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**MEMORANDUM**

**TO: Group Presidents**  
**FROM: Don Blankenship**  
**DATE: February 9, 2009**  
**SUBJECT: ANOTHER REMINDER**

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Please be reminded that your core job is to make money. To do this, you have to run coal at a low cost, ship your orders and control your quality.

In order to do any of the above, you have to know what your costs are. As I look at your daily P&L's, it's clear that you don't know what your costs are; you don't know what your plan is; you don't know how far your actual is off of your plan; you don't know your average hourly rates; and you don't seem to know much of anything about your financial results. My suggestion is that you begin looking at your daily P&L's everyday because I'm looking to make an example out of somebody and I don't mean embarrassment.

DLB/sld

cc: Chris Adkins  
Mark Clemens  
Baxter Phillips  
Mike Snelling  
File

*(dictated, not edited)*