

Fuel Oil News

October 2025



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THE ISSUE OF DIGITALISATION

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Nothing endures but change

October always brings a shift in gear.

The mornings are brisker, the evenings darker, and across our industry the tempo quickens as we move into the season that defines so much of what we do.

Preparation is in the air – and not just in the addition of pumpkin spiced and gingerbread latte to the Starbucks menu.

This month's issue carries something extra for subscribers: our annual industry map, freshly updated for 2026. Indicating refinery, terminal and depot locations across the UK and Ireland, it's always a highly valued and useful industry source, but this year it tells a much bigger story.

In all my time at the helm, I can't recall changes on this scale – two refineries gone, multiple terminal / depot closures and an uncertain future for others, and a wave of company rebrands. The supply landscape has shifted, and it's one we'll all be navigating in the months ahead.

What does that mean for the coming winter?

For an industry often quietly, or not so quietly, hoping for the busyness that comes with a deep cold snap or a long, hard season, there's perhaps more appetite this year for a steady run.

With customers taking advantage of current pricing to get ahead, the opportunity is there to smooth demand and ease pressure on supply at a time when resilience will be tested.

Inside this issue, you'll find the usual mix of insights, updates and people – stories that highlight the adaptability and determination that keep our sector moving forward, no matter the headwinds.

As autumn settles in, it's a timely reminder that while change is inevitable, our ability to respond to it is what keeps us strong.

So, here's to the season ahead: busy, yes – but hopefully steady, well-prepared, and not without the odd chance to enjoy the simple rewards of autumn along the way.

Pumpkin-spiced latte anyone?



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Fuel Oil News

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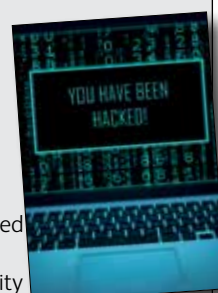
On the cover

Pictured meeting the crew from the Lincs & Notts Air Ambulance, are teams from Rix Petroleum's Lincolnshire depots. Winner of our cover competition, the independent, family-owned distributor proudly serves its communities, supporting vital services like air ambulances.



In this issue

In Delivering Insights on pages 18 & 19, you will find analysis of the pros and cons of fuel buying strategy options. The impacts of digitalisation and software and technology solutions are considered on pages 21 to 28, with key questions about business continuity planning asked on pages 24 & 25.



Inspiration and insight at the 2025 Tank Storage Conference & Exhibition

Returning for its 24th edition, the Tank Storage Association's Conference & Exhibition once again welcomed the UK's bulk storage and energy infrastructure sector to the Coventry Building Society Arena on Thursday 18 September 2025.

This year's conference programme was thoughtfully designed to reflect the key challenges and opportunities facing the sector, with top keynote speakers offering critical insights into global trends, innovation, international trade, security of supply, the energy transition, climate change adaptation and safety.

In his welcome address, Tank Storage Association's President, Arun Sriskanda, underscored the importance of the annual event in bringing the sector together to strengthen connections, inspire collaboration, and drive shared learning.

Strong keynote sets the tone

As the UK looks to its future on the world stage,

Lord Philip Hammond and Lord Iain McNicol delivered the opening keynote, setting the scene for the day by addressing the critical role of innovation and productivity to unlock growth against a fast-shifting global technology landscape and a modern industrial outlook for the UK. Lord Hammond spoke on *"Investing in Britain's Future: How Government and the Private Sector Can Drive Innovation and Productivity Growth"*, while Lord McNicol shared his insights on *"Industrial Strategy, Politics and International Trade"*. The session concluded with a lively Q&A, providing opportunity for attendees to engage with their perspectives.

Jonathan Martland and Jason Rajah, Partners at Energex Partners, highlighted the critical role of tank storage and distribution infrastructure in energy security and resilience, against the backdrop of shifting supply chains and the energy transition.

Knowledge, insight and inspiration

A "Buncefield 20 years on" special panel

session, moderated by this year's event chair, Ian Travers, a world expert on process safety management, brought together industry experts to reflect on the lessons learnt since the Buncefield incident.

The afternoon session included a presentation from Jim Neilson, Head of Major Hazard Risk Assessment at the Health and Safety Executive, and Carolyn Nicholls, Managing Director of RAS, on predictive risk assessment and an impactful presentation on climate change adaptation, from Dr Mike Nicholas, Senior Advisor on COMAH and Climate Change Adaptation at the Environment Agency with Josh Rawson, Field Verification Engineer at Rosen, concluding the day with a technical presentation on *"Innovating Tank Bottom Inspections through MFL Ultra Sizing and Machine Learning"*.

Peter Davidson, CEO of the Tank Storage Association, said: "Our annual Conference & Exhibition continues to provide a unique opportunity for the sector to connect, get inspired and share knowledge. At the heart of this event is partnership, and we thank our exhibitors, sponsors, media partners, and expert speakers whose support made it a remarkable success."



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Rix emerges victorious in close-run cover competition

The competition proved fierce in our bid to find a worthy cover star for this issue.

Our October front cover is dedicated to celebrating those in the industry that are "Making a Difference".

Keen to see how industry businesses have had a positive impact on their respective communities over the past year, we invited you to submit photos of inspiring, heart-warming moments that show how your business has gone above and beyond.

A huge thank you to everyone that sent in photos. We absolutely loved all the images as well as the huge range of community initiatives our wonderful distributors get involved with.

Three photos chosen by the Fuel Oil News team were put to a final public vote and, after some exciting twists and turns along the way, Rix Petroleum emerged as the winner, with their fabulous photo



featured on this issue's cover.

Huge congratulations to Allan Stobart Lubricants and Fuels (left) and Certas Energy (above) who polled highly as runners up – their photos are shared here.

Please keep sharing your photos with us!

Climate consensus strong, but cracks widen on costs and net zero

Public opinion in the UK remains broadly supportive of ambitious climate action, but new polling reveals growing scepticism, deep concerns over fairness, and a weakening mandate for some of the most disruptive elements of the net zero transition.

A new landmark survey of more than 7,000 people produced by think tanks Climate Outreach and More in Common, has revealed strong support for clean energy and climate action – but a deep disillusionment with politics and the cost of living. Many of the findings are echoed in recent polling by The Times.

Key findings

- **Strong baseline of support:** The polling found three quarters of Brits believe climate change is important, while only four per cent say they do not believe it is real. A large majority of Britons express pride in the UK's efforts to cut emissions and back clean energy, nature restoration and climate action in principle. Climate change continues to register as a priority concern.
- **Rising scepticism:** The Times poll found that around one in four voters now believe global warming is “exaggerated” – a more than 50% increase in just four years.
- **Policy fatigue:** Support for flagship measures is slipping. Just 30% now back the ban on new petrol and diesel cars, compared with 51% in 2021.
- **Cost sensitivity:** Only 16% of voters are willing to accept higher energy bills to accelerate electrification. Perceptions that net zero is “good for the UK” have also dropped sharply – from 62% in 2024 to 48% this year.
- **Trust deficit:** Many respondents doubt that politicians will deliver fairly or effectively on climate promises, linking climate action to broader disillusionment with politics and the cost-of-living crisis.

Key concerns emerging

- **Affordability and fairness:** The public worry that households will shoulder the cost of transition, particularly through higher energy bills or restrictions on vehicles.
- **Credibility gap:** Declining belief in the benefits of net zero reflects a growing suspicion that the transition may not deliver tangible improvements for citizens.
- **Polarisation risk:** Rising numbers buying into the idea that climate change is “exaggerated” could complicate consensus politics, leaving governments hesitant to push ambitious measures.

Industry implications

- **Fragile mandate for change:** While demand for cleaner energy is strong, policies that visibly raise costs or reduce consumer choice are facing resistance. An effective transition to low-carbon fuels will need to position solutions as cost-neutral or cost-saving compared with alternatives, with a focus on fairness and tangible benefits.
- **Cost and burden are major concerns:** The reluctance to accept higher energy bills (only 16% willing) suggests resistance around policies that shift costs onto consumers. Decarbonisation plans will need to minimise direct cost impacts or clearly compensate for them.
- **Communications strategy critical:** Companies cannot rely on



political momentum alone. They must demonstrate practical benefits of decarbonisation – lower operating costs, cleaner local air, energy security – to counter narratives of exaggeration or unfairness.

- **Policy uncertainty:** Shifting public opinion may embolden policymakers to water down or delay regulations. Distributors should plan for scenarios where carbon-cutting policies are inconsistent or uneven across regions.
- **Opportunities in credibility:** Industry players who move early, transparently, and credibly into low-carbon distribution could differentiate themselves at a time when both trust and proof of delivery around decarbonisation are in short supply.

Bottom line:

The public still wants climate action, but not at any price. For the liquid fuel distribution industry, the challenge is clear: progress towards decarbonisation must be framed not as a burden, but as a pathway to stability, affordability, and resilience.

For Sale (As new 2020 model) Alpeco MF150 Fuel Delivery Unit



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- Truck III Electronic Register with Preset Control – smart, user-friendly operation
- 24V Single Stage Control Valve – responsive and reliable flow control
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- 24V Electric Rewind Hose Reel – fitted with 35m of 1” hose and Wrenco delivery nozzle
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Technical Specifications:

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Mechtronic launches Optimate in America

Road tanker systems manufacturer MechTronic has successfully launched its innovative OptiMate electronic metering system in the United States. Showcased at the CFCA - California Fuels and Convenience Alliance Summit 2025, the inaugural US installation is a significant milestone for the company and its strategic partners.

Expansion into the US presented a unique engineering challenge. To ensure a seamless adaptation, MechTronic collaborated with its U.S. distributor, TankTroniks Inc., and leading tank builder, Depot Connect International (DCI), for the first-ever installation on an American tanker.

Pioneering partnerships

Brad Wilkie, Managing Director of MechTronic, expressed his pride in the achievement: "The U.S. represents a huge opportunity for our technology. This project was a true test

of our ability to adapt and innovate, and the successful launch is a testament to the hard work of our engineering team and the invaluable partnership with TankTroniks and DCI.

"Together, we are committed to helping the American industry enhance efficiency and reliability by providing a robust solution that delivers."

The OptiMate system is designed to eliminate the risk of product cross-contamination and ensure the integrity of every delivery. In working with our US partner, we have added prevention measures that extend beyond the delivery nozzle, ensuring the right product is delivered to the correct customer tank, preventing costly errors.

First step into global expansion

With a solution designed to exceed the demands of the modern fuel distribution industry, Mechtronic is poised to continue



its growth in the US. This debut marks a key first step in the company's global expansion strategy.

Offsetting fossil fuel decline, Knowledge Transfer Partnerships prove effective route to FAST expansion

Against a backdrop of declining UK fossil fuel use, specialist fuel additives manufacturer Fuel Additive Science Technologies Ltd (FAST) is opening new doors to international growth through the completion of a Knowledge Transfer Partnership with Birmingham City University.

The project has played a central role in supporting the company's long-term growth strategy, focusing on expansion into overseas markets and, most notably, India's standby generator sector.

The UK-based company has long recognised that the future of its business cannot rely solely on domestic markets. With the gradual decline of fossil fuel use in the UK, FAST has been actively exploring new opportunities abroad. The KTP programme has provided the perfect framework to combine academic knowledge with commercial ambition, ensuring that the business is prepared for the challenges and opportunities that lie ahead.

With two potential distribution partners in India already identified, further discussions towards establishing a presence in the Indian market will take place during an upcoming visit to the country by Managing Director Paul Derham and KTP Associate Srishti Singh.



L-R: Emma Cowan from Innovate UK, Srishti Singh KTP associate, Dr Krish Saha BCU Paul Derham MD FastExocet, Bruce Philp BCU, Victor Haider BCU.

Srishti has been central to project success. Joining FAST as a Business Analyst, she has worked as a Business Analyst, applying her skills in market research, data analysis, and strategic planning, to identify commercial opportunities and support the development of a clearer

business strategy around innovation and growth. Recognising her outstanding impact, Fuel Additive Science Technologies has offered Srishti a full-time position.

Creating value through partnerships

Strongly encouraging other businesses, regardless of size, to consider a KTP, Paul Derham, Managing Director of FAST, said: "The KTP has been an extremely positive experience for us. It has given us access to new ways of thinking, fresh skills, and academic expertise that have helped shape our plans for international growth."

Acknowledging the valuable input from both Birmingham City University and Srishti, Paul expressed their delight that Srishti will continue with FAST, and described the KTP as "A highly effective way to strengthen your business, build for the future, and achieve growth."

The completion of this KTP represents not only an achievement for Fuel Additive Science Technologies but also an example of how collaboration between business and academia can create real value. For companies looking to adapt to new challenges, whether through market expansion, product development, or strategic innovation, KTPs provide a proven and practical route to success.

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A DAY IN THE LIFE...

Alex Wolfe
The Wolfe Power Club Podcast

WELCOME TO OUR FEATURE WHERE PEOPLE FROM MANY DIFFERENT ROLES IN THIS INDUSTRY WILL TAKE YOU THROUGH A TYPICAL DAY IN THEIR WORKING LIFE. THIS MONTH, FUEL OIL NEWS SPEAKS WITH **ALEX WOLFE**, INDUSTRY FIGURE AND HOST OF THE WOLFE POWER CLUB PODCAST, TO FIND OUT HOW ALEX SPENDS A TYPICAL DAY.



THE FIRST THING I DO IS...

I wake up at 6:50am these days, I no longer miss getting up at 4:30am when I ran truck drivers out of the depot at Thurrock. (They were some of the best days though, the early bird really does get the energy sale!)

The first thing I do in the morning now, is check the BBC website on my phone to see if anything has happened in the world of energy and sport.

In the last year, this has ranged from the blackout at Heathrow, through to the latest winner of tennis tournaments around the world.

I PREPARE FOR THE DAY AHEAD BY...

As a father of two girls under 5, my prep starts with debates over clothes for the day ahead with the Wolfe sisters, then to looking at who we're going to meet up and record with for the podcast, and I'm always thinking about investment opportunities for clients looking to invest in the energy sector.

I CAN'T LEAVE THE HOUSE WITHOUT...

My Sony Bluetooth headphones.

In addition to listening to the Wolfe Power Club podcast, I love listening to car podcasts, whilst on the tube, with some of my favourites being Behind the Glass, Patrick Bet David and Chris Harris and Friends.

MY TYPICAL DAY...

In the morning, I'm typically involved with one of my director roles; this could be helping a business grow in the energy sector, financing a new children's nursery site or trying to land the next big politician or energy CEO on the podcast.

Then, from lunchtime to early afternoon, I will spend time engaged with the podcast team or energy businesses that I'm involved with, to look at how we can bring growth in either number of listeners, or profit



Alex conducts a street interview with former London Mayor Candidate Shaun Bailey to their balance sheets.

Typically, we'll record between 4pm – 6pm as it is a good time for politicians, CEOs of energy companies and energy leaders, to be able to give their thoughts about the biggest breaking energy issues.

I've got a fun month ahead, with Spectator Editor and former politician Michael Gove coming on, the Brazilian Ambassador talking about why Brazil is hosting Cop29 this year, and Baroness Luciana Berger on chairing the newly created Energy Storage Association (UK).

These days, the places I visit are mainly between Wimbledon, Piccadilly Circus, St James Park and Westminster. I enjoy the cycle up on my Brompton, and then you'll normally find me working out of either The Institute of Directors or the business centre at the Royal Automobile Club.

Over the past few months, I have been meeting regularly at The Spectator Magazine offices, as they have partnered with the Wolfe Power Club for The Spectator Energy Summit, scheduled for November 24th, 2025.



Wolfe Power Club Podcast Team Meeting



Alex Wolfe Brompton outside Buckingham Palace on the way to work



Alex at the Institute of Directors IoD

I normally finish the day by going out socially or to a lecture. I recently went to a British Lions talk with Lawrence Dallaglio and Sam Warbuton, had dinner with McLaren's Zac Brown and went to a very moving evening with Olympic great, Sir Chris Hoy.

MY MOST MEMORABLE WORK MOMENT...

It's hard to pick just one, but a few of my best moments include buying Britain's oldest truck stop, getting the Wolfe Power Club podcast into the Top 10 podcasts on Apple Charts and interviewing the Norwegian Prime Minister on why it's ethical to supply oil and gas.

THE WORST PART OF MY JOB...

Government regulations that prevent growth in the energy sector and in the early years sector.

I still find it crazy that running a business in a high street that creates jobs has high taxes and business rates, yet running a virtual business that potentially creates no jobs locally has zero tax because they don't have physical premises.



Alex recording at British Motor Show

THE BEST PART OF MY JOB...

Seeing my colleagues grow their careers in the early years sector, energy sector, politics and achieving financial success. If a team member buys their first house while working with you – how great is that?!

I RELAX AFTER WORK BY...

The big three for me are family, tennis and cars. If anyone wants a game of tennis, please message me on LinkedIn!

On a Saturday or Sunday, I'm normally at a soft play with the three important women in my life.

This summer, I was lucky enough to go to St Moritz British Classic Car meeting, to rally around the mountains and meet some characters!

MY FAVOURITE MEAL IS...

My favourite meal is dinner. Not great for my health, but I love going late into the night with good friends, great conversation and incredible food.

I must thank my friend Adriaan, from GetFocus who took me to Ochre Restaurant in the National Gallery during London Climate Week.

ON MY BEDSIDE TABLE IS...

The Aston Martin Club magazine, the Great Group of Eccentrics and of course, my favourite magazine, Fuel Oil News!

THE LAST THING I DO EACH DAY IS...

I'm normally sneaking into the house, trying not to wake up my two daughters.

I'M NORMALLY IN BED BY...

After midnight; I wish I went to bed earlier but can never say "no" to a night out...!

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PEOPLE MOVES



Lisa Bennett has joined **Craggs Energy** as Managing Director. Announcing the appointment Lisa commented: "I'm thrilled

to share that I'll be joining Craggs Energy as Managing Director.

"Craggs is a business with real purpose – proudly employee-owned, rooted in local communities, and committed to delivering innovative, reliable, and sustainable energy solutions. The employee ownership model (EOT) was a huge part of what drew me to the role: it means that every team member has a stake in the company's success, and we work together with a shared sense of pride, responsibility, and long-term vision.

Supporting the transition

Explaining how Craggs' mission statement – What matters to you, matters to us. – stood out for her Lisa added: "That isn't just a tagline – it's a commitment to our customers, our people, and the communities we serve.

"I'm energised (pun intended!) by the opportunity to lead such a values-driven team and excited about what we'll build together – especially as we support the UK's transition

to lower-carbon fuels and smarter energy services."



Dan Sefton has begun a new position as Associate Transport Director at **New Era Energy**



Craig Majcherek has been appointed as Transport & Operations Director at **Oilfast**, saying he is "very happy to take up the position".



Tina Purvis has joined **Johnston Fuelcards** as Business Development Executive.

Renovare Fuels has appointed **George Mkushi** as Head of Engineering as the company accelerates the commercialisation of its sustainable fuel.

George brings over 20 years of experience as a Chartered Chemical Engineer specialising in waste and sustainable technologies.

The appointment reinforces Renovare



Fuels' commitment to technical excellence as it moves forward with its ambitious roll-out plans across the UK and Europe, building on

the recent expansion of its leadership team with the appointments of Director **Michael Fishwick** and Head of Projects **Deborah Delaney**.

George commented: "I'm pleased to join Renovare Fuels at such a pivotal time in the company's growth.

"With the biofuel market rapidly expanding and strong regulatory support driving demand, our engineering team has a crucial role in ensuring Renovare Fuels' technology can scale efficiently to meet market needs while maintaining the highest standards of performance and sustainability."



Callow Oils has wished a happy retirement to **Rob Price** saying: "Enjoy every moment Rob, we'll miss you."

Rob has retired after 27 years of service in Hereford.



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LCM: Taking on the Born Survivor challenge



LCM, the Lancashire-based, fuel, energy, and infrastructure specialist, has proudly announced that their team is once again taking part in the 'Born Survivor' obstacle challenge in support of Helping Homeless Veterans UK.



Richard Wallace, Managing Director, said: "At LCM Environmental Services Ltd, we work in industries that value duty, teamwork and resilience – qualities we also see in our veterans.



"Completing Born Survivor as a team is our way of honouring that service and raising funds for Helping Homeless Veterans UK, who provide practical support, safe accommodation and a path

back into work for those who've fallen on hard times.

"The obstacles are tough, but they're nothing compared with the challenges many ex-servicemen and women face every day. We're proud to get muddy for a cause that helps veterans rebuild their lives."

If you would like to contribute to their fundraising efforts then please visit: <https://gofund.me/70fb933ba>

Northern Energy: Making a Difference Together

Harrogate-based energy distributor Northern Energy was delighted to welcome Rebecca Taylor, Regional Fundraiser at Martin House Children's Hospice, to the company's Head Office in Hampsthwaite.



Following a hugely successful Charity Golf Day, Sales & Customer Experience Director, Ted Illingworth, proudly presented Rachel with a cheque for £13,600 in support of the vital charity.

"These funds will help Martin House continue their incredible work," Ted shared. "From providing expert hospice care for children and young people, to creating unforgettable memories through days out to places like Eureka and Whitby, where families enjoy wheelchair-accessible boat trips with WetWheels.

"We're proud to support such an important cause and want to say a heartfelt thank you again to everyone who played, donated, and supported the event.

"Together, we're helping make a real difference to families across West, North and East Yorkshire."

What a fantastic result!

New Era Energy: Nominated for industry awards

New Era Energy, the Essex-based fuel distributor, has been shortlisted for two industry awards at the Supply Chain Excellence Awards.

The business has been shortlisted for The Clean Transport Award and The Sustainable Supply Chain Award.

A proud moment

Melissa Lancaster, Brand Manager, said: "Being shortlisted in not one, but two categories at this year's Supply Chain Excellence Awards is a proud moment for all of us at New Era Energy.



"These nominations are more than just recognition; they're proof that low-emission fuel and clean transport can deliver real change. As a brand, we've always believed that sustainability isn't a sideline, it's the standard. From Scope 1 to Scope 3, we're helping our partners move smarter and cleaner.

"We're delighted to be part of a future where collaboration creates climate impact, and this shortlist is fuel to keep us moving."

Innovative and sustainable solutions

Hollie Mills, Head of Sustainable Fuel Solutions, added: "As a customer focused supplier, we value opportunities from our partners to support them with their decarbonisation journey, above and beyond the fuel.

"By continuously striving for excellence with our innovative and sustainable solutions, including HVO supply and environmental services, we play an integral role building a robust sustainable supply chain. We take the responsibility of reducing emissions seriously, so running our own entire delivery fleet on HVO also allows our clients to benefit from the significant Scope 3 savings we make achievable.

"Not only do these nominations reflect the success of New Era's personal commitment, but also the success in the power of collaboration such as ours with John F Hunt and Winter Wonderland."

Good luck to the New Era team for the awards in November!

Rix Petroleum: Roadside rescue

Hull-based, independent, family-owned Rix Petroleum recently shared the heart-warming story of "a little rescue from the road".

While out on his calls, Alex Lambert – a Yorkshire sales rep for Rix – spotted a tiny kitten all alone at the roadside, with no mum in sight. The company proudly shared how quick-thinking Alex, gently placed it in his insulated Rix bag to keep it safe and warm as he took it straight to a local rescue.

With a Trust volunteer confirming that the 'beautiful little cutie' was doing well, a spokesperson for Rix commented: "We're relieved this little one is now safe, cared for, and no longer on its own."

Well done Alex!





The weather outlook just got brighter

For decades, OMJ weather forecasts have been a trusted resource for oil distributors, delivering early warnings of changing weather conditions.

Recognizing the critical impact of weather on their clients' businesses, OMJ has now fully upgraded and expanded its weather service, harnessing the latest technologies, including AI.

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What price oil? Q3 2025 in review

IN ASSOCIATION WITH *THE OIL MARKET JOURNAL*

A QUARTERLY REVIEW OF THE MOVEMENTS OF, AND IMPACTS ON, BRENT CRUDE AND HVO DIESEL PRICES. WITH DATA SUPPLIED BY THE OIL MARKET JOURNAL, WE HIGHLIGHT SOME OF THE KEY EVENTS THAT HAVE IMPACTED PRICING OVER THE QUARTER.

Q3 2025

Quarter 3 2025 was dominated by increasing geopolitical tensions across the world alongside major unwinding of OPEC production cuts. Ukrainian drone strikes became more brazen and continued to disrupt Russian oil flows, while three further OPEC supply hikes contributed to the prospect of oversupply and high stocks. Q3 also saw a recovery in stock levels – beginning with US distillate stocks at their lowest level in over 20 years, and ending with stocks just 0.5mb below levels seen this time last year.

July

July began with spiralling distillate prices after news on 30th June, that the 105,700bpd Prax Lindsey refinery in Lincolnshire was entering administration. The news came as a surprise to UK oil markets and risked domestic supply. By the contract expiry on 10th July, the ICE Gas Oil front month was trading over \$100/t. higher than the month two swap. Prices were also supported by tight fundamentals, with US distillate stocks hitting the lowest level since April 2005, on the 4th July. Similarly in Europe, ARA Gasoil stocks were 13% below the 5-year average for the month of July.

However, there were a number of bearish factors for prices in July, despite the predominantly supportive news early in the month. On 3rd July, French air traffic control went on a 2-day strike which sent Jet Kero differentials to ICE Gasoil tumbling at the start of the peak summer travel period. On 5th July, OPEC announced a major 548,000bpd hike to production curbs which was larger than expected, and sent signals of a new policy with the cartel aiming to restore market share after years of targeting higher oil prices. ExxonMobil announced plans to start up a new 38,000 bpd hydrotreater at the UK Fawley refinery which will greatly boost diesel supply, and BP reversed its decision to close the 80-90,000 bpd crude distillation unit at the Gelgenkirchen refinery in Germany. Therefore, the impact on pricing on the futures market from a loss of supply from the Prax refinery, was relatively short-lived.

Prices found support once again, on news that President Trump agreed to send Patriot missiles to Ukraine. However, his promise of harsh economic sanctions on Russia were not followed through, and traders grew sceptical of their chances. Trump's attacks on Federal Reserve chairman Jerome Powell continued to grow, and increasingly spooked markets with rumours of an imminent sacking. Petrol prices weakened amid underwhelming demand in the summer driving season, and E10 barges traded below the month 2 Eurobob swap by the end of July.

August

August began with the monthly non-farm payrolls for July, which showed that the US economy added 73,000 jobs in July – much lower than estimates of 111,000. More significantly, May and June's figures were revised down by 258,000 from initial estimates, with only 14,000 jobs added in June. Trump responded by firing the chair of the BLS, which is responsible for producing the data, however, the naming of a close ally as a replacement led to questions over the independence of US economic data. Fed Governor Kugler also resigned from the FOMC, opening up a space for Trump to nominate Stephen Miran as a Fed Governor. It was

confirmed that Trump had not yet made up his mind on the next chair of the Fed and that Miran would only serve out Kugler's term which expires in April 2026. OPEC announced a further 548,000bpd production hike for September, which added to negative sentiments in oil markets.

Trump met Putin for a much anticipated conference in Alaska, to discuss a peace deal to end the war in Ukraine. However, the meeting yielded few results. As battleground stalemate continued in Ukraine, Ukraine turned increasingly to cheap, but highly effective, drone strikes against Russian refineries. All-in-all, Ukraine put no less than 14 Russian refineries offline in August alone, in a notable tightening of oil supply chains.

On 22nd August, Fed Chair Powell highlighted increasing concern over labour markets at the annual Jackson Hole conference. Powell suggested that it may be appropriate to adjust monetary policy. His words confirmed market pricing and lower interest rates are traditionally seen as a stimulus for higher oil prices.

September (as of 17th)

September began with two major reports of European refinery disruption. Shell closed its 404,000bpd Pernis refinery in Rotterdam for maintenance, while an unexpected outage occurred at the Essar Oil Stanlow refinery, impacting UK petrol supplies. Further to this, the new Dangote refinery also reported an outage that is expected to last up to several months. Since coming online, the Dangote refinery has been a mass producer of refined products, and has contributed to the perils facing European refinery sustainability.

Non-farm payrolls for July were also disappointing, with 22,000 jobs added rather than expectations of 75,000. Annual revisions to payroll data showed 911,000 fewer jobs were added than initially reported in the 12 months to March 2025. However, the weak US economic news was somewhat lost by news, also on 9th September, that Israel attacked Hamas officials in Qatar. European geopolitical risks also increased, with Poland shooting down Russian aircraft the following day.

Prices began to weaken in mid-September, as global stock levels recovered over the summer. ARA Gasoil stocks were above the 5-year average by 4th September, and US distillate stocks were just 0.5mb below last year on 17th September. The US Department of Energy's Short Term Energy Outlook and the International Energy Authority both forecast large oversupply in global oil markets for 2025 and 2026. However, the downside risk for prices continues to be limited by ongoing Ukrainian attacks on Russian refineries.

Biofuels

Biofuel prices rose sharply throughout the summer, due to a number of factors primarily related to European legislation. In late June, Germany published its draft RED III bill which proposes GHG quotas be doubled from 2030, to meet new EU targets as set out in RED III. Another factor is Germany's push to abolish the good-faith protection rule for buyers of illegitimate GHG certificates in response to growing concerns about fraud in the biofuels market, particularly with mis-declared feedstocks like used cooking oil and POME. The rule, often referred to as the "confidence principle", currently protects buyers who purchase fraudulent

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certificates in good faith, allowing these certificates to remain valid unless intentional fraud is proven. This has enabled fraudulent volumes, such as the estimated 1.8 million tons of mis-declared POME that entered the EU in 2023, to be counted toward Germany's GHG reduction targets, undermining climate goals and depressing prices for legitimate producers. Higher GHG costs have led to increased demand for HVO as physical blending become more attractive. The Dutch proposals to meet RED III requirements included abolishing double counting, thus increasing physical demand further.

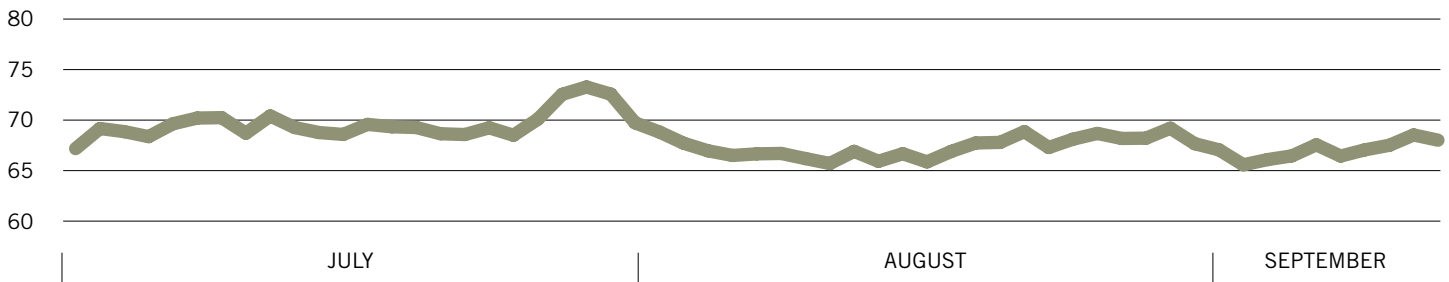
In the Netherlands, HBE-G certificates have also risen compounding HVO demand across the continent. Ukraine also imposed a 10% export duty on rapeseed and soybeans from September, which reduces the wider feedstock supply in Europe – given Ukraine's status as the 'breadbasket of Europe'. The duty was proposed in July, and first came into effect in September.

Preem's 300,000 tonne per year Gothenburg biorefinery lost its ISCC certification for over two weeks, which significantly tightened European supply chains at a time when demand was rising. Shell announced this week the cancellation of plans to resume construction of its biorefinery in Rotterdam, which reduces future supply volumes. HVO prices are currently at the highest level since the spike last November, when a fire broke out at the Neste biorefinery in Rotterdam.

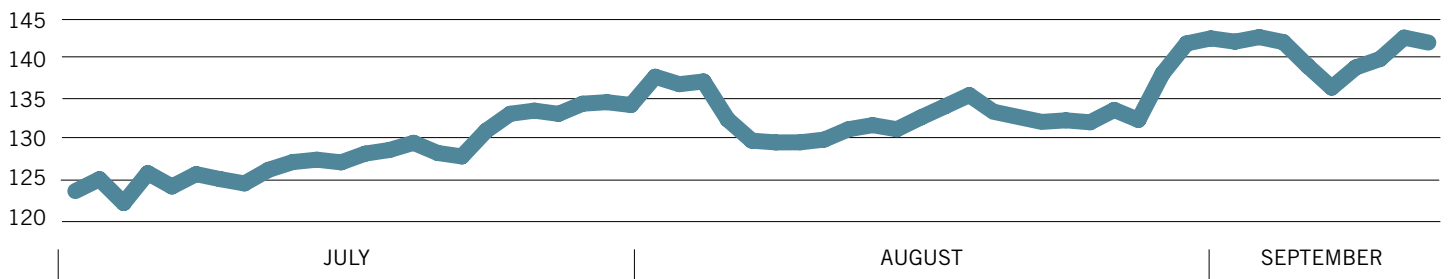
The UK biofuel industry has come under increasing pressure as a result of the UK-US trade deal which removed barriers for US ethanol exports to the UK. On 18th August Viverno announced the closure of its ethanol plant, and Greenergy temporarily closed its Immingham biofuel plant, citing unsustainable market conditions. In a supportive development, the UK Trade Remedies Authority recommended anti-dumping duties of up to 54.64% on Chinese biodiesel. The move comes after the EU announced similar measures last year.

Q3 prices 2025

ICE Brent Crude - \$/b



HVO Diesel (UK-A) - PPL FT + Duty



Q3 2025 Key dates

JULY

- 1 ICE Gasoil backwardation spirals on Prax announcement
- 3 French 2 day air strike
- 4 US distillate stocks at lowest level since April 2005
- 5 OPEC announces 548,000bpd increase for August
- 10 ARA gasoil stocks at 18-month low
- 13 Trump agrees to send patriot missiles to Ukraine
- 14 Trump gives 50-day deadline for extreme sanctions on Russia
- 16 Ukraine votes to introduce 10% export duty on rapeseed and soybean

AUGUST

- 1 US non-farm payrolls 73k v expectations of 110k, May and June revised down 258k, June now just 14k
- 3 OPEC announces 548,000bpd increase for September
- 15 Trump-Putin Alaska conference
- 18 Viverno ethanol plant to close
- 18 Ukraine attacks the Druzha oil pipeline
- 20 Ukraine strikes Rosneft refinery
- 22 UK TRA recommends anti-dumping duties of up to 54.64% on Chinese biodiesel
- 22 Powell signals rate cuts at Jackson Hole
- 26 Greenergy announces temporary closure of Immingham biofuel plant

SEPTEMBER

- 2 Shell closes 404,000bpd Pernis refinery in Rotterdam for maintenance
- 2 Outage at Essar Stanlow refinery petrol unit
- 2 Dangote outage at petrol unit
- 3 Shell cancels Rotterdam biorefinery construction resumption
- 5 US non-farm payrolls 22k v exp 75k
- 7 OPEC agree 137,000 bpd increase for October
- 9 Israel strikes Hamas leaders in Qatar
- 9 US non-farm payrolls revised down 911k year to March 25, largest revision on record
- 10 Poland shoots down Russian drones, invokes NATO article 4
- 12 Russia's Primorsk refinery attacked
- 14 Ukraine attacks Kirishi refinery, one of Russia's largest
- 16 Ukraine strikes Rosneft refinery in Russia

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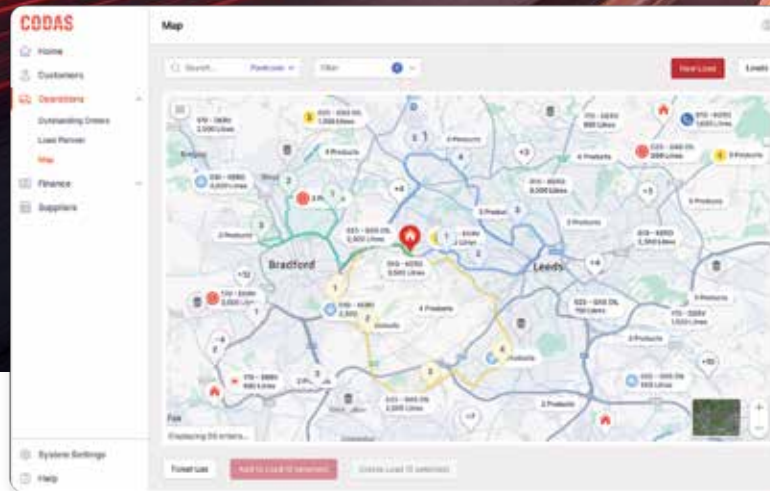
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Delivering Insight is your monthly business-critical briefing for SME distributors, designed to give you clear, actionable guidance to help you work smarter and more profitably. While larger distribution groups may have in-house HR teams, fleet managers, compliance officers and analysts, many SME FODs operate without those resources. Delivering Insight is your virtual support team – a growing knowledge base that builds into a valuable reference library for your business, helping you make informed decisions that safeguard your business today and strengthen it for the future.

This month, in partnership with Oli Nightingale-Smith, Market Analysis Consultant at Portland, we're focusing on fuel purchasing – exploring the facts, analysing the options, and sharing insights.

Fuel purchasing: Should you contract your supply or not?

FUEL PURCHASING STRATEGY IS ONE OF THE MOST CRITICAL COST LEVERS FOR A DISTRIBUTOR. THE TIMING, METHOD, AND TERMS OF PROCUREMENT CAN SIGNIFICANTLY IMPACT PROFIT MARGINS AND CASH FLOW, ESPECIALLY FOR SMES WITH LIMITED STORAGE CAPACITY AND CAPITAL RESERVES, WE CONSIDER BUYING STRATEGIES IN DETAIL TO HELP YOU TO DECIDE WHICH IS RIGHT FOR YOU.

Why this matters for distributors

Choosing the right fuel procurement strategy for your business is essential to maintaining profitability, meeting customer demand, and managing your exposure to fluctuations in the market. Distributors face a key choice, weighing up the price stability and supply security afforded by contracted supply against the flexibility and responsiveness of purchasing on the spot market. This article explores the pros and cons of both strategies, helping you make informed decisions that align with your operational goals and risk appetite.

Contracted purchasing

Contracted fuel supply refers to an agreement where the supplier agrees to supply an agreed volume for a set period, typically 12-24 months, usually priced at a fixed premium above the published wholesale price (known as index-linked pricing).

Product may be made available for

collection ex-rack (from the refinery or terminal) or delivered to the distributor's own storage location/depot.

Buying in this way ensures security of supply for the buyer, whilst ensuring that although prices will still rise and fall with the market, the margin applied by the supplier does not vary.

Wholesale prices are based on published settlement prices (the price at which the market closed on a specific day), that reflect product trading in Northwest Europe. A premium is applied to account for the cost of storage, handling, lifting, and (if delivered to depot) transport, in addition to the supplier's margin – under contracted supply this premium remains fixed for the contract term.

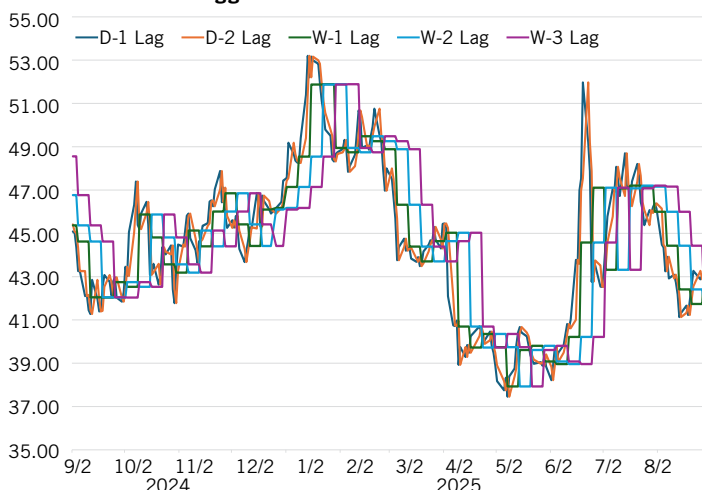
Contracted prices are calculated on a lagged basis, such as a one- or two-day lag i.e. the settlement price one/two days prior to delivery, or a weekly lag i.e. an average of the previous week's settlement prices (this is usually based on a Monday to Friday average, although

some suppliers use Friday to Thursday in order to issue prices before the weekend). Suppliers may also offer two- or three-week lags, a reflection of extended supply chains following the removal of Russian product from the supply pool following its invasion of Ukraine.

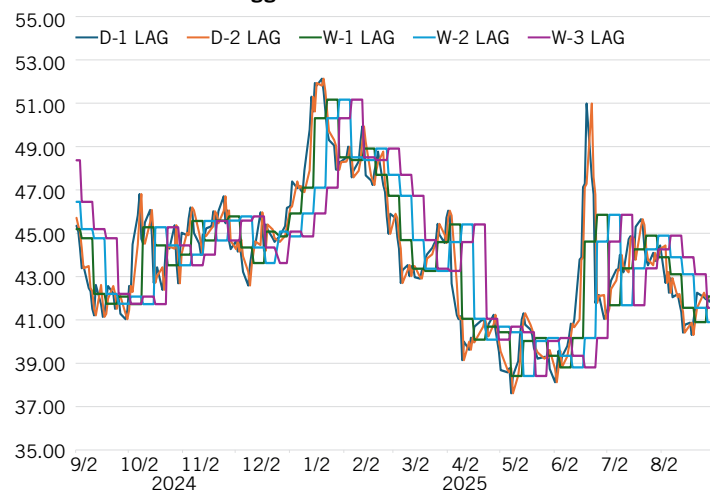
Buying on a lagged price levels out the peaks and troughs of the intraday market (the trading and resultant price movements within a single day), negating the requirement to monitor live pricing, and reducing administration, as there is no need to contact several suppliers to obtain quotes. However, for distributors it is important to ensure the lag you buy on ties in with your sale price. For example, if you are buying on a two-week lag, this could significantly differ from the daily market rate at the time of delivery (and subsequently, the time of sale).

The following charts demonstrate this, comparing wholesale prices calculated on various lagged periods for the past 12 months.

Diesel Wholesale Lagged Period Prices



Kerosene Wholesale Lagged Period Prices



Budgetary certainty

Alternatively, suppliers may offer a wholly fixed (hedged) price, whereby the total cost per litre is fixed for the contract period, rather than just the premium (this can also be done independently of the agreement with the supplier, by means of a transactional hedge with an alternative provider).

A fixed price is agreed based on the forward market at the time of agreement, with the volume and period nominated up front. This provides budgetary certainty, as the full price is guaranteed throughout the contract term, however it means the buying price becomes dislocated from the live market.

A fixed price mechanism should not be used to try to 'beat the market' i.e. fixing with the expectation that the daily market will rise, as it also possible the market will fall below the fixed price, leading you to pay significantly more for your fuel than you would have on an index-linked rate. Fixed pricing should only be used in circumstances where locking in the cost can be beneficial for the customer – one example of this may be a short-term fix offered to a farm for the harvest period, which allows the farm to budget their fuel costs in advance.

Prioritised supply. Guaranteed premiums

In addition to a guaranteed premium, there are other benefits of purchasing within a contract framework – in the event of a supply shortage (refinery outage, supply chain disruption etc.) fuel suppliers will prioritise contract customers, ensuring product is still made available. Supply shortages can also impact spot pricing, as other suppliers respond to increased demand, however as premiums are fixed under contracted supply, contract customers are unaffected.

Reduced flexibility. Resource intensive

The trade-off for these benefits is reduced flexibility – whilst the supplier makes a commitment to ensure product is made available, the distributor is also committed to lift its agreed nomination. In the event that customer demand is low, this may result in excess stock (requiring additional storage) or financial penalties if you are unable to meet the minimum volume requirement. It also limits the distributor's ability to respond to sudden drops in the intraday market, as they



are committed to buying on the settlement price. Contracting large volumes with a single supplier may also lead to limitations on payment terms, depending on the creditworthiness of the distributor.

Finally, distributors must consider the administrative burden of an annual/bi-annual tender process, which can be a time consuming and resource intensive process – due to the frequently changing nature of the UK downstream supply landscape, awarded supply may change hands through each contract cycle, requiring set up process and legal review every 12-24 months, which incur associated costs outside of the actual purchase of fuel.

Spot Purchasing

Purchasing on the spot market means buying product ad-hoc as required, with no obligation to use any one supplier.

Spot buyers typically have credit lines with a number of different suppliers, contacting them for a quote when volume is required and awarding supply to the most competitive bidder. Pricing for spot purchases is based on the live market price at the time of purchase, which accounts for the difference between the previous day's settlement price and

intraday movements based on trading on the Intercontinental Exchange (ICE) – as a result, prices change minute-by-minute.

Increased flexibility and improved credit terms

The primary benefit of spot purchasing is increased flexibility – companies can react to changing market conditions and adapt their purchasing strategy accordingly, which is particularly valuable in a volatile market. For example, spot buyers may track intraday movements in price using a live market monitoring tool, aiming to take advantage of sudden price dips.

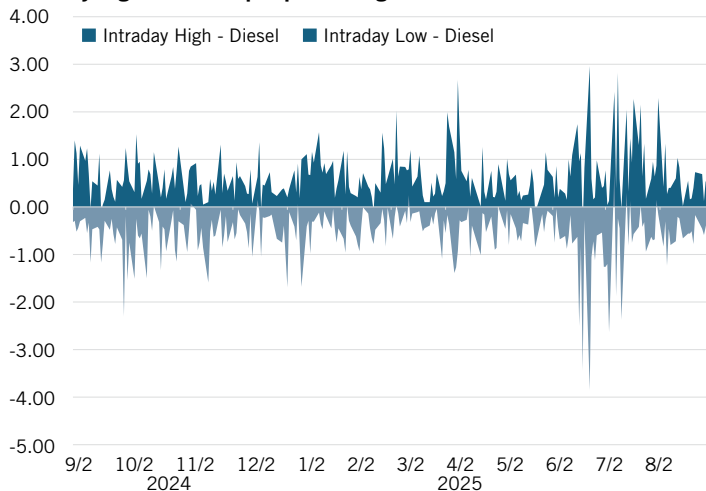
Worked example: Financial impact of price volatility

Over the period Sep-24 to Aug-25, the average difference between the high and low point of intraday wholesale trading (an indicator of volatility) was 1.21 pence per litre (ppl) for diesel and 1.16 ppl for kerosene.

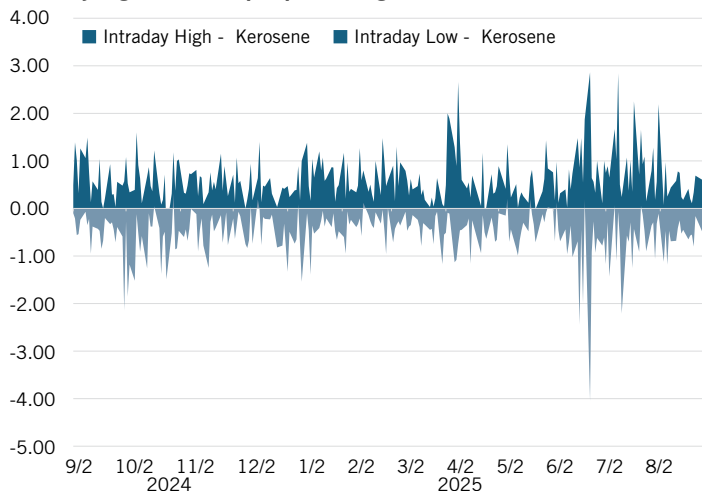
Annual average differential: On a full load diesel delivery of 36,000 litres, this equates to an average cost difference of £436 per load between buying at the high vs low point of the day – for kerosene (38,000 litres) it equates to £441 per load.

At-a-glance: Financial impacts of price volatility		
Product	Diesel	Kerosene
Load	36,000l	38,000l
Cost difference per load (annual average differential)	£436	£441
Cost difference per load (widest differential)	£2,448	£2,622

Intraday high and low spot price range - diesel



Intraday high and low spot price range - kerosene



Widest daily differential: The widest daily range was 6.80 ppl for diesel and 6.90 ppl for kerosene on 23rd June 2025, as oil prices fell more than 7% after Iran refrained from disrupting oil supplies through the Strait of Hormuz, a critical global chokepoint for oil and gas supply, despite threatening action in retaliation for US attacks on its nuclear facilities.

The following chart shows the difference between the intraday high and low spot price against the eventual settlement price, which indicates the range of difference vs buying on a daily price. Note, this is based on intraday wholesale price movement only and does not account for supply premium.

If prices are higher (and the buyer has sufficient stock in storage to service customer demand), there is no obligation to purchase fuel in any given week, unlike a contracted agreement which may include a stipulated weekly volume nomination. Minimum purchase commitments do not affect spot buyers, meaning 'take or pay' scenarios can be avoided, and distributors can easily manage both stock and cash flow based on current demand, avoiding the risk of excess stock during a demand downturn. Equally, should additional customers be brought on, additional volume can easily be sourced to meet demand, made more difficult in contracted purchasing where volume is nominated at the start of the agreement.

Additionally, as the buyer is not locked into a contract and dependent on any single supplier, supply can be diversified across multiple options. This can result in extended payment terms – if the distributor's total volume requirement is spread across a greater

number of suppliers, the credit utilisation with each supplier will be reduced, enabling the distributor to seek increased terms. Having multiple supply options can also mitigate against supply disruptions or shortages – if one supplier stocks out, spot buyers will already have existing relationships (and credit lines) in place with alternatives, allowing them to easily source elsewhere.

Price uncertainty, lack of supply security and resource intense

However, flexibility comes with a lack of price certainty, as spot pricing does not necessarily consistently track the wholesale market. Published settlement prices are based on trading in Northwest Europe, therefore they do not account for domestic UK supply issues – for example, if supply is tight in the UK market due to a refinery outage (or closure), spot pricing may be significantly higher than the published market price.

A UK supply disruption may also impact product availability – as mentioned, in the event of a shortage contract customers will be serviced first, meaning spot volume may be unavailable.

Spot purchasing is also more resource intensive on a day-to-day basis compared to contract purchasing. Buying on spot involves contacting multiple suppliers for quotes to achieve the most competitive price – when market monitoring, it can be time consuming (and ultimately futile in a rising market) trying to find the right moment to buy, therefore potential cost benefits should be weighed against time and resource requirements.

Irregularity in purchasing can also lead to unpredictable cash flows, as weekly volumes

vary more than contract purchasing which is usually lifted rateably.

Summary

In summary, there are benefits and drawbacks to both strategies, with the main trade off being price and supply security against the flexibility to respond to live developments in the market.

Ultimately, the right strategy depends on your business – risk appetite, cash flow and credit, storage capacity, resource and, most importantly, ensuring your purchase mechanism works for the customers you serve, are all factors to be considered when reviewing your approach to fuel procurement.

Oli Nightingale-Smith is a consultant with Portland Analytics – a specialist provider of fuel consultancy services across the UK, Europe and North America. With over 100 years of combined experience in the fuel industry, Portland offers an extensive knowledge base for fuel-related questions or challenges.

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CASE STUDY Driving efficiency: How Lambe Oil enhanced operations through effective supplier partnerships

Introduction

Lambe Oil, based in Tullamore, Co Offaly, Ireland, has long been a trusted distributor for Top Oil. Operating a fleet of seven trucks – six of which are now equipped with Alpeco technology, including the advanced Tex flow computer which was fitted to two of the company's recent tanker acquisitions. By partnering with Road Tankers Armagh (RTA) for the new vehicles, Alpeco for tank and metering equipment, and DreamTec for in-cab delivery management software, Lambe Oil has transformed fleet operations with a fully integrated, future-ready system that delivers benefits across efficiency, compliance, and customer service.

This case study explores the challenges Lambe faced, the solutions chosen, and the measurable improvements gained through this collaborative approach.

The need for change

The downstream fuel distribution sector faces constant pressure: fluctuating prices, regulatory demands, and evolving customer expectations for timely, accurate deliveries.

Lambe Oil recognised that traditional processes – such as manual delivery tracking, slower invoicing cycles, and limited visibility of fleet performance – were creating inefficiencies and missed opportunities.

The company set clear objectives: optimise delivery accuracy, enhance real-time visibility, streamline invoicing, and boost both operational efficiency and customer satisfaction.

Choosing the right partners

Lambe Oil carefully evaluated its options before investing.

- **RTA tankers** were selected for reliability, build quality, and readiness for seamless integration with Alpeco's metering systems.
- **Alpeco's TEX Flow Computer** stood out as more than just a meter register – its integration into Alpeco's CHECKMATE control module provides total control over the entire delivery system. TEX houses all electronic circuitry in one ATEX-approved unit, eliminating the need for a separate cab CPU, and simplifying installation and maintenance.

- **DreamTec's in-cab tablet software** was chosen for its ability to integrate tightly with TEX, enabling real-time communication between vehicles and the office. This functionality supports live tracking, delivery data capture, on-board compartment monitoring, point-of-sale invoicing, and streamlined reporting.

Crucially, the interoperability between Alpeco hardware and DreamTec software gave Lambe confidence that the entire system would work smoothly as one.

Implementation

Introducing the new, integrated systems, Lambe Oil began with two new RTA tankers fitted with TEX Flow Computers and DreamTec tablets. These vehicles arrived configured to "plug-and-play," with hardware and software integration completed ahead of deployment.

Driver training was an important step: the intuitive TEX interface – with its large, colour-coded 7" screen and robust keypad – is designed to be user-friendly, reducing the risk of operational errors

DreamTec provided support during

PRODUCT FOCUS: SOFTWARE & TECHNOLOGY

onboarding, ensuring that both drivers and office staff could make full use of the real-time data now available.

Key features and capabilities

TEX Flow Computer (Alpeco)

- Full-colour, high-resolution 7" display with large fonts for night and harsh-weather.
- Unlimited programmable product grades with unique colours and calibrations.
- Real-time inventory monitoring with anti-crossover safeguards to prevent costly contamination errors.
- TEX-LINK remote app for full tanker control from a smartphone or tablet.
- Built-in Wi-Fi, Bluetooth, and USB for fast data transfer with DreamTec systems.

DreamTec in-cab platform

- Real-time delivery tracking for office and customer visibility.
- Automated invoicing and reporting, reducing administrative delays and manual errors.
- Inventory and route optimisation, cutting fuel use and delivery time.
- Seamless integration with TEX, providing complete oversight of each delivery compartment, flow, and customer handoff.

RTA Tankers

- Delivered ready-integrated with requested equipment installed.
- High reliability and performance, reducing downtime and maintenance costs.

Benefits

- **Operational efficiency:** Integration has ensured delivery accuracy, shortened turnaround times, and optimised driver scheduling.
- **Cost savings:** More efficient routing and stock management have lowered fuel consumption and reduced the potential for costly mistakes like product crossover.
- **Customer satisfaction:** Real-time communication, accurate deliveries, and instant invoicing have elevated service.
- **Recognition:** Lambe Oil's commitment to excellence across the business has been recognised externally, with the company winning the *Fuel Supplier of the Year 2025* award and achieving the *FTA Gold Standard*.

Enda Kelly of Lambe Oil, summarised: "The TEX system is a brilliant bit of kit – reliable, accurate, and easy to use. Alpeco has always delivered what we need, when we need it."

Adrian Baskott, Sales Director for Alpeco, commented: "Tex is a market leader in terms of connectivity and data transfer. ATEX-approved, it has its own in-built WiFi network, enabling connection from a remote location such as the office, to aid diagnostics and simple setting changes.

"The biggest benefit to the operator is when TEX is integrated with in cab systems, such as those provided by Dreamtec. This streamlines communication of information and data with the office able to see exactly where the truck is, how much product is left on board, where and what the truck has delivered, and from which compartment in which order."

Real-world results and reflections

Lambe Oil now enjoys full fleet visibility: the office can track vehicles, see on-board stock in real time, and access delivery data instantly. The integration has eliminated many manual processes, streamlined compliance, and positioned the business for future growth. For other distributors, Lambe's advice is clear: invest in solutions that integrate seamlessly, work with suppliers who support you beyond the sale, and focus on technology that empowers both drivers and back-office teams.

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Tech solutions: Tackling today's challenges with smarter operations

Fuel distributors are under pressure like never before. Margins are shrinking as customers shop around for the lowest price. Operational costs are climbing as driver shortages push wages higher. And at the same time, expectations are rising – customers want faster, more reliable deliveries, often at short notice. For many companies still reliant on paper processes and slow back-office cycles, the result is wasted time, tied-up cash, and lost opportunities.

DreamTec has spent more than two decades working with distributors to address these challenges. By combining mobile technology with existing flow meter investments, the company has helped streamline operations, strengthen cash flow, and sharpen competitive edge. The approach is not just about delivering software, but about owning the implementation and partnering with businesses to ensure measurable results.



DreamTec has worked with many different distributors to implement tech solutions that have a significant impact on the bottom line. While individual customers are reluctant to share the details of such gains, DreamTec, has carried out its own research into the business impacts. Here, CEO Paul Foley, guides us through the measurable outcomes of implementing tech solutions in key business areas.

Addressing the pressure points

i. Margin erosion

One of the biggest issues facing the sector is margin erosion. When a customer orders 1,000 litres but only receives 950, manual systems often default to charging the lower band price – a mistake that can cost distributors as much as £1,688 per tanker every year. DreamTec's system eliminates this problem by linking matrix pricing directly to the electronic flow meter. The driver never inputs the quantity into the tablet, meaning invoices always reflect the correct price and credit notes become a thing of the past.

ii. Cash Flow

Cash flow is another pressure point. Traditional ticket handling and invoicing can take nearly a week, stretching debtor days to 40–65 and adding hundreds of pounds in financing costs per tanker annually. With DreamTec, drivers issue invoices on the spot, capture proof of delivery digitally, and process payments immediately. Customers walk away with an official invoice in hand, while accounts teams have instant visibility of the transaction. The impact on debtor days is immediate.

iii. Productivity

The productivity gains are equally significant. Paperwork consumes almost an hour of a driver's working day, which across a fleet equates to thousands of wasted hours each year. The right software solution removes that burden. Drivers focus

solely on delivering fuel, supported by a single compliant print ticket for the customer and a complete digital record for the business. Freed from paperwork, fleets can achieve up to 12 per cent more delivery capacity, or maintain the same service levels with fewer vehicles.

iv. Customer service

Real-time visibility also transforms customer service. With "Live" dashboards showing tanker locations and stock levels throughout the day, managers can reroute deliveries on the fly to fulfil urgent orders. In one trial, simply increasing same-day deliveries by just one per cent added more than £18,000 in annual revenue per tanker. For customers, the ability to promise – and keep – a same-day delivery, is often the difference between retaining their business and losing them to a competitor.

v. Compliance

Compliance, too, becomes simpler. Instead of filing cabinets filled with delivery docketts, inspection reports, and signed PODs, DreamTec provides a complete digital audit trail. For distributors, that means less time preparing for inspections and lower risk of non-compliance costs. H&S plays a major part in our system creating a digital twin to work along side the driver as they go through their trip, vehicle inspection, site inspection and live location information.

The pressures on fuel distribution are real and persistent, but so are the opportunities. By digitising workflows, automating pricing, and equipping drivers with smarter tools, distributors can turn inefficiency into profit and uncertainty into competitive advantage.

With typical returns on investment seen within 12–18 months, DreamTec's message is clear: More than software, it's a full partnership – from implementation to measurable results.



Could you operate for 3 days without your digital systems?

This issue has a focus on software and technology and considers sector-specific solutions that are designed to contribute to increased efficiency, improved operations and a stronger bottom line. With efficiency key to success in the industry, for many distributors, daily operations rely heavily on digital systems – from customer orders and delivery schedules to vehicle tracking, invoicing, and stock control. But what if those systems suddenly became unavailable?

Recent UK business downtime, exemplified by the broadly reported Marks & Spencer cyber-attack, has caused substantial financial and customer impacts, with the retailer anticipating a £300 million profit hit. A similar cyber-attack affected Jaguar Land Rover, caused a prolonged production stoppage for weeks, significantly affecting suppliers and retailers. Beyond large-scale incidents, data shows the UK economy lost £17.6 billion from fixed business internet outages in the past year, with individual SMEs facing costs of over £212,000 per incident for lost productivity and revenue.

Whether due to a cyberattack, power outage, or server failure, most small and medium-sized distributors would struggle to operate without digital infrastructure for even 24 hours. Set against a backdrop of increasing digital dependency, this article explores how to assess your vulnerability and build the resilience needed to keep your business functioning for at least 72 hours during a digital blackout.

The risk: digital dependency

A distributor's business continuity plan must focus on maintaining essential functions such as fuel delivery, customer communication, and financial operations. The loss of digital systems can threaten your ability to perform even the most basic tasks.

Core functions that are, typically, reliant on digital systems:

- Customer order taking and CRM
- Delivery routing and scheduling
- Stock and inventory management
- Tank telemetry
- Invoicing and financial systems
- Email and internal communications
- Payroll and HR systems

Failure in any one of these areas can cause major disruption. A failure in all of them? Catastrophic.

Common digital system threats include:

- Cyberattacks (ransomware, phishing)
- Internet/network outages
- Cloud provider downtime
- Hardware/server failure

The financial and operational impact

Based on industry estimates:

- **Missed deliveries per day:** £5,000–£20,000 in revenue loss
- **Increased driver hours for manual rerouting:** +20–30%
- **IT recovery costs:** £2,000–£10,000+, depending on severity

Business continuity checklist: Can you operate without digital systems?

System audit

- ✔ List all critical systems (CRM, routing, invoicing, stock)
- ✔ Identify dependencies for each system
- ✔ Highlight single points of failure (SPOFs)

Manual workarounds

- ✔ Printed order forms, delivery notes, customer contact lists
- ✔ Offline access to pricing, contracts, and delivery terms
- ✔ Staff trained in paper-based scheduling and record-keeping

Data backup and recovery

- ✔ Daily backups running automatically
- ✔ Backups stored both onsite and offsite/cloud
- ✔ Recovery tested at least quarterly

Emergency planning

- ✔ Roles assigned for system outage response
- ✔ Hard copy emergency contact list (IT, drivers, key customers)
- ✔ Paper-based process drill completed or scheduled

Cyber security

- ✔ Password policy enforced and reviewed
- ✔ Cyber hygiene training completed
- ✔ Antivirus and systems regularly updated
- ✔ Cyber insurance reviewed and active

- **Customer loss risk:** due to order delays, billing errors, or poor communication
- **Reputational damage:** long-term trust erosion

Planning for 3-day operational resilience

The goal isn't to create full digital redundancy, but to ensure basic continuity: fuel deliveries, customer communication, and payment handling must continue.

Step 1: Audit your critical systems and single points of failure

A **Single Point of Failure (SPOF)** is any system, person, or component whose failure would halt a critical business function.

Examples of SPOFs in fuel distribution:

- **Technology:** CRM, routing software, systems with single-user access only
- **People:** One person responsible for payroll, IT recovery, or route planning
- **Infrastructure:** Single internet line, local server without redundancy

How to mitigate SPOFs:

- Add data and staff backups
- Share access and responsibilities
- Use redundant systems (cloud, local, hybrid)
- Conduct "what if" scenario mapping: "If this fails, what happens?"

Step 2: Identify and prioritise critical functions

- **Fuel delivery:** Ensure routing and scheduling can continue
- **Customer service:** Accept and respond to orders/issues manually
- **Financial processes:** Process invoices, payments, and wages without systems
- **Stock management:** Keep fuel transfer records and stock levels updated manually

Step 3: Develop manual workarounds

- Maintain printed routing maps, manifests, and contact lists
- Use paper forms or spreadsheets for order taking and delivery logging
- Store offline copies of key pricing, contracts, and account info
- Schedule deliveries using whiteboards, logs, or printouts



Step 4: Secure communication channels

- Maintain backup mobile phones or radio systems
- Print emergency contact sheets for depot staff and drivers

Step 5: Implement robust data backup and recovery protocols

- Daily automatic data backups (CRM, accounts, delivery history)
- Store backups both onsite and offsite / in the cloud
- Test data recovery processes every quarter

Step 6: Strengthen cyber defences

- Enforce strong password policies and password manager use
- Train all staff in phishing prevention and cyber hygiene
- Ensure antivirus and operating systems are up-to-date
- Consider cyber insurance, including business interruption cover

Step 7: Maintain fuel supply and fleet readiness

- Track stock manually and record depot levels
- Identify alternative storage or supply routes
- Establish delivery prioritisation for critical customers
- Ensure vehicle maintenance logs are accessible offline

Step 8: Train staff and test your plan

- Assign clear responsibilities in case of a system failure
- Train on paper-based workflows
- Simulate system failure scenarios and review lessons learned

Example scenario: a 3-day digital blackout

Day 1: CRM and routing systems are hit by ransomware.

- Orders are taken by phone and logged on printed forms
- Routes built from printed maps and recent order history
- Drivers use paper manifests and call for updates

Day 2: Deliveries continue, though less efficiently.

- Paper invoices are issued
- Key customers contacted by phone with service updates

Day 3: IT support begins restoring data from backups.

- Delivery logs re-entered into systems
- No customer lost thanks to clear communication and continuity of service

Conclusion: You don't need to go fully analogue – just be prepared

Think of your business continuity plan like insurance - you hope not to need it, but when you do, it can save your business. Even a basic 3-day plan can make the difference between a temporary setback and lasting disruption.

Action plan

- Identify your top 5 digital dependencies
- Develop manual alternatives for each
- Run a 1-day paper-only drill this quarter
- Review your data backup setup
- Train staff on outage procedures

Resilience doesn't require perfection – just preparation.

Examples of Recent System Downtime

Jaguar Land Rover (JLR) Cyber-attack (September 2025)

Cause: Cyber-attack.

Impact: Production at key manufacturing plants was paused for weeks.

Financial and Customer Impact:

Disrupted retailers and workshops, leading to a scramble for liquidity among suppliers. The wider disruption affected the entire automotive supply chain.

Marks & Spencer (M&S) Cyber-attack (Easter 2025)

Cause: Cyber-attack.

Impact: Online services, click-and-collect, and contactless payments were disrupted.

Financial and Customer Impact: M&S took its online systems offline, suspending online ordering and expecting a £300 million reduction in annual profits. The incident led to significant operational challenges and negative customer experiences.

Broader Impacts on UK Businesses

Economic Costs:

UK businesses experienced over 50 million hours of internet downtime in 2023, resulting in financial losses exceeding £3.7 billion. The total UK economy lost £17.6 billion due to fixed business connectivity outages in the year prior to May 2025.

Financial Impact:

Lost Revenue: Direct losses from halted online transactions and missed sales opportunities.

Hidden Costs: Businesses incur costs for overtime pay, emergency IT support, and potential legal fees for breaches.

Small Businesses: A single downtime incident can cost SMEs up to £212,000, with some larger businesses facing losses upwards of £300,000 per hour.

Operational and Customer Impact:

Service Disruption: Customer service cannot access records, leading to frustrated customers.

Productivity Loss: Productivity drops significantly during outages, with employee productivity sometimes only reaching 63%.

Reputational Damage: Reputational damage can occur when systems fail, making businesses appear unreliable.

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1. "Sustainable Aviation Fuel" which is a liquid or gaseous transport fuel as defined in the Renewable Transport Fuel Obligation (Sustainable Aviation Fuel) Order 2024.
2. Calculation formulated using the RED II (Renewable Energy Directive) baseline in 2025. Figure is approximate.



**PROVIDING ENERGY.
IMPROVING LIVES.**



PORTLAND MARKET REPORT



SAVING MEXICO'S STATE OIL GIANT – A STRATEGY OF HOPE OVER EXPERIENCE.

In an election that was largely ignored by the rest of the world (because of their much noisier neighbours to the North), Mexico's Claudia Sheinbaum took office this time last year as Mexico's first female President. An Environmental Engineer and Climate Scientist by profession, the troubles of Mexico's state oil giant Pemex, will no doubt have provided the new President with much hand-wringing torment. One of the biggest polluters in the world, and with a debt-pile of over \$100bn, the company is hardly a natural bed-fellow for a leftist progressive with de facto green credentials. But then again, oil and Latin America are synonymous, and the company itself is one of the cornerstones of the Mexican economy.

The petroleum industry in Mexico is well established and mature. The country is the 11th largest oil producer in the world and the 4th biggest in the Western Hemisphere (after USA, Canada and Brazil). In addition, only Venezuela has larger proven oil reserves in the Americas. Pemex itself (Pemex = Petroleos Mexicanos) was founded in 1938 on the back of the expropriation and nationalisation of all privately held oil interests in Mexico and for most of the 21st Century, Pemex has been Latin America's second largest enterprise by annual revenue (Brazil's state-run oil giant Petrobras is the biggest). Around 20% of all tax revenues collected by the Mexican Government emanate from Pemex.

As any half-decent businessperson knows, big companies aren't necessarily good companies. Despite gargantuan sales of \$90bn per annum, over the last 25 years Pemex has rarely made any profit and instead has become associated with inefficiency, waste and flabby management enjoying ballooning salaries. As a result, the company has managed to rack-up eye-watering debts – to the tune of \$110bn – making it the most indebted oil company in the world. On accession to the position of President, Ms Scheinbaum not only had to face up to a company owing billions of \$ to an incredible array of creditors, but worse, around \$30bn of that debt was due for maturation (i.e. repayment) in the next 3 years (2026 - 28).

Many of Pemex's problems stem

from Scheinbaum's predecessor – Andres Manuel Lopez Obrador. An avowed economic nationalist, "AMLO" showed incredible and reckless largesse to the state-owned entity with over \$75bn in cash injections and tax breaks being granted over the course of the President's 6-year term. Much of this money was showered on the brand new "Dos Bocas" refinery, built in AMLO's home province of Tabasco and yet to produce any meaningful volume. This reflects one of Pemex's most critical shortcomings – its refining sector. Capacity utilisation rates of below 50% and almost permanent annual losses, highlight the company's struggle to optimise operational efficiency across its six (other) domestic processing units. And this is despite gargantuan state subsidies, whereby the refineries buy cut-price (domestically produced) oil, rather than having to purchase crude at higher international market rates.

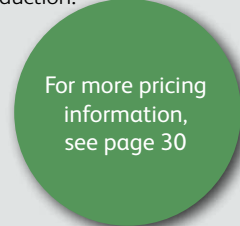
“HARDLY A NATURAL BED-FELLOW FOR A LEFTIST PROGRESSIVE WITH DE FACTO GREEN CREDENTIALS.”

The situation in crude oil exploration isn't much healthier either, and not just because Pemex is forced to sell to its own refineries below market rates. At the same time, volumes have tumbled over the last 20 years, plus the cost of production creeps up year on year as extraction from the mature and geologically complex Mexican fields becomes more difficult. Oil production peaked in 2004, at 3.4m barrels per day (bpd), but this has now fallen to about 1.5m bpd. Furthermore, the product produced is heavy and sulphurous, meaning that it costs more for a refinery to process Mexican crude which, in turn, means that even crude exported to international markets (around 500K bpd) must also be sold at a heavy discount.

One might conclude that a clanking refining sector and faltering oil production would mean that Pemex had turned their attentions to natural gas. After all, 60% of electricity generation in Mexico comes from gas fired power stations (renewables account

for 22%), and the northern part of the country sits on vast reserves of shale gas (effectively a geological extension of the US / Texas fields). Not so! In fact, the company has continued to take the inexplicable strategic view that gas exploration is a second-tier operation and has preferred instead to annually import 2.3trn cubic feet of natural gas from the USA (up 40% since 2018). Furthermore, with only 2 days of gas storage available in Mexico (versus, for example, 15 days in the UK, 30 days in Spain and over 100 days in France), the country is acutely reliant on US commercial goodwill – not an entirely straight-forward premise in the current political climate...

Detailed solutions for Pemex's recovery now abound, including a special investment vehicle located in Luxembourg of all places, which is looking to raise bonds against the Mexican Government rather than Pemex itself (clearly a paper-thin "wall" if ever there was one). It is hoped that yet another layer of debt will help Pemex increase oil production to 2m bpd and natural gas to 5bn cubic feet (from around 3.7bn today). Time will tell whether these targets can be met, but one key question remains, and that is how any oil company can rack up debts of over \$100bn, when the price environment has broadly been so benign (i.e. a high crude price) over the last quarter of a century. This would indicate that Pemex is a mortally wounded entity that should probably be broken up before things get any worse, because worse might just be around the corner. Many analysts are now pointing to a huge glut in oil supplies over the next 12 months which would push prices down. This means that, with high extraction costs, a spiraling wage burden, huge pension liabilities and, of course, the interest payments on the overall debt, Pemex may still not be able to turn a profit – even if it is successful in raising production.



Portland www.stabilityfromvolatility.co.uk

Digital transformation: A practical way to drive efficiency and sustainability in liquid fuel distribution

This issue of Fuel Oil News focuses on how digitalisation and digitisation are reshaping this industry. As distributors face mounting pressure to operate more efficiently, comply with evolving regulations, and reduce emissions, technology offers a powerful enabler of change. Digital tools not only streamline day-to-day operations but also provide a foundation for safety, resilience, and long-term competitiveness. In this article, Gizil, an engineering-led technology company working across a wide range of industries, demonstrates how its Virtual Plant (VP) platform is helping fuel distributors unlock these benefits today while preparing for the future energy landscape.

The pressure on the liquid fuel distribution industry has never been higher. Stricter emissions rules and rising sustainability and efficiency demands are forcing operators to rethink how they work. Liquid fuels still play a central role in global energy security, but how

they are stored, managed, and distributed needs to change.

That change is not just about introducing new fuel types. It is about transforming day-to-day operations. Digitalisation is not simply a buzzword here; it is a practical way to improve

high-value tasks instead of travel logistics.

Why Virtual Plant matters

- **Safer operations:** Plan maintenance, shutdowns, and contractor activities virtually, reducing the need for personnel to spend time in hazardous zones.
- **Reliable information:** Create a single source of truth for all site data and documentation, ensuring accuracy across depots and preventing costly mistakes.
- **Smarter collaboration:** Enable remote access for engineers, regulators, and contractors, allowing faster decision-making and reducing delays in projects.
- **Confidence in compliance:** Simplify audits and ESG reporting by consolidating operational data, documents, and visuals into one accessible environment.
- **Future-ready assets:** Support transitions to new fuels or infrastructure upgrades by testing scenarios virtually before committing to physical changes.

Virtual Plant doesn't just digitise infrastructure — it makes it safer, smarter, and more adaptable, giving fuel distributors the visibility and confidence they need to meet today's demands and tomorrow's opportunities.

Cutting emissions – boosting efficiency

Travel between terminals consumes both time and carbon budgets. With VP, teams can collaborate and plan remotely, going on-site only when it truly adds value. This leads to measurable cost savings, reduced Scope 1 and Scope 3 emissions, and more time spent on

Keeping up with compliance and ESG

Regulations are becoming more complex every year. Having documents, images, and operational data in one place makes compliance easier and audits faster. VP helps simplify inspections and supports ESG reporting by adding transparency and reducing administrative workload.

Training the next generation

The workforce is changing rapidly. Experienced operators are retiring, and new staff need to get up to speed quickly, often without years of field exposure. VP bridges that gap with immersive 3D training environments, allowing new employees to learn layouts, processes, and safety rules virtually before setting foot on site.

This approach strengthens safety, preserves knowledge, and helps younger staff feel confident and engaged from the start.

Looking Ahead

Fuel distributors face a balancing act: keeping operations reliable, staying compliant, cutting emissions, and controlling costs. Digital transformation is a critical enabler of all these objectives.

Massive investments are not required to begin. What matters is starting with the right approach. Virtual Plant provides a clear and practical path that delivers quick results today while building resilience for tomorrow.

performance, cut emissions, and prepare infrastructure for the future.

Why go digital?

Fuel distributors are being pulled in many directions. Compliance requirements are growing, customers expect transparency, and operations need to run lean and safe. Old habits such as paper-based workflows, manual inspections, and site-dependent processes make it harder to keep up.

That is where digital transformation comes in. By digitising assets and workflows, distributors can reduce unnecessary travel, modernise infrastructure, and gain visibility across multiple sites. Having real-time plant data available remotely saves time and adds an extra layer of security.

Virtual plant: A practical digital twin

Digital twin technology is frequently seen as expensive and overly complex. Virtual Plant (VP) is designed to change that. Instead of relying on heavy CAD models, it uses laser-scanned point cloud data, making it accurate, scalable, and cost-effective. This is especially useful for brownfield terminals where documentation may be outdated. Virtual Plant provides:

- Digital asset and document management
- Remote visualisation to reduce site visits
- Maintenance and turnaround planning with safety in focus
- Integration with other systems such as SAP, CMMS and IoT systems.
- Gamified training modules for safer, faster onboarding

About Gizil

Gizil is an engineering-led technology company helping asset-heavy industries digitise their operations through its Virtual Plant platform. This SaaS-based digital twin is tailored for sectors such as fuel distribution, chemicals, and energy.

Virtual Plant turns terminals and depots into interactive 3D environments enriched with asset data, documents, and live insights. By reducing physical site visits, simplifying compliance, and enabling smarter planning, it helps organisations operate more efficiently and sustainably.

WELCOME TO OCTOBER'S EDITION OF OUR SPECIAL MONTHLY FEATURE WHICH GIVES YOU THE OPPORTUNITY TO 'MEET' AN INDUSTRY FIGURE AND, HOPEFULLY, TO DISCOVER ANOTHER SIDE TO THEM BEYOND THE WELL-KNOWN FACTS. IN THIS, THE FIRST PART OF A SPECIAL DOUBLE HEADER, WE CHAT WITH **ANDY MCAVOY**, REGIONAL DIRECTOR – SCOTLAND FOR YOUR NRG.

"DON'T WAIT FOR THE STORM TO PASS BUT LEARN TO DANCE IN THE RAIN."

ANDY MCAVOY

Sum up your working life in 25 words or fewer.

Over three decades in the industry leveraging hands on expertise in sales, operations and leadership, to drive growth, efficiency and safety, across the industry

Describe yourself in 3 words.

Determined. Focused. Conscientious.

What were your childhood / early ambitions?

To be a policeman.

If you could have any superpower, what would it be?

To fly.

The best advice you've ever received?

Don't wait for the storm to pass but learn to dance in the rain. Very apt.

Your top tips for business success?

Work hard together for the common goal.

What's the last photo you took on your phone?

My Grandson in his new toy, electric-powered tractor

If you could have dinner with any person, living or dead, who and why?

Mohammed Ali.

You can only eat one thing for the rest of your life, what is it?

Wouldn't know where to start.

The best thing about your job?

Developing stars for the future.

The quality that you most admire?

Humility.

What are you most likely to say?

Yes, we can do that.

What are you least likely to say?

That's impossible.

Describe your perfect day.

All the family in one location, starting with a brisk morning walk, having good times throughout the day, ending with some good food, a few beers and plenty of laughter.



Your favourite sports team?

Glasgow Rangers Football Club.

If you could be any fictional character, who and why?

Batman – can't say enough about the Batman!

Share your greatest personal achievement.

Seeing my three sons do very well in their chosen careers.

Share your pet hate or biggest irritant.

Rudeness.

What would your Mastermind specialist subject be?

Sharks.

If you were PM what would be the first law you'd pass?

I never discuss politics.

If you had a time machine, would you go to the future or the past?

Always look ahead – the future

What is number 1 on your bucket list?

Swim with sharks.

If you were Editor of Fuel Oil News magazine, what's your first article?

Sharks in UK waters!! – really no idea on this one.

What 3 things would you take to a desert island?

Hatchet. Fishing line. Flint.

Something about you people would be surprised by?

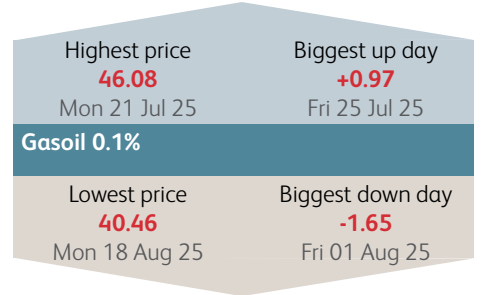
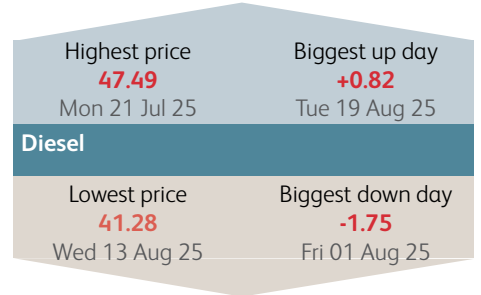
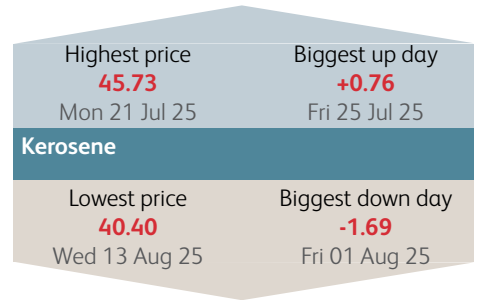
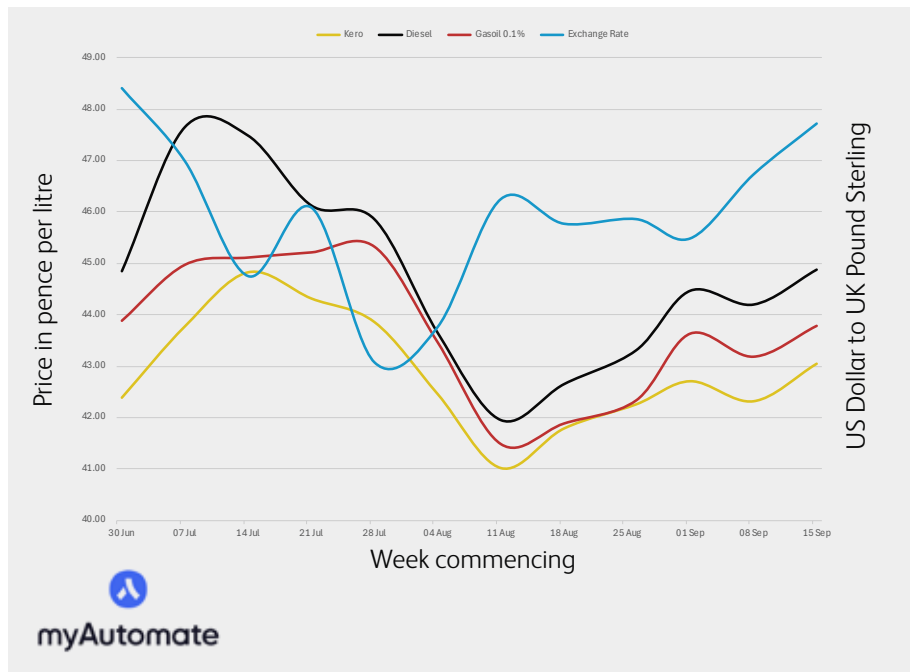
My fascination for sharks



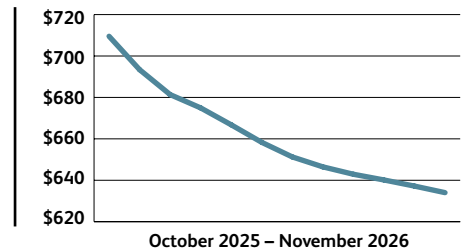
Wholesale Price Movements: 20th August 2025 – 18th September 2025

	Kerosene	Diesel	Gasoil 0.1%
Average price	42.48	44.00	43.53
Average daily change	0.51	0.60	0.58
Current duty	0.00	52.95	10.18
Total	42.48	97.05	53.71

All prices in pence per litre



Gasoil forward price
in US\$ per tonne



The Fuel Oil News Price Totem

	Trade average buying prices			Average selling prices		
	Kerosene	Gasoil	ULSD	Kerosene	Gasoil	ULSD
Scotland	44.81	56.78	100.98	51.08	60.67	104.93
North East	43.76	55.41	100.06	52.46	59.03	102.96
North West	45.33	58.01	102.45	51.37	61.40	105.05
Midlands	43.83	55.94	100.52	49.71	59.50	103.67
South East	43.93	55.90	100.50	56.07	62.11	103.24
South West	44.28	55.74	100.34	52.12	59.29	102.84
N. Ireland	44.39	57.11	n/a	50.18	61.48	n/a
Republic Of Ireland	58.15	62.54	101.92	63.56	66.24	105.15
Portland	42.14	53.46	97.21			

The price totem figures are indicative figures compiled from the Portland base rate using calculated regional variances.

Buying prices are ex-rack. Selling prices are for 1000 litres of kero, 2500 litres of gas oil and 5000 litres of ULSD (Derv in ROI). Prices in ROI are in €.

Wholesale prices are supplied by Portland Analytics Ltd, dedicated providers of fuel price information from refinery to pump.

For more information and access to prices, visit www.portlandpricing.co.uk

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“TAKE CARE OF YOUR PEOPLE AND THEY’LL TAKE CARE OF YOUR BUSINESS.”

MILLIE PEART

Describe yourself in 3 words.

Approachable. Adaptable. Friendly.

If you could have any superpower, what would it be?

The ability to eat whatever I want, whenever I want, and not gain weight!

Your top tips for business success?

Take care of your people and they'll take care of your business.

If you could have dinner with any person, living or dead, who and why?

My granny passed away a while ago, and I'd love to have dinner with her so she can see my home and life in Edinburgh.

The best thing about your job?

The fact that my great grandpa started the business over a 100 years ago, with a horse and cart, and it's still going now!

What are you most likely to say?

What a vibe! I love saying that when things are going well.

Describe your perfect day.

A hike in the Cairngorms with a picnic midway in perfect walking temperature – not too hot and not too cold. Lovely!

If you could be any fictional character, who and why?

I quite like the idea of being in Harry Potter – that

would be great. So, not a specific character, but a witch at Hogwarts!

Share your pet hate or biggest irritant.

A dirty truck!

If you were PM what would be the first law you'd pass?

More funding for mental health support. My partner works in mental health and I'm constantly shocked at the waiting times to get support.

What is number 1 on your bucket list?

I'd love to climb Mont Blanc in the next year or so!

What 3 things would you take to a desert island?

A high frequency radio, a Swiss army knife and flint.



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