

### Consolidated balance sheet

	30/06/2016	31/12/2015
<b>ASSETS (in millions of euros )</b>		
Goodwill	1 571,9	1 586,9
Intangible assets	193,5	214,0
Property, plant and equipment	117,9	118,5
Equity-accounted investments	192,6	154,4
Other non-current financial assets	101,5	77,7
Retirement benefits and similar obligations	5,1	7,9
Deferred tax assets	167,9	142,7
<b>Non-current assets</b>	<b>2 350,4</b>	<b>2 302,1</b>
Trade accounts receivable	1 118,1	1 099,8
Other current assets	224,1	191,6
Cash and cash equivalents	176,3	222,7
<b>Current assets</b>	<b>1 518,5</b>	<b>1 514,0</b>
<b>Assets held for sale</b>	<b>4,9</b>	<b>5,1</b>
<b>TOTAL ASSETS</b>	<b>3 873,8</b>	<b>3 821,3</b>
<b>LIABILITIES AND EQUITY (in millions of euros )</b>	<b>30/06/2016</b>	<b>31/12/2015</b>
Share capital	20,5	20,4
Share premium	530,3	528,3
Consolidated reserves and other reserves	402,0	561,3
Profit for the period	54,0	84,4
<b>Equity attributable to the Group</b>	<b>1 006,7</b>	<b>1 194,4</b>
<b>Non-controlling interests</b>	<b>34,0</b>	<b>38,7</b>
<b>TOTAL EQUITY</b>	<b>1 040,7</b>	<b>1 233,1</b>
Financial debt - long-term portion	433,8	437,8
Deferred tax liabilities	15,6	15,8
Retirement benefits and similar obligations	452,7	317,3
Non-current provisions	51,7	38,6
Other non-current liabilities	88,3	86,4
<b>Non-current liabilities</b>	<b>1 042,1</b>	<b>895,9</b>
Financial debt - short-term portion	462,1	315,7
Current provisions	71,8	88,2
Trade payables	252,0	257,5
Other current liabilities	1 005,2	1 030,9
<b>Current liabilities</b>	<b>1 790,9</b>	<b>1 692,2</b>
Liabilities held for sale	0,1	0,1
<b>TOTAL LIABILITIES</b>	<b>2 833,1</b>	<b>2 588,2</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>3 873,8</b>	<b>3 821,3</b>

## Consolidated income statement

<i>(in millions of euros)</i>	First-half 2016 Amount	First-half 2015 Amount
<b>Revenue</b>	<b>1 878,8</b>	<b>1 768,1</b>
Staff costs	-1 150,8	-1 084,4
Purchases and external expenses	-560,2	-549,5
Taxes and duties	-19,2	-14,1
Depreciation, amortisation, provisions and impairment	-20,9	-22,3
Other current operating income and expenses	6,5	9,7
<b>Operating profit on business activity</b>	<b>134,2</b>	<b>107,4</b>
<b>as % of revenue</b>	<b>7,1%</b>	<b>6,1%</b>
Expenses related to stock options and related items	-10,2	-0,4
Amortisation of allocated intangible assets	-10,1	-9,6
<b>Profit from recurring operations</b>	<b>114,0</b>	<b>97,5</b>
<b>as % of revenue</b>	<b>6,1%</b>	<b>5,5%</b>
Other operating income and expenses	-10,7	-31,4
<b>Operating profit</b>	<b>103,2</b>	<b>66,1</b>
<b>as % of revenue</b>	<b>5,5%</b>	<b>3,7%</b>
Cost of net financial debt	-3,8	-4,1
Other financial income and expenses	-4,6	-7,7
Income tax expense	-44,4	-25,2
Net profit from associates	3,8	0,2
<b>Net profit from continuing operations</b>	<b>54,2</b>	<b>29,3</b>
Net profit from discontinued operations	-	-
<b>CONSOLIDATED NET PROFIT</b>	<b>54,2</b>	<b>29,3</b>
<b>as % of revenue</b>	<b>2,9%</b>	<b>1,7%</b>
Non-controlling interests	0,2	2,4
<b>Net profit attributable to the Group</b>	<b>54,0</b>	<b>26,9</b>
<b>as % of revenue</b>	<b>2,9%</b>	<b>1,5%</b>

<b>EARNINGS PER SHARE</b> <i>(in euros)</i>	First-half 2016	First-half 2015
<b>Basic earnings per share</b>	<b>2,70</b>	<b>1,36</b>
<b>Fully diluted earnings per share</b>	<b>2,69</b>	<b>1,36</b>

### Consolidated cash flow statement

	First-half 2016	First-half 2015
<i>(in millions of euros)</i>	Amount	Amount
<b>Consolidated net profit (including non-controlling interests)</b>	<b>54,2</b>	<b>29,3</b>
Net increase in depreciation, amortisation and provisions	31,6	45,9
Unrealised gains and losses related to changes in fair value	-	-2,7
Share-based payment expense	10,2	0,4
Gains and losses on disposal	0,1	0,3
Share of net profit of equity-accounted companies	-3,8	-0,2
<b>Cash from operations after cost of net debt and tax</b>	<b>92,2</b>	<b>73,0</b>
Cost of net financial debt	3,8	4,1
Dividends from non-consolidated securities	-0,2	-
Income tax expense	44,4	25,2
<b>Cash from operations before cost of net debt and tax (A)</b>	<b>140,2</b>	<b>102,2</b>
Tax paid (B)	-33,0	-6,1
Changes in operating working capital requirement (including liabilities related to employee benefits) (C)	-172,9	-226,0
<b>Net cash from/used in operating activities (D) = (A+B+C)</b>	<b>-65,7</b>	<b>-129,9</b>
Purchase of tangible and intangible fixed assets	-20,2	-17,7
Proceeds from sale of tangible and intangible fixed assets	0,1	0,1
Cash impact of changes in scope	-91,2	-
Dividends received (equity-accounted companies, non-consolidated securities)	0,2	-
Proceeds from/Payments on loans and advances granted	-0,1	3,4
Net interest received	0,5	1,1
<b>Net cash from/used in investing activities (E)</b>	<b>-110,6</b>	<b>-13,2</b>
Proceeds on the exercise of stock options	2,0	-
Purchase and sale of treasury shares	9,3	-22,6
Proceeds from/Payments on borrowings	85,6	124,3
Net interest paid (including finance leases)	-1,4	-0,9
Additional contributions related to defined-benefit pension plans	-10,8	-10,4
Other cash flows relating to financing activities	0,3	-
<b>Net cash from/used in financing activities (F)</b>	<b>84,9</b>	<b>90,4</b>
Effect of foreign exchange rate changes (G)	-17,0	23,6
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS (D+E+F+G)</b>	<b>-108,5</b>	<b>-29,1</b>
Opening cash position	217,5	198,8
Closing cash position	109,0	169,6