



Investor Relations 2021

Doosan Fuel Cell 1Q 2021 Earnings Release

April 2021



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Forecasts and projections contained in this material are based on current business environments and management strategies, and they may differ from the actual results upon changes and unaccounted variables. We make no guarantees and assume no responsibility for the use of information provided. We trust your decisions will be based on your own independent judgment.

Financial data in this presentation is on a IFRS separate basis.



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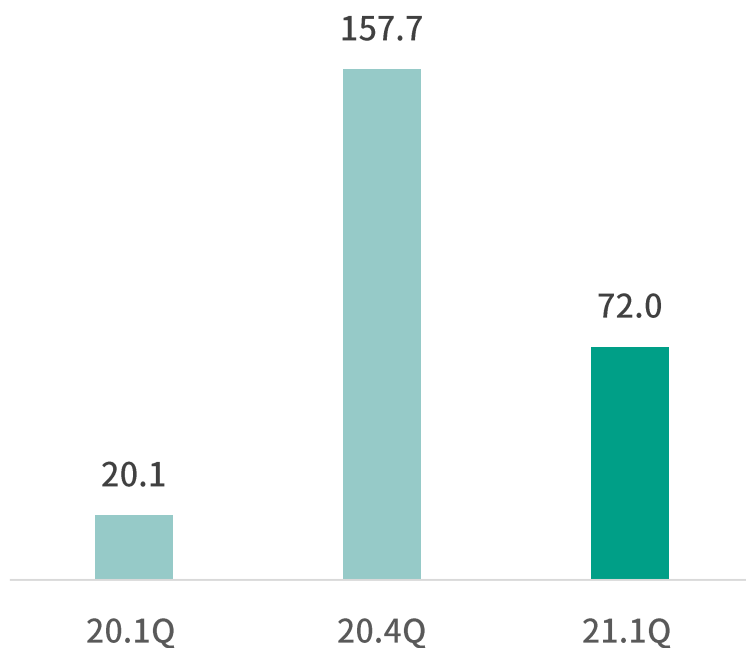
1Q Earnings

Sales revenue of KRW 72 billion and Operating income of KRW 0.3 billion

- Earnings improved YoY with the recognition of equipment sales for orders made in 1H of 2020
- Earnings declined QoQ due to the seasonality of orders and earnings

Sales Revenue

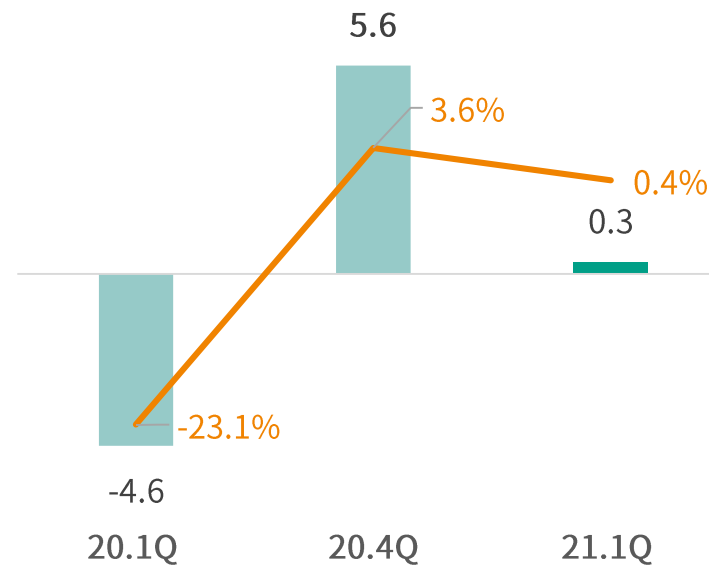
(Unit: KRW in billions)



Operating Income

(Unit: KRW in billions)

Operating margin(%)

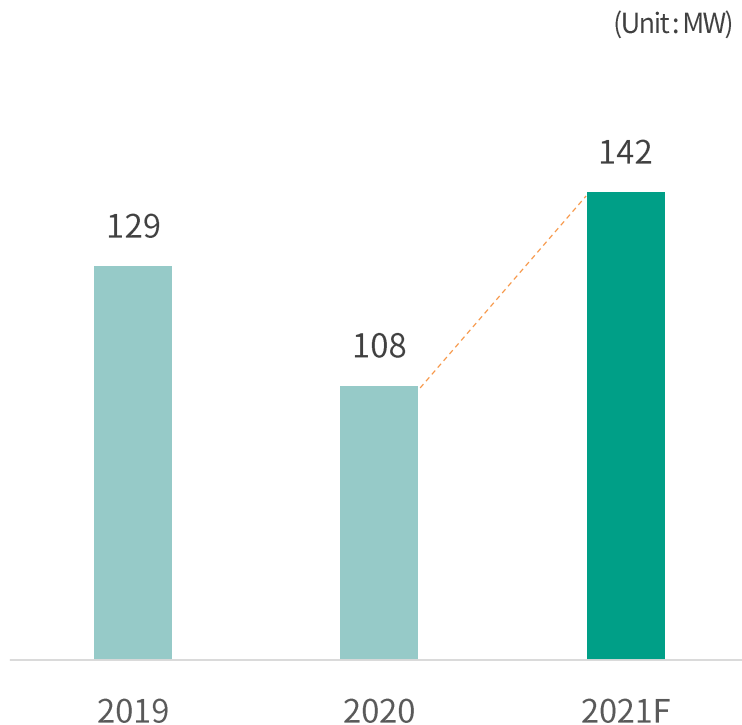


Order Status & Forecast

Targets to receive new order of 142MW in 2021

- Received 6MW of order in 1Q and orders is expected to boost in 2H of the year

New Order Trend



Korean Hydrogen Policy and Impact

✓ Enforcement of Hydrogen Act (Feb 2021)

- Government policies to foster the hydrogen economy are sustainable without regard to regime change

✓ Hydrogen Economy Roadmap 2.0 (under progress)

- To upgrade the roadmap announced in 2019
- Expects materialization of policies for green H₂ production and utilization

✓ HPS(Hydrogen Portfolio Standard) adoption

- To be introduced after the revision of the Hydrogen Act
- Obligatory supply of fuel cells without competing with renewable energy
- Expandable to green hydrogen

Progress Update on New Businesses (1)

Short- and long-term growth momentum with expansion of new markets and new applications

New Products & Application

New Markets

- 1 Entry into hydrogen market for mobility
- Tri-gen model under development for hydrogen charging station

- 2 Expansion of hydrogen model sales

- 3 LNG/LPG dual model

Existing Markets

- 4 Expansion of heat demand applications
- Replacement of aged CHP plants and incinerator
- LNG Boil-off-gas and smart farm

Progress Update

- Completed feasibility study and under discussion with potential customers
- Engineering for hydrogen charging station is underway
- Commercialization in 2022

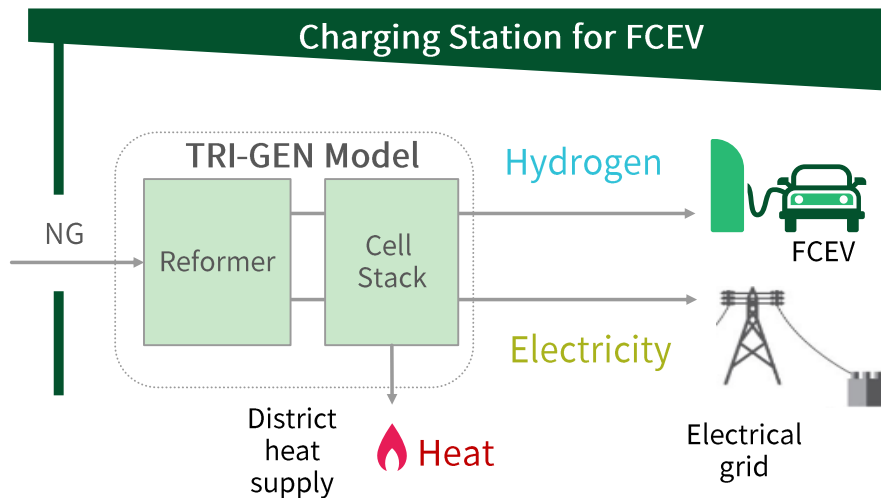
- Completed the 1st hydrogen model based power plant (50MW) in 1H 2020
- Under discussion with potential customers utilizing byproduct hydrogen

- First commercialization in the world
- Received the order of 12MW in Guangju (4Q '20)

- MOU for Korea-China smart farm village (Apr. '21)
- Under review on application of BOG from LNG terminal

Progress Update on New Businesses (2)

Tri-gen model for H₂ charging stations to respond to deployment target of the government



- Cost saving with on-site solution for H₂ charging station
 - No need for hydrogen tube trailer
- External sales of electricity and heat for additional earnings
- Improve profitability for operators of charging stations
- Commercialization in 2022

Expanding supply of hydrogen models to prepare for the green hydrogen era



Deasan Green Energy (50MW) utilizing byproduct H₂ from petrochem complex

- Clean energy solution fueled by H₂
 - Ready to respond to green H₂ policy
- Higher electricity efficiency of 50% compared to NG model
- Track record for supply of H₂ model to the 1st and largest fuel cell power plant utilizing byproduct H₂ in 2020
- Additional project under development

Progress Update on New Businesses (3)

Commercialized the world first LPG/NG dual model

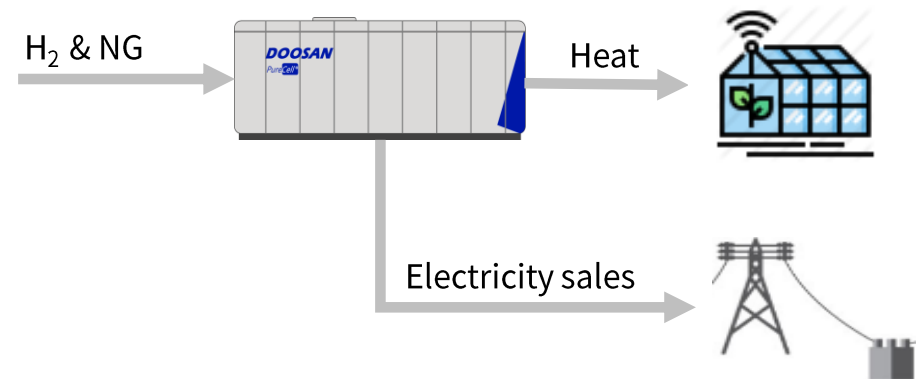


Fuel Cell Power Plant in Gwangju (12MW)

Source: SK Gas

- Commercialized the model which can use both LPG and NG for the 1st time globally
- Electricity and heat supply using LPG as backup fuel for areas with insufficient power and urban gas infrastructure
- Flexible choice between LPG and NG according to the price movement
- Received order of 12MW in Gwangju in 4Q'20

Application expansion to Smart farm



- Fueling natural gas from city gas pipeline
- Supply heat to smart farm and generate profit with sales of electricity and RECs
- MOU on Korea-China smart farm village (Apr. '21)

Strategic Focus

On schedule for development and commercialization for 3 new business areas

Item	Strategic Goals	Progress
 <u>Maritime Fuel cells</u>	<ul style="list-style-type: none"> ▪ Developing fuel cells for ships with SOFC tech to meet IMO regulation ▪ Partnership building with ship builders and owners before commercialization 	<ul style="list-style-type: none"> ▪ Collaboration talks for final agreement are underway with global ship owner and local builder after signing MOUs <ul style="list-style-type: none"> - Under discussion on specification and business model
 <u>Electrolyzer</u>	<ul style="list-style-type: none"> ▪ To preoccupy rapidly growing green H₂ market ▪ To develop PEM-based electrolyzer <ul style="list-style-type: none"> - Pilot demonstration of Multi-MW class ▪ To obtain track record and build mass production 	<ul style="list-style-type: none"> ▪ Awarded national project for electrolyzer <ul style="list-style-type: none"> - Through the development of H₂ infrastructure for public transportation in domestic and overseas markets - Commenced R&D in April 2021 to design and evaluate PEM based systems
 <u>Commercial vehicle powerpack</u>	<ul style="list-style-type: none"> ▪ Feasibility study and partnership building in 2021 	<ul style="list-style-type: none"> ▪ Building partnership with truck/bus OEMs



APPENDIX

Appendix. Summary of Financial Position

(Unit: KRW bn)	'20.4Q	'21.1Q	Change
Total Assets	790.2	769.4	-20.8
Current Assets	652.0	621.5	-30.5
Non-current Assets	138.2	147.9	9.7
Total Liabilities	277.6	261.1	-16.5
Current Liabilities	264.6	241.0	-23.6
Advances received	53.2	38.2	-15.0
Non-current Liabilities	13.1	20.0	6.9
Shareholder's Equity	512.5	508.3	-4.2
Share Capital	790.2	769.4	-20.8
Leverage Ratio	54%	51%	-3%p
Debt	99.0	99.0	0
Cash and Cash Equivalents*	392.8	336.4	-56.4
Net Debt**	-293.8	-237.4	56.4

* Cash and cash equivalents + ST financial instruments + ST financial assets

** Debt- Cash and cash equivalents and etc.

Appendix. Summary of Income Statement

(Unit: KRW bn)	'20.1Q	'20.4Q	'21.1Q	YoY	QoQ
Sales Revenue	20.1	157.7	72.0	259%	-54%
Operating Income	-4.6	5.6	0.3	Turned black	-94%
Margin(%)	-23%	4%	0%		
EBITDA	-2.8	7.5	2.2	Turned black	-71%
Margin(%)	-14%	5%	3%		
Income before Tax	-4.1	0.5	2.0	Turned black	280%
Net Income	-3.4	1.1	-4.3	-24%	Turned red

Q&A Session



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