

Raymond Spaulding
EPC Project Manager
INEOS Oligomers
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Date: December 5, 2019
Letter No: PAO-002-I/IMS 002

Innovative Management Solutions Inc.
825 Watters Creek Blvd, Suite 235
Allen, TX 75013

Attention: Jeff Collins – CEO
Reference: Mercury PAO Project
Subject: Personal Recommendation on the performance of IMS

Dear Jeff,

Innovative Management Solutions (IMS) performed and is continuing to perform an outstanding job with the implementation and support of our Primavera Scheduling System (P6) for all major EPC Projects at the INEOS Oligomers Chocolate Bayou Chemical facility in Alvin Texas including the Redstone LAO Project, the Barge Dock Project and the Mercury PAO Project. IMS provided and is continuing to provide an excellent team of professional personnel who performed detailed plan assessment and methodology analysis of our major EPC Contractors such that we could realize our strategic goals with the P6 system.

In addition, IMS mobilized a claims defense team consisting of a number of highly skilled and professional individuals who worked closely in cooperation with the INEOS team members and performed an outstanding job throughout and provided critical support documentation.

IMS did whatever it took to get the job done, and was a true business partner along the way. With both teams being accommodating and easy to work with and worked whatever hours necessary to get their assignments completed, on time, and earned the respect of both myself and our other business stakeholders.

I personally appreciate the effort put forth by the IMS teams as a whole. I highly recommend them and I would definitely hire them again in the future.

Sincerely,



Ray Spaulding

General Project Manager
INEOS Chocolate Bayou Works Projects