

## Consolidated statement of financial position

<b>ASSETS</b> <i>(in millions of euros)</i>	<b>31/12/2021</b>	<b>31/12/2020</b>
Goodwill	1 984,3	1 843,2
Intangible assets	177,1	232,9
Property, plant and equipment	129,6	132,5
Right-of-use assets	343,1	290,3
Equity-accounted investments	198,1	193,4
Other non-current assets	81,9	74,0
Retirement benefits and similar obligations	20,4	3,1
Deferred tax assets	151,2	156,7
<b>Non-current assets</b>	<b>3 085,8</b>	<b>2 926,1</b>
Trade accounts receivable	1 020,1	954,6
Other current assets	447,9	410,6
Cash and cash equivalents	217,2	245,5
<b>Current assets</b>	<b>1 685,1</b>	<b>1 610,7</b>
Assets held for sale	-	-
<b>TOTAL ASSETS</b>	<b>4 771,0</b>	<b>4 536,7</b>
<b>LIABILITIES AND EQUITY</b> <i>(in millions of euros)</i>	<b>31/12/2021</b>	<b>31/12/2020</b>
Share capital	20,5	20,5
Share premium	531,5	531,5
Consolidated reserves and other reserves	1 094,5	845,8
<b>Equity attributable to the Group</b>	<b>1 646,5</b>	<b>1 397,8</b>
<b>Non-controlling interests</b>	<b>49,0</b>	<b>47,6</b>
<b>TOTAL EQUITY</b>	<b>1 695,5</b>	<b>1 445,4</b>
Financial debt – Non-current portion	448,4	564,5
Lease liabilities – Non-current portion	289,2	226,2
Deferred tax liabilities	51,5	43,3
Retirement benefits and similar obligations	310,1	393,4
Non-current provisions	62,9	89,4
Other non-current liabilities	15,8	104,1
<b>Non-current liabilities</b>	<b>1 178,0</b>	<b>1 421,1</b>
Financial debt – Current portion	95,8	106,6
Lease liabilities – Current portion	75,6	91,3
Current provisions	43,6	26,6
Trade payables and related accounts	328,9	278,6
Other current liabilities	1 353,6	1 167,1
<b>Current liabilities</b>	<b>1 897,5</b>	<b>1 670,2</b>
Liabilities held for sale	-	-
<b>TOTAL LIABILITIES</b>	<b>3 075,5</b>	<b>3 091,3</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>4 771,0</b>	<b>4 536,7</b>

## Consolidated statement of net income

	Financial year 2021	Financial year 2020
<i>(in millions of euros)</i>		
<b>Revenue</b>	<b>4 682,80</b>	<b>4 262,9</b>
Staff costs	-2 911,7	-2 677,7
Purchases and external expenses	-1 181,3	-1 062,0
Taxes and duties	-40,3	-38,8
Depreciation, amortisation, provisions and impairment	-172,5	-189,0
Other current operating income and expenses	2,20	4,8
<b>Operating profit on business activity</b>	<b>379,20</b>	<b>300,2</b>
<i>as % of revenue</i>	8,1%	7,0%
Expenses related to stock options and related items	-6,7	-4,2
Amortisation of allocated intangible assets	-33,2	-34,8
<b>Profit from recurring operations</b>	<b>339,30</b>	<b>261,2</b>
<i>as % of revenue</i>	7,2%	6,1%
Other operating income and expenses	-35,8	-58,9
<b>Operating profit</b>	<b>303,40</b>	<b>202,3</b>
<i>as % of revenue</i>	6,5%	4,7%
Cost of net financial debt	-8,7	-9,9
Other financial income and expenses	-9,5	-15,4
Tax expense	-93,5	-60,4
Net profit from associates	1,80	2,3
<b>Net profit from continuing operations</b>	<b>193,50</b>	<b>118,9</b>
Net profit from discontinued operations	-	-
<b>Consolidated net profit</b>	<b>193,50</b>	<b>118,9</b>
<i>as % of revenue</i>	4,1%	2,8%
Non-controlling interests	5,90	12,2
<b>NET PROFIT ATTRIBUTABLE TO THE GROUP</b>	<b>187,70</b>	<b>106,8</b>
<i>as % of revenue</i>	4,0%	2,5%
	Financial year 2021	Financial year 2020
<b>EARNINGS PER SHARE</b> <i>in euros</i>		
<b>Basic earnings per share</b>	9,27	5,27
<b>Diluted earnings per share</b>	9,19	5,25

## Consolidated statement of changes in net debt

<i>(in millions of euros)</i>	Financial year 2021	Financial year 2020
<b>Operating profit on business activity</b>	<b>379,2</b>	<b>300,2</b>
Depreciation, amortisation and provisions (excluding allocated intangible assets)	173,2	187,4
<b>EBITDA</b>	<b>552,3</b>	<b>487,6</b>
Non-cash items	-5,2	7,3
Tax paid	-77,3	-82,9
Impairment of current assets	4,3	-0,6
Change in operating WCR	23,2	72,5
Reorganisation and restructuring costs	-36,6	-82,2
<b>Net cash flow from operating activities</b>	<b>460,7</b>	<b>401,7</b>
Payments relating to investments in property, plant and equipment and intangible assets	-54,6	-53,6
Proceeds from sale of property, plant and equipment and intangible assets	0,2	0,4
<b>Net change from investment activities involving property, plant and equipment and intangible assets</b>	<b>-54,4</b>	<b>-53,2</b>
Lease payments	-105,8	-109,4
Net interest (including interest on lease liabilities)	-6,3	-10,0
Additional contributions related to defined-benefit pension plans	-29,8	-25,5
<b>Free cash flow</b>	<b>264,4</b>	<b>203,5</b>
Impact of changes in scope	-102,3	-97,5
Impact of payments relating to non-current financial assets	-4,4	-3,5
Impact of receipts relating to non-current financial assets	2,9	1,5
Dividends paid	-46,3	-4,3
Dividends received	2,8	0,0
Capital increases	-	0,0
Purchase and sale of treasury shares	-16,2	-10,9
Other cash flows relating to investing activities	-	-
<b>Net cash flow</b>	<b>100,8</b>	<b>88,8</b>
Impact of changes in foreign exchange rates	-2,3	-0,4
Impact of changes in accounting policies (IFRS 16)	-	-
<b>CHANGE IN NET FINANCIAL DEBT</b>	<b>98,5</b>	<b>88,4</b>
Cash and cash equivalents – Beginning of period	245,0	192,6
Non-current financial debt – Beginning of period	-564,5	-494,4
Current financial debt – Beginning of period	-106,0	-212,2
<b>Net financial debt – Beginning of period</b>	<b>-425,6</b>	<b>-513,9</b>
Cash and cash equivalents – End of period	216,9	245,0
Non-current financial debt – End of period	-448,4	-564,5
Current financial debt – End of period	-95,6	-106,1
<b>Net financial debt at the end of the period</b>	<b>-327,1</b>	<b>-425,6</b>
<b>CHANGE IN NET FINANCIAL DEBT</b>	<b>98,5</b>	<b>88,3</b>

## Consolidated cash flow statement

<i>(in millions of euros)</i>	<b>Financial year 2021</b>	<b>Financial year 2020</b>
<b>Consolidated net profit (including non-controlling interests)</b>	<b>193,5</b>	<b>118,9</b>
Net increase in depreciation, amortisation and provisions	206,7	236,7
Unrealised gains and losses related to changes in fair value	-4,8	5,6
Expenses and income related to stock options and related items	5,9	4,3
Gains and losses on disposal	-5,7	0,5
Share of net profit/(loss) of equity-accounted companies	-1,8	-2,3
Cost of net financial debt (including interest on lease liabilities)	15,0	17,5
Tax expense	93,5	60,4
<b>Cash from operating activities before change in working capital requirement (A)</b>	<b>502,3</b>	<b>441,6</b>
Tax paid (B)	-77,3	-82,9
Change in operating working capital requirement (C)	38,2	43,0
<b>Net cash from operating activities (D) = (A +B +C)</b>	<b>463,3</b>	<b>401,7</b>
Purchase of property, plant and equipment and intangible assets	-54,6	-53,6
Proceeds from sale of property, plant and equipment and intangible assets	0,2	0,4
Purchase of non-current financial assets	-3,3	-2,6
Proceeds from sale of non-current financial assets	2	-
Cash impact of changes in scope	-89,2	-76,1
Dividends received (equity-accounted companies, non-consolidated securities)	3	-
Proceeds from/(Payments on) loans and advances granted	0,3	0,6
Net interest received	-	0
<b>Net cash from/(used in) investing activities (E)</b>	<b>-142,4</b>	<b>-131,4</b>
Proceeds on the exercise of stock options	-	-
Purchase and sale of treasury shares	-16,2	-10,9
Dividends paid to shareholders of the parent company	-	41
Dividends paid to the minority interests of consolidated companies	-	-5,6
Proceeds from/(Payments on) borrowings	-139,7	-53,7
Lease payments	-105,8	-109,4
Net interest paid (excluding interest on lease liabilities)	-7,9	-9,4
Additional contributions related to defined-benefit pension plans	-29,8	-25,5
Other cash flows relating to financing activities	-4,1	0,1
<b>Net cash from/(used in) financing activities (F)</b>	<b>-349,9</b>	<b>-213,1</b>
Impact of changes in foreign exchange rates (G)	0,9	-4,8
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS (D +E +F+G)</b>	<b>-28,1</b>	<b>52,3</b>
Opening cash position	245,0	192,6
Closing cash position	216,9	245,0