

Consolidated statement of financial position

ASSETS <i>(in millions of euros)</i>	30/06/2022	31/12/2021
Goodwill	1,961.6	1,984.3
Intangible assets	175.9	177.1
Property, plant and equipment	136.2	129.6
Right-of-use assets	384.8	343.1
Equity-accounted investments	201.8	198.1
Other non-current assets	97.9	81.9
Retirement benefits and similar obligations	70.4	20.4
Deferred tax assets	127.3	151.2
Non-current assets	3,155.9	3,085.8
Trade receivables and related accounts	1,161.4	1,020.1
Other current assets	473.5	447.9
Cash and cash equivalents	184.9	217.2
Current assets	1,819.8	1,685.1
Assets held for sale	-	-
TOTAL ASSETS	4,975.6	4,771.0
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LIABILITIES AND EQUITY <i>(in millions of euros)</i>	30/06/2022	31/12/2021
Share capital	20.5	20.5
Share premium	531.5	531.5
Consolidated reserves and other reserves	1,271.1	1,094.5
Equity attributable to the Group	1,823.1	1,646.5
Non-controlling interests	49.1	49.0
TOTAL EQUITY	1,872.2	1,695.5
Financial debt – Non-current portion	355.0	448.4
Lease liabilities – Non-current portion	336.2	289.2
Deferred tax liabilities	80.7	51.5
Retirement benefits and similar obligations	180.2	310.1
Non-current provisions	54.2	62.9
Other non-current liabilities	16.3	15.8
Non-current liabilities	1,022.7	1,178.0
Financial debt – Current portion	174.7	95.8
Lease liabilities – Current portion	74.9	75.6
Current provisions	40.7	43.6
Trade payables and related accounts	378.3	328.9
Other current liabilities	1,412.2	1,353.6
Current liabilities	2,080.8	1,897.5
Liabilities held for sale	-	-
TOTAL LIABILITIES	3,103.4	3,075.5
TOTAL LIABILITIES AND EQUITY	4,975.6	4,771.0

Consolidated statement of net income

(in millions of euros)

	First-half 2022	First-half 2021
Revenue	2,543.8	2,328.3
Staff costs	-1,589.8	-1,477.7
External expenses and purchases	-665.5	-575.4
Taxes and duties	-22.2	-21.2
Depreciation, amortisation, provisions and impairment	-61.2	-90.0
Other current operating income and expenses	-1.9	4.7
Operating profit on business activity	203.1	168.6
as % of revenue	8.0%	7.2%
Expenses related to stock options and related items	-14.5	-2.2
Amortisation of allocated intangible assets	-16.6	-16.2
Profit from recurring operations	172.0	150.2
as % of revenue	6.8%	6.5%
Other operating income and expenses	-10.0	-9.2
Operating profit	162.1	141.0
as % of revenue	6.4%	6.1%
Cost of net financial debt	-4.8	-4.6
Other financial income and expenses	0.9	-3.2
Tax expense	-43.2	-44.6
Net profit from associates	0.1	0.2
Net profit from continuing operations	115.1	88.8
Net profit from discontinued operations	-	-
CONSOLIDATED NET PROFIT	115.1	88.8
as % of revenue	4.5%	3.8%
Non-controlling interests	2.8	3.8
Net profit attributable to the Group	112.3	85.1
as % of revenue	4.4%	3.7%

	First-half 2022	First-half 2021
EARNINGS PER SHARE (in euros)		
Basic earnings per share	5.55	4.20
Diluted earnings per share	5.54	4.20

Consolidated cash flow statement

<i>(in millions of euros)</i>	First-half 2022	First-half 2021
Consolidated net profit (including non-controlling interests)	115.1	88.8
Net increase in depreciation, amortisation and provisions	82.9	103.9
Unrealised gains and losses related to changes in fair value	-6.6	-
Expenses and income related to stock options and related items	13.3	2.0
Gains and losses on disposal	1.1	1.8
Share of net profit/(loss) of equity-accounted companies	-0.1	-0.2
Cost of net financial debt (including cost related to lease liabilities)	7.9	7.9
Dividends from non-consolidated securities	-	-
Tax expense	43.2	44.6
Cash from operations before change in working capital requirement (A)	256.8	248.8
Tax paid (B)	-44.5	-32.8
Change in operating working capital requirement (C)	-40.4	-54.7
Net cash from operating activities (D) = (A+B+C)	172.0	161.3
Purchase of property, plant and equipment and intangible assets	-45.1	-27.6
Proceeds from sale of property, plant and equipment and intangible assets	0.1	0.1
Purchase of non-current financial assets	-2.0	-2.0
Proceeds from sale of non-current financial assets	-	0.6
Cash impact of changes in scope	-4.2	-7.9
Dividends received (equity-accounted companies, non-consolidated securities)	2.7	2.8
Proceeds from/(Payments on) loans and advances granted	-2.2	0.8
Net interest received	-	0.2
Net cash from/(used in) investing activities (E)	-50.6	-33.0
Proceeds from shareholders for capital increases	-	-
Purchase and sale of treasury shares	-5.4	-4.3
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	-15.1	-9.4
Lease payments	-45.8	-53.9
Net interest paid (excluding interest on lease liabilities)	-5.6	-1.9
Additional contributions related to defined-benefit pension plans	-10.2	-13.6
Other cash flows relating to financing activities	-	-0.5
Net cash from/(used in) financing activities (F)	-153.6	-129.8
Impact of changes in foreign exchange rates (G)	-1.4	0.3
NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)	-33.7	-1.3
Opening cash position	216.9	245.0
Closing cash position	183.2	243.7