

Annual Report 2005

**A World of Innovation**



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**Management Board** (continued)

	<b>Membership of statutory supervisory boards</b>	<b>Membership of comparable supervisory bodies</b>
<b>Prof. Dr. Uwe Specht</b> <sup>1)</sup> (until June 30, 2005) Cosmetics/Toiletries Born 1943 Member from May 6, 1985		Henkel & Cie AG, Switzerland
<b>Dr. Friedrich Stara</b> Laundry & Home Care Born 1949 Member from July 1, 2005		The Dial Corp., USA, Wiener Städtische Allgemeine Versicherung AG, Austria
<b>Dr. Lothar Steinebach</b> Finance Born 1948 Member from July 1, 2003		Ashwa Technologies Ltd., Saudi Arabia, Henkel Adhesives Middle East E.C., Bahrain, Henkel (China) Investment Co. Ltd., China, Henkel & Cie AG, Switzerland, Henkel Consumer Goods Inc., USA (Chairman), Henkel Ltd., UK, Henkel of America Inc., USA (Chairman), Henkel Technologies Egypt SAE, Egypt, Saudi Arabian Adhesives Factory Co., Saudi Arabia
<b>Hans Van Bylen</b> Cosmetics/Toiletries Born 1961 Member from July 1, 2005		Henkel Belgium N.V., Belgium, Henkel Nederland B.V., Netherlands, The Dial Corp., USA
<b>Knut Weinke</b> (until March 31, 2005) Human Resources/Logistics/Information Technologies/Infrastructure Services Born 1943 Member from January 1, 2002		cc-Hubwoo.com S.A., France, Henkel Belgium N.V., Belgium, Henkel France S.A., France, Henkel Nederland B.V., Netherlands, Henkel Norden AB, Sweden

<sup>1)</sup> Personally liable managing partner

**Operating Management**

<b>Dr. Ramón Bacardit</b> Research & Development, Technologies	<b>Dr. Andreas Bruns</b> Infrastructure Services	<b>Dr. Peter Hinzmann</b> Information Technologies	<b>Dr. Angela Paciello</b> Skin Care/Oral Care/ Cosmetics Overseas/ Russia/CIS
<b>Alain Bauwens</b> Home Care/MENA/ Asia Pacific/ Central America, Laundry & Home Care	<b>Pierre Brusselmans</b> Corporate Development	<b>Dirk-Stephan Koedijk</b> Human Resources	<b>Peter Ruiner</b> Adhesives for Professionals and DIY
<b>Pietro Beccari</b> Hair Care/ Cosmetics, Central Europe	<b>Jean Fayolle</b> Industry, Technologies	<b>Libor Kotlik</b> Operations & Supply Chain, Technologies	<b>Stefan Sudhoff</b> Body Care/Fragrances/ Cosmetics, South- West Europe/MENA
<b>Wolfgang Beynio</b> Finance/Controlling	<b>Dr. Attilio Gatti</b> Automotive, Technologies	<b>Andreas Lange</b> Laundry & Home Care, Western Europe	<b>Christian-André Weinberger</b> Laundry Care As at January 1, 2006
	<b>Dr. Wolfgang Gawrisch</b> Research/Technology	<b>Dr. Thomas Müller-Kirschbaum</b> R&D/Technology/Supply Chain, Laundry & Home Care	
	<b>Heinrich Grün</b> Electronics & Metal Division, Technologies		

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**Operating Management**

<b>Dr. Ramón Bacardit</b> Technologies Research	<b>Bertrand Conquéret</b> Global Purchasing	<b>Norbert Koll</b> Cosmetics Region Germany/ Switzerland/Central Eastern Europe/Russia/CIS/MENA and Export	<b>Peter Ruiner</b> Adhesives for Professionals/ Asia Pacific/MEA
<b>Alain Bauwens</b> Home Care/MENA/ Asia Pacific/ Central America Laundry & Home Care	<b>Jean Fayolle</b> Technologies EMEA/ Latin America	<b>Libor Kotlík</b> Technologies Operations & Supply Chain	<b>Stefan Sudhoff</b> SBU Body Care/Fragrances/ Cosmetics Region South, West Europe/North and Latin America
<b>Wolfgang Beynio</b> Finance/Controlling	<b>Dr. Attilio Gatti</b> Technologies Marketing and Product Development	<b>Andreas Lange</b> Laundry & Home Care West Europe	<b>Günter Thumser</b> Henkel Central Eastern Europe
<b>Dr. Andreas Bruns</b> Infrastructure Services	<b>Dr. Wolfgang Gawrisch</b> Research/Technology	<b>Tina Müller</b> SBU Hair, Skin & Oral Care	<b>Christian-André Weinberger</b> Laundry Care
<b>Pierre Brusselmans</b> Corporate Development	<b>Enric Holzbacher</b> Adhesives for Consumers/West Europe	<b>Dr. Thomas Müller-Kirschbaum</b> R&D/Technology/Supply Chain Laundry & Home Care	<b>Peter Wroblowski</b> Information Technologies
<b>Brad Casper</b> Dial Corporation North America	<b>Dirk-Stephan Koedijk</b> Human Resources		
<b>Julian Colquitt</b> Technologies North America			At January 1, 2007

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**Management Circle | Worldwide**

Giacomo Archi	Pierre Gibaud	Joris Merckx	Dr. Matthias Schmidt
Faruk Arig	Dr. Karl W. Glad	David Minshaw	Dr. Berthold Schreck
Jan-Dirk Auris	Ralf Grauel	Dr. Clemens Mittelviehhaus	Dr. Hans-Willi Schroiff
Georg Baratta-Dragono	Bartholomew Griffin	Scott Moffitt	Jens-Martin Schwaerzler
Harald Bellm	Peter Günther	Eric Moley	Dr. Johann Seif
Francisco Beltran	Rainer M. Haertel	Juan Morcego	Brian Shook
Paul Berry	Ferdinand Harrer	Georg Müller	Dr. Simone Siebeke
Cedric Berthod	Ludger Hazelaar	Dr. Heinrich Müller	Andrew Smith
Amy Bloebaum	Fridtjof Helemann	Rolf Münch	Bart Steenken
Dr. Joachim Bolz	Michael Hillman	Julio Munoz-Kampff	Dr. Walter Sterzel
Robert Bossuyt	Georg Hoebenstreit	Liam Murphy	Marco Swoboda
Hanno Brenningmeyer	Dr. Alois Hoeger	Christoph Neufeldt	Dr. Boris Tasche
Daniel Brogan	Jos Hubin	Helmut Nuhn	Richard Theiler
Sergej Bykovskikh	Dr. Stefan Huchler	Joseph O'Brien	John Tierney
Marco Cassoli	Dr. Hans-Georg Hundeck	Michael Ogrinz	Mitchell Tinnan
Dundar Ciftcioglu	Dr. Jochen Jacobs	Michael Olosky	Greg Tipsord
Michael James Clarkson	Dr. Joachim Jäckle	Carlos Eduardo Orozco	Thomas Tönnemann
Jürgen Convent	Regina Jäger	Dr. Uwe Over	Patrick Trippel
Susanne Cornelius	John Kahl	Campbell Peacock	Rainer Tschersig
Paul de Bruecker	Patrick Kaminski	Jerry Perkins	Christian Twehues
Ivan de Jonghe	Peter Kardorff	Thomas Perlitz	Robert Uytdewillegen
Hermann Deitzer	Dr. Klaus Kirchmayr	Norbert Pestka	Tracy Van Bibber
Serge Delobel	Dr. Wolfgang Klauk	Bruno Piacenza	Amelie Vidal-Simi
Dr. Alexander Ditzte	Carsten Knobel	Jeffrey Piccolomini	Dr. Vincenzo Vitelli
Eric Dumez	John Knudson	Arnd Picker	Ramon Viver
Wolfgang Eichstaedt	Nuriedem Kocak	Michael Prange	Dr. Rainer Vogel
Dr. Horst Eierdanz	Dr. Harald Köster	Dr. Wolfgang Preuß	Dr. Dirk Vollmerhaus
Ashraf El Afifi	Peter Kohl	Ernst Primosch	Kim Walker
Stephen J. Ellis	Dr. Werner Krieger	Dr. Volker Puchta	Claus Weigandt
Steven Essick	Thomas-Gerd Kühn	William Read	Andreas Welsch
Charles Evans	Dr. Marcus Kuhnert	Dr. Michael Reuter	Klaus-Dieter Weyers
Dr. Norbert Fedtke	Luis Carlos Lacorte	Robert Risse	Dr. Jürgen Wichelhaus
Thomas Feldbrügge	Tom Linckens	Gabriele Rusconi	Dr. Hans-Christof Wilk
Dr. Peter Florenz	Sammy Loutfy	Jean Baptiste Santoul	Dr. Rudolf Wittgen
Dr. Thomas Foerster	Oliver Luckenbach	Anavangot Satishkumar	
Holger Gerdes	Dr. Carlo Mackrodt	Wolfgang Schäufele	
Roberto Gianetti	Dr. Klaus Marten	Rolf Schlue	
	Lutz Mehlhorn	Aloys Schmeken	At January 1, 2007

## A World of Customers



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## CORPORATE SENIOR VICE PRESIDENTS

<b>Jan-Dirk Auris</b> Adhesives Technologies Asia-Pacific	<b>Julian Colquitt</b> Adhesives Technologies North America	<b>Dirk-Stephan Koedijk</b> Chief Compliance Officer (from Dec. 1, 2007)	<b>Dr. Thomas Müller-Kirschbaum</b> Laundry & Home Care R&D/ Technology/Supply Chain
<b>Dr. Ramón Bacardit</b> Adhesives Technologies Research	<b>Bertrand Conquéret</b> Global Purchasing	Human Resources (until Jan. 31, 2008)	<b>Stefan Sudhoff</b> SBU Body Care Cosmetics/Toiletries Region Southern, Western Europe/ North and Latin America
<b>Alain Bauwens</b> SBU Home Care Global Laundry & Home Care Region MENA/Asia-Pacific/Central America	<b>Jean Fayolle</b> Packaging & Construction Adhesives	<b>Norbert Koll</b> Cosmetics/Toiletries Region Central Eastern Europe/CIS/ Asia-Pacific	<b>Günter Thumser</b> Henkel Central Eastern Europe
<b>Wolfgang Beynio</b> Finance/Controlling	<b>Dr. Attilio Gatti</b> Technologies Marketing & Product Development	<b>Libor Kotlik</b> Adhesives Technologies Supply Chain & Operations	<b>Christian-André Weinberger</b> SBU Laundry Care Global
<b>Dr. Andreas Bruns</b> Infrastructure Services	<b>Dr. Wolfgang Gawrisch</b> Research/Technology	<b>Thomas Gerd Kühn</b> Law	<b>Dr. Juliane Wiemerslage</b> Human Resources (from Feb. 1, 2008)
<b>Pierre Brusselmans</b> Corporate Development	<b>Enric Holzbacher</b> SBU Consumer & Craftsmen Adhesives/Building Adhesives Adhesives Technologies Region Western Europe/Central Eastern Europe/MEA	<b>Andreas Lange</b> Laundry & Home Care Region Western Europe	<b>Dr. Peter Wroblowski</b> Information Technology
<b>Brad Casper</b> Dial Corporation North America		<b>Tina Müller</b> SBU Hair, Skin & Oral Care	At January 1, 2008

## MANAGEMENT CIRCLE I WORLDWIDE

Giacomo Archi	Holger Gerdes	Lutz Mehlhorn	Rolf Schlue
Faruk Arig	Roberto Gianetti	Kathrin Menges	Dr. Matthias Schmidt
Georg Baratta-Dragono	Dr. Karl W. Gladt	David Minshaw	Dr. Berthold Schreck
Harald Bellm	Ralf Grauel	Dr. Clemens Mittelviehhaus	Dr. Hans-Willi Schroiff
Francisco Beltran	Bartholomew Griffin	Scott Moffitt	Jens-Martin Schwärzler
Paul Berry	Peter Günther	Juan Morcego	Dr. Johann Seif
Cedric Berthod	Rainer M. Haertel	Georg Müller	Brian Shook
Amy Bloebaum	Andreas Haupt	Dr. Heinrich Müller	Dr. Simone Siebecke
Dr. Joachim Bolz	Ludger Hazelaar	Rolf Münch	Bart Steenken
Oriol Bonaclocha	Fridtjof Helemann	Julio Munoz-Kampff	Dr. Walter Sterzel
Robert Bossuyt	Michael Hillman	Liam Murphy	Marco Swoboda
Ingo Brauckmann	Georg Hoebenstreit	Christoph Neufeldt	Dr. Boris Tasche
Hanno Brenningmeyer	Dr. Alois Hoeger	Helmut Nuhn	Richard Theiler
Daniel Brogan	Jos Hubin	Joseph O'Brien	John Tierney
Beat Buser	Dr. Stefan Huchler	Michael Olosky	Mitchell Tinnan
Sergej Bykovskikh	Dr. Hans-Georg Hundeck	Carlos Eduardo Orozco	Greg Tipsord
Marco Cassoli	Dr. Jochen Jacobs	Dr. Uwe Over	Thomas Tönnemann
Dundar Ciftcioglu	Dr. Joachim Jäckle	Campbell Peacock	Patrick Trippel
Jürgen Convent	Dr. Regina Jäger	Jerry Perkins	Rainer Tschersig
Susanne Cornelius	John Kahl	Thomas Perlitz	Christian Twehues
Paul de Bruecker	Patrick Kaminski	Bruno Piacenza	Robert Uytendewilgen
Ivan de Jonghe	Peter Kardorff	Jeffrey Piccolomini	Tracy Van Bibber
Hermann Deitzer	Klaus Keutmann	Arnd Picker	Amelie Vidal-Simi
Serge Delobel	Dr. Wolfgang Klauck	Michael Prange	Dr. Vincenzo Vitelli
Dr. Alexander Ditzel	Carsten Knobel	Dr. Wolfgang Preuß	Ramon Viver
Eric Dumez	John Knudson	Ernst Primosch	Dr. Rainer Vogel
Wolfgang Eichstaedt	Nuriydem Kocak	Dr. Volker Puchta	Dr. Dirk Vollmerhaus
Dr. Horst Eierdanz	Dr. Harald Köster	Michael Rauch	Paul Voordeckers
Ashraf El Afifi	Peter Kohl	William Read	Kim Walker
Steven Essick	Dr. Werner Krieger	Dr. Michael Reuter	Andreas Welsch
Charles Evans	Dr. Marcus Kuhnert	Robert Risse	Dr. Jürgen Wichelhaus
Dr. Norbert Fedtke	Luis Carlos Lacorte	Gabriele Rusconi	Dr. Hans-Christof Wilk
Thomas Feldbrügge	Tom Linckens	Jean Baptiste Santoul	Dr. Rudolf Wittgen
Dr. Peter Florenz	Oliver Luckenbach	Anavangot Satishkumar	
Dr. Thomas Foerster	Dr. Carlo Mackrodt	Wolfgang Schäufele	
Timm Rainer Fries	Dr. Klaus Marten	Ingo Schier	At January 1, 2008

Annual Report 2008

# Henkel

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Driving Change

**Supervisory Board of Henkel Management AG**

<b>Members of the Supervisory Board of Henkel Management AG</b>	<b>Membership of statutory supervisory boards</b>	<b>Membership of comparable supervisory boards</b>
<b>Dipl.-Ing. Albrecht Woeste</b> Chair, Private Investor, Düsseldorf Born in 1935 Member since February 15, 2008	Henkel AG & Co. KGaA	Henkel AG & Co. KGaA (Shareholders' Committee)
<b>Dr. Simone Bagel-Trah</b> Vice-chair, Private Investor, Düsseldorf Born in 1969 Member since February 15, 2008	Henkel AG & Co. KGaA	Henkel AG & Co. KGaA (Shareholders' Committee)
<b>Prof. Dr. Ulrich Lehner</b> Former Chairman of the Management Board of Henkel KGaA, Düsseldorf Born in 1946 Member since February 15, 2008	Deutsche Telekom AG (Chair) E.ON AG HSBC Trinkaus & Burkhardt AG Porsche Automobil Holding SE Dr. Ing. h.c. Porsche AG ThyssenKrupp AG	Henkel AG & Co. KGaA (Shareholders' Committee) Dr. August Oetker KG Novartis AG, Switzerland

**Corporate Senior Vice Presidents**

<b>Jan-Dirk Auris</b> Adhesive Technologies Asia-Pacific	<b>Bertrand Conquéret</b> Global Purchasing	<b>Norbert Koll</b> Schwarzkopf Professional	<b>Stefan Sudhoff</b> Body Care SBU, Cosmetics/Toiletries Central & Eastern Europe/CIS/North and Latin America Regions
<b>Prof. Dr. Ramón Bacardit</b> Adhesive Technologies Research	<b>Jean Fayolle</b> Industrial Adhesives SBU	<b>Libor Kotlík</b> Adhesive Technologies Supply Chain & Operations	<b>Alan Syzdek</b> Adhesive Technologies Global Electronic Materials Business
<b>Alain Bauwens</b> Laundry & Home Care Business Development & MENA/Asia-Pacific/ Central America Regions	<b>Dr. Attilio Gatti</b> Specialty Adhesives SBU Adhesive Technologies Latin America Region	<b>Thomas Gerd Kühn</b> Law	<b>Günter Thumser</b> Henkel Central Eastern Europe
<b>Wolfgang Beynio</b> Finance/Controlling	<b>Enric Holzbacher</b> Consumer & Craftsmen Adhe- sives/Building Adhesives SBUs Adhesive Technologies Western Europe/Central Eastern Europe/MEA Regions	<b>Andreas Lange</b> Laundry & Home Care Western Europe Region	<b>Christian-André Weinberger</b> Global Chief Marketing Officer GMU Laundry & Home Care
<b>Dr. Andreas Bruns</b> Infrastructure Services	<b>Dr. Joachim Jäckle</b> Financial Operations (since February 1, 2009)	<b>Tina Müller</b> SBU Hair, Skin & Oral Care	<b>Dr. Juliane Wiemerslage</b> Human Resources
<b>Pierre Brusselmans</b> Corporate Development (until March 3, 2009)	<b>Carsten Knobel</b> Cosmetics/Toiletries – Financial Director Finance – Corporate Controlling (since February 1, 2009)	<b>Prof. Dr. Thomas Müller-Kirschbaum</b> Laundry & Home Care R&D/Technology/Supply Chain	<b>Dr. Peter Wroblowski</b> Information Technology
<b>Brad Casper</b> Dial Corporation North America Henkel Consumer Goods, Inc.	<b>Dirk-Stephan Koedijk</b> Chief Compliance Officer	<b>Bruno Piacenza</b> Cosmetics/Toiletries Southern Europe/Western Europe/MENA and Asia-Pacific Regions	At February 1, 2009
<b>Julian Colquitt</b> Adhesive Technologies North America		<b>Dr. Matthias Schmidt</b> Adhesive Technologies – Financial Director (since February 1, 2009)	





**A global team – winning together**

**Annual Report 2009**

**Supervisory Board of Henkel Management AG****Members of the Supervisory Board of Henkel Management AG****Membership of statutory supervisory boards****Membership of comparable supervisory boards****Dr. Simone Bagel-Trah**

Chair,  
(Vice-chair until September 18, 2009)  
Private Investor, Düsseldorf  
Born in 1969  
Member since February 15, 2008

Henkel AG &amp; Co. KGaA

Henkel AG & Co. KGaA  
(Shareholders' Committee)

**Stefan Hamelmann**

(since September 19, 2009)  
Vice-chair,  
Private Investor, Düsseldorf  
Born in 1963  
Member since September 19, 2009

Henkel AG & Co. KGaA  
(Shareholders' Committee)

**Prof. Dr. Ulrich Lehner**

Former Chairman of the Management Board  
of Henkel KGaA, Düsseldorf  
Born in 1946  
Member since February 15, 2008

Deutsche Telekom AG (Chair),  
E.ON AG,  
HSBC Trinkaus & Burkhardt AG,  
Porsche Automobil Holding SE,  
Dr. Ing. h.c. F. Porsche AG,  
ThyssenKrupp AG

Henkel AG & Co. KGaA  
(Shareholders' Committee),  
Dr. August Oetker KG,  
Novartis AG, Switzerland

**Dipl.-Ing. Albrecht Woeste**

(Chair and member until September 18, 2009)  
Private Investor, Düsseldorf  
Born in 1935  
Member from February 15, 2008

Henkel AG &amp; Co. KGaA

Henkel AG & Co. KGaA  
(Shareholders' Committee)

## Further information

**Corporate Senior Vice Presidents****Jan-Dirk Auris**

Adhesive Technologies –  
Asia-Pacific

**Bertrand Conquéret**

Global Purchasing

**Thomas Gerd Kühn**

Legal, IP, Insurance

**Dr. Matthias Schmidt**

Adhesive Technologies –  
Financial Director

**Prof. Dr. Ramón Bacardit**

Adhesive Technologies –  
Research

**Jean Fayolle**

Adhesive Technologies –  
Packaging, Consumer Goods and  
Construction Adhesives SBU

**Dr. Marcus Kuhnert**

Laundry & Home Care –  
Financial Director  
(since January 1, 2010)

**Stefan Sudhoff**

Cosmetics/Toiletries –  
Central & Eastern Europe/CIS/North  
& Latin America Regions and  
Body Care SBU

**Georg Baratta-Dragono**

Laundry & Home Care –  
Germany  
(since January 1, 2010)

**Enric Holzbacher**

Adhesive Technologies –  
Western Europe/Central Eastern  
Europe/MEA Regions and  
Consumer & Craftsmen Adhesives/  
Building Adhesives SBU

**Andreas Lange**

Laundry & Home Care –  
Western Europe Region

**Alan Syzdek**

Adhesive Technologies –  
Global Electronic Materials  
Business

**Alain Bauwens**

Laundry & Home Care –  
Business Development and  
MENA/Asia-Pacific/Central America  
Regions

**Dr. Joachim Jäckle**

Financial Operations

**Kathrin Menges**

Human Resources  
(since November 1, 2009)

**Günter Thumser**

Henkel Central Eastern Europe

**Wolfgang Beynio**

Finance/Controlling

**Carsten Knobel**

Cosmetics/Toiletries –  
Financial Director and  
Finance, Corporate Controlling

**Tina Müller**

Cosmetics/Toiletries –  
Hair, Skin & Oral Care SBU

**Carsten Tilger**

Corporate Communications  
(from March 1, 2010)

**Dr. Andreas Bruns**

Infrastructure Services

**Dirk-Stephan Koedijk**

Chief Compliance Officer

**Prof. Dr. Thomas Müller-Kirschbaum**

Laundry & Home Care –  
R&D/Technology/Supply Chain

**Christian-André Weinberger**

Laundry & Home Care –  
Global Marketing & Sustainability

**Brad Casper**

Dial Corporation North America and  
Henkel Consumer Goods, Inc.

**Norbert Koll**

Cosmetics/Toiletries –  
Schwarzkopf Professional

**Bruno Piacenza**

Cosmetics/Toiletries –  
Southern/Western Europe/MENA/  
Asia-Pacific Regions, Export

**Dr. Peter Wroblowski**

Information Technology

**Julian Colquitt**

Adhesive Technologies –  
North America

At January 2010

SBU = Strategic Business Unit