



## Overview - Acquisitions 2018 / 2019

Business Unit	Object	Key brands	Country/Region	Annual sales	Signing on	Completion on	Purchase price	Comment	Published in news release	Published in quarterly report	Published in annual report		
2019													
Beauty Care	Acquisition of Deva Parent Holdings Inc., premium professional hair care	-	USA	MEUR	~85*	11/08/19	12/06/19	MEUR	457	-	11/11/19	-	AR 2019, p. 96, 112, 147-149
Beauty Care	Acquisition of eSalon.com LLC, (acquisition of 51% of the shares), personalized hair colorants	-	USA	MEUR	~30*	07/02/19	08/05/19	MEUR	90	-	07/26/19	Q2 & HY 2019 Financial Report, p. 48 Quarterly Statement 31 2019, p. 2, 17	AR 2019, p. 96, 147-149
Adhesive Technologies	Acquisition of Molecule Corp., 3D printing and industrial inkjet solutions	-	USA	MEUR	~10*	04/26/19	05/01/19	MEUR	19	-	-	Q2 & HY 2019 Financial Report, p. 3, 22, 43	AR 2019, p. 96, 111, 147-149
2018													
Adhesive Technologies	Acquisition of Aislantes Nacionales S.A., tile adhesives and building materials	-	Chile	MEUR	~85**	07/16/18	12/10/18	MEUR	343	-	07/16/18	-	AR 2018, p. 66, 84, 134-135
Laundry & Home Care	Acquisition of JemPak Corp., detergents and dishwashing retailer brands	-	USA / Canada	MEUR	~85**	05/10/18	06/01/18	MEUR	76	-	05/10/18	Q2 & HY 2018 Financial Report, p. 17, 33	AR 2018, p. 66, 84, 134-135
Adhesive Technologies	Acquisition of Unión Técnico Comercial S.R.L., Products for maintenance, repair and overhaul of durable goods	-	Peru	MEUR	~10**	12/05/17	01/03/18	MEUR	13	-	-	Q2 & HY 2018 Financial Report, p. 17, 33	AR 2018, p. 66, 84, 134-135

\* Proforma sales 2019.

\*\* Proforma sales 2018.