

January 27, 2021

RE: Recommendation of Opsman Consulting

To Whom It May Concern:

I'm privileged to lead an American oil and gas manufacturing company that is a division of NOV (www.nov.com). Our business unit has facilities in seven countries around the world. In late 2019 and coincident with declining oil and gas markets, we were forced to pursue projects to shutter two of our highest cost facilities, one in France and one in the U.A.E.

We embarked on the very challenging project to close our plant and exit France, which required strong negotiations with our French unions. We needed to do it largely from our headquarters in Houston, Texas. We needed security and risk-based consultancy in France to assist us in the project.

We contracted Opsman Consultancy to first help us with security concerns in France. Labor tensions were high in France at the time. I needed to travel to France to meet with union members within this tense environment. With internal efforts from NOV and Opsman Consultancy, my safety and the safety of many other NOV personnel were fully maintained, despite strong risk at the time. I cannot say enough about Christophe Samyn's help fully mitigating this safety risk.

More importantly, we found Christophe and Opsman Consulting to go way beyond safety preservation and risk mitigation. I used him for everything through the project. He assisted us negotiating with union leads, coordinating with local officials, providing support to our in-country NOV personnel through it all, and so much more. I personally found Christophe to be my "eyes and ears" on the ground in France ensuring this project was moving forward in the right way so I could focus on my other job duties in Houston during early 2020 and through the pandemic. I trusted him immensely through the process. I cannot say enough about the value Opsman Consultancy and Christophe Samyn brought to our company through this process.

Sincerely,



R. Brett Chandler

President