

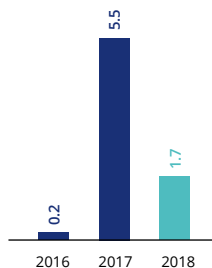
OUR KEY PERFORMANCE INDICATORS

LIKE-FOR-LIKE REVENUE GROWTH¹ (%)

Outperform the markets we chose to play in

Read more on page 52

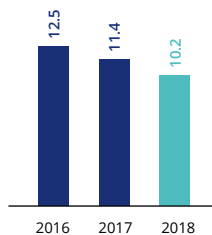
1. Starting 2017, IFRS 15 has been applied.



ADJUSTED EBITDA MARGIN (%)

Expand profit margin over time

Read more on page 52



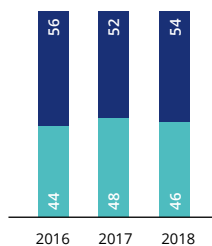
BALANCED PORTFOLIO

1. BRANDS (%)

Grow balance in own brands vs. retailer brands in terms of business

Read more on page 5

■ Retailer brands
■ Ontex brands

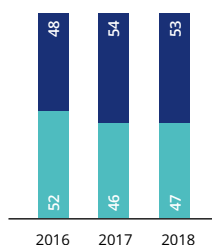


2. GEOGRAPHIES (%)

Grow further outside Western Europe

Read more on page 39

■ Rest of the World
■ Western Europe

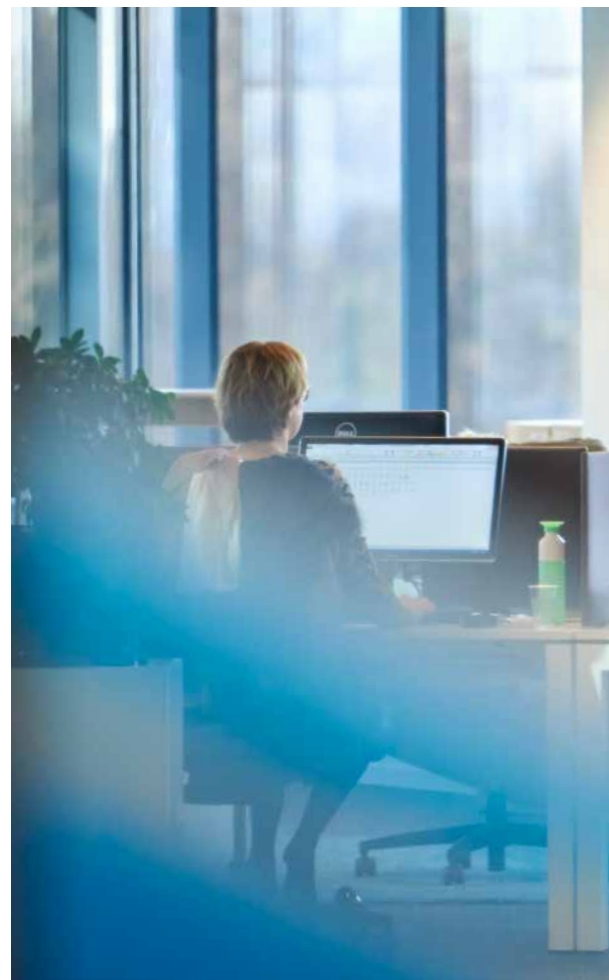


3. CATEGORIES (%)

Grow our three product categories

Read more on page 39

■ Other
■ Adult care
■ Feminine care
■ Baby care



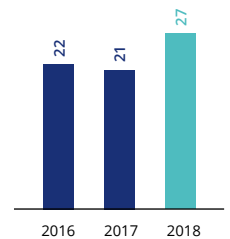


FEMALE MANAGEMENT

(%)

Be an inclusive and diverse capabilities-driven employer

[Read more on page 19](#)

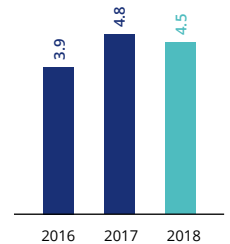


CAPEX SPENDING

(% NET SALES)

Remain efficient in capex spending in the personal hygiene industry

[Read more on page 53](#)



NURTURE LOCAL BRANDS

Build sustainable leading positions in our core categories and countries

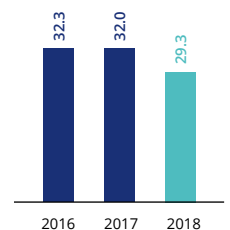
[Read more on page 12](#)

CARBON INTENSITY RATIO

(gCO₂/€) (BASE YEAR 2014, SCOPE 1-2)

Aim to be carbon neutral by 2030

[Read more on page 35](#)



HEALTHY AND SAFE WORKING CONDITIONS²

(FREQUENCY RATE)

Continue to decrease the number of accidents towards a vision of 'zero accidents'

[Read more on page 21](#)

2. The number of labor accidents per million worked hours.

