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,

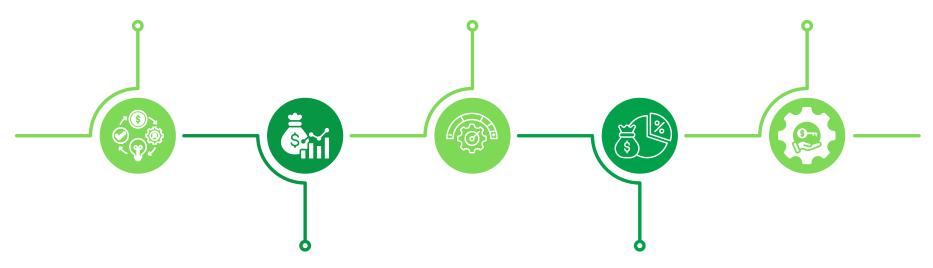
ChargePoint: High

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 +

Profitability Status:

Plug Zen: Target breakeven in 2 years,

Blink: Losses > \$20M/qtr,

ChargePoint: Losses > \$50M/qtr