Think
Tomorrow

Sustainability Roadmap 2026 | 2030



Initiated in 2021 to consolidate all our commitments, our sustainability approach forms the common foundation that guides our strategic choices and daily decisions. It is based on our decentralised model, which promotes agility and adaptability to meet the evolving needs of our regions.

In a changing world where energy demand continues to grow, we offer **reliable and affordable energy and mobility solutions,** while addressing the **challenges of the energy transition.**
We anchor this ambition in the reality of each area where we operate, in light of the contrasting societal and environmental transformations they are experiencing. In Europe, the outlook is shaped by the electrification of energy uses and the imperative of energy sovereignty. In Africa and the Caribbean, economic development is driving **a significant increase in mobility and energy needs.**

Thus, to meet the new expectations of customers and regions, we are **expanding our offerings with low-carbon solutions** that have strong growth potential. This approach is a key driver of our business growth and long-term sustainability, fully supporting our mission: **to serve the energies of today and tomorrow.**

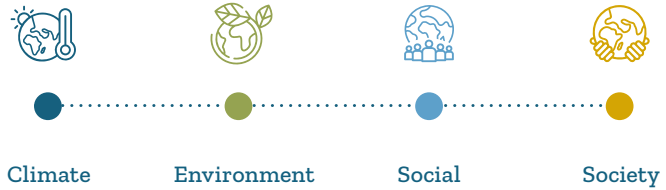


With Think Tomorrow 2030, we are accelerating our ambition to create long-term value for the Group.
Developed with our teams on the ground, this new roadmap embodies our multi-local model.

The safety **of people and facilities remains at the heart of our approach.** We continue to operate while **protecting the environment** and paying increased attention to biodiversity. We are stepping up our actions to **promote equal opportunities and training for our employees in response to changes in our business lines,** and we are enhancing our social contribution alongside our support for local employment across all our locations.

Achieving each goal by 2030 depends directly **on the excellence and commitment of our teams,** which at their level create the **conditions for strong performance**. Through their daily efforts, they help to make our commitments sustainable within our business lines and consolidate the Group's position as **a trusted partner in the territories.**

This roadmap is built around four pillars:



Act for the energy transition

Priorities
- Further develop our low-carbon activities.
- Reduce the carbon footprint of our operations.

Preserve the environment across our operations

Priorities
- Reduce our environmental footprint.
- Manage our impacts on biodiversity.
- Develop our photovoltaic capacity while preserving local areas.



Ensure a protective work environment that fosters development

Priorities
- Ensure everyone's safety, every day.
- Provide high-quality social protection to all our employees.
- Support the development of our teams to embed our sustainability approach.
- Make gender diversity a driver of performance and cohesion.
- Foster social dialogue.

Be a trusted partner in the communities we serve

Priorities
- Make energy accessible and less carbon-intensive (Cleaner Cooking solutions).
- Be a leading player in ethics.
- Integrate and promote sustainability across our supplier network.
- Renew our commitment to local communities.

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Objectives breakdown



Act
for the energy transition

In the context of climate change, low-carbon energy and mobility solutions is growing rapidly. To continue to meet the needs of the regions where we operate, we are adapting to the challenges of the transition.
Our climate strategy thus reflects our ability to support these transitions, aligning the robustness of our business model with the long-term sustainability of the territories we serve.

This is why we are expanding our energy offerings by developing more sustainable alternatives to traditional fuels, such as biofuels or photovoltaic electricity, to help customers reduce their carbon footprint.

At the same time, we are working to decarbonise our own operations and supply chain. To this end, we have set a target for 2030 to reduce absolute greenhouse gas emissions from our operations, which represents an even greater commitment given our growth ambitions. This effort relies on implementing clearly identified solutions integrated into the subsidiaries' development plans.



FURTHER
develop our low-carbon activities

Multiply by 5 the share of low-carbon activities in the Group's EBITDA by 2030 (vs 2025).

REDUCE
the carbon footprint of our operations

Reduce by 20% the CO2e emissions of our operations by 2030 (vs 2019).

Preserve
the environment across our operations

Since its creation, our Group has been committed to limiting the environmental impact of its activities. With this in mind, we implement actions adapted to local realities in order to protect and preserve ecosystems. Contributing to the efficiency and reliability of our operations, we see this approach as a driver of overall performance.

Rigorous measures are in place to strengthen control over the risks of accidental spills.
We pay particular attention to installations located near sensitive areas and assess our impacts on biodiversity in order to implement measures to avoid, reduce, or offset them.

Finally, we promote the creation of shared value with our stakeholders in the territories where we develop photovoltaic capacity limiting land-use conflicts, notably through the use of brownfields, and by prioritising co-activity, whether agricultural, tertiary or industrial. This ambition is illustrated in particular by the growth of our range of agrivoltaic solutions, which contribute to the economic vitality of the territories.

REDUCE
our environmental footprint

Reduce the rate of accidental spills by 10% by 2030.

MANAGE
our impacts on biodiversity

By 2030, for all sites located near biodiversity sensitive areas, conduct an assessment and implement an associated action plan.

DEVELOP
our photovoltaic capacity while preserving territories

By 2030, operate at least 50% of Rubis Photosol's photovoltaic capacity in agricultural, industrial, or tertiary co-activity.

Ensure
a protective work environment that fosters development

Aware of the key role our employees play in achieving our ambitions, we strive to provide them with a safe, healthy and supportive work environment conducive to development. As such, our Social pillar has objectives that go beyond local requirements, across all our locations.

Our responsibility extends both to establishing a protective framework for everyone present on our sites and to safeguarding the health of our employees. This is why we prioritise the development of prevention and social protection measures that are fit for purpose.

Finally, we support diversity and skills development within a framework of continuous improvement and empowerment of our teams.



ENSURE

everyone’s safety, every day

Employees
Reduce accidents (rate of accidents with lost time greater than one day ≤ 2.5 by 2030).

On-site contractors
Continuously reduce accidents between 2027 and 2030.

Road accidents
Reduce by 15% the rate of responsible road accidents by 2030.

Ensure
a protective work environment that fosters development

PROVIDE
high-quality social protection to all our employees

Develop and implement a WeCare social protection policy by 2030.

MAKE
gender diversity a driver of performance and cohesion

Reach an average of one-third women's representation across the Group's Management Committees by 2030.

SUPPORT
the development of our teams to embed our sustainability approach

Train 100% of employees annually on one of the following topics: management, evolution of professions, ethics, HSE (Health, Safety and Environment).

FOSTER
social dialogue

Starting in 2026, implement a Group employee survey followed by action plans.

Be
a trusted partner in the territories where we operate

With a strong local presence, we actively contribute to sustainable economic and social development in the regions where we operate. Through our Society pillar, we aim to maximize our societal contribution, positioning our Group as a key partner in driving meaningful progress at the community level.

Our principles of integrity and responsibility underpin our approach.

By continually strengthening our legitimacy to act alongside the regions, we assert our role as a useful and responsible actor, in particular by supporting access to affordable, low-carbon energy and employment opportunities for communities.



MAKE
energy accessible and less carbon-intensive (cleaner cooking solutions)

Provide access to cleaner cooking solutions to 3.7 million people in Africa by 2030.

BE
a leading player in ethics

Implement an assessment framework for our ethical culture by 2030.

INTEGRATE
and promote sustainability across our supplier network

Assess 80% of our strategic suppliers on sustainability by 2030.

RENEW
our commitment to local communities

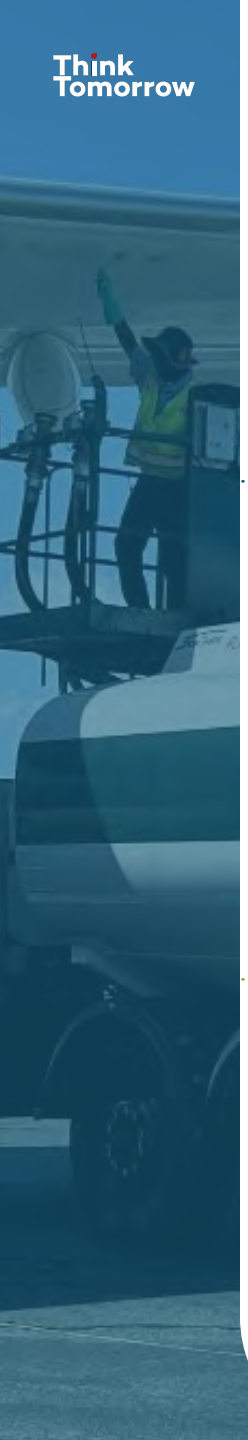
Support at least 15 Acting for Employment projects through our Together programme by 2030.

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Appendix



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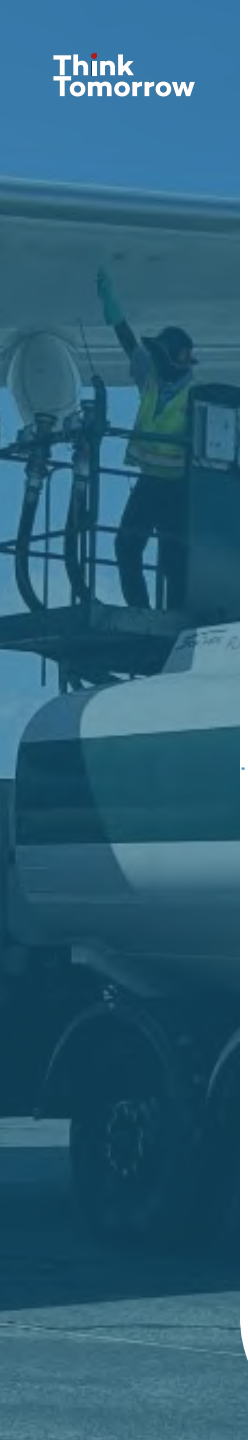


Detailed breakdown of our objectives

Pillar	Theme	Objective	Reference value	2030 target value	Key definitions
Climate	Decarbonisation	Reduce by 20% the CO_2e emissions of our operations between 2019 and 2030.	Scopes 1 and 2: 297 kt CO_2e (2019) Targeted scope 3A: 96 kt CO_2e (2019)	Scopes 1 and 2 : 237 kt CO_2e Targeted scope 3A: 77 kt CO_2e	**Emissions of operations:** emissions from scopes 1, 2 and targeted scope 3A. **Targeted Scope 3A:** Rubis Énergie emissions from outsourced transportation (land and maritime), upstream electricity, and business travel, representing approximately 53% of Rubis Énergie's scope 3A emissions (2019 baseline).
	Diversification	Multiply by 5 the share of low-carbon activities in the Group's EBITDA by 2030 (vs 2025).	≃ 3% (2025)	≃ 15%	**Low-carbon:** renewable energies (photovoltaic electricity and biofuels).
Environment	Pollution	Reduce by 10% the rate of responsible major accidental spills (number of spills per million m^3 distributed).	2.2 (2023-2025)	1.9	Accidental spills under the Group's responsibility where the quantity of product reaching the environment exceeds 200 liters.
	Biodiversity	All sites located near biodiversity sensitive areas: - conduct a biodiversity assessment by 2030; - implement an action plan to reduce their impact by 2030.	24% (2025) 21% (2025)	100% 100%	**Sites:** industrial sites or photovoltaic sites > 1 MWp. **Biodiversity sensitive areas:** protected areas (source: WDPA) or Key Biodiversity Areas (source: WDKBA).
	Land use change	Operate at least 50% of Rubis Photosol's photovoltaic capacity in agricultural, industrial, or tertiary co-activity by 2030.	45% (2024)	≥50%	**Co-activity:** the site is jointly operated by Photosol for photovoltaic electricity generation and by a local economic or public stakeholder carrying out agricultural, industrial, or service activities.

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Detailed breakdown of our objectives



Pillar	Theme	Objective	Reference value	2030 target value	Key definitions
Social *(1/2)*	Accidents and workplace safety	Reduce employee accidents (rate of accidents with lost time greater than one day ≤2.5 by 2030).	4.15 (2025)	≤2,5	Lost-time work accident (> 1 day): A sudden event occurring during or in connection with work (excluding commuting accidents), resulting in physical or psychological injury to an employee during the performance of their professional duties and leading to more than one day of work absence.
		Continuously reduce on-site contractor accidents between 2027 and 2030.	N/A - New indicator	N/A	
	Road safety	Reduce by 15% the rate of responsible road accidents by 2030.	8.7 (2023-2025)	7.4	Responsible road accidents (excluding minor collisions) involving any type of vehicle for which the cause is attributable to Rubis, for example non-compliance with traffic regulations or a maintenance failure. This includes employees performing their duties and service providers responsible for transporting hazardous materials on behalf of Rubis.
	Social protection	Develop and implement a WeCare social protection policy by 2030.	N/A - New indicator	N/A	WeCare: a social protection policy aimed at ensuring the well-being, health and safety of employees and their families. It may notably cover health and prevention, as well as quality of life at work.
	Diversity	Reach an average of one-third women's representation across the Group's Management Committees by 2030.	29.2% (2025)	33%	Management Committee: a committee composed of the main directors or senior managers of a Group entity, who participate in strategic decision-making and monitor the entity's performance.
	Social barometer	Starting in 2026, implement a Group bisannual employee engagement survey followed by action plans.	N/A - New indicator	N/A	Social barometer: a measurement tool used to assess the social climate within an organisation.

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Detailed breakdown of our objectives



Pillar	Theme	Objective	Reference value	2030 target value	Key definitions
Social *(2/2)*	**Training**	Train 100% of employees annually on one of the following topics: management, evolution of professions, ethics, HSE (Health, Safety, and Environment).	N/A - New indicator	100%	**Management:** developing leadership, team management and communication skills. **Evolution of professions:** sustainability, artificial intelligence, responsible procurement, etc. **Ethics:** strengthening a culture of integrity, compliance and responsible behavior. **HSE:** adopting best practices to ensure employee health and safety and protect the environment.
Society	**Cleaner cooking**	Provide access to cleaner cooking solutions for 3.7 million people in Africa by 2030.	3.1 million people (2024)	3.7 million people	**Cleaner cooking solutions:** cleaner cooking methods offered by the Group in Africa, such as bottled LPG or BioLPG.
	Ethical culture	Implement an ethical culture assessment framework by 2030.	N/A - New indicator	N/A	
	Responsible purchasing	Assess 80% of our strategic suppliers on sustainability by 2030.	N/A - New indicator	80%	**Supplier sustainability assessment:** a questionnaire designed to ensure compliance with Rubis' Responsible Purchasing Charter and Code of Ethics, particularly regarding environmental and social matters. It also helps identify the most committed partners capable of contributing to the Group's sustainability objectives.
	Community investment	Support at least 15 Acting for Employment projects through our Together programme by 2030.	N/A - New indicator	≥15 projects	**Together programme:** a programme embedded in the Group's societal approach, aimed at generating a tangible impact in the territories where Rubis operates.

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DISCLAIMER

This roadmap presents the Rubis Group's sustainability ambitions and targets for 2030. These targets are based on assumptions, projections and estimates established as of the publication date of this document, relying on the information, methodologies and operating conditions known at that time. By their nature, these forward-looking elements are subject to uncertainties and external factors, including economic, regulatory, technological and operational developments, which may cause actual results to differ from the targets presented. Accordingly, the achievement of these targets does not constitute a commitment or guarantee of performance by Rubis.

The climate targets are notably based on the 2019 baseline year and on the main decarbonisation levers identified by the Group (biofuels, energy efficiency, electrification, etc.). The trajectories presented reflect the current state of technologies, markets and operating conditions known at the time they were established. Given the uncertainties related to regulatory, technological and economic developments, as well as potential changes in scope or activities, the actual achievement of these targets may differ from the trajectories envisaged. The related estimates and action plans may therefore be adjusted to reflect such developments.

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