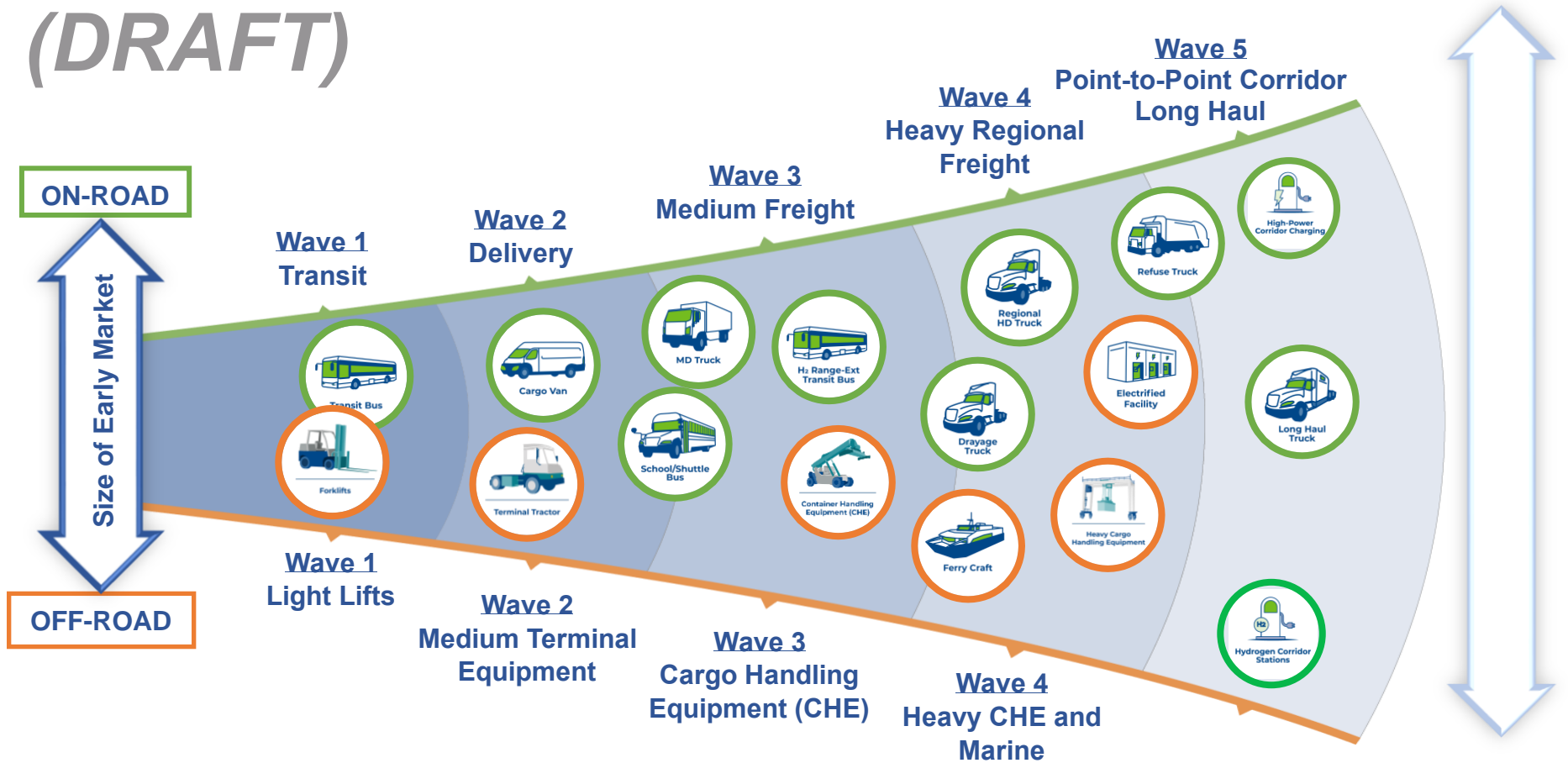


The Beachhead Model: Zero Emissions Pathway

Diverse Vehicles Models, Expanding Supply Chains, A Growing ZEV Market

(DRAFT)



Market Progress Over Time

Similar drivetrain and component sizing can scale to early near applications

Expanded supply chain capabilities and price reductions enable additional applications

Steadily increasing volumes and infrastructure strengthen business case and performance confidence