2021
FULL-YEAR RESULTS

10 March 2022

HIGHLIGHTS

As of 31 December 2021

HIGHLIGHTS
AS OF 31 DECEMBER 2021

- FY 2021: approaching 2019 record level
  - +4% increase in earnings, cash flow vs 2020
  - Increase in dividend to €1.86[1] up from €1.80
- Strategic move in renewable energy
  - Announced acquisition of Photosol
  - HDF participation
- Enhancing CSR engagement
  - -30% reduction in CO_2 emissions target[2]
  - UN Global Compact
  - CSR Roadmap 2022-2025
  - CDP – grade B (Climate)

(1) Amount to be proposed at the General Meeting on 9 June 2022.
(2) Baseline 2019, Rubis Énergie - scopes 1 and 2.

HIGHLIGHTS
KEY FIGURES SHOW SOLID PERFORMANCE

	FY 2021	FY 2020	FY 2019	2021 vs 2020	2021 vs 2019	
VOLUMES ('000 m^3)	**5,401**	5,049	5,494	+7%	-2%	• Record year for bitumen, recovering aviation • LPG and service station volumes close to pre-COVID level
UNIT MARGIN (In €/m^3)	**117**	123	120	-5%	-3%	• Very limited impact of rising oil prices • Adjusted for Haiti unit margin at €122 vs €117 reported, with Europe and Africa ahead of 2019 levels
EBIT (€M)	**392**	366	412	+7%	-5%	• Full 2021 COVID vs 8.5 months in FY 2020 • 2021 vs 2019 - Strong bitumen and East Africa partially compensate COVID impact, Haiti and Madagascar
NET INCOME GROUP SHARE (€M)	**293**	280	307	+4%	-5%	• Rubis Terminal in JV since 30 April 2020(2)
CASH FLOW(1) (€M)	**465**	433	461	+7%	+1%	• Solid cash-flow generation underlines quality of the results

(1) Cash flow, 2020 and 2019 excluding Rubis Terminal.
(2) Contribution of Rubis terminal to the net income Group share: a) in 2021: 12 months of JV with €4.7m contribution; b) 2020: 8 months of JV contribution at €4.3m and 4 months of net profit contribution of €17m; c) 2019: 12 months with net income from assets held for sale of €28m.

RUBIS ÉNERGIE

RETAIL & MARKETING

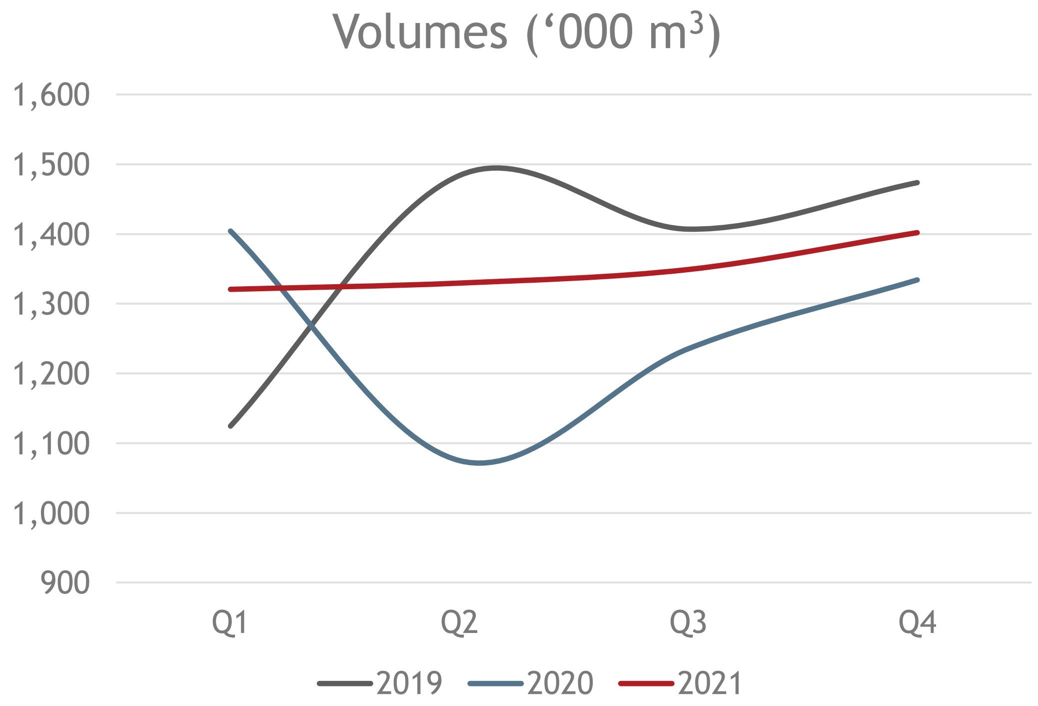
B2C

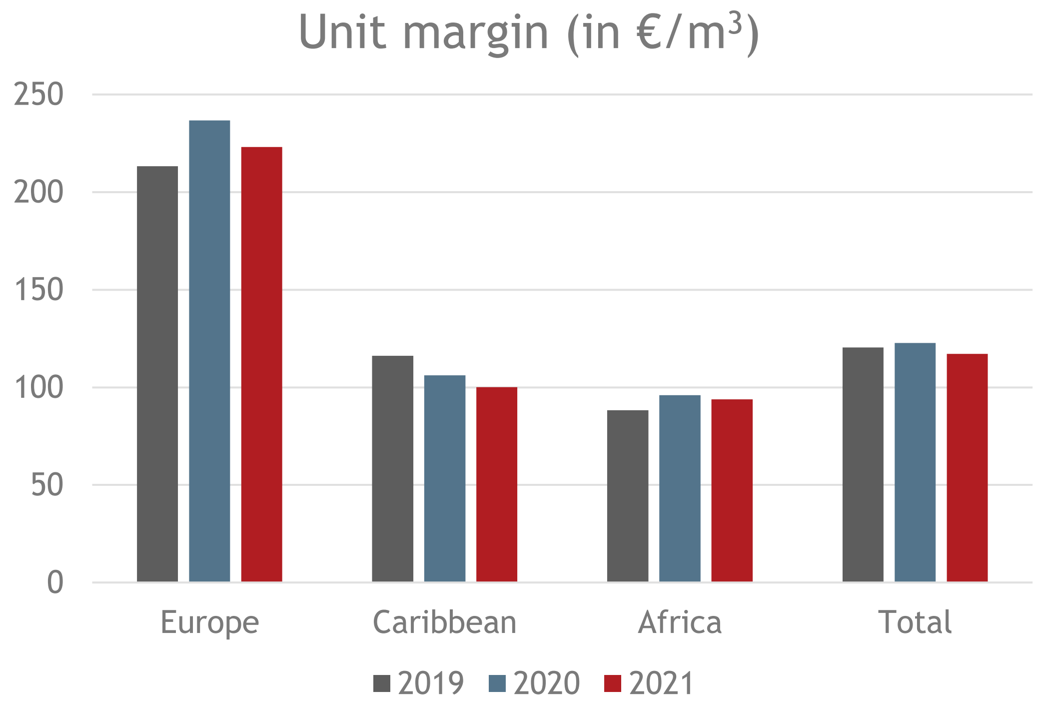
Service station sales (fuel, LPG, lubricants, etc.)
Direct sales (LPG and heating oil)

B2B

Fuels (aviation, power plants, etc.)
LPG
Lubricants
Bitumen

RETAIL & MARKETING
VOLUME RECOVERY, RESILIENT UNIT MARGIN





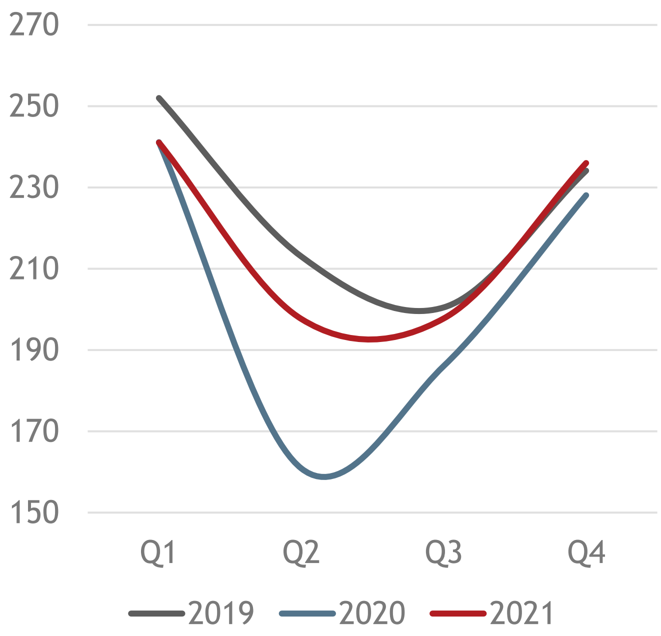
RETAIL & MARKETING
EUROPE

16%
of FY 2021 volume

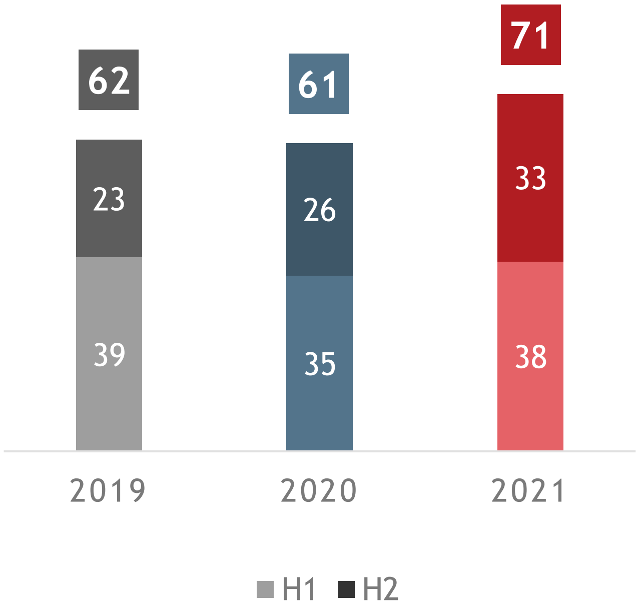
25%
of EBIT share

- **Limited impact of COVID** on LPG operations in Europe
  - >90% of regional profits from LPG and immaterial exposure to aviation
  - Maintained solid profit per unit (above 2019 levels) in the context of rising oil prices
  - Excellent commercial effort with market share gains in France, Spain and Switzerland

Volumes (‘000 m^3)



EBIT (€M)

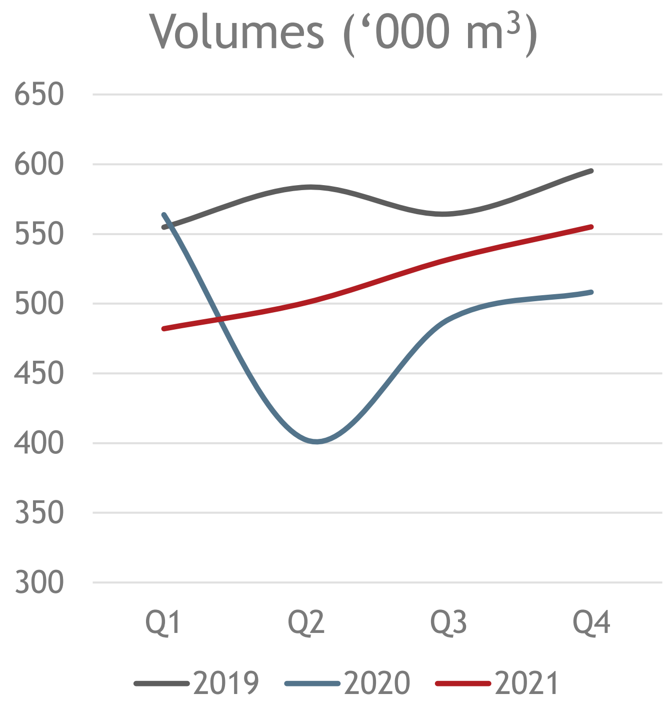


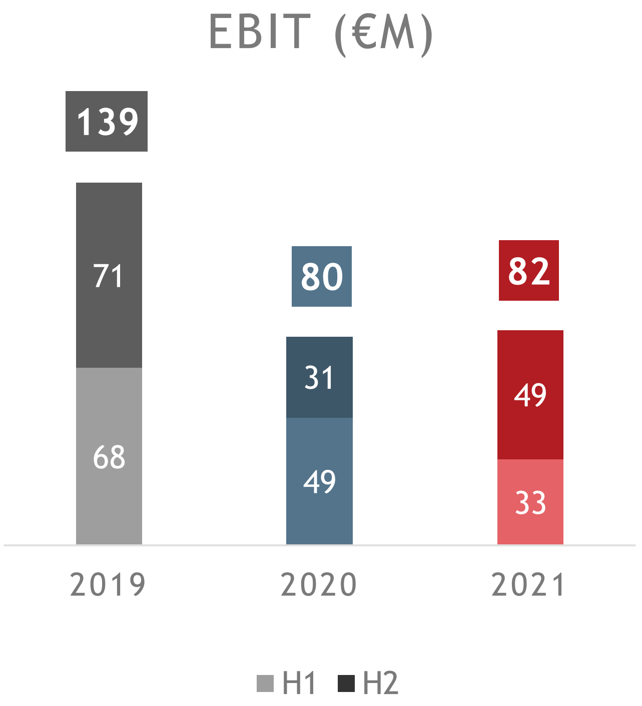
RETAIL & MARKETING
CARIBBEAN

38% of FY 2021 volume

29% of EBIT share

- **Region heavily impacted by COVID** due to tourism exposure with ongoing recovery
  - Volumes +5% 2021 vs 2020, 10% below 2019, mostly due to aviation
  - Haiti accounts for <10% of regional EBIT, stabilisation in H2 2021 on low level
  - EBIT ex-Haiti: +20% increase in 2021 vs 2020, though 18% below 2019



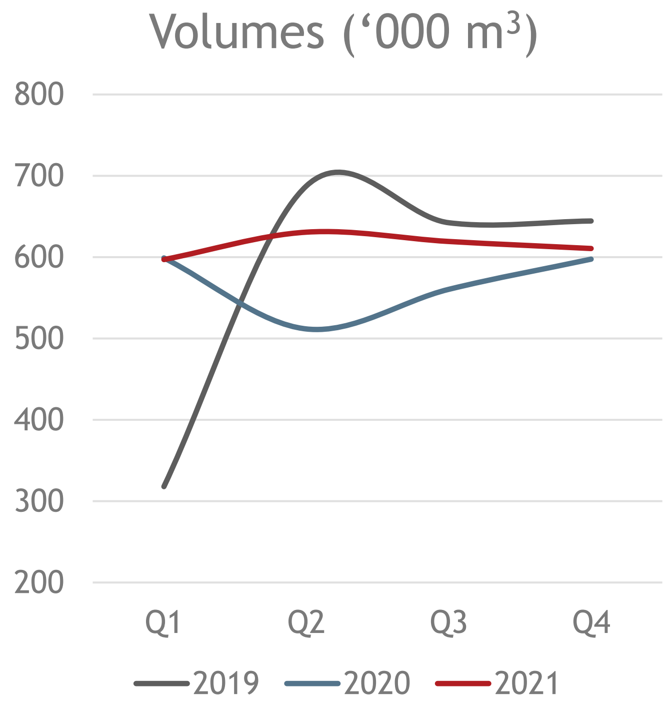


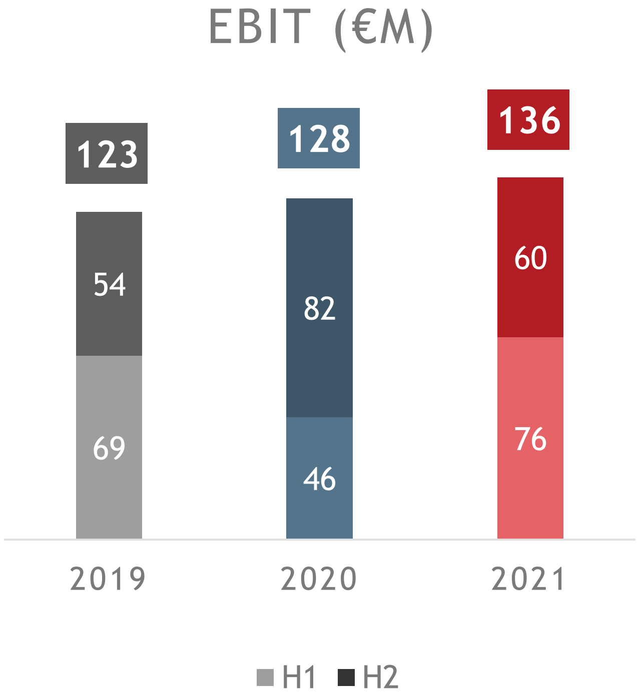
RETAIL & MARKETING AFRICA

46% of FY 2021 volume

47% of EBIT share

- **Growing market and developing Rubis operations**
  - Record year for the bitumen[(1)] with expansion outside Nigeria and numerous infra projects in the region
  - Eastern Africa: rebranding of service stations on track (171 out of ≈400 in 2021), portfolio clean-up resulted in increased earnings despite lower volumes in 2021 vs 2019
  - Indian Ocean heavily impacted in 2020 with strong recovery in 2021 ; Madagascar weighs on H2 2021 profits





(1) *Bitumen global operations including Retail & Marketing and Support & Services.*

RETAIL & MARKETING
EBIT BY REGION

	FY 2021 €M	FY 2020 €M	FY 2019 €M	2021 vs 2020	2021 vs 2019	
EBIT	289	269	324	+8%	-11%	• Solid performance despite persistent COVID impact • Resilient LPG; strong bitumen growth • Challenges in Haiti and Madagascar
Europe	71	61	62	+16%	+15%	• Limited impact from COVID on LPG segment
Caribbean	82	80	139	+3%	-41%	• Region exposed to tourism – ongoing recovery post COVID • Excl. Haiti: +20% vs FY 2020; -18% vs FY 2019
Africa	136	128	123	+6%	+10%	• Record year for bitumen in 2020 offset COVID impact • Improving profitability of Eastern Africa since 2019 • Recovery of Indian Ocean in 2021 from high impact of COVID in 2020

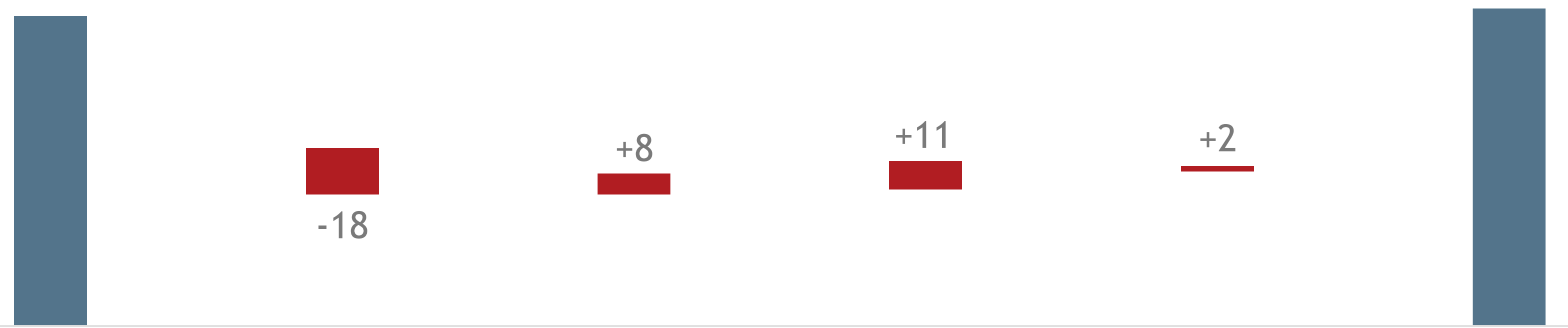
RUBIS ÉNERGIE

SUPPORT & SERVICES

Trading-supply
Shipping
Logistics
Refining (SARA)

SUPPORT & SERVICES
RECOVERY IN CARIBBEAN, STRONG BITUMEN

EBIT bridge FY 2020 – FY 2021 (€M)



	FY 2019	FY 2020	SARA[1]	Fuel trading Shipping Caribbean	Bitumen Trading Shipping	Logistics Indian Ocean	FY 2021
EBIT (in €M)	***108***	**120**	**26**	**49**	**33**	**15**	**123**
Change yoy		+11%	-41%	+20%	+51%	+19%	+2%

(1) SARA shows volatility in the reported earnings due to provision policy while cash flow remains stable: €42m in 2021, in line with the average over the last 5 years.

RUBIS TERMINAL JV

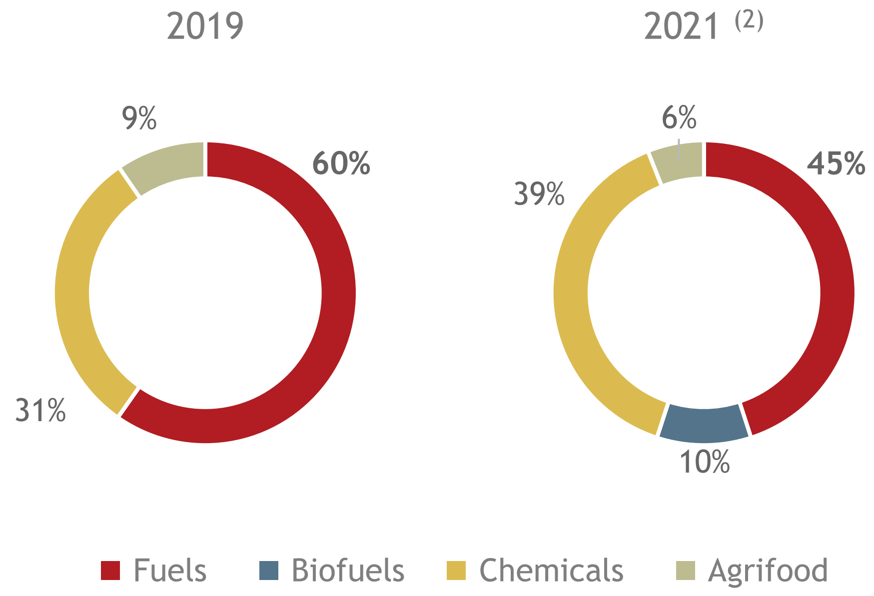
BULK LIQUID STORAGE

Fuels and biofuels
Chemicals
Agrifood

RUBIS TERMINAL JV
HIGHLIGHTS

- FY 2021: solid sales and earnings growth
  - Storage sales(1) +5%(excluding Turkey)
  - High-capacity utilisation and throughput support +6% EBITDA increase (excluding Turkey)
- Key developments
  - Fossil fuel accounts for <50% of storage sales and profitability following sale of Turkey depot (2022) and acquisition of Tepsa (2020)
  - Excellent first full year following integration of Tepsa end of 2020 with strong biofuel activity
- New initiatives/agenda for 2022
  - ESG: Ecovadis and CDP Climate Change questionnaires
  - New capacity to be commissioned in ARA by year end
  - Close monitoring of the debt market for refinancing

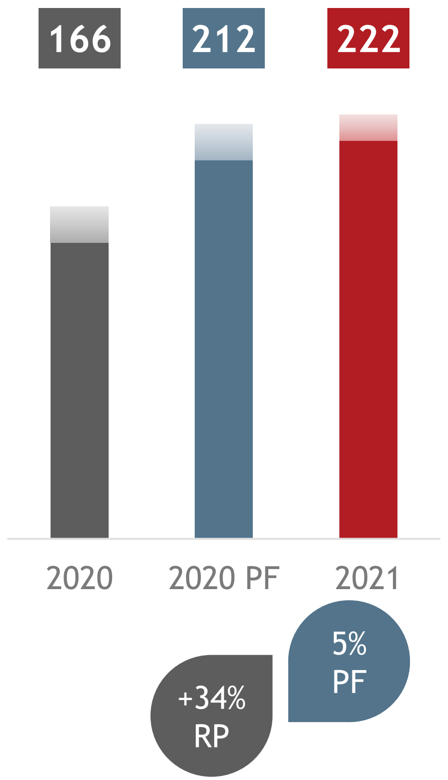
Evolving product exposure storage sales split



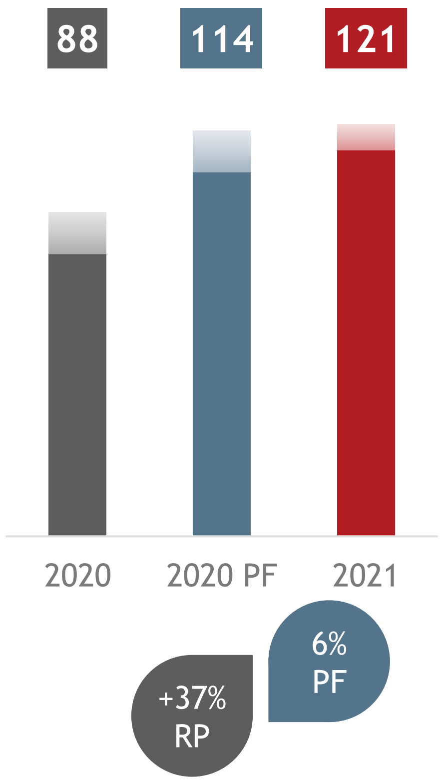
(1) Proforma storage sales as if Tepsa was acquired and consolidated as of 01 January 2020.
(2) 2021 excluding Turkey.

RUBIS TERMINAL JV
KEY FIGURES (€M)

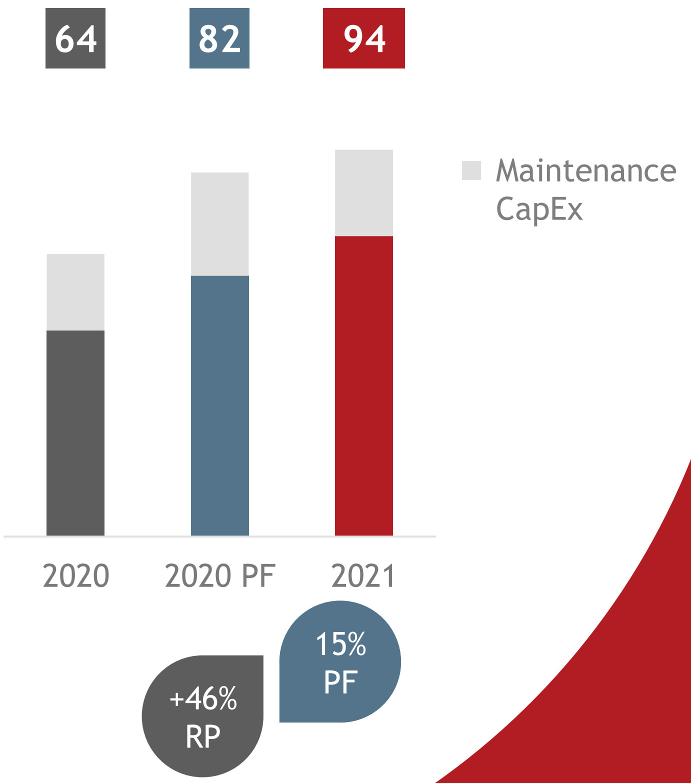
Storage revenues[1] (incl. 50% Antwerp JV)



EBITDA[1]



Free cash flow[2] : EBITDA – maintenance CapEx



(1) Revenues and EBITDA excluding Turkey, shaded area shows Turkey share.
(2) Free cash flow excluding Turkey, shaded area shows maintenance CapEx.
PF = Proforma 2020 including Tepsa as if it was consolidated from 01/01/2020, RP = real perimeter (reported).

RESULTS

INCOME STATEMENT HIGHLIGHTS

€M	FY 2021	FY 2020	FY 2021	
Sales	**4,589**	3,902	5,228	• Sales are impacted by oil price volatility and not indicative of earnings development
EBIT	**392**	366	412	• Improving earnings in Europe, Africa, still impacted Caribbean
Share of net income from JV (mostly Rubis Terminal)	**5.9**	4.3	-	• 2021: 12 months of JV Rubis Termina,l €4.7m and new investment in LPG logistics in Portugal; 2020: 8 months of JV Rubis Terminal, €4.3m
Non recurring income & expenses	**3**	-78	-7	• 2019: acquisition costs of KenolKobil • 2020: Haiti impairment and others • 2021: gain on assets disposal
Net financial charges, incl. IFRS 16 and FX	**-33**	-37	-35	
Taxes *Tax rate*	**-65** ***18%***	-59 *24%*	-76 *20%*	• Favorable regional mix and lower tax rate in France; 2020 high tax rate as goodwill impairment is not tax deductible
Net income Group share	**293**	280	307	• Rubis Terminal sale of 45% in April 2020 distorts comparison with reported net income : full integration in 2019 and equity method in 2021
Adjusted net income from continuing operations	***288***	*247*	*291*	• Net income approaches 2019 pre-COVID levels adjusted for Rubis Terminal divestment • Adjusted net income exlcudes non-recurring items, IFRS 2 and Rubis Terminal

CASH FLOW HIGHLIGHTS

€M	FY 2021	FY 2020	FY 2019	
Cash flow from operations before change in working capital	**465**	**433**	**461**	• Improving cash flow generation, above pre-COVID level • 2019 & 2020 : excluding Rubis Terminal
Change in working capital	-191	113	-56	• +59% increase in oil prices inflates stocks values in FY 2021 • Limited outflow in H2 2021 at €13m
CapEx	-205	-219	-168	• Excluding Rubis Terminal CapEx €62m in 2019 and €26m in 2020 • 2/3 maintenance vs 1/3 expansion
Investments/acquisitions/ divestments	-81	307	-396	• 2019: KenolKobil acquisition • 2020: €169m - mainly divestment of Rubis Terminal 45% stake; €138m other CapEx flows linked to Rubis Terminal • 2021: Investment in HDF Energy
Share buyback program	*-153*			• Share buyback program: 1st tranche from January to April 2021 and 2nd tranche from July to November 2021
Net debt[(1)] **Net debt/EBITDA[(1)]**	***438*** ***0.9x***	***180*** ***0.4x***	***637*** ***1.3x***	• 2019: leverage impacted by KenolKobil acquisition closed in April 2019 • 2020: reduced leverage thanks to divestment Rubis Terminal stake (€653m impact) and cash inflow from change in working capital • 2021: share buyback, stake in HDF and cash outflow from change in working capital

(1) Net debt and net debt/EBITDA pre-IFRS16.

ENVIRONMENT SOCIAL GOVERNANCE

CSR APPROACH
AN EVENTFUL YEAR

Think Tomorrow rubis

2021 HIGHLIGHTS

- Publication of our **CSR Roadmap** « Think Tomorrow » 2022-2025 structured around 3 pillars (environment, social and societal) and 9 key challenges
- Commitment to the **UN Global Compact**
- Publication of our **new anti-corruption Guide**
- **Price awarded** by the French Minister in charge of Gender Equality **for gender diversity within Rubis SCA Management Committee**
- 1st **CDP rating** (Climate Change questionnaire): **B grade**
- **Sea Cargo Charter** membership
- **Investments in renewable energies:** HDF participation and announcement of Photosol acquisition

2022 AGENDA

- **Further implementation of the climate strategy:** activities decarbonation and diversification
  - **Increased target[1] to reduce CO_2 emissions to 30%** (vs -20%) by 2030
- Continued implementation of our CSR Roadmap objectives which includes:
  - **Climate** (internal carbon price, target for reducing CO_2 emissions of scope 3A, etc.)
  - **HSE** (reducing workplace accidents and accidental spills, etc.)
  - **Social** (diversity, employees' skills development, etc.)
  - **Societal** (mapping of human rights issues, developing sustainable procurement approach, etc.)

(1) 2019 baseline, Rubis Énergie - scopes 1 and 2.

ESG
SOUND RATING, ALWAYS ROOM FOR IMPROVEMENT

Rating agency	Current Rating	Relative Performance	Comments
MSCI	AA	High Rank in Subindustry: top 7%	Rubis' AA ESG rating is in the top 7% of the "Oil & Gas Refining, Marketing, Transportation & Storage" universe. Our strongest performance are on "Corporate Governance", "Carbon Emissions and Toxic Emissions" and "Waste". Our recent commitments to reduce frequency rate of accidents by 2025 should improve our ESG rating.
SUSTAINALYTICS	ESG Risk Rating: 33.2 High Risk	Above average Rank in Subindustry: 27/87	Rubis' ESG risk rating is in the top tier of the "Oil & Gas Refining and Marketing" subindustry. Our recent commitments to reduce emissions, releases and waste by 2025 should improve our ESG risk rating.
ISS ESG	C-	Average Decile rank: 5	Rubis' C- ESG rating is average in the "Oil & Gas Storage & Pipelines" industry. Our performance is better than our peers on "Climate protection and contribution to the energy transition", "Worker safety and accident prevention", and "Business ethics and relations with governments". Efforts need to be made on "Environmental risks and impacts along the value chain" and "Protection of human rights and community outreach".
CDP	B	Above Average Rank in Subindustry: top 25%	By obtaining a B grade, Rubis is among the 25% of companies in the Oil and Gas sector that have obtained a B or higher rating. Efforts need to be made on the analysis of risk scenarios, that is lacking. Rubis does not have a global objective in terms of emission reduction on all scopes, as well as no net-zero objective. Our recent commitment to commit to SBTi in 2022 should improve our rating.

CSR APPROACH
CLIMATE FOCUS: A STRATEGY BASED ON 3 PILLARS

1. **Decarbonise our historical businesses** (operations emissions)
   - 30% reduction in CO_2 emissions by 2030 (vs 2019, scopes 1 and 2)
     - Main sources of CO_2 emissions: shipping activities and refining in Martinique
     - Ambition to enhance this target by developing a SBT well-below 2°C pathway,
     - Setting a 3A reduction target
2. **Diversify Rubis Énergie's distribution activities** (carbon intensity of products sold)
   - Diversify Rubis Énergie's distribution activities around 3 themes:
     - Mobility
     - Biofuel offer
     - Hybrid offering
   - Defining an internal carbon price
3. **Developing new businesses in renewable energies**
   - Pursue external growth in new forms of energies as initiated with HDF and Photosol

NEW FORMS OF ENERGY
INVESTMENT IN HDF ENERGY AND PHOTOSOL ACQUISITION

HDF ENERGY

- Two multi-megawatt power plant made up of an intermittent renewable source and a hydrogen chain including on-site energy storage are underway
  - CEOG is under construction in French Guiana
  - Another similar project is underway in Barbados, named RSB, presenting the same characteristics: 50KW solar energy, 128 MWh green hydrogen with battery storage to deliver a continuous output of power, day and night to 16,000 residents

PHOTOSOL

- Announcement in December of the acquisition of Photosol France[1] – one of the leading independant photovoltaic energy producer in France
- 313 MW of photovoltaic capacities in operation; 101 MW under construction
- 3.4 GW capacities in the pipeline
- €376M cash payment; €770M total impact on Rubis' consolidated net financial debt

Set up of a new division **Rubis Renouvelables** following acquisition of Photosol France

25% of Group EBITDA to be from renewables in the mid-term

(1) Final percentage to be decided at the closing of the deal and can vary between 70% and 80% stake for Rubis and 20% and 30% for Photosol's founders and management.

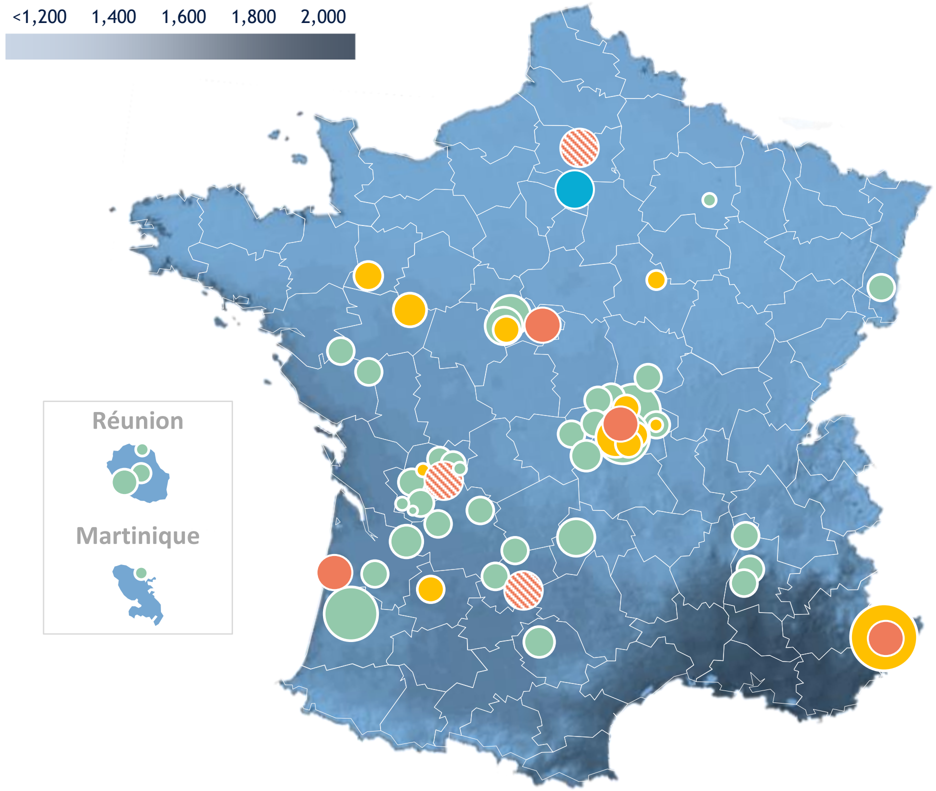
PHOTOSOL FRANCE OVERVIEW

PHOTOSOL OVERVIEW
PHOTOVOLTAIC ENERGY PRODUCER

PHOTOSOL
Photovoltaic energy producer

rubis

YEARLY SUM OF GLOBAL IRRADIATION (KWH/KWP)



Headquarters · Operating plants *(as of Nov. 2021)* · Secured plants[2] *(as of Nov. 2021)*
O&M agencies and antennas · O&M agencies and antennas to be opened

KEY STATISTICS OF OPERATING & SECURED PORTFOLIO AS OF NOVEMBER 2021

- **462 MWp** Installed & secured capacity
- **€33m** in annual revenue from the resale of electricity
- **100%** of plants directly owned
- **14.7 years[1]** Average FiT/FiP remaining duration
- **4.6 years[1]** Capacity-weighted average age
- **39 years** Average lease duration
- **20.3 years** Weighted average maturity of non-recourse project finance
- **1.24%** Average interest rate of the projects financing
- **4.4%** Average ratio Equity/project debt
- **€95/MWh[1]** Capacity-weighted average tariff
- **<€55** selling price per Mwh on recent projects
- **78** plants in operation
- **80 employees** across Île-de-France, Auvergne, Nouvelle-Aquitaine, Loir-et-Cher and Alpes-Maritimes
- **376 GWh** produced annually (eq. to the annual electricity consumption (excl. heating) of 171,000 people in France)

(1) Only related to operating plants.
(2) Including CRE 4.10 laureates.

PHOTOSOL

2008-2021 FROM SCRATCH TO 313 MW

CRE 4
Ranked #2 independent

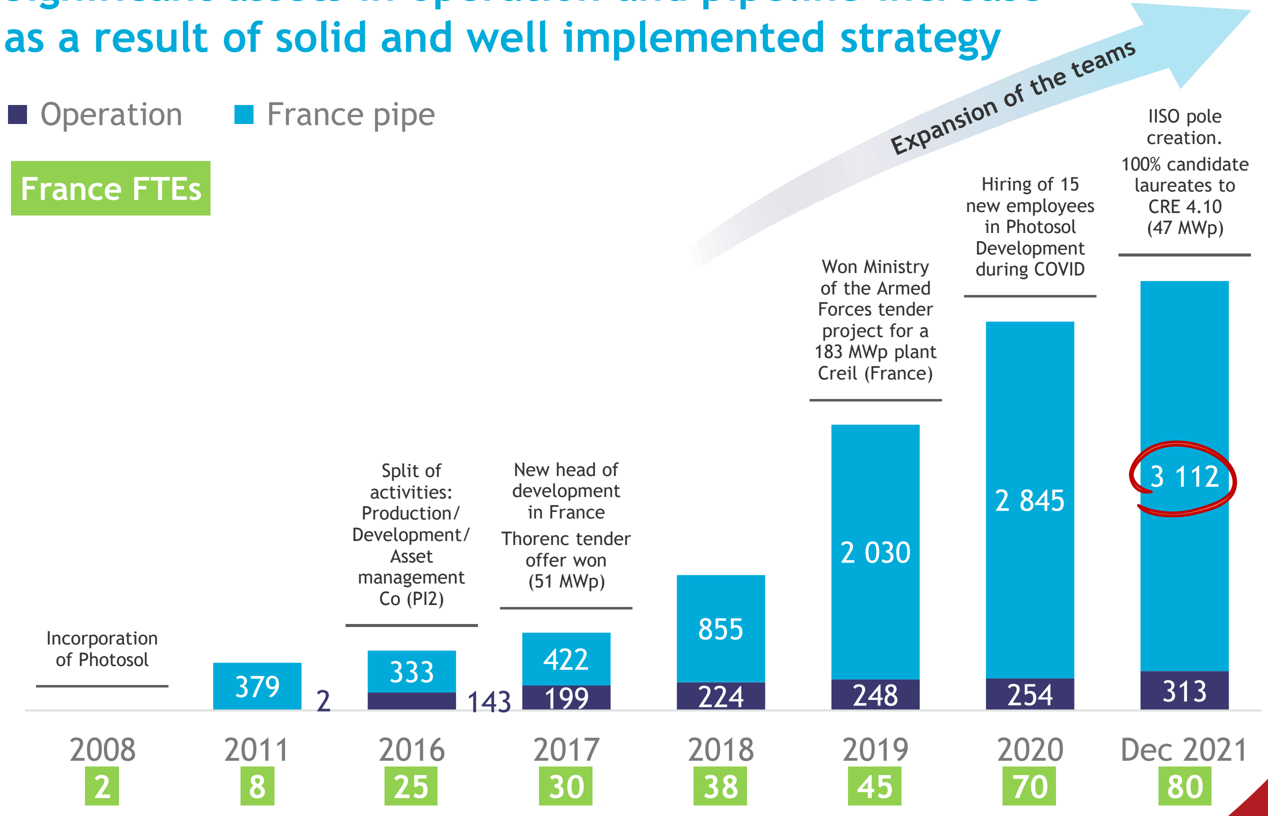
100%
Success rate
on CRE

Capacity operated in France
Ranked #2 independent

Strong differentiation factors

1. Focus on strategic areas with lower competition and complex projects development
2. Leverage on strong political and local support as well as our quality image
3. Optimise projects development, construction and operation, thanks to an integrated business model
4. Identify and recruit best-in-class profiles, and create a human-oriented working environment, with a strong entrepreneurship footprint
5. Optimise projects business model and financing to maximise return and minimise selling price of electricity
6. A clear leader in the ground PV market in France with a 100% success rate at CRE tenders

Significant assets in operation and pipeline increase as a result of solid and well implemented strategy



PHOTOSOL

A STRONG AND RESILIENT BUSINESS MODEL

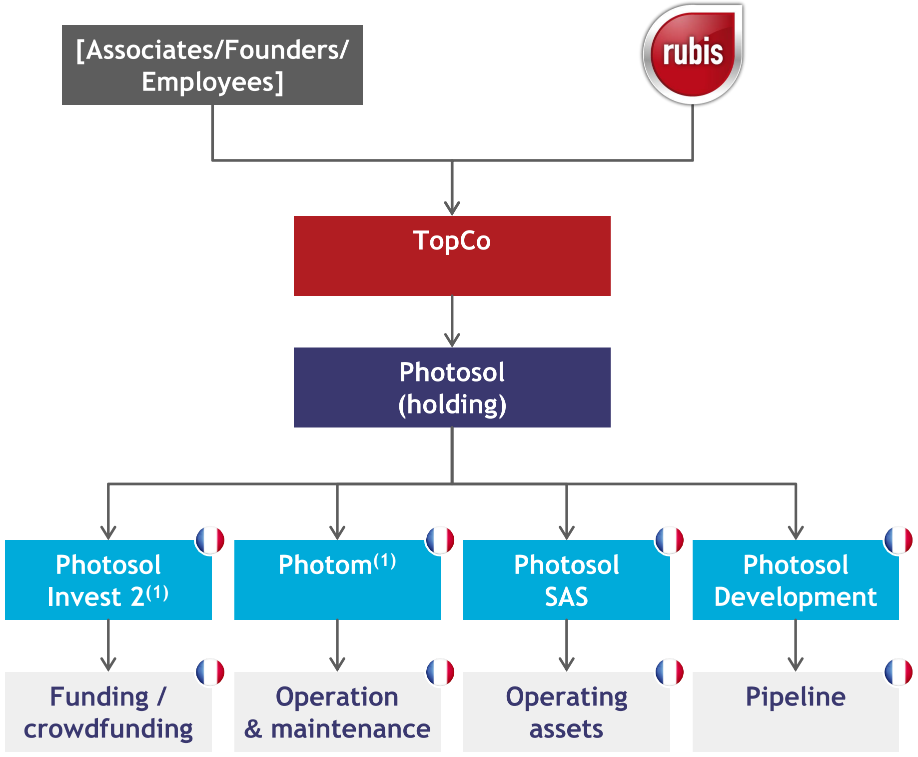
SECURING FINANCIAL EXPOSURE	• All plants in operation and under construction benefit from secured financing at least over the term of their power purchase agreement (20 years) with fixed rate • Projects under development: electricity selling price (CRE tender or PPAs) is **aligned with current interest rate change**; a number of PPAs under negotiation already include a mechanism for increasing electricity purchase prices based on interest rates
MANAGING INFLATION	• Electricity **price indexation clauses** significantly limit the impact of inflation on the existing plants (moreover, opex represent <10% of revenues) • The securing of **long-term supply contracts** with module and inverter suppliers reduces cost inflation risk • Construction cost inflation of plants under development (raw materials, logistics) is passed onto the electricity selling prices. Risk of inflation exposure is limited to few months (between the announcement of the winning CRE bids and the signing of the construction contracts)
REGULATORY AND POLITICAL ENVIRONMENT	• A powerful government targets (multi-annual energy plan ("PPE")): from 7 GW today of photovoltaic energy to 25 GW by 2028 and 100 GW by 2050 (214 GW in the high scenario of RTE) • The sector is still highly regulated but price levels have become very competitive and secure amid rising electricity costs (€56-58 per MWh average tariff for the CRE tenders, €42 tariff ARENH (nuclear assets already amortised) and €109.17 average spot price in 2021) • Nuclear is not at competition with renewable energy: on the one hand, the commissioning schedule for new nuclear power plants is 15 to 25 years, and on the other hand nuclear power and renewable forms of energy have complementary production profiles
ASSURING ACCESS TO LAND	• Access to land one of the key challenges for solar industry in France • Anticipated introduction of a clear regulatory framework on agrivoltaics in France • Photosol is among the pioneers in this field with 50% of its installed capacities, specialised teams throughout France and capacity to grow the land pipeline beyond Photosol's current objectives

A SOCIALLY-RESPONSIBLE EARLY-MOVER WITH STRONG ENTREPRENEURIAL AND FINANCIAL ENGINEERING CULTURE

DRIVEN BY EXCELLENCE	• Lean and agile organisation with an excellent reputation and a high level of professionalism • Best-in-class expertise in project development, asset/activity financing and in O&M • Full-fledged services offering to maximise equipment availability
ENTREPRENEURIAL AND FINANCIAL ENGINEERING CULTURE	• Flexible process and decision-making agility • Skilled and transversal engineer and financial teams with proprietary attitude • Agility to develop complex projects in short periods of time • Strong innovation capabilities, to optimize assets and anticipate the next technical innovations
VISION	• Focus on complex projects - mid-level of irradiation hours in specific regions • Land-use strategy - agrivoltaism, sourcing of lands specially adapted to cPPAs or to CRE, formalising land acquisition strategy • Early-mover enabling us to be best positioned for future market opportunities
SOCIALLY RESPONSIBLE	• Promoting local rural inclusion, implementing projects mostly on damaged field or agricultural land through agrivoltaism • Our reputation lies hand in hand with its eco-responsible identity, with pristine image among local authorities • First solar company to use crowdfunding as project financing – raising awareness and investments from local communities

WHY THIS TRANSACTION NOW?

Forecasted simplified group structure



1. TRANSACTION INITIATED BY THE TWO FOUNDERS

- Since the creation in 2008, the company has become a market/industry leader
- Recent buyout of third funding partner by two current founders

2. WILLINGNESS TO FIND A NEW PARTNER

- New phase of development with large-scale pipeline to be developed in France and a context of acceleration of PV on this market
- Decision by shareholders to approach a potential partner with sound balance sheet and ambitions in renewables, to further accelerate the development of the Group

3. MARKET ENVIRONMENT

- Very favourable market dynamics
- Consolidating market that benefits established players with high credibility
- Photosol is best positioned to seize untapped market opportunities (agrivoltaism, PPA market, complex project developments)

4. SPECIFIC OPPORTUNITIES OF RUBIS PARTNERSHIP

- Strategic opportunities linked to Rubis' current activities especially in term of land, commercial relationship with industrials, energy consumption, hydrogen interest, etc.
- Strong willingness of Rubis to become one of the leaders of the ecological transition, and to keep Photosol entrepreneurship and independent approach of the market
- Support the international expansion of Photosol, especially in Europe, the Caribbean and Africa

(1) Assuming shareholder buybacks by exercising Photosol future options (planned over 2021-2023).

FUTURE OPPORTUNITIES

EXECUTION OF THE PIPELINE

- A booming photovoltaic market in France: a target of 35 to 44 GWp in 2028 (“PPE” programme), more than 100 GWp in 2050 (announced by Emmanuel Macron) and up to 214 GWp in 2050 according to the RTE report
- A team of experienced developers and a pipeline of secured land representing more than 3 GWp
- A very strong track record of successful CRE bids, combined with a business model that seeks to secure the lowest possible electricity generation cost, positioning Photosol as one of the leading operators in the PPA market

THE SHIFT TOWARDS MORE PPA CONTENT

- We are building the capabilities to address the tremendous cPPAs opportunities to come, enabling us to keep gaining market share on the overall market, as well as diversifying our portfolio of profitable projects
- Incoming calls from offtakers to develop cPPAs with us (CAC 40, utilities, etc.) with high tariff offering (>55€/MWh) for projects with an expected COD in 2023 or 2024
- c.50% of our identified pipeline fits for cPPAs (mostly non eligible to CRE projects on > 50 ha agricultural lands)
- Dedicated team supporting development and project finance of cPPA

REPLICATE THE FRENCH MODEL IN NEW GEOGRAPHIES

- An international development team with extensive experience in setting up an overseas subsidiary from scratch
- An integrated business model that can be duplicated in nearby regions (Europe)
- Rubis has a strong presence in complementary regions to drive medium-term development

ANCILLARY ACTIVITIES

- An innovation division that actively monitors all topics relating to the solar market
- Special attention is paid to technologies that improve the integration of Photosol plants into the grid (storage, hydrogen, electric mobility, smart grids, etc.) and reduce intermittency in particular
- Major opportunities to repower older plants through long-term land control

CONCLUSION & OUTLOOK

KEY TAKE-AWAYS & OUTLOOK

FY 2021 RESULTS

- Solid volume development and resilient unit margin
- Improving earnings almost to pre-COVID levels
  - vs 2019: stable Europe, growing Africa and recovering Caribbean
- Cash flow increase +4% - in line with earnings growth
- Healthy balance sheet with 0.9x net debt/EBITDA
- Proposed dividend €1.86 (up from €1.80)

MID-/LONG-TERM GROWTH DRIVERS

- Renewable division as a new pillar of growth
  - c25% EBITDA contribution in the mid term
- Bitumen development in Africa with increasing regional coverage
- LPG growth driver as transitional energy across all regions
  - For ex., government plan to double LPG in South Africa
- Improving performance in Eastern Africa

Q & A

APPENDIX

SNAPSHOT
DISTRIBUTING ENERGY FOR EVERYDAY LIFE

We specialises in the distribution of fuel, liquefied gas and bitumen from supply to end consumer

WELL-ESTABLISHED COMPANY

€3bn Market cap,
90% free float

±4,000 employees,
50+ nationalities

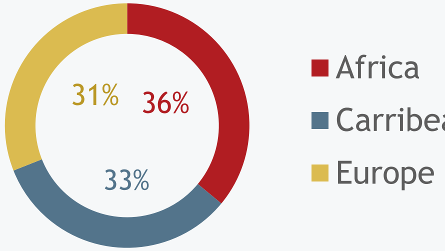
41 countries
across 3 main regions

Healthy balance sheet
Net debt/EBITDA 0.9x

ROCE **13%**
average 2018-2020

RESILIENT BUSINESS MODEL

A balanced geographical footprint
(gross profit breakdown)



Strong cash flow generation
> 100% FCF conversion (2011-2020)

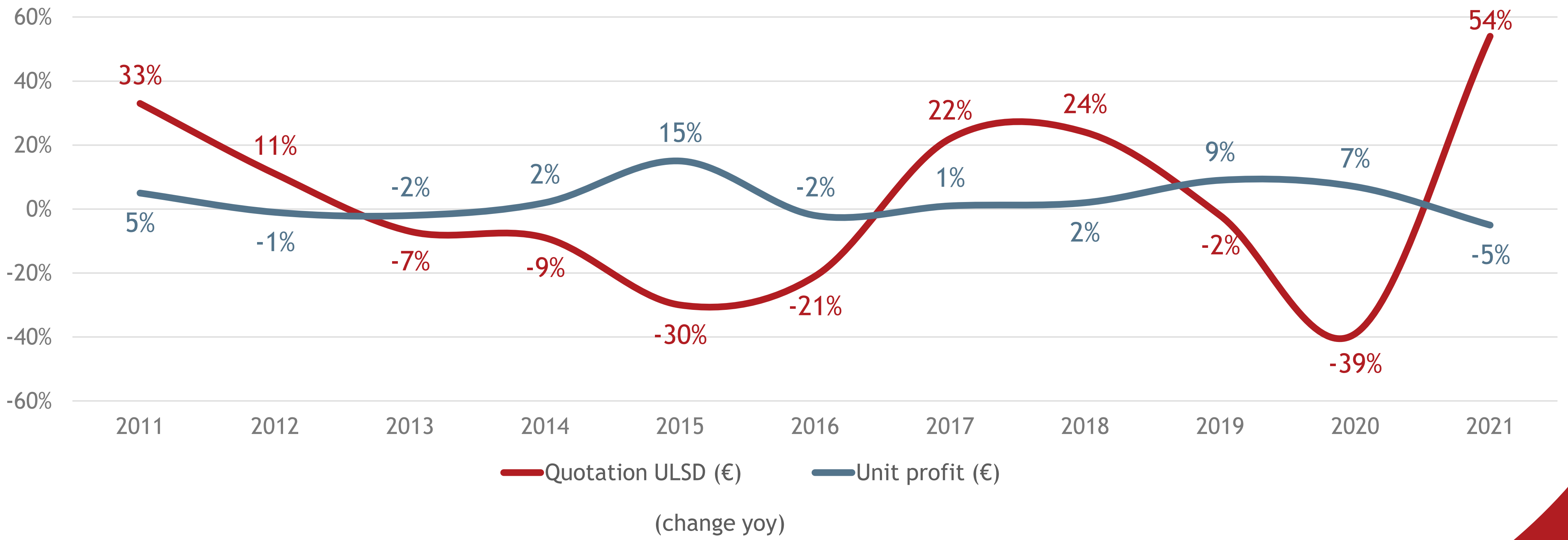
Solid track record combining organic and external growth
9% EPS 10-year CAGR

OUR VALUE CREATION

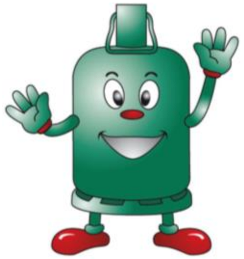
- SOCIETAL
  - 98%(1) of staff employed locally
  - 97%(1) of staff with heath coverage
  - Reliable access to everyday energy
  - Road infrastructure in Africa (bitumen)
- ENVIRONMENTAL
  - LPG as a transition energy in Africa
  - Promotion of less carbon-intensive energies (biofuel, liquefied gases, etc.); industrial partnership with HDF Energy (hydrogen)
  - Responsible operator: 28 circular economy and renewable energy projects
- SHAREHOLDER
  - “Dividend aristocrat”
  - 8% DPS CAGR over 10 years

Data as of 31 December 2021, except market cap as of 9 March 2022.
(1) Data including the Rubis Teminal JV.

RETAIL & MARKETING
LOW EXPOSURE TO OIL PRICE VOLATILITY



CONTACT DETAILS



Please visit our website www.rubis.fr
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NEXT EVENTS

Q1 2022 Revenue: 5 May 2022
AGM: 9 June 2022

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