

July 1, 2009

Contractors / Business Agent,

As we look back and reflect on the recent J H Campbell Unit 2 boiler outage, we should be very proud of what was accomplished. Contractors and building trades performing work under the auspices of Consumers Energy's Major Projects & Construction (MP&C) organization had performed excellently in regards to safety, while working over 150,000 man-hours. In addition, we established an aggressive weld-drop rate of 3.0% or less – our trades completed over 5,400 critical pressure part welds with a drop rate of 1.9%. Moreover, all work was completed without compromising the continued operation of J H Campbell Units 1 & 3. Finally, despite harsh winter conditions and daily challenges with work coordination and logistics, we managed to accomplish this work on schedule! For all of that, we thank you.

Another key measure of a successful outage is how well the plant operates once it's returned to service. Please standby and we will let you know.

We look forward to continued good working relationships in the spirit of Tripartite.

"We can't make it without you!"

Regards,

Rich Kasper

**Safety First/ Everything else is second**  
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