



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)				– 20 %	– 28 %
	– 90 % absolute Scope 1, 2, 3 GHG emissions (2045; vs. 2021)				– 21 %	– 29 %
	– 100 million tons of CO ₂ with customers, consumers and suppliers (2016–2025)	> 68 million	> 78 million	> 89 million	> 100 million	Achieved since 2024
 CIRCULARITY	No plastic waste into nature	–	–	–	–	–
	> 30 % share of recycled plastic for all packaging of our consumer goods products (2025)	16 %	16 %	20 %	25 %	28 %
	100 % of packaging designed for recycling or reusability ¹ (2025)	86 %	87 %	87 %	89 %	88 %
	– 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 ² 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 %	98 %
	100 % palm and palm kernel oil responsibly sourced and certified or externally verified (2025)	93 %	89 %	96 %	97 %	98 %
 EQUITY	Gender parity across all management levels (2025)	37.8 %	38.3 %	39.5 %	41.9 %	43.2 %
	Improve livelihoods of smallholder farmers and protection of nature	~ 36,400 smallholders	~ 38,500 smallholders	> 39,300 smallholders	~ 39,700 smallholders	> 39,900 smallholders
 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	Achieved since 2022
 WELLBEING	Shape the future of work for our company and employees	–	–	–	–	–
	+ 60 % safer per million hours worked (2025; vs. 2010)	+ 42 %	+ 42 %	+ 42 %	+ 47 %	+ 59 %
	Reach > 90 % of our employees with global health campaigns (each year)	> 90 %	> 90 %	> 90 %	> 90 %	> 90 %
 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 %	+ 195 %
 TRANSPARENCY	100 % transparency and traceability for palm and palm kernel oil (2025) ³	84 %	89 %	89 %	95 %	95 %

¹ Excl. products where ingredients or residue may affect recyclability or pollute recycling streams. | ² Water withdrawal from surface waters, groundwater and water from third parties for own production. | ³ 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
ENERGY							
Energy consumption and energy mix							
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
Total fossil energy consumption	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
Total energy consumption from nuclear sources	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
Total renewable energy consumption	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

TABLE CONTINUED ON NEXT PAGE

	Unit	2021	2022	2023	2024	2025	Reference
Share of acquired electricity compared to overall acquired electricity							
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
Breakdown of energy production from non-renewable and renewable sources							
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
Energy intensity							
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
GHG EMISSIONS							
Gross GHG emissions of categories Scope 1, 2, and 3 and total GHG-emissions							
Scope 1 GHG emissions							
Gross Scope 1 GHG emissions excluding biogenic CO₂ emissions¹	t CO ₂ 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 ¹	t CO ₂ 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 ₂ 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
Scope 2 GHG emissions							
Gross location-based Scope 2 GHG emissions	t CO ₂ e	330,837	321,516	310,970	320,897	320,779	CSRD E1-6
Gross market-based Scope 2 GHG emissions	t CO ₂ e	160,242	121,800	71,074	55,988	34,824	CSRD E1-6
Scope 1 and 2 GHG emissions							
Scope 1 and 2 GHG emissions SBTi target scope ¹	t CO ₂ e	778,331	664,319	560,329	461,609	392,674	CSRD E1-6
Significant Scope 3 GHG emissions							
Total gross indirect (Scope 3) GHG emissions	t CO ₂ 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 ₂ 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 ₂ 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 ₂ e	8,997,901	8,026,191	6,735,861	6,984,857	6,599,931	CSRD E1-6
1 Purchased packaging materials ²	t CO ₂ 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 ₂ e	2,908,196	2,550,313	2,496,199	2,733,213	2,246,536	CSRD E1-6
2 Capital goods	t CO ₂ 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 ₂ e	315,895	282,699	239,603	235,407	202,029	CSRD E1-6
4 Upstream transportation and distribution	t CO ₂ e	1,096,389	933,521	858,292	818,920	789,565	CSRD E1-6
5 Waste generated in operations	t CO ₂ e	72,620	97,746	76,596	39,111	47,057	CSRD E1-6
6 Business travel	t CO ₂ e	14,044	38,606	48,897	56,818	58,559	CSRD E1-6
7 Employee commuting	t CO ₂ e	47,221	45,050	42,432	42,003	40,797	CSRD E1-6
8 Upstream leased assets	t CO ₂ e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
9 Downstream transportation and distribution	t CO ₂ e	66,708	62,452	60,063	67,170	69,089	CSRD E1-6
10 Processing of sold products	t CO ₂ e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
11 Use of sold products	t CO ₂ e	27,901,312	24,196,639	21,258,787	20,552,822 ³	20,495,907	CSRD E1-6
12 End-of-life treatment of sold products ²	t CO ₂ 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 ₂ e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
14 Franchises	t CO ₂ e	n/a	n/a	n/a	n/a	n/a	CSRD E1-6
15 Investments	t CO ₂ e	15,909	15,909	17,485	25,364 ⁴	36,817	CSRD E1-6
Total GHG emissions							
Total GHG emissions (location-based)	t CO ₂ 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 ₂ 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 ₂ e	18,768,446	16,824,894	14,730,279	14,911,095	13,352,035	CSRD E1-6
Biogenic emissions							
Biogenic CO ₂ emissions from stationary and mobile combustion (Scope 1) ¹	t CO ₂ e	24,683 ⁵	46,473	42,874	68,681 ⁵	74,774	CSRD E1-6

¹ 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.

² 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.

³ Update of the figure for FY2024 (old: 23,163,822 t CO₂e) 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.

⁴ Update of the figure for FY2024 (old: 88,127 t CO₂e) 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.

⁵ Update of the figure for FY 2021 (old: n.a.) and FY 2024 (old: 73,556 t CO₂e) 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
GHG intensity							
Net revenue from activities in high climate impact sectors ¹ 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 ₂ e	Newly reported indicator since 2024			35,728,826	34,133,897	CSRD E1-6
Location-based GHG intensity based on net revenue	t CO ₂ e / Million Euros	Newly reported indicator since 2024			1,655	1,666	CSRD E1-6
Market-based GHG emissions	t CO ₂ e	Newly reported indicator since 2024			35,463,917	33,847,942	CSRD E1-6
Market-based GHG intensity based on net revenue	t CO ₂ e / Million Euros	Newly reported indicator since 2024			1,643	1,652	CSRD E1-6

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

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

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

³ Target has been replaced by new SBTi target, we only disclose 2024 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 com- pared to base year (%N / base year)	2030 target	2045 target	Annual % target / base year	Reference
SCIENCE-BASED TARGETS										
SBTi Targets										
Reduction of absolute Scope 1 and Scope 2 GHG emissions (vs. 2021)	%						-42			CSRD E1-4
Reduction of absolute Scope 3 GHG emissions (vs. 2021)	%						-30			CSRD E1-4
Reduction of absolute Scope 1, 2, and 3 GHG emissions (vs. 2021) – net-zero target	%							-90		CSRD E1-4
GHG emissions										
Scope 1 and 2 GHG emissions										
Scope 1 and 2 GHG emissions SBTi target scope	t CO ₂ e	778,331	461,609	392,674	-14.9	-49.5	451,432	n/a	4.7%	CSRD E1-6
Significant Scope 3 GHG emissions										
Scope 3 GHG emissions SBTi target scope	t CO ₂ e	17,990,115	14,449,486	12,959,361	-10.3	-28.0	12,593,080	n/a	3.3%	CSRD E1-6
Total GHG emissions										
Total GHG emissions SBTi target scope	t CO ₂ e	18,768,446	14,911,095	13,352,035	-10.5	-28.9	n/a	1,876,845	3.8%	CSRD E1-6
Emission reduction targets: levers to achieving emission reduction										
Contributions of the Scope 1 and 2 levers to achieving emission reduction targets										
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
Contributions of the Scope 3 levers to achieving emission reduction targets										
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
RESOURCE INFLOWS							
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
PACKAGING MATERIALS¹							
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

¹ 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
RESOURCE OUTFLOWS							
Total amount of waste generated	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 ²	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 ¹	CSRD E5-5
Non-hazardous waste							
Total amount of non-hazardous waste	Metric tons	109,543	113,460	120,378	100,932	97,501	CSRD E5-5
Non-hazardous waste diverted from disposal	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
Non-hazardous waste directed for disposal	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
Hazardous waste							
Total amount of hazardous waste	Metric tons	28,340	33,008	30,878	30,776	25,553	CSRD E5-5
Hazardous waste diverted from disposal	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
Hazardous waste directed for disposal	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
Radioactive waste							
Total amount of radioactive waste	Metric tons	n/a	n/a	n/a	n/a	n/a	CSRD E5-5
Non-recycled waste							
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

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

² 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 ¹	1,000 metric tons			Newly reported indicator since 2024	222	197	CSRD E4-4
Share of recycled wood-based packaging ¹	%			Newly reported indicator since 2024	64	68	CSRD E4-4
Share of certified non-recycled wood-based packaging ¹	%			Newly reported indicator since 2024	34	30	CSRD E4-4

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

Water

	Unit	2021	2022	2023	2024	2025	Reference
METRICS WATER							
Total water consumption	m ³	4,814,511	4,623,457	4,180,480	3,858,063	3,721,666	CSRD E3-4
Total water withdrawal	m ³	7,985,025	7,771,290	6,783,473	6,727,625	6,568,000	CSRD E3-4
Total blue water withdrawal intensity ¹ per ton of product	m ³ / tons	0.92	0.96	0.95	0.96	0.96	CSRD E3-4
Total water consumption intensity per million euros net revenue	m ³ / Million euros	240	206	194	179	182	CSRD E3-4
Total water recycled and reused	m ³	Newly reported indicator since 2024			736,380 ²	606,818	CSRD E3-4
Total water stored	m ³	Newly reported indicator since 2024			131,779	63,929	CSRD E3-4
Water consumption in areas of water stress	m ³	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 ³	Newly reported indicator since 2024			1,810,369	1,736,099	CSRD E3-4
Water consumption in areas at water risk	m ³	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 ³	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 ³	Newly reported indicator since 2024			954,297	947,352	CSRD E3-4
Total wastewater	m ³	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

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

² Update of the figure for FY2024 (old: 778,210 m³) 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
EMISSIONS TO AIR¹							
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

¹ 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 ¹	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

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

Thriving Communities

Own workforce

	Unit	2021	2022	2023	2024	2025	Reference
TOTAL NUMBER OF EMPLOYEES¹ BY GENDER							
Number of employees	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
TOTAL NUMBER OF PERMANENT EMPLOYEES, TEMPORARY EMPLOYEES, AND NON-GUARANTEED HOURS EMPLOYEES, BY GENDER²							
Number of permanent employees¹	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
Number of temporary employees¹	Headcount	5,450	5,300	4,700	4,850	5,000 ¹	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
Number of non-guaranteed hours employees¹	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

TABLE CONTINUED ON NEXT PAGE

	Unit	2021	2022	2023	2024	2025	Reference
Total number of employees ¹ per region							
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
Total number of employees ¹ by country ³							
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
Total number of employees level							
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 ⁴	%	1.4	1.5	1.5	1.5	1.5	CSRD S1-6
EMPLOYEE FLUCTUATION							
Number of employees who have left the Company	Headcount	Newly reported indicator since 2024			6,250	5,350	CSRD S1-6
Turnover rate	%	Newly reported indicator since 2024			13.1	11.3	CSRD S1-6
Voluntary turnover rate ⁵	%	7.1	7.8	6.0	5.2	4.7	Other
PART-TIME EMPLOYEES *							
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) ⁶	Headcount	499	469	462	464	478	Other
Average number of training days ⁷	Days	2.3	2.2	2.5	2.7	2.5	Other
Average number of training hours ⁷	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 ⁸	%	49.5	49.0	49.5	48.1	49.4	CSRD S1-8
Germany ⁸	%	82.2	84.1	83.8	83.3	83.1	CSRD S1-8

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

² Due to rounding differences, the sum of employees by gender does not necessarily equal the total number reported in this table.

³ Corporate Senior Vice Presidents, Management Circles I and IIa.

⁴ Accounting for at least 10 percent of Henkel's total workforce.

⁵ Based on employee resignations.

⁶ Initial vocational training includes trainees and Bachelor students.

⁷ 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.

⁸ 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
AGE AND SENIORITY							
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
Distribution of employees by age group *							
Under 30 years	Headcount ¹	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 ¹	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 ¹	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
Total	Headcount ¹	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
NATIONALITIES							
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.							
GENDER DISTRIBUTION AT TOP MANAGEMENT² LEVEL							
Male	Headcount ^{1,4}	550	500	500	450	450	CSRD S1-9
	%	72.4	70.4	69.3	65.5	63.5	CSRD S1-9
Female	Headcount ^{1,4}	200	200	200	250	250	CSRD S1-9
	%	27.6	29.6	30.7	34.5	36.5	CSRD S1-9
Other	Headcount ¹	Newly reported indicator since 2024			–	–	CSRD S1-9
	%				–	–	CSRD S1-9
Not disclosed	Headcount ¹	Newly reported indicator since 2024			–	–	CSRD S1-9
	%				–	–	CSRD S1-9
Total	Headcount ¹	750	750	700	700	700	CSRD S1-9
PERCENTAGE OF WOMEN / GENDER DISTRIBUTION							
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 ²	%	27.6	29.6	30.7	34.5	36.5	CSRD S1-9
ADEQUATE WAGES							
Share of employees who receive an adequate wage in accordance with applicable standards	%	Newly reported indicator since 2024			100	100	CSRD S1-10
RENUMERATION METRICS							
Unadjusted gender pay gap ³	%	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

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

² Corporate Senior Vice Presidents, Management Circles I and IIa.

³ Excluding the remuneration of the Management Board, as it does not constitute employees.

⁴ 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
RECORDABLE WORK-RELATED ACCIDENTS							
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
LOST TIME INCIDENT RATE							
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
FATALITIES AS A RESULT OF WORK-RELATED INJURIES							
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
HEALTH & SAFETY MANAGEMENT SYSTEM							
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.
------	---

Employee engagement

	Unit	2021	2022	2023	2024	2025	Reference
SOCIAL ENGAGEMENT							
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
PROJECTS SUPPORTED PER UNITED NATIONS SUSTAINABLE DEVELOPMENT GOAL							
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 ¹	Other
Dividend per preferred share	Euros	1.85	1.85	1.85	2.04	2.07 ¹	Other

¹ 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
SALES PERFORMANCE BY REGION									
Sales 2025 ¹	Million Euros	7,882	2,135	5,424	1,492	3,411	151	20,495	Other
Sales 2024 ¹	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

¹ By location of company.

EU Taxonomy

	Unit	2021	2022	2023	2024	2025	Reference
Proportion of CapEx from products or services associated with Taxonomy-aligned economic activities							
A. TAXONOMY-ELIGIBLE ACTIVITIES							
A.1 Environmentally sustainable activities (Taxonomy-aligned)							
CapEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros		0	6.8	7.2	7.9	Other
	%		0	1	1	1	Other
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)							
CapEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros		226.4	208.4	377.1	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. TAXONOMY NON-ELIGIBLE ACTIVITIES							
CapEx of Taxonomy non-eligible activities	Million Euros		624.6	648.0	891.1	524.0	Other
	%		73	75	70	62	Other
Total	Million Euros		851.0	863.2	1,275.4	843.6	Other
	%		100	100	100	100	Other

	Unit	2021	2022	2023	2024	2025	Reference
Proportion of turnover from products or services associated with Taxonomy-aligned economic activities							
A. TAXONOMY-ELIGIBLE ACTIVITIES							
A.1 Environmentally sustainable activities (Taxonomy-aligned)							
Turnover of environmentally sustainable activities(Taxonomy-aligned) (A.1)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)							
Turnover of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros		0	0	0	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. TAXONOMY NON-ELIGIBLE ACTIVITIES							
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
Total	Million Euros		22,397.0	21,513.8	21,585.9	20,494.6	Other
	%		100	100	100	100	Other

	Unit	2021	2022	2023	2024	2025	Reference
Proportion of OpEx from products or services associated with Taxonomy-aligned economic activities							
A. TAXONOMY-ELIGIBLE ACTIVITIES							
A.1 Environmentally sustainable activities (Taxonomy-aligned)							
OpEx of environmentally sustainable activities (Taxonomy-aligned) (A.1)	Million Euros		0	0	0	0	Other
	%		0	0	0	0	Other
A.2 Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities)							
OpEx of Taxonomy-eligible but not environmentally sustainable activities (not Taxonomy-aligned activities) (A.2)	Million Euros		0	0	0	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. TAXONOMY NON-ELIGIBLE ACTIVITIES							
OpEx of Taxonomy non-eligible activities	Million Euros		692.0	698.9	723.0	719.4	Other
	%		100	100	100	100	Other
Total	Million Euros		692.0	698.9	723.0	719.4	Other
	%		100	100	100	100	Other

Management system certification

	Unit	2021	2022	2023	2024	2025	Reference
EXTERNAL CERTIFICATION OF OUR MANAGEMENT SYSTEMS							
Percentage of production volume covered							
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
Total sales / income	Million Euros	20,457	23,600	21,952	22,408	21,120	Other
	%	100	100	100	100	100	Other
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
Value added	Million Euros	5,730	5,624	5,911	6,940	6,748	Other
	%	28	24	27	31	32	Other

	Unit	2021	2022	2023	2024	2025	Reference
Value added – of which received							
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
INCIDENTS, COMPLAINTS AND SEVERE HUMAN RIGHTS IMPACTS							
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
VALUE CHAIN TRANSPARENCY¹							
Transparency and traceability for palm and palm kernel oil ²	%	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

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

² 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
GOVERNANCE STRUCTURE AND DIVERSITY							
Number of Management Board members	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
Number of Supervisory Board members	Number	16	16	16	16	16	CSRD ESRS 2
Number of shareholder representatives serving on the Supervisory Board	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
Number of employee representatives serving on the Supervisory Board	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
Number of Shareholders' Committee members	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
NUMBER OF COMMITTEE MEETINGS ON SUSTAINABILITY MATTERS							
Administrative, management, and supervisory bodies							
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