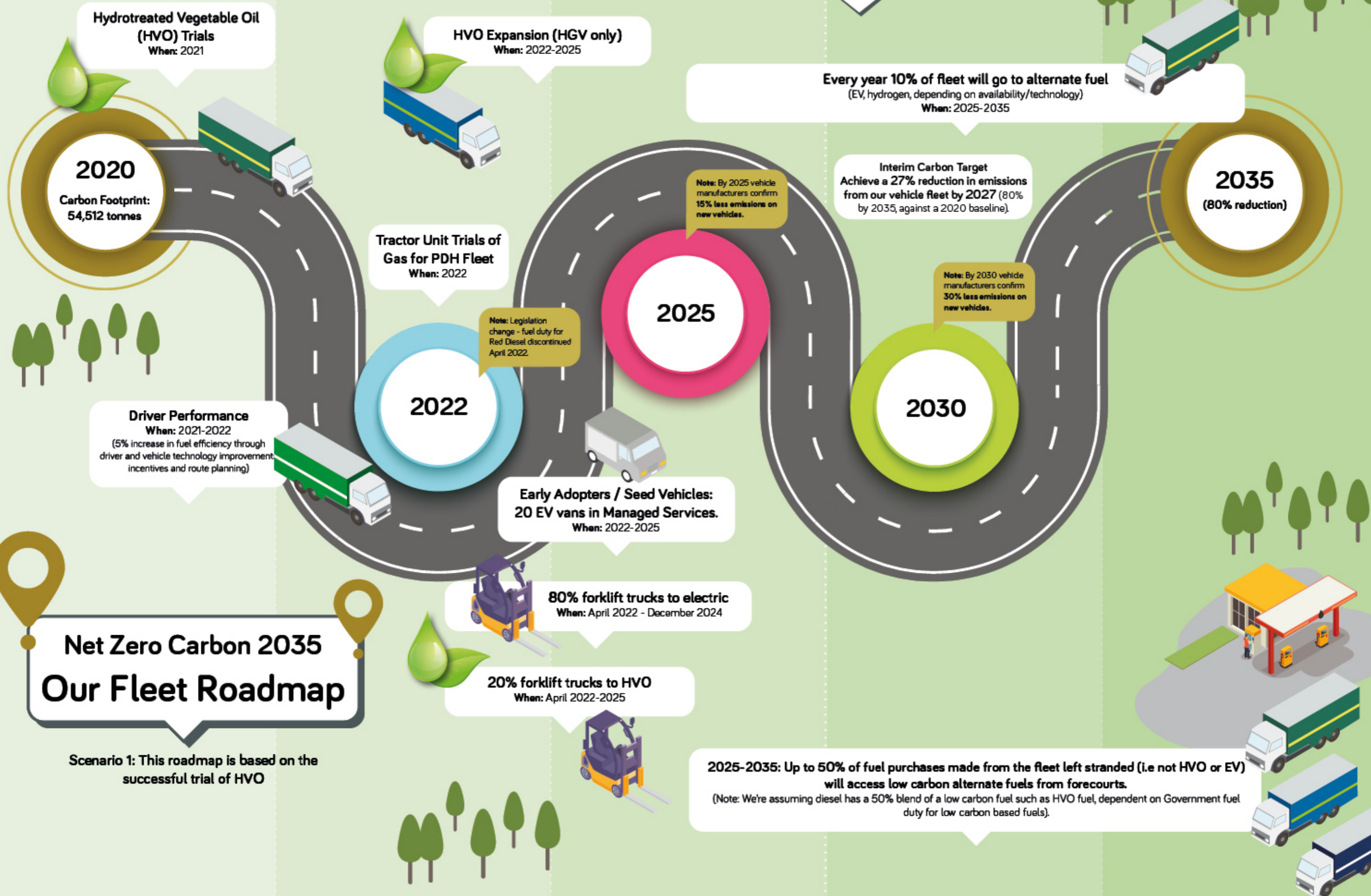


Key achievements so far:

- Introduced our first fully electric 27 tonne HGV in our CCF business
- Operating 5 electric vans in our Managed Services business
- Launched a trial of HVO in key locations
- Implemented a fleet management system to improve fuel efficiency



Hydrotreated Vegetable Oil (HVO) Trials
When: 2021

HVO Expansion (HGV only)
When: 2022-2025

Every year 10% of fleet will go to alternate fuel
(EV, hydrogen, depending on availability/technology)
When: 2025-2035

2020
Carbon Footprint:
54,512 tonnes

2035
(80% reduction)

Tractor Unit Trials of Gas for PDH Fleet
When: 2022

Interim Carbon Target
Achieve a 27% reduction in emissions from our vehicle fleet by 2027 (80% by 2035, against a 2020 baseline)

2025

Note: By 2030 vehicle manufacturers confirm 30% less emissions on new vehicles.

Note: Legislation change - fuel duty for Red Diesel discontinued April 2022.

2022

Driver Performance
When: 2021-2022
(5% increase in fuel efficiency through driver and vehicle technology improvement incentives and route planning)

Early Adopters / Seed Vehicles: 20 EV vans in Managed Services.
When: 2022-2025

2030

80% forklift trucks to electric
When: April 2022 - December 2024

20% forklift trucks to HVO
When: April 2022-2025

Net Zero Carbon 2035
Our Fleet Roadmap

Scenario 1: This roadmap is based on the successful trial of HVO

2025-2035: Up to 50% of fuel purchases made from the fleet left stranded (i.e not HVO or EV) will access low carbon alternate fuels from forecourts.
(Note: We're assuming diesel has a 50% blend of a low carbon fuel such as HVO fuel, dependent on Government fuel duty for low carbon based fuels).