Plug Power Investor Presentation

June 2013



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Today's Fuel Cells for proven, reliable power.

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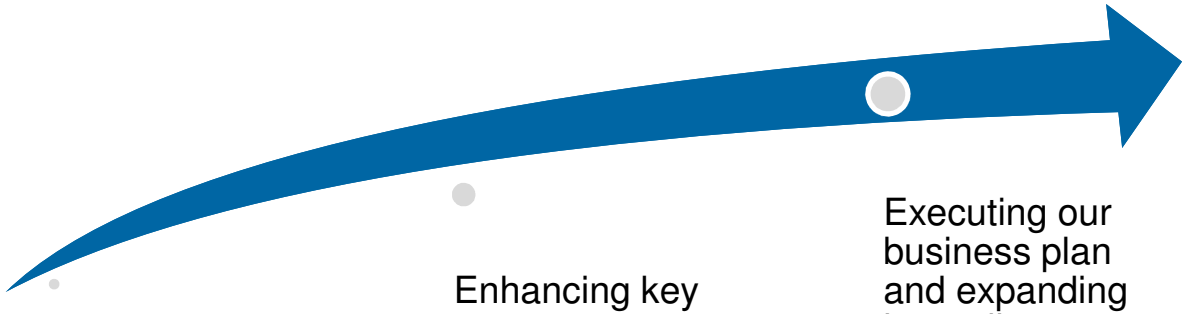
We Are Plug Power

Leader in development and production of clean, commercial energy solutions for the material handling industry

- Headquarters in Latham, New York with over 140 employees
- Founded in June 1997
- World class manufacturing facility in NY
- 152 issued patents
- Over 4,000 units in the field with over 10 M hours runtime



Transforming Plug Power Into a Sustainable Business



	2008	2013
Product	1 beta fuel cell	Portfolio of 3 product families
Customers	Blanket focus across multiple industries	Large distribution and manufacturing centers
Sales	Sales teams in multiple industries	An engaged nationwide team, with HYpulsion partnership in Europe
Focus expanded	Demonstrating products in multiple applications	Adding new and growing existing customers while expanding into adjacent markets

Plug Power: Poised for Profitability

Today's focus: material handling market



- Endorsed via an investment by Air Liquide, a leading industrial gas firm
- Significant and new customers are buying
- Quality problems behind us
- EBITDA profitability within reach
- Success in materials transport is generating interest (and development funds) from adjacent markets

This is the first step toward Plug Power's long-term goal to displace lead-acid batteries and diesel engines in a broad array of applications.

Plug Power's Focus: Material Handling Industry

GenDrive Products

GenDrive™

Class 1 Suite
Sit-down Lift Trucks





GenDrive™

Class 2 Suite
Stand-up Reach Trucks

GenDrive™

Class 3 Suite
Rider Pallet Trucks



Operational Benefits, Large Market Opportunity and Path to Profitability

- Increased Productivity
- Lower Operational Costs
- Additional Commercial Space
- Zero Emissions
- Large Market Opportunity
- Early Traction with Large Customers
- Focused Strategy to Drive Revenue Growth And Profitability

Lowering the Cost of Hydrogen Infrastructure …

Large On-site Liquid Storage	On-site Generation	Small Retail Solutions







… is crucial to expand the Material Handling Market

Expanding the Opportunity in the $20B Material Handling Industry

North American shipments have been isolated to 40% of the total fork truck population

	Segment	Experience	Hydrogen Solutions	Market Size QTY*	Market Size USD**
North America	**Large**	6 Years (1 Year onsite generation)	• Delivery with on-site liquefied storage • Large on-site generation w/ gaseous storage	15% (~180 K)	**$ 4.2 Billion**
	Medium	6 Years (1 Year onsite generation)	• Delivery with on-site liquefied or gaseous storage • Small on-site generation w/ gaseous storage	25% (~300 K)	
	Small	1-3 Years	• Delivery with gaseous storage • Small on-site generation w/gaseous storage	20% (~240 K)	
	Retail	Under development	• Under development	40% (~480 K)	
Europe	**All**	1 Year	• AL advanced hydrogen fueling stations	~1,700 K	**$5.7 Billion**
Japan & China	**All**	N/A	• **Under review**	**N / A**	**$7.8 Billion**
ROW	**All**	N/A	• **Under review**	**N / A**	**$2.1 Billion**

Low-cost Hydrogen Infrastructure is Crucial to Expansion

* & ** Sources: Analysis of Industrial Truck Association data, JVIA, and ongoing management discussions with OEM's

Customer Base Continues to Grow

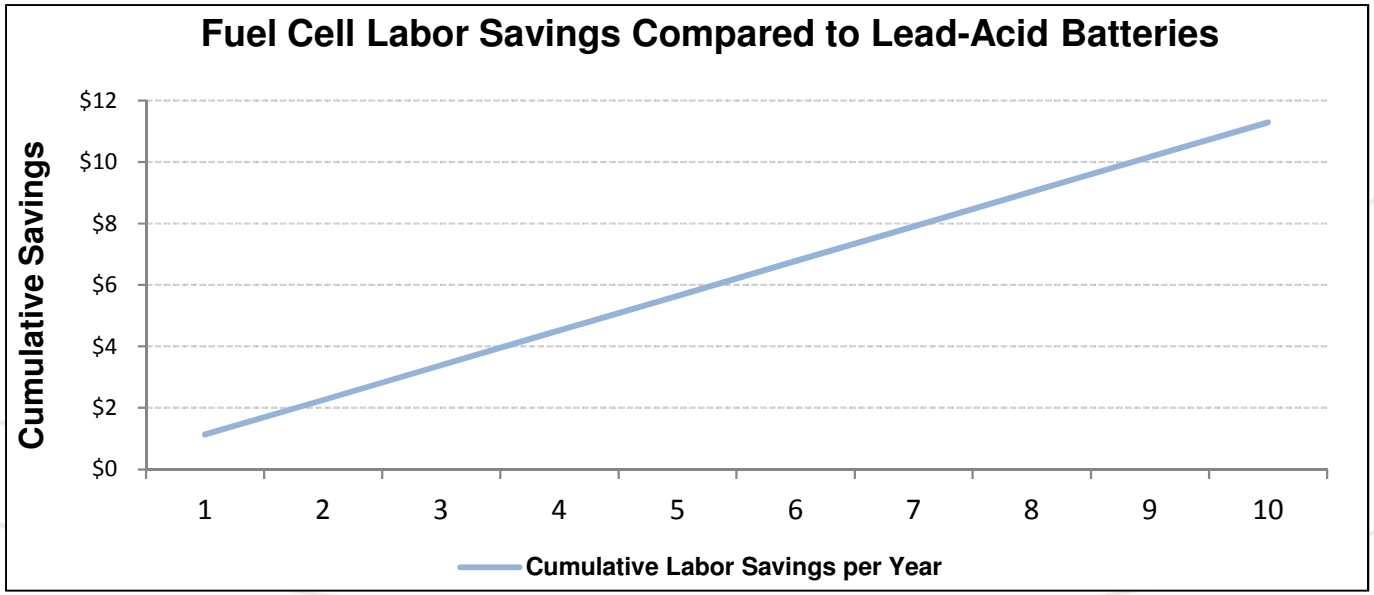
- 44 total site deployments with 24 different customers
- 29 brownfield sites
- 15 greenfield sites
- More than 4,000 units shipped
- ~8,000 fills per day by customer
- More than 4,600 kg of H_2 dispensed per day



GenDrive Value Proposition

Key benefits of GenDrive implementation

- Increased productivity up to 15%
- Greenfield IRR Payback < 1 year and ~$3 million in savings
- Reduced carbon footprint up to 80%



Note:
Savings calculations based on brownfield and does not include benefits to fork trucks from constant voltage or reduced workforce from lower fleet size.
Annual savings conditional to site labor rate, shifts per day, electricity prices, battery prices and battery room expenses

Customer Success in Food

- Second largest food retailer in North America
- First deployment in Compton, CA
- 174 GenDrive units
- Kroger operates ~30 large distribution centers nationwide
- Distribution center conditions include freezer environments reaching -25 degrees F
- New sites being considered are estimated to reduce Kroger's carbon footprint from fork trucks by 31%, on average



Customer Success in Manufacturing

P&G

- Largest consumer product company in the world
- Deployed in California, Louisiana, Pennsylvania and North Carolina
- 342 GenDrive units, total
- P&G operates 34 plants in the US and close to 100 plants world-wide
- Modified standard products for P&G fleet strengthening the relationship for future sales
- In 2010 announced sustainability initiative of powering plants with 100% renewable energy



Customer Success in Retail

Walmart

- Largest retailer and employer in the world
- Deployed in Ohio, Alberta and Ontario
- 509 GenDrive units, total
- Walmart operates 100+ distribution centers with close to 20,000 forklift trucks and approximately 15,000 units in stores in North America
- Plug Power designed and built hydrogen piping and dispensing system to generate revenue from H_2
- Expected greenhouse gas reduction (WCH facility) up to 72% compared to batteries charged from grid



HyPulsion JV is Bearing Fruit

- HyPulsion, Joint Venture between Plug Power and Air Liquide, has completed one year of business and product development activities
  - Foundation is laid – will ship product in 2013
- Market opportunity greater than North America
- 9 CE certified products with multiple configurations available for deployment in 2013
- Collaboration projects in place with 8 fork lift OEMs
  - Includes Jungheinrich, Toyota Material Handling, Linde

AIR LIQUIDE

HYPulsion



Plug Power Operations

500+ years combined experience in fuel cell system product development, manufacturing, and service

Engineering

- Comprehensive knowledge at both the fuel cell stack and system level
- Flexible and responsive to meet specific customer needs
- Structured problem solving process for complex technical challenges

Manufacturing

- 50K FT2 facility
- 10K unit capacity
- Lean manufacturing assembly and test process

Service

- On-site service technician coverage
- Consigned service parts
- East, West, Central Regional Service Management

Plug Financials

	2013	2012
Product and Service Business		
Product and Service Revenue	$ 35,300	$ 24,676
Cost of Product and Service Revenue	$ 36,700	$ 37,657
Gross margin percentage	-4%	-53%
EBITDAS	$ (14,000)	$ (30,293)

Note: * Figures in USD millions

Annual Product Business Break Even

Product Revenue	$ 70,000,000	$ 58,600,000	$ 34,000,000
Material Cost	$ 46,900,000	$ 39,262,000	$ 22,780,000
Production Labor Fully Burdened	$ 4,850,000	$ 4,850,000	$ 4,850,000
All other Expenses	$ 14,700,000	$ 14,472,000	$ 13,980,000
EBITDAS	$ 3,550,000	$ 16,000	$ (7,610,000)

Assumes 67% Material Cost to Product Cost

Targeted for Q2/Q3 2014 for a Breakeven EBITDAS Quarter

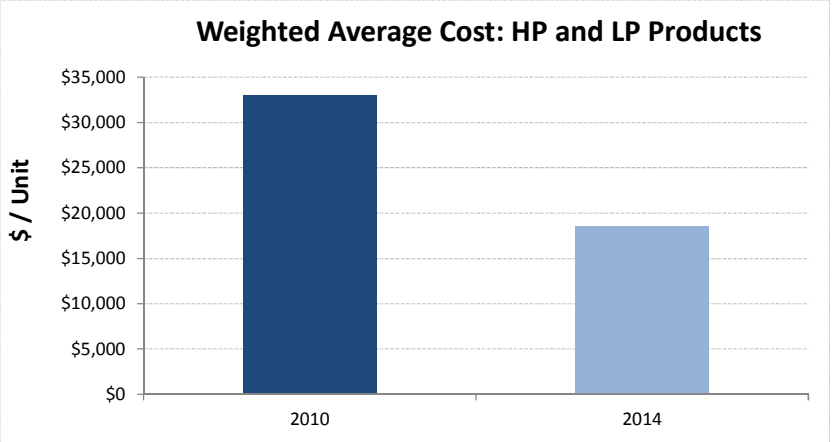
Product and Service Cost Roadmap

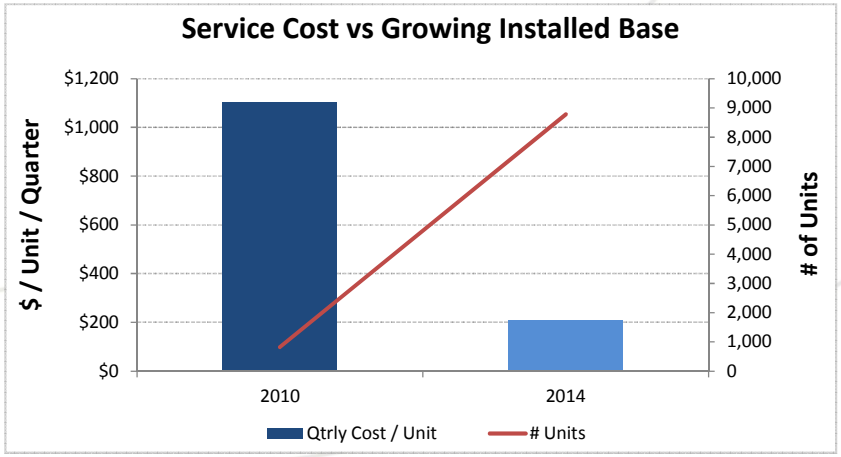
Product

- We continue delivering cost reductions
  - Costs are falling in line
  - Averaging ~10% year over year reductions ($ / unit) from 2010 - 14
- Higher volumes, sourcing strategies, and manufacturing improvements driving progress

Service

- We continue enhancing our service
  - Averaging ~25% year over year reductions ($ / unit) 2010 – 14
- Key component performance improvements, improved supplier relationships, and higher purchasing volumes are turning the business around





Note: * assumed unit growth is used to calculate reductions in a $ / unit metric and is not meant to as sales guidance.

Future Market Expansion

- Targeting adjacent markets that have the same dynamics as materials handling
  - Ground Support Equipment – 60,000 units deployed
  - Big Rig Transportation Refrigeration Units – 290,000 units deployed
  - Range extenders for heavy-duty electric vehicles
    - President Obama target: 1M electric vehicles by 2015
- Significant development funds provided by external agencies
  - DOE development grant for Charlatte CTE5 BTTs - $2.5 million
  - New York SERDA – $250K for TRUs
  - Planned application for DOE RFP regarding range extenders



Charlatte BTT



Transportation Refrigeration Unit



Heavy Duty Electric Car

Summary

- Plug Power is the premier system integrator for PEM fuel cells
  - Materials handling first mover advantage – 90% market share; HyPulsion JV gives us same advantage in Europe
  - Air Liquide now a key strategic investor and joined board of directors
  - Compelling customer experience with Fortune 500 client list – 4,000 units to 23 firms
  - Growing opportunities in adjacent markets with outside entities committing development funds
  - Momentum in lower-cost Hydrogen solutions is rapidly expanding our opportunities
- Material handling success is the first step to our goal of profitably displacing diesel engines and batteries with fuel cells in a wide array of applications



POWERAHEAD

plug power®

968 Albany Shaker Road
Latham, New York 12110

518.782.7700
www.plugpower.com