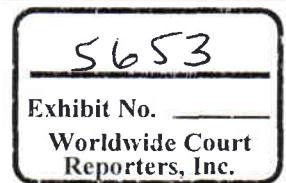


From: Newman, Steven (Houston)
Sent: Friday, January 16, 2009 5:44 AM
To: McMahan, Larry (Houston)
Cc: Saltiel, Rob (Houston)
Subject: RE: Weekly OER Executive Review 2009 Week 02
Larry;



I understand your concern regarding our level of involvement and the perception of "micro-managing". At the same time, you and I discussed our level of frustration with some of the things we see happening (or hear about after-the-fact) across the organization today. As leaders, we have a responsibility to (i) set clear expectations, (ii) track compliance with those expectations, and (iii) follow-up / intervene as necessary. I think we would all agree that, despite our best efforts, we've somehow missed the mark in setting clear expectations regarding accountability. The exercise below should allow us to (re)set those expectations and ensure we're seeing compliance across the company. In six months' time, we should be out of this business, once we've done the work of ensuring consistency across the company, then we can get back out of their business.

SN

Steven L. Newman
President and Chief Operating Officer
Transocean
"Operations conducted in an incident-free environment - all the time, everywhere."

From: McMahan, Larry (Houston)
Sent: Wednesday, January 14, 2009 7:31 AM
To: Newman, Steven (Houston)
Cc: Saltiel, Rob (Houston)
Subject: Re: Weekly OER Executive Review 2009 Week 02

Steven,

I am setting up a close out and accountability tracking mechanism for these type of top events. It is a shame to have to do this from Houston because it indicates lack of clear understanding of expectations or mis-trust of our management who are supposed to be doing this naturally. I was thinking of an open review and update by BU to be given during the monthly safety call.

I do know that there will be some level of disgruntlement over this process. It will raise questions like are we running the company from Houston or from our BUs?

If this process does not happen naturally, perhaps we have the wrong people in place.

Micro-management as you know runs against my nature, and I believe this is how it will be perceived. I have given careful consideration to the best method of achieving the objective.

You and rob will see something in place soon.

Regards,

Larry McMahan

From: Newman, Steven (Houston)
To: McMahan, Larry (Houston)
Cc: Saltiel, Rob (Houston)
Sent: Wed Jan 14 03:18:10 2009
Subject: FW: Weekly OER Executive Review 2009 Week 02

Larry;

TRN-MDL-02764790

TREX-05653

During our recent discussion on safety culture, we raised the possibility of using this exercise your folks go through to identify operational events where we could better understand how accountability was being applied across the organization.

One way to achieve this is to ask for a report of accountability actions taken in response to the Division top events (there are 7 of them in this week's report). What do you think?

SN

Steven L. Newman
President and Chief Operating Officer
Transocean

"Operations conducted in an incident-free environment - all the time, everywhere."

From: Birmingham, Hank (Houston)

Sent: Monday, January 12, 2009 4:33 PM

To: Saltiel, Rob (Houston)

Cc: Adamson, Keelan (Houston); Ajayi, Ibukun (Houston); Allen, Reyna (Houston); Ambrose, Bill (Houston); Andreev, Andrey; Annison, Geoff (Aberdeen); Ati, Nikhil; Atkins, Tom; Atwood, Randy; Bankston, William (Houston); Bauer, Gary (Cairo); Berjeaud, Bernard; Berthou, Vincent; Birmingham, Hank (Houston); Blake, Adrian (Aberdeen); Boath, Douglas; Bobillier, Arnaud (Houston); Bonno, Terry (Houston); Bourgeau, Edward (Houston); Braniff, Barry (Houston); Brekke, Jim (Houston); Brown, Terry (Bangkok); Browning, Bobby; Buckley, Lee (Cairo); Buisine, Jean Paul (Houston); Cabucio, Walter (Houston); Cairns, Bill (Aberdeen); Carlisle, Steve (Houston); Carver, Stephen; Colvin, J.J. (Houston); Corcoran, Chris (Houston); Coughlan, Peter (Houston); Coym, Joseph (Houston); Craig, Colin (Houston); Darwiche, Mahmoud (Cairo); Dighe, Kaustubh; D'Mello, Nitin; Duarte, Eugenio; Durack, Patrick Michael; Elmogy, Salah (Cairo); Erlandsen, Aasmund; Ernst, Mathieu (Aberdeen); Ezedinma, Zikora; Farr, Dan (Houston); Filho, Mardonildo; Finlay, Jim; Florence, Ewen; Flynn, Tony; Forrest, Neil; Fortune, John (Jakarta); Fougere, Pete (Houston); Fournier, Nicholas (Aberdeen); Fullwood, Lindy (Perth); Garcia, Alberto (Houston); Gardner, Ken (Houston); Gerlitz, Chris (Houston); Giesel, Ingo; Goff, Brian (Houston); Gower, Art; Granger, James (Qatar); Green, Richard (Ashgabat); Grieve, Brian (Gabon); Guichenev, Patrick; Hahusseau, Jean; Hall, Eric (Houston); Hand, Steve (Houston); Hoagland, Michael Richard; Hockett, Bryan (Cairo); Holtom, Stephen; Ivory, Jeff (Cairo); Jackson, Tracy (Houston); Jacquemin, Frederic; Jaglar, Gordon; Jewitt, Terry; Johnson, Paul (Baku); Johnson, Tony (Houston); Sim, John; Keaton, Charles (Houston); Keener, Chip (Houston); Keeton, Thom (Houston); Khalil, Mohamed (Cairo); King, Paul J (Houston); Kirkham, John (Bangkok); Knott, Kevin (Aberdeen); Koh, David; Kozicz, John (Houston); Labesse, Francois (Houston); Lagos, Ops Manager; Larimore, Terry (Houston); Lawson, Ian; Lawson, Mike (Houston); Leach, Colin (Luanda); Legrand, Michel; Lewis, Garry; Livergood, Shane; Lodge, Malcolm (Aberdeen); Loftis, Terry (Houston); Lyne, Matthew; MacDonald, John; Marchandon, Jacques; Campbell, Mark (Kuala Lumpur); Markey, Michael (Houston); Mason, Derek; Mathias, Pedro; Matlock, David (Newfoundland); McAllister, Gordon (Houston); McBain, Graham; McBride, John; McDonald, Paul; McGrath, Scott (Houston); McMahan, Larry (Houston); Mesquita, Carlos; Hall, Mike (Houston); Milne, John C. (Aberdeen - Operations); Monroe, Mark (Houston); Moore, Jimmy (Houston); Moro, Ed (Aberdeen); Munganahalli, Deepak; Munoz, Dan (Lagos); Murch, Geoffrey (Saudi); Myers, Steve; Naguib, Ashraf (Saudi); Nelson, Leif; Ness, Chris (Houston); Newman, John (Saudi); Newman, Steven (Houston); Nuttall, Martin (France); Olsen, Asbjørn S.; O'Shea, Blue; Ouda, Sayed (Kuala Lumpur); Pathak, Mandar (Houston); Patwong, Patcharaporn; Pelley, Darrel (Houston); Peyon, Albert; Pirtle, Donnie (Trinidad); Pismenyuk, Edward; King, Paul (Aberdeen); Pointe Noire, OpsManager Rig 135 (Pointe Noire); Polderman, Johannes; Polhamus, Mac (Houston); Redd, Eddy (Houston); Reed, Shanta (Houston); Reudelhuber, Dan (Houston); Revis, Jewel (Houston); Richardson, David; 'Richie.heaton@mail.deepwater.com'; 702, OIM (Sedco 702); DEN, OIM (Discoverer Enterprise); 'Rig_FAL, Empacadmin'; Ritchie, Shane (Houston); Rosa, Ricardo; Rose, Adrian (Houston); Rushton, Simon; Rutherford, Terry (Qatar); s700manager; Sannan, Bill (Houston); Saver, Lance (Bangkok); Schroeder, Jim (Brazil); Shepherd, Dave (Aberdeen); Shoemaker, Brent; Sims, Chuck (Houston); Sinha, Satish; Smith, Pharr (Houston); Lagos, Ops Manager; Stephens, Henry; Stockstill, Ken (Cairo); Sule, Jacob (Harcourt); Tangaere, Henry (Saudi); Temple, Keith (Aberdeen); Thain, Allen (Cairo); Tranter, Paul (Houston); Tyler, Joe (Cameroon); van Pelt, Kees; Venkatraman, Ramesh; Verhaagen, Dick; Wagner, Geoffrey; Wainwright, Bill; Walls, Dave (Aberdeen); Walsh, James (Cairo); Waltz, Mark (Houston); Ward, Richard (Houston); Watson, Simon; Weber, Barry (Houston); Weber, Martin; Weingarh, Lew (Houston); Weishaupt, Mark (Houston); Williams, Thomas (Houston); Wilson, Peter (Houston); Wink, Kevin; Winslow, Daun (Houston); Wright, Dave; Wright, Mike (Houston)

TRN-MDL-02764791

Subject: Weekly OER Executive Review 2009 Week 02

Rob,

Attached is the weekly operations executive review for week 02.

For the 2nd consecutive week, no HSE incidents were experienced by the 3 rigs working for Petrobel-Belayim Petroleum Co.

For the 3rd consecutive week, no HSE incidents were experienced by the 3 rigs working for Reliance Industries Limited.

For the 2nd consecutive week, no HSE incidents were experienced by the 4 rigs working for Saudi Aramco.

No HSE incidents were experienced by the 12 rigs working in North East Asia.

No HSE incidents were experienced by the 5 rigs working in Norway.

There was one SIC this week on the C. K. Rhein, Jr. (CKR) – while laying down the cement head on the rig floor, the cement head shifted and landed on the IP's foot.

The event we will follow up with this week will be OER-T17-09-001 where there was a main engine crankcase pressure increase due to rocker arm failure.

Invitations and dial in instructions for the call will be sent out Tuesday A.M. Houston time.

Note: The majority of this report was created in Cognos which reviews historical data every week. Any changes to data in previous weeks or months will be reflected in this report.

Regards,

Hank Birmingham
Manager Operations Performance
TRANSOCEAN OFFSHORE DEEPWATER DRILLING INC
4 Greenway Plaza
Houston
Texas 77252
Office :+1 (713) 232 7590

TRN-MDL-02764792

