

EXHIBIT 1

Our lives in the city of the future will become cleaner, healthier, and more efficient due to hydrogen-powered digital technologies

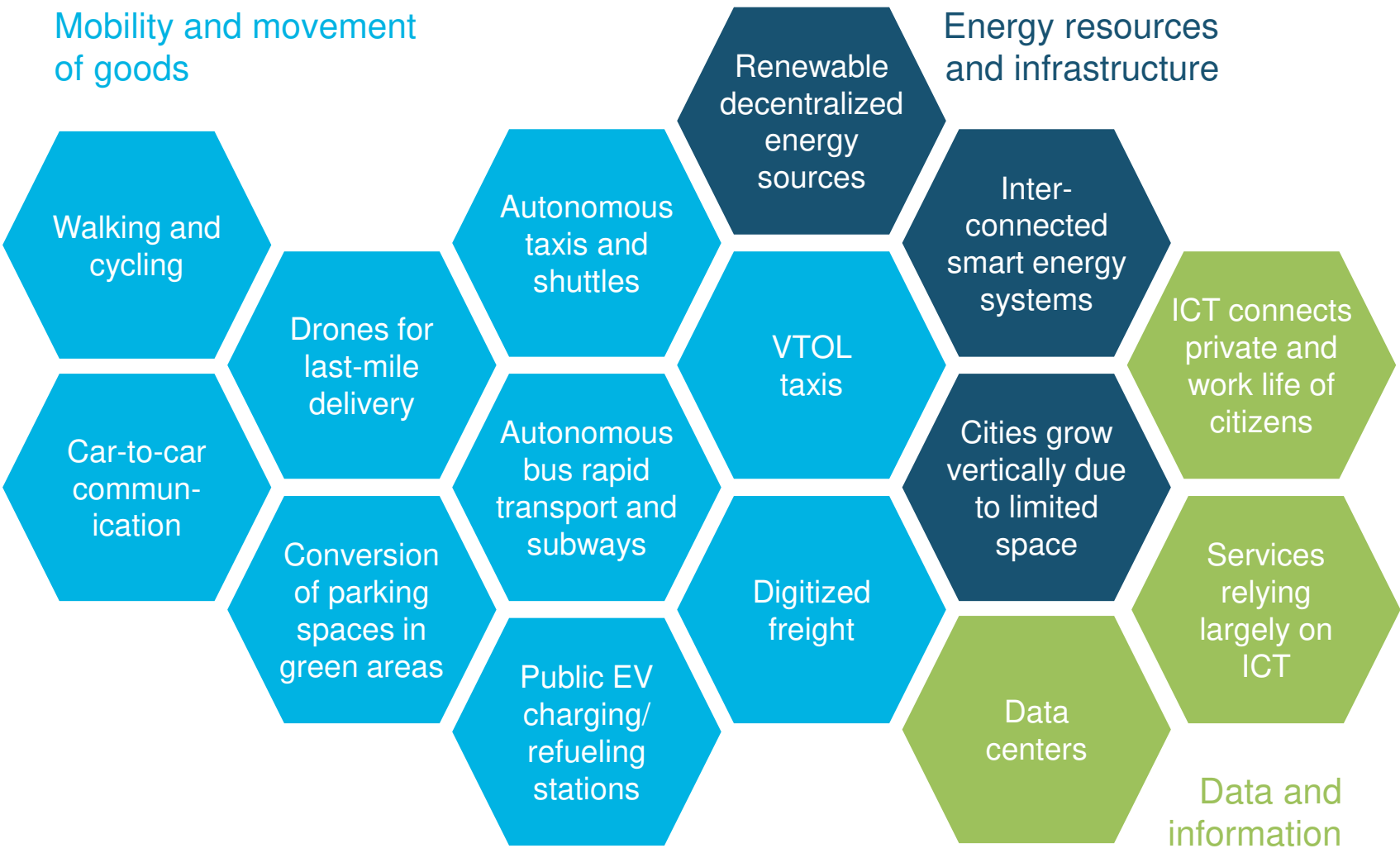
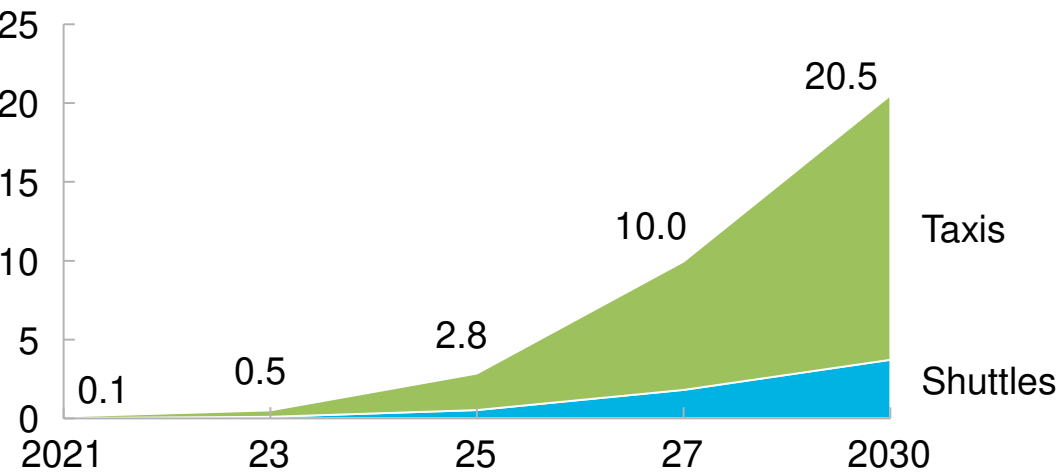


EXHIBIT 2

Autonomous taxis are becoming a reality

Autonomous taxis and shuttles¹, million units



¹ Shuttles = shared robotaxis with pooled demand

SOURCE: Bloomberg; expert interviews; GM; IHS Automotive; press reports; Uber; Waymo

~USD 15-20 bn
investments in the past 5 years

16+ m test kilometers
in level 4 autonomous cars

10+ OEMs
planning for level 5 autonomous cars by 2025

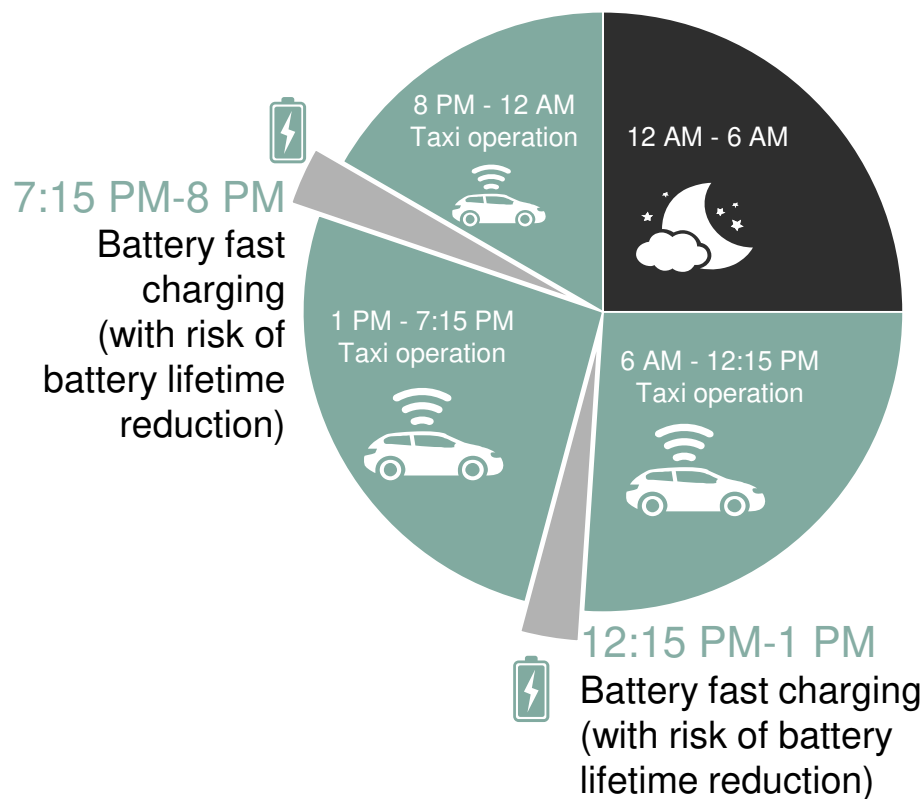
EXHIBIT 3

Hydrogen as energy vector for autonomous taxis enables zero emission operation without long stops for battery charging

Example: airport shuttle

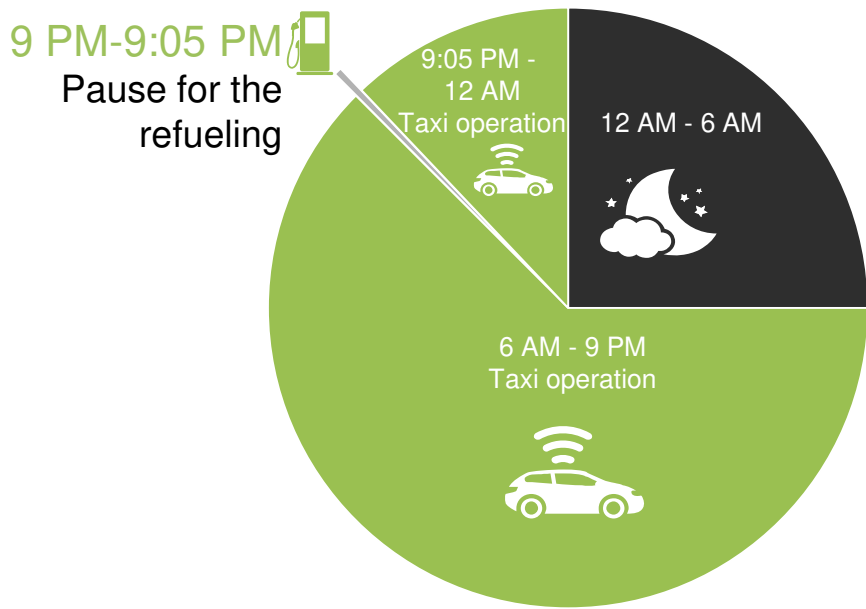
Recharging time required for BEV

60 to 90 minutes per day¹



Refueling time required for FCEV

~5 minutes per day



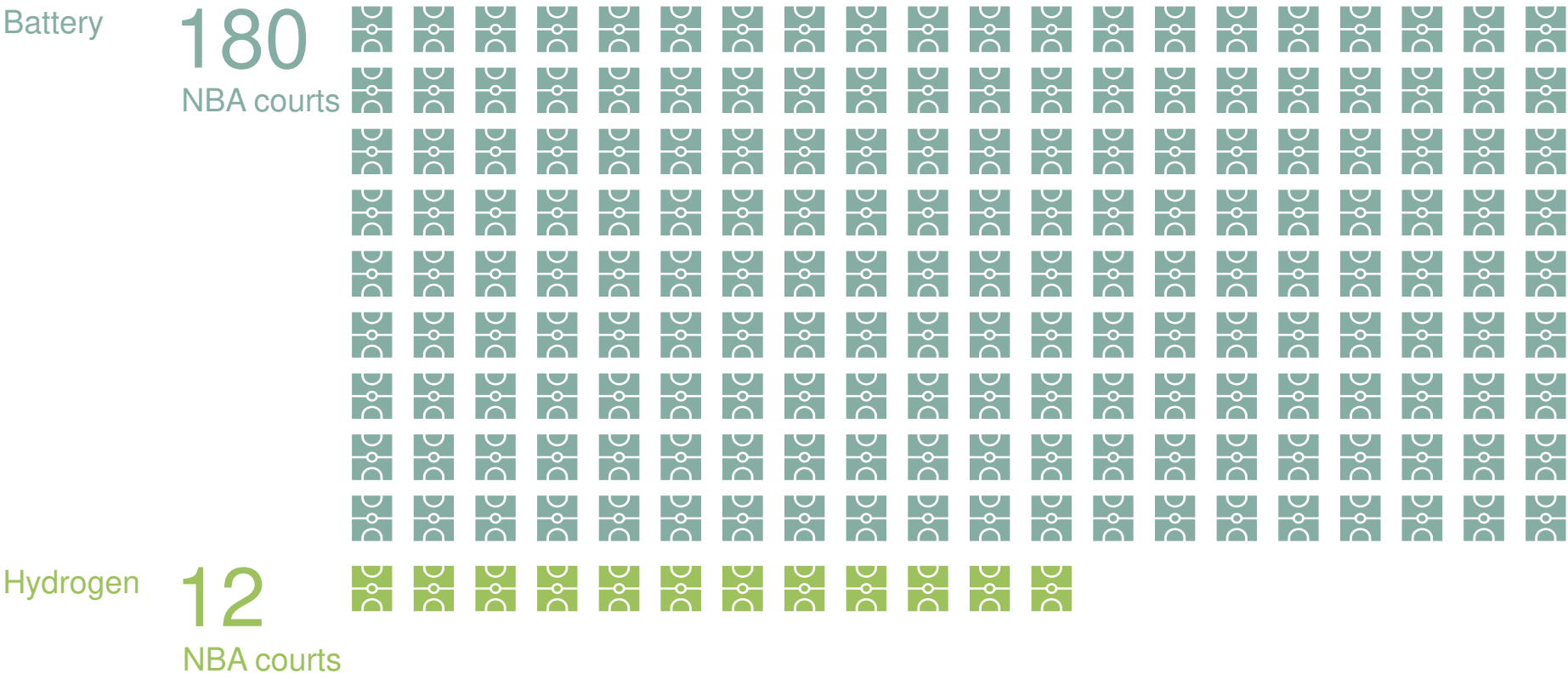
¹ Depending on availability of fast charging infrastructure

EXHIBIT 4

Hydrogen as an energy vector for autonomous taxis and shuttles requires less space for refueling infrastructure

Example: New York City cabs¹

Charging stations for all NYC cabs would take up space equal to ...

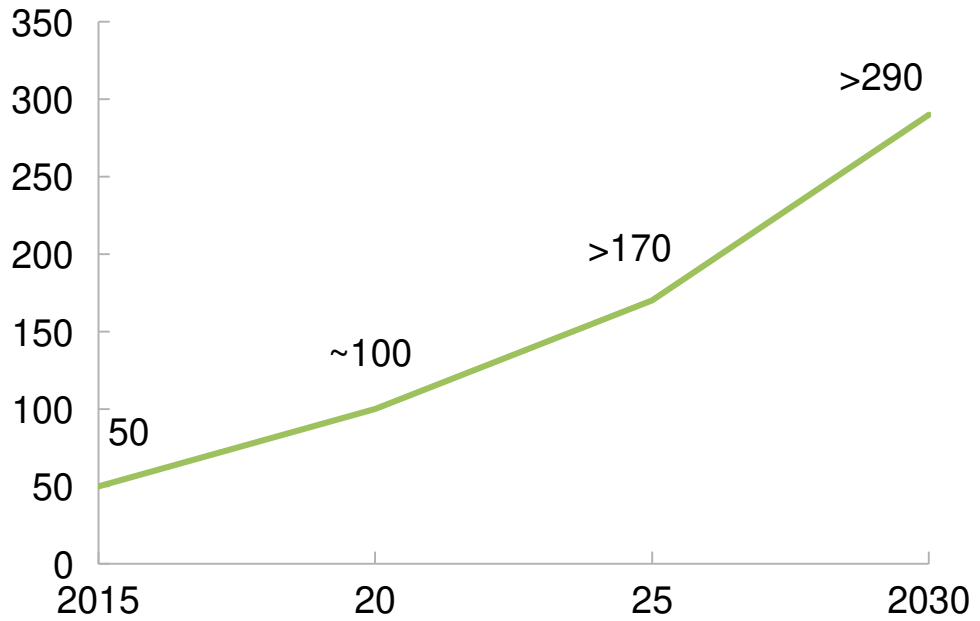


¹ Number of taxis and cabs: ~74,000; annual mileage per taxi 70,000 miles; refueling times FCEVs 0.02 minutes/mile, BEVs 0.26 minutes/mile; area for one fueling station 30 m²; size of NBA court (436 m²; 28.7 x 15.2 m)

EXHIBIT 5

Quickly growing home deliveries require energy that is zero-carbon and emission-free

Global parcels, billion units



Growing e-commerce and clean cities

- Booming **e-commerce** and growing demand for delivery speed
- Cities take action against **local emissions**
- **Freight operations** along the entire value chain need to be green

EXHIBIT 6

Hydrogen can efficiently move goods from the warehouse to the door

Hydrogen technology status

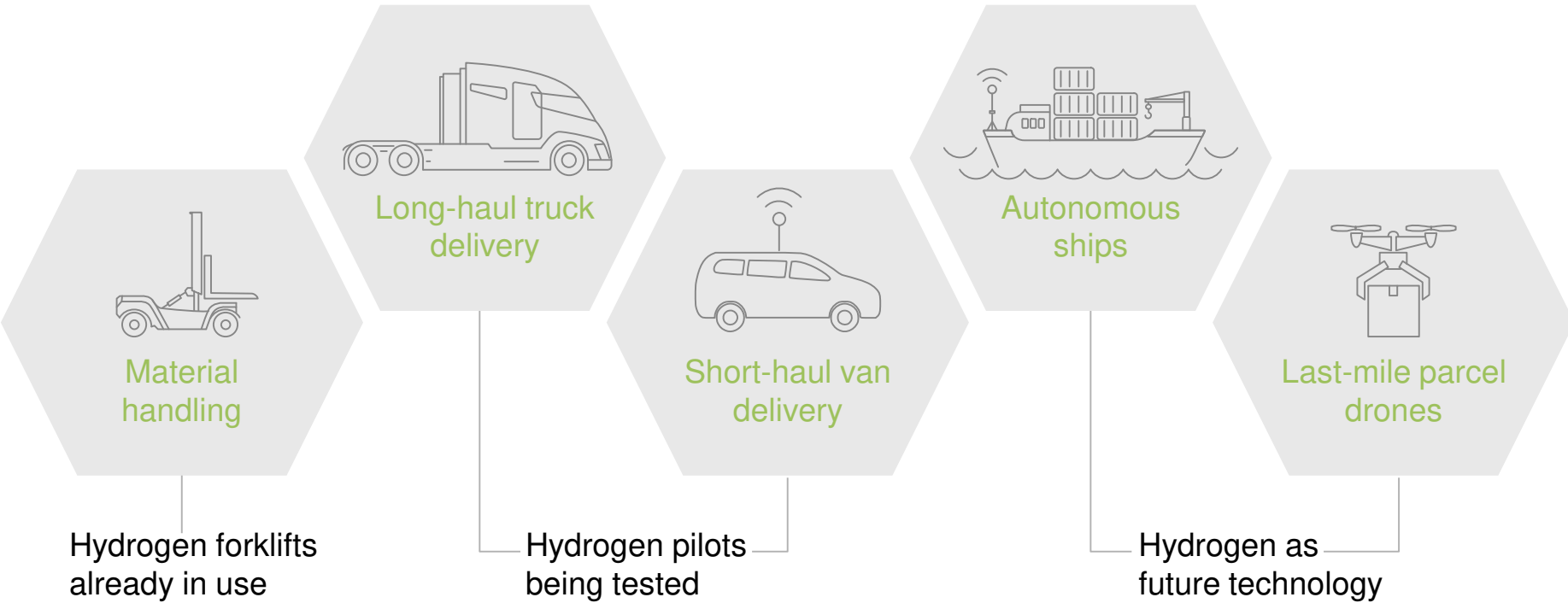
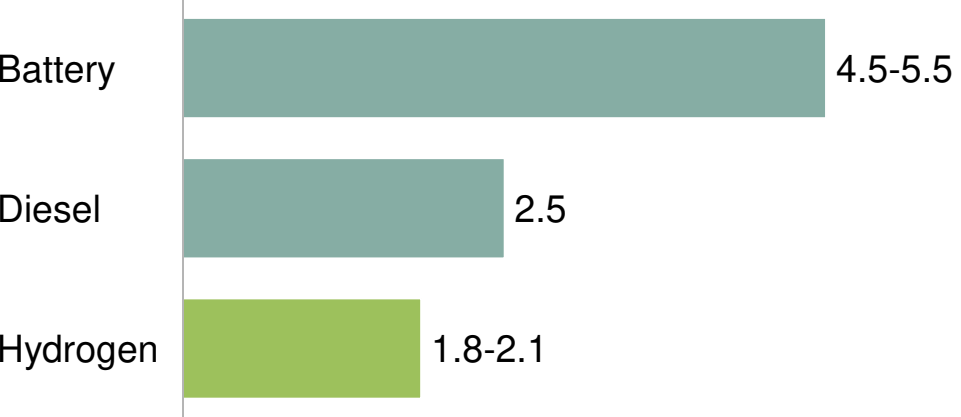


EXHIBIT 7

Hydrogen as an energy vector for long-haul trucks requires less weight for the powertrain

Powertrain weight comparison, in tons (18-ton tractor unit of a semitruck)



Hydrogen tanks have **10 times** the energy density (by weight) than batteries¹

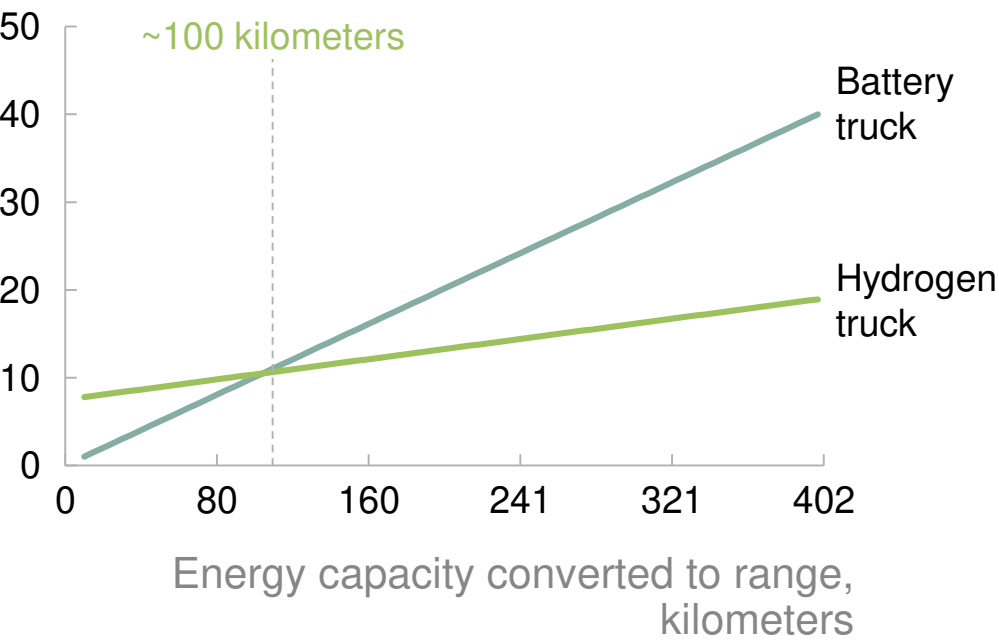
¹ 0.2 kWh/ kilogram for rechargeable batteries used in battery electric vehicles (BEV) compared to 2.2 kWh/kilogram for onboard hydrogen storage for light-duty fuel cell vehicles (FCEV); Source: U.S. DOE Office of Energy Efficiency and Renewable Energy, MCFM

SOURCE: DOE; Nikola Motors; Bloomberg; Manager Magazin; Sustainable Transportation Lab

EXHIBIT 8

Hydrogen as an energy vector for long-haul trucks enables storage of large amounts of energy at lower costs than batteries

System costs of battery vs. hydrogen, USD thousands



~100 kilometers:
the threshold range for hydrogen trucks to become cheaper than battery trucks

SOURCE: DOE; Hydrogen – scaling up

EXHIBIT 9

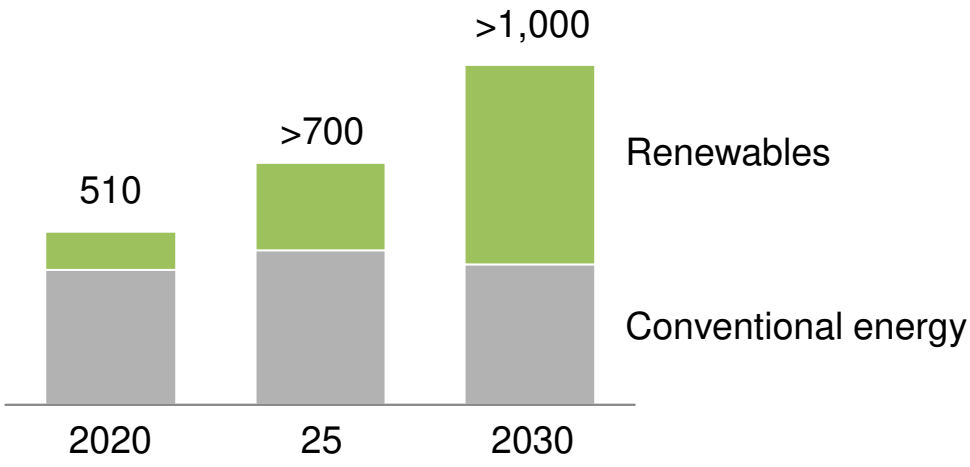
Hydrogen as an energy vector for VTOLs allows for longer routes without recharging



EXHIBIT 10

Data centers, as the backbone of all digital trends, require large amounts of green energy

Energy demand, TWh



35%
annual growth of data center storage from 2016 to 2021

30-50%
of data center costs are attributed to energy, mostly for cooling

SOURCE: Bloomberg; Cisco; Digital Realty; Enerdata; expert interviews; Forbes; Gartner; IEA; Intellect UK; zdnet

EXHIBIT 11

For the four selected use cases, hydrogen demand could grow to 5-7 m tons by 2030

In 2030, hydrogen could power ...



~1.0-1.5 m
autonomous taxis



~300-700k
autonomous shuttles



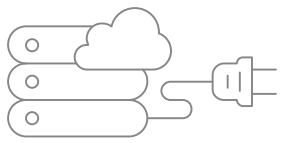
~3.0-4.0 m
delivery trucks
and vans



130-260k
drones for express
parcel delivery



~4-8k
vertical take-off and
landing taxis (VTOL)



~1 TWh
of backup power in
data centers

Hydrogen demand of the four selected use cases, million tons

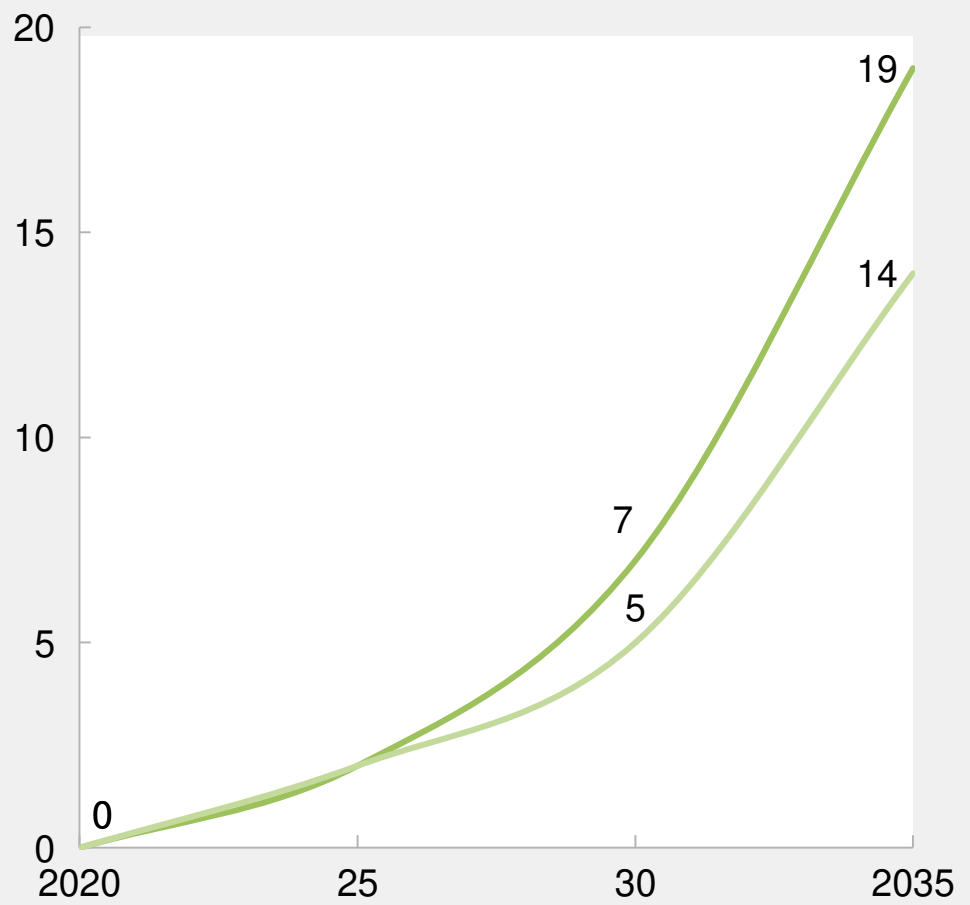
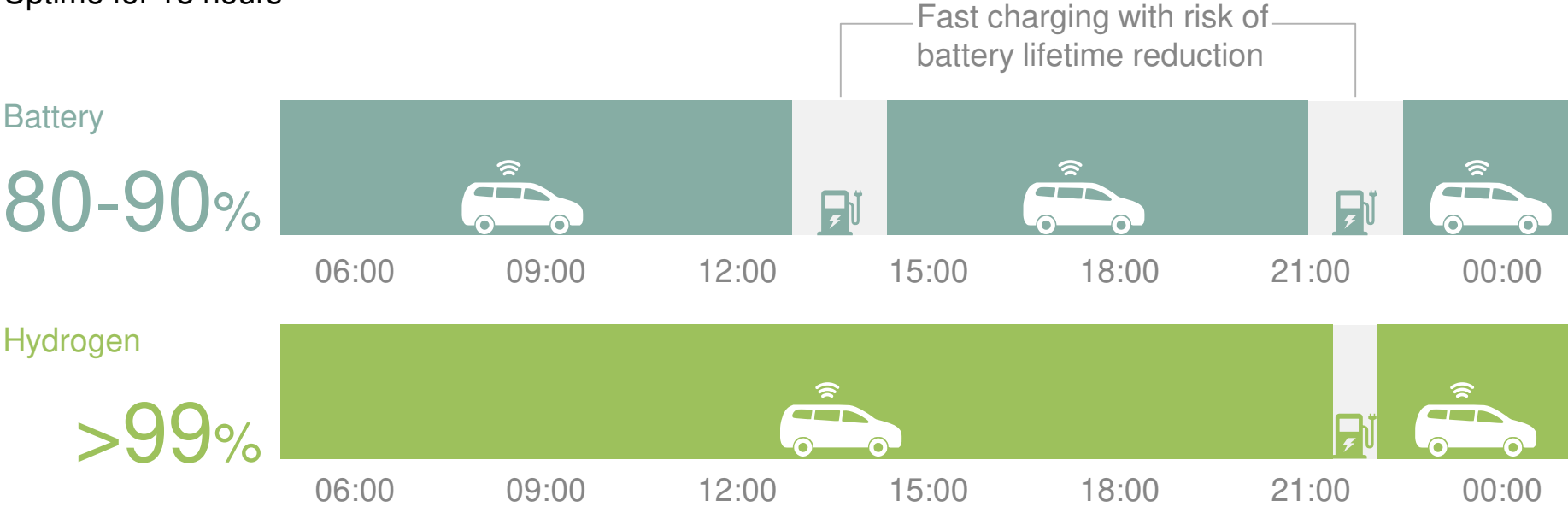


EXHIBIT 12

Hydrogen as an energy vector for autonomous taxis and shuttles allows for high uptime (long ranges and fast refueling)

Example: airport shuttle

Uptime for 18 hours



SOURCE: EPA; Hyundai; New York City Taxi and Limousine Commission; Tesla; McKinsey Powertrain model; Tesla