

How we performed in 2011

Highlights

15,605 million euros

sales

13.0%

adjusted¹ return on sales (EBIT): up 0.7 percentage points

3.14 euros

adjusted¹ earnings per preferred share (EPS): up 11.3 percent

0.80 euros

dividend per preferred share²

Key financials

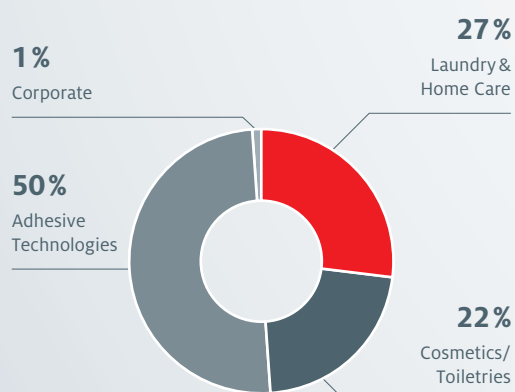
in million euros	2010	2011	+/-
Sales	15,092	15,605	3.4%
Operating profit (EBIT)	1,723	1,857	7.8%
Adjusted ¹ operating profit (EBIT)	1,862	2,029	9.0%
Return on sales (EBIT) in %	11.4	11.9	0.5 pp
Adjusted ¹ return on sales (EBIT) in %	12.3	13.0	0.7 pp
Net income	1,143	1,283	12.2%
– attributable to non-controlling interests	25	30	20.0%
– attributable to shareholders of Henkel AG & Co. KGaA	1,118	1,253	12.1%
Earnings per preferred share in euros	2.59	2.90	12.0%
Adjusted ¹ earnings per preferred share in euros	2.82	3.14	11.3%
Return on capital employed (ROCE) in %	14.9	16.6	1.7 pp
Capital expenditures on property, plant and equipment	240	384	60.0%
Research and development expenses	391	410	4.9%
Number of employees (December 31)	47,854	47,265	-1.2%
Dividend per ordinary share in euros	0.70	0.78 ²	11.4%
Dividend per preferred share in euros	0.72	0.80 ²	11.1%

¹ Adjusted for one-time charges/gains and restructuring charges.

pp = percentage points

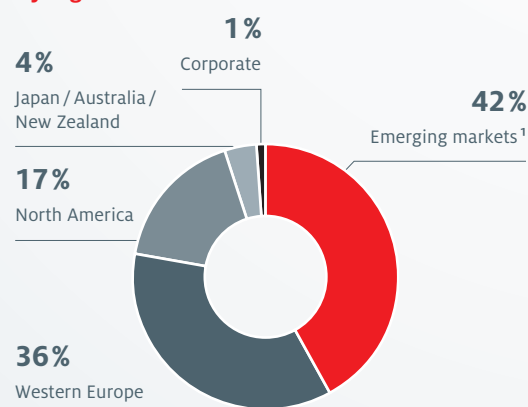
² Proposal to shareholders for the Annual General Meeting on April 16, 2012.

Sales by business sector



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

Sales by region



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

Laundry & Home Care

Top brands

Persil Purex Dixan

Leading market positions world-wide.

Achieving profitable growth through appealing innovations under strong brands, aligned to exacting customer demands.

Expanding our strong market position in Europe and extending our presence in North America and – selectively – in the emerging markets.

Key financials

in million euros	2010	2011	+/-
Sales	4,319	4,304	-0.3%
Operating profit (EBIT)	542	511	-5.8%
Adjusted ¹ operating profit (EBIT)	562	570	1.4%
Return on sales (EBIT)	12.6%	11.9%	-0.7 pp
Adjusted ¹ return on sales (EBIT)	13.0%	13.2%	0.2 pp

pp = percentage points
¹ Adjusted for one-time charges/gains and restructuring charges.

+2.9%

organic sales growth

Sales
in million euros

2010	4,319
2011	4,304

Cosmetics/Toiletries

Top brands

Schwarzkopf Dial syoss

Leading market positions world-wide.

Achieving profitable growth through appealing innovations under strong brands, aligned to exacting customer demands.

Expanding our strong market position in Europe and extending our presence in North America and – selectively – in the emerging markets.

Key financials

in million euros	2010	2011	+/-
Sales	3,269	3,399	4.0%
Operating profit (EBIT)	411	471	14.6%
Adjusted ¹ operating profit (EBIT)	436	482	10.5%
Return on sales (EBIT)	12.6%	13.8%	1.2 pp
Adjusted ¹ return on sales (EBIT)	13.3%	14.2%	0.9 pp

pp = percentage points
¹ Adjusted for one-time charges/gains and restructuring charges.

+5.4%

organic sales growth

Sales
in million euros

2010	3,269
2011	3,399

Adhesive Technologies

Top brands

LOCTITE Teroson technomelt

Leading our markets worldwide.

Achieving profitable growth through innovations under strong brands, efficient processes and a firm focus on our customers.

Developing new applications and growth potential in all regions of the world.

Key financials

in million euros	2010	2011	+/-
Sales	7,306	7,746	6.0%
Operating profit (EBIT)	878	1,002	14.1%
Adjusted ¹ operating profit (EBIT)	938	1,075	14.7%
Return on sales (EBIT)	12.0%	12.9%	0.9 pp
Adjusted ¹ return on sales (EBIT)	12.8%	13.9%	1.1 pp

pp = percentage points
¹ Adjusted for one time charges/gains and restructuring charges.

+8.3%

organic sales growth

Sales
in million euros

2010	7,306
2011	7,746

Multi-year summary

in million euros	2005	2006	2007	2008 ⁶	2009	2010	2011
Sales	11,974	12,740	13,074	14,131	13,573	15,092	15,605
Operating profit (EBIT)	1,162	1,298	1,344	779	1,080	1,723	1,857
Earnings before tax	1,042	1,176	1,250	1,627	885	1,552	1,702
Net income	770	871	941	1,233	628	1,143	1,283
Net income attributable to shareholders of Henkel AG & Co. KGaA	757	855	921	1,221	602	1,118	1,253
Earnings per preferred share (EPS) ¹	in euros 1.77	1.99	2.14	2.83	1.40	2.59	2.90
Total assets	13,944	13,346	13,048	16,173	15,818	17,525	18,579
Non-current assets ²	9,065	8,664	7,931	11,360	11,162	11,590	11,848
Current assets	4,879	4,682	5,117	4,813	4,656	5,935	6,731
Liabilities	8,545	7,799	7,342	9,539	9,274	9,575	9,817
Operating debt coverage ratio ³	in % 39.9	48.4	71.6	45.1	41.8	71.4	83.2
Interest coverage ratio ³	7.1	9.4	9.4	4.8	8.7	12.8	14.6
Equity	5,399	5,547	5,706	6,535	6,544	7,950	8,762
Equity ratio	in % 38.7	41.6	43.7	40.3	41.4	45.4	47.2
Net return on sales ⁴	in % 6.4	6.8	7.2	8.7	4.7	7.6	8.2
Return on equity ⁵	in % 17.7	16.1	17.0	21.6	9.6	17.5	16.1
Dividend per ordinary share	in euros 0.43	0.48	0.51	0.51	0.51	0.70	0.78 ⁷
Dividend per preferred share	in euros 0.45	0.50	0.53	0.53	0.53	0.72	0.80 ⁷
Total dividends	193	214	227	227	227	310	345 ⁷
Capital expenditures (including financial assets)	1,119	897	548	4,074	415	260	443
Investment ratio	as % of sales 9.3	7.0	4.2	28.8	3.0	1.7	2.8
Research and development expenses	324	340	350	429	396	391	410
Number of employees ⁸	(at December 31) 52,101	51,819	52,628	55,142	49,262	47,854	47,265
of which in Germany	10,224	9,981	9,820	9,747	8,830	8,580	8,322
of which abroad	41,877	41,838	42,808	45,395	40,432	39,274	38,943

¹ Basis: share split (1:3) of June 18, 2007.

² Prior-year figures adjusted (see "Recognition and measurement methods" on AR pages 108 and 109).

³ See AR page 63 for formula.

⁴ Net income divided by sales.

⁵ Net income divided by equity at the start of the year.

⁶ Adjusted following finalization of purchase price allocation relating to the acquisition of the National Starch businesses.

⁷ Proposed.

⁸ Basis: permanent employees excluding apprentices.

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Credits / Financial calendar

Our Vision

A global leader
in brands
and technologies.

Our Values

We put our **customers** at the center of what we do.

We value, challenge and reward our **people**.

We drive excellent sustainable **financial** performance.

We are committed to leadership in **sustainability**.

We build our future on our **family** business foundation.

Our commitment

“Excellence is our Passion” is a commitment that unites all of us who work at Henkel. It represents a performance challenge to ourselves and a performance promise to our customers – day by day, around the world.

Learn more about how more than 47,000 Henkel employees around the globe live up to this commitment in the section starting on page 14.

Further information

You will notice a number of cross-references within this Annual Report. We also indicate the availability of supplementary information relating to specific subject areas in our Sustainability Report and on the internet.

 Annual Report

 Sustainability Report

 Internet