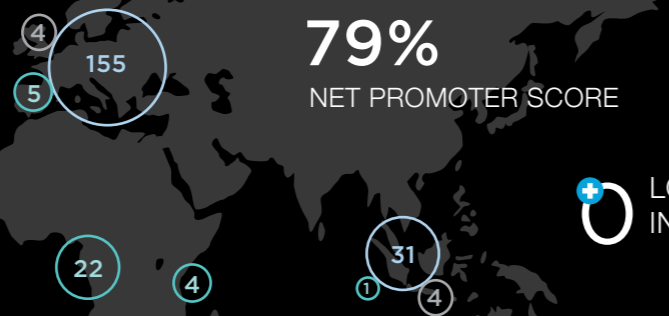


COMMERCIAL SERVICES DELIVERY (2015)

↑3159 MAN-DAYS ↓9% (2015/2014)

- 199 Projects
- 8 Secondments
- 33 Equipment Hire

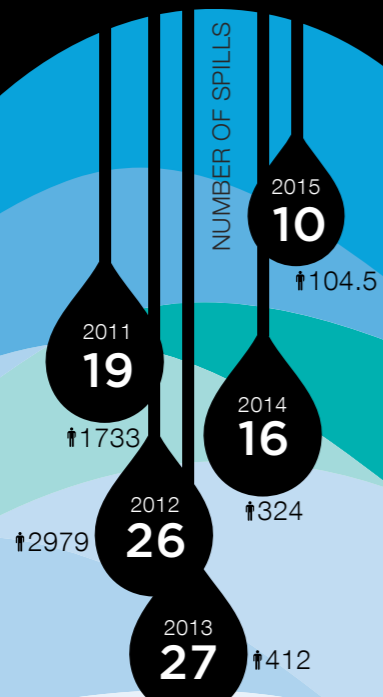


79%
NET PROMOTER SCORE

LOST TIME INCIDENTS

234
EXERCISES

CLOSURE OF LONDON
47% OFFICE SAVINGS IN ANNUAL FIXED COST

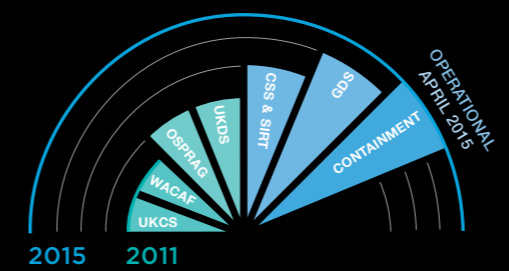


↑ = MAN-DAYS

100% ECONOMY FLIGHTS

↓ **28%** FEWER FLIGHTS

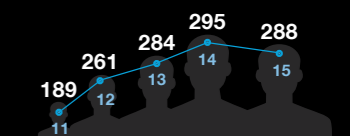
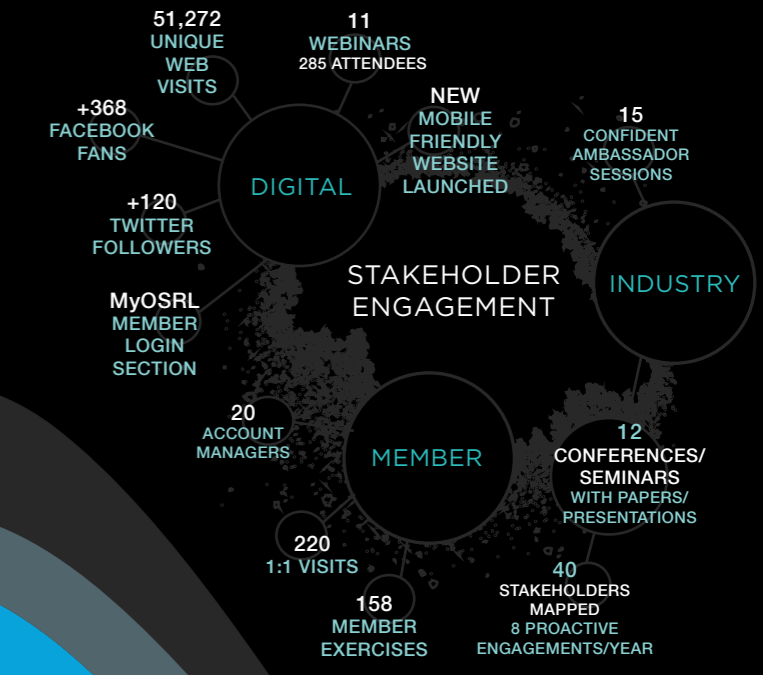
↓ **45%** LESS SPEND ON TRAVEL



INCREASING SUPPLEMENTARY SERVICES

Regional supplementary services
 UKCS United Kingdom Continental Shelf Services
 WACAF West and Central Africa Aerial Surveillance and Dispersant Spraying Services
 OSPRAG OSPRAG Capping Device
 UKDS United Kingdom Dispersant Stockpile

Global supplementary services
 CSS Capping Stack System and SIRT Subsea Incident Response Toolkit
 CONTAINMENT Containment Toolkit
 GDS Global Dispersant Stockpile



HEADCOUNT 2011 to 2015

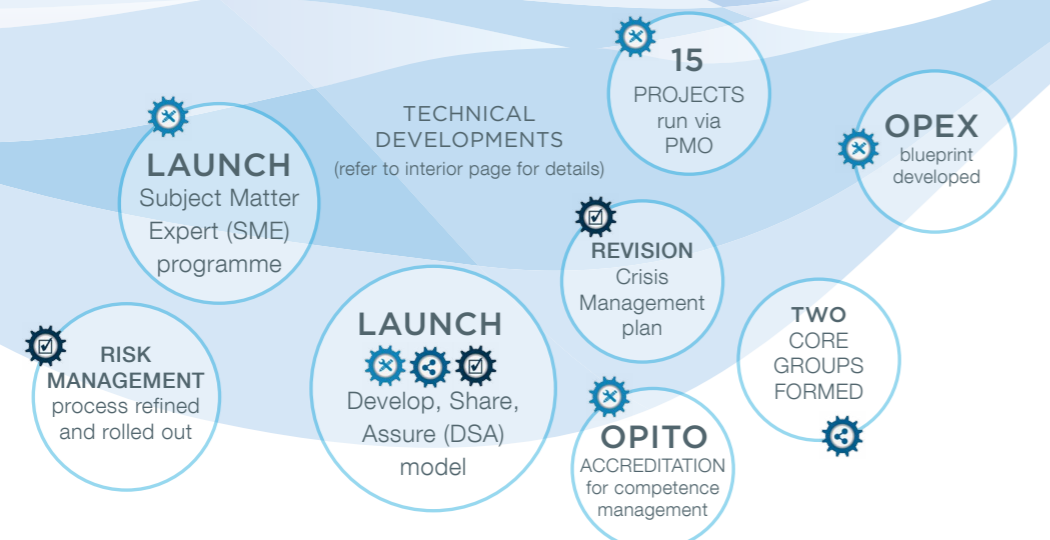
2015 YEAR IN REVIEW

30 YEARS OF OIL SPILL RESPONSE

As we celebrate our organisation's 30th birthday in 2015, we have made great progress preparing for the future. We completed the Containment Toolkit project, which was fully operational in April 2015, boosting our Subsea Well Intervention Services capability. To enable greater efficiency, we formally re-aligned our organisation model this year, released a funding paper, and laid the infrastructure for our digital communication strategy. We also formed Core Groups for Dispersant and Surveillance, Modelling and Visualisation (SMV), with the purpose of promoting greater subject matter expertise in key technical areas. We successfully conducted major exercises, including major mobilisations which simulated subsea well blow-out scenarios. We closed our London office and implemented many other cost saving initiatives to provide a more cost effective service to our members without compromising our ability to respond. We look forward to the completion of the Boeing 727 project which will provide a faster and more cost effective wide area dispersant solution for many years to come. We look forward to continue providing our members improved capability and competency, while keeping our operations efficient and lean.

Robert M. Limb

Chief Executive and Director
Oil Spill Response Limited



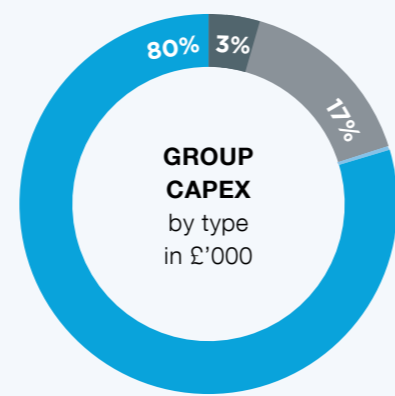
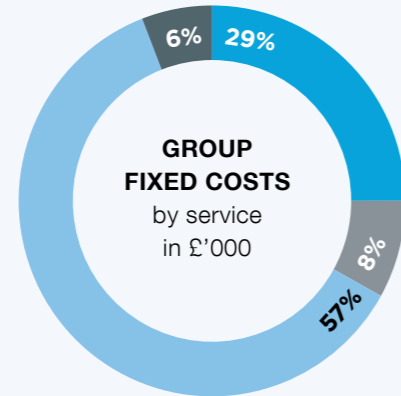
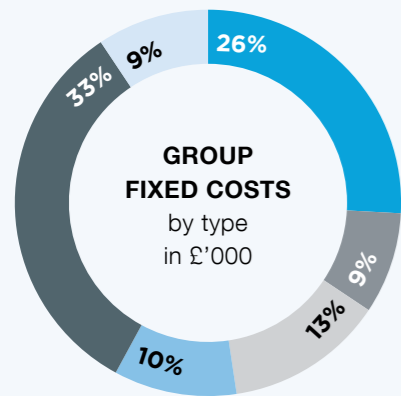
2015 IN REVIEW

FINANCIAL REPORT

A key facet of the service delivery of OSRL remains the expertise of our people, and staff costs are a major component of our fixed costs.

Just over 60 percent of OSRL's total fixed costs are now in relation to Supplementary services, with Response accounting for around 25 percent.

Capital expenditure in 2015 has been primarily limited to the manufacturing costs of the tanks for the Boeing 727 Tersus Project.



Staff costs	22,685
Establishment	7,462
Maintenance and other costs	11,631
Aircraft costs	9,035
Depreciation	28,694
Finance charges	8,212
TOTAL	87,719

Response	25,112
Commercial	7,114
Subsea Well Intervention Services (SWIS)	50,344
Support	5,149
TOTAL	87,719

Response	100
Projects	600
Infrastructure	11
Tersus 727 Project	2780
Total	3,491

PEOPLE

In light of the decline in oil prices that has affected the budget for 2015, external recruitment was put on hold. Internal recruitment was used to maximise efficiency. The HR policy, talent management process and occupational health programmes have been strengthened and better aligned to maintain consistency globally. These changes have helped to reduce our employee attrition rates, which we project to be 8.4 percent this year.

HSEQ DEVELOPMENTS

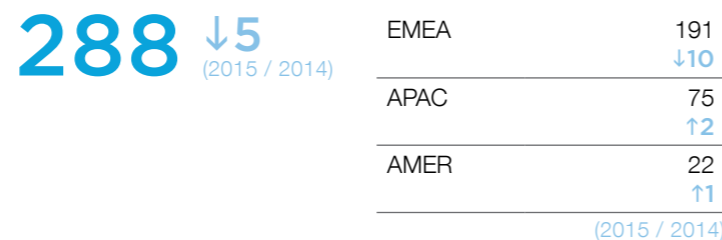
An OSRL Operations Excellence System (to be known as the 'Blueprint') has been developed which will classify all OSRL processes and procedures under 12 categories, ensuring better signposting and application.

A review of HSEQ procedures has commenced with a focus on risk management and safe systems of work. A common approach to risk rating and evaluation is being implemented across corporate, operations and projects functions.

The corporate risk register has been revamped following a series of internal workshops and will form the basis for an assurance programme in 2016.

Staff engagement continues through a variety of formal and informal programmes including workgroups, regional and functional initiatives, performance targets and stand downs as well as regional safety awards.

Headcount (by region)

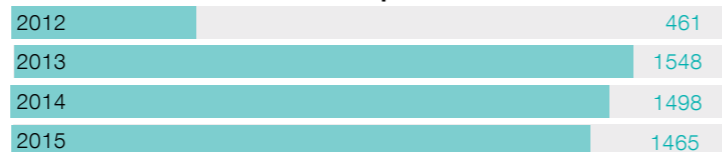


HSEQ performance

Focus on personal responsibility

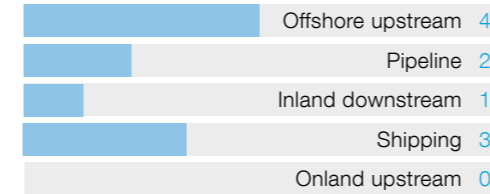
0 Lost Time Incidents (LTI) (Since 2011)

Number of unsafe situations reported

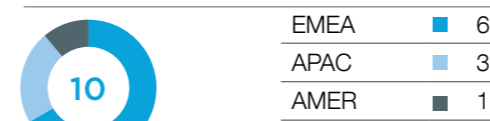


RESPONSE AND OPERATIONS

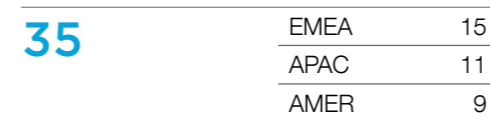
Number of spills by type



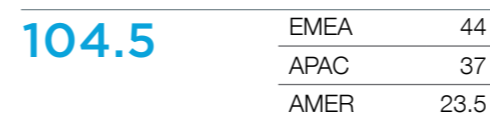
Number of spills (by geography)



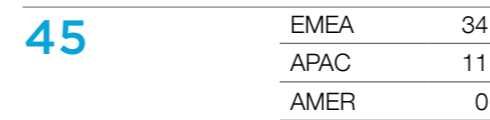
Number of spill days



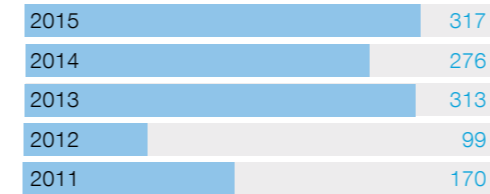
Number of spill man-days



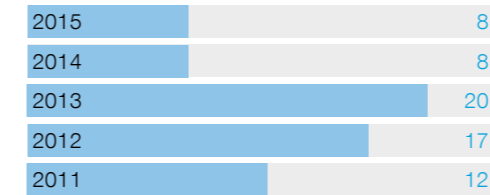
Number of days on standby



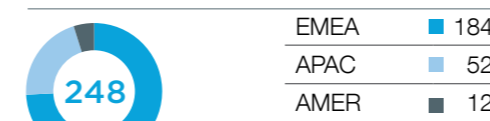
Number of Duty Manager calls



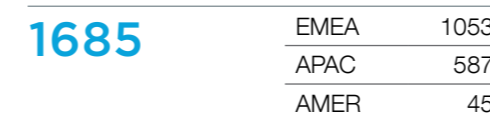
Number of Technical Advisor calls



Number of exercises (by geography)



Number of man-days in exercises



Number of exercises (by type)

Internal	65
Member	158
Government/national	1
Industry/partner	10

COMMERCIAL DELIVERY

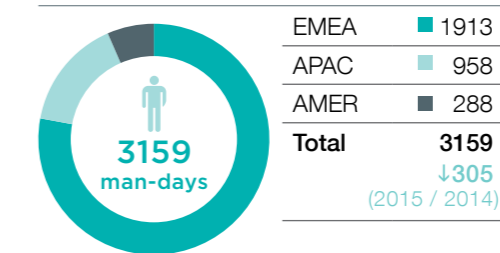
Account management

Number of global accounts	19
Number of global account managers	10

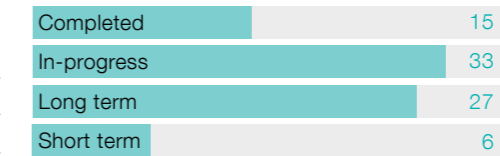
Proposal conversion rate



Training and consultancy projects (by man-days)



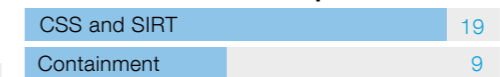
Number of equipment hire projects



19 Oil spill modelling projects using OSCAR ↑10% (2015 / 2014)

SUBSEA WELL INTERVENTION SERVICES

Number of SWIS subscriptions



Exercises



Number of Technical Advisory Forum (STAF) Meetings: 8

210 People completed SWIS appreciation training



TECHNICAL DEVELOPMENTS

The Technical Department focuses on the development of capabilities, like new technical tools, personnel competence management or modifying processes to improve effectiveness. The team shares information internally and externally, for example through workshops, webinars, or technical paper generation. The department provides a layer of assurance, through technical peer review of documentation, support of projects and internal audits. Our Develop, Share, Assure, or 'DSA' model serves as a compass to help ensure we balance our activities in a way that best supports the organisation.

Achievements in 2015 include:

- Implementation of DSA model
- Revision of Crisis Management plan
- OSRL's Project Management Office (PMO) provided oversight for 15 projects
- Formed Core Groups for Dispersant and Surveillance, Modelling and Visualisation
- OPITO accreditation of our Competence Management System
- Development and kickoff of dispersant assurance process
- Stewardship of the transition from responders to modellers carrying out SLA modelling
- Expertise sharing with GRN on cold weather response and competence development
- Led development of Advanced Technical Training (Seniors Academy)
- Supporting of internal and external audits e.g. Apache, support to major mobilisation plan development
- Strengthened relationships with other organisations (e.g. ITOPI, CEDRE, IOPC Funds, UK-MCA, International Group of P&I clubs etc) through information sharing days and forging links with academic institutions.