



Ballard Power Systems

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March 18, 2020

Message to our Customers and Supply Chain Partners

RE: COVID-19 Response

We are providing this update to our customers, supply chain partners and other business partners on how Ballard is responding to the COVID-19 pandemic. Circumstances surrounding COVID-19 continue to evolve globally at a rapid pace. This is an unprecedented situation with the pandemic affecting our families, our businesses and our communities.

At Ballard, we remain committed to our core values. Our top priority, *always*, is to look after our people and their families, our stakeholders and the communities we serve.

I am writing to let you know that Ballard is alongside you as we weather this storm. We understand the concern and the impact it is having on your business and on people all over the world. We are committed to supporting the steps being taken to manage the COVID-19 pandemic. We are doing our part to reduce transmission.

As the situation develops, we will adapt our operations, processes and procedures to the extent we can to address the changing needs of our people, our customers and our supply chain partners.

We plan to continue operations without disruption to our business until further notice. We will provide updates if and when any significant changes occur. Please note the following actions we have implemented as part of our COVID-19 crisis response plan.

- We have created a COVID-19 Response Team of senior global leaders to ensure prompt and appropriate decisions in managing this crisis, including relating to business continuity.
- We will continue to follow all applicable government and public health mandates and recommendations to help contain and mitigate the virus.
- We have implemented travel restrictions; only essential travel is currently permitted for our team. We will work with you to creatively solve any essential needs, including providing remote support.
- We are restricting access to our facilities. Please check with your Ballard contact prior to any visits.



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- We are using technology to ensure business continuity while also ensuring social distancing. We will use flexible work arrangements, including video and audio conference call systems. Many of our team members are already working remotely from home in order to reduce infection risk.
- We are continuing to operate critical manufacturing processes using safe workplace practices until further notice.
- We are working with our suppliers to minimize any delays to customer orders and shipments. Please note, however, that government restrictions and/or the limited availability of materials or transportation may cause some delays in the supply chain, production and shipment. We will do our best to provide accurate information on your deliveries.

Our thoughts and best wishes go out to those directly impacted by COVID-19 and to all the frontline healthcare workers who are doing their best to help everyone through this crisis. We will prevail by supporting each other and working together.

As we go forward, we will keep you updated. On behalf of the entire Ballard organization, we thank-you for your continued understanding and support.

A handwritten signature in black ink, appearing to be "Randy MacEwen".

Randy MacEwen
President & CEO
Ballard Power Systems