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## CONSOLIDATED FIGURES

Input from Berenberg Bank - Degroof Petercam - ING - KBC Securities - Kepler Cheuvreux

<sup>a</sup> = actual  
<sup>e</sup> = expected

(in million EUR)	2020 <sup>a</sup>				2021				2020 <sup>a</sup>		2021					
	2020 <sup>a</sup>	2021 <sup>e</sup>	2022 <sup>e</sup>	2023 <sup>e</sup>	1Q	2Q	3Q	4Q	1Q <sup>a</sup>	2Q <sup>e</sup>	3Q <sup>e</sup>	4Q <sup>e</sup>	1H	2H	1H <sup>e</sup>	2H <sup>e</sup>
<b>Net Sales</b>	<b>828.8</b>	<b>1219.4</b>	<b>1265.5</b>	<b>1289.9</b>	<b>221.5</b>	<b>152.8</b>	<b>217.2</b>	<b>237.4</b>	<b>256.7</b>	<b>311.4</b>	<b>327.3</b>	<b>324.0</b>	<b>374.3</b>	<b>454.5</b>	<b>568.1</b>	<b>651.3</b>
<i>annual growth rate</i>									15.9%	103.9%	50.7%	36.5%			51.8%	43.3%
Engineered Foams	322.0	596.4	652.2	672.1	89.4	57.7	81.5	93.3	103.6	161.7	164.8	166.3	147.1	174.8	265.3	331.1
<i>annual growth rate</i>		85.2%	9.3%	3.1%					15.9%	180.2%	102.2%	78.2%			80.3%	89.4%
Bedding	241.8	254.4	263.6	269.8	65.2	44.0	68.3	64.3	55.7	60.7	68.3	69.7	109.2	132.5	116.4	138.0
<i>annual growth rate</i>		5.2%	3.6%	2.3%					-14.5%	37.8%	0.0%	8.5%			6.5%	4.1%
Insulation	249.2	337.7	335.5	345.6	60.7	52.0	64.8	71.7	86.9	82.2	87.4	81.2	112.7	136.5	169.0	168.6
<i>annual growth rate</i>		35.5%	-0.6%	3.0%					43.1%	58.0%	35.0%	13.2%			50.0%	23.5%
Eliminations	15.8	30.9	14.2	2.4	6.2	-1.0	2.6	8.0	10.5	6.8	6.8	6.7	5.2	10.7	17.3	13.6
<b>Adjusted EBITDA</b>	<b>58.8</b>	<b>126.3</b>	<b>144.9</b>	<b>155.4</b>									<b>19.1</b>	<b>39.8</b>	<b>55.3</b>	<b>71.0</b>
<i>as % of sales</i>	7.1%	10.4%	11.4%	12.0%									5.1%	8.7%	9.7%	10.9%
Engineered Foams	28.6	71.1	85.2	91.7									10.3	18.3	29.5	41.6
<i>as % of sales</i>	8.9%	11.9%	13.1%	13.6%									7.0%	10.5%	11.1%	12.6%
Bedding	18.2	20.9	23.0	24.1									4.5	13.7	9.2	11.7
<i>as % of sales</i>	7.5%	8.2%	8.7%	8.9%									4.2%	10.3%	7.9%	8.5%
Insulation	27.7	48.5	50.5	53.6									11.3	16.4	23.5	24.9
<i>as % of sales</i>	11.1%	14.4%	15.0%	15.5%									10.0%	12.0%	13.9%	14.8%
Corporate	-15.6	-14.2	-13.8	-14.0									-7.0	-8.6	-7.0	-7.2
<b>EBITDA</b>	<b>51.6</b>	<b>121.9</b>	<b>143.3</b>	<b>153.9</b>									<b>17.4</b>	<b>34.2</b>	<b>53.8</b>	<b>68.1</b>
<i>as % of sales</i>	6.2%	10.0%	11.3%	11.9%									4.6%	7.5%	9.5%	10.5%
Engineered Foams	27.4	69.1	85.2	91.7									9.5	17.9	28.1	41.0
<i>as % of sales</i>	8.5%	11.6%	13.1%	13.6%									6.4%	10.2%	10.6%	12.4%
Bedding	17.1	20.9	23.0	24.1									3.5	13.6	9.2	11.7
<i>as % of sales</i>	7.1%	8.2%	8.7%	8.9%									3.2%	10.3%	7.9%	8.5%
Insulation	27.5	48.1	50.5	53.6									11.2	16.3	23.5	24.6
<i>as % of sales</i>	11.0%	14.2%	15.0%	15.5%									9.9%	11.9%	13.9%	14.6%
Corporate	-20.4	-16.2	-15.4	-15.5									-6.8	-13.6	-7.0	-9.2
<b>Adjusted Operating Result</b>	<b>23.5</b>	<b>74.7</b>	<b>88.0</b>	<b>98.1</b>									<b>0.9</b>	<b>22.6</b>	<b>29.9</b>	<b>44.8</b>
<i>as % of sales</i>	2.8%	6.1%	7.0%	7.6%									0.2%	5.0%	5.3%	6.9%
Engineered Foams	14.4	43.8	56.1	62.8									3.1	11.2	15.4	28.4
<i>as % of sales</i>	4.5%	7.3%	8.6%	9.3%									2.1%	6.4%	5.8%	8.6%
Bedding	10.2	12.4	14.3	15.2									0.0	10.2	4.8	7.5
<i>as % of sales</i>	4.2%	4.9%	5.4%	5.6%									0.0%	7.7%	4.1%	5.5%
Insulation	17.1	34.6	33.6	36.5									5.9	11.2	16.3	18.3
<i>as % of sales</i>	6.9%	10.2%	10.0%	10.5%									5.2%	8.2%	9.7%	10.8%
Corporate	-18.2	-16.1	-15.9	-16.3									-8.2	-10.0	-6.7	-9.4
<b>Operating Result</b>	<b>13.9</b>	<b>69.3</b>	<b>86.5</b>	<b>96.6</b>									<b>-2.9</b>	<b>16.7</b>	<b>27.5</b>	<b>41.8</b>
<i>as % of sales</i>	1.7%	5.7%	6.8%	7.5%									-0.8%	3.7%	4.8%	6.4%
Engineered Foams	11.9	40.8	56.1	62.8									1.2	10.7	13.4	27.4
<i>as % of sales</i>	3.7%	6.8%	8.6%	9.3%									0.8%	6.1%	5.1%	8.3%
Bedding	8.1	12.4	14.3	15.2									-1.9	10.0	4.7	7.7
<i>as % of sales</i>	3.3%	4.9%	5.4%	5.6%									-1.7%	7.5%	4.0%	5.6%
Insulation	16.9	34.2	33.6	36.5									5.8	11.1	16.2	18.0
<i>as % of sales</i>	6.8%	10.1%	10.0%	10.5%									5.2%	8.1%	9.6%	10.7%
Corporate	-23.1	-18.0	-17.5	-17.8									-8.1	-15.0	-6.8	-11.3

## SUMMARY

(in million EUR)	2020a				2021				2020a		2021					
	2020a	2021e	2022e	2023e	1Q	2Q	3Q	4Q	1H <sup>a</sup>	2H <sup>a</sup>	1H <sup>e</sup>	2H <sup>e</sup>				
<b>Net Sales</b>	<b>828.8</b>	<b>1219.4</b>	<b>1265.5</b>	<b>1289.9</b>	<b>221.5</b>	<b>152.8</b>	<b>217.2</b>	<b>237.4</b>	<b>256.7</b>	<b>311.4</b>	<b>327.3</b>	<b>324.0</b>	<b>374.3</b>	<b>454.5</b>	<b>568.1</b>	<b>651.3</b>
<i>annual growth rate</i>									15.9%	103.9%	50.7%	36.5%			51.8%	43.3%
<b>Adjusted EBITDA</b>	<b>58.8</b>	<b>126.3</b>	<b>144.9</b>	<b>155.4</b>									<b>19.1</b>	<b>39.8</b>	<b>55.3</b>	<b>71.0</b>
<i>as % of consolidated sales</i>	7.1%	10.4%	11.4%	12.0%									5.1%	8.7%	9.7%	10.9%
<b>EBITDA</b>	<b>51.6</b>	<b>121.9</b>	<b>143.3</b>	<b>153.9</b>									<b>17.4</b>	<b>34.2</b>	<b>53.8</b>	<b>68.1</b>
<i>as % of consolidated sales</i>	6.2%	10.0%	11.3%	11.9%									9.1%	7.5%	9.5%	10.5%
<b>Adjusted Operating Result</b>	<b>23.5</b>	<b>74.7</b>	<b>88.0</b>	<b>98.1</b>									<b>0.9</b>	<b>22.6</b>	<b>29.9</b>	<b>44.8</b>
<i>as % of consolidated sales</i>	2.8%	6.1%	7.0%	7.6%									5.1%	5.0%	5.3%	6.9%
<b>Operating result</b>	<b>13.9</b>	<b>69.3</b>	<b>86.5</b>	<b>96.6</b>									<b>-2.9</b>	<b>16.7</b>	<b>27.5</b>	<b>41.8</b>
<i>as % of consolidated sales</i>	1.7%	5.7%	6.8%	7.5%									-0.8%	3.7%	4.8%	6.4%
Financial result	-5.1	-7.1	-6.2	-4.9									-2.6	-2.6	-3.0	-4.0
Income from other associates	-10.2	0.6	0.4	0.4									-3.0	-7.3	0.5	0.1
Income taxes	-4.0	-14.5	-19.8	-22.8									-2.0	-2.0	-6.4	-8.1
<b>Earnings after taxes of continuing operations</b>	<b>-5.5</b>	<b>48.4</b>	<b>60.9</b>	<b>69.3</b>									<b>-8.4</b>	<b>4.4</b>	<b>18.6</b>	<b>29.8</b>
<i>as % of consolidated sales</i>	-0.7%	4.0%	4.8%	5.4%									-2.2%	1.0%	3.3%	4.6%
Result from discontinued operations	68.7	0.0	0.0	0.0									68.8	-68.8	0.0	0.0
<b>Earnings after taxes of continuing and discontinued operations</b>	<b>63.2</b>	<b>48.4</b>	<b>60.9</b>	<b>69.3</b>									<b>60.4</b>	<b>-64.5</b>	<b>18.6</b>	<b>29.8</b>
<b>Net Financial Debt</b>	<b>-47.9</b>	<b>210.5</b>	<b>163.6</b>	<b>113.3</b>												
Drawn amounts under factoring programs	0.0	0.0	0.0	0.0												
Impact of application IFRS 16	52.5	51.6	48.6	45.6												
<b>Total Net Financial Debt</b>	<b>4.6</b>	<b>262.1</b>	<b>212.3</b>	<b>158.9</b>												
<b>Total equity</b>	<b>334.8</b>	<b>368.5</b>	<b>410.7</b>	<b>458.1</b>												