

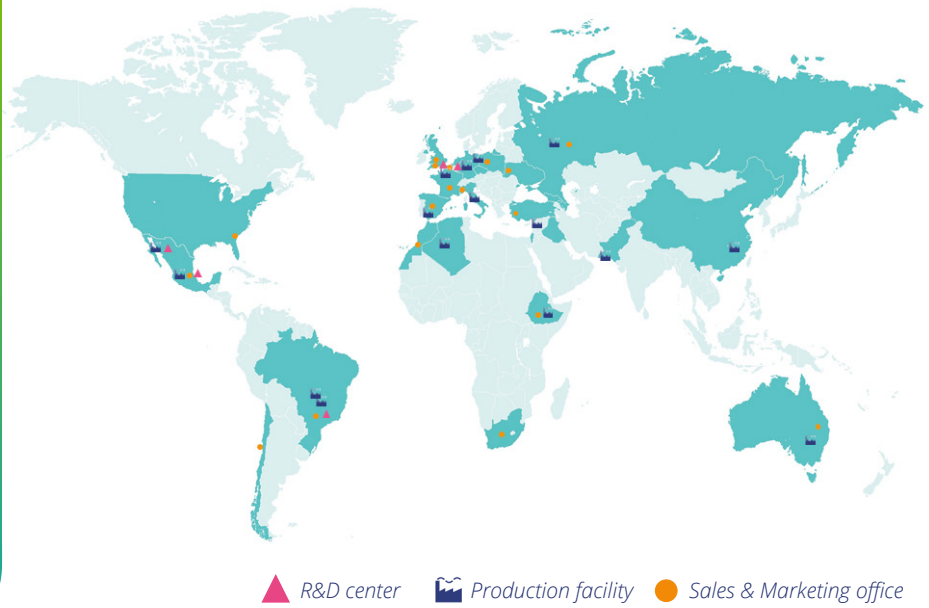
A growing international business



We make, sell and distribute our products in more than 110 countries through leading retailer brands, as well as under our own brands. Our 19 manufacturing sites are strategically placed across Europe, the Americas, North Africa and Asia Pacific, with 7 specialized R&D centers offering continuous innovation to our consumers and customers.



- One** international business with sales in more than 110 countries
- 19** production facilities
- 7** R&D centers
- 29** sales and marketing sites
- 11.000** employees
- 50** nationalities
- €2.36** billion in sales in over 110 countries*



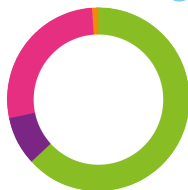
* Based on 2017 revenue

A strong and diversified business*

Focused on 3 attractive categories ...

Revenue split by Product Category (%)

Baby Care	61%
Feminine Care	9%
Adult Care	29%
Other	1%



... offering quality Retailer and Ontex brands ...

Ontex brands (%)

Retailer brands	52%
Ontex own brands	48%



... in diverse markets ...

Diverse markets (%)

Western Europe	46%
Eastern Europe	13%
Americas	27%
Rest of the World	14%



... for a diversified blue chip customer base.

Customer base (%)

Largest customer	6%
Customers 2-10	29%
All other customers	65%



* Charts based upon Integrated Annual Report 2017 numbers

5 Divisions close to the markets

Mature Markets Retail

Mature Markets Retail supplies mainly retailer branded baby care, feminine care and adult care products in Western Europe and Australia.



2017 Revenue
€901.7m
(2016: €854.6m)

Healthcare

We supply mainly Ontex branded adult care products through institutional channels such as hospitals, nursing homes, health insurers and local authorities. We also sell directly to consumers through pharmacies, home delivery and self-paid channels.



2017 Revenue
€433.4m
(2016: €428.8m)

Middle East North Africa

With our own regional local hero brands, we have grown closer to our consumers. We have built further on our strong market position in baby care, the largest category of the Middle East North African markets, and in adult care.



2017 Revenue
€189.8m
(2016: €206.2m)

Growth Markets

Our Growth Markets Division is characterized by dynamic markets where the retail landscape is transforming from traditional to modern. With agile working practices, insight and advanced production technology, we supply retailer brands or Ontex brands, depending on the needs of our customers.



2017 Revenue
€193.1m
(2016: €169.6m)

Americas Retail

Our Americas Retail Division was born following our acquisition of Mexican-based Grupo Mabe. This Division is built up in three clusters: Mexico and Central America, Brazil, and North America and supplies Ontex branded and retailer branded baby care, adult care and feminine care products.



2017 Revenue
€637.5m
(2016: €333.9m)

Our workforce profile

