

	CODE OF BUSINESS CONDUCT AND ETHICS	Date Revised	May 13, 2026
		Department	Human Resources

PLUG POWER INC. CODE OF BUSINESS CONDUCT AND ETHICS

As adopted by the Plug Power Inc. Board of Directors – May 13, 2026

Introduction

Our employees will always be our most valuable asset and we count upon each team member to uphold our values and carry forward our mission. Plug Power Inc. (“Plug Power” or the “Company”) is an organization committed to achieving operational excellence through our cultural values of Innovate, Collaborate, Communicate, Respect, Humble but Gutsy and True. These cultural competencies are critical to ensure that our organization remains focused upon acting in the best interest of the Company at all times while also allowing for our employees to realize the utmost satisfaction within their professional endeavors. The Plug Power Inc. Code of Business Conduct and Ethics (the “Code of Conduct”) and the information contained herein serves as a reflection of the cultural competencies listed above while helping to illuminate critical behavioral expectations for all employees of Plug Power.

The Company’s Board of Directors (the “Board”) or a committee of the Board is responsible for administering the Code of Conduct. The Board has delegated day-to-day responsibility for administering and interpreting the Code of Conduct to the Compliance Officer.

Individual Responsibility

The Code of Conduct sets forth expectations to help guide the actions and behaviors of all employees in our organization, including our subsidiaries and affiliates. Additionally, the Code of Conduct is expected to be upheld by non-employee members of the Board, as well as contractors, vendors, suppliers, consultants and other parties doing business with Plug Power. It is the responsibility of all members of our organization to remain familiar with the content of this policy and to act in a manner compliant with policy expectations.

Cultural Competencies

Our Code of Conduct is framed around the cultural competencies, or values, established for our organization.

- ***Innovate*** – Create new ideas, approaches and technologies that change the world. Be insatiably curious, confident - learn & adapt quickly. Constantly strive to exceed expectations.
- ***Collaborate*** – Be inclusive and involve the right people. Let go where appropriate and trust your team members to do their part.
- ***Communicate*** – Listen and seek to understand. Hear inspiration and seek expertise from across the globe. Communicate openly and honestly, be transparent.

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- **Respect** – *Respect each other and individual unique experiences and expertise. Treat everyone with dignity, compassion, and professionalism.*
- **Humble but Gutsy** – *Embrace new opportunities with a fearless, action-oriented perspective. Learn and iterate. Truly game-changing ideas are rarely safe.*
- **True** – *Act with integrity. Be helpful. Do the right thing.*

The cultural competencies of our organization are not only meant to help lead our business to prosperity, but also serve to ensure we attain success in a manner that we can all be proud of. As such, each item addressed within the Code of Conduct has been guided by the themes within one of more of our cultural competencies.

Communication

Communication is the lifeblood of our business and all members of our organization are expected to contribute to an effective communication strategy. Business communications can be conducted in many forums including: email, face-to-face dialogue, phone, text message, presentation materials, instant message, internet, social media and others. As representatives of Plug Power, employees are expected to be mindful of how they come across and how they are representing our organization to others in all communications. Respect and professionalism are critical to maintaining effective relationships with stockholders, colleagues, customers and third-party business partners. As such, it is extremely important that these values of respect and professionalism remain present in all communications. Our organization will not tolerate communication which is inappropriate or detrimental to the business, our customers or the morale of our employees.

As a publicly traded company, our organization must also comply with a variety of regulations that promote transparency in financial markets and the accuracy of information shared with the investment community. The reports and documents that we file with or furnish to the Securities and Exchange Commission, and our earnings releases and similar public communications made by our organization, must include fair, timely and understandable disclosure. It is therefore critical that the information shared with the public is managed by authorized members of the Company. Unless otherwise designated to do so by the senior leadership of our organization, no employee shall be authorized to issue public statements on behalf of Plug Power. This includes the prohibition of sharing confidential or proprietary Company information on social media and other internet forums as well as refraining from answering inquiries from members of the press. If you are contacted for Company information meant to be shared in a public forum, you should decline to comment and refer the inquiry to senior leadership or Human Resources.

Conducting Business with Customers, Suppliers and Others

The success of our organization is centered on mutual trust and respect with our customers, suppliers and third-party business partners. It is incumbent upon each member of our organization to ensure that we operate fairly, openly, ethically, lawfully and honestly with these

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important stakeholders. No director, officer or employee should take unfair advantage of another person in business dealings on Plug Power's behalf through the abuse of privileged or confidential information or through improper manipulation, concealment or misrepresentation of material facts.

In addition to the mutual business benefits obtained through our partnerships, it is also critical to ensure alignment of corporate values to build sound business relationships. Plug Power is committed to being a responsible corporate citizen and expects the same of business partners. Our organization will not engage in business dealings with any other company that we know to engage in practices contrary to our corporate values including: the use of child labor, human trafficking or other such human rights violations. Furthermore, our organization will not do business with any other entity that we know to be in violation of the law or operating with other such improprieties which are in contrast to the values of Plug Power. Plug Power employees are expected to take reasonable measures of due diligence to ensure that business partners are aligned with our corporate values. In addition, all employees are expected to raise awareness to any concerns which may be discovered in the course of doing business with outside partners so that the appropriate remedial actions can be taken.

Privacy and Confidentiality

Plug Power expects that all members of our organization will take measures to protect the private information of our Company as well as our customers, business partners and employees. This includes all non-public information that might be of use to competitors or harmful to the Company or its customers if disclosed, such as account numbers, specific contractual information between Plug Power and customers, stakeholder contact names and phone numbers, credit card data and other such confidential material. All employees of our organization are exposed to some level of private and confidential information and are therefore responsible to take care in safeguarding this information. Directors, officers and employees may not disclose or distribute Plug Power's confidential information, except when disclosure is authorized by Plug Power or required by applicable law, rule or regulation. Directors, officers and employees shall use confidential information solely for legitimate Company purposes. Directors, officers and employees must return all of Plug Power's confidential and/or proprietary information in their possession to Plug Power when they cease to be employed by or to otherwise serve Plug Power.

Third parties may ask you for information concerning the Company. Subject to the exceptions noted in the preceding paragraph, directors, officers and employees must not discuss internal Company matters with, or disseminate internal Company information to, anyone outside the Company, except as required in the performance of their Company duties and, if appropriate, after a confidentiality agreement is in place. This prohibition applies particularly to inquiries concerning the Company from the media, market professionals (such as securities analysts, institutional investors, investment advisers, brokers and dealers) and security holders. All responses to inquiries on behalf of the Company must be made only by the Company's authorized spokespersons. If you receive any inquiries of this nature, you must decline to

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comment and refer the inquirer to your supervisor or one of the Company's authorized spokespersons.

You also must abide by any lawful obligations that you have to your former employer. These obligations may include restrictions on the use and disclosure of confidential information, restrictions on the solicitation of former colleagues to work at the Company and non-competition obligations.

Accuracy of Company Records

Our organization prepares and utilizes a variety of documents and records in the course of doing business. Specific examples include: financial reports, employee timecards, expense reports, corporate books, contracts and a variety of other such documents and records. These documents and records are critical to help guide business decision making while also having financial implications to business operations. Our organization also utilizes both internal and external auditor partners to validate the integrity, reliability and accuracy of Company records. As such, Plug Power employees are responsible to ensure the integrity of these records by contributing accurate and timely data. No director, officer or employee may cause Plug Power to enter into a transaction with the intent to document or record it in a deceptive or unlawful manner. In addition, no director, officer or employee may create any false or artificial documentation or book entry for any transaction entered into by Plug Power. Any purposeful falsification of Company documents will be considered as misconduct and will lead to disciplinary action up to and including termination of employment.

Non-Retaliation

Our organization will not tolerate retaliation against any employee who in good faith reports possible violations of law, the Code of Conduct or any other Company policy or procedure. Specifically, the Company will not discharge, demote, suspend, threaten, harass or in any other manner discriminate against, such an officer or employee. Instances of retaliation will be investigated and remediated appropriately based upon findings. Anyone who participates in any such conduct is subject to disciplinary action, including termination of employment.

Conflicts of Interest

Plug Power recognizes and respects the right of its directors, officers and employees to engage in outside activities that they may deem proper and desirable, provided that these activities do not impair or interfere with the performance of their duties to the Company or their ability to act in Plug Power's best interests.

A "conflict of interest" occurs when a director's, officer's or employee's personal or outside professional interest interferes with Plug Power's interests. Conflicts of interest can arise from a variety of circumstances including, but not limited to, the following:

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- Outside employment that involves working for a customer, supplier or other business partner of Plug Power or a business that competes with Plug Power;
- Conducting non-Company business which interferes with the performance of job duties such as conducting non-Company business during work hours or utilizing Company property or equipment for non-Company purposes;
- Utilizing Company proprietary or confidential information for personal gain; and
- Offering or accepting a gift, meal, entertainment, travel expense or other benefit which could be viewed as a bribe to influence business decision making.

Any transaction or relationship that reasonably could be expected to give rise to a conflict of interest should be reported promptly to Human Resources. Actual or potential conflicts of interest involving a director, executive officer or member of the Legal Department should be disclosed directly to the Compliance Officer and Chair of the Board of Directors.

To prevent conflicts of interest, the Company has adopted a Conflicts of Interest Policy, which is distributed to employees and available in the Employee Handbook.

If you are uncertain whether a conflict of interest exists, you should consult with the Compliance Officer, whose contact information is stated in the Company's Conflicts of Interest Policy.

Compliance with Laws, Rules and Regulations

Plug Power seeks to conduct its business in compliance with both the letter and the spirit of applicable laws, rules and regulations. No director, officer or employee shall engage in any unlawful activity in conducting Plug Power's business or in performing his or her day-to-day Company duties, nor shall any director, officer or employee instruct others to do so.

If you become aware of the violation of any law, rule or regulation by the Company, whether by its directors, officers, employees, or any third party doing business on behalf of the Company, it is your responsibility to promptly report the matter to your supervisor or to the Compliance Officer. While it is the Company's desire to address matters internally, nothing in this Code of Conduct should discourage you from reporting any illegal activity, including any violation of the securities laws, antitrust laws, environmental laws or any other federal, state or foreign law, rule or regulation, to the appropriate regulatory authority. Nothing contained in the Code of Conduct, any agreement you have entered into with the Company, or any other Company policy limits your ability, with or without notice to the Company, to: (i) file a charge or complaint with any federal, state or local governmental agency or commission (a "Government Agency"); (ii) communicate with any Government Agency or testify, participate or otherwise assist in any investigation or proceeding that may be conducted by any Government Agency, including by providing information or documents not subject to attorney-client privilege; (iii) discuss or disclose information about unlawful acts in the workplace, such as harassment or discrimination or any other conduct that you have reason to believe is unlawful; or (vi) testify truthfully in a

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legal proceeding . Any communications and disclosures related to these matters must be consistent with applicable law and the information disclosed must not have been obtained through a communication that was subject to the attorney-client privilege (unless disclosure of that information would otherwise be permitted consistent with such privilege or applicable law). The Company will not limit any right you may have to receive an award pursuant to the whistleblower provisions of any applicable law or regulation for providing information to the Securities and Exchange Commission or any other Government Agency. Any provisions of any agreement between the Company and any current or former employee that is inconsistent with the above language or that may limit or interfere with the ability of any person to receive an award under the whistleblower provisions of applicable law will not be enforced by the Company.

International Trade Controls

Plug Power’s business crosses international borders. Many countries regulate international business dealings such as imports, exports and other types of international financial transactions. In addition, the United States prohibits any cooperation with boycotts against countries friendly to the United States or against firms that may be “blacklisted” by certain groups or countries. It is Plug Power’s policy to comply with these laws and regulations even if it may result in the loss of some business opportunities. Employees should learn and understand the extent to which U.S. and international trade controls apply to transactions conducted by Plug Power. If situations arise where further guidance is required, employees should seek assistance from management.

Seeking Guidance and Reporting Concerns

Because the Code of Conduct cannot address every situation, you are expected to seek guidance whenever you are unsure of the correct course of action. There are several means of asking questions related to the Code of Conduct and to raise concerns. All employees are obliged to report possible violations of law, the Code of Conduct or any other Company policy or procedure.

As an employee, you have the option of speaking with several members of our organization at your discretion including: your supervisor, Human Resources, the Compliance Officer, Legal or any other member of senior management. Refer to the Company’s Whistleblower Policy for more information regarding reporting concerns.

The Company prefers that officers and employees, when reporting suspected violations of the Code of Conduct, identify themselves to facilitate the Company’s ability to take steps to address the suspected violation, including conducting an investigation. However, the Company also recognizes that some people may feel more comfortable reporting a suspected violation anonymously.

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An officer or employee who wishes to remain anonymous may do so, and the Company will use reasonable efforts to protect confidentiality. If a report is made anonymously, however, the Company may not have sufficient information to investigate or evaluate the allegations. Accordingly, persons who report suspected violations anonymously should provide as much detail as they can to permit the Company to evaluate the allegation and, if it deems appropriate, conduct an investigation. The contact information for anonymous reporting is as follows:

- <https://www.plugpower.com/confidential-whistleblower-report-form> - online confidential complaint form
- confidential_complaint@plugpower.com – Confidential reporting email address

Employees should not use these reporting channels in bad faith or in a false or frivolous manner or to report grievances that do not involve this Code of Conduct or other ethics-related issues.

Our organization is committed to the prompt and comprehensive investigation of reported concerns. In addition, all employees and business partners are expected to provide their full cooperation with the investigatory process, including providing truthful and accurate information to the best of their knowledge. Based upon the findings of each investigation, appropriate remedial action will be taken to uphold the Code of Conduct as well as other applicable policies for the benefit of all employees and business partners.

Corporate Opportunities

Directors, officers and employees owe a duty to the Company to advance its legitimate business interests when the opportunity to do so arises. Each employee, officer and director is prohibited from:

- diverting to himself or herself or to others any opportunities that are discovered through the use of the Company's property or information or as a result of his or her position with the Company unless that opportunity has first been presented to, and rejected by, the Company;
- using the Company's property or information or his or her position for improper personal gain; or
- competing with the Company.

Insider Trading

Employees, officers and directors who have material non-public information about the Company or other companies, including our suppliers and customers, as a result of their relationship with the Company are prohibited by law and Company policy from trading in securities of the Company or such other companies, as well as from communicating such information to others

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who might trade on the basis of that information. To help ensure that you do not engage in prohibited insider trading and avoid even the appearance of an improper transaction, the Company has adopted an Insider Trading Policy, which is distributed to employees and is also available from the Legal Department.

If you are uncertain about the constraints on your purchase or sale of any Company securities or the securities of any other company that you are familiar with by virtue of your relationship with the Company, you should consult with the Compliance Officer, whose contact information is stated in the Company's Insider Trading Policy before making any such purchase or sale.

Protection and Proper Use of Corporate Assets

Employees, officers and directors should seek to protect the Company's assets. Theft, carelessness and waste have a direct impact on the Company's financial performance. Employees, officers and directors must use the Company's assets and services solely for legitimate business purposes of the Company and not for any personal benefit or the personal benefit of anyone else.

Political Contributions/Gifts

Business contributions to political campaigns are strictly regulated by federal, state, provincial and local law in the U.S. and many other jurisdictions. Accordingly, directors, officers and employees may not, without the approval of the Compliance Officer, use any Company funds for political contributions of any kind to any political candidate or holder of any national, state or local government office. Directors, officers and employees may make personal contributions, but should not represent that they are making contributions on the Company's behalf. Specific questions should be directed to the Compliance Officer.

Bribes, Kickbacks and Other Improper Payments

The Company does not permit or condone bribes, kickbacks or other improper payments, transfers or receipts. No director, officer or employee should offer, give, solicit or receive any money or other item of value for the purpose of obtaining, retaining or directing business or bestowing or receiving any kind of favored treatment. Directors, officers and employees should further consult the Company's Foreign Corrupt Practices Act and Anti-Corruption Policy.

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Monitoring Compliance and Disciplinary Action

The Company's management, under the supervision of its Board or a committee of the Board or, in the case of accounting, internal accounting controls, auditing or securities law matters, the Audit Committee, shall take reasonable steps to (i) monitor compliance with the Code of Conduct, and (ii) when appropriate, impose and enforce appropriate disciplinary measures for violations of the Code of Conduct.

Disciplinary measures for violations of the Code of Conduct will be determined in the Company's sole discretion and may include, but are not limited to, counseling, oral or written reprimands, warnings, probation or suspension with or without pay, demotions, reductions in salary, termination of employment or service, and restitution.

The Company's management shall periodically report to the Board or a committee of the Board on these compliance efforts including, without limitation, alleged violations of the Code of Conduct and the actions taken with respect to violations.

Waivers and Amendments

No waiver of any provisions of the Code of Conduct for the benefit of a director or an executive officer (which includes, without limitation for purposes of the Code of Conduct, Plug Power's principal executive, financial and accounting officers) shall be effective unless: (i) approved by the Board of Directors or, if permitted, a committee thereof; and (ii) if applicable, such waiver is promptly disclosed in accordance with applicable U.S. securities laws and/or the rules and regulations of the exchange or system on which the Company's shares are traded or quoted.

Any waivers of the Code of Conduct for other employees may be made by the Compliance Officer, the Board or, if permitted, a committee thereof.

All amendments to the Code of Conduct must be approved by the Board or a committee thereof and, if applicable, must be promptly disclosed in accordance with applicable U.S. securities laws and/or the rules and regulations of the exchange or system on which Plug Power's shares are traded or quoted.

Summary

The Code of Conduct is meant to serve as a guide for our organization in conducting business and acting with integrity. It is not to be considered an employment contract and confers no rights related to employment. The Code of Conduct is not an all-inclusive list of Company guidelines and you are expected to know and abide by each Company policy as applicable to your job. Violations of Company policies may result in disciplinary action, up to, and including, termination of employment. The Company also reserves the right to amend the contents of the Code of Conduct and other Company policies at any time. As such, it is your responsibility to stay informed related to Company policies on an ongoing basis.

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Plug Power is proud to stand behind our Code of Conduct and related Company policies as they are critical to fostering a culture which allows for the success of our business and our individual team members.