A Performance Publication for a Boundless Company / February 2017



CEO COLUMN: BEST PEOPLE IN THE BUSINESS



9

PERFORMANCE: TAKING TRANSOCEAN TO THE TOP





CUSTOMER: SEE WHAT OUR CUSTOMERS SAY



PURSUIT ISSUE 0.1

PEOPLE: POSITIVE, PROFESSIONAL, PROUD



+ CEO COLUMN

Best People in the Business



"I want to thank you for engaging in *The Pursuit*, Transocean's new publication that provides insights, strategy updates, and highlights of our industry-leading performance." In this new publication we want to highlight the transformation that is continuing at Transocean and specifically call attention to those efforts that are making us a safer, more efficient, higher-performing and more customer-focused organization.

Having followed Transocean's progress for years, I know that the courage, determination, ingenuity and passion that you have demonstrated recently is not new. Amid turbulent times and under duress, you and your teammates all across the globe have continued to push relentlessly to ensure that Transocean forever remains the first choice in offshore drilling.

You've always demonstrated the willingness and ability to overcome the industry's greatest and most technically demanding challenges. That's the primary reason I was drawn to this company in the first place.

Today, we are faced with a new challenge.

We must adapt in order to succeed in the industry's new economic environment. In the past, we focused with pride on our physical assets, the steel and the technology, to establish and maintain the frontrunner position in the industry.

Moving forward, our success will be dependent upon each of you, and our collective ability to continue to improve in three key areas: the Customer Experience, our Operational Performance and our Internal Efficiency. We must exceed expectations in all three of these areas in order to enhance our leadership position.

The great news is that we're already making progress.

During the past year, we have completely redefined the way that we interact with our customers as we evolve from an asset-driven company to a servicefocused organization. (See page 10 to find out how our customers are responding.)

We adopted a data-driven approach to measure ourselves, identify best practices and make continuous step-changes to improve performance. (See page 4 for a special feature on performance.) We significantly simplified and streamlined various aspects of our business and our processes to drive down costs and improve our internal efficiency.

And, we have done all of this while raising the bar on safety. (See page 9 for our safety story.)

As a result, we're better today than we were one year ago and our customers, competitors and investors are all taking notice.

Unfortunately, the turbulent times are not yet behind us. But, by maintaining the enthusiasm, morale and momentum that I currently see across the company, and continuing to be service-focused, performance-oriented and data driven. I'm convinced that we'll be in great shape as the market recovers.

In this ultra-competitive piece of the industry, people make the real difference. And, there is no doubt in my mind that Transocean has the best people in the business.

In the coming months, we will strive to capture the spirit and the success of our extraordinary people within the pages of *The Pursuit*. I look forward to reading about all the ways we will continue pushing beyond all perceived limits and boundaries, as we've always done, helping our customers do the same.

This is a boundless company. This is Transocean.

Thank you for all you do,

Jeremy Thigpen President & CEO



+ MISSION

Pushing Boundaries Makes Us Boundless

Various members of Transocean's senior management team visited with employees at Boundless events around the world – in Houston, Macae, Aberdeen and Mumbai – during November and December to remind us of how great we are together as Transocean and to challenge each of us to continue pushing performance, boundaries and self-imposed barriers with boundless determination and best-in-class customer service.

The Transformation

As President & CEO Jeremy Thigpen said at the Houston event, "Over the last year, we've done some really, really great work. If we can execute this well in these market conditions, I promise you that we're going to reestablish Transocean as the undisputed leader in offshore drilling. Across the board, we see unbelievable execution. The world is taking notice. Our customers see it. The investment community sees it. The Board sees it. Our competitors see it. I want to thank each of you. Give yourself a round of applause."

Dramatic improvements have been reported across the company in safety, revenue efficiency, uptime, drilling efficiency and many other areas. Stories throughout *The Pursuit* describe many of these successes. "In the last couple of years, we've become incredibly more efficient in our operations," said Terry Bonno, senior vice president, Marketing. "We've become more flexible in our contracting and commercial proposals. We've been able to come up

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with solutions to our customers' needs before they knew what they wanted. This has had an incredibly profound impact on our customers. Their concerns are our concerns, their goals are our goals, their successes are our successes."

Our customers are seeing the results of many new Transocean initiatives, including condition-based

maintenance, for example. By reviewing what our best crews and rigs are doing, we've been able to drive improvements and consistency across the entire fleet. "Our real focus has been cost reduction in every area, but not at the expense of safety or reliability," said Chief Operating Officer John Stobart. "We've been very, very purposeful about reducing our costs in a really intelligent way. Condition-based maintenance gives us better reliability and better safety at a reduced cost."

The Challenge

Transocean has always been a pioneer in the offshore drilling arena. Now, in these difficult market conditions, it is even more imperative that we push boundaries and deliver best-in-class service to our customers.

"The difference between us and our competition is our people, how we operate, and the service we provide to our customers," said Keelan Adamson, senior vice president, Operations Integrity, HSE & Technical Services. "We have to take all of our pioneering core spirit, all of our desire to be great, and remove our self-imposed limits. We're continuing the journey of the people in the past who moved this company forward, testing every boundary, pushing past it and setting a new standard. With our pioneering spirit and absolute hunger for performance and service excellence, we are boundless."

Check out the video of the Houston Boundless event, posted on Rig Central, which captures the spirit and essence of who we are and where we're headed.

"Every one of us wants to be on a winning team," Terry said. "That's how we're going to differentiate ourselves, how the customer is going to say 'I don't want anyone but Transocean.' That's why we're boundless. We have been boundless since our inception and we will continue to be in new ways in the future. Moving forward, we will provide boundless service to our customers that will run deeper and be more rewarding than anything we've ever done. Thank you all for your service. I am proud to be on your team." DRILLING IS A JOB. PIONEERING IS A CALLING. + TARGET DEPTH

Transocean Pushes for Top-Notch Performance

Transocean's history of firsts is impressive. From the deepest wells to the harshest environments, the company's leadership is legendary within the offshore drilling industry. And Transocean continues to push into new frontiers, applying a pioneering spirit that constantly optimizes performance.

"Our push for performance today complements and supports our legacy of achievement," said Chief Operating Officer John Stobart. "We can't do much about oil prices, but there are plenty of other things we can control – our performance, our safety, our costs. We're addressing the areas first that most benefit our customers, keeping crews safe, reducing downtime and increasing efficiency.

"We have a detailed, methodical process to improve the operational integrity of our rigs. Our customers are choosing us and will continue to do so in the upturn because of what we're doing now."

Transocean reinforces a performance oriented culture focused on key activities, analysis by rig and by crew, reporting, performance reviews and lessons learned. Using a simplified approach, we have identified best practices and performance bench marks, which are shared between rigs. Responsibility and accountability with challenge and response protocols have been defined for each role. Prior to performing a task, all personnel involved must participate in a Toolbox Talk guided by a Task Planning & Risk Assessment Prompt Card. Each procedure has checklists at critical points that must be completed before moving on to the next phase. Upon completion of every task, a review must be conducted to evaluate the effectiveness of the task plan and identify lessons learned.

"We have a very, very strong reporting and learning culture," John added. "The management of the company reviews every incident. We have calls on all events and a lessons-learned process where we track the cause analysis. Then we



have a troubleshooting session to determine what went wrong so we can resolve the issue quicker. The result is that our incident rates are down significantly. We make the point that our targets are zero and zero – zero injuries and zero downtime. The methodology we're using today is more simplified and focused. It's a complex enough business; we want to keep it straightforward."

Transocean's Rig Scorecard gauges four performance categories: Safety, Customer Service (including uptime and tripping speeds), People Efficiency and Project Execution. It captures indicators essential to achieving top performance, ranging from data on casing and riser operations to training, compliance and maintenance.

Quick Share reports are issued to maintain awareness across the fleet. Senior management are fully involved when certain parameters are not met and can direct resources as required.

Alerts, advisories and bulletins communicate lessons learned. If a rig is placed on Rig Watch, a scorecard tracks performance issues and the rig manager must present a Rig Improvement Plan to senior management.

Transocean's data-driven approach is working. Performance improvements have been reported across the board: Fleet equipment downtime has been reduced from 7.8% in 2013 to 3.4% in 2016; subsea downtime has improved from 4.9% to 1.8% during the same time period. Tripping and transition activities have improved 25% and 23% respectively. Injury rates have dropped by more than half to an all time low of 0.34 TRIR.

"We're performing really well," said Keelan Adamson, senior vice president, Operations Integrity, HSE & Technical Services. "We want customers to know we're completely invested in their success, that we're creating an environment where our people can challenge the norm and truly excel in delivering safe and efficient operations.

"We want to be the driller every customer wants to work with. Our people performance is critical going forward. Everyone's individual performance delivers the collective performance we need to succeed. "We're still going to set firsts, just as we always **WE HAVE A** DETAILED, METHODICAL **PROCESS TO IMPROVE THE OPERATIONAL INTEGRITY OF OUR RIGS. OUR CUSTOMERS ARE GOING TO BE CHOOSING US** IN THE UPTURN **BECAUSE OF** WHAT WE'RE DOING NOW."

have. Now we want to take it to the next level, to keep pushing boundaries. We need to keep channeling our pioneering spirit into performance. We're a service-focused, performance-oriented, data-driven company."



+ PERFORMANCE

The KG2 Proves Top Performance Takes Teamwork

Believing all safety incidents are preventable. Engaging and empowering junior staff. A can-do attitude. Focusing on performance improvement. Teamwork.

According to Danny Rotella, OIM of the *Dhirubhai Deepwater KG2*, putting all of these ingredients together in the same pot gives you the right recipe for a top performer, like Transocean's 2016 Rig of the Year, the *KG2*.

Danny should know: He earned a First Excellence Award in 2012 when he was offshore installation manager for the *Dhirubhai Deepwater KG1*, then helped the drillship break *KG2*'s world water-depth record and even its own record, all in 2013. Danny joined the *KG2* in 2014.

"It started early in 2011 with a little healthy competition between the *KG1* and *KG2*, both working here in India," said Operations Manager Nitin D'Mello, Mumbai. "The KG1 had some specialist come to help with measuring performance. The *KG2* decided with the leadership on the rig they would do better with no outside support. The rest as they say is history. Today, every single person is aligned to rate his or her performance on the *KG2*."

The *Dhirubhai Deepwater KG2* entered service in 2010. It left India the next year, country hopping to Brunei, Malaysia and Korea, then back to Malaysia and onto Mozambique, eventually returning to India in 2012 where it has successfully been operating ever since. Along the way, the *KG2* has recorded one first after another:

- The world record for the deepest water depth by an offshore drilling rig at 10,194 feet (3,107 meters) in 2011.
- The Jukak-1 well, without a recordable HSE incident, under budget and ahead of schedule in 2012, was the first deepwater well drilled in the Republic of Korea and the first time a Korean-built drillship had drilled in Korean waters.
- The best performance internally from running riser and pulling riser to tripping pipe, even beating the newer dual activity rigs on these performance parameters.

"For a manager, life is a lot easier when you are in charge of a well-designed rig that is run by highly motivated professionals, who really care about the performance of their rig and each other," said India Rig Manager Mike Long. "I was not surprised to find out when I joined the rig in August that there are five First Excellence Award winners in the upper management of the *KG2*."

As Danny concluded, "The *KG2* teams have great passion, focus and ambition to be the best they can be and strive to provide top quality delivery of each and every task, knowing this will further retain the



rig's outstanding reputation. It's reputation that gets you contracts in this downturn, and the teams of *KG2* fully understand the connection between great performance and a great reputation.

"The best way to be a performance leader is to be passionate about performance, continually challenge your own status quo and that of the rigs, and stay relentless in keeping the edge above your peers."



+ PERFORMANCE

Charter Update



Transocean's leadership team came together last year and recognized the first step toward achieving the company's ultimate goal of maintaining its position as the undisputed leader in offshore drilling involved acknowledging that certain changes would be necessary to support the company's Strategic Initiatives. As a result, Transocean's team set out to identify and implement innovative ways to drive cost out of the business, while simultaneously improving our safety and operating performance, and creating other avenues to differentiate Transocean in the eyes of our customers.

To engage and mobilize the entire organization, President and Chief Executive Officer Jeremy Thigpen initiated our charter process, which allows Transocean's teams to perform together at the very highest levels while working toward deliberate, intentional breakthroughs in key areas across the organization. By working together in crossfunctional teams, the company has discovered innovative ways to produce extraordinary results in areas that previously may not have been considered.

Each charter team includes executive sponsors, overall team and sub-team leaders. These individuals and their teams are all focused on working together to produce outcomes that will maintain Transocean's position as the undisputed leader in offshore drilling. The results to date have included accelerated performance, involving dramatic productivity increases, innovation and spirited teamwork. Many of these areas were already working well, but are now further optimized as the company positions itself for the future.

As we enter our second year working on the charters, Transocean employees across the globe are encouraged to offer their input and to consider participating. If you have ideas or want to offer

your energy or time related to any of the charters outlined below, please reach out to the appropriate team leaders. We have learned a great deal during this first year, and look forward to an even more productive second year, where we find more innovative ways to maintain Transocean's position as the undisputed leader in offshore drilling. Keep reading to learn more about our ongoing efforts.

Differentiate Transocean through Datadriven Approaches: Deepwater 2.0

Team Leaders: David Keddington and Julian Soles Sponsors: Howard Davis and John Stobart

Purpose: Pursue differentiation based on datadriven approaches to: 1) transform Transocean's fleet into the most competitive, best positioned to take advantage of customer demand and to deliver the safest, fastest, lowest cost wells

"THE WHOLE EFFORT IS TO POSITION OUR COMPANY AND OUR PEOPLE FOR THE FUTURE."



continued on next page →

Charter Update: continued

in the business by the end of 2020; and 2) turn our data into knowledge that drives unmatched performance, efficiency and reliability in vessel management and well construction operations.

Achievements: The team has created a leading indicators dashboard to help Transocean identify meaningful performance improvement opportunities and maintenance optimization. Processes have been defined to identify optimal and cost efficient upgrade opportunities. The team has also implemented a contractual methodology for managing intellectual property and data generated by our operations while making significant progress toward the development of a performance dashboard and key drilling activity analytics.

Become our Customers' Universal First Choice: Customer Oriented Rig Excellence (CORE)

Team Leaders: Paul Johnson and Roddie Mackenzie Sponsors: Keelan Adamson and Terry Bonno

Purpose: Become our customers' universal first choice by delivering the safest and most efficient offshore well solutions. Transocean will do this by differentiating itself through service delivery and customer relationships, understanding and aligning with each customer's business objectives.

Achievements: The team has held a number of strategic customer summits and many operations alignment meetings to ensure Transocean actively supports our customer needs. The team has also made Transocean more attractive to our customers by simplifying contracting processes, developing dispute resolution guidelines and offering innovative commercial models. The new performance branding effort will further support the differentiators that set Transocean apart from our competitors.

Become as Efficient and Cost Effective as Possible: Focused & Improved Transocean (FiT)

Team Leaders: Steve Myers and David Tonnel Sponsors: Howard Davis and Mark Mey

Purpose: Relentlessly reduce complexity and foster a culture of value, becoming a leaner, more nimble and financially stronger company.

Achievements: Defined fundamental efforts required for establishing an ownership culture within Transocean and launched a new vendor request process. The team has also achieved significant savings targets through various efforts, including developing the rig cell model, reductions in inventory and warehouse efficiency.

Focus on Continuous Improvement: Top Shelf

Team Leaders: Steve Hayes, Bob Herrin, Brady Long, Mark Mey and Kim Walker Sponsors: Howard Davis

Purpose: Create value for the company and our customers through continuous improvement and efficiency gains.

Achievements: The team has mobilizing change leaders throughout the company. They have simplified the chart of accounts and associated cost center structure, updated the balance sheet tool design and authority limits matrix, and streamlined the financial reporting and payment and approval processes. The team also has identified and begun implementing an effort to reduce the number and complexity of the company's legal entities.

Deliver the Industry's Best Operating Performance for Safety, Reliability and Efficiency: Flawless Execution (FLEX)

Team Leaders: Keith Miller, Asbjorn Olsen and Jess Richards Sponsors: Keelan Adamson and John Stobart

Purpose: To be recognized by our customers and competitors as the clear leader in safety and operational efficiency, care for our people, protect our license to operate, delight our customers, capture market share, and maximize profitability. We will accomplish this by being Service Focused, Performance Oriented, and Data Driven.

Achievements: Implemented the new task planning and risk assessment process and delivered operational leadership training focused on eliminating major hazard accidents through effective barrier management. Implementation of Controlled Procedures and Rig Procedures is underway across the fleet with a strong emphasis on procedural discipline. Rolled out the Performance Efficiency Dashboard to the organization marking





a significant milestone in the development of our performance oriented, data driven culture. Developed the Rig Manager Verification Checklists and combined the Master and OIM positions onboard the self-propelled vessels.

Prepare the Organization and Our Personnel for the Future: Positioning for Growth

Team Leaders: Brad Alexander, Janelle Daniel and Bob Herrin

Sponsors: Keelan Adamson, Howard Davis and Brady Long

Purpose: To position Transocean for the future, the Positioning for Growth charter is designed to focus on the cornerstones that will support our Strategic Initiatives. Given our people are among our primary strengths and major assets, this charter will holistically focus on attracting and developing people, building relationships internally and externally through communication, and preparing for the eventual upturn in the drilling industry. In particular, the charter will include efforts aimed at planning for personnel reactivation, ensuring Transocean's ability to provide a trained and competent crew and management team to match fleet activity.

Achievements: This newly-formed charter team is conducting executive and employee interviews to identify and design the ideal environment to drive employee engagement and success at Transocean. Work is also being conducted to implement new HR tools to ensure Transocean efficiently places the right people in the right place at the right time.

ADDITIONS

In 2016, Transocean added three contractbacked, new build, ultra-deepwater drillships to its fleet – the *Deepwater Thalassa*, the *Deepwater Proteus*, and most recently, the *Deepwater Conqueror*. The company's three newest rigs are all currently operating on behalf of customers in the Gulf of Mexico, where late last year, the *Deepwater Proteus* was selected by Shell as its 2016 Global Floating Rig of the Year.

On a more personal note, the Deepwater Proteus' Senior Dynamic Positioning Officer, Callie Evans, and her husband, the *Deepwater* Conqueror's Chief Electrician, Steven "Wes" Evans, are expecting their first child next month. Ahead of Callie's maternity leave, the Deepwater Proteus' crew celebrated with a nautical-themed baby shower in the drillship's galley, which was decked out with blue paper streamers and anchors, a diaper cake in the shape of the *Deepwater Proteus* and world map signs proclaiming: "Baby on Board" and "Ahoy, It's a Boy." Even the shower's food offerings carried forward the theme. The crew celebrated with a buoy cake, deviled eggs with sails made out of chips and a melon bassinet.

At Transocean, we are very proud of all of the important additions to our fleet – both personally and professionally. Congratulations Callie and Wes.







+ SAFETY

TONI Is Transocean's Safety Star

When Transocean wanted to find a more effective and consistent way to deliver critical safety concepts and messages to the rigs, the HSE Training department went to the drawing board. That's how TONI, which stands for Transocean Online Instructor, came to be.

Created by HSE Manager Graham Cameron and Senior HSE Advisor Micah Lindsey, the 3D safety instructor ensures that a consistent message gets across to rig crews every time.

"Getting that message out to the rigs in the past generally was done by sending a PowerPoint presentation along with notes and relying on the OIM, Rig HSE Advisor or someone else to deliver it correctly," Graham said. "We knew how important it was for everyone to be involved and have input, so we started looking at ways to do this more effectively." TONI does it all for us. He delivers a consistent and predictable message every time."

TONI can move, interact and gesture to make scenarios more lifelike. To keep viewers involved, stop points have been integrated in the video where TONI asks questions or gives instructions. Then a facilitator will guide a group discussion using key points for each exercise, after which the video resumes and TONI summarizes the talking points.

"We have tried very hard to make TONI entertaining, as well as educational," Graham explained. "Besides ensuring the messages are delivered in a short time frame to keep people interested, we do our best to keep his mannerisms and voice tones realistic, adding humor to the voiceover where appropriate.

"We constantly hear how much everyone likes the TONI videos, the way he delivers the messages and how the training is short, sharp and straight to the point. We put a lot of time and effort into getting that right, so it's good to hear it's working."

The upshot of TONI's popularity and effectiveness is that he may have had an impact on Transocean's safety performance improvement. Since his debut in December 2013, the company has recorded two of its best years of HSE performance.

"Many important policies have changed, and getting the message out to the field was crucial," Graham said. "TONI introduced some of these highly important HSE concepts, like 'Line of Fire,' 'Life Saving Rules and Tools' and 'Control of Work,' that made a difference in the way we worked."

"We think the short, sharp and clear messages from TONI make these HSE concepts easier to understand and start using immediately. TONI was something new and different. In turn, we believe crews listened and learned more."

So far, HSE Training has produced six videos starring TONI. According to Graham, "The most important thing in training is that end users receive and understand the message we are trying to get across, and then understand what's expected of them going forward. "TONI DOES IT ALL FOR US. HE DELIVERS A CONSISTENT AND PREDICTABLE MESSAGE EVERY TIME."

"As far as we are aware, TONI is a true original. And we will keep raising the bar, trying to make TONI even better with every video. He's part of the team now."

If you want to see TONI in action, contact the HSE Training team to request a video at <u>HSETrainingandDEV@deepwater.com</u>.







+ CUSTOMER

Customers Speak Up

Putting the customer first means that we must always listen to what our customers want and then deliver it to the very best of our ability.

It means that we're aligned with their success and striving to become a more service-focused company. Consistently providing customer experience excellence will ensure that Transocean will always be the first choice in offshore drilling, regardless of the state of the industry. And that's good news for us all.



Here's what some of our customers have to say about our progress so far:

"Very impressive summit meeting, focus on process, procedure, operational excellence, safety and collaboration. You are focusing on the right things for differentiation." "Operational performance has hugely improved. We are learning and becoming very lean and efficient...they've gotten better at preventive maintenance and uptime."

"We've gotten good service from throughout the organization. They respond to things differently, push the envelope, look at engineering detail. They are focused on reliability...We see it most in their performance processes." "Subsea downtime progress is very impressive...how can our people help with future design?"

"You guys are leading the pack in safety by a long way..."



News Overview

Welcome to the Fleet

Transocean continues to improve overall fleet quality, adding three newbuild, high-specification, ultra-deepwater drillships in 2016.

The *Deepwater Thalassa* and *Deepwater Proteus* have performed at very high levels since starting operations on individual 10-year contracts in the Gulf of Mexico. The *Deepwater Conqueror* also recently commenced its five-year contract for Chevron in the Gulf of Mexico. Since 2008, Transocean has added 17 highspecification drillships and semisubmersibles to its fleet.

Transocean Drilling Contracts

ONGC awarded Transocean a two-year contract drilling offshore India for the *Jack Bates* deepwater semisubmersible.

Harsh-environment, ultra-deepwater floater *Transocean Barents* has won a 15-month contract offshore Canada beginning later this year.

After spudding a pilot well on Hurricane Energy's Lancaster oil field west of Shetland, the *Transocean Spitsbergen* was awarded a one-well contract in the UK sector of the North Sea, as well as another one-well contract in the Norwegian North Sea for Repsol.

2016 Financial Results

Transocean's commitment to maximizing uptime and performance for customers while streamlining all facets of its business were reflected in overall 2016 financial results. For the second consecutive quarter ending 2016, Transocean delivered revenue efficiency in excess of 100% and EBITDA margins surpassing 50%. 2016 financial highlights include an adjusted net income of \$655 million, or \$1.75 per diluted share.

President and CEO Jeremy Thigpen stated "As a direct result of our strong performance in 2016, we generated cash flow from operations of \$1.9 billion, which, when combined with the multiple financing transactions consummated throughout the year, further strengthened our liquidity. This enviable position, coupled with our industry-leading \$11.3 billion backlog, allows us to prudently evaluate strategic opportunities and continue to invest in our people and our business."





+ COMMUNITY

Send Us Your News

Transocean believes in giving back to the communities where we work. Many of our employees around the world donate their time and raise funds to help others. We'd like to spotlight your civic involvement. Please send your stories to <u>thepursuit@deepwater.com</u>.

READOUT

Fleet equipment downtime reduced from 7.8% in 2013 to 3.4% 2016

6%

1.

2016 Uptime

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+ PEOPLE

Douglas Schincaglia:

Senior Maintenance Supervisor, *Petrobras 10000*, Brazil



Positive, proud, passionate. That describes Senior Maintenance Supervisor Douglas Schincaglia perfectly. You could also add self-motivated, fair and flexible to complete the picture.

Since the Brazilian joined Transocean in 2005, he's been on the move, posting to 10 different work sites and four drillships around the world as his job skills and work ethic propelled him to positions of increasing responsibility. The one constant through it all is his love for both Transocean and his own family in Rio de Janeiro: wife Cynthia and son Arthur.

"I have the same passion for my job that I have for my family," he said. "I believe in being positive and doing the best job you can every day. I one hundred percent like to take care of people. I'm fair. I'm right there with the team. We always like to do things right the first time."

Douglas started his career in 1991, joining the Brazilian Navy after completing high school. Four years later, he faced the first of two difficult decisions that would change his life's direction: quitting the navy to spend a year studying for Maritime Academy entrance exams, which he passed on his first try at age 21. Three years later, he graduated third in his class as a marine engineer and started working on container ships with routes from Brazil to Europe.

He had advanced to second engineer when it came time to make his next life-changing decision: quitting his maritime job to join Transocean in an unknown industry at a lower rank. According to Douglas, "It took two years to get back to where I was, but it was worth it. I was happier and had the chance to grow another career in the oilfield."

Starting in Brazil on Transocean's *Deepwater Frontier* as third engineer, Douglas moved with the rig to India in 2006 where he was promoted to second engineer. In 2010, he transferred to a new-build shipyard in South Korea as first engineer to oversee construction of *Discoverer India*, which he then brought to the U.S. Gulf of Mexico. Promoted to chief engineer upon his arrival in 2011, he was one of the first Brazilian crew members working as an expat in U.S. waters.

In 2012, he left the ship for a temporary assignment in Houston assisting the ship's asset manager until he joined the *GSF Jack Ryan* in Nigeria at the end of the year. During the next three years, he moved with the drillship to Ghana; Las Palmas, Spain; and Trinidad. At the end of 2015, Douglas found himself back in Brazil on the *Petrobras 10000* where he was recently promoted to senior maintenance supervisor, the highest position in Transocean's offshore maintenance department.

"I believe in being positive and doing the best job you can every day. I 100% like to take care of people."

"I like to motivate people and work as a group," he said. "I show the team how to do things. When employees see me mopping the engine room along with them, for example, they will do everything for me. I'm available 24/7. If they need me, they know they can wake me up any time when I'm on board."

Douglas particularly likes his 4 X 4 work schedule – four weeks on and four weeks off – and says Transocean takes care of anything he needs.



"The company cares about employees and their families, so I give everything on the job. The way Transocean treats us, we do everything we can to keep the company on top. I'm Transocean, and I'm proud."



+ PEOPL

Gina Lampasas-Kelley:

IT Technical Specialist II, Application Services, Houston



"There's nothing more exciting to me than being part of building, supplying and operating drilling rigs in the safest, most efficient way possible all over the world. Transocean stands for safety and efficiency."

Gina Lampasas-Kelley has spent her entire career with Transocean getting things done and making first impressions count.

Since she was hired 37 years ago as a secretary by a predecessor company's manager of Materials and Shipping, Gina has made it her business to do whatever it takes to help the company succeed.

According to Gina, "Anyone coming up in the oilfield in those days will tell you that the job description was 'find a way to get it done!'"

She certainly did just that several years later when the company made some management changes and started construction on a new facility. While technically still a secretary, Gina learned to read blueprints and deal with the building project manager, commercial decorator, construction crew, etc. – tasks definitely not part of her job description.

It didn't take long for word to get out about Gina's work ethic and can-do attitude. In 1985, when a purchasing manager relocated from California to Houston, she got the chance to work with him as his assistant. This move proved to be very beneficial for Gina, both personally and professionally. In the Purchasing Department, she met Tim Kelley whom she married 18 years later, prompting a transfer for Gina to IT and an open position in a technology integration project. In addition to her administrative duties, she learned to use a training development software tool and created training documents supporting the integrated software rollout.

Since late 2008, Gina has reported to the director of IT Application Services and supported the IT Department, becoming IT Technical Specialist II in 2013.

"Quality of work and service have always been very high priorities for me," she said. "I believe it can make or break a company, especially when a first impression is the only impression. Procedures for regular, repetitive processes have been implemented within our group for some time. There's no doubt that if everyone does a repetitive process the same way every time, it will save time and ensure accuracy from beginning to end." She says the department pays particular attention to what can be developed to improve systems and communications offshore and onshore: "It's awesome to know how the rollout of a new or upgraded system will improve the users' overall work experience."

The industry's current downturn hit close to home, with husband Tim getting laid off recently after 28 years with Transocean. Still, Gina stays positive: "It has been my experience that when something changes, I fall in where I'm needed and learn whatever is expected of me. I transform with the job at hand and manage to work with every kind of personality."



Gina likely got her resilience from her large Italian restaurateur family – around 400 members in the Houston area at last count. Check out the dish named for her, 'Pasta Gina,' at Ciro's Italian Grill.

"When the oil business is booming," she added, "there's nothing more exciting to me than being part of building, supplying and operating drilling rigs in the safest, most efficient way possible all over the world. Transocean stands for safety and efficiency."



+ PEOPLE

Anniversaries

Please join us in congratulating these employees who celebrated Transocean anniversaries of 25 years or more in 2016.

40 YEARS



John Sandvik Transocean Arctic – Norway

Geoffrey Annison Petrobras 10000 – Brazil

35 YEARS

Knut Bakk Transocean Arctic – Norway Petter Syversen Transocean Arctic – Norway Roland Sauvage George Town Grand Cayman Finn Klausen Transocean Arctic – Norway Reyna Bates Deepwater Asgard – GOM Alexander Coutts

Transocean Leader - North Sea

Malcolm Allan Aberdeen, Scotland Kingswells

Helge Saure Transocean Arctic – Norway

Magnar Oterhals Stavanger, Norway office John Muir Discoverer Luanda – Angola

Terry Burns Deepwater Nautilus – USAGOMFED

Timothy Pruett Export Plaza **Joe Jones** Houston, TX USA 4 Greenway

Arlene Watt Aberdeen, Scotland Kingswells

Kenneth Coutts Aberdeen, Scotland Kingswells

Arne Tellefsen Transocean Arctic – Norway

Gavin Hedrick Houston, TX USA 4 Greenway

Jack Adams Sedco 712 - North Sea John Rumbaugh George Town Grand Cayman John Walbo Stavanger, Norway office

30 YEARS

Hans Granholt Transocean Barents – Norway Jean Medina

Transocean Ao Thai – Thailand Ralf Rosseland

Transocean Arctic – Norway

Tore Antonisen Transocean Arctic – Norway

Gregg Fuqua Houston, TX USA 4 Greenway

Raymond Bartholomay Houston, TX USA 4 Greenway

Michael Merritt Houston, TX USA 4 Greenway

Stig Pedersen Transocean Arctic – Norway

Oddmund Iversen Transocean Winner – Norway

Kimiarsih Pragono Jakarta, Indonesia office

George Waters Discoverer Inspiration – GOM

25 YEARS

John Fergusson Dhirubhai Deepwater-India

Byron Holloway Development Driller III – GOM

Robert Johnson Houston, TX USA 4 Greenway

Otis Gordy Deepwater Asgard – GOM

Francois Pelat George Town Grand Cayman

Diane Spear Houston, TX USA 4 Greenway

Glenn Solberg Transocean Arctic – Norway

George Hardingham Sedco 704 - North Sea

Peter Linklater George Town Grand Cayman

Brian Ross Paul B. Loyd Jr. - North Sea

Alexander Lothian Paul B. Loyd Jr. - North Sea

Simon Walker Perth, Australia office

Dalson Silva Sedco 706 – Brazil

Anthony Gallagher GSF Galaxy I - North Sea

Graeme Thomson GSF Constellation I-Abu Dhabi

Jorgen Ronning Transocean Arctic – Norway

Egon Nygaard Transocean Arctic – Norway

James Sutherland Rig 140

Lindsay Clague Aberdeen, Scotland Kingswells **Leif-Inge Henriksen** Transocean Spitsbergen-N Sea

Bjorn Haga Transocean Arctic – Norway

Gwyn Davies Actinia – India

Anthony Hall George Town Grand Cayman

Barry Pickford Sedco 712 – Shipyard

Kevin McPherson Sedco 704 - North Sea

Nigel Chambers Sedco 712 – Shipyard

Douglas Brown Aberdeen, Scotland Kingswells

Richard Thornton Deepwater Invictus – Trinidad

Ivan Hayes GSF Constellation I-Abu Dhabi

Stephen Murray GSF Galaxy I - North Sea

lain Cullen Paul B. Loyd Jr. - North Sea

Stephen Hinton Paul B. Loyd Jr. - North Sea

Jon Jakobsen Transocean Arctic – Norway

Thawat Pradubchananurat Transocean Andaman – Thailand

Graeme Whyte GSF Galaxy I - North Sea

William Horsburgh Aberdeen, Scotland Kingswells

Stephen Staunton Deepwater Nautilus – Malaysia

David Huggins Sedco 712 - North Sea

PS

"Everyone Touches The Rig Floor"

This is a phrase that was coined by our own Terry Bonno, Senior Vice President of Marketing and recent recipient of the HBJ Women in Energy Leadership Award.

But it is so much more than a snappy line. It is the true expression of our Boundless nature and our service focus. Every person who works for Transocean works directly for our customer. Every bolt turned, every contract filed, every role – it all directly affects how, what and when we deliver for our customer.

Everything we do matters. That is why it is so important to maintain our commitment to push safety and performance by expanding our universe of knowledge and by driving ourselves to even greater heights of efficiency and innovation.

As we continue to be the premier drilling contractor, let's not be satisfied. Let's prove to ourselves that there is a better way – and then let's do it again. It's in our DNA to be relentless in our pursuit of no limits to what we can do.

Let's be boundless.

