

To Whom It May Concern,

Since being at SpaceX, James Henderson has served in the role of Vice President of Quality Assurance at SpaceX where he had significant achievements for SpaceX and the field of inspection.

Mr. Henderson transformed the Quality organization through aggressive performance management and, through strategic staffing, upgraded the organization from a transaction-based reactive organization towards a more pro-active team working in partnership with the other groups.

Mr. Henderson also initiated and led a 36-month SpaceX-wide project to update problem solving systems and processes, with the goal of increasing transparency as well as preventing and solving problems across all departments. This included significant redesign of our MRP system to ensure tight integration.

Mr. Henderson significantly upgraded our product change control process to enable control, transparency and efficiency in our ever increasing volume environment. This project spans from design engineering up to launch.

Mr. Henderson significantly improved the reliability and efficiency of our nondestructive test capabilities through the recruitment of world class experts and re- training our staff. Critically, he led the development and introduction of a number of state of the art inspection techniques that were instrumental to our success.

I can confirm Mr. Henderson's talent through his leadership and achievements while at SpaceX and I therefore have no hesitation in recommending James to any future potential employer and am happy to be contacted on +1.310.809.7752 if required.

Gwynne Shotwell

A handwritten signature in blue ink, reading "Gwynne E. Shotwell".

President and COO
Space Exploration Technologies