

Exhibit 100

From: Inglis, Robert R.B.
To: 'peterLosborne@hotmail.com'
CC: Simon, Grigore G. /SIEP /SDAN-AM; Smits, Wouter W.G. /SIEP /SDAN-AM
BCC:
Sent Date: 2001-04-02 09:02:37.000
Received Date: 2001-04-02 09:02:00.000
Subject: SONANGOL PRESENTATION
Attachments: Sonangol Visit to Shell 1st May 2001.doc

Peter, Grigore; Wouter,
See following comments from Ian Hines. We need to discuss this over next few days.

Regards,

Rob

-----Original Message-----

From: Hines, Ian I. /777319 On Behalf Of Hines, Ian I. /777319
Sent: Saturday, March 31, 2001 4:04 PM
To: Inglis, Robert R.B.
Subject: SONANGOL

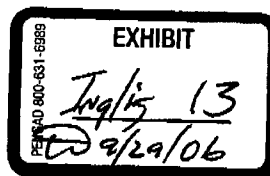
Rob,

Several of the key players were out this week but I have given the organisation an initial heads up on the Sonangol meeting at the SDS VP level, see attached note.

I have made a number of suggestions on the range of topics. We need to make sure that these are tuned to your specific needs but this provides plenty of scope. Any comments or preferences welcome.

The more difficult issue is how to pitch the Block 18 presentation given the current fragility of the project, bp's poor performance and the ongoing discussion around the strategy. As discussed, we need a very clear steer from you on what message you wish to deliver (there are lots of issues here e.g. on the current project economics, the incomplete nature of bp's - and our own work, bp's performance, whether you plan to or even should be making a play for the operatorship etc). Block 18 is clearly a more complex beast than we ever imagined and I remain concerned about expectations on block value and early oil

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which still seem to have a high profile within Shell and bp. However, the more I think about this, the more I realise that we still need to get the internal alignment which we raised at the Stakeholder workshop sorted out.

The current lack of a viable development raises many questions on what you intend to say to Sonangol and our approach in supporting these messages - which clearly depends upon whether you plan future dilution and what role Sonangol will play in this. I keep hearing corridor talk about 'deals' in Angola - I understand that they were even mentioned openly during this weeks reviews of the LCB and UUDW where multi block swaps were hinted at. Not sure to what extent these have been shared within SDS management.

Given that I am out all next week, the upcoming strategy meetings (including Rich and Matthias?) and the fact that we will not be directly involved in these, I would urge you to use these meetings as an opportunity to engage the SDS management team fully in your intent. It would also be appropriate to follow up your approach to us for the Sonangol presentation by a proper dialogue at the SDS VP level so that the discussion is elevated to the right level and to ensure that everyone is in the loop on all fronts. I have made a start here but you/Peter will have more impact.

You could also use the West African Strategy meetings to setup a specific discussion (which we could join by telecon) to discuss the issues and the way forward.

Not sure if any of this is helpful but wanted to share my thoughts on the need to try to get everyone aligned.

Regards,

Ian.

-----Original Message-----

From: Hines, Ian IM SIEP-EPT-DE

Sent: 30 March 2001 13:03

To: Sears, Richard RA SIEP-EPT-DE; Knight, Barry BP SIEP-EPT-DE;
Malouta, Dean DN SIEP-EPT-DE; Wilhelm, Chandler CT SIEP-EPT-DE;
Buckley,

Bruce BR SIEP-EPT-DW; Hasan, Mahdi SM SIEP-EPT-DD

Cc: Lohr, Fran FA SIEP-EPB

Subject: First outline for Sonangol Meeting 1st May

Gents,

I would like to give you a heads up on a request from Shell Angola for SDS to host senior representatives from Sonangol in Houston in the OTC week. for

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which a tentative date of May 1st is proposed by SDAN.

The objectives of the visit, as framed in the attached note - currently under review by SDAN/EPG -are to :

- "support Shell Development Angola's growth plans and help achieve the 2001 milestone of "Establish preferred partner/JV status with Sonangol".
- "Showcase Shell's Deepwater Capability as Operator and Non-operator"
- "Profile relevant (Shell) technology that would have a significant impact on hydrocarbon production in Angola"
- "Gain insights to Sonangol plans and thinking"

SDAN are proposing a full day comprising a mixture of formal presentations and an informal get together (perhaps over dinner) which they would host with our assistance. The formal presentations provide an opportunity to showcase Shells capability across the full life cycle. This could include a selection from the following options:

- (i) SDS Value proposition
- (ii) Regional studies for the Lower Congo Basin (LCB)
- (iii) LCB exploration support (e.g. our joint studies with Sonangol for UUDW)
- (iv) Enabling technology for the LCB (e.g. subsurface, Smart wells, DTL, unlocking stranded gas)
- (v) Project delivery, for which Nakika and Bonga provide powerful and relevant demonstrator analogues.

We have also been asked to assist SDAN by providing Sonangol with a Shell perspective on Block 18, including reserves base, development challenges, and also go forward plans if Shell were the operator. This will need to be structured carefully, in view of the current fragility of the B18 project economics, concerns over bp's performance to date and ongoing discussions on our positioning in Angola and B18. I have asked SDAN to give us a clear steer on the strategic direction/message which they wish to deliver, and see SDS providing the supporting landscape. We can then put together a storyline (on our evaluation) which complements the overall direction. I understand that there will be a series of discussions, including SDAN, EPG and SDS reps (Rich and Matthias?) on the strategic direction for West Africa, LCB/Angola during the next 2 weeks. This should provide the direction and help us to shape the programme accordingly.

I would appreciate your thoughts/suggestions on this, after which we can begin to put a programme together with SDAN.

I will be out of the office next week on leave, but will pick this up on my return by

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which time SDAN's needs should have matured. Suggest that we then have a telecon/meeting (including SDAN) to discuss the issues raised and agree the way forward.

Regards,

Ian.

Ian Hines
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Shell Deepwater Services
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Sonangol Visit to Shell 1st May 2001 - Planning

A group of visitors from Sonangol, including the Block 18 chairman, have been invited to spend a day with Shell in Houston, on 1st May 2001 (Provisional). The aim of this visit is to support Shell Development Angola's growth plans and help achieve the 2001 milestone of "Establish preferred partner/JV status with Sonangol".

Objectives:

- Showcase Shell's Deepwater Capability as Operator and Non-operator
- Profile relevant (Shell) technology that would have a significant impact on hydrocarbon production in Angola
- Gain insights to Sonangol plans and thinking

Discussion:

Sonangol are only too well aware that Girrasol has grown significantly in cost and has been severely delayed through poor front end planning - arguably similar issues have impacted Kuito - they would probably like to hear how Shell approach projects to avoid these pitfalls. Some case studies may be of interest.

We also need to show them that we are a good partner, even if not an operator. Showing how we are organised for Block 18, the work we do to challenge BP and the reason we do it would provide a suitable platform to say what we want to about B18. We need to develop this story line but I think it should cover:

- Realistic assessment of reserves base
- Discussion of challenges and how to solve them
- Go-forward plans and schedule if Shell were operator?
- How we plan to influence BP?

Proprietary technology may be an enabler to gain access to new acreage in Angola - there is significant interest in gas. Do we have something to show (Fong? Other?)?

We do not want to over-load the visitors with presentations and we need to have some informal entertainment (drinks/meal/other?) to be able to create an atmosphere where we can build relationships and talk openly.

Sonangol saw us as an arrogant operator - we must not convey this impression, even when profiling our successes. We must project the view that we would work with them in close partnership and be a reliable partner.

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Attendees:

Sonanagol:	Block 18 Chairman, others to be advised
Shell Angola:	Rob Inglis, Peter Osborne, Luuk Karsten? Grigore Simon?
SDS:	Ian Hines & team, Others?

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