Full-Year 2019 results

March 19, 2020

WENDEL

Conservative portfolio management

Emphasis on **Engagement & ESG**

Good 2019 results, mainly driven by Bureau Veritas's performance & a large capital gain from the sale of most of our stake in Allied Universal

Solid financial structure, €1.9bn liquidity and modest overall leverage

2019 achievements : Conservative portfolio management

Disposals : €1.2bn in proceeds

- Sale of c. 79% of our stake in Allied Universal: $721m in proceeds, IRR of c.30%(1)
- Total exit from Saint-Gobain for a total amount of €468m
- Sale of PlaYce for €32.2m

Capital deployment: €946m

- Acquisition of CPI in the US for $569m in equity(2) for c.96% stake
- Share buyback of €200m (3.6% of capital)
- Injection of €125m into Cromology (leverage down from 8.6x to 2.7x as of December 31, 2019)
- Bureau Veritas scrip dividend for €87.5m
- Tsebo: $17.7m capital increase to support the company

(1) Gross IRR in USD
(2) Entreprise value of c. $910m

2019 Achievements : Emphasis on engagement & ESG

Engagement

- ESG & digital focus
- 17 acquisitions by Group companies
- 3 significant refinancings (IHS, Allied Universal, Cromology)
- Senior appointments in our companies (Constantia Flexibles, Allied Universal, Stahl, Tsebo, Bureau Veritas)
- Building an ambitious ESG strategy deploying tightened requirements on compliance, controls and sustainability

New Wendel organisation to implement strategy

- Leadership changes
- Operating partners

2019 Achievements : A solid financial structure and strong liquidity

Total liquidity of €1.9bn

- Modest LTV Ratio : **6.0%**
- Corporate cash balance : **€1.14 billion**
- **€750m** RCF available, fully undrawn
- Solid dual credit rating : **BBB & Baa2**
- Long debt tenure: **5.5 years,** no maturity before 2023

As of December 31, 2019

NAV : €166.3 per share, up 12.8% YoY (as of December 31, 2019)

Consolidated sales of €8.6bn, **up 2.1%,**
most of growth attributable to Bureau Veritas

Consolidated net income of €625.6m, €399.7m Group share,
positively impacted by a large capital gain on sale of Allied Universal

Proposed dividend for 2019 of **€2.90 per share, up 3.6%**

Accelerating roll-out as a key factor in our investment strategy

2019: Developped a comprehensive ESG strategy

- For Wendel and our portfolio companies
- By performing **systematic ESG due diligence** on any new potential investments

1st assessment by ROBECOSAM We are Sustainability Investing.

#20 of c.100
among diversified financials

MSCI

Rating: AA,
above the average of companies in the diversified financials' universe

2020: Accelerating roll-out to make ESG a key factor in our investment strategy

- **New ambitious ESG strategy** to be unveiled shortly in our Universal Registration Document
- **Company Purpose**
- **UN PRI signatory**
- France Invest's Parity Charter signatory

Bureau Veritas (as published on Feb. 27, 2020):

- Closely monitoring the economic effect resulting from the Covid-19 outbreak
- Initially impacted on the group's operations in China (17% of Group revenue, 16,461 employees[1] and now elsewhere
- Both testing-driven consumer goods activities and audit and inspections activities are affected
- Bureau Veritas will provide further updates on the situation in due course

Other portfolio companies:

- Most companies had been reducing their leverage to "corporate levels", with cash on hand, covenant headroom and/or manageable absolute levels of net debt. This should, hopefully, generally allow for a reasonable degree of resilience
- Impact on January and February performance was very limited
- We are entering a new phase and it is too early to tell
- All companies are expected to be impacted at varying degrees and varying times
- Contingency plans are in place, focusing on supply chains & employees health & safety

(1) As of December 31, 2019

Performance of Group companies

FY 2019

Figures are **before** IFRS 16, unless otherwise specified

WENDEL

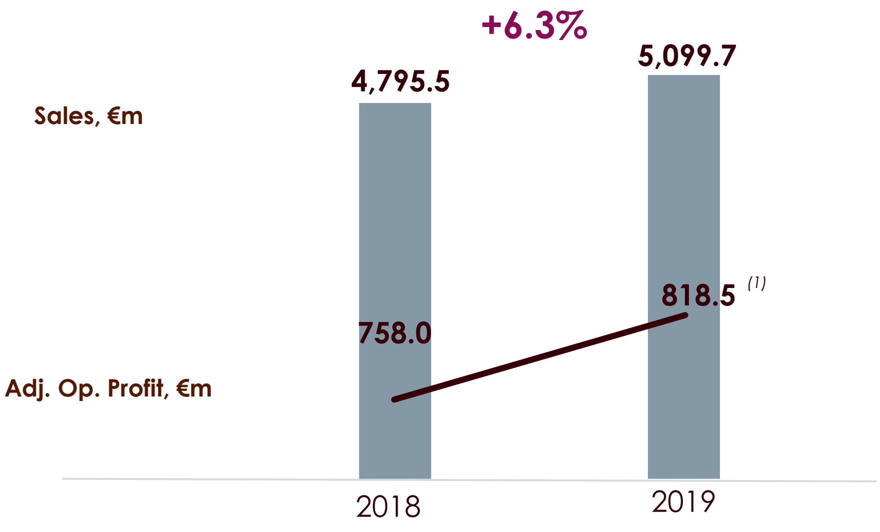
Bureau Veritas

- **Revenues of €5.1bn, up 6.3%** year-on-year,
- **Organic growth reached +4.3% in H1 2019**, of which +5.3% in Q4
- **Adjusted operating margin up +25bps to 16.1%**[(1)] (16.0% at constant currency, up 20 bps)
- **Strong improvement in free cash flow +29.2% YoY**[(2)]
- Adjusted year-end **net debt / EBITDA ratio reduced YoY from 2.3x to 1.9x**
- **5 acquisitions in 2019 focused on Group's Strategic Growth Initiatives** adding c. EUR 46 million of annualized revenue ; Disposal of the non-strategic North American HSE Consulting business (c. USD 30 million of revenue in 2018)
- **Proposed dividend in 2020: €0.56 per share**[(3)]

2020 outlook disclosed by Bureau Veritas in February (not updated by Bureau Veritas since February):

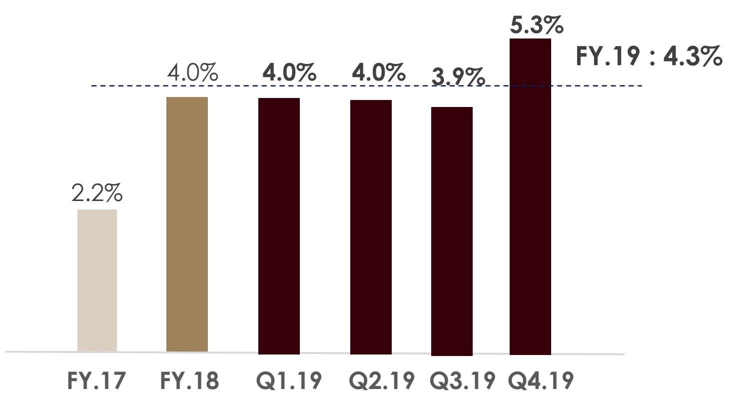
The Group remains uniquely positioned considering the diversity and the resilience of its portfolio. Given the negative impact of the COVID-19, Bureau Veritas expects in the full year 2020 to:

- Achieve solid organic revenue growth
- Focus on protecting the adjusted operating margin at constant currency
- Generate sustained strong cash flow



	2018	2019
Margin %	*15.8%*	*16.1%* (1)
Net debt, €m	**2,115.1**	**1,813.3**

Organic growth



Bureau Veritas continues to support its clients in their Corporate Social Responsibility commitments and ranks amongst leaders in its industry according to non-financial rating firms

Dow Jones Sustainability Indexes

2nd most responsible company worldwide in the Professional Services industry

75/100 vs. industry average of 38/100

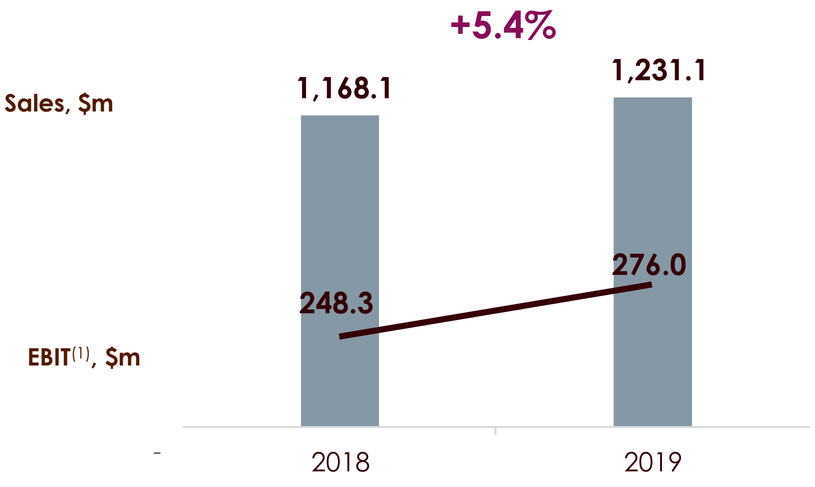
CDP DISCLOSURE INSIGHT ACTION

B rating

above industry average (B-)

(1) Before applying IFRS 16. After applying IFRS 16, adjusted operating profit totaled €831.5m and margin was 16.3%.
(2) Free cash flow growth before applying IFRS 16 was up 6,4%
(3) Proposed dividend, subject to Shareholders' Meeting approval on June 26, 2020

IHS Towers



	2018	2019
EBIT margin, %	*21.3%*	*22.4%*
Net debt, $m	**1,212.3**	**1,157**

+5.4% annual growth

- **+7.5% organic growth** driven by new lease amendments (such as 3G and 4G upgrades), new tenants, new towers and price escalation mechanisms
- USD/local currency exchange rate fluctuations had a negative impact of 2.1% over total revenues

EBIT[1] margin at 22.4%

- EBIT growth reached +11.2% Y-o-Y

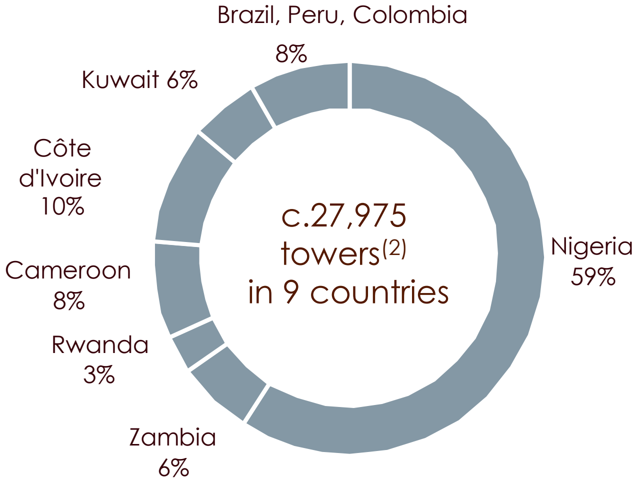
External growth & geographic diversification

- In February 2020, IHS completed the acquisitions of c. 1,600 towers from Zain in Kuwait and c. 2,300 towers from Cell Site Solutions in Brazil, Peru and Colombia
- Saudi Arabia: IHS has not yet been granted yet a licence by the Saudi's Communications and Information Technology Commission (CITC)

Increased focus on ESG

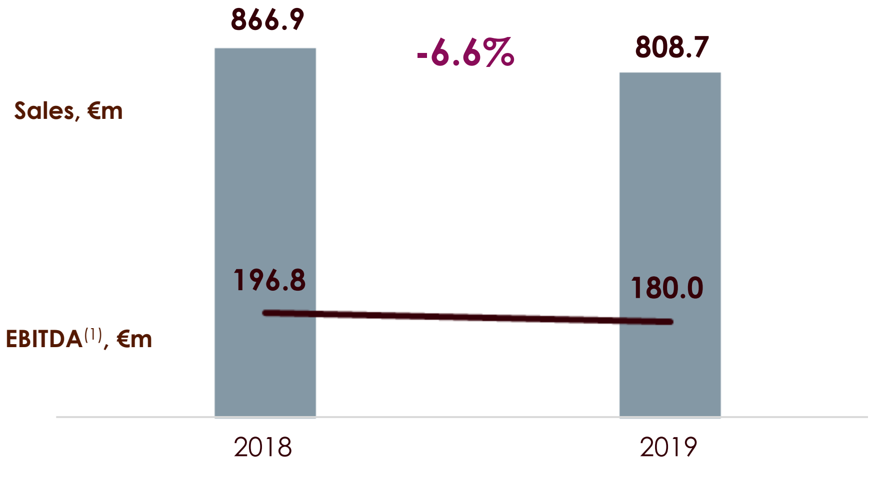
- Health Safety, Security and Environment (HSSE) focus. 200,000 man hours rate decreased from 0.94 in 2018 to 0.14 in 2019 for the Group
- $1bn cumulated investment over the last years in renewable energy across the Group as of today & over 9,000 sites with hybrid solar power systems

Covid-19 outbreak: There has been no immediate operational or financial impact on the business. IHS continues to closely monitor its supply chain.



2019 figures are non audited
(1) As per Wendel's definition, EBIT excluding non recurring items.
(2) Tower count excluding managed services and WIP pro forma of Kuwait and CSS

Stahl



	2018	2019
EBITDA margin, %	22.6%	22.2%
Net debt, €m	**415.8**	**346.8**

Sales down 6.6%, Leather division impacted by difficult market conditions in the automotive and shoe sectors
- Double digit volume decline partly compensated by positive price/mix effects translating into negative 7.8% organic growth
- Performance coatings division less affected by challenging automotive markets
- +1.1% currency impact

EBITDA margin down 40bps thanks to management's focus on costs
- Fast implementation of cost-cutting measures to adapt to market environment
- Continued realization of synergies resulting from the acquisition of BASF Leather Chemicals
- Solid Ebitda margin, almost stable versus last year

Net debt to EBITDA of 1.9x, benefiting from good cash conversion
- Net debt down €69.1m YoY, to €346.8m. Deleveraging from 2.1x to 1.9x

Covid-19 update:
- Stahl is monitoring the economic slowdown which can have a direct impact on its operations
- Initially affected geographies were China, Republic of Korea and Italy, representing c.30% of sales
- **Limited impact on January and February**, and mainly relates to China, where production has been restarting progressively since mid-February
- The situation is expected to worsen short term

Focus on The Stahl Sustainability Standards:
- Road To Zero (R20) safety campaign launched
- Innovation focus on Responsible Chemistry (Low impact chemicals, Biotechnology and Circularity) and de-carbonisation (fossil fuel substitution) for new product development
- ESG performance: 1,200 Stahl products certified in external safe chemistry database (ZDHC Gateway)

0 COAL used in Stahl manufacturing sites in 2019

100% green energy at all European factories

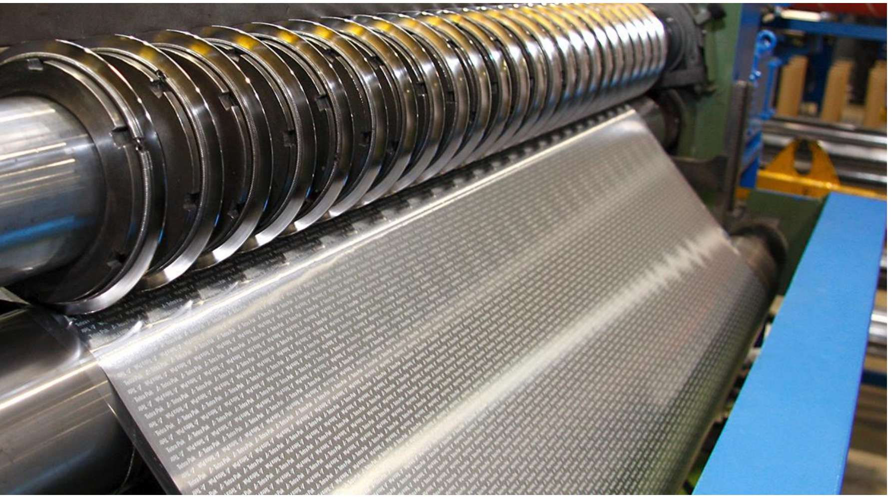
CO2 EMISSIONS GOAL: **-10%** by 2020
Status 2019 : ON TARGET

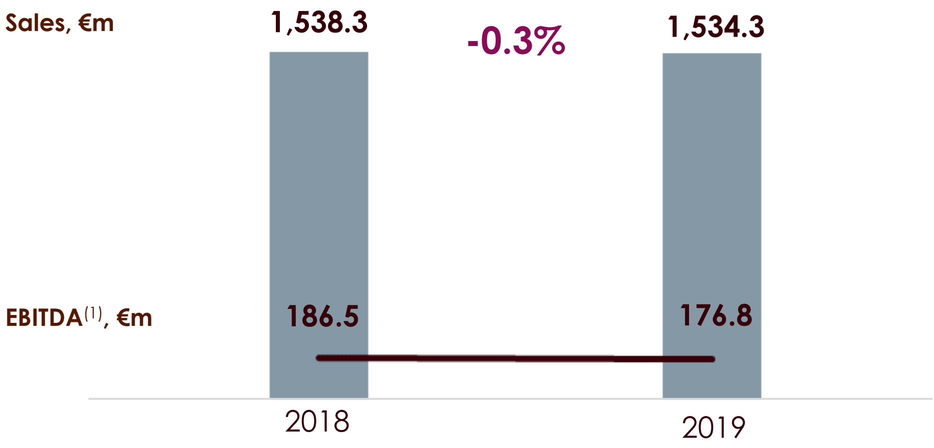
+85% of our coating solutions are water based

~90% of global production volume comes from **ISO14001/9001** certified sites

(1) EBITDA before goodwill allocation entries, management fees and non-recurring items.

Constantia Flexibles





	2018	2019
EBITDA margin, %	*12.1%*	*11.5%*
Net debt, €m	**452.7**	**362.6**

-0.3% total growth: (-2.4% organic growth, +1.4% scope, +0.7% FX impact)

- Organic growth impacted by lower volumes in Consumer and Pharma divisions
- Consolidation of the Indian company Creative Polypack and the Russian company Constantia TT contributed positively to growth
- Positive FX effect mainly driven by USD and INR

EBITDA down 5.2%

- Lower volumes combined with the time-lag in passing raw material price increases to customers had a negative impact on profitability
- Launch of further efforts for additional cost-cutting measures in 2020 to preserve margins

Strong Cash Flow generation in 2019: leverage @ 2.0x EBITDA

- Sale of MCC shares completed early July 2019 for €147.7m
- Improved cash generation profile in 2019 resulting from better working capital management

Covid-19 update

- Limited exposure to geographies impacted (China, Republic of Korea and Italy representing less than 5% of cumulated sales).
- Constantia has recently seen sustained orders from surge in demand for packaged goods and tablets
- Close monitoring of the situation, particularly impact on supply chain

Aiming for 100% fully recyclable packaging by 2025

- Working on rolling out EcoLam product portfolio
- Actively participating in the industry shift and commitment to the circular economy

Constantia Flexibles was rewarded with a very high CDP Climate Score Rating in 2019 (Score A), placing Constantia Flexibles among the top 2% of evaluated companies

Constantia Flexibles has been awarded the EcoVadis gold medal, placing it among the top 2% of companies assessed by EcoVadis in this industry

(1) EBITDA before goodwill allocation entries, management fees and non-recurring items

Tsebo

Organic growth down 4.6%

- Sluggish South African macro situation (South Africa fell into a recession in the fourth quarter when GDP contracted by 1.4%) resulting in heightened local competition. Depressed local business environment which impacts companies and consumers alike
- Tsebo is contemplating the disposal of ATS (remote camps activity outside of South Africa). Under IFRS 5 rules, this potential disposal generates a $80.9 million restatement contributing to a 18.1% reported sales decrease
- External growth was +7.6%, driven by the acquisitions of Servcor in 2018 and Compass Egypt in 2019
- Unfavorable exchange rate fluctuations, in particular the South African rand weakening against the U.S. dollar, had an impact of –5.7%
- Loss of a significant customer, with contract terminating in April 2020

EBITDA(1) down 34.9%

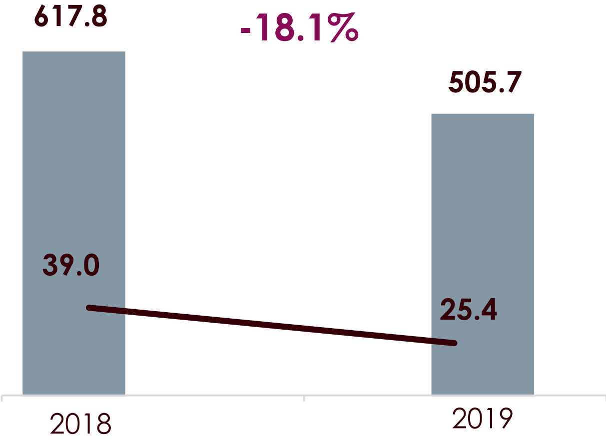
- The company's profitability is impacted by the decline in activity in 2019
- Tsebo undertook substantial restructuring measures in the second half of 2019

Wendel injected capital to fund the acquisition of Compass Egypt & to support Tsebo's turnaround plan

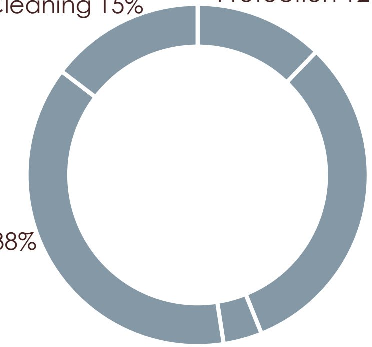
- $17.7m combined equity injections in 2019

Covid-19 update:

- South Africa started implementing strict COVID containment measures with a negative effect to be expected on sales and could further weigh on its financial situation.
- Next steps: TBD



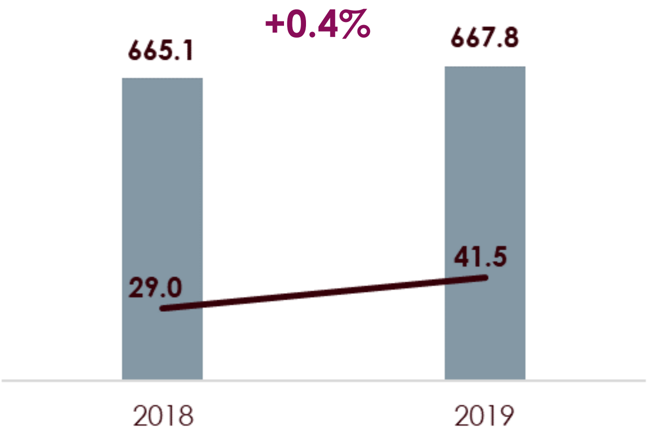
	2018	2019
EBITDA margin, %	*6.3%*	*5.0%*
Net debt, $m	**118.6**	**118.7**



(1) EBITDA before goodwill allocation entries, management fees and non-recurring items

Cromology

Sales, €m



EBITDA(1), €m

	2018	2019
EBITDA margin, %	4.4%	6.2%
Net debt, €m	**250.5**	**110.6**

+0.4% total growth

- Organic growth of +0.4% coming from international activities and integrated network in France but slowdown on DIY segment in France.
- -0.2% scope effect notably due to the disposal of integrated stores in Italy in 2018, +0.2% FX impact.

EBITDA up 43%

- Benefitting from the first effects of the cost reduction program
- Margin up 180 bps in 2019

€125 million equity reinvested by Wendel in conjunction with the renegotiation of Cromology's debt

- Reimbursement of €75m of senior debt in May following the equity injection.
- Flexibility on the capital structure obtained from the pool of lenders, leaving time and room for management to implement their turnaround (maturity extended to 2024, covenants eased – including 3-year covenant holidays)
- Additional €5 million injected by Cromology management
- Net leverage has been reduced from 8.6x to 2.7x as of end of 2019

Covid-19 update

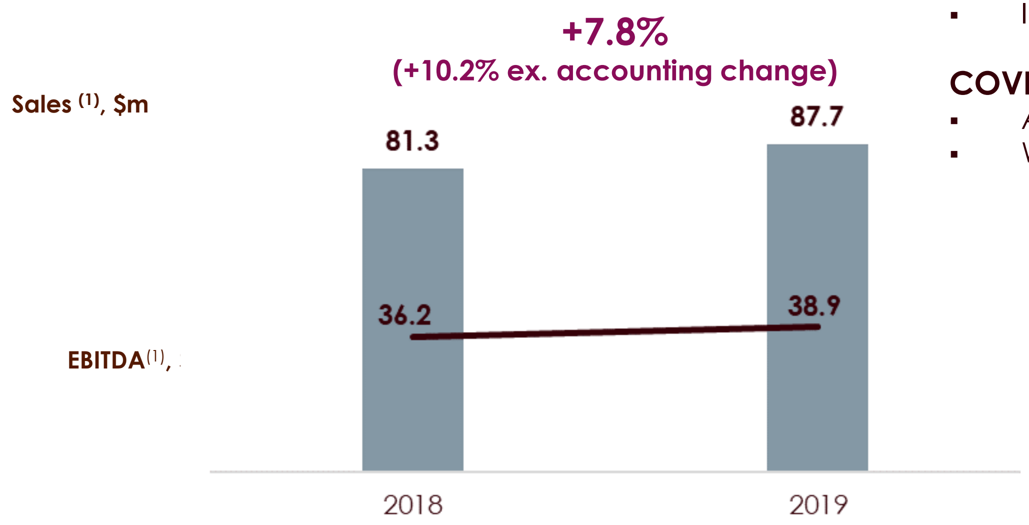
- 96% of Cromology's sales are in Europe, ~60% in France and ~10% in Italy
- Impact on the company's activity as of the end of February was limited. Monitoring and contingency plans were in place to face and adapt to future developments, particularly in the field of supply chain
- Store shutdowns in its European countries will translate into a more severe slowdown

Sustainable product development

- 60% of new products are with eco-labels and A-class environmental standards.
- 97% of paint products are sold in their country of production

(1) EBITDA before goodwill allocation entries, management fees and non-recurring items. Cromology EBITDA is presented after changes in depreciation on current assets.

Crisis Prevention Institute (CPI)



	2018	2019
EBITDA margin, %	*44.5%*	*44.4%*
Net debt, $m		**330.4**

On December 23, 2019, Wendel announced the completion of the Crisis Prevention Institute acquisition

- This acquisition will be consolidated starting from January 1st, 2020

2019 revenues of $87.7m[1], +7.8% year on year

- 2019 reported revenue is negatively impacted by a change in US GAAP accounting standard
  - On a comparable basis, revenue growth would have been +10.2%
- Growth was underpinned by strong customer loyalty and a continued expansion of the installed base of Certified Instructors (CIs) through growth in both current and new markets

EBITDA[1] margin at 44.4%

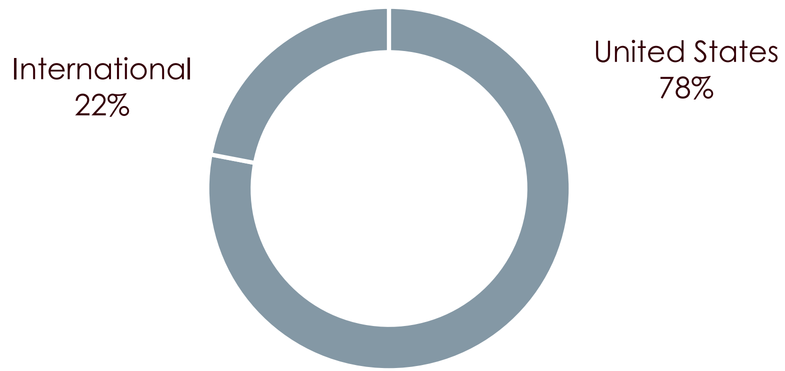
2019 developments

- CPI continued to invest in curriculum development, delivery methods, technology, and personnel
- In late 2019, CPI implemented a new CRM, and a realignment of the sales organization

COVID-19 outbreak:

- As of mid-March, CPI has not yet seen a meaningful impact on trailing financial results
- We expect a significant short-term slowdown in revenues

2019 FY sales by geography



Note: 2019 figures are non audited
(1) Figures are presented per US GAAP.

Limited leverage hopefully gives a good level of financial resilience

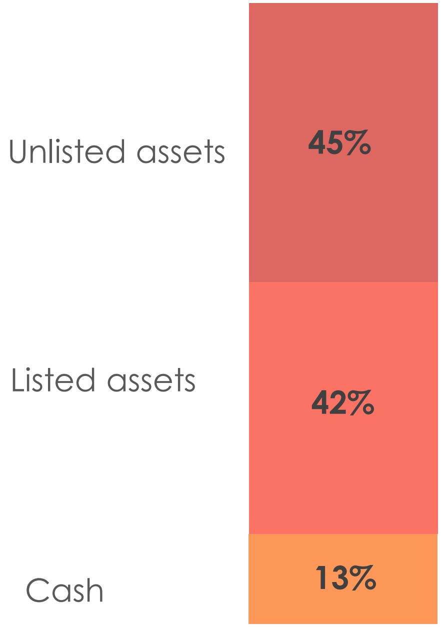
	Net debt to EBITDA (as of december, 31, before IFRS 16)
Bureau Veritas	1.9x
Constantia Flexibles	2.0x
Stahl	1.9x
Cromology	2.7x
CPI	7.2x[(2)]
Tsebo	4.7x

(1) IHS does not disclose its EBITDA
(2) As per credit documentation

Balanced exposure to geographies, sectors, but COVID-19 is a global problem

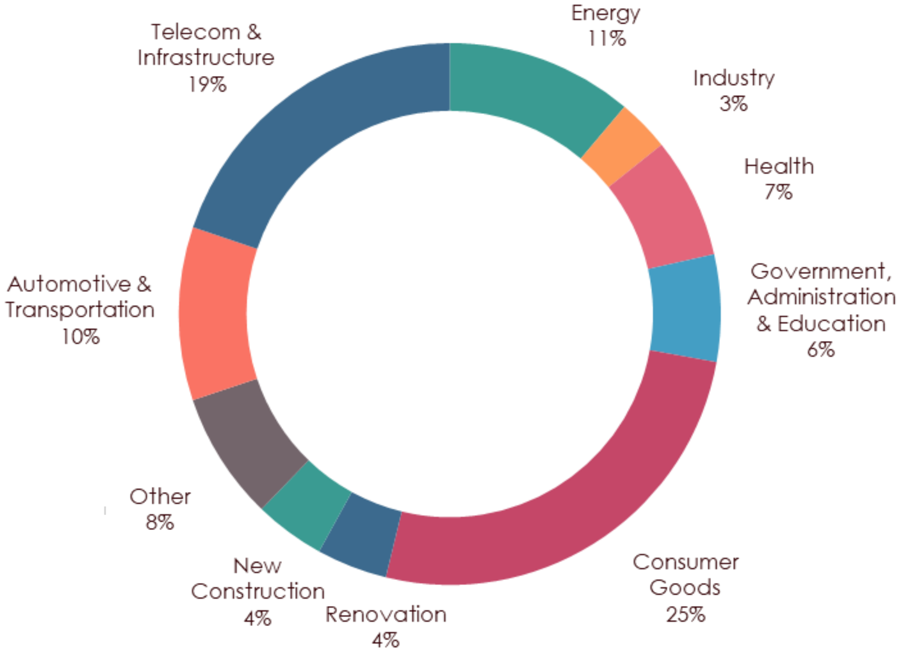
We are relatively under-invested in several very hardest hit industries (leisure and hospitality, travel, commodities, oil & gas, retail for example)

% of Gross Asset Value

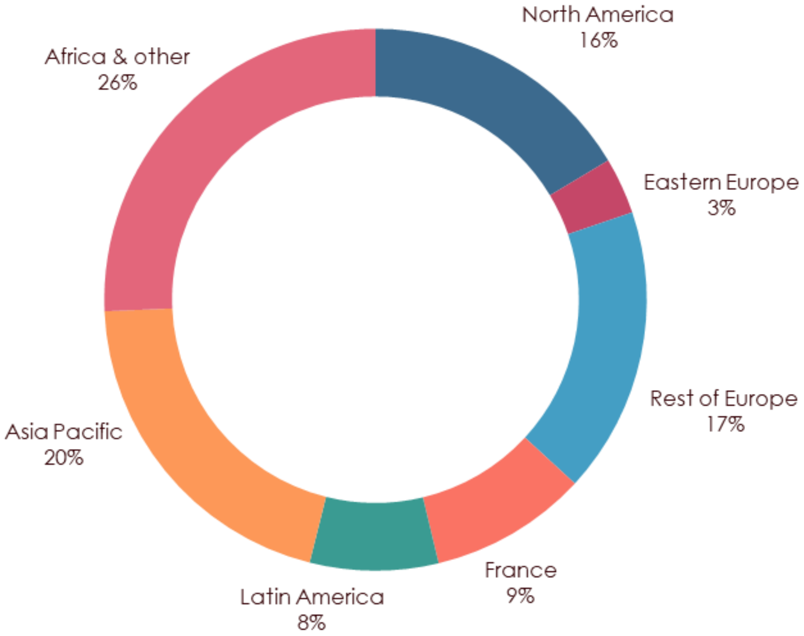


As of 12.31.2019

Sector exposure (1)



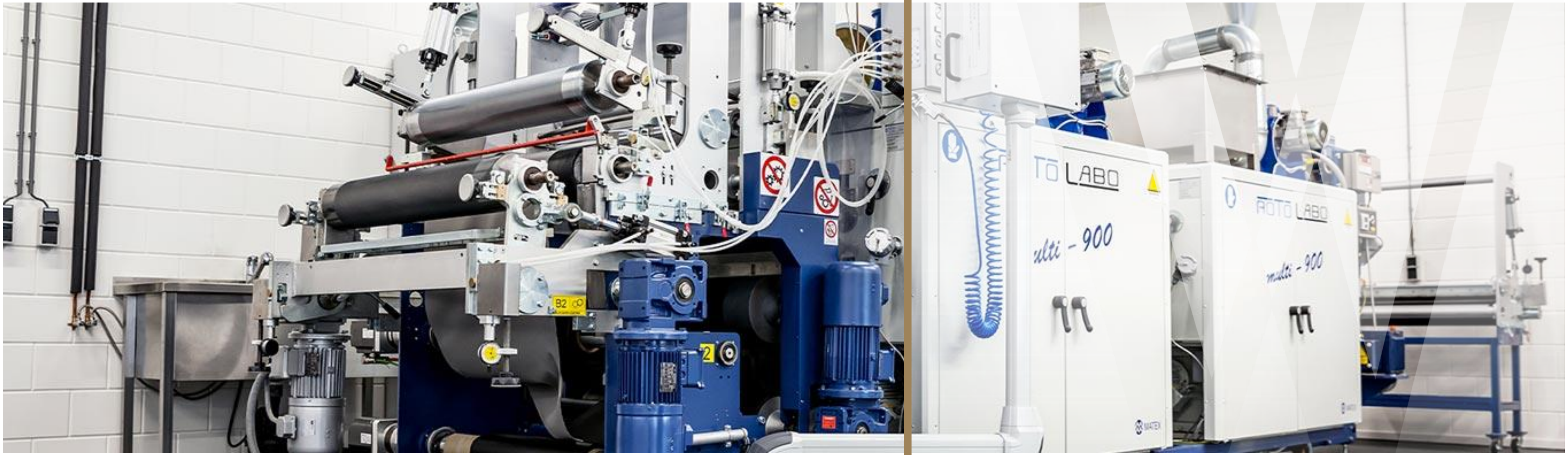
Geographic exposure (1)



(1) Enterprise value exposure of Group companies, according to the breakdown of 2019 revenues. Enterprise values are based on NAV calculations as of December 31, 2019

Wendel financials

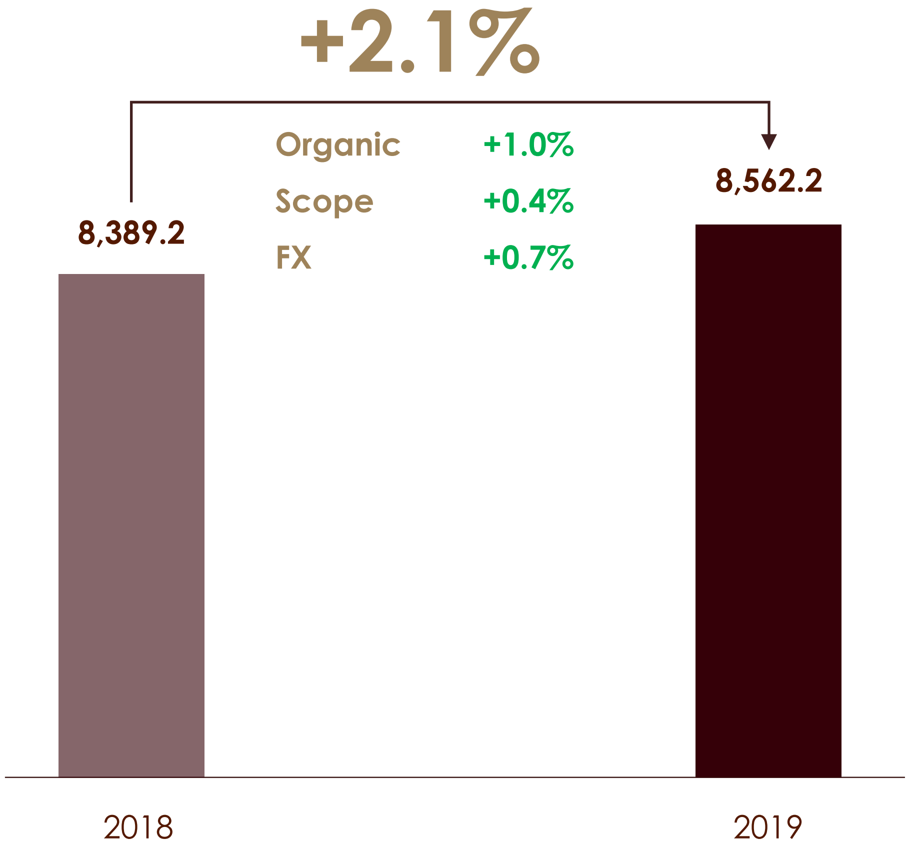
Full-Year 2019



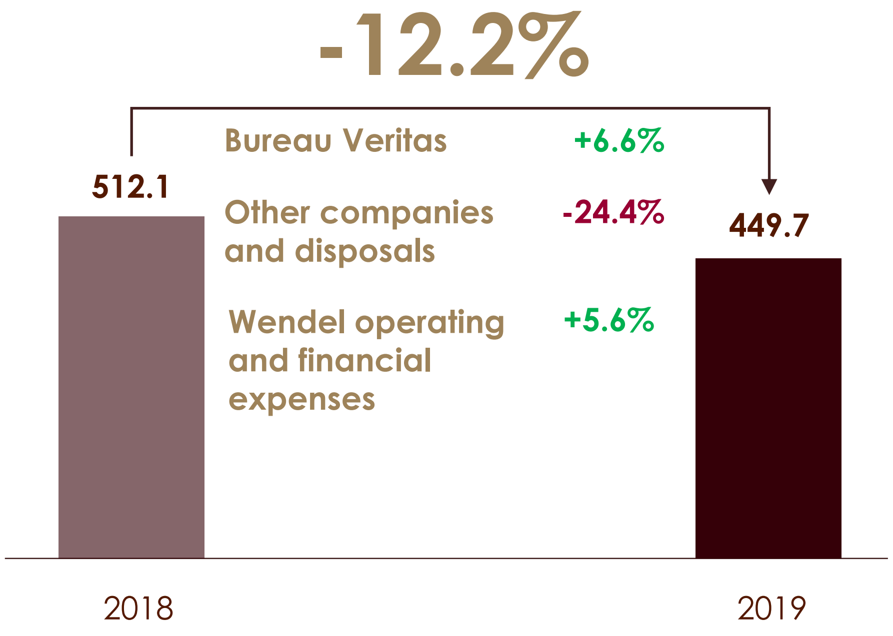
WENDEL

Consolidated sales up 2.1%, net income from operations[(1)] down 12.2%

Consolidated sales (in €m)



Net income from operations (in €m) [(1)]



(1) Net income before goodwill allocation entries and non-recurring items

Total net income Group share at € 399.7 million, boosted by the capital gain on Allied Universal

in millions of euros	**2018**	**2019**
Contribution from subsidiaries	680.5	589.5
Financial & operating expenses and taxes	-168.4	-139.8
Net income from operations (1)	**512.1**	**449.7**
Non-recurring income	35.9	442.2
Impairment and impact of goodwill allocation	-287.6	-266.2
Total net income	**280.4**	**625.6**
Net income, Group share	***45.3***	***399.7***

of which:

- ***€644m gain on sale of Allied Universal in 2019***
- *€-197m non-recurring items at portfolio companies*

(1) Net income before goodwill allocation entries and non-recurring items

Net Asset Value & Return to Shareholders

WENDEL

Dec. 31, 2019 Net Asset Value of €166.3, up 12.8% YoY

Dec. 31, 2018 €147.4

Dec. 31, 2019 **€166.3**

€+18.9

+12.8%

Bureau Veritas:	**€+19.3**
Unlisted assets:	**€+4.2**
Dividend & other:	**€-3.9**

As per the valuation methodology, the following values have been taken into account in the NAV calculation as of December 31, 2019:

- **Allied Universal remaining stake at transaction value**
- **CPI at acquisition value**

Today

Impact of COVID-19 on Net Asset Value year-to-date:

Mechanically adjusting for only 1) the current Bureau Veritas' share price and 2) recent drops in share prices of comparable peers used to value our unlisted companies: our NAV, as of March 16, could be in the order of 30-35% below 31/12/2019.

Reforecasts of portfolio companies' 2020 budgets are not available at this point (to be updated for March 31, 2020 NAV to be published on April 30, 2020) – but the same holds true for comparable peers.

NAV of €166.3 as of December 31, 2019

(in millions of euros)			Dec. 31, 2019
Listed equity investments	Number of shares	Share price[1]	3,775
• Bureau Veritas	160.8 million	€23.5	3,775
Investments in unlisted assets [2]			4,026
Other assets and liabilities of Wendel and holding companies[3]			101
Cash and marketable securities[4]			1,142
Gross asset value			**9,044**
Wendel bond debt			-1,615
Net asset value			**7,429**
Of which net debt			*-473*
Number of shares[5]			*44,682,308*
Net asset value per share			**€166.3**
Wendel's 20 days share price average			€120.8
Premium (discount) on NAV			**-27.3%**

(1) Last 20 trading days average as of December 31, 2019

(2) Investments in non publicly traded companies (Cromology, Stahl, IHS, Constantia Flexibles, AlliedUniversal, Tsebo, indirect investments and debts). As per previous NAV calculation as of September 30, 2019 IHS valuation as of December 31, 2019 was solely performed based on EBITDA which is at this stage the most relevant sub total. Residual stake in Allied Universal is valued after the closing of Wendel's partial disposal. Aggregates retained for the calculation exclude the impact of IFRS16.

(3) Of which 908,950 treasury shares as of December 31, 2019

(4) Cash position and financial assets of Wendel & holdings. As of December 31, 2019, this comprises € 0.8bn of cash and cash equivalents and € 0.3bn short term financial investment

If co-investment and managements LTIP conditions are realized, subsequent dilutive effects on Wendel's economic ownership will be accounted for in NAV calculations. See page 303 of the 2018 Registration Document

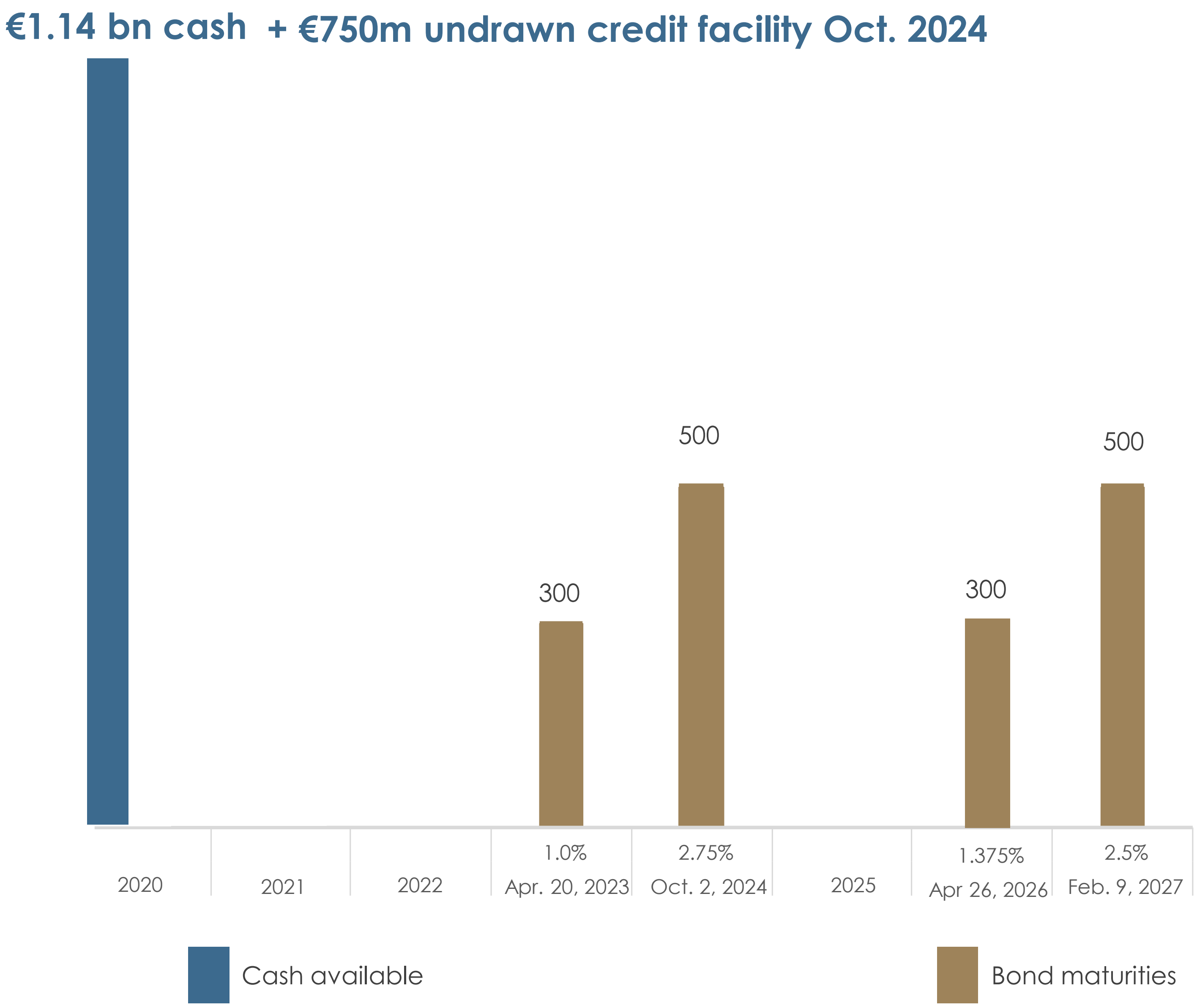
Improved debt profile as of December 31, 2019

Average cost of bond debt:
2.09%

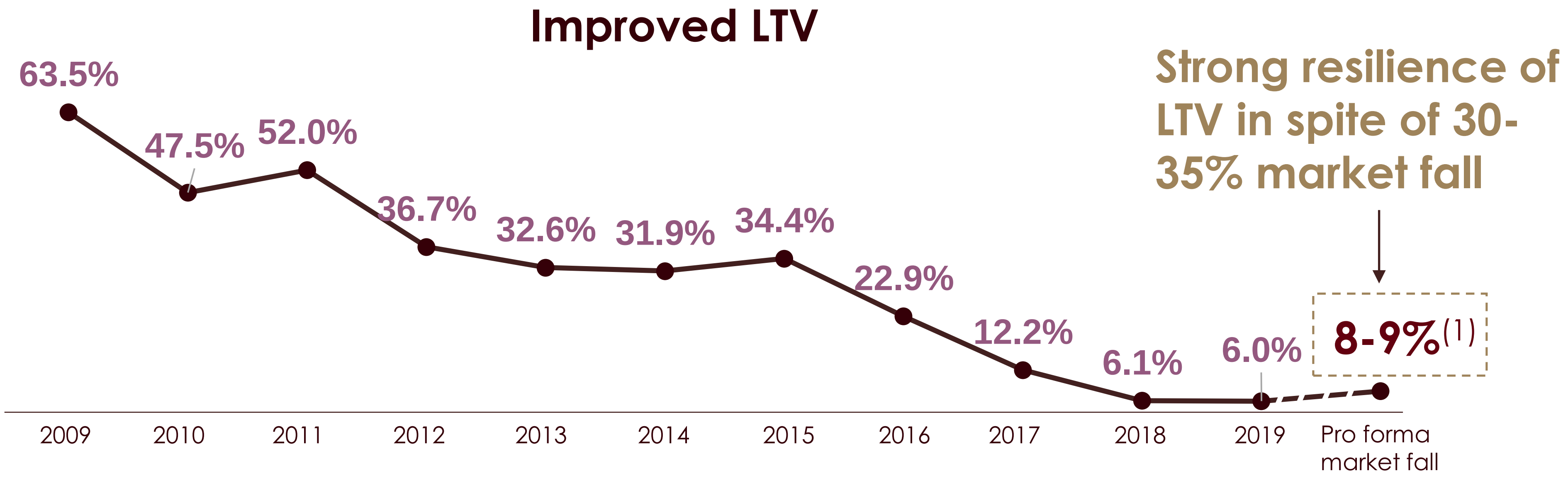
Average maturity:
5.5 years

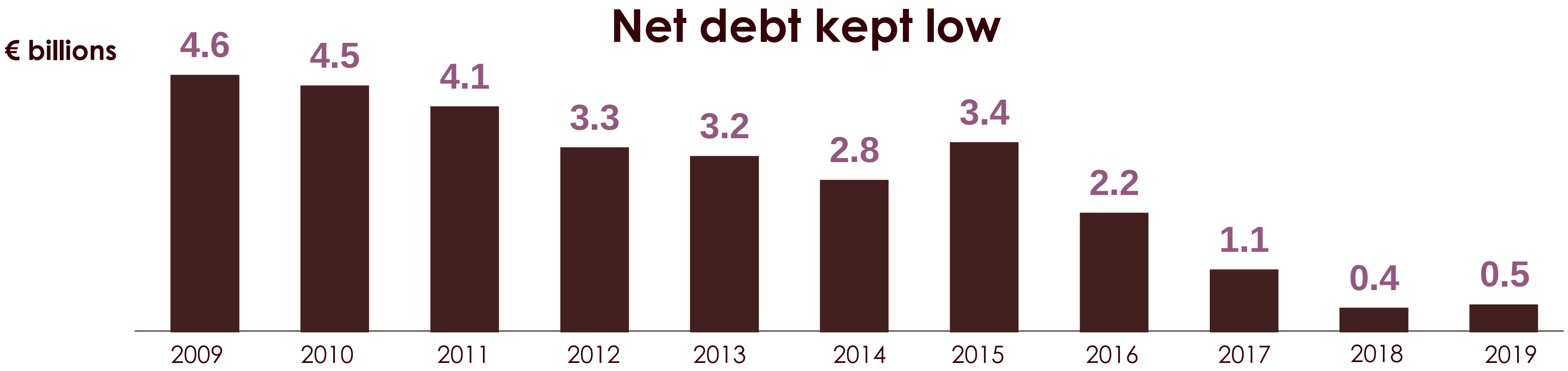
€1.9 bn total liquidity

Moody's credit rating:
Baa2/stable
Since September 5, 2018
S&P credit rating:
BBB/stable
Since January 25, 2019



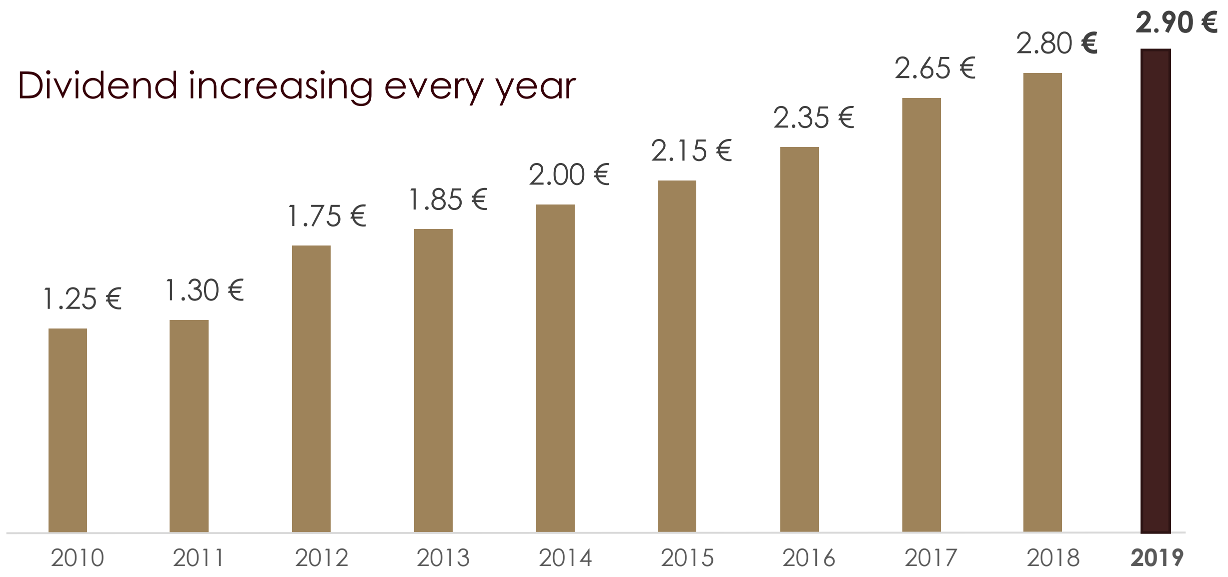
Leverage – Net debt at low level and strong resilience of LTV





(1) Mechanically adjusting, as of March 16, for only 1) the current Bureau Veritas' share price and 2) recent drops in share prices of comparable peers to our unlisted companies

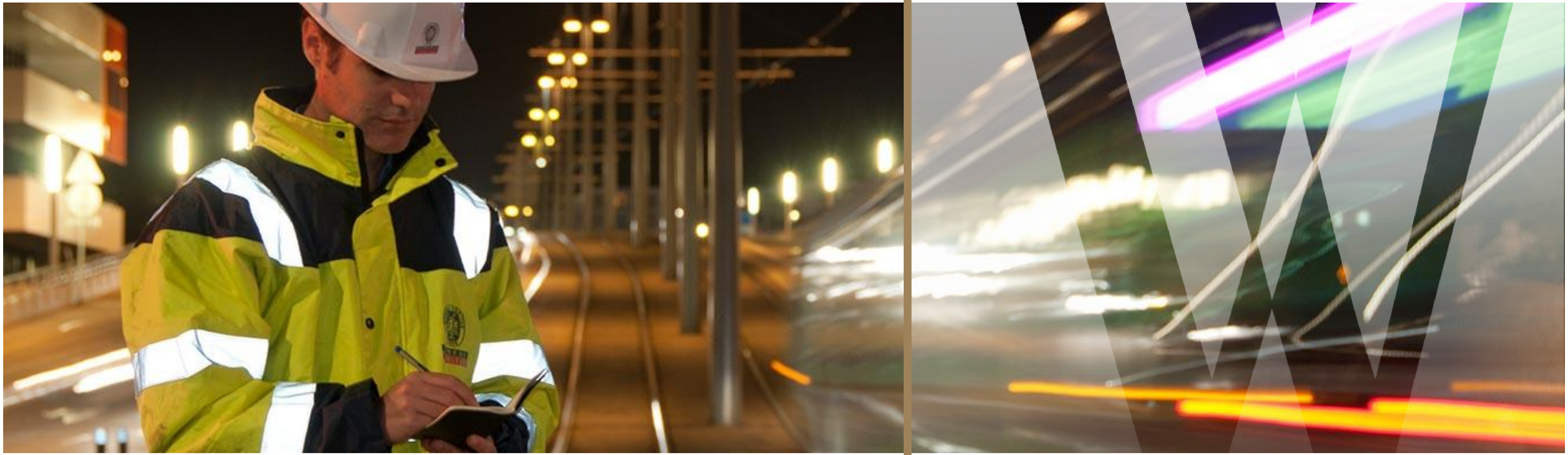
- **Proposing a €2.90 per share** dividend, **up 3.6%**



In euros per share, ordinary dividend
The 2011 ordinary dividend included an exceptional distribution of 1 Legrand share for every 50 Wendel shares held.

Key takeaways

LONG-TERM INVESTOR



WENDEL

Key takeaways

2018

Portfolio simplification now completed resulting in significant deleverage across the Group

Increased focus on companies operating performance and their strategic moves, to enhance their ability to face difficult market conditions and to seize opportunities

2019

Tightened compliance, digital & data protection, internal audit programs across the portfolio

Strengthened investment process and portfolio monitoring

Development of an ESG strategy to create sustainable value

Cautious redeployment of capital towards growing industries : acquisition of CPI, Wendel Lab

2020

Coping with the COVID-19 crisis with discipline in unprecedented circumstances

Accelerating on ESG

Q&A session

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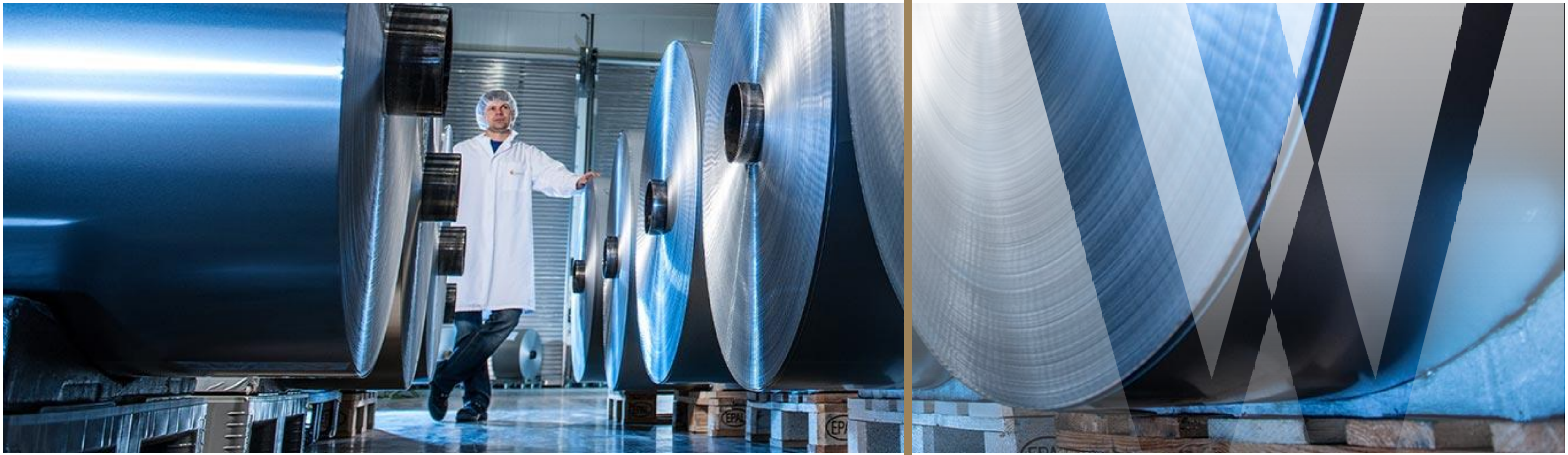
Appendix 1



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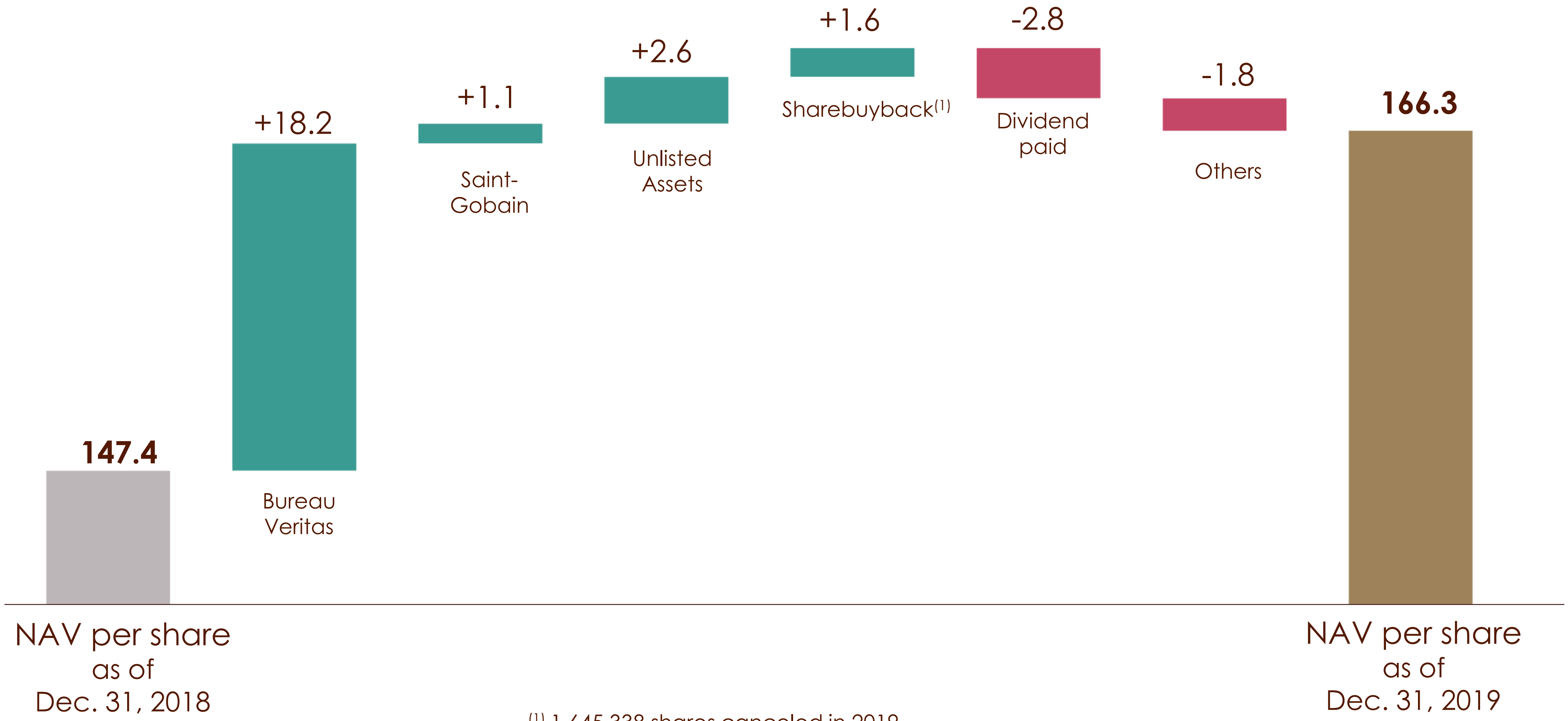
2019 performance of Group's main unlisted companies

	Sales	Δ	Organic growth	EBITDA, Op. profit for BVI, EBIT for IHS[1]	Margin
Bureau Veritas	5,099.7	+6.3%	+4.3%	€818.5	*16.1%*
Constantia Flexibles	€1,534.3m	-0.3%	-2.4%	€176.8m	11.5%
Crisis Prevention Institute[2]	$87.7m	+7.8%	+7.8%	$38.9	44.4%
IHS	$1,231m	+5.4%	+7.5%	$276.0m	22.4%
Stahl	€808.7m	-6.6%	-7.8%	€180.0m	22.2%
Cromology	€667.8m	+0.4%	+0.4%	€41.5m	6.2%
Tsebo	$505.7m	-18.1%	-4.6%	$25.4m	5.0%

(1) EBIT and EBITDA before goodwill allocation entries, management fees, and non-recurring items. **Before IFRS 16 impacts**
Financing documentation may include specific definitions of EBIT & EBITDA.
(2) In US GAAP. 2019 reported revenue is negatively impacted by an accounting standard change in US GAAP. On a comparable basis, revenue growth would have been 10.2%

Net Asset Value bridge in 2019

In euros



(1) 1,645,338 shares canceled in 2019

Appendix 2

Financial information as of Dec. 31, 2019

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FY 2019 consolidated sales

in millions of euros	**2018**	**2019**	**Δ**	**Organic Δ**
Bureau Veritas	4,795.5	5,099.7	+6.3%	+4.3%
Constantia Flexibles	1,538.3	1,534.3	-0.3%	-2.4%
Cromology	665.1	667.8	+0.4%	+0.4%
Stahl	866.9	808.7	-6.7%	-7.7%
Tsebo [1]	523.4	451.8	-13.7%	-4.6%
Consolidated sales	**8,389.2**	**8,562.2**	**+2.1%**	**+1.0%**

(1) In accordance with IFRS5 standard, 2019 sales of TSEBO group have been restated from the sales of its activity ATS, which have been reclassified under "Net income from discontinued operations and operations held for sale". In 2019, these sales amount to $ 81m and represented $ 89m in 2018.

FY 2019 sales of companies accounted for by the equity method

in millions of euros	**2018**	**2019**	**Δ**	**Organic Δ**
IHS	989.6	1,099.7	+11.1%	+7.5%

IFRS 16 - Summary table of main aggregates before and after the application of IFRS 16

(in millions)	Sales		EBITDA (EBIT for IHS)			Net debt	
	FY 2018	FY 2019	FY 2018	FY 2019 before IFRS 16	FY 2019 after IFRS 16	FY 2019 before IFRS 16	FY 2019 after IFRS 16
IHS	$1,168.1	$1,231.1	$248.3	$276.0	$284.1	$1,157.1	$1, 341.6
Stahl	€866.9	€808.7	€196.8	€180.0	€183.0	€346.8	€364.4
Constantia Flexibles	€1,538.3	€1,534.3	€186.5	€176.8	€186.1	€362.6	€396.2
Tsebo	$617.8	$505.7	$38.6	$25.4	$28.6	$118.7	$126.3
Cromology	€665.1	€667.8	€29.0	€41.5	€72.2	€110.6	€214.1

Net income from operations

In millions of euros	2018	2019
Bureau Veritas	443.7	477.7
Stahl	110.3	94.3
Constantia Flexibles	83.2	44.2
Cromology (1)	-5.2	-19.2
Tsebo	7.4	-9.2
Allied Universal (equity method) (2)	11.9	58.5
Saint-Gobain dividend	18.4	4.1
IHS (equity method) (3)	5.8	-60.9
Mecatherm	2.0	-
CSP Technologies	2.5	-
Nippon Oil Pump	1.4	-
PlaYce (equity method)	-0.9	-
Total contribution from Group companies	**680.5**	**589.5**
of which Group share	*321.1*	*233.6*
Total operating expenses	**-69.5**	**-72.6**
Total financial expense	**-99.0**	**-67.2**
Net income from operations	**512.1**	**449.7**
of which Group share	*152.7*	*85.4*

(1) Of which a tax adjustment impact related to 2018 for (€ -14 m)
(2) Including impact related to the discontinuation of amortizations as of July 1st, 2019 (compliance with IFRS 5)
(3) Of which the LTIP adjustment for € -67 m net of tax impact for wendel's share ($ 351 m at IHS level)

Consolidated income statement

In millions of euros	2018	2019
Net sales	8,389.2	8,562.2
Other income from operations	16.2	19.2
Operating expenses	-7,638.1	-7,809.8
Net gain (loss) on sale of assets	-11.0	-3.6
Asset impairment	-59.1	-134.7
Other income and expenses	-21.2	-9.8
Operating income	**676.0**	**623.6**
Income from cash and cash equivalents	-4.1	5.4
Finance costs, gross	-269.1	-266.8
Finance costs, net	*-273.2*	*-261.4*
Other financial income and expense	11.5	-25.2
Tax expense	-173.9	-237.4
Net income (loss) from equity-method investments	-131.5	-78.2
Net income from continuing operations	**108.8**	**21.4**
Net income from discontinued operations and operations held for sale	171.6	604.1
Net income	**280.4**	**625.6**
Net income – non controlling interests	235.1	225.8
Net income – Group share	**45.3**	**399.7**

In accordance with IFRS 5 "Non-current assets held for sale and discontinued operations", the results of Allied Universal and particularly the Tsebo ATS division of the Group have been reclassified to a single line in the income statement, "Net income from discontinued operations and operations held for sale".

Consolidated balance sheet

In millions of euros	12/31/2019	12/31/2018
Goodwill	4,112.0	3,339.8
Intangible assets, net	1,769.0	1,903.9
Property, plant & equipment, net	1,291.3	1,300.0
Property, plant and equipment under operating leases	536.9	-
Non-current financial assets	480.4	717.0
Pledged cash and cash equivalents	16.6	0.5
Equity-method investments	294.0	551.7
Deferred tax assets	217.2	208.3
Total non-current assets	**8,717.5**	**8,051.2**
Assets of operations held for sale	**55.3**	**118.0**
Inventories	465.6	425.9
Trade receivables	1,697.4	1,889.0
Contract assets (net)	226.0	0.9
Other current assets	354.5	326.2
Current income tax	68.0	74.9
Other current financial assets	367.0	305.6
Cash and cash equivalents	2,624.7	3,098.4
Total current assets	**5,803.3**	**6,147.9**
Total assets	**14,576.0**	**14,317.1**

In millions of euros	12/31/2019	12/31/2018
Share capital	178.7	185.1
Premiums	53.3	50.9
Retained earnings & other reserves	1,791.5	1,879.0
Net income for the year - Group share	399.7	45.3
	2,423.1	**2,160.3**
Non-controlling interests	1,392.5	1,146.1
Total shareholders' equity	**3,815.6**	**3,306.4**
Provisions	456.1	443.5
Financial debt	5,896.7	5,631.8
Operating lease liabilities	458.2	-
Other financial liabilities	454.9	456.7
Deferred tax liabilities	416.8	510.2
Total non-current liabilities	**7,682.6**	**7,042.2**
Liabilities of operations held for sale	**15.4**	**0.0**
Provisions	5.1	64.3
Financial debt	627.4	1,667.8
Operating lease liabilities	132.8	-
Other financial liabilities	112.5	212.4
Trade payables	937.0	902.6
Other current liabilities	1,091.9	1,014.4
Current income tax	155.6	107.0
Total current liabilities	**3,062.3**	**3,968.5**
Total liabilities and shareholders' equity	**14,576.0**	**14,317.1**

In accordance with IFRS 5 "Non-current assets held for sale and discontinued operations", Wendel's investment in Allied Universal and in PlaYce have been reclassified as "Assets and liabilities of operations held for sale" as of December 31, 2018.
The financial statements as of December 31, 2018 were not restated to reflect application of IFRS 16 "Leases" and IFRIC 23 "Uncertainty over Income Tax Treatments." See note 1.1 concerning the impacts of their application.

Conversion from accounting presentation to economic presentation

(in millions of euros)	Bureau Veritas	Constantia Flexibles	Cromology	Stahl	Tsebo	Equity-method investments		Wendel holding companies	Group total
						IHS	Allied Universal		
Net income from operations									
Net sales	**5,099.7**	**1,534.3**	**667.8**	**808.7**	**451.8**				**8,562.2**
EBITDA (1)	**N/A**	**186.1**	**73.0**	**183.0**	**24.3**				
Adjusted operating income (1)	**831.5**	**82.9**	**24.1**	**155.6**	**17.2**				**1,111.2**
Other recurring operating items		2.0	0.9	1.5	0.9				
Operating income	**831.5**	**84.9**	**25.0**	**157.1**	**18.1**			**-71.1**	**1,045.5**
Finance costs, net	-102.7	-18.7	-25.0	-26.7	-16,5			-67.9	**-257.4**
Other financial income and expense	-15.9	-0.7	-0.5	-0.4	-1.6			4.8**(2)**	**-14.4**
Tax expense	-235.8	-21.3	-18.9	-34.9	-3.5			-1.5	**-315.8**
Share in net income of equity-method investments	0.6	-2.4	0.2	-	0.0	-60.9	-	-	**-62.5**
Net income from discontinued operations and operations held for sale	-	2.4	-	-0.9	-5.7		58.5	-	54.3
Net income from operations	**477.7**	**44.2**	**-19.2**	**94.3**	**-9.2**	**-60.9**	**58.5**	**-135.7**	**449.7**
Net income from operations – non-controlling interests	315.0	16.1	-0.8	30.6	-4.7	-0.3	0.0	8.4	**364.2**
Net income from operations – Group share	**162.7**	**28.2**	**-18.4**	**63.7**	**-4.5**	**-60.6**	**58.5**	**-144.1**	**85.4**
Non-recurring income									
Operating income	-110.2	-78.4	-28.2	-44.1	-120.2			-38.0**(3)**	**-419.0.8**
Net financial expense(income)	-	12.0	-47.3	-10.0	-0.5			29.1 **(4)**	**-16.7**
Tax expense	25.1	18.6	4.8	13.6	15.3			-	**77.5**
Share in net income of equity-method investments	-	2.4	-	-	-	-18.1		-	**-15.7**
Net income from discontinued operations and operations held for sale	-	-	-	-	-		-101.8	651.6 **(5)**	**549.8**
Non-recurring net income	**-85.1**	**-45.4**	**-70.6**	**-40.5**	**-105.4**	**-18.1**	**-98.5**	**642.6**	**175.9**
of which:									
– Non-recurring items	-25.4	-3.5	-57.6	-21.0	-6.2	-13.9	-69.5	639.3	**442.1**
– Impact of goodwill allocation	-59.6	-29.8	-0.4	-19.3	-7.0		-29.0	-	**-145.1**
– Asset impairment	-	-12.0	-12.6	-0.1	-92.2	-4.1		-	**-121.1**
Non-recurring net income – non-controlling interests	-54.5	-19.8	-5.8	-13.1	-38.2	-0.1	-0.5	-6.4	**-138.4**
Non-recurring net income – Group share	**-30.6**	**-25.6**	**-64.8**	**-27.3**	**-67.2**	**-18.0**	**-98.0**	**645.7**	**314.3**
Consolidated net income	**392.6**	**-1.2**	**-89.8**	**53.8**	**-114.6**	**-79.0**	**-40.0**	**503.7**	**625.6**
Consolidated net income – non-controlling interests	260.5	-3.8	-6.6	17.4	-42.9	-0.4	-0.4	2.1	**225.8**
Consolidated net income – Group share	**132.2**	**2.6**	**-83.2**	**36.4**	**-71.7**	**-78.6**	**-39.5**	**501.6**	**399.7**

1. Before the impact of goodwill allocation, non-recurring items and management fees.
2. Including €4.1 million corresponding to dividends received from Saint-Gobain.
3. This item notably includes the effect of the recognition of the provision for the guarantee relating to the financing of Tsebo's investor of -€27 million (see note 15.1 on provisions).
4. This item notably includes the change in fair value of the cross-currency swap for -€21.4 million, the intra-group interest received from Cromology Group for +€47.3 million, the cost of the early redemption of bonds for -€20 million, and the positive result of +€21.2 million related to the unwinding of the co-investment mechanism of the former managers of Matéris.
5. This item notably includes the proceeds from the disposal of Allied Universal for €644.2 million and Plaice for €7.3 million.

Financial agenda

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Financial agenda

04/30/2020
Q1 2020 Trading update / Publication of NAV as of March 31, 2020 (pre-market release)

06/04/2020
2020 Annual General Meeting

07/30/2020
H1 2020 results / Publication of NAV as of June 30, 2020, and condensed Half-Year consolidated financial statements (post-market release)

11/04/2020
2020 Investor Day / Presentation of NAV as of September 30, 2020, and Q3 2019 trading update (publication post-market release on 11/03/2020)

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