

January 7, 2014

Joanne McMillin  
AVP Business Sustainability  
Canadian Tire, Corporate Strategy  
2180 Yonge Street, 17<sup>th</sup> Floor South  
Toronto, ON M4P2V8

Dear Joanne:

Delphi Group, in partnership with Kalypso Designs, has assisted Canadian Tire in the preparation of their Product Embedded Carbon and Energy Analysis, including assistance in the development of a data model to estimate the quantity of supply chain GHG emissions and energy consumption that occurs due to the manufacture of the products sold by Canadian Tire Retail, FGL, and Canadian Tire Petroleum. In Delphi's opinion, Canadian Tire has implemented an appropriate, systematic approach to the estimation of retail product-related supply chain emissions. Canadian Tire has applied appropriate efforts towards quality control and assurance of the data, and has used the data model and resulting analyses to estimate the cradle-to-gate lifecycle impacts of their products in accordance with Life Cycle Analysis best practice. This statement is based on Delphi's provision of third-party assistance to Canadian Tire in preparing the data model and embedded carbon/energy estimates; it is not intended to imply that an audit of methodology, data, or calculations was carried out.

Respectfully,



Nathan Taylor, Principal Consultant