

February 16, 2005

Mr. Jürgen E. Schrempp, Chairman  
DaimlerChrysler Corp.  
1000 Chrysler Drive  
Auburn Hills, MI 48326

Mr. Rick Wagoner, Chairman & CEO  
General Motors  
300 Renaissance Center  
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Mr. William Clay Ford Jr., Chairman & CEO  
Ford Motor Co.  
The American Road  
Dearborn, MI 48121

Mr. Hideaki Otaka, President & CEO  
Toyota Motor North America, Inc  
9 W. 57<sup>th</sup> Street, Suite 4900  
New York, NY 10019

Mr. Koichi Kondo, President & CEO  
American Honda Motor Co., Inc.  
1919 Torrance Blvd.  
Torrance, CA 90501

**Global Warming: “Innovate, Don’t Litigate”**

Dear Automotive Industry Leader:

I am very concerned about your company's role in an issue of critical importance to California’s health, economy and environment: the urgent need to start cutting global warming pollution.

Cars and trucks make up one of the largest sources of heat-trapping emissions causing the problem. My state, California, is America’s largest automobile market and the one that sets automotive trends for the entire world.

For more than 40 years, California has also led the nation and the world in creating sound, sensible air pollution standards – leadership that has long been acknowledged in *federal* clean air laws.

That’s why more than 80 percent of Californians back the world’s first standard for automotive global warming emissions. The new performance standards are supposed to phase in starting in 2009, giving you ample time to fix the problem -- using technologies that are already available.

But instead of stepping up to meet the challenge, your company and others have gone to court to try to stop us.

What a terrible idea!

We know how to fix the global warming problem: Use smart engineering and technologies that are available today to build cleaner cars and trucks that get us where we’re going with less pollution.

I urge you to call off your lawyers, and use your resources to innovate not litigate.  
Withdraw your company from the litigation blocking our state’s pioneering safeguard.

The keys are in your hands; it’s time to start the engine.

**Sincerely,**

**Name:**

**Address:**

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(Signature)