



HENKEL HIGHLIGHTS

20
24



Henkel

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ABOUT HENKEL

Fritz Henkel founded our company in 1876. With our business units – Adhesive Technologies and Consumer Brands – we hold leading market positions in both the industrial and consumer goods businesses. The products and technologies marketed under our strong brands – such as Loctite, Schwarzkopf and Persil – are an essential part of daily life for people in more than 100 countries.

Our purpose expresses what unites us all at Henkel: Pioneers at heart for the good of generations. We are a diverse team of around 47,000 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 long-standing legacy of innovation, responsibility and sustainability into the future.



OUR PURPOSE

Pioneers at heart
for the good
of generations

OUR VALUES

We put our
**customers and
consumers** at the
center of what
we do.

We value, challenge
and reward our
people.

We drive excellent
sustainable **financial
performance.**

We are committed
to leadership
in **sustainability.**

We shape our
future with a strong
entrepreneurial
spirit based on our
family business
tradition.



OUR VISION

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

HENKEL 2024

SUCCESS WITH BRANDS
AND TECHNOLOGIES FOR

148

YEARS

TWO
BUSINESS UNITS

**ADHESIVE
TECHNOLOGIES &
CONSUMER
BRANDS**

OUR TOP BRANDS

LOCTITE


Schwarzkopf

Persil

EMPLOYEES
FROM 126 NATIONS

47,150

SHARE OF
FEMALE MANAGERS

41.9%

REDUCED SCOPE 1, 2, 3
GREENHOUSE GAS
EMISSIONS (GHG)¹

-20%

SHARE OF RECYCLED
PLASTIC FOR ALL PACKAGING
OF OUR CONSUMER GOODS
PRODUCTS

25%

¹ Compared to the base year 2021.

161

PRODUCTION SITES
AROUND THE WORLD

SALES

€ 21.6 bn

HEADQUARTERED IN

Düsseldorf

53

COUNTRIES IN WHICH
WE PRODUCE

SHAPING OUR **FUTURE**

We shape our future on the basis of a long-term strategic framework that builds on our purpose and our values.

Our strategic framework 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.

The key elements of our strategic framework are a winning portfolio, clear competitive edge in the areas of innovation, sustainability and digitalization, and future-ready operating models – underpinned by a strong foundation of a collaborative culture and empowered people.

PURPOSEFUL **GROWTH**

WINNING
PORTFOLIO

COMPETITIVE EDGE

INNOVATION

SUSTAINABILITY

DIGITALIZATION

FUTURE-READY
**OPERATING
MODELS**

COLLABORATIVE CULTURE &
EMPOWERED **PEOPLE**

OUR SUSTAINABILITY STRATEGY

Sustainable business practices have been an integral part of our company culture for decades and are a central element of our vision of the future. With our **2030+ Sustainability Ambition Framework**, we have set ourselves the high ambition to achieve a “transformational impact for the good of generations.” The approach integrates all three dimensions of ESG into our vision for sustainability: **Regenerative Planet, Thriving Communities** and **Trusted Partner**.

This frames our global sustainability strategy – with clear ambitions and goals that we want to achieve in this decade. We will actively drive the transformation to a sustainable economy and society, help protect and regenerate nature, contribute to strong communities, and strengthen the trust of our stakeholders.

In doing so, we are building on our strengths: the innovative power of our business units, the extensive knowledge of our employees, and the multiple points of contact of our products with customers and consumers.

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



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.



COLLABORATION

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

PRODUCTS

PEOPLE

PARTNERSHIPS

KEY FINANCIALS

2024

SALES

€ **21.6** bn

ADJUSTED² OPERATING PROFIT (EBIT)

€ **3,089** m

ADJUSTED² EARNINGS PER PREFERRED SHARE

€ **5.36**

ORGANIC SALES GROWTH

2.6%

ADJUSTED² RETURN ON SALES (EBIT MARGIN)

14.3%

DIVIDEND PER PREFERRED SHARE³

€ **2.04**

SALES BY BUSINESS UNIT

51%

48%

1%

ADHESIVE
TECHNOLOGIES

CONSUMER
BRANDS

CORPORATE¹

SALES BY REGION⁴

NORTH AMERICA

28%

EUROPE

37%

LATIN
AMERICA

8%

IMEA⁵

11%

ASIA-PACIFIC

16%

¹ Corporate = sales and services not assignable to the individual business units.

² Adjusted for one-time expenses and income, and for restructuring expenses.

³ Proposal to shareholders for the Annual General Meeting on April 28, 2025.

⁴ Including 1% Corporate.

⁵ India, Middle East, Africa.

PROGRESS IN SUSTAINABILITY 2024

EXCELLENT
PERFORMANCE IN
RATINGS AND
RANKINGS



CO₂ EMISSIONS FROM OUR PRODUCTION
PER TON OF PRODUCT (VS. 2017)

-64%

WATER WITHDRAWAL PER TON
OF PRODUCT¹ (VS. 2010)

-23%

PRODUCT WASTE PER TON
OF PRODUCT (VS. 2010)

-39%

SAFER PER MILLION HOURS
WORKED (VS. 2010)

+47%

¹ Water for production: surface water, groundwater and water from third parties.

ADHESIVE TECHNOLOGIES

Our Adhesive Technologies business unit leads the global market with technologies for adhesives, sealants and functional coatings – for industry, consumers and craftsmen. As experts for industrial applications in over 800 industry segments, we work closely with our customers and partners. Based on our broad technology portfolio and our strong innovative power, we continuously develop customized solutions in our Mobility & Electronics, Packaging & Consumer Goods, and Craftsmen, Construction & Professional business areas.

www.henkel.com/adhesive-technologies

TOP BRANDS

LOCTITE

TECHNOMELT

BONDERITE

KEY FINANCIALS 2024

Sales

€ **10,970** m

Organic sales growth

2.4%

Adjusted¹ operating profit (EBIT)

€ **1,817** m

Adjusted¹ return on sales (EBIT margin)

16.6%

¹ Adjusted for one-time expenses and income, and for restructuring expenses.

FUELING THE FUTURE

As part of our Battery Engineering Center, the new Battery Test Center expands our competencies in the field of electric mobility and strengthens our leading position as a design and innovation partner for automotive manufacturers and battery producers.

At the state-of-the-art facility, our experts perform a wide range of tests on battery systems to help our partners develop safer and more powerful batteries.

By creating digital twins and digital material cards, scenarios for batteries can be simulated and validated in the real-world system. In this way, we accelerate development cycles, promote the recyclability of batteries and drive forward solutions for emission-free mobility.





NEW **STANDARDS** FOR MORE **SUSTAINABLE** **PACKAGING** WITH OUR **ADHESIVE INNOVATIONS**

Packaging, especially in the food industry, must meet high standards for manufacturers and consumers. Our high-performance hot melt adhesive Technomelt Supra 079 Eco Cool combines the advantages of our proven Technomelt Supra Eco and Supra Cool series in one product and drives sustainability in two ways – in terms of raw materials and processing.

Thanks to a bio-based raw material content of at least 49 percent, the adhesive has a lower CO₂ footprint and at the same time leads to lower energy consumption in processing at our customers due to a reduction in the application temperature of up to 40 degrees Celsius.



END-TO-END TRANSPARENCY IN **ADHESIVE TECHNOLOGIES'** PRODUCT PORTFOLIO

We have set ourselves the goal of understanding the environmental impact of our products and making the data transparently accessible. The “Henkel Environmental Assessment Reporting Tool” (HEART) enables the automatic calculation of the greenhouse gas footprint of around 72,000 products. The new digital measurement platform maps the total cradle-

to-gate greenhouse gas emissions of a product, including raw materials, production, packaging and logistics. This end-to-end transparency, based on reliable data, as well as a consistent and certified calculation methodology according to leading international standards, is essential for improving the footprint of Henkel and that of our customers.

CONSUMER BRANDS

Our Consumer Brands business unit offers a multi-category platform for both the hair professional business and consumer brands, including a wide range of products and iconic brands such as Persil or Schwarzkopf. Our portfolio focuses on multiple consumer brands categories with an emphasis on the two core categories: Laundry & Home Care and Hair. Our portfolio also includes products for hairdressers who set new trends with their creations. In more than 60 countries, our experts are working on meeting the needs of consumers through leading research and development, our strong brands, and innovative and sustainable products.

www.henkel.com/consumer-brands

TOP BRANDS

Persil


Schwarzkopf



syoss

KEY FINANCIALS 2024

Sales

€ **10,467** m

Organic sales growth

3.0%

Adjusted ¹ operating profit (EBIT)

€ **1,419** m

Adjusted ¹ return on sales (EBIT margin)

13.6%

¹ Adjusted for one-time expenses and income, and for restructuring expenses.

WHERE CONSUMER TRENDS *TURN* INTO INNOVATIONS

We want to understand the needs of our consumers worldwide and respond to trends with innovative products. With the opening of our largest R&D center in Asia, we are creating a place where the expertise for our consumer businesses Laundry & Home Care and Hair comes together.

The Asia R&D Center for Consumer Brands in Shanghai contributes to the agile development of product innovations based on local consumer habits and on insights across eleven markets in Asia. State-of-the-art equipment and comprehensive testing capabilities allow Henkel's expert teams to innovate from consumer research to packaging design.





IMPROVING THE LONGEVITY OF TEXTILES

Our iconic brand Perwoll has long since moved from being known as laundry care for wool to covering all kinds of textiles and colors. Its Triple Renew technology combines gentle cleansing, active care and innovative enzyme technology to preserve the colors of clothing. The renewal effect on the fibers is visible after ten washes, thus promoting the longevity of textiles.

To raise awareness of more sustainable fashion, Perwoll works with partners such as Sellpy, one of Europe's largest second-hand online shops, and is committed to keeping clothes in circulation for longer. Together with the NGO Remake that campaigns against fast fashion, Perwoll wants to encourage more people to take their favorite pieces out of their wardrobes more often. To this end, the brand supports the global #NoNewClothes Challenge, which encourages people to refrain from buying new clothes for three months.



OUR CONTRIBUTION *TO* ACHIEVING A CIRCULAR ECONOMY *FOR* PACKAGING

Our goal is to reduce the amount of packaging material as much as possible, increase the percentage of recycled material and make all packaging recyclable – without compromising the quality, performance or safety of our products. In Europe, we have continuously increased the proportion of recyclate in our packaging for liquid detergents and in products from the Hair category – for

example in well-known brands such as Persil, Weißer Riese, Spee and Gliss. The bottle bodies are recyclable and the proportion of post-consumer recyclate amounts to at least 50 percent. In North America, the recycled content in the bottle body for the liquid hand soap of the Dial brand has been increased to 100 percent.

CLIMATE

Climate change is one of the biggest challenges of our time. Henkel is committed to achieving the 1.5 degree Celsius target of the Paris Climate Agreement. For this reason, we established a “net-zero roadmap” in 2024. Our short-term targets, as well as a net-zero target to reduce greenhouse gas (GHG) emissions along the value chain, have been validated by the Science Based Targets initiative (SBTi).

We commit to reducing our absolute Scope 1 and 2 GHG emissions by 42 percent and our absolute Scope 3 GHG emissions by 30 percent (compared to 2021) by 2030. And we are committed to reducing our absolute Scope 1, 2 and 3 GHG emissions by 90 percent (compared to 2021) by 2045.¹

Net-zero defines the point where all greenhouse gas (GHG) emissions caused by human activity are balanced out by removing the same volume of emissions from our planet’s atmosphere over a specific period of time. In other words, net-zero is a state of equilibrium.



REDUCED SCOPE 1 & 2
GHG EMISSIONS¹

-41%

REDUCED SCOPE 3
GHG EMISSIONS¹

-19%

REDUCED SCOPE 1, 2 & 3
GHG EMISSIONS¹

-20%

ENERGY FROM RENEWABLE
SOURCES

47%

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

¹ Figures relate to the 2024 fiscal year compared to the 2021 base year.

The image is a vertical collage of three photographs. The top photograph shows a white wind turbine against a clear blue sky. The middle photograph shows a large array of blue solar panels. The bottom photograph shows a dense forest of green trees. The text 'OUR NET-ZERO ROADMAP' is overlaid on the right side of the collage.

OUR **NET-ZERO** ROADMAP

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

To reduce emissions that result directly from our own operations, we focus on increasing energy efficiency, the use of renewable energies and the procurement of sustainable fuels. Wherever possible, we install solar panels and biomass boilers in our facilities to generate clean, renewable energy directly at source.

www.henkel.com/sustainability/regenerative-planet/climate

TRUSTED PARTNER

Our company's success story has been made possible by best-in-class products that are safe to use. That's how we've earned the trust of our customers and consumers – and we repeatedly earn this trust by creating safe and sustainable innovations.

We work with partners along the value chain to maximize the impact of our sustainability activities. Open communication is the key to trusting relationships. For many years, Henkel has therefore relied on transparent reporting and constructive dialog with our stakeholders on topics such as resource-efficient innovations, responsible supply chains, sustainable financing and sustainable transformation.

www.henkel.com/sustainability/trusted-partner

KEY INDICATORS 2024

Around **97%**
of our purchasing volume¹
covered by Responsible
Sourcing Process

97%
palm (kernel) oil that has its
responsible sourcing certified
or externally confirmed

Around **3,200**
Henkel suppliers underwent a
TfS assessment or audit

€ **631** m
for research and development

¹ In the areas of packaging, raw materials and contract manufacturing.





WORKING TOGETHER FOR A **SUSTAINABLE SUPPLY CHAIN**

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

Another example of successful cooperation over more than ten years within the value chain is the collaboration with the international development organization Solidaridad to improve the livelihoods of smallholder farmers of palm (kernel) oil in Colombia, Ghana, Honduras, Indonesia, Mexico, Nicaragua and Nigeria.

RESPONSIBLE SOURCING

Our supplier base is one of our most important resources. It encompasses millions of workers around the world and is of high relevance since extensive dialog and close cooperation with our suppliers are essential for achieving sustainable business, process and production practices. With our responsible sourcing approach, we focus on sustainability aspects along our supply chains for the benefit of people and our planet.

Together with our partners, we have linked existing supplier finance programs worldwide to sustainability criteria in all regions. Participating suppliers benefit from lower financing costs the better their ESG profile is – measured by their ranking in EcoVadis. Beyond that, we are committed to 100-percent responsible sourcing together with our partners.



SUSTAINABLE FINANCE

We drive transformative change by creating more value for our stakeholders, successfully developing our business and acting sustainably for the benefit of current and future generations. Our sustainable finance initiatives are firmly anchored in our financial strategy. Our sustainable finance framework allows for the issuance of two types of bonds: sustainability-linked bonds and green bonds. For sustainability-linked bonds, the financing costs are linked to selected sustainability targets, while the proceeds of the green bonds are used for sustainable investments. With the three bonds outstanding in 2024 that are linked to sustainability criteria, and one green bond to avoid plastic waste, around 80 percent of Henkel's capital market financing is sustainability-related as measured by the repayment amount in euros.

www.henkel.com/investors-and-analysts

OUR PEOPLE

Our global team, consisting of around 47,000 employees with different backgrounds, experience and skills, is the basis for our success.

Entrepreneurial spirit is our heritage: We have the courage to change things and to constantly improve ourselves. Together, we are looking for new ways to reimagine and improve life with our innovative and sustainable brands and technologies.

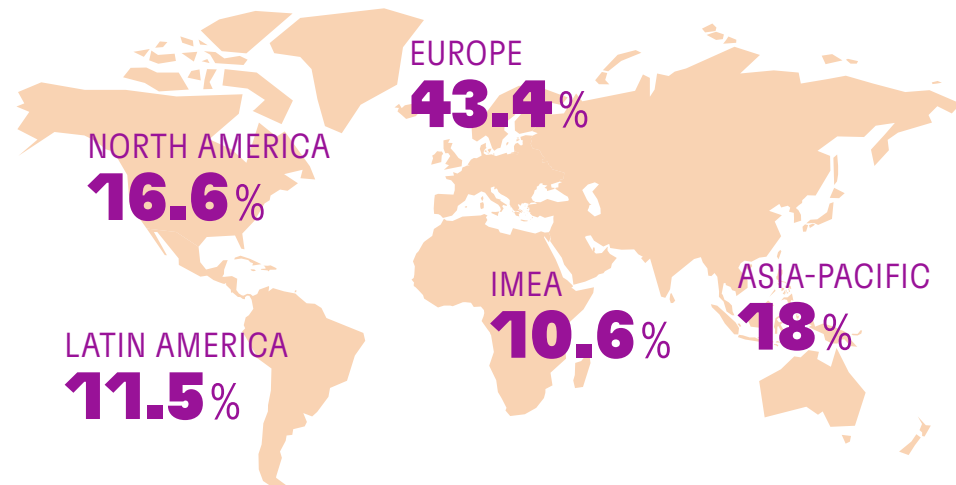
This is why we offer our employees extensive opportunities to learn, to gain a wide breadth of experience and to grow both professionally and personally.

www.henkel.com/careers

EMPLOYEES BY ACTIVITY¹



EMPLOYEES BY REGION¹



EMPLOYEES FROM 126 COUNTRIES

47,150

SHARE OF FEMALE MANAGERS

41.9 %

¹ As of December 31, 2024.

A photograph of a man with curly hair and a beard, wearing a pink shirt, sitting on a dark carpet and looking down at a young child. The child, a toddler with light brown hair, is wearing a blue and white striped long-sleeved shirt and white pants with small colorful patterns. The child is looking up at the man with a slight smile. The background is slightly blurred, showing a wooden chair and a radiator.

INSPIRED BY **FAMILY VALUES, DRIVEN BY A PIONEERING PURPOSE**

At Henkel, we foster a culture of belonging and strive for equal opportunity to realize the full potential of our diversity. This also includes equal access to benefits for all our colleagues. Therefore, we have introduced a global guideline for gender-neutral parental leave. The eight-week parental leave with full salary should be considered the minimum standard, complementing existing local practices and regulations. It serves as a crucial foundation for family-friendliness and greater gender equity, particularly in countries where parental leave opportunities are currently lacking. Based on the caregiver role, the guideline applies to all genders as well as any form of parenting, including adoptive or foster parents, same-sex couples or single parents.

THRIVING **COMMUNITIES**

We do everything we can to enable people to live a better life. Our social responsibility is to promote equity, strengthen diversity and respect human rights. We are committed to social progress, as well as access to and expansion of education worldwide, and provide assistance in emergency situations.

We are convinced that diversity is a great strength and that everybody deserves to feel valued. We are therefore dedicated to respecting human rights across our entire value chain. This begins with the constant strengthening of our corporate culture and mindset. We offer our employees the opportunity for lifelong learning and development, as well as an attractive and healthy working environment.

www.henkel.com/sustainability/thriving-communities



A photograph of three young adults, two women and one man, smiling and working on a hairdressing project. They are wearing black t-shirts with the 'SHAPING FUTURES' logo. The woman in the foreground is using a red hairbrush on a mannequin head. The man and another woman are looking on with interest. The background is a bright, indoor setting.

CREATING **FUTURE OPPORTUNITIES THROUGH EDUCATION**

We have also set ourselves the goal of promoting access to quality education and increasing the number of young people and adults with relevant skills and competencies. Shaping Futures is Schwarzkopf Professional's long-standing, global initiative, offering disadvantaged young adults the chance to learn the hairdressing profession and the basics of building a hairdressing business, and thus secure a livelihood.

Thanks to the voluntary commitment of hairdressers and our employees, more than 3,500 young adults have already been trained in more than 30 countries, including Australia, Georgia, Germany, the Philippines, Spain and Thailand.

**DARE
TO MAKE
AN IMPACT?**

AT **HENKEL**, WE **DARE**
TO **MAKE AN IMPACT.**

Where technologies meet consumer goods, you can really make an impact on people's wellbeing, on leading brands and on high-performing businesses across the globe. Your career with us means contributing to a more sustainable future. And it means growing in a vibrant and diverse culture of trust and belonging. We love courage and fresh ideas in teams who dare and care.

www.henkel.com/careers



MORE ABOUT HENKEL

Our website:

www.henkel.com

Our financial publications:

www.henkel.com/reports

Our sustainability publications:

www.henkel.com/sustainability/reports

Our career offers:

www.henkel.com/careers

HENKEL ON SOCIAL MEDIA



www.linkedin.com/company/henkel

www.instagram.com/henkel

www.facebook.com/henkel

www.youtube.com/henkel

SPOTLIGHT MAGAZINE

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

www.henkel.com/spotlight



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

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

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