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Exhibit P-194

COUGAR SAR

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October 2021

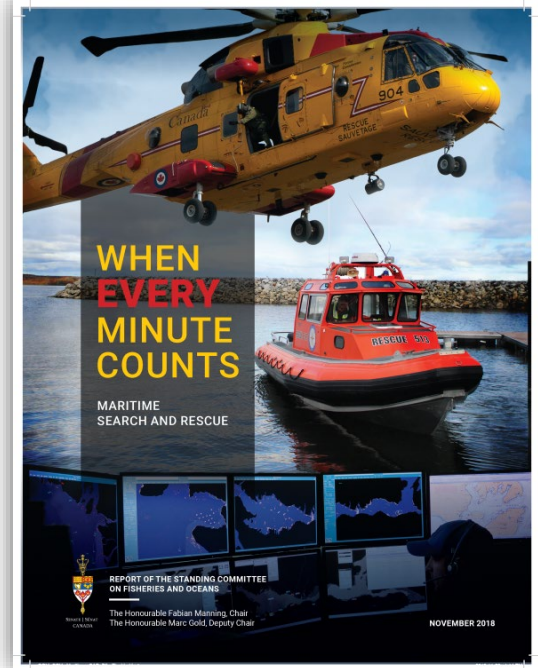


Hank Williams
Chief Operating Officer
Cougar Helicopters Inc.

VOCM LOCAL NEWS NOW

Injured Man Spends Night on Beach in St. Vincent's Due to Lack of Cell Service

Sep 27, 2021 | 12:37 PM



FLOAT PLANE CRASH

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SAR in The News Page 3

A float plane carrying four fishermen, two guides and a pilot crashed in Mistastin Lake on July 15, 2019



• Nain

Labrador
Sea

• Schefferville

▪ Crossroads Lake

N.L.

• Happy Valley-
Goose Bay

QUÉBEC

“It's possible he survived the crash and died just waiting.”

- Curtis Saunders

St. John's

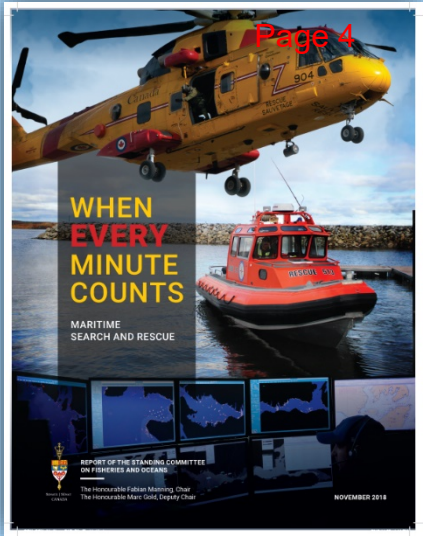
SAR In The News



Latitude 55.85038°
 Longitude -63.26615°

Exhibit P-194

Latitude 49.03755°
 Longitude -54.76273°
 Distance 513.76nm
 Accumulated 513.76nm
 Heading 139.29°



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WHEN EVERY MINUTE COUNTS

MARITIME SEARCH AND RESCUE

REPORT OF THE STANDING COMMITTEE
 ON FISHERIES AND OCEANS
 The Honourable Fabian Manning, Chair
 The Honourable Marc Gauthier, Deputy Chair

NOVEMBER 2018

FUGRO_SYNERGY 0kt

SPIDIT 0kt

MERLIN 0kt

NEXUS 0kt

C-GQCH 156kt 7,217ft

C-GMCH 151kt 3,008ft ± 3,159ft

VINLAND 0kt

HERON 0kt

DORSET_SPIRIT 52kt

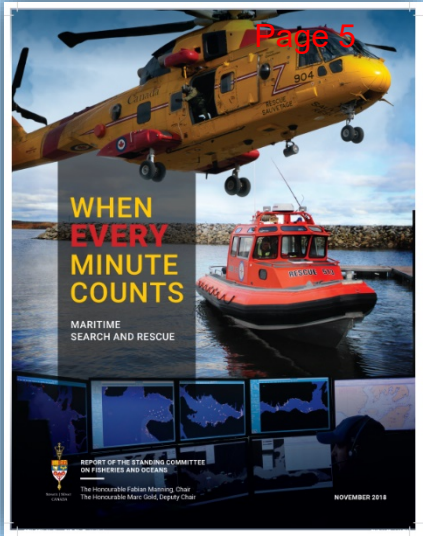
SAR In The News



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0	Latitude	55.81336°
	Longitude	-63.26615°

1	Latitude	53.21232°
	Longitude	-60.18998°
	Distance	189.6nm
	Accumulated	189.6nm
	Heading	144.26°



- Cougar Helicopters (CHI) maintains a ‘First Response’ SAR capability in support of NL offshore oil operations and all associated facilities and chartered vessels.
- Dedicated SAR & MedEvac capability for NL offshore operators:
 - One S-92A in full SAR configuration,
 - Day/Night capability,
 - 20 minute SAR response (wheels-up/fly-away), and
 - 24/7/365 support.

“SAR Aircraft Serviceability & Readiness > 95%”



Sikorsky S-92



Bell 412




Cougar SAR.....since 1991

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CHI has provided various SAR capabilities to Oil & Gas customers since 1991.

CHI's SAR capability, expertise, training & equipment has continuously improved. 



- Dedicated to the St. John's offshore SAR Program
- In service since 2012
- Firehouse concept - SAR crews onsite 24/7
- Houses operations & ready rooms, training, storage, aircraft maintenance facilities and accommodation support facilities
- Capacity for two S-92A aircraft

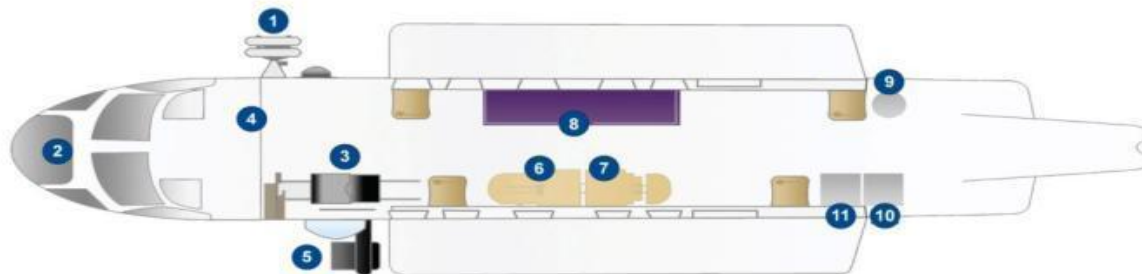
Oil & Gas

- Quick Response SAR for offshore passenger flights
- Installation, Support Vessel and Shuttle Tanker MedEvac
- Installation Emergency Evacuation
- Persons Overboard
- Support Vessel and Tanker Distress

JRCC & Provincial Government

- Aircraft Incidents/Crashes
- Vessel Hoisting
- Vessel Sinking / Fire
- Lost or Injured Persons
- Coastal Response
- Provincial Medevacs
- COVID-19 Pax Transport

S-92 Configuration - Equipment & Crew



In addition to two pilots, the standard SAR crew complement is one hoist operator and two rescue specialists.

- | | | | |
|---|--------------------------------------|----|----------------------------------|
| 1 | Goodrich Dual Rescue Hoist | 9 | Survival Kit Air Dropable (SKAD) |
| 2 | Forward Looking Infrared (FLIR) | 10 | Collapsible Rescue Basket |
| 3 | FLIR Station | 11 | Other equipment includes: |
| 4 | Wireless Intercom System (pending) | | » Rescue Sling |
| 5 | Nitesun Search Light | | » Guideline |
| 6 | Stokes Litter | | » Marine Salvage Pumps |
| 7 | Multi-level Stacker Stretcher System | | » Night Vision Goggles (NVG) |
| 8 | Auxiliary Fuel Tank | | » Advanced Medical Kits |

In addition to **two Pilots**, the standard SAR crew complement is **one Hoist Operator** and **two Rescue Specialists**.

B-412 Configuration - Equipment & Crew



One/two Pilot(s) and Paramedics/Nurses.



Goodrich Dual Hoists

- Max wt 600lbs
- (1100lb Overload capacity)
- Usable cable 300ft
- Max cable speed 325fpm

S-92 Forward Looking Infrared (FLIR) & Nitesun

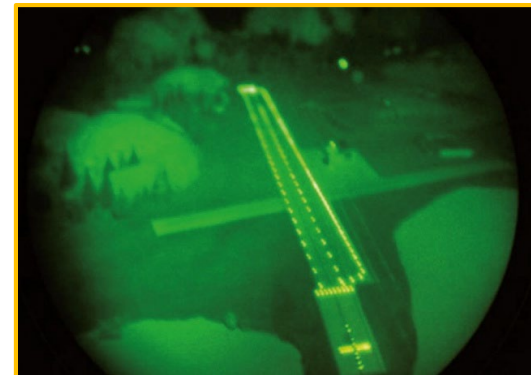
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Thermal Energy/Imagery Recognition - (heat source locator)



Platform serves as locator tracking screen, FLIR and Nitesun control, communication hub: radios, SAT phone and medical triage relay to on-shore emergency physician.

- The **Night Vision Goggle (NVG)** program enhances SAR capabilities dramatically by allowing crews to safely and effectively search, transition to mission specific areas and assist hoisting operations at night in a low light environment.
- Crews are training nightly both in the offshore and land environments.
- CHI has in-house NVG maintenance department to ensure 100% readiness of units and immediate access to calibration of lenses.
- CHI is utilizing the 10 sets of ANVIS 9 -NVG' and associated equipment that are rated “top-of-the line” units within the Civilian industry.



- 10 Rescue Pilots; 16 Rescue Specialists with extensive experience in harsh climates and offshore waters (YYT Staffing).
 - 80% of SAR staffing is comprised of Canadian Military SAR background.
- Transport Canada Approved - **Operations Manual and SAR Standard Operating Procedures**
- Daily training scenarios and live exercises on land and sea.

Simulation Training

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S-92 Flight Simulator (Fsim - Level D)

- Operational since 2016
- SAR AFCS & NVG Compatible



Helicopter Mission Training System (HMTS):

- Delivered installed at CHI mid-Oct 2021
- Linked with S-92 Flight Simulator

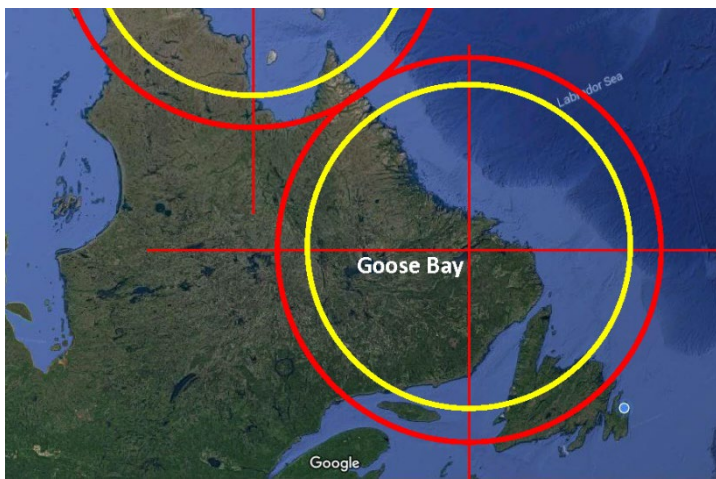


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S-92 Standard MedEvac Configuration



S-92 SAR Radius - NL



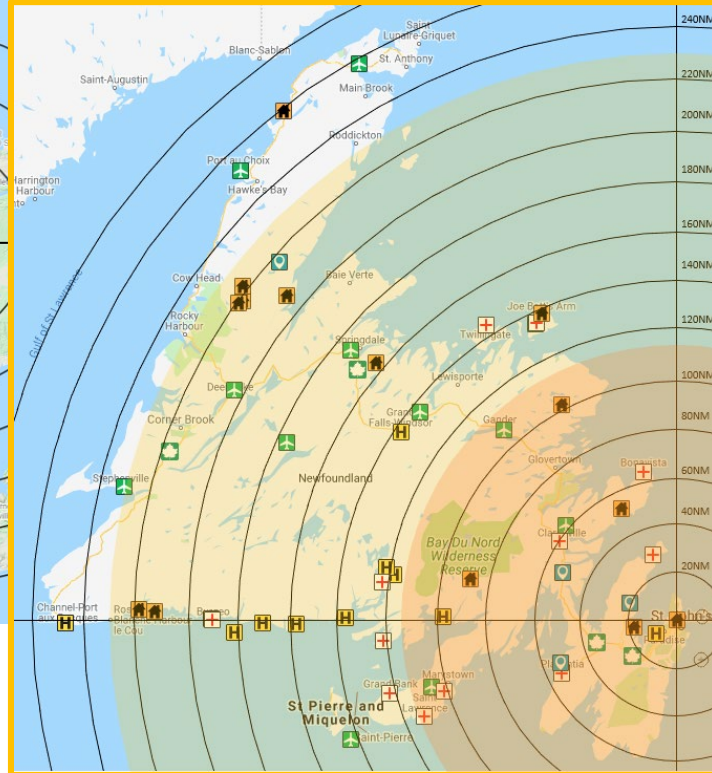
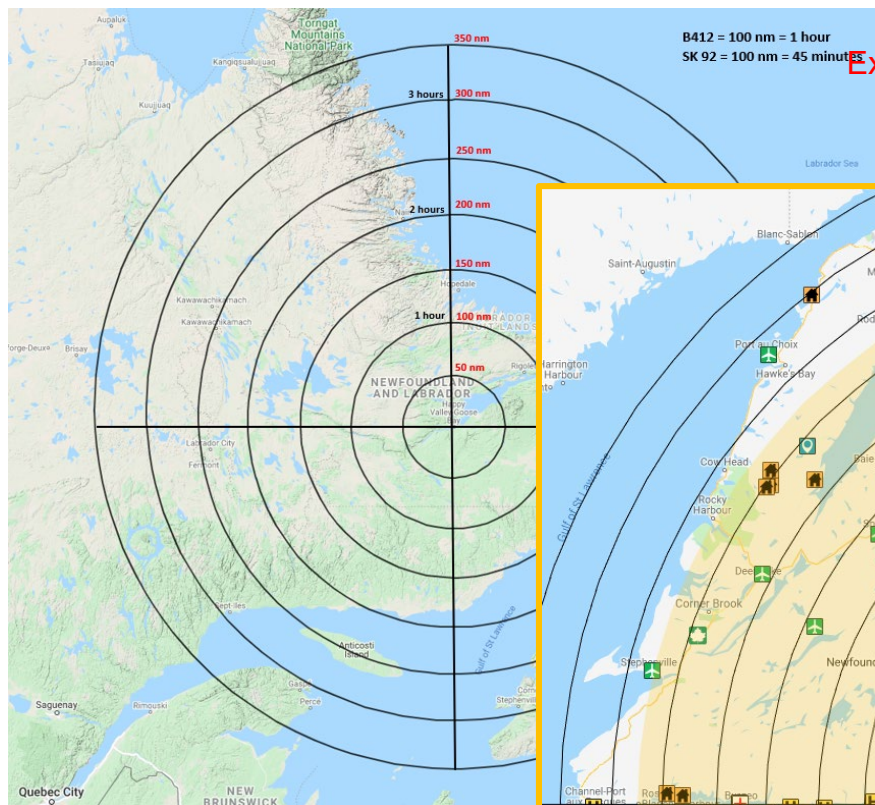
One Aux Tank, 30 minutes 'on scene' ≥ 240 nm radius.

Two Aux Tanks, 30 minutes 'on scene' ≥ 290 nm radius.



B412 Range - NL Page 20

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B412, with on-board auxiliary fuel has island of Newfoundland covered from YTT.

Combined with airport fuel stops, we can cross the island and return to St John's in about 6 hours.

It can reach ½ provinces population with enough onboard internal fuel to return to St John's

COUGAR SAR PROPOSAL

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Submitted May 2019



SAR Ecosystem



Public Private Partnership(s)



Connected Support

- Partnerships



Performance Based



Training Support

- Flight Crew
- Back End Crews



Cost Model



SAFETY AND SERVICE
NO COMPROMISE





COUGAR SAR PROPOSAL

- Successful SAR Linked to Response Time
- Complement Existing DND SAR
- Alternate Service Delivery
- Proven Concept in UK & IRELAND
- Proven Success in Harsh Environments
- Partnership Approach
- 21st Century Infrastructure
- 21st Century Technology



