

Defense Logistics Agency Energy



47th EDITION

Fiscal Year 2024 FACT BOOK

Foreword	05
Mission & Vision	06
The History of DLA Energy.	07
Commander's Update	09
DLA Energy Organization	10
DLA Energy Senior Leadership	11
Worldwide Locations.	12

ORGANIZATIONAL MISSIONS & FUNCTIONS

Customer Operations	13
Supplier Operations: Petroleum	17
Supplier Operations: Aerospace & Installations.	19
Facility Sustainment	21
Quality Technical	22
Business Process Support	24
Procurement Process Support	25
Futures Integration & Posture	26
DLA Energy Support - U.S. Transportation Command	27
Support Offices	28
Staff Offices	29
Regional Offices	32

FY24 FACTS & STATISTICS: FINANCIAL RESULTS

Enterprise FY24 Snapshot.	40
DLA Energy Summary.	41
Statement of Financial Conditions	41
Statement of Sales	42
Net Sales by Category	42
Product Cost	43
Purchases by Category	43
Worldwide Bulk Fuel Ending Inventory.	44

FY24 FACTS & STATISTICS: CONTRACTS & PROGRAMS

Contract Action Data	46
Small Business Program Achievements	47
Bulk Petroleum Products	48
Into-Plane Contracts	49
Ships' Bunkers Contracts	50
Posts, Camps and Stations Contracts.	51
Worldwide Bulk Product Transportation	52
Transportation Expense	53
DWWCF Optimization Program Overview	54
Defense Fuel Support Points	55
Storage & Distribution Services	56
Alongside Aircraft Refueling.	57
Worldwide Agreements Snapshot.	58
Testing Contracts	59
Environmental Contracts	60
Aerospace Energy Contracts	61
Hazardous Material Shipments	62
Energy Savings Performance Contract Program	63
Coal Program	64
Natural Gas Program.	65
Electricity Program	66
Electricity – Demand Response Program.	67
Renewable Energy Program	68
Engineering Programs	70
Utility Services Contracts	71
Quality Key Functions	72
DOD Standard Practice Quality Assurance	73
Petroleum Quality Information System	74
Research & Development Product Support	75
Sustainment, Restoration & Modernization	76

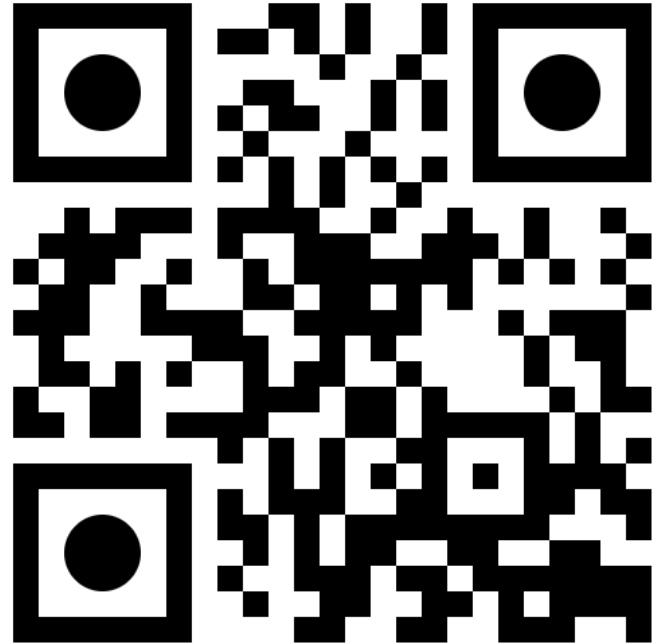
Aerospace Energy Customer Profile	77
Aerospace Energy Product Line Overview	78
Aerospace Programs Supported.	79
Demand Planning Support	80
Whole of Government Support	81
U.S. Government AIR Card®	82
DOD Fleet Card	83
Logistics Fuel Card	84
DOD SEA Card System®	85
DOD Swipe SEA Card®	86
Futures Integration & Posture	87
Acronyms	89

Foreward

The Defense Logistics Agency Energy Fact Book contains information about its business operations.

The Fact Book reflects the operational status at the end of FY24, unless otherwise indicated. The intent of this publication is for general information purposes only.

The digital Fact Book can be found on the DLA Energy website by visiting www.dla.mil/Energy or by scanning the provided QR code.



Mission and Vision

MISSION:

To enable mission readiness by providing globally resilient energy solutions to the Warfighter and Whole of Government.

VISION:

The trusted leader in innovative energy solutions aligned with the speed of change.



DLA Energy

History of Defense Logistics Agency Energy



DLA is America's combat logistics support agency responsible for sourcing and providing nearly every consumable item for our military forces worldwide. DLA Energy, a DLA major subordinate command, is responsible for providing globally resilient energy solutions to the Warfighter and Whole of Government.

DLA Energy's roots date back to World War II. Originally,

it was an entity of the Department of Interior as the Army-Navy Petroleum Board with the mission of administering critical petroleum requirements during the war. In 1945, the organization was transferred to the War Department and became the Joint Army-Navy Purchasing Agency.

The organization underwent several name changes, but its mission of administering critical petroleum requirements

remained essentially the same until 1962. At that time, it became a part of the consolidated military supply organization called the Defense Supply Agency. Today, that agency is known as the Defense Logistics Agency.

In 1964, DLA Energy was renamed the Defense Fuel Supply Center and designated as a single entity to purchase and manage DOD's petroleum products and coal.

History of Defense Logistics Agency Energy

In 1973, DLA Energy progressed from a wholesale fuel central procurement activity to a comprehensive Integrated Materiel Manager for the DOD petroleum mission. Phase I of IMM added management of the acquisition, storage, distribution and sale of fuel with responsibility ending at the Service installation boundary. In 1991, Phase II expanded the ownership to include most bulk storage installations.

In 1990, DLA Energy's mission was expanded to include the supply and management of natural gas. Natural gas requirements were consolidated and centrally procured with the goal of providing direct supply natural gas to customers when determined more economical than using gas from a local company.

In 1998, DLA Energy became the Defense Energy Support Center with a new mission to build an energy program aimed at moving the DOD out of the management of energy infrastructure and into the management of energy products. The initiative to deregulate electricity in the U.S. added another mission to DLA Energy's responsibilities. As states deregulated, DLA Energy pursued and awarded contracts for electricity services to DOD and federal civilian agency installations.

With the issuance of Defense Reform Initiative #49 in 1998, which directed the military services to privatize their utility systems, DLA Energy took the lead providing contracting

expertise in support of the DRI goals. DLA Energy developed a core competency in utilities privatization and has become the single procurement organization for Navy, Army and Air Force utility services contracting.

In 2001, DLA Energy assumed a new mission from the U.S. Air Force to serve as the DOD's IMM for space and space-related products and services, providing support and business solutions to not only the DOD but also other federal agencies, government contractors and academia. The addition of this mission made DLA Energy a full service provider of all energy and energy-related products.

In 2002, DLA Energy assumed the mission to manage and perform the worldwide energy quality mission, consolidating functions previously performed by the Defense Contract Management Agency.

In 2004, the Secretary of Defense designated DLA as the Executive Agent for bulk petroleum. The authority was delegated to DLA Energy with the responsibility to execute Supply Chain Management for all DOD bulk petroleum, with an emphasis on improving efficiency and minimizing duplication and redundancy within the supply chain.

In 2006, DLA Energy became the DOD IMM for both bulk Aviator's Breathing Oxygen and liquid nitrogen which were previously managed by DLA Aviation.

In 2009, DLA Energy's mission continued to expand, incorporating emerging areas of renewable and alternative energy sources. As the nation embraced conservation, environmental stewardship and energy security, DLA Energy's business units pursued solar power, hydrogen power, synthetic fuels and other alternative fuel and renewable energy sources as new procurement, research and development initiatives materialized.

In 2010, DLA Energy adopted its current name in support of DLA's "We Are DLA" initiative. DLA Energy supported a single-agency environment, internally and externally, building a sense of community and ownership for employees and creating a clearer and more definitive identity for customers and stakeholders.

In 2013, DLA Energy assumed responsibility for the U.S. Army Okinawa Petroleum Distribution System.

In February 2023, U.S. Transportation Command assumed the role as the DODs Single Manager for Global Bulk Fuel Management and Delivery. DLA Energy continues its IMM responsibilities for procurement, transportation, storage, distribution, ownership, accountability, budgeting, quality assurance and surveillance, and infrastructure sustainment, restoration, and modernization efforts.

Message from the Commander



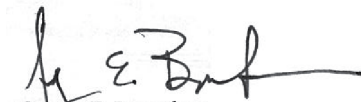
On behalf of DLA Energy, I am pleased to present the Fiscal Year (FY) 2024 Fact Book. This book contains an overview of the Agency's history, organizational missions and functions and key financial and contracting metrics. As the 42nd Commander, I have had the privilege of leading a dynamic,

innovative team through a pivotal year of transformation and mission execution. Our success is firmly rooted in our commitment to the DLA Strategic Plan 2025–2030, DLA Transforms: A Call to Action.

FY24 was marked by a series of significant accomplishments that underscore DLA Energy's dedication to mission excellence and modernization. We successfully completed the defueling of Red Hill, safely processing approximately 104 million gallons between October and December 2023, a milestone initiated by a ceremonial blessing led by local community leaders, affirming our commitment to environmental stewardship and Indo-Pacific readiness. In the wake of the Francis Scott Key Bridge collapse, our Americas East team acted swiftly by rerouting logistics operations to DFSP Craney Island, maintaining uninterrupted fuel support to the warfighter. We advanced international cooperation by hosting the inaugural Indo-Pacific Fuel Exchange Agreements forum in Honolulu, reconciling \$9.7 million in accounts across 42 agreements with 23 countries. In April, we held the first Worldwide Energy Conference since 2019, welcoming over 2,000 participants to strengthen energy collaboration across military, government, and industry sectors. Operational modernization took a leap forward with

the deployment of our Electronic Point of Sale (EPoS) system to more than 600 DFSPs, bolstering security, streamlining paperwork, and enhancing audit responsiveness.

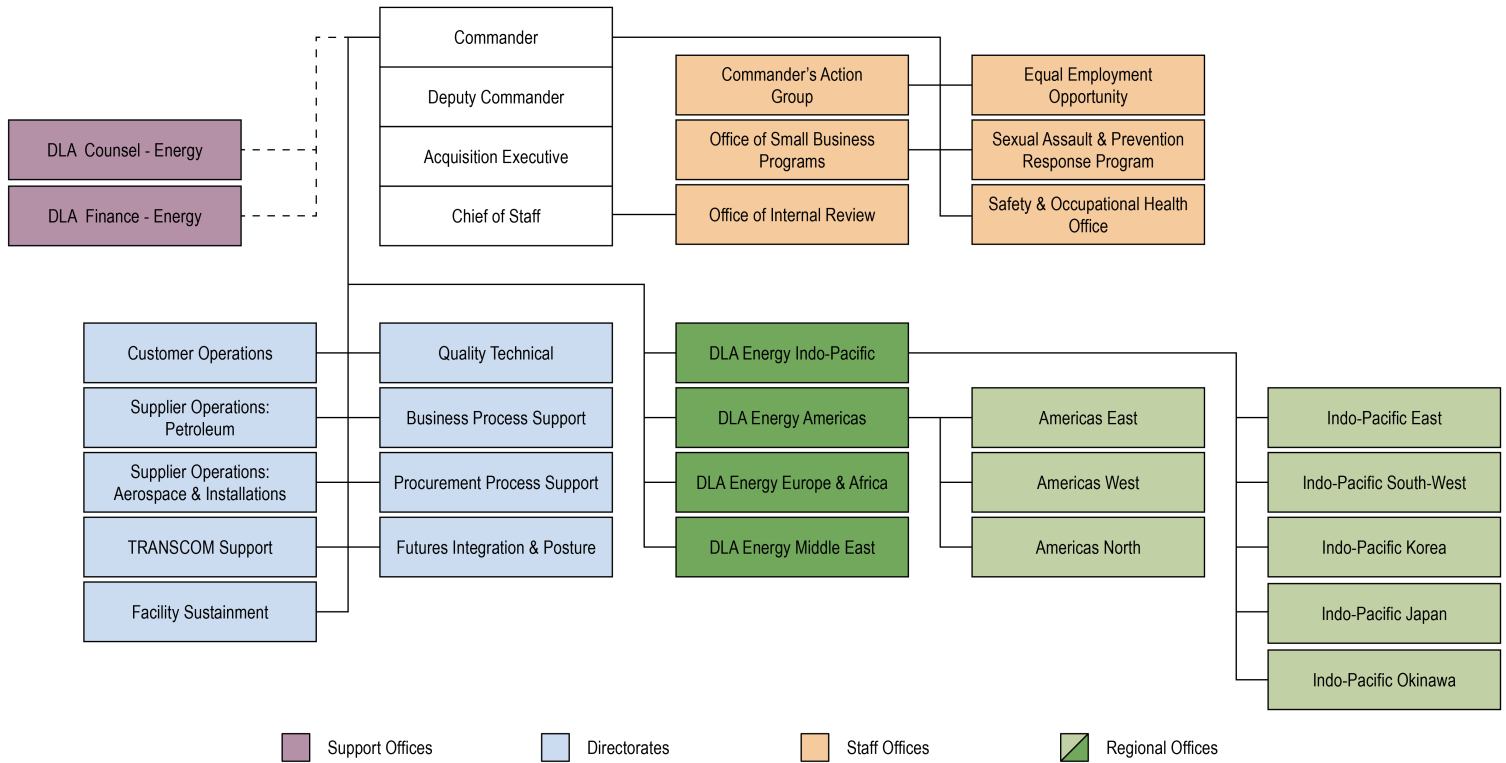
Every accomplishment this year is a direct reflection of the dedication, creativity, and professionalism of the DLA Energy team. Their relentless pursuit of excellence continues to drive our mission forward. I am deeply grateful for their service and inspired by their commitment. The support of our customers, industry partners, and international allies has been instrumental to DLA Energy's success in 2024. As we move into the future, we will continue to provide world class energy solutions to the Warfighter!



George E. Bresnihan
Rear Admiral, USN
Commander, DLA Energy

Warfighter Always!

DLA Energy Organization



DLA Energy Senior Leadership



Chief of Staff
COL Benjamin Kilgore



DLA Energy Commander
RDML George Bresnihan



Deputy Commander
David Kless



Acquisition Executive
Gabriella Earhardt



Customer Operations
COL Mike Boswell



Supplier Operations: Petroleum
Keith Sylvia



Supplier Operations: Aerospace & Installations
Kevin Ahern



Energy Support Division (USTC)
Col Jared Gude



Facility Sustainment
CAPT Bill Jakubowicz



Quality Technical
Patricia Wilkins



Futures Integration & Posture
Bob Gagnon



Business Process Support
David Friedler



Procurement Process Support
Jake Moser



DLA Counsel: Energy
Lance Hamilton



Americas Commander
COL Alphonso Simmons



Europe & Africa Commander
LTC Leslie Shipp



Middle East Commander
LTC Mario Almada



Indo-Pacific Director
Scott Thomas



Indo-Pacific South-West Commander
CDR Scott McCarthy



Indo-Pacific Japan Commander
Maj Dominic Baker



Command Action Group
Rachel Dunlap



Office of Small Business Programs
Greg Thevenin



Equal Employment Opportunity
Dominica Mills



DLA Finance: Energy
Richard Sninsky



Americas East Commander
LTC Thaddeus Douthitt



Americas West Commander
CDR Anas Maazouzi



Americas North Commander
Lt Col Daniel Mortiz



Indo-Pacific East Commander
CDR Konrad Krupa



Indo-Pacific Korea Commander
LTC Jeremia Van



Indo-Pacific Okinawa Commander
Maj Kevin Knutson



Office of Internal Review
Maria Spicer

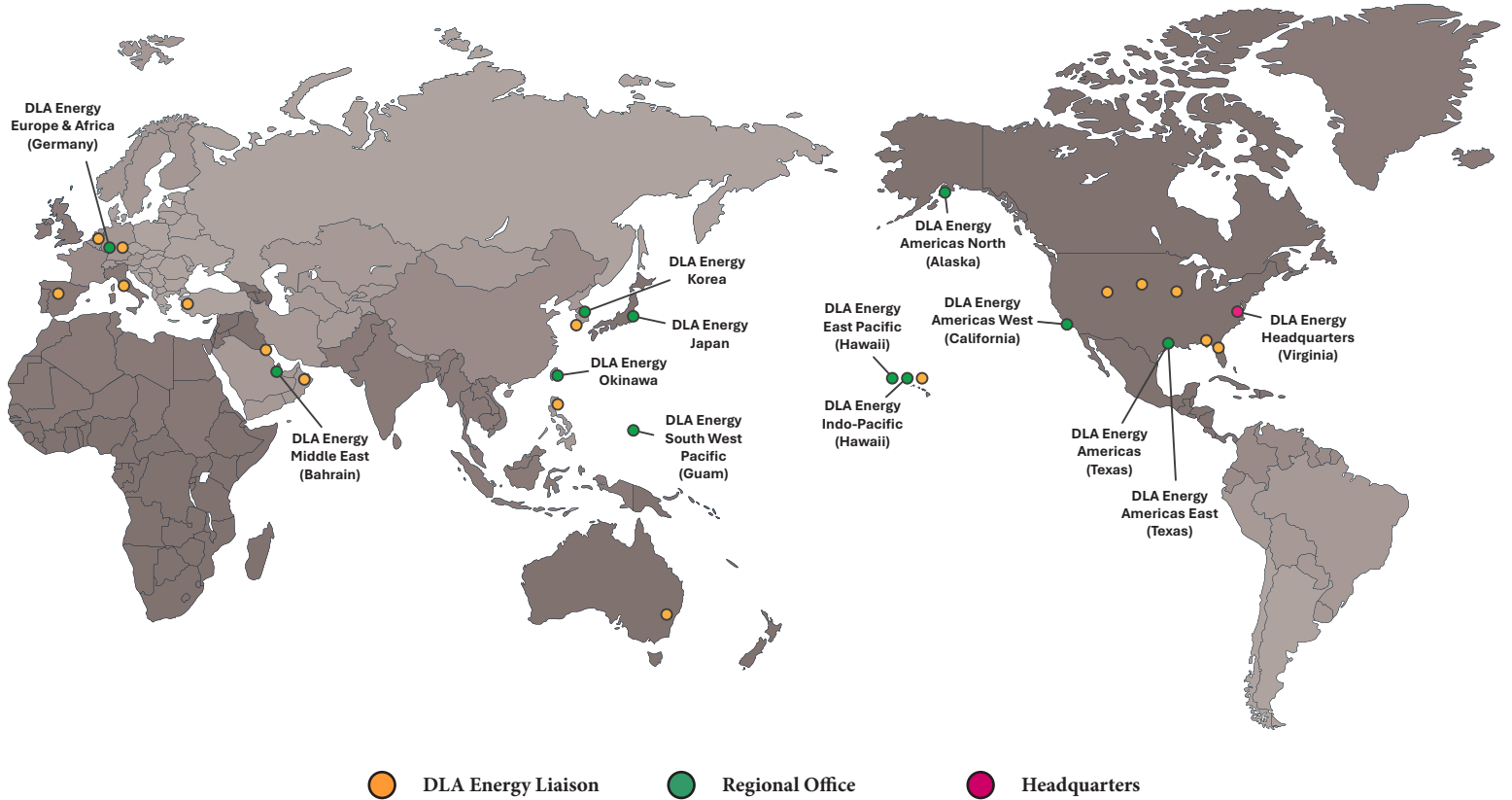


Safety & Occupational Health
Andre Remy



Sexual Assault Response Coordinator
Majeeda Gathers

Worldwide Locations



Organizational Missions and Functions

Customer Operations

CUSTOMER RELATIONSHIP MANAGEMENT DIVISION:

Provides program management for DLA Energy's petroleum support to the Whole of Government and authorized non-DOD customers. The division implements and manages agreements for the sale of energy products to these customers ensuring integration of customer requirements with the most appropriate petroleum supply chain. Agreements have been established with 418 organizations with approximately \$1.1 billion in annual sales. The team works with DLA Finance and customers to collect payment information and resolve payment issues. The division participates in outreach, marketing, and education to supported customers. The division is also the first touch point for non-DOD customers to access DLA Energy's products and services, determines customer eligibility to purchase from DLA Energy, and guides customers through the appropriate process to obtain support.

CUSTOMER SUPPORT DIVISION:

Provides enterprise-level management for DLA Energy customer account teams worldwide. The division is responsible for development and implementation of customer direct policy, procedures, standardization, and oversight to support DOD, federal civilian and other authorized customers. It also provides defense support to civil authorities by partnering with the Federal Emergency Management Agency during disasters.



Organizational Missions and Functions

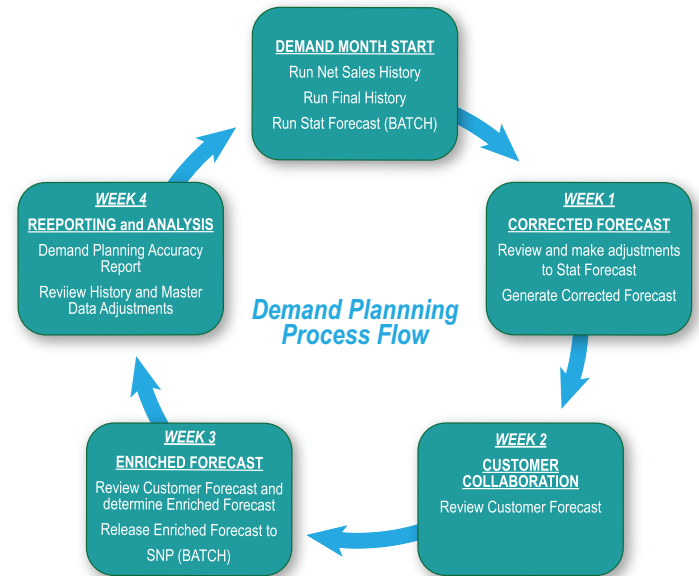
Customer Operations

CUSTOMER ACCOUNT MANAGEMENT DIVISION:

Supports non-DOD customer and approved commercial entities access to DLA products and ensures integration of customer requirements for DLA Energy's Direct Delivery Fuels. The division guides customers through system resolution issues, conducts various customer training/outreach, and manages sales of energy products to its customers. The division provides program execution support of fuel purchase authorization for DLA Energy's petroleum support to authorized non-DOD customers. The division implements and manages these authorization of products for authorized customers to access the appropriate petroleum supply chain.

DEMAND PLANNING DIVISION:

Actively engages with DLA Energy customers and supply planners to meet medium and long-term operational petroleum and aerospace requirements. This is done by managing key master data inputs such as customer collaboration and sales forecasting performed on a planning cycle for all DLA Energy petroleum and aerospace sales to federal civilian agencies, DOD and other authorized customers. Demand forecasts are used to support supply planning, acquisition and finance.



Organizational Missions and Functions

Customer Operations

PLANS AND OPERATIONS DIVISION:

Provides seamless, end-to-end planning and operations support for DOD bulk petroleum and other energy support to the Office of the Secretary of Defense, Department of Homeland Security, Joint Chiefs of Staff, combatant commands, military services' missions, DLA contingency support teams and DOD exercises.

AEROSPACE ENERGY CUSTOMER FACING DIVISION:

Supports DOD, federal civilian and commercial space and launch programs worldwide with liquid propellants, bulk cryogenics, chemicals, compressed and liquefied gases and associated services by aggregating customer requirements, managing customer orders and transportation services, and maintaining specialized real property containers.

RELATIONSHIP MANAGEMENT (G-INVOICING) DIVISION:

The QEC Relationship Management Division provides program management for DLA Energy's global petroleum support to the Department of Defense (DoD), DoD Fourth Estate, and federal customers under the U.S. Treasury's mandated Government Invoicing (G-Invoicing) initiative. G-Invoicing is a sustainable, long-term solution designed to improve the quality and reliability of Intra-Governmental Transactions. It ensures compliance with Federal



The graphic features a dark blue background with a faint circular seal of the Department of Defense. On the left is the DLA Energy logo, which includes an eagle with wings spread, perched on a shield with red and white stripes, and the words 'DEFENSE LOGISTICS AGENCY' around the perimeter. To the right is the Bureau of the Fiscal Service logo, featuring a stylized classical building with columns and a star, with the text 'BUREAU OF THE Fiscal Service U.S. DEPARTMENT OF THE TREASURY'. Below these logos, the text 'G-Invoicing' is written in a large, white, serif font. Underneath that, 'Standardizing Interagency Buying and Selling Processes' is written in a large, white, sans-serif font.

Organizational Missions and Functions

Customer Operations

Intra-Governmental Data Standards while enhancing billing and collection processes. The QEC Relationship Management team works closely with DLA's Center of Excellence (COE) to establish and manage agreements and support system upgrades required for successful G-Invoicing implementation. The team collaborates with DLA Energy Finance and customers to gather payment information and resolve payment-related issues. The Division also focuses on outreach, marketing, and education to assist and empower its customers. As the primary touchpoint for accessing DLA Energy's products and services, the division evaluates customer eligibility, provides guidance through the necessary processes, and ensures a seamless support experience.

CARD PROGRAM OFFICE:

Performs overall program management responsibilities, training and support for DLA Energy's customer purchasing tools used worldwide: Aviation Into-plane Reimbursement Card (AIR Card®), Ships' Bunkers Easy Acquisition Card (SEA Card®), Swipe SEA Card®, Logistics Fuel Card, and DoD Fleet Card. The office works directly with the General Services Administration (GSA) SmartPay® Program Office, GSA Contracting Office, Office of Management and Budget and Inspector General officials to coordinate all government-wide charge card guidance and support to more than 70,000 card holding customers and their Service component program managers.



Organizational Missions and Functions

Supplier Operations: Petroleum

BULK PETROLEUM PRODUCTS DIVISION:

Provides the Military Services, DOD activities and designated federal agencies with worldwide comprehensive Class III Bulk Petroleum acquisition support. The fuels (JAA, JP8, JP5, and F76) are acquired through four major purchase programs: Inland/East/Gulf Coast; Rocky Mountain/West Coast; Atlantic/European/Mediterranean; and Western Pacific. The business unit also procures bulk additives, bulk lubricants, thermally stable aviation turbine fuel and various services.

SUPPLY CHAIN MANAGEMENT DIVISION:

Provides enterprise-level management for both defense fuel support point operations and the DLA Energy-owned bulk petroleum inventory. The division supports the acquisition and logistics of petroleum products worldwide and performs supply chain integration for the Directorate of Supplier Operations. It also conducts analysis of supply activities to identify potential shortfalls and develops recommendations to mitigate or resolve shortfalls. Supply Chain Management has three branches: Inventory Accountability, Inventory Management and Terminal Operations.



Organizational Missions and Functions

Supplier Operations: Petroleum

BULK PETROLEUM SUPPLY CHAIN SERVICES DIVISION:

Provides contract support for the bulk petroleum supply chain, including worldwide acquisition of fuel-related services such as government-owned, contractor-operated defense fuel support points, contractor-owned and operated defense fuel support points, alongside aircraft fuel contracted delivery, lab testing and environmental compliance, assessment and remediation. Bulk Petroleum Supply Chain Services is also the single source for drafting, negotiating, concluding and amending international fuel agreements with foreign governments supporting worldwide DOD operations.

DIRECT DELIVERY FUELS DIVISION:

Provides worldwide acquisition and integrated materiel management of commercial fuels delivered directly to military and federal civilian customers. This includes the procurement of commercial specification aviation fuel at commercial airports, commercial ship propulsion fuels at commercial seaports and commercial ground fuels (diesel, gasoline and “green” products) at posts, camps and stations worldwide. In addition, the business unit supports humanitarian relief efforts, provides contract administration support, and provides fuel card acquisition services.



Organizational Missions and Functions

Supplier Operations: Aerospace & Installations

UTILITY SERVICES

Manages the utility services contracting mission supporting the Utilities Privatization programs of Service partners. It provides specialized pre- and post-award contracting and technical expertise to support the Services' conveyance of government owned utility systems (water, wastewater, electric, natural gas and thermal) to public, private, or municipal entities under the authority of Title 10 U.S.C. §2688. It is also the procurement, program management, and technical liaison with the Office of the Deputy Assistant Secretary of Defense for Environment and Optimization in support of the Services' utilities privatization programs.



Organizational Missions and Functions

Supplier Operations: Aerospace & Installations

INSTALLATION ENERGY DIVISION:

Provides acquisition support for facility energy commodities and services including coal, natural gas, renewable energy, energy savings performance contracts and long-term renewable energy project development. The business unit also serves as coordinator and facilitator for the DOD's participation in electricity demand response programs and is the centralized program manager for DOD's Natural Gas Program.

AEROSPACE ENERGY SUPPLIER DIVISION:

Provides worldwide acquisition, inventory accountability, and supply planning of missile and rocket fuels, propellants for systems to include satellites and aerostats, as well as aviator's breathing oxygen, and other bulk industrial gases. Aerospace Energy provides centralized, cradle-to-grave contracting support through aggregation and award of government contracts for supplies and services that support DOD and FedCiv customers worldwide. Provides inventory accountability and supply planning for products stored by Aerospace Energy supplies and service include, but are not limited to, helium for aerostats, aviator breathing oxygen and liquid nitrogen for various airframe, hydrazine for F16 emergency power units, support to the United States Navy (USN) nuclear-powered attack submarine program, DOD, space launch fuels and oxidizers, and tomahawk and cruise missile fuel.



Organizational Missions and Functions

Facility Sustainment

FACILITY SUSTAINMENT DIRECTORATE:

Responsible for sustaining, restoring and modernizing, and providing environmental support to 75% of DOD's fixed fuels infrastructure at 430 Defense Fuel Support Points across 391 installations worldwide that store DLA Energy-owned petroleum, oil and lubricants.

The \$1.1 billion per year program provides enterprise level Sustainment (maintenance and repair activities to keep facilities in good working order over their expected service lives), Restoration (repairs required to return degraded facilities to good condition) and Modernization (maintenance and repair required to keep facilities functioning beyond their expected service lives or to meet new requirements) at DLA Energy capitalized fuel facilities. The objective of the program is to meet operational and emerging Warfighter requirements. FSD also works in conjunction with the Military Services to ensure fixed fuel infrastructure containing DLA-owned fuel meets DOD standards and environmental regulations. FSD accomplishes this through centrally managed leak detection testing, spill preparedness and response training programs along with compliance and cleanup support. FSD also provides oversight of planning, design and execution of DLA Energy fuels infrastructure Military Construction Projects worldwide through the DOD Construction Agents.



Organizational Missions and Functions

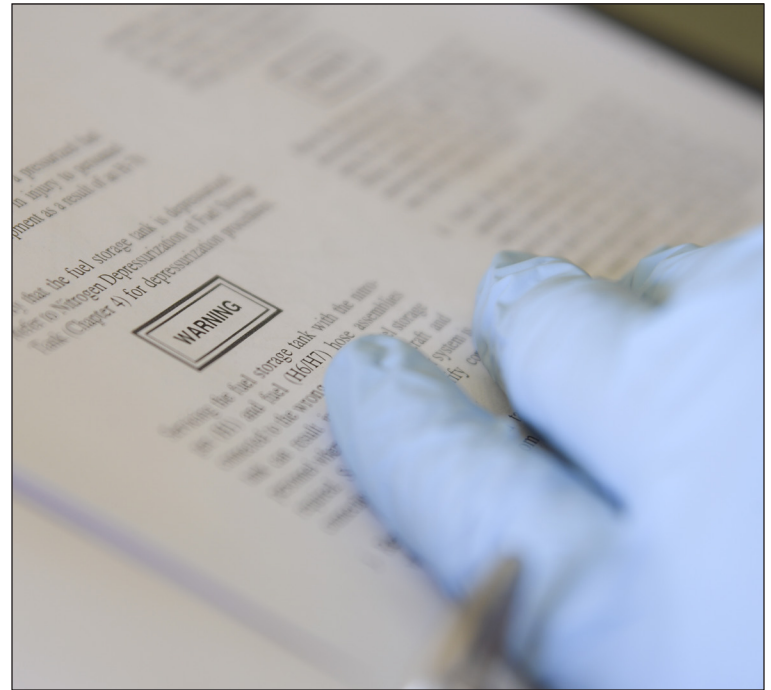
Quality Technical

QUALITY POLICY AND TRAINING DIVISION:

Provides quality policy and training guidance to the contracting, supply, transportation, and facility functions of DLA Energy. The division manages the directorate's audit efforts and DLA Energy and military services quality and technical automation requirements. It manages the Quality Assurance Specialist Trainee program, Commodity Certification Program, J-Course curriculum and serves as DLA Energy expert for the Defense Acquisition Workforce Improvement Act (DAWIA) coordination. The division manages Quality Assurance Provisions for inspection acceptance and Contract Quality Assurance requirements for product and service contracts. It manages the directorate's coordination and governance of policy documents and efforts. The division develops and maintains a training and certification program for all DLA Energy Quality personnel.

QUALITY INNOVATION AND SUSTAINABILITY DIVISION:

Manages the DLA Energy Laboratory system consisting of Government and commercial laboratories. Leads agency efforts on climate change, renewable energy, sustainability and provides technical guidance on upcoming regulations, rulings, and legislation. Acts as DLA Energy Quality Technical program manager for new initiatives, management projects focusing on innovation and agency strategic objectives. Leads R&D, Product Evaluation/Engineering Support project ensuring budget and program milestone execution.



Organizational Missions and Functions

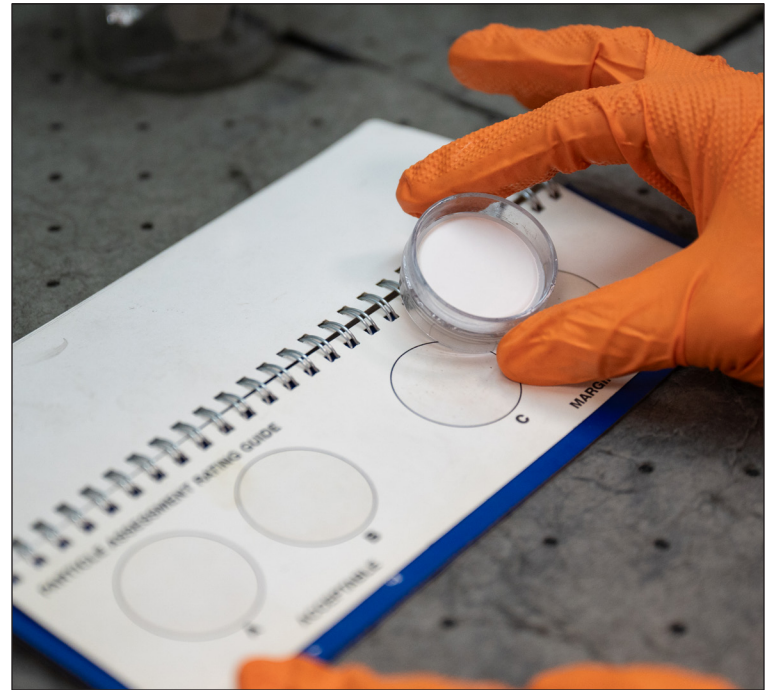
Quality Technical

QUALITY OPERATIONS DIVISION:

Provides integrated supply chain support and solutions for the DLA Energy quality mission. The Division develops policy, programs and procedures for implementing quality assurance (contract and depot) functions and provides support and oversight of the quality assurance areas to business units, regions and service partners. It resolves quality issues related to fuels, lubricants, additives, propellants, cryogenics and coal, and serves as the focal point for DLA Energy-related Customer/Depot Complaints and Quality Notifications. Manages Disposition Requests for DLA-owned product, plus Product Quality Discrepancy Reports in the Product Deficiency & Reporting System for Service-owned product. Supports standardization activity with industry and government agencies.

PRODUCT TECHNOLOGY AND STANDARDIZATION DIVISION:

Provides technical support to DLA Energy for various products and services including standardization, engineering support, acquisition support, logistics data (cataloging), science and technology, environmental compliance and partnering with industry technical experts. The division liaises with industry and government agencies to resolve technical issues related to fuels, lubricants and additives, and manages DLA Energy's research and development program that supports the Class III Bulk Petroleum supply chain.



Organizational Missions and Functions

Business Process Support

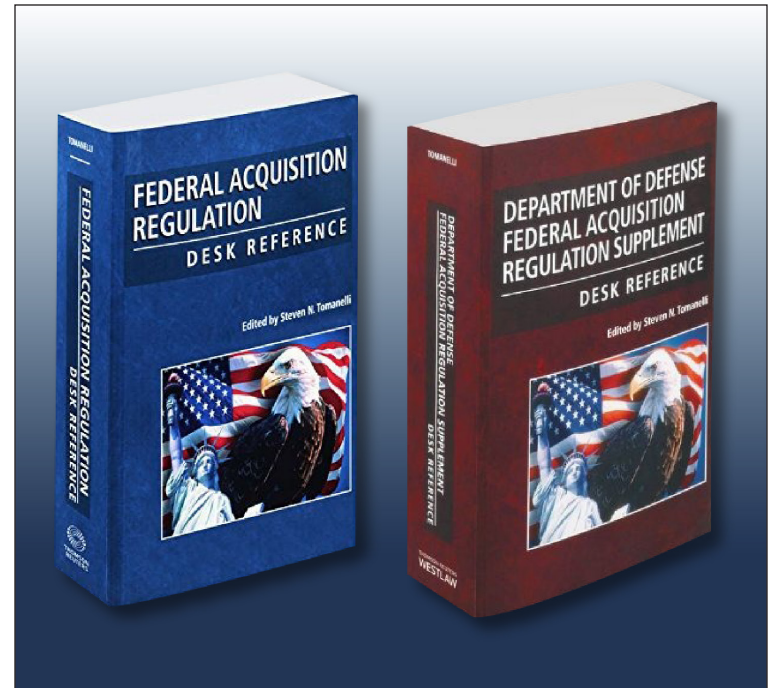
Maximizes the efficiency and effectiveness of DLA Energy's business processes and business cycles, coordinating the alignment of DLA Energy to the Enterprise Process Management tenets, and implementing the Enterprise Business System and Base-Level Support Application systems to execute the supply chain and provide best value support to DLA Energy's customers. The directorate provides policy and procedural support to DLA Energy operational areas including order fulfillment (inventory management/order management); demand and supply planning; technical/quality; human performance; and reports and analysis processes pertaining to DLA Energy's various missions and supply chains.



Organizational Missions and Functions

Procurement Process Support

Advises the Commander, the Head of the Contracting Activity and the acquisition community on procurement-related matters and provides oversight for business units to ensure the quality and integrity of procurement functions. The directorate implements contracting plans, procedures and instructions and disseminates policy; provides program management and execution of the Contract Quality Review, Contracting Officer Representative Appointment, Contracting Officer Warrant, and the Acquisition Workforce Certification programs; supports the acquisition portion of the Agency Management Review; assesses impact and makes recommendations for proposed legislation affecting DLA Energy; leads Acquisition Review Boards and Acquisition Services Review Boards; supports directorates with the Service Requirements approval process internally and submission to the DLA Senior Services Manager; oversees submissions to the federal contracting reporting systems and the Purchase Card and Travel Charge Card Programs; serves as the DLA Energy focal point for procurement processes within the DLA Enterprise Business System (EBS); provides functional support to the vendor direct and supply chain commodities; provides market research and intelligence to the organization; manages auditability, process health and data cleansing efforts for the Procure-to-Pay business cycle; and is responsible for acquisition workforce development and talent management related programs to include the DLA Pathways Program for DLA Energy.



Organizational Missions and Functions

Futures Integration and Posture

Futures Integration and Posture Directorate integrates long-range future requirements and solutions with DLA Energy Directorates and Regions. Provides the DLA Energy Commander a comprehensive and coordinated approach to supporting the Warfighter. Ensures Class IIIB Bulk Petroleum plans, exercises, strategy and posture supports the long-term vision for Global Bulk Fuel Management. Supports the Joint Petroleum Enterprise Governance. Leads the long-term strategic assessment of future changes cross the energy landscape. Ensures DLA Energy provides agile and innovative support to the warfighter. Principal advisor and assistant to the DLA Energy Commander on DLA Energy's financial audit sustainment program to include supporting DLA's annual Statement of Assurance.



Organizational Missions and Functions

DLA Energy Support - United States Transportation Command

Co-located with TRANSCOM at Scott Air Force Base, Illinois, this critical office serves as the primary integrator and synchronizer of DLA Energy's Integrated Materiel Management activities, policies, and strategies with U.S. Transportation Command's Global Bulk Fuel Management mission. Within this structure, the office provides warfighter-focused and globally responsive integration support to TRANSCOM through four key branches:

The Planning Branch rigorously evaluates the current state of bulk fuel planning, rapidly implementing improved analytics and process enhancements to ensure bulk fuel requirements are fully integrated into strategic designs, thereby better informing joint warfighter concepts, capabilities, and resources.

The Posture Branch synchronizes bulk fuel governance through Forces, Footprint, and Agreements, advocating for global MILCON requirements to enhance the Joint Force's ability to set conditions and ensure fuel equities are factored into DoD-wide decision-making during competition and crisis/contingency.

The Operations Branch synchronizes global bulk fuel end-to-end distribution through timely and accurate visibility and risk-informed decision-making by responsible commanders, with a focus on near-peer conflicts in contested environments.

The Capabilities Branch synchronizes global bulk fuel data/IT, experimentation, and capabilities from sources of supply through consumption, to meet joint and partner requirements at the point of time and need.



Organizational Missions and Functions

Support Offices

DLA FINANCE-ENERGY:

Serves as the financial execution monitor and fiscal policy advisor for the DLA Energy mission. DLA Finance Energy is comprised of dedicated financial professionals who are responsible for providing budgeting, accounting, process health, retail management, and financial systems analysis for DLA Energy management.

DLA COUNSEL-ENERGY:

Provides the full range of legal support to the Commander and staff. The Chief Counsel serves as the senior legal advisor to the Commander. The office closely coordinates with personnel to provide legal reviews on acquisitions conducted to support the Warfighter. It works to review and resolve EEO, labor, and employee relations issues and represents the agency before the Armed Services Board of Contract Appeals, the Government Accountability Office, the EEO Commission, and the Merit Systems Protection Board. The office works with the Department of Justice on court litigation involving DLA Energy and serves as DLA Energy's Alternative Dispute Resolution specialist. In addition, the office has several attorneys designated as Ethics Counselors for DLA Energy, and it manages DLA Energy's fraud, waste, and abuse program.



Organizational Missions and Functions

Staff Offices

COMMANDER'S ACTION GROUP:

The Commander's Action Group (CAG) synchronizes and communicates the Commander's vision and intent to support DLA Energy's strategic vision through 6 Primary Core Functions: Strategic Communications, Human Capital Strategy, Integration, Workforce Engagement, Organizational Performance and Governance, and Military and Civilian Administrative Support. The CAG's major deliverables are vital and support the commander by assisting in decision-making and offering insights, analysis, and recommendations on critical issues; by coordinating actions, and ensuring that directives and policies are implemented effectively across the command; by facilitating communication and serving as a conduit between the commander and various departments, units, and external entities; and by problem-solving and addressing and resolving operational challenges promptly. The CAG plays a crucial role in enhancing the commander's ability to lead and manage effectively, ensuring that the command achieves its objectives efficiently.

SAFETY AND OCCUPATIONAL HEALTH OFFICE:

Advises and assist the DLA Energy Commander and its directorates on safety and health programs. The SOH Office assures Energy functions are performed in a manner that safeguards human health and provides a safe and healthful working environment for all employees. It assures the organization complies with applicable laws, regulations, and policies.



Organizational Missions and Functions

Staff Offices

EQUAL EMPLOYMENT OPPORTUNITY PROGRAM:

Advises and assists the Commander in developing, executing, and evaluating the Equal Employment Opportunity (EEO) Program. The office develops, coordinates, and executes specific actions to meet program objectives. It also assists with EEO-specific training for the workforce, such as Prevention of Sexual Harassment, No FEAR Act, and Reasonable Accommodations for Managers and Supervisors.

OFFICE OF INTERNAL REVIEW:

An independent, objective assurance and consulting activity designed to add value and improve operations. It brings a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. It advises and assists the DLA Energy Commander and Deputy Commander in making informed decision to use resources effectively and efficiently by conducting impartial and unbiased internal reviews/evaluations, hotline investigations, internal complaints investigations, and is DLA Energy's focal point for internal and external audits and agency management reviews.



Organizational Missions and Functions

Staff Offices

OFFICE OF SMALL BUSINESS PROGRAMS:

Responsible to the DLA Energy Commander for the management and administration of small business programs. The office assists the DLA Energy contracting workforce in meeting small business contracting goals established by DLA headquarters. DLA Energy's Office of Small Business Programs manages the subcontracting plan review program, ensuring that applicable large businesses comply with DOD mandated efforts to subcontract to small businesses.

SEXUAL ASSAULT PREVENTION AND RESPONSE (SAPR) PROGRAM:

Aims to prevent sexual assault and support victims when an assault is reported. Services are confidential and available 24/7 via the DLA Sexual Assault Prevention and Response (SAPR) hotline at 1-800-841-0937.



Organizational Missions and Functions

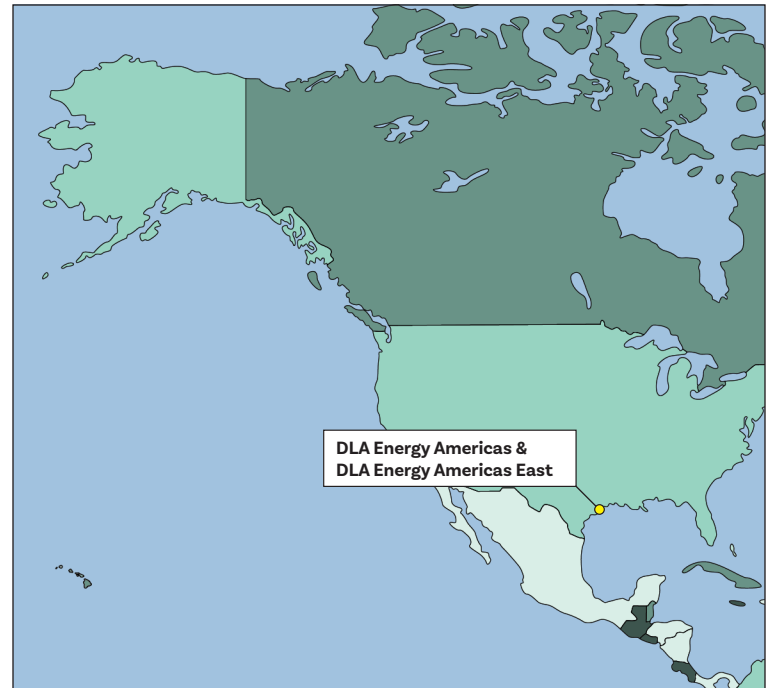
Regional Offices: Americas

AMERICAS:

Located in Houston, Texas, with an area of responsibility that includes the North, Central and South Americas, plus the Caribbean Island states and territories. DLA Energy Americas is divided into three regions: Americas East, Americas West, and Americas North. DLA Energy Americas' primary mission is managing a bulk fuel supply chain supporting Combatant Commands, Homeland Defense, and Whole of Government partners. It supports the Federal Emergency Management Agency providing fuel for first responders and critical infrastructure during natural or man-made disasters within the U.S. for Defense Support of Civil Authorities requirements.

AMERICAS EAST:

Operates out of Houston, Texas, to enable the receipt, quality testing, delivery, and further distribution of 3.5 billion gallons of fuel and customer direct energy products supporting DOD and federal agency customers at "291" locations within 37 states east of the Rocky Mountains, Washington D.C., Mexico, and six countries in Central and South America, and the Caribbean.



Organizational Missions and Functions

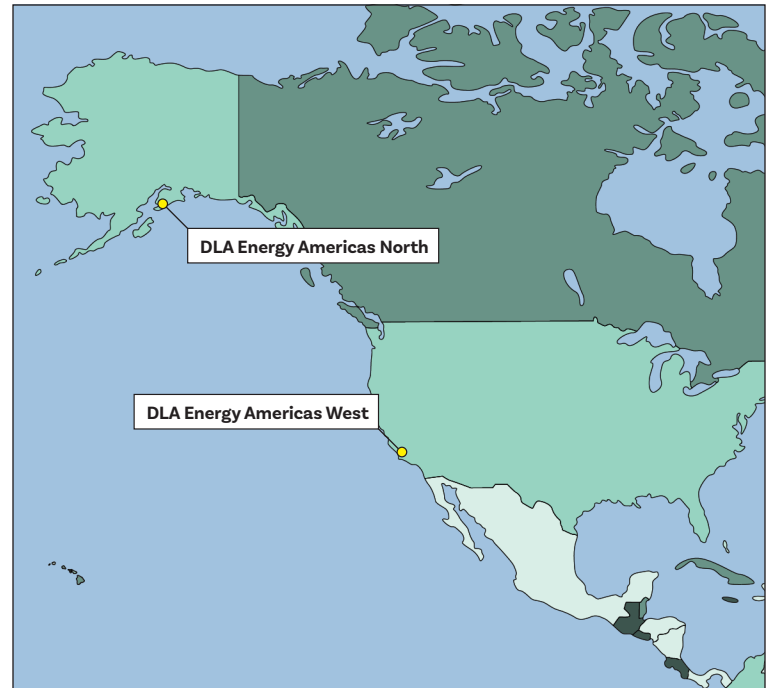
Regional Offices: Americas

AMERICAS WEST:

Operates out of Naval Weapons Station Seal Beach, California, to perform exercise and real-world contingency support, energy logistics and quality functions for the delivery and distribution of 617 million gallons of bulk fuel and customer-direct energy products supporting 114 bases within 11 states in the western region of the U.S.

AMERICAS NORTH:

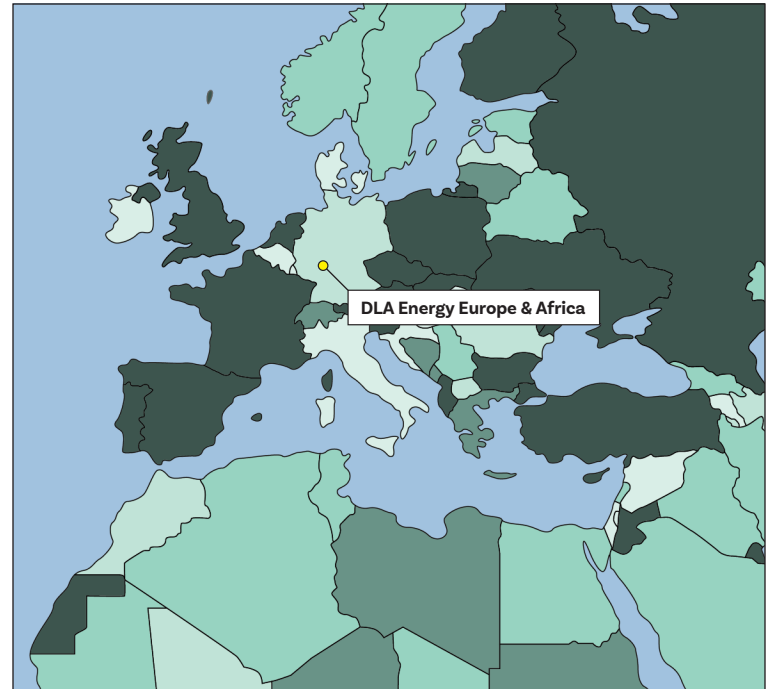
Supports both U.S. Indo-Pacific Command and U.S. Northern Command requirements and serves as primary coordinator for Energy matters in the region. The Anchorage-based team is the customer support agent for 118 Whole of Government locations supplying energy solutions in the far north, spanning a geographic area 2,980 miles wide across the U.S. and Canada.



Organizational Missions and Functions

Regional Offices: Europe and Africa

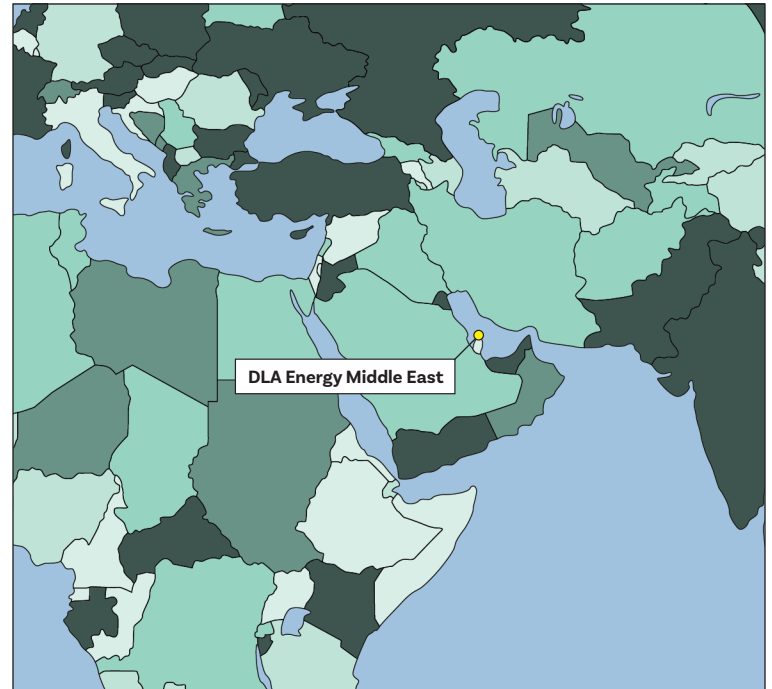
Provides resilient energy solutions to the U.S. European Command and U.S. Africa Command areas of responsibility. Forward-positioned in Kaiserslautern, Germany, the region covers all of Europe and Africa, extending 500 miles off the Atlantic coast of the U.S. to the Pacific coast of Russia, spanning 18 time zones.



Organizational Missions and Functions

Regional Offices: Middle East

Supports U.S. Central Command and other government activities operating in the USCENTCOM area of responsibility. Forward-positioned in Manama, Bahrain, the region encompasses the Middle East and Central Asia. The team focuses on providing wartime effectiveness and peacetime efficiency.



Organizational Missions and Functions

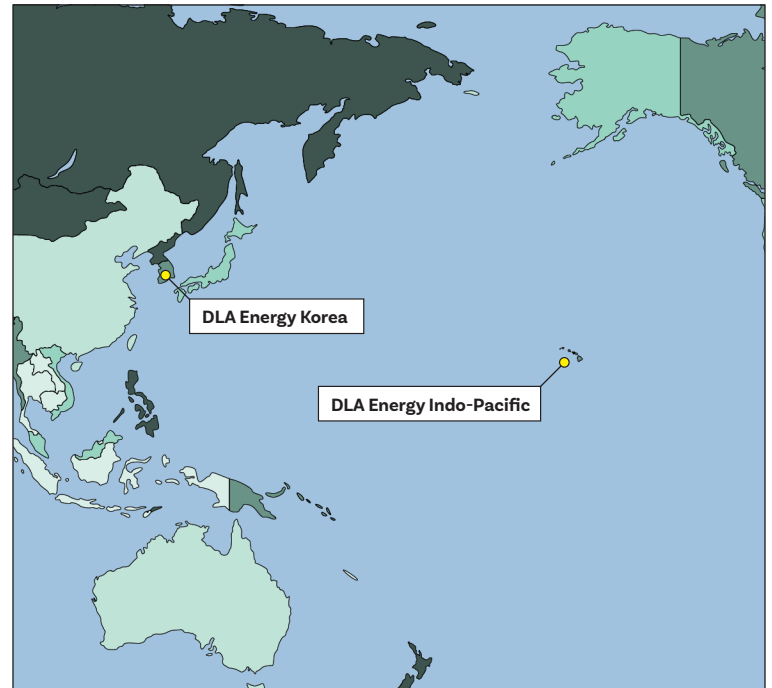
Regional Offices: Indo-Pacific

INDO-PACIFIC:

Ensures unity of effort across the DLA Energy Indo-Pacific regions of Korea, Japan, West, East, and South. Ensures alignment with the goals of DLA Indo-Pacific to sustain the forces of the United States Indo-Pacific Command (USINDOPACOM) with strategic and operational energy logistics. Supports Homeland Defense and Defense Support of Civil Authorities operations for Combatant Commands (CCMDs), Federal and State Agencies, and humanitarian assistance disaster relief for International Allies. Includes supplying timely, on-specification fuels and energy sustainment to DoD and Non-DoD customers within the DLA Indo-Pacific region.

KOREA:

Plays a critical role in supporting U.S. Indo-Pacific Command, U.S. Forces Korea by providing world-class bulk petroleum supply, quality management, procurement, and distribution within the Indo-Pacific Region. Operations cover the Indo-Pacific Area of Responsibility (AOR) during both armistice periods and contingency operations.



Organizational Missions and Functions

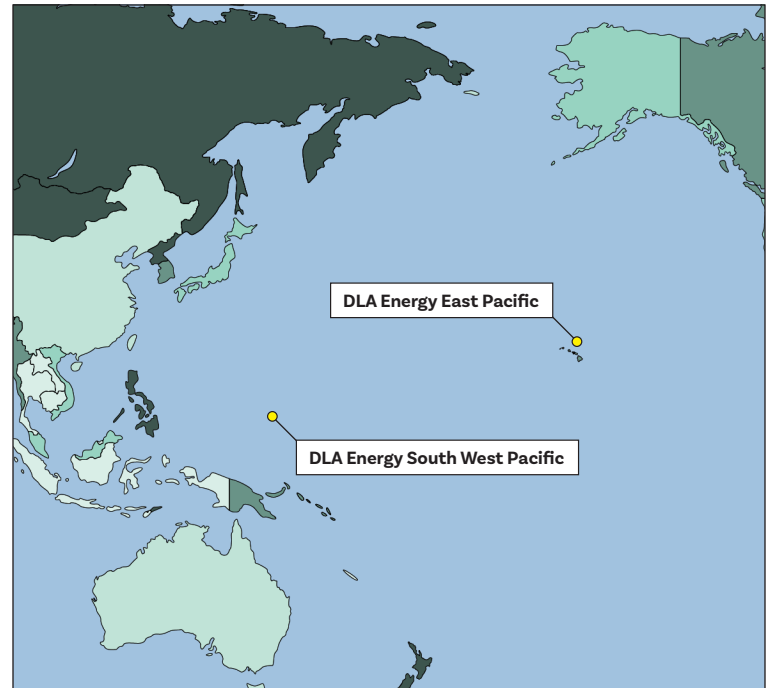
Regional Offices: Indo-Pacific

SOUTH-WEST PACIFIC:

Operates forward-positioned sites in Guam, Singapore, Diego Garcia and the Philippines to support the U.S. Indo-Pacific Command, Pacific Fleet, Pacific Air Force, U.S. Army Pacific, Marine Forces Pacific, Commander Task Force 73, Joint Region Marianas, and other operational units in the South-West Pacific. The region is DLA Energy's largest geographical fuel region, maintaining constant supervision over product inventory, providing theater contingency and exercise support, monitoring product quality, and coordinating unique alternative fuels and renewable energy requirements.

HAWAII-EAST PACIFIC:

Supports the U.S. Indo-Pacific Command, Pacific Fleet, Pacific Air Force, U.S. Army Pacific, Marine Forces Pacific, Special Operations Command Pacific, U.S. Coast Guard, and National Oceanic and Atmospheric Administration. The Pearl Harbor based team executes DLA Energy's integrated materiel management and logistics of bulk petroleum products within the Indo-Pacific's East subregion.



Organizational Missions and Functions

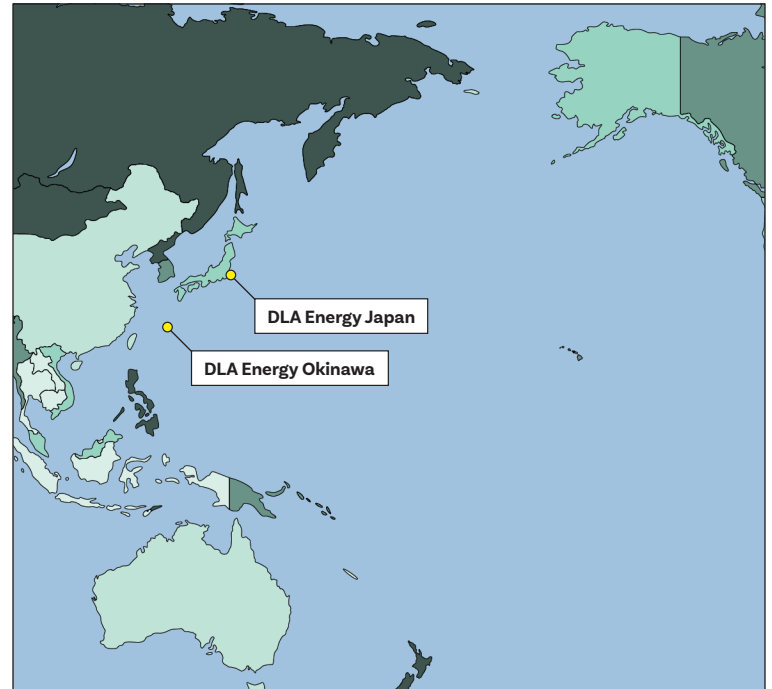
Regional Offices: Indo-Pacific

JAPAN:

Supports U.S. Indo-Pacific Command as well as U.S. Forces Japan providing inventory management, quality surveillance and theater transportation support of fuel.

OKINAWA:

Defense Fuel Support Point Okinawa supports U.S. Indo-Pacific Command with fuel requirements while remaining stewards of the Okinawan environment.



FY24 Facts and Statistics

Financial Results



Photo By: Sgt. Preston Malizia, 2022

Enterprise FY24 Snapshot

Military Fuel	
Inventory	51.5 Million Barrels*
Storage Locations	602
Transactions	5.1 Million
Barrels Sold	78.2 Million
Fuel Card Sales	\$1.4 Billion
Aerospace Energy Sales	\$47.5 Million

Petroleum Net Sales: All Customers		
Fiscal Year	Barrels (millions)	Dollars (billions)
2019	94.2	\$12.1
2020	87.1	\$10.3
2021	87.2	\$8.8
2022	82.6	\$11.7
2023	79.5	\$13.3
2024	78.2	\$12.2

Foreign Military Sales		
FY24 Net Sales	0.3 MMBBLS	\$41.7 Million
Bulk Contract Awards	2.3 MMBBLS	\$183.0 Million

Forward Presence	
Co-Located	3 Service Control Points
9 Geographic Regions	286 Personnel
Personnel On Board	
Civilians	1,135
Military	77

Expanding Energy Solutions	
Natural Gas	\$379 Million
Electricity	\$1,100 Million
Coal	\$164 Million
Renewable Energy	\$825 Million
Energy Savings Performance	\$3,260 Million
Utilities Privatization	\$207 Million

Notes:

- 42 Gallons = 1 Barrel
- * MMBBLS = Million Barrels
- ** Total estimated contract value

DLA Energy Summary

USD in Millions	FY22	FY23	FY24
Energy Expenses ¹	\$11,265.4	\$12,849.9	\$12,976.8
Net Sales ²	\$11,927.0	\$13,574.1	\$12,262.4
Ending Inventory ³	\$6,492.5	\$6,539.2	\$6,297.3

Notes:

- 1 Includes expenses for petroleum, aerospace energy products, Federal Excise Tax, transportation, facilities, DLA operations and headquarters.
- 2 Includes net sales for petroleum and aerospace energy products
- 3 Includes petroleum and aerospace energy inventory and transportation expense

Statement of Financial Conditions

Petroleum and Aerospace Energy

Assets (USD in Millions)	FY22	FY23	FY24
Accounts Receivable	\$653.3	\$908.0	\$793.5
Inventories	\$6492.5	\$6,539.2	\$6,297.3
Fund Balance with Treasury	\$2,345.2	\$2,946.9	\$2,170.0
Other Assets	\$243.9	\$238.8	\$258.5
Total Assets	\$9,735.0	\$10,632.9	\$9,519.3
Liabilities			
Accounts Payable	\$1,054.2	\$1,370.82	\$700.4
Advances from Others	\$0.0	\$0.00	\$0.0
Custodial Liabilities	\$1.5	\$0.00	\$0.0
Other Liabilities	\$26.0	\$26.83	\$21.9
Estimated Clean-Up Cost	\$612.1	\$311.51	\$310.0
Total Liabilities	\$1,693.8	\$1,709.16	\$1,032.3
Net Position			
Accumulated Operating Results	\$8,041.2	\$8,923.8	\$8,486.9
Total Capital	\$8,041.2	\$8,923.8	\$8,486.9
Total Liabilities & Capital	\$9,735.0	\$10,632.94	\$9,519.3

Notes:

- Defense Department Reporting System (DDRS) Journal Vouchers are excluded from the data presented

Statement of Sales

Petroleum and Aerospace Energy

Customer (USD in Millions)	FY22	FY23	FY24
U.S. Army	\$866.2	\$1,022.7	\$885.3
U.S. Navy	\$3,925.1	\$4,499.0	\$4,186.0
U.S. Air Force	\$5,721.5	\$6,547.8	\$5,873.3
U.S. Marine Corps	\$40.4	\$52.2	\$41.5
Other DOD	\$84.7	\$86.1	\$76.6
Total DOD	\$10,637.8	\$12,207.8	\$11,062.7
Other Government Agencies	\$782.6	\$747.1	\$570.2
Subtotal	\$11,420.4	\$12,954.9	\$11,632.9
Foreign Government	\$439.7	\$480.3	\$516.6
State Government	\$0.3	\$0.3	\$0.3
Local Government	\$0.04	\$0.03	\$0.0
Commercial	\$368.7	\$484.1	\$418.3
Morale, Welfare & Recreation	\$7.8	\$6.8	\$6.4
Total Gross Sales	\$12,237.0	\$13,926.5	\$12,574.6
Less:			
Price Reduction of Sales	\$0.0	\$0.0	\$0.0
Material Returns Credits Applied	\$310.0	\$352.4	\$312.2
Allowance for Retail Stock Loss	\$0.0	\$0.0	\$0.0
Total Net Sales	\$11,927.0	\$13,574.1	\$12,262.4

Source: DLA Finance Energy

Net Sales by Category

Petroleum and Aerospace Energy Material

Category	FY22	FY23	FY24
Bulk & Posts, Camps and Stations (Thousands of Barrels):			
AVGAS	5	5	4
Distillates and Diesel	17,856	16,838	17,068
Gasohol	405	385	144
JAA & JA1	30,977	29,650	29,105
JP5	9,797	9,324	9,138
JP8, JPTS	15,878	15,017	14,715
Lube Oils	18	18	17
Motor Gasoline, Leaded & Unleaded	1,211	1,164	1,347
Residuals	(66)*	161	53
Subtotals	76,082	72,562	71,591
Into-Plane	4,015	4,183	4,163
Bunkers	1,147	1,272	1,241
Local Purchase	1,328	1,524	1,157
Total Petroleum	82,571	79,542	78,152
Aerospace Energy (USD in Millions)	\$75.0	\$60.6	\$48.0

Notes:

- * Negative value includes credits from Fuel Oil Reclaimed to Point Loma for DLA Distribution Services, San Diego
- Defense Department Reporting System (DDRS) Journal Vouchers are excluded from the data presented

Product Cost

Petroleum and Aerospace Energy

Category	FY22	FY23	FY24
Bulk & Posts, Camps and Stations (USD in Millions):			
AVGAS	\$1.1	\$1.2	\$0.9
Distillates and Diesel	\$2,257.8	\$2,360.0	\$2,043.5
Gasohol	\$56.4	\$49.4	\$16.2
JAA & JA1	\$5,937.5	\$5,160.8	\$4,724.9
JP5	\$1,408.0	\$1,426.2	\$1,294.4
JP8, JPTS	\$495.4	\$473.2	\$449.5
Lube Oils	\$6.4	\$7.4	\$7.8
Motor Gasoline (Leaded & Unleaded)	\$164.1	\$155.1	\$172.0
Residuals	\$2.2	\$0.4	\$2.5
Subtotal	\$10,328.9	\$9,633.7	\$8,711.7
Into-Plane	\$712.8	\$715.0	\$665.3
Bunkers	\$170.5	\$186.9	\$176.4
Local Purchase	\$655.5	\$449.5	\$324.3
Total Petroleum	\$11,867.7	\$10,985.0	\$9,877.6
Aerospace Energy	\$36.1	\$35.9	\$25.5

Notes:

- Defense Department Reporting System (DDRS) Journal Vouchers are excluded from the data presented

Source: DLA Finance Energy

Purchases by Category

Petroleum

Category	FY22	FY23	FY24
Bulk & Posts, Camps and Stations (Thousands of Barrels):			
AVGAS	5	5	5
Distillates and Diesel	16,447	17,785	16,683
Gasohol	405	386	137
JAA & JA1	44,090	41,212	40,858
JP5	10,325	10,695	10,201
JP8, JPTS	3,294	2,852	2,851
Lube Oils	18	18	17
Motor Gasoline (Leaded & Unleaded)	1,139	1,164	1,352
Residuals	17	3	24
Bulk Subtotals	75,741	74,120	72,126
Into-Plane	3,968	4,219	4,177
Bunkers	1,133	1,296	1,262
Local Purchase	3,239	2,047	1,334
Total Petroleum	84,080	81,681	78,898

Worldwide Bulk Fuel Ending Inventory

Product (Millions)	FY22		FY23		FY24	
	Barrels	Dollars	Barrels	Dollars	Barrels	Dollars
AVGAS	0.001	\$0.304	0.002	\$0.374	0.002	\$0.425
Distillates and Diesel	8.225	\$986.771	8.982	\$1,031.209	8.180	\$862.895
JAA & JA1	19.297	\$2,653.387	19.550	\$2,459.291	19.042	\$2,186.532
JP5	13.118	\$1,635.956	13.151	\$1,793.714	13.470	\$1,844.860
JP8, JPTS	10.602	\$1,166.506	9.923	\$1,203.279	10.588	\$1,346.014
Lube Oils	0.009	\$3.360	0.009	\$3.853	0.010	\$4.429
Motor Gasoline & Gashol (Leaded & Unleaded)	0.142	\$22.838	0.135	\$20.751	0.127	\$17.934
Residuals	0.056	\$3.907	0.044	\$3.459	0.054	\$3.676
Additives	0.012	\$5.043	0.011	\$4.631	0.011	\$4.574
Total On-Hand & In-Transit	51.463	\$6,478.074	51.806	\$6,520.561	51.483	\$6,271.339
Aerospace Energy		\$14.468		\$18.657		\$25.946

Source: DLA Finance Energy

FY24 Facts and Statistics

Contracts and Programs



Photo By: Airman 1st Class Erick Requadt, 2018

Contract Action Data

Product	Total Business Unit Award Dollars	Contract Actions
Bulk Petroleum Products	\$7.5 billion	6,670
Bulk Petroleum Supply Chain Services	\$447.7million	413
Ground Fuels Division	\$13.4 billion	31,967
Mobility Fuels Division	\$1.14 billion	151,370
Installation Energy	\$166.6 million	322
Utility Services	\$3.6 billion	1,223
Aerospace Energy	\$60 million	3,998
Local Support (Europe, Africa, Middle East, Pacific)	\$7 thousand	5
Totals	\$26.3 billion	195,968

Notes:

- All data is pulled from Federal Procurement Data System unless otherwise noted. This data does not include non-working capital funded contract actions of dollars in Installation Energy

Source: DLA Energy Acquisition Support Division

Small Business Program Achievements

Small Business Preference Program	FY22			FY23			FY24		
	Targets	Performance	Dollars (Millions)	Targets	Performance	Dollars (Millions)	Targets	Performance	Dollars (Millions)
Total Small Business Eligible Dollars			\$7,540			\$8,802			\$8,244
Small Business Awards	28.0%	26.07%	\$1,965	27.0%	27.88%	\$2,453	27.0%	33.85%	\$2,790
Small Disadvantaged Business Awards	11.0%	6.37%	\$479.2	8.0%	7.87%	\$692.6	8.0%	10.31%	\$850.5
Woman-Owned Small Business Awards	5.0%	0.82%	\$62.1	5.0%	0.63%	\$55.0	5.0%	0.70%	\$57.6
Hubzone Small Business Awards	3.0%	7.88%	\$594.8	3.0%	8.45%	\$743.5	3.0%	9.27%	\$764.5
Service-Disabled Veteran-Owned Small Business	3.0%	0.87%	\$66.2	3.0%	0.59%	\$52.0	5.0%	2.13%	\$176.0

Notes:

- FY24 data pulled December 2024 and subject to change.
- Final achievements TBD around Feb 2025.

Source: DLA Energy Office of Small Business Programs

Bulk Petroleum Products

DLA Energy Bulk Petroleum Products Division provides contract support for the bulk petroleum supply chain, primarily worldwide commercial and military specification fuel requirements, including JAA, JP8, JP5, and F76. These fuels are acquired through four major purchase programs: Inland/East/Gulf Coast; Rocky Mountain/West Coast; Atlantic/European/Mediterranean; and Western Pacific.

The Bulk Petroleum Products Division is also responsible for the purchase of bulk additives, such as fuel system icing inhibitor, corrosion lubricity additive and lubricity improver additive, bulk lubricants, such as L40, LA6, BLB, LO6 and LTL, thermally stable aviation turbine fuel, and various transportation services to U.S. military customers worldwide.

DLA Energy bulk petroleum solicitations are available on the System for Award Management, or SAM. Go to www.sam.gov and under the "Contract Opportunities" heading select "Search Contract Opportunities" and enter "SPE602" in the Keywords box.

PURCHASE PROGRAMS:

The four major acquisition purchase programs for bulk petroleum and corresponding periods of performance are listed below. Dates may be subject to change.

Atlantic/Europe/Mediterranean	1 Jul – 30 Jun
Inland/East/Gulf Coast	1 Apr – 31 Mar
Rocky Mountain/West Coast	1 Oct – 30 Sep
Western Pacific	1 Jan – 31 Dec

Into-Plane Contracts

DOMESTIC

- 300 Locations
- 300 Contracts
- \$3.5 Billion Contract Value
- 30.1 Million Barrels

OVERSEAS

- 116 Locations supported in 62 countries
- 40 Contracts
- \$1.1 Billion Contract Value
- 7.4 Million Barrels

Notes:

- Active multi-year contract data as of 30 Sep 2024



Ships' Bunker Contracts

DOMESTIC

- 33 Ports
- 13 Contracts
- \$425 Million Contract Value
- 3.6 Million Barrels

OVERSEAS

- 54 Ports supported in 20 countries
- 22 Contracts
- \$488 Million Contract Value
- 3.7 Million Barrels

Notes:

- Active multi-year contract data as of 30 Sep 2024



Posts, Camps and Stations Contracts

DOMESTIC

- 1,571 Activities supported
- 174 Contracts
- \$3.8 Billion Contract Value
- 32.5 Million Barrels

OVERSEAS

- 365 Activities supported in 56 countries
- 83 Contracts
- \$3.4 Billion Contract Value
- 27.4 Million Barrels

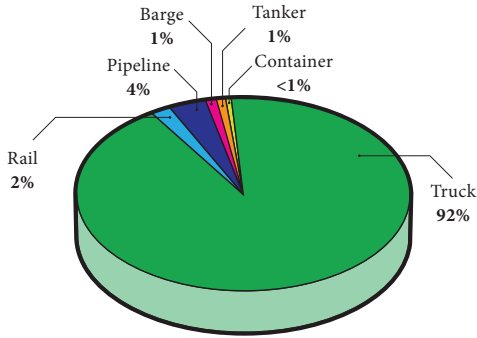
Notes:

- Active multi-year contract data as of 30 Sep 2024

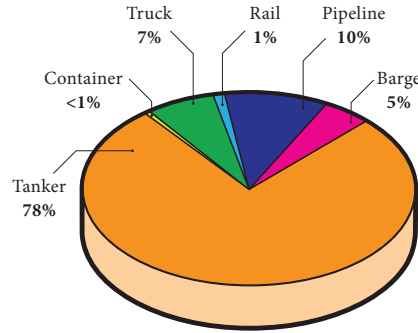


Worldwide Bulk Product Transportation

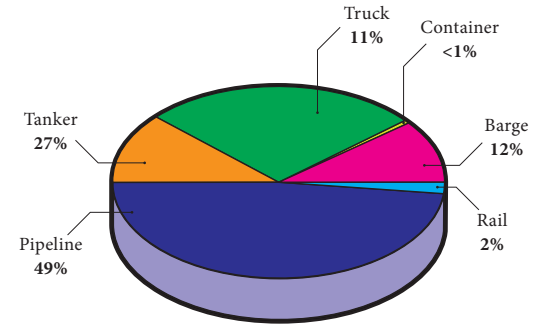
Number of Shipments



Transportation Costs



Barrels Shipped



	FY24	Truck	Rail	Pipeline*	Barge	Tanker	Container	Total
Within the Continental United States (CONUS)	Shipments	49,231	99	1,814	464	102	-	51,710
	Cost (Millions)	55.3	3.1	85.2	38.2	134.0	-	315.8
	Barrels (Millions)	8.8	1.2	32.2	7.5	7.6	-	57.3
Outside the Continental United States (OCONUS)	Shipments	6,645	1,233	481	213	215	69	8,856
	Cost (Millions)	3.2	1.7	-	5.2	541.1	0.8	552.0
	Barrels (Millions)	1.4	0.5	13.8	3.9	17.8	0.01	37.4
Total	Shipments	55,876	1,332	2,295	677	317	69	60,566
	Cost (Millions)	58.5	4.8	85.2	43.4	675.1	0.8	867.8
	Barrels (Millions)	10.2	1.7	46.0	11.4	25.4	0.01	94.7

Notes:

* Costs associated with OCONUS pipeline shipments are funded under an International Agreement and have been excluded to avoid duplicate information.

Transportation Expense

Worldwide Petroleum Fuel (USD in Millions)	FY22	FY23	FY24
AVGAS	\$0.0	\$0.0	\$0.05
Distillates and Diesel	\$122.5	\$139.9	\$162.6
Gasohol	--	--	\$1.5
JAA & JA1	\$328.4	\$324.2	\$446.6
JP5	\$76.9	\$84.1	\$111.6
JP8, JPTS	\$24.5	\$22.4	\$24.0
Lube Oils	\$0.1	\$0.1	\$0.2
Motor Gasoline (Leaded & Unleaded)	\$11.5	\$12.2	\$13.9
Residuals	\$0.1	\$0.0	\$0.0
Total	\$564.2	\$583.1	\$760.5
Worldwide Aerospace Energy	\$2.4	\$3.0	\$1.6

Notes:

- Defense Department Reporting System Journal Vouchers are excluded from the data presented.

Defense-Wide Working Capital Fund Optimization Program Overview

The Defense-Wide Working Capital Fund Optimization Program performs studies that identify optimal storage, operational and infrastructure solutions for an installation. These studies often reduce government-owned infrastructure by incorporating best commercial practices while minimizing a service component's investment in Class III (B) supply chain management.

Conducted 17 studies in FY24 in the following areas:

- Contractor-owned, contractor-operated (COCO)
- Government-owned, contractor operator (GOCO)
- Hybrid (COCO/GOCO)
- Current Operations

FY24 Highlights:

- Reviewed and evaluated 14 approved contract efforts
- Updated DLA Energy Defense-Wide Working Capital Fund Optimization Programming Policy to capture current policy guidelines



Defense Fuel Support Points

Type of Operation	Army	Navy	Air Force	DLA	Total
Government-Owned, Government-Operated	95	45	106	3	249
Government-Owned, Contractor-Operated	15	8	29	130	182
Contractor-Owned, Contractor-Operated	0	0	0	53	53
Commercial Pipeline	0	0	0	35	35
Floating Storage	0	62	0	5	67
Foreign Government	0	0	0	16	16
Total	110	115	135	242	602

Notes:

- All DFSPs contain DLA Energy Capitalized (DWCF) Product.
- Government-Owned, Government-Operated: Facility owned and operated by Military Service
- Government-Owned, Contractor-Operated: Facility owned by Military Service, operated by Contractor
- Contractor-Owned, Contractor-Operated: Facility owned/operated by DLA Energy Contractor
- Commercial Pipeline: Facility/pipeline commercially owned/operated IAW Military Freight Traffic Unified Rules Publication (MFTURP), pipeline tender and/or Tariff
- Floating Storage: Vessel owned, contracted, and/or operated by Navy or Military Sealift Command (MSC)
- Foreign Government: Facility owned by foreign government, operated under a DLA Energy International Agreement/NATO Agreement

Storage and Distribution Services

Types of Storage and Distribution:

Contract Expenditures FY25 – FY31

- **Government-Owned, Government-Operated (GOGO):**
 - ◆ 96 Contracts, \$900 Million
- **Government-Owned, Contractor-Operated (GOCO) (On Military Base):**
 - ◆ 15 Contracts, \$125 Million
- **Contractor-Owned, Contractor-Operated (COCO) (Intermediate):**
 - ◆ 31 Contracts, \$2.14 Billion
- **GOCO/COCO Hybrid:**
 - ◆ 6 Contracts, \$38 Million



Alongside Aircraft Refueling

- 29 Contracts
- \$448.7 Million award amount (Base and Options)
- \$50.8 Million approximate annual value



Notes:

- *Active contract data as of 30 Sep 2024*

*Source: DLA Energy Bulk Petroleum Supply Chain Services
Photo By: Senior Airman Keegan Putman, 2024*

Worldwide Agreement Snapshot

• U.S. NORTHERN COMMAND (2)

Canada
Air Force DBA
Navy FEA

• U.S. CENTRAL COMMAND (3)

Bahrain
FSA – Bulk Product Agreement
United Arab Emirates
Joint FEA
Oman
FSA – Bulk Product Agreement

• U.S. EUROPEAN COMMAND (25)

NATO
FSA – Central European Pipeline System
Belgium
Joint FEA
Germany
Joint FEA
United Kingdom
FSA – Exolum Pipeline System
Air Force FEA
Navy FEA
FSA – Scotland Depots
Poland
Navy FEA
Greece
Air Force FEA
Navy FEA
FSA – Souda Bay Depot

Italy

Navy FEA
Air Force FEA
FSA – Sigonella Pipeline
FSA – NIPS
FSA – Augusta/Gaeta Depot

Spain

Air Force FEA
Navy FEA
FSA – Spanish Pipeline System

Turkiye

Air Force FEA
Navy FEA
FSA – Turkish NATO Pipeline System

Romania

Joint DBA

Lithuania

Joint DBA

Estonia

Joint DBA

• U.S. INDO PACIFIC COMMAND (8)

Australia

Joint FEA

India

Joint DBA

Japan

Joint FEA

Korea

FSA – Kunsan Pier Service Agreement
FSA – South North Pipeline Service Agreement
Joint FEA

New Zealand

Joint DBA

Singapore

FSA – Senoko Fuel Depot

• U.S. SOUTHERN COMMAND (4)

Chile

Navy FEA
Air Force FEA

Honduras

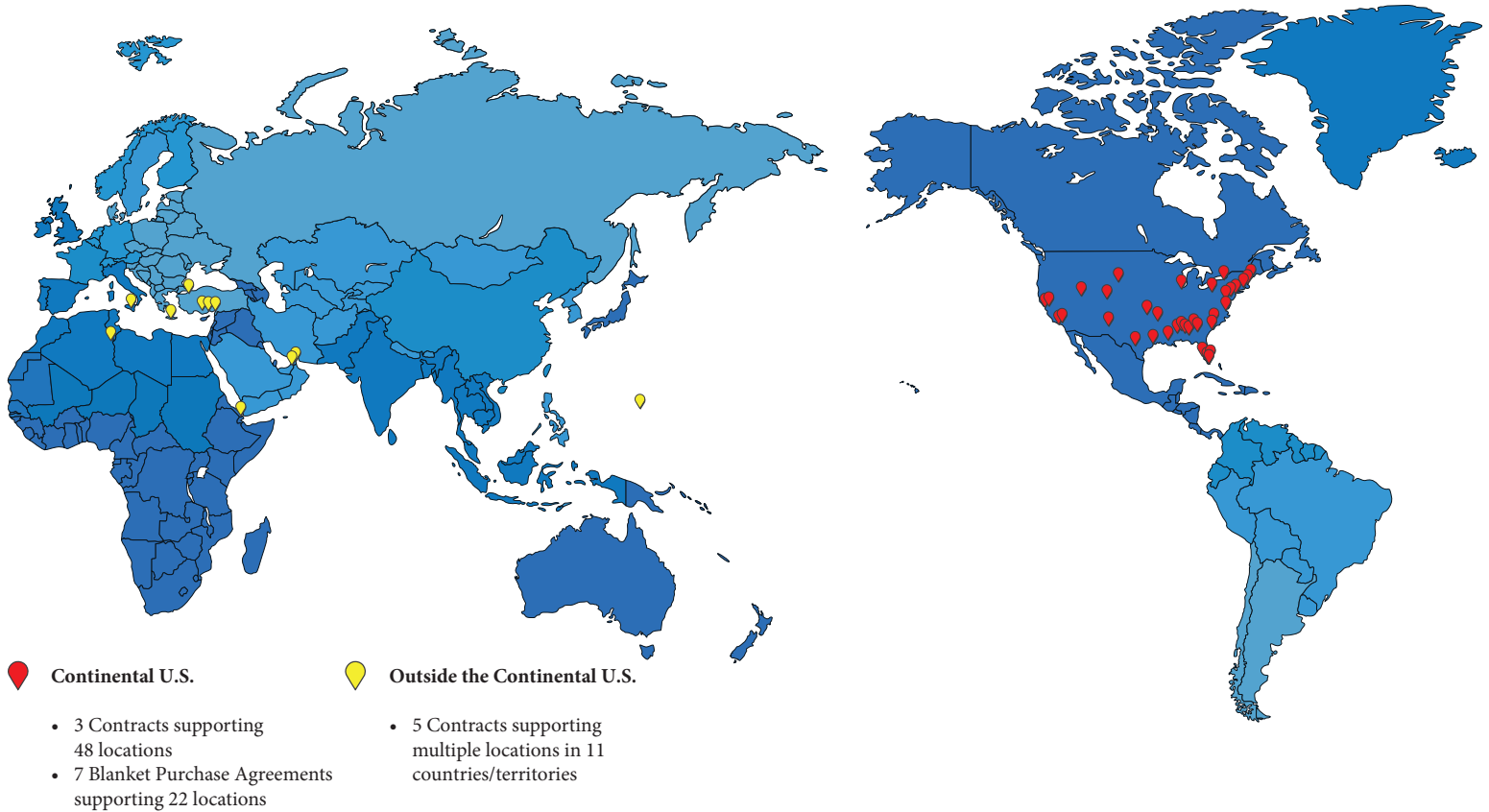
Air Force FEA

Peru

Navy FEA

Agreement Type	Agreements	FY24 Financial
Fuel Support Agreements: Product/Service	14	\$155 Million
Fuel Exchange/Direct Bill Agreements: Sales/Purchases	28	\$478 Million
Stand-Alone ACSA Orders: Sales/Purchases	31	\$148 Million
Total		\$781 Million

Testing Contracts



Source: DLA Energy Bulk Petroleum Supply Chain Services

Environmental Contracts

13 contracts for environmental remediation and restoration services at specific locations (Point Loma, CA; Norwalk, CA; two contracts at San Pedro, CA; Ozol, CA; Eielson Air Force Base, AK; Whittier, AK; Ft. Cavazos, TX; Verona, NY; Tampa, FL; Jacksonville, FL; Charleston, SC; Hunter Army Airfield, GA) executing 72 contractual actions with a total estimated value of \$176.6 million in Fiscal Year 2024.

One contract for environmental compliance services: Spill Prevention and Response Exercise training services in accordance with the Oil Pollution Act of 1990, supporting 83 sites worldwide with a total estimated value of \$4.1 million.



Notes:

- Active contract data as of 30 Sep 2024

Aerospace Energy Contracts

92 National Stock Numbers

- 28 different products
- 3 product classes: liquid propellants, cryogenics and compressed gases

121 Active Contracts

- 95% requirements-type contracts
- Normally multi-year, 3-5 years
- Both free on board origin and destination

About us:

- Cradle-to-grave (pre-award to contract closeout)
- Lowest price technically acceptable and trade off process
- Strategic supplier engagements
- Requirements posted to sam.gov
- Growing supplier base
- Every product supports a DOD major weapon system of DOD space application



Hazardous Material Shipments

Product	Cylinders/Drums	Bulk
Helium	1	15
Hydrazine	53	0
JP10/PF1	2	33
Dinitrogen Tetroxide (N ₂ O ₄)	26	15
RP1 and RP2	0	17
Hydrogen	0	8
Totals	82	87



Source: DLA Energy Aerospace Energy
Photo By: Staff Sgt. Noah J. Tancer, 2022

Energy Savings Performance Contract Program

DLA Energy ESPC Program Summary						
Fiscal Year	Project Investment (Millions)	Guaranteed Cost Savings (Millions)	Contract Price (Millions)	Average Period of Performance (Millions)	Annual Energy Savings (btu x 10 ⁶)	Cumulative Energy Savings (btu x 10 ⁶)
2001-2024	\$1,504.6	\$3,326.8	\$3,260.6	20	3,445,889	73,960,899

DLA Energy has partnered with various energy service companies to complete energy savings projects on behalf of Defense Department installations. The Energy Savings Performance Contract (ESPC) program conducts a comprehensive energy audit and identifies improvements to save energy.

In consultation with DLA Energy and the installation, the ESCO designs and constructs a project that meets the installation's needs and arranges the necessary funding.

The ESCO guarantees that the improvements will generate energy cost savings to pay for the project over the term of the contract (up to 25 years). After the contract ends, all additional cost savings accrue to the installation.

DLA ENERGY ESPC PORTFOLIO:

- **Army:** 99th Regional Support Command, Fort Hamilton, Fort Cavazos, Fort Jackson, Fort Meade, U.S. Army Garrison Sembach
- **Air Force:** Arnold AFB, Cannon AFB, JB Charleston, Eglin AFB, Hurlburt Field, Hill AFB, Kadena AB, Keesler AFB, Kirtland AFB, Kunsan AFB, Langley AFB, JB McGuire Dix Lakehurst, Misawa AB, Moody AFB, Oklahoma City Air Logistics Command, Osan AB, Robins AFB, JB San Antonio, Seymour Johnson AFB, Yokota AB
- **Other DOD:** Defense Intelligence Agency
- **Federal Civilian:** United States Coast Guard Petaluma Training Training Center (TRACEN)

Coal Program

DLA Energy supports two installation in the State of Alaska with sub-bituminous coal; these locations include Fort Wainwright and Eielson Air Force Base.

FY24 Coal Program Summary:

During Fiscal Year 2024, DLA Energy had 410,000 tons of coal, valued at \$36.6 million under contract in support of these customers.



*Source: DLA Energy Installation Energy
Photo By: Airman Isaac Johnson, 2016*

Natural Gas Program

FY24 Program Summary			
Component	Customers per Component	Dekatherms Awarded (millions)	Contract Value* (millions)
Army	52	28.3	\$95.7
Navy/Marines	49	26.8	\$96.5
Air Force	36	20.4	\$67.7
Other DOD	8	1.2	\$4.5
Federal Civilian	69	29.7	\$110.4
Totals	214	106.4	\$374.8

DLA Energy serves as DOD’s centralized procurement agent to competitively acquire direct supply natural gas on an assisted acquisition basis. The program includes over 20 industry suppliers delivering in excess 50 million dekatherms annually to +200 DOD and federal civilian customers. DLA Energy is actively managing ~106 million dekatherms valued at \$374.8 million under multiple-year contracts.

Notes:
 * Represents value at DLA Energy indexed contract rates. Contracts typically have performance periods of 24 months in duration.

Electricity - Demand Response Program

FY24 Program Overview					
Component	No. of Demand Response Installations	States (Current Enrollment)	Kilowatts Enrolled	Savings*	Savings Since Inception (FY2008 - 2023)
Air Force	8	MD, OH, MA, NY, TX	~12,000	~\$550,000	\$5,769,760
Army	4	MD, TX, WI, NY	~7000	~\$100,000	\$4,834,137
Navy/USMC	4**	DC, MD, VA	~45,000	~\$150,000	\$14,371,182
Other DOD	5	VA, DC, MD	~40,000	~\$1,500,000	\$10,059,525
Fed/Civilian	19***	DC, MD, NJ, VA, NY	~74,000	~\$2,000,000	\$17,938,752
Total	40		~178,000	\$4,300,000	\$52,973,365

The Demand Response Program provides incentives to curtail demand and reduce load during peak periods in response to system reliability or market conditions.

Notes:

- * Additional savings from FY24 performance period will continue to be realized during FY25.
- ** Includes 7 separate locations in DC and 2 combined NCR locations.
- *** Represents account holders per installation, may have multiple addresses, (up to 27 accounts per GSA location, 8 Smithsonian locations, 5 VA Medical locations)

Renewable Energy Program

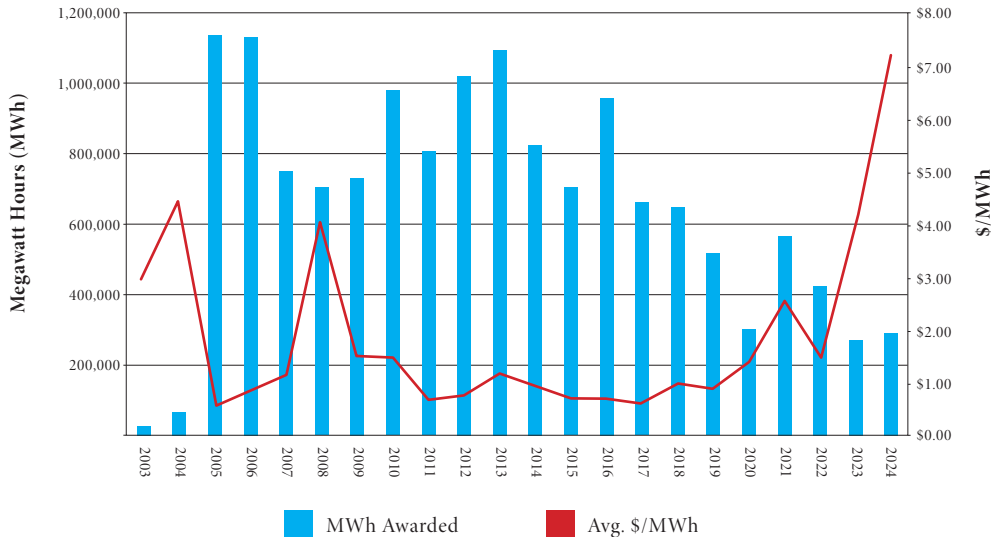
FY24 Renewable Energy Program								
Installation	Service	Renewable Technology	Megawatts (MW)	On-Site/ Off-Site	Est. Annual Delivery (MWh)	Contract Term	Contract Award Date	Est. Dollar Value (Millions)
Vandenberg AFB	Space Force	Solar	28.2	On-Site	53,530	26 Years	Jan 2017	\$96.2
Fort Cavazos	Army	Solar/Wind	65	Both	430,000	29 Years	Jan 2016	\$377.5
Fort Detrick	Army	Solar	14.6	On-Site	24,240	25 Years	Mar 2015	\$61.8
Totals			107.8		507,770			\$535.5

RENEWABLE POWER:

Renewable Power: Any source of energy that is continually available or that can be renewed or replaced. The Energy Policy Act of 2005 defines “renewable energy” as electric energy generated from solar, wind, biomass, landfill gas, ocean (including tidal, wave, current and thermal), geothermal, municipal solid waste or new hydroelectric generation capacity achieved from increased efficiency or additions of new capacity at an existing hydroelectric project.

Renewable Energy Program

Summary of DLA Energy Renewable Energy Certificate Purchases (2003–2024)



Notes:

- For FY24, the Energy Policy Act of 2005 requires that not less than 7.5% of total electricity consumed by the federal government come from renewable energy.
- Fiscal Year 2024: Avg cost per MWh for CFE RECs was \$23 higher than Non-CFE RECs

RENEWABLE ENERGY CERTIFICATES (REC):

A REC is a tradable, non-tangible energy commodity in the United States that represents proof that one megawatt-hour of electricity was generated from an eligible renewable energy (solar, wind, biomass, ocean, geothermal, municipal solid waste or “new” hydroelectric generation) resource.

Source: DLA Energy Installation Energy

Engineering Programs

Fiscal Year	Energy	Non-Energy	Other (Planning & Design/ Unspecified Minor Military Construction)	Total
FY19	\$94,300	\$101,900	\$49,805 / \$17,366	\$263,371
FY20	\$200,900	\$144,800	\$27,000 / \$16,736	\$389,436
FY21	\$232,300	\$18,000	\$0 / \$9,726	\$260,026
FY22	\$105,400	\$0	\$26,000 / \$6,130	\$137,530
FY23	\$129,000	\$0	\$61,702	\$190,702
FY24	\$260,600	\$14,200	\$24,000 / \$4,875	\$303,675

The Engineering Team provides fuel technical support for DLA Energy-funded fuel assets worldwide.

Installation Planning and Review Board (IPRB): A DLA Energy program that prioritizes fuels infrastructure construction projects supporting DOD's Global Energy supply chain.

Operational Technology & Automation Initiative: This program provides increased capabilities in monitoring and control of fuel facilities, while ensuring accountability and accuracy of fuels inventory levels and early identification of potential system fuels leaks.

FY24 Automation Budget Execution: \$98.09 Million

Notes:

- Source of figures as of 12 December, 2024

Utility Services Contracts

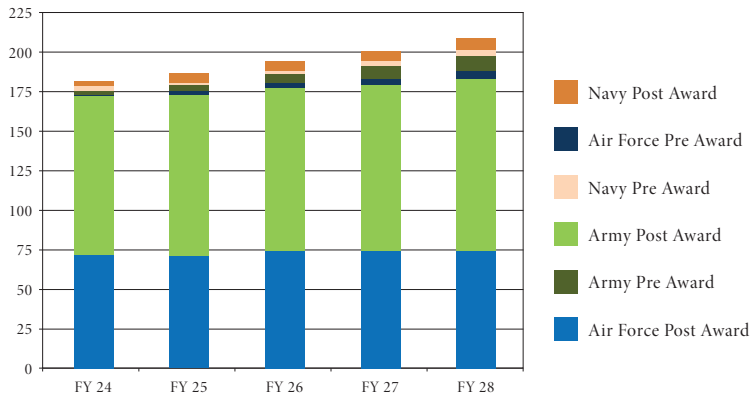
Utility Services Contract Award Summary:

- 77 locations supported, 184 systems
- Types of contracted support: water distribution, wastewater collection, electrical distribution, central heat and power plant, natural gas distribution, water plant, wastewater plant
- \$33.1 billion contract award value through FY24
- Active multi-year contract data as of 30 Sep. 2024

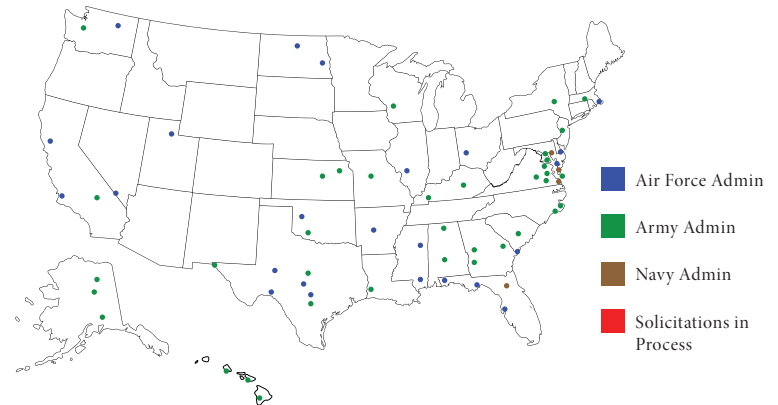
FY24 Services Contract Awards		
Location	System(s)	Total Value
NSF Indian Head, MD	Electric	\$117,004,562
Total		\$117,004,562

FY24 Services Legacy Contract Transfers		
Location	System(s)	Total Value
Fort Sill, OK	Natural Gas	\$22,482,767
Redstone Arsenal, AL	Wastewater	\$4,158,583
NAS Key West, FL	Wastewater	\$17,814,473
Total		\$44,455,823

Workload Projection (Number of Systems)



DLA Energy Utility Services Activity Across the U.S.



Source: DLA Energy Utility Services

Quality Key Functions



QUALITY MANAGEMENT

- End-to-End Quality Management
- Disposition and Customer Complaints



STANDARDIZATION

- Enhance Interoperability
- Lead Standardization Activity for Petroleum Specifications and Standards



PRODUCT TECHNOLOGY

- Technical Engineering Support
- Energy Legislation and Initiatives



POLICY AND TRAINING

- Quality Policy Energy HQ/Regions
- Quality Training and Certification



QUALITY SUPPORT

- Manage Lab Test Program
- NSN Cataloging and Maintenance



RESEARCH AND DEVELOPMENT

- Energy Readiness Program (\$2 Million)
- Research Projects and Studies

DOD Standard Practice Quality Assurance

DOD Standard Practice Quality Assurance for Bulk Fuels, Lubricants, and Related Products (MIL-STD-3004-1)

The MIL-STD-3004-1 standard:

- Develops and assures implementation of DOD Standard Practices in conjunction with the Military Services
- Provides DOD policy, general instructions, and minimum procedures to be used by the Military Services and DLA, worldwide, in performing quality assurance/surveillance of fuels, lubricants and related products purchased by the DOD
- Covers quality assurance where applicable (e.g., direct delivery to customers, destination acceptance, etc.)
- The standard also contains intra-governmental receipt limits for U.S. government-owned fuels
- Details about Packaged Products are included in MIL-STD-3004-2 published by DLA Aviation



Petroleum Quality Information System

- Implemented by the Office of the Secretary of Defense 1989 directive to facilitate the collection and dissemination of standardized fuel quality data.
- Allows for a proactive approach in identifying and monitoring product acquisition quality trends across a wide spectrum.
- Largest publication of fuel quality information worldwide.
- Used by customers, foreign governments, NATO and commercial industry (TWA 800 crash investigation, General Electric engine development, trends, etc.)
- Provides a first look at alternative fuel quality properties.
- The raw data used to create the PQIS report can be queried through a custom query system.
- System allows for tracking of specific fuel properties over any period of time

PQIS includes quality data for:

- Aviation fuel (AN8, JP5, JP8, JA1, F24, JPTS and TS1)
- Marine fuel (F76, MGO and RME180)
- Propellants (JP10 and PF1, RP1 and RP2)
- Lubricants (LTL, LO6, LA6 and CLB)
- Fuel system icing inhibitor (FSII) additive
- Alternative fuels such as hydrotreated renewable fuels (HRF76, HRJ5 and HRJ8), alcohol to jet (ATJ8 and ATJ5), direct sugar to hydrocarbon (DSH76) and hydroprocessed depolymerized cellulosic diesel (HDCD76)

Submit requests for PQIS information to:

DLA Energy Quality Technical Directorate
8725 John J Kingman Road
Fort Belvoir, VA 22060
or pqis@dla.mil



Research and Development Product Support

ENERGY READINESS PROGRAM (ERP)

- Provides research and development (R&D) program management for DLA Energy supported projects.
- Funded primarily through the DLA R&D Office (J68). To learn more, visit: dla.mil/information-operations/research-and-development
- Establishes and implements long-term projects and studies to resolve issues impacting the Class III (B) supply system, and petroleum product/additive specification requirements and allowances.
- Partners with commercial industry, military services and federal agencies.

Current Projects Include:

- Woody Biomass Conversion to Liquid Hydrocarbon fuels.
- Method Comparison for Quantification of Nitrogen Content in Mobility Fuel.
- Arctic Fuel System Supply Point.
- Trace Metals and Their Prevalence, Removal, and Impacts on Thermal Stability.

ALTERNATIVE ENERGY R&D SUPPORT

- Provides expertise for technical and administrative actions for R&D projects and congressional earmarks relating to alternative and mobility fuels and renewable energy products.
 - Participates in the source selection team for all energy-related research and development proposals.
 - Partners with commercial industry, military services, and federal agencies, for example:
 - ◆ Commercial Aviation Alternative Fuels Initiative.
 - ◆ Federal Aviation Administration Aviation Sustainability Center of Excellence.
 - ◆ Lends technical support to the Sustainable Aviation Fuel Grand Challenge.
- To learn more, visit: energy.gov/eere/bioenergy/sustainable-aviation-fuel-grand

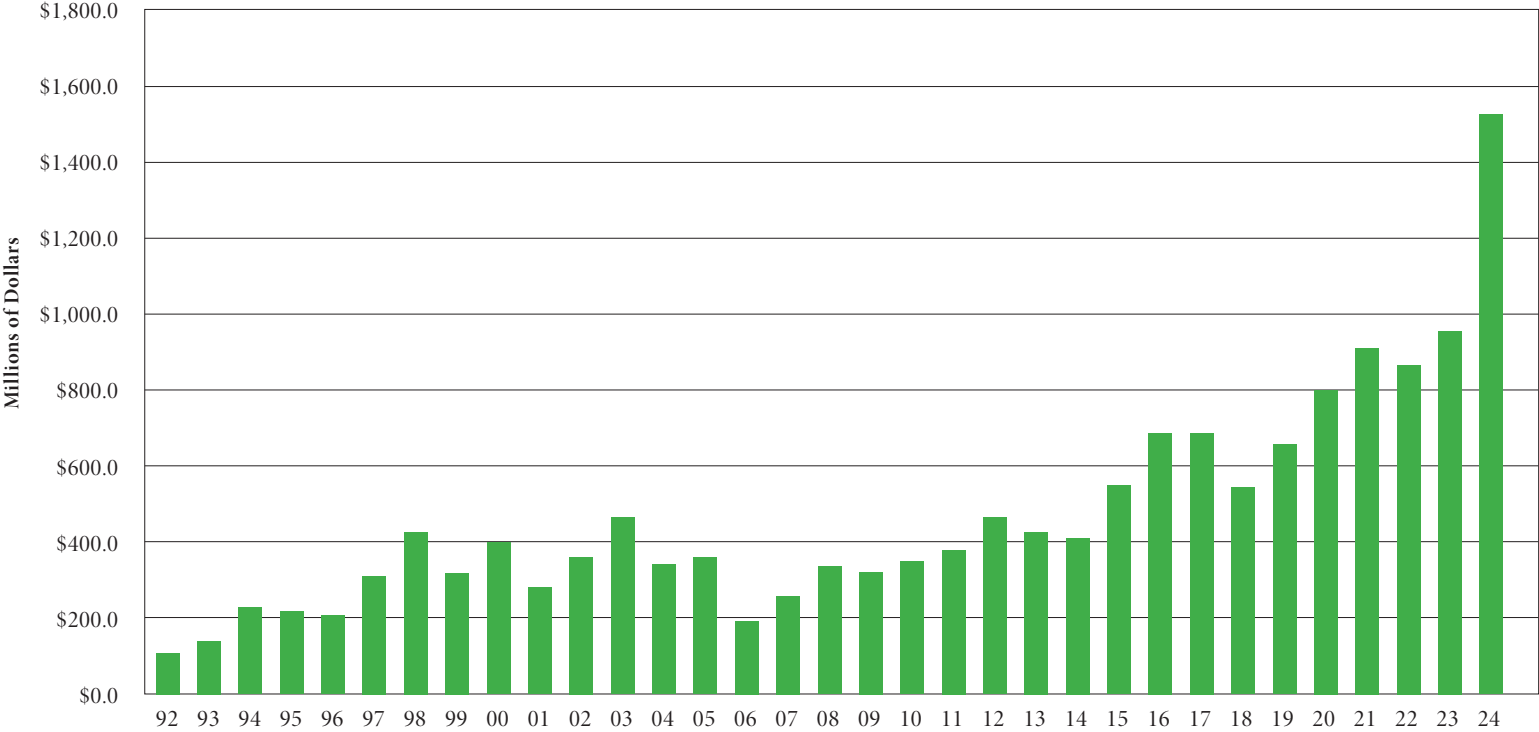
Current Projects Include:

- Woody Biomass Conversion to Liquid Hydrocarbon Fuels.
- Durability and Performance Testing of Fuel Systems in DOD Ground Vehicles and Equipment Using Sustainable Aviation Fuel (SAF).



Sustainment, Restoration and Modernization

Total Invested in Fixed Fuels Infrastructure

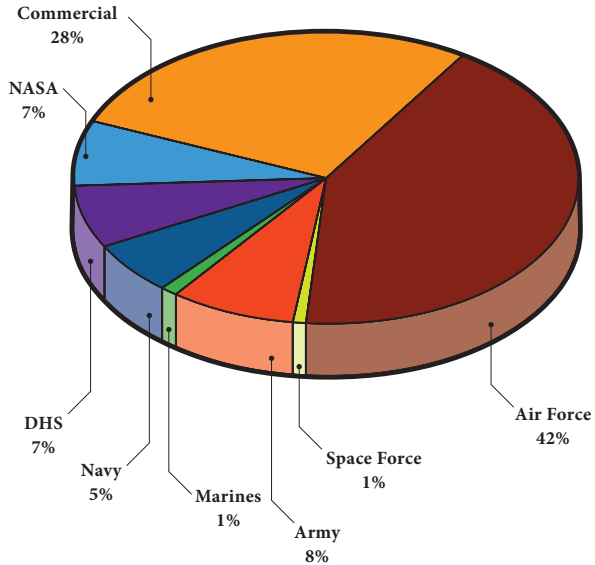


Source: DLA Energy Facility Sustainment

Aerospace Energy Customer Profile

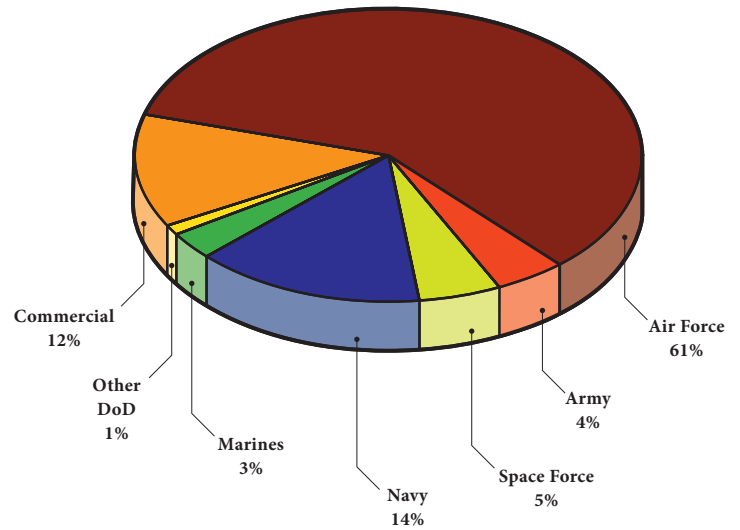
By Total Sales: \$57.8 Million

Not Shown, Less Than 1%: Coast Guard & Other DoD



By Number of Customers: 213

Not Shown, Less Than 1%: Coast Guard & NASA



Source: DLA Energy Aerospace Energy

Aerospace Energy Product Line Overview

- **Compressed Gases**

- > Helium
- > Nitrogen
- > Argon
- > Hydrogen

- **Propellants**

- Hypergolic

- > Hydrazine Fuels
- > Dinitrogen Tetroxide

- Non-Hypergolic

- > Rocket Propellant (Grades 1 and 2)
- > JP10

- Cryogenic

- > Liquid Oxygen
- > Liquid Hydrogen

- **Non-Propellant Cryogenics**

- > Aviator's breathing oxygen
- > Liquid nitrogen
- > Liquid argon
- > Liquid helium
- > Liquid carbon dioxide



Aerospace Programs Supported

- DOD National Security Space Launch missions
- F-16 emergency power unit
- F-15/F-16 air intercept missile, Avenger, Sidewinder
- Cruise missiles – Navy Tomahawk, Harpoon, and USAF ALCM
- Surface to Air Stinger missile
- DOD depot level production operations and maintenance facilities
- Air Force and Army R&D programs
- Army Terminal High Altitude Area Defense (THAAD) missile
- U.S. Navy nuclear-powered attack submarine program
- DOD and Department of Homeland Security Border Patrol Aerostats programs
- DOD missile early warning and secure communication satellites
- Air Force Ground Based Strategic Deterrent Program
- NASA exploratory and science-based satellites
- NASA International Space Station cargo resupply missions
- NASA Space Launch Systems rocket and Orion manned spacecraft missions
- Minuteman III, Sentinel, and Trident missiles programs
- Defense Microelectronics Activity (DMEA) weapon system readiness programs
- Department of Homeland Security Border Patrol Aerostats programs

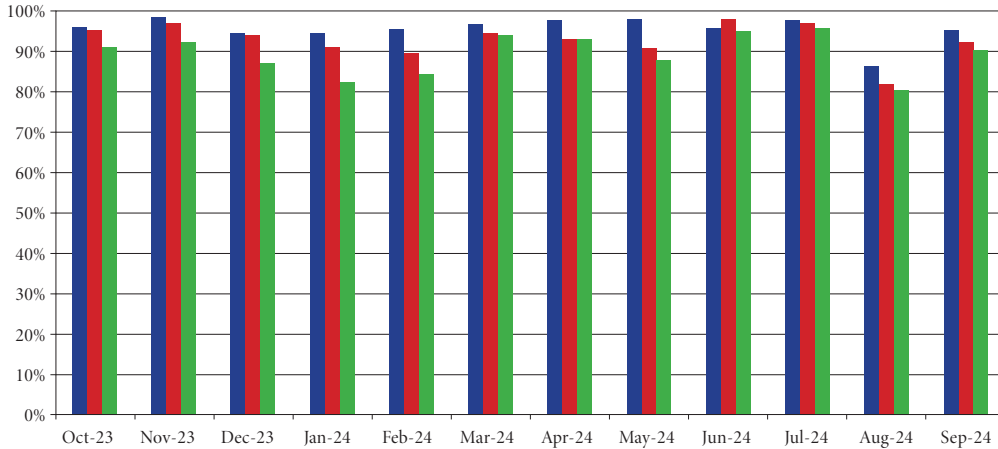


Source: DLA Energy Aerospace Energy
Photo By: Capt. Adan Cazarez, 2019

Demand Planning Support

- Manages customer collaboration for petroleum requirements at both into-stock and customer direct locations
- Maintains demand data for 574 into-stock and 2,999 customer direct locations
- Produces demand plans from historical data, statistical modeling and interactive collaboration
- Coordinates demand plans and customer requirements with supplier operations to plan and perform acquisition actions
- Conducts demand/supply alignment meetings with services/customers and internal DLA Energy stakeholders

DLA Worldwide Demand Plan Accuracy (DPA)



Aggregate DPA for FY24:
LAG 1 = 96.08%, LAG 4 = 93.23%, LAG 12 = 89.75%

- LAG 1: DPA 1 month prior
- LAG 4: DPA 4 months prior
- LAG 12: DPA 12 months prior

Note: DPA Percentage is the accuracy between the forecasted demand and actual sales for either one, four or 12 months prior

Source: DLA Energy Demand Planning

Whole of Government Support

Whole of Government Support: Federal Agencies, DOD 4th Estate		
Number of 7600A Agreements (Level 2)		42
FY24 Initial 7600B/ MIPR/Funding Documents		385
Total of All Federal & 4th Estate Customers	Coast Guard	\$197 Million
	DHS-CBP	\$67 Million
	USDA	\$47 Million
	AAEFES	\$27 Million
Total Sales		\$610.1 Million



Source: DLA Energy Customer Account Management
 Photo By: Petty Officer 2nd Class Steven Strohmaier, 2022

U.S. Government AIR Card®

Established in 1997, the U.S. Government Aviation Into-plane Reimbursement (AIR) Card® Program provides the military services and federal civilian agencies a means to procure aviation fuel, fuel-related supplies and approved ground services worldwide at both DLA Energy contract locations and commercial airports.

Warfighter Benefits:

- Utilized at DOD installations and DLA Energy Intoplan contract locations
- Accepted at more than 2,500 commercial airports

Fiscal Stewardship:

- FY24 AIR Card® fuel purchases rebate is \$978,000
- Customer compliance with Non-Fuel Price Reasonableness Policy
- Strategic Sourcing Report: Identifies contract locations where the AIR Card® customer purchases retail fuel

Notes:

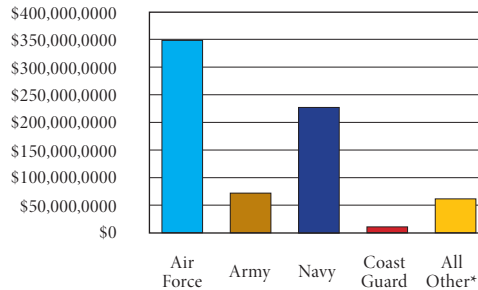
* "Other" pertains to Federal and DOD agencies

FY24 Sales Data:

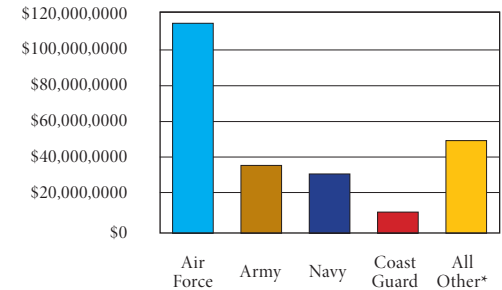
- \$719 million in AIR Card® contract fuel purchases
 - ◆ 174 million gallons
 - ◆ 228,000 transactions

- \$241 million in AIR Card® retail fuel purchases
 - ◆ 50 million gallons
 - ◆ 72,000 transactions

AIR Card® Contract Fuel Purchases



AIR Card® Retail Fuel Purchases



DOD Fleet Card

Established in 2005, the DOD Fleet Card Program uses a fuel charge card to provide the DOD and U.S. Coast Guard a means to procure ground fuel, parts, maintenance and roadside assistance at commercial service stations in CONUS while conducting official government business. The DOD Fleet card is limited to vehicles owned or dry-leased by the DOD.

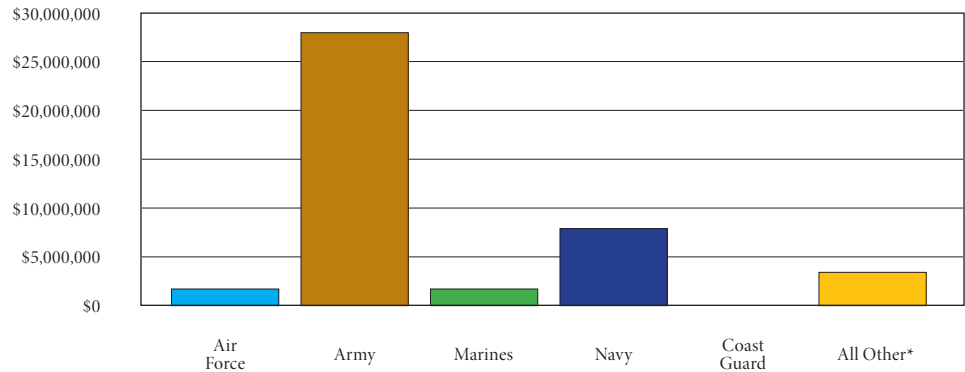
Warfighter Benefits:

- Accepted at more than 200,000 commercial locations
- Provides minor maintenance and roadside assistance support
- FY24 Fleet Card fuel purchases rebate is \$757,000

FY24 Sales Data:

- \$42 million in DOD Fleet Card fuel purchases
 - ◆ 11 million gallons
 - ◆ 420,000 transactions

DOD Fleet Card Fuel Purchases



Notes:

* "Other" pertains to Federal and DOD agencies

Source: DLA Energy Government Fuel Card Program Management

Logistics Fuel Card

Established in 2022, the Logistics Fuel Card Program is a dual platform card solution that provides the DOD and Federal Civilian agencies with a means to procure fuel only worldwide at commercial service stations for storage tanks in support of official government business.

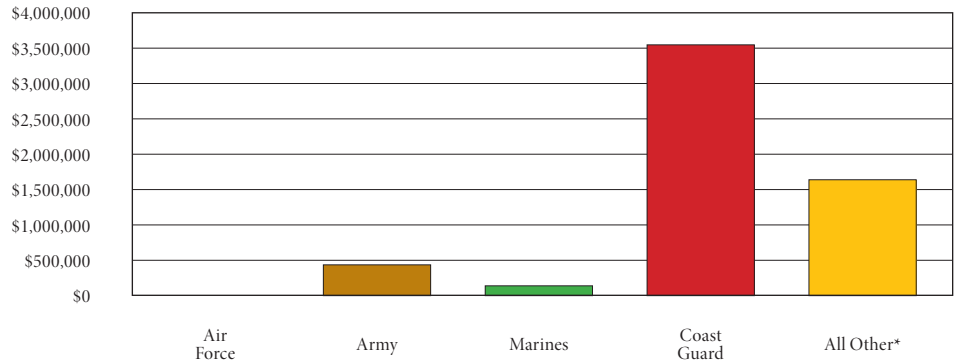
Warfighter Benefits:

- Supports FUEL ONLY customer tank refueling that cannot be not supported by another DLA Energy solution
- Accepted at more than 500,000 commercial locations worldwide
- FY24 Logistics Card fuel purchases rebate is \$35,000

FY24 Sales Data:

- \$5.7 million in Logistics Fuel Card fuel purchases
 - ◆ 1.5 million gallons
 - ◆ 4,700 transactions

Logistics Fuel Card Fuel Purchases



Notes:

* "Other" pertains to Federal and DOD agencies

Source: DLA Energy Government Fuel Card Program Management

DOD SEA Card System®

Established in 2005, the Ships' bunkers Easy Acquisition (SEA) Card® program uses the SEA Card® Order Management System, known as SEA Card® Online, to allow military services, U.S. Coast Guard and authorized federal agency vessels to purchase fuel from commercial ship refueling merchants at ports worldwide.

Warfighter Benefits:

- Internet-based online marine fuel order system
- Electronically connects DLA Energy bunkers merchant to vessel ordering officials
- FY24 DOD SEA Card® fuel purchases rebate is \$580,000

Global Support:

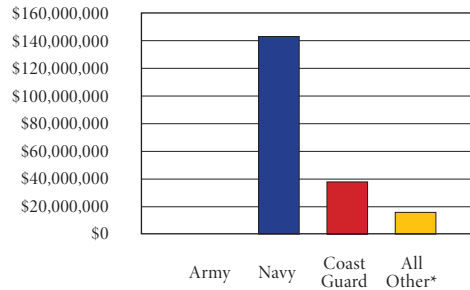
- 24/7 fuel ordering
- Contract support at over 170 bunker contract ports
- Open market support at over 2,000 commercial ports

FY24 Sales Data:

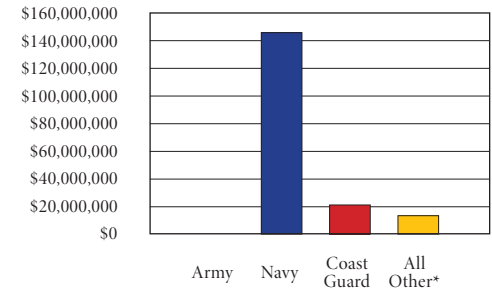
- \$195 million in contract fuel purchases
 - ◆ 52 million gallons
 - ◆ 936 transactions

- \$186 million in contract fuel purchases
 - ◆ 50 million gallons
 - ◆ 656 transactions

DOD SEA Card® Contract Fuel Purchases



DOD SEA Card® Open Market Fuel Purchases



Notes:

* "Other" pertains to Federal and DOD agencies

DOD SWIPE SEA Card®

Established in 2010, the SWIPE SEA Card® program provides the military services and federal agency users with a credit card to purchase fuel up to the simplified acquisition threshold of \$250,000. The card is intended for use at marinas where small boats can “gas and go.”

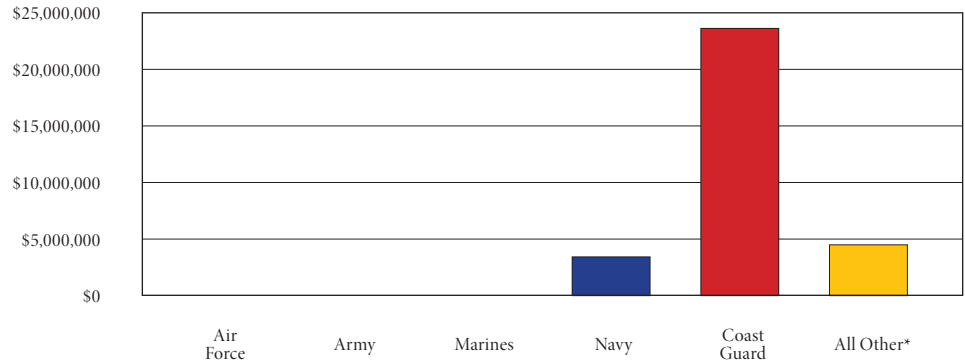
Warfighter Benefits:

- The card is accepted at locations worldwide for fuel only
- FY24 SWIPE SEA Card® fuel purchases rebate is \$171,000

FY24 Sales Data:

- \$32 million in DOD Swipe SEA Card® fuel purchases
 - ◆ 8 million gallons
 - ◆ 22,000 transactions

DOD SWIPE SEA Card® Fuel Purchases



Notes:

* "Other" pertains to Federal and DOD agencies

Source: DLA Energy Government Fuel Card Program Management

Futures Integration and Posture

STRATEGIC INITIATIVES:

- Presented the Joint Petroleum Week 2024 (JPW) at the McNamara Headquarters Complex (HQC) in collaboration with the Joint Staff J4 Joint Petroleum Office and USTRANSCOM Global Bulk Fuel Management Division. The JPW was comprised of 4 events: the Joint Petroleum Seminar, the Joint Petroleum Steering Group Meeting, the Joint Petroleum Working Group Meeting, and the Installation Planning Review Board (IPRB) Meeting. The JPW brought together VIPs and over 300 petroleum subject matter experts from around the world. The fully in-person event facilitated collaboration, knowledge sharing, and training among these experts and leaders during a week-long suite of events. This year's theme was "Petroleum Resilience in a Contested Environment" and featured several presentations and discussions of resilience and human capital. Hosted the American Council on Education (ACE) Credit evaluation team's review of the Joint Petroleum Course 200 (JPC 200) course development and delivery program. The JPC 200 is a DLA Energy-developed course that is designed to provide students with a thorough understanding of Joint Petroleum Doctrine at the tactical, operational, and strategic levels with a strong emphasis on responsibilities, planning, execution, and control of joint petroleum operations. The evaluation resulted in the JPC 200

being officially awarded 3-semester hours in Material Management. This marks a historic achievement as DLA Energy becomes the first organization within the Defense Logistics Agency to earn ACE accreditation, joining approximately 1,600 accredited higher education institutions, associations, organizations, and corporations. In addition, DLA Energy conducted 8 sessions of the course at Ft. Gregg-Adams with 148 attendees.

POLICY & PROCEDURES MANAGEMENT:

- Published administrative changes to DLA Energy policy for Accountability and Custodial Responsibilities for Defense Working Capital Fund (DWCF) Inventory and Government Property. Includes instructions for the DLA Form 2056.
- Published a DLA standard operating procedure implementing policy, assigning responsibilities, and providing procedures for financial management processes of the DLA Energy International Agreement Program Financial Stewardship.
- Published a DLA Energy policy outlining responsibilities for Customer Support and Region Customer Account Specialists handling petroleum and aerospace customer direct requirements.
- Published a DLA Energy policy for the establishment

of approved commercial energy Class IIIB solutions to prepare and administer the DoD Fleet Card, Logistics Fuel Card (LOG Fuel Card), Swipe Ships' Easy Acquisition (SEA) Card®, Ships' Easy Acquisition (SEA) Card®, and the U.S. Government Aviation In-Plane Reimbursement (AIR) Card® Programs for usage at global commercial locations.

- Published a DLA directive type memorandum outlining policy and responsibilities for Defense Fuels Support Point Electronic Point of Sale Fixed and Mobile Device Use.

AGREEMENTS MANAGEMENT:

- In accordance with DoDI 4000.19, "Support Agreements," December 16, 2020, the DLA Energy Support Agreement Team actively managed 491 Support Agreements (Memorandums of Agreement, Memorandums of Understanding, Performance Based Agreements, and United States Treasury General Terms & Conditions (GT&C) FS Form 7600A with an estimated total annual dollar value of \$58.9 billion.
- DLA Energy Support Agreement Team and Supplier Operations Directorate actively staffed two (2) Energy specific Performance Based Agreements with the United States Air Force and Marine Corps.

Futures Integration and Posture

AUDIT & SUSTAINMENT:

- Provided responses to 72 provided-by-client requests from the Independent Public Auditor with a 100% on-time response. Coordinated and executed five Process Walkthroughs held onsite with a virtual option.
- DLA Energy provided 303 documents to the Independent Public Auditor to support the FY24 Financial Statement Audit.
- DLA Energy conducted site visits to 15 DFSPs to assess the implementation of internal control processes.
- DLA Energy Initiated the process of Risk Assessment efforts that resulted in the identification of operational risks related to Fuel Card Program, Fuel Exchange Agreements and Aerospace Inventory.
- DLA Energy established a process to identify the organizations top priorities and initiatives currently in process, or planned, that may require evaluation for reporting of Self-Identified Deficiencies (SIDS) in the internal control environment and related risks.
- DLA Energy reported two Self-Identified Deficiencies under Government Fiscal Year 2024 Statement of Assurance. One was deemed a major deficiency under the Internal Control Over Reporting – Operational (ICOR-O) and reported to the Office Under Secretary of Defense (OUSD) thru the Enterprise Risk Management Program Management Office channel.

CONTINUOUS PROCESS IMPROVEMENT:

DLA Energy continued to grow its CPI program by:

- Facilitating Champion/Sponsor Training to DLA Energy Leaders designed to assist them with identifying opportunities to use CPI and bring focus and speed to projects and initiatives that they need executed within their organizations.
- Developing and conducting a CPI maturity assessment which resulted in the a short and long-term CPI implementation strategy for DLA Energy.
- Completed End-to-End Process map reviews for 5 business processes in support of DLA Energy's Enterprise Risk Management implementation.
- Completed 8 cross-functional projects with DLA Energy.

Acronyms

ACSA	Acquisition and cross-servicing agreement	GOGO	Government-owned, government-operated
AOR	Area of responsibility	HAZMAT	Hazardous Materials
AVGAS	Aviation gasoline	HAZMIN	Hazardous Minimization
CENTCOM	U.S. Central Command	IMM	Integrated Materiel Management
COCOM	Contractor-owned, contractor-operated	INDOPACOM	U.S. Indo-Pacific Command
COCOM	Combatant command	JIATF-S	Joint Interagency Task Force - South
CONUS	Continental United States	JP	Jet petroleum (JP5, JP8, JP10, Jet A1, etc.)
DBA	Direct Bill Agreements	JPTS	Jet Propellant Thermally Stable
DFSP	Defense fuel support point	LNO	Liaison officer
DHS	Department of Homeland Security	MGO	Marine gas oil
DLA	Defense Logistics Agency	MOA	Memorandum of agreement
DOD	Department of Defense	MOGAS	Motor gasoline
Dths	Dekatherms	MOU	Memorandum of understanding
DWWCF	Defense-Wide Working Capital Fund	MSC	Military Sealift Command
EBS	Enterprise Business Systems	MWh	Megawatt hour
ECM	Energy conservation measure	NASA	National Aeronautics and Space Administration
EPS	Energy performance services	NATO	North Atlantic Treaty Organization
ESCO	Energy service company	NAVEUR	U.S. Naval Forces Europe-Africa
EUCOM	U.S. European Command	NAVFAC	Naval Facilities Engineering Command
FEA	Fuel exchange agreement	NDAA	National Defense Authorization Act
FEMA	Federal Emergency Management Agency	NSN	National Stock Number
FMS	Foreign military sales	OCONUS	Outside the Continental United States
FOB	Free on board	OPA-90	Oil Pollution Act of 1990
FSA	Fuel Support Agreement	OPDS	Offshore petroleum discharge system
FY	Fiscal year	OPLAN	Operational plans
GOCO	Government-owned, contractor-operated	OSD	Office of the Secretary of Defense

Acronyms

PC&S	Posts, camps and stations contract
POL	Petroleum, oil and lubricants
POTUS	President of the United States
PP&E	Plant, property and equipment
PQDR	Product quality deficiency report
PQIS	Petroleum Quality Information System
QA	Quality assurance
QAR	Quality assurance representative
QAS	Quality assurance specialist
QS	Quality surveillance
R&D	Research and development
REC	Renewable energy certificate
ROK	Republic of Korea
RP	Rocket propellant
SE	Ships' Bunkers' Easy Acquisition
SOCOM	U.S. Special Operations Command
SOUTHCOM	U.S. Southern Command
SRM	Sustainment, Restoration and Modernization
TRANSCOM	U.S. Transportation Command
USA	U.S. Army
USAF	U.S. Air Force
USAFE	U.S. Air Force Europe
USAR	U.S. Army Reserve
USFK	U.S. Forces Korea
USMC	U.S. Marine Corps
USN	U.S. Navy
