



2026
Shareholders' Meeting

10 JUNE 2026

2026 Shareholders' Meeting

Contents



01 • **Context & Highlights**

02 • **Strategy**

03 • **Financial Results**

04 • **Sustainability**

05 • **Corporate Governance**

06 • **Statutory Auditors' Reports**

07 • **Dialogue with Shareholders**

08 • **Vote of Resolutions**



01

Context & Highlights

JACQUES RIOU

Managing Partner

CLARISSE GOBIN-SWIECZNIK

Managing Partner



“

Amid an international context marked by tensions in the Middle East and strained energy markets, the commitment of Rubis' teams has enabled the Group to demonstrate once again the strength of its business model.

”



A robust model

Our teams are committed to operational excellence and customer proximity



Meeting the needs of our customers



Control of the logistics chain



Local expertise and customer proximity



Identifying growth opportunities



2025, another record year



STRONG COMMERCIAL AND OPERATIONAL PERFORMANCE across all regions and all businesses



VOLUMES SOLD
6.3 MILLION M³
+6%

**SOLAR ASSETS IN
OPERATION**
633 MWp
+21%



EBITDA
€741M
+7%⁽¹⁾



NET INCOME
€309M
+19%⁽²⁾



EXTRA-FINANCIAL RATING

Improved
transparency
and
recognition

Climate

CDP

2025

A-

(1) At constant EUR/USD exchange rate and unchanged hyperinflation impact.

(2) Excluding the capital gain on the disposal of Rubis Terminal in 2024.

Achievements across all our business lines



AVIATION



Very strong performance in the Caribbean, confirming the robustness of demand

SERVICE STATIONS



Continued development of a customer-proximity model built on service ecosystems

BITUMEN



Strengthening of our positions in Africa with expansion into two new countries

PHOTOVOLTAIC ELECTRICITY



Ramp-up of photovoltaic capacity in France (+21%) and 4 parks under construction in Italy



THINK TOMORROW 2030

A better-established sustainability approach and stronger integration into strategic management

A virtuous model for shareholders and employees



For shareholders



RECORD CASH FLOW

reflecting the strength
of the operating
model



HEALTHY BALANCE SHEET

corporate leverage
at 0.9x EBITDA

down 0.4x vs 2024



30TH YEAR OF DIVIDEND GROWTH

€2.07/share proposed
for approval

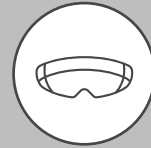


For employees



96% EMPLOYEES TRAINED

of which 51%
to changes in our
business lines



-57%
ACCIDENT
FREQUENCY RATE⁽¹⁾
over 10 years

(1) Accidents with lost time > 1 day.

02

Strategy

JEAN-CHRISTIAN BERGERON

Managing Partner,
CEO of Rubis Énergie

CLARISSE GOBIN-SWIECZNIK

Managing Partner

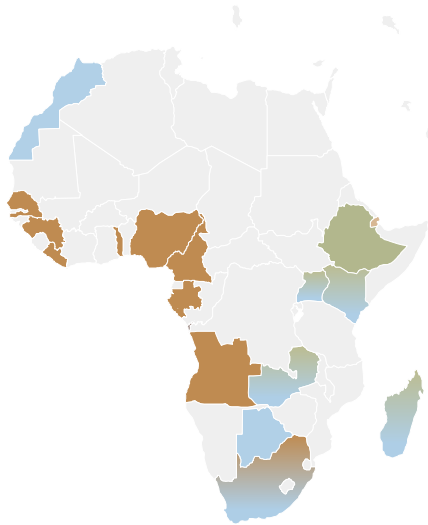


Addressing the major trends in our markets

The energy transition is accelerating, yet traditional energies remain essential to meet rising energy demand

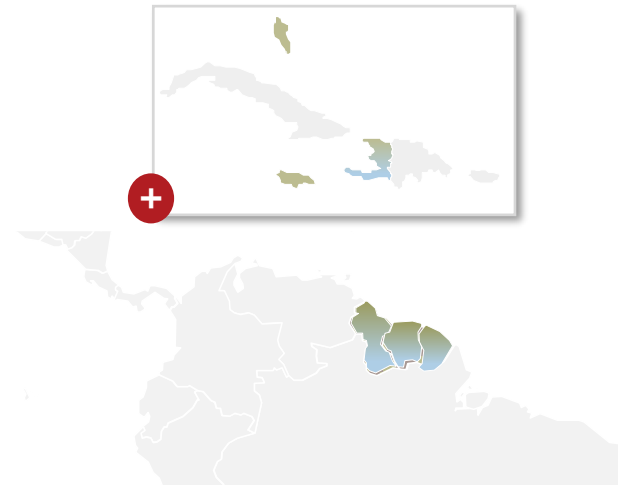
AFRICA

Strong demographic growth, rapid urbanisation and substantial road and energy infrastructure needs



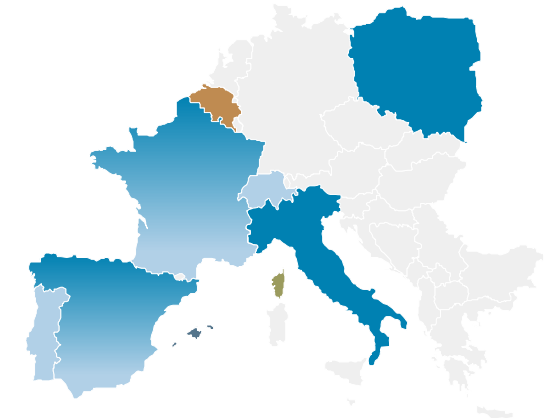
CARIBBEAN

Continued growth in tourism and sustained momentum, driven in particular by economic development in French Guiana and, in the near future, Suriname



EUROPE

Accelerating electrification of uses (electric mobility, data centers, etc.) and development of LPG as a transition energy for industries



■ LPG

■ Fuel

■ Bitumen

■ Photovoltaic electricity



Favourable structural dynamics across these three regions, reinforcing the relevance, balance and continuity of Rubis' business model

A solid foundation: our core distribution businesses

LPG

LET RUBIS GAS
light up your life

+2% volume	⋮	+3% margin
----------------------	---	----------------------

Driven by Europe (autogas) and Africa

FUELS

+4% volume	⋮	+5% margin
----------------------	---	----------------------

Mainly Caribbean and Africa

BITUMEN

+28% volume	⋮	+18% margin
-----------------------	---	-----------------------

Africa
(Europe from 2026)

Our core businesses continue to generate steady organic growth and recurring cash flow that fund the development of our growth drivers

Focus on bitumen: a strong growth driver



TECHNICAL EXPERTISE OF TEAMS

Dedicated teams,
partnerships with refineries,
quality control,
trust from large customers



A UNIQUE INTEGRATED LOGISTICS PLATFORM IN AFRICA

5 dedicated vessels,
11 storage terminals,
over 500,000 tonnes
distributed in 20 countries



CONTINUED EXPANSION OF THE AFRICAN NETWORK

Strengthened positions
in Angola and entry into
the Libyan market



EXPANSION IN EUROPE

Start of activities in
Belgium, the
Netherlands, France and
Germany in January 2026

New growth drivers in synergy with our core businesses

A natural extension: building on our existing positions to develop complementary activities that create value



SERVICE STATIONS

Development of an ecosystem around the station: convenience stores, food services, related services, including charging points



LUBRICANTS

Strong acceleration in sales (+20% volume), driven by strategic partnerships



RENEWABLES

Continued development of Photosol in Europe and solar projects for Rubis Énergie's C&I customers, expansion of biofuels



Extension into adjacent businesses builds on the Group's existing positions, with no disruption to the model and with controlled risk

Quality of execution and controlled strategy



- Operational excellence in service to our customers
- Solid, growing core businesses
- Clearly identified growth drivers
- Consistent financial discipline

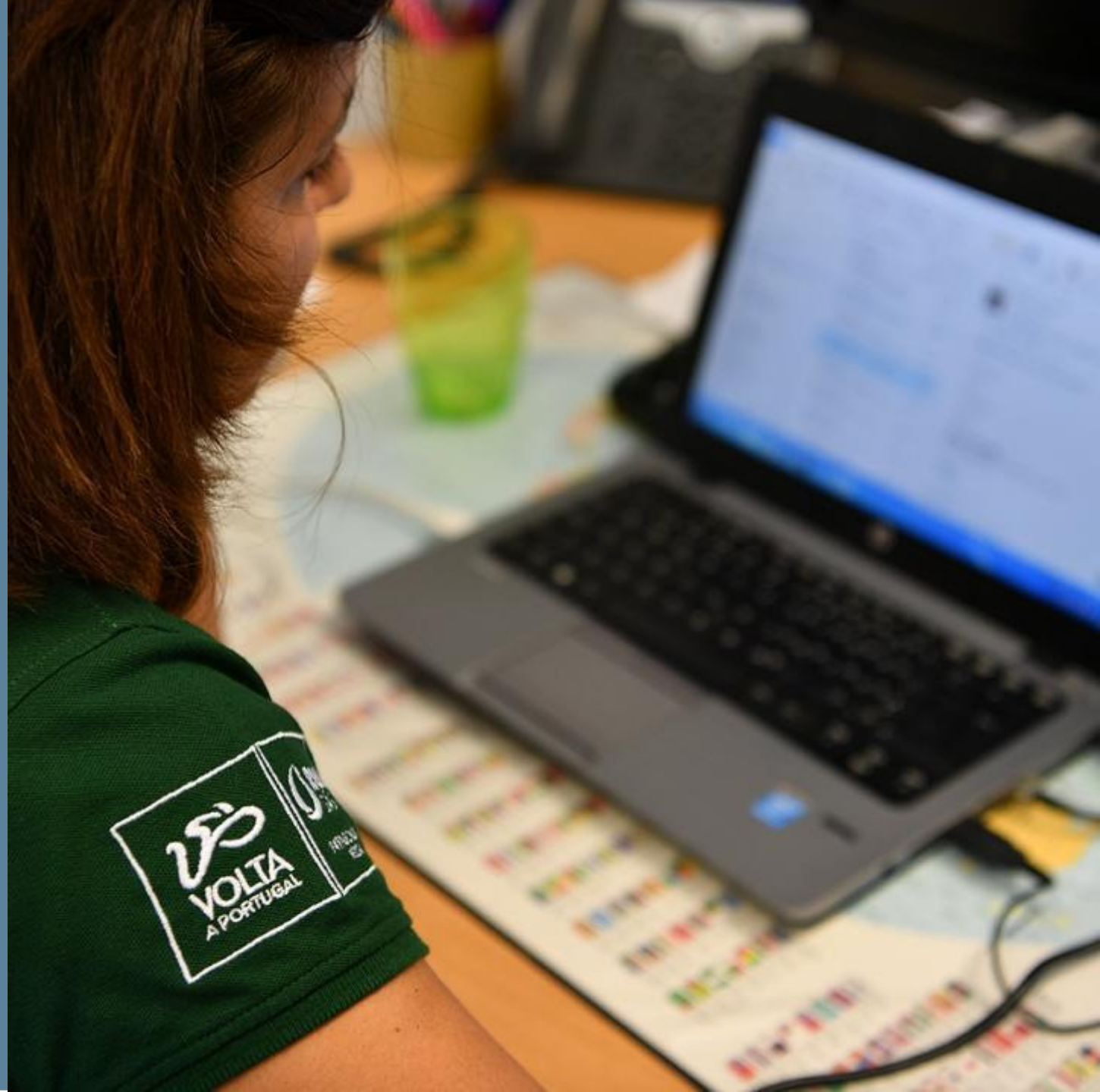


Rubis is confident in its model and its prospects for sustainable growth

03

Financial Results

MARC JACQUOT
Managing Partner,
Group CFO



2025 Key Figures



€741M

EBITDA

+7%⁽¹⁾

€487M

EBIT

+3%⁽¹⁾



€735M

CASH FLOW FROM
OPERATIONS

+10%



€309M

NET INCOME GROUP
SHARE

+19%⁽²⁾



0.9x

CORPORATE NET
FINANCIAL DEBT/EBITDA⁽³⁾



€2.07

DIVIDEND 2025

+6%

2015-2025 CAGR⁽⁴⁾

(1) At constant EUR/USD and hyperinflation.

(2) Excluding the capital gain on the disposal of Rubis Terminal in 2024.

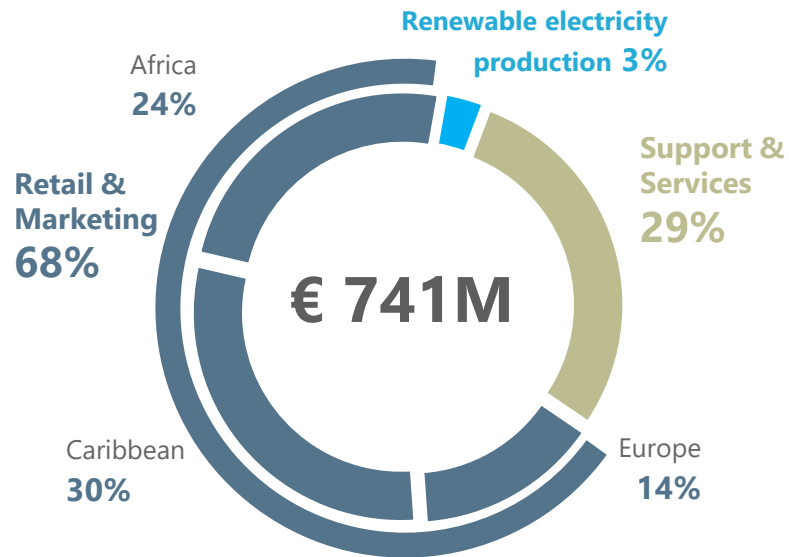
(3) Net debt excluding non-recourse debt related to the Photosol SPVs.

(4) Compound annual growth rate.

2025 Business Performance



EBITDA⁽¹⁾ BREAKDOWN



(1) As a % of Group EBITDA excluding holding costs.

ENERGY DISTRIBUTION

SUPPORT & SERVICES

EBITDA
€224M **Stable**
vs 2024

RETAIL & MARKETING

EBITDA
€531M

Volume +6% vs 2024	Gross margin +6% vs 2024
---------------------------------	---------------------------------------

RENEWABLE ELECTRICITY PRODUCTION

Assets in operation
633 MWp

Power EBITDA
€47M
+32% vs 2024

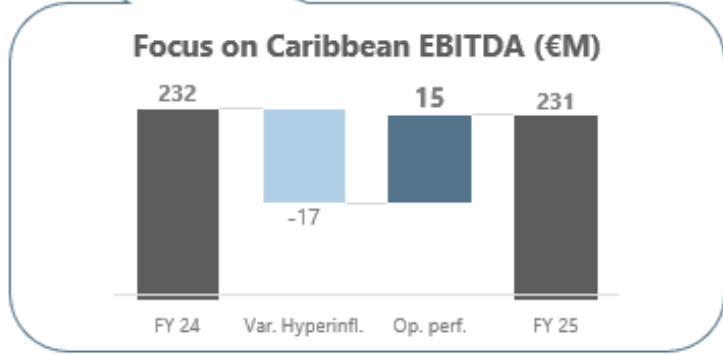
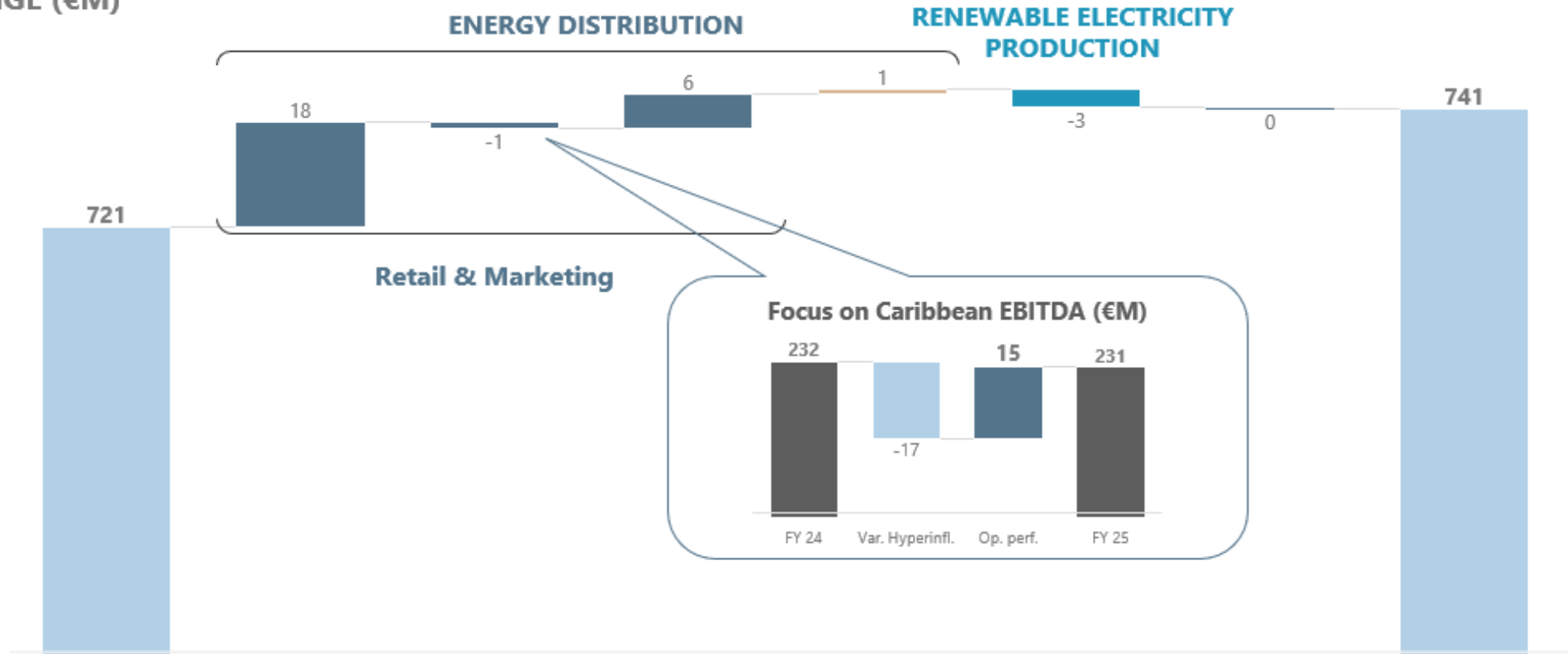
Secured portfolio
1.4 GWp
+30% vs 2024



2025 Business Performance

Strong performance in Africa and the Caribbean despite EUR/USD unfavourable effect

EBITDA CHANGE (€M)

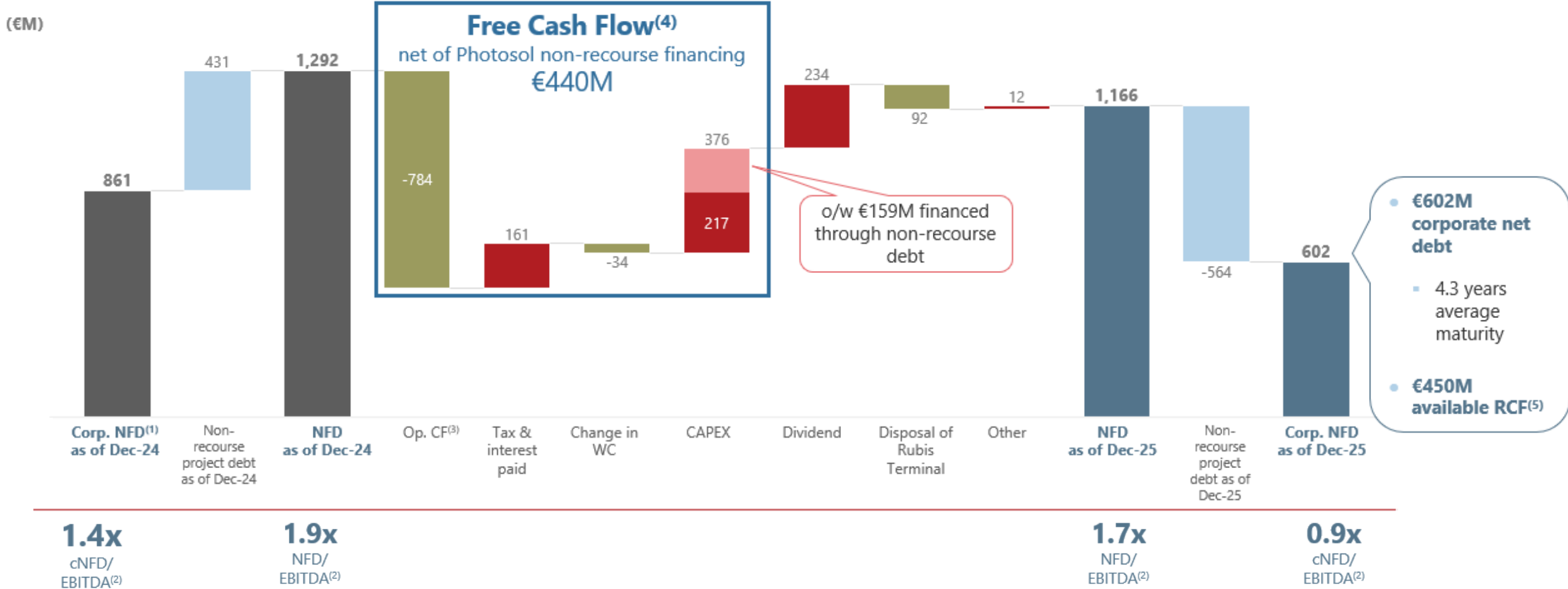


	FY 2024	Africa	Caribbean	Europe	Support & Services	Renewable Elec. Production	Holding	FY 2025
EBITDA (reported) (€M)	721	188	231	112	224	23	-37	741
<i>Change yoy</i>		+10%	-1%	+6%	0%	-11%		



Change in net debt

Healthy balance sheet: decreasing corporate leverage at 0.9x – Strong cash-flow generation



(1) Net financial debt.

(2) Excluding IFRS 16 – lease obligations.

(3) Operating Cash flow = Cash flow before cost of net financial debt and tax.

(4) Free cash flow net of Photosol non-recourse financing = Cash flow before cost of net financial debt and tax + Capex, Net production of non-recourse debt + Change in working capital + Net financial interest paid.

(5) Revolving Credit Facility.

Separate and consolidated financial statements

In thousands of euros



Consolidated financial statement

ASSETS	2025	2024
Total non-current assets	4,368	4,391
Current assets excluding cash	1,500	1,667
Cash and cash equivalents	757	676
TOTAL	6,625	6,734

EQUITY AND LIABILITIES	2025	2024
Shareholders' equity	2,920	2,961
Employee benefits and other provisions	299	237
Financial debt	1,922	1,969
Other current and non current liabilities	1,484	1,567
TOTAL	6,625	6,734

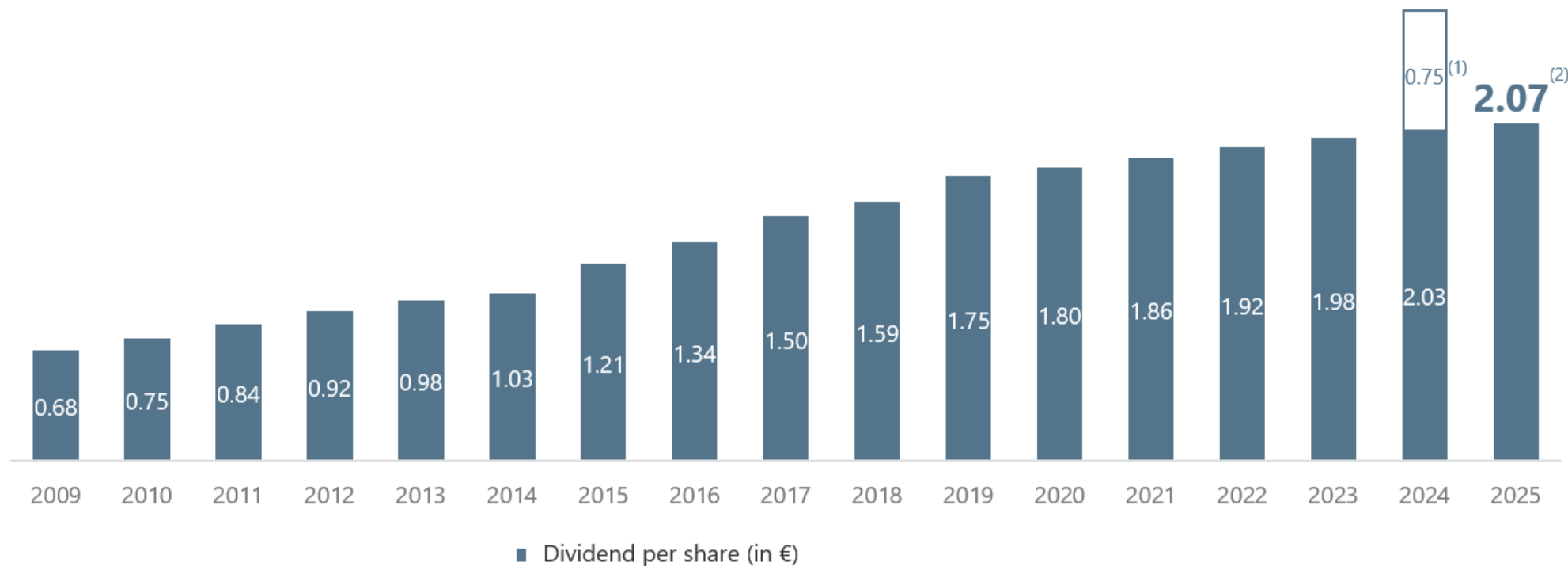


Separate financial statements

ASSETS	2025	2024
Fixed assets	1,105	1,105
Current assets	820	803
Cash and cash equivalents	260	239
TOTAL	2,185	2,147

EQUITY AND LIABILITIES	2025	2024
Equity	2,164	2,126
Provisions for contingencies and expenses	2	1
Current liabilities	19	20
TOTAL	2,185	2,147

Continued growth momentum



Proposal for a dividend payment of €2.07 per share, corresponding to earnings per share of €2.98

(1) Exceptional dividend linked to disposal of Rubis Terminal.
 (2) Submitted for approval by this Shareholders' Meeting.

2026 Outlook and Q1 activity update

Renewed confidence in Group's ability to generate strong cash flow



Reminder: 2026 Outlook

By geographical area

CARIBBEAN

- Continued recovery of Haiti operations, as per the second half of 2025
- Growth driven by Jamaica, Guyana and Barbados – Product mix leading to lower margins

EUROPE

- Launch of bitumen operations – high volume growth with lower margins
- Slow erosion of growth in the LPG business
- Acceleration of renewable electricity development

AFRICA

- Continued improvement of retail margins and volume
- Growing volume in bitumen in all geographies, South Africa in particular



Q1 2026

Energy Distribution

Volume and margin up across all geographical areas

Renewable Electricity Production

Secured Portfolio: +32% vs end of March 2025

No material impact of Middle-East conflict

Guidance 2026

EBITDA between €740M and €790M⁽¹⁾

(1) Assuming constant EUR/USD exchange rate (1.13) and unchanged hyperinflation impact.

04

Sustainability

SOPHIE PIERSON

Group Chief Sustainability,
Compliance & Risk Officer



Sustainability, a pillar of our operational excellence

Through a robust sustainability approach, Rubis...



... **SUPPORTS THE CHANGING EXPECTATIONS OF ITS CUSTOMERS**

Helping our clients in achieving their objectives
through our diverse product portfolio



... **ENHANCES ITS APPEAL AS AN EMPLOYER**

Providing opportunities & developing talent

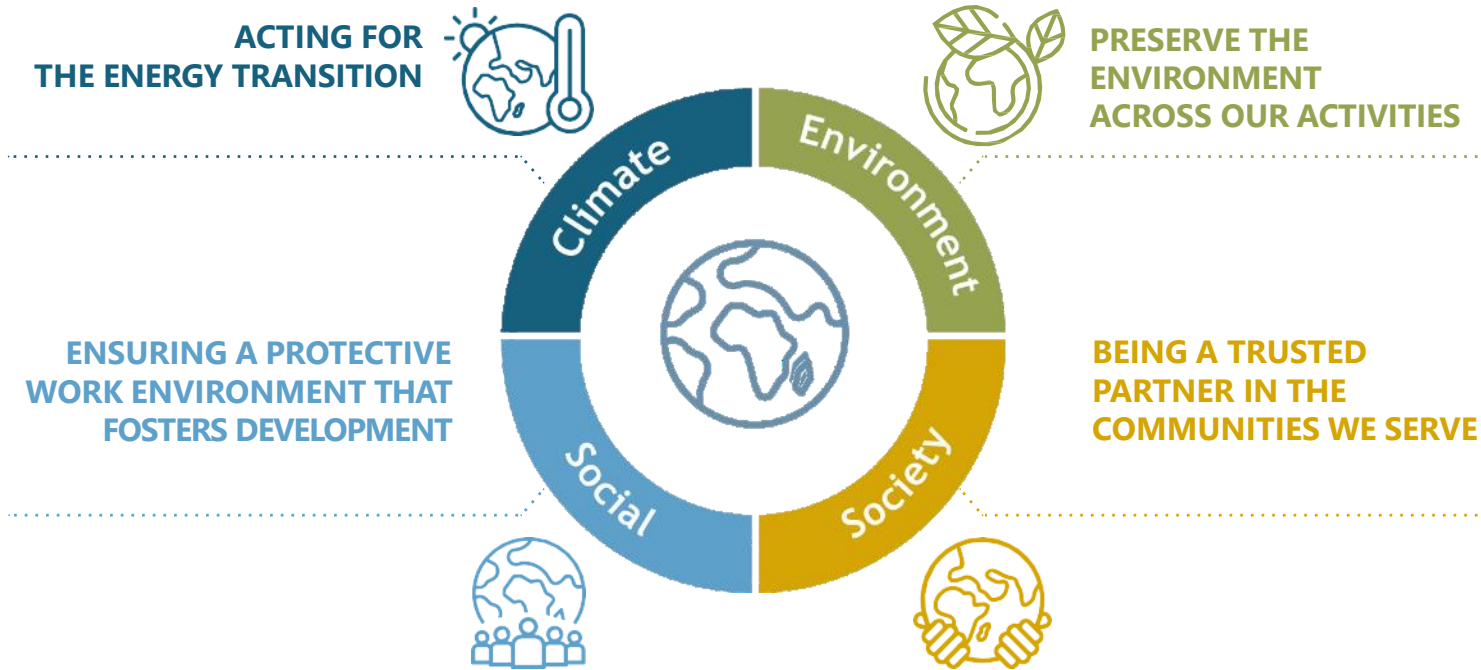
Uniting Rubis around values,
fostering a strong corporate culture



... **IMPROVES ITS EFFICIENCY**

Optimising costs & managing risks through targeted programmes: energy savings, accidents prevention, etc.

A new roadmap anchored in our multi-local model



Concrete targets, measurable progress, local impact



CLIMATE

x5

Low-carbon EBITDA⁽¹⁾

Supporting the energy transition while
reducing the carbon footprint of our
activities

(1) Compared with the 2025 reference year – share of low-carbon EBITDA (biofuels and solar electricity and related services) in Group EBITDA.



ENVIRONMENT

100%

Biodiversity assessment carried out on industrial sites and solar parks⁽¹⁾ located near a sensitive area, with action plans

Limiting our environmental footprint and preserving biodiversity around our sites

(1) Industrial sites + solar parks > 1 MWp located within 500 m of a sensitive area.



SOCIAL

WeCare⁽¹⁾

Providing quality social protection to all our employees

Offering a safe, inclusive and supportive environment for our teams

(1) The WeCare programme is a social protection policy designed to safeguard 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.



SOCIETY

3.7 million

People in Africa have access to cleaner cooking methods⁽¹⁾ offered by the Group

Strengthening our contribution to local development and promoting responsible business practices

(1) Such as bottled LPG or BioLPG.

05

Corporate Governance

MARC-OLIVIER LAURENT

Chairman of the Supervisory Board



Supervisory Board – Composition to date

A strengthened and diversified Board



	AG 2025	AG 2026 ⁽¹⁾
Number of members	14	12
Independence	93%	100%
Women	43%	50%
International	28%	25%
Average tenure	4.2 years	3.3 years

○ Term renewed at the 2026 AGM

★ Independent

(1) Subject to 2026 AGM vote.

Supervisory Board

A dedicated and involved Board

Activities in 2025, focusing in particular on:

- **Monitoring the Group's strategy**
- **Review of the budget**, of its main parameters and the budget implementation
- **Monitoring the Management Board succession plan**
- **Governance**: analysis of the composition of the Supervisory Board and its Committees, annual review of the independence of its members and of the skills matrix, annual self-assessment, three-year Board formal assessment process, monitoring the selection process for new Board members
- **Board Committees**: internal audit, safety, risks and disputes, setting of the criteria for selecting new Board members
- **Compensation**: opinion on the compensation policy and validation of the compliance of the components of the Management Board's compensation for 2024
- **Statutory dividend**: thoughts and discussions, in conjunction with the Management Board, on the review of article 56 of the by-laws (formula for calculating the dividend of the General Partners)
- **Shareholders' Meeting**: examination of the request for inclusion on the agenda of the Shareholders' Meeting of 12 June 2025 of draft resolutions relating to the appointment of two new members of the Supervisory Board submitted by CNN
- **Investor relations**: feedback and analysis of the expectations expressed during the governance roadshows led by the Chairman of the Board
- **Sustainability**: Think Tomorrow 2030 Sustainability Roadmap

	FY 2024	FY 2025
Number of meetings	11	14
Attendance rate	94%	93%
Executive sessions	7	6



Renewal of three Supervisory Board members (*Resolutions 4 to 6*)



Resolution 4

Cécile Maisonneuve

Independent

Age: 54 years

- She began her career in 1997 at the French National Assembly successively within the Defence, Laws and Foreign Affairs commissions. In 2007, she was responsible for strategic planning and international public affairs at the Areva Group, before taking over as Director of the Energy and Climate Centre at the *Institut Français des Relations Internationales* (IFRI) in 2013.
- Then, she headed the innovation and prospective lab, *La Fabrique de la Cité* (Vinci Group 2015-2021).
- She currently heads Decysive, a research, advisory and know-how transmittal firm focusing on energy, environmental and geopolitical issues. She is a Senior Fellow of *Institut Montaigne* and an advisor to the Energy and Climate Centre of IFRI.

Expertise

- Management
- Listed Companies
- Sustainability/Climate
- Energy sector
- Renewable sector



Resolution 5

Alberto Pedrosa

Independent

Age: 71 years

- He began his career in Brazil with the Rhône-Poulenc Group in 1976.
- Based in France starting in 1985, he held General Management positions carrying international responsibilities at Rhône-Poulenc, Rhodia, Alstom and Renault.
- Upon returning to Brazil in 2013, he headed Tereos's local subsidiary and other sugar companies.
- He is currently a company Director and consultant.

Expertise

- Management
- Listed Companies
- Finance/M&A
- HR
- Operations/IT
- Energy sector
- Renewable sector



Resolution 6

Carine Vinardi

Independent

Age: 53 years

- She began her career in 1997. Having worked in industry, she has experience in operational management and managing cross-functional positions in different international companies and along the entire value chain.
- Until July 2024 she was head of R&D and Operations at the Tarkett Group, which specialises in floor coverings and sports surfaces.

Expertise

- Management
- Listed Companies
- Sustainability/Climate
- Legal
- HR
- Operations/IT
- Renewable sector

Compensation in respect of the 2025 financial year ⁽¹⁾

Managing Partners (*Resolutions 10 to 14*)

	Gilles Gobin, Sorgema, Agena, GR Partenaires (Resolutions 10 to 12)	Jean-Christian Bergeron (Resolution 13)	Marc Jacquot (Resolution 14)
FIXED COMPENSATION	€2,626,195 Aggregated amount (Indexed on inflation)	€137,500 Pro-rated starting from October 1 st	€105,000 Pro-rated starting from October 1 st
ANNUAL VARIABLE COMPENSATION achievement rate : 78%	Based on a mix of financial and non-financial criteria, including CSR criteria		
	Capped at 50% of fixed compensation	Capped at 80% of fixed compensation	
	€1,024,216 Aggregated amount	€85,800	€65,520
MULTI-YEAR VARIABLE COMPENSATION	N/A	Capped at 100% of fixed compensation	
		No allocation in 2025 in respect of the term of office	No allocation in 2025 in respect of the term of office

(1) Excluding benefits in kind.

Compensation in respect of the 2025 financial year

Achievement rate of the annual variable compensation

	Criteria	Achievement rate	Weighting	Achievement
Financial (75%)	Relative overall performance of Rubis shares (vs SBF120)	<ul style="list-style-type: none"> Perf. exceeds +2 percentage points = 100% Between 0 and +2 percentage points = 50% Below SBF120 Performance = 0% 	25%	100%
	Diluted earnings per share (EPS)	<ul style="list-style-type: none"> ≥ 2025 budget = 100% < 2025 budget = 0% 	20%	100%
	EBITDA	<ul style="list-style-type: none"> > 102% of the top of the guidance = 100% = Bottom of the guidance = 90% < guidance = 0% Linear between 90% and 100% 	20%	97%
	Rubis Photosol's secured capacities	<ul style="list-style-type: none"> ≥ 1 450 MWp in 2025 = 100% = 1 350 MWp = 25% < 1 350 MWp = 0% Linear between 25% et 100% 	5%	72%
	Rubis Photosol's operating capacities	<ul style="list-style-type: none"> ≥ 720 MWp in 2025 = 100% = 650 MWp = 25% < 650 MWp = 0% Linear between 25% et 100% 	5%	0%
CSR (25%)	Occupational safety: Frequency rate of occupational accidents with lost time > 1 day	<ul style="list-style-type: none"> 2025 Rate < 5,5 = 100% 2025 Rate ≥ 5,5 = 0% AND <ul style="list-style-type: none"> Employee fatality= 0% 	10%	100%
	Climate: CO ₂ emissions scopes 1 and 2	<ul style="list-style-type: none"> 2025 Ratio < 2024 Ratio = 100% 2025 Ratio ≥ 2024 Ratio = 0% 	15%	0%

78%
Achieved

Compensation policy in respect of the 2026 financial year

Gilles Gobin, Sorgema, Agena and GR Partenaires (**Resolution 17**)

Fixed compensation

- **Fixed compensation unchanged** for 2026 (€2,626,195 – to be indexed on inflation⁽¹⁾), freely allocated between Gilles Gobin and the companies Sorgema, Agena and GR Partenaires
- Since the last Shareholders' Meeting in 2025, the fixed component is defined in the compensation policy following the deletion of article 54 of the by-laws

Variable compensation

- **Cap at 50%** of fixed compensation (unchanged)
- No change in the compensation structure
- Targets in line with the guidance for 2026 and with the ambitions previously disclosed to the market
- Reinforced objective relative to safety criterion and enlarged perimeter of the climate-related criterion

Benefits

- Company car

(1) Rate of change, during the financial year in question, in the Insee index of the hourly wage rates for workers in the electricity, gas, steam and bottled air production and distribution industry.

Compensation policy in respect of the 2026 financial year

Jean-Christian Bergeron and Marc Jacquot (*Resolution 18*)

Fixed compensation

- Jean-Christian Bergeron: €550,000 – Marc Jacquot: €420,000

Annual variable compensation

- On-target variable compensation at 80% of the fixed compensation and introduction of a cap of 100% of fixed compensation subject to the achievement of financial targets
- Introduction of a 10% qualitative component
- Reinforced objective relative to safety criterion and enlarged perimeter of the climate-related criterion

Multi-year variable compensation

- Cap at 100% of their respective fixed compensation
- Performance conditions identical to all beneficiaries of the plan
- Introduction of stock lock-up rules for Jean-Christian Bergeron and Marc Jacquot

Exceptional compensation

- In case of exceptional circumstances
- In shares, subject to performance conditions over 3 years
- Capped at 100% of the fixed compensation

Severance conditions

- 24-month non-compete clause
- Compensation in the event of forced departure, subject to a demanding performance condition
- Amount capped at twice the annual fixed and variable compensation

Benefits

- Company car
- Defined contribution pension scheme (Art. 82) replacing the GSC coverage as of July 1st, 2026 (equivalent contribution amount); PEE without the Company contribution granted to other employees; supplementary health and personal risk plans; PERO

Annual variable compensation in respect of the 2026 financial year

Gilles Gobin, Sorgema,
Agena, GR Partenaires
(Resolution 17)

Jean-Christian Bergeron,
Marc Jacquot
(Resolution 18)

Criteria		Maximum
Financial	Relative overall performance of Rubis shares (vs SBF 120)	25%
	Diluted earnings per share (EPS)	20%
	EBITDA	20%
	Rubis Photosol's secured capacities	5%
	Rubis Photosol's operating capacities	5%
CSR	Workplace safety: Frequency rate of occupational accidents with lost time > 1 day	10%
	Climate: CO ₂ emissions scopes 1, 2 and 3A	15%
Qualitative	Deployment of the strategy	-
	Human capital management	-

On-target	Maximum
20%	28.3%
20%	28.3%
20%	28.3%
5%	5%
5%	5%
10%	10%
10%	10%
5%	5%
5%	5%

Maximum in case of **outperformance** of financial conditions

100% max.
i.e. 50% of the fixed
compensation

100% target
i.e. 80% of the fixed
compensation

125% max
i.e. 100% of the fixed
compensation

Multi-year variable compensation



- **Maximum 100% of their fixed compensation**
- Subject to stringent **performance conditions**
- **3 years performance** period
- Gilles Gobin, Sorgema, Agena and GR Partenaires are not eligible of such plan
- Financial authorisation voted at the 2025 AGM

**Jean-Christian Bergeron
and Marc Jacquot**

Criteria		Maximum
Financial	Rubis TSR (vs SBF 120 TSR), Group EBIT, Group EBITDA, etc.	80%
CSR	One or more of the most material criteria in line with CSR objectives (set in the 2026-2030 sustainability roadmap disclosed in March 2026)	20%

**100% of the fixed
compensation**

Compensation in respect of the 2024 financial year

Chairmanship of the Supervisory Board (Resolutions 15 and 16)

	FIXED PORTION	VARIABLE PORTION TIED TO ATTENDANCE	PORTION OF THE CHAIRMANSHIP OF THE SUPERVISORY BOARD	PORTION FOR THE CHAIRMANSHIP OF THE AUDIT AND CSR COMMITTEE	TOTAL (including attendance in Committees)
Nils Christian Bergene Chairman of the Supervisory Board until 15 May 2025	€5,028	€5,854	€8,979	€3,592€	€34,360
Marc-Olivier Laurent Chairman of the Supervisory Board from 15 May 2025	€13,658	€20,488	€15,411	-	€56,884

- Attendance rate of Marc-Olivier Laurent at the Supervisory Board and the Audit and CSR Committee meetings: 100%
- No other compensation of any kind awarded in respect of the 2025 financial year

Compensation policy in respect of the 2026 financial year

Supervisory Board (*Resolutions 19 and 20*)

Proposed annual envelope

- **Proposed annual envelope: €611,750** (vs €551,750 at the Shareholders' Meeting of 12/06/2025)
- **Increase due to:**
 - **Increase in the size of the Supervisory Board** at the end of the 2025 Shareholders Meeting until May 2026
 - **Increase in the size of the Audit et CSR Committee and of the Compensation, Appointments and Governance Committee**
 - These increases led to insufficient annual envelope which resulted the need to apply a reduction coefficient to the compensation paid to each member in respect of 2025
- **Allocation among Board members:**
 - **The compensation is linked to their corporate offices and attendance at the Board and Committees meetings**
 - Compensation policy of the Chairman of the Supervisory Board and the portion for the Chairmanships of the Committees remain unchanged
 - Compensation consisting of a **fixed portion** (40%) and an **attendance-based variable portion** (60%)

06

Statutory Auditors' Reports

JACQUES-FRANÇOIS LETHU

Statutory Auditor
KPMG SA



Statutory Auditors' Reports



Ordinary Shareholders' Meeting

- Report on the **annual financial statements**
- Report on the **consolidated financial statements**
- Special report on **related-party agreements**
- Report on the certification of sustainability information and taxonomy

Statutory auditors' reports

Ordinary Shareholders' meeting



Report on the annual financial statements of Rubis SCA (1st resolution)

- Pages 468 to 471 of the 2025 Universal Registration Document
- Key audit matter
 - Measurement of investments
- In our opinion, the financial statements give a true and fair view of the assets and liabilities and of the financial position of the Company as at December 31, 2025 and of the results of its operations for the year then ended in accordance with French accounting principles.
- Emphasis of Matter
 - We draw attention to Note 3 to the annual financial statements relating the impacts resulting from the change in accounting policies related to the first-time application of ANC Regulation No. 2022-06. Our opinion is not modified in respect of this matter.

Statutory auditors' reports

Ordinary Shareholders' meeting



Report on the consolidated financial statements (2nd resolution)

- Pages 464 to 467 of the 2025 Universal Registration Document
- Key audit matter
 - Measurement of the recoverable amount of goodwill
- In our opinion, the consolidated financial statements give a true and fair view of the assets and liabilities and of the financial position of the Group as at December 31, 2025 and of the results of its operations for the year then ended in accordance with International Financial Reporting Standards as adopted by the European union.

Statutory auditors' reports

Ordinary Shareholders' meeting



Special report on related-party agreements

- Pages 472 to 473 of the 2025 Universal Registration Document
- Agreements authorized and entered into during the financial year ended
 - Transitional services agreement signed on April 4, 2023 and its Amendment No.1 to the transitional services agreement signed on September 9, 2024, with Rubis Photosol SAS, relating to consolidation, IT resources, compliance and CSR as well as the replacement of the Group's consolidation and reporting tool.
- Agreements approved whose implementation continued during the past financial year
 - Transitional services agreement for consolidation, IT resources, compliance and CSR signed on April 4, 2023 with Rubis Photosol SAS

Statutory auditors' reports

Ordinary Shareholders' meeting



Report on the certification of sustainability information and taxonomy

- Pages 256 to 260 of the 2025 Universal Registration Document
- We have not identified any material errors, omissions or inconsistencies relating to compliance :
 - of the process implemented by Rubis
 - of the sustainability information included in the Sustainability Statement, with the requirements of the French Commercial Code
 - with the requirements of article 8 of EU regulation

07

Dialogue with Shareholders



08

Vote on resolutions

EVA CHAUVET
General Counsel



Thank you for your attention



Photos credits: @ Gilles Dacquin © Photothèque groupe Rubis

DISCLAIMER

This presentation does not constitute or form part of any offer or solicitation to purchase or to sell Rubis' securities. Should you need more detailed information on Rubis, please consult the documents filed in France with the Autorité des marchés financiers, which are also available on Rubis' website ([Rubis – Serving the energies of today and tomorrow](#)).

This presentation may contain a number of forward-looking statements. Although Rubis considers that these statements are based on reasonable assumptions as at the time of publishing this document, they are by nature subject to risks and contingencies liable to translate into a difference between actual data and the forecasts made or inferred by these statements.

