

NOIA

The Voice of East Coast Canada Oil and Gas



2005 Annual Report

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About NOIA

Established in 1977, NOIA is a non-profit trade association, representing the East Coast Canada oil and gas industry. The association has approximately 450 members that are drawn primarily from the oil and gas supply and service sector.

NOIA's mission is to promote the development of East Coast Canada's hydrocarbon resources and facilitate its membership's participation in the different sectors of the oil and gas industry. In pursuing our mission, NOIA works closely with operators, all levels of government and the community at large.

NOIA offers a variety of membership programs and services. These include the NOIA-OTANS Daily Bulletin, NOIA News magazine, Annual Membership Directory, luncheons, seminars, small and medium size enterprise lunch and learns, the Annual International Petroleum Conference, a technology information program, NOIA's web site (NOIANet), oil and gas industry economic development, and advocacy on behalf of the industry.

In order to deliver our membership programs and services, NOIA has established an elaborate network of volunteers from the East Coast Canada oil and gas industry. As a non-profit organization, NOIA has voluntary board of directors who govern the association's activities. The Board of Directors has a volunteer Chairperson, Vice Chairperson and Treasurer. Together with the Past Chairperson, and President and CEO, these individuals make up the Executive. NOIA's many volunteer committees include Membership Services and Internal Communications, Policy and Research, External Communications and Government Relations, and Conference. There are also a number of sub-committees that address policy issues and organize specific events, throughout the year.

NOIA's growth has paralleled the growth of the East Coast Canada oil and gas industry. The association has been a leading advocate of oil and gas development in the region, and a key supplier of information to the industry. ♦



2005 Chairperson
Tony Goobie

Soon NOIA will begin its third decade in operation. With this milestone just ahead of us, the Board of Directors made it a priority this year to focus on preparing NOIA for the next decade and beyond.

In addition to positioning the association for the future, we want to listen to the needs of NOIA members and respond to those needs. With this in mind, NOIA implemented new programs and services in 2005 to better serve its membership. These initiatives are highlighted in the following committee reports.

The success of the White Rose Project has shown the depth and capability of the supply and service companies in this region. It is a significant success for our province's oil and gas industry to have a project of this magnitude completed on time and on budget. Our supply and service community should be proud of this achievement – the work completed here can compete with any in the world.

Promoting exploration in our offshore basins is paramount for NOIA. Three producing projects do not establish a sustainable oil and gas industry in this province. It is vital to our region to increase exploration offshore. Only through new investors and renewed exploration, will new discoveries be found and more projects become a reality. Consistent activity at this phase will ensure that NOIA members will be able to call Newfoundland and Labrador their base for operations.

Newfoundland and Labrador's oil and gas industry was given a significant boost when the Province of Newfoundland and Labrador released their Energy Plan discussion paper in November 2005. The paper will allow industry stakeholders such as NOIA to consult the government on its plans for developing the province's energy resources. Additional funding for the Energy Branch of the Department of Natural Resources will also help secure the expertise and human resources needed to support the needs of the industry in this province.

Initiatives like the Atlantic Energy Roundtable (AER) aim to assist Atlantic Canada's energy sector in competing with other oil and gas producing regions. To date, the AER has successfully lobbied for the implementation of industry incentives such as duty remission for Mobile Offshore Drilling Units, well-cost reduction and shorter screening-type assessments for oil and gas exploratory drilling projects. NOIA has been an active member of this committee and will continue to be so in 2006.

As always, NOIA's main concern is the well-being of its members. We design our services and programs to assist you in your business endeavours, and we actively pursue and advocate all levels of government to create environments that are conducive to building a sustainable industry in this province and region.

Without our strong network of over 100 volunteers we could not provide these services or act on your behalf. NOIA's committees are our direct connection to you, our members, and we thank everyone who participated on those committees this year. I would also like to thank the NOIA Board of Directors for their guidance and support, and the NOIA staff for their continuous hard work and dedication.

Thank you for the opportunity to serve as your Chairperson this year. It has been my pleasure. ♦

President's Report



***President and CEO
Michele English***

Each year NOIA aims to bring forth a full agenda of programs and events to aid its members in their daily business practices and to keep them informed of industry activity. In 2005, NOIA hosted a number of very successful events and continued to produce high quality publications. It takes a well-organized team of professionals and a solid support system of volunteers to produce these events.

A focus on membership growth in 2005 has resulted in a net increase in membership and has allowed NOIA to build upon its core group of companies, strengthen the association and diversify the membership.

NOIA representatives attend numerous tradeshows and conferences throughout the year to promote NOIA members and the province's oil and gas industry. These events give NOIA the opportunity to distribute the Annual Membership Directory, East Coast Canada Map, NOIA News and event brochures to an international audience. These publications enable NOIA to effectively promote our members and our region to the international oil and gas community.

A new project with World Oil magazine was finalized this year as part of NOIA's communication program aimed at building awareness of the region, highlighting our members' capabilities and attracting exploration. This publication, which will be distributed to targeted markets all over the world, will be a supplement in the May issue of World Oil. The supplement will feature articles about our province's resources as well as the accomplishments of the supply and service community.

Throughout 2005, NOIA continued to represent our members in numerous consultations and advisory bodies that help guide the development of our industry. In addition to these ongoing initiatives, NOIA was also pleased to contribute to a number of consultations held by both government and industry. NOIA participates in these initiatives with the goal of facilitating a more attractive environ-

ment for investment and to work towards increasing our membership's involvement in the industry.

NOIA has also been developing a new web site which will feature enhanced searching, improved information flow and an enhanced e-commerce capability to facilitate more convenient online payment. The new site will be unveiled next month and is an example of how member feedback helps the organization improve. Please feel free to give us your suggestions and concerns. It is only through your comments that we can serve you best.

I was appointed President and CEO in late September and have been proud to represent you, our members, in an industry that I believe is key to this province's future economic success. During 2006, NOIA will continue to focus on initiatives that promote Newfoundland and Labrador and we will work with key stakeholders to market the exploration potential of the region. The identification of opportunities for our members, both locally and on a global basis, is another key priority for NOIA. The latter will be accomplished through an Export Program that will facilitate growth in international markets for interested companies.

NOIA is also committed to representing our membership as we participate in the development of a provincial Energy Plan, which will be instrumental in addressing the long-term needs of the Newfoundland and Labrador oil and gas industry. Finally, serving our members will remain NOIA's highest priority. To this end, we work to ensure that NOIA's programs and services meet the needs and expectations of our members by introducing a variety of member feedback tools.

2005 has been a year full of promise for NOIA and for the East Coast Canada oil and gas industry in general. NOIA's success throughout the year would not be possible without a strong Board and a critical network of volunteers and advisors from our membership. In closing, I would like to thank our board, volunteers, staff and every member for your continued support.



***Chairperson
Roy Farrell***

Policy and Research Committees

In 2005, NOIA's policy and research committees were focused on two priorities:

- Preparing for the province's next project and developing policies and positions to support NOIA and its members during what promises to be a period of high activity; and
- Developing policies and positions with the goal of improving the operating environment in East Coast Canada.

Over the past several years, exploration attraction has been a key priority for NOIA. This was also the case in 2005. In February, representatives from NOIA met with the Economic Policy Committee

Policy and Research Committees

of Cabinet to put forward NOIA's positions on this matter and to make further recommendations regarding the promotion of the industry to key investors. NOIA's positions on exploration attraction were also put forward at the federal level through the Atlantic Energy Roundtable. NOIA President and CEO, Michele English, put forward key recommendations on the issue at Atlantic Energy Roundtable IV in November. Exploration attraction is central to the long-term sustainability of the industry and will continue to be a high priority for NOIA in 2006.

The development of an Export Strategy is another key priority for NOIA. In April 2005, NOIA, in partnership with the Atlantic Canada Opportunities Agency, engaged a consultant (Newfoundland Energy Services) to help NOIA move forward on this important project. Together with the consultant, NOIA completed a membership survey and has established a subcommittee of NOIA's Board of Directors to move forward on the recommendations presented in the consultant's final report.

NOIA's Regulatory Issues Sub-Committee participated in a number of consultations throughout the year and made submissions on issues such as Mitigation of Seismic Noise in the Marine Environment Statement of Canadian Practice. The sub-committee, with input from specialists in the area, congratulated participants from industry and governments on working together and making a positive step towards facilitating both the execution and review of environmental assessments required for project approval.

The Regulatory Issues Sub-Committee played an important role in the development of NOIA's submission to Canadian Environmental Assessment Agency on proposed changes to the regulations including exploration drilling on the Comprehensive Study List Regulations. NOIA was pleased to learn at Atlantic Energy Roundtable IV the regulations under the Canadian Environmental Assessment Act has been amended so offshore oil and gas exploratory drilling projects would be subject to a screening type environmental assessment rather than the current comprehensive study.

Finally, the Regulatory Issues Sub-Committee was responsible for drafting NOIA's response to the Canada-Newfoundland and Labrador Offshore Petroleum Board regarding the proposed changes to the Development Plan Application Guidelines. These guidelines, issued in January, updated guidelines in place since 1988 and incorporated changes proposed as the result of a review of the guidelines following the approval of the White Rose Development Plan Application, as well as changes proposed through the Atlantic Energy Roundtable.

One of the most significant changes to the Development Plan Application Guidelines, is the separation of the Benefits Plan Guidelines. NOIA's response to these guidelines, issued in June, was developed in consultation with the Policy and Research Committee and the sub-committee chairs.

NOIA's Industrial Opportunities Sub-Committee, together with NOIA's Labour Relations and Human Resources Sub-Committee, has taken the lead on preparing NOIA to be involved in the development of the Hebron asset at the earliest level possible. These committees spent 2005 working to establish NOIA's priorities and positions for the early phases of the project. This work has included research in the areas of labour and industrial capability and capacity, as well as the identification of key messages and issues central to the success of NOIA's membership throughout the development of this potential project.

This work has been instrumental in the development of a position paper that will form the basis of NOIA's policy strategy throughout the development. This paper is in the final stages, and NOIA has already begun to communicate its key messages with industry stakeholders.

Policy and research continues to be a central function for NOIA in support of our members' participation in the industry. NOIA will continue to use its policy committees as a mechanism for engaging key stakeholders in both government and industry. Membership on NOIA's Policy and Research Committees is diverse and represents a cross-section of NOIA members. In the next several years, activity in East Coast Canada is projected to increase. As activity increases, NOIA's Policy and Research Committees will continue to monitor both ongoing and emerging issues to ensure that the association is able to respond in a timely manner and continue to serve the best interests of the membership. ♦

Membership Services & Internal Communications Committee



***Chairperson
Cathy Ivany***

The Membership Services and Internal Communications Committee has had an active year of working on initiatives to add value to NOIA members. The committee has advised staff on improving programs and services to better serve NOIA members.

In March, the Membership Services Committee conducted a focus group with a cross-section of NOIA members to get feedback into the programs and services offered by the association. NOIA is now working to implement some of the recommendations that came from this informative session.

Two seminars were held in 2005:

- Supplier Development Forum: Enhancing your Opportunities
- New Technologies – New Opportunities. What's Next?

There was a great response to NOIA's Supplier Development Forum: Enhancing Your Opportunities. NOIA members were in attendance to promote their businesses to over 30 procurement personnel in the East Coast Canada oil and gas industry. In addition to the invaluable one-on-one business meetings, delegates listened to presentations by this industry's major contractors. They provided information on their role in the oil and gas industry and the types of products and services that they procure on a regular basis. At the keynote luncheon, a capacity audience heard from the Honorable Ed Byrne, Minister of Natural Resources, Government of Newfoundland and Labrador. Minister Byrne unveiled plans by the provincial government to implement a ministerial committee to advise

on future development and exploration activities in the oil and gas industry.

New Technologies – New Opportunities. What’s Next? focused on the Hebron Ben-Nevis asset and natural gas development, arguably two of the most important potential opportunities in the East Coast offshore. The sold-out audience received an update on Hebron as well as examined the technical challenges of heavy oil development. There were presentations on natural gas potential as well as transportation options for the development of this valuable resource. Mr. Ed Martin, President and CEO of Newfoundland and Labrador Hydro was the seminar’s keynote luncheon speaker. He provided delegates with information on his company’s restructuring and the role of oil and gas in their portfolio.

NOIA held two stand-alone keynote luncheons during the year. During Oil and Gas Week, the Honorable Loyola Sullivan, Minister of Finance and President of the Treasury Board, Government of Newfoundland and Labrador gave the government’s perspective on the importance of the oil and gas industry to this province. In December, NOIA featured keynote speaker Dr. Bill Eaton who gave a light-hearted presentation to members.

Also during 2005, NOIA hosted four technical luncheons in conjunction with the Society of Petroleum Engineers and five SME Lunch and Learns to aid small and medium sized members in learning about topical issues in the oil and gas industry. There was once again a focus on networking with all NOIA luncheons and seminars as well as three stand-alone networking socials and the ever-popular golf tournament in August.

The membership services and internal communications committee worked hard to offer many programs and services to the membership in 2005. The goal of this committee is to bring value to the membership and this work will continue through 2006. ♦

External Communications and Governmental Relations Committee



***Chairperson
Jerry Byrne***

NOIA’s External Communications and Government Relations (ECGR) committee has been actively working to promote NOIA and its programs to the membership this year. The NOIA Ambassador Program launched in 2004, is one program aimed at providing NOIA membership contact with other NOIA members in other oil and gas regions. This year the committee recruited three more Ambassadors and has created initiatives to interest others in the benefits of helping other NOIA members through this program.

Throughout 2005 the committee identified areas that could be utilized to promote being an Ambassador, as well as encourage NOIA members to take advantage of the knowledge that the NOIA Ambassadors can offer. Through committee recommendations, NOIA is highlighting the program to the membership at all NOIA events, through columns in the NOIA News, and in the daily bulletin. NOIA is also targeting specific international members who would be potential new NOIA Ambassadors.

To better identify NOIA and its mandate in its materials, the ECGR committee recommended adding a tagline 'the voice of East Coast Canada oil and gas' after NOIA's name and on NOIA materials. This was implemented not only on the cover of NOIA News, but also in NOIA's news releases. Throughout the year, the ECGR committee has also made recommendations for luncheon speakers, and event improvements.

In an effort to promote the work NOIA does for its membership, the ECGR committee suggested making its membership better aware of NOIA's policies and position activities. This was accomplished through 'did you know?' sections in NOIA publications and including informative slides during slideshows at NOIA events.

NOIA's 2005 Membership Directory was again a great success and the committee was very pleased with the final product and revenue. To refresh the look of the book an update was implemented to make sections easier to identify and match the look and feel of NOIA's other publications. NOIA's bi-monthly magazine, NOIA News, also did well this year, and saw a variety of very interesting articles aimed at educating the membership and highlighting industry issues.

On behalf of the Board of Directors, the ECGR committee considered registering NOIA as a lobbyist with the provincial government. However, after some investigation of the Lobbyist Registration Act, it was determined that NOIA does not fit the requirements necessary in order to register. For the Act to apply to NOIA, NOIA staff, either individually or as a whole, would have to spend 20% in direct contact with government officials. Instead, members of the NOIA Board, who volunteer their time to NOIA, carry out this contact making it unnecessary for NOIA to register under the Act.

In addition to external communications, the committee acts as a consultative body to the Board of Directors on issues surrounding the communication of NOIA's policies and positions.

The committee hopes to build on these initiatives in 2006 and bring forth fresh new ideas that will help NOIA communicate the benefits of its programs to its membership and the industry. ♦

Conference 2005 Committee



***Chairperson
Philip Whelan***

NOIA held its 21st Annual International Petroleum Conference from June 19 – 23, 2005. New Basins, Strong Markets, Global Opportunities was the theme of the conference that attracted over 700 delegates to NOIA's largest event of the year.

An event of this scale takes a great deal of planning. In fact, the 2005 Conference Committee began meeting in April 2004. The hard work and dedication of this group was seen in the quality of the speakers and the event in general.

The 2005 conference featured a full three-day agenda that included updates from all major operators in the East Coast offshore area. There was also information on new basin activities, oil and gas transportation, global market opportunities for harsh environment initiatives and a session on the strong markets for oil and gas.

The majority of delegates (74%) came from Newfoundland and Labrador. Others came from all over the country and the world including Nova Scotia, New Brunswick, Prince Edward Island, Quebec, Ontario, Alberta, British Columbia, Northwest Territories, Yukon, USA and Europe.

There was an extremely impressive lineup of keynote luncheon speakers:

- Andrew Stephens, Vice President, Corporate Planning and Communications, Petro-Canada
- Rex Murphy, Accomplished Broadcaster, Writer, Teacher
- Alex Archila, President, Chevron Canada Resources

Networking was once again a focus during the conference. The Pre-Conference Social, Gala and Golf Social were some of the many networking events that occurred during conference week. 2005 also marked the revival of the Lobster Fest. This event was organized by a group of NOIA members and lead by Matt Shinkle of K&D Pratt.

The Offshore Newfoundland Petroleum Show had another successful year with over 120 exhibitors. Over 2300 of delegates walked through the show over the 2-day exhibit.

NOIA wishes to extend its thanks to all the Conference Committee volunteers and looks forward to presenting another successful conference in 2006. ♦



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Auditors' Report

To the Members of
Newfoundland Ocean Industries Association

We have audited the balance sheet of Newfoundland Ocean Industries Association as at December 31, 2005 and the statements of revenue and expenses, cash flows and changes in net assets for the year then ended. These financial statements are the responsibility of the Association's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Association as at December 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

A handwritten signature in dark ink that reads "Deloitte + Touche LLP".

Chartered Accountants
January 13, 2006

NEWFOUNDLAND OCEAN INDUSTRIES ASSOCIATION
Statement of Revenue and Expenses
Year ended December 31, 2005

	2005	2004
	\$	\$
REVENUE		
Membership fees	287,253	296,234
Annual Offshore Conference	343,903	294,492
Special projects		
Atlantic Canada Opportunities Agency	172,759	209,570
Other	57,647	11,150
Seminars and events	103,770	122,203
Miscellaneous	57,836	70,629
Members' luncheon fees	33,003	50,560
Newsletter	60,117	50,476
Membership directory	9,053	5,921
	1,125,341	1,111,235
EXPENSES		
Programs and administration	856,574	870,806
Annual Offshore Conference	173,518	148,547
Special projects	61,415	88,047
	1,091,507	1,107,400
EXCESS OF REVENUE OVER EXPENSES	33,834	3,835

NEWFOUNDLAND OCEAN INDUSTRIES ASSOCIATION
Statement of Changes in Net Assets
Year ended December 31, 2005

	Net Investment in Capital Assets \$	Unrestricted \$	2005 Total \$	2004 Total \$
BALANCE, BEGINNING OF YEAR	37,230	562,623	599,853	596,018
Purchase of capital assets	36,994	(36,994)	-	-
Amortization of capital assets	(15,683)	15,683	-	-
Excess of revenue over expenses	-	33,834	33,834	3,835
BALANCE, END OF YEAR	58,541	575,146	633,687	599,853

NEWFOUNDLAND OCEAN INDUSTRIES ASSOCIATION

Balance Sheet

December 31, 2005

	2005 \$	2004 \$
ASSETS		
CURRENT		
Cash and short term investments	606,243	640,752
Accounts receivable		
Atlantic Canada Opportunities Agency	39,838	63,743
Members and trade	28,396	18,764
Prepaid expenses	5,938	7,371
Scholarship fund in trust (Note 5)	14,762	13,739
	695,177	744,369
CAPITAL ASSETS (Note 3)	58,541	37,230
	753,718	781,599
LIABILITIES		
CURRENT		
Accounts payable and accrued liabilities	67,592	80,335
Deferred revenue (Note 4)	5,544	8,971
Prepaid memberships	32,133	78,701
Scholarship fund in trust (Note 5)	14,762	13,739
	120,031	181,746
NET ASSETS		
Net investment in capital assets	58,541	37,230
Unrestricted	575,146	562,623
	633,687	599,853
	753,718	781,599

APPROVED BY THE BOARD:



Tony Goobie, Chairperson



Michele English, President & CEO

NEWFOUNDLAND OCEAN INDUSTRIES ASSOCIATION
Statement of Cash Flows
Year ended December 31, 2005

	2005 \$	2004 \$
OPERATING ACTIVITIES		
Excess of revenue over expenses	33,834	3,835
Adjustments for:		
Amortization	15,683	11,943
Changes in non-cash operating working capital	(47,032)	2,405
	2,485	18,183
INVESTING ACTIVITY		
Purchase of capital assets	(36,994)	(11,834)
NET INCREASE (DECREASE) IN CASH AND SHORT TERM INVESTMENTS		
	(34,509)	6,349
CASH AND SHORT TERM INVESTMENTS, BEGINNING OF YEAR		
	640,752	634,403
CASH AND SHORT TERM INVESTMENTS, END OF YEAR		
	606,243	640,752
CASH AND SHORT TERM INVESTMENTS CONSIST OF:		
Cash	35,606	109,734
Short term investments	570,637	531,018
CASH AND SHORT TERM INVESTMENTS		
	606,243	640,752

NEWFOUNDLAND OCEAN INDUSTRIES ASSOCIATION
Notes to the Financial Statements
December 31, 2005

1. DESCRIPTION OF BUSINESS

Newfoundland Ocean Industries Association ("NOIA") is incorporated under the Newfoundland Companies Act as an organization not having share capital. NOIA is a group of member companies who share a common interest in off-shore/onshore oil and gas sector.

NOIA's mission is to promote development of East Coast Canada's hydrocarbon resources and to facilitate its membership's participation in oil and gas industries.

NOIA is a non-profit organization under the Income Tax Act of Canada and is not subject to income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles and reflect the following significant accounting policies:

Revenue recognition

Membership fees are billed on a yearly basis and are recognized as revenue on a fiscal year basis. Special projects funding is recognized as revenue in the year in which related expenses are incurred. All other revenue is recognized when services are provided and collection is reasonably assured.

Capital assets

Capital assets are recorded at cost, net of government assistance. Amortization is provided on both the declining balance and straight line bases, at rates which will reduce original cost to estimated residual value over the useful life of the assets.

Cash and short term investments

Cash and short term investments include cash on hand, balances with banks and short term deposits with original maturities of three months or less.

Use of accounting estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

3. CAPITAL ASSETS

	Rate	2005		2004
		Cost	Accumulated Amortization	Net Book Value
		\$	\$	\$
Computers	30%	61,728	28,105	33,623
Computer development	30%	19,575	2,936	16,639
Furniture and equipment	20%	20,723	12,444	8,279
		102,026	43,485	58,541
				37,230

4. DEFERRED REVENUE

Deferred revenue relates to funding received from the Atlantic Canada Opportunities Agency (ACOA) and Human Resources Development Canada (HRDC) in the current year for future expenditures.

5. SCHOLARSHIP FUND

In 1997, NOIA announced the establishment of the "NOIA Hibernia Commemorative Scholarship Fund". This fund will offer an annual scholarship of \$1,000 to a graduating Newfoundland high school student entering post-secondary studies who intends to pursue a petroleum-related career. The scholarship will be awarded to the student who best meets academic, extra-curricular and needs criteria.

6. COMMITMENTS

NOIA has entered into commitments for the lease of office premises and equipment, which will result in the following future expenditures:

	\$
2006	55,543
2007	59,407
2008	7,384
2009	1,625

The office lease is due for renewal in 2007.

7. FINANCIAL INSTRUMENTS

The carrying value of the Association's financial instruments approximates their fair value due to the short term maturity and normal credit terms of those instruments.

Thank you to our invaluable volunteers throughout 2005!

21st Annual International Petroleum Conference

Philip Whelan, Chair
Paul Barnes
Bernard Collins
Doug Cook
Joan Marie Gatherall
Pat George
Ray Gosine
Dave Hawkins
Stephen Henley
Jim Keating
George Osmond
Barbara Puddester
Paul C. Schuberth
Heather Mills-Snow
Rob Strong
Keith Warren

Supplier Development Forum: Enhancing your Opportunities

Tony Goobie, Co-Chair
Jerry Byrne, Co-Chair
Geoff Cunningham
Ron Edmunds
Art Garland
Pat George
Bill Stephenson

External Communications and Government Relations Committee

Jerry Byrne, Chair
Max Ash
Andrew Collins
Pat George
Harry Pride
Kimberley Thornhill

Audit Committee

Ron Edmunds, Chair
Bob Johnston
David Taylor

Labour and Human Resources Policy Sub-Committee

Caron Hawco, Chair
Morgan Cooper
Judy English
Roy Farrell
Fred Murrin
Barry North
Kevin Roche
Susan Whitten

New Technologies – New Opportunities. What's Next?

Rob Strong, Chair
Jerry Byrne
Geoff Cunningham
Dave Finn
Pat George
Caron Hawco
Bob Johnston
Tor Naess
Bill Newton
Andrew Noseworthy
Mark Shrimpton
Byron Sparkes
Philip Whelan

Membership Services and Internal Communications Committee

Cathy Ivany, Chair
Maria Afonso
Gerry Dowden
Dave Finn
Joe Guiney
Craig Hatcher
Louise McCarter
Barbara Murphy
Lynne Murray
Betty Shea

Outstanding Contribution Awards Committee

Philip Whelan, Chair
Paul Barnes
Don Noseworthy
Harry Pride
Judith Whittick

Petroleum Industry Human Resources Committee

Susan Whitten, Chair
Paul Barnes
Jean Bishop
Paul Dinn
Sheila Fudge
Glen Gibling
Tom Hawco
Gary Kennedy
Arthur Leung
Barry North
Philip Whelan
Doug Youden

Policy and Research Committee

Roy Farrell, Chair
Mike Critch
Rob Crosbie
Michele English
Bill Fanning
Bill Lorenzen
Bob McCarthy

Regulatory Issues Sub-Committee

Bill Newton, Chair
Jim Burroughs
Elisabeth Deblois
Roy Farrell

Industrial Opportunities Sub- Committee

Geoff Cunningham, Chair
Wayne Ash
Jerry Bishop
Ivan Butler
Roy Farrell
Bill Fanning
Steve Millan
Bill Newton