



May 18th, 2020

Dear Gary:

I would like to personally thank you and DD DANNAR for signing up as a Pledge Partner to CALSTART's Global Commercial Drive to Zero program. Together we aim to accelerate the growth of near- and zero-emission commercial vehicles (ZECVs) worldwide, with the vision that ZE technology will be commercially viable and cost competitive by 2025 and dominate by 2040 in first-success segments and first-mover regions. We plan to achieve these outcomes through four steps:

1. Target first-success or "beachhead" segments where ZE technologies are most likely to succeed first. Early beachhead segments include transit buses, shuttle vans, package and delivery vans and trucks, terminal tractors, port equipment, and regional distribution freight trucks.
2. Build supporting "ecosystems" in first-mover regions made up of aligned policies, incentives, infrastructure investments, and pilot projects;
3. Work concurrently and collaboratively across regions and industry worldwide to encourage global supply chain of critical components and manufacturers; and
4. Expand technology development and implementation to other on-road, off-road, and marine sectors as components mature, volumes grow, and costs decrease.

Drive to Zero has achieved immense progress since our official launch at Climate Week in San Francisco in Sep/18, including 80+ Pledge Partners, a network of organizations that see our beachhead strategy as a compelling guiding framework to deploy ZECVs, a portfolio of supporting tools, and a strong presence online and in key venues worldwide.

As Drive to Zero Partners we have agreed to work together to accelerate the early markets for ZECVs and share information with peer regions. To support you we will continue to actively engage with our Partners through monthly newsletters and targeted webinars and meetings on topics such as model availability, supporting policies, infrastructure, financing mechanisms and innovative business models. Additional information about Drive to Zero can be found on <https://globaldrivetozero.org/>.

If you have any questions or feedback on how to improve Drive to Zero, please do not hesitate to contact me directly at cfacanha@calstart.org. We are honored to have you as a Pledge Partner!

Sincerely,

Cristiano Façanha, PhD
Global Director, CALSTART

**Clean Transportation
Technologies and Solutions**

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