



Additional information

8.1 Declaration of persons responsible	312	8.3 Cross-reference table for the Universal Registration Document	314
Persons responsible for the Universal Registration Document	312		
Declaration of the persons responsible for the Universal Registration Document	312		
Information concerning the principal Statutory Auditors and Alternate Auditors	313	8.4 Cross-reference tables for the Annual Financial Report and the management report	317
		8.4.1 Cross-reference table for the Annual Financial Report	317
8.2 Incorporation by reference	313	8.4.2 Cross-reference table for the management report and the report on corporate governance attached to the management report	318

8.1 Declaration of persons responsible

Persons responsible for the Universal Registration Document

Gilles Gobin: Managing Partner

Jacques Riou: Chairman of Agena, co-managing company of Rubis

Declaration of the persons responsible for the Universal Registration Document

We declare that, having taken all reasonable care to ensure that such is the case, the information contained in the Universal Registration Document is, to the best of our knowledge, in accordance with the facts and contains no omission likely to affect its import.

We declare that, to the best of our knowledge, the financial statements have been prepared in compliance with applicable accounting standards and give a true and fair view of the assets, liabilities, financial position and results of the Company and all companies included in its consolidated group, and that the management report of which the various headings are mentioned in the cross-reference table in chapter 8, section 8.4.2 of this Universal Registration Document, on pages 318 and 319 gives a true and fair view of the performance of the business, results and financial position of the Company and the companies in its consolidated scope, as well as describing the main risks and uncertainties that it faces.

Signed in Meudon and Paris on 28 April 2022

Jacques Riou
Chairman of Agena,
co-managing company of Rubis

Gilles Gobin
Managing Partner

Information concerning the principal Statutory Auditors and Alternate Auditors

Principal Statutory Auditors

	Date of appointment	Term expires
Monnot & Associés	AGM 9 June 2016	2021 financial year – AGM 2022
2 bis A, avenue Le Corbeiller		
92190 Meudon – France		
represented by Laurent Guibourt		
Mazars	AGM 9 June 2016	2021 financial year – AGM 2022
Tour Exaltis – 61, rue Henri Regnault		
92400 Courbevoie – France		
represented by Daniel Escudeiro		
PricewaterhouseCoopers Audit	AGM 11 June 2020	2025 financial year – AGM 2026
63, rue de Villiers		
92208 Neuilly-sur-Seine Cedex – France		
represented by Cédric Le Gal		

Alternate Auditors

	Date of appointment	Term expires
Isabelle Arribé	AGM 9 June 2016	2021 financial year – AGM 2022
20, promenade du Millénaire		
92400 Courbevoie – France		
CBA	AGM 10 June 2021	2021 financial year – AGM 2022
Tour Exaltis – 61, rue Henri Regnault		
92400 Courbevoie – France		
Patrice Morot	AGM 11 June 2020	2025 financial year – AGM 2026
63, rue de Villiers		
92208 Neuilly-sur-Seine Cedex – France		

8.2 Incorporation by reference

In accordance with Article 19 of Regulation (EU) 2017/1129 of 14 June 2017, the following information is included by reference in this Universal Registration Document:

- the consolidated financial statements for the financial year ended 31 December 2020 and the corresponding Statutory Auditors' report are included in the 2020 Universal Registration Document filed with the French Financial Market Authority (Autorité des Marchés Financiers – AMF) on 29 April 2021, under number D. 21-0392, pages 206 to 259 and pages 273 to 276;
- the consolidated financial statements for the financial year ended 31 December 2019 and the corresponding Statutory Auditors' report are included in the 2019 Universal Registration Document filed with the French Financial Market Authority (Autorité des Marchés Financiers – AMF) on 29 April 2020, under number D. 20-0398, on pages 216 to 269 and pages 284 to 287.

8.3 Cross-reference table for the Universal Registration Document

The cross-reference table below shows the headings provided for in Annexes I and II of Delegated Regulation (EU) 2019/980 of 14 March 2019 supplementing Regulation (EU) 2017/1129 of 14 June 2017 and provides references to the pages on which the relevant information appears in this Universal Registration Document.

Headings of Annexes I and II of Delegated Regulation (EU) 2019/980 of 14 March 2019

		Chapter	Page
1	Persons responsible, third party information, experts' reports and competent authority approval		
1.1	Name and position of responsible officers	8.1	312
1.2	Declaration of responsible officers	8.1	312
1.3	Name, address, qualifications and material interests of persons acting as experts	NA	NA
1.4	Confirmation relating to third-party information	NA	NA
1.5	Declaration of filing with the competent authority	-	1
2	Statutory Auditors	8.1	313
3	Risk factors	3.1	48 to 63
4	Information about the issuer		
4.1	Legal and commercial name	6.6	227
4.2	Place of registration, registration number and legal entity identifier (LEI)	6.6	227
4.3	Date of formation and duration	6.1.4	199
4.4	Domicile, legal form, applicable legislation, country of incorporation, address and telephone number of registered office, website	6.1 - 6.6	198 - 227
5	Business overview		
5.1	Principal activities	1	22 to 31
5.2	Principal markets	1	8 to 11
5.3	Important events in the development of the business	2.1 to 2.3 - 7.1	36 to 45 - 239 to 240
5.4	Strategy and objectives	1 - 2.1	8 to 11 - 36 to 45
5.5	Dependence on patents or licenses, industrial, commercial or financial contracts, or new manufacturing processes	NA	NA
5.6	Competitive position	1	10
5.7	Investments	2.1	36 to 44
5.7.1	Material historical investments	2.1 - 7.1	36 to 45 - 239 to 240
5.7.2	Material current investments	2.1	36 to 44
5.7.3	Joint ventures and undertakings in which the issuer holds a proportion of the capital likely to have a significant effect on the assessment of its own assets and liabilities, financial position or profits and losses	7.1	276 to 279
5.7.4	Environmental issues liable to affect the use of tangible fixed assets	4.2.2	86 to 104
6	Organisational structure		
6.1	Brief description of the Group	1	6 to 33
6.2	List of significant subsidiaries	1 - 7.1	32 to 33 - 282 to 284

Headings of Annexes I and II of Delegated Regulation (EU) 2019/980 of 14 March 2019

		Chapter	Page
7	Operating and financial review		
7.1	Financial position	2.1 - 7.1	36 to 44 - 230 to 284
7.1.1	Development and performance of the issuer's business and of its position	7.3.1	299
7.2	Gross operating profit (EBITDA)	1 - 2.1 - 7.1	19 - 36 - 232
7.2.1	Information regarding significant factors materially affecting the issuer's income from operations	2.1	36 to 44
7.2.2	Reasons for any material changes in net sales or revenues disclosed by historical financial information	2.1 - 3.1	36 to 44 - 48 to 63
8	Cash and capital		
8.1	Information on equity	7.1	251 to 252
8.2	Source, amount and description of cash flows	2.1 - 7.1	37 - 235 to 236
8.3	Information on borrowing requirements and funding structure	2.1 - 7.1	37 - 255 to 260
8.4	Restrictions on the use of capital resources that have or could have a material effect on the issuer's operations	NA	NA
8.5	Anticipated financing sources for material investments planned, and major expenses on the most material property, plant and equipment	2.1 - 7.1	36 to 44 - 240 to 242
9	Regulatory environment	3.1.2.3	58 to 60
10	Trend information	2.2 - 2.3	45
11	Profit forecasts or estimates	NA	NA
12	Management and Supervisory bodies		
12.1	Information on members of the Management and Supervisory bodies	5.2 - 5.3	149 to 163
12.2	Conflicts of interest, commitments relating to appointments, restrictions on the disposal of investments in the issuer's share capital	5.5	193 to 194
13	Compensation and benefits of Management and Supervisory bodies		
13.1	Compensation paid and benefits in kind	5.4.4	178 to 192
13.2	Amounts set aside or accrued for pension, retirement or similar benefits	7.1	262 to 264
14	Functioning of Management and Supervisory bodies		
14.1	Date of expiration of current term of office and period served	5.3.1	153
14.2	Service contracts linking members of the Supervisory Board	5.5	193
14.3	Information on Committees	5.3.2	153 - 168 to 172
14.4	Statement of compliance with the corporate governance regime in effect in France	5.1	148
14.5	Potential material impacts on the corporate governance	NA	NA
15	Employees		
15.1	Headcount	4.4 - 7.1	115 - 267
15.2	Shareholdings and stock options	6.2.2 - 6.4 - 6.5 - 7.1	204 - 214 to 226 - 252 to 254
15.3	Agreements providing for employee shareholding	4.4.4 - 6.4 - 7.1	125 - 214 - 252 to 254
16	Major shareholders		
16.1	Shareholders holding notifiable interests in the share capital or voting rights	6.2.2	204
16.2	Voting rights of major shareholders exceeding their share of share capital	NA	NA
17	Related-party transactions	5.5 - 7.1	183 - 280

Headings of Annexes I and II of Delegated Regulation (EU) 2019/980 of 14 March 2019

	Chapter	Page
18	Financial information concerning the issuer's assets and liabilities, financial position, and profits and losses	
18.1	7.3.1	299
18.2	NA	NA
18.3	7.4	301 to 309
18.4	NA	NA
18.5	6.3	213 to 214
18.6	3.1.2.3 - 3.1.2.4	58 to 63
18.7	NA	NA
19	Additional information	
19.1	6.2 - 7.2	203 to 213 - 293 to 294
19.1.1	6.2 - 7.2	203 to 213 - 293 to 294
19.1.2	NA	NA
19.1.3	6.2.2 - 6.2.5 - 7.1	204 - 209 to 210 - 251
19.1.4	6.2.6 - 6.5.5	210 - 220
19.1.5	6.2.5 - 6.5	209 to 210 - 215 to 226
19.1.6	NA	NA
19.1.7	6.2.7 - 7.3.1	211 to 212 - 299
19.2	6.1.4	199 to 202
19.2.1	6.1.4	199
19.2.2	6.1.4	181 to 182
19.2.3	NA	NA
20	Material contracts (other than contracts concluded in the normal course of business)	
	NA	NA
21	Documents available	
	6.6	226

8.4 Cross-reference tables for the Annual Financial Report and the management report

8.4.1 Cross-reference table for the Annual Financial Report

The Annual Financial Report, prepared in accordance with Article L. 451-1-2 of the French Monetary and Financial Code and Article 222-3 of the General Regulation of the French Financial Market Authority (Autorité des Marchés Financiers), includes the documents, reports and information in this Universal Registration Document as detailed below.

The Management Board presents the draft resolutions that are submitted for vote by the shareholders in a separate document (the Notice of Combined Shareholders' Meeting to be held on 9 June 2022), as well as their presentation.

	Chapter	Page
• 2021 Annual financial statements	7.2	286 to 298
• 2021 Consolidated financial statements	7.1	230 to 284
• Management report	8.4.2	318 to 319
• Report on corporate governance, attached to the management report	5 – 6.1.4 – 6.2.4 – 8.4.2	148 to 195 - 201 - 206 to 208 - 318 to 319
• Non-Financial Information Statement, attached to the management report	4	74 to 145
• Declaration of persons responsible for the Annual Financial Report	8.1	312
• Statutory Auditors' report on the annual financial statements	7.4.2	304 to 307
• Statutory Auditors' report on the consolidated financial statements	7.4.1	301 to 304

8.4.2 Cross-reference table for the management report and the report on corporate governance attached to the management report

The management report (Articles L. 225-100 et seq., L. 232-1 I and II and R. 225-102 et seq. of the French Commercial Code) consists of the information presented in this Universal Registration Document containing the Annual Financial Report in chapters 1 to 7, with the exception of chapter 5, which constitutes the report on corporate governance.

	Chapter	Page
Group position and activity		
Position of the Company during the past financial year, analysis of business development, results and financial position of the Company and the Group	1 - 2.1 to 2.3 - 7.1	6 to 33 - 36 to 45 - 230 to 284
Financial key performance indicators	2.1	36 to 44
Non-financial key performance indicators, including information on environmental and personnel issues	4.2 to 4.4	83 to 128
Significant events occurring between the closing date of the financial year and the date on which the management report was prepared	2.2 - 2.3 - 7.1	45 - 281
Identity of the main shareholders and holders of voting rights at Shareholders' Meetings, changes made during the financial year	6.2.2	204 to 205
Existing branches	NA	NA
Significant equity investments in companies with their registered office in France	7.1 - 7.2	239 to 240 - 290
Disposals of cross-shareholdings	NA	NA
Foreseeable changes in the position of the Company and the Group and future outlook	1	8 to 15 - 22 to 31
Research and development activities	NA	NA
Table of income and expenses over the last five financial years	7.3.1	299
Information on supplier and customer payment terms	7.3.2	300
Amount of inter-company loans granted and Statutory Auditors' statement	NA	NA
Internal control and risk management		
Description of the main risks and contingencies	3.1	48 to 63
Information on financial risks related to the effects of climate change, measures taken to reduce them	3.1.2.2	56
Main characteristics of the internal control and risk management procedures relating to the preparation and processing of accounting and financial information	3.2	64 to 69
Objectives and hedging policy and exposure to price, credit, liquidity and cash risks	3.1.2.4	61 to 63
Anticorruption system	4.5.1.1	130 to 131
Vigilance plan and report on its effective implementation	NA	NA
Report on corporate governance		
Corporate officer compensation policy	5.4.1 to 5.4.3	173 to 177
Compensation and benefits of any kind paid during the financial year or allocated for the financial year to each corporate officer	5.4.4	178 to 192
Proportion relating to fixed and variable compensation	5.4.2	174 to 177
Use of the option to request the return of variable compensation	5.4.2	175
Commitments made by the Company for the benefit of corporate officers corresponding to elements of compensation, indemnities or benefits in respect of the assumption, termination or change of their duties	NA	NA
Compensation paid or allocated by a company included in the scope of consolidation	5.4.4	184 - 192
Ratios between the level of compensation of each executive corporate officer and the average and median compensation of the Company's employees	5.4.4	178 to 180

	Chapter	Page
Annual change in compensation, the Company's performance, average employee compensation and the aforementioned ratios over the last five financial years.	5.4.4	178 to 180
The manner in which the total compensation complies with the adopted compensation policy, contributes to the long-term performance of the Company and in which the performance criteria have been applied	5.4.1	173 to 174
The manner in which the vote of the last Ordinary Shareholders' Meeting was taken into account	5.4.1	174
Deviation from the procedure for implementing the compensation policy and any exceptions	NA	NA
Application of the suspension of payment of the compensation of the members of the Supervisory Board in the event of non-compliance with gender balance	NA	NA
Allocation and retention of options by corporate officers	5.4.2	176
Allocation and retention of free shares by corporate officers	5.4.2	176
List of all offices held and functions performed in any company by each of the corporate officers during the financial year	5.2.1 – 5.3.1	149 to 150 - 153 to 163
Agreements entered into between a Senior Manager or a significant shareholder and a subsidiary	5.5	193
Summary table of valid delegations granted by the Shareholders' Meeting for capital increases	5.5 – 6.2.4	195 - 206 to 208
Composition, conditions of preparation and organisation of the work of the Supervisory Board	5.3	152 to 172
Application of the principle of balanced representation of women and men on the Supervisory Board	5.3.1	152 to 154 - 163 to 165
Reference to a Corporate Governance Code and application of the "comply or explain" principle	5.1	148
Ways of taking part in the Shareholders' Meeting	5.5 – 6.1.4	195 - 201
Procedure for evaluating current agreements – Implementation	5.5	194
Information liable to have an impact in the event of a takeover bid or exchange offer	5.5	195
Shareholders and capital		
Structure, changes in the Company's share capital and crossing of thresholds	6.2	203 to 213
Acquisition and disposal by the Company of its own shares	6.2.5	209 to 210
Statement of employee shareholding on the last day of the financial year	6.2.2 – 6.4	204 - 214
Statement of any adjustments for securities giving access to the share capital in the event of share buybacks or financial transactions	6.5.6	221 to 225
Information on the transactions of Senior Managers and related persons on Company's securities	5.5	195
Amount of dividends distributed in respect of the three previous years	6.3	213 to 214
Non-Financial Information Statement (NFIS)		
See detailed cross-reference table	4.6.4	142
Other information		
Additional tax information	NA	NA
Injunctions or financial penalties for anti-competitive practices	NA	NA

Photo credits

© Rubis photo library - © Gilles Dacquin - © Photosol



Registered office:

46, rue Boissière - 75116 Paris - France
Paris Trade and Companies
Register 784 393 530
Tel.: +33 (0)1 44 17 95 95

Investor Relations

Tel.: +33 (0)1 45 01 72 32

The management system governing the printing
of this document is ISO 14001:2014 - certified.



THE WILL TO UNDERTAKE,
THE CORPORATE COMMITMENT