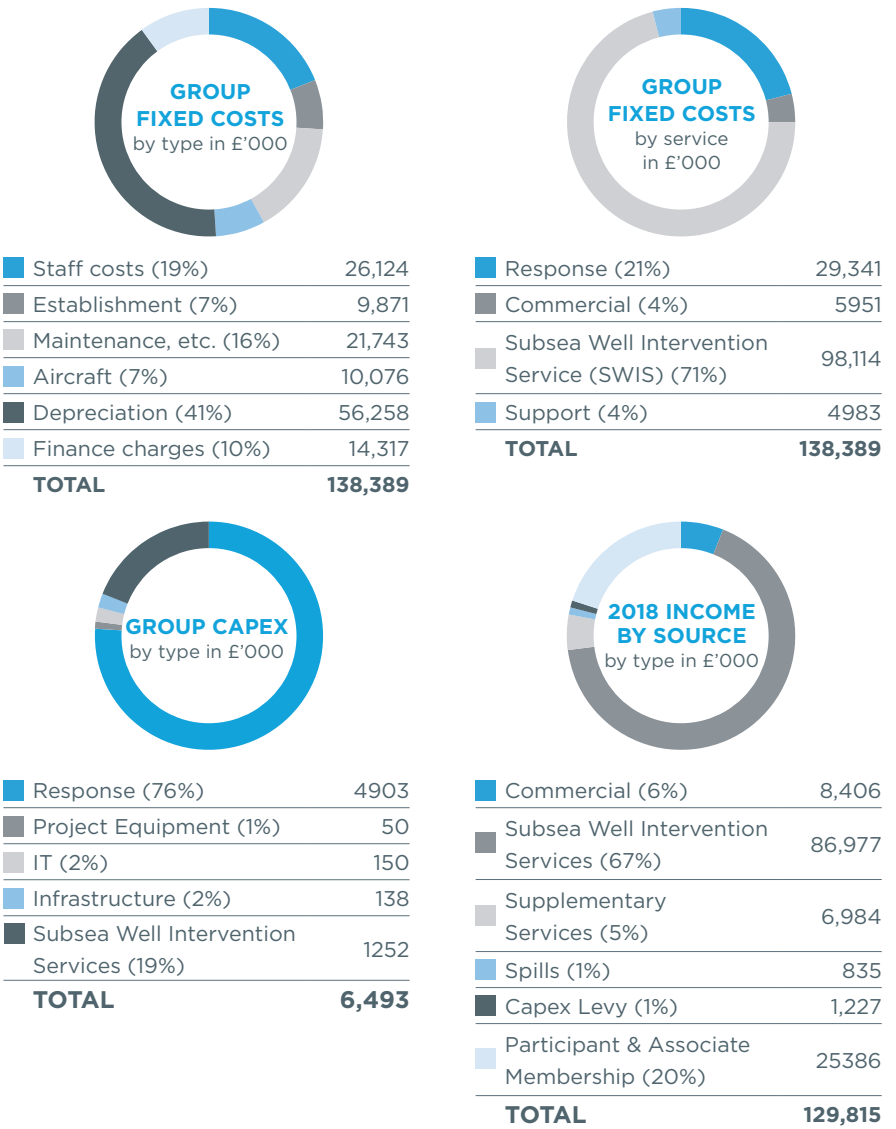
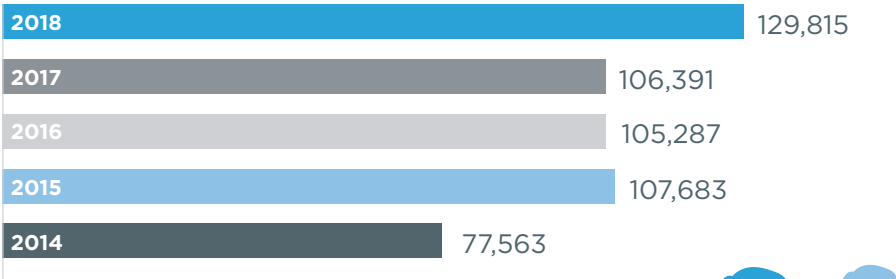


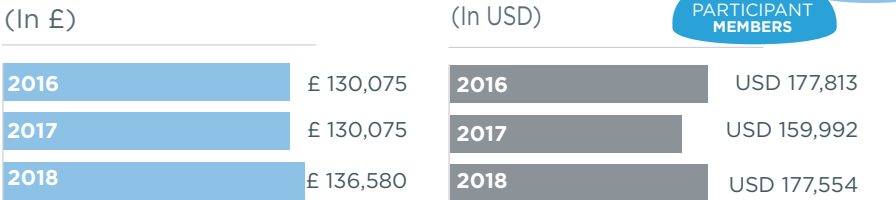
FINANCIAL REPORT



TOTAL INCOME in £'000



MEMBERSHIP Subscription fees (100 Shares)




EVOLVING CAPABILITY


We continue to develop our capabilities by investigating new tools and techniques, improving processes and investing in our personnel.

NOTABLE 2018 ACHIEVEMENTS

✓ Introduction of the Offset Installation Equipment (OIE) Service



✓ Delivery of the Air Freightable Capping Stack Capability




✓ Launch of the new Shipping Associate Membership

✓ Implementation of RESPONSECON for non-member shipping spills

✓ Development of the SCAT App

✓ Integration of UAV, AUV and aerostat surveillance systems via contractor service agreements



INDUSTRY OUTREACH

We connect with industry and with the broader community of stakeholders on behalf of industry focusing on three evergreen messages: Tiered Preparedness & Response, Net Environmental Benefit Analysis (also known as Spill Impact Mitigation Assessment) and Overcoming Barriers. In 2018, we re-launched our Confident Ambassador programme to provide assurance that all our external engagements are on-message and consistent.



Delivering Vision 2020

In 2017 the Board of Directors, together with our Executive Team, developed the Vision 2020 strategy which was further refined during the Annual Strategic Review in March 2018. 2018 focussed on delivering this vision; building a more efficient and effective OSRL. Achieving more with less, facilitated by developing people, improving processes and implementing new technology.

In the subsea arena, SWIS is being reconfigured to ensure we continue to meet the rapidly evolving requirements of subscribers in a post-SWRP world. An example of this is the Air Freightable Capping System. As an integrator, we continued to expand our network of strategic partners so we can deliver the broadest portfolio of services and capabilities for the subsea industry in preparing for and responding to an incident.

In the traditional surface response world, we are refreshing the equipment stockpile to ensure that we have the best technologies to deliver a world-class response. Simultaneously, we are upskilling our people to facilitate the best use of the available tools in a response and in the day-to-day management of all our business activities.

We remain agile and continue to strive for better ways to engage with members and other stakeholders to ensure we can adapt to meet their evolving challenges and needs.

Robert M. Limb

Robert Limb | Chief Executive of Oil Spill Response Ltd

RESPOND

EXCELLENCE IN SERVICE DELIVERY

CONNECT

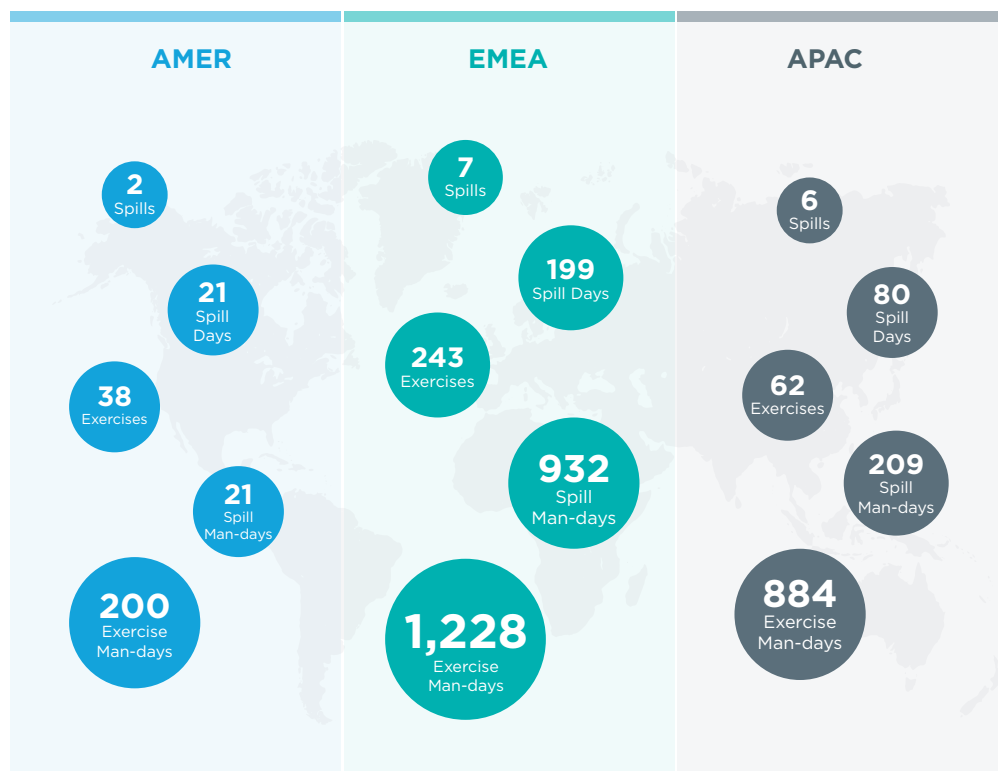
CLOSER TO OUR MEMBERS, PARTNERS AND CUSTOMERS

ORGANISE

TRANSFORMATION AND SYNERGY



OFFSHORE / UPSTREAM	7
PIPELINE	2
INLAND / DOWNSTREAM	1
SHIPPING	3
PORT	1
ONLAND UPSTREAM	1

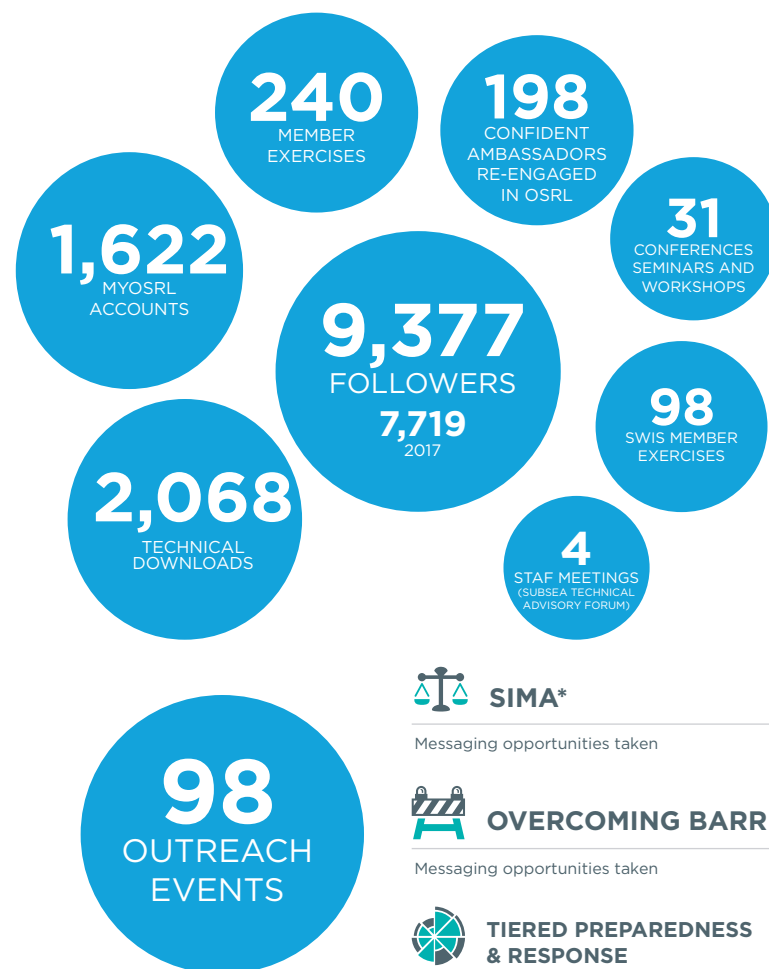


MEMBER	240
OTHERS (Industry partners, government or national agencies)	26
INTERNAL	77

220 CALLS FOR DUTY MANAGER

37 CALLS FOR TECHNICAL ADVISOR

ENGAGEMENT AND OUTREACH



SIMA*

Messaging opportunities taken 56



OVERCOMING BARRIERS

Messaging opportunities taken 103

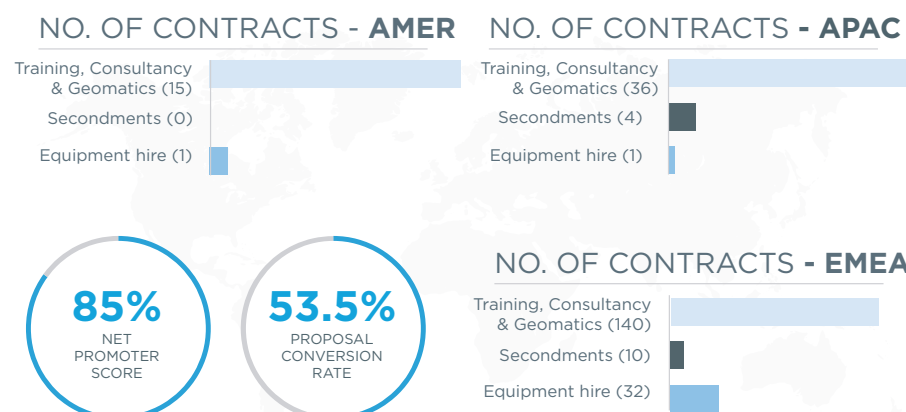


TIERED PREPAREDNESS & RESPONSE

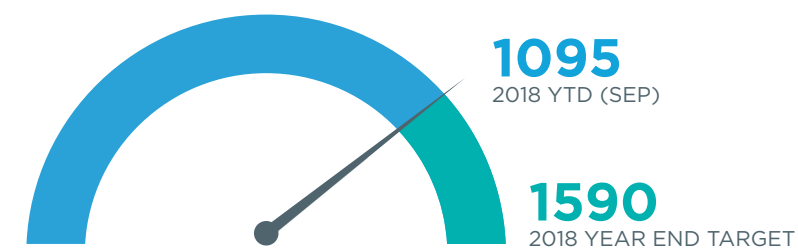
Messaging opportunities taken 44

*Spill Impact Mitigation Assessment (Formerly known as Net Environment Benefit Analysis (NEBA))

COMMERCIAL SERVICE DELIVERY



HSEQ PERFORMANCE



Number of behavioural observations and unsafe situations reported

00 LTI INCIDENT 02 NON-LTI INCIDENT (LTI - LOST TIME INCIDENTS)

BUSINESS TRANSFORMATION

HIGHLIGHTS



PEOPLE

We started the journey towards our collective leadership effectiveness, becoming a competitive advantage and supporting the organisation to embrace change.



PROCESSES

We have been streamlining our business processes to increase global alignment, drive collaboration and improve speed of decision making.



TECHNOLOGY

We are transitioning to cloud-based systems that enable business processes to be carried out more efficiently and collaboratively, with greater resilience and more insightful reporting based on improved business intelligence and analytics.



OPERATING MODEL

We are developing an operating model for OSRL that positions the organisation to be able to respond to opportunity and change through agility and innovation.

TECHNICAL DEVELOPMENT



COMPETENCE DEVELOPMENT

We have continued to focus our attention on the development of our most important resource - our people. The Subject Matter Expertise Programme has facilitated expertise development across key areas of response capability. Other initiatives have included New Responder Training, Leadership Under Pressure for Incident Managers (IMs) and Duty Managers (DMs), Behavioural Safety and Leadership Development for Senior Managers.



MARKETING EXPERTISE

A new initiative for 2018 - we have been actively seeking a range of opportunities to showcase our technical expertise across relevant industry publications and media channels.