

Wendel – ESG Roadshow Presentation

June 2021

2021



INVESTING FOR THE LONG TERM



WENDEL

Who we are



W E N D E L

“A strong tradition of entrepreneurship supporting long-term investing”

A **316**-year-old history

273 years
in the steel industry

43 years
of investment experience

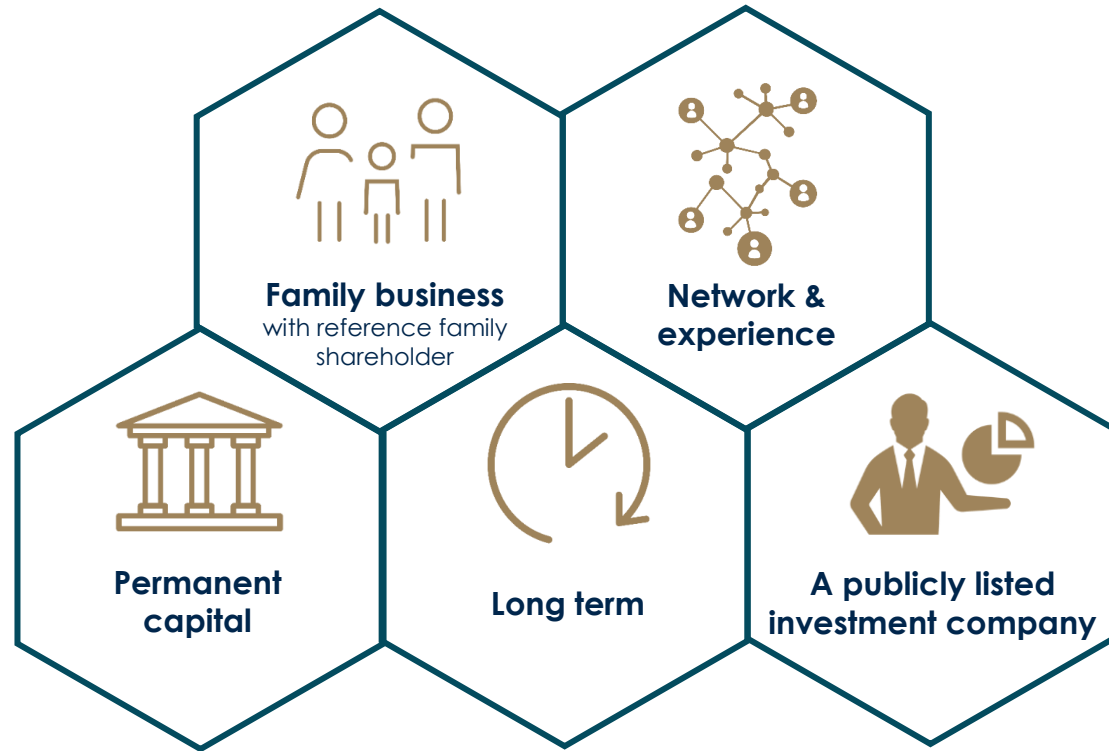
Listed since
1859



1. View of steelworks in 1866. Watercolor by Bertier.

2. François de Wendel (1778-1829).

The strength of the Wendel model



Le Centre Pompidou-Metz

— Our positioning is unique...

Several thousand investment firms
active in the world

But very few...



**are really
long term**



**make additional
investments over time**



**grow their companies
for up to 25 years**

Wendel at a glance

€9.1bn

Gross asset value ⁽¹⁾

6

Portfolio companies

~€5.0bn

Market capitalization

€7.5bn

Consolidated turnover in 2020



Global footprint

With offices in Europe and North America

~25

Investment professionals

€1.8bn

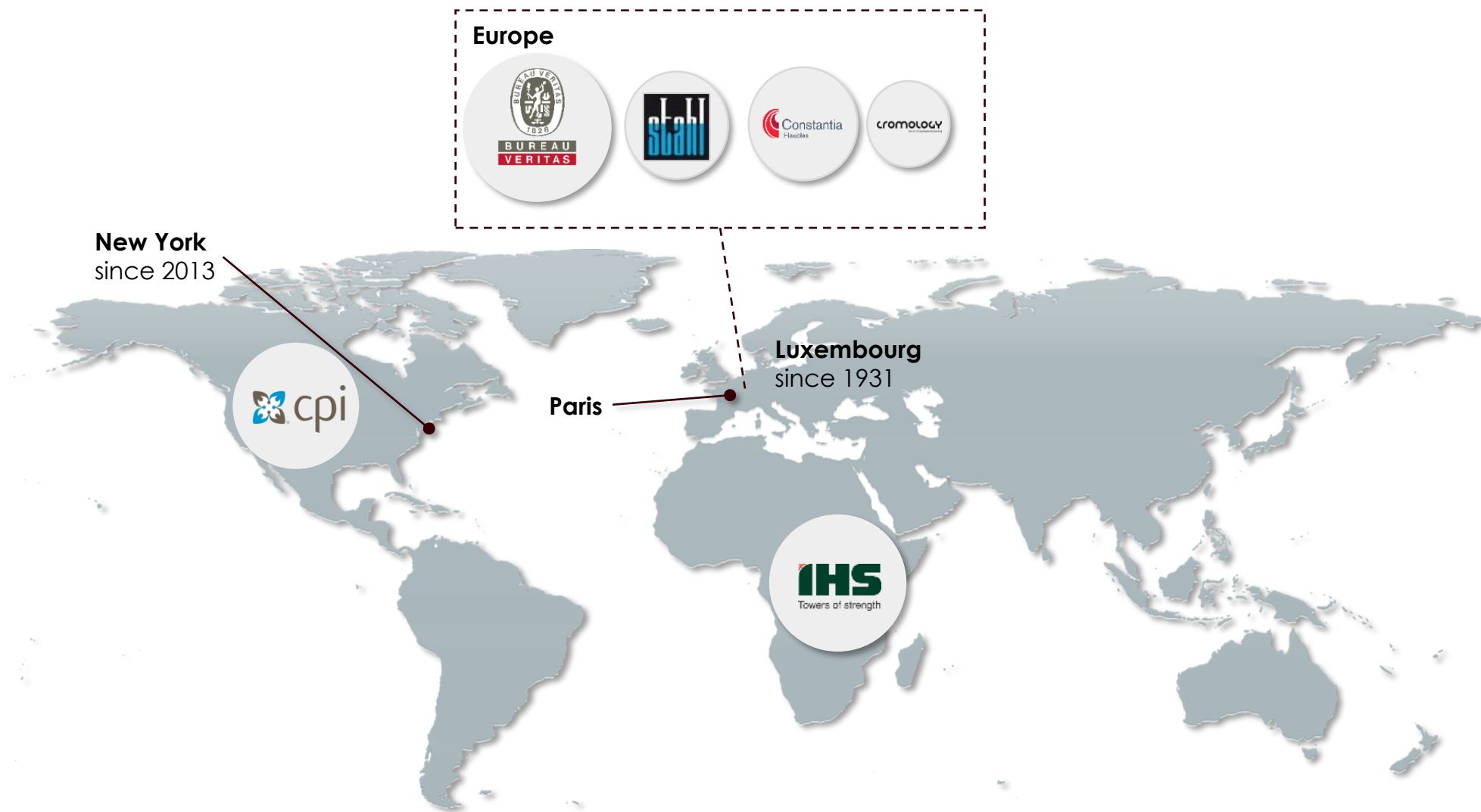
Total liquidity,

including **€750m** of undrawn available facilities

Moderate use of leverage

(1) As of March 31, 2021.

Wendel's international reach





Control or Influence

to play our shareholder role
We control 2 thirds of our companies
Active involvement in strategy :
systematic board representation



Talent Management

Respect of managers role
Talent diversity
International Network



Permanent capital

from own balance sheet, with
moderate debt leverage



Governance & Financial Expertise

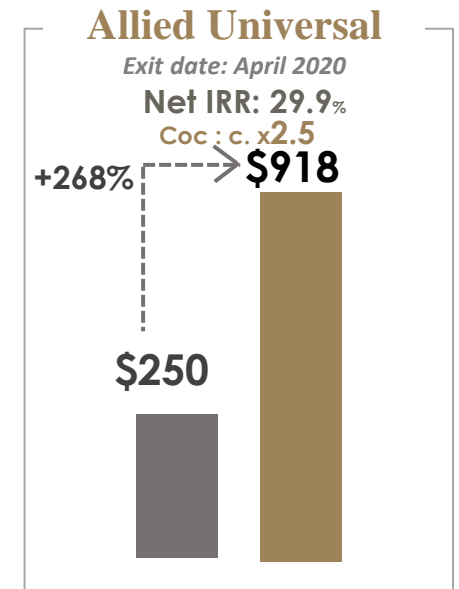
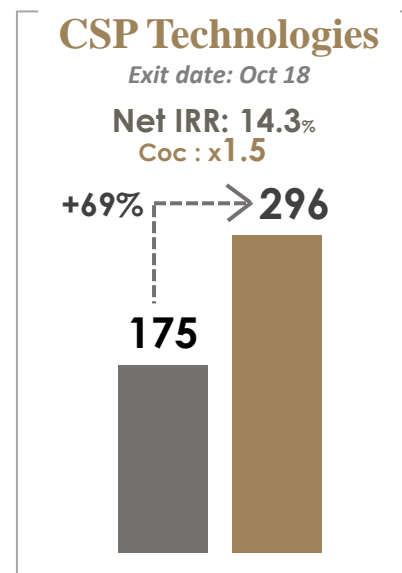
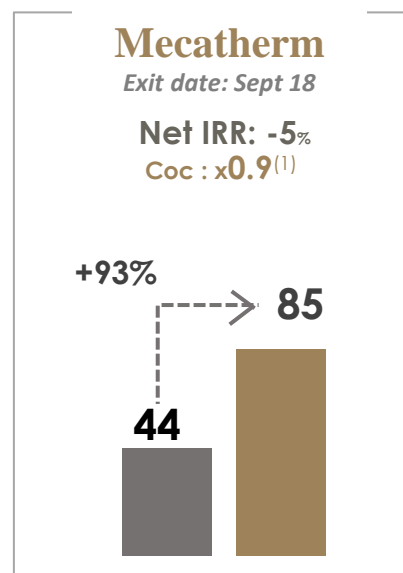
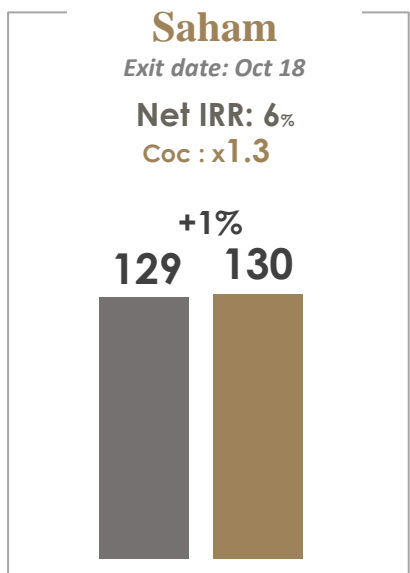
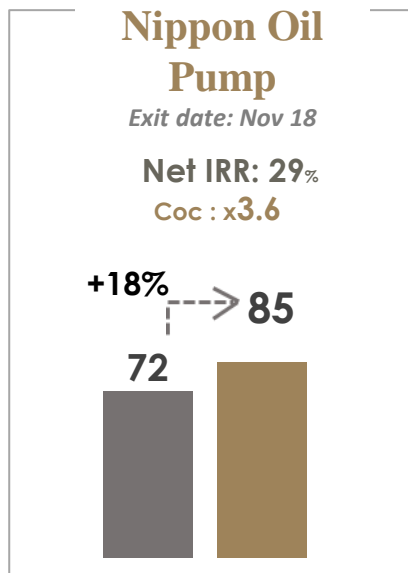
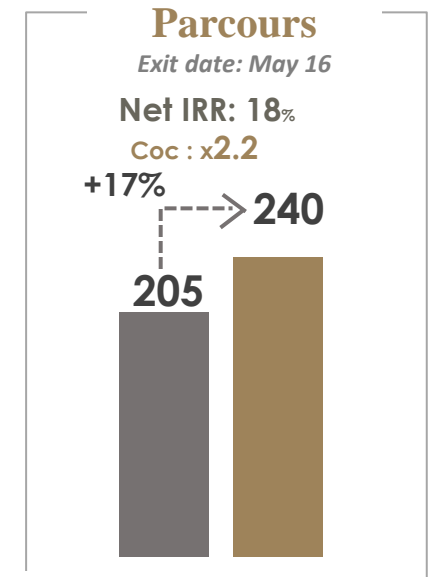
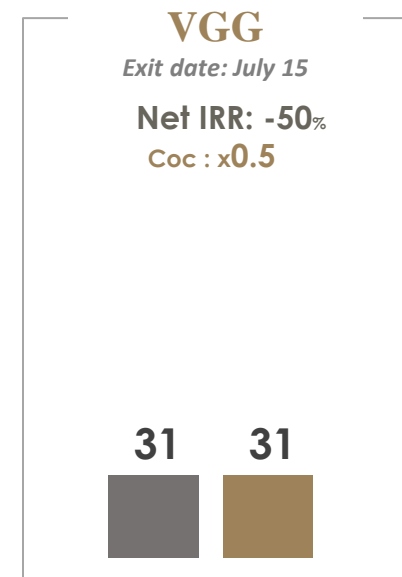
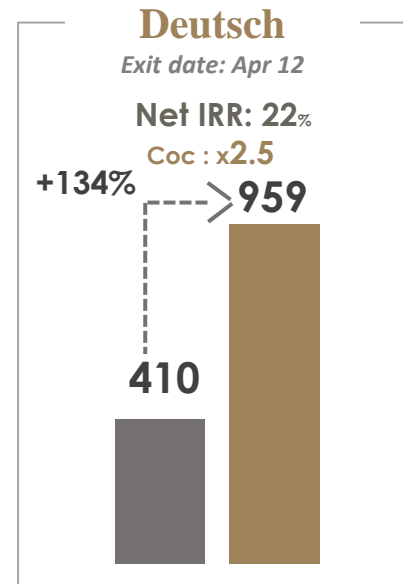
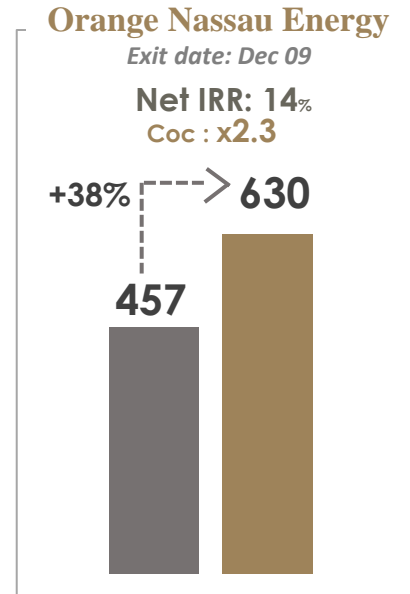
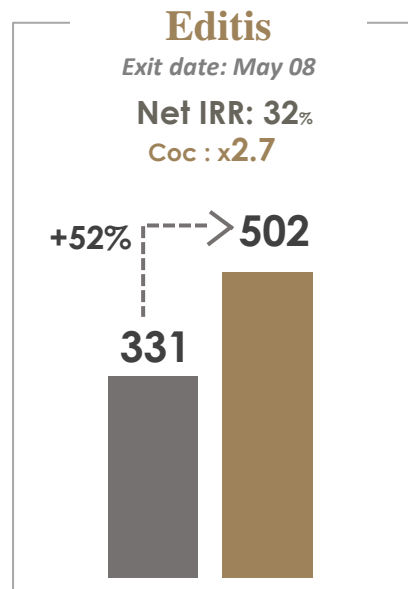
Innovative & sophisticated financing,
IPO (5 in the last 15 years), public
company experience...

Wendel supports its
companies over
time:

**its average
investment period
is 13.3 years**

A Strong Track Record, Outperforming NAV Consistently

■ Value in NAV before sale announcement €M
■ Realised €M

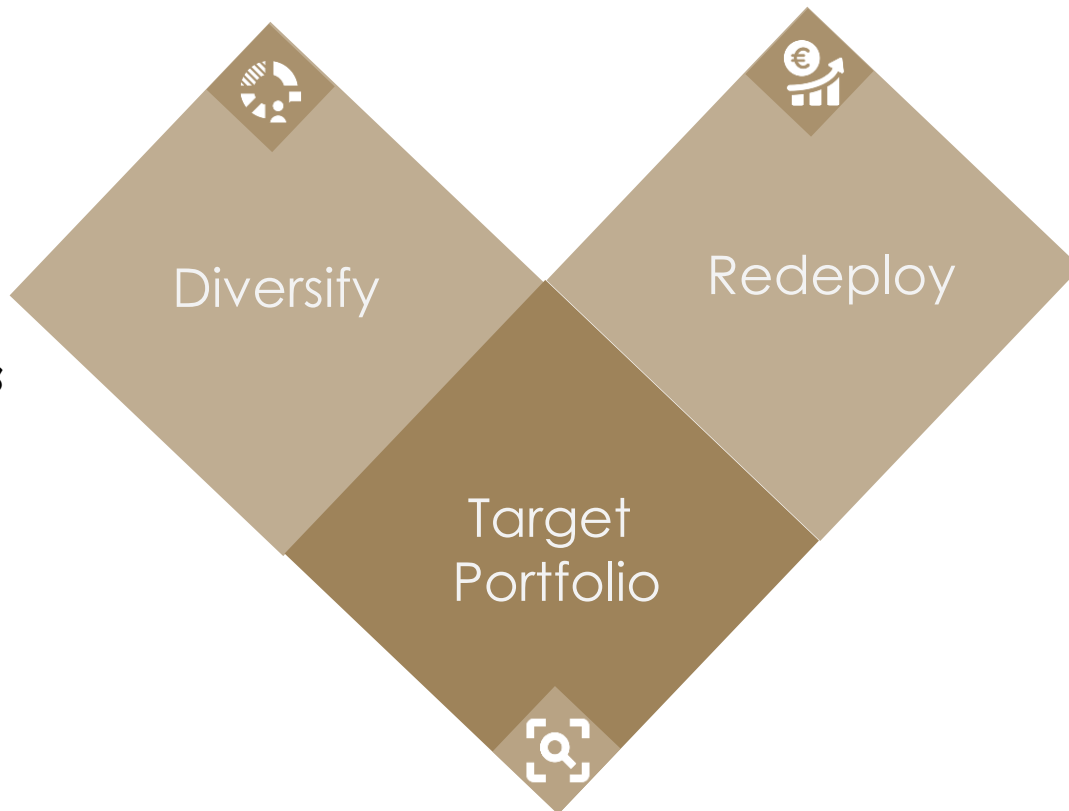


Realised amounts represent net proceeds received by Wendel.

(1) Mecatherm's CoC includes c.€22m shareholder loan repayment & other cash elements

Vision and Wendel's 2024 Ambition: Portfolio

***Diversify investment portfolio
with balanced exposure to
listed and unlisted companies***



***Redeploy capital
generally towards
higher growth,
ESG-friendly assets***

***Build portfolio of 7-10 companies
with new investments of c. €150 to 500m.
Wendel also contemplates equity investments
in a few small growth opportunities***

Portfolio: our capital allocation strategy

Public and Private assets

- Balanced listed/unlisted portfolio
- Active and influential ownership in most cases
- Some exposure to Growth Equity/ Late-Stage VC

Sectors

- Resilient mainly /growing sectors with attractive long-term growth prospects
- Demonstrated resilience through economic cycles (and pandemic)
- Primarily industrials or business services including technology services and software, healthcare and industrial technology

Geographies

- Focus on Western Europe, particularly France, and North America (US and Canada) headquartered companies

Profile

- Market-leading businesses with pricing power and barriers to entry
- Avoid businesses with high cyclicity, capital intensity and limited differentiation
- Develop portfolio diversification, with limited macro correlation between companies

ESG

- Exclusion list
- Strong focus on ESG and compliance
- Companies which can use ESG as a value creation lever

Portfolio : What we are looking for

Equity Investment

c.€150-500M over time per investment
(smaller amounts for growth equity)

Company size

EV of €350-2,500M with **minimum EBITDA of €30-40m**, but opportunistically open to smaller tickets

Company type

Market or segment leaders with **strong management teams**

Investment type

Majority / control investments/ large minority investments



Growing, resilient with **ESG potential value creation**



Partner with **like-minded management teams or co-investors** with demonstrated track record



Value creation opportunity from **organic and external growth and operational improvement**



Robust cash flow generation and adequate leverage



Remaining opportunistic on situations where **Wendel can uniquely contribute** and with long term perspectives

Wendel Lab objectives...

- Develop an ecosystem of innovative partners to create value for our portfolio companies
- Build intelligence and expertise on disruptive technological and digital trends
- Source opportunities in Late-Stage VC and Growth direct equity and funds, for which our shareholders have no/ limited direct access
- Diversify and support companies with higher growth profiles

Objectives:

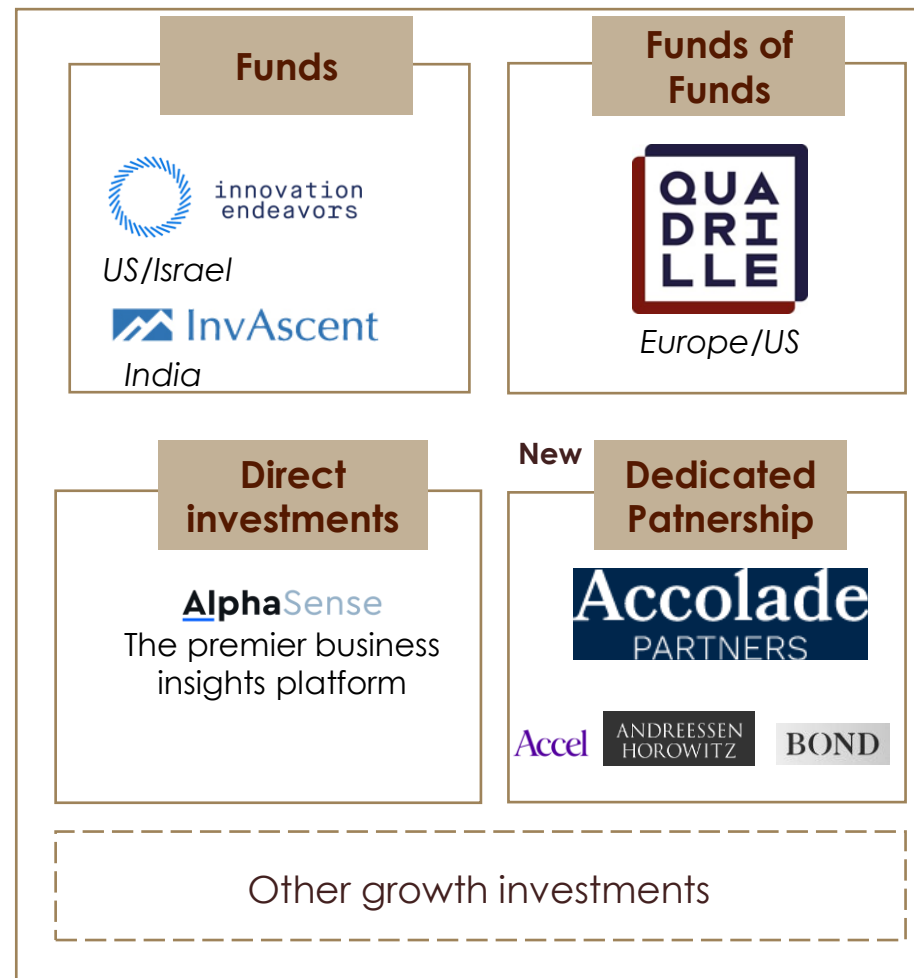
~5-10% of NAV by 2024

Split between LP and direct investments

Today, c.\$125m already committed⁽¹⁾ in Wendel Lab

(1) Of which €48m already invested as of December 2020

...to be realized through partnering with high quality players



Wendel's 2024 target portfolio & returns

	Listed Equity	Private Equity Buyout	Private Equity Growth Equity/ VC ¹
% of NAV	Balanced %		c. 5 to 10%
Target average annual return profile	Above c.7%	Above c.10%	~c. 10-15% (for funds) Above 25% in direct investments

1-Including funds

— Wendel's financing guidelines



Maintain available liquidity to enable Wendel to seize attractive opportunities (i.e., to safely make a €300M investment at most times)



Flexible financing structure that can withstand sudden, pronounced market shocks potentially resulting in capital needs at portfolio level



Pay a regular and growing dividend year on year



Retain investment grade rating profile

— So, why invest in Wendel?

Undervalued best-in-class portfolio

- Overall portfolio quality & Diversification
- Access to diversified geographies
- Access to unlisted assets & listed assets
- Long term trend exposure

Clear and value creating investment strategy

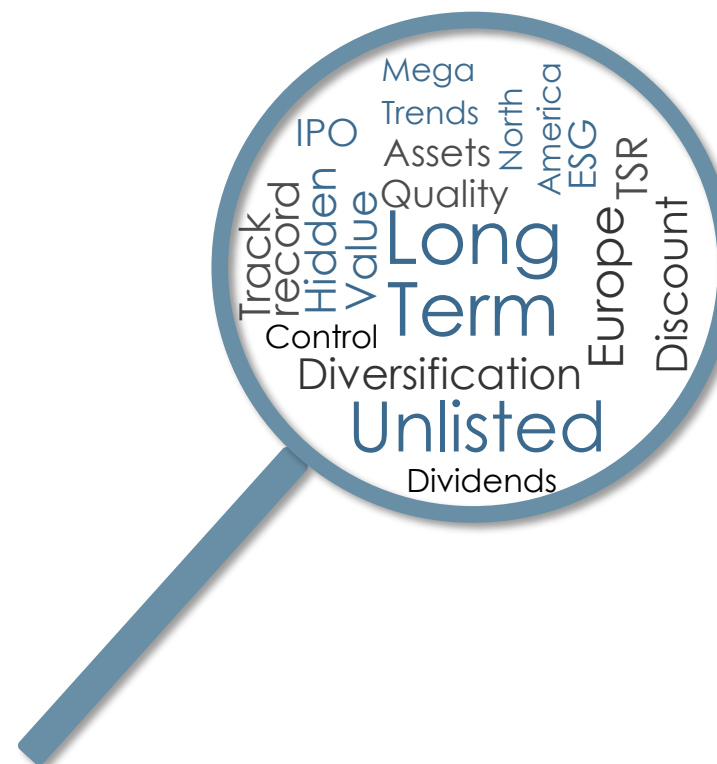
- Long-term visibility
- Clear strategy for a balanced unlisted/listed assets portfolio
- Track-record in value creation

Sound financial structure

- Credit risk easy to follow
- Leverage at best cost
- Liquidity

Active management creating frequent opportunities

- Discount fluctuations
- Credit / Equity arbitrage(s)
- Assets potential IPOs or transformational deals



Portfolio overview



W E N D E L

42%



Listed Asset:
Controlling stake in Bureau Veritas

46%



Unlisted Assets

12%

Cash

For new portfolio companies or reinvestment in existing portfolio
€1.08bn cash / 6.8% LTV ratio

Portfolio Structure – Unlisted Assets

IHS
Towers of strength



Mobile telephone
Infrastructure in EM

*4th Largest independent
multinational Towerco
globally*

- **21.4%** Equity stake
- **\$1.4bn** sales
- **\$410.4m** EBIT
29.2% margin
- Date of first investment
March 2013

Constantia
Flexibles



Flexible packaging

*#2 in Europe
#3 Worldwide*

- **60.8%** Equity stake
- **€1.5bn** sales
- **€189.4m** EBITDA
12.6% margin
- Date of first investment
March 2015

stahl



High-performance
coatings & leather
finishing products

*#1 worldwide in
specialty leather
chemicals*

- **67.8%** Equity stake
- **€669.4m** sales
- **€152.3m** EBITDA
22.2% margin
- Date of first investment
June 2006

cromology
www.cromology.com



Manufacture &
distribution of paints

*European
leader*

- **95.4%** Equity stake
- **€627.6m** sales
- **€96.9m** EBITDA
15.4% margin
- Date of first investment
February 2006

cpi



Crisis Prevention &
Training Services

US leader

- **c.96%** Equity stake
- **\$63.8m** sales
- **\$26.1m** EBITDA
40.9% margin
- Date of first investment
December 2019

Equity stake as of December 31, 2020
Sales and EBITDA figures refer to the FY 2020

COVID-19 impacts on our companies

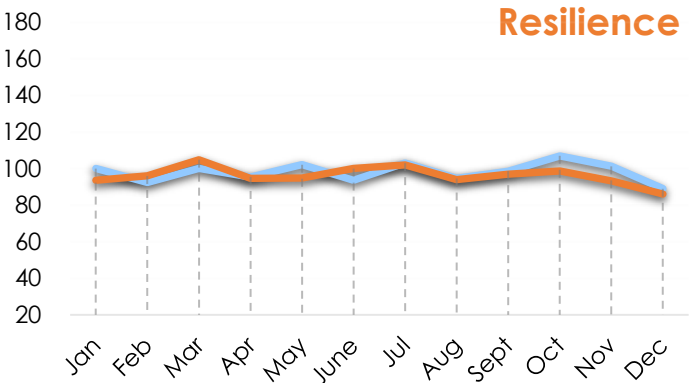
Before the crisis, most companies had been **reducing their leverage to “corporate levels”**, with cash on hand, covenant headroom and/or manageable absolute levels of net debt

Contingency plans have been put in place, focusing on supply chains & employees health & safety

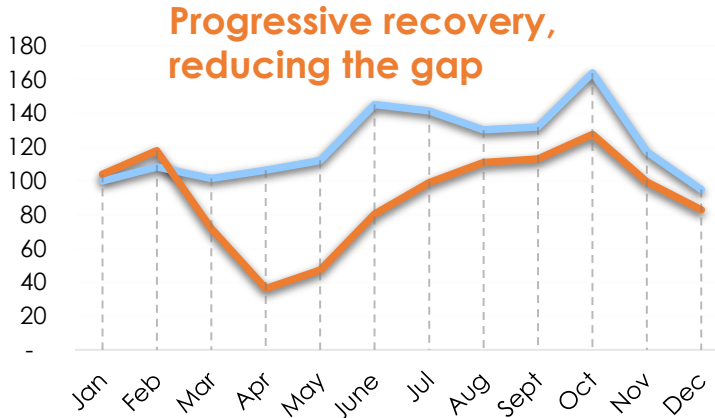
All companies exceeded initial “Covid” expectations



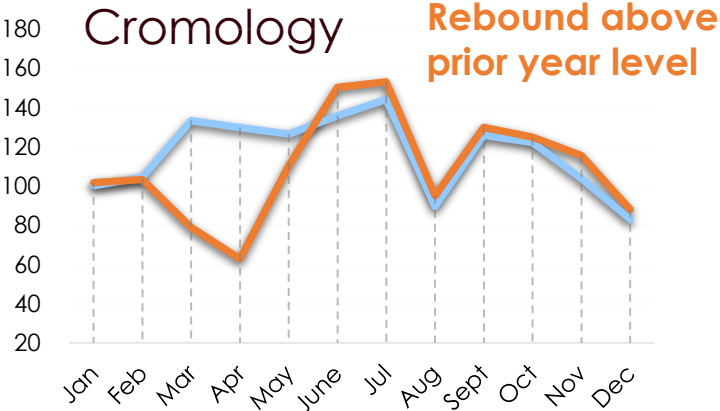
Constantia Flexibles



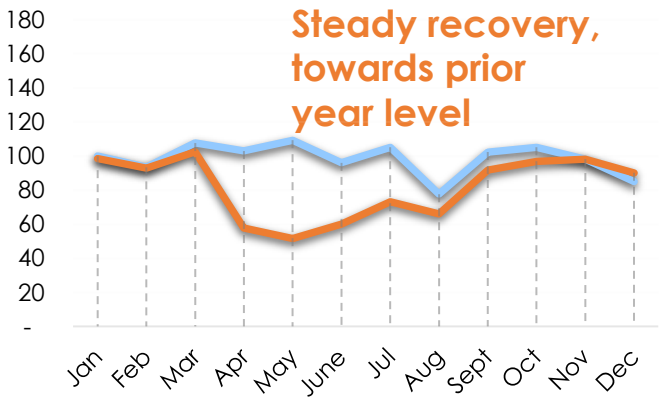
Crisis Prevention Institute



Cromology

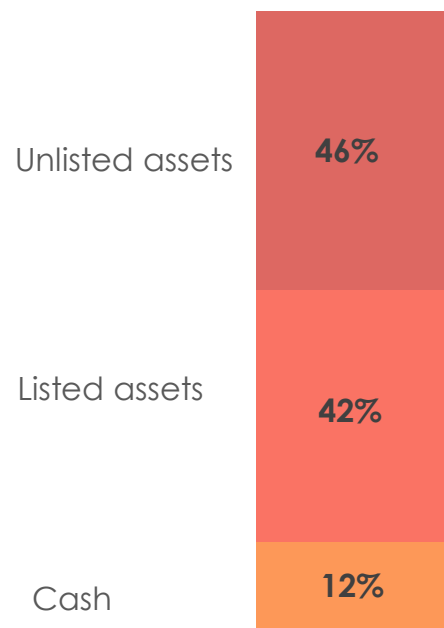


Stahl



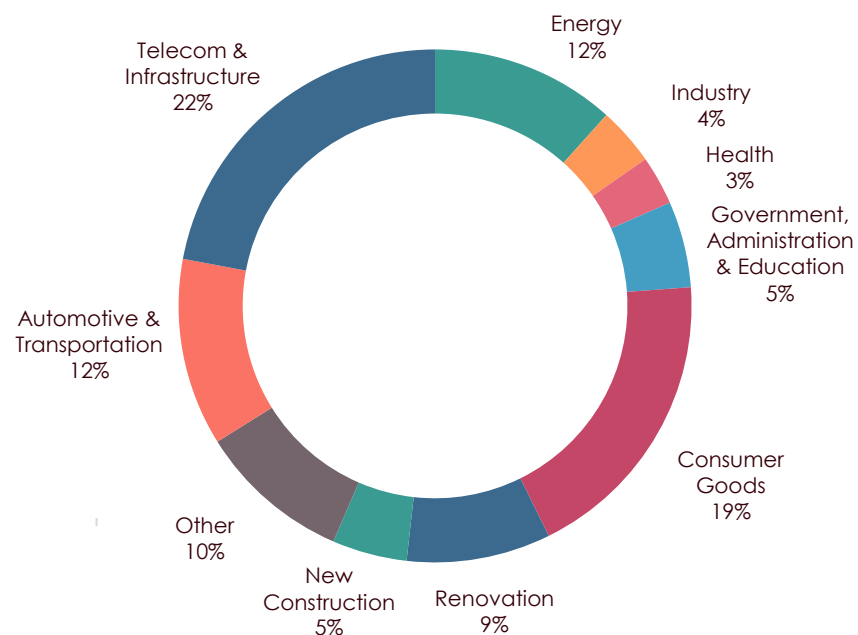
Balanced exposure to geographies and sectors

% OF GROSS ASSET VALUE

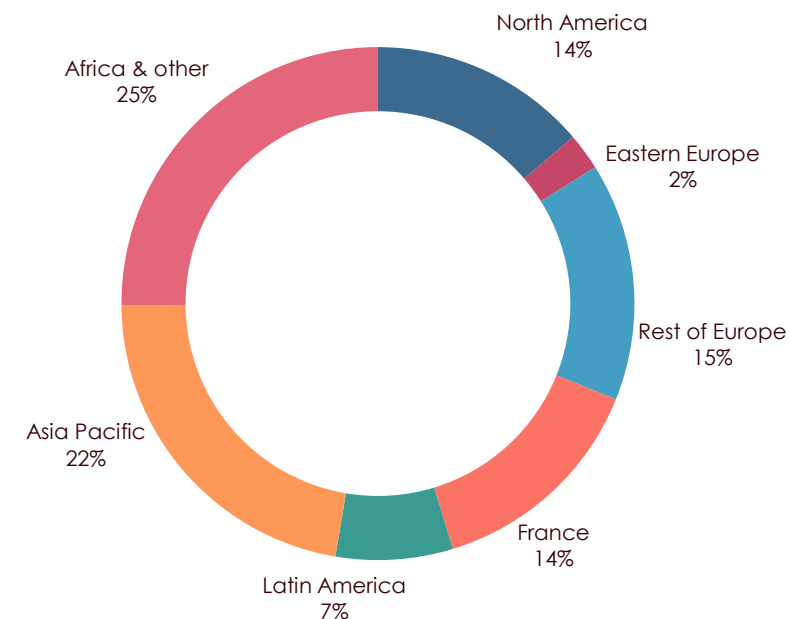


AS OF 12.31.2020

SECTOR EXPOSURE (1)



GEOGRAPHIC EXPOSURE (1)



(1) Enterprise value exposure of Group companies, according to the breakdown of 2020 revenues.
Enterprise values are based on NAV calculations as of December 31, 2020

ESG Strategy



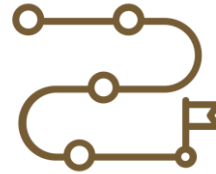
W E N D E L

A formalized ESG Strategy based on measurable performance



A two-pillar strategy

- ESG at Wendel
- ESG within portfolio companies



A 3-year roadmap

- Commitments
- Objectives
- KPIs

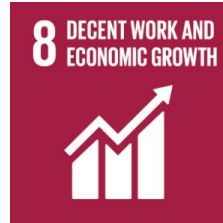


4 thematic priorities

- Climate change
- Gender parity & diversity
- Health & Safety of employees and consumers
- Sustainable and/or eco-designed products and services

— An ESG strategy aligned with acknowledged sustainability frameworks

Defining Wendel's alignment with the following **UN Sustainable Development Goals:**



A signatory of the United Nations' Principles for Responsible Investment (PRI), the United Nation's Global Compact and of the France Invest Parity charter



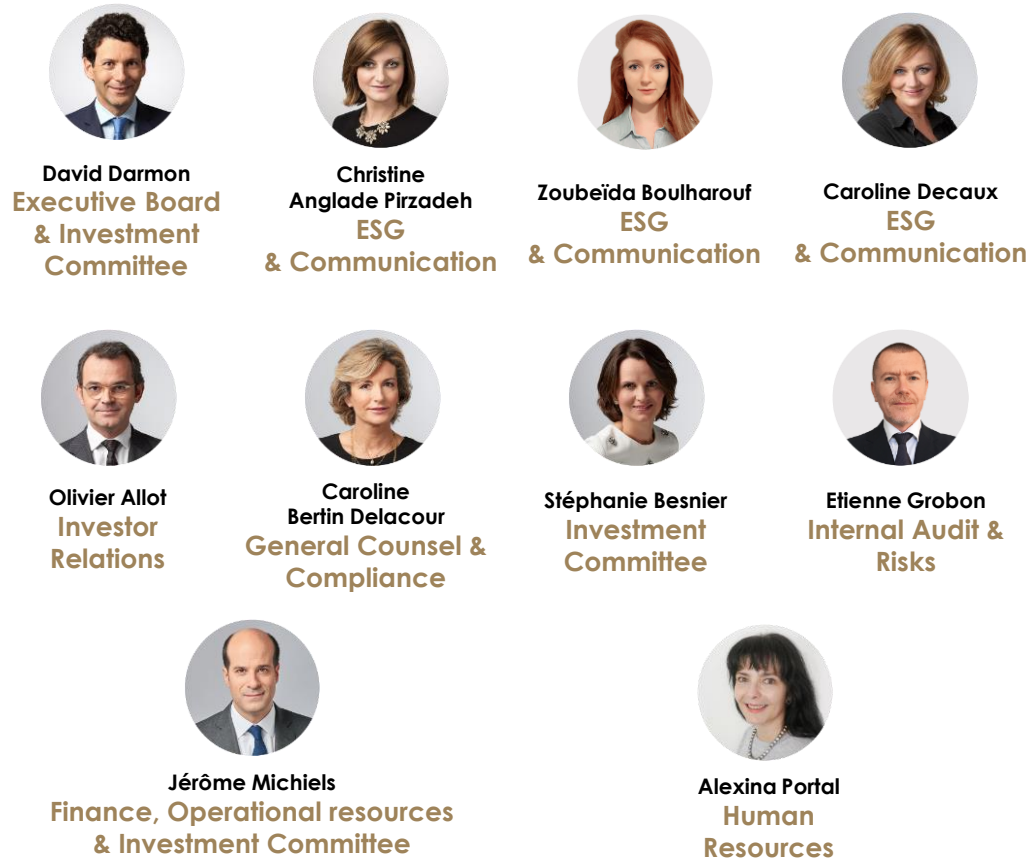
ESG Governance at Wendel: Executive and non-Executives bodies are involved

ESG Steering Committee of Wendel

Established by the Executive Board
Composed of an Executive Board member and of the Company's
different business and support divisions



Supervisory Board



MONITORING
Governance
and Sustainability
Committee

CONTROL
Audit, Risks
and Compliance
Committee

— ESG/CSR are part of Top Management variable compensation non-financial objectives since 2018



Acceleration of the CSR strategy accounted for 22.5% weighting of non-financial objectives for Executive board variable compensation



Coordination committee members (19 top managers) variable compensation is linked to Executive Board variable compensation success rate



22% of employees have their variable compensation linked to ESG targets

We intend to disclose ESG information in compliance with leading reporting standards



As a publicly-listed company, Wendel and its controlled companies publish an annual **Extra-Financial Performance Declaration (EFPD)**, **audited by an independent third-party**. **Wendel's EFPD complies with the Grenelle 2 Law**, a French transposition of the GRI reporting standards



Currently reporting on alignment with **the UN SDGs**

First voluntary PRI reporting in 2021

Climate-risk disclosure following TCFD standards (2021-2022)



Our ESG **Risk Matrix follows the SASB recommendations** for the financial sector



We remain **attentive to** the future implementation of the **EU green taxonomy**

Extra-financial ratings and distinctions

Extra-financial ratings 2021/2020



2020: Inclusion in DJSI World and DJSI Europe with a 71 score

Member of
Dow Jones Sustainability Indices
Powered by the S&P Global CSA



2021: AA score
(sectoral leader)



2020 : Low Risk
Ranked #1 among
peers of similar market
cap



2020 : B Score
(consistent management
of climate change in
business activities)

1st assessment in 2020



2020: 69/100
Above industry
average
(51/100)

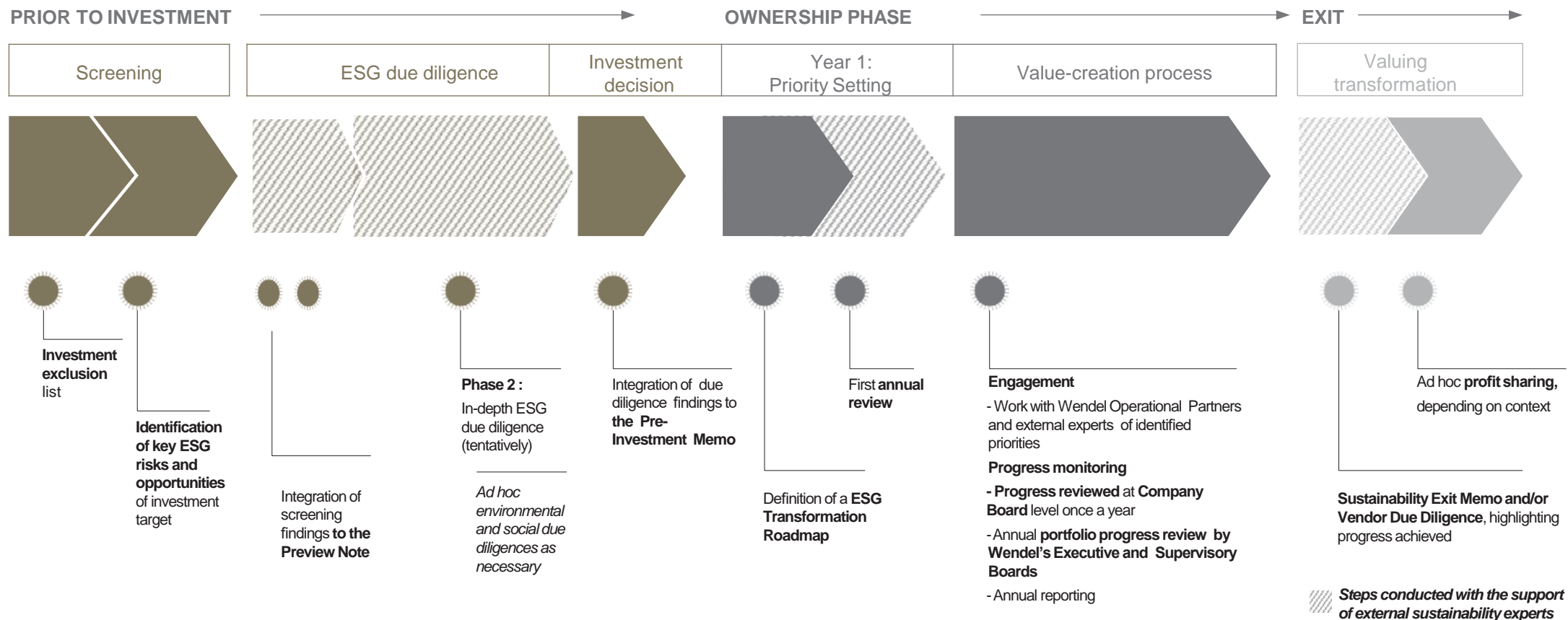


Gender diversity and Transparency distinctions - 2020

Placed 24th on the SBF120 Women in Leadership rankings

Ranked 4th most transparent company of the SBF120 index at the 2020 Labrador Grand Prix de la transparence (Top 3 for Chart of Ethics)

Wendel's Integration of ESG through the Investment Cycle



- In 2020, **100% of all investment opportunities** for which a firm offer was submitted were screened through the Investment exclusion list & an ESG resilience test.
- **100% of our portfolio companies** have formalized or are in the process of formalizing an ESG roadmap (> 18 months acquisitions)

Exclusion Policy

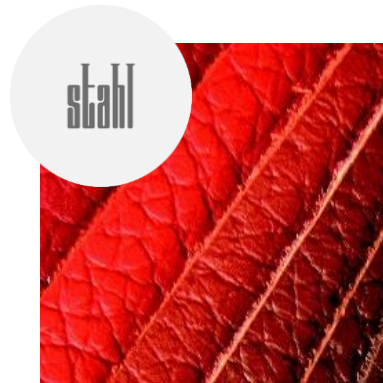
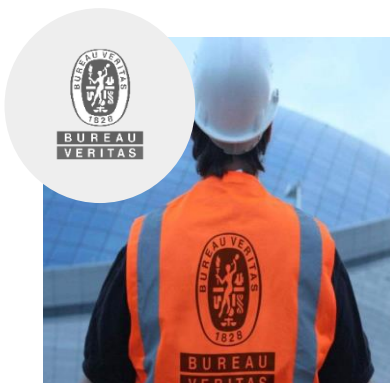
In addition to refraining from investing in entities involved in the production, marketing or use of, or trade in, illegal products or activities, Wendel will also not invest in entities directly and significantly involved in the production, distribution, marketing or trading in

This exclusion policy is reviewed every year by the Executive Board



1. **Tobacco**
2. **Pornography**
3. **Controversial weapons**, as defined by the following treaties: The Treaty on the Non-Proliferation of Nuclear Weapons (1968), The Biological Weapons Convention (1975), The Chemical Weapons Convention (1997), The Ottawa Treaty (1997) on anti-personnel mines, The Convention on Cluster Munitions (2008)
4. **Gambling** facilities or products;
5. **Coal mining and coal-based power generation**
6. **Drugs for recreational use**

ESG Performance in Wendel's portfolio - Summary



Climate change

Diversity & gender parity

Health & Safety

Sustainable products and services

- **- 23 % of CO₂ emissions** per employee (vs. 2019)

- **35 % women rate in the Group's senior management** by 2025

- **87 % of headcount** covered by an **ISO 45001 certification**

- **Formalization of the Green Line**, a portfolio of services and solutions, to support BV customers in **achieving their sustainable development objectives**

- Emission reduction goal **aligned of the Paris Agreement objective** (-49% by 2050)

- Group training plan to **increase the share of women in management positions**

- **78% drop of work accident rate** since acquisition in 2015

- **51 % of commercialized products** in 2019 are **fully recyclable**

- **-20 % reduction goal of carbon emissions** by 2030

- **A target of 25 % women in the Executive Committee** by 2023.

- **40 % drop of work accident frequency rate** (over the last three years)

- Release of **renewable carbon-based coating solutions** : Stahl NuVera® et Stahl Relca®Bio

- **103 % revenue increase for online trainings**, avoiding travel-related emissions

- **Approx. 60 % of women among teams**, et gender parity within the ESG Steerin team

- **Up to a 90 % decrease of physical and verbal agressions** reported by clients

- New training offer to better handle **refusal to wear a mask in places open to the public**

- **11 % drop of carbon emissions ratios linked to energy consumption**

- **77/100 score the gender equality index** (calculated at Group level)

- **100 % of industrial sites** certified **ISO 45001/OHSAS 18 001**

- **Release of a biosourced product range** (resin from agricultural waste), and **48 % of revenue generated from paints with an EU environmental label**

ESG mindset & commitments at Wendel SE - 2020



W E N D E L

Upholding the highest standards in environmental management

- **Yearly disclosing of our carbon footprint (scope 1, 2 and 3 calculation)**
- **100% renewable energy contract** for Paris and Luxembourg offices, soon to be enlarged to all locations
- Best practices in place to **optimize business travels and home-work commuting**
- **100% of employees covered by recycling systems**
- Initiatives to limit **resource consumption** in office (mainly paper and plastic) resulting in a **–71% of paper consumed in 2020**

Acting as a responsible employer and citizen

- Encouraging professional development and fulfillment – **100% employees receive a 360° evaluation and a skills development plan and 98% benefitted from a non-mandatory training**
- A balanced gender representation in our teams and in several – **54% Women – 46% men, with 37% of women in investment roles**
- **Over 880K donated** in 2020 for philanthropic initiatives in favor of **education, culture and solidarity organizations**

Promoting healthy governance and robust business ethics

- Fostering a culture of ethics among teams – **94% employee signatures of our code of ethics and 98% people trained in business ethics in 2020**
- A **balanced power split** between Executive and Supervisory Board, with transparent operating procedures for each body
- An **exemplary diversity** of profiles, skills, gender and nationalities among our Supervisory Board members
- A variable compensation scheme **aligned with ESG objectives**

Development of internal policies and processes to support our commitment



Code of ethics

Foster our culture of transparency and sound integrity, and strengthen our commitment towards Human rights protection and citizen engagement

Tax policy

Recall our commitment towards the legal certainty of all fiscal operations

Human resources policies

Support worklife balance (Remote work, Right to disconnect, Parental policies...) and skills development (360° performance evaluation, trainings...)

Portfolio review of ESG maturity

Provide tailored support for each portfolio company for reinforced sustainability & innovation

Solidarity actions in the context of the COVID-19 health crisis



As a show of solidarity, members of the Executive Board and the Supervisory Board gave up 25% of their 2020 fixed compensation for three months.

This amount will be injected into Wendel's endowment fund to finance philanthropic causes.

True to its values and its long-standing tradition of commitment to civil society, Wendel renewed all of its historic patronage actions and supported new projects aimed at helping people and organizations affected by the health crisis

Donations to three new organizations:

- Les Restaurants du Coeur (France)**
- The Bowery Mission (USA)**
- Empty Bowls (USA)**

A new skills patronage scheme thanks to the Crisis Prevention Institute (CPI)

Questions & Answers



W E N D E L

Appendix



W E N D E L

Business model as of December 31, 2020

MISSION

Wendel works alongside entrepreneurial management teams to build industry leaders with a long term perspective

VALUES

Engagement
Excellence
Entrepreneurial spirit

GOVERNANCE

SUPERVISORY BOARD ⁽¹⁾

13 members,
including 6 members of the Wendel family and
2 employee representatives
45% independent members ⁽²⁾
45% women ⁽³⁾
Audit, Risks and Compliance
Committee
Governance and Sustainability
Committee

EXECUTIVE BOARD

2 members appointed
by the Supervisory Board
for a 4-year term

COMMITTEES

Management Committee
Investment Committee
Coordination Committee
ESG (Environment, Social,
Governance) Committee

ESG STRATEGY

BE A ROLE MODEL
EMPOWER EXCELLENCE &
ENGAGEMENT

Uphold the highest governance,
ethics, environmental and operational
management standards

Compliance program covering in
particular the anti-bribery (Sapin II) law
98% of employees trained
in business ethics

Carbon footprint assessment
and actions to reduce its carbon footprint

Foster employability, inclusion,
wellbeing, and engagement of the
employees through concrete actions

Signatory of the France Invest
Parity charter

Employee surveys and initiatives
to promote quality of life at work
Skills sponsorship program

BUILD SUSTAINABLE
COMPANIES

Invest to support and transform
companies with respect for the
environment and society

100% of investment opportunities
are audited in coherence with the
exclusions list and ESG due diligence

80% of controlled companies
have formalized an ESG roadmap
(100% among companies acquired
more than 18 months ago)

Sponsorships

Partnership with Insead since 1996,
with the creation of the Wendel
International Center for Family
Enterprise
Founding sponsor of the Center
Pompidou-Metz since 2010
Wendel Endowment Fund

RESOURCES

PERMANANT
CAPITAL

Family
shareholding

39.3% of share capital held
by Wendel-Participations SE
and related parties ⁽⁴⁾
(reference shareholder)

Employee
shareholding

89.4% employees
are shareholders
and own 0.9% of share capital

Individual
investors

18.8% of share capital held
by nearly 23,000 individuals

Institutional
investors

37.7% of share capital held,
in 37 countries

Bond
investors

accounting for c. €1.6 billion

HUMAN CAPITAL

85 employees

located in Paris, Luxembourg
and New York

54% of staff are women

36.8% of investment
team members are women

OUR INVESTMENTS

Wendel invests its capital, generally as a majority or
lead shareholder, in companies which are leaders
in their sectors or have the potential to rise to the
top. As it assists these companies, Wendel promotes
responsible, sustainable growth for the long term.



BUREAU VERITAS

Certification and verification services
Since 1995



CONSTANTIA FLEXIBLES

Flexible packaging
Since 2015



CRISIS PREVENTION
INSTITUTE

Training services
Since 2019



CROMOLOGY

Decorative paints
Since 2006



IHS TOWERS

Telecoms infrastructure
Since 2013



STAHL

High-performance coatings and
leather finishing products
Since 2006

WENDEL LAB

Investment in innovation
Since 2013

OTHER ASSETS

VALUE CREATED
WITH AND FOR
STAKEHOLDERS

MEASUREMENT
OF VALUE CREATION

Nearly €9 billion of gross assets

Over €4 billion in market capitalization

Net asset value (NAV) of €159.10 per share on 12/31/2020,
down only 4.3% in 2020 and only 2.6% when adjusted
for the dividend paid in 2020

Overall yield (dividends re-invested) of 10.2% per annum
since 06/13/2002 ⁽⁵⁾

Payment of a stable dividend of €2.80 per share
approved by the Shareholders' Meeting on 07/02/2020

SUPPORT FOR COMPANIES

Active and ongoing assistance, discussions
on risk taking, sharing of experiences and pooling
of financial and technical expertise

Representation on the companies' boards of directors
and key committees

SHAREHOLDER DIALOGUE

Institutional investors: 250 virtual meetings

Wendel Shareholder Advisory Committee:

3 virtual meetings

Letter to shareholders: 3 letters

Governance roadshows

Independent lead director

EMPLOYEE DEVELOPMENT
AND VALUE SHARING

29.5 hours of non-mandatory training per employee

Profit-sharing agreement, Group employee savings plan,
collective pension fund

Supplementary pension plan

90% of employees were awarded stock options
and/or performance shares

Reimbursement of daycare expenses

Supplemental insurance, contingency benefits

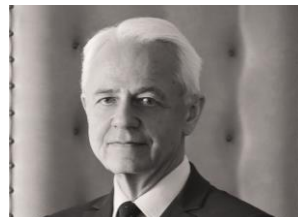
Supervisory Board – composition before the Shareholders' Meeting



Priscilla de Moustier



 **Jacqueline Tammenoms Bakker**
Chair of the Governance and Sustainability Committee




Nicolas ver Hulst
Chairman



 **Gervais Pellissier**
*Vice-President
Lead Member*



 **Guylaine Saucier**
Chair of the Audit, Risks and Compliance Committee

 independent member



 **Franca Bertagnin Benetton**



Bénédicte Coste



Edouard de l'Espée



 **Nicholas Ferguson**



Harper Mates
representing employees



Sophie Tomasi Parise
representing employees



Thomas de Villeneuve



Humbert de Wendel

- **13** members, of which **2** representing employees
- **45 %*** women
- **45 %*** independent members
- **6** nationalities
- **61 years old** average
- **6.5** average years of service

*Excluding members representing employees

Two pillars

A RESPONSIBLE COMPANY

1 Empower excellence and engagement

- Uphold the highest governance, ethics, environmental and operational management standards
- Foster employability, diversity & inclusion, wellbeing, and engagement through concrete actions

AN INVESTOR FOR THE LONG TERM

2 Build sustainable companies

- Invest to support and transform companies which will thrive in a changing world and deliver lasting benefits to society



Each portfolio company now establishes a 2023 ESG Roadmap highlighting commitment and progress around the 4 key ESG thematic priorities prioritized by Wendel.

2023 ESG Roadmap

Be a role model – Empower excellence and engagement

I. Lead by example - Promote excellence and commitment

Uphold the highest governance, ethics, environmental and operational management standards

COMMITMENTS		2023 TARGETS	KPIs	2020 VALUES	COMMENTS AND REPORTING METHODOLOGY
GOVERNANCE & ETHICS	Ensure that Wendel employees have the best tools and culture to work in an ethical manner by providing annual training and by supporting the deployment of robust compliance programs	100% of employees signed the Code of Ethics during the current year	100% of employees signed the Code of Ethics during the current year [Yes/No]	No	
			% of employees having signed the Wendel Code of Ethics	94%	
		100% of employees follow Wendel's annual Business Ethics training course	% of employees having followed Wendel's annual Business Ethics training course	98%	
		Review and strengthen the Code of Ethics annually at Executive Board level to ensure that compliance with the highest standards	Annual review of the Code of Ethics at the Executive Board level [Yes/No]	Yes	
		Ensuring that the robustness of our anti-corruption program is assessed annually	Annual audit of Wendel's Anti-corruption Program [Yes/No]	No	Implementation of the Wendel Protect tool in 2020 - audit conducted in 2021
SOCIAL & ENVIRONMENT	Carefully selecting and collaborating with our suppliers to ensure they meet our ESG standards	Deploy a Responsible Procurement approach	KPIs to be defined during the responsible purchasing process		
ENVIRONMENTAL	Minimizing our direct environmental impact and our carbon footprint by making eco-efficiency a priority in the decision-making process	Carrying out annual carbon reporting	Direct GHG emissions (scopes 1 & 2) (tons of CO ₂ eq.)	101	
			Indirect GHG emissions (scope 3) (tonnes of CO ₂ eq)	2,659	
			CO ₂ eq emissions intensity scopes 1+2+3 per employee (tonnes of CO ₂ eq/employee)	32	
		Reducing our carbon footprint by sourcing 100% renewable energy for Wendel offices worldwide	% of renewable energies in Wendel's energy consumption	21%	Renewable energy/Total energy consumed (electricity, gas, district heating) Across all 3 offices
		Reducing our carbon footprint by: ■ offsetting all GHG emissions that cannot be avoided or reduced further; ■ offsetting travel-related carbon emissions	GHG emissions offset (tonnes of CO ₂ eq)	Program launched in 2021	
			% of emissions offset (ratio between Direct (scopes 1 & 2) and emissions offset)	Program launched in 2021	
		Promoting circular solutions and minimizing office waste going to landfill	% of employees covered by recycling systems	100%	Across all 3 offices
			Total volume of waste recycled per employee (tonnes)	0.08	Scope: Paris, Luxembourg Not available for New York
		Deploying a plan to reduce the use of paper across all offices	% of reduction of paper used	- 71%	Scope: Paris only The scope will be extended to other offices in 2021
		Foster employability, inclusion, wellbeing, and engagement through concrete actions			
GOVERNANCE	Nurturing diversity and inclusion to expand the teams' perspectives and skills range	Adding ESG as a key mission of the Wendel Supervisory Board and Wendel Governance and Sustainable Development Committee	Number of meetings of Wendel Governance and Sustainable Development Committee dealing with ESG related matters	3	
			Number of ESG Steering Committee meetings	4	
		Maintaining or achieving gender balance, defined as maintaining a percentage of females within the workforce of between 30 and 60%: ■ among all Wendel employees;	% of women among employees	54%	
			Gender equality index result	55/100	

2023 ESG Roadmap:

Be a role model – Empower excellence and engagement

COMMITMENTS		2023 TARGETS	KPIs	2020 VALUES	COMMENTS AND REPORTING METHODOLOGY
		■ among employees in management positions.	% of women in management positions	37%	
		among Executive Board and/or Investment Committee and/or Management Committee;	% of women in investment teams	37%	
			% of women on the Executive Board	0%	
			% of women on the Investment Committee	33%	
			% of women on the Management Committee	45.5%	
			% of women on the Coordination Committee	26%	
		■ at Supervisory Board level.	% of women on Supervisory Board	45%	
		Sign France Invest Diversity charter	France Invest Charter for gender equality signed [Y/N]	Yes	
		Initiatives aimed at sparking conversations and inspiring change	Number of initiatives to strengthen diversity and non-discrimination	7	
		Conducting an annual review of progress on diversity	Number of Equal Opportunity Reviews conducted annually by Wendel's governance bodies (Committees, Executive Board, Supervisory Board)	10	
			Review of salary differences M/F over the year [yes/no]	yes	
			Review of promotion systems & appointment over the year [yes/no]	yes	
			Review of M/F hiring rates over the year [yes/no]	yes	
		Create a Gender and Diversity Taskforce aiming at reducing gender gap and promoting diversity	Number of meetings of Gender and Diversity Taskforce of Wendel annually	In progress	
SOCIAL	Equipping our teams with lasting professional skills by providing all Wendel employees with a personalized career development plan and professional mentorship	100% of employees have formalized a skills development plan	Number of employees with a skills development plan	85	
			% of employees with a skills development plan	100%	
		100% of employees receiving non-mandatory training each year, in line with their career development plan objectives	% of employees trained (non-mandatory training)	98%	
			Number of hours of non-mandatory training (soft skills or technical, in alignment with employee career development objectives)	2,514.5	
	Promoting well-being to enable our employees to reach their full potential	100% of employees receive mandatory training to acquire general or technical skills essential to their performance at Wendel	Hours of non-mandatory training (soft skills or technical, in alignment with employee career development objectives)	29.5	
			% of hours of mandatory training (e.g. annual business ethics training, etc.)	455	Compliance training hours and mandatory HR training hours
		Conducting quality-of-life-at-work surveys every two years, starting in April 2020	Hours of mandatory training (e.g. annual business ethics training, etc.)	5.4	
			Survey on quality of life at work [Yes/No]	Yes	
			Participation rate in the survey on the quality of life at work of employees (%)	60%	
			Number of employee well-being initiatives in place	6	
SOCIAL & ENVIRONMENT	Enabling our teams to contribute to causes aligned with Wendel's values	Offering the opportunity to contribute one day per employee per year to non-profit organizations operating in communities where Wendel is present	Hours of volunteer work performed by Wendel employees during working hours (per year)	Deployed in early 2021	
		Establish long-term partnerships with at least two organizations	Number of long-term [> 2 years] partnerships formalized with non-profits [with localization]	3	
			Amounts (€) paid to different community/philanthropic projects	€881.8k	

2023 ESG Roadmap: Building sustainable companies

II. Building sustainable businesses

Invest to support the prosperity and transformation of companies that respect society and the environment

COMMITMENTS		2023 TARGETS	KPIs	2020 VALUES	REPORTING METHODOLOGY	
GOVERNANCE	Screening all potential investments using an up to date exclusion list reflecting Wendel's values as an investor	100% of investment opportunities reviewed using Wendel's exclusion list and identification of the most material ESG risks and opportunities	% of investment opportunities screened through Wendel's exclusion list	100%		
			% of investment opportunities reviewed through identification of material ESG risks and opportunities	100%		
		Annual review of Wendel's exclusion list and business model resilience test criteria at Investment Committee and Supervisory Board levels	Annual review of the exclusion list by Investment Committee and Supervisory Board (Yes/No)	No		Published in March 2020, will be reviewed in 2021
	Conducting ESG due diligence for all potential investments to confirm that the investment thesis is aligned with long-term trends, as well as full, in-depth ESG and compliance assessments on all new investments	100% of ESG investment opportunities assessed	% of investment opportunities having undergone in-depth ESG and compliance due diligence	100%		
	Defining precise ESG roadmaps for all portfolio companies	100% of portfolio companies having formalized an ESG transformation roadmap aligned with their global strategy	% of portfolio companies with an ESG roadmap Of which companies held for more than 18 months	80%	CPI roadmap being formalized	
				100%		
		100% of portfolio companies' progress vis-à-vis this roadmap is reviewed at Company Board level once a year	% of portfolio companies for which progress vis-à-vis this roadmap is reviewed at Company Board level for each company annually	80%		
			% of companies that have had a committee or a Board of Directors meeting that has reviewed an ESG-related topic	80%		
		Overall portfolio progress vis-à-vis their ESG transformation roadmaps is reviewed at Wendel Executive Board level annually	% of ESG transformation roadmaps reviewed each year by Wendel's Executive Board	80%		
		Overall portfolio progress vis-à-vis their ESG transformation roadmaps is reviewed at Wendel Supervisory Board level annually	% of ESG roadmaps reviewed each year by Wendel's Governance and Sustainable Development Committee and/or Supervisory Board	Yes		
	Hold Wendel & portfolio companies management teams accountable for progress made against ESG transformation roadmaps	100% of portfolio companies' Executive Management teams' variable compensation is partially conditional on progress vis-à-vis their ESG transformation roadmaps	% of portfolio companies' CEOs whose variable compensation is conditional on progress made vis-à-vis their ESG transformation roadmaps	80%		
		Wendel's Executive Board's variable compensation is partially conditional on overall portfolio companies' progress vis-à-vis their ESG transformation roadmaps (including climate change and gender equality)	% of variable compensation of Executive Board members which is conditional on overall portfolio progress vis-à-vis ESG transformation roadmaps	9.6%		
		100% of Wendel's Management Teams' variable compensation is partially conditional on overall portfolio companies' progress vis-à-vis their ESG transformation roadmaps	A variable portion of the Coordination Committee's remuneration is contingent upon the progress of all portfolio companies on their ESG transformation roadmaps [yes/no]	Yes		
Continuously improving the quality of extra-financial portfolio-level information disclosure	Progressively align Wendel's annual extra-financial reporting with international standards, such as the TaskForce of Climate Disclosure (TCFD) reporting framework	Annual PRI score	First participation in 2021			
		Alignment with TCFD [Yes/No] Communication on progress (COP) of the United Nations Global Compact	No First participation in 2021-2022	Analysis of the climate risk in our operating subsidiary - TCFD report available in 2021		

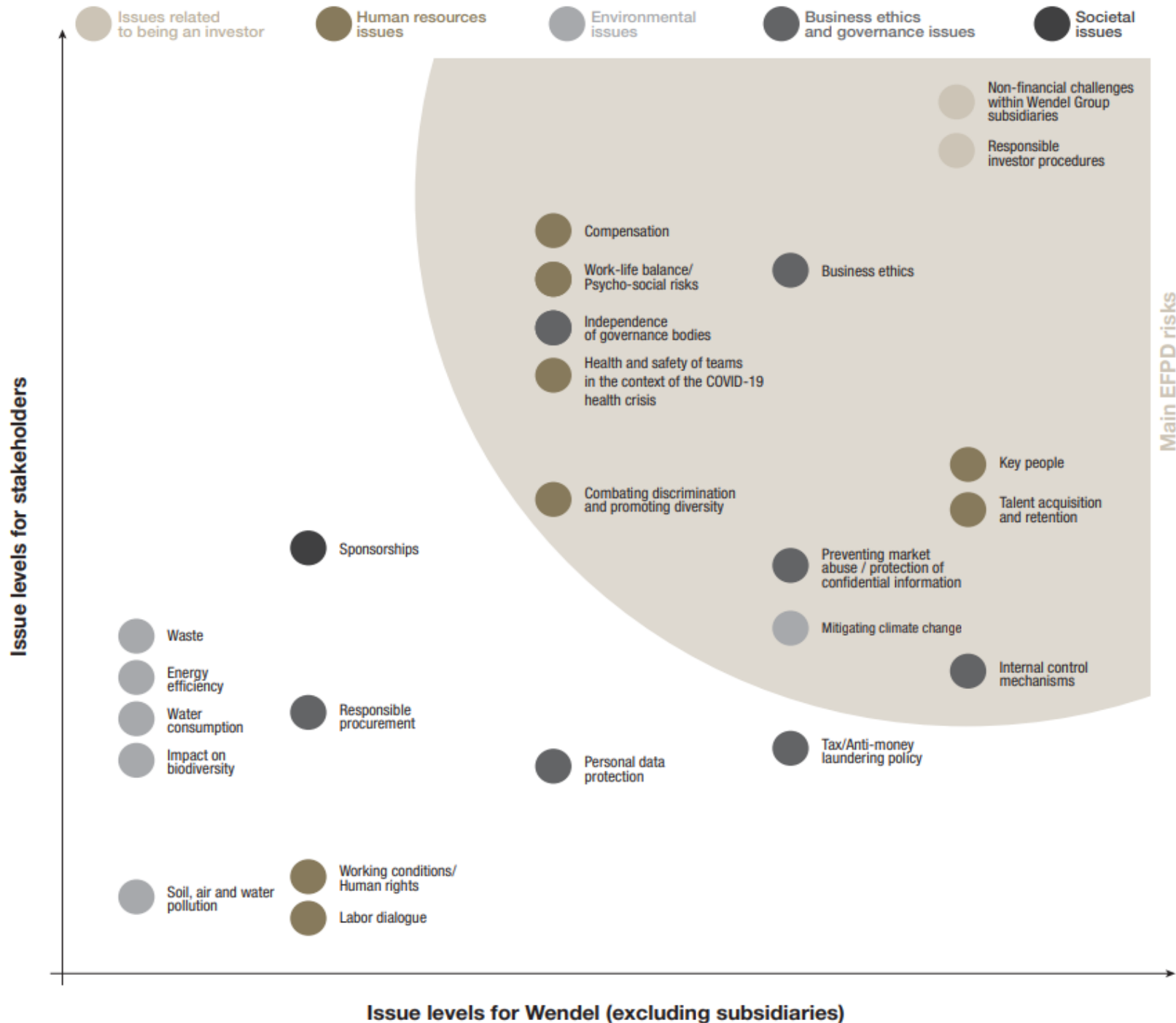
2023 ESG Roadmap: Building sustainable companies

COMMITMENTS		2023 TARGETS	KPIs	2020 VALUES	REPORTING METHODOLOGY
ENVIRONMENT & SOCIAL	Assess and address the portfolio companies' exposure to transition and physical climate risks	100% of portfolio companies have assessed their carbon footprint	% of portfolio companies monitoring their carbon footprint	60%	All controlled companies except Cromology and CPI
			% of companies calculating their carbon emissions in scopes 1 and 2	80%	All controlled companies except CPI
			% of companies having estimated their scope 3 carbon emissions over the last four years	60%	All controlled companies except Cromology and CPI
			CO ₂ eq emissions of scopes 1+2 (k CO ₂ eq)	427,451	All controlled companies except CPI
			CO ₂ eq emissions intensity of scopes 1+2 (defined for each company: kT of production, m ² production, etc.)	Constantia: 56.08 tCO ₂ e/ Million m ² produced Cromology: 32.7 tCO ₂ eq/ kTonne produced Stahl: 108.94 kgCO ₂ e/t produced	Excluding CPI - not available Excluding BV - Reported emission intensity includes scope 3
		100% of portfolio companies have assessed their exposure to physical and transition climate change risks and opportunities	100% of portfolio companies have assessed their exposure to physical and transition climate change risks and opportunities [Yes/No]	Climate risk analysis in progress	
			% of portfolio companies with a Greenhouse Gas (GHG) emissions reduction plan	60%	All controlled companies except Cromology and CPI
			% of companies using renewable energy for more than 10% of their energy consumption	67%	Bureau Veritas: No (1.6%) Constantia: Yes (23%) Stahl: Yes (34%) Information not available for Cromology and CPI
			% of companies that have set and publicly communicated quantitative targets for reducing CO ₂ eq emissions	60%	All controlled companies except Cromology and CPI
			% of companies with a climate change resilience plan that have been identified	Climate risk analysis in progress	
	Promote operational excellence & ESG-driven innovation across the portfolio companies	100% of portfolio companies have implemented actions to improve their eco-efficiency and environmental management	% of companies with an environmental management system (in particular via ISO 14001 certification) of all or part of their scope of activity	100%	Of the four companies for which this indicator is applicable (Bureau Veritas, Constantia, Cromology, Stahl) CPI: not applicable - Reduced environmental footprint
		100% of portfolio companies have adopted a continuous improvement approach to health and safety at work	% of portfolio companies have adopted a continuous improvement approach to health and safety at work	80%	Across all 5 companies Yes for Bureau Veritas, Constantia, Cromology and Stahl (certification) No for CPI (no certification or dedicated system, excluding H&S reporting)
			Lost-time accident frequency rate (per 1,000,000 hours worked)	1.08	Across all 5 companies Includes only employees for all companies except Constantia (temporary workers/ subcontractors also included) Hours worked are theoretical hours, with the exception of Constantia, which records hours actually worked

2023 ESG Roadmap: Building sustainable companies

COMMITMENTS		2023 TARGETS	KPIs	2020 VALUES	REPORTING METHODOLOGY
ENVIRONMENT & SOCIAL	Promote operational excellence & ESG-driven innovation across the portfolio companies	100% of portfolio companies have adopted a continuous improvement approach to health and safety at work	Workplace accident severity rate (per 1,000 hours worked)	0.04	Across all 5 companies Includes only employees for all companies except Constantia Flexibles. (temporary workers/ subcontractors are also included)
			% of companies with a health and safety management system (including OHSAS 18001/ISO 45001) for all or part of their scope of activity	80%	For all five companies Yes for Bureau Veritas, Constantia, Cromology and Stahl (certification) No for CPI (no certification)
			% of companies organizing health and safety training	100%	For all five controlled companies
		100% of companies have committed to a better gender balance on their workforce	100% of companies have committed to a better gender balance on their workforce	80%	CPI roadmap being formalized
			% of women in the total headcount	29%	Across all 5 companies
			% of women in management positions	24%	Across all 5 companies
			% of women in shareholder governance bodies (Board of Directors or Supervisory Board as appropriate)	23%	Across all 5 companies
			% of women in operational governance bodies (Management Committee or Executive Committee as appropriate)	22%	Across all 5 companies
		100% of portfolio companies have identified priorities for offering sustainable products and services and having defined related action plans	% of portfolio companies have identified priorities for offering sustainable products and services and have defined related action plans	100%	Across all 5 companies
			% of net sales associated with sustainable products and services	28%	Across 3 companies ■ Bureau Veritas (Green Line, see section 4.2.1.2) ■ CPI (sustainable services = digital training) ■ Cromology (sustainable products = eco-labeled products) Not available for Constantia and Stahl
			Share of ESG-focused R&D projects (as a share of expenses)	37%	Across 3 companies Including Bureau Veritas, CPI and Stahl Not available for Constantia and Cromology

Main risks identified at Wendel level



Additional information about controlled Companies



W E N D E L

BUREAU VERITAS – OUR VALUE CREATION MODEL

MEGATRENDS

Our approach to social and environmental challenges

ECONOMIC GROWTH, DEMOGRAPHIC GROWTH AND EMERGENCE OF MIDDLE CLASSES:

- Growing demand for safety, security, quality, and standards
- Increasing investment in infrastructure

USE OF MORE COMPLEX TECHNOLOGIES (IOT, AI, ETC.), ACCELERATION OF THE DIGITAL TRANSFORMATION, SHORTER PRODUCT LIFECYCLES:

- Increase in and subcontracting of testing
- Greater oversight of the supply chain and the number of subcontractors to be managed
- Greater investment in digital infrastructure and new technologies
- Critical challenge of ensuring the security of systems and communications, and data protection

SUPPLY CHAIN STRUCTURES INCREASINGLY COMPLEX:

- Need for support in making supply chains more transparent and resilient
- Need for comprehensive solutions across the value chain

ACCELERATION OF SUSTAINABLE DEVELOPMENT:

- Commitment by States to social and environmental issues, with stricter regulation and substantial investments
- Sine qua non for businesses to ensure viability and improve economic and financial performance in the long term

PROTECTION OF GLOBAL BRANDS INCREASINGLY DIFFICULT:

- Importance of being recognized as a responsible corporate citizen going beyond regulatory requirements
- Proactive worldwide management of CSR and QHSE issues

SPECIALIST PLAYERS MANDATED BY PUBLIC AUTHORITIES TO CONDUCT INSPECTIONS:

- Greater responsiveness to adapt to market imperatives
- Significant reduction in public spending

OUR RESOURCES



ECONOMIC CAPITAL

- A long-standing controlling shareholder and a widely-held free float
- A robust, balanced financial model underpinned by a long-term vision
- €1,286 million in equity



HUMAN CAPITAL

- 75,000 employees
- Qualified, highly-trained personnel in a supportive environment
- An inclusive culture: 20% of executive-level managers are women; 34% of employees are in the 25-34 year age bracket and 50% in the 35-54 year bracket
- 155 nationalities represented within the Group
- An entrepreneurial culture
- A global network of subcontractors



INDUSTRIAL CAPITAL

- A network spanning almost 140 countries
- More than 1,600 offices and laboratories



INTELLECTUAL CAPITAL

- A strong brand with a 190-year track record
- 3,500 accreditations, approvals and authorizations
- Numerous alliances and partnerships with leading players
- Group-wide digital transformation



SOCIETAL AND ENVIRONMENTAL CAPITAL

- Structured growth based on sustainable practices
- An idea of shared value creation at the heart of the growth strategy
- "Lean" management to develop a culture of ongoing performance improvement and a reduced carbon footprint
- Dedicated services and solutions to support organizations in confidently and transparently delivering their sustainability strategy
- With our contribution, businesses can measurably demonstrate the impact of their ESG actions by making them traceable, visible and reliable

OUR PURPOSE

- Since 1828, we have acted as trust makers between companies, governments and society, independent, impartial guarantors of our clients' word.

VISION

- Our employees serve our clients and are inspired by society; they make Bureau Veritas a Business to Society service company that contributes to positively transforming the world we live in.

MISSION

- Shaping a World of Trust by ensuring responsible progress.
- Thanks to our unrivalled expertise, technical knowledge and worldwide presence, we support our clients by managing quality, safety, health and sustainability risks, to the benefit of society as a whole.

OUR SERVICES

Verification of conformity with regulations or self-imposed standards (assets, products, systems)



Reference frameworks, international standards (e.g., ISO), regulations, self-imposed standards prepared with clients

Technical assistance and regulatory support services (assets, products, systems)



OUR ACHIEVEMENTS AND RESULTS



ECONOMIC CAPITAL

- Organic revenue decline was limited to 6.0%, despite the Covid-19 pandemic
- Free cash flow of €634 million
- €0.36 dividend per share⁽¹⁾



HUMAN CAPITAL

- Bureau Veritas ranked as a diversity leader by the Financial Times
- 23.9 training hours given per employee
- 10,880 hires under permanent (or similar) contracts
- Employee engagement rate of 69%
- Total accident rate down 66% since 2014
- 98.5% of employees trained on the Code of Ethics



INDUSTRIAL CAPITAL

- New sites opened, especially laboratories in the Asia Pacific region and the Americas (e.g., 5G labs in China, Taiwan and South Korea)
- Disposal of non-strategic businesses and assets in targeted markets and geographies



INTELLECTUAL CAPITAL

- Significant capacity for innovation with the launch of new services and global solutions
- Global deployment of digital solutions (3D, IoT, robotics, AI, e-commerce)
- Worldwide partnerships with leading technology players



SOCIETAL AND ENVIRONMENTAL CAPITAL

- Contributing to a safer, more trusting world
- 84% of activities ISO 14001-certified
- Signatory of Act4Nature commitments to protecting biodiversity
- Ecovadis "Gold" rating for environmental practices
- DJSI score of 84/100, compared with the industry average of 35/100
- "B" rating from the CDP, above the industry average (B-)
- €387 million in payroll charges
- Adjusted effective tax rate of 36.6%

VALUE CREATED FOR OUR CLIENTS

- Improving risk management
 - Managing QHSE risks
 - Managing reputation risks
- Facilitating trade
 - Compliance with national and international standards and regulations
 - Verification of quantity and quality of goods traded
- Enhancing performance
 - Operating, business, social and environmental performance
 - Improving product and service quality
 - Verifying implementation of commitments (sustainability, emissions reduction, etc.)

SHARING THE VALUE CREATED WITH OUR STAKEHOLDERS

€4.6 bn
in 2020 revenue

€1.4 bn
due to suppliers (purchases of goods and services) and subcontractors (engagements)

€1.9 bn
in wages, salaries and bonuses due to employees

€176 m
in taxes

€88 m
in net capex to support the development of our businesses for and with our clients

€0.36⁽¹⁾
due to shareholders (dividend per share)

⁽¹⁾ Proposed dividend, subject to Shareholders' Meeting approval.

2020 REVENUE

€1.5bn

VISION

We envision a world in which packaging provides people with the highest benefit at the lowest impact on the environment.

MISSION

We rethink packaging every day to make a positive, sustainable and meaningful contribution to our customers and the environment.

We are driven by passion and our aspiration for know-how and competence to make people's lives healthier, better and safer.

VALUES

PEOPLE,
PASSION,
PACKAGING

ENVIRONMENTAL PERFORMANCE

TARGETS:

100%
of packaging
recyclable by 2025

Science Based Target:
GHG-emissions
reduction (scope 1, 2, 3):

24% by 2030
49% by 2050
(reference year 2015)

2020 PERFORMANCE:

51%
of packaging sold is
recyclable*

-17%
reduction
of GHG-emissions
(scope 1, 2⁽¹⁾, 3⁽²⁾)
(1) Scope 2 location based
(2) Peer-reviewed Scope 3
values 2019

CDP CDP Climate
Score: A-

EcoVadis Score:
Gold Level

* 2019 value. The 2020 value will be available
at the end of year n+1



SHAREHOLDER GOVERNANCE

SHAREHOLDERS: WENDEL (61%), AREPO FOUNDATION
(27%), MAXBURG CAPITAL PARTNERS (11%)

SUPERVISORY
BOARD:

8
members

25%
of independent



OPERATIONAL GOVERNANCE

EXECUTIVE BOARD:

8
members

HUMAN CAPITAL



~8,275

employees

- 58% Europe
- 25% Asia
- 11% America
- 6% Middle East, Africa & Australia

INTELLECTUAL CAPITAL



57

active patent families,
thereof:

- 43 issued (split into Foil: 23, Film: 16, Paper: 1 and 3 general patent-families),
- 14 in application-status (split into Foil: 4, Film: 6, Paper: 2 and 2 general patent-families).

R & D



5
research centers
(Consumer, Pharma)

81
experts



PROCUREMENT

Main raw materials	Aluminium	Plastic	Chemicals (inks & solvents)	Paper
Share in supplies (per volume purchased)	~35%	~31%	~23%	~7%
Supplier country	Europe, China, Russia, Turkey	Europe, India, Mexico, Turkey	Europe, India, Mexico, Turkey	Europe, India, South Africa

Integrated production

Material sourcing, Rolling

Lacquering, Lamination, Extrusion

Printing, Cutting

Finishing, Customer Service

CERTIFICATIONS / MANAGEMENT SYSTEMS

100% of production sites hold a Quality Management certificate (e.g. ISO 9001)

12 production plants certified on ISO14001

6 production plants certified on ISO45001

Additional certificates like British Retail Standard (BRC) or ISO 15378 as appropriate

PRODUCTION

37
manufacturing sites

16
countries

PRODUCTS

CONSUMER MARKET

- Confectionery foil
- Die-cut lidding
- Alu-container systems

PHARMA MARKET

- Blister lidding foils
- Coldform foils

REVENUE BREAKDOWN

- 11% Asia
- 6% Middle East, Africa, Australia
- 17% America
- 66% Europe

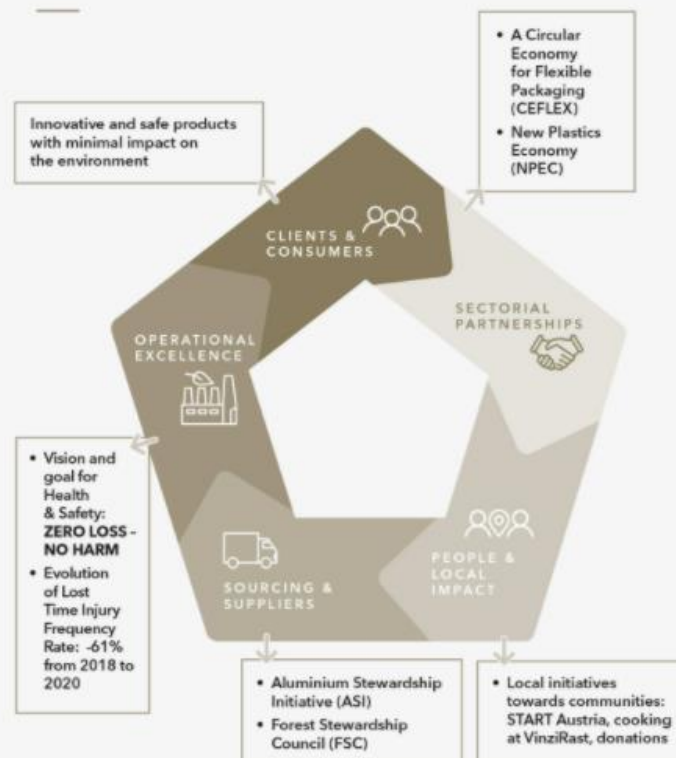
~74% in CONSUMER-Division

~26% in PHARMA-Division

#3
GLOBALLY*

#2
IN EUROPE*

Value creation for External Stakeholders



KEY

Key partners

External resources

Internal resources

2020 REVENUE

\$63.8 mUSD

VISION

Empowering professionals to improve their care and service to the individuals they serve.

MISSION

We teach the world that by combining the right skills with dignity and respect, you create wellbeing throughout the workplace and beyond.

VALUES

Every person possesses an intrinsic dignity and deserves the best care possible.

We fulfill our promise to customers by providing premium services and value at each customer interaction.

Growth is in our DNA.

KEY

Key partners

External resources

Internal resources

SHAREHOLDER GOVERNANCE
SHAREHOLDERS: WENDEL 96.3%,
CPI MANAGEMENT (2.5%), CPI LENDERS (1.2%)

BOARD OF DIRECTORS:

4
members

25%
of independent

25%
of women

OPERATIONAL GOVERNANCE

EXECUTIVE LEADERSHIP TEAM:

9
members

55%
of women

HUMAN CAPITAL

308
EMPLOYEES

Nationalities:

- 73% in US
- 23% in Europe
- 4% in Australia

Ages:

- 31% of 18-34
- 54% of 35-54
- 15% of 55+

INTELLECTUAL CAPITAL

9

OWNERSHIP
OF ALL CPI
SPECIALIZED
TRAINING
PROGRAMS

- Creator and owner of the "Blue Card" Certification (industry global standard)
- eLearning Learning Management Solution (CPI Honeybee)

CERTIFICATIONS / MANAGEMENT SYSTEMS

- IACET certification in North America (grants CEU credits to customers)
- BILD / RRN in the UK (authorization to train professionals who work with people with neurodegenerative diseases and physical disabilities)
- Extensive governmental approvals to grant physical intervention training

PROCUREMENT



Main purchases :

- Training event venues
- Software, cloud storage
- Workbooks and delivery services
- Other products and services

6 main suppliers, mostly American and UK

R & D

- Dedicated team in US and UK with 4 program introductions annually
- eLearning development capability, launching 6 programs annually

SITES

3

office sites in the US (HQ in Milwaukee, IT office in Gurnee IL, DCS division office in Charlotte NC)



1 warehouse in the US (Milwaukee)



1 HQ site in Australia (Sydney)



3 offices in the UK (Sale, Newcastle under Lyme, Kings Langley)

TRAINING CAPACITY AND MAJOR END MARKETS

CPI's Global Professionals Instructors have trained 100,000+ Certified Instructors (teachers, nurses), over the past 40 years, on the following topics:

- Non-violent crisis intervention (NCI) in the Health and Education sectors
- Dementia Care Specialist training (DCS) in the long term care and assisted living marketplaces

SERVICES & CUSTOMERS

- Diversified set of customers world-wide (nurses offices, schools, hospitals, nursing homes, retailers, etc.)
- Certified Instructors train c. 1.2M Learners (co-workers of the Certified Instructor) per annum
- Over 15M professionals trained over the past 40 years

REVENUE BREAKDOWN

Revenue breakdown by location:

- 80% in the US
- 8% in Canada
- 9% in the UK/Europe
- 3% in Australia/NZ/Asia

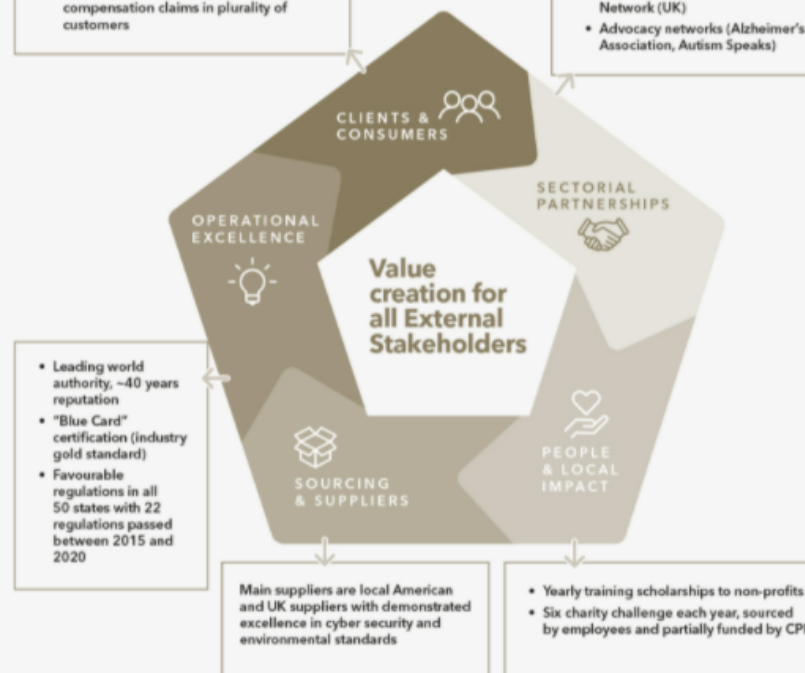
Revenue breakdown by end market:

- c. 40% in Education
- c. 40% in Healthcare/Mental Health
- c. 20% in Social Services, Retail, Security & Law Enforcement

- 96% of staff trained is confident in addressing crisis moments, leading to reduction of conflict and violence in the workplace
- 700+ psychotropic drug-related deaths prevented each year as a result of person centered care strategy training
- In 2019, 50% reduction in use of sedations in 2/3 of schools
- In 2019, over 20% reduction in workers' compensation claims in plurality of customers

Partnerships with:

- Leading medical companies
- Schools, training centers
- ISA: Association of Learning Providers (US)
- RRN: Restraint Reduction Network (UK)
- Advocacy networks (Alzheimer's Association, Autism Speaks)



ENVIRONMENTAL PERFORMANCE

Objective:

- Acceleration of eLearning and digital booklets

Year on year increase in eLearning revenue:

- 2019: 32% increase
- 2020: 103% increase

2020 REVENUE

€628m



PURPOSE

Sustainably protect and color living spaces to brighten up everyone's lives.



VALUES

Safety
Excellence
Respect
Satisfaction
Collective
Imagination
Simplicity

2020 ENVIRONMENTAL PERFORMANCE



59%

of recycled plastic in plastic packaging purchased in France



80%

of sales with water-based paints



58%

of sales of products less than 3 years old generated with eco-label products

KEY



Key partners



Internal resources



Sales flows (Cromology-manufactured products)



SHAREHOLDER GOVERNANCE
SHAREHOLDING : WENDEL (100%)

7 members

1 independent

1 woman



OPERATIONAL GOVERNANCE

MANAGEMENT TEAM

10 members

10% women

RESOURCES

HUMAN CAPITAL

3,200

employees in 8 countries,
• 68% in France,
• 23% in Southern Europe,
• 9% other countries

CERTIFICATIONS / MANAGEMENT SYSTEMS

100%

of industrial sites are OHSAS 18 001 certified

70%

of logistics and production sites are ISO 14 001 certified

INTELLECTUAL CAPITAL

11h

of training per employee

SUPPLY



Raw materials and packaging



Non Paints products (Tools and equipment for painters, Floor and wall coverings)

R & D

80

R&D engineers and R&D technicians

6

R&D laboratories

• 20% of sales are products launch in the last 3 years

PRODUCTION & LOGISTICS



9 Production sites



7 Logistics platforms

Private laboratories for certification

Private university laboratories
• Detection of potential technologies

Transport sub-contractors

SALES AND MARKETING

Portfolio of awareness brands - BtoB A brands in their countries: **Tollens** (FR), **Max Meyer** (IT), **Robbialac** (POR)...

Distribution Partners:
Independent Distributors
DIY Retailers

INTEGRATED DISTRIBUTION

Network of **390** Points of Sales
• 60% of sales

Group Brands' e-commerce platforms

PRODUCTS

- Interior decorative paints
- Paints and exterior coatings
- Technical paints
- Thermal Insulation Components Systems

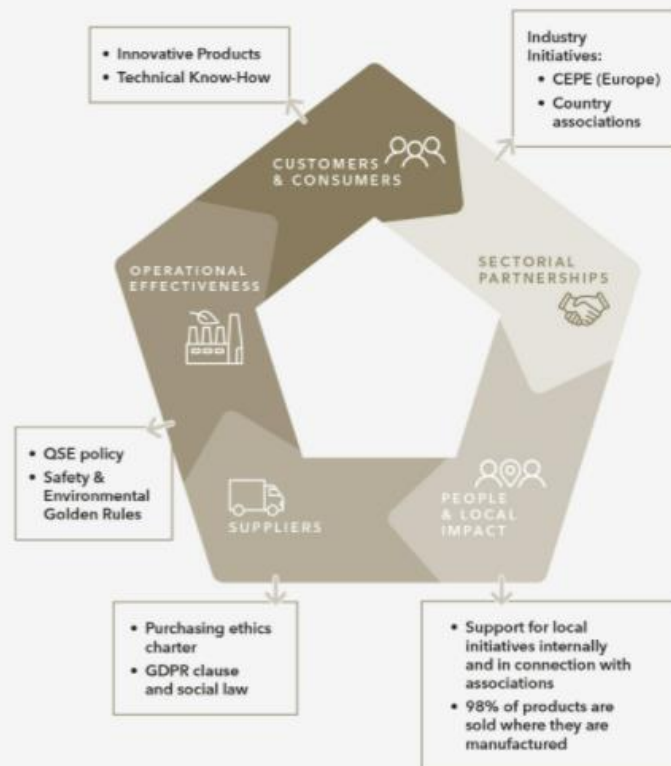
END / USERS CUSTOMERS

- Advocacy : Architects
- Professional painters
 - Private Consumers
 - Private & Public Builders

USE OF RESOURCES

OUTPUT

Value creation for external stakeholders



2020 REVENUE

€669m

VISION

To be a catalyst for positive change

MISSION

"If it can be imagined, it can be created."

VALUES

- Cooperation
- Responsibility
- Initiative
- Imagination

KEY

- Key partners
- External resources
- Internal resources

INTERNAL RESOURCES

USE OF RESOURCES

OUTPUT

SHAREHOLDER GOVERNANCE

SHAREHOLDERS: WENDEL 67.5%, BASF 16.3%, CLARIANT 14.8% AND OTHER 1.4%

BOARD OF DIRECTORS:

9 members
(Stahl, Wendel, BASF, independent members)

22% of independent

11% of women

OPERATIONAL GOVERNANCE

MANAGEMENT TEAM:

7 members **0 women**

EXECUTIVE CONTROL GROUP

32 members **4 women**
(12.5%)

HUMAN CAPITAL

~1,800 EMPLOYEES

75% men / 25% women

30% in technical activities

59 nationalities in 22 countries:

- 50% in Europe, Africa
- 21% in Pacific-Asia
- 14% in America
- 15% in India / Pakistan

INTELLECTUAL CAPITAL

18% OF R&D IS ESG DRIVEN

- 14,7 training hours per FTE on average
- >1,000 people from 131 organizations attended Stahl Campus modules in 2020
- 75 active patent families*

* including patent applications

R & D

11 research centers

~100 R&D and chemists

CERTIFICATIONS / MANAGEMENT SYSTEMS

92% of production volume come from sites certified ISO 14001 and 99,8% from ISO 9001

PROCUREMENT

Stahl suppliers are:

- Large multinational chemical companies from 54 countries
- 89% (by volume) from very low, low or medium risk countries**

Number of suppliers:

- Europe 33%
- Asia & Oceania 33%
- Middle East & Africa 3%
- Americas 31%

** Based on Global Risk Profile ESG Index

PRODUCTION

11 manufacturing sites

37 Application laboratories

9 Centers of Excellence

TRAINING

4 CAMPUS LOCATIONS

DISTRIBUTION

34 sales support offices

PRODUCTS

- Leather Chemicals
- Coatings
- Polymers

MARKETS

Main sectors

- Automotive
- Footwear, Apparel & Accessories

Others

- Architectural & Interior Design
- Industrial Applications
- Leisure & Lifestyle
- Home Furnishing

ESG roadmap

A 10-YEAR PLAN IS PRESENTED IN THE ESG ROADMAP. TARGETS ARE ESTABLISHED FOR 2023 AND 2030.

E ENVIRONMENT	S SOCIAL	G GOVERNANCE
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TARGETS FOR 2023 AND 2030

<ul style="list-style-type: none"> Climate Change & Circularity Water Stahl products Raw materials 	<ul style="list-style-type: none"> Health and safety Human capital Human Rights Societal Commitment 	<ul style="list-style-type: none"> Ethical behavior Diversity in leadership CSR incentives Supply chain
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2020 PERFORMANCE

<ul style="list-style-type: none"> CO2 Target Achieved: -37% in 2020 versus 2015 No coal used in Stahl manufacturing sites 100% green electricity in European sites 34% renewable energy (of total energy consumption) 1,217 products certified for safe chemistry (ZDHC) Renewable Carbon Initiative 	<ul style="list-style-type: none"> Severity Rate 0.003 14.7 training hours per employee 91% of employees on permanent contract Low absenteeism rate 1.87% Swift COVID-19 adaption to remote/smart working program 98.6% of employees completed compliance training assessment 	<ul style="list-style-type: none"> ESG roadmap agreed, with targets for 2023 and 2030 25% female, 75% male Vigilance Team: quarterly meetings, 2 members from senior management 67% of direct purchasing spend from EcoVadis assessed suppliers
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Global Initiatives & NGOs

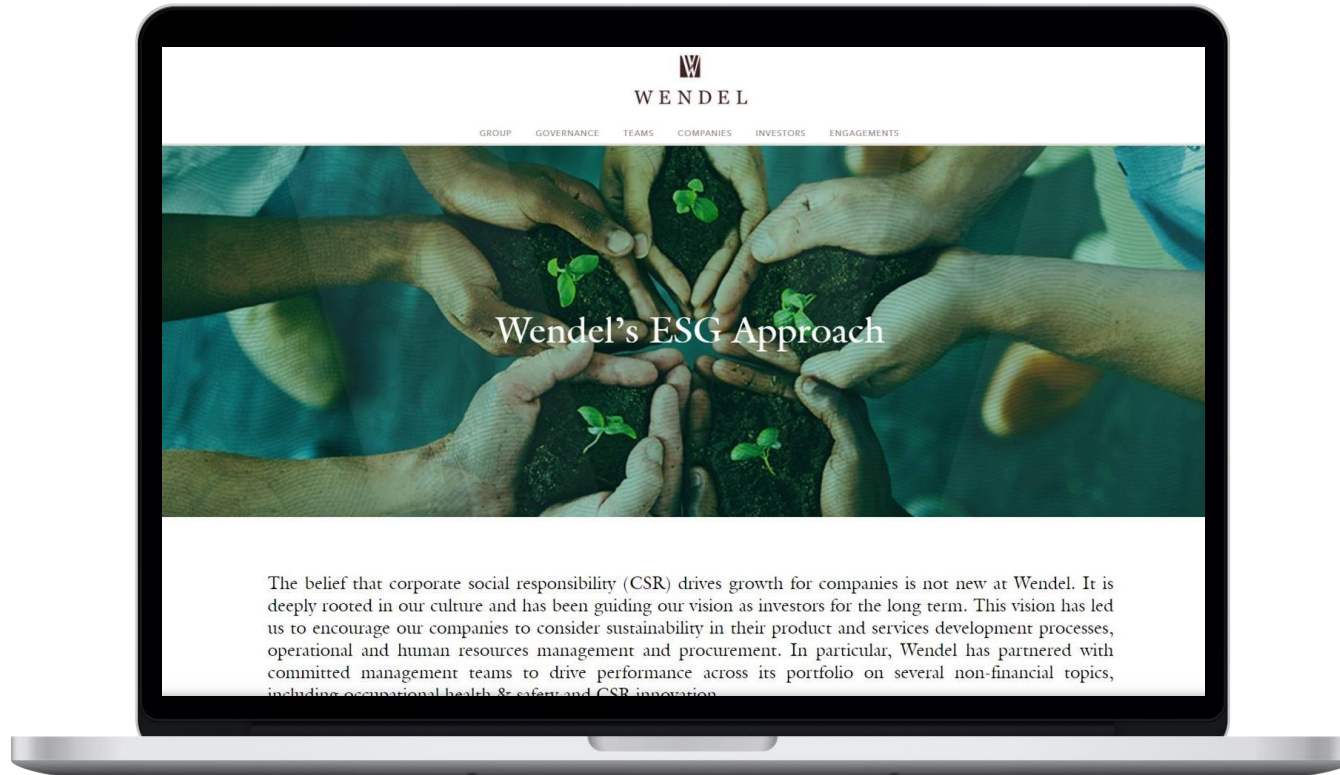
- United Nations (UN) Global Compact, Reporting on 17 UN SDGs
- UNIDO, Solidaridad
- International universities

Other sectorial initiatives:

- ZDHC, Bluesign, ChemIQ
- Leather Working Group
- Renewable Carbon
- TEWEGA

1 NO POVERTY	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION	5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	8 DECENT WORK AND ECONOMIC GROWTH	10 REDUCED INEQUALITIES	13 CLIMATE ACTION
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— To find out more, visit our revamped ESG webpage



<https://www.wendelgroup.com> > ESG section



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