

Henkel Integrative Case

European Household and Personal Care, 2009

Year

2009

Ticker	Company	FYE	Currency	Revenues (in euros)	Revenues	Cost of sales	SG&A	Amort- ization	Operating profit (EBITA)	Inventory	Accounts receivable	Accrued payroll	Accounts payable	PP&E
BEI-FF	Beiersdorf	12/31/09	EUR	5,748.0	5,748.0	1,892.0	3,250.0	24.0	630.0	561.0	947.0	0.0	699.0	725.0
GIVN-VX	Givaudan Sa	12/31/09	CHF	2,669.4	3,959.0	2,355.0	1,084.0	176.0	696.0	633.0	831.0	92.0	322.0	1,437.0
HEN-FF	Henkel Ag And	12/31/09	EUR	13,573.0	13,573.0	7,293.0	5,025.0	108.0	1,363.0	1,236.0	2,115.0	67.0	1,885.0	2,248.0
OR-FR	L'Oreal Sa	12/31/09	EUR	17,472.6	17,472.6	5,090.8	9,716.2	0.0	2,665.6	1,476.7	2,826.8	0.0	2,603.1	2,599.0
ORI-SK	Oriflame Cosmetics	12/31/09	EUR	1,316.6	1,316.6	450.8	778.1	2.7	90.4	221.3	72.1	0.0	45.2	134.1
RB.-LN	Reckitt Benckiser	12/31/09	GBP	8,726.4	7,753.0	3,115.0	2,699.0	8.0	1,947.0	486.0	896.0	0.0	790.0	639.0
SCA'B-SK	Svenska Cellulosa Ab	12/31/09	SEK	10,821.7	110,857.0	68,844.0	36,381.0	306.0	5,938.0	11,459.0	18,447.0	2,236.0	12,277.0	86,801.0
ULVR-LN	Unilever Plc	12/31/09	GBP	39,785.8	35,347.7	18,416.3	11,705.0	149.1	5,375.4	3,173.0	2,775.7	0.0	3,531.3	5,920.4

Henkel Integrative Case

U.S. Household and Personal Care

Ticker	Company	FYE	Currency	Revenues (in euros)	Revenues	Cost of sales	SG&A	Amort- ization	Operating profit (EBITA)	Inventory	Accounts receivable	Accrued payroll	Accounts payable	PP&E
AVP-N	Avon Products Inc	12/31/09	USD	7,168.5	10,284.7	3,881.6	5,311.6	47.7	1,139.2	1,067.5	923.0	291.0	746.7	1,529.6
CHD-N	Church & Dwight Co	12/31/09	USD	1,757.1	2,520.9	1,420.4	709.0	28.4	419.9	216.9	222.8	65.4	177.8	455.6
CL-N	Colgate-Palmolive Co	12/31/09	USD	10,683.0	15,327.0	6,303.0	5,360.0	22.0	3,686.0	1,209.0	1,626.0	431.0	1,172.0	3,516.0
CLX-N	Clorox Company (The)	06/30/09	USD	3,885.6	5,450.0	3,111.0	1,328.0	17.0	1,028.0	366.0	492.0	123.0	381.0	955.0
RDEN-O	Elizabeth Arden	06/30/09	USD	763.0	1,070.2	659.7	400.3	9.8	20.0	318.5	190.3	0.0	191.2	64.1
EL-N	Estee Lauder Co	06/30/09	USD	5,227.3	7,331.9	1,888.4	4,902.5	13.8	554.8	795.0	853.3	280.8	329.8	1,026.7
ENR-N	Energizer Holdings	09/30/09	USD	2,736.4	3,999.8	2,141.2	1,212.8	19.4	665.2	667.3	864.3	92.3	231.6	863.4
KMB-N	Kimberly-Clark Corp	12/31/09	USD	13,323.2	19,115.0	12,603.0	3,300.0	18.0	3,230.0	2,033.0	2,566.0	411.0	1,920.0	8,033.0
PG-N	Procter & Gamble Co	06/30/09	USD	56,343.8	79,029.0	38,723.0	23,957.0	648.0	16,997.0	6,880.0	5,836.0	1,464.0	5,980.0	19,462.0

Source: JP Morgan, Worldscope, Thomson Financial

Henkel Integrative Case

Capital Structure, 2009

Ticker	Company name	FYE	Currency	Debt & Debt Equivalents					Market capitalization		
				Total debt ¹	Unfunded retirements	Debt & equivalents	Cash	Net debt	Share price ²	Shares outstanding	Market capitalization
BEI-FF	40178	12/31/09	EUR	155.0	81.0	236.0	(1,813.0)	(1,577.0)	46.2	226.8	10,470.0
GIVN-VX	Givaudan Sa	12/31/09	CHF	3,073.0	282.0	3,355.0	(892.0)	2,463.0	826.5	9.1	7,516.6
HEN-FF	Henkel Ag And	12/31/09	EUR	4,179.0	844.0	5,023.0	(1,226.0)	3,797.0	31.0	433.7	13,445.2
OR-FR	L'Oreal Sa	12/31/09	EUR	3,131.3	1,015.5	4,146.8	(1,238.5)	2,908.3	78.0	586.2	45,720.2
ORI-SK	Oriflame Cosmetics	12/31/09	EUR	262.3	0.0	262.3	(107.2)	155.1	428.5	57.0	24,416.0
RB-LN	Reckitt Benckiser	12/31/09	GBP	136.0	200.0	336.0	(356.0)	(20.0)	33.6	725.5	24,348.6
SCA'B-SK	Svenska Cellulosa Ab	12/31/09	SEK	43,979.0	3,411.0	47,390.0	(5,342.0)	42,048.0	95.5	702.3	67,038.6
ULVR-LN	Unilever Plc	12/31/09	GBP	8,721.0	2,289.8	11,010.8	(3,205.0)	7,805.8	19.9	2,815.5	56,141.1

Henkel Integrative Case

Segment Comparables

Ticker	Laundry & Home Care	FYE	Currency	Debt & Debt Equivalents					Market capitalization		
				Total debt	Unfunded retirements	Debt & equivalents	Cash	Net debt	Share price	Shares outstanding	Market capitalization
CLX-N	Clorox Company (The)	06/30/09	USD	3,149.0	263.0	3,412.0	(206.0)	3,206.0	61.0	139.4	8,506.0
PG-N	Procter & Gamble Co	06/30/09	USD	36,972.0	5,240.0	42,212.0	(4,781.0)	37,431.0	60.6	2,799.2	169,715.1
ULVR-LN	Unilever Plc	12/31/09	GBP	8,721.0	2,289.8	11,010.8	(3,205.0)	7,805.8	19.9	2,815.5	56,141.1
Cosmetics & Toiletries											
BEI-FF	Beiersdorf Ag	12/31/09	EUR	155.0	81.0	236.0	(1,813.0)	(1,577.0)	46.2	226.8	10,470.0
CL-N	Colgate-Palmolive Co	12/31/09	USD	3,182.0	1,283.0	4,465.0	(740.0)	3,725.0	82.2	482.7	39,652.5
EL-N	Estee Lauder Co	06/30/09	USD	1,421.4	286.2	1,707.6	(881.2)	826.4	48.4	195.8	9,467.9
Adhesives											
MMM-N	3M Company	12/31/09	USD	5,830.0	2,190.0	8,020.0	(3,809.0)	4,211.0	82.7	714.9	59,097.4
AVY-N	Avery Dennison Corp	01/02/10	USD	1,624.3	326.6	1,950.9	(143.6)	1,807.3	36.5	109.4	3,992.6
FUL-N	Fuller (H B) Co	11/28/09	USD	212.7	73.4	286.1	(100.2)	186.0	22.8	49.0	1,114.3

Source: Worldscoop, Thomson Financial

Notes:

¹For Henkel AG, total debt includes "current financial liabilities" excluding operating sundry items.

² Data as of fiscal year end 2009, except share price, which was measured on December 31, 2009.

Henkel Integrative Case

Adjusted Stock Prices (adjusted for dividends and splits)

Date	EUR	CHF	EUR	EUR	EUR	GBP	SEK	GBP	Laundry			
	BEI-FF	GIVN-VX	HEN-FF	OR-FR	ORI-SK	RB.-LN	SCA'B-SK	ULVR-LN	USD	USD	GBP	EUR
									CLX-N	PG-N	ULVR-LN	BEI-FF
12/31/2009	46.2	826.5	31.0	78.0	428.5	3,356.0	95.5	1,994.0	61.0	60.6	1,994.0	46.2
11/30/2009	43.5	795.0	28.7	72.3	411.0	3,100.0	96.0	1,784.0	60.3	62.3	1,784.0	43.5
10/30/2009	41.6	762.0	26.7	69.7	400.0	3,035.0	99.0	1,804.7	59.2	58.0	1,804.7	41.6
9/30/2009	40.1	777.0	24.8	67.9	357.0	3,058.0	94.5	1,754.4	58.3	57.5	1,754.4	40.1
8/31/2009	35.5	761.0	23.3	68.7	346.0	2,853.0	92.8	1,657.7	58.6	53.7	1,657.7	35.5
7/31/2009	35.3	714.5	22.0	60.8	358.0	2,831.9	92.8	1,559.0	60.5	55.1	1,559.0	35.3
6/30/2009	33.5	665.5	19.2	53.3	335.5	2,723.6	81.0	1,405.1	54.9	50.3	1,405.1	33.5
5/29/2009	34.7	671.2	19.1	55.8	334.5	2,637.9	87.3	1,430.7	51.6	51.1	1,430.7	34.7
4/30/2009	30.1	697.6	18.7	54.2	337.4	2,626.1	78.5	1,274.1	55.1	48.7	1,274.1	30.1
3/31/2009	32.8	549.7	18.4	50.4	247.0	2,578.8	59.4	1,266.4	50.2	46.0	1,266.4	32.8
2/27/2009	32.1	630.2	16.5	49.9	208.6	2,652.7	55.8	1,314.4	47.4	47.0	1,314.4	32.1
1/30/2009	37.3	733.6	17.8	50.7	190.8	2,586.7	62.2	1,470.1	48.9	53.2	1,470.1	37.3
12/31/2008	41.0	773.7	18.5	60.6	216.8	2,492.9	63.4	1,517.2	53.7	59.9	1,517.2	41.0
11/28/2008	42.3	740.2	18.7	61.9	211.9	2,669.8	62.0	1,434.5	57.2	62.4	1,434.5	42.3
10/31/2008	41.2	735.1	18.7	57.4	229.7	2,523.8	53.9	1,322.9	58.7	62.5	1,322.9	41.2
9/30/2008	43.7	866.9	21.1	67.3	305.2	2,621.5	68.7	1,442.3	60.1	67.1	1,442.3	43.7
8/29/2008	38.6	855.2	23.2	66.0	359.5	2,687.2	69.8	1,399.7	56.6	67.2	1,399.7	38.6
7/31/2008	40.5	797.9	23.9	65.5	378.7	2,640.6	65.6	1,315.3	52.2	63.0	1,315.3	40.5
6/30/2008	45.5	850.6	23.1	67.2	372.5	2,433.1	81.0	1,354.2	49.6	58.2	1,354.2	45.5
5/30/2008	49.0	940.9	28.1	76.0	409.5	2,843.2	91.5	1,583.5	54.3	63.2	1,583.5	49.0
4/30/2008	52.6	980.1	25.1	74.1	429.0	2,808.8	96.0	1,579.9	50.3	64.1	1,579.9	52.6
3/31/2008	51.0	915.3	25.6	76.8	368.7	2,668.3	98.8	1,577.1	53.4	66.6	1,577.1	51.0
2/29/2008	50.8	958.3	25.6	75.1	387.0	2,610.0	93.1	1,481.5	54.9	62.9	1,481.5	50.8
1/31/2008	49.5	968.3	26.8	78.7	324.3	2,478.0	92.7	1,534.4	57.8	62.2	1,534.4	49.5
12/31/2007	50.7	996.6	33.3	93.5	386.0	2,756.1	104.6	1,754.4	61.0	69.5	1,754.4	50.7
11/30/2007	52.7	993.0	32.9	90.6	363.1	2,733.4	104.1	1,656.0	60.8	70.0	1,656.0	52.7
10/31/2007	52.4	1,039.5	30.4	86.5	358.9	2,637.9	102.3	1,493.4	58.6	65.8	1,493.4	52.4
9/28/2007	50.2	982.9	31.6	87.8	365.4	2,716.4	109.8	1,419.8	56.8	66.2	1,419.8	50.2
8/31/2007	47.4	996.6	32.9	82.1	353.3	2,552.8	109.1	1,436.4	55.7	61.5	1,436.4	47.4
7/31/2007	49.1	1,035.9	34.3	80.6	322.0	2,485.6	109.8	1,424.4	56.3	58.2	1,424.4	49.1
6/29/2007	50.6	1,105.3	33.7	83.8	301.4	2,563.4	105.0	1,484.2	57.4	57.3	1,484.2	50.6
5/31/2007	51.2	1,064.2	33.4	84.3	338.3	2,573.7	109.3	1,432.7	62.1	59.5	1,432.7	51.2
4/30/2007	50.8	1,038.6	32.7	83.0	322.5	2,578.4	105.8	1,419.1	62.0	60.3	1,419.1	50.8
3/30/2007	48.5	1,010.1	31.5	77.0	244.7	2,479.9	113.8	1,378.6	58.6	58.8	1,378.6	48.5
2/28/2007	46.3	974.2	29.9	74.5	246.1	2,403.1	107.1	1,225.5	58.4	59.1	1,225.5	46.3
1/31/2007	48.7	1,008.3	33.2	76.4	255.2	2,273.1	109.6	1,246.2	60.2	60.4	1,246.2	48.7
12/29/2006	46.7	1,013.7	30.8	71.5	256.6	2,166.4	105.4	1,285.8	58.8	59.6	1,285.8	46.7
11/30/2006	42.3	964.3	29.6	71.7	234.7	2,099.6	98.9	1,227.3	58.6	58.2	1,227.3	42.3
10/31/2006	42.2	925.6	29.4	71.8	237.5	2,117.2	97.8	1,144.0	59.2	58.8	1,144.0	42.2
9/29/2006	39.6	899.6	30.3	75.4	221.1	2,055.0	99.1	1,158.0	57.5	57.2	1,158.0	39.6

Henkel Integrative Case

Total Returns (including dividends)

Date	EUR BEI-FF	CHF GIVN-VX	EUR HEN-FF	EUR OR-FR	EUR ORI-SK	GBP RB.-LN	SEK SCA'B-SK	GBP ULVR-LN	USD CLX-N	USD PG-N	GBP ULVR-LN	EUR BEI-FF	USD CL-N
Equity Beta	0.29	0.41	0.73	0.49	1.38	0.20	0.73	0.52	0.21	0.21	0.52	0.29	0.36
12/31/2009	6.2%	4.0%	8.1%	7.9%	4.3%	8.3%	-0.6%	11.8%	1.2%	-2.8%	11.8%	6.2%	-2.4%
11/30/2009	4.5%	4.3%	7.6%	3.7%	2.7%	2.1%	-3.0%	-1.1%	1.8%	7.5%	-1.1%	4.5%	7.1%
10/30/2009	3.7%	-1.9%	7.6%	2.5%	12.0%	-0.8%	4.7%	2.9%	1.6%	0.9%	2.9%	3.7%	3.7%
9/30/2009	13.0%	2.1%	6.5%	-1.1%	3.2%	7.2%	1.8%	5.8%	-0.5%	7.0%	5.8%	13.0%	4.9%
8/31/2009	0.5%	6.5%	5.5%	12.9%	-3.4%	0.7%	0.1%	6.3%	-3.1%	-2.5%	6.3%	0.5%	0.4%
7/31/2009	5.7%	7.4%	14.7%	14.1%	6.7%	4.0%	14.5%	11.0%	10.2%	9.5%	11.0%	5.7%	3.0%
6/30/2009	-3.5%	-0.9%	0.8%	-4.5%	0.3%	3.2%	-7.2%	-1.8%	6.5%	-1.6%	-1.8%	-3.5%	7.3%
5/29/2009	15.0%	-3.8%	2.1%	2.9%	-0.9%	0.4%	11.1%	12.3%	-6.4%	5.1%	12.3%	15.0%	11.8%
4/30/2009	-8.1%	26.9%	1.6%	7.7%	36.6%	1.8%	32.2%	0.6%	9.8%	5.9%	0.6%	-8.1%	0.8%
3/31/2009	2.3%	-12.8%	11.6%	0.9%	18.4%	-2.8%	6.4%	-3.7%	5.9%	-2.2%	-3.7%	2.3%	-2.0%
2/27/2009	-14.0%	-14.1%	-7.4%	-1.5%	9.3%	2.6%	-10.3%	-10.6%	-3.1%	-11.6%	-10.6%	-14.0%	-7.5%
1/30/2009	-9.0%	-5.2%	-3.7%	-16.4%	-12.0%	3.8%	-1.9%	-3.1%	-8.9%	-11.2%	-3.1%	-9.0%	-4.5%
12/31/2008	-3.1%	4.5%	-1.0%	-2.1%	2.3%	-6.6%	2.3%	5.8%	-6.1%	-3.9%	5.8%	-3.1%	5.3%
11/28/2008	2.6%	0.7%	0.1%	7.9%	-7.7%	5.8%	15.0%	8.4%	-2.7%	-0.3%	8.4%	2.6%	3.7%
10/31/2008	-5.8%	-15.2%	-11.6%	-14.8%	-24.7%	-3.7%	-21.5%	-8.3%	-2.2%	-6.8%	-8.3%	-5.8%	-16.1%
9/30/2008	13.2%	1.4%	-8.9%	2.0%	-15.1%	-2.4%	-1.7%	3.0%	6.1%	-0.1%	3.0%	13.2%	-0.9%
8/29/2008	-4.6%	7.2%	-3.0%	0.8%	-5.1%	1.8%	6.5%	6.4%	8.4%	6.6%	6.4%	-4.6%	2.4%
7/31/2008	-11.0%	-6.2%	3.2%	-2.5%	1.7%	8.5%	-19.1%	-2.9%	5.3%	8.4%	-2.9%	-11.0%	8.1%
6/30/2008	-7.2%	-9.6%	-17.6%	-11.7%	-9.0%	-14.4%	-11.4%	-14.5%	-8.6%	-7.9%	-14.5%	-7.2%	-7.1%
5/30/2008	-6.8%	-4.0%	11.9%	2.6%	-4.6%	1.2%	-4.7%	0.2%	7.8%	-1.5%	0.2%	-6.8%	5.2%
4/30/2008	3.3%	7.1%	-1.9%	-3.5%	16.4%	5.3%	-2.9%	0.2%	-5.7%	-3.8%	0.2%	3.3%	-8.8%
3/31/2008	0.4%	-4.5%	0.0%	2.2%	-4.7%	2.2%	6.1%	6.5%	-2.7%	5.9%	6.5%	0.4%	2.4%
2/29/2008	2.6%	-1.0%	-4.5%	-4.5%	19.3%	5.3%	0.5%	-3.4%	-5.1%	1.2%	-3.4%	2.6%	-0.5%
1/31/2008	-2.4%	-2.8%	-19.5%	-15.8%	-16.0%	-10.1%	-11.4%	-12.5%	-5.2%	-10.4%	-12.5%	-2.4%	-1.4%
12/31/2007	-3.7%	0.4%	1.3%	3.2%	6.3%	0.8%	0.4%	5.9%	0.4%	-0.8%	5.9%	-3.7%	-2.6%
11/30/2007	0.5%	-4.5%	8.0%	4.7%	1.2%	3.6%	1.8%	10.9%	3.7%	6.4%	10.9%	0.5%	5.0%
10/31/2007	4.4%	5.8%	-3.6%	-1.5%	-1.8%	-2.9%	-6.9%	5.2%	3.3%	-0.7%	5.2%	4.4%	7.5%
9/28/2007	5.9%	-1.4%	-4.0%	7.0%	3.4%	6.4%	0.6%	-1.2%	2.0%	7.7%	-1.2%	5.9%	7.5%
8/31/2007	-3.5%	-3.8%	-4.0%	1.9%	9.7%	2.7%	-0.6%	0.8%	-1.1%	5.6%	0.8%	-3.5%	0.5%
7/31/2007	-2.9%	-6.3%	1.6%	-3.9%	6.8%	-3.0%	4.6%	-4.0%	-2.0%	1.7%	-4.0%	-2.9%	2.3%
6/29/2007	-1.1%	3.9%	1.0%	-0.6%	-10.9%	-0.4%	-4.0%	3.6%	-7.5%	-3.7%	3.6%	-1.1%	-3.2%
5/31/2007	0.7%	2.5%	2.1%	1.6%	4.9%	-0.2%	3.4%	1.0%	0.1%	-1.3%	1.0%	0.7%	-1.2%
4/30/2007	4.7%	2.8%	3.8%	7.8%	31.8%	4.0%	-7.1%	2.9%	5.8%	2.5%	2.9%	4.7%	2.0%
3/30/2007	4.9%	3.7%	5.2%	3.3%	-0.6%	3.2%	6.3%	12.5%	0.5%	-0.5%	12.5%	4.9%	-0.9%
2/28/2007	-5.0%	-3.4%	-9.7%	-2.4%	-3.6%	5.7%	-2.3%	-1.7%	-3.1%	-2.1%	-1.7%	-5.0%	-1.3%
1/31/2007	4.4%	-0.5%	7.7%	6.9%	-0.5%	4.9%	3.9%	-3.1%	2.5%	1.4%	-3.1%	4.4%	5.2%
12/29/2006	10.3%	5.1%	3.9%	-0.3%	9.3%	3.2%	6.6%	4.8%	0.2%	2.4%	4.8%	10.3%	0.3%
11/30/2006	0.3%	4.2%	0.7%	-0.1%	-1.2%	-0.8%	1.2%	7.3%	-0.9%	-0.9%	7.3%	0.3%	1.7%

Henkel Integrative Case
Capital Structure, 2009

Ticker	Company name	FYE	Currency	OLS beta ¹	Bloomberg adjustment ²	Debt-to- equity ²	Unlevered beta ³
BEI-FF		40178 12/31/09	EUR	0.29	0.53	-15.1%	0.62
GIVN-VX	Givaudan Sa	12/31/09	CHF	0.41	0.60	32.8%	0.46
HEN-FF	Henkel Ag And	12/31/09	EUR	0.73	0.82	28.2%	0.64
OR-FR	L'Oreal Sa	12/31/09	EUR	0.49	0.66	6.4%	0.62
ORI-SK	Oriflame Cosmetics	12/31/09	EUR	1.38	1.25	0.6%	1.24
RB.-LN	Reckitt Benckiser	12/31/09	GBP	0.20	0.47	-0.1%	0.47
SCA'B-SK	Svenska Cellulosa Ab	12/31/09	SEK	0.73	0.82	62.7%	0.50
ULVR-LN	Unilever Plc	12/31/09	GBP	0.52	0.68	13.9%	<u>0.60</u> 0.64

Henkel Integrative Case
Segment Comparables

Ticker	Laundry	FYE	Currency	OLS Beta	Bloomberg Adjustment ²	Debt-to Equity	Unlevered Beta
CLX-N	Clorox Company (The)	06/30/09	USD	0.21	0.47	37.7%	0.34
PG-N	Procter & Gamble Co	06/30/09	USD	0.21	0.47	22.1%	0.38
ULVR-LN	Unilever Plc	12/31/09	GBP	0.52	0.68	13.9%	<u>0.60</u> 0.44
Cosmetics & Toiletries							
BEI-FF	Beiersdorf Ag	12/31/09	EUR	0.29	0.53	-15.1%	0.62
CL-N	Colgate-Palmolive Co	12/31/09	USD	0.36	0.57	9.4%	0.53
EL-N	Estee Lauder Co	06/30/09	USD	0.90	0.93	8.7%	<u>0.86</u> 0.67
Adhesives							
MMM-N	3M Company	12/31/09	USD	0.62	0.74	7.1%	0.69
AVY-N	Avery Dennison Corp	01/02/10	USD	0.91	0.94	45.3%	0.65
FUL-N	Fuller (H B) Co	11/28/09	USD	0.87	0.91	16.7%	<u>0.78</u> 0.71

Source: Worldscope, Thomson Financial

¹ Equity beta is calculated by regressing 10 years of monthly returns on the MSCI World (in the same currency)

² Debt-to-equity is calculated as ratio of the most recent year-end debt (and equivalents) divided by the market value of equity

³ Unlevered beta equals the OLS equity beta divided by (1+D/E)

Henkel Integrative Case
MSCI World Index

Date	MSCI CHF	MSCI EUR	MSCI GBP	MSCI SEK	MSCI USD	MSCI CHF	MSCI EUR	MSCI GBP	MSCI SEK	MSCI USD
12/31/2009	1,207.9	814.4	723.6	8,342.9	1,168.5	4.8%	6.6%	3.5%	4.0%	1.8%
11/30/2009	1,152.4	764.3	699.2	8,020.1	1,147.5	2.1%	2.3%	4.6%	3.2%	4.1%
10/30/2009	1,128.6	746.8	668.5	7,771.7	1,101.9	-3.0%	-2.7%	-4.7%	-0.9%	-1.8%
9/30/2009	1,163.8	767.3	701.3	7,843.3	1,121.6	2.1%	2.1%	6.0%	2.4%	4.0%
8/31/2009	1,139.6	751.4	661.6	7,656.4	1,078.3	2.3%	2.9%	6.0%	1.5%	4.2%
7/31/2009	1,114.0	730.1	624.4	7,541.1	1,035.1	7.4%	7.3%	7.8%	2.0%	8.5%
6/30/2009	1,037.6	680.2	579.3	7,391.6	954.0	1.6%	0.5%	-2.5%	1.8%	-0.4%
5/29/2009	1,021.6	676.8	594.1	7,261.3	957.9	2.2%	2.2%	0.3%	2.8%	9.2%
4/30/2009	999.3	662.1	592.1	7,066.5	877.3	11.5%	11.5%	7.7%	8.5%	11.3%
3/31/2009	896.1	593.6	549.9	6,515.7	788.1	5.0%	2.9%	7.0%	-1.1%	7.6%
2/27/2009	853.3	576.7	513.9	6,589.1	732.5	-9.8%	-9.4%	-9.1%	-2.6%	-10.2%
1/30/2009	946.4	636.3	565.6	6,763.6	815.4	-0.5%	-1.0%	-9.0%	-4.3%	-8.7%
12/31/2008	950.9	642.7	621.4	7,064.8	893.4	-9.5%	-5.7%	10.2%	0.8%	3.3%
11/28/2008	1,050.9	681.8	563.8	7,007.2	865.2	-2.7%	-6.5%	-1.4%	-2.7%	-6.4%
10/31/2008	1,079.7	729.0	572.1	7,204.9	924.4	-15.6%	-10.2%	-10.6%	-9.4%	-18.9%
9/30/2008	1,278.6	811.8	639.7	7,950.8	1,140.3	-10.0%	-7.6%	-9.8%	-4.3%	-11.9%
8/29/2008	1,420.8	878.6	709.2	8,307.7	1,293.6	3.4%	4.5%	7.1%	4.7%	-1.4%
7/31/2008	1,374.3	840.5	662.0	7,936.1	1,311.4	0.4%	-1.5%	-2.0%	-1.8%	-2.4%
6/30/2008	1,368.9	853.0	675.3	8,083.9	1,343.9	-10.2%	-9.2%	-8.6%	-7.8%	-7.9%
5/30/2008	1,525.2	939.4	738.7	8,766.0	1,459.8	2.0%	1.8%	1.9%	1.8%	1.6%
4/30/2008	1,495.8	922.4	725.1	8,607.8	1,436.1	10.9%	7.2%	5.7%	6.5%	5.3%
3/31/2008	1,348.5	860.4	686.0	8,084.6	1,363.4	-6.1%	-5.1%	-0.8%	-4.8%	-0.9%
2/29/2008	1,436.1	906.3	691.7	8,488.9	1,375.9	-4.3%	-3.0%	-0.6%	-4.1%	-0.5%
1/31/2008	1,500.1	934.2	695.8	8,851.5	1,383.2	-11.5%	-8.8%	-7.5%	-8.5%	-7.6%
12/31/2007	1,695.1	1,024.1	752.2	9,677.3	1,497.3	-1.0%	-0.9%	2.0%	-0.1%	-1.3%
11/30/2007	1,712.1	1,033.1	737.5	9,687.5	1,516.4	-6.5%	-5.4%	-3.1%	-3.6%	-4.0%
10/31/2007	1,831.6	1,092.3	760.7	10,052.4	1,580.3	2.3%	1.3%	1.1%	1.4%	3.1%
9/28/2007	1,790.8	1,077.9	752.4	9,916.7	1,532.9	1.3%	0.4%	3.7%	-1.6%	4.8%
8/31/2007	1,767.6	1,073.1	725.3	10,076.1	1,462.9	0.4%	0.4%	0.7%	2.2%	0.0%
7/31/2007	1,761.0	1,069.0	720.1	9,859.9	1,463.4	-4.0%	-3.5%	-3.4%	-3.9%	-2.2%
6/29/2007	1,833.7	1,107.8	745.7	10,259.6	1,496.2	-0.7%	-1.1%	-2.1%	-1.5%	-0.7%
5/31/2007	1,847.1	1,120.2	762.0	10,419.0	1,507.3	4.5%	4.4%	4.0%	6.0%	2.9%
4/30/2007	1,767.6	1,073.3	732.4	9,826.4	1,464.8	3.3%	1.9%	2.5%	-0.1%	4.5%
3/30/2007	1,711.7	1,053.3	714.9	9,837.5	1,402.1	1.8%	1.1%	1.8%	1.9%	1.9%
2/28/2007	1,680.8	1,041.9	702.3	9,657.2	1,376.3	-2.6%	-2.1%	-0.6%	0.2%	-0.5%
1/31/2007	1,725.6	1,064.3	706.5	9,635.9	1,383.0	3.4%	2.7%	1.2%	3.0%	1.2%
12/29/2006	1,668.1	1,036.4	698.2	9,351.4	1,366.6	4.0%	2.6%	2.6%	2.1%	2.1%
11/30/2006	1,604.1	1,010.2	680.7	9,160.4	1,339.0	-1.3%	-1.3%	-0.6%	-2.9%	2.5%
10/31/2006	1,624.8	1,023.5	684.9	9,433.4	1,306.3	2.9%	2.9%	1.6%	2.2%	3.7%
9/29/2006	1,579.8	994.5	674.4	9,232.7	1,259.8	2.9%	2.3%	3.1%	2.6%	1.2%

Yields by Corporate Default Rating

Bloomberg, December, 2009

U.S. Dollar Denominated Bonds

Rating	1Y	2Y	5Y	10Y	20Y
Treasury ¹	0.49	1.15	2.71	3.92	4.61
AAA	0.56	1.29	3.00	4.51	5.25
AA	0.97	1.63	3.47	4.83	5.60
A+	0.99	1.65	3.49	4.85	5.62
A	1.05	1.71	3.61	4.97	5.71
A-	1.39	1.97	3.81	5.23	5.97
BBB+	2.06	2.66	4.49	5.57	6.23
BBB	2.07	2.68	4.49	5.59	6.27
BBB-	2.77	3.51	5.46	6.51	7.11
BB+	4.04	4.86	6.44	7.51	8.08
BB	4.06	4.88	6.46	7.54	8.09
BB-	4.32	5.19	6.76	7.83	8.35
B+	4.56	5.40	7.16	8.23	8.72
B	5.40	6.31	8.11	9.21	9.74
B-	5.91	6.80	8.60	9.69	10.22

¹ U.S. Treasury

² German Treasury

Euro-Denominated Bonds

Rating	1Y	2Y	5Y	10Y	20Y
Treasury ²	0.85	1.38	2.53	3.38	4.23
AA+/AA	1.34	1.87	3.12	4.13	n/a
AA-	1.47	1.94	3.31	4.49	n/a
A	1.52	2.06	3.46	4.52	5.01
BBB+	1.60	2.30	3.67	4.74	5.46
BBB	1.86	2.67	4.09	5.08	n/a
BBB-	2.00	2.83	4.32	5.58	n/a
BB	3.42	4.36	6.43	8.03	n/a

Henkel Credit Ratings

Rating Actions

Agency	Date	Rating	S&P Equivalent
Moody's	Jul-09	A3	A-
S&P	May-09	A-	A-
S&P	Apr-07	A	A
Fitch	Nov-05	A-	A-
S&P	Oct-04	A-	A-
S&P	Apr-04	A-	A-
S&P	Dec-03	A+	A+

Henkel Integrative Case

Cost of Capital

Key Inputs

Risk free rate	3.4%
Market risk premium	5.0%
Henkel: Cost of debt	4.6%
Henkel: Marginal tax rate	31.0%
Henkel: After-tax cost of debt	3.2%

Segment	Unlevered beta	Target debt to equity	Levered beta	Cost of equity	After-tax cost of debt	Target debt to value	Cost of capital
Henkel	0.64	28.2%	0.82	7.5%	3.2%	22.0%	6.6%
Laundry & Home Care	0.44	28.2%	0.56	6.2%	3.2%	22.0%	5.5%
Cosmetics/Toiletries	0.67	28.2%	0.86	7.7%	3.2%	22.0%	6.7%
Adhesives	0.71	28.2%	0.91	7.9%	3.2%	22.0%	6.9%