

Overview - Acquisitions 2014

Business Unit	Object	Description	Country	Revenues			Signing	Closing	Consolidation	Price		Comment	Published in press release	Published in quarterly report	Published in annual report
Beauty Care	Acquisition of Hair Care brand in Latin America	Acquisition of Hair Care brand Pert in Latin America.	Mexico				30.05.14	30.05.14	30.05.14	MEUR	24			Q2/2014 p. 4, 23 & 34	
Beauty Care	Acquisition of 3 US Hair Professional companies	Acquisition of 3 US Hair Professional companies SexyHair, Alterna and Kenra from TSG Consumer Partners.	USA	2013	MEUR	~ 140	31.05.14	30.06.14	30.06.14	MEUR	274		02.06.2014	Q2/2014 p. 4, 23 & 34	
Laundry & Home Care	Acquisition of all shares in the Spotless Group	Acquisition of the laundry aids, insect control and household care businesses of the Spotless Group from funds advised by BC Partners.	France	2013	MEUR	~ 280	05.06.14	14.10.14		MEUR	~ 940	~ 470 employees	05.06.2014	Q2/2014 p. 4	
Adhesive Technologies	Acquisition of 'The Bergquist Company'	Acquisition of a privately-held leading supplier of thermal-management solutions for the electronics industry worldwide.	USA	2013	MEUR	~ 130	17.09.14			MUSD	570	~ 1000 employees	18.09.2014	Q3/2014 p. 4/23	