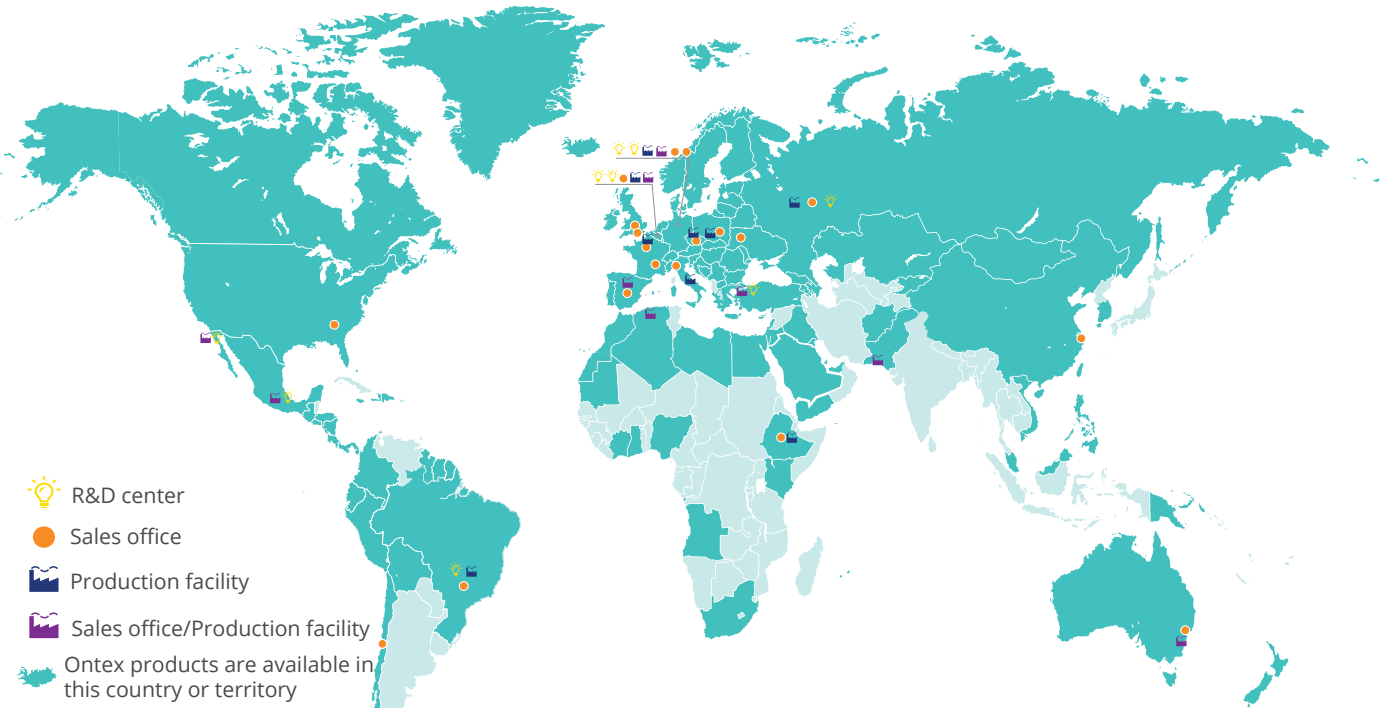


# GROUP

## AT A GLANCE.



**AN INTERNATIONAL BUSINESS WITH SALES IN MORE THAN 110 COUNTRIES.**



**18 production facilities**



**28 Sales & Marketing sites**



**2.28 Bn revenue in 2019**



**9 R&D centers**



**30+ brands**



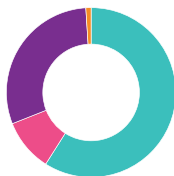
Listed on **Euronext stock exchange**

## 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 (%)

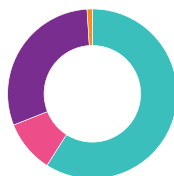
Own brands	47%
Retailer brands	53%



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

Diverse markets (%)

Western Europe	45%
Americas	29%
Eastern Europe	12%
Rest of the World	14%



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

Customer base (%)

Top 10 largest customers	33%
All other	67%



\*Charts based on Integrated Annual Report 2019



# 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.

2019 REVENUE

**€956.9M**

42%

## 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)

2019 REVENUE

**€891.9M**

39%

## 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.

2019 REVENUE

**€432.5M**

19%

## OUR WORKFORCE.



~10K EMPLOYEES  
WORLDWIDE

60+ DIFFERENT  
NATIONALITIES



22%  
<30 YEAR



60%  
30-50 YEAR



18%  
>50 YEAR

FEMALE 28%



67% BLUE  
COLLAR

MALE 72%



33% WHITE  
COLLAR

FEMALE  
MANAGEMENT 26%

Contracts



19% LIMITED  
DURATION

76% UNLIMITED  
DURATION

5% INTERIM/  
TEMPORARY