

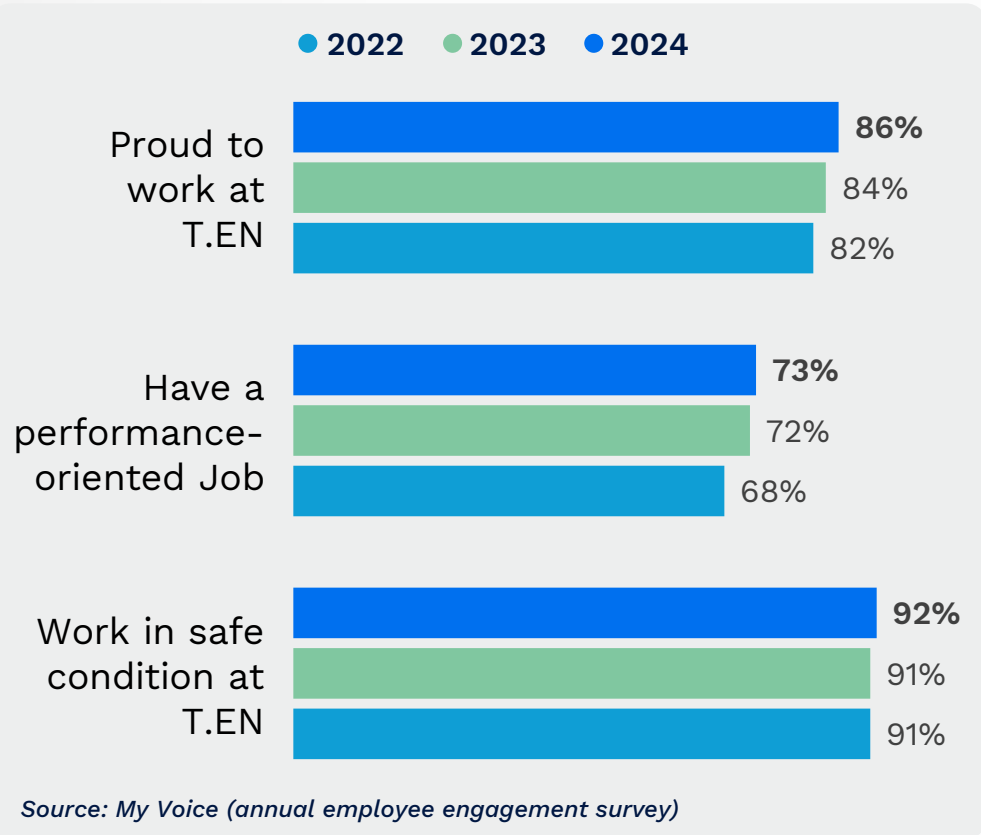
SECTION 8

Conclusion

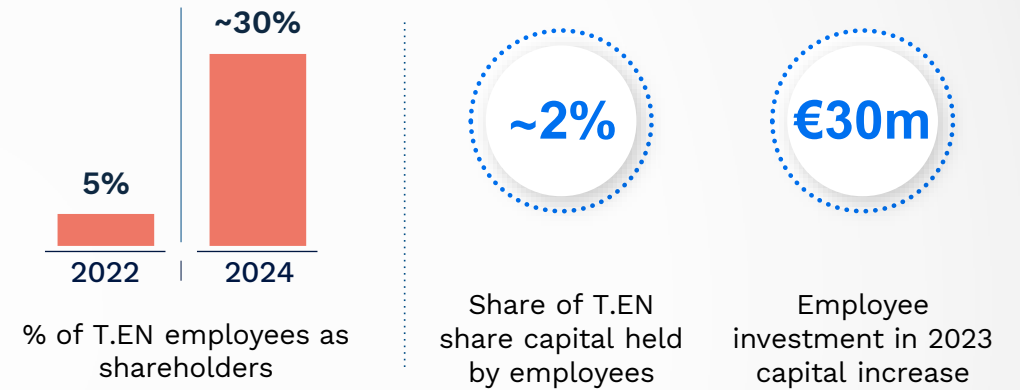
ARNAUD PIETON
CHIEF EXECUTIVE OFFICER

Purposeful engagement with our people

PROUD & COMMITTED EMPLOYEES



CREATING VALUE TOGETHER





The next milestones on our journey

€1bn+ EBITDA

Balanced complementary
business models

Undisputed leadership
in our markets



A world designed to last