



SNC - LAVALIN INC.  
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19 December 2011

SLI REFERENCE No.: 505573-0000-30CC-I-1341  
LC Ref. No: S011-L010-200-170330-00130  
NALCOR REFERENCE No.: L010-S011-200-170331-00142

Nalcor Energy  
Hydro Place, 500 Columbus Drive  
P.O. Box 12800, St. John's, NL  
Canada, A1B 0C9

**ATTENTION: Ron Power, Project Manager – Generation /Island Link**

**Subject: Lower Churchill Development  
Agreement LC-G-002  
Engineering, Procurement and Construction Management (EPCM) Services  
Component 1 Project Manager**

Dear Ron:

In response to your letter noted above, L010-S011-200-170331-00142, we were shocked to see that you have rejected Mr. Colasurdo's candidacy without providing any reason supporting your decision. As you know, until now we have been very cooperative on hiring issues with Nalcor. However, we feel strongly that rejecting Mr. Colasurdo is unjustified.

As the General Project Manager, who has worked with Mr. Colasurdo for many years, I believe I am in the best position to decide if he is the best fit to fill the position above, and I can assure you that he is.

Mr. Colasurdo has been interviewed by Ms. Francine Desjardins our Vice-President of Human Resources, Global Energy, M. Joseph Salim, Corporate Vice-President Executive Hydro and Ms. Marie-Claude Dumas, Vice-President, Operations Hydro, and all of these people have given their agreement on Mr. Colasurdo as the candidate for the Component 1 Project Manager position. This selection was not done in haste. Mr. Colasurdo's skills were considered as part of a bigger team, and he was selected because he best complements the other members of the team. Our selection was based on having a strong team that can deal with all aspects of the next phase (engineering, construction, procurement and project control).



SNC-Lavalin has gone through a very extensive phase to select candidates, interview them and Mr. Colasurdo is the best proposed candidate to suit the position at this time in the project and he is willing to join the team.

We therefore, request that you reconsider your decision as we strongly believe that we have selected the best candidate and we are prepared to get all the necessary support to defend our decision. We do not want to put you in an uncomfortable position, but please keep in mind that we are acting to ensure success of the project.

I look forward to hearing from you within the next 24 hours.

Yours truly,

**SNC-LAVALIN INC.**

A handwritten signature in black ink, appearing to read 'Normand Béchard'.

Normand Béchard  
General Project Manager

cc: Joseph Salim, Marie-Claude Dumas