

THE FUTURE



OPPORTUNITIES

- Environmental
 - Carbon
 - Air Quality
 - Noise



- People
 - New jobs
 - Working conditions
 - Diversity



OUR COMMITMENTS



We'll be free of fossil fuel by 2030, net zero by 2035, using:

- Renewable Electricity for cars, vans and light trucks
- Biomethane for heavy duty trucks in transition to EV
- HVO biodiesel for remaining niches

WHAT DOES A FOSSIL FUEL FREE FLEET BY 2030 GIVE US?

>500,000
TONNES OF CO₂
SAVED



80% CARBON
REDUCTION vs
BAU DIESEL

REVENUE
SAVING

REDUCED
MAINTENANCE
COSTS & LONGER
VEHICLE LIFE OF
EVs

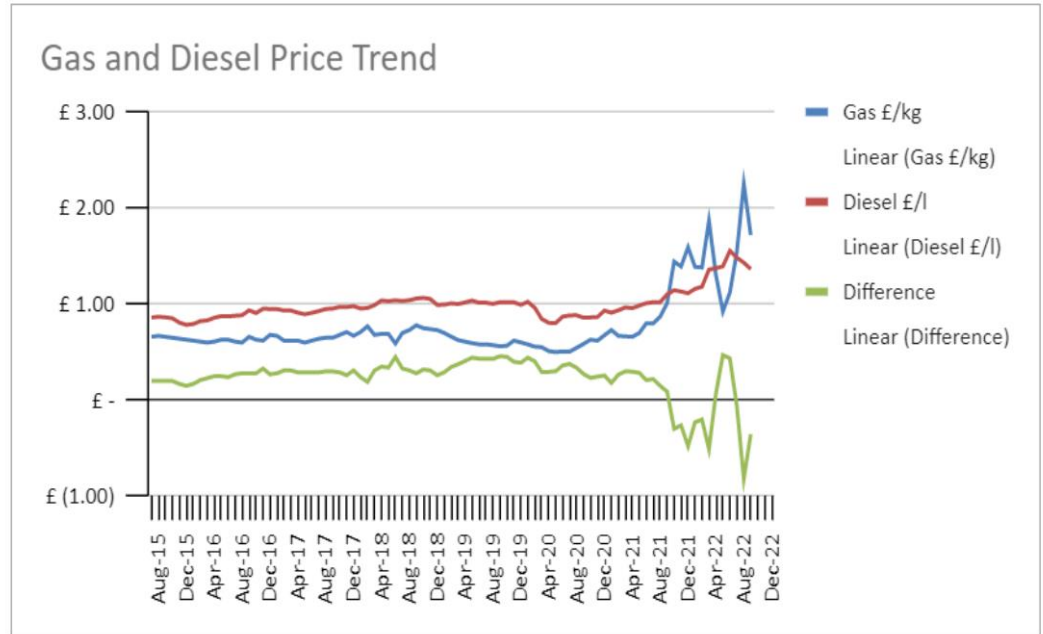
BUSINESS CASE

- Lower fuel cost
- Longer life
- Lower maintenance cost
- Higher productivity
- Better working conditions



THE PROBLEMS

- Higher capital cost, uncertain energy cost
- Operational risks
 - Resilience
 - Downtime
 - Safety
 - Obsolescence
- True sustainability



WHAT HAS GOVERNMENT EVER DONE FOR US?

- Engagement
- Practical measures
 - ZERFD, gas fuel duty, 4.25 tonne EV derogation, super deduction, Innovate projects etc etc
- Roadmaps



WHAT'S NEEDED

- Long term measures that provide a business case
 - Especially mix of fuel tax and subsidy
- Science based, technology neutral
- Support biofuels where zero tailpipe not available



WHAT'S NEEDED - VEHICLES

- 4.25T derogation adopted
- Super-deduction for low carbon vehicles beyond 2023
- Decouple renewable energy costs



WHAT'S NEEDED - INFRASTRUCTURE

- Shared cost of capacity upgrades
- Speedier planning
- Binary choice for long distance trucks

