

## Consolidated balance sheet

<b>ASSETS</b> (in millions of euros )	<b>30/06/2019</b>	<b>31/12/2018</b>
Goodwill	1,710.3	1,708.50
Intangible assets	229.8	253.5
Property, plant and equipment	123.1	144.7
Right-of-use assets	284.1	-
Equity-accounted investments	193	195.1
Other non-current financial assets	48.2	38.9
Retirement benefits and similar obligations	2	2
Deferred tax assets	112.8	96.9
<b>Non-current assets</b>	<b>2,703.3</b>	<b>2,439.60</b>
Trade accounts receivable	1,161.1	1,091.00
Other current assets	333.3	286.8
Cash and cash equivalents	235.8	170.3
<b>Current assets</b>	<b>1,730.2</b>	<b>1,548.10</b>
<b>Assets held for sale</b>	<b>-</b>	<b>-</b>
<b>TOTAL ASSETS</b>	<b>4,433.5</b>	<b>3,987.70</b>
<b>LIABILITIES AND EQUITY</b> (in millions of euros )	<b>30/06/2019</b>	<b>31/12/2018</b>
Share capital	20.5	20.5
Share premium	531.5	531.5
Consolidated reserves and other reserves	650.6	619.1
Profit for the period	60.9	125.1
<b>Equity attributable to the Group</b>	<b>1,263.5</b>	<b>1,296.2</b>
<b>Non-controlling interests</b>	<b>29.2</b>	<b>32.9</b>
<b>TOTAL EQUITY</b>	<b>1,292.7</b>	<b>1,329.2</b>
Financial debt – Non-current portion	265	338.3
Lease liabilities – Non-current portio	216.6	-
Deferred tax liabilities	15	17.3
Retirement benefits and similar obligations	373.3	317.5
Non-current provisions	54.6	59.9
Other non-current liabilities	101.7	99.9
<b>Non-current liabilities</b>	<b>1026.2</b>	<b>832.9</b>
Financial debt – Current portion	595.1	452.9
Lease liabilities – Current portion	87.8	-
Current provisions	24.7	21.6
Trade payables and related accounts	296.9	294.9
Other current liabilities	1,110.0	1,056.2
<b>Current liabilities</b>	<b>2,114.5</b>	<b>1,825.6</b>
Liabilities held for sale	-	-
<b>TOTAL LIABILITIES</b>	<b>3,140.8</b>	<b>2,658.5</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>4,433.5</b>	<b>3,987.7</b>

## Consolidated income statement

(in millions of euros)

	First-half 2019	First-half 2018
<b>Revenue</b>	<b>2,207.1</b>	<b>2,014.0</b>
Staff costs	- 1 338,5	- 1 235,6
External expenses and purchases	- 625,1	- 606,2
Taxes and duties	- 16,1	- 17,5
Depreciation, amortisation, provisions and impairment	- 81,5	- 21,2
Other current operating income and expenses	5.1	- 0,8
<b>Operating profit on business activity</b>	<b>151</b>	<b>132.8</b>
<b>as % of revenue</b>	<b>6,8 %</b>	<b>6,6 %</b>
Expenses related to stock options and related items	- 4,3	- 22,1
Amortisation of allocated intangible assets	- 13,6	- 11,6
<b>Profit from recurring operations</b>	<b>133.1</b>	<b>99.2</b>
<b>as % of revenue</b>	<b>6,0 %</b>	<b>4,9 %</b>
Other operating income and expenses	- 17,8	- 19,1
<b>Operating profit</b>	<b>115.3</b>	<b>80</b>
<b>as % of revenue</b>	<b>5,2 %</b>	<b>4,0 %</b>
Cost of net financial debt	- 4,4	- 3,7
Other financial income and expenses	- 7,7	- 3,2
Tax expense	- 34,4	- 34,9
Net profit from associates	- 2,0	1.3
<b>Net profit from continuing operations</b>	<b>66.8</b>	<b>39.5</b>
Net profit from discontinued operations	-	-
<b>CONSOLIDATED NET PROFIT</b>	<b>66.8</b>	<b>39.5</b>
<b>as % of revenue</b>	<b>3,0 %</b>	<b>2,0 %</b>
Non-controlling interests	5.9	1.1
<b>Net profit attributable to the Group</b>	<b>60.9</b>	<b>38.4</b>
<b>as % of revenue</b>	<b>2,8 %</b>	<b>1,9 %</b>

## EARNINGS PER SHARE (in euros)

	First-half 2019	First-half 2018
<b>Basic earnings per share</b>	<b>3.01</b>	<b>1.9</b>
<b>Diluted earnings per share</b>	<b>3.00</b>	<b>1.9</b>

## Consolidated cash flow statement

(in millions of euros)

	First-half 2019	First-half 2018
<b>Consolidated net profit (including non-controlling interests)</b>	<b>66.8</b>	<b>39.5</b>
Net increase in depreciation, amortisation and provisions	101.2	36.3
Unrealised gains and losses related to changes in fair value	- 2,6	- 0,7
Expenses and income related to stock options and related items	3.7	18.1
Gains and losses on disposal	- 1,9	0.1
Share of net profit/(loss) of equity-accounted companies	2.0	- 1,3
Cost of net financial debt (including cost related to lease liabilities)	8.9	3.7
Tax expense	34.4	34.9
<b>Cash from operations before change in working capital requirement (A)</b>	<b>212.5</b>	<b>130.6</b>
Tax paid (B)	- 34,3	- 34,9
Change in operating working capital requirement (C)	- 112,2	- 169,4
<b>Net cash from/(used in) operating activities (D) = (A+B+C)</b>	<b>66.0</b>	<b>- 73,8</b>
Purchase of property, plant and equipment and intangible assets	- 20,6	- 25,7
Proceeds from sale of property, plant and equipment and intangible assets	-	0.1
Change in right-of-use assets	- 24,7	-
Purchase of non-current financial assets	- 0,2	- 1,5
Proceeds from sale of non-current financial assets	0.1	-
Cash impact of changes in scope	2.0	- 15,4
Proceeds from/(Payments on) loans and advances granted	- 1,0	- 0,8
Net interest received	0.1	0.1
<b>Net cash from/(used in) investing activities (E)</b>	<b>- 44,2</b>	<b>- 43,3</b>
Purchase and sale of treasury shares	- 3,4	- 18,3
Dividends paid to shareholders of the parent company	-	-
Dividends paid to the minority interests of consolidated companies	- 2,3	-
Proceeds from/(Payments on) borrowings	95.9	109.0
Change in lease liabilities	- 22,1	-
Net interest paid (including interest on lease liabilities)	- 4,7	0.3
Additional contributions related to defined-benefit pension plans	- 11,7	- 11,2
Other cash flows relating to financing activities	- 0,1	-
<b>Net cash from/(used in) financing activities (F)</b>	<b>51.6</b>	<b>79.7</b>
Impact of changes in foreign exchange rates (G)	0.5	- 2,0
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)</b>	<b>73.9</b>	<b>- 39,3</b>
Opening cash position	159.8	155.9
Closing cash position	233.7	116.7