

AW139 to join Australia, U.S. Gulf fleets



Bristow's first AW139 helicopter arrived in December. More than 440 AW139 helicopters have been ordered by 120 organizations from almost 50 countries. That includes more than 100 AW139 helicopters destined for offshore oil & gas operations.

Deliveries of medium-sized twin-engine helicopters manufactured by AgustaWestland introduce a new manufacturer and aircraft type into the Bristow fleet.

The AW139 from AgustaWestland joins the Bristow fleet of more than 220 medium Eurocopter, Sikorsky and Bell helicopters. First deployed commercially in 2003 and having accumulated more than 160,000 flight hours, the AW139 will be available for Bristow customer use in early 2010.

"We are adding the AW139 to our fleet as a result of discussions with a number of customers who will require this aircraft model in several of our markets over the next few years," said Bill Chiles, president. "Taking delivery late in 2009 and in early 2010 gives us sufficient time to have this new model type in our fleet to meet the demand for future requirements."

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New contracts point to exploration, drilling revival

Contracts valued at more than \$200 million awarded in Australia, Brazil, Mexico, Nigeria, Norway and the United Kingdom suggest continued easing of the energy industry downturn and global recession.

Multiyear contracts from the AOW Consortium and Statoil lead the list of new contracts and renewals won by Bristow and its affiliates.

"No one is close to declaring victory, but these contracts and more stable energy prices are great news," said Mark Duncan, senior vice president, Commercial. "They also underscore that our ongoing fleet renewal and emphasis on safety are valued by customers."

AUSTRALIA

The AOW Consortium, which includes Origin Energy, Woodside Petroleum and Roc Oil (Vic), awarded Bristow a five-year contract for crew transportation using a Sikorsky S-76C++ and S-76A+.

Additionally, the contract includes five years of options. Within one month of winning the contract, Bristow established a base at Tooradin (See Basebuilding, page 11) and began flying missions for AOW into the Bass Straits off Victoria.

BRAZIL

Lider Aviação, which has 42.5 percent ownership by Bristow, was awarded five-year contracts with Petrobras for eight S-76C+ helicopters. The aircraft had been on short-term contracts with Petrobras. Six of the aircraft have started the new contracts, while the other two are being adapted to new equipment standards at Lider maintenance facilities in Brazil.

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ATTENDING HELI-EXPO?

Realignment takes next step to integrated global organization

Bristow leaders aren't taking any chances with the fledgling recoveries of the energy industry and global economy. In late December, CEO Bill Chiles announced a series of organization changes designed to help the company boost return on capital and achieve its next five-year plan.

"We're creating an organization that's better prepared to achieve both short-term and long-term success," he explained. The new organization will be led by a streamlined senior management team.

PERSONNEL CHANGES

In the new organization:

- Senior Vice President Mark Duncan leads the Commercial Division. He's responsible for Global Business Development, Mergers and Acquisitions, Planning and Budgeting, Strategy, Non-Consolidated Operations and Joint Ventures, and Bristow Academy. He also coordinates OEM relationships.
- Senior Vice President Richard Burman leads Operations, with responsibility for all business units, Centralized Operations and Global Quality, Safety, Standards and Recurrent Training.
- Senior Vice President Hilary Ware leads Administration, with responsibility for Global Human Resources; IT; Global Communications; Shared Services for Finance, Accounting, Human Resources and IT; and Corporate Office Support and Global Travel.

Vice President and CFO Elizabeth Brumley continues to lead the Finance and Accounting organization, with responsibility for Investor Relations, Treasury, Risk Management and Tax. Vice President and General Counsel Randall Stafford remains in charge of Legal and Internal Audit.



Mark Duncan



Richard Burman



Hilary Ware

MAJOR MOVES

Structural changes include:

- Elimination of the Eastern and Western Hemisphere divisional boundaries
- Combining Centralized Operations into a single global organization
- Combining the Other International Business Unit and the Latin America Business Unit into a single International Business Unit
- Forming a single North American Business Unit integrating the Gulf of Mexico and Arctic Business Units
- Creating a global Shared Services organization to support Finance, Accounting, Human Resources and IT

"The reorganization is primarily focused on the way we do things internally," Chiles noted. "But we anticipate that our global structure will facilitate the exchange of best practices and the establishment of global standards to allow us to operate at the top of our game everywhere. Ultimately, this will help us provide clients with the highest levels of safety, customer service and value."

Completion of key reorganization activities is expected by end of March.

Air Logistics rebranding under way

The name for Bristow operations in the U.S. Gulf of Mexico and Alaska is being changed from Air Logistics to Bristow.

This final step in the company rebranding that began in 2006 will bring all company operations under the Bristow name. The process of rebranding aircraft, buildings, signage, uniforms and related business materials is under way.

In 2008, Latin America operations were rebranded from Air Logistics International. The Air Logistics name dates back 35 years to when it was a subsidiary of Offshore Logistics.



Rebranding is under way from Alaska to the Louisiana and Texas Gulf coast. Andrew Marsh helps spread the word in Fairbanks, Alaska.

Helicopter donation helps promote offshore industry

When Hurricane Ike hit Galveston, Texas, in 2008, the *Ocean Star* Offshore Drilling Rig and Museum took a direct hit. So did the helicopter that sat atop this retired jackup drilling rig, which was turned into a museum and tourist attraction in 1997.

In late 2009, Bristow donated a Bell 206L-1 to the Offshore Energy Center, which founded the museum and sponsors offshore industry awards programs and an education outreach program.

Thanks to the Bristow donation, visitors to the *Ocean Star* can once again get an accurate picture of life offshore, including the importance of helicopter transportation to the job of drilling for and producing oil and gas.



The *Ocean Star* attracts 35,000 visitors annually. Learn more about the museum at oceanstaroec.com.

Bristow board adds three directors

Ian Godden, Bruce Stover and John May have been elected to the Bristow board, which has expanded from nine to 10 directors.

Godden is the chairman of AIDIS, a trade organization that represents the civil aviation, space, defense and security industries in the U.K. He is also the chairman of Farnborough International, which operates the International Air Show in the U.K.

He will serve on the board's Corporate Governance and Nominating Committee.

Stover is executive vice president of business development for Endeavour International Corp., an independent energy company focused

on the exploration, production and acquisition of energy reserves in the North Sea and United States. He's also worked for Anadarko Petroleum Corp. and Amoco Production Co.

Stover was named to the board's Compensation Committee.

May was elected to replace Jonathan Cartwright, who resigned from the board last November. He is currently executive director of Caledonia and chairman of Amber Chemical Co. Ltd. He also serves as director for Begbies Traynor Group plc, British Empire Securities and General Trust Ltd., Oval Ltd., Rathbone Brothers plc and Satellite Information Systems Ltd.

He will serve on the board's Audit Committee.



Ian Godden



Bruce Stover



John May

AW139 to join Australia, U.S. Gulf fleets

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An ergonomic cockpit, excellent handling characteristics and low vibration levels significantly reduce pilot fatigue and enhance comfort.

One AW139 was delivered to Bristow in late December and will operate in the U.S. Gulf of Mexico. The aircraft meets the most stringent civil and government certification standards, including the FAA and JAA FAR/JAR Part 29 requirements. It will be fully compliant with OGP (International Association of Oil & Gas Producers) standards.

“AgustaWestland put a tremendous effort into exploiting the AW139’s

AW139 **SNAPSHOT**

- 414-gallon primary fuel capacity, 132-gallon auxiliary capacity
- 165 kts maximum cruising speed
- 14,110 lbs.
- Pratt & Whitney Canada PT6C-67C turbines
- State-of-the-art 5-bladed main rotor
- Honeywell Primus Epic fully integrated avionics system
- 4-axis digital AFCS
- Large flat-panel color displays in cockpit
- Meets FAA and JAA FAR/JAR Part 29 requirements

performance capabilities by developing a number of procedures specifically designed for the oil and gas segment,” says Emilio Dalmasso, AgustaWestland’s senior vice president, Commercial Business Unit. “The AW139 has allowed us to become a major player in the offshore market, and having a leading company like Bristow among our customers further demonstrates the importance we place on this sector.”

Mark Duncan, senior vice president, Commercial, sees the aircraft as a great match for difficult operating climates. “This will be an excellent aircraft for our U.S., Nigeria, Brazil and Australia operations, in particular.”

Powered by two Pratt & Whitney Canada PT6C-67C turbines, the AW139 has superior single-engine performance compared to other medium helicopters.

PILOT, TECHNICIAN GIVE **FIRST IMPRESSIONS**

Captain Stanley Joe Martin and Maintenance Technician Steve Benton recently completed training on the AW139. Here’s what they had to say about the aircraft.



A DREAM TO FLY

Wow! This aircraft is a pilot’s dream to fly. The AW139 is complex yet simple in its redundancies. Virtually everything has a backup, and some have a backup to a backup.

The PT6-67C engines have all the power you need.

The cockpit is roomy, with plenty of space to have your flight bag accessible without taking up a seat or stashing it under a seat.

The instrumentation is much like the EFIS in the S-76 and provides all the information needed to manage the flight. The other display gives pilots the ability to bring up synoptic pages for the electrical, hydraulics and fuel systems.

The aircraft is also going to be a big hit with the customers who lease it because of its advanced safety features. The aircraft also has more room than most customers are used to, with a few more inches per seat for a more comfortable ride. The flow-through cabin design can accommodate long items that cannot be cut down. Passengers will have easier access into the cabin.

The windows are large for great viewing for both the passengers and the pilots. They also have excellent exit capability in case of an emergency

egress. The aircraft has excellent fly-away capabilities OEI (one engine only) for added safety. Overall, I believe that this aircraft has great potential in Bristow’s fleet. – *Captain Stanley Joe Martin*



A TECHNICIAN-FRIENDLY AIRCRAFT

In the past, maintenance technicians had to rely on their own experience and sometimes vague information from flight crews in order to diagnose and maintain aircraft.

The AW139 takes these issues into account with the introduction of the Honeywell Primus Epic, complete

FADEC and electronic flight control system.

The AW139 was built to accommodate maintenance as well as the flight crew and passengers, made obvious by its built-in central maintenance computer. The Primus Epic “CMC” will self-diagnose and even troubleshoot major onboard systems from drive train to avionics. This greatly reduces the burden on maintenance and is extremely helpful, should an offshore maintenance retrieval be required. And anyone who has been around helicopters for more than a few years knows that the Pratt & Whitney PT6 engines in the AW139 are one of the most reliable powerplants available – another confidence-building feature. – *Steve Benton, Maintenance Technician*

AGUSTAWESTLAND'S ROLE IN GLOBAL AVIATION

While AgustaWestland N.V. was established as a joint venture just 10 years ago, its predecessor companies can trace their aviation roots back to the early 1900s.

After a century of evolution, AgustaWestland is a global leader in the rotorcraft industry as a wholly owned subsidiary of Italy's Finmeccanica S.p.A., a high-tech company with interests that include aircraft, satellites, defense electronics and missiles.

TECHNOLOGY TIMELINE

Giovanni Agusta built and flew his first aircraft in 1907 and formed the beginnings of his namesake company in Milan, Italy. By 1917, the first aircraft designed by Westland, a light seaplane scout, was built in Yeovil, England.

Both companies began helicopter production through licensing agreements. Historical highlights include:

- 1948 – Westland produces its first helicopter (for Sikorsky).
- 1952 – Agusta begins producing Bell helicopters.
- 1969 – One of Westland's biggest sellers, the Sea King, is introduced.
- 1983 – Agusta introduces the first combat helicopter designed and produced entirely in Europe.
- 1986 – The "Westland Affair," a controversy over a partnership with a U.S. manufacturer, leads to a shake-up in the Thatcher government.
- 1994 – GKN plc acquires Westland.
- 1998 – Bell/Agusta joint venture formed to develop the BA609 Tiltrotor.
- 2000 – GKN and Finmeccanica form the AgustaWestland joint venture.
- 2002 – First flight of production AW139.
- 2004 – Finmeccanica acquires GKN's AgustaWestland stake.

Bristow's AW139 aircraft will be manufactured at AgustaWestland facilities in Philadelphia and Italy. More than 30 percent of the AW139s sold to date have entered service in the oil and gas industry.

TODAY'S AGUSTAWESTLAND

AgustaWestland operates globally in the vertical-lift market through a number of joint ventures and collaboration initiatives with major European and U.S. helicopter companies. The company has manufacturing facilities in the U.S., U.K. and Italy, and employs more than 10,000 people (2008 data).

AgustaWestland is a founding member of the Clean Sky program and a co-leader of the Green Rotorcraft Integrated Technology Demonstration initiative. These efforts seek to make air travel more sustainable by encouraging the development and production of cleaner, greener and quieter aircraft.

Employees, company continued giving during lean 2009

While Bristow employees were watching their bank balances in 2009, they were also looking out for the less fortunate.

Employees in Redhill donated nearly \$9,000 to charities such as Cancer Research U.K., British Heart Foundation, Bliss (for Babies Born Too Soon, Too Small, Too Sick) and St. Catherine's Hospice. Some of those donations came through employee participation in events ranging from a long-distance bicycle ride to a fantasy football league.

In Australia, pilots and engineers grew moustaches throughout November in a fund-raiser that contributed \$2,800 for Men's Health Awareness, which works to prevent and treat prostate cancer and depression.

In Nigeria, employees rallied around CRARN (Child's Rights and Rehabilitation Network), which provides homes and education for orphans.

Employees in the Acadiana region of Louisiana donated more than \$5,000 to the United Way of Acadiana and \$500 to the Junior League of Acadiana. Events during the year included a day filled with food, fun and games at the Acadiana Regional Airport. A food drive late in the year partnered with Food Net.

Bristow Academy continued its charitable activities, including the support of the San Juan Orphanage in Pucallpa, Peru. Academy donations of \$5,000 and personal donations of nearly \$3,000 funded Christmas presents for 58 children, pillows, wheelchairs and more.

In Houston, contributions were made to numerous charitable organizations, including Ronald McDonald House Charities and Houston Food Bank. Corporate also sponsored the Sheltering Arms Turkey Trot, which provides services to the elderly, as well as the Houston Achievement Place Gala, which benefits physically abused and homeless children who need foster care.



In November, several Bristow pilots and engineers in Australia grew moustaches to raise money for Men's Health Awareness.

Fleet management device debuts with safety, efficiency gains

Bristow took a big step forward in the electronic and digital age in December with the launch of a new fleet management device (FMD) in Trinidad and Tobago.

The onboard system, customized for Bristow flight operations, enables crews to accomplish their pre- and post-flight record-keeping tasks with more accuracy and efficiency. Data captured include crew activities, destinations, flight times, weight, balance and aircraft and client information.

“The goal was to come up with a standardized product that would be able to capture flight data electronically and have it entered into our system in almost real-time,” says Mark Fontenot, who served as global flight operations standards manager when the FMD was launched. “This increases efficiency significantly in many areas, from speeding up invoices to making flight data available quickly to anyone who needs it.”

SAFETY DIVIDEND

With passenger and load data entered, the FMD simplifies the critical weight and balance calculation with a visual display that ensures that everything is in the right place. “The main safety aspect is a further reduction in the potential for human error,” says Captain Barry Lashley, who led the training effort for the Trinidad rollout. “As long as the data entry is accurate, you will get the correct answer every time.”

Fontenot notes that the reduced cockpit workload will help pilots focus on flying. Longer term, the process to recreate a flight will advance from a physical search of warehouse boxes to a few keystrokes. “This instant access to flight archives will reduce costs associated with recreating any specific flight,” he says.

EARLY RETURNS

Lashley reports that initial operations with the FMD went as expected, reflecting the extensive effort to develop the requirements and documentation for each feature. “We can stay in testing forever with projects like this, but there are some things you’ll never realize until you go live,” he says, citing as an example the “green” bonus of using less paper.

As proof of concept and training activities move to the U.S. Gulf of Mexico, Lashley says that most pilots in Trinidad are already looking at the next level of capabilities. “There are a few skeptics, but I remind them that many pilots felt the same way in the early days of GPS, and look where we are now.”



Senior First Officer Glynn Sookhoo (left) tests the Fleet Management Device with Captain Barry Lashley, who reports that Glynn’s aptitude in electronics was a big help in training and program launch assistance.

Taking career day to new heights in Perth

Students at Trinity College, an independent day school for boys in Perth, Australia, received an up-close look at a career in aviation last fall with a visit from Bristow and a brand-new EC225.

Part of the school’s Indigenous Career Program aimed at Aboriginal youths, the event helps Bristow locate and recruit potential future employees in areas where the company operates in support of Australia’s oil and gas industry.

“We want to encourage students to enter our apprenticeship program for engineering and SureTrack pilot training,” says Bristow Human Resources Manager Margaret Briggs. “We have sponsored places available every year for three trainee pilots and four engineers.”

Chief Pilot Marc Newmann and Engineering Manager Neil Seabrook represented Bristow during the visit, leading a career discussion with students and parents and capping off the day with a flight aboard the EC225.



It’s no ordinary day at school when there is an EC225 on the front lawn. Students at Trinity College day school in Perth, Australia, learned about Bristow careers and were treated to a flight on the new aircraft.

Core Values in Action: James Madison

In this column we highlight how Bristow people around the world are putting the company's values into action.

INTEGRITY

By Mike Graf, line pilot

Captain James Madison started as a pilot with Bristow in December 2002, flying Bell 206 aircraft out of Venice, La. From day one, he has shown the highest degree of integrity.

Being a team player with both pilots and support personnel, he strives to accomplish his job with safety as a top priority. Seemingly small details don't get by James – he'll see a garden hose across a sidewalk while walking to the aircraft and stop to roll it up and eliminate a tripping hazard.

OFFSHORE EXCELLENCE

The offshore environment is tough, especially hot summer days with large numbers of takeoffs and landings. James meets the challenge with no complaints – and that keeps customers happy, too.

Upon upgrading to pilot in command on the S-76 aircraft and now as captain on the S-92, he has demonstrated his knowledge of the aircraft and their systems. James adapted extremely well to the IFR system we use offshore and is very competent with it. It's a pleasure to crew with a person of such high quality, and his excellence as a pilot shows every day.

STRENGTH OF CHARACTER

Being a marathon runner and fitness aficionado has helped push James throughout his life, including more than 20 years of service as an aviator in the Alabama National Guard and a tour of duty in Afghanistan during Operation Enduring Freedom. His past provides the motivation for James to "do the right thing" as a pilot for Bristow.

BRISTOW'S CORE VALUES

Bristow's values represent our core beliefs and how we conduct our business.

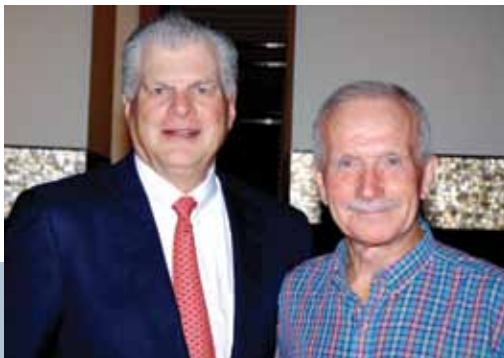
- Safety first!
- Quality and Excellence – Set and achieve high standards in everything we do.
- Integrity – Do the right thing.
- Fulfillment – Develop our talents and enjoy our work.
- Teamwork – Communicate openly and respect each other.
- Profitability – Make wise decisions and help grow the business.



Captain James Madison (above) does the right thing for Bristow and its customers, says Mike Graf.

43 years and counting

When it comes to celebrating continuous-service anniversaries, no one in Bristow's Caribbean operations can top William Hade, an engineer/shift supervisor who joined the company in 1966. Bill Chiles congratulated Hade during a September 2009 visit to Trinidad.



Caribbean operations support Haiti earthquake victims

A relief effort organized by Bristow Caribbean is helping Haitian residents affected by the devastating earthquake on January 12. Donations of canned food and bottled water from Bristow employees were part of a shipment sent to Haiti via the Trinidad and Tobago Chamber of Industry and Commerce.

Nigerian pilot familiar with firsts

A woman's place is in the cockpit. At least it is if that woman is First Officer Abimbola Jayeola, a Nigerian with big dreams and working hard to achieve them.

The first Nigerian female to graduate from Bristow Academy and return home to fly for Bristow, Jayeola recently became part of the first all-female crew to fly for Bristow in Nigeria. Within five years, she hopes to add another "first" – the first Nigerian female captain flying the S-76 in Africa.

After earning two college degrees and leaning toward a job in research, Jayeola surprised her parents by announcing she wanted to become a pilot. "I wanted something very challenging and outside the norm," she says. Books she read on aviation and aerodynamics helped convince her she belonged in the cockpit.



"I wanted something very challenging and outside the norm," says Jayeola.

She won over her parents with her determination but encountered friends and people in the aviation industry who warned her about entering a male-dominated field. "Females have to work extra hard to earn the same respect," she says.

The oldest of three children, Jayeola trained at Bristow Academy in 2008, earning her FAA certification with JAA

ground knowledge and becoming certified on the S-76. At the Academy and on the job in Nigeria, she found plenty of encouragement. "My colleagues have been very supportive. I'm highly delighted and impressed with the fact that the company places special emphasis on equal opportunity irrespective of gender."



On December 12, Captain Meg Lam, left, and First Officer Abimbola Jayeola became the first all-female crew to fly for Bristow in Nigeria.

BRISTOWPEDIA

Terms and abbreviations in this issue:

Clean Sky program – Europe's flagship aerospace research program, this joint technology initiative aims to develop technologies to significantly lessen the impact on the environment from air transport and shorten time to market for new solutions.

EFIS – Stands for Electronic Flight Instrument System. Generally, EFIS consists of a primary flight display, multifunction display and may include an Engine Indicating and Crew Alerting System.

FADEC – Stands for Full Authority Digital Engine Control. FADEC consists of a digital computer and related accessories that control all aspects of aircraft engine performance.

F-1 – Type of student visa that enables foreign students to enter the U.S. to attend a full course of study at colleges, universities, conservatories, academic high schools and other institutions with language training programs.

IFR – Stands for Instrument Flight Rules. Refers to regulations and procedures for flying aircraft by referring only to the instrument panel for navigation. IFR-rated pilots can fly even with zero visibility outside the cockpit windows by looking only at the instrument panel.

JAA FAR/JAR – Stands for Joint Aviation Authorities Federal Aviation Regulation/Joint Aviation Regulations. These European organizations are designed to promote high and consistent standards of aviation safety.

J-1 – A non immigrant visa issued by the United States to exchange visitors participating in programs that promote cultural exchange. J-1 applicants must meet eligibility criteria and be sponsored either by a private-sector or government program.

OEI – Stands for One Engine Inoperative, the event in which there is an engine failure while flying a multiengine aircraft. OEI is a primary topic of discussion and practice among instructors and students at flight schools.

SureTrack – A Bristow pilot training program.

Safe, reliable transportation essential to Hess



Dale Boardman

Whether it's a decade-long project in the North Sea or a 100-day assignment in Ghana, Hess Global Logistics Manager Dale Boardman knows he can rely on Bristow to provide safe and reliable transportation to key production areas.

"One of the unique challenges that Hess poses for helicopter providers is keeping consistent service in very diverse countries, climates and distances from shore," says Boardman. "This wide range of

conditions, along with the fact that our projects can be very long term or very short term, poses a variety of challenges. Bristow has been consistent and reliable in meeting our needs."

SUSTAINING STANDARDIZED SUPPORT

Bristow has provided ongoing air transportation to Hess for more than 15 years in the North Sea and for at least a decade in the U.S. Gulf of Mexico. Principal aircraft deployed for Hess are the Eurocopter EC225 Super Puma and Sikorsky S-76 and S-76C++.

While Hess doesn't have an exclusive contract with Bristow, it recognizes Bristow as a leader in its field in every region that Hess has operations, which includes nearly 20 countries.

"We observe industry best practices and apply OGP (International Association of Oil & Gas Producers) standards, as well as our own aviation standards, when selecting operators," Boardman says. "We look for long-term relationships with providers that operate at the highest levels in safety, reliability and efficiency. Bristow fits our criteria."

LOWER AVIATION SUPPORT COSTS

Boardman also praises Bristow for helping Hess to reduce its overall aviation support costs.

"Bristow's willingness to share aircraft is another key differentiator," he says. "It's very logical for a helicopter operator to want to fly only for companies they are contracted with. However, Bristow doesn't let that get in the way of providing services for everyone we've asked them to – even though sharing may not be the best business model for them.

"Bristow is not just focused on flying hours. They also put a lot of effort into ground staff, office staff and engineering staff. Bristow believes those things are important as well, and Hess values that."

ABOUT HESS CORP.

- Business: Exploration, production, purchase and transportation of crude oil and natural gas
- Headquarters: New York, New York
- Founded: 1919
- Website: hess.com
- Revenue: More than \$41 billion (US) in FY08
- Formerly known as Amerada Oil and Chemical Co.
- Employees: Nearly 12,000



Hess's Okume C Complex in the central African country of Equatorial Guinea.

Online employee self-serve capabilities set for May

iConnect

iConnect, the information system being phased in to automate and improve employee data management and provide management with new tools and accurate, timely information, is scheduled to launch online self-serve functions for employees in May.

For employees with an Internet connection, iConnect will enable 24-hour, secure access to update personal information, request time off, enroll in benefits programs in the U.S. and complete reviews of individual goals.

iConnect capabilities for management will begin to roll out in June and will be implemented over several months. Management will be able to use iConnect to approve employee time-off requests and initiate and manage

pay increases, bonuses, performance reviews, new-hire requisitions and on-demand reports.

INTEGRATED SYSTEM PROVIDES GLOBAL VIEW

In January, U.S. payroll functions were integrated into the system, with U.K. payroll integration scheduled for February. Other regions may follow later this year.

In October 2009, iConnect was launched, enabling HR to move from disconnected regional systems to an integrated worldwide system and database. Since then, more than 10,000 transactions – hiring, promotions, pay changes, etc. – have been conducted in the iConnect system.

Norway

By Geir Tynning

Commercial Manager, Norway



All flights in Norway are coordinated by a central operations center in Stavanger.

In the late 1950s, very few people believed that the Norwegian continental shelf might conceal rich oil and gas deposits. The discovery of natural gas at Groningen in the Netherlands in 1959, however, caused geologists to revise their thinking of the petroleum potential of the North Sea.

Just 10 years later, with the Ekofisk discovery in 1969, the Norwegian oil adventure really began. Production from the field began in June 1971, and in the following years a number of major discoveries were made. Today, there are 60 fields in production on the Norwegian continental shelf. In 2008, these fields produced 2.5 million barrels of oil per day and 99.3 billion standard cubic meters of gas. In 2007, Norway was ranked as the fifth-largest oil exporter and the third-largest gas exporter in the world.

The Norwegian continental shelf covers a large area, from the North

Sea in the south to the Barents Sea in the north, where exploration and production are influenced by the harsh environment, especially during the dark and cold winter months.

BRISTOW'S ARRIVAL

The former Norsk Helikopter AS, now Bristow Norway AS, was established in 1993 and started offshore operations out of Stavanger with one Super Puma and one S-61N. At the time, the company was 49 percent owned by Bristow Helicopters Ltd. and 51 percent by Andreas Ugland &

Sons. The ownership structure changed in November 2008, when Bristow Helicopters Ltd. acquired the remaining 51 percent of shares from the Ugland family. The company then changed its name to Bristow Norway AS.

Bristow Norway operates a modern fleet of helicopters consisting of nine Sikorsky S-92s, one Super Puma MK II and two Super Puma MK I. The Super Puma MK I aircraft will be replaced in mid-2010 by two new Eurocopter EC225 aircraft. Bristow Norway was the launch customer for the Sikorsky S-92 in Europe. The first S-92 entered service in February 2005, and the fleet of S-92s had generated 51,760 total flying hours by the end of 2009.

Bristow Norway's head office is located at Stavanger Airport. In addition, there are bases in Bergen, Brønnøysund and Hammerfest. There are approximately 250 employees in Norway, including 95 pilots and 60 engineers and maintenance staff. The remaining staff encompasses management, ground operations, training, logistics and related support functions. Most of the employees are Norwegian, but we have a fair amount of workers in Norway from Sweden, Denmark, Holland, the U.K., Germany and France. The area manager for Norway is Renee De Jong, who joined the company in July 2009. Before coming to Bristow, Renee was CEO of SFS Aviation Co. Ltd. in Thailand. Renee is a Norwegian citizen but is originally from Holland.

GROWTH OPPORTUNITIES

Bristow Norway provides crew change and search and rescue services. The company holds long-term contracts with the major oil companies in Norway, including Statoil, ConocoPhillips, BP, Talisman, ENI and Det Norske. These contracts generate around 18,500 flying hours per year and represent a market share of more than 35 percent. There is growth potential in the Norwegian market, and Bristow Norway is competing aggressively to increase its market share.

The Norwegian offshore market offers considerable opportunity, and activity levels are holding up despite the volatile economic environment. Several new fields are currently being developed, and new platforms are under construction. The Norwegian Sea and the Barents Sea are areas where we see increased exploration activity, and recent discoveries confirm that these areas are promising.

In our normal operations, we dispatch flights on fixed schedules running Monday to Friday. On weekends, there are a limited number of flights on a fixed schedule, and most of the aircraft are in scheduled maintenance on weekends. Bristow Norway runs a centralized operations center in Stavanger that manages and coordinates all flights for our Norway activities. This means that our customers have a single point of contact when they are ordering flights, regardless of whether their requirement is in Stavanger or Hammerfest. The operations center also does flight-following for all flights in Norway.

SNAPSHOT

Founded: 1993 (former Norsk Helikopter)

Area Manager: Renee De Jong

Employees: 248

Aircraft: Sikorsky S-92 (9), Super Puma AS332L2 (1), Super Puma AS332L1 (2), Eurocopter EC225 (2) on order for 2010

Bases: Stavanger, Bergen, Brønnøysund, Hammerfest

Markets: Offshore transportation, search and rescue

Current clients: Statoil, ConocoPhillips, BP Norway, Talisman Energy Norway, ENI Norway, Det Norske, Marathon Petroleum, BG Norway, Lundin

Annual flying hours: 18,500

New contracts point to exploration, drilling revival

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MEXICO

A one-year CCG Veritas contract with four one-year extensions for offshore seismic survey work for Pemex off the east coast of Mexico relies on Bristow affiliate Heliservicio Campeche S.A. The contract for personnel crew changes and supplies was served by a Bell BH412HP until the arrival of an S-76C++. The initial base of operations is in Villahermosa, Mexico, but the operational bases will change as the various blocks are surveyed.

UNITED KINGDOM

A six-month contract with Perenco will have Bristow shuttling crews into the southern North Sea from Norwich on an S-76C++. Based in London, Perenco operates in 16 countries across the globe.

Talisman Energy (UK) Ltd. has confirmed its intention to exercise a five-year extension option on its Aberdeen-based contract for two EC225s and one AS332L aircraft serving Talisman Central North Sea assets. Exercising this option will extend the current contract until March 31, 2015.

NORWAY

Bristow Norway has been awarded a two-and-one-half-year contract with Statoil for crew transportation from Stavanger using two Sikorsky S-92 aircraft. Until the contract takes effect in September, Bristow will provide one S-92 and one AS332L1 for six months, beginning March 1.

Centrica Energy has issued a letter of intent for a short-term SAR contract scheduled to begin February 1. The contract is initially for four months, with an option to extend for three months. Operations will take place from Brønnøysund Airport.

NIGERIA

Afren Resources Limited has contracted for two S-76C++ aircraft to support work in the Ebok, Okoro and Ima Fields. Afren has production, development and exploration assets across six African countries.

BASEBUILDING IN TOORADIN, AUSTRALIA

Having the right people and aircraft available enabled Bristow to win the five-year contract with the AOW Consortium in Australia. Creating a base from scratch in a month helped convince the consortium members that they had chosen the right provider.

“The customer was ecstatic that we could do this,” says Kieran Molloy, Bristow engineer in charge at Tooradin. Even the veteran Molloy was impressed.

“We had to arrange for personnel, bring in and modify aircraft and set up everything for maintenance. I was able to witness how a tight timeline

was able to be met both safely and efficiently by utilizing experience from Bristow personnel around the world. It was a true example of ‘One Mission, One World, One Team.’”

A flurry of activity the day before flights were to begin, including overnight setup of all the IT equipment, prompted the customer to offer to delay start-up by a day. “It wasn’t necessary, and we flew 8 1/2 hours on one aircraft the first day,” says Molloy.

Today, Bristow is flying from Tooradin twice daily, seven days a week.



From left, Darren Odgers, Kieran Molloy, Ric Collins, Dave Clarke and Darrin McKinney were part of the team that put the Tooradin base into operation in just one month.

News Briefs

THREE MORE EC225 AIRCRAFT ON ORDER

In December, Bristow signed a contract to purchase three additional Eurocopter EC225s. The large, twin-engine aircraft will be delivered in 2011.

F-1 VISA AUTHORIZATION SUPPORTS ACADEMY TRAINING

Bristow Academy and its students facing an end to the U.S. J-1 visa program for flight school students are breathing a sigh of relief following a late 2009 ruling by the Department of Homeland Security.

The authorization of F-1 student visas for Bristow Academy professional pilot trainees followed three years of efforts by Academy officials to have students authorized under the F-1 program. Previously, only students attending degree-granting institutions were authorized to receive F-1 visas.

At the end of 2009, the J-1 program was closed to flight training school students. Approximately 100 students on J-1 visas annually attended the Academy. Losing the students would have cost the Academy more than \$5.5 million annually.



From left, Bob Turner, Nicola Freeman, Annette Johnson, Marc Newmann, Rebecca Thiecke and Matt Leyden helped introduce Australian customers to new EC225s.

BIG DAY 'DOWN UNDER'

The arrival of new aircraft is always exciting, but new EC225s had extra meaning for the Bristow team in Perth, Australia. First, the event attracted customer personnel from Woodside, Chevron, Shell and Apache for preview flights. Second, Bristow head office personnel got a chance to see the new helicopter up close and learn about it from aircrews.

“Since the closest base is more than 900 miles away, this was a rare event and needed to be celebrated,” says Nicola Freeman, assistant to Director Allan Blake. “Some of the newer employees had never seen a helicopter up close.”

Four new EC225s arriving in Australia late last year were deployed to bases in Darwin, Truscott, Barrow Island and Exmouth.

High Flyers

HONORING LOUISIANA VETERANS

Proud U.S. military veterans in New Iberia were recognized recently as part of a statewide effort in Louisiana to honor those who have served their country.



Front row, left to right: Chad Prejean, Preston Barzare, Gene Leblanc, Neil Carret, Chris Bares. Back row: Marc Wright, Michelle Knight, Randall Menard, Rickey Daniels.

PILOTS ENCOURAGE YOUNG GOLFERS

When he's not flying an EC225 in the North Sea, count on pilot and golf enthusiast Richard Temple to be playing or sharing his love for the game with the junior club team at Kemnay Golf Club in northeast Scotland. The team organizer since 2004, Temple has helped the team improve its results in competition with the help of excellent coaches, including fellow EC225 pilot Simon Tickle.

MILEY WINS GOLD AND BRONZE IN ISTANBUL

In December, Hannah Miley, daughter of Captain Patrick Miley, won Great Britain's only medals at the European Short Course swim meet. Her performance in the 400-meter individual medley won gold. She took bronze in the 200-meter event. Hannah competed for Great Britain in the 2008 Olympic Games in Beijing.

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