

FEES PAID TO STATUTORY AUDITORS AND MEMBERS OF THEIR NETWORKS

<i>(in thousands of euros)</i>	MAZARS					
	Amount (excl. tax)			%		
	2013	2012	2011	2013	2012	2011
Audit						
Audit, certification, examination of the separate and consolidated financial statements						
Issuer	299	276	235	30.9%	31.7%	19.2%
Fully consolidated subsidiaries	605	576	618	62.6%	66.1%	50.5%
Rubis Énergie	523	495	544			
Rubis Terminal	82	81	74			
Other work and services directly related to the Statutory Auditors' mission						
Issuer	51			5.3%		
Fully consolidated subsidiaries	12		371	1.2%		30.3%
Rubis Énergie	12		301			
Rubis Terminal			70			
SUB-TOTAL	967	852	1,224	100.0%	97.7%	100.0%
Other services provided by auditors' networks to fully consolidated subsidiaries						
Legal, tax, corporate		20				
Other						
SUB-TOTAL		20			2.3%	
TOTAL	967	872	1,224	100%	100%	100%

<i>(in thousands of euros)</i>	SCP MONNOT & GUIBOURT					
	Amount (excl. tax)			%		
	2013	2012	2011	2013	2012	2011
Audit						
Audit, certification, examination of the separate and consolidated financial statements						
Issuer	149	138	120	60.8%	57.7%	58.3%
Fully consolidated subsidiaries	91	101	86	37.1%	42.3%	41.7%
Rubis Énergie	33	56	47			
Rubis Terminal	58	45	39			
Other work and services directly related to the Statutory Auditors' mission						
Issuer	5			2.0%		
Fully consolidated subsidiaries						
Rubis Énergie						
Rubis Terminal						
SUB-TOTAL	245	239	206	100.0%	100.0%	100.0%
Other services provided by auditors' networks to fully consolidated subsidiaries						
Legal, tax, corporate						
Other						
SUB-TOTAL						
TOTAL	245	239	206	100%	100%	100%

(in thousands of euros)	OTHERS					
	Amount (excl. tax)			%		
	2013	2012	2011	2013	2012	2011
Audit						
Audit, certification, examination of the separate and consolidated financial statements						
Issuer						
Fully consolidated subsidiaries	564	375	310	100.0%	100.0%	92.5%
Rubis Énergie	558	369	287			
Rubis Terminal	6	6	23			
Other work and services directly related to the Statutory Auditors' mission						
Issuer						
Fully consolidated subsidiaries			25			7.5%
Rubis Énergie			25			
Rubis Terminal						
SUB-TOTAL	564	375	335	100.0%	100.0%	100.0%
Other services provided by auditors' networks to fully consolidated subsidiaries						
Legal, tax, corporate						
Other						
SUB-TOTAL						
TOTAL	564	375	335	100%	100%	100%



When people ask me what I do at Rubis, I tend to say "I fill the tanks", but I immediately add "I also make sure they get emptied quickly".

Basically, the role of the Marketing Department is to listen to the market, and above all our customers in order to satisfy them, promote their loyalty, anticipate their future needs and, where possible, expand the scope of our business.

Then we have to make sure that Rubis Terminal's facilities are optimized in terms of revenue. To achieve this, we need to strike the right balance between the installations made available and the services rendered on the one hand, and revenues on the other hand.

None of this can be done without the support of a committed, responsive and responsible sales team.

My role is to lead this team, and to make sure everyone contributes to the best of their abilities to achieving common goals, blossoming in their work.

Valérie