

OPAP S.A. Interim Financial Results For The Six Month Period Ended June 30, 2007

- Revenues up 3.7% to €2,375.3m (H1 2006: €2,289.8m)
- EBITDA up 20.6% to €396.9m (H1 2006: €329.2m)
- Net Profit up 25.1% to €285.3m (H1 2006: €228.2m)

Athens, Greece – August 23, 2007 – OPAP S.A. (OPAr.AT), the leading gaming operator in Greece, announces today its interim financial results for the six-month period ended June 30, 2007, prepared in accordance with International Financial Reporting Standards.

1. OVERVIEW

| (€' m) | Q2 2007 | Q2 2006 | % | H1 2007 | H1 2006 | % |
|------------|---------|---------|--------|---------|---------|--------|
| · · · | | | Change | | | Change |
| Revenues | 1,224.0 | 1,245.8 | (1.8) | 2,375.3 | 2,289.8 | 3.7 |
| EBITDA | 201.1 | 152.1 | 32.2 | 396.9 | 329.2 | 20.6 |
| EBITDA | 16.4% | 12.2% | | 16.7% | 14.4% | |
| Margin | 10.4% | 12.270 | | 10.7 // | 14.470 | |
| Net Profit | 141.9 | 105.5 | 34.5 | 285.3 | 228.2 | 25.1 |

OPAP's revenues for the period grew to $\leq 2,375.3$ m, up by 3.7% primarily due to *KINO*'s very strong performance, throughout the period, which more than offset a reduction in *Stihima*'s revenues in Q2 2007 as compared to Q2 2006, which at the time was particularly strong following the 2006 World Cup.

EBITDA for the period amounted to €396.9m, increased by 20.6% compared to the corresponding period in 2006 due to reduced costs following the expiration of the contract with Intralot on January 29, 2007. EBITDA margin also increased to 16.7% from 14.4% in H1 2006 despite increased payouts to the winners of *Stihima* during the second quarter of the period, increased distribution costs and increased agents' commissions for *KINO* as of January 1, 2007. EBITDA amounted to €201.1m during the second quarter, increased by 32.2% compared to Q2 2006, while the EBITDA margin increased to 16.4% from 12.2% for the same period in 2006.

Net Profit for H1 2007 amounted to \in 285.3m, an increase of 25.1% over the respective period of 2006, while net profit for Q2 2007 amounted to \in 141.9m an increase of 34.5% compared to Q2 2006.

Commenting on the H1 2007 results, OPAP'S CEO, Mr Basile Neiadas noted: "We are very pleased with the particularly strong increased profitability during the first half of 2007. The ongoing strong performance of our two major games *Stihima* and *KINO*, together with the additional operational capabilities that were recently ensured, both in terms of technological infrastructure and supporting services, allow us to be optimistic about our future operational performance."

2. FINANCIAL REVIEW

| (€' 000) | Q2 2007 | Q2 2006 | % Change | H1 2007 | H1 2006 | % Changẹ |
|--------------------------|-----------|-----------|-------------|-----------|-----------|-------------|
| Stihima | 525,757 | 709,542 | (25.9) | 999,217 | 1,191,218 | (16.1) |
| PROPO | 12,426 | 13,191 | (5.8) | 32,925 | 35,682 | (7.7) |
| PROPO-GOAL | 598 | 362 | 65.0 | 978 | 800 | 22.1 |
| Total Sports Betting | 538,781 | 723,095 | (25.5) | 1,033,120 | 1,227,700 | (15.9) |
| KINO | 567,835 | 425,203 | 33.5 | 1,125,391 | 862,121 | 30.5 |
| JOKER | 73,453 | 50,904 | 44.3 | 127,325 | 108,786 | 17.0 |
| Super 3 | 14,909 | 16,317 | (8.6) | 30,022 | 32,539 | (7.7) |
| LOTTO | 12,959 | 12,915 | 0.3 | 27,094 | 25,624 | 5.7 |
| PROTO | 12,577 | 13,296 | (5.4) | 25,092 | 24,364 | 3.0 |
| Extra 5 | 3,494 | 4,117 | (15.1) | 7,219 | 8,658 | (16.6) |
| Total Numerical Games | 685,227 | 522,752 | 31.1 | 1,342,143 | 1,062,092 | 26.4 |
| Total Revenues | 1,224,008 | 1,245,847 | (1.8) | 2,375,263 | 2,289,792 | 3.7 |

Operating revenues for the three-month and six-month periods ending June 30, 2007 and 2006

Total revenues increased by 3.7% to \leq 2,375.3m in H1 2007 from 2,289.8m in H1 2006.

Sports betting revenues for H1 2007 decreased by 15.9% as a result of the lack of the strong additional income that had been generated during the World Cup in June 2006. Furthermore, following the undertaking of the organisation and operation of *Stihima*, the income from the game increased by 16.6% in April, 19.2% in May, while it decreased by 67.2% in June compared to the corresponding months in 2006. Sports betting games represented 43.5% of the Company's total revenues compared to 53.6% for the same period in 2006.

Revenues from numerical games in H1 2007 increased by 26.4%, reaching \in 1,342.1m from \in 1,062.1m in H1 2006. Numerical games increased by 31.1% during Q2 2007. It should be noted that numerical games represented 56.5% of the Company's total revenues in H1 2007, compared to 46.4% during last year's corresponding period, mainly due to *KINO*'s strong performance.

Revenues from *KINO* strongly increased by 30.5% to \leq 1,125.4m in H1 2007, mainly due to the extension of the game's playing hours since September 2006, as well as due to the installation of new terminals in the majority of our agents. In Q2 2007 the revenues from *KINO* increased by 33.5% compared to the corresponding period last year. In particular, revenues from *KINO* increased by 33.6% in April, 32.0% in May and 35.1% in June.

Regarding the rest of the Company's numerical games, *JOKER* revenues increased by 17.0% to \leq 127.3m, primarily due to the game's strong performance during Q2 following favourable jack-pots in May; *LOTTO* and *PROTO* revenues increased by 5.7% and 3.0% respectively, whereas *SUPER3* and *EXTRA* 5 revenues decreased by 7.7% and 16.6% respectively.

| (€' 000) | Q2 2007 | Q2 2006 | % Changẹ | H1 2007 | H1 2006 | % Change |
|---|----------|-----------|-------------|-----------|-----------|----------|
| Prize payouts to lottery and betting winners | 874,899 | 861,358 | 1.6 | 1,629,233 | 1,537,263 | 6.0 |
| Agents' commissions | 103,003 | 99,518 | 3.5 | 199,718 | 183,366 | 8.9 |
| Betting commissions | 101 | 71,678 | n/m | 9,558 | 122,751 | (92.2) |
| Depreciation | 956 | 987 | (3.2) | 1,928 | 1,947 | (1.0) |
| Amortisation | 14,238 | 4,595 | 209.9 | 19,324 | 8,938 | 116.2 |
| Repairs and maintenance expenses | 3,627 | 3,016 | 20.2 | 7,039 | 5,621 | 25.2 |
| Third party expenses | (22,696) | 2,454 | | 6,161 | 4,997 | 23.3 |
| Greek Football Federation & Greek Professional Leagues | 574 | 931 | (38.3) | 2,455 | 3,086 | (20.5) |
| Personnel costs | 5,258 | 4,092 | 28.5 | 9,176 | 7,486 | 22.6 |
| Other expenses | 8,777 | 5,228 | 67.9 | 16,015 | 10,429 | 53.6 |
| Bad debt provision | 600 | 200 | 200.0 | 1,400 | 1,000 | 40.0 |
| Retirement benefit costs | 596 | 226 | 164.3 | 1,089 | 477 | 128.3 |
| Total | 989,933 | 1,054,283 | (6.1) | 1,903,096 | 1,887,361 | 0.8 |

Cost of sales for the three-month and six-month periods ending June 30, 2007 and 2006

OPAP's largest cost item relates to the payouts to lottery and betting winners, which in H1 2007 increased by 6.0% to \leq 1,629.2m. Overall payouts as a percentage of operating revenues increased to 68.6% from 67.1% in H1 2006 primarily due to: i) the higher payout *in Stihima*, which increased to 71.5% from 68.3% in H1 2006, and ii) the increased contribution of *KINO* in the Company's revenue mix.

Agents' commissions increased to 8.4% of revenues, compared to 8.0% in H1 2006 due to the increase in *KINO* commissions to 8% of the game's sales since January 1, 2007.

Betting commissions paid to Intralot amounted to €9.6m compared to €122.8m in H1 2006, due to the contract expiration on January 29, 2007.

Amortisation expense for H1 2007 reached ≤ 19.3 m compared to ≤ 8.9 m in H1 2006 due to a ≤ 9.2 m charge relating to the 6-month contract with Intralot regarding the transfer of know-how, which expired on July 29, 2007.

Third party expenses reached $\leq 6.2m$ compared to $\leq 5.0m$ in H1 2006. During Q2 2007, a reversal of $\leq 25.8m$ was written, which related to the two instalments paid to Intralot for the aforementioned contract and had initially been recorded in Q1 2007. In accordance with the accounting treatment of the new 36-month contract, the amount of $\leq 65.0m$ plus VAT relating to the 6-month contract is now being amortised over a period of 42 months.

Staff costs included in the Cost of Sales represent a portion of total staff costs, which amounted to €23.7m versus €18.8m in H1 2006, a 262% increase, mainly due to i) personnel hiring at the Betting division and ii) a provision for staff salary increases according to the collective employment agreement.

Other expenses included in Cost of Sales increased to €16.0m from €10.4m in 2006, reflecting mainly the increased costs of the inhouse undertaking of Stihima (including lottery tickets, programme brochure, risk management software service, etc.).

Gross Profit

Gross profit in the H1 2007 increased by 17.3% to €472.2m from €402.4m in H1 2006. Gross profit margin increased to 19.9% from 17.6% compared to H1 2006.

Distribution Costs

Distribution costs increased by 30.4% to €73.0m in H1 2007 compared to €56.0m in H1 2006 mainly due to increased sponsorships and advertising expenses, which increased to €66.2m in H1 2007 from €51.3m in H1 2006. It should be noted that as of January 29, 2007, *Stihima* advertising costs are included in the total Distribution costs.

Administrative Expenses

Administrative expenses increased to €22.9m from €20.1m in H1 2006, mainly due to the increase in personnel costs, as mentioned above.

Profit from Operations

Reflecting the above mentioned factors, profit from operational activities increased by 18.0% to \in 374.2m compared to \in 317.2m in H1 2006, while an increase of 26.9% to \notin 185.3m was recorded in Q2 2007.

Tax Expenses

Tax expenses increased to €98.4m in H1 2007 from €95.6m. Despite, the decrease of the corporate tax rate in Greece to 25% from 29%, the Company's tax expenses were increased as a result of the improved profitability compared to the corresponding period in 2006.

Net Profit

Net profit for H1 2007 increased by 25.1% to €285.3m compared to €228.2m in H1 2006, while in the Q2 2007 net profit increased by 34.5% to €141.9m.

| (€' 000) | Q2 2007 | Q2 2006 | % Change | H1 2007 | H1 2006 | % Changẹ |
|--|-----------|-----------|-------------|-----------|-----------|-------------|
| Cash Flow from Operating Activities | 198,516 | 156,607 | 26.8 | 416,466 | 301,841 | 38.0 |
| Cash Flow from Investing Activities | (71,788) | (11,500) | 524.2 | (69,338) | (10,517) | 559.3 |
| Cash Flow from Financing Activities | (330,665) | (307,532) | 7.5 | (333,143) | (306,592) | 8.7 |

Cash Flows for the three-month and six-month periods ending June 30, 2007 and 2006

Cash Flow from Operating Activities

Cash Flow from Operating Activities in H1 2007 increased by 38.0% to €416.5m compared to €301.8m in H1 2006, mainly attributable to the collection of the remaining receivables from agents pertaining to 2006 in early 2007 as well as the collection of Intralot's receivables relating to the settlement of the increased *Stihima* payout. In Q2 2007 cash flow from operating activities increased by 26.8% to €198.5m compared to €156.6 m in Q2 2006.

Cash Flow from Investing Activities

Cash Flow from Investing Activities in H1 2007 increased to €69.3m compared to €10.5m in H1 2006, due to the payment associated with the transfer of know-how agreement with Intralot, dated January 29, 2007.

Cash Flow from Financial Activities

The cash flow from financial activities amounted to an outflow €333.1m in H1 2007 compared to the outflow of €306.6m in H1 2006.

MAIN DEVELOPMENTS

Dividend payment

On June 6, 2007, the Annual Ordinary General Assembly of shareholders resolved the distribution to shareholders of the total dividend for the fiscal year 2006 of \leq 1.58 per share. Following the distribution of \leq 0.55 per share which was paid as an interim dividend, on December 19, 2006, the remaning amount of \leq 1.03 per share, was paid on June 19, 2007.

Update on the IT Tender

On July 9, 2007, the Board of Directors of OPAP, after taking into consideration the opinion of its legal department and following the resignation of two members of the evaluation committee, decided to cancel the IT tender results.

Agreement with Intralot and Betting Company consortium

On July 31, 2007, a three year agreement was signed, which contains among others the following main features:

- Provision of new betting activities, as well as upgraded risk management software for *Stihima* and upgraded consultancy and operational services
- Hardware and software of OPAP's central IT platform and operation of the IP network at 1Q 2008
- OPAP obtains the right to use a total of 29,400 terminals, including Main Outlet Terminals (MOT), terminals for independent use by the players, as well as Ticket Checkers (TC), which will be gradually installed across our agency network. Specifically: (i) Up to September 30, 2007, every agency will be provided with at least a new MOT, (ii) up to December 31, 2007, all the remaining new MOTs will by provided to the agency network as well as the TCs terminals, (iii) up to April 30, 2008, the terminals for independent use by the players will be provided to the network also
- Ability to introduce value-added services such as payment of utility bills, players club, sale of tickets for sporting and cultural events etc.

The total fee for the use of the equipment and the software, the provision of support services for *Stihima* and the transfer of know how for the development of software for the three year duration of the agreement, is Euros 96.5 million (plus VAT).

Finally, this agreement additionally regulates the terms and cost for the provision by Intralot of maintenance, technical and operational services for all the equipment (with OPAP's right to extend for an additional year), and defines the intention rights for both parties concerning the transfer of all infrastructure and rights to use to OPAP S.A.

Following this development, the G-Tech led consortium submitted a complaint to OPAP against its Board of Directors' decision sanctioning this agreement. To date, the Company has not been served with any notice for injunction measures or any other legal action.

Athens, August 23, 2007

ATTACHMENTS

- Income statement of the group for the six-month period ended at 30th of June 2007 and 2006
- 2. Income statement of the parent company OPAP S.A. for the sixmonth period ended at 30th of June 2007 and 2006
- 3. Balance sheet as at June 30th, 2007 and December 31st, 2006
- 4. Cash flow statement for the six-month period ended at 30th of June 2007 and 2006

1. INCOME STATEMENT OF THE GROUP

For the Six- Month Period ended at 30th of June 2007 and 2006

| | 20 | 07 | 2006 | |
|----------------------------------|--------------------|------------------|--------------------|--------------------|
| | 1/1-30/6/07 | 1/4-30/6/07 | 1/1-30/6/06 | 1/4-30/6/06 |
| Revenues | 2,375,263 | 1,224,008 | 2,289,792 | 1,245,847 |
| Cost of sales | <u>(1,903,096)</u> | <u>(989,933)</u> | <u>(1,887,361)</u> | <u>(1,054,283)</u> |
| Gross profit | 472,167 | 234,075 | 402,431 | 191,564 |
| Other operating income | 1,924 | 991 | 1,009 | 525 |
| Distribution costs | (73,007) | (34,670) | (55,993) | (28,939) |
| Administrative expenses | (22,945) | (11,573) | (20,131) | (10,557) |
| Other operating expenses | (903) | (545) | (10,143) | (6,619) |
| Impairment of assets | <u>(3,000</u>) | <u>(3,000)</u> | <u> </u> | - |
| Operating result | 374,236 | 185,278 | 317,173 | 145,974 |
| Financial results, net | <u>9,460</u> | <u>5,733</u> | <u>6,647</u> | <u>3,828</u> |
| Dividends | = | = | = | <u>-</u> |
| Profit before tax | 383,696 | 191,011 | 323,820 | 149,802 |
| Income Tax | (101,534) | (52,536) | (94,647) | (43,213) |
| Deferred tax | 3,162 | <u>3,434</u> | <u>(988)</u> | <u>(1,046)</u> |
| Profit after tax | 285,324 | 141,909 | 228,185 | 105,543 |
| Minority interest | <u>16</u> | <u>17</u> | <u>(26)</u> | <u>(20)</u> |
| Net profit for the period | 285,340 | 141,926 | 228,159 | 105,523 |
| Basic earnings per share in euro | 0.89 | 0.44 | 0.72 | 0.33 |

2. INCOME STATEMENT OF THE PARENT COMPANY OPAP S.A. For the Six- Month Period ended at 30th of June 2007 and 2006

| | 20 | 07 | | 2006 | | |
|----------------------------------|--------------------|------------------|--------------------|--------------------|--|--|
| | 20 | | | | | |
| | 1/1-30/6/07 | 1/4-30/6/07 | 1/1-30/6/06 | 1/4-30/6/06 | | |
| Revenues | 2,311,947 | 1,190,092 | 2,240,196 | 1,221,004 | | |
| Cost of sales | <u>(1,849,784)</u> | <u>(961,521)</u> | <u>(1,846,296)</u> | <u>(1,033,785)</u> | | |
| | | | | | | |
| Gross profit | 462,163 | 228,571 | 393,900 | 187,219 | | |
| | | | | | | |
| Other operating income | 6,881 | 3,521 | 4,986 | 2,539 | | |
| Distribution costs | (83,045) | (39,086) | (62,121) | (31,803) | | |
| Administrative expenses | (20,086) | (10,016) | (16,887) | (8,921) | | |
| Other operating expenses | (902) | (544) | (10,141) | (6,617) | | |
| Impairment of assets | (4,000) | (4,000) | <u> </u> | <u>-</u> | | |
| Operating result | 361,011 | 178,446 | 309,737 | 142,417 | | |
| • • | | | - | | | |
| Financial results, net | 9,019 | 5,484 | 6,226 | 3,648 | | |
| Dividends | 2,587 | - | 5,506 | - | | |
| Profit before tax | 372,617 | 183,930 | 321,469 | 146,065 | | |
| | | | | | | |
| Income Tax | (100,773) | (52,250) | (94,485) | (43,145) | | |
| Deferred tax | 5,447 | 4,585 | <u>1,040</u> | (47) | | |
| | | | | | | |
| Profit after tax | 277,291 | 136,265 | 228,024 | 102,873 | | |
| Minority interest | <u>-</u> | <u>-</u> | <u>-</u> | - | | |
| Net profit for the period | 277,291 | 136,265 | 228,024 | 102,873 | | |
| | | | | | | |
| Basic earnings per share in euro | 0.87 | 0.43 | 0.71 | 0.32 | | |

(Amounts in thousand euro except for per share amounts)

3. BALANCE SHEET As at June 30th, 2007 and December 31st, 2006

| | GR | OUP | СОМ | PANY |
|-------------------------------|----------------|---------------|----------------|---------------|
| | | 31/12/2006 | | 31/12/2006 |
| ASSETS | | | | |
| Current assets | | | | |
| Cash and cash equivalents | 398,111 | 384,126 | 312,486 | 324,044 |
| Inventories | 1,111 | 608 | 1,111 | 608 |
| Trade and other receivables | 51,401 | 102,050 | 53,548 | 100,128 |
| Other assets | 158,230 | 184,666 | 157,398 | 184,388 |
| Total current assets | 608,853 | 671,450 | 524,543 | 609,168 |
| Non-current assets | | | | |
| Intangible assets | 279,995 | 222,361 | 279,961 | 222,309 |
| Property, plant and equipment | 32,864 | 34,072 | 32,033 | 33,104 |
| Goodwill | 10,646 | 13,646 | - | - |
| Investments in subsidiaries | - | - | 37,577 | 41,577 |
| Investments in associates | - | - | 1,200 | 1,200 |
| Other non-current assets | 16,155 | 16,480 | 16,145 | 16,471 |
| Deferred tax assets | 5,081 | 1,919 | 16,399 | 10,952 |
| Total non-current assets | 344,741 | 288,478 | 383,315 | 325,613 |
| TOTAL ASSETS | 953,594 | 959,928 | 907,858 | 934,781 |
| | | | | |
| EQUITY & LIABILITIES | | | | |
| Short-term liabilities | | | | |
| Trade and other payables | 136,128 | 160,929 | 131,319 | 167,628 |
| Tax liabilities | 283,542 | 242,555 | 281,267 | 240,844 |
| Accrued liabilities | <u>32,961</u> | <u>12,879</u> | <u>30,186</u> | <u>10,651</u> |
| Total short-term liabilities | 452,631 | 416,363 | 442,772 | 419,123 |
| Long-term liabilities | | | | |
| Employee benefit plans | 20,117 | 19,604 | 20,117 | 19,604 |
| Provisions | 159 | 301 | 159 | 301 |
| Other long-term liabilities | <u>6,279</u> | <u>5,941</u> | <u>6,156</u> | <u>5,820</u> |
| Total long-term liabilities | 26,555 | 25,846 | 26,432 | 25,725 |
| Equity | | | | |
| Share capital | 95,700 | 95,700 | 95,700 | 95,700 |
| Reserves | 43,700 | 43,700 | 43,060 | 43,060 |
| Dividends payable | - | 328,570 | - | 328,570 |
| Exchange differences | 19 | 84 | - | _ |
| Retained earnings | <u>334,871</u> | 49,531 | <u>299,894</u> | <u>22,603</u> |
| Total equity | 474,290 | 517,585 | 438,654 | 489,933 |
| Minority interest | 118 | <u>134</u> | - | |
| Total equity | 474,408 | 517,719 | 438,654 | 489,933 |
| TOTAL EQUITY & LIABILITIES | 953,594 | 959,928 | 907,858 | 934,781 |

(Amounts in thousand euro)

4. CASH FLOW STATEMENT For the Six-Month Period Ended at June 30th, 2007 and 2006

| | GRC | OUP | COMI | PANY |
|---|----------------|----------------|----------------|----------------|
| | 1/1-30/6/07 | 1/1-30/6/06 | 1/1-30/6/07 | 1/1-30/6/06 |
| OPERATING ACTIVITIES | | | | |
| Profit Before tax | 383,696 | 323,820 | 372,617 | 321,469 |
| Adjustments for: | | | | |
| Depreciation & Amortization | 22,681 | 12,018 | 22,386 | 11,747 |
| Financing results (net) | (9,460) | (6,647) | (9,019) | (6,226) |
| Employee benefit plans | 514 | (2,227) | 514 | (2,227) |
| Provisions for bad debts | 1,400 | 1,000 | 1,400 | 1,000 |
| Other provisions | (143) | - | (143) | - |
| Exchange differences | (191) | (85) | - | - |
| Results from investing activities | 2,777 | (19) | 3,777 | (21) |
| Dividends from subsidiaries | <u>-</u> | <u> </u> | (2,587) | (5,506) |
| Total | 401,274 | 327,860 | 388,945 | 320,236 |
| Changes in working capital | | ŀ | | • |
| Increase (Decrease) in inventories | (503) | (437) | (503) | (437) |
| Increase (Decrease) in trade & other receivables | 76,617 | 8,336 | 73,246 | 7,582 |
| Increase (Decrease) in payables | 372 | 36,534 | (11,865) | 52,764 |
| Increase (Decrease) in taxes payables | (3,782) | (1,814) | (3,693) | (1,614) |
| | 473,978 | 370,479 | 446,130 | 378,531 |
| Interest expenses | (36) | (504) | (26) | (491) |
| Taxes paid | (57,476) | (68,134) | (57,462) | (68,134) |
| Cash flow from operating activities | 416,466 | 301,841 | 388,642 | 309,906 |
| INVESTING ACTIVITIES | | · · | • | • |
| Sale of tangible assets | - | 11 | - | 11 |
| Guarantees | (71) | (1) | (71) | (1) |
| Loans raised to personnel | 61 | (831) | 61 | (831) |
| Purchase of tangible assets | (1,416) | (3,008) | (1,278) | (2,942) |
| Purchase of intangible assets | (77,408) | (13,839) | (77,401) | (13,832) |
| Interest received | 9,496 | 7,151 | 9,045 | 6,717 |
| Dividends from subsidiaries | <u>-</u> | _ | 2,587 | 5,506 |
| Cash flows used in investing activities | (69,338) | (10,517) | (67,057) | (5,372) |
| FINANCING ACTIVITIES | | | | |
| Repayments of borrowings | - | (7,559) | - | (7,559) |
| Dividends paid | (333,143) | (299,033) | (333,143) | (299,033) |
| Cash flows used in financing activities | (333,143) | (306,592) | (333,143) | (306,592) |
| Net increase (decrease) in cash and cash equivalents | 13,985 | (15,268) | (11,558) | (2,058) |
| Cash and cash equivalents at the beginning of the year | <u>384,126</u> | <u>437,001</u> | <u>324,044</u> | <u>375,610</u> |
| Cash and cash equivalents at the end of the year | 398,111 | 421,733 | 312,486 | 373,552 |

(Amounts in thousand euro)