



9:00 am ET: Start of 2025 Plug Symposium Program

Plug's Role in the Hydrogen Long Game, Andy Marsh, CEO

Leading Forward: Andy Marsh & Jose Luis Crespo on Plug's Strategy

In a fireside chat, Plug's CEOs in an unfiltered conversation about how the company's past and present are shaping its path to future success.

Grounding in Reality: Profitability First, Jose Luis Crespo, President, CRO

Plug's disciplined path to profitability: margins, efficiency, and results.

Panel: Our Stable Base: Businesses That Already Work

Leading customers share how GenDrive fuel cells boost uptime, efficiency, and grid independence in their material handling operations - and enable expansion opportunities.

Panel: The Energy Challenge: Plug's Energy Management Advantage

A system-wide look at how rising electrification strains the grid, and how Plug's portfolio of hydrogen solutions serves as a hedge and efficiency driver across industries.

Panel: Transformation: From Vendor to Energy Architect

Redefining the GenEco electrolyzer business: from selling hardware to delivering integrated energy optimization and hydrogen hub projects with long-term returns.

From Rooftop to Results: Scaling Smarter at Vista

12:00-1:30 Lunch + Plug Vista Facility Tours

Panel: GenDrive Fuel Cells at Scale: Customer Testimonials

Panel: GenEco Electrolyzers at Scale: Customer Testimonials

Panel: Energy Production at Scale

Plug hydrogen becomes an annuity business, not a cyclical OEM. Conversation through long-term recurring revenue models and case studies

Panel: Engineering and Technology Developments

Financial Update, Paul Middleton, CFO

Panel: Why Plug Wins: Plug is the energy architect of the hydrogen economy

Closing Comments & Q&A: Andy Marsh, Jose Luis Crespo and Senior Staff

4:00 pm ET: End of 2025 Plug Symposium Program