AMERICAN MIDWEST & PLAINS REGIONAL WORKSHOP ON CRITICAL MINERALS SUSTAINABILITY

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MANUFACTURING, RECYCLING & DISTRIBUTION CENTERS WORLDWIDE

143M BATTERIES SOLD IN 2020

$7.6B REVENUE IN FY20 WITH A HISTORY OF GROWTH

16,000 TEAM MEMBERS

SERVING CUSTOMERS IN

150+ COUNTRIES

16 R&D PARTNERSHIPS

6 R&D FACILITIES

GLOBAL HEADQUARTERS

REGIONAL HEADQUARTERS

MILWAUKEE, USA

HANNOVER, GERMANY

MONTERREY, MEXICO

SHANGHAI, CHINA

130+ YEAR TRADITION OF INNOVATION AND GROWTH

THE BROADEST AND MOST EFFICIENT PORTFOLIO OF BATTERIES

BRANDS INCLUDE VARTA®, OPTIMA®, MAC®, DELKOR®, LTH®, AND HELIAR®, AS WELL AS PRIVATE LABEL BATTERIES

1 IN 3 CARS IN THE WORLD IS POWERED BY OUR BATTERIES

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# CLARIOS PRODUCT PORTFOLIO

<table>
<thead>
<tr>
<th>BATTERY TYPE</th>
<th>SLI</th>
<th>EFB</th>
<th>AGM</th>
<th>LOW VOLTAGE LI-ION</th>
<th>LI-ION</th>
</tr>
</thead>
<tbody>
<tr>
<td>VEHICLE TYPE:</td>
<td>CONVENTIONAL</td>
<td>START-STOP</td>
<td>MILD HYBRID 48/12V</td>
<td>PLUG-IN HYBRID (PHEV)</td>
<td>BATTERY ELECTRIC VEHICLE (BEV)</td>
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<tr>
<td>PRIMARY PROPULSION</td>
<td>Internal Combustion Engine (ICE)</td>
<td></td>
<td></td>
<td>ICE+ battery-electric motor</td>
<td>Li-ion battery electric motor</td>
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<tr>
<td>LEAD-ACID BATTERY FUNCTION</td>
<td>Starting, Lighting and Ignition</td>
<td>Supports start-stop and limited higher electrical loads</td>
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<td>Required for safety; supports 12V loads and redundancy for key systems</td>
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USED BATTERIES MAKE NEW BATTERIES
THE BIDEN PLAN TO BUILD A MODERN, SUSTAINABLE INFRASTRUCTURE AND AN EQUITABLE CLEAN ENERGY FUTURE

- **Auto Industry:** Create 1 million new jobs in the American auto industry, domestic auto supply chains, and auto infrastructure, from parts to materials to electric vehicle charging stations, positioning American auto workers and manufacturers to win the 21st century; and invest in U.S. auto workers to ensure their jobs are good jobs with a choice to join a union.

- **Innovation:** Drive dramatic cost reductions in critical clean energy technologies, including battery storage, negative emissions technologies, the next generation of building materials, renewable hydrogen, and advanced nuclear – and rapidly commercialize them, ensuring that those new technologies are made in America.

- **Infrastructure:** Create millions of good, union jobs rebuilding America’s crumbling infrastructure – from roads and bridges to green spaces and water systems to electricity grids and universal broadband – to lay a new foundation for sustainable growth, compete in the global economy, withstand the impacts of climate change, and improve public health, including access to clean air and clean water.

- **Environmental Justice:** Ensure that environmental justice is a key consideration in where, how, and with whom we build – creating good, union, middle-class jobs in communities left behind, righting wrongs in communities that bear the brunt of pollution, and lifting up the best ideas from across our great nation – rural, urban, and tribal.

- **Power Sector:** Move ambitiously to generate clean, American-made electricity to achieve a carbon pollution-free power sector by 2035. This will enable us to meet the existential threat of climate change while creating millions of jobs with a choice to join a union.

https://joebiden.com/clean-energy/
### America Needs a Sustainable Energy Storage Ecosystem

*US manufacturing, deployment, and recycling of energy storage technologies.*

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<th>Supply Chain:</th>
<th>Strategic Innovation:</th>
<th>Scale-Up and Demand:</th>
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<tr>
<td>- China controls 80% of the battery critical raw material refining globally, 77% of cell manufacturing and 60% of component manufacturing worldwide.</td>
<td>- DOD risk assessment for cyber and national security risk associated with batteries (transport, stationary, data center back up, emergency system batteries).</td>
<td>- Earlier efforts to build an energy storage manufacturing base in US failed because they did not accelerate EV or stationary demand.</td>
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<td>- China has spent billions to subsidize certain technologies and secure critical materials supply chain dominance around globe.</td>
<td>- Multi-Chemistry Approach to mitigate reliance on foreign sources, advantage domestic resources.</td>
<td>- Needed are deliberate government measures to accelerate the transition. (Ex. Transition of all USPS and USG fleet vehicles, Government Purchasing Requirements, EV &amp; ES Tax credits, tax support for reprocessing)</td>
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<tr>
<td>- US is 93% dependent on foreign imports for lithium-based technologies.</td>
<td>- Technology Meritocracy - Battery technology should be evaluated across supply-chain risk, human and environmental impacts, domestic manufacturing capacity, and recyclability in addition to performance and cost – for lithium and other battery chemistries.</td>
<td>- Pilot programs for rapid commercialization on technology deployment</td>
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<td>- Alternative battery chemistries could optimize use of domestically available materials.</td>
<td>- Technology should be designed for domestic capacity advantage and sustainability.</td>
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