

CONFIDENTIAL TO VELCRO COMPANIES | VELCRO® and other marks are owned by Velcro Industries B.V. © 2016

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WHO WE ARE

Velcro Companies is a worldwide leader in fastening systems that solve problems in simple, elegant and surprising ways for businesses and consumers around the world. We manufacture a wide range of solutions from standard hook-and-loop closures to complete finished products for customers in the transportation, medical, construction, personal care and consumer industries. We have a proud tradition of innovation and own more than 400 active patents and numerous trademarks, including the VELCRO[®] trademark, which is registered throughout the world. Our products are manufactured in the United States, Spain, Belgium, Canada, Mexico, Brazil, and China, and we employ approximately 2,500 people, including 750 in New Hampshire, which has been the company's largest manufacturing operation for more than 60 years.





EXECUTIVE TEAM

FRASER CAMERON

CEO & President

GEMMA DREHER

Vice President and General Counsel

JURJEN JACOBS

Vice President, Global Marketing

SCOTT FILION

President, Americas

STEVEN OUELLETTE

Chief Financial Officer

WILLEMIEN VAN DAM

Vice President, Tax, Treasury and Business Development, VHBV

KLAAS JAN STOL

President, EMEA

FRANK LIAO

President, APAC

MARK SATER

Vice President, Strategic Execution

ROBIN REININGER

Vice President, People



FACTS & FIGURES





HOW TO USE OUR NAME

At Velcro Companies, we are proud that VELCRO[®] Brand products have become a part of everyday life, but ubiquity sometimes produces confusion. The VELCRO[®] trademark should be used only when referring to genuine VELCRO[®] Brand fasteners. Non-VELCRO[®] Brand products should be identified by their functional terms, such as "hook and loop," "self-adhesive straps," and so forth. The VELCRO[®] mark should always be used as an adjective and never as a noun or a verb. The term "Velcro Companies" should be used when referring to our company and its executives.

The proper use of the VELCRO[®] trademark assists us in safeguarding the integrity of the VELCRO[®] Brand, and helps to protect consumers from products incorrectly sold as VELCRO[®] Brand products. For further information on the proper use of the VELCRO[®] trademark, please see the guidelines on our website.



OUR HISTORY

<mark> 91941</mark>

The Swiss electrical engineer George de Mestral discovered that cocklebur flowers stuck to the fabric of his trousers



and his dog's fur. He took almost a decade of research and development to mechanize the process of reproducing this type of engagement with synthetic fibers.

1951

The Swiss Patent for hook and loop engagement was applied.

1952

Velcro S.A., the predecessor to Velcro Industries, is established in Switzerland. Its name is derived from the French words "velour" (loop) and "crochet" (hook).

1955

The patent is completed.



Fig. 2

1956

The VELCRO[®] Brand trademark is registered in Switzerland.

1968

VELCRO[®] Brand fasteners accompany Neil Armstrong to the moon bringing hook and loop to greater visibility all over the world.

1968 & BEYOND

VELCRO[®] Brand products are first applied to athletic gloves and accessories, providing infinite degrees of adjustment and security

— and quicker tightening and releasing.

<mark>) 198</mark>3

Velcro USA Inc. starts selling to consumers through retail chains.

2011

VELCRO[®] Brand undergoes a complete rebranding effort ultimately receiving a top award from the REBRAND 100[®] Global Awards.

<mark>ې 201</mark>3

Velcro Companies opens a Global Services Office in Boston, MA.



2014

Velcro Companies acquires Jore Comèrcio e Representacoes LTDA, opens an office in Sao Paola Brazil and begins doing business as Velcro Brasil Importação, Exportação e Comércio de Sistemas de Fixação Ltda.

2014

VELCRO[®] Brand products are available for sale on Velcro.com giving consumers a direct line to buy.



2015

Velcro Companies acquire Belgium-based specialty weaving manufacturers Alfatex and Gevaert.



OUR COMMITMENT TO THE COMMUNITY

Velcro Companies has made a commitment to support literacy, early childhood education and programs to alleviate poverty. Our company makes financial contributions to many institutions, and our people provide hundreds of hours of volunteer service each year in their communities.

Since 2011, Velcro Companies has supported the Cambodian Children's Fund (CCF), which provides education, food, family support and community development programs in the heart of Camboida's most impoverished areas. Today, there are more than 2,300 students enrolled in CCF's education program, and the organization held a groundbreaking in August 2015 for the Neeson Cripps Academy (NCA), which will focus on providing science, technology, mathematics and engineering (STEM) education to thousands of Cambodian students. Velcro Companies donated the construction of the school, which is named after Robert Cripps, a former chairman of the company, and Scott Neeson, the founder and executive director of CCF.



OUR PRESENCE IN NEW HAMPSHIRE

New Hampshire has been the principal US manufacturing and R&D center for the company for more than 60 years. Today, we employ approximately 750 people in Manchester and Somersworth:

MANCHESTER, NH

460 Brown Avenue, Manchester, NH 03103

- 3 buildings, including the Innovation Tech Center
- 466,000 total SF on 28 acre campus
- Opened in 1967



SOMERSWORTH, NH

330 New Rochester Road (Rte. 108), Somersworth, NH 03878

- 430,000 SF building on 242 acre campus
- 230,000 SF opened in 2000
- 200,000 SF expansion in 2009

New Hampshire is home to the company's North American innovation and manufacturing hubs. A leader in green manufacturing initiatives, we take great pride in our efforts to make sure the state remains a great place for our employees and neighbors to live and work, and that our young people have the skills they need to help us continue to innovate and grow in the Granite State.

- Over \$30 million in 2012 NH payroll
- Over \$25 million in NH supplies and services purchased
- Over \$150K 2012 charitable contributions
- Partnerships with MHT School of Technology and MHT Community College

- Presenting sponsor, Fisher Cats Reading Challenge program
- Supplier for Fisher Cats back to school event
- Title sponsor for all Palace Theatre youth companies



FUN FACTS

We provide 10 billion connections a year.

VELCRO® Brand products have travelled to the moon.

VELCRO® Brand hook and loop secures the AstroTurf at a professional football stadium and secures Kevlar plates in U.S. military apparel.

Annually, the VELCRO® Brand manufacturers enough hook and loop to circle the globe 100 times.





SUPPORTING SUSTAINABILITY

We have taken steps in recent years to make our operations more environmentally sustainable. We were the first in our industry to remove solvents from coating processes and the first to substantially reduce the use of heavy metals. Today, more than 27% of our waste stream is recycled; edge trimmings from our plastic film carriers are pelletized and recycled using our thermal energy pipeline. Non-contact water from our dying processes is re-used. Waste heat melts snow and ice under facility sidewalks, decreasing the use of salt and chemical treatments and providing safer walkways.





MARKETS WE SERVE

We have developed innovative fastening solutions for many industries, including:



MEDICAL

Diagnostic equipment, orthopedic bracing, respiratory headgear and more



PERSONAL CARE

Infant and Adult diapers, hygiene



TRANSPORTATION

CONSUMER

Automotive and airline seating and interiors

Home and office products, children's toys,

lawn and garden supplies, crafts



Pet food packaging, stationary and

TX

CONSTRUCTION

Floor protection, roofing, solar panel installation



INDUSTRIAL

Apparel, furniture, industrial, specialties



MILITARY & GOVERNMENT

AA55126 Certified Fasteners, VELCRO[®] Brand Printed Loop: MultiCam[®] VS, ONE-WRAP[®] Fasteners



THANK YOU

JULIE BARRY

Director of Global Brand jbarry@velcro.com 617.946.5536

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