

Henkel AG
Financial Statements

Henkel AG
Income Statement

EUR millions	2005	2006	2007	2008	2009
Net revenues	11,974	12,740	13,074	14,131	13,573
Cost of sales	(6,533)	(6,963)	(7,013)	(8,190)	(7,411)
Gross profit	5,441	5,777	6,061	5,941	6,162
Marketing, selling, and distribution	(3,409)	(3,650)	(3,748)	(3,993)	(3,926)
Research and development	(324)	(340)	(350)	(429)	(396)
General and administrative	(627)	(697)	(664)	(825)	(735)
Other operating income	183	266	109	160	140
Other operating charges	(102)	(58)	(64)	(75)	(165)
Operating profit (EBIT)	1,162	1,298	1,344	779	1,080
Investment result	90	54	84	1,123	(4)
Interest (expense) income	(210)	(176)	(178)	(275)	(191)
Earnings before income taxes	1,042	1,176	1,250	1,627	885
Income tax benefit (provision)	(272)	(305)	(309)	(394)	(257)
Income prior to minority interest	770	871	941	1,233	628
Minority interest	(13)	(16)	(20)	(12)	(26)
Net income to shareholders	757	855	921	1,221	602

Source: Henkel 2009 Annual Report, page 80.

Henkel AG
Statement of Retained Earnings

EUR millions	2005	2006	2007	2008	2009
Starting retained earnings	4,544	4,764	5,362	5,963	6,805
Net income	757	855	921	1,221	602
Dividends	(181)	(190)	(211)	(224)	(224)
Sale of treasury & retirements	8	47	(50)	5	10
Balance sheet restatement	(258)	0	0	0	0
Actuarial gains and losses	(106)	(114)	(59)	(160)	(285)
Ending retained earnings	4,764	5,362	5,963	6,805	6,908

Source: Henkel 2009 Annual Report, page 83.

Henkel AG
Balance Sheet

Assets	2005	2006	2007	2008	2009
Liquid funds/marketable securities	1,212	929	1,440	338	1,110
Inventories	1,232	1,325	1,283	1,482	1,218
Trade accounts receivable	1,794	1,868	1,694	1,847	1,721
Income tax refund claims	121	110	90	202	139
Current financial assets	0	124	170	575	214
Assets held for sale	142	14	125	113	30
Other current assets	378	312	315	256	224
Total current assets	4,879	4,682	5,117	4,813	4,656
Property, plant, and equipment	1,364	1,516	1,749	2,337	2,248
Intangible assets	5,660	5,487	4,940	8,392	8,218
Investments in associates	530	496	295	1	0
Other investments	151	66	33	23	0
Long-term financial assets	681	632	598	199	360
Deferred income taxes	456	363	249	305	322
Other non current assets	223	104	67	4	14
Total assets	13,944	13,346	13,048	16,074	15,818

Liabilities and Equity	2005	2006	2007	2008	2009
Short-term borrowings	1,405	1,012	838	1,817	660
Accounts payable	1,333	1,494	1,477	1,678	1,885
Income tax provisions and liabilities	0	135	167	354	234
Current financial liabilities	0	93	246	272	145
Other short-term provisions	932	884	763	866	938
Other current liabilities	455	224	200	306	251
Total current liabilities	4,125	3,842	3,691	5,293	4,113
Long-term borrowings	2,400	2,322	2,304	2,402	3,426
Pensions and similar obligations	1,061	788	657	833	867
Noncurrent financial liabilities	0	118	147	77	88
Deferred taxes and tax provisions	900	595	414	589	519
Other long-term provisions	0	126	119	336	241
Other non-current liabilities	59	8	10	9	20
Total liabilities	8,545	7,799	7,342	9,539	9,274
Minority Interest	28	60	63	51	70
Subscribed capital	374	374	438	438	438
Capital reserve	652	652	652	652	652
Retained earnings	4,764	5,362	5,963	6,805	6,908
Gains and losses recognized in equity	(419)	(901)	(1,410)	(1,411)	(1,524)
Total liabilities and equity	13,944	13,346	13,048	16,074	15,818

Source: Henkel 2009 Annual Report, page 81.

Henkel AG
Supplemental Financial Statements

Henkel AG

Other operating income, net

Other operating income	2005	2006	2007	2008	2009	Operating
Gains on disposal of non-current assets	9	44	14	14	10	
Profits on sale of businesses	0	57	0	8	0	
Release of provisions	31	101	35	44	38	yes
Release of doubtful debts	4	4	6	6	2	yes
Write-ups of non-current assets	7	1	3	0	3	
Foreign exchange gains	37	32	0	0	0	
Sundry operating income	95	59	51	88	87	yes
Other "operating" income	183	298	109	160	140	
Other operating income	130	164	92	138	127	
Other nonoperating income	53	134	17	22	13	
Other "operating" income	183	298	109	160	140	

Other operating charges	2005	2006	2007	2008	2009	Operating
Write-downs of miscellaneous assets	6	2	5	4	0	
Foreign exchange losses	31	35	0	0	0	
Losses on disposal of non-current assets	3	7	6	17	22	
Goodwill impairment losses	24	0	9	0	46	
Sundry operating expenses	38	46	44	54	97	yes
Other "operating" charges	102	90	64	75	165	
Other operating charges	38	46	44	54	97	
Other nonoperating charges	64	44	20	21	68	
Other "operating" charges	102	90	64	75	165	

Henkel AG

Other "operating" income (charges), split into operating and nonoperating, net

EUR millions	2005	2006	2007	2008	2009
Other operating income, net	92	118	48	84	30
Other nonoperating income, net	(11)	90	(3)	1	(55)

Source: Henkel 2009 Annual Report, note 6 (page 91) and note 7 (page 92)

Note:

Since classification of an item as ongoing and related to core operations is (somewhat) subjective, make sure to create a spreadsheet that provides for flexibility in treatment.

Henkel AG

Restructuring charges

EUR millions	2005	2006	2007	2008	2009
Cost of sales				373	70
Marketing, selling, and distribution				111	52
Research and development				52	13
General and administrative				127	24
Restructuring charges				663	159

Source: Henkel 2009 Annual Report, page 80

Henkel AG

Depreciation and Amoritzation

EUR millions	2005	2006	2007	2008	2009
Depreciation	279	282	279	298	308
Amortization of intangibles	49	53	56	95	108

Source: Henkel 2009 Annual Report, page 86.

Henkel AG
Supplemental Financial Data

Henkel AG
Organic Growth

Entire Company	2005	2006	2007	2008	2009
Organic growth	3.0%	4.6%	5.8%	3.0%	-3.5%
Currency fluctuation	1.0%	-0.1%	-2.7%	-3.5%	-2.4%
Portfolio change	8.5%	0.5%	-0.5%	8.6%	2.0%
Reported revenue growth	12.5%	5.0%	2.6%	8.1%	-3.9%

Laundry & Home Care	2005	2006	2007	2008	2009
Organic growth	3.0%	4.6%	5.5%	3.8%	2.9%
Currency fluctuation	0.8%	-0.3%	-2.3%	-2.4%	-3.9%
Portfolio change	9.2%	-3.9%	-2.4%	-0.8%	0.0%
Reported revenue growth	13.0%	0.4%	0.8%	0.6%	-1.0%

Cosmetics & Personal Care	2005	2006	2007	2008	2009
Organic growth	1.3%	4.1%	5.9%	4.7%	3.5%
Currency fluctuation	0.8%	-0.2%	-2.4%	-2.7%	-2.7%
Portfolio change	4.1%	5.8%	0.3%	-0.5%	-1.0%
Reported revenue growth	6.2%	9.7%	3.8%	1.5%	-0.2%

Adhesive Technologies	2005	2006	2007	2008	2009
Organic growth	5.4%	8.5%	6.5%	1.3%	-10.2%
Currency fluctuation	1.5%	0.0%	-3.3%	-4.8%	-1.4%
Portfolio change	11.4%	1.3%	0.4%	20.8%	4.5%
Reported revenue growth	18.3%	9.9%	3.6%	17.3%	-7.1%

Source: Lehman Brothers Estimates, UBS Estimates, JP Morgan Estimates & Company reports

Henkel AG
Employees

Region	2005	2006	2007	2008	2009
Europe	33,731	33,799	34,168	33,485	30,933
North America	7,271	6,651	6,438	7,360	5,714
Latin America	4,208	4,297	4,268	4,293	4,002
Asia-Pacific	7,355	7,545	8,235	10,004	8,613
Total	52,565	52,292	53,109	55,142	49,262

Function	2005	2006	2007	2008	2009
Production & Engineering			24,961	25,917	24,138
Research & Development			2,655	2,757	2,463
Administration			8,497	9,374	6,897
Marketing, Selling, & Distribution			16,995	17,094	15,764
			53,109	55,142	49,262

Business Sector	2005	2006	2007	2008	2009
Adhesives Technologies			23,368	26,468	24,138
Laundry & Home Care			13,808	13,234	11,331
Cosmetics/Toiletries			8,497	8,271	7,389
Coporate			7,435	7,168	6,404
			53,109	55,142	49,262

Source: Henkel 2009 annual report, page 49

Henkel AG
Segment Financial Statements

Henkel AG
Segment Data

Revenues¹

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	4,088	4,117	4,148	4,172	4,129
Cosmetics/Toiletries	2,629	2,864	2,972	3,016	3,010
Adhesives	5,008	5,510	5,711	6,700	6,224
Corporate	249	249	0	243	210
Total	11,974	12,740	12,831	14,131	13,573

Operating Profit (EBIT)¹

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	433	449	459	439	501
Cosmetics/Toiletries	321	359	372	376	387
Adhesives	530	579	621	658	290
Corporate	(122)	(89)	0	(694)	(98)
Total	1,162	1,298	1,452	779	1,080

Amortization (estimated)

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	32	27	29	46	53
Cosmetics/Toiletries	17	24	24	38	44
Adhesives	0	2	2	11	12
Corporate	0	0	0	0	0
Total	49	53	56	95	108

¹ Henkel 2009 Annual Report, page 84.

Capital Employed (without goodwill)

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	1,496	1,423	1,402	1,211	1,198
Cosmetics/Toiletries	1,126	1,226	1,234	1,097	1,094
Adhesives	2,717	2,500	2,640	4,930	3,283
Corporate	(167)	24	76	(24)	(181)
Total	5,172	5,173	5,352	7,214	5,394

Acquired Intangibles²

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	684	589	548	578	560
Cosmetics/Toiletries	361	526	458	479	463
Adhesives	4	51	47	140	124
Corporate	0	0	0	0	0
Total	1,049	1,166	1,053	1,197	1,147

Goodwill²

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	1,688	1,532	1,350	1,393	1,364
Cosmetics/Toiletries	1,058	1,102	1,002	1,054	1,031
Adhesives	819	1,148	1,040	1,660	3,752
Corporate	0	0	0	0	0
Total	3,565	3,782	3,392	4,107	8,218

Capital Employed (with goodwill)

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	3,184	2,955	2,752	2,604	2,562
Cosmetics/Toiletries	2,184	2,328	2,236	2,151	2,125
Adhesives	3,536	3,648	3,680	6,590	7,035
Corporate	(167)	24	76	(24)	(181)
Total	8,737	8,955	8,744	11,321	11,541

² Henkel 2009 Annual Report, Note 11

Henkel AG
Segment Ratios

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Segment Analysis

Return on Invested Capital

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	21.9%	23.4%	24.1%	27.5%	33.0%
Cosmetics/Toiletries	21.2%	21.9%	22.2%	26.0%	28.1%
Adhesives	13.8%	16.3%	16.4%	9.3%	6.6%

Return on Invested Capital

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	10.3%	11.3%	12.3%	12.8%	15.4%
Cosmetics/Toiletries	10.9%	11.5%	12.3%	13.2%	14.5%
Adhesives	10.6%	11.2%	11.7%	7.0%	3.1%

Operating Margin (EBITA)

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	11.4%	11.6%	11.8%	11.6%	13.4%
Cosmetics/Toiletries	12.9%	13.4%	13.3%	13.7%	14.3%
Adhesives	10.6%	10.6%	10.9%	10.0%	4.8%

Capital Turns (without goodwill)

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	2.73	2.89	2.96	3.45	3.45
Cosmetics/Toiletries	2.33	2.34	2.41	2.75	2.75
Adhesives	1.84	2.20	2.16	1.36	1.90

Capital Turns (excluding goodwill)

Segment	2005	2006	2007	2008	2009
Laundry & Home Care	1.28	1.39	1.51	1.60	1.61
Cosmetics/Toiletries	1.20	1.23	1.33	1.40	1.42
Adhesives	1.42	1.51	1.55	1.02	0.88

Henkel AG
ROIC, Margin, and Turnover

Henkel AG

Return on Invested Capital

Return on Capital:	2005	2006	2007	2008	2009
Operating margin	10.2%	9.9%	10.7%	10.9%	10.3%
Operating tax rate	29.5%	29.9%	30.7%	31.2%	28.7%
After-tax operating Margin	7.2%	6.9%	7.4%	7.5%	7.4%
Capital turnover (excl intangibles)	4.2	4.8	4.7	4.7	4.8
Capital turnover (incl intangibles)	2.3	2.3	2.5	2.1	1.6
ROIC (excluding intangibles)	30.3%	33.3%	34.8%	35.0%	35.1%
ROIC (including intangibles)	16.9%	15.9%	18.6%	15.8%	12.0%

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Henkel AG
After-tax Operating Profits

EUR millions	2005	2006	2007	2008	2009
Net revenues	11,974	12,740	13,074	14,131	13,573
Cost of sales ¹	(6,533)	(6,963)	(7,013)	(7,817)	(7,341)
Gross profit	5,441	5,777	6,061	6,314	6,232
Marketing, selling, and distribution ¹	(3,409)	(3,650)	(3,748)	(3,882)	(3,874)
Research and development ¹	(324)	(340)	(350)	(377)	(383)
General and administrative ¹	(627)	(697)	(664)	(698)	(711)
Other operating profit - net	92	118	48	84	30
Amortization of intangibles	49	53	56	95	108
Operating profit (EBITA)	1,222	1,261	1,403	1,536	1,402
Operating taxes	(360)	(377)	(431)	(480)	(402)
After-tax operating profits	862	884	972	1,056	1,000

Operating Taxes

EUR millions	2005	2006	2007	2008	2009
Marginal taxes on EBITA	489	504	561	476	434
Other operating taxes	(129)	(127)	(130)	4	(32)
Operating taxes	360	377	431	480	402

Reconciliation to Net Income

EUR millions	2005	2006	2007	2008	2009
Net income	770	871	941	1,233	628
Nonoperating taxes	(16)	(38)	(61)	(114)	15
Restructuring charges	0	0	0	458	110
Other nonoperating income	7	(54)	2	(1)	38
Investment result	(54)	(32)	(50)	(775)	3
Interest (expense) income	126	106	107	190	132
Amortization	29	32	34	66	75
After-tax operating profits	862	884	972	1,056	1,000

¹ Adjusted for restructuring charges in 2008, 2009

Henkel AG
After-tax Operating Margins

	2005	2006	2007	2008	2009
	13.0%	6.4%	2.6%	8.1%	-3.9%
	54.6%	54.7%	53.6%	55.3%	54.1%
	45.4%	45.3%	46.4%	44.7%	45.9%
	28.5%	28.6%	28.7%	27.5%	28.5%
	2.7%	2.7%	2.7%	2.7%	2.8%
	5.2%	5.5%	5.1%	4.9%	5.2%
	0.8%	0.9%	0.4%	0.6%	0.2%
	0.4%	0.4%	0.4%	0.7%	0.8%
	10.2%	9.9%	10.7%	10.9%	10.3%
	29.5%	29.9%	30.7%	31.2%	28.7%
	7.2%	6.9%	7.4%	7.5%	7.4%

	2005	2006	2007	2008	2009
	40.0%	40.0%	40.0%	31.0%	31.0%
	-10.6%	-10.1%	-9.3%	0.3%	-2.3%
	29.5%	29.9%	30.7%	31.2%	28.7%

Henkel AG
Operating Taxes

Henkel AG
Tax Reconciliation Table

EUR millions	2005	2006	2007	2008	2009	Operating
Taxes at statutory tax rate	417	470	500	504	274	yes
Difference between local and domestic taxes	(68)	(139)	(153)	(26)	(70)	yes
Tax increases/reductions for prior years	(2)	(30)	(46)	(61)	7	
Taxes due to tax rate changes	0	0	(13)	5	3	
Non-deductible losses	13	22	32	10	(9)	
Tax rates on investments	(27)	(30)	(34)	(25)	0	
Tax free income	(107)	(47)	(25)	(22)	(22)	yes
Write-down of intangible assets		0	0	0	14	
Trade tax additions	27	38	12	28	13	yes
Non-deductible withholding tax	8	17	4	10	14	yes
Other non-deductible expenses	11	4	32	14	33	yes
Write-down of Ecolab sale	0	0	0	(43)	0	
Tax charge disclosed	272	305	309	394	257	

Earnings before taxes	1,042	1,176	1,250	1,627	885
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Henkel AG
Tax Breakout

EUR millions	2005	2006	2007	2008	2009
Statutory	417	470	500	504	274
Operating	(129)	(127)	(130)	4	(32)
Nonoperating	(16)	(38)	(61)	(114)	15
Effective taxes	272	305	309	394	257

Notes on "Trade Tax"

The trade tax is levied on every trade or business (also permanent establishments) located in Germany. Municipalities are authorized to determine their own rate of assessment independently (as a multiplier of the base rate) which must be at least 200%. The trade tax is not deductible as a business expense.

Henkel AG
Tax Reconciliation Table

Percent	2005	2006	2007	2008	2009	Marginal
Taxes at statutory tax rate	40.0%	40.0%	40.0%	31.0%	31.0%	yes
Difference between local and domestic taxes	-6.5%	-11.8%	-12.2%	-1.6%	-7.9%	
Tax increases/reductions for prior years	-0.2%	-2.6%	-3.7%	-3.7%	0.8%	
Taxes due to tax rate changes	0.0%	0.0%	-1.0%	0.3%	0.3%	
Non-deductible losses	1.2%	1.9%	2.6%	0.6%	-1.0%	
Tax rates on investments	-2.6%	-2.6%	-2.7%	-1.5%	0.0%	
Tax free income	-10.3%	-4.0%	-2.0%	-1.4%	-2.5%	
Write-down of intangible assets	0.0%	0.0%	0.0%	0.0%	1.6%	
Trade tax additions	2.6%	3.2%	1.0%	1.7%	1.5%	
Non-deductible withholding tax	0.8%	1.4%	0.3%	0.6%	1.6%	
Other non-deductible expenses	1.1%	0.3%	2.6%	0.9%	3.7%	
Write-down of Ecolab sale	0.0%	0.0%	0.0%	-2.6%	0.0%	
Tax charge disclosed	26.1%	25.9%	24.7%	24.2%	29.0%	

Henkel AG
Tax Rates

Percent	2005	2006	2007	2008	2009
Marginal tax rate	40.0%	40.0%	40.0%	31.0%	31.0%
Effective tax rate	26.1%	25.9%	24.7%	24.2%	29.0%
Operating tax rate	29.5%	29.9%	30.7%	31.2%	28.7%

Henkel AG
Invested Capital

Henkel AG
Invested Capital

EUR millions	2005	2006	2007	2008	2009
Working cash	239	255	261	283	271
Inventories	1,232	1,325	1,283	1,482	1,218
Trade accounts receivable	1,794	1,868	1,694	1,847	1,721
Income tax refund claims	121	110	90	202	139
Other current assets	378	312	315	256	224
Operating current assets	3,764	3,870	3,643	4,070	3,573
Income tax provisions and liabilities	0	135	167	354	234
Other short-term provisions	932	884	763	866	938
Accounts payable	1,333	1,494	1,477	1,678	1,885
Other current liabilities	455	224	200	306	251
Operating current liabilities	2,720	2,737	2,607	3,204	3,308
Working capital	1,044	1,133	1,036	866	265
Property, plant, and equipment	1,364	1,516	1,749	2,337	2,248
Other non current assets	223	104	67	4	14
Other non-current liabilities	(59)	(8)	(10)	(9)	(20)
Invested capital without goodwill	2,572	2,745	2,842	3,198	2,507
Intangible assets	5,660	5,487	4,940	8,392	8,218
Invested capital with goodwill	8,232	8,232	7,782	11,590	10,725

Henkel AG
Capital Efficiency

	2005	2006	2007	2008	2009
Days Sales	7.3	7.3	7.3	7.3	7.3
	37.6	38.0	35.8	38.3	32.8
	54.7	53.5	47.3	47.7	46.3
	3.7	3.2	2.5	5.2	3.7
	11.5	8.9	8.8	6.6	6.0
	114.8	110.9	101.7	105.1	96.1
	0.0	3.9	4.7	9.1	6.3
	28.4	25.3	21.3	22.4	25.2
	40.6	42.8	41.2	43.3	50.7
	13.9	6.4	5.6	7.9	6.7
	82.9	78.4	72.8	82.8	89.0
Percent of Sales	8.7%	8.9%	7.9%	6.1%	2.0%
	11.4%	11.9%	13.4%	16.5%	16.6%
	1.9%	0.8%	0.5%	0.0%	0.1%
	-0.5%	-0.1%	-0.1%	-0.1%	-0.1%
	21.5%	21.5%	21.7%	22.6%	18.5%
	47.3%	43.1%	37.8%	59.4%	60.5%
	68.8%	64.6%	59.5%	82.0%	79.0%

Henkel AG
Invested Capital

Henkel AG

Reconciliation of Total Funds Invested

EUR millions	2005	2006	2007	2008	2009
Invested capital	8,232	8,232	7,782	11,590	10,725
Excess cash	973	674	1,179	55	839
Investments in associates	530	496	295	1	0
Other investments	151	66	33	23	0
Net financial assets (assets - liabilities)	681	545	375	425	341
Deferred income taxes	456	363	249	305	322
Assets held for sale	142	14	125	113	30
Total funds invested	11,165	10,390	10,038	12,512	12,257

EUR millions	2,005	2,006	2,007	2,008	2,009
Short-term borrowings	1,405	1,012	838	1,817	660
Long-term borrowings	2,400	2,322	2,304	2,402	3,426
Pensions and similar obligations	1,061	788	657	833	867
Other long-term provisions	0	126	119	336	241
Debt & debt equivalents	4,866	4,248	3,918	5,388	5,194
Deferred taxes	900	595	414	589	519
Minority interest	28	60	63	51	70
Stockholder equity	5,371	5,487	5,643	6,484	6,474
Total funds invested	11,165	10,390	10,038	12,512	12,257