

EC225, S-92 simulators to boost pilot training

A new pilot training center in Aberdeen featuring full-flight simulators for Eurocopter EC225 and Sikorsky S-92 aircraft will help in training pilots to fly the company's growing number of heavies.

The simulators from Frasca International are expected to be delivered in 18 to 20 months and will be among the first of their type to be deployed anywhere in the world. Potential sites for the Aberdeen school are currently being assessed.

The dedicated EC225 and S-92 simulators will feature the latest technology, including exact cockpit replicas and high-level mapping of airports, coastlines and offshore fields.

"The implications of this investment are much wider than simply offering state-of-the-art training for today's pilots," says Patrick Corr, senior vice president of Global Training. "It also represents a unique resource that will be a central part of our flight training program and will enable us to attract future generations of pilots."

Bristow has six EC225 aircraft operating in the North Sea and three S-92 helicopters deployed in Norway through Norsk Helikopter. Six new S-92 helicopters are in the process of being deployed in the United Kingdom, replacing Super Pumas. Additional EC225 and S-92 aircraft are on order.



Still in the design phase, full-flight simulators being purchased by Bristow will display several airports in high detail, as well as coastlines and North Sea oil fields. They will be dual-qualified as JAA FFS Level B and JAA FTD 3 devices.

High-tech simulators

Simulators purchased from Frasca International feature the company's proprietary 200-degree horizontal by 70-degree vertical display system, six-axis electric motion base, flight test validation data auto-test utility, blade element modeling, automatic certification testing, electric control loading, multichannel sound simulation and NVG compatibility. Frasca International manufactures flight-training equipment for airlines, flight schools and military organizations worldwide. Founded in 1958, Frasca has delivered more than 2,000 devices to over 70 countries.

ALERTS named 'breakthrough product of 2007'

ALERTS, the flight data monitoring system developed for light aircraft by Air Logistics and Appareo Systems, has won an award from *Aviation Week & Space Technology* as 2007 Breakthrough Product of the Year.

That news follows the FAA issuing a Supplemental Type Certificate, clearing the

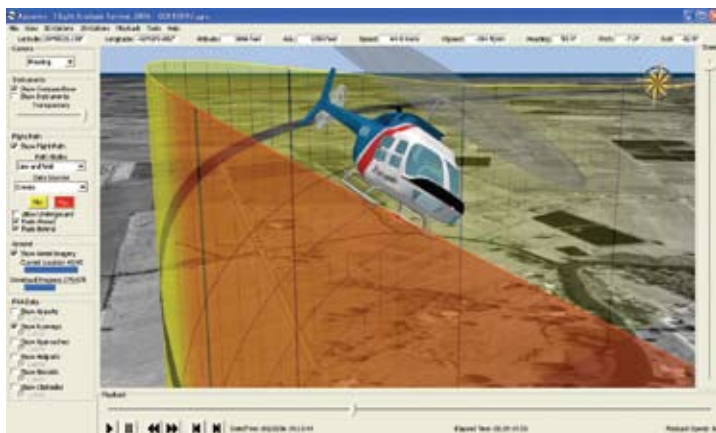
system to be used on Bell 206 and 407 helicopters. With that certification, Air Logistics and Appareo can begin to market the system.

"We believe this new technology will improve the safety of the industry overall; consequently, we plan to sell it at a small margin above our cost so that any helicopter operation in the world will be able to afford the device," says Mike Suldo, president of Air Logistics.

ALERTS is ideal for standard-configuration helicopters such as the Bell 206 and 407, but it can also be used in S-76s, AS350s, EC135s and a variety of other helicopters and light, fixed-wing aircraft.



ALERTS (Aircraft Logging and Event Recording for Training and Safety) is the first low-cost, lightweight fully integrated system designed specifically for small and legacy aircraft. *Aviation Week & Space Technology* called it an "innovative and affordable way to perform flight data monitoring."



The ALERTS system includes an inertial sensor suite and a recorder capable of storing 128 hours of high-resolution flight data.

Bristow surpasses 50 million passengers

In September, Eastern Hemisphere operations – formerly Bristow Helicopters – surpassed the 50-million-passenger milestone. Bristow Helicopters was founded in 1953 by former Royal Navy pilot Alan Bristow.

EUROPE

AGR Peak

Work began in September on a 14-month assignment in the North Sea supporting the Transocean Prospect and Sedco 704 drilling rigs with an AS332L and EC225.

BP/Talisman

Norsk Helikopter has received a letter of intent to provide an additional S-92 for three years.

Britannia Operator Limited

Britannia Operator Limited (BOL) has signed a 10-month contract for an AS332L Aircraft to support their BritSat project in the central North Sea.

Senergy

Aberdeen-based Senergy Limited has signed a 10-year contract for support of its central and northern North Sea operations. Flying operations began in August and will initially support a drilling project. The contract includes an 18-seat AS332L "Tiger" aircraft and 19-seat EC225 aircraft.

SOUTH & CENTRAL AMERICA

Helicol

Colombian helicopter operator Helicol has won a contract from Petrobras for one BH212 supporting offshore drilling operations from Santa Marta, Colombia. Bristow will dry lease the aircraft to Helicol for a one-year term.

Líder Aviação

The Brazilian helicopter operator is leasing two new S-76C++ aircraft to fulfill a Chevron contract for three years that includes two one-year options to extend. The first aircraft will begin operation in June 2008, the second in December 2008.

Petro-Canada

Bristow Caribbean has begun service offshore Trinidad on a contract to provide one BH412 for a term of three years, plus two one-year options to extend.

Repsol

This three-year contract for Bristow Caribbean calls for two BH412s and one backup, and includes yearly options to extend.

SOUTHEAST ASIA

Shell Australia

Shell has confirmed its requirement for a second AS332L during the upcoming cyclone season. Service begins in November 2007. An additional EC225 will be required starting in summer 2008.

WEST AFRICA

Chevron

The oil giant has awarded a five-year contract for service via a Cessna Citation XLS and single-engine floatplane. The contract expires in July 2012.

SPDC

This contract in Nigeria for six EC155s has been extended for two years.

GLOBAL TRAINING

New contracts for Bristow Academy in Titusville, Florida, are for Heliservicio, the Peruvian Air Force, Bristow Helicopters (Nigeria), Nigerian Air Force (Presidential Air Fleet), Ghana Air Force and Gulf Helicopters in Qatar.

In the largest of the contracts, Bristow Academy provided instrument ground training for 42 Heliservicio pilots in Mexico. Those pilots will travel to Titusville to receive instrument familiarization training in the Schweizer 300Cbi. Thirty-eight pilots in the Peruvian Air Force will receive emergency procedures and NVG training.

Article touts changes in helicopter demand

In an article published in *World Oil* magazine, Bristow's Mark Duncan and Mark Frank cautioned energy companies that strong demand for helicopter services worldwide is expected to continue. The message: Book transportation 12 to 24 months before a project begins, or risk potential costly delays.

"Non-energy markets and political conditions have converged with growing sector demand to create a 'perfect storm' in helicopter services markets," say Duncan and Frank. They cite a PFC Energy forecast that suggests "the possibility of shortages in all helicopter types and in most significant energy-producing basins."

Among the article's other key points:

- Airframe manufacturers serving the energy industry have fully committed production queues for at least the next two years.
- At the end of 2006, more than 45 percent of the world fleet had been in service more than 20 years.
- The focus on larger, deepwater fields means less helicopter transportation is needed per barrel of oil produced.
- Deepwater fields are usually farther from shore, requiring operators to add medium-sized and large helicopters to their fleet.
- A six-month delay for flight simulator time has developed on some new aircraft, delaying aircraft deployment.

For the complete article, see Helicopter Market Forecast on the Investor Relations page of the Bristow website.

Bristow promotes services at Helitech 2007

Bristow was among the 250 exhibitors at Helitech 2007, Europe's largest helicopter exhibition. The early October event was held at the Imperial War Museum Duxford in Cambridge, in the UK.



Bristow promoted its helicopter services, technical services, UK Air Rescue consortium, Bristow Academy and Target Zero.



CEO Bill Chiles and Alan Bristow, founder of Bristow Helicopters, had a lot to discuss at Helitech 2007.



Bristow's booth space included a reception area where customers, suppliers and Bristow personnel gathered for quiet discussions.

Air Logistics supports Island Operating mission of efficiency, safety

For nearly a decade, Lafayette-based Island Operating Inc. has turned to Air Logistics for offshore transportation. What started as a contract for seven helicopters has expanded to 32, with Air Logistics flying crews and equipment to more than 700 platforms in the Gulf of Mexico.

Island Operating provides on-site production management for clients operating in the Gulf of Mexico, including Devon Energy and Apache. Safe, reliable transportation to and from offshore platforms is essential to fulfilling the company's mission.



Gregg Falgout

must be upheld. In our history with Air Logistics, we've never had any major issues with safety, availability of aircraft or the quality of the pilots," he states.

"Safety and compliance are two words you hear a lot in our offices," says Gregg Falgout, founder and CEO of Island Operating. "In order to manage offshore properties, we have tight standards that



Safety comes first for both companies

Island Operating's goal of zero accidents "fits perfectly" with Bristow's Target Zero initiative, adds Falgout. The companies' safety-first relationship benefits both productivity and the well-being of Island Operating's 1,500 employees, who work from Mobile Bay to Corpus Christi.

Falgout notes that with over 4 million staff-hours recorded each year on offshore platforms, Island Operating has never experienced any critical safety-related problems. "Air Logistics deserves credit for helping us achieve a strong record," he says. "Their commitment matches ours."

Air Logistics removes 'transportation burden'

"We don't need to worry about weather conditions, air-traffic issues or other problems that crop up," says Falgout. "I know that Air Logistics will come through for us. When we began working with them, I was clear that we didn't want just another company to do business with. We wanted a strong relationship. That's what we got."

That relationship has allowed Falgout and his management team to spend less time worrying about shuttling personnel and equipment between the mainland and platforms, and more time developing new business and focusing on client service.

"Our operations are in good shape, compared to the industry at large," says Falgout. "When you're working offshore, you can't afford many slip-ups or mistakes. Things have to run efficiently and safely, in tandem. That's why we appreciate a partner like Air Logistics."

What do you really think?



Bristow passengers arriving at and departing the Bristow heliport in Aberdeen, Scotland, are being asked to complete surveys that will help the company monitor and improve the customer experience. The number of responses to survey requests at participating Louisiana bases has exceeded expectations.

COBI Tip: Meetings with Competitors

Our Code of Business Integrity prohibits "any understanding or agreement . . . which would illegally limit or restrict in any way either party's actions."

It happens frequently. A customer asks Bristow to obtain support from a competitor or to support a competitor for the customer's benefit. As a result, you find yourself in a business or social meeting with a representative from another helicopter operator.

What can you talk about in that meeting? What should you not talk about?

Considering strict competition (anti-trust) laws in many countries, you're right to be cautious. You must comply with the law, but you also want to maintain the working relationships required to support customer operations.

Generally, it's fine to attend a meeting initiated or requested by a customer to support their operations. Additionally, meetings with competitor employees at informal or social gatherings are not prohibited. But be extremely careful; discussions must not be allowed to move

onto prohibited topics. Those include prices, costs, bids, marketing, terms of sale and any other competitively sensitive information.

If an inappropriate subject is raised at a meeting, you should object. If the discussion continues, leave the meeting. If an inappropriate topic is raised by a competitor's employee, report the conversation immediately to company legal counsel.

That's just what a senior employee in Holland did when a competitor called to suggest a meeting to discuss training – an appropriate topic – and then steered the conversation into discussing another competitor. Knowing this was an inappropriate subject, our employee objected to the topic, then immediately reported the matter to company legal counsel.

If you are in doubt about whether a proposed meeting with a competitor is lawful, you must obtain advice from company legal counsel before that meeting.

For more information on this topic, review the Global Competition training module (Bristow Group online Business Integrity Training Site), particularly the Global Competition handbook (under the 'Resources' tab) and the Guidelines on Meetings with Competitors (Business Integrity section of our intranet site).

AUSTRALIA

Aussies go the distance for



Bristow serves customers from 11 Australian bases.



Bristow pilots cover "vast areas of nothingness" over land and water, says Rod Pulford. Shown here is the rugged environment of northwest Australia.



A maintenance contract with the Republic of Singapore Air Force has Bristow performing maintenance on AS332L3s.

SNAPSHOT

General manager: Rod Pulford
Headquarters: Perth
Number of employees: 285
Number of aircraft: 19
Year established: 1967
Leading customer: Woodside
2006 flight hours: 12,000
2006 revenues: \$73 million (U.S.)



Small bases in remote locations are typical for handling just a few aircraft.

Round-trip flights that can last six hours, with no place to divert. An average distance between bases and country headquarters of nearly 1,000 miles. Bases that can be operating one day and not the next.

Welcome to Bristow in Australia, mate.

"The size of the area we service and the vast areas of nothingness present unusual issues," says Rod Pulford, general manager of Bristow's Australian operations. That includes issues such as flying out to a single platform 250 miles offshore and not seeing another structure along the way.



Rod Pulford

About 100 pilots at 11 bases cover those "vast areas of nothingness," flying mostly heavies – including nine Super Pumas – and seven medium S-76 helicopters.

Pilots, mechanics and base staff aren't the only ones who can feel isolated. Pulford and his team in Perth, the oil and gas center

of Australia, are 250 nautical miles from the nearest base and 2,800 miles from the most distant.

Thank the rising price of oil for the distances that Bristow flies for customers, which include Woodside, Chevron, BHP, Shell, Apache and Santos.

"Higher oil prices have changed the dynamic of the industry here in Australia. Oil fields that were previously thought of as too far away are now attractive," says Pulford.

Consortium approach attractive to customers

Bristow works for some of the region's leading companies individually. It also serves them through two consortia.

"Our competitors weren't interested in setting up this sort of arrangement because they figured they could sell more aircraft space without it. But if you deliver a service that saves your customers money and they are happy with it and they can't get it from anyone else, you have a very good business that's not likely to go away."

For one consortium, Bristow charters a fixed-wing aircraft to transport passengers

customers

from Perth to a hub where helicopters can ferry passengers to different locations. The consortium shares the costs and Bristow manages the arrangement.

Beyond oil and gas

Bristow Australia isn't limited to oil and gas or flying. One customer is the government of Singapore, which arranged with the Australian government to develop a base in Queensland where its military pilots could train. Bristow has the maintenance contract, with nearly 70 personnel maintaining Singapore's squadrons of Super Puma aircraft.

Another contract is for EMS support for the Australian federal police scattered throughout the Solomon Islands archipelago, as part of RAMSI (Regional Assistance Mission to the Solomon Islands). For this contract, a Super Puma is fitted with long-range tanks to give it an effective range of more than 600 nautical miles.

A bright future ahead

It's E&P activity, however, that is driving the need for more people and aircraft. Pulford expects to add four AS332 Super Pumas and 20 pilots within the next six months. Mechanics are also being recruited. An apprenticeship program in Queensland is helping to fill the need.

Bristow Australia also benefits from staff retention that would make other Bristow managers green with envy. "It's on the order of 98 percent. Most people join us and don't want to leave. That's just how we want to keep it," says Pulford.



Australia is the only place where Bristow flies the seven-passenger BK117 from American Eurocopter.

Faces of Bristow

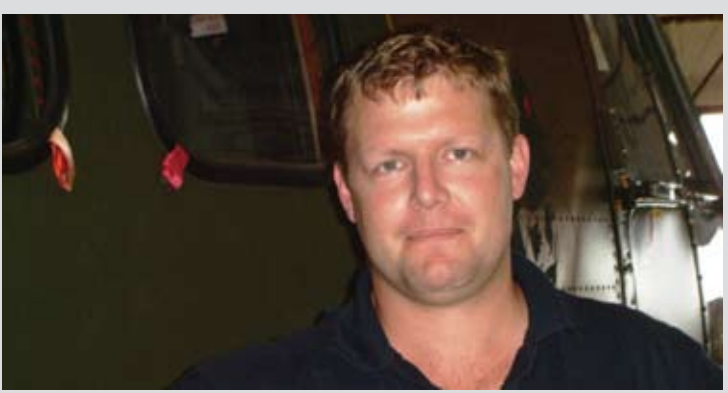
Nearly 300 Bristow employees work in Australia. Here are three:



Bob Turner is chief pilot for Bristow Australia operations. With more than 36 years flying with Bristow, he's the company's most senior pilot in the Eastern Hemisphere. *Highlight:* "There have been many in 25 years of operations outside Australia; leaving some of those operations have been particular highlights. Some great ferry flights through the Caribbean, Europe to Southeast Asia and around the Far East. Flying a new type before I retire will be another."



Travis Brand is a first officer who joined in April of 2006. *Highlight:* "That would have to be working with such a professional group of people. I have never encountered such a close-knit group of pilots working for one company."



Dave Kinman joined Bristow in 1999. He is crew leader engine and airframe for BDI (Bristow Defence Industries) in Oakey. *Highlight:* "Grasping the opportunity to become the first mechanical apprentice after joining the company as a trades assistant, I achieved results in the top 10 percent. I am now a crew leader and am working toward a license."



Internal processes lead to external success

In the previous two issues of *Bristow World*, I highlighted two elements of our five-year strategy: employees and customers. This issue, I'd like to look at the role our internal processes play in that strategy and our progress in those areas.

Safety comes first

It should be no surprise that processes devoted to delivering industry-leading safety are at the top of the list. Developing a culture of safety through Target Zero builds on the progress we've already made through our Safety Management System.

Participants in Target Zero leadership workshops are following up on their action plans from the workshops. Target Zero training is being cascaded throughout the company.

Develop global standards

Developing global operating standards is required for a company of our size and international scope. Global standards promote safety. They offer customers a better, more consistent experience. They promote richer job experiences and more mobility for employees.

We now have real momentum in creating those standards. We've gone from ad-hoc cross-ocean teams with little corporate support to formal teams supported by an active corporate global standards organization. That organization is led by Bill Hopkins and includes managers for safety, operations and engineering standards.

Developing and implementing global Human Resources standards is another important component. That's a key assignment for Hilary Ware, our new HR vice president. I'm pleased to say that most of the work of developing our global brand standards is complete, although we are continuing to repaint helicopters to the new standards.

Enhance compliance

We've also made great progress in our efforts to enhance compliance. Most employees are trained in our Code of Business Integrity, and our hotline is being used. While I believe we're well on the road to making compliance a permanent part of our culture, we've all learned that complacency and confusion

about compliance lead to problems. Integrity is a core value that won't change.

Pursue operational excellence

When an aircraft is on the ground, we lose money. In fact, we're losing \$1 million a month in AOGs (aircraft on ground) and penalties. Our goal is to get to the heart of why aircraft aren't flying. We're looking at ways to make maintenance more efficient by standardizing practices.

Centralized operations business units in the Western and Eastern Hemisphere should help reduce aircraft downtime, enhance operations support and customer service, and improve cost efficiency through minimizing inventory and supply levels.

Leverage information and technology

A lot of us take sophisticated IT capabilities for granted. In some of our locations, however, we are challenged just to get reliable Internet access. In West Africa, for example, we are building infrastructure, primarily using satellite capability, to improve access.

In total, we are building a global IT system that will enable all employees to benefit from our IFS enterprise software. We are developing good controls within our IT system. This, in turn, will help us deliver common standards and ensure that our processes are similar across the world. From this we will be able to gather more accurate and timely information to help us make better decisions.

Next issue we'll look at what we expect our strategies to deliver in the way of financial performance.

William E. Chiles
President and CEO



TARGET ZERO



The Bristow Group Culture of Safety

Update

Global safety survey

The 2007 global safety survey was launched with Bristow Academy, that organization's first opportunity to contribute to the soon-to-be-regular survey of all employees. All other divisions will be surveyed before year's end.

The 2007 survey has fewer, more focused questions – a recommendation from employees following the 2006 survey.

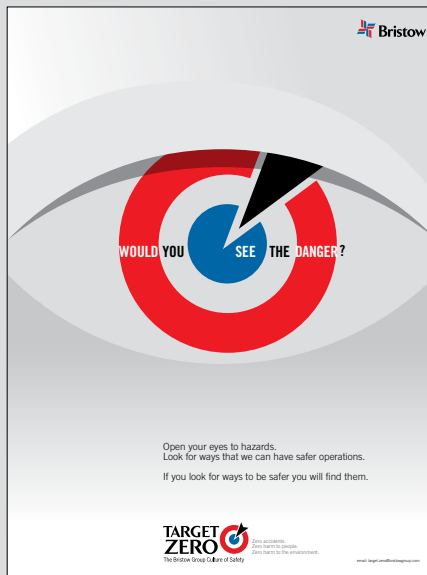
Safety leadership workshops

The 24th workshop is scheduled for New Iberia in late November. More than 550 people from across the company have taken part in the two-day workshops focused on developing safety leadership skills and cascading the Target Zero message.

Following the workshops, participants develop an action plan focused on activities to increase employee involvement in safety.



In addition to discussing 2006 safety survey results, leadership styles, accident case studies and Safety Management Systems, Target Zero leadership workshops include practical exercises that test risk assessment, planning, safety observation and feedback.



See the danger: Target Zero posters are making their way around the Bristow world. Each emphasizes a key personal behavior that can help protect employees, families, colleagues and customers.

“By now almost every employee should have had the chance to discuss the Target Zero safety vision and the associated safety beliefs, commitments and expectations with one of the workshop participants,” said Andy Evans, corporate manager, Global Quality and Safety Standards.

Calendar coming soon



Keep safety in mind all year round' with the 2008 Target Zero calendar, to be distributed soon to all employees.

Copies will be available to provide customers with a constant reminder of Bristow's commitment to Target Zero.

Come visit



Stop by and stay a while. The Bristow intranet has a lot to offer these days. Shop on the company store. Find internal job openings. See company news. Access help desks. Get messages from senior management.

News Briefs

HOMP introduced in Nigeria

As part of the HOMP (Helicopter Operational Monitoring Program) safety initiative, flight data recorders have been installed in two AS332Ls operating from the Snake Island base in Nigeria. Flight data from each aircraft is automatically transferred each night and sent via satellite link to Aberdeen for analysis. Flight crews are now also entering flight details into the INTOPS V2 system, using the same satellite link.

HOMP was developed in 1999 as a practical way to give crews confidential feedback and identify improvements.

Petronas presents safety award

Joint venture affiliate Turkmenistan Helicopter has been honored by client PETRONAS Carigali (Turkmenistan Sdn. Bhd.) with an HSE Excellence award for 2006/2007.

Bristow focuses on leadership

Executives and senior management will attend the Bristow leadership workshop, November 8-11, in The Woodlands, near Houston. The workshop subject: “Applied Leadership and Communications.” Board Chairman Tom Knudson will be one of the speakers.



Making friends in Libya

Eighty well-behaved children from a school in Misurata, Libya, were guests for a tour that included passenger check-in and security, watching the safety video and a close-up look at a Super Puma AS332L. Bristow began work in Libya early this year for Woodside, through Mediterranean Aviation Company Limited.

Meet the fleet

If you fly for Bristow or maintain aircraft, it's time to think big. Around the world, our fleet is growing – in numbers and in the size of aircraft in the fleet.

In fact, we've just exercised options to purchase four additional Sikorsky S-92 helicopters and three S-76C++ helicopters. Deliveries are expected in late 2008. In late October, the company took delivery of an important fleet addition, the EC135. It's the company's first light, twin-engine aircraft. (See page 11.) Here's a look at the dominant aircraft in our fleet today.



Large

S-92

Manufacturer: Sikorsky
Where we use it: North Sea
Passenger capacity: 19
Cruising speed: 151 kts
Range: 495 nm
Weight: 26,500 lbs
No. in fleet: 4
No. on order: 13 commitments/10 options
Pilot comment: "The S-92 is an impressive helicopter. It is fast and powerful. Whilst pilots love the state-of-the-art cockpit and responsive controls of this stable helicopter, the passengers love the very roomy cabin and faster trip times." – Captain Tim Rolfe, Chief Training Captain, Aberdeen



Medium

S-76C++

Manufacturer: Sikorsky
Where we use it: Gulf of Mexico, Nigeria, North Sea, Kazakhstan
Passenger capacity: 12
Cruising speed: 138 kts
Range: 411 nm
Weight: 11,700 lbs
No. in fleet: 15
No. on order: 10 commitments/30 options
Pilot comment: "It's comfortable, smooth, fast and everything it's advertised to be." – Captain Herb Graddy, Galliano, Louisiana



Large

EC225

Manufacturer: Eurocopter
Where we use it: North Sea, planned for Australia
Passenger capacity: 19
Cruising speed: 141 kts
Range: 443 nm
Weight: 24,251 lbs
No. in fleet: 6
No. on order: 3 commitments/8 options
Pilot comment: "The EC225 is a very powerful, fast and technologically advanced aircraft. It's a joy being able to carry 19 passengers, all their bags, some freight and full fuel and still not be at the max weight." – Captain Tim Glasspool, Chief Pilot, Aberdeen



Medium

EC155

Manufacturer: Eurocopter
 Where we use it: North Sea, Nigeria
 Passenger capacity: 12 (2 pilots)
 Cruising speed: 143 kts
 Range: 427 nm
 Weight: 10,846 lbs
 No. in fleet: 10
 Pilot comment: "The most noticeable difference is the reduction in physical fatigue after completing consecutive multi-sector flights. Despite certain performance limitations, the EC155 is undoubtedly a positive step toward a safer offshore helicopter environment."
 – Dave Denman, Chief Training Captain, Europe



Large

AS332L

Manufacturer: Eurocopter
 Where we use it: North Sea, Nigeria, Australia
 Passenger capacity: 20 (2 pilots)
 Cruising speed: 141 kts
 Range: 454 nm
 Weight: 18,960 lbs
 No. in fleet: 31
 Pilot comment: "Having over 30 years of multi-engine command on offshore helicopters, I have found that for payload, reliability, range and operational versatility, the AS332L Tiger is the outstanding helicopter of my era."
 – John Ward, Head of Check and Training, Bristow Australia



Medium

Bell 412EP

Manufacturer: Bell
 Where we use it: Mexico, Trinidad, Nigeria, Egypt, Mauritania
 Passenger capacity: 13
 Cruising speed: 115 kts
 Range: 356 nm
 Weight: 11,900 lbs
 No. in fleet: 36
 Pilot comment: "It is one of the smoothest-flying aircraft I've ever flown."
 – Captain Ivan Melo, Heliservicio



Small

Schweizer 300CBi

Manufacturer: Sikorsky
 Where we use it: Titusville, Florida
 Passenger capacity: 2
 Cruising speed: 80 kts
 Range: 225 nm
 Weight: 1,750 lbs
 No. in fleet: 41
 No. on order: 5
 Pilot comment: "The Schweizer 300CBi is a great trainer for its stability and how forgiving it is on the controls. This saves students time and makes me less nervous!"
 – Neil Christie, FAA instructor

Journey of the S-92

“Accepting” a new helicopter from the manufacturer isn’t like heading down to your local showroom to pick up a new car. Just ask Tim Rolfe and Kevin Pickering.

Rolfe is Bristow’s chief training captain for the S-92, the 19-passenger heavy being introduced into North Sea operations. Pickering is the chief engineer in Scatsta, the first UK base to deploy the S-92.

The two were part of an acceptance team that included Henning Hagen and Roy Ratdal from Norsk Helikopter. Norsk has already deployed six of the S-92s, so Hagen and Ratdal had expertise to share.

The three-day acceptance process in Pennsylvania required logbook checks, component serial number crosschecking, revision of the Alert Service Bulletin and Customer Service status, a thorough visual inspection and a comprehensive flight test.

Following resolution of some minor issues, the S-92 became Bristow property, and the journey to its new home in the UK began.

Photos by Kevin Pickering



The helicopter is loaded aboard a cargo ship for the 12-day voyage to Southampton in England.



Chief Engineer Kevin Pickering unveils the aircraft's new identity.



Chief Training Captain Tim Rolfe tests the S-92 in the skies over Pennsylvania.



Blades are refitted in Southampton.



The S-92 lands at Dundalk Marine Terminal in Baltimore, Maryland, from Pennsylvania.



All spruced up, the newly Bristow-branded S-92 was flown to its new home in Scatsta, where it is used to transport crews for IAC (Integrated Aviation Consortium).

Questions & Answers

HAI Chairman Suldo sees bright future for helicopter operators

Mike Suldo knows the helicopter services industry. As a senior vice president of Bristow



Mike Suldo

Group, he uses that knowledge to lead the company's Western Hemisphere operations. His influence is bigger than that, though. As chairman of the board of directors of Helicopter Association International (HAI), Suldo is a leader for the entire industry.

We asked Mike to wear his HAI hat and answer some questions about the helicopter services industry.

BW: What is the state of the industry for helicopter operators?

Suldo: Things have never been better. The industry is cyclical, and a lot of people are waiting to see if the current upswing will come to an end, but the projections I see don't indicate a down cycle any time soon. Offshore support is booming. Even if oil prices dropped \$20 a barrel, that's still a pretty high price for oil. In fact, demand is high for helicopters across the industry. In the air medical sector, we're seeing extended availability with more helicopters in operation and better access to remote and rural locations. More helicopters are being manufactured, and more are being deployed every day.

BW: Talk about consolidation in the industry.

Suldo: There's a lot of activity. Companies are buying each other and forming bigger companies. Air Methods acquired Rocky Mountain Helicopters and recently bought CJ Systems. RotorCraft Leasing has bought several smaller companies. Seacor Holding bought TexAir and Keystone Air Medical. The end result will be better operations and better availability.

BW: What is the forecast for helicopter manufacturers?

Suldo: Things look very strong. The lead time for some of the larger helicopters, which are becoming more popular worldwide, is two to three years. In some cases, manufacturers are taking orders for helicopters that won't be built until 2010. Because of the scarcity, prices are higher for new helicopters, so manufacturers are seeing greater revenue. It's really been a good ride for everybody.

BW: With business booming and more helicopters being put into action every day, what's the outlook for helicopter pilots? Are you seeing any gaps in terms of qualified new hires?

Suldo: Definitely. It's like nurses ... you always hear there's a shortage of nurses, but really it's a shortage of highly qualified or specialized nurses. There are more than enough pilots with 300 or 400 hours in the industry. In the case of Air Logistics, though, we're looking specifically for pilots with 1,000 hours or more with solid backgrounds and good training. Those are hard to find right now. That's one reason we formed the Global Training division, which includes Bristow Academy.

BW: Safety is always on everyone's mind. What trends are you seeing in terms of safety?

Suldo: The industry wants a safety record on par with commercial aviation. We want to reach the point where stepping into a helicopter is as safe as stepping onto a United flight or a Continental flight. The industry has set a goal of an 80 percent reduction in accidents within 10 years. For some of us, including Bristow, the standard is 100 percent. We want zero accidents, zero fatalities. It's not going to happen tonight or tomorrow, but within the next year we should see better numbers. And we want to see the trend continue aggressively.

BW: You see companies across the industry. How is Bristow performing financially relative to the industry?

Suldo: We've always been a leader. Our operations are very strong. Our main strength is that we're a conservatively capitalized company that operates in a proactive manner. We set a goal in 2005 to double revenue in five years, with a 20 percent return on capital, and we're ahead of schedule. Our revenue increased over \$200 million last year. That helps us buy new-generation helicopters and acquire better safety technology, and find and keep the best employees.

About HAI

With more than 1,500 members in 68 countries, Helicopter Association International (HAI) is a leader in advancing the helicopter operator industry. Initiatives include safety improvement, the annual HeliEXPO trade show, operations improvement and legislative affairs. To learn more about HAI, visit www.rotor.com.

"The industry has set a goal of an 80 percent reduction in accidents within 10 years. For some of us, including Bristow, the standard is 100 percent. We want zero accidents, zero fatalities."

EC135s join fleet

The new-generation light-twin aircraft from American Eurocopter joined the fleet in the Gulf of Mexico in late October. A second is scheduled to arrive in early November. Two other EC135s are set for delivery to affiliate PAS in Egypt in 2008.



The aircraft has a cruising speed of 137 kts and accommodates six passengers. It has a maximum weight of 6,415 pounds.

"The EC135 is the company's newest and most-capable twin helicopter. It's a great complement to the Bell 407, and gives us increased capabilities to serve customers farther offshore," says Mike Suldo.

Hilary Ware named to lead HR

A 25-year Human Resources professional with international experience at BP and BHP Billiton Petroleum is Bristow's new vice president of Global Human Resources. Hilary Ware replaces Bill Hopkins, who now leads the Global Standards organization.

Ware has lived and worked in Europe, Russia, Australia, Africa and the Middle East. Most recently, she served as HR vice president at BHP Billiton Petroleum and Hanover Compressor Company. She worked for BP and predecessor companies in a variety of HR positions over a 20-year span. She graduated from the University of California at Berkeley in 1977 with a degree in industrial psychology.

"We believe Hilary's international experience and perspective will be very beneficial to Bristow as we seek to grow our operations worldwide," said CEO Bill Chiles.



Hilary Ware

High Flyers

Flight instructor **Viktor Wallin** has earned Bristow Academy's Broken Wing Award for exceptional professionalism in an emergency situation. Wallin took the controls from his student after a clutch warning light illuminated and stayed on longer than allowed. Wallin descended to 500 feet when both clutch belts snapped on his Robinson R22. "The full-down training I received two weeks earlier certainly came in handy," he says. His quick actions resulted in only minimal damage to the aircraft and no injuries to him or the student on board. ...Affiliate Aviasheff has presented **Nikolai Silenko**, pilot inspector and senior specialist responsible for rescue equipment provision, with the Honored Pilot of Russian Federation Award. The top-ranked pilot has more than 10,000 hours in the air. ...Thirteen brave Bristow souls proved their prowess on water in the 5th Annual St. Catherine's Dragon Boat Race in Crawley, England, in early September. Led by **Helen Decourcy-Harrison**, an assistant accountant in Redhill, the team finished 16th among 34 teams and raised more than \$3,000 for charity.



Viktor Wallin, right, accepts the Broken Wing Award from Bill Chiles.



Dragon boat racers from Bristow paddled and raised money for St. Catherine's Hospice, which provides free hospice care to people living in Crawley, Horsham, Mid Sussex and South-East Surrey.

Management Changes

Robert Wade is the new director of operations for Air Logistics. He has served as pilot, base manager, assistant Gulf Coast manager and Operations manager. ...**Phil Mitchell** joins Bristow in December as business unit director for Centralized Operations in the Eastern Hemisphere. His 23-year career includes engineering and supply chain responsibilities for the Royal Air Force and Ministry of Defense. ...Changes in the Corporate Accounting group include the promotions of **Brian Allman** to



Denise King

Chevron Phillips Chemical Company. ...After more than 34 years of loyal service to Air

corporate controller and **Michael Shaffer** to director of corporate accounting. ... **Denise King** has joined the Western Hemisphere finance team as controller for the South America Business Unit. Most recently, she worked for



Benton Selman

Logistics, **Jack Christy** has retired as director of Maintenance. Filling his very big shoes is **Benton Selman**, who joined the company in October 1993 as a line mechanic and has worked his way up through assignments at field bases and offshore locations.

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