

4 way in terms of the capital expenditure  
5 phasing over a number of years as well  
6 as the operating expenditures over a  
7 number of years.

8 So they're different  
9 concepts that you want to explore.

10 The feeling clearly was that  
11 Shell Deepwater Services didn't quite  
12 do what they perhaps hoped in Shell  
13 Development Angola to really examine  
14 all these different development concept  
15 avenues, and that we were just using  
16 one concept or two concepts, I can't  
17 recall that, which indeed could have  
18 been termed as being more conservative  
19 than others. That's what I understand,  
20 that's what my recollection is of when  
21 I wrote that particular paragraph in  
22 that email.

23 Q. In the first sentence of  
24 that first paragraph on the last page  
25 you say "I can assure you that I am

0280

1 MATTHIAS BICHSEL  
2 personally pushing and cajoling my  
3 staff to get the most out of what is  
4 possible." What specifically did you  
5 do to push and cajole your staff to get  
6 the most out of what is possible?

7 A. What we find most often in  
8 subsurface evaluation that technical  
9 staff tend to be a bit blinkered. They  
10 instead of really using a divergent  
11 methodology to come up with different  
12 ideas, you need to basically encourage  
13 them, push them, cajole them, whatever  
14 words you want to use, to basically  
15 think out of the box, think wider than  
16 normally. That's what I was saying and  
17 that's what I was doing and that's what  
18 I'm still doing.

19 Q. When you say "get the most  
20 out of what is possible," what are you

2 by SDS which is where you were at the  
3 time with SEPTAR and SEPCO?

4 MS. ASHTON: Objection to  
5 form.

6 A. We in this particular  
7 instance asked SEPTAR to provide a  
8 service and SEPCO to provide a service  
9 to SDS within the arrangements that we  
10 had that with SEPTAR would be done  
11 under a CTR arrangement, we would have  
12 to pay for these services from them. I  
13 cannot recall what the arrangement was  
14 for payment for SEPCO for that  
15 particular service.

16 Q. Were there meetings and  
17 interactions between SEPTAR and SDS  
18 with respect to this?

19 A. I do not recall.

20 Q. Was there communication  
21 between SEPTAR and SDS with respect to  
22 this project?

23 A. I do not recall that.

24 Q. What did you mean in the  
25 last, second to last line where it says

0290

1 MATTHIAS BICHSEL

2 "To ensure that we are not missing  
3 anything and literally leave no stone  
4 unturned at our next peer review  
5 session" what did you mean by the  
6 phrase "leave no stone unturned"?

7 A. This refers back to my  
8 phraseology which I used before about the  
9 divergent thinking. I wanted to make  
10 sure that indeed if there are development  
11 concepts, development opportunities that  
12 would allow to optimize the reserves  
13 maturation as opposed to optimizing on  
14 cap ex, capital expenditure, or  
15 optimizing on the -- on the production  
16 costs during the lifetime, so that we  
17 really used that, and again using some  
18 engineering expertise from SEPCO who has