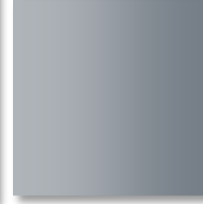
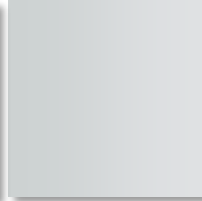
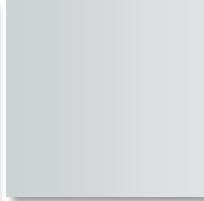


# Henkel acquires The Bergquist Company



Düsseldorf  
Sept. 18, 2014



# Disclaimer

This information contains forward-looking statements which are based on current estimates and assumptions made by the corporate management of Henkel AG & Co. KGaA. Statements with respect to the future are characterized by the use of words such as “expect”, “intend”, “plan”, “anticipate”, “believe”, “estimate”, and similar terms. Such statements are not to be understood as in any way guaranteeing that those expectations will turn out to be accurate. Future performance and results actually achieved by Henkel AG & Co. KGaA and its affiliated companies depend on a number of risks and uncertainties and may therefore differ materially from the forward-looking statements. Many of these factors are outside Henkel's control and cannot be accurately estimated in advance, such as the future economic environment and the actions of competitors and others involved in the marketplace. Henkel neither plans nor undertakes to update any forward-looking statements.

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

Sales

about **130 mio €**

Employees

about **1,000**

Scope

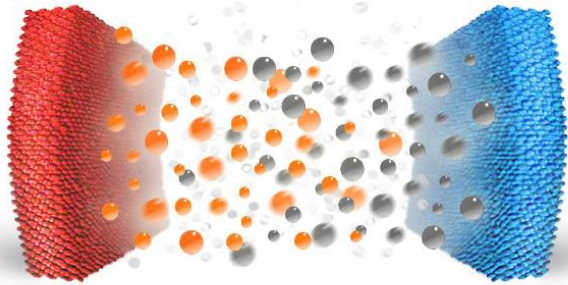
**100%** of capital

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

Gap pads



Liquid gap fillers



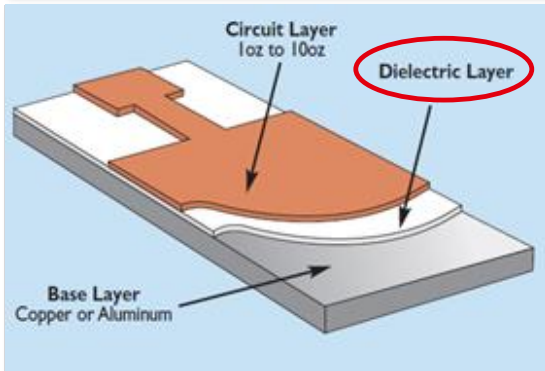
Electrically insulating films



- Leading technologies in major product segments
- Industries served: Automotive, Consumer & Industrial Electronics, Telecommunications, Power

# IMS & Others: leading in high-end applications

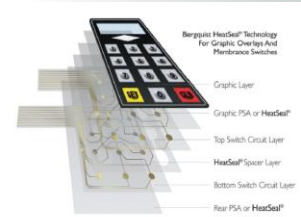
## Insulated Metal Substrate (IMS)



## Others



Fans & Blowers



Sealing Membranes

- 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

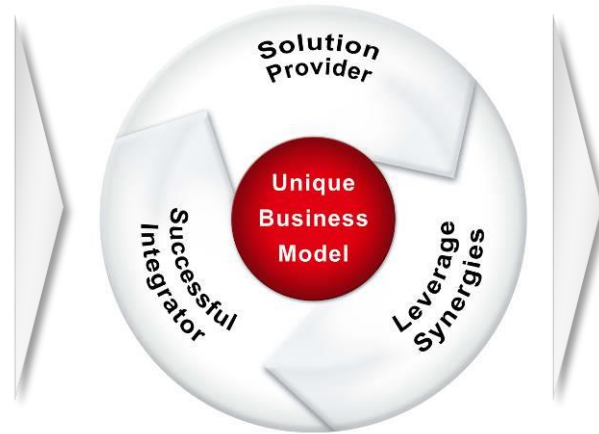


# Acquisition perfectly fits Adhesive Technologies business model

## Market characteristics

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

## Business model



## Strategy





# Acquisition contributes to Henkel's 2016 financial targets



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