

Michael Mo: Hi, I'm Michael Mo, co-founder and CEO of KULR Technology Group. I want to thank you taking time out of your busy schedule and attend our inaugural Battery Solutions Day. We're asking everybody to join us in a battery revolution, and that's what it is. Mobile sustainable energy has gone from the future to the now. Rechargeable batteries are not just powering billions of cell phones and laptops around the world, but everything from electric vehicles to entire buildings. It's already a multi-billion dollar market. It's projected to grow five times larger in the next 10 to 15 years. Today, we're very excited to show you our latest product developments, as well as the commercial deployment of our thermal management technologies. It's our chance to get close with you. We're also very fortunate to have a select group of key customers and partners to share with you how we're working together in exciting ways. It's Battery Solutions Day, but we don't have all day, so let's get on it.

Since it's inception, KULR's long-term strategy has been to co-developing cutting-edge thermal management technologies and work closely with top government agencies, including NASA, Department of Energy, and Department of Defense, as well as regulatory agencies and international testing organizations, in our missions to make these amazing technology innovations in energy and thermal management verticals, then commercialize them in fast-growing markets. And we're succeeding. Most recently, in the second quarter, our strategy materialize into encouraging initial results with meaningful upside potentials in two key areas: the battery transportation and energy storage markets. We're known for our signature product: our patented one of a kind carbon fiber structure. It's so innovative and effective that NASA incorporate it into the Mars Rover 2020 Perseverance program, and we're proud to say that we beat Tesla to Mars. And the Department of Transportation has issued special permits so that customer can utilize it to safely transport batteries.

You see how we deploy this technology into energy storage, electrical transportation markets, in our Passive Propagation Resistant (PPR) design product section. You also see how it's used on the International Space Station to keep the astronauts' laptop and tablets safe. Furthermore, we'll show you the commercial version of this technology and we'll show you probably the only product in the market permitted to handle the transit of 2.1 kilowatt-hour capacity batteries for recycling, prototype, and DDR batteries.

We also have a couple brand new products to show you today. I'm particularly excited about CellCheck, and this is a hardware and software platform that monitors the health of battery cells. This integrated platform will provide data intelligence and new level of battery safety and thermostability. Being able to monitor the health of millions of batteries that are in the field is a prime example of KULR's expansion from a hardware component company to a system solution provider with enterprise level data integration and mass market applications. Keith Cochran, our president and COO, will start our product introduction, but give you a sneak peek of this CellCheck product, that we expect to be commercially available in early 2022. And all qualified parties will

have a chance to sign up for a beta list at the end of today's session for an ongoing non-public news about CellCheck.

We are an American company, and I speak for all of us when I say we take pride in serving our country. As part of effort to continue to serve critical needs of our DOD and aerospace customers, we've developed an automated cell testing and screening system. We'll share with you today some details on how been caught upon to develop a test pilot system to help maintain nation's strategic battery reserve, which is critical to maintain America's energy production no matter what external forces may impact global supply. Last but not least, we'll share you some updates on a new carbon fiber battery cell architecture we've been developing for faster charge and higher energy density cells.

Enough of the product, and unto the people. We're honored today to be joined by many of our partners and customers and business associates of KULR. You'll hear about their vision of electrification revolution and how we are working together to create a sustainable economy. These are just some of today's highlights. So, before Keith takes the mic, I want to remind you that this is your chance to ask questions directly through the chat window. We'll address them all we can at the end, and rest assure that we will review everything submitted and commit to getting back to you. Thank you again for joining the KULR team and myself for Battery Solutions Day in this revolutionary time.

Michael Andretti...: With KULR's NASA experience, we know it's technology we can trust. We're learning more now with our extreme E-team that temperature control is very important, and that's where KULR really comes in to help us win more races.

Andretti Technology expects the best out of all their partners. With KULR being involved with our race team, we're very excited because we are very much involved in electric racing. Thermal technology, that's really a positive for the environment. KULR provides the safest and reliable PPR packaging in the industry. KULR's technology is NASA tested and proven, which is a perfect fit for us here at Andretti Autosport and Andretti Technologies. With KULR's solutions, by drawing heat away from the battery, has helped the life and also the efficiencies of the battery. With KULR, we're looking for more race wins and more championships to add to our success.

Keith Cochran: Hello, everyone. I'm Keith Cochran, president and chief operating officer of KULR Technology. I'm very excited to share with you an amazing new product we're developing called CellCheck. This patent-pending revolutionary system of hardware, software, sensors, apps, the cloud, and AI will dramatically increase the safety of a battery pack through an instant analysis of its current and historic health. We believe this will be a game changing product for the \$38 billion lithium-ion battery market. Today, a battery pack provides limited to no data about what may have happened to or what's going on within its cells. This is, of course, dangerous and can lead to catastrophic events, such as fires and

loss of equipment. As you know, KULR has a long history of providing battery safety solutions.

Seeing the need for higher intelligence, both inside and outside the battery, we set out to create the world's safest battery pack management system. We custom design CellCheck in house on dual processors, running Linux RTOS. The hardware has both an applications processor and a communications processor. The apps processor monitors the health, sensor data, user interface, data storage, and cloud updates. The comms processor makes updates in the cloud through a Bluetooth, NFC, or USB connection.

Okay. So, that's all impressive, but what makes it revolutionary? In addition to the cell's health history, the CellCheck app, lets you look inside the pack to ensure it is safe and capable for use. I'm sure you're thinking, "Aren't there smart batteries already available?" What's currently available is a kindergarten-level solution, a row of LEDs that tell you the state of charge. CellCheck is like a master's class professor. It checks the charge cycles, excess heat/cold events, vibration, pressure swelling, physical impact events, charge and discharge rates, overcharge events, current state of charge, min/max voltage, over/under voltage, storage time, cell imbalance, cell leakage. Wow, right? That's a lot of data being captured.

How can this capture data translate into safety and protection? Through the intuitive CellCheck app, which literally puts control in the palm of your hand, the operator will just connect to the battery and the app will instantaneously analyze the pack and present the info in an intuitive graphic-rich dashboard. Think of it as a pre-flight check with the whole life history of a battery and view. This has simply not been possible before. The app will generate a life expectancy and risk assessment based on cloud AI analysis of usage patterns, abuse history, extreme physical shock, extreme temperature, vibration, cell check, and other factors with green, yellow, and red light notifications to clearly show where possible operating hazards exist. And it gets better with time. As more data is transported to the cloud, the battery lifecycle information is gathered and analyzed to improve the safety of all batteries on the ground. It's available for easy access and analysis by logging into [cellcheck.com](http://cellcheck.com) where you'll also be able to run queries, check inventory histories, set rules, and other heuristics.

For the first time, you'll be able to manage your entire battery pack. You'll anticipate failures and eliminate risk such as a catastrophic event. You'll also improve performance with the proper tracking and handling of charging. CellCheck will be the centerpiece of KULR smart battery platform and will also be offered for license to the battery pack OEMs. We plan to introduce it to the market in first half of '22. Anyone interested in leveraging the CellCheck technology is encouraged to email [sales@kulrtechnology.com](mailto:sales@kulrtechnology.com) as we are beginning to queue up for deployment. Let the revolution begin.

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Keith Cochran: Let the revolution begin.

Michael Mo: What the heck is PPR? That was a question by Dana Hall at Bloomberg when she wrote about the recent battery fire and recall on September 1st. PPR stands for Passive Propagation Resistant, which is a term coined by the folks at NASA Johnson Space Center to describe a battery design and testing methodology to make batteries safe enough to go into space. It means that there's no active parts like fans or pumps to keep the battery safe, because battery in space has to survive extreme operating conditions with minimum chance of failure. So when a single battery fail, it cannot propagate to the rest of the cells in the battery pack or breach the battery enclosure, which can cause catastrophic chain reactions. All the fire and explosion needs to be contained within that single cell. And that's where our thermal runaway COTRS comes in, as a Panda technology that integrates a carbon fiber core with coating liquid to contain a thermal runaway event.

Let me show you what happens when one cell go into a thermal runaway. As you can see, just one single 18650 cell has enough energy released to pierce through a half millimeter thick aluminum case. And that's not what you want strapped in the back of an astronaut. Let me show another video that has four 21700 cells in a pack. These cells have 50% more energy than those in the previous video. You can see that after one cell go into thermal runaway, it quickly propagate to the other three cells, generating enough energy release equivalent to one hand grenade and a catastrophic chain of events. So when you have multiple of these cells in a battery pack, such as a Tesla electric vehicle or energy storage products, you can imagine how violent a propagation can be. And now, let me show you an example of PPR design from KULR.

This is a Cubesat battery that we're developing with NASA Marshall Space Center. In this configuration, we have sixteen 18650 cells packed in the 4x4 configuration. We trigger one cell into thermal runaway with nail penetration by our patented medieval style hammer drop. Just kidding. The enclosure of the battery pack is 3D printed plastic. Our TRS material is used in between the cells, in between the cell and the enclosure. As you can see here, there's no fire or explosion outside the enclosure after the test, and you don't see any propagation among the cells. We're very excited to have a couple of our customers joining us today. Volta Energy is pioneering in the modular battery energy storage system for commercial and residential markets. Here's Volta Energy's president, Dennis Elsenbeck.

Dennis Elsenbeck...: Our partnerships make us stronger. Viridi Parente's partnerships are generating real results. The combination of KULR's hydro technology and Viridi Parente's proprietary battery pack resulted in the city of Buffalo and the Buffalo Fire Department granting New York state's first permit in installing an indoor battery storage system, which we'll be soon celebrating later on this year. It's all about safety. Much like KULR, safety is the basis of everything we do. Our architecture is the only design in the market that can be safely installed and operated in any

environment or location. Green machine is making construction and industrial job sites safer with quieter, zero emission, fully electric, construction equipment. Volta and our collaboration with KULR is making safe, reliable battery storage systems available to more energy consumers, including residential, commercial, and industrial facilities, placing resiliency and energy costs in the hands of the consumer.

Michael Mo: We can probably all agree that there are no more safety critical applications than electrical planes. We're working with one of those pioneers, Mr. Andre Borschberg NH55, to make their electric plane battery packs to meet the EU e-plane safety requirements.

Andre Borschberg...: Our mobility on the ground, in the air is creating a lot of CO2. And if we want to make it clean, the only way is to make this mobility electric, electric cars, but also electric airplanes like the one you see behind me. If you want to make it electric, you need an electric motor, you need an energy source, can be hydrogen, but you always need somewhere a battery. Can be a battery only, or it can be a battery in between. And battery is the critical element. And we know that sometimes battery burn. We can't have it happen here in this aircraft.

So we have to demonstrate it's totally safe. So we have designed this module using different technologies and once, specifically from the KULR, which allow us to control the thermal behavior of this battery pack. And KULR has developed specific technologies, specific products, which allow us to achieve this goal. And our first application is this airplane, there's a flight trainer to train pilots. And of course, if they learn to fly on electric airplanes, they will also want to fly clean in the future. That's the first step, but more to come.

Roberto Fedeli: When Silk-FAW decided to design and produce the [inaudible] car, it was natural to base our operation in the Motor Valley, the crowd of automobile innovation. From the start, our mission has been to be the best to build the fastest, most beautiful, advanced vehicle of its type. Our partners have to be the best at what they do too. That's why we joined with the KULR technology to address our thermal management needs. They have a rich heritage developing space age technology. We ask it for the same for our products. Batteries produce heat. Lot of it, KULR will work side by side with us to develop solution that address thermal generation without sacrificing safety, adding unnecessary weight, or compromising a performance. It is remarkable how aligned we both are in what we do. Just as the world looks to us as the goal standard for developing high performance electric vehicle. We now look to KULR to set the mark for progressive solution to address our thermal outputs.

Michael Mo: Our goal is to combine PPR design methodology with our new cell check intelligent battery management system to provide the safest battery system in the market. From primary use to second life applications, all the way to end of life recycling. Speaking of end of life recycling applications, let's talk about the KULR tech safe case. The KULR tech safe case is a reusable battery storage and

transportation case that utilizes our [inaudible] thermal runaway CO technology to provide a new level of safety and sustainability to battery transportation.

The technology was tested by NASA and has been used on international space station to keep the astronaut's laptop batteries and tablets safe from battery thermal runaway propagations since 2019. With this NASA proven technology, we successfully secure three separate US Department of Transportation special permits to allow for the safe transportation of lithium on batteries. Up to 2.1 kilowat hours.

We believe this is the only solution in the market that has received DOT approval for battery capacity at this level for recycled prototype NDDR batteries. DDR stands for Damaged Defective, and Recall batteries all in one configuration. Best of all, the KULR tax safe case is also designed to be reusable. So we can all contribute to a greener and healthier environment for ourselves, and for future generations. Let me show you how it works. We've all seen in the PPR design section, how dangerous these 21700 cells are. A thermal runaway event from one cell can trigger a violent propagation to all the other cells.

Now we have 120 of these cells in large battery pack, and we trigger three cells into a thermal runaway. Two at each corner, and one in the middle. What you see is just some smoke and puff coming out of the case. No fire, no explosion in this configuration. Afterwards, as you open up the case, all the battery cells are fully intact, no thermal runaway propagation. We're very excited to have two industry colleague and customer joining us to talk about the KULR safe case to address key challenges in an industry and how it serves them in sustainable ways.

Roberto Fedeli: The KULR tech safe case is one of the best solutions I've seen, particularly for large energy batteries. It is so effective at mitigating thermal runaway. My former colleagues at the US Department of Transportation issued KULR's several special permits to transport batteries up to 2.1 kilowat hours. KULR is one of only limited companies worldwide to receive this authorization, which applies to road and rail shipping for recycled end of life batteries for damage and defective or recalled batteries. And for the air shipment of prototype batteries. The KULR packaging solution provides customers with a streamlined process, which simplifies what users such as retail employees need to ship their batteries safely and compliantly. The special permits issued to KULR were granted in part, based on the stellar work KULR has done with NASA to protect lithium-ion batteries on a space station and other missions.

Bob Richard: I am glad to be part of the battery revolution.

Michael Mo: Now we are working with battery recycling, e-mobility and power two companies to deploy at this technology for commercial use. Here's Mr. Shane Thompson, president of Heritage Ba-

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Michael Mo: Here's Mr. Shane Thompson, president of Heritage Battery Recycling.

Shane Thompson: At Heritage, we have developed an end-of-life battery management program that is driving the sustainability of lithium-ion batteries. Lithium-ion batteries are found in our phones and in our electric vehicles, they're found across multiple industries. KULR's innovation, and solutions for our customers will make them an integral part of our business model as demand is rapidly growing for safe, compliant transportation options for lithium-ion batteries. We're excited to partner with KULR and we anticipate a growing business as our OEM customers ramp up their shipments of end-of-life lithium-ion batteries. Our primary goal is to responsibly handle end-of-life batteries from our customers and for those batteries that need to be recycled to recover the metals so that they can be directly inserted back into the battery supply chain. Providing a domestic source of battery materials is critical to supporting the continued electrification of our economy.

The KULR safe case provides the form factor that we need to safely transport end-of-life battery. And it's important to us that it's reusable as it further minimizes the environmental impact. We see our addressable market for the circular economic model to be well over \$10 billion in the next 10 years, and anticipate many years of growth with KULR. We're excited to be a part of one of the most important segments of our emerging sustainable economy.

Keith Cochran: Let's talk a little bit about lithium-ion battery production and why it's so important that the US maintain a strategic battery reserve. First, we should probably define what a strategic battery reserve is. There are DOD and NASA missions that require 18,650 and 21,700 battery cells that have been completely verified that they are 100% in compliance to all aspects of the specifications. To accomplish this, KULR has developed a proprietary automated system that will allow sales to be optically inspected for cosmetic defects or damage, measure four dimensional, variations, and check the mass to ensure proper capacity. In addition, these cells are electrically tested by performing a capacity cycle with DC resistance and direct current internal resistance measurements. Each cell is individually serialized in all test data securely stored in the cloud, so our customer can access the cell information. Once all testing is complete, the batteries are stored at KULR, in an environmentally controlled secure storage warehouse until needed by our customers.

Now, why is it important that the US maintain a strategic US-based battery reserve? As you can see by the graph, 77% of battery production in 2020 was made in China with only 9% in the US. By 2025, it is projected that only 6% of the cells will be produced in the US. This clearly places the US in a vulnerable position should there be a supply chain disruption from China. As we have seen through the pandemic, supply chain disruptions by China can have tremendous negative impacts on the US. Accordingly, the DOD and NASA need assurances



that there is a reserve of proven battery cells capable of supporting their needs in a time of short supply and to support mission critical applications, where a failure is not an option. As KULR has supported the DOD and NASA for battery safety management for over 30 years plus, KULR has taken the initiative to take on this critical task of supporting a secure and verified battery reserve.

We are proud to support the US and our system will be fully online in the first half of 2022 in our San Diego facility. This service will also be made available to commercial partners for their critical performance needs. Commercial partners could potentially include electric planes, electric submarines, EVs, various drone manufacturers, amongst many others. Our expectation, is that we will be capable of processing 1.2 cells annually. However, our design is modular and can easily be expanded as we see the need. We believe our first year revenue for the service to be in the range of \$5 to \$10 million. And our new automated cell screening capability simply adds to our existing range of services, which include design, training, logistics, and storage. We'd like to now share with you comments from two very impressive individuals. First off, Dr. Will Walker from NASA's Johnson Space Center will provide insights on thermal management and where he sees KULR's leaderships.

Dr. Walker is well-known as an industry leader and has won the NASA Trailblazer Award, as well as receiving the RNASA Stellar Award for his contributions to lithium-ion battery, thermal analysis, and column entry methods. After Dr. Walker's comments, we will hear from a most impressive leader and one we are grateful to have on our board of directors. Retired Three-Star Lt. General, Stayce Harris. Her list of accomplishments could fill our entire BSD show. So I would encourage you all to look her up online. Now, Dr. Walker.

Dr. William Wal...: Good day, everyone. My name is William Walker. I worked at the NASA Johnson Space Center, where I focused on battery safety with a special focus in thermal runaway heat output. I'm here today to talk to you about addressing the variable response that we received from thermal runaway using fractional thermal runaway calorimetry. The fractional calorimeter, which is shown on the screen with a couple of images here is a special tool that we use to characterize the heat output of the lithium-ion cell when it goes into thermal runaway. What's special about this calorimeter is it allows us to characterize not just total heat output, but the fractional heat output. Where does the heat go when it's ejected? Does it eject a way out the positive end of the cell, through the negative end of the cell, if there is one? Does it conduct through the cell casing, which would presumably go towards neighboring cells. And using this calorimetric device, which also supports rapid turnaround testing, we can conduct a high quantity of experiments so that we can provide statistically significant characterization of the variable response of thermal runaway. Thank you.

Stayce Harris: You hear people say they want to see things from 30,000 feet, and as a pilot, that really is my view. As someone who has spent her life serving our nation and



also flying freight and passengers, I understand the different needs of all three constituencies, national security, cargo, and people. Now, as I've transitioned from the pilot seat to a seat in the boardroom, I'm able to serve on an even greater level, to nurture and encourage companies that are developing sustainable solutions, to strengthen our supply chain. And perhaps most importantly, to make decisions that help ensure our safety and security. Finally, as an engineer by degree, and a pilot by profession, I'm excited about the sustainable solutions KULR is creating that can inspire more females to enter STEM, science, technology, engineering, and math career fields to make our world safer and more secure. I'm Stayce Harris and welcome to KULR Battery Solutions Day.

Keith Cochran: I'd like to share with you that KULR has shipped its first ever battery pack to our agricultural drone partner. The battery utilizes a safer cell technology along with KULR materials to provide the ultimate safety for a lithium-ion pack. Our partner is currently running test and comparing it to their current battery packs and real life scenarios. Based on KULR internal testing, we believe the pack to provide superior performance for their application. We will, of course, keep you updated on our progress as we continue to build out our pack portfolio. Now I'd like to introduce Dr. Brian Morin, CEO of Soteria Consortium. Dr. Morin has filed over 200 patents and has been a great partner to KULR.

Brian Morin: Hello, my name's Brian Morin. I'm the CEO and co-founder of Soteria Battery Innovation Group. I want to say thank you and welcome to KULR and Michael Mo who are very early members of the Soteria Battery Innovation Group Consortium. They've joined our other members, which include NASA, Mercedes, Bosch, Motorola, DuPont, and others. As members, they have really joined as a true partner in our ecosystem, working with the cell builders, the material providers, the drone companies, and others to develop and deliver the safety solutions needed for urban air mobility. KULR takes safe cells, integrates them with their own battery management system, thermal management, and other controls and technology to design a product that is a drop-in solution for drone pilots to put into their drones for drone delivery, drone inspection, and other applications. Their technology is a perfect compliment to our own safety technology using their thermal management NAISC to deliver safe products. And this is the first of many products that I think we're going to be coming out with together.

And it's been a pleasure to work with them, to develop lithium-ion batteries that are inherently safe. And I have to just say, thank you for everything that's been done. And I really look forward to the coming projects that we have in the works and the ones that are just on the drawing board now. So thank you to KULR and everybody there.

Michael Mo: Last but not least. Let's talk about faster charging and higher energy batteries. We believe that fast charging would be the killer app for next-generation batteries. When you combine that with higher energy battery cells, you can

build EVs with much smaller batteries, which make them lighter and go further. And you require less rare earth material source to make EVs more accessible for everybody. We believe that's a foundation for sustainable circular economy. And overheating has been a key limiting factor for advancing fast charging battery technology. So we think that there might be a way to solve that by using carbon fiber inside a battery cell, to reduce the thermal resistance, and also increase the electrical conductivity, which can dissipate heat more efficiently. Early this year, we started a research and development program using carbon fiber structures to make thicker cathodes with existing chemistry and more advanced anode technology. Here are some very early preliminary results of our work so far. What we try to achieve on the cathode side is to have a higher loading factor, which is also a higher area of capacity that can lead-

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Michael Mo: ... factor, which is also a higher areal capacity that can lead to high energy density cells. We're using a thicker electro material to host the cathode material. The data shown here is our cathode configuration compared to a commercially available NMC532 cathode, and also the same cathode material in a thicker layer. The commercial NMC532 cathode has an areal capacity around 1.5 milliamp hour per square centimeters. A thicker NMC532 electro fabricated with traditional method will reach your areal capacity around 4.2 milliamp hour per square centimeter. And, in sharp contrast, the cathode in our configuration offer aerial capacity of 5.5 milliamp hour per square centimeter, which is more than three times higher than a commercial NMC532.

Three times higher areal capacity on the cathode side does not translate directly into a three times higher energy density cell. I wish it was that simple. We also need to work on better anodes. So we're working on silicon anodes and lithium metals anodes structure and we will show test data in that in future events. You may also ask the question, "Why don't people just make commercial NMC cathodes thicker to achieve higher areal capacity?" The data shown here is at the elevated cycling rate of C/3. Our proposed cathode plot in black shows a reversible capacity about 3.3 milliamp hour per square centimeter. The commercial cathodes with a much smaller areal capacity do not have reversible capacity. However, the thicker NMC cathode fabricated with traditional method failed after 10 cycles. Standard additives such as carbon black using both commercial and lab tested cathodes yield low and inhomogeneous connectivity, limiting electrochemical performance for thick cathodes.

I must say that this data present a fairly small set of samples and very limited cycle time. However, we are very encouraged by the early data that shows good electrical connectivity and mechanical integrity so far, which lead us to believe that this is a structure that will have good, fast charging applications. And we're very committed to continuous R&D effort with both existing chemistry as well as solid state electrolyte. This is literally our moonshot investment into the \$100

billion battery sale market. We'll provide further updates to our shareholders in the future.

Dr. Joanna Mass...: When you go to business school, they tell you that your number one responsibility as a board director is to act in the best interest of the shareholder. That's right, the people who own the stock in the company. You're supposed to keep an eye on their money, after all, it's their investment, and you're supposed to do whatever's best to increase the stock price. But that can lead to some really bad behavior and it's also a very old way of looking at how to do things. Because, today, a board director's primary responsibility is to act in the end interest of all of the company's stakeholders, because that's what helps a company grow and thrive. So I want to think about that in terms of Kulr for just a second. Kulr is an interplanetary company. Our products are on the Mars Rover. We're on the Space Station. Of course, we're here on earth.

So our stakeholders are our employees, our customers, our vendors, the people who live in the communities where we do business, but one of our biggest stakeholders is the environment, the environment on this planet, the environment on Mars, the environment on space, and on any other planet that our customers ask us to help them explore. Now, I've written a couple of books about younger generations, Millennials and Gen Z, and all the massive changes that they're bringing to our society and to the workplace. So I know that in order for Kulr to be financially successful, to stay relevant to its customers, and to be an attractive stock for both institutional investors and for retail investors, we need to stay focused on ESG metrics. And, by the way, ESG stands for environmental, social, governance. And it's my experience in this area that it's one of the reasons why I serve as the chair of Kulr's Nominations and Governance Committee on the Board, and usually referred to as Nom-Gov, for short.

The Nom-Gov Committee has oversight of ESG, and if you're paying attention to the news, then you probably know that companies and governments around the world are pledging net zero emissions in the next 10 to 20 years. That's a lot, that's a big change, but Kulr is uniquely positioned, not just to support net zero emissions, but to benefit from it because clean energy and de-carbonization are in our company's DNA. Fossil fuels are out. Polluting systems, old polluting systems, totally out. The battery market is growing exponentially and Kulr is leading the charge for battery safety and sustainable. So from development to disposal of the battery, Kulr is setting the standard in this rapidly evolving sector and I'm very excited to be a part of this team.

Michael Mo: Thank you, Joanna. Our view is that while the fragile environment and the limit of rare earth minerals are driving rapid change engine in technology to support the shift to renewable energy sources, current technology is not keeping pace with these increasing demands. Kulr's sustainable, space proven solutions enable our customers to make this transition possible. This ensures your applications are differentiated, safe, durable, sustainable, and deliver efficiency

through size and weight reductions to lower the cost of logistics, improve time to market, and meet stringent regulatory requirements. With over 30 years supporting mission critical applications in thermal and battery management solutions. We're expanding our technology portfolio to a totally integrated solution with intelligent hardware, software, cloud data storage, and AI computing to provide the best platform for battery thermal stability and safety. We're the clear choice to help unlock your future potential today.

I want to thank all of you for spending time with us today out of your very busy schedule. Please keep in touch with us through our website, follow us on social media, and sign up for our email list at [bsd@kulrtechnology.com](mailto:bsd@kulrtechnology.com).

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