



WENDEL

LETTER TO SHAREHOLDERS

Focus on the Wendel Lab

June 2022

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From the editor

Dear shareholders,

In this new issue of the Letter to Shareholders, you will find a special report on Wendel Lab. Jérôme Michiels, in charge of steering this initiative, discusses its development and Wendel's ambitions for this project, which will grow in the coming years.

You will also find the main news about Wendel, such as the sale of Cromology and the acquisition of ACAMS at the beginning of the year, an investment that is in line with the roadmap of Wendel and its companies.

Finally, you will be able to browse through all the ESG and corporate philanthropy initiatives of the Group and its portfolio companies.

Enjoy reading your new Letter to Shareholders,

The editorial staff

Net Asset Value (NAV)
AS OF 12/31/2021



Up +20.1% year-on-year
reintegrating dividend of €2.90 per share paid in 2021

2021 consolidated
net sales



Ordinary dividend



Up +3.4%,
subject to approval at the Shareholders' Meeting on 06/16/2022

€640_M

deployed or committed
since early 2021 ⁽¹⁾

€896_M

net proceeds from
the sale of Cromology

4.3%

Ratio LTV:
Pro forma of the sale
of Cromology and the
ACAMS transaction ⁽¹⁾

(1) As at 18 March 2022



FOCUS

Wendel steps up the development of the Wendel Lab and names Jérôme Michiels, its Executive Vice-President, to head it

Initiated in 2013, the Wendel Lab has, to date, mainly made commitments to several high-quality technology and growth investment funds. In addition to these commitments, the Wendel Lab aims to make direct investments in very high-growth companies. As part of its 2021-2024 strategic roadmap, Wendel announced this initiative would eventually represent 5 to 10% of its net asset value.

Key figures

7

Investments
in funds and funds of funds

1

Direct investment

€145 M

in committed capital ⁽¹⁾

5-10% of NAV over time

Target exposure

(1) As of March 31, 2022

The Wendel Lab's objective

With the Lab, Wendel invests via funds or directly in innovative, high-growth companies. The Lab should enable the Group to be associated (via funds or directly) with the development of several hundred start-ups, mainly in the digital field.

The objective of Wendel Lab is twofold:

- to diversify Wendel's portfolio, by gaining exposure to high-growth assets, generally with a digital component or with disruptive business models;
- to develop the expertise of Wendel's teams and those of its portfolio companies in terms of technological innovations that can impact or improve the Group's value creation profile.

Through its funds and funds of funds activity, Wendel Lab has access to highly reputable institutions such as Accel Partners, Andreessen Horowitz (a16z), Bond Capital, Innovation Endeavors, InvAscent, Kleiner Perkins and Quadrille.

A reinforced team

At the beginning of 2022, Wendel announced the strengthening of the Wendel Lab, which will now be headed by Jérôme Michiels, who will continue to serve as Wendel's Executive Vice-President and Chief Financial Officer. Jérôme is thus responsible for the Group's initiatives in terms of investment in funds and directly within the Wendel Lab.

"We started investing in start-ups in 2013, as we wanted to become better acquainted with the disruptions our holdings might face. We also started taking stakes in funds, mainly American and European. More recently, we wanted to increase this exposure in order to increase the weighting of our portfolio towards growth and innovation: we currently have over €100 million committed to funds and we continue to look at opportunities in this area. It is in this context that we now want to accelerate our direct investments."



Jérôme Michiels, Executive Vice-President, CFO, Director of the Wendel Lab

The Wendel Lab will therefore continue to invest in funds and funds of funds, under the leadership of Chris Witherspoon, recruited in 2021. And to manage direct investments in start-ups, it will rely on a new team of two experienced professionals in this asset class, including Antoine Izsak, who joined Wendel in early February 2022 as Head of Growth Equity.



NEWS

01.21.2022

1. Finalization of the sale of Cromology

On January 21, Wendel completed the sale of its decorative paints company, Cromology, to DuluxGroup, a subsidiary of Nippon Paint Holdings Co., Ltd. This sale generated net proceeds of €896 million for Wendel, which is €358 million more than its valuation in the NAV published before the announcement of the transaction (June 30, 2021). This sale is a milestone in Wendel's 2021-24 roadmap, and its target to accelerate the redeployment of its capital toward growth companies.

To learn more, read the [press release](#) in our [press portal](#)



03.10.2022

2. ACAMS, the Association of Certified Anti-Money Laundering Specialists, joins Wendel's portfolio

On March 10 2022, Wendel completed the acquisition of ACAMS, the world's largest membership organization dedicated to anti-financial crime training, from Adtalem Global Education, an investment that represents a new milestone in Wendel's 2021-2024 roadmap. Wendel invested \$338 million of equity for a c. 98% interest in the Company, alongside ACAMS' management and a minority investor.

ACAMS has developed a large, global membership base with more than 90,000 members in 175 jurisdictions. As a mission-driven provider of services that ultimately reduce the funding of terrorism and human trafficking (among other nefarious activities), ACAMS fits well with Wendel's CSR values.

To learn more, read the [press release](#) in our [press portal](#)



02.24.2022

3. Bureau Veritas announces succession plan

Bureau Veritas announced on February 24 the renewal of the term of office of Chief Executive Officer, Didier Michaud-Daniel, until the Annual General Meeting in June 2023, as well as the appointment of Hinda Gharbi who joined Bureau Veritas on May 1, 2022 as COO and member of the Executive Committee. This decision is the result of a rigorous selection and recruitment process, as part of succession planning for the CEO, led jointly by the Nomination & Compensation Committee and Didier Michaud-Daniel.

On January 1st, 2023, Hinda Gharbi will assume the position of Deputy CEO of Bureau Veritas.

The Board of Directors will appoint her as Chief Executive Officer at the end of the 2023 Annual General Meeting. Hinda Gharbi joined Bureau Veritas from Schlumberger, a global technology leader in the energy sector, where she was previously Executive Vice-President, Services and Equipment.

To learn more, read the [press release](#) in our [press portal](#)



Didier Michaud-Daniel, CEO



Hinda Gharbi, COO



COMMITMENTS

1. Wendel and Bureau Veritas progress in the DJSI

Wendel improved its score on the Corporate Sustainability Assessment (CSA) of S&P Global. Wendel scored 76/100 in the Diversified Financials category. This score is up 5 points compared to the 2020 assessment (71/100) and positions Wendel very well above the average for its sector (27/100).

76/100 Member of
Dow Jones
Sustainability Indices
Powered by the S&P Global CSA

Wendel is the only French company in the Diversified Financials sector to be present in the World and Europe indices of the DJSI. Out of 174 companies evaluated for this sector, only 14 companies were included in the DJSI World. In the Worldwide index ranking of Diversified Financial companies, Wendel tied for 6th place.

Wendel also applauds the performance of Bureau Veritas, which also renewed its presence in the DJSI 2021 ranking for sustainable development evaluation, where the Group occupies the first place in the Professional Services Industry category.

To learn more, read the press releases in our press portal : [Wendel & Bureau Veritas](#)





2. Bureau Veritas launches Clarity

At the end of 2021, Bureau Veritas launched Clarity, a suite of solutions that helps companies manage their ESG roadmaps and monitor the progress of their sustainability strategies. With Clarity, Bureau Veritas supports its clients across a wide spectrum of topics, from social, health & safety, environment, biodiversity, climate change, business ethics and responsible sourcing to animal welfare, energy efficiency and waste management.

*“Thanks to Clarity, we provide consistent and reliable information, enabling companies to communicate their sustainability roadmaps. On top of bringing testing, inspection and certification services, we contribute to our clients’ journey to build trust with their stakeholders, and to make their CSR strategies credible value-creation levers. Clarity perfectly illustrates our mission: Shaping a World of Trust by ensuring Responsible Progress”, explained **Didier Michaud-Daniel, CEO of Bureau Veritas.***

To learn more, read the [press release](#) in our [press portal](#).



3. EcoPressoLid, a Constantia Flexibles product, certified “OK Compost Industrial”

Constantia Flexibles developed a new coffee capsule lidding that is paper-based and provides outstanding protection. The material can be used to close both the top and the bottom of the capsules. It is fully biodegradable under industrial composting conditions in less than six months. This was the basis and prerequisite for the certification “OK Compost Industrial” by TÜV Austria in the beginning of the year. It is Constantia Flexibles’ first certified compostable product. A milestone for the flexible packaging producer and a game-changer for coffee suppliers who focus on more sustainable and convenient products.

With an annual growth rate⁽¹⁾ of 7.07%, the market for coffee capsules has high potential, increasing the demand for more sustainable solutions. Constantia Flexibles developed EcoPressoLid in collaboration with capsule producers and machine manufacturers.



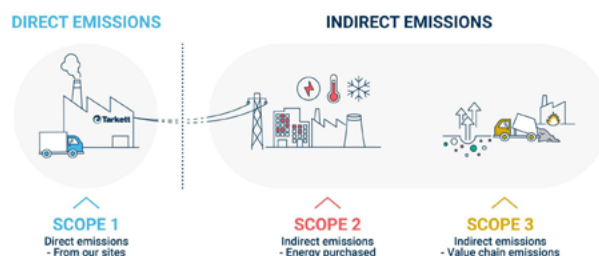
“With EcoPressoLid, we meet customer expectations by offering a compostable, convenient solution with high barrier properties and therefore a high quality,” explains **Paolo Battiston**, Product Manager Coffee Capsule Solutions at Constantia Flexibles.

To learn more, read the [press release](#) in our [press portal](#).

4. Early February, Tarkett launches its 2030 Climate Roadmap

The new 2030 Climate Roadmap is in line with the Paris Climate Agreement objective to limit global warming to 1.5°C. The company will deliver a 30% reduction in greenhouse gas emissions across its entire value chain by 2030⁽²⁾.

The independent organization Science Based Targets (SBTi) started the evaluation and approval of Tarkett’s greenhouse gas reduction targets in early February.⁽³⁾



Tarkett’s Climate Roadmap for 2030 covers reductions in greenhouse gas emissions from its own activities (Scope 1) and its purchased energy (Scope 2) – as well as those arising from the rest of its value chain, from suppliers to end customers (Scope 3).

(1) Source: Coffee Pods and Capsules Market | 2021 – 26 | Industry Share, Size, Growth – Mordor Intelligence

(2) Versus 2019, scope 1, 2 and 3

(3) Science-Based Targets is an independent organization that defines and promotes best practice in science-based target setting, and independently assesses and approves companies’ targets to accelerate the transition to a low-carbon economy. For more information: <https://sciencebasedtargets.org/companies-taking-action>



Arnaud Marquis, Chief Sustainability and Innovation Officer at Tarkett, declared: *“Together with our teams, we have set climate targets consistent with the Paris Agreement. Now we are working closely with the SBTi to assess and approve our targets and to accelerate our contribution to a carbon-neutral world by 2050. These targets are extremely challenging, as only 10% of our emissions are linked to our own manufacturing operations. The rest comes from the use of raw materials, and the treatment and incineration of our products at end-of-use. Setting these targets for the entire value chain is a win-win situation – it helps to reduce our own greenhouse gas emissions and those of our customers. We have an important responsibility to change the game in our industry. We need all our stakeholders to join us on that journey, ensuring swift progress.”*

To learn more, read the [press release](#) in our press portal.

02.09.2022

5. Constantia Flexibles joins the ‘A list’ of the CDP (Carbon Disclosure Project)

Awarded for its leadership in terms of corporate sustainability by the international organization CDP, the manufacturer of flexible packaging now belongs to the top 2% of companies evaluated for tackling climate change.

Constantia Flexibles was recognized for its actions to cut emissions, mitigate climate risks and develop low-carbon economy, based on data reported by the company through CDP’s 2021 climate change questionnaire.

To learn more, read the [press release](#) in our press portal.



6. Wendel launches its endowment fund, Wendel Cares

In early 2022, Wendel officially launched its endowment fund, called Wendel Cares. With Wendel Cares, Wendel wishes to give new impetus to its philanthropic approach by bringing together all of its philanthropic actions within a dedicated structure and by extending its scope of action to other themes in line with the societal challenges of our time.



Wendel's commitment to civil society is deeply embedded in its corporate culture and its family heritage. This commitment goes hand-in-hand with Wendel's long-term vision of the investment profession. Historically, Wendel's corporate patronage activities have been based on two commitments: education and culture, through its long-term partnerships with the Wendel International Center for Family Enterprise (Insead) since 1996 and with the Centre Pompidou-Metz since 2010. Three new commitments have been added: equal opportunities and professional integration; medical research and healthcare; and protection of the environment.

Since 2010, Wendel has devoted more than €5 million to the support of around 20 associations.

To learn more, read the [press release](#) in our press portal.

7. The Art of Teaching and Learning. A School for Creators

From February 5 to August 29, 2022, the Centre Pompidou-Metz is hosting an exhibition that presents the issue of artistic training, as pondered by artists whether as students or teachers. It is thus a question of discovering how artists learn to make art, and how this learning, whether accompanied or self-taught, sometimes becomes a form of art in its own right, as well as a beginning of reflection on learning in general.

For this exhibition, the Centre Pompidou-Metz has invited the smarin design studio, founded by Stéphanie Marin in 2003, to design an experimental classroom, called Ecoletope, in which schoolchildren come to school every week. A space of transmission open to all ages, a total environment to be inhabited and transformed collectively. The objects of smarin are offered as structures to be modulated, inviting the user to build and deconstruct, to dance and breathe, to sleep and play. Their playful forms have therapeutic and political implications. For our minds: the right to laziness, to unproductivity and to a break. For our bodies: the regaining of a lost tonicity and mobility.

To learn more about the exhibit *The Art of Teaching and Learning. A School for Creators*, please visit <https://www.centrepompidou-metz.fr/en/welcome>



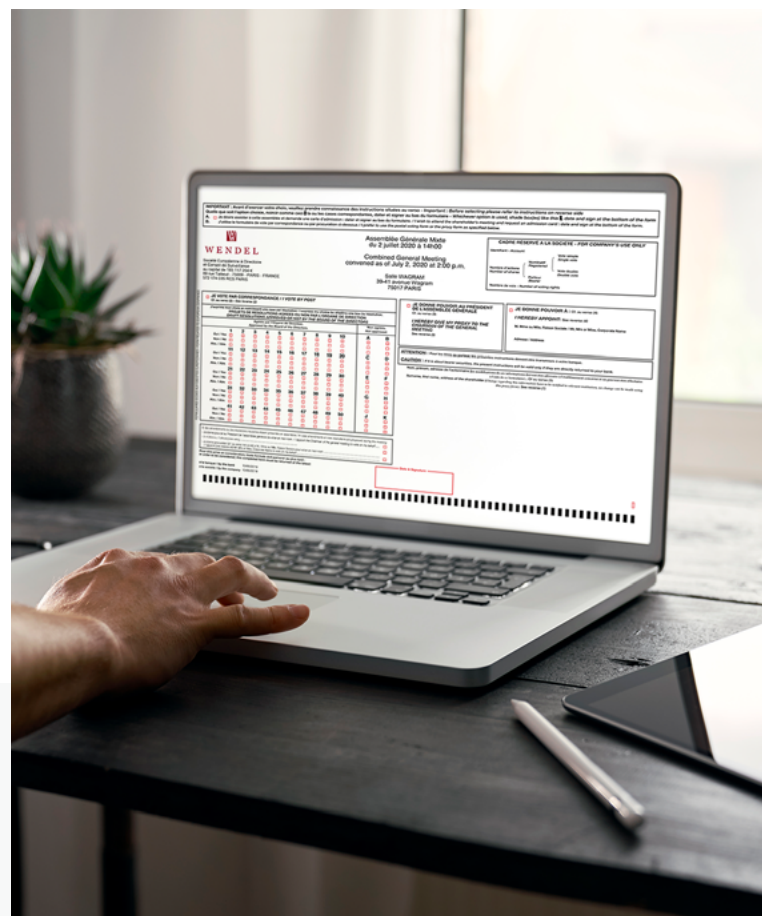


Save the date

Wendel's Combined Shareholders' Meeting will be held on Thursday June 16, 2022, at 2.30 p.m. Paris time. It shall take place at the Salle Wagram: 39-41 Avenue de Wagram, 75017 Paris. **Nicolas ver Hulst**, Chairman of the Supervisory Board, will be presiding over this event.

For shareholders unable to be physically present at the Shareholders' Meeting, a live retransmission as well as a replay of the event will be available on Wendel's website.

For more information, please visit www.wendelgroup.com/en



Agenda

0 6 . 1 6 . 2 0 2 2

Shareholders' Meeting

0 7 . 2 9 . 2 0 2 2

H1 2022 results

Publication of NAV as of June 30, 2022
(pre-market release)

0 8 . 0 3 . 2 0 2 2

**Publication of Half-Year consolidated
financial statements (pre-market release)**

1 0 . 2 8 . 2 0 2 2

Q3 2022 trading update

Publication of NAV as of September 30, 2022
(pre-market release)

1 2 . 0 1 . 2 0 2 2

Investor Day 2022



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