



HENKEL ESG STATBOOK 2024

NEW RELEASE



Henkel

PREAMBLE

Henkel has defined the “2030+ Sustainability Ambition Framework” to guide our strategy as a sustainable and resilient business. This Framework provides a strong foundation to address important economic, environmental and social challenges of our time, and sets the frame for our global sustainability strategy. For our stakeholders, this “ESG StatBook” presents a comprehensive overview of how we are putting the sustainability strategy into practice, including our priorities and progress toward achieving our targets.

First, the ESG StatBook offers qualitative insights into Henkel’s sustainability strategy, organization, and management. Then, structured along the dimensions of our 2030+ Sustainability Ambition Framework, each chapter provides context on the topic and highlights selected initiatives and activities that exemplify how we translate ambition into action – across our operations, value chains, and innovation efforts. And finally, we provide an overview of several sustainability-related indicators.

Together, these elements offer both qualitative and quantitative information and data, demonstrating how we are implementing our sustainability strategy in practice.

CONTENTS

Company profile	3	Thriving Communities	25
Sustainability at Henkel	5	Reducing inequalities	26
2030+ Sustainability Ambition Framework	6	Transforming with education	30
Targets and ambitions	8	Strengthening wellbeing	34
Strategic alignment of business units	9	Trusted Partner	37
Implementation and management	10	Driving performance	38
Organization for responsible corporate governance	10	Fostering transparency	41
Sustainability management	11	Seizing collaboration	45
Compliance	12	Indicators	50
Stakeholder management	13		
Regenerative Planet	14		
Accelerating climate action	15		
Advancing circularity	18		
Conserving nature and biodiversity	21		

COMPANY ***PROFILE***

Henkel is one of the leading companies in consumer and industrial markets. Our portfolio includes familiar brands for hair and body care, detergents and cleaners, as well as adhesives, sealants and coatings. We shape our future on the basis of a long-term strategic framework that builds on our purpose and our values, with a clear focus on purposeful growth.



COMPANY PROFILE

Henkel operates globally with a well-balanced and diversified portfolio. The company holds leading positions in both industrial and consumer businesses through its two business units, thanks to strong brands, innovations and technologies. Founded in 1876, Henkel looks back on almost 150 years of success. The company is headquartered in Düsseldorf, Germany. Henkel employs around 47,150 people worldwide. As a recognized leader in sustainability, Henkel holds top positions in many international ratings and rankings. In the fiscal year 2024, the company reported sales of 21.6 billion euros and an operating profit of 3.1 billion euros (adjusted). Henkel's business is organized in two business units.

In the Consumer Brands business unit, we focus on the two global business areas Laundry & Home Care and Hair, and on the Other Consumer Businesses area with its operations in selective markets. Our portfolio features laundry detergents and household cleaners, hair styling, hair colorants and hair care products for both the Consumer and Professional businesses, and body care products.

Our Adhesive Technologies business unit offers technologies for adhesives, sealants and coatings – for industrial applications and for consumers and craftsmen. Based on our technology portfolio, we provide customer-centric solutions in our Mobility & Electronics, Packaging & Consumer Goods, and Craftsmen, Construction & Professional business areas.



Adhesive Technologies

LEADING THE GLOBAL
MARKET WITH
**TECHNOLOGIES FOR
ADHESIVES, SEALANTS
AND COATINGS FOR
INDUSTRY, CONSUMERS AND
CRAFTSPEOPLE.**

LOCTITE**TECHNOMELT****BONDERITE**

Consumer Brands

GLOBALLY ACTIVE IN THE
AREAS OF **LAUNDRY AND
HOME CARE AND
HAIR.**

Persil

Schwarzkopf

**syoss**

SUSTAINABILITY AT HENKEL

Our sustainability strategy is a direct reflection of our company's commitment to "Purposeful Growth." We are committed to driving transformational change by creating more value for our stakeholders, developing our business successfully, and acting sustainably for the benefit of current and future generations.

- 6 2030+ SUSTAINABILITY AMBITION FRAMEWORK
- 8 TARGETS AND AMBITIONS
- 9 STRATEGIC ALIGNMENT OF BUSINESS UNITS
- 10 IMPLEMENTATION AND MANAGEMENT



SUSTAINABILITY AT HENKEL

Our corporate purpose defines the common ground that unites all of us at Henkel: Pioneers at heart for the good of generations. With our pioneering spirit, our knowledge, our products and technologies, we want to enrich and improve the lives of people every day – and shape a viable future for the next generations.

Sustainable business practices have been an integral part of our company culture for decades, and are also a central element of our vision of the future. Together with innovation and digitalization, sustainability forms the core of our corporate strategy, the Purposeful Growth Agenda.

Sustainability is fundamental to creating a competitive edge, enabling business growth and generating value for our business and industry customers, consumers and all of our stakeholders. Our 2030+ Sustainability Ambition Framework sets the frame for our global sustainability strategy, with clear ambitions and targets that we want to achieve in this decade. We will build on our unique strengths, such as the innovation of our business units, the comprehensive knowledge of our employees, as well as various contact points of our products and technologies with customers and consumers. We see our company as an important player and partner in society, and we intend to work with others to create fundamental change.

At Henkel, we see sustainability as a constant endeavor to make progress on current topics and keep learning about new issues, based on scientific knowledge.

2030+ Sustainability Ambition Framework

In our 2030+ Sustainability Ambition Framework we connect our efforts to the high aspiration of achieving a “Transformational Impact for the Good of Generations.” This measure includes the three dimensions of ESG in our vision of sustainability, and we have defined key areas of focus to guide our actions:

Regenerative Planet: We strive to achieve a circular economy, a net-zero future and the regeneration of nature. To this end, we are further developing our business activities to drive solutions in the following areas: Climate, Circularity, Nature

Thriving Communities: We actively contribute to people being able to lead a better life through our business and brands. To this end, we focus on the following areas: Equity, Education, Wellbeing

Trusted Partner: We are committed to product quality and safety while ensuring business success with integrity. We focus on: Performance, Transparency, Collaboration

Levers for change

We recognize that we can only achieve our ambition of transformational change by thinking in systems and collaborating with our partners along the value chain and beyond. In addition to our nine topic areas, we have also defined three central levers that will help us achieve and scale up the progress we need:

- **Products** and technologies are at the heart of everything we do. We create more value for our customers and consumers by constantly innovating to offer better performance with a reduced environmental footprint.
- **People** are key to our business and our sustainability-related activities. Our employees contribute to sustainable development through their engagement. Our suppliers, shareholders, customers, consumers and neighbors play an important role in driving impactful change together.
- **Partnerships** are decisive for implementing and scaling progress for sustainability. We share knowledge and drive systemic solutions forward by working together with our partners along the value chain, and also with experts, universities, civil society and other companies.

2030+ SUSTAINABILITY AMBITION FRAMEWORK



REGENERATIVE PLANET

We strive to achieve a circular economy, a net-zero future and the regeneration of nature.



CLIMATE



CIRCULARITY



NATURE



THRIVING COMMUNITIES

We actively contribute to people being able to lead a better life through our business and brands.



EQUITY



EDUCATION



WELLBEING

TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS

PRODUCTS | PEOPLE | PARTNERSHIPS



TRUSTED PARTNER

We are committed to product quality and safety while ensuring business success with integrity.



PERFORMANCE















TRANSPARENCY



COLLABORATION

Targets and ambitions

The following overview shows a selection of the key ambitions and targets to advance our sustainability transformation. While the ambitions generally embrace a long-term time horizon, we define them in concrete terms by setting medium-term and measurable targets.

REGENERATIVE PLANET			Achieved 2024
	 CLIMATE	– 42% absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)	– 41%
		– 30% absolute Scope 3 GHG emissions (2030; vs. 2021)	– 19%
		– 90% absolute Scope 1, 2, 3 GHG emissions (2045; vs. 2021)	– 20%
		– 100 million tons of CO ₂ with customers, consumers and suppliers (2016–2025)	> 100 million
	 CIRCULARITY	No plastic waste into nature	Ambition
		>30% share of recycled plastic (– 50 % fossil-based virgin plastics) for all packaging of our consumer goods products (2025)	25%
		100% of packaging designed for recycling or reusability ¹ (2025)	89%
		– 50% production waste per ton of product (2025; vs. 2010)	– 39%
	 NATURE	Circular use of production waste material (2030)	Ambition
		Encourage the responsible use of our products to reduce water consumption	Ambition
		– 35% water withdrawal per ton of product (2025; vs. 2010)	– 23%
		Circular water use at key manufacturing sites (2030)	Ambition
100% paper and cardboard materials recycled or sourced from sustainable origins (2025)		98%	
100% palm and palm kernel oil responsibly sourced and certified or externally verified (2025)		97%	
THRIVING COMMUNITIES			
	 EQUITY	Gender parity across all management levels (2025)	Ambition
		Improve livelihoods of smallholder farmers and protection of nature	~39,700 smallholders
	 EDUCATION	Expand our community education programs and volunteering	Ambition
		Engage and empower all employees to take action for sustainability	Ambition
		Improve 30 million lives globally (2010–2030)	Achieved since 2022
	 WELLBEING	Shape the future of work for our company and employees	Ambition
		+60% safer per million hours worked (2025; vs. 2010)	+ 47%
		Reach >90% of our employees with global health campaigns (each year)	> 90%
	TRUSTED PARTNER		
	 PERFORMANCE	Each new product contributes to sustainability	Ambition
		Provide our customers and consumers with a comprehensive sustainability profile of our products (2025)	Method under development
	 TRANSPARENCY	Become three times more efficient (2030; vs. 2010) – Factor 3	186%
100% transparency and traceability for palm and palm kernel oil (2025)		95%	
 COLLABORATION	100% responsible sourcing together with our partners	Ambition	

¹ Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

Strategic alignment of business units

The alignment of our sustainability strategy is also reflected in the strategies of our business units. They align their businesses, brands and technologies to sustainable development in line with the specific challenges of their product portfolios and have prioritized their focus areas accordingly. Also, in 2024, we further embedded sustainability into our business strategies by developing our approaches, and adjusting our activities and investments based on these developments.

Our Consumer Brands business unit focuses on creating added value for customers and consumers with high-performing products. Key areas of emphasis include climate, circular economy and transparent product information for consumers and end-users, including safety information. Our vision is to deliver our customers and consumers a sustainable choice from our range of innovative, high-performing brands for laundry and home care, and hair and body care by integrating sustainability into our portfolio. This also includes our commitment to promoting a circular economy by advancing the use of more sustainable packaging solutions across our brands by increasing the share of recycled plastics and incorporating more renewable ingredients into our products. To ensure that transparent product information reaches our consumers, we leverage various communication channels such as product labels, websites, social networks and customer service hotlines, and we collaborate with industry associations on sector-wide campaigns aimed at promoting the safe use of products. We also engage in targeted communication with end-users and consumers to raise awareness about energy savings when using our products.

Our Adhesive Technologies business unit is developing solutions that enable customers across various industries to make a greater contribution to sustainability through a combination of technical materials expertise and science-based innovations. With these customized solutions, we want to help reduce emissions, increase energy and material efficiency, recycle valuable resources and improve safety. With our products and solutions, we help our customers reduce greenhouse gas (GHG) emissions by enabling them to use less energy in their production processes when applying our products. We also ensure that valuable resources are kept in the economic cycle. For example, our debonding solutions make it possible to repair, reuse and recycle products and product parts, and to separate materials that are not suitable for collective recycling. We also attach great importance to continuously optimizing the safety and environmental compatibility of our products. We adhere to all relevant legal requirements and are committed to avoiding substances of concern.

Strategy implementation and sustainability management

The implementation of our sustainability strategy is based on globally uniform codes, policies and standards, integrated management systems and an organizational structure with clearly defined responsibilities. Within Henkel, efficient processes contribute to environmental protection and occupational health and safety, while additionally reducing resource consumption and costs. We also collaborate effectively with partners along the value chain and beyond to drive transformational change.

Organization for responsible corporate governance

Sustainability management is vertically, horizontally and cross-functionally integrated into Henkel's organizational structure. The Henkel Management Board bears overall responsibility for our sustainability strategy and for the compliance organization, which ensures that the applicable laws and internal guidelines are adhered to.

Sustainability Council

On behalf of the Management Board, the Sustainability Council steers Henkel's sustainability strategy and activities. The Council is chaired by the Management Board member responsible for Human Resources, Infrastructure and Sustainability. Other Management Board members and their respective business units or functions are represented in the Council by at least one senior manager. Key topics on the Sustainability Council's agenda are regularly addressed in the Executive Committees (Excoms) of the business units and

functions. The Management Board approves the Company's sustainability strategy, goals and governance. It also regularly reviews progress. The Sustainability Council agrees on common positions and presents these to the Management Board for approval. They include new strategic priorities, external targets, risks and opportunities related to topics such as climate change and its impacts, water, biodiversity, human rights, sustainable products and technologies, packaging, circular economy and product safety. The Sustainability Council develops topic-specific concepts and establishes dedicated project groups to oversee the implementation of action plans, ensure compliance with common standards and processes, facilitate the exchange of best practices, and monitor results. It oversees cross-departmental projects and continuously reviews the achievement of sustainability goals. It normally meets six times a year. In addition, the members take decisions on matters as required during the year.

Business units

Our business units (Adhesive Technologies and Consumer Brands) are responsible for adapting our sustainability strategy to their operating needs, as well as providing the resources needed for its implementation. They align their brands and technologies, and the sites involved, to sustainability tailored to the specific challenges and priorities of their product portfolio. The research and development departments of our business units work on key technologies and supply the basis for tomorrow's sustainable products.

Corporate functions

Through their representatives, our corporate functions support the implementation of our sustainability strategy in their

respective areas of responsibility. For example, they develop appropriate supplier management tools, systems for measuring greenhouse gas emissions or the approach to sustainable finance. The central Corporate Sustainability function, led by the Chief Sustainability Officer and reporting to the Management Board member responsible for Human Resources, Infrastructure and Sustainability, plays a key governance role in overseeing the company's sustainability standards, strategy and concepts, as well as supporting the role of the Sustainability Council.

Regional and national companies

Managers in the regional and national companies steer the implementation of Henkel standards and compliance with legal requirements in their respective regions. With the support of the corporate functions and the operating business units, they develop and implement a strategy appropriate to the individual sites and their local circumstances.

Management conferences and specialist committees

In addition to the central role of the Sustainability Council and the interaction between the various units and functions, international management conferences and the sharing of information in specialist committees form an important basis for the ongoing development of Henkel's sustainability policy. These meetings deal with new scientific findings, practical experience, changes in laws and regulations, and other current topics. The objective is to initiate new projects within Henkel, as well as to further develop approaches to solving problems and to encourage employees to share their experiences with one another.

Sustainability management

For our responsible corporate governance, we use a variety of concepts, methods and tools to assess and manage our corporate sustainability and to measure the progress that we make toward our objectives across the entire company and our value chain.

Risk management as a prevention tool

Group-wide risk management makes an indispensable contribution to our strategic focus on sustainability, and enables us to identify potential risks and business opportunities at an early stage. During the risk analysis, which was conducted as part of the non-financial reporting process, our own operations, our business relationships, our products and our services were assessed. No material risks were identified that meet, or will meet, the criteria of “having severe negative consequences” and “being very probable” according to the definition set out in paragraphs 2 and 3 of section 289c, as well as section 315c of the German Commercial Code (HGB).

Risk assessment and due diligence

We assess risks, opportunities and impacts as part of our global sustainability management within our company and along our value chain. As part of this process, we take into account the different subject-specific understandings of risks. In the case of climate change, for example, we consider the potential impact of our business activities on the global greenhouse gas balance, as well as the potential impact of climate change on our business activities. In human rights, on the other hand, we take into account the risks for the rights holders. This risk analysis is the basis for our human rights due diligence approach. At the same time, we closely track global and national developments in the understanding of terms, in the assessment of risks, opportunities, and impacts, and in the design of appropriate due diligence procedures. We will

continue to develop our approaches together with the relevant processes to meet expectations that align with the strategic direction of our 2030+ Sustainability Ambition Framework.

To live up to our commitment to respect human rights and environmental due diligence obligations, we conduct due diligence processes to identify and mitigate risks, which incorporate requirements from the UN Guiding Principles. These Guiding Principles were adopted in 2011 and, through their “Protect, Respect, Remedy” framework, contribute to clarity regarding the different roles that states and companies play in relation to human rights. In addition, the OECD Due Diligence Guidance for Responsible Business Conduct acts as a benchmark for our approach, which we continuously review and develop as necessary. In this way, our due diligence approach to respecting human rights covers the following key elements:

1. Embedding Human Rights in Policies and Systems:

Henkel’s commitment to human rights is embedded in our corporate values and governance. Our approach is grounded in internationally recognized standards. We also participate in global and industry initiatives such as Together for Sustainability (TfS) and the Consumer Goods Forum. As part of our governance we appointed a Human Rights Officer and established a cross-business unit and cross-functional Human Rights Office.

2. Identifying and Assessing Risks: We conduct regular risk analyses to identify and prioritize human rights and environmental risks in our operations and supply chain. These analyses consider severity, likelihood, and contextual risk factors. Our early warning system evaluates risk potential in our procurement markets and value chains, focusing on high-risk countries and sectors. This enables us to define priority areas and tailor our preventive measures accordingly.

3. Preventing and Mitigating Risks: Based on our risk assessments, we implement targeted preventive measures, including training, stakeholder collaboration and audits. We address specific risks such as palm-based raw materials and conflict minerals through responsible sourcing practices. For palm oil, we align with Roundtable on Sustainable Palm Oil (RSPO) principles and collaborate with stakeholders across the value chain. For conflict minerals, we require our supplier companies to comply with the requirements of the applicable legal frameworks for conflict minerals. Suppliers must provide documentation proving that all materials they supply are conflict-free and that human rights are respected.

4. Tracking Implementation and Results: We monitor implementation through a comprehensive audit and evaluation program covering our sites, suppliers, and logistics centers. Audit findings are reported to Henkel’s Management Board and inform continuous improvement. Our Human Rights Office, Corporate Audit, and Compliance teams work together to ensure effective follow-up and accountability.

5. Enabling Remedy and Complaints Mechanism: Henkel employees and stakeholders (e.g. customers, suppliers, service providers), as well as anyone else affected by Henkel’s business activities, can report potential misconduct via our whistleblowing system. We have established clear due diligence and compliance processes to identify and assess the potential adverse impacts of our business activities, based on our risk analysis. Where necessary, we ensure that access to remedy is established and accessible.

6. Communicating Progress: We report regularly on our due diligence efforts; in 2023, we published our first annual report under the German Supply Chain Due Diligence Act, available on our website. Compliance issues and audit results are communicated to the Management Board,

Supervisory Board, and Shareholders' Committee, supporting transparency and oversight.

Uniform codes and standards worldwide

Based on our corporate purpose, our vision, mission and values, we have formulated globally binding rules of conduct that are specified in a series of codes and corporate standards. These apply to all employees worldwide, in all of the business areas and cultural spheres in which we operate.

The Code of Conduct contains the most important corporate principles and behavioral rules and each employee has to acknowledge it. The Code of Conduct contains general expectations of acting as "Role Models For Future Generations" to meet high integrity standards, as well as guiding principles helping employees to act appropriately when faced with ethical or legal challenges. For each chapter the expectations are clearly stated and complemented by examples, which are accessible to employees when they click in the document on "Practical example: Learn more". The examples cover topics such as compliance with laws and social norms, protection of assets and sensitive information, insider trading and artificial intelligence. In addition, the Code of Conduct is supplemented by other available resources such as detailed policies providing instructions for employees on how to handle situations involving matters such as business-related conflicts of interests, gifts, invitations, memberships, donations or sponsorships.

The codes, policies and corporate standards specifically address the issues of compliance with competition and anti-trust law, safety, health, environmental and social standards, human rights and public affairs. They also provide the basis for implementing the UN Global Compact. The following codes and standards can be found on our website: Purpose and Values; Code of Conduct; Code of Sustainability; Responsible Sourcing Policy; Safety, Health, and Environmental (SHE) Standards; Social Standards; Public Affairs Standard.

Management systems govern our structures and processes

Globally uniform standards for Safety, Health, and Environment (SHE), together with integrated management systems, provide the basis for our worldwide optimization programs. Our SHE Standards and our Social Standards apply to all sites. Our management systems ensure that these standards are implemented consistently across our global production network and at all sites. This is based on the continuous training of our employees.

We carry out regular audits at our production and administration sites, and at our subcontractors and logistics centers, to verify compliance with our codes and standards. All audit results, including the monitoring of our SHE and Social Standards, are included in the Internal Audit department's annual report to the Henkel Management Board. We have our management systems externally certified at the site level wherever this is expected and recognized by our partners in the respective markets.

Compliance

Henkel is strongly committed to corporate governance and corporate compliance on both local and global level. Responsible management processes, compliance with many different legal requirements and cultural sensitivity are cornerstones for being successful in our international markets.

Organization for compliance with norms, standards and laws

Our Compliance organization has global responsibility for all preventive and reactive measures. It is supported by integrated management systems and an organizational structure with clearly defined responsibilities. The General Counsel & Chief Compliance Officer reports directly to the Chair of the Management Board. He is supported by the Corporate

Compliance Office, our interdisciplinary Compliance & Risk Committee, and 50 locally appointed compliance representatives all over the world. Our Corporate Data Protection Officer is also part of our Compliance organization. Together, this organization coordinates the flow of information and helps our employees to implement our requirements locally – for example, through specially adapted training courses. The General Counsel & Chief Compliance Officer reports any infringements, as well as the measures taken to deal with them, to the Management Board and the Audit Committee of the Supervisory Board on a regular basis. Our internal reporting and complaints channels are supported by a compliance hotline, which was set up to enable employees to report infringements of our Code of Conduct, internal standards, or applicable laws. It is run by an independent external provider and is available globally, allowing both open as well as anonymous reporting. The hotline and alternative reporting channels are available to employees and third parties.

Focus on communication and training

Since we operate on a global scale, our employees find themselves working within a variety of legal and value systems. Many of our employees work in countries where, according to surveys by organizations such as Transparency International, there is a greater risk of encountering corrupt practices. At Henkel, the same expectations apply to all employees at all locations without exception: Henkel strictly opposes the infringement of laws and standards, and rejects all dishonest business practices. To impart clear rules of conduct to our employees, and especially to avoid any conflicts of interest in everyday working situations, we focus on regular training courses and communication measures. Our managers play a key role with regard to compliance. Given their position within the company, they bear a special responsibility to set an example for their staff. For this reason, all of our managers across the globe must participate in our mandatory

Compliance eLearning program and attend relevant training courses. The program addresses many different compliance topics, such as data protection, competition law and anti-corruption. More than 68.000 training units were conducted and registered worldwide in 2024.

Zero tolerance for violations of regulations

Improper conduct is never in Henkel's interest. The Management Board and senior management circles at Henkel all subscribe to this fundamental principle. Improper conduct undermines fair competition and damages our trustworthiness and reputation. Our employees attach great importance to a correct and ethically impeccable business environment. We react forcefully to violations of laws, codes and standards. Where necessary, we initiate appropriate disciplinary measures. In 2024, there were 18 warnings and 23 terminations related to compliance violations.

Compliance and data protection management systems

Henkel has established compliance and data management systems in place. As part of the systems, we analyze potential compliance and data protection risks from our specific global businesses and activities thoroughly, while covering the full Henkel organization worldwide. In the area of compliance, such analyses specifically focus on potential exposure in the areas of anti-corruption, fair competition, and fraud prevention.

Henkel's compliance culture involves continuous monitoring and improvement of compliance processes. Against this background, our global compliance management system in the areas of competition law and anti-corruption was reviewed and confirmed by external auditors in 2022 in accordance

with the IDW PS 980 auditing standard, taking into account the principles of ISO 37301 – with regard to the appropriateness, implementation and effectiveness of the compliance processes. Previously, Henkel has had similar external audits related to data protection carried out.

Results of our audits

The Head of the Corporate Audit department reports directly to the Chair of the Management Board. The Corporate Audit department carries out regular audits, based on our risk-based audit planning, to verify compliance with our codes and standards at business units and functions across all Henkel companies. The risk-based audit plan takes into account all activities along the value chain. The audits are performed at internal production and administration sites as well as at subcontractors and logistics centers and are a key instrument for identifying risks and potential improvements. In 2024, we conducted 64 audits around the world. In the course of the audits, a total of 906 corrective actions were agreed upon. The audits covered all major units of the company: Sales, Marketing, Purchasing, Finance, HR, IT, Supply Chain, Operations and SHE. Compliance with our SHE Standards was audited at 39 sites, resulting in the initiation of a total of 198 optimization measures. We evaluated compliance with our Social Standards in ten assessments. All audit results are included in the Corporate Audit department's annual report to the Henkel Management Board and the Audit Committee of the Supervisory Board. In addition to the regular audits, Corporate Audit also carried out an assessment of the internal controls of a recently acquired company. Furthermore, Corporate Audit trained 2,898 employees worldwide on compliance, risk management and internal controls.

Stakeholder management

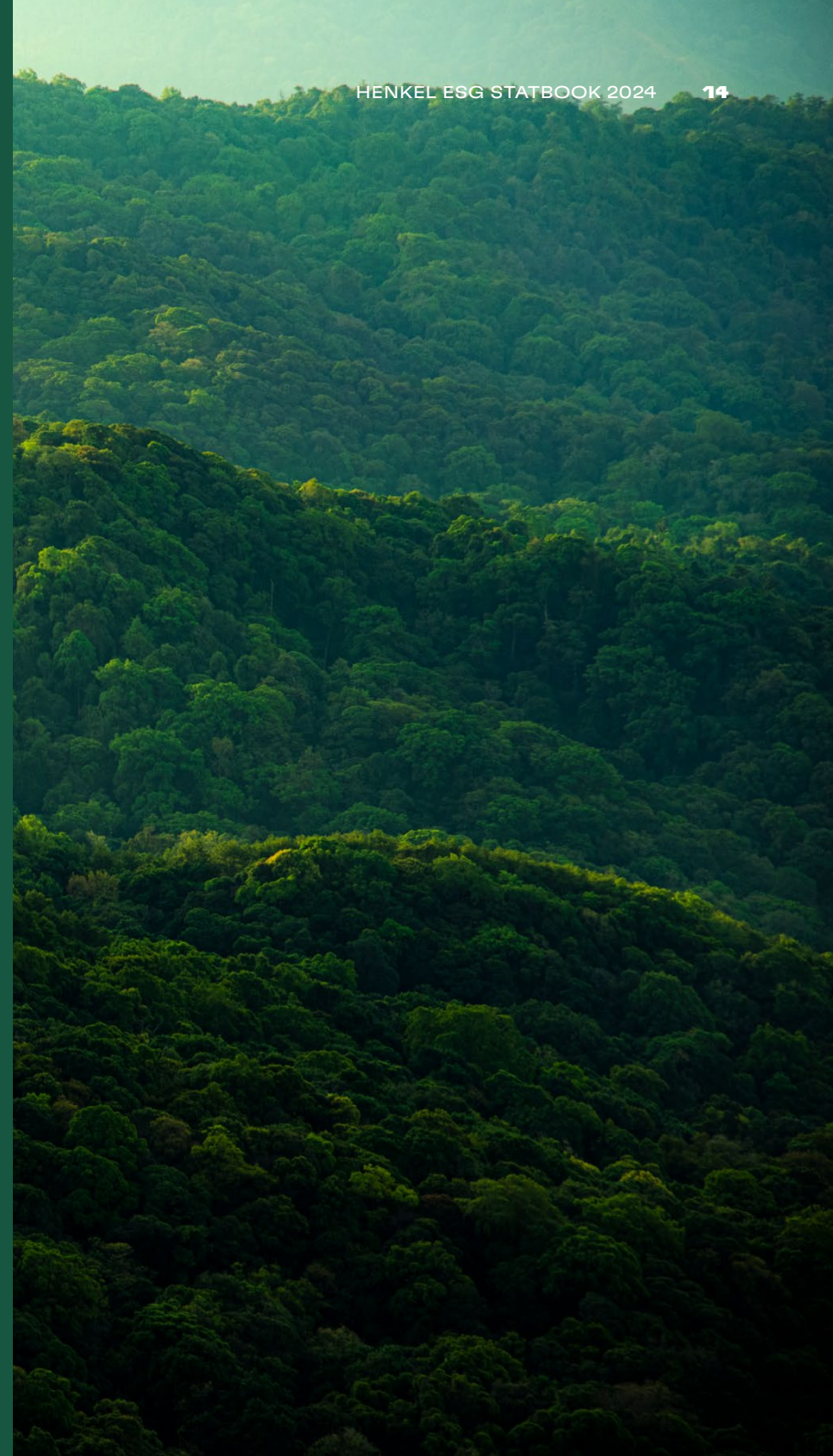
Understanding and mapping the social demands that stakeholders of all kinds place on our company is a key component of our sustainability management. This includes our customers, consumers, suppliers, business partners, employees, shareholders, investors, neighbors and local communities, associations and non-governmental organizations (NGOs), academia, as well as politicians and government authorities.

To better understand the expectations and perspectives of our stakeholders and to engage in dialog that is more targeted and solution-oriented, we make use of specific surveys and continuously monitor the opinions at several levels: in direct dialog, in multi-stakeholder initiatives, and through dialog platforms. Cooperation with NGOs and opinion leaders gives us insights into global challenges and enables us to respond to issues at an early stage. Stakeholder dialog is a key element of our approaches to innovation and risk management, and helps us to continuously develop our sustainability strategy and reporting.

REGENERATIVE *PLANET*

We are on a journey toward an environmental transformation of our business model. To achieve this ambition, we intend to transform our processes, products and use of raw materials in the direction of a resource-efficient, net-zero future. We are focusing on climate change mitigation measures, a functional circular economy, and the protection of nature and biodiversity.

- 15 ACCELERATING CLIMATE ACTION
- 18 ADVANCING CIRCULARITY
- 21 CONSERVING NATURE AND BIODIVERSITY



REGENERATIVE PLANET

Accelerating climate action

Climate change is one of the greatest challenges of our time. The world's first universal climate treaty, the Paris Agreement, aims to limit global warming to well below 2 degrees Celsius – with efforts to keep it below 1.5 degrees Celsius. Extensive societal and economic shifts are necessary. Nationally determined contributions (NDCs) embody efforts on country-level to reduce national emissions as well as to adapt to climate change. To achieve the goals of the Paris Agreement, deep and immediate emission cuts are necessary – otherwise this will be unattainable. In terms of emission reductions, this implies a 45 percent reduction by 2030 and reaching net-zero by 2050 on a global level.

We at Henkel are committed to the Paris Agreement and aim to contribute to the NDCs of the countries we operate in to limit global warming to 1.5 degrees Celsius. We consider the transition to a low-carbon economy as a crucial prerequisite to secure our future competitiveness as well as to reduce risk for and to create value to society and our stakeholders. Our climate transition plan sits at the heart of our climate strategy and forms the foundation for our net-zero transition – which we consider a holistic organizational and cultural transformation. There is scientific evidence showing that successfully addressing climate change is not feasible without considering the interdependencies between nature and climate. Thus, we at Henkel strongly interlink our climate and nature strategies and will account for respective trade-offs in the course of our net-zero transformation.

In 2011, we set our “Factor 3” targets that focused on efficiency gains until 2030. In 2019, we added next-level climate targets for scope 1 and 2 as well as 3.1 in line with the Science-based Target initiative (SBTi). Additionally, we committed to setting a net-zero pathway and officially signed up to the Business Ambition for 1.5 degrees Celsius Campaign. Since the publication of the SBTi Corporate Net-Zero Standard in 2022, we have developed guardrails for our net-zero roadmap. We launched our new SBTi-validated near-term targets and our net-zero target in November 2024. In line with the Corporate Net-Zero Standard, we set near-term reduction targets for our Scope 1 and 2 as well as Scope 3 emissions until 2030 as well as a long-term target to achieve net-zero emissions until 2045. These targets will serve as the basis for our climate strategy for the coming decades.

Net-zero roadmap

At Henkel, net-zero is more than just a target. To us, net-zero is a transformation of our entire organization. Setting a science-based target for this transformation is only the first step of our net-zero roadmap. Our climate transition plan serves as a key element of our climate change mitigation approach. It outlines our corporate near-term and net-zero targets and emission reduction activities to achieve these targets, as well as our governance and delivery mechanisms to implement our net-zero transformation. The emission reduction targets cover all seven greenhouse gases (GHGs) covered by the Kyoto Protocol as well as the respective scopes and categories in which these emissions occur. Our targets are the following:

Our Near-Term Targets: Henkel commits to reduce absolute scope 1 and 2 GHG emissions by 42 percent by 2030 (base year 2021)¹ And Henkel commits to reduce absolute scope 3 GHG emissions by 30 percent by 2030 (base year 2021).

Our Net-Zero Target: Henkel commits to reduce absolute scope 1, 2 and 3 GHG emissions by 90 percent by 2045 (base year 2021)¹.

In line with SBTi, we define net-zero as a state of at least 90 percent absolute emission reductions across our entire value chain – thus across the scopes 1, 2 and 3. In addition, the permanent neutralization of any residual emissions is also part of our commitment. This neutralization is necessary to further account for unabated emissions which continue to be released into the atmosphere as we are achieving net-zero. When we enter this phase of neutralization, we will follow the SBTi's guidelines on permanent carbon removal and storage to do so.

Risks and opportunities of climate change for Henkel

When assessing the potential impact of climate change on our business activities, we consider the entire value chain – from the raw materials we purchase through to the distribution of our products. We draw on the findings of our comprehensive risk and opportunity assessment process which takes into account different climate change scenarios. We identify and assess climate-related risks based on the requirements

¹The target boundary includes biogenic land-related emissions and removals from bioenergy feedstocks.

of the European Sustainability Reporting Standards (ESRS). We identify the relevant impacts of climate change on our company primarily in two major risk categories: transition risks associated with the transition to a low-emission economy and society; and physical risks, such as the increased probability of extreme weather events in the future.

Henkel's GHG Inventory

At Henkel we follow the requirements and guidelines of the GHG Protocol for measuring our GHG emissions along the value chain. Our dedicated expert teams continuously work on advancements with respect to measurement and estimation processes as well as data coverage. Respective recalculation processes are in place to appropriately account for significant inventory changes. In line with the GHG protocol, our GHG inventory covers the seven greenhouse gases according to the Kyoto Protocol.

Successful progress toward net-zero will require a holistic transformation of our business model as well as our interactions with business partners, customers and society as a whole. For this reason, Henkel has identified key activity areas along as well as beyond our value chain where we are going to engage with partners to deliver on our emission reduction targets and support the transition toward a low-carbon future.

Our direct operations

Reducing emissions that directly result from our own operations is a key focus for our climate change mitigation actions because we have direct influence on measures to reduce these emissions. The respective measures are energy-related and include: energy efficiency, renewable energy deployment, and renewable energy and fuel sourcing. We invest in technologies and processes that reduce energy consumption in manufacturing, warehousing, offices, vehicle fleets and R&D centers.

Upstream and downstream value chain

Upstream and downstream emissions in our value chain account for by far the largest proportion of our total emissions. Upstream emissions from the raw materials and packaging materials that we purchase are of particularly high relevance for implementing our net-zero transformation. Collaboration with our suppliers plays a crucial role in this regard. In order to bring the evaluation of CO₂ greenhouse gas emissions in our upstream value chain to the next level, we have launched a comprehensive engagement program for our suppliers worldwide called "Climate Connect". The program aims to advance decarbonization along the value chain through the collection of emissions data, jointly defined actions for reduction and continuous upskilling of suppliers.

Downstream activities like logistics, distribution and the end-of-life disposal of our products are further key sources of emissions that we aim to address. We cluster our activities into the following key abatement categories: eco design, low-emission materials and carbon-efficient logistics.

Helping customers and consumers reduce greenhouse gas emissions

Our products are used in millions of households and industrial processes every day. The emissions generated during the use phase of our products account for a large proportion of our scope 3 emissions. They cannot be directly impacted by us and are therefore excluded from our net-zero target setting. However, we want to encourage consumers to adopt more responsible behaviors and live up to our responsibility. We approach this from two perspectives: First, product innovations to optimize the properties of our products. And second, customer and consumer engagement to foster energy-efficient and sustainable utilization and disposal of our products. We aim for our products and technologies to help reduce

emissions or, depending on the application, to help avoid emissions from being generated during use by our customers and consumers. We also design engagement programs to upskill our consumers about energy-efficient use of our products to foster behavioral change.

Beyond our value chain

Our net-zero activities go beyond emission reductions. It also involves taking responsibility for hard-to-abate emissions, while aiming to contribute to societal net-zero by fostering a fair and just transition. In line with the SBTi Corporate Net-Zero Standard, we define this approach as "Beyond Value Chain Mitigation" (BVCM) and will follow the respective SBTi guidelines. BVCM encompasses "mitigation action or investments that fall outside a company's value chain, including activities that avoid or reduce GHG emissions, or remove and store GHGs from the atmosphere."

By following a BVCM approach, we aim to accelerate global progress toward net-zero by supporting and collaborating with other economic and social actors to reduce and/or remove GHG emissions, as well as by advocating for supportive public policies that encourage sector transformation. This progress also entails the financial and systemic support of technology, as well as nature-based carbon reduction and removal solutions. These solutions will allow us to build a balanced carbon-credit portfolio that is in line with our holistic approach to climate and nature.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of accelerating climate action.



We installed 13,000 solar panels at our Consumer Brands site in Kruševac, Serbia, during 2024. This marks Henkel's largest solar installations.

2024 marked the launch of Henkel Climate Connect. It is a global procurement strategic initiative that aims to expand our climate-related supplier engagement activities and emissions data collection efforts beyond the top emitters and our direct materials. Through this initiative we will systematically map and validate our suppliers' emissions. We will also explore ways for suppliers to actively reduce emissions along their supply chains in line with our net-zero target. Through our partnership with Together for Sustainability (TfS) and our Henkel Climate Connect, we provide support and training resources to raise suppliers' climate transition capabilities on a global scale – while tailoring each supplier's sustainability approach based on their maturity levels.

In 2024, Henkel's eight Adhesive Technologies manufacturing sites in Middle East and Africa successfully transitioned to renewable electricity sources. This shift includes on-site solar installations and external renewable sources such as hydroelectric and wind energy. For example, at our manufacturing plant in Alrode, South Africa, we launched a solar farm with a peak capacity of 1.8 megawatts.



We are striving to achieve zero carbon or low-carbon transport solutions. Our efforts include using intermodal Road-Rail-Road transport, switching to biofuel and using electric trucks. For example, we deliver products from our factory close to Barcelona in Spain to our warehouse in central France – then take deliveries to customer on the return journey. This reduces the number of kilometers where trucks are empty. The entire trip is fueled by Hydro-treated Vegetable Oil (HVO). In addition, we are engaging in several pilot activities with partners to scale up the use of electric trucks.

Henkel installed a heat recovery system to save energy at the site in Bangpakong, Thailand. This system recovers heat out of the exhaust air from a hot oil boiler and then uses it to preheat fresh air that enters the hot oil boiler.

Henkel's factory in Ankara is the first facility of its kind in Türkiye to receive the Energy Management Insight Award. This award is presented by the Clean Energy Ministerial CCUS Initiative (CEMI), which is a global forum to promote policies and programs that advance clean energy technology.

In 2024, Henkel presented a solution for alkaline etching of aluminum, Bonderite C-AK 24600. Etching creates a rough surface to ensure that additional coatings adhere and perform properly. The etching process requires a high temperature and therefore consumes a lot of energy. With the new Bonderite C-AK 24600, the application temperature can be reduced, while still maintaining the standard etching rate, saving energy overall.

In 2024, we updated our climate-related training for employees. It shares information about topics related to our climate strategy and enables them to expand their knowledge of the most pressing global challenges – including climate change, water scarcity, biodiversity and the circular economy.



Using lower water temperatures when washing clothes helps to reduce energy use and the related CO₂ emissions. Through continuous research and development partnerships, as well as significant investments in new formulations, we enable consumers to achieve excellent washing results when using increasingly concentrated dosages at lower temperatures – or even when washing laundry in cold water. We raise awareness of the need to save energy among consumers at relevant touch-points and additionally with our "It starts with us" consumer education campaign.

Advancing circularity

Advancing circularity means decoupling economic growth from the consumption of finite natural and fossil resources and developing a circular economy as key approaches to sustainable value creation and climate protection. Increasing the recycling of packaging and reducing waste represent our key focus areas. Eliminating, reducing and – where this is not possible – recovering and recycling packaging materials, especially for our consumer goods, is the best way to minimize waste and the related negative environmental effects. Our goal is to reduce the amount of packaging material we use to a minimum without compromising the quality, performance or safety of our products.

We also aim to provide consumers with all the information they need to safely use and properly dispose of products. We create activation and engagement programs to educate consumers about the benefits of responsible consumption, sustainable packaging and proper waste management. With a few exceptions, our packaging has been developed to provide the level of performance consumers expect, while using minimal resources.

In addition, our packaging can be disposed of in existing collection and recycling systems. Resource consumption can be reduced if materials are kept within the cycles of the economy for as long as possible. Our mission is to include materials from sustainable sources and to design packaging

so that it can be reused as raw materials for new products in order to close the material loop. Our packaging developers collaborate with companies along the value chain, such as raw material manufacturers, packaging material manufacturers, waste disposal companies and recyclers, to implement the requirements for functional packaging. In our Adhesive Technologies business unit, we also pursue the approach of using our high-quality, innovative packaging adhesives to support other companies in their implementation of a circular economy. To accomplish this, we are focusing on innovative solutions that facilitate the recycling of materials and separation of materials, so that products and product parts can be repaired, reused and refurbished.

Finally, we are actively involved with external organizations in global initiatives to develop guidelines and methodologies that support companies worldwide to accelerate the shift toward circular business models and a regenerative economy.

Packaging material cycles

At Henkel, we recognize our responsibility related to packaging. We're committed to promoting sustainability and bring this commitment to life through a set of ambitious targets. Our strategy is built around the circular economy concept and focuses on including materials from sustainable sources and using a smart design to close the loop – for the benefit of people and the planet. Our strategy to promote the circular economy for packaging is centered around three pillars:

1. Intelligent packaging design and reduction of packaging material: Sustainable packaging solutions are the best way to create an efficient and cost-effective circular economy. Innovative design is essential in replacing virgin raw materials with recycled or renewable alternatives wherever possible.
2. Use of material from sustainable sources: Henkel constantly works on increasing the share of recycled content in packaging. We also aim to use packaging made from sustainable raw materials. The most widely used packaging materials made from renewable raw materials are paper and cardboard.
3. Closing the loop together: We partner with organizations from along the packaging value chain to drive progress in the infrastructure for recycling. Our ambition under the framework of Extended Producer Responsibility (EPR) is to ensure that there is no unregulated disposal of packaging waste. To achieve this environmental goal, we are driving collection and recycling systems that demonstrably support infrastructures that produce measurable collection and recycling volumes. Henkel is developing and testing new logos for product packaging to promote sustainable purchasing habits and communicate how to recycle properly. The logos indicate the percentage of recycled material or the recyclability of the packaging, and some also help to ensure that the product packaging is recycled properly. Another option for preventing waste is to reuse packaging.

Our contribution to the circularity of industrial products

Our Adhesive Technologies business unit makes it possible to keep high-quality materials in circulation and turn waste into valuable resources. By combining our expertise in materials with our innovative technologies, we provide solutions that play an important role in the transition to a circular economy and are driving a rethink in industrial design and production. Our approach to promoting a circular economy is centered around: Recyclability, Debonding, Renewable carbon and Bio-based adhesives.

This includes adhesive innovations that enable mono-material packaging or that make it possible to reduce manufacturing temperature at our customers. Henkel develops technologies that enable reuse and repair of products through de-bondable and re-bondable adhesives, as well as solutions that increase the durability of products.

Reducing production waste

We aim to promote circularity in our operations. In doing so, we strive to reduce waste from production and to recycle, refill or reuse production materials to divert them from disposal and to reduce the volume of waste that goes to landfills. We support this process by systematically identifying

production waste streams and creating new circular systems where possible. We are focusing on increasing recycling at our sites and working closely with our partners in the value chain – suppliers, customers, and recycling and disposal companies. Our initiatives are centered around three key areas: Reducing material consumption and waste generation; reusing materials; and recycling materials.

We have been successfully implementing global waste stream analyses for many years. A digital tool is used to document waste flows, types of waste and disposal or recycling paths, which is also the basis for our other measures. We integrate this data into our “digital backbone” so that it is transparent and available to all relevant stakeholders. This enables all company managers to analyze and compare data on locations and development over time, so any consequences and measures relating to the waste streams can be identified. It also promotes the sharing of best practices. For example, back in 2023, we launched a project that uses the “digital backbone” to identify the five most important waste streams at each location, which should then be converted into recycling loops and link them to concrete roadmaps. Henkel ensures that non-recyclable waste is directed towards energy recovery processes where possible. The company supports facilities that convert waste into energy, reducing the need for landfill disposal and providing an alternative energy source.

Collaboration and Partnerships

Henkel partners with local communities, NGOs and industry groups to promote sustainability. Furthermore, the company participates in circular economy initiatives and networks to collaborate for circularity and enhance relevant best practices. Henkel supports the Ellen MacArthur Foundation’s Global Plastic Commitment and is engaging in the World Business Council for Sustainable Development (WBCSD) circularity workstreams like the development of the Global Circularity Protocol. Henkel is also committed to the Consumer Goods Forum’s Golden Design Rules for packaging.

Other cross-industry initiatives Henkel engages in are:

Recyclate Forum: This alliance with more than 70 members – consisting of retailers, product and packaging manufacturers, dual systems, waste management and recycling companies as well as representatives from science and politics – aims to raise people’s awareness of a circular system.

U.S. Plastics Pact: The regional agreement brings together governments and businesses to accelerate the transition to a circular plastics economy and commit to shared targets for 2025 that go beyond legislation. Henkel is one of the first to join this agreement.

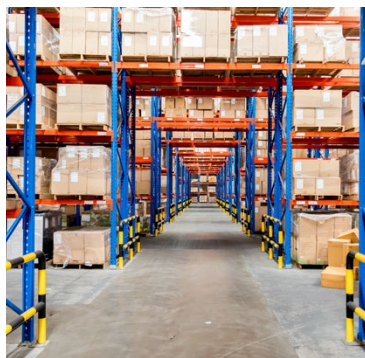
CEFLEX: Henkel is also a founding member of CEFLEX, a consortium of more than 130 European companies and organizations aiming to make flexible packaging – which usually consists of multiple layers of film or foil that are often difficult to separate – easier to recycle.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of advancing circularity.

Henkel launched a new high-performing removable construction adhesive for the DIY-market in 2024. Pattex No More Nails Stick & Peel offers the same initial tack as standard permanent construction adhesives but is translucent and flexible enough to be peeled off in one piece – without leaving any traces or residue behind on the surface. This contributes to sustainability by enabling consumers to reuse objects like decorations without any damage. Pattex No More Nails Stick & Peel was launched across several markets in different countries during 2024 and under local brands including Rubson, Unibond, Resistol and Loctite. In 2025 Henkel plans to launch this product in the USA and across Eastern Europe.

In 2024, we published our Circularity Policy, which describes Henkel's ambitions, goals, and measures in the area of circular economy. The policy guides the way Henkel sources, produces, consumes and manages the end of life for the products to make certain that circular principles are embedded at every stage of the value chain.



Henkel North America is making significant progress towards achieving our target of Zero Production Waste to Landfill. Measures for waste circularity aim to keep materials in the supply chain through reuse, repurposing and high-quality recycling (where scrap materials are recycled to create the same output product or are upcycled to create a higher-value process or product). These measures involve corrugated cardboard, plastics and other byproducts from production processes. Production sites across North America found creative ways to reduce, reuse and recycle materials in 2024. For example, the Henkel facilities in Greenville and Enoree, South Carolina, donate used wooden pallets to Izzie's Pond, a nonprofit organization that sells pallets to fund its wildlife rescue and rehabilitation activities.

E-Commerce is changing to be more efficient and reduce waste at the end consumer. The Technomelt E-Com portfolio from Henkel enables this automated, right-sized packaging technology. Specifically developed to contain a high proportion of bio-based materials, Technomelt E-COM G5 Eco Cool offers a lower application temperature which saves energy. The adhesive is compatible with paper recycling processes and is certified by cyclos-HTP.

Henkel launched several products with a more concentrated formula in 2024, as well as new packaging designs that reduce plastic use. Examples include the Mix & Clean refill concentrates to dilute for the brands Pril, Sidolin and Biff in Germany. When the bottles of these products are empty, consumers simply refill the bottle by adding water and mixing it with the Mix & Clean Concentrate. In addition, we launched a new design of pouch packaging for the 2-in-1 concentrated formula of our Silan brand in Austria. It uses 70 percent less plastic than the standard bottle format.

Combining our circular economy ambitions with our hazardous waste policy, the Adhesive Technology site in Kilsyth, Australia, launched a project to recover cleaning solvents back in 2023. The overarching aim of the project is to reduce the amount of cleaning agents used and reduce the amount of waste disposal, including hazardous waste. The process involves recovering clean solvent from the contaminated mixture and reusing the recovered solvent in subsequent cleaning cycles. This reduced amount of waste is collected and stored separately before being disposed of properly.

Henkel's Authentic Beauty Concept Refill Station won the Gold Award in the New Sustainable Product category at the 2024 Sustainable Beauty Awards. This award recognized Henkel's groundbreaking contributions to sustainability in the beauty industry. The refill station enables customers to refill bottles that are made from 90 percent recycled plastic. These innovations reflect our commitment to environmental and social responsibility.

Conserving nature and biodiversity

Growing consumption and resource scarcity due to an increasing global population and accelerated economic activity are putting more and more pressure on biodiversity and ecosystems. Henkel supports the conservation of nature and the protection of biodiversity. According to a report published by IPBES (Intergovernmental Science Policy Platform on Biodiversity and Ecosystem Services), human activities are threatening nearly one million species with extinction. Conserving biodiversity is important to Henkel, as intact ecosystems and soil biodiversity are essential to sustainable agriculture and the use of biological raw materials in production. Healthy water ecosystems are also crucial for preserving biodiversity. However, the earth's water resources are not only unequally distributed, they are also threatened by climate change, along with increasing pollution and overuse. In this context, we are keenly aware of the importance of using this resource responsibly. This is reflected in our sustainability strategy.

Biodiversity and responsible resource management

We follow current efforts to protect biodiversity and prevent deforestation very closely, such as the adoption of the Kunming-Montreal Global Biodiversity Framework and the EU's Deforestation Regulation. We continue to develop our approach in line with the resulting expectations. This also includes dialog and collaboration with external stakeholders, as well as industry initiatives. For example, we signed up to Business for Nature's call to action urging governments to incorporate nature in their policymaking in 2020 and have been a member of the Science Based Targets Network (SBTN) Corporate Engagement Program since 2023. We are also continuing to work with the civil society organization

Solidaridad to support smallholder farmers in the palm and palm kernel oil sector in projects that promote sustainable agricultural practices.

We were also involved in the publication of the "Sector Transitions to Nature Positive" series of reports in 2023 as a member of the World Economic Forum (WEF) and in cooperation with the World Business Council for Sustainable Development (WBCSD) and Business for Nature. Each of the twelve reports describes sector-specific impacts and dependencies, as well as measures to reduce negative impacts and take advantage of opportunities throughout the value chain – categorized in terms of priority. In the "Chemical" and "Household and Personal Care Products" sector reports, we contributed specific examples of innovations from our businesses.

Use of ingredients made from renewable raw materials

Henkel is committed to the responsible management of raw materials, especially the conservation of natural resources and biodiversity. We use ingredients based on renewable raw materials to optimize the overall characteristics of our products, wherever this is compatible with environmental, economic and social considerations. Renewable raw materials are already key ingredients in many of our products, such as detergents, shampoos, glue sticks and wallpaper adhesives. Forests function as carbon sinks and are key to protecting biodiversity. They also provide us with wood and other raw materials. We are committed to sourcing our raw materials sustainably, without causing deforestation. Our goal is to prevent the deforestation and conversion of primary and secondary forests with significant ecological value, as well as peatlands and other high-carbon stock areas. We are

committed to zero net deforestation and also expect our suppliers to support this as part of our Responsible Sourcing Policy.

Palm oil, palm kernel oil and their derivatives are among the most important renewable raw materials for the production of the ingredients we use to manufacture our laundry detergents, household cleaners and cosmetic products. We use less than 0.2 percent of the palm oil and palm kernel oil produced worldwide. In particular, we use palm kernel oil as the basis for surfactants. Palm oil is the most widely used vegetable oil in the world and comes from a highly efficient crop: for the same yield, oil palm requires around four times less land than rapeseed and as much as eight times less than soybeans. Unfortunately, palm oil cultivation, when done unsustainably, is often associated with large-scale deforestation of rainforests. For this reason, our goal is to ensure that the ingredients for our products are made from sustainable palm oil and palm kernel oil. With this in mind, we work with our suppliers and other partners to exert influence on the palm oil supply chain, from plantation to consumers. Through this approach, we seek to further develop our supply chains to ensure full NDPE (No Deforestation, No Peat, No Exploitation) compliance for the palm oil and palm kernel oil used as the basis for the production of our ingredients.

Henkel is working with various cross-industry organizations, certification bodies and NGOs to ensure responsible sourcing. In the case of the palm oil industry, for example, this includes Action for Sustainable Derivatives (ASD), the civil society organization Solidaridad and the Roundtable on Sustainable Palm Oil (RSPO).

Careful use of water as an important resource

At Henkel, water plays an important role along our value chain. We use water as a part of our production processes and as an ingredient in our products. Many of our products also require water during the use phase. For this reason, reducing water usage during the production and use of our products is important for us. In order to identify suitable approaches for improvement, we have worked closely with various stakeholders. For example, we are investigating our impact on water along the value chain. This includes examining the water footprint of raw materials, our production processes and the consumption of water during the use of our products, as well as the treatment of wastewater. Being a member of the CEO Water Mandate, an initiative of the UN Global Compact, since 2021, we are committed to implementing a holistic approach to water management.

We will also continue to strengthen capabilities, roles, responsibilities and accountability across Henkel's internal governance structures and functions, including its supply chain steering group and Sustainability Council. In order to identify production sites in regions with elevated water risks or water stress, we carry out regular risk assessments using the WWF Water Risk Filter. We take into account qualitative, quantitative as well as regulatory factors, and also consider projections for future developments until 2030 and 2050. Combined with our impact analysis, this serves as the basis for the further development of our water stewardship strategy.

Water efficiency means using less water, as well as increasing the reuse of water. With our approach to pursuing a circular economy, we aim to view wastewater as a resource rather than as something to be disposed of. Specifically in hydrologically stressed areas, our focus is on conserving water, maximizing its use by minimizing losses and reclaiming rainwater or water from other sources. For this purpose, for example, we continuously review and optimize the amount of water needed to clean production lines. Sites are required to report on wastewater amount, the used discharge pathway as well as any water contaminants and wastewater quality indicators.

We are committed to ensuring that our consumer products do not cause any microplastics to enter the environment. Microplastics are synthetic polymer microparticles (SPMs) that are solid, insoluble, and non-biodegradable, and that are five millimeters or smaller. These can enter rivers and oceans via wastewater and accumulate there permanently. Several years ago, we stopped using microbeads in cosmetics, detergents and cleaning products, which were used as exfoliating or abrasive particles in certain products. In addition, we have been dealing more closely with solid synthetic plastics. These solid synthetic plastics are used as opacifiers in consumer products to give them a creamy white appearance.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of conserving nature and biodiversity.



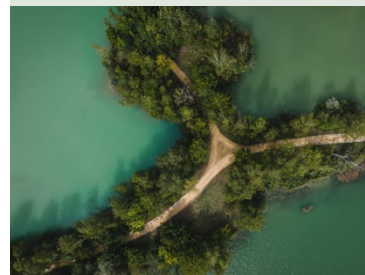
Since 2022, our soap brand Dial has also been working with the civil society organization Solidaridad to improve living conditions for smallholder farmers and promote sustainable farming practices. This partnership enables a segregated physical flow of sustainable palm oil and palm kernel oil from Colombia, which is used in the manufacturing of our Dial soap bars.

Our Joico brand introduced a 100 percent vegan professional hair care line in 2024. It is formulated with up to 98 percent natural ingredients and is packaged in bottles containing at least 50 percent post-consumer recycled plastic (PCR).

Henkel has a water efficiency target that applies to all production sites. Important measures towards target achievement include internal reuse and recycling of water, decreasing water loss, optimizing cooling water circuits as well as improving the integration of water cycles. For example, in 2024 in our manufacturing site in Maribor, Slovenia, our European Center of Excellence for Hair Coloration, a closed loop cooling system was installed. Combined with a smart solution to connect heating and cooling demands across the factory, leveraging a heat pump technology, the installation enables the avoidance of river water usage for cooling purposes as well as achieving the highest energy efficiency. The system will start operation in 2025 and is expected to reduce cooling water consumption by 80 percent and gas consumption by 40 percent.

Our facility in Ferentino, Italy, installed a new chemical-physical sewage treatment plant in 2024, involving two chemical-physical treatment steps and complementing the existing biological wastewater treatment plant. The system is used for treating reject water from the reverse osmosis plant as well as cleaning water from the production.

In 2024, we published our Nature Policy that describes Henkel's ambitions and goals in the areas of biodiversity, climate and water. This policy guides us how we source, produce, consume, and manage the end of life of our products, to ensure environmental sustainability on every stage of our value chain.



The production facility for polyurethane at Henkel's site in Düsseldorf, Germany, received the International Sustainability Carbon Certification (ISCC) PLUS certification in 2024. This is a globally recognized sustainability certification for alternative raw materials. An important criterion for the certification involves switching from fossil fuels to bio-based, recycled or atmospheric CO₂-based raw materials using the mass balance model. The site in Düsseldorf is now Henkel's third adhesives manufacturing location to obtain ISCC PLUS certification for its polyurethane production – following Drogenbos, in Belgium and Bopfingen in Germany. This shows how Henkel is meeting growing customer expectations for bio-based raw materials as well as how it is ensuring product traceability.



Since sites located in water stressed regions have key priority, we additionally have the ambition of circular water use in key manufacturing sites – characterized by high water stress and high water use. In 2024, we set up pilot projects in Mexico and Spain to identify important guardrails for implementation, especially with respect to stakeholder engagements outside our factory fences. Gained insights will be leveraged to further locations.

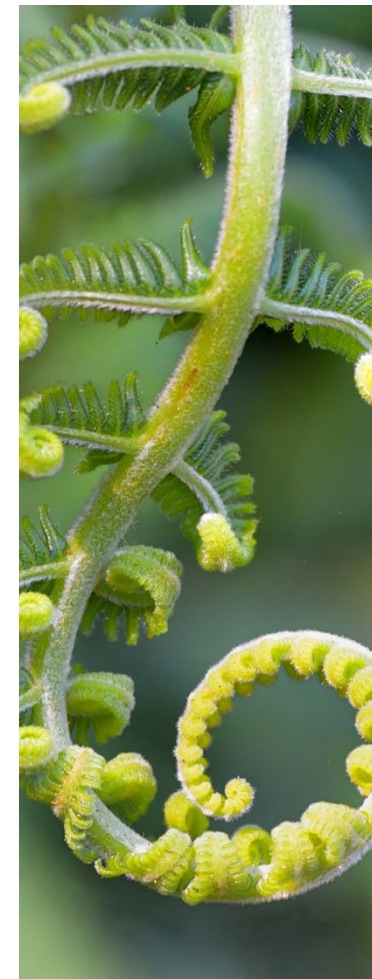
Henkel announced a partnership with the global chemical and specialty materials company Celanese Corporation in 2024. Together, we aim to enhance circularity in emulsion production by utilizing carbon capture-based (CCU) materials. As a result, Henkel now produce water-based adhesives made from captured CO₂ emissions. This creates new opportunities for customers in the packaging and consumer goods sector to increase the renewable content of their products by keeping CO₂ emissions in the production loop. These CCU-based adhesives will play a crucial role in driving sustainability across a wide range of applications. The paper and board, envelopes and graphic arts, e-commerce, labeling as well as tissue and towel industries can particularly benefit from the materials resulting from this partnership.

Drinking water for employees was the target of a project launched at our Montornés del Vallés factory, in Spain, in 2024. Employees are encouraged to use refillable bottles and avoid single-use bottled water. In this way, they can reduce plastic consumption and the CO₂ emissions associated with transporting these bottles.

Renewable raw materials are historically one of the major sources of raw materials for laundry detergents and household cleaners. For example, soap – which has traditionally been used to wash laundry as well as for personal hygiene – has often been made from vegetable or animal oils and fats. In 2020, Henkel launched the fabric softeners Vernel and Silan Naturals, which consist of 99 percent nature-based ingredients. Since a relaunch in 2023, this product range has contained 100 percent biodegradable ingredients.

Our products help to reduce emissions during production processes, while also promoting the conservation of resources through efficient use of energy and materials. In 2024, Henkel Adhesive Technologies developed a solution that combines bio-based materials and low-temperature adhesives for the first time: Technomelt Supra 079 Eco Cool is a bio-based hotmelt adhesive that combines 49 percent bio-based raw materials with 30 percent ISSC-certified mass-balanced material. It is used to bond folding cartons, trays and wrap-around packaging at a processing temperature that is lower than standard applications.

In 2024, our Bay Point Adhesive Technologies manufacturing site, USA, replaced three steam injection water heaters with efficient closed-loop systems, significantly reducing water consumption.



THRIVING COMMUNITIES

We do everything we can to help people live better lives. Our social responsibility is to promote equity, strengthen diversity and respect human rights. We offer our employees lifelong learning opportunities, and an attractive and healthy working environment. We advocate for social progress and access to education worldwide, and we provide assistance in emergency situations.

- 26 REDUCING INEQUALITIES
- 30 TRANSFORMING WITH EDUCATION
- 34 STRENGTHENING WELLBEING



THRIVING COMMUNITIES

Reducing inequalities

Reducing inequalities and leaving nobody behind – that is the key to meaningful social progress. This progress has been seriously challenged in the last few years. Global events have increased exclusion, intensified structural discrimination and hindered social development in the world around us. Equality guides our agenda for the transformational impact of our actions. Tackling inequality is the driving force behind a wide range of our activities. Building a sense of belonging for people – with all of our differences – in our society and at our workplace, is critical to fostering creativity and innovation. We all have to listen to different voices, and understand different perspectives and ways of thinking. Our shared path is to build a corporate culture based on trust where employees are encouraged to show initiative, think proactively and be open to sharing new ideas. We embrace the role that companies can have as key players in reducing adverse impacts and promoting positive effects. This chapter presents the ways we are working to achieve both of these elements.

Corporate culture of open communication

We are building an environment of trust in our company that is open to ideas and innovations, and that enables decision-making. This is only possible with a thriving leadership culture. We are committed to communicating openly with our employees and their representatives, and to pursuing ongoing, constructive dialog while promoting feedback. Our objective is to inform and involve our employees in a transparent and

timely manner. This helps us to meet the challenges and changes in society, the economy and politics, and to continue to develop so that we remain competitive in the future. With our Leadership Commitments, we want to establish a corporate culture in which employees show entrepreneurial spirit and initiative, think proactively, put team spirit into practice and take responsibility – no matter whether they lead a team or are a member of a team. Henkel's dedicated communication platform offers a range of workshops, learning and reflection elements that promote sustainable cultural change at our company and help anchor the Leadership Commitments in our behavior.

Strengthening our culture of belonging

Diversity and Inclusion are deeply embedded in our corporate culture. We are convinced that a diverse workforce, as well as an open and appreciative corporate culture, are important success factors in a globalized world. Different perspectives, cultures and ways of thinking enable us to meet the needs of our increasingly diverse markets and stakeholders with creative and innovative products, services and solutions.

We foster an inclusive corporate culture across the company by offering a variety of programs and training opportunities that deepen the understanding and appreciation of diversity. To help prevent discrimination, harassment, or bullying in any form during recruitment, professional development, and promotion, we actively raise awareness of the many dimensions of diversity.

We support this through, e.g. ongoing discussions and open communication about key diversity topics, sharing global insights, initiatives, and best practices through our internal learning platforms and events, and through using inclusive language across all internal and external communications. Diversity at Henkel represents the variety of talents, perspectives, abilities and characteristics of our employees and business partners that make us unique and contribute to creativity, innovation and business success. Diversity for us includes – but is not limited to – gender, gender identity, LGBTQ+, age, disability, family status, social origin, political affiliation, skin color, race, ethnicity and religious background.

It is the diversity of our around 47,150 employees that makes us strong and successful. That is why we want to create an inclusive working environment in which every employee is valued and individual performance is recognized. On principle, we also fill our job vacancies exclusively according to ability, potential and performance. Inclusive language is also consistently used in our job postings to appeal to and attract diverse talent. We do not tolerate discriminatory behavior when we hire new employees or in our daily interactions with each other. In addition, we offer a variety of training materials and courses for employees and managers to support them building inclusive skills and deepening the understanding of the topics about diversity. These are topics such as disability and inclusion, generations and different kinds of bias in the workplace and everyday life (for instance, bias related to gender, ethnicity and affinity).

The important role of our employee representatives

Trusted cooperation with employee representative bodies is a key element of our corporate culture. An in-depth exchange of views and consultations with our management takes place at the operational level, for example with the local Works Councils, as well as across organizations with trade unions. We keep our employees informed through various formats of social dialog, including information about the corporate strategy. We provide our workers' representatives with timely and detailed information on key topics such as the corporate strategy. Alternative mechanisms are in place to facilitate dialog and exchange about working conditions in countries where employee representation is not established or where employees are not covered by a collective bargaining agreement. Examples include employee assemblies or employee committees. These serve as voluntary, informal tools that enable close dialog with management. In this way, we can communicate with our employees, incorporate their perspectives at an early stage, and shape future topics together. It also helps Henkel proactively prevent conflicts of interest and strengthens employee identification with the company.

Dealing with structural changes

Preserving jobs and dealing with necessary structural changes responsibly are important to us. In order to secure Henkel's competitiveness, we continually adapt our structures to market conditions. If jobs are affected, we enter into solution-oriented dialogs with employee representatives before actions are taken. In doing so, we follow all applicable codetermination legislation and apply the required procedures for each action that affects employees. To date, we have been able to manage necessary restructuring measures through socially compatible solutions while reconciling interests. The actions involved

range from special semi-retirement models and early retirement, to support with professional reskilling and refocus.

Fair working conditions

At Henkel, we deeply value the contributions of our global workforce. Recognizing and rewarding our employees appropriately is a key part of our corporate culture and essential to our long-term, sustainable success. Our compensation philosophy is grounded in fairness, transparency, and market competitiveness, with a strong commitment to equal pay for equal work.

To support this, we have implemented a clearly defined job architecture that aligns compensation levels across job grades and geographies. Jobs are assessed and classified based on objective, gender-neutral criteria – including skills, effort, responsibility, and working conditions – and, where appropriate, other relevant factors specific to the role. This ensures that all employees receive appropriate and consistent remuneration based on the demands of their roles, local market conditions, and applicable collective agreements. While our managerial compensation system is globally standardized, compensation for non-managerial employees is tailored to local frameworks.

Henkel's holistic approach to diversity and inclusion reinforces our commitment to equal treatment and equal opportunities. We regularly monitor pay equity across roles and levels and are expanding our analysis to include the adjusted gender pay gap. This enables us to identify and address any underlying disparities and ensure fair compensation practices throughout the organization.

Our remuneration system includes a competitive base salary, role based incentives and benefits, to acknowledge individual contributions, while rewarding for organizational success. Performance assessments are conducted in alignment with our corporate values and sustainability goals. We are committed to leadership in sustainability – this is one of our five corporate values. Where relevant, sustainability-related achievements – such as reductions in energy use or waste – are considered in evaluations, particularly for roles with direct impact. In addition, almost every manager has to confirm compliance with the Henkel standards in writing during their annual review. These include our Code of Corporate Sustainability, the SHE Standards, and Social Standards.

Henkel also ensures robust social security provisions for employees worldwide. In countries where public systems are limited or only provide basic coverage, we implement measures and initiatives to supplement state health and pension insurance provisions. For example, in the United States, we offer coverage through comprehensive private health insurance plans. Additionally, in many countries where it is standard market practice, Henkel provides company pension plans to support long-term financial security.

We also believe in fostering a sense of ownership and engagement. Since 2001, Henkel has offered the Employee Share Plan, a voluntary program that allows employees to participate in the company's success and strengthen their connection to the organization. This plan is offered to all managerial and non-managerial employee groups within the company.

Respecting human rights

Social and political discourse is increasingly centered on how businesses fulfil their responsibility to respect human rights and exercise appropriate due diligence. Beyond national and international legislation, the link between business and human rights constitutes an essential part of corporate responsibility and reflects stakeholder expectations, with accompanying demands for greater accountability regarding their actions.

Henkel has a clear policy of doing business in an ethical and legal manner. This is inseparably linked to our commitment to respecting internationally acknowledged human rights. As early as 1994, Henkel's Mission and Principles document emphasized that respecting social values and standards is an integral part of our company policy. Since then, we have developed and adapted a comprehensive set of codes, standards and processes to provide our employees, customers, suppliers, investors and the communities we operate in with a clear definition of the ethical and social values we uphold – including human rights expectations. In 2000, we also introduced our Code of Conduct, including a clear and proactive commitment to support human rights: We expect our employees to respect local customs, traditions and social values, and to respect human rights for a free and fulfilling life. We underscored our commitment to human rights when we joined the United Nations Global Compact. Henkel has been a signatory to the UN Global Compact since 2003. We still refer to this commitment today as a fundamental element of our Code of Conduct and provide details of it in our Code

of Corporate Sustainability, as well as in our Social Standards and SHE Standards. In addition, our Policy Statement describes our corporate due diligence processes to address human rights and environmental risks in accordance with the German Supply Chain Due Diligence Act. All processes are based on and set up in line with Henkel's various comprehensive Codes and Standards, as well as informed by international standards such as the OECD Guidelines and the United Nations Guiding Principles on Business and Human Rights (UNGPs).

We closely track human-rights-related developments at both global and national level, to support us on the design of appropriate due diligence measures. Our implementation of due diligence obligations is guided by the UN Guiding Principles on Business and Human Rights. In addition, the OECD Due Diligence Guidance for Responsible Business Conduct acts as a benchmark for our approach, which we continuously review and develop as necessary. To identify, prevent or mitigate human rights and environmental risks, Henkel has established a company-wide risk management and due diligence process. We have been continuing to add more depth to our approach and as of 2022, we have established a cross-business unit and cross-functional Human Rights Office to oversee our due diligence processes. The coordination and project management of the processes runs through a Human Rights Coordination Panel, and the implementation of the processes is carried out by the members of the panel and their teams. By expanding and further formalizing our activities we aim to drive forward our commitment to due diligence.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of reducing inequalities.



We continued to provide anti-harassment training for our employees to raise awareness of these topics and the protection of minorities and underrepresented groups.



In 2024, we further developed our approach to human rights due diligence. Back in 2022, we established a cross-business unit and cross-function Human Rights Office to oversee our due diligence processes. As part of this work in 2024, we produced supplementary guidance to support the implementation of our commitments. We also provided global training for internal and external stakeholders, including employees and suppliers.

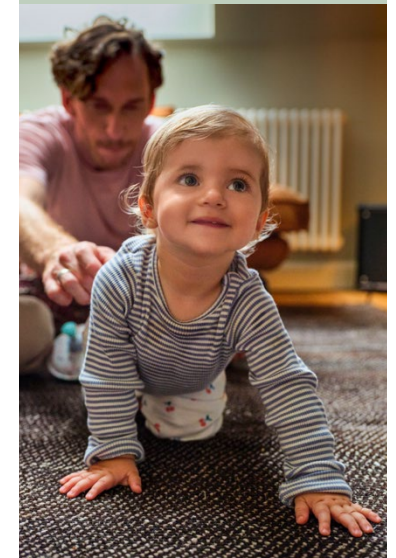
As part of our commitment to fair working conditions, Henkel introduced an additional annual assessment to ensure that the remuneration of Henkel employees worldwide remains consistently aligned with local living wage benchmarks in 2024.

In 2024, Henkel was recognized as a top-scoring business on the Disability Equality Index®, a joint initiative of Disability:IN and The American Association of People with Disabilities (AAPD). Henkel's programs and accommodations for those with disabilities were a strong factor in this recognition, including accessibility of our internal communications and social media feeds to people with disabilities, and the introduction of the AVID (Awareness of Visible and Invisible Disabilities) Employee Resource Group, with a mission to create a space that celebrates persons with disabilities and their unique identities by providing community, information, support, and resources.

In 2024, Henkel recognized female researchers worldwide with the Martha Schwarzkopf Award for Women in Science. This award was presented for the third consecutive year. Winners receive money, as well as a chance for exclusive scientific exchange and support for their research from Henkel experts.

We have several support programs for women in our business units and functions around the world. Our global, employee-led network RISE promotes gender balance in management positions, for example, through the participation of women in a mentoring program. The LIFT Program (Leadership Initiative for Female Talent) aims to increase the share of women in top management in our business unit Consumer Brands through a holistic training methodology – not only focusing on female talent, but also involving line managers and sponsors.

In 2024, we launched our gender-neutral parental leave program for all employees worldwide. The program guarantees a minimum of eight weeks of fully paid parental leave and applies to all family constellations, including adopted or foster children, LGBTQ+ couples and single parents. The response to the offer was very positive. Around 30 percent more employees worldwide took parental leave than in the previous year.



Transforming with education

Education is key to unlocking opportunity and advancing social progress. It is also one of the most powerful tools for enabling positive change. It enables people to acquire the knowledge and skills to lift themselves out of poverty, reduce inequalities, and stay healthy. Education and lifelong learning, as inherent rights and as a means of achieving other rights, are key elements that guide our strategy. Continuous learning inspires innovation and creativity. Learning and development are critical elements of our daily work, but so is the opportunity to develop through learning outside of our core responsibilities. In contrast to traditional learning methods, we focus on innovative programs that take a holistic, engaged approach to learning, and that place a strong focus on knowledge, skills and mindset. This key approach to learning starts with our employees, but goes further, to include our customers and the communities we operate in. Our activities are designed to empower people with the skills and competencies needed to develop innovative ideas, sustainable behaviors and new digital solutions that will allow them to master future challenges and capitalize on opportunities.

Employee development

We promote the skills and knowledge of our employees to help them achieve their full potential. Regular and constructive feedback about performance and potential serves as a foundation for their development. This makes it easier to define individual development measures that address both, each employee's potential and the company's needs, so that we can build a workforce that is fit for the future.

Individual development planning through regular feedback

To foster the targeted development of our employees, we make use of regular development meetings and individual development plans, which we have established as part of our talent management approach. This helps us to systematically identify and develop talents within the company, and to plan internal succession.

As part of our globally standardized talent and performance management cycle, we conduct a comprehensive evaluation of a large proportion of our workforce each year. This process includes a performance appraisal and an assessment of potential as two separate steps:

1. To evaluate performance, managers and employees agree on an individual role ambition at the beginning of a year. The ambition contributes to the fulfillment of the company's strategic objectives. This can be validated again in the middle of the year, including a feedback session. If an employee changes roles, a new ambition is agreed and documented during this discussion. The employee's performance is evaluated at the end of the year, and the performance achieved is discussed by the employee and their supervisor in a feedback meeting.
2. The potential assessment is based on an employee self-assessment in which employees are asked to consider next development steps and career interests, including working abroad. They are then evaluated by their supervisors. The evaluation is made on the basis of uniform principles and clearly defined criteria such as expected

leadership commitment and strategic skills. Supervisors then discuss the assessment results with their employees in personal feedback meetings and, together, they agree on individual development measures. These can include training in the workplace, such as seminars and workshops, external conferences or network events, as well as job enlargement, for example by taking on additional tasks.

Henkel uses a digital feedback tool to complement the feedback conversations. Employees can use this tool to ask for direct feedback from colleagues and superiors alike – at any time. The objective is to promote a day-to-day culture of dynamic and open feedback at Henkel. We are also regularly reviewing our talent and performance management and feedback tools and develop them further when necessary.

Career launch and lifelong learning programs

Henkel helps many young people to embark on a successful career. The company offers vocational training and dual-study programs in Germany. Lifelong learning is a core element of continuous development at our company. We put great emphasis on learning in our everyday work, as well as through handling a varied range of tasks. Henkel encourages this by offering opportunities to take advantage of new roles both locally and in other countries. We learn from supervisors, team members, other colleagues and our trainees and students on a daily basis. We have made great strides in the topic of digitalization, with a digital upskilling concept that provides trainees and students with further digital qualifications during their training in a three-year journey.

Expansion of digital training opportunities

For several years now, Henkel has been making use of virtual training opportunities in addition to traditional classroom formats to train its employees around the world. To do this, we use a global learning platform that offers trainer-led training programs as well as eLearning, podcasts, videos and virtual sharing formats. As all services on the Henkel Learning Hub are cloud-based, they can be accessed at any time – not only in the office environment, but also on the road or at home.

We structure the learning content in a way that allows us to react more quickly and individually to knowledge requirements within the organization as well as to changes in the markets. The Henkel Learning Hub hosts all formal training courses in one place. These include basic knowledge – such as management, process, and AI-related trainings – as well as content specific to our business units and material related to improving soft skills. Leadership skills represent a key element of the learning content. The main aim is to train new competencies and skills that will provide our managers with the best possible preparation for future challenges. Based on our Leadership Commitments, we want to foster a global, value-oriented leadership standard that takes into account different regional and cultural considerations. The expansion of the digital training opportunities is one result of our continuous assessment, review and further development of our educational offerings to support the development of employees and meet current and future demands in skills and knowledge.

Social engagement

Corporate citizenship is firmly anchored in our corporate culture. It has been an integral part of our corporate culture ever since the company was established by Fritz Henkel in 1876. It is also clearly reflected in our corporate purpose. Together with our employees, pensioners, customers, consumers, partners and charitable organizations, we are committed to making a lasting contribution to society worldwide, above and beyond our business activities.

Henkel's commitment is based on three pillars: Volunteer engagement by our employees, partnerships with charitable organizations, and emergency aid. Our overarching goal is to reach 30 million people through our social engagement activities by 2030 (base year 2010). We exceeded this goal already in 2022, driven in part by global crises such as the COVID-19 pandemic and the war in Ukraine, which significantly accelerated the need for and impact of our support. Donations (financial and products, excluding additional time off work for employees) are also provided to support people and charitable organizations and thus invest in communities.

Corporate citizenship is our way of "Making society future-fit." Our activities are designed to empower people through education to obtain the skills and competencies needed to develop innovative ideas, sustainable behaviors and new digital solutions that will put them in a position to master future challenges and capitalize on opportunities. This is reflected in our own initiatives such as Forscherwelt (Researchers' World), as well as in our partnerships with non-profit organizations and our volunteer activities. Our Corporate Standard "Donations, Memberships and Sponsorships" sets out how projects are selected. Corporate citizenship contributes significantly to the Education component in the Thriving Communities dimension of our sustainability framework. We also systematically track and assess the impact of our community engagement efforts, ensuring transparency and continuous improvement in the support we provide to individuals and initiatives.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of transforming with education.

Lifelong learning is encouraged and celebrated by Henkel's "Global Learning Festival," which took place for the fourth time in 2024. Featuring internal and external experts, the company-wide event centered on our learning culture and the critical role it plays in fostering our growth as individuals and as a company. The festival brought together more than 9,000 colleagues from around the world in a variety of in-person and virtual events.

In 2023 we launched our global cultural umbrella "Accelerate Cultural Transformation (ACT)" fostering our shared understanding of the Purpose, Leadership Commitments and values at Henkel. In 2024, we placed a special focus on the topic of feedback, as it is the foundation for collaboration and trust.

We cultivated mindset shifts via an intensive learning package that includes ACT Team Moments – manager-led workshops where teams reflect and practice together, the global launch of our Feedback Upskilling program, and follow-up tools to embed feedback into daily routines. These initiatives strengthen employees' ability to give, ask for, and receive feedback effectively.



Our Sustainability at Heart program was rolled out in 2022. It builds on our Sustainability Ambassador program, which has trained our dedicated employees worldwide since 2012. Our ambition is to engage and empower all employees to take action on sustainability. The Sustainability at Heart program strives to equip our employees with the knowledge, skills and mindset that are central to Henkel's role as a leader in sustainability. We also engage and empower our employees to become actively involved in sustainability in their working environment and in their private lives.

One element of our Sustainability at Heart program that we use to strengthen our pioneering spirit is our Sustainability Incubator Lab. It's a virtual training program for employees to develop sustainable business ideas and skills launched in 2023. The individual groups, which work on different topics, are accompanied by experts from "The DO School". Encouraged by this success, Henkel and The DO School continued with activities in the following years.

Our school program offers employees the opportunity to visit schools and teach children about sustainable action in their everyday lives. This helps the next generation to understand how to use resources efficiently from an early age. At the same time, the children multiply the impact by imparting their knowledge and enthusiasm to others around them.

The digital transformation in the world of work is moving faster than ever before, and there is a much greater emphasis on virtual cooperation. In this context, IT security has become more important than ever. Henkel provides an online Cybersecurity Training Campus with eLearning materials and live trainings. In 2024, Henkel also further expanded its Group-wide cyber-awareness campaigns. To increase employee awareness of cyber-attacks, the company organized numerous events and presentations about cyber security – including specific activities during the global Cyber Security Awareness Month in October 2024.



We support people who find themselves in an emergency situation due to crises, conflicts or natural disasters quickly and unbureaucratically. We also offer immediate aid. In 2024, for instance, we provided humanitarian aid for flood victims in Poland. Donations mainly took the form of personal care and home hygiene products. We also worked in cooperation with aid organizations in Poland.



In 2024, Henkel continued its cooperation with the non-governmental organization Habitat for Humanity. For instance, Henkel employees from all over Europe set off on construction trips to Poland and Romania. Together with Habitat for Humanity, the initiative builds houses for families in need, including families from Ukraine. Additional engagement is taking place in other regions such as North America.

We promote the skills and knowledge of our employees to help them achieve their full potential. Regular and open feedback about performance and potential serves as a foundation for development. This makes it easier to define individual development measures that address both the company's needs and each employee's potential. In this way, we can build a workforce that is fit for the future.

MIT, Henkel's corporate citizenship program, promotes significant transformations in society. Examples of this are the results obtained by Amigos do Bem, an educational institution supported by the program. In 2024, with the support of MIT, the organization received equipment for its Transformation Centers in the Northeastern Sertão, which has the potential to impact the education of 2,000 children. These centers have a comprehensive infrastructure, including classrooms and leisure spaces, which are all designed to benefit communities served by Amigos do Bem.

Henkel Malaysia collaborated with the Project Hope Welfare Association in 2024 to provide a ten-week computer literacy program for children aged between 10 to 17 who come from low-income families or Myanmar refugee families.

In 2024, Henkel South Africa welcomed young bursaries for a visit to the Alrode factory for a career day and a visit to the Bedfordview office for a Youth Day event. The two-part initiative aimed to foster the growth and development of young talents in South Africa. During the visits they gained valuable corporate insights and met executives who provided firsthand information about corporate life and career trajectories.

As part of its Helping Canadians Shine™ initiative, Sunlight® laundry detergent supports the expansion of Free Laundry Access, a charity that helps Canadians in need to access laundry services. For many people, having clean clothes can provide the confidence needed to work, socialize, and participate in daily activities.

Since 2010, Schwarzkopf Professional has been working with non-profit organizations as part of its long-term Shaping Futures initiative. This offers young adults the opportunity to obtain training in basic hairdressing techniques and the basics of setting up a hair salon business so that they can establish a livelihood. Thanks to the voluntary commitment of hairdressers and our employees, more than 3,500 young adults have already been trained in more than 30 countries, including Australia, Georgia, Germany, the Philippines, Spain and Thailand.



Strengthening wellbeing

Strengthening wellbeing from a holistic perspective that sees the physical, mental and social aspects as inextricably linked. These times of crisis have underscored the need to rethink wellbeing – including in the workplace. That is how we understand it at Henkel. Understanding the role that the workplace plays in determining our wellbeing is becoming pivotal. In order to create an optimal work environment that fosters creativity and supports resilience, we design our workplaces to better meet the needs of our employees. In particular, mental health measures continue to be an important consideration in the implementation of our wellbeing strategy. We also recognize the benefits of digital tools in promoting employee wellbeing and are making further positive changes in this area. As our knowledge and understanding of employee wellbeing continue to grow, we remain committed to a holistic approach to integrating wellbeing into our corporate culture.

Maintain and improve health and wellbeing

We promote the health and vitality of our employees to help create an agile, high-performance organization. To do so, we rely on globally uniform health and safety standards, and provide health and preventive care programs to guard against workplace risks that could lead to injuries or illness. These measures also include occupational medical examinations conducted prior to initial job assignments and at defined regular intervals, in accordance with regulatory requirements and the specific hazards of each workplace. The broad range of services offered at our sites has two aims: promoting our employees' physical health (via seminars for giving up smoking, health checkups, AIDS prevention, etc.), and maintaining their mental vitality (through stress management and similar measures).

Our approach to global health management

In order to ensure holistic health care at all sites, we work continuously to establish uniform principles. These include the availability of first responders, the provision of flu shots and participation in the global health campaign, as well as conducting emergency medical drills and occupational health screenings. These screenings are based on a risk assessment of the workplace, evaluating work with biological, chemical or physical hazards such as germs, dust or noise, as well as psychological hazards such as night shifts. To monitor these health protection measures, we collect metrics worldwide, which are reported annually by all Henkel sites. In addition, the sites report occupational diseases as soon as they have been officially confirmed by the authorities. The medical infrastructure is also assessed and used as the basis for global and regional coordination measures for the further expansion of our programs. Furthermore, we have introduced an internal health certificate which is awarded to sites that take a holistic approach to the health of their employees.

The Henkel Health Procedure describes the minimum global standards for protecting and promoting health. Regional health managers provide support for management and employees by driving local implementation of internal health standards, policies, programs and regulatory requirements. An annual conference also takes place enabling the physicians from all Henkel sites in Germany to discuss their experiences. Our global and regional health managers hold monthly meetings and weekly updates with the Global Head of Health Management to promote consistent standards and strategy implementation. On-site medical staff report to regional health managers to ensure that uniform standards of care are implemented by local experts at country and site level.

Boosting the mental and physical health of our employees

At the end of 2021, we conducted a global wellbeing survey in the areas of crisis management, health needs, wellbeing and workplace concerns. The results of the survey were analyzed at the regional and national levels. Based on these findings, action plans were put together with measures focusing on mental health and self-efficacy. Since then, the regional health managers have coordinated the process and the implementation of the measures, and have adapted health management approaches to meet the needs of local employees.

Since 2021, the availability of employee assistance programs (EAP), particularly for employee mental health support, has been continually reviewed and expanded, as has the quality of these programs. We are also training Health Scouts to act as multipliers and ambassadors for health and wellbeing. Every year, we add a health topic relating to the subject of that year's health campaign in order to expand the areas covered even further.

Our health management system takes greater account of increasingly flexible work requirements. A key element of the Smart Work strategy is a central digital platform for health and wellbeing called MyCare. A wide range of programs in this area focus on both physical and mental wellbeing, with an increasing emphasis on prevention and better individual support as well as medical services. For example, we offer services that provide our employees with support in coping with professional and family problems, as well as help in the event of physical or mental illness. Our MyCare platform includes also topic and location-specific channels that encourage employees to participate in events and take

advantage of new offers such as mindfulness, nutrition and fitness. The platform also offers global competitions that motivate employees to get involved. Wellbeing checkups also enable the provision of personalized health plans, as well as site-specific, anonymous analyses. By providing anonymized data, MyCare helps to implement targeted health management.

We offer employees of all generations a wide range of programs and training for maintaining physical and mental health, including stress management. In this way, our initiatives include measures to prevent mental health risks, raise awareness and break stigmas, while building a supportive workplace. Our social services help to provide support, including psychological support, to employees facing challenges at different stages of their lives such as when they take on responsibility for relatives in need of care.

Occupational safety

Occupational safety within the company and along the value chain is a top priority for us. We remain focused on our long-term objective of zero accidents and want to improve our occupational safety. To achieve our goal, we invest in training to raise awareness and increase technical safety standards. We regularly review whether our Safety, Health and Environment (SHE) standards are being strictly adhered to and we are committed to improving occupational safety at our subcontractors as well as for other companies' employees working at our sites.

We offer a wide range of training programs across all levels with one clear goal: to ensure our employees are well-informed and equipped with the right capabilities in the field of SHE. Through tailored learning formats, we aim to build awareness, strengthen competencies, and foster a culture of SHE throughout the organization. Optimized company processes also make it easier to integrate SHE requirements into everyday working life. Some examples of this include the modeling of our reporting and governance processes as well as the definition and implementation of internal controls. The aim here is to promote employee understanding of SHE issues and the implementation of SHE requirements. The purpose of expanding our global governance structure is to improve efficiency, transparency and control mechanisms at the organizational management level across all business units. Increased knowledge sharing promotes cross-business unit collaboration and accelerates learning to promote a culture of responsibility for safety, health and environment.

Future of work

At Henkel, we measure performance by results and not by presence. This is why we have been promoting flexible working models for many years. Based on a culture of trust, part-time work, flexible working hours, new workplace concepts and mobile working are a natural part of our work. By signing our global Work-Life Flexibility Charter in 2012, the Management Board has been emphasizing the importance of this topic at Henkel for many years. Our managers are instructed to put opportunities for flexible working into practice and to support them actively.

In a world with ever-growing demands that is becoming increasingly complex and dynamic, operational measures to maintain mental health are becoming more and more important, particularly in these tumultuous times. Launched in 2021, Smart Work is a holistic approach to preparing our employees and our organization for the future of work. It covers the way we frame mobile versus office work, and also how our offices can better support creativity and collaboration among our employees, as well as how we can improve our health program and explore the potential of our digital landscape. We have developed four elements to shape the future of work at Henkel together with all our employees: "Let's get mobile," "Let's get inspired," "Let's get healthy" and "Let's work digitally."

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of strengthening wellbeing.



In 2024, Henkel's occupational health management team was honored with the Corporate Health Award in the Chemicals/Pharmaceuticals category. This award is the most prestigious award in Germany for strategic occupational health management and is presented to employers with a forward-looking and sustainable HR strategy. The team received this award in recognition of the global health platform MyCare, the training of Health Scouts to bring health issues directly to the team, and the close cooperation between company management and employees in the organization of company health management.

In addition to providing individual psychological and social counseling, social services at all of our German sites also offer assistance with workplace integration management and work-life balance, for example in the search for childcare or in the case of relatives in need of care. At all locations in Germany, Austria and Switzerland, we offer preventive health training aimed at strengthening each individual's own personality, identifying existing resources and teaching helpful coping strategies for dealing with daily challenges at work and in everyday life.

In 2024, a new Safety, Health and Environment (SHE) training program for supervisors was launched in operations and supply chain, across all regions of our Adhesive Technologies business unit. The program emphasizes the supervisors' role in driving SHE culture in daily activities.

Every year we have a global health campaign. In 2024, we focused on strengthening and building people's inner resilience to achieve a healthy resilience under the motto "I care with MyCare".

With the kick-off of the global health campaign, the new MyCare platform was rolled out further into the Henkel world. The MyCare platform for wellbeing and health is available as a web version and app.

In 2024, all business units continued their efforts to increase the engagement and participation of our employees in our safety program. Building on the success of the previous year, our business units came together once again in 2024 to implement the World Safety Day campaign. The focus of the 2024 campaign was to draw attention to safety throughout all aspects of our employees' lives. The slogan was "Safety is a Lifestyle."



Since 2021, we have reviewed and expanded the availability of employee assistance programs (EAP) across the company. This particularly includes employee mental health support. We are also training Health Scouts to act as multipliers and ambassadors for health and wellbeing. Every year, we add a health topic related to that year's health campaign. On World Mental Health Day in October 2024, we engaged in several initiatives, including raising awareness about workplace mental health, as well as highlighting the importance of addressing mental health and wellbeing.

TRUSTED ***PARTNER***

We draw on our value-oriented corporate culture and our scientific and technological expertise to strengthen our performance while maintaining our integrity. We deliver safe and best-in-class product and technology solutions to our customers and consumers. We integrate sustainability into our portfolio and our business processes, and we provide transparent reporting about this to our stakeholders.

- 38 DRIVING PERFORMANCE
- 41 FOSTERING TRANSPARENCY
- 45 SEIZING COLLABORATION



TRUSTED PARTNER

Driving performance

Driving performance with our wide range of product solutions and technologies, we aim to support economic, environmental and social transformation – and to drive it forward together with our partners. This will make it possible for us to contribute effectively to sustainable development both locally and globally, and to shape our business responsibly while increasing our economic success. To achieve this, we must offer our customers and consumers reliable, best-in-class product quality and safety. It is our continuous ambition that each new product contributes to sustainability. We aim to measure sustainable transformation with respect to our product portfolio and our company. Our target for 2030 for the entire company is to triple the value we create for the environmental footprint made by our operations, products and services (compared to the base year 2010). We call this target to become three times more efficient “Factor 3”.

Products and technologies

Our business units in consumer goods markets, as well as those that serve business and industrial customers, align their brands and technologies with the specific sustainability challenges that are most relevant for their product portfolio. They also integrate sustainability strongly into brand and business strategies. Sustainability is a key element of the business units’ innovation strategies. In addition, in our innovation process, new products are systematically analyzed, measured and evaluated using various tools. Life cycle analyses, profiles of potential raw materials, ingredients and packaging materials, along with our extensive expertise in sustainability, enable us to identify and implement improvement potential during product development. With our extensive experience,

we strive to position ourselves as a leading partner in sustainability for our retail and industrial customers, offering future-oriented solutions that help them achieve their own sustainability goals.

Our Consumer Brands business unit focuses on creating added value for customers and consumers with high-performing products. Key areas of emphasis include climate, circular economy and transparent product information for consumers and end-users, including safety information. Our vision is to deliver our customers and consumers a sustainable choice from our range of innovative, high-performing brands for laundry and home care, and hair and body care by integrating sustainability into our portfolio. This also includes our commitment to promoting a circular economy by advancing the use of more sustainable packaging solutions across our brands by increasing the share of recycled plastics and incorporating more renewable ingredients into our products. To ensure that transparent product information reaches our consumers, we leverage various communication channels such as product labels, websites, social networks and customer service hotlines and collaborate with industry associations on sector-wide campaigns aimed at promoting the safe use of products. We also use targeted communication with end-users and consumers to raise awareness about energy savings when using our products.

Our Adhesive Technologies business unit is developing solutions that enable customers across various industries to make a greater contribution to sustainability through a combination of technical materials expertise and science-based innovations. With these customized solutions, we want to help reduce emissions, increase energy and material

efficiency, recycle valuable resources and improve safety. With our products and solutions, we help our customers reduce greenhouse gas (GHG) emissions by enabling them to use less energy in their production processes when applying our products. We also ensure that valuable resources are kept in the economic cycle. For example, our debonding solutions make it possible to repair, reuse and recycle products and product parts, and to separate materials that are not suitable for collective recycling. We also attach great importance to continuously optimizing the safety and environmental compatibility of our products. We adhere to all relevant legal requirements and are committed to avoiding substances of concern.

Product safety

It is both our obligation and our commitment to ensure that our products are safe for people and the environment. Our raw materials, ingredients and finished products are subjected to extensive testing and evaluation prior to being launched on the market. The tests and evaluations are based on recognized scientific methods resulting in a high level of safety in the production, application and disposal of our products. In addition to that, we conduct safety assessments for new products and technologies. Such assessments form the basis for determining the necessary precautionary measures, which we update as necessary when new scientific data become available. Around the world, we have expert teams from product development and product safety who are engaged in these strict tests and evaluations.

For product safety assessments, the experts first investigate whether the ingredients of a product might pose a hazard to human health or the environment. The next step is to analyze

the exposure, i.e., to what extent people or the environment could be exposed to this substance. This analysis is important as in most cases a harmful effect will only occur after exposure to a certain quantity and concentration of a particular substance. The results of these two evaluation steps are then combined in an overall assessment. It is only by considering this overall picture that our experts can make reliable statements about whether a product will be safe under use conditions. Regarding substances with certain dangerous properties, we have decided that these will not be used at all for certain applications. For other substances we have introduced strict internal constraints and restrictions and by doing so, we go beyond legal requirements. In other cases, we work to further improve health compatibility by developing alternative ingredients. One example of this is the replacement of solvent-based formulations with water-based formulations for our consumer and contact adhesives.

Once they have evaluated all individual ingredients, our experts perform a further safety assessment focusing on the overall formulation of a product. This looks at the properties of the individual constituents, their concentrations in the product and the conditions under which the product will be used. Products intended for use on the human body are additionally evaluated dermatologically. The results of these evaluations and assessments then form the basis for defining the required precautionary and protective measures for safe use of the product. These measures are specifically adapted as appropriate, taking account of whether the product is to be used by consumers or industrial professionals, and can range from package design features, to detailed instructions and warnings or restrictions regarding use.

Another important element of product safety is continuous monitoring of our products in the market. Our product developers and product safety experts regularly channel the insights gained in this way into their evaluations.

Product recall process

Although our products undergo numerous tests and assessments to ensure a high level of safety, unforeseen deviations from our high-quality standards may occur in very rare cases. In preparation for any such cases and to ensure the best possible health and safety of customers and consumers, in 2009 Henkel introduced a corporate standard for potential product crises and product recalls that applies worldwide. An updated version of this standard was made available company-wide in 2020. This global corporate standard defines binding procedures, clear responsibilities and guidelines for an appropriate and rapid response if deviations and unforeseen events were to occur in connection with our products, despite all the safety precautions we have taken. Digital training on this topic has also been available in multiple languages since the end of 2020.

Alternative methods

We have a clear commitment: We do not test our hair and care products, our detergents and cleaning products, or our adhesives for industrial customers, consumers and craftspeople on animals. Unfortunately, we cannot claim that animal testing no longer plays any role at all. This is because there are some countries where animal testing is still mandatory to obtain market and/or regulatory approval for hair and body care products, detergents and cleaning products, or adhesives. We are working together with the relevant industry associations to convince the authorities to abandon animal testing. Furthermore, we believe being present in these markets and supporting the non-animal testing agenda will ultimately help to gain acceptance for alternatives to animal testing. We and other manufacturers in our industry cannot rule out the possibility that an ingredient was tested on animals at some point before it was introduced to the market. In particular, this is because we mostly source our ingredients from suppliers, and manufacture very few ingredients ourselves. In this context, it is also important to know that ingredients used in

products including detergents, cleaning products and adhesives are chemical substances. This means they must be secured by the respective manufacturer in line with the relevant legal requirements for chemicals, such as the REACH regulation in Europe. In some cases, animal testing is still required by law to ensure safety and compatibility for humans and the environment. This is because recognized alternative methods are not yet available for all aspects of testing.

We use recognized, alternative testing methods or existing data to demonstrate the safety of our ingredients. For over 40 years now, we have been intensively committed to developing alternative testing methods ourselves. Henkel was one of the companies that founded the "European Partnership for Alternative Approaches to Animal Testing" (EPAA) in 2005, together with the European Commission and several industry associations. Since then, this partnership has advanced numerous projects that have successfully promoted alternatives to animal testing and made them usable for conducting safety assessments in line with the REACH regulation. We are also a founding member of the International Collaboration on Cosmetics Safety (ICCS), established in 2022. The aim of this global initiative is to advance the adoption of animal-free assessments of cosmetics and their ingredients for human health and environmental safety.

In addition to this partnership at the European level, we have developed, standardized and used a wide range of in vitro methods over the past few decades. One example is the Phenion® skin model that was developed by our scientists. The model is similar to human skin in many anatomical and physiological characteristics and is an ideal basis for predicting effects on humans without animal testing. Our skin model, which was originally developed only for our own use, is now also marketed under the Phenion® brand to interested testing laboratories and research institutes, where it is used to develop additional alternative testing methods.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of driving performance.

Bonderite M CR 1405 is an innovative product of our Adhesive Technologies business unit that aims to achieve more sustainability and greater process efficiency in color coating processes. It is an RoHS-compliant (restriction of the use of certain hazardous substances) agent that provides metal coil with passivation and pretreatment properties as well as excellent corrosion resistance in a single pretreatment step.

By removing the cleaning step and chemical cleaning agents, this results in lower energy and water usage, while also reducing wastewater pollution.



Our Consumer Brands business unit continued the “It starts with us” initiative throughout 2024, following its launch in 2023. Designed to educate and empower consumers, the initiative promotes simple, everyday behavioral changes – such as using the ECO program on washing machines – to encourage more resource-efficient product use. Since its inception, the initiative has been broadly rolled out across Europe, North America, and High Growth regions, with tailored adaptations to reflect the specific needs and preferences of each market. It has been highly appreciated by our retail partners, who play a key role in amplifying its reach and impact. Through close collaboration, we’ve been able to bring the message of sustainable consumption to a wider audience and strengthen our joint commitment to responsible living.

The Henkel Consumer Brands Perwoll is working with partners such as Sellyp, one of Europe’s largest second-hand online shops, to raise awareness about more sustainable fashion. Together with the non-governmental organization Remake, which campaigns against fast fashion, Perwoll wants to encourage more people to take their favorite pieces of clothing out of their wardrobes more often. To this end, the brand supports the global #NoNewClothes Challenge, which encourages people to refrain from buying new clothes for three months.



We attach great importance to continuously optimizing the safety and environmental compatibility of our products. We adhere to all relevant legal requirements and are committed to avoiding substances of concern. Back in 2023, for example, we launched a non-skin-sensitizing, light cure adhesive for medical devices that ensures these devices perform as intended. The formula of this adhesive does not contain IBOA or CMR substances, which demonstrates Henkel’s commitment to offering its customers safe and reliable adhesive solutions.

Henkel’s Aquence PS 3017 RE adhesive solution received certification from the independent cyclos-HTP Institute (CHI) in 2024. This confirms the recyclability of the packaging component. Designed from the outset as a sustainable solution, our product is a water-based acrylic pressure sensitive adhesive designed for the olefinic filmic labels used for wash-off PET bottles. Its excellent wash-off performance allows labels to be effectively removed prior to recycling, even at lower temperatures, reducing energy consumption.



In 2024, we launched a media campaign for our Maison Verte brand that promoted its eco-labelled detergents specially formulated for sensitive skin. This campaign was produced in line with recommendations for responsible marketing and communications. Filming was carried out within the region to limit the environmental impact, while all materials and decorations used were second-hand and particular attention was paid to waste sorting and recycling. In recognition of this eco-designed campaign and its pioneering approach within the retail sector, Maison Verte won the Pépite 2024 award from the “Réussir avec un Marketing Responsable awards”.

Fostering transparency

Transparency is essential for assessing responsible action and sustainability performance. This applies both inside and outside the company. Business partners and consumers, as well as investors and the financial market, are increasingly interested in products and solutions that are sustainability-oriented, and they attach more and more importance to understanding the impact of our activities along the value chain. International developments in sustainable finance and legislation are further strengthening the drive for greater transparency. At the same time, it is crucial for us to be able to assess and manage our own sustainability and to measure the progress that we make toward our targets across the entire company and our value chain. To this end, we are driving digital solutions and drawing on cross-business unit and cross-functional collaboration and external partnerships worldwide. This strengthens our information base and builds necessary confidence in our sustainability performance.

Our aspiration is to further integrate sustainability into our business governance, processes, and policies while promoting transparent reporting, compliance with disclosure requirements, and engagement. The assessment and recognition of our performance by independent sustainability experts also create transparency. As investors and customers increasingly focus on ESG topics, this is also reflected in the importance of these external assessments. Our participation in recognized ratings and rankings, and our inclusion in numerous sustainability indices enable us to meet these information requirements.

Measurement, assessment and reporting of ESG data

We use a variety of methods and tools to assess our progress across the entire company and our value chain. We are continuously developing these methods and tools to generate high quality data outputs as a foundation for analyzing effects as well as identifying improvement potentials. Analyses include the full life cycle of our products and combine Henkel results with trend and market analyses to estimate future challenges and opportunities.

The life cycle assessments (LCA) are conducted based on representative product categories or for specific products. Their scope depends on the target of the LCA, and conforms with international standards like ISO 14040/14044, ISO 14067 or Environmental Product Declaration (EPD). Full LCAs covering all life cycle phases and all impact categories such as climate change, fossil depletion, eutrophication, and water use, are conducted with the tool Simapro. Limited LCAs, covering only specific impact categories for certain life cycle phases (e.g. cradle-to-gate) are automated via tools like the "Henkel Environmental Assessment Reporting Tool" (HEART). Through this, we are able to cover 100 percent of our product portfolio with LCAs.

In preparing life cycle analyses, we use our own primary data as well as specific data from our suppliers, customers, and other partners along the supply chain. We make use of reliable and specific databases for secondary data such as emission factors or average values. One example is Carbon Minds, a chemical-specific database for raw materials. To further develop metrics and indicators, we collaborate with external partners on topics such as product carbon footprints. Our aim is to measure the sustainable transformation of our product portfolio. This assessment process involves

identifying and mapping the products in the portfolio that make a substantial contribution to sustainability. The assessment criteria cover the entire value chain and take into account the impact across all areas.

We are also continuously evolving the way we manage and report Safety, Health and Environment (SHE) data across our global operations. This is part of a multi-year cross-business unit and cross-functional strategic initiative to drive digital solutions for ESG data. For the global SHE reporting systems, we implemented the SpheraCloud platform as a new system in 2024, which enables integrated, high-quality data management and reporting across all regions and business units.

Sphera ESM enables the structured collection, validation, and analysis of environmental data such as GHG emissions, energy and water consumption. It integrates with key systems and supports automated data checks, audit trails, and region-specific reporting requirements. The platform is used globally by internal teams and external partners, ensuring consistent data quality and governance. Sphera HSM, launched in parallel, streamlines the reporting and follow-up of occupational safety incidents, near misses, and observations. It provides real-time dashboards, action tracking, and analytics to support proactive risk management and continuous improvement.

In preparing for this transformation, we combined internal expertise with external best practices. Our initiative includes comprehensive training programs, change management support, and a robust governance framework to ensure long-term adoption and impact. Through this integrated approach, we are not only improving the quality and transparency of our SHE reporting – we are laying the foundation for smarter, safer, and more sustainable operations.

In addition to the achievement of our sustainability targets, we continuously review our management processes and optimize them where needed. This includes measures in the areas of environmental protection and occupational safety, technical developments, and process optimization to reduce resource consumption and costs. These measures are supported and implemented by our business units, our corporate functions, and our regional and national companies.

Sustainable finance

Sustainability is a key component of our strategic agenda for purposeful growth. This topic is already highly relevant for investors and the global financial markets today. This means that investors with an ESG focus have a continued interest in sustainability-related investments. Many institutional investors are including sustainability in their risk and opportunity management by default today, as they are convinced that sustainable companies are more successful in the long-term. This assessment is reflected in high demand from investors for financial instruments issued by corporates that have a clear sustainability footprint, either because they issue sustainable financial products or because they are rated as a sustainable company in general. In this respect, sustainability is critical success factor for competitiveness as an issuer on the capital market. ESG (Environment, Social, Governance) is therefore a key pillar of our financing strategy.

Henkel implemented innovative solutions in the area of sustainable finance at an early stage. We introduced an ESG Framework for Pension Asset Management in 2015 and updated it in 2020 by integrating ESG ratings for active fund managers and ESG index benchmarks for passively managed investments. In 2018, Henkel was the first company in Germany to conclude a syndicated sustainability-linked loan, a credit facility linked to Henkel's performance in the Sustainalytics, EcoVadis, and ISS-oekom sustainability ratings; we continued this approach when refinancing our sustainability-linked credit facility in 2024. In July 2020, we also became the first company worldwide to issue a Plastic Waste Reduction Bond. The bond consisted of two tranches – 70 million US dollars and 25 million euros – and had a maturity of five years. Proceeds

were exclusively invested in projects contributing to Henkel's activities to reduce plastic waste. This bond underscores our commitment to promoting a circular economy and reducing plastic waste. We further expanded our commitment to sustainable finance in October 2021 by defining the Sustainable Finance Framework. Henkel issued a total of three sustainability-linked bonds in 2021 and 2022 combined with a total issuance volume above 1.3 billion euros.

The framework enables the issuance of two types of bonds: sustainability-linked bonds and green use-of-proceeds bonds. The financing costs for sustainability-linked bonds are linked to the achievement of sustainability targets, while the proceeds from the issuance of green bonds are used exclusively for investments and expenditures into sustainable product and packaging solutions. The framework was reviewed by the independent ESG rating agency ISS ESG, which confirmed the environmental added value and the compliance of the framework with the Green Bond and Sustainability-Linked Bond Principles of the International Capital Market Association (ICMA). With this Sustainable Finance Framework, we aim to align our business as well as our financing with our commitments and values by creating a direct link between our sustainability strategy and our funding strategy.

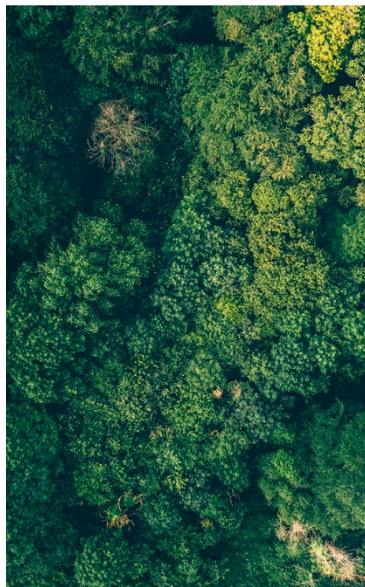
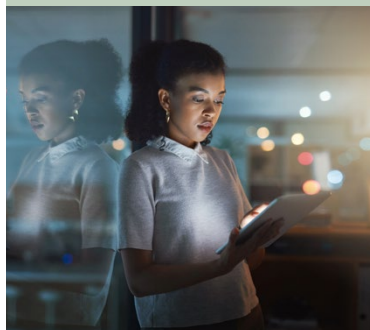
External assessments

Assessment and recognition from independent sustainability experts increase transparency and provide important feedback on how effectively we are implementing our sustainability strategy.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of fostering transparency.

As part of our supplier management approach, we are also working to improve the transparency and traceability of our upstream supply chains. In this way, we aim to ensure sustainable agricultural practices and fair working conditions as in the palm (kernel) oil industry, for example. This is why Henkel is a member of the cross-industry initiative Action for Sustainable Derivatives, in which companies are working toward the shared goal of generating more transparency in the palm (kernel) oil value chain. In 2024, we increased the traceability rate to the refinery to 95 percent, the traceability rate to the mill to 94 percent and the traceability rate to the plantation to 65 percent by engaging with our suppliers to map our joint palm-based supply chain.



In light of our Net Zero target, we conducted an extensive base year recalculation, including further emission drivers and sources in 2024. In light of the base year recalculation, we also included methodological updates from internal as well as external changes into our base year (2021). Methodological changes from external developments included the 2022 and 2023 updates in Ecoinvent and other LCA databases on methane leakages in oil- and refinery- value chains.

In 2024, in parallel, we further improved the quality of our existing scope 3 data baseline by improving source data as well as moving from spend-based to average data and supplier-specific data. For scope 3.1 we further developed our raw material database to automatically consume and process the high amount of data coming from our internal systems as well as external databases (Ecoinvent, Carbon-Minds) and supplier data sources (following our supplier engagement program). Several projects were finalized or started to further automate environmental data processing and data calculation, for instance, a tool for our scope 1 and 2 emissions, our internally developed tool “Scope 3 Automated GHG Emissions” (SAGE) or a project for connecting the external supplier CO₂e- factor exchange platform Sigreen to our internal systems. The different tools are interlinked via our ESG Data Infrastructure and through this provide harmonized data products to the different reporting and assessment/analytics tool, such as the HEART or product portfolio tools.

The “Henkel Environmental Assessment Reporting Tool” (HEART) enabled the automatic calculation of the greenhouse gas footprint of around 71,000 products in 2024. The novel digital measurement platform maps the total cradle-to-gate greenhouse gas emissions of our products, accounting for emissions from raw materials, production, packaging and logistics. HEART provides full transparency on the sustainability impacts of our products based on reliable data, as well as a consistent and externally verified calculation methodology in line with leading international standards.

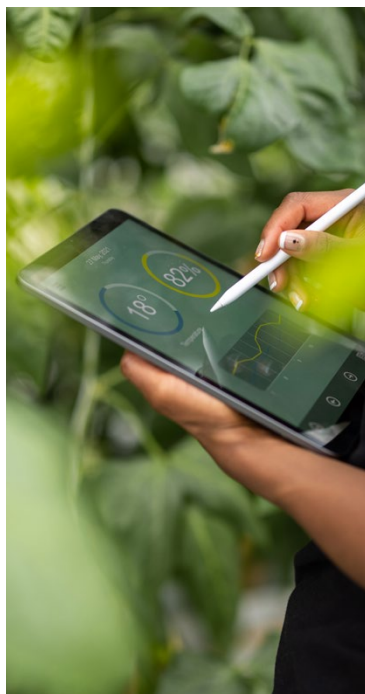
This end-to-end transparency is essential to reduce Henkel’s footprint as well as the footprint of its customers. In addition to bringing this new level of transparency directly to our customers, HEART enables Henkel Adhesive Technologies to actively participate in industry-wide initiatives such as Together for Sustainability (TFS) and Catena-X, which are creating a collaborative data ecosystem for the chemical and automotive industry. A roll-out to complete Henkel is planned.

We aim to measure the sustainable transformation of our product portfolio and therefore set up product portfolio tools. The assessment process involves identifying and mapping the products in the portfolio that make a substantial contribution to key sustainability topics.

The methodology underlying the portfolio assessment is reviewed regularly and internally to reflect updates in our internal sustainability targets and to respond to evolving regulatory and reporting requirements. For the Adhesive Technologies business the share of sales from products that contribute to sustainability in line with criteria defined by Henkel was subject to an independent external audit by the auditing firm PwC back in 2023. In 2025 we plan that the portfolio assessment will be subject to another independent external audit, for both of our business units, Adhesive Technologies and Consumer Brands.

In 2024, we further developed the underlying database of information about sustainable packaging, including our internal analysis and visualization tool. In addition, we provided employees with training about the latest developments related to packaging. We are continuing to update our digital reporting tools to support the interaction of our data systems, for instance regarding site-related and supplier-related data. This initiative gives us a broader base to meet our markets' growing transparency requirements, drive profitable growth and better manage our existing portfolio when it comes to sustainability.

Henkel links the sustainability performance of its suppliers to its supplier finance programs. All Henkel supplier finance programs in the five regions include sustainability criteria. This provides an incentive for our suppliers to improve their ESG profile, which is based on their EcoVadis rating, so that they can benefit from lower financing rates while improving their ESG profile over time.



In 2024, external and independent rating agencies again recognized Henkel's sustainability progress. We have been represented in the ethics index FTSE4Good since 2001. We are also listed in a number of other sustainability indices. Henkel is one of only 50 corporations worldwide to be included in the Global Challenges Index of particularly sustainable companies that make substantial contributions to overcoming major global challenges, such as climate change.

Our sustainable finance framework allows for the issuance of two types of bonds: sustainability-linked bonds and green bonds. For sustainability-linked bonds, the financing costs are linked to selected sustainability targets.

The proceeds of green bonds are allocated towards pre-defined expenditure criteria. With the three bonds outstanding in 2024 that are linked to sustainability criteria, and one green bond to avoid plastic waste, around 80 percent of Henkel's capital market financing is sustainability-related as measured by the repayment amount in euros.

Henkel received the Schneider Electric Sustainability Impact Award in 2024, based on our demonstrated sustainability leadership in our operations over the last year. Entrants were evaluated on several metrics, including their energy and digital automation solutions, energy use reductions, operational efficiency, and embracing circularity across the value chain.

We are working to continuously improve transparency of our upstream supply chains and, for instance, we require selected suppliers in the raw materials and packaging sectors to be transparent about the emissions levels of the product portfolio supplied to Henkel. In this way, we have set up different upstream analysis tools for different purposes such as a tool to identify key reduction levers of our raws and packs (in light of Net Zero Actions). The suppliers selected for participation in this Climate Commitment Program collectively account for more than 50 percent of our Scope 3.1 footprint. In 2023, we were able to validate more than 2,500 product carbon footprint data points on raw materials collected from suppliers and make this information available internally as a primary data source. In 2024 we increased this to more than 6,000 product carbon footprint data points.



Seizing collaboration

Collaboration with suppliers and business partners - Sustainable development requires a commitment to action, as well as cooperation with effective partners. The interlinking of different perspectives is an especially good basis for embracing the complex and globally interlinked context of sustainability. This is how specialized knowledge and resources can be effectively combined to drive transformational change.

We understand collaboration to mean adopting responsible business practices and acting sustainably in partnership along the entire value chain. Accordingly, we use a responsible sourcing approach to take a comprehensive view of sustainability aspects along our supply chains, including cooperation with our suppliers. Cooperation with our customers is equally important. With our solutions, we aim to create the greatest possible value for our industry customers and business partners, and to drive sustainability in the focus areas of climate, circular economy, and safety. We also believe it is important to work closely with our retail partners to promote sustainable and resource-efficient consumption. Furthermore, we are committed to engaging in active dialog with our stakeholders. We are involved in initiatives worldwide together with industry representatives and civil society players, and participate in political and social discussions. This networking helps us to make a more holistic assessment of impacts on the economy, environment, and society, and to develop systemic solutions together.

Responsible sourcing

Our responsible sourcing approach focuses on sustainability aspects along our supply chains for the benefit of people and our planet, with the aim of driving transformational change together with our partners. Intensive dialog and close cooperation with our suppliers are essential for achieving sustainable business, process, and production practices. Achieving 100 percent responsible sourcing together with our partners represents our ongoing ambition. Based on our shared mindset and the responsibility we have as a global purchasing organization, we strive to take responsible sourcing decisions globally, across all regions, business units, and material groups. Our strategy is based on our comprehensive risk management and compliance approach. Transparent key figures on the sustainability performance and risks of our suppliers are a basis for fact-based decision-making in sourcing processes and the awarding of contracts. The transparency gained in this area also benefits risk management and risk mitigation, as well as dialog and cooperation with our suppliers.

We go beyond compliance to drive impact and change across our entire value chain, and to create sustainable value for our customers. For example, with respect to climate action, we are making a valuable contribution to a low-carbon economy within sourcing by driving the reduction of greenhouse gas emissions in our supply chains and implementing appropriate sourcing solutions. We are supporting the transition to a circular economy in sourcing by obtaining raw materials and packaging from sustainable sources and adopting a circular approach. In particular, our Purchasing department makes a valuable and active contribution to social progress by demanding and promoting sustainable business practices and respect for human rights along the entire value chain. Our contributions are facilitated by four key enablers – collaboration, transformation, innovation, and empowerment.

Our corporate sustainability targets are translated into procurement team targets, both internal ones and publicly disclosed targets. These targets are tracked and reported regularly and are an important consideration in our supplier relationship management approach. We have been engaging our most strategic partners on sustainability in targeted dialog and working closely with our suppliers and external sustainability partners on various elements of a sustainable supply chain, such as climate action and responsibly sourced palm (kernel) oil, with defined yearly targets and achievements published on our corporate website.

Compliance with the cross-sector Code of Conduct of the German Association of Materials Management, Purchasing, and Logistics (BME) is also mandatory for our suppliers worldwide. Henkel joined the BME in 2009, as its code is based on the ten principles of the United Nations Global Compact and is therefore internationally applicable. Alongside our Responsible Sourcing Policy, the BME code also serves as the basis for contractual relationships with our strategic suppliers, who have either recognized the cross-sector BME code – and hence the principles of the Global Compact – or produced their own comparable code of conduct. Additionally, our Corporate Standard Purchasing remains applicable for our employees. The Chief Procurement Officer (CPO) is responsible for all procurement activities and for ensuring responsible supply chain management. The CPO reports directly to the Chief Financial Officer (CFO).

Our six-step “Responsible Sourcing Process” is a central element of our strategic risk management and compliance approach, which focuses on risk identification and defining appropriate measures to minimize risk. Based on the assessment of our suppliers’ sustainability performance, we use the resulting transparency to support our buyers in working with suppliers to make lasting improvements in the value

chain. These continuous improvement processes are based primarily on knowledge transfer and competence building with respect to process optimization, resource efficiency, and environmental and social standards. This process is an integral part of all our purchasing activities. Using this six-step process, we cover about 97 percent of our purchasing volume in the areas of packaging, raw materials, and contract manufacturing.

Step 1 – Pre-check and risk assessment: This approach to assessing sustainability risks in the supply chain is part of the Group-wide risk management system. We assess risk potential at the regional and country level, as well as at the level of the value chain, including industry-specific risks. In doing so, we concentrate on countries identified by international institutions as being associated with heightened levels of sustainability risks. The assessment includes criteria related to human rights, the environment, and corruption.

Step 2 – Onboarding: The results of the pre-check and the risk assessment are then incorporated into our onboarding process for suppliers. We expect them to acknowledge our Supplier Code of Conduct as well as our Responsible Sourcing Policy. Our onboarding process is anchored in a globally uniform registration system and provides a standardized summary of our sustainability requirements.

Step 3 – Initial assessment or audit: At the start of a new business relationship, suppliers are asked to either disclose existing sustainability performance results or to complete a questionnaire that provides transparency about their sustainability performance. We do this for the significant share of our external purchasing volume using an assessment methodology developed by EcoVadis, an independent sustainability assessment specialist. These questionnaires cover expectations in the areas of safety, health, environment, quality, human rights, employee standards and anti-corruption, and are an integral part of our standard supplier contracts.

In 2021, we introduced the software-as-a-service solution IntegrityNext for suppliers with a lower purchasing volume. This software solution is based on a compact self-assessment questionnaire on sustainability performance and risks. Selected suppliers undergo an audit in addition to the assessment. Henkel works with specialized independent audit companies to check compliance with the defined standards. Our audits consist of on-site inspections (e.g., at production sites) and include both factory inspections and discussions with employees at all levels of the hierarchy.

Step 4 – Analysis of the performance assessment: External sustainability experts, as well as the supplier owners in our Purchasing team, analyze the results of the audits or the results of the EcoVadis assessment to identify sustainability deficits and improvement areas. At the same time, the

suppliers are assigned to different sustainability risk classes. A standardized process ensures that our suppliers implement the corrective actions that have been specified. Repeated serious non-compliance is handled via a defined escalation process and leads to termination of the supplier relationship.

Step 5 – Corrective actions and continuous improvement process: Independently of the results of an audit or assessment, we ask our assessed suppliers to draw up a Corrective Action Plan and to work on the defined areas of potential improvement. We monitor the progress made in implementation together with our suppliers throughout the period leading up to the re-assessment or re-audit.

Step 6 – Re-Assessment / Re-Audit: We use recurring re-assessments or re-audits to monitor the performance progress of our suppliers and ensure a continuous improvement cycle consisting of evaluation, analysis, and corrective measures. Data on the measured sustainability performance of our suppliers is made available in real time via digital platforms.

Our standard supplier contract includes clauses requiring our suppliers' adherence to the United Nations Guiding Principles on Business and Human Rights and lays out specific requirements for our suppliers in the areas of environment, health and safety, compliance with the German Act on Corporate Due Diligence Obligations in Supply Chains (LKSG) and cybersecurity.

We work intensively with our suppliers to improve their sustainability performance. The focus is on initiating positive change throughout the value chain, for instance, through training programs and joint projects. During 2024, we did not receive any notifications of an infringement by any of our strategic business partners that would have given cause for terminating our relationship with that supplier. Our current cooperation with our suppliers centers on the definition and implementation of a common plan for Henkel's sustainability targets for 2025 and beyond. We use different platforms and forums to develop pioneering innovations in the field of sustainable products and technologies together with our suppliers.

We use target agreements as a tool to steer sustainable sourcing solutions with our strategic suppliers. As part of our risk management approach, we are working to continuously improve the transparency of our upstream supply chains with regard to sustainability risks. We therefore also require selected suppliers, e.g. in the raw materials and packaging sectors to be transparent about the emissions levels of the product portfolio supplied to Henkel.

In 2011, Henkel and five other companies in the chemical industry co-founded the initiative "Together for Sustainability – Chemical Supply Chains for a Better World" (TfS). TfS aims to harmonize increasingly complex supply chain management processes with regard to sustainability and to optimize dialog among worldwide business partners. At the heart of the audits and online assessments of the TfS initiative is the core idea: "An audit for one is an audit for

all!". Suppliers then only have to undergo one assessment or one audit. The audits are carried out by a number of selected, independent audit companies. For the online assessments, TfS works with EcoVadis, a sustainability performance assessment specialist. Performance is assessed in the areas of management, environment, health and safety, labor and human rights, and issues of ethical corporate governance. As a number of TfS members are also direct suppliers of Henkel, and these suppliers also assess and audit their suppliers, we achieve a more in-depth approach (tier n) to sustainability practices along the value chain.

Cooperation along the value chain and beyond

We are convinced that we can only drive sustainable change by forging strong partnerships along our entire value chain: from the purchase of raw materials and packaging materials all the way through to our company, including production, logistics, and the use of our products by consumers, as well as reuse in material cycles. We are working with our business partners from industry and retail to develop sustainable solutions and create strong platforms for discussions about current and future challenges. We see cooperation between industry and science as a sustainable approach to incorporating stakeholder perspectives, aligning our actions with their expectations, and jointly promoting sustainable change. Our aim is to create value through these partnerships by building a pioneering network that combines the academic expertise of our partners with our extensive industry experience. This will help us work together to break new ground and drive thought leadership.

ACTIONS

We consistently and successfully implemented our sustainability strategy in 2024. Here you can find examples from the area of seizing collaboration.



In 2011, Henkel launched the Together for Sustainability (TfS) initiative with other companies in the chemical industry. An important milestone in the history of the TfS initiative was reached in 2024 with the introduction of the Product Carbon Footprint (PCF) data model. The standardized platform enables suppliers and companies to generate PCF data from their entire supply chain and exchange it securely, thus creating consistency and comparability in the chemical industry.

As in previous years, internal Henkel stakeholders and new employees in the Purchasing department were also trained on the contents of our responsible sourcing strategy, with a special focus on the requirements of the Supply Chain Due Diligence Act. More than 320 employees in the Purchasing department underwent extensive human rights due diligence training in 2024, focusing on human rights due diligence in supply chains.

In 2024, our Consumer Brands business unit invited guests to its first Sustainability Day event to upskill and inspire them on topics around sustainability. These events address how sustainability is driving positive change in our Consumer Brands business. The program included an international panel, an external keynote speaker and insightful sessions about the topics of transformation & transparency and value creation with Henkel sustainability experts.

During 2024, Henkel continued to focus on building competence and expanding the knowledge of its buyers and suppliers. Henkel experts trained purchasing experts and suppliers in focus areas like palm (kernel) oil, greenhouse gas emissions, contract manufacturing and trade products. Experts at TfS trained more than 2,500 participants in various webinars in five languages in 2024.

Supplier awards are an important way for Henkel to recognize outstanding suppliers for their exceptional contributions to our shared sustainability transformation. In 2024 we awarded Moeve & Unger Fabrikker AS for advancing renewable materials in Henkel Consumer Brands' cleaning products, and BASF for their strong commitment to aligning on Henkel's ambitious sustainability agenda and for supporting the transformation across multiple areas particularly for our Henkel Adhesive Technologies' business.

In 2024 we advanced diversity and inclusion in our supply base by participating in supplier diversity matchmaker events, and by connecting diverse businesses with corporate buyers and procurement leaders. In this way, we aim to increase business opportunities for certified diverse suppliers. An example of our longstanding relationship with diverse suppliers is AgileOne, a woman-owned business. AgileOne delivers comprehensive workforce solutions that align with our commitment to excellence, innovation, and supplier diversity.





In 2024, Henkel Adhesives Technologies opened its state-of-the-art Battery Engineering Center in Düsseldorf, Germany. The center offers a wide range of testing solutions for battery systems, addressing the most critical challenges in electric vehicle (EV) battery design and development. In this way, Henkel reinforces its position as a leading design and innovation partner for automotive OEMs and battery manufacturers in the rapidly evolving E-Mobility sector. This modern infrastructure underscores Henkel's commitment to pushing the boundaries of battery innovation and supporting its partners in the development of safer, more sustainable, and higher-performing battery systems.

Henkel Adhesive Technologies has launched a second Application Center in Thanh Hoa, north Vietnam, to expand its support for leading sports and fashion brands in Asia-Pacific and Greater China. The Application Center will complement Henkel's existing center in Bien Hoa, Ho Chi Minh. It will collaborate closely with Henkel's customers to develop new products and solutions to meet their needs and drive rapid progress in sustainability and innovation. Through the center, Henkel will also assist partners in sustainability by educating them on best practices, facilitating the adoption of alternatives such as water-based products, and implementing process simplification measures to reduce waste and energy consumption.

In 2024, TfS had a pool of around 20,600 active TfS assessments and audits. In the same year, around 3,200 Henkel suppliers underwent a TfS assessment or audit.

Henkel and Samsung have teamed up to offer a laundry experience that combines superior wash performance with energy efficiency for the South Korean market. Leveraging Samsung's proprietary 'AI Bubble™' technology alongside Henkel's Persil Deep Clean enzyme technology, the two companies launched a custom wash cycle that delivers the Persil Deep Clean experience while reducing energy consumption.

Henkel, Kraton, and Dow have achieved a reduction in product carbon footprint for two of Henkel's North American flagship Technomelt products for end-of-line packaging. This is a powerful example of our focus on forging collaborations and creating a sustainable ecosystem. The lower emission formulations maintain food-safe properties customers expect from the legacy designs.

In 2024, Henkel and Solidaridad's partnership celebrated more than ten years of valuable collaboration that brings lasting change to the palm (kernel) oil industry. We have partnered with the civil society organization Solidaridad on initiatives in Colombia, Ghana, Honduras, Indonesia, Mexico, Nicaragua and Nigeria since 2013. The focus was on training in best practice approaches, including climate-friendly agriculture, along with exerting an influence on policy while also involving stakeholders.












INDICATORS

In this ESG Statbook, we show the progress of our ESG indicators over a five-year period. The figures have been rounded up or down. As a result, the rounded figures in some of the rows in the tables may not add up to the totals as indicated. The production-related data for 2024 were determined at all 161 Henkel production sites in 53 countries. This means the data represent 100 percent of our production volume. The published employee indicators cover 99 percent of our employees as of December 31.

Updates in data: Where target-relevant or necessary for clarity, changes are highlighted and explained. Updates of individual or cumulative values are made when greater than 1 percent of the value of the superordinate indicator, including the subordinate indicators.

Targets and ambitions (multi-year overview)

Topic	Targets and ambitions	2020	2021	2022	2023	2024
 CLIMATE	– 42% absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)	New targets as of 2024				– 41%
	– 30% absolute Scope 3 GHG emissions (2030; vs. 2021)					– 19%
	– 90% absolute Scope 1, 2, 3 GHG emissions (2045; vs. 2021)					– 20%
	– 100 million tons of CO ₂ with customers, consumers and suppliers (2016–2025)	> 55 million	> 68 million	> 78 million	> 89 million	> 100 million
 CIRCULARITY	No plastic waste into nature (Ambition) ¹	–	–	–	–	–
	> 30% share of recycled plastic (– 50% fossil-based virgin plastics) for all packaging of our consumer goods products (2025)	15%	16%	16%	20% ²	25%
	100% of packaging designed for recycling or reusability ³ (2025)	89%	86%	87%	87%	89%
	– 50% production waste per ton of product (2025; vs. 2010)	– 38% ²	– 35% ²	– 38% ²	– 36% ²	– 39%
 NATURE	Circular use of production waste material (Ambition 2030) ¹	–	–	–	–	–
	Encourage the responsible use of our products to reduce water consumption (Ambition) ¹	–	–	–	–	–
	– 35% water consumption per ton of product (2025; vs. 2010)	– 26% ²	– 26% ²	– 23% ²	– 23% ²	– 23%
	Circular water use at key manufacturing sites (Ambition 2030) ¹	–	–	–	–	–
	100% paper and cardboard materials recycled or sourced from sustainable origins (2025)	Indicator under development			96%	98%
 EQUITY	100% palm and palm kernel oil responsibly sourced and certified or externally verified (2025)	75%	93%	89%	96%	97%
	Gender parity across all management levels (Ambition 2025)	36.9%	38.1%	38.7%	39.5%	41.9%
	Improve livelihoods of smallholder farmers and protection of nature	~34,000 smallholders	~36,400 smallholders	~38,500 smallholders	~39,300 smallholders	~39,700 smallholders
 EDUCATION	Expand our community education programs and volunteering (Ambition)	–	–	–	–	–
	Engage and empower all employees to take action for sustainability (Ambition)	–	–	–	–	–
	Improve 30 million lives globally (2010–2030)	> 19 million	> 26 million	> 30 million	Achieved since 2022	Achieved since 2022
 WELLBEING	Shape the future of work for our company and employees (Ambition)	–	–	–	–	–
	+60% safer per million hours worked (2025; vs. 2010)	+50%	+42%	+42%	+42%	+47%
	Reach >90% of our employees with global health campaigns (each year)	>90%	>90%	>90%	>90%	>90%
 PERFORMANCE	Each new product contributes to sustainability (Ambition)	–	–	–	–	–
	Provide our customers and consumers with a comprehensive sustainability profile of our products (2025)	Method under development				
	Become three times more efficient (2030; vs. 2010) – Factor 3	64%	74%	121%	156%	186%
 TRANSPARENCY	100% transparency and traceability for palm and palm kernel oil (2025)	75%	84%	89%	89%	95%
 COLLABORATION	100% responsible sourcing together with our partners (Ambition)	–	–	–	–	–

¹ While the ambitions generally embrace a long-term time horizon, we define them in concrete terms by setting medium-term and measurable targets.

² Data has been adjusted as part of our data review.

³ Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

REGENERATIVE PLANET

Climate

	Unit	2020	2021	2022	2023	2024	Reference
ENERGY							
Energy consumption and mix							
Fuel consumption from coal and coal products ^{1,2}	MWh	81,471	76,516	53,922	40,778	10,078	CSRD E1-5
	% share	3.4	3.0	2.3	1.9	0.5	CSRD E1-5
Fuel consumption from crude oil and petroleum products ^{1,2}	MWh	223,854	231,746	225,825	213,554	196,205	CSRD E1-5
	% share	9.4	9.1	9.6	9.9	9.3	CSRD E1-5
Fuel consumption from natural gas ^{1,2}	MWh	1,341,746	1,345,096	1,110,323	947,542	769,423	CSRD E1-5
	% share	56.5	52.9	47.0	43.9	36.4	CSRD E1-5
Fuel consumption from other fossil sources ^{1,2}	MWh	4,352	4,434	1,897	570	152	CSRD E1-5
	% share	0.2	0.2	0.1	0.0	0.0	CSRD E1-5
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources ^{1,2}	MWh	459,947	369,550	300,800	177,310	139,946	CSRD E1-5
	% share	19.4	14.5	12.7	8.2	6.6	CSRD E1-5
Total fossil energy consumption	MWh	2,111,371	2,027,343	1,692,766	1,379,753	1,115,803	CSRD E1-5
	% share	89.0	79.7	71.7	63.9	52.8	CSRD E1-5
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.) ^{1,2}	MWh	–	41,060	145,918	171,194	326,720	CSRD E1-5
	% share	–	1.6	6.2	7.9	15.5	CSRD E1-5
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources ^{1,2}	MWh	366,538	466,614	509,694	596,061	652,802	CSRD E1-5
	% share	15.4	18.3	21.6	27.6	30.9	CSRD E1-5
Consumption of self-generated non-fuel renewable energy ^{1,2}	MWh	3,988	7,077	10,297	13,836	18,934	CSRD E1-5
	% share	0.2	0.3	0.4	0.6	0.9	CSRD E1-5
Total renewable energy consumption ^{1,2}	MWh	370,526	514,751	665,910	781,090	998,456	CSRD E1-5
	% share	15.6	20.2	28.2	36.1	47.2	CSRD E1-5
Share of acquired electricity compared to overall acquired electricity							
For virtual agreements	%	Newly reported indicator since 2024				53	CSRD E1-6
For eco tariffs	%	Newly reported indicator since 2024				28	CSRD E1-6
For unbundled energy attribute certificates	%	Newly reported indicator since 2024				6	CSRD E1-6
Not assigned an attribute or an attribute relationship cannot be established	%	Newly reported indicator since 2024				13	CSRD E1-6

TABLE CONTINUED ON NEXT PAGE

	Unit	2020	2021	2022	2023	2024	Reference
Own energy production							
Own energy generation total	MWh	Newly reported indicator since 2024				935,711	CSRD E1-5
From renewable sources	MWh	Newly reported indicator since 2024				99,107	CSRD E1-5
From fossil sources	MWh	Newly reported indicator since 2024				836,604	CSRD E1-5
Energy intensity							
Net revenue from activities in high climate impact sectors used to calculate energy intensity	Million Euros	Newly reported indicator since 2024				21,585.9	CSRD E1-5
Energy consumption ^{1, 2}	MWh	2,481,896	2,542,094	2,358,676	2,160,843	2,114,259	CSRD E1-5
Energy intensity based on net revenue (manufacturing sector)	MWh/Million Euros	Newly reported indicator since 2024				97.9	CSRD E1-5
¹ Recalculated to use updated emission or conversion factors, including CO ₂ e instead of CO ₂ .							
² Updated to include data for the vehicle fleet and non-production locations.							
EMISSIONS							
GHG emissions							
Scope 1 emissions							
Gross scope 1 emissions excluding biogenic CO ₂ emissions	t CO ₂ e	610,736	618,089	542,519	489,255	405,621	CSRD MDR-T, E1-4, E1-6
Scope 1 from steam, heat and electricity, and other used by Henkel ^{1, 2, 3}	t CO ₂ e	360,240	360,792	301,851	260,564	220,463	CSRD MDR-T, E1-4, E1-6
Scope 1 from steam, heat and electricity, supplied to third parties	t CO ₂ e	250,496	257,298	240,669	228,691	185,158	CSRD MDR-T, E1-4, E1-6
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	%	Newly reported indicator since 2024				56	CSRD MDR-T, E1-4, E1-6
Scope 2 GHG emissions (t CO ₂ e)							MDR-T, E1-4, E1-6
Gross location-based Scope 2 GHG emissions ^{1, 2}	t CO ₂ e	316,962	330,837	321,516	310,970	320,897	CSRD MDR-T, E1-4, E1-6
Gross market-based Scope 2 GHG emissions ^{1, 2}	t CO ₂ e	209,470	160,242	121,800	71,074	55,988	CSRD MDR-T, E1-4, E1-6
Scope 1 and 2 GHG emissions							MDR-T, E1-4, E1-6
Scope 1 and 2 GHG emissions SBTi target scope ^{1, 2, 3}	t CO ₂ e	820,206	778,331	664,319	560,329	461,609	CSRD MDR-T, E1-4, E1-6
Significant Scope 3 GHG emissions							MDR-T, E1-4, E1-6
Total gross indirect (Scope 3) GHG emissions	t CO ₂ e		n/a ⁴	n/a ⁴	n/a ⁴	37,676,071	CSRD MDR-T, E1-4, E1-6
Scope 3 GHG emissions SBTi target scope	t CO ₂ e		17,990,055	n/a ⁵	n/a ⁵	14,512,249	CSRD MDR-T, E1-4, E1-6
1 Purchased goods and services total	t CO ₂ e		14,289,354	n/a ⁵	n/a ⁵	11,468,812	CSRD MDR-T, E1-4, E1-6
1 Purchased raw materials	t CO ₂ e		8,997,901	n/a ⁵	n/a ⁵	6,984,857	CSRD MDR-T, E1-4, E1-6
1 Purchased packaging materials	t CO ₂ e		2,383,257	n/a ⁵	n/a ⁵	1,750,742	CSRD MDR-T, E1-4, E1-6
1 Other 3.1 Emissions ⁵	t CO ₂ e		2,908,196	n/a ⁵	n/a ⁵	2,733,213	CSRD MDR-T, E1-4, E1-6
2 Capital goods	t CO ₂ e		207,500	n/a ⁵	n/a ⁵	259,335	CSRD MDR-T, E1-4, E1-6
3 Fuel and energy-related activities (not included in Scope1 or Scope 2)	t CO ₂ e		315,895	n/a ⁵	n/a ⁵	235,407	CSRD MDR-T, E1-4, E1-6
4 Upstream transportation and distribution	t CO ₂ e		1,096,389	n/a ⁵	n/a ⁵	818,920	CSRD MDR-T, E1-4, E1-6
5 Waste generated in operations	t CO ₂ e		72,620	n/a ⁵	n/a ⁵	39,111	CSRD MDR-T, E1-4, E1-6

TABLE CONTINUED ON NEXT PAGE

	Unit	2020	2021	2022	2023	2024	Reference
6 Business travel	t CO ₂ e		14,044	n/a ⁵	n/a ⁵	56,818	CSRD MDR-T, E1-4, E1-6
7 Employee commuting	t CO ₂ e		47,221	n/a ⁵	n/a ⁵	42,003	CSRD MDR-T, E1-4, E1-6
8 Upstream leased assets	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T, E1-4, E1-6
9 Downstream transportation and distribution	t CO ₂ e		66,708	n/a ⁵	n/a ⁵	67,170	CSRD MDR-T, E1-4, E1-6
10 Processing of sold products	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T, E1-4, E1-6
11 Use of sold products	t CO ₂ e		29,217,000	n/a ⁵	n/a ⁵	23,163,822	CSRD MDR-T, E1-4, E1-6
12 End-of-life treatment of sold products	t CO ₂ e		1,864,474	n/a ⁵	n/a ⁵	1,436,546	CSRD MDR-T, E1-4, E1-6
13 Downstream leased assets	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T, E1-4, E1-6
14 Franchises	t CO ₂ e		n/a	n/a	n/a	n/a	CSRD MDR-T, E1-4, E1-6
15 Investments ⁶	t CO ₂ e		15,909	n/a ⁵	n/a ⁵	88,127	CSRD MDR-T, E1-4, E1-6
Total GHG emissions							
Total GHG emissions (location-based)	t CO ₂ e		n/a ⁴	n/a ⁵	n/a ⁵	38,402,589	CSRD MDR-T, E1-4, E1-6
Total GHG emissions (market-based)	t CO ₂ e		n/a ⁴	n/a ⁵	n/a ⁵	38,137,680	CSRD MDR-T, E1-4, E1-6
Total GHG emissions (SBTi target scope)	t CO ₂ e		18,768,446	n/a ⁵	n/a ⁵	14,973,858	CSRD MDR-T, E1-4, E1-6
Biogenic emissions							
Biogenic CO ₂ emissions from stationary and mobile combustion (Scope 1) ^{1, 2, 7, 8}	t CO ₂ e	15,655	24,683	46,473	42,874	73,556	CSRD MDR-T, E1-4, E1-6
GHG intensity							
Net revenue from activities in high climate impact sectors ⁹ used to calculate energy intensity	Million Euros	19,250	20,066	22,397	21,514	21,586	CSRD E1-6
Location-based GHG emissions	t CO ₂ e	Newly reported indicator since 2024				38,402,589	CSRD E1-6
Location-based GHG intensity based on net revenue	t CO ₂ e/Million Euros	Newly reported indicator since 2024				1,779.1	CSRD E1-6
Market-based GHG emissions	t CO ₂ e	Newly reported indicator since 2024				38,137,680	CSRD E1-6
Market-based GHG intensity based on net revenue	t CO ₂ e/Million Euros	Newly reported indicator since 2024				1,766.8	CSRD E1-6

¹ Recalculated to use updated emission or conversion factors, including CO₂e instead of CO₂.

² Updated to include data for the vehicle fleet and non-production locations.

³ Updated to include refrigerant and process emissions.

⁴ Data is not meaningful as the base year representation refers only to the scope of our SBTi targets and does not include the category (3.11) for emissions from the indirect use phase.

⁵ We published our new SBTi targets in 2024 with the base year 2021. Due to methodological/scope changes, we don't have Scope 3 data comparable/available for 2022 and 2023.

⁶ The investments taken into account for calculating the emissions for the year 2024 relate to the previous year. In the base year 2021, the investments from the same year were used.

⁷ Adjusted as part of our data review.

⁸ Updated to include emissions from external sale.

⁹ The reported net revenue is disclosed under the high climate impact sector of the processing industry.

	Unit	2020	2021	2022	2023	2024	Reference
HENKEL'S PREVIOUS INTENSITY CLIMATE TARGETS (BASE YEAR 2017)							
Scope 1 and 2 GHG emissions (t CO ₂ /t production volume) ¹	2017 base year intensity		n/a ³	n/a ³	n/a ³	84.3	CSRD MDR-T, E1-4, E1-6
	reporting year intensity		n/a ³	n/a ³	n/a ³	30.4	CSRD MDR-T, E1-4, E1-6
Progress compared to the base year	%		n/a ³	n/a ³	n/a ³	– 63.9	CSRD MDR-T, E1-4, E1-6
Scope 3.1 GHG emissions (t CO ₂ e/t production volume) ²	2017 base year intensity		n/a ³	n/a ³	n/a ³	1.5	CSRD MDR-T, E1-4, E1-6
	reporting year intensity		n/a ³	n/a ³	n/a ³	1.30	CSRD MDR-T, E1-4, E1-6
Progress compared to the base year	%		n/a ³	n/a ³	n/a ³	– 15.3	CSRD MDR-T, E1-4, E1-6

¹ The emissions metrics used to calculate the metric are net values that were determined by giving consideration to the following assumptions. Emissions from the generation of energy to be sold to third parties, from vehicle fleets, from refrigerant and process emissions, and from non-production locations are not included in these numbers. Emissions are calculated using the market-based method in accordance with the GHG Protocol. The reporting on the intensity targets with base year 2017 considers all Scope 1 and Scope 2 related business activities from 2019, excluding business activities in Russia. This excludes emission sources that were reported in separate lines (vehicle fleets that are reported under business travel, biogenic emissions that are reported in addition to the Scopes) and various emission factors (CO₂, current targets for Scope 1 and 2 use CO₂e).

² Reporting on the 2017 base year intensity target takes into account all Scope 3.1-relevant business activities in 2021, excluding those in Russia, and was extrapolated based on the activities in 2021. This only includes sources of emissions from raw materials and packaging materials purchased in this specific year. This corresponds to the definition of the Sustainable Finance Framework (October 2021).

³ Target has been replaced by new SBTi target, we only disclose 2024 values for full transparency during the shift.

SHARE OF MODE OF TRANSPORT BY TON-KILOMETER

Gross shipment weights

Truck	%	67	63	65	63	63	Other
Rail	%	9	10	11	7	6	Other
Ship	%	23	26	23	29	30	Other
Air	%	1	1	1	1	1	Other

	Unit	Base Year 2021	N-1 = 2023	N = 2024	Annual % target / previous year	Reduction compared to base year (%N / base year)	2030 target	2045 target	Annual % target / base year	Reference
SCIENCE-BASED TARGETS										
SBTi Targets										
Reduction of absolute Scope 1 and Scope 2 GHG emissions (vs. 2021)	%						– 42			CSRD E1-4
Reduction of absolute Scope 3 GHG emissions (vs. 2021)	%						– 30			CSRD E1-4
Reduce of absolute Scope 1, 2 and 3 GHG emissions (vs. 2021) – net-zero target	%							– 90		CSRD E1-4
GHG emissions										
Scope 1 and 2 GHG emissions										
Scope 1 and 2 GHG emissions SBTi target scope	t CO ₂ e	778,331	n/a	461,609	n/a	40.7%	451,432	n/a	4.7%	CSRD MDR-T, E1-4, E1-6
Significant Scope 3 GHG emissions										
Scope 3 GHG emissions SBTi target scope	t CO ₂ e	17,990,115	n/a	14,512,249	n/a	19.3%	12,593,080	n/a	3.3%	CSRD MDR-T, E1-4, E1-6
Total GHG emissions										
Total GHG emissions SBTi target scope	t CO ₂ e	18,768,446	n/a	14,973,858	n/a	20.2%	n/a	1,876,845	3.8%	CSRD MDR-T, E1-4, E1-6
Emission reduction targets / levers										
Contributions of the Scope 1 and 2 levers to achieving emission reduction targets										
GHG emissions	%	100					58			CSRD E1-3
Energy use/Energy efficiency	%						– 9.1			CSRD E1-3
Energy use/Purchasing renewable energies and fuels	%						– 32.2			CSRD E1-3
Use of energy/Use of renewable energies	%						– 0.6			CSRD E1-3
Contributions of the Scope 3 levers to achieving emission reduction targets										
GHG emissions	%	100					70			CSRD E1-3
Ecodesign/Format design	%						– 1.5			CSRD E1-3
Ecodesign/Packaging design	%						– 0.5			CSRD E1-3
Low-carbon materials/Packaging	%						– 0.5			CSRD E1-3
Low-carbon materials/Raw materials	%						– 15.6			CSRD E1-3
Low-carbon materials/Supplier commitment	%						– 9.8			CSRD E1-3
Efficient logistics/Logistics optimization	%						– 0.5			CSRD E1-3
Efficient logistics/Low-carbon transportation	%						– 1.5			CSRD E1-3
Resources realting to the climate transition plan										
		2025 (SHORT-TERM)		2026–2029 (MEDIUM-TERM)		2030 (LONG-TERM)				
Additional operating expenditures (OpEx) vs. 2024 p.a.	Million Euros	80 – 100		140 – 400		400 – 500				CSRD E1-3

Biodiversity and ecosystems

	Unit	2020	2021	2022	2023	2024	Reference
BIODIVERSITY AND ECOSYSTEMS METRICS							
Number of sites that have an impact on biodiversity	Number	Newly reported indicator since 2024				18	CSRD E4-5
Area of sites that have an impact on biodiversity	Hectares	Newly reported indicator since 2024				15,857	CSRD E4-5
Total volume of purchased palm oil / palm kernel oil and its derivatives	Metric tons	Newly reported indicator since 2024				79,002	CSRD E4-4
Volume of the above used to determine target achievement	Metric tons	Newly reported indicator since 2024				78,143	CSRD E4-4
Covered through RSPO-Mass balance (MB)-certificates	Metric tons	Newly reported indicator since 2024				75,958	CSRD E4-3
Covered through RSPO-Segregated (SG)-certificates	Metric tons	Newly reported indicator since 2024				17	CSRD E4-3
Share of palm and palm kernel oil responsibly sourced and certified or externally verified	%	93		89	96	97	Other
Share of paper and cardboard materials recycled or sourced from sustainable origins	%	Newly reported indicator since 2023			96	98	Other

Water

	Unit	2020	2021	2022	2023	2024	Reference
WATER METRICS							
Total water consumption ¹	m ³	4,633,624	4,814,511	4,623,457	4,180,480	3,858,063	CSRD E3-4
Total water withdrawal ^{1, 2}	m ³	7,987,093	7,985,025	7,771,290	6,783,473	6,727,625	CSRD E3-4
Total blue water withdrawal intensity ³ per ton of product	m ³ /tons	0.92	0.92	0.96	0.95	0.96	CSRD E3-4
Total water consumption intensity per million euros net revenue	m ³ / Million Euros	241	240	206	194	179	CSRD E3-4
Total water recycled and reused	m ³	Newly reported indicator since 2024				778,210	CSRD E3-4
Total water stored	m ³	Newly reported indicator since 2024				131,779	CSRD E3-4
Water consumption in areas of water stress	m ³					1,762,678	CSRD E3-4
Water consumption in areas at water risk, including areas of water stress	m ³					1,810,369	CSRD E3-4
Water consumption in areas at water risk	m ³					856,073	CSRD E3-4
Water consumption in areas at water risk, thereof in areas of water stress	m ³					808,381	CSRD E3-4
Water consumption in areas of water stress, but no increased overall water risk	m ³					954,297	CSRD E3-4
Volume of wastewater ¹	m ³	3,353,469	3,170,514	3,147,833	2,602,993	2,869,562	Other
River basins, where company's operational sites are located in	Number	Newly reported indicator since 2024				111	CSRD E3-4

¹ Data has been adjusted as part of our data review. Non-production sites have been included.

² The metric reported as "water consumption" in past sustainability reports is now reported as "water withdrawal".

³ Water withdrawal from surface waters, groundwater and water from third parties for own production.

Resource inflows & outflows

	Unit	2020	2021	2022	2023	2024	Reference
METRICS FOR RESOURCE INFLOWS							
Total weight of products and technical and biological materials used during the reporting period							
Total weight of products and technical and biological materials used during the reporting period	Metric tons	Newly reported indicator since 2024				12,700,562	CSRD E5-4
Percentage of biological materials and biofuels used for non-energy purposes	%	Newly reported indicator since 2024				3	CSRD E5-4
Absolute weight of secondary reused or recycled components, secondary intermediary products and secondary materials used in the production of the Company's products and services (including packaging)	Metric tons	Newly reported indicator since 2024				226,179	CSRD E5-4
Percentage of secondary reused or recycled components, secondary intermediary products and secondary materials used in the production of the Company's products and services (including packaging)	%	Newly reported indicator since 2024				2	CSRD E5-4
METRICS FOR RESOURCE OUTFLOWS							
Total amount of waste generated	Metric tons	126,789	137,883	146,492	151,255	131,708	CSRD E5-5
Thereof, construction and demolition waste		17,670	22,923	35,118	46,710	35,040	Other
Waste diverted from disposal, with a breakdown between hazardous waste and non-hazardous waste and a breakdown by recovery operation types							
Non-hazardous waste diverted from disposal	Metric tons	46,191	54,314	58,276	63,148	50,406	CSRD E5-5
Non-hazardous waste diverted from disposal due to preparation for reuse	Metric tons	n/a	n/a	n/a	n/a	n/a	CSRD E5-5
Non-hazardous waste diverted from disposal due to recycling	Metric tons	42,244	49,726	54,863	60,384	43,942	CSRD E5-5
Non-hazardous waste diverted from disposal due to other recovery operations	Metric tons	3,947	4,588	3,413	2,763	6,464	CSRD E5-5
Hazardous waste diverted from disposal	Metric tons	4,925	6,156	5,764	9,784	7,987	CSRD E5-5
Hazardous waste diverted from disposal due to preparation for reuse	Metric tons	n/a	n/a	n/a	n/a	n/a	CSRD E5-5
Hazardous waste diverted from disposal due to recycling	Metric tons	3,223	4,242	3,632	7,879	2,588	CSRD E5-5
Hazardous waste diverted from disposal due to other recovery operations	Metric tons	1,703	1,913	2,132	1,905	5,398	CSRD E5-5
Waste directed to disposal by waste treatment type and the total amount summing all three types, with a breakdown between hazardous waste and non-hazardous waste							
Non-hazardous waste directed for disposal	Metric tons	51,641	55,229	55,184	57,230	50,526	CSRD E5-5
Non-hazardous waste directed for disposal through incineration	Metric tons	17,174	21,897	21,421	23,440	30,970	CSRD E5-5
Non-hazardous waste directed for disposal through landfill	Metric tons	30,189	28,830	26,482	20,671	15,571	CSRD E5-5
Non-hazardous waste directed for disposal through other types of disposal	Metric tons	4,278	4,502	7,281	13,120	3,984	CSRD E5-5
Hazardous waste directed for disposal	Metric tons	24,032	22,184	27,245	21,094	22,789	CSRD E5-5
Hazardous waste directed for disposal through incineration	Metric tons	19,620	19,489	19,275	18,372	19,864	CSRD E5-5
Hazardous waste directed for disposal through landfill	Metric tons	2,407	1,287	793	1,271	1,128	CSRD E5-5
Hazardous waste directed for disposal through other types of disposal	Metric tons	2,005	1,409	7,177	1,451	1,797	CSRD E5-5

TABLE CONTINUED ON NEXT PAGE

	Unit	2020	2021	2022	2023	2024	Reference
Non-recycled waste							
Non-recycled waste	Metric tons	81,322	83,914	87,973	81,261	85,177	CSRD E5-5
Percentage of non-recycled waste	%	64	61	60	54	65	CSRD E5-5
Hazardous waste							
Total amount of hazardous waste	Metric tons	28,957	28,340	33,008	30,878	30,776	CSRD E5-5
Total amount of radioactive waste	Metric tons	n/a	n/a	n/a	n/a	n/a	CSRD E5-5

Packaging

	Unit	2020	2021	2022	2023	2024	Reference
PACKAGING INDICATORS OF OUR PRODUCTS							
Total amount of purchased wood-based packaging	1,000 metric tons	Newly reported indicator since 2024				222.4	CSRD MDR-T, E4-4
Share of recycled wood-based packaging	%	Newly reported indicator since 2024				64	CSRD MDR-T, E4-4
Share of certified non-recycled wood-based packaging	%	Newly reported indicator since 2024				34	CSRD MDR-T, E4-4
Share of recycled plastic in the packaging of our consumer goods products	%	15	16	16	20*	25	CSRD MDR-T, E5-3
Packaging designed for recyclability or reusability ¹	%	89	86	87	87	89	CSRD MDR-T, E5-3
Packaging Shares²							
Plastic	Metric tons	347,758	341,025	308,191	287,566	269,078	Other
	%	47	48	46	46*	46	Other
Paper	Metric tons	325,036	304,937	286,028	244,894	231,683	Other
	%	44	43	43	40	40	Other
Metal	Metric tons	58,283	56,200	66,639	81,059	79,180	Other
	%	8	8	10	13*	14	Other
Glass	Metric tons	4,563	4,386	4,640	6,293	5,376	Other
	%	1	1	1	1	1	Other

* Data has been adjusted as part of our data review.

¹ Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

² This calculation is based on a detailed evaluation of packaging materials placed on the market. In 2023, there was a change in methodology from using purchased data to sales data, among other things. In doing so, the previous year's data remain comparable with this year's footprint data. Additionally, we use an approximation based on product quantities sold, where required.

Further environmental indicators

	Unit	2020	2021	2022	2023	2024	Reference
DUST EMISSIONS							
Dust emissions ^{1, 2}	Metric tons	242	231	232	206	160	Other
¹ The values include aerosols, since these are difficult to distinguish from dust during measurements.							
² New methodology: All values calculated through emission factors, based only on energy consumption.							
SULFUR DIOXIDE EMISSIONS							
Sulfur dioxide emissions ¹	Metric tons	52	45	76	55	91	Other
¹ New methodology: All values calculated through emission factors, based only on energy consumption.							
NITROGEN OXIDE EMISSIONS							
Nitrogen oxide emissions ¹	Metric tons	352	325	338	317	430	Other
¹ New methodology: All values calculated through emission factors, based only on energy consumption.							

Operational incidents and environmental violations

Henkel openly reports operational incidents when the consequences include at least one of the following:

- Endangerment of the neighborhood or the environment.
- Tangible losses of more than 500,000 Euros.
- A high level of public reaction.

Furthermore, Henkel transparently reports on environmental violations where the resulting fine exceeds 10,000 Euros.

The measures and corrective actions initiated as a result are also disclosed.

ENVIRONMENTAL VIOLATIONS

2024	There were no environmental violations in 2024.
2023	There were no environmental violations in 2023.
2022	There were no environmental violations in 2022.
2021	There were no environmental violations in 2021.
2020	There were no environmental violations in 2020.

OPERATIONAL INCIDENTS

2024	<p>In December 2024, a third party contractor suffered a fatal electric shock while using a high-pressure water device during cleaning activities. The incident occurred at a HCB production site. Immediate actions were taken, including the blocking of all jet washers and initiating a safety stand-down.</p> <p>Measures initiated: Henkel was in close contact with the family of the employee and with the authorities to support the investigation of the case. Subsequent measures involved conducting a comprehensive risk assessment and management of change training for the site. Preventive actions were implemented, including the addition of engineering controls to enhance safety.</p>
	<p>In August 2024 at our Adhesive production plant in Salisbury, USA, a neighbouring company's 500,000 gallon fire water storage tank collapsed, releasing a surge of water and debris that caused significant property damage across the Henkel site. No Henkel employees were injured, though several contractors sustained minor injuries. The force of the water pushed an articulating boom lift into a nearby natural gas main, resulting in a gas leak and prompting a site-wide evacuation. Extensive damage occurred in multiple areas of the plant, resulting in contamination of a local creek with a water/diesel mixture. All production was ceased, damage assessments were carried out, and a clean-up contractor was engaged to contain and clean the contaminated area.</p> <p>Measures initiated: An investigation team and crisis management team were assembled to determine the cause of the rupture and oversee the resumption of production. Repairs and replacements of the damaged facilities are underway, with enhanced measures implemented to ensure routine tank inspections and prevent future incidents.</p>
2023	<p>In May 2023, a fatal accident involving a temporary employee occurred at our detergent factory in Beirut, Lebanon. The employee was fatally injured while attempting to use a freight elevator for raw materials. The family and authorities were notified promptly.</p> <p>Measures initiated: Henkel was in close contact with the family of the victim and cooperated with the local authorities in the accident investigation. All elevators at the site were checked for safety before resuming operation. Safety inspections of the elevators were carried out at all Henkel production sites.</p>
	<p>In June 2023, a sales employee in Poland had a fatal accident while driving to a customer by car. No other vehicles or people were involved in the accident.</p> <p>Measures initiated: Henkel was in close contact with the family of the employee and with the authorities to support the investigation of the case.</p>
2022	There were no operational incidents in 2022.
2021	There were no operational incidents in 2021.
2020	<p>A fire broke out in the shredder plant at the waste disposal center on the Düsseldorf, Germany, site in May 2020. It occurred during the shredding of plastic containers that had been emptied of residual material. The site fire service was alerted by the automatic fire alarm system and by an employee. Together with Düsseldorf's professional fire department, which was also alerted, it extinguished the fire in a short period of time. No personal injuries were sustained. The firefighting water was properly disposed of in consultation with the relevant authorities.</p> <p>Measures initiated: The waste disposal process was examined and employees working in waste-generating operations at the Düsseldorf site were trained in proper waste disposal. In addition, the shredding process was assessed to see how safety could be improved. The resulting recommendation is that any new shredder should be designed with an extinguishing system in mind and implemented as such.</p>
	<p>In July 2020, a fatal accident involving a temporary employee occurred at our detergent factory in Ibadan, Nigeria. The employee was fatally injured inside a soap mixing machine when he attempted to access it during normal operation. The machine was immediately stopped with the emergency shut-off switch. Family and authorities were notified promptly. The causal analysis revealed a failure of the machine safeguard.</p> <p>Measures initiated: Henkel was in close contact with the family of the victim and cooperated with the Nigerian government in the accident investigation. All machinery at the Nigerian site was checked for safety before operations were resumed. A safety inspection was also conducted on all machines at our sites with similar production areas.</p>
	<p>Air contamination occurred due to an overpressure incident at our Laundry & Home Care production site in St. Louis, USA, in May 2020. A raw material caused overpressure in the facility's air duct system while a truck was being unloaded. All the processes were shut down and repair work was started promptly. No personal injuries occurred.</p> <p>Measures initiated: After the factory's air ducts had been decontaminated and before operations were resumed, all the containers at the sulfonation facility were inspected for possible damage. In addition, Henkel took preventive measures at all sites worldwide with similar production processes, with the aim of preventing similar incidents in the future.</p>
	<p>A fire occurred in March 2020 at our adhesives plant in Bopfinger, Germany, during production of a hotmelt adhesive, causing extensive property damage. The building was evacuated once the fire alarm had been set off and the facility had been shut down as an emergency measure. The fire service was able to bring the fire under control after a short period of time. Further damage was prevented by the safety equipment installed. The resulting extinguishing water was properly disposed of in coordination with the responsible authorities.</p> <p>Measures initiated: An investigation team and a crisis management team were formed to establish the cause of the fire, while coordinating the smooth resumption of production at a different site.</p>

THRIVING COMMUNITIES

Own workforce

	Unit	2020	2021	2022	2023	2024	Reference
TOTAL NUMBER OF EMPLOYEES¹ BY GENDER							
Total number of employees¹	Headcount	52,950	52,450	51,200	47,750	47,150	CSRD S1-6
Female	Headcount	18,200	18,350	18,000	18,000	18,300	CSRD S1-6
Male	Headcount	32,300	31,700	30,850	29,750	28,850	CSRD S1-6
¹ Permanent employees excluding apprentices as of December 31, values are rounded.							
TOTAL NUMBER OF PERMANENT EMPLOYEES, TEMPORARY EMPLOYEES AND NON-GUARANTEED HOURS EMPLOYEES¹, BY GENDER							
Number of permanent employees¹ (headcount)	Headcount	45,200	44,600	43,550	43,050	42,300	CSRD S1-6
Female	Headcount	16,150	16,150	15,850	16,050	16,300	CSRD S1-6
Male	Headcount	29,050	28,450	27,700	27,000	26,000	CSRD S1-6
Number of temporary employees¹ (headcount)	Headcount	5,300	5,450	5,300	4,700	4,850	CSRD S1-6
Female	Headcount	2,050	2,200	2,150	1,950	2,000	CSRD S1-6
Male	Headcount	3,250	3,250	3,150	2,750	2,850	CSRD S1-6
Employees¹ per region							
Europe	Headcount	24,100	24,100	23,650	20,850	20,450	CSRD SBM-1
	%	45.5	46.0	46.2	43.7	43.4	CSRD SBM-1
IMEA	Headcount	5,800	5,650	5,150	5,000	5,000	CSRD SBM-1
	%	11.0	10.7	10.1	10.5	10.6	CSRD SBM-1
North America	Headcount	8,850	8,250	8,300	8,050	7,850	CSRD SBM-1
	%	16.7	15.7	16.2	16.8	16.6	CSRD SBM-1
Latin America	Headcount	6,150	6,300	5,500	5,250	5,400	CSRD SBM-1
	%	11.6	12.0	10.7	11.0	11.5	CSRD SBM-1
Asia-Pacific	Headcount	8,100	8,150	8,600	8,600	8,500	CSRD SBM-1
	%	15.3	15.6	16.8	18.0	18.0	CSRD SBM-1

	Unit	2020	2021	2022	2023	2024	Reference
Total number of employees¹ by country²							
Germany	Headcount	8,700	8,700	8,550	8,350	8,050	CSRD S1-6
Male	Headcount	5,350	5,350	5,250	5,100	4,850	Other
Female	Headcount	3,350	3,350	3,300	3,250	3,200	Other
USA	Headcount	8,300	7,750	7,700	7,500	7,200	CSRD S1-6

¹ Permanent employees excluding apprentices as of December 31, values are rounded.

² Applicable to countries where Henkel has at least 50 employees, accounting for at least 10 percent of Henkel's total workforce.

STRUCTURE OF WORKFORCE

Non-managerial employees	%	76.0	74.9	74.0	72.6	71.4	Other
Managers	%	22.5	23.6	24.5	25.9	27.0	Other
Top managers ¹	%	1.4	1.5	1.5	1.5	1.5	Other

¹ Corporate Senior Vice Presidents, Management Circles I and IIa.

EMPLOYEE FLUCTUATION

Voluntary turnover rate ¹	%	4.5	7.0	7.7	5.9	5.2	Other
Total number of employees who have left the company and turnover rate	Headcount	Newly reported indicator since 2024				6,250	CSRD S1-6
	%					13.1	CSRD S1-6

¹ Based on employee resignations.

PART-TIME EMPLOYEES

Part-time contracts, global	%	3.1	3.0	3.1	3.1	3.0	Other
Western Europe (including Germany)	%	9.1	8.9	9.0	9.0	9.1	Other
Germany	%	11.7	11.5	11.7	11.8	12.1	Other

Part-time work models are of relevance mainly in Western Europe and especially in Germany. In other regions, such as Asia/Pacific, IMEA and Latin America, there is significantly less demand for part-time work models.

PERSONNEL DEVELOPMENT

Internal promotion (managers)	Headcount	1,322	1,429*	1,352*	1,507*	1,416	Other
International job rotations	Headcount	235	235	240	225	260	Other
Trainees (Germany) ¹	Headcount	520	499	469	462	464	Other
Average number of training days ²	Days	1.5	2.3	2.2	2.5	2.7	Other

* Data has been adjusted as part of our data review.

¹ Initial vocational training includes trainees and Bachelor students.

² Our employees have many different development opportunities. In addition to traditional training courses and in-person seminars, they also include eLearning modules and on-the-job training.

	Unit	2020	2021	2022	2023	2024	Reference
TRAINING CATEGORIES / NUMBER OF TRAINING COURSES							
Campus	Number	–	–	4,320	4,927	5,036	Other
	%			26.7	30.5	31.7	Other
General Learning	Number	–	–	4,949	4,631	4,790	Other
	%			30.6	28.7	30.2	Other
Digital	Number	–	–	2,889	2,531	2,362	Other
	%			17.9	15.7	14.9	Other
Personal Skills	Number	–	–	1,977	1,886	1,638	Other
	%			12.2	11.7	10.3	Other
Leadership	Number	–	–	670	1,004	771	Other
	%			4.1	6.2	4.9	Other
Sustainability	Number	–	–	996	802	865	Other
	%			6.2	5.0	5.5	Other
Global Onboarding	Number	–	–	151	140	199	Other
	%			0.9	0.9	1.3	Other
Resilience	Number	–	–	–	64	71	Other
	%			–	0.4	0.5	Other
Strategy	Number	–	–	16	20	21	Other
	%			0.1	0.1	0.1	Other
Miscellaneous	Number	–	–	200	142	118	Other
	%			1.2	0.9	0.7	Other
EMPLOYEES WITH COLLECTIVE BARGAINING AGREEMENTS							
Share worldwide ¹	%	49.4	49.5	49.0	49.5	48.1	CSRD S1-8
Germany ¹	%	82.2	82.2	84.1	83.8	83.3	CSRD S1-8

¹ For 2020 – 2023, indicator includes employees represented by independent trade union or covered by collective bargaining agreement. For the 2024 reporting year, however, indicator comprises employees with collective bargaining agreements only.

Diversity

	Unit	2020	2021	2022	2023	2024	Reference
AGE AND SENIORITY							
Average seniority in years	Years	10.8	10.7	10.8	10.9	10.8	Other
Average age of employees in years	Years	41.3	41.3	41.6	41.8	41.7	Other
Age group							
Under 30 years	Number of employees ¹	7,650	7,450	6,900	6,550	6,600	CSRD S1-9
	%	15.2	14.8	14.1	13.8	14.0	CSRD S1-9
30–50 years	Number of employees ¹	31,250	31,200	30,550	29,850	29,400	CSRD S1-9
	%	61.8	62.4	62.6	62.5	62.4	CSRD S1-9
Over 50 years	Number of employees ¹	11,600	11,400	11,400	11,350	11,150	CSRD S1-9
	%	23.0	22.8	23.3	23.8	23.6	CSRD S1-9

The age structure at Henkel reflects the diversity of our customers and markets, and enables us to satisfy the differing needs of our consumers and markets.

¹ Permanent employees excluding apprentices as of December 31, values are rounded.

NATIONALITIES

Henkel	Headcount	125	124	124	124	126	Other
--------	-----------	-----	-----	-----	-----	-----	-------

The internationality of our workforce reflects our business policy of filling local positions with local employees, and ensuring that we have international teams at our corporate headquarters in Germany.

GENDER DISTRIBUTION BY NUMBER AND PERCENTAGE AT TOP MANAGEMENT ¹ LEVEL

Male	Number of employees ²	550	550	500	500	450	CSRD S1-9
	%	74.8	72.6	70.6	69.3	65.5	CSRD S1-9
Female	Number of employees ²	200	200	200	200	250	CSRD S1-9
	%	25.2	27.4	29.4	30.7	34.5	CSRD S1-9

¹ Corporate Senior Vice Presidents, Management Circles I and IIa.

² Permanent employees excluding apprentices as of December 31, values are rounded.

	Unit	2020	2021	2022	2023	2024	Reference
PERCENTAGE OF WOMEN / GENDER DISTRIBUTION							
Henkel	%	36.0	36.7	36.9	37.7	38.8	Other
Managers	%	36.6	37.8	38.3	39.5	41.9	CSRD S1-9
Top-managers ¹	%	25.2	27.4	29.4	30.7	34.5	CSRD S1-9

As a result of our consistently applied diversity strategy, we have continually developed the percentage of women we employ, especially at the different management levels.

¹ Corporate Senior Vice Presidents, Management Circles I and IIa.

EQUAL PAY

Unadjusted gender pay gap ¹	%	Newly reported indicator since 2024				1.8	CSRD S1-16
Annual total remuneration ratio of the highest paid individual to the median annual total remuneration for all employees	Ratio	Newly reported indicator since 2024				137	CSRD S1-16

¹ Excluding the remuneration of the Management Board.

Occupational Health & Safety

	Unit	2020	2021	2022	2023	2024	Reference
RECORDABLE WORK-RELATED ACCIDENTS							
Employees	Number	Newly reported indicator since 2024				215	CSRD S1-14
Non-employees	Number	Newly reported indicator since 2024				14	CSRD S1-14
Employees / Non-employees	Per 1 million hours worked	Newly reported indicator since 2024				2.3	CSRD S1-14

OCCUPATIONAL ACCIDENTS (AT LEAST ONE DAY LOST) (EXCLUDING COMMUTING ACCIDENTS)

Henkel employees	Per 1 million hours worked	0.6	0.7	0.7	0.7	0.6	Other
External employees ¹ who work at Henkel sites and are directly contracted	Per 1 million hours worked	0.7	0.3	0.6	0.7	0.2	Other

Hazard identification, risk assessment and investigation of incidents are part of the management systems (ISO 14001 and 45001).

¹ Personnel hired through an agency or third party and supervised by Henkel.

NUMBER OF FATALITIES AS A RESULT OF WORK-RELATED INJURIES

Employees	Number	0	0	0	1	0	CSRD S1-14
Non-employees	Number	1	0	0	1	1	CSRD S1-14
Value chain workers	Number	1	0	0	0	1	CSRD S1-14

Employee engagement

	Unit	2020	2021	2022	2023	2024	Reference
SOCIAL ENGAGEMENT							
Time off from work for employee-initiated projects	Days	71 ²	174 ²	442	512	383	Other
Donations (financial and product donations, not counting time off)	Thousand euros	29,992 ¹	23,815 ¹	12,808	12,840	10,756	Other

¹ The total amount of donations in 2020 and 2021 was significantly higher than in previous years. This is attributable to our contribution to the fight against the global COVID-19 pandemic.

² Due to the specific circumstances in 2020 and 2021, employee projects required fewer days off from work than in the prior years. Generally speaking, employees may request up to five days off from work per year for volunteer activities.

SDG Contribution

	Unit	2020	2021	2022	2023	2024	Reference
PROJECTS SUPPORTED PER UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL							
SDG 1: No poverty	%	21.6	43.5	37.7	32.2	22.4	Other
SDG 2: Zero hunger	%	1.8	0.7	0.4	1.2	2.6	Other
SDG 3: Good health and wellbeing	%	37.9	18.0	17.0	17.7	38.2	Other
SDG 4: Quality education	%	28.1	20.5	39.2	42.9	18.5	Other
SDG 5: Gender equality	%	5.9	0.2	3.0	3.1	1.9	Other
SDG 6: Clean water and sanitation	%	0.3	0.1	0.7	0.3	0.7	Other
SDG 7: Affordable and clean energy	%	0.1	0.1	0.1	0.1	0.4	Other
SDG 8: Decent work and economic growth	%	0.3	0.2	0.1	0.1	0.5	Other
SDG 9: Industry, innovation and infrastructure	%	0.1	0.2	0.1	0.2	2.1	Other
SDG 10: Reduced inequalities	%	0.5	0.2	0.4	0.3	4.9	Other
SDG 11: Sustainable cities and communities	%	0.2	11.5	0.1	0.3	2.5	Other
SDG 12: Responsible consumption and production	%	0.3	0.0	0.0	0.1	1.8	Other
SDG 13: Climate action	%	0.1	0.0	0.0	0.2	0.5	Other
SDG 14: Life below water	%	0.0	0.0	0.1	0.5	0.1	Other
SDG 15: Life on land	%	0.4	0.3	0.3	0.4	0.8	Other
SDG 16: Peace, justice and strong institutions	%	1.6	3.8	0.6	0.6	1.8	Other
SDG 17: Partnerships for the goals	%	0.7	0.5	0.1	0.1	0.1	Other

TRUSTED PARTNER

Financial Indicators

	Unit	2020	2021	2022	2023	2024	Reference
Sales	Million Euros	19,250	20,066	22,397	21,514	21,586	Other
Adjusted operating profit (EBIT)	Million Euros	2,579	2,686	2,319	2,556	3,089	Other
Adjusted return on sales (EBIT)	%	13.4	13.4	10.4	11.9	14.3	Other
Adjusted earnings per preferred share (EPS)	Euros	4.26	4.56	3.9	4.35	5.36	Other
Dividend per ordinary share	Euros	1.83	1.83	1.83	1.83	2.02 ¹	Other
Dividend per preferred share	Euros	1.85	1.85	1.85	1.85	2.04 ¹	Other

¹ Proposal to shareholders for the Annual General Meeting on April 28, 2025.

	Unit	EUROPE	IMEA	NORTH AMERICA	LATIN AMERICA	ASIA-PACIFIC	CORPORATE	HENKEL GROUP	Reference
SALES PERFORMANCE BY REGION									
Sales 2024 ¹	Million Euros	8,048	2,289	6,029	1,636	3,434	149	21,586	Other
Sales 2023 ¹	Million Euros	8,270	2,071	6,073	1,681	3,260	159	21,514	Other
Change versus previous year	%	– 2.7	10.5	– 0.7	– 2.7	5.4	–	0.3	Other
Organic	%	0.9	18.7	1.1	1.6	4.9	–	2.6	Other
Proportion of Group sales 2024	%	37	11	28	8	16	1	100	Other
Proportion of Group sales 2023	%	38	10	28	8	15	1	100	Other

¹ By location of company.

EU Taxonomy

	Unit	2020	2021	2022	2023	2024	Reference
Proportion of turnover from products or services associated with Taxonomy-aligned economic activities							
A. TAXONOMY-ELIGIBLE ACTIVITIES							
A.1 Environmentally sustainable activities (Taxonomy-aligned)							
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros			0	6.8	7.2	Other
	%			0	1	1	Other
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)							
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros			226.4	208.4	377.1	Other
	%			27	24	30	Other
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)	Million Euros			226.4	215.2	384.3	Other
	%			27	25	30	Other
B. TAXONOMY NON-ELIGIBLE ACTIVITIES							
CapEx of Taxonomy non-eligible activities	Million Euros			624.6	648.0	891.1	Other
	%			73	75	70	Other
Total	Million Euros			851.0	863.2	1,275.4	Other
	%			100	100	100	Other

	Unit	2020	2021	2022	2023	2024	Reference
Proportion of turnover from products or services associated with Taxonomy-aligned economic activities							
A. TAXONOMY-ELIGIBLE ACTIVITIES							
A.1 Environmentally sustainable activities (Taxonomy-aligned)							
Turnover of environmentally sustainable activities(Taxonomy-aligned) (A.1)	Million Euros			0	0	0	Other
	%			0	0	0	Other
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)							
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros			0	0	0	Other
	%			0	0	0	Other
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)	Million Euros			0	0	0	Other
	%			0	0	0	Other
B. TAXONOMY NON-ELIGIBLE ACTIVITIES							
Turnover of Taxonomy non-eligible activities	Million Euros			22,397.0	21,513.8	21,585.9	Other
	%			100	100	100	Other
Total	Million Euros			22,397.0	21,513.8	21,585.9	Other
	%			100	100	100	Other

	Unit	2020	2021	2022	2023	2024	Reference
Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities							
A. TAXONOMY-ELIGIBLE ACTIVITIES							
A.1 Environmentally sustainable activities (Taxonomy-aligned)							
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros			0	0	0	Other
	%			0	0	0	Other
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)							
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros			0	0	0	Other
	%			0	0	0	Other
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)	Million Euros			0	0	0	Other
	%			0	0	0	Other
B. TAXONOMY NON-ELIGIBLE ACTIVITIES							
OpEx of Taxonomy non-eligible activities	Million Euros			692.0	698.9	723.0	Other
	%			100	100	100	Other
Total	Million Euros			692.0	698.9	723.0	Other
	%			100	100	100	Other

Management system certification

	Unit	2020	2021	2022	2023	2024	Reference
EXTERNAL CERTIFICATION OF OUR MANAGEMENT SYSTEMS							
Percentage of production volume covered							
ISO 14001	%	81	83	85	87	87	Other
ISO 9001	%	83	85	85	87	87	Other
ISO 50001	%	52	54	63	68	70	Other
ISO 45001	%	46	82	86	89	89	Other
ISO 27001	%			3	3	4	Other

Value added statement

	Unit	2020	2021	2022	2023	2024	Reference
Sales	Million Euros	19,250	20,066	22,397	21,514	21,586	Other
	%	99.0	98.1	94.9	98.0	96.3	Other
Other income	Million Euros	197	391	1,203	438	822	Other
	%	1.0	1.9	5.1	2.0	3.7	Other
Total sales/income	Million Euros	19,447	20,457	23,600	21,952	22,408	Other
	%	100	100	100	100	100	Other
Cost of materials	Million Euros	8,844	9,697	1,166	9,768	9,102	Other
	%	45.5	47.4	49.4	44.5	40.6	Other
Depreciation	Million Euros	1,096	978	875	921	826	Other
	%	5.6	4.8	3.7	4.2	3.7	Other
Other expenses	Million Euros	4,131	4,052	5,435	5,352	5,540	Other
	%	21.2	19.8	23.0	24.4	24.7	Other
Value added	Million Euros	5,376	5,730	5,624	5,911	6,940	Other
	%	27.6	28.0	23.8	26.9	31.0	Other

	Unit	2020	2021	2022	2023	2024	Reference
Total Value Added to							
Employees	Million Euros	3,307	3,450	3,729	3,775	3,960	Other
	%	61.5	60.2	66.3	63.9	57.1	Other
Central and Local Government	Million Euros	540	561	479	595	733	Other
	%	10.0	9.8	8.5	10.1	10.6	Other
Interest Expense	Million Euros	106	89	162	201	215	Other
	%	2.0	1.6	2.9	3.4	3.1	Other
Shareholders	Million Euros	805	798	776	771	850	Other
	%	15.0	13.9	13.8	13.0	12.3	Other
Minority Shareholders	Million Euros	16	– 5	– 5	22	25	Other
	%	0.3	– 0.1	– 0.1	0.4	0.4	Other
Reinvested in the company	Million Euros	603	836	483	547	1,157	Other
	%	11.2	14.6	8.6	9.3	16.7	Other

Business ethics

	Unit	2020	2021	2022	2023	2024	Reference
COMPLIANCE RULES							
Total number of reported incidents of discrimination, including harassment	Number	Newly reported indicator since 2024				12	CSRD S1-17
Number of written warnings due to violation of compliance rules	Number	8	4	10	11	18	CSRD S1-17
Number of dismissals due to violation of compliance rules	Number	24	27	29	29	23	CSRD S1-17
Number of complaints filed through channels to raise concern	Number	Newly reported indicator since 2024				208	CSRD S1-17
Total amount of significant fines, sanctions and compensation payments related to human rights incidents		None	None	None	None	None	CSRD S1-17

Supply chain transparency

	Unit	2020	2021	2022	2023	2024	Reference
VALUE CHAIN REPORT ¹							
Transparency and traceability for palm and palm kernel oil	%	75	84	89	89	95	CSRD MDR-T, E4-4
Traceability to refinery	%	Newly reported indicator since 2024				95	CSRD MDR-T, E4-4
Traceability to mill	%	75	84	89	89	94	CSRD MDR-T, E4-4
Traceability to plantation	%		42	50	52	65	CSRD MDR-T, E4-4

¹ The data for a year are based on the supplier data for the prior year.

MORE ABOUT HENKEL

Our website:

www.henkel.com

Our financial publications:

www.henkel.com/reports

Our sustainability publications:

www.henkel.com/sustainability/reports

Our career offers:

www.henkel.com/careers

HENKEL ON SOCIAL MEDIA



www.linkedin.com/company/henkel

www.instagram.com/henkel

www.facebook.com/henkel

www.youtube.com/henkel

SPOTLIGHT MAGAZINE

More stories, expert interviews, extensive features and guest articles are available in our digital magazine, Spotlight:

www.henkel.com/spotlight



"Fritz for Future" is Henkel's sustainability podcast, where we meet experts who show us what doing business, creating, and thinking sustainably could look like.

www.henkel.com/spotlight/fritz-for-future

CREDITS

Published by

Henkel AG & Co. KGaA
40191 Düsseldorf, Germany
Phone: +49 (0) 211 / 797-0
sustainability@henkel.com

© 2025 Henkel AG & Co. KGaA

Design and typesetting

RYZE Digital
www.ryze-digital.de

Photographs

Peter Rigaud; Nils Hendrik Müller; Namthip Muangthongthae via Getty Images; Surasak Suwanmake via Getty Images; Pramote Polyamate via Getty Images; Milos Muller via Shutterstock; bluecinema via Getty Images; voy ager via Shutterstock; raditya via Shutterstock; Michael Hausmann via Getty Images; Trout55 via Getty Images; chienmuhou via Getty Images; We Are via Getty Images; Maskot via Getty Images; hadynyah via Getty Images; Marco Klahold; Luis Alvarez via Getty Images; Vithun Khamsong via Getty Images; Henkel; Joe Mac; sarote pruksachat via Getty Images; 10'000 Hours via Getty Images; alvarez via Getty Images; Gary Perkin via Shutterstock; nixki via Getty Images; Jay Yuno via Getty Images; luciann.photography via Shutterstock; Westend61 via Getty Images; Delmaine Donson via Getty Images; Alberto Venegas; Tom Werner via Getty Images; peepo via Getty Images

PR No.: 07 25 0

Publication Date

July 2025 (version 2.0)

Except as otherwise noted, all marks used in this publication are trademarks and/or registered trademarks of the Henkel Group in Germany and elsewhere.

This document contains forward-looking statements which are based on the current estimates and assumptions made by the executive management of Henkel AG & Co. KGaA. Forwardlooking statements are characterized by the use of words such as expect, intend, plan, predict, assume, believe, estimate, anticipate and similar formulations. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and the results actually achieved by Henkel AG & Co. KGaA and its affiliated companies depend on a number of risks and uncertainties, and may therefore differ materially from the forwardlooking statements. Many of these factors are outside Henkel's control and cannot be accurately estimated in advance, such as the future economic environment and the actions of competitors and others involved in the marketplace. Henkel does not plan to update the forward-looking statements, nor does it undertake any specific obligation to do so. This document has been issued for information purposes only and does not constitute investment advice, an offer to sell or a solicitation to buy securities of any kind.