



Iowa Renewable Fuels
SUMMIT

Renewable Fuels & the Automotive Industry

Iowa Renewable Fuels Summit | February 5th, 2026



PABLO'S BACKGROUND



Birthplace



Nationality



1994



LOYOLA
UNIVERSITY CHICAGO

1996



Northwestern
University

2002



THUNDERBIRD
SCHOOL OF GLOBAL MANAGEMENT

Executive MBA

2011



HARVARD
UNIVERSITY

AMP 180

2017



Global CEO Program

1994 - 1997



Abbott

1998 - 2000



MONSANTO



2000 - 2005



Kimberly-Clark

2005 - 2013



2014 - 2024



Independent Board Member



2021-Present



2023-Present
Bovespa: JHSF



2022-Present
NYSE: LNN



2025-Present



Complexity of Current State of Automotive Industry

New Technology/Consumer Preferences



Geopolitics/Public Policy

Tariffs Trade Wars

Inflation Reduction Act (IRA)

Zero Emission Vehicle (ZEV) Mandates

Automakers

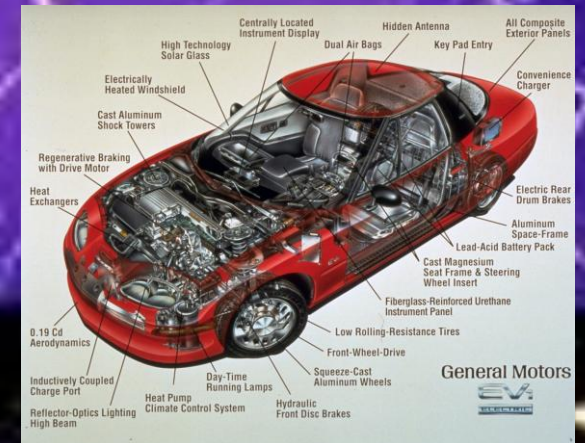
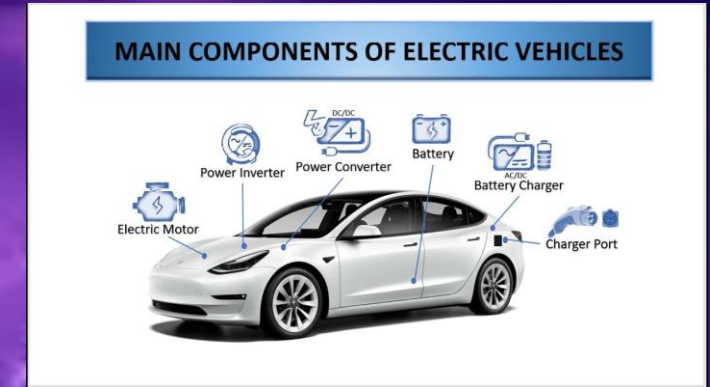


Infrastructure



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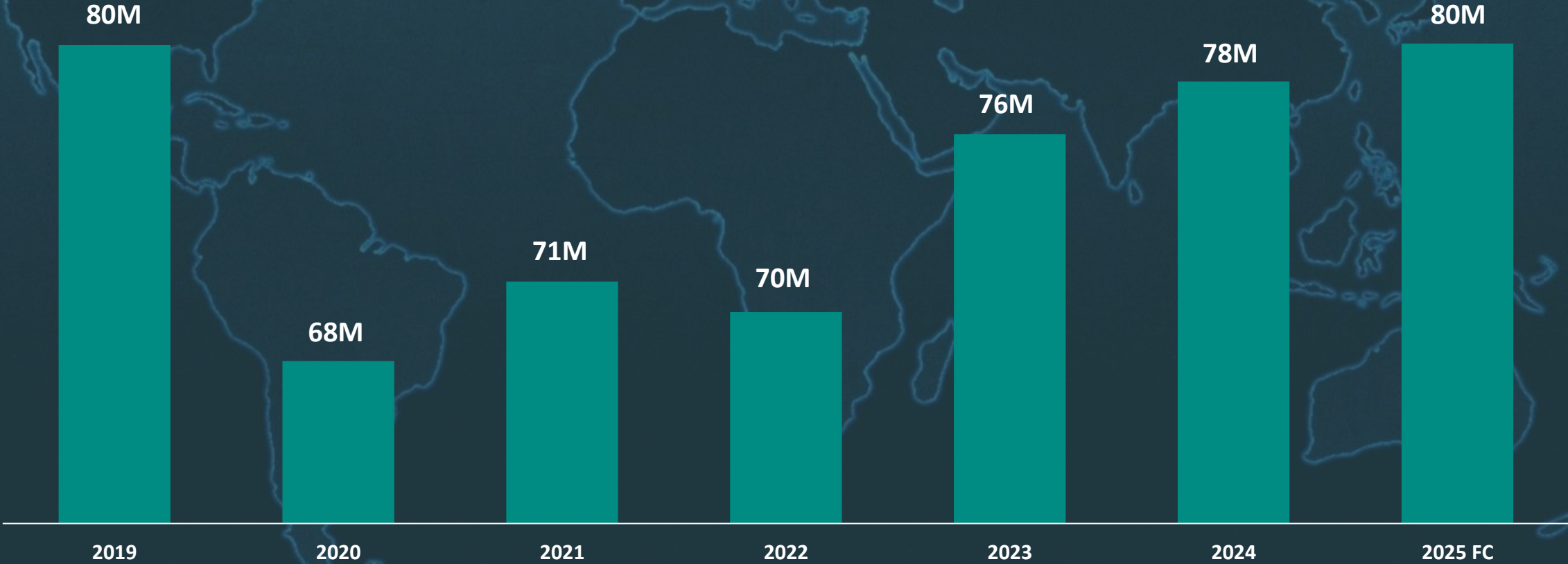
Suppliers/Supply Chain/Logistics



The global automotive industry is recovering



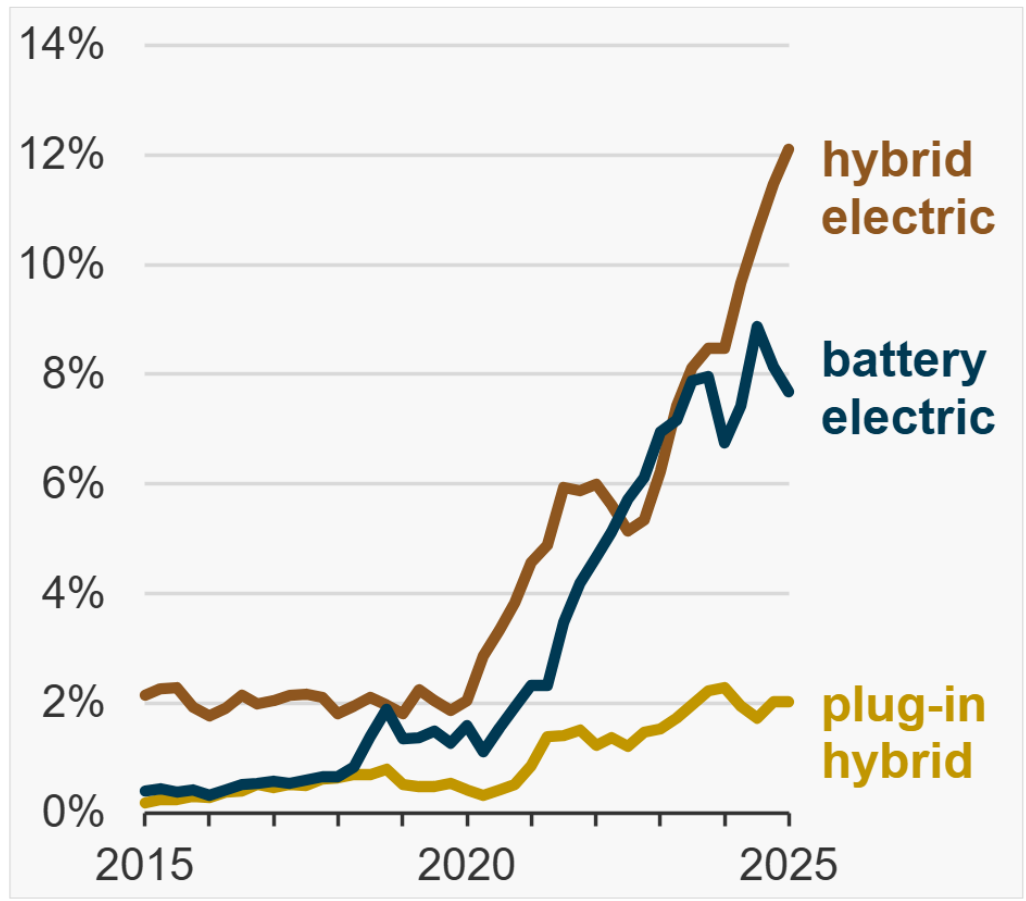
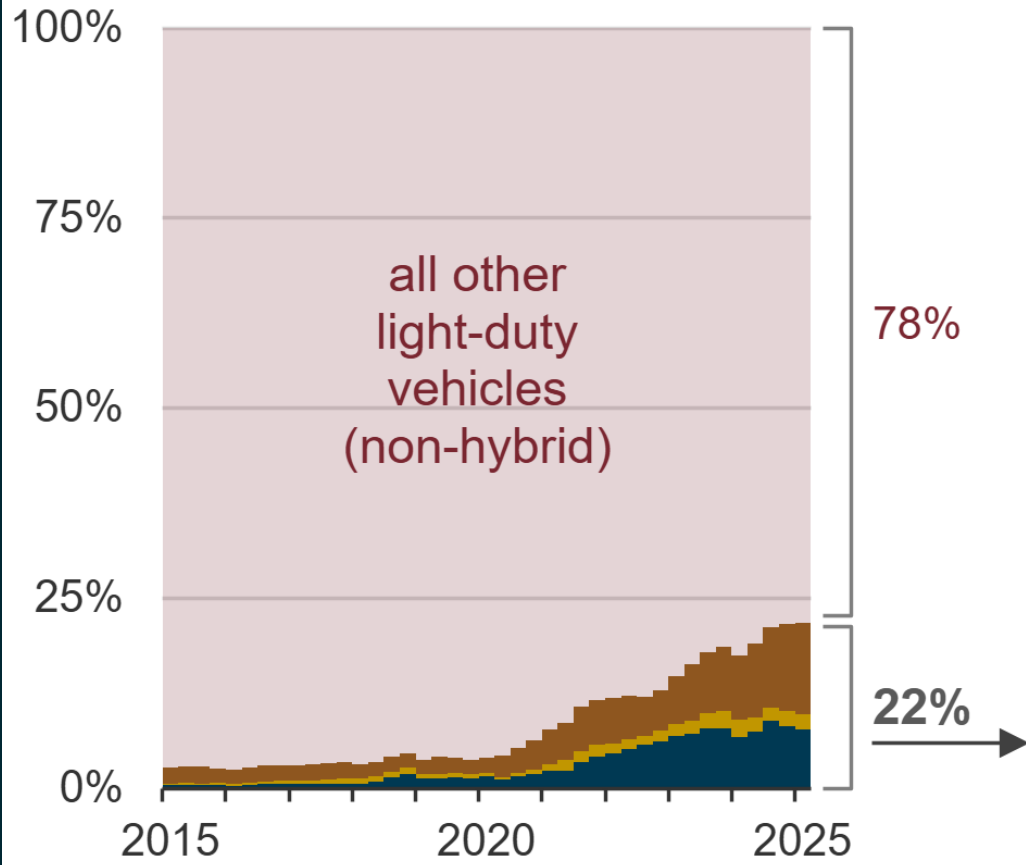
Total Market Passenger Cars



Q1 2025 hybrid, battery electric and plug-in vehicles represented 22% of vehicle sales up from 18% in Q1 2024



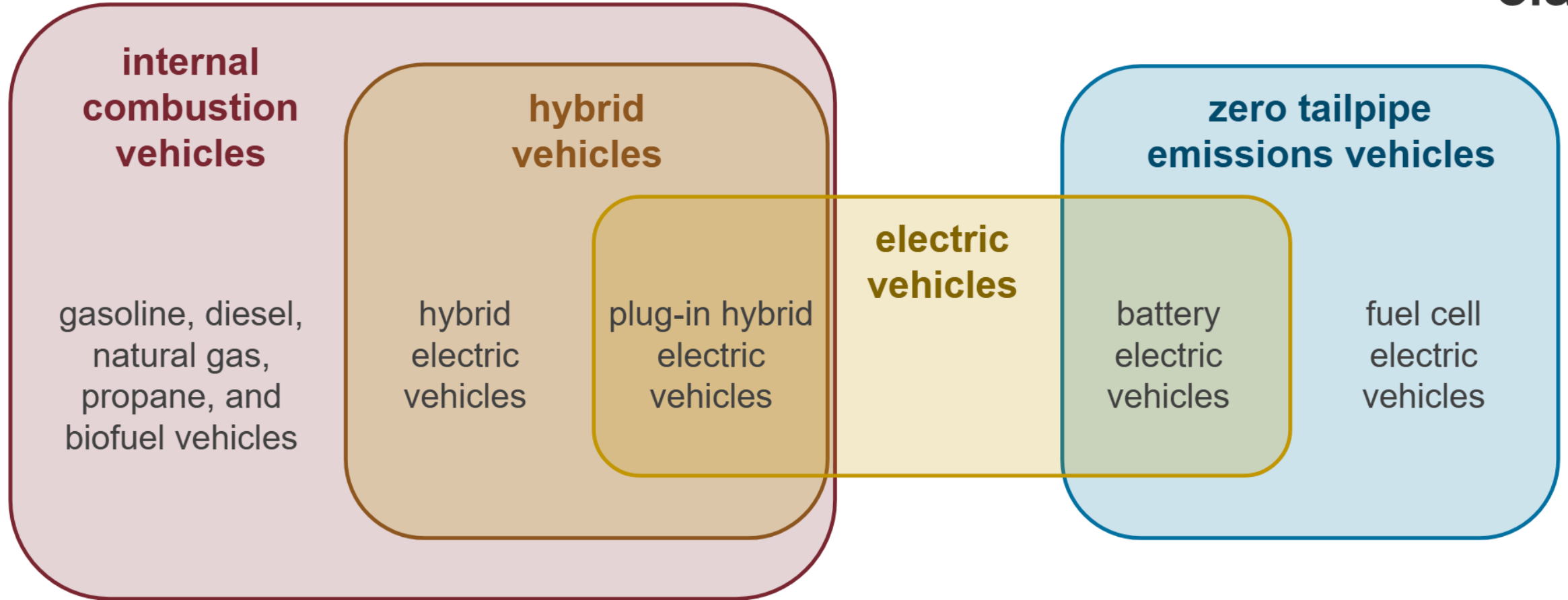
Quarterly U.S. light-duty vehicle sales by powertrain (1Q15–1Q25)
percentage of sales



Data source: Wards Intelligence

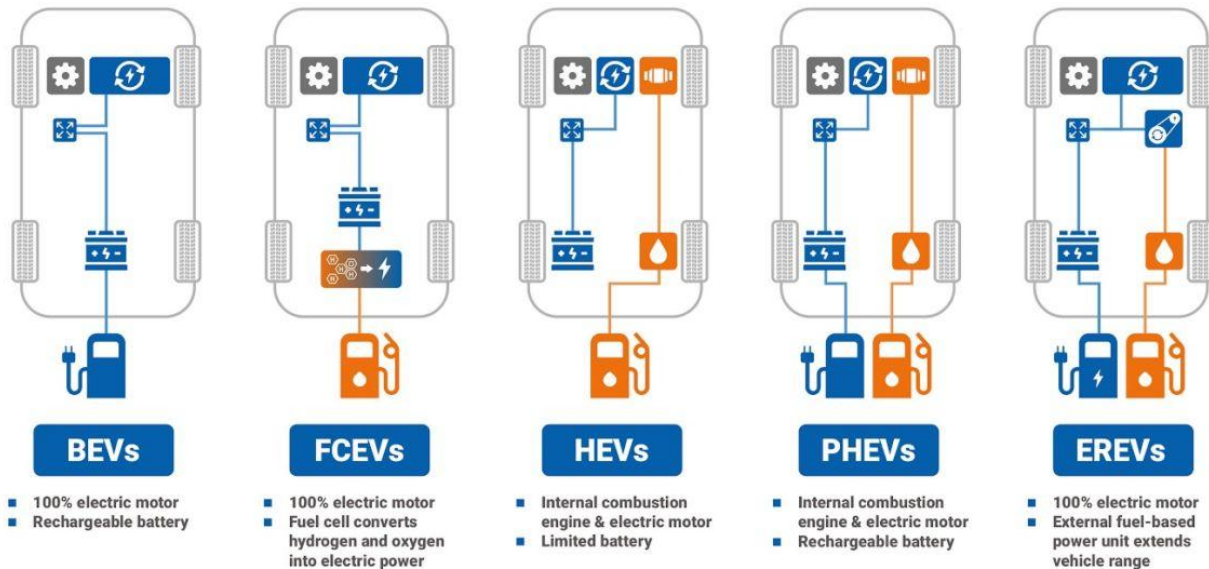
Vehicles by Technology Type

Vehicles by technology type



Different Types of Electric Vehicles

Your definitive guide to every type of EV



BEVs – Battery Electric Vehicles

- No combustion
- Powered by Battery
- Plug in to power source

FCEVs – Fuel Cell Electric Vehicles

- Powered by electric engines
- Chemical reaction hydrogen and oxygen

HEVs – Hybrid Electric Vehicles

- Combined electric engine with internal combustion

PHEVs – Plug-In Hybrid Electric Vehicles

- Combined Electric with internal combustion
- More independent from gasoline – recharging

EREVs – Extended Range Electric Vehicles

- Combined electric and combustion
- Powered by electricity and ICE starts when need to recharge
- Extended range

Cradle-to-Grave – „Life Cycle Assessment“

PRODUCTION

USE PHASE

RECYCLING

Cradle-to-Gate



Raw
material
extraction



Component
production



Vehicle
production

Gate-to-Gate

Well-to-Wheel



Fuel/
Electricity supply



Vehicle
emissions

Well-to-Tank

Tank-to-Wheel



Challenges 2025 and Beyond

How Trump Is Trying to Undo the Inflation Reduction Act



TIME

SIMMONE SHAH
February 27, 2025

POLITICS EXCLUSIVE

Trump EPA begins rolling back Biden EV 'mandate' in 'biggest day of deregulation in American history'

By Steven Nelson

Published March 12, 2025

Updated March 12, 2025, 3:20 p.m. ET

CNBC

WATCH LIVE

TECH

Ailing Swedish EV battery firm Northvolt files for bankruptcy

PUBLISHED WED, MAR 12 2025 4:14 AM EDT

UPDATED WED, MAR 12 2025 4:35 AM EDT

Ryan Browne
@RYAN_BROWNE_

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Public EV Charging Was Already Getting Worse. Then Trump Killed Federal Funding

Availability is one problem. There's also uptime and connection issues. Now, without funding, it could get even worse, J.D. Power warns.



Automotive Companies Pivot Strategies



cnbc.com

CNBC WATCH LIVE

AUTOS

Automakers like Ford and GM are jumping into a whole new business where Tesla is a serious player

PUBLISHED THU, JAN 15 2026 6:00 AM EST

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★★★★☆ 652

NEXT UP
New Filipino restaurant to open in Louisville's Germantown

All 1,600 Kentucky battery plant employees laid off as Ford pivots away from EV business

WDRB Digital Staff
Dec 16, 2025 | Updated Dec 17, 2025

electrek

Clean Energy Mining

First Phosphate Powering The Future Of LFP Energy Storage With Rare High-Purity Phosphate

emergingmarketsconsulting.com OPEN

FORD BATTERY STORAGE
FORD F-150 LIGHTNING SK ON KENTUCKY

Ford to convert EV battery plants to make battery storage for data centers

Michelle Lewis | Dec 15 2025 - 3:15 pm PT

Automotive News Sign In

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STELLANTIS

Stellantis cancels entire plug-in hybrid lineup that made it segment leader

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The Jeep Wrangler 4xe was the top-selling plug-in hybrid in the U.S. since its 2021 debut. (STELLANTIS)

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NEWS

Ford CEO Touts New U.S.-Built 'Affordable ICE-Powered Truck at Trump Factory Visit

Farley described the upcoming model as "a different kind of truck" during the president's stay.

BY EMMET WHITE
PUBLISHED: JAN 13, 2026 3:27 PM EST

Anticipating Trends – since 2018



Brasil tem vantagem do etanol na transição do setor automobilístico, avalia Di Si

Presidente da Volkswagen no Brasil e na AL defende investimento em pesquisas para que o combustível possa ser combinado com o carro elétrico

valor.globo.com

Source: Valor.gobo.com 01/21/2021

A defesa do etanol, o principal legado de Pablo Di Si – AutoIndústria

A caminho dos EUA, executivo da VW, nascido na Argentina, segue defendendo o biocombustível local e diz que sua morada definitiva será no Brasil

autoindustria.com.br

Source: Autoindustria.com.br 07/26/2022

Por que Pablo Di Si, presidente da Volks, lidera a defesa do etanol entre as montadoras

Um dos pioneiros a defender o etanol como alternativa à descarbonização Di Si começou sua apresentação descartando falar sobre o assunto. E brincou: “Não vou abordar o etanol porque é batalha que já ganhamos. E falavam que eu era um dinossauro em 2018”.

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Leandro Alves
Colunista do UOL
30/07/2021 09h37

O etanol, desde que consolidou sua posição no mercado nacional, é a jabuticaba que o Brasil sonha levar a outros países para transformar-se numa alternativa global de baixo carbono no ramo da energia e da mobilidade. Já assistimos esse [filme](#) algumas vezes. Mas agora, para a Volkswagen, o etanol poderá ser um elemento de transição para a eletrificação. E até mais que isso.

BUSINESSTIMES

VW firma acordo com o BNDES para ter apoio em sua aposta no biocombustível

Por Estádio Conteúdo

04 nov 2021, 10:25 - atualizado em 04 nov 2021, 11:26

Path Forward

- In a complex geopolitical, public policy and business environment... stay close to consumer preferences
- Disciplined capital allocation based on consumer preference and not in public policies trying to force market dynamics
- Years (Decades?) of protectionism cannot be sustained
- Supply chains will be disrupted and prices will be volatile
- Technological breakthroughs will impact product, performance, pricing and cost
- Evaluate if you want to be the first mover advantage (Disadvantage)

Thank you.