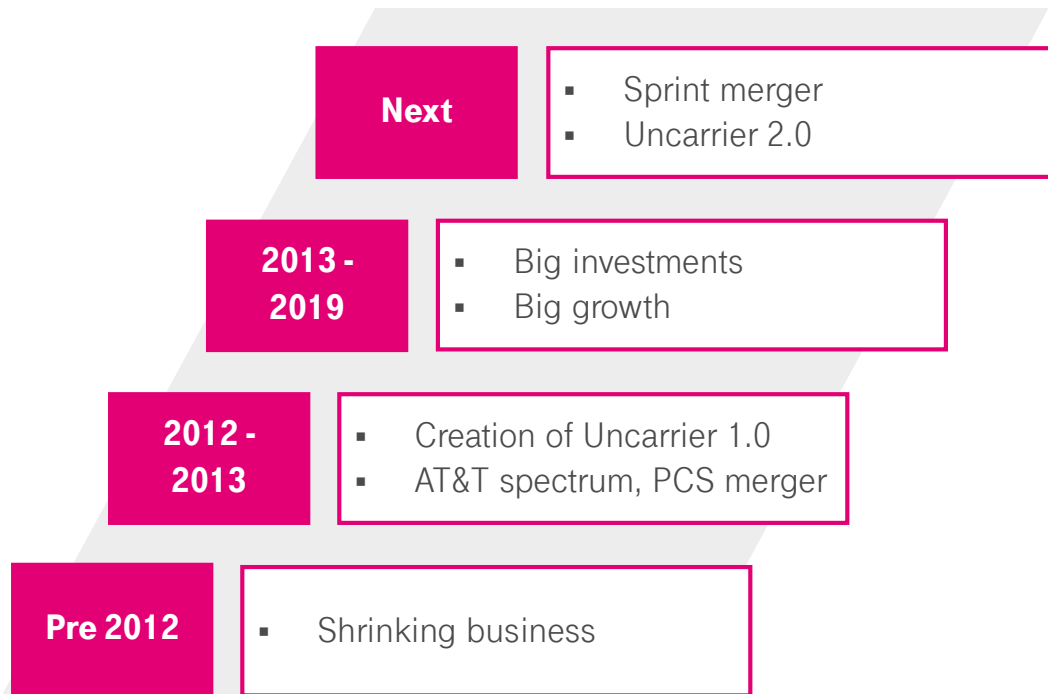


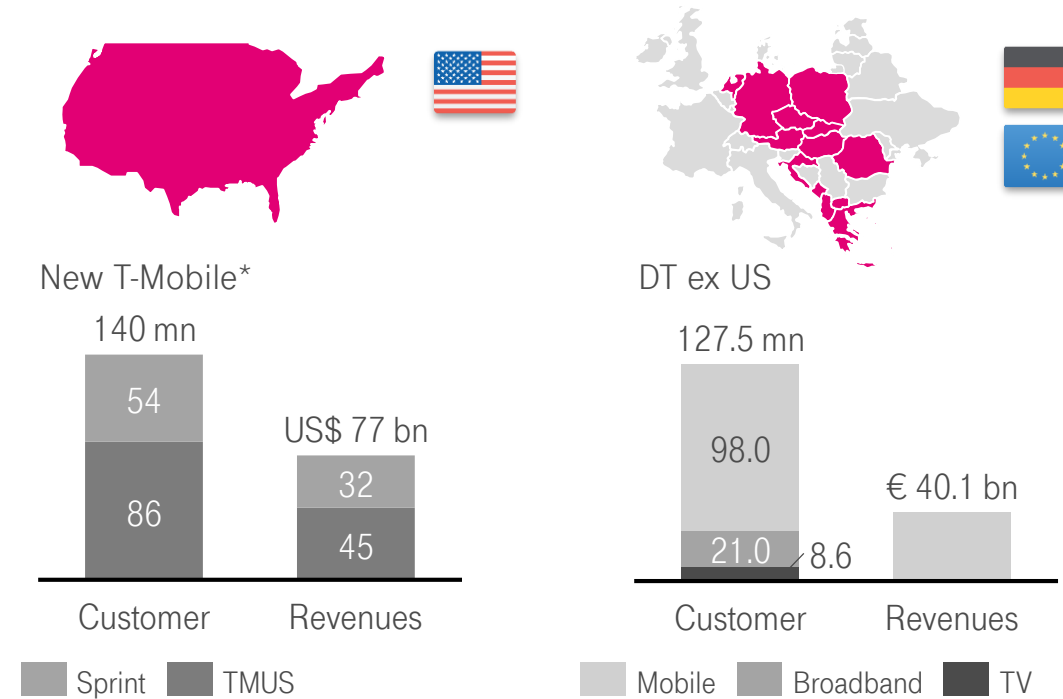
# US DEAL: LEADING ON BOTH SIDES OF THE ATLANTIC

This slide is taken from our our FY19 presentation (page 4, Feb 19, 2020)

## Creating value for customers & shareholders



## Strong presence in US and Europe



\* Pro forma LTM (US-GAAP)