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2021 Q1 TRADING UPDATE

APRIL 28TH, 2021

FORWARD-LOOKING STATEMENTS

This Presentation may include forward-looking statements. Forward-looking statements are statements regarding or based upon our management's current intentions, beliefs or expectations relating to, among other things, Ontex's future results of operations, financial condition, liquidity, prospects, growth, strategies or developments in the industry in which we operate. By their nature, forward-looking statements are subject to risks, uncertainties and assumptions that could cause actual results or future events to differ materially from those expressed or implied thereby. These risks, uncertainties and assumptions could adversely affect the outcome and financial effects of the plans and events described herein.

Forward-looking statements contained in this Presentation regarding trends or current activities should not be taken as a representation that such trends or activities will continue in the future. We undertake no obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. You should not place undue reliance on any such forward-looking statements, which speak only as of the date of this Presentation.

NEW STRATEGIC PRIORITIES...



PORTFOLIO FOCUS

Simplify the business
& product portfolio



CUSTOMER CENTRICITY

Strengthen
customer relations
& restore growth



PRODUCT INNOVATION

Accelerate
cadence of
innovation



OPERATIONAL EXCELLENCE

Improve cost
competitiveness
& service levels



ENVIRONMENT & SOCIAL

Set clear long-term goals and roadmap



ORGANIZATION & CULTURE

Transform the culture driving accountability and performance
Review organization design to improve speed to market

...TO RESTORE PROFITABLE GROWTH

LEADERSHIP TEAM

- ▶ Peter Vanneste appointed CFO, joining May 2021
- ▶ Vincent Crepy appointed Chief Supply Chain Officer, joining May 2021
- ▶ Laurent Nielly appointed President Europe Division February 2021
- ▶ Caroline De Wolf appointed Group Communications VP April 2021

ORGANIZATION & CULTURE CHANGE

- ▶ Review underway to streamline the organization: increase accountability and accelerate execution
- ▶ Pay for Performance culture cemented in new incentivization and remuneration policy

CUSTOMER CENTRICITY

- ▶ Key account teams closer to customers and initial improved innovation pipeline
- ▶ Improved commercial performance with recent contract wins to support future sales
- ▶ Improving share gains in key markets

BEST COST

- ▶ New industrial organization to optimize costs end-to-end
- ▶ Initiated plans to improve manufacturing capacity utilization
- ▶ Actions underway to mitigate increase of raw material prices in 2021

SHAPING FUTURE PORTFOLIO

- ▶ Analysis & review close to completion to maximize value creation by geography, category and business model

Q1 2021 FINANCIAL OVERVIEW

REVENUE

€480m

- ▶ Revenue decreased 17% vs €574m in Q1 2020
- ▶ LFL revenue down 11%, soft demand compared with strong Q1 in prior year
- ▶ Europe also impacted by contract losses, all Divisions posted lower LFL
- ▶ Negative FX impact of -€33m

ADJUSTED EBITDA

€50m

- ▶ Adjusted EBITDA down 25% vs €66m in Q1 2020
- ▶ Adjusted EBITDA margin down 117bps to 10.3% vs 11.5% in prior year
- ▶ Negative FX impact of -€10m

NET DEBT

€845m

- ▶ In line with December 31, 2020
- ▶ Tight management of working capital and capex
- ▶ Leverage of 3.86x on Adjusted EBITDA

Q1 2021 REVENUES



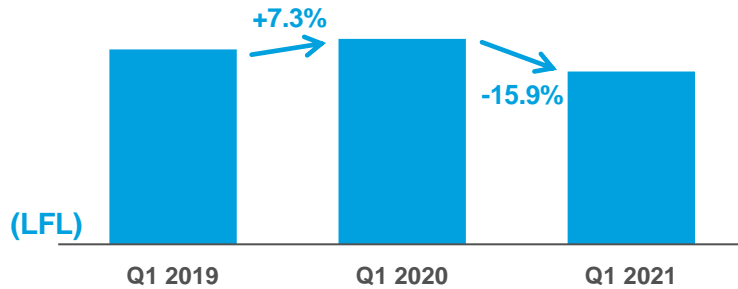
- ▶ Sales lower versus high comparable last year:
 - Demand contraction in brick and mortar with shift to online
 - Peak impact from loss of customer contracts in Europe
 - Negative price/mix

- ▶ Currency impact: -€33 million, with all main foreign currencies weaker versus the euro, particularly the Brazilian Real, Mexican Peso, Turkish Lira and Russian Rouble

Q1 2021 REVENUES BY CATEGORY

Babycare

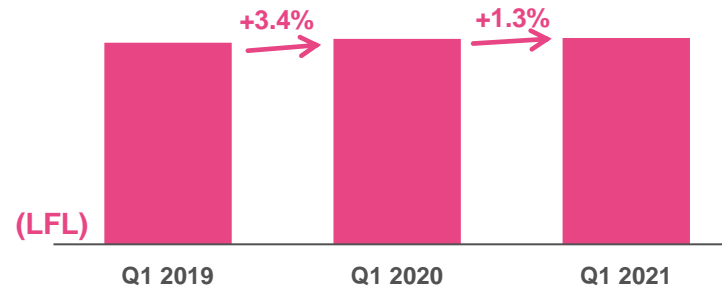
€254m (reported)



- ▶ Lower market demand and accelerated shift to online
- ▶ Impact of 2020 contract losses of retailer brands in Europe
- ▶ Branded sales below strong Q1 prior year
- ▶ Baby Care innovations launched with US customers

Adult Inco

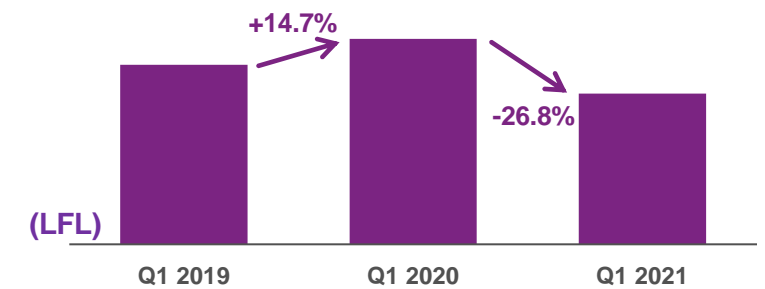
€170m (reported)



- ▶ Continued growth on attractive long-term demographic trends
- ▶ Sales in retail channels +6%, ahead with retailer brands in Europe and Ontex brands in Brazil, Mexico and Turkey
- ▶ Strong growth of Adult pants

Feminine Care

€47m (reported)

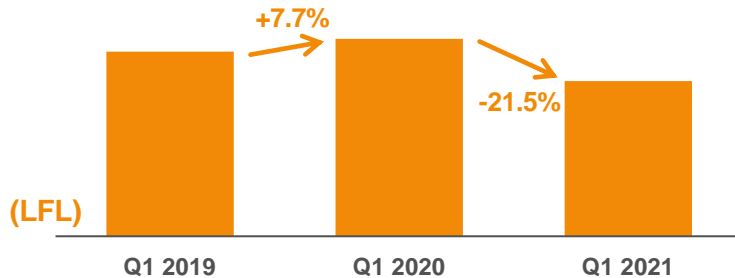


- ▶ Lower market demand and accelerated shift to online
- ▶ Impact of 2020 contract losses of retailer brands in Europe
- ▶ Continued strong performance with lifestyle brand sales yet below high comparable prior year

Q1 2021 REVENUES BY DIVISION

Europe

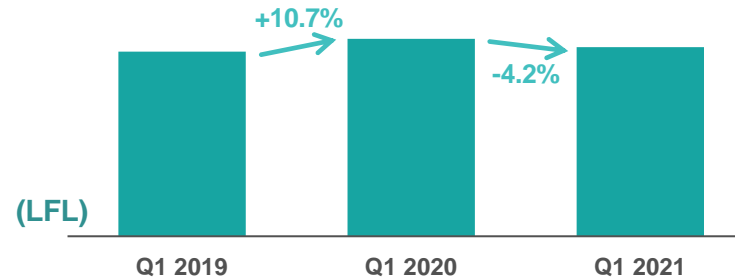
€192m (reported)



- ▶ Sales decline due to 2020 contract losses
- ▶ Tough comparables due to exceptional customer demand in anticipation of lockdowns in March 2020
- ▶ Mixed geographical performance with lower Western Europe offset by strong growth in Russia

AMEAA

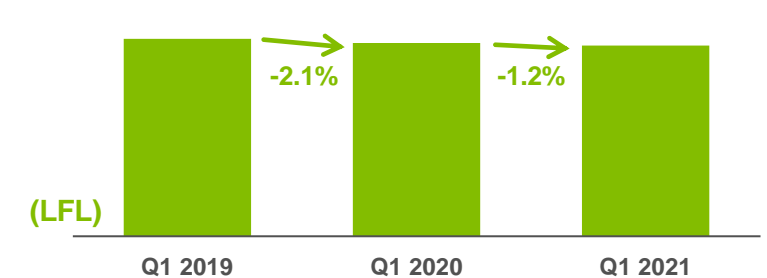
€179m (reported)



- ▶ Americas sales held up well vs strong Q1 2020
- ▶ Sales growth in Brazil driven by strong commercial execution and accelerated growth in Baby pants
- ▶ Baby & Adult Care brands outperformed in Mexico and Turkey

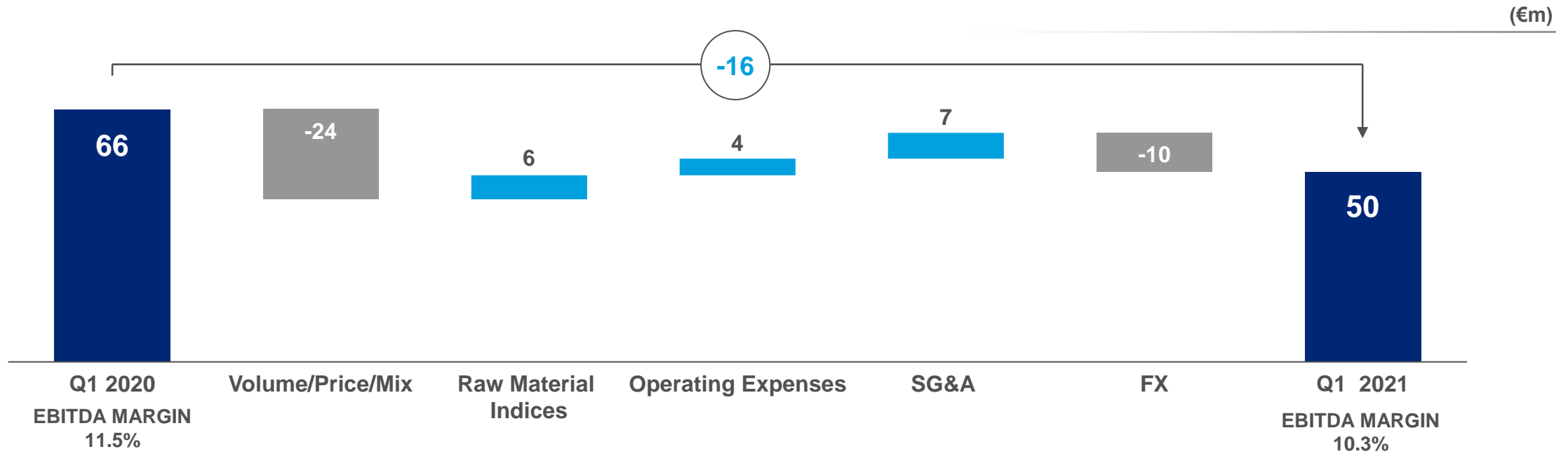
Healthcare

€109m (reported)



- ▶ Good performance in e-commerce and self-pay channels and new business development
- ▶ Activity remained impacted by low occupancy rates in care homes
- ▶ Commercialization of smart adult diaper solution

Q1 2021 EBITDA



- ▶ Drop through from lower sales volumes
- ▶ Negative impact of price/mix
- ▶ Raw materials benefit mainly from use of inventory at Q4 price levels

- ▶ Savings and efficiencies outweighed negative operating leverage
- ▶ SG&A down due to cost saving measures
- ▶ Currency impact: -€10 million, with all main foreign currencies weaker versus the euro

FINANCIAL STRUCTURE AS AT 31ST MARCH 2021

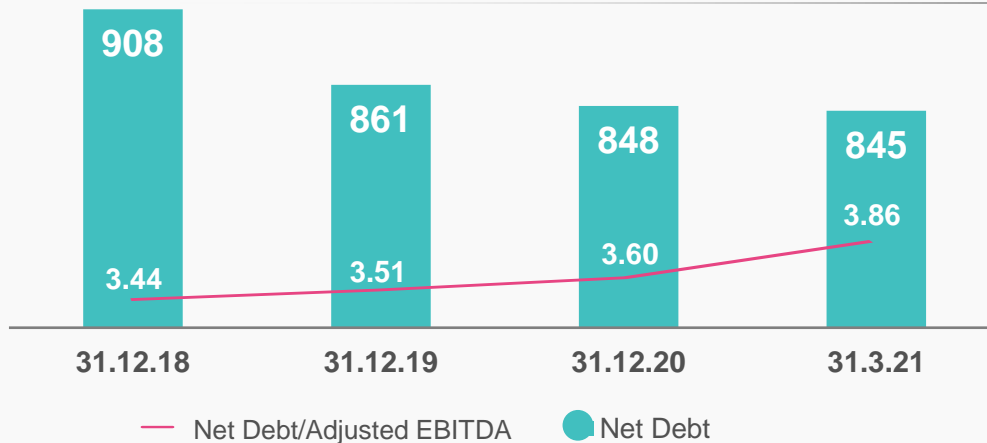


Financial actions & priorities

- ▶ No dividend payout on FY 2020
- ▶ Capex freeze
- ▶ Revolving credit facility headroom
- ▶ Secure refinancing
- ▶ Rebuild EBITDA margins
- ▶ Improve cash conversion rates

Net Debt & Leverage Ratio

(€m)

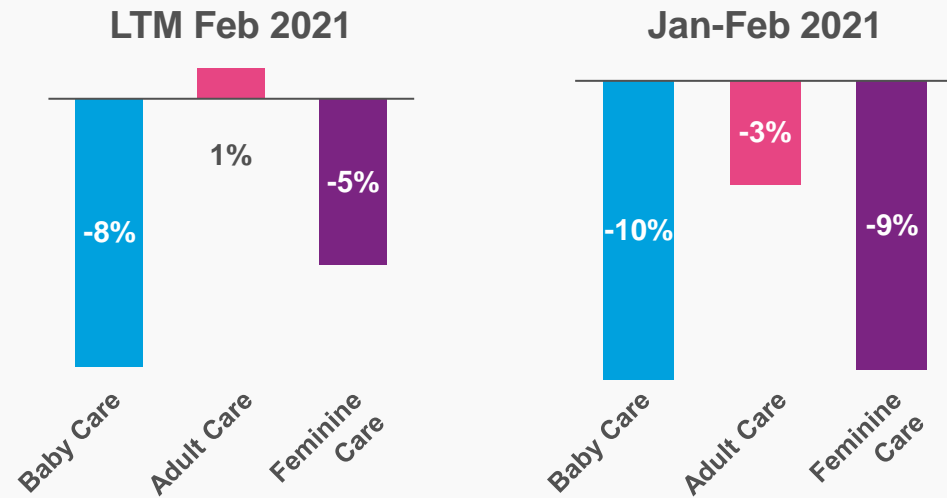


Debt Ratings

- ▶ Moodys B1 with a stable outlook
- ▶ Standard & Poors BB- with a negative outlook

MARKET TRENDS

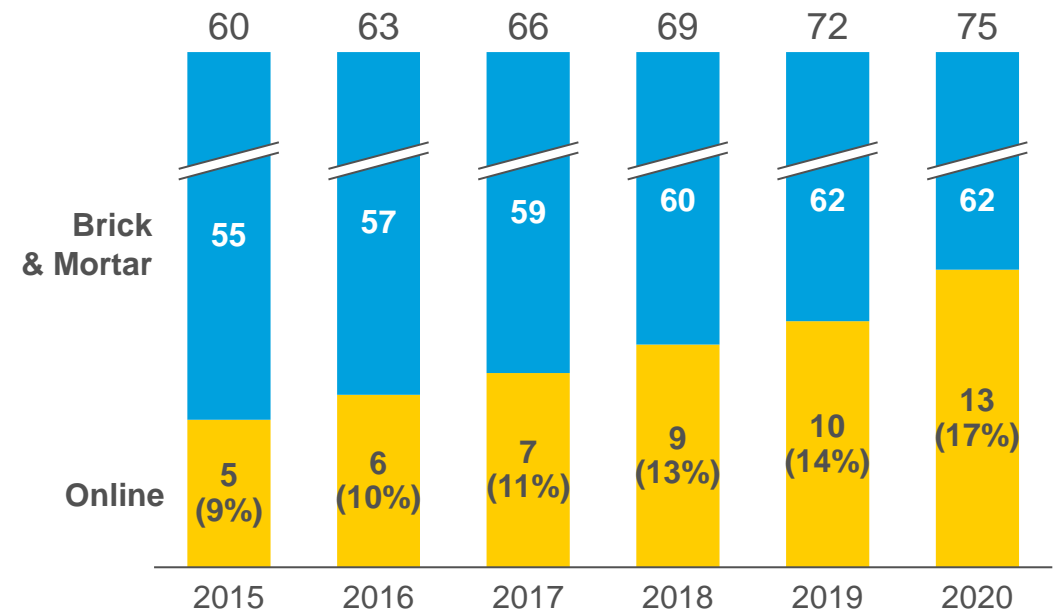
Soft market demand trends in Europe



E-commerce acceleration in 2020

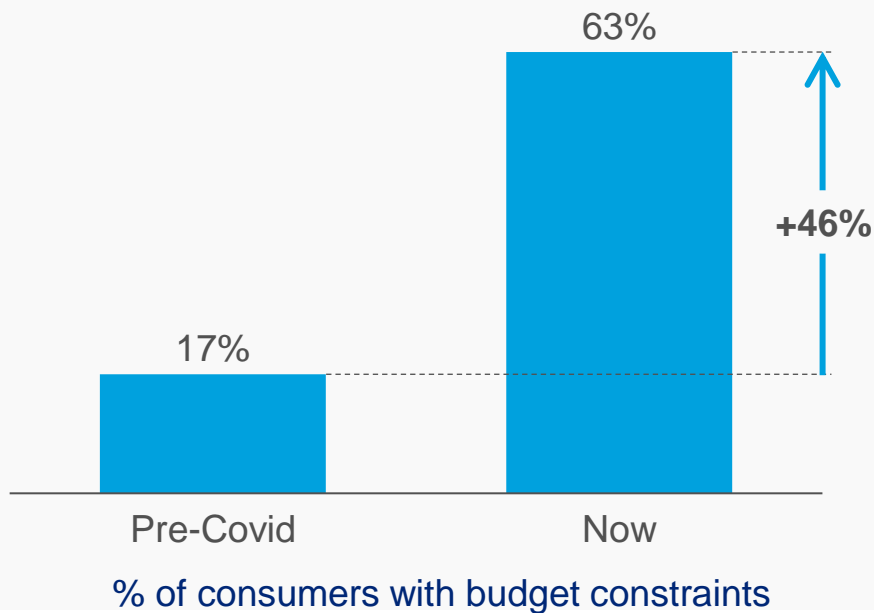
Retail Babycare, Femcare, Adultcare

(€Bn)

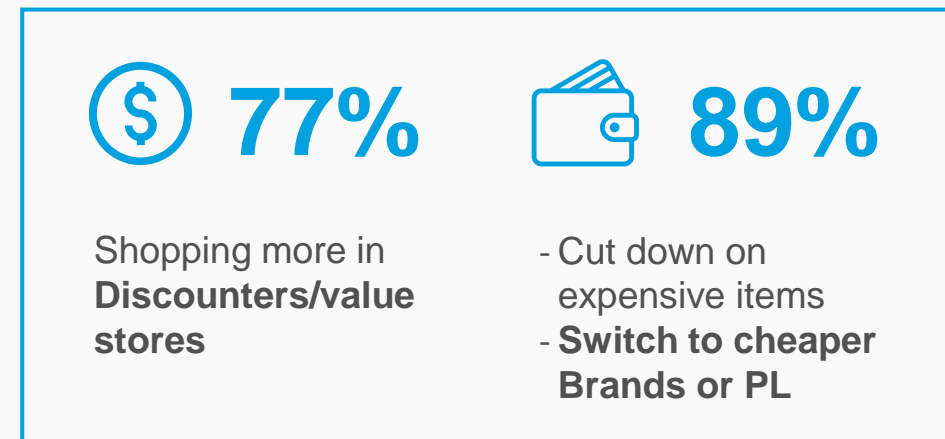


MARKET TRENDS

In Europe, share of consumers claiming to be budget constrained grew 46 percent points with the pandemic...



...and they claim a willingness to pursue savings in retail with ~80% switching to Discounters and Retailer Brands



2021 OUTLOOK

- ▶ Despite uncertainties due to the pandemic and input cost inflation, the Group expects to have stable LFL revenue in 2021 with growth starting in Q2
- ▶ The priority in 2021 will be to launch major actions to drive the turnaround of Ontex
- ▶ The new management team look forward to providing an update on its strategic initiatives and financial objectives on June 21, 2021.

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