



United Nations
Educational, Scientific and
Cultural Organization



Intergovernmental
Oceanographic
Commission



2021 United Nations Decade
2030 of Ocean Science
for Sustainable Development



WESTERN TROPICAL ATLANTIC REGION

REGIÓN ATLÁNTICO TROPICAL OCCIDENTAL

RÉGION ATLANTIQUE TROPICALE OCCIDENTALE

PRIVATE SECTOR INNOVATION & PARTNERSHIPS IN THE SUSTAINABLE MANAGEMENT OF MARINE ENERGY RESOURCES

DR. RUTH PERRY

SHELL RENEWABLES & ENERGY SOLUTIONS

One Planet, One Ocean / Un Planeta, Un Océano / Une planète, un océan

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The companies in which Royal Dutch Shell plc directly and indirectly owns investments are separate legal entities. In this presentation "Shell", "Shell Group" and "Group" are sometimes used for convenience where references are made to Royal Dutch Shell plc and its subsidiaries in general. Likewise, the words "we", "us" and "our" are also used to refer to Royal Dutch Shell plc and its subsidiaries in general or to those who work for them. These terms are also used where no useful purpose is served by identifying the particular entity or entities. "Subsidiaries", "Shell subsidiaries" and "Shell companies" as used in this presentation refer to entities over which Royal Dutch Shell plc either directly or indirectly has control. Entities and unincorporated arrangements over which Shell has joint control are generally referred to as "joint ventures" and "joint operations", respectively. Entities over which Shell has significant influence but neither control nor joint control are referred to as "associates". The term "Shell interest" is used for convenience to indicate the direct and/or indirect ownership interest held by Shell in an entity or unincorporated joint arrangement, after exclusion of all third-party interest.

This presentation contains forward-looking statements (within the meaning of the U.S. Private Securities Litigation Reform Act of 1995) concerning the financial condition, results of operations and businesses of Royal Dutch Shell. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are statements of future expectations that are based on management's current expectations and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements include, among other things, statements concerning the potential exposure of Royal Dutch Shell to market risks and statements expressing management's expectations, beliefs, estimates, forecasts, projections and assumptions. These forward-looking statements are identified by their use of terms and phrases such as "aim", "ambition", "anticipate", "believe", "could", "estimate", "expect", "goals", "intend", "may", "objectives", "outlook", "plan", "probably", "project", "risks", "schedule", "seek", "should", "target", "will" and similar terms and phrases. There are a number of factors that could affect the future operations of Royal Dutch Shell and could cause those results to differ materially from those expressed in the forward-looking statements included in this presentation, including (without limitation): (a) price fluctuations in crude oil and natural gas; (b) changes in demand for Shell's products; (c) currency fluctuations; (d) drilling and production results; (e) reserves estimates; (f) loss of market share and industry competition; (g) environmental and physical risks; (h) risks associated with the identification of suitable potential acquisition properties and targets, and successful negotiation and completion of such transactions; (i) the risk of doing business in developing countries and countries subject to international sanctions; (j) legislative, fiscal and regulatory developments including regulatory measures addressing climate change; (k) economic and financial market conditions in various countries and regions; (l) political risks, including the risks of expropriation and renegotiation of the terms of contracts with governmental entities, delays or advancements in the approval of projects and delays in the reimbursement for shared costs; (m) risks associated with the impact of pandemics, such as the COVID-19 (coronavirus) outbreak; and (n) changes in trading conditions. No assurance is provided that future dividend payments will match or exceed previous dividend payments. All forward-looking statements contained in this presentation are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements. Additional risk factors that may affect future results are contained in Royal Dutch Shell's Form 20-F for the year ended December 31, 2020 (available at www.shell.com/investors and www.sec.gov). These risk factors also expressly qualify all forward-looking statements contained in this presentation and should be considered by the reader. Each forward-looking statement speaks only as of the date of this presentation, September 1st 2021. Neither Royal Dutch Shell plc nor any of its subsidiaries undertake any obligation to publicly update or revise any forward-looking statement as a result of new information, future events or other information. In light of these risks, results could differ materially from those stated, implied or inferred from the forward-looking statements contained in this presentation. We may have used certain terms, such as resources, in this presentation that the United States Securities and Exchange Commission (SEC) strictly prohibits us from including in our filings with the SEC. Investors are urged to consider closely the disclosure in our Form 20-F, File No 1-32575, available on the SEC website www.sec.gov

This presentation contains certain following forward-looking non-GAAP measures such as cash capital expenditure and investments. We are unable to provide a reconciliation of these forward-looking Non-GAAP measures to the most comparable GAAP financial measures because certain information needed to reconcile those Non-GAAP measures to the most comparable GAAP financial measures is dependent on future events some of which are outside the control of the company, such as oil and gas prices, interest rates and exchange rates. Moreover, estimating such GAAP measures with the required precision necessary to provide a meaningful reconciliation is extremely difficult and could not be accomplished without unreasonable effort. Non-GAAP measures in respect of future periods which cannot be reconciled to the most comparable GAAP financial measure are calculated in a manner which is consistent with the accounting policies applied in Royal Dutch Shell plc's consolidated financial statements.

Also, in this presentation we may refer to Shell's "Net Carbon Footprint", which includes Shell's carbon emissions from the production of our energy products, our suppliers' carbon emissions in supplying energy for that production and our customers' carbon emissions associated with their use of the energy products we sell. Shell only controls its own emissions. The use of the term Shell's "Net Carbon Footprint" is for convenience only and not intended to suggest these emissions are those of Shell or its subsidiaries.

Shell's operating plan, outlook and budgets are forecasted for a ten-year period and are updated every year. They reflect the current economic environment and what we can reasonably expect to see over the next ten years. Accordingly, Shell's operating plans, outlooks, budgets and pricing assumptions do not reflect our net-zero emissions target. In the future, as society moves towards net-zero emissions, we expect Shell's operating plans, outlooks, budgets and pricing assumptions to reflect this movement.



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SHELL'S AMBITION AND PURPOSE

The world needs more and cleaner energy

- The world today is dynamic and fast-changing, and for many, energy is a defining feature
- Lives and livelihoods, economies and communities depend on convenient, reliable and affordable energy to thrive
- As the global population increases and incomes rise, demand for energy will grow
- Meanwhile the need to address stresses on the environment – especially climate change – has never been more important



SHELL'S AMBITION AND PURPOSE

Shell's Ambition & Purpose

Powering progress together with more and cleaner energy solutions

Changing our products and operations in step with society and our customers



A NET-ZERO EMISSIONS ENERGY BUSINESS BY 2050 OR SOONER

Own operations: net-zero emissions

Reduce the emissions from the manufacture of all our products¹ to net-zero by 2050 or sooner

Energy products: carbon intensity in line with 1.5°C

Reduce the Net Carbon Footprint² of the energy products we sell by 30% by 2035 and by 65% by 2050. This is consistent with society's ambition to achieve a 1.5°C future

Remaining customer emissions: fully mitigated

Work with customers to reduce the emissions from their use of our energy products³ to net-zero by 2050 or sooner

¹Refers to the Scope 1 and 2 emissions in absolute terms associated with operations under direct Shell control. ²The Net Carbon Footprint (NCF) is a weighted average of the lifecycle CO₂ intensities of different energy products sold by Shell normalising them to the same point relative to their final end-use. The calculation includes all emissions associated with bringing these energy products to the market as well as our customers' emissions from using them. ³Refers to the Scope 3 emissions in absolute terms associated with the use by customers of the energy products Shell sells.



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U.N. OCEAN DECADE & U.S. DECADE PRIORITIES

UN DECADAL GOALS



U.S. DECADAL PRIORITIES



Transparent Ocean

Data sharing & application products, services, policy



Productive Ocean

Sustainable BE, safe thresholds for econ growth, mitigate impacts of envir. change



Safe Ocean

Disaster risk reduction



Healthy/Resilient Ocean

Ecosystems mapped & protected, impacts mapped, measured & reduced



Clean Ocean

Pollution identified, quantified, reduced & removed



Predicted Ocean

All ocean basins observed and mapped; obs. for mgmt. & BE; innovate tech



Inspiring & Engaging Ocean

Focus on ocean literacy to establish broad understanding of role/importance of ocean



Modernize R&D infrastructure

Big data, models, R2O



Promote Economic Prosperity

Seafood competitiveness, energy, minerals, econ/eco balance, workforce



Resilient Coastal Communities

Disaster risk reduction



Safeguard Human Health

Plastics contaminants & pathogens, HAB, Natural Products



Ensure Maritime Security

Arctic transport, situational awareness, national security relies on *strong science literacy* in our communities



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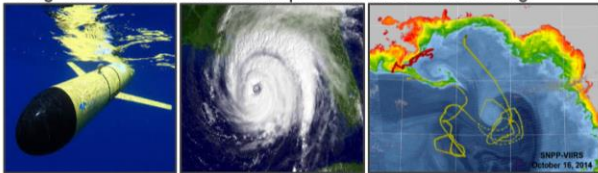
SHELL'S PUBLIC-PRIVATE COLLABORATIONS

The Science
We Need for the
Ocean We Want



Advancing ocean technology & capability

Using autonomous vehicles to improve hurricane forecasting



Providing offshore data to communities

Working with NOAA to share real-time ocean data



Exploring & monitoring the deep

Using industry ROVs to study deep sea biodiversity



Supporting the next generation

Sponsoring educational outreach, research, & competitions



Source: NOAA, Teledyne Webb Research, Louisiana State University, University of Southern Mississippi, Consortium for Ocean Leadership



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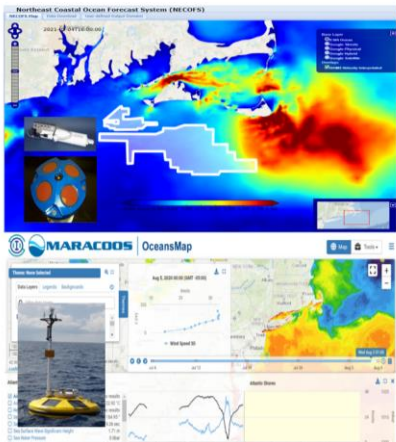
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EMERGING PARTNERSHIPS IN OFFSHORE WIND

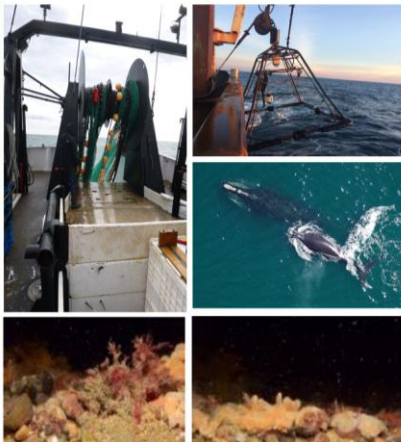
DATA SHARING

Real-time & survey data for 35+ years
Utilize existing government frameworks



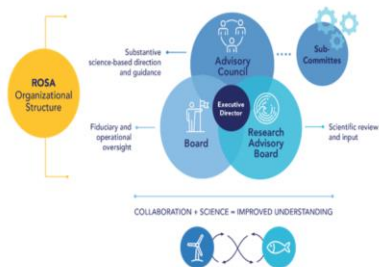
MONITORING

Baseline data collection
Construction & operations monitoring



RESEARCH

Local project efforts
Regional fisheries & wildlife efforts

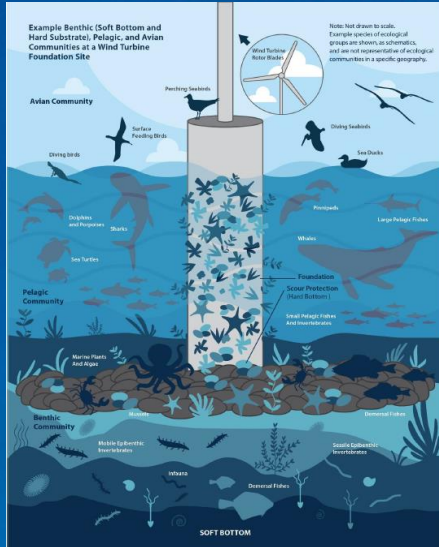


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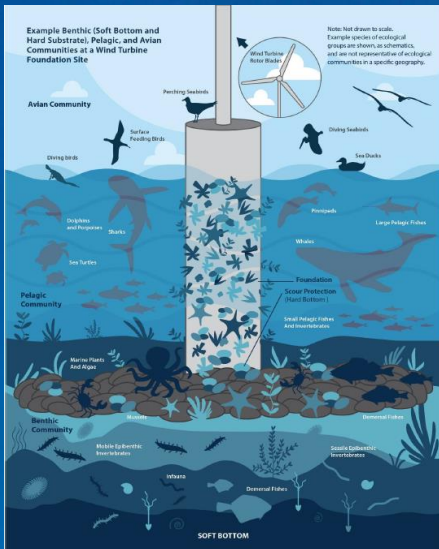
THE SCIENCE WE NEED FOR THE OCEAN WE WANT



How can energy help us meet these goals?

- 
Transparent Ocean
 Data sharing & application products, services, policy
- 
Productive Ocean
 Sustainable BE, safe thresholds for econ growth, mitigate impacts of envir. change
- 
Safe Ocean
 Disaster risk reduction
- 
Healthy/Resilient Ocean
 Ecosystems mapped & protected, impacts mapped, measured & reduced
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Clean Ocean
 Pollution identified, quantified, reduced & removed
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Predicted Ocean
 All ocean basins observed and mapped; obs. for mgmt. & BE; innovate tech
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 Focus on ocean literacy to establish broad understanding of role/importance of ocean

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Modernize R&D infrastructure
Big data, models, R2O



Promote Economic Prosperity
Seafood competitiveness, energy, minerals, econ/eco balance, workforce



Resilient Coastal Communities
Disaster risk reduction



Safeguard Human Health
Plastics contaminants & pathogens, HAB, Natural Products



Ensure Maritime Security
Arctic transport, situational awareness, national security relies on *strong science literacy* in our communities

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MUCHAS GRACIAS

.....
THANK YOU
.....

MERCI BEAUCOUP

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