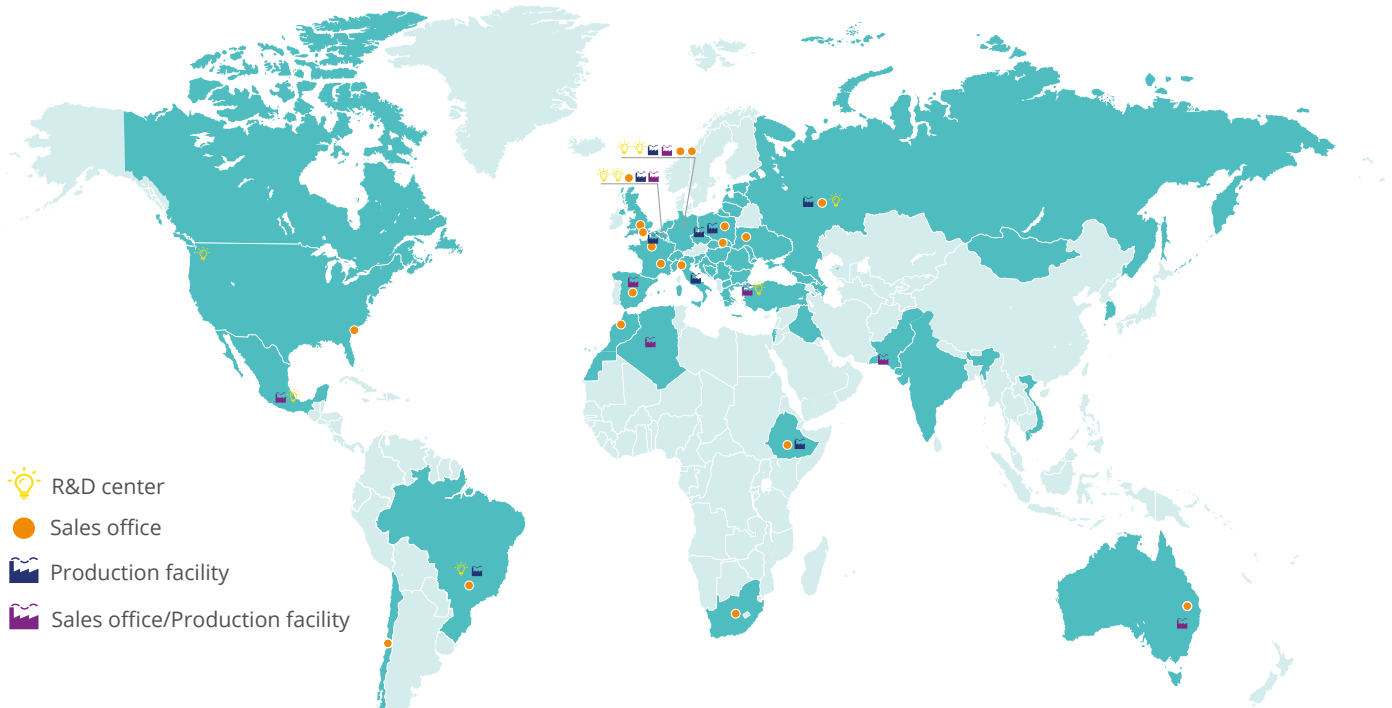


# GROUP AT A GLANCE.



**A GROWING INTERNATIONAL BUSINESS WITH SALES IN MORE THAN 110 COUNTRIES.**



**18 production facilities**



**29 Sales & Marketing sites**



**2.29 Bn revenue in 2018**



**8 R&D centers**



**30+ brands**



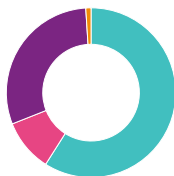
Listed on **Euronext stock exchange and Bel20**

## A STRONG AND DIVERSIFIED BUSINESS.\*

### Focused on 3 attractive categories ...

Revenue split by product category (%)

● Baby Care	59%
● Feminine Care	10%
● Adult Care	30%
● Other	1%



### ... offering quality retailer and Ontex brands ...

Ontex brands (%)

● Own brands	46%
● Retailer brands	54%



### ...in diverse markets ...

Diverse markets (%)

● Western Europe	47%
● Rest of the world	53%



### ... for a diversified blue chip customer base.

Customer base (%)

● Top 10 largest customers	35%
● All other	65%



\*Charts based on Integrated Annual Report 2018



**WEDARETOGETHER**



# THREE COMMERCIAL DIVISIONS.

## EUROPE DIVISION

Retail brand focused.

Three geographical areas:

- Area North: UK/Ireland, Australia/New Zealand, Belgium/Netherlands/Nordics.
- Area South: France and Iberia, Italy & Greece
- Area East: Russia & CIS, DACH, Poland and CEE.

2018 REVENUE

€1,020.7M

45%

## AMERICAS, MIDDLE EAST AFRICA AND ASIA DIVISION

Focus on local hero brands.

Four geographical areas

- North America
- Mexico and Central America
- South America
- MEAA (Middle East, Africa & Asia)

2018 REVENUE

€835.8M

36%

## HEALTHCARE DIVISION

Dedicated to institutional markets inco brands.

Sales activities split into two areas:

- Area North: France & Belux, Germany, UK & Ireland and distributors.
- Area South: Italy and Iberia.

2018 REVENUE

€435.6M

19%

## OUR WORKFORCE.



10,750 EMPLOYEES WORLDWIDE

50 DIFFERENT NATIONALITIES



26% <30 YEAR



61% 30-50 YEAR



13% >50 YEAR

FEMALE 30%



65% BLUE COLLAR

MALE 70%



35% WHITE COLLAR

FEMALE MANAGEMENT 27%



20% LIMITED DURATION

76% UNLIMITED DURATION

4% INTERIM/TEMPORARY



WE DARE TOGETHER

