

## Consolidated statement of financial position

ASSETS (in millions of euros)	30/06/2021	31/12/2020
Goodwill	1,877.1	1,843.2
Intangible assets	205.0	232.9
Property, plan and equipment	127.9	132.5
Right-of-use assets	283.9	290.3
Equity-accounted investments	194.3	193.4
Other non-current assets	74.8	74.0
Retirement benefits and similar obligations	12.5	3.1
Deferred tax assets	142.8	156.7
Non-current assets	2,918.2	2,926.1
Trade receivables and related accounts	1,070.8	954.6
Other current assets	440.4	410.6
Cash and cash equivalents	248.3	245.5
Current assets	1,759.5	1,610.7
Assets held for sale		
TOTAL ASSETS	4,677.8	4,536.7

LIABILITIES AND EQUITY (in millions of euros)	30/06/2021	31/12/2020
Share capital	20.5	20.5
Share premium	531.5	531.5
Consolidated reserves and other reserves	1000.1	845.8
Equity attributable to the Group	1,552.1	1,397.8
Non-controlling interests	50.1	47.6
TOTAL EQUITY	1,602.2	1,445.4
Financial debt – Non-current portion	496.9	564.5
Lease liabilities – Non-current portion	227.2	226.2
Deferred tax liabilities	39.9	43.3
Retirement benefits and similar obligations	316.5	393.4
Non-current provisions	82.1	89.4
Other non-current liabilities	17.4	104.1
Non-current liabilities	1,180.0	1,421.1
Financial debt – Current portion	174.1	106.6
Lease liabilities – Current portion	82.2	91.3
Current provisions	31.5	26.6
Trade payables and related accounts	294.7	278.6
Other current liabilities	1,313.1	1,167.1
Current liabilities	1,895.6	1,670.2
Liabilities held for sale	-	-
TOTAL LIABILITIES	3,075.6	3,091.3
TOTAL LIABILITIES AND EQUITY	4,677.8	4,536.7



## Consolidated statement of net income

(in millions of euros)	First-half 2021	First-half 2020
Revenue	2,328.30	2,166.7
Staff costs	-1,477.7	-1,386.2
External expenses and purchases	-575.4	-547.9
Taxes and duties	-21.2	-18.1
Depreciation, amortisation, provisions and impairment	-90.0	-89.6
Other current operating income and expenses	4.7	7.9
Operating profit on business activity	168.6	132.8
as % of revenue	7.2%	6.1%
Expenses related to stock options and related items	-2.2	-2.2
Amortisation of allocated intangible assets	-16.2	-19.1
Profit from recurring operations	150.2	111.6
as % of revenue	6.5%	5.1%
Other operating income and expenses	-9.2	-23.8
Operating profit	141.0	87.7
as % of revenue	6.1%	4.0%
Cost of net financial debt	-4.6	-5.1
Other financial income and expenses	-3.2	-6.7
Tax expense	-44.6	-23.7
Net profit from associates	0.2	-2.1
Net profit from continuing operations	88.8	50.2
Net profit from discontinued operations	-	-
CONSOLIDATED NET PROFIT	88.8	50.2
as % of revenue	3.8%	2.3%
Non-controlling interests	3.8	6.5
Net profit attributable to the Group	85.1	43.7
as % of revenue	3.7%	2.0%

EARNINGS PER SHARE (in euros)	First-half 2021	First-half 2020
Basic earnings per share	4.20	2.16
Diluted earnings per share	4.20	2.15



## Consolidated cash flow statement

Net increase in depreciation, amortisation and provisions Unrealised gains and losses related to changes in fair value Expenses and income related to stock options and related items 2.0 2.6 Gains and losses on disposal 1.8 1.2 Share of net profit/(Joss) of equity-accounted companies 2.0 2.2.1 Cost of net financial debt (including cost related to lease liabilities) 7.9 9.0  1.0 2.6 Tax expense 44.6 23.7 Cash from operating working capital requirement (A) 248.8 204.0 Tax paid (B) 2.5 4.7 Expense 16.1 Tax paid (B) 2.5 4.7 Expense 2.7 Furchase of property, plant and equipment and intangible assets Proceeds from sale of property, plant and equipment and intangible assets Proceeds from sale of property, plant and equipment and intangible assets Proceeds from sale of non-current financial assets 2.6 Cash impact of changes in scope 2.7 Froceeds from sale of non-current financial assets 2.8 Froceeds from sale of non-current financial assets 2.8 Froceeds from/(Payments on) loans and advances granted 3.8 Interest received 3.0 Rel cash from/(Veayments on) loans and advances granted 3.1 Froceeds from/(Payments on) borrowings 3.2 Froceeds from/(Payments on) borrowings 3.3 Froceeds from/(Payments on) borrowings 3.4 Froceeds from/(Payments on) borrowings 3.5 Froceeds from/(Payments on) borrowings 3.6 Furchase and sale of freasury shares 3.7 Froceeds from/(Payments on) borrowings 4.7 Froceeds fr	(in millions of euros)	First-half 2021	First-half 2020
Unrealised gains and losses related to changes in fair value  2.0. 2.6 Expenses and income related to stock options and related items 2.0. 2.6 Gains and losses on disposal 3.1.8 1.2 Share of net profit/(loss) of equity-accounted companies 4.0.2 2.1. Cost of net financial debt (including cost related to lease liabilities) 7,9 9,0  Tax expense 44.6 23.7  Cash from operating working capital requirement (A) 248.8 204.0  Tax paid (B) 32.8 -43.3  Change in operating working capital requirement (C) 5-4,7 2-5,7  Net cash from operating activities (D) = (A*B*C)  Net cash from operating activities (D) = (A*B*C)  Purchase of property, plant and equipment and intangible assets 7-2,6 2-25.2  Proceeds from sale of property, plant and equipment and intangible assets 9-2,0 1.1. Purchase of non-current financial assets 10,1 0,1 Purchase of non-current financial assets 10,6 1-1. Purchase of othanges in scope 10,1 1-1. Purchase of othanges in scope 10,2 1-1. Purchase of othanges in scope 10,2 1-1. Purchase of othanges in copelating activities (E) 10,2 1-1. Purchase and sale of freasury shares 10,4 1-1. Purchase and sale of freasury shares 10,5 1-1. Purchase and sale of freasury shares 10,6 1-1. Purchase and sale of the parent company 10,1 1-1. Purchase and sale of the minority interests of consolidated companies 10,2 1-2. Purchase and sale of the parent company 10,2 1-2. Purchase and sale of the minority interest on lease liabilities 10,2 1-2. Purchase and sale of the minority interest on lease liabilities 11,2 1-2. Purchase of t	Consolidated net profit (including non-controlling interests)	88.8	50.2
Expenses and income related to stock options and related items 2.0 2.6 Gains and losses on disposal 1.8 1.2 Share of net profit/(loss) of equity-accounted companies -0.2 2.1. Cost of net financial debt (including cost related to lease liabilities) 7.9 9.0  Tax expense 4.4.6 23.7  Cash from operations before change in working capital requirement (A) 248.8 204.0  Tax paid (B) -32.8 -43.3  Change in operating working capital requirement (C) .54.7 -25.7  Net cash from operating working capital requirement (C) .54.7 -25.7  Net cash from operating working capital requirement (C) .54.7 -25.7  Net cash from operating octivities (D) = (A+B+C) .161.3 135.0  Purchase of property, plant and equipment and intangible assets .27.6 .25.2  Proceeds from sale of property, plant and equipment and intangible assets .2.0 .1.2  Proceeds from sale of non-current financial assets .2.0 .1.2  Proceeds from sale of non-current financial assets .2.0 .1.2  Proceeds from sale of non-current financial assets .2.0 .1.2  Proceeds from sale of non-current financial assets .2.0 .1.2  Proceeds from/(Payments on) loans and advances granted .0.8 .0.3  Net interest received .0.8 .0.3  Net interest received .0.8 .0.3  Net cash from/(used in) investing activities (E) .33.0 .34.4  Proceeds from shareholders for capital increases .4.3 .6.9  Dividends paid to shareholders of the parent company .4.0,7  Dividends paid to the minority interests of consolidated companies .5.6 .2.3  Proceeds from/(Payments on) borrowings .9.4 .8.9  Lease payments .5.8 .9.5 .5.8  Net interest paid (excluding interest on lease liabilities) .1.3 .9.3  Additional contributions related to defined-benefit pension plans .1.3 .6.1  Net cash from/(used in) financing activities (F) .1.2 .8 .70.3  Impact of changes in foreign exchange rates (G) .0.3 .7.2  Proceeds from/Reyments on jonange rates (G) .0.3 .7.2	Net increase in depreciation, amortisation and provisions	103.9	116.1
Cains and losses on disposal   1,8   1.2	Unrealised gains and losses related to changes in fair value	-	-0.7
Share of net profit/(loss) of equity-accounted companies         -0.2         2.1           Cost of net financial debt (including cost related to lease liabilities)         7.9         9.0           Tax expense         44.6         23.7           Cash from operations before change in working capital requirement (A)         248.8         204.0           Tax paid (B)         -32.8         -43.3           Change in operating working capital requirement (C)         -54.7         -25.7           Net cash from operating activities (D) = (A+8+C)         161.3         135.0           Purchase of property, plant and equipment and intangible assets         -27.6         -25.2           Proceeds from sale of property, plant and equipment and intangible assets         -2.0         -1.2           Purchase of non-current financial assets         0.1         0.1           Purchase of non-current financial assets         0.6         -           Cash impact of changes in scope         -7.9         -8.3           Dividends received (equity-accounted companies, non-consolidated securities)         2.8         -           Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net interest received         0.2         -           Net cosh from/(weat in) investing activities (E)         -33.0         -34.4	Expenses and income related to stock options and related items	2.0	2.6
Cost of net financial debt (including cost related to lease liabilities) 7.9 9.0  Tax expense 44.6 23.7  Cash from operations before change in working capital requirement (A) 248.8 204.0  Tax paid (B) -32.8 -43.3  Change in operating working capital requirement (C) -54.7 -25.7  Net cash from operating activities (D) = (A+B+C) 161.3 135.0  Purchase of property, plant and equipment and intangible assets -27.6 -25.2  Proceeds from sale of property, plant and equipment and intangible assets -27.6 -25.2  Proceeds from sale of non-current financial assets -2.0 -1.2  Proceeds from sale of non-current financial assets -2.0 -1.2  Proceeds from sale of non-current financial assets -2.0 -1.2  Proceeds from sale of non-current financial assets -2.0 -1.2  Proceeds from sale of non-current financial assets -2.0 -1.2  Proceeds from yele varient financial assets -2.0 -1.2  Proceeds from/playments on) loans and advances granted -2.8 -2.8 -2.9  Dividends received (equity-accounted companies, non-consolidated securities) -2.8 -2.8  Proceeds from/playments on) loans and advances granted -2.8 -2.8  Proceeds from/flayments on plants activities (E) -33.0 -34.4  Proceeds from shareholders for capital increases -4.3 -6.9  Dividends paid to shareholders of the parent company -40.7 -  Dividends paid to shareholders of the parent company -40.7 -  Dividends paid to shareholders of the parent company -40.7 -  Dividends paid to the minority interests of consolidated companies -5.6 -2.3  Additional contributions related to defined-benefit pension plans -13.6 -11.9  Other cash flows relating to financing activities -12.8 -70.3  Impact of changes in foreign exchange rates (G) -24.5 -0  Opening cash position -45.0 -192.6	Gains and losses on disposal	1.8	1.2
Tax expense	Share of net profit/(loss) of equity-accounted companies	-0.2	2.1
Cash from operations before change in working capital requirement (A)         248.8         204.0           Tax paid (B)         -32.8         -43.3         -43.3           Change in operating working capital requirement (C)         -54.7         -25.7           Net cash from operating activities (D) = (A+B+C)         161.3         135.0           Purchase of property, plant and equipment and intangible assets         -27.6         -25.2           Proceeds from sale of property, plant and equipment and intangible assets         0.1         0.1           Purchase of non-current financial assets         -2.0         -1.2           Proceeds from sale of non-current financial assets         0.6            Cash impact of changes in scope         -7.9         -8.3           Dividends received (equity-accounted companies, non-consolidated securities)         2.8            Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net interest received         0.2            Net interest received         0.2            Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net cash from/(used in) investing activities (E)         -33.0         -34.4           Proceeds from/(load in) investing activities (E)         -33.0	Cost of net financial debt (including cost related to lease liabilities)	7.9	9.0
Cash from operations before change in working capital requirement (A)         248.8         204.0           Tax paid (B)         -32.8         -43.3         -43.3           Change in operating working capital requirement (C)         -54.7         -25.7           Net cash from operating activities (D) = (A+B+C)         161.3         135.0           Purchase of property, plant and equipment and intangible assets         -27.6         -25.2           Proceeds from sale of property, plant and equipment and intangible assets         0.1         0.1           Purchase of non-current financial assets         -2.0         -1.2           Proceeds from sale of non-current financial assets         0.6            Cash impact of changes in scope         -7.9         -8.3           Dividends received (equity-accounted companies, non-consolidated securities)         2.8            Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net interest received         0.2            Net interest received         0.2            Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net cash from/(used in) investing activities (E)         -33.0         -34.4           Proceeds from/(load in) investing activities (E)         -33.0	Tax expense	44.6	23.7
Change in operating working capital requirement (C)         -54.7         -25.7           Net cash from operating activities (D) = (A+B+C)         161.3         135.0           Purchase of property, plant and equipment and intangible assets         -27.6         -25.2           Proceeds from sale of property, plant and equipment and intangible assets         0.1         0.1           Purchase of non-current financial assets         -2.0         -1.2           Proceeds from sale of non-current financial assets         0.6            Cash impact of changes in scope         -7.9         -8.3           Dividends received (equity-accounted companies, non-consolidated securities)         2.8            Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net cash from/(used in) investing activities (E)         -33.0         -34.4           Proceeds from shareholders for capital increases         -         -           Purchase and sale of treasury shares         -         -           Purchase and sale of treasury shares         -         -           Purchase paid to the minority interests of consolidated companies         -         -           Proceeds from/(Payments on) borrowings         -         -         -           Lease payments         -         -	Cash from operations before change in working capital requirement (A)		204.0
Net cash from operating activities (D) = (A+B+C)         161.3         135.0           Purchase of property, plant and equipment and intangible assets         -27.6         -25.2           Proceeds from sale of property, plant and equipment and intangible assets         0.1         0.1           Purchase of non-current financial assets         -2.0         -1.2           Proceeds from sale of non-current financial assets         0.6            Cash impact of changes in scope         -7.9         -8.3           Dividends received (equity-accounted companies, non-consolidated securities)         2.8            Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net interest received         0.2            Proceeds from/(used in) investing activities (E)         -33.0         -34.4           Proceeds from shareholders for capital increases         -         -           Purchase and sale of treasury shares         -4.3         -6.9           Dividends paid to shareholders of the parent company         -40.7         -           Dividends paid to the minority interests of consolidated companies         -5.6         -2.3           Proceeds from/(Payments on) borrowings         -5.6         -2.3           Lease payments         -53.9         -55.8	Tax paid (B)	-32.8	-43.3
Purchase of property, plant and equipment and intangible assets -27.6 -25.2 Proceeds from sale of property, plant and equipment and intangible assets 0.1 0.1 Purchase of non-current financial assets -2.0 -1.2 Proceeds from sale of non-current financial assets 0.6 -2 Proceeds from sale of non-current financial assets 0.6 -2 Proceeds from sale of non-current financial assets 0.6 -2 Proceeds from sale of non-current financial assets 0.6 -2 Proceeds from sale of non-current financial assets 0.6 -2 Proceeds from sale of changes in scope 0.7 -7,9 -8.3 Dividends received (equity-accounted companies, non-consolidated securities) Proceeds from/(Payments on) loans and advances granted 0.8 0.3  Net interest received 0.2	Change in operating working capital requirement (C)	-54.7	-25.7
Proceeds from sale of property, plant and equipment and intangible assets  -2.0 -1.2 Proceeds from sale of non-current financial assets -2.0 -1.2 Proceeds from sale of non-current financial assets -2.0 -1.2 Proceeds from sale of non-current financial assets -2.0 -1.2 Proceeds from sale of non-current financial assets -2.0 -1.2 Proceeds from sale of non-current financial assets -2.0 -2.8 -2.8 -2.9 Dividends received (equity-accounted companies, non-consolidated securities) -2.8 -2.8 -2.8 -2.8 -2.8 -2.8 -2.1 Net cash from/(payments on) loans and advances granted -2.2 -2.2 Net cash from/(used in) investing activities (E) -33.0 -34.4 -34.4 -35.6 -35.0 -34.4 -36.9 -36.9 -36.9 Dividends paid to shareholders for capital increases -4.3 -4.3 -6.9 Dividends paid to shareholders of the parent company -40.7 -5.6 -2.3 Dividends paid to the minority interests of consolidated companies -5.6 -2.3 -2.3 Proceeds from/(Payments on) borrowings -9.4 -9.4 -9.9 Lease payments -53.9 -55.8 Net interest paid (excluding interest on lease liabilities) -1.9 -2.3 -2.3 Additional contributions related to defined-benefit pension plans -11.6 -11.9 -12.9 -12.9 -12.9 -12.9 -12.9 -12.9 -12.0 -	Net cash from operating activities (D) = (A+B+C)	161.3	135.0
Purchase of non-current financial assets -2.0 -1.2 Proceeds from sale of non-current financial assets 0.6 -5 Cash impact of changes in scope -7.9 -8.3 Dividends received (equity-accounted companies, non-consolidated securities) 2.8 -7 Proceeds from/(Payments on) loans and advances granted 0.8 0.3 Net interest received 0.2 -7 Net cash from/(used in) investing activities (E) -33.0 -34.4 Proceeds from shareholders for capital increases -7 Purchase and sale of treasury shares -4.3 -6.9 Dividends paid to shareholders of the parent company -40.7 -6 Dividends paid to the minority interests of consolidated companies -5.6 -2.3 Proceeds from/(Payments on) borrowings -9.4 8.9 Lease payments -53.9 -55.8 Net interest paid (excluding interest on lease liabilities) -1.9 -2.3 Additional contributions related to defined-benefit pension plans -13.6 -11.9 Other cash from/(used in) financing activities (F) -129.8 -70.3 Impact of changes in foreign exchange rates (G) -0.5 0.1  Net CASH AND CASH EQUIVALENTS (D+E+F+G) -1.3 23.1 Opening cash position	Purchase of property, plant and equipment and intangible assets	-27.6	-25.2
Proceeds from sale of non-current financial assets0.6-Cash impact of changes in scope-7.9-8.3Dividends received (equity-accounted companies, non-consolidated securities)2.8-Proceeds from/(Payments on) loans and advances granted0.80.3Net interest received0.2-Net cash from/(used in) investing activities (E)-33.0-34.4Proceeds from shareholders for capital increasesPurchase and sale of treasury shares-4.3-6.9Dividends paid to shareholders of the parent company-40.7-Dividends paid to the minority interests of consolidated companies-5.6-2.3Proceeds from/(Payments on) borrowings-9.48.9Lease payments-53.9-55.8Net interest paid (excluding interest on lease liabilities)-1.9-2.3Additional contributions related to defined-benefit pension plans-13.6-11.9Other cash from/(used in) financing activities (F)-129.8-70.3Impact of changes in foreign exchange rates (G)0.3-7.2NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)-1.323.1Opening cash position245.0192.6	Proceeds from sale of property, plant and equipment and intangible assets	0.1	0.1
Cash impact of changes in scope Dividends received (equity-accounted companies, non-consolidated securities) Proceeds from/(Payments on) loans and advances granted 0.8 0.3 Net interest received 0.2  Net cash from/(used in) investing activities (E) Proceeds from shareholders for capital increases Purchase and sale of treasury shares Purchase and sale of treasury shares Pividends paid to shareholders of the parent company Proceeds from/(Payments on) borrowings Proceeds from/(bayments	Purchase of non-current financial assets	-2.0	-1.2
Dividends received (equity-accounted companies, non-consolidated securities)  Proceeds from/(Payments on) loans and advances granted  0.8 0.3 Net interest received  0.2  Net cash from/(used in) investing activities (E)  Proceeds from shareholders for capital increases  Purchase and sale of treasury shares  Purchase and sale of treasury shares  Dividends paid to shareholders of the parent company  Dividends paid to the minority interests of consolidated companies  Proceeds from/(Payments on) borrowings  Proceeds from/(Payments on) borrowings  Lease payments  Net interest paid (excluding interest on lease liabilities)  Additional contributions related to defined-benefit pension plans  Other cash flows relating to financing activities (F)  Net cash from/(used in) financing activities (F)  Impact of changes in foreign exchange rates (G)  Opening cash position  245.0  192.6	Proceeds from sale of non-current financial assets	0.6	-
Proceeds from/(Payments on) loans and advances granted         0.8         0.3           Net interest received         0.2         -           Net cash from/(used in) investing activities (E)         -33.0         -34.4           Proceeds from shareholders for capital increases         -         -           Purchase and sale of treasury shares         -4.3         -6.9           Dividends paid to shareholders of the parent company         -40.7         -           Dividends paid to the minority interests of consolidated companies         -5.6         -2.3           Proceeds from/(Payments on) borrowings         -9.4         8.9           Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net actsh from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Cash impact of changes in scope	-7.9	-8.3
Net interest received         0.2         -           Net cash from/(used in) investing activities (E)         -33.0         -34.4           Proceeds from shareholders for capital increases         -         -           Purchase and sale of treasury shares         -4.3         -6.9           Dividends paid to shareholders of the parent company         -40.7         -           Dividends paid to the minority interests of consolidated companies         -5.6         -2.3           Proceeds from/(Payments on) borrowings         -9.4         8.9           Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Dividends received (equity-accounted companies, non-consolidated securities)	2.8	-
Net cash from/(used in) investing activities (E)         -33.0         -34.4           Proceeds from shareholders for capital increases         -         -           Purchase and sale of treasury shares         -4.3         -6.9           Dividends paid to shareholders of the parent company         -40.7         -           Dividends paid to the minority interests of consolidated companies         -5.6         -2.3           Proceeds from/(Payments on) borrowings         -9.4         8.9           Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Proceeds from/(Payments on) loans and advances granted	0.8	0.3
Proceeds from shareholders for capital increases	Net interest received	0.2	-
Purchase and sale of treasury shares         -4.3         -6.9           Dividends paid to shareholders of the parent company         -40.7         -           Dividends paid to the minority interests of consolidated companies         -5.6         -2.3           Proceeds from/(Payments on) borrowings         -9.4         8.9           Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Net cash from/(used in) investing activities (E)	-33.0	-34.4
Dividends paid to shareholders of the parent company         -40.7         -           Dividends paid to the minority interests of consolidated companies         -5.6         -2.3           Proceeds from/(Payments on) borrowings         -9.4         8.9           Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Proceeds from shareholders for capital increases	-	-
Dividends paid to the minority interests of consolidated companies         -5.6         -2.3           Proceeds from/(Payments on) borrowings         -9.4         8.9           Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Purchase and sale of treasury shares	-4.3	-6.9
Proceeds from/(Payments on) borrowings         -9.4         8.9           Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Dividends paid to shareholders of the parent company	-40.7	-
Lease payments         -53.9         -55.8           Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Dividends paid to the minority interests of consolidated companies	-5.6	-2.3
Net interest paid (excluding interest on lease liabilities)         -1.9         -2.3           Additional contributions related to defined-benefit pension plans         -13.6         -11.9           Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Proceeds from/(Payments on) borrowings		8.9
Additional contributions related to defined-benefit pension plans       -13.6       -11.9         Other cash flows relating to financing activities       -0.5       0.1         Net cash from/(used in) financing activities (F)       -129.8       -70.3         Impact of changes in foreign exchange rates (G)       0.3       -7.2         NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)       -1.3       23.1         Opening cash position       245.0       192.6	Lease payments	-53.9	-55.8
Other cash flows relating to financing activities         -0.5         0.1           Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6			-2.3
Net cash from/(used in) financing activities (F)         -129.8         -70.3           Impact of changes in foreign exchange rates (G)         0.3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Additional contributions related to defined-benefit pension plans		-11.9
Impact of changes in foreign exchange rates (G)         0,3         -7.2           NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23,1           Opening cash position         245.0         192.6			0.1
NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)         -1.3         23.1           Opening cash position         245.0         192.6	Net cash from/(used in) financing activities (F)		-70.3
Opening cash position 245.0 192.6	Impact of changes in foreign exchange rates (G)		-7.2
	NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)		23.1
Closing cash position 243.7 215.8	Opening cash position		192.6
	Closing cash position	243.7	215.8