Henkel acquires The Bergquist Company

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Acquisition of The Bergquist Company further strengthens position of Adhesive Technologies as a global leader

Sales
about 130 mio €

Employees
about 1,000

Scope
100% of capital

Financing
100% net cash
The Bergquist Company: strong positions in the growing markets for the electronics industry

**Thermal-management solutions**

- ~ 65% Thermal Interface Materials (TIM)
- ~ 25% Insulated Metal Substrates (IMS)
- ~ 10% Others

**Regional presence**

- Focus on North America, Asia-Pacific & Europe
TIM: leading positions across segments

- Leading technologies in major product segments
- Industries served: Automotive, Consumer & Industrial Electronics, Telecommunications, Power
IMS & Others: leading in high-end applications

- Focus on the attractive segment of high-end applications
- Industries served: Automotive, LED Lighting, Power
Strategic rationale: Acquisition of leading & complementary technology with strong growth potential

• Strengthen position of Adhesive Technologies as a global leader
• Gain strong positions in the growing markets for the electronics industry
• Expand business in key markets: North America, Asia-Pacific and Europe
• Complementary customer portfolio & go-to-market approach
• Strong offensive synergy potential
Acquisition perfectly fits Adhesive Technologies business model

Market characteristics

- Specialized and differentiated
- Growth through new applications
- Fragmented with attractive size

Business model

Strategy

- Outperform: Leverage potential in categories
- Globalize: Focus on regions with high potential
- Simplify: Drive operational excellence
- Inspire: Strengthen our global team
Acquisition contributes to Henkel’s 2016 financial targets

- Sales [bn €]*: 20
- EM sales [bn €]*: 10
- EPS CAGR [%]*: 10

* incl. continuous portfolio optimization (without major acquisitions & divestments); EPS: adjusted per preferred share