



**Richard Howe**  
**Production Operations Director**  
**North Caspian Operating Company, N.V. (NCOC)**

The Shareholders of the North Caspian project have unanimously approved a transition of Mr Richard Howe to succeed Mr Bruno Jardin in the position of Managing Director of NCOC, anticipated in early February 2019.

Mr Howe said “I’m looking forward to this challenge, and to building further upon what the organization has accomplished under Bruno’s leadership. He has made worker safety a top priority, and I share that goal. He transitioned NCOC from a construction organization to one that is producing 340 thousand barrels of oil per day now with high reliability. I see my job as continuing to improve on that reliability, to ensure a safe and successful maintenance turnaround this spring, to ensure new growth opportunities for this project moving forward, and to make the Republic of Kazakhstan and our Shareholders proud of NCOC.”

Richard (Rich) holds a Bachelor degree in Mechanical Engineering from Auburn University (United States) and Master’s degrees in Mechanical Engineering from the Georgia Institute of Technology (US), Petroleum Technology from Curtin University (Australia), and Business Administration from Duke University (US).

Rich joined Shell in 2002 as a Pressure Equipment Engineer at the Saraland Refinery in Alabama (US), and continued this role at the Norco Chemical Complex outside of New Orleans, Louisiana. Subsequently he served as Project Engineer on a large oil shale development with the Shell Unconventional Resource and Energy team in Colorado (US). After successful startup of this project, Rich moved to Shell’s Deepwater division as a technical specialist supporting Gulf of Mexico subsea operations and pipeline flow assurance. Over time he moved to Finance and Strategy, and then to Brazil as FPSO asset operations manager for several years. He returned to the Gulf of Mexico as Vice President Technical for US Deepwater assets. Following this, Rich was appointed Vice President of the Production discipline for Shell’s global Deepwater operations.

Rich joined NCOC in October 2017 as Production Operations Director; in this role he has led the organization to bring Kashagan safety performance, reliability and production to record levels.