



# ADHESIVE TECHNOLOGIES

**Shape. Accelerate. Outperform.**

Henkel Investor & Analyst Day 2019

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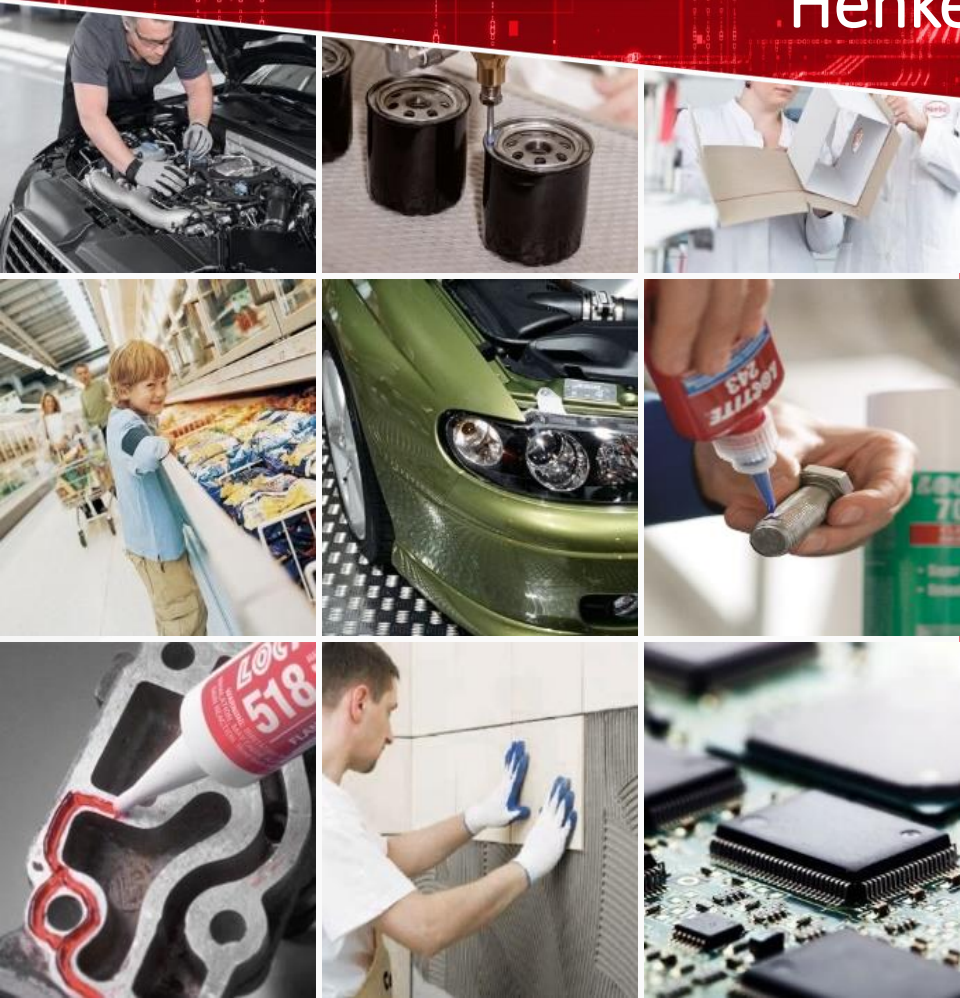
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# We provide our customers with high-impact solutions...

- ...enabling new designs, driving efficiencies and solving problems
- ...high performance and low cost impact
- ...customized for thousands of different applications
- ...setting standards and specifications
- ...with high customer proximity

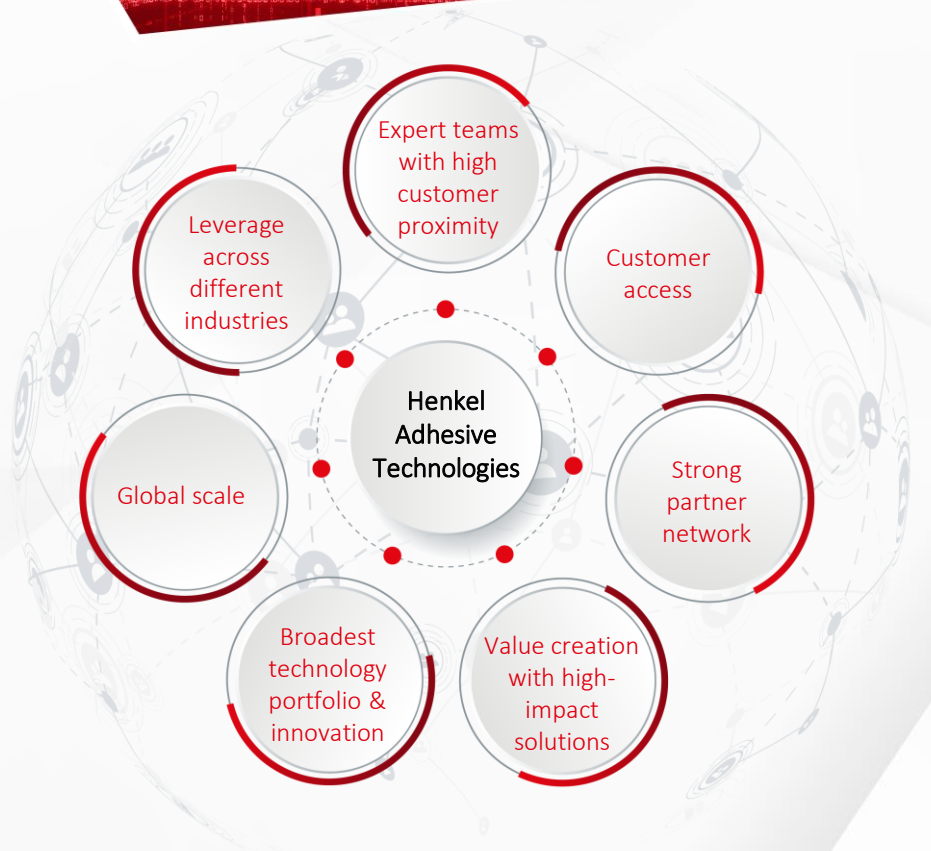
# Henkel Adhesive Technologies



- Global market leader for adhesives, sealants and functional coatings
- Long trusted partnerships with >130,000 customers
- Customer centric organization with >6,500 customer-facing experts and >2,400 scientists
- Global footprint along the value chain



# Business model and competitive advantage

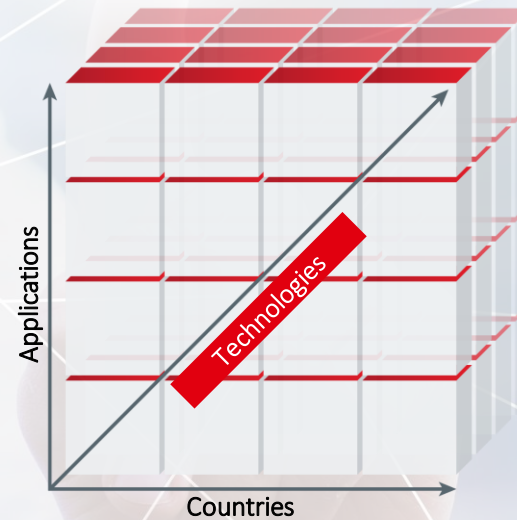


# Strong portfolio serving attractive markets and applications

## Business areas cover all industries



## Focus on most attractive applications





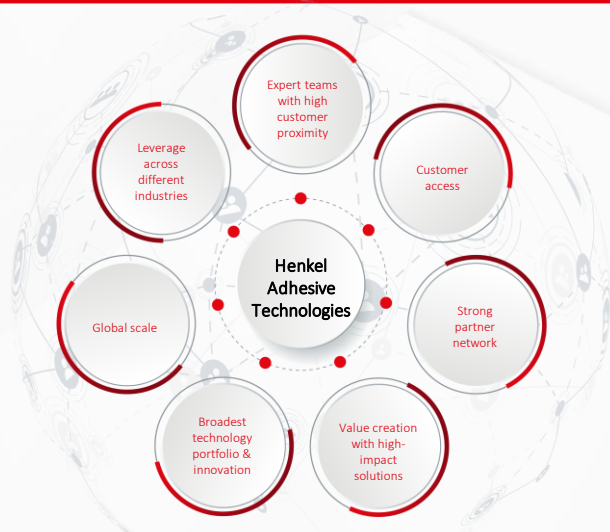
# Strong portfolio



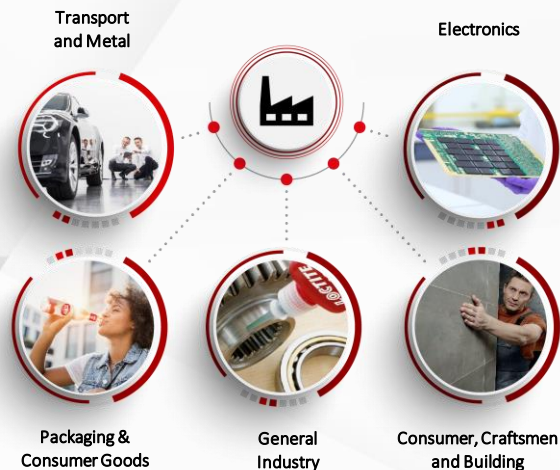
- Balanced and robust portfolio
- Broadest regional coverage
- Non-cyclical versus cyclical mix
- Customer and application mix
- Continuous reallocation and adjustment of structures

# Henkel Adhesive Technologies

## Business Model



## Strong portfolio



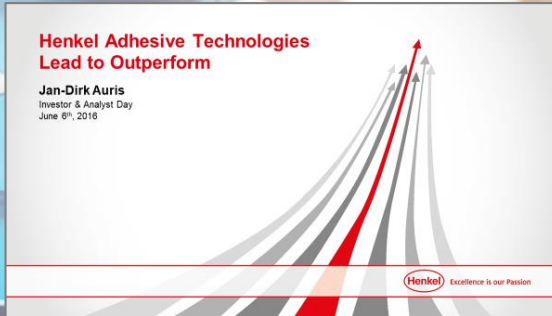
Well positioned for sustainable and profitable growth



# Proven track record



2013



2016



2019



Substantial value creation for our customers

# Priorities moving forward...

- Leverage the megatrends
- Accelerate growth opportunities through innovation
- Further scale and enhance business model enabled by digitalization
- Foster an agile organization



# Leveraging megatrends...



## Sustainability

Shaping the circular economy

## Connectivity

Enabling new functions and design

## Mobility

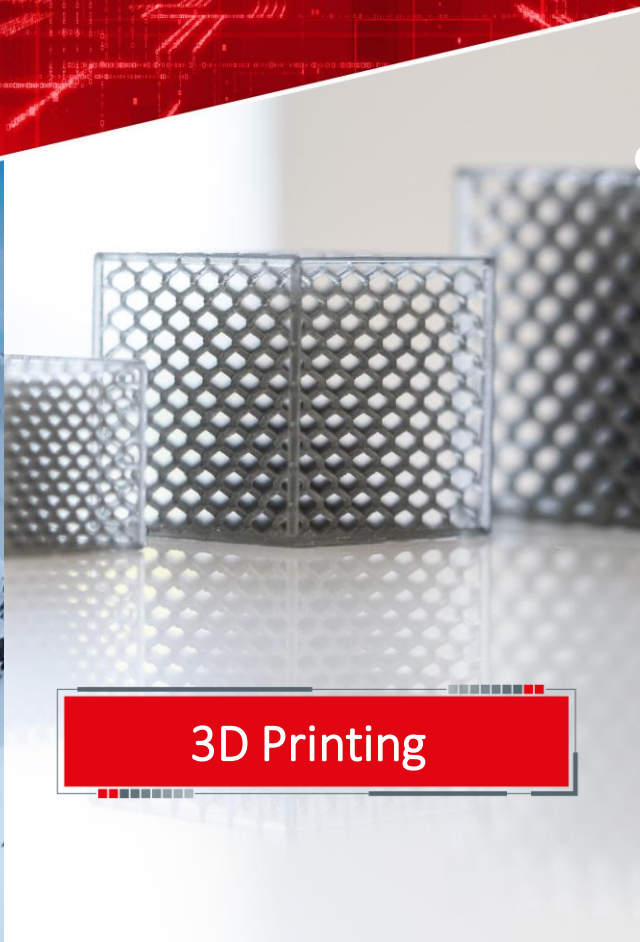
Accelerate industry transformation



...and accelerate through innovation



#innovation

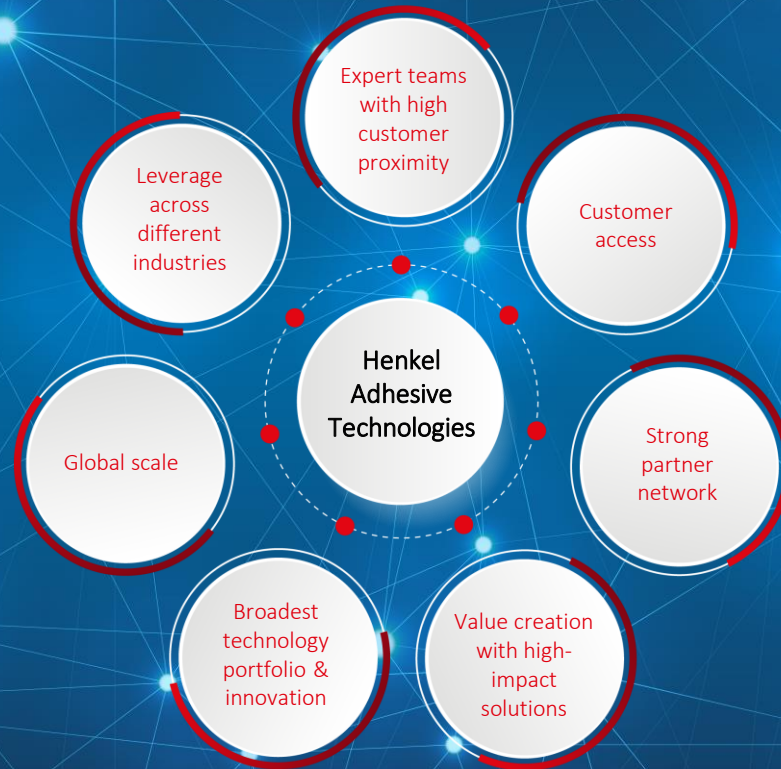


3D Printing




Innovation Center

# Digitalization: Enabler to increase competitive advantage





# Key take aways

- 
- Global market leader with strong portfolio serving attractive markets
  - Business model with sustainable value creation
  - Proven track record to perform in a volatile environment
  - Clear strategy and priorities moving forward
  - Well positioned to further create value for our customers and generate sustainable, profitable growth



Thank you!