

## Consolidated statement of financial position

<b>ASSETS</b> <i>(in millions of euros)</i>	<b>30/06/2021</b>	<b>31/12/2020</b>
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
<b>Non-current assets</b>	<b>2 918,2</b>	<b>2 926,1</b>
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
<b>Current assets</b>	<b>1 759,5</b>	<b>1 610,7</b>
Assets held for sale	-	-
<b>TOTAL ASSETS</b>	<b>4 677,8</b>	<b>4 536,7</b>
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<b>LIABILITIES AND EQUITY</b> <i>(in millions of euros)</i>	<b>30/06/2021</b>	<b>31/12/2020</b>
Share capital	20.5	20.5
Share premium	531.5	531.5
Consolidated reserves and other reserves	1 000,1	845.8
<b>Equity attributable to the Group</b>	<b>1 552,1</b>	<b>1 397,8</b>
<b>Non-controlling interests</b>	<b>50.1</b>	<b>47.6</b>
<b>TOTAL EQUITY</b>	<b>1 602,2</b>	<b>1 445,4</b>
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
<b>Non-current liabilities</b>	<b>1 180,0</b>	<b>1 421,1</b>
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
<b>Current liabilities</b>	<b>1 895,6</b>	<b>1 670,2</b>
Liabilities held for sale	-	-
<b>TOTAL LIABILITIES</b>	<b>3 075,6</b>	<b>3 091,3</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>4 677,8</b>	<b>4 536,7</b>

## Consolidated statement of net income

(in millions of euros)

	First-half 2021	First-half 2020
<b>Revenue</b>	<b>2 328,3</b>	<b>2 166,7</b>
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
<b>Operating profit on business activity</b>	<b>168.6</b>	<b>132.8</b>
<b>as % of revenue</b>	<b>7.2%</b>	<b>6.1%</b>
Expenses related to stock options and related items	-2.2	-2.2
Amortisation of allocated intangible assets	-16.2	-19.1
<b>Profit from recurring operations</b>	<b>150.2</b>	<b>111.6</b>
<b>as % of revenue</b>	<b>6.5%</b>	<b>5.1%</b>
Other operating income and expenses	-9.2	-23.8
<b>Operating profit</b>	<b>141.0</b>	<b>87.7</b>
<b>as % of revenue</b>	<b>6.1%</b>	<b>4.0%</b>
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
<b>Net profit from continuing operations</b>	<b>88.8</b>	<b>50.2</b>
Net profit from discontinued operations	-	-
<b>CONSOLIDATED NET PROFIT</b>	<b>88.8</b>	<b>50.2</b>
<b>as % of revenue</b>	<b>3.8%</b>	<b>2.3%</b>
Non-controlling interests	3.8	6.5
<b>Net profit attributable to the Group</b>	<b>85.1</b>	<b>43.7</b>
<b>as % of revenue</b>	<b>3.7%</b>	<b>2.0%</b>

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

## Consolidated cash flow statement

(in millions of euros)

	First-half 2021	First-half 2020
<b>Consolidated net profit (including non-controlling interests)</b>	<b>88.8</b>	<b>50.2</b>
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
<b>Cash from operations before change in working capital requirement (A)</b>	<b>248.8</b>	<b>204.0</b>
Tax paid (B)	-32.8	-43.3
Change in operating working capital requirement (C)	-54.7	-25.7
<b>Net cash from operating activities (D) = (A+B+C)</b>	<b>161.3</b>	<b>135.0</b>
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	-
<b>Net cash from/(used in) investing activities (E)</b>	<b>-33.0</b>	<b>-34.4</b>
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
<b>Net cash from/(used in) financing activities (F)</b>	<b>-129.8</b>	<b>-70.3</b>
Impact of changes in foreign exchange rates (G)	0.3	-7.2
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)</b>	<b>-1.3</b>	<b>23.1</b>
Opening cash position	245.0	192.6
Closing cash position	243.7	215.8