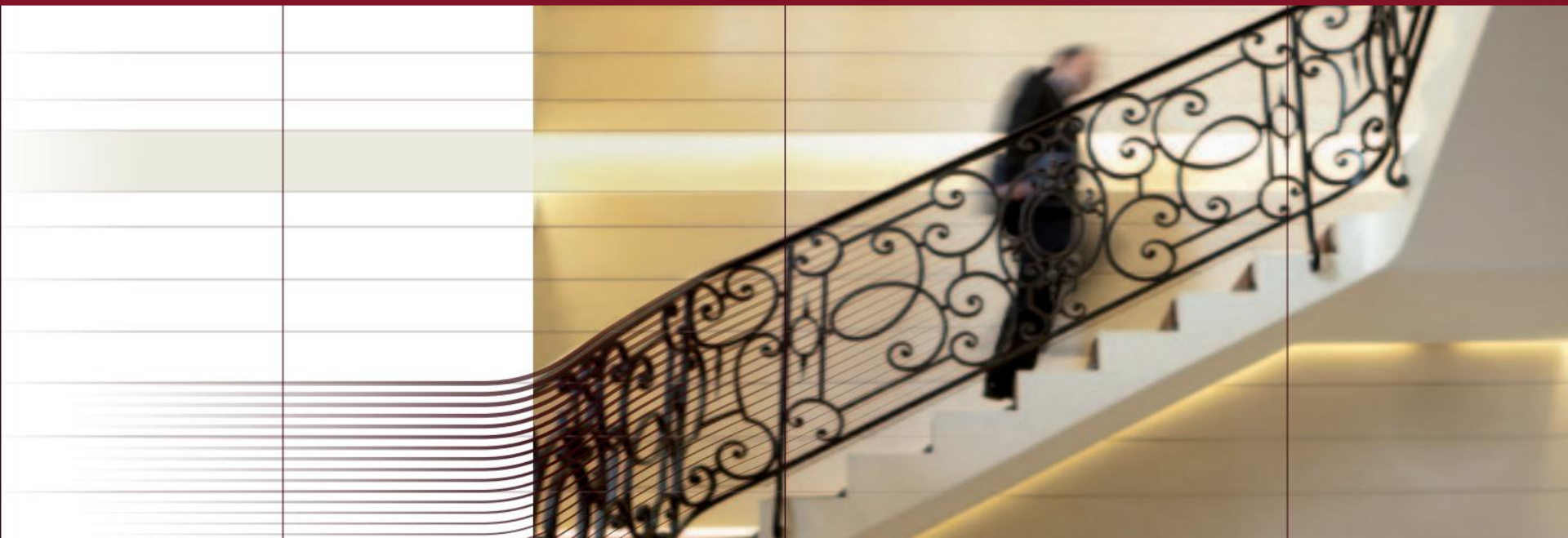




W E N D E L



Stahl  
Wendel Investor Day  
2 December 2011

# Stahl

## Company strengths profile

### Leading position

Market leader in  
Leather Finish

### Barriers to entry

Product know-how  
Highly qualified sales  
technicians (“Golden Hands”)  
Longstanding customer relationships

### Strong brands

Stahl Leather Finish  
Pielcolor  
Stahl Wet End  
Stahl Performance Coatings  
Picassian

### Financial discipline

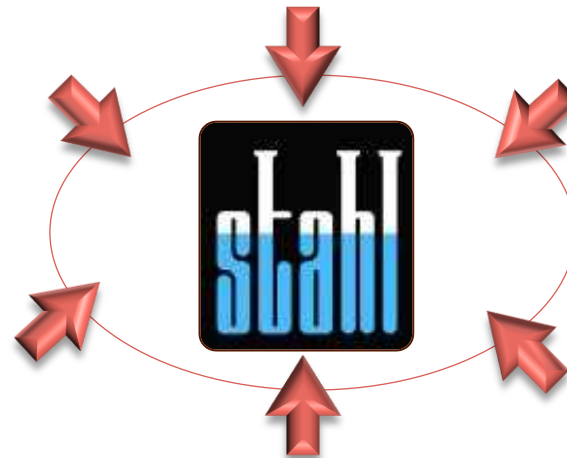
Gross margins management  
Strong cost control  
High cash conversion

### Management quality

Mature management team  
Decisive  
International

### Growth strategy

Wet End  
Pielcolor  
Performance Coatings  
Picassian



# Stahl Organization

## Wendel Board Members



Bernard  
Gautier



Dirk-Jan  
Van  
Ommeren



Olivier  
Chambriard



Jean-Michel  
Ropert



Bruno  
Fritsch

## Management



Huub van Beijeren  
CEO

## Support



Guido  
Borgart  
Operations  
& R&D



Andre  
Tukker  
Finance



Jordi  
Angrill  
HR

## Business Divisions



John  
Fletcher  
Leather Finish



Xavier  
Rafols  
Pielcolor



Jacques  
Potier  
Wet End



Uwe Siebgens  
Performance  
Coatings



Mike  
Costello  
Picassian

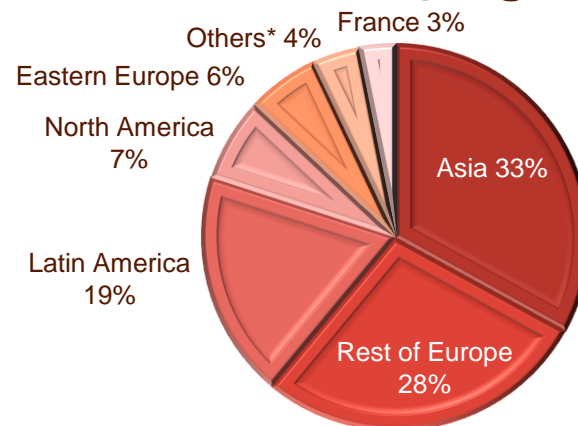
# Stahl

## Slight growth following a record H1 2010

(€M)	H1 2010	FY 2010	H1 2011
<b>Sales</b>	<b>168.5</b>	<b>330.1</b>	<b>172.1</b>
<b>EBITDA <sup>(1)</sup></b>	<b>31.8</b>	<b>54.8</b>	<b>25.1</b>
<i>As a % of sales</i>	<i>18.8%</i>	<i>16.6%</i>	<i>14.6%</i>
<b>Operating income <sup>(1)</sup></b>	<b>27.6</b>	<b>46.2</b>	<b>21.2</b>
<i>As a % of sales</i>	<i>16.4%</i>	<i>14.0%</i>	<i>12.3%</i>
<b>Net financial debt</b>	<b>205.0</b>	<b>181.0</b>	<b>182.8</b>

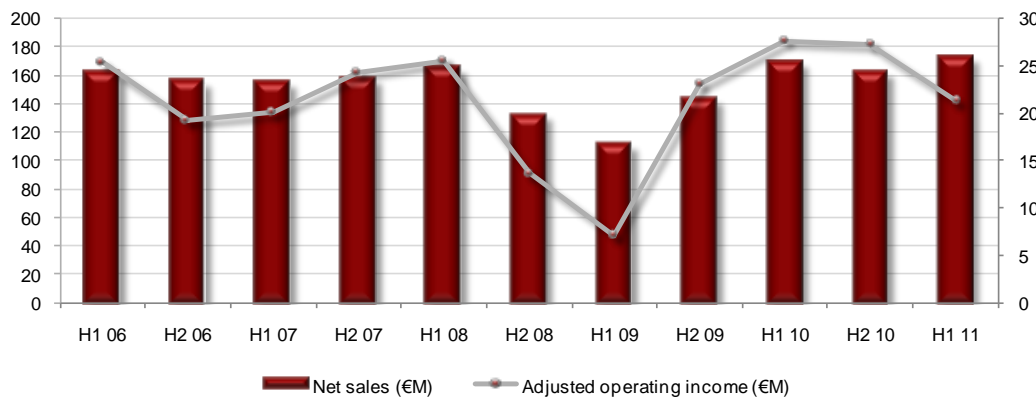
<sup>(1)</sup> EBITDA and adjusted operating income before goodwill allocations, management fees and non-recurring items

### H1 2011 sales by region

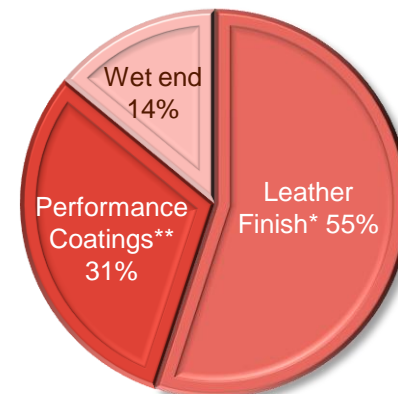


\* Including Africa & Middle East

### Interim sales & operating results



### H1 2011 sales by division



\* Including Pielcolor

\*\* Including Picassian

# Stahl

## 9-months activity

### Stahl Global

- Overall organic sales growth of 2%

### Permuthane

- Sales 5% above last year
- Robust sales growth in Asian markets and North America
- Consolidated position in mature markets

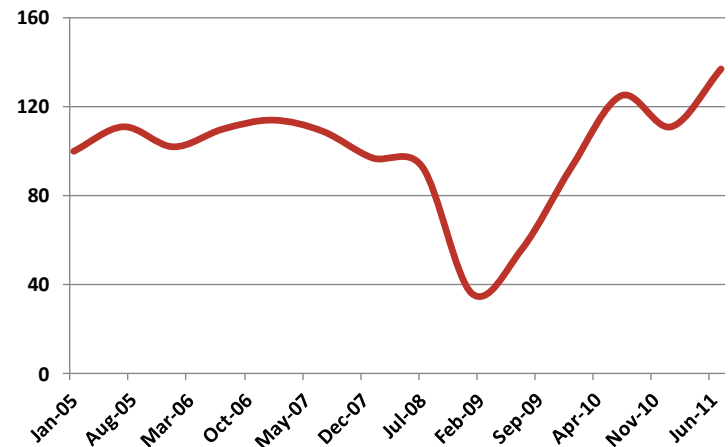
### Wet-end

- Sales 9% above last year
- Strong sales growth in South America and India

### Leather Finish

- Sales 1% behind last year
- Stable market in Europe, but challenging market circumstances especially in China and Latin America
- Automotive segment growing by 12% through market share gains
- Shoe and Leather goods segment hindered by high hide prices (slowdown in the tannery business)

### Hide Price



# Stahl

## Current trading and short-term issues & actions

### Current Trading

- H1 2011 trends continuing in H2
- Increased focus on fashion
- Focus on high growth regions
- Strengthening of local sales organisation
- Product innovation (green products)

### Short-term issues and actions

#### Issues

- Pressure on hide prices
- Overall economic uncertainty
- Increased raw material prices

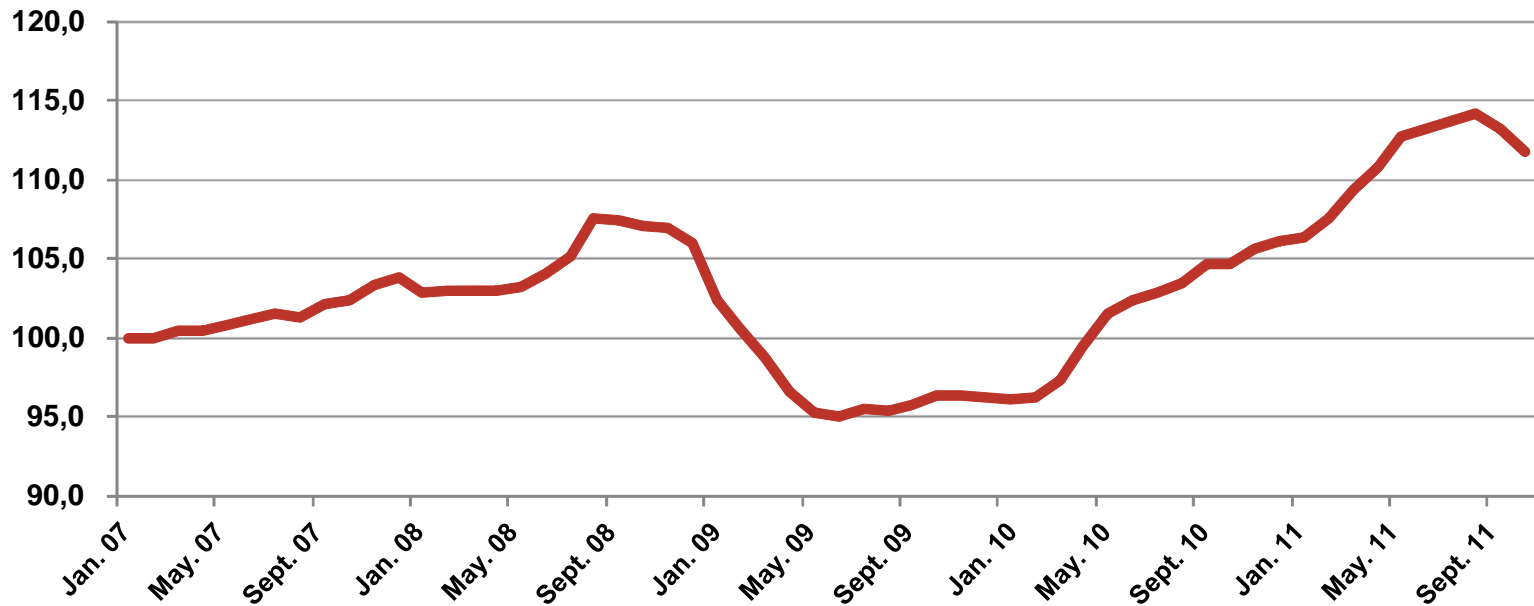
#### Actions

- Active pricing strategy
- Limited capex
- Strict fixed costs and working capital control

# Stahl

## Raw materials impacts and solutions

2010 purchase basket



### Situation

- Raw material prices up 20% since January 2010
- Three rounds of sales price increases
- Raw material prices decreasing as from Q3 2011, with expected positive impact on results in 2012

# Stahl

A business model with specific advantages to face uncertainties

## Emerging Markets

- Renewal of distribution network
- Targeting on large customers
- High quality delivery and services

## Innovations

- Solvent free products
- New technology in colour matching
- Bolt-on acquisition

## Cost Management

- Tight cost control in line with sales growth
- Limited capex
- Value adding investments



# Stahl

## Take advantage of the current situation with targeted M&A

- Systematic screening with Wendel of small and medium bolt-on acquisition opportunities:
  - ▶ Priority segments, applications, technologies and regions
  - ▶ Score card and screening (from large list to short list)
  - ▶ Approach of shareholders and management
- 34 opportunities for Permuthane (short list of 5-6 companies), and 4 opportunities for Picassian
- Several companies under active due diligence with high likelihood for successful completion

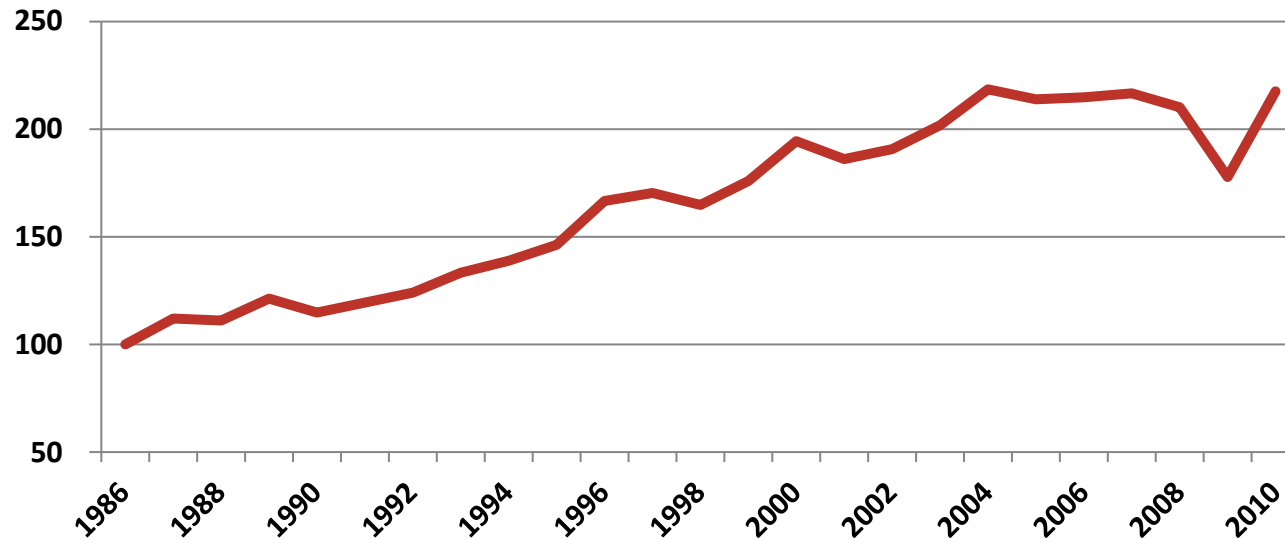


**Leverage Stahl global platform to boost niche leaders**

# Stahl

## Long-term growth story

Stahl sales index



- 2010 shows strong recovery and outperformance of long term growth path
- 2011 bridging year with limited growth, but creating new opportunities
- Long term historical growth of 3-5% sustainable for the future (ambition to grow >5% p.a.)
- Further margin improvement potential by leveraging on existing fixed costs base