## CIMFP Exhibit P-03976

Hi Brian

I am sending this thread to you because I am not going to sit still and let unacceptable behaviour to stand, I have too many years behind me to just let this go

I think you need to know what is going on here

If you think I am going to far I will listen but I am firm on my resolve

Paul

Sent from my iPad

Begin forwarded message:

From: Paul Harrington < pharrington

Date: 22 July, 2013 10:54:36 PM NDT

To: "EMartin@nalcorenergy.com" < EMartin@nalcorenergy.com>

Cc: "GBennett@nalcorenergy.com" < GBennett@nalcorenergy.com>

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 andi am struggling with that.

But I will push through as always.

Paul

Sent from my iPad

On 2013-07-22, at 10:32 PM, <u>EMartin@nalcorenergy.com</u> 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

This Email was sent from a Blackberry wireless handheld. The Email, including attachments, is confidential and proprietary. If you are not the intended recipient, any redistribution or copying of this message is prohibited. If you have received this Email in error, please notify us immediately by return Email, and delete this Email message.

----- Original Message -----

From: Paul Harrington [pharrington@

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

To: Ed Martin

Cc: Gilbert Bennett

Subject: Tonight's discussion

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