

PLUG POWER INC  
Form DEF 14A  
April 17, 2007  
Table of Contents

**UNITED STATES**  
**SECURITIES AND EXCHANGE COMMISSION**

Washington, D.C. 20549

**SCHEDULE 14A**

**Proxy Statement Pursuant to Section 14(a) of the**

**Securities Exchange Act of 1934**

**(Amendment No. )**

Filed by the Registrant

Filed by a Party other than the Registrant

Check the appropriate box:

- |                                     |   |                          |  |
|-------------------------------------|---|--------------------------|--|
| <input type="checkbox"/>            | Preliminary Proxy Statement                 | <input type="checkbox"/> | <b>Confidential, for Use of the Commission Only (as permitted by Rule 14a-6(e)(2))</b> |
| <input checked="" type="checkbox"/> | Definitive Proxy Statement                  |                          |  |
| <input type="checkbox"/>            | Definitive Additional Materials             |                          |  |
| <input type="checkbox"/>            | Soliciting Material Pursuant to §240.14a-12 |                          |  |

**Plug Power Inc.**

(Name of Registrant as Specified In Its Charter)

(Name of Person(s) Filing Proxy Statement, if other than the Registrant)

Payment of Filing Fee (Check the appropriate box):

- No fee required.
- Fee computed on table below per Exchange Act Rules 14a-6(i)(1) and 0-11.

(1) Title of each class of securities to which transaction applies:  
\_\_\_\_\_

(2) Aggregate number of securities to which transaction applies:  
\_\_\_\_\_

Edgar Filing: PLUG POWER INC - Form DEF 14A

(3) Per unit price or other underlying value of transaction computed pursuant to Exchange Act Rule 0-11 (set forth the amount on which the filing fee is calculated and state how it was determined):

---

(4) Proposed maximum aggregate value of transaction:

---

(5) Total fee paid:

---

.. Fee paid previously with preliminary materials.

.. Check box if any part of the fee is offset as provided by Exchange Act Rule 0-11(a)(2) and identify the filing for which the offsetting fee was paid previously. Identify the previous filing by registration statement number, or the Form or Schedule and the date of its filing.

(1) Amount Previously Paid:

---

(2) Form, Schedule or Registration Statement No.:

---

(3) Filing Party:

---

(4) Date Filed:

---

**PLUG POWER INC.**

**Table of Contents**

**968 Albany Shaker Road**

**Latham, NY 12110**

April 16, 2007

Dear Stockholder:

You are cordially invited to attend the 2007 Annual Meeting of Stockholders (the Annual Meeting ) of Plug Power Inc., a Delaware corporation (the Company ), to be held on Thursday, May 17, 2007, at 10:00 a.m., Eastern Standard Time, at Reuters, <sup>13<sup>th</sup></sup> Floor, Three Times Square, New York, New York 10036.

The Annual Meeting has been called for the purpose of (i) electing two Class II Directors, each for a three-year term and (ii) considering and voting upon such other business as may properly come before the Annual Meeting or any adjournments or postponements thereof.

The Board of Directors has fixed the close of business on April 9, 2007, as the record date for determining stockholders entitled to notice of, and to vote at, the Annual Meeting and any adjournments or postponements thereof.

The Board of Directors of the Company recommends that you vote FOR the election of the two nominees as Class II Directors of the Company as described in the accompanying proxy statement.

IT IS IMPORTANT THAT YOUR SHARES BE REPRESENTED AT THE ANNUAL MEETING. WHETHER OR NOT YOU PLAN TO ATTEND THE ANNUAL MEETING, YOU ARE REQUESTED TO COMPLETE, DATE, SIGN AND RETURN THE ENCLOSED PROXY CARD IN THE ENCLOSED ENVELOPE, WHICH REQUIRES NO POSTAGE IF MAILED IN THE UNITED STATES. IF YOU ATTEND THE ANNUAL MEETING, YOU MAY VOTE IN PERSON IF YOU WISH, EVEN IF YOU HAVE PREVIOUSLY RETURNED YOUR PROXY CARD.

Sincerely,

Dr. Roger B. Saillant

President and Chief Executive Officer

**REQUEST ELECTRONIC DELIVERY OF PROXY DOCUMENTS.** Stockholders may elect to receive future distributions of proxy statements and annual reports by e-mail. To take advantage of this service, please see *Delivery of Proxy Materials and Annual Report* of this proxy statement for further information.

**Table of Contents**

**PLUG POWER INC.**

**968 Albany Shaker Road**

**Latham, NY 12110**

**(518) 782-7700**

**NOTICE OF ANNUAL MEETING OF STOCKHOLDERS**

**To Be Held on Thursday, May 17, 2007**

NOTICE IS HEREBY GIVEN that the 2007 Annual Meeting of Stockholders of Plug Power Inc., a Delaware corporation (the Company), will be held on Thursday, May 17, 2007, at 10:00 a.m., Eastern Standard Time, at Reuters, 30<sup>th</sup> Floor, Three Times Square, New York, New York 10036 (the Annual Meeting) for the purpose of considering and voting upon:

1. The election of two Class II Directors, each to hold office until the Company's 2010 annual meeting of stockholders and until such director's successor is duly elected and qualified or until such director's earlier resignation or removal;

2. Such other business as may properly come before the Annual Meeting and any adjournments or postponements thereof.

The Board of Directors has fixed the close of business on April 9, 2007 as the record date for determination of stockholders entitled to notice of, and to vote at, the Annual Meeting and any adjournments or postponements thereof. Only holders of the Company's common stock of record at the close of business on that date will be entitled to notice of, and to vote at, the Annual Meeting and any adjournments or postponements thereof.

Any action may be taken on the foregoing matters at the Annual Meeting on the date specified above, or on any date or dates to which, by original or later postponement or adjournment, the Annual Meeting may be postponed or adjourned.

By Order of the Board of Directors

Gerard L. Conway, Jr.

Corporate Secretary

Latham, NY

April 16, 2007

WHETHER OR NOT YOU PLAN TO ATTEND THE ANNUAL MEETING IN PERSON, YOU ARE REQUESTED TO COMPLETE, DATE, SIGN AND RETURN THE ENCLOSED PROXY CARD IN THE ENCLOSED ENVELOPE, WHICH REQUIRES NO POSTAGE IF MAILED IN THE UNITED STATES. IF YOU ATTEND THE ANNUAL MEETING, YOU MAY VOTE IN PERSON IF YOU WISH, EVEN IF YOU HAVE PREVIOUSLY RETURNED YOUR PROXY CARD.

**Table of Contents**

**PROXY STATEMENT**

**TABLE OF CONTENTS**

<b><u>PROPOSAL 1: ELECTION OF DIRECTORS</u></b>	<b>2</b>
<u>Introduction</u>	2
<u>Vote Required for Approval</u>	2
<u>Recommendation</u>	2
<b><u>INFORMATION ABOUT OUR DIRECTORS</u></b>	<b>3</b>
<b><u>COMMITTEES AND MEETINGS OF THE BOARD OF DIRECTORS</u></b>	<b>6</b>
<u>Audit Committee</u>	6
<u>Audit Committee Report</u>	6
<u>Independent Auditors Fees</u>	7
<u>Compensation Committee</u>	8
<u>Corporate Governance and Nominating Committee</u>	8
<u>Strategy Committee</u>	8
<u>Director Compensation</u>	8
<u>Policy Governing Director Attendance at Annual Meetings</u>	10
<u>Policies Governing Director Nominations</u>	10
<u>Contacting the Board of Directors</u>	12
<b><u>INFORMATION ABOUT OUR EXECUTIVE OFFICERS</u></b>	<b>12</b>
<b><u>EXECUTIVE COMPENSATION</u></b>	<b>14</b>
<u>Compensation Discussion and Analysis</u>	14
<u>Summary Compensation</u>	18
<u>Discussion of Summary Compensation and Grants of Plan-Based Award Tables</u>	20
<u>Employment Agreements</u>	21
<u>Annual Cash Incentive Bonuses</u>	22
<u>2006 Stock Option Grants</u>	22
<u>1999 Stock Option and Incentive Plan</u>	22
<u>Potential Payments Upon Termination or Change-in-Control</u>	25
<u>Report of the Compensation Committee of the Board of Directors on Executive Compensation</u>	27
<u>Compensation Committee Interlocks and Insider Participation</u>	28
<b><u>CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS</u></b>	<b>28</b>
<b><u>PRINCIPAL STOCKHOLDERS</u></b>	<b>29</b>
<b><u>SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE</u></b>	<b>31</b>
<b><u>EXPENSES OF SOLICITATION</u></b>	<b>31</b>
<b><u>SUBMISSION OF STOCKHOLDER PROPOSALS FOR 2008 ANNUAL MEETING</u></b>	<b>32</b>
<b><u>INDEPENDENT ACCOUNTANTS</u></b>	<b>32</b>
<b><u>DELIVERY OF PROXY MATERIALS AND ANNUAL REPORT</u></b>	<b>32</b>
<u>Electronic Delivery</u>	32
<u>Householding Information</u>	32
<b><u>ANNUAL REPORT ON FORM 10-K</u></b>	<b>33</b>

---

**Table of Contents**

**PLUG POWER INC.**

**968 Albany Shaker Road**

**Latham, NY 12110**

**(518) 782-7700**

---

**PROXY STATEMENT**

---

**ANNUAL MEETING OF STOCKHOLDERS**

**To Be Held on Thursday, May 17, 2007**

This Proxy Statement is furnished in connection with the solicitation of proxies by the Board of Directors of Plug Power Inc. (the "Company") for use at the 2007 Annual Meeting of Stockholders of the Company to be held on Thursday, May 17, 2007, at 10:00 a.m., Eastern Standard Time, at Reuters, 30<sup>th</sup> Floor, Three Times Square, New York, New York 10036 and any adjournments or postponements thereof (the "Annual Meeting").

At the Annual Meeting, the stockholders of the Company will be asked to consider and vote upon the following matters:

1. The election of two Class II Directors, each to hold office until the Company's 2010 annual meeting of stockholders and until such director's successor is duly elected and qualified or until such director's earlier resignation or removal;

2. Such other business as may properly come before the Annual Meeting and any adjournments or postponements thereof.  
The Notice of Annual Meeting, Proxy Statement and Proxy Card are first being mailed to stockholders of the Company on or about April 16, 2007 in connection with the solicitation of proxies for the Annual Meeting. The Board of Directors has fixed the close of business on April 9, 2007 as the record date for the determination of stockholders entitled to notice of, and to vote at, the Annual Meeting (the "Record Date"). Only holders of record of the Company's Common Stock at the close of business on the Record Date will be entitled to notice of, and to vote at, the Annual Meeting. As of the Record Date, there were 86,585,792 shares of Common Stock outstanding and entitled to vote at the Annual Meeting and approximately 2,913 stockholders of record. However, management believes that a significant number of shares are held by brokers under a nominee name and that the number of beneficial stockholders of the Common Stock exceeds 80,000. Each holder of Common Stock outstanding as of the close of business on the Record Date will be entitled to one vote for each share held of record with respect to each matter submitted at the Annual Meeting.

The presence, in person or by proxy, of a majority of the total number of outstanding shares of Common Stock entitled to vote is necessary to constitute a quorum for the transaction of business at the Annual Meeting. A quorum being present, the affirmative vote of a plurality of the votes present in person or represented by proxy at the Annual Meeting and entitled to vote on the matter is necessary to elect a nominee as a director of the Company.

Shares that reflect abstentions or broker non-votes (i.e., shares represented at the Annual Meeting held by brokers or nominees as to which instructions have not been received from the beneficial owners or persons entitled to vote such shares and with respect to which the broker or nominee does not have discretionary voting power to vote such shares) will be counted for purposes of determining whether a quorum is present for the transaction of business at the meeting. With respect to the election of directors, votes may be cast in favor of or withheld from each nominee; votes that are withheld will be excluded entirely from the vote and will have no effect on the vote. Broker non-votes will also have no effect on the outcome of the election of directors.

**Table of Contents**

Stockholders of the Company are requested to complete, date, sign and return the accompanying Proxy Card in the enclosed envelope. Stockholders who hold shares indirectly as the beneficial owner of shares held for them by a broker or other nominee (i.e., in street name ) may direct their vote without attending the Annual Meeting by submitting voting instructions to their broker or nominee. Common Stock represented by properly executed proxies received by the Company and not revoked will be voted at the Annual Meeting in accordance with the instructions contained therein. If instructions are not given therein, properly executed proxies will be voted FOR the election of the two nominees of the Board of Directors as Class II Directors of the Company as listed in this Proxy Statement. It is not anticipated that any matters other than those set forth in this Proxy Statement will be presented at the Annual Meeting. If other matters are presented, proxies will be voted in accordance with the discretion of the proxy holders.

Any properly completed proxy may be revoked at any time before it is voted on any matter (without, however, affecting any vote taken prior to such revocation) by (1) giving written notice of such revocation to the Corporate Secretary of the Company, (2) submitting a new proxy by telephone, internet or proxy card after the date of the previously submitted proxy (or submitting new voting instructions with respect to shares held in street name), or (3) attending the Annual Meeting and voting in person. Attendance at the Annual Meeting will not, by itself, revoke a proxy.

The Annual Report of the Company is being mailed to stockholders of the Company concurrently with this Proxy Statement.

**PROPOSAL 1: ELECTION OF DIRECTORS**

**Introduction**

At the Annual Meeting, two Class II Directors will be elected to serve until the annual meeting of stockholders in 2010 and until such directors successors are duly elected and qualified or until their earlier resignation or removal. The Board of Directors has nominated George C. McNamee and J. Douglas Grant for re-election as Class II Directors. Shares represented by each properly executed proxy will be voted for the re-election of George C. McNamee and J. Douglas Grant as directors, unless contrary instructions are set forth on such proxy. The nominees have agreed to stand for re-election and to serve, if elected, as directors. However, if any nominee fails to stand for re-election or is unable to accept election, the proxies will be voted for the election of such other person or persons as the Board of Directors may recommend.

**Vote Required For Approval**

A quorum being present, the affirmative vote of a plurality of the votes cast is necessary to elect a nominee as a director of the Company.

**Recommendation**

THE BOARD OF DIRECTORS OF THE COMPANY UNANIMOUSLY RECOMMENDS A VOTE FOR THE ELECTION OF EACH NOMINEE OF THE BOARD OF DIRECTORS AS A DIRECTOR OF THE COMPANY.

**Table of Contents****INFORMATION ABOUT OUR DIRECTORS**

The number of directors of the Company is fixed at eleven and the Board of Directors currently consists of eleven members. The Board of Directors is divided into three classes, with three directors in Class I, two directors in Class II, two directors in Class III. In addition, four of our directors are designated by the holders of our Class B Capital Stock. Directors in Classes I, II and III serve for three-year terms with one class of directors being elected by the Company's stockholders at each annual meeting of stockholders. The Board of Directors has determined that Mmes. Helmer and Rosenblum, and Messrs. Batekhin, Garberding, Grant, Gross, McNamee, Polikarpov, Willis and Woicke are independent directors as defined in Rule 4200(a)(15) under the Marketplace Rules of the National Association of Securities Dealers, Inc. (the "NASDAQ Rules").

Set forth below is certain information regarding the directors of the Company, including the Class II Directors who have been nominated for re-election at the Annual Meeting. The ages of and biographical information regarding each nominee for election as a Class II Director at the Annual Meeting and each director who is not standing for election is based on information furnished to the Company by each nominee and director and is as of March 1, 2007.

Name	Age	Director Since
<b>Class I Term Expires 2009</b>		
Dr. Roger B. Saillant(4)	63	2000
Gary K. Willis(2)	61	2003
Maureen O. Helmer(1)(3)	50	2004
<b>Class II Term Expires 2007</b>		
George C. McNamee(2)(4)*	60	1997
J. Douglas Grant(1)(4)*	69	2002
<b>Class III Term Expires 2008</b>		
Larry G. Garberding(1)	68	1997
Peter Woicke(2)(3)	64	2005
<b>Class B Term Determined by Smart Hydrogen Inc.</b>		
Sergey L. Batekhin(2)	41	2006
Joel D. Gross(1)(4)	52	2006
Sergey S. Polikarpov(3)(4)	32	2006
Lisa Rosenblum	52	2006

\* Nominee for re-election.

- (1) Member of the Audit Committee.  
(2) Member of the Compensation Committee.  
(3) Member of the Corporate Governance and Nominating Committee.  
(4) Member of the Strategy Committee.

The principal occupation and business experience for at least the last five years for each nominee and director of the Company is set forth below.

*Dr. Roger B. Saillant* has served as Chief Executive Officer of the Company and a member of the Board of Directors since December 2000. From December 2000 until July 2006 and from March 2007 to present, Dr. Saillant has served as President of the Company. Prior to joining Plug Power, Dr. Saillant spent over 30 years

<sup>1</sup> Robert Buckler did not stand for re-election at the 2006 Annual Meeting.

<sup>2</sup> Douglas Hickey resigned upon closing of the Smart Hydrogen transaction.

<sup>3</sup> John Shalikashvili resigned upon closing of the Smart Hydrogen transaction.



**Table of Contents**

with Ford Motor Company and Visteon Corporation, a full-service supplier of technology solutions to automotive manufacturers within the automotive aftermarket, a spin-off of Ford Motor Company, where he most recently served as Vice President and General Manager of Visteon's Energy Transformation Systems group. Dr. Saillant was responsible for overseeing operations that generated several billion dollars in revenue, including Visteon's Distributive Power unit, and employed over 12,000 employees on four continents. While at Ford Motor Company and Visteon Corporation, he held numerous management positions in the areas of component engineering, catalysts, electronics, and manufacturing. Dr. Saillant holds a Bachelor of Science degree in Chemistry from Bowdoin College and a Ph.D. in Chemistry from Indiana University, as well as a post-doctorate degree in Organometallic Chemistry from the University of California.

*Gary K. Willis* retired as Chairman of the Board of Directors of Zygo Corporation, a provider of metrology, optics, optical assembly, and systems solutions to the semiconductor, optical manufacturing, and industrial/automotive markets, in November 2000 after having served in that capacity since November 1998. Mr. Willis had been a director of Zygo Corporation since February 1992 and also served as President from 1992 to 1999 and as Chief Executive Officer from 1993 to 1999. Prior to joining Zygo Corporation, Mr. Willis served as the President and Chief Executive Officer of The Foxboro Company, a manufacturer of process control instruments and systems. Mr. Willis is also a director of Rofin-Sinar Technologies, Inc., Vion Pharmaceuticals, Inc. and Middlesex Health Services, Inc. Mr. Willis holds a Bachelor of Science degree in Mechanical Engineering from Worcester Polytechnic Institute.

*Maureen O. Helmer* was a partner in the Albany, New York law firm of Couch White, LLP from April 2003 through January 2006. She is now a sole practitioner. From 1998 to 2003, Ms. Helmer served as Chairman of the New York State Public Service Commission. While Chairman, Ms. Helmer also served as Chairman of the New York State Board on Electric Generation Siting and the Environment. Prior to her appointment as Chairman, Ms. Helmer served as Commissioner of the Public Service Commission from 1997 until 1998 and was General Counsel to the Department of the Public Service Commission from 1995 through 1997. Ms. Helmer currently serves on the Foundation Board of the State University of New York at Albany and the Steering Committee for the Rappleyea Lawyer in Residence Initiative at Albany Law School Government Law Center. Ms. Helmer received a Bachelor of Science degree in Economics from the State University of New York at Albany and a J.D. from Buffalo Law School.

*George C. McNamee* has served as Chairman of First Albany Companies Inc., a specialty investment banking firm, since 1984 and is a managing partner of FA Technology Ventures, an information and energy technology venture capital firm. Mr. McNamee also serves as a director of iRobot Corporation and several private companies including Autotask Corporation, MetaCarta Inc., Street Easy and Coresense. Mr. McNamee is a member of the Board of Directors of the New York Conservation Education Fund, a member of the Yale Development Board and a trustee of the Albany Academy for Girls. Mr. McNamee received his Bachelor of Arts degree from Yale University.

*J. Douglas Grant* is a founder of Sceptre Investment Counsel Limited, a leading Canadian investment management firm, and served as Chairman from 1986 to 2003 and as Chief Executive Officer from 1976 to 1990 and as a Director from 1971 to 2006. In 1974, Mr. Grant was the President of the Toronto Society of Financial Analysts. Mr. Grant was until December 2006 a Director of the Ontario Teachers Pension Plan, the second largest pension fund in Canada. Mr. Grant attended the University of Toronto and graduated with a Bachelor of Arts in Political Science and Economics. Mr. Grant is a Fellow of the Institute of Chartered Accountants of Ontario and is a Chartered Financial Analyst. Mr. Grant was awarded a Doctor of Laws honoris causa (LL.D) for contributions to the University of Toronto in 2005. Mr. Grant's son is the son-in-law of Dr. Roger B. Saillant, Plug Power's President and Chief Executive Officer.

*Larry G. Garberding* was a Director and Executive Vice President and Chief Financial Officer of DTE Energy Company and the Detroit Edison Company from 1990 until retiring in 2001. Mr. Garberding is currently a director of Altarum Institute, a non-profit research and innovations institute; H2Gen Innovations, Inc., a

---

**Table of Contents**

developer of hydrogen generation equipment;; and Intermap Technologies Corporation, a digital mapping company. Mr. Garberding received a Bachelor of Science degree in Industrial Administration from Iowa State University.

*Peter Woicke* was Managing Director of the World Bank from April 1999 until his retirement in January 2005 and Executive Vice President of International Finance Corporation from January 1999 until his retirement in January 2005. Prior to that appointment, he served three years as Managing Director and Chief Executive of JP Morgan Asia Pacific. Mr. Woicke's career at JP Morgan included being a member of the Executive Management Committee. Mr. Woicke currently serves as a director of Anglo American plc, Raiffeisen International Bank-Holding AG, the International Youth Foundation and MTN Group Limited, a South African mobile telephone company. Mr. Woicke graduated from the University of Saarbrücken, Germany, with a master's of business administration degree.

*Sergey L. Batekhin* has served, since February 2005, as Deputy Director General of the Interros Holding Company (ZAO) in Russia. Mr. Batekhin began his career at the State Committee for Labor and Social Issues of the USSR. He worked with the USSR Ministry of Foreign Affairs and the Permanent Delegation of the USSR and UNESCO in France from 1990 to 1992. Since 1992, Mr. Batekhin held executive positions in the Russian Industrial and Investment Fund and at Deloitte and Touché international auditing company. In 1995, Mr. Batekhin served as Director General at the Defense Systems Company. In 2000 he was appointed Executive Secretary of the Defense Systems Interstate Financial and Industrial Group (Russia-Belarus). Mr. Batekhin holds an MBA degree and PhD in economics.

*Joel D. Gross* has over 25 years experience in the telecommunications industry, including serving at officer level positions with ATT, Teleport Communications Corp., and Broadview Networks. From 1999 to 2003, Mr. Gross served as CFO of Broadview Networks in New York, a private northeast regional competitive telecommunications company. He was also a Senior Vice President and Telecommunications Services Analyst with the Wall Street firm of Donaldson, Lufkin and Jenrette. He is currently an Advisor and Consultant. Mr. Gross graduated with an MBA from Pennsylvania State University and a BS in Economics from Rutgers University.

*Sergey S. Polikarpov* is President of Smart Hydrogen, an entity formed by Interros and Norilsk Nickel in order to participate in the hydrogen economy. Mr. Polikarpov is the head of the Hydrogen Project in the Interros Holding Company (ZAO) in Russia. Until 2004, Mr. Polikarpov headed Investor Relations at Norilsk Nickel where he was responsible for communications with shareholders and analysts. Prior to his stint at Norilsk Nickel, Mr. Polikarpov also served as an Associate at LV Finance, a leading corporate finance boutique and as a Research Analyst at Renaissance Capital, both in Moscow. Mr. Polikarpov graduated in 2006 from Harvard Business School with a MBA. In 1997, Mr. Polikarpov graduated from Moscow State Technical University of Civil Aviation where he received a Masters Degree in Airline Management.

*Lisa Rosenblum* is the Senior Vice President, Government Affairs and Education of Cablevision Systems Corporation, one of the nation's leading telecommunications and entertainment companies. Prior to her current position, Ms. Rosenblum served as Commissioner and Deputy Chair of New York State Public Service Commission (NYSPSC), where she focused on telecommunications and electric policies, and Assistant Counsel to former New York State Governor Hugh L. Carey, where she was responsible for coordinating the legislative agendas of the NYSPSC, New York Power Authority and the New York State Energy Research and Development Authority, among others. Ms. Rosenblum is currently a member of the Board of Directors of the Legal Aid Society and has previously served as a member of the Board of Directors of Coro New York, an organization devoted to attracting and training young people for careers in public service. Ms. Rosenblum received her J. D. from the University of Connecticut School of Law and her undergraduate degree from Yale University.

---

**Table of Contents**

**COMMITTEES AND MEETINGS OF THE BOARD OF DIRECTORS**

The Board of Directors of the Company held 9 meetings during the fiscal year ended December 31, 2006 ( Fiscal 2006 ). The Board of Directors has established three standing committees, an Audit Committee (the Audit Committee ), a Compensation Committee (the Compensation Committee ) and a Corporate Governance and Nominating Committee (the Corporate Governance Committee ). During Fiscal 2006, each director attended at least 75% of the aggregate of (1) the total number of meetings of the Board of Directors of the Company (held during the period for which he or she has been a director) and (2) the total number of meetings of all committees of the Board of Directors of the Company on which the director served (during the periods that he or she served), except for Mr. Buckler who attended less than 75% during his tenure.

**Audit Committee**

The Audit Committee consists of Messrs. Garberding (Chairman), Grant and Gross and Ms. Helmer. The Audit Committee held five (5) meetings during Fiscal 2006 and each member attended all of the meetings during the period in which such person served on the committee, except for Mr. Grant who missed one meeting.

**Audit Committee Report**

The Audit Committee of the Board of Directors is currently composed of four directors, each of whom is an independent director as defined in the NASDAQ Rules and the applicable rules of the Securities and Exchange Commission ( SEC ). In addition, the Board of Directors has made a determination that each of Messrs. Garberding and Gross qualifies as an audit committee financial expert as defined in the applicable rules of the SEC. Messrs. Garberding and Gross's designation by the Board as an audit committee financial expert is not intended to be a representation that either is an expert for any purpose as a result of such designation, nor is it intended to impose on them any duties, obligations, or liability greater than the duties, obligations or liability imposed on them as members of the Audit Committee and the Board in the absence of such designation.

The Audit Committee's primary responsibility is for oversight of the Company's accounting and financial reporting processes and audits of the Company's financial statements. A more complete description of the Audit Committee's functions is set forth in the Audit Committee's charter which is published on the Investors section of the Company's website at [www.plugpower.com](http://www.plugpower.com).

In accordance with the Audit Committee's charter, management has the primary responsibility for the financial statements and the financial reporting process, including maintaining an adequate system of internal controls over financial reporting. The Company's independent auditors, KPMG LLP ( KPMG ), report directly to the Audit Committee and are responsible for performing an independent audit of the Company's consolidated financial statements in accordance with auditing standards generally accepted in the United States of America and for auditing management's assessment of the Company's internal controls over financial reporting and for issuing separate reports thereon. In addition, KPMG will express its own opinion on the effectiveness of the Company's internal control over financial reporting. The Audit Committee, among other matters, is responsible for appointing the Company's independent auditors, evaluating such independent auditors' qualifications, independence and performance, determining the compensation for such independent auditors, and pre-approval of all audit and non-audit services. Additionally, the Audit Committee is responsible for oversight of the Company's accounting and financial reporting processes and audits of the Company's financial statements including the work of the independent auditors. The Audit Committee reports to the Board of Directors with regard to:

the scope of the annual audit;

fees to be paid to the auditors;

the performance of the Company's independent auditors;

**Table of Contents**

compliance with accounting and financial policies and financial statement presentation; and

the Company's procedures and policies relative to the adequacy of internal accounting controls.

The Audit Committee reviewed and discussed with management of the Company and KPMG, the Company's 2006 quarterly consolidated financial statements and 2006 annual consolidated financial statements, including management's assessment of the effectiveness of the Company's internal control over financial reporting and KPMG's evaluation of the Company's internal control over financial reporting. Management has represented to the Audit Committee that the Company's consolidated financial statements were prepared in accordance with U.S. generally accepted accounting principles.

Additionally, the Audit Committee has discussed with KPMG any matters required to be discussed under Statement on Auditing Standards No. 61 (Communication with Audit Committees), which include, among other items, matters related to the conduct of the audit of the Company's annual consolidated financial statements. The Audit Committee has also discussed the critical accounting policies used in the preparation of the Company's annual consolidated financial statements, alternative treatments of financial information within generally accepted accounting principles, the ramifications of using such alternative treatments and other written communications between KPMG and management.

KPMG has provided to the Audit Committee the written disclosures and the letter required by Independence Standards Board Standard No. 1 (Independence Discussions with Audit Committees), and the Audit Committee discussed with KPMG that firm's independence. The Audit Committee has also concluded that KPMG's performance of non-audit services is compatible with KPMG's independence.

The Audit Committee also discussed with KPMG their overall scope and plans for their audit and met with KPMG, with and without management present, to discuss the results of their audit, the evaluations of the Company's internal control over financial reporting, and the overall quality of the Company's financial reporting. The Audit Committee also discussed with KPMG whether there were any audit problems or difficulties, and management's response.

In reliance on the reviews and discussions referred to above, the Audit Committee recommended to the Board of Directors, and the Board has approved, the inclusion of audited consolidated financial statements in the Company's Annual Report on Form 10-K for the year ended December 31, 2006. The Audit Committee has also appointed KPMG as the Company's independent auditors for the fiscal year ending December 31, 2007. This report is provided by the following independent directors, who constitute the Audit Committee:

Larry G. Garberding (Chairman)

J. Douglas Grant

Joel D. Gross

Maureen O. Helmer

**Independent Auditors Fees**

The following table presents fees for professional services rendered by KPMG for the audit of the Company's annual financial statements and fees billed for other services rendered by KPMG:

	KPMG	
	2006	2005
Audit Fees	\$ 392,850	\$ 240,000
Audit-Related Fees	31,400	44,500
Tax Fees	19,931	63,363
Other		

## **Table of Contents**

In the above table, and in accordance with SEC definitions and rules: (1) **audit fees** are fees for professional services for the audit of the Company's consolidated financial statements included in Form 10-K and review of financial statements included in Form 10-Qs, or for services that are normally provided by the accountant in connection with statutory and regulatory filings or engagements; (2) **audit-related fees** are fees for assurance and related services that are reasonably related to the performance of the audit or review of the Company's financial statements; (3) **tax fees** are fees for tax compliance, tax advice, and tax planning; and (4) **all other fees** are fees for any services not included in the first three categories.

Under the Audit Committee's charter, the Audit Committee is authorized to delegate to one or more of its members the authority to pre-approve audit and non-audit services. The Audit Committee has not delegated its pre-approval authority. The Audit Committee approved all audit and non-audit services provided to the Company by KPMG during Fiscal 2006.

## **Compensation Committee**

The Compensation Committee consists of Messrs. Willis (Chairman), Batekhin, McNamee and Woicke. The Compensation Committee held 6 meetings during Fiscal 2006. See **Report of the Compensation Committee and the Board of Directors on Executive Compensation and Compensation Committee Interlocks and Insider Participation** for a further description of the activities of the Compensation Committee in Fiscal 2006.

## **Corporate Governance and Nominating Committee**

The Corporate Governance and Nominating Committee (the **Governance Committee**) consists of Ms. Helmer (Chairwoman) and Messrs. Polikarpov and Woicke, each of whom is an independent director under the NASDAQ Rules. The Governance Committee held 7 meetings during Fiscal 2006. The Governance Committee's responsibilities include establishing criteria for Board and committee membership, considering director nominations consistent with the requirement that a majority of the Board be comprised of independent directors as defined in the NASDAQ Rules, identifying individuals qualified to become board members, and selecting the director nominees for election at each annual meeting of stockholders. The Governance Committee is also responsible for developing and recommending to the Board a set of corporate governance guidelines applicable to the Company and periodically reviewing such guidelines and recommending any changes thereto. A more complete description of the Governance Committee's functions is set forth in the Governance Committee's charter which is published on the Investors section of the Company's website at [www.plugpower.com](http://www.plugpower.com).

## **Strategy Committee**

The Strategy Committee consists of Messrs. Grant (Chairman), Gross, McNamee, Polikarpov and Saillant. The Strategy Committee held 5 meetings during Fiscal 2006. The purpose of the Strategy Committee is to provide input to management in their development of the Company's corporate strategy and to provide recommendations to the Board of Directors with respect to its review and approval of the corporate strategy. Members of the Strategy Committee received additional compensation for their participation in the Strategy Committee meetings as determined by the Board of Directors.

## **Director Compensation**

The Compensation Committee periodically reviews the Company's Non-Employee Director Compensation Plan (the **Plan**) to ensure that the compensation aligns the directors' interests with the long-term interests of the stockholders and that the structure of the compensation is simple, transparent and easy for stockholders to understand. The Compensation Committee also considers whether the Plan fairly compensates the Company's directors when considering the work required in a company of the size and scope of the Company. Employee directors do not receive additional compensation for their services as directors. The following is a summary of the Plan:

Under the Plan, upon initial election or appointment to the Board of Directors, new non-employee directors receive non-qualified stock options to purchase 15,000 shares (50,000 shares for any new non-employee

**Table of Contents**

Chairman) of Common Stock with an exercise price equal to fair market value on the date of grant and that are fully vested on the first anniversary of the date of the grant. Each year of a non-employee director's tenure, the director will receive non-qualified options to purchase 10,000 shares (15,000 shares for any non-employee Chairman), plus non-qualified options to purchase an additional 5,000 shares for serving as chairman of the Audit Committee and non-qualified options to purchase an additional 2,000 shares for serving as chairman of any other committee, including the Compensation Committee and the Corporate Governance and Nominating Committee. These annual options, with an exercise price equal to fair market value on the grant date, fully vest on the first anniversary of the date of the grant.

In addition, each non-employee director is paid an annual retainer of \$30,000 (\$40,000 for any non-employee Chairman) for their services. Committee members receive additional annual retainers in accordance with the following:

Committee	Non-Employee	Non-Employee
	Chairman	Director
Audit Committee	\$ 20,000	\$ 15,000
Compensation Committee	10,000	5,000
Corporate Governance and Nominating Committee	10,000	5,000
Strategy Committee	10,000	5,000

These additional payments for service on a committee are due to the workload and broad-based responsibilities of the committees.

The total amount of the annual retainers are paid in a combination of fifty (50%) percent cash and fifty (50%) percent Common Stock with an option to receive up to one hundred (100%) percent Common Stock, at the election of the non-employee director. All such stock shall be fully vested at the time of issuance. Non-employee directors are also reimbursed for their direct expenses associated with their attendance at board meetings.

**Non-Employee Director Compensation Table**

The following table provides information for non-employee directors who served during Fiscal 2006.

Name	Fees Earned			Change in Pension			Total (\$)
	or Paid in Cash (\$)	Stock Awards (\$)	Option Awards (\$)	Value and Nonqualified			
				Non-Equity Incentive Plan Compensation (\$)	Deferred Compensation Earnings (\$)	All Other Compensation (\$)	
J. Douglas Grant	6,875	20,625	28,400				55,900
Gary Willis	10,000	10,000	34,080				54,080
George McNamee	25,000	27,500	42,600				95,100
Joel Gross	12,500	12,500	43,500				68,500
Larry Garberding	22,500	12,500	42,600				77,600
Lisa Rosenblum	7,500	7,500	34,500				49,500
Maureen Helmer	13,750	13,750	34,080				61,580
Peter Woicke	15,000	15,000	28,400				58,400
Sergey Batekhin	8,750	8,750	43,500				61,000
Sergey Polikarpov	10,000	10,000	43,500				63,500
Robert Buckler(1)							
Douglas Hickey(2)	10,000		28,400				38,400
John Shalikhvili(3)			28,400				28,400

- (1) Mr. Buckler did not stand for re-election at the 2006 Annual Shareholders Meeting in June 2006.  
(2) Mr. Hickey resigned upon the closing of the Smart Hydrogen transaction in June 2006.  
(3) Mr. Shalikhvili resigned upon the closing of the Smart Hydrogen transaction in June 2006.



**Table of Contents**

The aggregate number of outstanding stock awards and option awards held by each director at February 1, 2007 is as follows:

	<b>Stock Awards</b>	<b>Option Awards</b>
<b>J. Douglas Grant</b>	20,931	45,000
<b>Gary Willis</b>	9,367	116,685
<b>George McNamee</b>	40,012	285,000
<b>Joel Gross</b>	3,249	15,000
<b>Larry Garberding</b>	37,374	75,000
<b>Lisa Rosenblum</b>	1,949	15,000
<b>Maureen Helmer</b>	8,524	35,000
<b>Peter Woicke</b>	3,933	15,000
<b>Sergey Batekhin</b>	2,275	15,000
<b>Sergey Polikarpov</b>	2,599	15,000

**Policy Governing Director Attendance at Annual Meetings**

The Board of Directors has adopted a formal policy that all directors are expected to attend the Company's annual meetings of stockholders in person, unless doing so is impracticable due to unavoidable conflicts. Nine of the Company's ten directors at the time attended the 2006 annual meeting.

**Policies Governing Director Nominations***Securityholder Recommendations*

The Governance Committee's current policy with regard to the consideration of director candidates recommended by securityholders is that it will review and consider any director candidates who have been recommended by one or more of the stockholders of the Company entitled to vote in the election of directors in compliance with the procedures established from time to time by the Governance Committee. All securityholder recommendations for director candidates must be submitted to the Company's Corporate Secretary at Plug Power Inc., 968 Albany Shaker Road, Latham, NY 12110, who will forward all recommendations to the Governance Committee. We did not receive any securityholder recommendations for director candidates for election at the 2007 annual meeting. All securityholder recommendations for director candidates for election at the Company's 2008 annual meeting must be submitted to the Company's Corporate Secretary on or before January 17, 2008 and must include the following information:

the name and address of record of the stockholder;

a representation that the securityholder is a record holder of the Company's stock entitled to vote in the election of directors, or if the securityholder is not a record holder, evidence of ownership in accordance with Rule 14a-8(b)(2) of the Securities Exchange Act of 1934, as amended;

the name, age, business and residential address, educational background, current principal occupation or employment, and principal occupation or employment for the preceding five (5) full fiscal years of the proposed director candidate;

a description of the qualifications and background of the proposed director candidate which addresses the minimum qualifications and other criteria for membership on the Board of Directors approved by the Governance Committee from time to time;

a description of all arrangements or understandings between the securityholder and the proposed director candidate;



the consent of the proposed director candidate (1) to be named in the proxy statement relating to the annual meeting of stockholders and (ii) to serve as a director if elected at such annual meeting; and

any other information regarding the proposed director candidate that is required to be included in a proxy statement filed pursuant to the rules of the SEC.

## **Table of Contents**

### *Board Membership Criteria*

The Governance Committee has established criteria for membership on the Board of Directors. These criteria include the following specific, minimum qualifications that the Governance Committee believes must be met by a Governance Committee-recommended nominee for a position on the Board of Directors:

The nominee must have high personal and professional integrity, must have demonstrated exceptional ability and judgment, and must be expected, in the judgment of the Governance Committee, to be highly effective, in conjunction with the other nominees to the Board of Directors, in collectively serving the interests of the Company and its stockholders.

In addition to the minimum qualifications for each nominee set forth above, the Governance Committee will recommend that the Board of Directors select persons for nomination to help ensure that:

the Board of Directors will be comprised of a majority of independent directors in accordance with NASDAQ rules;

each of the Audit, Compensation and Governance Committees shall be comprised entirely of independent directors;

each member of the Audit Committee is able to read and understand fundamental financial statements, including a company's balance sheet, income statement, and cash flow statement; and

at least one member of the Audit Committee has past employment experience in finance or accounting, requisite professional certification in accounting, or any other comparable experience or background which results in the individual's financial sophistication, including being or having been a chief executive officer, chief financial officer or other senior officer with financial oversight responsibilities.

Finally, in addition to any other standards the Governance Committee may deem appropriate from time to time for the overall structure and composition of the Board of Directors, the Governance Committee, when recommending that the Board of Directors select persons for nomination, may consider whether the nominee has direct experience in the industry or in the markets in which the Company operates.

The Governance Committee will recommend to the Board of Directors the nomination of the director candidates who it believes will, together with the existing members of the Board of Directors and other nominees, best serve the interests of the Company and its stockholders.

### *Identifying and Evaluating Nominees*

The Governance Committee may solicit recommendations for director nominees from any or all of the following sources: non-management directors, the Chief Executive Officer, other executive officers, third-party search firms, or any other source it deems appropriate. The Governance Committee will review and evaluate the qualifications of any proposed director candidate that it is considering or that has been recommended to it by a securityholder in compliance with the Governance Committee's procedures for that purpose and conduct inquiries it deems appropriate into the background of these proposed director candidates. In identifying and evaluating proposed director candidates, the Governance Committee may consider, in addition to the minimum qualifications and other criteria for membership on the Board of Directors approved by the Governance Committee from time to time, all facts and circumstances that it deems appropriate or advisable, including, among other things, the skills of each proposed director candidate, his or her depth and breadth of business experience or other background characteristics, his or her independence and the needs of the Board of Directors. Based on these considerations, the Governance Committee will recommend to the Board of Directors the nomination of the director candidates who it believes will, together with the existing members of the Board of Directors and other nominees, best serve the interests of the Company and its stockholders. The Governance Committee will evaluate proposed director candidates who have been recommended by securityholders in compliance with the policies and procedures established by the Governance Committee in the same manner as all other proposed director candidates being considered by the Governance Committee, with no regard to the source of the initial recommendation of such proposed director candidate.



**Table of Contents**

The foregoing policies regarding securityholder recommendations, Board membership criteria and identifying and evaluating nominees do not apply to directors appointed by the holders of the Class B Capital Stock.

**Contacting the Board of Directors**

You may contact any directors of the Company by writing to them c/o Plug Power Inc., 968 Albany Shaker Road, Latham, New York 12110, attention: Corporate Secretary. Your letter should clearly specify the name of the individual director or group of directors to whom your letter is addressed. Any communications received in this manner will be forwarded as addressed.

**INFORMATION ABOUT OUR EXECUTIVE OFFICERS**

The names and ages of all executive officers of the Company and the principal occupation and business experience for at least the last five years for each are set forth below. The ages of and biographical information regarding each executive officer is based on information furnished to the Company by each executive officer and is as of March 1, 2007.

<b>Executive Officers</b>	<b>Age</b>	<b>Position</b>
Dr. Roger B. Saillant	63	President, Chief Executive Officer and Director
David Waldek	42	Interim Chief Financial Officer
Mark A. Sperry	46	Vice President and Chief Marketing Officer
Dr. John F. Elter	65	Vice President and Chief Technology Officer
Gerard L. Conway, Jr.	42	General Counsel and Corporate Secretary
Tom Hutchison	61	Vice President of Engineering
Joseph Millington	51	Vice President of Human Resources
Dr. Allen Greenberg	53	Vice President of Sales

*Dr. Roger B. Saillant's* biographical information can be found in the section entitled *Information about our Directors* in this Proxy Statement.

*David Waldek* has served as Interim Chief Financial Officer since February 2007. In that capacity, Mr. Waldek is responsible for managing all aspects of the Company's financial and information services operations. Concurrently, Mr. Waldek serves as co-founder of CRO Advisory Group, where he is responsible for providing strategic financial and business advisory services for high-growth companies. Prior to that, Mr. Waldek served for six years as the CFO for Albany Molecular Research and served as Vice President of Finance with Boston Scientific/Namic. Mr. Waldek is an active member of the American Institute of Certified Public Accountants and New York State Society of Certified Public Accountants. He holds a Bachelor of Science degree in Economics from the University of Rochester and a Master of Business Administration in Finance from the William E. Simon Graduate School of Business Administration.

*Mark A. Sperry* has served as Vice President and Chief Marketing Officer since May 2000. In that capacity, Mr. Sperry is responsible for all strategy, marketing and advanced technical program activities, including corporate, business and market development, strategic planning, product marketing and marketing communications. Currently, Mr. Sperry also manages the Company's strategic technology programs, including activities with Honda, Solid Oxide Fuel Cells and high temperature Proton exchange Membrane efforts funded by the European Union and the U.S. Department of Energy. Prior to joining the Company, Mr. Sperry spent 15 years at Xerox Corporation, where he served as Vice President and General Manager for the Production Color Business within the North American Solutions Group. While at Xerox, he held a wide variety of positions spanning finance, operations, marketing and strategy, including worldwide marketing responsibility for the highly successful, multi-billion dollar DocuTech product family. Mr. Sperry holds a position on the executive committee of the American Marketing Association and is currently a board member of the Saratoga County Chamber of Commerce. Mr. Sperry received Bachelor of Science degrees in Economics and Political Science from Dickinson College and a Masters in Business Administration from Syracuse University.

## **Table of Contents**

*Dr. John F. Elter* has served as Vice President and Chief Technology Officer since September 2004 prior to which he was the Vice President of Research and Systems Architecture since March 2001. Prior to joining Plug Power, Dr. Elter worked at Eastman Kodak Corporation, where he most recently served as Vice President and Chief Technology Officer in the professional division. Prior to his employment at Eastman Kodak Corporation, Dr. Elter spent over 30 years at Xerox Corporation, where he held a variety of management positions spanning advanced technology, engineering, quality, strategy and architecture, business development and operations. Dr. Elter holds a Bachelor of Science degree in Mechanical Engineering from Purdue University, a Master of Science degree in Mechanical Engineering from New York University, and a Ph.D. in Mechanical and Aerospace Sciences from the University of Rochester.

*Gerard L. Conway, Jr.* has served as General Counsel and Corporate Secretary since September 2004. In that capacity, Mr. Conway is responsible for all legal matters related to the Company and serves as the compliance officer for securities matters affecting the Company. Additionally, Mr. Conway is responsible for the Company's state, federal and international government relations activities. Prior to his appointment, Mr. Conway served as Associate General Counsel and Director of Government Relations for the Company since July 2000. Mr. Conway holds a Bachelor of Arts degree in English and Philosophy from Colgate University and a JD from Boston University School of Law.

*Tom Hutchison* has served as Vice President of Engineering since June 2006. Mr. Hutchison is responsible for all current and forward model product engineering activity. Prior to joining the Company, Mr. Hutchison served as the Global Director of Product Safety and Environment for the Visteon Corporation. He has also held executive positions at Ford Motor Company in both Europe and Asia where he served as the director of European Engineering and President of the NALDEC Electronics Corporation in Japan. Mr. Hutchison has more than 29 years of experience in the fields of automotive power train design, development, planning and quality employment. Mr. Hutchison holds a Bachelor of Science degree in Automotive Engineering Technology from Western Michigan University and a Master of Arts degree in Organizational Leadership from Eastern Michigan University.

*Joseph Millington* has served as Vice President of Human resources since July 2006. Mr. Millington leads the organization in the areas of human resource strategy, organizational development, employee relations, staffing, benefits administration, compensation and training. Mr. Millington is also responsible for the environmental health and safety function for the Company. Prior to joining Plug Power, Mr. Millington served as Vice President of Human Resources at Acterna Corporation. Mr. Millington has more than 20 years of global human resources and organizational development experience with Hewlett-Packard, Quantum Corporation and Acterna Corporation. Mr. Millington is a member of the Board of Directors for the Brant Lake Foundation. He also serves on the Dean's Advisory Council for the School of Business at Siena College. He received a Bachelor of Arts Degree from Siena College and a Masters of Education Degree from University of Vermont.

*Dr. Allen Greenberg* has served as Vice President of Sales since November 2006. Dr. Greenberg is responsible for leading the strategies, initiatives and functions of all sales-related activities that support and direct the selling of the Company's products and services worldwide. He also provides leadership to regional sales teams in support of business partner channels and direct sales operations. Prior to joining the Company, Dr. Greenberg served as Vice President for Dimension Data. He was responsible for mission critical data center solutions. Dr. Greenberg has also held leadership positions with Mirror Worlds Technology, Nortel Networks Corporation and Compaq Computer Corporation. Dr. Greenberg has more than 22 years of sales experience. Dr. Greenberg holds a Bachelor of Arts degree from the State University of New York at Buffalo and a Ph.D. from Purdue University.

Subject to any terms of any employment agreement with the Company (as further described in the Proxy Statement), each of the executive officers holds his or her respective office until the regular annual meeting of the Board of Directors following the annual meeting of stockholders and until his or her successor is elected and qualified or until his or her earlier resignation or removal.

---

**Table of Contents**

**EXECUTIVE COMPENSATION**

**Compensation Discussion and Analysis**

We provide what we believe is a competitive total compensation package to our executive management team through a combination of base salary, annual cash incentive bonuses, long-term equity incentive compensation and broad-based benefits programs. We place emphasis on pay for performance-based incentive compensation, which is designed to reward our executives based on the achievement of predetermined performance goals. This Compensation Discussion and Analysis explains our compensation objectives, policies and practices with respect to our Chief Executive Officer, Chief Financial Officer and the other three most highly-compensated executive officers as determined in accordance with applicable SEC rules, which are collectively referred to as the named executive officers.

The Company's Chief Financial Officer position experienced numerous changes during Fiscal 2006. David Neumann, who had been the Chief Financial Officer since January 2003, resigned in June 2006, and Robert Powers served as Interim Chief Financial Officer from June 2006 until November 2006, while we sought a permanent Chief Financial Officer. Mr. Powers resumed his position as Corporate Controller in November 2006 when Jean M. Nelson was hired to serve as Chief Financial Officer. Ms. Nelson resigned in February 2007, and David Waldek is currently serving as Interim Chief Financial Officer.

In July 2006, Gregory Silvestri was promoted from Chief Operating Officer to President, and Dr. Roger Saillant, who had been President and Chief Executive Officer, remained the Chief Executive Officer. Mr. Silvestri resigned as President in February 2007, and Dr. Saillant was reinstated as President. Currently, Dr. Saillant is the President and Chief Executive Officer.

***Objectives of Our Executive Compensation Programs***

Our compensation programs for our named executive officers are designed to achieve the following objectives:

Attract and retain talented and experienced executives;

Motivate and reward executives whose knowledge, skills and performance are critical to our success;

Provide a competitive compensation package which is weighted towards pay for performance, and in which total compensation is primarily determined by company and individual results and the creation of shareholder value;

Ensure fairness among the executive management team by recognizing the contributions each executive makes to our success;

Motivate our executives to manage our business to meet our short- and long-term objectives, and reward them for meeting these objectives.

***Our Executive Compensation Programs***

Our executive compensation primarily consists of base salary, annual cash incentive bonuses, long-term equity incentive compensation and broad-based benefits programs. Consistent with the emphasis we place on pay for performance-based incentive compensation, long-term equity incentive compensation in the form of stock options constitutes a significant portion of our total executive compensation.

Within the context of the overall objectives of our compensation programs, our Compensation Committee determined the specific amounts of compensation to be paid to each of our executives in 2006 based on a number of factors, including:

## Edgar Filing: PLUG POWER INC - Form DEF 14A

its understanding of the amount of compensation generally paid by similarly situated companies to their executives with similar roles and responsibilities;

**Table of Contents**

our executives' performance during 2006 in general and as measured against predetermined performance goals;

the roles and responsibilities of our executives;

the individual experience and skills of, and expected contributions from, our executives;

the amounts of compensation being paid to our other executives;

our executives' historical compensation at our company; and

any contractual commitments we have made to our executives regarding compensation.

Each of the primary elements of our executive compensation is discussed in detail below, including a description of the particular element and how it fits into our overall executive compensation and a discussion of the amounts of compensation paid to our named executive officers in 2006 under each of these elements. In the descriptions below, we have identified particular compensation objectives that we have designed specific elements of our executive compensation to serve; however, we have designed our compensation programs to complement each other and collectively serve all of our executive compensation objectives described above. Accordingly, whether or not specifically mentioned below, we believe that, as a part of our overall executive compensation, each element to a greater or lesser extent serves each of our objectives.

*Base Salary*

We pay our executives a base salary which we review and determine annually. We believe that a competitive base salary is a necessary element of any compensation program that is designed to attract and retain talented and experienced executives. We also believe that attractive base salaries can motivate and reward executives for their overall performance. Base salaries are established in part based on the individual experience, skills and expected contributions of our executive and our executive's performance during the prior year.

In 2006, we increased the base salaries of our named executive officers as follows: Mr. Silvestri's base salary increased from \$259,000 to \$271,943 per year, and was increased to \$300,000 in connection with his promotion in July 2006; Mr. Sperry's base salary increased from \$226,987 to \$238,335 per year; Mr. Elter's base salary increased from \$254,925 to \$267,671 per year; and David Neumann's base salary increased from \$170,000 to \$197,200. Robert Power's base salary increased from \$110,000 to \$114,000 per year. Dr. Saillant declined a base salary increase and therefore his base salary remained at \$325,000 per year. We initially hired Ms. Nelson in November 2006, and we established her base salary at \$275,000. Our executives' base salaries reflect the initial base salaries that we negotiated with each of our executives at the time of his or her initial employment or promotion and our subsequent adjustments to these amounts to reflect market increases, the growth and stage of development of our company, our executives' performance and increased experience, any changes in our executives' roles and responsibilities and other factors. The initial base salaries that we negotiated with our executives were based on our understanding of the market at the time, the individual experience and skills of, and expected contribution from, each executive, the roles and responsibilities of the executive, the base salaries of our existing executives and other factors.

*Annual Cash Incentive Bonuses*

Consistent with our emphasis on pay for performance incentive compensation programs, our executives are eligible to receive annual cash incentive bonuses primarily based upon their performance as measured against predetermined performance goals, including financial measures, achievement of strategic objectives and other factors. The primary objective of our annual cash incentive bonuses is to motivate and reward our named executive officers for meeting our objectives using a pay for performance-based program with objectively determinable performance goals. We do not believe that every important aspect of executive performance is capable of being specifically quantified in a predetermined objective performance goal. For example, events outside of our control may occur after we have established the executives' performance goals for the year that require our executives to focus their attention on different or other strategic objectives.



---

**Table of Contents**

We establish the target amount of our annual cash incentive bonuses at levels that represent a portion of our executives' currently paid out cash compensation. The annual cash incentive bonus for each of our executives is to be paid based on the level of achievement of predetermined performance goals.

In 2006, we established a target annual cash incentive bonus for each of our executives of 10%, 20% or 30% of his or her base salary. Specific performance goals are aligned with each of these bonus levels. The goals are set for each individual to reflect an approximate likelihood of attainment of 90% for the 10% bonus level performance goals, 70% for the 20% bonus level performance goals and 50% for the 30% bonus level performance goals. None of the executive officers attained their goals at the 30% bonus level in 2006. Since the annual cash incentive bonus is payable based on the achievement of each of the different levels of performance goals, the executive officer may earn between 0% and 30% of his or her base salary based on his or her performance. Our maximum and threshold levels for these performance goals are determined in relation to our target levels and are intended to provide for correspondingly greater or lesser incentives in the event that performance is within an appropriate range above or below the target level. Because disclosure of the specific performance goals would give competitors information that could be leveraged by our competitors for competitive advantage, we do not disclose these specific performance goals. Generally these goals fell into one or more of the following categories: (i) increase sales, (ii) decrease product cost, (iii) improve product performance and reliability, (iv) market development, and (v) long-term strategy.

It should be noted that Ms. Nelson began her term as the Chief Financial Officer in November 2006, which was too late in Fiscal 2006 to be eligible to receive a 2006 bonus. Executive officers must be employed with the Company a minimum of 4 months to be eligible for a cash incentive bonus.

*Long-Term Equity Incentive Compensation*

We grant long-term equity incentive awards in the form of stock options and restricted stock to executives as part of our total compensation package. Consistent with our emphasis on pay for performance-based incentive compensation, these awards represent a portion of total executive compensation. Based on the stage of our company's development and the incentives we aim to provide to our executives, we have chosen to use either stock options or a combination of stock options and restricted stock as our long-term equity incentive awards. Our decisions regarding the amount and type of long-term equity incentive compensation and relative weighting of these awards among total executive compensation have also been based on our understanding of market practices of similarly situated companies and our negotiations with our executives in connection with their initial employment or promotion by our company.

Stock option awards provide our executive officers with the right to purchase shares of our common stock at a fixed exercise price typically for a period of up to ten years, subject to continued employment with our company. Stock options are earned on the basis of continued service to us and generally vest over three years, beginning with one-third vesting one year after the date of grant, then pro-rata vesting monthly thereafter, subject to acceleration in certain circumstances. Stock option awards are made pursuant to our 1999 Stock Option and Incentive Plan. Except as may otherwise be provided in the applicable stock option award agreement, stock option awards become fully exercisable upon a change of control under the 1999 Stock Option and Incentive Plan. The exercise price of each stock option granted under our 1999 Stock Option and Incentive Plan is the closing price of our common stock on the NASDAQ Global market as of the effective date of each grant.

We make grants to our existing executive officers on an annual basis; however, grants to new hires and grants relating to an existing executive officer's promotion may be made on a periodic basis. All grants to executive officers are approved by the Compensation Committee. In 2006, we considered a number of factors in determining what, if any, stock options to grant to our executives, including:

the number of shares subject to, and exercise price of, outstanding options, both vested and unvested, held by our named executive officers;

**Table of Contents**

the vesting schedule of the unvested stock options held by our named executive officers; and

the amount and percentage of our total equity on a diluted basis held by our named executive officers.

Restricted stock awards provide our executive officers with shares of our stock that they may retain or trade; however, all executive officers must trade within their rights according to our Insider Trading Policy. The restricted stock is intended to be a long-term incentive alternative to the stock option awards that may be appropriate for executive officers based on their performance and their critical skills. Restricted stock options may vest over three years, beginning with one-third vesting one year after the date of grant, then pro-rata vesting monthly thereafter. Restricted stock awards are made pursuant to our 1999 Stock Option and Incentive Plan.

*Broad-Based Benefits*

All full-time employees, including our named executive officers, may participate in our health and welfare benefit programs, including medical, dental and vision care coverage, disability insurance and life insurance, and our 401(k) plan.

*Our Executive Compensation Process*

The Compensation Committee of our board of directors is responsible for determining the compensation for our named executive officers. The Compensation Committee is composed entirely of non-employee directors who are independent as that term is defined in the applicable NASDAQ rules. In determining executive compensation, our Compensation Committee annually reviews the performance of our executives with our Chief Executive Officer, and our Chief Executive Officer makes recommendations to our Compensation Committee with respect to the appropriate base salary, annual cash incentive bonus payments and performance measures and grants of long-term equity incentive awards for each of our executives. The Chairman of the Compensation Committee makes recommendations to his Compensation Committee with regards to the Chief Executive Officer's compensation. The Compensation Committee makes its determination regarding executive compensation and then recommends its determination to the Board of Directors. The Board of Directors ultimately approves executive compensation.

As a result, the total amount of compensation that we paid to our executives, the types of executive compensation programs we maintained and the amount of compensation paid to our executives under each program had been determined by our Compensation Committee and Board of Directors based on their understanding of the market, experience in making these types of decisions and judgment regarding the appropriate amounts and types of executive compensation to pay.

**Table of Contents****Summary Compensation**

The following table sets forth information concerning compensation for services rendered in all capacities awarded to, earned by or paid to the individuals serving as the Company's Chief Executive Officer, Chief Financial Officer and the three other most highly compensated executive officers during Fiscal 2006 (named executive officers).

**Summary Compensation Table**

Name and Principal position	Year	Salary (\$)	Bonus (\$)	Stock Awards (\$) (1)	Option Awards (\$) (2)	Change in Pension Value and Nonqualified Deferred Compensation Earnings (\$) (3)	All Other Compensation (\$) (4)	Total (\$)
Roger Saillant Chief Executive Officer	2006	325,000	48,750		307,000	57,539	13,178	751,467
Jean Nelson Vice President and Chief Financial Officer(6)	2006	26,442		2,633	38,350		34	67,459
David Neumann Vice President and Chief Financial Officer(7)	2006	96,507	25,000	98,070	173,643		275,175	668,395(5)
Robert Powers Interim Chief Financial Officer(8)	2006	113,693	15,000	6,570	10,747		5,754	151,764
Greg Silvestri President(9)	2006	283,357	75,000	40,993	121,960		450	521,759
Mark Sperry Vice President and Chief Marketing Officer	2006	237,462	60,750	35,805	97,656		11,339	443,012
John Elter Chief Technology Officer	2006	266,691	32,000	17,050	84,011		14,317	414,069

- (1) This column represents the dollar amount recognized for financial statement reporting purposes with respect to the 2006 fiscal year for the fair value of restricted stock granted in 2006 as well as prior fiscal years. Pursuant to SEC rules, the amounts shown exclude the impact of estimated forfeitures related to service-based vesting conditions. Fair value is calculated using the closing price of Plug Power stock on the date of grant. For additional information, refer to note 11 of the Company's consolidated financial statements in the Form 10-K for the year ended December 31, 2006, as filed with the SEC. Also see the Grants of Plan-Based Awards Table for information on awards made in 2006. These amounts reflect the Company's accounting expense for these awards, and do not correspond to the actual value that will be recognized by the named executives.
- (2) This column represents the dollar amount recognized for financial statement reporting purposes with respect to the 2006 fiscal year for the fair value of stock options granted to each of the named executives, in 2006 as well as prior fiscal years, in accordance with SFAS 123R. Pursuant to SEC rules, the amounts shown exclude the impact of estimated forfeitures related to service-based vesting conditions. For additional information on the valuation assumptions with respect to the 2006 grants, refer to note 11 of the Company's consolidated

## Edgar Filing: PLUG POWER INC - Form DEF 14A

financial statements in the Form 10-K for the year ended December 31, 2006, as filed with the SEC. Also see note 11 for information on the valuation assumptions with respect to grants made prior to 2006. See the Grants of Plan-Based Awards Table for information on options granted in 2006. These amounts reflect the Company's accounting expense for these awards, and do not correspond to the actual value that will be recognized by the named executives.

**Table of Contents**

- (3) This column represents the sum of the change in pension value for Roger Saillant under his Supplemental Employee Retirement Plan (the Plan), the only pension plan offered by the Company. This Plan was offered to Mr. Saillant in order to compensate him for the value of pension benefits forfeited when he left Ford/Visteon Corporation and joined the Company in 2000. Mr. Saillant will become fully vested under this Plan in 2007. See the Pension Benefits Table for additional information.
- (4) See the All Other Compensation Table below for additional information.
- (5) Total compensation paid to Mr. Neumann in 2006 included payments associated with his separation and release agreement. See additional information included in the All Other Compensation Table below.
- (6) Ms. Nelson resigned February 2007.
- (7) Mr. Neumann resigned June 2006.
- (8) Mr. Powers was the Interim CFO from June 2006 until Ms. Nelson's start date in November 2006.
- (9) Mr. Silvestri resigned in February 2007 and Dr. Saillant was reappointed as President.

**All Other Compensation Table**

The following table describes each component of the All Other Compensation column in the Summary Compensation Table.

	Value of Supplemental Life Insurance Premiums (\$)	Payments Relating to 401(k) Savings Plan (\$)	Severance Payments (\$)	Total (\$)
	(1)	(2)	(3)	
Roger Saillant	2,178	11,000		13,178
Jean Nelson	34			34
David Neumann		4,825	270,350	275,175
Robert Powers	69	5,685		5,754
Greg Silvestri	450			450
Mark Sperry	339	11,000		11,339
John Elter	3,317	11,000		14,317

- (1) This column reports taxable payments made on the behalf of the named executives to cover premiums for life insurance policies owned by the executives.
- (2) This column reports Company matching contributions to the named executive's 401(k) savings account of up to the limitations imposed under IRS rules.
- (3) Mr. Neumann resigned effective as of June 30, 2006, and on May 25, 2006, the Company entered into a separation and release agreement with Mr. Neumann in connection with his resignation. A severance payment in the amount of \$192,950 was made to Mr. Neumann pursuant to this agreement. Mr. Neumann was also granted 15,000 shares of unrestricted Plug Power common stock, with a market value of \$5.16 per share as of the date of grant, pursuant to his severance agreement.

**Table of Contents****Grants of Plan-Based Awards Table**

The following table provides information about equity awards granted to the named executive officers in 2006:

Name	Grant Date	All Other Stock Awards: Number Of Shares of Stock or Units (1)	All Other Option Awards: Number Of Securities Underlying Options (#) (2)	Exercise Or Base Price of Option Awards (\$/Sh) (3)	Grant Date Fair Value of Stock and Option Awards (\$) (4)
Roger Saillant					
Jean Nelson	11/27/2006	24,000			94,800
	11/27/2006		60,000	3.95	141,600
David Neumann	2/1/2006	21,000			117,180
	5/25/2006	15,000		5.58	80,100
	2/1/2006		40,000		140,800
Robert Powers	2/1/2006	2,000			11,160
	2/1/2006		6,000	5.58	21,120
Greg Silvestri	2/1/2006	21,000			117,180
	7/20/2006	9,000			37,350
	2/1/2006		40,000	5.58	140,800
	7/20/2006		45,000	4.15	118,350
Mark Sperry	2/1/2006	21,000			117,180
	2/1/2006		40,000	5.58	140,800
John Elter	2/1/2006	10,000			55,800
	2/1/2006		20,000	5.58	70,400

- (1) This column shows the number of restricted shares granted in 2006 to the named executives. The restrictions generally lapse ratably in three equal annual installments, beginning one year from the date of grant.
- (2) This column shows the number of stock options granted in 2006 to the named executives. These options generally vest and become exercisable ratably in three equal annual installments, beginning one year from the date of grant.
- (3) This column shows the exercise price for the stock options granted, which was the closing price of Plug Power stock on the date of grant, the date the Compensation Committee granted the options.
- (4) This column shows the full grant date of restricted stock and stock options under SFAS 123R granted to the other named executives in 2006. The full grant date fair value is the amount that the company would expense in its financial statements over the award's vesting schedule. For restricted stock, fair value is calculated using the closing price of Plug Power stock on the grant date. For stock options, fair value is calculated using the Black Scholes value on the grant date. The fair value shown for stock awards and option awards are accounted for in accordance with SFAS 123R. For additional information on the valuation assumptions, refer to note 11 of the Company's consolidated financial statements in the Form 10-K for the year ended December 31, 2006, as filed with the SEC. These amounts reflect the Company's accounting expense, and do not correspond to the actual value that will be recognized by the named executives.

**Discussion of Summary Compensation and Grants of Plan-Based Awards Tables**

Our executive compensation policies and practices, pursuant to which the compensation set forth in the Summary Compensation Table and the Grants of Plan Based Awards Table was paid or awarded, are described above under Compensation Discussion and Analysis. A summary of certain material terms of our compensation plans and arrangements is set forth below.

---

**Table of Contents**

**Employment Agreements**

The Company and Dr. Saillant are parties to an employment agreement which renews automatically for successive one-year terms unless Dr. Saillant or the Company gives notice to the contrary. Dr. Saillant receives an annual base salary of \$325,000 and is eligible to: (i) receive an annual incentive bonus with a target amount equal to 100 percent of his annual base salary; (ii) participate in all savings and retirement plans; and (iii) participate in all benefit and executive perquisites. Dr. Saillant's employment may be terminated by the Company for cause, as defined in the agreement, or by Dr. Saillant for good reason, as defined in the agreement, or without good reason upon sixty days' prior notice to the Company. If Dr. Saillant's employment is terminated by the Company for any reason other than cause, death or disability, or in the event that Dr. Saillant terminates his employment with the Company and is able to establish good reason, the Company is obligated to pay Dr. Saillant the sum of the following amounts: (i) his expected bonus through the date of termination; plus (ii) either, two years' annual base salary and two years' expected bonus if the date of termination occurs within one year after a change in control of the Company, or one year's annual salary and one year's expected bonus if the termination occurs either in the absence of a change in control or more than one year after a change in control. In the event of a termination for good reason, Dr. Saillant is entitled to be fully vested in any outstanding restricted stock, stock options and other stock awards previously granted. Furthermore, the Company is required to continue paying health insurance and other benefits to Dr. Saillant and his eligible family members for twelve (12) months following his termination.

The Company and Mr. Silvestri were parties to an agreement pursuant to which he would continue to receive his base salary for twelve (12) months following a termination of his employment for any reason, including voluntary termination, and his stock options would continue to vest. Additionally, the Company would continue his health and other benefits for those twelve (12) months. The agreement was not modified in connection with Mr. Silvestri's appointment as President. Mr. Silvestri resigned in February 2007 and signed a separate severance agreement with the Company, the terms of which supersede this employment agreement.

The Company and Mr. Sperry are parties to an agreement pursuant to which he will continue to receive fifty percent (50%) of his base salary for a period of twelve (12) months following termination for any reason other than his gross misconduct, negligence, theft, fraud or complete failure to perform his duties to the Company. Additionally, his stock options will continue to vest and the Company will continue his health and other benefits for twelve (12) months following the termination.

The Company and Mr. Elter are parties to an agreement pursuant to which he will continue to receive his base salary for six (6) months following a termination of his employment for any reason other than his gross misconduct, negligence, theft or fraud. Additionally, his stock options will continue to vest and the Company will continue his health and other benefits for twelve (12) months following the termination.

The Company and each of Messrs. Elter and Sperry are parties to individual agreements that provide, among other things, that if, within twenty-four (24) months after a change in control, the Company terminates such executive's employment or assigns him duties materially inconsistent with his position (a Terminating Event), then such executive shall be entitled to (1) receive a lump sum payment equal to the sum of (i) his average annual base salary over the three fiscal years prior to the Terminating Event and (ii) his average annual bonus over the three fiscal years prior to the change in control, (2) continued vesting of his stock options for twelve (12) months following the Terminating Event, and (3) receive benefits, including health and life insurance for twelve (12) months following the Terminating Event.

The Company and Ms. Nelson are parties to an executive severance agreement and an additional severance agreement both dated November 2006. Ms. Nelson resigned in February 2007 and did not receive any compensation under either of these two agreements.

## **Table of Contents**

### **Annual Cash Incentive Bonuses**

In 2006, we established target annual cash incentive bonuses for each of our named executive officers as a percentage of that executive's base salary, as follows: Dr. Saillant 15%; Mr. Neumann 0%; Mr. Powers 13.2%; Mr. Silvestri 30%; Mr. Sperry 15% and Mr. Elter 0%. Ms. Nelson, as discussed above, was not eligible for a bonus because her start date was late in Fiscal 2006. The bonuses are paid based on the executives' achievement of a number of predetermined performance goals, as described above under "Our Executive Compensation Programs Annual Cash Incentive Bonuses." Generally, for each goal, the executive has the ability to earn between 0% and 30% of the target bonus amount based on the level of achievement of his or her personal performance goals.

Additionally, we granted cash bonuses to those executive officers who contributed to the successful completion of the Smart Hydrogen transaction in June of 2006. These bonuses were intended as compensation for the executive officers' extraordinary efforts on behalf of the Company. These additional cash bonuses are included in the bonus column in the Summary Compensation Table above.

### **2006 Stock Option Grants**

In 2006, we granted Ms. Nelson the option under our 1999 Stock Option and Incentive Plan to purchase 60,000 shares of common stock at an exercise price of \$3.95 per share. Ms. Nelson's stock options vest over three years with one-quarter immediately vesting upon the grant date, one-quarter vesting on the first anniversary of the grant date, and the remaining quarters vesting on the second and third anniversaries of the grant date. Additionally, in 2006 we granted Mr. Neumann the option to purchase 40,000 shares of common stock at an exercise price of \$5.58 per share; Mr. Powers the option to purchase 6,000 shares of common stock at an exercise price of \$5.58 per share; Mr. Silvestri the option to purchase 40,000 shares of common stock at an exercise price of \$5.58 per share and 45,000 shares of common stock at an exercise price of \$4.15 per share; Mr. Sperry the option to purchase 40,000 shares of common stock at an exercise price of \$5.58 per share; and Mr. Elter the option to purchase 20,000 shares of common stock at an exercise price of \$5.58 per share. Each of these stock options has an exercise price equal to the fair market value on grant date and a term of ten years. Each of these stock options vests over three years with one-third of the total award vesting on the first anniversary of the grant date and the remainder vesting on the second and third anniversaries of the grant date.

### **1999 Stock Option and Incentive Plan**

*Administration.* Our Board of Directors currently administers our 1999 Stock Option and Incentive Plan. The Compensation Committee of our Board of Directors is responsible for reviewing all of our executive compensation plans.

*Eligibility.* All of our employees, consultants and non-employee directors are eligible to be granted awards under our 1999 Stock Option and Incentive Plan. An employee, consultant or non-employee director granted an award is a participant under our 1999 Stock Option and Incentive Plan.

*Number of Shares Available for Issuance.* The maximum number of shares of our common stock that are authorized for issuance under our 1999 Stock Option and Incentive Plan as of January 1, 2007 is 14,277,764. Shares issued under the 1999 Stock Option and Incentive Plan may be treasury shares or authorized but unissued shares. In the event the number of shares to be delivered upon the exercise or payment of any award granted under the 1999 Stock Option and Incentive Plan is reduced for any reason or in the event that any award (or portion thereof) can no longer be exercised or paid, the number of shares no longer subject to such award shall be released from such award and shall thereafter be available under the 1999 Stock Option and Incentive Plan for the grant of additional awards. Upon the occurrence of a merger, consolidation, recapitalization, reclassification, stock split, stock dividend, combination of shares or the like, the plan administrator may ratably adjust the aggregate number and affected class of securities available under the 1999 Stock Option and Incentive Plan.



## **Table of Contents**

*Types of Awards.* The plan administrator may grant the following types of awards under our 1999 Stock Option and Incentive Plan: stock options; restricted stock; or other stock-based awards. Stock options awarded under our 1999 Stock Option and Incentive Plan may be nonqualified stock options or incentive stock options under Section 422 of the Internal Revenue Code of 1986, as amended, or the Code. With the exception of incentive stock options, the plan administrator may grant, from time to time, any of the types of awards under our 1999 Stock Option and Incentive Plan to our employees, consultants and non-employee directors. Incentive stock options may only be granted to our employees.

*Stock Options.* A stock option is the right to acquire shares of our common stock at a fixed price for a fixed period of time and generally is subject to a vesting requirement. To date, as a matter of practice, options have generally been subject to a three-year vesting period, with one-third of the total award vesting at the first anniversary of the grant date and the remainder vesting in equal thirds each anniversary thereafter. A stock option will be in the form of a nonqualified stock option or an incentive stock option. The exercise price is set as the market price on the grant date. The term of a stock option may not exceed ten years or five years in the case of incentive stock options granted to a 10% owner. Our 1999 Stock Option and Incentive Plan also allows for the early exercise of unvested options, provided that right is permitted in the applicable stock option agreement. All outstanding unvested shares of our common stock acquired through early exercised options are subject to repurchase by us. After termination of an optionee, he or she may exercise his or her vested options for the period of time stated in the stock option agreement. Generally, if termination is due to death or disability, the vested option will remain exercisable for 180 days; if termination is for cause, the option may no longer be exercised; and, in all other cases, the vested options will remain exercisable for three months. However, an option may not be exercised later than its expiration date.

*Restricted Stock.* The restricted stock award is an award entitling the recipient to acquire, at par value or such other higher purchase price determined by the administrator, shares of stock subject to such restrictions and conditions as the administrator may determine at the time of grant. Conditions may be based on continuing employment (or other business relationship) and/or achievement of pre-established performance goals and objectives. The grant of a restricted stock award is contingent on the participant executing the restricted stock award agreement. Restricted stock awards are shares of our common stock that are subject to cancellation, restrictions and vesting conditions, as determined by the plan administrator. Restricted stock awards generally vest over three years, beginning with one-third vesting on the first anniversary of the grant date, and then one-third vesting on the second and third anniversaries of the grant date. Restricted stock awards are made pursuant to our 1999 Stock Option and Incentive Plan.

*Other Awards.* The administrator of the 1999 Stock Option and Incentive Plan also may grant other forms of awards that generally are based on the value of our common stock as determined by the plan administrator to be consistent with the purposes of our 1999 Stock Option and Incentive Plan.

*Amendment and Discontinuance; Term.* The plan administrator may amend, suspend or terminate our 1999 Stock Option and Incentive Plan at any time, with or without prior notice to or consent of any person, except as would require the approval of our stockholders, be required by law or the requirements of the exchange on which our common stock is listed or would adversely affect a participant's rights to outstanding awards without their consent. Unless terminated earlier, our 1999 Stock Option and Incentive Plan will expire on the tenth anniversary of its effective date.

**Table of Contents****Outstanding Equity Awards at 2006 Fiscal Year-End Table**

The following table provides information on the holdings of stock option and stock awards by the named executives as of December 31, 2006. This table includes unexercised and unvested option awards and unvested restricted stock. The market value of the stock awards is based on the closing market price of Plug Power stock as of December 31, 2006, which was \$3.89. For additional information about the option awards and stock awards, see the description of equity incentive compensation in the section titled Compensation Discussion and Analysis.

Name	Number of Securities Underlying Unexercised Options (Exercisable) (#)	Number of Securities Underlying Unexercised Options (Unexercisable) (#)	Option Awards Equity Incentive Plan Awards:		Option Expiration Dates		Stock Awards		
			Number of Securities Underlying Unexercised Options (#)	Option Exercise Price (\$)			Number of Shares or Units of Stock That Have Not Vested (#)	Market Value of Shares or Units of Stock That Have Not Vested (\$)	
Roger Saillant	961,737	200,010		5.95	11.19	12/12/2010	1/3/2015		
Jean Nelson	15,000	45,000			3.95		11/27/2016	24,000	93,360
David Neumann									
Robert Powers	1,333	8,667		5.58	6.32	6/1/2015	2/1/2016	2,000	7,780
Greg Silvestri	238,332	101,668		4.15	9.20	6/14/2009	7/20/2016	30,000	116,700
Mark Sperry	63,359	56,668		5.39	9.20	11/14/2011	2/1/2016	21,000	81,690
John Elter	69,142	36,668		5.39	9.20	11/14/2011	2/1/2016	10,000	38,900

The table below sets forth the vesting schedule for unvested options and restricted stock for each of the named executives noted above:

	Vesting Date	Options (#)	Restricted Stock (#)
<b>Roger Saillant</b>	1/3/2007	99,990	
	1/3/2008	100,020	
<b>Jean Nelson (a)</b>			
<b>David Neumann (b)</b>			
<b>Robert Powers</b>	2/1/2007	1,999	666
	6/1/2007	1,333	
	2/1/2008	2,000	667
	6/1/2008	1,334	
	2/1/2009	2,001	667
<b>Greg Silvestri (c)</b>			
<b>Mark Sperry</b>	1/28/2007	8,333	
	2/1/2007	13,332	6,999
	1/28/2008	8,335	
	2/1/2008	13,332	6,999
	2/1/2009	13,336	7,002
<b>John Elter</b>	1/28/2007	8,333	
	2/1/2007	6,666	3,333
	1/28/2008	8,335	
	2/1/2008	6,666	3,333
	2/1/2009	6,668	3,334

- (a) In accordance with the 1999 Stock Option and Incentive Plan all of Ms. Nelson's options and restricted stock ceased vesting on February 22, 2007, the effective date of her resignation.



---

**Table of Contents**

- (b) In accordance with the 1999 Stock Option and Incentive Plan all of Mr. Neumann's options and restricted stock ceased vesting on June 30, 2006, the effective date of his resignation.
- (c) Pursuant to Mr. Silvestri's severance agreement effective February 22, 2007 the Company accelerated the vesting of 36,665 options and 9,998 shares of restricted stock to February 23, 2007. All other unvested options and restricted stock held at February 23, 2007 were forfeited. Accordingly, Mr. Silvestri's unexercised but exercisable options at February 23, 2007 are 274,987 and his unexercised and unexercisable balance is 0. Mr. Silvestri may elect to exercise his vested options by no later than February 23, 2008.

**Potential Payments Upon Termination or Change-in-Control**

In the event that Dr. Saillant, or Messrs. Silvestri, Elter or Sperry's employment agreements is terminated by us without cause and such named executive officer signs a comprehensive release in the form, and of a scope, acceptable to us, such named executive officer will be entitled to continue to be paid his base salary for a period of twelve (12) months, in the case of Dr. Saillant and Mr. Silvestri, his base salary for a period of six (6) months, in the case of Mr. Elter, or fifty percent (50%) of his base salary for a period of twelve (12) months, in the case of Mr. Sperry, as applicable, following termination without cause. Upon termination without cause, Dr. Saillant and Messrs. Silvestri, Elter and Sperry will also be entitled to continued vesting of outstanding equity awards. Additionally, such named executive officers will be entitled to health insurance and life insurance for a period of twelve (12) months following termination without cause. According to his agreement with the Company, Dr. Saillant will also continue to be paid his expected bonus for a period of twelve (12) months. Notwithstanding the foregoing, in no event is Dr. Saillant or Messrs. Silvestri, Elter or Sperry entitled to receive any such payment after he breaches any non-compete, non-solicit or non-disclosure covenant contained in the non-competition and non-solicitation agreement or the employee nondisclosure and developments agreement between us and such named executive officer. We agreed to provide severance payments to these executives in these circumstances based on our negotiations with each of our executives at the time they joined our company and in order to provide a total compensation package that we believed to be competitive. Additionally, we believe that providing severance upon a termination without cause can help to encourage our executives to take the risks that we believe are necessary for our company to succeed and also recognizes the longer hiring process typically involved in hiring a senior executive.

Cause generally may mean any of the following: (1) the failure or refusal of the named executive officer to render services to us in accordance with his obligations under the employment agreement or a determination by us that the named executive officer has failed to perform the duties of his employment; (2) disloyalty, gross negligence, dishonesty, breach of fiduciary duty or breach of the terms of the employment agreement or the other agreements executed in connection therewith; (3) the commission by the named executive officer of an act of fraud, embezzlement or disregard of our rules or policies or the commission by the named executive officer of any other action which injures us; (4) acts which, in the judgment of our board of directors, would tend to generate adverse publicity toward us; (5) the commission, or plea of nolo contendere, by the named executive officer of a felony; (6) the commission of an act which constitutes unfair competition with us or which induces any of our customers to breach a contract with us; or (7) a breach by the named executive officer of the terms of the non-competition and non-solicitation agreement or the employee nondisclosure and developments agreement between us and the named executive officer.

If Dr. Saillant or Messrs. Silvestri, Elter or Sperry had been terminated without cause on December 31, 2006, the approximate value of the severance packages, including, as mentioned above, salary, benefits and equity awards, under the employment agreement for each such named executive officer would have been as follows: Dr. Saillant \$1,036,531, Mr. Silvestri \$469,913, Mr. Elter \$175,429 and Mr. Sperry \$169,556. This includes an acceleration of any remaining unvested options granted to such named executive officer under the 1999 Stock Option and Incentive Plan. Dr. Saillant's approximate value also includes his expected bonus for one year, which, as discussed above, he is entitled to receive upon termination without cause.

In the event that within twenty-four (24) months after a change-in-control the named executive officer's employment is terminated without cause, or he experiences a material negative change in his compensation or

**Table of Contents**

responsibilities each executive officer will be entitled to be paid two (2) years of his annual base salary, in the case of Dr. Saillant, or the average annual base salary over the prior three (3) years, in the case of Messrs. Elter and Sperry, as applicable. Additionally, Dr. Saillant will be entitled to be paid his expected bonus through the date of termination plus two (2) years of his expected bonus; and Messrs. Elter and Sperry will be entitled to be paid their average annual bonus over the prior three (3) years. Mr. Silvestri does not have an agreement containing a change of control provision. Upon a change-in-control, a named executive officer will also be entitled to continued vesting of any remaining unvested options. Further, a named executive will be entitled to health and other benefits from the Company for a period of twelve (12) months following such termination.

Change-in-control generally means any of the following: (1) a sale or other disposition of all or substantially all of our assets; or (2) a merger or consolidation after which our voting securities outstanding immediately before the transaction cease to represent at least a majority of the combined voting power of the successor entity's outstanding voting securities immediately after the transaction. We agreed to provide payments to these executives in these circumstances in order to provide a total compensation package that we believed to be competitive. Additionally, the primary purpose of our equity-based incentive awards is to align the interests of our executives and our stockholders and provide our executives with strong incentives to increase stockholder value over time. As change-in-control transactions typically represent events where our stockholders are realizing the value of their equity interests in our company, we believe it is appropriate for our executives to share in this realization of stockholder value, particularly where their employment is terminated in connection with the change-in-control transaction. We believe that this will also help to better align the interests of our executives with our stockholders in pursuing and engaging in these transactions.

If a change-in-control had occurred on December 31, 2006 and on that date Dr. Saillant, or Messrs. Elter or Sperry had been terminated without cause, experienced a material negative change in his or her compensation or responsibilities or was required to be based at a location more than 50 miles from his or her current work location, the value of the change-of-control provisions, including, as mentioned above, salary, benefits, accelerated equity awards and expected bonus, under the employment or executive severance agreements for each such named executive officer would have been as follows: Dr. Saillant \$1,415,579, Mr. Elter \$322,243, and Mr. Sperry \$306,458.

**Option Exercises and Stock Vested in Fiscal 2006 Table**

The following table provides information for the named executive officers on (1) stock option exercises during 2006, including the number of shares acquired upon exercise and the value realized; and (2) the number of shares acquired upon the vesting of restricted stock awards and the value realized, in each case before payment of any applicable withholding tax and broker commissions.

Name	Option Awards		Stock Awards	
	Number of Shares Acquired on Exercise (#)	Value Realized on Exercise (\$)	Number of Shares Acquired on Vesting (#)	Value Realized on Vesting (\$)
<b>Dave Neumann(1)</b>	2,000	\$ 5,500	21,000	\$ 98,070

- (1) Mr. Neumann exercised 2,000 stock options on December 28, 2006, with an exercise price of \$1.00 and a market price of \$3.75. He acquired 21,000 shares with a market price of \$4.67 on June 30, 2006, upon the lapse of restrictions.

**Table of Contents****Pension Benefits Table**

The table below sets forth information on the pension benefits for the named executives under the following pension plan. The amounts reported in the table below equal the present value of the accumulated benefit at December 31, 2006 for the named executive officers under the plan. No pension benefits were paid to any of the named executive officers in the last fiscal year.

Name	Plan Name	Number of Years Credited Service (#)	Present Value of Accumulated Benefit (\$)	Payments During Last Fiscal Year (\$)
<b>Roger Saillant(1)</b>	SERP	6	1,112,427	0

- (1) The Company established a funding vehicle in an amount equal to the agreed upon lump sum, present value of the difference between (i) the lump sum benefit Mr. Saillant would have received pursuant to the Ford/Visteon pension plan if he had retired at his normal retirement date in accordance with the provisions of such plan; and (ii) the lump sum benefit Mr. Saillant is eligible to receive pursuant to such plan based upon his actual retirement date. In order to calculate the amount of the Retirement Benefit, the Company used an interest rate factor equal to 8%, a life expectancy of 80 years of age and a normal retirement age of 65.

*The following Report of the Compensation Committee of the Board of Directors on Executive Compensation will not be deemed incorporated by reference by any general statement incorporating by reference this Proxy Statement into any of the Company's filings under the Securities Act of 1933, as amended, or the Securities Exchange Act of 1934, as amended, except to the extent that the Company specifically incorporates this information by reference, and will not otherwise be deemed filed under such Acts.*

**Report of the Compensation Committee of the Board of Directors on Executive Compensation**

The Compensation Committee reviews and evaluates individual executive officers and determines the compensation for each executive officer (See the section entitled *Executive Compensation*). The Compensation Committee also oversees management's decisions concerning the performance and compensation of other Company officers, administers the Company's incentive compensation and other stock-based plans, evaluates the effectiveness of its overall compensation programs, including oversight of the Company's benefit, perquisite and employee equity programs, and reviews the Company's management succession plans. A more complete description of the Compensation Committee's functions is set forth in the Compensation Committee's charter which is published on the Investors section of the Company's website at [www.plugpower.com](http://www.plugpower.com). Each member of the Compensation Committee is an independent director as defined in the NASDAQ Rules.

In general, the Compensation Committee designs compensation to attract, retain and motivate a superior executive team, reward individual performance, relate compensation to Company goals and objectives and align the interests of the executive officers with those of the Company's stockholders. We rely upon our judgment about each individual and not on rigid guidelines or formulas, or short-term changes in business performance in determining the amount and mix of compensation elements for each senior executive officer. Key factors affecting our judgments include: the executive's performance compared to the goals and objectives established for the executive at the beginning of the year; the nature, scope and level of the executive's responsibilities; the executive's contribution to the Company's financial results; the executive's effectiveness in leading the Company's initiatives to increase customer value, productivity and revenue growth; the executive's contribution to the Company's commitment to corporate responsibility, including the executive's success in creating a culture of unyielding integrity and compliance with applicable law and the Company's ethics policies; and the executive's commitment to community leadership and diversity.

## **Table of Contents**

The Compensation Committee has reviewed the Compensation Discussion and Analysis and discussed that analysis with Management. Based on its review and discussions with Management, the Compensation Committee recommended to our Board of Directors that the Compensation Discussion and Analysis be included in the Company's Annual Report on Form 10-K for 2006 and the Company's 2007 Proxy statement. This report on executive compensation for Fiscal 2006 is provided by the undersigned members of the Compensation Committee of the Board of Directors.

Gary K. Willis (Chairman)

Sergey L. Batekhin

George C. McNamee

Peter Woicke

### **Compensation Committee Interlocks and Insider Participation**

During Fiscal 2006, Messrs. Willis (Chairman), Batekhin, McNamee and Woicke served as members of the Compensation Committee. None of them had any relationship with the Company requiring disclosure under applicable rules and regulations of the SEC.

### **CERTAIN RELATIONSHIPS AND RELATED TRANSACTIONS**

The Company has an exclusive distribution and service agreement with DTE Energy Technologies, Inc. for the states of Michigan, Ohio, Illinois, and Indiana, including nonexclusive rights for distribution and service of specified products in specified countries, as set forth in the agreement. Under the agreement the Company can sell directly or negotiate nonexclusive distribution rights to third parties for the GenCore backup power product line in these states. Starting in the fourth quarter of 2004, for GenCore, and in the fourth quarter of 2005, for GenSite, the Company has agreed to pay a 5% commission to DTE Energy Technologies, Inc., based on sales price of units shipped to the above noted states. The distribution agreement expires on December 31, 2014. During 2006 and the first quarter of 2007, we did not pay any commissions to DTE Energy Technologies, Inc. under this agreement. Based on a Schedule 13G/A filed with the SEC on February 14, 2006, DTE Energy Company, an affiliate of DTE Energy Technologies, Inc., is the beneficial owner of more than 5% of the Common Stock.

The Company sold two GenCore units and two GenSys units, as well as toolkits and service packages, to Smart Hydrogen Inc. in 2006. Smart Hydrogen Inc. is a beneficial owner of more than 5% of the Common Stock according to a Schedule 13D/A filed with the SEC on July 10, 2006.

**Table of Contents****PRINCIPAL STOCKHOLDERS**

The following table sets forth information regarding the beneficial ownership of Common Stock as of February 1, 2007 (except as otherwise indicated) by:

all persons known by us to have beneficially owned 5% or more of the Common Stock;

each director of the Company;

the named executive officers; and

all directors and executive officers as a group.

The beneficial ownership of the stockholders listed below is based on publicly available information and from representations of such stockholders.

Name and Address of Beneficial Owner(1)	Shares Beneficially Owned(2)	
	Number	Percent (%)
Smart Hydrogen Inc.		
Clayburn Development Inc.		
Branton Limited		
MMC Norilsk Nickel		
Vladimir O. Potanin		
Mikhail D. Prokhorov(3)	44,050,940	34.2
DTE Energy Company(4)	9,193,227	7.1
Larry G. Garberding(5)	152,374	*
J. Douglas Grant(6)	75,391	*
Maureen O. Helmer(7)	43,524	*
Lisa Rosenblum(8)	16,949	*
George C. McNamee(9)	529,359	*
Joel D. Gross	3,249	*
Gary K. Willis(10)	136,052	*
Peter Woicke(11)	18,933	*
Sergey L. Batekhin	2,275	*
Sergey S. Polikarpov	2,599	*
Dr. Roger B. Saillant(12)	1,111,896	*
Gregory A. Silvestri(13)	344,727	*
Mark Sperry(14)	153,646	*
Dr. John F. Elter(15)	128,294	*
David A. Neumann(16)	128,793	*
Jean M. Nelson(17)		*
Robert Powers(18)	5,332	*
All executive officers and directors as a group (15 persons)	56,097,560	43.50



- 
- \* Represents less than 1% of the outstanding shares of Common Stock
- (1) Unless otherwise indicated, the address is *c/o* Plug Power Inc., 968 Albany Shaker Road, Latham, New York 12110.
- (2) The number of shares beneficially owned by each stockholder is determined under rules promulgated by the SEC and includes voting or investment power with respect to securities. Under Rule 13d-3 under the Securities Exchange Act of 1934, as amended, beneficial ownership includes any shares as to which the individual or entity has sole or shared voting power or investment power and includes any shares as to which the individual or entity has the right to acquire beneficial ownership within 60 days of February 1, 2007, through the exercise of any warrant, stock option or other right. The inclusion in this Proxy Statement of such shares, however, does not constitute an admission that the named stockholder is a direct or indirect beneficial owner of such shares. The number of shares of Common Stock outstanding used in calculating the percentage for each listed person includes the shares of Common Stock underlying options,

**Table of Contents**

- warrants or other rights held by such person that are exercisable within 60 days of April 9, 2007, but excludes shares of Common Stock underlying options, warrants or other rights held by any other person. Percentage of beneficial ownership is based on 128,952,329 shares of Common Stock outstanding as of April 9, 2007. Unless otherwise indicated, each of the stockholders has sole voting and investment power with respect to the shares of Common Stock beneficially owned by the stockholder.
- (3) Includes (a) 4,550,940 shares held by Smart Hydrogen Inc., and (b) the conversion of 395,000 shares of Class B Capital stock, a class of preferred stock, into 39,500,000 common shares. Clayburn Development Inc. and Branton Limited each own 49.995% of the outstanding shares of Smart Hydrogen Inc. Clayburn Development Inc. is an indirect wholly owned subsidiary of MMC Norilsk Nickel. Vladimir O. Potanin and Mikhail D. Prokhorov each beneficially own 49.9967% of the outstanding equity securities of Branton Limited and 27.39% of the outstanding stock of MMC Norilsk Nickel. Accordingly, each of Clayburn Development Inc., Branton Limited, MMC Norilsk Nickel and Messrs. Potanin and Prokhorov may be deemed to beneficially own these shares. The address of Smart Hydrogen's principal business and principal office is 135, Arch. Makarios III Avenue, Emelle Building, 2<sup>nd</sup> Floor, Office No. 22, CY-3021, Limassol, Cyprus. The address of Mr. Potanin is 9, Bolshaya Yakimanka Street, Moscow, 119180, Russia. The address of MMC Norilsk Nickel and Mr. Prokhorov is 22, Voznesensky Pereulok, Moscow, 125009, Russia. The address of Clayburn Development Inc. is Pasea Estate, Road Town, Tortola, British Virgin Islands. The address of Branton Limited is Kings Court, 1st Floor, Bay Street, P.O. Box N-3944, Nassau, Bahamas. Information regarding Smart Hydrogen Inc., Clayburn Development Inc., Branton Limited, MMC Norilsk Nickel and Messrs. Potanin and Prokhorov is based solely on a Schedule 13D filed with the SEC on April 20, 2006.
- (4) Includes (a) 11,764 shares held by DTE Energy Company, (b) 8,804,463 shares held by DTE Energy Ventures, Inc., a wholly-owned subsidiary of DTE Energy Company, (c) 230,000 shares that may be acquired upon exercise of options granted to DTE Energy Ventures, Inc. and (d) 147,000 shares that may be acquired by DTE Energy Company upon exercise of options granted to Robert J. Buckler and Anthony F. Earley, Jr., former directors of the Company, and Larry G. Garberding for their service as directors of the Company. The pecuniary interest in the options to purchase 147,000 shares of Common Stock held by Messrs. Buckler, Earley and Garberding has been assigned to DTE Energy Company pursuant to the terms of their employment, including the power to direct the exercise of such options. Upon exercise of these options, Messrs. Buckler, Earley and Garberding will assign all shares acquired on exercise to DTE Energy Company. Mr. Buckler is the President and Chief Operating Officer of Detroit Edison, the largest business unit of DTE Energy Company, and may be deemed the beneficial owner of these shares. Mr. Buckler disclaims beneficial ownership of these shares. The address of DTE Energy Company is 2000 2<sup>nd</sup> Avenue, Detroit, Michigan 48226. Information regarding DTE Energy Company is based solely on a Schedule 13G/A filed with the SEC on February 14, 2006.
- (5) Includes 75,000 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1. Includes 40,000 shares of Common Stock issuable upon exercise of outstanding options originally granted to Mr. Garberding with respect to which Mr. Garberding assigned the pecuniary interest in the options, including the power to direct the exercise of such options, to DTE Energy Company pursuant to the terms of his employment. Upon exercise of these options, Mr. Garberding will assign all shares acquired on exercise to DTE Energy Company. The Weighted average exercise price of the outstanding options is \$9.69.
- (6) Includes 45,000 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$5.20.
- (7) Includes 35,000 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$7.10.
- (8) Includes 15,000 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$3.64.

---

**Table of Contents**

- (9) Includes 285,000 shares of Common Stock issuable upon exercise of outstanding options held by Mr. McNamee that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$ 10.45.
- (10) Includes 116,685 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$52.49.
- (11) Includes 15,000 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$5.31.
- (12) Includes 1,061,737 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$9.51.
- (13) Includes 283,330 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$6.46.
- (14) Includes 85,024 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$7.00.
- (15) Includes 84,141 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$7.39.
- (16) Includes 107,416 shares of Common Stock issuable upon the exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$6.82.
- (17) Pursuant to Ms. Nelson's resignation from the Company effective February 22, 2007, and in accordance with the terms and conditions of the 1999 Stock Option and Incentive Plan, all unexercised options expired on March 24, 2007, 30 days after the effective date of resignation.
- (18) Includes 3,332 shares of Common Stock issuable upon exercise of outstanding options that are exercisable within 60 days of February 1, 2007. The Weighted average exercise price of the outstanding options is \$5.88.

**SECTION 16(a) BENEFICIAL OWNERSHIP REPORTING COMPLIANCE**

Section 16(a) of the Securities Exchange Act of 1934, as amended, requires the Company's officers, as defined by Section 16, and directors, and persons who own more than 10% of the Company's outstanding shares of Common Stock (collectively, Section 16 Persons), to file initial reports of ownership and reports of changes in ownership with the SEC. Section 16 Persons are required by SEC regulations to furnish the Company with copies of all Section 16(a) forms they file.

Based solely on its review of the copies of such forms received by it and written representations from Section 16 Persons that no other Section 16(a) reports were required for such persons during Fiscal 2006, the Company believes that during Fiscal 2006 the Section 16 Persons complied with all Section 16(a) filing requirements applicable to them.

**EXPENSES OF SOLICITATION**

The Company will pay the entire expense of soliciting proxies for the Annual Meeting. In addition to solicitations by mail, certain directors, officers and regular employees of the Company (who will receive no compensation for their services other than their regular compensation) may solicit proxies personally, by telephone, by e-mail or by other form of electronic communication. Banks, brokerage houses, custodians, nominees and other fiduciaries have been requested to forward proxy materials to the beneficial owners of shares held of record by them and such custodians will be reimbursed for their reasonable expenses by the Company.

**Table of Contents**

**SUBMISSION OF STOCKHOLDER PROPOSALS FOR 2008 ANNUAL MEETING**

Any stockholder proposals submitted pursuant to Exchange Act Rule 14a-8 and intended to be presented at the 2008 Annual Meeting of Stockholders must be received by the Company on or before January 17, 2008, to be eligible for inclusion in the Company's proxy statement and form of proxy to be distributed by the Board of Directors in connection with that meeting. Any such proposal should be mailed to: Corporate Secretary, Plug Power Inc., 968 Albany Shaker Road, Albany, New York 12110. Such proposal must also comply with the requirements as to form and substance established by the SEC for such a proposal to be included in the proxy statement and form of proxy.

Any stockholder proposals (including recommendations of nominees for election to the Board of Directors) intended to be presented at the Company's 2008 Annual Meeting of Stockholders, other than a stockholder proposal submitted pursuant to Exchange Act Rule 14a-8, must be received in writing at the principal executive office of the Company not less than 90 days nor more than 120 days prior to May 17, 2008, which dates are February 17, 2008 and January 17, 2008, respectively. If the date of the 2008 Annual Meeting is subsequently moved more than 30 days before or more than 60 days after May 17, 2008, such proposals must be received not more than 120 days prior to the date of the 2008 Annual Meeting and not later than the later of (a) 90 days prior to the date of the 2008 Annual Meeting or (b) the 10th day following the date on which public announcement of the 2008 Annual Meeting is made, as set forth in the Company's By-laws. Stockholder proposals must include all supporting documentation required by the Company's By-laws. Proxies solicited by the Board of Directors will confer discretionary voting authority with respect to these proposals, subject to SEC rules governing the exercise of this authority.

**INDEPENDENT ACCOUNTANTS**

The Company has selected KPMG LLP as the Company's independent accountants for the fiscal year ending December 31, 2007. A KPMG LLP representative will be present at the Annual Meeting and will be given the opportunity to make a statement if he or she so desires. The representative will be available to respond to appropriate questions.

**DELIVERY OF PROXY MATERIALS AND ANNUAL REPORT**

**Electronic Delivery**

The notice of Annual Meeting and Proxy Statement and 2007 Annual Report are available on the Company's Internet site at [www.plugpower.com](http://www.plugpower.com). Instead of receiving paper copies of the Annual Report and Proxy Statement in the mail, stockholders can elect to receive these communications electronically via the World Wide Web.

Many brokerage firms and banks are also offering electronic proxy materials to their clients. If you are a beneficial owner of Plug Power stock, you may contact that broker or bank to find out whether this service is available to you. If your broker or bank uses ADP Investor Communications Services, you can sign up to receive electronic proxy materials at [www.InvestorDelivery.com](http://www.InvestorDelivery.com).

**Householding Information**

As permitted by the SEC's proxy statement rules, the Company will deliver only one annual report or proxy statement to multiple stockholders sharing an address, unless the Company has received contrary instructions from one or more of the stockholders. The Company will, upon written or oral request, deliver a separate copy of the annual report or proxy statement to a stockholder at a shared address to which a single copy of the annual report or proxy statement was delivered and will include instructions as to how the stockholder can notify the

**Table of Contents**

Company that the stockholder wishes to receive a separate copy of the annual report or proxy statement. Registered stockholders wishing to receive a separate annual report or proxy statement in the future or registered stockholders sharing an address wishing to receive a single copy of the annual report or proxy statement in the future may contact the Company's Transfer Agent:

American Stock Transfer and Trust Company

6201 15th Avenue

Brooklyn, NY 11219

800-937-5449

[www.amstock.com](http://www.amstock.com)

**ANNUAL REPORT ON FORM 10-K**

The Company's 2006 Annual Report was mailed to stockholders with this Proxy Statement. Upon request, the Company will furnish without charge a copy of the Company's Annual Report on Form 10-K, which has been filed with the SEC. Stockholders may receive a copy of the Form 10-K by:

- (1) Writing to the Chief Financial Officer, Plug Power Inc., 968 Albany Shaker Road, Latham, NY 12110;
- (2) Calling (518) 782-7700;
- (3) Accessing the Company's website at **[www.plugpower.com](http://www.plugpower.com)**; or
- (4) Accessing the SEC's website at **[www.sec.gov](http://www.sec.gov)**.

Table of Contents

ANNUAL MEETING OF STOCKHOLDERS OF  
**PLUG POWER INC.**

May 17, 2007

Please date, sign and mail

your proxy card in the

envelope provided as soon

as possible.

↓ Please detach along perforated line and mail in the envelope provided. ↓

n 20200000000000000000 6

051707

THE BOARD OF DIRECTORS UNANIMOUSLY RECOMMENDS A VOTE

FOR THE ELECTION OF ALL NOMINEES IN PROPOSAL 1.

PLEASE SIGN, DATE AND RETURN PROMPTLY IN THE ENCLOSED ENVELOPE. PLEASE MARK YOUR VOTE IN BLUE OR BLACK INK AS SHOWN HERE x

Proposal 1: Election of two Class II Directors, each to hold office until the Company's 2010 Annual Meeting of Stockholders and until such director's successor is duly elected and qualified or until such director's earlier resignation or removal.

In their discretion, the proxy holders are each authorized to vote upon such other business as may properly come before the Annual Meeting and any adjournments or postponements thereof.

**NOMINEES:**

FOR ALL NOMINEES       George C. McNamee

..

.. WITHHOLD AUTHORITY       J. Douglas Grant

.. FOR ALL NOMINEES

..

FOR ALL EXCEPT

(See instructions below)

**WHEN PROPERLY EXECUTED, THIS PROXY WILL BE VOTED IN THE MANNER DIRECTED HEREIN BY THE UNDERSIGNED STOCKHOLDER(S). UNLESS DIRECTION TO THE CONTRARY IS GIVEN, THIS PROXY WILL BE VOTED FOR THE ELECTION OF EACH OF THE NOMINEES LISTED IN PROPOSAL 1. IN THEIR DISCRETION, THE PROXY HOLDERS ARE EACH AUTHORIZED TO VOTE UPON SUCH OTHER BUSINESS AS MAY PROPERLY COME BEFORE THE ANNUAL MEETING AND ANY ADJOURNMENTS OR POSTPONEMENTS THEREOF. A STOCKHOLDER WISHING TO VOTE IN ACCORDANCE WITH THE BOARD OF DIRECTORS RECOMMENDATIONS NEED ONLY SIGN AND DATE THIS PROXY AND RETURN IT IN THE ENCLOSED ENVELOPE.**

Edgar Filing: PLUG POWER INC - Form DEF 14A

**INSTRUCTIONS:** To withhold authority to vote for any individual nominee(s), mark **FOR ALL EXCEPT** and fill in the circle next to each nominee you wish to withhold, as shown here: 1

The undersigned hereby acknowledge(s) receipt of a copy of the accompanying Notice of Annual Meeting of Stockholders, the Proxy Statement with respect thereto and the Company's Annual Report to Stockholders and hereby revoke(s) any proxy or proxies heretofore given. This proxy may be revoked at any time before it is exercised.

**Please be sure to sign and date this Proxy.**

**PLEASE, SIGN, DATE AND PROMPTLY MAIL YOUR PROXY.**

To change the address on your account, please check the box at right and indicate your new address in the address space above. Please note that changes to the registered name(s) on the account may not be submitted via this method. ..

Signature of Stockholder

Date:

Signature of Stockholder

Date:

**Note:** Please sign exactly as your name or names appear on this Proxy. When shares are held jointly, each holder should sign. When signing as executor, administrator, attorney, trustee or guardian, please give full title as such. If the signer is a corporation, please sign full corporate name by duly authorized officer, giving full title as such. If signer is a partnership, please sign in partnership name by authorized person.

n

n

Table of Contents

.. n

**PLUG POWER INC.**  
**PROXY SOLICITED BY THE BOARD OF DIRECTORS OF**  
**PLUG POWER INC.**  
**FOR THE ANNUAL MEETING OF STOCKHOLDERS**  
**TO BE HELD ON THURSDAY, MAY 17, 2007**

The undersigned hereby constitutes and appoints Gerard L. Conway, Jr. Proxy of the undersigned, with full power of substitution in him, and authorizes him to represent and to vote all shares of common stock, par value \$.01 per share, of Plug Power Inc. (the Company) held of record by the undersigned as of the close of business on April 9, 2007, at the Company's Annual Meeting of Stockholders (the Annual Meeting) to be held at Reuters, Three Times Square (7th Avenue between 42nd and 43rd Streets), 30th Floor, New York, New York 10036, at 10:00 a.m. local time, on Thursday, May 17, 2007, and at any adjournments or postponements thereof.

**WHEN PROPERLY EXECUTED, THIS PROXY WILL BE VOTED IN THE MANNER DIRECTED HEREIN BY THE UNDERSIGNED STOCKHOLDER(S). IF NO DIRECTION IS GIVEN, THIS PROXY WILL BE VOTED FOR THE ELECTION OF EACH OF THE NOMINEES LISTED IN PROPOSAL 1. IN THEIR DISCRETION, THE PROXY HOLDERS ARE EACH AUTHORIZED TO VOTE UPON SUCH OTHER BUSINESS AS MAY PROPERLY COME BEFORE THE ANNUAL MEETING AND ANY ADJOURNMENTS OR POSTPONEMENTS THEREOF. A STOCKHOLDER WISHING TO VOTE IN ACCORDANCE WITH THE BOARD OF DIRECTORS' RECOMMENDATIONS NEED ONLY SIGN AND DATE THIS PROXY AND RETURN IT IN THE ENCLOSED ENVELOPE.**

The undersigned hereby acknowledge(s) receipt of a copy of the accompanying Notice of Annual Meeting of Stockholders, the Proxy Statement with respect thereto and the Company's Annual Report to Stockholders and hereby revoke(s) any proxy or proxies heretofore given. This proxy may be revoked at any time before it is exercised.

**PLEASE SIGN AND DATE ON REVERSE SIDE AND RETURN PROMPTLY IN THE ENCLOSED ENVELOPE.**

n

14475 n