

## Macondo Thoughts



December 2, 2010  
Dave Pursell

\*Disclaimers on page 31 of this document.

## Culture Matters

“I encourage you to look for the correlation between well-run, successful companies, and those who are most competent in safety. *If you can get safety right, then you are likely to be very good at managing your operations effectively.*”

Lee Raymond – ExxonMobil  
March 9, 2005  
Two weeks before BP's Texas City Refinery Explosion

## The Invisible Hand of the Market ?

- Space Shuttle Challenger – 1986
  - Rockwell International – shuttle and shuttle engines
  - Lockheed – ground support
  - Martin Marietta – external fuel tanks
  - Morton Thiokol – solid fuel booster rockets
- Trading halted in Thiokol only
  - End of trading day – Thiokol down 12%..others down ~2%

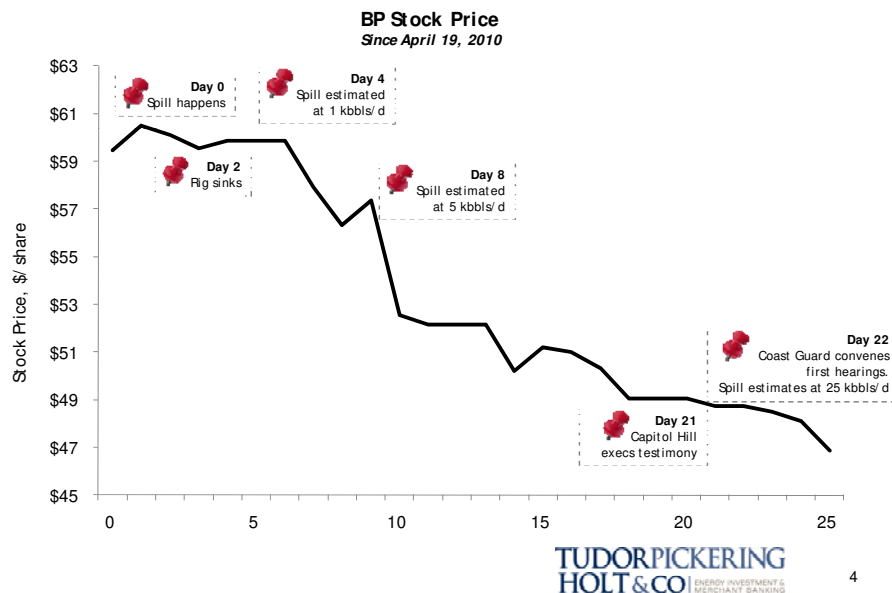
“perplexing situation that while the markets appear to work in practice, we are not sure how they work in theory”. Maureen O’Hara - Cornell

TUDORPICKERING  
HOLT & CO | ENERGY INVESTMENT & MERCHANT BANKING

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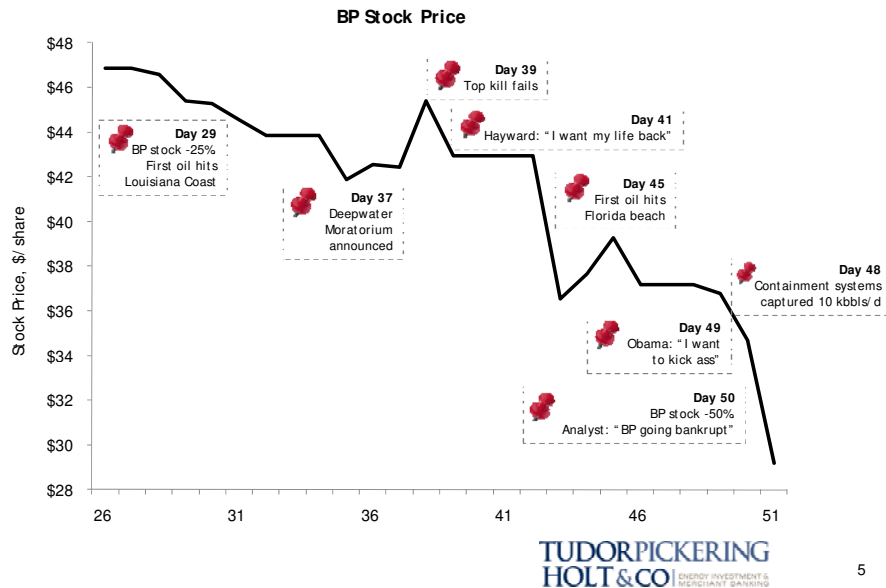
Source: RigData

## Macondo Slaps the Invisible Hand - First 25 Days



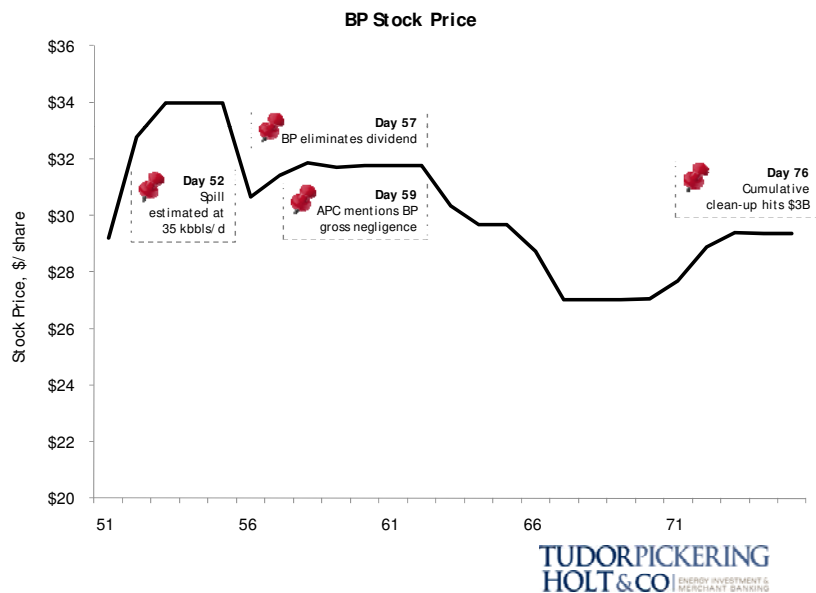
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## Macondo Slaps the Invisible Hand Day 26-51



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## Macondo Slaps the Invisible Hand Day 51-75



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First appeared as part of the conference materials for the  
2010 Offshore E&P, and Shale Gas Development session  
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