

Overview - Acquisitions 2014

Business Unit	Object	Key brands	Country	Annual sales	Signing	Completion on	Purchase price		Comment	Published in press release	Published in quarterly report	Published in annual report
Laundry & Home Care	Laundry and home care brands in Eastern Europe	"E"	Poland	MEUR ~ 60	20.02.13	14.02.14	MEUR	53		20.02.2013	Q1/2013, p. 4 Q1/2014, p. 19	AR 2014, p. 57, 69-70, 89-90, 120-121
Beauty Care	Hair styling brand in Latin America	Pert	Mexico	MEUR ~ 25	30.05.14	30.05.14	MEUR	24			Q2/2014 p. 4, 23 & 34	AR 2014, p. 57, 69-70, 93-94, 120-121
Beauty Care	Three hair professional companies in North America	SexyHair, Alterna, Kenra	USA	MEUR ~ 140	31.05.14	30.06.14	MEUR	274		02.06.2014	Q2/2014 p. 4, 23 & 34	AR 2014, p. 57, 69-70, 93-94, 120-121
Laundry & Home Care	Spotless Group - laundry, home care, and insect control products in Western Europe	Eau Ecarlate, Dylon, Catch	France	MEUR ~ 280	05.06.14	14.10.14	MEUR	940*	purchase price including debt; ~ 470 employees	05.06.2014	Q2/2014 p. 4	AR 2014, p. 57, 69-70, 89-90, 120-121
Adhesive Technologies	The Bergquist Company - thermal management solutions for electronic applications	Sil-Pad, Gap Pad, Thermal Clad	USA	MEUR ~ 130	17.09.14	31.10.14	MEUR	467	~ 1000 employees	18.09.2014	Q3/2014 p. 4/23	AR 2014, p. 57, 69-70, 97-98, 120-121