

## Half-year results at 31 December 2020

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME		
(in millions of euros)	from 1 July 2019 to 31 Dec. 2019	from 1 July 2020 to 31 Dec. 2020
<b>TURNOVER</b>	<b>1 934.5</b>	<b>1 911.1</b>
Personnel expenses and profit-sharing	(969.5)	(1 004.1)
Purchases consumables	(368.2)	(389.7)
Other operating income and expenses	(225.0)	(105.5)
Taxes and duties	(55.0)	(61.4)
Rents	(43.9)	(38.0)
<b>Gross operating profit</b>	<b>272.9</b>	<b>312.4</b>
Depreciation	(178.8)	(185.3)
<b>Current operating profit</b>	<b>94.1</b>	<b>127.1</b>
Restructuring costs	(6.2)	(4.4)
Result of the management of real estate and financial assets	1.3	18.1
Impairment of goodwill	--	--
<b>Other non-current income and expenses</b>	<b>(4.9)</b>	<b>13.7</b>
<b>Operating profit</b>	<b>89.2</b>	<b>140.8</b>
Gross interest expenses	(30.5)	(27.8)
Income from cash and cash equivalents	0.4	0.3
Financial interest related to the lease debt (IFRS 16)	(35.7)	(35.5)
<b>Net interest expenses</b>	<b>(65.8)</b>	<b>(63.0)</b>
Other financial income	3.0	0.4
Other financial expenses	(3.6)	(3.5)
<b>Other financial income and expenses</b>	<b>(0.6)</b>	<b>(3.1)</b>
Corporate income tax	(21.6)	(25.0)
Amount attributable to associates	--	--
<b>NET PROFIT FOR THE PERIOD</b>	<b>1.2</b>	<b>49.7</b>
<i>Revenues and expenses recognised directly in equity</i>		
- Retirement commitments	(13.9)	(23.3)
- Change in fair value of hedging financial instruments	2.2	(1.0)
- Translation differences	(6.2)	7.0
- Others	--	--
- Income tax on other comprehensive income	2.8	5.9
<b>Results recognised directly as equity</b>	<b>(15.1)</b>	<b>(11.4)</b>
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>	<b>(13.9)</b>	<b>38.3</b>
<b>PROFIT ATTRIBUTABLE TO (in millions of euros)</b>	<b>from 1 July 2019 to 31 Dec. 2019</b>	<b>from 1 July 2020 to 31 Dec. 2020</b>
- Net income, Group share	---	47.3
- Non-controlling interests	1.2	2.4
<b>NET PROFIT FOR THE PERIOD</b>	<b>1.2</b>	<b>49.7</b>
NET EARNINGS PER SHARE (in Euros)	0.00	0.43
NET DILUTED EARNINGS PER SHARE (in Euros)	0.00	0.43
<b>TOTAL COMPREHENSIVE INCOME (in millions of euros)</b>	<b>from 1 July 2019 to 31 Dec. 2019</b>	<b>from 1 July 2020 to 31 Dec. 2020</b>
- Group Comprehensive income for the period	(15.1)	35.9
- Non-controlling interests	1.2	2.4
<b>TOTAL COMPREHENSIVE INCOME FOR THE PERIOD</b>	<b>(13.9)</b>	<b>38.3</b>

<b>CONSOLIDATED BALANCE SHEET – ASSETS</b>		
<b>(in millions of euros )</b>	<b>30-06-2020</b>	<b>31-12-2020</b>
Goodwill	1 735.5	1 742.2
Other intangible fixed assets	245.5	247.7
Tangible fixed assets	894.9	926.5
Rights of use (IFRS16)	2 106.8	2 079.0
Investments in associates	0.3	0.3
Other long term investment	88.9	85.0
Deferred tax assets	91.4	116.9
<b>NON-CURRENT ASSETS</b>	<b>5 163.3</b>	<b>5 197.6</b>
Inventories	108.5	117.8
Trade and other receivables	312.9	276.1
Other current assets	569.3	347.8
Tax assets	12.3	12.2
Current financial assets	10.0	9.8
Cash and cash equivalents	538.2	812.8
Assets held for sale	--	--
<b>CURRENT ASSETS</b>	<b>1 551.2</b>	<b>1 576.5</b>
<b>TOTAL ASSETS</b>	<b>6 714.5</b>	<b>6 774.1</b>

<b>CONSOLIDATED BALANCE SHEET – LIABILITIES &amp; EQUITY</b>		
<b>(in millions of euros )</b>	<b>30-06-2020</b>	<b>31-12-2020</b>
Share capital	82.7	82.7
Additional paid-in capital	611.2	611.2
Consolidated reserves	305.2	307.2
Group's share of net profit	13.4	47.3
<b>Group's share of equity</b>	<b>1 012.5</b>	<b>1 048.4</b>
Non-controlling interest	24.7	26.4
<b>TOTAL SHAREHOLDERS' EQUITY</b>	<b>1 037.2</b>	<b>1 074.8</b>
Borrowings and financial debts	1 730.5	1 732.1
Non-current lease debt (IFRS16)	1 973.8	1 942.6
Provisions for retirement and other employee benefits	136.9	159.3
Non-current provisions	171.1	180.0
Other long term liabilities	33.0	33.3
Deferred tax liabilities	29.7	49.7
<b>NON-CURRENT LIABILITIES</b>	<b>4 075.0</b>	<b>4 097.0</b>
Current provisions	43.6	34.7
Accounts payable	342.0	325.8
Other current liabilities	982.2	1 018.6
Tax liabilities	20.0	10.0
Current financial debts	24.8	24.9
Current lease debt (IFRS16)	189.7	188.3
Bank overdraft	--	--
Liabilities related to assets held for sale	--	--
<b>CURRENT LIABILITIES</b>	<b>1 602.3</b>	<b>1 602.3</b>
<b>TOTAL EQUITY &amp; LIABILITIES</b>	<b>6 714.5</b>	<b>6 774.1</b>

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY								
(in millions of euros )	SHARE CAPITAL	ADDITIONAL PAID IN CAPITAL	RESERVES	RESULTS DIRECTLY RECOGNISED AS EQUITY	TOTAL COMPREHENSIVE INCOME FOR THE PERIOD	GROUP'S SHARE OF EQUITY	NON-CONTROLLING INTERESTS	SHAREHOLDERS' EQUITY
<b>Shareholders' equity at 30 June 2019</b>	<b>82.7</b>	<b>611.2</b>	<b>352.5</b>	<b>(58.9)</b>	<b>8.2</b>	<b>995.7</b>	<b>42.8</b>	<b>1 038.5</b>
Capital increase (including net fees)	--	--	--	--	--	--	--	--
Treasury shares	--	--	--	--	--	--	--	--
Stock options and free shares	--	--	--	--	--	--	--	--
Prior year appropriation of earnings	--	--	8.2	--	(8.2)	--	--	--
Distribution of dividends	--	--	--	--	--	--	(1.5)	(1.5)
Change in consolidation scope	--	--	9.0	--	--	9.0	(15.4)	(6.4)
Total comprehensive income for the period	--	--	--	(15.1)	--	(15.1)	1.2	(13.9)
<b>Shareholders' equity at 31 December 2019</b>	<b>82.7</b>	<b>611.2</b>	<b>369.7</b>	<b>(74.0)</b>	<b>--</b>	<b>989.6</b>	<b>27.1</b>	<b>1 016.7</b>

<b>Shareholders' equity at 30 June 2020</b>	<b>82.7</b>	<b>611.2</b>	<b>369.4</b>	<b>(64.2)</b>	<b>13.4</b>	<b>1 012.5</b>	<b>24.7</b>	<b>1 037.2</b>
Capital increase (including net fees)	--	--	--	--	--	--	--	--
Treasury shares	--	--	--	--	--	--	--	--
Stock options and free shares	--	--	--	--	--	--	--	--
Prior year appropriation of earnings	--	--	13.4	--	(13.4)	--	--	--
Distribution of dividends	--	--	--	--	--	--	(0.7)	(0.7)
Change in consolidation scope	--	--	--	--	--	--	--	--
Total comprehensive income for the period	--	--	--	(11.4)	47.3	35.9	2.4	38.3
<b>Shareholders' equity at 31 December 2020</b>	<b>82.7</b>	<b>611.2</b>	<b>382.8</b>	<b>(75.6)</b>	<b>47.3</b>	<b>1 048.4</b>	<b>26.4</b>	<b>1 074.8</b>

STATEMENT OF INCOME AND EXPENSE RECOGNISED DIRECTLY IN EQUITY					
(in millions of euros )	30-06-2019	Income and expenses 2019 / 2020	30-06-2020	Income and expenses 2020 / 2021	31-12-2020
Translation differential	7.7	2.9	10.6	7.0	17.6
Retirement commitments	(48.3)	(4.6)	(52.9)	(17.6)	(70.5)
Fair value of hedging financial instruments	(18.3)	(4.2)	(22.5)	(0.8)	(23.3)
Others	--	0.6	0.6	--	0.6
<b>Results recognised directly as equity (Group's share)</b>	<b>(58.9)</b>	<b>(5.3)</b>	<b>(64.2)</b>	<b>(11.4)</b>	<b>(75.6)</b>

<b>CONSOLIDATED STATEMENT OF CASH FLOWS</b>		
<b>(in millions of euros)</b>	<b>From 1 July, 2019 to Dec. 31, 2019</b>	<b>from 1 July 2020 to 31 Dec. 2020</b>
Total net consolidated profit	1.2	49.7
Depreciation	178.8	185.3
Other non-current income and expenses	4.9	(13.7)
Amount attributable to associates	--	--
Other financial income and expenses	0.6	3.1
Interest on location debt (IFRS16)	35.7	35.5
Cost of net financial debt excluding interest on location debt	30.1	27.5
Income tax	21.6	25.0
<b>Gross Operating Surplus</b>	<b>272.9</b>	<b>312.4</b>
Non-cash items related to recognition and reversal of provisions (transactions of a non cash nature)	(6.4)	(3.7)
Other non-current income and expenses paid	(29.6)	(10.0)
Change in other non-current assets and liabilities	(30.3)	5.5
<b>Cash flow from operations before cost of net financial debt &amp; tax</b>	<b>206.6</b>	<b>304.2</b>
Income tax paid	(23.0)	(12.5)
Change in working capital requirement	(9.7)	251.2
<b>NET CASH FLOWS FROM OPERATING ACTIVITIES : (A)</b>	<b>173.9</b>	<b>542.9</b>
Investments in tangible and intangible assets	(99.9)	(96.7)
Disposals of tangible and intangible assets	1.1	--
Acquisitions of entities	(14.4)	(58.7)
Disposals of entities	1.0	65.6
Dividends received from non-consolidated companies	0.1	0.2
<b>NET CASH FLOW FROM INVESTING ACTIVITIES: (B)</b>	<b>(112.1)</b>	<b>(89.6)</b>
Capital and share premium increases : (a)	--	--
Dividends paid to minority interests of consolidated companies : (b)	(1.5)	(0.7)
Net interest expense paid : (c)	(30.5)	(27.8)
Financial income received : (d)	0.4	0.3
Debt issue cost (IFRS16) : (e)	(35.7)	(35.5)
Expenses on loan issue : (f)	--	--
<b>Cash Flow before change in borrowings : (g) = (A+B+a+b+c+d+e+f)</b>	<b>(5.5)</b>	<b>389.6</b>
Increase in borrowings: (h)	--	7.8
Repayment of borrowings: (i)	(51.7)	(17.0)
Decrease in lease debt (IFRS16): (j)	(86.9)	(96.5)
<b>NET CASH USED FOR FINANCING ACTIVITIES : (C) = a + b + c + d + e + f + h + i + j</b>	<b>(205.9)</b>	<b>(169.4)</b>
<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS: ( A + B + C )</b>	<b>(144.1)</b>	<b>283.9</b>
Currency differences in cash and cash equivalents	1.9	(9.4)
Cash and cash equivalents at the beginning of the period	<b>368.5</b>	<b>538.3</b>
Cash and cash equivalents at the end of the period	<b>226.3</b>	<b>812.8</b>
<b>Net indebtedness at the beginning of the period</b>	<b>1 641.7</b>	<b>3 372.5</b>
Cash flow before change in borrowings : (g)	5.5	(389.6)
Capitalisation of finance leases	--	--
Loan issue charges fixed assets	2.7	2.7
Assets held for sale	--	--
Fair value of financial hedging instruments	(0.7)	0.6
Change in scope of consolidation and other	(0.9)	(8.0)
Lease debt	2 033.8	89.0
<b>Net indebtedness at the end of the period</b>	<b>3 682.1</b>	<b>3 067.2</b>