

The Clean Energy Transition

Ċ	The New Energy Era	Better choices It's working
	Massive Markets	Electrifying everything The rise of clean energy The fall of fossil fuels
	Communications	Solutions vs naysayers Transition benefits Fossil reality check
P	Cultural Shift	The tipping point
\bigcirc	The Goal	Bend the curves

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We've Been Tethered to Fossil Fuels

Abundant lifestyles, at a cost

IN THE PAST

Want clean energy? Lobby congress? Ask your utility? Protest energy companies?



Freedom to Choose

Innovation breaks the chains

IN THE PAST

Want clean energy? Lobby congress? Ask your utility? Protest energy companies?



NOW



We are the first generation with clean energy choices

Consumers have Better Energy Choices The power of the market unleashed



PRODUCT INNOVATION

- ✓ Better performance
- ✓ More convenience
- ✓ More value





MARKET OPPORTUNITY

Over the next two decades we will invest \$200 trillion rebuilding our energy economy (BNEF)

CASE STUDY: ELECTRIC CARS

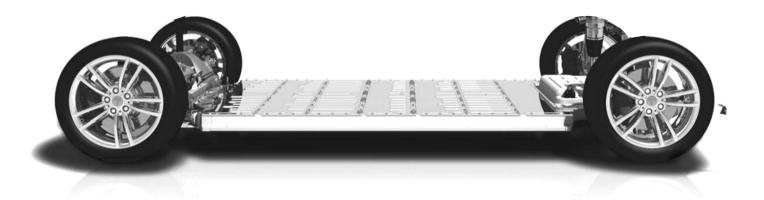




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THE SAFEST CARS AVAILABLE

LOW CENTER OF GRAVITY, CRUMPLE ZONES, NO GAS ENGINE



LOWEST PROBABILITY OF INJURY

TESTED BY NHTSA

RELAX

QUIT YOUR PART-TIME JOB PUMPING GAS



DRIVE ON SUNSHINE

LOCAL ENERGY



Fast Followers

Most major brands are going electric



















RIVIAN



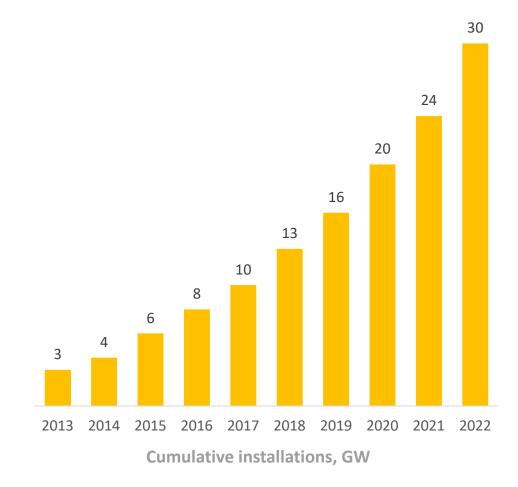
Mercedes-Benz



It's Working

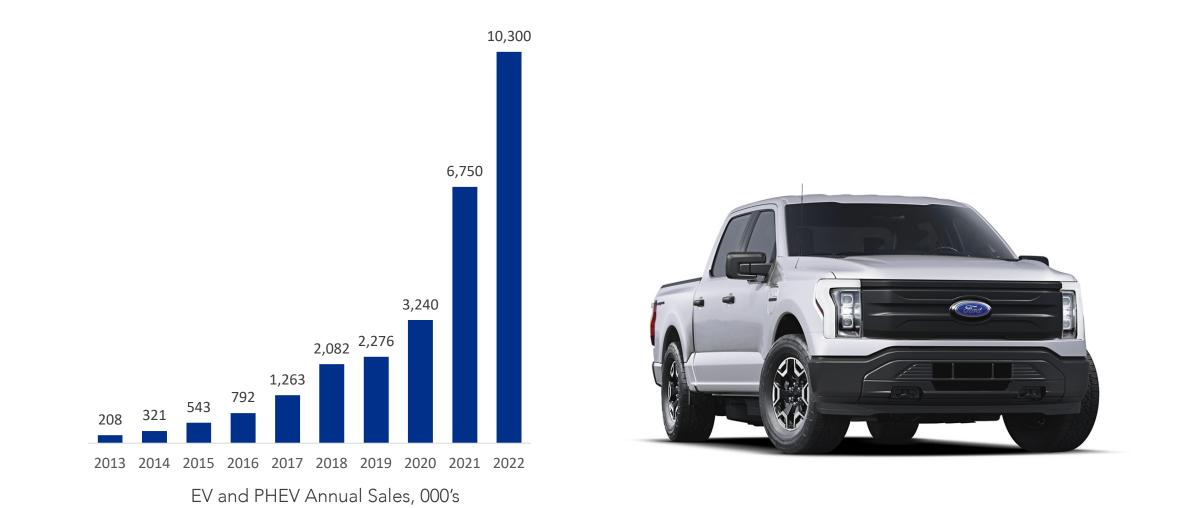
U.S. Residential Solar Capacity

Millions of homes already powered by solar

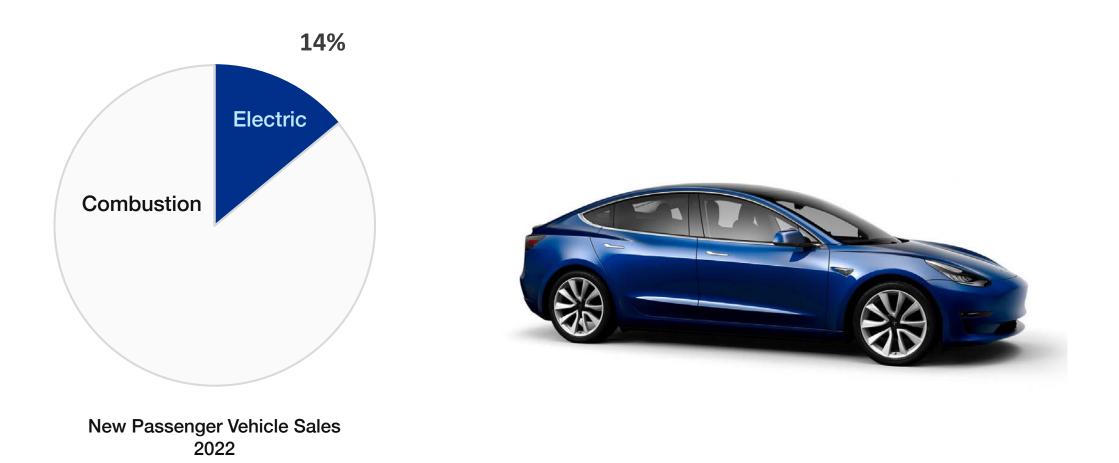




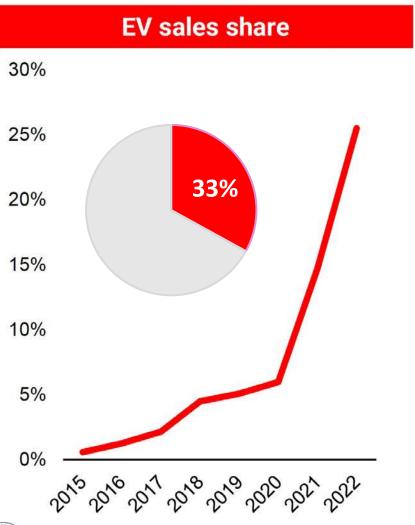
Global Electric Vehicle Sales Going mainstream



Global Electric Vehicles Market share



China World's Largest Market













Sources: RMI, BNEF, BP, IEA, WEB

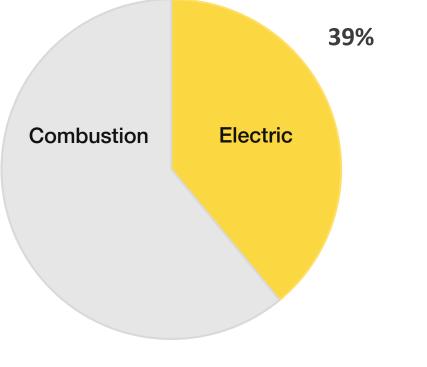
Breaking News! Major milestone

WORLD'S BEST-SELLING CAR - Q1 2023



TESLA MODEL Y

Global Electric Scooters Market share





New Scooter Sales 2022

Global Electric Buses Market share

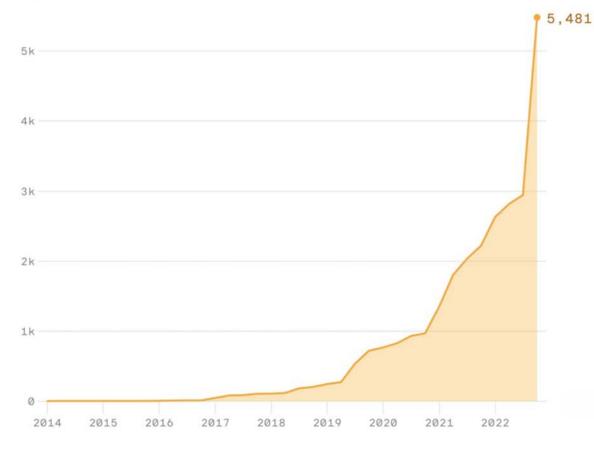


Electric School Buses

Healthier, more economic, community resilience

Cumulative electric school bus commitments, U.S.

Quarterly; Q1 2014 to Q4 2022





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Electrifying Everything

Commerce is the engine of change



IT'S SIMPLE...

- No pull cord MORE RELIABLE

- No fuel mix MORE CONVENIENT

- No pollution CLEANER, BETTER

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MORE RELIABLE - No pull cord

MORE CONVENIENT - No fuel mix

CLEANER, BETTER - No pollution





















Induction cooktop

Heat pump

Heat pump water heater

FULLY-ELECTRIFIED FOSSIL-FREE HOMES



This truck can power your home for up to ten days - or more with solar More self-reliance and resiliency during power outages Vehicle-to-home energy

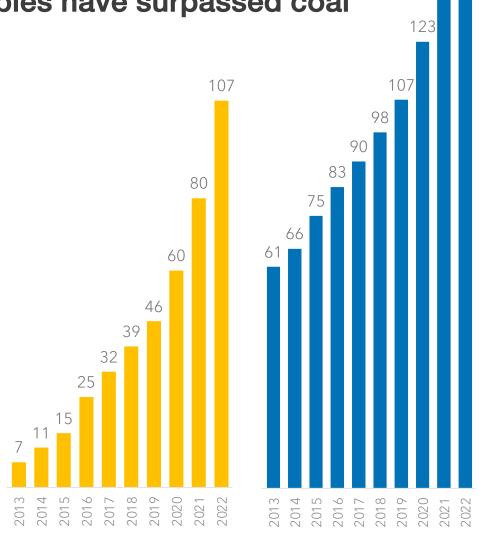
The rise of clean energy

Global trends are obvious



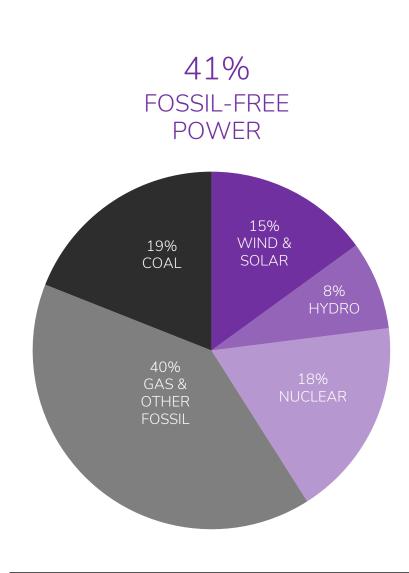
U.S. Power Markets

Renewables have surpassed coal



143

136



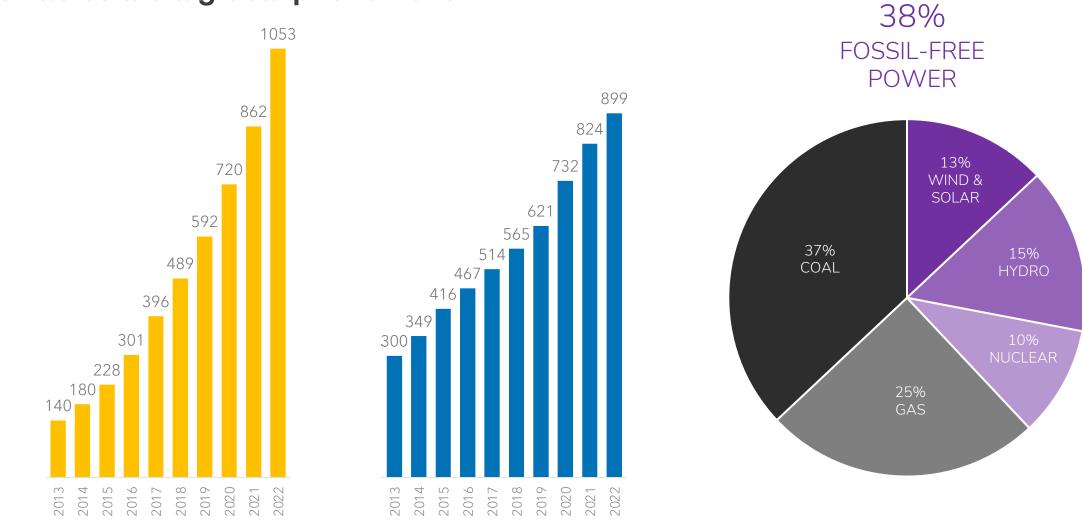
U.S. POWER MIX (KWH SUPPLIED BY ALL SOURCES, 2022)

U.S. SOLAR AND WIND CAPACITY

(CUMULATIVE GIGAWATTS; UTILITY SCALE)

Global Power Markets

Renewables are a global phenomenon



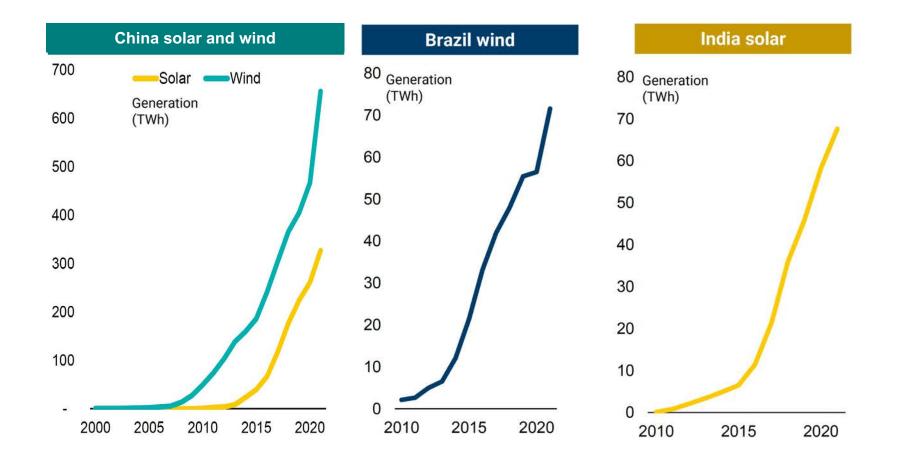
GLOBAL SOLAR AND WIND CAPACITY

(CUMULATIVE GIGAWATTS)

GLOBAL POWER MIX

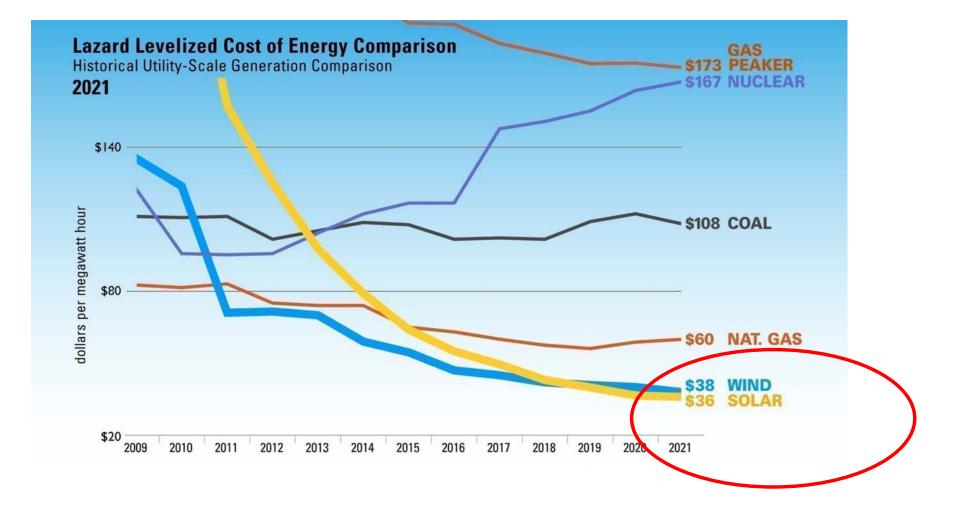
(KWH SUPPLIED BY ALL SOURCES, 2021)

Global Progress Embracing cheap, clean energy





We Have Made Renewables the Lowest Cost Of Energy Stunning advances...fossil fuels can't keep up

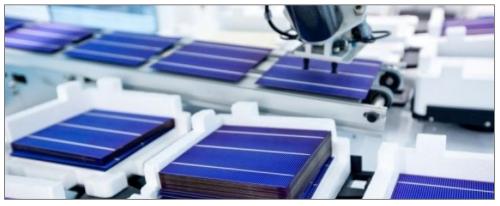




Replacing Fuel with Innovation No mining, drilling, or burning



Mine, drill, transport and burn fuels



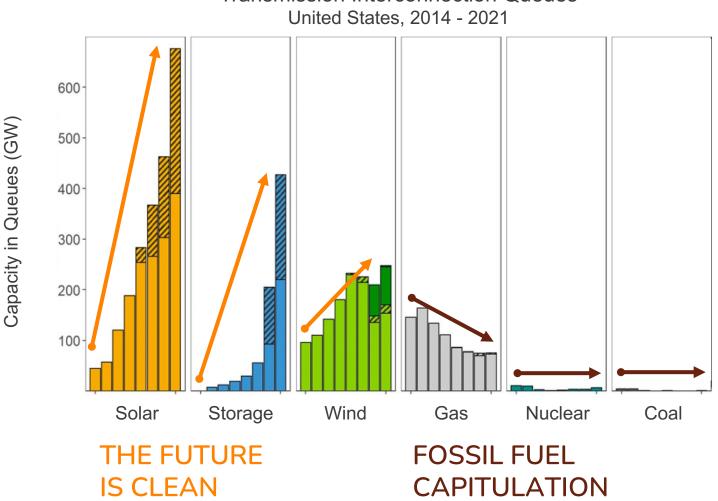
Fuel delivered on-site for free, does not deplete Production is modular, scalable, automated Near-zero pollution or water use

The Stampede to Clean Energy Investment trends are obvious

This graph shows U.S. interconnection applications for prospective new power plants. All new power plants must go through the application process.

The data shows where the industry is spending risk capital; it is a leading indicator of future capacity additions and the overall market sentiment.

Completing the process is a multi-year effort that can cost millions, so only serious projects apply. Often the study results show no grid capacity, or that connecting will be uneconomic, many drop out prior to completion.

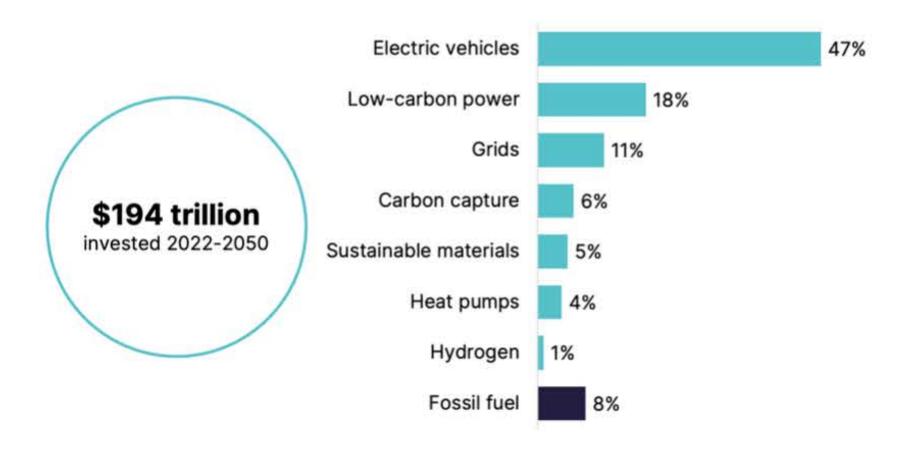


Transmission Interconnection Queues

/ hybrid standalone

Massive Investments Ahead, for Decades

Commerce is the engine of change



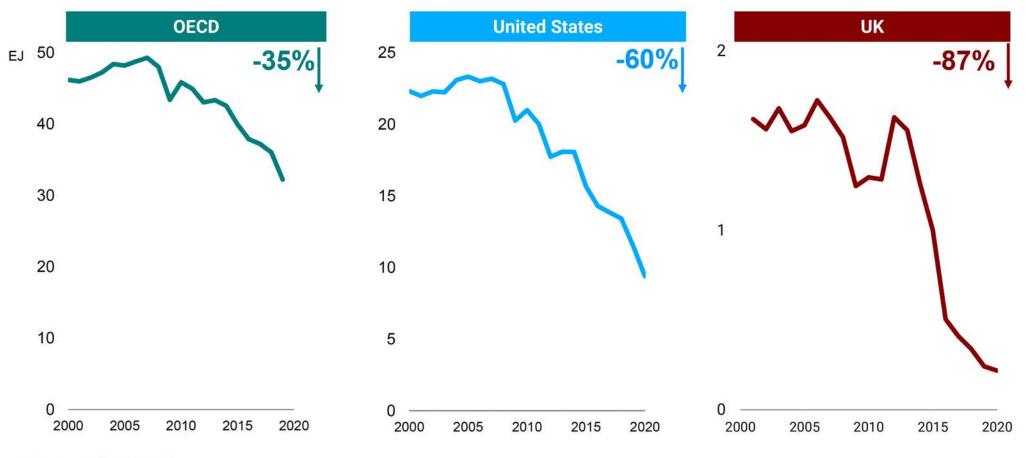




The fall of fossil fuels

Negative trends abound

Demand for Coal Sharp declines

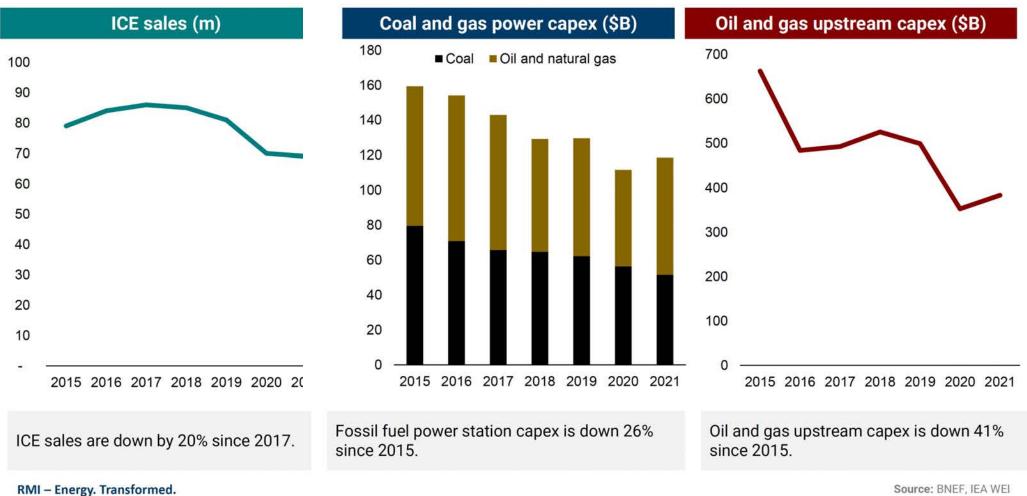




Source: IEA WEB

Investments Stagnating

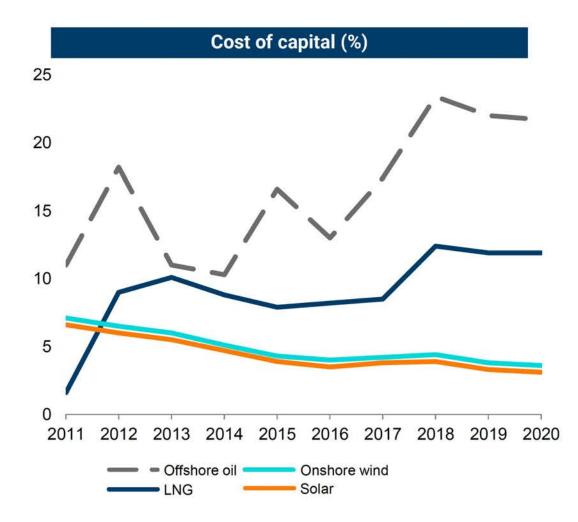
Risk adjusted returns increasingly unattractive





Cost of Capital

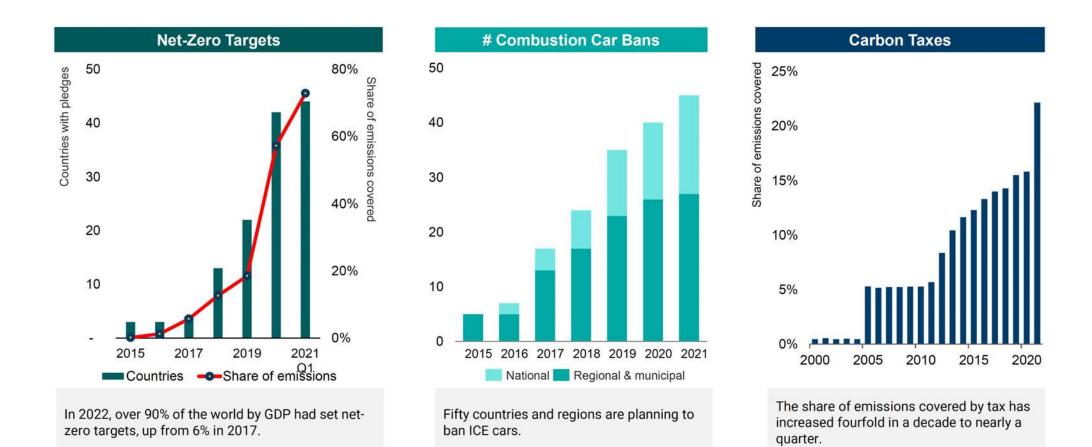
Pricing expected risks and returns





Meaningful Policy Shifts

U.S. momentum is building with passage of recent IRA and Infrastructure bills





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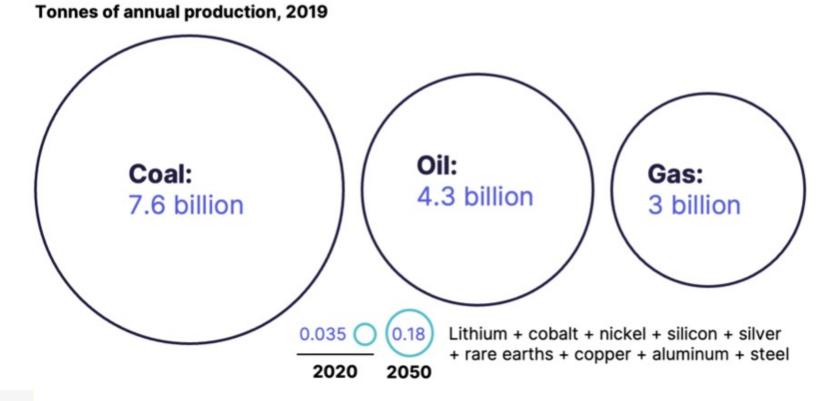
We Have Everything We Need to Transition To Clean Energy Even "difficult" sectors have well-funded solutions scaling up



The Energy Transition Will Require Less Minerals and Mining Fossil fuels extract far more materials than clean energy

15B tons of hydrocarbons are extracted a year

Extraction of energy transition metals is (and will be) minuscule compared to coal, oil, and gas



Transition Benefits So much upside

We'll Save Water

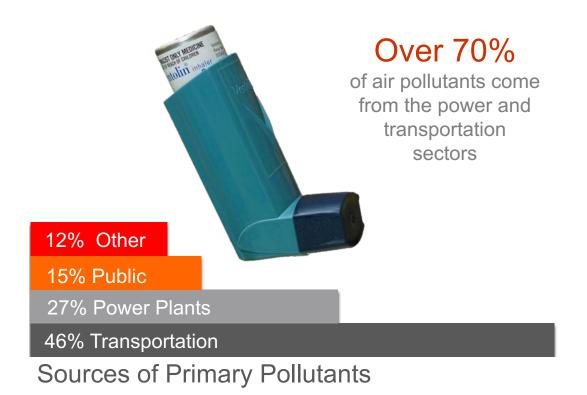
Almost 50% of our water is drawn by thermal energy generation

33% Agriculture

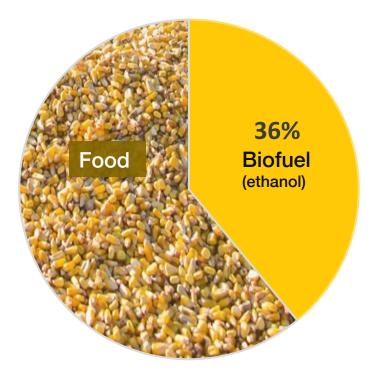
47% Power Plants

United States Water Withdrawals

We'll Breathe Easier



Transition Benefits EVs don't use biofuels



Much of the U.S. corn crop is used as biofuel

Biofuels consume vast amounts of land, fertilizer and energy



Transition Benefits Fossil Fuels comprise 40% of Global Shipping



Solar panels are a miracle They turn sunlight into cold beer



We're curtaining fossil fuels

Social pressure is working

Moral License Revoked

Religious leaders calling for transition away from fossil fuels.

Political Latitude Curtailed

Keystone XL pipeline was an unprecedented denial of a major fossil project based on its carbon footprint.

Legal Scrutiny

ExxonMobil investigation taking shape of tobacco industry path.

Constrained Financial Resources

G20 joins multilateral banks in ending support for new coal-fired power plants.

Social Stigma

Divestment movement gaining traction.

Escalating Regulations

EPA and other state and local initiatives trending toward clean energy future.

Investment Risks

Notion of stranded assets and the "carbon bubble" reaching the financial community.

Global Agreement to Reduce Emissions

Plan to move from fossil fuels to clean energy adopted worldwide



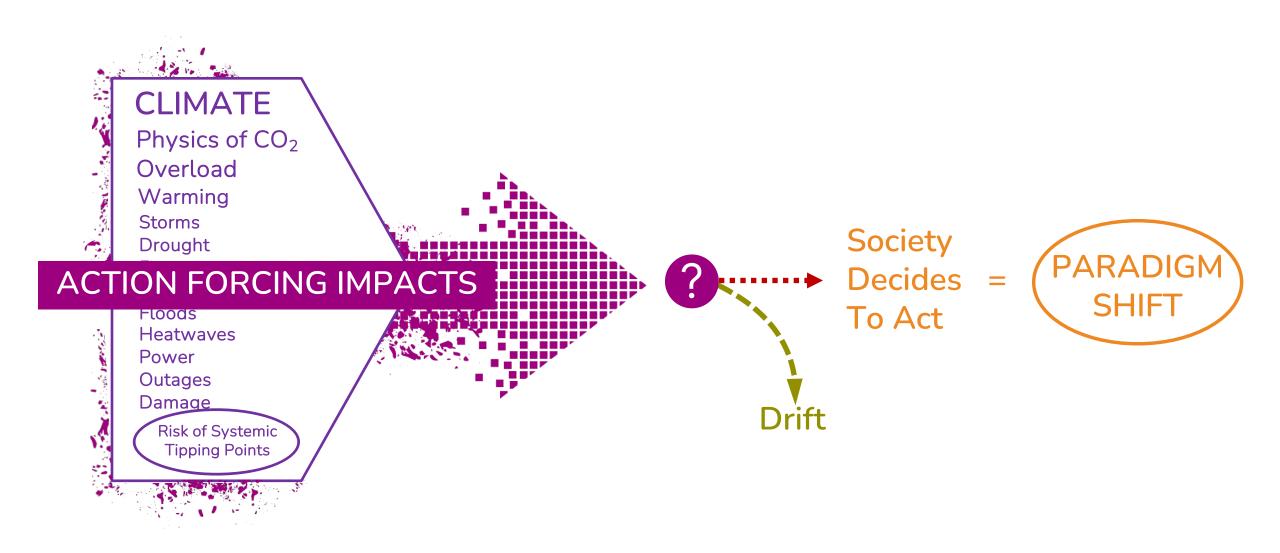
Reality check Calling the game

Society is moving past fossil fuels You are losing market share Stop fighting progress Do the right thing



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The Daily Question Climate is an escalating global risk



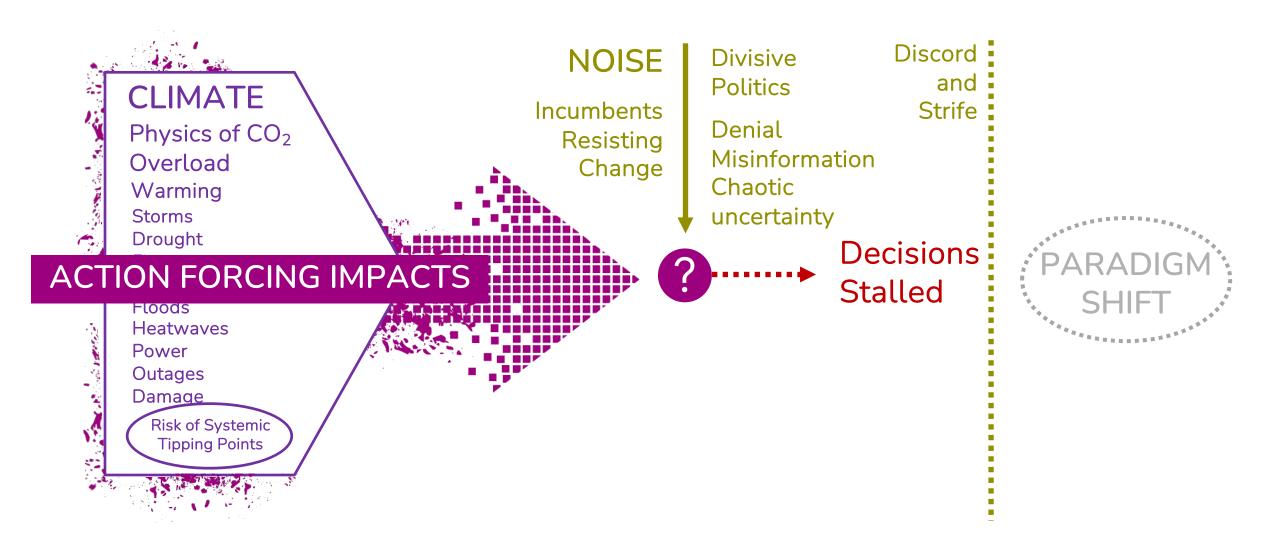
Systems Thinking

A paradigm shift is the best leverage point to change a system



Predatory Delay

Active measures to forestall decline



Discouraging Phrases, Repeated Often A diet of bread and water

The Old Script

WE ARE DEPENDENT

PROBLEM IS TOO BIG

FUTURE IS GRIM

CLEAN ENERGY MYTHS

CLIMATE DENIAL

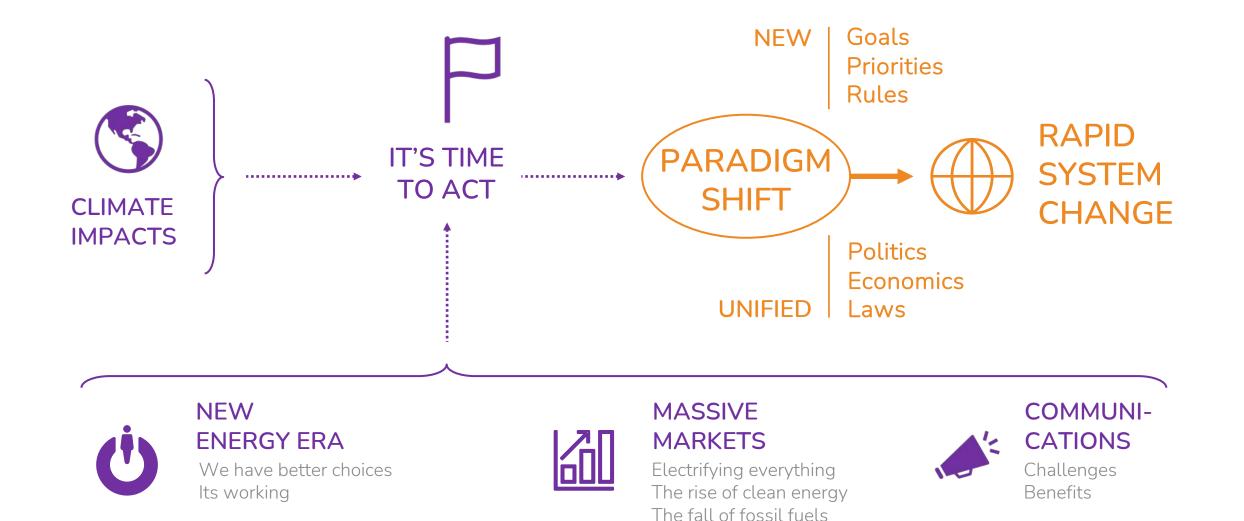
CLIMATE DOOM AND GLOOM

The New Reality Momentum is contagious

The Old Script	The New Energy Reality		
WE ARE DEPENDENT PROBLEM IS TOO BIG FUTURE IS GRIM CLEAN ENERGY MYTHS	WE'RE MAKING PROGRESS THERE ARE SOLUTIONS BROAD PUBLIC SUPPORT	MY CHOICES MATTER I can be part of the solution Better, more affordable Sign me up	
CLIMATE DENIAL CLIMATE DOOM AND GLOOM	TRENDS ARE FAVORABLE THE ENERGY TRANSITION IS HAPPENING	I'M A BELIEVER Hopeful More confident future Let's all do our part	

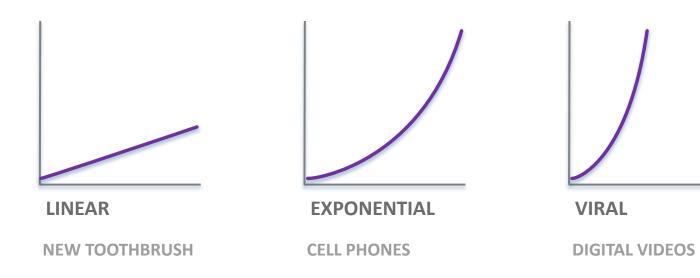
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The Tipping Point Change happens slowly... then all at once



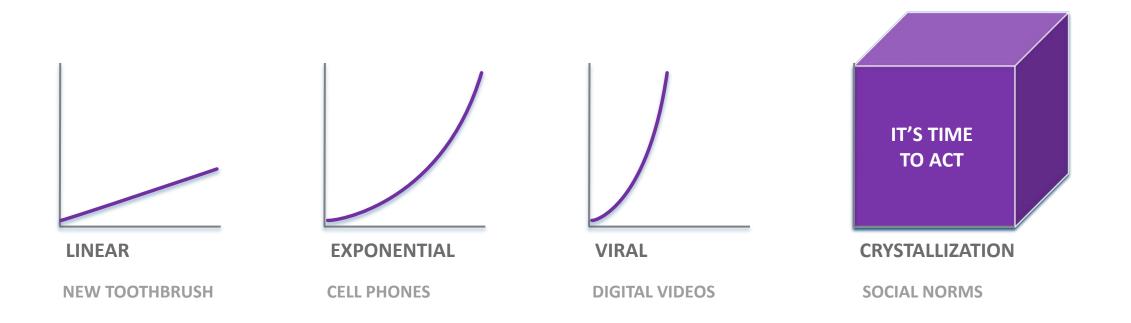
The Growth Path Forward

What does a cultural shift look like?



An Idea Whose Time Has Come

Ideas can crystallize across society and result in durable change

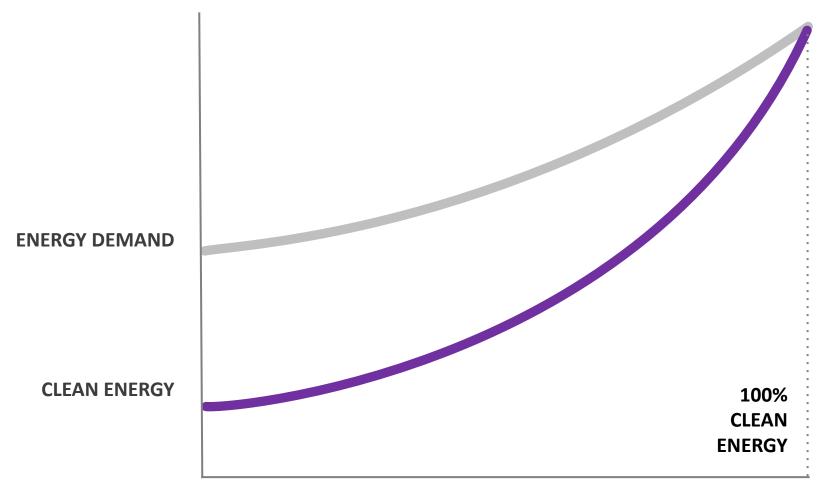


"You can resist an invading army, but you cannot resist an idea whose time has come."

-Victor Hugo

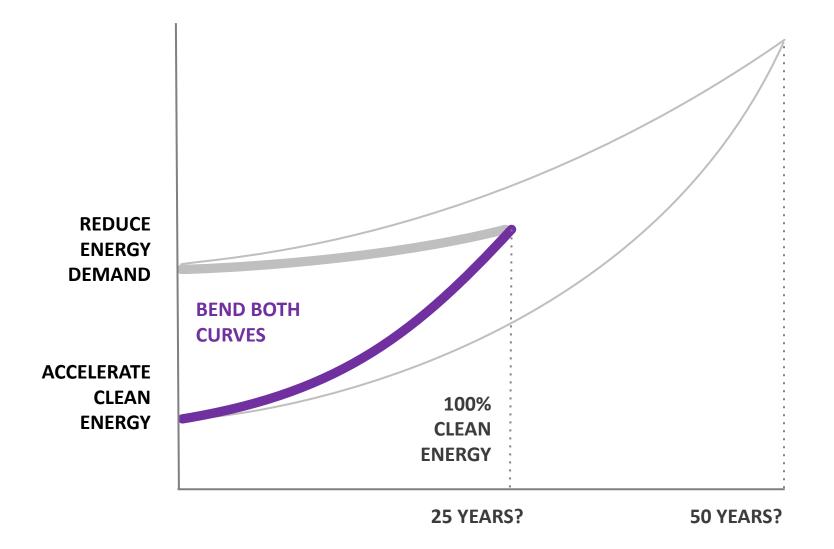
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The Mission 100% clean energy

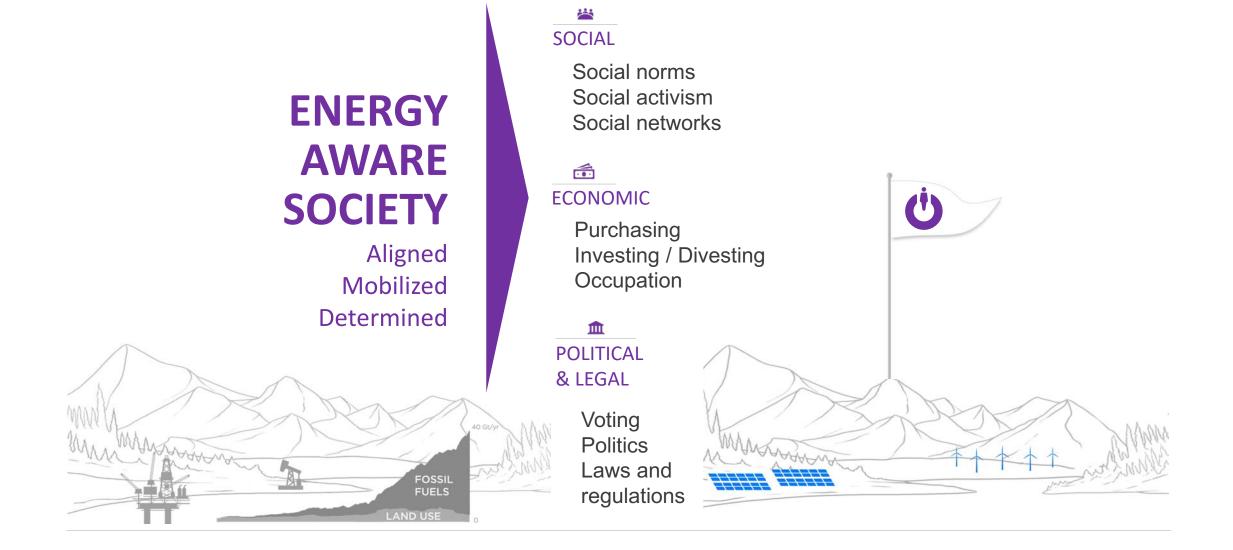


50 YEARS?

The Goal Get there sooner

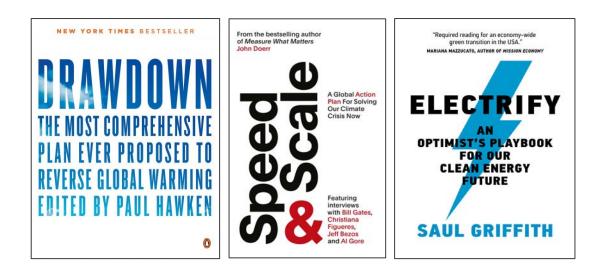






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