

Consolidated statement of financial position

	30/06/2021	31/12/2020
ASSETS (in millions of euros)		
Goodwill	1,877.1	1,843.2
Intangible assets	205.0	232.9
Property, plant 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)		
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%

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

Consolidated cash flow statement

(in millions of euros)

	First-half 2021	First-half 2020
Consolidated net profit (including non-controlling interests)	88.8	50.2
Net increase in depreciation, amortisation and provisions	103.9	116.1
Unrealised gains and losses related to changes in fair value	-	-0.7
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	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	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 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
Closing cash position	243.7	215.8