

November 25, 2015

Dear Mayor Joseph Saunders:

I am pleased to be writing to you on behalf of the Darlington Nuclear Station. We will be sending you the latest issue of Ontario Power Generation's (OPG) community newsletter, the Darlington Nuclear *Neighbours Newsletter*. We find that it will be a very informative and useful tool for you to understand the position that OPG occupies within society. These newsletters are part of OPG's commitment to keeping the Clarington and Durham Region communities up-to-date on all of our operations.

In sharing these newsletters with you, we aim to broaden your knowledge on the details of what OPG does as a company. The information specifically highlights the types of initiatives we take part in, to give back to the community. They also demonstrate our commitment to the values of openness, transparency and accountability. Collectively, we strive to maintain close relations with members of the communities from both the Clarington and Durham regions. Many of our nuclear employees live here, raise families here and pay taxes here. Therefore, it is imperative that we curate newsletters that reflect the great people working for the company and in surrounding communities.

A few key ways we connect and establish relationships with members of the Clarington and Durham regions are:

- Recognition of National Aboriginal Day, hosted by OPG's Native Circle employees.
- The nuclear industry supports more than 60,000 Canadian jobs.
- The Environmental Monitoring Program (EMP), which determines potential environmental impacts from our generating stations.

OPG is proud to take part in various events and strive to represent racial and ethnic backgrounds of the people living within our communities. These newsletters showcase our pledge to serve those who serve us. We hope you enjoy its contents and make note of the various, facts, projects and milestones we have rejoiced in.

Kind Regards,

James Nicholson
Vice President
Darlington Nuclear
(905) 487-4567 ext. 453

Letter from the CEO

This past year has proven to be a very strong one for Panda Cars International. Our various accomplishments experienced in the year of 2014 have been in line with our overall vision and guided through our corporate values. We have, and will continue to be committed to becoming a leading car company worldwide.

Every decision that is made revolves around our strength in partnerships and overall, pursuing a passion for building better cars through innovation and affordability. Building a network of partnerships with other car manufacturers to create quality automobiles that serve the needs of our customers will remain at the forefront of our vision in the years to come.

Accomplishments in 2014

We have received the 2014 “Sustainable Car Company of the Year Award” from the International Green Energy Association. It was a great honour to be recognized in this way as we pride ourselves in our commitment to responsibly enhance the environment of the surrounding communities. As well, **our company has produced a record number of over 2 million cars and has earned a profit of \$5 billion.** In addition, the new partnership developed with Volvo Ltd. will provide an incredible opportunity for the company to collaborate with one of the safest car manufacturers, and produce high quality electric vehicles for our customers. Customer satisfaction is our number one priority and we feel as though these opportunities will best suite their needs, whilst achieving the highest level of quality for our business operations.

Panda employees raised and donated over \$5 million to the European Union Children’s Relief fund as part of their annual charity campaign. We are very proud of this achievement as it showcases our commitment to respecting and caring for all members of the community. These types of employee initiatives will allow us to further realize our vision in being acknowledged as the leader in the international automotive vehicle industry. Most importantly, it will allow our company to be the employer of choice for up and coming candidates looking to work in the industry.

Future Vision

As we look ahead to the coming years, the company strives to build upon the successes experienced in 2014. By 2020, Panda Cars International hopes to meet its goal of becoming one of the world’s top three automobile companies – with 10 per cent market share growth. Our strategy is to identify and develop emerging opportunities for new business in markets that have not been given thoughtful consideration to in years past.

Our People

Panda Cars International houses some of the brightest and most committed employees in the world. The organizational culture in place has provided a means for each employee to achieve his or her full career potential, and for this we are grateful. **Our employees have and will continue to be the driving force in further solidifying our strong position within the automobile industry.** Their passion, dedication, and capabilities have enabled our automobiles to be a first brand choice among our clients and shareholders. We value their creative and exciting contributions and look forward to supporting a workplace environment that will continue to flourish such talents.

On behalf of the board, I would like to thank Panda Car International's management and employees for their efforts in 2014. We look forward to celebrating more achievements together in the coming years.

Best Wishes,

Julia Heatherstone
Chief Executive Officer
Panda Cars International