Second quarter 2025 results presentation

16 July 2025

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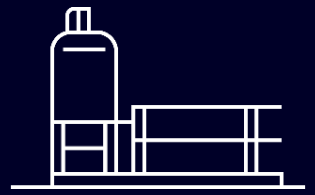
1. Nel in brief
2. Q2 2025 highlights
3. Commercial update
4. Technology update
5. Q&A

NEL IN BRIEF

A fully dedicated electrolyser technology company

Listed on the Oslo Stock Exchange (NEL.OSE) since 2014



Leading pure-play electrolyser manufacturer with >7 000 stacks delivered to more than 80 countries since 1927

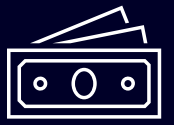
~1 GW of ALK manufacturing capacity (Norway)
~500 MW of PEM manufacturing capacity (USA)

361 employees

Investing heavily in R&D to develop next-generation alkaline and PEM technologies

Global sales and office network

Preferred partner with industry leaders



NOK 1.9 billion in cash reserves

Nel’s value proposition

Unrivalled track record

- Decades of experience
- Large installed base

Technology leadership

- Multiple technology platforms (AWE+PEM)
- Guaranteed and proven performance
- Game-changing next-generation solutions

Cost and scale leadership

- Front-runner in cost reductions
- Market leading production capabilities

Q2 2025 highlights

Quarterly highlights

Financial results and financing

Revenue from contracts with customers
NOK 174 million

EBITDA
NOK -86 million

Order intake
NOK 71 million

Order backlog
NOK 1 249 million

Cash balance
NOK 1 928 million

Key highlights in Q2 2025

- SAMSUNG E&A launches its CompassH2 hydrogen plant solution, utilizing Nel's alkaline technology
- Statkraft cancelled the 40 MW alkaline electrolyser contract
- Signed an MOU with HydePoint to co-develop modular hydrogen systems for offshore and nearshore environments

Group financials

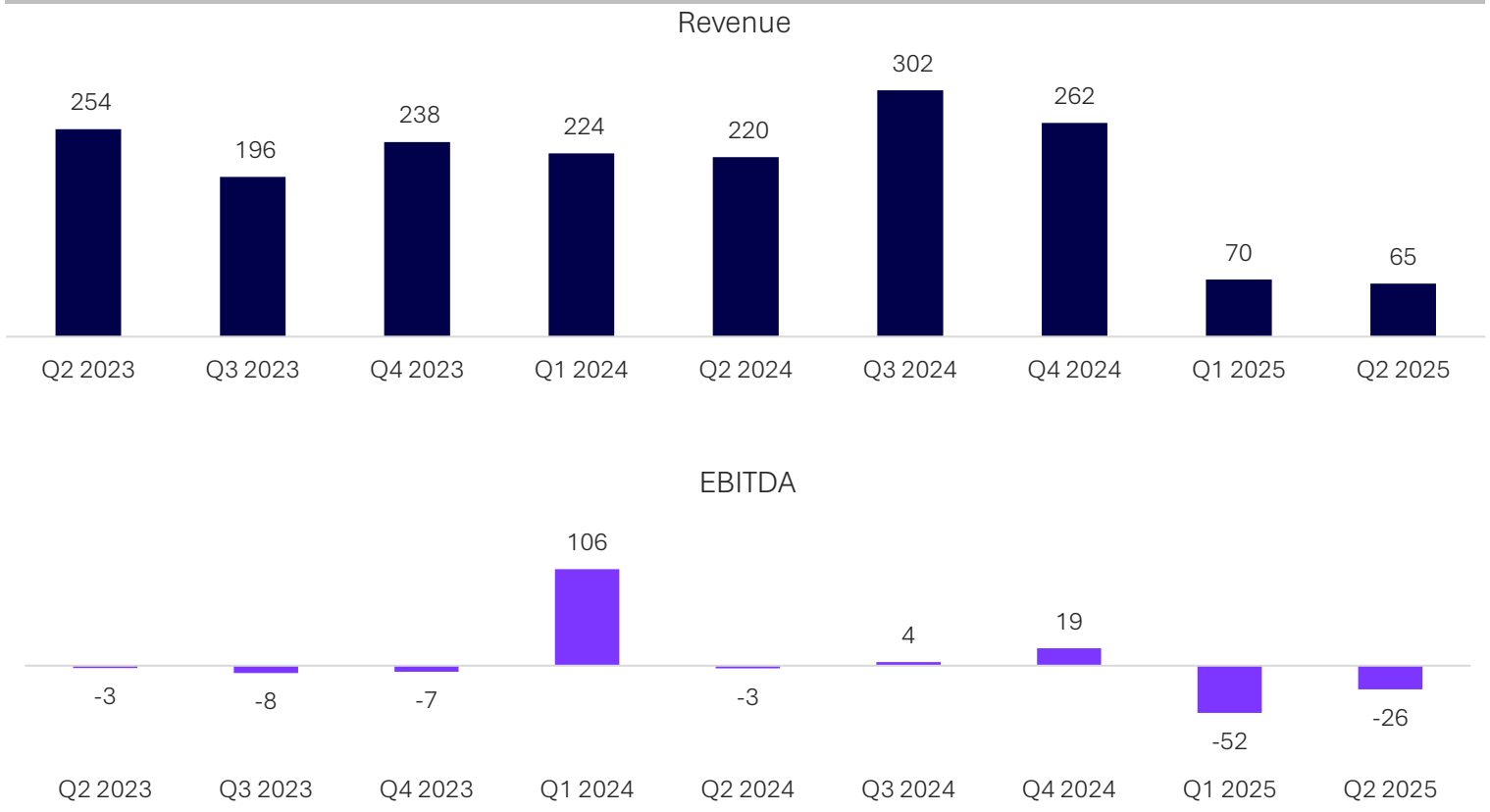
(NOK million)	Q2 2025	Q2 2024	YTD 2025	YTD 2024
Revenue from contracts with customers	174	332	329	608
EBITDA	-86	-79	-201	-48
EBIT	-153	-125	-340	-138
Pre-tax income (loss)	-132	-120	-312	-83
Net income (loss)	-131	-118	-310	-79
Net cash flow from operating activities	-53	-24	-111	-60
Cash and cash equivalents*	1 928	2 228		

- Revenues in the second quarter declined by 48% YoY largely driven by low project activity in the Alkaline segment
- Quarterly EBITDA in line with last year due to improved gross margin and reduced costs
- Cash balance at the end of the quarter remained solid

Alkaline financials

Quarterly Revenue and EBITDA Development in Alkaline Division

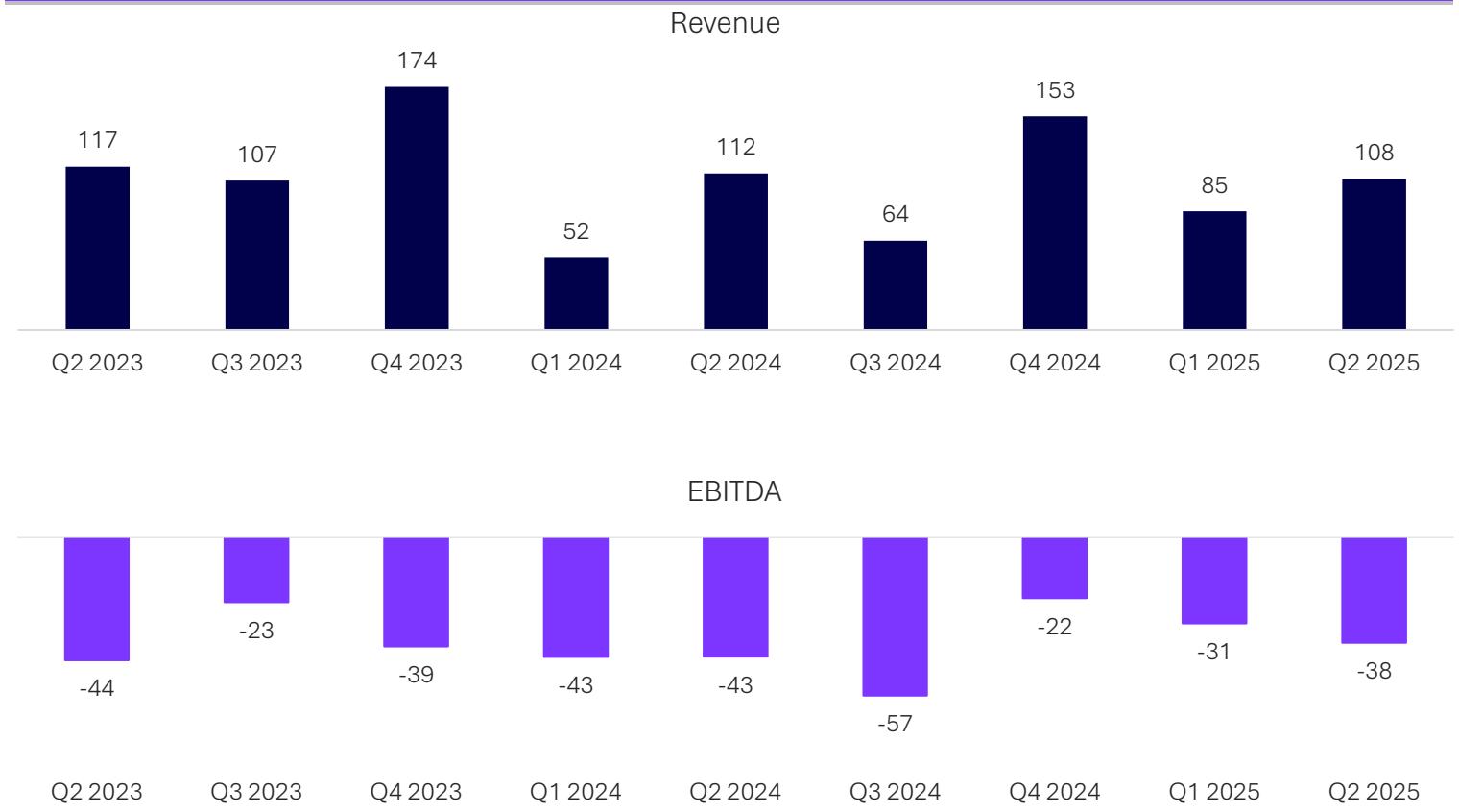
(NOK million)



- Revenues in the quarter decreased 70% versus last year, mainly due to few project milestones
- Quarterly EBITDA decreased by NOK 23 million as a consequence of lower revenues
- Cost reductions and capacity adjustments implemented in Q1’25 have started to take effect and will continue to reduce costs into the second half of 2025

PEM financials

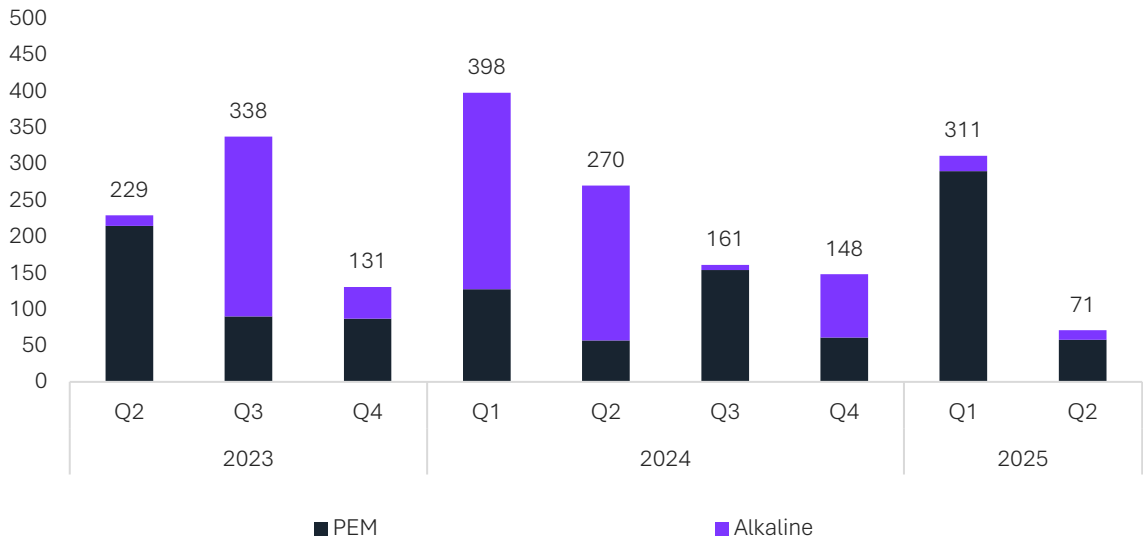
Quarterly Revenue and EBITDA Development in PEM division
(NOK million)



- Revenue in-line with the same quarter last year, mainly driven by containerized systems
- EBITDA improved by 5 MNOK YoY due to improved gross margin
- Overall PEM product and project margins are improving on the back of more favourable contractual terms and conditions and better execution

Order intake and backlog

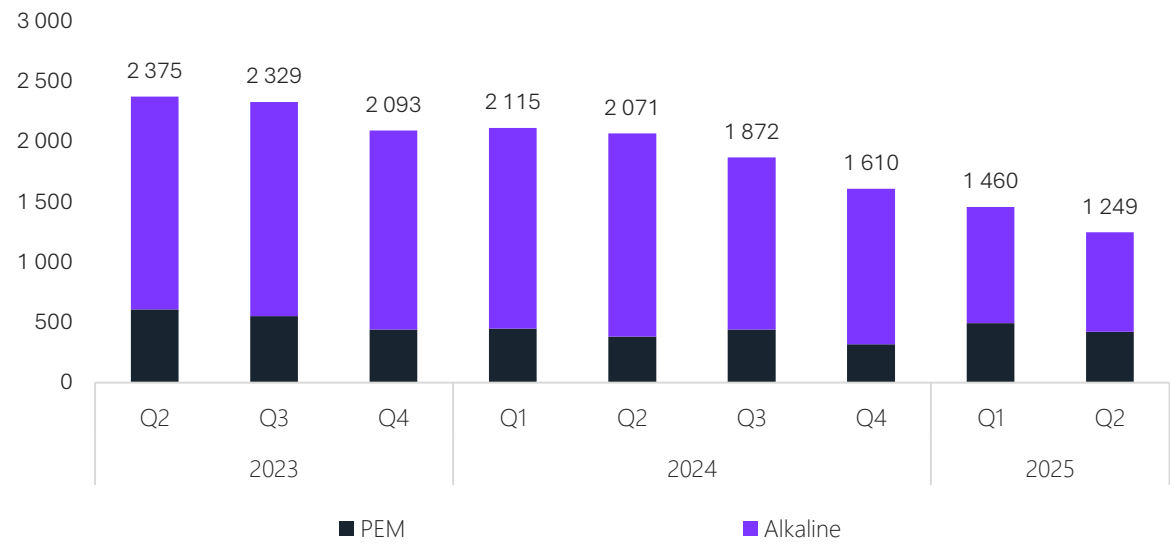
Order Intake
(NOK million)



Order intake Q2 2025:	NOK	71 million	-74%	y/y
- Alkaline	NOK	13 million	-94%	y/y
- PEM	NOK	58 million	+2%	y/y

Order intake expected to vary between quarters as order sizes have increased

Order Backlog
(NOK million)

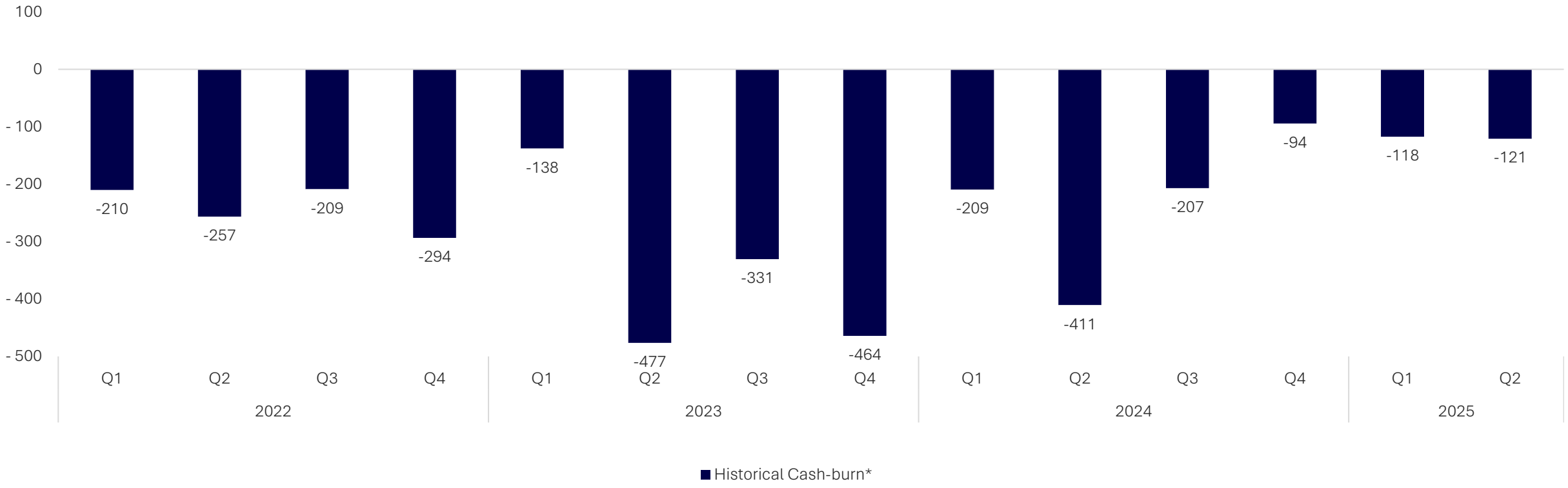


Order backlog Q2 2025:	NOK	1 249 million	-40%	y/y
- Alkaline	NOK	826 million	-51%	y/y
- PEM	NOK	423 million	+11%	y/y

The order backlog is subject to risks such as delays and/or cancellations

Cash burn rate

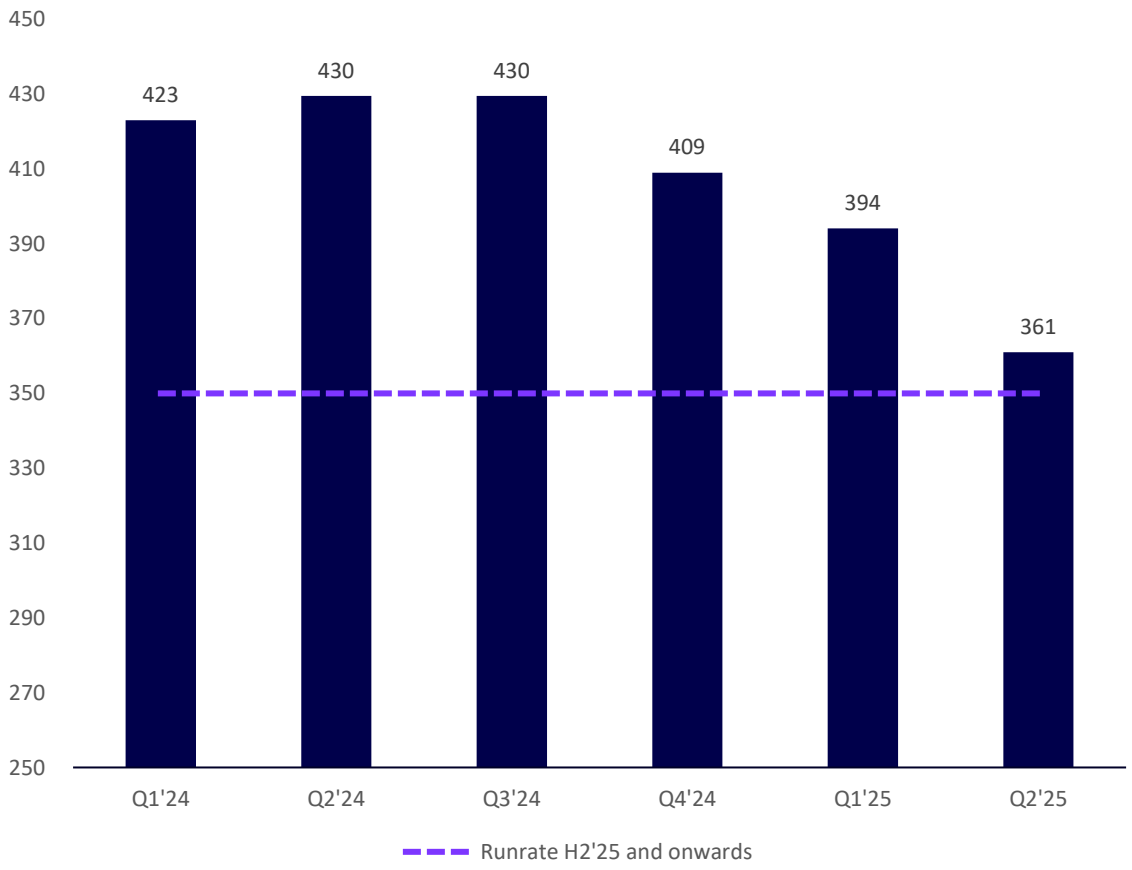
Quarterly cash-burn development*
(NOK million)



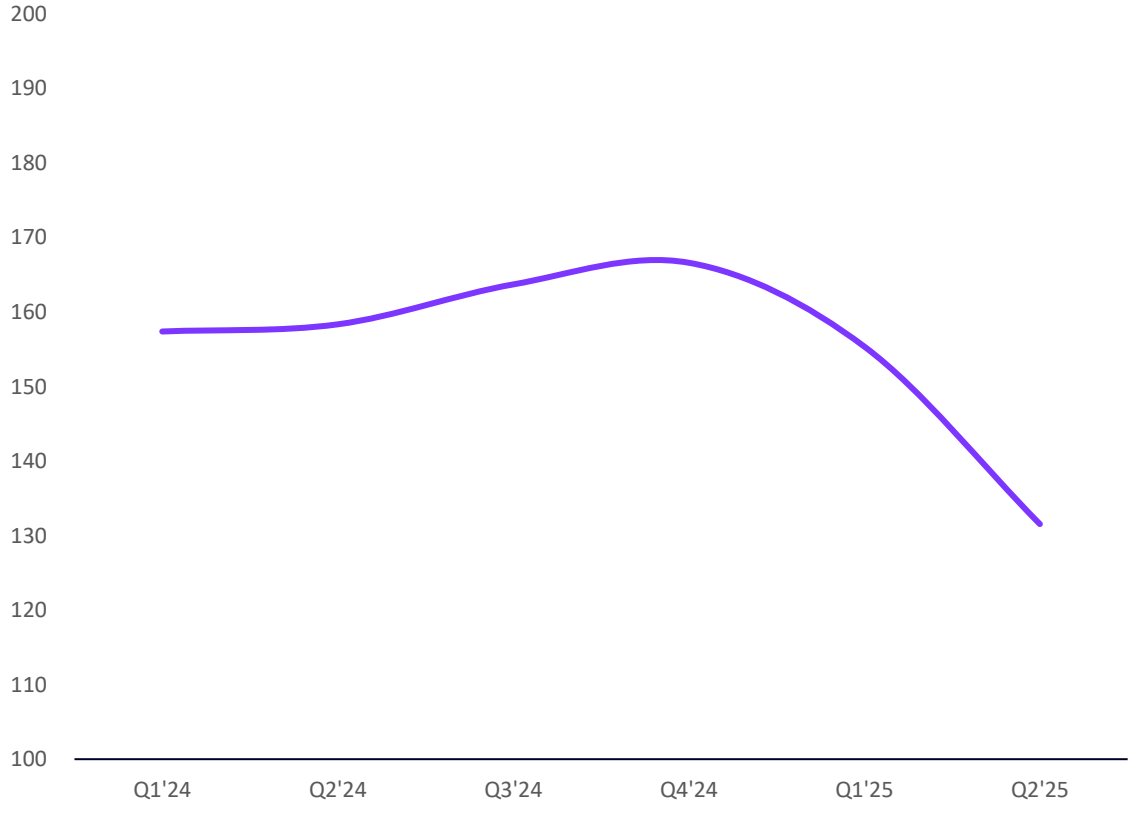
*Includes purchases of property, plant and equipment, payments for capitalised technology and net cash flow from operating activities.
Excludes financing activities and other investing activity comprising change in investments in equity instruments, associates, joint ventures, loans, disposal of fixed assets and change in restricted cash.

Costs will continue to come down in the second half of 2025

Employees
(FTEs)



Personnel expenses
(NOKm)



Commercial update

COMMERCIAL UPDATE

Market perspective

- Pipeline is large and increasing, but FIDs continue to be pushed out in time
- Quality of projects generally higher than in the past due to stricter FID criterias
- Several target projects in the 20-200 MW range expected to take FID in the next quarters
- Nel currently involved in 540 MW of paid FEED studies for large-scale systems, EPC partners involved in additional studies
- Improved clarity around US regulations expected to help demand

COMMERCIAL UPDATE

Extended visibility and clarity on 45V hydrogen tax credit

- The 45V clean hydrogen production tax credit is now secured through January 1, 2028
- Projects that meet “commence construction” requirements by this date will be eligible for the full credit, worth up to $3/kg
- Qualifying projects can claim the credit for a 10-year period once they are placed in service
- Key clarifications:
  - The tax credit allows for foreign equipment
  - The “commence construction” definition is still pending, but is expected to be financial
  - The credit now enjoys a high degree of political stability, with no foreseeable efforts to roll it back before 2028

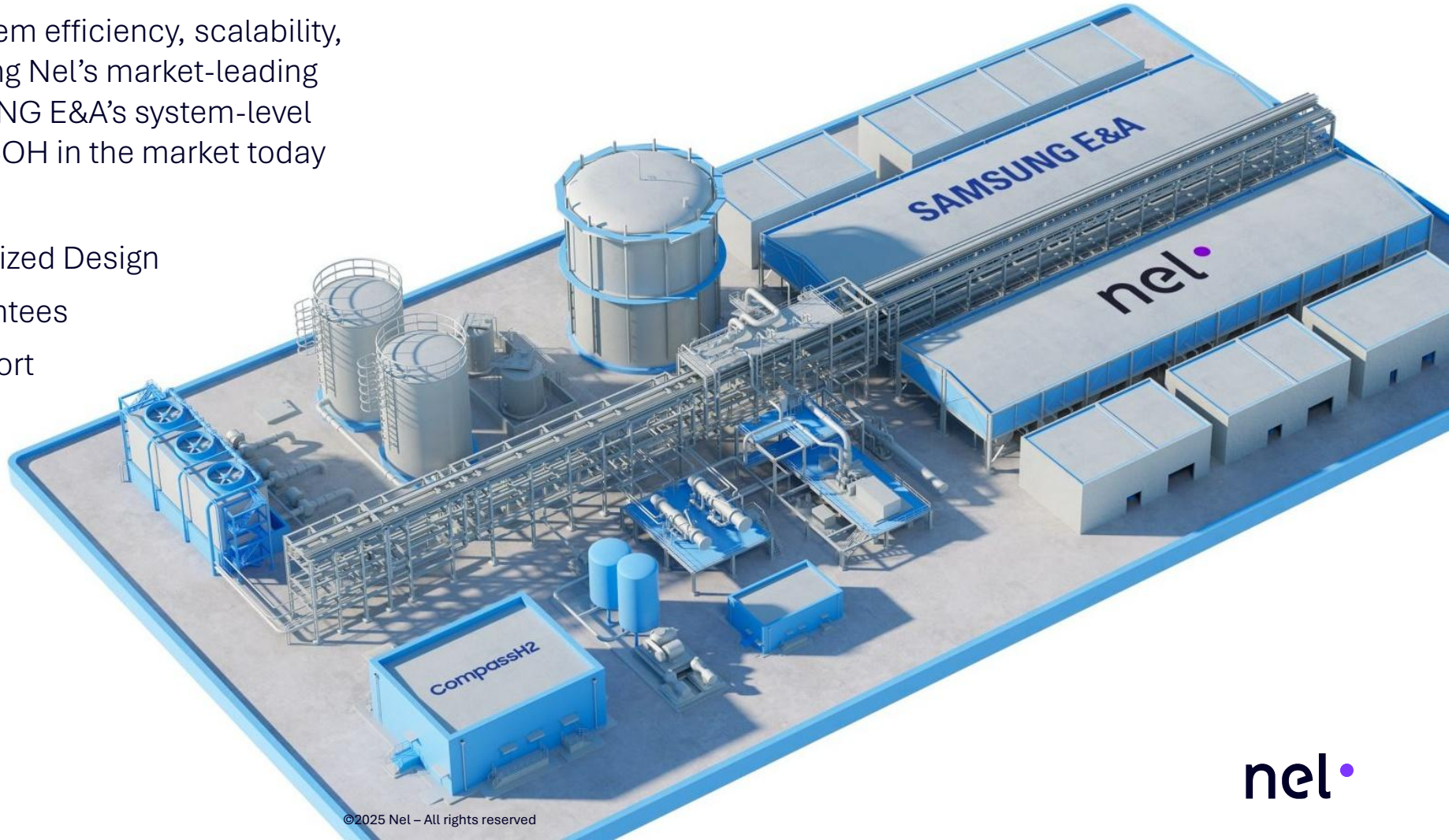
COMMERCIAL UPDATE

SAMSUNG E&A unveils the CompassH2

- a 100MW concept powered by Nel

Designed to deliver world-class system efficiency, scalability, and cost-competitiveness, combining Nel's market-leading electrolyser technology with SAMSUNG E&A's system-level engineering to achieve the lowest LCOH in the market today

- Best System Efficiency with Optimized Design
- System-Level Performance Guarantees
- Comprehensive Engineering Support
- End-to-End Solution Offering

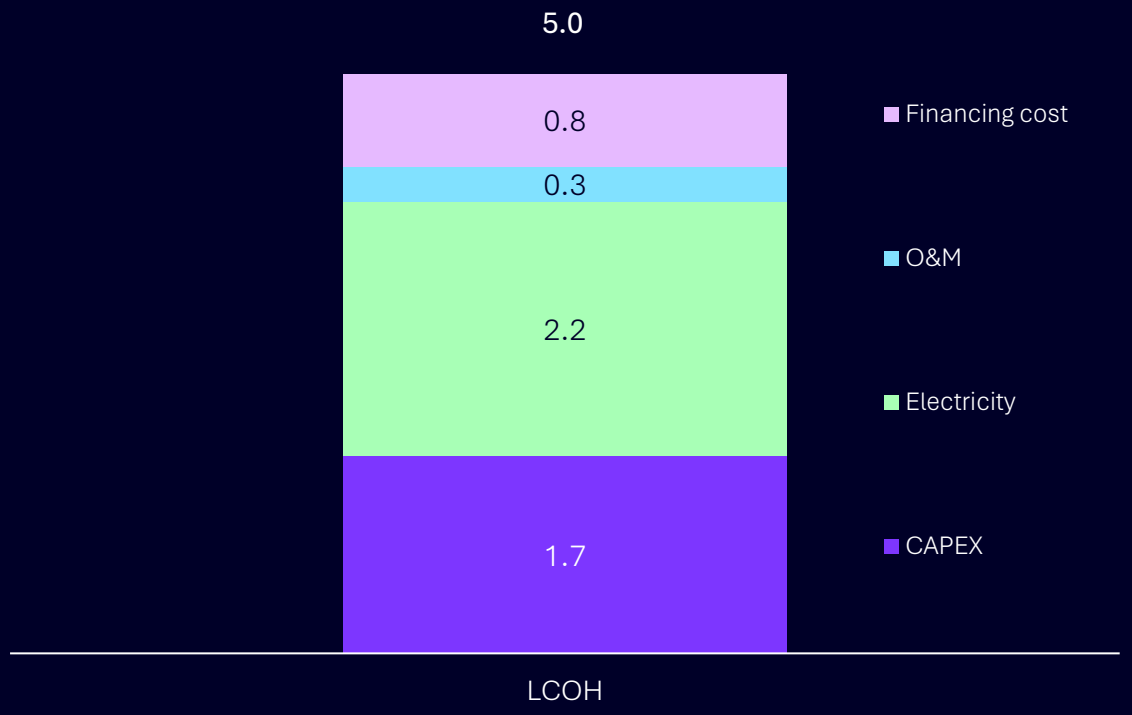


Source: SAMSUNG E&A

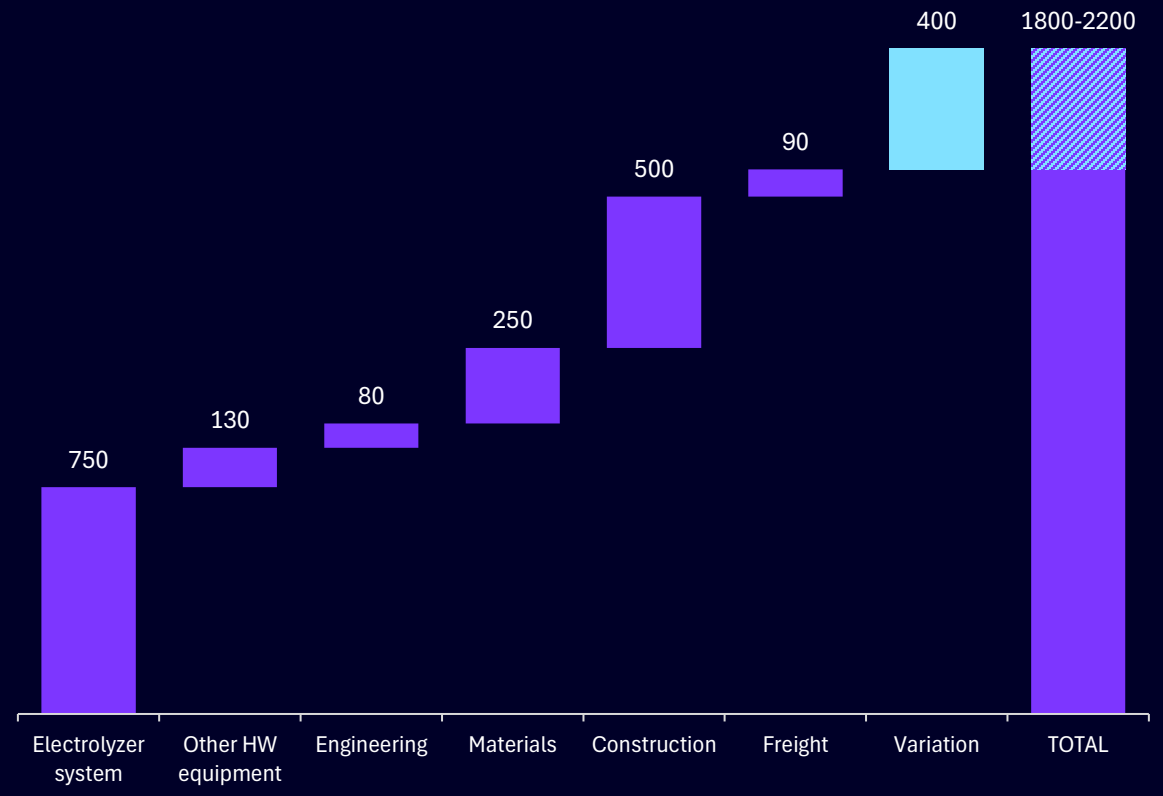
Technology update

First generation technology is proven, but LCOH reduction is needed

LCOH for US Gulf Coast GW project*
(USD/kg)



CAPEX estimate details
(USD/kW)



*Source: McKinsey & Company

TECHNOLOGY UPDATE

Nel`s approach to lowering LCOH

OPEX:

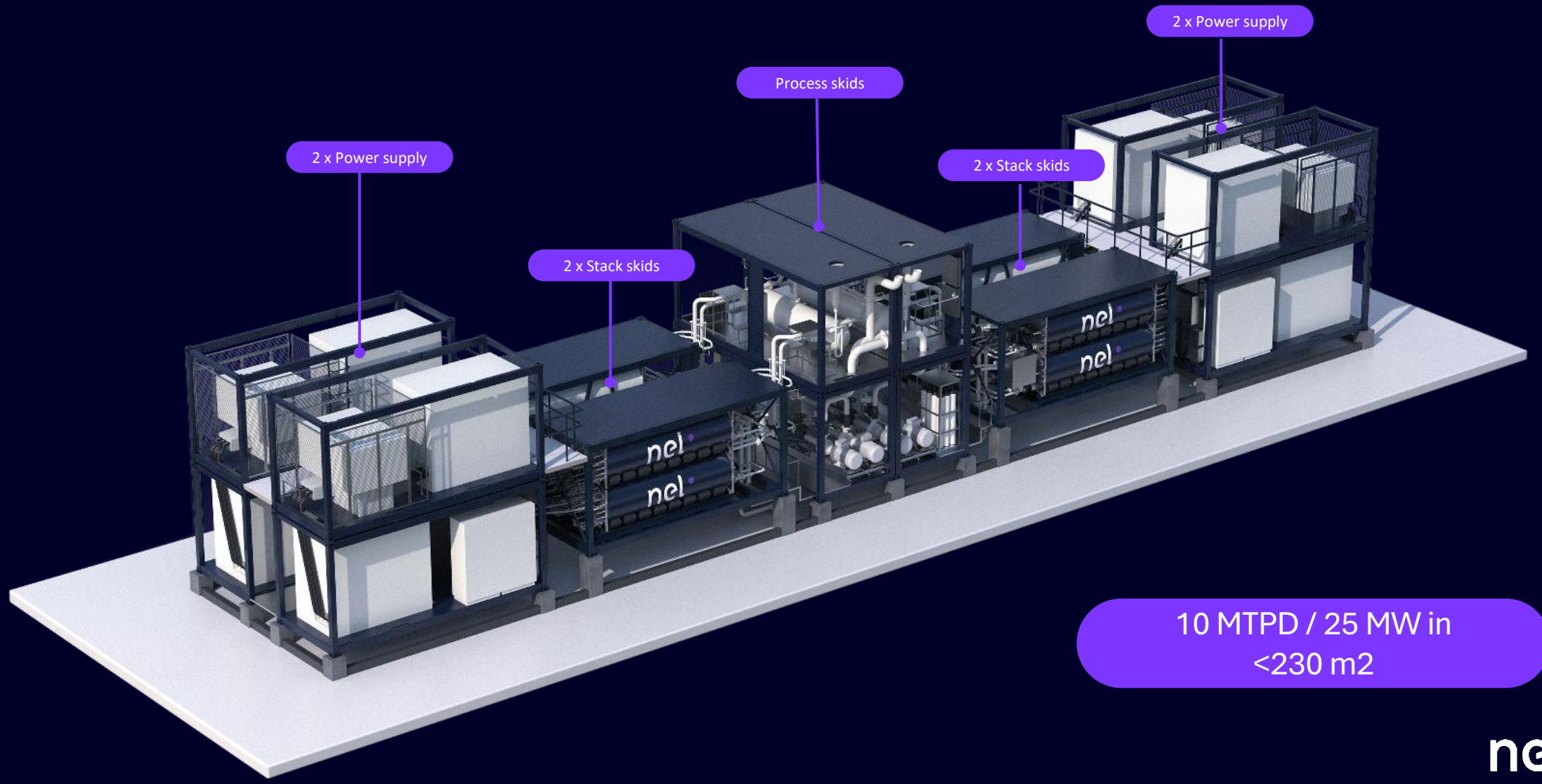
- Improved energy efficiency
- Wider operating range
- Quicker ramp-up and ramp-down

CAPEX:

- Cheaper modules
- Outdoor operation (no building)
- Standardization
- Smaller footprint and modularization

TECHNOLOGY UPDATE

The next-generation pressurized alkaline system



10 MTPD / 25 MW in <230 m2

TECHNOLOGY UPDATE

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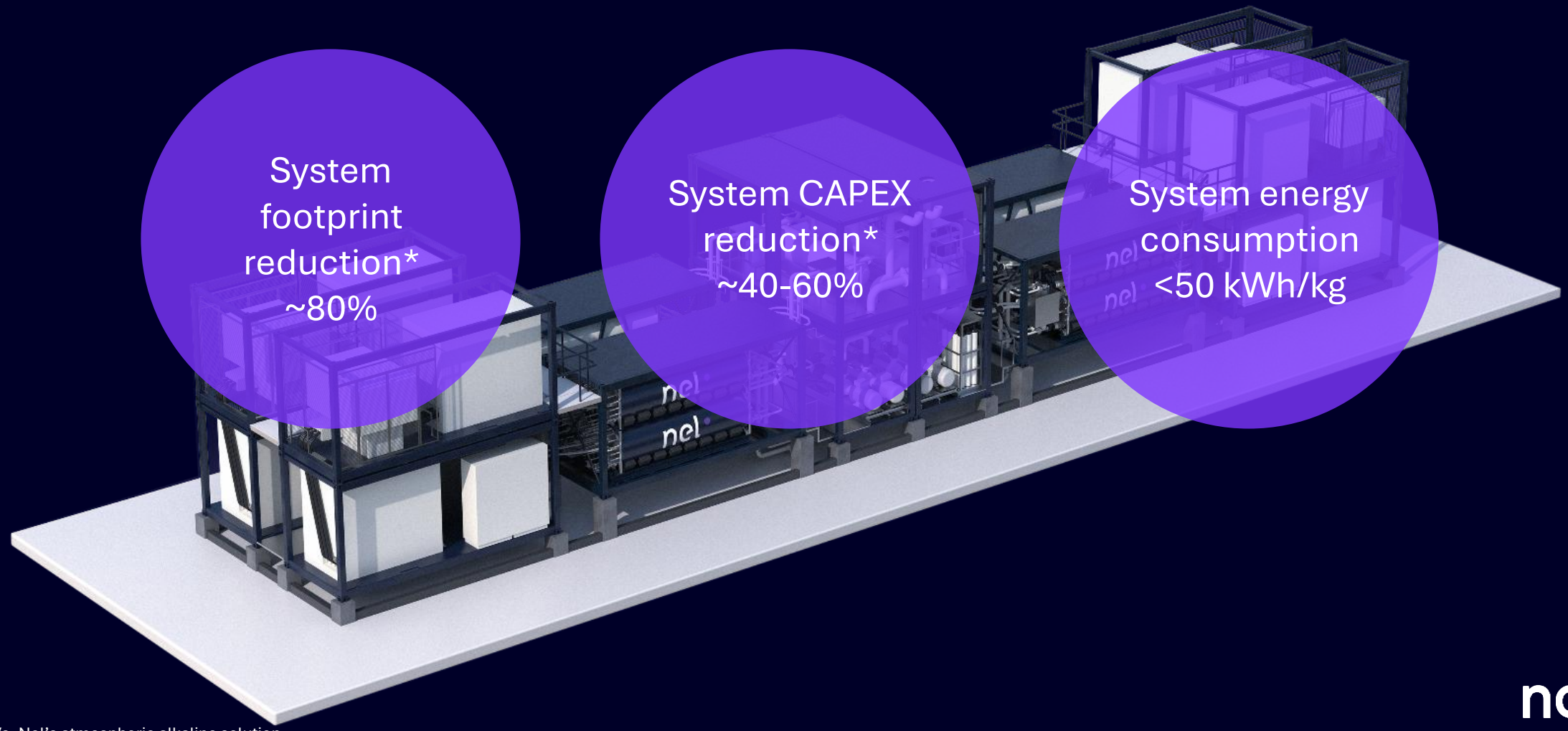


* Vs. Nel's atmospheric alkaline solution

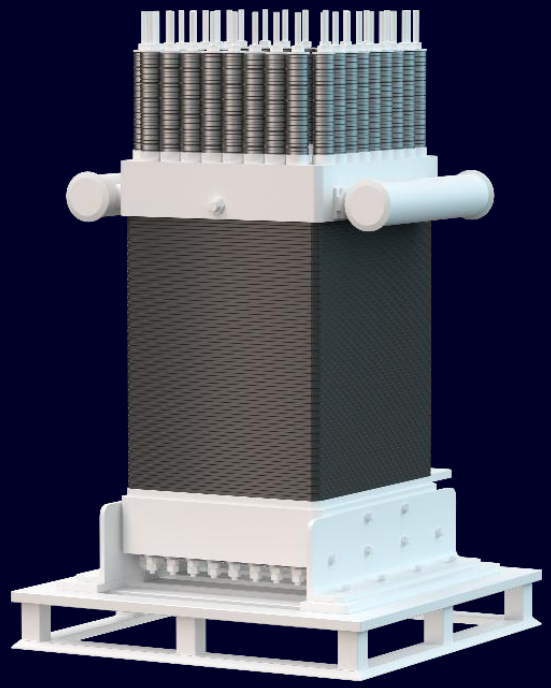
TECHNOLOGY UPDATE

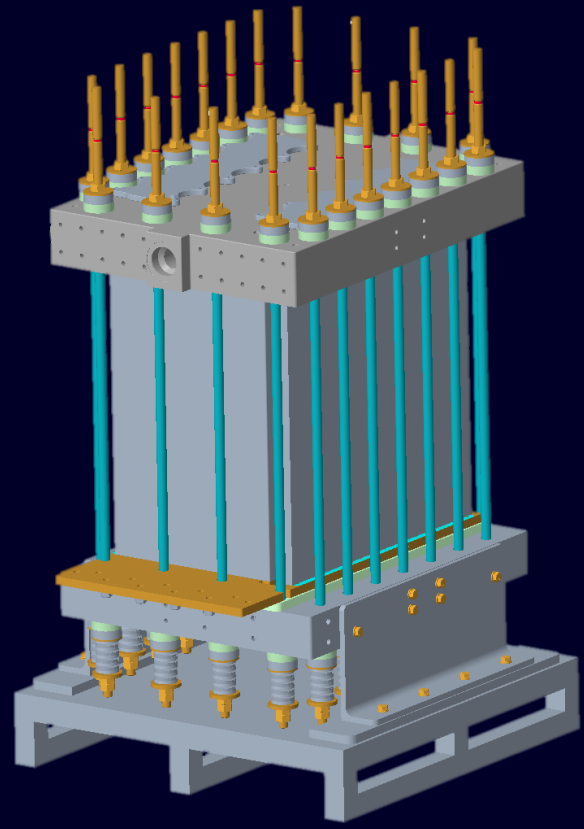
Next steps for pressurized alkaline solution

- Validate 6.25 MW prototype in Q3 2025
- Take FID on GW production setup in Q3 2025
- Validate 25 MW customer pilot in 2026
- Launch commercial product and deliver first units in 2026
- Deliver at scale, i.e. 100s of MW, in 2027

TECHNOLOGY UPDATE

The next-generation PEM stack





TECHNOLOGY UPDATE

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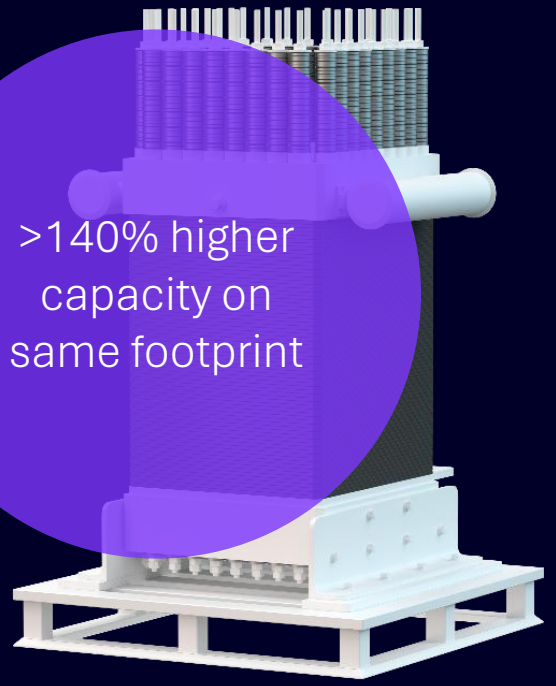
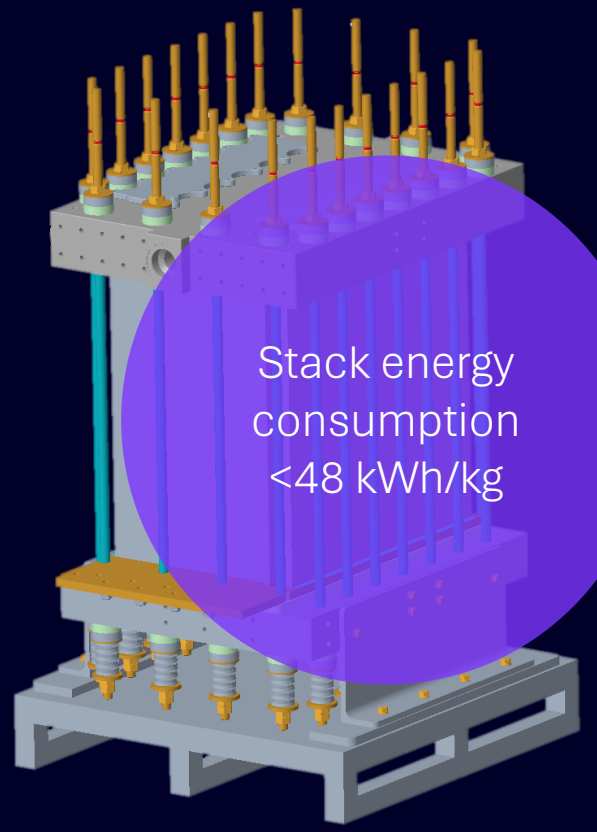


>140% higher capacity on same footprint

Stack CAPEX reduction* ~70%



Stack energy consumption <48 kWh/kg

TECHNOLOGY UPDATE

Next steps for next-generation PEM stack

- Successfully passed a key design review
- Initiated procurement of full-scale prototype components
- Continued investment in test infrastructure and full-scale test stands to simulate varying duty cycles
- Reliability area being expanded to accommodate prototype validation

The future belongs to the front runners