## Glossary

## Constant perimeter

- The restatement of the scope of consolidation of the incoming entities consists of:
  - For the current year's entries in the scope of consolidation, subtract the contribution of the acquisition of the current year's aggregates;
  - For prior year acquisitions, deduct in the current year the contribution of the acquisition of aggregates from the months prior to the month of acquisition.
- The restatement of the scope of consolidation of entities leaving the Group consists of:
  - For deconsolidations in the current year, the contribution of the deconsolidated entity is deducted from the previous year from the month of deconsolidation.
  - In the case of deconsolidations in the previous year, the contribution of the deconsolidated entity for the entire previous year is deducted.

<u>Change at constant exchange rates</u> reflects a change after translation of the current period's foreign currency figure at the exchange rates of the comparison period.

<u>Change at constant accounting standard</u> reflects a change in the figure excluding the impact of changes in accounting standards during the period.

<u>Current operating income</u> means operating income before other non-recurring income and expenses consisting of restructuring costs (expenses and provisions), capital gains or losses on disposals or significant and unusual impairment of non-current assets, whether tangible or intangible; and other operating income and expenses such as a provision relating to a major dispute.

<u>EBITDA</u> corresponds to current operating profit before depreciation and amortisation (charges and provisions in the income statement are grouped according to their nature).

Net financial debt consists of gross financial debt less financial assets.

- Gross financial debts are made up of:
  - o loans from credit institutions including interest incurred;
  - o loans under finance leases including accrued interest;
  - lease liabilities arising from the application of IFRS 16;
  - o fair value hedging instruments recorded in the balance sheet, net of tax;
  - current financial debts relating to financial current accounts with minority investors;
  - bank overdrafts.
- The financial assets are made up of:
  - the fair value of fair value hedging instruments recorded in the balance sheet, net of tax;
  - current financial receivables relating to financial current accounts with minority investors;
  - cash and cash equivalents, including treasury shares held by the Group (considered as marketable securities);
  - financial assets directly related to borrowings contracted and recognised in gross financial debt.

## Annual financial results of 30 June 2021

to June 30, 2021         to June 30, 2021         to June 30, 2021         to June 30, 2020           TURNOVER         4,022.6         3,746.2         3,746.2           Personnel expenses and profit sharing         (2 115.7)         (1,991.1)           Purchased consumables         (818.6)         (731.6)           Chher operating income and expenses         (226.8)         (273.2)           Taxes and duties         (131.8)         (114.1)           Rents         (85.9)         (89.4)           EBITDA         643.8         546.8           Depreciation         (371.8)         (362.1)           Current operating profit         272.0         184.7           Restructuring costs         (10.6)         (8.3)           Result of the management of real estate and financial assets         (10.6)         (8.3)           Result of the management of goodwill						
Personnel expenses and profit sharing Purchased consumables (2115.77) Purchased consumables (818.6) (731.6) Other operating income and expenses (226.8) (273.2) Rents (85.9) (89.4)  EBITDA (65.9) (89.4)  EBITDA (643.8) 546.8  Depreciation (371.8) Current operating profit (872.0) Current operating profit (872.0) Current operating profit (10.6) Current operating profit Current operation profit operation p	(In EUR million)	From July 1, 2020 to June 30, 2021	From July 1, 2019 to June 30, 2020			
Purchased consumables Other operating income and expenses (226.8) (273.2) Taxes and duties (85.9) (89.4)  EBITDA 643.8 546.8  Depreciation (371.8) (362.1)  Current operating profit 272.0 184.7  Restructuring costs Result of the management of real estate and financial assets (10.6) (8.3) Result of the management of real estate and financial assets (10.8) (9.2)  Other non-current income and expenses (21.4) (8.5)  Operating profit 250.6 176.2  Gross interest expenses (52.9) (59.2) Income from cash and cash equivalents (52.9) (59.2) Income from cash and cash equivalents (52.9) (59.2) Income from cash and cash equivalents (6.3) Other financial increst related to rental debt (IFRS16) (71.1) (71.6) Not interest expenses (123.2) (130.2) Other financial income (9.6 6.3) Other financial income (9.6 6.3) Other financial income and expenses (24.7) (7.1) Other financial income and expenses (24.7) (7.1) Revenues and expenses (24.7) (7.8)  Revenues and expenses recognized directly as equity Revenues and expenses recognized directly as equity Revenues and expenses recognized directly as equity Results recognized directly as equity (25.1) (5.8)  Translation differential (4.1) (2.9) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.3) (5.6) Change in fair value of hedging financial instruments (10.4) (7.2) (5.3) Change in fair value of hedging financial instruments (10.4) (7.2) (5.3) Change in fair value of hedging financial instruments (10.4) (7.2) (5.8) Change in fair value of hedging financial instruments (10.4) (7.2) (5.8) Change in fair value of hedging fi	TURNOVER	4,022.6	3,746.2			
Other operating income and expenses         (226.8)         (273.2)           Taxes and duties         (131.8)         (114.1)           Rents         (65.9)         (89.4)           EBITDA         643.8         546.8           Depreciation         (371.8)         (362.1)           Current operating profit         272.0         184.7           Restructuring costs         (10.6)         (8.3)           Result of the management of real estate and financial assets         (10.8)         (0.2)           Impairment of goodwill	Personnel expenses and profit sharing	(2 115.7)	(1,991.1)			
Taxes and duties Rents (65.9) (89.4)  EBITDA 643.8 546.8  Depreciation (371.8) (362.1)  Current operating profit 272.0 184.7  Restructuring costs Result of the management of real estate and financial assets (10.6) (8.3)  Result of the management of real estate and financial assets (10.8) (0.2)  Impairment of goodwill	Purchased consumables	(818.6)	(731.6)			
Rents         (85.9)         (89.4)           EBITDA         643.8         546.8           Depreciation         (371.8)         (362.1)           Current operating profit         272.0         184.7           Result of the management of real estate and financial assets         (10.6)         (8.3)           Result of the management of real estate and financial assets         (10.8)         (0.2)           Impairment of goodwill           0.2           Other non-current income and expenses         (21.4)         (8.5)           Operating profit         250.6         176.2           Gross interest expenses         (52.9)         (59.2)           Income from cash and cash equivalents         0.8         0.6           Financial interest related to rental debt (IFRS16)         (71.1)         (71.6)           Wet interest expenses         (52.9)         (59.2)           Income from cash and cash equivalents         0.8         0.6           Other financial income         0.6         6.3           Other financial income         0.6         6.3           Other financial income         0.6         6.3           Corporate income tax         (29.5)         (27.1)           Amount attributable	Other operating income and expenses	(226.8)	(273.2)			
Selition	Taxes and duties	(131.8)	(114.1)			
Depreciation	Rents	(85.9)	(89.4)			
Current operating profit   272.0   184.7   Restructuring costs   (10.6)   (8.3)   (8.3)   (10.6)   (8.3)   (10.8)   (1	EBITDA	643.8	546.8			
Restructuring costs         (10.6)         (8.3)           Result of the management of real estate and financial assets         (10.8)         (0.2)           Impairment of goodwill         ————————————————————————————————————	Depreciation	(371.8)	(362.1)			
Result of the management of real estate and financial assets Impairment of goodwill Other non-current income and expenses (21.4) (8.5) Operating profit 250.6 176.2 Gross interest expenses (52.9) (59.2) Income from cash and cash equivalents 0.8 0.6 Financial interest related to rental debt (IFRS16) (71.1) (71.6) Net interest expenses (24.7) (7.1) Other financial income 0.6 6.3 Other financial expenses (24.7) (7.1) Other financial income and expenses (24.1) (0.8) Corporate income tax Amount attributable to associates	Current operating profit	272.0	184.7			
Impairment of goodwill	Restructuring costs	(10.6)	(8.3)			
Other non-current income and expenses         (21.4)         (8.5)           Operating profit         250.6         176.2           Gross interest expenses         (52.9)         (59.2)           Income from cash and cash equivalents         0.8         0.6           Financial interest related to rental debt (IFRS16)         (71.1)         (71.6)           Net interest expenses         (123.2)         (130.2)           Other financial income         0.6         6.3           Other financial income and expenses         (24.7)         (7.1)           Other financial income and expenses         (24.1)         (0.8)           Corporate income tax         (29.5)         (27.1)           Amount attributable to associates	Result of the management of real estate and financial assets	(10.8)	(0.2)			
Operating profit         250.6         176.2           Gross interest expenses         (52.9)         (59.2)           Income from cash and cash equivalents         0.8         0.6           Financial interest related to rental debt (IFRS16)         (71.1)         (71.6)           Net interest expenses         (123.2)         (130.2)           Other financial income         0.6         6.3           Other financial income         0.6         6.3           Other financial income and expenses         (24.7)         (7.1)           Other financial income and expenses         (24.1)         (0.8)           Corporate income tax         (29.5)         (27.1)           Amount attributable to associates	Impairment of goodwill					
Gross interest expenses   (52.9)   (59.2)   (59.2)   (1000m from cash and cash equivalents   0.8   0.6   (71.1)   (71.6)   (71.6)   (71.1)   (71.6)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.6)   (71.1)   (71.	Other non-current income and expenses	(21.4)	(8.5)			
Income from cash and cash equivalents   0.8   0.6	Operating profit	250.6	176.2			
Financial interest related to rental debt (IFRS16) (71.1) (71.6)	Gross interest expenses	(52.9)	(59.2)			
Net interest expenses         (123.2)         (130.2)           Other financial income         0.6         6.3           Other financial expenses         (24.7)         (7.1)           Other financial income and expenses         (24.1)         (0.8)           Corporate income tax         (29.5)         (27.1)           Amount attributable to associates             NET PROFIT FOR THE PERIOD         73.8         18.1           Revenues and expenses recognized directly as equity         (25.1)         (5.8)           - Retirement commitments         (25.1)         (5.8)           - Change in fair value of hedging financial instruments         10.3         (5.6)           - Translation differential         4.1         2.9           - Income tax on other comprehensive income         3.5         2.6           Results recognized directly as equity         (7.2)         (5.3)           TOTAL COMPREHENSIVE INCOME FOR THE PERIOD         66.6         12.8           PROFIT ATTRIBUTABLE TO (In EUR million)         From July 1, 2020 to June 30, 2021         From July 1, 2019 to June 30, 2021           - Rough's share of net earnings         65.0         13.4           - Non-controlling interests         8.8         4.7           NET PROFIT FOR T	Income from cash and cash equivalents	0.8	0.6			
Other financial income         0.6         6.3           Other financial expenses         (24.7)         (7.1)           Other financial income and expenses         (24.1)         (0.8)           Corporate income tax         (29.5)         (27.1)           Amount attributable to associates	Financial interest related to rental debt (IFRS16)	(71.1)	(71.6)			
Other financial expenses         (24.7)         (7.1)           Other financial income and expenses         (24.1)         (0.8)           Corporate income tax         (29.5)         (27.1)           Amount attributable to associates	Net interest expenses	(123.2)	(130.2)			
Other financial income and expenses         (24.1)         (0.8)           Corporate income tax         (29.5)         (27.1)           Amount attributable to associates             NET PROFIT FOR THE PERIOD         73.8         18.1           Revenues and expenses recognized directly as equity         (25.1)         (5.8)           - Retirement commitments         (25.1)         (5.8)           - Change in fair value of hedging financial instruments         10.3         (5.6)           - Translation differential         4.1         2.9           - Other          0.6           - Income tax on other comprehensive income         3.5         2.6           Results recognized directly as equity         (7.2)         (5.3)           TOTAL COMPREHENSIVE INCOME FOR THE PERIOD         66.6         12.8           PROFIT ATTRIBUTABLE TO (In EUR million)         From July 1, 2020 to June 30, 2020         fro June 30, 2020           - Group's share of net earnings         65.0         13.4           - Non-controlling interests         8.8         4.7           NET PROFIT FOR THE PERIOD         73.8         18.1           NET PROFIT FOR THE PERIOD         73.8         18.1           NET EARNINGS PER SHARE (in euros)         0.59 </td <td>Other financial income</td> <td>0.6</td> <td>6.3</td>	Other financial income	0.6	6.3			
Corporate income tax	Other financial expenses	(24.7)	(7.1)			
Amount attributable to associates  NET PROFIT FOR THE PERIOD  Revenues and expenses recognized directly as equity - Retirement commitments - Change in fair value of hedging financial instruments - Change in fair value of 6.6.6 - Change in fair va	Other financial income and expenses	(24.1)	(0.8)			
NET PROFIT FOR THE PERIOD         73.8         18.1           Revenues and expenses recognized directly as equity         (25.1)         (5.8)           - Retirement commitments         (25.1)         (5.8)           - Change in fair value of hedging financial instruments         10.3         (5.6)           - Translation differential         4.1         2.9           - Other          0.6           - Income tax on other comprehensive income         3.5         2.6           Results recognized directly as equity         (7.2)         (5.3)           TOTAL COMPREHENSIVE INCOME FOR THE PERIOD         66.6         12.8           PROFIT ATTRIBUTABLE TO (In EUR million)         From July 1, 2020 to June 30, 2021         From July 1, 2019 to June 30, 2020           - Group's share of net earnings         65.0         13.4           - Non-controlling interests         8.8         4.7           NET PROFIT FOR THE PERIOD         73.8         18.1           NET EARNINGS PER SHARE (in euros)         0.59         0.12           NET DILUTED EARNINGS PER SHARE (in euros)         0.59         0.12           TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (in EUR million)         From July 1, 2020 to June 30, 2021         From July 1, 2019 to June 30, 2020           - Group's comprehensive income for the peri	Corporate income tax	(29.5)	(27.1)			
Revenues and expenses recognized directly as equity - Retirement commitments - Change in fair value of hedging financial instruments - Change in fair value of 5.8 - Change in fair value of 6.6 - Change in f	Amount attributable to associates					
- Retirement commitments - Change in fair value of hedging financial instruments - Change in fair value of hedging financial instruments - Translation differential - Other - Other - Income tax on other comprehensive income for the period -	NET PROFIT FOR THE PERIOD	73.8	18.1			
- Change in fair value of hedging financial instruments - Translation differential - Other - Other - Income tax on other comprehensive income for the period - Income ta	Revenues and expenses recognized directly as equity					
- Translation differential 4.1 2.9 - Other - Other - 0.6 - Income tax on other comprehensive income 3.5 2.6  Results recognized directly as equity (7.2) (5.3)  TOTAL COMPREHENSIVE INCOME FOR THE PERIOD 66.6 12.8  PROFIT ATTRIBUTABLE TO (In EUR million) From July 1, 2020 to June 30, 2021 for June 30, 2020 for June 30, 2021 for June 30, 2020 for June 30,	- Retirement commitments	(25.1)	(5.8)			
- Other - Income tax on other comprehensive income 3.5 2.6  Results recognized directly as equity (7.2) (5.3)  TOTAL COMPREHENSIVE INCOME FOR THE PERIOD 66.6 12.8  PROFIT ATTRIBUTABLE TO (In EUR million) From July 1, 2020 to June 30, 2021 for June 30, 2020 for June 30, 2021 for June 30, 2020 for Jun	- Change in fair value of hedging financial instruments	10.3	(5.6)			
- Income tax on other comprehensive income  Results recognized directly as equity  (7.2)  (5.3)  TOTAL COMPREHENSIVE INCOME FOR THE PERIOD  66.6  PROFIT ATTRIBUTABLE TO (In EUR million)  - Group's share of net earnings  - Non-controlling interests  8.8  4.7  NET PROFIT FOR THE PERIOD  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  - Group's comprehensive income for the period  - Non-controlling interests  8.8  4.7  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  - Group's comprehensive income for the period  - Non-controlling interests  8.8  4.7	- Translation differential	4.1	2.9			
Results recognized directly as equity   (7.2)   (5.3)	- Other		0.6			
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD  66.6  12.8  PROFIT ATTRIBUTABLE TO (In EUR million)  - Group's share of net earnings - Non-controlling interests  8.8  4.7  NET PROFIT FOR THE PERIOD  NET DILUTED EARNINGS PER SHARE (in euros)  NET DILUTED EARNINGS PER SHARE (in euros)  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  - Group's comprehensive income for the period - Non-controlling interests  8.8  4.7  From July 1, 2020 to June 30, 2021  From July 1, 2020 to June 30, 2021  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  - Group's comprehensive income for the period - Non-controlling interests  8.8  4.7	- Income tax on other comprehensive income	3.5	2.6			
PROFIT ATTRIBUTABLE TO (In EUR million)         From July 1, 2020 to June 30, 2021         From July 1, 2019 to June 30, 2020           - Group's share of net earnings         65.0         13.4           - Non-controlling interests         8.8         4.7           NET PROFIT FOR THE PERIOD         73.8         18.1           NET EARNINGS PER SHARE (in euros)         0.59         0.12           NET DILUTED EARNINGS PER SHARE (in euros)         0.59         0.12           TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)         From July 1, 2020 to June 30, 2021         From July 1, 2019 to June 30, 2020           - Group's comprehensive income for the period         57.8         8.1           - Non-controlling interests         8.8         4.7	Results recognized directly as equity	(7.2)	(5.3)			
To June 30, 2021   to June 30, 2020	TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	66.6	12.8			
- Non-controlling interests 8.8 4.7  NET PROFIT FOR THE PERIOD 73.8 18.1  NET EARNINGS PER SHARE (in euros) 0.59 0.12  NET DILUTED EARNINGS PER SHARE (in euros) 0.59 0.12  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million) From July 1, 2020 to June 30, 2021 to June 30, 2020  - Group's comprehensive income for the period 57.8 8.1  - Non-controlling interests 8.8 4.7	PROFIT ATTRIBUTABLE TO (In EUR million)		From July 1, 2019 to June 30, 2020			
NET PROFIT FOR THE PERIOD         73.8         18.1           NET EARNINGS PER SHARE (in euros)         0.59         0.12           NET DILUTED EARNINGS PER SHARE (in euros)         0.59         0.12           TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)         From July 1, 2020 to June 30, 2021 to June 30, 2021         From July 1, 2019 to June 30, 2020           - Group's comprehensive income for the period         57.8         8.1           - Non-controlling interests         8.8         4.7	- Group's share of net earnings	65.0	13.4			
NET EARNINGS PER SHARE (in euros)  NET DILUTED EARNINGS PER SHARE (in euros)  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  Group's comprehensive income for the period  NOn-controlling interests	- Non-controlling interests	8.8	4.7			
NET DILUTED EARNINGS PER SHARE (in euros)  TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  From July 1, 2020 to June 30, 2021 to June 30, 2020  Group's comprehensive income for the period  Non-controlling interests  8.8  4.7	NET PROFIT FOR THE PERIOD	73.8	18.1			
TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO (In EUR million)  From July 1, 2020 to June 30, 2021  From July 1, 2019 to June 30, 2020  From July 1, 2019 to June 30, 2020  57.8  8.1  Non-controlling interests  8.8  4.7	NET EARNINGS PER SHARE (in euros)	0.59	0.12			
million) to June 30, 2021 to June 30, 2020  - Group's comprehensive income for the period 57.8 8.1  - Non-controlling interests 8.8 4.7	NET DILUTED EARNINGS PER SHARE (in euros)	0.59	0.12			
- Non-controlling interests 8.8 4.7			From July 1, 2019 to June 30, 2020			
	- Group's comprehensive income for the period	57.8	8.1			
TOTAL COMPREHENSIVE INCOME FOR THE PERIOD 66.6 12.8	- Non-controlling interests	8.8	4.7			
	TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	66.6	12.8			

CONSOLIDATED BALANCE SHEET – ASSET				
(In EUR million)	06-30-2021	06-30-2020		
Goodwill	1,762.6	1,735.5		
Other intangible fixed assets	241.2	245.5		
Tangible fixed assets	918.0	894.9		
Right of use (IFRS16)	2,079.8	2,106.8		
Investments in associates	0.3	0.3		
Other long-term investments	85.6	88.9		
Deferred tax assets	125.4	91.4		
NON CURRENT ASSETS	5,212.9	5,163.3		
Inventories	111.4	108.5		
Trade and other receivables	323.4	312.9		
Other current assets	406.4	569.3		
Tax assets	7.6	12.3		
Current financial assets	11.6	10.0		
Cash and cash equivalents	608.4	538.2		
Assets held for sale				
CURRENT ASSETS	1,468.8	1,551.2		
TOTAL ASSETS	6,681.7	6,714.5		

CONSOLIDATED BALANCE SHEET – LIABILITIES AND EQUITY				
(In EUR million)	06-30-2021	06-30-2020		
Share capital	82.7	82.7		
Additional paid-in capital	611.2	611.2		
Consolidated reserves	311.4	305.2		
Group's share of net profit	65.0	13.4		
Group's share of equity	1,070.3	1,012.5		
Non-controlling interests	28.4	24.7		
TOTAL SHAREHOLDERS' EQUITY	1,098.7	1,037.2		
Borrowings and financial debts	1,673.6	1,730.5		
Non-current rental debt (IFRS16)	1,940.2	1,973.8		
Provisions for retirement and other employee benefits	157.6	136.9		
Non-current provisions	176.9	171.1		
Other long term liabilities	32.6	33.0		
Deferred tax liabilities	51.2	29.7		
NON-CURRENT LIABILITIES	4,032.1	4,075.0		
Current provisions	51.7	43.6		
Accounts payable	343.8	342.0		
Other current liabilities	901.8	982.2		
Tax liabilities	16.6	20.0		
Short-term borrowings	38.1	24.8		
Current rental debt (IFRS16)	198.9	189.7		
Bank overdraft				
Liabilities related to assets held for sale				
CURRENT LIABILITIES	1,550.9	1,602.3		
TOTAL EQUITY AND LIABILITIES	6,681.7	6,714.5		

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY								
(In EUR million)	SHARE CAPITAL	ADDITIO- NAL PAID IN CAPITAL	RESERVES	RESULTS RECOGNISED DIRECTLY AS EQUITY	TOTAL COMPRE HENSIVE INCOME FOR THE PERIOD	GROUP'S SHARE OF EQUITY	NON CONTROL- LING INTERESTS	SHARE- HOLDERS' EQUITY
Shareholders' equity at June 30, 2019	82.7	611.2	352.5	(58.9)	8.2	995.7	42.8	1,038.5
Capital increase (including net fees)						-		-
Treasury shares								
Stocks options and free share								
Prior year appropriation of earnings			8.2		(8.2)			
Distribution of dividends							(6.9)	(6.9)
Change in consolidation scope			8.7			8.7	(15.9)	(7.2)
Total comprehensive income for the period				(5.3)	13.4	8.1	4.7	12.8
Shareholders' equity at June 30, 2020	82.7	611.2	369.4	(64.2)	13.4	1,012.5	24.7	1,037.2
Capital increase (including net fees)						-		-
Treasury shares								-
Stocks options and free share								-
Prior year appropriation of earnings			13.4		(13.4)	-		-
Distribution of dividends						-	(5.0)	(5.0)
Change in consolidation scope						-	(0.1)	(0.1)
Total comprehensive income for the period				(7.2)	65.0	57.8	8.8	66.6
Shareholders' equity at June 30, 2021	82.7	611.2	382.8	(71.4)	65.0	1,070.3	28.4	1,098.7

STATEMENT OF INCOME AND EXPENSES RECOGNIZED DIRECTLY IN EQUITY						
(In EUR million)	06-30-2019	Income and expenses July 1, 2019 to June 30, 2020	06-30-2020	Income and expenses July 1 2020 to June 30, 2021	06-30-2021	
Translation differential	7.7	2.9	10.6	4.1	14.7	
Retirement commitments	(48.3)	(4.6)	(52.9)	(19.0)	(71.9)	
Fair value of hedging financial instruments	(18.3)	(4.2)	(22.5)	7.7	(14.8)	
Other		0.6	0.6		0.6	
Results recognized directly as equity (Group's share)	(58.9)	(5.3)	(64.2)	(7.2)	(71.4)	

(In EUR million)	From July 1, 2020 to June 30, 2021	From July 1, 201 to June 30, 2020	
Total net consolidated profit	73.8	18.1	
Depreciation	371.8	362.1	
Other non-current income and expenses	21.4	8.5	
Amount attributable to associates			
Other financial income and expenses	24.1	0.8	
Financial interest related to rental debt (IFRS16)	71.1	71.6	
Cost of net financial debt	52.1	58.6	
ncome tax	29.5	27.1	
Gross operating surplus	643.8	546.8	
Non-cash items relating to recognition and reversal of provisions (transactions of a non-cash nature)	7.9	(19.6)	
Other non-current income and expenses paid	(36.4)	(40.9)	
Change in other non-current assets and liabilities	9.3	(20.6)	
Cash flow from operations before cost of net financial debt and tax	624.6	465.7	
Income tax paid	(21.2)	(39.9)	
Change in working capital requirement	48.9	303.8	
NET CASH FLOWS FROM OPERATING ACTIVITIES: (A)	652.3	729.6	
nvestments in tangible and intangible assets	(176.4)	(168.7)	
Disposals of tangible and intangible assets	2.5	4.6	
Acquisition of entities	(73.6)	(23.7)	
Disposal of entities	65.5	1.1	
Dividends received from non-consolidated companies	0.6	0.5	
NET CASH FLOWS FROM INVESTING ACTIVITIES: (B)	(181.4)	(186.2)	
Capital and share premium increases: (a)			
Dividends paid to minority interests of consolidated companies: (b)	(5.0)	(6.9)	
Net interest expense paid: (c)	(52.9)	(58.6)	
Financial income received: (d)	0.8		
Financial interest related to rental debt (IFRS16): (e)	(71.1)	(71.6)	
Debt issue costs: (f)	(9.2)		
Cash flow before change in borrowings: (g) = (A+B+a+b+c+d+e+f)	333.5	406.3	
ncrease in borrowings: (h)	1,560.3	0.2	
Repayment of borrowings: (i)	(1,622.5)	(61.6)	
Decrease in rental debt (IFRS16): (j)	(191.0)	(178.7)	
NET CASH USED FOR FINANCING ACTIVITIES: (C) = a + b + c + d + e + f + h + i + j	(390.6)	(377.2)	
NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS: ( A + B + C )	80.3	166.2	
Currency differences in cash and cash equivalents	(10.2)	3.6	
Cash and cash equivalents at beginning of period	538.3	368.5	
Cash and cash equivalents at end of period	608.4	538.3	
Net indebtedness at beginning of period	3,372.5	1,641.7	
Cash flow before change in borrowings: (g)	(333.5)	(406.3)	
Capitalization of financial leases			
oan issue charges fixed assets	7.0	5.4	
Assets held for sale			
Fair value of financial hedging instruments	(2.4)	0.5	
Change in scope of consolidation and other	(8.5)	0.9	
Rental debt (IFRS16)	195.4	2,130.3	
Net indebtedness at end of period	3,230.5	3,372.5	