

CLOSING THE LOOP: UNLOCKING THE FUTURE OF THE CIRCULAR ECONOMY

SEIJI ASAOKA, PRESIDENT OF HENKEL JAPAN, 17TH JUNE 2025

Henkel

AGENDA

01 Who we are

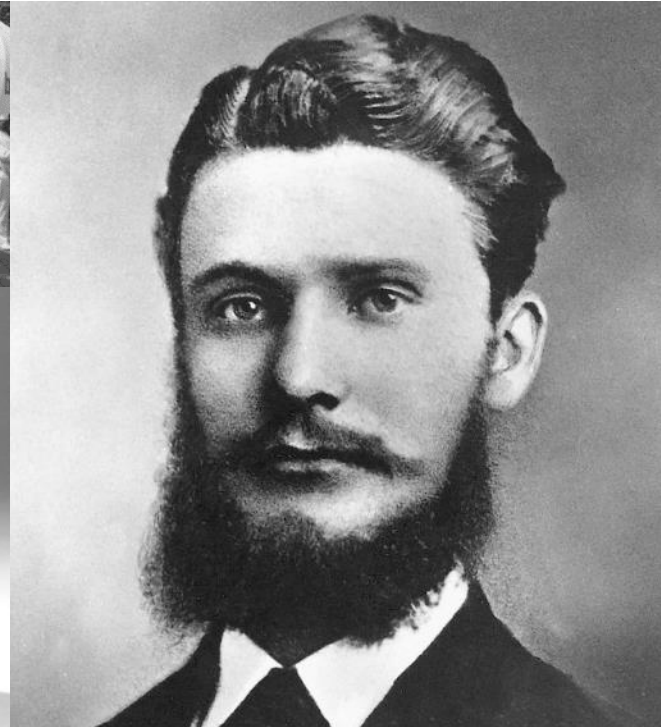
02 Our Sustainability Strategy

03 Targets and Achievements

PIONEERS *AT HEART*
FOR THE **GOOD**
OF **GENERATIONS**

FRITZ HENKEL – AN ENTREPRENEURIAL THINKER

In 1876, washing laundry was a very tiring task. Housewives spent a great deal of time and effort scrubbing dirty clothes on washboards. **Fritz Henkel saw a great social need here** and invented a self-activating detergent. With Henkel's bleaching soda, the days when washing clothes was hard labor, were over. The detergent factory Henkel & CIE was founded in Aachen, Germany, and with that: **Henkel was born.**



LEADING POSITIONS IN INDUSTRIAL AND CONSUMER BUSINESSES



ADHESIVE TECHNOLOGIES



CONSUMER BRANDS

LOCTITE

TECHNOMELT

BONDERITE

Persil

 **Schwarzkopf**



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 47,000 colleagues 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 shared values and leadership commitments guide our decisions and actions every day.



OUR STRATEGIC AGENDA FOR **PURPOSEFUL GROWTH**



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DRIVING TRANSFORMATION SUSTAINABILITY AS VALUE DRIVER

Topics like climate change, water, loss of biodiversity, circular economy, as well as human rights, are more pressing than ever – and underscore the **urgency of sustainable development**.

Henkel assumes its responsibility in meeting these global challenges, bringing about **transformational change** and in creating **more value for its stakeholders**.

Therefore, we actively

- drive the **transformation to a sustainable economy and society**,
- help to protect and regenerate the **natural environment**,
- contribute to **strong communities**,
- strengthen **trust with our stakeholders**.



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

Henkel

HIGHLIGHT AMBITIONS 2030+



**100% of packaging
designed for
recycling or
reusability
(2025)**



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



**Achieve net-zero
greenhouse gas
emissions
(2045)**



**Gender parity
across all
management levels
(2025)**



**100%
responsible
sourcing
together with our
partners**

OUR LEVERS FOR CHANGE



REGENERATIVE PLANET



THRIVING COMMUNITIES



TRUSTED PARTNER



Products & Technologies

Innovations along the value chain



People

Engagement & Capabilities



Partnerships

Implementation & Scale

PARTNERING FOR SUSTAINABILITY: OUR ENGAGEMENT IN MAJOR INDUSTRY FORUMS

PRESENT IN LEADING ALLIANCES, INITIATIVES & ASSOCIATIONS



ENGAGED IN SETTING SUSTAINABILITY STANDARDS



HIGH CREDIBILITY THROUGH EXTERNAL RATINGS



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CLOSING THE LOOP: DEBONDING SOLUTION EXAMPLES OF ADHESIVE TECHNOLOGIES

Multilayer Flexible Packaging



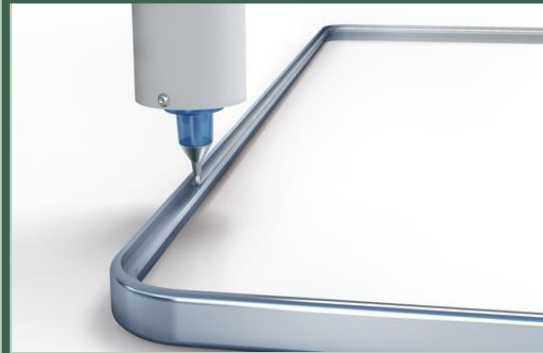
Optimized adhesives allow for **separation of layers**, allowing the materials to be reintroduced into the value chain.

EV Car Batteries



Developing next-generation materials to **enable the seamless disassembly** of batteries for repair, reuse, recycling and repurposing.

Handheld Devices



Fast-curing polyurethane-based reactive hot melt adhesives **allows for easy rework** while providing excellent impact resistance.



CLOSING THE LOOP: RECYCLING SOLUTION EXAMPLES OF ADHESIVE TECHNOLOGIES

Mono Material Package



Developed oxygen barrier coatings that enable flexible packaging of mono material for dried foods, thereby **contributing to material recycling** without compromising shelf life.

Enabling Paper Recycling



Hot melt adhesives made from 98% bio-based materials also **enable paper recycling**, contributing to a significant reduction in carbon footprint.

Stick Glue Pritt



Primary packaging containing up to 65% recycled plastic.

Formula consisting 97% of natural ingredients (including water) and using 100% renewable energy in production.

DRIVING CIRCULARITY AND CO2-REDUCTION WITH SUSTAINABLE PACKAGING



DESIGNED FOR RECYCLING:
Designed for circularity – fully recyclable packaging.

28.7% (Q4/2024) recycled plastic in



50% in bottle
body

100% in bottle
body

RECYCLED MATERIALS:
Leading the way in using recycled plastics in our packaging.



RENEWABLE MATERIALS:
Attributing renewable materials for the packaging of the cage.

DRIVING CIRCULARITY AND CO2-REDUCTION WITH SUSTAINABLE PACKAGING



COMPACTION: Smaller, space-saving packaging—same product, less waste



REFILLS:
Driving reuse and refill across the brands



PAPER-BASED SOLUTIONS:
Replacing plastic and using responsibly sourced paper alternatives

EXTERNAL RECOGNITION & TRANSPARENCY

STRONG LEGACY AND TRACK RECORD IN 2024



Henkel was recognized by Morningstar Sustainalytics as **top-rated company in “Household & Personal Products”**. We are classified in the **“Low Risk”** category.



Consistently very good results in ESG ratings and rankings*

In EcoVadis our **score remained the same** (vs. 2023), being awarded with the **Gold medal (Top 5%)**.

Note: Change in medal vs. 2023 due to a declined relative position in relation to all rated companies.



With the rating B, Henkel is amongst the **best performer in the consumer goods sector**.



*Henkel is also participating in ratings like CDP, MSCI, FTSE4Good.

THANK YOU.

