

# COMBINED SHAREHOLDERS' MEETING

June 10, 2021



# PRESENTATION AND STRATEGY

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## 2020 HIGHLIGHTS



- **Covid-19 pandemic:** resilient business model with a recovery of activity in H2 2020
- **Constitution of the Rubis Terminal JV** in partnership with I Squared Capital infrastructure fund:
  - Rubis owns **55%** of the Rubis Terminal JV
  - **Acquisition in Spain of Tepsa**, a leading bulk liquid storage operator
- **Solid financial position** thanks to excellent cash flow generation and sale of 45% stake in Rubis Terminal
- Resolution authorizing Rubis to implement a **shares buyback program** for an 18-months period

# 2020 HIGHLIGHTS



- **Pursuit and implementation** of Corporate Social Responsibility (CSR) initiatives:
  - Creation of a **Climate Committee**
  - Publication of **CO<sub>2</sub> reduction targets**
  - Publication of **diversity targets**
- Pursuit of investments in **renewable energy** projects within our affiliates
- **Strengthening of Governance** and amendments to the by-laws enabling better alignment of the interests of both categories of partners



# GROUP STRUCTURE

## DISTRIBUTING ENERGY FOR EVERYDAY LIFE

### RETAIL & MARKETING

- **85%** of Group sales in 2020
- **5 M cubic meters** distributed in 2020 (liquefied gases, fuels and bitumen)
- In **39 countries**
- **1 015** service stations in 22 countries

### SUPPORT & SERVICES

- **15%** of Group sales in 2020
- Shipping, trading and supply
- **4.7 M tonnes** of products transported in 2020

### STORAGE

Rubis Terminal JV (equity method)

- **4.6 M cubic meters** in bulk liquid storage capacity (chemicals, biofuels, automotive fuel, heating fuel, fertilizers, edible oils, etc.)
- In **5 countries:** France, the Netherlands, Belgium, Spain and Turkey
- **19** storage sites



# RUBIS

## A STRATEGY GEARED TOWARDS THE FUTURE

Rubis approaches the future and its challenges with responsibility

**THE GROUP**  
aspires to bring  
RELIABLE AND SUSTAINABLE  
ENERGY to  
**as many people as possible,**  
while developing  
**less carbon-intense solutions**  
as part of a  
sustainable approach

- **PURSUE growth**  
in our business lines
  - Solid market positions
  - Excellent command of the supply/logistics chain
- **INCORPORATING climate issues**  
into our operations



# NEW FORMS OF ENERGY

## PARTNERSHIP WITH HYDROGÈNE DE FRANCE

An electricity producer who aims to supply non-intermittent, constant and competitively-priced renewable energy to electrical grid system operators



As a global pioneer in hydrogen-powered electricity, **HDF Energy develops high-capacity Hydrogen Power stations** and has a hand in operating them through ad hoc project companies.

These power stations supply continuous or “on demand” output power from renewable energy sources using high-power hydrogen fuel cells.



# NEW FORMS OF ENERGY

## PARTNERSHIP WITH HYDROGÈNE DE FRANCE

Forging a long-term industrial partnership to diversify our operations and speed up the development of HDF Energy's projects

A long-standing relationship built on trust and joint efforts on two projects

- High-power **hydrogen fuel cell** in Martinique (CLEARgen project)
- **Multi-megawatt power plant** made up of an intermittent renewable source and a hydrogen chain including on-site energy storage in French Guiana (CEOG project)

Industrial partnership

- **Priority investment** in renewable electricity projects in countries where Rubis has an existing foothold, and an option to expand into other geographical areas
- Seat on HDF Energy's Board of Directors

Undertaking to acquire an interest

- Investment of up to **€50 million** when HDF Energy is listed on the Euronext Paris regulated market



# OUR CSR APPROACH

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# OUR TOP PRIORITIES

**PROVISION**  
OF ACCESS TO ENERGY  
FOR AS MANY PEOPLE  
AS POSSIBLE  
is crucial to the development  
of local areas and  
the population that live there



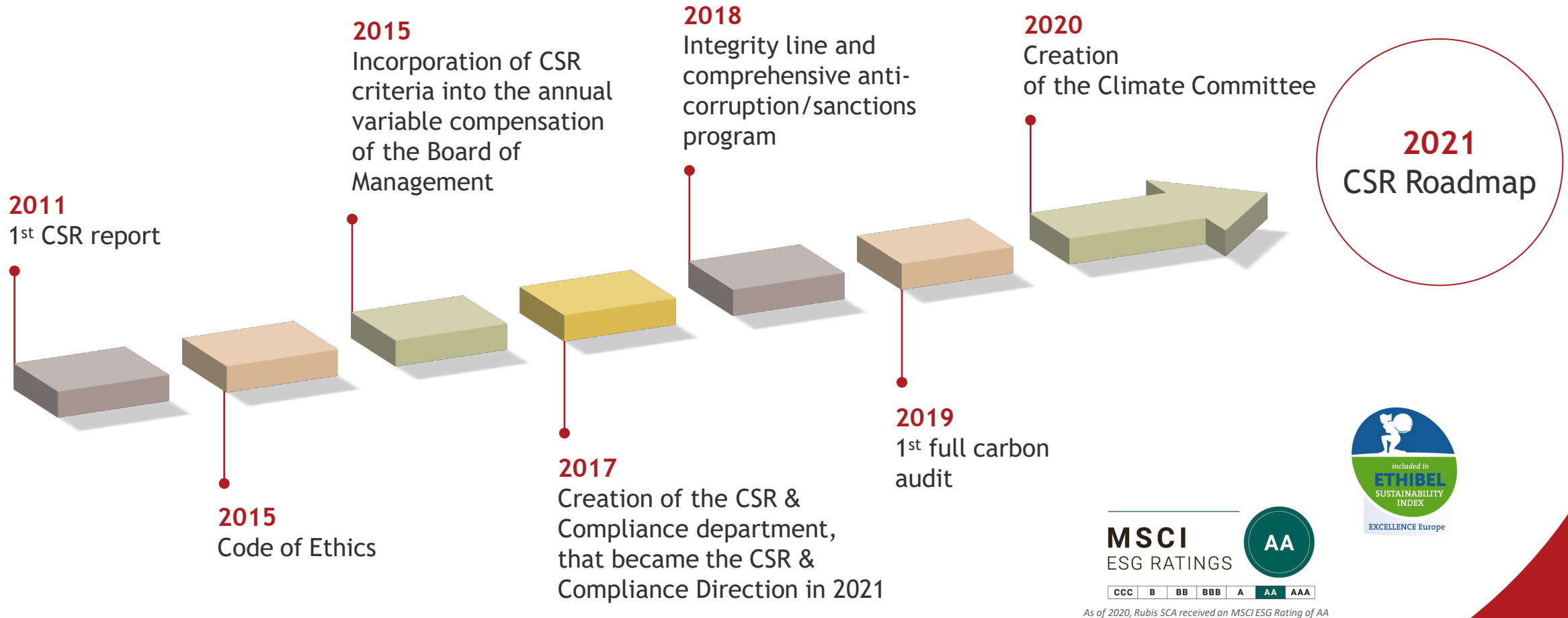
*with a focus on*

-  Climate change
-  Health and safety
-  Diversity and the development of skills
-  Creating value locally
-  Business ethics
-  Governance incorporating CSR criteria



# OUR CSR TRAJECTORY

## FROM REGULATORY OBLIGATION TO FIRM COMMITMENT



As of 2020, Rubis SCA received an MSCI ESG Rating of AA



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# CLIMATE

## 4 KEY CHALLENGES

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### TAKE ACTION

in response to the climate emergency with a goal to **reduce our carbon emissions**



### MEET

the **expectations of our stakeholders**  
(customers, employees, shareholders, financial community, etc.)



### TRANSFORM

climate-related challenges into **commercial opportunities**



### ENHANCE

**our position**  
as a socially-responsible organization



# CLIMATE OUR STRATEGY



## COMPLETE

our core businesses by seeking out **investment opportunities** in renewable energies



## PROMOTE

the energy transition in our markets by developing the distribution of **less carbon-intensive energy and products**



## MANAGE

our supply chain with **long-term environmental awareness**



## GOAL

to reduce the Group's carbon emissions:

**-20%** of total emissions by 2030\*

(Rubis Énergie scope, scopes 1 and 2, 2019 comparison basis)



# CLIMATE

## OUR LEVERS FOR ACTION

### RETAIL & MARKETING

- **ENHANCE** the energy efficiency of our facilities
- **DEVELOP** renewable energy and circular economy projects
- **TRAIN** our staff
- **RAISE AWARENESS** among our customers

### SUPPORT & SERVICES

- **INCORPORATE THE PROVISIONS** of the Sea Cargo Charter in our chartering contracts
- **EXPLORE** the use of biofuels in our vessels
- **ISO 50001 CERTIFICATION** for the SARA refinery
- **TRAIN** our staff

### STORAGE

Rubis Terminal JV (equity method)

- **REDUCE** energy consumption at our terminals
- **EXPLORE** renewable energy sources to power our sites
- **DEVELOP** biofuel storage solutions

# EXAMPLES OF LESS CARBON-INTENSE SOLUTIONS

## CHANNEL ISLANDS

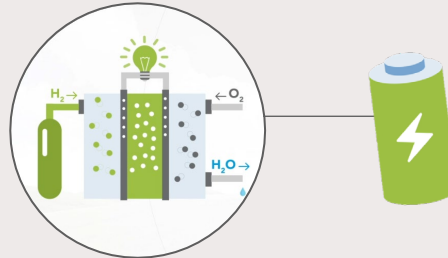
Launch of a 100% renewable fuel



- **REDUCTION OF UP TO 90%** in carbon emissions
- **PRODUCED** from vegetable oil and food waste

## FRENCH ANTILLES

Hydrogen fuel cell



- **RECYCLES** the hydrogen produced by the refinery to generate renewable energy
- World first: **1 MW** capacity
- **NO WASTE, NO POLLUTION**

## RUBIS TERMINAL JV

Pioneering biofuels



- **ACQUISITION** of Tepsa in 2020, a strategic operator in the logistics chain for biofuels in Europe
- **STORAGE OF NATURAL LIQUIFIED GAZ** project in Strasbourg with ELENGY

# WORKING IN COMPLETE SAFETY

## FREQUENCY RATE

of occupational accidents  
SHARP DECLINE  
thanks to substantial efforts

**-43%**

since 2015

**TRAINING** for employees  
and external contractors  
**on safety issues**

For example, in order to reduce the number of road accidents, 62% of our employees and external drivers have been trained in defensive driving

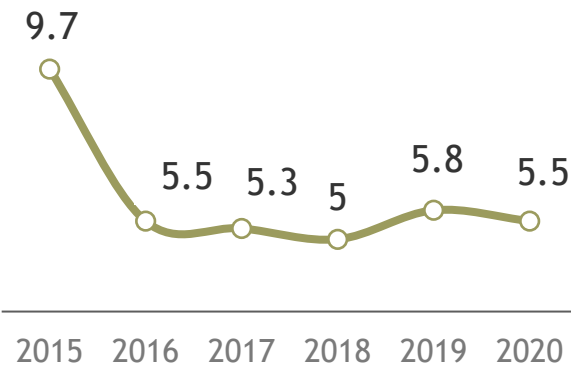
## INVESTMENTS

dedicated to maintenance,  
safety and environment

**€131 million**

in 2020

FREQUENCY RATE OF  
OCCUPATIONAL ACCIDENTS  
SINCE 2015



**OUR  
AMBITION**







# PEOPLE

## AT THE HEART OF THE GROUP'S SUCCESS

- **ENSURING** that our employees have **social security coverage** that goes beyond the requirements of each country's regulations  
*In 2020: 97% of employees benefit from health coverage*
- **DEVELOPING** skills and enabling each person to adapt to changes in our business lines through training  
*In 2020, despite the pandemic, 69% of employees have completed training*
- **INVOLVING** employees in the Group's value creation: pay increases, discretionary profit-sharing, regular capital increases reserved for the employees

**ACCELERATE**  
the progress of  
women with **avec**  
**A GOAL**  
for 2025:



**30% women**  
on average  
in **Management**  
**Committees**  
(Rubis Énergie scope)

# COMMUNITY INVESTMENT

In 2020, Rubis SCA donated over **€2 million** to actions in favor of education, health and culture in the **41 countries** where the Group operates

## COMMITMENT

to education  
and health

## ADAPTATION

of its initiatives  
in each country,  
with the aim of serving  
local populations



**30**  
ASSOCIATIONS  
supported

**300**  
EMPLOYEES  
involved

in  
**20**  
TERRITORIES

over  
**20,000**  
BENEFICIARIES

# BUSINESS IN 2020

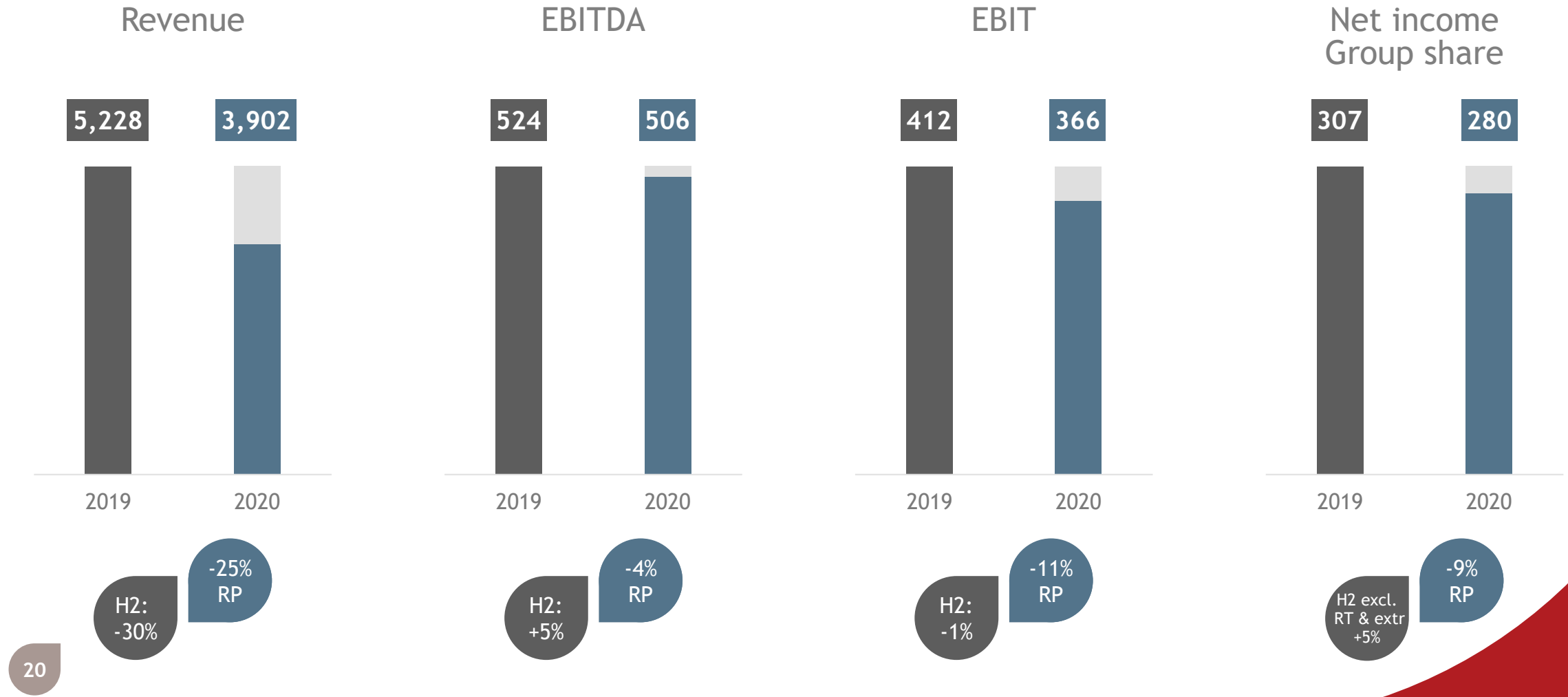
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# KEY FIGURES

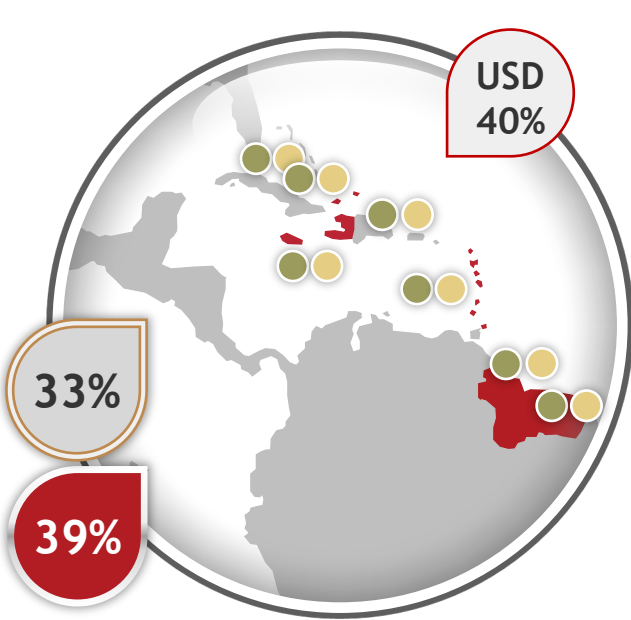
## IMPROVED OPERATING PERFORMANCE IN H2 (IN €M)



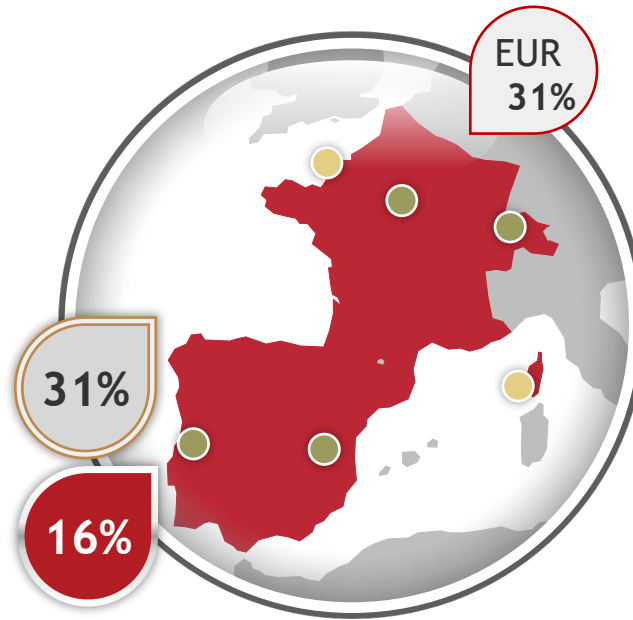


# RETAIL & MARKETING

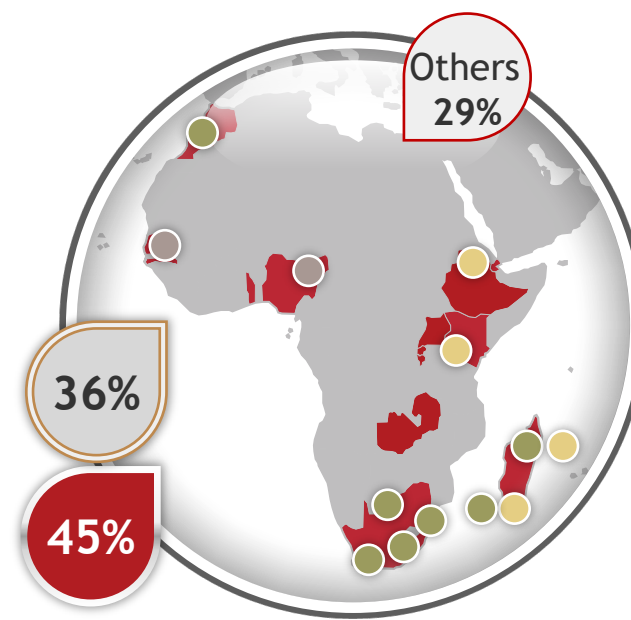
## ANNUAL VOLUMES: 5 MILLION CBM



- 1 Bermuda
- 2 Western Caribbean
- 2 Eastern Caribbean
- 2 Antilles - French Guiana
- 2 Jamaica
- 1 Haiti
- 3 Suriname
- 3 Guyana



- 4 France
- 3 Spain
- 2 Portugal
- 1 Channel Island
- 1 Switzerland



- 1 Djibouti
- 3 Morocco
- 2 Botswana
- 2 Lesotho
- 2 Swaziland
- 1 Réunion Island
- 1 Togo
- 1 Senegal
- 1 Madagascar
- 2 South Africa
- 1 Nigeria
- 1 Comoros
- 3 Kenya\*

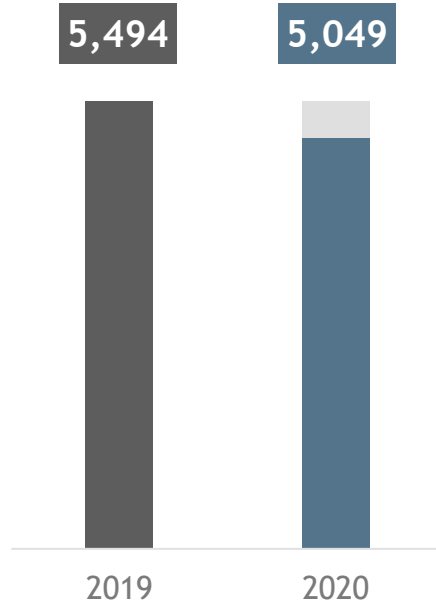
\* Including Ethiopia, Uganda, Rwanda and Zambia.

- LPG (24%)
- Fuel (69%)
- Bitumen (7%)
- Market position
- Gross profit split
- Volumes split
- Net profit contribution (foreign currencies exposure)



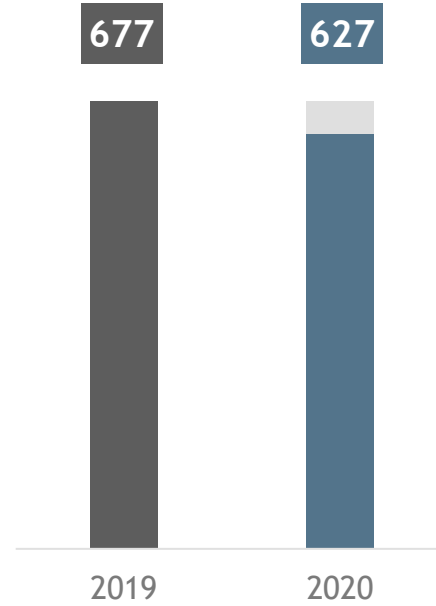
# RETAIL & MARKETING KEY FIGURES

Volumes sold  
(in '000 cbm)



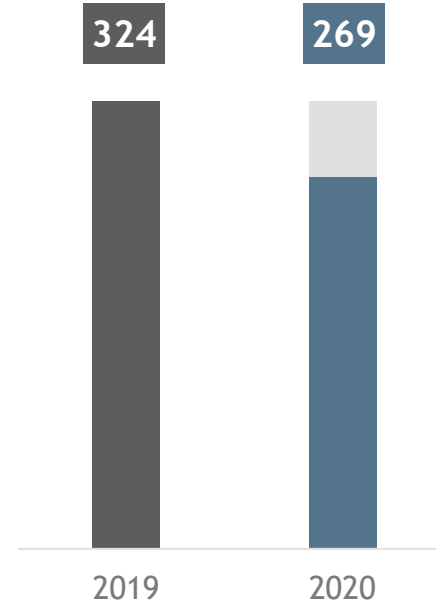
H2: -11%  
-8% RP

Gross profit  
(in €M)



H2: -6%  
-7% RP

EBIT  
(in €M)



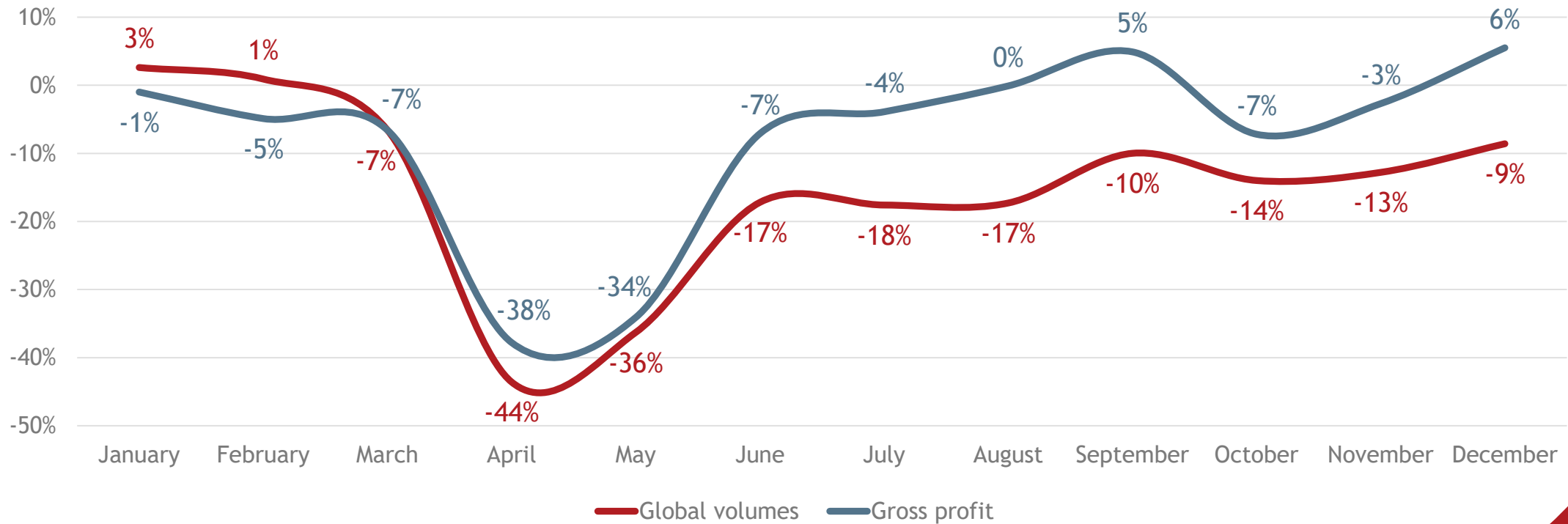
H2: -6%  
-17% RP



# RETAIL & MARKETING

## COVID EFFECT: BACK TO NORMAL

Global monthly change year on year at constant scope

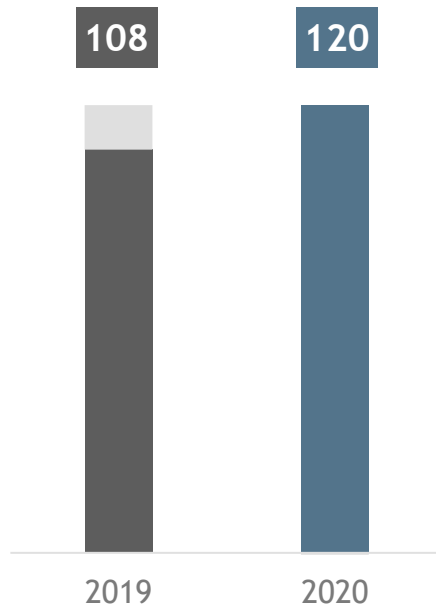




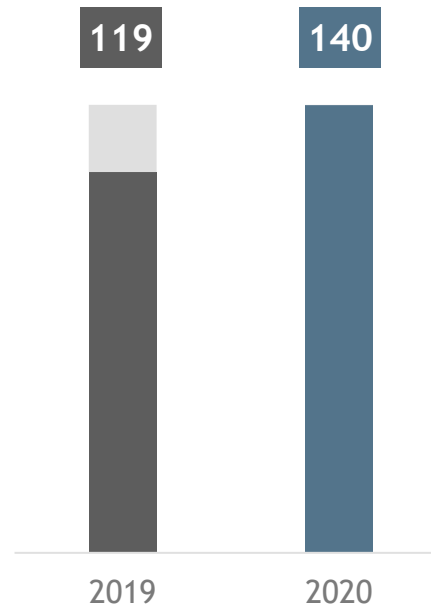
# SUPPORT & SERVICES

## KEY FIGURES (IN €M)

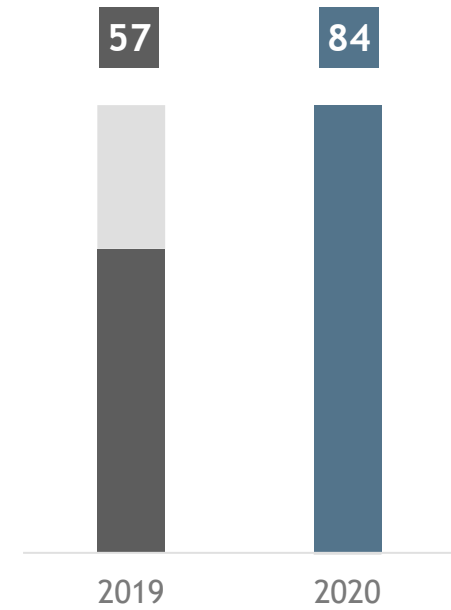
### EBIT



### Cash flow



### Capital expenditure

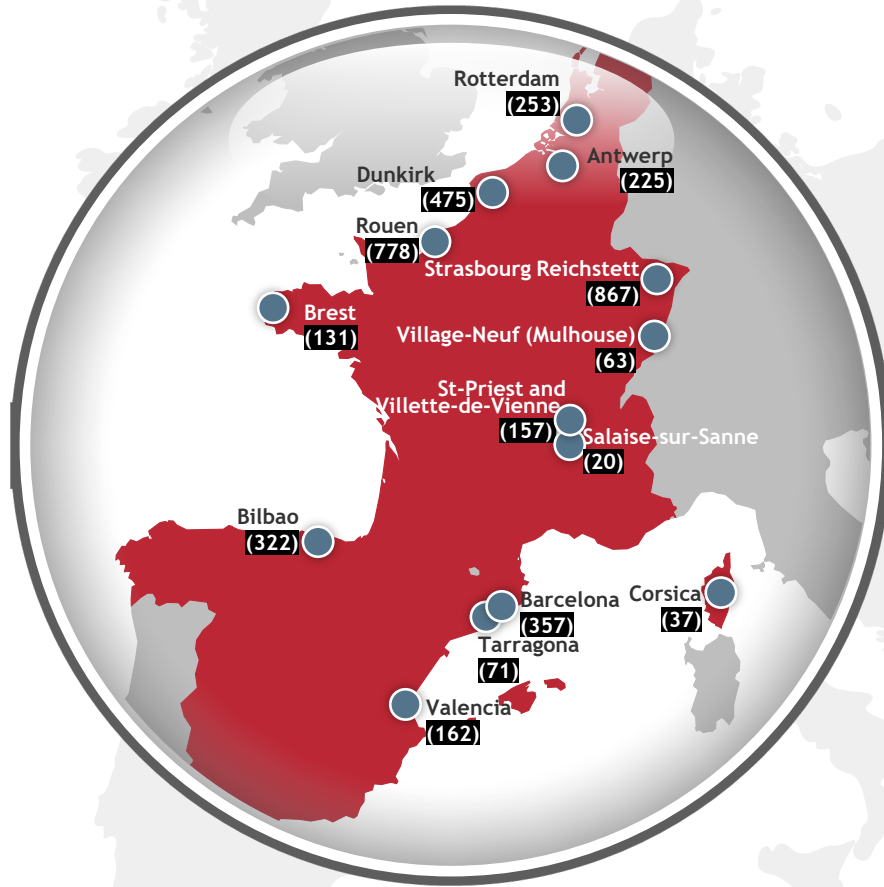


S2: +19%  
+11% RP






+18% RP

# RUBIS TERMINAL JV

## STORAGE CAPACITIES: 4.6 MILLION CBM



### SPLIT BY COUNTRY

-  France **56%**
-  Spain **20%**
-  Turkey **14%**
-  The Netherlands **5%**
-  Belgium **5%**

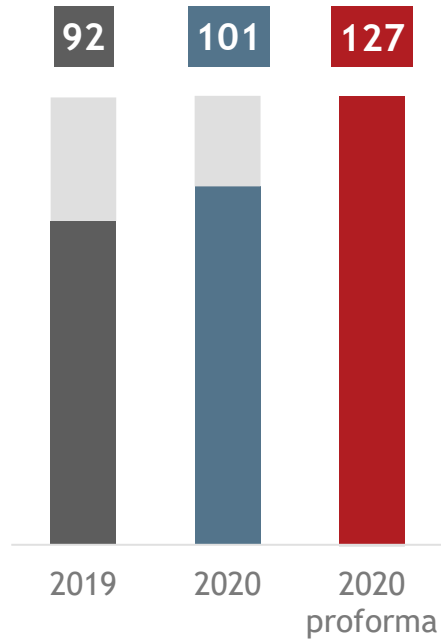


# RUBIS TERMINAL JV

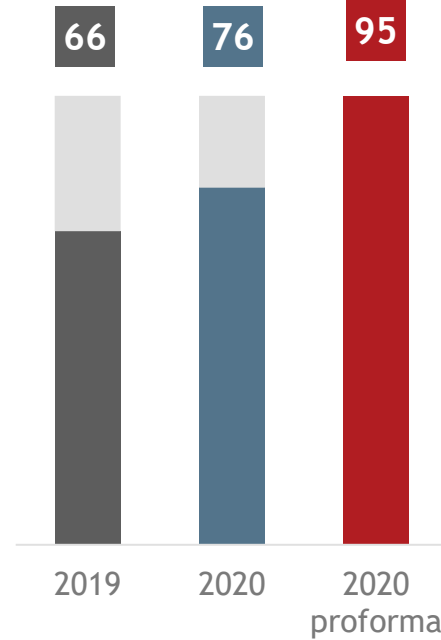
## KEY FIGURES (IN €M)



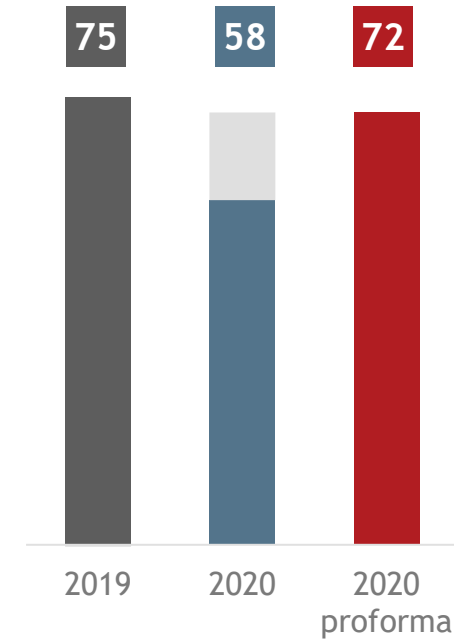
EBITDA



Free cash flow:  
EBITDA - maintenance capex



Capital expenditure



+6%  
CS

+11%  
RP

+14%  
RP

# CONSOLIDATED FINANCIAL STATEMENTS

## BALANCE SHEET AS OF 12/31/2020 (IN €M)

ASSETS	2020	2019
Total non-current assets	2,992	2,747
Current assets excl. cash and cash equivalents	855	1,176
Cash and cash equivalents	1,082	860
Total assets held for sale		964
<b>TOTAL</b>	<b>4,929</b>	<b>5,747</b>

EQUITY AND LIABILITIES	2020	2019
Shareholders' equity	2,620	2,594
Employees' benefit oblig. and other provisions	203	186
Financial debt	1,261	1,497
Other current and non-current liabilities	845	1,049
Total liabilities related to assets held for sale		421
<b>TOTAL</b>	<b>4,929</b>	<b>5,747</b>



# SEPARATE FINANCIAL STATEMENTS

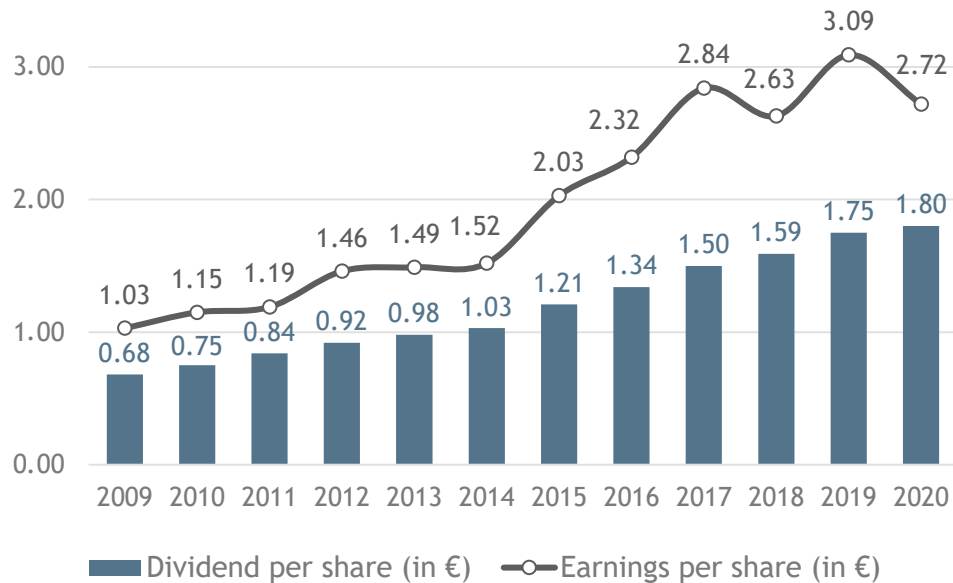
## BALANCE SHEET AS OF 12/31/2020 (IN €M)

ASSETS	2020	2019
Fixed assets	1,036	1,012
Current assets	583	539
Cash and cash equivalents	581	378
<b>TOTAL</b>	<b>2,200</b>	<b>1,930</b>

EQUITY AND LIABILITIES	2020	2019
Shareholders' equity	2,181	1,923
Liabilities	19	7
<b>TOTAL</b>	<b>2,200</b>	<b>1,930</b>

# DIVIDEND PER SHARE

- Dividend per share for the 2020 fiscal year: **€1.80 (+3%)**
  - Compound growth over 10 years: DPS: +9%, EPS: +9%



- Option to pay the dividend in cash or shares
  - Ex-dividend date **JUNE 16, 2021**
  - Share issue price (4% discount) **36.20 €**
  - Deadline to opt for payment of the dividend in shares **FROM JUNE 18 TO JULY 2, 2021 INCLUSIVE**
  - Dividend payment (cash and shares) **JULY 8, 2021**



# SHARE BUYBACK PROGRAM

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- This program is part of the resolution voted on December 9, 2020 for a period of 18 months
- A first tranche implemented between January 6 and April 8, 2021 resulted in the buyback of 2.6 million shares, or 2.5% of the capital, which were fully canceled on May 31, 2021
- It is planned to launch a second tranche during the 3<sup>rd</sup> quarter of 2021



# GOVERNANCE

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# SUPERVISORY BOARD

## AT THE OUTCOME OF THE SHAREHOLDERS' MEETING

**10 MEMBERS**

including  
**5 women**

including  
**6 independent members**

*Average seniority within Board : 9 years*

*Average age : 61 years*

## RENEWED MEMBERS



Ms Laure  
GRIMONPRET-TAHON  
Independent member



Mr Hervé  
CLAQUIN



Mr Erik  
POINTILLART

## NEW MEMBER



Mr Nils Christian  
BERGENE  
Independent member  
and Norwegian nationality

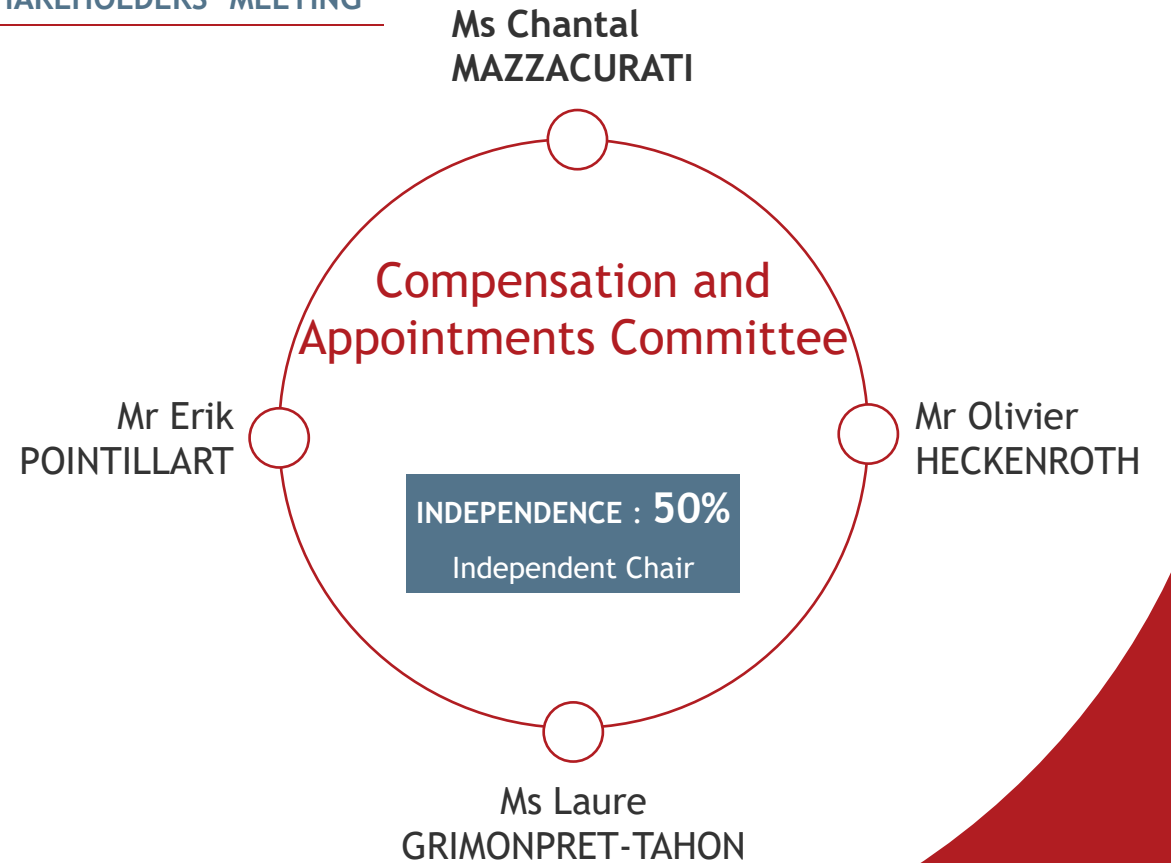
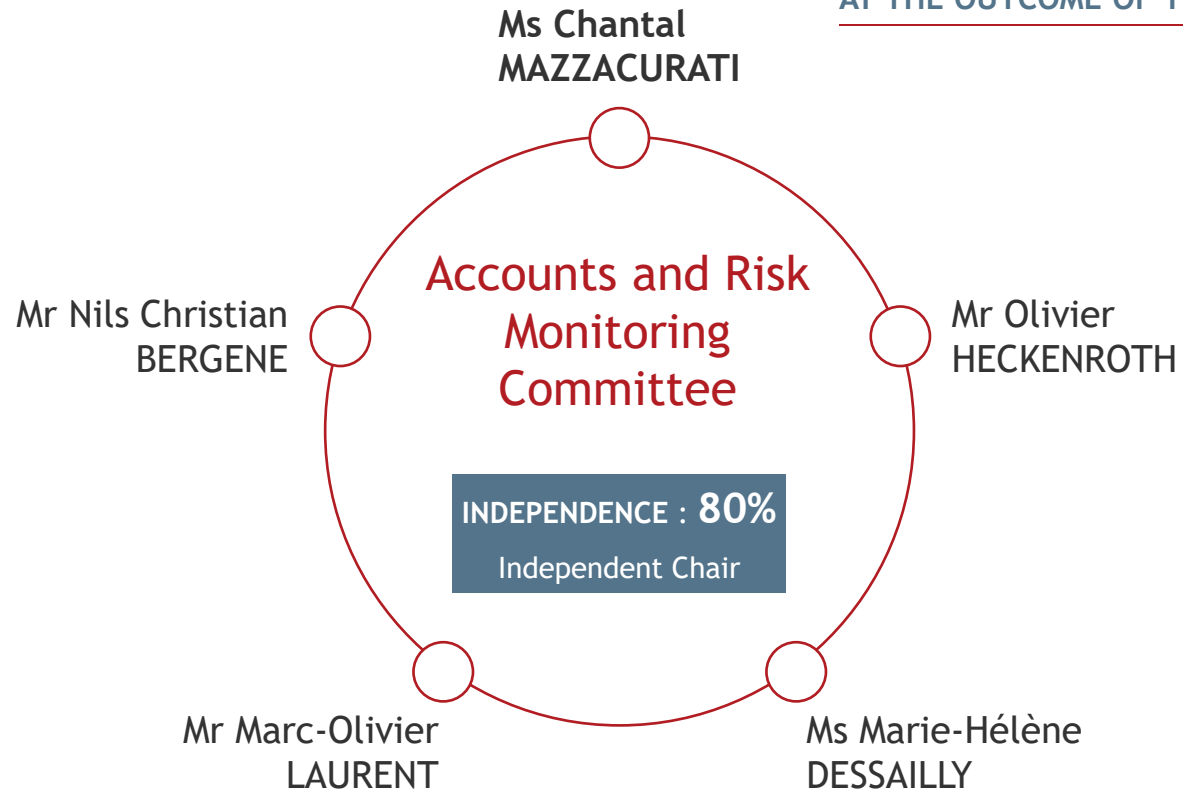
## DIVERSITY OF SKILLS OF THE SUPERVISORY BOARD (each member bearing skills in several fields)

Management of large industrial or banking groups	International experience	Finance and audit	Legal	M&A	Compliance	Insurance	HR	CSR	Security
4	7	8	6	8	6	4	1	4	2



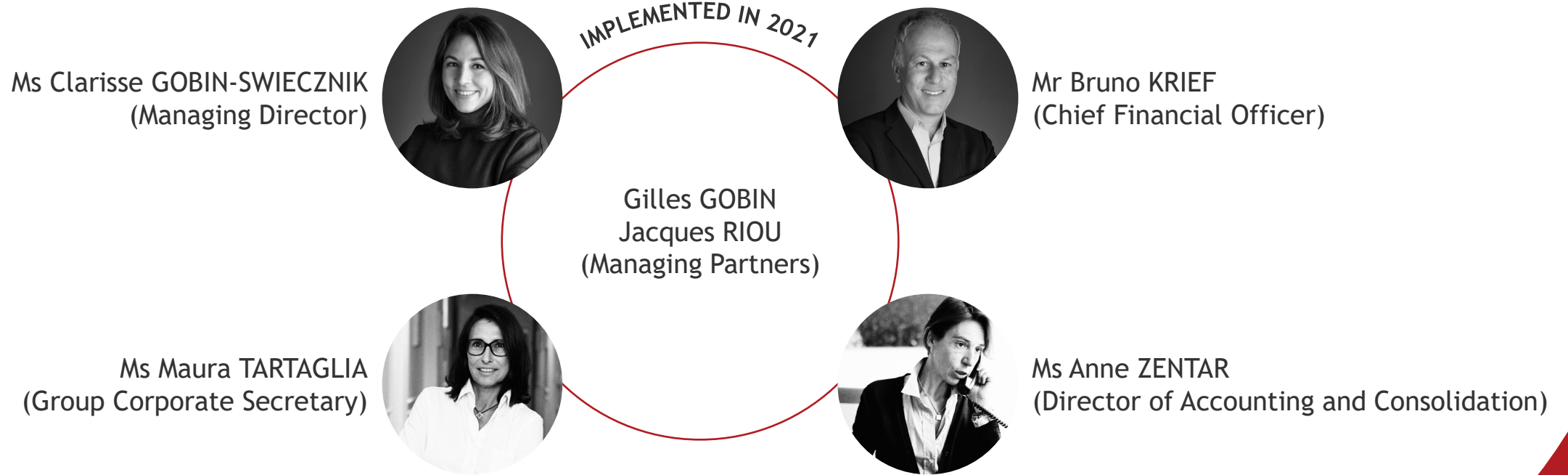
# COMMITTEES OF THE SUPERVISORY BOARD

AT THE OUTCOME OF THE SHAREHOLDERS' MEETING



# GROUP MANAGEMENT COMMITTEE

Assists the Managing Partners in the performance of their general duties



**2021:** Gender parity  
**2025 GOAL:** Maintain at least 30% of each gender



# COMPENSATION AWARDED IN RESPECT OF FY 2020

## MANAGING PARTNERS

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- Fixed compensation of Managing Partners in respect of FY 2020 (article 54 of the by-laws): **€2,375,196** (+1.11% compared to FY 2019 in accordance with the annual rate of change in the INSEE indexes of the hourly wage for chemicals and energy distribution workers)
- Variable compensation of Managing Partners in respect of FY 2020: **€0**
  - Triggering condition not achieved: 2020 net income, Group share < 105% of 2019 net income, Group share
  - Achievement level of performance criteria: 45%





# COMPENSATION AWARDED IN RESPECT OF FY 2020

## CHAIR OF THE SUPERVISORY BOARD

	FIXED PART	ATTENDANCE-BASED VARIABLE PART	CHAIR OF THE SUPERVISORY BOARD - RELATED PART
Mr Olivier Heckenroth	€8,200	€12,300	€18,000

Attendance rate: 100%

No other component of compensation of any kind awarded in respect of fiscal year 2020



# COMPENSATION POLICY FOR FY 2021

## MANAGING PARTNERS

FIXED PART <sup>1</sup>	ANNUAL VARIABLE PART	BENEFITS IN KIND
	Cap: 50% of fixed compensation No floor	
	Triggering condition : 2021 net income, Group share ≥ 105% of 2020 net income, Group share	
Fixed part awarded in respect of FY 2020 (€2,375,196) x 2021 annual rate of change in the INSEE index of the hourly wage for energy distribution workers	<p><b>If triggering condition is achieved:</b></p> <p><b>Quantitative criteria:</b></p> <ul style="list-style-type: none"> <li>• Global performance of Rubis share/SBF 120</li> <li>• EBITDA/analysts' consensus published by FactSet</li> <li>• EPS/analysts' consensus published by FactSet</li> </ul> <p><b>Qualitative criteria:</b></p> <ul style="list-style-type: none"> <li>• Net financial debt/EBITDA</li> <li>• Frequency rate of occupational accidents with lost time 2021 ≤ 2020</li> <li>• 2021 CO<sub>2</sub> emissions ≤ 2020 (scopes 1 and 2) (Rubis Énergie)</li> <li>• Definition by Rubis SCA of a « CSR Roadmap »</li> <li>• Implementation of the « CSR Roadmap » by Rubis Énergie and its subsidiaries</li> </ul>	<p><b>Weight</b></p> <p><b>75%</b></p> <p>25%</p> <p>25%</p> <p>25%</p> <p><b>25%</b></p> <p>5%</p> <p>5%</p> <p>5%</p> <p>5%</p> <p>5%</p> <p>Company car</p>

The compensation policy does not provide for any other component of compensation of any kind (including post-mandate)



# COMPENSATION POLICY FOR FY 2021

## SUPERVISORY BOARD

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- Proposed annual total amount: €240,000
  - Increase in number of Board and Committees meetings
  - Appointment of a new Board member
  - Revaluation of the individual compensation in line with market practices
- Breakdown based on
  - Responsibility and attendance
  - Board and Committees Chairs are entitled to a chairmanship-related part
- Fixed part (40%) and attendance-based variable part (60%)

# STATUTORY AUDITORS' REPORTS



- MAZARS
- MONNOT & ASSOCIÉS
- PRICEWATERHOUSECOOPERS AUDIT



# STATUTORY AUDITORS' REPORTS

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- Report on the annual financial statements
- Report on the consolidated financial statements
- Special report on related-party agreements

## *Matters under the jurisdiction of the Extraordinary Shareholders' Meeting:*

- On the issue of shares and other securities with and/or without preferential subscription rights - Overall delegation
- On the issue of ordinary shares and/or securities with cancelation of preferential subscription rights in favor of a category of persons
- On the authorization to issue free shares
- On the capital increase without preferential subscription rights



# VOTING RESULTS

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# VOTING RESULTS

## Competence of the Ordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
1 <sup>st</sup> resolution	Approval of the separate financial statements for the 2020 fiscal year	99.965%	0.035%
2 <sup>nd</sup> resolution	Approval of the consolidated financial statements for the 2020 fiscal year	99.965%	0.035%
3 <sup>rd</sup> resolution	Appropriation of earnings and setting of the dividend (€1.80 per ordinary share and €0.90 per preferred share)	94.517%	5.483%
4 <sup>th</sup> resolution	Dividend payment conditions, in shares or in cash	93.144%	6.856%



# VOTING RESULTS

## Competence of the Ordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
5 <sup>th</sup> resolution	Renewal of Ms Laure Grimonpret-Tahon's term of office as member of the Supervisory Board for a term of 3 years	99.740%	0.260%
6 <sup>th</sup> resolution	Renewal of Mr Hervé Claquin's term of office as member of the Supervisory Board for a term of 3 years	98.250%	1.750%
7 <sup>th</sup> resolution	Renewal of Mr Erik Pointillart's term of office as member of the Supervisory Board for a term of 3 years	76.288%	23.712%
8 <sup>th</sup> resolution	Appointment of Mr Nils Christian Bergene as member of the Supervisory Board for a term of 3 years	99.723%	0.277%
9 <sup>th</sup> resolution	Appointment of CBA as Alternate Auditor	98.215%	1.785%



# VOTING RESULTS

## Competence of the Ordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
10 <sup>th</sup> resolution	Approval of the information relating to compensation for the 2020 fiscal year for all corporate officers	99.616%	0.384%
11 <sup>th</sup> resolution	Approval of the components of compensation and benefits paid during or awarded in respect of the 2020 fiscal year to Gilles Gobin, as Managing Partner of Rubis SCA	98.729%	1.271%
12 <sup>th</sup> resolution	Approval of the components of compensation and benefits paid during or awarded in respect of the 2020 fiscal year to the company Sorgema SARL, as Managing Partner of Rubis SCA	99.046%	0.954%
13 <sup>th</sup> resolution	Approval of the components of compensation and benefits paid during or awarded in respect of the 2020 fiscal year to the company Agena SAS, as Managing Partner of Rubis SCA	98.995%	1.005%
14 <sup>th</sup> resolution	Approval of the components of compensation and benefits paid during or awarded in respect of the 2020 fiscal year to Olivier Heckenroth, as Chairman of the Supervisory Board of Rubis SCA	99.654%	0.346%



# VOTING RESULTS

## Competence of the Ordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
15 <sup>th</sup> resolution	Approval of the compensation policy for Rubis SCA Managing Partners for the 2021 fiscal year	98.061%	1.939%
16 <sup>th</sup> resolution	Approval of the compensation policy for members of the Supervisory Board of Rubis SCA for the 2021 fiscal year	99.642%	0.358%
17 <sup>th</sup> resolution	Setting of the total amount of annual compensation for members of the Supervisory Board for the current and subsequent fiscal years (€240,000)	99.853%	0.147%



# VOTING RESULTS

## Competence of the Ordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
18 <sup>th</sup> resolution	Approval of regulated agreements and commitments	99.946%	0.054%
19 <sup>th</sup> resolution	Approval of the current account agreement entered into between Sorgema SARL and Rubis SCA on September 17, 2020	99.948%	0.052%
20 <sup>th</sup> resolution	Approval of the current account agreement entered into between Agena SAS and Rubis SCA on September 17, 2020	99.949%	0.051%
21 <sup>st</sup> resolution	Ratification of the shareholders' loan agreement entered into between Rubis SCA and Rubis Terminal SA on March 30, 2020	99.950%	0.050%
22 <sup>nd</sup> resolution	Ratification of the shareholders' loan agreement entered into between Rubis SCA, Cube Storage Europe HoldCo Ltd and RT Invest SA on October 27, 2020	99.951%	0.049%
23 <sup>rd</sup> resolution	Ratification of amendments Nos. 2 and 3 to the assistance agreement of September 30, 2014	99.950%	0.050%

# VOTING RESULTS

## Competence of the Extraordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
24 <sup>th</sup> resolution	Share capital increase by incorporation of profits, reserves or premiums	99.390%	0.610%
25 <sup>th</sup> resolution	Share capital increase with preferential subscription rights	97.061%	2.939%
26 <sup>th</sup> resolution	Over-allotment option - Increase in the initial issue (in the context of share capital increases with preferential subscription rights)	97.948%	2.052%
27 <sup>th</sup> resolution	Share capital increase in consideration for contributions in kind	98.374%	1.626%





# VOTING RESULTS

## Competence of the Extraordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
28 <sup>th</sup> resolution	Share capital increase in the event of a public exchange offer initiated by the Company	98.505%	1.495%
29 <sup>th</sup> resolution	Share capital increase in the framework of the equity line	97.944%	2.056%
30 <sup>th</sup> resolution	Overall ceiling for share capital increases and sub-ceiling for capital increases without preferential subscription right	97.584%	2.416%
31 <sup>st</sup> resolution	Free allocation of performance shares to be issued to certain employees of Rubis SCA and its subsidiaries and to certain executive corporate officers of the Group's subsidiaries	95.835%	4.165%



# VOTING RESULTS

## Competence of the Extraordinary Shareholders' Meeting

RESOLUTIONS		FOR	AGAINST
32 <sup>nd</sup> resolution	Share capital increase for employees	97.363%	2.637%
33 <sup>rd</sup> resolution	Amendments to Articles 24, 28, 30, 31 and 43 of the by-laws	99.926%	0.074%
34 <sup>th</sup> resolution	Powers to carry out formalities	99.960%	0.040%

## NEXT EVENTS

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June 22, 2021  
Small & Midcaps Gilbert Dupont Forum

June 23, 2021  
Goldman Sachs Business Services,  
Leisure and Transport Conference

September 9, 2021  
2021 half-yearly results

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