



2015 Facts and Figures North America



Excellence is our Passion

Henkel around the world

Henkel operates worldwide with leading brands and technologies in three business units: Laundry & Home Care, Beauty Care and Adhesive Technologies.

Founded in 1876, Henkel holds globally leading market positions, both in the consumer and industrial businesses, with well-known brands such as Persil®,

Purex®, Dial®, göt2b® and LOCTITE®. Henkel employs almost 50,000 people and reported sales of \$20.1 billion and adjusted operating profit of \$3.2 billion in fiscal 2015. Henkel's preferred shares are listed in the German stock index DAX.

www.henkel-northamerica.com



• Regional Center

Henkel at a glance 2015

Global Highlights

\$20.1

billion in sales

16.2

Adjusted ¹ return on sales (EBIT):
up .4 percentage points

Almost

50,000

employees

43%

of our sales generated in
the emerging markets

Supported approximately

3,400

social projects

Founded in

1876

North American Highlights

\$4.0

billion in sales

About

6,250

employees

51

facilities

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

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 STRATEGY

We will **outperform** our competition
as a **globalized** company
with **simplified** operations and
a highly **inspired** team!



OUR TARGETS 2016

20 bn € sales

10 bn € sales in emerging markets

10 % annual growth in earnings per share¹

¹ Average annual growth in adjusted earnings per preferred share (compound annual growth rate/CAGR).

Including continuous portfolio optimization.

Our sustainability strategy

We are committed to leadership in sustainability – this is one of our company values. As sustainability leaders, we pioneer new solutions while continuing to shape our business responsibly and increase our economic success. We are convinced that sustainability will be more important than ever before, supporting our growth, improving our cost efficiency and reducing risks.

All interim sustainability targets achieved

Our long-term goal for 2030 to triple our efficiency, which we call Factor 3, requires an average improvement of 5 to 6 percent each year. For the five-year period up to 2015, we had set interim targets for each focal area that would result in a 30 percent overall improvement in efficiency.

With a 38 percent overall efficiency improvement, we have clearly achieved the first set of interim targets for the period from 2011 to 2015 – and we are well on track toward meeting our long-term goal.



Our ambition is to become three times more efficient by 2030. We call this “Factor 3.” That means tripling the value we create through our business activities in relation to the ecological footprint made by our products and services.

By the end of 2015, we had reached all five of our 2015 targets: We improved net sales per ton of product by 11 percent (target: 10 percent) and lowered our worldwide accident rate by 33 percent (target: 20 percent). We reduced our energy consumption by 18 percent, water usage by 23 percent and waste by 17 percent – exceeding our reduction targets of 15 percent in each of these three focal areas.

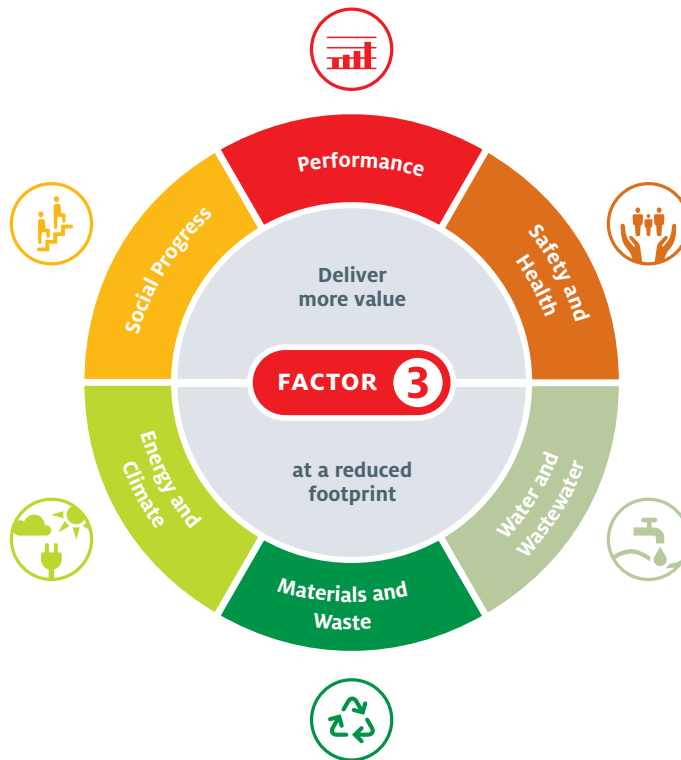
To stay on track for our long-term goal for 2030, we will need to increase our efficiency by 75 percent by 2020, which is our next milestone. We have defined corresponding targets in our focal areas:

- 22 percent improvement in net sales per ton of product
- 30 percent reduction in our carbon dioxide emissions from energy consumption, water usage and waste per ton of product
- 40 percent reduction in our worldwide accident rate compared to the base year 2010.

We have also committed to drive progress along the entire value chain. Accordingly, we are continuously expanding and refining our measurement systems. This has enabled us to assess our entire footprint, including our raw materials as well as the consumption and use of our products. Based on this comprehensive assessment, we have identified additional improvement opportunities and ambitions to create more value and reduce our footprint along the value chain.

www.henkel-northamerica.com/sustainability

Our focal areas and targets



To successfully implement our strategy and reach our targets, we rely on our products, cooperation with our partners, and the dedication of our people.

Our products

deliver more value at a reduced environmental footprint.

Our partners

are key to driving sustainability along our value chain.

Our people

make the difference – with their commitment, skills and knowledge.

For 2020, we have set new interim targets (base year 2010):

+ 75%
overall efficiency

+ 22%
more net sales per ton of product

+ 40%
safer per million hours worked

- 30%
less water per ton of product

- 30%
less waste per ton of product

- 30%
less energy/CO₂ emissions per ton of product

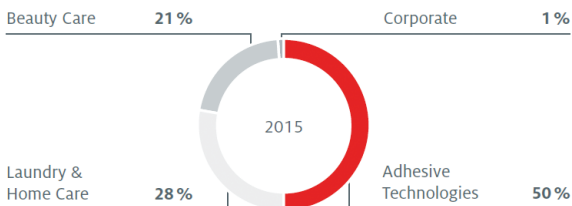
Our business units

Henkel operates on a global scale with leading brands and technologies in three business units: Laundry & Home Care, Beauty Care and Adhesive Technologies. In 2015, we achieved 61 percent of our sales with our top 10 brands, and 44 percent of our global revenue came from our emerging markets.

Laundry & Home Care



Global sales by business unit



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



Beauty Care



Schwarzkopf®



Adhesive Technologies

LOCTITE. BONDERITE. TECHNOMELT.



Our brands and technologies

Laundry & Home Care

Henkel's North American Laundry & Home Care business includes heavy-duty and specialty detergents, as well as fabric softeners, stain removers and laundry performance enhancers. The Home Care product portfolio includes household and specialty cleaners, air fresheners and

insecticides for household applications. In 2015, we generated 79 percent of our global sales with our top 10 brand clusters. A brand cluster comprises individual global and local brands that share a common brand positioning internationally.



Persil® ProClean®

Persil® ProClean® is a premium laundry detergent that delivers an exceptional clean. Available in three forms, Persil® ProClean® detergents with Pro-Power technology help remove tough stains and are great for everyday laundry. Discover the Persil® ProClean® detergent that fits your laundry routine. Experience Premium Clean™ with Persil® ProClean® detergent.
www.persilproclean.com



Renuzit® Sensitive Scents™

The Renuzit® Sensitive Scents™ collection is the first line of air fresheners developed to perform without overwhelming sensitive noses and includes three spa-like scents: Pure Ocean Breeze™, Pure White Pear & Lavender™ and Pure Water Blossom and Cucumber™ and are available in a continuous action Adjustable Cone, Universal Powered Plug Scented Oil Refills and an instant action Super Odor Neutralizer® trigger spray.
www.renuzit.com



Purex® plus Clorox₂® detergent

New Purex® plus Clorox₂®* detergent combines the “Bright Clean, Smart Value” formula of Purex® detergent with an extra powerful boost of Clorox₂® stain fighters! The highly efficacious formula uses a special enzyme boost that works on over 100 stains. Purex® plus Clorox₂® detergent comes in both Original Fresh and Sunny Linen™ fragrances. Purex and Clorox₂ – Together for the Ultimate Clean™!
www.purex.com

*Clorox is a trademark of the Clorox company and used under license by the Dial Corporation.

Beauty Care

Henkel markets a wide range of high-quality personal care products that help people look and feel their best. The Beauty Care sector is comprised of hair styling and care products, soaps and body washes, lotions and antiperspirants and deodorants. Henkel also provides professional hair care and coloring products to

hairdressers and salons across North America. In 2015, we again set the standard in the market with our innovation rate of over 45 percent. Additional growth potential is being developed through the expansion of strategic partnerships with our customers.



**Right Guard® Xtreme Odor Combat™
Body Wash & Antiperspirant**

Surge-scented protection with Odor Combat Complex – the patented technology attracts odor molecules and then surrounds and destroys them. Right Guard® – For The Win®.
www.rightguard.com



**göt2b® mess-merizing™
texturizing hairspray, sculpting
spritzz & Messyfyng™ putty**

The texturizing hairspray is the ultimate styling tool to achieve touchable textures with a causal natural finish. Unleash the artist in you for defined textures and tousled creations with the sculpting spritz. The Messyfyng™ putty will help you create edgy, disheveled styles with texturized layers.
www.got2b.com



**Dial® Body Washes - Soothing
Care & Silk & Magnolia**

New Dial® Miracle Oil Body Wash is the first body wash with Micro Oil Technology for a luxurious, clean-rinsing lather that leaves skin feeling soft and smooth – also available in liquid hand soap. New Omega Moisture Body Wash, enriched with omega-packed sea berries, provides ultra moisture for soft and healthy skin – available in bar soap, lotion, and Dial Complete® foaming hand soap.
www.dialsoap.com

Adhesive Technologies

The Adhesive Technologies business unit is the leading solution provider worldwide for adhesives, sealants and functional coatings. This sector focuses on five strategic areas: Consumers, Craftsmen and Building; Transportation and Metal; General Industry; Packaging, Consumer Goods and Construction; and Electronics.

Virtually every vehicle on the road is built with Henkel products, as are washing machines, audio speakers, computers, aircraft, and mobile devices. In 2015, the proportion of sales from products successfully launched onto the market in the last five years was around 30 percent.



TEROSON® PV 1097™

TEROSON® PV 1097™ is an automotive paint shop sealer that prevents water, dirt and fumes from entering the vehicle and protects the vehicle from corrosion. The superior features include an 80% reduction in water leaks, reduction of product material evaporation and condensation, and more efficient bead dimensions.

www.teroston.com

**LOCTITE®
Power Grab®
Ultimate**



Loctite® POWER GRAB® Ultimate is the latest in Construction Adhesive technology. The formula works in all weather conditions and on all materials. It can be applied in wet conditions as well as bond two non-porous surfaces, unlike most construction adhesives. This product can also be applied in a wide temperature range, from 40-140°F, on both interior and exterior projects. It is repositionable for 10 minutes and is GREENGUARD® certified.

www.loctite.com



**LOCTITE® 567™ Thread Sealant &
LOCTITE® 518™ Gasket Sealant**

The next generation of LOCTITE® thread and gasket sealants offer powerful performance under harsh operating conditions. With higher oil tolerance, greater temperature resistance, and improved curing on stainless steel without a primer, they help increase reliability and prevent costly downtime and equipment failure.

www.loctite.com

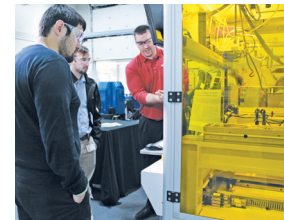
Our people

At Henkel, our competitive advantage is the expertise of our people. To guarantee our success, we build strong local, regional and global teams by prioritizing leadership and employee development. International training, innovative learning opportunities and taking on responsibility at an early stage are some of the opportunities provided to talented employees. Strong leaders make the difference in successfully steering a business, creating new growth opportunities, driving change and establishing a strong performance culture.

Diversity contributes to corporate success

As a globally operating company, Henkel employs almost 50,000 people from over 120 nations in more than 75 countries. At Henkel, business success is based on a strong global team and diversity among our employees. Diversity and an inclusive company culture are key drivers of creativity and innovation. We promote and utilize diversity within the company, creating an integrated environment based on a holistic approach that encompasses all dimensions – different generations, genders, cultures and experiences.

Our job vacancies are filled solely on the basis of competence, potential and performance. We focus on identifying and eliminating barriers that could restrict individual development opportunities. The foundations for this policy are anchored in our Diversity and Inclusion Strategy, which was instituted in 2009. www.henkel-northamerica.com/careers



Research and Development

New ideas – leading to innovations – are the most important success factors for winning in the marketplace. More than 2,800 people in Henkel's research, development and application engineering units around the world ensure that there is a continuous flow of innovative products and system solutions. In 2015, Henkel invested \$617 million in research and development.

www.henkel-northamerica.com/innovation

More than 6,200 Sustainability Ambassadors

Henkel's employees play a key role in implementing the company's strategy and leveraging sustainability to strengthen the business. That is why we strive to give our employees a clear understanding of sustainability and enable them to convey its importance to others. Sustainability plays a key role in our internal communications and forms an integral part of our training and education programs.

We further promote the involvement of our employees through our Sustainability Ambassadors program. The program was launched in 2012 to engage employees more deeply on the topic of sustainability. Since then, Henkel has trained around 6,200 Sustainability Ambassadors – including all Management Board members – in 74 countries. Ambassadors are encouraged to visit schools to explain the concept of sustainability by means of simple, everyday examples. Since the start of the program, Sustainability Ambassadors have helped to educate around 63,000 school children in 43 countries.

We also engaged our employees around the world through our campaign “(Y)OUR MOVE toward sustainability.” This encourages them to contribute to a sustainable society in their everyday lives. In 2015, the program was expanded and developed an additional module focusing on our retail partners: “Say yes! to the future” combines training for our sales teams, information on Henkel and its product portfolio as well as a systematic approach to partnering with our customers.

Henkel: Top Employer

Henkel utilizes digital options in the search for talent and employee development. In addition to Henkel's career website, the company's social media channels Facebook and LinkedIn make it possible to engage in a continuous exchange with applicants. The number of fans and followers on our social media channels focusing on a career with Henkel has increased by more than 20 percent compared to 2014.

Social engagement

Beyond business operations, Henkel's responsibilities to social engagement have been a special part of the company's corporate culture since the company was founded by Fritz Henkel. Corporate citizenship activities are categorized into three areas: supporting volunteer work by employees through the MIT (Make an Impact on Tomorrow) initiative, maintaining strategic partnerships for the common good, and providing aid in emergencies and in response to natural disasters.

In 2015, Henkel donated more than \$11 million worldwide to sponsor 3,400 projects that reached more than 1.5 million people.

www.henkel-northamerica.com/sustainability/corporate-citizenship



R&D employees from Scottsdale assemble “dream kits” for foster children.

Awards and Recognition

- ▶ Henkel was again included in the “Global 100 Most Sustainable Corporations in the World Index” (Global 100 Index) and was rated “Gold” by EcoVadis for corporate social responsibility. With its excellent score, Henkel is among the top two percent – both in the household and personal care category – when compared to all evaluated companies. The company also received RobecoSAM’s Silver Class award.
- ▶ Henkel has been ranked one of the “World’s most Ethical Companies” for the eighth time. Henkel’s ethical approach to corporate governance and the commitment to further develop sustainability was recognized by this acknowledgement.
- ▶ Industrial distributor EIS awarded Henkel’s General Industry group with its Prime Source Award in recognition of outstanding support and performance for 2015.
- ▶ LOCTITE® GC 10™ was awarded the New Product Introduction Award in the Soldering Materials category from *Circuits Assembly* magazine and a Global Technology Award in the Solder Paste category.
- ▶ Henkel was awarded Fiat Chrysler Automobile’s Environment, Health & Safety Leadership Award. Henkel won top honors for its low-volatility paint shop sealer initiative in the Product Related Environmental Protection category.
- ▶ Henkel Electronic Adhesives received two Pinnacle Awards and one Above and Beyond Award from Delphi Automotive PLC – its prestigious supplier honors – during Delphi’s Global Supplier Conference & Pinnacle Awards event.
- ▶ For the third year in a row, the Beauty Care team was awarded the “Product of the Year” award. The winners were outstanding innovations under the Dial® and Smooth ‘N Shine® brands.
- ▶ The West Hazleton, Penn. facility was recognized by the Northeast Pennsylvania Manufacturers & Employers Association with an Excellence Award for process improvement and product innovation.
- ▶ For the sixth year in a row, Henkel’s Cannon Falls, Minn. plant was awarded as one of the Best Places to Work in Southeast Minnesota by the Work Force Development of South East Minnesota.

Henkel North America - Main Locations

Henkel Corporation
North American HQ
Adhesive Technologies
General Industry
 One Henkel Way
 Rocky Hill, CT 06067
 Tel: 860.571.5100

Henkel Electronic Materials LLC
Adhesive Technologies
Electronics
 14000 Jamboree Rd.
 Irvine, CA 92606
 Tel: 714.368.8000

Henkel Consumer Goods Inc.
Laundry @ Home Care
Beauty Care
 7201 E. Henkel Way
 Scottsdale, AZ 85255
 Tel: 480.754.3425

Henkel Corporation
Adhesive Technologies
Packaging, Consumer Goods
@ Construction Adhesives
 10 Finderne Ave, Suite B
 Bridgewater, NJ 08807
 Tel: 908.685.7000

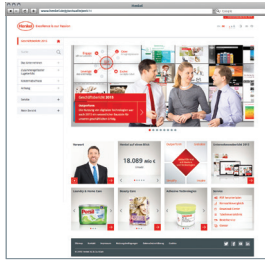
Henkel Beauty Care
Professional Hair Care
 600 Corporate Pointe
 Suite 400
 Culver City, CA 90230
 Tel: 310.568.5400

Henkel Corporation
Adhesive Technologies
Transportation @ Metals
 32100 Stephenson Highway
 Madison Heights, MI 48071
 Tel: 248.583.9300

Henkel Canada
Adhesive Technologies
Laundry @ Home Care, Beauty Care
 2515 Meadowpine Blvd.
 Mississauga, ON
 L5N 6C3
 Tel: 905.814.6511

Henkel Corporation
Adhesive Technologies
Professional @ Consumer Adhesives
 26235 First St.
 Westlake, OH 44145
 Tel: 440.250.7700

www.henkel-northamerica.com



www.henkel.com/annualreport



www.henkel.com/sustainabilityreport



**Henkel app available
 for iOS and Android:**



Henkel in social media:



www.facebook.com/henkel
www.twitter.com/henkel
www.youtube.com/henkel