

THE PURSUIT

A Performance Publication for a Boundless Company / May 2017

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Service Focused, Unifying for the Future



As a measure of delivering on our company Shared Values, Transocean is focused on exceeding expectations of our stakeholders – employees, customers and shareholders. To demonstrate our commitment to understanding our employees' expectations, we recently conducted an Employee Survey. A very strong desire for community relations and development in the areas where we live and operate came through loud and clear.

Editor's Note: Terry Bonno recently assumed a new role at Transocean, moving from Senior Vice President of Marketing to Senior Vice President of Industry & Community Relations, a newly created executive position.

Our customers and industry rely heavily on Transocean's unparalleled expertise to support regulatory, governmental, legal, safety and environmental issues that are critical to industry sustainability. Recently, our investors signaled their expectations of Transocean's future commitment to environmental and social sustainability. The focused commitment to solidify our leadership position in

the industry, establish Transocean as a pillar in the communities in which we live and operate, and provide the governance to deliver on social and environmental goals, led to the creation of the Industry and Community Relations position.

As I transition into my new role, I am amazed at the spirit of charitable engagement of our Transocean teams globally. While a formal dedicated role to support industry and community relations did not exist, great things were already happening in our communities. As we move forward with a focus of "Being in Service," I believe it can be a differentiator for us in many ways. We're now going to be measured on our engagement and development of our communities and our people, safety and environmental goals, and impact of innovation and technology efficiencies. As we have experienced through our charter process, focused commitment and execution deliver extraordinary results. Together we will be united and focused to deliver positive impacts for our stakeholders, environments and communities in which we live and operate.

Through our formalized Community Engagement Program, as an employee you will have the opportunity to participate in charitable causes you are passionate about. Promoting, volunteering and team building for great community benefit deliver inspiration to those in need and create a healthy, happy culture of service. Imagine a company that inspires you to give your talent and time for others and recognizes you for your passion and commitment to service. How powerful is that? I know the desire for more involvement, more team building and more community outreach exists today. We're unifying for the future through our team engagement, offshore and onshore, to ensure we're focused on the right things in the industry and in the communities where we live and operate. Our people's passion and commitment will be the differentiator for Transocean in this highly competitive industry.

Transocean also has a responsibility to give back to our industry. We've drilled over 4,000 wells globally, more than any of our nearest competitors. We have a global footprint, a vast knowledge of all the basins our customers operate in, and know how to execute business respectfully and ethically. So we have a lot of experiences to share with our industry about doing the right things and operating with distinction.

We support many industry associations, including the National Ocean Industries Association (NOIA), International Association of Drilling Contractors (IADC), Society of Petroleum Engineers (SPE) and American Petroleum Institute (API). In addition to sponsorships, our employees donate their time for participation on committees, chairing events and representation to regulatory authorities. As you may know, many different association committees impact the international drilling industry's future. Together with our teams, industry associations and customer collaboration, we optimize a collective view and representation to protect the sustainability of the industry globally.

Turn to page 5 for examples of our team's extraordinary engagement and commitment. These photos represent just a few of the initiatives occurring around the world. Going forward, we will have more stories to champion and celebrate. Keep your stories coming. To get involved or lead your passion project, email CommunityRelations@deepwater.com.



In India, our teams have adopted and help support the UDAAN India Foundation Education Center in Mumbai, which strives to educate every child and equip them with equal opportunities to transform their lives.

Together, with our greatest assets, our people, focused on service and unified for the future, we are boundless.

Terry Bonno
Senior Vice President
Industry & Community Relations

Shell Selects Transocean *Deepwater Proteus* Floater Rig of the Year

Transocean newbuild *Deepwater Proteus* is off to a stellar start in its Gulf of Mexico drilling program with Shell. Since the contract commenced in early 2016, *Deepwater Proteus* has achieved record drilling results, culminating in being named Shell's 2016 Global Floater Rig of the Year.

In announcing the award, Shell said the *Deepwater Proteus* has carried "Goal Zero" since the contract started and "has delivered great drilling results since mobilization in the Gulf of Mexico with Best in Class performance for Appomattox's top-hole batch set and the first three pre-drill wells, coming in significantly under budget for the campaign to date."

This is an incredible achievement for any rig, especially during the first year of operation.

Deepwater Proteus OIM Captain Lee Crowe explained that this was the first well program for the *Deepwater Proteus* with a seven-well batch set in a challenging market.

"It was a 24-hour-a-day, fast-moving program with a lot of challenges," he said. "It had to be done safely, efficiently and cost-effectively. The first well exceeded Shell's expectations, and we learned from each well as we progressed. The budget for the first well was 12 days; we did it in seven. We completed work on the last well in just three and a half days."

The Shell award announcement listed several specific factors for the *Deepwater Proteus* program's top performance, such as reducing between-well times due to dual Blowout Preventer (BOP) management and subsea BOP transfer well to well, taking advantage of the dual derrick capability, and implementing rig start-up learnings from the sister ship, the *Deepwater Thalassa*."



On hand for the Floater Rig of the Year award presentation are (from left) Transocean Master/OIM Glenn Hodgdon, Shell General Manager of North America Wells Suheyli Ozyigit, Transocean Rig Manager Scott Cote, Shell Senior Drilling Supervisor James Coston, and Shell Drilling Supervisor Rudy Kabrich.



In addition, drilling performance was dramatically improved by the close integration and collaboration between the *Deepwater Proteus* team and Shell's Rig Delivery, Well Engineering, Subsurface, Logistics, Geomatics and Regulatory Affairs groups that started in 2014.

"This was certainly a team effort," Lee said, "which included our customer and business partners in addition to our own people. The award was an incredible honor for us. The guys were surprised that of all Shell's contracted rigs worldwide, we'd be chosen for Rig of the Year. Shell is big on recognizing excellence and even created the 'Proteus Maximus' award for our crew."

At the end of 2016, the Shell Well Operations team lead requested nominations for the inaugural Proteus Maximus awards, and after carefully reviewing the nominations, a total of 14 Transocean and business partner personnel were selected for going above and beyond with safety leadership, planning, preparation, performance and coaching.

Stuart Job, Shell's Well Operations team lead on the *Deepwater Proteus*, said, "Transocean's exceptional customer focus and leadership has enabled everyone involved in the Proteus operation to challenge each other, to innovate, and develop a genuine high performance culture that I'm very proud to be a part of. The Proteus Maximus awards



Shell Drilling Supervisor Richard "Rudy" Kabrich (right) presents a Proteus Maximus award to Transocean Senior Maintenance Supervisor Patrick Glavey.

are just one way I can show my appreciation to individuals that display the high levels of commitment and passion we should all aspire to for continual improvement."

According to Lee, "This has set the bar high. Our goal going forward is to stay Shell's Floater Rig of the Year, while being named Transocean's Rig of the Year, too!"

With its boundless performance so far, we bet the *Deepwater Proteus* crew is up for the challenge.

Driving Performance Through Data

One year ago, Transocean Charter team Deepwater 2.0, led by David Keddington and Julian Soles, was charged with using data to improve the profitability of offshore drilling and to create a competitive advantage for Transocean. The goal was to differentiate Transocean by providing the technology and data insights needed to help our Operations teams transform the fleet into the most competitive floater fleet in the world with unrivaled performance, efficiency and reliability.

On the surface, this sounds simple. But consider this: “More information does not equal better decision making,” Julian explained. “First we had to define what problems we needed to solve. We took five years worth of our data and turned it into insights. Then we came up with specific problem statements. If the goal was to deliver an overall rig benefit, like faster drilling with less cost, we needed to identify the biggest activities on the well that would meet our goal if we moved the needle enough. Once you start bringing this data to shore, you’re essentially mining it to figure out where the value is at different levels.”

The process for innovating using data involved conducting “ideation” brainstorming sessions with cross-functional teams organized into different groups, each focused on developing ideas and initial concepts to improve a key performance aspect

or cost of offshore drilling. All concepts and ideas were rigorously tested against our data. Out of this process, Jose Gutierrez, director of Technology and Innovation, set up a multi-stage innovation process, each with a set of requirements that needed to be completed before moving on to the next step. One year after the team started working with the data, the performance dashboard was introduced.

“In order to drive performance with data, the Deepwater 2.0 team determined that a tool like the performance dashboard is essential,” David said. “Transocean was sitting on a data treasure trove. We’ve drilled more wells than anybody else, but hadn’t taken a proactive approach to capture the data. Now we’re creating actionable data with our dashboards and putting it in the hands of the right people in a timely manner. Data’s going to tell you the story.”

“WE SEE THIS AS A CHANCE TO REALLY DIFFERENTIATE OURSELVES ON COST AND PERFORMANCE.”



This cross-functional Deepwater 2.0 Charter team leverages data and technology to drive performance. First row, from left: Roop Roy, Mark Sefer, Luis Pereira, Adam Brasic, Matt Dalton, Shanta Reed and Jose Gutierrez. Second row, from left: John Kozicz, David Foster, Scott McKaig, Julian Soles, David Keddington and Paul King. Team members not pictured are Jason Baker, Sanjay Barai, Barry Braniff, Paul Johnson, Andrew Leach, Trent Martin, Patrick Ferraioli and Jess Richards.

According to Jose, “Our long-term goal is to process data to create information and turn that information into knowledge. That is, codified knowledge that can be leveraged over the entire fleet. This way, we will create intellectual property assets that can’t be easily copied for a sustainable competitive advantage.”

Intuitive to use, the dashboards show at a glance how the rig is performing at that point in time. The mobile version is now in the hands of the crews so they can more easily access and track the performance of their own rig and crew. Besides driving performance, the dashboards also can help crews troubleshoot suspected problems using the data to investigate.

To further improve efficiency and uptime while reducing operational costs, Transocean has been forming partnerships with various equipment manufacturers. (See *News Overview* on page 9) In addition, six groups within the 2.0 team are working on different aspects of Quantum, the innovation

process designed to develop physical equipment for the rig of the future.

“If we see the need for a new machine, for example, that’s where we’ll go to develop it,” Julian said. “Everything has to be quantifiable and driven by data. You write your algorithms to improve performance and take your machines to their limit. Then if you run up against a barrier, you have the data ammunition to justify the worth of that new piece of kit.”

“We’re just starting to mine the data,” David concluded. “There’s no reason at the end of this process that the rig can’t tell you what it’s doing. We see this as a chance to really differentiate ourselves on cost and performance. By creating new value with data, we can come up with a winning game plan that puts us ahead of everybody as the offshore driller of choice. We’ll never be finished. It’s a continuous improvement process driven by data.”

Transocean Cares About the Community

Transocean believes in giving back to the communities where we live and work. Many of our employees around the world donate their time and raise funds to help others. We'd like to spotlight your community involvement. *Please send your stories to boundless@deepwater.com.*

Transocean's corporate charitable campaigns have been active over the years for the United Way, MS 150 and Susan G. Komen Race for the Cure. This year's United Way effort, held April 3 to May 15, has been a great success thus far. Our teams donated about two-thirds of the \$300,000 goal, or over \$200,000 including the matching contributions from Transocean, during the first two weeks of the campaign. Look for this to become more of a global effort in the future. The Greater Houston United Way has assured Transocean that if our offshore teams donate to the United Way, the company's matching

contributions will benefit local United Way efforts in their areas that have affiliates.

In Brazil, the Transocean team has organized GAST (Grupo de Acao Social Transocean) - Transocean Philanthropic and Social Investment Group) to sponsor many events that contribute to the health, education and environment of underprivileged children and adults. These include: the Young Apprentice Program, designed to give young students their first employment experience, and organized visits for Petroleum Engineering student graduates on our rigs during out-of-service periods.



**120
TREES PLANTED**

Transocean volunteers help Casa do Caminho plant 120 trees in Macae.



Transocean United Way Champion Leaders (from left) Naomi Cancienne, Robyn Goldstein, and Shanta Reed smile proudly at our success in raising \$200,000 by the campaign's two-week mark.



The Brazil team promotes a family fun run and other healthy activities in exchange for contributions to Transocean supported non-profit organizations.



On this visit to the KG1 during an out-of-service period, these Brazilian Petroleum Engineering grads see how our team works together to deliver safe, efficient and reliable operations.

Hold the Zero Campaign Charts Safety Course

Remember when getting a zero in school was a bad thing? Not today when it comes to pursuing boundless safety at Transocean.



The company first released its Hold the Zero campaign in 2015 as the safety message for the start of

the year, a way of focusing on what needs to be done to prevent incidents onboard our rigs. From 2016, the Hold the Zero campaign was rolled out quarterly. "During each quarter, we focused on practicing the basics and how we could constantly improve using our safety tools," said Senior HSE Advisor Micah Lindsey. "In 2017, we looked at what we'd done the year before and what we wanted to accomplish moving forward. What tips could we give the rigs to continuously improve their performance?"

In the 2017 Hold the Zero campaign, the responsibility of delivering the presentation to the crews was changed from the OIM to the department heads. This has greatly increased the ownership of the process and buy in from the crews.



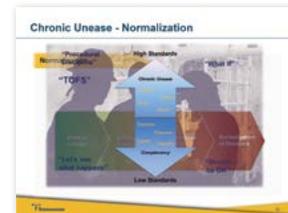
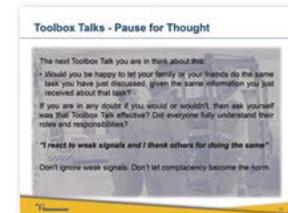
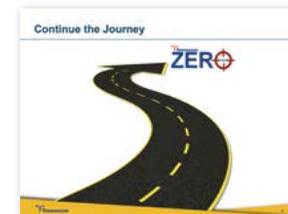
At the start of each quarter, rigs receive Hold the Zero presentations and facilitator notes to give clear intent and guidance on getting the message to the crews. The first quarter of 2017 was about setting the standards, while the second quarter focuses on consistently meeting those standards. Hold the Zero presentations are based on four main focus areas: Hands-free Operations, Lone Worker, Proximity to Danger/Line of Fire and Toolbox Talks. In Q1, each rig developed its own action plan based on these focus areas and Transocean's expectations. Q2 is about consistently meeting those standards.

"We wind our clocks back to zero each January," said Senior Global HSE Manager Tony Johnson. "That means we reset every rig's total recordable Incident Rate to zero at the start of every year. Holding that zero means no incidents. Our ultimate goal is zero harm, zero injuries, so it's crucial our personnel are focused on what's important with regard to their safety. The HSE group is constantly striving to support the offshore teams by giving them the information they need in a useful format. It's all about us doing our research, looking at the data and making it usable. They really are Data Driven, Performance Oriented and Service Focused."

A major focus of the campaign is managing Complacency by using a Chronic Unease mindset. According to HSE Manager Graham Cameron, "We look at this as the journey to zero harm. We had a really good year in 2016 with a lot of great progress, but there's still work to be done and lessons to be learned. Complacency starts to set in when we think we're doing a good job and become relaxed. Chronic unease is continually asking yourself what could go wrong and am I doing enough to prevent an incident, making yourself stop the job if something doesn't feel or look right. We can't afford to be complacent

and take that easy option. It will take effort, commitment and tenacity to hold the zero."

It will also take the rig team's ownership to stay on track and continuously improve. "The Hold the Zero campaign helps keep everyone's focus on the real-time issues, setting the standard and consistently maintaining the standard," said Derek Anderson, *Transocean 712* OIM. "The campaign also changes each quarter, so it stays fresh with the ability to input your own action points, allowing it to be rig specific, which encourages ownership, which brings results. I believe one of Hold the Zero's strongest attributes is that it's easy to understand and to present to the crews with proven results."



"OUR ULTIMATE GOAL IS ZERO HARM, ZERO INJURIES, SO IT'S CRUCIAL OUR PERSONNEL ARE FOCUSED ON WHAT'S IMPORTANT WITH REGARD TO THEIR SAFETY."

READOUT

**1 YEAR
INCIDENT FREE**
for lost time injury to TOI personnel

**WE DELIVERED THE LOWEST TOTAL RECORDABLE
INCIDENT RATE IN TRANSOCEAN'S HISTORY.**

Statoil Awards Transocean Two Contracts

Statoil has contracted the *Transocean Spitsbergen* to drill nine wells in the UK and Norwegian offshore sectors. Starting this summer, the harsh-environment semisubmersible will drill three exploration wells in UK waters for Statoil's Mariner, Jock Scott and Verbier licenses, then head north at the end of the year to the Aasta Hansteen field in the Norwegian Sea to drill six production wells. The estimated firm backlog associated with these contracts is \$83 million, excluding performance incentives, integrated services and mobilization.

"We have had good experiences with *Transocean Spitsbergen*, which has delivered safe and efficient operations for us on the Norwegian Continental Shelf earlier," said Geir Tungsвик, Statoil senior vice president of Drilling & Well. "It is an all-round rig, which is winterized, can drill on deep water and can both be anchored or on dynamic positioning. It has a dual derrick, which is a positive contribution to efficient operations."



Transocean's Ian Paterson (left) and Karl-Erik Johannessen join Rannfrid Skjervold (center) from Statoil to sign the drilling contracts in April.



Ringing the bell around the globe to celebrate the new Statoil contracts are (from left) Jan Dale, Rebecca Rowland, Hazel Meek and Stacey Earley.

Transocean Secures More Contracts

In addition to the *Transocean Spitsbergen* contracts with Statoil, Transocean has announced two other contract awards and four extensions in multiple operating areas.

Woodside awarded a three-well drilling contract to the ultra-deepwater *Dhirubhai Deepwater KG2* for offshore Myanmar. The campaign started in February.

Four of the recent awards also will commence drilling operations in 2017, including restarting the *Development Driller III* for a two-well program and a one-well option. In addition, we are very close to reactivating from warm stack and signing a related contract for the *Deepwater Asgard* with an operator in the Gulf of Mexico.

The *Paul B. Loyd Jr.* has received a one-well extension offshore UK and the *Transocean Arctic* will be extended for three wells offshore Norway. The *Transocean Andaman* and the *Transocean Siam Driller* have received extensions for one and two months, respectively, in Thailand.

"All of these exciting fixtures are a testament to the service-focus attitude our teams deliver every day," said Roddie Mackenzie, vice president of Marketing

**"ALL OF THESE
EXCITING FIXTURES
ARE A TESTAMENT
TO THE SERVICE-
FOCUS ATTITUDE
OUR TEAMS DELIVER
EVERY DAY."**

& Contracts. "It's a great example of how all our departments are pulling together for our customers in the toughest of times. These are particularly impressive given the difficult market we face because they include reactivating some of our key assets and extending relationships with some of our key customers. Congratulations to all of you for a job very well done!"



News Overview

SPE/IADC Drilling Conference Addresses Diversity



HR Senior Manager Lisa Mullins (far left) discusses work-life balance with participants at Transocean's presentation.

Transocean was invited to participate, along with six other energy leaders, in a special session of the 2017 SPE/IADC Drilling Conference and Exhibition in The Hague, Netherlands, that addressed the importance of developing leadership and a more diverse workforce in the oil and gas industry.

One of the industry's key events, the annual conference is renowned for excellent technical content, including drilling technology, risk management, managed pressure drilling and drilling automation. This year, a special session was added to discuss how industry leaders deliver an inclusive corporate culture and a working environment that encourages responsibility, aspirations and work-life balance.

GE & Transocean Sign Service Agreement

GE Oil & Gas and Transocean have signed a performance-based service agreement designed to help the company further optimize rig productivity and lower operating costs. (See the *Deepwater 2.0* story on page 4.) The agreement calls for GE to provide condition-based monitoring and maintenance services for pressure control equipment on seven of our rigs over the next 10-12 years.

Q1 2017 Financial Results

Transocean reported strong operating and financial results for the first three months of 2017, recording revenue efficiency of 97.8%, an EBITDA margin exceeding 50%, and adjusted net income of \$4 million, or \$0.01 per diluted share.

"I would like to thank all Transocean employees for delivering another great quarter," said President and CEO Jeremy Thigpen. "As a team, we continued to deliver exceptional revenue efficiency, strong EBITA performance and solid cash generation, all with a continued focus on realizing the long-term strategy of the company. Most importantly, we're delivering these outstanding results while never losing sight of our most sacred responsibility — the safety of our operation and our people.

"During the first quarter," he added, "we delivered the safest, most reliable and most efficient operating results in our space. This excellent and consistent performance, coupled with our industry-leading \$10.8 billion backlog and solid liquidity, positions us to successfully navigate this downturn and prepare for an eventual market recovery."

Transocean

"THE MOST DIFFICULT THING IS THE DECISION TO ACT, THE REST IS MERE TENACITY."

AMELIA EARHART

"SERVICE IS A MINDSET. ONCE WE COMMIT TO IT, I HAVE NO DOUBT WE'LL LEAD THE INDUSTRY."

TERRY BONNO, SR. VP,
INDUSTRY & COMMUNITY RELATIONS

Bruce Johnson:

Mechanical Supervisor,
Henry Goodrich, Canada



Bruce Johnson is a true Transocean Professional. A coach and mentor, he leads by example, respected by all. His maintenance peers on the *Henry Goodrich* (HGR) nicknamed him “Dad” as a reflection of their respect and admiration.

He is also a real dad. Bruce and wife Kelly have three daughters: Khloe, 7; Lauren, 4; and Madelyn, 3. The family lives in Bay Bulls, a small fishing village near Newfoundland’s capital city of St. John’s. For relaxation, he likes to hunt, fish and spend time at the Cottage, a remote cabin in the woods only accessible by ATV or snowmobile.

Bruce joined Transocean in 2005 after graduating from the Marine Institute at Memorial University of Newfoundland, working his way up from painter/roustabout to motorman, mechanic, chief mechanic and mechanical supervisor over the next five years. In 2010, he became mechanical supervisor on the *Henry Goodrich* off Newfoundland, Canada.

The HGR team has nominated Bruce for a couple of company awards, most recently for a reward and recognition bonus. So what makes him so special? From the beginning, Bruce says he’s been focused on improving and making sure things are done correctly to a high standard. It certainly shows.

“A dedicated employee, Bruce is relentless in his pursuit to ensure that equipment is properly maintained, records are kept and history is shared, which together provide the reliability our customer expects,” said HGR Maintenance Supervisor Trevor Bambury. “In all my career, I have never had the pleasure to work with an individual in which I could install so much trust. Trust to ensure that the team

is safe, the correct action will be taken, the rules and regulations will be followed. In short, trust to know that the job is done right.”

According to HGR Maintenance Supervisor Corey Ronayne, Bruce influences everyone on the rig with his safety culture, positive attitude and enthusiasm. “He’s always there to assist any department or employee. His knowledge of the rig and his years of service in many positions and departments make him a valuable resource for everyone onboard. He leads his team with his professionalism and ensures that everyone follows. When you mention First Excellence on the *Henry Goodrich*, everyone will tell you, hands down, Bruce Johnson. He is the definition of Exemplary Service and a true Transocean Professional.”

HGR OIM Paul LeDrew explained: “As the mechanical supervisor, Bruce has daily interaction with nearly every department on the rig. His knowledge of the rig machinery and systems is second to none and he

goes above and beyond to assist every department in any way that he can. Bruce is constantly challenging himself and his peers to find areas of improvement. His keen ability to plan work based on operational requirements shows that keeping the rig operational while ensuring all required maintenance is carried out on the rig’s equipment is forefront in Bruce’s mind.

“Our customer has a very high level of respect for Bruce,” Paul added. “He has assisted them on many occasions with troubleshooting various pieces of service-provider equipment when issues have been discovered or breakdowns have occurred. Bruce is the epitome of what we consider to be a Transocean Professional, and he’s one of the best crew mates I’ve ever had the pleasure to work with.”

We think everyone agrees on the Henry Goodrich team, which asked us to include this note to Bruce: “Thanks for all of your hard work.”



First Excellence Awards Showcase Top Performance

Transocean established the First Excellence Awards program in 1999 to honor exceptional performance. Today, those employees who go out of their way to excel and set an example for others to follow are nominated by their peers. Winners in 2016 were recognized in different categories, including First Excellence Lifetime Achievement, Striving for Excellence and Rig of the Year.



Transocean will celebrate the 2017 First Excellence award winners on June 22. See the next issue of *The Pursuit* for photos of the honorees.

HERE ARE OUR AWARD WINNERS FOR 2016:

FIRST EXCELLENCE AWARDS

Ray Campbell
Senior Manager, Newbuilds

David Buehne
Senior Maintenance Supervisor
Discoverer Clear Leader

Stacey Earley
Director, Marketing

Frederick Corrie
Maintenance Supervisor
Petrobras 10000

Lisa Mullins
Senior Manager, Human Resources

Neil O'Brien
Senior Mate
Sedco 706

Maria Strickland
Manager, Risk Management

Colin Dyer
Senior Toolpusher
Discoverer Luanda

Con Asker
Deckpusher
Deepwater Millennium

Ian McPherson
Senior Toolpusher
Henry Goodrich

Garth Colman
Senior Toolpusher
Deepwater Millennium

John Kermack
Offshore Installation Manager
Dhirubhai Deepwater KG2

Rig Recycling Team
Transocean Driller

LIFETIME ACHIEVEMENT AWARD

Paul Tranter

STRIVING FOR EXCELLENCE

Jack Bates

RIG OF THE YEAR

Dhirubhai Deepwater KG2

SPECIAL RECOGNITION AWARD

Polar Pioneer

2016 FIRST EXCELLENCE AWARDS



Ray Campbell: Senior Manager, Newbuilds

"Ray and his team have managed the construction of eight rigs at two shipyards involving more than 20 million hours of labor, delivering newbuild drillships and high-specification jack-ups on time, on budget and ready to operate."



David Buehne: Senior Maintenance Supervisor
Discoverer Clear Leader

"David is the standard bearer of safety for his department. His message is clear and reflects in his crew's daily operations. David's focus, drive and ability to see the big picture has resulted in creative and achievable ways to maintain operational readiness within a strict budget."



Stacey Earley: Director, Marketing

"Stacey works to find mutually beneficial solutions for Transocean and its customers as a marketing director handling contracts and proposals. She is always seeking ways to create value and exceed expectations while mitigating risks, maximizing revenues and incentivizing exceptional service delivery."



Lisa Mullins: Senior Manager, Human Resources

"Lisa regularly exceeds the expectations of her internal customers across the globe. Tasks assigned to her are not only completed in a timely manner, but also are professional and accurate every time. She demonstrates commitment on everything she does and goes over and beyond what is required."



Neil O'Brien: Senior Mate
Sedco 706

"Neil has all the traits of a Transocean professional. During the Deepwater Navigator demobilization process, he took into consideration and respected the different approaches from members of the team, always looking to the best outcome for the organization. Neil managed to deliver outstanding results."



Maria Strickland: Manager, Risk Management

"As the primary Transocean contact for injured employees, Maria makes sure they receive appropriate support, medical treatment and financial assistance. Her efforts have streamlined and improved processes to achieve savings and, most importantly, reduce injuries."

continued →

2016 FIRST EXCELLENCE AWARDS



Colin Dyer: Senior Toolpusher
Discoverer Luanda

"Colin is a team player who has worked alongside his rig team and Transocean's customers to find solutions that reduced the time on well from 70 to 40 days. His dedication, drive and commitment make him always willing to step in and lead his team as he consistently looks for safer ways to conduct tasks."



Con Asker: Deckpusher
Deepwater Millennium

"Con comes up with innovative ways to continually move the rig toward a path of success. He has found positive ways to complete all challenges, earned the trust of his colleagues and maintained his focus on safety of personnel, protecting the environment and operational success."



Ian McPherson: Senior Toolpusher
Henry Goodrich

"Ian brings the ability to understand the big picture while focusing on every detail of the operation. By taking time to discuss the operations with the customer, he is better placed to perform his role and exhibit the qualities that set Transocean apart. This engagement has improved performance."



Garth Colman: Senior Toolpusher
Deepwater Millennium

"Garth is instrumental in driving the process safety on board. It is this type of leadership that instills a sustainable safety culture among his peers. He holds himself accountable for the results of all tasks and his passion motivates others to have the same level of commitment and accountability."



John Kermack: Offshore Installation Manager
Dhirubhai Deepwater KG2

"John is relentless in promoting safety among the crew and regularly seeks opportunities to improve day-to-day operations and in-between-well maintenance. A very well respected leader, he is always available for advice, which is based on his extensive experience in the offshore industry."



Frederick Corrie: Maintenance Supervisor
Petrobras 10000

"When a solution for an electronics issue is needed, Fred is among those on speed dial for colleagues across Transocean's global fleet. He leads by example, upholding high standards, performing verifications and following up on initiatives that improve processes and enhance reliability."

continued →

2016 FIRST EXCELLENCE AWARDS



Rig Recycling Team

Represented by Ryan Clark and Doug McEwan

"The team is multi-disciplined with specific skill sets and different personalities, but has bonded to form a very close knit group in which hard work and respect lead to successful results. Team members have written the new standard on how recycling should be done and exceeded all expectations."



Transocean Driller

LIFETIME ACHIEVEMENT AWARD STRIVING FOR EXCELLENCE



Paul Tranter

"Paul has left an impactful and lasting legacy during his 35-year career with Transocean, known for his can-do attitude and ability to dive into a challenge and pinpoint a solution. Among the best engineers in the industry, Paul truly cares about the performance of the rig, the safety of the people, and not leaving an issue for someone else. As his leadership has benefited the entire industry, he has instilled a real sense of pride in Transocean's engineers related to their work in developing successful, innovative, well-engineered equipment that is safe and predictable."



Jack Bates

RIG OF THE YEAR



Dhirubhai Deepwater KG2

SPECIAL RECOGNITION AWARD



Polar Pioneer

15

+ PEOPLE

Anniversaries

Please join us in congratulating these employees who celebrated Transocean anniversaries of 25 years or more during the first five months of 2017.

40 YEARS



Ian Wilson
Houston, TX USA 4 Greenway

35 YEARS

- Raymond Berry**
Mumbai, India
- Buddy Ingram**
Discoverer Clear Leader, GOM
- Dianna Lipyance Jacobs**
Houston, TX USA 4 Greenway
- Joseph Rodriguez**
Abu Dhabi
- Patrick Baldwin**
Paul B. Loyd Jr., North Sea
- Roger Lindle**
Petrobras 10000, Brazil

30 YEARS

- Jan Andersen**
Transocean Arctic, Norway
- Lars Solberg**
Transocean Arctic, Norway
- Daniel Faulkner**
OKPO Shipyard
- Raimundo Santos**
Sedco 706, Brazil
- Dag Havik**
Transocean Arctic, Norway
- Roar Hoifodt**
Transocean Arctic, Norway
- Olav Opkvitne**
Transocean Arctic, Norway
- Geir Forland**
Transocean Arctic, Norway
- Tore Kvaalen**
Transocean Arctic, Norway
- Jan Nilsen**
Transocean Arctic, Norway
- Norman Park**
Paul B. Loyd Jr., North Sea
- Petter Sandstad**
Transocean Arctic, Norway

25 YEARS

- Oyvind Bjorlow**
Transocean Arctic, Norway
- Everaldo Esterque**
Sedco 706, Brazil
- Gilveston Marins**
Sedco 706, Brazil
- Jason McKinna**
Paul B. Loyd Jr., North Sea
- Rune Thorbjornsen**
Transocean Arctic, Norway
- Solomon Udeh**
Sedco Express, Las Palmas
- Roger Rian**
Transocean Arctic, Norway
- Wesley Woods**
Deepwater Proteus, GOM
- Graham Park**
Houston, TX USA 4 Greenway
- Mark Pottinger**
Houston, TX USA 4 Greenway
- Prasanna Gaokar**
Mumbai, India
- Raymond Stuart**
Aberdeen, Scotland Kingswells
- Paul Mills**
Aberdeen, Scotland Kingswells
- Steinar Nilsen**
Stavanger, Norway

PS

Thailand Rig Teams Redefine Performance

Transocean's rig teams in Thailand aboard the *Transocean Siam Driller*, *Transocean Andaman* and *Transocean Ao Thai* have been relentless in pushing aside barriers to performance since 2013. In fact, their consistent performance has been beyond record breaking.

From late Q1 in 2013 when the contract with Chevron Thailand started until the end of February 2017, the three rigs combined have drilled 603 wells totaling 7.24 million feet, run 11.5 million feet of casing/tubing, and made 47 rig moves. And their safety record corresponds with their operational performance.

"A well-performing rig is a safe rig," said Thailand Operations Manager Chidpon Jantarawarayoo. "We take a one team, one goal approach. Everyone on the rig helps each other to achieve the best outcome for that rig. Promoting a family atmosphere on each rig also has been a big help. Our senior supervisors on all rigs have a good understanding of local culture to make the team gel."

The rigs share best practices and improvement tips that come from their operations reviews: "We're really good at after-action reviews on all our operations," Chidpon said. "We do a lot of planning and after-action reviews to repeat the performance we have. If you visit one of our rigs in Thailand, you will not see any people rushing around. It is a continuous flow of operation. It is like clockwork."

We call that boundless.

Editor's Note: If you have photos depicting Transocean's boundless performance, please share them with us at boundless@deepwater.com.

Driller Wittawat Saikaew (left) and Assistant Driller Prasong Wongsoon on the *Transocean Siam Driller*.



Roustabout Somwang Wongmusa (left), Amarit Painter Kosol Pilaikul (center) and Floorhand Jira Jeeraprapha aboard the *Transocean Ao Thai*.



The *Transocean Andaman's* crew includes (from left) OIM Glenn Coates, HSE Advisor David Warner, Radio Songyod Homsrivanon, DSM Leroi Hollman, OIM Graeme Archibald and DSM Steven Craig.