Sustainability Report

Fiscal Year 2025

FuelCell Energy

A rendering of a 50-MW FuelCell Energy data center installation.

Contents

Key Terms

BOP: Balance of plant

CCUS: Carbon capture, utilization and sequestration

CDP: formerly known as the Carbon Disclosure Project

CHP: combined heat and power

CO_2: carbon dioxide

CO_2e: carbon dioxide equivalent

DOE: U.S. Department of Energy

EHS: environmental, health and safety

EPA: U.S. Environmental Protection Agency

ESG: environmental, social and governance

FY: fiscal year

GHG: greenhouse gas

GJ: gigajoule

GRI: Global Reporting Initiative

HHV: high heating value

IEA: International Energy Agency

IPCC: Intergovernmental Panel on Climate Change

IRA: Inflation Reduction Act

ISO: International Organization for Standardization

kg: kilogram

LCA: life cycle assessment

MT: metric ton

MW: megawatt

MWh: megawatt-hour

NOx: nitrogen oxides

SASB: Sustainability Accounting Standards Board

SDGs: Sustainable Development Goals

SOEC: solid oxide electrolyzer cell

SOFC: solid oxide fuel cell

SOx: sulfur oxides

TCFD: Task Force on Climate-related Financial Disclosures

YOY: year-on-year

Introduction

In this section:

About This Report

The 2025 Sustainability Report is the fourth annual report covering FuelCell Energy's sustainability progress and performance. This report focuses primarily on fiscal year 2025 activities, unless otherwise noted. All references to a year throughout the report refer to FuelCell Energy's fiscal year, unless "calendar year" is specified. FuelCell Energy's fiscal year starts on November 1 and ends on October 31. Information in this report includes all entities and global operations covered in our Annual Report unless otherwise stated.

This report was prepared in accordance with the Global Reporting Initiative (GRI) Standards as well as the Sustainability Accounting Standards Board (SASB) Fuel Cells & Industrial Batteries Sustainability Accounting Standard. We also provide a summary of our progress in addressing climate change in line with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD).

GRI reporting principles were applied in this report as defined in GRI 1: Foundation 2021. The principles are:

- Accuracy: We provide information that has been internally verified and is sufficiently detailed to allow an assessment of FuelCell Energy's impacts.
- Balance: We have aimed to provide a fair representation of FuelCell Energy's positive and negative impacts, including key challenges.
- Clarity: We report in a way that is accessible, using plain and clear language.
- Comparability: We disclose information in a way that enables analysis of changes in FuelCell Energy's impacts over time, to the extent possible.
- Completeness: We provide information about our activities that have material impact to enable an assessment of FuelCell Energy's effects during the reporting period.
- Sustainability context: We report our sustainability impacts within the wider context of sustainable development with reference to global priorities and trends.
- Timeliness: We report on a regular schedule alongside our Annual Report, so that information is available in a timely manner for users to make decisions.
- Verifiability: We provide details of the basis of our reporting so information can be examined to establish its quality. Information and data in this report have been internally verified and are believed to be an accurate representation of our performance.
  - Additionally, our Scope 1 and 2 greenhouse gas (GHG) emissions have been externally assured by an independent Carbon Disclosure Project (CDP) Gold Accredited verifier. The Assurance Statement can be found here.

We welcome your queries and feedback and invite you to contact us at sustainability@fce.com.

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A Letter From Our CEO

As we reflect on fiscal year 2025, I am proud to share the progress FuelCell Energy has made in advancing our mission to enable a world empowered by clean energy — while helping customers meet growing reliability and sustainability needs.

We are in a moment defined by accelerating electricity demand. The rapid expansion of artificial intelligence, cloud computing, electrification and digital infrastructure is placing new pressure on power systems. Data centers in particular require always-available, high-quality power to maintain operations, yet traditional grid infrastructure faces increasing constraints related to congestion, permitting timelines, land availability and resilience. These challenges underscore the importance of distributed energy solutions that can deliver dependable electricity without compromising long-term sustainability objectives.

FuelCell Energy brings more than two decades of experience delivering clean, reliable, always-on power through carbonate fuel cell systems that generate electricity electrochemically rather than through combustion, providing low-emissions, land-efficient baseload generation at or near the point of use — exactly where today's rapidly growing digital and electrified economy needs it most. By producing power on-site, our systems help customers overcome grid congestion, transmission bottlenecks and permitting delays, while offering the reliability required by mission-critical operations such as data centers, hospitals, military installations, utilities and urban load centers. These quiet, modular platforms deliver high power density with a clean air profile that supports surrounding communities and simplifies siting in space-constrained environments, and they strengthen energy security by reducing transmission losses and maintaining operation during grid disruptions. Importantly, our systems can integrate with renewables and energy storage, enabling customers to build resilient, sustainable energy architectures that meet escalating demand without compromising long-term climate and operational objectives.

In fiscal year 2025, we continued to strengthen both the readiness of our platform and our organizational capabilities. Our technology is designed for scalable deployment, including in space-constrained and urban environments. We also continued to advance capabilities that enhance the sustainability value of our systems, including carbon capture from fuel cell system exhaust. Our sustainability strategy is integrated with our business objectives, and we believe responsible innovation must be practical, measurable and deployable.

As we look ahead, we remain focused on supporting customers and confident in our technology, our people and our long-term strategy — and in our ability to deliver reliable, clean electricity where and when it is needed most.

Sincerely,

Jason Few

President and Chief Executive Officer
FuelCell Energy, Inc.

A Letter From Our CMSO

We are pleased to present FuelCell Energy's 2025 Sustainability Report, which marks our fourth annual report detailing our sustainability progress and performance. This report focuses primarily on fiscal year 2025 activities and reflects our continued commitment to operating with ethics, responsibility and transparency — while advancing sustainability through innovation and clean energy technologies.

At FuelCell Energy, sustainability is embedded in both our products and our operations. Our carbonate fuel cell platform generates electricity electrochemically rather than through combustion, enabling reliable power with a clean air profile and virtually no smog-forming or criteria pollutants such as nitrogen oxides (NOx), sulfur oxides (SOx), volatile organic compounds and particulate matter. This is particularly important in regions with stringent air quality requirements, where permitting constraints can limit or delay conventional on-site generation. Our fuel cell systems are also compact and land-efficient, supporting deployment in space-constrained environments while helping communities protect land-use priorities and reduce local environmental impacts.

A core element of our sustainability strategy is taking a full life cycle approach — from design and material selection through operation, maintenance, decommissioning and end-of-life solutions. By design, approximately 93% of our energy platform by weight can be reused or recycled at the end of its useful life, helping reduce waste and demand for new raw materials. We maintain chain-of-custody responsibility for our fuel cell modules throughout their life cycle, supporting cradle-to-cradle practices that prioritize refurbishment, reuse and recycling.

In fiscal year 2025, we continued to advance circularity across our operations. We strengthened waste-analysis processes to improve accuracy and transparency in tracking waste streams, reuse and recycling, and expanded initiatives to reclaim metals within our manufacturing facility operations — returning more reclaimed material to our supply chain for reintegration into production. We also continued to improve recoverability and reduce landfill impact, reinforcing our long-term commitment to resource efficiency and conservation.

Thank you for your continued interest in FuelCell Energy's sustainability journey. We remain committed to continuous improvement and to delivering long-term value for customers, communities and shareholders.

Betsy Schaefer

Senior Vice President, Chief Marketing and Sustainability Officer
FuelCell Energy, Inc.

About FuelCell Energy

FuelCell Energy is an American clean energy company delivering continuous, scalable power to support mission-critical applications and grid resilience.[1]

Approaching

1 GW

of deployed fuel cell modules.[2]

The leading U.S. fuel cell manufacturer with demonstrated utility-scale platforms at

10 MW, 20 MW and 58.8 MW

in operation for for an average of 10 years.

687

Modules deployed[2]

553

Global patents covering our fuel cell technology[3]

90% U.S.-based suppliers

Reliable and scalable supply chain[4]

23

Years of proven baseload power generation

FCEL

Listing: NASDAQ
Founded in 1969 in Danbury, CT

[1] The metrics provided are as of October 31, 2025, unless otherwise provided.
[2] Represents cumulative module deployments, including replacement modules, since 2003.
[3] Patents held by FuelCell Energy, Inc. and our subsidiary Versa Power Systems, Inc. as of October 31, 2025.
[4] Based on FY2025 cost data for the 3000 Fuel Cell System platform.

Note: The rendering on this page is of a 50 MW FuelCell Energy data center installation.

Sustainability Management and Strategy

FuelCell Energy is committed to advancing sustainable development through technology, innovation and low-to-zero emissions energy solutions that drive the broad adoption of clean energy. From the start, we have prioritized product and workplace safety alongside environmental stewardship.

Our Environmental, Health and Safety (EHS) management team has successfully fulfilled its core responsibilities for decades. In 2022 we strengthened this commitment by appointing the company's first Chief Sustainability Officer, marking a significant step toward a comprehensive sustainability agenda.

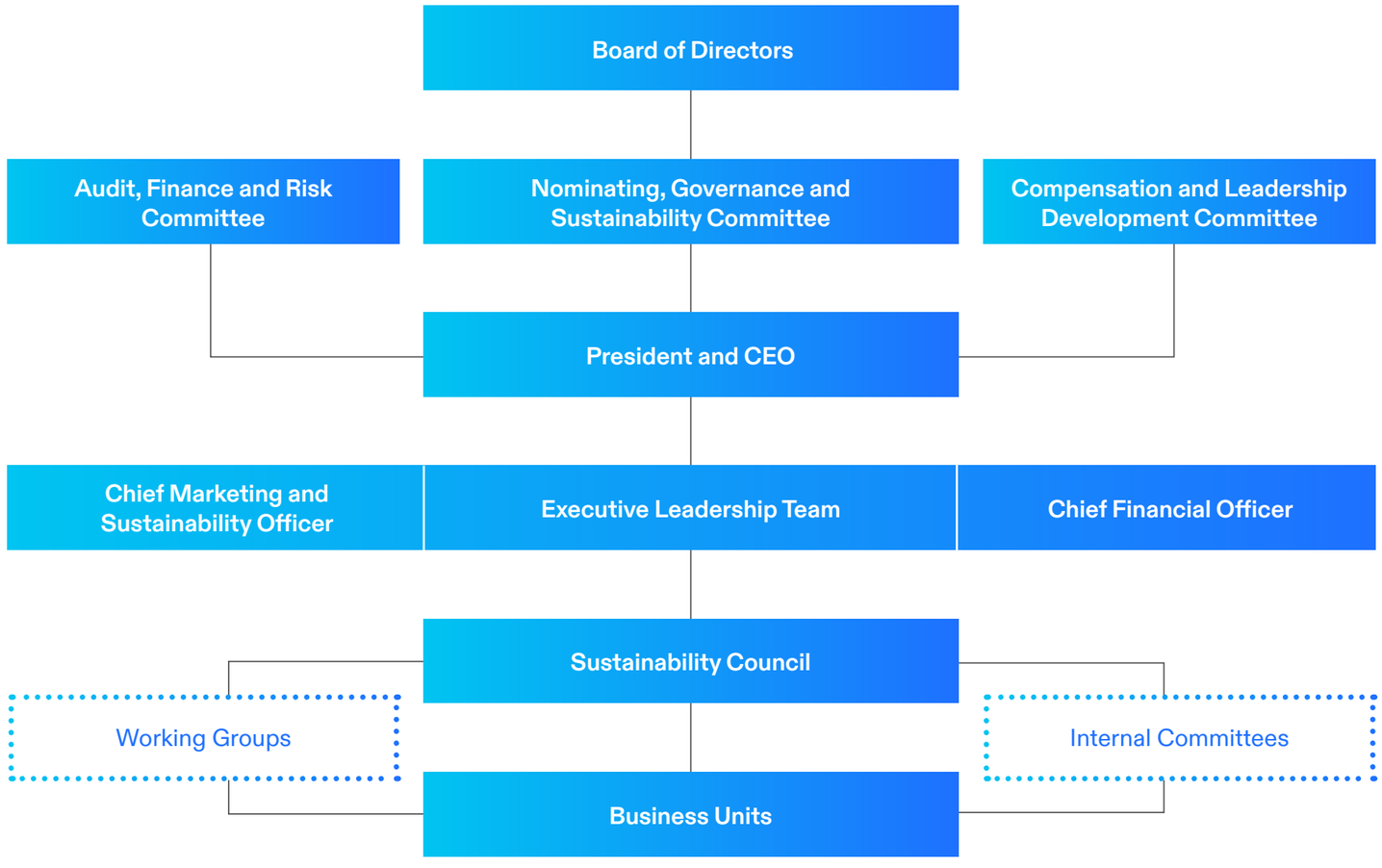
We continue to refine our sustainability governance model to ensure effective coordination across stakeholders — furthering our goal of creating measurable, meaningful, positive impacts on our communities, our people and our planet. Our companywide Sustainability Council leads the systematic execution of these commitments, under the oversight of the Nominating, Governance and Sustainability Committee of our Board of Directors.

Materiality Assessment

We have identified 10 sustainability topics that can impact our ability to create value over time (Financial Materiality). The list of topics was developed following an analysis of the demands of sector-based sustainability standards and investment analyst requirements, as well as global trends, peer benchmarking and customer interest. Similarly, we have examined these topics from the perspective of our impact as an organization on the economy, people and the environment (Impact Materiality) and incorporated this understanding into our overall sustainability strategy and practice. Our materiality assessment was conducted using best-practice methodologies and informed by the guidance of the most widely recognized global organizations, including the GRI and the SASB.

Stakeholder Engagement

We engage frequently with stakeholders throughout the year to align their expectations regarding FuelCell Energy as well as their needs and concerns in a dynamic business environment. The insights we gain from these interactions inform our prioritization of ESG topics and contribute to the development of our sustainability strategy.



Sustainability Oversight at FuelCell Energy

Learn more about our Materiality Assessment and Stakeholder Engagement in our 2024 Sustainability Report.

Sustainability Strategy

Our sustainability strategy is fully integrated with our business objectives and financial goals. Sustainability is central to our mission of enabling a world powered by clean energy, and we are committed to operating in a way that delivers shareholder and customer value and drives organizational success today while ensuring long-term growth.

At FuelCell Energy, we uphold the highest standards of ethics, responsibility and transparency. We leverage the expertise and passion of our team to create positive impacts for our customer, communities, the environment and society at large.

Our strategy reflects our key ESG priorities and stakeholder expectations. It was shaped through collaboration with our Senior Leadership Team and Board of Directors, informed by extensive engagement with customers, partners, investors, analysts and employees. We also aligned with global trends and leading ESG frameworks, including the United Nations Sustainable Development Goals (SDGs), GRI and SASB standards relevant to our industry.

The strategy is organized into 12 action areas that define our focus for the coming years. These areas are based on material topics and serve as the foundation for embedding sustainability into our operations and achieving our long-term vision. We continue to refine objectives and implement systems to track and measure progress.

Our Sustainability Strategy encompasses 12 action areas that guide our actions.

ESG Ratings

We are rated by several ESG rating agencies, including the Institutional Shareholder Services (ISS) ESG, Sustainalytics, MSCI ESG and CDP. Their results show that we are on track with our sustainability strategy and have demonstrated substantial improvements in our performance. We welcome these ratings as objective assessments of our organization, and as a means to identify areas for improvement.

In 2025 our company maintained "Prime" status in the ISS ESG Corporate Rating, along with a C+ score (received in September 2024).

ISS is one of the world's leading rating agencies for corporate governance and sustainable investments. ISS ESG, the responsible investment arm for ISS, scores companies based on an analysis of more than 100 sector-specific ESG factors. Prime status is awarded to companies with an ESG performance above the sector-specific Prime threshold, which means they fulfill ambitious performance requirements.

Learn more about ISS ESG ratings here.

Corporate ESG Performance

Prime

RATED BY ISS ESG

> "We view independent ESG ratings as both a benchmark and a feedback mechanism for how effectively we translate our sustainability strategy into measurable performance. Our continued progress across leading frameworks reflects disciplined governance, transparent disclosure and a strong alignment between sustainability priorities and long-term value creation for our stakeholders."
>
> **Liubov Volkova**
> Director of Investor Relations and Corporate Sustainability

Ratings	Industry average	FuelCell Energy's 2025 Score
ISS ESG	Not prime	Prime
MSCI	BBB	A
MORNINGSTAR | SUSTAINALYTICS	48.6*	29.8 | Medium Risk
CDP DISCLOSURE INSIGHT ACTION	C	B

*Electrical Equipment (Subindustry)

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In 2025 FuelCell Energy maintained an “A” rating in the MSCI ESG Ratings assessment.[1]

MSCI ESG Research provides MSCI ESG Ratings for global public and a limited number of private companies on a scale from AAA (leader) to CCC (laggard), accounting for exposure to industry-specific ESG risks and the ability of a firm to manage those risks relative to their peers.

Learn more about MSCI ESG ratings here.

In February 2025, FuelCell Energy received an ESG Risk Rating of 29.8 and was assessed by Morningstar Sustainalytics to be at Medium risk of experiencing material financial impacts from ESG factors.[2,3]

Morningstar Sustainalytics’ ESG Risk Ratings measure a company’s exposure to industry-specific material ESG risks and how well a company is managing those risks. This multidimensional assessment of ESG risk combines the concepts of management and exposure to measure ESG risk, i.e. a total unmanaged ESG risk score or the ESG Risk Rating, comparable across all industries. Sustainalytics’ ESG Risk Ratings provide a quantitative measure of unmanaged ESG risk and distinguish among five levels of risk: negligible, low, medium, high and severe.

Learn more about Sustainalytics’ ESG Risk Ratings here.

In December 2025, we received a CDP SME B score for Climate which was the highest possible small and medium-sized enterprises (SME) score in 2025.

CDP scoring methodology assesses the level of detail and comprehensiveness in a response, as well as the company’s awareness of environmental issues, its management methods and progress toward environmental stewardship.

Learn more about CDP here.

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2025 in Review: Highlights

Product

Around
18,000 GWh
of power generated with our technology as of end of FY2025 (since 2003)

50-80%
product efficiency*

93%
of our product materials were recycled or reused at end of life

Climate & Environment

194,000 MT CO_2
avoided by our power generation platforms**

489 MT NOx
avoided by our fuel cells**

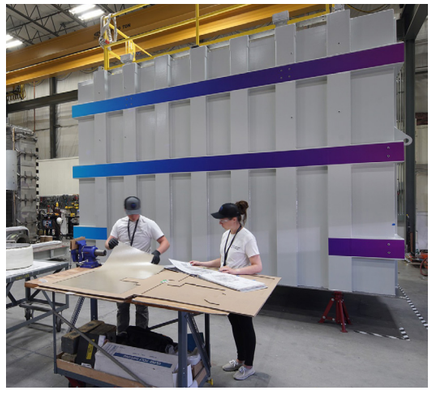
90%
of waste diverted from landfills and incineration

People

1.76
Total Recordable Injury Rate (TRIR)

38
average training hours per employee per year

26%
proportion of women in our workforce



Governance

100%
completion rate of human rights and anti-corruption training

50%
Board gender diversity

38%
Board ethnic diversity

* In 2025, we improved the efficiency of our carbonate fuel cell from an initial 47% to 50%, with total efficiency exceeding 80% when configured for CHP.
** The estimates of avoided emissions due to generation from the Company's fuel cells are calculated assuming that the generation from the fuel cells replaces electricity generated by the combustion of fossil fuels. Emissions factors used in the calculations are sourced from various databases, including published information provided by the U.S. EPA.

Product

In this section:

Clean, Reliable Power for Data Centers and Critical Energy Needs

The rapid expansion of artificial intelligence, cloud computing and digital infrastructure is significantly increasing electricity demand and placing new pressures on power systems. Data centers in particular require always-available, stable, direct, high-capacity power to maintain operations, yet traditional grid infrastructure often faces constraints related to congestion, permitting timelines, land availability and resilience in addition to negative environmental impact. These challenges underscore the need for distributed energy solutions that can deliver reliable power while supporting sustainability objectives.

FuelCell Energy's carbonate fuel cell platform addresses these needs by providing clean and reliable on-site power. By generating electricity at or near the point of use, our systems reduce reliance on constrained transmission infrastructure and help customers improve energy security and operational continuity. Our carbonate fuel cell platform is well suited for data centers and other critical facilities that require dependable power with minimal local environmental impact.

Designed for flexibility and resilience, FuelCell Energy's fuel cell systems can deliver clean, low-emissions power to data centers, industrial facilities, utilities and communities operating under increasingly stringent environmental and reliability requirements. In an energy landscape shaped by grid congestion, the increasing requirement to spend billions building transmissions lines under an outdated centralized power generation model that leads to the deployment of higher emission technologies, poor air quality, and noise pollution and tightening air quality standards, our technology supports both near-term reliability and long-term sustainability goals.

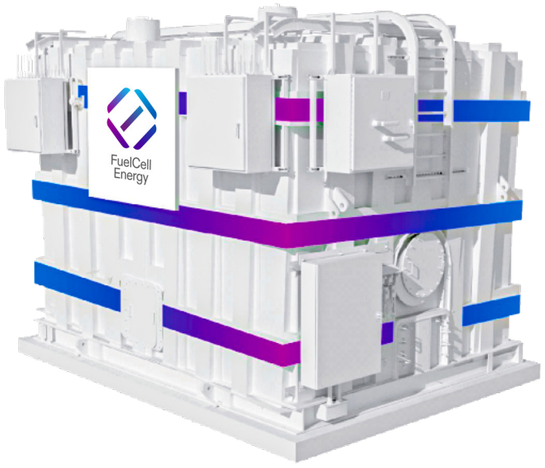
AI is re-architechting data center power

AI and high-performance computing are driving up data center power and cooling needs, while traditional architectures lose efficiency through multiple AC–DC conversions and rising thermal loads. FuelCell Energy's carbonate fuel cell platform helps address these pressures by generating continuous, megawatt-scale direct DC power behind the meter, reducing conversion losses and supporting the shift toward higher-voltage DC designs. The platform also enables productive use of waste heat — such as absorption chilling — to lower cooling demand and improve metrics such as Power Usage Effectiveness (PUE), offering a more efficient and adaptable power pathway as data center requirements grow.

HOW A CARBONATE FUEL CELL WORKS

A carbonate fuel cell produces electricity through a quiet, combustion-free electrochemical process. Fuel and air enter the system and react inside a fuel cell stack, where a molten carbonate electrolyte allows charged particles to move between electrodes. This movement generates an electrical current that can be used immediately, without burning fuel or creating flame-based emissions.

Because the process operates at high temperatures, carbonate fuel cells can efficiently convert fuel into electricity while also producing usable heat. This enables flexible system configurations and higher overall efficiency. The technology's modular design allows it to scale from small installations to multimegawatt plants, providing reliable, continuous power for applications where efficiency, air quality and operational resilience are critical.



- Fuel flexible
- Efficient power
- Low emissions
- Scalable design
- Microgrid capable

How Our Products Deliver Sustainable Impact to Our Customers and Communities

CARBONATE FUEL CELL

Clean Air

Fuel cell systems emit near zero smog-forming and criteria pollutants, including SOx, NOx, VOC and PM, supporting healthier air quality for communities.

Carbon Capture

Our unique CCUS capabilities can be integrated directly into the power generation process across diverse applications.

AI-Ready Cooling

High-temperature exhaust heat generated by our systems can be converted into chilled water, reducing data center cooling loads' electric power demand by up to 70%.

Water Recovery

Our Tri-gen system provides 1,400 gallons of water per day for Toyota's facility at the Port of Long Beach, California.

Circular by Design

By design, 93% of our energy platform by weight can be reused or recycled at the end of its useful life, reducing waste and demand for new raw materials.

Virtually REE Free

FuelCell Energy's carbonate fuel cell technology operates without reliance on Rare Earth Elements which are commonly used in competing technologies.

Take-Back Program

We maintain a chain of custody and responsibility for 100% of our carbonate fuel cell platforms throughout their life cycle.

Waste to Energy

Carbonate fuel cells are uniquely suited to operate on biogas produced by wastewater treatment plants and other organic waste streams.

Land Efficient

FuelCell Energy's modular power blocks deliver high power density, producing up to 33 MW per acre - significantly less land-intensive than solar or wind.

Quiet Operation

Our systems' quiet operation, with the sound level at 62 dBA, enables multimegawatt clean power installations without disrupting surrounding communities.

Integration with Renewables

Our fuel cell systems integrate seamlessly with renewable generation and other energy assets, including solar, wind, super capacitors, battery energy storage systems, organic Rankine cycle engines.

District Heating

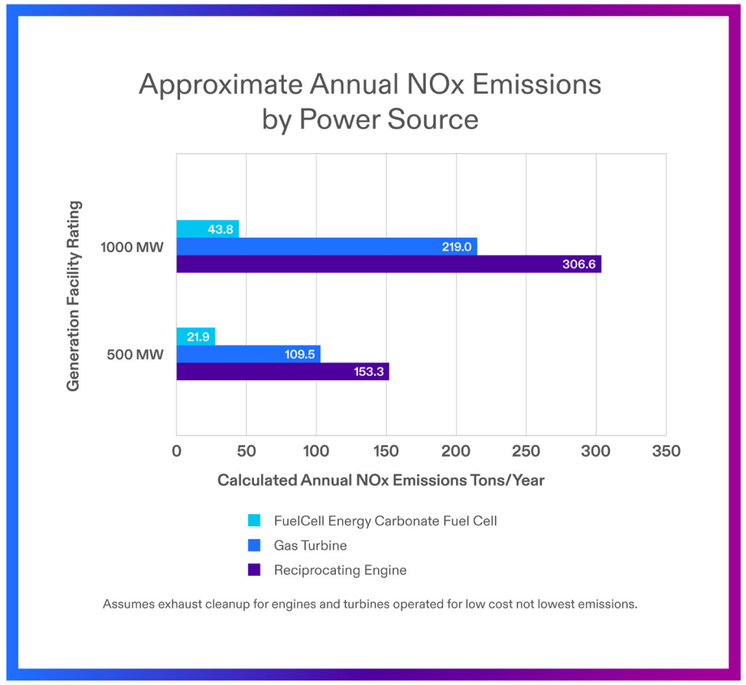
Our fuel cells supply electricity and heat to the Hwaseong Balan Industrial Complex powering 135,000 homes and providing heat to 20,000 residences.

Clean Air

FuelCell Energy's systems deliver low air emissions by design. Because electricity is generated electrochemically rather than through combustion, our systems emit virtually no smog-forming and criteria pollutants, including nitrogen oxides (NOx), sulfur oxides (SOx), volatile organic compounds (VOCs) and particulate matter. With the carbonate fuel cell power generation, pollution levels are typically 10 to 100 times lower than even the cleanest natural gas engines or turbines, supporting healthier air quality for surrounding communities.

This clean air profile is particularly important in urban environments and regions designated as nonattainment areas under U.S. Environmental Protection Agency standards. Traditional combustion-based on-site generation often faces strict permitting limits that constrain capacity or delay project deployment. In contrast, FuelCell Energy's carbonate fuel cells can achieve NOx emissions as low as 0.01 lbs/MWh — well below major source thresholds — allowing customers to scale power generation while maintaining regulatory compliance.

Our systems' low emissions and quiet operation can simplify and accelerate air permitting processes and, in some cases, enable exemptions from complex regulatory requirements. FuelCell Energy's carbonate fuel cells are certified under California Air Resources Board (CARB) standards for operation on natural gas and digester gas, providing independent validation of their environmental performance. By enabling reliable power without compromising air quality, our technology supports both community well-being and sustainable economic development.



Carbon Capture

FuelCell Energy's platform uniquely integrates carbon capture, sequestration and utilization capabilities directly into the power generation process across diverse applications:

Carbon capture from an external source. FuelCell Energy and ExxonMobil have jointly developed a breakthrough technology that has the potential to reduce CO_2 emissions from key industries. It is a carbonate fuel cell (CFC) that not only captures CO_2 emissions from industrial sources such as furnaces before they are released into the atmosphere, but it also makes valuable products such as lower carbon intensity (CI) power, heat and hydrogen at the same time. This makes CFCs a potentially cost-effective and efficient solution for decarbonizing hard-to-abate industries. Lab-tested results show over 90% capture efficiency, and we are preparing to demonstrate the technology live in 2026 via a pilot project at the ExxonMobil Rotterdam integrated refinery site in the Netherlands.

Carbon capture from the fuel cell exhaust. Beyond capturing CO_2 from external industrial sources, FuelCell Energy is advancing carbon recovery directly from its own fuel cell systems. With a simple modification to the fuel cell module, carbon dioxide produced during power generation can be extracted and purified to specifications suitable for utilization or sequestration. This approach significantly reduces the carbon intensity of generated electricity and can be retrofitted into existing platforms during scheduled stack replacements.

AI-Ready Cooling

FuelCell Energy's carbonate fuel cell systems can provide both power and cooling, delivering a compelling sustainability advantage for data centers and other energy-intensive facilities. High-temperature exhaust heat generated during power production can be recovered and converted into chilled water through absorption chillers, enabling combined cooling, heat and power configurations.

In data center applications, this approach can reduce electric cooling loads by up to 70%, significantly lowering electricity demand for AI factories, data centers and other mission-critical loads. By transforming waste heat into usable cooling, fuel cell systems increase overall efficiency, reduce infrastructure redundancy and lower the levelized cost of energy. These benefits are particularly valuable for AI-driven data centers, where thermal management and energy efficiency are critical operational challenges.

Delivering power and cooling from a single, highly efficient carbonate fuel cell system supports customers' sustainability goals and enables leaner, more resilient operations.

Water Recovery

FuelCell Energy's high-temperature carbonate fuel cell platform enables efficient water recovery and reuse, supporting water stewardship in regions facing scarcity. Our commercially available Tri-gen system delivers three value streams — power, hydrogen and water — from a single integrated platform.

FuelCell Energy and Toyota Motor North America's Tri-gen facility at the Port of Long Beach, California, converts fuel into electricity, clean hydrogen and usable water, supporting Toyota's vehicle processing operations while reducing emissions in one of the nation's most ozone-challenged regions. The facility produces up to 2.3 MW of electricity, 1,200 kg of hydrogen per day and approximately 1,400 gallons of water per day, while also exporting excess power to the local utility grid.

Circular by Design

FuelCell Energy embeds circularity throughout the product life cycle, from design and material selection to end-of-life management. By design, approximately 93% of our energy platform by weight can be reused or recycled at the end of its useful life, significantly reducing waste and demand for new raw materials.

In 2025 we continued implementing our circularity framework that defines actions across five life cycle stages, emphasizing reuse, refurbishment and recycling. This framework guides continuous improvement in resource efficiency and supports the gradual integration of closed-loop principles into our refinery and service operations.

By prioritizing durability, modularity and recoverability, FuelCell Energy's products are designed to deliver long-term value while minimizing environmental impact, reinforcing our commitment to responsible innovation.

Take-Back Program

We maintain a chain of custody and responsibility for our modules throughout their life cycle, supporting cradle-to-cradle sustainability practices. At end of life, systems are decommissioned, with components refurbished, reused or recycled wherever possible.

Of an approximately 110,000-pound carbonate fuel cell module, approximately 7% of the weight is sent to landfill, consisting primarily of nonrecyclable materials such as sealants and insulation. In 2025 we continued improving our metal recovery practices to further increase recyclability and material reuse.

These practices reduce environmental impact, recover valuable resources and support circular supply chains.

Waste to Energy

FuelCell Energy's technology is uniquely suited to operate on anaerobic digester gas produced by wastewater treatment plants and other organic waste streams. Unlike many generation technologies, our carbonate fuel cells use carbon dioxide as a reactant, allowing them to operate efficiently on the typical 60% methane and 40% CO_2 gas mixture without costly upgrading of the biogas fuel.

Our proprietary fuel treatment systems remove contaminants such as siloxanes and sulfur compounds, enabling reliable long-term operation directly on biogas. Dual-fuel capability allows blending with natural gas to ensure consistent output during fluctuations in biogas production.

By converting waste into clean electricity and heat, FuelCell Energy's solutions support circular energy systems, reduce methane emissions and enhance on-site energy resilience for municipal and industrial customers.

FuelCell Energy creates proven, end-to-end sustainable energy solutions for wastewater treatment plants. For example, one such solution was implemented by FuelCell Energy and the City of Riverside at the Riverside Regional Water Quality Control Plant. The fuel cell power plant converts biogas from the wastewater treatment process into electricity for the facility, anaerobic digesters and EV charging stations.

> "I like the system and what it brings to our facility, as well as the quick response and updates from the FuelCell Energy service team."
>
> **Bryan Padilla**
> City of Riverside Operations Plant Superintendent

Riverside Regional Water Quality Control Plant, CA

Virtually Rare-Earth-Free Supply Chain

FuelCell Energy's carbonate fuel cell technology operates without reliance on rare earth elements such as neodymium, praseodymium or dysprosium, which are commonly used in permanent magnets for competing technologies. These materials present significant supply chain risks due to geopolitical concentration, export controls and price volatility.

Instead, our systems utilize low-cost, widely available commodity materials such as nickel and stainless steel, sourced from stable allied nations. While small quantities of lithium carbonate are used in the electrolyte, they represent less than 0.1% of product weight and less than 5% of total cost of goods sold.

This independence from rare earth elements and high-risk critical minerals provides customers with enhanced supply chain resilience, cost predictability and long-term operational security.

Land Efficient

FuelCell Energy's modular power blocks deliver high power density, producing up to 33 MW per acre — significantly less land-intensive than solar or wind installations. This compact footprint enables deployment in space-constrained urban and industrial environments, unlocking new development opportunities where land availability is limited.

The 2.5 MW carbonate fuel cell system occupies approximately the footprint of two tennis courts, while larger installations can be configured for even greater spatial efficiency. Modular scalability supports phased expansion, resource efficiency and rapid deployment to meet growing energy demands.

District Heating

High-temperature operation enables FuelCell Energy's carbonate fuel cells to deliver exceptional efficiency and thermal recovery. Electrical efficiency can reach approximately 50%, and when configured for combined heat and power, total system efficiency can exceed 80%.

Recovered heat is used for district heating, industrial processes, absorption chilling and space heating across a wide range of applications. FuelCell Energy has deployed large-scale district heating systems in Korea, like the one at the Hwaseong Balan Industrial Complex capable of powering approximately 135,000 homes while providing heat to 20,000 residences.

By maximizing fuel utilization and reducing emissions, our CHP and district energy solutions deliver sustainable, cost-effective power and heat for communities and industrial users worldwide.

Hwaseong Balan Industrial Complex in Korea

Quiet Operation

FuelCell Energy's systems operate quietly due to the absence of combustion and moving parts within the fuel cell modules. Even including balance-of-plant equipment, sound levels are comparable to normal conversation, approximately 62 dBA at 30 feet.

This quiet operation enables multimegawatt installations in noise-sensitive environments such as urban centers, hospitals and campuses, supporting reliable power without disrupting surrounding communities.

Integration with Renewables

FuelCell Energy's systems integrate seamlessly with renewable generation and other energy assets, including solar, wind, battery storage, turbines and backup generators. This interoperability allows fuel cells to provide continuous baseload power while complementing intermittent renewable resources.

By supporting load following and grid stability, fuel cell systems enhance overall energy system resilience and enable higher renewable penetration without compromising reliability.

Carbon Capture, Utilization and Sequestration

Our CCUS Solutions

As global efforts to address climate change accelerate, scalable and cost-effective carbon capture solutions are increasingly recognized as essential to achieving net-zero emissions. The International Energy Agency identifies carbon capture and storage as a critical technology for reducing emissions from power generation and hard-to-abate industrial sectors. FuelCell Energy's platform addresses this need by integrating CCUS (Carbon Capture, Utilization and Sequestration) directly into the power generation process.

Unlike conventional post-combustion capture technologies, FuelCell Energy's carbonate fuel cell approach enables carbon dioxide to be captured as an integrated process while simultaneously producing electricity, heat, hydrogen and water. This integrated design improves overall system efficiency and creates additional value streams that can help reduce the cost of carbon capture. Our CCUS solutions support two complementary pathways: **capturing CO_2 from external industrial sources and capturing CO_2 internally**, produced within the fuel cell itself as a result of power generation.

By embedding carbon management into the energy conversion process, FuelCell Energy's technology provides customers with flexible decarbonization solutions that can be deployed across a range of industrial and power generation applications. These solutions are designed to support emissions reductions while maintaining reliable, dispatchable energy production.

CARBON CAPTURE SOLUTIONS

FuelCell Energy's Carbon Capture Capabilities

Unlike other carbon capture technologies that require a power source, the FuelCell Energy carbonate fuel cell technology is unique in its design to natively capture CO_2, and can do so without an external power source.

	External Source Carbon Capture	Internal Carbon Capture
Implementation	Demonstration at Exxon Rotterdam Refinery (late 2026).	Demonstration unit at our facility in Torrington, CT (since 2025).
How it works	The carbonate fuel cell could capture 90% or more of the CO_2 from exhaust of an industrial plant.	The carbonate fuel cell extracts CO_2 from the natural gas powering the fuel cell, and produces near-zero smog forming and criteria pollutants.
Primary use	Sequestration: Large scale application such as refineries with near-zero smog forming or criteria pollutants.	Utilization and sequestration: CO_2 captured from data centers, utility power and manufacturing can support downstream use or long-term storage strategies.
Co-products	Electricity, thermal, hydrogen.	Electricity, thermal.
Availability	Under development.	Configurable with commercially available carbonate fuel cell product.

Carbon Capture From an External Source

Power generation and industrial activities account for approximately two-thirds of global carbon emissions, underscoring the need for effective capture technologies that can be deployed at scale. FuelCell Energy's carbonate fuel cell technology is engineered to separate and concentrate carbon dioxide from industrial flue gas as part of the power generation process, while also reducing nitrogen oxides (NOx) emissions by approximately 70%.

FuelCell Energy and ExxonMobil have jointly enhanced our core carbonate technology, developing a carbonate fuel cell based carbon capture solution designed to capture CO_2 emissions from industrial sources such as furnaces before releasing emissions into the atmosphere. In addition to capturing carbon, the system simultaneously produces lower-carbon electricity, heat and hydrogen, increasing overall process efficiency and creating multiple value streams. Laboratory testing has demonstrated CO_2 capture efficiencies exceeding 90%.

In 2026 the technology is to be demonstrated at an industrial scale through a pilot project at ExxonMobil's Rotterdam integrated manufacturing site in the Netherlands. This project, supported by European Union and Dutch government funding, will be the first industrial demonstration of carbonate fuel cell technology for carbon capture using live flue gas under real-world operating conditions. The demonstration will evaluate system durability, performance and resilience to operational variability.

If successful, the technology could be deployed at additional ExxonMobil facilities and potentially commercialized for third-party customers. The collaboration highlights the role of public-private partnerships in advancing next-generation carbon capture solutions and reflects FuelCell Energy's long-standing commitment to developing innovative technologies that support industrial decarbonization.

KEY TAKEAWAYS

- We are developing a breakthrough emissions-reduction technology.
- Carbonate fuel cells could capture CO_2 more efficiently and cost-effectively.
- We will demonstrate this technology at ExxonMobil's Rotterdam site starting in 2026.

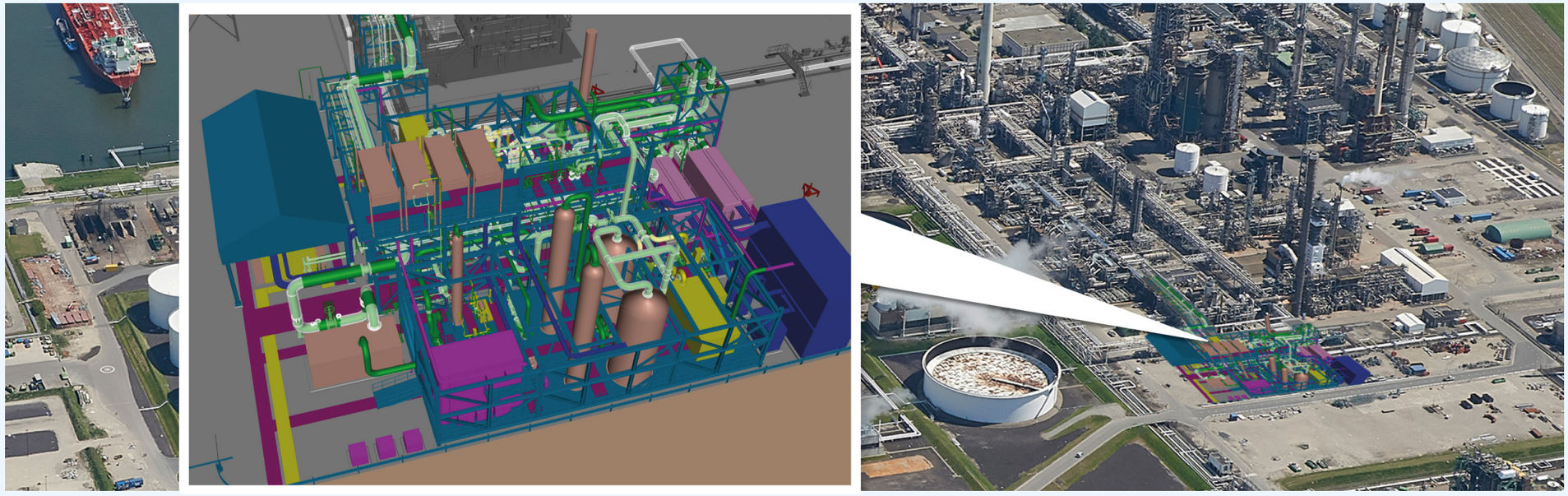


Photo: the pilot plant project at Esso Nederland BV Rotterdam Manufacturing Complex

Learn more about the Esso Nederland BV Rotterdam Manufacturing Complex

Internal Carbon Capture

In addition to capturing carbon dioxide from external sources, FuelCell Energy has advanced the ability to extract and purify CO_2 produced directly from the feedstock fuel electrochemically reformed by its fuel cell power generation systems. With a modification to the fuel cell module, carbon dioxide reformed during normal operation can be separated and purified to specifications suitable for utilization or sequestration. This approach reduces the carbon intensity of electricity produced by the fuel cell while creating opportunities for beneficial CO_2 use.

This carbon capture capability can be incorporated into new fuel cell platforms and retrofitted into existing installations during scheduled module replacements. Over time, as deployed systems are upgraded, FuelCell Energy intends to make internal carbon capture a standard feature, enabling customers to integrate carbon utilization or sequestration into their operations with minimal disruption.

Captured carbon dioxide can serve as a valuable raw material for industries such as food and beverage processing, where demand for beverage-grade CO_2 remains significant and supply disruptions have occurred in recent years. By producing CO_2 on-site, customers can reduce transportation costs and associated transportation emissions, improve supply reliability and lower the overall carbon footprint associated with CO_2 sourcing. This dual benefit — reducing emissions while supplying critical industrial inputs — demonstrates how FuelCell Energy's integrated carbon capture solutions support both environmental performance and operational resilience.

Carbon capture demonstration unit, Torrington, CT

Solid Oxide Electrolysis

FuelCell Energy's solid oxide electrolysis platform enables the production of lower- and zero-carbon hydrogen through flexible pathways that align with global decarbonization goals.

Efficient Hydrogen Solutions

FuelCell Energy's Solid Oxide Electrolyzer Cell (SOEC) produces hydrogen at nearly 90% electrical efficiency without excess heat and can reach 100% efficiency when using excess heat. Hydrogen produced from electrolysis can be stored long term and transported, allowing energy from wind, solar and nuclear to be available on demand.

WHAT MAKES FUELCELL ENERGY'S ELECTROLYZER DIFFERENT

An electrolyzer is a system that performs electrolysis, which is the process of using electricity to split water molecules (H_2O) into hydrogen (H_2) and oxygen (O_2). Hydrogen produced from electrolysis can be stored long term and transported, allowing energy from wind, solar and nuclear to be available on demand.

FuelCell Energy's electrolyzer takes in cold water and electricity and then converts it into hydrogen. When an external heat source is added, such as from a nuclear power plant, the FuelCell Energy electrolyzer can reach 100% efficiency. At this level, the cost of hydrogen can be reduced as much as 30%, alleviating cost as a barrier to wider adoption of hydrogen as an energy source.

Idaho National Laboratory Testing for Nuclear Integration

In 2025 FuelCell Energy advanced its solid oxide electrolysis technology through a testing program at the U.S. Department of Energy's Idaho National Laboratory (INL), a leading research facility for nuclear and renewable energy systems. The program evaluates FuelCell Energy's integrated electrolyzer system when paired with nuclear-generated electricity and thermal energy.

The system under study is the largest electrolyzer ever tested at INL and the first fully integrated solid oxide electrolysis platform evaluated at the facility. It produces approximately 150 kilograms of hydrogen per day using 250 kilowatts of nuclear electricity. When waste heat from the nuclear plant is utilized, the system is expected to achieve the equivalent of 100% electrical efficiency, converting all supplied electricity and water into hydrogen. This approach can reduce hydrogen production costs by up to 30%, addressing a key barrier to widespread adoption.

The INL program assesses real-world conditions including thermal integration, grid dynamics and nuclear reactor control. The modular electrolyzer design allows easy siting, replication and scaling. Hydrogen produced during the program supports ongoing research at INL in e-chemical synthesis, turbine cofiring and heavy-duty vehicle refueling. The project also demonstrates to global stakeholders how nuclear energy combined with FuelCell Energy's electrolyzers can produce clean hydrogen reliably and efficiently.

Our solid oxide electrolysis cell system's testing and validation at INL

Scaling Hydrogen Through Partnerships

FuelCell Energy is expanding the global impact of its hydrogen solutions through strategic partnerships. In 2025 the company signed a Joint Development Agreement (JDA) with Malaysia Marine and Heavy Engineering Sdn Bhd (MMHE), a subsidiary of Malaysia Marine and Heavy Engineering Holdings Berhad, to codevelop large-scale hydrogen production systems in Asia, New Zealand and Australia. This follows a memorandum of understanding signed in February 2023 and represents a key step in scaling commercial hydrogen production globally.

The partnership combines FuelCell Energy's solid oxide electrolysis technology with MMHE's expertise in large-scale fabrication, enabling modular solutions designed for rapid deployment. These systems aim to make clean hydrogen production more accessible, reliable and cost-effective for industrial and commercial applications.

By leveraging innovation, industrial collaboration and advanced manufacturing, this initiative supports global decarbonization and energy transition objectives. It underscores FuelCell Energy's commitment to scaling hydrogen solutions, expanding sustainable energy infrastructure and driving meaningful reductions in carbon emissions worldwide.

Customer Service and Technical Support

At FuelCell Energy, we believe in providing dependable support for the life of our systems and offer support 24 hours a day, 7 days a week. We approach customer service and support through a comprehensive lens: From a world-class ecosystem of partners ensuring safe and timely installation to waste management on decommissioned products, we work tirelessly to increase the efficiency of our systems and minimize waste.

Our dedicated account managers ensure our systems' daily needs are always met.

Operation technicians in our Global Monitoring and Control Center (GMCC) monitor systems remotely 24/7 to ensure they are operating at peak efficiency and provide data-driven insights to proactively anticipate issues.

Our experienced field service technicians staff service centers near our customers and create proactive maintenance plans, reducing downtime and maintaining availability for rapid on-site support.

Customers can access a customized dashboard in real time via FuelCell Energy's online portal to view their system's key metrics to continuously improve performance.

We operate and maintain all of our project platforms for the life of the project regardless of ownership structure. For any operating platforms not covered by a power purchasing agreement (PPA), our customers enter into a long-term service agreement (LTSA), some of which span as many as 20 years. Under both ownership structures, we offer a comprehensive portfolio of services including engineering, project management and installation, and long-term operating and maintenance programs.

In addition to our service agreements, we provide comprehensive warranties protecting against manufacturing or performance defects. As we operate all of our fuel cell plants, both owned and serviced, our environmental and safety policies are applied to plants owned by our customers. Safety data sheets are available to 100% of our clients, and region-specific EHS personnel provide support for all of FuelCell Energy's products.

> "Each year, FuelCell Energy reaches out to its customer base for feedback. In 2025 we had an 80% response rate from our customers, with 75% rating their experience with our Customer Service and Asset Management teams as Excellent or Above Average."
>
> **Kevin Petroccio**
>
> Vice President, Generation and Service

Learn more about our customer service and technical support.

Climate & Environment

In this section:

Environmental Management System

As a fuel cell manufacturer, we enable the efficient and environmentally responsible production of power and hydrogen. Our commitment to environmental protection spans the entire life cycle of our systems — from design, sourcing and manufacturing through operation, decommissioning and recycling. Looking ahead, our overarching goal is to further reduce the environmental footprint of both our fuel cells and our company as a whole.

Operational environmental protection is managed by our Environmental, Health and Safety (EHS) department. We have implemented an integrated management system that combines occupational safety, health protection and environmental stewardship. This system applies across all global facilities and sites, ensuring consistency and high standards throughout our operations.

Our management system is certified to internationally recognized ISO standards: 9001:2015, 14001:2015 and 45001:2018. More than 90% of our employees fall within the scope of this system, including all U.S. and German operations. These certifications enable us to meet compliance requirements and achieve environmental objectives in alignment with our EHS Policy. To drive continuous improvement, we regularly conduct internal audits to review and optimize processes.

FuelCell Energy Manufacturing Facility, Torrington, CT

GHG Emissions and Energy Consumption

FuelCell Energy takes a comprehensive approach to addressing climate change through both adaptation and mitigation strategies, aligned with our Sustainability Strategy. We are committed to decarbonization across our value chain — from our supply chain to our operations and the use phase of our products.

Beyond advancing our core purpose of empowering customers with net-zero technologies and solutions, we continuously work to reduce our operational carbon footprint. This includes organizational and technical improvements aimed at lowering GHG emissions. We have assessed our emissions over the past five years and continue to track and analyze our carbon footprint regularly, following the GHG Protocol and applying the financial control approach to define operational boundaries.

Our GHG emissions are classified as follows:

Scope 1: Direct emissions from FuelCell Energy activities, including fuel consumption at our plants and natural gas and industrial gases used in manufacturing.

Scope 2: Indirect emissions from purchased electricity consumed by our offices and manufacturing facilities, calculated using data from electricity suppliers.

Scope 3: Indirect emissions that occur in our upstream and downstream activities, including the emissions of our suppliers and customers. We have identified the following categories as the most significant to our business:

- Purchased goods and services
- Capital goods
- Fuel- and energy-related activities not included in Scope 1 or Scope 2
- Upstream transportation and distribution
- Waste generated in operations
- Use of sold products

The categories that are considered as relevant but not significant are:

- Waste generated in operations
- Business travel
- Employee commuting
- End-of-life treatment of sold products

Based on our analysis, including the product-level LCAs conducted in 2023-2024, the following categories are classified as irrelevant to our activities and, therefore, we do not include them in our carbon inventory:

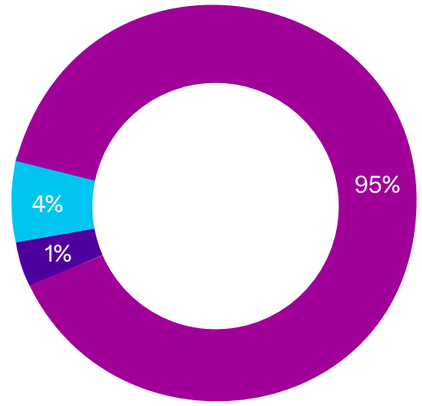
- Upstream leased assets
- Processing of sold products
- Downstream leased assets
- Franchises
- Investments

In 2025 the main source of our Scope 1 and 2 emissions remained associated with the consumption of natural gas and purchased electricity. Between 2023 and 2025, FuelCell Energy experienced growth across key activity metrics, including the size of our power generation portfolio and manufacturing capabilities. Commensurate with this growth, we experienced increases in certain GHG inventory categories driven by increased activity factors such as consumed natural gas and purchased electricity. Compared to 2024, our emissions in 2025 increased 11%. The increase is associated with growing our business by adding power plants to our portfolio in 2023 and 2024, including the Toyota and Derby Projects, which became operational at full capacity in 2025.

Learn more about our 2021-2025 carbon inventory and energy consumption on p. 57 of this report.

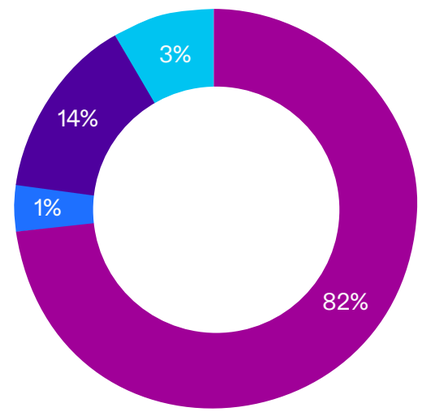
2025 Energy Used by Category, GJ

Purchased electricity	32,541
Renewable fuel	151,218
Natural gas	3,354,635



2025 GHG Emissions by Category, tonnes of CO_2e

Scope 1	194,546
Scope 2	2,823
Scope 3	32,386
Biogenic emissions	7,463



Air Quality Management

We recognize the importance of managing air emissions from our operations and prioritize emissions reduction and control through the following initiatives:

- **Emissions monitoring and reporting:** We employ state-of-the-art monitoring systems to track and analyze emissions from our facilities, enabling us to provide real-time data monitoring and reporting to regulatory authorities and stakeholders.
- **Emissions reduction:** We seek to minimize our emissions through the use of control technologies, chemical management best practices and material substitution.

Our unique noncombustion technology produces power without emitting harmful emissions. Our manufacturing facilities do not impact local air quality. In particular, our processes emit only insignificant amounts of emissions such as nitrogen oxides (NOx) and sulfur oxides (SOx) or particulates through our production and our power generating platforms. In 2025 we successfully demonstrated continuance of minimal harmful emissions produced across our power plants and obtained renewed Distributed Generation certifications with the California Air Resources Board (CARB). Obtaining the certifications validates the clean air profile of our plants and allows the local air quality management districts in California to exempt our fuel cell installation from the clean air permitting process.

FuelCell Energy Manufacturing Facility, Torrington, CT

Waste Management

As part of our ISO-certified Environmental Management System, we maintain a Waste Management Policy to ensure all waste types — hazardous, nonhazardous and universal — are properly managed from generation through handling, storage, transportation and disposal. This policy defines procedures for each waste stream in compliance with applicable federal, state and local regulations.

We also operate a Waste Minimization Program that incorporates the following practices:

- Preventing pollution at the source, including metal recovery through recycling and energy recovery from nonrecyclable materials converted into usable heat, electricity or fuel.
- Integrating waste minimization into management practices, ensuring continuous improvement in product design, production operations and maintenance.
- Embedding waste reduction into organizational strategies to enhance productivity and quality.
- Collaborating with suppliers to develop products and processes that reduce waste.
- Setting internal targets to reduce both the volume and toxicity of waste streams.
- Conducting employee awareness and training programs to engage staff in waste minimization planning and implementation.

Most of the waste we divert to landfills is nonhazardous, where no viable alternative currently exists. As part of our ongoing efforts, we seek to replace input materials with nonhazardous options wherever possible and reduce overall waste generation.

Waste Tracking and Control

The generation of hazardous and nonhazardous waste is one of the most closely monitored environmental aspects across our factories, R&D facilities and plant installations. At all sites, we partner with authorized waste management service providers to ensure proper handling and disposal. Internally, we track waste generation at the manufacturing level on both a quarterly and annual basis.

When assessing our waste impacts, we differentiate not only between hazardous and nonhazardous waste but also by recovery and disposal methods, in alignment with GRI Standards. This approach enables transparent reporting and supports continuous improvement in waste management practices.

Hazardous Substances

We are committed to the highest standards of safety and environmental stewardship in managing hazardous chemicals and substances of concern. Our approach ensures compliance with evolving regulations while prioritizing the well-being of our employees and the environment. FuelCell Energy adheres to all applicable laws governing chemical substances and their potential impacts on human health and ecosystems, including the Toxic Substances Control Act. We actively monitor regulatory developments and adjust our operations as new requirements emerge.

To minimize risk, we regularly evaluate opportunities for material substitution to reduce both the quantity of hazardous substances and their water hazard classification. These substitutions help mitigate environmental impacts, simplify logistics and lower operational and administrative costs, while supporting occupational safety and health protection measures.

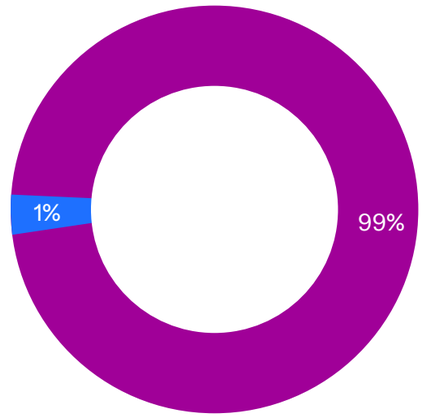
At our manufacturing facilities, we implement robust controls to safeguard employees, partners and the environment from hazardous materials. This includes environmentally responsible handling and safe transportation of materials to project sites and regional service points. Training is integral to our program: All personnel working with or near hazardous substances receive comprehensive instruction on safe handling, storage, disposal and transportation as part of our Hazard Communication Program.

Hazardous Materials Management Program

We obtain or develop Safety Data Sheets (SDS) for all chemicals used in the fuel cell manufacturing process. These SDS documents are stored in an online library accessible to all employees. To ensure safety and compliance, we follow a rigorous chemical review process, requiring our EHS team to review all new chemicals before they are introduced into any manufacturing facility. In 2025 key employees received refresher training on this updated chemical review process to reinforce best practices.

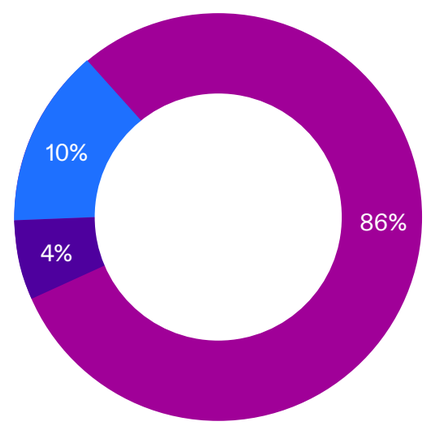
2025 Total Waste: Hazardous and Nonhazardous, Metric Tons

Hazardous	17
Nonhazardous	1,985



2025 Total Waste by Type, Metric Tons

Metals	1,714.8
Other recyclable	88
Other waste	199



Our Approach to Circularity

FuelCell Energy prioritizes circularity throughout the entire product life cycle, from design to end-of-life management. We are committed to continuous improvement in resource efficiency and conservation. We strive to keep materials in circulation, reducing waste and the necessity for new raw materials, and are gradually incorporating closed-loop principles into our processes.

In 2025 we recycled:

130 MT of nickel

550 MT of steel

5 MT of aluminum

In 2025:

93%

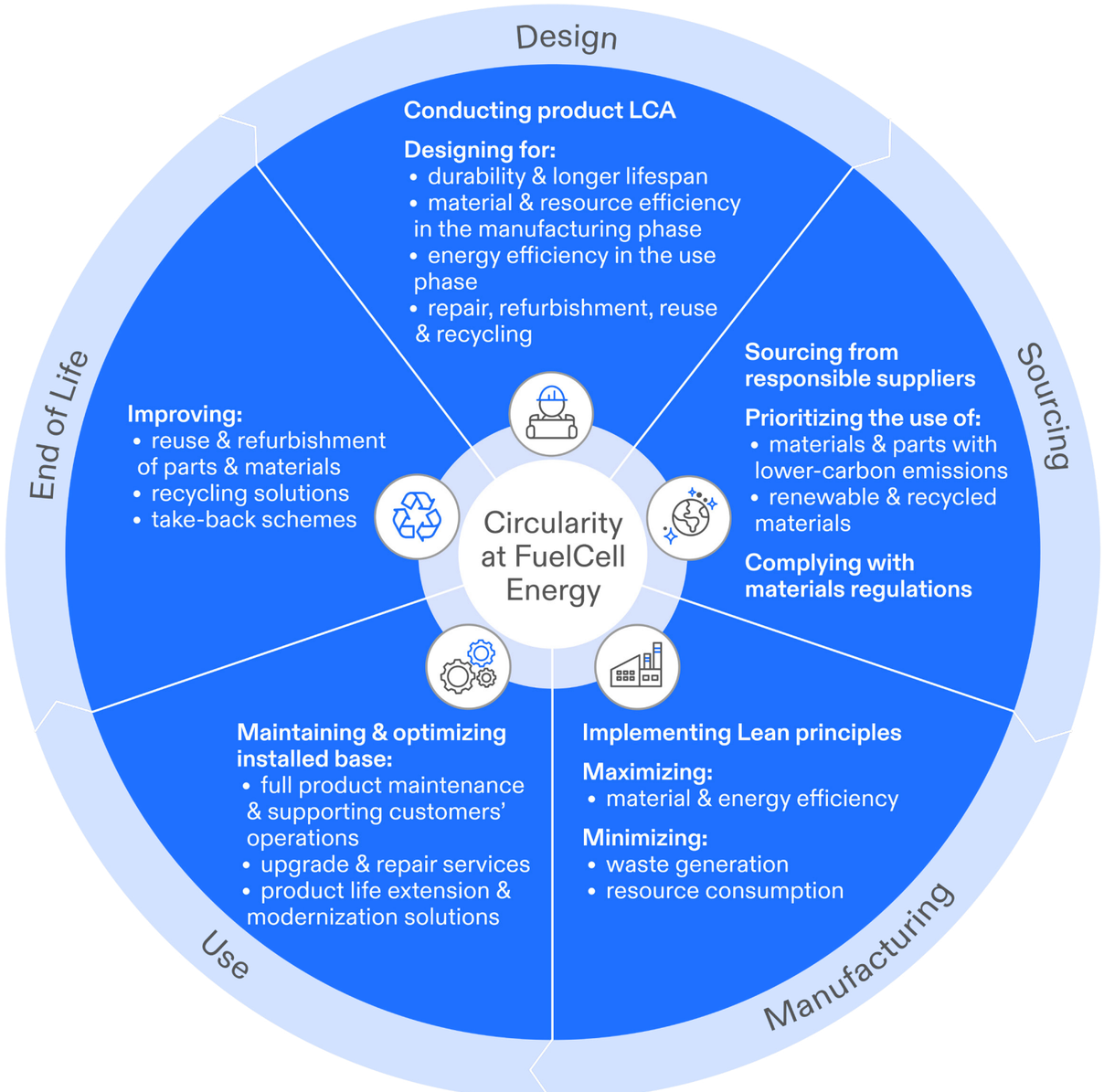
of our decommissioned modules were recycled or reused, including

1,715 MT of recycled metals

saving more than

828 MT of CO_2 emissions*

In 2025 we advanced our circularity strategy by maximizing material recovery across our end-of-life modules. The resulting emissions savings and recycled metal volumes highlight meaningful progress toward a more circular system.



* Avoided emissions are associated with recycled steel and aluminum calculated using the California Air Resources Board's "Recycling Emission Reduction Factor (RERF) Methodology" (CARB, 2011).

Circular Product Design and Engineering

Designing for durability, longer lifespan, material and resource efficiency in the manufacturing phase

We consider variables associated with the durability, efficiency, maintenance, ease of repair, and recyclability and reuse of materials during the design stage, while aiming to extend the useful in-service life of our product and its parts. Durability and longer lifespan are some of the key considerations in the selection of materials. Selecting the right material reduces the need for frequent replacements. Our balance of plant (BOP), representing the mechanical and electrical components surrounding the fuel cell, is designed to have an operating life of 25 to 30 years.

In 2025 we continued investing in research and development, focusing on the advancement of our core carbonate fuel cell module and solid oxide electrolyzer capabilities and supporting our commercial fleet with product enhancements and improvements. As it relates to our fuel cell modules, these improvements center around delivering more uniform temperature distribution within the stack modules. Our intent is to improve output over the life of the modules and achieve the product's expected design life. Continued extension of design life and output of our modules over time is a core research and development focus.

Product Efficiency

The electrical efficiency of our carbonate fuel cell solutions ranges from approximately 50% to 80% upon initial operations of our platforms, depending on the configuration. When configured for combined heat and power (CHP) our system efficiencies can reach 90%, depending on the application. Our solutions are designed to deliver high electrical efficiency where the power is used, avoiding transmission line losses, which average around 5% for the U.S. grid.

In 2025 we continued exploring ways of further improving the efficiency and effectiveness of our platforms. Our objective is to continue improving our competitive position. We plan to meet these goals by investing in areas such as the offering of multiple platform solutions. We're additionally investing in methods for producing clean hydrogen, solid oxide, and carbon recovery and carbon capture to add value for customers looking for clean and renewable energy and to aid in their decarbonization goals.

We continue working on improving and maturing our products, and implementing lessons learned into our product designs and manufacturing process subsequent to introduction. We also have continued to invest in improvement initiatives with respect to our core carbonate technology. For example, we have identified advancement opportunities ranging from improving thermal management by reducing internal temperature to improving the performance of our electrical balance of plant. Additionally, we're exploring implementing design changes to our commercial platforms, which are expected to improve overall product performance and efficiency.

Life Cycle Assessment

To understand, measure and reduce the environmental impact of our products over the entire life cycle and to identify circularity potentials, we conduct regular LCAs. This year, we completed a product-level LCA for our standard carbonate fuel cell platform (natural gas and biogas options) as well as for the fuel cell with carbon recovery. The LCA focused on the carbon footprint assessment and was conducted in accordance with the ISO standards 14040:2006, 14044:2006, 14067:2018 and 14026:2017.

The results from LCAs are used to:

- Identify opportunities to improve environmental performance in all life cycle stages, from the design of the product to its end of life.
- Provide us with detailed information on the environmental impacts of our products such as the highest emission materials, manufacturing processes, transport, installation and operations activities and inform our decisions and drive circularity initiatives.
- Communicate environmental performance and improvement potential to internal and external stakeholders.
- Give our customers clear insights into how our products will affect their emissions as they continue to focus on clean technologies.

Sustainable Materials and Supply Chain

FuelCell Energy prioritizes the use of renewable and recycled materials, as well as components with lower embodied carbon, as part of our product design and engineering strategy. We work to source materials responsibly and from diversified suppliers, supporting both environmental sustainability and long-term operational resilience.

Rare Earth Element Independence. Our carbonate fuel cell platform does not rely on rare earth elements such as neodymium, praseodymium or dysprosium materials that are essential for permanent magnets in motors and generators used by many competing technologies. These rare earth elements present significant strategic risks due to concentrated production in geopolitically sensitive regions and are subject to export restrictions, price volatility and supply disruptions. In contrast, our carbonate fuel cell systems operate through electrochemical conversion processes that utilize low-cost commodity materials such as nickel and stainless steel, eliminating exposure to rare earth element market volatility and ensuring operational independence from these constrained supply chains.

Critical Mineral Independence. Beyond rare earth elements, our carbonate fuel cell technology does not depend on high-risk critical minerals such as cobalt, manganese or graphite materials that dominate battery energy storage systems and expose some companies to supply chain risks. By utilizing low-cost, commonly available materials sourced from stable allied nations, our technology supports greater supply chain resilience and cost predictability. While small amounts of lithium salts are used in the electrolyte (less than 0.1% by weight), this represents minimal exposure and does not materially impact product cost.

Stable Supply Chain Sourcing. The key materials utilized in our carbonate fuel cell systems such as nickel, stainless steel and nickel alloys are sourced from stable, diversified suppliers across allied countries including Canada, the United Kingdom, the United States, Germany and other partner countries. These materials benefit from well-established production plants across North America, Europe and allied Asia nations; proven reliability and capacity; and market stability.

In conclusion, the independence of our carbonate fuel cell platforms from rare earth elements and other critical minerals delivers a decisive strategic advantage over competing energy technologies, ensuring supply chain resilience and operational security for customers.

Learn more in the Environmental Protection & End-of-Life Solutions section of this report.

Efficient Manufacturing and Operations

Resource-efficient operations contribute to our broader circularity approach and improve our product life cycle footprint. This includes reducing our energy and water consumption as well as mitigating waste and pollution in our facilities. We aim to enhance our environmental management systems, aligned with ISO 14001:2015, and improve our resource efficiency through sustainable design and Lean practice.

We strive to maximize metal recovery such as scrap at our manufacturing sites and work with recyclers and waste managers who collect and recycle scrap materials. These reuse and recycling solutions allow us to reduce the portion of virgin materials and create material efficiency at the production level by capturing value from manufacturing reverts.

LEAN PRINCIPLES AT FUELCELL ENERGY

Powering Our FuelCell Business System: Updates on the Lean Principles Integration

In 2025 we launched our FuelCell Business System (FBS) to align team members around our most important strategic priorities and provide the scaffolding necessary for a high-performance learning culture. Rooted in Lean thinking and practice, FBS is how we work together cross-functionally, tie daily actions to strategic objectives and strengthen problem-solving skills at all levels. Lean, therefore, is not one of FuelCell Energy's programs or departments; it's just how we work.

> "2025 was an incredible year of growth. Continuing on our Lean journey, we've built a Lean management system powered by A3 (problem-solving) thinking to keep team members aligned on what creates value for customers. Acting as one team, we're collaborating in new ways and using Lean tools and practices to reduce wasted time, energy and resources; solve problems; and innovate. Our Lean program has been transformative in the way it's encouraged more leadership at all levels, which in turn makes work more meaningful."
>
> **Lex Schroeder**
>
> Senior Program Manager, Lean Business Transformation

Extended Use

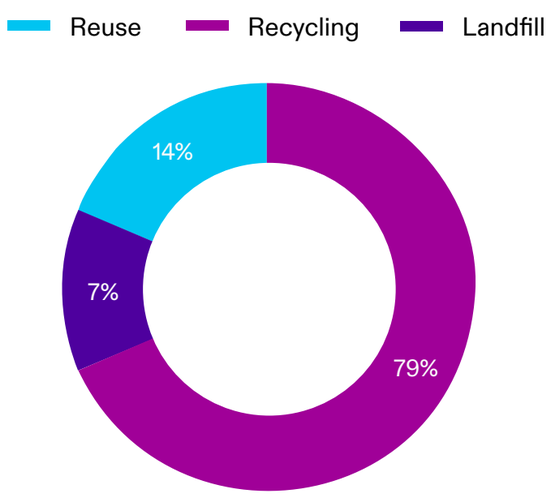
We operate and maintain all of our plants for the life of the project regardless of the ownership structure. We offer a comprehensive portfolio of services, including engineering, project management and installation, and long-term operating and maintenance programs, including trained technicians who remotely monitor and operate our platforms around the world, 24 hours a day and 365 days a year. We commit to providing high-standard maintenance and repair services and continuous optimization of our installed base to ensure safe, resilient and long-term operation.

> This year, we advanced our circularity efforts by improving how we recycle and reuse fuel cell components. By partnering with an ISO-certified stack recycling vendor and developing processes to refurbish and safely reuse parts, we are reducing waste and embodied carbon emissions, creating a more cost- and resource-efficient energy platform.
>
> **Jan de Bakker**
> Supervisor, Project Engineering

End-of-Life Solutions

We maintain a chain of custody and responsibility for our products throughout the product life cycle and strive for sustainable business practices, incorporating sustainability in our corporate culture. When our platforms reach the end of their useful lives, we decommission them, refurbish and reuse certain parts and then recycle most of what we cannot reuse. By weight, approximately 93% of the entire power plant can be reused or recycled at the end of its useful life.

End-of-Life Product Stewardship*, 2025



*Carbonate fuel cell

On a regular basis, our Global Monitoring and Control Center (GMCC) determines if there is a need for repair or upgrade. The materials that cannot be reused are sent to recycling facilities. As a result, out of an approximately 110,000-pound carbonate fuel cell module, the weight of components that go to the landfill without a recycling, reuse or refurbishment stream comprises about 7,700 pounds, or approximately 7% of the total weight. Typical components that go directly to landfill without refurbishment or recycling are sealants, adhesives, filters, tape, nonrecyclable plastics, insulation materials and ceramics.

In 2025 we advanced our waste analysis processes to provide even greater accuracy and transparency in tracking waste streams, reuse and recycling. Building on prior efforts, we implemented enhanced methodologies to identify additional recovery opportunities and reduce landfill impact. We also expanded initiatives to reclaim metals within our internal manufacturing operations, increasing recoverability rates and returning more reclaimed material to our supply chain for reintegration into production.

When we decommission our modules at the end of their useful life, there are multiple end-of-life management pathways available:

- Parts can be upgraded, repaired and returned to the manufacturing process, reducing the number of new parts required for production.
- Parts can be recycled and returned to the raw material stream, then reenter the value chain.

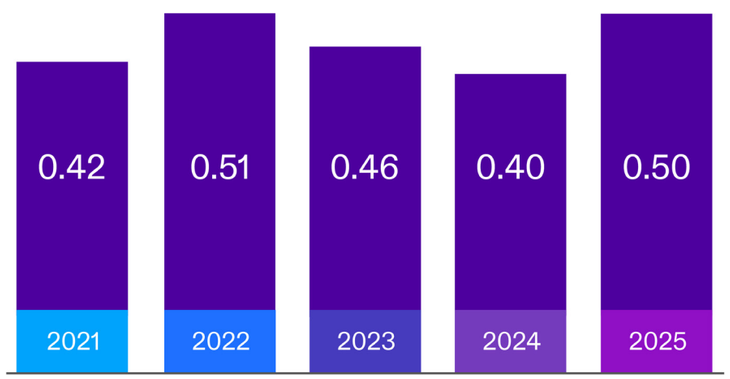
Water Stewardship and Biodiversity

Water

FuelCell Energy is a modest user of water, which supports power generation, manufacturing, R&D and nonproduction maintenance processes. In fiscal year 2024 our water consumption was 0.5 megaliters, representing 5% of total water withdrawal. All water is sourced from municipal systems; part is processed and released into the air, while the remainder is returned to municipal systems. We continue to implement water-saving mechanisms across all facilities to minimize usage.

Beyond operational efficiency, our technology contributes to water sustainability. Carbonate fuel cells can produce usable water while generating electricity. For example, our Tri-gen power plant in Long Beach, California, has the capability to produce up to 1,440 gallons of excess water per day through an electrochemical process that converts fuel (natural gas or renewable biogas) into power while coproducing hydrogen. This excess water is distributed to our client's car wash operations, supporting circular resource use.

Water Consumption in Operations, Megaliters



TRI-GEN: AWARD WINNING INNOVATION

Our Tri-gen platform is capable of generating three value streams: hydrogen, electricity and water. In 2025 FuelCell Energy and Toyota Motor North America's Tri-gen facility received the U.S. Department of Energy 2025 Better Project Award.

Biodiversity

FuelCell Energy is committed to protecting biodiversity and minimizing disruption to the natural environment through responsible manufacturing practices. Biodiversity considerations are integrated into our product development process and factored into decisions when commissioning new operational sites. To the best of our knowledge, none of our facilities are located in or near protected areas or regions with significant biodiversity value.

Because our operations involve the use of natural resources such as water and fuels, we recognize the potential for environmental impacts on local ecosystems, habitats and species. To address this, biodiversity conservation is embedded within our Environmental Management System and incorporated into site-specific instructions for both manufacturing facilities and project locations. Our goal is to avoid or minimize any negative impacts from our activities.

Where potential impacts are identified, we implement engineering and administrative controls to mitigate risks and safeguard surrounding ecosystems.

People

In this section:

Talent Development and Training

At FuelCell Energy, we're building an exciting, inclusive community while striving to enable a world empowered by clean energy. We believe that the most innovative workplaces embrace people of all experiences, and we're energized by bringing a diverse group of committed individuals together to work toward a shared vision.

Prioritizing Our People

We do not just believe in a sustainable future, but in creating a sustainable business community for our partners and employees. These practices include hiring from a diverse candidate pool, fostering deep engagement as part of our company culture and training the next generation of innovators. Some highlights from fiscal year 2025 include:

- An employee engagement survey suggesting improved performance in key areas including accountability and communication.
- The continuation of the companywide mentorship program, SuccessFUEL, to exchange ideas and provide support outside traditional reporting structures.
- A successful second year of PowerFUEL Women, our employee resource group for women and their allies.
- Expanded initiatives of an employee resource group, Fuel4Life, devoted to developing key initiatives around physical, emotional and financial wellness.

Employee Engagement Survey

A company's culture is never static, but a continuously evolving work in progress. We strive to listen to our people and iterate accordingly. In 2023 FuelCell Energy launched an annual employee engagement survey to better understand the needs of our growing, global workforce. We've continued this practice into 2025. The response rate for this year's employee engagement survey was 75% and we were excited to see progress in a number of areas. Our community indicated we had improved performance in several ways including:

- Performance and accountability
- Communication
- Management effectiveness

Noting some areas in which FuelCell Energy's workforce suggested room for improvement, we launched a series of focus groups to discuss how our managers and Human Resources officers might facilitate better experiences.

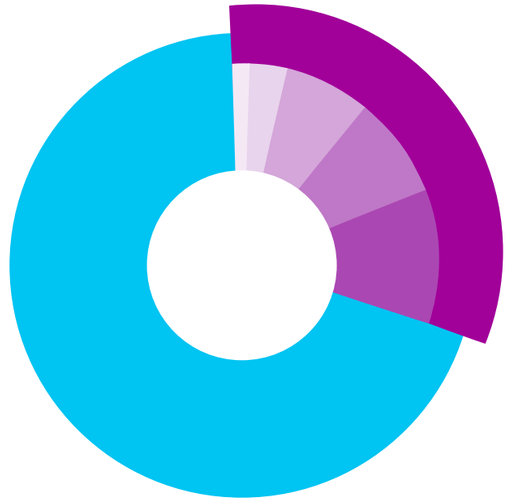
Workforce Diversity at FuelCell Energy

Employees Diversity

White	67%
People of Color	33%

People of Color Representation in Workforce

Hispanic	12.6%
Asian	10.2%
Black	6.3%
Two or More	3.9%
Native American/Alaska Native	0.3%



Compensation and Benefits

FuelCell Energy's compensation and benefits programs are designed to support employee well-being, financial security and long-term workforce stability. We provide a range of health- and wellness-related benefits, including medical, dental and vision plans, as well as life insurance and disability protection. Disability benefits include short-term and long-term coverage designed to support income continuity during periods of illness or injury. FuelCell Energy also offers paid parental leave following the birth or adoption of a child, supporting employees during key life events.

FuelCell Energy offers an Employee Assistance Program (EAP) that provides no-cost, confidential support services, including counseling and resources for mental and emotional well-being. To support long-term financial well-being, we provide a retirement savings plan with employer matching contributions and an Employee Stock Purchase Plan, both overseen by the Company's Board of Directors. Employee health and wellness are further supported through companywide engagement initiatives and resources.

Developing the Talent of Tomorrow

As a leader in our industry, we take seriously our responsibility to train workers of today and of tomorrow. Our training and development programs are designed to foster best-in-class safety practices, empower strong leaders in the sustainability sector, grow professionally, and comply with our code of business conduct.

Leveraging the Diversity of Our People for Success

In 2025 we officially launched SuccessFUEL, a formal mentorship program piloted in 2024. The program was codeveloped by FuelCell Energy's Human Resources department and PowerFUEL Women, our employee resource group for women and allies. The program was designed to facilitate the exchange of new ideas and enable growth within our community, as well as leverage the diversity of our people for the collective benefit. By building active and trusting relationships across reporting lines, mentors and mentees can accelerate their professional development and freely exchange ideas to meet their business goals. For junior employees from groups traditionally underrepresented in the science, technology, engineering and mathematics (STEM) fields, a formal mentorship opportunity can represent a particularly critical opportunity for support. The program, which pairs senior leaders with younger employees, gives junior staff the chance to receive development support and advice.

Approximately

$258,422

invested in formal training for employees in fiscal year 2025.

76%

of employees strongly agreed or agreed that they were provided with sufficient training to perform their roles in our fiscal year 2025 Employee Engagement Survey.

38

hours of formal training per employee were delivered in fiscal year 2025, supplementing significant on-the-job training for all employees.

100%

of FuelCell Energy employees are eligible for an annual performance review. In fiscal year 2025, 100% of employees received a review.

Our Belonging Strategy

We believe a diverse company is a strong company, and that innovation is fostered in a safe and empowering community whose members possess varied backgrounds and viewpoints. Our strategic diversity, inclusion and belonging framework guides how we foster an inclusive workplace that supports all employees.

Overview

FuelCell Energy tracks key workforce diversity metrics at every level of the organization and conducts regular audits to identify and address disparities within the business. As a growing company we have identified three pillars of focus as we continue to build a workplace in which inclusivity is valued and every employee feels comfortable:

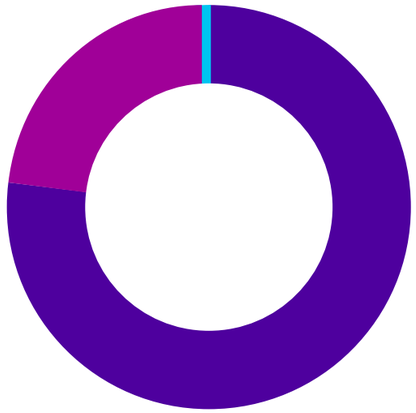
- Education & Awareness-Building
- Community Engagement & Partnerships
- Talent Life Cycle Development

Talent Life Cycle Development

At FuelCell Energy, we prioritize equitable hiring practices by ensuring a diverse slate of candidates for every role to be filled and cast a wide net to recruit the most capable talent. We periodically review promotions and the progression of current roles to ensure fairness and equity, and track the representation of groups along the lines of gender, age, disability status and race/ethnicity at all levels of the organization. We regularly examine turnover and areas with low engagement scores to see where we might be able to improve our practices.

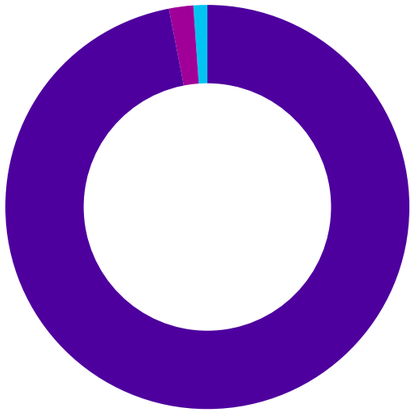
Employees by Gender 2025

Men	72%
Women	27%
Other	1%



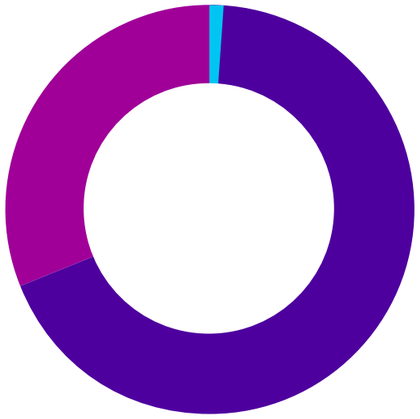
Employees by Region 2025

U.S. and Canada	96%
Asia	2.6%
Europe	1.7%



New Hires by Gender 2025

Men	68%
Women	26%
Other	6%



New Hires by Age 2025

Below 30	43%
31-50	46%
Above 50	11%

Fuel4Life: Helping Our Employees Live Their Best Lives

In 2025 FuelCell Energy continued growing Fuel4Life, an employee resource group (ERG) launched in 2024 to support our team's overall wellness. The Fuel4Life ERG was formed to create a supportive and inclusive working environment and help our colleagues live their best lives. Fuel4Life focuses on three forms of wellness to support a range of goals:

Physical wellness: Focusing on healthy eating and physical activity by sharing recipes, organizing fitness challenges and facilitating group activities such as hiking clubs and 5K events.

Emotional wellness: Offering peer support, social connection and facilitating work-life balance by promoting mindful practices and sharing educational resources.

Financial wellness: Helping the FuelCell community achieve financial health by organizing workshops and resources around budgeting, investing and saving.

Each section of Fuel4Life is helmed by a dedicated chairperson and steering committee, who meet regularly to develop wellness initiatives and plan events.

PowerFUEL Women: Advancing Inclusion and Social Sustainability

In 2025 PowerFUEL Women at FuelCell Energy celebrated its second anniversary while continuing to strengthen its role as an employee resource group (ERG), advancing gender equity, fostering an inclusive workplace culture and supporting professional growth across the organization.

Empowering Employees Through Professional Development

Building on its momentum, PowerFUEL Women sustained and expanded professional development opportunities for employees and allies. SuccessFUEL@FCE, a mentorship program, and the Fuel4Thought lunch-and-learn series remained a cornerstone of engagement, offering sessions focused on leadership development, negotiation strategies, communication skills and financial literacy. These programs supported career advancement while promoting confidence, skill-building and knowledge-sharing across the organization.

Championing Allyship and Inclusive Culture

In 2025 PowerFUEL Women emphasized the importance of allyship as a driver of inclusion and belonging. Through facilitated conversations, resources and events, the group encouraged employees at all levels to model inclusive behaviors, actively support women in the workplace and contribute to a respectful and equitable organizational culture.

Celebrating Women's Leadership and Voices

PowerFUEL Women led several signature initiatives during Women's History Month, highlighting women's leadership and amplifying diverse perspectives. Programming included a virtual executive coaching "Ask Me Anything" session focused on leadership and communication, sponsorship of the CBIA Women's Leadership Summit showcasing women leaders across Connecticut, and an interactive allyship discussion offering practical tools for being effective allies and upstanders.

Strengthening Community Connections

Community engagement remained a central focus of PowerFUEL Women's mission. In August 2025 members organized a Back-to-School Drive benefiting students and teachers in Danbury and Torrington, Connecticut, providing essential school supplies and supporting educational access in local communities. These efforts reinforced FuelCell Energy's commitment to being a responsible corporate citizen.

OUR EMPLOYEE RESOURCE GROUPS

PowerFUEL Women: An ERG dedicated to empowering women and allies by fostering inclusion, professional growth and leadership development.

SuccessFUEL@FCE: A companywide mentorship program designed to connect employees for career development, skill-building and knowledge-sharing.

Fuel4Life: An ERG promoting holistic well-being through physical, emotional and financial wellness initiatives.

MindFUEL: A mindful series offering guided practices and resources to support mental health and emotional resilience in the workplace.

Employee Volunteering

At FuelCell Energy, we take pride in our culture of volunteerism and strive to make a positive impact on local communities. In addition to community engagement activities organized by PowerFUEL Women, our employees support the land and neighborhoods where we operate through regular volunteer activities focused on environmental stewardship. We conduct cleanup initiatives in these areas at least twice each year, reflecting our commitment to maintaining healthy local environments and being a responsible community partner.

Environmental Cleanups

In April 2025 employees participated in cleanup activities during Earth Month and in October during a Fall Cleanup Campaign. Events were held in Danbury and Torrington, Connecticut; Calgary, Canada; and Germany. Remote and field-based employees, including team members in Korea, were encouraged to participate in local cleanups or organize their own activities, supporting broad participation across our workforce.

Through recurring volunteer cleanups, FuelCell Energy employees contributed to cleaner local environments and supported the communities in which we operate. These activities align with our environmental and social sustainability objectives and reinforce a consistent, practical approach to environmental responsibility.

Integrating Sustainability and Well-Being

PowerFUEL Women also supported internal sustainability and well-being initiatives through its “Grow With Us” networking program. This initiative introduced green spaces and volunteer plant stewardship opportunities, fostering employee connection while reinforcing the relationship between environmental sustainability, workplace well-being and community care.

Through its activities in 2025, PowerFUEL Women advanced social sustainability by empowering employees, strengthening inclusion and extending positive impact beyond the workplace. The group’s efforts supported FuelCell Energy’s ESG priorities by cultivating a more engaged, equitable and community-oriented organization.

Safety, Health and Well-Being

We are committed to being an industry leader when it comes to protecting the safety, health and well-being of our people and the communities in which we operate. We strive to create a culture of shared responsibility throughout our organization to foster a physically and psychologically safe environment. All FuelCell Energy employees, on-site contractors and visitors must comply with our EHS Policy. In addition to upholding all applicable laws and regulations related to occupational health and safety in the workplace, we aim for zero injuries and zero safety incidents. We also expect partners in our supply chain to adhere to these standards.

In 2025 FuelCell Energy continued to demonstrate strong safety performance by aligning closely with our Occupational Health and Safety (OHS) Management Standards and maintaining a proactive approach to risk identification and mitigation. We advanced key elements of our safety program by increasing the frequency of safety stand-downs, updating training and program materials, and expanding employee recognition initiatives to further reinforce engagement, ownership and a culture of safety across the organization.

We strengthened oversight and management processes through enhanced cross-functional coordination, more efficient incident reporting and the integration of additional safety expertise within our safety and security team. During the year, FuelCell Energy successfully recertified to ISO 14001:2015 and ISO 45001, expanding the scope to include field services operations. These recertifications underscore our continued commitment to protecting our workforce and managing environmental impacts responsibly as we grow.

Our Occupational Health and Safety Management System

We aim to deliver quality products and services to our customers to meet their requirements in line with our quality management system. Our organization is committed to Lean culture that motivates us to drive continuous improvement in our capabilities and performance. We have 17 Six Sigma practitioners at our company. We also train employees across the business in the Eight Disciplines (8D) Problem Solving Process.

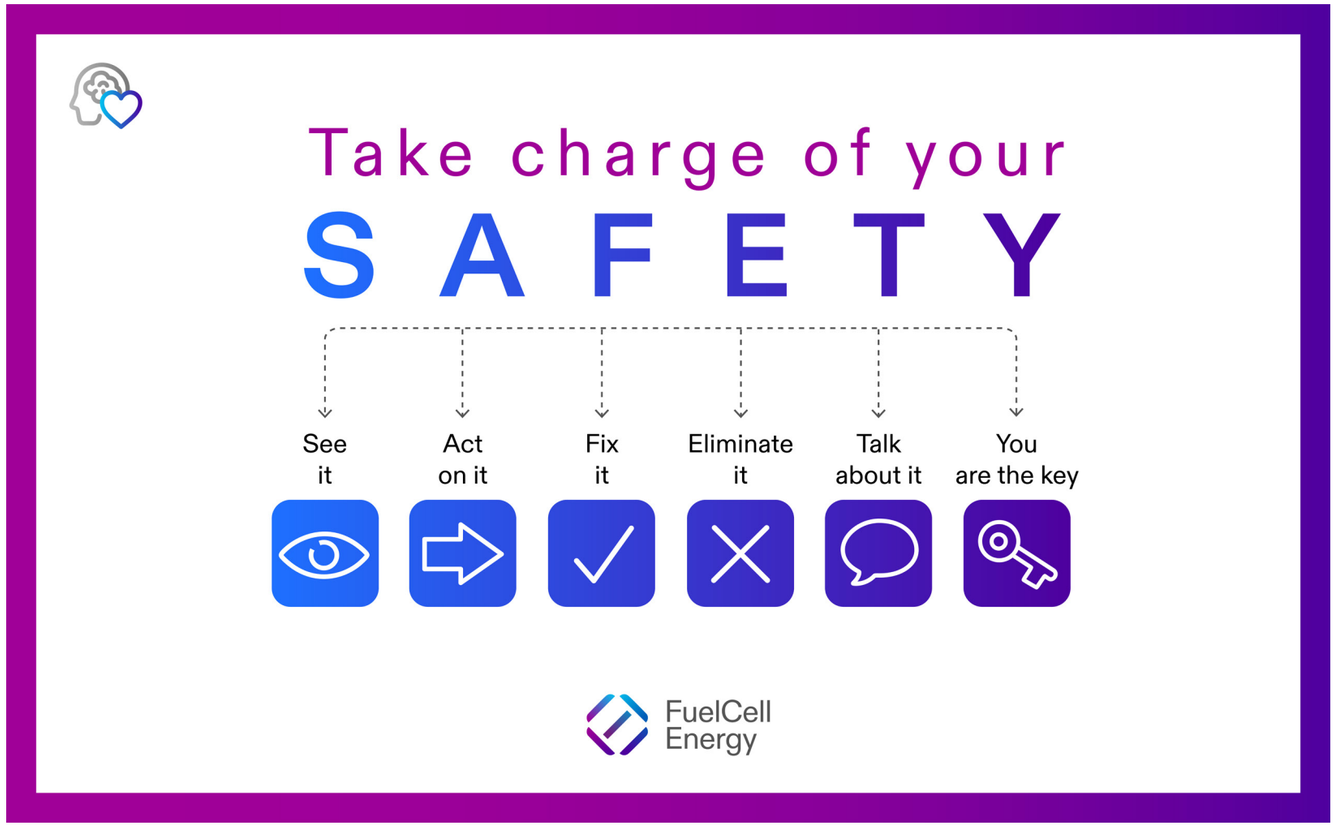
EHS Policy

FuelCell Energy's operations are certified to three core ISO standards:

- ISO 9001:2015 - Quality management systems
- ISO 14001:2015 - Environmental management systems
- ISO 45001:2018 - Occupational health and safety management systems

Total Recordable Injury Rate (TRIR)

2022	2023	2024	2025
2.16	1.68	1.22	1.76



Promoting Employee Well-Being

To encourage employees to maintain their well-being and overall fitness, we promote activities throughout the year that help them stay healthy in both body and mind. For example, in 2025 we conducted several challenges to promote a well-rounded, holistic fitness routine, healthy eating and financial education.

In 2025 our employees participated in these challenges:

Retrain Your Brain Challenge: Helped employees focus on building positive thought patterns and resilience as part of this mental health initiative.

Eat Well Challenge: Encouraged employees to adopt nutritious eating habits and share healthy recipes as part of Fuel4Life's wellness pillar.

Financial Wellness Challenge: Helped employees improve budgeting and savings skills through practical tips and resources.

In 2025 FuelCell Energy continued to prioritize employee mental health through the MindFUEL program, a key element of our Fuel4Life initiative. MindFUEL delivered monthly mindfulness sessions designed to help employees manage stress, build resilience and maintain focus in a dynamic work environment. Highlights included themed sessions for World Mental Health Day, Earth Month and a year-end reflection on gratitude and well-being. By embedding mindfulness practices into our culture, we support holistic health and create a workplace where employees can thrive personally and professionally.

Responsible Supply Chain

FuelCell Energy is committed to responsible supply chain management and expects its suppliers to operate in a manner consistent with our values. All suppliers are required to comply with our Supplier Code of Conduct, which outlines expectations related to ethical business practices, human and labor rights, legal compliance and environmental responsibility.

In 2025 we advanced the rollout of a new Supplier Quality Manual that defines our purchasing, quality and performance requirements. The manual is being reviewed by suppliers, who are in the process of formally committing to these requirements. We expect full supplier alignment by the end of March 2026.

To maintain oversight and consistency, we implemented an annual audit process to review suppliers' quality certifications, ensuring documentation is current and monitoring changes year over year. In addition, FuelCell Energy maintains a structured Supplier Assessment and Development process to qualify suppliers of direct materials, contract manufacturing and critical services. This process emphasizes performance, quality and reliability and includes first-article acceptance to validate compliance with specifications before full production.

Together, these measures support a resilient, high-quality supply chain aligned with our operational, ethical and sustainability standards.

Insisting on Supplier Ethical Conduct

We continue to utilize AI-powered supply chain risk management software that permits real-time monitoring of our global supply base across key risk attributes, including financial risk, cybersecurity, catastrophic, geopolitical, restrictions and environmental, social and governance across our Tier I, II and III suppliers. This software augments our supplier risk management process, which evaluates suppliers against additional attributes such as cost, quality and delivery performance. We use the results to create a strategic plan to mitigate risks for our business and our customers.

Supplier Code of Conduct

Eliminating Conflict Minerals in Our Supply Chain

Assuring the absence of conflict minerals in our products is a continuing initiative. Our fuel cells, including the fuel cell components and completed fuel cell modules, do not utilize any 3TG minerals (i.e., tin, tungsten, tantalum and gold) that are classified as conflict minerals. We utilize componentry in the BOP, such as computer circuit boards, that utilize trace amounts of 3TG minerals. For perspective, total shipments in fiscal year 2024 weighed approximately 2.4 million pounds, of which only approximately 29 pounds, or 0.001207% of the total, represented 3TG minerals, so the presence of these minerals is negligible.

In line with U.S. regulations, we monitor our supply chain for the presence of conflict minerals and disclose our results annually. In 2024 we contacted 133 active suppliers and asked them to complete a conflict minerals questionnaire, a query to which 92% responded. The majority of suppliers confirmed they do not source 3TG metals for their products, and only 15 confirmed they procure at least one of the four conflict minerals. Of those 15 suppliers, 10 indicated they have policies and plans to source 3TG metals in nonconflict areas, and we continue to work with the balance of suppliers to implement those policies and plans in 2026. Failure to implement policies and plans in 2026 may result in us terminating our relationship. Supplier contractual agreements include the requirement to comply with conflict mineral regulations. We continue to exercise due diligence in this area.

2024 Conflict Minerals Report on Form SD

Supporting Communities

We believe that providing clean and reliable energy creates opportunities for communities while protecting the environment. Our technology delivers affordable power, supports resiliency, drives economic development and contributes to social well-being.

Clean Power

FuelCell Energy's fuel cells generate electricity without combustion, producing virtually no NOx, SOx or particulate matter. This enables communities to access reliable energy without compromising air quality or public health.

Economic Growth

Our platforms can be deployed on brownfields and other underutilized sites, funding remediation and returning properties to productive use. These projects improve environmental conditions, attract businesses, create jobs and generate local tax revenue, while enhancing energy reliability.

Land Efficiency

Fuel cell systems are compact and land-efficient, producing up to 33 MW per acre. This allows communities to preserve green space, parks and other land uses while supporting local energy needs.

Resilient Energy

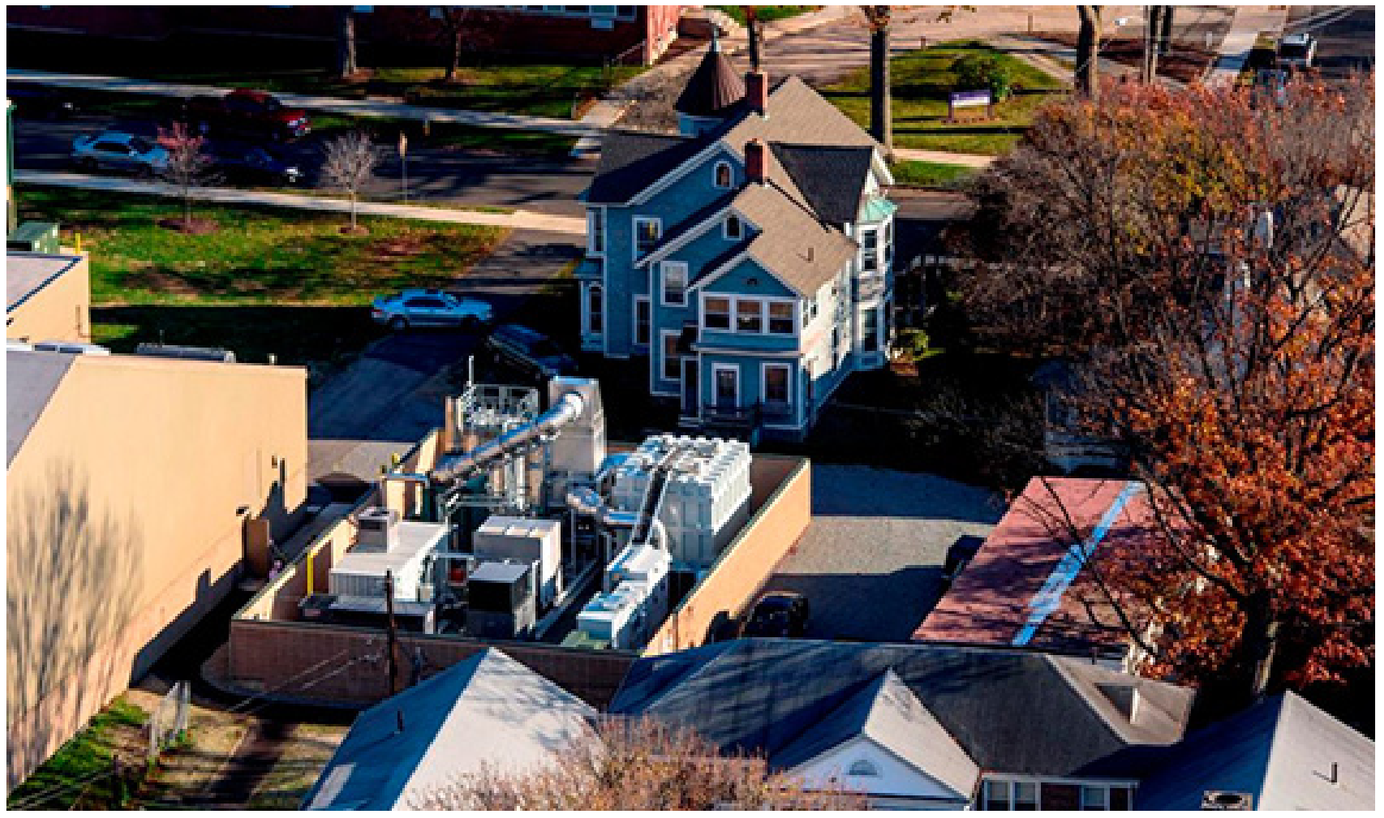
Fuel cells provide dependable energy during grid disruptions caused by severe weather or other events. Microgrids, such as the 2.2 MW system in Woodbridge, Connecticut, supply power to critical facilities, ensuring community continuity during outages.

Local and Reliable Power

By generating power near the point of use, our systems reduce transmission losses and improve grid reliability. Waste heat can be used for combined heat and power applications, lowering energy consumption and further benefiting local communities.

STRENGTHENING HARTFORD'S ENERGY RESILIENCE

In 2025 FuelCell Energy announced we will build a 7.4 MW fuel cell power plant in Hartford, Connecticut, delivering Class 1 renewable baseload power to the local grid. The project, under a 20-year power purchase agreement with Eversource and United Illuminating, strengthens grid reliability in a key commercial and industrial area while supporting the state's Renewable Portfolio Standard. FuelCell Energy's emission-free, quiet and space-efficient technology provides reliable energy without combustion, reducing SOx, NOx and particulate emissions and improving local air quality. This project demonstrates how distributed fuel cell systems can enhance urban energy resilience, support critical infrastructure and provide tangible benefits to the communities they serve.



Our fuel cell systems provide clean and efficient baseload power to the University of Bridgeport

Governance

In this section:

Corporate Governance

Maintaining Robust and Responsible Corporate Governance

Robust, responsible corporate governance is essential to maintain trust in our business and ensure our continuity. Our Board of Directors is deeply engaged with our sustainability strategy and performance — as well as other processes that lead to ethical, responsible, accountable and transparent conduct throughout our organization.

Enabling a clean energy future requires a strong foundation of corporate governance. Our Board of Directors is charged with overseeing company performance, compliance programs and effective risk management. It also provides strategic guidance to the Chief Executive Officer and senior leadership. The Chairman of the Board is Mr. James H. England.

Our board has three standing committees:

- The Audit, Finance and Risk Committee
- The Compensation and Leadership Development Committee
- The Nominating, Governance and Sustainability Committee

Board Engagement on Sustainability and ESG

Our Board is fully committed to our sustainability strategy. Our Nominating, Governance and Sustainability Committee, a body composed entirely of independent directors, supports the Board in decision-making related to these matters. This includes reviewing our sustainability strategy, setting targets and monitoring our progress.

The Board of Directors receives quarterly updates on our sustainability progress and reviews our annual sustainability report prior to publication to endorse its content. Members of our Board also regularly engage with investors to discuss our business and sustainability plans.

Corporate Governance Policies

Contact the Board

FuelCell Energy Board of Directors*	
Total number of directors (including the Chair)	8
Separation of Chair and Chief Executive Officer roles	Yes
Independent directors	7 (88%)
Non-executive directors	7 (88%)
Directors with financial expertise	8 (100%)
Directors with technology expertise	4 (50%)
Directors with ESG expertise	8 (100%)
Women directors	4 (50%)
Directors from ethnically diverse groups	3 (38%)
Age span of directors	58-78 (average age: 65)
Tenure of directors	1-17 years (average years: 7)

* As of December 31, 2025.

Enterprise Risk Management

Managing Risk, Securing Our Future

We continue to invest in identifying and managing risk as we work to facilitate a safe, secure and practical journey to net-zero. Our Enterprise Risk Management Committee (ERMC) is comprised of leaders with varied functions across the company. It is chaired by our Chief Financial Officer. ERMC members are tasked with ensuring risk management plans are implemented for key risks identified in each of their function areas. The team meets on a quarterly basis and oversees our formal risk management process — an annual event in which approximately 30 executives and directors are interviewed.

Climate Risk Management

A potential risk related to sustainability has been in our ability to track and disclose key metrics. Since we identified this key area in 2022, we have invested in robust reporting leadership and processes. In 2023 we completed our first comprehensive carbon inventory and established an internal process for the calculation of the company's annual carbon footprint. In 2024 we performed a detailed climate-related risk assessment, and in 2025 we have continued monitoring key climate-related risks as a part of our ERMC work.

Learn more about our climate risk assessment in the Climate Risks and Opportunities section on p. 52 of this report.

Ethics and Compliance

At FuelCell Energy, we're committed to operating with honesty and integrity and in full compliance with local laws and regulations — for the health of our company, for our employees and for the states and countries in which we do business.

Our Business Culture and Values

As we work to enable a world empowered by clean energy, we believe sustainability extends to the products we create and the resources we use as a business. We win as a team by bringing passion to our work and creating an environment of physical and psychological safety, where everyone can bring their authentic selves to work every single day. We are guided by four central principles:

- **Safety, physical and psychological:** To foster a healthy and safe environment.
- **Integrity:** In everything we do.
- **Innovation:** To deliver impactful products to our customers.
- **Accountability:** To ourselves, our shareholders and our community.

Our Code of Business Ethics

Our Code of Business Ethics outlines the values and conduct we expect at FuelCell Energy. It provides information on key policies, procedures and resources and aligns with best practices and the highest possible industry standards. The Code is designed to deter unethical behavior by the company or its employees, as well as to promote:

- Honest and ethical conduct, including the ethical handling of actual or apparent conflicts of interest between personal and professional relationships.
- The avoidance of conflicts of interests, including disclosure to the Audit, Finance and Risk Committee of the Board of Directors of the Company ("Audit Committee") of any material transaction or relationship that reasonably could be expected to give rise to such a conflict.
- Full, fair, accurate, timely and understandable disclosure in reports and documents that the Company files with, or submits to, the Securities and Exchange Commission ("SEC"), and in other public communications made by the Company.
- Compliance with applicable governmental laws, rules and regulations.
- Application of the highest professional standards and fair business practices to every project and assignment.
- Respect for the confidentiality of information, including information of our customers.
- Social responsibility and fair treatment of others.
- Prompt internal reporting to the Audit Committee of violations of the Code.
- Accountability for adherence to the Code.

Code of Business Ethics

Human Rights Policy

FuelCell Energy is committed to fully upholding laws and regulations in all countries in which we operate. We endeavor to foster and promote human rights throughout our operational sites and subsidiaries worldwide. We expect our employees and business partners, including our suppliers and customers, to share our commitment to respecting human rights.

Respect for human rights is fundamental to the way we manage our business. We recognize that human rights are inherent to all human beings regardless of race, sex, nationality, ethnicity, language, religion or any other status. Human rights include, but are not limited to, the right to life and liberty, freedom from slavery or torture, freedom of opinion and expression as well as the right to work and education.

Our approach to respecting and upholding human rights is informed by:

- The international human rights principles as encompassed in the Universal Declaration of Human Rights (as part of the International Bill of Human Rights)
- The UN Guiding Principles on Business and Human Rights
- The International Labour Organization's (ILO) Declaration on Fundamental Principles and Rights at Work
- The OECD Guidelines for Multinational Enterprises

We do not tolerate child labor, forced labor, human trafficking or any use of force or other forms of coercion, fraud, deception, abuse of power or other means to achieve control of another person for the purpose of exploitation.

We confirm our commitment to take all reasonable possible measures throughout our operations, including our partnerships and extended supply chain, to act with respect for all individuals and serve to protect and uphold their rights. FuelCell Energy, to the best of our knowledge, refrains from working with business partners that are using forced or compulsory labor in their operations.

We provide mandatory training on human rights and the role and responsibilities of every FuelCell Energy employee; we also assess human rights throughout our business as part of our annual risk assessment process.

Anti-Bribery and Corruption Policy

FuelCell Energy operates in a wide range of legal and business environments. As a company, we strive to conduct ourselves according to the highest standards of ethical conduct. Throughout our operations, we seek to avoid even the appearance of impropriety in the actions of our directors, officers, employees and agents.

Accordingly, our Anti-Corruption Policy reiterates our commitment to integrity and explains the specific requirements and prohibitions applicable to our operations under anti-corruption laws, including, but not limited to, the U.S. Foreign Corrupt Practices Act of 1977 (FCPA). Our Policy contains information intended to reduce the risk of corruption and bribery from occurring in the Company's activities. We strictly prohibit all forms of corruption and bribery and will take all necessary steps to ensure that corruption and bribery do not occur in its business activities.

Human Rights Policy

Anti-Corruption Policy

Aside from the FCPA, we also may be subject to other non-U.S. anti-corruption laws, in addition to the local laws of the countries in which we do business. Our Policy generally sets forth the expectations and requirements for compliance with those laws, including those related to:

- Prohibited payments
- Political and charitable contributions
- Recordkeeping
- Cash payments
- Representatives
- Compliance
- Duty to cooperate

Training and Compliance

We conduct annual training in ethical conduct, and all employees are expected to attend. Training in our Code of Ethics is an essential part of new hire orientation. This training also explicitly includes anti-corruption, in line with our Anti-Corruption Policy. In 2025 we provided courses on human trafficking and global anti-corruption into our training process for all team members around the world.

All employees are encouraged to report suspected violations of our Code of Ethics, anonymously if they so wish, without fear of reprisal. We also maintain a year-round program of proactive communications to employees to ensure awareness and willingness to report suspected violations. Our whistleblowing hotline is open to employees in all countries. Reported violations will be promptly investigated. Retaliatory action against any employee or other person who in good faith reports suspected violation of this policy is not permitted, and any such reprisal actions are deemed a violation of this policy.

Data Privacy and Information Security

In 2025 FuelCell Energy continued to strengthen its information security posture by enhancing layered protections across its information systems environment. These efforts advanced alignment with the U.S. National Institute of Standards and Technology (NIST) Cybersecurity Framework, an industry-recognized standard for managing cyber risk.

Key actions during the year included system upgrades to improve monitoring, detection and response capabilities, as well as strengthened coordination among Operational Technology (OT), Information Technology (IT) and Employee Health and Safety (EH&S) teams. We updated information and cybersecurity policies, including clearer guidance on the use of artificial intelligence, to address risks related to data privacy and protection of intellectual property. Additional measures improved fault tolerance and recovery for critical infrastructure and enhanced incident response readiness through updated procedures and cross-functional coordination.

We also reinforced data governance by expanding encryption protections for high-risk assets and sensitive information, reducing the risk of unauthorized access or data loss. Mobile access controls were strengthened through enhanced mobile device management and updated Bring Your Own Device (BYOD) policies, supporting secure workforce mobility. To support these efforts, we added a dedicated Network Engineer role to further strengthen network security standards, execution and long-term resiliency.

Employee awareness and training remain central to our cybersecurity approach. All new employees receive cybersecurity and data privacy training during onboarding, and all employees participate in quarterly awareness activities. In 2025 training compliance consistently exceeded our 95% target. We also expanded simulated phishing campaigns, increasing their frequency and tailoring scenarios by department to improve detection and reporting. Targeted follow-up training and balanced accountability measures reinforce a strong security culture.

FuelCell Energy experienced no breaches of its information systems or data in 2025. We continue to invest in technology, processes and employee education to maintain robust information security and data protection across the organization.

> “The cybersecurity landscape is constantly evolving and requires continuous attention. Our teams and protective systems work proactively to prevent potentially harmful emails from reaching our environment and continuously analyze billions of data points to detect and mitigate threats. Safeguarding information is supported by robust security controls and the ongoing vigilance of FuelCell Energy colleagues.”
>
> **John Dutsar**
> Chief Information Officer

Privacy Policy

Appendix

In this section:

Climate Risks and Opportunities

The Task Force on Climate-related Financial Disclosures (TCFD) framework, developed by the Financial Stability Board (FSB), is a voluntary framework that facilitates effective climate-related disclosures that could promote informed investment and other financial decisions. The following is an overview of our current operations, in line with the TCFD framework.

Governance

Board oversight: FuelCell Energy's Board of Directors is actively engaged in guiding our sustainability strategy and ESG performance. The Board is supported by the Nominating, Governance and Sustainability Committee, which has oversight of the evaluation, management, mitigation and communication of our climate-related risks and opportunities. The Board also reviews and approves specific climate-related goals and targets, including our target to deliver net-zero value chain emissions by 2050. The Senior Vice President of Investor Relations provides quarterly reports to the Board on climate risks, opportunities and performance against our net-zero target.

Management's role: Accountability for our net-zero strategy and performance rests with our Chief Financial Officer and Chief Marketing and Sustainability Officer, who are supported by a cross-functional team of senior leaders, including the Chief Operating Officer and the Chief Product and Technology Officer. This team monitors performance and provides support and guidance to the organization to help reach our goal.

Strategy

Our corporate purpose is to empower a clean energy future. To support this, and our business strategy, we have formalized a Sustainability Strategy that encompasses 12 action areas that will define our focus in the coming years, including those related to climate change and achieving net-zero emissions. We incorporate climate and carbon considerations into every aspect of our business.

Climate-related risks and opportunities: For FuelCell Energy, we believe that climate change opportunities outweigh the risks, since our company is focused on driving emissions down across the value chain and the facilitation of access to affordable clean energy, including zero-carbon hydrogen as an essential power source.

As the need for clean energy grows in the U.S. and around the world, and governments become bolder in incentivizing a transition to clean energy, we expect to grow our business in a sustainable manner.

Risk Management

Process and management of risk: An assessment of climate-related financial risks is included in our annual enterprise risk management process, which is led by our senior leadership team and approved by the Board of Directors. Short-, medium- and long-term risk factors across current and emerging ESG-related risks, including climate-related risks, are assessed and prioritized for mitigating action. In 2024, we performed a detailed scenario analysis of physical climate risks and evaluated transition risks, in line with the TCFD methodology.

Climate change integration: Mitigating climate change is an integral consideration across all of our business activities, in line with our purpose of empowering a clean energy future. Our goal is to help our customers reduce their carbon footprint and climate change impact, and in doing so, we aim to ensure that our own operations achieve this goal. Resource efficiency and energy and emissions reduction are key objectives within our operations, from design to delivery to customer service, and are addressed at every stage of our planning, manufacturing and supply.

Metrics and Targets

Metrics: We measure our Scope 1, 2 and 3 emissions, as well as biogenic emissions, in accordance with the GHG Protocol standards.

Performance: During fiscal year 2024, we performed our carbon inventory and continued to develop our approach to achieve net-zero emissions by 2050, including a net-zero action plan.

Targets: We are committed to achieving net-zero emissions across our value chain by 2050 and have defined our net-zero path to deliver this target.

Climate Scenario Analysis

In accordance with the TCFD recommendations, we categorize our risk assessment into two primary areas: risks associated with the physical impacts of climate change, and risks and opportunities related to the transition to a lower-carbon economy. To this end, we are continually working to enhance our methodology and data accuracy.

In 2025, we conducted an in-depth analysis of climate-related risks and opportunities. Transition risks and opportunities related to climate change are integrated into the business cases for our investments in new assets and activities, and we consistently monitor political, technological, market and reputational developments. Additionally, during the design and construction phases of our assets, we perform climate risk assessments to evaluate both acute and chronic weather patterns.

A crucial element of risk and opportunity analysis, as recommended by the TCFD, is the use of scenario analysis across various time horizons to account for the long-term nature of climate change. The key findings from the scenario analysis of physical risks are summarized in the table below.

Risk	Category	Driver	Impact	Likelihood
Increasing risk of facility damage from acute flooding	Acute	Flooding, storms and hurricanes	Moderate across scenarios and time horizons	Unlikely and rare occurrence across scenarios and time horizons
Increasing risk of business interruptions from acute flooding and wildfire events	Acute	Flooding, wildfire and extreme heat	Moderate across scenarios and time horizons	Increases with time and warming assumption
Increasing risk of supply chain disruptions from acute physical events such as flooding and wildfires	Acute and chronic	Flooding, storms, hurricanes and heat	Moderate across scenarios and time horizons	Increases with time and warming assumption
Increasing risk of water access issues due to chronic water stress and drought	Acute	Water stress and drought	Minor across scenarios and time horizons	Increases with time and warming assumption

GRI Content Index: Material Disclosures

Material Priority	GRI Standards	GRI Topic-Specific Disclosures		Pages	Omissions
Business Ethics	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 8-9, 46-48	
	GRI 205: Anti-Corruption 2016	205-3	Confirmed incidents of corruption and actions taken	None	
	GRI 419: Socioeconomic Compliance 2016	409-1	Noncompliance with laws and regulations in the social and economic area	None	
Climate Change and GHG Emissions	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 8-9, 26-27	
	GRI 305: Emissions 2016	305-1	Direct (Scope 1) GHG emissions	Page 57	
		305-2	Energy indirect (Scope 2) GHG emissions	Page 57	
		305-3	Other indirect (Scope 3) GHG emissions	Page 57	
		305-4	GHG emissions intensity	Page 57	
Energy Management	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 8-9, 26-27	
	GRI 302: Energy 2016	302-1	Energy consumption within the organization	Page 57	
		302-3	Energy intensity	Page 57	
Workforce Health & Safety	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 8-9, 41-60	
	GRI 403: Occupational Health and Safety 2018	403-1	Occupational health and safety management system	Pages 45, 64	
		403-2	Hazard identification, risk assessment and incident investigation	Page 60	
		403-3	Occupational health services	Page 60	
		403-4	Worker participation, consultation and communication on occupational health and safety	Page 60	
		403-5	Worker training on occupational health and safety	Pages 36-37, 60	
		403-6	Promotion of worker health	Pages 41-42, 60	
		403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Pages 41, 60	
		403-8	Workers covered by an occupational health and safety management system	Pages 41, 60	
		403-9	Work-related injuries	Pages 41, 60	Data by gender not available
		403-10	Work-related ill health	Page 60	
Waste Management	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 26, 29-30	
	GRI 306: Waste 2020	306-1	Waste generation and significant waste-related impacts	Page 58	
		306-2	Management of significant waste-related impacts	Pages 29-33	
		306-3	Waste generated	Page 58	
		306-4	Waste diverted from disposal	Page 58	
		306-5	Waste directed to disposal	Page 58	
Materials sourcing	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 32-33, 43	
			Use of conflict or rare earth minerals (SASB RR-FC-440a.1)	Page 43	

GRI Content Index: Material Disclosures

Material Priority	GRI Standards	GRI Topic-Specific Disclosures		Pages	Omissions
Product Efficiency	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 31, 61	
			Average energy efficiency of fuel cells (SASB RR-FC-410a.2)	Page 61	
Product Safety	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 14-18	
Product Life Cycle Management	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 30-33	
			Percentage of products sold that are recyclable or reusable (SASB RR-FC-410b.1)	Page 61	
Product End-of-Life Management	GRI 3: Material Topics 2021	3-3	Management of material topics	Pages 30-33	
			Weight of end-of-life material recovered, percentage recycled (SASB RR-FC-410b.2)	Page 61	

Additional Indicators Reported Not Identified as Material

GRI Standards	GRI Topic-Specific Disclosures		Pages	Omissions
GRI 402: Labor/Management Relations 2016	GRI 402-1	Minimum notice periods regarding operational changes	Page 60	
GRI 401: Employment 2016	GRI 401-1	New employee hires and turnover	Page 59	
	GRI 401-2	Benefits provided to full-time employees	Page 59	
	GRI 401-3	Parental leave	Page 59	
GRI 404: Training and Education 2016	GRI 404-1	Average hours of training per year per employee	Page 60	

GRI Content Index and Data Tables

GRI 2-7 Employees

	2022			2023			2024				2025			
Employees by region, gender and contract	**Women**	**Men**	**All**	**Women**	**Men**	**All**	**Women**	**Men**	**Other**	**All**	**Women**	**Men**	**Other**	**All**
U.S. and Canada	112	386	**498**	134	440	**574**	150	412	2	**564**	113	289	4	**406**
Europe	1	9	**10**	1	10	**11**	1	10	0	**11**	1	6	0	**7**
Asia	1	5	**6**	1	6	**7**	1	8	0	**9**	1	10	0	**11**
All employees	**114**	**400**	**514**	**136**	**456**	**592**	152	430	2	**584**	115	305	4	**424**

Notes:
- Europe includes Germany. Asia includes Japan, Korea and Singapore.
- Almost all employees are on full-time contracts; in 2025.
- Employees in management position (2025): 90 employees with direct reports (19 women, 70 men, 1 other), globally.

GRI 2-8 Workers who are not employees

FuelCell Energy engages with external companies to provide on-site services such as cleaning, catering and security. We do not track the specific numbers of employees engaged by such companies to provide these services.

GRI 2-21 Annual total compensation ratio

In fiscal year 2025, the ratio of the annual total compensation for the organization's highest-paid individual to the median annual total compensation for all employees was about 31. Median annual total compensation for the highest paid individual decreased by 34% in fiscal year 2025 compared to the previous period. We consistently review market information using an external compensation advisory service to evaluate our competitive position and review pay points across our company.

We calculated the median employee's annual total compensation and the highest paid individual's annual total compensation for fiscal year 2025 in accordance with the rules set forth in Item 402(u) of Regulation S-K promulgated under the Securities Exchange Act of 1934.

GRI 2-28 Membership associations

Among the coalitions and alliances we participate in are:

- Connecticut Business & Industry Association
- Connecticut Power & Energy Society
- Hydrogen Council
- Fuel Cell and Hydrogen Energy Association
- National Association of Manufacturers and the California Hydrogen Business Council
- NJ Energy Policy Coalition

We also participate in and support several industry associations in Connecticut and other U.S. states in order to provide expertise and advocacy for a clean energy future.

GRI 302-1 Energy consumption within the organization
GRI 302-3 Energy intensity

Energy consumption	Units	2021	2022	2023	2024	2025	YOY
Nonrenewable fuel (natural gas)	GJ	1,663,628	2,214,725	2,485,413	3,515,311	3,354,635	-5%
Renewable fuel (biogas)	GJ	243,260	285,115	282,873	182,307	151,218	-17%
Purchased electricity	GJ	42,993	48,585	43,422	46,382	32,541	-30%
Total energy consumption	**GJ**	**1,949,881**	**2,548,425**	**2,811,708**	**3,744,000**	**3,538,394**	**-5%**
Purchased electricity percentage	%	2.2%	1.9%	1.5%	1.2%	0.9%	-26%
Renewable energy percentage (biogas)	%	12%	11%	10%	4.9%	4.3%	-12%
Energy intensity	**GJ/$1,000,000 revenue**	**28,022**	**19,531**	**22,786**	**33,389**	**22,395**	**-33%**

GRI 305-1 Direct (Scope 1) GHG emissions
GRI 305-2 Energy indirect (Scope 2) GHG emissions
GRI 305-3 Other indirect (Scope 3) GHG emissions

GHG emissions	Units	2021	2022	2023	2024	2025	YOY
Biogenic emissions	MT CO_2e	12,006	14,071	13,961	8,997	7,463	-17%
Scope 1	MT CO_2e	84,610	112,483	126,189	175,907	194,546	11%
Scope 2	MT CO_2e	3,628	4,091	3,781	4,276	2,823	-34%
Scope 3 Category 3 (see note)	MT CO_2e	15,329	20,401	21,977	30,423	32,386	6%
Total GHG Emissions Scope 1 + 2	**MT CO_2e**	**88,238**	**116,574**	**129,980.5**	**180,183**	**197,369**	**10%**

Note: GHG emissions are calculated using emission factors sourced from: U.S. Environmental Protection Agency; Canadian Government; IPCC; IEA. Scope 2 factors are location-based. Scope 3 represents Category 3. Fuel and energy-related activities not included in Scope 1 or Scope 2. When calculating GHG emissions, FuelCell Energy applies the financial control approach as defined by the Greenhouse Gas Protocol.

GRI 305-4 GHG emissions intensity

Scope	Units	2021	2022	2023	2024	2025	YOY
Scope 1 + 2 emissions	MT CO_2e	88,238	116,574	129,970	180,183	197,369	10%
Total revenue	$1,000,000 revenue	70	130	123	112	158	41%
GHG emissions intensity	MT CO_2e/$1,000,000 revenue	1,268	893	1,053	1,607	1,249	-22%

GRI 303-3 Water withdrawal
GRI 303-4 Water discharge
GRI 303-5 Water consumption

Water metrics	Units	2021	2022	2023	2024	2025	YOY
Water withdrawal (third-party water)	Megaliters	8.4	10.13	9.10	7.99	9.30	16%
Water discharge	Megaliters	7.95	9.62	8.65	7.59	8.80	16%
Water consumption	Megaliters	0.42	0.51	0.46	0.40	0.50	25%

Note: All water is third-party water and is discharged to municipal waste streams. Data represents our facilities in the U.S. Water use at our facilities in Canada, Germany and South Korea represents an insignificant share of our total water withdrawal and is not monitored in detail.

GRI 306-3 Waste generated

Waste generated by type	Units	2021	2022	2023	2024	2025	YOY
Metals	MT	157.3	109.9	98.3	67.6	1,714.8	2,437%
Other recyclable	MT	86.68	133.8	149.1	131.3	87.8	-33%
Other waste	MT	92.42	217.8	188.9	273.5	198.9	-27%
Total waste generated	**MT**	**336.4**	**461.5**	**436.3**	**472.4**	**2,001.5**	**324%**

GRI 306-4 Waste diverted from disposal

	Type	Units	2021	2022	2023	2024	2025	YOY
Hazardous waste diverted from disposal	Other recovery operations	MT	3.3	10.8	15.4	8.23	8.0	
	Recycling	MT	1.1	2.6	2.7	7.91		
Total hazardous waste diverted from disposal		**MT**	**4.4**	**13.4**	**18.1**	**16.14**	**8.0**	**-50%**
Nonhazardous waste diverted from disposal	Preparation for reuse	MT	7.9	24	5.4	15.63		
	Recycling	MT	235.4	218.8	212.8	170.23	1,791.7	
	Other recovery operations	MT	0.5	0.9	11	2.49	2.9	
Total nonhazardous waste diverted from disposal		**MT**	**243.8**	**243.7**	**229.2**	**188.4**	**1,794.6**	**853%**
Total waste diverted from disposal		**MT**	**248.2**	**257.1**	**247.3**	**204.5**	**1,802.7**	**782%**

GRI 306-5 Waste directed to disposal

	Type	Units	2021	2022	2023	2024	2025	YOY
Hazardous waste directed to disposal	Incineration (with energy recovery)	MT	0	0.2	0	0	0.0	
	Incineration (without energy recovery)	MT	2.5	2.1	3.4	2.4	2.0	
	Landfill	MT	0.5	0.7	0.1	7.3	0.0	
	Other disposal operations	MT	6.3	4.5	6.6	4.7	7.1	
Total hazardous waste directed to disposal		**MT**	**9.3**	**7.5**	**10.1**	**14.4**	**9.0**	**-37%**
Nonhazardous waste directed to disposal	Incineration (with energy recovery)	MT	2.5	0.3	0.9	0	0.0	
	Incineration (without energy recovery)	MT	0.4	1.7	3.6	2.8	32.8	
	Landfill	MT	76	194.9	172	251	146.4	
	Other disposal operations	MT	0	0	2.4	0	10.8	
Total nonhazardous waste directed to disposal		**MT**	**78.9**	**196.9**	**178.9**	**253**	**189.9**	**-25%**
Total waste directed to disposal		**MT**	**88.2**	**204.4**	**189**	**267.8**	**199.0**	**-26%**
Total waste generated		**MT**	**336.4**	**461.5**	**436.3**	**472.4**	**2,001.6**	**324%**
Waste diverted from disposal		**%**	**74%**	**56%**	**57%**	**43%**	**90%**	**47%**

Note: The significant increase in waste generated in FY2025 — including total recycled waste and metals — was primarily driven by a higher number of modules decommissioned.

GRI 401-1 New employee hires and turnover

New hires and turnover, 2025		Women <30	Women 30-50	Women >50	Men <30	Men 30-50	Men >50	Other <30	Other 30-50	Other >50	All Women	All Men	All Other	Total
New hires	U.S. and Canada	13	13	5	36	32	7	1	5	1	31	75	7	113
	Europe	0	0	0	0	0	0	0	0	0	0	0	0	0
	Asia	0	0	0	1	5	0	0	0	0	0	6	0	6
	Total	**13**	**13**	**5**	**37**	**37**	**7**	**1**	**5**	**1**	**31**	**81**	**7**	**119**
New hire rates	U.S. and Canada	3.1%	3.1%	1.2%	8.5%	7.5%	1.7%	0.2%	1.2%	0.2%	7.3%	17.7%	1.7%	26.7%
	Europe	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Asia	0.0%	0.0%	0.0%	0.2%	1.2%	0.0%	0.0%	0.0%	0.0%	0.0%	1.4%	0.0%	1.4%
	Total new hires	**3.1%**	**3.1%**	**1.2%**	**8.7%**	**8.7%**	**1.7%**	**0.2%**	**1.2%**	**0.2%**	**7.3%**	**19.1%**	**1.7%**	**28.1%**
Turnover	U.S. and Canada	17	39	10	56	85	56	0	2	1	66	197	3	266
	Europe	0	0	0	0	1	3	0	0	0	0	4	0	4
	Asia	0	0	0	0	1	0	0	0	0	0	1	0	1
	Total	**17**	**39**	**10**	**56**	**87**	**59**	**0**	**2**	**1**	**66**	**202**	**3**	**271**
Turnover rates	U.S. and Canada	4.0%	9.2%	2.4%	13.2%	20.0%	13.2%	0.0%	0.5%	0.2%	15.6%	46.5%	0.7%	62.7%
	Europe	0.0%	0.0%	0.0%	0.0%	0.2%	0.7%	0.0%	0.0%	0.0%	0.0%	0.9%	0.0%	0.9%
	Asia	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.0%	0.0%	0.0%	0.0%	0.2%	0.0%	0.2%
	Total turnover	**4.0%**	**9.2%**	**2.4%**	**13.2%**	**20.5%**	**13.9%**	**0.0%**	**0.05%**	**0.2%**	**15.6%**	**47.6%**	**0.7%**	**63.9%**

Note: New hire rate = new hires/ total workforce; turnover rate = terminations/ total workforce.

GRI 401-2 Benefits provided to full-time employees

FuelCell Energy provides a range of market-competitive non-salary benefits to provide our employees with additional financial and health-related security. Our policies apply to key operational locations in the U.S. Employees in other markets may have different plans that align with regulations or market norms. Key benefits include:

- Life insurance plans
- Health plans with a choice of medical, dental and vision options
- Disability and invalidity coverage including short-term disability at 70% of base pay for 60 days and 60% thereafter, as well as long-term disability after 180 days at 60% of base pay
- Parental leave at four weeks of paid leave for birth or adoption
- Retirement provision with an employer contribution equivalent to 50% of the employee contribution up to 6% of base pay. Employees may contribute more without employer matching.
- Employee Stock Purchase Plan: In 2022, we expanded the stock ownership plan to all salaried employees and plan to extend this for hourly employees at management's discretion during merit reviews. All stock plans are approved by FuelCell Energy's Board of Directors.

GRI 401-3 Parental leave

Parental leave, 2025	Women	Men	Total
Employees entitled to parental leave	84	220	304
Employees who took parental leave	5	11	16
Employees returning to work after parental leave ended	5	11	16
Employees returning to work and still employed after 12 months	4	11	15
Return to work and retention rates of employees that took parental leave	80%	100%	94%

GRI 402-1 Minimum notice periods regarding operational changes

We aim to provide employees with reasonable notice of changes in our business that may affect their employment circumstances to allow them to accommodate changes as needed. Employees are offered notice periods beyond legal minimum requirements if these are compatible with operational needs.

GRI 403-1 Occupational health and safety management system

At FuelCell Energy, we are committed to conducting business in a safe and environmentally sound manner by promoting a culture of shared responsibility throughout the organization. We integrate environmental as well as occupational health and safety management practices in all aspects of our business. Our EHS systems and related performance targets promote continual improvement, the prevention of injuries and incidents and compliance with all applicable statutes and regulations. We are certified to ISO 45001:2018. This standard is our framework to assess, monitor and reduce exposure of the workforce to human health hazards. Our VP, Chief of Staff Operations is accountable for our OSH performance

GRI 403-2 Hazard identification, risk assessment and incident investigation

Work-related hazards are identified through workplace inspections and safety observations as defined in our OHS Management System.

GRI 403-3 Occupational health services

FuelCell Energy does not provide occupational health services on-site.

GRI 403-4 Worker participation, consultation and communication on occupational health and safety

Safety Committees operate at all our manufacturing sites in line with our OHS and include representation from management and employees.

GRI 403-5 Worker training on occupational health and safety

We provide OHS training for all new employees and additional training where required covering specific risks associated with identified roles.

GRI 403-6 Promotion of worker health

We provide health- and wellness-related benefits in different countries in line with local market norms, such as medical insurance, dental insurance and more. Our Employee Assistance Program (EAP) provides employees with no-cost, confidential solutions to life's challenges, including counseling services and resources for psychological support. Our EAP is offered to all full-time U.S.-based employees, and we are currently looking for ways to expand the program to include all global team members.

GRI 403-8 Workers covered by an occupational health and safety management system

All FuelCell Energy employees are covered by our OHS management system.

GRI 403-9 Work-related injuries

Work-related injuries and injury rates		2021	2022	2023	2024	2025
Hours worked		732,743	1,018,519	1,071,429	1,150,065	907,863
Injuries						
Fatalities		0	0	0	0	0
Recordable work-related injuries		5	11	9	6	8
High-consequence work-related injuries		0	0	0	0	0
Injury rates						
Fatalities	Rate	0	0	0	0	0
Recordable work-related injuries	Rate	1.36	2.16	1.68	1.22*	1.76
High-consequence work-related injuries	Rate	0	0	0	0	0

Note: Injury rates are calculated on the basis of 200,000 work hours. Contractor hours are not included and represent less than 0.5% of our total work hours. Gender split of data is not available at this time.

GRI 403-10 Work-related ill health

FuelCell Energy has not identified any significant cases of work-related ill health in 2025.

GRI 404-1 Average hours of training per year per employee

Training hours in 2025	Women	Men	Other	Total
All employees	4,373	11,599	152	16,125
Average training hours per employee per year	-	-	-	38.03

* The FY2024 data for recordable work-related injuries was revised.

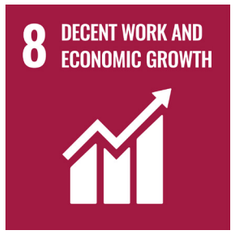
SASB Disclosures

Fuel Cells & Industrial Batteries Sustainability Accounting Standard, October 2018

Topic	Code	Accounting Metric	Measure	Response
Energy Management	RR-FC-130a.1	(1) Total energy consumed (2) Percentage grid electricity (3) Percentage renewable	GJ, %	See GRI 302-1, page 57.
Workforce Health and Safety	RR-FC-320a.1	(1) Total recordable incident rate (TRIR) (2) Fatality rate	Rate	See GRI 403-9, page 60.
	RR-FC-320a.2	Description of efforts to assess, monitor and reduce exposure of workforce to human health hazards	N/A	See GRI 403, pages 15, 60.
Product Efficiency	RR-FC-410a.1	Average storage capacity of batteries, by product application and technology type	Wh/kg	Not relevant. FuelCell Energy does not manufacture batteries.
	RR-FC-410a.2	Average energy efficiency of fuel cells as (1) electrical efficiency and (2) thermal efficiency, by product application and technology type	%	The electrical efficiency of our fuel cell power plants starts at 50%. Our platforms also produce total energy streams, usually thermal output, that are used by our customers, increasing total thermal efficiency depending on the use of the thermal streams and that may reach up to 80%.
	RR-FC-410a.3	Average battery efficiency as coulombic efficiency, by product application and technology type	%	Not relevant. FuelCell Energy does not manufacture batteries.
	RR-FC-410a.4	Average operating lifetime of fuel cells, by product application and technology type	Hours	Fuel cell life for our carbonate platform has a seven-year target design life.
	RR-FC-410a.5	Average operating lifetime of batteries, by product application and technology type	Number of cycles	Not relevant. FuelCell Energy does not manufacture batteries.
Product End-of-Life Management	RR-FC-410b.1	Percentage of products sold that are recyclable or reusable	%	By weight, 93% of the entire power plant can be reused or recycled at the end of its useful life. See pages 31-33.
	RR-FC-410b.2	Weight of end-of-life material recovered, percentage recycled	Metric tons, %	
	RR-FC-410b.3	Description of approach to manage use, reclamation and disposal of hazardous materials	N/A	
Materials Sourcing	RR-FC-440a.1	Description of the management of risks associated with the use of critical materials	N/A	Our use of conflict or rare earth minerals is virtually zero. Trace amounts of 3TG minerals add up to around 0.001207% of our total shipments by weight. See pages 18, 31, 32 and 43.
Activity Metric	RR-FC-000.A	Number of units sold		2025 Form 10-K: Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations
Activity Metric	RR-FC-000.B	Total storage capacity of batteries sold		Not relevant. FuelCell Energy does not manufacture batteries.
Activity Metric	RR-FC-000.C	Total energy production capacity of fuel cells sold		2025 Form 10-K: Item 7. Management's Discussion and Analysis of Financial Condition and Results of Operations

UN SDGs

The 17 Sustainable Development Goals (SDGs) are central to the 2030 Agenda for Sustainable Development, which was adopted by all United Nations Member States in 2015. As we scale our business responsibly, we integrate SDGs into our sustainability strategy and acknowledge that our greatest potential for impact lies in the areas of Clean Water and Sanitation (SDG 6), Affordable and Clean Energy (SDG 7), Decent Work and Economic Growth (SDG 8), Industry, Innovation and Infrastructure (SDG 9), Sustainable Cities and Communities (SDG 11), Responsible Consumption and Production (SDG 12) and Climate Action (SDG 13).*

SDG		Most Relevant SDG Targets	Our Impact
	Secure water and sanitation for a sustainable world	**6.3** By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally	See section: • Water Stewardship and Biodiversity
	Ensure access to affordable, reliable, sustainable and modern energy for all	**7.1** By 2030, ensure universal access to affordable, reliable and modern energy services **7.2** By 2030, increase substantially the share of renewable energy in the global energy mix **7.3** By 2030, double the global rate of improvement in energy efficiency **7.a** By 2030, enhance international cooperation to facilitate access to clean energy research and technology, including renewable energy, energy efficiency and advanced and cleaner fossil-fuel technology, and promote investment in energy infrastructure and clean energy technology **7.b** By 2030, expand infrastructure and upgrade technology for supplying modern and sustainable energy services for all in developing countries, in particular least-developed countries, small island developing States and landlocked developing countries, in accordance with their respective programs of support	See sections: • Product • Supporting Communities
	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	**8.4** Improve progressively, through 2030, global resource efficiency in consumption and production and endeavor to decouple economic growth from environmental degradation, in accordance with the 10 Year Framework of Programs (10YFP) on Sustainable Consumption and Production, with developed countries taking the lead **8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value **8.8** Protect labor rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment	See section: • People
	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	**9.1** Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all **9.4** By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities	See sections: • Product • Supporting Communities

Note: Use of the icons above is for informational purposes and does not imply endorsement.
* https://www.un.org/sustainabledevelopment/

SDG		Most Relevant SDG Targets	Our Impact
	Make cities and human settlements inclusive, safe, resilient and sustainable	**11.6** By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management	See section: • Supporting Communities
	Ensure sustainable consumption and production patterns	**12.2** By 2030, achieve the sustainable management and efficient use of natural resources **12.4** By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment **12.5** By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	See section: • Climate & Environment
	Take urgent action to combat climate change and its impacts	**13.1** Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries	See sections: • Product • GHG Emissions and Energy Consumption • Climate Risks and Opportunities
	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	**16.2** End abuse, exploitation, trafficking and all forms of violence against and torture of children **16.5** Substantially reduce corruption and bribery in all their forms **16.b** Promote and enforce nondiscriminatory laws and policies for sustainable development	See sections: • Responsible Supply Chain • Ethics and Compliance
	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development	**17.16** Enhance the Global Partnership for Sustainable Development, complemented by multistakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries **17.17** Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships	See section: • Product • Our website: Partnerships and Collaborations

Note: Use of the icons above is for informational purposes and does not imply endorsement.

Forward-Looking Statements

This Sustainability Report (this "report") contains forward-looking statements within the meaning of the safe harbor provisions of the Private Securities Litigation Reform Act of 1995 regarding future events, our plans, or our future performance that involve certain contingencies and uncertainties, including those discussed in our Annual Report on Form 10-K for the fiscal year ended October 31, 2025 in the section entitled "Management's Discussion and Analysis of Financial Condition and Results of Operations." Words such as "expects," "anticipates," "estimates," "goals," "projects," "intends," "plans," "believes," "predicts," "should," "seeks," "will," "could," "would," "may," "forecast," and similar expressions and variations of such words are intended to identify forward-looking statements. The forward-looking statements include, without limitation, statements with respect to the Company's anticipated financial results and statements regarding the Company's plans and expectations regarding the continuing development, commercialization and financing of its current and future fuel cell technologies, the expected timing of completion of the Company's ongoing projects, the Company's business plans and strategies (including its sustainability strategy), the Company's plan to reduce operating costs, the capabilities of the Company's products, the sales pipeline for the Company's products, and the markets in which the Company expects to operate. Projected and estimated numbers contained herein are not forecasts and may not reflect actual results. These forward-looking statements are not guarantees of future performance, and all forward-looking statements are subject to risks and uncertainties, known and unknown, that could cause actual results to differ materially from those projected. Factors that could cause such a difference include, without limitation: general risks associated with product development and manufacturing; general economic conditions; changes in interest rates, which may impact project financing; supply chain disruptions; changes in the utility regulatory environment; changes in the utility industry and the markets for distributed generation, distributed hydrogen and fuel cell power plants configured for carbon capture or carbon separation; potential volatility of commodity prices that may adversely affect our projects; availability of government subsidies and economic incentives for alternative energy technologies; risks that our restructuring plans will not result in the intended benefits or savings or will result in unanticipated costs, including but not limited to additional charges and/or higher than expected costs or will yield unintended consequences to our remaining workforce and results of operations; our ability to remain in compliance with U.S. federal and state and foreign government laws and regulations; our ability to maintain compliance with the listing rules of The Nasdaq Stock Market; rapid technological change; competition; the risk that our bid awards will not convert to contracts or that our contracts will not convert to revenue; market acceptance of our products; changes in accounting policies or practices adopted voluntarily or as required by accounting principles generally accepted in the United States; factors affecting our liquidity position and financial condition; government appropriations; the ability of the government and third parties to terminate their development contracts at any time; the ability of the government to exercise "march-in" rights with respect to certain of our patents; our ability to successfully market and sell our products internationally; our ability to develop additional commercially viable products in the future; our ability to implement our strategy; our ability to reduce our levelized cost of energy and deliver on our cost reduction strategy generally; our ability to protect our intellectual property; litigation and other proceedings; the risk that commercialization of our new products will not occur when anticipated or, if it does, that we will not have adequate capacity to satisfy demand; our need for and the availability of additional financing; our ability to generate positive cash flow from operations; our ability to service our long-term debt; our ability to increase the output and longevity of our platforms and to meet the performance requirements of our contracts; and our ability to expand our customer base and maintain relationships with our largest customers and strategic business allies, as well as other risks set forth in the Company's filings with the Securities and Exchange Commission, including the Company's Annual Report on Form 10-K for the fiscal year ended October 31, 2025. The forward-looking statements contained herein speak only as of the date of this report. The Company expressly disclaims any obligation or undertaking to release publicly any updates or revisions to any such statement contained herein to reflect any change in the Company's expectations or any change in events, conditions or circumstances on which any such statement is based.

FuelCell Energy

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A rendering of a 50-MW FuelCell Energy data center installation.