

**Interview with John Harris, VP Marketing and Sales  
Ballard Power Systems Inc.**

at the Group Exhibit Hydrogen and Fuel Cells  
during HANNOVER FAIR 2002, 15-20 April 2002

**1) Q: What do you consider to be Ballard's greatest success stories?**

A: We are proud of Ballard's many milestones and goals accomplished over the years, which support our position as a leader in the fuel cell industry. These accomplishments include:

- secured committed relationships and supply agreements with world-leading companies such as DaimlerChrysler, Ford, Honda, ALSTOM, EBARA and First Energy Corp. (formerly GPUI)
- completion of the world's first fuel cell bus field trials with the Chicago Transit Authority and TransLink (formerly BC Transit)
- commissioning the world's first proton exchange membrane (PEM) manufacturing facility, developing, installing and qualifying volume manufacturing processes and equipment for fuel cells and fuel cell modules
- delivery of 250kW stationary Ballard® fuel cell power generators to customers for ongoing field trials
- commercial introduction of our first commercial product, Nexa™ power module in September 2001
- completion of the consolidation of Ballard Power Systems Inc. and our associate companies Ecostar Electric Drive Systems and XCELLSIS Fuel Cell Engines in November 2001.

**2) Q: What initial market is Ballard's first commercial product intended for?**

A: The 1200 watt Nexa™ power module, announced in September 2001, is intended for portable and intermittent power markets. The Nexa™ power module is now being sold to original equipment manufacturers (OEMs) for integration into end products for specific applications such as auxiliary power units, uninterruptable power supply, portable/back-up power, golf carts and material handling equipment (e.g. forklifts).

**3) Q: What are Ballard's commercialization strategies for the other fuel cell markets?**

A: The advantages of Ballard's multiple market strategy include synergies in product development and economies of scale to lower product manufacturing and selling costs to our customers and the end consumer. Following the recent launch of the Nexa™ power module, Ballard plans to deliver commercial fuel cells for transit bus engines in 2002, intermittent stationary products in 2003 and automotive products between 2003 to 2005.

In parallel, we will introduce several new products in 2002. These include new battery electric drive trains targeted for use in airline ground support baggage tractors and the Ford TH!NK City passenger car, and a power conversion system that will be available for use with microturbines and other stationary power generators.

**4) Q: What does the acquisition of Ecostar Electric Drive Systems and XCELLSIS Fuel Cell Engines mean for Ballard, its customers, and the end consumer?**

A: A great summary of this transaction is quoted by Firoz Rasul, our Chairman and Chief Executive Officer, as follows, "Consolidating XCELLSIS and Ecostar into Ballard will make Ballard a stronger company with expanded markets, more products, greater capabilities, an unrivaled technology portfolio and a formidable team, extending Ballard's lead in the fuel cell industry. This transaction will result in the increased commitment of

DaimlerChrysler and Ford to Ballard's success. Ballard's expanded product range and enhanced ability to provide complete solutions will bring us much closer to all our customers." As well, the acquisition will increase time and cost efficiencies for Ballard's customers that will be passed on to their customers, who in most cases are the end consumers.

**5) Q: What limitations are you aware of in hydrogen technology?**

A: Similar to the development of a gasoline infrastructure several decades ago, the infrastructure for hydrogen fuel supply, and other fuels for this matter, have yet to be created. Ballard is proactively working with the California Fuel Cell Partnership (CaFCP) to resolve infrastructure issues to avoid any barriers to the commercialization of fuel cell-powered vehicles including hydrogen. Already a number of prototypical hydrogen fueling stations have been established globally.

**6) Q: Is hydrogen the only fuel Ballard will use to power its fuel cells?**

A: Fuel cell products can utilize a variety of source fuels, which include natural gas, methanol, petroleum and hydrogen. Ballard is developing fuel cell products that can utilize the type of fuel most expedient and economical for each application. Fuel use varies from application to application and from each geographic location around the world.

**7) Q: What role does the California Fuel Cell Partnership (CaFCP) serve?**

A: The partnership's mission is to demonstrate and test fuel cell-powered cars and buses under everyday driving conditions, to investigate fuel infrastructure issues, promote public awareness of proton exchange membrane (PEM) fuel cell vehicles and identify problems and potential solutions prior to commercialization.

The CaFCP was co-founded in 1999 by Ballard, the State of California, major auto-manufacturers and energy companies. On November 1, 2000, the CaFCP opened its headquarters in Sacramento where 11 of the 14 fuel cell-powered vehicles present were powered by BALLARD<sup>®</sup> fuel cells.

**8) Q: What were the benefits of exhibiting at Hannover Fair 2001?**

A: The main benefits of Hannover Fair 2001 were the sheer size of the fair, attracting approximately 300,000 attendees, combined with time and cost efficiencies in obtaining customer contacts. Hannover Fair 2001 was the appropriate European location and venue to re-enforce Ballard's position as an industry leader in fuel cell technology.

Ballard was pleased to see strong representation by the fuel cell industry and heightened interest in fuel cell technology. Ballard's booth was well attended by customers, investors, suppliers, political figures and the general public. We answered many inquiries about our company and products, gained valuable feedback and important contact information. There were certainly synergies of being part of a group exhibit, which allowed for a common place to visit for fuel cell products.

9) **Q: Ballard has increased its exhibition area by 25% for Hannover Fair 2002. What does Ballard plan to display?**

A: Ballard plans to display its latest developments in fuel cell products. As well, electric power trains and power conversion systems from Ecostar Electric Drive Systems and fuel cell engines from XCELLSIS will be displayed.

John Harris  
Vice President, Marketing and Sales  
Ballard Power Systems Inc.

Ballard Power Systems is recognised as the world leader in developing, manufacturing and marketing zero-emission proton exchange membrane ("PEM") fuel cells for use in transportation, electricity generation and portable power products. Ballard's Transportation Division is developing, manufacturing and marketing complete fuel cell engines for the transportation market. Ballard's Electric Drive and Power Conversion Division is developing, manufacturing and marketing electric drive trains for both fuel cell and battery powered electric vehicles, and power conversion equipment for microturbines and other distributed generation. Ballard's Power Generation Division is developing, manufacturing and marketing fuel cell power generation equipment for markets ranging from 1-kilowatt portable power products to larger stationary power generation products. Ballard's Material Products Division is a Tier 1 automotive supplier of friction materials for power train components to General Motors and Borg Warner, as well as a supplier of gas diffusion layer materials to the fuel cell industry. Ballard's proprietary fuel cell technology is enabling automobile, electrical equipment and portable power product manufacturers to develop environmentally clean products for sale. Ballard is partnering with strong, world-leading companies, including DaimlerChrysler, Ford, ALSTOM and EBARA, to commercialise BALLARD® fuel cells. Ballard has also supplied fuel cells to Honda, Nissan, Volkswagen, Yamaha, Cinergy, Coleman Powermate and Matsushita Electric Works, among others.

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For more information please visit [www.ballard.com](http://www.ballard.com), [www.ecostardrives.com](http://www.ecostardrives.com) and [www.xcellsis.com](http://www.xcellsis.com).

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