

40
years

BALLARD®

H₂EM 2019

*Future of Zero-
Emission Mobility*

Randy MacEwen, Ballard CEO
25 September 2019

The Ballard logo is displayed in white, bold, sans-serif capital letters on a dark blue rectangular background in the top-left corner of the slide.

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A quote from McKinsey is centered in a white semi-transparent box. The text is in a bold, italicized, sans-serif font.

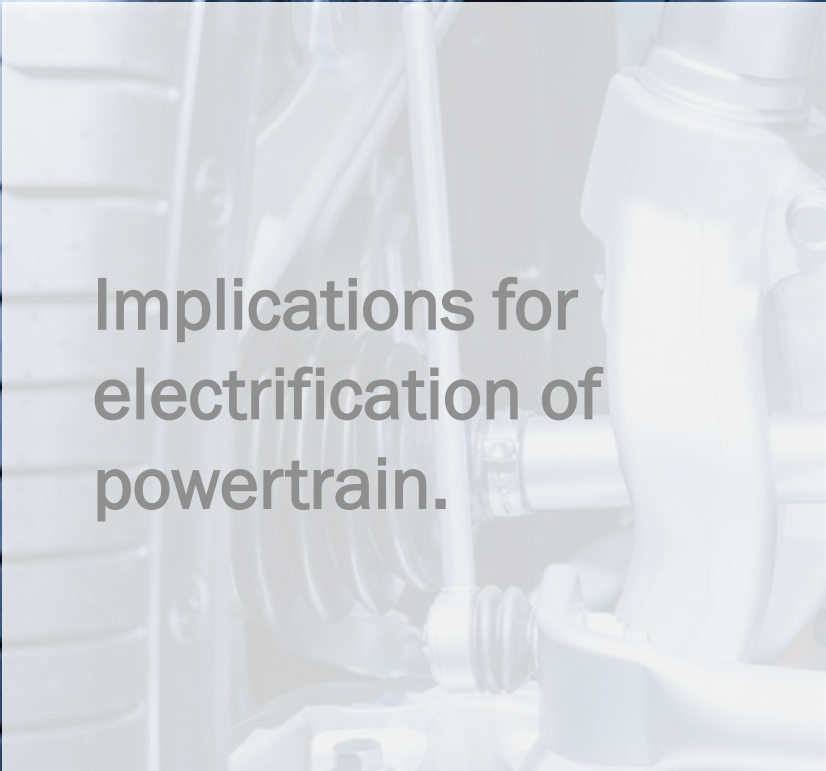
***“Mobility’s second
great inflection
point.”***

The attribution '(McKinsey)' is located below the quote, in a smaller, regular, sans-serif font.

(McKinsey)



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Implications for
electrification of
powertrain.

Why FC HDM?

- strongest value proposition
- lowest barrier to refueling infrastructure
- significant contribution to emissions reduction

A group of penguins is shown on a large, white ice floe. One penguin is swimming in the blue water below the ice. The background is a vast expanse of blue water and white ice.

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Many credible
companies are now
joining the industry
in a serious way.



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Vehicle performance

Refueling/recharging time



TCO economics

Scalable infrastructure

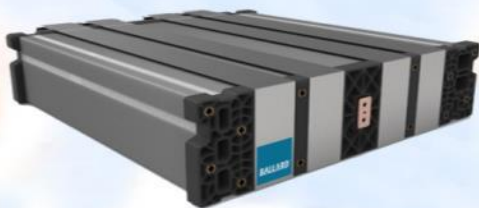
Supply chain risks

Cradle to grave decarbonization

Labour transition

FCEVs offer long-term sustainable solution

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Power to Change the World[®]