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Letter to shareholders

NOVEMBER 2025

Dear Sir, Dear Madam, Dear Shareholder,

The third quarter of 2025 confirms a clear trajectory: that of a strong, committed and dynamic Group. Rubis continues to demonstrate its ability to combine operational performance with financial discipline.

A 9% increase in margins and a 6% increase in volumes in energy distribution are among the highlights of this quarter's performance, confirming the relevance of our diversified business model. The Group is also accelerating its development in photovoltaic electricity production, with a secured portfolio up 25% versus September 2024, at 1.3 GWp. We therefore confirm our 2025 financial targets.

Beyond the strength of our results, Rubis continues to modernise its infrastructure, digitalise its customer experience and develop energy solutions tailored to the specific needs of its markets. This approach is notably reflected in the gradual transformation of service stations into multi-service spaces, designed to offer greater convenience, fluidity and comfort to our customers.

Our ambition and objectives remain unchanged: to ensure sustainable, value-creating growth for all our stakeholders.

We thank you for your continued trust and loyalty.

The Managing Partners

Deep-Dive on the news in Jamaica

In the wake of Hurricane Melissa, the island has suffered extensive damage. However, all our employees are safe and have swiftly reacted to reopen fuel depots and supply emergency vehicles and electricity generators, including in remote areas. As of today, 75% of our stations are operational, and we continue to closely monitor the situation. This exceptional mobilisation of resources has been key to addressing human impacts and supporting relief efforts for affected communities.

Find the latest information about the Group on our [website](#).

To receive our Letters to shareholders, please register at investors@rubis.fr.



Stéphanie Moussel

Director of Marketing
Development & Retail
Convenience, Rubis Énergie

Interview

How are service stations today becoming customer-centered and welcoming spaces?

Our service stations embody the Group's values and excellence by delivering a consistent range of high-quality services and products that meet our customers' expectations. Service is at the heart of our service stations: a warm welcome, quality coffee, a tailored food offering, local shops and comfortable spaces where customers genuinely enjoy spending time. Every detail matters in making these stations true living spaces, designed for comfort and customer satisfaction. This is how Rubis combines operational excellence with proximity and a strong sense of service.

How does the Group's decentralisation take shape in your service stations?

Operational decentralisation is part of our DNA. It gives us the flexibility needed to tailor our offerings to each market, taking into account local consumer habits. In the English-speaking Caribbean, we partner with international brands like KFC or Pizza Hut; while in the French Antilles and



Réunion Island, we work with local brands such as Snack Élysée; and in Africa, popular outlets like Chicken Inn, Pizza Inn or Java House cafés, which enjoy strong consumers loyalty. This adaptability also extends to developing local ecosystems around our stations: retail outlets, food services, as well as financial and utility services (pharmacies, opticians, etc.). Everywhere, we strive to offer open, convenient and useful spaces that serve everyday life, addressing the needs and aspirations of local communities, regardless of the type of customer. This is a real strength of the Rubis model.

How do you see the future of Rubis service stations?

While significant progress has been made, the potential for further developments remains substantial. Our priority is to continue enhancing our offer, and with it our non-fuel revenues, notably by doubling the number of stations offering dining or shopping services by 2030. We are also expanding LPG cylinder



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availability at stations where it is not yet offered, improving accessibility and bottle deposit financing, particularly in Africa. The future will also bring a more seamless, connected customer experience. Tomorrow, thanks to data and artificial intelligence, we will further refine

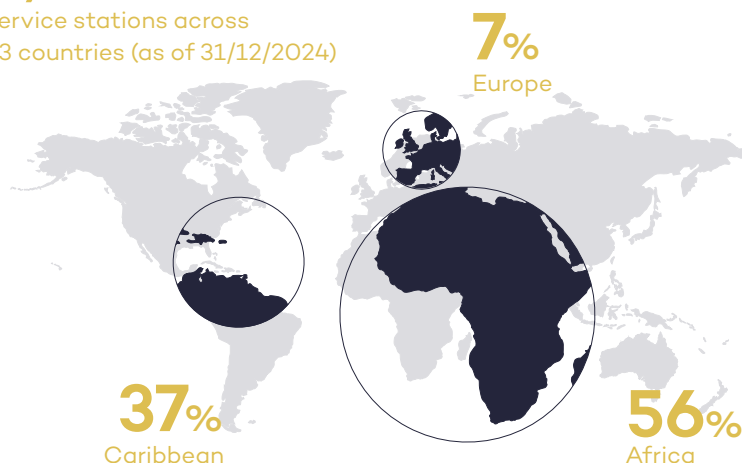
sales monitoring, customisation and stock management. We remain focused on what sets us apart: impeccable service quality, offers designed to simplify our customers' lives, and a commitment to supporting mobility transitions across all markets where Rubis operates.



Key Figures

1,143

service stations across
23 countries (as of 31/12/2024)



Agenda

- **12 March 2026**
2025 Annual results
- **End of April 2026**
Publication of the 2025 Universal Registration Document
- **05 May 2026**
2026 First-quarter trading update
- **10 June 2026**
2026 Annual Shareholders' Meeting