

## Eric S. Montalvo

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**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Tuesday, August 17, 2010 9:08 AM  
**To:** Eric S. Montalvo  
**Cc:** mustreport@googlegmail.com; 'Mohammad Fahim'  
**Subject:** RE: Way Ahead

Eric,

Many thanks for your thoughts on setting best practices in order to move forward as smoothly and successfully as possible. I look forward to the discussion soonest. Please see some thoughts / comments inserted below.

**From:** Eric S. Montalvo [mailto:eric@puckettfaraj.com]  
**Sent:** Monday, August 16, 2010 7:32 PM  
**To:** Michael Dodd  
**Cc:** mustreport@googlegmail.com; 'Mohammad Fahim'  
**Subject:** Way Ahead

Mike,

Purpose of this e-mail is to highlight some of the issues that need to be addressed in the near term and set a time to discuss. I have not cc'd the crew at large as this is a "CO" level e-mail...your discretion how you deal with that internally.

### Travel

It is important that travel be pre-approved. I know that payment of travel and the cost of travel have been issues on both sides of the equation. We need to engage in a better up-front and back-end way of accomplishing travel. Mr. H has indicated he has the ability to book travel if he can get a copy of your passport. That is in the weeds...we can discuss...bottom line is travel needs to be dealt with up front. In that vein Mr. H desires to execute the travel to Geneva. At this time Tracy is not going to go on that trip. So total traveling will be yourself and Mr. H. As a result please do not schedule anything until I get confirmation of Mr. H's travel availability. He understands the timeline issue and we hope to get an answer tomorrow.

[Mike Dodd] concur. We did send prior to movement a T/E budget which it was my understanding approved by Mr Hashimi. I have no issues whatsoever if Arrow prefers to book tickets, and reimburse for incidentals. For discussion.

### Payments

Mr. H is tracking on ensuring timely reimbursements are to be made. One should be in your inbox within the next 48 hours. Mr. H would like a play by play of the next four weeks. Tracy is easy to employ given the technical side of things and his ability to supervise, develop, and establish all things petro...so that part should be easy. The question is what is 3D going to be doing or not going to be doing.

We also need to discuss additional proposal draft compensation. Much earlier on I had discussed 20k per proposal (without understanding the whole process) and not the current contract. Given that 95% or thereabouts of the heavy lifting has been done...that seems to be a number which is not able to be justified. We need a reasonable quote to cover the next three proposals. As a frame of reference he was paying about 2k per proposal for BPA's which he was winning and which were largely template based.

[Mike Dodd] this is obviously an area of critical conversation. I would recommend we revisit the scope of work currently under contract so we realize the necessary efforts to run a successful fuels program. In no way is, as you put it, the "heavy lifting" done. To the contrary it is just beginning. And each subsequent proposal will require the same amount of time to produce (nearly 300 hours). Even though some of the content is developed, we still need to do some significant edits and rewrites. Most importantly to address, convey and for us all to understand; the program management, contract administration, compliance and reporting is critical to the success of the program. That will require the \$20K per month as it takes 50% of an 1102 series contracting officer's time (must have on a US Fed Gov contract) 50% of a contracting specialists time, 40-50% of a DCAA certified accountant, 50% of time of a Program Manager. Non billable though we are expending a significant amount of time to get the program off the ground is my time and our President LtGen Frank Libutti. While I like to think how important my direct involvement is, :) having a retired 3 star General act as Liaison into the Defense Logistics Agency - Energy (formerly DESC) is invaluable. If Arrow wants to grow to several hundred million in annual revenues from fuels or other US Gov contracts those functions are must haves. As one example; monthly there will have to be contract mods to incorporate the Economic Price Adjustment as called for in the solicitation. An 1102 series contracting officer is the only one qualified to do the negotiation and write the contract mods and have them accepted by the contracting officer and added to the existing contract. Add in the FAR reporting / compliance; SF295 reports etc. critical functions to the success of the program. I strongly recommend on our subsequent proposals we recapture these necessary O/H expenses and ODC's in our pricing model as we are allowed to do so.

We need to lay out in detail now the accounting piece and project management. One of the most frustrating things in this last go round was to hear to words "we are operating outside of our scope." That means that the battlefield was not defined adequately. Lesson learned and I am not going to make that mistake again. On the other side and I take responsibility for this but I am having a hard time articulating what he is paying 20,000 for the next month for to 3D. I need your help to fill in that gap.

[Mike Dodd] totally agree with you here. Some comments above relate here though one recommendation is for our DCAA accountant create invoices on Arrow letterhead for Arrow review, approval and submittal. I believe having a Dir of Fuel operations (Tracy) was also a significant step in the success of the program, and as we discuss possible program critical vulnerabilities perhaps will need to add some folks to the round out the "on the ground" team.

I understand your frustration of constantly hearing "we are operating outside of our scope of work", because my team was the ones who had to do so, I sincerely understand. I do not think it was a mistake on anyone's part, as the business landscape presented itself we all had to adjust to get it done and get a proposal submitted. As an example; we were told that JP8 supply was available. It turned out not to be, so we had to immediately engage and go to our known supply partners and secure supply for the program. Tracy additionally identified a significant number of gaps in Arrows ability to perform on a contract as well. Which Mr H and Tracy moved at light speed to rectify so we would be compliant with the contract requirements and got everything back on track.

Montalvo Role

Mike you indicated that you wanted me to play a bigger role in this stuff. I need you to define that for me so I can assess my ability to contribute and whether the boss is on board (Mr. H and Neal). I do not believe Mr. H wants me to go into a hands off mode so I would rather figure out what my place is now so I don't frustrate communications into the future.

[Mike Dodd] a resounding YES!!! Though I also realize you are a practicing attorney so you may need to juggle a significant amount of workload. I would almost like to see an IG type

role; constantly reviewing all critical components of the program, all functions, all reports etc. and as an independent "observer" reporting findings back to Arrow team. And where appropriate attending meetings with suppliers so we can complete any administration / sign agreements at the table top meetings. I would like to see you with limited power of attorney to sign supply agreements. Very important. (I obviously do not have signatory authority for Arrow and therefore cannot bind Arrow to anything)

I would like to hold a teleconference with yourself and Mr. H on Thursday morning. I am sure we will talk before then. Don't read anything into the tone of this e-mail...I have a trial coming up so I lose my "nice mode." The hope is to build and implement lessons learned so we can improve op's into the future.

[Mike Dodd] Thursday morning is a horrible time for me, can we please reschedule for Friday or Saturday or Sunday? As I have been trading some personal emails with Mr H, I realize there is a significant amount of opportunity for both 3DGS and Arrow. There is no reason why Arrow should not have a billion dollar backlog within 24 months.

V/r  
E

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## Eric S. Montalvo

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**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Wednesday, September 01, 2010 10:37 AM  
**To:** Mohammad Fahim; Ryan Shane; Tracy Clark; homayoon.azimi@googlemail.com; gm@arrowgsc.com; fraidoon\_rezayee@yahoo.com  
**Cc:** eric@puckettfaraj.com; mustreport@gmail.com  
**Subject:** RE: Procurement Status= Arrow JP8 Project  
**Attachments:** image001.jpg; image002.jpg; image004.jpg; image006.jpg

Hello Hashimi,

If you would like to chat regarding pricing models / strategies I would be happy to assist, as we can certainly do so. However for small spot contracts or even small volume duration contracts you could expect to pay regional PLATTS pricing (I am assuming you subscribe to PLATTS, please advise) for the base product. (no markup from 3DGS) Arrow will then burden the product accordingly to account for all expenses incurred to receive the product at Termez as example, and to deliver to retail pump or airport etc.

Please understand 3DGS is not a middleman or vendor as you describe. I apologize for the apparent confusion. We are rather, a licensed and contracted marketing company for a number of refinery and suppliers. Arrow is not paying 3DGS for this service, or any fee to 3DGS for this service. However as a licensed marketer of middle distillates and petro products we can get you the products you desire at the commercially available prices. We facilitate your product purchase; manage the transaction, procedures for all parties, ensure delivery of product to FOB destination and pay supplier thru our existing credit instruments. We have an immediate allocation for up to 10,000MT of TS1 per month. You mentioned on our previous call, Arrow wanted to start a small order of 5,000MT of TS1 and approved a submitted base price (again unburdened with any of Arrow expenses to arrive at your "end price" at delivery location) However if Arrow does not issue the purchase order within 24 hours this allocation will be lost, as we will place the product on another contract. So please let me know if you would like to discuss this, I am available on my cell phone any time for you, or if you would like any further clarification or other details please let me know.

I also understand your desire to secure supply commitments from a number of highly reputable global suppliers. As I have mentioned to Eric, we have had to cancel a number of meetings to accomplish this task, because as I understand we are awaiting reimbursement and payment of several open invoices. Once we get those settled we will have the meetings set. Please remember these are companies with whom I do business on a weekly basis, so we have direct access to facilitate this. I would however, highly recommend you authorize Eric a Limited Power of Attorney, so he would have signatory authority with these suppliers for the products Arrow desires. (so he can sign at your guidance, the contracts for Arrow. Thereby getting Arrow signed directly) In any case where you are not available to travel. We have meetings in Dubai, Moscow and Geneva to attend to, and could have 6 suppliers within a 7 day travel window.

Many wonderful things to come. As I am sure you are aware the 2<sup>nd</sup> solicitation has now been released so we are diligently working on the solicitation analysis, win themes and sources sought criteria and begun developing the proposal template. And of course can connect Arrow to the supply.

My very best to you and the team and please let me know if you would like to chat on the phone to discuss any of the above. And I do look forward to meeting in person very soon.

Mike

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MICHAEL F. DODD

 **3D Global Solutions, Inc.**  
ONE SOURCE GLOBAL SOLUTIONS

CEO

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**From:** Mohammad Fahim [<mailto:mustreport@bb.roshan.af>]  
**Sent:** Wednesday, September 01, 2010 9:50 AM  
**To:** Ryan Shane; Tracy Clark; [homayoon.azimi@googlemail.com](mailto:homayoon.azimi@googlemail.com); [gm@arrowgsc.com](mailto:gm@arrowgsc.com); [fraidoon\\_rezayee@yahoo.com](mailto:fraidoon_rezayee@yahoo.com)  
**Cc:** [eric@puckettfaraj.com](mailto:eric@puckettfaraj.com); Michael Dodd; [mustreport@gmail.com](mailto:mustreport@gmail.com)  
**Subject:** Re: Procurement Status= Arrow JP8 Project

Hello, just talked to Tracy on this. I am looking to purchase TCW to sell in the local. Need to do a P&L analysis and a market research on which source and price can be the most profitable. I need to be able to make money by selling it in the local market and can't just go directly and buy. Also I keep seeing 3D's name there as the vendor. I am paying 3D to facilitate and not to become the middle man. If Arrow needs a commitment letter then let's take one for it, specially for the next solicitation. I need to be able to purchase fuel directly and make profit and I need commitment letters for Arrow please tell me if we can do this or we may have to chose a different route?  
Thanks

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**From:** Ryan Shane <[ryan.shane@3dglobalsolutions.net](mailto:ryan.shane@3dglobalsolutions.net)>  
**To:** Mohammad Fahim; Tracy Clark <[tracy.clark@3dglobalsolutions.net](mailto:tracy.clark@3dglobalsolutions.net)>; 'homayoon.azimi@googlemail.com' <[homayoon.azimi@googlemail.com](mailto:homayoon.azimi@googlemail.com)>; 'gm@arrowgsc.com' <[gm@arrowgsc.com](mailto:gm@arrowgsc.com)>; 'fraidoon\_rezayee@yahoo.com' <[fraidoon\\_rezayee@yahoo.com](mailto:fraidoon_rezayee@yahoo.com)>  
**Cc:** 'eric@puckettfaraj.com' <[eric@puckettfaraj.com](mailto:eric@puckettfaraj.com)>; Michael Dodd <[mike.dodd@3dglobalsolutions.net](mailto:mike.dodd@3dglobalsolutions.net)>; 'mustreport@gmail.com' <[mustreport@gmail.com](mailto:mustreport@gmail.com)>  
**Sent:** Wed Sep 01 08:00:22 2010  
**Subject:** RE: Procurement Status= Arrow JP8 Project

Sir,

Good Afternoon. We are looking forward to the Purchase Order from Arrow for the 5000MT of TS-1. Please advise if we will have that today so that we may continue with the ordering process.

Best Regards,

Ryan Shane

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**From:** Mohammad Fahim [<mailto:mustreport@bb.roshan.af>]  
**Sent:** Wednesday, September 01, 2010 3:19 AM  
**To:** Tracy Clark; [homayoon.azimi@googlemail.com](mailto:homayoon.azimi@googlemail.com); [gm@arrowgsc.com](mailto:gm@arrowgsc.com); [fraidoon\\_rezayee@yahoo.com](mailto:fraidoon_rezayee@yahoo.com)  
**Cc:** [eric@puckettfaraj.com](mailto:eric@puckettfaraj.com); Ryan Shane; Michael Dodd; [mustreport@gmail.com](mailto:mustreport@gmail.com)  
**Subject:** Re: Procurement Status= Arrow JP8 Project

Homayoon, please pay as soon as possible

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**From:** Tracy Clark <tracy.clark@3dglobalsolutions.net>

**To:** M Homayoon Hashimy <homayoon.azimi@googlemail.com>; gm@arrowgsc.com <gm@arrowgsc.com>; fraidoon rezayee <fraidoon\_rezayee@yahoo.com>

**Cc:** Mohammad Fahim; eric@puckettfaraj.com <eric@puckettfaraj.com>; Ryan Shane <ryan.shane@3dglobalsolutions.net>; Michael Dodd <mike.dodd@3dglobalsolutions.net>; mustreport@gmail.com <mustreport@gmail.com>

**Sent:** Tue Aug 31 23:23:51 2010

**Subject:** Procurement Status= Arrow JP8 Project

Good Morning Homayoon,

How are you today? I wanted to follow up with yourself and Fraidoon on the purchases of the items we have been discussing. The injectors and additives quotations are with you as well as the bank information. Have these items been procured yet? Also, the laboratory pro forma invoice is ready. Have the laboratory items been purchased yet?

Do we have a status on the steel tank cuts being made here at Kabul? Hopefully 7 tanks can be completed soon to go with the 8 tanks already in Mazar to build up the Mazar Fuel Facility.

Do you want to store the 5000MT of TS-1 that we are about to order in the Afghan Government storages in Hairaton or in the Kabul Bank Storage that we are supposed to lease soon? This is important because those tanks have been sitting empty for several years and must be cleaned before storing the jet fuel. What are the costs associated with the govt. storages? Are the comparable to the \$17 per MT cost at the Kabul Bank facility?

I'll be waiting for your reply so I can update the project schedule for everyone.

Thanks much and have a nice day,

VR,

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**TRACY CLARK**



Director of Fuel Operations  
1185 Ave of the Americas Suite 1750  
New York New York 10036  
[tracy.clark@3dglobalsolutions.net](mailto:tracy.clark@3dglobalsolutions.net)  
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**Eric S. Montalvo**

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**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Sunday, September 05, 2010 9:04 AM  
**To:** eric@puckettfaraj.com  
**Subject:** possible itin  
**Attachments:** image005.jpg; image006.jpg

Houston – Sept 16 – Glencore / Chemoil

Dubai Sept 23-25 Mercuria / ADNOC

Moscow Sept 25-27 Lukoil /

Geneva Sept 27-29 Mercuria / Glencore / JP Morgan Chase arbitrage finance

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**MICHAEL F. DODD**



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## Eric S. Montalvo

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**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Wednesday, September 08, 2010 12:48 PM  
**To:** Eric Montalvo  
**Cc:** Ryan Shane; Tracy Clark; Melissa Katz; 'Kenneth F. Nicholson'  
**Subject:** RE: travel itins  
**Attachments:** image001.jpg; image002.jpg

Eric,

You avail for a coord chat?

We may need to go to Dubai for H meeting on the 21<sup>st</sup> and back to US then back to Moscow and Geneva the 29<sup>th</sup> – Oct 1<sup>st</sup>. pls advise

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**From:** Eric Montalvo [mailto:eric@puckettfaraj.com]  
**Sent:** Wednesday, September 08, 2010 12:32 PM  
**To:** Michael Dodd  
**Cc:** Ryan Shane; Tracy Clark; Melissa Katz; 'Kenneth F. Nicholson'  
**Subject:** RE: travel itins  
**Importance:** High

Please advise re status...I have them waiting to pull the trigger.

V/r  
E

Eric S. Montalvo  
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**From:** Michael Dodd [mailto:mike.dodd@3dglobalsolutions.net]  
**Sent:** Tuesday, September 07, 2010 9:30 AM  
**To:** [eric@puckettfaraj.com](mailto:eric@puckettfaraj.com)  
**Cc:** Ryan Shane; Tracy Clark; Melissa Katz  
**Subject:** travel itins



Eric,

Will need some feedback on possible itin previously sent, pls advise if we are booking itins and meetings in each location asap

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**MICHAEL F. DODD**



**3D Global Solutions, INC**  
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**Eric S. Montalvo**

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**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Monday, September 13, 2010 1:30 PM  
**To:** Eric Montalvo  
**Cc:** Isaura Marca  
**Subject:** FW: itin possibility

Eric,

Pls authorize itins and budget.

---

**From:** Michael Dodd  
**Sent:** Thursday, September 09, 2010 4:58 PM  
**To:** 'Eric Montalvo'  
**Subject:** itin possibility

For review;

Total travel budget would be approx \$14K

Hotels avail;

Hotel in Dubai

- Grosvenor House Dubai ( 3 nights needed: Sept 26<sup>th</sup>, Sept 27<sup>th</sup>, 28<sup>th</sup> )

Hotel in Russia

- Ritz Carlton in Moscow = ( 2 nights needed: Sept 29<sup>th</sup>, Sept 30<sup>th</sup> )

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**From:** Isaura Marca  
**Sent:** Wednesday, September 08, 2010 11:26 PM  
**To:** Michael Dodd  
**Subject:** Itin - NYC/NJ - Dubai - Moscow - JFK - 2nd option

Departure from EWR to Dubai – return on direct flight to JFK from Moscow  
Your Flight Selection:

**Leg 1: Newark, NJ (EWR) to Dubai, United Arab Emirates (DXB) on Sat, 25 Sep 2010**  
**Leg 2: Dubai, United Arab Emirates (DXB) to Moscow, Russia (SVO) on Wed, 29 Sep 2010**  
**Leg 3: Moscow, Russia (SVO) to New York-Kennedy, NY (JFK) on Fri, 01 Oct 2010**

Your Flight Selection:

Departs	Arrives	Stops	Flights & Cabin (Class)	Upgrade Status	Travel Time
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**Leg 1: Newark, NJ (EWR) to Dubai, United Arab Emirates (DXB) on Sat, 25 Sep 2010**

6:05pm <a href="#">EWR</a>	8:51pm <a href="#">ATL</a>	Nonstop	<a href="#">Delta 2843</a> McDonnell Douglas MD-88 <a href="#">In-Flight Services</a> Coach (L) <a href="#">View Seats</a>	<a href="#">Request Only</a>	17 hr 45 min
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<b>Your Flight Selection:</b>					
<b>Departs</b>	<b>Arrives</b>	<b>Stops</b>	<b>Flights &amp; Cabin (Class)</b>	<b>Upgrade Status</b>	<b>Travel Time</b>
9:45pm <u>ATL</u>	7:50pm <u>DXB</u> Arrives 26 Sep	Nonstop	<u>Delta 8</u> Boeing 777-200 In-Flight Services Coach (L) <a href="#">View Seats</a>	<u>Not Eligible</u>	
<b>Leg 2: Dubai, United Arab Emirates (DXB) to Moscow, Russia (SVO) on Wed, 29 Sep 2010</b>					
6:55am <u>DXB</u>	12:05pm <u>AMS</u>	Nonstop	<u>KLM-Royal Dutch Airlines 430</u> McDonnell Douglas MD-11 operated by Klm Royal Dutch Ai In-Flight Services Coach (M)	<u>Not Eligible</u>	11 hr 30 min
1:10pm <u>AMS</u>	6:25pm <u>SVO</u>	Nonstop	<u>KLM-Royal Dutch Airlines 3104</u> Airbus Industrie A320 operated by Aeroflot Russian A In-Flight Services Coach (M)	<u>Not Eligible</u>	
<b>Leg 3: Moscow, Russia (SVO) to New York-Kennedy, NY (JFK) on Fri, 01 Oct 2010</b>					
12:05pm <u>SVO</u>	2:35pm <u>JFK</u>	Nonstop	<u>Delta 31</u> Boeing 767-300 In-Flight Services Coach (M) <a href="#">View Seats</a>	<u>Not Eligible</u>	10 hr 30 min

Departure from JFK to Dubai – return on direct flight to JFK from Moscow

**Your Flight Selection:**

**Leg 1: New York-Kennedy, NY (JFK) to Dubai, United Arab Emirates (DXB) on Sat, 25 Sep 2010**

**Leg 2: Dubai, United Arab Emirates (DXB) to Moscow, Russia (SVO) on Wed, 29 Sep 2010**

**Leg 3: Moscow, Russia (SVO) to New York-Kennedy, NY (JFK) on Fri, 01 Oct 2010**

**Your Flight Selection:**

<b>Departs</b>	<b>Arrives</b>	<b>Stops</b>	<b>Flights &amp; Cabin (Class)</b>	<b>Upgrade Status</b>	<b>Travel Time</b>
<b>Leg 1: New York-Kennedy, NY (JFK) to Dubai, United Arab Emirates (DXB) on Sat, 25 Sep 2010</b>					
11:30pm <u>JFK</u>	12:30pm <u>CDG</u> Arrives 26 Sep	Nonstop	<u>Delta 8603</u> Boeing 777-300ER operated by Air France In-Flight Services Coach (H) <a href="#">View Seats</a>	<u>Not Eligible</u>	14 hr 45 min
1:35pm <u>CDG</u> Departs 26 Sep	10:15pm <u>DXB</u> Arrives 26 Sep	Nonstop	<u>Delta 8626</u> Boeing 777-300ER operated by Air France In-Flight Services Coach (H) <a href="#">View Seats</a>	<u>Not Eligible</u>	
<b>Leg 2: Dubai, United Arab Emirates (DXB) to Moscow, Russia (SVO) on Wed, 29 Sep 2010</b>					
6:55am <u>DXB</u>	12:05pm <u>AMS</u>	Nonstop	<u>KLM-Royal Dutch Airlines 430</u> McDonnell Douglas MD-11 operated by Klm Royal Dutch Ai In-Flight Services Coach (M)	<u>Not Eligible</u>	11 hr 30 min

**Your Flight Selection:**

<b>Departs</b>	<b>Arrives</b>	<b>Stops</b>	<b>Flights &amp; Cabin (Class)</b>	<b>Upgrade Status</b>	<b>Travel Time</b>
1:10pm AMS	6:25pm SVO	Nonstop	KLM-Royal Dutch Airlines 3104 Airbus Industrie A320 operated by Aeroflot Russian A In-Flight Services Coach (M)	Not Eligible	

**Leg 3: Moscow, Russia (SVO) to New York-Kennedy, NY (JFK) on Fri, 01 Oct 2010**

12:05pm SVO	2:35pm JFK	Nonstop	Delta 31 Boeing 767-300 In-Flight Services Coach (M) <a href="#">View Seats</a>	Not Eligible	10 hr 30 min
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[View change & cancellation policies](#)  
[View baggage policies](#)  
This ticket is non-refundable

Miles earned = 18437  
MQM earned = 16107 ([details](#))

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## Eric S. Montalvo

---

**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Wednesday, September 15, 2010 1:34 PM  
**To:** 'mustreport@bb.roshan.af'; 'eric@puckettfaraj.com'  
**Cc:** Ryan Shane; Tracy Clark  
**Subject:** Re: supply commitment  
**Attachments:** image002.jpg; image004.jpg

Not to secure commitment letter, however would be required to actually do a transaction directly

Mike Dodd  
CEO 3D Global Solutions  
212-729-6959  
Sent from my Blackberry

---

**From:** Mohammad Fahim <mustreport@bb.roshan.af>  
**To:** Michael Dodd; eric@puckettfaraj.com <eric@puckettfaraj.com>  
**Cc:** Ryan Shane; Tracy Clark  
**Sent:** Wed Sep 15 10:51:49 2010  
**Subject:** Re: supply commitment

Dear Mike, is the information needed to secure commitment letter?

---

**From:** Michael Dodd <mike.dodd@3dglobalsolutions.net>  
**To:** Eric Montalvo <eric@puckettfaraj.com>; Mohammad Fahim  
**Cc:** Ryan Shane <ryan.shane@3dglobalsolutions.net>; Tracy Clark <tracy.clark@3dglobalsolutions.net>  
**Sent:** Mon Sep 13 11:08:03 2010  
**Subject:** supply commitment

Eric,

Few updates as it pertains to securing supply commitments; I personally have for action and am working to have completed within a week.

- Each supplier has requested, which we will send to you today, a deck of information that Arrow MUST submit in order to be considered. Please let me know soonest if Arrow has any questions or concerns about providing the information.
- Tomskiy and Lukoil will require an in person meeting to finalize once we submit the information requested.
- Glencore I am meeting with in Stamford tomorrow.
- Mercuria – pls advise the name of the contact we would be meeting in Dubai and will relay to my contact in Geneva.

---

MICHAEL F. DODD



**3D Global Solutions, INC**  
ONE SOURCE GLOBAL SOLUTIONS

CEO  
1185 AVE OF THE AMERICAS SUITE 1750

NEW YORK NEW YORK 10036  
MIKE.DODD@3DGLOBALSOLUTIONS.NET  
WWW.3DGLOBALSOLUTIONS.NET  
TOLL FREE (866) 238-6761 EXT 111  
DIRECT DIAL 212-205-6171  
FAX 866-238-6761  
INTERNATIONAL CELL 212-729-6959

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## Eric S. Montalvo

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**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Wednesday, September 15, 2010 1:42 PM  
**To:** 'eric@puckettfaraj.com'  
**Subject:** Re: supply commitment  
**Attachments:** image001.jpg; image002.jpg

We will collect 2 in Moscow in person

Glencore will sign this week

Mike Dodd  
CEO 3D Global Solutions  
212-729-6959  
Sent from my Blackberry

---

**From:** Eric Montalvo <eric@puckettfaraj.com>  
**To:** Michael Dodd  
**Sent:** Wed Sep 15 13:37:26 2010  
**Subject:** RE: supply commitment

Mike where are we on com ltrs? How did big dog meeting go?

V/r  
E

Eric S. Montalvo  
Attorney at Law  
1800 Diagonal Road  
Suite 210  
Alexandria, VA 22314  
eric@puckettfaraj.com

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(202) 285-5153 Cell  
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**From:** Michael Dodd [mailto:mike.dodd@3dglobalsolutions.net]  
**Sent:** Wednesday, September 15, 2010 1:34 PM  
**To:** 'mustreport@bb.roshan.af'; 'eric@puckettfaraj.com'  
**Cc:** Ryan Shane; Tracy Clark  
**Subject:** Re: supply commitment

Not to secure commitment letter, however would be required to actually do a transaction directly

Mike Dodd  
CEO 3D Global Solutions  
212-729-6959  
Sent from my Blackberry

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**From:** Mohammad Fahim <mustreport@bb.roshan.af>  
**To:** Michael Dodd; eric@puckettfaraj.com <eric@puckettfaraj.com>  
**Cc:** Ryan Shane; Tracy Clark  
**Sent:** Wed Sep 15 10:51:49 2010  
**Subject:** Re: supply committment

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**From:** Michael Dodd <mike.dodd@3dglobalsolutions.net>  
**To:** Eric Montalvo <eric@puckettfaraj.com>; Mohammad Fahim  
**Cc:** Ryan Shane <ryan.shane@3dglobalsolutions.net>; Tracy Clark <tracy.clark@3dglobalsolutions.net>  
**Sent:** Mon Sep 13 11:08:03 2010  
**Subject:** supply committment

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MICHAEL F. DODD



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INTERNATIONAL CELL 212-729-6959

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**Eric S. Montalvo**

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**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Thursday, September 16, 2010 9:14 PM  
**To:** 'eric@puckettfaraj.com'; Ryan Shane  
**Subject:** Lukoil

Eric,

I'm in houston today and back tomorrow.

Lukoil has requested that 3DGS President, LtGen Frank Libutti attend our meetings in Moscow.

Pls advise if Arrow approves his travel to Moscow and back to NY.

Mike Dodd  
CEO 3D Global Solutions  
212-729-6959  
Sent from my Blackberry

---

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**Eric S. Montalvo**

---

**From:** Michael Dodd [mike.dodd@3dglobalsolutions.net]  
**Sent:** Thursday, September 16, 2010 10:09 PM  
**To:** 'eric@puckettfaraj.com'; Ryan Shane  
**Subject:** Re: Lukoil

Let's talk tomorrow;

Right now Arrow needs to build a credit with Lukoil. They requested a Board member from 3DGS attend.

Mike Dodd  
CEO 3D Global Solutions  
212-729-6959  
Sent from my Blackberry

----- Original Message -----  
**From:** [eric@puckettfaraj.com](mailto:eric@puckettfaraj.com) <[eric@puckettfaraj.com](mailto:eric@puckettfaraj.com)>  
**To:** Michael Dodd; Ryan Shane  
**Sent:** Thu Sep 16 22:05:37 2010  
**Subject:** Re: Lukoil

Purpose?

-----Original Message-----  
**From:** Michael Dodd  
**To:** Eric Montalvo  
**To:** Ryan Shane  
**Subject:** Lukoil  
**Sent:** Sep 16, 2010 9:13 PM

Eric,

I'm in houston today and back tomorrow.

Lukoil has requested that 3DGS President, LtGen Frank Libutti attend our meetings in Moscow.

Pls advise if Arrow approves his travel to Moscow and back to NY.

Mike Dodd  
CEO 3D Global Solutions  
212-729-6959  
Sent from my Blackberry

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**DEFENSE LOGISTICS AGENCY**  
DLA ENERGY  
8725 JOHN J. KINGMAN ROAD, SUITE 4950  
FORT BELVOIR, VA 22060-6222

September 30, 2010

Arrow General Supplies and Services  
Mr. Mohd Azim Hashimy  
15<sup>th</sup> Street of Wazir Akbar Khan  
Kabul, Afghanistan

Dear Mr. Hashimy:


The Defense Logistics Agency Energy (DLA Energy) appreciates the proposal you provided for Solicitation SP0600-10-R-0231 for the requirement Turbine Fuel Aviation (JP-8) or Russian Grade Jet Fuel (TS-1) for the Northern Regional Command Forward Operating Bases (FOBs) and FOB Fenty. Your offer was not found to be highly rated and therefore, has been excluded from the competitive range. The evaluation process was in accordance with INT-M72.03-3-100 EVALUATION FACTORS FOR BEST OVERALL VALUE (PC&S) (AFGANISTAN / IRAQ) (DLA ENERGY JUN 2006). Your offer was found to be deficient for the following reason:

Price:

Your offer prices were not found to be in the top tier of the offers received.

A proposal revision will not be considered. If you require additional information, you may contact the undersigned contracting officer either by phone at (703) 767-9297, or by email at [Aybike.Arslan@dla.mil](mailto:Aybike.Arslan@dla.mil). Again, your interest in this DLA Energy requirement is much appreciated.

Sincerely,

  
AYBIKE S. ARSLAN  
Contracting Officer

**Eric S. Montalvo**

---

**From:** Eric Montalvo [eric@puckettfaraj.com]  
**Sent:** Wednesday, December 08, 2010 5:23 PM  
**To:** Eric Montalvo  
**Subject:** Fwd: Update

----- Forwarded message -----

**From:** Michael Dodd <mike.dodd@3dglobalsolutions.net>  
**Date:** Tue, Oct 5, 2010 at 6:58 AM  
**Subject:** Re: Update  
**To:** "mustreport@googlemail.com" <mustreport@googlemail.com>, "eric@puckettfaraj.com" <eric@puckettfaraj.com>, Ryan Shane <ryan.shane@3dglobalsolutions.net>

Farim,

Lukoil is eager to transact with Arrow. I met with the Chairman of their trading and marketing arm. One administrative hurdle that appeared but is now cleared, is they requested another series of due diligence (KYC-Know Your Customer) documents and they all had to be original signature and notarized. We FedEx those documents yesterday.

Thru preliminary discussions Lukoil has a number of storages and product available. Their concern is our ability to import product. They have asked for the letter from the Government authorizing importation of fuels products. Once we present that document, they are eager to offer product to Arrow CIF to Termez. They would require Arrow import and store / distribute the product.

I will revert with additional information in several hours once I speak to them again.

I do know Luk has 30,000MT's of diesel on hand if we are interested, at the right price of course.

Mike Dodd  
CEO 3D Global Solutions  
212-729-6959  
Sent from my Blackberry

---

**From:** me me <mustreport@googlemail.com>  
**To:** Michael Dodd; Eric S. Montalvo <eric@puckettfaraj.com>; Ryan Shane  
**Sent:** Tue Oct 05 04:08:54 2010  
**Subject:** Update

Dear Mike,

As per our meeting in Dubai 3D owes me an assessment and study of the fuel trading options from Russia and the best source and transportation company. Need to know the update. I need to know who has the best price and who can deliver to the border in the most reliable way if I wanted to import jp8 today and sell in the local market.

Eric,  
Are we on schedule with everything else we discussed?

Thanks

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## Eric S. Montalvo

---

**From:** Ryan Shane [ryan.shane@3dglobalsolutions.net]  
**Sent:** Thursday, October 07, 2010 5:34 PM  
**To:** 'Eric Montalvo'; Michael Dodd  
**Subject:** RE: Where we go from here  
**Attachments:** Trafigura Short KYC Questionnaire.xls; Arrow Project Planning Estimate.xls

Good Afternoon Eric,

I gave you a call to discuss and left you a VM earlier. Please see responses below:

- 1) A copy of documents sent to Luke Oil...I don't understand why I can't get a copy of what you put in the FedEx box.  
I spoke with Mike and he told me that he has sent all the documents via email that Arrow would need to fill out to begin the vetting process by Lukoil. In regards to our docs we have sent to Lukoil, they contain our proprietary company info such as financials etc. and those will not be released.
- 2) KYC's – are due to Mercuria, Luke, Trafigura, and whoever else. Trafigura is obviously the most important given the Paki piece...what is going on with these?  
I have attached a Trafigura KYC doc for Arrow to fill out if they have not done so already. You sent an email Oct 1 that was from Zafar and Associates in regards to Paki supply and stated that you needed answers ASAP and that we were not to respond directly. We answered as many of those as we were able and provided as much guidance as we could for Arrow. I did not hear anything back about the response we sent. We don't have signatory authority for Arrow nor do we have proprietary Arrow company information that is required for KYC content. Mr. Hashimy has made it clear he wants the direct relationship with the suppliers and wants 3D out as a "middle man" as he has stated. We have done our best to facilitate him in making those introductions and as example providing Arrow with all required docs and instructions to be vetted by Lukoil.
- 3) Where are we at on offload piece in Paki  
We have done our dead level best to secure transpo and supply but recent events have made it about impossible. We never committed ourselves to providing Paki supply or transpo because Mr. H and you had made it clear in previous conversations that Arrow had the contacts in Pakistan. However when Mr. H reached out to us to assist we have done our best and are continuing to do our best. An example of that is the revised Technical proposal for 0234 I have sent several times since Oct 1<sup>st</sup> for Mr. H's review and input. I have not once received any response from Arrow. We are still pushing forward to be prepared to submit the proposal. We are obviously short on fuel supply and transpo but ready to submit otherwise.
- 4) You promised a chart for last Friday and I haven't seen anything on that  
Mike needs to discuss this with you because there are some banking issues that have come up in regards to the arbitrage finance and the Foreign Corrupt Practices act that need to be addressed. He has the details on that.
- 5) New request – I need to obtain all source documents which formed the bases for pricing ASAP  
I have attached the project planning worksheet produced by Tracy. We were quoted \$3.78 to Termez over the phone in those last minuets leading up to submittal. It was recommended to Mr. H that we submit around \$4.75 per USG because we had a tip that we needed to be under \$5 per USG to be in the range. The \$4.75 we proposed included all of Mr. H's O&M costs and a 15% profit. Mr. H and I spoke on the phone and he made it clear he wanted to get 20% profit. 20% profit put us at the \$4.95 per USG which was under \$5 and is the profit amount Mr. H said he must make and told me to pull the trigger.
- 6) New request – Supreme and other contract awardees need to be solicited to see if they will take on a sub k.  
We will begin this task immediately. We were told not to deal with any other competitors prior to this but now we will reach out and work to win Arrow some business as a sub.
- 7) We need to determine whether protest is viable and recommended COA  
Recommend debrief from DLA Energy first. The letter sent to Arrow indicated the only factor for rejection was that price was too high.



- 8) I was told that you typically have to request a debrief within 4 days. I asked if one was requested and we almost fell outside the window because there was no effort to pursue this. How can we move forward if we don't know what's broken...I can't understand why this would not be the highest priority to pursue given that we still have tenders to push forward. I didn't get a timely reply so I asked for one myself. Totally outside my lane but so is mission failure.

Eric, I reached out to the KO about a debrief and when I received the response I relayed the info direct to you that the prime must request the debrief and it seems DLA was more than cooperative to facilitate. I have seen the traffic that you have sent the KO requesting a debrief on behalf of Arrow as their general counsel, that is a request 3DGS cannot make.

Eric,

As I have said before, please call me anytime if something is not getting done and I have always appreciated your open door as well. I look forward to your response and moving on to the next fight.

Respectfully,

Ryan

---

**From:** Eric Montalvo [mailto:eric@puckettfaraj.com]  
**Sent:** Thursday, October 07, 2010 11:58 AM  
**To:** Michael Dodd  
**Cc:** Ryan Shane  
**Subject:** Where we go from here

Mike,

I really need 3D to let me know what the heck is going on. It seems like you guys have dropped off the net. The following list of action items are provided as a go by and I need a clear answer on each today.

- 9) A copy of documents sent to Luke Oil...I don't understand why I can't get a copy of what you put in the FedEx box.
- 10) KYC's – are due to Mercuria, Luke, Trafigura, and whoever else. Trafigura is obviously the most important given the Paki piece...what is going on with these?
- 11) Where are we at on offload piece in Paki
- 12) You promised a chart for last Friday and I haven't seen anything on that
- 13) New request – I need to obtain all source documents which formed the bases for pricing ASAP
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Please understand that ignoring this stuff won't make it go away. Arrow has invested well over 100k in 3D's efforts and they need some tangibles. The information flow is simply broken. I keep getting sucked into a program management role because 3D and Arrow are not communicating. If people don't perform I sue them for breach...that's my piece. We have Tracy on the ground at 20k and "six" people stateside with a volume of work which appears to be very manageable. Please please please turn on the communication hose and start blasting.

R/  
E  
Eric S. Montalvo

Attorney at Law  
1800 Diagonal Road  
Suite 210  
Alexandria, VA 22314  
eric@puckettfaraj.com

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