

2022 COS FORUM

FRONTLINE WORK EXECUTION

SHELL

Upstream Production Deepwater

Gulf of Mexico



Cautionary note

•Cautionary Note

•The companies in which 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 Shell plc and its subsidiaries in general. Likewise, the words “we”, “us” and “our” are also used to refer to 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 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. “Joint ventures” and “joint operations” are collectively referred to as “joint arrangements”. 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.

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•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 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 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”, “milestones”, “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 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, judicial, 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 Shell plc’s Form 20-F for the year ended December 31, 2021 (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**, **Aug. 30th, 2022**. Neither **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**.

•Shell’s net carbon footprint

•Also, in this **presentation** we may refer to Shell’s “Net Carbon Footprint” or “Net Carbon Intensity”, which include 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” or “Net Carbon Intensity” are for convenience only and not intended to suggest these emissions are those of Shell plc or its subsidiaries.

•Shell’s net-Zero Emissions Target

•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, they reflect our Scope 1, Scope 2 and Net Carbon Footprint (NCF) targets over the next ten years. However, Shell’s operating plans cannot reflect our 2050 net-zero emissions target and 2035 NCF target, as these targets are currently outside our planning period. In the future, as society moves towards net-zero emissions, we expect Shell’s operating plans to reflect this movement. However, if society is not net zero in 2050, as of today, there would be significant risk that Shell may not meet this target.

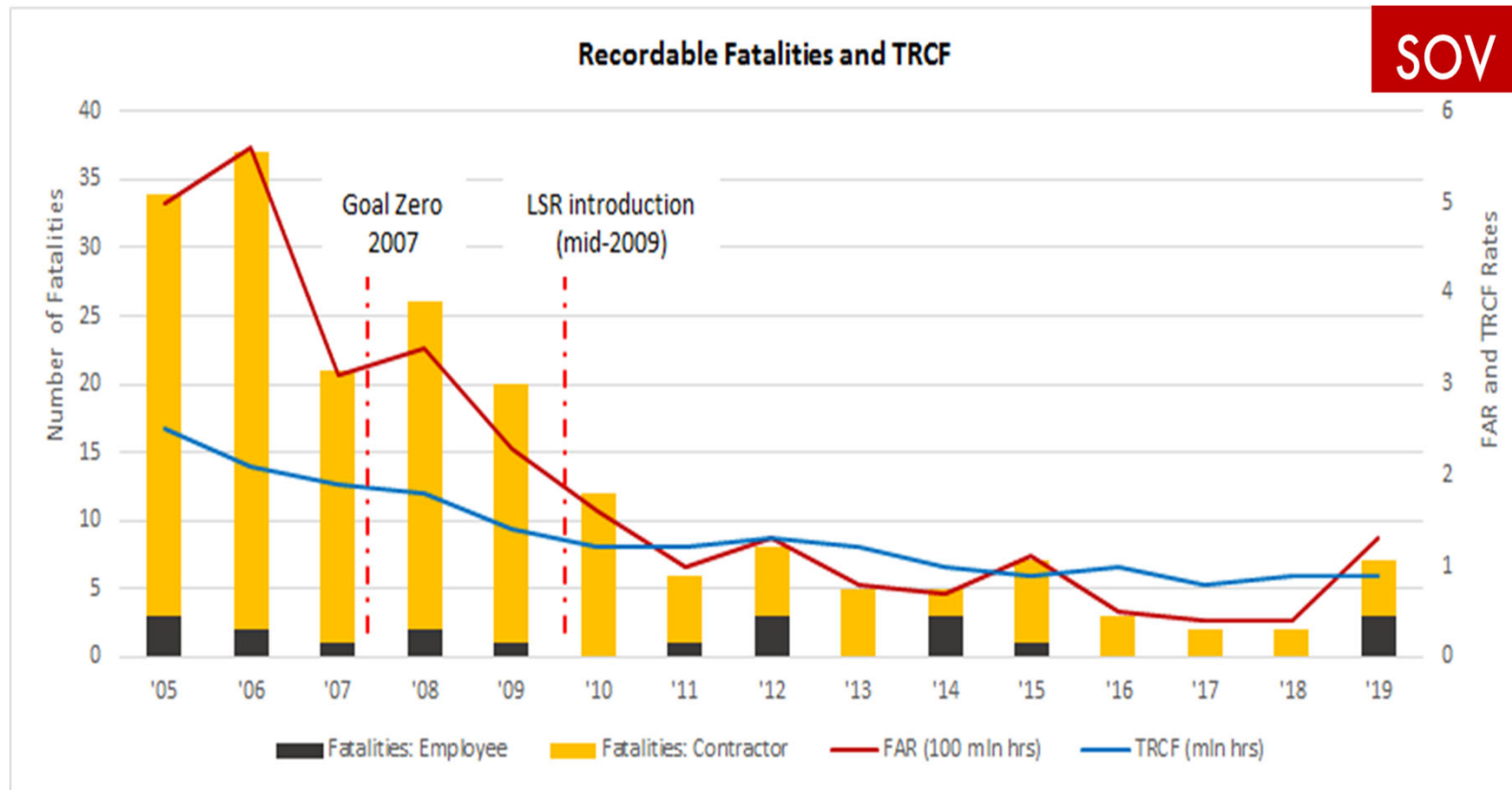
•Forward Looking Non-GAAP measures

•This **presentation** may contain certain forward-looking non-GAAP measures such as **[cash capital expenditure]** and **[divestments]**. 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 Shell, 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 Shell plc’s consolidated financial statements.

•The contents of websites referred to in this **presentation** do not form part of 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.

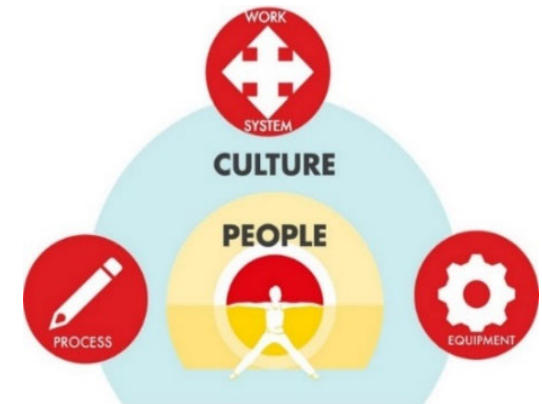
Shell Safety Performance: **Our Case for the Safety Refresh**



Plateau in Safety performance and a disappointing 2019

Environment of Trust and Learning: **Shell's 9 Human Performance Principles**

- 1. We all make mistakes**
2. Organizations influence their systems and people, the context drives behavior
3. Actions are rarely malicious, but well-meaning behaviors intended to get the job done
4. Majority of errors associated with incidents stem from latent conditions
5. Understanding how and why errors occur can help us prevent them
- 6. We can predict or prevent, and always have to manage error-likely situations**
- 7. How leaders respond to failure matters; we need to learn from mistakes**
- 8. People who feel valued are more engaged**
- 9. Our people are the masters of their job and the key to solutions**



Human Performance is the way
People, Culture, Equipment,
Work Systems and Processes
interact as a system

Creating a learning culture

LEARNER MINDSET

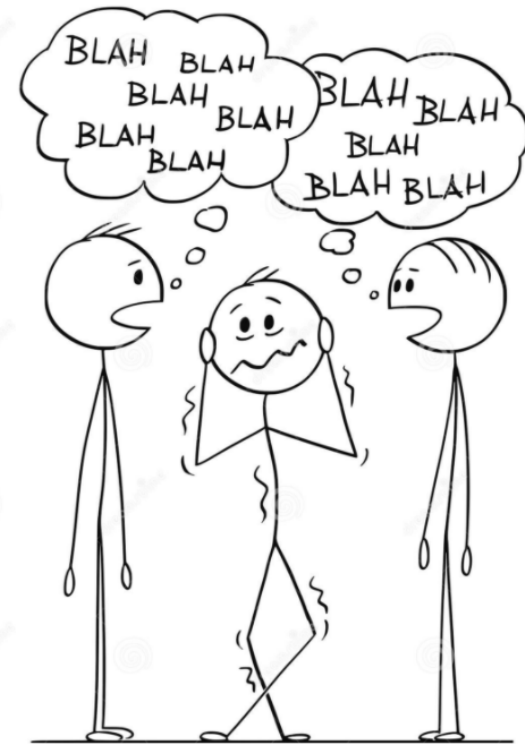


- I am open-minded
- I explore what others are thinking
- I embrace challenges as a way to develop myself.
- I inquire to deepen learning.
- I am ready to speak up and make it safe for others to do the same.

PSYCHOLOGICAL SAFETY



- You were invited to this meeting, and we value your experience and views.
- You are a respected member of this team your views are welcome and expected.
- If you hear something you disagree with or you feel uncomfortable, please speak up.
- Take the risk; make sure your views are heard and understood.



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Safe to Start Work Process: Step 7 Conversation

What? Step 7 Conversation is intended to encourage a **quality conversation**

Why? Verify **barriers** are in place prior to starting each job and to ensure **consistent review of the plan**, work preparations and hazards for each job

Who? All persons performing task. Leadership will Assist and Assure

When? Before start of job, after lunch, and when job scope changes

Where? At job site

INTENT: Find gaps during the conversation, not after someone has been hurt and there is an investigation.

STEP 7 CONVERSATION

"STARTING WORK IS NOT STEP # 1"

1	PLAN	How will we do the job; risks understood Roles clear & Failing Safely by design Review debriefs and incidents
2	COMMUNICATE	<u>ToolBoxTalk</u> – Ask Open Qs Understand Personal & Process Risks Communication lines clear
3	CHECK EQUIPMENT	Certified / Tested / Rated Fit for Purpose / Calibrated No Damage / not home-made
4	PREPARE AREA	Flat & Level / Housekeeping Exclusion Zones Check above and below
5	CONTROL ENERGY	Isolate (LOTO & Test) Line of Fire / DROPS / Hands Free Escape Route tested
6	FINAL CHECK	Start Work Checks Verified How to Fail Safely when it goes wrong Emergency Response practiced
7	START WORK	Adhere to Life Saving Rules Follow Process Safety fundamentals PAUSE when things CHANGE
AFTER ACTION REVIEW Highlights – improvement areas – interventions – action		





Start-Work Checks | Working at Height

Start Work Authority: Confirm below are in place and verified prior to starting work

Save Your Life Actions

All exposed person(s) performing work must confirm each of the action items below

I have confirmed:

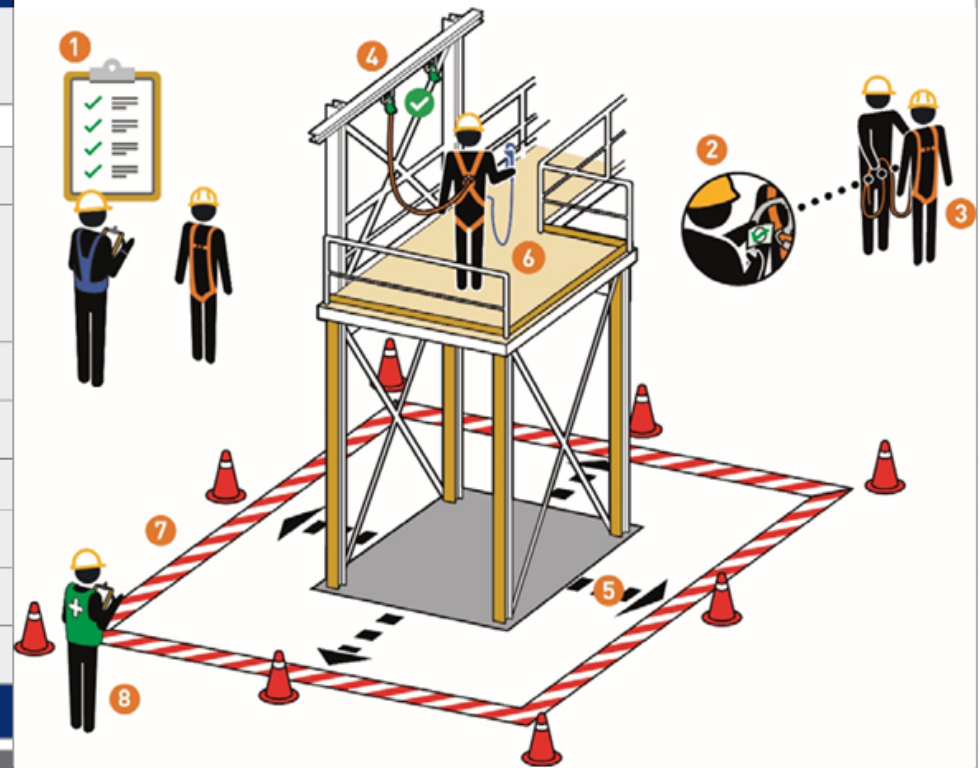
- | | | | |
|---|--|--|--|
| 1 | The hazards are identified, controlled and it is safe to start. | | |
| 2 | My fall protection equipment is: <ul style="list-style-type: none"> certified inspected rated fit for the task | | |
| 3 | The fall protection harness is adjusted to fit. | | |
| 4 | The approved anchor point(s) are in place for 100% tie off. | | |
| 5 | If a fall occurs, the fall path is clear. | | |
| 6 | The tools/materials being used at height are secured. | | |
| 7 | Barriers and drop/exclusion zones are in place. | | |
| 8 | The rescue plan is in place and is ready to be used. | | |

**Person(s)
Performing
Work (initial)**

**Start-Work
Verifier
(initial)**

Stop and seek help if any of the above controls/safeguards are not in place

Role	Printed Name	Date
Start -Work Verifier		



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Safe to Start Work Process: Start Work Checks

- Rotten stitching on harnesses
- Fixed lanyards with less than 17 feet of clearance
- Open hole(s) in work area
- Rescue plan on paper but not known by all crew members
- Needed more SRLs
- SRLs out of inspection date
- Improperly installed anchor straps
- Improper tool lanyards and tool bag
- Incomplete DROPS exclusion zone
- Harness over 5 years old
- Fall protection items with illegible manufacture date
- Potential Dropped Object(s) from work zone above
- Load Indicator – harness experienced a load
- Lifelines missing keeper pins

Start-Work Checks Lifting & Rigging		Person(s) Performing Work (initial)	Start-Work Verifier (initial)
Start-Work Authority: Confirm below are in place and verified prior to starting work			
Save Your Life Actions All exposed persons performing work must confirm each action below.			
I have confirmed:			
1	Written lift plan required? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes: All workers agreed to follow the written lift plan. <small>Note: Written lift plan needed for blind, complex, complicated, heavy and unusual lifts.</small>		
2	Equipment operator and rigger are qualified to do the lifting and rigging task.		
3	Load weight is within the range of the equipment's safe working limit.		
4	Lifting and rigging equipment is certified, inspected and rated for the task.		
5	Lifting and rigging equipment safety devices are in place and working.		
6	Communication plan is agreed by all workers involved.		
7	Clear is in place to prevent and mitigate: <ul style="list-style-type: none">• Load shifts• Dripped objects• Load path obstructions• Overhead obstructions• Working under suspended loads.		
8	Lifting equipment is stable per manufacturer specifications.		
Stop and seek help if any of the above safeguards are not in place			
Site	Printed Name	Date	
Start-Work Verifier			

Start-Work Checks
Lifting & Rigging

Q&A

Implementation Strategy:

- Keep it simple
- Start slow and build
- Create process that works for the frontline instead of making the frontline work for the process

Wins:

- Ah-Hah moments
- Gaps identified
- Adapting to changing conditions before the work begins

Challenges:

- Getting workers to change the way they communicate (open-ended questions)
- Creating the space in the schedule to hold conversations