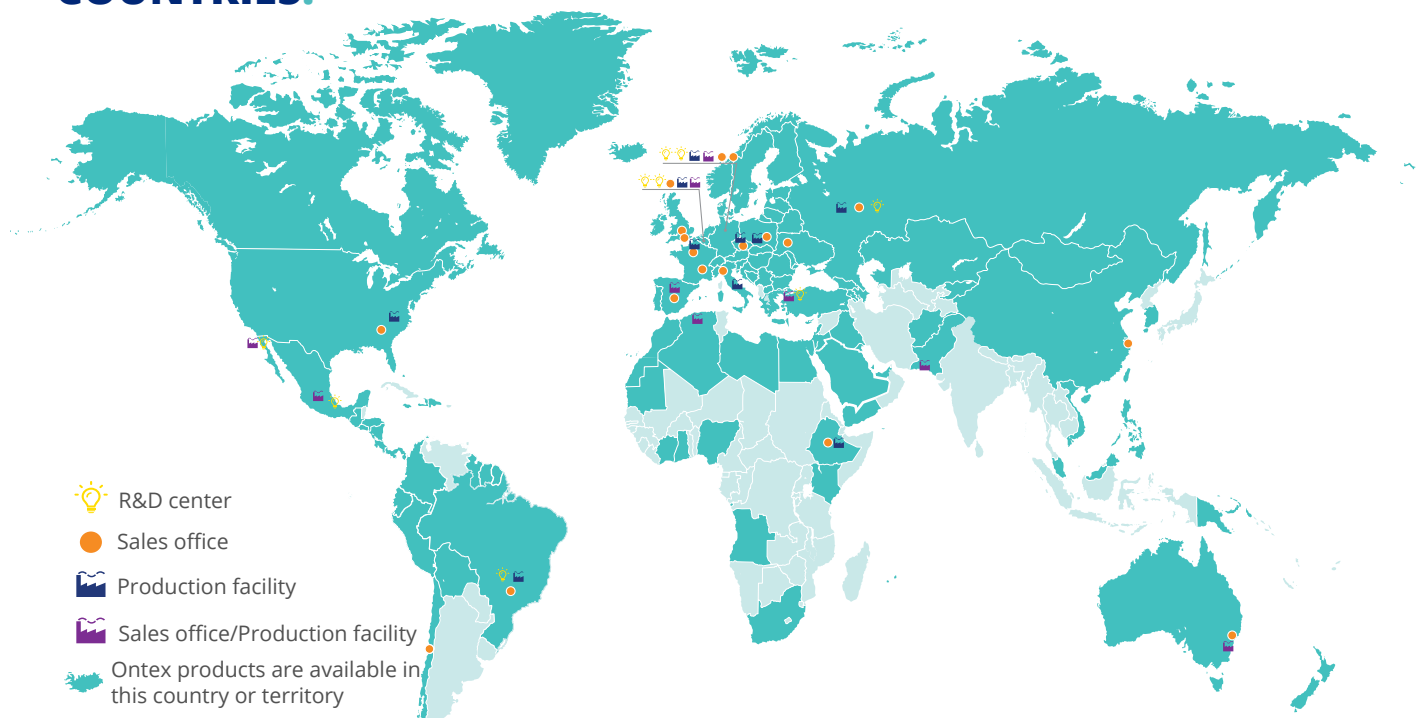


GROUP

AT A GLANCE.



AN INTERNATIONAL BUSINESS WITH SALES IN MORE THAN 110 COUNTRIES.



- R&D center
- Sales office
- Production facility
- Sales office/Production facility
- Ontex products are available in this country or territory



19 production facilities



28 Sales & Marketing sites



2.28 Bn revenue in 2019



9 R&D centers



30+ brands



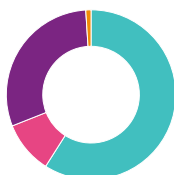
Listed on **Euronext stock exchange**

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 (%)

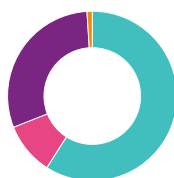
	Own brands	47%
	Retailer brands	53%



...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