The Tesla Battery Report
Tesla Motors: Battery Technology, Analysis of the Gigafactory, and the Automakers’ Perspectives

Menahem Anderman

Advanced Automotive Batteries

October 20, 2014

Web: www.advancedautobat.com
Email: menahem@advancedautobat.com
Outline

1. Tesla’s Sudden Success and the Direction of the EV Market
2. EV Battery Technology Background
3. EV Battery Technology: Tesla vs. Conventional
4. Tesla Battery IP by Subject Matter and Significance
5. The Gigafactory: Investment, Challenges, Benefits
6. Tesla Battery Annual Production Cost Estimate (Japan/U.S.) vs. Volume from 2013 to 2024
7. Tesla’s Impact on the EV/Battery Industry
8. EV Market and EV Battery Market Forecast to 2020
9. Conclusion: Likely Scenarios for the Gigafactory and Tesla’s Future
Tesla has already shattered many of the industry’s deep-rooted convictions...

- That it is almost impossible for a newcomer to break into the automotive business
  - Tesla became the #2 EV seller in the U.S. in 2013

- That practical EVs must be limited to a range of 100-150 miles
  - Tesla designed and produced a >240-mile EV, which is 2-3X the range achieved by everyone else

- That EVs are more suitable as small urban vehicles
  - Tesla is producing and selling a large luxury EV

- That EVs are hard to sell and that customers will not pay extra $ for them
  - In 2013, in the U.S., Tesla sold more $90K+ sedans than well-established brands such as Mercedes and BMW

- That EVs imply a financial loss for carmakers
  - Tesla almost broke even during the first year of mass production
Why do most automakers question the current viability of EVs?

- During 2010-2013, most automakers brought sub-compact/compact EVs with EPA-rated ranges of 75-80 miles to the market
  - Battery parameters: 22-24 kWh, 550 lb, $8,000-$14,000 (depending on volume)
- 2017 compact EVs from major automakers will be capable of 110-140 miles
  - Projected 2017 battery parameters: 30 kWh; 600 lb, $9,000 - $12,000
- How about a 240-mile C-D Class EV in 2017 (competitor of Tesla Model 3)?
  - Likely battery parameters: 70 kWh, 1,100 - 1,400 lb, $15,000 - $20,000 (depending on volume)
- Cost, weight, and volume are challenging
- And then, there is still:
  - Refueling time
  - Durability, safety, and reliability
  - Operation at low and high temperatures

So major automakers developed EVs predominantly to meet government mandates.
Battery EV Efforts by Major Automakers

- **Committed** → TESLA
- **Developing Markets** → Renault, Nissan
- **Exploring Niche Markets** → BMW
- **Compliance +** → GM, VW, Daimler
- **ZEV Compliance only** → Fiat Chrysler, Hyundai, Toyota, Honda, Ford

Considering a >200-mile EV
Vehicle Electrification:  
The Perspective of Major Automakers

1. For the next 10+ years, no viable mass market for EVs due to battery cost and size, and charging time; HEVs and/or PHEVs are a more effective way to reduce the CO$_2$ footprint
   • Shared by most automakers excluding Renault-Nissan

2. In the longer term, fuel-cell (FC) vehicles are more appealing than battery EVs due to the shorter fueling time and longer driving ranges
   • Shared by Toyota, Honda, and Hyundai (less uniformly by Daimler and GM)

3. In the short term, we make EVs predominantly to meet California’s Zero-Emission Vehicle (ZEV) Mandate
   • Shared by most companies excluding Renault-Nissan, who explore international markets, and excluding Toyota, Honda, and Hyundai, who, even in the short term, favor FC vehicles

4a. We will offer the lowest-cost EVs we can build and hopefully sell at least in ZEV states
   • Was shared by most automakers prior to Tesla’s success

4b. Our expected losses associated with ZEV-compliance costs for selling larger EVs with longer driving range may be lower than for smaller EVs with shorter range
   • The current position of about half the automakers (GM, Audi, Daimler, Chrysler), who shifted their EV development focus after Tesla’s success
Section Outline

2. EV Battery Technology Background
   • Cell Design
   • Key Materials
   • Module and Pack Design
Custom-vehicle design allows for simple battery construction

Conversion of ICE platform requires customized (and more expensive) battery construction

BMW i-3

Tesla Model S

Fiat 500

Chevy Volt

Copyright 2014 Total Battery Consulting, Inc.
Li-Ion Cells Employed in Current EVs

<table>
<thead>
<tr>
<th>Cell Maker</th>
<th>Chemistry</th>
<th>Capacity</th>
<th>Configuration</th>
<th>Voltage</th>
<th>Weight</th>
<th>Volume</th>
<th>Ener dens</th>
<th>Spec Ener</th>
<th>Used in:</th>
</tr>
</thead>
<tbody>
<tr>
<td>AESC</td>
<td>G/LMO-NCA</td>
<td>33</td>
<td>Pouch</td>
<td>3.75</td>
<td>0.80</td>
<td>0.40</td>
<td>309</td>
<td>155</td>
<td>Nissan Leaf</td>
</tr>
<tr>
<td>LG Chem</td>
<td>G/NMC-LMO</td>
<td>36</td>
<td>Pouch</td>
<td>3.75</td>
<td>0.86</td>
<td>0.49</td>
<td>275</td>
<td>157</td>
<td>Renault Zoe</td>
</tr>
<tr>
<td>Li-Tec</td>
<td>G/NMC</td>
<td>52</td>
<td>Pouch</td>
<td>3.65</td>
<td>1.25</td>
<td>0.60</td>
<td>316</td>
<td>152</td>
<td>Daimler Smart</td>
</tr>
<tr>
<td>Li Energy Japan</td>
<td>G/LMO-NMC</td>
<td>50</td>
<td>Prismatic</td>
<td>3.7</td>
<td>1.70</td>
<td>0.85</td>
<td>218</td>
<td>109</td>
<td>Mitsubishi i-MiEV</td>
</tr>
<tr>
<td>Samsung</td>
<td>G/NMC-LMO</td>
<td>64</td>
<td>Prismatic</td>
<td>3.7</td>
<td>1.80</td>
<td>0.97</td>
<td>243</td>
<td>132</td>
<td>Fiat 500</td>
</tr>
<tr>
<td>Lishen Tianjin</td>
<td>G-LFP</td>
<td>16</td>
<td>Prismatic</td>
<td>3.25</td>
<td>0.45</td>
<td>0.23</td>
<td>226</td>
<td>116</td>
<td>Coda EV</td>
</tr>
<tr>
<td>Toshiba</td>
<td>LTO-NMC</td>
<td>20</td>
<td>Prismatic</td>
<td>2.3</td>
<td>0.52</td>
<td>0.23</td>
<td>200</td>
<td>89</td>
<td>Honda Fit</td>
</tr>
<tr>
<td>Panasonic</td>
<td>G/NCA</td>
<td>3.1</td>
<td>Cylindrical</td>
<td>3.6</td>
<td>0.048</td>
<td>0.018</td>
<td>630</td>
<td>233</td>
<td>Tesla Model S</td>
</tr>
</tbody>
</table>

Tesla-Panasonic’s current cell offers specific energy 50% higher than the competition. This is primarily due to the use of highly reactive NCA cathodes and high-density electrodes. The gap will shrink to 20-25% in the next 3 years.

Copyright 2014 Total Battery Consulting, Inc.
Automotive vs. Consumer Li-Ion Cells

- For automotive applications, the design drivers are:
  1. Safety, reliability, and life
  2. Energy per unit weight and volume, and cost
- Safety is more challenging with larger cells
- Larger cells were introduced in 2010-12 with very conservative designs due to life and safety concerns
- As the industry gains more confidence, next-generation cells for 2016-2017 will use more energetic materials in a better optimized package and will see energy density enhanced by 40%
- Current high-energy 18650 cells deliver 50% higher energy per unit weight than current large cells. In the future, the main opportunity for energy density enhancement and cost reduction in 18650 cell construction is in the implementation of materials with higher capacity and/or lower cost; there would also be some benefit in moving to slightly larger cells (20700 or so)
- We assume similar chemistries will be developed for both large cells and 18650 cells before the end of the decade
- We project that by 2018, the 18650 approach will only offer 15-20% better energy per unit volume and similar cost to that of the large-cell pack
- In the longer term there is better opportunity for cost reduction with larger cells due to economy of scale
Tesla’s Liquid-Cooled Module features
444 ‘18650’ cells per module

Two unique module design elements:
1) A small wire is welded to each cell terminal on
   Available with Report
   Purchase

2) A complex rectangular aluminum tube is used
   Available with Report
   Purchase
## Tesla 85 kWh Battery Breakdown

<table>
<thead>
<tr>
<th></th>
<th>Rated</th>
<th>Actual</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cell Capacity, Ah</td>
<td>3.25</td>
<td>3.1</td>
</tr>
<tr>
<td>Total # of cells in series in pack</td>
<td>96</td>
<td>96</td>
</tr>
<tr>
<td># of modules per pack</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td># of cells in series per module</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td># of cells in parallel in module/pack</td>
<td>74</td>
<td>74</td>
</tr>
<tr>
<td>Total # of cells in module</td>
<td>444</td>
<td>444</td>
</tr>
<tr>
<td>Total # of cells</td>
<td>7104</td>
<td>7104</td>
</tr>
<tr>
<td>Battery Capacity, kWh</td>
<td>85</td>
<td>80</td>
</tr>
</tbody>
</table>

Available with Report Purchase
Custom EV platforms allow for the implementation of larger batteries

Larger batteries allow for the use of low-power computer cells
- Low average power-to-energy ratio
- Large thermal mass
- Currently lower cost per Wh

The depth of discharge per cell is lower on larger batteries
- On EVs with a 200-mile range, 600 full cycles correspond to 120,000 miles
- On vehicles with a 75-mile range, 600 full cycles correspond to only 45,000 miles

Tesla recommends less than full charge for normal use
- Due to the greater range, normal charging can be to 80% SOC or lower, which greatly enhances battery life

Tesla’s module design with many cells in parallel allows for single-cell failure without bringing the whole battery down
- Thus the Tesla pack is more robust against single-cell failure

Tesla has developed significant know-how in module, pack, and vehicle integration and the small-cell approach presents some advantages

However, cycle life is lower and utilizing a very large number of cells and four welds per cell is unattractive from the standpoint of reliability
Tesla Battery Life
Promise and Challenge

- Max. charge voltage, high battery temperature, and low charging temperature have a notable impact on life
  
  ✓ If most users only charge to 80% or less and avoid fast charge most of the time, >800 cycles, >10 years, and 100k miles are perhaps possible in moderate climates

  ❖ Hot climates reduce life and cold charging can induce imbalances that also reduce life

Available with Report
Purchase

Copyright 2014 Total Battery Consulting, Inc.
Most automakers have evaluated the cell and pack designs and decided against using them in their EVs.

This is true even for new vehicles with ranges >200 miles.

One advantage of the 18650 cells is the low profile (height) which allows for the integration of the battery below the axle.

The analyses of most automakers, supported by estimates from Korean battery makers, show that a pack based on a large pouch will achieve cost parity with the 18650 design in 2-3 years, with better potential for lower cost in later years.

Available with Report
Purchase
## 150 Million Cells (2 GWh), 2013

### 3.1 Ah 18650 Cylindrical, 2 GWh, 2013 US plant

NCA 85,15,5 Cathode, Annual Volume, 200 Million cells

<table>
<thead>
<tr>
<th>Component</th>
<th>$</th>
<th>$/kWh</th>
<th>% of cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathode</td>
<td>0.70</td>
<td>62</td>
<td>30%</td>
</tr>
<tr>
<td>Materials</td>
<td>1.41</td>
<td>126</td>
<td>61%</td>
</tr>
<tr>
<td>Depreciation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manuf ovhd</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yield losses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SGA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cell cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit, 8%</td>
<td>0.18</td>
<td>16</td>
<td>8%</td>
</tr>
<tr>
<td>Price</td>
<td>2.48</td>
<td>221</td>
<td>108%</td>
</tr>
</tbody>
</table>

Available with Report Purchase

Copyright 2014 Total Battery Consulting, Inc.
### 3.4-Ah 18650 Cell Materials Cost

**500 Million Cells (7 GWh—Japan Plant), 2016**

<table>
<thead>
<tr>
<th>3.4 Ah 18650 Cylindrical, 7 GWh, 2016 Japan plant</th>
<th>Units</th>
<th>Amount</th>
<th>$/unit</th>
<th>$/cell</th>
</tr>
</thead>
<tbody>
<tr>
<td>NCA 85,15,5 Cathode, Annual Volume, 600 Million cells</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cathode Active Material</td>
<td>kg</td>
<td>0.0210</td>
<td>31</td>
<td>0.65</td>
</tr>
<tr>
<td>Anode Active Material</td>
<td>kg</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Separator</td>
<td>m²</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electrolyte</td>
<td>kg</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copper Foil</td>
<td>kg</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can, Headers &amp; Terminals</td>
<td>cell</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other: Al, Al2O3, binders, carbon additives</td>
<td>cell</td>
<td>1</td>
<td>0.11</td>
<td>0.11</td>
</tr>
<tr>
<td><strong>Total Materials</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>1.274</strong></td>
</tr>
<tr>
<td><strong>$/Wh</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>0.106</strong></td>
</tr>
</tbody>
</table>

*Available with Report Purchase*
### 3.4 Ah 18650 Cylindrical, 7 GWh, 2016 Japan plant

<table>
<thead>
<tr>
<th>Component</th>
<th>$</th>
<th>$/kWh</th>
<th>% of cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathode</td>
<td>0.65</td>
<td>53</td>
<td>33%</td>
</tr>
<tr>
<td>Materials</td>
<td>1.27</td>
<td>104</td>
<td>66%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>0.24</td>
<td>19.6</td>
<td>12%</td>
</tr>
<tr>
<td>Labor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utility</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Manuf ovhd</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yield losses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>R&amp;D</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SGA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cell cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Profit, 8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Price</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Available with Report Purchase

---

Copyright 2014 Total Battery Consulting, Inc.
## 42 Ah EV Pouch Cell Price

### 3.7-GWh Plant, 2016

<table>
<thead>
<tr>
<th>Component</th>
<th>$</th>
<th>Per kWh</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Materials</td>
<td>18.3</td>
<td>118</td>
<td>59%</td>
</tr>
<tr>
<td>Factory Depreciation</td>
<td>4.7</td>
<td>30</td>
<td>14%</td>
</tr>
<tr>
<td>Manufacturing Overhead</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Labor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Un-yielded COG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scrap, 4%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yielded COG</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Company Overhead</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Burdened Cost</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Warranty &amp; Profit</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Price</strong></td>
<td>33.1</td>
<td>213</td>
<td>127%</td>
</tr>
<tr>
<td><strong>Gross Margin</strong></td>
<td>5.9</td>
<td></td>
<td>18%</td>
</tr>
</tbody>
</table>

*Available with Report Purchase*

Copyright 2014 Total Battery Consulting, Inc.
### EV Battery Cost Estimate:
**Pack, Cell, and Cell Materials**

**For a 70-kWh Battery, 2016 FY**

<table>
<thead>
<tr>
<th>Volume</th>
<th>Cell Materials</th>
<th>Cell Price</th>
<th>Pack Price</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cell Technology</strong></td>
<td>$/kWh</td>
<td>$/kWh</td>
<td>$/kWh</td>
</tr>
<tr>
<td>Pouch cells, 3.7GWh plant</td>
<td>118</td>
<td></td>
<td></td>
</tr>
<tr>
<td>18650, 7GWh plant</td>
<td>106</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Available with Report Purchase
Issued Patent Breakdown

104 Issued Battery related Patents
- Most Common Function Was Failure Protection, Mitigation and Handling
- Many Patents Issued on User Interface To Vehicle (customization, network connection to vehicle, etc.)
- Patents Do Not Cover Cell Chemistry, but Battery System Design, Application and Vehicle Integration

Teslas's Issued Patent General Categories

[Graph showing the distribution of patents across different categories]

Available with Report Purchase

Copyright 2014 Total Battery Consulting, Inc.
Tesla’s Gigafactory Challenges

➢ Tesla’s 35-GWh plant will be about 10X larger than any existing plant
  • In existing 1-3 GWh plants there are already many process steps performed on parallel lines. The benefits of installing 20-50 parallel lines may be limited
  • Expanded machine size and throughput will mean more upfront engineering, longer startup time, and higher cost, and will present higher risks but perhaps better potential rewards

➢ Production in Reno Nevada is somewhat attractive due to the low humidity and relatively low labor and utility costs, and to a synergetic effect with solar energy (the latter not necessarily for cost reasons). Economy of scale will only be realized if the factory works at close to full utilization

Available with Report
Purchase

Copyright 2014 Total Battery Consulting, Inc.
Gigafactory Cell Production
Assumptions for the Analysis

- Panasonic will increase capacity in Japan from 4 GWh today to 7 GWh by 2016
  - Or, alternatively, Tesla will fill the gap with cells from Samsung or LG Chem of Korea
- Tesla will build the infrastructure for a 35-GWh plant but will furbish it and install production lines in stages. The first stage on the order of 7 GWh will be completed by the end of 2016
- The gigafactory will expand in several stages in increments of 7 GWh every two years to reach 35 GWh in 2025
Panasonic-Tesla Projected 18650 Installed Capacity and Production
Japan & U.S. - 2013 to 2024
# Tesla-Panasonic Plant Depreciation for Stepwise Expansion

<table>
<thead>
<tr>
<th>Tesla's Panasonic Production Cost Analysis</th>
<th>Japan 18650 Cells</th>
<th>US Giga Factory 20700 Cells</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2013</td>
<td>2014</td>
</tr>
<tr>
<td>Cars sold, 000'</td>
<td>23</td>
<td>35</td>
</tr>
<tr>
<td>Growth rate</td>
<td></td>
<td>52%</td>
</tr>
<tr>
<td>Production, '000 packs</td>
<td>25</td>
<td>39</td>
</tr>
<tr>
<td>Installed Capacity Japan</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Installed Capacity US</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Installed Capacity Total</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>US Investment to date</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Annual Depreciation, US plant*</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Production Total</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Production Japan</td>
<td>2.0</td>
<td>3.1</td>
</tr>
<tr>
<td>Production US</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Production, Million cells, Total</td>
<td>184</td>
<td>257</td>
</tr>
<tr>
<td>Production 18650, Million cells, Japan</td>
<td>184</td>
<td>257</td>
</tr>
<tr>
<td>Production 20700 Million cells, US</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Depreciation Charges per cell, $</td>
<td>0.33</td>
<td>0.3</td>
</tr>
</tbody>
</table>

Available with Report Purchase

Copyright 2014 Total Battery Consulting, Inc.
### 70 kWh Tesla Pack Cost

**2018**

<table>
<thead>
<tr>
<th><strong>70 kWh Tesla Pack</strong></th>
<th><strong>100k packs / year 2018</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost of module components</strong></td>
<td><strong>per module</strong></td>
</tr>
<tr>
<td>Enclosures</td>
<td></td>
</tr>
<tr>
<td>Cooling components</td>
<td></td>
</tr>
<tr>
<td>Others, fasteners, interconnects</td>
<td></td>
</tr>
<tr>
<td>Electronics</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal non-cell components</strong></td>
<td>$24.00</td>
</tr>
<tr>
<td><strong>Cells (4.5 Ah)</strong></td>
<td></td>
</tr>
<tr>
<td>Module integration</td>
<td></td>
</tr>
<tr>
<td>NRE</td>
<td>$17.00</td>
</tr>
<tr>
<td>CapEx*</td>
<td>$12.00</td>
</tr>
<tr>
<td>Overhead</td>
<td>$11.00</td>
</tr>
<tr>
<td>Labor</td>
<td>$24.00</td>
</tr>
<tr>
<td><strong>Subtotal integration cost</strong></td>
<td>$64.00</td>
</tr>
<tr>
<td><strong>Total module cost</strong></td>
<td></td>
</tr>
<tr>
<td>Pack components</td>
<td></td>
</tr>
<tr>
<td>Mechanical</td>
<td>$7.00</td>
</tr>
<tr>
<td>Electrical</td>
<td>$9.00</td>
</tr>
<tr>
<td>Thermal</td>
<td>$7.00</td>
</tr>
<tr>
<td>BMS</td>
<td>$8.00</td>
</tr>
<tr>
<td><strong>Subtotal</strong></td>
<td>$21.00</td>
</tr>
<tr>
<td>Pack integration</td>
<td></td>
</tr>
<tr>
<td>NRE</td>
<td></td>
</tr>
<tr>
<td>CapEx*</td>
<td>$1.00</td>
</tr>
<tr>
<td>Overhead</td>
<td></td>
</tr>
<tr>
<td>Labor</td>
<td>$2.00</td>
</tr>
<tr>
<td><strong>Subtotal integration</strong></td>
<td>$3.00</td>
</tr>
<tr>
<td><strong>Total pack cost</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td>$14,902</td>
</tr>
<tr>
<td><strong>Pack minus cells</strong></td>
<td>$2,965</td>
</tr>
<tr>
<td><strong>Profit and warranty, beyond cells</strong></td>
<td></td>
</tr>
<tr>
<td>$8%</td>
<td>$237</td>
</tr>
<tr>
<td><strong>Pack price</strong></td>
<td>$15,139</td>
</tr>
</tbody>
</table>

*Available with Report Purchase*

---

Copyright 2014 Total Battery Consulting, Inc.
2 billion Cells per Year, 2025
35-GWh U.S. Production

<table>
<thead>
<tr>
<th>Component</th>
<th>$</th>
<th>$/kWh</th>
<th>% of cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cathode</td>
<td>0.68</td>
<td>38</td>
<td>35%</td>
</tr>
<tr>
<td>Materials</td>
<td>1.36</td>
<td>75</td>
<td>70%</td>
</tr>
<tr>
<td>Depreciation</td>
<td>0.24</td>
<td>13</td>
<td>12%</td>
</tr>
<tr>
<td>Labor</td>
<td>0.061</td>
<td>3.4</td>
<td>3.1%</td>
</tr>
<tr>
<td>Utility</td>
<td>0.034</td>
<td>1.9</td>
<td>1.7%</td>
</tr>
<tr>
<td>Manuf ovhd</td>
<td>0.054</td>
<td>3.0</td>
<td>2.8%</td>
</tr>
<tr>
<td>Yield losses</td>
<td>0.061</td>
<td>3.4</td>
<td>3.1%</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>0.068</td>
<td>3.8</td>
<td>3.5%</td>
</tr>
<tr>
<td>SGA</td>
<td>0.075</td>
<td>4.2</td>
<td>3.8%</td>
</tr>
<tr>
<td>Cell cost</td>
<td>1.95</td>
<td>108</td>
<td>100%</td>
</tr>
<tr>
<td>Profit, 8%</td>
<td>0.16</td>
<td>8.7</td>
<td>8%</td>
</tr>
<tr>
<td>Price</td>
<td>2.11</td>
<td>117</td>
<td>108%</td>
</tr>
</tbody>
</table>

Available with Report
Purchase

Copyright 2014 Total Battery Consulting, Inc.
Cathode, Total Materials Cost Cell and pack price per kWh
Cost 2013 to 2025

Available with Report Purchase
Tesla’s Gigafactory - Synopsis

- It represents a huge risk and a tremendous amount of cash investment
- It depends largely on Panasonic’s willingness to invest
- If 35 GWh are indeed installed and utilized, our assessment shows that pack pricing for the 2025 time scale could be as low as $167/kWh, $8,400 for a 50-kWh battery and $11,700 for a 70-kWh pack
- Battery cost per kWh will go up slightly in 2017 due to high depreciation charges, but larger capacity per cell will neutralize the increase by 2018

- Pack cost much below $200/kWh is unlikely before 2020, which brings the cost of the proposed 70-kWh pack for a 240-mile D class EV to $14,000 (or higher). Tesla could offer an entry-level version with 45-50kWh (at $9K to $10K per pack) but such a vehicle would not quite attain 200 miles per charge in most real-life driving conditions
Tesla’s Impact on the EV / Battery Industry

- Whether or not the 18650 approach has a lasting life, EV batteries with higher capacity, lower power/energy ratio, and lower cost per kWh are now viewed with renewed interest.

- If the gigafactory is built at a faster rate than proposed in this analysis—and possibly even at the rate of this analysis—overcapacity is likely to happen again.

- The supply chain cannot ignore a company that became the largest user of Li-Ion batteries in the world overnight and is planning a 20X expansion in 5 years.
  - Some production of materials will be established in the U.S.
  - Volume expectations are up but cost targets for cells and materials are down.
Cathode

- **Lithiated Nickel-Cobalt-Aluminum Oxide**: LiNiCoAlO$_2$ (metal ratio Ni/Co/Al (80/15/5))
- **Aluminum** may be replaced in the future with Manganese or Magnesium, which show potential for a better balance in cost/life/performance/safety
- **Supplier**: Sumitomo Metal Mining Co., Japan
- **Raw Materials**: Nickel sulfate (or nickel nitrate) cobalt sulfate (or cobalt nitrate) lithium hydroxide
- **Process**: High temperature sintering (about 700°C)
- **Investment**: estimate $90 million per 7 GWh
- **Other Potential Suppliers** to the U.S. gigafactory:
  - Umicore
  - 3M
  - Toda America
  - Nichia Corp.
  - BASF
  - Later from China
Outline

1. Tesla’s Sudden Success and the Direction of the EV Market
2. EV Battery Technology Background
3. EV Battery Technology: Tesla vs. Conventional
4. Tesla Battery IP by Subject Matter and Significance
5. The Gigafactory: Investment, Challenges, Benefits
6. Tesla Battery Annual Production Cost Estimate (Japan/U.S.) vs. Volume from 2013 to 2024
7. Tesla’s Impact on the EV/Battery Industry
8. EV Market and EV Battery Market Forecast to 2020
9. Conclusion: Likely Scenarios for the Gigafactory and Tesla’s Future
EV Market Forecast by Producer

Copyright 2014 Total Battery Consulting, Inc.
Panasonic leads due to Tesla

But LG Chem and SDI are positioned to rapidly increase their market share after 2016
Combined xEV Battery Cell Business by Producer

Available with Report Purchase

Copyright 2014 Total Battery Consulting, Inc.
Government Credits are a Bigger Deal than is Generally Acknowledged

- California ZEV credits and federal incentive programs could be more important to Tesla’s profitability than discussed publically
  - Available with Report Purchase

- Tesla will establish volume in vehicle, powertrain, and battery production and will thus be competitive in each of the areas in which they can sell
  - Cars
    - ZEV credits: Available with Report Purchase
  - Powertrain: Available with Report Purchase
  - Batteries: Available with Report Purchase
The Major Risk Factors

1. The market is not really there yet.

Available with Report Purchase

2. Government policies are becoming less supportive

Available with Report Purchase

3. China is demanding that Tesla invest in China earlier rather than later

Available with Report Purchase

4. Battery life and vehicle (including battery) reliability

Available with Report Purchase

5. Any of the above can slow down investment by partners. Uneven investment may hinder the projected aggressive growth.
Our Projection: the Most Likely Scenario…

- Tesla and Panasonic will most likely reach an agreement by which Panasonic’s investment in the U.S. will happen in stages, 5- to 10-GWh plants at a time.
- Tesla will not see much cost reduction from the gigafactory until 2018 or later.
- The price of the 2017 new model (prior to government incentives) will be in the range of $45-75K; this is the market segment of sporty mid-luxury sedans such as the BMW 5 series.

If sales in China are significant, the total sales number for Tesla may exceed 200k by 2020 but Tesla will have to shift some production to China.
Tesla’s Future and the Gigafactory

Tesla may succeed in accomplishing what the U.S. Government failed to achieve, which is to establish a domestic Li-Ion battery industry—which can be viewed as a huge success in itself, but:

- Will it be profitable?
- Will materials suppliers join the project?
- Will it support the highly lucrative EV business projected by analysts?

Let’s talk...

- A 2-hour phone consultation
- Available, at a reduced price,
- up to 60 days from purchasing the Report