

# Quotes from the automotive industry regarding the commercialization of hydrogen and fuel cells (1998-1999)

**"The days of the traditional oil company are numbered, in part because of emerging technologies such as fuel cells for transportation and countries with emerging economies that will exert more control over their natural resources."**

Peter I. Bijur, Chairman and CEO, Texaco Inc., Global Energy Address to the 17th Congress of the World Energy Council, Houston, September 14, 1998



**"The introduction of fuel cells in mobile and stationary applications could possibly revolutionize the world's energy picture."**

Jan Smeele, Chief Executive Officer of Shell Hydrogen, PRNewswire, 17 February 1999



**"Fuel cell vehicles will probably overtake gasoline-powered cars in the next 20 to 30 years."**

Takeo Fukui, Managing Director, Research and Development, Honda Motor Co., Bloomberg News, June 5, 1999



**"We believe (fuel cell) technology has the possibility of becoming main street technology, not niche technology."**

Firoz Rasul, Chairman and CEO, Ballard Power Systems, The Detroit News, November 30, 1999



## Quotes from the automotive industry regarding the commercialization of hydrogen and fuel cells (1999-2000)

**"Only few megatrends exist that are of special importance to the future of the automotive industry. Sustainable mobility is one of them, and fuel cells are a key technology for it."**

Prof. Klaus-Dieter Voehringer, President of Research and Technology of DaimlerChrysler, The Detroit News, November 30, 1999

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**"Every industry has a life cycle. This may be the best time for auto makers. If we do not enter new businesses, there's a chance that our company will come to an end. ... Toyota always has a sense of crisis."**

Hiroshi Okuda, Chairman, Toyota Motor Corp., Business Week, April 25, 2000



**"In just two years, DaimlerChrysler will become the world's first automaker to launch fuel cell vehicles on the market. And the first fuel cell passenger cars will be ready to roll another two years after that. "**

Jürgen E. Schrempp, Chairman of the DaimlerChrysler Board of Management, at World Engineers Day in Hanover on June 19, 2000

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**"I believe fuel cells will finally end the 100-year reign of the internal combustion engine. . . Fuel cells could be the predominant automotive power source in 25 years. "**

William Clay Ford, Jr., Chairman and CEO, Ford Motor Company, 5 October 2000



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I M P L E M E N T I N G N E W I D E A S

## Quotes from the automotive industry regarding the commercialization of hydrogen and fuel cells (2000-2002)

**"The transition will be very messy, and will take many and diverse competing technological paths, but the longterm future will be in hydrogen and fuel cells. "**

Herman Kuipers, Business Team Manager, Innovation & Research, Shell Global Solutions, 21 November 2000



**"Fuel cell vehicles (FCVs) are not just greener vehicles, they can provide freedom in vehicle design and electrification of subsystems. ... I believe among the alternative fuel technologies, FCVs can pass all the gates, better than pure electric vehicles or hybrids."**

Paul Lancaster, Vice President of Finance for Ballard Power Systems, January 2001



**"If this works this is the holy grail, this is the breakthrough. We've done enough work, we think there are risks, and the payoff is not just for the automotive OEMs (original equipment manufacturers), it's the whole economy."**

Rick Wagoner, GM President and CEO, January 14, 2002



**"Fuel cells will power cars with little or no waste at all. We happen to believe that fuel cell cars are the wave of the future; that fuel cells offer incredible opportunity."**

US President George W. Bush, February 25, 2002

