

OUR NEW ORGANIZATION GOING FORWARD

THREE COMMERCIAL DIVISIONS AND AN OPERATIONS UNIT

After careful reflection on how far we have come in terms of re-shaping our portfolio of geographies and balance of retail and own brands, effective as from January 2019, we have revamped our organization in order to better leverage our strengths and improve execution. Our commercial activities are now organized in three Divisions: **Europe**, which is predominantly focused on retail brands; **Americas, Middle East Africa and Asia (AMEAA)**, which is predominantly focused on local brands; and **Healthcare** which continues to focus on the institutional markets and dedicated incontinence brands.

In addition, Group Manufacturing and Supply Chain have been regrouped into a newly-created Operations unit, with a focus on production efficiency and customer service excellence.

2018 REVENUE - 2019 DIVISION STRUCTURE	€ M	PERCENTAGE OF GROUP
Europe	1,020.7	45%
Americas, Middle East, Africa and Asia	835.8	36%
Healthcare	435.6	19%
Ontex Group	2,292.2	100%

EUROPE DIVISION

The Europe Division is predominantly retail brand focused. It comprises three geographical areas:

- **Area North:** UK/Ireland, Australia/ New Zealand, Belgium/Netherlands/ Nordics. Contract Manufacturing also reports into this area.
- **Area South:** France and Iberia, Italy & Greece.
- **Area East:** Russia & CIS, DACH, Poland, and CEE.



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“When customers need help to design, manufacture and market hygiene products sold under their brands, they turn to Ontex, as they recognize and value our innovation capabilities, responsiveness, superior service levels and dedication.”

THIERRY VIALE
PRESIDENT EUROPE DIVISION



REVENUE
€835.8M



“At Ontex AMEAA Division we provide personal hygiene products and solutions that make it easier for families to embrace life’s many changes. We do it by encouraging a happy and optimistic work environment that will make us successful on providing smart choices for our consumers and customers.”

ARMANDO AMSELEM
PRESIDENT AMEAA DIVISION



AMERICAS, MIDDLE EAST, AFRICA AND ASIA DIVISION

The AMEAA Division predominantly focuses on local hero brands. Sales and marketing activities are split into four geographical areas:

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



REVENUE
€435.6M



“We never forget that our business is contributing to the quality of life and dignity of the end users of our products and services, providing them with innovative products and smart solutions at affordable prices.”

XAVIER LAMBRECHT
PRESIDENT HEALTHCARE DIVISION



HEALTHCARE DIVISION

The Healthcare Division continues to focus on the institutional markets and dedicated incontinence brands.

Marketing is organized on a divisional level, with dedicated support at area level.

The sales activities are split into two geographical areas.

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