

CONFÉRENCE

MID & SMALL CAPS



20 JUN 2023



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01

Overview






Rubis at a glance

2022 Key figures



3
businesses


-  Energy Distribution
-  Renewable Electricity Production
-  Bulk Liquid Storage (in JV)



~4,500
Employees



>40
countries
(vs 19 in 2012)



€326m
Adj. net income (2022)
+10%
2012-2022 CAGR



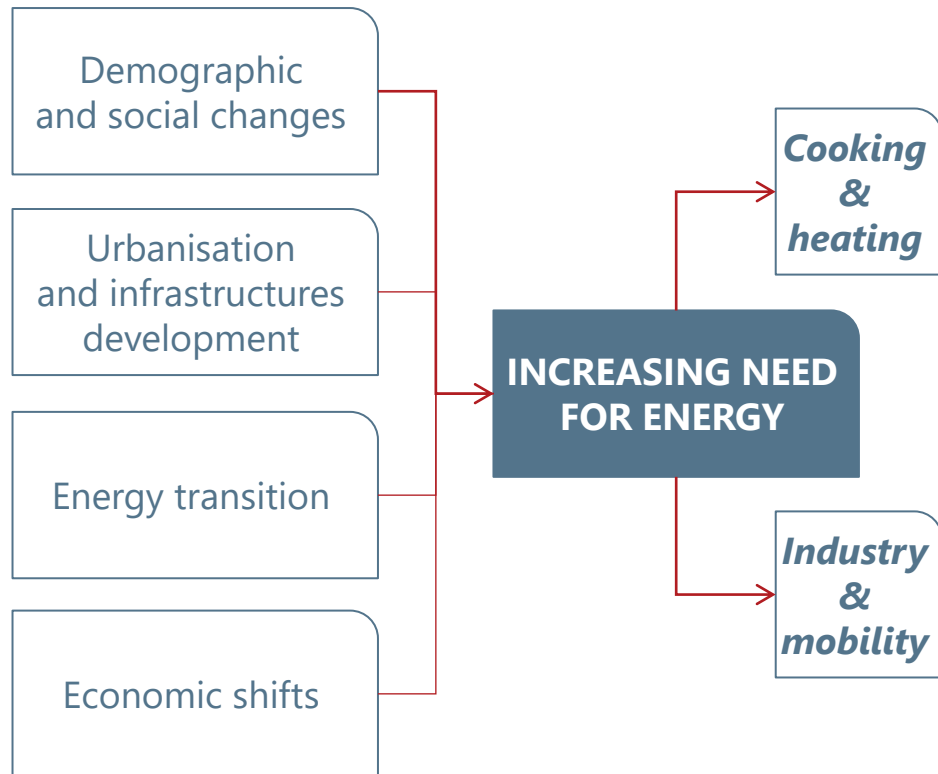
€1.92
Dividend
+8%
2012-2022 CAGR

What we do

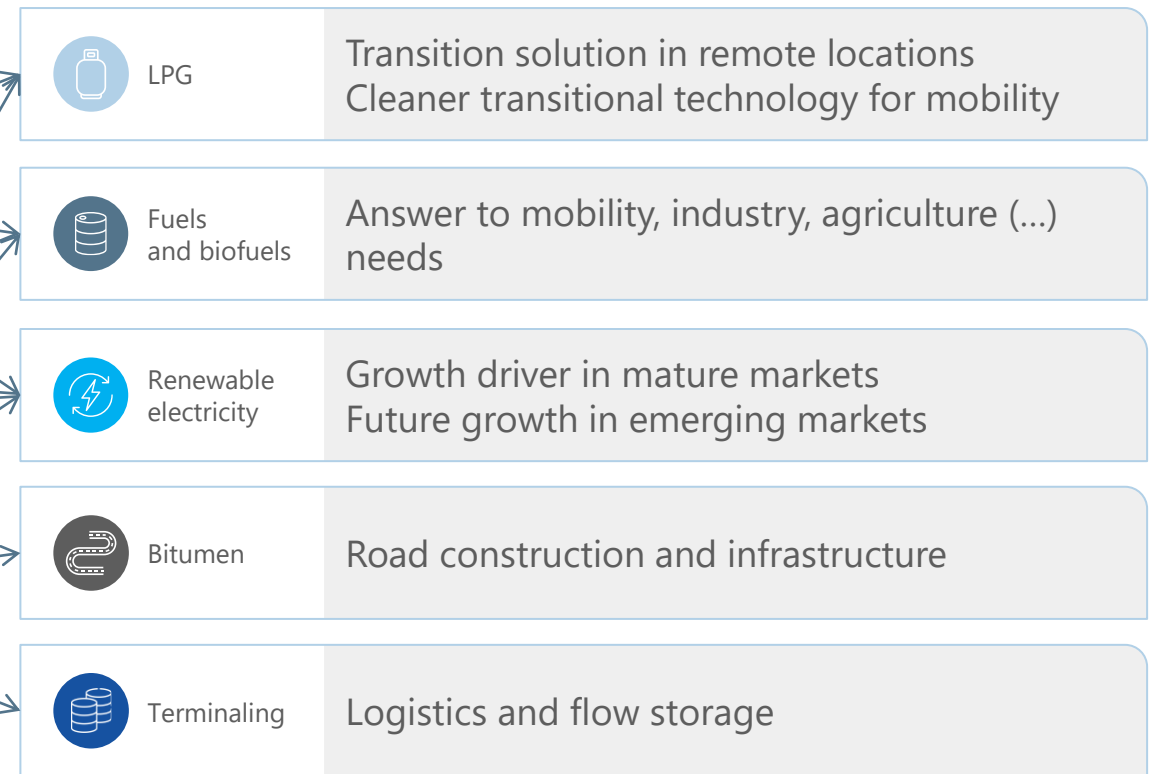
We distribute different kinds of energies, depending on our clients' needs and market maturities



Megatrends and uses



Our positioning



Shareholder value proposition

Differentiated strategy depending on the region development phase



DEVELOPING MARKETS: Cash flow supporting investments and dividends

AFRICA

- **Growth driven by**
 - **Bitumen** (≈50% of EBIT) – supporting infrastructure development
 - **East Africa** (≈20% of EBIT) – demography + development of new segments
- Cross-selling opportunities for renewable solutions

CARIBBEAN

- Niche position, high market share
- Securing supply with integrated logistics
- HDF Energy cooperation to support energy transition
- Cross-selling opportunities for renewable solutions

MATURE MARKETS: Powering future growth (renewable energies)

EUROPE

- LPG and photovoltaic energy production + storage
- Majority of capex on renewable energy expansion
- +50% of EBITDA from renewable energy in the mid-term

02

Activities



Energy Distribution

RETAIL & MARKETING

SUPPORT & SERVICES



CONTINUED DEVELOPMENT AND OPERATIONAL EXCELLENCE/DECARBONISATION

- Distribution of energy and bitumen B2C and B2B
 - LPG – lower carbon-intensive solution in rural areas in Europe, cleaner energy in Africa/Caribbean
 - Fuel – growing mobility demand in Africa and Caribbean, countries with high growth potential
 - Bitumen - road infrastructure in Africa

FROM SUPPLY TO END CUSTOMER

Africa, Caribbean, Europe

Renewable Electricity Production



ACCELERATING DEVELOPMENT OF RENEWABLE ENERGY SEGMENT

- Photovoltaic electricity
 - From 384 MWp installed capacity as of FY 2022 to 2.5 GWp by 2030

RUBIS RENOUVELABLES

France (Rubis Photosol), Caribbean (HDF Energy)

Bulk Liquid Storage (JV)



EXPANSION AND PORTFOLIO OPTIMISATION

- Non-fuel products (biofuels, chemicals, agrifood) and strategic reserves → 72% of total storage revenues

JOINT-VENTURE

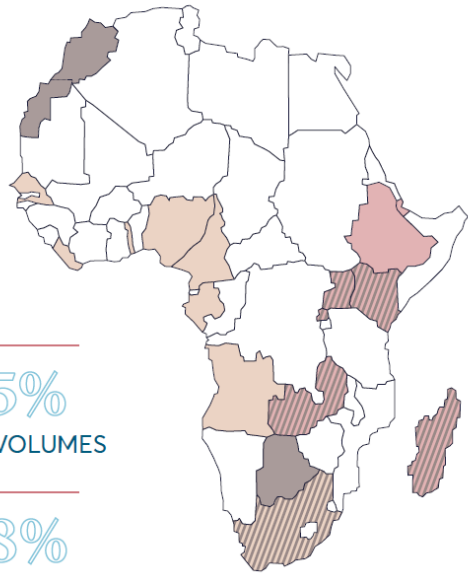
France, Belgium, Spain, The Netherlands

Rubis activities

Geographical footprint



AFRICA



45%
OF VOLUMES

38%
OF GROSS
PROFIT

- LPG
- Bitumen
- Fuel

CARRIBEAN

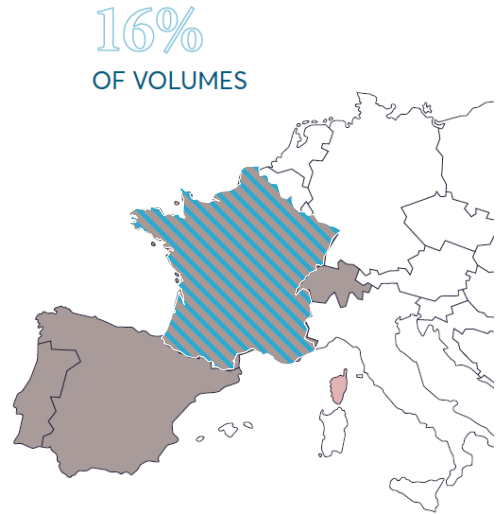


40%
OF VOLUMES

37%
OF GROSS
PROFIT

- LPG
- Fuel

EUROPE



16%
OF VOLUMES

26%
OF GROSS
PROFIT

- Renewable Electricity
- LPG
- Fuel

Energy Distribution: Retail & Marketing (73% of EBIT⁽¹⁾)

Distribution of energy and bitumen across ≈ 40 countries

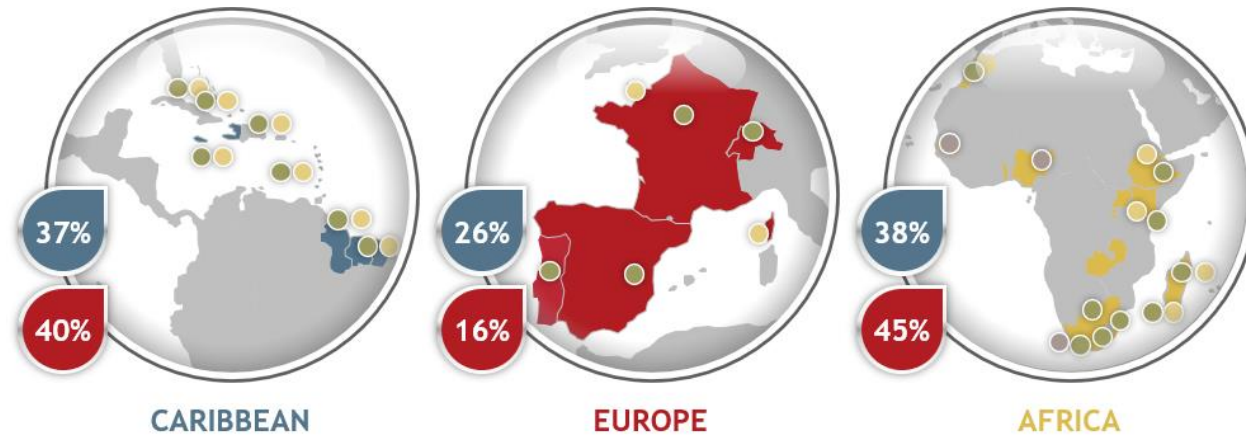
STRONG MARKET POSITION

- **Full logistics chain** to final user thanks to Rubis' own infrastructure
- **Leader in niche markets** (region, products) adapted to local demand and balanced across regions

RESILENT

- **Basic consumer need**, non-correlated to market cycles
- **Cost-plus** business model protects profitability

REGIONAL GROSS PROFIT AND VOLUME SPLIT



GROSS PROFIT⁽²⁾ SPLIT: 38% (Energy), 53% (Bitumen), 9% (Other)

VOLUMES SPLIT: 22% (Energy), 70% (Bitumen), 8% (Other)

KEY FIGURES 2022

Volume
5.5m m³

EBIT
€396m

Cash flow
€268m

Capex
€141m

(1) 2022 Group EBIT before Holding costs.

(2) Gross profit adjusted for FX pass through in Nigeria.

Energy Distribution: Support & Services (27% of EBIT⁽¹⁾)



TRADING/SUPPLY AND SHIPPING

- Niche segments
 - Bitumen in Africa
 - Fuels in the Caribbean region mostly
- 10 owned and 6 chartered vessels



LOGISTICS AND REFINERY

- SARA refinery (71% stake)
 - Sole supplier to French Guiana, Guadeloupe and Martinique
 - Regulated business (9% RoE)
- Logistics & infrastructures business in Madagascar

KEY FIGURES 2022

EBITDA
€177m

EBIT
€144m

Cash flow
€172m

Capex
€74m

(1) 2022 Group EBIT before Holding costs.

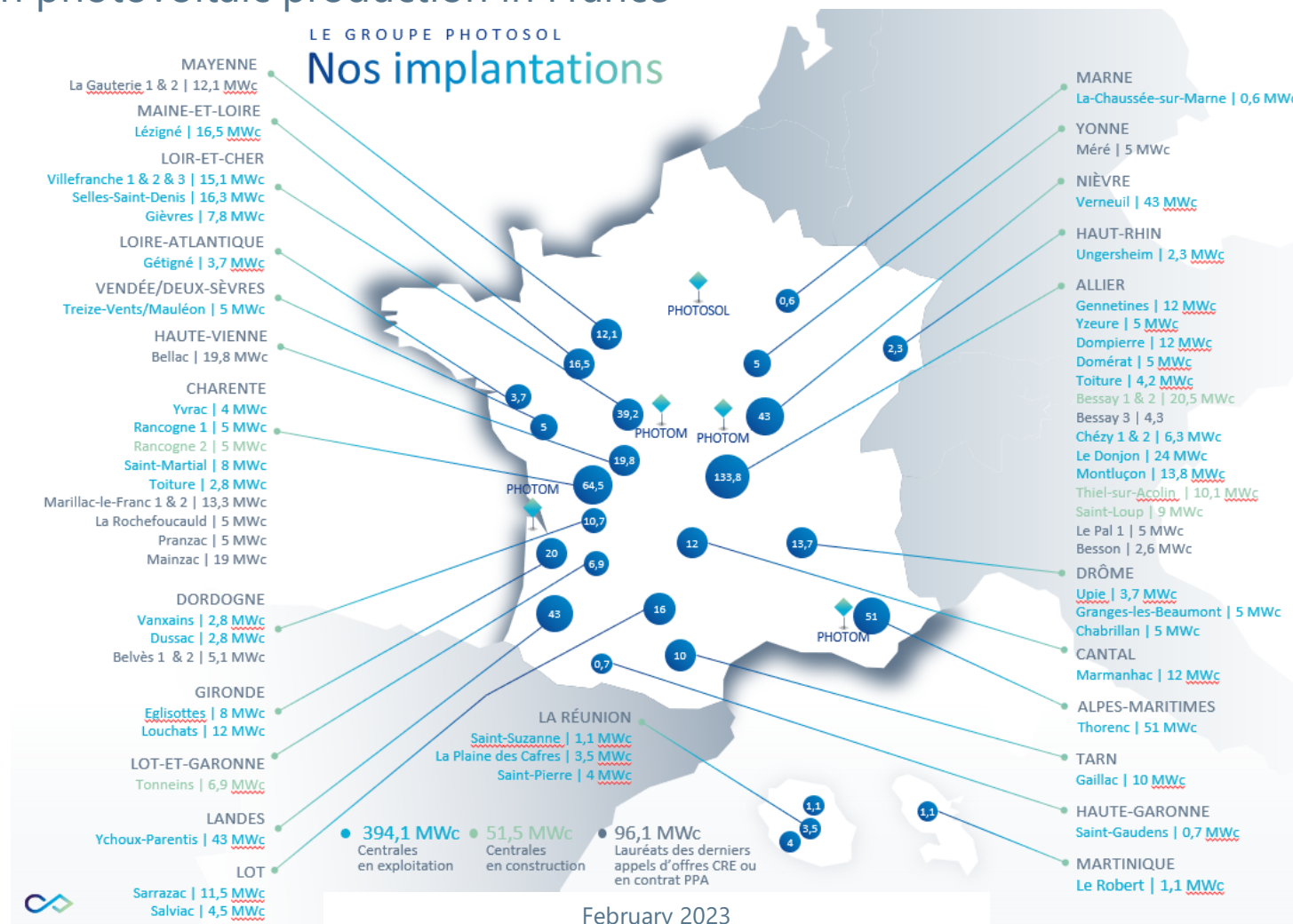
Renewable Electricity Production

Photosol is one of the independent leaders in photovoltaic production in France



From the development of facilities to dismantling, including design, financing, operation and maintenance, Photosol is present throughout the whole value chain.

The electricity produced is mainly resold through long-term contracts obtained through the call for tenders mechanism of the French Energy Regulatory Commission (CRE). Photosol is also positioned in the emerging market of Corporate Power Purchase Agreements (CPPA).



Renewable Electricity Production

Photosol is one of the independent leaders in photovoltaic production in France

Key figures FY 2022

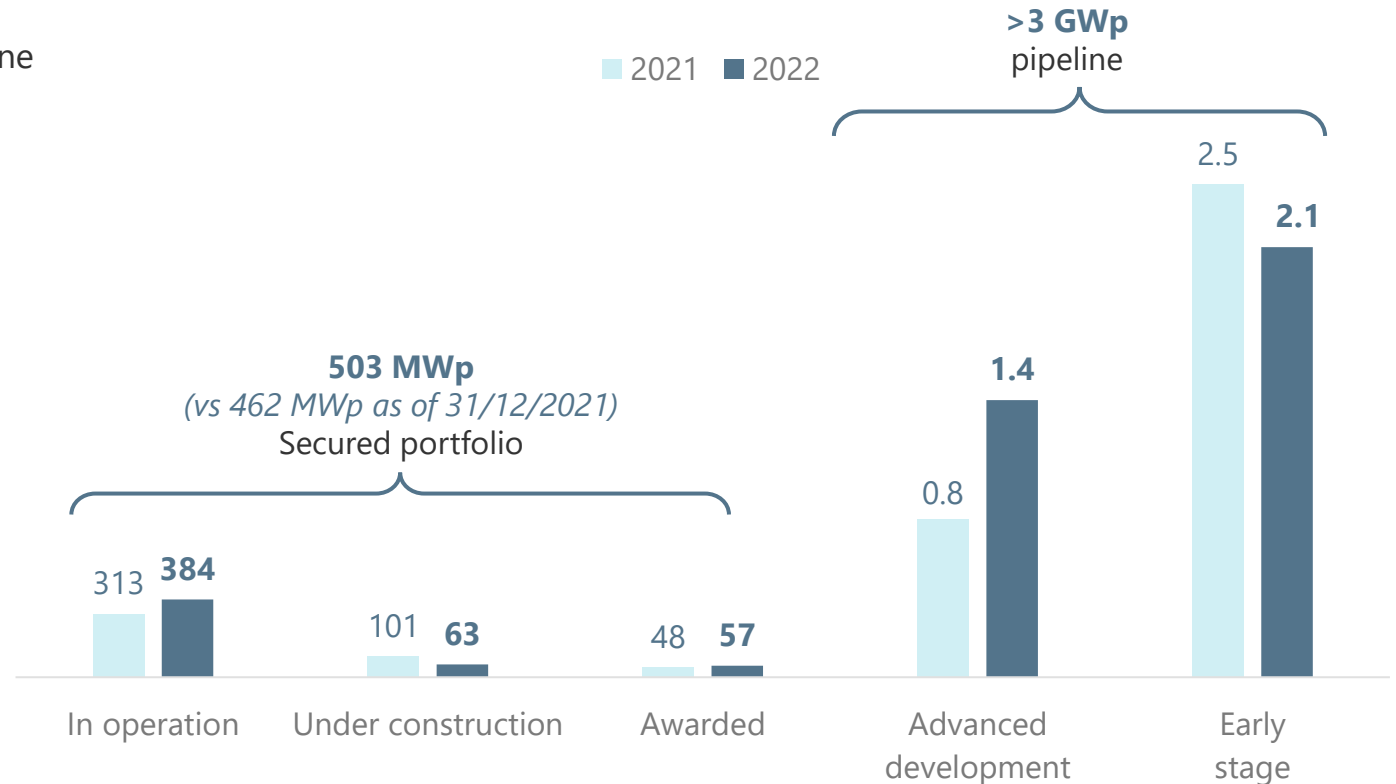
- **503 MWp** of secured portfolio⁽¹⁾ and >3 GWp project pipeline
- **100%** success rate of the submitted CRE tender offers⁽²⁾
- **>50%** of installed capacities with agrivoltaism
- Strengthening development team (+53%)
- **7-9%** targeted IRR

Next steps

- Pipeline development acceleration
- New growth opportunities: repowering, regional expansion, Mobexi integration and synergies, corporate PPA

Ambition

- **1 GWp** operating capacity by 2026 and **2.5 GWp by 2030**
- **Accumulated €0.7bn capex envelope over 2022-2026**
- **€ 65-70 EBITDA** by 2027



(1) Secured portfolio consists of capacities in operation, under construction and awarded projects (ready to build) as of 31/12/2022.

(2) 100% success rate with the latest CRE tender offer with 25 MWc won by Rubis Photosol (summer 2022).

Renewable Electricity Production

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Key figures FY 2022

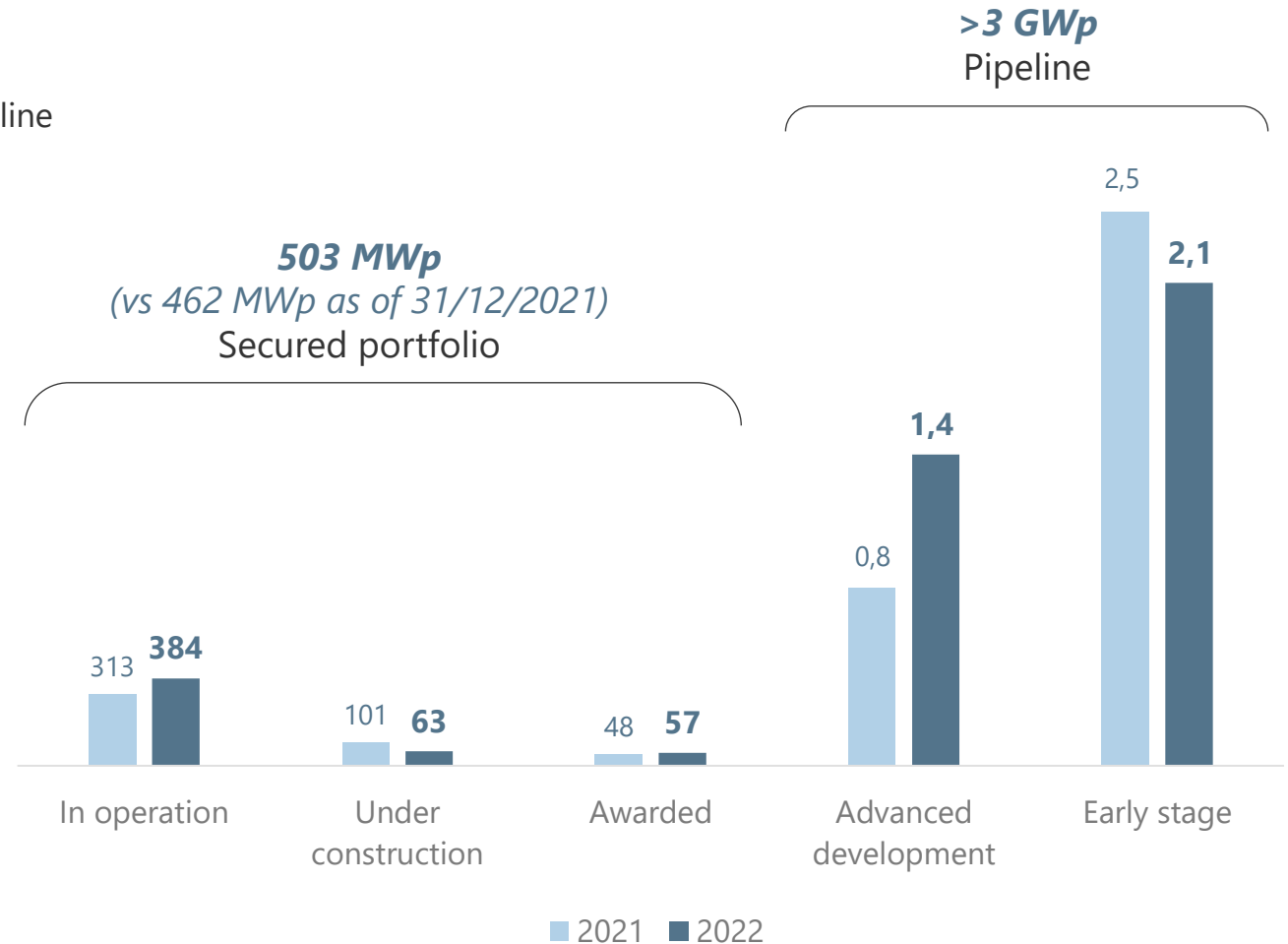
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Bulk Liquid Storage (JV)

Rubis Terminal has a storage capacity of 4m m³ and is the 2nd largest operator in France



A key link in the energy chain

- **Strategic positioning:** infrastructure quality & geographical position
- **Bespoke services** for demanding clients
- **Strong safety standards** with a zero-incident policy

Business characteristics

- **Fixed-cost business model** with high profitability with EBITDA margin > 50%
- **Storage revenues remain stable** as those are rental payments and oil price movement does not influence this segment P&L; **contracts' price inflation indexed**
- **Storage has very limited exposure** to contango/traders activities

KEY FIGURES

(proforma December 2022)

Revenue⁽¹⁾
€235m

EBITDA⁽¹⁾
€124m

Cash flow⁽²⁾
€97m

Net debt/
EBITDA⁽³⁾
5.6x

(1) Storage including 50% of Antwerp JV.

(2) Cash flow = EBITDA – maintenance capex.

(3) 2022 net debt/EBITDA incl. Antwerp JV net debt and excl. IFRS 16 impact on net debt.

03

Financial Performance



2022 Highlights

Historical businesses continue to grow, promising first steps in solar energy



- **Full Year 2022:** strong operating performance
 - EBIT at €509m, +30% yoy, boosted by improved unit margins (+21% excluding FX effect)
 - Net income Group share at €263m, +11% when adjusted for non-recurring items
 - Solid balance sheet (corporate net financial debt/EBITDA): **1.5x**
- **Renewables** business development
 - **394 MWp** in operation, **1.4 GWp** advanced development pipeline
 - First 20-year **corporate PPA** signed with Leroy Merlin: 38 MWp
 - Acquisition of rooftop specialist Mobexi opening new cross-selling opportunities
- **CSR**
 - On track to reach Think tomorrow 2022-2025 CSR Roadmap targets which includes complementary decarbonisation target (scope 3A)
 - Signing of first sustainability-linked loans with margins linked to the achievement of ESG KPIs (Rubis Énergie)
- **Dividend €1.92, +3% yoy**

2022 Highlights

Solid performance



	FY 2022	FY 2021	2022 vs 2021	2022 vs 2019	
EBITDA (€m)	669	532	+26%	+28%	<ul style="list-style-type: none"> • Excellent performance in the Caribbean and Africa
EBIT (€m)	509	392	+30%	+24%	<ul style="list-style-type: none"> • Adjusted for FX EBITDA +20% and EBIT +21%
NET INCOME (€m)	263	293	-10%	-14%	<ul style="list-style-type: none"> • Includes €40m goodwill impairment (Haiti) and €16m after tax costs related to the acquisition of Photosol
ADJ ⁽¹⁾ NET INCOME (€m)	326	293	+11%	+10% ⁽²⁾	<ul style="list-style-type: none"> • Double-digit underlying earnings growth adjusted for non-recurring items and IFRS 2 (non-cash)
ADJ ⁽¹⁾ EPS (€)	3.16	2.86	+10%	+6% ⁽²⁾	
DIVIDEND ⁽³⁾ PER SHARE (€)	1.92	1.86	+3%	+10%	<ul style="list-style-type: none"> • Steady increase in dividend per share
NET DEBT/EBITDA	2.0x	0.4x			<ul style="list-style-type: none"> • Net debt at €1,286m (2021: €438m)
CORPORATE NET DEBT/EBITDA	1.5x	0.4x			<ul style="list-style-type: none"> • Corporate net debt at €930m (2021: €438m)
CAPEX (€m)	259	206			<ul style="list-style-type: none"> • 19% of capex - renewable energy investments and decarbonisation

(1) Net income adjusted for non-recurring items (goodwill impairment, Photosol acquisition, divestment of Rubis Terminal JV operations in Turkey and refinancing) and IFRS 2.

(3) Adjusted net income and adjusted EPS comparison 2022 vs 2019 excludes Rubis Terminal, on a like-for-like basis.

(3) Dividend per share to be proposed at the General Meeting on 8 June 2023.

Q1 2023 Highlights

Group revenue up 18% in the context of decreasing oil price



• Energy Distribution

- Retail & Marketing
 - Stable volume, strong gross margin development (+29% yoy, +10% LFL⁽¹⁾)
 - Revamp of the retail network and portfolio optimisation in Kenya bearing fruit (+19% retail volume in Kenya)
 - Bitumen: rapid growth in South Africa, Gabon and Liberia
- Support & Services
 - Improved shipping margin
 - Sound trading volume in the Caribbean region and in Africa,
 - Acquisition of a new LPG vessel (previously time-chartered) in the Caribbean

• Renewable Electricity Production

- Secured portfolio up 8% vs Dec-2022 at 542 MWp
- Pipeline up 6% vs Dec-2022 at 3.7 GWp
- Further development outside France expected in Q2

• Bulk Liquid Storage (JV)

- Revenue up 16% in Q1 2023 driven by chemicals (+15%) and fuels (+10%)
- Share of non-fuel products and strategic reserves at 72%, up 3 pctp⁽²⁾ vs Dec-22

(1) LFL: Like-for-like i.e., excluding exceptional items and FX effects.

(2) Percentage points.

04

Sustainability



Our climate strategy

A clear governance



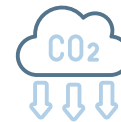
Climate & CSR Committee

chaired by the Managing Director in charge of New Energies, CSR and Communications to steer the Group's carbon trajectory by:

- Suggesting and adjusting our **emission reduction targets**
- Submitting a **carbon intensity reduction strategy** of products sold
- Monitoring the **decarbonisation plan** by scope and associated capex/opex



Monitoring climate strategy and performance by the Supervisory Board



Emission reduction targets integrated into compensation policy of the Managing Partners and top management since 2019



A transparent approach

- Annual publication of our detailed carbon footprint by scopes in our Universal Registration Document
- B rating in the CDP Climate Change questionnaire



Rubis' CSR ambitions

Will contribute to financial performance and sustainability



Our ambitions

ESG-related objectives

Business value-added

Financial and sustainability impacts

Reducing our environmental footprint

-30% CO₂ emissions by 2030 (scopes 1&2)⁽¹⁾
 -20% CO₂ emissions by 2030 (outsourced transport *i.e.*, 45% of scope 3A)⁽¹⁾

Investment in renewables
 Bundled offers
 Internal Carbon Price
 Carbon intensity of products distributed

New revenue streams, differentiated offering
 Access to new markets
 Premiumisation of the demand

Providing a safe and stimulating working environment

30% women avg in Rubis Énergie Management Committees by 2025

Higher performance
 Faithful and committed teams

Increased support to the strategy at every level

Contributing to a more virtuous society

100% employees made aware of ethics and anti-corruption rules by 2023

Lower incident rate
 Improves efficiency

Compliance with regulation
 Decrease in financial and legal risks

(1) Scope Rubis Énergie – Baseline 2019.

What has been already achieved and 2023 ambitions



Reducing our environmental footprint

- **Key achievements⁽¹⁾**
 - Improving scopes 1 & 2 reduction target
 - Internal carbon price methodology definition
 - Additional scope 3A decarbonisation target
 - Assessment of the biodiversity impact of our operations
- **2023 ambitions**
 - Full analysis of the impact of our activities on biodiversity + action plan
 - Photosol carbon footprint assessment

(1) Scope: Rubis Énergie.



Providing a safe and stimulating working environment

- **Key achievements**
 - 28% women on average in the Management Committees of Rubis Énergie (as of 31/12/2022)
 - 50% women in the Group's Management Committee (as of 31/12/2022)
 - Creation of a talent pool at Rubis Énergie
 - Human rights risk mapping
 - Disability awareness workshops
 - Continuous training of internal and external drivers in defensive driving
- **2023 ambitions**
 - Action plan on human rights

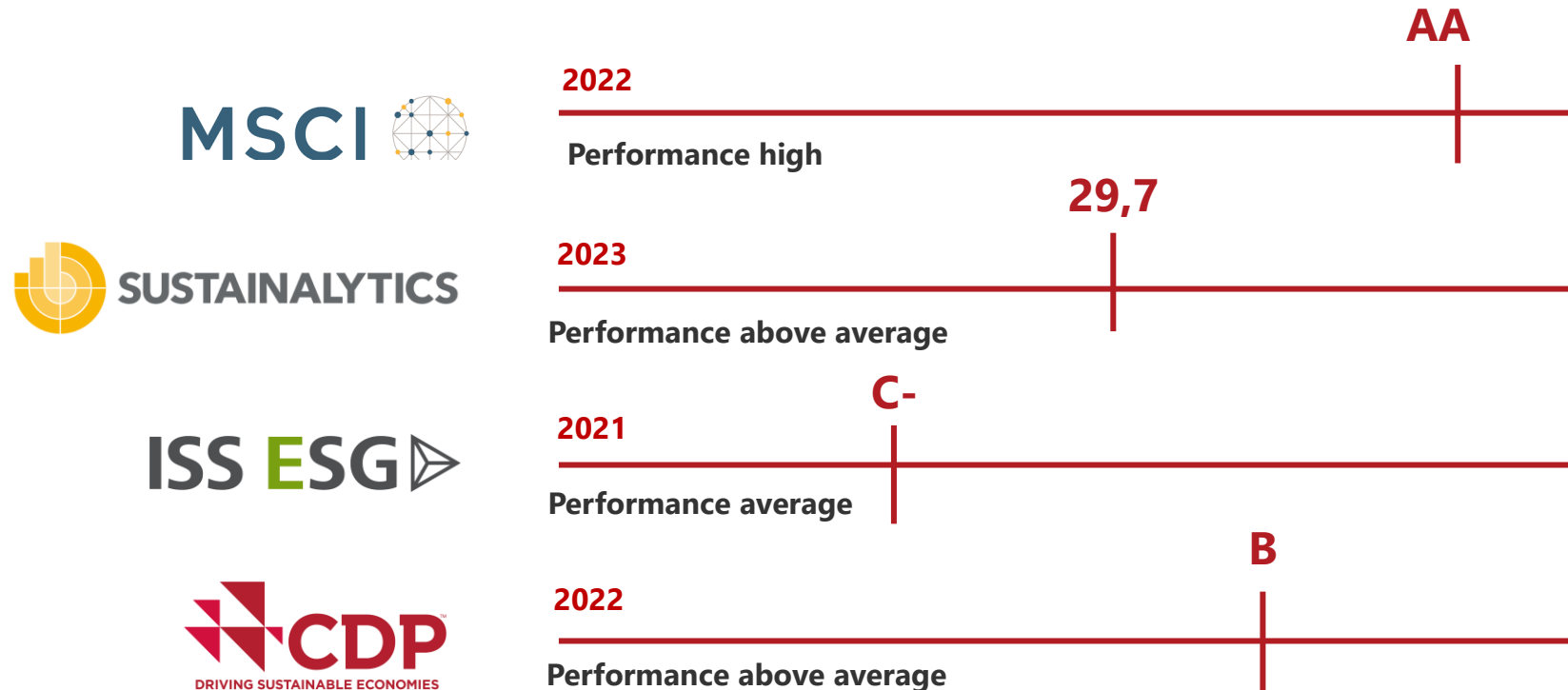


Contributing to a more virtuous society

- **Key achievements**
 - Publication of a new anti-corruption guide in 6 languages + e-learning module
 - Climate Fresk workshops
- **2023 ambitions**
 - New Code of Ethics
 - Launch of the Sustainable procurement approach

Extra-financial ratings

Rubis' efforts have been particularly recognised by MSCI and CDP



05

Governance



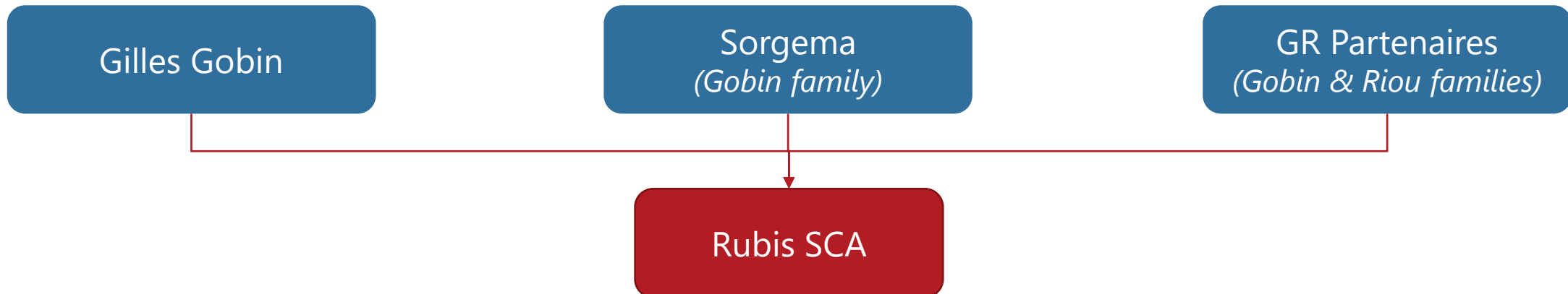
General Management of the Company

A legal structure ensuring a long-term vision

**Family-
managed**
business

Managing Partners
appointed by
3
General Partners

Unlimited joint and
several
liability from their
personal assets for Rubis' debts



Compensation in respect of FY 2022

Managing Partners (resolution proposed to the 2023 Shareholders' Meeting)

- Fixed compensation of Managing Partners in respect of FY 2022: **€2,437,946**
(+1.94% compared to FY 2021, in accordance with the application of the rate of change in the Insee index of the hourly wage rates for workers in the electricity, gas, steam and air conditioning production and distribution industry in FY 2022)
- Variable compensation of Managing Partners in respect of FY 2022: **€0**
 - Triggering condition not met: 2022 net income, Group share < 105% of 2021 net income, Group share
 - Achievement level of performance criteria: 67.5%

Compensation in respect of FY 2023

Managing Partners (resolution proposed to the 2023 Shareholders' Meeting)

FIXED COMPENSATION ⁽¹⁾	ANNUAL VARIABLE COMPENSATION	BENEFITS IN KIND														
Fixed compensation in respect of FY 2022 (€2,437,946) x rate of change in the Insee index of the hourly wage rates for workers in the electricity, gas, steam and air conditioning production and distribution industry in FY 2023	Cap: 50% of fixed compensation No floor → Removal of the triggering condition	Company car														
	<table border="0"> <tr> <td data-bbox="384 579 1900 665">Financial criteria:</td> <td data-bbox="1900 579 2079 665">Weight</td> </tr> <tr> <td data-bbox="384 665 1900 708"> <ul style="list-style-type: none"> Global performance of Rubis Share/SBF 120 </td> <td data-bbox="1900 665 2079 708">75%</td> </tr> <tr> <td data-bbox="384 708 1900 751"> <ul style="list-style-type: none"> EBITDA performance/analysts' consensus released by FactSet </td> <td data-bbox="1900 708 2079 751">25%</td> </tr> <tr> <td data-bbox="384 751 1900 793"> <ul style="list-style-type: none"> EPS/analysts' consensus released by FactSet </td> <td data-bbox="1900 751 2079 793">25%</td> </tr> <tr> <td data-bbox="384 793 1900 879">Non-financial criteria:</td> <td data-bbox="1900 793 2079 879">25%</td> </tr> <tr> <td data-bbox="384 879 1900 979"> <ul style="list-style-type: none"> 2023 frequency rate of occupational accidents with lost time > 1 day (excluding commuting accidents) 2023 ≤ 2022 frequency rate (Rubis SCA, Rubis Patrimoine, Rubis Énergie and Rubis Photosol) </td> <td data-bbox="1900 879 2079 979">10%</td> </tr> <tr> <td data-bbox="384 979 1900 1022"> <ul style="list-style-type: none"> 2023 CO₂ emissions compared to 2022 CO₂ emissions (scopes 1 and 2) (Rubis Énergie) </td> <td data-bbox="1900 979 2079 1022">10%</td> </tr> <tr> <td data-bbox="384 1022 1900 1061"> <ul style="list-style-type: none"> Setting of a CSR roadmap at Rubis Photosol </td> <td data-bbox="1900 1022 2079 1061">5%</td> </tr> </table>		Financial criteria:	Weight	<ul style="list-style-type: none"> Global performance of Rubis Share/SBF 120 	75%	<ul style="list-style-type: none"> EBITDA performance/analysts' consensus released by FactSet 	25%	<ul style="list-style-type: none"> EPS/analysts' consensus released by FactSet 	25%	Non-financial criteria:	25%	<ul style="list-style-type: none"> 2023 frequency rate of occupational accidents with lost time > 1 day (excluding commuting accidents) 2023 ≤ 2022 frequency rate (Rubis SCA, Rubis Patrimoine, Rubis Énergie and Rubis Photosol) 	10%	<ul style="list-style-type: none"> 2023 CO₂ emissions compared to 2022 CO₂ emissions (scopes 1 and 2) (Rubis Énergie) 	10%
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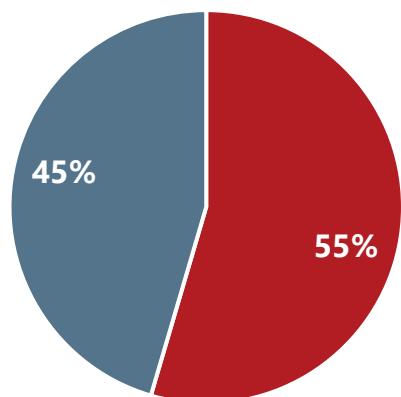
The compensation policy does not provide for any post-corporate office remuneration, any multi-year variable remuneration and any exceptional remuneration

(1) Article 54 of by-laws.

A balanced, diverse and independant Supervisory Board

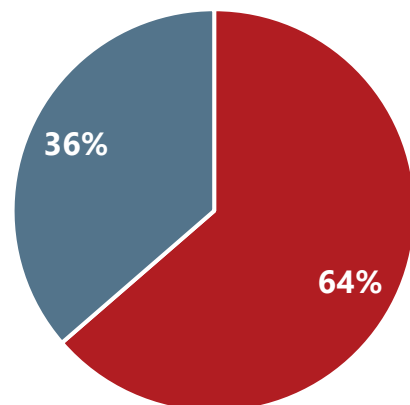
With a wide and various skillset

Gender diversity ⁽¹⁾



■ Male ■ Female

Independence ⁽¹⁾



■ Independent ■ Non-independent

- A renewed and diversified Board with 4 new members
 - Total: 11 members
 - 2 members with foreign nationality (18%)
 - Skills diversity, in line with Group's challenges

(1) As of 31/12/2022.

* Based on the statements of the members of the Supervisory Board.

TABLE SUMMARISING THE DIVERSITY OF SKILLS OF THE SUPERVISORY BOARD (AS OF 16 MARCH 2023)*

	Management of large industrial or banking groups	International experience	Finance and audit	Legal	M&A	Compliance	Insurance	HR	CSR	Security
Olivier Heckenroth	●	●	●	●		●	●	●	●	●
Nils Christian Bergene		●	●	●	●	●	●			●
Hervé Claquin	●		●		●					
Carole Fiquemont		●	●	●	●	●				
Laure Grimonpret-Tahon				●	●	●	●	●	●	
Marc-Olivier Laurent	●	●	●		●					
Cécile Maisonneuve		●							●	
Chantal Mazzacurati	●	●	●		●					
Alberto Pedrosa	●	●	●					●		●
Erik Pointillart	●		●						●	
Carine Vinardi	●	●						●	●	●
TOTAL	7 (64%)	8 (73%)	8 (73%)	4 (36%)	6 (54%)	4 (36%)	3 (27%)	4 (36%)	5 (45%)	4 (36%)

06

Appendix



Consolidated FY 2022 P&L



INCOME STATEMENT	FY 2022	FY 2021	% yoy
Sales	7,135	4,589	55%
EBITDA	669	532	26%
<i>Rubis Énergie</i>	680	552	23%
<i>Rubis Renouvelables</i>	18	-	
<i>D&A (1)</i>	168	137	23%
EBIT	509	392	30%
<i>Rubis Énergie</i>	540	412	31%
<i>Rubis Renouvelables</i>	-0.8	-	
<i> Holding</i>	-30	-20	
Other operating income and expenses	-58	5	
Share of net income from JV	6	6	
Cost of net financial debt	-30	-13	
Interest expense on lease liabilities	-10	-9	
Other financial income and expenses	-80	-11	
Income before tax	336	370	-9%
Income tax	-64	-65	
Tax rate	19%	18%	
Net income	272	305	-11%
Net income group share	263	293	-10%
EPS adjusted, diluted	3.16	2.86	10%

(1) D&A – including provisions and other charges.

Rubis Énergie	FY 2022	FY 2021	% Yoy
Retail & Marketing	396	289	37%
Support & Services	144	123	17%
EBIT	540	412	31%
RETAIL & MARKETING TOTAL			
Volumes ('000 m ³)	5,487	5,401	2%
Unit margin	146	117	25%
Gross profit	801	632	27%
EBIT	396	289	37%
RETAIL & MARKETING AFRICA			
Volumes ('000 m ³)	2,458	2,459	0%
Unit margin	132	94	40%
Gross profit	324	231	40%
EBIT	205	136	51%
RETAIL & MARKETING CARIBBEAN			
Volumes ('000 m ³)	2,173	2,070	5%
Unit margin	129	100	29%
Gross profit	280	207	35%
EBIT	134	82	62%
RETAIL & MARKETING EUROPE			
Volumes ('000 m ³)	856	872	-2%
Unit margin	230	223	3%
Gross profit	198	195	1%
EBIT	58	71	-18%

RECONCILIATION NET INCOME TO ADJUSTED NET INCOME	FY 2022	FY 2021	FY 2019
Net income, Group share	263	293	307
Non-recurring items:			
IFRS 2 charges (Rubis SCA)	8	4	5
Acquisition related costs	16		6
Capital gain on the asset disposal and other one-offs	-2	-3	
Goodwill impairment/ other items	40		
Adj. Net income, Group share	326	293	319
EPS adjusted incl. Rubis Terminal (diluted)	3.16	2.86	3.20
Net income from assets held for sale			-28
Share of net income from JV	-8	-6	
Adj. Net income, Group share, excluding Rubis Terminal	317	288	291
EPS adjusted excl. Rubis Terminal (diluted)	3.08	2.80	2.92

For more information visit our website
www.rubis.fr or **CONTACT US**

Head of Investor Relations
Clémence MIGNOT-DUPEYROT

investors@rubis.fr
 +33 1 45 01 87 44

Next **EVENT**

Q2 & H1 2023 Results: 07 | 09 | 2023



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