Ontex

FY 2018 Results

March 8, 2019

Forward-looking statements

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2018 Highlights

Charles Bouaziz, CEO

FY 2018 highlights

Resilient performance in a challenging environment

	FY 2018 Group	FY 2018 ex Brazil
Group revenue of €2.29 billion (€2.39 billion at constant currency) • Like-for-like (LFL) revenue growth of +1.7%, thanks to enhanced geographic and product portfolio • Improved pricing and mix more than offset lower volumes • Brazil revenue in local currency grew sequentially each quarter in 2018	+1.7% LFL	+2.4% LFL
Adjusted EBITDA of €234 million (€261 million at constant currency) • Adjusted EBITDA margin of 10.9% at constant currency • Reported adjusted EBITDA margin of 10.2%; 11.0% excluding Brazil • Brazil Adjusted EBITDA improved sequentially each quarter of 2018	Adj. EBITDA Margin 10.2%	Adj. EBITDA Margin 11.0%
Balance sheet, cash flow and dividend • Net debt of €760.0 million at end of December 2018, net leverage at 3.25x LTM Adjusted EBITDA • Adjusted Free Cash Flow of €80 million, up €9 million due to improved working capital and capex discipline • Proposed gross dividend of €0.41 per share, in line with Ontex's payout policy	Adj. FCF +12.8%	

Note: see "Alternative Performance Measures" in the appendix of this presentation for more information on the key metrics used

Significant progress on 2018 priorities

2018 Priorities	Focus on profitability of core business	More competitive growth portfolio	Sustainable improvements at Ontex Brazil
Results Achieved	• Pricing actions to mitigate raw material headwinds • Strong delivery of savings and efficiencies • Mix improvement to focus on higher-margin products	• Performance benefited from increased capacity in Baby and Adult pants • Opened new plant in Poland • Strong growth in North America with first baby diaper retailer brand customer and organic cotton tampon sales	• Sequential revenue and EBITDA growth[1] every quarter • Relaunched two local baby diaper brands • Concentrated production on one site • Modernized and streamlined production capabilities with proprietary lines

(1) In local currency

Innovations driven by changing consumer needs and trends

Baby Care

Adult Inco

Feminine Care

Transform to Grow program initiated
New organization and reporting structure implemented

Transform to Grow and appointment of Thierry Navarre as Chief Transformation Officer

In Q4 2018, we initiated Transform to Grow ("T2G"), our comprehensive transformation program to enhance Ontex's competitiveness and return to sustainable growth. In this context, Thierry Navarre has been appointed to the new role of Chief Transformation Officer to lead this critical program, after serving for 10 years as Chief Operating Officer.

New organization and reporting structure implemented

We have revamped our organization in order to better seize opportunities arising from our geographic expansion with the establishment of new growth platforms in the Americas and sub-Saharan Africa, improve execution and bolster focus on our competitive differentiators. The Company's 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
- **Healthcare**, which continues to focus on the institutional markets and dedicated incontinence brands

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

As of Q1 2019, Ontex's revenue will be presented in accordance with these three commercial Divisions. Please see slide 26 for 2018 revenue restated accordingly.

2018 Financial Review

Charles Desmartis, CFO

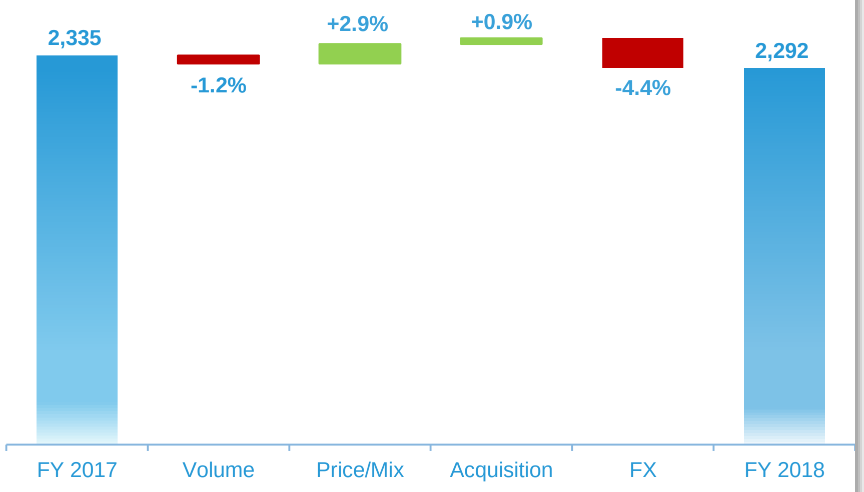
Enhanced geographic and product portfolio drove solid LFL revenue growth

+1.7% LFL in 2018 in a difficult market environment

Group revenue review

- LFL revenue +1.7% in FY 2018
  - LFL revenue +2.4% excluding Brazil
- Top-line drivers
  - Positive price/mix across most Divisions more than offset volume decrease
  - Solid LFL growth in Adult Inco, driven by Adult pants
  - Sequential growth each quarter in Brazil in local currency
    - Ontex Brazil consolidated for all of 2018 versus 10 months in 2017
- FX headwinds of €102 million (-4.4% impact on reported revenue)

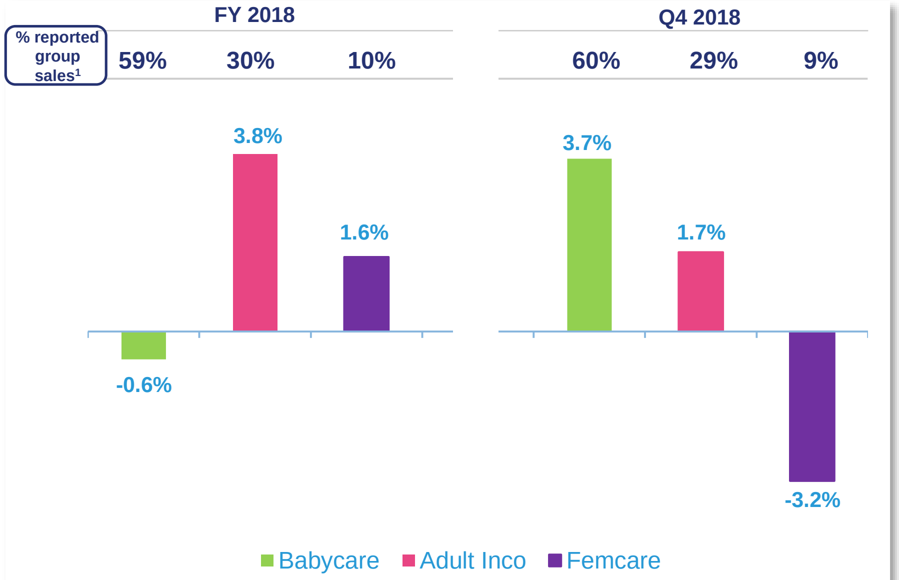
Sales bridge FY 2018 (€m)



LFL growth in 2 of 3 categories; robust performance in Adult Inco

- Continued strong growth of baby pants and local baby diaper brand sales
  - Growth supported by additional production capacity
  - Babycare LFL revenue down -0.6% due to decrease in diapers
- Strong demand growth in adult pants and attractive leadership positions
  - 9% LFL growth in retail channels
  - Growth in institutional channels
  - Adult Inco LFL revenue up +3.8%
- Growth of organic cotton tampons supported by increasing consumer preference for natural materials
  - Femcare up +1.6% LFL

LFL sales growth

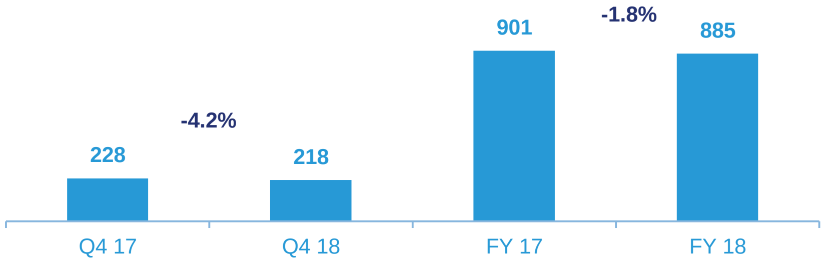


Note 1: Category split excludes 1% and 2% of "Other" in FY and Q4 respectively.

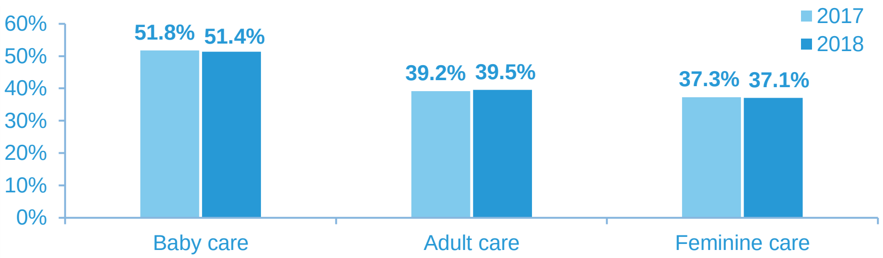
Mature Market Retail:
Growth in strategic categories, decrease in diaper volumes

- LFL revenue down -1.8% in FY 2018 on a very high comparable base (+5.1% in 2017)
- Solid growth in Baby and Adult pants only partly offset the anticipated decrease in Baby diapers
- Investment in additional production capacity to address demand evolution and better serve our customers
  - New capacity of Baby and Adult pants
  - New production plant in Poland
- Reported revenue down -2.3% in FY 2018

MMR (38% of 2018 Group sales) LFL revenue (€m) and sales growth



Retailer brands maintained strong share positions

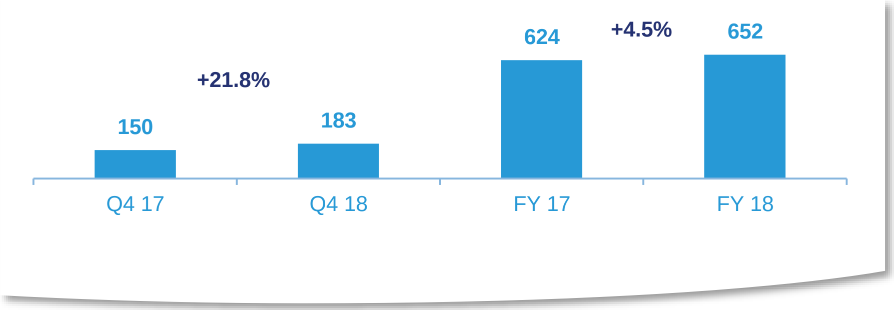


Source: Retailer brand share in volume is based upon 2018 Nielsen data

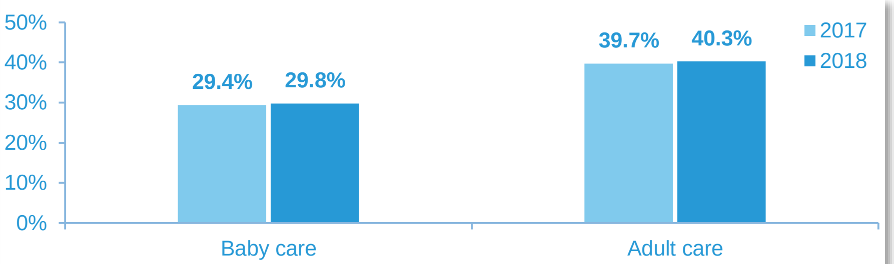
Americas Retail: Strong market outperformance

- LFL revenue up +4.5% in FY 2018
  - Driven by volume increases in most markets and positive price/mix
- Another year of solid market share performance in both Baby care and Adult Inco in Mexico
  - Supported by innovations including baby diapers with enhanced softness and absorption
- Strong sales growth in US
  - Driven by our first retailer brand diaper for a leading US customer
- Solid progress at Ontex Brazil
  - Re-launched PomPom and Cremer baby diaper brands
- Reported revenue for FY 2018 down -1.0%

Americas Retail (27% of 2018 Group Sales) LFL revenue (€m) and sales growth



Strong local brands drove continued share gains in Mexico

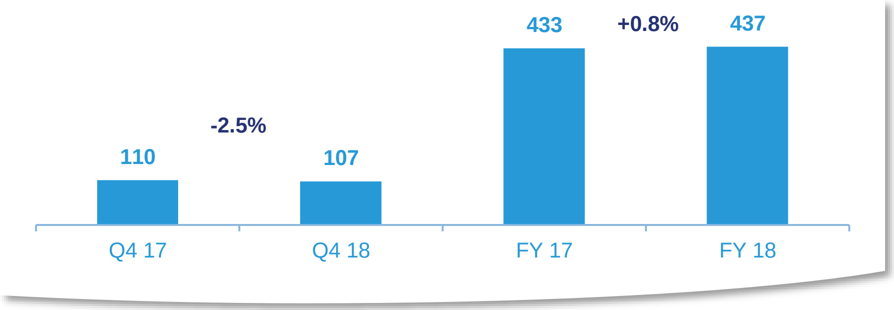


Source: Share in volume is based upon 2018 Nielsen data and ISCAM data

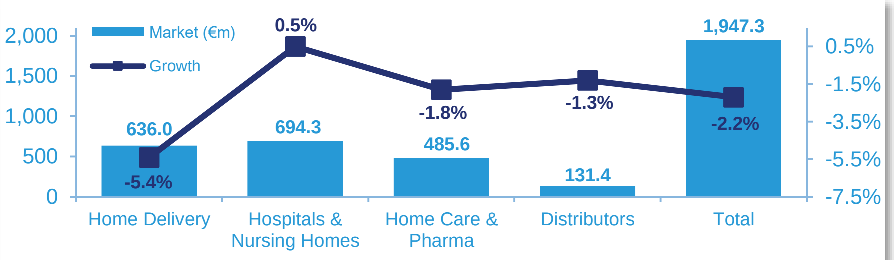
Healthcare: Continued LFL growth ahead of markets

- LFL revenue +0.8%, in a market estimated to be declining
- Consistent focus on leveraging our brands (Serenity and iD) and developing sales in self-pay channels
- Further sales growth of Adult pants
  - Launch of new high-absorbency Adult pants platform to meet consumer needs
  - Double-digit sales growth in Adult pants through additional capacity
- Reported revenue up +0.5% in FY 2018

Healthcare (19% of 2018 Group sales) LFL revenue (€m) and sales growth



Institutional market declined in most channels

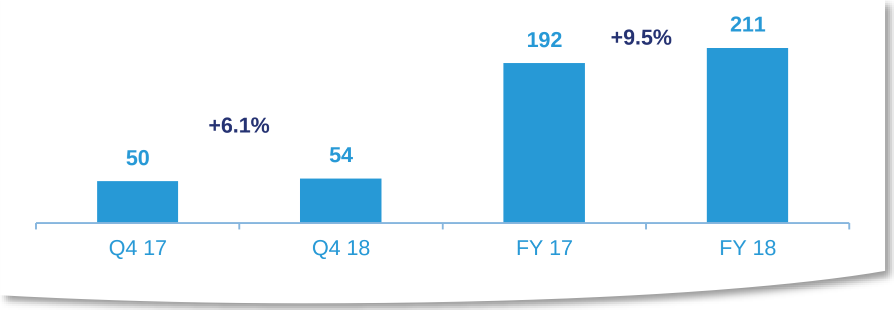


Source: IMS (Home care & Pharma) and Internal Tender tracking.Strategic Planning Process, Ontex

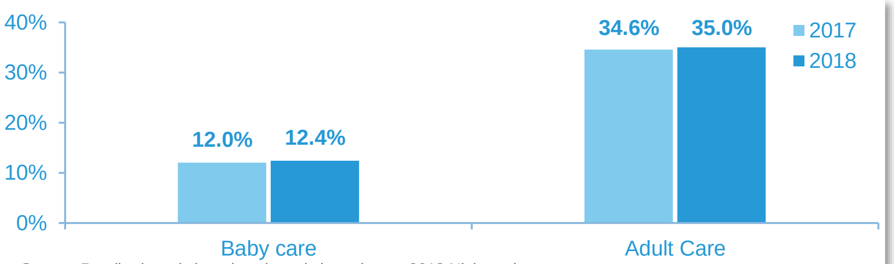
Growth Markets: Another year of strong LFL revenue momentum

- LFL revenue up +9.5%, on the back of higher volumes and better product mix
  - Strong growth in Adult and Baby pants
- Strengthened baby diaper market leadership in Ethiopia
- Pricing environment in Eastern Europe remained highly competitive despite higher input costs and FX headwinds
- Reported revenue growth of +2.7% in FY 2018

Growth Markets (9% of 2018 Group sales) LFL revenue (€m) and sales growth



Retailer brands expanding market share in Russia



Source: Retailer brand share in volume is based upon 2018 Nielsen data

MENA: Solid LFL growth driven by H2 improvement

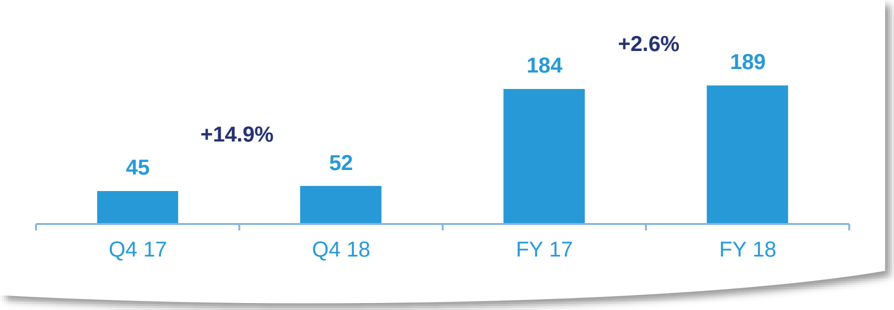
- LFL revenue +2.6% in FY 2018
  - Double-digit LFL revenue growth in the second half of the year

- Adapted well in volatile environment with significantly weaker currencies through:
  - Pricing
  - Innovation
  - Step up of in-store commercial activities
  - Leveraging Canped's strength, market leader in Turkey Adult Inco

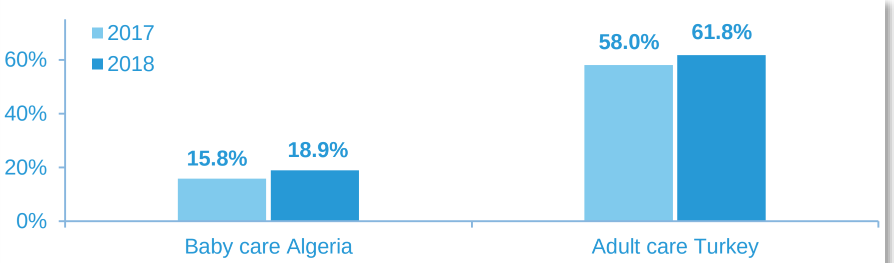
- Investments in our production capabilities to position us well for future growth

- Reported revenue down 12.8% in FY 2018

MENA (7% of 2018 Group sales) LFL revenue (€m) and sales growth



Market share of Ontex brands in Algeria and Turkey



Source: Share in value is based upon 2018 Nielsen data

Adjusted EBITDA margin

Resilient Adj. EBITDA margin at constant currency through improved price/mix and savings

Gross margin contraction of 99 bps to 27.3% in FY 2018

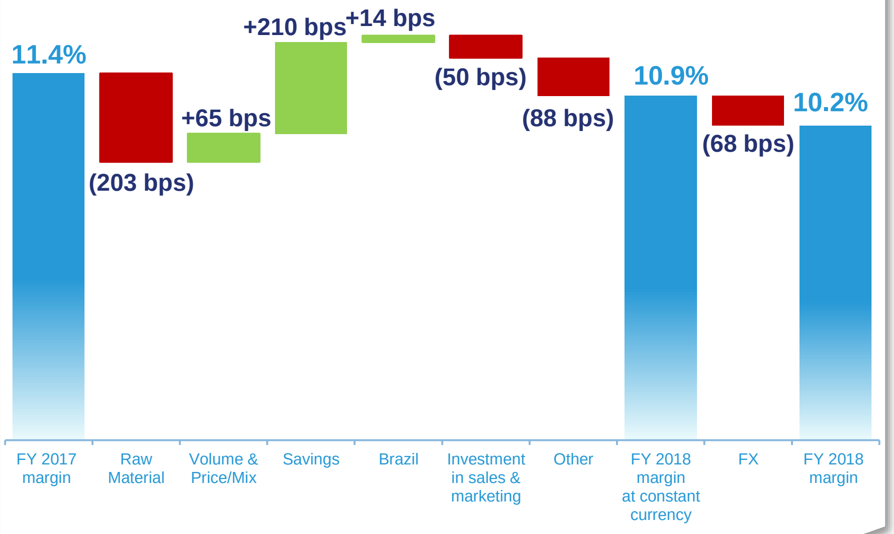
- Higher raw material pricing and negative FX
- Offset partially by improved pricing, mix and significant savings and efficiencies

- **Adjusted EBITDA margin 10.9% at constant currency in FY 2018**

- **Strong negative FX impacts in FY 2018**
  - -€27 million due to most currencies in which we do business

- **Adjusted EBITDA margin 10.2%**
  - Ontex ex Brazil Adjusted EBITDA margin of 11.0%
  - Brazil Adjusted EBITDA improved sequentially each quarter of 2018

Adjusted EBITDA margin bridge FY 2018 (% and bps)



Adjusted Free Cash Flow

Solid growth in Adjusted Free Cash Flow in 2018

- Adjusted free cash flow of €80.0 million in 2018, up 12.8%, driven by improved working capital and lower capex
  - Working capital at 11.2% of revenue, well within our objective of 12% of sales
  - Lower cash taxes
  - Capex at 4.5% of sales

In millions of Euro	FY 2018	FY 2017	%
Adjusted EBITDA	**234.0**	**266.4**	***-12.2%***
Changes in working capital			
Inventories	(39.9)	(8.3)	*N.M.*
Trade and other receivables [1]	24.5	(56.4)	*N.M.*
Trade and other payables	4.3	26.1	*N.M.*
Cash taxes paid	(39.1)	(44.9)	*-12.9%*
Capex	(103.8)	(111.9)	*-7.2%*
Adj. Free Cash Flow (post tax)	**80.0**	**71.0**	***12.8%***

Note 1: Includes cash received from non-recourse factoring of receivables

Implementation of IFRS 16 Leases: Estimated impacts on 2018 financial results

Income Statement	FY 2018 reported	FY 2018 pro-forma impacts[1]	FY 2018 pro-forma
Adj. EBITDA	€234 million	€28-€30 million	€262-€264 million
Balance Sheet	**December 31, 2018**	**IFRS 16 Impact1**	**January 1, 2019**
Total assets	€2.790 billion	+€147 million	€2.937 billion
Net debt	€760 million	+€147 million	€907 million

[1] Current assessment, minor adjustments still expected

Outlook

Charles Bouaziz, CEO

Outlook

- For 2019, we anticipate further top-line growth in developing markets, and lower revenue in developed markets.
- We expect to improve adjusted EBITDA at constant currency[1], despite a slow start to the year in Q1 2019 due to continued, but stabilizing, raw material and FX headwinds. Our pricing, mix improvement and cost savings actions should start taking effect in the second half of the year.
- As a consequence of our increased international footprint, going forward we will report adjusted EBITDA at constant currency alongside LFL revenue, as they provide a fairer measure of our underlying performance.

[1]Irrespective of the impact of IFRS 16. IFRS 16 *Leases* is effective for the reporting periods beginning on January 1, 2019. A complete disclosure on the application of the new standard at Ontex will be available in the Notes to the 2018 Consolidated Financial Statements to be issued in advance of the Annual General Meeting of Shareholders. See slide 20 for the estimated impact of applying IFRS16 on certain 2018 measures.

Investor Update event - May 8, 2019

- We will host an Investor Update event on Wednesday, May 8, 2019, the day of our Q1 2019 Trading Update. The Trading Update conference call for investors and analysts will take place at 9.00am CET/8.00am UK, with a meeting for investors and analysts in London following later on the same day.

- The event will be hosted by members of the Ontex management team and will provide an update on Ontex's strategy and its implementation, leveraging the outcome of our T2G program currently underway.

Q&A

Appendix

Revenue overview for Q4 & FY 2018

In millions of Euro	Q4 2018	Q4 2017	*% as reported*	*% LFL*	FY 2018	FY 2017	*% as reported*	*% LFL*
Per Division								
Mature market retail	217.2	227.5	*(4.5%)*	*(4.2%)*	880.2	900.7	*(2.3%)*	*(1.8%)*
Americas retail	176.0	150.5	*17.0%*	*21.8%*	618.0	624.1	*(1.0%)*	*4.5%*
Growth markets	50.8	50.4	*0.8%*	*6.1%*	197.6	192.3	*2.7%*	*9.5%*
Healthcare	106.9	109.8	*(2.6%)*	*(2.5%)*	435.6	433.4	*0.5%*	*0.8%*
MENA	44.9	45.1	*(0.5%)*	*14.9%*	160.8	184.5	*(12.8%)*	*2.6%*
Per Category								
Babycare	358.9	356.6	0.7%	3.7%	1,345.1	1,410.5	(4.6%)	(0.6%)
Femcare	53.6	55.5	(3.6%)	(3.2%)	222.8	221.2	0.7%	1.6%
Adult incontinence	174.9	178.1	(1.8%)	1.7%	693.6	689.5	0.6%	3.8%
Other (Traded goods)	8.5	(6.9)	*N.M.*	*N.M.*	30.6	13.8	*N.M.*	*N.M.*
Per Geographic Area								
Western Europe	262.4	267.1	*(1.8%)*	*(1.8%)*	1,075.2	1,073.9	*0.1%*	*0.2%*
Eastern Europe	78.8	84.0	*(6.2%)*	*(2.7%)*	292.9	314.4	*(6.8%)*	*(3.1%)*
Americas	176.4	151.7	*16.3%*	21.0%	620.2	628.1	*(1.2%)*	*4.2%*
Rest of the world	78.4	80.5	*(2.6%)*	6.8%	303.8	318.6	*(4.7%)*	*6.3%*

N.A.: not applicable
N.M.: Not meaningful

2018 revenue re-stated according to 2019 Division structure

In millions of Euro	Q1 2018	Q1 2018	Q1 2018	Q1 2018	FY 2018
			Per Division		
Europe	253.0	261.5	252.0	254.2	1,020.7
Americas, Middle East & Africa, Asia (AMEEA)	191.9	202.0	207.1	234.8	835.8
Healthcare	113.2	108.0	107.5	106.9	435.6
Ontex Group reported revenue	558.1	571.5	566.6	595.9	2,292.2

Condensed income statement

In millions of Euro	FY 2018	FY 2017	%
Revenues	**2,292.2**	**2,335.0**	***-1.8%***
Like-for-like (LFL) revenues[1]	2,374.0	2,335.0	*1.7%*
Gross margin	**625.7**	**660.6**	***-5.3%***
Gross margin as % of sales	*27.3%*	*28.3%*	*-99 bps*
Adjusted EBITDA[1]	**234.0**	**266.4**	***-12.2%***
Adjusted EBITDA margin	*10.2%*	*11.4%*	*-120 bps*
Adjusted EBITDA at constant currency	**260.8**	**266.4**	***-2.1%***
Operating profit excl. non recurring costs	177.0	212.8	*-16.8%*
Operating profit	**152.8**	**208.3**	***-26.7%***
Net finance cost	(28.6)	(43.8)	*-34.6%*
Income tax expense	(27.2)	(36.1)	*-24.8%*
Net profit / loss	**97.0**	**128.4**	***-24.5%***
Basic EPS	1.20	1.61	*-25.7%*

[1]Note: see "Alternative Performance Measures" in the appendix of this presentation for more information on the key metrics used

Non-recurring income and expenses

- FY 2018 mainly impacted by business restructuring expenses; factory closure expenses and impairment of assets
- FY 2017 was mainly impacted by business restructuring expenses

In millions of Euro	FY 2018	FY 2017
Non recurring income and expenses[1]	**(24.3)**	**(4.4)**
Factory Closure	(5.9)	(0.1)
Business restructuring	(11.1)	(4.2)
Acquisition related income/expenses	2.5	2.1
Change in fair value of contingent consideration	(1.0)	(2.2)
Income and expenses related to changes in Group structure	**(15.5)**	**(4.4)**
Impairment of assets	(8.8)	(0.1)
Income and expenses related to impairments and major litigations	**(8.8)**	**(0.1)**

Note 1: Non recurring expenses excluding amortization

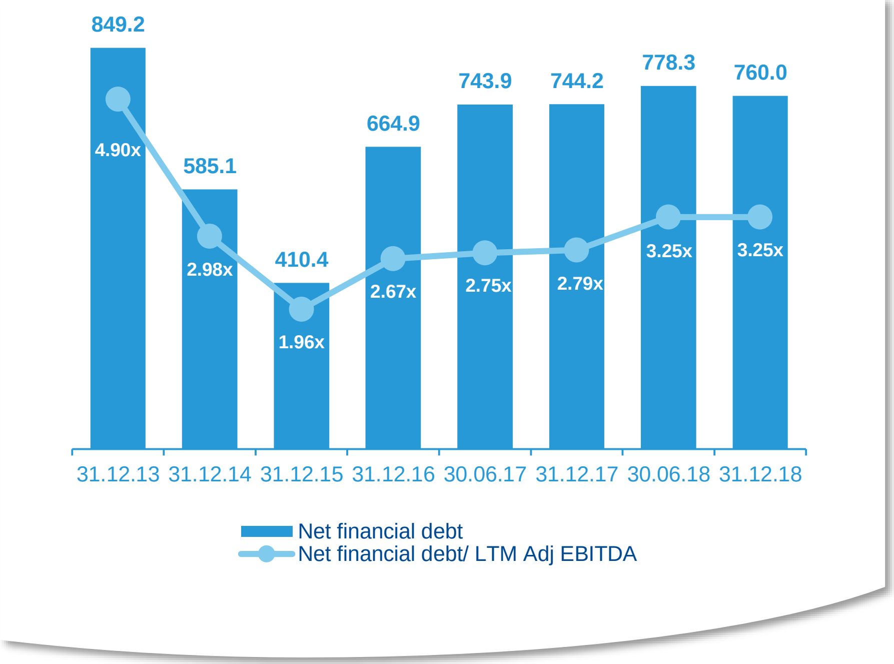
Net debt and leverage

Reported debt position and liquidity as of December 31, 2018

Net Debt Calculation	(€m)
Gross debt	890.6
Cash & cash equivalents	(130.6)
Net debt	**760.0**

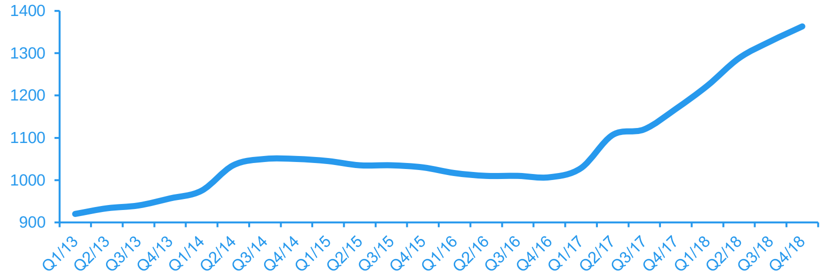
Leverage Calculation	(€m)
Net debt	760.0
LTM Adjusted EBITDA	234.0
Net debt/LTM Adjusted EBITDA	**3.25x**

Net Debt (€m) and leverage (x)

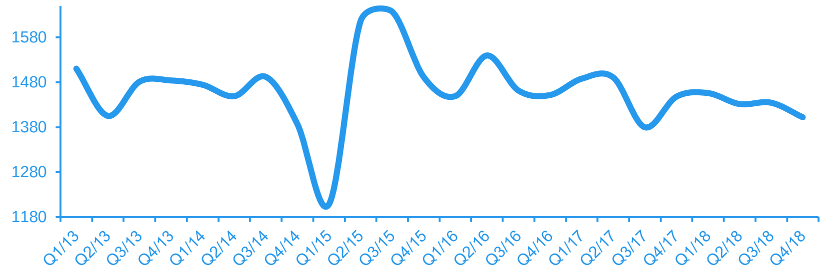


Raw Material Price Indices (2013 - 2018)

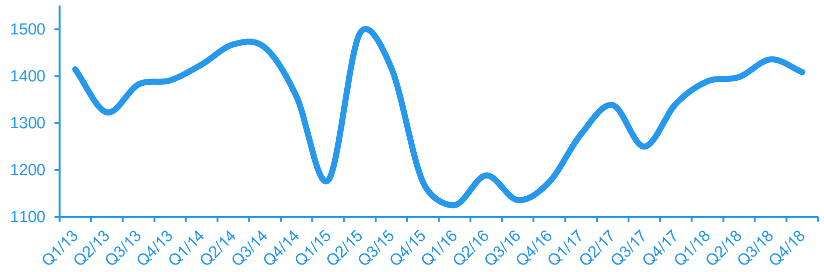
Fluff – RISI Index (USD/MT)



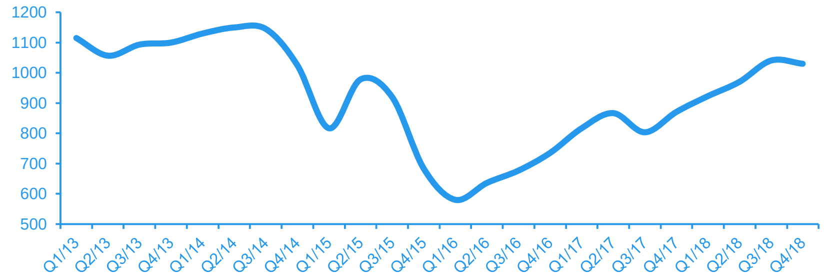
Low Density Polyethylene – LDPE index (€/ton)



Polypropylene homo polymer – PP homo index (€/ton)



Propylene Homo – Propylene index (€/Mton)



Alternative Performance Measures

The following alternative performance measures (non-GAAP) have been included in this presentation since management believes that they are widely used by certain investors, securities analysts and other interested parties as supplemental measures of performance and liquidity. The alternative performance measures may not be comparable to similarly titled measures of other companies and have limitations as analytical tools and should not be considered in isolation or as a substitute for analysis of our operating results, our performance or our liquidity under IFRS.

- **Like-for-like revenue (LFL)**: Like-for-like revenue is defined as revenue at constant currency excluding change in perimeter of consolidation or M&A.
- **EBITDA and Adjusted EBITDA and related margins**: **EBITDA** is defined as earnings before net finance cost, income taxes, depreciation and amortisation. **Adjusted EBITDA** is defined as EBITDA plus non-recurring income and expenses. **EBITDA and Adjusted EBITDA margins** are EBITDA and Adjusted EBITDA divided by revenue.
- **Net financial debt/LTM Adjusted EBITDA ratio (Leverage)**: **Net financial debt** is calculated by adding short-term and long-term debt and deducting cash and cash equivalents. **LTM adjusted EBITDA** is defined as EBITDA plus non-recurring income and expenses for the last 12 months (LTM).
- **Non-recurring Income and expenses**: Non-recurring income and expenses are defined as those items that are considered to be non-recurring or unusual because of their nature. The non-recurring income and expenses relate to:
  - acquisition costs;
  - business restructuring costs, including costs related to the liquidation of subsidiaries and the closure, opening or relocations of factories;
  - asset impairment costs;
  - IPO and refinancing costs.

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- **Adjusted Free Cash Flow:** Adjusted Free Cash Flow is defined as Adjusted EBITDA less capital expenditures (Capex, defined as purchases of property, plant and equipment and intangible assets), less change in working capital, less income taxes paid.

- **Adjusted Profit & Adjusted EPS (earnings per share):** Adjusted Profit is defined as profit for the period plus non-recurring income and expenses and tax effect on non-recurring income and expenses, attributable to the owners of the parent. Adjusted EPS is Adjusted Profit divided by the weighted average number of ordinary shares.

- **Working Capital:** The components of our working capital are inventories plus trade receivables and prepaid expenses and other receivables plus trade payables and accrued expenses and other payables.

Thank you