



MICHAEL MANSFIELD

Endorsement Letters

19 OCT 19

REF: MIKE MANSFIELD

To whom it may concern,

It is with great pleasure that I provide this letter and my strongest possible endorsement for AOT Holdings' former Global Chief Operating Officer (COO), and my personal Friend, Mike Mansfield. I was excited earlier this year when we successfully sold AOT Holding to a new investor but saddened to know that with the sale, our Chief Executive Suite would be disbanded. The last few years were the hardest in AOT's 72 year history and if it was not for Mikes unique skill set, wisdom, leadership, and his ability to remain calm under pressure, we might have lost the company after experiencing an unprecedented market downturn and at the same time, having the majority shareholder pushing to exit the commodity space.

Mike's management style is extremely personal and he is the definition of a leader-mentor. He is the only person within the company who traveled to every office location and was known by everyone as an executive who would not only lead but listen. As a hands-on administrator, and one who was not restrained by titles, Mike had the ability to speak to senior government & business officials one day and then travel halfway across the world to board a ship the next.

AOT is a global company that relies on a diverse pool of human capital. Mike is unique in his ability to be respected by everyone in every country he worked in and was always able to gain their trust. I witnessed this first hand and not just from our multinational corporate office but also in Russia, Poland, Mongolia, China, and Singapore to name just a few.

Mike is an outstanding COO and would be an excellent CEO or Board of Directors member. I wish him only the best and I know he will be an incredibly positive force in his next endeavor. If you need more information, please feel free to reach out to me.

Sincerely Yours,



D. Haller
CEO - AOT HOLDING LTD (Oct'12 – Jun'19)

December 5, 2019

To whom it may concern:

I have known Michael Mansfield for 20 years, beginning when we met as junior intelligence officers in the U.S. Navy. I have traveled the world with Mike, served in a combat zone with him, and am proud to think of him as a de facto member of my family, where he acts both as an attentive godfather to one of my sons and the close personal and professional advisor and mentor to two others. He is my closest friend. While I therefore may lack a measure of objectivity, perhaps I can provide some information useful to you based on a greater-than-typical familiarity with the subject, and informed by a long career managing professionals in both government and the private sector.

Given his role in our family, it is likely obvious what I think of his character. Indeed, I believe Mike possesses an unmatched integrity, a pronounced sense of right-and-wrong that guides his every action and that makes him a rare commodity in our world: an absolutely trustworthy person. Time and again, I have witnessed him choose the harder right over the easier wrong, and be guided in both his personal and professional life by the lodestars of decency, compassion, and honor, all of which take preeminence of place to any personal advantage. In our world today, it is difficult to imagine a more valuable or important qualification for positions of significant responsibility.

As one might expect of a person with such high standards for conduct, Mike is also an exceptional leader. I have met dozens of members of the military and young professionals from his former companies who together constitute a legion of "Mansfield Mentees," people whose careers and lives have been (often radically) changed by Mike's care for and attention to their personal and professional development.

They come from all walks of life, all educational and skill backgrounds, and face challenges unique to themselves. What they have in common is that they all have experienced exceptional growth and enhanced performance as a result of Mike's sometimes gentle, sometimes more assertive—but always thoughtful—advice and guidance. So unusual and notable is his commitment to "his people" that it is fair to say Mike's impact on the world will ultimately be measured not just by the professional successes he has enjoyed, but also by the profound impact he has had on these future leaders. Having Mike within an organization ensures that its personnel will not only be properly and efficiently managed, but also developed to their fullest potential and to the lasting benefit of the enterprise. I believe this capacity for and approach to

leadership is exceptional, particularly in the corporate world, and represents another tremendous asset to any organization.

While this is primarily a personal reflection on Mike's qualities, it is not only that. During the period of our friendship I have served in a variety of senior US Government positions, including Associate Deputy Director of the National Counterterrorism Center; Deputy General Counsel of both the Central Intelligence Agency and the Department of Defense; and as a corporate attorney in the defense industry. Throughout it all, Mike has acted as a trusted and valued informal advisor. His deep international experience, business acumen, razor-sharp analytic skills, and plain common sense have shaped my views on a wide variety of national security issues and international business transactions. I have worked with some of the most capable people in government and out, and Mike stands with the handful that constitute the first rank, as someone who possesses both a keen intellect and a take-charge capacity to problem solve and drive results.

Simply put, my "elevator speech" on Mike Mansfield is this: He is a person of exceptional integrity and conviction, a dedicated and courageous leader, and someone who can and will move mountains to achieve objectives. You can trust him not only with the keys to the car, but with the combination to the safe. He will care for his people, and get the best out of them. If he walked through the door in any organization in which I've worked, he would be thought of immediately as a future CEO.

Please do not hesitate to let me know if I can provide any additional information.

Sincerely,

A handwritten signature in dark ink, appearing to read "D. Hostetler", with a stylized, flowing script.

Darrin A. Hostetler
Chief Counsel
Commercial Derivative Aircraft
The Boeing Company

Mark W. Dobbins
11714 Monica Lane
Houston, TX 77024

To Whom It May Concern

I am writing on behalf of Mike Mansfield, who has been a professional colleague and personal friend for twenty years. My own professional experience has been as an engineer and then later an executive leading commodity trading teams at Koch Supply & Trading, where I concluded as an Executive Vice President. Mike is one of the most multifaceted people that I know, and he has experiences that few others in the commodities field have. I am pleased to share some of my impressions of Mike with you.

When I first met Mike, I knew immediately that there was something different and fascinating about him. He has shown that he has the ability to move and attach with a wide variety of people who differ by occupation and demographic. He is comfortable connecting with colleagues such as transportation specialists, firefighters, law enforcement and Special Operations service people. There is no job or task below him. Most of the job activities that he manages are roles that he has actually performed, so he has great depth of understanding. Because of these experiences, he displays a Servant-Leader-Mentor mentality in the best sense. He also moves with ease in his dealings with those at his executive level in both business and military/government environments. I believe that all of these are possible because Mike is able to legitimately gain and maintain trust from those he engages with. In my nearly 40 year professional career, I have never met anyone else who has this particular combination of skills and experiences.

Traits that also define him are loyalty, a passion to do excellent work and a seriousness about achieving success for his team. He has high curiosity, which is difficult to teach. And he has a heart for people in genuine need. I've seen him deploy multiple times to war zones around the world, as well as to respond to disaster situations in Japan (Fukushima) and Bangladesh (hurricane devastation). He does so not out of obligation but from a desire to serve. But the most impactful thing that I know about Mike is how his military colleagues feel about him. I have heard Navy SEALs tell me that they know that their mission will be successful if Mike is there to provide the analysis, contingency planning, emotional IQ and intelligence execution in real time. Very few of us have the knowledge that accomplished people would truly trust us with their lives. This says so much about what I know about Mike. I would recommend him without reservation.

I would be happy to discuss further if useful. I can be reached at [\(713\) 825-8643](tel:7138258643) or mdobbins839@gmail.com.

Sincerely,



Mark W. Dobbins

Jill Eschman
1932 Norfolk Street
Houston, TX 77098

30 December, 2019

To Whom It May Concern,

It is my pleasure and honor to provide this letter of recommendation for Mike Mansfield who I have known for over 15 years as a professional colleague and friend. My background is Director of Business Development and Operations for Koch Supply & Trading, a role from which I recently retired.

Mike and I worked together at Koch Supply & Trading. At the time, I was Global Operations Director and Mike was reporting directly to me as Scheduling Supervisor. Mike was my worldwide expert operations "go-to" guy when complicated issues needed to be resolved. His extensive experience globally across all modes of transportation and across all commodities is truly unique and he leverages his knowledge extremely well. He is effective as a creative problem solver because he proactively listens, works to understand the root causes of an issue and is passionate about seeking the best alternatives for solutions working together with co-workers or externally as needed.

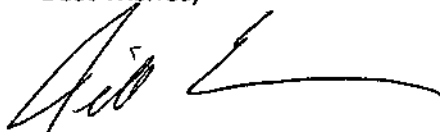
Mike is honest, dependable and incredibly hard-working (24/7). He actively seeks challenges and opportunities to further develop his skills. He can communicate and work effectively with different types of people – from terminal personnel to traders to government officials. He is respectful yet confident, forceful when appropriate, compassionate when needed.

Mike is a team player - freely sharing his knowledge and experience to assist co-workers in their development. He is a solid mentor/coach and always willing to teach others or provide help when needed.

I truly enjoyed working with Mike and I am confident that he will bring value to your organization in a leadership position. I recommend him highly.

Please feel free to contact me should you wish to discuss Mike's qualifications and/or capabilities further.

Best wishes,

A handwritten signature in black ink, appearing to read 'Jill Eschman', with a long horizontal flourish extending to the right.

Jill Eschman
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GRAHAM ERROL HUNT

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10.19.19

ICO: MIKE MANSFIELD:

I was employed by AOT Singapore from February 2017 through September 2019 in capacities of both Trading Director and Managing Director during my tenure. It is with pleasure and an honor for me to recommend Mike for a leadership position in your organization.

Mike was on the interview team prior to appointment in Singapore and I worked with him through my entire tenure. Mike gave me a good first impression and though I was unaware of his experience, I quickly learned that he was extremely competent, honest, proactive and very willing to roll up his sleeves and do whatever was necessary to get the job done. The energy business never stops for breaks or holidays and Mike never did either. He had boundless energy and no matter where in the world he was, he was and is always accessible.

I have been in this industry now for more than 3 decades and I have seen every type of person imaginable pass before me. Most eventually reveal hidden agendas, though I found Mike an exception. He was always direct, upfront, and honest while still having the ability to be critical when needed and fair across the board no matter what the situation. Mike is an ardent team player who is proactive in imparting ideas and in implementing plans and engaged with the organization at all levels. He did not take political sides but instead did what he believed was right for the organization, even if he knew it would compromise his own position in the process.

Asia is very different and challenging in its working and social culture and takes many years to integrate and adapt. Because of this, I was sometimes hesitant to reach out for corporate assistance but when the time came when I needed support, Mike was the only executive qualified to do so and the only one that would travel without delay to the region to assist.

I am not sure where Mike will land next but I am very confident that whatever he decides to do, he will bring value to an organization and to its shareholder while being able to build a multinational team with a unified vision, and I would recommend him without reservation.

Sincerely,



Graham Errol Hunt