CIMFP Exhibit P-03964

From:	EMartin@nalcorenergy.com
Sent:	Monday, July 22, 2013 11:06 PM
То:	Paul Harrington
Cc:	GBennett@nalcorenergy.com
Subject:	Re: Tonight's discussion

Looking forward to seeing you on wednesday. With utmost respect Ed

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----- Original Message -----From: Paul Harrington [pharrington@ Sent: 07/22/2013 10:54 PM NDT To: Ed Martin Cc: Gilbert Bennett Subject: Re: Tonight's discussion

Ok Ed

You know I am a principled person so I appreciate your prompt reply. I will always do my best and the team are working to the max. I will give you me honest and frank opinion on Wednesday. I have worked with and for many tough and difficult people through my 35 years but this is the first time I have experienced contempt from a leadership colleague and i am struggling with that.

But I will push through as always.

Paul

Sent from my iPad

On 2013-07-22, at 10:32 PM, EMartin@nalcorenergy.com wrote:

> Paul, I'll check with Jason tomorrow - tks. Regarding point 2, I think you are the right person for the project - hands down. I would appreciate the opportunity to talk with you about your Excom comments and point three below on Wednesday to understand more.

> Regards,

> Ed

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> ----- Original Message -----

> From: Paul Harrington [pharrington@

> Sent: 07/22/2013 10:11 PM NDT

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> To: Ed Martin

> Cc: Gilbert Bennett

> Subject: Tonight's discussion

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> Ed a few things

> 1 I have asked Jason to look at the potential Final Forecast Cost if the mitigations we are implementing come off. He will be at Hydro Place tomorrow and is on standby to give you the result of the potential reductions on the FFC number i gave you today which is in the \$200 M range.

> 2 Given the latest situation on cost and some other messages i am getting from the Excom if you feel I am not the right person for the project please let me know, I am at your disposal and will always accept your decision

> 3 regarding John MacIsaac and my comment about rocks, . I will need to talk to you face to face on Wednesday, it is all about respect to me.

> Regards

> Paul

>

> Sent from my iPad