
Baker Energy Company Overview

Parent Company Information

John Wood Group PLC

Stock Symbol:	Wood Group (LSE)
Founded:	1969
Employees (worldwide):	27,000
Countries (worldwide):	50

Wood Group has three businesses—Engineering & Production Facilities, Well Support, and Gas Turbine Services—providing a range of engineering, production support, maintenance management and industrial gas turbine overhaul and repair services to the oil & gas and power generation industries worldwide.

- Engineering & Production Facilities is a leading provider of engineering design and project management services for the development of new offshore and onshore oil and gas fields as well as the enhancement, modification, operation and maintenance of existing infrastructure in offshore and onshore oil and gas facilities.
- Well Support's services, products and solutions are focused on enhancing production rates and economic recovery from oil and gas reservoirs. Well Support is among the market leaders in artificial lift using electric submersible pumps (ESPs), in the provision of surface wellheads and valves and in the provision of electric and slickline services in the Gulf of Mexico.
- Gas Turbine Services is a leading independent aftermarket provider of maintenance, repair and overhaul services for gas turbines, steam turbines, controls and other high-speed rotating equipment, used for power generation, compression and transmission in the oil & gas and power generation industries. Also repairs a wide range of gas turbine accessories and components.

Company Growth

Baker Energy was formed in 1990 with the acquisition of Houston-based energy industry Operations and Maintenance company, MO, Incorporated (founded in 1982). Since its inception, Baker Energy has grown its business in the United States and expanded internationally through the acquisition of London-based Overseas Technical Service (founded in 1947). Today, Baker Energy is involved in projects both



offshore and onshore in North America and large international projects in West/North/Southern Africa, Asia and South America.

Baker's North American energy business grew at 40 percent per year starting in 1998 with the expansion of its Managed Services performance-based operating model in the Gulf of Mexico. This growth was further augmented by the acquisition of another

Operations and Maintenance company, Lafayette-based Steen Production Service (founded in 1960), in 1999. Steen's portfolio of clients enabled Baker to enter into and expand upon new areas of operation such as the Inland waters of the Gulf Coast and the Deepwater Gulf of Mexico region. In terms of total



production managed, number of personnel, and number of facilities operated, Baker is the leading production operator in the Gulf of Mexico's Inland and Deepwater sectors.

In late 2009, the Engineering and Production Facilities division of international energy services company, John Wood Group PLC (Wood Group), acquired Baker Energy. Wood Group Engineering & Production Facilities is a market leader in engineering design, construction management and project management services, providing 'life-of-field' engineering, including greenfield and brownfield engineering, production enhancement, operations and maintenance, and commissioning. With an extended range of engineering services in the design and operation of both offshore and onshore oil & gas production, transportation and processing facilities, E&PF provides value-added solutions that are fit-for-purpose and tailored for each client.

Proven Capabilities

With Deepwater prospects worldwide becoming the primary focus of future exploration and production potential for the global oil and gas industry, Baker Energy become a leading provider of targeted solutions to meet the challenges associated with operating in the Deepwater environment. In the past five years, Baker has received industry and government recognition of its safe and responsible operations activities on multiple Deepwater projects in the Gulf of Mexico, and was honored in



2007 with its second consecutive MMS National Offshore Safety Award for Excellence in the Production Contractor category. In addition to providing skilled manpower to operate and maintain Deepwater production facilities, Baker assists its clients with the development and implementation of common maintenance strategies that incorporate Computerized Maintenance Management System (CMMS) business models across their Deepwater facilities. Baker also has experience developing operations

manuals and operating procedures and providing operator training for Deepwater developments in various offshore basins around the world.

Baker's Managed Services operating model has broadened the scope of services the company offers clients in both offshore and onshore environments. The Managed Services model is focused on one key mandate: profitability improvement. Baker's Managed Services business model helps clients achieve increased operating income through a combination of production optimization and sustained reductions in operating expenses. For clients with onshore facilities, Baker performs full managerial and administrative activities for their capital programs and producing properties. Offshore, Baker has organized a network of marine vessels, helicopters, shore bases, information technology, safety and compliance systems, specialists, and a leadership team that manages the sharing of these resources to improve profitability for Managed Services clients. Currently, Baker has performed Managed Services contracts for oil and gas producers in the Gulf of Mexico, the Wyoming's Powder River Basin, the North Slope of Alaska, the Atlantic Rim in Southern Wyoming, as well as a gas processing facility in Escambia County, Alabama.

Global Presence

With over 2,300 employees worldwide, Baker Energy provides Operations and Maintenance services to the oil and gas industry in Nigeria through its subsidiary companies, Overseas Technical Service Nigeria Limited (OTS Nigeria) and Overseas Technical Service International Limited (OTS International). These companies have more than 30 years of experience in Nigeria. OTS Nigeria is a company incorporated in Nigeria, with 47.2% Nigerian shareholding. The company provides in-country logistics and the services of Nigerian National staff. OTS International is a company incorporated in Vanuatu and is a wholly owned subsidiary of the Michael Baker Corporation. The company provides the services of Expatriate staff and the technical support of other Baker companies to projects in Nigeria. OTS Nigeria holds a current certificate from the Department of Petroleum registration (DPR), which is required to provide in-country services.

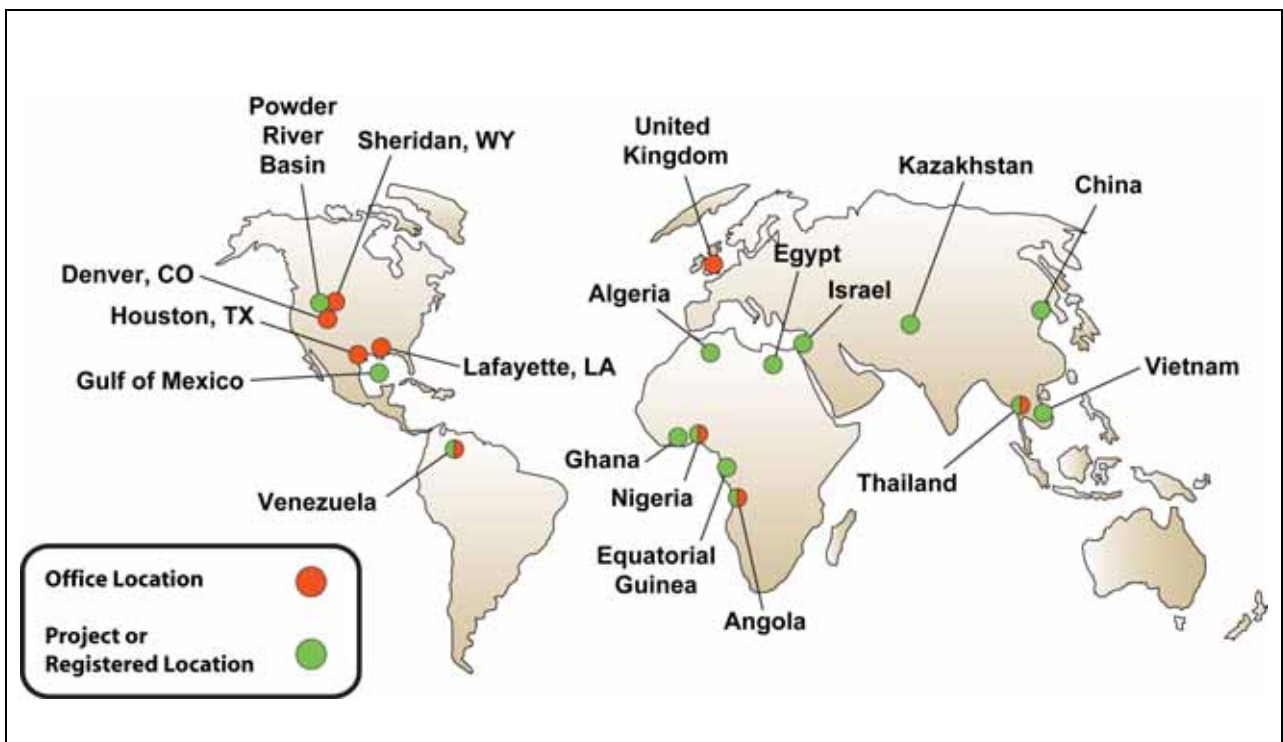


Baker Energy entered the Latin American market in 1997. In just five years, Baker expanded from serving a single client to more than 20 different companies, including many of the largest oil and gas

companies operating in Venezuela. Baker provides O&M Engineering, O&M Personnel, Training, and Document Translation and Editing, and Process Engineering for oil and gas projects in Venezuela.

Since 1998, the company has been providing a wide range of services to ChevronTexaco Offshore Thailand, Ltd. for their operations in Tantawan and Benchamas fields of the Gulf of Thailand, including Operations and Maintenance personnel, OMT manual and HSE Plan development, and CMMS implementation. In addition, Baker Energy has performed a variety of services on Oil and Gas projects in Angola, China, Korea, Vietnam, Ghana, Equatorial Guinea, Israel and Algeria.

Baker Energy Global Locations



Principal Services

Labor and Manpower

- Pre-Commissioning, Commissioning and Start-up – provision of skilled personnel for onshore and offshore production and processing facilities.
- Managed Field O&M – provision of skilled personnel and management services leveraging existing infrastructure and performance management systems.

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- Supply Chain and Logistics Management – planning and management of offshore logistics and procurement to maximize facility uptime and reduce cost of moving people and materials.

Managed Services

- Engineering, Design and Construction Management
 - Civil/Survey
 - Process/Facility
 - Electrical/Instrumentation
 - Regulatory and Environmental Permitting
 - GIS and Mapping
 - Water Management
- Field Operations
 - Drilling and Completions
 - Production Operations and Maintenance Management
 - Gas Measurement
 - Production Reporting
 - Water Management
- Operations Support
 - Asset Due Diligence
 - Vendor Management
 - Regulatory and Environmental Compliance
 - Landowner Relations
 - Procurement and Supply Chain/Materials Management
 - Production Optimization
 - Safety Management and Compliance
 - Project Management



Applied Technologies

- Reliability Centered Maintenance Programs (Criticality Assessments, Asset Registry Development, RCM and FMEA Studies, Maintenance Strategy Development, Maintenance Procedure and Job Plan Development)
- Spare Parts Programs (RSPL and BOM Development, Storage and Preservation Strategies)
- Procedures and Documentation (Procedures Development, Technical Manual Development, Technical Writing and Graphic/Illustration Development)
- Warehousing and Physical Inventory (Warehouse Management, Planning and Design Recommendations, Business Processes)
- Enterprise Asset Management Systems (Maximo, JD Edwards, SAP, etc.)

- System Evaluation and Selection
- Implementations and Upgrades
- Legacy System Support
- Interfaces, Hosting and Administration
- Data Quality Assurance, Collection, Development and Migration
- Planning/Scheduling
- Reporting
- System Training
- Professional Services
 - Project Management
 - Change Management
 - Business Processes
 - Back Office Support
 - KPIs
- BakeritracSM* – Web-based software programs utilizing Geographic Information Systems (GIS) technology to provide remote, real-time access to critical operations and logistics information



Workforce Development and Training

- Competency Assurance and Training Program Development and Delivery (Classroom, Instructor-led, Web-based, On-the-Job, Site Specific)
- Virtual Plant Model Development
- Recruiting and Nationalization (Candidate Identification, Assessment, Screening and Hiring, Criteria Development, TESL, Expat Transition Plans)

HSE&C Program Management

- HSE&C Audits
- Safety and Environmental Management Programs (SEMP)
- Permitting and Regulatory Compliance – Baker uses two popular, Web-based compliance management systems, SMART™ and SEMPCheck™