

UNLIMITED HYDROGEN

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

BY McPhy

Investor Presentation

Full Year 2022 Financial Review

March 8, 2023

Agenda

- 2022 Business Overview
- 2022 Financial Results
- Market Prospects
- Scaling-up Strategy
- Outlook



Jean-Baptiste LUCAS
Chief Executive Officer



Alexandre BRUNET
Chief Financial Officer

2022 Business Overview



2022 Key Highlights (1/2)



Build up Strong REFERENCES

Strong REFERENCES



CEOG

World's 1st multi-MW Hydrogen Power Plant

- 16 MW High Current density alkaline electrolyzer
- 860 tons of green hydrogen to be produced per year
- 8-year maintenance contract with Siemens Energy
- Delivery in 2023



Strong REFERENCES



Hype

Strategic Partnership

- 1st order: 2 MW alkaline electrolyzer and a Dual Pressure station with a capacity of 800 kg per day
- 2nd order: 4 MW electrolyzer and a second large capacity Dual Pressure station
- To be installed in the Paris region by 2024

Strong REFERENCES



Landmark Contract

A leading reference in the industrial field

- Innovative low carbon steel production project
- Supply of two McLyzer electrolyzers (1 MW capacity each) and a Dual Pressure station (350/700 bar)
- Provision of Services and R&D
- First delivery in H1 2024




2022 Key Highlights (2/2)



Invest in TECHNOLOGY



Product Roadmap

-  Finalization of the development of **flagship products**: 1 MW HC stack and Dual Pressure station
-  Launch of **2 testing platforms** of 1 MW capacity in San Miniato plant
-  Continued **development of next-generation products**: 4 MW stack and 16 MW EPU






Improve COMPETITIVENESS



Gigafactory



High-capacity Stations and Electrolyzers



-  Signing of a public aid contract with Bpifrance for a maximum amount of **€114 million**
-  Gradual production ramp up to reach annual full capacity of **1 GW**
-  Construction work started and commissioning of the future plant planned in **H1 2024**



Invest in PEOPLE



Active Recruitment


-  **85 talents hired** in 2022
-  **70%** within the Engineering, Supply Chain & Customer Service Organizations

2022 Key Figures

 Order Intake: €29.4m (+53%)

 Revenue: €16.1m (+22%)

 EBITDA: €(36.8)m

 Net Result: €(38.2)m

 Cash Position: €135.5m

2022 Financial Results

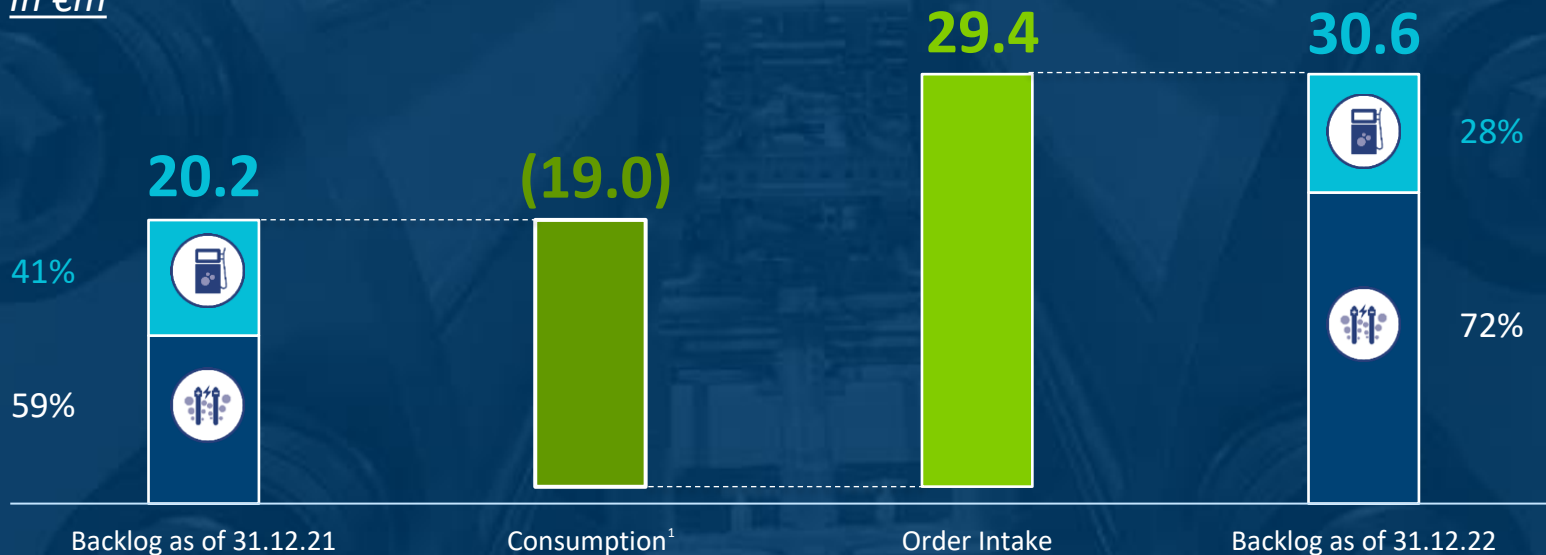


A Sharp Backlog Increase of +51%



Fueled by a rise in firm orders (+53%)

In €m



Note: ⁽¹⁾ Consumption including backlog correction of €(0.7)m





Return to Sustained Growth in 2022

In €m

2018-2022 CAGR (on reported revenue)
c. +19%



2022 Revenue Breakdown

Stations
32%

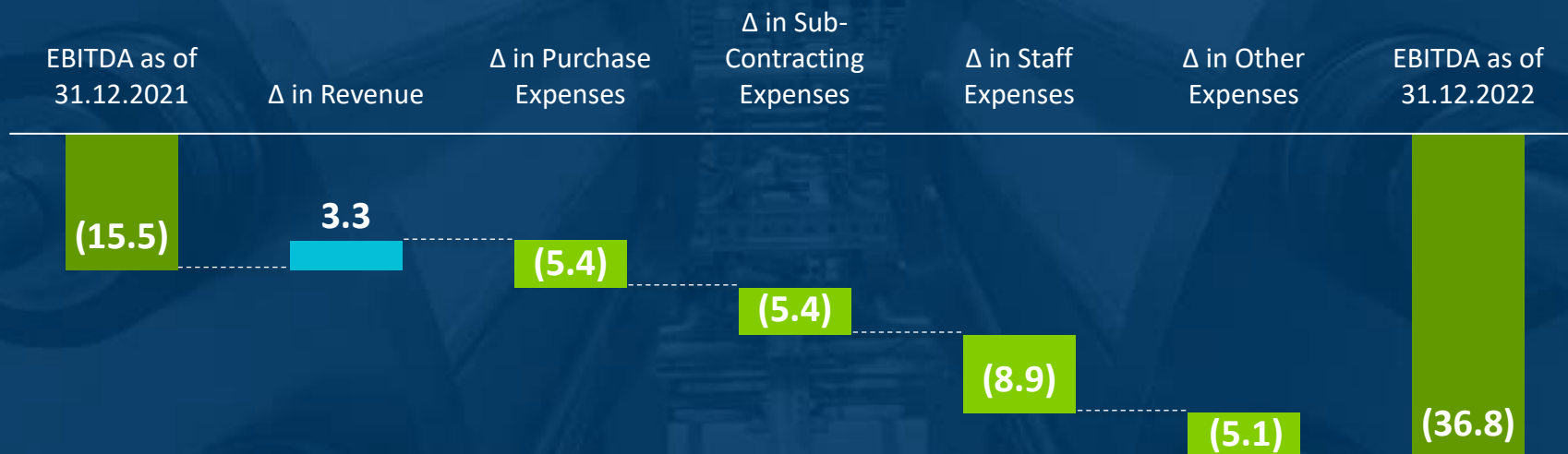


Electrolyzers
(incl. Piel range)
68%

Note: ⁽¹⁾ Revenue excluding the takeover of two old technology stations for commercial reasons

EBITDA Reflecting the Acceleration of Investment

In €m



Consolidated P&L

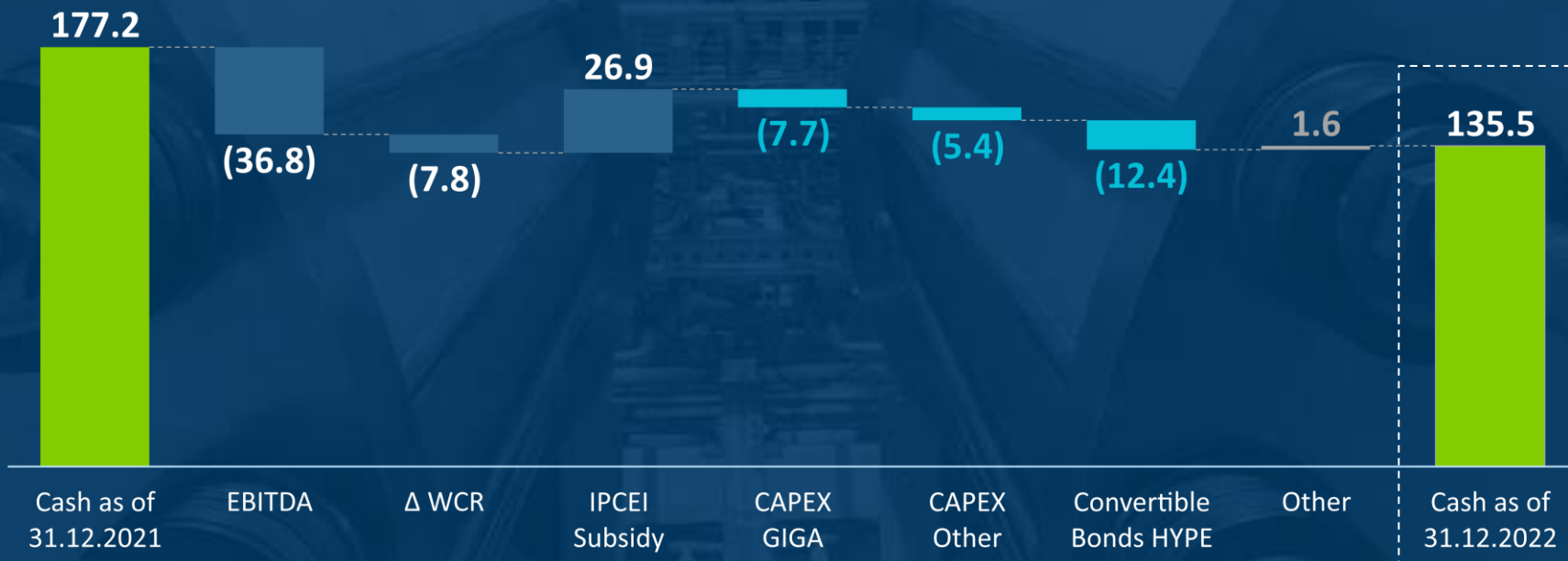
<i>IFRS (in €m)</i>	31.12.2022	31.12.2021
Revenue	16.1	13.1
Other operating income	1.9	1.5
Income from Operating Activities	17.9	14.6
Purchases consumed	(15.9)	(10.5)
Personal costs	(17.7)	(11.6)
External costs ⁽¹⁾	(21.1)	(8.0)
EBITDA	(36.8)	(15.5)
D&A	(1.6)	(8.0)
Operating Income (EBIT)	(38.4)	(23.5)
Net Result	(38.2)	(23.6)

Note: ⁽¹⁾ Including external staff and sub-contracting expenses



Solid Cash Position as of December 31, 2022

In €m



Market Prospects



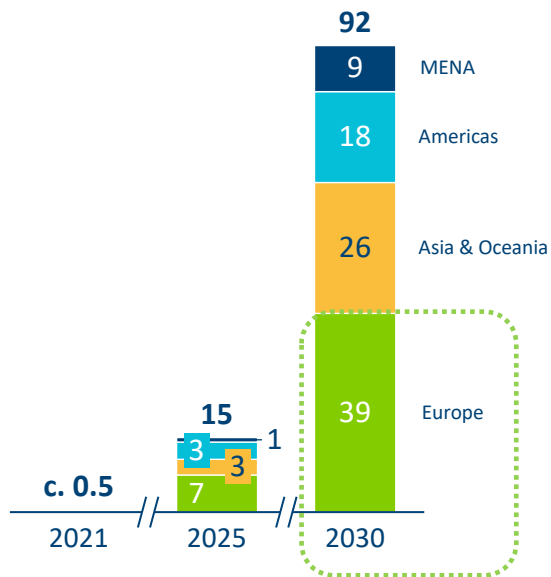
Sizeable Market for McPhy Electrolyzers

Alkaline and Europe are the Main Drivers

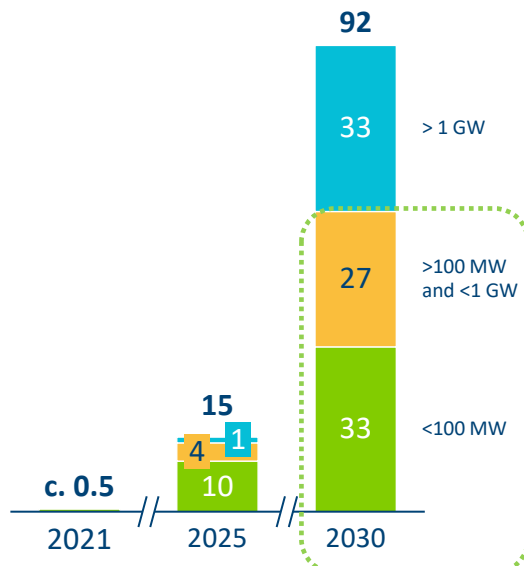


Estimated Cumulated Installed Electrolysis Capacity [in GW]

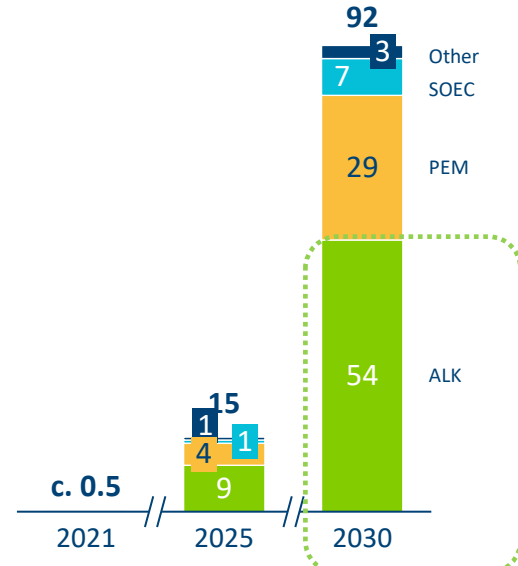
Market by Region [GW]



Market by Project Size [GW]



Market by Technology [GW]



Strengthened Commercial Opportunities

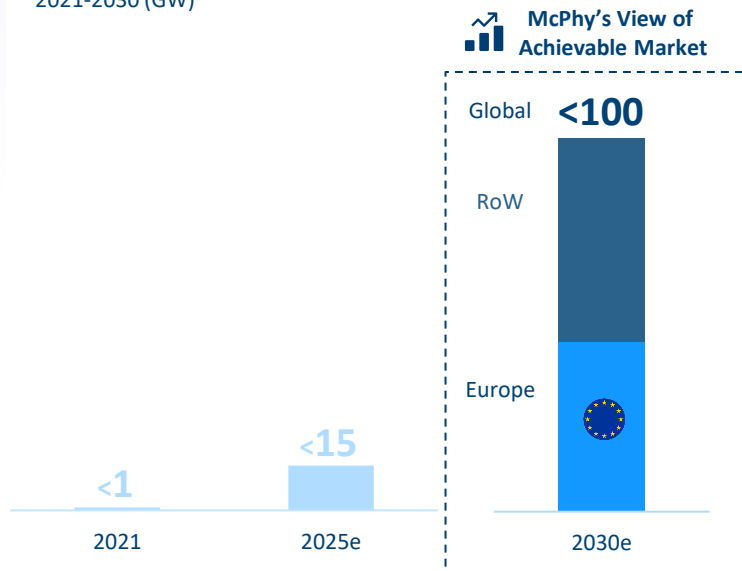
Driven by Electrolyzer Market Growth



Global Market

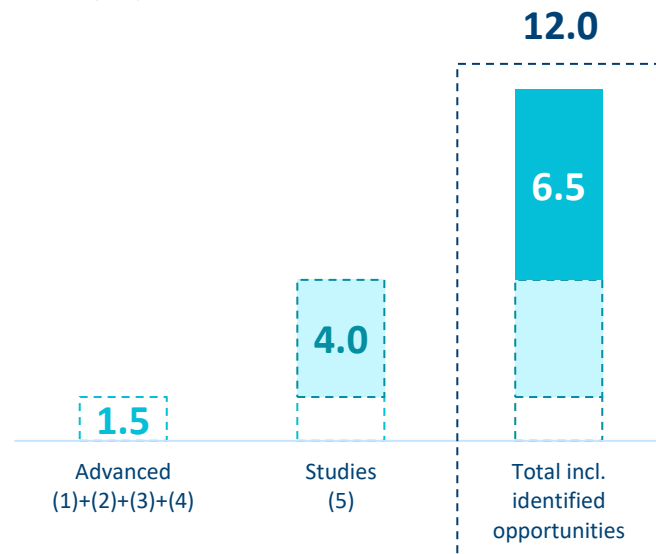


Est. cumulative Global Installed Electrolysis Capacity
2021-2030 (GW)



McPhy

By 2030 McPhy's Electrolyzer Pipeline¹
As of 2022 (GW)



Note: ¹ Pipeline = tenders managed during a year:

Advanced = (1) preferred partner status (2) confidential MOU signed (3) final stages of negotiation (4) quotations submitted in response to commercial tenders in the last 12 months

Studies = (5) project leads and feasibility studies

Sources: IEA, Hydrogen Council, Press announcements, Desk research
Full Year 2022 Financial Review

Differentiation Relying on 3 Key Pillars

Distinct Competitive Advantages

1

Technology Leadership



Depth and Breadth of product range



S M L XL

- Pressurized Alkaline:** most mature technology enabling renewable energies
- High Current density:** better efficiency
- Product development & large-scale** project capabilities
- EPC/Integration partnerships**

2

Market Reach



Global market coverage and references

- 45 MW & 40 Stations as “signed projects”
- 148 MW & 56 Stations as “preferred supplier”

- Several flagship projects in Alkaline Electrolysis**
- CEOG:** large order in Europe/South America (16 MW in 2021)
- Landmark contract in steel industry:** supply of 2 McLyzer electrolyzers (2x1 MW) and a Dual Pressure station (in 2022)
- Djewels:** large zero-carbon H2 production unit in Europe (20 MW alkaline electrolysis platform)

3

Competitive Supply Chain



Largest industrial footprint in Europe



San Miniato 300 MW/year
Belfort: 1,000 MW/year (in progress)
Grenoble
150 units/year

- Cost-out roadmap & Make-or-Buy strategy** defined
- Partnerships & long-term supply agreement** on key components



Scaling-up Strategy



A Pan-European Geographical Framework

Belfort, France



- Site of 20,000 sqm
- Gradual production ramp-up to reach a capacity of **1 GW/year**



Wildau, Germany



- **Multi-MW** electrolysis systems engineering

Grenoble, France



- Premier industrial infrastructure regrouping all stations activities (R&D, Engineering, Production & Support)
- Production capacity: **150 stations/year**



San Miniato, Italy



- Assembly of PIEL electrolyzers and high-capacity stacks (multi MW)
- Production capacity: from 100 to **300 MW/year**



Diversified and Qualified Local Teams




205
employees



3+1
sites


Active recruitment to
strengthen McPhy's
operating model:

 **+66 permanent**
employees in 2022

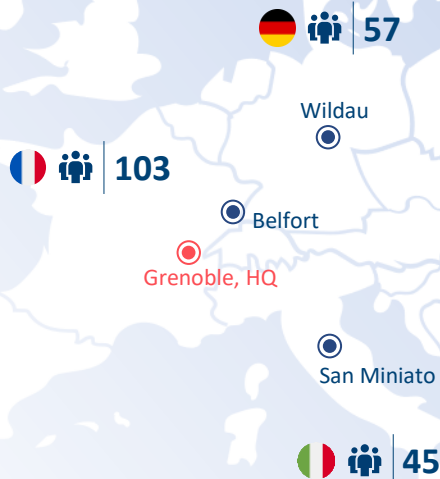
 **+33% FTE vs. 2021**

Recruitment breakdown by function

Engineering and R&D  **+23 people**

Supply Chain and
Customer Service  **+25 people**

Sales & Marketing
and Support Function  **+18 people**



Bringing Together all Teams Dedicated to Hydrogen Stations in Grenoble



Grenoble - France

- A **premier industrial infrastructure**
- Increased testing capacities with an **indoor platform** accommodating parallel testing of several stations



- Opening ceremony together with local authorities
- Increased **synergies** between **engineering** and **manufacturing** functions



- A **flow line** for the assembly of compression and distribution equipment

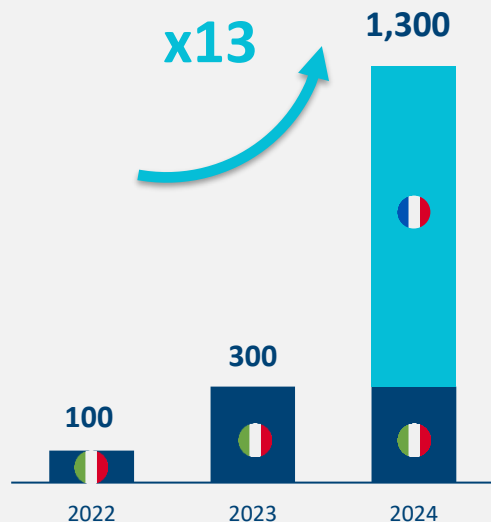


Increasing Manufacturing Capacities

Electrolyzers



Annual capacity
(in MW p.a.)

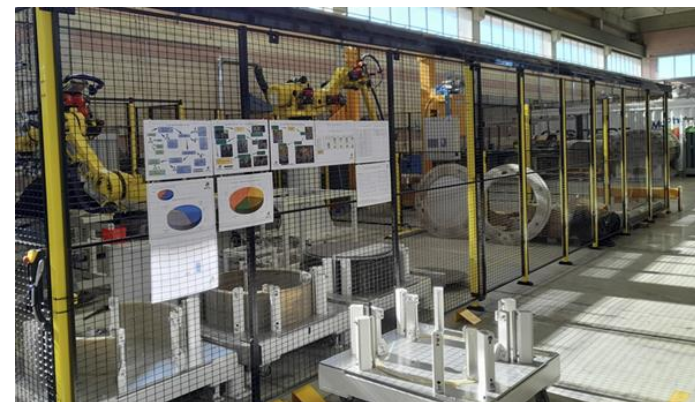


Belfort Gigafactory - France | 1 GW p.a.

- Additional capacities to San Miniato site
- Final investment decision taken in H2 2022
- €25 million investment planned in 2023
- Plant construction already started
- Operational as of H1 2024

San Miniato - Italy | 100 -> 300 MW p.a.

- Increase in installed capacity
- New semi-automated line
- Up to 3 shifts ready in 2023



Augmented McLyzer Electrolyzer Program Roadmap

STEP 1 | 2022-2023

Standardization

Current 4 MW solution McLyzer 800

STEP 2 | 2023-2025

PHASE I of GIGA Project

McLyzer 3,200 (v1) – XL module

STEP 3 | Beyond 2025

PHASE II of GIGA Project

McLyzer 3,200 (v2) – XL stack

Key Markets



Industry

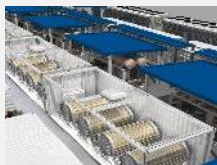


Energy

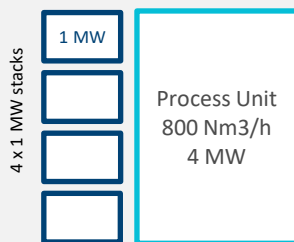
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4 to 20 MW Electrolyzer Platform

Container – Energy & Mobility markets



16 MW
4 x ML800 outdoor



Same stack

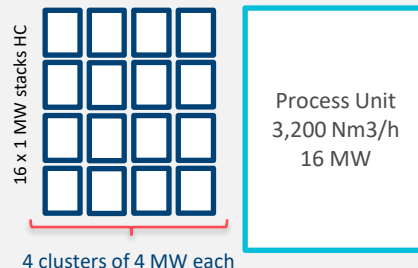
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100 to 200 MW Electrolyzer Platform

Building – Large Industry market

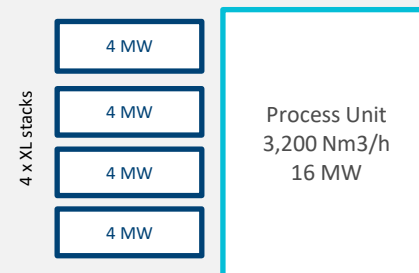


96 MW
(19,200 Nm³/h)
6 x ML3200 indoor



Same EPU¹

McPhy



Note: ⁽¹⁾ EPU – Electrolyzer Process Unit: skid with separation of electrolyte and gases, pumping & cooling of electrolyte, gas cooling...

Outlook



**Sustained growth anticipated in 2023
thanks to a solid backlog and the continued
ramp-up of the hydrogen market**



Q&A

An abstract graphic in the bottom right corner of the slide. It consists of several overlapping, curved, leaf-like shapes. The colors transition from a dark blue on the left, through light blue, green, yellow, and orange, to a bright red on the right. The shapes are layered, with some appearing in front of others, creating a sense of depth.

APPENDICES

An abstract graphic in the bottom right corner of the slide. It consists of several overlapping, curved, leaf-like shapes. The colors include a dark blue background, a lighter blue shape, a bright green shape, a yellow shape, a pink shape, and a magenta shape. The shapes are layered, creating a sense of depth and movement.

2023 Financial Calendar



Annual General Meeting
May 24, 2023



2023 Half-Year Results
July 27, 2023

McPhy Share Information

Place of listing Euronext Paris, B compartment

ISIN code MCPHY

Number of shares 27,939,095

Market capitalization¹ €380.0m

Share price¹ €13.60



(1) As of 28/02/2023

Analysts Coverage

Nicolas ROYOT - Portzamparc

Jean-François GRANJON - Oddo BHF

Alexandre LETZ - Gilbert Dupont

James HOSIE - Barclays

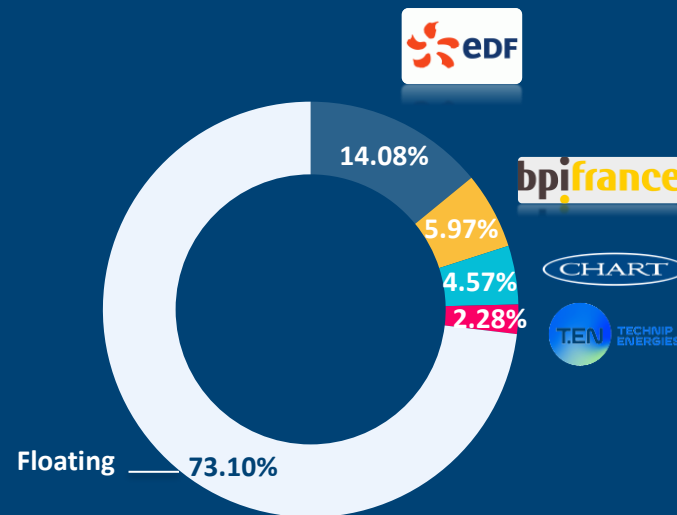
Kevin ROGER - Kepler Chevreux

Erwan KEROUREDAN - RBC Capital

James CARMICHAEL - Berenberg

Sanjay JHA - Panmure Gordon

Shareholding Structure as of 31.12.2021





Driving
clean energy
forward

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