



Dear Colleagues,

On the occasion of the New Year, I would like to extend my best wishes for a happy and prosperous 2025 to all members of the STAR OIL GROUP team and its subsidiaries.

We also convey our wishes to all the countries where we have invested, wishing them peace, security, unity, and prosperity. At the same time, we think of all the countries ravaged by wars, diseases, famines, and the consequences of climate change, which negatively impact the environment and human life.

Year after year, peace remains uncertain in almost every part of the world. The situation is so complex that we are running out of words to describe it. Wars and the resulting tensions have made these times difficult and even tragic. The years ahead may not bring more tranquility.

The world is filled with divisions and deviations. Everyone tends to focus more on what they lack than on appreciating what they have. Yet, we often forget that **“happiness is not about having what you desire but appreciating what you have.”** We must stop dwelling on the negative aspects of things. Let us accept the world as it has become a multipolar world. No more hatred, especially hatred toward others!

Our greatest wish remains for 2025 to bring us a more peaceful and better world.

I will continue to stress that our role is, and always will be, to understand and manage these crises and their significant repercussions on the general

environment, our markets, national economies, and societies. We must aim to contain them and minimize their impact.

In 2024, even though we did not achieve the major acquisition we had planned, we continued to advance our development program:

- We obtained an authorized distributor license in Liberia;
- We began setting up the team for the launch of our subsidiary in Burkina Faso;
- We achieved the opening of 43 stations in Côte d'Ivoire, including 30 for DOCI, 6 acquired from IPC, and 7 others through branding agreements. This brings the total number of stations under POWEX CI (our subsidiary) to 74. Congratulations to the General Management and the POWEX CI team! We also organized the second STAR OIL GROUP seminar in Nouakchott, Mauritania, in May 2024, and the first Finance Seminar in Dakar in September 2024;

We also organized the second STAR OIL GROUP seminar in Nouakchott, Mauritania, in May 2024, and the first Finance Seminar in Dakar in September 2024.

I would like to extend my sincere congratulations to all subsidiaries for their active and high-quality participation in these seminars. These gatherings have been invaluable opportunities to study and evaluate the progress of our Group and its structures, to explore our operations in different African countries, and, above all, to strengthen the bonds among the Group's various managers.

We have encouraged staff mobility within the Group, and we have not been disappointed. We consider this a major asset, allowing us to share experiences, leverage synergies between our subsidiaries, and capitalize on their complementarities. This is how we will rise to the challenges we face, together.

Several central positions have been filled within the Group, and additional appointments will complete the organizational structure in 2025.

I encourage you to implement the lessons and recommendations from the seminars to strengthen our collective efficiency in achieving the objectives communicated to you.

We reaffirm our mission to contribute responsibly to meeting the needs of our clients and employees, and especially our corporate social responsibility, in compliance with all applicable laws and regulations, human rights and personal rights, environmental protection, health and safety for all, and the optimization of internal human development.

As I wish a happy and prosperous New Year to you and your families, I invite you to embrace these objectives and commit wholeheartedly to their fulfillment.

Tidiani Ben Al Houssein