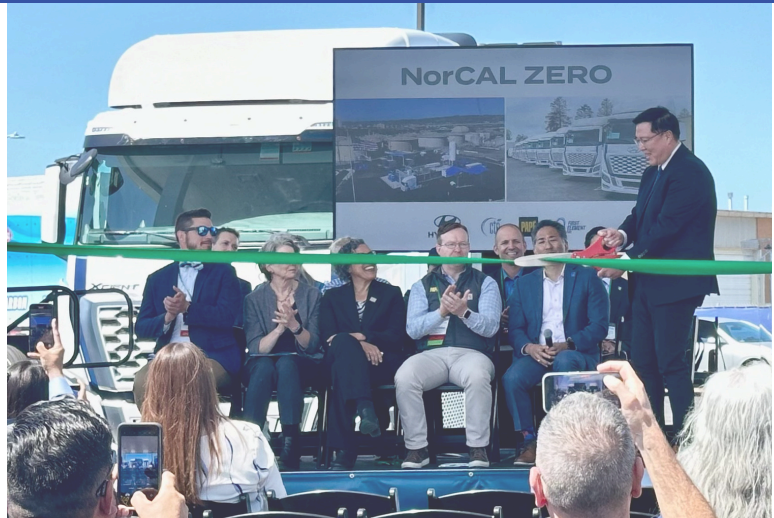


HYDROGEN FUEL CELL



PARTNERSHIP®

Member Prospectus



For over 25 years, the Hydrogen Fuel Cell Partnership (H2FCP) has been the driving force behind America's hydrogen mobility market. Founded in California in 1999, we've evolved from launching the world's first fuel cell vehicle market to leading the national hydrogen transportation strategy.

Today, H2FCP is the trusted, national collaboration nonprofit where industry leaders and policymakers are advancing the market for hydrogen and fuel cell electric passenger cars, transit buses, trucks, and other forms of transportation.

Our members don't just talk about supporting the broader hydrogen mobility ecosystem; we build it together through joint projects, strategic planning, stakeholder education, and coordinated action that creates market solutions.

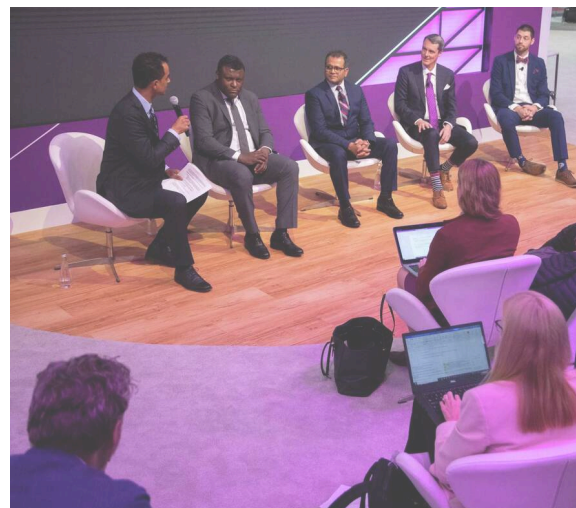


Join the industry leaders advancing America's hydrogen economy.

When you become an H2FCP member, you gain direct access to the decision-makers, technical experts, and policy shapers who are building the hydrogen mobility market from the ground up.

You'll connect with the right people solving real problems: Fortune 500 companies, innovative startups, leading government agencies, top research institutions, and the complete hydrogen and fuel cell value chain. Our members bring expertise and insight drawn from decades of experience, demonstration, and commercialization, and span:

- Industry: international Fortune 500 companies to clean tech startups leading hydrogen mobility and infrastructure technology development and deployment
- Government: local, national, and global agencies leading clean air, clean energy, zero-emission mobility, job creation, and economic policy and regulation
- Research and Universities: institutions driving the research and analysis that power clean and green tech economies
- Vehicle and Infrastructure Supply Chain: companies across the entire hydrogen infrastructure and fuel cell vehicle value chain, working collaboratively to improve and expand market deployment



You'll multiply your impact without doubling your workload: Our members collaborate on market-critical activities that advance fuel cell and hydrogen deployment, creating industry consensus that saves time, effort, and money. H2FCP members work together daily to solve deployment challenges, streamline vehicle and station rollouts, and build the sustainable marketplace we all need to succeed. Our expert staff (most with over a decade of experience at the organization) actively represent your interests in codes and standards committees, policy discussions, regulatory proceedings, and industry conferences. We amplify your voice in critical decisions and keep you ahead of emerging issues that could impact your business.



You'll reach the decision-makers: H2FCP connects you directly to the officials setting hydrogen policy, industry leaders building infrastructure, and innovators creating breakthrough technologies. For example, Champion-level members directly influence technical, strategic, and regulatory activities that shape fuel cell deployment across passenger cars, buses, trucks, and emerging applications. Associate members contribute expertise that accelerates station deployment, improves customer adoption, and solves technical challenges that make or break market success.

Ready to help shape the future of clean transportation? Join our partnership of government and industry working together to accelerate hydrogen deployment, streamline regulations, and build the sustainable marketplace our industry needs to succeed.





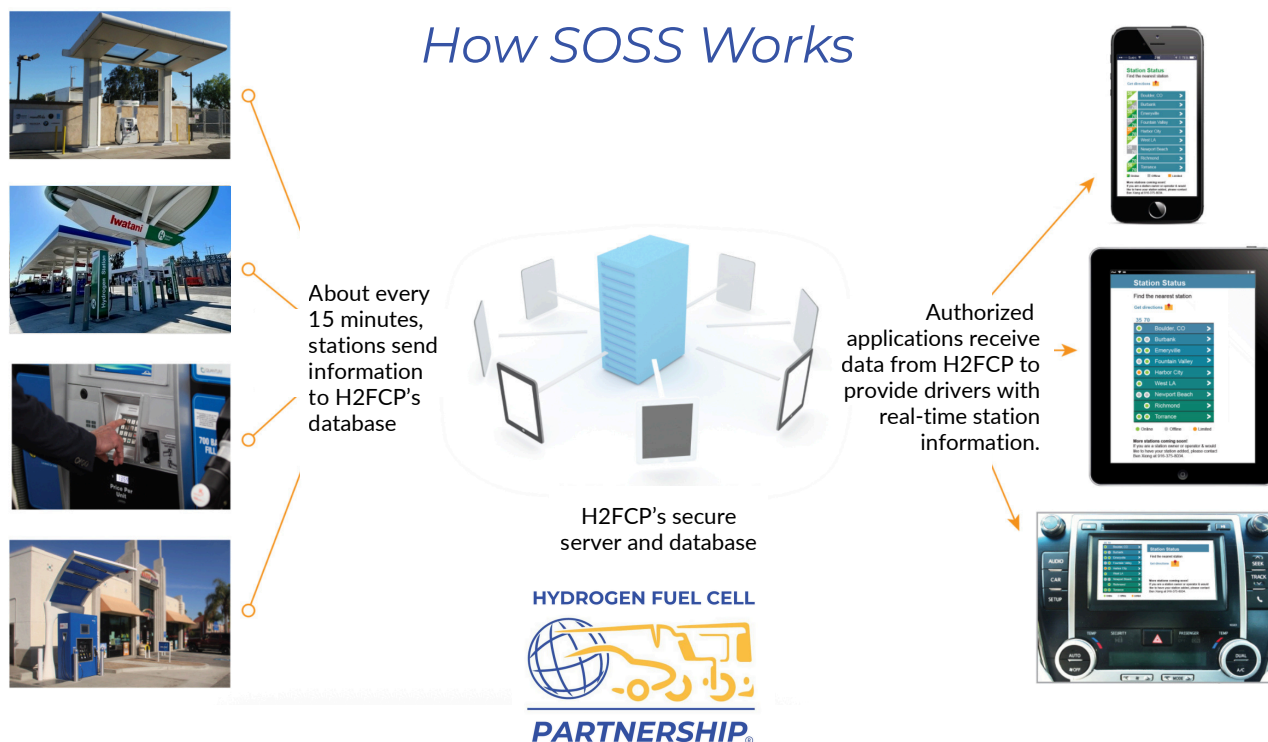
Expand your network, knowledge base, and industry impact.

Hydrogen Village. In 2022, we organized the first Hydrogen Village for policymakers, including legislators, state agencies, industry stakeholders, and the public. We also hosted a series of online briefings covering various hydrogen-related topics preceding the event. Based on its success, this event has become an annual tradition and an integral part of a broader educational initiative for policymakers.

Ongoing Stakeholder Engagement & Education. Our members collaborate to enhance customer experience, educate policymakers and the public, identify leading market development needs, and provide objective policy information and analysis. For example, we bridge traditional and hydrogen fueling networks by facilitating ongoing dialogue between public and private stakeholders through targeted meetings and industry conferences.

We amplify your influence by representing hydrogen mobility at hundreds of events (from community gatherings to international conferences) while facilitating critical dialogue between gas station operators and hydrogen infrastructure developers. Our staff often supplements your team at industry events, extending your reach with policymakers and stakeholders.

Station Operational Status System (SOSS). SOSS provides customers and stakeholders with real-time data on hydrogen station availability. Members access this data for their applications and collaborate to analyze station performance trends, identify infrastructure gaps, and develop targeted solutions that enhance station reliability and improve the customer experience nationwide.



North American Hydrogen Mobility Strategy. Building on H2FCP's foundational work in both light-, medium-, and heavy-duty vehicle markets, including our seminal 2018 "California Fuel Cell Revolution: A Vision for Advancing Economic, Social, and Environmental Priorities," which established the roadmap for California's pioneering fuel cell electric vehicle market, and our 2021 heavy-duty truck vision ("Fuel Cell Electric Trucks: A Vision for Freight Movement in California and Beyond"), we're now developing a comprehensive North American hydrogen mobility strategy.

This integrated approach modernizes our light-duty vehicle strategy while building on member consensus from our foundational truck work to create a continental transition plan that connects California's 100% ZEV goals with ports, hydrogen hubs, and freight corridors across North America, unlocking environmental and economic benefits for both passenger and commercial transportation throughout the continent.



Our secret to success? We empower members to drive the industry forward.

Executive Champions (Board of Directors)

- Meets publicly twice a year for strategic planning and decision making
- Meets as needed to discuss issues and opportunities that will propel the market
- Open to all members and the public; board members make decisions

Champions (Steering Team)

- Meets virtually monthly to direct organizational activities and progress
- Offers unlimited participation in working groups and project teams
- Ensures member activities are in alignment with board directives

Associate (Working Group)

- Meets quarterly to act on the program plan and facilitate engagement and market progress
- Teams and workgroups meet regularly to advance market progress

Project Teams (past and current examples)

- | | | |
|------------------------|---------------------------|----------------------------|
| • SOSS & Station Map | • Market Activation | • Outreach & Education |
| • HD Truck Task Force | • Road Map 2.0 | • Station Interoperability |
| • Light-duty OEM Group | • Station Developer Group | • Codes & Standards |
| • Leadership Team | • Steering Group | • Working Group |
| • Government | | |



Our goal is market deployment and acceleration, with activities focused on:

- Decreasing the time and cost to build currently funded and next-generation hydrogen stations
- Identifying challenges and solutions to completing the early station network
- Defining the actions needed to accelerate vehicle and infrastructure markets
- Improving our hydrogen station database, the Station Operational Status System (SOSS)
- Sharing lessons learned and experience nationally and internationally
- Leading outreach and education to the general public, Authorities Having Jurisdiction (AHJs), government, and NGOs
- Increasing the deployment of fuel cell cars, buses, and trucks
- Scaling up deployments to achieve market self-sufficiency
- Facilitating frank, open, and honest dialogue among member organizations and stakeholders





Choose your level of hydrogen horsepower.

Member levels	Executive Champions (Board of Directors)	Champions (Steering Committee)	Associate (Working Group) (LIMITED)
Member benefits	Board of Directors level includes all Member benefits	Steering Team level includes all Associate Member benefits	See below
Seat on governing board	Yes	No	No
Seat on Working Group and project teams	Unlimited	Unlimited	One Person
Participates in legislative educational sessions	Yes	Yes	No
Participates in bi-annual public forum	Decision making	Speaking opportunity	In the audience

Member levels (Continued)	Executive Champions (Board of Directors)	Champions (Steering Committee)	Associate (Working Group) (LIMITED)
Participates in outreach activities	• Request staff support for your events • Formulate messaging and outreach activities • Recommend outreach activities • Request development of outreach materials	• Optional presence at Partnership activities • Request ER or AHJ training • Review and comment on messaging and materials	• Legislative briefings and updates • Presence on Partnership website and social media • Access to original artwork and graphics • Access to digital and print materials
Participates in technical programs	• Determine strategic direction • Establish goals and deliverables • Determine program plan • Propose special projects • Safety codes and standards representation	• Participate in collaborative work • Track and measure progress • Recommend changes to program plan	• Participate on project teams • Access to members-only reports and learnings
Networking and collaboration	• Closed-session meetings with other members	• Closed-session monthly phone calls and meetings • Multiple logins to members-only intranet	• In-person and virtual meetings and forums • Introductions to members and other stakeholders • One login to intranet

For inquiries regarding membership:
membership@H2FCP.org or for submitting a letter
of interest: H2FCP.org/join

We're always seeking stakeholders ready to actively
contribute to accelerating the global transition to
hydrogen mobility. Join our vibrant, diverse
community of leaders who are shaping the future of
clean transportation. Together, we're making
hydrogen mobility a commercial reality!

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