CALSTART | GLOBAL COMMERCIAL VEHICLE DRIVE TO ZERO | Government of the Netherlands

GLOBAL MEMORANDUM OF UNDERSTANDING

MOU SUMMIT 2 JUNE 2025

Arnhem, Netherlands

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WELCOME REMARKS



Anja van Niersen

CEO

Milence

WELCOME: DRIVING THE FUTURE: THE STATE OF ZERO-EMISSION BUSES AND TRUCKS AND OUR PATH FORWARD



Stephanie Kodish

Global Director

Drive to Zero/CALSTART

GLOBAL MOU FORUM

<<<GLOBAL MOU TEAM >>>



STEPHANIE KODISH
GLOBAL DIRECTOR
CALSTART



SITA HOLTSLAG
EUROPE DIRECTOR
CALSTART



JOSEPH TEJA
INDIA CONSULTANT
CALSTART



ADRIAN SERNA TAMEZ
PROGRAM MANAGER
CALSTART



RICARDO GARCIA COYNE
PROGRAM MANAGER
CALSTART



DANIELA DAY
PROJECT MANAGER I – OFF ROAD
CALSTART



OWEN MACDONNELL
TECHNICAL PROJECT MANAGER
CALSTART



ARIA WANG
TECHNICAL PROJECT MANAGER
CALSTART



DENNIS ZAITSEV
INTERNATIONAL POLICY OFFICER
SUSTAINABLE LOGISTICS
THE NETHERLANDS



SUZANNE BRANDS
INTERNATIONAL ADVISOR
SUSTAINABLE LOGISTICS
THE NETHERLANDS



SONJA MUNNIX
INTERNATIONAL COORDINATOR
SUSTAINABLE LOGISTICS
THE NETHERLANDS



MARISE MEIJER
ADVISOR
SUSTAINABLE MOBILITY
THE NETHERLANDS

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Government of the Netherlands

WELCOME TO THE GLOBAL MOU SUMMIT!

- Listen to Understand
- Take space make space
- Feel free to stand up, walk around, and take breaks as you need them
- Be aware of time. Use your breaks and meal hours wisely (remember to move your body!)
- Return from breaks on time
- Maintain confidentiality/ Learning leave stories stay

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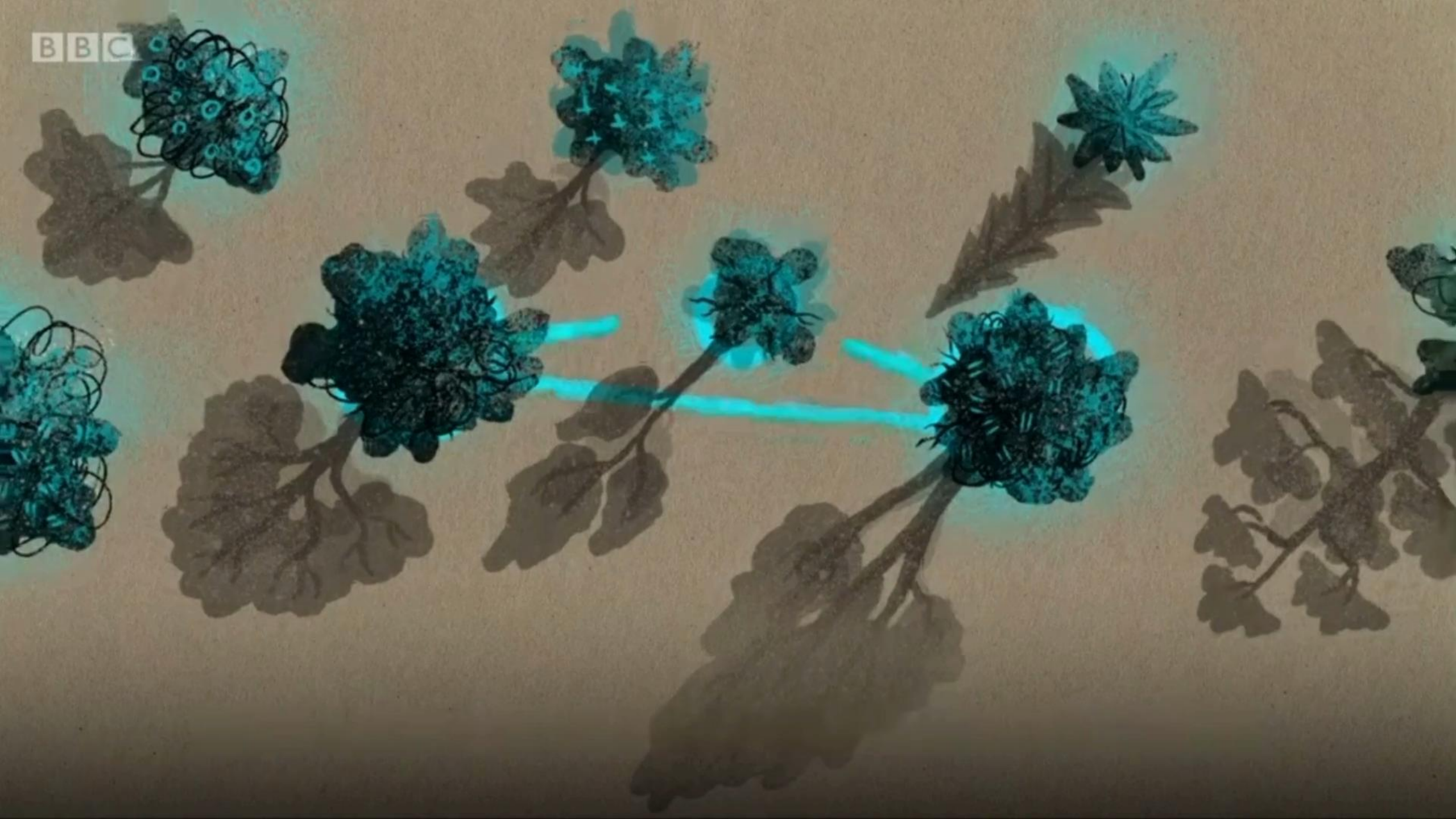
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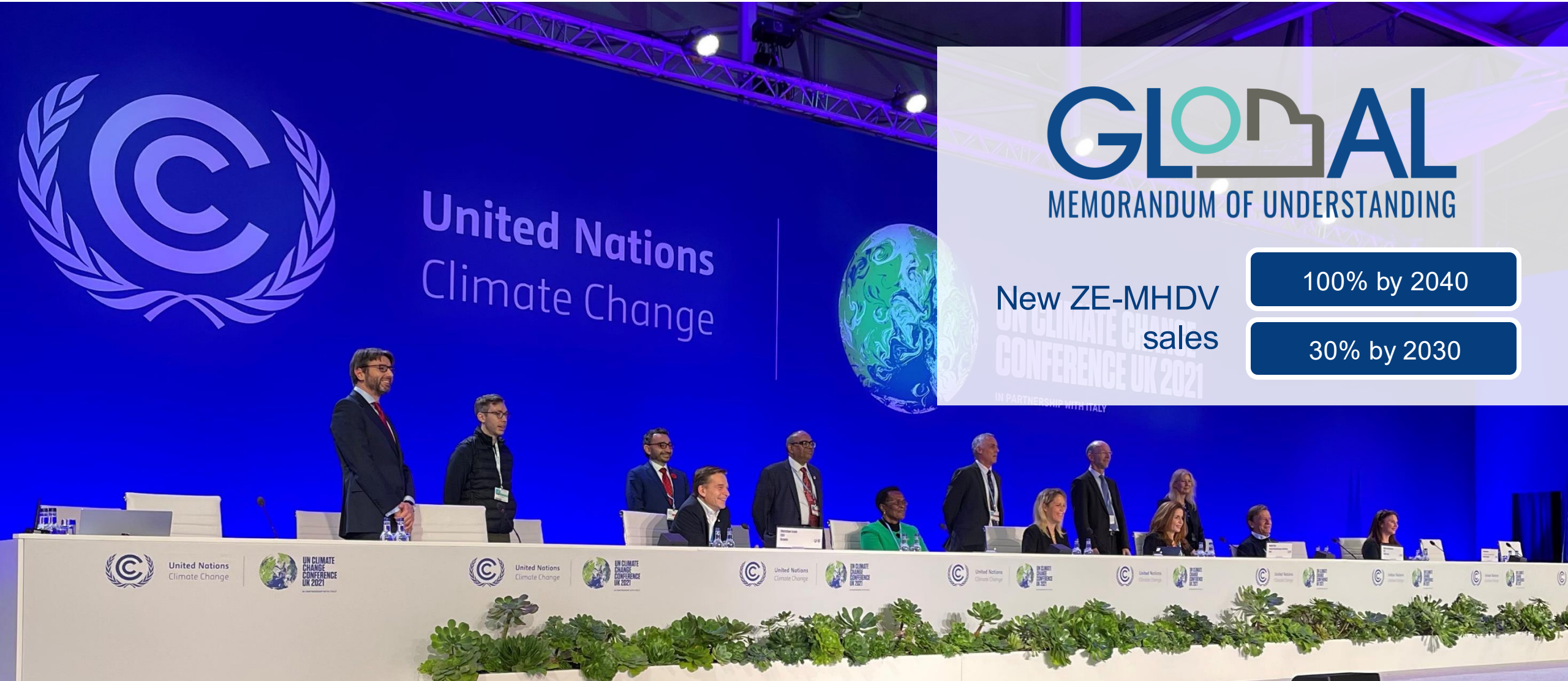
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THE GLOBAL MOU SETS THE WORLD'S ZE MHDV GOAL





GLOBAL MOU SUMMIT 2024: MADRID



Global MOU Summit 2024 - Madrid

THE CHALLENGE THAT LIES AHEAD...

...WILL NOT MEET THE SAME FATE AS 100 YEARS PRIOR.

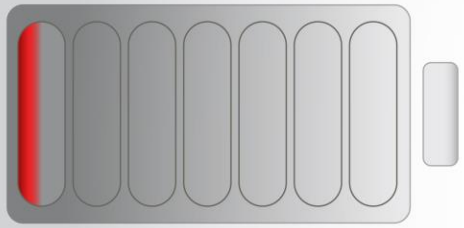


GLOBAL COMMERCIAL VEHICLE
DRIVE TO ZERO™

953 # OF ZE-MHDV MODELS GLOBALLY

YoY GROWTH OF ZE-MHDVs SOLD **31 %**

ANNUAL NEW ZE-MHDV SALES GLOBALLY



2.48 % IN 2024

30 % BY 2030

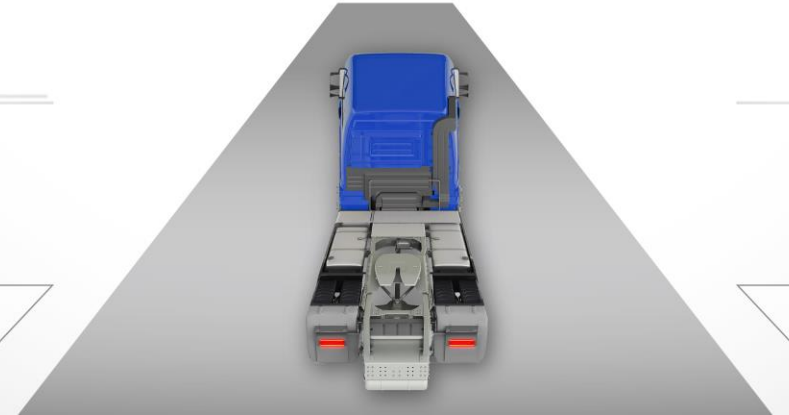
18.6 %

NEW MHDV SALES COVERED BY GLOBAL MOU

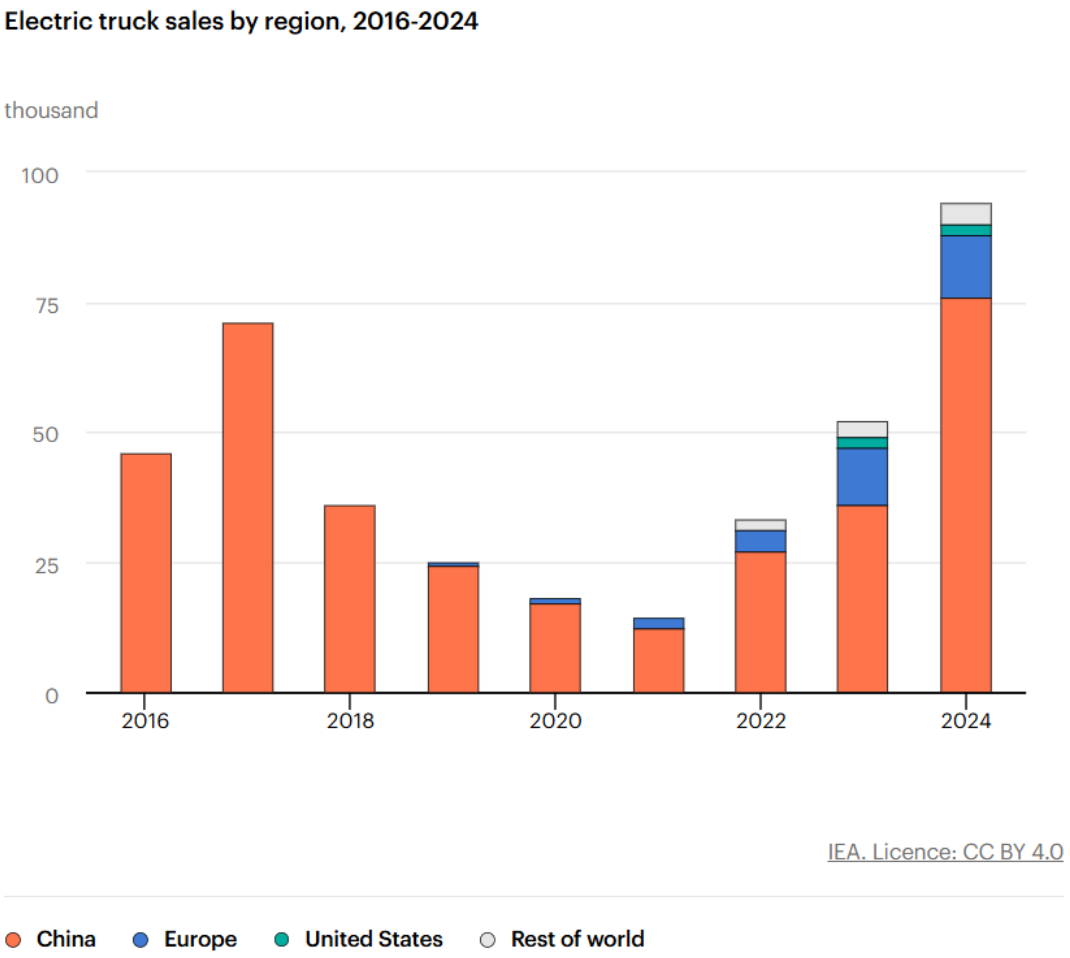
40
GLOBAL MOU COUNTRIES

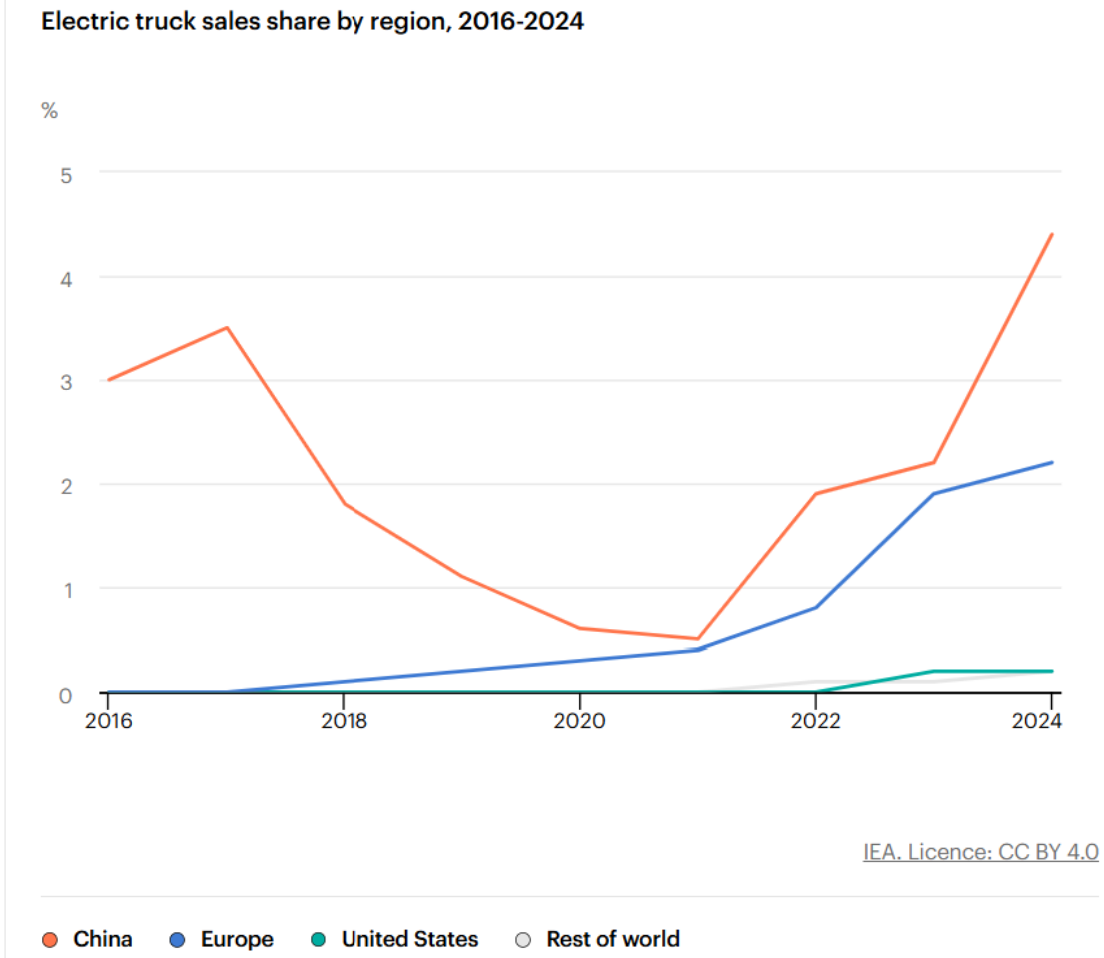
12
GLOBAL MOU COUNTRIES WITH BINDING REGULATIONS FOR MHDVs

P R N D



ELECTRIC TRUCK SALE GROWTH – YOY INCREASE OF NEARLY 80%

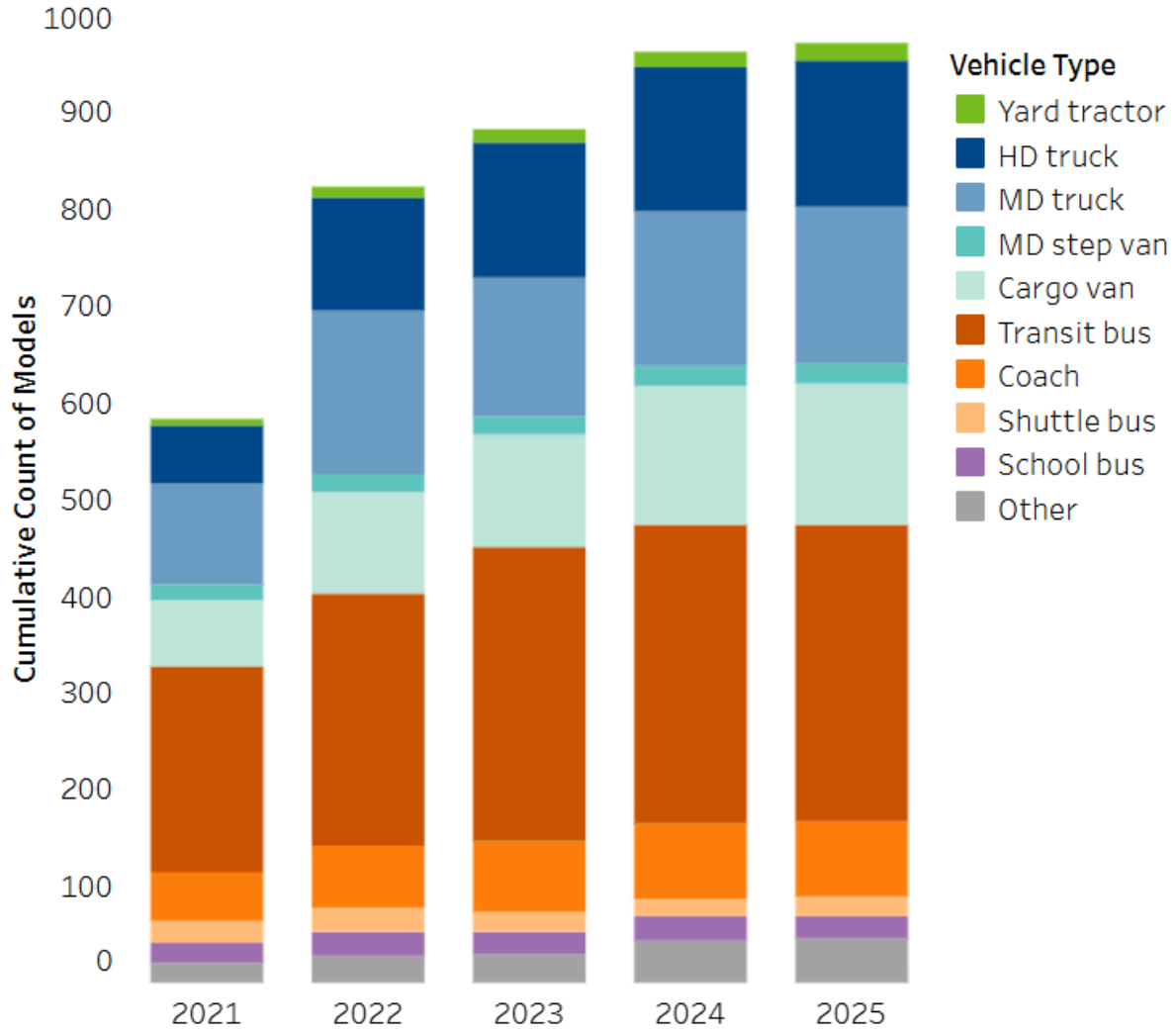




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ZE TECHNOLOGIES HAVE REACHED MATURITY ACROSS MOST MHDV SEGEMENTS: 950+ MODELS AVAILABLE WORLDWIDE



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THE FOUR FORCES DRIVING THE SURGE:
POLICY, TCO, INVESTMENT AND INFRASTRUCTURE













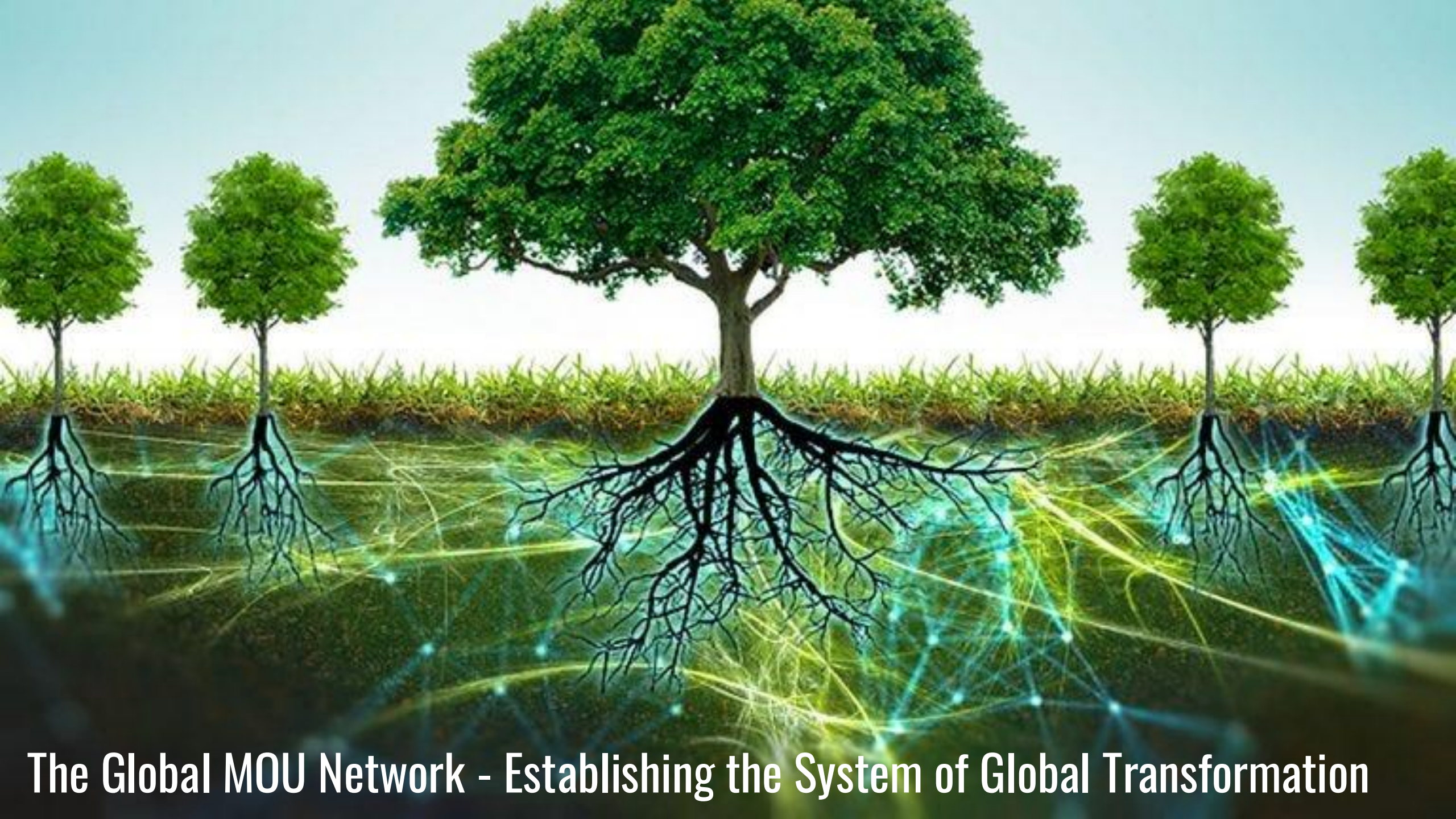
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SAVE THE DATE: SUMMIT 2026

8 – 10 SEPTEMBER 2026

SANTIAGO DE CHILE, CHILE



The Global MOU Network - Establishing the System of Global Transformation

JOINT TRIBUTE & WELCOME



Petrouschka Werther

Director for Sustainable Mobility

Dutch Ministry of Infrastructure and Water Management

SECURING THE FUTURE OF ROAD FREIGHT

Video Announcement



MARÍA FERNANDA ROJAS MANTILLA

Minister of Transport

Colombia


Transporte

FRAMING QUESTIONS



Sita Holtslag

Europe Director

Drive to Zero/CALSTART

FRAMING QUESTION

WHY ARE YOU HERE TODAY? WHAT MADE YOU PRIORITIZE COMING TO THE NETHERLANDS?

FRAMING QUESTIONS

WHY DOES THE WORK MATTER TO YOU?

FRAMING QUESTIONS

WHAT ARE YOUR HOPES FOR THIS SUMMIT?

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WORKSHOPS ROUND 1

SESSIONS

Policy deep dive: Unlocking the potential of supply-side regulations—economic impact and policy implementation

Infrastructure deep dive: Powering the future—planning charging and grid infrastructure for ZE-MHDV deployment

Powering the Transition: The Role of As-a-Service Providers in Helping **SMEs** Go Electric

Zero-Emission **Construction Logistics**: Building the Future

Financing the transition: **Investor meet & greet**

PLEASE BE BACK AT 13:50

LUNCH

ZET TALK: JUST TRANSITION IS NOT AN OPTION, IT'S THE *ONLY* OPTION



Diana Ávalos

Executive Director

Mexican Association for Electric Vehicle Advancement (AMIVE)

WORKSHOPS ROUND 2

SESSIONS

Infrastructure deep dive: Powering the future—planning charging and grid infrastructure for ZE-MHDV deployment

Finance deep dive: Understanding and implementing residual value guarantees for ZE-MHDVs

Green corridor challenge: serious game on renewable freight, power, and grid integration

Powering the Transition: The Role of As-a-Service Providers in Helping **SMEs** Go Electric

Zero-emission Buses: Driving the future of sustainable public transport

BE BACK 16:40

MINI-BREAK

Please find 3 other people with the same Pod number on your badge and form a group

WELCOME BACK



Stephanie Kodish

Global Director Drive to Zero

Drive to Zero/CALSTART

ZET TALK: A NEW SILK ROAD: A GLOBAL NETWORK OF ZERO-EMISSION LOGISTICS



Dr. Rashi Gupta

Founder & Managing Director

Vision Mechatronics Private Ltd

GLOBAL MOU PODS CONVERSATION

POD QUESTION

WHY DOES THE WORK MATTER TO YOU?

GLOBAL
MEMORANDUM OF UNDERSTANDING

POD QUESTION

WHAT IS ONE TOPIC YOU ARE HOPING TO LEARN MORE ABOUT DURING THIS EVENT?

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POD QUESTION

ARE THERE ANY SHARED INTERESTS FOR LEARNING ACROSS THE GROUP?

ARE THERE ANY SHARED CHALLENGES OR OPPORTUNITIES ACROSS THE GROUP?

* SELECT AN ISSUE TO SHARE AT PLENARY REPRESENTING A UNIQUE CHALLENGE / OPPORTUNITY FOR THIS COHORT

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POD QUESTION

ONE KEY TAKEAWAY OR ACTION

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CLOSING

EVENT PICTURES

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GROUP PICTURE &

ZE-TRUCK SHOWCASE

INTRODUCING THE ZE-TRUCK SHOWCASE



John Boesel

President & CEO

CALSTART

DINNER

LOCALS

LOCALS in Hotel Haarhuis, Stationsplein 1, 6811 KG Arnhem

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MOU SUMMIT 2025.6.3

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WELCOME FRAMING QUESTIONS



Daniela Day

Project Manager

Drive to Zero/CALSTART

FRAMING QUESTIONS

WHAT'S THE INTERACTION YOU REMEMBER MOST FROM YESTERDAY ?

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FRAMING QUESTIONS

WHAT HAVE YOU FOUND TO BE THE MOST REWARDING PART OF YOUR WORK?

MODERATOR



Stephanie Kodish

Global Director Drive to Zero

Drive to Zero/CALSTART

ZET TALK: CRACKING THE COST BARRIER – UNLOCKING TCO FOR CLEAN TRANSPORTATION



Andreas Kammel

Vice President

TRATON Group

WORKSHOPS ROUND 3

SESSIONS

Policy deep dive: Unlocking the potential of supply-side regulations—economic impact and policy implementation

Finance deep dive: Understanding and implementing residual value guarantees for ZE-MHDVs

Green corridor challenge: serious game on renewable freight, power, and grid integration

Zero-Emission **Construction Logistics**: Building the Future

Fleet support experts at work

PLEASE BE BACK 13:20

LUNCH

MODERATOR



Stephanie Kodish

Global Director Drive to Zero

Drive to Zero/CALSTART

ZET TALK: FROM SUBSIDIES TO DE-RISKING – DOING MORE WITH LESS



Juliet Flamank

Programme Director

Green Finance Institute

Green Finance Institute

June 2025

From subsidies to de-risking: doing more with less

Green Finance Institute



Green Finance Institute

An independent advisor to governments, trusted by financial institutions and led by mission-driven finance experts, the Green Finance Institute (GFI) provides a neutral platform to co-design, test and scale new financial solutions and opportunities that channel global capital into net-zero and nature positive outcomes.

Our work

The GFI is at the forefront of shaping how finance can be used to facilitate real economy transition, globally. We create the enabling environments and financial solutions needed to accelerate the transition to a net-zero and nature positive economy.

We test, demonstrate, and scale financial solutions across sectors and geographies, with a tenacious focus on practical outcomes. Often, this involves operationalising pioneering concepts and breaking down barriers to action to enable capital to move between two counterparties.

Our Strategic Advantage

Since our inception in 2019, our pragmatic approach to channelling capital to facilitate real economy change has shaped the discourse around green finance. As an independent company with a proven track record, our credibility, capability and cross-sector engagement enable us to respond to market barriers and develop solutions where others can't.



Our Vision

We believe in a greener future made possible by finance.

Our Mission

We are accelerating the transition to a clean, resilient and environmentally sustainable economy by channelling private capital at pace and scale towards real-economy outcomes, creating jobs and increased prosperity for all.

The mobilisation of global capital

The Green Finance Institute bridges the execution gap between global decarbonisation commitments and real-economy investment, actively mobilising capital at pace and scale towards net zero, climate resilient and nature positive outcomes.

Global Capital

Governments, investors and corporates establish decarbonisation targets and investment commitments

The Execution Gap

To deliver these commitments requires **new investment models, financial solutions and institutions** that deliver attractive risk-adjusted returns that appeal to private capital

The GFI Approach: a new kind of counterparty to bridge the gap

The Green Finance Institute combines new institutional capability with a proven sectoral transition model to close the execution gap.

Institutional

- Institution design
- Sectoral finance to support NDCs
- Blended finance strategies
- Policy and regulation

Sectoral

- Test, demonstrate and scale financial solutions
- Create new global asset classes
- Convene industry leaders behind pragmatic action
- Enabling environment for capital mobilisation





Our sectoral and global footprint

Sectors

Informed by climate science, the GFI's sector missions support capital deployment into:

- **Transport** - passenger EV, HGVs, charging infrastructure and ports
- **Buildings** - residential, social and commercial
- **Industrial processes** - carbon dioxide removals, sustainable aviation fuel and heavy industry
- **Nature** - agriculture, biodiversity and marine
- **Resilience & adaptation** – engineered and nature-based solutions

Global reach

GFI is a global organisation with offices in the following regions:

- **Europe** - United Kingdom, Brussels, Spain and Denmark
- **Asia Pacific** – Singapore, Indonesia, Philippines
- **Latin America** – Brazil
- **Africa** – South Africa

Proven approach for sectoral transition

By testing, demonstrating and scaling new financial products and solutions, the GFI has formulated a proven methodology for creating new asset classes and channeling global capital towards local solutions.

1. Identify financing needs by sector

New approach to sectoral transition with technical analytics to identify investment gaps and opportunities

2. Design solutions

Innovation by GFI's finance and market experts creates new solutions, market enablers and policy frameworks

3. Market development

Test, demonstrate and scale new solutions and frameworks via strategic partnerships

4. Deliver impactful outcomes

Mobilise capital towards net-zero and resilient outcomes by embedding and scaling solutions

5. Replicate and Scale

Expand our work on pillars 1 - 4 into adjacent sectors and regions



Case Studies – Residual Value Guarantees (RVG)

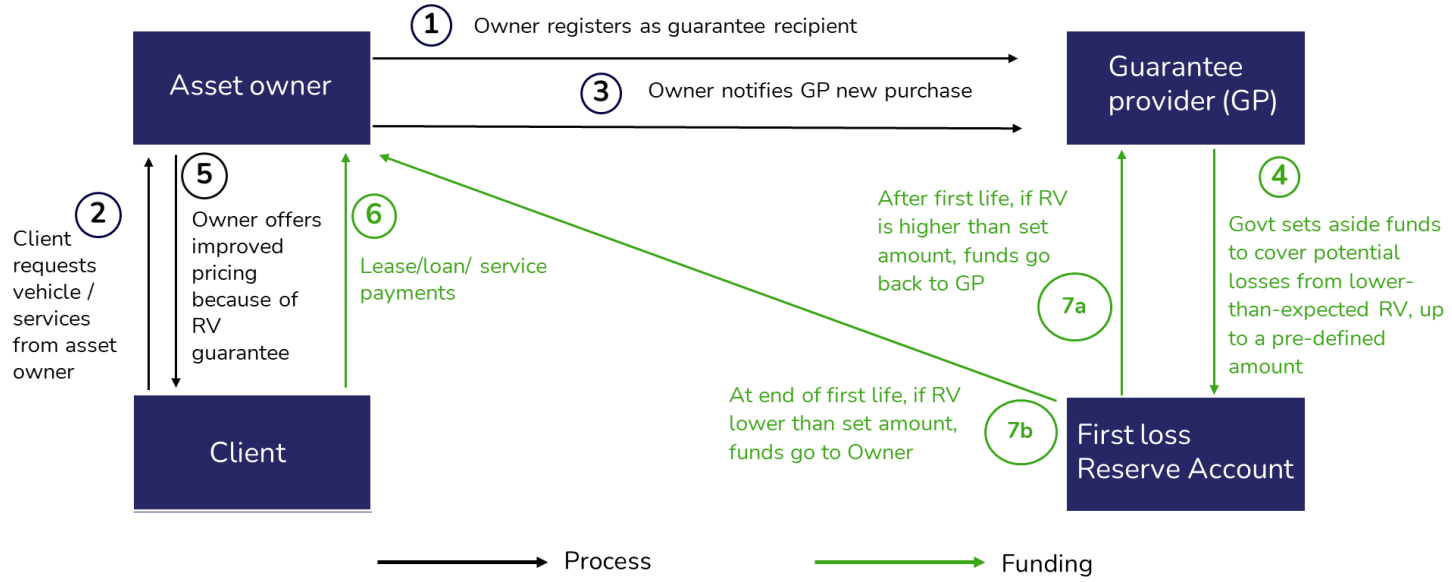
Supporting adoption of ZE-MHDV's through addressing residual value risk

- RVGs mitigate risk by covering a portion of potential losses between a ZE-MHDV's actual resale value and a predefined benchmark
- When a vehicle is resold, if the market value is lower than the residual value then the guarantee would pay out a portion of the losses to the financier, if the market value is higher than the RV benchmark the benefit can be absorbed by the financier or shared

Further benefits:

- It can reduce the cost of lease payments, making electric trucks more affordable and cheaper than upfront subsidies
- RVGs are a promising tool for governments to reduce costs of ZE-MHDV adoption while minimising public spending
- Stimulates early demand and helps to accelerate market maturity

Options for payout:



Case Studies – Green Transition Funds (GTF)

Scaling debt markets for charging infrastructure

- With an estimation of at least 300,000 public charge-points required across the UK by 2030, pace of deployment must increase by x5 with an estimated investment requirement of > £20bn
- Public balance sheet constraints make private investment essential, but 'first of a kind' (FOAK) risks (particularly utilisation rates) frustrate this
- GFI have created a blended finance green road transition funding programme (GRTF) that switches charge-point deployment from its current government grant-funded framework to a private capital lending framework, with public capital guarantees in the early stages
- This minimises public support whilst maximising private investment through the creation of a new asset-class that becomes self-sustaining over time as the FOAK risk abates

Possible structure:

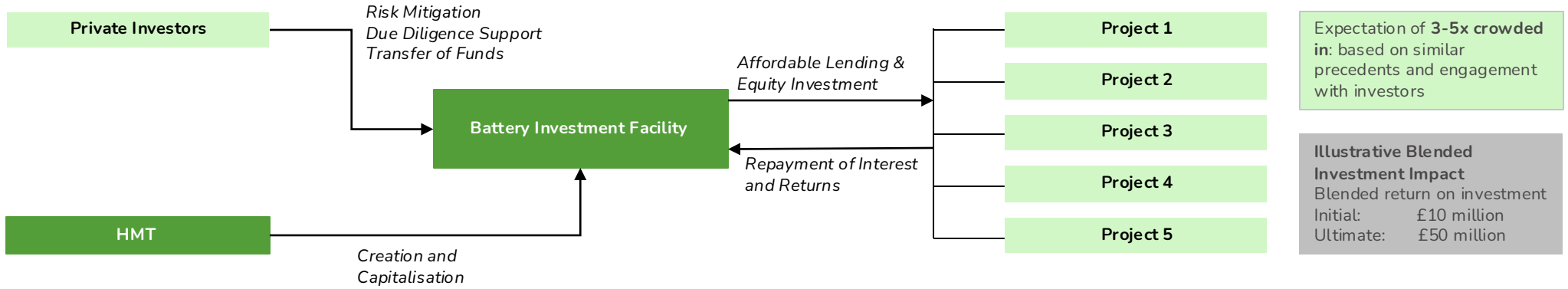


Case Studies – Battery Investment Facility (BIF)

Supporting battery development start-ups with catalytic capital

- A funding gap persists for battery development companies scaling up, where the risks, rewards and ticket sizes required do not match available investor appetite
- Equity funding is available for earlier raises, from angel investors or early-stage VC investors, but as companies look to scale, they move into a more capital-intensive stage of growth, where earlier stage investors cannot provide the larger ticket sizes required, while later stage investors cannot accept the level of tech risk that remains
- Deploying its structuring expertise, the GFI has designed the BIF, a blended finance facility, that would use public capital to crowd in private capital to invest in the companies pivotal for the UK battery supply chain
- With potential to crowd in 3-5 times initial public investment via a co-investment model. This innovative structuring allows public capital to go further for longer, with no additional cost or risk – providing taxpayer value for money and allowing battery companies to cross the scale-up gap and deliver on their full potential

Possible structure:



Expectation of **3-5x crowded in**: based on similar precedents and engagement with investors

Illustrative Blended Investment Impact
Blended return on investment
Initial: £10 million
Ultimate: £50 million

Thank you

Juliet.flamank@gfi.green

ZET TALK: CALIFORNIA'S ZE-TRUCKING POLICY EXPERIENCE



Christopher Grundler

Deputy Executive Officer

California Air Resources Board

CALIFORNIA
AIR RESOURCES BOARD

Driving the Future

California's Roadmap to Zero-Emission Trucking

Christopher Grundler
Deputy Executive Officer – Mobile Source & Incentives

June 3, 2025

The California Air Resources Board's mission is to promote and **protect public health**, welfare, and ecological resources **through effective reduction of air pollutants** while recognizing and considering effects on the economy.

Supply Side Regulation Benefits



Manufacturer & Customer Interface



Reduce Cost



Market Certainty



Investment & Innovation

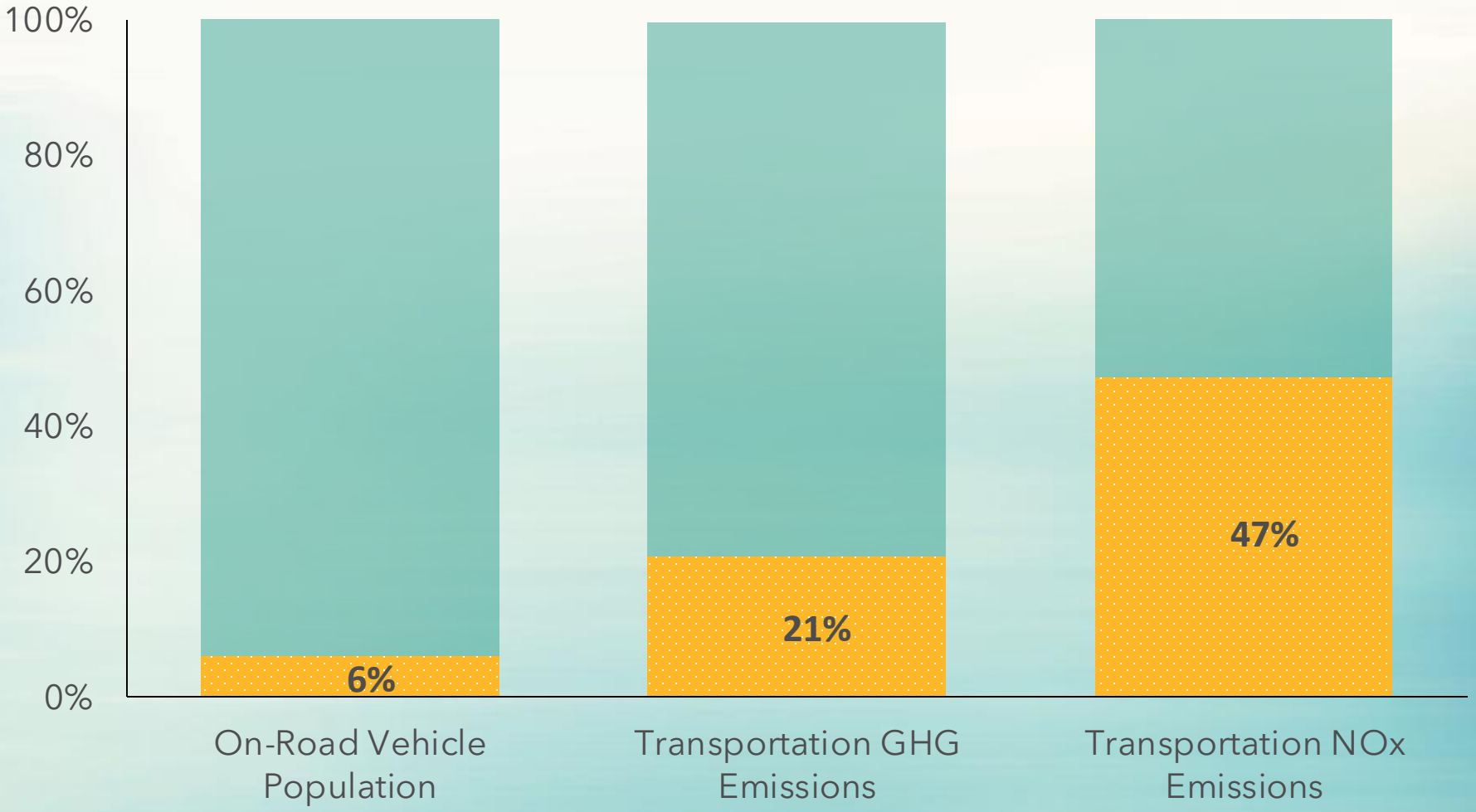


Vehicles & Infrastructure



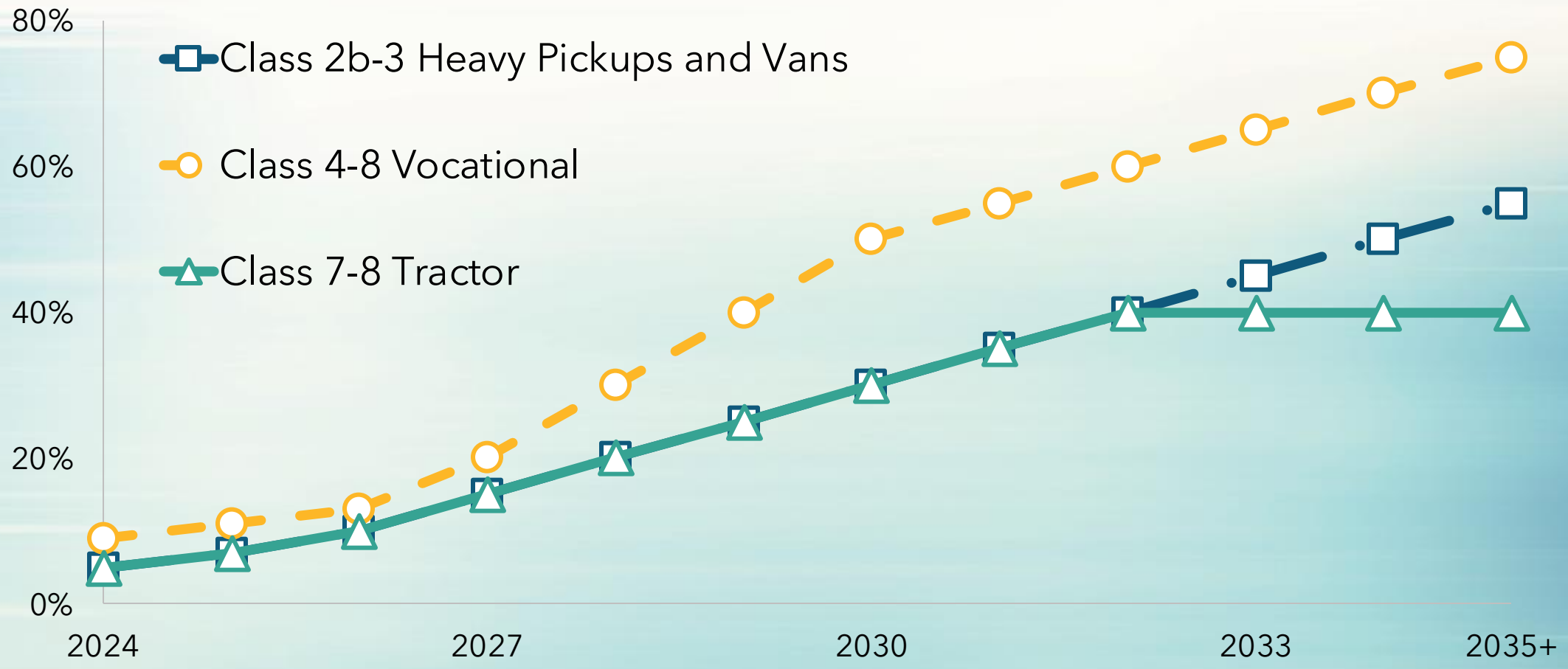
Advanced Clean Cars Success

Protecting Public Health



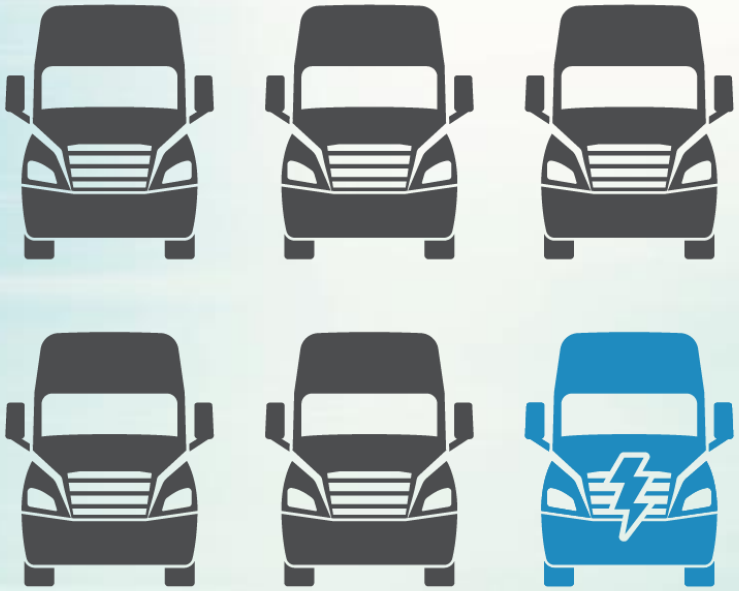
CARB

ZEV Sales Requirements



CARB

Advanced Clean Truck Success



1 in 6 trucks

sold in CA in 2023 was zero-emissions

Safeguarding thru Strategic Partnerships







Seizing the Moment













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GROUP ASSIGNMENTS

CAROUSEL ACTIVITIES

SESSIONS

Endorser spotlight: Advancing the ZE-MHDV transition

True stories: Personal narratives building trust

Milence site visit

PLENARY

GROUP 1: STEPHANIE
GROUP 2: SITA
GROUP 3: SONJA

CLOSING

RAPID COLLABORATION

Sita Holtslag

WHAT I NEED IS...
WHAT I AM WORKING ON IS...
WHAT I AM INTERESTED IN EXPLORING IS...
HOW DID OTHERS DEAL WITH...

CLOSING

CLOSING REMARK + PREVIEW TOMORROW SITE VISITS

Stephanie Kodish & Sonja Munnix

CLOSING

EVENT PICTURES

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Or access via link: https://www.surveymonkey.com/r/D9W6XFW

DINNER

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MOU SUMMIT 2025.6.4

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