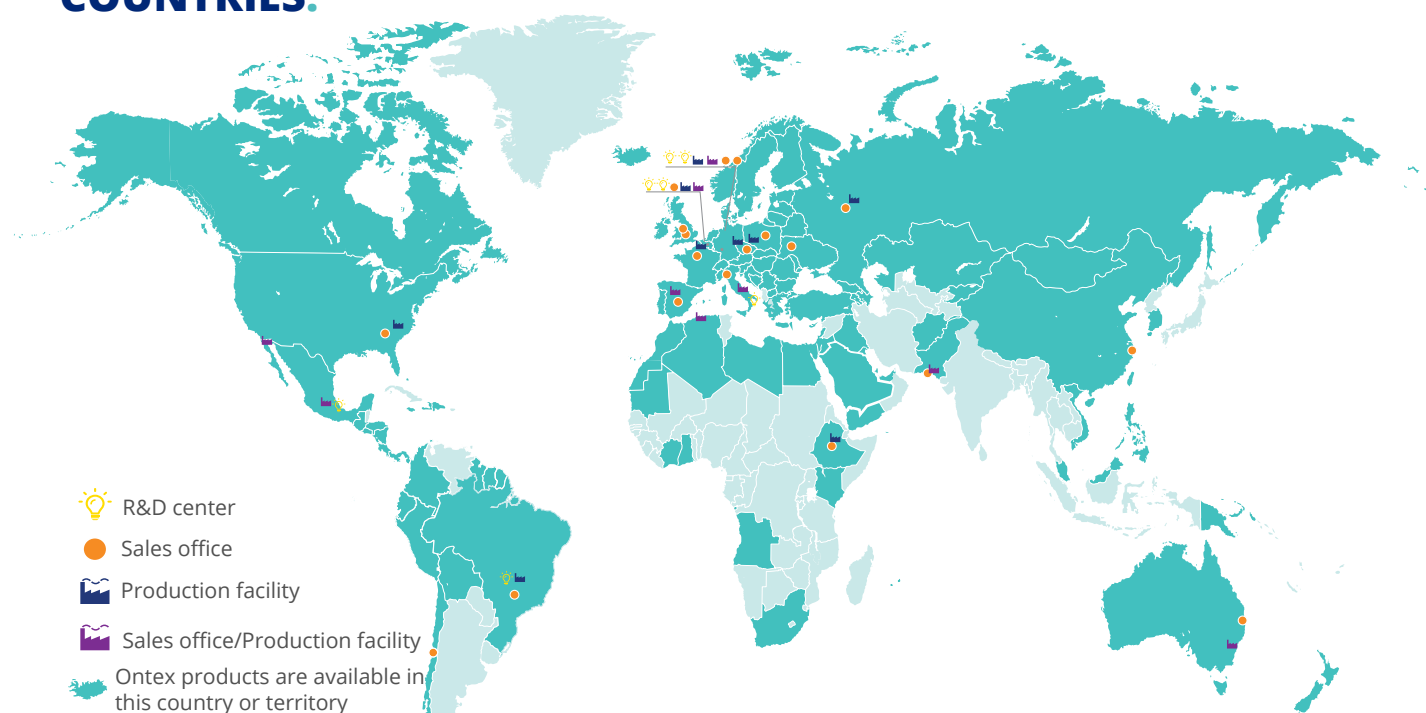


GROUP

AT A GLANCE.



AN INTERNATIONAL BUSINESS WITH SALES IN MORE THAN 110 COUNTRIES.



19 production facilities



28 Sales & Marketing sites



2.09 Bn revenue in 2020



7 R&D centers



30+ brands



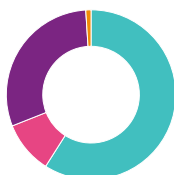
Listed on Euronext stock exchange

A DIVERSIFIED BUSINESS.

Focused on 3 attractive categories ...

Revenue split by product category (%)

Baby Care	56%
Feminine Care	10%
Adult Care	33%
Other	2%



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

Ontex brands (%)

Own brands	46%
Retailer brands	54%



... for a diversified blue chip customer base.

Customer base (%)

Top 10 largest customers	33%
All other	67%



Charts based on Integrated Annual Report 2020



COMMERCIAL DIVISIONS.

We announced in June 2021 a streamlined organization, with a delayed structure to gain agility and speed of decision-making. We will report revenues in our new structure with 2 geographical divisions, AMEAA and Europe as from Q3 2021.

EUROPE DIVISION

Retail brand focused.

Europe, Australia/New Zealand, Russia, Commonwealth of Independent States.

2020 REVENUE

€872.2M

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)

2020 REVENUE
€774.1M

37%

HEALTHCARE

Dedicated to adult care brands in healthcare and specialized retail segments.

2020 REVENUE

€440.5M

21%

OUR WORKFORCE.



~10K EMPLOYEES
WORLDWIDE

70+ DIFFERENT
NATIONALITIES



22%
<30 YEAR



60%
30-50 YEAR



18%
>50 YEAR

FEMALE 28%

MALE 72%

FEMALE
MANAGEMENT 25%



60% BLUE
COLLAR

39% WHITE
COLLAR



Contracts



19% LIMITED
DURATION

76% UNLIMITED
DURATION

5% INTERIM/
TEMPORARY