

“Building a better future.”

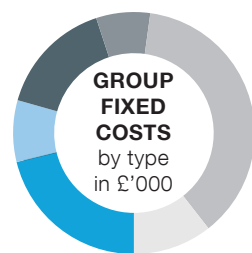
In 2017, we launched the Blueprint, our improved Operational Excellence Management System and the Business Transformation Project to drive efficiency and improve the use of resources across all OSRL’s activities. We are also in the final phase of the Offset Installation Equipment (OIE) project before the system is made available for response in early 2018.

With the Subsea Well Intervention Services (SWIS) now approaching their 5th anniversary we are adapting to the changing needs of industry becoming an integrator for subsea response services thereby making available a more seamless preparedness and response capability.

We continue to develop our people as we continuously strive to be the trusted and valued technical leaders now and in the future. With every small change we make, I believe we are a step closer to building a more robust and better OSRL.

Robert Limb | CEO of Oil Spill Response Limited

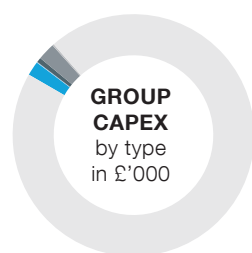
FINANCIALS



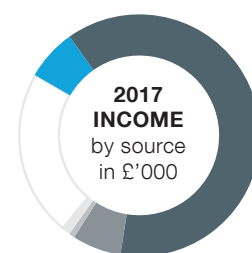
Staff & travel	25,363
Premises	9,880
Maintenance and other	18,667
Aircraft	8,668
Depreciation	44,692
Finance charges	12,683



Response	27,871
Commercial	5,947
Subsea Well	80,827
Intervention Services	5,308



Response equipment	900
Projects equipment	50
IT	300
Infrastructure	1100
Tersus 727 Project	100
Subsea Well	44,733
Intervention Services	



Commercial	7331
Subsea Well	66,275
Intervention Services	
Supplementary services	6,974
Spill	820
Capex levy	1,205
Participant & Associate Membership	23,786

Total income (in £'000)

2017	106,391
2016	105,287
2015	107,683
2014	77,563
2013	73,978

MEMBERSHIP

SUBSCRIPTION FEES (PER 100 SHARES)

(In £)

2015	£ 130,075
2016	£ 130,075
2017	£ 130,075

(In USD)

2015	USD 199,535
2016	USD 177,813
2017	USD 159,992

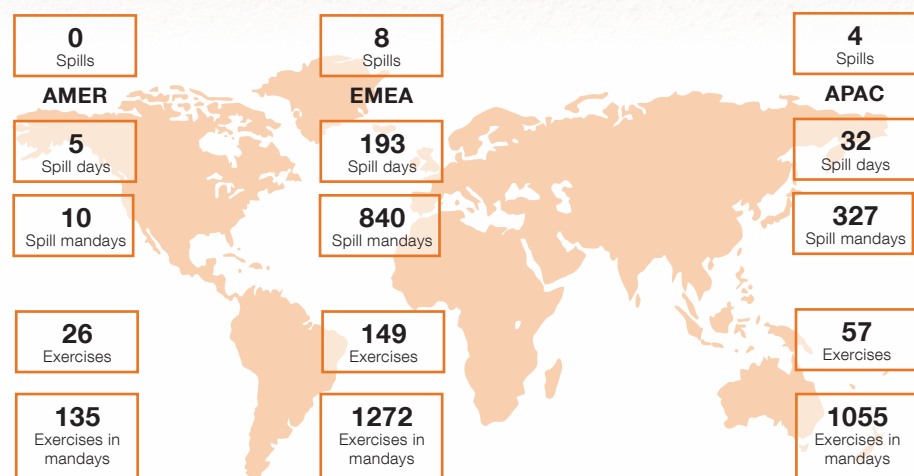


A BETTER FUTURE

2017 IN REVIEW

RESPOND

EXCELLENCE IN SERVICE DELIVERY



298 CALLS FOR DUTY MANAGER

65 CALLS FOR TECHNICAL ADVISOR

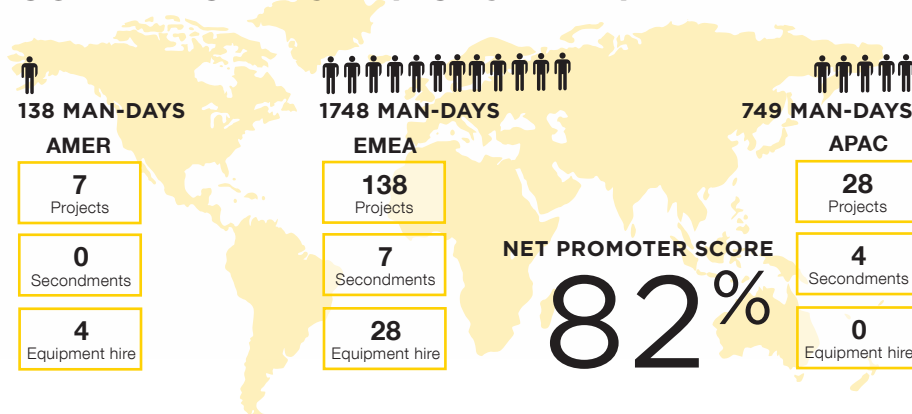
CONNECT

CLOSER TO OUR MEMBERS, PARTNERS AND CUSTOMERS



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

COMMERCIAL SERVICES DELIVERY

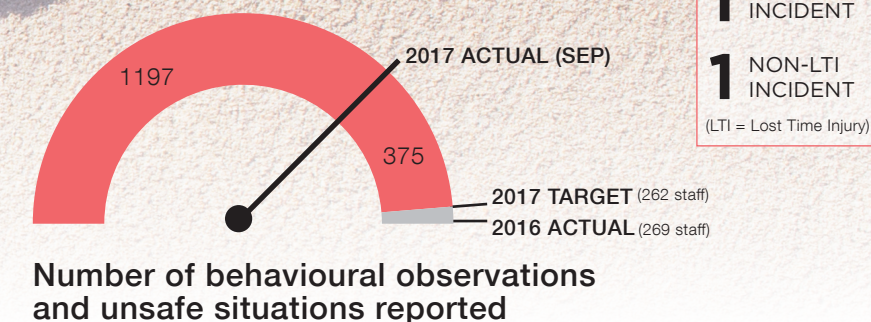


52.6% PROPOSAL CONVERSION RATE

ORGANISE

TRANSFORMATION AND SYNERGY

HSEQ PERFORMANCE



BUSINESS TRANSFORMATION

HIGHLIGHTS

PEOPLE - collaborative working practices employed across the business

PROCESSES - streamlined and efficient business processes underpinned by integrated technology platforms

TECHNOLOGY - flexible, cloud-based systems that enable technology applications to change as business requirements evolve

REPORTING - improved reporting driven by use of business intelligence and data analytics.

TECHNICAL DEVELOPMENT

Developing technical competence

We have continued to evolve our Subject Matter Expertise programme, developing expertise through engagement with industry sponsors, participation at selected conferences and the delivery of internal learning sessions. Our Oil-on-Water exercise was one of our major highlights for the year and created learning opportunities within the Core Groups and across the organisation in a wide range of capability areas.

Enhancing organisation resilience

We have continued to enhance our corporate and functional risk register programmes and these have now been used to drive targeted assurance activities. We have continued to embed the suite of crisis management plans and site emergency plans through exercising and real events and embed learnings from incidents through updated incident investigation procedures. We have continued to demonstrate our capability to mobilise the full suite of response resources through exercising our Major Mobilisation Plan.