UNLIMITED HYDROGEN

DESIGNER AND MANUFACTURER OF EQUIPMENT FOR THE PRODUCTION & DISTRIBUTION OF ZERO-CARBON HYDROGEN

BY McPhy

2019 FULL-YEAR RESULTS

March 11, 2020

Today's speakers and Agenda

1. Introduction
2. Our Positioning
3. 2019 Key Achievements
4. 2019 Financial Highlights
5. Our Strategy for the future
6. Conclusion

Laurent Carme
Chief Executive Officer

Emilie Maschio
Chief Financial Officer

INTRODUCTION

| Game-changing hydrogen

Game-changing hydrogen

| Paving the way towards a clean and secure energy system

Zero-emission, flexible, highly efficient, value provider, …

An **agile** energy that can replace carbonized fuels in several applications

Global consensus:
hydrogen making a positive contribution to the world

Solution for environmental, societal and economic challenges

OUR POSITIONING

| Driving clean energy forward

Shutterstock

Company timeline

| Accelerating the pace of change

Born from innovation, driven by ambition: three major step changes

2018

Industrialization & Scale up

"Augmented" product range:
multi-MW and multi-tons equipment,
large scale units, deep integration

2013

Diversification

Alkaline electrolysis,
hydrogen refueling stations

2008

Incubation

Hydrogen solid-state storage,
technological and scientific
partnership with CEA and CNRS

McPhy

Technologies & Markets

| Rationale for our positioning

A fit-for purpose offer, ideally positioned to capture the market opportunities

Electrolyzers

- Pressurized alkaline 30 bar
- Capacity to integrate PEM
- 1MW high density stack
- 37 MW installed base*
- Already in multi-MW industrial market

Refueling Stations

- Full range covered, from 20 to 800 kg, 350b, 700b & DP
- 24 HRS installed base*
- Patented Augmented McFilling
- Ready for very large scale

INDUSTRY

THE "SCALE-UP DRIVER"

- H_2 demand could grow in Europe from 7 to 14 Mio Tons by 2030 in Europe, leading to 20 to 40 GW of electrolysis
- Only industrial sites require >100 MW electrolyzers, allowing cost-out through economies of scale

MOBILITY

THE "MARKET ENABLER"

- Mobility market is ramping-up from now, with medium-size equipment needed for progressive scale-up (1-5MW)
- Integration ELY/HRS will become more critical as HRS stations grow bigger (competition consolidating in both segments)
- Mobility is also the way to grow public awareness and acceptance on H_2

ENERGY

THE "MEDIUM-LONG TERM GROWTH RELAY"

- Flexibility, balance for the network and grid services will be developed with market maturity
- Large-scale integration with renewables in development projects will become critical

** References: under operation, under installation or under development [Jan. 2020]*

Industrial infrastructure

| Scalable European industrial base, global reach

20 to 30
stations p.a.

< Production capacity per annum >

100 to 300
MW p.a.

FRANCE

Engineering & Manufacturing

Refueling stations manufacturing and assembly, unique innovation platform and test bench

ITALY

Engineering & Manufacturing

Stack manufacturing, electrolyzers assembly, small electrolyzers engineering

GERMANY

Engineering

Engineering development and EPC for multi-MW electrolysis units

GLOBALLY

Sales & Services

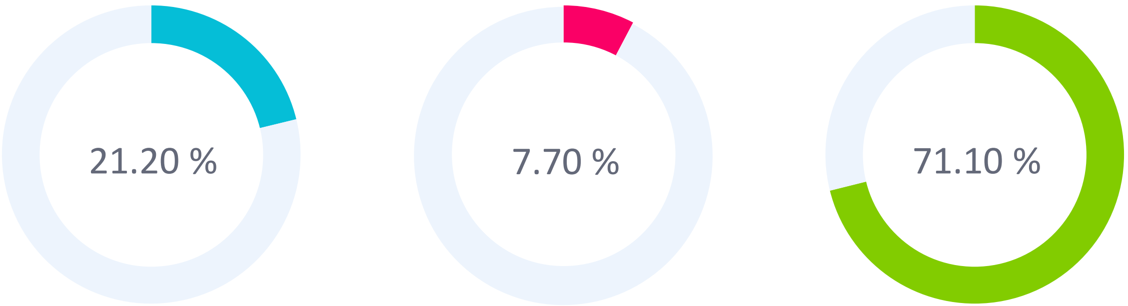
Global reach
Backed by our technological & industrial partnership: EDF / Hynamics, De Nora, …

98 PEOPLE

Financing our growth

| McPhy shareholding

Nov. 2019



EDF Pulse Croissance Holding

Bpifrance Investissement

Floating

Market capitalization [March 6th 2020]

€101m

Successful capital increase by private placement: ***c.€7m*** *on Nov. 2019*

Strengthening our financial position to:

Address the acceleration of the activity

Finance innovation and product development

Cover mid-term working capital requirements

Executive committee

| A highly experienced and international executive committee

Management Board

1 **Laurent Carme**
Chief Executive Officer

2 **Bertrand Amelot**
Chief Sales Officer

3 **Gilles Cachot**
Chief Operating Officer

4 **Emilie Maschio**
Chief Financial Officer

Other ExCom members

Jean-René Cavaillé 5
COO France

Marco Luccioli 6
COO Italy

Michael Wenske 7
COO Germany

Ingrid Leboucher
Human Resources Manager

Marc Lepelé 8
Corporate Lawyer

KEY ACHIEVEMENTS

2019

ENGIE SMT AG

Key achievements

| McPhy 2019

People

98 people

Nomination of a new CEO

New COO France

Strengthening our HR and field of expertise

Achievements

Order intake:

€ 13.0m

+63%

Strong position on the **biggest projects**

Innovation

Launch of **Augmented McFilling**

Manufacturing

Increasing **industrialization** of our manufacturing processes

P&L

Revenue

€ 11.4m

+43%

Operating Margin

€(6.0)m

+36%

Cash

€13m

Capital increase of c.€7 m *(Nov. 2019)*

Snapshot

| McPhy today

3 MARKETS SERVED
INDUSTRY, MOBILITY, ENERGY

1 INTEGRATED OFFER
ELECTROLYZERS, STATIONS, SERVICES

€ 11.4 MILLION IN REVENUE
AN INCREASE OF MORE THAN 40% BETWEEN 2018 AND 2019

LEADER IN ALKALINE ELECTROLYSIS
The most mature hydrogen generation process on the market, an indispensable technological component for the mass production of zero- carbon hydrogen from renewable electricity

37 MW* OF HIGH-POWER ELECTROLYSIS

24 STATIONS* FOR ZERO-EMISSION MOBILITY

5 SITES IN EUROPE

Ø CARBON HYDROGEN
Clean energy that doesn't generate any carbon at all - during its production or during its use

98 EXPERT STAFF IN THE H_2 VALUE CHAIN

References: under operation, under installation or under development [Jan. 2020]

FINANCIAL HIGHLIGHTS
2019

Pexels

Financial highlights

| 2019 P&L: strong revenue growth of +43%

IFRS (in €m)	2019	2018	Δ
1 Sales revenue	11.4	8.0	+43%
2 Other ordinary income	4.5	1.1	+296%
Income from ordinary operations	**15.9**	**9.1**	**+75%**
3 Purchases	(6.1)	(4.6)	+35%
4 Staff costs	(7.1)	(6.1)	+17%
3 External charges	(6.1)	(5.7)	+7%
5 Depreciation, amortization & reserves	(2.6)	(2.1)	+23%
Current Operating Income (EBIT)	**(6.0)**	**(9.4)**	**+36%**
Non-current expenses and income	(0.1)	(0.0)	-
Operating Income	**(6.1)**	**(9.4)**	**+35%**
Net financial income (expense)	(0.1)	(0.0)	-
Income tax expense	(0.1)	(0.1)	-
Net income (loss)	**(6.3)**	**(9.5)**	**+34%**

1. Growth driven by the **taking and completion of a number of orders** for electrolyzers and hydrogen stations in France and abroad
2. Growth in other ordinary income linked to the **cancellation of the repayment** of the €3.5m debt as part of the Pushy project
3. Growth in purchases and external charges in proportion to the activity – controlled increase due to **cost-cutting measures with the objective to continuously improve competitiveness**
4. Recruitment of **12 net new employees**, total number of employees of 98 as of December 2019
5. Increase in D&A mainly linked to the **application of IFRS16 standard**

Financial highlights

| 2019 Balance Sheet

Assets (in €m)	31/12/2019	31/12/2018
Non current assets		
Goodwill	2.5	2.5
Other assets	3.0	2.6
Other non current assets	0.3	0.4
Total non current assets	**5.8**	**5.5**
Current assets		
Inventories	1.9	2.2
Trade and other receivables	7.7	6.6
Current tax assets	0.7	0.7
Financial assets	-	-
Cash and cash equivalents	13.0	14.9
Total current assets	**23.4**	**24.4**
Total assets	**29.2**	**29.9**

Equity and liabilities (in €m)	31/12/2019	31/12/2018
Shareholders' equity		
Share capital	2.1	1.8
Additional paid-in capital	30.9	31.2
Treasury stock	(0.1)	(0.1)
Retained earnings	(16.3)	(17.2)
Total Shareholders' equity	**16.6**	**15.7**
Non-current liabilities		
Provisions – over 1 year	0.8	0.6
Financial debt – over 1 year(1)	1.8	5.2
Other non-current liabilities	0.6	0.5
Total non-current liabilities	**3.1**	**6.2**
Current liabilities		
Provisions – under 1 year	0.6	0.8
Financial debt – under 1 year	1.1	0.8
Trade and other payables	4.9	4.2
Other current liabilities	3.0	2.3
Total current liabilities	**9.5**	**8.0**
Total equity and liabilities	**29.2**	**29.9**

Note: (1) In July, waiver of the repayment of €3.5m loan from BPIfrance Financement

Financial highlights

| 2019 Cash-Flows

In €m	2019	2018
Cash-Flow	(8.1)	(7.2)
Working capital requirement[(1)]	0.6	0.2
Operating Cash-Flow	**(7.5)**	**(7.0)**
Capex	(0.2)	0.2
Change in loans	(1.3)	(1.3)
Capital increase	7.1	18.7
Change in cash	**(1.9)**	**10.6**
Opening cash	*14.9*	*4.2*
Closing cash	**13.0**	**14.9**

- **Operating cash-flow of -€7.5m**
- Change in cash of **-€1.9m**
- **Net cash position of €13.0m** at Dec 2019

As part of the capital increase, the exercise of the stock warrants could strengthen the Company's shareholders' equity by a maximum of €2.8 million

Financial highlights

| Success of the capital increase by private placement of c. €7m

Use of proceeds

- One-third of the funds will allow the Company to participate in **covering its working capital requirements for the next 18 months**;
- One-third of the funds will be dedicated to address the **acceleration of the activity**, the market and ongoing projects, in particular with regard to very high capacity hydrogen production platforms; and
- One-third of the funds will be dedicated to **financing R&D and product development**

Free warrant allocation

- 10 BSA would allow to subscribe to 1 new ordinary share at €2.70 per new share
- Resolution regarding the issuance of the BSA has been voted on an Extraordinary Shareholders' Meeting on January 16, 2020
- The Ecotechnologies Fund and EDF Pulse Croissance Holding have agreed not to exercise any BSA they may be allocated
- The exercise of warrants could strengthen the Company's shareholders' equity by a **maximum of €2.8m** (to date, **c. €1m has been raised**)

Strengthened shareholders' equity

Cash position as of Dec. 31, 2019 of €13m

Terms of the operation

- Amount of the operation: **€6.9m(1)**
- Issuance price: **€2.70**
- Issuance of **2,552,544** new ordinary shares representing **17.3%** of the capital and voting rights before the operation
- Continuity of the activity **ensured over the next 18 months**
- Subscription of key shareholders: the **Ecotechnologies Fund** (managed by Bpifrance Investissement) and **EDF Pulse Croissance Holding**
- Lock-up agreement for the Ecotechnologies Fund and EDF Pulse Croissance: **90 days**
- Abstention commitment for the Company: **180 days**

Note: (1) Before exercise of warrants (BSA)

OUR STRATEGY
for the future

EnergieDienst 1MW

What are we looking to achieve

| Ambition for the future

« Accelerate transition & scale-up to increase the competitiveness of zero- carbon hydrogen

Partner with our customers

Strengthen our leadership position

Cover the whole value-chain

Scale-up strategy

| Meet the customer needs & lower the costs

Best-in-class technology

- Alkaline electrolysis: most proven and reliable process for large-scale zero-carbon H2 production
- Full range of state-of-the art refueling stations
- Breakthrough technologies
- Highest levels of quality & security

Demonstrated track-record

- Strong position on a growing market: 37 MW, 24 stations
- Chosen to equip projects heralding the arrival of wide-scale change in the industry.
  - *Largest H2 production unit in Europe*
  - *1st station for buses in France*
  - *1st station connected to an ELY in France*
  - *First power to gas project at a MW-scale in France*

Fit-for-purpose offer

- Alignment with customers need
- Modularity and scalability of systems
- Comprehensive services offer
- Team committed to customer success

Cost competitiveness

- High performance equipment: optimized efficiency & TCO
- Economy of scale through large-size equipment
- Industrialization and mass production to optimize supply chain

Technology: challenge to overcome [1/2]

| McPhy electrolysis solution

60 mt

Global hydrogen consumption

60 million tons
yearly used
in the
industry sector

95 %

"Grey" hydrogen

1kg H_2
produced

10 kg CO_2
emitted

Electrolysis

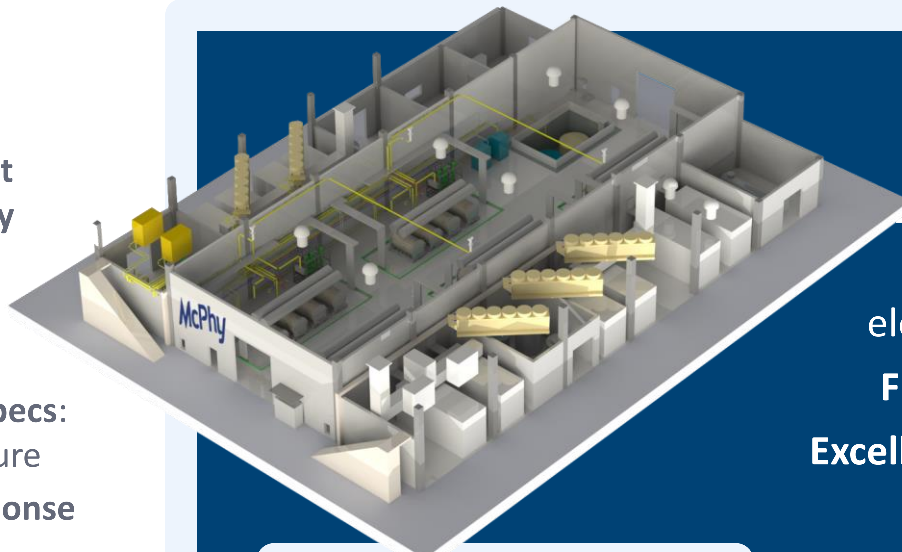
Zero-carbon energy

*Zero-carbon hydrogen, produced from renewables by **electrolysis**, is key to help our customers decarbonize their business models*

Technology

| Large-scale alkaline electrolysis

- Leader of the **most proven technology** on the market
- **30 years** of experience
- **On-site, at your specs**: flow, purity, pressure
- **Fast dynamic response time**
- **High energy efficiency**
- **Scalability**



Delfzijl , The Netherlands | 2020

Nouryon & Gasunie

Largest zero-carbon hydrogen site in Europe

20 MW

INNOVATION

| Augmented McLyzer

High current density electrodes: production capacity x2

Flexibility and fast response time

Excellent efficiency: < 4,9 KWh / Nm^3

High-pressure: **30 bar**

Scalability: **4 MW core module**

Compact footprint: 20 MW in less than 900 m^2

Highest quality & safety standards

Selected by leading industrial players

Technology: challenge to overcome [2/2]

| McPhy refueling station solution

20 %

Part of mobility in the total CO_2 emissions

This figure will rise
by +35%
by 2050

40 %

CO_2 abatement needed

To achieve the
"2° scenario"
goals

Hydrogen refueling stations

Zero-emission mobility

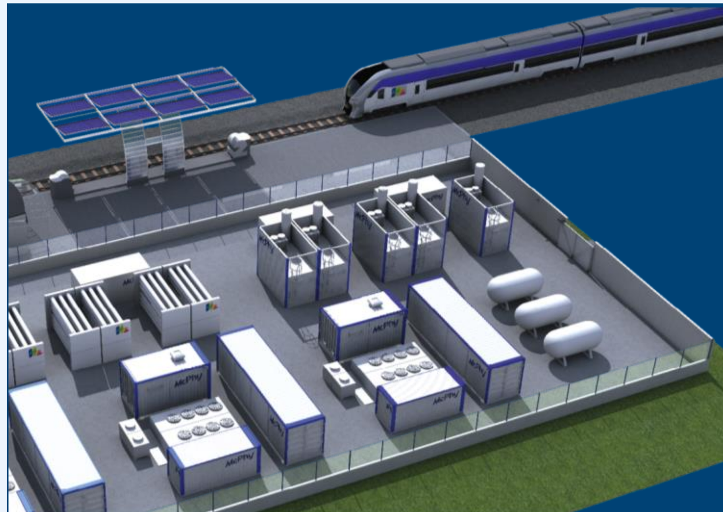
FCEVs: necessary complement to BEVs to achieve deep decarbonization of the mobility sector

Synchronization of vehicles + filling stations deployment

Technology

| Large-scale refueling stations

- **"Plug and Play"** technology
- Wide range to best suit our customer needs
- **Modularity**: f.e., the "500-350/700" model is modularized
  => as of 200 and up to 800 kg
- 96% **availability**
- IR connector: **350 – 700 bar compliance**
- On-site **electrolysis**



INNOVATION
| Augmented McFilling

Proprietary
& **patented architecture**

Dynamic reconfiguration

Increased **availability**
and **flexibility**

Excellent density:
3 to 5 Kw / kg

Optimized **energy efficiency**

Optimized **investment and operating costs**

Bethune, France | 2018

ENGIE & SMT AG

The first station for public transportation (6 buses)

McFilling 200-350 + 0.5 MW ELY

Technology

| A strong innovation policy

- Strong investment on **innovation:** proprietary and **patented** technologies
- Backed by a **strong technological partnership strategy**

hynamics GROUPE EDF

DE NORA

Nouryon

INNOVATION

| Among our partners:

Real-scale test bench for our electrolyzers, commercial and technological partnership

High current density electrodes

Highest safety standards assessment

Demonstrated track-record

|Electrolysis

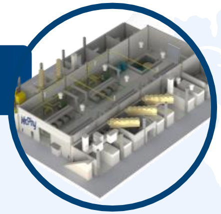
37 MW

Delfzijl , The Netherlands | 2020

Nouryon & Gasunie

Largest zero-carbon hydrogen site in Europe

20 MW



Fos sur Mer, France | 2015

GRT Gaz

First Power-to-Gaz project in France at a MW-scale

1 MW

Werlte, Germany | 2013

Audi

Industrial hydrogen production unit, under operation since 2013

6 MW

Guyuan Hebei, China | 2015

Sinopec

Expertise in the management of big international projects

4 MW

References: under operation, under installation or under development [Jan. 2020]

Demonstrated track-record

| Refueling stations

24 STATIONS

Bethune, France | 2018

ENGIE & SMT AG

The first station for public transportation (6 buses)

McFilling 200-350 + 0.5 MW ELY

Berlin, Germany | 2018

H_2 Mobility Germany

First large-scale 700 bar refueling station to be installed in Germany

McFilling 200-700

Normandy Region, France | 2019

EAS-Hymob

Hydrogen corridor strategy (7 stations)
Compliance 350-700 bar

7 x Starter Kit McFilling 20-350

Lyon, France | 2018

GNVert & CNR

Part of the Hydrogen Mobility Europe initiative

McFilling 100-350
2 x McLyzer 40-30

References: under operation, under installation or under development [Jan. 2020]

Fit-for-purpose offer

| Cutting-edge, modularized, scalable equipment for the whole value-chain

	SMALL	LARGE	AUGMENTED
ELECTROLYZERS	**PIEL** **0.4 to 12 Nm³/h** (1 to 8 bar) **McLyzer** **20 to 80 Nm³/h** (30 bar)	**McLyzer** **100 to 800 Nm³/h** (30 bar)	**Augmented McLyzer** **Multi MW, GW**
STATIONS	**Starter Kit** **McFilling 20 kg** (350 bar)	**McFilling 500** **350 bar :** 100 to 800 kg per day **700 bar :** 100 to 600 kg per day **Dual Pressure 350/700 bar :** 100 to 600 kg per day	**Augmented McFilling** **Multi-ton designs**
SERVICES	**Supervision and remote control, preventive maintenance, training of your teams, etc.**		

Leading designer, manufacturer and integrator of zero-carbon hydrogen production (electrolyzers) and distribution (hydrogen stations) equipment

Hydrogen Council

Cost Competitiveness

| Scale-up to unlock cost-reduction

	2020	2030
Cost of zero-carbon H_2 produced by electrolysis	• € 5 to 6 per kg	• **€ 2 to 2.5** per kg
Cost of an electrolysis unit	• € 650 to 750 per kW	• **€ 300 to 400** per kW
Cost of a refueling station	• € 5,500 per kg of pumping capacity (“small station” c.200kg / day)	• **€ 1,800** per kg of pumping capacity (“large station” c.1 ton / day)

*Investing €63b globally by 2030 will decrease the average cost of hydrogen **by 50%***

Hydrogen Council study: “Path to hydrogen competitiveness - A cost perspective” | Jan. 2020

CONCLUSION

Sorigny

« Let’s work together

Experienced **team**, fully committed

Strong references, confidence of key global players in the industry, mobility and energy sectors

Zero-carbon hydrogen production & distribution: proven & best in class **technologies**

Top-tier **industrial infrastructure**

Ready for the “UNLIMITED HYDROGEN” era!

Driving
clean energy
forward

THANK YOU

March 11, 2020

mcphy.com