

Consolidated statement of financial position

ASSETS (in millions of euros)	31/12/2022	31/12/2021
Goodwill	1 943,9	1 984,3
Intangible assets	166,7	177,1
Property, plant and equipment	141,5	129,6
Right-of-use assets	359,9	343,1
Equity-accounted investments	183,5	198,1
Other non-current assets	114,0	81,9
Retirement benefits and similar obligations	38,5	20,4
Deferred tax assets	127,0	151,2
Non-current assets	3 075,1	3 085,8
Trade accounts receivable	1 104,2	1 020,1
Other current assets	410,6	447,9
Cash and cash equivalents	355,9	217,2
Current assets	1 870,7	1 685,1
Assets held for sale	-	-
TOTAL ASSETS	4 945,8	4 771,0

LIABILITIES AND EQUITY (in millions of euros)	31/12/2022	31/12/2021
Share capital	20,5	20,5
Share premium	531,5	531,5
Consolidated reserves and other reserves	1 298,3	1 094,5
Equity attributable to the Group	1 850,3	1 646,5
Non-controlling interests	43,1	49,0
TOTAL EQUITY	1 893,4	1 695,5
Financial debt – Non-current portion	320,1	448,4
Lease liabilities – Non-current portion	312,8	289,2
Deferred tax liabilities	68,5	51,5
Retirement benefits and similar obligations	190,3	310,1
Non-current provisions	51,8	62,9
Other non-current liabilities	15,5	15,8
Non-current liabilities	959,0	1 178,0
Financial debt – Current portion	187,7	95,8
Lease liabilities – Current portion	77,7	75,6
Current provisions	46,7	43,6
Trade payables and related accounts	318,2	328,9
Other current liabilities	1 463,0	1 353,6
Current liabilities	2 093,4	1 897,5
Liabilities held for sale	-	-
TOTAL LIABILITIES	3 052,4	3 075,5
TOTAL LIABILITIES AND EQUITY	4 945,8	4 771,0

Consolidated statement of net income

	Financial year 2022	Financial year 2021
<i>(in millions of euros)</i>		
Revenue	5 101,2	4 682,8
Staff costs	-3 150,5	-2 911,7
Purchases and external expenses	-1 331,3	-1 181,3
Taxes and duties	-42,8	-40,3
Depreciation, amortisation, provisions and impairment	-141,7	-172,5
Other current operating income and expenses	18,3	2,2
Operating profit on business activity	453,1	379,2
<i>as % of revenue</i>	8,9%	8,1%
Expenses related to stock options and related items	-23,2	-6,7
Amortisation of allocated intangible assets	-32,3	-33,2
Profit from recurring operations	397,6	339,3
<i>as % of revenue</i>	7,8%	7,2%
Other operating income and expenses	-36,3	-35,8
Operating profit	361,3	303,4
<i>as % of revenue</i>	7,1%	6,5%
Cost of net financial debt	-8,7	-8,7
Other financial income and expenses	-5,7	-9,5
Tax expense	-83,2	-93,5
Net profit from associates	-14,7	1,8
Net profit from continuing operations	249,0	193,5
Net profit from discontinued operations	-	-
Consolidated net profit	249,0	193,5
<i>as % of revenue</i>	4,9%	4,1%
Non-controlling interests	1,2	5,9
NET PROFIT ATTRIBUTABLE TO THE GROUP	247,8	187,7
<i>as % of revenue</i>	4,9%	4,0%

	Financial year 2022	Financial year 2021
EARNINGS PER SHARE <i>in euros</i>		
Basic earnings per share	12,23	9,27
Diluted earnings per share	12,13	9,19

Consolidated statement of changes in net debt

	Financial year 2022	Financial year 2021
<i>(in millions of euros)</i>		
Operating profit on business activity	453,1	379,2
Depreciation, amortisation and provisions (excluding allocated intangible assets)	144,4	173,2
EBITDA	597,5	552,3
Non-cash items	0,8	-5,2
Tax paid	-87,8	-77,3
Impairment of current assets	4,6	4,3
Change in operating WCR	6,1	23,2
Reorganisation and restructuring costs	-17,8	-36,6
Net cash flow from operating activities	503,4	460,7
Payments relating to investments in property, plant and equipment and intangible assets	-94,2	-54,6
Proceeds from sale of property, plant and equipment and intangible assets	0,1	0,2
Net change from investment activities involving property, plant and equipment and intangible assets	-94,1	-54,4
Lease payments	-94,5	-105,8
Net interest (including interest on lease liabilities)	-8,6	-6,3
Additional contributions related to defined-benefit pension plans	-18,9	-29,8
Free cash flow	287,2	264,4
Impact of changes in scope	-13,8	-102,3
Impact of payments relating to non-current financial assets	-10,3	-4,4
Impact of receipts relating to non-current financial assets	1,6	2,9
Dividends paid	-71,6	-46,3
Dividends received	2,8	2,8
Capital increases	-	-
Purchase and sale of treasury shares	-17,5	-16,2
Other cash flows relating to investing activities	-	-
Net cash flow	178,5	100,8
Impact of changes in foreign exchange rates	-3,4	-2,3
Impact of changes in accounting policies (IFRS 16)	-	-
CHANGE IN NET FINANCIAL DEBT	175,1	98,5
Cash and cash equivalents – Beginning of period	216,9	245,0
Non-current financial debt – Beginning of period	-448,4	-564,5
Current financial debt – Beginning of period	-95,6	-106,0
Net financial debt – Beginning of period	-327,1	-425,6
Cash and cash equivalents – End of period	-356,2	216,9
Non-current financial debt – End of period	-320,1	-448,4
Current financial debt – End of period	-188,0	-95,6
Net financial debt at the end of the period	-152,0	-327,1
CHANGE IN NET FINANCIAL DEBT	175,1	98,5

Consolidated cash flow statement

	Financial year 2022	Financial year 2021
<i>(in millions of euros)</i>		
Consolidated net profit (including non-controlling interests)	249,0	193,5
Net increase in depreciation, amortisation and provisions	189,4	206,7
Unrealised gains and losses related to changes in fair value	-2,0	-4,8
Expenses and income related to stock options and related items	21,4	5,9
Gains and losses on disposal	3,7	-5,7
Share of net profit/(loss) of equity-accounted companies	14,7	-1,8
Cost of net financial debt (including interest on lease liabilities)	15,0	15,0
Dividends from non consolidated securities	-0,1	-
Tax expense	83,2	93,5
Cash from operating activities before change in working capital requirement (A)	574,4	502,3
Tax paid (B)	-87,8	-77,3
Change in operating working capital requirement (C)	17,1	38,2
Net cash from operating activities (D) = (A +B +C)	503,6	463,3
Purchase of property, plant and equipment and intangible assets	-94,2	-54,6
Proceeds from sale of property, plant and equipment and intangible assets	0,1	0,2
Purchase of non-current financial assets	-4,9	-3,3
Proceeds from sale of non-current financial assets	0,7	1,5
Cash impact of changes in scope	-13,1	-89,2
Dividends received (equity-accounted companies, non-consolidated securities)	2,8	2,8
Proceeds from/(Payments on) loans and advances granted	-4,5	0,3
Net interest received	-0,2	-0,1
Net cash from/(used in) investing activities (E)	-113,2	-142,4
Proceeds on the exercise of stock options	-	-
Purchase and sale of treasury shares	-17,5	-16,2
Dividends paid to shareholders of the parent company	-65,0	-40,7
Dividends paid to the minority interests of consolidated companies	-6,6	-5,6
Proceeds from/(Payments on) borrowings	-33,5	-139,7
Lease payments	-94,5	-105,8
Net interest paid (excluding interest on lease liabilities)	-11,0	-7,9
Additional contributions related to defined-benefit pension plans	-18,9	-29,8
Other cash flows relating to financing activities	0,6	-4,1
Net cash from/(used in) financing activities (F)	-246,5	-349,9
Impact of changes in foreign exchange rates (G)	-4,6	0,9
NET CHANGE IN CASH AND CASH EQUIVALENTS (D +E +F+G)	139,3	-28,1
Opening cash position	216,9	245,0
Closing cash position	356,2	216,9