NEL ASA General Update May 2016

Jon André Løkke, CEO

NEL Q1 HIGHLIGHTS

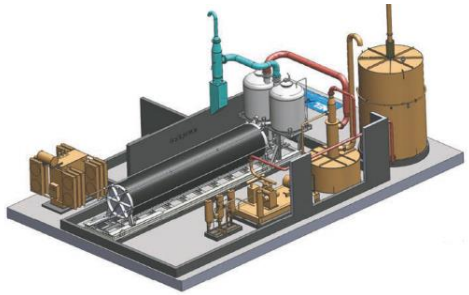
- Financials reflecting high activity level in new markets and preparation for production ramp up
- Final agreement with Uno-X for a nationwide hydrogen station network in Norway
- Contract for delivery of first station with integrated production to Uno-X Hydrogen
- Announced plan for NOK 85 million facility for station production in Herning, Denmark
- Initiated feasibility study "Hyper" for large-scale hydrogen production in Norway
- Letter of Intent establish a large-scale, low-cost hydrogen production facility in Glomfjord Industrial Park in Meløy, Norway

(NOK million)	2016 Q1	2015 Q1	2015
Revenue	26.0	17.6	99.9
EBITDA	-7.6	1.5	2.6*
EBIT	-10.1	-2.1	-18.3
Net profit	-9.7	-0.6	-21.7
Cash balance	289	165	313

*Adjusted EBITDA excludes Q2 2015 transaction costs related to acquisition of H2 Logic.

A PURE-PLAY HYDROGEN COMPANY

HYDROGEN PRODUCTION



HYDROGEN PRODUCTION TECHNOLOGY

NEL HYDROGEN

HYDROGEN REFUELLING

HYDROGEN REFUELLING TECHNOLOGY

H2 LOGIC
Hydrogen fueling solutions

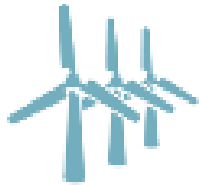
HYDROGEN SYSTEMS

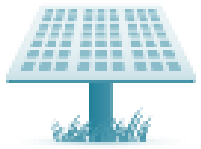
SYSTEM INTEGRATION
PROJECT DEVELOPMENT
FINANCING & OWNERSHIP

HYDROGEN VALUE CHAIN

Addressing all end markets for hydrogen

Electricity production





Renewable energy

Hydrogen production

NEL HYDROGEN

Water electrolysers

Hydrogen production from water and electricity

Energy storage

Hydrogen as a “battery” for renewable energy

Distribution methods

Onsite

Trucked in

Pipeline

End markets

Hydrogen Refuelling Stations

H2 LOGIC
Hydrogen fueling solutions

Industrial end markets

NEL HYDROGEN

Upstream

Downstream

TWO MAIN DRIVERS

1. RENEWABLE ELECTRICITY IS BECOMING COMPETITIVE
   - Needs storage solutions to realize the full potential
   - The key is not the cost of energy, but the cost of storage
2. HYDROGEN CARS BECOMING AVAILABLE AND AFFORDABLE
   - Focus on zero emission transport
   - Major car companies launching ambitious programs

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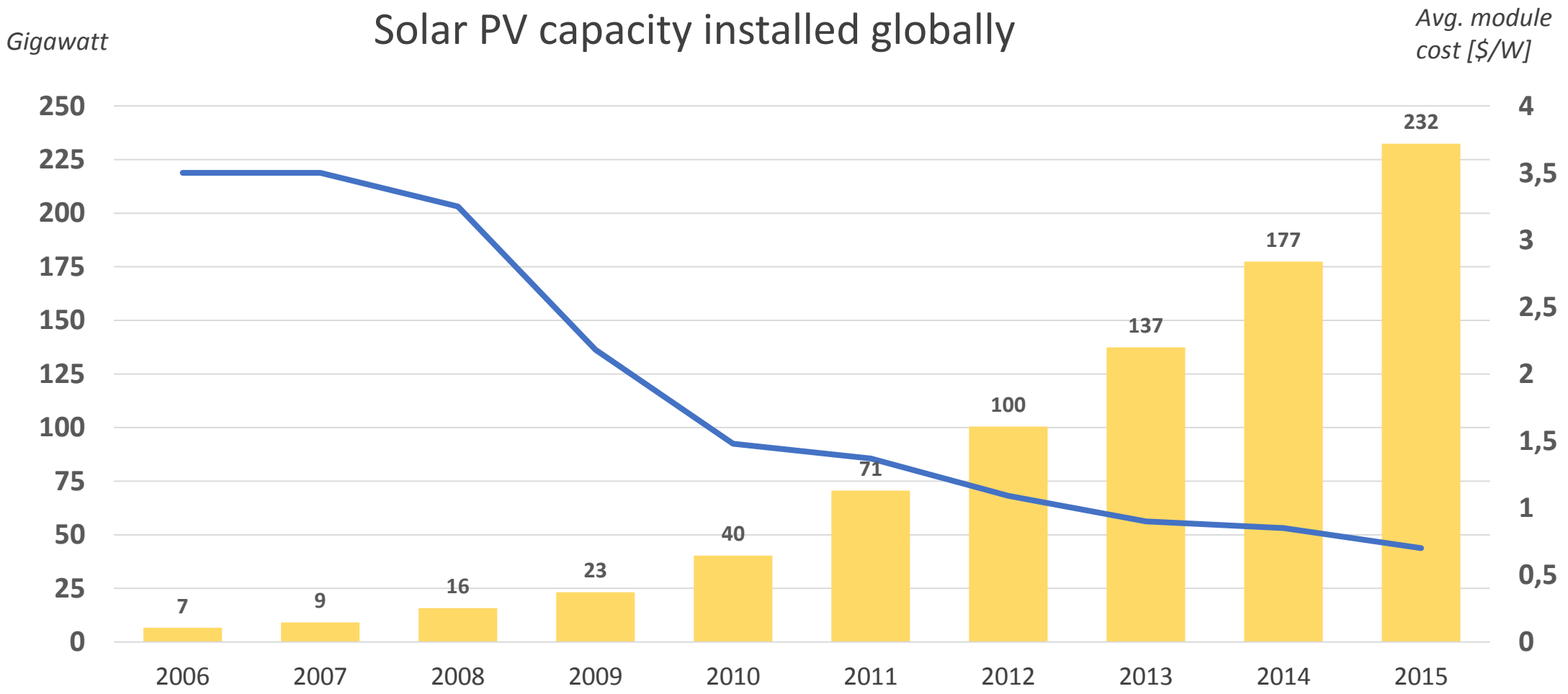
RENEWABLE ELECTRICITY BECOMING COMPETITIVE



HYDROGEN CARS BECOMING AVAILABLE & AFFORDABLE

- Hyundai, Toyota, Honda, BMW, Daimler, GM, Nissan, Ford, Audi, and Volkswagen have all launched, or announced launch, of FCEVs
- **Formidable cost reductions enable introduction:** "*The Toyota Mirai's powertrain is 95% cheaper to build than the fuel-cell system in the 2008 Highlander fuel cell SUV*"[1]

HYUNDAI

2014

TOYOTA

2015

HONDA

2016

2017

Audi

NISSAN

Ford

GM

2018 - 2020

1Source: Satoshi Ogiso, Toyota managing officer at the L.A. auto show (November 2014), announcements 2016

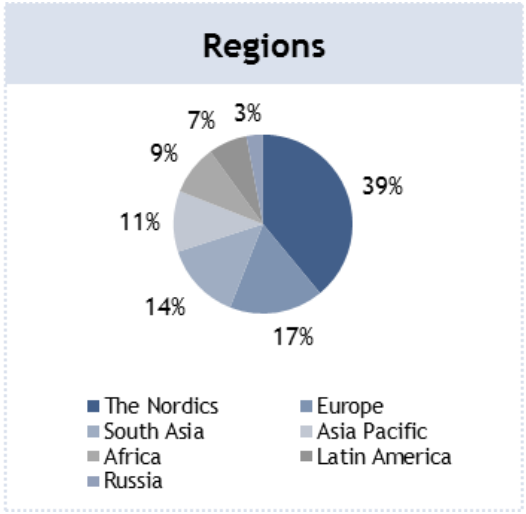
HYDROGEN PRODUCTION (UPSTREAM)

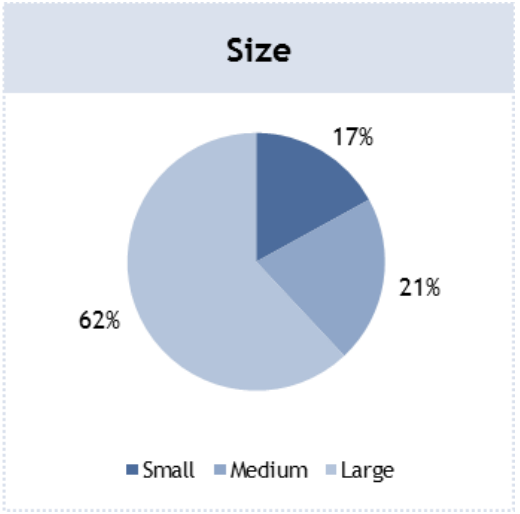
ABOUT THE PRODUCTS

- Global leader within large scale hydrogen electrolyser plants
  - **Highest uptime, lowest conversion cost, robust and reliable**

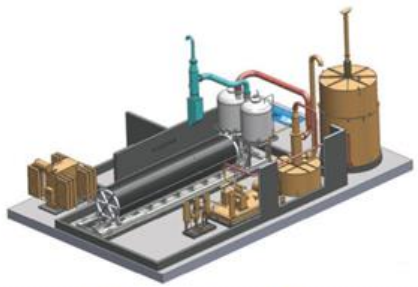
- New technologies:
  1. Pressurized electrolyser, containerized solution, pre-assembled before delivery - reduced time for installation and commissioning
  2. Compact game-changing technology - Rotolyzer

CUSTOMERS





Atmospheric electrolyser

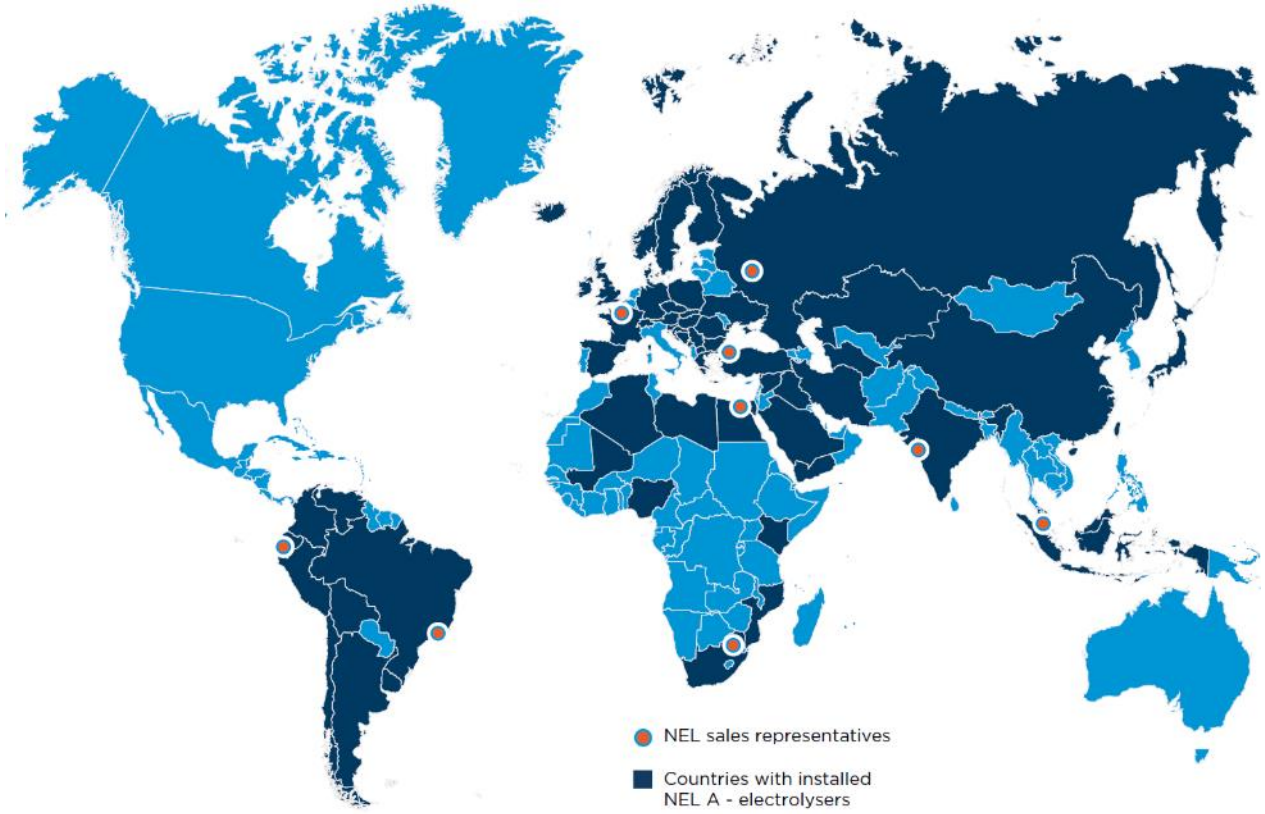


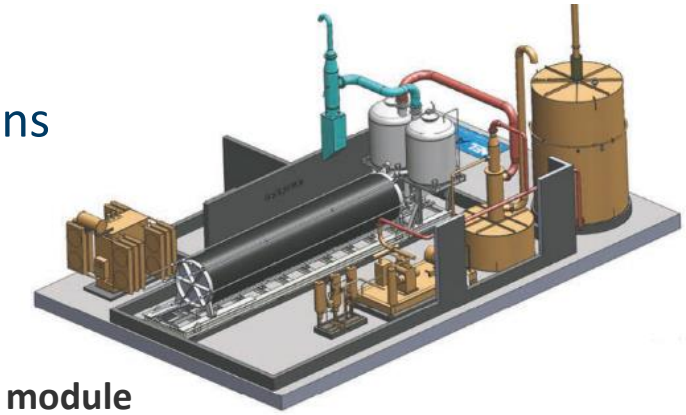
NEL A-150 | NEL A-300 | NEL A-485

Pressurized electrolyser

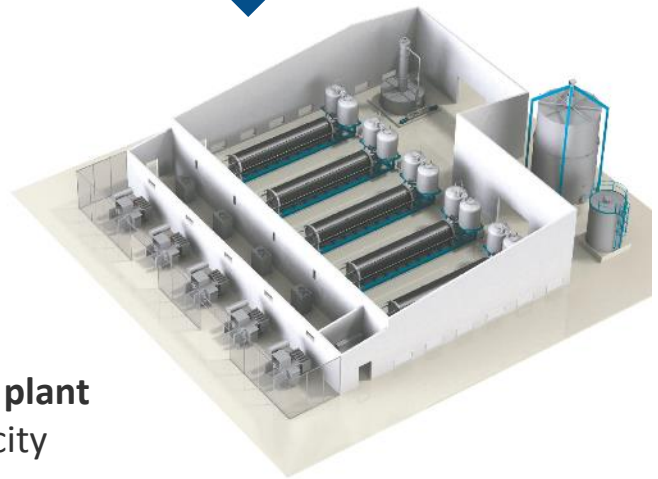
LONG TRACK RECORD & HIGHLY SCALABLE

- World leading supplier of technology for hydrogen production
- Delivered >500 large scale electrolysers in >50 countries
- Scalable production capacity for industrial and energy/transport applications





100-1.000kg/day module
Flexible upgrade



Multiple modules plant
Unlimited capacity

ROTOLYZER DEVELOPMENT ON TRACK

Rotating electrolyser – several advantages:

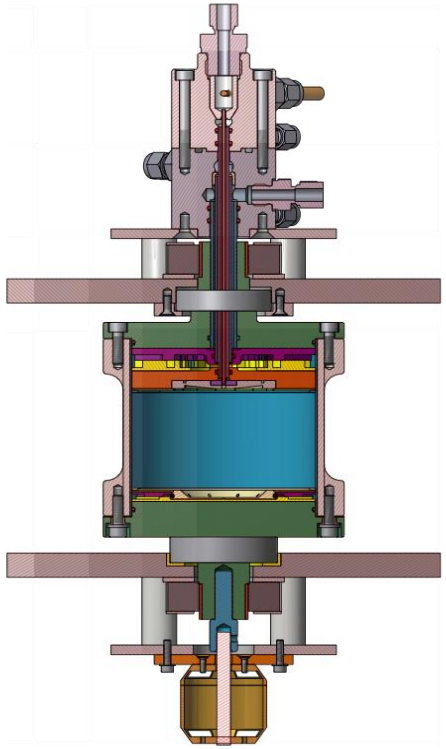
✓**Optimal production and flow of hydrogen and oxygen**

- Cost efficient and compact
  - Dramatically increased active area on electrodes → less material needed → more compact
  - Increased gas-lye separation and less distance between electrodes → increased efficiency due to less ohmic resistance

✓**Pressurized stack**

- Higher pressure → more compact & no need for 1st stage compression downstream
- Works as a centrifugal pump – no need for lye pumps

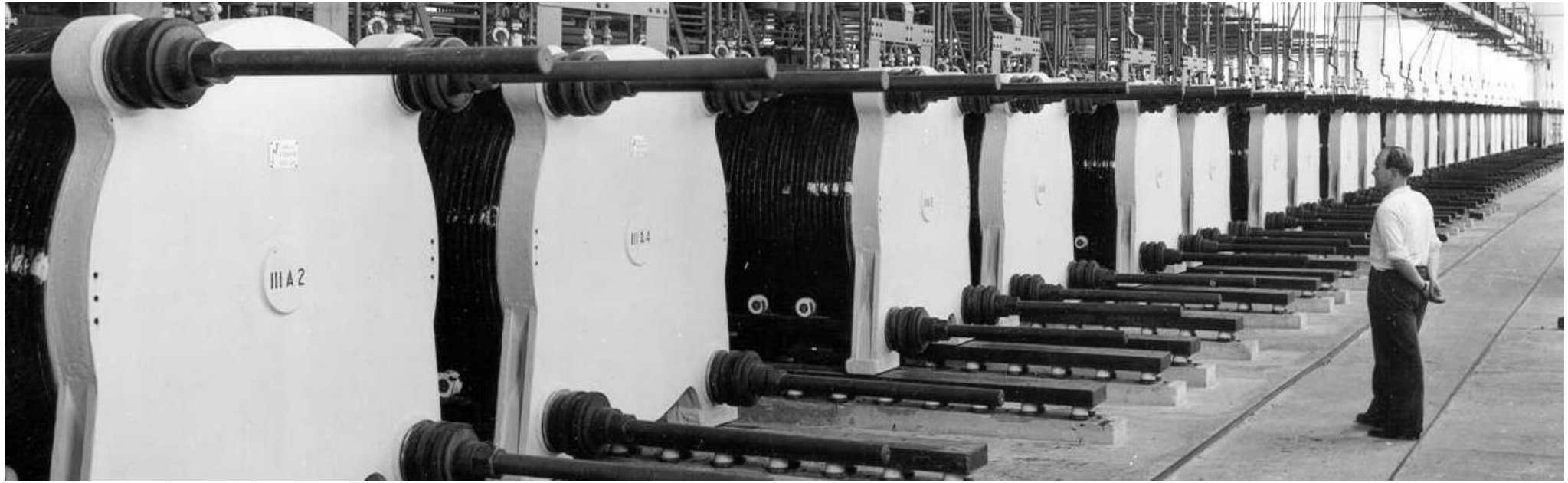
100x smaller*



**cell stack, compared to atmospheric alkaline*

GLOMFJORD HYDROGEN

- LoI to establish Glomfjord Hydrogen AS for potential development of large-scale, low-cost hydrogen production in Glomfjord Industrial Park in Meløy, Norway
- The plant can provide hydrogen for industrial applications, as well as personal- and public transportation
- Increased demand for hydrogen from reviewable sources, with initial target capacity of 6000 kilograms of low-cost hydrogen per day



Proud history of large-scale hydrogen production: The world's largest hydrogen electrolyser plant in Glomfjord, Norway, until the 1990s (daily capacity of 65 tons)

HYDROGEN REFUELLING (DOWNSTREAM)

H2 LOGIC

- World leading supplier of hydrogen refuelling stations
- More than 29 stations delivered in 8 countries across Europe
- More than 14.700 refuellings (33 tons of hydrogen)
- Strategic collaboration with Mitsubishi Kakoki Kaisha in Japan
- Currently developing market entry strategy for California

H2STATION® CAR-200 FOR CARS

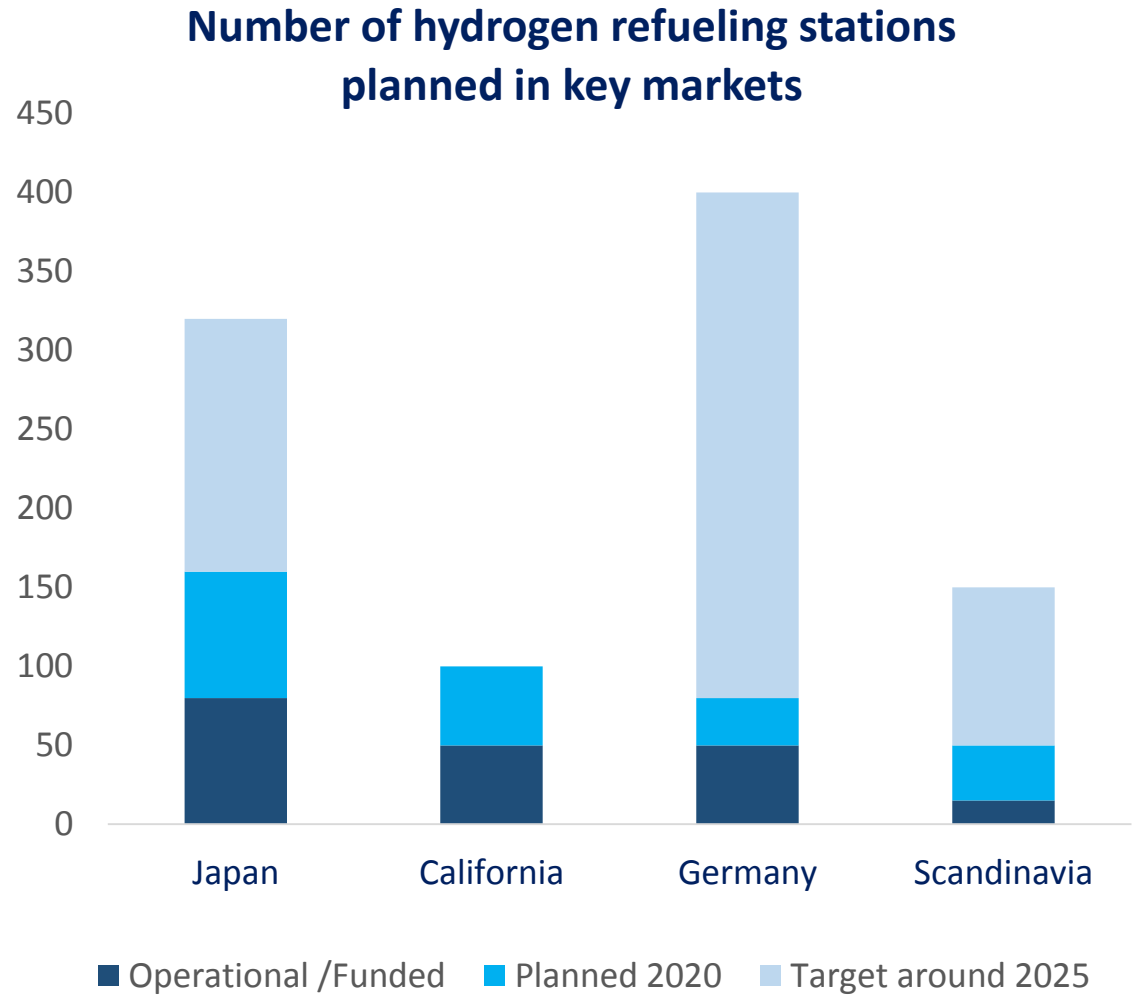
- One-module system with fast installation
- 3x capacity, 1/3 footprint of previous model
- Standardized and module based design
- Industrial production
- Patented technology

H2STATION® FOR LARGE VEHICLES

- Easy and fast installation
- 35MPa fuelling for large and small fleets of industrial vehicles or buses
- Flexible hydrogen supply
- Patented fueling technology

HYDROGEN MARKET HIGHLIGHTS YTD

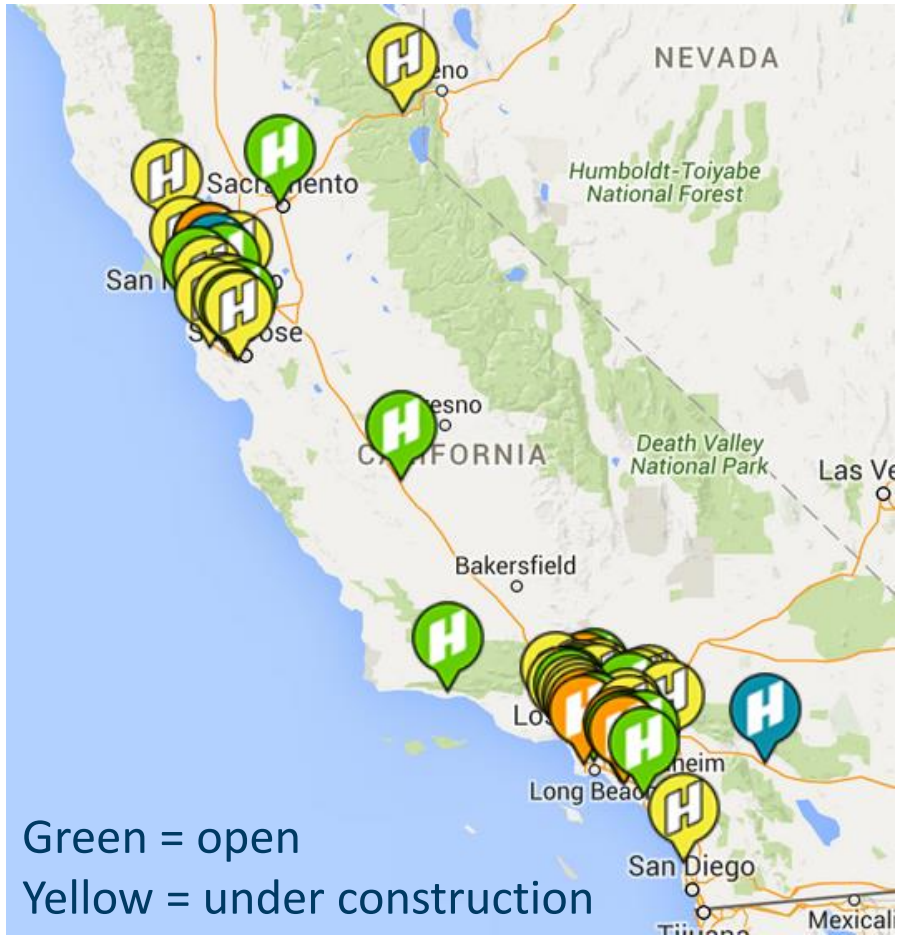
- Honda Clarity launch in Japan
- Toyota communicates Norway and Sweden as priority markets
- Announcement of new GFO/PON in California (see below)
- Japanese government announced target of 800.000 FCEV in 2030 and 40.000 already in 2020
  - Also increased target for hydrogen refueling stations to 160 by 2020 and 320 by 2025
- Danish FCEV's crossed 1mio km driven on renewable hydrogen from electrolyser dispensed from H2 Logic stations



CALIFORNIAN MARKET PROGRESS

- California Energy Commission recently launched new GFO/PON
  - A competitive bid process for funding additional hydrogen refuelling stations
- California has set at side up to USD 20 million per year to reach 100 hydrogen refueling stations by 2020
- **Deadline for application submission July 15th, 2016**
  - **Allocation expected during Q4'16**

Map of hydrogen stations in California



Source: California Fuel Cell Partnership www.cafcp.org

H2STATION® CAR-200

- New generation H2Station® for 70MPa fuelling, designed for EU and USA
- 1 hose configuration with 200kg per day, prepared for upgrades
- Peak "rush hour" capacity of up to 100kg per 3 hours on 1 fuelling hose
- Dimensioning of storage fully flexible to fit any demand and supply source

Capacity	CAR-200
1 hour	20-33kg
3 hours	60-100kg
12 hours	160 kg
24 hours	200 kg

1/4 Footprint		Triple capacity
10 m²	CAR-200	100 kg / 3 hours
30 m²	CAR-100	30 kg

9 times greater capacity per m²

compared to H2Station® CAR-100

NEW COMPACT HYDROGEN DISPENSER

- **CAR-200 features new dispenser designed solely for hydrogen refuelling**

- **Size of only one third of conventional dispenser, can be placed next to gasoline/diesel dispensers**

    - Flexible placement at site, up to 50m away from H2Station®
    - No equipment underground
    - Useable from any side
    - Shares fueling lane with gasoline/diesel
    - Intuitive designed user-interface

BUILDING THE WOLD'S LARGEST PRODUCTION PLANT

KEY INFORMATION

- Total capex of NOK 85 million, incl. land, building and production equipment
- Name-plate capacity of up to 300 refueling stations per year
- Next generation refueling stations ready for volume production according to lean principles
- Will ensure continuous improvement and scale benefits

HYDROGEN SYSTEMS

PRODUCT AND SERVICES

- System integration, project development and sales
- Operation, maintenance, ownership and financing solutions
- Particular focus on new markets like California, Japan
  - But also existing markets like Germany and Scandinavia

REFUELLING NETWORKS

- Develop entire refueling networks, incl. renewable hydrogen production
- Network monitoring services
- Service and maintenance

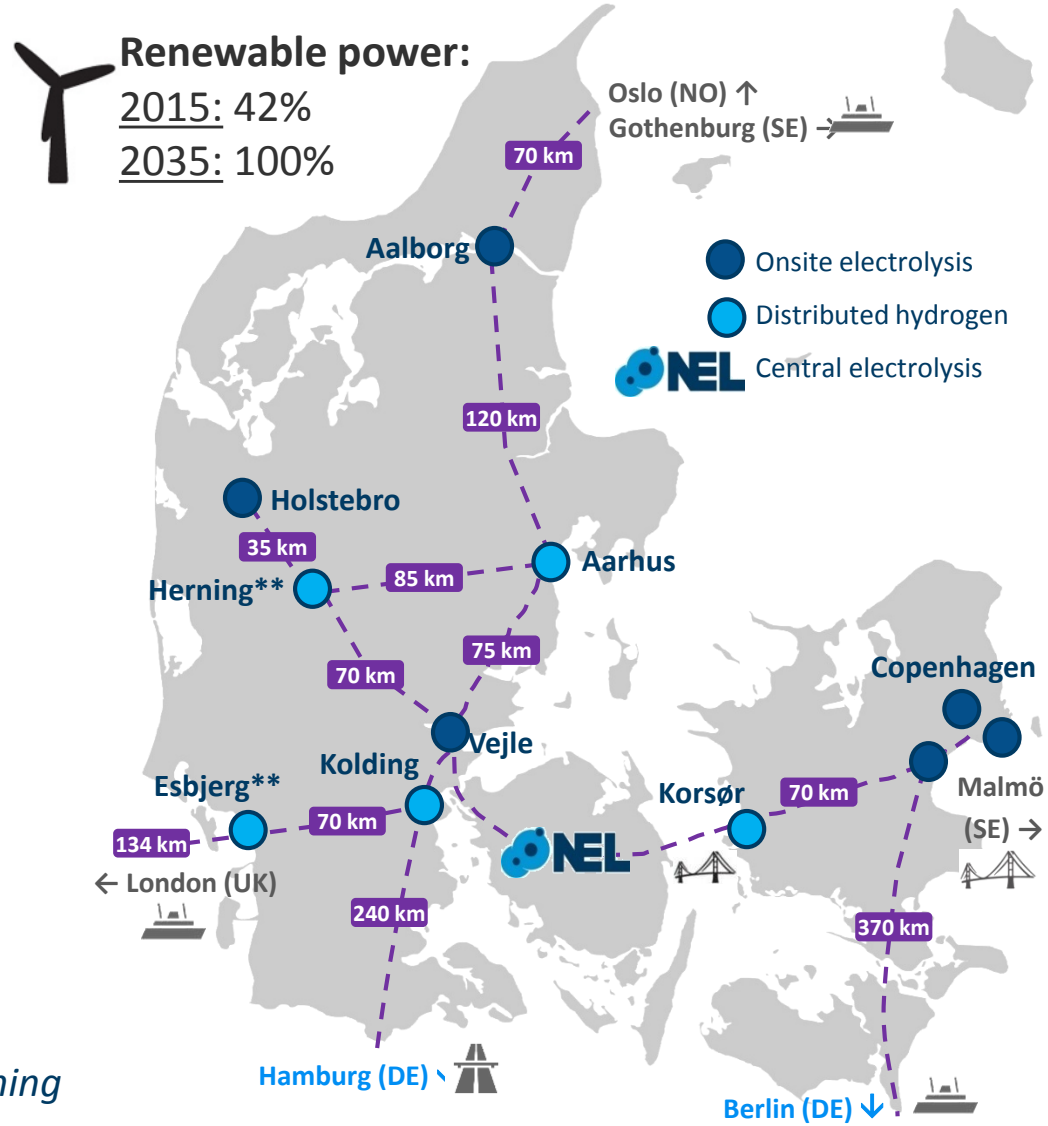
RENEWABLE HYDROGEN & STORAGE SOLUTIONS

- Energy storage solutions and "constant" renewable supply
- Production based hydro, wind or solar
- Large, medium or small scale

DELIVERED THE ENTIRE DANISH NETWORK

The world's first country wide network in daily operation:

- NEL services and operates entire network
  - In collaboration with leading oil, energy and gas companies*
- 100% of hydrogen from electrolysis
- 6 stations with onsite electrolysis
- 5 stations with centralized NEL electrolysis
- All stations approved by OEM's
- Same approach in other markets



** Partners: Air Liquide, OK, Strandmøllen, Vestforsyning*
*** Under planning/construction*

BUILDING HYDROGEN NETWORK IN NORWAY

UNO-X HYDROGEN AS

- Joint Venture between Uno-X and NEL
- Target to build minimum 20 hydrogen refuelling stations in Norway by 2020
  - Realization depend on public support
- First station to be located at Kjørbo, Sandvika
  - Use excess solar power from local office building for on-site hydrogen production
  - Benchmark project, not yet seen anywhere in the world

OUTLOOK FOR 2016

- ✓Launched next generation refuelling station with standard modular design, ideal for industrial production, according to continuous improvement principles
- Continue to capture market shares, both upstream and downstream, with increased focus on renewable hydrogen production and energy storage
- Execution of market penetration strategy for California, both upstream and downstream, work together with selected partners or directly in the market
- To build the organization, align activities, and capture the synergies across the NEL group

Thank you!