



# 2017 J.P. Morgan Energy Equity Conference

Bristow Group Inc.  
June 28, 2017



# Forward-looking statements

Statements contained in this presentation regarding the Company's or management's intentions, hopes, beliefs, expectations or predictions of the future are forward-looking statements. These forward-looking statements include statements regarding capital deployment strategy, operational and capital performance, completion of financing transactions; impact of new contracts, cost reduction initiatives, capex deferral, shareholder return, liquidity, market and industry conditions. It is important to note that the Company's actual results could differ materially from those projected in such forward-looking statements. Risks and uncertainties include, without limitation: fluctuations in the demand for our services; fluctuations in worldwide prices of and supply and demand for oil and natural gas; fluctuations in levels of oil and natural gas production, exploration and development activities; the impact of competition; actions by clients and suppliers; the risk of reductions in spending on helicopter services by governmental agencies; changes in tax and other laws and regulations; changes in foreign exchange rates and controls; risks associated with international operations; operating risks inherent in our business, including the possibility of declining safety performance; general economic conditions including the capital and credit markets; our ability to obtain financing; the risk of grounding of segments of our fleet for extended periods of time or indefinitely; our ability to re-deploy our aircraft to regions with greater demand; our ability to acquire additional aircraft and dispose of older aircraft through sales into the aftermarket; the possibility that we do not achieve the anticipated benefit of our fleet investment and Operational Excellence programs; availability of employees with the necessary skills; and political instability, war or acts of terrorism in any of the countries in which we operate. Additional information concerning factors that could cause actual results to differ materially from those in the forward-looking statements is contained from time to time in the Company's SEC filings, including but not limited to the Company's annual report on Form 10-K for the fiscal year ended March 31, 2017. Bristow Group Inc. disclaims any intention or obligation to revise any forward-looking statements, including financial estimates, whether as a result of new information, future events or otherwise.

# Bristow is a leader in industrial aviation services for oil and gas, search and rescue (SAR) and fixed wing

- BRS stock price<sup>1</sup> \$7.19/share with a market cap ~\$250 million
- 348 aircraft (174 LACE) with ~4,400 employees<sup>2</sup>
- Our services are delivered in two regional hubs:
  - Europe – U.K. (including Eastern), Norway, Africa, Australia (including Airnorth), Asia, Turkmenistan and Middle East
  - Americas – Gulf of Mexico, Canada, Trinidad, Brazil, Guyana, Suriname and Bristow Academy
- Successful launch of U.K. SAR contract (not tied to oil and gas)

**Bristow transports crews for oil and gas companies and provides search and rescue services for them and governments alike**



# Our Target Zero safety culture is the key component of our core values

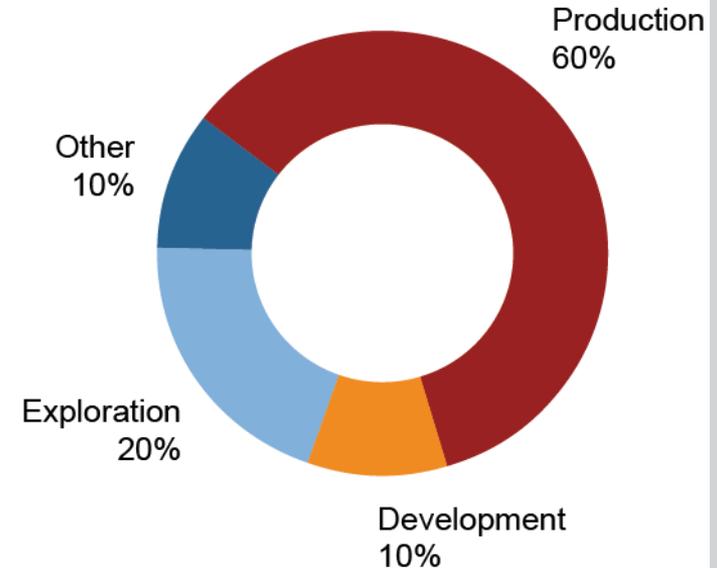
- Safety continues to be our primary focus and our FY17 Action Plan produced critical improvements
- Our global H225 operations remain suspended which continues to negatively impact our service offerings and financial results
- We continue to monitor litigation and explore all options with Airbus



# Our offshore oil and gas services are primarily focused on the production segment of the energy value chain

- Largest share of offshore revenues relates to **oil and gas production**
- There are **~8,000 offshore production** installations worldwide — compared with >800 offshore rigs
- **~1,900 helicopters** are servicing the worldwide oil and gas industry
- Bristow revenues are primarily driven by our **clients' operating expenses**

Typical oil and gas revenues by segment



## HELICOPTER TRANSPORTATION SERVICES

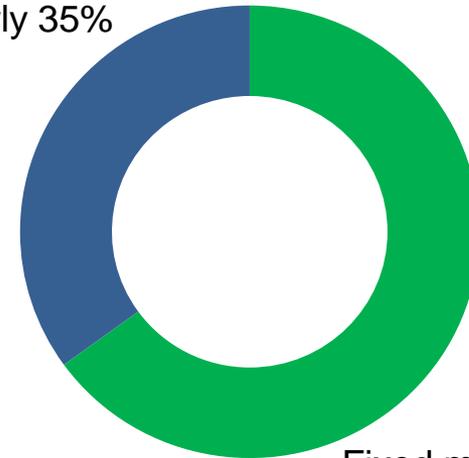


# The fixed element of our two-tiered contract structure provides the majority of our revenue

- Two-tiered contract structure includes both:
  - Fixed monthly standing charge to reserve helicopter capacity
  - Variable fees based on hours flown with fuel pass-through
- Bristow oil and gas contracts earn on average 65% of revenue not dependent on utilization
- U.K. SAR contract earns ~85% of revenue from fixed monthly standing charge, independent of utilization
- Fixed wing revenue is ~60% scheduled service and ~40% charter contracts

## Oil and gas helicopter revenue

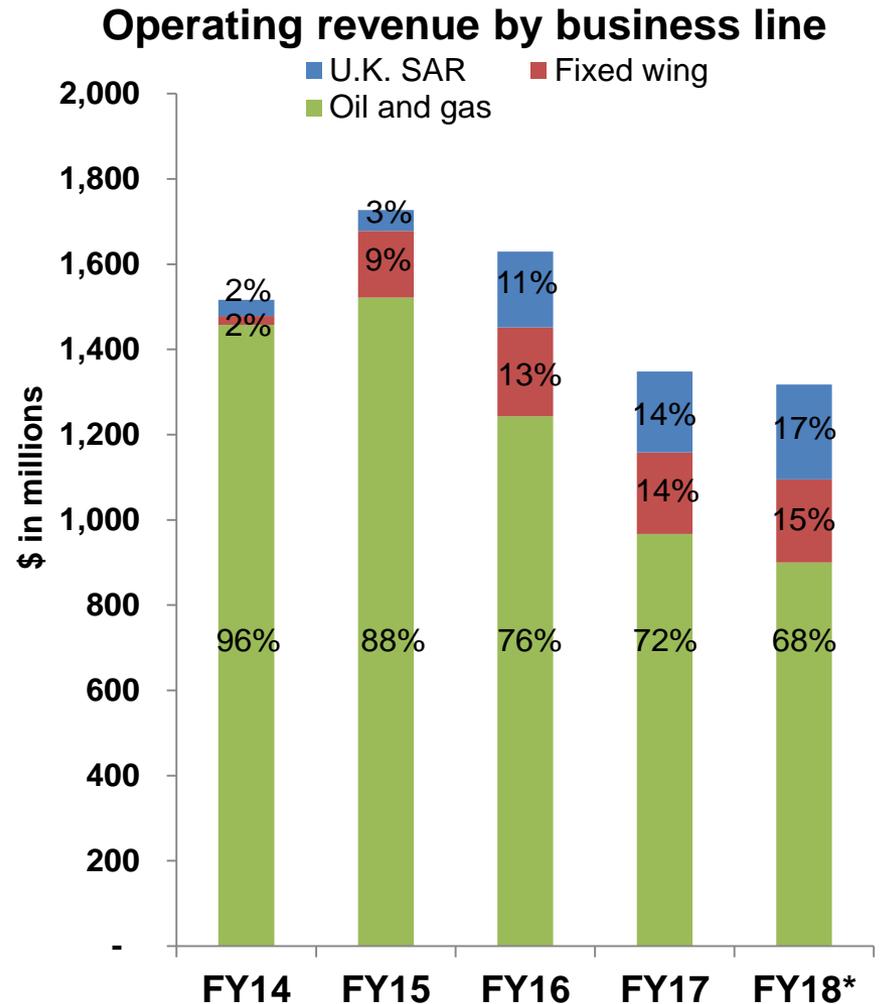
Variable hourly 35%



Fixed monthly 65%

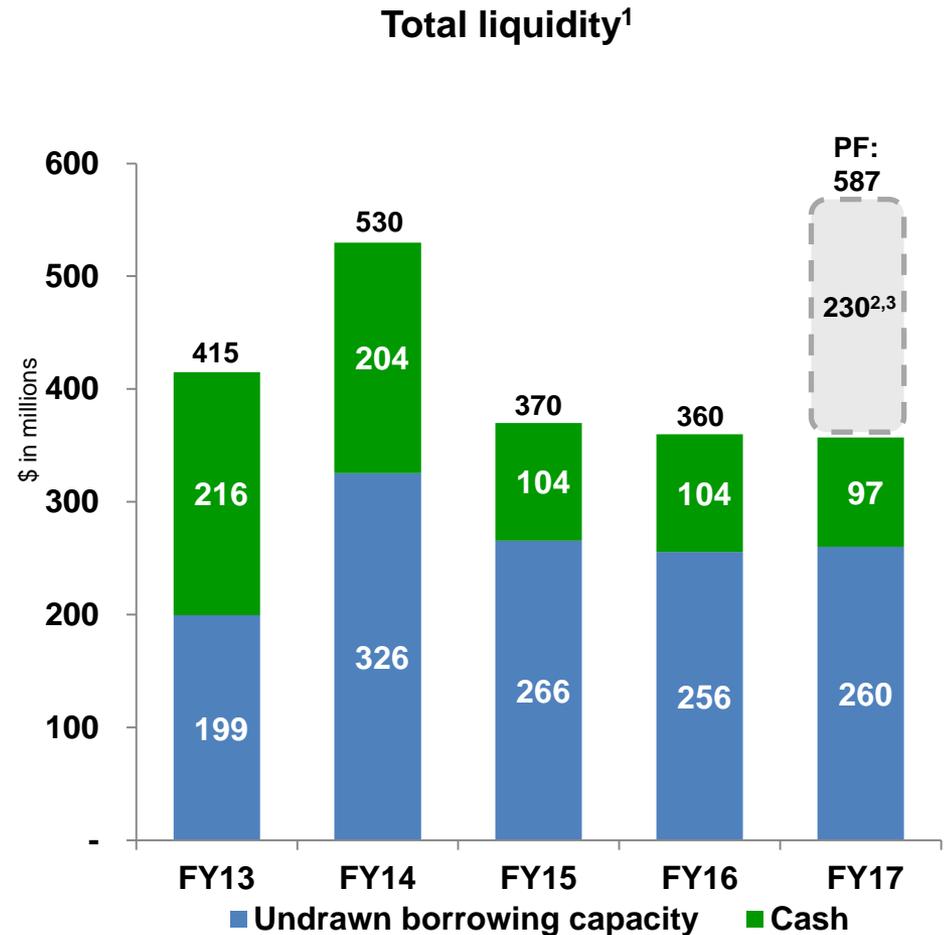
# Leveraging our capabilities into complementary global industrial aviation businesses

- Successful diversification with non-oil and gas revenue up to ~32% as guided for FY18, compared to ~4% in FY14
- All ten U.K. SAR bases are now operational
- Oil and gas SAR consortium operational in GoM with two members
- Fixed wing operations in North Sea (Eastern), Australia (Airnorth) and Nigeria



# FY18 beginning liquidity of \$357 million reflecting FY17 financing and capital successes

- ✓ Amended bank covenants with significant headroom
- ✓ Cost reductions including initiation of leased aircraft return
- ✓ \$95M in capex deferral
- ✓ \$400M in low cost, multi-year funded financings



# The new Bristow seeks to optimize around our primary hubs, win contracts and improve cash flow and liquidity

- The new Bristow has two primary geographical hubs in Europe and the Americas becoming a more regionally focused, cost efficient and competitive business to win more contracts
- Safety improvement remains our top priority as our primary hubs employ these key priorities to succeed:
  1. Cost efficiencies, including reduced corporate G&A to approximately 12% of revenues, while also implementing lean processes and improving productivity
  2. Portfolio and fleet optimization, combined with pursuing original equipment manufacturers (OEM) cost recoveries and capex reduction to improve liquidity and reduce debt
  3. Revenue growth through contract wins in our primary hubs with a focus on delivering greater efficiencies to our core oil and gas clients

**This downturn has our clients focused on safety and increasingly on regional efficiency and we are responding to better serve our clients**

# Our vision to be the world's safest premier industrial aviation services company remains unchanged

- We are taking steps to reduce G&A to approximately 12% of revenues
- We remain focused expanding global SAR while continuing to leverage our fixed wing/UAV capabilities in markets where strong synergy exists with oil and gas operations
- We will portfolio manage our fleet and businesses like the recent sale of a SAR S-92 for approximately \$40 million (above book value and reported FMV). Each of our businesses will have to demonstrate that they can deliver attractive returns while carrying a fair share of our reduced G&A
- We continue to progress the GECAS secured financing with execution of definitive agreements expected on or about June 30, 2017
- All these actions are designed to significantly strengthen our capital structure, while increasing cash flow and improving our financial metrics

**We are responding to a challenging environment and these changes strengthen our business and help us to better compete and grow over the longer term**

# We are Bristow



**Bristow**



# Contact us



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