ADHESIVE TECHNOLOGIES
Shape. Accelerate. Outperform.
Henkel Investor & Analyst Day 2019
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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
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

- Expert teams with high customer proximity
- Customer access
- Strong partner network
- Broadest technology portfolio & innovation
- Value creation with high-impact solutions
- Leverage across different industries
- Global scale

Henkel Adhesive Technologies
Strong portfolio serving attractive markets and applications

Business areas cover all industries

- Transport and Metal
- Electronics
- Packaging & Consumer Goods
- General Industry
- Consumer, Craftsmen & Building
- Transport and Metal

Focus on most attractive applications
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**

- Expert teams with high customer proximity
- Customer access
- Strong partner network
- Broadest technology portfolio & innovation
- Value creation with high-impact solutions
- Leverage across different industries

**Strong portfolio**

- Packaging & Consumer Goods
- General Industry
- Consumer, Craftsmen and Building
- Electronics
- Transport and Metal

Well positioned for sustainable and profitable growth
Proven track record

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

- Expert teams with high customer proximity
- Customer access
- Strong partner network
- Global scale
- Broadest technology portfolio & innovation
- Value creation with high-impact solutions
- Leverage across different industries

Henkel Adhesive Technologies
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!