



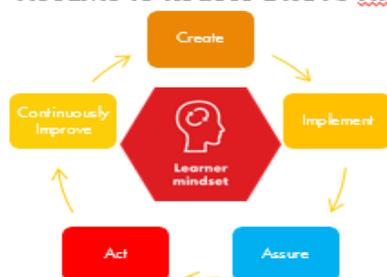
2021 COS FORUM

October 27, 2021

Shell's DROPs Journey Through a SEMS Lens

Viewing Shell's DROPs Journey Through a SEMS Lens

1 Strategy: Continuous Improvement of HSSEMS to Reduce DROPs HiPoS



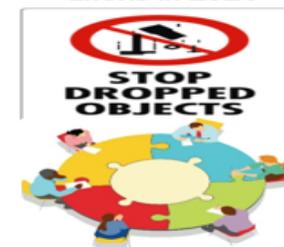
- Utilized DROPs SME to coach front line personnel (Training and Safe Work Practices (Safe Work Practices)/Contractor Management)
- Created resources (DROPs Material Matrix) for use by Shell and Contractors (Safe Work Practices)
- Established regular cadence of feedback between Onshore and Offshore DROPs Focal Points and Core Contractors (Employee Participation)

2 Performance: Strong Performance Trend Continuing into 2021



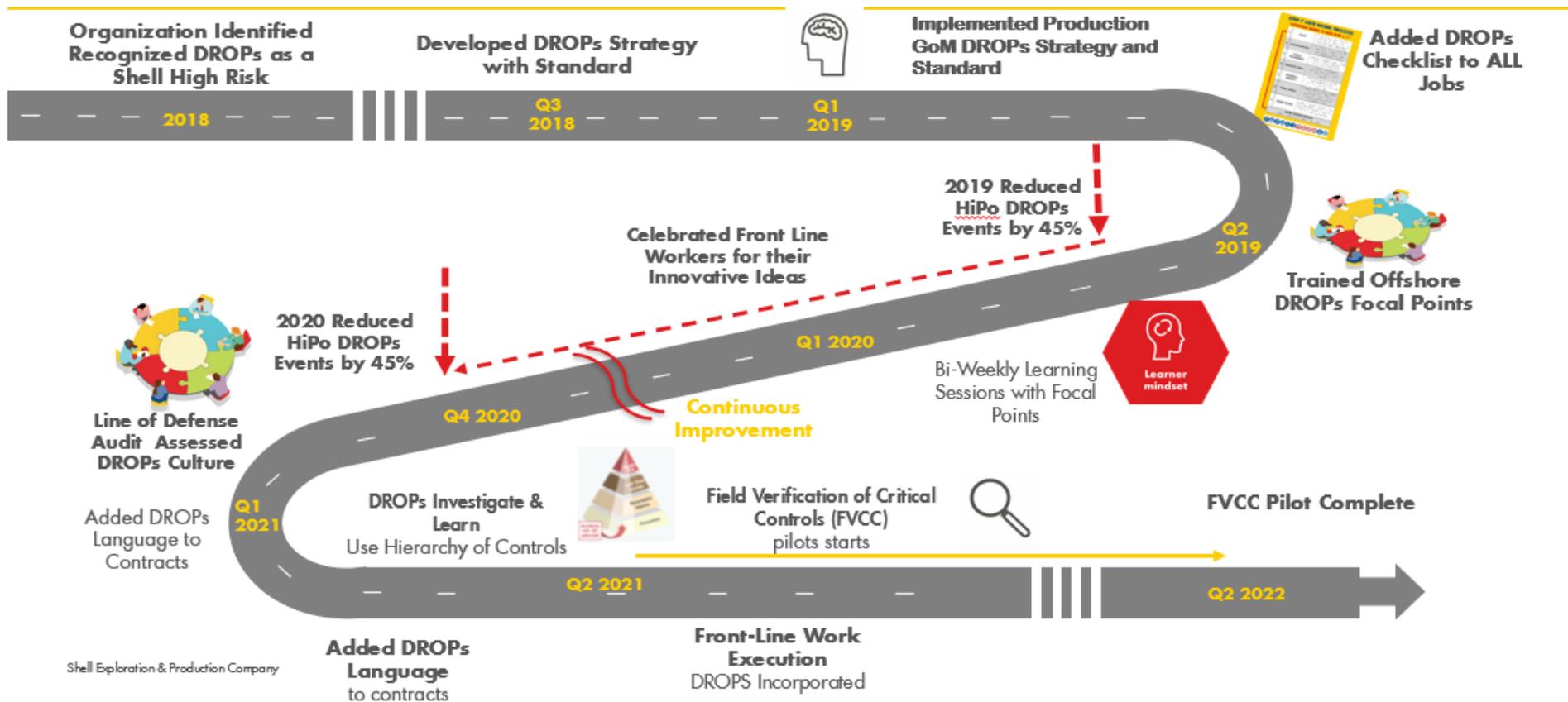
- Improved HiPo DROPs performance as compared to previous years
- Developed Strong culture of using DROPs tools by recognizing/reducing DROPs exposure (Safe Work Practices/Contractor Management)
- Empowered employee to engineer out DROPs hazards and developed fit for purpose DROPs equipment (Employee Participation)
- Celebrated Innovative Ideas to encourage Employee Participation

3 Continuous DROPs Improvement Efforts in 2021



- Incorporated DROPs language into Contracts and Assure Contractors DROPs program compliant via ISN
- Created DROPS Go See for Leaders to foster Learner Mindset and Assess DROPS Culture (Safety Leadership)
- Utilized Global DROPs Modular Training for DROPs Focal Points and Contractors (Training)
- Shared Learnings with Contractors and other Operators.

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Definitions & cautionary note

•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, 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, 2019 (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**, [March 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.

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