



2017 Barclays CEO Energy – Power Conference  
Bristow Group Inc.  
September 6, 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 earnings guidance, cash flow and earnings growth, expected contract revenue, expected general and administrative expenses, expected liquidity, capital deployment strategy, operational and capital performance, impact of new contracts, cost reduction initiatives, expected financings, capex deferral, diversification of business and 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 and its quarterly report on Form 10-Q for the quarter ended June 30, 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> \$8.45/share with a market cap ~\$300M
- 344 aircraft (173 LACE)<sup>2</sup> with ~4,400 employees
- 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 was a key component of our successful Harvey response

- We worked successfully with clients in Hurricane Harvey; all impacted personnel (and assets) are safe
  - Bristow only operates one base in Texas and it is safe, secure, and dry
  - Louisiana bases, including SAR, flew consistently and uninterrupted these past 10 days
- H225 safety case evaluation is ongoing with local regulators, Airbus, HeliOffshore member operators and clients
- We continue to monitor litigation and explore all options with Airbus



# The new Bristow better serves clients in our primary hubs, with a focus on successful execution of our four FY18 STRIVE priorities

## 1. Safety improvement

- Heightened focus on human factors in cockpit and engineering with global training standards improved
- Commencing Organizational Safety Effectiveness Survey this quarter

## 2. Cost efficiencies

- Progressing towards annual run rate G&A of ~12% of revenues; suspension of quarterly dividend saves ~\$10M annually
- Further efficiencies and capex reduction from OEMs and other suppliers while lowering direct costs

## 3. Portfolio and fleet optimization

- Excellent progress with Q1 FY18 aircraft sales of ~\$42M
- Planned return of leased H225s and S-92s

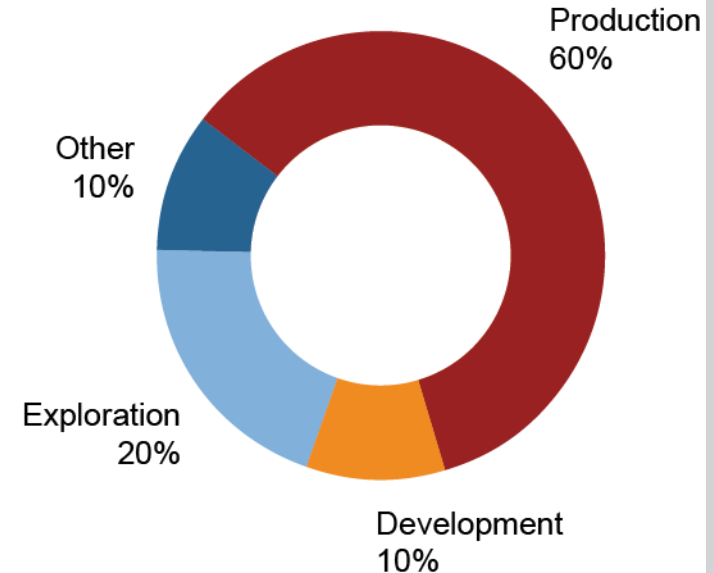
## 4. Revenue growth

- Hub structure allows for faster local market response with higher levels of activity in Europe and Americas than expected
- Continued pursuit of over 30 active tenders in FY18

# Our offshore oil and gas services are still 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
- Our revenues are primarily driven by our **clients' operating expenses**

Typical oil and gas revenues by segment



## HELICOPTER TRANSPORTATION SERVICES

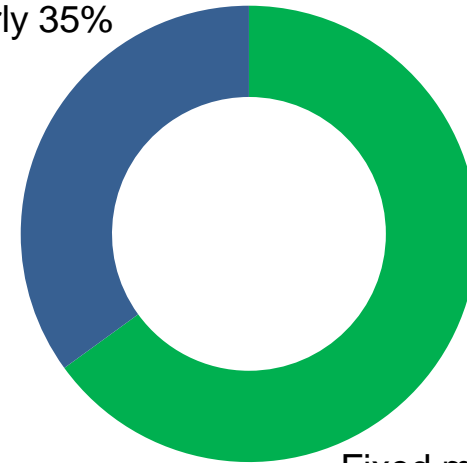


# The fixed element of our two-tiered contract structure (in UK SAR and Oil and Gas) provides the majority of our revenue

- 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%

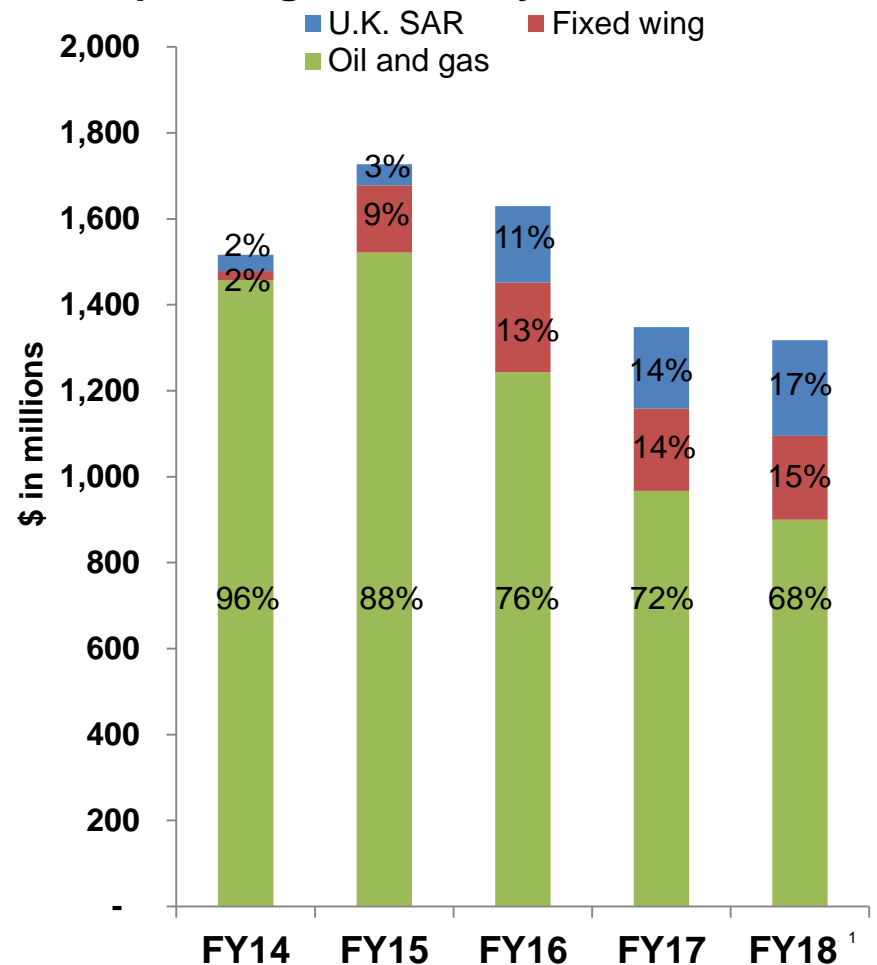


Fixed monthly 65%

# 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
- BLADE successful launch in metropolitan New York City; evaluating other similar opportunities
- Fixed wing operations in North Sea (Eastern), Australia (Airnorth) and Nigeria

Operating revenue by business line





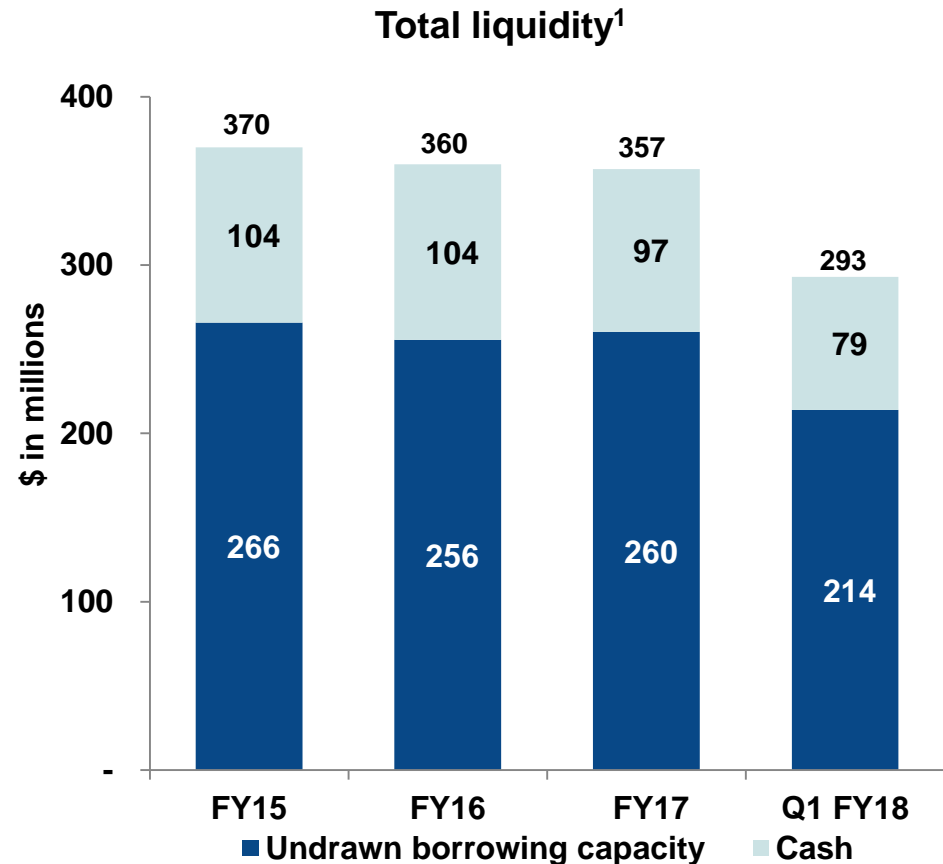
# Liquidity and financial highlights

Don Miller, SVP and CFO



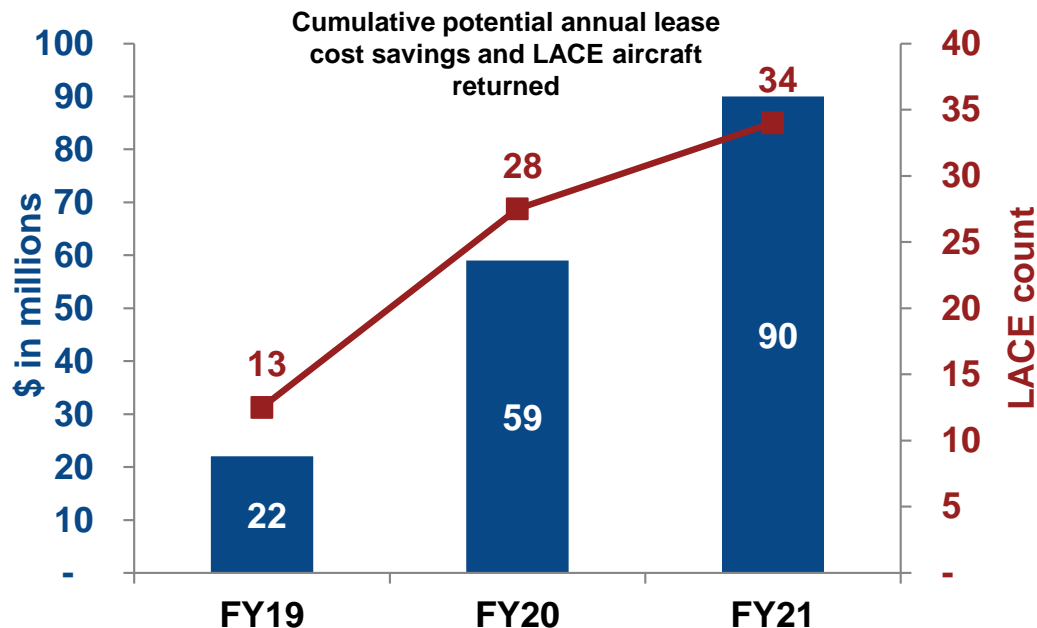
# Improving liquidity remains a focus and \$230M GECAS financing further increases position

- June 30, 2017 liquidity of \$293M prior to \$230M GECAS financing
- FY18 ending expected liquidity of \$225M - \$265M as provided on the Q1FY18 earnings call guidance<sup>2</sup>
- Cost structure improvements and CAPEX reductions would further improve liquidity
- Lease returns and assets sales are an important part of increasing liquidity
- Unencumbered aircraft and assets provide further financing flexibility



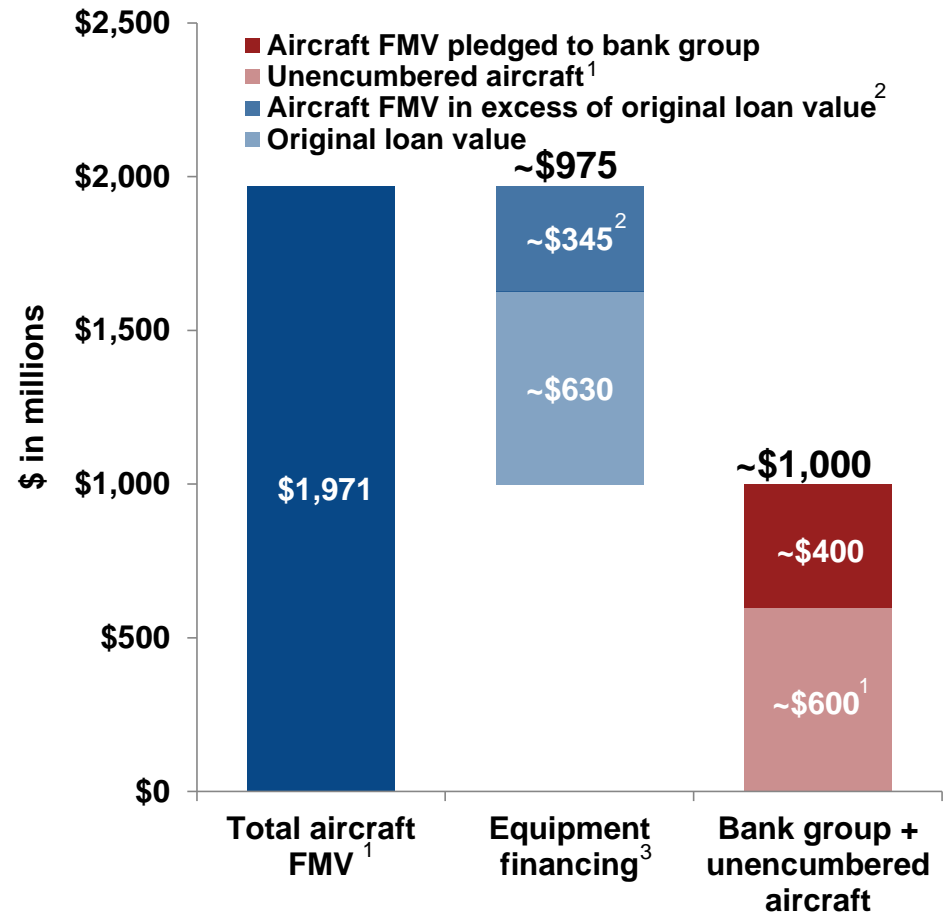
# Focused on reducing our leverage and fixed lease costs through aircraft returns to lessors

- Our mix of new technology in owned and leased aircraft gives us the option to return leased aircraft at lease expiry reducing annual fixed cash lease costs
- Total FY18 aircraft lease cost guidance of ~\$200M to \$205M<sup>1</sup>; flexibility to reduce annual oil and gas aircraft lease cost in FY19 and beyond with lease returns



# ~\$2B FMV owned aircraft fleet with ~\$600M of unencumbered aircraft provides financing flexibility

- ~\$600M<sup>1</sup> FMV in unencumbered aircraft
- ~\$400M FMV pledged to Bank Group; combined with unencumbered aircraft provides ~\$1B FMV in aircraft collateral to address April 2019 Bank maturities
- ~\$900M<sup>4</sup> in unencumbered NBV non-aircraft assets provides collateral for future financings



1) The total aircraft FMV disclosed herein and as presented in the Q1FY18 earnings call on August 4, 2018 includes the pre-grounding value for 16 owned H225s totaling ~\$340M that has not been updated as third party appraisal sources have not published H225 FMVs since the grounding

2) Represents the difference between the original loan and reported FMV of the assets pledged

3) The ~\$975M FMV in "Equipment Financing" includes the aircraft pledged as part of the financings with Lombard, Macquarie, and GECAS

4) As of June 30, 2017

# Our vision to be the safe, premier, and profitable industrial aviation company remains unchanged

- As part of the FY18 STRIVE priorities, Bristow has
  - Successfully reduced annual G&A to approximately ~12.5% of projected FY 18 revenues<sup>1</sup>
  - Remained focused on expanding global SAR (e.g. Louisiana based SAR during Hurricane Harvey) while continuing to leverage our fixed wing/UAV capabilities in markets where strong synergy exists with oil and gas operations
  - Managed our fleet and businesses to generate cash; like the recent sale of a SAR S-92 for approximately \$40M (above book value and reported FMV). Each of our businesses will have to demonstrate that they can deliver attractive returns while carrying their share of our reduced G&A
  - We continue to progress the GECAS secured financing with funding expected by September 30, 2017
- All these actions are designed to significantly strengthen our capital structure, while improving cash flow and earnings over the next 12-24 months

**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**



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