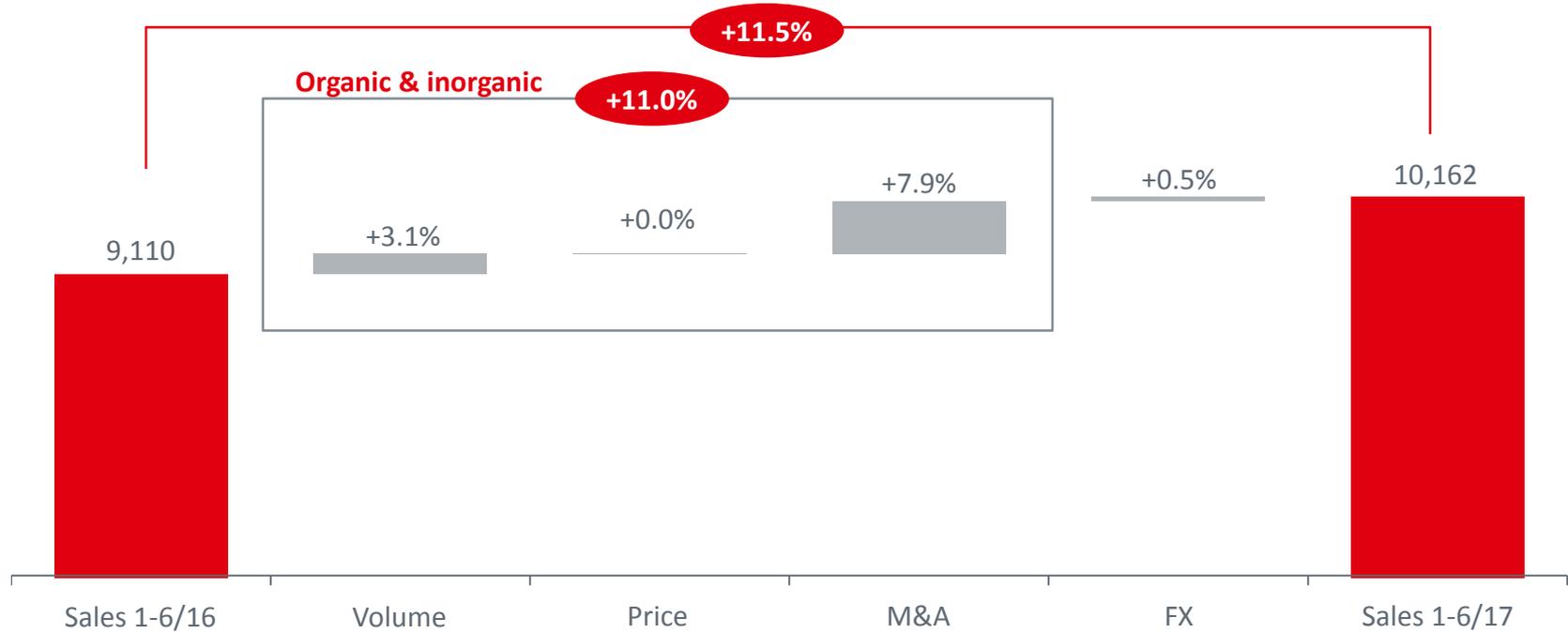


Excellent NWC management

Key financials – 1-6/2017

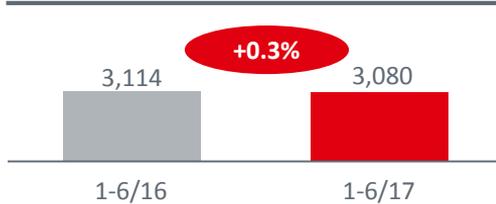


Double-digit organic & inorganic sales growth in m€, changes in %

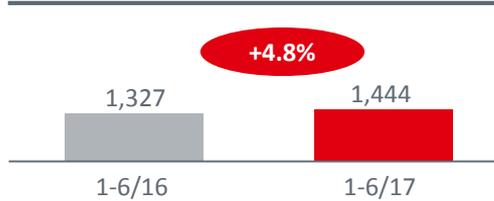


| All regions growing in m€, OSG in %

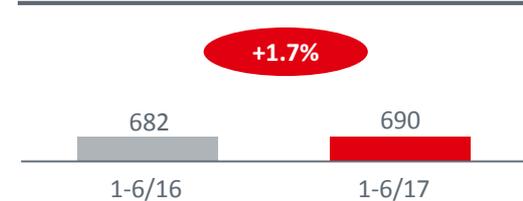
Western Europe



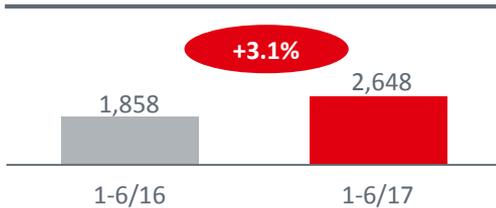
Eastern Europe



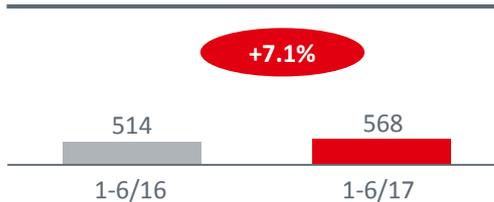
Africa/Middle East



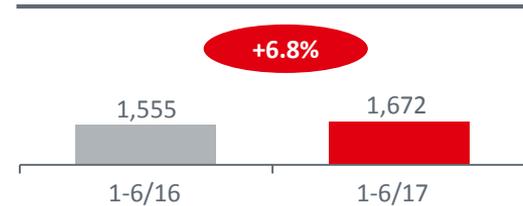
North America



Latin America

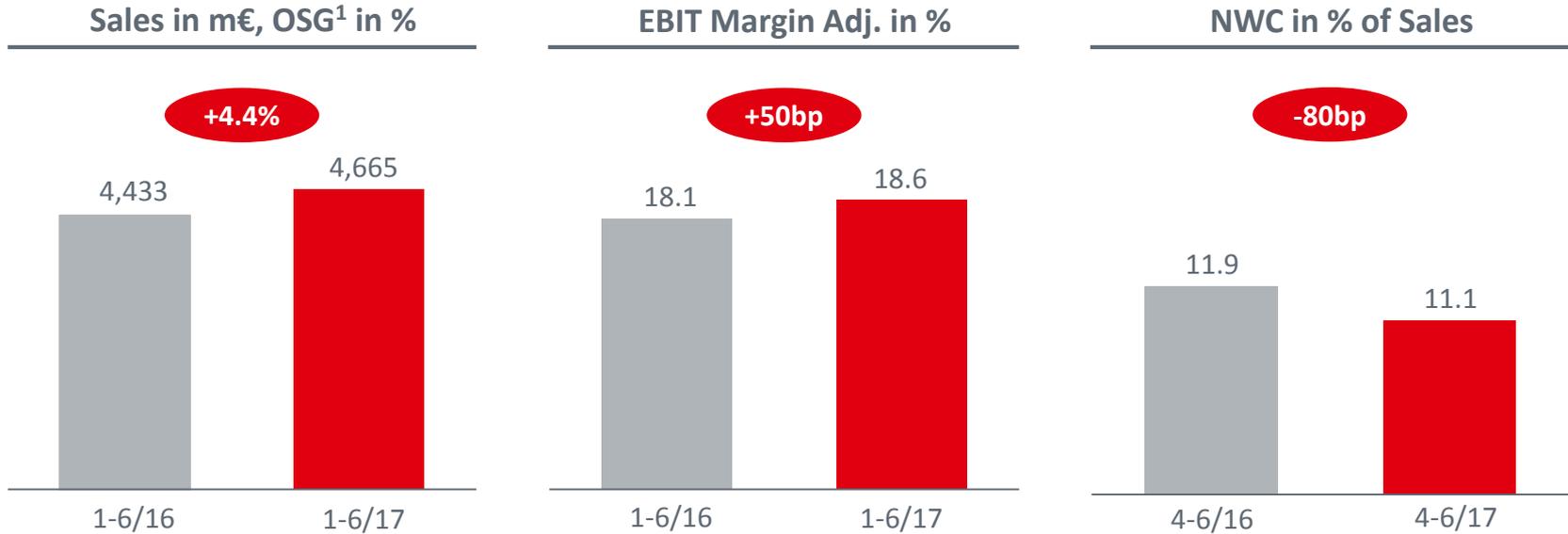


Asia-Pacific



| Adhesive Technologies

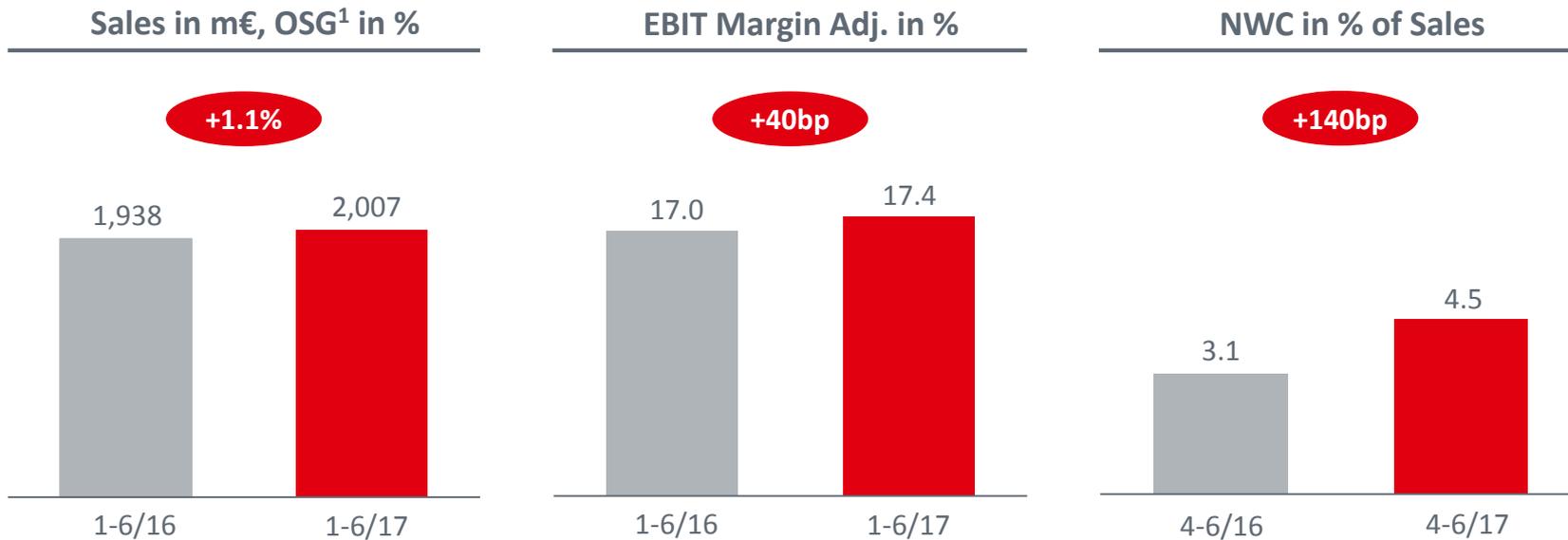
Key financials 1-6/17



¹Volume: 4.5% Price: -0.1%

| Beauty Care

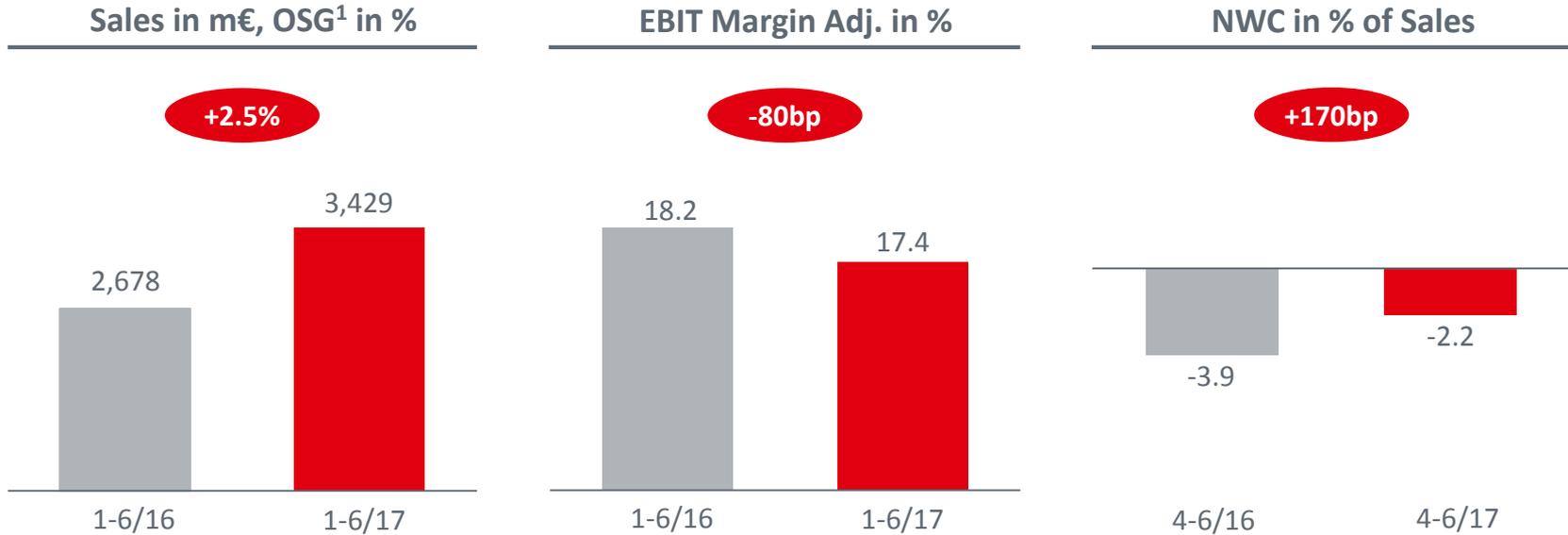
Key financials 1-6/17



¹Volume: 0.0% Price: 1.1%

| Laundry & Home Care

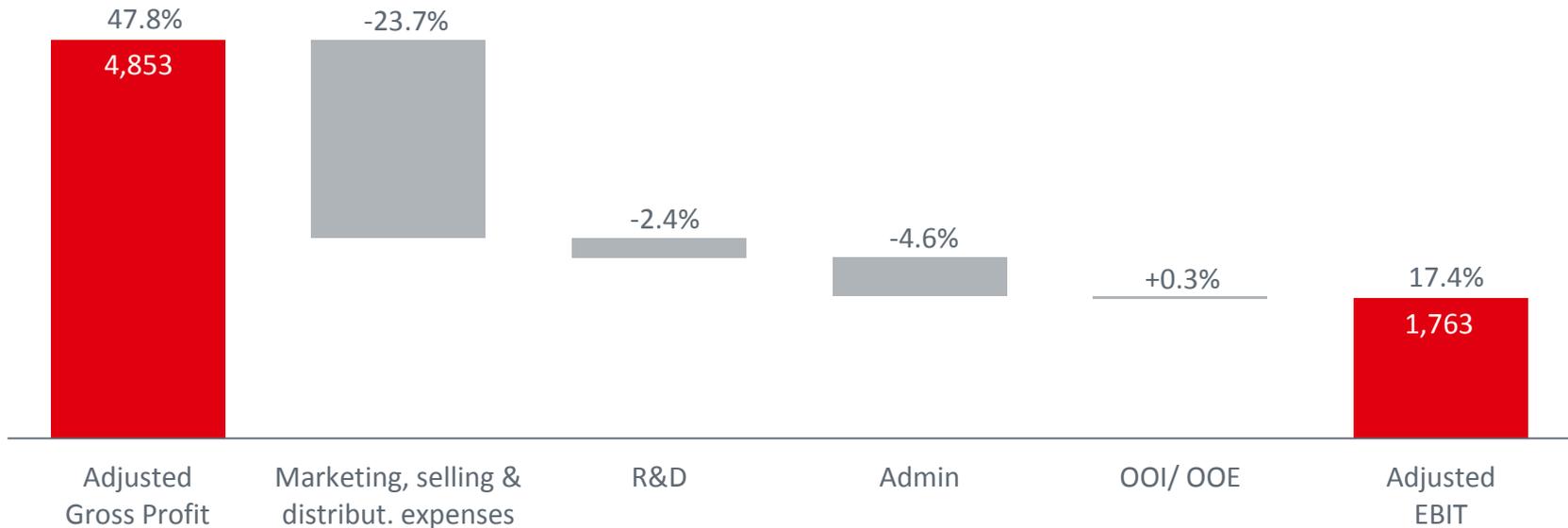
Key financials 1-6/17



¹Volume: 3.0% Price: -0.5%

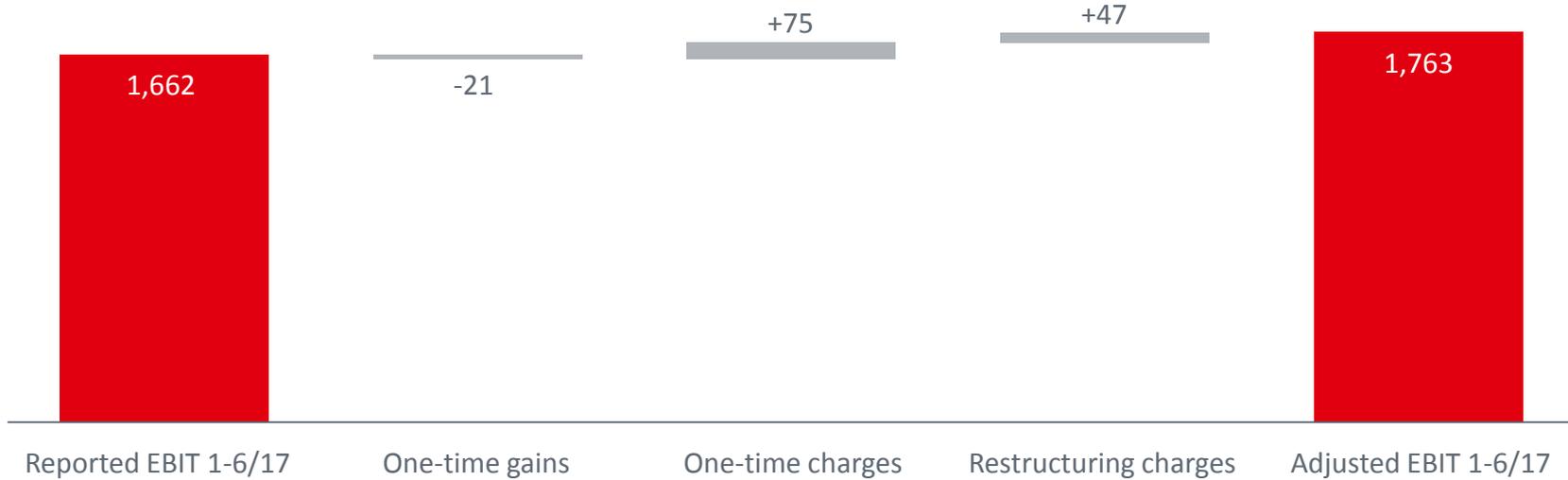
| Continued increase of Adjusted EBIT margin

in m€, % of sales



| Adaptation of our structures to the market

in m€



Thank you!