2013 December Business Update



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Today's Fuel Cells for proven, reliable power.

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Progress Path to Success

May, 2013

- Critical Investment from Air Liquide
- 1M USD of bookings

May 15 – October 8

- Additional 11M USD in bookings

October 8 – December 4

- Additional 17.8M USD in bookings

Current negotiations to deploy GenDrive at multiple-site distribution centers will significantly impact fourth quarter bookings.

Structure of a Turn-key Multi-site Deal

Appx. 50-60% of revenue

- 3-6 sites
  - 750-1500 units
  - Deployed over 2 years
- 5 year extended service contract
- Hydrogen infrastructure
- Hydrogen fuel



Value per site: 8-12M USD

GenDrive®







Series 1000

- 3-Wheel Sit-Down
- 4-Wheel sit-Down

Series 2000

- Stand-Up Reach
- Stand-Up Counterbalanced
- Turret Trucks

Series 3000

- End Rider Pallet
- Center Rider Pallet
- Man-Up Orderpickers
- Tow Tractors

All Products are Commercially Available NOW!

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Typical Service Offering

- 5 Year Contracts
  - Labor
  - Parts
  - Hydrogen Infrastructure
- Represents 25% of total deal value
- Included in Plug Power turn-key solution
- Knowledge acquired by on-site support drives continual product improvement
- Some customers **today**:
  - Sysco, Walmart, Kroger



A Growing Segment

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Typical Hydrogen Offering

- Hydrogen infrastructure
  - Today, portions deployed at Walmart Washington Court House
  - Compression system designed for deployments
- Hydrogen re-sell
  - Bulk purchase of hydrogen
  - Daily, Plug Power customers purchase 2-3% of total available liquid H2 in the North America, today
    - Provides Plug Power purchasing power



Material Handling Focused Segments



Food

- Kroger and WinCo



Retail

- Walmart and Lowes



Manufacturing

- BMW and Mercedes

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Success in Manufacturing: Auto Makers

- BMW, Spartanburg, South Carolina:
  - 205 GenDrive units in assembly hall
  - 118 GenDrive units in logistics, body and paint shot
  - World's largest users of fuel cells on a single site

- Mercedes-Benz, Tuscaloosa, Alabama:
  - 2012: 72 GenDrive units for vehicle assembly plant
  - 2013: Additional 123 GenDrive units for new warehouse



Success in Manufacturing: Auto Makers

- Batteries are undependable – GenDrive provides predictability
- Easy, fast operator refueling – minutes vs. hours
- Lower operational costs through eliminating battery room and charging equipment
- Reduction of greenhouse gas emissions by up to 80%



Targeting All Major Auto Manufacturers

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Success in Food: Kroger

- Compton, California
  - Over 160 units deployed for over a year
- Stapleton, Colorado
  - New contract win for Plug Power
  - Will deploy over 200 GenDrive units in 2014
- Long term service contract in place at both facilities



Improves Productivity

Success at Walmart

- Deployments: Over 500 Units
  - Cornwall, Canada
  - Washington Courthouse, Ohio
  - Calgary, Canada
- At Washington Courthouse facility - providing service and products
- Continuing to purchase additional units at these sites
  - Another example of recurring revenue



Targeting providing turnkey solution for hydrogen, product and service at future sites.

Customer Base Continues to Grow

Backlog product shipments: 2014

- Today: 28M USD
- 12/31: 43M USD

70% of 2014 requirements of 60M USD

Recurring Revenue

- 10M USD booked for 2014 and growing



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Annual Product Business Break Even

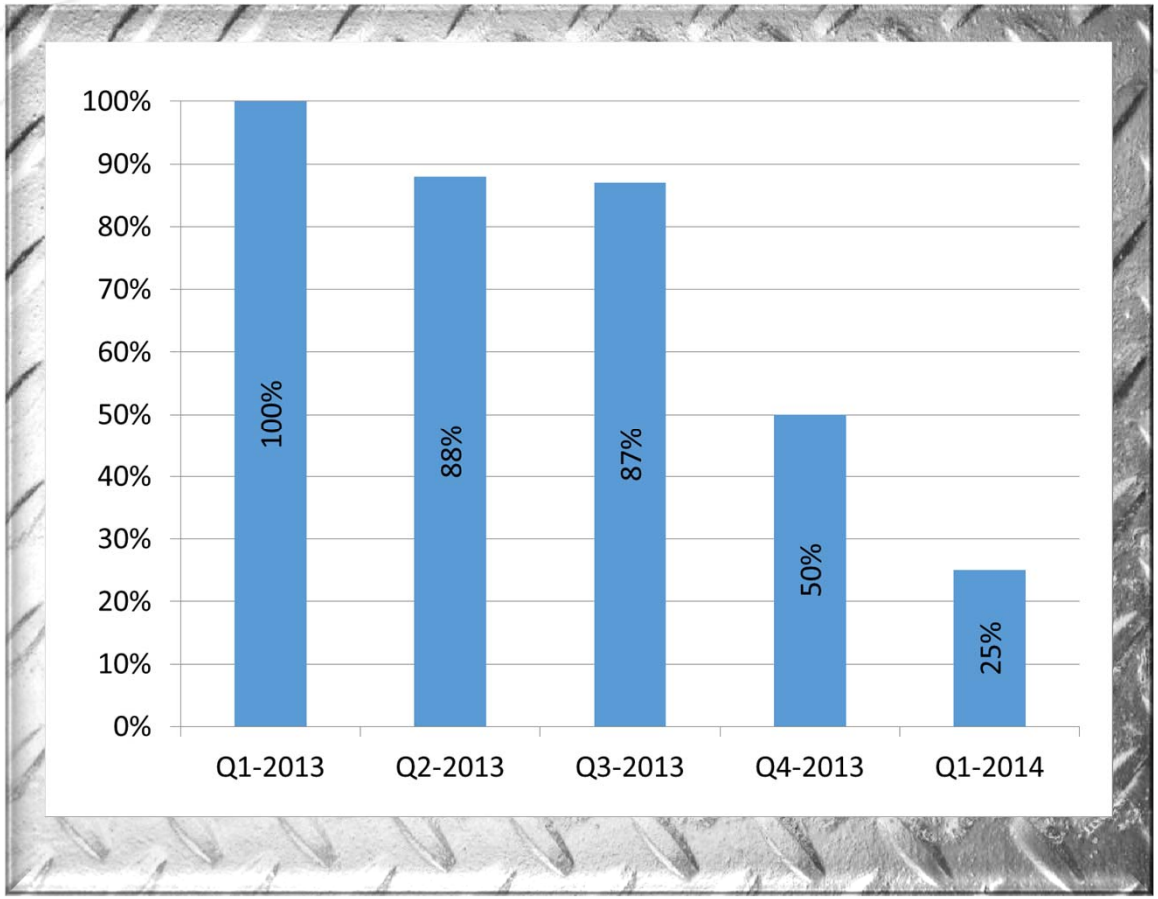
Product Revenue	**$ 70,000,000**	**$ 58,600,000**	**$ 34,000,000**
Material Cost	**$ 46,900,000**	**$ 39,262,000**	**$ 22,780,000**
Production Labor Fully Burdened	**$ 4,850,000**	**$ 4,850,000**	**$ 4,850,000**
All other Expenses	**$ 14,700,000**	**$ 14,472,000**	**$ 13,980,000**
EBITDAS	**$ 3,550,000**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

Assumes 67% Material Cost to Product Cost

Targeted for Q2/Q3 2014 for a Breakeven EBITDAS Quarter

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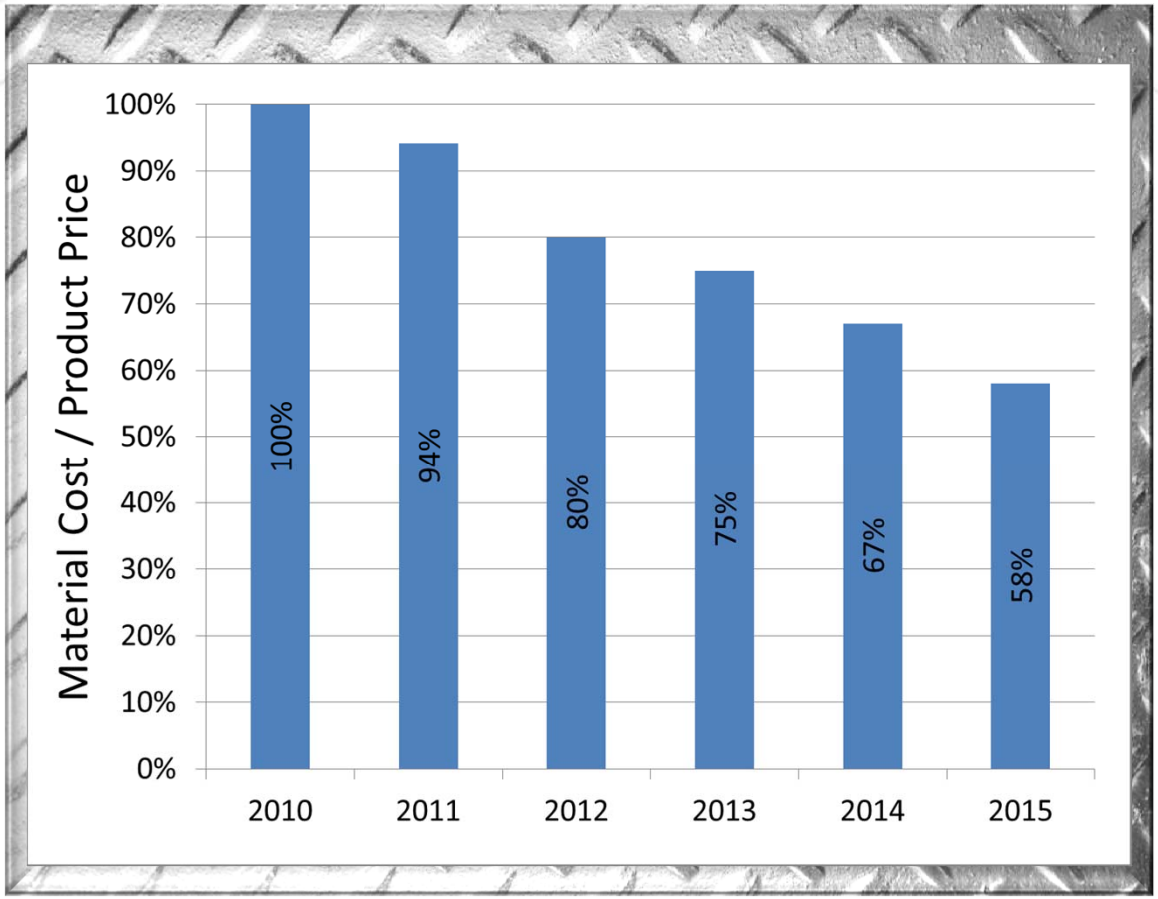
Service Cost: 75% Reduction in Breakdowns



Key Projects

- Addressed systematic failures
- Training – misdiagnostics
- Billing out staff

Product Cost Reduction



Key Projects

- Design simplification
- Scale
- Alternative suppliers

Second Source Options

- Key component – stacks
- Single sourced, today
- Considering:
  - Alternative suppliers
  - Joint development with Air Liquide



Alternative Suppliers

- Extensive review of potential substitutions
- Ground Support Equipment deployment will use one of the potential alternatives
- Looking to deploy GenDrive in 2014 with new supplier



Joint Development Opportunity

- Extensive survey of plate and membrane suppliers
  - Large volumes for industry
  - Great interest
- Leverage Plug Power's system and mechanical design capability and Air Liquide electro-chemist know-how
- Opportunity to simplify our system, increase product life and reduce cost
- We'll provide update in Feb. business update call



Market Expansion Opportunities

Market Expansion Through HyPulsion

- HyPulsion has completed one year of business and product development activities
- Europe greater market opportunity than North America
- 7 collaboration projects in place:
  - Jungheinrich, Linde/Fenwhich, Still, Crown, NACCO, Toyota Material Handling Equipment
- Starting initial deployments with many customers including BMW and IKEA



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Market Expansion Opportunities –

Based on GenDrive Product Architecture: Adjacent Markets With Same Dynamics as Materials Handling

plug power GenDrive

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Transportation Refrigeration Units (TRU)

Application: Air conditioning of product transport in refrigerated trailers

Value: Offer a lower emission, lower noise, and lower OpEx solution

Market: 300,000 trucks, domestically

Current Demo Customer: Sysco Long Island



Ground Support Equipment (GSE)

Application: airport tuggers (baggage, cargo), belt loaders, auxiliary power units

Value: Comply with tightening emissions standards that require capital increases and operational interruption to diesel fleets

Market: 26,000 tuggers domestically;

Current Demo Customer: FedEx Express



Range Extenders

Application: Addition of a fuel cell to electric hybrid vehicles

Value: Extend the distance traveled between electric recharge

Market: includes parcel delivery trucks, taxis, port vehicles

Potential Demo Customers: FedEx, UPS, US Post Office, taxi fleets

2013 is Not Over…

- **17.8M USD orders to date this quarter, and building**
- **Will close a multi-site turn-key deal in coming weeks**
  - **Expect 30-40M USD in bookings for the quarter**
- **Will reach EBITDAS breakeven in 2014**



THIS WILL BE A BLOWOUT QUARTER FOR ORDERS

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