



Subject: Letter of reference and recommendation

Date: 2 November 2015

Person: Mr. Hans Jacob Christensen

To whom it may concern,

The undersigned issues this letter as personal reference for Mr. Hans Jacob Christensen, to suite his future career development and employment.

Reference is made herewith to Mr. Christensen's employment by RN Nordic Oil AS (RNNO), the indirectly wholly-owned Norwegian subsidiary of the Rosneft Oil Company (the leading oil company in Russia, by production and reserves one of the largest oil companies in the world).

He holds the position of "Human Resources and Office Manager". He is a member of the company management team, reporting to the managing director/CEO.

In my capacity as managing director/CEO, I have worked closely and daily with Mr. Christensen through 2014 to November 2015. His principal responsibilities and roles are the management of RNNO recruiting, staff matters, office organisation and management system development.

He is an experienced self-driven HR professional who delivers a solid performance. In staffing and building RNNO, as a start-up oil and gas company, he reliably manages dual cooperation with its parent company and with various external HR service providers (a.o. recruiting, payroll and tax, insurance). He accomplishes well-balanced dealing with multi-cultural diversity and complexity in RNNO's multinational organisation and its international setting (Norway, Russia).

In conclusion, I recommend him to any company, seeking an experienced senior HR professional/director with proven solid capacity to build and service organisations (small to large) and manage multiple stakeholders and service contracts.

Besides business matters, he is a positive-spirited person, with whom it has been (and will be) a pleasure to share time, talk and a healthy dose of humour.

A handwritten signature in black ink, appearing to read "Hans van Lamoen", is written over a horizontal line.

Hans van Lamoen

Managing director/CEO
(2 Nov 2012 – 2 Nov 2015)