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Judith Ann Bayer
Director
Environmental Government Affairs

October 2, 2000

Mr. Roger Ballentine
Deputy Assitant to the President for
Environmental Initiatives
115 Old Eisenhower Office Building
17th Street & Pennsylvania Avenue, N.W.
Washington, DC 20502

Dear Roger:

There have been some exciting new developments at International Fuel Cells (IFC) that I want to share with you. Attached are three press releases highlighting:

- DOE's announcement of IFC's gasoline-powered fuel cell for automobiles.
- A new partnership arrangement with Shell Hydrogen US to develop, manufacture and sell fuel processors.
- A joint venture with Toshiba to develop and market stationary fuel cell technology in Japan.

Let me know if you have any questions concerning these initiatives or would like additional information about IFC's commercial, residential or transportation fuel cell activities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Judith'.

Judith Bayer

Attachments

DOE

NEWS

NEWS MEDIA CONTACTS:**John B. Townsend II, 202/586-5806****Peter Dalpe, IFC, 860/727-2121****FOR IMMEDIATE RELEASE****September 21, 2000**

Secretary Richardson Announces New Fuel Cell System For Cars

System Powerful Enough to Operate a Passenger Vehicle on Gasoline

Secretary of Energy Bill Richardson today announced that International Fuel Cells (IFC), in partnership with the Department of Energy (DOE), has developed for the first time a gasoline-powered fuel cell system powerful enough to operate an automobile. The further development of the highly efficient fuel cell system will eventually allow consumers to fill up fuel cell-powered vehicles at their local gasoline stations, while increasing their gas mileage.

"The successful operation of this fuel cell system on gasoline clearly demonstrates the viability of fuel cell power systems for automobiles using readily available gasoline," Secretary Richardson said. "This development is part of the government-industry effort to triple the mileage -- eighty miles per gallon -- of conventional automobiles, reducing our reliance on imported oil."

Fuel cells were developed to land man on the moon. The goal of building a fuel cell that runs on gasoline while increasing gas mileage has long eluded researchers. The development of the gasoline fuel cell power system is an important milestone in the Energy Department's automotive fuel cell research and development program. The breakthrough means California grade gasoline containing sulfur (30 parts per million average sulfur) can be successfully converted into a hydrogen-rich fuel to power a fuel cell. Since sulfur degrades the fuel cell, the new process includes a step which removes sulfur.

The collaboration between the Department of Energy and IFC will result in the delivery of the fully integrated 50-kilowatt IFC Polymer Electrolyte Membrane (PEM) fuel cell power plant which incorporates both a fuel processor and cell stack assembly. This power plant is currently undergoing testing at IFC and has achieved over 80 percent of rated power. It is scheduled for delivery to DOE next month.

"The development of a complete fuel cell power plant system that runs on gasoline purchased at a local filling station is a significant step forward for IFC and for the overall effort to employ fuel cell technology for automobiles," said William T. Miller, president of IFC. IFC is a unit of

The system also demonstrates how fuel cells can operate like the internal combustion engines in use today. Previous systems were complicated to operate, requiring multiple technicians and computers. The breakthrough in fuel cell technology simplifies the process. Now, with the push of one button, the system operates automatically. It also demonstrates transient response, meaning it operates on demand as the automobile requires different levels of power.

This technology will enable the nation to utilize existing energy resources more efficiently. Since the fuel processing technology is inherently fuel flexible -- meaning it can operate on fuels other than gasoline -- consumers will be able to also utilize domestic fuel resources and ultimately transition to renewable fuels. DOE is testing other fossil and renewable fuels in the fuel cell application, including natural gas, methanol, ethanol and hydrogen.

This development is part of a multi-year contract between DOE and IFC focusing on advancing PEM fuel cell technology for automobile applications. This fuel cell research project is being conducted in support of the Partnership for a New Generation of Vehicles Initiative. The goal of the partnership is to develop technology that leads to a passenger vehicle with a fuel economy of up to 80 miles per gallon.

-DOE-

R-00-238



International Fuel Cells

A United Technologies Company

FOR IMMEDIATE RELEASE

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44-171-207-3045

UTC'S INTERNATIONAL FUEL CELLS AND SHELL AGREE TO ESTABLISH FUEL PROCESSING JOINT VENTURE

SOUTH WINDSOR, Conn. and HOUSTON, Texas. Sept. 19, 2000 -- International Fuel Cells, a unit of United Technologies Corporation (NYSE: UTX), and Shell Hydrogen US, a division of Shell Oil Products Company (Shell), today announced their intent to establish a 50-50 joint venture company to develop, manufacture, and sell fuel processors for the emerging fuel cell and hydrogen fuel markets.

Fuel processors are devices for converting fossil fuels, such as natural gas or gasoline, into hydrogen. Under the terms of the memorandum of understanding signed between UTC and Shell, the joint venture will target such devices at fuel cells in automobiles, buses, and power generators, and at distributed hydrogen fueling applications such as retail or commercial filling stations, convenience stores, and residences.

Shell and International Fuel Cells (IFC) are currently pursuing different aspects of the development of fuel processors for these markets. By combining the complementary technological and marketing strengths of both partners, the new joint venture will be a global competitor in this technology. The joint venture will market to a wide range of customers, including automotive manufacturers and fuel cell powerplant manufacturers such as IFC.

(more)

"This joint venture combines two complementary fuel processing efforts in the industry," said William T. Miller, President of International Fuel Cells. "We are pleased to have Shell as a partner in our own aggressive efforts to continue commercialization of fuel cell technologies."

"Shell Hydrogen is committed to hydrogen as the fuel of choice and to delivering hydrogen fuel on a commercial basis," said Don Huberts, CEO of Shell Hydrogen. "Fuel processors provide a practical and critical bridge between today's technology and tomorrow's by providing hydrogen from safe, inexpensive, and readily available sources."

Additionally, as part of a broader strategic business relationship between Shell Hydrogen and UTC in the emerging fuel cell and hydrogen businesses, Shell will market IFC fuel cell power systems for certain stationary power applications.

International Fuel Cells is a global competitor in fuel cell production and development for commercial, transportation, residential and space applications. IFC is the sole supplier of fuel cells for U.S. space missions.

Shell Hydrogen is a global business consisting of separate companies and other organizational entities within the Royal Dutch/Shell Group of Companies. Shell Hydrogen was set up in 1999 to pursue and develop business opportunities related to hydrogen and fuel cells, and has its principal office in Amsterdam, the Netherlands.

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International Fuel Cells

A United Technologies Company

Contact:
Peter Dalpe
International Fuel Cells
(860) 727-2121

FOR IMMEDIATE RELEASE

UTC'S INTERNATIONAL FUEL CELLS AND TOSHIBA TO FORM JAPANESE JOINT VENTURE

SOUTH WINDSOR, Conn., and TOKYO, Japan, Tuesday, Sept. 19, 2000 - International Fuel Cells, a unit of United Technologies Corp. (NYSE: UTX), and Toshiba Corp. today announced plans to form a joint venture to develop and market stationary fuel cell technology in Japan.

The joint venture will incorporate Toshiba's fuel cell development activities in Japan and focus on accelerating development of Proton Exchange Membrane (PEM) fuel cell technologies and on increasing sales of the PC25™ fuel cell power system.

"This joint venture will combine our research efforts, eliminate duplication and accelerate the development of PEM fuel cell technology," said William T. Miller, president of IFC. "The venture will also provide IFC with expanded access to the Japanese market for both residential and commercial fuel cell power plants."

Toshiba has worked to develop fuel cell technology since 1978. This year, Toshiba manufactured 30 kilowatt and 1 kilowatt PEM fuel cell test plants.

IFC has been in the fuel cell business for more than 40 years. It has supplied fuel cells to NASA for every manned space flight since Apollo. It also developed the PC25 fuel cell power plant, a 200-kilowatt commercial power system. More than 200 PC25

systems have been delivered since 1991, achieving more than 3.5 million hours of operation.

(more)

IFC has been aggressively pursuing PEM technology for transportation, residential and stationary applications and is currently working with five automakers, including BMW and Hyundai, as well as the U.S. Department of Energy, on development and demonstration programs for automobiles.

Under the terms of the memorandum of understanding signed among Toshiba, IFC and UTC, Toshiba would transfer all its current fuel cell operations into the joint venture. It would also conduct all business regarding fuel cells for stationary and portable power applications through the joint venture.

Toshiba will hold a 51 percent stake in the venture; IFC will hold the remaining 49 percent stake. The joint venture will focus on development and sales of commercial and residential fuel cells in Japan and will employ some 100 workers, mainly engineers.

The new venture does not affect the current ownership structure of IFC. UTC and Toshiba remain 88 percent and 12 percent owners in IFC, respectively.

Toshiba began selling the PC25 power plant in 1996 and currently operates 41 PC25 plants.

Fuel cells generate electric power by combining hydrogen -- or hydrogen from fuels such as methanol, natural gas or petroleum -- with oxygen. Since the fuel is converted directly to electricity, a fuel cell can operate at much higher efficiencies than internal combustion engines, extracting more electricity from the same amount of fuel. The fuel cell itself has no moving parts, making it a quiet and reliable source of power.

International Fuel Cells, a unit of United Technologies Corp. (NYSE: UTX), is the world leader in fuel cell production and development for commercial, transportation, residential and space applications.

(more)

This release contains forward-looking statements as defined under securities laws, including statements about formation and terms of the joint venture and the activities it will undertake. Such forward-looking statements involve risks and uncertainties including those associated with negotiation and creation of a new joint venture.

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mmarvin@bcse.org
08/09/2000 05:05:17 PM

Record Type: Record

To: Roger S. Ballentine/WHO/EOP
cc:
Subject: Fuels Cells

Roger, still checking on a few other things but here's what I got on the fuel cells from Plug Power. Michael

* Plug Power is currently developing fuel cell systems for the residential market. These units are electricity only and provide 7 kW of electricity with 10kW of peaking capacity and 15 kW surge. This is enough to power the typical three to five bedroom home. We have a handful of units in government facilities and are currently working on siting a fuel cell at Yellowstone National Park.

Plug Power has built over 100 fuel cell systems and has 57 prototype systems running at this time. In the first half of 2000 we have produced 61 units, with 27 generating electricity from natural gas in real field settings providing electricity to homes and buildings. We have scaled back production for the remainder of the year to 125 units (from our original projection of 500), which will allow us to concentrate our efforts on improving performance, enhancing quality, and reducing cost, size and weight in a focused manner.

The company is estimating full commercial product availability during the first half of 2002. At that time, our partner, The General Electric Company, will market, service and maintain the fuel cell system. In 2000 and 2001, Plug Power will produce pre-commercial units depending on demand and development status. During the current year, our units will be grid parallel units that supplement grid provided electricity.

In 2000 we are demonstrating units for short-term periods of time only, likely no more than 60 days. Some of these earlier installations will be replaced with commercial units at a later date.

Michael L. Marvin
President
Business Council for Sustainable Energy
Federal Performance Contracting Coalition
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July 21, 2000

MEMO TO: Janet Anderson
White House Climate Change Task Force

FROM: Richard Bradshaw
Special Assistant for Technology Initiatives
Office of Energy Efficiency and Renewable Energy, DOE

SUBJECT: Fuel Cells in Federal Buildings Initiative

As we concurred over the phone, the only commercially available fuel cell of a size appropriate to provide power to buildings is the one currently produced by International Fuel Cells, Inc. (IFC) in Connecticut. IFC is a component company of United Technologies. IFC sell around 50 fuel cells each year, primarily to US and state government agencies that benefit from a Congressionally-funded "Buy-Down" program, using DOE funds administered by the Army Corps of Engineers. The buy-down reduces the unit price by 25%.

Type: 200 kW phosphoric acid fuel cell; fueled by natural gas; produces electricity, heat, and hot water/steam for co-generation.

Cost: \$4,000/kW (\$3,000 with Buy-Down Program). Roughly \$600,000 (plus installation costs)/unit.

Availability: Six months lead time for order; site preparations can be done concurrently.

I have discussed the idea of a Presidentially-announced Federal Buildings Initiative with Dan Reicher and with Bob Dixon and his staff. Dan agrees that this would be a terrific opportunity to showcase the advantages of premium back-up power at a time when electricity reliability is becoming a major issue for DOE, the Congress, and the public. (We could not realistically portray such an initiative as an energy-saving measure, given the high initial cost of the IFC fuel cells; it works only in the context of energy security/reliability). We have several scenarios in mind. However, it is important to understand the DOE and EERE do not have the funds available now or in next year's budget to support the purchase of even one of these fuel cells.

We have begun discussions with IFC and with the natural gas industry about how a financing package might be arranged. [Dick Miller, CEO of IFC—with whom Roger is scheduled to meet on Tuesday—is enthusiastic and will make a presentation to the CEO of UT on Monday.] IFC is amenable to donating the first fuel cell, if we can provide assurances that the Federal government will extend all efforts—short of a guarantee—to site an additional 8-10 fuel cells in Federal facilities in the near term.

It would seem to make good sense to locate this first unit in the White House complex, providing

premium, assured back-up power for critical operations. However, to maximize the PR value—both to IFC and to the White House fuel cell initiative—the best site (at least initially) would be in the White House Visitors Center, where many people can see it, rather than within the secured area of the White House (e.g., the basement).

[As a side comment, I think you know I've been working—with Ron Fiskum of EERE/OBT—with the Office of the Architect of the Capitol to get them to include one or more IFC fuel cells in the design for the new Capitol Visitors Center, whose construction is scheduled to begin in a year.]

As to a program for placing other fuel cells in Federal buildings, the following points should be noted:

- * the program cannot be set up as an energy-savings (ESCO) financed effort, since obviously the fuel cells are far too expensive to justify on a straight economic basis.
- * it should focus on a specific, designated cluster of facilities with common characteristics and needs that fuel cells would appropriately address.
- * procurement of fuel cells for individual facilities should not be left to the discretion of individual agency procurement offices and building facilities offices on a “funding availability” basis.
- * the justification for the program that would work best is that of the designated facilities' criticality for national security/energy security or public safety and health.

I think that we could have a real winner in designating FAA Regional Air Traffic Control Centers as the recipients of the fuel cells. The Centers are obviously critical to air transportation safety; their computers, radar tracking equipment, and communications capabilities all rely on premium, absolutely assured (nine 9ths) power supply. The public and Congressional concern over electricity interruptions merges well in this instance with equally serious concern over the increasing complexity—and therefore increasing danger—of air traffic control. A White House initiative to “green” these Air Traffic Control Centers while simultaneously providing them with protection against power outages should be a winner. How to finance the program? The quickest and simplest way would be to ask Congress for an appropriation to the FAA to fund them in FY2001 as an emergency measure for public safety.

Whether you choose this example or another, I think the important point is to select and designate a manageably small number of facilities of closely similar type that obviously have a civilian public safety or public security mission.

A related note: the Hydrogen Future Act is before Congress for renewal this year. We and the industry are requesting addition of Title II to the reauthorization. Title II essentially authorizes the facilitation of a hydrogen infrastructure, emphasizing Federal procurement of fuel cells for

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buildings and hydrogen fuel cell engined vehicles. The fuel cell initiative could be tied to Administration support for including Title II in the HFA reauthorization.

TO: ROGER

FROM: DAVID AND SHELLEY

RE: FUEL CELLS

August 1, 2000

This memo outlines the choices for immediate actions to promote federal procurement of fuel cells and broader promotion of their benefits to the American public.

With funding that is highly likely, GSA could announce its plans to purchase one fuel cell in FY2001. They are leaning towards locating that fuel cell in Boston, where there is a highly effective interagency team working on clean energy options. They would be open to a highly visible location in the Washington, DC area. The White House is possible for the DC location, but it may have the downside that security issues may prevent full disclosure and publicity of its benefits. In addition, the White House already has highly reliable power systems and backups, so its selection may not improve reliability. Other sites in the Washington area could be explored in cooperation with GSA.

We could also highlight what has already been done to install fuel cells at federal facilities. The DOD buy-down program has supported the installation of 291 units since FY93, with a program to provide \$1000/KW. These units include four different fuel cell types from multiple vendors that have been installed at federal and state government locations, and a limited number of private facilities. Some of these facilities may make for a good event venue.

Another option is to aggressively pursue new funding for fuel cells. This is particularly important because the Congress did not include the earmark in the DOD appropriations bill that has supported the buy-down program in the past seven years, although Congress did fund \$7 million in residential demonstrations for the Army and the Navy. Two options exist as to what to do. First, DOD could reprogram up to \$5 million in either 2000 or 2001 to the existing buy down program, without further congressional approval. The Administration could take this as an executive action. Second, Congress could earmark or otherwise direct another agency, like DOE, to create a buy down program in 2001. If done at DOE, this could be done through the FEMP program and could extend the current involvement of the National Energy Technology Lab (NETL) in West Virginia. Any action would have to consider how this fits in the context of priorities for funding for other climate appropriations initiatives.

Finally, the fuel cell industry would benefit from the tax credit proposed by the President in his FY2001 budget which would offer a credit of up to \$500 per kilowatt of new capacity.

all of this, in addition to a high profile installation.

for buy-down program?
for what?

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Judith Ann Bayer
Director
Environmental Government Affairs

July 18, 2000

Mr. Roger Ballentine
Deputy Assistant to the President for Environmental Initiatives
White House
115 Old Executive Office Building
Washington, DC 20502

Dear Roger:

Attached for your information are materials highlighting International Fuel Cells' (IFC) recent transportation fuel cell activities including:

IFC's new partnership with Thor Industries to build fuel cell powered zero emissions transit buses.

An agreement to provide fuel cell power plants for Hyundai's Sport Utility Vehicle demonstrator program.

A Wall Street Journal ad concerning the IFC hydrogen fuel cell auxiliary power unit (APU) that recently provided continuous power for a BMW Series 700 car's lights and radio for two weeks.

If you would like additional information on these or other IFC fuel cell initiatives, please contact me.

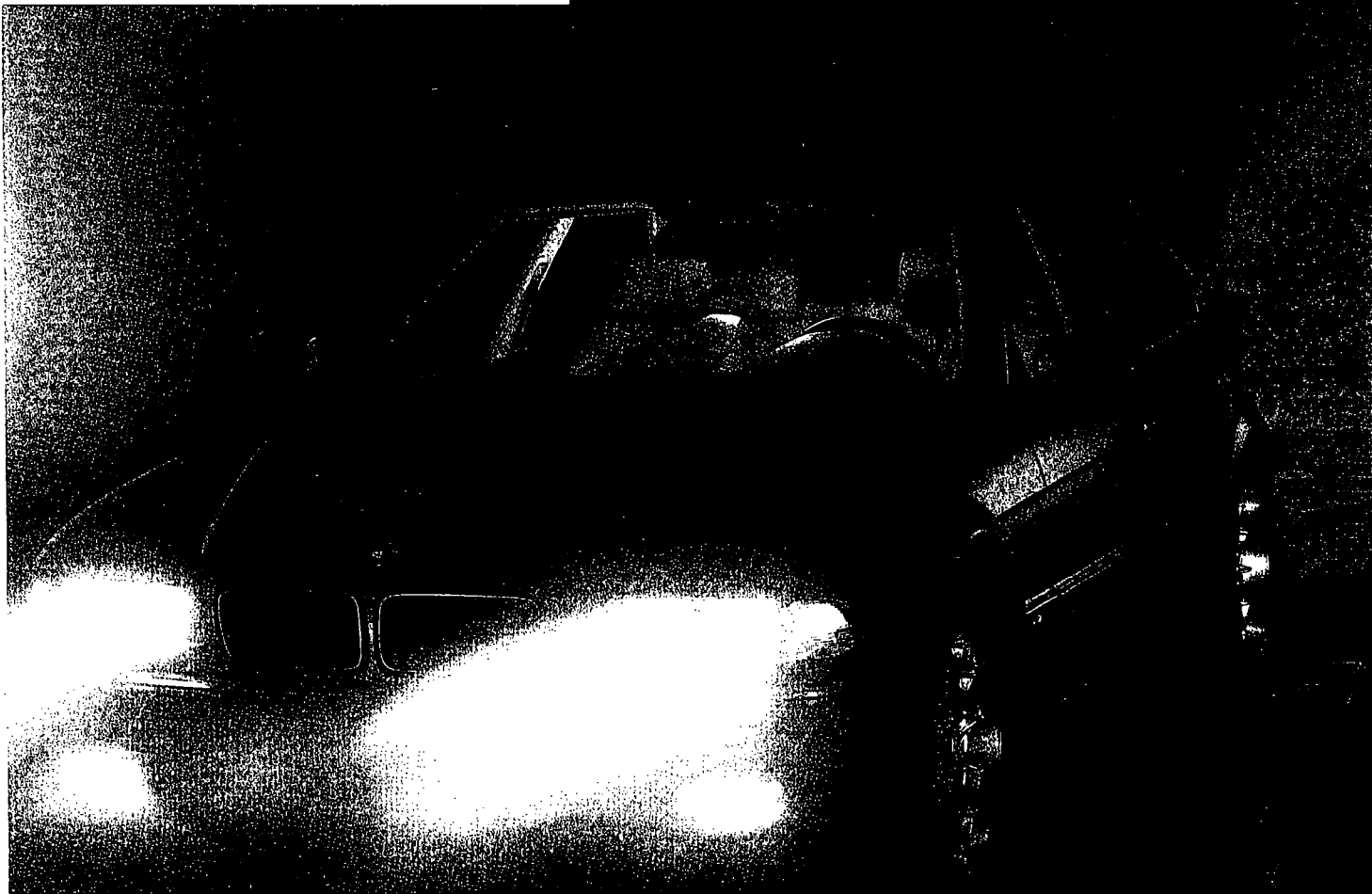
Sincerely,

A handwritten signature in cursive script that reads "Judith".

Judith Bayer

Enclosures

battery not included.



We did it. We powered this BMW's lights and radio continuously for two weeks straight at the Frankfurt Auto Show. Without the engine running, no battery could stand up to that kind of punishment. So, it's a good thing we didn't use one. Instead, we put a UTC developed hydrogen-powered fuel cell under the hood.

If you think of UTC as just an aerospace company, think again. Not only are we developing revolutionary power sources, but we're also creating ultra-strong metals as light as foam, linking elevators to the Internet, and pioneering advanced air conditioning systems that customers can purchase online.

Yes, UTC is a world leader in aerospace, but we're also one of the world's most advanced technology companies. We look forward to looking forward with you.



**United
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INTERNATIONAL FUEL CELLS

Wall Street Journal Ad June 6, 2000

THOR

INDUSTRIES, INC.

419 WEST PIKE STREET • P.O. BOX 629 • JACKSON CENTER, OHIO 45334-0629
PHONE 937-596-6849 • FAX 937-596-6539

NEWS RELEASE

Date: June 5, 2000
Contact: Wade F. B. Thompson

THOR TO BUILD WORLD'S FIRST COMMERICALLY VIABLE, ZERO EMISSIONS FUEL CELL BUSES IN ALLIANCE WITH INTERNATIONAL FUEL CELLS, A UNITED TECHNOLOGIES COMPANY, AND ISE RESEARCH.

Thor Industries, Inc. (NYSE: THO) announced today that it will build the world's first commercially-viable, fuel cell powered, zero emissions transit buses in an exclusive alliance with International Fuel Cells Inc. (IFC), a United Technologies (NYSE: UTX) company, and ISE Research. The first bus will be built by mid 2001.

IFC is the world's largest and most advanced manufacturer of fuel cells. IFC fuel cells have powered every NASA space shuttle mission and IFC is the leader in stationary fuel cell power plants. Thor is the largest mid-size bus builder and the second largest recreation vehicle manufacturer.

Thor has exclusive rights for use of IFC's fuel cells in the complete drive system, called ThunderPower, for all North American mid-sized buses. "ThunderPower is the leading edge technology and the market potential is very large," said Wade F. B. Thompson, Thor Chairman.

"This is an extraordinary break-through in clean transit buses. Thor is already the leader in clean burning alternative-fueled buses and fuel cells are the power of the future. We will build our 30' E-Z Rider low floor transit buses powered by a fuel cell hybrid drive system to sell at a price competitive with other alternative fuels. The key difference will be improved reliability and efficiency and absolutely no emissions," Mr. Thompson added.

ISE Research Corporation, San Diego, CA, the leading developer and integrator of hybrid drive systems for bus and truck applications, will provide its hybrid system and perform the fuel cell systems integration.

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Information from International Fuel Cells: Michael London 203-261-1549

This release includes "forward looking statements" that involve uncertainties and risks. There can be no assurance that actual results will not differ from the Company's expectations. Factors which could cause materially different results include, among others, the success of new product introductions, the pace of acquisitions and cost structure improvements, competitive and general economic conditions, and the other risks set forth in the Company's filings with the Securities and Exchange Commission.

Additional Information:
Chris Hosford
Hyundai
714-965-3470

HYUNDAI SELECTS INTERNATIONAL FUEL CELLS' POWER PLANT FOR ITS SUV DEMONSTRATOR PROGRAM

First high performance fuel cell sport utility vehicle to be developed by industry

ANN ARBOR, MI, May xx, 2000 – Hyundai today announced that it has signed an agreement with International Fuel Cells (IFC), a subsidiary of United Technologies Corp. (NYSE: UTX), to incorporate IFC's fuel cell power plant in its Sport Utility Vehicle demonstrator program.

"We expect to unveil the preliminary results of this collaborative agreement by the end of the first quarter of next year," said Dr. Young-Woo Kim, President of Hyundai America Technical Center. "We will remove the internal combustion engine from our new Santa Fe sport utility vehicle (SUV) and replace it with a fuel cell system from International Fuel Cells."

Initially, the agreement calls for development of two of the prototype Santa Fe fuel cell SUVs. The agreement may be extended to produce an additional two vehicles. All will be used to demonstrate the technology and for testing in real world driving situations.

The 75-kilowatt fuel cell system developed by IFC will use hydrogen as its fuel, thereby eliminating the emissions that cause air pollution and smog. The only emission from the vehicle will be water vapor.

"We expect performance of the fuel cell Santa Fe to exceed that of our standard model," Dr. Kim said, "making this Santa Fe the first high performance fuel cell SUV."

The IFC system will have a greater power density than fuel cell systems that have been tested in cars in the past. That means the system will have greater power in a smaller package. In addition, it will have substantially greater efficiency because it uses a near ambient pressure system.

■ More –

“By eliminating the high pressure requirements of other fuel cells, IFC has created a system that is much simpler. Eventually, that will translate into lower costs for the consumer,” Dr. Kim said.

“We are pleased to be participating in such an innovative development effort as we continue our program of creating fuel cells for transportation and residential use,” said William T. Miller, IFC president. “We look forward both to the relationship and to a fully successful development outcome.”

A fuel cell uses an electrochemical process to directly convert the chemical energy found in hydrogen into electricity and hot water. Because the fuel cell does not burn its fuel, it eliminates polluting air emissions. Fuel cells have been identified by the automotive industry as the most likely new technology to replace the internal combustion engine.

The fuel cell system to be used in the Santa Fe SUV will contain a single “stack” of fuel cells. It will use a conventional automobile battery for start-up.

IFC is the only company producing stationary fuel cell systems commercially. The company currently markets the PC25™, a stationary 200-kilowatt fuel cell system for commercial applications. In addition to developing automotive and stationary fuel cell systems, IFC also supplies the fuel cells used on the Space Shuttle.

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Additional information from International Fuel Cells:
Michael London
203-261-1549

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