

# PROFIT & MARKET POSITION

## What makes us Better

### Business Model:

- **Plug Zen:** B2B, host-owned
- **Blink:** Public network + retail,
- **ChargePoint:** Public/private + subscription

### CapEx Intensity:

**Plug Zen:** Low  
**Blink:** High,  
**ChargePoint:** High

### Key Advantage:

**Plug Zen:** Faster deployment, lowest cost  
**Blink:** Scale focus  
**ChargePoint:** Subscription growth focus



### Revenue Streams:

- **Plug Zen:** Hardware + services
- **Blink:** Hardware + charging fees,
- **ChargePoint:** Hardware + subscriptions + services

### Profitability Status:

**Plug Zen:** Target breakeven in 2 years,  
**Blink:** Losses > \$20M/qtr,  
**ChargePoint:** Losses > \$50M/qtr