Focused Anticipation

Successful skeet shooting requires focused anticipation, knowing how to react quickly and having the right tools and safety equipment for the job. Noble crews worldwide have these same essentials skills to complete safe and efficient operations each day. We salute the crews of those rigs who have distinguished themselves with outstanding safety performance for a job well done.
Noble is a leading offshore drilling contractor for the oil and gas industry. The Company owns and operates one of the most modern, versatile and technically advanced fleets in the offshore drilling industry. Noble performs, through its subsidiaries, contract drilling services with a fleet of offshore drilling units, consisting of semisubmersibles, drillships and jackups, focused largely on ultra-deepwater and high-specification jackup drilling opportunities in both established and emerging regions worldwide. Noble’s shares are traded on the New York Stock Exchange under the symbol “NE.”
Energy is the life blood of every economy and a fundamental part of virtually every aspect of modern society. For consumers, the good news, at least in the near-term, is that there is an abundant supply of oil driving energy prices lower. For producers and drillers, this same scenario is creating near-term uncertainty.

This is not a new phenomenon. To the contrary it is a manifestation of what has always been a cyclical industry. Across Noble’s 94-year history, there have been a number of these cycles – and this won’t be the last. The hard part is predicting exactly when the cycle will turn and when prices will begin to moderate.

Some very bright minds have missed the mark in terms of forecasting the future costs, availability and demand for oil. Take for example, the pronouncement from Van H. Manning, director of the U.S. Bureau of Mines, who noted in 1919 that, “Within the next two to five years, the oil fields of this country will reach their maximum production, and from that time on we will face ever-increasing declines.” What he didn’t see coming was that by the late-1920s, the market was awash in oil and the discovery of the giant East Texas Field in 1931 created a significant glut.

We didn’t get much better at forecasting by 1956 when the idea of peak oil found credence again. M. King Hubbert, a noted geologist of the time, predicted that U.S. oil production would peak between 1965 and 1970 and decline thereafter. Output in the U.S. actually rose by two-thirds from 2009 to mid-2014.

The world is focused on oil, and that’s as it should be.

Noble – Focused, Capable and Equipped for the Future

- One of the youngest fleets in the offshore industry.
- Geographic diversity – with units operating around the world.
- Outstanding training and development capabilities to support the Company’s high-performance crews.
- Diverse customer mix with significant contract coverage across the fleet.
- Committed to environmental and safety excellence.
- Well-timed shipyard program, with diminishing capital requirements near-term.
The question is, how could these experts have been so wrong? As I see it, demand encourages investment and technology heightens the odds of drilling success. The variable is consumption, which lower prices encourage and higher prices can subdue.

At some point the balance tips and oversupply or scarcity defines the state of the market. The supply imbalance we are seeing today is a result of the shale revolution, our success at drilling in the world’s oceans and extracting petroleum from the tar sands of Alberta. But as with past imbalances, I believe it will be self-correcting. There may be many days ahead with crude prices increasing and then retreating, but the long-term prospects for our industry are decidedly favorable. Demand for energy can, and will, rise and today’s lower prices will play a role in the commodity’s ultimate price recovery.

So where does this leave Noble? It would be wrong to ignore the headwinds we face today. Dayrates are down and there’s general agreement that there are more rigs available than current demand can support. Some drillers, including Noble, are stacking rigs. That’s a painful, but necessary choice. Some of these rigs won’t work again as the cost of reactivation outweighs potential returns.

On the plus side, we have been here before and managing through cycles is a Noble hallmark. The Noble fleet, one of the most modern and capable in the industry, is well-contracted. For those rigs that do have availability – we expect to compete intensely for the work that becomes available and we are already meeting with some success. Our focus on excellence equips us to deliver high levels of performance that appeal all the more to customers when their budgets are constrained.

Our training and development programs are top-tier, improvements made in our procurement and maintenance planning efforts are yielding solid benefits and the members of the Noble team are best-in-class. The investments in our fleet in recent years are both a near and long-term competitive advantage. While I can’t say when or how this cycle will turn, I can predict that there is no driller better positioned to manage it than Noble.

David W. Williams
Chairman, President and Chief Executive Officer
The Noble Bully II was awarded by Shell with the 2014 Global Floating Rig of the Year Award, recognizing her and her crew as the best performing floating rig for Shell worldwide in 2014. After a successful drilling campaign in offshore Brazil, the rig advanced through two additional phases of the drilling program more quickly than originally planned due to the efficiency of the rig and the time saved during drilling.

The Bully II was the first multi-purpose tower equipped drillship to work outside of U.S. waters. That design includes sixth generation ultra-deepwater capacity and extended offline well construction capability.

Shell noted that applying lessons learned in the first phases of the drilling program, the Bully II’s performance showed a 59 percent improvement over its 2013 results. In addition, the rig operated from the fourth quarter of 2013 until fourth quarter of 2014 without LTIs, HIPOs, recordables or spills, thus achieving Shell Goal Zero for the third phase of the campaign. At the same time, the Bully II completed the third phase of the campaign 134 days ahead of schedule.

Of the award, Ronnie James, Noble’s Vice President of Operations for the Western Hemisphere, noted, “We are extremely proud of the crew of the Bully II crew for their consistent delivery of safe, reliable drilling services and Noble’s approach toward meeting Shell’s drilling requirements globally. This award exemplifies the value of our collaborative relationship with Shell in promoting a safety focused culture on the Bully II and the other rigs under contract with them around the world.”
One for the Record Books

The crew of the Noble Sam Croft recently participated in setting what is believed to be a new world record with the deployment of a massive casing string. Acting on a plan developed for the operator, Freeport-McMoRan, by Frank’s International, the crew recently set a new record for the heaviest casing and landing string run ever to be completed.

The Croft drillship was working in the Holstein Deep Field in the Gulf of Mexico when the record was set. The successful run was comprised of over 24,725 feet of casing/landing string with a final hook load of 2,243,000 pounds in under 36 hours without a single incident. The Croft it one of four HHI drillships added to the Noble fleet in recent years.

In congratulating the crew, Drilling Superintendent Curtis Chandler noted, “The challenges of a project of this nature were made easier to address thanks to our top-notch crews, solid third-party participation and our seamless working relationship with our customer. In the Croft we also have an outstanding asset well-suited for the more complex wells being drilled today. Most importantly this record was set without incident, a testament to our culture of insisting on safety and environmental protection in all we do.”
Noble’s performance of over 1 million manhours safely worked across its North Sea fleet and the crew’s safety performance over the past five years aboard the Noble Hans Deul has been recognized by the IADC North Sea Chapter.

The IADC North Sea Chapter recognized the best in safety performance at its annual Safety Awards Ceremony held in Aberdeen. Noble Drilling was recognized with top honors in the jackup category. The award, an annual event, underscores the critical value of the contributions of individuals, teams and companies to the continuing safety of the industry.

IADC President & CEO Stephen Colville addressed the Chapter, highlighting the importance of improving the competency of people, as well as the effectiveness of processes and efficiency of equipment. “It is vital to drive down costs of operating in the North Sea,” Mr. Colville said.

Noble operates one of the newest, most modern fleets in the North Sea, with the Deul, a JU-2000E jackup contracted to Shell, the Noble Regina Allen contracted to GDF Suez and the Noble Sam Turner contracted to Maersk. Both the Regina Allen and Sam Turner are 35,000 feet capable JU-3000N rigs delivered in 2013 and 2014, respectively.
Noble has expanded its simulation-based training capacity with the addition of a new training suite at the Company’s NEXT Center in Sugar Land. The suite, built within the facility’s exiting footprint, significantly expands the Company’s in-house capacity for drilling, well control and crane operations courses. The additional simulator suite includes two cyber-chairs, which can run all of the Noble rig and crane simulations and are tied into full choke and kill manifolds and BOP panels. The new area also contains a purpose-built well control simulator room for Noble-specific IADC WellCAP Certificate well control courses and a dedicated classroom.
Noble Code of Conduct Updated

To further advance our longstanding commitment to ethical business conduct and compliance, on October 30, 2014, we launched an updated edition of our Code of Business Conduct and Ethics.

The Code is a living document that is reviewed on a regular basis to ensure it remains current with applicable laws, our operating structure, and the commitment to our stakeholders. At its core are the fundamental values that define who we are as a company. In line with best practices, we periodically update our Code through a process which includes review and approval by Noble’s Board of Directors. The updated Code has a new look and feel replacing the previous edition which featured a lighthouse on the cover. The new distinctive cover shows a Noble employee looking out across the horizon, representing our commitment to look ahead and always strive forward.

Maintaining Noble’s outstanding reputation and continually reinforcing our goals and commitments is essential for the successful future for the Company and requires the effort of every Noble team member. To this end, Noble’s Code contains specific obligations and expectations to direct and assist every employee in maintaining the hard earned standing of our Company and guide each of us in upholding our ethical commitments. All Noble employees must comply not only with the letter of these policies, but also their spirit.

To be clear, the Code cannot provide guidance for every possible scenario; however, it lays the foundation for our policies and procedures on which to base your decisions and support you in acting with integrity and honesty, and in compliance with all applicable laws. When faced with decisions, always refer to the Code and Company policy, talk to your supervisor, and/or contact one of your available resources highlighted in the Code.

What has changed in the updated Code?

The primary changes to the Code have been made to align with policy changes and developments that have been implemented or are near rollout. Below is a summary of the key changes as part of the update:

Key Additions:
1. Noble’s Mission and Vision have been added.
2. A section on Noble’s commitment to Quality & Excellence has been added and also contains detail on Operations Excellence, the One Noble initiative and P²R project, and Enterprise Risk Management.

Key Updates:
1. Introduction section (“Living by the Code”)
2. Noble’s Core Values
3. Previously identified General Business Principles have been incorporated throughout the Code.
4. HSE section has been updated to reflect current initiatives.
5. Legal section has been updated to reflect our commitment to anti-corruption and prohibition of facilitation payments.
6. Assets and Information section updated regarding physical security and the information security subsections have been enhanced.
7. Financial section has been updated to reflect organizational changes.
8. Q&A’s have been updated throughout based on real issues and questions faced by Noble employees.
Recognizing the Importance of Barriers

What do Swiss cheese and safety have in common? Quite a lot it turns out. Research shows that, without proper controls in place, virtually any task could have “holes” in terms of barriers that allow accidents and other unwanted events to occur. This is certainly the case when it comes to offshore drilling.

The ‘Swiss cheese’ model of how unwanted or unplanned events can occur was developed by Dr. James Reason, who is world renowned for his work in looking at how uncontrolled hazards in organizations frequently contribute to incidents and accidents.

A good way to understand hazard control through barriers is a model that appears as multiple slices of ‘Swiss cheese’ stacked together. Each slice represents a hazard control or a ‘barrier’ against the hazard contributing to an incident. The holes in the slices represent weaknesses in each of the barriers. Incidents occur when the holes in each of the slices align, creating an opportunity for an accident. That is to say, “when all the controls or ‘barriers’ breakdown, the threat of an incident becomes a reality.”

In an ideal world, each layer of protection (which can be everything from Permits to Work to training) work together to protect our employees, the environment and our property when a hazard or potential hazard arises. Unfortunately, the real world seldom functions in this manner. Holes in the defensive layers occur, and when these holes align, a loss can be the result. It is the responsibility of each of us to manage and maintain the controls we establish, that is ‘the barriers’ to manage our risk.

Dr. Reason describes two types of conditions in an organization that contribute to loss: active failures and latent failures. Active failures are unsafe acts committed by people who are in direct contact with the system and consist of slips, lapses, mistakes, procedural violations, etc. Whereas, latent failures are pre-existing conditions that can lie dormant in the system for many years before they combine with active failures to create an accident opportunity.

To address these risks, Noble uses the Health, Safety and Environmental (HSE) Case guidelines established by the International Association of Drilling Contractors to develop HSE Cases for each of its vessels. The process of developing HSE Cases provides Noble assurance that risks associated with vessel operation have been assessed and that the controls are identified, maintained and effective.

Aboard Noble rigs, numerous barriers are in place. Each barrier typically is one of three types: equipment (physical or mechanical barriers), process (documented procedures and practices) and people (knowledge, skills and abilities). Barriers are selected in a combination that ensures they are suitable and sufficient and can reliably deliver the expected risk reduction.

It is understood that no barrier can be 100 percent effective indefinitely. Holes in the Swiss
cheese are always a possibility and occasionally occur, even if each hole is temporary. Noble’s goal is to identify holes and then make them as small and as short-lived as possible. We maintain our barriers, our controls by training our people, maintaining our equipment and continuously improving our processes.

**Management of Change**

Changes in equipment, safeguard bypasses, operational changes, maintenance schedules, personal and team competencies should each be managed using Noble’s Management of Change (MOC) process, a barrier unequalled because, when executed properly, MOC marshals all other necessary barriers for controlling risk. Change is inevitable. Managing that change is paramount. By using the MOC process a sufficient number of barriers will remain in place to manage the risk of all major accident hazards.

For Noble assets, equipment barriers can be considered in the following categories:

- **Prevention**: primary containment and process control;
- **Detection**: alarms, fire and gas detection;
- **Control**: equipment spacing, secondary containment, fire-protection and suppression;
- **Emergency response**: area alarms, emergency communications, emergency power, escape and evacuation equipment.

Because Noble is committed to operating its vessels in a safe manner to protect its workers and the environment, reliability of the equipment barriers is critical. Programs focused on the inspection, maintenance, design standards, work instructions, training and qualification all contribute to ensure the integrity of the HSE Case and robust barriers.

One or more of the barriers should be emergency response: a mix of equipment, procedures and personnel. However, as the quality of barrier increases, the reliance on extensive emergency response programs is significantly decreased.

The offshore drilling industry around the world recognizes the Swiss cheese model as the analogy to barrier management. We at Noble are no different. We manage our risk with controls known as barriers. There are three types of barrier which are people, equipment and processes. It is incumbent upon each and every one of us to be sensitive to the need for maintaining the barriers to identified hazards in tip-top shape as we go about our business. Noble depends on it, our co-workers depend on it and our families depend on our ability to manage major accident hazards with our specific controls we call ‘barriers’.

“It is essential that each and every crew member know and own the specific barriers they are responsible for maintaining,” says **Bernie Woford**, Senior Vice President of Operations. “Their maintenance of these barriers, as laid out in our Safety Cases, policies and procedures, are the basis for safe operations and underpin everything we do to work safe.”
Then There Were Four...

Joining three earlier deliveries from Hyundai Heavy Industries (HHI), is the Noble Tom Madden, one of two of Noble’s new ultra-deepwater drillships currently working under three-year term drilling contracts with Freeport-McMoRan. Seen here is the Madden during a brief stopover in Curacao during her transit from the shipyard in Ulsan, South Korea. All four of Noble’s HHI-built drillships are contracted for operations in the U.S. Gulf of Mexico.

“With the addition of these four units, Noble has one of the most modern and capable fleets in the region, a fact that demonstrates the fundamental change in the Company’s focus toward higher capability assets,” David W. Williams, Noble’s Chairman, President and CEO, said. “At the same time, these units have been well-contracted, providing Noble with significant contract backlog, while expanding and diversifying our customer base.”
Rig moves are a key component of managing a global fleet – and they position Noble to better serve the changing needs of the company’s customers. With that being said, rig moves, whether on their own power, wet towed, or dry transported aboard a vessel, take as much or more time to plan as they do to execute.

That was the certainly the case with the recent moves for the Noble Paul Wolff and Noble Max Smith. These two units had reached the end of their existing contracts in Brazil at relatively the same time and both were determined to be candidates to leave that market.

In the case of the Wolff, the rig was in need of a shipyard stay for engineering analysis and investment requirements. That rig had served in the region for several years and was instrumental in the drilling of the discovery wells in the now-famous Tupi Field.

The Smith on the other hand was considered a better fit with marketing opportunities in the Asian Pacific region. That unit has seen service in the United States, Mexico and Brazil. The question was how to achieve these twin goals cost effectively and safely – with minimal delay in facilitating the move.

The answer came in the form of the Dockwise Vanguard, a semisubmersible heavy lift ship owned and operated by Dockwise B.V. The Vanguard with a horsepower rating of roughly 35,000 is the largest vessel of its type ever built, and is able to carry cargoes up to 110,000 tons. Achieving the move takes far more than just the correct vessel, notes Noble’s Jeremy Abercrombie, Corporate Marine Superintendent with the Company’s Operational Excellence team.

“The planning for this rig move began with the intention of mobilizing only the Wolff to Singapore for shipyard work, but the timing worked out very close to the Smith contract end with Shell, and we evaluated the possibility of transporting both units simultaneously.
With the addition of the Smith, the total weight of the transport was roughly 40,000 MT. While this was not even close to the limit for the Vanguard, the main challenge was positioning the two very unique rigs over her deck and securing them for transport from one end of the globe to the other. The total time from start to finish for planning and executing this mobilization took nearly a full year.

Actual sailing time with the rigs was 39 days at a distance of 9,400 nm, and took the support and efforts of countless personnel within Noble, Dockwise, towage companies, our agents, and support vendors. It truly was an amazing feat to be involved with, and something that has never been accomplished in the industry.”
The Noble Paul Wolff (left) was Noble’s first DP semisubmersible to work offshore Brazil, while the Noble Max Smith is a moored unit and has worked successfully in the U.S. Gulf of Mexico, Mexico and Brazil.
Noble’s recent rig management meeting speaker, Michael Abrashoff, former navy commander and author, told attendees that when it comes to safety leadership, they need to forget about what they don’t have control over and instead focus on what they can influence – namely, the people and the culture.

As he tells it, when Michael Abrashoff was put in command of the USS Benfold, it was one of the worst performing ships in the Navy fleet. The challenge was steep. The Benfold, an Arleigh Burke-class Guided Missile Destroyer and an active part of the United States Navy’s fleet, had low retention rates and high disciplinary rates, and even the sailors themselves said they didn’t feel safe. By his own admission, Abrashoff’s first thought was that the situation was hopeless.

“I don’t get to pick and choose my missions, I have zero input into how much budget we’re given,” he said. “The only variable is my crew.”

Abrashoff decided to focus not on new, complex programs, but rather on small, everyday things. One of his first acts was to tell all 310 sailors in the crew that no matter their age, seniority or rank, they were authorized, encouraged and empowered to challenge what is happening on that ship and make it a safer place to work. The goal, he said, was to make the crew feel that they had ownership and felt personally accountable for the safety of their shipmates.

“The day I took command, I did not have any great leadership strategies in mind. I just knew we weren’t in the place we needed to be. I never wanted to have to write the parents of any of my sailors that their sons and daughters weren’t coming home because we weren’t giving our best,” he explained. “Our job as leaders is to engage a diverse work force [that is] multi-generational, multicultural, and get them to have the same sense of urgency in operational safety and excellence.”

During his tenure, Abrashoff turned things around. He reduced the 31 workers’ compensation cases to two and 28 disciplinary cases to only five. Most of all, he created an environment where the sailors took ownership of safety and felt confident in their performance.

“I wanted to catch sailors doing something great so I could look them in the eye and thank them for their good work (instead of catching them doing something wrong). I can’t promote them or gives them bonuses. The only form of recognition I had is to thank them. That means a heck of a lot to the people on the front line,” he said.

“Your people are volunteers just like my people are volunteers,” Abrashoff told Noble attendees. “Give them a reason to follow us, so they know we are looking out for them.”

We’re All Leaders

Abrashoff encouraged Noble rig management to think beyond the task of the day and spend some time thinking about what the battlefield is going to look like five years from now. “In my experience, any leader, military or civilian, has one priority: the quality of the people under his command. Without their skill and spirit, the best plans and policies turn to dust.”
I’m no different from anyone in this room,” Abrashoff added. “All of us are leaders. All of us are captains. There are so many things we can’t influence. But the one thing we do have the ability to influence is our team, our crew, our shipmates.”

The more Abrashoff listened to his crew, the more he witnessed the culture change. This lesson could apply to the work of any professional.

“There are some things we have absolutely no control over. Get over it. Focus on the things we have the ability to influence,” he said. “Every one of us has a leadership story to write, and it’s a darn good story. We owe it to ourselves and our people to make it better.”

As Mark Beverly, Operations Management Development Program Trainee who serves aboard the Noble Sam Turner, noted “For me, as an aspiring manager within Noble, Captain Abershoff’s input at the management meeting was both beneficial and inspirational. I took away two key messages, both are simple but powerful; treat others how you expect to be treated and great managers lead by example.”
**Monster Effort to Fight MS**

When most people hear the name “Loch Ness” the image that comes to mind is something to run away from, namely a creature that is said to be among the last of a line of long-surviving plesiosaurs. For Malcolm Croll, Safety Training Supervisor aboard the Noble Mick O’Brien, Loch Ness was something to run to.

In his eighth year with Noble working aboard rigs in the Middle East, Malcolm says he took up running gradually at the age of 41. He went on to compete in several 10K races and then increased to a half Marathon (13.1 miles). “I would say the majority of my training is done in the rig’s gym,” says Malcolm. “It can be a test to make yourself consistently go to the gym, where you have to contend with not only the physical challenge, but also the unchanging scenery of a treadmill, but it has really impacted my overall wellness. As for running when I am back onshore, (at the ripe old age of 48), I decided to enter the Loch Ness Marathon, which is in a beautiful and mystical location not far from my home in Scotland.”

Since its origins in 2002, the Loch Ness Marathon has quickly become one of Britain’s favorite races, being voted by Runners World as one of the top three running events. There is now also a Loch Ness 10K, run alongside the marathon. The route is arguably the most appealing of any marathon. The 26.2 mile experience takes in the beautiful Highland scenery, along the shores of Loch Ness before crossing the River Ness reaching the finish line in Bught Park in Inverness.

“I also decided to take the opportunity to raise money for find a cure for Multiple Sclerosis which is a condition my sister and several friends suffer from,” says Malcolm. “After a three month strict training program and many long runs in the gym (22 miles on one occasion) I completed the race on the 28 September along the bonny banks with 2,500

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**Spindletop Charities Turns 50**

Among the many charities and causes supported by Noble is Houston-based Spindletop Charities Inc., which is celebrating its 50th anniversary kickoff event in December 2014.

Founded in 1965, Spindletop has raised over $17 million to aid such programs as child abuse prevention, pediatric medical research, drug and alcohol abuse prevention and rehabilitation, education and scholarships, residential and educational centers, and after-school programs. Based on founder Butch Griffin’s vision, Spindletop donations focus on specific projects and programs that directly serve youth “in need.” One such project is the Children’s Assessment Center (CAC), a nationally accredited advocacy center committed to providing a professional, compassionate and coordinated approach to the treatment of sexually abused children and to serving as an advocate for all children in the community. In addition to the Company’s financial support for Spindletop, Noble employees serve in voluntary roles on the charity’s Board and as participants in fundraising events.

“*It’s not what you look at that matters, it’s what you see.*”

~ Henry David Thoreau

At Noble, we see a promising future for youth and proudly support the achievements of Spindletop International.
Malcolm Croll, STS on the Mick O’Brien, went the distance to fight MS.

other runners. I finished in just over four hours, which was at the goal I had set for myself. More importantly, I have raised $3,200 for the charity, something that made the effort really worthwhile.

Of the race, Malcom said: “The course was somewhat challenging, but we got lots of encouragement from groups of pipers along the route and the crowds who turned out support family and friends. Like most runners, around half way through the race I began to question if I’d be able to finish, but raising funds to help with much-needed research let me feel like I wasn’t just standing by – but instead trying to make a difference in the lives of those who may never know the thrill of crossing the finish line.”

As for seeing the Loch Ness monster, Malcolm says, “Of course!” He is tight-lipped, however, on whether he is referring to the mythical beast or the image on the medal he received at the end of the race.
The Coast Guard MH-60 was a welcome sight to Todd Case, Rig Manager, and the rest of the crew of the Shell-owned drilling rig Kulluk. It was the afternoon of a stormy Saturday in late December 2012, two days after a buckle on the tow line connecting the conical oil rig to the Shell tug Aiviq broke, leaving the Kulluk powerless in violent Gulf of Alaska seas.

There were few good options for getting the crew off the vessel and hopes were high that two Coast Guard helicopters charged with evacuating the 18 workers on board would bring the men safely to shore.

While the helicopters and pilots were challenged by the sustained 50 knot winds as they hovered 40 feet above the deck, the crew aboard would need to remain calm and focused as the rig plunged up and down in swells as high as 30 feet. To the crew, the hazards of the mission—high winds, heavy seas, and freezing water—were more than evident.

“In such a situation, every ounce of training is put to the test and leadership is tested further and harder than anyone could have anticipated,” recalls Bernie Wolford, Noble’s Senior Vice President of Operations. “There is no margin for error and everyone aboard has to draw on their experience and training. Todd and the team did that and more under circumstances that can only be defined as extreme.”

The unique design of the Kulluk, which has no propulsion of its own meant that the rig needed to be towed from northern Alaska south at the end of the drilling season. A sudden storm moving up from the south left the rig bobbing on the roiling surface of the Gulf of Alaska. A failure in the towing “jewelry” that attached the rig to the tug left her at the will and whim of the fast-changing seas. Several attempts were made to reconnect the Kulluk to the Aiviq, but those efforts failed and soon the tug was crippled, partially disabled by contaminated fuel.

The Coast Guard crew was able to communicate with the Kulluk workers by radio and a plan was developed to pick up the crew members by deploying a metal rescue basket toward the deck. The Kulluk’s crew had been instructed to let the basket touch the deck before they grabbed it, to discharge any static electricity. Tied to the basket was a long line that the crew on deck would use to stabilize the basket as the rig workers were raised back up to the helicopter one-by-one.

“The Kulluk had a lot of movement, a lot of pitch, a lot of roll and the height of the deck was changing at least 30 feet with the waves,” recalls Todd. “But I think we all believed the rescue would be a success. While you hope to never experience such an event, this is exactly what the crew is trained for and is ready to act on.”
Bernie Wolford, below left, presents Todd Case with a plaque that reads: “In grateful appreciation for Outstanding Leadership aboard the Kulluk drilling rig in a Time of Peril, Noble recognizes the profound contributions of Todd Case, OIM and Rig Manager, who through his actions and that of his team, guarded crew safety while bravely working to secure the tow. Todd upheld the highest possible standards in terms of leadership under pressure and emergency event management.”

Less than 30 minutes later six crew members were safely inside the aircraft. A second Coast Guard helicopter recovered the remaining 12 over the course of two separate trips. Once on shore, the crew was met by Noble personnel who arranged accommodations, debriefing and calls with family and friends. While the majority of the crew remained with Noble, they will not see service again aboard the Kulluk, as that rig remains out of service. Instead they have been deployed to other units in the fleet.

Todd Case and his crew were recently honored for their actions during the Kulluk incident with recognition at Noble’s Worldwide Rig Management Meeting. In presenting Todd with a plaque, Bernie Wolford noted, “Todd’s steady hand and level-headed response to a perilous situation was without doubt key to protecting life, the environment and property. As a direct result of his leadership the connection to tugs was reestablished and ultimately all onboard were safely evacuated after securing the vessel for the eventual grounding.”

For his part, Todd humbly accepted the honor, noting he doesn’t focus on the dramatic events of that day. He instead focuses on what he loves—working safely and intently delivering outstanding well construction for the Company’s customers—something he has proudly done for more than 22 years.
Wether you take to the road for business or pleasure, it is critical that you take Noble’s safety culture with you. Being aware of risks, and what you can do to prevent them, will go a long way toward making your trip safe and successful. Each year, Noble employees travel hundreds of thousands of miles, both to and from their work site and while off hitch. Here are a few suggestions from Noble’s Travel Department to help make your personal and business travel as simple and safe as possible:

At the Airport
- Stay alert and watch your bags and personal belongings carefully at all times. Don’t let anyone but uniformed airline personnel handle your bags.
- Always carry proper identification such as a state issued driver’s license or passport. Keep your airline ticket and identification close to you at all times.
- Do not bring anything on board for another person unknown to you or not traveling with you, however innocent or small the package or item may appear.
- Report any unattended items or suspicious activity in the airport or aircraft to the nearest airport or airline official.
- Carry your purse close to your body or your wallet in an inside front pocket.
- Watch out for staged mishaps, like someone bumping into you or spilling a drink. Often it’s a ploy to divert your attention from your valuables.
- Keep a separate record of the contents of checked luggage in case your luggage is lost or tampered with and keep anything of value in a carry-on that stays with you.
On the Road

• Become familiar with your travel route before you start your trip. Get a map and study it before you leave.

• Make sure your rental car is in good operating condition. Learn how to operate all windows, door locks, and lights, as well as other equipment, before you leave the rental lot.

• Keep maps and rental agreement concealed, not lying on the seat or the dashboard.

• Keep car doors locked while you are driving.

• Store luggage in the trunk and park in well-lighted areas only, close to building entrances and walkways and remember to lock the car when you leave and store all valuables out of sight. Have car keys ready when approaching your car. Check the back seat and floor before you get in.

• If you are bumped by another car, think before you get out. If you are in doubt or uncomfortable, signal the other driver to follow you to a nearby police station or a busy, well-lighted area where it's safe to get out. If you have a cellular phone, call someone for assistance.

At the Hotel

• Never leave luggage unattended in public areas and keep all hotel doors and window locked.

• Insist that hotel personnel write down your room number at check-in rather than stating out loud the number of your room. Learn the locations of fire exits, elevators, and public phones, in case of an emergency.

• Make sure your room has an indoor viewer (peephole) and dead bolt lock.

• As it will be your responsibility and not the hotel’s, be sure to keep valuables, portable devices, cash etc. in the hotel safe when you’re not using them.

• Before taking a cab, ask the staff about directions and estimated costs to familiarize yourself with the area and avoid being taken advantage of by someone preying on a traveler.

• Always verify who’s at your hotel room door. Don’t open the door to someone you don’t know. If an unexpected visitor claims to be a hotel employee, call the front desk to confirm.

Each one of us matters to someone else, whether it’s to a parent, sibling, child, neighbor or team member. We work safely so we can enjoy everything that waits for us at home and in our communities. My hope is that every employee will make safety during travel a priority.

~Debra Simmons, Noble’s Travel Manager
Navigating the Course of Environmental Compliance

While an offshore drilling contractor, Noble is also a marine company. Noble’s rigs are considered vessels under various marine laws, including a law called the International Convention for the Prevention of Pollution from Ships (commonly referred to as “MARPOL”).

What is MARPOL?

MARPOL is an international law designed to protect the marine environment. It prohibits or limits discharges of oil, trash, plastics, and sewage from vessels, and limits the exhaust emissions of certain substances. Many countries, including the Flag State of all of our rigs, are signatories to this international law and have enacted implementing legislation.

In the United States, MARPOL-related laws are enforced by the EPA and the Coast Guard. MARPOL violations can result in significant fines, penalties, and sanctions, as well as prison time for individuals who violate these laws. MARPOL cases in the U.S. have involved criminal charges for intentional discharges of waste oil, sludge, plastics and other pollutants. The enforcement authorities may also bring criminal charges against companies or individuals when the records concerning such discharges or controlled systems are inaccurate or incomplete. Enforcement often includes felony charges for making false statements, obstruction of justice, destruction of evidence, and witness tampering. Examples of violations also include acts of bypassing an oily water separator (“OWS”) and falsification of required records such as an oil record book (“ORB”), a garbage log, or records regarding the use of low sulfur marine fuel.

Recent enforcement actions in the U.S. have involved all types of commercial vessels, including rigs. Since 1998, there has been over $200 million dollars in corporate penalties; hundreds of vessels forced operate under a court-supervised Enhanced Compliance Plan (“ECP”); and many individuals sentenced to multiple years in prison.

The government’s growing enforcement actions have involved increased coordination by inspectors, investigators, and prosecutors in key ports, with an investigative focus on corporate officials, increased sanctions, and an expanded awareness campaign. Action by the government has also included enhanced onboard inspections and close review of records, as well as expanded international enforcement cooperation between countries, including referrals to and from other coastal states, International Maritime Organization and INTERPOL, and similar bi-lateral efforts.

Why is MARPOL important to Noble?

MARPOL and laws like it are in effect everywhere Noble operates, and Noble requires all of its employees to comply with all applicable laws and regulations. Compliance is also in line with and emphasized by Noble’s Values:

- Honesty and Integrity
- Safety
- Environmental Stewardship
- Respect
- Performance

Operating in compliance with MARPOL supports our commitment to be good stewards of the environment.
What do I need to do?

Follow the law, Noble’s Code of Conduct, and Noble’s policies and procedures.

Remember to Speak Up—if you think there is a compliance issue, report it.

If you are asked questions during an inspection, investigation, or onboard audit, answer truthfully, don’t guess. If you aren’t able to answer, say so, and refer that person to your supervisor, the Captain, or the Rig Manager.

If you have questions or concerns about MARPOL or other environmental compliance requirements, you have several options:

- Talk to your supervisor.
- Contact the Designated Person Ashore (“DPA”) for your Region.
- Use the Noble Line:
  1-877-285-4162 (US & Canada)
  704-544-2879 (Collect Call Number)

Noble’s approach is to be proactive, act voluntarily and go above and beyond regulatory compliance in our efforts to protect the environment.
Promotions and Advancement
May 2014 – October 2014

**Brazil**
- Brian McElroy, Assistant Rig Manager
- Joseph Pennington, Rig Manager

**Europe & West Africa**
- Firas Adi, Operations Manager
- Keith Brown, Drilling Superintendent
- Lanchester Dardar, Materials Supervisor

**Middle East & India**
- Fred Bigger, Drilling Superintendent
- Alexandre Ferraz, Drilling Superintendent - Junior
- Christopher Kenny, Rig Manager
- Charles Self, Assistant Rig Manager
- Jerry Speed, Rig Manager

**United States**
- Lewis Ainsworth, Procurement Supervisor
- Troy Bryant, Drilling Superintendent - Junior
- Jessica Cherry, Fixed Asset Accountant
- Clarisia Cina, Manager - International Tax
- Moses Comeau, Rig Manager
- Gregory Cooper, IT Manager - Systems & Networking
- Jimmy Cowan, Subsea Materials Supervisor
- Derek Craft, Rig Manager
- Darren Crouch, Traffic Supervisor
- Matthew Daugherty, Health, Safety, Environmental & Quality Supervisor
- Scott Davis, Senior Manager - External Reporting
- Sam Denman, Director of Technical Services
- Angel Forfang, Learning Systems Specialist
- Christopher Forlizzii, Captain/Master
- Kenneth Glenn, Mechanical Systems Manager

**Regional Managers**
- Jason Goodie, DP & Electronics Systems Superintendent
- Jerry Green, Subsea Superintendent
- Michael Harmon, Electrical/Electronics Superintendent
- Adam Harper, Supervisor - Inventory Control
- Priscilla Heistad, Human Resources Manager
- David Hiscocks, Controller - Eastern Hemisphere
- Jody Hughes, Rig Manager
- Mary Johnson, Control System Maintenance Superintendent
- Rachel Jones, Payroll Analyst
- Casey Jones, Assistant Rig Manager - Junior
- Joey Kawaja, Regional Manager - US Gulf of Mexico
- David Keith, Materials Specialist
- Lisa Kirkwood, Manager - Risk and Claims
- Bobby Koonce, Project Manager
- Kristin Kurnava, Proposals Coordinator
- Therald Martin, Vice President Operations - Eastern Hemisphere
- Chelsea McCarty, Human Resources Generalist
- Meagan McCurley, Recruitment Supervisor
- Mike McLeod, Director - Administration & Contracts
- Amanda Redmon, Human Resources Analyst
EMPLOYEE Recognition

Marian Sabat  Senior Manager - Consolidations & Internal Reporting
Matthew Seel  Captain/Master
Christopher Sharpley  Rig Manager
Morgan Sholars  Personnel Coordinator
Austin Smith  Construction Manager
Karissa Sonntag  Recruitment Assistant
Anne Spyhalski  Supervisor - External Reporting
Ryan Strong  Senior Buyer

Joseph Terrell  Materials Manager
John Volentine  Materials Specialist
Lisa Ward  Controller
Richard Wasser  Recruitment Assistant
Scott Weaver  Subsea & Marine Director
Rusty Williams  Assistant Rig Manager
Megan Winter  Manager - Global Operations Training
Brian Woodward  Global Operations Manager
Need Mobile Access to Personal Information? There’s an App for that!

Workday for Mobile Devices

As the functionality of the smart phone expands to place more information at our fingertips, access to your personal information is now available on both iOS and Android devices. Once installed, the home page provides access to all of the Workday icons you already use on a desktop.

Inbox Features

The Inbox is your personal activity stream. Your Inbox includes Actions and Notifications, such as: Approvals, To Dos, and status notifications, etc. that are sent to you by your organization’s business processes. You can action those items for most activities directly through the mobile application.

Other Features

- You can change your contact information (personal phone number and email address) when you select My Profile.
- You can view your last performance review, compensation and a timeline of your job history at Noble under My profile.

Setup Workday on the iPhone

1. Install the Workday for iPhone application through the Apple App Store or directly from your phone using the App Store icon.
2. Launch the iPhone’s Setting application. Scroll down and touch Workday to open the Workday settings, where you can configure the service’s web address and your tenant.
3. In the “Tenant” field, enter Noblecorp.
4. Launch Workday for iPhone and sign-in with your normal Workday user name and password.
Focused Anticipation

Successful skeet shooting requires focused anticipation, knowing how to react quickly and having the right tools and safety equipment for the job. Noble crews worldwide have these same essentials skills to complete safe and efficient operations each day. We salute the crews of those rigs who have distinguished themselves with outstanding safety performance for a job well done.

RIG MOVES

The Tom Madden heads to the Gulf and two EVAs catch a ride west.
The Noble LINK is published by and for the employees of Noble Corporation and its subsidiaries and for our clients and friends. Comments regarding the Noble LINK should be directed to:

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