



A World Kinect Company

<https://government.wfscorp.com/>

Government Solutions

Responsive | Reliable | Resilient

Expeditionary Fuel



A Global Energy Network

A Trusted Global Network Providing Energy Solutions & Enabling Global Commerce

We collaborate with transportation, commercial and industrial partners to provide energy solutions that best suit their needs – wherever, whenever.

Our team of certified energy manager, brokers, traders, engineers, and risk professionals ensure that energy challenges are solved safely and reliably.

AVIATION	8.4 Billion Gallons	4,200+ Airports
LAND	5.4 Billion Gallons	5,300+ Retail Locations
MARINE	20.9 Million Metric Tons	1,400+ Seaports



200+
Countries & Territories



\$59B
2022 Revenue



50+
Energy Products



5K+
Global Professionals



200TWh
Energy Portfolio



65K+
Commercial & Industrial Customers

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Our Aviation Solutions

We want to see our customers to succeed.

As an industry leader for over 35 years, we fully understand the specific and evolving needs of passenger, cargo, and military aircraft.

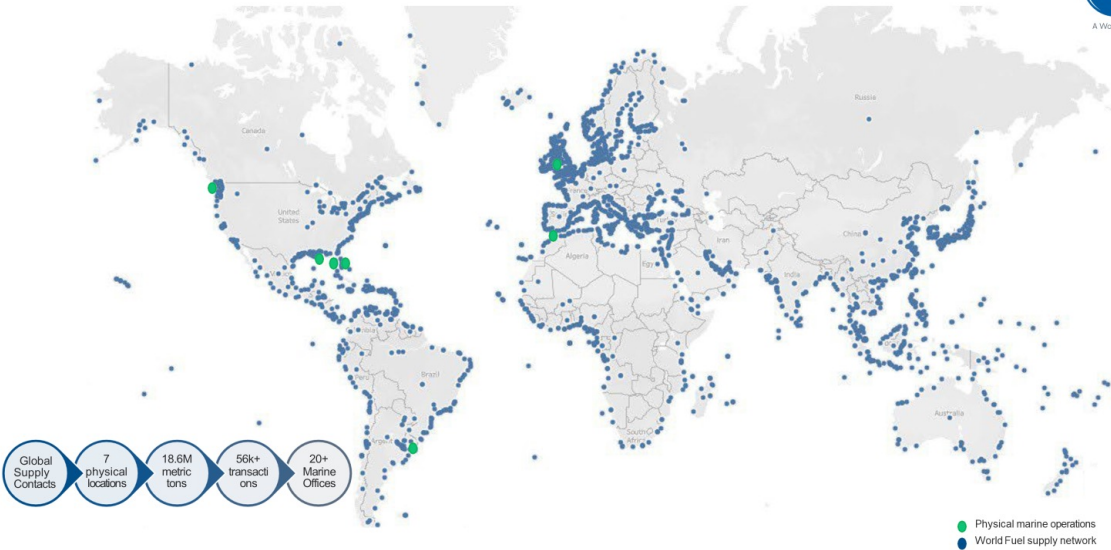
Our vast market strength and strategic global inventory positions offer complete supply chain reliability, including shipping, storing, maintaining inventories, trucking, and rail. We have the supply and logistics capabilities that make us the single full-service and integrated solutions provider for your World.

- 4.6B Aviation gallons sold
- 4M+ Fuel transactions annually
- 17,000+ Merchants at 9,600 locations
- 8,600+ AVCARD® by World Fuel merchants
- 3,400+ Service locations including 2,900+ airports
- 3,000+ Contract fuel locations
- 600+ World Fuel Services FBO locations
- 24/7 Global fuel logistics



● Physical Supplied
● Air Elite Network
● World Fuel Services partner locations

Fuel and Lubricants in more than 1400 ports around the world



Global Supply Contacts
7 physical locations
18.6M metric tons
56K+ transactions
20+ Marine Offices

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Expeditionary Fuel

U.S. Military Concepts



N96 Distributed Lethality Concept



Indo-Pacific Environment



Compounded By:
Contested Logistics
Tyranny of Distance

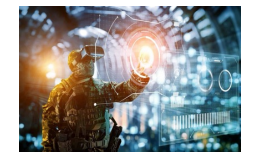
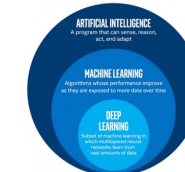
Solutions



Autonomous Sealine or Pipeline
Employment and Surveillance



Autonomous Air and Ground Refueling



Artificial Intelligence/Machine Learning

Objectives

- Reduce manpower
- Reduce the petroleum support profile
- Be predictive
- Rapidly emplace and move capability
- Increase refueling speed

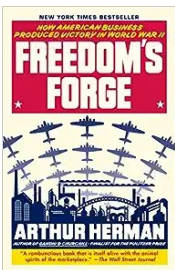
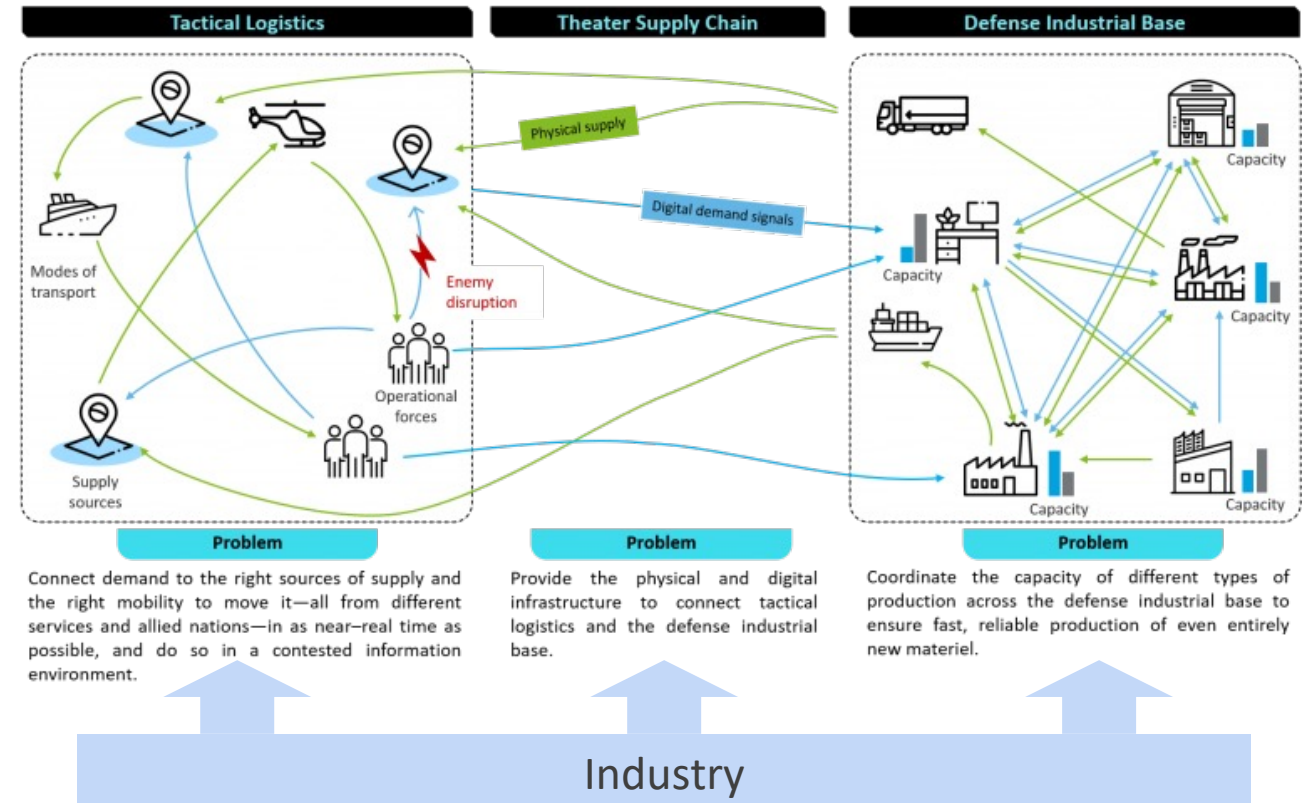
Australian Defense Force Expeditionary Fuel System (EFS)



Commercial Industry Capabilities

Contested Logistics

- Innovation and Development
- AI and machine Learning
- Distribution Network
- Synthetic Fuels
- Dispersed Storage
- Bridge Operational Gaps
- Cyber and Space awareness
- Commercial Intelligence (OSINT)
- Route Optimization (choke points)
- Predictive Maintenance
- Risk Assessment
- Inventory Management
- Interoperability and Interchangeability



Collaboration with Industry has historically (WWII, Cold War, Gulf War, Global War on Terrorism) been a major capability that has led to our America's military success.

Final Thoughts

- ✓ World Fuel provides a “Mesh” Network to help reduce single points of failure in the supply chain
- ✓ We have a track record of delivering excellence on a global scale, including high-risk operational environments
- ✓ Phase 0 planning with Industry to Set the Theater with resilient and redundant fuel supply is critical
- ✓ Industry participation in exercises (Northern Edge, Mobility Guardian, Balikatan, Talisman Saber) builds cooperation
- ✓ Hardening of infrastructure, fuel storage capability, and ports against natural disasters and adversaries will ensure fuel and energy success

DECISION-MAKING IN LOGISTICS MUST KEEP PACE WITH THE SPEED OF BATTLE.

Military Partnerships



Training with
Industry



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