

Shell's Journey to Mobility



Speakers:

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Business Analyst, IT Produce Hydrocarbons

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Product Owner, PI Center of Excellence

Definitions & cautionary note

Reserves: Our use of the term “reserves” in this presentation means SEC proved oil and gas reserves.

Resources: Our use of the term “resources” in this presentation includes quantities of oil and gas not yet classified as SEC proved oil and gas reserves. Resources are consistent with the Society of Petroleum Engineers (SPE) 2P + 2C definitions.

Discovered and prospective resources: Our use of the term “discovered and prospective resources” are consistent with SPE 2P + 2C + 2U definitions.

Organic: Our use of the term Organic includes SEC proved oil and gas reserves excluding changes resulting from acquisitions, divestments and year-average pricing impact.

Shales: Our use of the term ‘shales’ refers to tight, shale and coal bed methane oil and gas acreage.

Underlying operating expenses are defined as operating expenses less identified items. A reconciliation can be found in the quarterly results announcement.

The companies in which Royal Dutch Shell plc directly and indirectly owns investments are separate legal entities. In this presentation “Shell”, “Shell group” and “Royal Dutch Shell” 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; and (m) 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, 2017 (available at www.shell.com/investor 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, 25-April-2018. 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. U.S. 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.

Company profile

- Shell is an innovation-driven global group of energy and petrochemical companies
- We are active in more than 70 countries
- Worldwide, we had 92,000 full-time employees in 2016
- Our fuel retail network has around 43,000 service stations
- On average, we produce 3.7 million barrels of oil equivalent per day (crude oil and natural gas combined)
- In 2016, we:
 - Generated earnings* of \$3.5 billion
 - Made \$79.9 billion of capital investment, including \$52.9 billion related to the acquisition of BG Group plc.
 - Spent \$1.0 billion on R&D
- Royal Dutch Shell plc is a UK company, with its headquarters in the Netherlands
- We are listed on the stock exchanges of Amsterdam, London and NY



Shell IT strategic themes



EVERYTHING
TO CLOUD



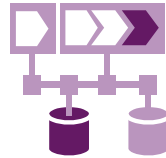
INFORMATION FROM
DATA & ANALYTICS



COLLABORATION
ACROSS ALL
(MOBILE) DEVICES



CONTROLS, LEGAL,
REGULATORY &
CYBER DEFENCE

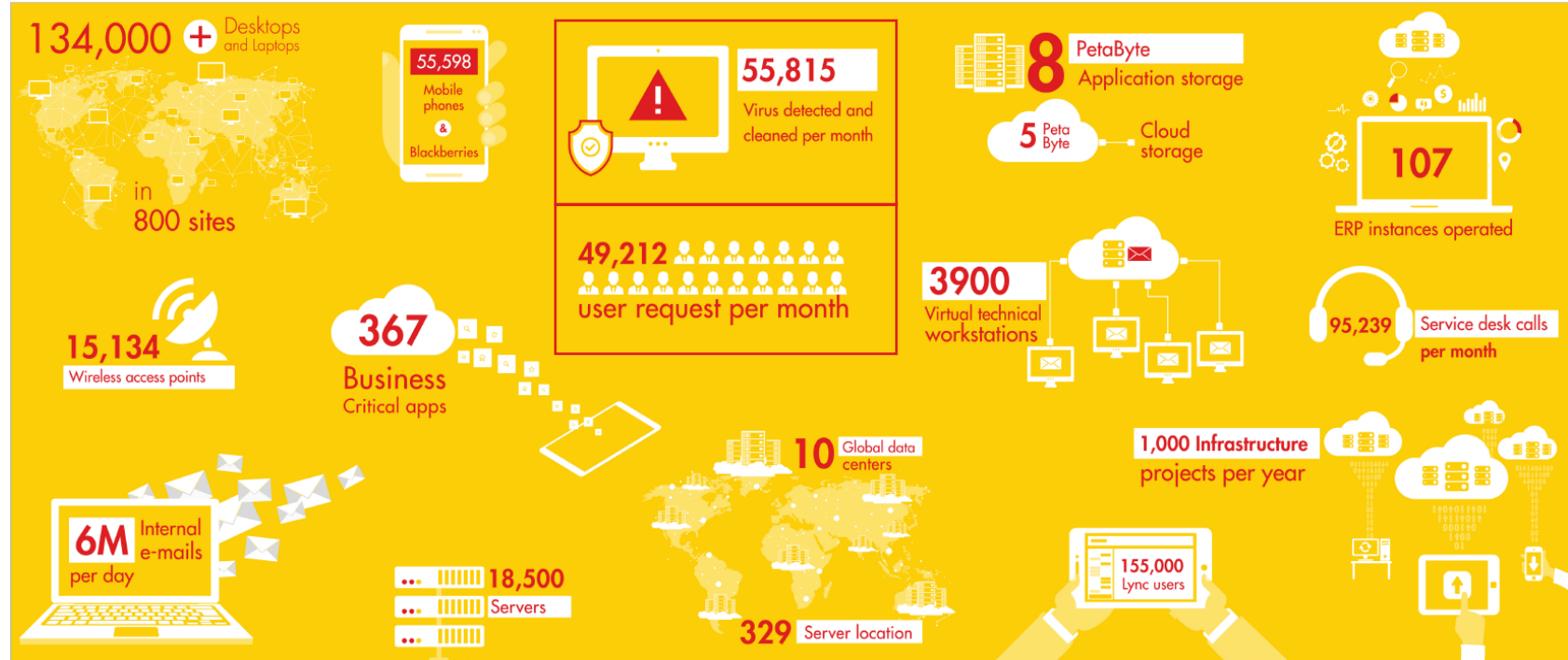


BUSINESS PLATFORMS
GUIDE INVESTMENT
DECISIONS

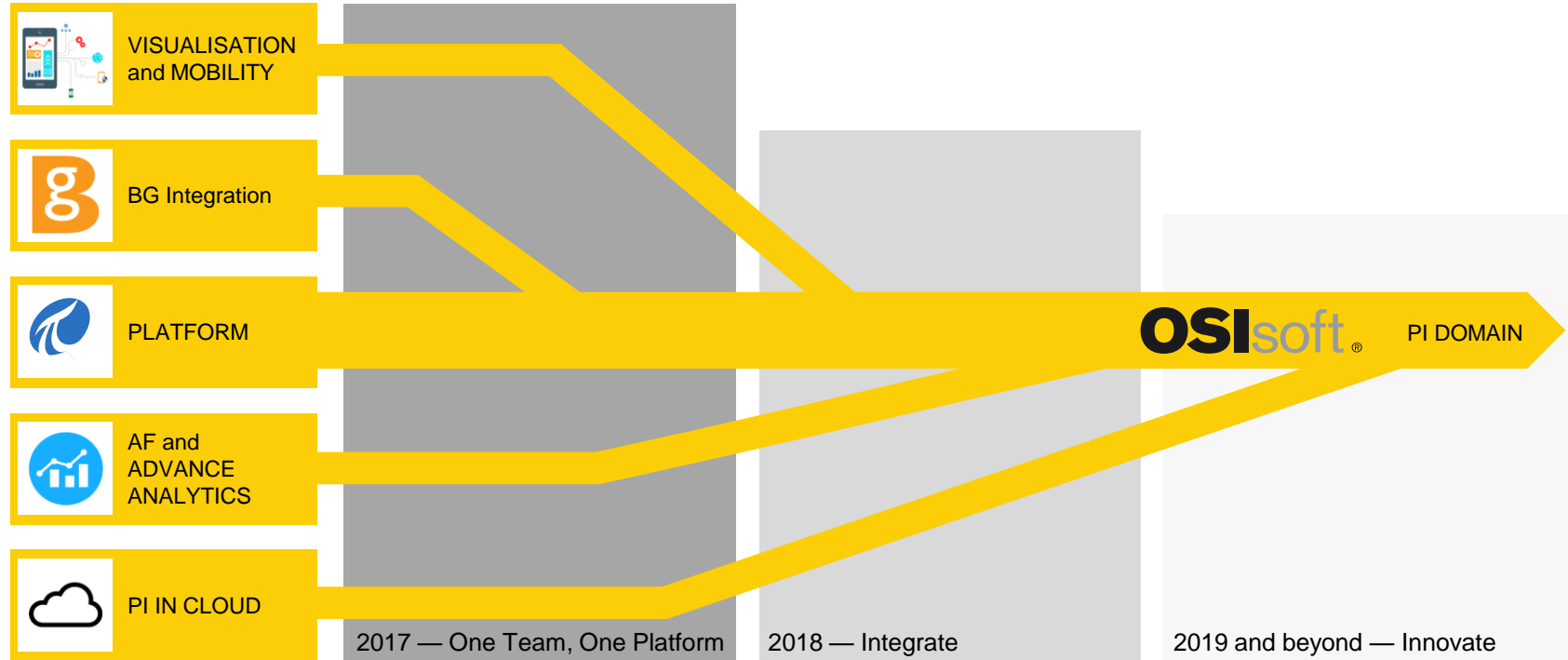


DIGITALISATION AND
INTERNET OF THINGS

IT landscape in Shell



PI domain roadmap



Operational mobility driver



Shell Challenges:

- Get the basics in place (Skype, SharePoint, Printing)
- Device Strategy (iOS/Android, Procurement)
- Intrinsically Safe Devices
- Shared devices
- Connectivity



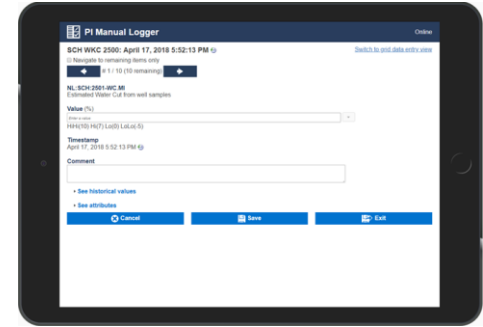
Mobile PI solutions & visualisation

PI Manual Logger

- Pilot Rollout v2014
- Global Rollout v2017

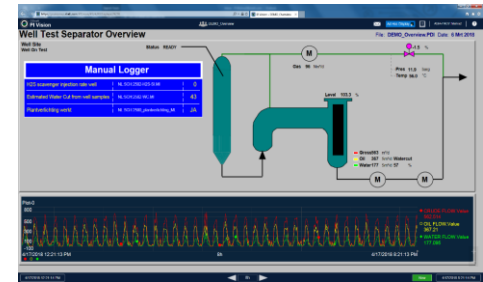


15 Operators
2 Month pilot
2 Asset champions
2 NAM Locations
5 iPads
100+ Tours



PI Vision

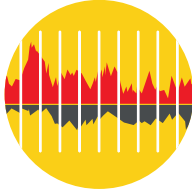
- Migration from PI Coresight to PI Vision Q3 – Q4 2017



Business benefits & user uptake



Improved Efficiency



Accuracy of Field Data



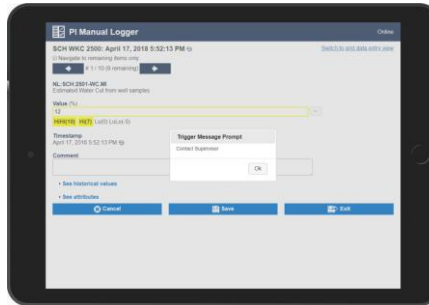
Better Informed and
Enabled Front-line
Teams



Improving Operator
Competencies via
Guidance

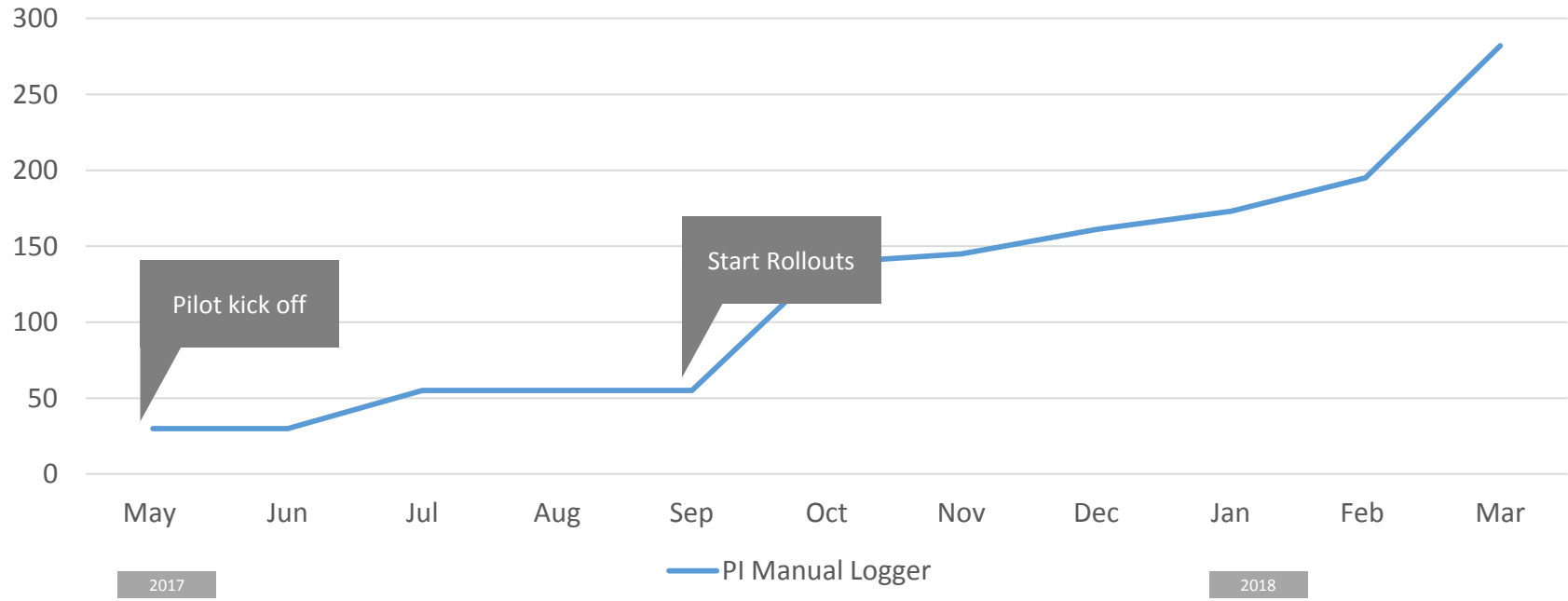


Improve Integrity via
Auditable Data



Business benefits & user uptake

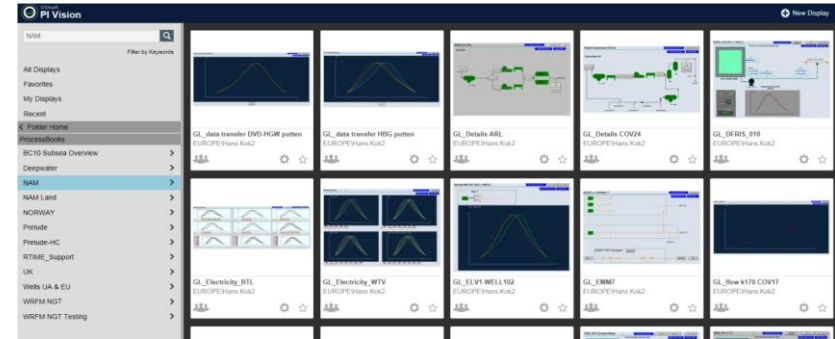
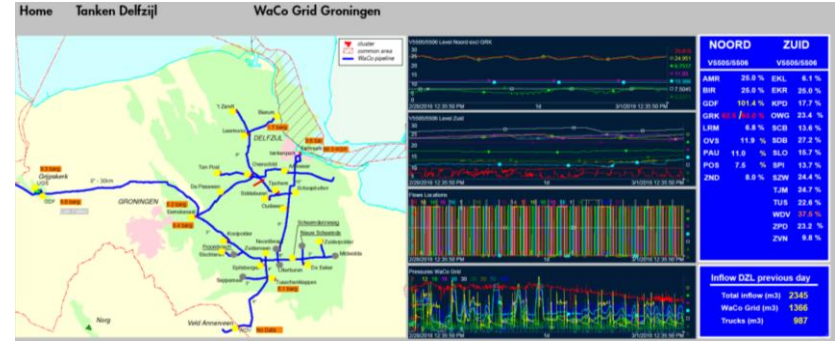
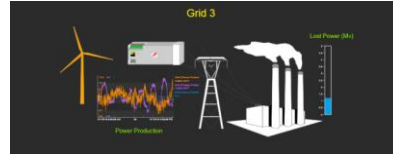
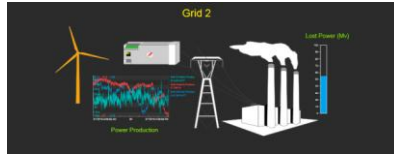
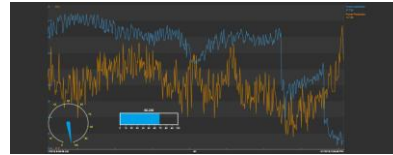
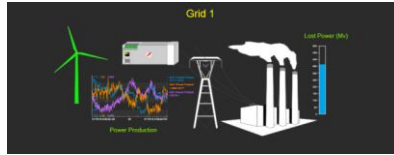
User Uptake PI Manual Logger



A man with a beard and dark hair, wearing a headset and an orange high-visibility jacket, is speaking in an office setting. The jacket has a name tag that reads "THOMAS de VRIES". In the background, another person in an orange jacket is visible, and there are office shelves and a window.

**Thomas de Vries – Production Supervisor
at Shell NAM Land, NL**

Value from data



2018 and beyond



Merci

谢谢

Спасибо

Danke

Gracias

감사합니다

Thank You

ありがとう

Grazie

Obrigado