

A key link in

OUR RESOURCES



HUMAN CAPITAL

- **4,142*** employees in **41*** countries
- **25%*** women in the Group
- **Over 50*** nationalities



SOCIETAL AND ENVIRONMENTAL CAPITAL

- A Climate Committee to support our energy transition
- **38%*** of sites certified
- **€2.92M** donated to community investment and social engagement initiatives, including **€1.65M** for the Covid emergency fund
- **37*** Compliance Officers



INDUSTRIAL CAPITAL

- Supply control of our retail & marketing businesses
- **1,015** gas stations in **22** countries
- **117*** industrial sites worldwide
- **1.4M m³** of storage capacity for our support & services and retail & marketing activities
- **€245M** in capital expenditure
- **5** fully-owned vessels and **9** time charter



FINANCIAL CAPITAL

- **€4Bn:** Group market capitalization
- **€377M:** free cash flow after maintenance investment
- **0.36:** ratio of net financial debt to EBITDA

STRATEGY

Give as many people as possible regular and reliable access to energy to meet their basic needs (mobility, cooking, heating, etc.).

Provide the energy necessary for the operation of industry and professionals.

Distributing energy for everyday life

80 operational subsidiaries in Africa, the Caribbean and Europe.

A decentralized system as close as possible to local challenges.

Support the energy transition by offering our customers less carbon-intensive solutions.

OUR BUSINESS LINES

RETAIL & MARKETING

Fuels, liquefied gases, bitumen

85%

OF SALES REVENUE

90% of the gas station network is located in Africa and the Caribbean.

100% of bitumen is distributed to develop infrastructure in Africa.

86% of sales revenue in Europe is derived from the distribution of liquefied gases.

SUPPORT & SERVICES

Trading, supply, shipping

15%

OF SALES REVENUE

Ensure the reliability and sustainability of our retail & marketing activities in areas where supply is complex.

Operate a refinery to supply energy to the French Antilles.

STORAGE

Activity carried out as a joint venture and accounted for under the equity method since April 30, 2020.

4.6M M³ of storage capacity

50% for fuels.

50% for chemicals, biofuels and agrifood products.

5 countries in Europe.

OUR CUSTOMERS

INDIVIDUALS

- Customers of our gas stations for their mobility and related services (shops, car washing, etc.).
- Users of liquefied gas in tanks (home delivery) or in cylinders for heating and cooking.

PROFESSIONALS

A very broad and diversified spectrum of customers, including the following sectors:

- manufacturing
- farming
- services
- utilities
- public works.

the energy chain

OUR VALUE CREATION



HUMAN CAPITAL

- **69%*** of employees trained
- **102*** net jobs created
- **98%*** of employees employed locally
- **97%*** of employees have health coverage
- **5.5***: frequency rate of occupational accidents (-43% since 2015)



SOCIETAL AND ENVIRONMENTAL CAPITAL

- Promotion of less carbon-intensive energies (liquefied gases, biofuels, etc.)
- **28** circular economy and renewable energy development projects
- **€175M:** taxes
- **0*** major industrial accidents
- Over **20,000** people benefiting from our community investments



INDUSTRIAL CAPITAL

- Continuity of supply essential to the economies of the countries where the Group operates
- **20%** of cash flow allocated to growth investments
- Geographic diversity of business lines and products
- No. 1 or 2 in market share depending on the region



FINANCIAL CAPITAL

- **€280M:** net income, Group share
- **€186.5M** distributed to shareholders
- **€2.72:** net earnings per share
- **€1.80**:** amount of dividend per share
- **9%** compound growth over 10 years in earnings per share and dividend per share
- **13%:** average ROCE after tax over 2018-2020

SDG CONTRIBUTION

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Through its goal of providing access to energy to as many people as possible, particularly in regions where a large part of the population lacks access to energy, Rubis contributes first and foremost to the United Nations Sustainable Development Goal (SDG) 7 "Affordable and clean energy."

More generally, the Group conducts its activities in accordance with a CSR approach that contributes to the SDGs. The implementation of demanding HSE standards to limit the impact of its activities on people (SDG 3) and the environment (SDGs 6 and 15), commitments to combat climate change (SDG 13), policies to promote team diversity (SDG 5) and increase the sharing of value created (SDG 8), and anti-corruption standards in line with the best international standards (SDG 16) are some practical examples.

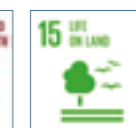
The Group's community investment and social engagement complement this commitment by contributing to regional development.



Target of **20%** reduction in CO₂ emissions by 2030 (reference year 2019, covering Rubis Énergie - scopes 1 and 2)



Target of an average of at least **30%** women on the Management Committees of Rubis Énergie and its subsidiaries by 2025



* Data including the Rubis Terminal JV.

** Amount proposed to the Shareholders' Meeting of June 10, 2021.

Data as of December 31, 2020.