

Ms Ursula von der Leyen
President of the European Commission
European Commission
Rue de la Loi / Wetstraat 200
1040 Brussels
Belgium

July 2nd, 2025

A Call to Action: Accelerate Hydrogen Mobility for Europe's Sustainable, Competitive and Resilient Industrial Future

Dear President von der Leyen,

Europe stands at a crossroads for industrial competitiveness, as well as energy and resource resilience. The energy and automotive sectors are central to Europe's strength and the choices we make today will determine its ability to ensure a sustainable, affordable, and safe future for European citizens. At stake is not only Europe's climate ambition but also its strategic sovereignty, its position as a global leader in clean technology manufacturing and the worldwide competitiveness of its industries.

This challenge demands bold, long-term choices, and hydrogen is an essential part of the solution. As CEOs of leading international companies in the energy, automotive and other sectors, we believe that batteries and direct electrification can decarbonize important segments of the global economy; however, **Europe's strategic goals can only be achieved with hydrogen solutions playing a critical complementary role.**

Hydrogen mobility: a strategic imperative for Europe

The use of hydrogen in road transport is vital for three key reasons:

Firstly, deployment of hydrogen vehicles – both fuel cell electric vehicles (FCEV) and hydrogen-powered internal combustion engines (H2ICE) – alongside battery electric vehicles (BEV) is necessary to achieving **resilient and cost-effective decarbonisation that safeguards Europe's strategic sovereignty**. As electrification encounters scale-up challenges – illustrated for example by recent blackouts in several EU Member States, a diversified approach will help address infrastructure capacity and system integration concerns with solutions independent from the grid. Diversification will also alleviate supply chains and raw materials constraints¹ that otherwise create significant strategic exposure. In contrast, Europe already has sufficient supply and recycling of the Platinum Group Metals (PGMs) required for FCEVs. Finally, while avoiding inherent risk that comes with betting on any single technology, this approach will help Europe achieve its goals more cost-effectively. Compared with a BEV-only scenario, a combined FCEV and BEV solution could save Europe €300-500 billion in infrastructure investments through 2050.²

Secondly, hydrogen mobility is essential to sustaining **high-value industrial activity and skilled jobs in Europe**. Succeeding in the global economic transformation hinges on Europe's ability to leverage its well-established automotive and technology experience and transform it into a new leadership opportunity. Hydrogen technologies can be produced here in Europe, leveraging Europe's strength in

¹ Especially with regards to nickel, cobalt, and lithium. Hydrogen Council Transport Study, 2021.

² EU Clean Hydrogen Joint Undertaking, 2022.

advanced manufacturing, particularly for precision components like combustion engines and fuel cells where European engineering excellence provides a competitive advantage, anchoring high-value manufacturing and engineering roles and providing up to 500,000 jobs by 2030.³ On the contrary, full dependency on batteries and related raw materials would significantly weaken Europe's position vis-a-vis geographies that are moving quickly and decisively in this highly consequential and time-sensitive global race. To illustrate: China already today leads the world in hydrogen mobility deployment, with over 28,000 vehicles sold and 400+ refuelling stations in operation as of 2024. By 2030, China aims to reach 1 million hydrogen vehicles and 1,000 stations.

Finally, hydrogen's scale-up in mobility unlocks **critical synergies across the energy system** that are essential to achieving Europe's overall climate, economic and security goals: it supports demand aggregation that enables investment in shared infrastructure and reinforces the business case for using hydrogen in hard-to-abate industries like steel, chemicals, and aviation, where few alternatives exist, while also strengthening the case for clean hydrogen imports. Finally, it helps radically reduce the massive costs of curtailed renewable power. In Germany alone, approximately 9TWh of renewable energy was lost in 2024 due to grid congestion or insufficient demand, equivalent to €2.8 billion, which could otherwise be stored in hydrogen and made available when and where needed.⁴

Urgent action needed to activate hydrogen mobility markets

Dozens of leading companies have invested in hydrogen mobility in Europe. Hydrogen mobility is becoming a reality, demonstrating the **technology is mature, safe, reliable, and delivering benefits to its users today** in vehicles spanning the full range of user needs. Fuel cell trucks and buses have covered well over 15 million kilometers in customer use in Europe. In Paris alone, for example, some 800 hydrogen taxis are driving passengers, safely and sustainably, over 3 million kilometers a month.

However, despite Europe's effort to put forward enabling policies and tools, implementation is lagging or encountering setbacks and, as a result, hydrogen mobility faces **steep headwinds and scale-up challenges** in Europe. Past policies – often designed and implemented in silos – have not succeeded to bridge efficiently the initial cost gap of hydrogen mobility solutions, resulting in limited ramp-up volumes and jeopardizing the entire value chain development. These challenges echo the early struggles of battery electric vehicles, which would not have been solved without targeted intervention.

To unlock hydrogen mobility, the European Union (EU) and leading Member States **must take decisive action now to define a new, targeted market activation strategy** that will accelerate roll-out while minimizing the cost of the sector transition. Building on lessons learnt from efforts to-date as well as the experience of established hydrogen frontrunners such as South Korea and rapidly emerging hydrogen economies such as China, Europe must:

- 1) **Firmly place hydrogen mobility at the heart of relevant strategies** such as the EU Sustainable Transport Investment Plan within the Clean Industrial Deal and **ensure integration and consistency** across relevant energy, transport and industrial policies at EU and Member States level.
- 2) **Adopt a comprehensive and pragmatic approach to enable scale-up through efficient support mechanisms** addressing the initial cost gap related to hydrogen supply, vehicles and infrastructure, and creating a true and sustained level-playing field for hydrogen and battery-electric solutions.

³ Hydrogen Europe and Hydrogen Europe Research, 2021.

⁴ Bundesnetzagentur, 2025.

To underpin the above, Europe must **urgently and efficiently implement existing policies** to provide clarity and certainty for further investment (e.g. Alternative Fuels Infrastructure Regulation (AFIR), Renewable Energy Directive (RED) III, rules for clean hydrogen production etc.), while avoiding overregulation and unnecessary cost. In addition, it must **align EU and national funding schemes** to ensure laser-focus on the highest-impact measures for different stages of market activation. Finally, it must **step up public-private collaboration**, aligning OEMs, suppliers, fuel providers, hydrogen producers, infrastructure developers, and governments around a joint roadmap including immediate actions as well as those essential for long-term success, such as a well-functioning EU Emissions Trading System.

As governments create an enabling framework, the industry is committed to accelerating further investment through bold strategic decisions, bringing down cost and reaching the tipping point for scale-adoption that will ultimately deliver a **competitive and self-sustaining hydrogen mobility**, tightly integrated with the success of Europe's economy.

We cannot afford to miss this **extremely time-sensitive opportunity**. If we do not act, we risk losing our competitive edge, jeopardizing strategic sovereignty, and falling behind in the global clean energy transition. This delay could undermine Europe's industrial future, cost millions of high-value jobs, and compromise our climate and security goals.

We look forward to discussing these matters further with you at your earliest convenience.

Yours sincerely,

Nobuaki Mori
Chairman and CEO
AGC Chemicals Europe, Ltd.



Francois Jackow
CEO
Air Liquide



Eduardo Menezes
CEO
Air Products & Chemicals



Randy MacEwen
President & CEO
Ballard Power Systems Inc.




Oliver Zipse
Chairman of the Board of
Management (CEO)
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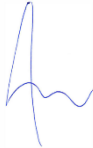
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