

EXECUTIVE BIOGRAPHY

VP / Board Member / AOT Energy Americas LLC / AOT Energy Canada / AOT Transcor Holdings USA, LLC (2019 – 2020)
COO / Board Member / AOT Holding / Zug, Switzerland (2014 – 2019) / **Expert Witness** Harris County District Court (2020)
Energy Consultant / Cryptobank / Switzerland (2018)



Michael Mansfield is a highly strategic, global operations leader with blended civilian and military leadership experience across both oil & gas and national security sectors. He efficiently leads large-sized cross cultural teams to drive operational excellence, strategic-level global initiatives, and mitigating risks.

Michael provides an overarching global governance and framework to strengthen operations calibre and drive visible business growth. He is recognized for bold decision-making talents borne of intense analysis, business acuity, and big picture vision. Along with his imperishable reputation, Michael continually delivers inventive business strategies and solutions that improve profit and growth margins.

As the Chief Operating Officer at AOT Holdings Ltd., Michael administered \$2.4B in credit lines for global operations and \$800M equity during peak operations.

At AOT Holdings Inc., Michael was the first ever COO promoted from within since the operation began in 1948 and the only American to be asked to serve in the Swiss corporate head office. He drove superior operations within 7 global offices spread across Asia, Europe, and North America. As the COO, he was chosen by board chair and stakeholders' representative to conduct in-person site visits and lead economical downscale, reduce production ratio, and downsize staff to project profits, thus positioning company for successful sale to Arrow Metals & Trading (2019).

Simultaneously in 2018 – 2019, Michael assumed an additional responsibility as the CRO. In this role he monitored global traders and filled in key positions during a major organizational change phase. Here he averted millions in potential loss by reducing chance of false reporting and theft. Here he reviewed the company's global exposures with the risk managers to ensure zero setbacks.

Being a premier relationship builder, Michael grew revenues by fostering stronger client ties and prioritizing personal connections. He remained the only person in the company that had met every single person and was the only one of senior management that the rank and file employees trusted. Furthermore, he was able to retain key people during the restructuring.

As an engaging personality, Michael capitalized on technical knowledge and thought leadership to save the company millions of dollars in litigation. In 2013, as the Head of US Operations at Astra Oil Company, LLC he efficiently led efficient, productive, and profitable operations along with safety, compliance, logistics, and financial processes, netting \$30M profit over 6 years and expanding into 4 states in Northeast US.

Formerly Michael operated as Crude Oil Commodity Trader with Cargill Energy Transportation & Metals, and as a Scheduling Supervisor with Koch Supply & Trading, LP. His military tenure at the US Navy Reserves remained challenging as he progressed assuming many leadership positions, such as Crisis Action Team Chief, Officer In Charge, Executive Officer, and finally the Commanding Officer.

Amongst many military recognitions, Michael was awarded the Meritorious Service Medal, 6 times awarded with the Navy & Marine Corps Commendation Medal – additionally he was recognized as the Navy Reserve Line Officer of the Year (2012) and Navy Reserve Intelligence Officer of the Year (2011).

He graduated Cum Laude with a Bachelor of Science in Maritime Administration from Texas A&M University at Galveston, and a master's degree in Public and Private Management from the University of Houston. He continues to serve in the Navy Reserve, and guest speaks at Texas A&M Galveston. During 2018 – 2019 he remained a Board Member for AOT Holding, Zug, Switzerland.

MICHAEL T. MANSFIELD

CEO | COO | BOARD MEMBER | GLOBAL ENERGY, DEFENSE & SECURITY

International Business Development, Shareholder Optimization, Profit Performance for Mid/Large Companies

TRANSFORMATIONAL LEADER AND COMPLEX PROBLEM SOLVER with consistent record of successfully driving global initiatives, mitigating risk, and cultivating cultures of trust and stability. Excels in high-growth/high-risk environments. Blends unique civilian and military leadership across both oil & gas and national security sectors. Adapts in multinational environments, leading cross-cultural teams and global organizations with keen knowledge of current international affairs.

- **Driven in the face of adversity**, bravely making difficult decisions to move organizations forward.
- **Inspired by intellectual curiosity**, celebrating openness to challenging status quo and advancing both processes and attitudes.
- **Respected military leader** and recipient of highest recognitions and awards, with top secret clearance.

EXECUTIVE SNAPSHOT

25+ years in oil & gas sector
30+ years military experience
Top secret security clearance
Sit on multiple international boards
C-suite executive
Board advisor
\$20M P&L / \$2.4B+ credit lines
Global teams to 200
Done business in 90+ countries
Established global networks
Build high-performing teams
Honest, sincere, and balanced

Transformational Strategic Planning ▲ Crisis Management ▲ Global Operations Optimization ▲ Business Development ▲ Change Management ▲ National Security ▲ Oil & Gas Regulatory Compliance ▲ HR Strategy ▲ Financial Stewardship Executive ▲ Team Mentor ▲ Cultural Awareness ▲ System, Team & Workflow Improvement ▲ Culture & Core Value Shaping

PROFESSIONAL EXPERIENCE

AOT Holding Inc. | Zug, Switzerland

2013 –2020

Private global trader in energy commodities with \$800M equity and 200 employees across Asia, Europe, and North America; downscaled to \$150M and 60 employees in recent merger with ArrowMetals.

Chief Operating Officer (COO) / Chief Risk Officer (CRO): Report to CEO, with 20 direct reports and 100+ indirect reports spanning offices in Asia, Europe, and North America. Manage \$2.4B credit lines for global operations and \$800M equity during peak operations. Lead cross-cultural teams across 7 global offices, traveling 100,000+ miles annually to build strong local rapport. Institute systems and standards to mitigate risks, realizing global consistency and compliance.

Selected by board chair and stakeholders' representative to conduct in-person site visits and lead economical downscale from 11 to 1 production ratio to 4 to 1 and 200 to 60 employees, in preparation for successful sale to ArrowMetals & Trading (2019).

- **Reviewed daily risks and exposures as CRO** (2018–19) monitoring global traders and filling key positions while company faced major changes, without any major setbacks.
- **Reduced projected downsizing costs of \$50M to \$5M** by traveling globally to assess profitability and cut business lines, decreasing from 200 to 60 staff while retaining key employees.
- **Safeguarded assets with technology upgrades** after previous leadership spent \$6M on 3 failed attempts. Implemented global electronic trading and risk management system (ETRM), enforcing cohesive language and metrics and instantaneous HQ status reports.

Averted millions in potential loss by reducing chance of false reporting and theft.

Increased borrowing base in North America at critical time, securing extra \$50M credit.

Reduced exposure to cyberattacks and natural disasters 99% via offsite IT archive system.

- **Protected and grew revenues** by building strong customer relations and prioritizing personal connections. Saved \$10M client renewal by traveling from Switzerland to Texas on same day for in-person meeting. Increased client's net profit percentage 25% over 2 years and secured new partnership by reducing staff costs.



Cargill Energy Transportation & Metals | Houston, TX

2012 – 2013

Largest privately held global corporation in US, producing, trading, purchasing, and distributing agricultural commodities, livestock, food ingredients, energy, steel, and transport in 66 countries, with 166K employees and \$115B annual revenue.

Crude Oil Commodity Trader: Recruited to design strategy for entry into physical crude oil market. Reported to Trade Manager and oversaw 2 direct reports. Subject matter expert in commodities transportation, organizing trade, logistics, and storage system necessary to move crude oil from Canada to southern market by rail. Oversee regulatory standards and changes to mitigate risks. Ultimately, plan was halted by senior leaders due to change in direction.

- **Developed plan for \$200M Canadian/American crude venture**, with aim of beginning full operations within one year and increasing company's global presence in physical crude oil market.
- **Consulted senior leaders and junior leaders** on physical oil commodity training, delivering formal and informal trainings and reports.

Koch Supply & Trading, LP | Houston, TX; Switzerland, and Netherlands

1997 – 2011

Second-largest privately held global corporation in US, trading dynamic roster of valuable resources and fuels in 60 countries, with 120K+ employees and \$116B annual revenue.

Scheduling Supervisor: Recruited as top graduate in undergraduate program. Oversaw operations and logistics for domestic and global multi-product commodity trading divisions. Reported to Global Operations Manager, overseeing between 2 to 30 direct reports and 100+ indirect reports around globe. As first contact for emergency situations and escalations, traveled regularly to international offices to work alongside staff through troubleshooting, recommendations, and solution implementation.

- **Grew profit and cost savings** by leveraging new opportunities, traveling internationally, testing new products, and mitigating risks, including protecting products against theft.
- **Boosted FTE efficiency 30%** by introducing new operational processes, igniting collaboration, and educating finance and compliance personnel on commercial impact.
- **Reduced insurance costs 40%**, reducing minor operational errors through extensive site evaluations and subsequent corrective procedures across international terminals.
- **Delivered \$100K IT system upgrade**, installing international database to ease ordering and shipping requests, saving countless millions in minor operator mistakes (2005).

EXPERT WITNESS

Harris County District Court | Houston, TX

2019 - Present

Expert Witness – Qualified Energy Expert for global petroleum commercial and operational business activities. Recognized industry expert in oil and gas terminals, maritime transportation, shipping, and contracts. Provided research, modeling, resolution assistance, optionality advice, mediation / arbitration support, deposition and testimony

MILITARY EXPERIENCE

United States Navy Reserves | Various Roles and Locations

1989 – Present

Commanding Officer / Intelligence Officer: Continually advanced over 30+ years to more authoritative positions. Administered strategies for 100+ members situated at home and abroad. Held fiscal responsibility for multimillion dollar budgets. Cultivated resilient internal relations and mentorship, directing teams through complex tactics and hostile or hazardous situations. Renowned for transforming staff performance and driving higher results that exceed even one's highest personal expectations. Developed strong stakeholder relations across large, dynamic, and bureaucratic government organization.

Recent & Notable Roles:

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| Commanding Officer (CEO) 2019 – Present | Navy Expeditionary Combat Command - Intelligence Warfare Unit – Virginia Commanding Officer with ultimate authority over a unit of 115 personnel dispersed globally. Selected by National Apply Board to turn around a unit in distress. Put forth a plan that not only saved the unit, but moved it up to a higher echelon within the Navy. |
| Commanding Officer (CEO) 2017 – 2019 | Naval Aviation Warfighting Development Center – Fallon, Nevada Commanding Officer with ultimate authority over unit. Report directly to Rear Admiral and oversee 4 direct reports, 50 indirect reports (dispersed globally). Selected by National Apply Board to address massive morale and budgetary collapse within unit. Revitalized unit within 2 years, saving it from disestablishment and leading it to becoming one of the most important reserve units in US Navy. 95% of eligible staff awarded promotions. Extended reach of unit to United Kingdom, US West Coast, and Arabian Gulf. Key mediator in establishing new relationship with British Navy Carrier Group. |
| Executive Officer (COO) 2014 – 2017 | SEAL Team 17 – Naval Special Warfare Intelligence Command – Coronado, CA Reported to commanding officer and oversaw 8 direct reports, 140 indirect reports, and \$10M budget. Expanded unit size 300% (from 50 to 150 personnel). Oversaw all daily operations. Provided intelligence support to remote/new locations around world. |
| Officer In Charge (COO) 2012 – 2014 | Joint Intelligence Center Detachment, CENTCOM – New Orleans, LA Reported to Director Of Intelligence and oversaw 20 direct reports, 10 indirect reports, and \$8M budget. Appointed as final effort to revive unit, resulting in personal recommendation to proceed with disbandment (ultimately disbanded in 2016) |
| Crisis Action Team Chief (COO) 2011 | United States Forces Japan (USFJ), Fukushima Disaster – Japan Emergency deployment to Japan to help mitigate global threat of Fukushima reactor explosion. Upon arrival in Japan, assessed intelligence operations under critical timelines. Quickly ordered redesign of nuclear fallout monitoring system, exponentially reducing response times for emergency services. Credited with saving many Japanese citizens' lives. Promoted to Crisis Action Team Chief, directing taskings to supporting agencies. Awarded Navy Reserve Officer of Year in 2012 (out of 14,000 members). |

CERTIFICATIONS

Top Secret SSBI Security Clearance (2000 – Present)
Naval Special Warfare Intelligence Officer (2005)

Joint Targeting Officer (2010)
Special Operations Forces Intelligence Officer (2004)

AWARDS & MEDALS

Meritorious Service Medal (2019)
Navy Reserve Line Officer of the Year (2012)
Joint Strike Air Medal (2006)

6X Recipient, Navy & Marine Corps Commendation Medal (2019)
Navy Reserve Intelligence Officer of the Year (2011)
Combat Action (2005)

EDUCATION

Master of Arts in Public & Private Management | University of Houston
Bachelor of Science in Maritime Administration (*cum laude*) | Texas A&M University (top graduate)
Joint Professional Military Education | United States Air Force

BOARDS

Board | AOT Energy Americas LLC | 2019 - 2020
Board | AOT Energy Canada | 2019 - 2020
Board | AOT Transcor Holdings USA, LLC | 2019 - 2020
COO/Board | AOT Holding | Switzerland | 2018 - 2019

MICHAEL T. MANSFIELD

Tiki Island, TX 77554 ▲ mike@miketmansfield.com ▲ +1 713.858.0441

ENDORSEMENTS

... The last few years were the hardest in AOT's 72 year history and if it was not for Mike's 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 ...

Mike's management style is extremely personal and he is the definition of a leader-mentor...

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...

Denis Haller (CEO - AOT Holding Ltd)

... Mike is one of the most multifaceted people that I know... 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...

... Mike is able to legitimately gain and maintain trust from those he engages with... 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...

Mark W. Dobbins (Executive Vice President - Koch Supply & Trading)

...He has 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...

... 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...

Graham Errol Hunt (Managing Director - AOT Singapore)

... 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... Mark W. Dobbins (Executive Vice President - Koch Supply & Trading)

... Mike was my worldwide expert operations "go-to" guy when complicated issues needed to be resolved... 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... 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 He is respectful yet confident, forceful when appropriate, compassionate when needed...

Jill Eschman (Director of Business Development and Operations - Koch Supply & Trading)

... I can genuinely say that I have yet to find a finer leader anywhere... As a professional, I have seen him navigate the most complex problem sets with complete grace; delivering incredible results and impact time and time again. His ability to read dynamic situations, operationalize both situational and interpersonal dynamics, and effectively recruit and leverage resources to impact all sorts of outcomes is utterly uncanny and incredibly impressive... As a leader, I have not met Mike's equal, I have spent almost two decades working with some of the finest leadership in the military and private sector arenas; Mike tops them all... As a visionary and expert, Mike is highly sought-after... He used his formidable experience, innate intelligence, and nimble problem solving abilities to bring solutions not previously considered... Steve Hinton (Principal - Intelligent Operations, StratumPoint)

... As one might expect of a person with such high standards for conduct, Mike is also an exceptional leader... 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... 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...

Darrin A. Hostetler (Vice President - Assistant General Counsel - Boeing Defense, Space & Security)

Full Endorsement letters available upon request