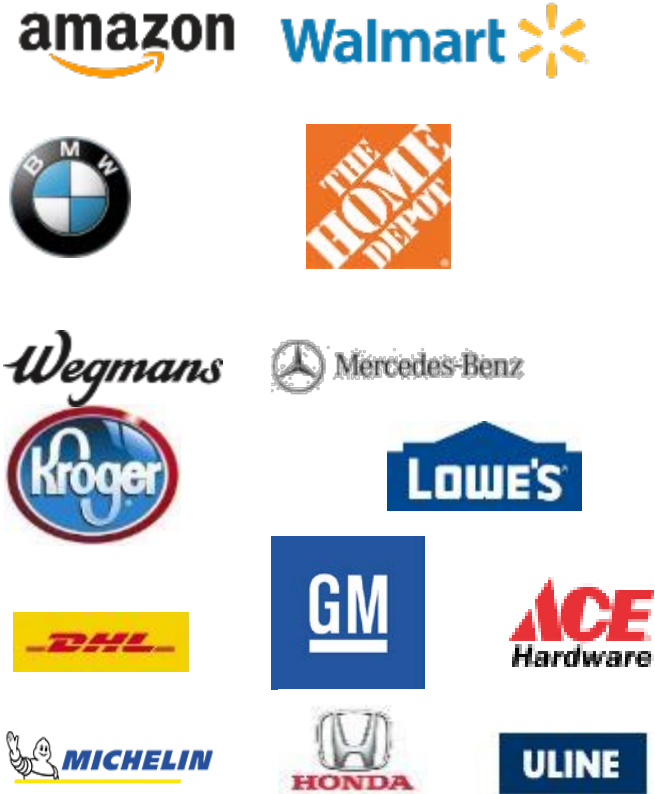


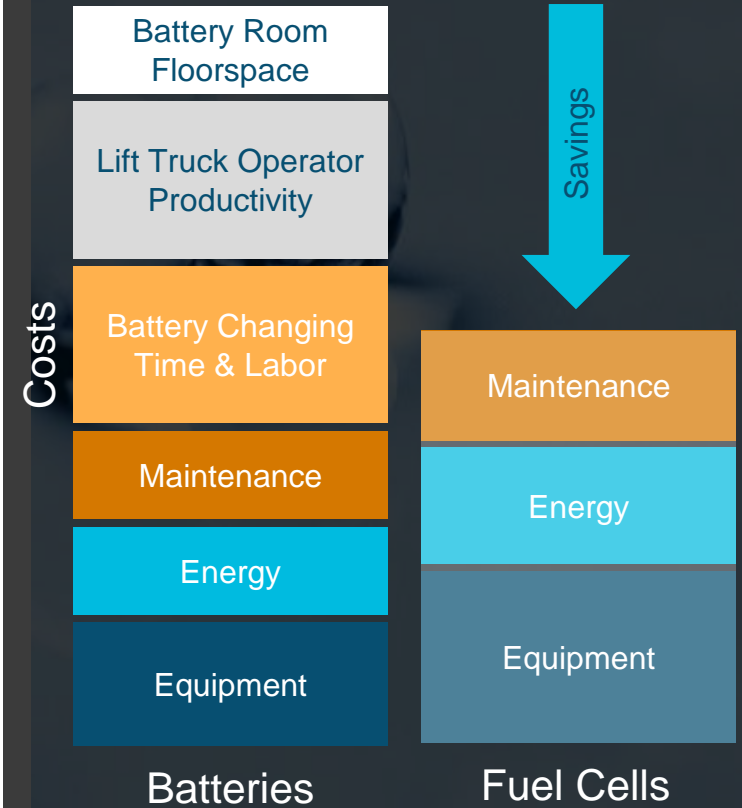
Plug Power is a Leader in Hydrogen and Fuel Cell Technology

- Over 1300 Employees
- 1st to create a market for HFC technology
- 31.4MM+ fuelings;
30T+ liquid H2 used daily
- 40,000 Units Deployed
- GenKey end-to-end solution provides fuel and H2 infrastructure, fuel cells and service
- Expansion into electrolyzers and green hydrogen plants via acquisitions
- In-house capability to become one of the largest green hydrogen generators over the next several years



\$900k in savings

for a typical distribution center with 200 lift trucks



Scaling up Economic Opportunities: Investments and Jobs

Annual investment



\$1bn

2022

Early scale-up

\$2bn

2025

Diversification

\$8bn

2030

Broad rollout

New jobs¹



+50,000

2022

Early scale-up

+100,000

2025

Diversification

+500,000

2030

Broad rollout

1. Includes direct, indirect, and resulting jobs

Source: McKinsey 2020, Roadmap to a US Hydrogen Economy

The US economy would benefit through emissions reduction, growth, jobs, & use of domestic energy resources

Hydrogen in the US could ...



... Strengthen the US economy

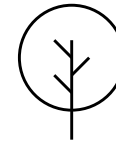
~\$750 bn
in revenue

3.4m
jobs



... Create a highly competitive source of domestically produced low-emission energy

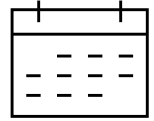
~100%
domestically produced



... Provide significant environmental benefits and improve air quality

-16%
CO₂

-36%
NO_x



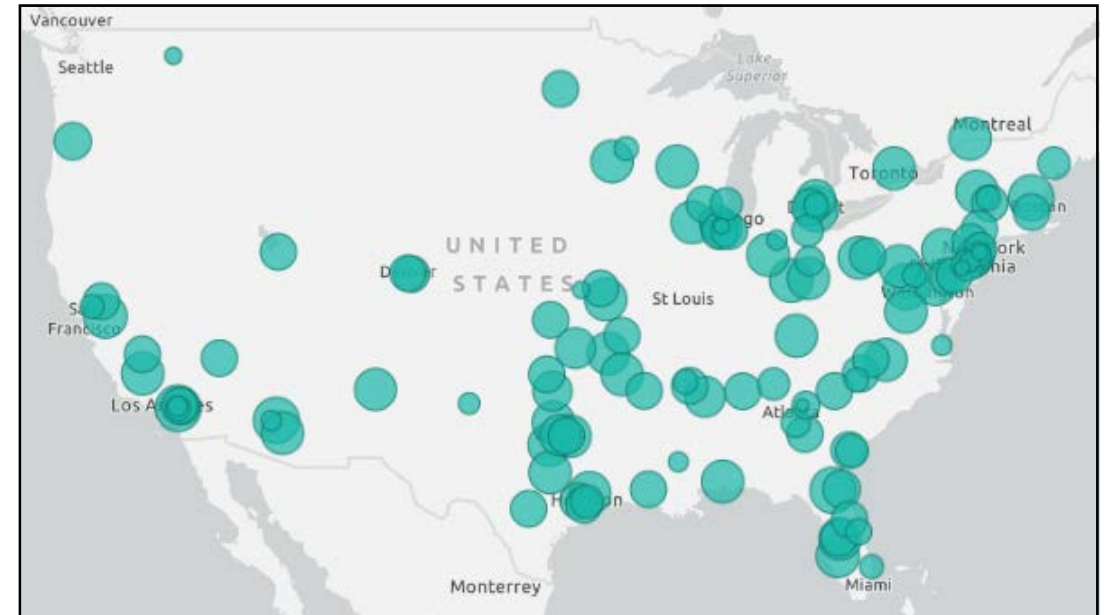
In 2050

Note: Final energy demand excluding feedstock; share of abated CO₂ emissions relative to US emissions in 2050 as forecasted in the IEA Reference Technology Scenario; for NO_x, for tailpipe emissions only, based on EPA current NO_x emissions

2025 Green Hydrogen Pipeline

- Will Build the First Green Hydrogen Network
- 500TPD of Green Hydrogen
- Europe - discussing expansion opportunities

- Installed & Operate World's Largest H2 Refueling Station Network



LH2
Operational

★
Pipeline

⚡
Project
Commenced¹

Today: +100 Refueling stations

¹Project Commenced: Term Sheets/MOU's Signed, Estimated Go Live 2022-2025

Driving Scale in Fuel Cell Technology

Rochester, NY First PEM Technology Gigafactory

Annual Capacity (2024)

375

Jobs
Created

1.5+

Gigawatts
output

7M+

MEAs

7M+

Bi-Polar
Plates

500+MW

Of Electrolyzers

Green H2

Onsite generation

60,000+

Fuel Cell Stacks

ProGen Engines: Zero Emission Transportation Solutions

Modular Engines Provide Leverage and Enable Multiple Applications



15kW



30kW



85kW



125kW



>1mW

Concerted effort required to build on momentum and scale up

Scaling up of deployment

