

-- SPEECH --
ALAN L. BAIN
PRESENTATION OF THE WALLACE AWARD®
TO
EUAN BAIRD
OCTOBER 23, 2006

On behalf of The American-Scottish Foundation®, I am particularly pleased to have the opportunity to honor Mr. Baird tonight.

As our visual presentation has shown, Euan Baird, a proud Aberdonian, demonstrated leadership qualities early in life. Nurtured in a family committed to the promise of social justice, shared human values and kinship with the underdog, he wholeheartedly embraced these tenets not, however, like his parents in the context of socialism, but in the spirit of free enterprise, thereby demonstrating “a capacity and indeed, a willingness to be different,” traits that he ascribes to his Scottish upbringing.

The willingness to be “different” is, to a large degree, responsible for his success in business. He embraced the virtues of the global economy long before the notion of such a thing existed. He aggressively sought out the best available talent for Schlumberger wherever located and regardless of gender and offered opportunity and equal pay to all for similar work, a convention-defying treatment of employees at the time. His was not just a noble

sentiment but a conscious decision that this was the right action to take for the company. His decision is validated in the facts and the numbers. When Euan took over as Chairman and Chief Executive Officer, Schlumberger employed 49,500 and had annual revenues of \$4.95 billion. Fifteen years later the number of employees totaled 78,000 and its annual revenues exceeded \$13.5 billion. This was achieved as a result of his international focus. The company was truly global operating in over 100 countries and employing nationals representing over 140 countries.

Euan's formidable mind enhanced by strength of character, focus and determination supported by his charming and vivacious Danish born wife, Angelica, clearly propelled his extraordinary success in business. But these qualities were never more in evidence than when he faced the most daunting challenge of his life in 2003: to recover from a near fatal stroke. Unable to speak for a year and handicapped by paralysis on his right side, he set about his recovery with the same single-minded determination that had always served him so well.

Euan used the rewards of his commercial success to engage in philanthropic practices that would have made his socialistic parents proud. He has been particularly generous to his native Scotland even though he now considers Paris and New York his two spiritual homes.

As a result of Euan's identification with New York and the USA and love for his native Scotland, The American-Scottish Foundation® and Scotland, both benefited from his vision and generosity.

In 2000, The Foundation, responding to a last minute request from a group based in Washington, D.C. to support a local Tartan Day initiative, contacted a few individuals and corporations in a last ditch effort to gain support to mount this fledgling initiative.

Within days Euan responded. His donation encouraged others. The combined funding that year resulted in the initial Tartan Day program in D.C. which included an academic forum, a business forum, a street fare, the presentation of the Wallace Award®, a luncheon in the Senate and a Reception at The British Embassy.

Official Scottish visitors immediately grasped Tartan Day's profile-raising potential for Scotland as well as the benefits it could bring to American-Scottish relations; Mr. Baird's & the Foundation's joint aspiration – an aspiration that we see fully realized here tonight!

By 2006, Euan's early investment in Washington D.C.'s Tartan Day had blossomed into Tartan Day celebrations in New York City alone that lasted eight days, not to mention Tartan Day activities taking place in Chicago, Washington D.C., and other cities, towns and villages around the country. Events, in New York City's eight day extravaganza, included an eight-day film festival, a New York City Marathon qualifying "Scotland Run" in Central Park, a Parade up

Sixth Avenue, a series of "Conversations" sponsored by five of Scotland's leading universities involving leading communicators from both sides of the Atlantic, an exhibition of contemporary Scottish artists' prints, a series of performances by the Scottish Youth Theatre, an exhibit from holdings of Scotland's National Galleries and a Scottish Village nestled in Vanderbilt Hall which, for those eight-days, offered a daily smorgasbord of food, fashion, and fun. That combined activity involved an investment in excess of \$1,500,000, further cementing the American-Scottish relationship by attracting over 300,000 visitors.

In Scotland, too, Tartan Day was celebrated in the cities of Aberdeen, Dundee, Edinburgh, Perth, and Stirling as well as in the counties of Fife and Angus.

Mr. Baird, as you can see, the American-Scottish community and Scotland are forever in your debt for your vision and generosity as well as the courage to take a chance on an untested yet potentially transforming concept to be implemented by a group then unknown to you.

I trust you will accept the collective heartfelt thanks of all assembled here to honor you tonight, for your personal integrity and values, vision and generosity, determination and courage. We trust, too, that you will take great pleasure in the realization of your aspirations for closer relations between Scotland and the USA.

Your impact on those around you and their disappointment at not being able to be with you tonight is well expressed in the responses of your former colleagues at Schlumberger represented by both Bari Ross and an admiring Engineer on behalf of his fellow engineers; your fellow Director at Scottish Power, Charles Miller Smith; and Andrew Gould, your successor as Chairman and Chief Executive Officer at Schlumberger.

I now ask your daughter Maiken Baird to step forward to read these tributes.

Bari Ross wrote:

"In 1990, when Euan Baird asked me to join him as part of the Schlumberger team in New York I was thrilled and terrified. I soon realized that my job would be as diverse as Schlumberger itself. One of the most enjoyable aspects of my job was the work we did on behalf of the American-Scottish Foundation. It was exciting and challenging to see Mr. Baird's plans grow and flourish, and I felt particularly happy to help where and when I could.

It was an honor and privilege to work beside Mr. Baird directly for over 13 years, and I am proud to have been able to support him, as well as his family, Schlumberger and Scotland.

Congratulations Mr. Baird. Your friends and colleagues are very proud of you, as am I."

The Engineering staff wrote:

Thousands of persons at Schlumberger or ex Schlumberger like me have met Euan at numerous occasions. And have appreciated him. They want all to send him a personnel message of sympathy and encouragement, but don't have any means of doing so. Please do so during the reception, you are organizing for him, if the occasion presents itself.

Mr. Smith wrote:

"Sadly Debjani and I have been booked for many months for a business trip to India next week, so we will be unable to join The American Scottish Foundation and the Bairds at the dinner to honour Euan. It is a great personal sadness for both of us because Euan, as you know, is one of the outstanding Scots of his generation, who has achieved so much, including a remarkable recovery from an awful illness.

We would both loved to have been there to honour Euan and Angelica, both of whom we hold in the highest esteem."

And Mr. Andrew Gould added:

"I have known Euan Baird for 27 years. I have always admired the dogged determination and extraordinary discipline with which he approached both his personal and professional problems.

Certainly in his life at Schlumberger he was able to mix his determination with a considerable sense of humor. The mark he left on Schlumberger is indelible. His leadership in creating what has become the only true multinational corporation in the world was exemplary. He also encouraged a long term technical vision of how Schlumberger should be which is showing its true value today.

Euan always had the intellectual curiosity that meant he was both an innovator and a formidable critic not afraid to

constantly call in to judgment the accepted wisdom. It is very hard to be both a leader and a rebel but Euan manages this better than anyone I have ever met.

I wish Euan and Angelica every success at Euan's coming out evening and congratulate him on the Wallace Award®."

Now, by authority invested in me, by unanimous vote of the Board of Directors of The American-Scottish Foundation®, taken at a meeting duly called and convened, I hereby present you, Euan Baird, the Foundation's Wallace Award® on the occasion of its 50th Anniversary Gala Dinner held in New York City on October 23, 2006.

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