

REPAIR & OVERHAUL OVERVIEW



BLOOM ENERGY AT A GLANCE

BE
LISTED
NYSE



\$972mm 2021 Revenue	30% CAGR Over last decade	\$8.5bn Backlog	12% Annual Learning Rate (Cost Down)
~700 MW Installed Base	>364 Issued Patents	>\$1.5bn Cumulative R&D	48% → 65% Efficiency Since 1 st Generation

A DIVERSE ARRAY OF COMPANIES DEPEND ON BLOOM FOR RESILIENT, SUSTAINABLE POWER

Be

CLOUD SERVICES AND TECHNOLOGY



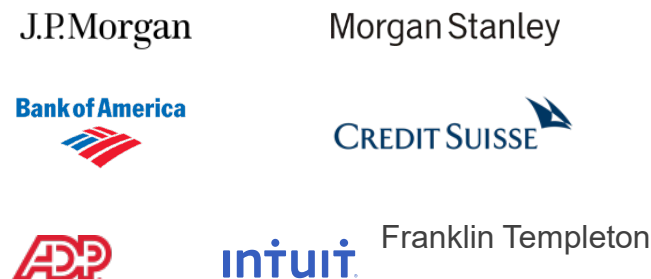
CONSUMER AND RETAIL



MEDIA AND TELECOM



FINANCIAL SERVICES



HEALTHCARE



FROM KW TO MW TO GW SCALE SOLUTIONS

Be



Hwasung, South Korea
Utility Installation



Delmarva Power, Delaware
Utility Installation



SCL&P Protection for Critical Grocery
Utility Application



Staples Center, Los Angeles
Platform Mounted Installation



Big Box Store
Retail Installation



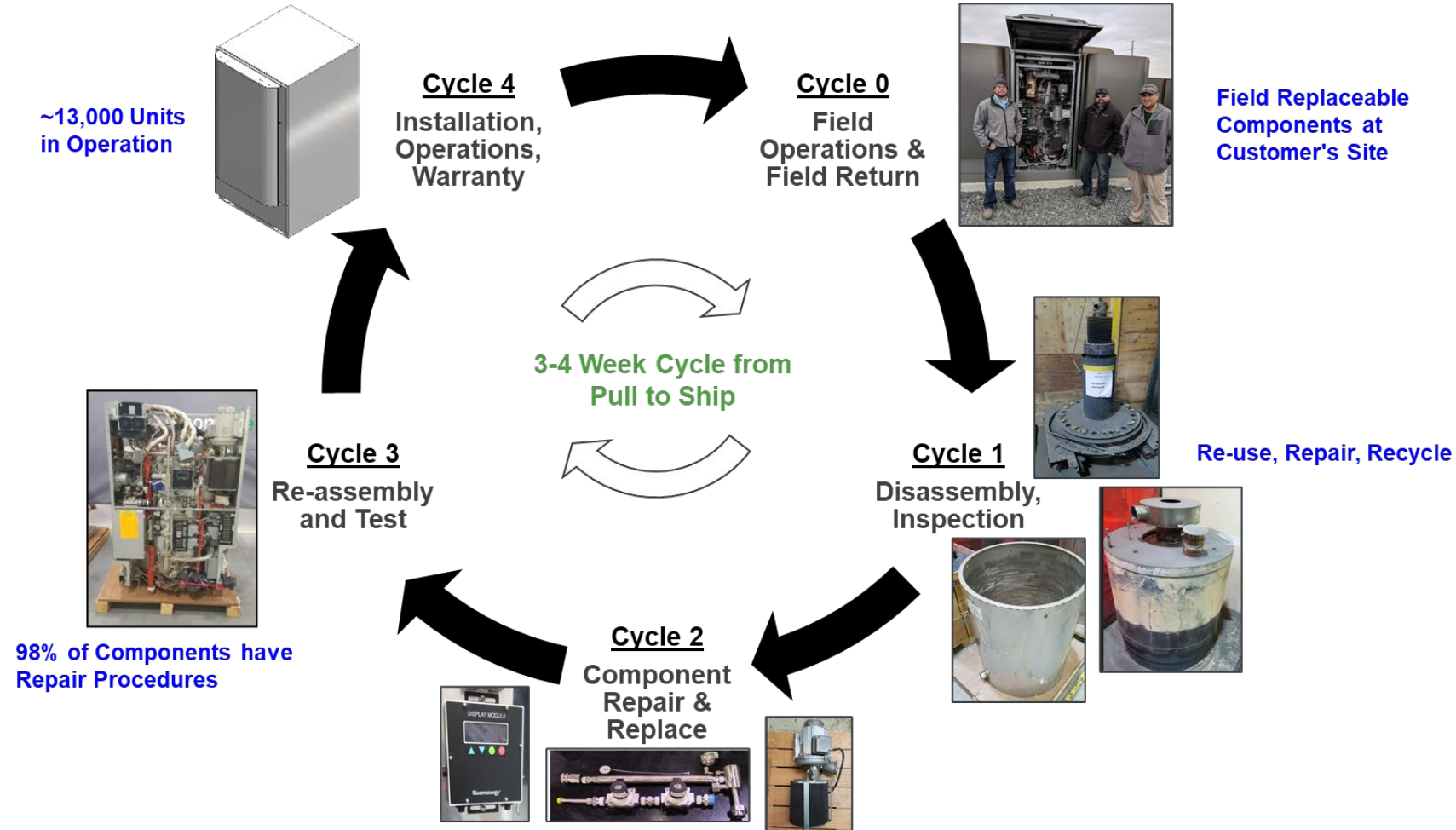
Commercial Office Building
Rooftop Installation

BLOOM ENERGY – REPAIR & OVERHAUL

SOFC Repair & Overhaul Overview: The (5) Cycles of Maintenance, Repair, and Overhaul at Bloom Energy

As a function of an approximately 30,000 lb. Bloom Energy Server, *the weight of components that go to the landfill without a recycling or refurbishment stream comprises approximately 510 lbs., or less than approximately 2% of the total server weight.* Typical components which go directly to landfill without chance for refurbishment or recycling are sealants, adhesives, gaskets, filters, tape, and non-recyclable plastics.

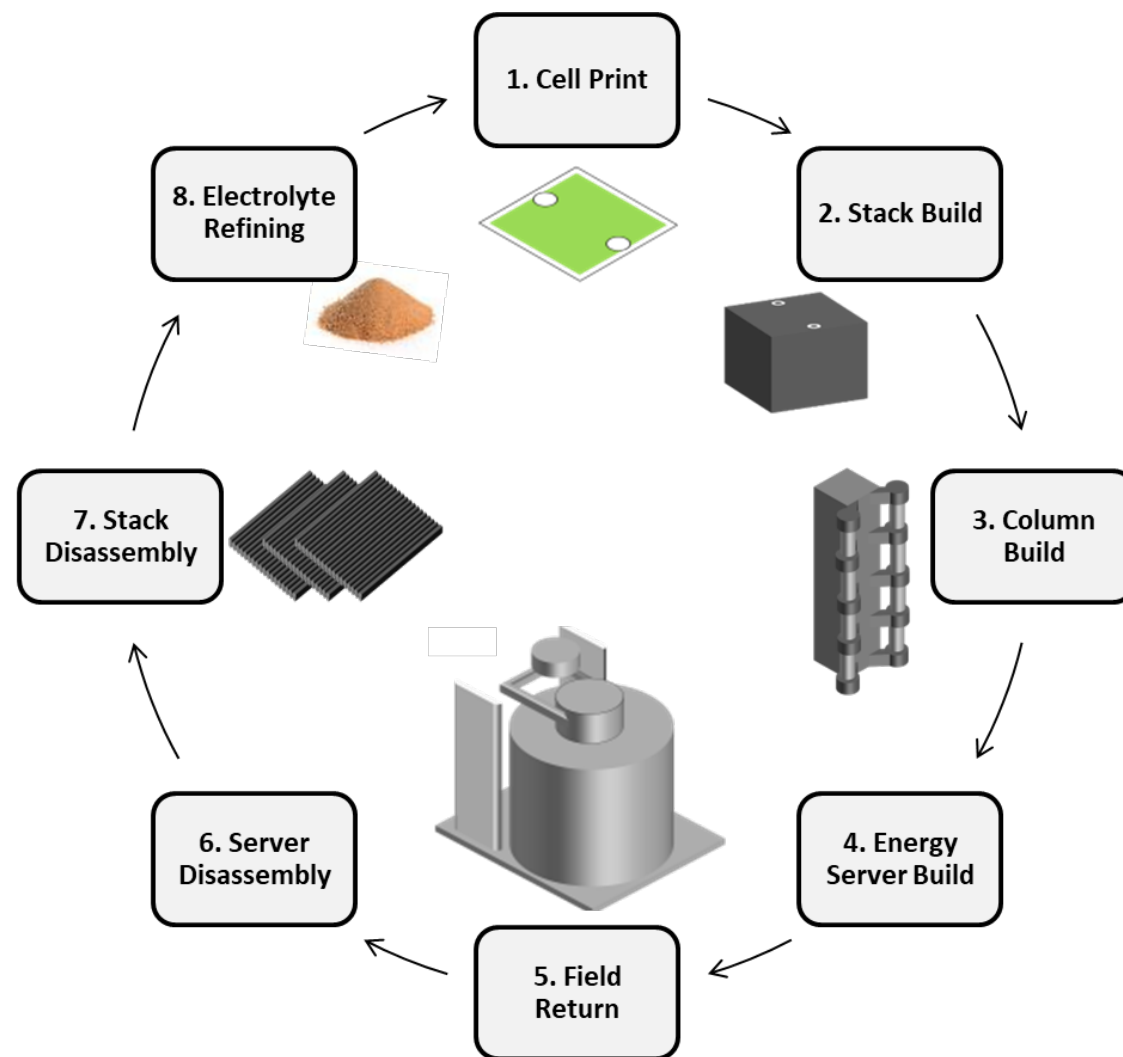
Repair & Overhaul (cycles 1-3) happen in two facilities in Newark, DE, located 2 mi. from Bloom's main manufacturing facility.



BLOOM ENERGY – REPAIR & OVERHAUL

SOFC Repair & Overhaul Overview: Recycling Spotlight – The Electrolyte

While Repair or Recycling streams (non-landfill) exist for 98% of our components, the Electrolyte is a true “closed loop” where that same material is then put back into new fuel cells.



REPAIR & OVERHAUL OVERVIEW

All areas of Repair & Overhaul must meet Cost, Quality, and Turnaround Time metrics

COST

- Drive improvements in \$/kW-hr
- Reduce Part Costs
- Drive Labor Efficiencies
- Reduce Maintenance Costs
- Reduce Inventory costs



TURN TIME

- Increased Capacity and Improved TAT
- Faster turns = lower costs
- Faster turns = better quality response
- Reduce carrying costs of Inventory
- Reduced time on site for Maintenance

QUALITY

- Data-based decisions on Part Life/FRUs
- Targeted component life improvements
- Reduce maintenance intervals
- Targeted repair procedures
- FRU and Component classifications
 - with power and Life cycle targets