

WHAT WE DO

From giving the people who visit our retail sites a great experience to working closely with industrial businesses to help them optimise their operations – we focus on delivering the very best for our customers.



- ① Marine storage
 - ② Inland storage
 - ③ Retail
 - ④ Commercial
 - ⑤ Lubricants
 - ⑥ Aviation
 - ⑦ Bitumen
 - ⑧ LPG
 - ⑨ Refining
 - ⑩ Energy accessibility for communities
 - ⑪ Renewable and hybrid power generation for industry
 - ⑫ Energy storage and management
- Video link to:**
What we do animation

Infrastructure

Working as their trusted partner, we meet the needs of our Infrastructure customers through our world-class global network of storage facilities on five continents.

Downstream

From great shopping destinations for local communities to fuel and lubricants for global businesses – we provide a wide range of energy solutions to our retail and commercial customers.

Future Energies

We are *energising communities* in new ways. To support the energy transition, we are powering our own assets with renewables and working with our industrial and commercial customers to develop more reliable and sustainable energy solutions for their businesses.

Supported by global functions

Our global functions provide best-practice support and guidance for our business units, aligned to our purpose and customer-led strategy.

WHAT WE DO

To meet the current and future energy needs of our different customers, we are organised into three core business units: Infrastructure, Downstream and Future Energies.



44
Countries in which we operate



7,100+
Employees and contractors

Infrastructure

Our Infrastructure business unit is the home for our world-class network of major storage terminals. In Infrastructure, we focus on making the most of these assets in order to optimise value creation.

To this end we serve our Downstream business unit, providing essential security of supply. We also look to maximise opportunities to attract new customers from around the world.

Downstream

Our Downstream business unit focuses wholeheartedly on providing the very best energy solutions for retail, commercial and industrial customers in our chosen high-potential countries. To grow and lead here, we develop and deliver compelling customer value propositions - from an outstanding end-to-end retail experience to targeted energy

solutions for businesses in different segments.

- Retail
- Commercial
- Lubricants
- Aviation
- Bitumen
- Storage and Refining

Future Energies

Our Future Energies business focuses on the new world of sustainable energy - for our business, for our Downstream and Infrastructure customers and for the communities in which we live and work.

Through Future Energies we aim to play a leading part in the transition to renewable energy solutions across our chosen high-potential markets.



18
Countries



5.5M M³
Storage capacity



34
Terminals



2,545
Retail sites



922
Convenience stores



87
Airports served



5
Countries with Future Energies projects implemented



US\$5M
Invested to install solar assets and batteries in 2020



>3,000
Potential sites identified

BUSINESS MODEL

Our way of creating value for our stakeholders

Guided by

Our purpose
We are guided and inspired by our purpose of *energising communities* to help drive growth and prosperity by sustainably serving our customers' needs in high-potential countries around the world.

Our market context
We live in an exciting, fast-changing world in need of the right energy solutions.

Customer-led strategy
We have a clear three-part transformation plan to deliver our customer-focused strategy.



Our ESG framework and commitments
We are embedding our Environmental, Social and Governance (ESG) framework across all our operations.



Taking into account

Our six capitals
Together the six capitals provide a full picture of value across the Group.



Creating value by

- Generating revenues and profits from:
 - Fuel products and services, e.g. oil, lubricants, bitumen
 - Non-fuel products and services, e.g. convenience retail
- Future Energies, e.g. solar
- Transportation and storage
- Recruiting, training, developing and rewarding our people
- Making social investments
- Contributing to communities



Underpinned by our values
We live our values every day. They get to the heart of our way of *energising communities* around the world.

Customer focus / Lead by example / Collaboration / Agility

Key strengths drive us forward

- Our customer focus and relationships
- Our presence in high-potential countries
- Our energetic spirit
- Our great people

For all our stakeholders

Customers
We deliver high-quality, competitively priced products and services to our customers – quickly and reliably. We add value by ensuring we are always there for our customers and are easy to do business with.

Communities
We contribute significantly to our communities, through local taxes and employment. We also add value as a long-term, responsible partner engaging in many social, environmental and educational programmes.

Employees
Our people are well rewarded and enjoy the opportunity to develop their skills and entrepreneurship to achieve their full potential. They contribute in many ways to our diverse, collaborative, customer-focused company.

Shareholders
Financial stability and sustainable business practices are critical to our success. We aim to create long-term value for our shareholders by managing our business growth carefully and maximising returns on investment.