

SUSTAINABLE IMPACT REPORT 2025

***SHAPING***  
**THE FUTURE**  
***RESPONSIBLY***





# CONTENTS

Gain deeper insights into our Company, our sustainability heritage and how we are committed to delivering “Transformational impact for the good of generations.”

Explore our 2030+ Sustainability Ambition Framework and learn how we bring it to life across our key focus areas along the three dimensions of ESG.

Review our sustainability indicators that quantify our performance and enable us to track progress against the targets laid out in our sustainability strategy.

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# ABOUT THIS REPORT

Henkel is committed to transparent reporting. On the occasion of Henkel's 150th anniversary, we have decided to develop and publish an extensive Sustainable Impact Report. It provides detailed insights into our sustainability legacy and our sustainability strategy, as well as our related accomplishments and performance.

Through this publication, we aim to reach a broader target group with concrete examples of our sustainability achievements and pioneering solutions. This publication supplements our Sustainability Statement, which complies with the European Sustainability Reporting Standards (ESRS) and is part of our Annual Report for 2025.

The reporting period for the Sustainable Impact Report is fiscal year 2025, while the closing date for data and facts was December 31, 2025. In the spirit of the 150th anniversary of Henkel, we have extended our analysis into some chapters with data and information from previous years, enhancing our strong foundations and legacy.

In line with our commitment to a more sustainable future, we are pleased to present our new sustainability targets and commitments in this publication, while also providing an outlook for our strategic topic areas.

Performance data and sustainability metrics are included throughout this report, with summaries in the [Indicators chapter](#). The Sustainable Impact Report is published in English and German. It is available via our [website](#).



## Find out more



### ANNUAL REPORT

Our [Annual Report](#) provides comprehensive insights into our Company's financial performance. It includes our Sustainability Statement, in line with the European Sustainability Reporting Standards (ESRS).



### HENKEL HIGHLIGHTS

Our corporate brochure, [Henkel Highlights](#), offers a concise overview of our Company. It presents our financial and sustainability performance, while also showcasing innovation highlights from across our business.



### WEBSITE

The sustainability section of our [website](#) provides information about our sustainability strategy and related achievements. It also hosts our sustainability reports, positions, codes, policies and standards.



### SPOTLIGHT MAGAZINE

In our [Spotlight Magazine](#), we share extensive stories and expert interviews about our Company's innovations, sustainability activities and workplace culture.



### SOCIAL MEDIA

We regularly share stories and insights about Henkel via social media to raise awareness about our culture, innovations and sustainability-related projects.



## FOREWORD

*Dear friends of the Company,*

When Fritz Henkel founded our Company 150 years ago, he could hardly have imagined the world we operate in today – shaped by global markets, digital technologies, and unprecedented environmental and social challenges. However, the essence of his pioneering spirit remains deeply embedded in our organization. We still believe progress should always serve a purpose and that responsibility for future generations is inseparable from business success.

Our first Sustainable Impact Report is born from that conviction. Alongside our ESRS-compliant Sustainability Statement in the Annual Report, it is aimed at anyone who is interested in what sustainability means for Henkel – our employees, partners, customers, and all people who want to understand the stories behind our numbers. Through the images, examples, facts, and figures in this publication, we make our impact tangible, transparent, and easy to access.

Our 150-year history teaches us that uncertainty and disruption are not obstacles – they are catalysts. Time and again, Henkel has trans-

formed challenges into opportunities by pushing boundaries, reinventing itself, and staying true to its responsibility toward people, planet, and society. This legacy of courage and commitment continues to guide us as we navigate an era of profound transformation.

***“We have made sustainability a natural part of how we act every day – with this strength behind us we’ll put our business on an even stronger path for our next 150 years. Together, we are future-ready.”***

Today, sustainability is no longer a choice. Instead, it is a decisive factor for future readiness, resilience, and long-term value creation. Henkel is uniquely positioned to help shape this transformation because we are a global player with strong local roots. We are also based on a family-business tradition with a strong culture and dedicated people, as well as a deep connection to science and innovation. Our products and solutions are built to transform a wide range of industries and reach millions of consumers every day. But we also believe that no single company can solve today’s challenges alone. Real impact requires collaboration across industries, value chains and communities.

Our 2030+ Sustainability Ambition Framework is our compass. In our anniversary year, we sharpened this strategic approach by including new targets and commitments. Looking ahead, we will continue on our path to net-zero by 2045, while also advancing employee equity and strengthening sustainability standards in our supply chains. Our previous efforts for the climate, social impact, and collaboration have earned us credibility. In fact, we are

seen as a leader and trusted partner in these areas. We now aim to build on this momentum and move forward together with customers, consumers, and other valued partners.

Our experience from the last 150 years has given us the strength, confidence, and courage to move forward and shape the future by exploring new paths and striving for transformational impact for the good of generations. We are prepared for upcoming challenges. And we feel confident that we are truly future-ready.

We invite you to explore this report and its insights into Henkel’s sustainability journey. And we hope you will feel inspired to join us in shaping a future that is sustainable, resilient, and enjoyable – for generations to come.

Düsseldorf, April 14, 2026

*Sylvie Nicol*

**Sylvie Nicol**  
Executive Vice President  
Human Resources, Infrastructure  
and Sustainability





# REPORT HIGHLIGHTS

## 150 YEARS OF HENKEL

In our anniversary year, we are reflecting on our longstanding commitment to sustainability, innovation, and responsible growth, while also reaffirming our ambition to drive social, environmental, and economic progress in the future.

[Read more on page 9](#)



## NEW TARGETS & COMMITMENTS 2030

With its established 2030+ Sustainability Ambition Framework, Henkel has introduced a refined set of targets and commitments for 2026–2030 that prioritize measurable impact and concrete action.

[Read more on page 21](#)

## –29% ABSOLUTE SCOPE 1, 2 AND 3 GHG EMISSIONS

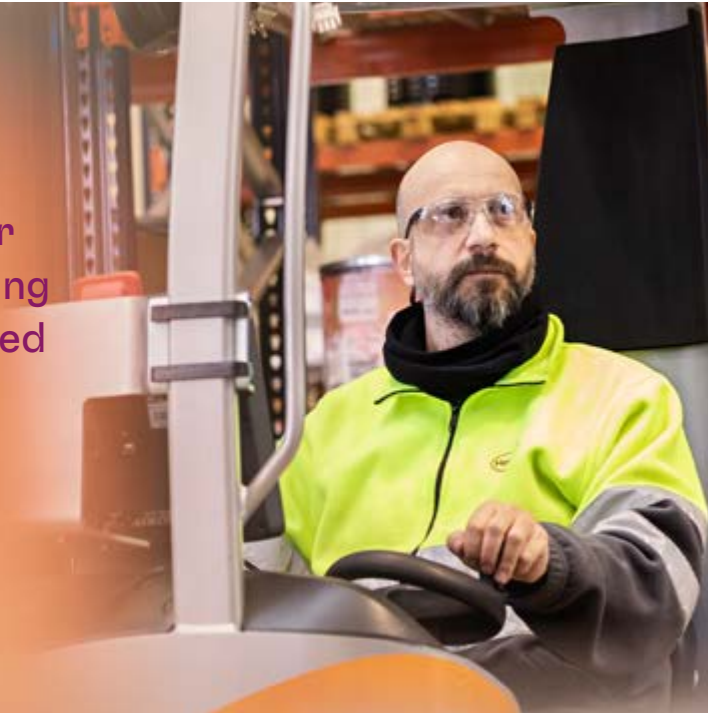
Between 2021 and 2025, we made significant progress on our path to net-zero by reducing our CO<sub>2</sub> emissions by 5.4 million tons.

[Read more on page 39](#)

## ADVANCING FAIRNESS & EQUITY: LIVING WAGE

Paying living wages is a critical lever for addressing in-work poverty and reducing income inequality. Henkel has reinforced its global commitment to fair pay by systematically aligning employee remuneration with credible local living wage benchmarks.

[Read more on page 77](#)



## HEART: MAKING CARBON FOOTPRINTS TRANSPARENT

Sustainability starts with understanding impact. With HEART – the Henkel Environmental Assessment and Reporting Tool – Henkel takes a data-driven approach to measuring and reducing carbon emissions across its value chain.

[Read more on page 115](#)



## DRIVING CARBON-NEUTRAL PRODUCTION

From smart energy monitoring and breakthrough efficiency technologies through to Henkel’s largest solar panel installation and fully electrified production sites: Discover how innovative solutions are accelerating our transition to 100 percent carbon-neutral production.

[Read more on page 43](#)



## CONSUMER ENGAGEMENT

With its “It starts with us” initiative, Henkel empowers consumers to adopt more sustainable habits – from water conservation and recycling through to energy-efficient washing at lower temperatures – making responsible choices easier in everyday life.

It starts with us.

[Read more on page 46, 55 and 63](#)

## SUSTAINABILITY PORTFOLIO ASSESSMENT

Sustainability is shaping Henkel’s portfolio. We use robust assessment tools to measure product performance. And our externally audited 2025 Sustainability Portfolio Assessment underscores our commitment to transparency, credibility, and measurable progress.

[Read more on page 108](#)



## 15TH BIRTHDAY OF FORSCHERWELT

Henkel’s Forscherwelt brings science to life for young learners. This international education initiative encourages children to explore scientific concepts through hands-on experiments and inquiry-based learning.



[Read more on page 85](#)



# HENKEL AT A GLANCE

SALES



# €20.5bn

OUR TOP BRANDS



# 165

PRODUCTION SITES AROUND THE WORLD

AROUND

# 47,200

EMPLOYEES FROM 125 NATIONS

HEADQUARTERED IN

# Düsseldorf

# 53

COUNTRIES IN WHICH WE PRODUCE

BUSINESS UNITS



## ADHESIVE TECHNOLOGIES



## CONSUMER BRANDS

# FOUNDED IN 1876

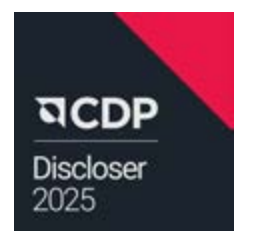


## SUCCESS WITH BRANDS AND TECHNOLOGIES FOR ALMOST

# 150

## YEARS

EXCELLENT SUSTAINABILITY PERFORMANCE





# PIONEERS AT HEART FOR THE GOOD OF GENERA- TIONS

Our purpose expresses what unites us all at Henkel: Pioneers at heart for the good of generations. We are a diverse team of around 47,200 employees worldwide, striving to enrich and improve life every day through our products, services and solutions. Our purpose is built from our roots and carries a longstanding legacy of innovation, responsibility, and sustainability into the future.





# OUR STRATEGIC FRAMEWORK

We shape our future on the basis of a long-term strategic framework that has a clear focus on purposeful growth. This means, we aim to create superior value for customers and consumers to outgrow our markets, to strengthen our leadership in sustainability, and to enable our employees to grow both professionally and personally at Henkel.



**Win the 20s by outperforming the markets through innovative and sustainable solutions.**

# PURPOSEFUL GROWTH





### Adhesive Technologies

LEADING THE GLOBAL MARKET FOR **ADHESIVES, SEALANTS, AND COATINGS** FOR INDUSTRY, CONSUMERS AND CRAFTSMEN.



### Consumer Brands

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



# OUR **BUSINESSES**

With its brands, innovations, and technologies, Henkel holds leading market positions worldwide in the industrial and consumer businesses.

Our two business units are united by the pioneering spirit to reimagine and improve life every day – today and for generations to come. Our products play an important role in the everyday lives of millions of people and help to transform entire industries.





# 150 YEARS OF PIONEERING SPIRIT READY FOR THE FUTURE

On September 26, 2026, we will celebrate our 150th anniversary – a journey that began with our founder Fritz Henkel in 1876 and continues with around 47,200 employees worldwide today. We are proud of our history and the pioneering spirit that defines us.

Managing brands successfully across generations means using our heritage as a strength – and shaping the future with courage. In doing so, we place our employees, customers, and consumers right at the center. We protect the environment and build lasting trust with our partners. For 150 years, we have been driving progress – and we continue to approach the future with confidence.

150  
YEARS



## A GLIMPSE INTO HENKEL'S HISTORY

From the beginnings in Aachen to international breakthrough and development into a publicly listed global company: What started as a bold idea that fundamentally changed the way laundry was done grew into a business that today operates worldwide with iconic consumer brands and leading adhesive technologies. Our 150-year history is defined by innovation, foresight, and a pioneering spirit.

[Explore Henkel's history ↗](#)



# 150 YEARS

As Henkel marks its 150th anniversary, we look back on a legacy shaped not only by innovation and entrepreneurship, but by a commitment to acting responsibly. Long before sustainability became what it is today, Henkel embedded social engagement, environmental protection, and forward-thinking solutions into the fabric of its business. Today, sustainability is not only a legacy of our origins – it is one of our Company values and a competitive edge that enables business growth and creates value for all of our stakeholders.

# OUR SUSTAINABILITY LEGACY



## 1907

### More hygiene, less work!

Persil is developed as the first self-acting detergent which washes and bleaches without chlorine. It saves the previous laborious task of scrubbing by hand while enabling high hygiene standards.



## 1940

### Introducing Company childcare and health services

Establishment of the first Company kindergarten and a voluntary company medical service.

## 1965

### Women in chemistry

Start of training for female chemical laboratory assistants and office assistants to enable women better opportunities in science-based jobs.



## 1925

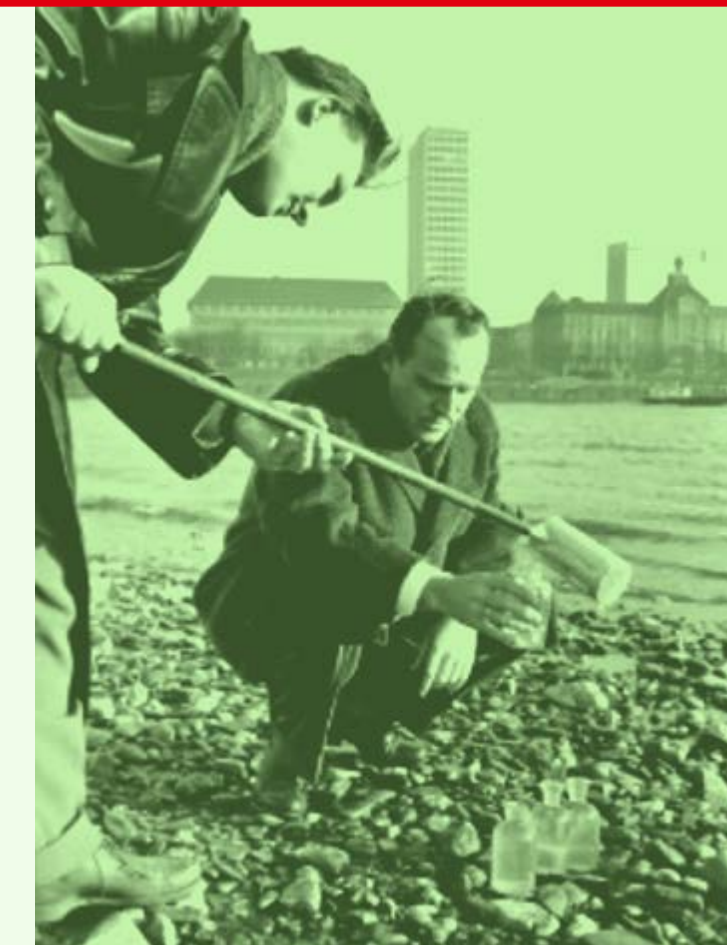
### Start of vocational training

Beginning of systematic vocational training at Henkel: 15 trainees are hired to ensure well-trained employees. Today, Henkel has trained more than 10,000 employees.

## 1958

### Checking Rhine river quality

Henkel starts carrying out systematic monitoring and environmental quality checks of the Rhine for detergent substances (surfactants).



## 1969

### First solvent-free Pritt glue stick

The solvent-free Pritt glue stick is launched on the market, reducing the amount of volatile organic compounds (VOCs) releases and thus air pollution.



# 1972

**Early commitment to corporate responsibility**  
Dr. Konrad Henkel advocates for environmental protection and social responsibility, which then become the focus of an extensive PR campaign.

\* Companies that think only in terms of profits will soon have a lot to lose. (Dr. Konrad Henkel)



# 1992

**First environmental report**  
Henkel publishes the first environmental report. Since then, we have informed our stakeholders in an annual report about the improvements of the Company's sustainability progress.



# 2000

**Founding the Sustainability Council**  
The Sustainability Council steers our global sustainability activities as a central decision-making body. Its members represent the business units and corporate functions responsible for putting our sustainability strategy into operational action.



# 2011

**Together for Sustainability (TfS) initiative**  
Henkel, together with five other companies in the chemical industry, is founding the initiative "Together for Sustainability – The Chemical Initiative for Sustainable Supply Chains."



# 2022

**Launch of our 2030+ Sustainability Ambition Framework**  
Our 2030+ Sustainability Ambition Framework sets our long-term ambitions in the three dimensions of Regenerative Planet, Thriving Communities, and Trusted Partner.

Umwelt ja,  
Flecken nein.

# 1983

**Phosphate-free detergent**  
Dixan becomes Henkel's first completely phosphate-free detergent, helping to reduce eutrophication of rivers and lakes. The leading premium brand Persil follows in 1986.



# 2011

**"Factor 3" targets**  
New targets focusing on efficiency gains until 2030 are introduced. Henkel aims to become three times more efficient in its business activities compared to its environmental footprint in the base year 2010.



# 2020

**SBTi confirms climate targets**  
The Science-Based Targets initiative (SBTi) confirms that Henkel's CO<sub>2</sub>-emission reduction targets are in line with the Paris Climate Agreement to limit global warming to 1.5 degrees Celsius above pre-industrial levels.





# 2024

**Launch of SBTi net-zero targets**  
Henkel establishes a net-zero roadmap, substantially extending its targets for emissions reduction along the value chain. These are verified by the “Science Based Targets initiative (SBTi).”



# 2025

**New reporting standards**  
With publication of our Sustainability Report 2024, the European Sustainability Reporting Standards (ESRS) were used as a content framework for the first time.



# FUTURE? READY!

# 2024

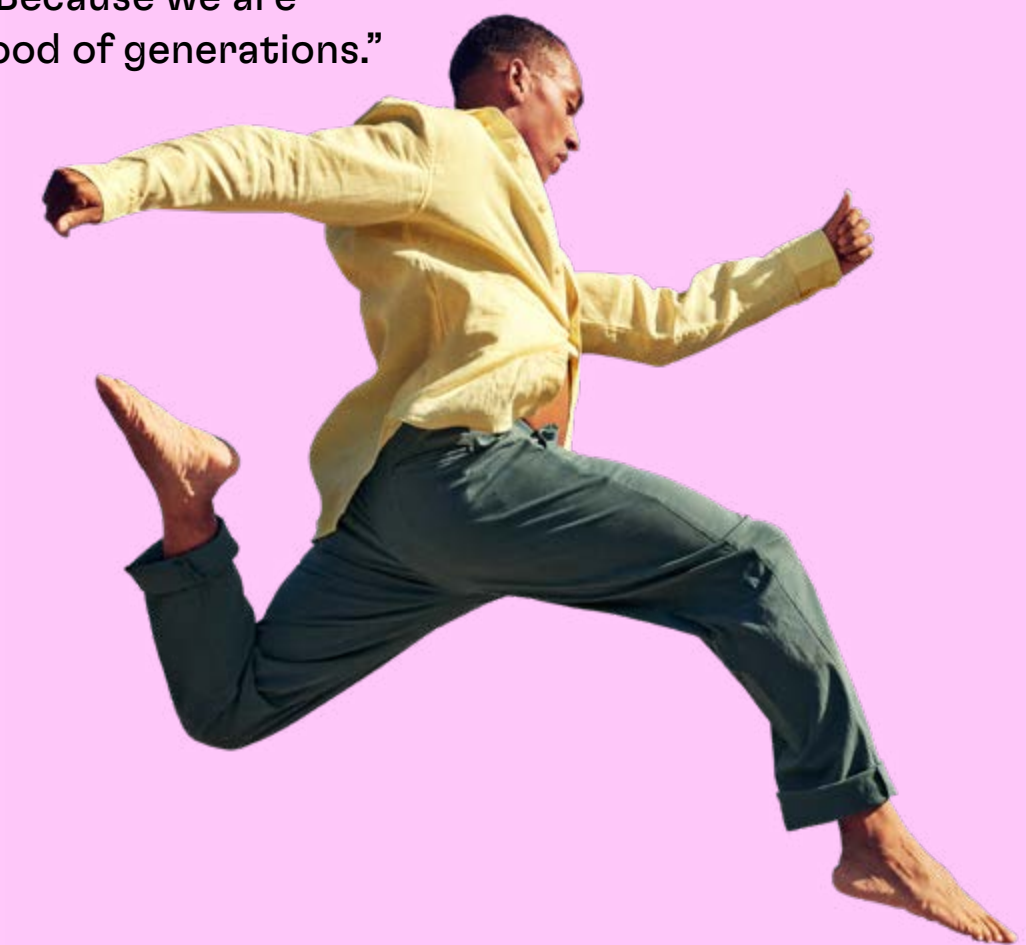
**Gender-neutral parental leave**  
Henkel introduces gender-neutral parental leave for all employees worldwide. We offer parents up to eight weeks of fully paid parental leave, based on the caregiver role, rather than their gender or biological parent status.



# 2026

**Launch of updated sustainability targets**  
In 2025, we reviewed our sustainability targets and, in 2026, published updated and prioritized targets as part of our 2030+ Sustainability Ambition Framework.

Our 150th anniversary is more than a look at the past – it is a promise to the path ahead: We are ready for the future. A future in which social progress, a livable environment, and economic success are equally secured. Then as now, our pioneering spirit drives us to develop products and solutions that stand the test of time. Because we are “Pioneers at heart for the good of generations.”





# FROM RISK TO RESILIENCE: WHY SUSTAINABILITY IS KEY TO FUTURE-READINESS

Today's global situation requires urgent action. Rising emissions, accelerating material consumption, resource scarcity, and the growing strain on our planet's natural systems make it clear that sustainability is not optional – it is a prerequisite for ensuring positive economic development and high living standards in the future.

However, seven of the nine “planetary boundaries” defined by the Stockholm Resilience Center have already been exceeded. In addition, the Global Risks Report 2024 that was published by the World Economic Forum identified environmental and earth system risks as the most severe threats for the next decade. Humanity is living beyond the ecological guardrails that ensure a stable earth system. The 2025 UN Environmental Outlook confirmed the urgency of this situation and pointed to the economic rationale for action – because the costs and consequences of inaction are significantly higher.

As the planet heats up, societies are expected to come under pressure. Droughts, floods, and species extinction will lead to resource scarcity, migration, and political conflict. Simultaneously, increasing social inequality is expected to lead to higher levels of social unrest and political division, while also jeopardizing human rights.



## Resilience as a business case: Sustainability pays off

This uncertain and volatile operating environment will likely disrupt supply chains, increase raw material costs, and lead to rapidly changing market conditions. At Henkel, we know that we are not sheltered from global societal and environmental forces. We view them with concern because they increase business risk. However, we also acknowledge that companies like Henkel can play a role in addressing these ecological and social challenges to bring about transformational change, contribute to resilience and enable a future where people can live well – within the limits of the planet.

To successfully drive innovation and create a positive impact, we must view uncertainty as opportunity and view challenges as chances to unlock progress.

By taking forward-looking decisions, we strive to protect the environment, use resources responsibly, and contribute to society while strengthening our Company. We aim to improve working conditions, consolidate our market position, and make our business resilient. We see sustainability as a powerful driver of competitiveness, growth, and value creation for our business, for our customers, and for society.

## Our direction: Future-ready

Future-readiness means shaping economic success in a way that remains compatible with the boundaries of our planet. As we look to the future, we continue to see the relevance of sustainability.

The transition to a fair, decarbonized, and circular economy is an ongoing process. It requires courage, consistency, and forward-looking changes to our business, our markets, and our supply chain. Our Company's 150-year experience gives us the strength and confidence to move forward, to shape the future, and to explore new paths while striving for a transformational impact for the good of generations.





# TRANSFORMATIONAL **IMPACT** FOR THE **GOOD** OF **GENERATIONS**

## It is up to us

Transformation is not a distant goal. Instead, it is the reality we live in. It is our ambition to create a substantial positive impact for people and planet. We will take responsibility and lead as a force for good.

Henkel is in a unique position to address this task. We have a long legacy of caring for people and the environment, supported by decades of sustainable business practices that have shaped our Company's culture. Businesses like ours have the potential to drive transformational change through their products and services, and as employers, investors, and innovators.

## Pioneers at heart

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, knowledge, and technologies, we aim to enrich and improve people's lives every day – and shape a viable future for generations to come.

Pioneering is our approach for leading the way, breaking new ground and striving for breakthrough solutions. Sustainability lies at the heart of this pioneering spirit. It is also a central element of our corporate strategy, the Purposeful Growth Agenda, which is built on three pillars: innovation, digitalization, and sustainability.

We link our 2030+ Sustainability Ambition Framework to the ambition of achieving a “Transformational impact for the good of generations.” “For the good of generations” means that we believe in the long-term perspective. “Transformational impact” implies that we go forward with high aspirations that ensure Henkel's business success – against the backdrop of our long history of sustainability.

We are committed to creating a substantial positive impact through decisive action. We have already made significant progress toward greater efficiency, circularity, and social progress. However, we know there is more to do. Together with our partners, we will continue to drive systemic change by leveraging our strengths across the entire value chain. This journey is not easy. But we are ready to adapt, stay agile, and innovate.



### Driving systemic change

We are acting now by investing and innovating for measurable progress. Our 2030+ Sustainability Ambition Framework sets the frame for our global sustainability strategy. It reflects our aspiration to achieve a transformational impact for the good of generations, with clear targets and commitments for this decade.

We think in systems, recognizing that no single company can transform the world alone. That is why we collaborate closely with our partners along the value chain, including policy-makers, communities, and the broader corporate ecosystem. Through collective action, we help to accelerate the transition to a sustainable economy while contributing to the United Nations Sustainable Development Goals (SDGs).

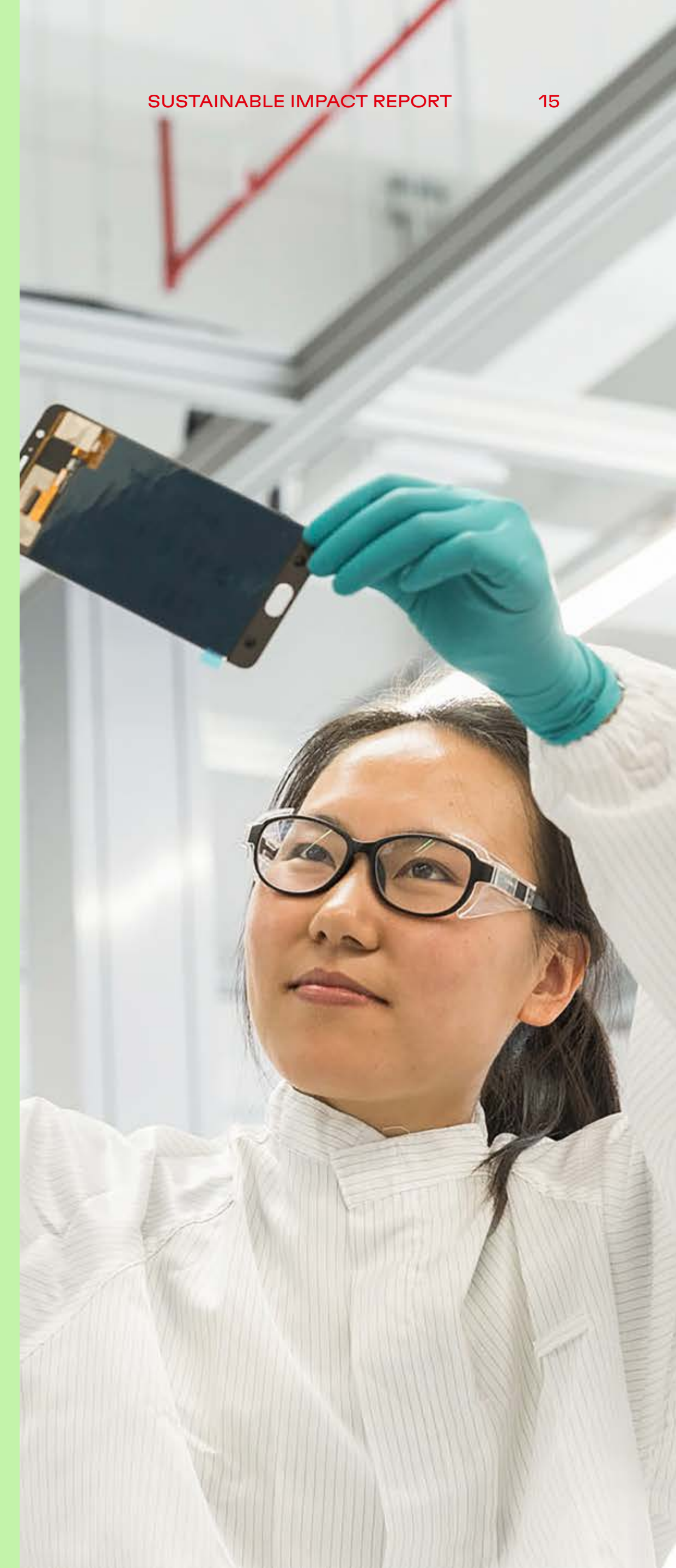


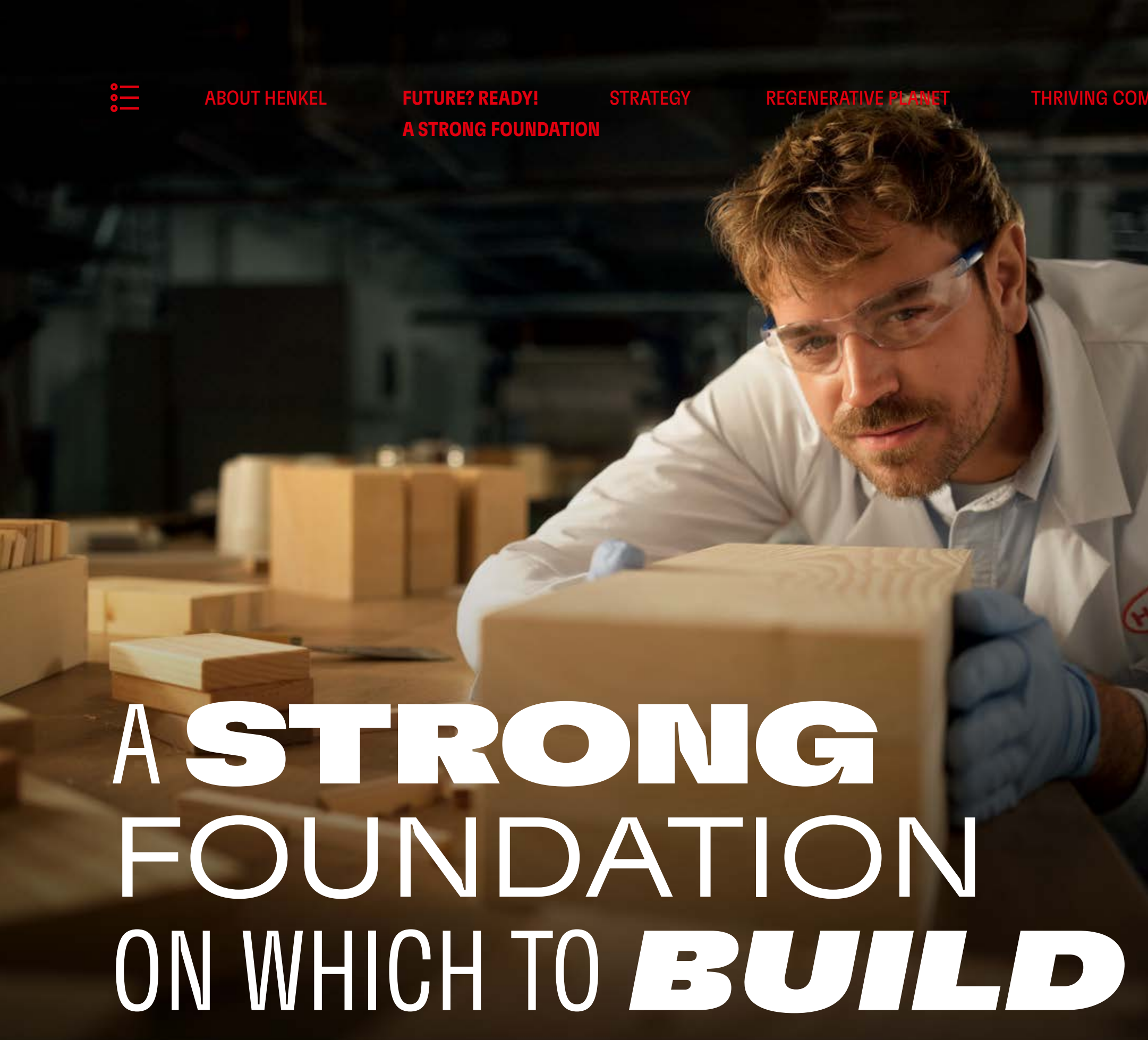
### Together for the good of generations

Our ambition to create a transformational impact for the good of generations unites us across all businesses and regions. We bring diverse perspectives together with one common goal: to pioneer positive change that benefits people and the planet.

Through our brands and technologies, we turn ambition into action by making products better for consumers and helping industries to operate more sustainably. By maintaining open dialog with employees, customers, and partners, we continue to shape change that lasts.

In a dynamic and evolving world, our corporate values and longstanding commitment to sustainability give us a solid and reliable foundation. At the same time, we are dedicated to identifying new opportunities to create impact and to drive transformation – today, tomorrow and for generations to come.





# A STRONG FOUNDATION ON WHICH TO BUILD

We leverage what makes us unique: 150 years of knowledge, the innovative strength of our business units, and the expertise of our employees. Guided by our heritage, our experience, and a clear strategy with binding targets, we empower customers and consumers to act more responsibly. Innovation, entrepreneurship, and scientific rigor shape our work while ensuring product quality and performance.

Our products and technologies are part of the daily lives of millions of people and societies worldwide. At the same time, our close connection to consumers across markets creates a clear mandate and a strong opportunity to accelerate the shift toward a sustainable, circular economy and deliver meaningful benefits for people and the planet. We embrace this role as a reliable and responsible partner, and as an active driver of sustainable change.

At Henkel, we are proud of what we have achieved together and of the shared attitude with which we have made sustainability a natural part of how we act every day.

### Sustainable impact through strong results

We have integrated sustainability into our core business through concrete measures and projects with the aspiration to create a tangible

transformational impact for the good of generations. To date, we have made significant progress toward our main targets and ambitions across all three environmental, social, and governance (ESG) dimensions: Regenerative Planet, Thriving Communities, and Trusted Partner.

## Our achievements 2025

**-29%**

absolute Scope 1, 2, 3 GHG emissions (vs. 2021)

**-28%**

absolute Scope 3 GHG emissions (vs. 2021)

**37**



carbon-neutral production sites



**+59%**



safer per million hours worked (vs. 2010)

**-41%**

production waste per ton of product (vs. 2010)

**28%**



share of recycled plastic in consumer goods packaging

**+195%**

more efficient overall – Factor 3 (vs. 2010)

**98%**

palm and palm kernel oil responsibly sourced and certified or externally verified





### 150 years of success driven by people and values

Our 150-year success story is shaped by our colleagues around the world. With dedication and pioneering spirit, our 47,200 employees in 75 countries give their best every day. They develop products that improve the lives of people worldwide and work on solutions that help transform entire industries.

Rooted in the tradition of a family-owned company, we think long-term and act responsibly. We stand for reliability, solidarity, and entrepreneurial spirit for 150 years. Our owner family is still actively involved today and personally stands for the values that have shaped our actions for generations. In this way, we combine global strength with local roots and shape the future without losing sight of our origins.

### Enabling sustainable action through our business units

Our business units are always close to our customers and consumers, providing them with a wide range of opportunities to act more sustainably. At the same time, they demonstrate how to optimize their own footprint by using sustainable materials, while also driving continuous improvement in their production processes and logistics activities.

Adhesive Technologies is constantly challenging and improving its material science and technical know-how in bonding, sealing, and coating. By applying our expertise in circularity, we are developing innovative products and processes that enable recycling, reduce waste, save resources, and extend the lifespan of materials. For instance, our debonding technologies make it easier to repair, reuse, and recycle products and components, as well as facilitating the separation of materials that cannot be recycled together. We are also investing in low-emission solutions that help our customers and partners across industries to lower their carbon footprint and achieve their climate goals.

Here are just two examples of how Adhesive Technologies is implementing sustainable solutions for customers in the face of economic and social megatrends:



**E-MOBILITY:** With our innovative adhesives and sealants, we are playing a key role in battery assembly and safety for electric vehicles – to drive the future of mobility. Henkel is pioneering a new generation of battery adhesives that is designed for debonding at end of life. These solutions support circularity by enabling easier battery pack repair, reuse, and recycling without compromising structural integrity.

**SUSTAINABLE BUILDINGS:** About 40 percent of CO<sub>2</sub> emissions worldwide are caused by buildings. 11 percent are generated by the construction process. In this context, it is increasingly urgent to find solutions that replace building materials with a significant carbon footprint such as steel, cement, and concrete. We are developing bonding solutions, mostly based on polyurethane, that transform wood into a high-performance structural building material. This supports our customers in their transition to sustainable buildings.





Our Consumer Brands business unit creates value by offering high-performing products, while also continuously working to reduce environmental and social impacts across the life cycle of those products. Sustainability for Consumer Brands means boldly transforming its portfolio, creating value for consumers and society, and communicating responsibly and transparently.

We focus on climate action and the circular economy by expanding the use of sustainable packaging, increasing the share of recycled

plastics, and incorporating ingredients based on renewables in our formulations. Today, almost 100 percent of our Consumer Brands packaging is designed for recycling or reuse.

We recognize that around 77 percent of our products' carbon footprint occurs during the use phase. Through the "It starts with us" initiative, we provide consumers with practical tips on recycling, saving energy, and using water more efficiently. In addition, we work through brand partnerships and collabora-

tions with retailers, NGOs, and other stakeholders to amplify education, awareness, and behavior-change initiatives. In doing so, we aim to empower more responsible everyday routines and to contribute to positive outcomes when products are used as intended.

Transparent and responsible communication is at the heart of our approach. We provide clear product information and follow a responsible marketing approach to enable informed consumer choices.



Every second the hair of **16 consumers** is colored with **Henkel** hair colorants



Every minute ~ **3,000 detergent** products from **Henkel** are sold



Every second more than **150 dishwashers** are running with a **Henkel unit dose**



## Deep connection to science and innovation

Henkel's deep scientific expertise, as well as its focus on product quality and performance, enable us to understand processes at their core and to identify potential for innovation.

Adhesive Technologies partners with leading experts from scientific institutes and equipment companies worldwide. We work closely with our customers and partners to create tailor-made solutions – by designing new products, increasing performance, and making products more sustainable. Our innovation locations and centers serve as hubs for cutting-edge research. They bring together brilliant minds and diverse expertise to tackle complex challenges.

Consumer Brands looks back on a great history of innovations that have revolutionized markets multiple times, and this tradition continues today. We are well-known for our iconic brands such as Persil and Schwarzkopf, that were – and are – developed based on leading technologies. Continuous investment in research and development over generations has created a wealth of knowledge and patents. Our teams work together with external partners like suppliers, start-ups, universities, and research institutes. The global research team for Consumer Brands is constantly developing innovative products to delight customers and consumers.



## Driven by excellence in product quality, performance, and safety

During our innovation process, we use various tools to systematically analyze, measure, and evaluate new products. Life cycle analyses and profiles of potential raw materials, ingredients or packaging materials, along with our extensive expertise in sustainability, enable us to identify and implement improvement potential during product development.

Our business and industrial customers, as well as our consumers, should be able to rest assured that our products are safe when used as intended. All raw materials, ingredients, and finished products are subjected to numerous assessments and tests to ensure a high level of safety during production, use and disposal. We give consumers accurate and high-quality information about our products. This includes providing clear instructions on our packaging to support the correct and safe use of our products, as well as providing details about the ingredients contained in our products.





### Strategic foundation: Our 2030+ Sustainability Ambition Framework

Our 2030+ Sustainability Ambition Framework sets the frame for our global sustainability strategy and connects our efforts to achieve a “Transformational impact for the good of generations.” Our frame-

work covers three dimensions of ESG: Regenerative Planet, Thriving Communities, and Trusted Partner. We have defined three key topic areas of focus to guide our actions in each of these dimensions.



### Adopting new targets and commitments













While the overall priority dimensions of our 2030+ Sustainability Ambition Framework remained relevant, we took the opportunity to update and prioritize our sustainability targets in 2025 – to see us through from 2026 to the end of 2030. We now focus on 12 targets and 15 commitments that run until 2030. With each of the targets, we aim to achieve a specific KPI. With each of the commitments, we emphasize that we are taking action.

Some targets and commitments are very recent and some, like our net-zero targets, were launched in 2024. Others are continuations or updates of current targets. We also have a few completely new targets and commitments that we want to bring forward in the next five years, specifically related to employee equity and supplier sustainability standards.





## Our new targets & commitments for 2030

 <b>REGENERATIVE PLANET</b>	 <b>CLIMATE</b>	<ul style="list-style-type: none"> <li>-42% absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)</li> <li>-30% absolute Scope 3 GHG emissions (2030; vs. 2021)</li> <li>-90% absolute Scope 1, 2, and 3 GHG emissions (2045; vs. 2021)</li> </ul>
	 <b>CIRCULARITY</b>	<ul style="list-style-type: none"> <li>≥35% share of recycled plastics in packaging for consumer products (2030)<sup>1</sup></li> <li>100% of packaging designed for recycling (2030)<sup>2</sup></li> <li>55% of waste in operations reduced, reused or recycled, and zero production waste to landfill (2030; vs. 2021)</li> <li>Emphasize sustainable packaging designs that minimize the use of packaging material and support reuse</li> <li>Increase the renewable share of ingredients and packaging materials</li> </ul>
	 <b>NATURE</b>	<ul style="list-style-type: none"> <li>-25% net freshwater withdrawal in own operations (2030; vs. 2021)<sup>3</sup></li> <li>Zero net deforestation of raw materials based on palm oil, palm kernel oil, and pulp &amp; paper (2030)</li> </ul>
 <b>THRIVING COMMUNITIES</b>	 <b>EQUITY</b>	<ul style="list-style-type: none"> <li>Strive to achieve gender balance with male and female representation above 45% across management levels (2030)<sup>4</sup></li> <li>Strive to achieve pay equity globally (2030)<sup>4</sup></li> <li>Continuously ensure that our employees globally earn a living wage or higher</li> </ul>
	 <b>EDUCATION</b>	<ul style="list-style-type: none"> <li>Respect human rights across our own operations and supply chain</li> <li>Cultivate widespread and impactful employee engagement in community volunteering</li> <li>Engage and empower our employees to take action for sustainability</li> <li>Build a future-ready workforce by embedding skills like sustainability, digital fluency, and adaptive leadership into our learning culture</li> </ul>
	 <b>WELLBEING</b>	<ul style="list-style-type: none"> <li>Build a proactive SHE culture, reducing recordable incidents, and eliminating serious harm potential</li> <li>Improve livelihoods of vulnerable workers and communities within our value chain</li> </ul>
 <b>TRUSTED PARTNER</b>	 <b>COLLABORATION</b>	<ul style="list-style-type: none"> <li>≥85% of assessable spend covered by third-party sustainability assessments and audits to advance responsible sourcing standards (2030)</li> <li>Develop our “Established Suppliers” towards a solid sustainability maturity</li> <li>Engage our customers and consumers to enable sustainable choices in terms of product selection and use</li> </ul>
	 <b>PERFORMANCE</b>	<ul style="list-style-type: none"> <li>Drive the transformation of our portfolio to increase the sustainability contribution of our products</li> <li>Reduce the carbon intensity of our business</li> </ul>
	 <b>TRANSPARENCY</b>	<ul style="list-style-type: none"> <li>Provide to our customers and consumers sustainability-related information about our products and solutions</li> <li>Report and disclose transparently and actively engage with our stakeholders on our strategy and performance</li> </ul>

Targets = Bold | Commitments = Regular

<sup>1</sup> Excluding dangerous goods.

<sup>2</sup> Excluding dangerous goods and products where ingredients or residue may affect recyclability or pollute recycling streams.

<sup>3</sup> Through water reduction and recycling activities at our sites and restoration activities in priority watersheds.

<sup>4</sup> In compliance with local laws and regionally tailored approaches.



### Three priorities for a more sustainable future

Our targets and commitments for 2030 address our material topics and legacy engagements. We have chosen three key priority areas where we want to lead:

**1. Transition to a net-zero future:** We will cut emissions in our direct operations and work with partners along our value chain to achieve our net-zero target by 2045. Our Adhesive Technologies business unit contributes with solutions that help industrial customers to lower emissions in their manufacturing processes, while our Consumer Brands business unit provides products that help consumers reduce energy, water, and material use in everyday life.

**2. Equal opportunity and fair pay for all:** We are committed to creating equal opportunities and ensuring fair pay so that everyone can fully develop their potential – regardless of origin, gender, or individual circumstances. This conviction underpins our commitment to gender balance across our teams and to ensuring gender pay equity and a living wage for all Henkel employees worldwide.

**3. Getting partners on board:** At Henkel, supplier selection and development go beyond cost and quality. We systematically evaluate our business partners' performance in safety, health, environmental protection, social, and fair business practices. By embedding these criteria into onboarding, audits, and continuous improvement, building on the Together for Sustainability (TfS) initiative, we raise standards across the industry.



<sup>1</sup> In compliance with local laws and regionally tailored approaches.



### Levers for change

We can only achieve our ambition of transformational change by thinking in systems and by 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, People, and Partnerships.

### A confident mindset, shaped by our legacy

We have a long legacy of caring for people and the planet. The roots of our purpose go back to the founding vision of Fritz Henkel, who sought to create a company in 1876 that was both innovative and responsible. We have constantly evolved the way we bring this purpose to life in order to adapt our business to new challenges and seek attractive opportunities. This spirit continues to drive us forward.

With its long-term perspective, Henkel promotes social progress and takes responsibility for its employees, for the environment, and for society. In this way, we strive to create a sustainable future. Sustainability is at the core of our business and our purpose to be pioneers at heart for the good of generations. As pioneers, our mindset is to think ahead. We are harnessing this mindset to drive progress toward 2030 and beyond, for our customers and consumers. We are building the capacity of our employees to make sure Henkel is future-ready and able to go further and faster – by drawing on new technologies and solutions that drive a positive impact in an ever-changing world.





# SUSTAINABILITY *STRATEGY*

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.



## 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. They are also a central element of our vision for 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 and enabling business growth as well as generating value for our business and industry customers, consumers, and all of our stakeholders. Our 2030+ Sustainability Ambition Framework, developed in 2021, sets the frame for our global sustainability strategy. It includes clear directions and targets that we want to achieve during this decade. We aim to build

on our unique strengths – including the innovative power of our business units and the comprehensive knowledge of our employees, as well as the wide variety of touchpoints that our products and technologies have 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 for sustainability.

At Henkel, we see sustainability as a constant endeavor to make progress on current topics while continuing to learn about new issues, based on the latest scientific knowledge. This aligns with our key value drivers including customer and consumer relevance, efficient cost management, reduced risk for investors, and attractiveness as an employer.



**“Our purpose ‘Pioneers at heart for the good of generations’ shapes our ambition to build a more sustainable future. We are committed to creating lasting value for our customers, stakeholders, and society – while driving purposeful growth.”**

**Carsten Knobel  
Chief Executive Officer**

## 2030+ Sustainability Ambition Framework

In our 2030+ Sustainability Ambition Framework we connect our efforts to the aspiration of achieving a “Transformational impact for the good of generations.” There are numerous constantly changing challenges and new developments facing society – and Henkel as a company. These include aspects such as the environment, employee and social matters such as respecting human rights, as well as business ethics.

When we developed our framework and the related actions, we built on our longstanding intensive work on a wide range of sustainability topics, as well as our broad product portfolio and our presence in a large number of markets. In addition, dialog with our stakeholders continuously helps us to obtain insights and perspectives from inside and outside our Company. This work fosters a common understanding of expectations and priorities.

Our framework includes the three dimensions of ESG in our vision for sustainability, and we have defined key areas of focus to guide our actions:

## 2030+ SUSTAINABILITY AMBITION FRAMEWORK

### OUR PURPOSE

Pioneers at heart for the good of generations.

### TRANSFORMATIONAL IMPACT FOR THE GOOD OF GENERATIONS



#### REGENERATIVE PLANET

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



#### CLIMATE

Become a net-zero business by decarbonizing our operations and raw materials.



#### CIRCULARITY

Advance circularity through our products, packaging and technologies.



#### NATURE

Protect and restore biodiversity with a focus on forests, land and water, and ensure responsible resource stewardship.



#### THRIVING COMMUNITIES

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



#### EQUITY

Strengthen diversity, equity and inclusion, respect human rights, and enhance the livelihoods of people.



#### EDUCATION

Support lifelong learning and education, and motivate people to take action for sustainability.



#### WELLBEING

Foster health and wellbeing, and help drive social progress.



#### TRUSTED PARTNER

We adhere to high product quality and safety standards while ensuring business success with integrity.



#### COLLABORATION

Scale sustainability impact with our partners, leading to responsible business practices in our supply chains.



#### PERFORMANCE

Reliably deliver best-in-class product performance and safety as the foundation of our business success.



#### TRANSPARENCY

Integrate sustainability into our business governance with transparent reporting, disclosure and engagement.

PRODUCTS | PEOPLE | PARTNERSHIPS



## 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 defined three central levers that help us to achieve and scale up the necessary progress:

- **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 for 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 – as well as with experts, universities, civil society, and other companies.



## Targets and ambitions until 2025

The following overview shows our ambitions and targets that we had set ourselves to advance our sustainability transformation, as well as the target achievement level for the year 2025. While the ambitions generally embraced a long-term time horizon, we defined them in concrete terms by setting medium-term and measurable targets.

		<b>Achieved 2025</b>	
<b>REGENERATIVE PLANET</b>	<b>CLIMATE</b>	-42 % absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)	<b>-50 %</b>
		-30 % absolute Scope 3 GHG emissions (2030; vs. 2021)	<b>-28 %</b>
		-90 % absolute Scope 1, 2, 3 GHG emissions (2045; vs. 2021)	<b>-29 %</b>
		-100 million tons of CO <sub>2</sub> with customers, consumers and suppliers (2016–2025)	<b>Achieved since 2024</b>
	<b>CIRCULARITY</b>	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)	<b>28 %</b>
		100 % of packaging designed for recycling or reusability <sup>1</sup> (2025)	<b>88 %</b>
		-50 % production waste per ton of product (2025; vs. 2010)	<b>-41 %</b>
		Circular use of production waste material (2030)	Ambition
	<b>NATURE</b>	Encourage the responsible use of our products to reduce water consumption	Ambition
		-35 % water withdrawal per ton of product (2025; vs. 2010)	<b>-22 %</b>
		Circular water use at key manufacturing sites (2030)	Ambition
100 % paper and cardboard materials recycled or sourced from sustainable origins (2025)		<b>98 %</b>	
<b>THRIVING COMMUNITIES</b>	<b>EQUITY</b>	Gender parity across all management levels (2025)	<b>43 %</b>
		Improve livelihoods of smallholder farmers and protection of nature	<b>&gt; 39,900 smallholders</b>
	<b>EDUCATION</b>	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)	<b>Achieved since 2022</b>
	<b>WELLBEING</b>	Shape the future of work for our Company and employees	Ambition
		+ 60 % safer per million hours worked (2025; vs. 2010)	<b>+ 59 %</b>
		Reach > 90 % of our employees with global health campaigns (each year)	<b>&gt; 90 %</b>
		100 % responsible sourcing together with our partners	Ambition
<b>TRUSTED PARTNER</b>	<b>COLLABORATION</b>	Each new product contributes to sustainability	Ambition
		Provide our customers and consumers with a comprehensive sustainability profile of our products (2025)	Method under development
	<b>PERFORMANCE</b>	Become three times more efficient – Factor 3 (2030; vs. 2010)	<b>+ 195 %</b>
		<b>TRANSPARENCY</b>	100 % transparency and traceability for palm and palm kernel oil (2025)

<sup>1</sup> Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

## New targets & commitments for 2030

We know that the world around us, the expectations of our stakeholders and the opportunities for advancing sustainability are in constant transformation. For this reason, we regularly review and update our strategy with tangible targets as we go forward. In 2025, we conducted a comprehensive target review process to address the targets that expired in 2025 and to further accelerate progress.

During the process of reviewing our sustainability targets, we drew on our extensive experience across various fields while also incorporating new insights to address key areas of action. These insights continue to serve as a benchmark for our strategic direction helping us to drive engagement within the company and across our value chain.

Our 2030+ Sustainability Ambition Framework sharpens our focus while further developing our goals for 2030 and beyond:

<b>REGENERATIVE PLANET</b>	<b>CLIMATE</b>	<ul style="list-style-type: none"> <li>-42% absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)</li> <li>-30% absolute Scope 3 GHG emissions (2030; vs. 2021)</li> <li>-90% absolute Scope 1, 2, and 3 GHG emissions (2045; vs. 2021)</li> </ul>
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<b>THRIVING COMMUNITIES</b>	<b>EQUITY</b>	<ul style="list-style-type: none"> <li>Strive to achieve gender balance with male and female representation above 45% across management levels (2030)<sup>4</sup></li> <li>Strive to achieve pay equity globally (2030)<sup>4</sup></li> <li>Continuously ensure that our employees globally earn a living wage or higher</li> </ul>
	<b>EDUCATION</b>	<ul style="list-style-type: none"> <li>Respect human rights across our own operations and supply chain</li> <li>Cultivate widespread and impactful employee engagement in community volunteering</li> <li>Engage and empower our employees to take action for sustainability</li> <li>Build a future-ready workforce by embedding skills like sustainability, digital fluency, and adaptive leadership into our learning culture</li> </ul>
	<b>WELLBEING</b>	<ul style="list-style-type: none"> <li>Build a proactive SHE culture, reducing recordable incidents, and eliminating serious harm potential</li> <li>Improve livelihoods of vulnerable workers and communities within our value chain</li> </ul>
<b>TRUSTED PARTNER</b>	<b>COLLABORATION</b>	<ul style="list-style-type: none"> <li>≥ 85% of assessable spend covered by third-party sustainability assessments and audits to advance responsible sourcing standards (2030)</li> <li>Develop our “Established Suppliers” towards a solid sustainability maturity</li> <li>Engage our customers and consumers to enable sustainable choices in terms of product selection and use</li> </ul>
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**Targets = Bold** | Commitments = Regular

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### Three priorities for a more sustainable future

Our targets and commitments for 2030 address our material topics and legacy engagements. We have chosen three key priority areas where we want to lead:

**- 1. Transition to a net-zero future:**

We will cut emissions in our direct operations and work with partners along our value chain to achieve our net-zero target by 2045. Our Adhesive Technologies business unit contributes with solutions that help industrial customers to lower emissions in their manufacturing processes, while our Consumer Brands business unit provides products that help consumers reduce energy, water, and material use in everyday life.

**- 2. Equal opportunity and fair pay for all:**

We are committed to creating equal opportunities and ensuring fair pay so that everyone can fully develop their potential – regardless of origin, gender, or individual circumstances. This conviction underpins our commitment to gender balance across our teams and to ensuring gender pay equity and a living wage for all Henkel employees worldwide.

**- 3. Getting partners on board:**

At Henkel, supplier selection and development go beyond cost and quality. We systematically evaluate our business partners' performance in safety, health, environmental protection, social, and fair business practices. By embedding these criteria into onboarding, audits, and continuous improvement, building on the Together for Sustainability (TfS) initiative, we raise standards across the industry.



## Outlook

At Henkel, sustainability is a constant endeavor. It involves making progress related to today's most pressing topics, while constantly learning more about new challenges by reviewing the latest scientific knowledge. Sustainable business practices have shaped our company culture for decades and remain a core element of how we see our future. We are building on strong foundations: The innovative power of our businesses, the expertise and commitment of our people, and the many ways our products and technologies connect with customers and consumers around the world.

When defining our 2030 targets and commitments, we explored different future scenarios. All of them highlighted how climate change, resource scarcity, and technology disruption could potentially impact our business, the lives of our employees and customers, and the planet. At the same time, societal developments such as demographic change, migration, reskilling, and workplace rights will continue to shape our Company and its value chain.

We are addressing these challenges by contributing to the sustainable development of the planet and to better outcomes for people, while

also creating a competitive advantage for our Company. Our sustainability targets and commitments for 2030 are designed to keep us future-ready. They aim to contribute to business value by driving innovation, improving efficiency, lowering risks, strengthening our customer relevance, and boosting our attractiveness as an employer. For us, future-readiness means achieving economic success in a way that respects planetary boundaries while meeting the expectations of people and society. As we look to the future, we continue to see the relevance of sustainability.

To turn ambition into action, we focus on measurable progress. Our 2030+ Sustainability Ambition Framework provides the strategic direction for our global sustainability efforts. It reflects our aspiration to achieve transformational impact for the good of generations, supported by clear targets and commitments for this decade. We take a systems-driven perspective, knowing that real transformation cannot be achieved by one company alone. That is why we work closely with partners across and beyond the value chain. Through collaboration and collective action, we help to drive transformational change.



## Strategic alignment of business units

The strategies of our business units are fully aligned with our sustainability strategy.

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 empower customers and consumers with sustainable choices across our innovative brands in laundry and home care, as well as hair and body care. This includes our commitment to advancing a circular economy through more sustainable packaging solutions, increasing the share of recycled plastics, and incorporating more ingredients based on renewables into our products. To ensure transparent product information reaches consumers, we use a range of communication channels such as product labels, websites, social networks, and customer service hotlines. We also collaborate with industry associations on sector-wide initiatives to promote the safe use of our products. In addition, we engage consumers with targeted communication to raise awareness on topics such as energy savings during product use.



Our **Adhesive Technologies** business unit leverages its know-how and distinctive value chain position to support the sustainability transformation. We develop adhesives, sealants, and coatings that enable customers across various industries to make a greater contribution to sustainability. 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. This enables the reuse of precious materials, like rare earths from cell phone or battery cells. 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, as well as 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 also reducing resource consumption and costs. We collaborate effectively with partners along the value chain and beyond to drive transformational change.

### Governance: Enabling progress

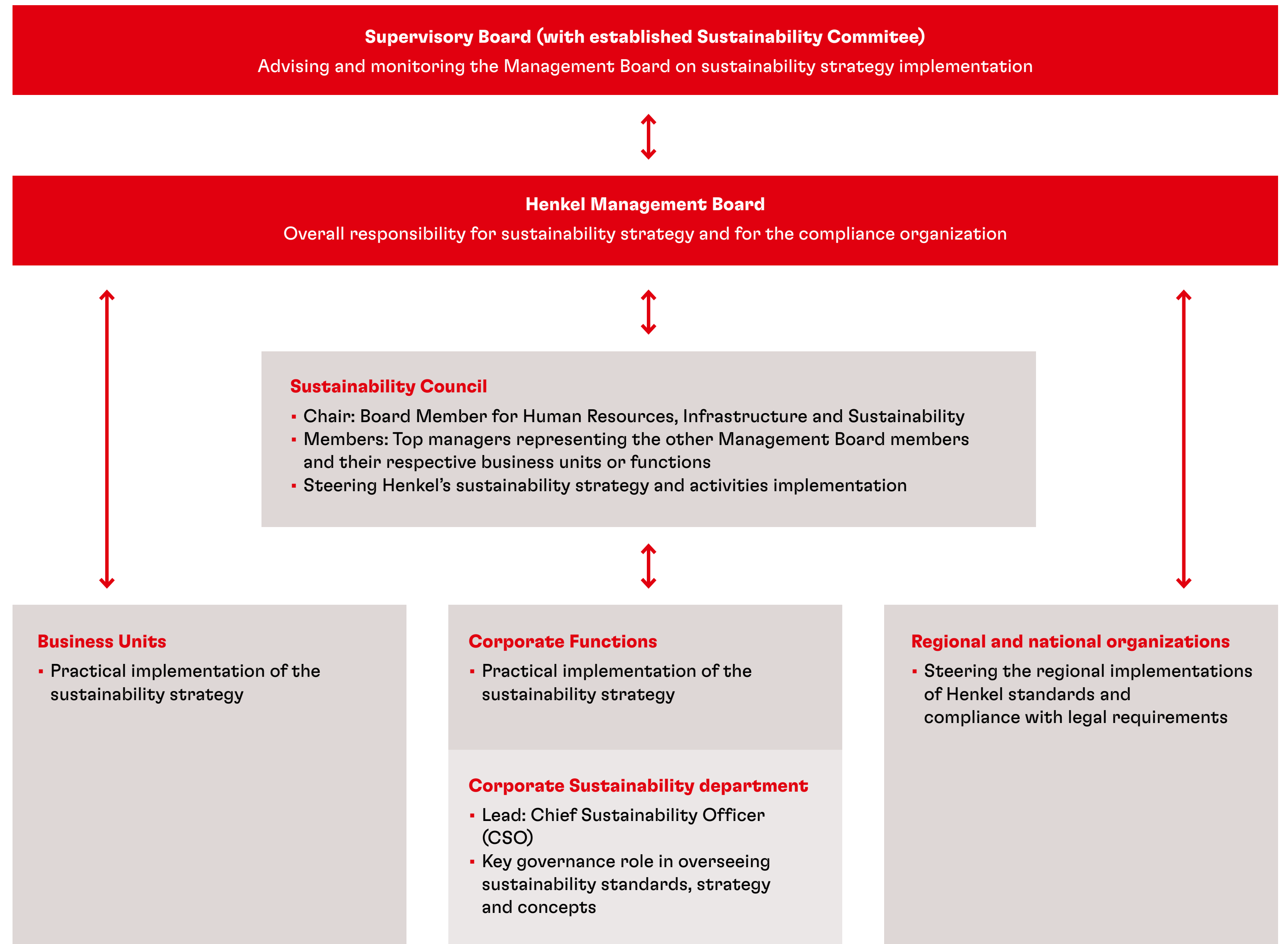
A clear sustainability strategy with defined goals is essential for effective corporate responsibility. Strong management structures are equally important.

At Henkel, sustainability management is vertically, horizontally, and cross-functionally integrated into its 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.

The Sustainability Council guides the Company's sustainability direction and activities. Chaired by the board member in charge of Human Resources, Infrastructure, and Sustainability, the Council develops topic-specific plans, sets up project groups, ensures consistent standards and processes, shares best practices, and tracks progress.

Our business units and functions are responsible for putting the strategy into practice and allocating the necessary resources. Our central Corporate Sustainability team, led by the Chief Sustainability Officer, oversees Company-wide sustainability standards and supports the work of the Sustainability Council.





## Sustainability management

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

Our group-wide risk management approach makes an indispensable contribution to our strategic focus on sustainability. It enables us to identify potential risks and business opportunities at an early stage. During the risk analysis that we conducted as part of the non-financial reporting process, we considered our own operations, our business relationships, our products, and our services.

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 work, 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 regard to human rights we take into account the risks for 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 relation to the understanding of terms and in the assessment of risks, opportunities, and impacts, as well as those related to the design of appropriate due diligence procedures.



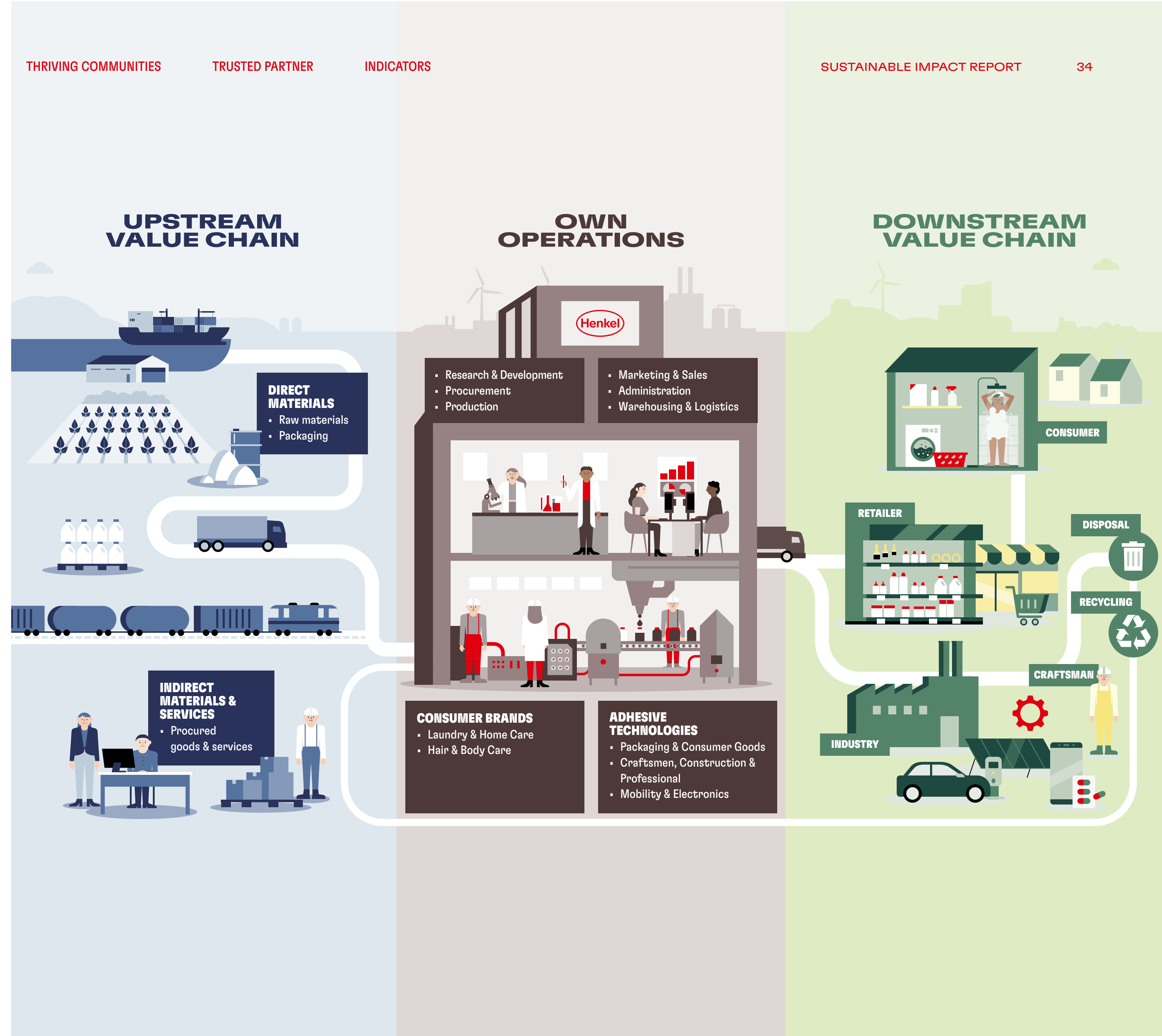
## Our value chain

With innovative products and solutions, we aim to create value for our stakeholders across all stages of the value chain in all of our business segments. We operate production sites worldwide, invest in research and development, maintain close cooperation with our suppliers, and contribute to economic development in our target markets. As an employer, we create jobs and purchasing power through wages and salaries. The taxes and levies we pay help to finance communities and support public infrastructure.

To manufacture our finished products, we use direct materials. These are externally sourced materials such as raw materials, packaging, procured goods, and services.

Our Consumer Brands business unit operates in the Laundry & Home Care, Hair and Body Care business areas with focused brand portfolios. Our branded products are offered to consumers through various distribution channels. This includes: brick-and-mortar stores, such as supermarkets, discount stores, drugstores, and hypermarkets, as well as e-commerce channels and hair salons.

Our Adhesive Technologies business unit offers a broad portfolio of adhesives, sealants, and coatings. It is structured into three business areas: Mobility & Electronics, Packaging & Consumer Goods, and Craftsmen, Construction & Professional. Our teams maintain direct contact with our industrial customers and our technical experts foster long-term relationships with customers and partners. For consumers, craftsmen, and smaller industrial customers, we rely on retail customers and distributors.





### 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 every employee has to acknowledge it. Additionally, codes, policies, and corporate standards specifically address issues such as compliance with competition and antitrust law, anti-corruption, safety, health, environmental and social standards, human rights, and public affairs. They also provide the basis for implementing the UN Global Compact. There are several codes and standards which can be found on our **website** [↗](#).

### 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 applied governance. Our **SHE Standards** [↗](#) and **Social Standards** [↗](#) apply to all sites. In these standards, we define binding requirements for various areas. This

includes the monitoring of environmental performance indicators or the prevention of health and safety risks in the workplace, for example. Standards are supplemented by corporate procedures that cover, for instance, a consistent and standardized approach to incident reporting and management, including corrective actions. In addition, we follow an approach of continuous training of our employees.

We carry out regular audits at our sites to verify compliance with our internal requirements. All audit results, including the monitoring of our SHE Standards and Social Standards, are included in the Internal Corporate Audit department's annual report to the Henkel Management Board. Our management systems are externally certified at site level, for example according to ISO norms, wherever this is expected and recognized by our partners in the respective markets.

### Compliance

Henkel is strongly committed to corporate governance and corporate compliance at the local and global level. Responsible management processes, compliance with many different legal requirements, and cultural sensitivity are the cornerstones for being successful in our international markets. 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. Our internal reporting and complaint 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. 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. For instance, all of our managers across the globe must participate in our mandatory compliance eLearning program and must attend relevant training courses.

### Internal audits

The Head of 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. In addition to internal production and administration sites, audits are also performed at subcontractors and logistics centers. They are a key instrument for identifying risks and potential improvements.

## Stakeholder management

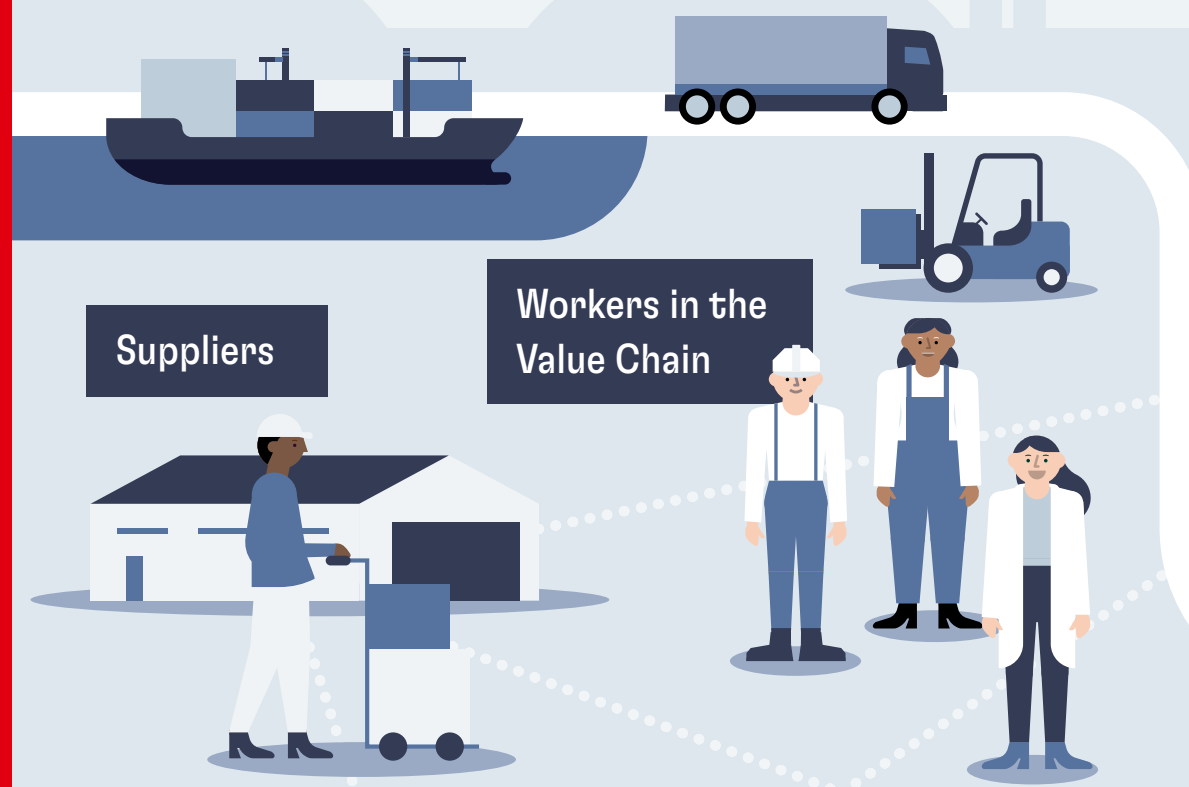
Understanding and mapping the social demands that stakeholders of all kinds place on our Company is a key component of our sustainability management. This includes our customers, consumers, suppliers, business partners, employees, shareholders, investors, neighbors and local communities, associations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

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 opinions at several level. This work includes direct dialog, multi-stakeholder initiatives, and 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 approach to innovation and risk management, and helps us to continuously develop our sustainability strategy and reporting measures.

ACROSS THE VALUE CHAIN

BEYOND THE VALUE CHAIN

### UPSTREAM VALUE CHAIN



### OWN OPERATIONS



### DOWNSTREAM VALUE CHAIN



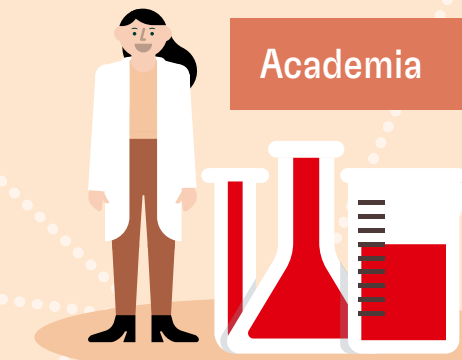
NGOs



Neighbors &amp; communities



Academia



Consumers



Business partners



Shareholders &amp; investors



Associations



Policymakers &amp; authorities





### Contributions to the SDGs

Henkel supports the implementation of the 17 UN Sustainable Development Goals (SDGs).

As a company, we are convinced that these goals provide a shared focus that can empower collaborative action and will accelerate progress toward sustainability. Sustainable consumption, packaging and plastics, combating climate change, water, human rights, equal opportunities and education are important topics for our work.

By continuously reviewing our Company's goals and initiatives, we ensure that these are aligned with the SDG priorities that are relevant for us. We support the SDGs through our many years of intensive work on a wide range of sustainability topics, as well as through our broad product portfolio and our presence in a large number of markets. Detailed information on the impact of our actions can be found on our [website](#).





# REGENERATIVE *PLANET*

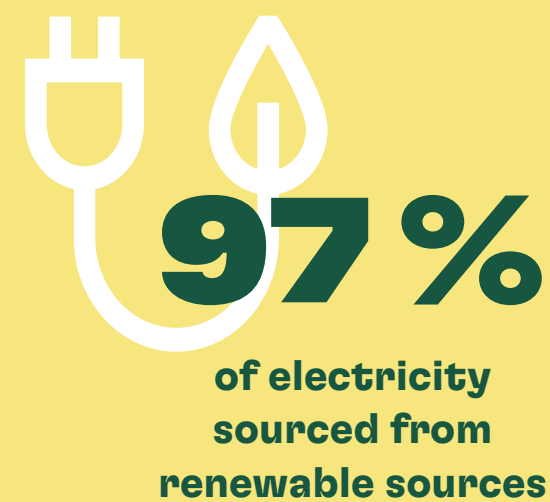
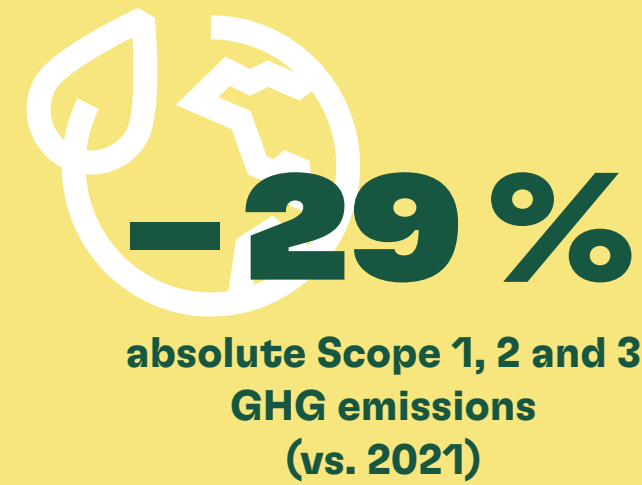
We are on a journey toward an environmental transformation of our business model. To achieve this ambition, we intend to transform our processes, products, and use of raw materials in the direction of a resource-efficient, net-zero future. We are focusing on climate change mitigation measures, a functional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

- 39 Climate
- 48 Circularity
- 60 Nature
- 68 Sustainable Operations

# CLIMATE



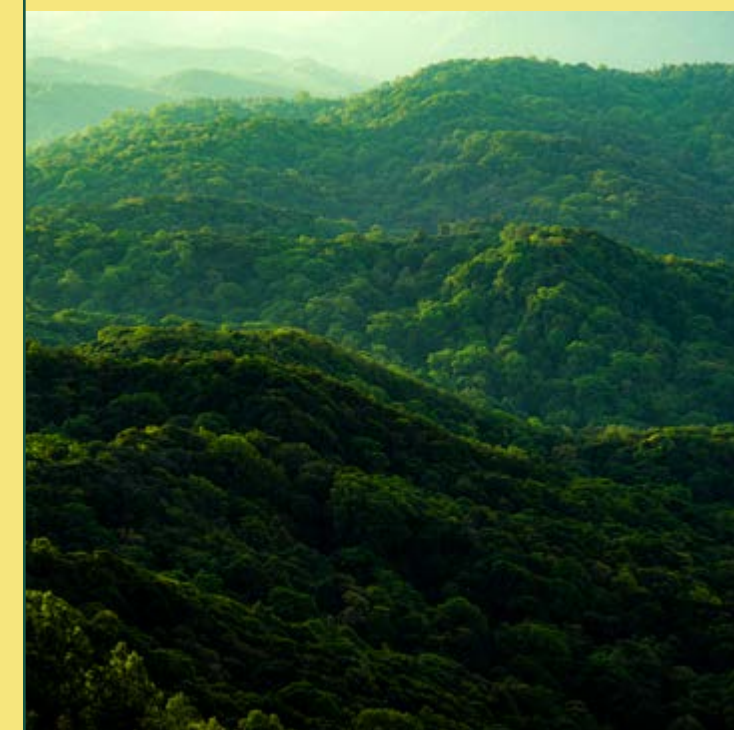
## Highlights 2025



At Henkel, we are committed to the UN's global Paris Agreement on Climate Change that aims to limit global warming to well below two degrees Celsius above pre-industrial levels. Achieving this ambitious target will only be possible if governments and companies embrace this challenge as an opportunity to drive innovation and explore visionary ideas.

## Top 3 topics

### Our path to net-zero



### Driving carbon-neutral production



### Emission reduction in the use phase



## Emissions reduction 2025 vs. 2021

### Total emissions in 2025

under net-zero target scope



TOTAL  
**13.4 m**  
TONS OF CO<sub>2</sub>

-5.4 M TONS OF CO<sub>2</sub>

### Total emissions in base year 2021

under target 2021



TOTAL  
**18.8 m**  
TONS OF CO<sub>2</sub>

Scope 1	Scope 1 CO <sub>2</sub> e
Scope 2	Scope 2 market-based
Scope 3.1	Purchased goods and services
Scope 3.4 & 3.9	Transportation and distribution
Scope 3.12	End of life
Scope 3	Other

## Our strategic approach: Accelerating climate action

As a global company, we know that we have a responsibility to reduce our impact on climate change and to prepare for its effects so that our business can stay viable in the future. We understand that our activities affect the climate at many stages of the value chain. Most of our climate impact comes from using fossil fuels to produce raw materials, run our factories, support product use, or enable transportation. Changes in land use also create emissions, which add to climate change and make it harder to reduce overall environmental impact. Most of our emissions under the SBTi target come from the supply of raw materials, packaging, and other goods. For this reason, we work closely with our suppliers to lower the carbon footprint of our supply chain.

### Climate Transition Plan: Our strategic foundation

To us, net-zero is a holistic transformation of our entire organization and our culture. 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, as well as the emission

reduction activities that aim to achieve these targets. These targets have also been verified by the Science Based Targets initiative (SBTi) in 2024, a corporate climate action organization that supports companies with setting net-zero targets in line with the Paris Agreement.

## Risks and opportunities of climate change

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 in alignment with the recommendations provided by the Task Force on Climate-related Financial Disclosures (TCFD). We identify and assess climate-related risks based on the requirements 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.



**“As performance expectations evolve, sustainability is reshaping competitiveness. Through innovation and close collaboration, we help customers lower emissions, advance circularity, and unlock new value.”**

**Mark Dorn**  
Executive Vice President  
Adhesive Technologies





## Net-zero targets and achievements 2025

Using 2021 as the baseline year, Henkel defines targets for absolute emissions across Scopes 1, 2, and 3 that encompass operations, energy use and value-chain emissions.



**-90 % absolute Scope 1, 2 and 3 GHG emissions (2045)**

Achievement FY 2025:



Base year: 2021

Target year: 2045



**-42 % absolute Scope 1 and 2 GHG emissions (2030)**

Achievement FY 2025:



Base year: 2021

Target year: 2030



**-30 % absolute Scope 3 GHG emissions (2030)**

Achievement FY 2025:



Base year: 2021

Target year: 2030



**100 % of electricity sourced from renewable sources (2030)**

Achievement FY 2025:



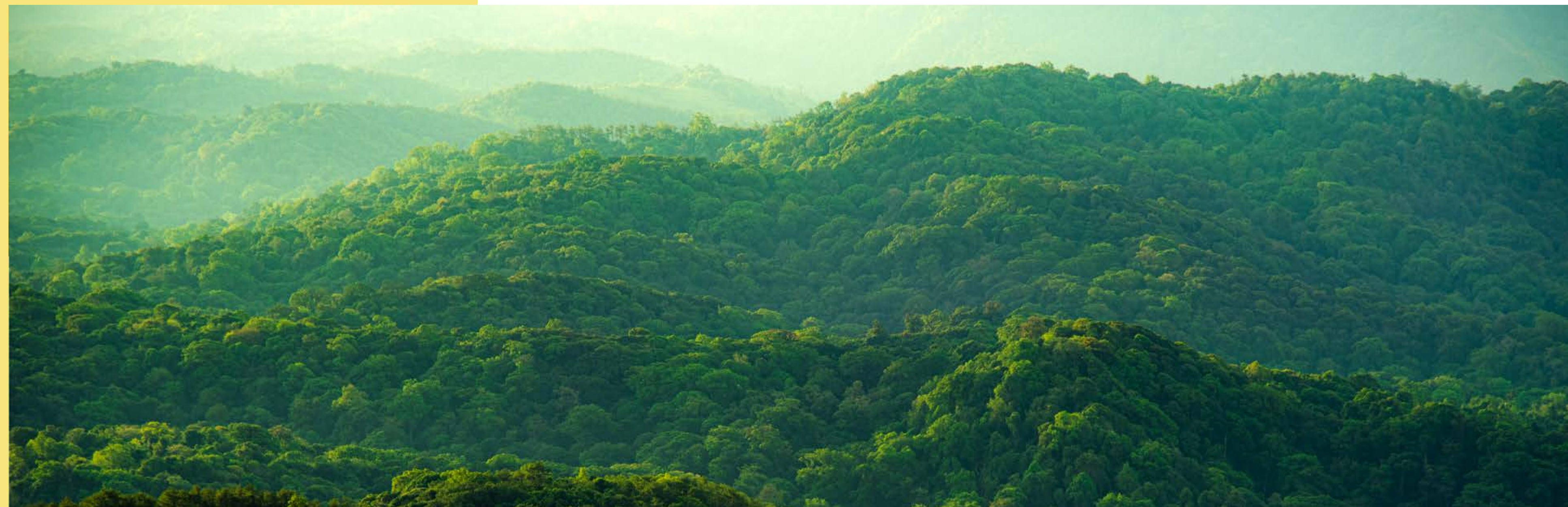
Target year: 2030

## Our path to net-zero

Henkel aims to reach net-zero greenhouse gas (GHG) emissions across its entire value chain by 2045. After that, the Company will work to remove any remaining emissions that cannot be fully avoided. This plan follows the 1.5 degrees Celsius climate target and focuses on reducing negative environmental impacts. Henkel will reduce its total direct and indirect GHG emissions step by step, including emissions linked to land use and bioenergy. Once emissions have been cut by 90 percent across Scopes 1, 2, and 3 (as required by the SBTi Corporate Net-Zero

Standard), Henkel can then balance out any small amount of emissions that remain. Only high-quality carbon removal projects – those that permanently remove and store carbon – will be accepted to offset the remaining emissions.

We strive to reduce GHG emissions in our direct operations. We also seek to reduce GHG emissions from upstream and downstream value chain activities by focusing on eco design, low-emission materials, supplier engagement, and carbon-efficient logistics.





### Reducing emissions along and beyond our value chain

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. Respective measures are energy-related and include energy efficiency, renewable energy deployment, and renewable energy and fuel sourcing.

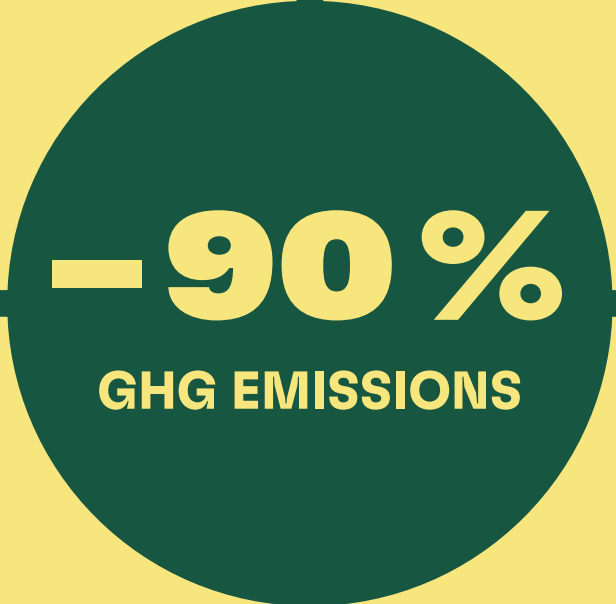
#### ENERGY USE

- Energy efficiency
- Renewable energy deployment
- Renewable energy and fuel sourcing

#### ECODESIGN

- Format design
- Packaging design

Our net-zero transformation requires us to design a low-emission product portfolio by optimizing the properties and compositions of our products. Two levers hold significant emission reduction potential in this context: format design and packaging design.



Our logistics emissions result from upstream transportation of our sourced materials, as well as from downstream transportation and distribution of our products. To reduce the related emissions, we apply the following two abatement levers: logistics optimization and low-carbon transportation.

- Logistics optimization
- Low-carbon transportation

#### CARBON-EFFICIENT LOGISTICS

- Supplier engagement
- Packaging
- Raw materials

#### LOW-EMISSION MATERIALS

Sourced materials have a high impact on our GHG footprint. For this reason, the transition to more sustainable and low-emission materials is an important requirement for our net-zero transformation. In this regard, three abatement levers are key: supplier engagement, packaging, and raw materials.

**TACKLING  
PRODUCT USE PHASE  
EMISSIONS**

**BEYOND VALUE  
CHAIN  
MITIGATION**

## Energy use in our operations

For our operations, we strive to increase energy efficiency by investing in technologies and processes that reduce energy consumption in manufacturing, warehousing, offices, vehicle fleets and R&D centers. For reducing emissions from our vehicle fleet, we have a global mobility initiative offering flexible and sustainable mobility solutions.

Wherever feasible, we install solar panels and biomass boilers at our facilities to generate clean, renewable energy directly at the source. This contributes to our overall sus-

tainability goals by reducing our reliance on fossil fuels and lowering our operational carbon footprint.

For the energy required in our operational processes, we target the transition to 100 percent renewable energy sources by following best practices from the GHG Protocol. For heat generation, we rely on renewable fuels because the electrification of all of our processes is not feasible. We plan to source biomethane or other renewable fuels to reach our direct emissions reduction target.





# DRIVING CARBON-NEUTRAL PRODUCTION

At Henkel, achieving carbon-neutral production starts with one key principle: energy efficiency first. To unlock our full savings potential, we expanded our global online energy metering system in 2025 to cover even more Consumer Brands factories. This system, first introduced in 2013, now includes advanced dashboards for detailed analysis. This enables data-driven decisions that make a real impact.

In 2025, we rolled out this system to several new sites worldwide, including our Center of Excellence for hair coloration in Maribor, Slovenia, and production sites in Bogotá, Colombia, and Geneva, USA. Alongside smart metering, we are investing in innovative process optimizations – like the new fluid bed sand dryer in Pantelimon, Romania, which cuts energy use by over 40 percent and recovers heat for building heating and water use. These improvements save energy and allow us to source biomethane certificates to cover all heating needs.

For the energy we consume, renewable self-generation is always a priority. A major highlight of 2025 was the launch of Henkel’s largest solar power plant at our site in Kruševac, Serbia. With more than 13,000 solar panels covering an area the size of four soccer fields, this installation generates over 6,000 MWh of green

**“We are proud to self-generate a substantial amount of our electricity demand with the new large-scale solar installation on our roofs, contributing to our Henkel net-zero target and increasing the resilience of our manufacturing site.”**

**Dusan Antonijevic,  
Site Director  
Kruševac, Serbia**



Carbon-neutral production at

**37**

sites globally

electricity annually – enough to power around 4,000 European households.

When external energy is needed, we rely on green power purchase agreements (PPAs) and biomethane for the gas we cannot replace with electrification. A great example is our site in Gebkim, Türkiye, where we completed the full electrification of our thermal energy supply. Our teams replaced steam boilers with electric ones and added efficiency upgrades to chillers – making it a fully decarbonized site. In Maribor, Slovenia, we installed industrial-scale heat pumps. And in Környe, Hungary, we switched building heating from gas to electric heat pumps, reducing energy demand by an amount that is equivalent to 1,000 households. Remaining high-temperature processes are powered by biomethane, enabling 100 percent renewable energy at the site.

While physical biomethane delivery is not always possible due to grid mixing, we secure our sourcing through certificates. In some cases, we go further – like at our site in Jundiaí, Brazil, where we signed Henkel’s first physical biomethane delivery contract, directly supplying renewable gas for production.



## ECODESIGN

### COMPACT LAUNDRY LIQUID DETERGENTS

Compact product formats and packaging enable the reduction of GHG emissions, for example, during logistics. This is because smaller bottles make it possible to fit more cases on each pallet, which results in fewer trucks needed. In 2025, our Consumer Brands business unit launched compact formulas and packaging for our all, Persil and Snuggle brand liquid laundry products in North America. These innovations helped to save 4,000 tons CO<sub>2</sub> from transportation emissions and 1,300 tons of plastic annually.

### USE OF RECYCLED SILVER AS AN INNOVATIVE SUSTAINABLE RAW MATERIAL

Henkel is an industry-leading supplier of printed electronics materials and services. The broad Loctite portfolio of functional inks includes conductive inks and paints, as well as resistive and dielectric inks. These materials enable our ecosystem partners to develop printed electronics applications that are tailored to the specific properties demanded by industrial customers. In 2025, Henkel launched industry-first and highly conductive silver inks based on recycled silver. Using recycled silver abates 80 percent of the emissions associated with processing primary silver.



## LOW-EMISSION MATERIALS

### DRIVING CIRCULARITY AND REDUCING CO<sub>2</sub> IN PACKAGING

Upstream and downstream emissions from raw materials, packaging, logistics, and product disposal make up the largest share of our total emissions. That is why we focus on low-emission materials. One of the most impactful levers is to replace virgin plastic with recycled plastic. In 2025, our liquid laundry detergent bottles (up to 3 liters) for brands such as Persil, Spee, XTRA and Le Chat across Europe were produced using 65 percent post-consumer recycled (PCR) plastic. This transition resulted in an incremental use of 541 tons of PCR in 2025 and leads to an estimated annual CO<sub>2</sub> reduction of around 600 tons.

### LOW-EMISSION ADHESIVES – HOW DATA POWERS OUR NET-ZERO ROADMAP

Over the past three years, we have systematically gathered comprehensive carbon-emission intelligence across our value chains. To date, we have achieved more than 90 percent baseline coverage, which has enabled us to identify CO<sub>2</sub> emission hotspots across our technologies, regions, and manufacturing processes for key raw materials. To strengthen the accuracy of our Product Carbon Footprint (PCF) data and to drive effective reductions, we launched the Henkel “Climate Connect” program in 2024. It aims to collect supplier specific PCFs. CO<sub>2</sub> emission reduction has become an integrated decision criterion in raw material sourcing and portfolio management. This enabled the launch of our first low-emission products in 2025 to support customers in their decarbonization journeys.



### SUPPLIER ENGAGEMENT VIA “CLIMATE CONNECT” PROGRAM

In order to take the evaluation of its CO<sub>2</sub> emissions in the upstream supply chain to the next level, Henkel launched a comprehensive engagement program for its worldwide suppliers called “Climate Connect” in 2024. The program aims to advance decarbonization along the value chain through the collection of emissions data, jointly defined actions for reduction, and continuous upskilling. Through the “Together for Sustainability (TfS)” initiative, which Henkel co-founded in 2011 with partners in the chemical industry, we are already working closely with other members on the collection of product carbon footprint data from strategic suppliers. With the “Climate Connect” program, this approach is extended to an even larger supplier base.



## CARBON-EFFICIENT LOGISTICS

### FULLY ELECTRIC TRUCK eACTROS IN OPERATION

In Germany, eActros is now traveling emission-free between our Adhesive Technologies warehouse in Bönen and our production site in Düsseldorf. By switching to electric transport solutions, we are avoiding around 50 tons of CO<sub>2</sub> annually – sending a clear signal about our responsibility toward the environment and the future.

### OPTIMIZED LOGISTICS ENABLE LOW-EMISSION TRANSPORT

Since November 2025, Henkel has been expanding its high-bay warehouse in Düsseldorf-Holthausen, Germany, bringing additional logistics capacity online in stages. The expansion enables Henkel to integrate additional product categories and transport routes into this low-emission setup. Once fully operational, Beauty Care products from our

carbon-neutral site in Wassertrüdingen, Germany, will also be stored in Düsseldorf. They will travel directly by train from Henkel site to Henkel site, creating a low-emission transport corridor to Düsseldorf-Holthausen. This optimized flow reduces complexity and avoids half-empty trucks, while further improving carbon savings and operational efficiency across our supply chain.



## Emission reduction in the use phase

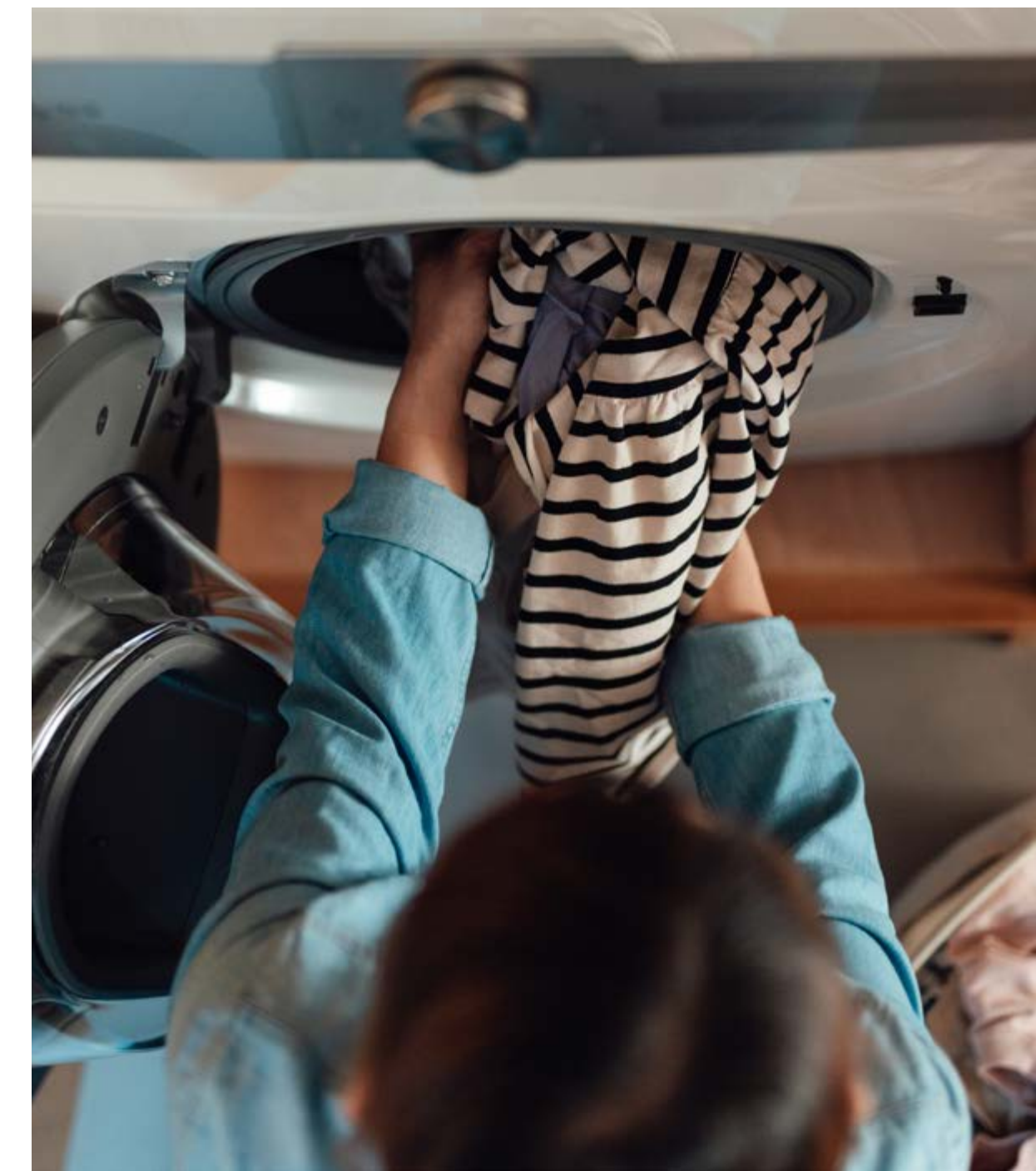
Emissions generated during the use phase of our products are very difficult for us to influence due to their indirect nature. For this reason, they are excluded from our net-zero target boundary. However, the scale of these emissions is still very significant. To address this point and live up to our responsibility, efforts to reduce these emissions are an important objective of our climate strategy. We approach this from two perspectives: First, we develop innovations that optimize the properties of our products. And second, we engage with customers and consumers to foster energy-efficient and sustainable utilization and disposal of our products.

### Product innovations

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. Through our brands and technologies, we make products that are used and applied in ways that are linked to the use of energy. This includes detergents, shower gels, hot-melt adhesives, and many others. We want to contribute to improving the efficient use of energy by creating innovations that cut energy consumption and the related emission footprint.

## Customer and consumer engagement

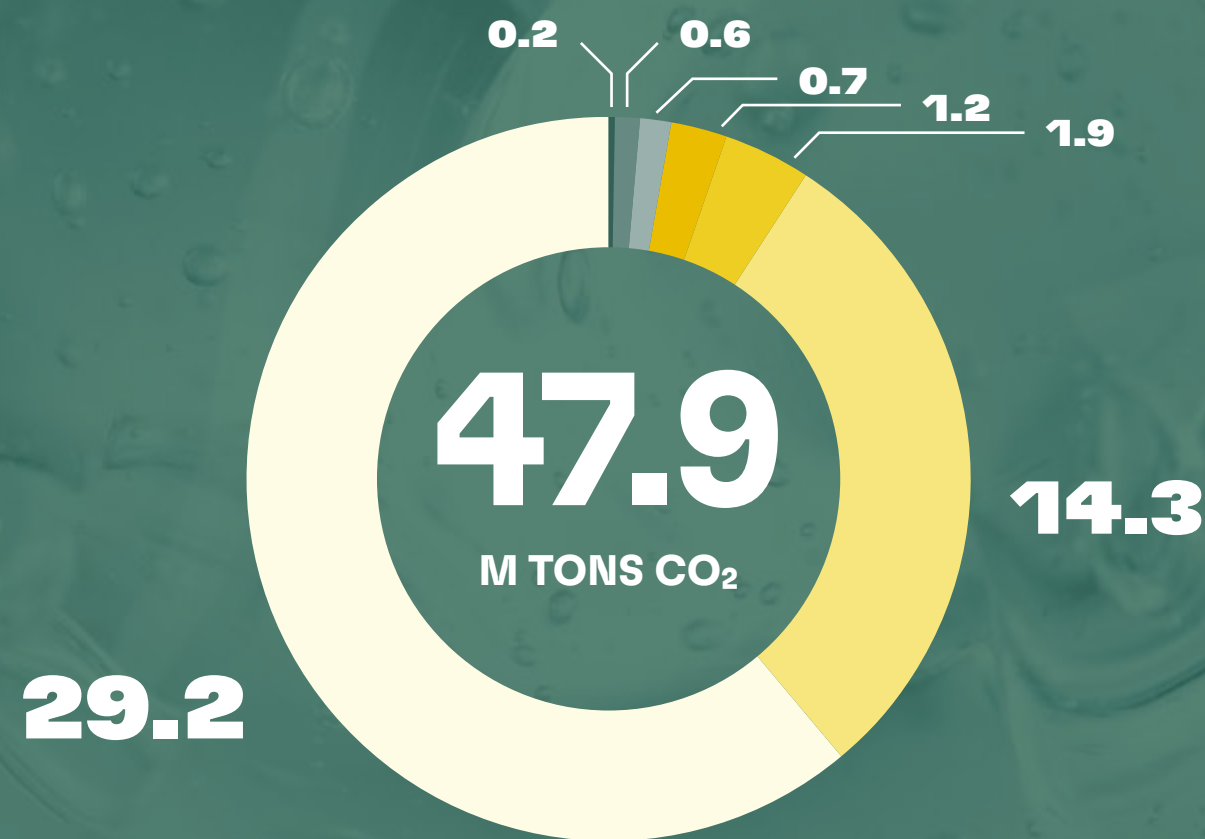
Emissions from the use phase of our products are indirect, which means that we are heavily dependent on the application behavior of our customers and consumers in order to achieve reduction in emissions. Therefore, engaging with our customers and consumers to enable more sustainable behavior and product use is a central aspect of our emission reduction efforts. In this regard, we build collaborations with our industrial customers to optimize the application process of our products and to boost energy-efficiency. Furthermore, we design engagement programs to upskill consumers about energy-efficient use of our laundry and home care as well as hair and body care products to foster a behavioral change.



## Transparent footprint: 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. GHG emissions generated by our own operations – Scope 1 and 2 emissions – only account for a small fraction of our overall GHG emissions. Scope 3 emissions make up the majority of our emissions. These emissions result from raw materials, packaging, logistics, end of life activities, and other sources.

### Henkel's total emissions in 2021 incl. use phase



Scope 1	Scope 1 CO <sub>2e</sub>	0.618
Scope 2	Scope 2 market-based	0.160
Scope 3	Other	0.674
Scope 3.4 & 3.9	Transportation and distribution	1.163
Scope 3.12	End of life	1.864
Scope 3.1	Purchased goods and services	14.289
Scope 3.11	Indirect use phase	29.217

### “IT STARTS WITH US” – NEXT-LEVEL CONSUMER INVOLVEMENT

Our Consumer Brands business unit launched the “It starts with us” initiative in 2023. It is designed to empower consumers to adopt more sustainable habits and to reduce CO<sub>2</sub> emissions in the use phase of our products. By promoting simple, tangible hacks like lowering water temperature or shortening shower times, we empower consumers to make small changes with a big impact. In 2025, the campaign entered its third year, activated both digitally and at the point of sale across key European markets. Last year, we deepened the integration with our brands, nudging preferable behaviors in the use phase. The initiative raises awareness and drives changes in everyday routines. Our retail partner AS Watson recognized this impact in 2025 by awarding us their Sustainability Award in Europe, celebrating our commitment to making sustainable choices more accessible and actionable for consumers. “It starts with us” continues to empower consumers - one habit, one product, one person at a time.



### MORE SUSTAINABILITY FOR ARCHITECTURAL APPLICATIONS

Henkel has developed a new aluminum etching product called Bonderite C-AK 24600 that helps manufacturers use less energy while keeping or even improving performance. In aluminum pretreatment, etching is needed to create a surface that coatings can stick to. Normally, this requires high temperatures and a lot of energy. Bonderite C-AK 24600 changes this by allowing companies to lower the process temperature by up to 7 degrees Celsius while achieving the same etching results.

### LOWERING EMISSIONS OF ADHESIVES DURING APPLICATION

Our Adhesive Technologies business unit shows how measurable sustainability and proven performance can go hand in hand with the optimized

Technomelt Supra 130 Cool hot-melt adhesive. The product is now manufactured with at least 20 percent lower carbon emissions, calculated across the entire cradle-to-gate value chain. Importantly, it still delivers the same reliable bonding performance and full supply continuity. The adhesive's chemical formulation remains unchanged and continues to meet strict food safety requirements for carton, tray, and folding box applications. The CO<sub>2</sub> reduction is achieved through close collaboration with suppliers, replacing fossil-based resources with renewable alternatives and integrating more energy-efficient technologies into production.

By using low-emission raw materials at all relevant production sites across Europe, Henkel ensures that every customer benefits automatically – without any changes to processing, application, or logistics. With this approach, Henkel supports the packaging industry in reducing its environmental footprint while maintaining trusted performance.





### Beyond our value chain

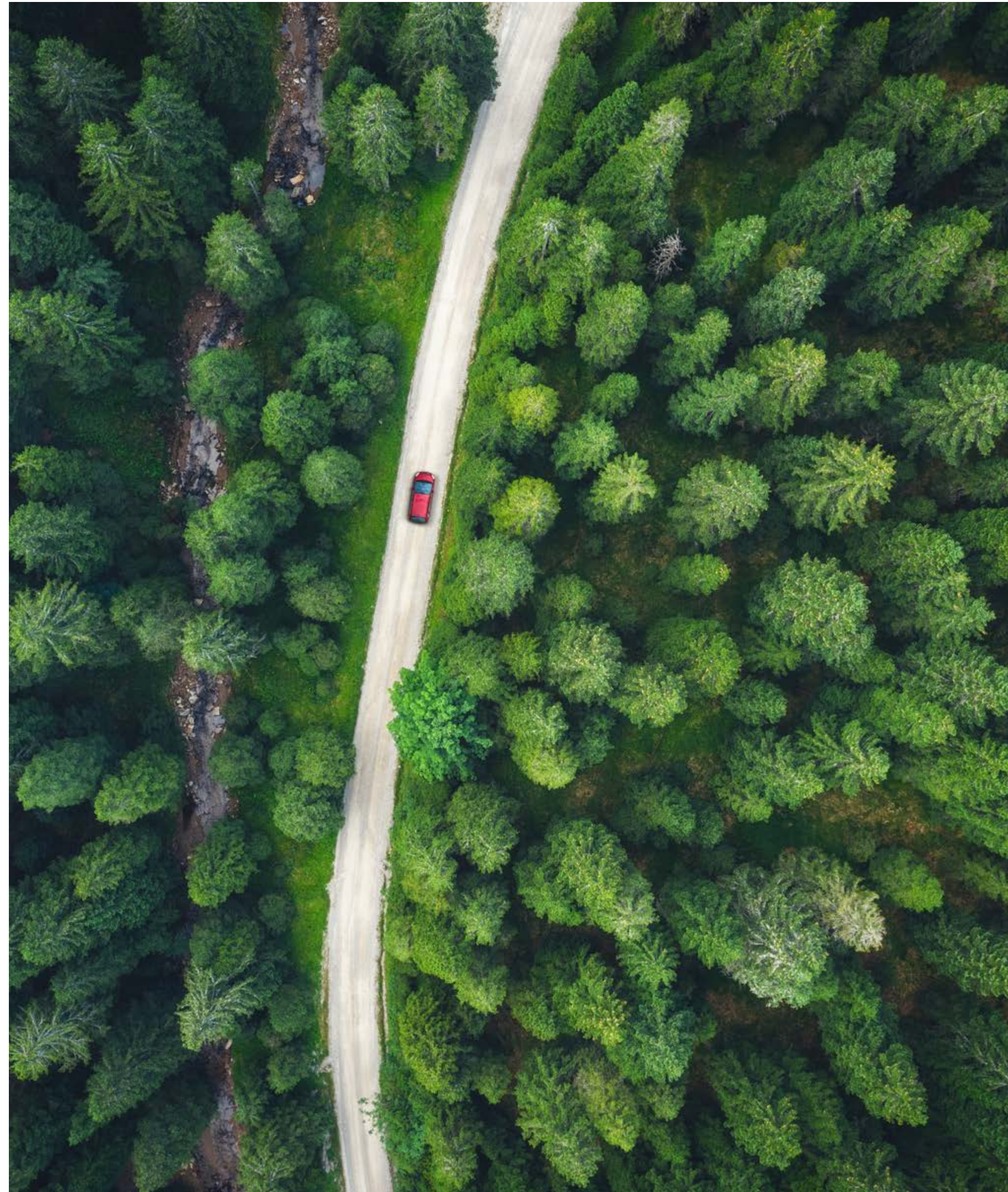
Our net-zero strategy goes beyond emission reductions to address hard-to-abate emissions and support a fair, just transition. In line with the SBTi Corporate Net-Zero Standard, we apply a “Beyond Value Chain Mitigation” (BVCM) approach – actions and investments outside our value chain that reduce or remove greenhouse gases.

Through BVCM, we aim to accelerate global net-zero progress by partnering with others, advocating for enabling policies, and supporting technological and nature-based carbon solutions. This will help us build a balanced carbon-credit portfolio that is aligned with our broader climate and nature goals.

### Climate Transition Plan

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, as well as our emission reduction activities. It also clearly states our governance and delivery mechanisms for implementing our net-zero transformation.

[Read Climate Transition Plan here](#)



### Outlook

Our Climate Transition Plan outlines how our business model and strategic priorities will align with the goal of limiting global warming to 1.5 degrees Celsius. This plan serves as a road-map for responsible growth and climate resilience, setting us on the path to net-zero emissions by 2045.

Climate action is essential because the effects of climate change are becoming stronger and more visible, threatening communities, ecosystems and long-term business stability. Taking action now helps reduce risks, protect resources and support a sustainable future.

The new updates from the Science Based Targets initiative (SBTi) and the GHG Protocol must help us to take even stronger climate action from 2030 onward. These updates must create clearer rules, better measurement standards, and more consistent reporting. We will set new near-term targets reflecting both revisions in 2030 for our journey toward 2035.

### KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

[Indicators](#)



# CIRCULARITY



## Highlights 2025



share of recycled plastic  
in consumer products  
packaging



of packaging  
designed for recycling  
or reusability<sup>1</sup>



production waste  
per ton of product  
(vs. 2010)

<sup>1</sup> Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

Decoupling economic growth from the consumption of finite natural and fossil resources as well as developing a circular economy are key parts of any successful approach to sustainable value creation. We support the transition to a circular economy and we integrate circularity into our product life cycle – while also innovating together with our partners along the entire value chain.

## Top 3 topics

### Innovative and sustainable packaging



### Circularity in production



### Circular business transformation





## Our strategic approach: Advancing circularity

Today, most business models are linear. These models do not use resources efficiently. They also create pressure on land and water use, while driving pollution and generating high levels of CO<sub>2</sub> emissions. Henkel is striving to embrace circular economy strategies that transform our Company and drive resilient, long-term success. Moving from a linear to a circular model can only succeed if the circle is closed, so waste and value leakage are avoided. We aim to directly contribute and be part of collective action to close that circle.

Henkel is in a special position in this context because we are a material user (for example, for packaging of our consumer goods) and a technology solutions provider to many other industries (through our adhesive technologies). This shapes our commitment to advancing circularity across the entire value chain. Our approach integrates sustainable design, responsible operations, innovative logistics, and consumer engagement to reduce environmental impact and promote resource efficiency.

In our Adhesive Technologies business unit, we aim to lead by example by accelerating circularity in our own operations, the design of our packaging and the formulation of our products. At the same time, we want to lead through technology by offering solutions that help close the loop in our customers' operations, the product use phase, and the end of life by enabling maintenance, repair, debonding, recycling compatibility, and biodegradability.

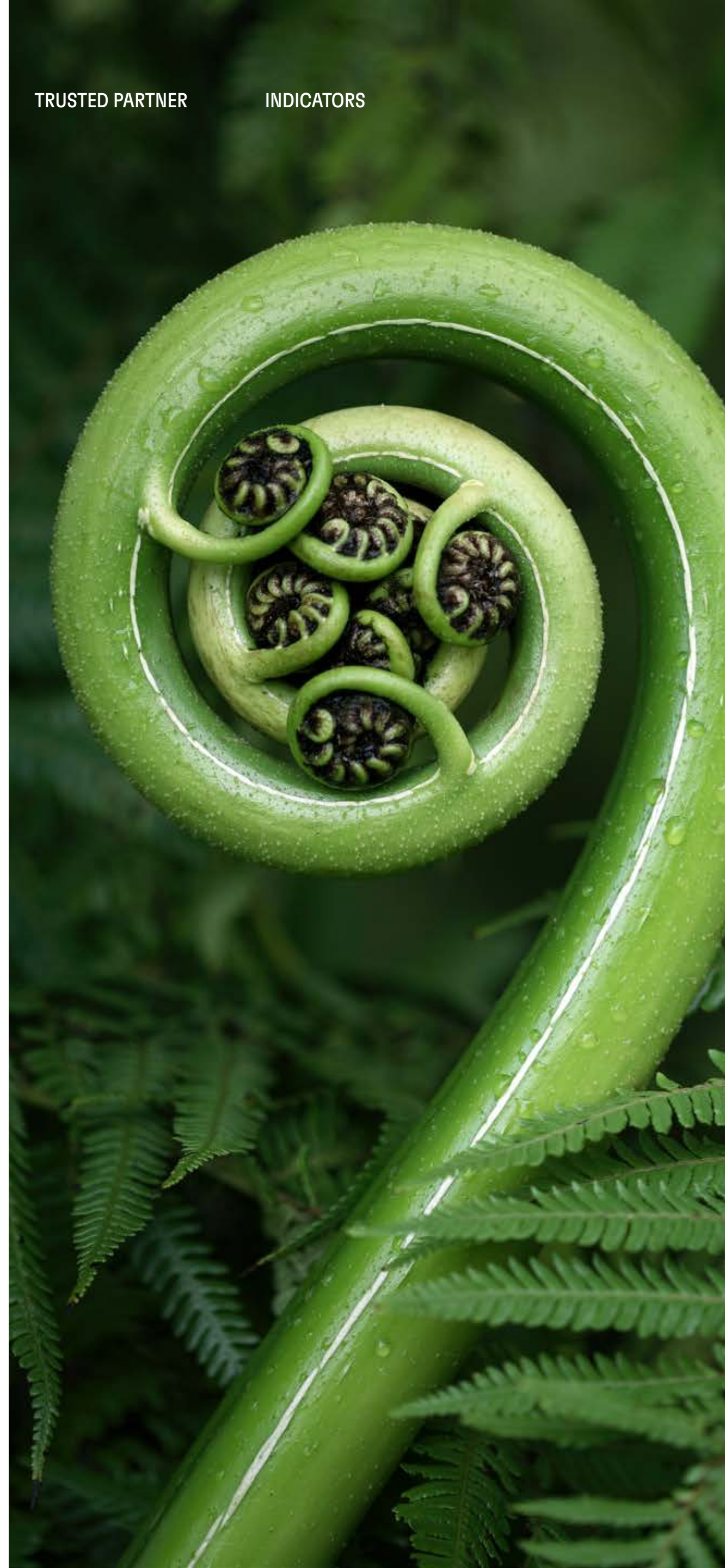
Our Consumer Brands business unit drives consumer engagement through clear product usage instructions and recycling information. We create activation and engagement programs to educate consumers about the benefits of responsible consumption, sustainable packaging, and recycling. Furthermore, we offer innovative solutions, such as concentrated formulations that reduce packaging needs, and we provide products that are designed for efficient resource use or refillable packaging that is intended for reuse. To reduce dependence on fossil resources, we strive to increase the renewable share of ingredients and packaging material. The Consumer Brands business unit is also working to increase the share of biodegradable ingredients by reformulating its products.

For Henkel, innovation plays a pivotal role in driving the circular transformation. We believe success requires a comprehensive, end-to-end approach that reaches from sustainable design through to end-of-life solutions. We know that achieving circularity will demand collaboration across the value chain via strategic partnerships.

### Circularity Policy

The Henkel Circularity Policy is an integral part of our broader sustainability agenda. It 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.

[Read Circularity Policy here ↗](#)



***“With innovative, intelligent and sustainable packaging concepts, we have once again reinforced our commitment to a circular economy. We offer innovative solutions for consumers, reduce dependencies on fossil resources, and work to increase the share of biodegradable ingredients.”***

**Wolfgang König**  
Executive Vice President  
Consumer Brands



## Innovative and sustainable packaging

Our strategy of promoting a circular economy for packaging is built 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. We consider design for recycling – being the main contributing factor to our respective target – in the design stage of packaging. This sets the base for keeping valuable material in the loop. Furthermore, 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.



### 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 other renewable sources, for example bio-based raw materials. The most widely used packaging materials made from renewable raw materials are paper and cardboard. However, Henkel also uses other sustainable packaging solutions including bio-based plastics.



### 3. CLOSING THE LOOP TOGETHER

We partner with organizations from along the packaging value chain to drive progress for improved recycling infrastructure. Our ambition in line with the framework of Extended Producer Responsibility (EPR) is to ensure that there is no unregulated disposal of packaging waste.



## Our Targets & Ambitions for 2025

### Targets:



**100% of packaging designed for recycling or reusability (2025)<sup>1</sup>**

Achievement FY 2025:



**>30% share of recycled plastic (–50% fossil-based virgin plastics) for all packaging of our consumer goods products (2025)**

Achievement FY 2025:



<sup>1</sup> Excluding products where ingredients or residue may affect recyclability or pollute recycling streams.

### Ambition:



**No plastic waste into nature**

## Circularity in production

We also aim to promote circularity in our operations. For this, we strive to reduce waste from production while also recycling, refilling, or reusing production materials to divert them from disposal and to eliminate waste that goes to landfill. We support this process by systematically identifying production waste streams and creating new circular systems where possible.

A digital tool is used to document waste flows, types of waste, and disposal or recycling paths on a monthly basis. This tool and its data also form the basis for other measures. We integrate this data into our “digital backbone,” for example, so that it is transparent and available to all relevant stakeholders and can be used for best practice sharing. In this way we also ensure proper disposal of hazardous waste.

## Our Targets & Ambitions for 2025

### Target:



**-50 % production waste per ton of product (2025)**

Achievement FY 2025:

**-41%**

Base year: 2010

Target year: 2025

### Ambition:



**Circular use of production waste material (2030)**



## On progress in achieving the set targets

We did not entirely achieve the circularity-related targets that we set for the year 2025. Regarding the design for recycling target, Henkel made substantial progress in many regions and on many brands. However, viable recycling solutions for certain formats (such as flexible packaging) were not available, while infrastructure in certain markets was lacking. With increased awareness of these technical and economic challenges, we have extended our ambitious target of 100 percent packaging designed for recycling to 2030.

Regarding the recycled content target, Henkel achieved a ratio of slightly below the 30-percent target. This outcome was mainly influenced by volatile market conditions, technical challenges, portfolio shifts, and volume effects across regions. We are confident that we will continue to increase the share of recycled plastic in our packaging further. We have several projects planned across regions and have thus set a corresponding target for 2030.

Concerning the production waste reduction target, Henkel registered important progress in 2025. Nevertheless, portfolio shifts led to an increase in products with a higher waste generation share. The volume of production waste increased as a result of this shift. This was also connected to site closures and related changes in production volumes. We will take forward a waste reduction target in our 2030 strategy, because we see this as a core responsibility in our circular economy journey. The new target will have a broadened scope and a methodology that incentivizes waste reduction as well as reuse and recycling.

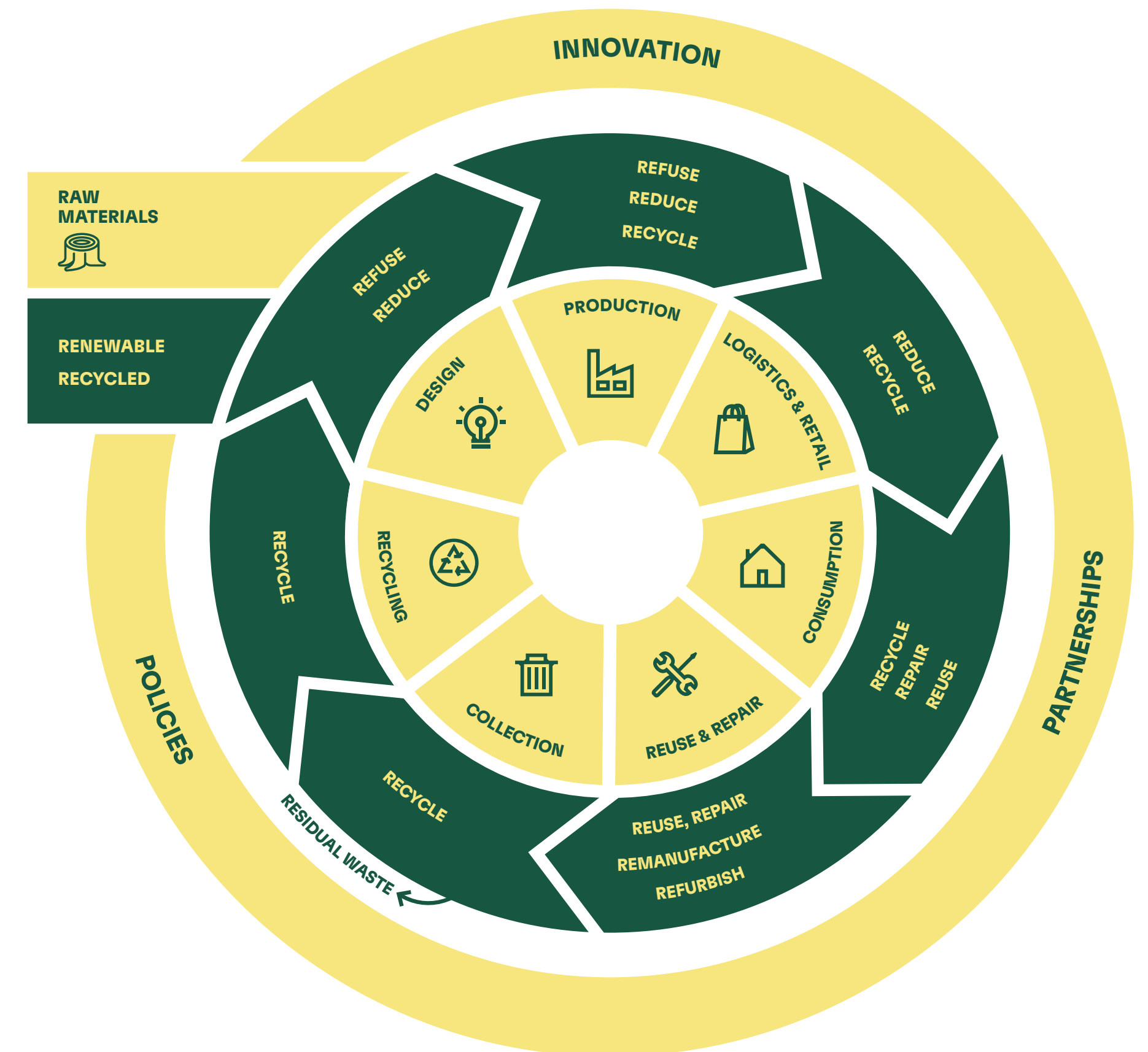
We have taken valuable insights from the developments in 2025. We have now used those insights to set ourselves adjusted, ambitious and realistic targets and commitments for the period up to 2030.



## Circular business transformation

In line with our strategy, we strive to apply circular economy principles at every stage of our value chain. This is illustrated by the graphic below. It shows that different steps

are taken at various stages, such as design for recycling, reducing waste in operations, or enabling repair or remanufacturing with our adhesive products.





## RENEWABLE MATERIAL SELECTION

We are committed to increasing the share of non-fossil materials for our raw materials and our packaging materials. This includes bio-based materials, recycled materials, and materials based on carbon dioxide. Bio-based materials offer a particular capacity to reduce our virgin material footprint, while also contributing to the reduction of greenhouse gas emissions at the end-of-life stage. For materials derived from nature, for example shea butter, we place a special focus on responsible and sustainable sourcing.

### TECHNOMELT SUPRA 079 ECO COOL: BIO-BASED HOT-MELT ADHESIVE

Our products help reduce emissions in production processes and support resource conservation through efficient energy and material use. In 2024, Adhesive Technologies introduced a solution that for the first time combines bio-based materials with low-temperature adhesives: Technomelt Supra 079 Eco Cool contains 49 percent bio-based raw materials and 30 percent ISCC-certified mass-balanced, bio-based raw materials. It is used to bond folding cartons, trays and wrap-around packaging at lower processing temperatures than standard applications.

### CERTIFIED TRANSFORMATION TO ALTERNATIVE RAW MATERIALS

The Henkel production facilities in Környe, Hungary, Enoree, USA, Bopfingen, Germany, Kruševac, Serbia, Humen and Shanghai, China, as well as in Amsterdam, Netherlands, were certified according to the International Sustainability and Carbon Certification (ISCC) PLUS in 2025. This globally recognized sustainability certification covers the use of alternative raw materials. A key criterion for the certification is the transition from fossil-based resources to bio-based, recycled, or atmospheric CO<sub>2</sub>-based feedstocks through the mass-balance approach. With these certifications, these sites are part of Henkel's expanding network of ISCC PLUS-certified manufacturing locations. This achievement underscores how Henkel is addressing growing customer expectations for bio-based and more sustainable raw materials while ensuring full product traceability across its production.

### AUTHENTIC BEAUTY CONCEPT REPLENISH PRODUCT LINE BUILDS ON RENEWABLE INGREDIENTS

Our holistic premium brand Authentic Beauty Concept relaunched its vegan Replenish Range with enhanced performance for intensive hair repair. The new formula features sustainably sourced rice water and shea butter, to nourish and strengthen without weighing hair down. This product range includes on average 80.5 percent ingredients based on renewables and 96.5 percent biodegradable content.





## DESIGN

We work in line with sustainable design principles that favor renewable raw materials and prioritize minimal packaging material usage. Examples include using smaller caps or thinner bottles as well as developing compact formulas that enable smaller bottles. Recyclability is also emphasized from the outset. Approaches here include utilizing monomaterial packaging solutions and prioritizing critical enablers such as material composition, color, and label attributes. As a material manufacturer within our packaging business, we actively support our customers in enhancing recyclability. We develop oxygen barriers for monomaterial packaging as well as sealants that maintain the recyclability of paper. Ecodesign activities also include enabling our consumers to achieve excellent washing results when using increasingly concentrated dosages at lower temperatures or in cold water. In our innovation process, new products are systematically analyzed, measured, and evaluated using various tools. Life cycle analyses enable us to identify and implement improvement potential during product development.

### 💡 RECYCLABLE PACKAGING ON THE RISE FOR CONSUMER BRANDS

Henkel strives to meet the clear demand from consumers for more sustainable packaging. In Austria and the Netherlands, we shifted our packaging of our toilet rimblock products from a non-recyclable plastic-paper blister packaging to an innovative paper packaging that is fully recyclable in the paper waste stream. With this move we improved recyclability and also achieved a 45-percent combined reduction in CO<sub>2</sub> emission on distribution, logistics, and packaging. This new packaging has won the German Packaging Award in 2025 for its combination of recyclability and fragrance barrier. Furthermore, all 250 ml and 400 ml bottle bodies of shower gels are now being switched to transparent material made from 100 percent recycled plastic (rPET). In North America we have supported recyclability with a new Got2b Curled product line, that has mono-material packaging based on high-density polyethylene (HDPE) bottle bodies and polyethylene (PE) labels.



### 💡 CARDBOARD CARTRIDGES WITH 51 PERCENT LESS PLASTIC

Henkel has launched a new generation of cardboard cartridges for sealants designed for an improved user experience and more sustainability: Conventional cartridges are mainly made of plastic and the entire pack must be disposed of after use in non-circular waste streams because the materials are contaminated with adhesive or sealant residues. The new Henkel cartridge solution consists of several components: The top cap and the nozzle, the ring and the piston are all made from at least 49 percent recycled plastic while the exterior tube is based on 100 percent recycled cardboard. With this innovation, the amount of plastic per unit is reduced by at least 51 percent compared to current standard cartridges. As part of a comprehensive program, the roll-out started in September 2025 across Europe.

### 💡 NEW TINPLATE PACKAGING BASED ON CO<sub>2</sub>-REDUCED STEEL

Henkel has introduced a new sustainable packaging concept for adhesive products in Europe, using bluemint® steel. This is a CO<sub>2</sub>-reduced tinplate material developed in collaboration with ThyssenKrupp Rasselstein and Pirlo. This switch results in a 62 percent reduction in CO<sub>2</sub> emissions compared to conventional tinplate. The packaging maintains high performance standards and is TÜV SÜD certified for its lower emissions. Tinplate is already highly recyclable, with an 85.5 percent recycling rate in Europe. This makes it the most recycled packaging material. Henkel is among the first to use bluemint® steel for pipe adhesives under its Tangit brand, reinforcing its commitment to sustainable innovation.



# - 62 %

CO<sub>2</sub> emissions compared to conventional tinplate

### 💡 “PACKAGING RECYCLAB”: TESTING FUTURE PACKAGING SOLUTIONS

Our goal is to enable recyclability for our customers in the packaging industry. To support companies in developing sustainable packaging solutions, Henkel has created the “Packaging RecycLab,” a modular testing environment where the recycling compatibility of new packaging concepts can be tested under realistic conditions. This solid decision-making foundation enables packaging to be designed from the outset to meet future legal requirements, like the upcoming Packaging & Packaging Waste Regulation (PPWR) at EU level.



### 💡 EFFICIENT PET RECYCLING THROUGH CLEAN SEPARATION

PET bottles are an indispensable part of the beverage industry and PET is one of the few plastics that can be recycled almost infinitely. The adhesive that holds the label to the bottle is crucial to the quality of the recycled material because anything that does not dissolve during the recycling process leaves residue on the PET flakes. Contaminated PET flakes could impair the quality of the recycled product due to cloudiness and yellowing. Henkel’s new hot-melt adhesive, Technomelt EM 335 RE, enables clean separation. It is ideal for paper and plastic labels, while it can reliably bond up to 40,000 bottle labels per hour and boasts a low processing temperature of 110 to 140 degrees Celcius. This protects equipment, saves energy, and increases operational reliability.



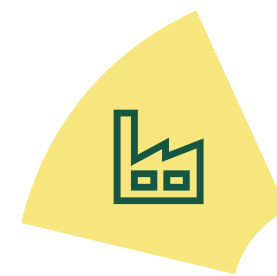
### HIGH QUALITY OUTBOUND RECYCLING CONTINUES TO GROW

We support direct reuse and recycling with High-Quality Outbound Recycling (HQOR) at several of our production facilities. This means we improve circularity and provide high quality raw materials for other industries. In Mexico, Adhesive Technologies reduced waste by 727 tons due to the high-quality recycling practices. For example, our teams reintroduced materials such as plastic bags, metal drums, sludge, totes with and without grates, wooden pallets, and cardboards. At various Consumer Brands production sites in the EU, we practice recycling initiatives for silicone carrier paper from self-adhesive labels. A partner removes the silicone layer and recycles the paper into high-quality products. Since 2020, over 5,000 tons have been recycled in this way. In Brazil, our Adhesive Technologies business unit launched a pallet reconditioning program that led to the reduction of 450 tons of waste compared to 2024. Our Adhesive Technologies plant in Yantai, China, managed to achieve cleaning and reuse of all 200-liter iron drums.



### REUSE OF WOODEN PALLETS

Henkel North America took measures for waste circularity that aimed to keep materials in the supply chain last year. It found innovative ways to reduce, reuse and recycle materials. In Henkel's facilities in Greenville and Enoree, for example, our team continued the partnership with a local animal rehabilitation nonprofit organization, Izzie's Pond, by donating 130,000 lbs of used and broken pallets. Izzie's uses the proceeds from these pallet donations to fund their efforts to rehabilitate and release animals. In addition, during Henkel's Community Impact Day, colleagues from both sites built a fox enclosure.



## PRODUCTION

We are focusing on avoiding waste and increasing recycling at our sites, while also working closely with our partners in the value chain – suppliers and customers, as well as recycling and disposal companies. Our initiatives are centered around three key areas: reducing material consumption and waste generation (solid waste as well as wastewater), reusing materials, and recycling materials. For example, sourcing components in bigger batches helps to reduce packaging waste. For remaining residual waste we support facilities that convert waste into energy, reducing the need for landfill disposal and providing an alternative energy source.

As part of the training on **Safety, Health, and Environmental (SHE) Standards** at our sites, our employees and subcontractors' workers are instructed on disposal, safe management of hazardous substances, solid waste reduction, separation, and sorting procedures.



## LOGISTICS & RETAIL

We contribute with adhesive palletizing solutions that significantly reduce the need for stretch film during logistics and retail. Our innovations also extend to consumer-facing logistics, such as our paper-based multipack holder that is used for soft drink cans, and replaces conventional plastic solutions. We have also developed a fully recyclable paper mailer for e-commerce applications, that combines sustainability and functionality.



## CONSUMPTION

We help consumers to engage in more responsible practices such as water conservation, recycling, and repairs or upcycling. In our Consumer Brands business unit, we launched the initiative "It starts with us" to encourage resource-efficient behavior when using our products. Thereby we aim to provide consumers with all the information they need to safely use and properly dispose of products.

### "IT STARTS WITH US" NOW CAMPAIGNING FOR CIRCULARITY

We launched "It starts with us" in 2023. It is a campaign that empowers consumers to build more sustainable habits. In 2025, we took the next step with the "It starts with us Circularity Program." This global initiative is designed to promote responsible waste habits, empower communities, and foster a circular future. The journey begins in Algeria, where local NGO Nrecycli is engaging students and families with hands-on information about waste sorting and recycling. Next, WWF in Türkiye, YLE Foundation in Egypt and Promesa in Mexico will pilot educational programs and positive behavior initiatives with households, students and young adults – guided by a science-based model. Together with our local and international partners, we are making sure each program is tailored to local contexts to ensure educational efforts align with available waste systems and community needs.

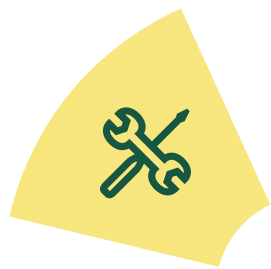


### SUSTAINABLE FASHION: PERWOLL SUPPORTS NGO REMAKE

Remake is a global NGO that advocates for fair pay and climate justice in the clothing industry. It brings together garment worker leaders, changemakers, and sustainability experts. Our brand Perwoll supports Remake's mission to promote sustainable, longer-lasting fashion and donated 100,000 euros in 2025 to strengthen its educational work on the social and environmental impacts of fashion. Beyond funding, Perwoll contributes brand expertise and communication platforms to amplify Remake's initiatives.

As part of the partnership, Perwoll and sustainable stylist Victoria Lee launched "The Reclaimed Collection" in August 2025. This show featured looks made from unclaimed luggage and restored using Perwoll's Triple Renew Technology. Selected items were later sold on Sellpy, with all proceeds benefiting Remake to support a fairer fashion industry.

# It starts with us.



## REUSE & REPAIR

We want to contribute to avoiding the use of new materials and to extending product life. At Henkel we enable repair with our products – including Loctite superglues at home and solutions for the automotive industry for debonding car parts. 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. In order to enable reuse of packaging, Henkel has selected projects in place such as the Authentic Beauty Concept refill bar in professional hair salons or the refill bottles for our Dial liquid handsoap in North America.



### ✂️ BREAKTHROUGHS IN EV BATTERY RECYCLING

Range, safety, costs, and recyclability are among the rising demands facing the design of batteries in electric cars. The continued development of these technologies is becoming a decisive success factor and will influence the future of e-mobility. Henkel's portfolio of adhesives, functional coatings, thermal management, and sealing solutions is a key enabler of safer, more efficient and more sustainable electric vehicle (EV) batteries. Debonding, in particular, allows for the clean separation, preservation, and reuse of individual components. Henkel's breakthrough debonding technologies are simplifying battery disassembly and repair to support end-of-life and in-service repairs, second-life applications, and end-of-life recycling.



## COLLECTION

We advocate for effective eco-modulation within Extended Producer Responsibility (EPR) schemes. In this way we aim to strengthen regulatory frameworks for reducing packaging material weight and improving packaging recyclability at end-of-life. We are driving collection and recycling systems that deliver traceable and measurable volumes through robust supporting infrastructure. This allows packaging waste at the end of its life cycle to be recycled and become available as post-consumer recycled material that can replace fossil fuel-based virgin plastics. End-of-life product stewardship activities are closely monitored to ensure compliance and transparency throughout the process of collection, sorting, and recycling.



## RECYCLING

At the end-of-life stage, we contribute to closing the loop by continuously increasing the share of recycled materials in our packaging.

### ♻️ MORE RECYCLED CONTENT IN CERESIT CONSUMER PACKAGING

In 2025, the Adhesives Construction business accelerated its shift toward sustainable packaging by integrating post-consumer recycled (PCR) plastic across key product lines and regions. In Mexico, selected packaging from the Fester A range now contains over 65 percent PCR. In Eastern Europe, products CE40 and CE43 now feature more than 50 percent PCR in their packaging. Thanks to these initiatives, the business area Adhesives Construction reached its target of 12 percent recycled content in the plastic packaging of its consumer products globally in 2025. With numerous projects already underway, we aim to increase that share to 45 percent by 2028.



### ♻️ INCREASING SHARE OF RECYCLED LAUNDRY DETERGENT BOTTLES

Henkel increased the recycled content share in the bottle bodies for our liquid laundry detergent products in multiple regions last year. Across Europe our liquid laundry detergent bottle bodies (up to 3 litres) for brands such as Persil, Spee, X-TRA and Le Chat are made with 65 percent post-consumer recycled (PCR) plastic. In Australia and New Zealand, we increased the share from 50 percent to 75 percent PCR across bottle formats of 4 litres and smaller. And since 2025, all our liquid laundry detergent brands in North America have included at least 50 percent recycled plastic for the bottle bodies.





## Innovations through collaboration & partnerships

Innovation is the key to circularity transformation. Innovation very often happens in close collaboration and partnerships within our Company's upstream and downstream value chain. This underscores our belief that circularity cannot be tackled in isolation.

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. We are also committed to the Consumer Goods Forum's Golden Design Rules for packaging. We are involved in further cross-industry initiatives including the Recyclate Forum, the U.S. Plastics Pact, and CEFLEX. Our packaging developers collaborate with partners at every step in the value chain, such as raw material manufacturers, packaging material manufacturers, waste disposal companies, and recyclers.

To end plastic pollution, Henkel is calling for a strong and unified UN treaty along with the Business Coalition For A Global Plastics Treaty and its affiliated companies, financial institutions, and NGOs. The goal is to establish global rules for product design, Extended Producer Responsibility (EPR), and the phase-out of problematic plastics.



## Outlook

Henkel remains committed to leading the transition toward a circular economy as part of its broader sustainability strategy and 2030+ Sustainability Ambition Framework. We see the circular economy as a core building block for our net-zero roadmap as well as a potential driver for growth and business resilience. Our vision is to create a future where growth is decoupled from resource consumption, delivering lasting value for people, the planet, and generations to come. Our approach focuses on minimizing waste, maximizing resource efficiency, and keeping materials in use for as long as possible.

For the next target period this concretely means that Henkel will strive to further advance in circular packaging, with targets on design for recycling and recycled plastic. Our commitments show the Company's focus on packaging minimization, reuse, and increasing the renewable share of ingredients and packaging material.

In our own operations we will further reduce our waste footprint. Our refreshed target broadens the scope from production facilities to include offices and labs. Alongside waste reduction, we are incentivizing recycling, and the reuse of materials. Additionally, our operations are optimized for water efficiency and renewable energy sources.

### New Targets & Commitments for 2030

#### Targets:



# ≥ 35 %

share of recycled plastics in packaging for consumer products<sup>1</sup>



# 100 %

of packaging designed for recycling (2030)<sup>2</sup>



# 55 %

of waste in operations reduced, reused or recycled, and zero production waste to landfill (2030; vs. 2021)

#### Commitments:



Emphasize sustainable packaging designs that minimize the use of packaging material and support reuse



Increase the renewable share of ingredients and packaging materials

<sup>1</sup> Excluding dangerous goods.

<sup>2</sup> Excluding dangerous goods and products where ingredients or residue may affect recyclability or pollute recycling streams.

Our new strategy demonstrates Henkel's commitment to expanding circularity beyond packaging and operations to include products. Furthermore, Henkel continues to innovate solutions that enable circularity in our customers' business models, such as technologies that support repair, remanufacturing, refurbishment, and recycling. By broadening our scope, we are creating new opportunities to close material loops and accelerate the transition to a circular economy.

Henkel will continue cross-industry collaboration with suppliers, customers, and relevant organizations. We promote the appropriate initial setup and ongoing improvement of collection and recycling infrastructure. Within the framework of Extended Producer Responsibility (EPR), our ambition is to prevent unregulated packaging waste management and support eco-modulation practices that drive the design of fully recyclable packaging and increase the availability of recycled material for reintegration into the new packaging.

We empower our employees to embrace circular economy principles, building a practitioner network that fosters collaboration and turns circular thinking into a shared mindset. Furthermore, we will improve

our data sets and analysis tools because measuring progress is a strong driver for change. The most important fields of application will be CO<sub>2</sub> footprint data, renewable raw materials, and the use of the Global Circularity Protocol that was developed by the WBCSD.

## KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

### Indicators





# GLOBAL CIRCULARITY PROTOCOL: **MAKING CIRCULARITY** *MEASURABLE AND TRANSPARENT*

Measuring Circularity is the key to driving meaningful change. The Global Circularity Protocol (GCP) gives companies a global framework to make strategic, data-driven decisions that accelerate their circular transformation. The GCP was developed by the World Business Council for Sustainable Development (WBCSD) in collaboration with the One Planet Network (hosted by UNEP). It was also co-developed with over 80 organizations and 150 experts. Henkel is proud to have been part of it since the start.

At Henkel, we are bringing the protocol's approach to life by integrating it into our business and embedding it into daily processes through a customized IT solution. This turns complex data into clear insights and measurable impacts. GCP is becoming the backbone of how we track and manage circular performance. It supports companies in meeting reporting standards like ISO, ESRS and GRI. It is also uncovering circular opportunities, minimizing linear risks, and building long-term resilience.

***“It’s inspiring to see Henkel, a key partner from day one, operationalizing the methodology of the Global Circularity Protocol into a cross-functional, decision-ready tool across Supply Chain, Procurement, and Sales.”***

***Filipe Camaño Garcia***  
***Lead, Global Circularity Protocol for Business***  
***WBCSD***

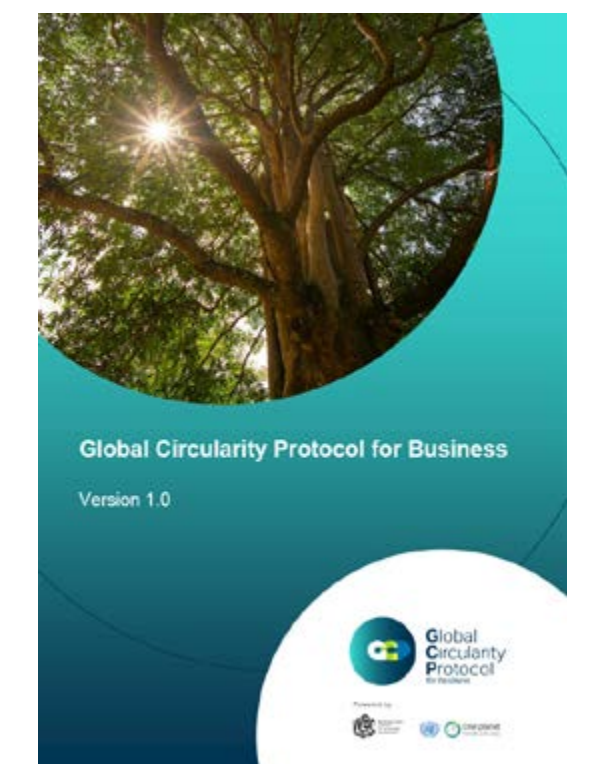
Our journey starts with the “Close the Loop” module, which measures material circularity across packaging, raw materials, and operations, along with water reuse, renewable energy, and circular waste flows. These topics form the core of our circularity strategy. We have collected and structured the required data, enabling automated calculation of metrics and KPIs that make progress visible.

Circular metrics and KPIs will keep evolving, creating opportunities to climate, nature, social, and business impacts. Henkel will monitor developments and challenge teams to seize opportunities for improvement. These insights will power our future circularity strategy and policy development, helping to define new levers for change and ensuring alignment with our sustainability ambitions.

We are convinced that the Global Circularity Protocol enables Henkel to embed circularity at the heart of its strategy and operations – and will accelerate the shift from linear to circular models.



Powered by



**The Global Circularity Protocol shows how cross-industry partnerships drive circular innovation and deliver measurable progress.**

# NATURE



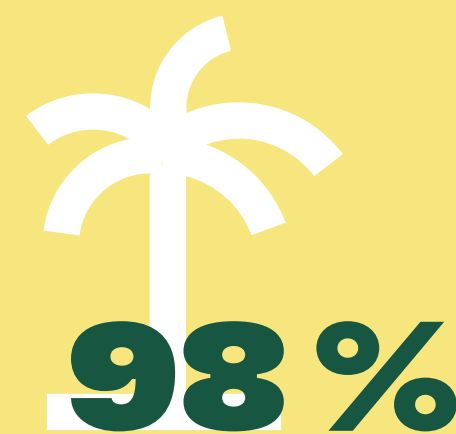
## Highlights 2025



water withdrawal in m<sup>3</sup>  
per ton of product  
(vs. 2010)



years partnership  
with Solidaridad



palm (kernel) oil whose  
responsible sourcing is certified  
or externally confirmed

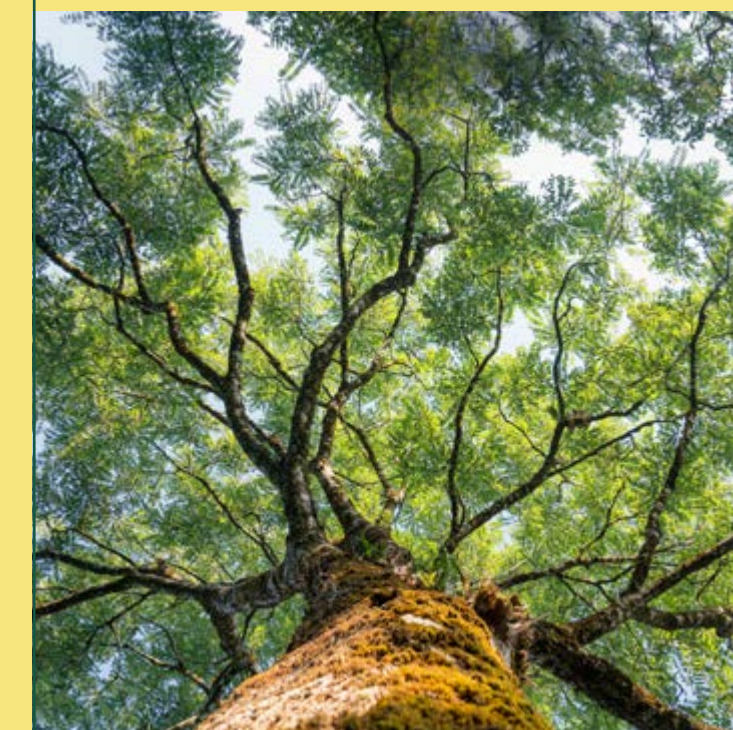
Our planet's ecosystems are under increasing pressure caused by population growth and accelerated economic activity. We are committed to protecting and restoring nature – with a particular focus on water, forests, and land.

## Top 3 topics

### Responsible use of water as a vital resource



### Cooperating for biodiversity and nature protection



### Responsible use of ingredients made from bio-based raw materials





## Our strategic approach: Conserving nature and ecosystems

Growing consumption and resource scarcity from population growth and economic activity are placing increasing pressure on natural ecosystems. Henkel is committed to protecting nature and conserving biodiversity.

Water ecosystems are an important building block of natural ecosystems. Yet water resources are unevenly distributed and increasingly threatened by climate change, pollution, and overuse. At Henkel, water plays a crucial role throughout our value

chain. We use water as part of our production processes and as an ingredient in our products. Additionally, many of our products require water during their use phase. Henkel therefore recognizes its responsibility for sustainable water use.

Furthermore, human activities are putting nearly one million species at risk of extinction according to a report from the Intergovernmental Science Policy Platform on Biodiversity and Ecosystem Services (IPBES). In this context, preserving biodiversity is vital for Henkel because healthy ecosystems and soils are essential for sustainable agriculture and the responsible use of bio-based raw materials.

The protection of global biodiversity, as well as the global water cycle, was reconfirmed as a central pillar in Henkel's Nature Policy in 2024. This makes it an integral part of our overarching sustainability agenda, which is in line with our Purposeful Growth Agenda and our 2030+ Sustainability Ambition Framework.

### Nature Policy

The Henkel Nature Policy is an integral part of our broader sustainability agenda. It guides 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.

[Read Nature Policy here](#) ↗

## Our Targets & Ambitions for 2025

### Targets:



**-35 % water withdrawal in m<sup>3</sup> per ton of product (2025)**

Achievement FY 2025:



Base year: 2010

Target year: 2025



**100 % paper and cardboard materials recycled or sourced from sustainable origins (2025)**

Achievement FY 2025: (data 2024)



Target year: 2025



**100 % palm and palm kernel oil responsibly sourced and certified or externally verified (2025)**

Achievement FY 2025:



Target year: 2025

### Ambitions:



**Circular water use at key manufacturing sites (2030)**



**Encourage the responsible use of our products to reduce water consumption**



## Responsible use of water as a vital resource

Since 2021, we have been a member of the CEO Water Mandate, an initiative of the UN Global Compact. This emphasizes our commitment to a holistic approach to water stewardship. Our approach includes a commitment to undertaking comprehensive assessments of our water use, as well as to constantly increasing transparency about our water footprint across the value chain to pave the way for our future water stewardship agenda.

We continue to strengthen internal governance structures to support water stewardship actions such as our Supply Chain Steering Group and our Sustainability Council, which enhance accountability. As part of our global sustainability management approach we assess risks, opportunities, and impacts within our company and along our value chain. 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, considering current conditions and projections for 2030 and 2050.

Combined with our impact analysis, this serves as the basis for the further development of our water stewardship strategy, which incorporates mitigation and adaptation initiatives.

Water efficiency means using less water, as well as increasing the reuse of water. In line with our approach to pursuing a circular economy, we view wastewater as a resource rather than as something to be disposed of. Accordingly, for our own operations, our goal is to use water more efficiently and to increase circular water use wherever possible – especially in water-stressed areas. We focus on reducing our overall freshwater demand and minimizing water loss through process optimizations, as well as reuse and recycling measures. Product design innovations, such as compacted formulas, also help to optimize the freshwater demand required for making our products. To reduce freshwater withdrawal from watersheds, our sites use water from alternative sources like rainwater. (Pre-)treatment of wastewater from operational processes is applied to enhance the water quality of discharged water. This prevents water pollution and enables the efficient reuse or recycling of wastewater. To prevent any contamination of



groundwater we have further control measures in place, as for example standard environmental exposure checks and secondary containment.

We continuously review the water footprint of our operational sites through water audits and verification of water data. Alongside freshwater withdrawal data, sites are required to report on wastewater amounts, and discharge pathways, as well as specific water contaminants, and wastewater quality indicators.

Regarding our target of increasing water efficiency at our production sites, we decreased the water withdrawal per metric ton of product by 22 percent compared to the 2010 baseline. Despite this encouraging progress, which was enabled by our global water efficiency efforts, we did not achieve the targeted reduction of 35 percent by 2025. This was mainly due to portfolio changes.

To advance the responsible use of our products in the downstream value chain, we strive for product design innovations that enable enhanced water efficiency in the use phase. To achieve water savings, customer and consumer behavior are key. We focus on engagement programs to foster sustainable product applications and usage.

To prevent water pollution resulting from the use of our products, Henkel is working toward innovations in product design that substitute substances that negatively impact humans or nature – without diminishing the quality and efficiency of the solution.



### IMPROVING WATER EFFICIENCY WITHIN OUR ADHESIVE TECHNOLOGIES OPERATIONS

Our global water efficiency efforts help to prevent water loss and reduce the overall amount of water used in our operations. In 2025, our Adhesive Technologies business unit implemented multiple projects to reduce total water demand in production processes. This includes closed-loop cooling, water treatment optimization, automated mixer cleaning, and cooling tower optimization. These projects are expected to save around 100,000 m<sup>3</sup> of water annually.

### WATER-EFFICIENT CLEANING PROCESSES

Water preparation plays a central role in our global water efficiency agenda. In 2025, we updated the water preparation installation at our Consumer Brands site in Toluca, Mexico. Alongside ensuring the appropriately high quality of water that we use in our production processes we aim to minimize the amount of water required for cleaning processes by installing cleaning-in-place equipment.

### SAVING WATER WITH COMPACTED LAUNDRY PRODUCTS

We are continuously working on product design innovations that optimize the environmental footprint of our products. In 2025, our Consumer Brands business unit launched compacted formulas and packaging for our all, Persil and Snuggle brand liquid laundry products in the North American market. Since compacted formulas require less water as a product ingredient, this initiative contributed to our target of reducing water withdrawal per ton of product.



### USING RAINWATER REDUCES FRESHWATER WITHDRAWAL

Rainwater harvesting involves collecting rainwater from roofs or paved areas, treating and capturing it in tanks for later use. This practice enables a sustainable water supply for purposes such as irrigation, toilet flushing, cleaning, and landscaping. In 2025, our Adhesive Technologies business unit implemented rainwater harvesting systems at 12 sites – including large facilities in Kurkumbh, India, Jundiaí, Brazil, Gebkim, Türkiye, and Humen, China. These projects are enabling rainwater harvesting with a capacity of around 20,000 m<sup>3</sup>.



### FULLY ELECTRIC WASTEWATER TREATMENT PLANT IN ALGERIA

The installation of wastewater treatment facilities at our sites is central to our global sustainable water management approach. It reduces negative impacts on the environment in regions around our sites. In Reghaïa, Algeria, we are installing a fully electric wastewater treatment plant on site to reduce the burden on the local municipal wastewater treatment plant.



### ENCOURAGING CONSUMERS TO ACT SUSTAINABLY

“It starts with us” is our Consumer Brands initiative striving to encourage responsible behavior by our consumers. The idea is to influence the “use phase” of Henkel products (for example, laundry detergents, cleaning products, hair and body care) by helping users to adopt small, everyday changes. In this way, the initiative aims to reduce resource consumption and the associated greenhouse gas emissions. Water savings is one of the three pillars of the initiative. In 2025, the campaign was enhanced by further sustainability hacks for additional product categories. An example is our Schwarzkopf Gliss Express Conditioner which is designed as leave-in conditioner enabling our consumers to reduce their water consumption.



## Cooperating for biodiversity and nature protection

Henkel strives to protect and restore natural ecosystems. To engage effectively, we closely follow global efforts to protect biodiversity and prevent deforestation, such as the Kunming-Montreal Global Biodiversity Framework and the EU Biodiversity Strategy. We continue to adapt our approach in line with these frameworks, while also engaging in dialog and collaboration with external partners and industry groups.

For example, we joined forces with Business for Nature in its 2020 call that urges governments worldwide to make nature a central pillar of policymaking. This later became part of the Science Based Targets Network (SBTN) Corporate Engagement Program in 2023. We also work with the civil society organization Solidaridad to support smallholder farmers in the palm and palm kernel oil sectors, promoting more sustainable agricultural practices.

### PROMOTING SUSTAINABLE FARMING IN COLOMBIA

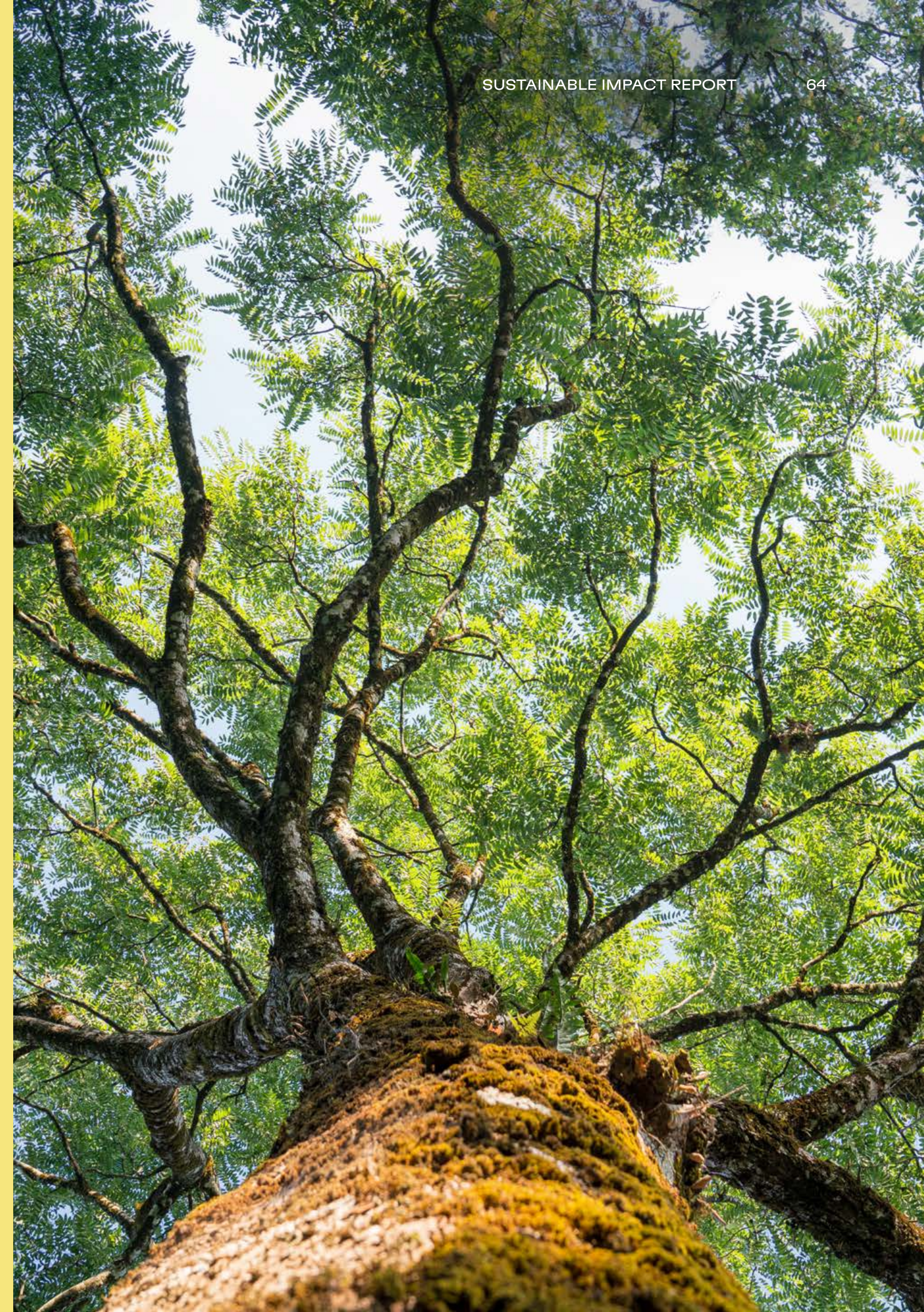
Since 2022, our body care brand Dial has been partnering with the civil society organization Solidaridad to improve the livelihoods of smallholder farmers and promote more sustainable farming practices. Through this collaboration, we have established a segregated physical supply chain for sustainable palm oil and palm kernel oil from Colombia, which is used to manufacture our Dial soap bars.

The goal of the Farm2Bar project is to create a fully traceable supply chain for Dial soap bars that involves farmers, processors and processing mills across Colombia. This helps to ensure that the palm-based ingredients we use are sourced responsibly – without deforestation or the conversion of valuable natural ecosystems such as peatlands. Between 2022 and 2024, a total of 18,682 tons of palm (kernel) oil were mapped and monitored as part of the project.



### CONTRIBUTION TO “SECTOR TRANSITIONS TO NATURE POSITIVE” REPORTS

As a member of the World Economic Forum (WEF), we contributed to the 2023 “Sector Transitions to Nature Positive” report series, developed with the World Business Council for Sustainable Development (WBCSD) and Business for Nature. The 12 reports outline sector-specific impacts and actions to reduce harm and seize opportunities. Together with the WBCSD, we also work on improving our “Nature Metrics,” the way how we evaluate our impact on nature and the environment.



## Responsible use of ingredients made from bio-based raw materials

Henkel is committed to responsible raw material management. We place a particular focus on conserving natural resources and biodiversity. We use renewable raw materials wherever this aligns with environmental, economic, and social considerations. Many of our products – including detergents, shampoos, and adhesives – rely on bio-based ingredients. Sustainable sourcing of those ingredients is crucial to avoid excessive land-use change, deforestation, and degradation of natural ecosystems. Deforestation-related commodities such as palm oil, palm kernel oil, and wood products are in focus of Henkel’s responsible sourcing strategy because forests play a vital role as carbon sinks and biodiversity hubs.

Palm oil, palm kernel oil, and their derivatives are key renewable raw materials for our detergents, cleaning products, hair and body care products. Although we use less than 0.2 percent of global palm oil production, we aim to ensure that all of our ingredients come from sustainable sources. We work with suppliers and partners across the value chain to achieve full NDPE (No Deforestation, No Peat, No Exploitation) compliance.

The total amount of palm oil, palm kernel oil, and respective derivatives purchased by us in 2025 was 79,435 metric tons. The proportion of certified materials amounted to 98 percent, based on evaluation of 78,812 metric tons (99 percent of total volume), to determine target achievement. Our target achievement is at 98 percent.

Henkel aims for deforestation-free and conversion-free sourcing of high-volume commodities that carry a high risk for deforestation, conversion or human rights violations. As a crucial element of this ambition, Henkel pursues a zero net deforestation approach to raw material sourcing as an essential element of

our commitment to protecting biodiversity and ecosystems. The aim is to avoid deforestation of primary and secondary forests with significant ecological value. Henkel is committed to achieving the goal of zero net deforestation for key commodities and expects its suppliers to support this as part of Henkel’s **Responsible Sourcing Policy** [↗](#) and **Zero Net Deforestation Policy** [↗](#).

For 2025, we report traceability rates of 95 percent to the refinery, 93 percent to the mill and 79 percent to the plantation by engaging with Action for Sustainable Derivatives (ASD) and our suppliers to map our joint palm-based supply chain. Due to the complexity of the supply chain, the data for a reporting year are based on purchasing data for the prior year.

We monitor implementation through a comprehensive audit and evaluation program that covers our sites, suppliers and logistics centers. Regardless of the results of an audit or assessment, we ask our assessed suppliers to draw up corrective action plans and to work on improvements.



### ASSESSING NATURE-RELATED IMPACTS AND RISKS OF FEEDSTOCKS

Henkel has developed a feedstock evaluation dashboard to better assess nature-related impacts and risks across our upstream value chain. The tool supports our purchasing and risk management teams by providing greater transparency about different feedstocks and their potential environmental impacts.

It focuses on “level zero feedstocks” – all relevant crops and minerals at the very beginning of the Company’s value chain. By bringing together primary data, secondary sources, and statistical insights, the dashboard helps identify priority feedstocks and key sourcing countries. This approach is a crucial building block of the ACT-D (Assess, Commit, Transform, Disclose) framework. It supports our business in integrating nature into decision-making and it aligns with the Taskforce on Nature-related Financial Disclosures (TNFD) framework.

### ASD: INCREASING TRANSPARENCY IN THE PALM OIL VALUE CHAIN

Action for Sustainable Derivatives (ASD) is an industry-led initiative promoting the responsible sourcing of palm oil derivatives. It unites companies across sectors to tackle environmental and social challenges in palm (kernel) oil supply chains. It aims to encourage sourcing that is deforestation-free, respects human rights, and supports local livelihoods. Henkel collaborates with ASD to increase transparency by mapping upstream value chain partners and sourcing areas linked to refineries, mills and plantations. This enables early detection of risks and non-compliance with zero-deforestation commitments. Through ASD’s partnership with Nusantara Atlas, members access a geo-platform for real-time monitoring of deforestation and fires. This strengthens grievance management and accountability.



We collaborate with cross-industry initiatives, certification bodies and NGOs – including Action for Sustainable Derivatives (ASD), Solidaridad and the Roundtable on Sustainable Palm Oil (RSPO) – to promote responsible sourcing and sustainable practices in the palm (kernel) oil sector. Compared to 2024, we improved our shared responsibility score by 24 percent as evaluated by the RSPO. In 2023, our global supply chain organization retained its successful certification in line with the RSPO’s supply chain standard.

The standard presents a general chain of custody requirements to be applied by organizations throughout that handle RSPO-certified sustainable oil palm products. Transparency and traceability are thus ensured on both own operations as well as direct and third-party suppliers.


In 2024, the total amount of wood-based packaging materials purchased by us was 197.3 metric kilotons, with 68 percent comprising recycled materials and 30 percent certified non-recycled materials. Our target achievement is thus at 98 percent. Across all certification schemes, FSC represents the major share across all certification schemes with more than 50 percent of the certification covered.



## Outlook

We are committed to setting meaningful targets that are informed by up-to-date scientific research and internationally recognized scientific findings, such as the planetary boundaries concept. In doing so, we have identified four planetary boundaries that are directly linked to our business operations and the “Regenerative Planet” strategy pillar. This includes freshwater change and land system change. The transgression of these boundaries led us to set two new targets that aim to limit our impact as well as restore decline caused by our business operations:

### New Targets for 2030



**-25 %**  
net freshwater with-  
drawal in own operations  
(2030; vs. 2021)<sup>1</sup>

<sup>1</sup> Through water reduction and recycling activities at our sites and restoration activities in priority watersheds.



**Zero net deforestation of raw materials based on palm oil, palm kernel oil and pulp & paper (2030)**

For several reasons, Henkel has further developed its former water efficiency target, as well as its circular water use ambition. The result is our “net” target that comprises water restoration and water reduction measures. Due to portfolio shifts, water withdrawal reduction options are limited to a certain level. Additionally, the global water crisis implies that water risks are rising worldwide, but are simultaneously very local in nature. Thus, the local circumstances of water-related challenges must be addressed through watershed-focused stewardship in collaboration with local stakeholders, authorities and other users. This includes targeted water-replenishment projects that improve water availability, quality and accessibility. To develop a replenishment roadmap, we work with partners to prioritize watersheds with high water stress near our sites and to find locally implemented replenishment projects.

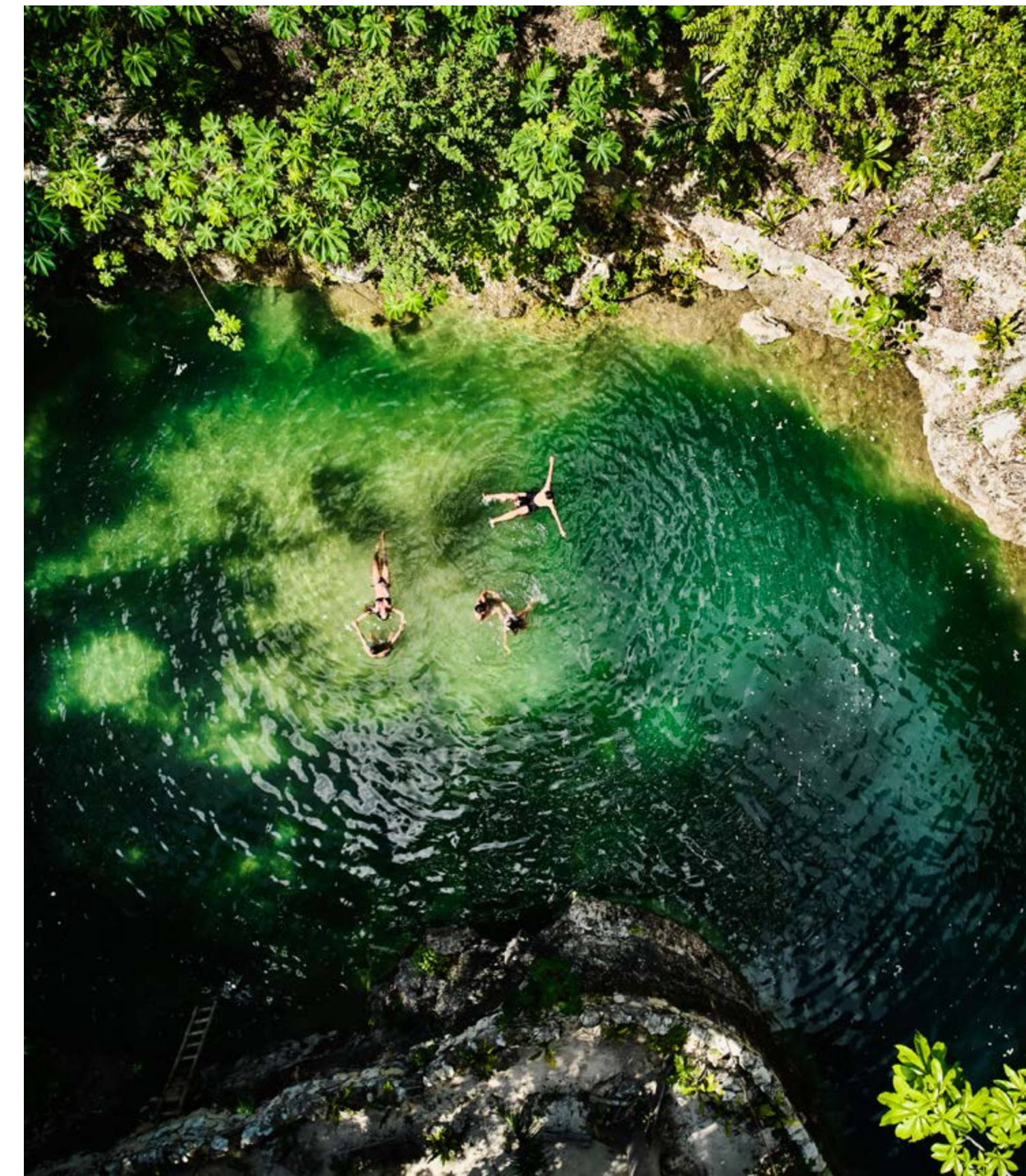
To prepare for our agenda beyond 2030, we will strive to increase data transparency for our upstream and downstream value chain. In this way, we aim to enable the development of targeted actions to reduce related to water-related impacts and risks.

We will continue our strong partnerships around the sustainable sourcing of bio-based materials. We pay special attention to the further development of our partnership with Solidaridad. We share their ambition to create value for small-holder farmers while driving progress toward sustainable supply chains and making a positive contribution to nature and climate. The focus for the next partnership phase lies on cooperation in Colombia, Indonesia and Malaysia. We will also continue to work together with ASD and WBSCD, with a stronger focus on identifying potential reforestation projects to reach our zero net deforestation target.

## KPIs and Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

**Indicators**



# DRIVING WATER CIRCULARITY AT OUR CHENNAI SITE

Our Adhesives Technologies site in Chennai, India, is located in a region that faces significant water stress. With limited surface water available, the city depends heavily on groundwater. This has led to severe depletion over time. In fact, during the water crisis in 2019, many companies in Chennai were forced to reduce operations due to water shortages – impacting both livelihoods and the local economy.

To strengthen resilience and use water more sustainably, we have implemented several water management initiatives at our Chennai site:

1. A rainwater harvesting system with a storage capacity of 200 m<sup>3</sup>, which is particularly valuable during the monsoon season.
2. A wastewater treatment plant capable of treating 10,000 liters per day, allowing water to be reused for processes, utilities, and landscaping.
3. 100 percent of externally sourced water comes from locally tertiary treated water.

Together, these measures ensure that the site's total water demand is met through regenerated water sources, actively supporting a circular approach to water use. These efforts have been recognized with an ISO 59020 certification for water circularity assessment and an ISO 46001 certification for water efficiency management. Chennai is the first Henkel site to achieve both of these certifications.

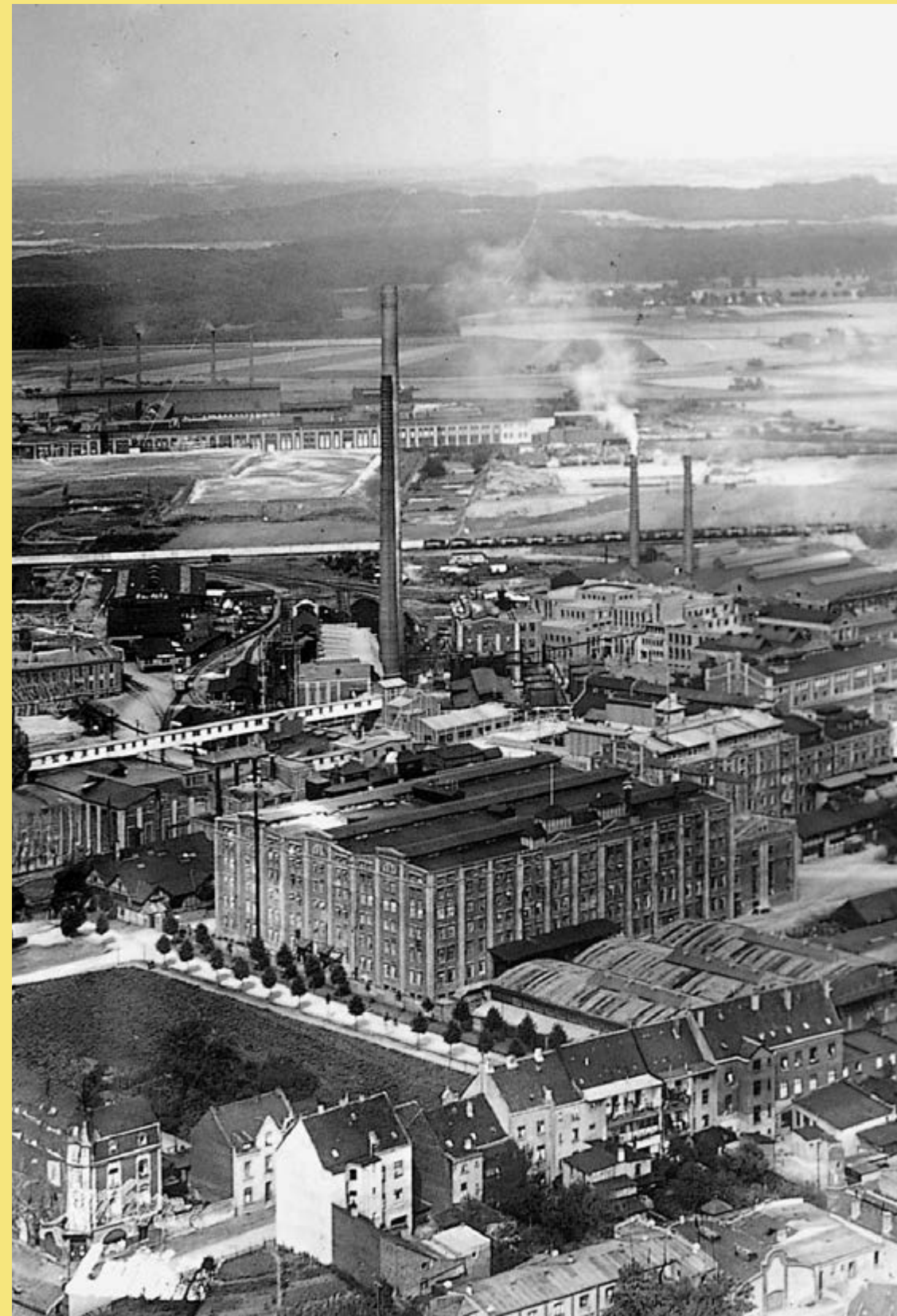
***“Water stewardship is no longer optional – it is essential. At our Chennai site, we contribute to protecting this vital resource by sourcing regenerated water. We also implement circular water practices to enable sustainable operations.”***

***Veerabhadra Konakalla,  
Head of SHE IMEA  
Adhesives Technologies***





# 150 YEARS OF OPERATIONAL EXCELLENCE AT OUR PRODUCTION SITES




For more than 150 years, we have continuously worked to improve the sustainability of our operations. Today, Henkel operates 165 production sites across 55 countries. At all of our sites, we strive to increase energy efficiency and to achieve carbon-neutral operations by transitioning to low-carbon energy sources. We are committed to promoting circularity by reducing production waste wherever possible, as well as by recycling or reusing waste materials and minimizing the volume of waste sent to landfill. By optimizing processes, investing in water-efficient technologies, and expanding recycling, Henkel advances responsible water stewardship across its operations.

## A lighthouse for sustainability

Henkel's efforts have earned global recognition: In 2021, the Düsseldorf-Holthausen site was named one of the first Sustainability Lighthouses by the World Economic Forum.



  
Carbon-neutral  
production at  
**37**  
sites globally


## Henkel's Holthausen site: A legacy of innovation and a sustainable future

Henkel's story in Düsseldorf-Holthausen began in 1899, when company founder Fritz Henkel purchased land to build factories for bleaching soda and sodium silicate. This marked the start of Holthausen becoming Henkel's global headquarters and a hub of innovation for iconic brands like Persil, as well as for our advanced adhesive technologies. Over the decades, the Holthausen site has expanded significantly, serving as the beating heart of Henkel's operations. Today, it remains a major center for innovation, production and sustainability, driving the Company's commitment to a greener future.

## Sustainable energy solutions and digital innovation

In partnership with Stadtwerke Düsseldorf, Henkel is transforming energy use on its premises. A new energy center is under construction to process industrial waste heat from combined heat and power generation and feed it into the city's district heating network. The centerpiece – a 51-meter steel chimney weighing 56 tons – stands where coal was once stored, symbolizing Henkel's shift away from coal in 2024.

Henkel continues to optimize energy use with projects like heat exchangers saving 3.6 GWh annually, as well as advanced steam metering and the deployment of Loctite Pulse technology to detect leaks and faulty steam traps. These initiatives, implemented in 2024 and 2025, highlight Henkel's commitment to efficiency and digital transformation.

  
**97%**  
of electricity sourced  
from renewable sources



### Smart logistics and green mobility

Henkel's logistics hub in Holthausen features a direct rail connection for efficient goods transport. Adding to this, a fully electric, zero-emission shunting vehicle now operates on-site, saving around 50 tons of CO<sub>2</sub> annually. This innovation strengthens Henkel's carbon-neutral fleet without compromising performance.

Henkel's sustainability vision extends to employee commuting. Through a flexible mobility budget, employees can choose eco-friendly transport options. The annual "Bike to Henkel Day," a tradition since 2018, promotes cycling and community engagement. With more than 260 charging points on-site, Henkel also supports the growing adoption of electric vehicles.



## Kunpeng

### Smart factory: Eco-efficient and future-ready

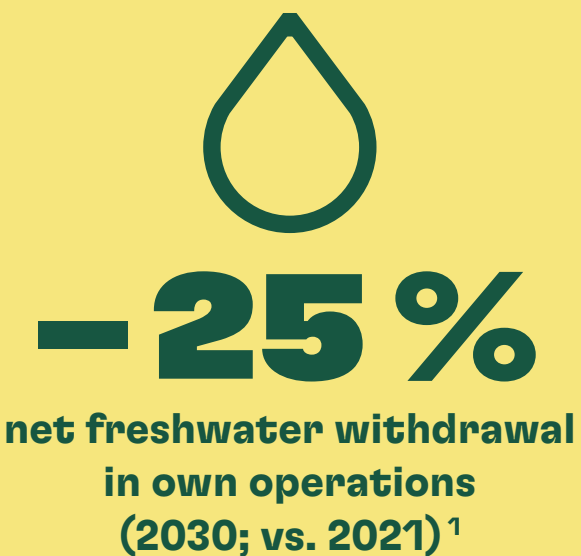
Adhesives Technologies recently opened a new site in Shandong Province, China. The facility carries the Chinese name "Kunpeng." It is a future-ready smart factory that occupies more than 150,000 m<sup>2</sup>, including state-of-the-art automated production workshops and an 8,000 m<sup>2</sup> smart warehouse. The new facility enhances Henkel's capacity to supply high-impact adhesive products in the Chinese market. It aims to fully meet demand from fast-growing industries including electronics, automotive, medical, equipment manufacturing, and aerospace.

In line with our strong commitment to sustainable operations, the site is designed to contribute to our "Regenerative Planet" targets related to climate, water, and waste. For example, the new site comes with an energy-saving facade and heat recovery system, as well as an energy-saving design and a ground-source heat pump system with 5 MW capacity. The facility also features a 2.4 MW solar panel installation, rainwater harvesting, and other water and waste efficiency measures. These technologies are expected to reduce CO<sub>2</sub> emissions by more than 5,000 tons per year. They will



cooling system at this facility that avoids the need for using freshwater from a nearby river for cooling. We also implemented a smart solution to connect heating and cooling demands across the factory, leveraging heat pump technology to achieve the highest levels of energy efficiency. The system started operation in 2025 and is expected to reduce cooling water consumption by 80 percent and gas consumption by 40 percent. With the significant reduction in gas demand and moderate increase in electricity demand, the overall energy efficiency of the site is expected to improve by 15 percent. Accordingly, the initiative contributes to our water withdrawal reduction target for 2025, as well our Scope 1 and 2 greenhouse gas emissions reduction target for 2030.

Our target:



<sup>1</sup> Through water reduction and recycling activities at our sites and restoration activities in priority watersheds.

also reduce operational water and waste impacts compared to standard manufacturing processes.

## Maribor

### High levels of water and energy efficiency

Our Consumer Brands site in Maribor, Slovenia, serves as Henkel's European Center of Excellence for Hair Coloration. It is also an example of our sustainable operations approach. In 2024, we installed a closed-loop





# 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.

71	Equity
78	Education
86	Wellbeing

# EQUITY



## Highlights 2025



We believe there is great strength in diversity, and that everybody deserves to feel valued. We are committed to respecting human rights across our own operations and supply chain. This begins with further developing our Company's culture and mindset.

## Top 3 topics

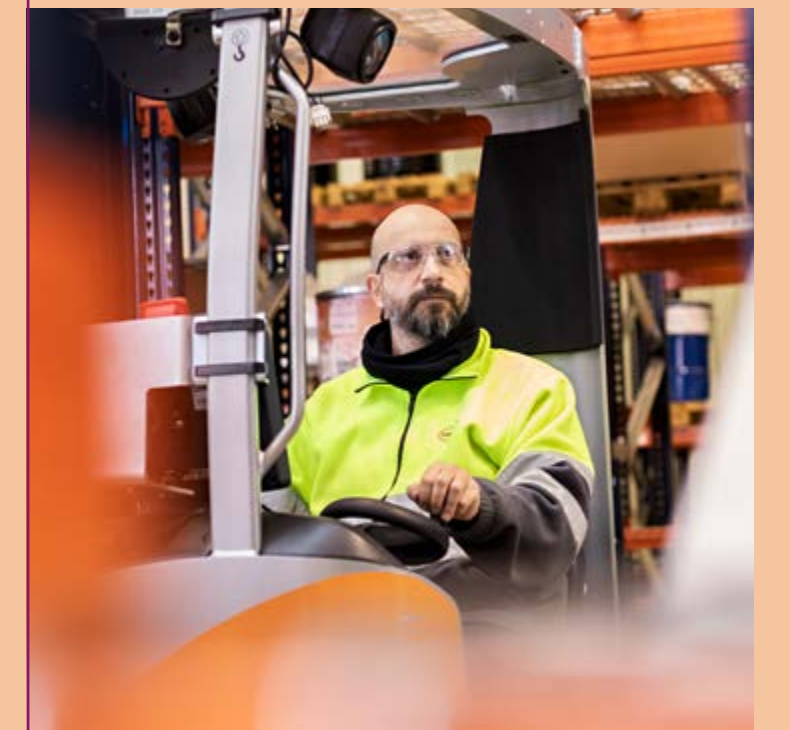
**Corporate culture of open communication and belonging**



**Respecting human rights**



**Living wage: Advancing fairness and equity**





## Our strategic approach: Reducing inequalities

Reducing inequalities and ensuring that people are not left behind is essential to meaningful social progress. This progress has been seriously challenged in the last few years. Economic shocks, geopolitical instability, and social disruption have widened existing gaps and exposed persistent structural barriers to opportunity.

Addressing inequality is one of the priorities shaping our actions and decisions. It underpins a range of our activities, from how we support our workforce through to how we engage with the communities connected to our business. Creating a sense of belonging by recognizing and valuing our differences is critical to enabling collaboration, creativity and innovation in our workplace.

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 like Henkel can have as key players in reducing adverse impacts and contributing to more inclusive, resilient social outcomes.



**“At Henkel, reducing inequality and ensuring no one is left behind are central to our commitment to meaningful social progress. By fostering a culture of trust, belonging, and initiative, we empower our people, strengthen our communities, and contribute to more inclusive and resilient outcomes.”**

**Sylvie Nicol  
Executive Vice President  
Human Resources, Infrastructure  
and Sustainability**

### Our Ambitions for 2025:



Gender parity across all management levels (2025)



Improve livelihoods of smallholder farmers and protection of nature

## A corporate culture of open communication and belonging

We are creating an environment of trust that welcomes ideas, supports innovation, and enables clear decision-making. A strong leadership culture is key to this.

With our Leadership Commitments, we aim to foster a culture where employees take initiative, act with an entrepreneurial spirit, work as a team, and take responsibility – whether as leaders or team members. To support this, we offer workshops, learning opportunities, and reflection formats that drive sustainable cultural change and bring the Leadership Commitments to life. Diversity, equity, and inclusion (DEI) are core elements of our corporate culture. For us, diversity means the

variety of talents, perspectives, and characteristics that make our employees and partners unique. This includes gender, gender identity, LGBTQ+, age, disability, family status, social origin, ethnicity, and religion. With around 47,200 employees worldwide, it is this diversity that drives our strength and success.

We believe that a diverse workforce and an open, respectful environment are key to success in a globalized world. Different perspectives, cultures and ways of thinking help us develop creative, innovative solutions that meet the needs of diverse markets and stakeholders. 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.



### ACT INITIATIVE 2025 – FEEDBACK FOR GROWTH

Henkel’s cultural journey has now entered a new chapter. After thousands of colleagues worldwide engaged in ACT (Accelerate Cultural Transformation) sessions that highlighted the power of positive feedback, we laid the groundwork for a culture built on appreciation and genuine connection. In 2025, the focus shifted to Feedback for Growth – encouraging open, balanced conversations that help individuals and the company move forward. “Team Moments” created a safe space to celebrate what works, discuss opportunities for improvement, and build stronger, more resilient teams. With practical exercises and guidance on giving and receiving feedback, it helps make growth-oriented conversations a natural part of everyday work.

### EMPLOYEE RESOURCE GROUPS (ERGs)

Our business unit Adhesive Technologies actively promotes equity through initiatives like Employee Resource Groups for disability, neurodiversity, LGBTQ+, and gender inclusion. In 2025, Adhesive Technologies continued offering training, webinars, and inclusive hiring practices, while mentoring programs and the STEM Women Campaign aim to attract and retain gender-balanced talent. Additionally, the “Winning with Inclusion” workshop engaged management at all levels to foster psychological safety and an inclusive workplace culture.

### GOT2B PRIDE CAMPAIGN FOR A PROUDER FUTURE

In 2025, Got2b launched a global Pride campaign across 15 markets, honoring courageous LGBTQ+ pioneers and connecting the past and present on a path to a prouder future. Knowing Pride is a lived experience, not a moment, Got2b strengthened its long-term allyship with a new global Pride landing page that shares learning, commitments, and education all year. Got2b is also a proud partner of ILGA Europe, supporting LGBTQ+ rights across Europe and Central Asia.

### THE MARTHA SCHWARZKOPF AWARD 2025 GOES TO ...


Henkel proudly presented the Martha Schwarzkopf Award for Women in Science for the fourth time in 2025, honoring and empowering women in the scientific community. Alongside the main award for lifetime contributions to hair science, an “Emerging Talent” and “Distinguished Talent” award supports young female researchers. Women from natural, material, cosmetic, and computer sciences, biotechnology, engineering and medicine are invited to apply with research in hair or fiber science, including mechanical analysis, computer simulations, surface studies, or biotech-driven protein research.



Our activities demonstrate that we are pursuing our ambition to achieve gender parity across all management levels with strong determination. We are on the right track: In 2024, we tripled our progress toward increasing the proportion of women in management positions compared to the previous year – and were already at a strong 43 percent of women in management in 2025. We view the progress achieved so far as motivation to continue and even strengthen our efforts.

Henkel has a longstanding commitment to supporting working parents, including through on-site childcare facilities. As a further step, in 2024 Henkel became the first company listed on the German DAX40 stock exchange to implement a gender-neutral parental leave standard for all of its employees worldwide. The Company offers parents up to eight weeks of fully paid parental leave that is based on the caregiver role, rather than on their gender or biological parent status.

We foster an inclusive culture through programs and training that raise awareness and strengthen apprecia-

  
**43 %**  
ratio of women in  
management in 2025

tion for diversity. We actively encourage open discussion, share global insights and best practices, and consistently use inclusive language in our communications.

At Henkel, we always treat each other and everybody else with dignity and respect. We do not tolerate harassment, bullying, or discrimination in any shape or form. To further strengthen our compliance culture, we provide anti-harassment training for our employees to raise awareness about harassment and discrimination in the workplace. This eLearning also provides specific guidance for recruiters that covers diversity and inclusion considerations with relevance for hiring processes. As in previous years, this eLearning was distributed to all employees globally and is an integral and important element of Henkel's risk management approach. It is relevant for everyone at Henkel.

Henkel's programs for people with disabilities are a strong factor in this recognition. Examples include the accessibility of our internal communications and social media feeds to people with disabilities, as well as the introduction of the Awareness of Visible and Invisible Disabilities (AVID) Employee Resource Group, with its mission to create a space that celebrates people with disabilities and their unique identities by providing community, information, support, and resources.

### DISABILITY INCLUSION DAYS – CHANGING PERSPECTIVES. FOR GOOD.

Every year, December 3 marks International Day of Persons with Disabilities. At Henkel, we create awareness with our Disabilities Inclusion Days. For three inspiring days, employees worldwide come together to learn, engage, and experience inclusion in action. From interactive simulations at “Disabling Me” to global online sessions about neurodiversity, we explore how accessibility and diverse abilities strengthen the way we work and live.

Our commitment goes beyond these events. For example, Henkel North America is recognized by the 2025 Disability Index® for its strong performance in culture, leadership and inclusive employment practices. Henkel UK was also honored as a 2025 “Best Place to Work for Disability Inclusion,” after improving its score for the second year in a row. These achievements reflect our ongoing efforts to break barriers, create opportunities, and ensure everyone feels valued and empowered.



### INTERGENERATIONAL AWARENESS MONTH UNDERLINES FUTURE-READINESS

In 2025, Intergenerational Awareness Month highlighted the power of a multigenerational society. At Henkel, this form of diversity is part of everyday life. Four generations already work side by side, each shaped by different values and work styles. These differences can create misunderstandings, but they also create powerful opportunities for personal growth when individuals actively engage with one another. That belief drives our DEI focus on generations: We recognize that diverse perspectives strengthen

creativity, resilience, and business success. Throughout the month, keynote speeches and training sessions helped employees understand the value of age-diverse teams. Leaders play a key role in unlocking this potential, using approaches like reverse mentoring to leverage digital strengths and lived experience alike. As talent shortages grow and life paths diversify, breaking down age stereotypes and fostering mutual appreciation become essential for our future-readiness.



## Constructive social dialog

Trusted cooperation with employee representatives is an important part of our corporate culture. We maintain close dialog with local works councils and trade unions, and keep employees informed about key topics such as corporate strategy through various communication formats.

In countries without formal employee representation or collective bargaining agreements, we use alternative mechanisms like employee assemblies or committees. These informal platforms ensure open exchange with management, give employees a voice, and allow us to address their perspectives early on. This approach helps us prevent conflicts, strengthen trust, and build stronger identification with the Company. Collective bargain agreements cover employee health and safety measures, working hours, overtime, annual leave, wages, and development. They also cover discrimination and harassment policies.

## Fair and transparent working conditions

Our compensation philosophy is based on fairness, transparency, market competitiveness, and equal pay for equal work. We use a clearly defined job architecture that aligns pay levels across grades and regions. Jobs are evaluated using objective, gender-neutral criteria such as skills, responsibility, and working conditions. This ensures appropriate and consistent pay as well as adequate compensation for overtime based on role requirements, local markets, and collective agreements. While managerial compensation is globally standardized, non-managerial pay is adapted to local frameworks. This philosophy is clearly communicated to all employees to ensure shared understanding and trust.

To reinforce equal opportunities, we regularly review pay equity and are expanding our analysis to include the adjusted gender pay gap. Our remuneration system combines a competitive base salary with role-based incentives and benefits. Performance assessments reflect corporate values and sustainability goals, with achievements such as reducing energy use or decreasing waste taken into account where relevant.



Worldwide, we provide robust social security benefits. In countries with limited public systems, we supplement health and pension coverage – for example, through private health insurance in the United States or company pension plans in many markets.

Since 2001, our voluntary employee share plan has enabled all employees to invest in the Company, fostering engagement and a strong sense of ownership.

## Respecting human rights

Our ethical and legal business practices are closely linked to our commitment to internationally recognized human rights. Since 1994, our Mission and Principles have emphasized the importance of social values. In 2000, we introduced a **Code of Conduct** [↗](#) that explicitly supports human rights. Henkel has been a signatory to the UN Global Compact since 2003, reinforcing our commitment to its principles on human rights, labor, the environment and anti-corruption. Our human rights policies are detailed in our **Human Rights Policy Statement** [↗](#), **Social Standards** [↗](#), and **Safety, Health, and Environmental (SHE) Standards** [↗](#). They are guided by international frameworks such as the UN Guiding Principles on Business and

Human Rights and the OECD Guidelines. The different rights and topics of our Social Standards are communicated on global and local level, for instance, through training for managers and employees. Topics include freedom of association, collective bargaining, and health and safety.

To identify, prevent, and address human rights and environmental risks – like child labor and forced labor – Henkel applies a company-wide risk management and due diligence process. By embedding due diligence into processes and decision-making, we aim to continuously strengthen how potential impacts are identified and addressed.

### Enabling dialog, reporting, and access to remedy

Henkel employees and stakeholders (for example customers, suppliers or service providers), as well as others who may be affected by Henkel's business activities, can raise concerns via our whistleblowing system. In case any adverse impacts are identified, we work to address them appropriately and, where necessary, support access to remedy. We work to strengthen prevention and achieve continuous improvement.



## Outlook

Equity has been embedded in our culture and values since our Company's inception. It reflects our long-standing commitment to fairness, dignity, and equal opportunity, and continues to shape how we operate as a responsible global company. Building on this foundation, we are entering into a new phase of social impact that places greater emphasis on time-bound and measurable targets alongside clear, action-oriented commitments. This evolution responds to growing societal expectations and regulatory developments, as well as our ambition to demonstrate progress in a transparent and accountable way.

Our revised equity pillar brings together representation, fair pay, and respect for human rights – recognizing that equity requires progress across interconnected dimensions. This includes gender balance in leadership, pay equity globally, the continuous provision of a living wage to our employees, and a clear commitment to respecting human rights across our own operations and supply chain.

Achieving equity at scale requires navigating diverse regulatory environments, labor markets, and cultural contexts. Progress will not be linear, and some challenges – such as talent availability, structural inequalities,

and demographic shifts – require a sustained and long-term effort.

Going forward, we will keep embedding equity into our systems and decision-making. We will further strengthen data, methodologies, and internal capabilities to better understand gaps, track progress, and inform targeted actions, while aligning with evolving reporting and regulatory expectations. Many equity challenges cannot be solved alone. Our collaboration with employees, peers, civil society organizations, and other partners will remain essential to scaling impact and driving systemic change.

## KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

### Indicators

## New Targets & Commitments for 2030

### Targets:



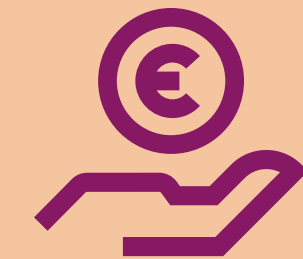
Strive to achieve gender balance with male and female representation above

**> 45 %**  
across management levels (2030)<sup>1</sup>



Strive to achieve pay equity globally (2030)<sup>1</sup>

### Commitments:



Continuously ensure that our employees globally earn a living wage or higher



Respect human rights across our own operations and supply chain

<sup>1</sup> In compliance with local laws and regionally tailored approaches.



# ADVANCING FAIRNESS AND EQUITY: LIVING WAGE PROGRAM AT HENKEL

As part of our commitment to fair working conditions, Henkel has established a global approach to ensuring that the remuneration of our employees worldwide remains consistently aligned with local living wage benchmarks. Paying living wages is a critical lever to address in-work poverty and reduce income inequality, particularly for workers in lower wage segments. By covering the real cost of living, living wages help to strengthen household stability and economic resilience. To support this commitment, Henkel conducts a regular, global assessment to verify that employee remuneration remains aligned with internationally recognized local living wage benchmarks developed by the Fair Wage Network. The assessment is carried out across all regions and business areas at Henkel and applies to all employees.

The assessment methodology is based on internationally recognized good-practice principles. It is designed to ensure consistency and credibility across geographies.

A cross-functional team maintains this methodology and ensures its consistent application. This is particularly relevant for employees in lower wage segments and not covered by collective bargaining agreements.

Key actions in 2024 and 2025 included maintaining robust governance of the assessment process, as well as identifying and addressing potential gaps. We also continued our external engagement via participation in industry working groups such as the World Business Council for Sustainable Development (WBCSD), People Action and AIM-Progress.

Through these measures, Henkel strengthens its operational framework for fair and transparent remuneration and supports living wage standards across its global workforce. Looking ahead, Henkel recognizes the importance of continuing to advance living wage considerations in line with evolving expectations.



***A living wage is the remuneration earned by a worker that is sufficient to afford a decent standard of living for the worker and their family in a specific location.***

Definition based on the Anker methodology

# EDUCATION



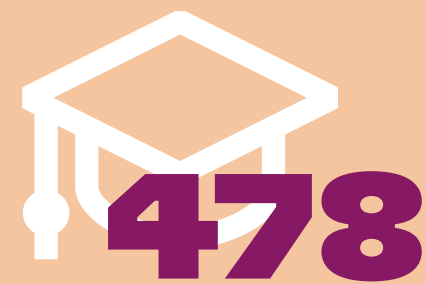
## Highlights 2025



**>20**  
countries participated  
in Forscherwelt education  
initiative (since 2011)



**294**  
days off from work  
for employee-initiated  
projects



**478**  
trainees of vocational  
trainings and dual-study  
programs

Education is a powerful driver of positive change. We invest in innovative programs that build knowledge, skills, and mindsets – supporting our employees, as well as our customers and communities.

## Top 3 topics

**Empowering  
people,  
shaping the  
future**



**Commitment  
and training  
for sustainable  
development**



**Corporate  
citizenship**



## Our strategic approach: Transforming with education

Education plays a critical role in unlocking opportunity and advancing social progress. It equips people with the knowledge and skills to escape poverty, reduce inequality, and live healthier lives. As a right in itself and an enabler of other rights, education and lifelong learning are central to our strategy.

Continuous learning drives innovation and creativity. That is why we move beyond traditional methods by offering holistic programs where learning takes place in day-to-day work and also through opportunities outside of core responsibilities.

Our approach reaches beyond our organization to customers and communities. We aim to empower people with the competencies to develop innovative ideas, adopt sustainable behaviors, and create digital solutions – helping them meet future challenges and seize new opportunities.

## Our Targets & Ambitions for 2025

### Target:



Improve 30 million lives globally (2030)

Achieved since 2022

100%

Base year: 2010

Target year: 2030

### Ambitions:



Expand our community education programs and volunteering



Engage and empower all employees to take action for sustainability

## Empowering people, shaping the future

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 each employee's potential as well as the Company's needs so that we can build a workforce that is fit for the future.

We support the growth of our employees through regular development meetings and individual development plans. These measures form a key part of our talent management approach. They help us to develop talent systematically while also planning for succession.

As part of our global talent and performance cycle, we evaluate our workforce each year in two steps:

1. Performance appraisal  
Employees and managers set individual role ambitions at the start of the year, aligned with the Company's goals. Progress is reviewed mid-year and results are discussed in a feedback meeting.

2. Potential assessment  
Employees reflect on their career interests and next steps, while managers assess the employee's potential using clear criteria. Together, they agree on tailored development measures such as training, workshops, conferences, or additional responsibilities.

A digital feedback tool complements these feedback conversations. The objective is to promote a day-to-day culture of dynamic and open feedback at Henkel. We also regularly review our talent and performance management and feedback tools. Based on this, we develop them further when necessary.

Henkel also helps many young people to embark on successful careers. The Company offers vocational training and dual-study programs in Germany. Lifelong learning is a core element of continuous development at our Company. We promote knowledge and development in everyday work and through a variety of tasks. 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 our markets. Continuous assessment, review, and further development of our training offerings enable us to meet current and future demands in skills and knowledge.





Our ambition is to future-proof our employees by helping them build the skills they need and enabling them to unleash their full potential.

Henkel offers new roles for this purpose – locally and in other countries. We also offer learning opportunities through exchanges with managers, colleagues, trainees, and students. We have made great progress, particularly in the area of digitalization. Trainees and students gain additional digital qualifications through a three-year upskilling program.

For several years, Henkel has combined virtual training with traditional classroom formats. Our global cloud-based platform, the Henkel Learning Hub, offers instructor-led courses, eLearning, podcasts, videos, and virtual collaboration formats. The Hub brings together all formal training: from core topics like management, processes, and AI, to business-specific content, soft skills, and leadership programs. Our goal is to equip employees with new competencies and prepare leaders for future challenges, fostering a global, value-driven leadership approach that respects regional and cultural differences.

**MILESTONE: 100 YEARS OF VOCATIONAL TRAINING**

In 2025, Henkel reached a landmark moment after shaping the careers of young talents for 100 years. This approach began with just 15 apprentices and grew into a diverse training program that has supported thousands of people on their path into the professional world. We celebrated this milestone with a festive gala that united apprentices, dual students, trainers, and special guests for an evening filled with memories and future ambitions. As technology and society evolve, Henkel continues to adapt its vocational training to ensure the next generation is ready to drive innovation for the century ahead.

Today, Henkel has 478 apprentices and dual students in Germany, across 30 professions and seven vocational fields. Since 1925, more than 10,000 young people have successfully completed their vocational training with the Company.



**ACCESS TO INNOVATION: AI UPSKILLING**

Henkel’s new commitment to building a future-ready workforce places skills like sustainability, digital fluency, and adaptive leadership at the heart of learning. With the “AI Explorer” initiative, Henkel is taking a major step forward in making artificial intelligence accessible to everyone. The AI Explorer Hub brings key knowledge together in one place, while the GenAI Foundations Training guides employees through the basics of AI, its opportunities, and responsible use. From understanding how generative AI works to exploring real Henkel use cases, the program empowers people to embrace innovation with confidence.

**LEARNING FESTIVAL FOCUSED ON AI**

Our Learning Festival 2025 brought together over 13,000 participants for more than 80 global and regional sessions, all centered on curiosity, creativity, and the power of skills. Under the theme “Your Skills. Your Impact.”, participants explored how to shape their careers, fuel innovation and embrace new ways of working. One topic drove a big part of the global agenda: artificial intelligence. AI is no longer a far-off idea. Instead it already influences how we create, decide and collaborate. Sessions showed how AI can become a supporting partner, while reminding us that responsible use, human judgment, and diverse perspectives remain essential. With new training materials and a clear commitment to AI literacy, Henkel is preparing its employees to shape a future where our skills and impact grow stronger.

**YOUR SKILLS.  
YOUR IMPACT.**

**NEW AI-POWERED TOOL: mySPARKS**

Henkel took another major step toward a skill-based future by empowering its employees with a new AI-powered tool: mySPARKS. The tool acts like an internal LinkedIn platform that allows employees to showcase their skills, discover tailored development opportunities, and connect with colleagues across the Company. When users create a profile, the AI learns about each person’s strengths, experiences, and ambitions. This can help employees to find suitable growth opportunities among thousands of courses and hundreds of internal jobs and projects. They can also identify colleagues as potential mentors, mentees, or experts. As employees share more about their goals, mySPARKS becomes smarter and guides them through their career journey to help them unlock their full potential within Henkel.





### OCTOBER IS CYBER SECURITY AWARENESS MONTH

In October 2025, Henkel teams worldwide united under the motto “United in Cybersecurity – Everyone Matters!” to strengthen digital safety. Through global video messages, interactive training activities, and fun challenges like Cybersecurity Jeopardy, employees sharpened their skills and stayed alert. In Algeria, for example, the campaign brought colleagues together across three locations, with leadership representatives joining sessions that sparked strong engagement and collaboration. As cyber threats rise, Henkel’s community shows that cybersecurity is not just an IT task – it is a shared responsibility where every action helps keep our digital world safe.

## Commitment and training for sustainable development

When it comes to implementing our sustainability strategy, our people make the difference – through their dedication, skills, and knowledge. Because of this, we want to foster our people’s commitment to sustainability with our holistic engagement program “Sustainability at Heart.” The objective is to comprehensively equip our employees with the knowledge, skills and mindset that are central to Henkel’s role as a leader in sustainability. We also seek to engage and empower them to become actively involved in sustainability in their work environment and in their private lives.



# >28,600

sustainability training courses completed (2021–2025)

### PLANTING 50,000 TREES IN NORTH AMERICA

Henkel’s employee-led Sustainability Action Team (eSAT) in North America has been nurturing a stronger sustainability culture since its launch in 2020. Driven by the mission to help colleagues live their best lives while minimizing their environmental impact, the team focuses on educating, collaborating, and inspiring employees across the region through formats such as external speaker events, a sustainability book club, and regional employee challenges. In 2025, eSAT celebrated a remarkable milestone: through its fifth annual “Move to Plant Challenge,” and in partnership with Tree-Nation, employees have now collectively planted 50,000 trees in North America since 2021. With 500 participants joining from different sites and business units, the initiative continues to grow – demonstrating how collective passion can create a lasting impact.



### NET-ZERO UPSKILLING EVENTS

Between November 2024 and November 2025, Henkel hosted seven regional townhall events to strengthen employees’ understanding of the Company’s net-zero ambitions and to showcase regional examples that contribute to our net-zero roadmap. For example, the townhall in the IMEA region showcased achievements in cutting Scope 1 and 2 GHG emissions through energy-efficient operations, renewable energy sourcing, and low-carbon technologies. Guided by leadership representatives, local sustainability experts shared insights into what has been accomplished and what still lies ahead. Together, they emphasized the urgent actions needed to further reduce Henkel’s CO<sub>2</sub> footprint and help prevent excessive global warming.

### SPACE FOR EXPERIMENTS: SUSTAINABILITY INCUBATOR LAB

Henkel continues to nurture its pioneering spirit through the Sustainability Incubator Lab, a virtual four-month program empowering employees to develop sustainable business ideas and skills. The individual groups, which work on different topics, are accompanied by experts from the DO School. At the end of the program participants pitch their ideas to sustainability leaders at Henkel. In 2025, for example, a group of five colleagues brought their idea to life: SustainIT. With strong internal support, they transformed their concept into a practical tool and awareness campaign focused on reducing Henkel’s digital carbon footprint. Every two weeks, employees received simple, actionable tips that inspired them to make smarter, more sustainable digital choices.



SUSTAINIT

## Making a commitment to society worldwide

Corporate Citizenship is firmly anchored in our corporate culture and has been since our Company was established by Fritz Henkel in 1876. It is also clearly reflected in our corporate purpose. We are committed to making a lasting contribution to communities worldwide, above and beyond our business activities. 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. Our activities are designed to “Making society future-fit” – empowering people through education to obtain the skills and competencies needed to develop innovative ideas, sustainable behaviors, and new digital solutions. Our Corporate Standard “Donations, Memberships and Sponsorships” sets out how projects are selected.

We also systematically track and assess the impact of our community engagement efforts on an annual basis, ensuring transparency and continuous improvement in the support we provide to individuals and initiatives.

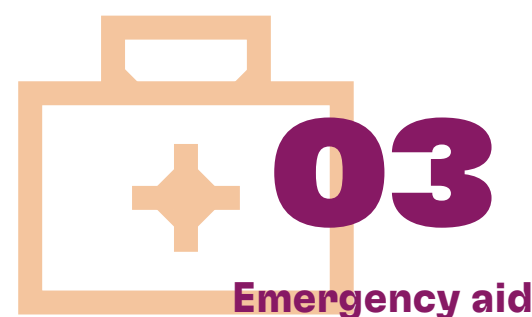
Henkel’s social engagement is based on three pillars:



Corporate volunteering



Social partnerships



Emergency aid



### HABITAT FOR HUMANITY – BUILDING HOPE AND CONNECTION

In 2025, 40 Henkel employees embarked on two impactful journeys with Habitat for Humanity. Under the newly created global umbrella “Build for Generations,” they helped families in North Macedonia and Romania to build new homes and futures. These colleagues with diverse backgrounds were united by their shared mission. This led to incredible team spirit and cross-cultural collaboration. Going beyond their daily

roles, volunteers embraced new challenges, acquired additional skills, and discovered the significant difference individual actions can make. This global initiative showcased the power of building structures, as well as the power of building a meaningful impact. In total, 200 employees volunteered with Habitat for Humanity or comparable organizations in nine countries across five regions to construct or renovate buildings for people in need in 2025.



**FOSTERING LONG-TERM EMPOWERMENT IN MALAYSIA**

In 2025, Henkel Malaysia partnered with the Project Hope Welfare Association to launch two impactful initiatives supporting indigenous and refugee communities across Malaysia. Our commitment to local engagement shone through a food drive where employees contributed over 2,000 kilograms of supplies and personally delivered them to families in Kampung Trolak. Simultaneously, a ten-week computer literacy program, powered by donated laptops and dedicated volunteers, provided children from low-income families and refugee families from Myanmar with their first encounter with digital tools, boosting their confidence, creativity, and curiosity. Through the “Make an Impact on Tomorrow” initiative, Henkel Malaysia and Project Hope are committed to uplifting vulnerable communities by addressing immediate needs and fostering long-term empowerment for children and families.

**15TH BIRTHDAY OF SHAPING FUTURES**

For 15 years, Schwarzkopf Professional’s flagship social initiative “Shaping Futures” has transformed lives by teaching hairdressing to young adults from vulnerable backgrounds. Since 2010, the program has empowered more than 4,000 participants worldwide with marketable skills, confidence, and a path toward independence. In 2025, training programs in countries including Brazil, India, the Philippines, and Serbia supported over 200 students,

with many students transitioning directly into employment or further qualifications. The program’s reach spans disability inclusion in Spain, LGBTQ+ projects in Latin America and refugee integration initiatives in Germany. A special highlight in 2025 was the German pilot project, where students joined artist Alli Neumann for professional photo shoots. As “Shaping Futures” celebrates its anniversary, it continues to prove how education and professional skills can open doors and create brighter futures.



Pritt donates

**100,000 euros**  
to **unicef** 

**SUPPORTING GLOBAL PROJECT FOR CHILD EDUCATION**

Henkel’s leading consumer adhesives brand Pritt has donated 100,000 euros to UNICEF through its annual “We craft for children” initiative, supporting education for vulnerable children affected by emergencies. This contribution can fund 660 “School-in-a-Box” kits, providing over 26,000 children in humanitarian settings across Africa with essential school supplies, helping them continue learning and regain normalcy. While Pritt has promoted creativity since 1969, its “We craft for children” initiative launched in 2019 has globally extended this mission. It underscores the brand’s commitment to quality education, helping children imagine, create, and build brighter futures through learning and play.

**EXPANDED AID FOR CALIFORNIA WILDFIRE VICTIMS**

Following the devastating wildfires in Los Angeles County, USA, Henkel provided extensive assistance by distributing supply kits for displaced employees. Local teams also supported recovery by contributing to the Professional Beauty Association Disaster Relief Fund, organizing personal care product drives with the Los Angeles Regional Food Bank, and promoting local charities on social media – helping communities, first responders, and small business owners to rebuild and recover.

**AID FOR THE VICTIMS OF TEXAS FLOODS**

In 2025, flash floods in Texas, USA, received a swift response from Henkel. We donated funds and essential care products to the San Antonio Food Bank, which collaborated with local emergency officials to distribute urgently needed supplies. Further product donations were provided to the Spirit of Giving Fund, delivering immediate and ongoing support to individuals who are recovering from the disaster.

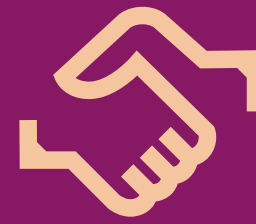


## Outlook

As a powerful driver of social progress, education expands opportunity and reduces inequalities. It also enables individuals and communities to build resilience and shape their own futures. Our approach to education focuses on expanding community education programs, enabling employee volunteering, and empowering people to take action for sustainability.

Building on this progress, we are refining our education pillar to place greater emphasis on impact, engagement, and future readiness. While community education and volunteering remain core, we are increasingly focusing on how learning equips employees and communities with the skills, mindsets, and capabilities needed in a rapidly changing world.

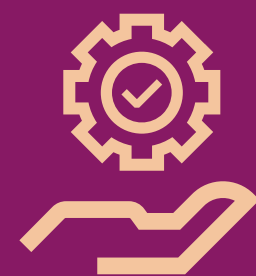
## New Commitments for 2030



Cultivate widespread and impactful employee engagement in community volunteering



Engage and empower our employees to take action for sustainability



Build a future-ready workforce by embedding skills like sustainability, digital fluency, and adaptive leadership into our learning culture

The pace of technological and societal change is reshaping skill needs across industries and communities. Education systems must adapt quickly to remain relevant and inclusive. Going forward, we will increasingly focus on strengthening our systems to connect employee learning, community engagement, and sustainability priorities. Ensuring that education and volunteering initiatives are accessible, relevant, and impactful across regions remains a key priority. Our ambition is to make education a lever for innovation and equality inside Henkel and across society.

## KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

[Indicators](#)





# FORSCHERWELT CELEBRATES ITS 15th BIRTHDAY

Henkel's Forscherwelt brings science to life for young learners. It was established in our headquarters in Düsseldorf, Germany, in 2011 and is aligned with the Company's purpose "Pioneers at heart for the good of generations." This international education initiative encourages children to explore scientific concepts through hands-on experiments and inquiry-based learning. The didactic concept was developed in collaboration with education specialists and with experts from our own research department. Specially trained Forscherwelt teachers make complex scientific ideas accessible and tangible.

Rooted in Henkel's expertise, the learning modules focus on topics such as adhesives, cleaning, personal care, and sustainability. Children can even interact with experts to gain a firsthand look into the world of science. The Düsseldorf site features a unique, child-centered learning environment that combines experimental areas with spaces for movement, reflection, and creativity.

Since 2014, Forscherwelt has expanded globally. More than 20 countries participated in Forscherwelt initiatives since 2011, offering mobile school programs, courses with partner organizations, and digital learning formats under the motto "Forscherwelt to go."



***“There is so much in this world to discover. That’s why curiosity, having the courage to ask questions and finding the fun in researching are what lie at the roots of our ‘Forscherwelt’ initiative – igniting children’s interest in the sciences.”***

***Dr. Simone Bagel-Trah,  
Chairwoman of the  
Supervisory Board and the  
Shareholders’ Committee of Henkel***

## Highlights in 2025 included:

### GERMANY

New format firmly established after successful pilot: Parent-child course “Little ones research with the big ones”; the first training course specifically for employees and their kids.

### SOUTH AFRICA

Forscherwelt Day in partnership with Play Africa, introducing 50 children to the world of science through fun and hands-on experiments.

### UKRAINE

Joint educational webinar in partnership with the Vernadsky Research Station in Antarctica, which conducts vital research into climate change and glacial melting.

### UK

Official introduction of Forscherwelt in the UK; hosting of the first Forscherwelt Family Day event at the Henkel UK headquarters.

### INDIA

Relaunch of Forscherwelt in India with a dedicated Forscherwelt lab at a local school, serving more than 40 surrounding schools; special feature: trainers include Henkel employees who volunteer.



# WELLBEING



## Highlights 2025

**+ 59%**

safer per one million hours worked (vs. 2010)

**> 90%**

of our employees reached with global health campaign

**> 2,800**

employees trained as Mental Care Scouts worldwide

Recent global crises have underscored the need to rethink wellbeing, including in the workplace. We take a holistic perspective that sees the physical, mental, and social aspects as inextricably linked.

## Top 3 topics

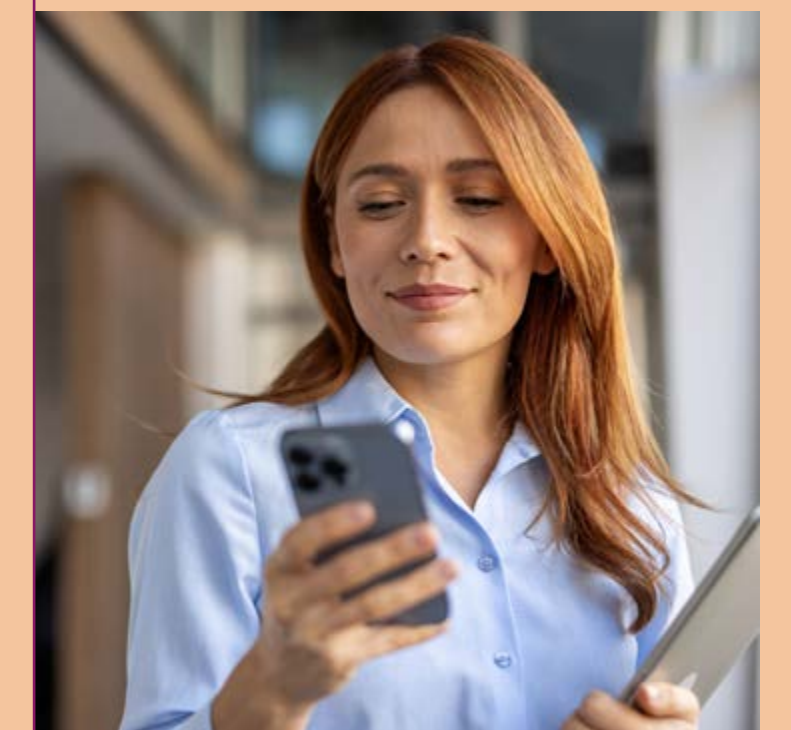
**Occupational health protection and promotion**



**Occupational safety**



**Shaping the future of work**





## Our strategic approach: Strengthening wellbeing

Understanding the role that the workplace plays in determining our wellbeing is increasingly important. 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, we focus on mental health measures while implementing our wellbeing strategy. We also recognize the benefits of digital tools in promoting employee wellbeing. As our knowledge and understanding of employee wellbeing continues to grow, we remain committed to a holistic approach to integrating wellbeing into our corporate culture, based on our Safety, Health, and Environmental (SHE) Standards [↗](#).

## Occupational health protection and promotion

At Henkel, we support the health of our employees by building an agile, high-performance organization.

The Henkel health procedure sets minimum global requirements for health protection and promotion, which are implemented locally through regional health management and on-site medical expertise. Regular exchange formats help align strategies worldwide and strengthen collaboration among our health team.

Our services aim to contribute to employee wellbeing by protecting physical and mental health. We apply consistent, risk-based health and wellbeing principles to support prevention, early detection, and resilience. This includes tailored risk assessments aligned with specific workplace hazards across our sites. We conduct health screenings to address biological, chemical, and physical hazards (such as germs, dust, or noise), as well as assessing psychological risks such as those related to night shifts.

Medical emergency preparedness is in place across sites to ensure timely and effective response to health incidents. The prevention and early detection of work-related illness is monitored through occupational health surveillance based on workplace risk assessment covering physical, chemical, biological, and psychosocial risks. Preventive health measures are implemented to reduce

the risk of illness and support workforce resilience (for example, pandemic preparedness is established through the provision of flu shots). The global health campaign offers a common framework for health promotion to employees, strengthening awareness and supporting healthier behaviors.

Health measures are monitored globally and supported by regular reporting. Sites that adopt a comprehensive approach to health and wellbeing can earn an internal health certificate.



## Our Targets & Ambitions for 2025

### Targets:



**+ 60 % safer per million hours worked (2025)**

Achievement FY 2025:



Base year: 2010

Target year: 2025



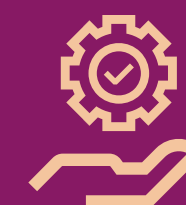
**Reach > 90 % of our employees with global health campaigns (each year)**

Achievement FY 2025:



Target: yearly

### Ambition:



**Shape the future of work for our Company and employees**

### MY RHYTHM OF LIFE – GLOBAL HEALTH CAMPAIGN 2025

We engage in several initiatives, including raising awareness about workplace mental health. In 2025, Henkel launched its global health campaign, My Rhythm of Life, encouraging employees to find balance and wellbeing in today’s fast-paced world. Launched on World Health Day 2025 as part of our Smart Work “Let’s get healthy” concept, the campaign unfolded in three chapters: “Take a breath,” focusing on stress, lung health, and mental resilience; “Listen to your heart,” connecting employees



through moments that make them feel alive in the “My heart skips a beat” challenge; “Be unique – be you,” addressing individual health needs, including women’s health, with expert webinars and workshops. Activities like breathwork, stress and burnout sessions, as well as live talks from psychologists helped to foster self-awareness, compassion, and community. Across offices worldwide, employees joined events and interactive workshops, to promote mental and physical health while strengthening workplace connections and personal wellbeing.



## Supporting our employees

We carry out an annual global health survey on the availability of health infrastructure, compliance, and execution of the above-mentioned requirements. With our health and wellbeing platform MyCare we get employee feedback on health needs and workplace wellbeing. The results are analyzed at regional and national levels. This leads to action plans with a holistic focus on physical health, mental health and resilience. We have continually expanded our employee assistance programs (EAP), especially for mental health support, and improved their quality. We also offer specific training programs, called Health Scouts, to our employees and train managers. This includes Mental Scouts for mental wellbeing and Ergo Scouts for instance for strain injuries. These scouts act as multipliers and ambassadors for health and wellbeing. Each year, our global health campaigns add new focus topics to broaden support even further.

Our digital health and wellbeing platform MyCare is a central element of our Smart Work strategy. It offers programs that support physical and mental health, with a growing emphasis on prevention and individual support. Employees can access help with work-life balance, family responsibilities or illness. Topic-

specific and location-specific channels promote participation in initiatives such as mindfulness, nutrition, and fitness. Across all generations, we offer a wide range of programs and training activities to maintain health and prevent risks. This includes stress management courses, for example. These initiatives aim to reduce stigma, raise awareness, and foster a supportive workplace. In addition, our social services team provides assistance – including psychological support – for employees facing personal challenges, such as caring for relatives.

## Occupational safety

Occupational safety within our Company and along our value chain is a top priority for Henkel. We remain focused on our long-term objective of zero accidents and want to improve our occupational safety. To achieve this, we invest in training, raise awareness, and strengthen technical safety standards. We also ensure that our **SHE standards** [↗](#) are followed by our employees, as well as by subcontractors and partners working on our sites.

We provide training at all levels to build knowledge, develop skills, and promote a strong SHE culture. Tailored learning formats, improved processes, and clear internal controls make it easier to integrate SHE into daily work. By expanding our global governance structure, we enhance efficiency, transparency, and collaboration across business units – encouraging shared responsibility for safety, health, and the environment.





**SHE DAYS: #SAFETY MATTERS**

We provide Safety, Health, and Environment (SHE) training for our employees. For example, Henkel's annual SHE Days provide employees with hands-on experiences in safety, health, and environmental protection. In 2025, the event at our site in Düsseldorf provided an interactive setting that encouraged open dialog, knowledge sharing, and exchange among colleagues, strengthening awareness and collaboration. Production workers at the Adhesive Technologies plant rotated through interactive stations led by experts, learning practical skills from protective equipment, and emergency response to safe storage and foot health. The day began with a welcome, emphasizing that SHE Day is a pause to focus on what matters most: the safety of colleagues, their teams, and families. SHE Day highlighted that safety is not just taught – it is lived daily, empowering employees to apply what they learned immediately.

**UNITE IN SAFETY –  
INSPIRE WITH ACTION**

Henkel celebrated World Safety Day in 2025 with activities across global sites to strengthen workplace safety and foster a culture of responsibility. Under the theme “Unite in Safety – Inspire with Action,” employees participated in safety walkthroughs, workshops, games, and creative exercises tailored to their environments. Across all sites, the initiative emphasized that safety is a shared commitment and a deeply personal responsibility, inspiring reflection and connection among colleagues.



**Shaping the  
future of work**

At Henkel, performance is measured by results, not presence. For many years, we have embraced flexible working models based on trust – including part-time options, flexible hours, mobile working, and modern workplace concepts. Since 2012, our global Work-Life Flexibility Charter has highlighted the importance of this approach, with managers actively supporting flexible work opportunities.

Our holistic Smart Work concept redefines the balance between office and mobile work. It creates inspirational spaces for collaboration and strengthens our health programs, while also leveraging digital opportunities. Together with our employees, we shape this future through four pillars: “Let’s get mobile,” “Let’s get inspired,” “Let’s get healthy” and “Let’s work digitally.”

**SMART WORK**

Henkel’s Smart Work@Office concept is transforming workplaces worldwide by creating environments that enhance collaboration, well-being, and productivity. Newly renovated offices in Hong Kong, the Netherlands, New Zealand, and Thailand feature ergonomic workspaces, flexible collaboration zones, and inclusive facilities such as lactation rooms and safe spaces that support employee comfort and diversity. By combining global Smart Work standards with local design elements, these offices foster connection, creativity, and positive employee experiences while promoting sustainability and efficient hybrid working.





## Outlook

The health and safety of employees on our sites is paramount and will always be a central focus of our operations. While traditional indicators such as Lost Time Incident Rate (LTIR) have played an important role in measuring safety outcomes, experience shows that preventing serious harm requires a broader, more proactive understanding of health and safety that focuses on culture, behaviors, and risk prevention.

Our approach to wellbeing has been evolving beyond physical safety to increasingly integrate mental and social wellbeing. This reflects growing awareness of psychosocial risks, changing work patterns, and the need to support people’s overall health in a sustainable way.

Building on our work with smallholder farmers in the palm oil industry, we are broadening our scope to address the livelihoods of vulnerable workers and communities within our value chain. We recognize that wellbeing risks and opportunities extend across sectors, geographies, and downstream impacts linked to our products.

Health and safety are essential for an agile, high-performance organization. As operations, supply chains, and working models become more complex, preventing serious harm requires continuous vigilance, learning, and adaptation. Strengthening safety culture will remain a long-term effort rather than a one-time intervention.

Going forward, we will continue to evolve into an approach that embeds care, responsibility, and wellbeing into everyday decision-making at all levels of the organization. We will further strengthen data, insights, and governance to better understand risks and track progress. And we will continuously improve our approach to health, safety, and wellbeing in line with evolving expectations and standards.

## KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

[Indicators](#)

## New Commitments for 2030



Build a proactive SHE culture, reducing recordable incidents and eliminating serious harm potential



Improve livelihoods of vulnerable workers and communities within our value chain



# IMPROVING LIVELIHOODS TOGETHER – **OUR PARTNERSHIP WITH SOLIDARIDAD**

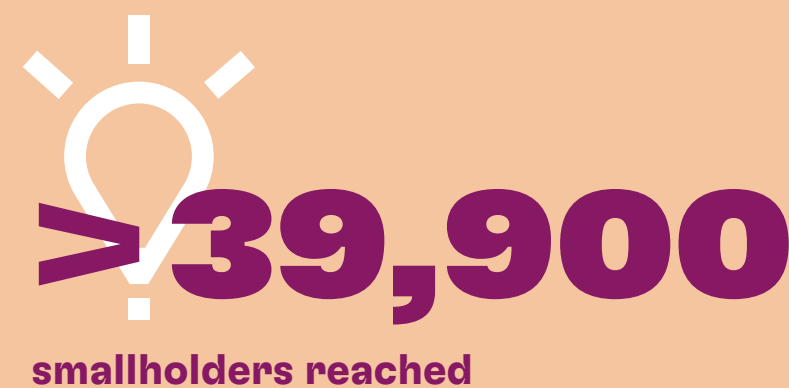
Henkel’s longstanding partnership with the civil society organization Solidaridad plays a central role in advancing a more sustainable palm and palm kernel oil industry. Since 2013, this collaboration has supported smallholder farmers across countries such as Colombia, Ghana, Honduras, Indonesia, Mexico, Nicaragua and Nigeria. Together, Henkel and Solidaridad provide training in responsible agricultural practices – from climate-friendly agriculture to social forestry – while engaging local authorities, forest managers, and communities to strengthen sustainable land use.

By supporting farmers in increasing their production of sustainable, deforestation-free palm (kernel) oil and by contributing to long-term community development, the partnership aims to drive meaningful progress. The collaboration continues to focus on improving livelihoods, promoting responsible agricultural practices, and shaping a more resilient and sustainable palm (kernel) oil economy for the future.

Beyond working with smallholder farmers, Henkel employees also take part in field visits organized by Solidaridad, gaining first-hand insights into the daily realities, challenges,

and perspectives of workers along the value chain. This practical connection helps anchor sustainability goals in real-world experience.

In November 2025, Henkel and Solidaridad agreed on a 2025+ strategy. The overall ambition of this partnership is to create value for smallholder farmers while driving progress toward sustainable supply chains and making a positive contribution to nature and climate. We will focus on Colombia, Indonesia, and Malaysia, which are Henkel’s main sourcing countries. The three priority areas are farmer livelihoods, inclusive and sustainable supply chains, and nature and biodiversity.



**“For more than ten years, our partnership with Solidaridad has been a catalyst for meaningful impact. Through responsible palm (kernel) oil sourcing and stronger transparency, we are supporting the growth of markets for more sustainable materials.”**

**Frank Meyer,  
CSVP R&D Henkel Consumer Brands**



# 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.

- 93 Collaboration
- 101 Performance
- 109 Transparency

# COLLABORATION

## Highlights 2025

Suppliers and business partners from  
  
**~ 120**  
 countries

  
**~ 300**  
 procurement colleagues underwent human rights due diligence training

  
**> 24,000**  
 Together for Sustainability (TfS) assessments and audits across all members companies

We collaborate closely with partners from along the value chain to amplify the impact of our sustainability activities. For many years, we have engaged in open dialog on subjects including responsible sourcing, resource-efficient innovations, and the broader transformation to a more sustainable future.

## Top 3 topics

### Responsible sourcing



### Cooperation along the value chain and beyond



### Together for Sustainability (TfS) initiative





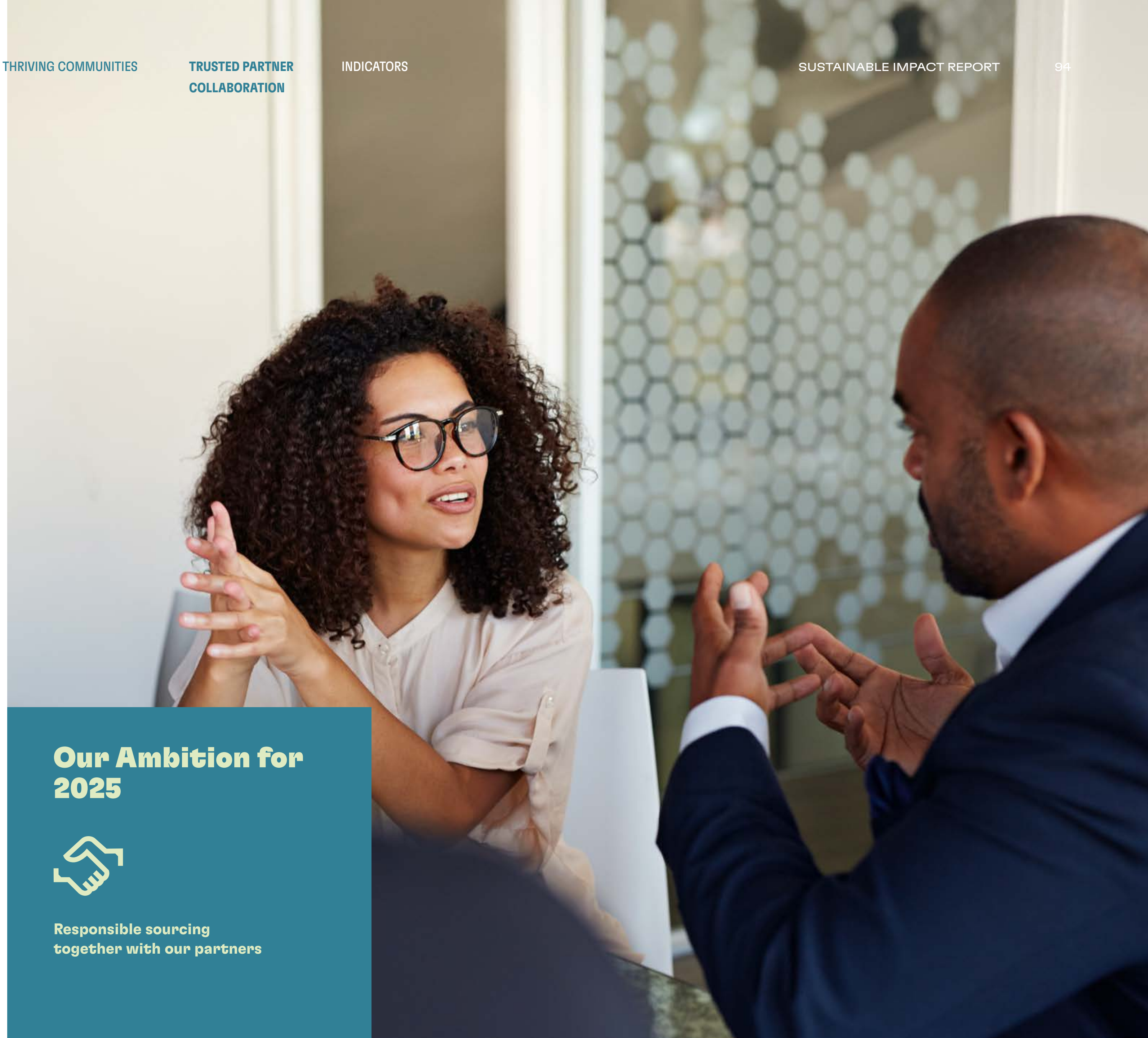
## Our strategic approach: Engaging in collaboration

Sustainable development requires action and collaboration. By combining diverse perspectives and expertise, we can tackle the global challenges of sustainability and can drive transformational change. For us, collaboration means acting responsibly and sustainably along the entire value chain. Through our responsible sourcing approach, we take a comprehensive view of sustainability-related considerations that touch every area of our business activity. It includes close cooperation with our suppliers.

Our approach to responsible sourcing is an important element of this deep commitment to driving the transformation to a more sustainable economy and society. We strive to protect and regenerate nature, contribute to thriving communities, and strengthen the trust of our stakeholders. Our **Responsible Sourcing Policy** [↗](#) sets clear environmental and social supplier standards, including expectations related to fair working conditions, adequate living

wages, compliance with laws, and collective bargaining agreements (where applicable). It also clarifies our commitments to industry standards that cover working hours and the prevention of child labor in line with internationally recognized labor and human rights standards.

Cooperation with customers is another central element of our approach to sustainability. We believe in creating value together to advance sustainability in the areas of climate, circular economy, and safety. We are developing solutions that enable customers across various industries to make a greater contribution to sustainability. We partner with retailers to encourage sustainable and resource-efficient consumption. We also go beyond our business relationships to actively engage with stakeholders worldwide – from industry groups to civil society. We exchange ideas, shape discussions, and develop holistic solutions for a more sustainable future.



**Our Ambition for 2025**



Responsible sourcing together with our partners

## Responsible sourcing

Our responsible sourcing approach integrates sustainability across our global supply chain to benefit people and the planet. Through continuous dialog and close cooperation with suppliers, we aim to advance sustainable business, processes, and production practices. Guided by a global mindset, our purchasing team applies responsible sourcing principles consistently across all regions, business units, and material groups.

Henkel's strategy for responsible sourcing builds on robust risk management and compliance approaches. Transparent data on supplier sustainability performance and risks support fact-based sourcing decisions, while also enhancing risk mitigation and strengthening collaboration throughout our supply network. As part of our risk management approach, we continuously improve the transparency of our upstream supply chains with regard to sustainability risks. We also require selected suppliers to be transparent about the emissions levels of the products they supply to Henkel.

We go beyond compliance to drive meaningful impact and change across our entire value chain. In this way, we strive to create sustainable value for our customers. In regard to sourcing, we contribute to climate action by reducing greenhouse gas emissions and advancing low-carbon solutions. We promote the transition to a circular economy by sourcing sustainable materials and packaging, as well as by applying circular principles. Our purchasing department supports social progress by respecting human rights and fostering responsible business practices from across all partners. These efforts are driven by four key enablers: collaboration, transformation, innovation, and empowerment.

***We go beyond compliance to drive impact and change across our entire value chain.***

### OUR PARTNERSHIP WITH SOLIDARIDAD

One example of Henkel's efforts to jointly boost synergies and sustainability is our work with the civil society organization Solidaridad. This partnership has been maintained for many years and helps us to drive progress on the ground in the palm (kernel) oil supply chain. In this way, we aim to play an active role in shaping sustainable development. In collaboration with Solidaridad, we aim to promote a more sustainable palm (kernel) oil economy, improve the livelihoods of smallholders, and support more sustainable farming practices.



### ADVANCING A GREENER FUTURE IN ALGERIA

In February 2025, Henkel Algeria hosted its first Supplier Sustainability Day. The event marked an important milestone for Algeria and the wider IMEA region by highlighting Henkel's leading role in sustainability across the region.

Under the theme "Unlock Ability in Sustainability," suppliers and sustainability experts came together to share ideas and discuss new ways of building a more sustainable procurement chain. A key focus was on tapping into the strong potential of the local market to drive responsible and sustainable practices.

### SUPPLIER DIVERSITY PROGRAM

In 2025, we continued to integrate diversity and inclusion into our supplier base by participating in supplier diversity matchmaker events. We also connected diverse businesses with corporate buyers and procurement leaders. In this way, we aimed to increase business opportunities for certified diverse suppliers. "AgileOne" is a high-profile example of our longstanding relationship with diverse suppliers. This woman-owned business delivers comprehensive workforce solutions that align with our commitment to excellence, innovation, and supplier diversity.

Henkel's corporate sustainability targets are translated into specific targets for our procurement team. These internal and publicly disclosed targets are tracked and reported regularly. In this way, they guide our approach to supplier relationship management while also driving continuous improvement. We engage our key partners in targeted sustainability dialogs. Our teams also collaborate with suppliers and external experts on initiatives such as climate action and responsibly sourced palm (kernel) oil. Annual targets and progress are published on our [website](#).

Compliance with the cross-sector Code of Conduct of the German Association of Materials Management, Purchasing, and Logistics (BME) is mandatory for our suppliers worldwide. The Code is based on the principles of the United Nations Global Compact. The BME Code of Conduct is applicable internationally and is linked to our contractual relationships with strategic suppliers alongside the **Responsible Sourcing Policy**. Additionally, our Corporate Standard Purchasing is applicable for all Henkel 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).

## Responsible Sourcing Process

Our six-step Responsible Sourcing Process is a central element of our strategic risk management and compliance approach. It focuses on risk identification and defining appropriate measures to minimize risk. This process is an integral part of all Henkel purchasing activities. It covers pre-check and risk assessment measures, through to analysis of the performance assessment, and re-assessment or re-audit. Using this process, we cover about 96 percent of our purchasing spend in the areas of packaging, raw materials, and contract manufacturing.

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

We work intensively with our suppliers to improve their sustainability performance. Our focus is on initiating positive change throughout the value chain, for instance, through training programs and joint projects. In 2025, 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 cooperation with suppliers centers on the definition and implementation of a common plan for achieving Henkel's sustainability

targets. Together with our suppliers, we leverage multiple platforms and forums to develop pioneering innovations in the field of sustainable products and technologies. We use target agreements as a tool to steer sustainable sourcing solutions with our strategic suppliers. As part of our risk management

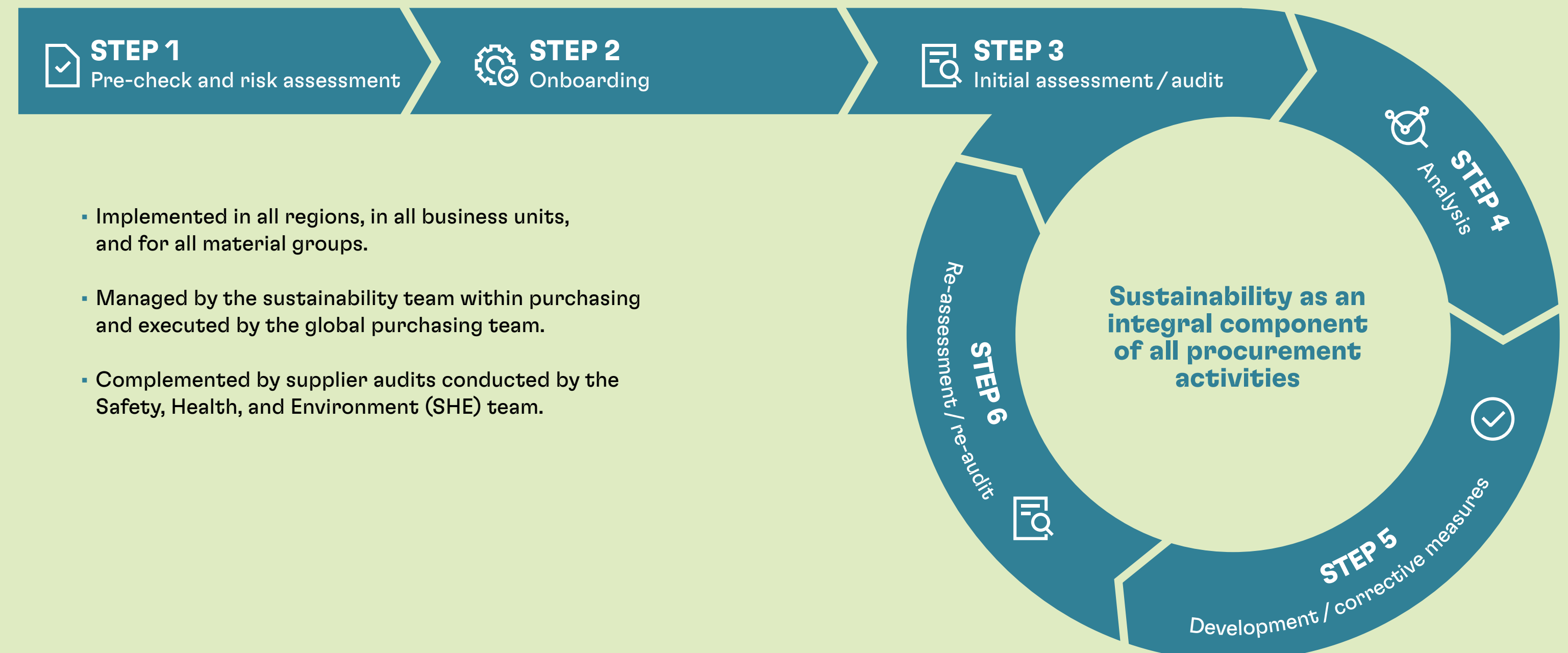
approach, we strive to continuously improve the transparency of our upstream supply chains with regard to sustainability risks.

As in previous years, internal Henkel stakeholders and new employees in the purchasing department received training about our responsible

sourcing strategy, with a special focus on the requirements of the Supply Chain Due Diligence Act. Around 300 employees in the purchasing department received extensive training in human rights due diligence during 2025, focusing on human rights due diligence in supply chains.

## Responsible Sourcing Process

### Six-step supplier management process



- Implemented in all regions, in all business units, and for all material groups.
- Managed by the sustainability team within purchasing and executed by the global purchasing team.
- Complemented by supplier audits conducted by the Safety, Health, and Environment (SHE) team.



### ADHESIVE TECHNOLOGIES SUPPLIER AWARDS 2025

Our business unit Adhesive Technologies recognizes outstanding performance across its value chains with its annual supplier awards. Under the theme “Connecting Strategy, Excellence and Impact”, the 2025 awards highlighted strong collaboration, innovation, and reliability. The winners were Synthomer (Sustainability), Dow (Innovation) and Kolon Industries (Supply Resilience).

Strong partnerships are essential to Henkel’s success. By working closely with suppliers, Henkel strengthens its supply chain resilience, drives innovation, and accelerates sustainability in today’s challenging and fast-changing environment.



### CONSUMER BRANDS REWARDS SUPPLIERS FOR OUTSTANDING CONTRIBUTIONS

At an award ceremony in January 2025, our Consumer Brands business unit recognized its top suppliers for their industry-leading performance in 2024. Moeve and Unger jointly received the “Sustainability Award.” The companies Takasago, Novonosis, and Wacker were recognized with awards as “Best Innovation Contributor,” while Givaudan won the “Supply Resilience Award.” Key elements for outstanding supplier performance include excellent operational management and best-in-class service combined with continued progress in risk management and sustainability.



## Cooperation along the value chain and beyond

Henkel co-founded the initiative “Together for Sustainability – Chemical Supply Chains for a Better World” (TfS) in 2011. TfS aims to harmonize increasingly complex supply chain management processes with regard to sustainability while also optimizing dialog among business partners worldwide. Suppliers then only have to conduct one assessment or audit. Audits are carried out by a number of selected, independent companies. For the online assessments, TfS works with EcoVadis, a sustainability performance assessment specialist. As many TfS members are also direct suppliers of Henkel and these suppliers also assess and audit their suppliers, we achieve a more in-depth (tier n) approach to sustainability practices along the value chain.

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 production, logistics, and the use of our products by consumers, as well as the reuse or recycling of materials.

We work with business partners from industry and retail to develop sustainable solutions and create strong platforms for discussion about current and future topics. We also work closely with stakeholders along the value chain, for instance, from our suppliers to the Roundtable on Sustainable Palm Oil (RSPO), and NGOs, to promote sustainable practices and respect for human rights. We see cooperation between industry and science as a powerful tool for incorporating stakeholder perspectives and aligning our actions with their expectations, while also promoting sustainable change together. We aim to create value through these partnerships by building a pioneering network that combines the academic expertise of our partners with Henkel’s extensive industry experience.



### HENKEL EXPANDS ITS ROLE IN CHEM-X

Building on its work with Catena-X and CX-Next, Henkel is taking its contributions further with Chem-X. This initiative focuses on upstream chemical supply chains and downstream industries beyond the automotive sector.

Henkel is involved in all work packages for this initiative, from standardizing key sustainability and safety metrics through to developing pilot solutions for data exchange via Digital Material Passes (DMP) or Digital Product Passports (DPP) for chemical substances. A key goal is to ensure interoperability of the DPP model, moving from concept to implementation and creating a minimum viable product (MVP) to test the practicality of solutions.



### SUSTAINABILITY DAYS

In June 2025, our business unit Consumer Brands held the second edition of its Sustainability Days. During these four-day events, employees worldwide joined engaging sessions about topics ranging from AI and sustainability through to mental health and brand inclusion, as well as the decarbonization of our operations and approaches to life cycle assessment. Each region shared brought insights into how sustainability is integrated into our business. In total, 14 impactful sessions were held by 54 internal and external experts.



### HENKEL AND SASOL COLLABORATE TO DELIVER LOWER-CARBON ADHESIVES

Henkel and Sasol, a global leader in Fischer-Tropsch technology, announced a strategic partnership focused on reducing the environmental impact of hot-melt adhesives in 2025. By integrating Sasol's newly developed Sasolwax LC product range into Henkel's Technomelt portfolio for the European, Indian, Middle Eastern and African markets, Henkel is delivering advanced adhesive solutions with a reduced carbon emission impact for consumer goods packaging manufacturers.

### ENGAGING INDUSTRY LEADERS IN NORTH AMERICA TO ADVANCE SUSTAINABLE INNOVATION

Our Consumer Brands North America sustainability team is actively engaging with customers and key stakeholders to drive meaningful progress for sustainable innovation. From joining industry leaders at the Sustainable Brands webinar – where we spotlighted Dial's GreenCircle certification journey and the critical role of third-party certifications in building consumer trust – through to representing Henkel at the Amazon Sustainability Leadership Forum, our team is promoting collaboration and transparency. These platforms allow Henkel to share insights, explore bold ideas, and champion collective action across the value chain.



### TURNING EXCESS INDUSTRIAL HEAT INTO SUSTAINABLE DISTRICT HEATING

For Stadtwerke Düsseldorf, using industrial waste heat is an important step toward further decarbonizing the city's district heating supply. Building on a joint project, waste heat from Henkel's facility in Düsseldorf-Holthausen will be fed directly into the district heating network in the course of the year 2026. This will provide sustainable heat to households in the southern parts of the city. Since Henkel cannot currently use this excess heat efficiently on-site, the project unlocks positive potential. The construction of an energy hub and a new 3.6-kilometer pipeline connecting two districts were key parts of the project, alongside upgrades to gas, water, and power lines.



## Outlook

We continue to pursue a holistic approach to collaboration that encompasses our suppliers, customers and consumers, as well as cross-industry networks and other partners from along the entire value chain and beyond. Our aim is to build a supply base that is capable, resilient, and innovative to drive transformation in our focus areas climate, circularity, nature and social.

We are continuing to build on the strong foundation formed by our engagement in the Together for Sustainability (TfS) initiative and our Responsible Sourcing Process. Our new target establishes a baseline for deeper supplier engagement – extending our efforts beyond direct materials and furthering collaboration with the broader supply base to continuously strengthen overall sustainability performance in our global supply chains. The share of spend with suppliers that have conducted a valid assessment or audit will be our central indicator for robust risk and supplier management. It applies to all supplier segments.

We aim to advance sustainability maturity, with a particular focus on targeted engagement and strategic partnerships. We prioritize those areas with the highest impact and we strive to engaging those suppliers who play an important role in advancing sustainability outcomes. Furthermore, we aim to strengthen long-

term supplier resilience via capability building and targeted support for suppliers that need uplift. We leverage TfS as the standard in this regard. We believe assessment coverage and capability building are combined levers with the power to activate supplier contributions to Henkel’s 2030+ sustainability transformation.

We also actively engage with our customers and consumers. Our Adhesive Technologies business unit, for example, offers solutions and services that enable emission reduction or circularity to every customer – with all contributions grounded in responsible chemistry. Our Consumer Brands business unit encourages more conscious behavior among consumers when they use our products by conducting targeted communications measures. We focus on raising maturity where needed, while building strong partnerships that support Henkel’s overall sustainability ambitions. For us, a future-ready approach to collaboration comes with close and trusting relationships with our customers and consumers. We need them in order to achieve our ambitious targets for emission reduction, circularity, and resource conservation during the use phase of our products. We are committed to enabling sustainable choices for our customers and consumers wherever possible.

## New Targets & Commitments for 2030

### Target:



# ≥ 85 %

of assessable spend covered by third-party sustainability assessments and audits to advance responsible sourcing standards (2030)

### Commitments:



Develop our “Established Suppliers” towards a solid sustainability maturity



Engage our customers and consumers to enable sustainable choices in terms of product selection and use

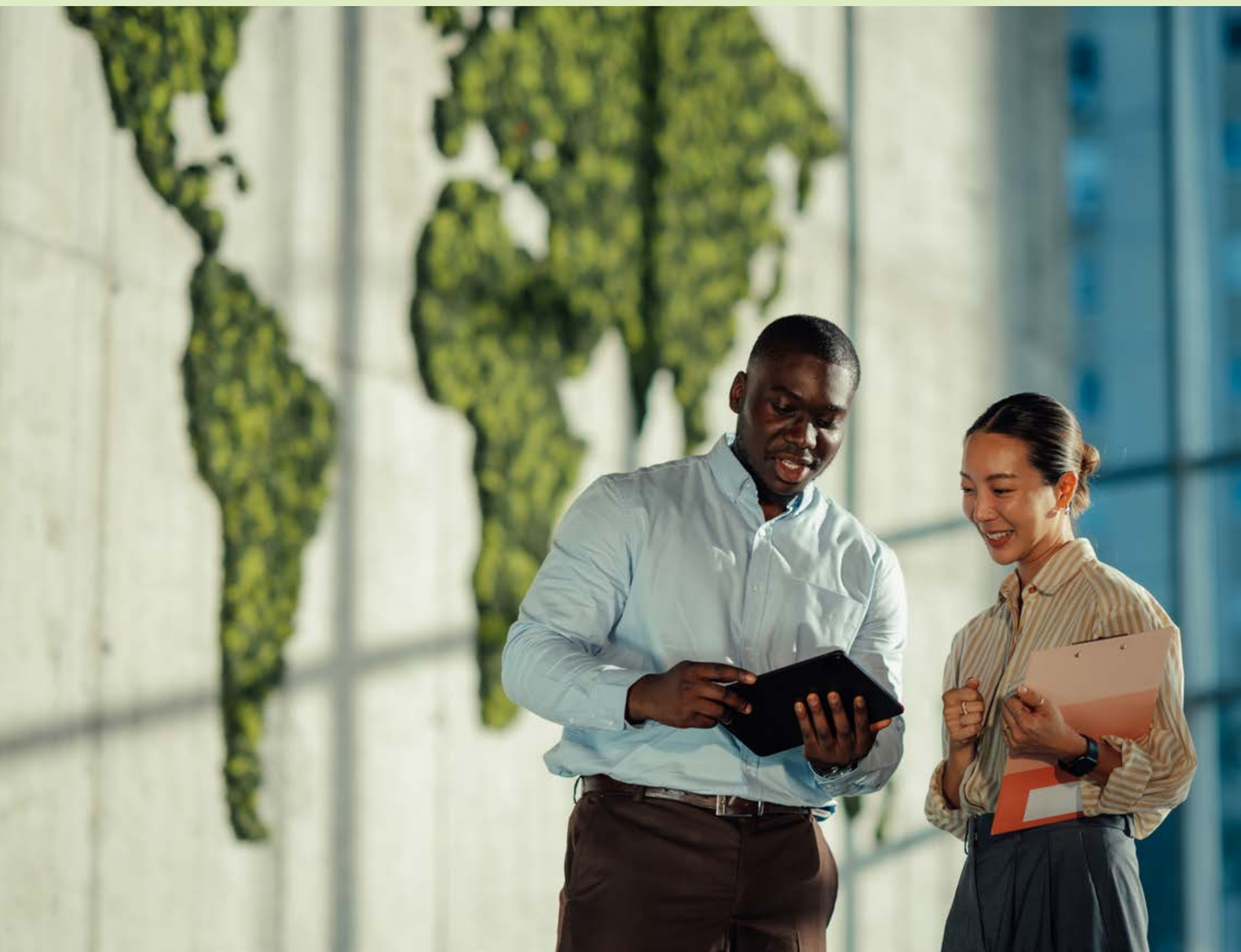
## KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

[Indicators](#)



# TOGETHER FOR SUSTAINABILITY: **DRIVING SUSTAINABLE CHEMICAL SUPPLY CHAINS**



Founded in 2011 by Henkel and five other chemical companies, the Together for Sustainability (TfS) initiative aims to simplify and harmonize sustainability management approaches in increasingly complex supply chains. Its guiding principle is simple: “An audit for one is an audit for all.” This means suppliers only need to complete one audit or assessment, carried out by independent auditors or via online assessments in collaboration with EcoVadis. Performance is evaluated across key areas such as management, environment, health and safety, labor and human rights, and ethical business conduct. Because many TfS members are also suppliers themselves, the approach reaches deep into the value chain. Industry-wide collaboration increased significantly with TfS membership growing from 20 in 2020 to 58 in 2025. TfS assessments across all members reached more than 24,000 in 2025, doubling since 2020.

A major milestone was reached in 2022 with the release of the Scope 3 Product Carbon Footprint (PCF) Guideline for the Chemical Industry. It was developed together with NGOs, industry experts and the World Business Council for Sustainable Development (WBCSD). Henkel contributed experts to working groups for this development process. Since 2022, TfS has built on this by launching the PCF exchange solution. This standardized platform enables companies

and suppliers to securely exchange carbon data, which improves transparency and comparability across the industry. In 2025, TfS and Catena-X, a collaborative data ecosystem for the automotive industry, deepened their cooperation and jointly released version 2 of the PCF verification and PCF program certification framework.

Another key pillar is the TfS Academy, which offers employees of the member companies as well as their suppliers targeted training about sustainability topics such as health and safety, environmental protection, sustainable procurement, labor and human rights, and governance. The courses are directly linked to findings from TfS audits, which helps suppliers to address gaps and continuously improve. In addition, in 2025, more than 340 Henkel employees had completed around 460 TfS courses.

In 2025, TfS expanded its training efforts through webinars and expert sessions that reached more than 2,590 participants worldwide.

Overall, TfS continues to strengthen sustainable and resilient chemical supply chains through shared standards, practical tools, and collective action – supporting responsible sourcing, climate protection, and the principles of the UN Global Compact and Responsible Care®.

**“Together and with our strategic partners we continue to expand our reach and increase our impact on the sustainability performance in chemical supply chains around the world. TfS is the crucial enabler to make supply chains and businesses at large more sustainable and resilient.”**

**Bertrand Conquéret,  
Chief Procurement Officer (CPO)  
at Henkel**



# PERFORMANCE

## Highlights 2025

€ **613m**  
invested in R&D

**+195%**  
more efficient overall – Factor 3  
(vs. 2010)

External audits of the  
business units'  
**sustainability  
portfolio  
assessments**

Our long history of success has been made possible by best-in-class products that are safe to use. That is how we have earned the trust of our customers and consumers. We constantly re-earn that trust by creating safe, sustainable innovations.

## Top 3 topics

**Sustainable  
product  
portfolios**



**Ensuring  
product  
safety**



**Business units'  
sustainability  
portfolio  
assessments**





## Our strategic approach: Driving performance

By driving performance through our wide range of products and technologies, we aim to support and actively advance economic, environmental, and social transformation together with our partners. In doing so, we can make a meaningful contribution to sustainable development both locally and globally, while managing our business responsibly and strengthening our economic success.

To achieve this, we focus on providing our customers and consumers with reliable, top-quality, and safe products. We integrate sustainability in our portfolio and in our business processes, including in our innovation process. We measure progress toward sustainable transformation across our product portfolio and within our Company.

At the same time, we ensure that our products, when used as intended, are safe for people and the environment. This reflects our commitment to operating our business in an ethically and legally appropriate manner, which is crucial to fostering and maintaining trust in our products. We conduct comprehensive risk analyses and audits to ensure compliance with external requirements as well as compliance with our internal standards worldwide.

A high degree of innovativeness is essential for sustainable and efficient transformation, which is why criteria for assessing the sustainability of our products are systematically anchored in our innovation process. In 2025, an annual average of around 2,800 employees worked in research and development. Adjusted R&D expenditures totaled 613 million euros.



## Our Targets & Ambitions for 2025

### Targets:



Become three times more efficient - Factor 3 (2030)

Achievement FY 2025:



Base year: 2010

Target year: 2030

### Ambitions:



Provide our customers and consumers with a comprehensive sustainability profile of our products



Each new product contributes to sustainability

## Sustainable product portfolios

Our business units align their brands and technologies to sustainable development in line with the specific challenges of their product portfolio and have prioritized their focus points accordingly. Sustainability is deeply integrated into brand, business, and innovation strategies. New products are systematically assessed using tools such as life cycle analyses and material profiles to identify improvements early in the development process. We aim to be a leading sustainability partner for retail and industrial customers by offering forward-looking solutions that help them reach their own goals.

Our Consumer Brands business unit focuses on creating value through high-performance, sustainable products. Key priorities include climate protection, the transition to a circular economy, and transparent consumer information. We strive to offer sustainable choices across our laundry, home care, hair, and body care brands by increasing recycled content in packaging, using ingredients based on renewable resources, and promoting responsible product use. To

ensure transparency, we provide for instance, information through product labels, websites, social media, and customer service channels. We also collaborate with partners to promote product safety and energy-efficient use.

Our Adhesive Technologies business unit develops solutions that help customers across industries to advance their sustainability performance. Using our materials expertise and science-based innovations, we help reduce emissions, improve energy and material efficiency, and enable recycling and reuse. For example, our debonding technologies allow for product repair, reuse, and material separation to keep valuable resources in circulation. We also continuously optimize product safety and environmental compatibility. We adhere to all relevant legal requirements and are committed to avoiding substances of concern.

### NAVILENS MIGHTY PACS: MAKING EVERYDAY PRODUCTS MORE ACCESSIBLE

We introduced NaviLens technology on packaging for all free Mighty Pacs Original in 2025. This innovative scanning and navigation app enhances accessibility, empowering individuals who are visually impaired to navigate their surroundings more effectively. NaviLens has demonstrated its ability to provide greater independence and accessibility in daily life. NaviLens uses colorful, high-density QR-like codes. When scanned, the app provides, for instance, audio information about the product name and dosing instructions.

In addition to updating its packaging, Henkel's all free clear brand donated 25,000 US dollars to the American Foundation for the Blind during Low Vision Awareness Month in February 2025. We support this organization's mission of creating equal opportunities and expanding possibilities for people with blindness and low vision.



### THE SUSTAINABLE INNOVATION AWARD GOES TO CONSUMER BRANDS AND BALL

During Paris Packaging Week in 2025, Henkel's Consumer Brands business unit won the Sustainable Innovation Award together with its supplier Ball. This award celebrates our innovative work on the Fa 150ml lightweight aerosol can. This innovation enabled Fa to launch its lightest 150ml impact-extruded aerosol can, available in Europe, marking a major step to reduce the carbon footprint of packaging materials.

### DRIVING MORE SUSTAINABLE INNOVATION

With the relaunch of our fabric finishers Vernel and Silan, we show how purposeful innovation can deliver both environmental progress and consumer delight.

The new formula significantly lowers the carbon footprint and offers superior performance across all types of textiles – even challenging materials like sportswear. By combining more sustainable ingredients with an enhanced sensory experience and long-lasting freshness, this upgrade demonstrates how we continue to raise the bar for fabric care while meeting evolving consumer expectations.



### MY GREEN LAB CERTIFICATION FOR THE HAMBURG LAB

The House of Hair laboratory was awarded the My Green Lab certification for its research units. This certification promotes sustainable standards in scientific laboratories.



### ENGINEERED WOOD: BIO-BASED ADHESIVES HELP TO REDUCE CO<sub>2</sub>

Mass timber construction, based on wood from sustainably managed forests, is one way for the building industry to improve its environmental footprint. Using this material enables construction projects to avoid the higher levels of CO<sub>2</sub> emissions associated with high-energy consuming production of conventional cement, bricks, and steel – without compromising strength, safety or durability. As the leading supplier of formaldehyde-free adhesives for the mass timber industry, for instance, two of Henkel’s best-selling polyurethane mass timber structural adhesives are available as bio-based formulations: Loctite HB S ECO and Loctite CR2821 ECO. The ECO versions reduce CO<sub>2</sub> emissions associated with mass timber bonding. A proportion of organic mass of Loctite HB S ECO adhesive is made with ISCC PLUS-certified materials via the mass-balance approach using bio-circular feedstock.



### EASY-TO-RECYCLE LABELS: INNOVATION MEETS SUSTAINABILITY

A stubborn label can ruin a pretty package – and make recycling harder. Packaging experts in our Adhesive Technologies business unit have developed an innovative adhesive that sticks during household use but separates easily during industrial recycling. This makes it quicker and more energy-efficient for recyclers to remove labels, enhancing the circularity of containers.

As part of the trusted Aquence line, this water-based and pressure-sensitive adhesive is optimized for olefinic labels and PET packaging. It washes off cleanly at lower temperature compared to conventional adhesives – saving energy, lowering operating costs, and reducing environmental impact.

This award-winning innovation earned the FINAT Sustainability Award 2024 in “Optimization of Recycling,” highlighting Henkel’s commitment to products that are functional and sustainable.



### NEW ADHESIVE SEALANT – FLAME-RESISTANT AND SUSTAINABLE

Our business unit Adhesive Technologies introduced Teroson MS 949 FR. This next-generation adhesive is specially developed for flame-resistant applications. It combines strong, reliable performance with health- and safety-optimization and a reduced product carbon footprint to help customers meet their performance and sustainability goals.

As a primerless solution, Teroson MS 949 FR simplifies bonding processes and helps lower the total cost of ownership. At the same time, it supports compliance with strict health and safety regulations, while also contributing to safer working environments.



### DRIVING THE FUTURE OF E-MOBILITY WITH ADVANCED MATERIAL SOLUTIONS

As a trusted partner for the automotive industry, we collaborate closely with OEMs, battery manufacturers and suppliers based on our strong know-how and innovation capabilities. In this way, we strive to create new e-mobility solutions that solve the industry’s most pressing challenges and enable next-generation vehicle designs and production processes. Our growing solution portfolio is specifically tailored for the battery, power conversion, and e-drive systems of electric vehicles.

Key technologies include thermal interface materials, battery safety materials, adhesive sealants, and functional coatings.

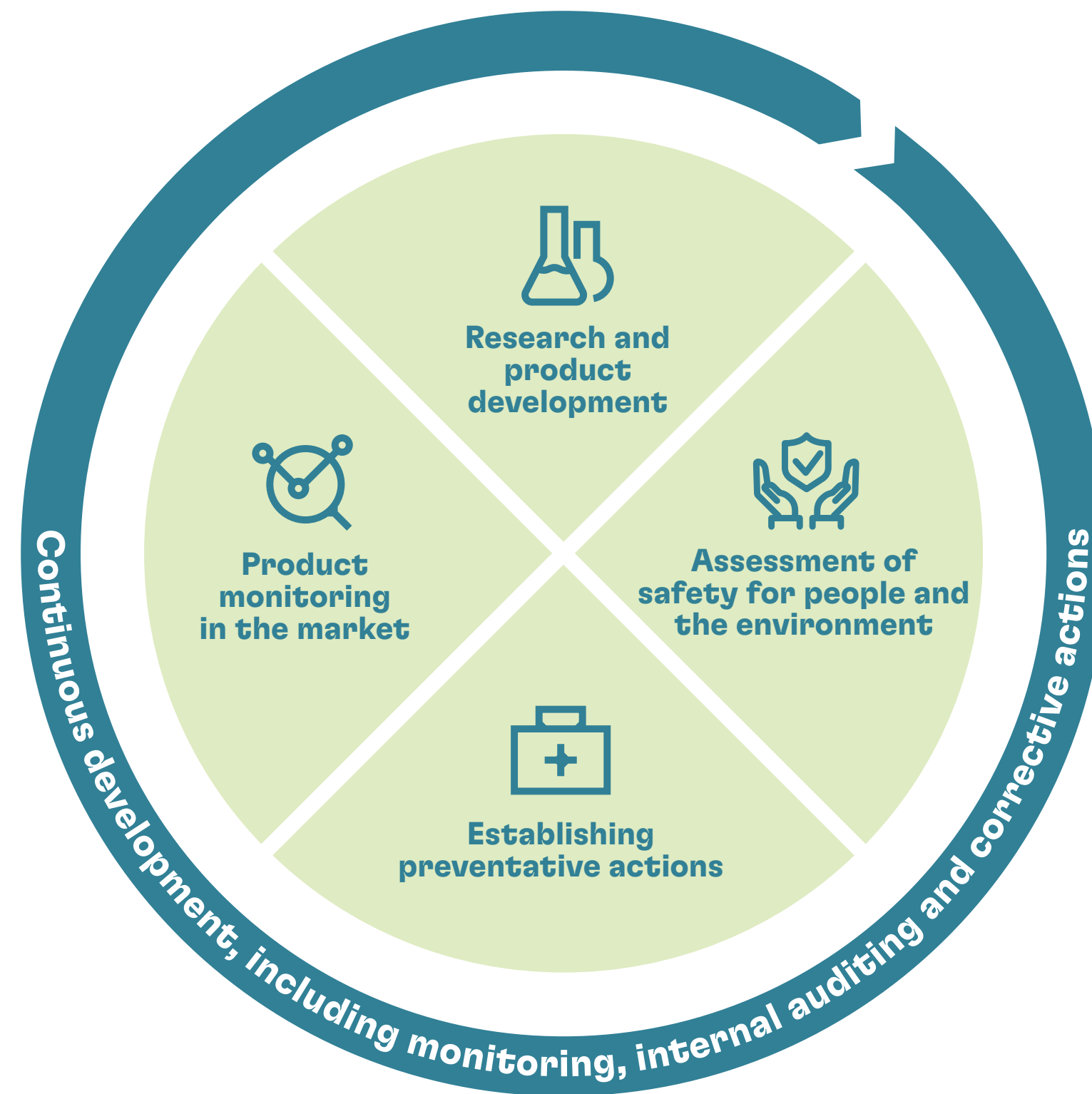


## Ensuring product safety

All raw materials, ingredients, and finished products undergo extensive scientific testing and evaluation before being launched on the market. These tests ensure safety throughout production, use, and disposal. New products and technologies are also subject to safety risk assessments, which help to define the necessary precautionary measures. These are updated as new scientific data becomes available. Expert product development and safety teams conduct these rigorous evaluations worldwide.

In assessing product safety, our experts first determine whether any ingredient could pose a hazard to human health or the environment. They then analyze how and to what extent people or the environment may be exposed to the substance. Only by combining hazard and exposure data can we reliably assess overall product safety. Substances with certain dangerous properties are excluded from certain applications, and we apply strict internal restrictions that go beyond legal requirements. Where possible, we work to replace critical ingredients with safer alternatives, for example by moving from solvent-based to water-based formulations in adhesives.

### Product safety assessment



After evaluating all ingredients, our experts conduct an additional safety assessment of the complete formulation, considering the properties of the individual constituents, their concentrations in the product and the conditions under which the product will be used. Products designed for skin contact also undergo dermatological testing. Based on these results, we define appropriate precautionary and protective measures – from packaging design and user instructions through to specific warnings or restrictions depending on whether a product is used by consumers or professionals. In addition, we continuously monitor our products on the market. Insights from this process feed back into our ongoing evaluations to ensure lasting product safety and improvement.

### Product recall process

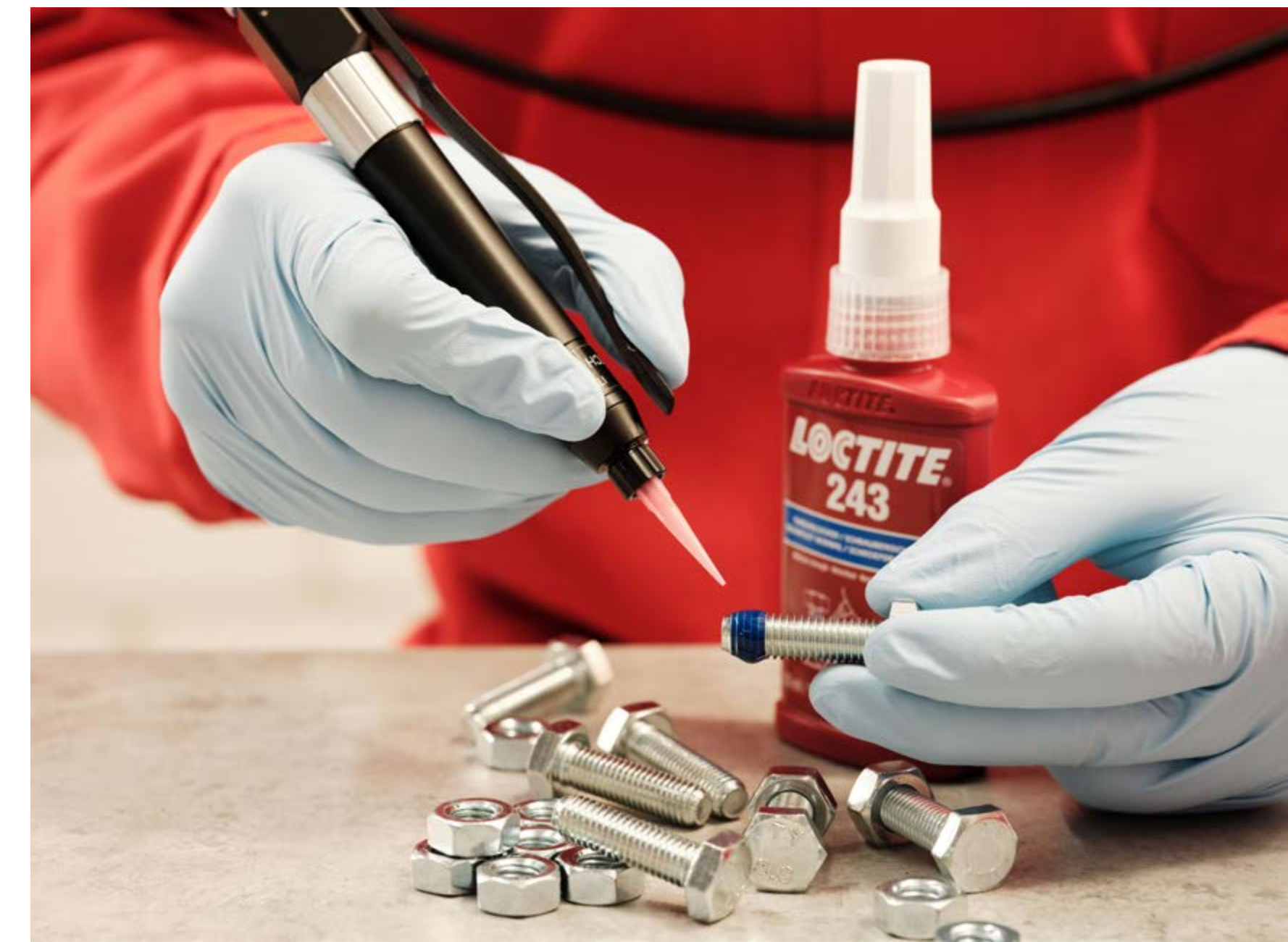
Although our products undergo numerous tests and assessments to ensure a high level of safety, unforeseen deviations from our high quality standards may occur in very rare cases. To ensure the best possible health and safety of our customers and consumers in such cases, Henkel introduced a global corporate standard for managing potential product crises and recalls in

2009. An updated version of this standard was made available company-wide in 2020. It defines clear procedures, responsibilities, and guidelines to ensure a quick and appropriate response if any unexpected issues arise. Digital training on this topic has also been available in multiple languages since the end of 2020.

### Alternative methods

We are committed to not testing our hair and body care products, detergents, cleaning products, or

adhesives for industrial or consumers and craftsmen on animals. However, there are some countries, where animal testing is still mandatory to obtain market and/or regulatory approval. We work with industry to convince the authorities to abandon animal testing. By maintaining a presence in such markets, we aim to support the transition toward globally accepted non-animal testing methods.





While we do not conduct animal testing ourselves, we cannot completely exclude the possibility that some ingredients were tested on animals in the past. This is because most of our ingredients are sourced from external suppliers who must meet chemical safety regulations – such as the European REACH (Registration, Evaluation, Authorisation and Restriction of Chemicals) regulation – which, in certain cases, still requires animal testing when no validated alternatives exist.

Whenever possible, we use recognized alternative methods or existing data to ensure product safety. For more than 40 years, we have been actively developing and promoting alternatives to animal testing. In 2005, Henkel co-founded the European Partnership for Alternative Approaches to Animal Testing (EPAA) with the European Commission and industry associations. It helps to advance alternative safety assessment methods under REACH. We are also a founding member of the International Collaboration on Cosmetics Safety (ICCS), established in 2022, which advances the global adoption of animal-free assessments of cosmetics and their ingredients for human health and environmental safety.

Over many decades, we have developed and standardized various in-vitro methods, such as the Phenion® skin model, created by our scientists. Closely resembling human skin, it provides a reliable basis for predicting effects on humans without animal testing. Initially developed for internal use, the Phenion® model is now also available to external laboratories and research institutes to further advance alternative testing methods.



## Outlook

We are shifting our sustainability focus toward a comprehensive portfolio transformation, which is also reflected in the strategies of our business units. We want to offer consistently better solutions, products, and services that also have a positive impact on the environment and society – to contribute to creating value. With our many years of experience in the field of sustainability, we are able to position ourselves as a leading partner for our customers in industry and commerce. We offer them solutions that are fit for the future and support them in achieving their own sustainability goals. We place particular emphasis on reducing carbon intensity and reducing CO<sub>2</sub> emissions, which is in line with our **Climate Transition Plan** [↗](#).

Our business units have both installed a portfolio management approach that supports the steering of the portfolio even more effectively with regard to sustainability. Overall, this approach aims to identify negative and positive impacts on sustainability for products.

## New Commitments for 2030



Drive the transformation of our portfolio to increase the sustainability contribution of our products



Reduce the carbon intensity of our business

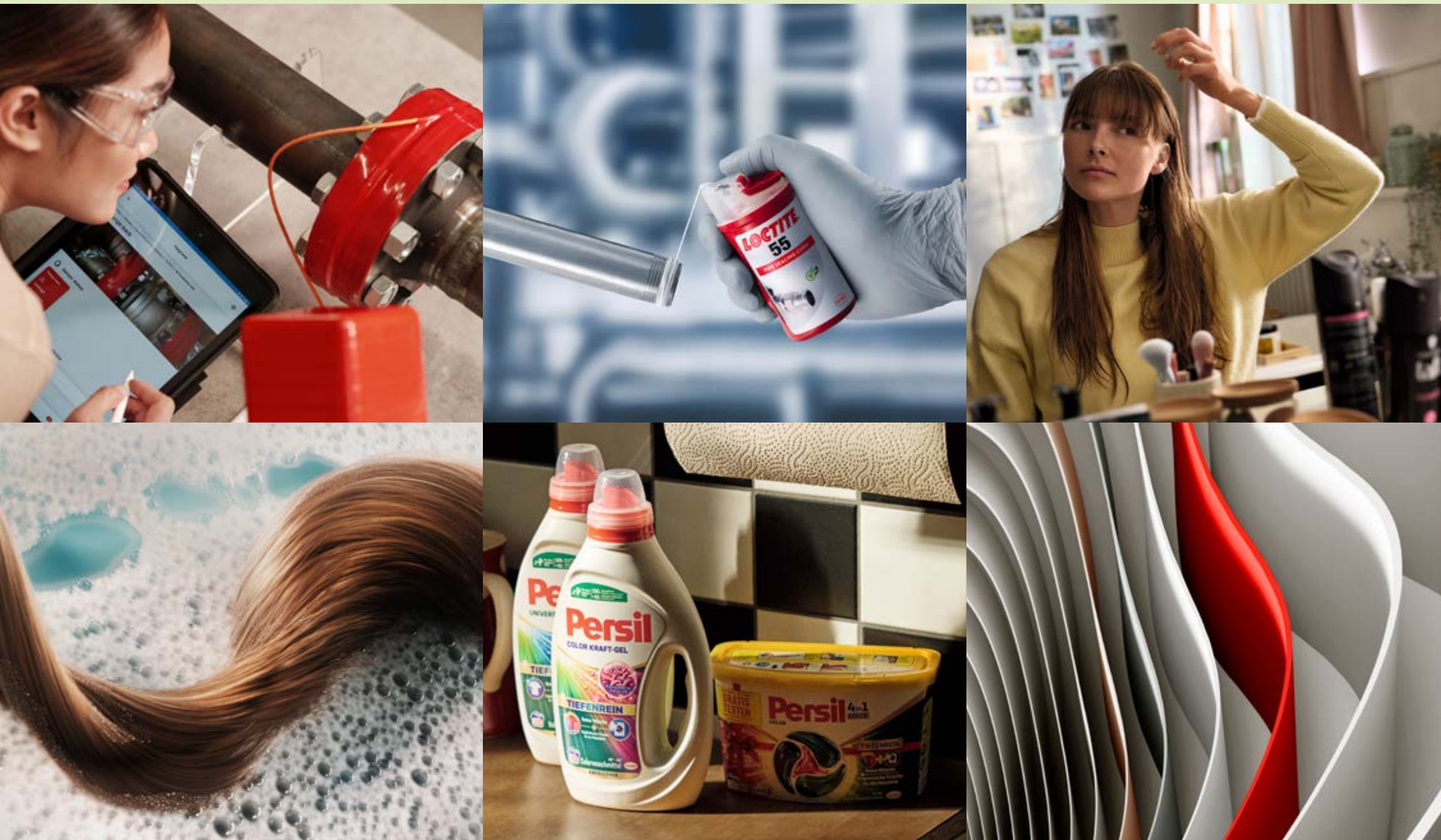
By committing to reducing the carbon intensity of our business we continue to follow our “more with less” approach, while shifting from the former Factor 3 calculation to a figure – i.e. market-based greenhouse gas intensity per net revenue – that is already reported under the Corporate Sustainability Reporting Directive (CSRD). Our main activities regarding the commitment to reducing the carbon intensity of our business will relate to activities such as energy-related mitigation measures in our own operations, developing a low-emission product portfolio through optimizing properties and composition of products, transitioning to more sustainable and low-emission materials, and carbon-efficient logistics.

## KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

[Indicators](#)





# DRIVING SUSTAINABLE IMPACT ACROSS THE **BUSINESS** UNITS PORTFOLIO

Sustainability is becoming an integral part of how Adhesive Technologies and Consumer Brands both shape their portfolios and steer their businesses. To create transparency and ensure measurable progress, the business units have established robust assessment tools that evaluate the sustainability performance of their products across the entire value chain.

One cornerstone of this approach is the sustainability portfolio assessment, which is conducted every two years. The most recent assessment took place in 2025 and was externally audited by an independent third party, reinforcing our commitment to credibility and continuous improvement.

## Evaluation across four sustainability dimensions

At the heart of both of these assessment approaches is a holistic methodology that integrates sustainability into innovation, portfolio management and customer engagement.

Products are evaluated based on their contribution across four key dimensions: climate, circularity, safety, and nature. The assessment also considers impacts upstream, midstream, and downstream. The business units have different focus topics along the four key dimensions, due to their portfolio differences.

Based on clear criteria and documented evidence, products are grouped into four categories: Transitioners, Performers, Contributors, and Pioneers. This structured approach helps to identify where sustainability leadership already exists – and where further transformation can unlock greater impact.

### Climate

Emission reductions from raw materials until the end of a product's life (cradle-to-grave).

### Circularity

Circular contributions such as recycled and renewable materials, circular packaging, and enablement of circularity in customers operations in the context of the end-product.

### Safety

Active and positive contribution to responsible chemistry practices and enhancing health and safety along the value chain.

### Nature

Preservation and protection of environmental resources, such as water and biodegradability of ingredients.

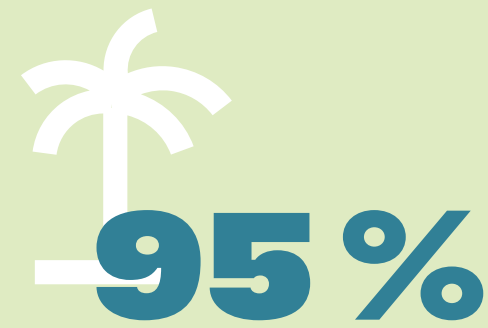
**“Our recently updated sustainability portfolio assessment strengthens the way we embed sustainability into our business steering. With stricter, independently audited criteria and robust product data, it enables us to balance value creation with environmental impact and enhances the transparency we provide to our customers.”**

**Ulla Hueppe,  
Corporate Vice President Sustainability  
at Henkel Adhesive Technologies**



# TRANSPARENCY

## Highlights 2025



transparency and traceability for palm and palm kernel oil



of our products can be covered by life cycle assessments



medal achieved in EcoVadis sustainability rating

Open communication is the key to trust-based relationships. At Henkel, we are committed to transparent reporting and constructive dialog with our stakeholders to provide clarity about how we integrate sustainability into our business.

## Top 3 topics

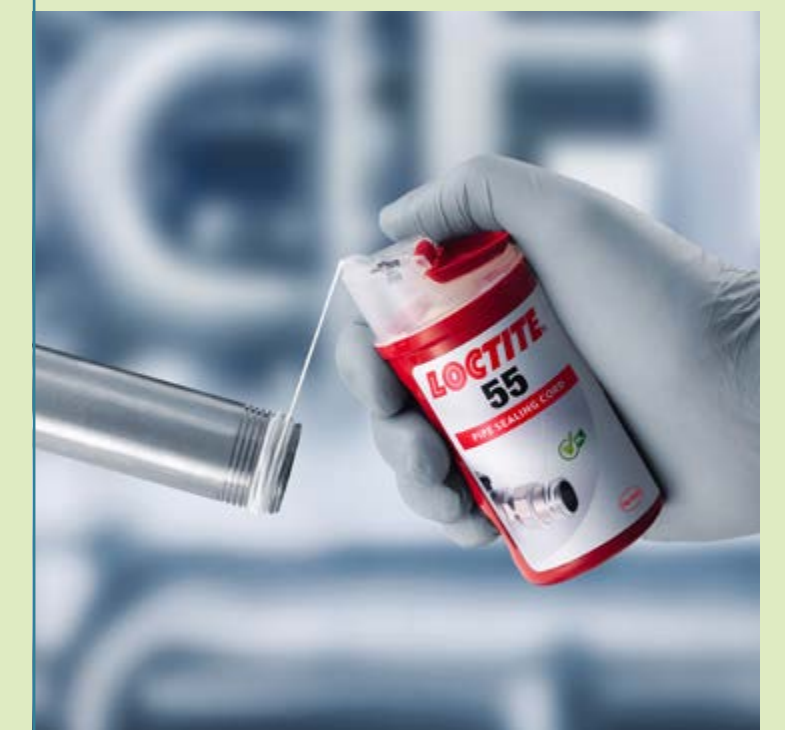
**Measurement, assessment and reporting of ESG data**



**Sustainable finance**



**Sustainability assessment by the business units**



## Our strategic approach: Fostering transparency

Transparency is key to evaluating responsible actions and sustainability performance within and outside the company. Business partners, consumers, and investors are interested in sustainability-oriented products and solutions and want to understand the impact of our activities across the value chain. Global developments in sustainable finance and regulation are further driving the demand for transparency.

At the same time, we need clear insight into our own sustainability performance to manage it effectively and track progress toward our targets. To achieve this, we are advancing digital solutions and are working across business units, functions and external partnerships worldwide. This strengthens our data foundation and builds trust in our sustainability results.

Our goal is to embed sustainability even more deeply into our governance, processes, and policies while promoting transparent reporting, compliance, and engagement. Independent assessments by sustainability experts also enhance transparency. As Environmental, Social

and Governance (ESG) topics are of importance for investors and customers, our participation in recognized ratings, rankings, and sustainability indices helps to meet information needs.

### Measurement, assessment and reporting of ESG data

We use a range of methods and tools to track our sustainability progress across our company and its value chain. These tools are continuously improved to deliver high-quality data for analyzing impacts and identifying areas for improvement. In addition to tracking progress against achieving our sustainability targets, we continuously review and optimize our management processes. 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 and our corporate functions, as well as our regional and national companies.

In preparing life cycle analyses, we use primary data from our operations and specific data from our suppliers, customers, and other partners along the supply chain as well as reliable secondary data sources related to points such as emission factors or average values. One example is Carbon Minds, a chemical-specific database for raw materials. Together with external partners, we are further developing metrics like product carbon footprints. Our aim is to assess the sustainable transformation of our product portfolio. This assessment includes identifying and mapping products that make a substantial contribution to sustainability.

We are also advancing our approach to managing and reporting Safety, Health and Environmental (SHE) data globally. As part of a multi-year initiative to digitalize ESG data, we introduced the SpheraCloud platform in 2024 and implemented further features in 2025. It enables integrated and high-quality data management across all business

units and locations. Sphera ESM supports the structured collection and analysis of environmental data such as greenhouse gas emissions, energy, waste and water use, while Sphera HSM streamlines reporting on health and safety incidents, as well as near misses. Both platforms offer real-time dashboards, automated checks and analytics to support proactive risk management and continuous improvement.

To ensure lasting impact, we combine internal expertise with external best practices, supported by training, change management, and strong governance. This integrated approach strengthens the quality and transparency of our SHE reporting approach and lays out the foundation for smarter, safer, and more sustainable operations. In addition, we regularly review and improve our management processes supported by our business units and corporate functions worldwide.

Assessments by independent, sustainability experts increase transparency and provide valuable feedback on our sustainability strategy implementation.



### LEVERAGING DIGITAL SOLUTIONS FOR DATA STEERING AND REPORTING

In 2025, we improved the quality and efficiency of our ESG data, processes, and tools. We advanced our upstream life cycle analysis (LCA) data repositories, fully integrating them into our central ESG data platform to ensure automated processing, strong data governance and harmonization, and seamless sharing with downstream corporate and function-specific applications. Other major achievements for CSRD reporting in 2025 were the automation of our Scope 3 (ESRS E1) as well as the circularity (ESRS E5) accounting and reporting, where our developed tool enables automated inflow- and outflow calculation and reporting for packaging and raw materials.

In parallel, we evolved CUBE analytics pack as our in-house packaging analytics tool. It offers high-end insights based on sales data and strengthens data-driven decision-making across the value chain. We also improved packaging master data quality, allowing us to track recycled-content targets in Scope 3.1. Finally, Recyda advanced our progress toward automated Design for Recycling (DfR) reporting. Using official recycling guidelines, we are preparing for active DfR reporting in 2026, enabling region-specific assessments and supporting a globally adaptable circularity framework.

### ECR SUSTAINABILITY EXCELLENCE AWARD FOR FUTURE-ORIENTED SOLUTIONS

Henkel is proud to be part of the “Data for Sustainability” (D4S) initiative, where over 40 companies and 150 experts collaborated to develop a best-practice standard for the EU Deforestation Regulation (EUDR) for requesting and sharing relevant data. The jointly developed supplier compliance verification model enables efficient, scalable data collection across supply chains – compatible with the EU’s “Traces” data system and based on an open-source architecture. This cross-sector collaboration and the combination of diverse perspectives was recognized by the jury with the ECR Sustainability Excellence Award.

### HENKEL HONORED BY ASE FOR INNOVATION AND SUSTAINABILITY EXCELLENCE

Adhesive Technologies received the “2024 Best Supplier Award” from ASE Technology Holdings in recognition of its contributions to ASE’s technology strategy and long-term vision. ASE is a global leader in semiconductor packaging and test services. In addition to this award, Henkel was also presented with a certificate of appreciation for its participation in ASE’s carbon verification project, highlighting the company’s transparent and accountable sustainability reporting approach.

## Sustainable finance

Sustainability has become a key factor for investors and financial markets, as most market participants fully integrate ESG criteria into their decision-making. Institutional investors are including sustainability in their risk and opportunity management, as they are convinced that sustainable companies are more successful in the long-term. Sustainability is now a critical factor for competitiveness and for access to capital markets. It is also a core pillar of our financing strategy.

Henkel is a pioneer in sustainable finance. We introduced an ESG framework for pension asset management in 2015, updating it in 2020 to include ESG ratings and benchmarks. In 2025, we included additional investment screening criteria and improved portfolio analysis for decarbonization. In 2018, we were the first company in Germany to establish a syndicated sustainability-linked loan, a credit facility tied to performance in the ratings operated by Sustainalytics, EcoVadis and ISS ESG. We continued this model in our 2024 refinancing.

In 2020, we were the first company worldwide to issue a plastic waste reduction bond, consisting of two tranches - 70 million US dollars and

25 million euros, to fund projects that reduce plastic waste and promote a circular economy. This bond was fully allocated and redeemed in 2025. Building on this, we launched our Sustainable Finance Framework in 2021 and issued three sustainability-linked bonds in 2021 and 2022 with a combined volume exceeding 1.3 billion euros. This framework allows us to issue sustainability-linked bonds, where financing costs depend on achieving sustainability goals. It also allows us to issue green bonds, where proceeds are invested in sustainable products and packaging. The framework was reviewed and confirmed by ISS ESG as aligned with the ICMA Green Bond and sustainability-linked bond principles. Through this approach, we directly connect our sustainability strategy with our financing to support that our business growth reflects our environmental and social commitments.

Another important area of sustainable finance connects the field of finance with the field of procurement. Henkel links the sustainability performance of its suppliers to its supplier finance programs. All Henkel supplier finance programs in all 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.



**“Henkel has been a pioneer in sustainable finance, linking our financial instruments to ambitious sustainability targets. Today, our capital-market competitiveness is even more tied to our environmental and social progress, creating long-term value for investors.”**

**Marco Swoboda**  
**Executive Vice President**  
**Finance, Purchasing, Global Business**  
**Solutions and Digital / IT**



## Sustainability assessment by our business units

We aim 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 covers the entire value chain. A systematic and fact-based approach means that specific supporting documentation must be available for all products with a contribution that is judged to be significant. We use an internal digital tool to ensure the traceability and transparency of all assessments and documentation.

An important element of our product analysis is also the use of life cycle assessments (LCAs) that help us to understand environmental

effects and to anticipate future challenges and opportunities. LCAs are conducted on representative product categories or specific products in line with international standards such as ISO 14040/14044, ISO 14067, and Environmental Product Declarations (EPD). Full LCAs covering all life cycle stages and impact categories – such as climate change, fossil resource depletion, eutrophication, and water use – are performed with the tool Simapro. LCAs with a limited scope (cradle-to-gate carbon footprints) are automated through our Henkel Environmental Assessment Reporting Tool (HEART). Overall, our approaches enable us to cover 100 percent of our product portfolio with LCAs.



### SUSTAINABLE SESSIONS PODCAST SCREENING EVENTS LAUNCHED

Henkel's premium brand Authentic Beauty Concept teamed up with Green Salon Collective to present Sustainable Sessions, a series of free online podcast screening events aimed at inspiring salons and stylists with practical sustainability insights. Each session includes a 20-minute podcast episode, a live Q&A with the featured guest, and a mindful moment led by business and life coach Jo Irving to help attendees reflect and connect.

The three episodes covered topics including taking the first steps toward sustainability, mindful salon retailing, and how the hairdressing industry is evolving for the better. The hosts led discussions with sustainability champions from real salons.

These open-house events are designed to inform, encourage, and empower the professional community with actionable tips and ethical business guidance.



### ECOBEAUTYSCORE: MORE TRANSPARENCY FOR SUSTAINABLE BEAUTY

Henkel is helping to bring greater transparency to sustainability in the cosmetics industry. Together with many other companies, Henkel co-founded the EcoBeautyScore initiative, which introduces a science-based environmental assessment for cosmetic products.

Since 2021, more than 70 companies have contributed to the EcoBeautyScore to provide a clear A–E rating for products such as shampoos, conditioners, and shower gels – always within their specific product category. The goal is to make the environmental impact of cosmetics easier for consumers to understand and to facilitate product comparisons.

### TRANSPARENCY THAT BUILDS TRUST: MORE EPDS FOR CONSTRUCTION ADHESIVES

Our business unit Adhesive Technologies is strengthening transparency around the environmental impact of its products. At the core of this effort is an end-to-end approach based on reliable data and consistent measurement methods that is aligned with international standards. One key element is an expanding portfolio of Environmental Product Declarations (EPDs) for construction adhesives.



Based on robust life cycle assessments, Henkel's EPDs cover different sustainability indicators, including carbon emissions, resource efficiency, human health, and ecosystem quality. External certification ensures credibility and comparability.

For customers, this transparency delivers real value. Henkel's EPDs support green building certifications such as LEED, BREEAM, and WELL. They also help customers to prepare for upcoming regulations like the revised EU Construction Products Regulation, that will require EPD data for all construction products sold in Europe.

In collaboration with our certification partner Certinalia, Henkel has already published more than 50 EPDs across multiple regions and brands.



## Supply chain transparency

As part of our supplier management approach, we are working to improve the transparency and traceability of our upstream supply chains. We see these as the key to ensuring sustainable agricultural practices and fair working conditions – for example, in the palm (kernel) oil industry. This is why Henkel is a member of the cross-industry initiative Action for Sustainable Derivatives (ASD), which was founded in 2019. It brings together companies with the shared goal of generating more transparency in the palm (kernel) oil value chain. In addition, we are joining forces with pioneering partners to explore digital technologies with the potential to increase traceability and transparency in the palm (kernel) oil industry. This is how we continue to build on our commitment to sustainable sourcing.

In order to track the traceability, while acknowledging the complexity of the supply chain, we work with ASD. The underlying data for the

reporting year is based on purchasing data for the prior year. For the year 2025 we report a traceability rate of 95 percent to the refinery. In addition, the transparency to plantations improved significantly compared to the prior year to 79 percent, supported by increased use of satellite imagery and geospatial data. At the same time, the traceability to mills remained high with more than 93 percent, with a slight decline compared to the earlier year reflecting scope expansion to lower-maturity suppliers and temporary data-collection challenges linked to preparation for the EU Deforestation Regulation (EUDR).

### Our Target for 2025



**100 % transparency and traceability for palm and palm kernel oil (2025)**

Achievement FY 2025:



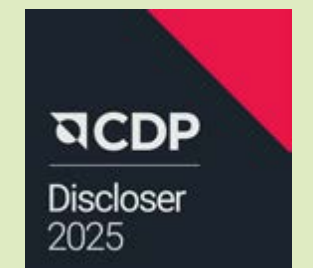
Target year: 2025



## ESG assessments by independent rating agencies

The assessment and recognition of our performance by independent sustainability experts also creates transparency. As investors and customers focus on ESG topics, this places additional significance on these external assessments. Our participation in recognized ratings and rankings, as well as our inclusion in numerous sustainability indices, enable us to meet these information requirements.

In 2025, for the first time, Henkel achieved in CDP an 'A' rating in Climate, along with 'B' ratings in Water and Forests – reflecting our ongoing efforts in emissions reduction, responsible resource use and nature protection. In the EcoVadis rating Henkel also received the gold medal again. This places us in the top 5 percent of companies assessed worldwide. Such strong results are also reflected in other ESG ratings like ISS ESG, Morningstar Sustainability, and FTSE4Good, where Henkel successfully participates as well.





## Outlook

Transparency is the basis for trust – and it will continue to be our guiding principle in the future within our company and along the value chain. We draw on our value-oriented corporate culture and our scientific and technological expertise to strengthen our performance while maintaining our integrity.

We aim to provide consumers and end-users with accurate, high-quality information about our products in full compliance with applicable local and global regulations, labelling requirements in our countries of operation, and our internal standards. By addressing information-related impacts, Henkel ensures transparent product communication that enables consumers and end-users to make informed choices that best meet their needs and ensures their health and safety.

Through transparent reporting and active stakeholder engagement we aim to build trust and credibility. Engaging openly with stakeholders is essential for understanding their expectations and concerns, as well as and for strengthening Henkel’s credibility with investors, customers and other key stakeholders to support our attractiveness as an equity investment.

## New Commitments for 2030



**Provide to our customers and consumers sustainability-related information about our products and solutions**



**Report and disclose transparently, and actively engage with our stakeholders on our strategy and performance**

We are dedicated to delivering transparency on additional sustainability-related product data to support informed choices and enabling more sustainable behavior. This includes publishing cradle-to-gate Product Carbon Footprints (PCFs), for example. In addition, we strive for greater transparency related to further sustainability data, such as ingredients based on renewables and packaging.

We will continue to fulfill European and international reporting standards, while also further enhancing our digital reporting tools to improve data integration across systems. This strengthens our ability to meet increasing transparency requirements, support profitable growth and manage our portfolio more effectively from a sustainability perspective. In addition, we will further develop our voluntary disclosures.

Participation in ESG ratings provides independent assessment and recognition by sustainability experts. It increases transparency and offers valuable feedback on the effective implementation of our sustainability strategy.

## KPIs & Metrics

All further quantitative information can be found in the [Indicators](#) chapter.

**Indicators**

# HEART: MAKING CARBON FOOTPRINTS TRANSPARENT

To act sustainably, it is important to understand impacts. That is why Henkel is taking a data-driven approach to measuring and reducing carbon emissions across its value chain.

The Henkel Environmental Assessment and Reporting Tool (HEART) goes beyond traditional footprint calculations. By combining reliable data with rigorous methodologies, the platform reveals the key sustainability characteristics of adhesives and enables customers to make informed decisions for their sustainability strategies. This results in greater transparency, measurable CO<sub>2</sub>e reductions and real added value across the supply chain.


Today, HEART automatically calculates cradle-to-gate Product Carbon Footprints (PCFs) for 71,000 adhesive, sealants, and coating products, covering raw materials, production, packaging, and logistics aspects. Its standardized, externally verified

methodology by TÜV Rheinland aligns with international standards such as ISO 14067 and supports industry-wide initiatives such as Together for Sustainability (TfS) and Catena-X.

In 2025, Adhesive Technologies extended HEART's scope beyond cradle-to-gate to include emissions generated during industrial processing or applying of adhesive products (use phase). Through new digital tools, Henkel experts can model the use phase of products based on each customer's specific application conditions. This allows them to identify more sustainable product choices with lower energy requirements, reduced operational costs, and significantly lower emissions. With these insights, Henkel can provide all relevant customers with data-driven recommendations to reduce their emissions, optimize process performance, and support the transition to more sustainable product solutions across its portfolio.

Building on this approach, Henkel Consumer Brands is developing HEART HCB to be launched in 2026 to automatically calculate the product carbon footprint of Consumer Brand products from cradle-to-gate. This enables scalable, audit-ready PCF calculations across its entire portfolio.

Together, these solutions mark a major step toward transparent, data-driven sustainability – empowering Henkel, its customers and partners on the journey to net-zero.

  
**71,000**  
products, where cradle-to-gate PCFs were automatically calculated by HEART



**“The launch of HEART in Henkel Consumer Brands marks a pivotal step in embedding sustainability into product decisions and advancing a net-zero future.”**

**Agnès Thée,  
Corporate Vice President Sustainability  
at Henkel Consumer Brands**



# INDICATORS

Our indicators form the backbone of transparent, comparable, and decision-relevant sustainability reporting. They quantify our performance and enable us to track progress against the targets laid out in our sustainability strategy. The indicators included in this report reflect the full breadth of our activities and form an important part of our sustainability disclosure.



## Indicators

Our complete indicator set is structured into the thematic blocks that reflect our overarching 2030+ Sustainability Ambition Framework. In addition, we refer to the nomenclature of European Sustainability Reporting Standards (ESRS) where applicable. In this context, methodological information is incorporated into our reporting approach and is described in our **Sustainability Statement 2025** [↗](#). The figures are presented over a five-year period, whenever data is available. Due to rounding, aggregated values may differ slightly from the sum of their individual values.

To ensure comparability of year-on-year developments, the indicators follow consistent methodological principles. Where methodological updates become necessary, such as revised calculation factors or expanded scopes, these changes are applied transparently and explained in the footnotes of the tables contained in this chapter.



### Environmental indicators

Environmental indicators for our operations reflect the data collected from all of our 165 production sites across 53 countries (reporting year 2025), while covering 100 percent of our global production volume. To ensure accuracy, the data were validated centrally on a monthly basis and for year-end reporting. The data were then verified at sites within the framework of our internal audit program. Our production structures are constantly changing because of the start-up of new sites or closure of existing sites, for example. As a result, the number of sites contributing data changes.



### Employee-related indicators

Employee-related indicators follow globally standardized reporting rules and cover 99 percent of our employees. This coverage ensures representativeness, for example for occupational incidents, which are registered using globally uniform reporting systems.



### Acquisitions, divestments, methodology and data updates

To enable meaningful multi-year comparisons, initial and historical data are adjusted where required.





## Targets and ambitions until 2025 (multi-year overview)

In this overview we show the progress of our targets until 2025 over a five-year period.

Topic	Targets and ambitions	2021	2022	2023	2024	2025
CLIMATE	– 42 % absolute Scope 1 and 2 GHG emissions (2030; vs. 2021)				– 41 %	– 50 %
	– 30 % absolute Scope 3 GHG emissions (2030; vs. 2021)			New targets as of 2024	– 20 %	– 28 %
	– 90 % absolute Scope 1, 2, 3 GHG emissions (2045; vs. 2021)				– 21 %	– 29 %
	– 100 million tons of CO <sub>2</sub> with customers, consumers and suppliers (2016–2025)	> 68 million	> 78 million	> 89 million	> 100 million	<b>Achieved since 2024</b>
CIRCULARITY	No plastic waste into nature	–	–	–	–	–
	> 30 % share of recycled plastic for all packaging of our consumer goods products (2025)	16 %	16 %	20 %	25 %	<b>28 %</b>
	100 % of packaging designed for recycling or reusability <sup>1</sup> (2025)	86 %	87 %	87 %	89 %	<b>88 %</b>
	– 50 % production waste per metric ton of product (2025; vs. 2010)	– 35 %	– 37 %	– 36 %	– 39 %	– 41 %
	Circular use of production waste material (2030)	–	–	–	–	–
NATURE	Encourage the responsible use of our products to reduce water consumption	–	–	–	–	–
	– 35 % water withdrawal <sup>2</sup> per ton of product (2025; vs. 2010)	– 26 %	– 23 %	– 23 %	– 23 %	– 22 %
	Circular water use at key manufacturing sites (2030)	–	–	–	–	–
	100 % paper and cardboard materials recycled or sourced from sustainable origins (2025)	Indicator under development		96 %	98 %	<b>98 %</b>
	100 % palm and palm kernel oil responsibly sourced and certified or externally verified (2025)	93 %	89 %	96 %	97 %	<b>98 %</b>
EQUITY	Gender parity across all management levels (2025)	37.8 %	38.3 %	39.5 %	41.9 %	<b>43.2 %</b>
	Improve livelihoods of smallholder farmers and protection of nature	~ 36,400 smallholders	~ 38,500 smallholders	> 39,300 smallholders	~ 39,700 smallholders	<b>&gt; 39,900 smallholders</b>
EDUCATION	Expand our community education programs and volunteering	–	–	–	–	–
	Engage and empower all employees to take action for sustainability	–	–	–	–	–
	Improve 30 million lives globally (2010–2030)	> 26 million	> 30 million	Achieved since 2022	Achieved since 2022	<b>Achieved since 2022</b>
WELLBEING	Shape the future of work for our company and employees	–	–	–	–	–
	+ 60 % safer per million hours worked (2025; vs. 2010)	+ 42 %	+ 42 %	+ 42 %	+ 47 %	<b>+ 59 %</b>
	Reach > 90 % of our employees with global health campaigns (each year)	> 90 %	> 90 %	> 90 %	> 90 %	<b>&gt; 90 %</b>
COLLABORATION	100 % responsible sourcing together with our partners	–	–	–	–	–
PERFORMANCE	Each new product contributes to sustainability	–	–	–	–	–
	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	+ 74 %	+ 121 %	+ 156 %	+ 186 %	<b>+ 195 %</b>
TRANSPARENCY	100 % transparency and traceability for palm and palm kernel oil (2025) <sup>3</sup>	84 %	89 %	89 %	95 %	<b>95 %</b>

<sup>1</sup> Excl. products where ingredients or residue may affect recyclability or pollute recycling streams. | <sup>2</sup> Water withdrawal from surface waters, groundwater and water from third parties for own production. | <sup>3</sup> Percentage of purchased palm oil, palm kernel oil and their derivatives traceable to the refinery, mill or plantation.



# Regenerative Planet

## Climate

	Unit	2021	2022	2023	2024	2025	Reference
<b>ENERGY</b>							
<b>Energy consumption and energy mix</b>							
Fuel consumption from coal and coal products	MWh	76,516	53,922	40,778	10,078	0	CSRD E1-5
	% share	3.0	2.3	1.9	0.5	0	CSRD E1-5
Fuel consumption from crude oil and petroleum products	MWh	231,746	225,825	213,554	196,205	179,415	CSRD E1-5
	% share	9.1	9.6	9.9	9.3	8.6	CSRD E1-5
Fuel consumption from natural gas	MWh	1,345,096	1,110,323	947,542	769,423	685,372	CSRD E1-5
	% share	52.9	47.0	43.9	36.4	33.0	CSRD E1-5
Fuel consumption from other fossil sources	MWh	443,416,609	189,679,793	56,965,137	152	–	CSRD E1-5
	% share	0	0	0	–	–	CSRD E1-5
Consumption of purchased or acquired electricity, heat, steam, and cooling from fossil sources	MWh	369,550	300,800	177,310	139,946	90,353	CSRD E1-5
	% share	14.5	12.7	8.2	6.6	4.4	CSRD E1-5
<b>Total fossil energy consumption</b>	MWh	2,027,343	1,692,766	1,379,753	1,115,803	955,140	CSRD E1-5
	% share	79.7	71.7	63.9	52.8	46.0	CSRD E1-5
<b>Total energy consumption from nuclear sources</b>	MWh	Newly reported indicator since 2024			0	0	CSRD E1-5
	% share				0	0	CSRD E1-5
Fuel consumption for renewable sources, including biomass (also comprising industrial and municipal waste of biologic origin, biogas, renewable hydrogen, etc.)	MWh	41,060	145,918	171,194	326,720	356,570	CSRD E1-5
	% share	1.6	6.2	7.9	15.5	17.2	CSRD E1-5
Consumption of purchased or acquired electricity, heat, steam, and cooling from renewable sources	MWh	466,614	509,694	596,061	652,802	728,710	CSRD E1-5
	% share	18.3	21.6	27.6	30.9	35.1	CSRD E1-5
Consumption of self-generated non-fuel renewable energy	MWh	7,077	10,297	13,836	18,934	36,043	CSRD E1-5
	% share	0.3	0.4	0.6	0.9	1.7	CSRD E1-5
<b>Total renewable energy consumption</b>	MWh	514,751	665,910	781,090	998,456	1,121,323	CSRD E1-5
	% share	20.2	28.2	36.1	47.2	54.0	CSRD E1-5



	Unit	2021	2022	2023	2024	2025	Reference
<b>Share of acquired electricity compared to overall acquired electricity</b>							
Share of electricity sourced under virtual agreements (VPPA)	%	Newly reported indicator since 2024			53	55	CSRD E1-6
Share of electricity sourced under eco tariffs	%	Newly reported indicator since 2024			28	26	CSRD E1-6
Share of electricity sourced under unbundled energy attribute certificates (EAC)	%	Newly reported indicator since 2024			6	12	CSRD E1-6
Share of electricity sourced, which is not assigned an attribute or an attribute relationship cannot be established	%	Newly reported indicator since 2024			13	7	CSRD E1-6
<b>Breakdown of energy production from non-renewable and renewable sources</b>							
Own energy generation by Henkel	MWh	Newly reported indicator since 2024			935,711	930,585	CSRD E1-5
From fossil sources	MWh	Newly reported indicator since 2024			836,604	793,463	CSRD E1-5
From renewable sources	MWh	Newly reported indicator since 2024			99,107	137,122	CSRD E1-5
<b>Energy intensity</b>							
Energy consumption	MWh	2,542,094	2,358,676	2,160,843	2,114,259	2,076,464	CSRD E1-5
Net revenue from activities in high climate impact sectors used to calculate energy intensity	Million Euros	Newly reported indicator since 2024			21,586	20,495	CSRD E1-5
Energy intensity based on net revenue (manufacturing sector)	MWh / Million Euros	Newly reported indicator since 2024			98	101	CSRD E1-5
<b>GHG EMISSIONS</b>							
<b>Gross GHG emissions of categories Scope 1, 2, and 3 and total GHG-emissions</b>							
<b>Scope 1 GHG emissions</b>							
<b>Gross Scope 1 GHG emissions excluding biogenic CO<sub>2</sub> emissions<sup>1</sup></b>	t CO <sub>2</sub> e	618,089	542,519	489,255	405,621	357,850	CSRD E1-6
Scope 1 from steam, heat and electricity, and other used by Henkel <sup>1</sup>	t CO <sub>2</sub> e	360,792	301,851	260,564	220,463	188,994	CSRD E1-6
Scope 1 from steam, heat and electricity, supplied to third parties	t CO <sub>2</sub> e	257,298	240,669	228,691	185,158	168,856	CSRD E1-6
Percentage of Scope 1 GHG emissions from regulated emission trading schemes	%	Newly reported indicator since 2024			56	59	CSRD E1-6
<b>Scope 2 GHG emissions</b>							
Gross location-based Scope 2 GHG emissions	t CO <sub>2</sub> e	330,837	321,516	310,970	320,897	320,779	CSRD E1-6
Gross market-based Scope 2 GHG emissions	t CO <sub>2</sub> e	160,242	121,800	71,074	55,988	34,824	CSRD E1-6
<b>Scope 1 and 2 GHG emissions</b>							
Scope 1 and 2 GHG emissions SBTi target scope <sup>1</sup>	t CO <sub>2</sub> e	778,331	664,319	560,329	461,609	392,674	CSRD E1-6
<b>Significant Scope 3 GHG emissions</b>							
Total gross indirect (Scope 3) GHG emissions	t CO <sub>2</sub> e	45,891,427	40,357,214	35,428,737	35,002,308	33,455,268	CSRD E1-6



	Unit	2021	2022	2023	2024	2025	Reference
Scope 3 GHG emissions SBTi target scope	t CO <sub>2</sub> e	17,990,115	16,160,575	14,169,950	14,449,486	12,959,361	CSRD E1-6
1 Purchased goods and services total	t CO <sub>2</sub> e	14,289,354	12,796,651	11,118,659	11,468,812	10,332,003	CSRD E1-6
1 Purchased raw materials	t CO <sub>2</sub> e	8,997,901	8,026,191	6,735,861	6,984,857	6,599,931	CSRD E1-6
1 Purchased packaging materials <sup>2</sup>	t CO <sub>2</sub> e	2,383,257	2,220,147	1,886,599	1,750,742	1,485,537	CSRD E1-6
1 Other 3.1 emissions	t CO <sub>2</sub> e	2,908,196	2,550,313	2,496,199	2,733,213	2,246,536	CSRD E1-6
2 Capital goods	t CO <sub>2</sub> e	207,500	201,436	205,346	259,335	191,635	CSRD E1-6
3 Fuel and energy-related activities (not included in Scope1 or Scope 2)	t CO <sub>2</sub> e	315,895	282,699	239,603	235,407	202,029	CSRD E1-6
4 Upstream transportation and distribution	t CO <sub>2</sub> e	1,096,389	933,521	858,292	818,920	789,565	CSRD E1-6
5 Waste generated in operations	t CO <sub>2</sub> e	72,620	97,746	76,596	39,111	47,057	CSRD E1-6
6 Business travel	t CO <sub>2</sub> e	14,044	38,606	48,897	56,818	58,559	CSRD E1-6
7 Employee commuting	t CO <sub>2</sub> e	47,221	45,050	42,432	42,003	40,797	CSRD E1-6
8 Upstream leased assets	t CO <sub>2</sub> e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
9 Downstream transportation and distribution	t CO <sub>2</sub> e	66,708	62,452	60,063	67,170	69,089	CSRD E1-6
10 Processing of sold products	t CO <sub>2</sub> e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
11 Use of sold products	t CO <sub>2</sub> e	27,901,312	24,196,639	21,258,787	20,552,822 <sup>3</sup>	20,495,907	CSRD E1-6
12 End-of-life treatment of sold products <sup>2</sup>	t CO <sub>2</sub> e	1,864,474	1,686,506	1,502,578	1,436,546	1,191,809	CSRD E1-6
13 Downstream leased assets	t CO <sub>2</sub> e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
14 Franchises	t CO <sub>2</sub> e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
15 Investments	t CO <sub>2</sub> e	15,909	15,909	17,485	25,364 <sup>4</sup>	36,817	CSRD E1-6
<b>Total GHG emissions</b>							
Total GHG emissions (location-based)	t CO <sub>2</sub> e	46,840,353	41,221,250	36,228,962	35,728,826	34,133,897	CSRD E1-6
Total GHG emissions (market-based)	t CO <sub>2</sub> e	46,669,758	41,021,533	35,989,066	35,463,917	33,847,942	CSRD E1-6
Total GHG emissions (SBTi target scope)	t CO <sub>2</sub> e	18,768,446	16,824,894	14,730,279	14,911,095	13,352,035	CSRD E1-6
<b>Biogenic emissions</b>							
Biogenic CO <sub>2</sub> emissions from stationary and mobile combustion (Scope 1) <sup>1</sup>	t CO <sub>2</sub> e	24,683 <sup>5</sup>	46,473	42,874	68,681 <sup>5</sup>	74,774	CSRD E1-6

<sup>1</sup> Scope 1 emissions include the application of biogas and biomethane certificates. Certified volumes are treated as biogenic fuel, with related emissions accounted for as biogenic in accordance with ESRS E1.

<sup>2</sup> Update of the methodology in 2025. These changes are well below the 5% threshold relevant for Henkel for recalculating Scope 3 GHG emissions for the base year in accordance with Henkel's net-zero recalculation policy and therefore do not require a restatement to the figures for fiscal years 2021 and 2024.

<sup>3</sup> Update of the figure for FY2024 (old: 23,163,822 t CO<sub>2</sub>e) due to changes in the methodology and to enable a more accurate comparison with FY2025. These updates include the use-phase scenarios for dosage, energy consumption by application, and emission factors according to AR6 to improve the use-phase assumptions for our products.

<sup>4</sup> Update of the figure for FY2024 (old: 88,127 t CO<sub>2</sub>e) due to changes in mapping and consolidation approach and to enable a more accurate comparison with FY2025. The investments taken into account for calculating the emissions for the year 2024 and 2025 relate to the previous year. In the base year 2021, the investments from the same year were used.

<sup>5</sup> Update of the figure for FY 2021 (old: n.a.) and FY 2024 (old: 73,556 t CO<sub>2</sub>e) due to improvement in data quality and to enable a more accurate comparison with FY 2025. The adjustment is made in accordance with Henkel's relevant 5% threshold for changes.



	Unit	2021	2022	2023	2024	2025	Reference
<b>GHG intensity</b>							
Net revenue from activities in high climate impact sectors <sup>1</sup> used to calculate energy intensity	Million Euros	Newly reported indicator since 2024			21,586	20,495	CSRD E1-6
Location-based GHG emissions	t CO <sub>2</sub> e	Newly reported indicator since 2024			35,728,826	34,133,897	CSRD E1-6
<b>Location-based GHG intensity based on net revenue</b>	t CO <sub>2</sub> e / Million Euros	Newly reported indicator since 2024			1,655	1,666	CSRD E1-6
Market-based GHG emissions	t CO <sub>2</sub> e	Newly reported indicator since 2024			35,463,917	33,847,942	CSRD E1-6
<b>Market-based GHG intensity based on net revenue</b>	t CO <sub>2</sub> e / Million Euros	Newly reported indicator since 2024			1,643	1,652	CSRD E1-6

<sup>1</sup> The reported net revenue is disclosed under the high climate impact sector of the processing industry.

**HENKEL'S PREVIOUS INTENSITY CLIMATE TARGETS (BASE YEAR 2017)**

Scope 1 and 2 GHG emissions (t CO <sub>2</sub> / t production volume) <sup>1</sup>	2017 base year intensity	n / a <sup>3</sup>	n / a <sup>3</sup>	n / a <sup>3</sup>	0.08	0.08	CSRD E1-6
	reporting year intensity	n / a <sup>3</sup>	n / a <sup>3</sup>	n / a <sup>3</sup>	0.03	0.03	CSRD E1-6
Progress compared to the base year	%	n / a <sup>3</sup>	n / a <sup>3</sup>	n / a <sup>3</sup>	-63.9	-70.5	CSRD E1-6
Scope 3.1 GHG emissions (t CO <sub>2</sub> e / t production volume) <sup>2</sup>	2017 base year intensity	n / a <sup>3</sup>	n / a <sup>3</sup>	n / a <sup>3</sup>	1.5	1.5	CSRD E1-6
	reporting year intensity	n / a <sup>3</sup>	n / a <sup>3</sup>	n / a <sup>3</sup>	1.3	1.3	CSRD E1-6
Progress compared to the base year	%	n / a <sup>3</sup>	n / a <sup>3</sup>	n / a <sup>3</sup>	-13.3	-19.1	CSRD E1-6

<sup>1</sup> 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 (CO<sub>2</sub>, current targets for Scope 1 and 2 use CO<sub>2</sub>e.).

<sup>2</sup> 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).

<sup>3</sup> Target has been replaced by new SBTi target, we only disclose 2024 and 2025 values for full transparency during the shift.

**SHARE OF MODE OF TRANSPORT BY TON-KILOMETER**

**Gross shipment weights**

Truck	%	63	65	63	63	62	Other
Rail	%	10	11	7	6	7	Other
Ship	%	26	23	29	30	30	Other
Air	%	1	1	1	1	1	Other



## Climate Transition Plan

	Unit	Base Year 2021	N-1 = 2024	N = 2025	Annual % target / previous year	Reduction compared to base year (%N / base year)	2030 target	2045 target	Annual % target / base year	Reference
<b>SCIENCE-BASED TARGETS</b>										
<b>SBTi Targets</b>										
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
Reduction of absolute Scope 1, 2, and 3 GHG emissions (vs. 2021) – net-zero target	%							-90		CSRD E1-4
<b>GHG emissions</b>										
<b>Scope 1 and 2 GHG emissions</b>										
Scope 1 and 2 GHG emissions SBTi target scope	t CO <sub>2</sub> e	778,331	461,609	392,674	-14.9	-49.5	451,432	n/a	4.7%	CSRD E1-6
<b>Significant Scope 3 GHG emissions</b>										
Scope 3 GHG emissions SBTi target scope	t CO <sub>2</sub> e	17,990,115	14,449,486	12,959,361	-10.3	-28.0	12,593,080	n/a	3.3%	CSRD E1-6
<b>Total GHG emissions</b>										
Total GHG emissions SBTi target scope	t CO <sub>2</sub> e	18,768,446	14,911,095	13,352,035	-10.5	-28.9	n/a	1,876,845	3.8%	CSRD E1-6
<b>Emission reduction targets: levers to achieving emission reduction</b>										
<b>Contributions of the Scope 1 and 2 levers to achieving emission reduction targets</b>										
GHG emissions	%	100					58.0			CSRD E1-3
Energy use / Energy efficiency	%						-9.1			CSRD E1-3
Use of energy / Use of renewable energies	%						-0.6			CSRD E1-3
Energy use / Purchasing renewable energies and fuels	%						-32.2			CSRD E1-3
<b>Contributions of the Scope 3 levers to achieving emission reduction targets</b>										
GHG emissions	%	100					70.0			CSRD E1-3
Ecodesign / Format design	%						-1.5			CSRD E1-3
Ecodesign / Packaging design	%						-0.5			CSRD E1-3
Low-emission materials / Supplier engagement	%						-9.8			CSRD E1-3
Low-emission materials / Packaging	%						-0.5			CSRD E1-3
Low-emission materials / Raw materials	%						-15.6			CSRD E1-3
Carbon-efficient logistics / Logistics optimization	%						-0.5			CSRD E1-3
Carbon-efficient logistics / Low-carbon transportation	%						-1.5			CSRD E1-3



## Resource inflows and outflows

	Unit	2021	2022	2023	2024	2025	Reference
<b>RESOURCE INFLOWS</b>							
Total weight of products and technical and biological materials used	Metric tons	Newly reported indicator since 2024			12,700,562	12,080,358	CSRD E5-4
Share of sustainably sourced biological materials used to manufacture our products and packaging	%	Newly reported indicator since 2024			2.9	3.1	CSRD E5-4
Total weight of secondary reused or recycled components, secondary intermediary products, and secondary materials used to manufacture our products including packaging	Metric tons	Newly reported indicator since 2024			226,179	221,294	CSRD E5-4
Share of secondary reused or recycled components, secondary intermediary products, and secondary materials used to manufacture our products including packaging	%	Newly reported indicator since 2024			1.8	1.8	CSRD E5-4
<b>PACKAGING MATERIALS<sup>1</sup></b>							
Plastic	Metric tons	341,025	308,191	286,578	267,272	255,977	CSRD E5-4
	%	48.3	46.3	46.2	45.7	45.8	CSRD E5-4
Paper	Metric tons	304,937	286,028	240,364	227,598	215,891	CSRD E5-4
	%	43.2	43.0	38.8	38.9	38.7	CSRD E5-4
Metal	Metric tons	56,200	66,639	80,942	79,076	75,894	CSRD E5-4
	%	8.0	10.0	13.1	13.5	13.6	CSRD E5-4
Glass	Metric tons	4,386	4,640	6,260	5,346	4,101	CSRD E5-4
	%	0.6	0.7	1.0	0.9	0.7	CSRD E5-4
Other	Metric tons	Adjusted indicator since 2023		5,768	6,120	6,505	CSRD E5-4
	%	Adjusted indicator since 2023		0.9	1.0	1.2	CSRD E5-4

<sup>1</sup> 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, enabling a more granular view on the material types, 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.



	Unit	2021	2022	2023	2024	2025	Reference
<b>RESOURCE OUTFLOWS</b>							
<b>Total amount of waste generated</b>	Metric tons	137,883	146,492	151,255	131,708	123,054	CSRD E5-5
Thereof, construction and demolition waste	Metric tons	22,923	37,391 <sup>2</sup>	46,710	30,274	29,545	CSRD E5-5
Thereof, high quality outbound recycling waste (HQOR)	Metric tons	384	1,964	3,676	5,219	9,475 <sup>1</sup>	CSRD E5-5
<b>Non-hazardous waste</b>							
<b>Total amount of non-hazardous waste</b>	Metric tons	109,543	113,460	120,378	100,932	97,501	CSRD E5-5
<b>Non-hazardous waste diverted from disposal</b>	Metric tons	54,314	58,276	63,148	50,406	44,418	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	49,726	54,863	60,384	43,942	42,492	CSRD E5-5
Non-hazardous waste diverted from disposal due to other recovery operations	Metric tons	4,588	3,413	2,763	6,464	1,926	CSRD E5-5
<b>Non-hazardous waste directed for disposal</b>	Metric tons	55,229	55,184	57,230	50,526	53,083	CSRD E5-5
Non-hazardous waste directed for disposal through incineration	Metric tons	21,897	21,421	23,440	30,970	26,662	CSRD E5-5
Non-hazardous waste directed for disposal through landfill	Metric tons	28,830	26,482	20,671	15,571	15,741	CSRD E5-5
Non-hazardous waste directed for disposal through other types of disposal	Metric tons	4,502	7,281	13,120	3,984	10,680	CSRD E5-5
<b>Hazardous waste</b>							
<b>Total amount of hazardous waste</b>	Metric tons	28,340	33,008	30,878	30,776	25,553	CSRD E5-5
<b>Hazardous waste diverted from disposal</b>	Metric tons	6,156	5,764	9,784	7,987	5,568	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	4,242	3,632	7,879	2,588	2,577	CSRD E5-5
Hazardous waste diverted from disposal due to other recovery operations	Metric tons	1,913	2,132	1,905	5,398	2,992	CSRD E5-5
<b>Hazardous waste directed for disposal</b>	Metric tons	22,184	27,245	21,094	22,789	19,984	CSRD E5-5
Hazardous waste directed for disposal through incineration	Metric tons	19,489	19,275	18,372	19,864	17,809	CSRD E5-5
Hazardous waste directed for disposal through landfill	Metric tons	1,287	793	1,271	1,128	849	CSRD E5-5
Hazardous waste directed for disposal through other types of disposal	Metric tons	1,409	7,177	1,451	1,797	1,326	CSRD E5-5
<b>Radioactive waste</b>							
Total amount of radioactive waste	Metric tons	n/a	n/a	n/a	n/a	n/a	CSRD E5-5
<b>Non-recycled waste</b>							
Total amount of non-recycled waste	Metric tons	83,914	87,973	81,261	85,177	77,985	CSRD E5-5
Percentage of non-recycled waste	%	61	60	54	65	63	CSRD E5-5

<sup>1</sup> Data is provided newly in FY 2025 as a further disaggregation to metrics on resource outflow.

<sup>2</sup> Update of the figure for FY 2022 (old: 35,118 t) due to improvement in data quality and to enable a more accurate comparison with FY 2025.



### Biodiversity and ecosystems

	Unit	2021	2022	2023	2024	2025	Reference
Number of sites relevant to biodiversity	Number	Newly reported indicator since 2024			15	15	CSRD E4-5
Area of sites that have an impact on biodiversity	Hectares	Newly reported indicator since 2024			14,467	14,247	CSRD E4-5
Total volume of purchased palm oil, palm kernel oil, and its derivatives	Metric tons	Newly reported indicator since 2024			79,002	79,435	CSRD E4-4
Total volume that was used to determine target achievement	Metric tons	Newly reported indicator since 2024			78,143	78,812	CSRD E4-4
Proportion of certified materials	%	Newly reported indicator since 2024			97	98	CSRD E4-4
Purchased PO / PKO amounts covered by RSPO-MB-Certificates	Metric tons	Newly reported indicator since 2024			75,958	77,362	CSRD E4-4
Purchased PO / PKO amounts covered by RSPO-SG-Certificates	Metric tons	Newly reported indicator since 2024			17	36	CSRD E4-4
Total amount of purchased wood-based packaging <sup>1</sup>	1,000 metric tons	Newly reported indicator since 2024			222	197	CSRD E4-4
Share of recycled wood-based packaging <sup>1</sup>	%	Newly reported indicator since 2024			64	68	CSRD E4-4
Share of certified non-recycled wood-based packaging <sup>1</sup>	%	Newly reported indicator since 2024			34	30	CSRD E4-4

<sup>1</sup> The data for a year are based on the supplier data for the prior year.



## Water

	Unit	2021	2022	2023	2024	2025	Reference
<b>METRICS WATER</b>							
Total water consumption	m <sup>3</sup>	4,814,511	4,623,457	4,180,480	3,858,063	3,721,666	CSRD E3-4
Total water withdrawal	m <sup>3</sup>	7,985,025	7,771,290	6,783,473	6,727,625	6,568,000	CSRD E3-4
Total blue water withdrawal intensity <sup>1</sup> per ton of product	m <sup>3</sup> / tons	0.92	0.96	0.95	0.96	0.96	CSRD E3-4
Total water consumption intensity per million euros net revenue	m <sup>3</sup> / Million euros	240	206	194	179	182	CSRD E3-4
Total water recycled and reused	m <sup>3</sup>	Newly reported indicator since 2024			736,380 <sup>2</sup>	606,818	CSRD E3-4
Total water stored	m <sup>3</sup>	Newly reported indicator since 2024			131,779	63,929	CSRD E3-4
Water consumption in areas of water stress	m <sup>3</sup>	Newly reported indicator since 2024			1,762,678	1,682,870	CSRD E3-4
Water consumption in areas affected by an increased general water risk and / or increased water stress	m <sup>3</sup>	Newly reported indicator since 2024			1,810,369	1,736,099	CSRD E3-4
Water consumption in areas at water risk	m <sup>3</sup>	Newly reported indicator since 2024			856,073	788,747	CSRD E3-4
Water consumption in areas affected by an increased general water risk and simultaneous increased water stress	m <sup>3</sup>	Newly reported indicator since 2024			808,381	735,518	CSRD E3-4
Water consumption in areas of water stress, but no increased overall water risk	m <sup>3</sup>	Newly reported indicator since 2024			954,297	947,352	CSRD E3-4
Total wastewater	m <sup>3</sup>	3,172,826	3,150,855	2,627,175	2,869,562	2,846,334	CSRD E3-4
Amount of river basins, where company's operational sites are located in	Number	Newly reported indicator since 2024			111	112	CSRD E3-4

<sup>1</sup> Water withdrawal from surface waters, groundwater and water from third parties for own production.

<sup>2</sup> Update of the figure for FY2024 (old: 778,210 m<sup>3</sup>) due to improvements in data quality and to enable a more accurate comparison with FY2025. The adjustment is made in accordance with Henkel's relevant 5% threshold for changes.



## Further environmental indicators

	Unit	2021	2022	2023	2024	2025	Reference
<b>EMISSIONS TO AIR<sup>1</sup></b>							
Dust emissions	Metric tons	237	237	211	185	114	Other
Sulfur dioxide emissions	Metric tons	58	105	78	154	178	Other
Nitrogen oxide emissions	Metric tons	594	604	584	502	448	Other

<sup>1</sup> All values have been updated, because as of 2025 the accounting methodology for Emissions to Air was expanded to include emissions related to third-party energy consumption, in addition to emissions from direct energy consumption to cover the gross perspective.

### EMISSIONS TO WASTEWATER

COD emissions to wastewater <sup>1</sup>	kg	7,626,563	8,144,215	6,252,442	7,020,729	4,946,501	Other
Emissions of heavy metals to wastewater	kg	796	736	1,013	1,290	1,540	Other
thereof, zinc	kg	610	534	698	745	510	Other
thereof, lead	kg	25	29	45	87	308	Other
thereof, chromium	kg	28	35	67	76	87	Other
thereof, copper	kg	74	74	114	233	504	Other
thereof, nickel	kg	60	63	88	148	131	Other

<sup>1</sup> Chemical oxygen demand (COD): Measure of the pollution of wastewater with organic substances.



# Thriving Communities

## Own workforce

	Unit	2021	2022	2023	2024	2025	Reference
<b>TOTAL NUMBER OF EMPLOYEES<sup>1</sup> BY GENDER</b>							
<b>Number of employees</b>	Headcount	52,450	51,200	47,750	47,150	47,200	CSRD S1-6
Female	Headcount	19,250	19,000	18,000	18,300	18,550	CSRD S1-6
Male	Headcount	33,200	32,250	29,750	28,850	28,600	CSRD S1-6
Other	Headcount	Newly reported indicator since 2024			0	0	CSRD S1-6
Not disclosed	Headcount	Newly reported indicator since 2024			0	0	CSRD S1-6
<b>TOTAL NUMBER OF PERMANENT EMPLOYEES, TEMPORARY EMPLOYEES, AND NON-GUARANTEED HOURS EMPLOYEES, BY GENDER<sup>2</sup></b>							
<b>Number of permanent employees<sup>1</sup></b>	Headcount	47,000	45,900	43,050	42,300	42,200	CSRD S1-6
Female	Headcount	17,100	16,800	16,050	16,300	16,400	CSRD S1-6
Male	Headcount	29,950	29,100	27,000	26,000	25,800	CSRD S1-6
Other	Headcount	Newly reported indicator since 2024			0	0	CSRD S1-6
Not disclosed	Headcount	Newly reported indicator since 2024			0	0	CSRD S1-6
<b>Number of temporary employees<sup>1</sup></b>	Headcount	5,450	5,300	4,700	4,850	5,000 <sup>1</sup>	CSRD S1-6
Female	Headcount	2,200	2,150	1,950	2,000	2,150	CSRD S1-6
Male	Headcount	3,250	3,150	2,750	2,850	2,800	CSRD S1-6
Other	Headcount	Newly reported indicator since 2024			0	0	CSRD S1-6
Not disclosed	Headcount	Newly reported indicator since 2024			0	0	CSRD S1-6
<b>Number of non-guaranteed hours employees<sup>1</sup></b>	Headcount	–	–	–	–	–	CSRD S1-6
Female	Headcount	–	–	–	–	–	CSRD S1-6
Male	Headcount	–	–	–	–	–	CSRD S1-6
Other	Headcount	–	–	–	–	–	CSRD S1-6
Not disclosed	Headcount	–	–	–	–	–	CSRD S1-6



	Unit	2021	2022	2023	2024	2025	Reference
<b>Total number of employees<sup>1</sup> per region</b>							
Europe	Headcount	24,100	23,650	20,900	20,450	20,500	CSRD ESRS2
	%	45.9	46.2	43.7	43.4	43.5	CSRD ESRS2
IMEA	Headcount	5,650	5,150	5,000	5,000	5,300	CSRD ESRS2
	%	10.7	10.1	10.5	10.6	11.2	CSRD ESRS2
North America	Headcount	8,250	8,300	8,050	7,850	7,250	CSRD ESRS2
	%	15.8	16.2	16.8	16.6	15.4	CSRD ESRS2
Latin America	Headcount	6,300	5,500	5,250	5,400	5,450	CSRD ESRS2
	%	12.0	10.7	11.0	11.5	11.6	CSRD ESRS2
Asia-Pacific	Headcount	8,150	8,600	8,600	8,500	8,650	CSRD ESRS2
	%	15.6	16.8	18.0	18.0	18.4	CSRD ESRS2
<b>Total number of employees<sup>1</sup> by country<sup>3</sup></b>							
Germany	Headcount	8,700	8,550	8,350	8,050	8,100	CSRD S1-6
Male	Headcount	5,350	5,250	5,100	4,850	4,850	Other
Female	Headcount	3,350	3,300	3,250	3,200	3,250	Other
USA	Headcount	7,750	7,700	7,500	7,200	6,700	CSRD S1-6
<b>Total number of employees level</b>							
Non-managerial employees	%	75.4	74.5	72.6	71.4	70.7	CSRD S1-6
Managers	%	23.2	24.0	25.9	27.0	27.8	CSRD S1-6
Top managers <sup>4</sup>	%	1.4	1.5	1.5	1.5	1.5	CSRD S1-6
<b>EMPLOYEE FLUCTUATION</b>							
Number of employees who have left the Company	Headcount	Newly reported indicator since 2024			6,250	5,350	CSRD S1-6
Turnover rate	%				13.1	11.3	CSRD S1-6
Voluntary turnover rate <sup>5</sup>	%	7.1	7.8	6.0	5.2	4.7	Other
<b>PART-TIME EMPLOYEES *</b>							
Part-time contracts, global	%	2.9	3.0	3.1	3.0	3.0	Other
Western Europe (including Germany)	%	8.9	9.0	9.0	9.1	9.0	Other



	Unit	2021	2022	2023	2024	2025	Reference
Germany	%	11.5	11.7	11.8	12.1	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	1,505*	1,391*	1,540*	1,416	1,301	Other
International job rotations	Headcount	235	240	225	260	254	Other
Trainees (Germany) <sup>6</sup>	Headcount	499	469	462	464	478	Other
Average number of training days <sup>7</sup>	Days	2.3	2.2	2.5	2.7	2.5	Other
Average number of training hours <sup>7</sup>	Hours	18.4	17.6	20.0	21.6	20.4	Other

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

#### TRAINING CATEGORIES

Campus	Number	–	4,320	4,927	5,036	5,761	Other
	%		26.7	30.5	31.7	29.1	Other
General Learning	Number	–	4,949	4,631	4,790	6,128	Other
	%		30.6	28.7	30.2	31.0	Other
Digital	Number	–	2,889	2,531	2,362	3,095	Other
	%		17.9	15.7	14.9	15.6	Other
Personal Skills	Number	–	1,977	1,886	1,638	1,852	Other
	%		12.2	11.7	10.3	9.4	Other
Leadership	Number	–	670	1,004	771	1,018	Other
	%		4.1	6.2	4.9	5.1	Other
Sustainability	Number	–	996	802	865	1,107	Other
	%		6.2	5.0	5.5	5.6	Other
Global Onboarding	Number	–	151	140	199	286	Other
	%		0.9	0.9	1.3	1.4	Other
Resilience	Number	–	–	64	71	87	Other
	%		–	0.4	0.5	0.4	Other
Strategy	Number	–	16	20	21	18	Other
	%		0.1	0.1	0.1	0.1	Other



	Unit	2021	2022	2023	2024	2025	Reference
Miscellaneous	Number	–	200	142	118	433	Other
	%		1.2	0.9	0.7	2.2	Other

**COLLECTIVE BARGAINING COVERAGE**

Global <sup>8</sup>	%	49.5	49.0	49.5	48.1	49.4	CSRD S1-8
Germany <sup>8</sup>	%	82.2	84.1	83.8	83.3	83.1	CSRD S1-8

<sup>1</sup> Permanent employees excluding apprentices as of December 31, values are rounded.

<sup>2</sup> Due to rounding differences, the sum of employees by gender does not necessarily equal the total number reported in this table.

<sup>3</sup> Corporate Senior Vice Presidents, Management Circles I and IIa.

<sup>4</sup> Accounting for at least 10 percent of Henkel's total workforce.

<sup>5</sup> Based on employee resignations.

<sup>6</sup> Initial vocational training includes trainees and Bachelor students.

<sup>7</sup> 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.

<sup>8</sup> For 2021-2023, indicator includes employees represented by independent trade union or covered by collective bargaining agreement. Since reporting year 2024, indicator comprises employees with collective bargaining agreements only.

**Diversity**

	Unit	2021	2022	2023	2024	2025	Reference
<b>AGE AND SENIORITY</b>							
Average seniority in years	Years	10.6	10.7	10.9	10.8	10.7	Other
Average age of employees in years	Years	41.2	41.5	41.8	41.7	41.7	Other
<b>Distribution of employees by age group *</b>							
Under 30 years	Headcount <sup>1</sup>	7,750	7,200	6,550	6,600	6,650	CSRD S1-9
	%	14.8	14.0	13.8	14.0	14.0	CSRD S1-9
30–50 years	Headcount <sup>1</sup>	33,000	32,300	29,850	29,400	29,650	CSRD S1-9
	%	62.9	63.1	62.5	62.4	62.8	CSRD S1-9
Over 50 years	Headcount <sup>1</sup>	11,700	11,700	11,350	11,150	10,950	CSRD S1-9
	%	22.3	22.9	23.8	23.6	23.2	CSRD S1-9
<b>Total</b>	Headcount <sup>1</sup>	52,450	51,200	47,750	47,150	47,200	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.



	Unit	2021	2022	2023	2024	2025	Reference
<b>NATIONALITIES</b>							
Number of nationalities *	Number	124	124	124	126	125	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.							
<b>GENDER DISTRIBUTION AT TOP MANAGEMENT<sup>2</sup> LEVEL</b>							
Male	Headcount <sup>1,4</sup>	550	500	500	450	450	CSRD S1-9
	%	72.4	70.4	69.3	65.5	63.5	CSRD S1-9
Female	Headcount <sup>1,4</sup>	200	200	200	250	250	CSRD S1-9
	%	27.6	29.6	30.7	34.5	36.5	CSRD S1-9
Other	Headcount <sup>1</sup>	Newly reported indicator since 2024			–	–	CSRD S1-9
	%	Newly reported indicator since 2024			–	–	CSRD S1-9
Not disclosed	Headcount <sup>1</sup>	Newly reported indicator since 2024			–	–	CSRD S1-9
	%	Newly reported indicator since 2024			–	–	CSRD S1-9
<b>Total</b>	Headcount <sup>1</sup>	750	750	700	700	700	CSRD S1-9
<b>PERCENTAGE OF WOMEN / GENDER DISTRIBUTION</b>							
Henkel	%	36.7	37.1	37.7	38.8	39.3	Other
Managers	%	38.1	38.7	39.5	41.9	43.2	CSRD S1-9
Top-managers <sup>2</sup>	%	27.6	29.6	30.7	34.5	36.5	CSRD S1-9
<b>ADEQUATE WAGES</b>							
Share of employees who receive an adequate wage in accordance with applicable standards	%	Newly reported indicator since 2024			100	100	CSRD S1-10
<b>RENUMERATION METRICS</b>							
Unadjusted gender pay gap <sup>3</sup>	%	Newly reported indicator since 2024			1.8	0.7	CSRD S1-16
Remuneration ratio of the highest paid individual to the median for all employees	Ratio	Newly reported indicator since 2024			137	142	CSRD S1-16

<sup>1</sup> Permanent employees excluding apprentices as of December 31, values are rounded.

<sup>2</sup> Corporate Senior Vice Presidents, Management Circles I and IIa.

<sup>3</sup> Excluding the remuneration of the Management Board, as it does not constitute employees.

<sup>4</sup> Headcount figures are rounded by 50, while % are based on the exact numbers. This causes a difference in % values while the rounded headcount remains identical.



## Occupational Health & Safety

	Unit	2021	2022	2023	2024	2025	Reference
<b>RECORDABLE WORK-RELATED ACCIDENTS</b>							
Employees	Number	Newly reported indicator since 2024			215	186	CSRD S1-14
Non-employees	Number	Newly reported indicator since 2024			14	24	CSRD S1-14
Employees and non-employees	Rate per 1 million hours worked	Newly reported indicator since 2024			2.3	2.1	CSRD S1-14
<b>LOST TIME INCIDENT RATE</b>							
Employees	Rate per 1 million hours worked	0.66	0.70	0.67	0.64	0.48	CSRD S1-14
Non-employees	Rate per 1 million hours worked	0.34	0.58	0.70	0.19	0.60	CSRD S1-14
<b>FATALITIES AS A RESULT OF WORK-RELATED INJURIES</b>							
Employees	Number	0	0	1	0	0	CSRD S1-14
Non-employees	Number	0	0	1	1	0	CSRD S1-14
Value chain workers	Number	0	0	0	1	1	CSRD S1-14
<b>HEALTH &amp; SAFETY MANAGEMENT SYSTEM</b>							
Workforce that is covered by our health and safety management system	%	Newly reported indicator since 2024			100	100	CSRD S1-14

## Incidents with major impacts

Henkel openly reports incidents involving damage to the company exceeding EUR 500,000 and when the consequences include at least one of the following:

- Malfunction of Henkel operation with impact on the neighborhood or endangerment of the neighborhood / environment
- Third party involvement / non routine involvements
- Media publicity or a high level of public reaction.

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

### INCIDENTS

2025	There were no incidents with major impacts in 2025.
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## Employee engagement

	Unit	2021	2022	2023	2024	2025	Reference
<b>SOCIAL ENGAGEMENT</b>							
Time off from work for employee-initiated projects	Days	174	442	512	383	294	Other
Donations (financial and product donations, not counting time off)	Thousand euros	23,815	12,808	12,840	10,756	10,769	Other

## Contributions to the United Nations Sustainable Development Goals

	Unit	2021	2022	2023	2024	2025	Reference
<b>PROJECTS SUPPORTED PER UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL</b>							
SDG 1: No poverty	%	43.5	37.7	32.2	22.4	20.1	Other
SDG 2: Zero hunger	%	0.7	0.4	1.2	2.6	3.7	Other
SDG 3: Good health and wellbeing	%	18.0	17.0	17.7	38.2	49.4	Other
SDG 4: Quality education	%	20.5	39.2	42.9	18.5	18.7	Other
SDG 5: Gender equality	%	0.2	3.0	3.1	1.9	2.0	Other
SDG 6: Clean water and sanitation	%	0.1	0.7	0.3	0.7	0.7	Other
SDG 7: Affordable and clean energy	%	0.1	0.1	0.1	0.4	0.2	Other
SDG 8: Decent work and economic growth	%	0.2	0.1	0.1	0.5	0.3	Other
SDG 9: Industry, innovation and infrastructure	%	0.2	0.1	0.2	2.1	0.7	Other
SDG 10: Reduced inequalities	%	0.2	0.4	0.3	4.9	1.5	Other
SDG 11: Sustainable cities and communities	%	11.5	0.1	0.3	2.5	0.4	Other
SDG 12: Responsible consumption and production	%	0.0	0.0	0.1	1.8	0.2	Other
SDG 13: Climate action	%	0.0	0.0	0.2	0.5	0.0	Other
SDG 14: Life below water	%	0.0	0.1	0.5	0.1	0.1	Other
SDG 15: Life on land	%	0.3	0.3	0.4	0.8	0.5	Other
SDG 16: Peace, justice and strong institutions	%	3.8	0.6	0.6	1.8	1.0	Other
SDG 17: Partnerships for the goals	%	0.5	0.1	0.1	0.1	0.4	Other



# Trusted Partner

## Financial Indicators

	Unit	2021	2022	2023	2024	2025	Reference
Sales	Million Euros	20,066	22,397	21,514	21,586	20,495	Other
Adjusted operating profit (adjusted EBIT)	Million Euros	2,686	2,319	2,556	3,089	3,026	Other
Adjusted return on sales (adjusted EBIT margin)	%	13.4	10.4	11.9	14.3	14.8	Other
Adjusted earnings per preferred share (adjusted EPS)	Euros	4.56	3.90	4.35	5.36	5.33	Other
Dividend per ordinary share	Euros	1.83	1.83	1.83	2.02	2.05 <sup>1</sup>	Other
Dividend per preferred share	Euros	1.85	1.85	1.85	2.04	2.07 <sup>1</sup>	Other

<sup>1</sup> Proposal to shareholders for the Annual General Meeting on April 27, 2026.

	Unit	EUROPE	IMEA	NORTH AMERICA	LATIN AMERICA	ASIA-PACIFIC	CORPORATE	HENKEL GROUP	Reference
<b>SALES PERFORMANCE BY REGION</b>									
Sales 2025 <sup>1</sup>	Million Euros	7,882	2,135	5,424	1,492	3,411	151	20,495	Other
Sales 2024 <sup>1</sup>	Million Euros	8,048	2,289	6,029	1,636	3,434	149	21,586	Other
Change versus previous year	%	-2.1	-6.7	-10.0	-8.8	-0.7	-	-5.1	Other
Organic	%	-1.6	12.1	-1.0	-0.5	3.4	-	0.9	Other
Proportion of Group sales 2025	%	38	10	26	7	17	1	100	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

<sup>1</sup> By location of company.



## EU Taxonomy

	Unit	2021	2022	2023	2024	2025	Reference
<b>Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities</b>							
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>							
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>							
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros		0	6.8	7.2	7.9	Other
	%		0	1	1	1	Other
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>							
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros		226.4	208.4	377.1	311.7	Other
	%		27	24	30	37	Other
A. CapEx of Taxonomy-eligible activities (A.1 + A.2)	Million Euros		226.4	215.2	384.3	319.6	Other
	%		27	25	30	38	Other
<b>B. TAXONOMY NON-ELIGIBLE ACTIVITIES</b>							
CapEx of Taxonomy non-eligible activities	Million Euros		624.6	648.0	891.1	524.0	Other
	%		73	75	70	62	Other
<b>Total</b>	<b>Million Euros</b>		<b>851.0</b>	<b>863.2</b>	<b>1,275.4</b>	<b>843.6</b>	<b>Other</b>
	%		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>Other</b>



	Unit	2021	2022	2023	2024	2025	Reference
<b>Proportion of turnover from products or services associated with Taxonomy-aligned economic activities</b>							
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>							
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>							
Turnover of environmentally sustainable activities(Taxonomy-aligned) (A.1)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>							
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
A. Turnover of Taxonomy-eligible activities (A.1 + A.2)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
<b>B. TAXONOMY NON-ELIGIBLE ACTIVITIES</b>							
Turnover of Taxonomy non-eligible activities	Million Euros		22,397.0	21,513.8	21,585.9	20,494.6	Other
	%		100	100	100	100	Other
<b>Total</b>	<b>Million Euros</b>		<b>22,397.0</b>	<b>21,513.8</b>	<b>21,585.9</b>	<b>20,494.6</b>	<b>Other</b>
	%		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>Other</b>



	Unit	2021	2022	2023	2024	2025	Reference
<b>Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities</b>							
<b>A. TAXONOMY-ELIGIBLE ACTIVITIES</b>							
<b>A.1 Environmentally sustainable activities (Taxonomy-aligned)</b>							
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
<b>A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)</b>							
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
A. OpEx of Taxonomy-eligible activities (A.1 + A.2)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
<b>B. TAXONOMY NON-ELIGIBLE ACTIVITIES</b>							
OpEx of Taxonomy non-eligible activities	Million Euros		692.0	698.9	723.0	719.4	Other
	%		100	100	100	100	Other
<b>Total</b>	<b>Million Euros</b>		<b>692.0</b>	<b>698.9</b>	<b>723.0</b>	<b>719.4</b>	<b>Other</b>
	%		<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>Other</b>



## Management system certification

	Unit	2021	2022	2023	2024	2025	Reference
<b>EXTERNAL CERTIFICATION OF OUR MANAGEMENT SYSTEMS</b>							
<b>Percentage of production volume covered</b>							
ISO 14001	%	83	85	87	87	86	Other
ISO 9001	%	85	85	87	87	86	Other
ISO 50001	%	54	63	68	70	75	Other
ISO 45001	%	82	86	89	89	87	Other
ISO 27001	%	Newly reported in 2022	0	3	4	4	Other

## Value added statement

	Unit	2021	2022	2023	2024	2025	Reference
Sales	Million Euros	20,066	22,397	21,514	21,586	20,495	Other
	%	98	95	98	96	97	Other
Other income	Million Euros	391	1,203	438	822	625	Other
	%	2	5	2	4	3	Other
<b>Total sales / income</b>	<b>Million Euros</b>	<b>20,457</b>	<b>23,600</b>	<b>21,952</b>	<b>22,408</b>	<b>21,120</b>	<b>Other</b>
	<b>%</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>100</b>	<b>Other</b>
Cost of materials	Million Euros	9,697	1,166	9,768	9,102	8,502	Other
	%	47	49	45	41	40	Other
Depreciation	Million Euros	978	875	921	826	678	Other
	%	5	4	4	4	3	Other
Other expenses	Million Euros	4,052	5,435	5,352	5,540	5,192	Other
	%	20	23	24	25	25	Other
<b>Value added</b>	<b>Million Euros</b>	<b>5,730</b>	<b>5,624</b>	<b>5,911</b>	<b>6,940</b>	<b>6,748</b>	<b>Other</b>
	<b>%</b>	<b>28</b>	<b>24</b>	<b>27</b>	<b>31</b>	<b>32</b>	<b>Other</b>



	Unit	2021	2022	2023	2024	2025	Reference
<b>Value added – of which received</b>							
Employees	Million Euros	3,450	3,729	3,775	3,960	3,790	Other
	%	60	66	64	57	56	Other
Central and Local Government	Million Euros	561	479	595	733	710	Other
	%	10	9	10	11	11	Other
Interest Expense	Million Euros	89	162	201	215	190	Other
	%	2	3	3	3	3	Other
Shareholders	Million Euros	798	776	771	850	837	Other
	%	14	14	13	12	12	Other
Minority Shareholders	Million Euros	-5	-5	22	25	23	Other
	%	0	0	0	0	0	Other
Reinvested in the company	Million Euros	836	483	547	1,157	1,198	Other
	%	15	9	9	17	18	Other

## Business ethics

	Unit	2021	2022	2023	2024	2025	Reference
<b>INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS</b>							
Reported and addressed incidents of discrimination, including harassment	Number	Newly reported indicator since 2024			12	15	CSRD S1-17
Warnings related to compliance violations	Number	4	10	11	18	9	CSRD S1-17
Terminations related to compliance violations	Number	27	29	29	23	31	CSRD S1-17
Complaints reported through our whistleblowing system	Number	Newly reported indicator since 2024			208	259	CSRD S1-17
Total amount of fines, penalties, and compensation for damages as a result of incidents and complaints	Number	Newly reported indicator since 2024			0	0	CSRD S1-17



## Supply chain transparency

	Unit	2021	2022	2023	2024	2025	Reference
<b>VALUE CHAIN TRANSPARENCY<sup>1</sup></b>							
Transparency and traceability for palm and palm kernel oil <sup>2</sup>	%	84	89	89	95	95	CSRD E4-4
Traceability to refinery	%	Newly reported indicator since 2024			95	95	CSRD E4-4
Traceability to mill	%	84	89	89	94	93	CSRD E4-4
Traceability to plantation	%	42	50	52	65	79	CSRD E4-4

<sup>1</sup> The data for a year are based on the supplier data for the prior year.

<sup>2</sup> Percentage of purchased palm oil, palm kernel oil and their derivatives traceable to the refinery, mill or plantation



## Governance

	Unit	2021	2022	2023	2024	2025	Reference
<b>GOVERNANCE STRUCTURE AND DIVERSITY</b>							
<b>Number of Management Board members</b>	Number	6	5	5	5	5	CSRD ESRS 2
thereof male	Number	5	4	4	4	4	CSRD ESRS 2
thereof female	Number	1	1	1	1	1	CSRD ESRS 2
<b>Number of Supervisory Board members</b>	Number	16	16	16	16	16	CSRD ESRS 2
<b>Number of shareholder representatives serving on the Supervisory Board</b>	Number	8	8	8	8	8	CSRD ESRS 2
thereof male	Number	5	5	5	4	4	CSRD ESRS 2
thereof female	Number	3	3	3	4	4	CSRD ESRS 2
<b>Number of employee representatives serving on the Supervisory Board</b>	Number	8	8	8	8	8	CSRD ESRS 2
thereof male	Number	4	4	5	5	5	CSRD ESRS 2
thereof female	Number	4	4	3	3	3	CSRD ESRS 2
<b>Number of Shareholders' Committee members</b>	Number	10	10	10	10	10	CSRD ESRS 2
thereof male	Number	9	9	9	9	8	CSRD ESRS 2
thereof female	Number	1	1	1	1	2	CSRD ESRS 2
<b>NUMBER OF COMMITTEE MEETINGS ON SUSTAINABILITY MATTERS</b>							
<b>Administrative, management, and supervisory bodies</b>							
Management Board	Number	Newly reported indicator since 2024			11	7	CSRD ESRS 2
Sustainability Council	Number	Newly reported indicator since 2024			6, plus 5 special sessions related to the CSRD implementation	6	CSRD ESRS 2
Shareholders' Committee	Number	Newly reported indicator since 2024			2	3	CSRD ESRS 2
Supervisory Board	Number	Newly reported indicator since 2024			1	3	CSRD ESRS 2
Audit Committee	Number	Newly reported indicator since 2024			3	2	CSRD ESRS 2
Sustainability Committee	Number	Newly reported indicator since 2024			2	4	CSRD ESRS 2

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# 150 YEARS

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