2021 Shell USA Press Releases

Shell USA, INC

1. CROWLEY AND SHELL TO BUILD AND CHARTER LARGEST LNG BUNKER BARGE IN U.S.

New Vessel from Fincantieri Bay Shipbuilding Will Provide Ocean Carriers the Opportunity for Reduced Emissions and Lower Greenhouse Gases.

Visualization courtesy of Crowley Engineering Services

The largest Jones Act-compliant vessel of its kind

(JACKSONVILLE, Fla.; Sept. 1, 2021) – Crowley Maritime Corporation has signed a long-term time charter with Shell NA LNG, LLC, ("Shell") providing for the building and operation of a new, U.S.-built, LNG bunker barge. Upon construction, the barge will be the largest Jones Act-compliant vessel of its kind, helping to expand current network capacity and meet demands for cleaner energy.

"The new bunker barge will extend Crowley's commitment to deliver cleaner, innovative solutions to help the shipping industry continue on the path to decarbonization," said Tucker Gilliam, vice president, Crowley Shipping. "Orders for ships fueled by liquefied natural gas continue to rise, and the vessel will provide Shell an innovative and reliable service to meet demands for more sustainable energy sources."

The 416-foot-long barge will feature advanced technologies in cargo handling capabilities and increased transfer rates, including a state-of-the-art solution from Shell and Crowley Engineering Services to flexibly deliver LNG to various types of LNG containment systems. The transformative design will offer capacity for 12,000 m3 (3.17 million gallons) and product supply equipment to fully serve ocean carriers.

The vessel becomes the second Jones Act-compliant bunker barge Shell has under long-term charter in the U.S.

It is expected to be deployed to serve LNG-fueled ships that call on ports on the U.S. East Coast starting in 2024.

“Shell is dedicated to growing our LNG bunkering network across key trade routes, and this barge supports our commitment to helping provide our customers with the energy solution they are looking for,” said Tahir Faruqui, general manager, Global DLNG for Shell. “The shipping sector is making progress toward decarbonization, and LNG offers immediate emissions reduction with the potential to become a net zero emission marine fuel given the possible roles of bio-LNG and synthetic LNG.”

The vessel will be constructed at Fincantieri Bay Shipbuilding of Sturgeon Bay, Wisconsin.

“This additional LNG barge will serve as another demonstration of our commitment to building and servicing sustainable maritime endeavors, both in the United States and globally,” said Dario Deste, president and CEO of Fincantieri Marine Group. Fincantieri Bay Shipbuilding is poised to deliver a different LNG barge later this year to a different client.

Aligned to Crowley’s actions under its New Energy division in support of the company’s sustainability commitment, the expansion of LNG capacity will allow Crowley and its customers to realize more immediate emissions reductions and fast-track the transition to new energy sources that reduce greenhouse gas emissions.

About Crowley

Crowley Maritime Corporation is a privately held, U.S.-owned and -operated maritime, energy and logistics solutions company serving commercial and government sectors with more than $2.5 billion in annual revenues, over 160 vessels mostly in the Jones Act fleet and approximately 6,300 employees around the world – employing more U.S. mariners than any other company. The Crowley enterprise has invested more than $3 billion in maritime transport, which is the backbone of global trade and the global economy. As a global ship owner-operator and services provider with nearly 130 years of innovation and a commitment to sustainability, the company serves customers in 35 nations and island territories through four business units: **Crowley Logistics**, **Crowley Shipping**, **Crowley Solutions** and Crowley Fuels. Additional information about Crowley, its business units and subsidiaries can be found at **www.crowley.com**.

Notes to editors:

Shell’s business

- Shell has significantly invested in LNG for its long-term charter fleet. Shell expects to take delivery of 16 dual-fuel LNG carriers, 10 LNG dual-fuel Aframax crude oil tankers, and four new LNG dual-fuel oil products tankers from 2021.
- Shell continues to expand its global network for LNG bunkering, with 10 LNG bunker vessels currently under contract and plans to add further to its growing global fleet.
- Earlier this year, Shell completed its 500th marine LNG ship-to-ship operation to date.

LNG

- According to SPHERA’s second lifecycle GHG study, the use of LNG as a marine fuel shows GHG benefits of up to 23% on a Well-to-Wake (WtW) basis and up to 30% on a Tank-to-Wake (TtW) basis compared with current oil-based marine fuels
- On an engine technology basis, the absolute WtW emissions reduction benefits for gas-fueled engines compared with VLSFO-fueled ships are between 14% to 23%

for 2-stroke slow-speed engines, and between 6% to 14% for 4-stroke medium-speed engines

- On a TtW basis, emissions-reductions benefits for LNG-fuelled engines compared with VLSFO-fuelled engines are between 20% to 30% for 2-stroke slow speed engines, and between 11% to 21% for 4-stroke medium speed engines
- LNG produces 92% less sulphur oxides (SOx), 90% less particulates (PM), and significantly reduces nitrogen oxides (NOx) when compared to heavy fuel oil (HFO).

2. SHELL SELLS WASHINGTON PUGET SOUND REFINERY TO HOLLYFRONTIER

May 04, 2021

Houston - Equilon Enterprises LLC d/b/a Shell Oil Products U.S. (Shell), a subsidiary of Royal Dutch Shell plc, announced it is marketing two of its refineries in the United States: Mobile, AL, and Puget Sound near Anacortes, WA.

The divestment is part of Shell's strategy to reduce its global refinery footprint to core sites integrated with the company's trading hubs, chemicals plants and marketing businesses. These high-value energy and chemical parks will produce more low-carbon fuels and speciality chemicals for our customers.

"This is another step towards reshaping our refining portfolio to drive resilient returns," said Robin Mooldijk, Shell's EVP for Manufacturing. "HollyFrontier is a strong operator and we believe they will continue the refinery's legacy of prioritizing safety, environmental performance and care for people at the site and within the community."

The agreement covers the sale of Shell's Puget Sound Refinery, the on-site cogeneration facility and the associated logistics infrastructure, as well as the product offtake agreements in support of Shell's existing retail marketing business in the Pacific Northwest. Shell's off-site logistics assets are excluded from the sale.

Shell thanks the Anacortes community for being great neighbors over the past several decades, as well as our numerous community partners across Skagit County for the many years of connection, collaboration and support.

Notes to Editors

- The Puget Sound Refinery is currently designed to process approximately 149,000 barrels per day of crude oil. The refinery produces multiple types of gasoline in addition to fuel oil, diesel fuel, propane, jet fuel, butane and petroleum coke. It also produces nonene and tetramer, which are chemicals used in a variety of plastic products.
- The hydrocarbon inventory will be valued at closing based on actual volumes and prevailing market prices. The current value of the hydrocarbon inventory would range from $150 to $180 million assuming current market prices and historic inventory volumes under normal operating conditions.
- As this deal progresses towards closing, our Goal Zero safety program will remain in full effect, with a focus on a safe transition and care for our employees throughout this time of change.
- All employees providing dedicated support to Shell's Puget Sound Refinery will be offered employment with HollyFrontier.

3. SHELL ANNOUNCES DEEP-WATER DISCOVERY IN THE U.S. GULF OF MEXICON

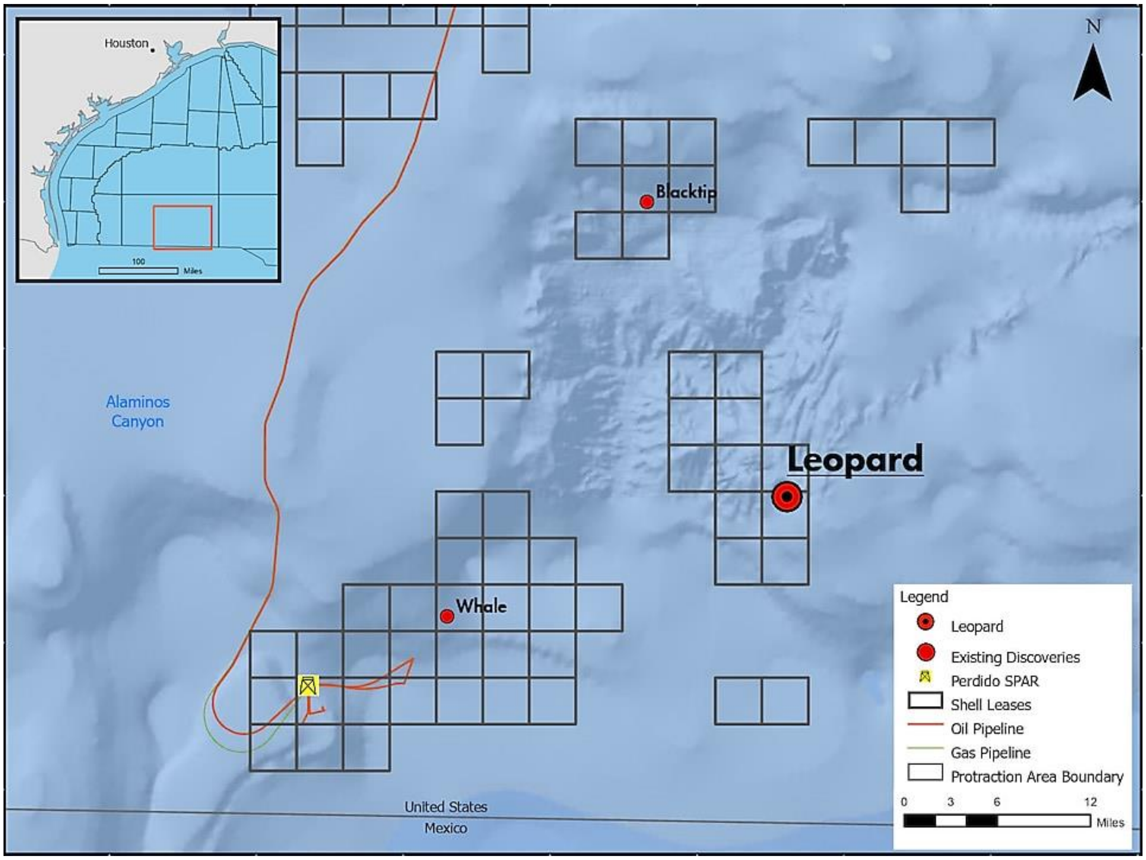
May 10, 2021

Houston TX – Shell Offshore Inc. ("Shell"), a subsidiary of Royal Dutch Shell plc, today announced a significant discovery at the Leopard prospect in the deep-water U.S. Gulf of Mexico (GoM). The Leopard well encountered more than 600 feet (183 meters) net oil pay at multiple levels. Evaluation is ongoing to further define development options.

"Leopard expands our leading position in the Gulf of Mexico and is an exciting addition to our core portfolio, especially given its proximity to existing infrastructure and other discoveries in the Perdido Corridor," said Paul Goodfellow, Shell's Deepwater Executive Vice President. "With our US Gulf of Mexico production among the lowest GHG intensity in the world, Shell remains confident about the GoM and this latest discovery will help us deliver on our strategy to focus on valuable, high margin barrels as we sustain material Upstream cash flows into the 2030s."

Leopard is an opportunity to increase production in the Perdido Corridor, where Shell's Great White, Silvertip and Tobago fields are already producing. Meanwhile, the Whale discovery, also in the Perdido Corridor, is progressing toward a final investment decision in 2021.

Leopard is located in OCS block Alaminos Canyon (AC) 691, approximately 20 miles (32 kilometers) east of the Whale discovery, 20 miles (32 km) south of the recently appraised Blacktip discovery and 33 miles (53 km) from the Perdido host.



Notes to Editors:

- The Leopard Discovery is ~245 miles (394 km) SSE of Houston.
- Leopard is operated by Shell (50%) and co-owned by Chevron U.S.A. Inc. (50%).
- Shell began production in the Perdido Corridor at the Perdido Spar in 2010.
- Shell is a leading operator in US Gulf of Mexico, with eight DW production hubs and a network of subsea infrastructure.
- Shell is the largest deep-water leaseholder in the US Gulf of Mexico, with access to some of the most prolific acreage in the basin.
- The reference to our US Gulf of Mexico production being among the lowest GHG intensity in the world is a comparison among other IOGP oil and gas producing members.

Royal Dutch Shell plc

Royal Dutch Shell plc is incorporated in England and Wales, has its headquarters in The Hague and is listed on the London, Amsterdam, and New York stock exchanges. Shell companies have operations in more than 70 countries and territories with businesses including oil and gas exploration and production; production and marketing of liquefied natural gas and gas to liquids; manufacturing, marketing and shipping of oil products and chemicals and renewable energy projects. For further information, visit **www.shell.com**.

4. SHELL TO SELL INTEREST IN DEER PARK REFINERY TO PARTNER PEMEX

May 24, 2021

Shell Oil Company, a subsidiary of Royal Dutch Shell plc, has reached an agreement for the sale of its interest in Deer Park Refining Limited Partnership, a 50-50 joint venture between Shell Oil Company and P.M.I. Norteamerica, S.A. De C.V. (a subsidiary of Petroleos Mexicanos, or Pemex). The transaction will transfer Shell's interest in the partnership, and therefore full ownership of the refinery, to Pemex, subject to regulatory approvals.

"Shell did not plan to market its interest in the Deer Park refinery; however, following an unsolicited offer from Pemex, we have reached an agreement to transfer our interest in the partnership to them," said Huibert Vigeveno, Shell's Downstream Director. "Pemex has been our strong and active partner at the Deer Park Refinery for nearly 30 years, and we will continue to work with them in an integrated way, including through our on-site chemicals facility, which Shell will retain. Above all, we remain committed to the wellbeing of our employees and will work closely with Pemex to ensure the continued prioritization of safe operations. We're proud of our 90-plus year history as an operator and neighbor at Deer Park and we will continue to play an active role in the community".

The consideration for this transaction is $596 million which is a combination of cash and debt, plus the value of hydrocarbon inventory. This transaction allows Shell to further focus its refining footprint while also maintaining integration optionality and retaining value through its Chemicals and Trading activities.

The transaction is expected to close in Q4 2021.

Notes to Editors:

- The transaction covers the sale of Shell Oil Company's 50.005% interest in Deer Park Refining Limited Partnership. Shell Chemical L.P. will continue to operate its 100% owned Deer Park Chemicals facility located adjacent to the site.
- Deer Park employees will be assigned to either the Refinery or Chemical Plant assets. Employees assigned to the Refinery assets in scope for divestment will be offered employment by Pemex with effect upon closing in accordance with the transaction, and employees assigned to the Chemical Plant assets not in scope for divestment will continue employment with Shell. Pemex will recognize the United Steel Workers and adopt the Collective Bargaining Agreement.
- The Deer Park Refinery has a crude oil capacity of 340,000 barrels per day. The refinery processes crudes from Mexico, Canada, the U.S., Africa and South America. Products produced by the refinery include gasoline, aviation fuels, diesel fuels, ship fuel and petroleum coke.
- The hydrocarbon inventory will be valued at closing based on actual volumes and prevailing market prices. The current value of the hydrocarbon inventory would range from $250 to $350 million in cash assuming current market prices and historic inventory volumes under normal operating conditions.
- Deer Park Refining Limited Partnership is proportionally consolidated into Royal Dutch Shell plc's International Financial Reporting Standards results.
- In our 2020 Q3 results, we outlined the future of our Chemicals and Refining business. Shell plans to concentrate its refining portfolio to a smaller set of core sites that are integrated with Chemicals and Trading, which we refer to as Energy and Chemical Parks. These locations will maximize the integration benefits of conventional fuels and

chemicals production while also offering new low carbon fuels and performance chemicals. They also offer future potential hubs for sequestration.

- The United States will remain a key Manufacturing hub globally for Shell. Shell will retain a meaningful presence in Texas through its chemicals facility in Deer Park and its activities in the Permian Basin, and in Louisiana through its integrated refining and chemicals site at Norco, its chemicals facility at Geismar, midstream infrastructure assets, branded retail presence, Gulf of Mexico operations and offices in Houston and New Orleans. Shell will also maintain its marketing presence and continue to honor branded wholesale agreements within the Gulf Coast region. In addition, Shell will continue to invest in its Pennsylvania chemicals project.

5. SHELL SELLS ALABAMA REFINERY TO VERTEX ENERGY

May 26, 2021

Equilon Enterprises LLC d/b/a Shell Oil Products US, Shell Oil Company and Shell Chemical LP, subsidiaries of Royal Dutch Shell plc (Shell), have reached an agreement for the sale of the Mobile Chemical LP Refinery in Mobile, AL, to Vertex Energy Operating LLC (Vertex Energy). Vertex Energy is a U.S. owned, Texas-based specialty refiner of alternative feedstocks and marketer of high purity petroleum products.

The divestment is part of Shell's strategy to reduce its global refinery footprint to core sites integrated with the company's trading hubs, chemicals plants and marketing businesses. These high-value Energy and Chemicals parks will produce more low-carbon fuels and specialty chemicals for our customers.

"The sale of the Mobile refinery shows that we are making good progress delivering on our manufacturing strategy," said Robin Mooldijk, Shell's EVP for Manufacturing. "We're becoming better positioned to deliver resilient returns and meet the increasingly diverse needs of our customers."

The agreement covers the sale of the Mobile refinery and associated co-located logistics infrastructure, including product racks, an associated dock, and the Blakeley Island Terminal. The consideration for this transaction is $75 million in cash plus the value of the hydrocarbon inventory. This transaction is expected to close in Q4 2021, subject to regulatory approvals.

Shell is grateful to the Mobile community for the collaboration and support over the past two decades.

Notes to Editors

- The Mobile refinery, 100% Shell owned, is located near the U.S. Gulf Coast, at the north end of Mobile Bay in Alabama. The refinery is designed to process approximately 90,000 barrels per day of crude oil and products that include LPG, diesel fuel, jet fuel and gasoline. It also produces low-sulfur VGO/Heavy Olefin Feed and Benzene. It has the optionality to run as a stand-alone refinery, produce base oils or chemicals feedstock.
- The hydrocarbon inventory will be valued at closing based on actual volumes and prevailing market prices. The current value of the hydrocarbon inventory would range from $65 to $85 million assuming current market prices and historic inventory volumes under normal operating conditions.
- As part of this deal, Shell and Vertex Energy will have crude supply and product offtake agreements to support Shell's customers in the region.
- As this deal progresses towards closing, our Goal Zero safety program will remain our utmost priority while also providing focused support and care for our employees throughout this time of change.
- All employees providing dedicated support to the Mobile Refinery will be offered employment with Vertex Energy.

6. GM, SHELL OFFER RENEWABLE ENERGY SOLUTIONS FOR HOMES, EVS, SUPPLIERS

Jun 23, 2021

Program includes current offerings that can help expand access to renewable energy for GM's customers and suppliers in Texas, and free renewable energy charging hours for GM's EV owners in the coming months.

Detroit - General Motors and Shell, through its wholly owned subsidiary MP2 Energy, LLC ("Shell") are collaborating to provide comprehensive energy solutions programs to GM's customers and supply chain partners, including fixed-rate home energy plans backed by 100 percent renewable energy resources. This program is currently available for eligible owners of Chevrolet, Buick, GMC and Cadillac vehicles in Texas. Coming this summer, owners of eligible electric vehicles from GM brands will have the opportunity to select home energy plans that include the option for free overnight hours of EV charging[1].

This month, the companies will also begin providing GM suppliers access to a tailored suite of renewable energy products to assist in setting and achieving their individual emissions reduction goals. Employees of participating GM suppliers will be eligible for the home energy plans mentioned above.

Both GM and Shell have recently announced ambitious goals to address emissions.

GM plans to be **carbon neutral in global products and operations by 2040** and has committed to science-based targets that align with the most ambitious goals of the Paris Agreement.

"Addressing climate change requires incredible scale," said Kristen Siemen, chief sustainability officer, General Motors. "At GM, we're committed to helping bring everybody in on a more sustainable future."

Shell's target is to become a **net-zero emissions energy business by 2050**, in step with society's progress in achieving the goals of the UN Paris Agreement on climate change. This target includes emissions not only from the energy Shell produces and processes, but also from all the energy products it sells to its customers.

"Shell is working across many sectors to help address greenhouse gas emissions and to serve as a partner for change," said Glenn Wright, vice president of Renewables and Energy Solutions, Shell. "We see opportunities amidst the challenges of the energy transition, and we are excited to work with GM to provide options for consumers and businesses focused on their emissions impact."

GM and Shell expect to expand the residential and EV offerings across U.S. markets in the future.

GENERAL MOTORS (NYSE:GM) is a global company focused on advancing an all-electric future that is inclusive and accessible to all. At the heart of this strategy is the Ultium battery platform, which will power everything from mass-market to high-performance vehicles. General Motors, its subsidiaries and its joint venture entities sell vehicles under the Chevrolet, Buick, GMC, Cadillac, Baojun and Wuling brands. More information on the company and its subsidiaries, including OnStar, a global leader in vehicle safety and security services, can be found at **https://www.gm.com**.

Royal Dutch Shell plc, incorporated in England and Wales, has its headquarters in The Hague and is listed on the London, Amsterdam, and New York stock exchanges. Shell companies have operations in more than 70 countries and territories with businesses that include renewable energy projects. For further information, visit **www.shell.com**

Notes to Editors

- This new collaboration is focused on building upon each company's strengths and ambitions for a net-zero-emissions future.
- On February 11, 2021, Shell set forth its Powering Progress strategy, including details of how it will achieve its target to be a net-zero emissions energy business by 2050, in step with society's progress as it works towards the Paris Agreement goal of limiting the increase in the average global temperature to 1.5°C.
- The energy programs referenced in this release will be fulfilled by MP2 Energy Texas LLC, TX PUCT No. 10174. For more details on Shell's Powering Progress strategy, please visit **www.shell.com/poweringprogress**.
- For more details on Shell's climate target, please visit **www.shell.com/climatetarget**.

Enquiries

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7. SHELL JOINT VENTURE ATLANTIC SHORES GRANTED RIGHT TO POWER NEW JERSEY RESIDENTS WITH RENEWABLE WIND ENERGY

Jun 30, 2021

This project advances Shell’s ambition to provide more clean, reliable, and affordable energy solutions

ATLANTIC CITY, NJ (June 30, 2021) - Today The New Jersey Board of Public Utilities issued an order giving Atlantic Shores Offshore Wind (Atlantic Shores), the 50-50 joint venture between EDF Renewables North America and Shell New Energies US LLC (Shell), the right to provide clean offshore wind energy to power the state of New Jersey. Through a rigorous bid and selection process, Atlantic Shores won the rights to provide 1.5 gigawatts (GW) of renewable offshore energy, enough energy to power over 700,000 homes.

Subject to a future investment decision, once constructed Atlantic Shores will develop and operate in a lease area located approximately 10-20 miles off the coast of New Jersey between Atlantic City and Barnegat Light. In addition, Atlantic Shores has pledged a range of comprehensive job training, academic, community and manufacturing initiatives to boost the local economy and communities.

“This win by Atlantic Shores progresses Shell’s investment in renewable power and the communities we serve,” said James Cotter, GM of US Offshore Wind. “Shell remains confident about the future of offshore wind and this latest achievement will help us deliver on our low carbon ambitions and help to provide more of the clean power options that the world needs.”

Shell’s target is to be a net-zero emissions energy business by 2050, in step with society’s progress towards achieving net-zero. As part of the measures to fulfill its targets, Shell is progressing its wind business by building on a foundation of offshore experience and leveraging operational excellence, including safety and cost-efficiency, with positive community and regulatory relationships.

Powering Progress

Shell’s strategy to accelerate the transition of our business to net-zero emissions, in step with society. Powering Progress is designed to create value for shareholders, customers and wider society.

Explore Powering Progress

Notes to Editors

- Shell’s interest with Atlantic Shores is an opportunity to provide offshore wind energy to the northeast United States, which is quickly becoming the nation’s leading geography in the pursuit of offshore wind power. New Jersey has set one of the most ambitious Renewable Portfolio Standards in the country by requiring 35% of the energy sold in the state to come from qualifying energy sources by 2025 and 50% by 2030.
- Atlantic Shores is Shell’s second significant entry into US offshore wind. In 2018, Mayflower Wind Energy LLC, a joint venture with Shell and Ocean Winds, won leasing

rights to submit projects to the Bureau of Ocean Energy Management (BOEM) to provide offshore wind energy to Massachusetts. Once constructed, subject to a future investment decision, the lease area could generate approximately 2 GW of clean electricity each year. Combined, Shell and its partners would provide enough renewable energy to power over 1.2 million homes in the northeast US.

- On February 11, 2021, Shell set forth its Powering Progress strategy, including details of how it will achieve its target to be a net-zero emissions energy business by 2050, in step with society's progress as it works towards the Paris Agreement goal of limiting the increase in the average global temperature to 1.5°C.
- For more details on Shell's Powering Progress strategy, please visit **www.shell.com/poweringprogress**
- For more details on Shell's climate target, please visit **www.shell.com/climatetarget**

8. SHELL LAUNCHES CUSTOMIZED ENTREPRENEURIAL SUPPORT PROGRAM IN PERMIAN BASIN AIMED AT RURAL AND UNDER-SERVED COMMUNITIES

Jul 15, 2021

Houston, TX - Shell Oil Company, in collaboration with LiftFund, is bringing its global flagship program, Shell LiveWIRE, to its west Texas operating areas in the Permian Basin. The Shell LiveWIRE Permian Basin Pilot program is set to launch in September and designed to equip aspiring entrepreneurs and small business owners with the technical, business, and soft skills necessary to succeed. The program aims to connect participants to support networks within the market to help build and expand successful businesses in the basin.

Small business and entrepreneurship program focused on inclusion

- Participants are not required to have prior business experience or formal education
- Information and course delivery in English and Spanish with virtual and in-person options
- Laptop and child-care stipend support available

“There are many cultural, institutional and educational challenges to starting a business in the Permian Basin,” said Frits Klap, Shell senior vice president of US Shales. “Shell continuously aims to promote education, economic growth, and community resilience in our operating areas, and Shell LiveWIRE helps us do just that while complementing our existing social investment efforts in the region.”

LiftFund will act as the local implementing partner for the program – bringing a proven curriculum, delivered in English and Spanish, that will be customized to meet the needs of the first Shell LiveWIRE cohort class.

Participants will receive advisory services, and coaching from experts who have skills and experience tailored to their business challenges and the local business environment.

“LiftFund is proud to partner with Shell to design and host a LiveWIRE program customized to fit the needs of aspiring and existing Permian Basin entrepreneurs,” said Janie Barrera, CEO and president of LiftFund. “This will be a one-of-a-kind program that offers training, tools, mentorship and capital to support diverse entrepreneurs in all stages of business. We are looking forward to collaborating with local organizations to provide resources that will help strengthen the Permian Basin entrepreneurial ecosystem for years to come!”

In 2020, a feasibility study was conducted to explore the opportunity to bring the Shell LiveWIRE program to the Permian Basin.

The study uncovered several social and economic challenges and needs in the region that could be addressed through an entrepreneurial support program like Shell LiveWIRE, including:

- A need to diversify the Permian Basin economy to provide greater stability during economic downturns.

- A siloed ecosystem in the region that is limited in reach to rural and underserved communities.
- Limited access to capital, and smaller markets and consumer-bases for existing businesses.

The Shell LiveWIRE Permian Basin program seeks to address these challenges, while also uniting existing local resources.

Anyone 18+ years of age and resides or looks to start a small business in Ector, Loving, Midland, Reeves, Winkler or Ward Counties can apply to be part of the first cohort class, free of charge, at www.shell.us/livewire. Participants should either have an existing operating business or be actively working on a business idea in any industry or sector. Applications will be accepted starting August 1 and are due by September 25, 2021.

Shell LiveWIRE Permian Basin Entrepreneurship & Small Business Training Program

[Leanr More about Shell LiveWIRE]

Notes to editors

About Shell LiveWIRE

Shell LiveWIRE is the flagship enterprise development program of Shell. The program strengthens local economies across the globe by promoting entrepreneurship and developing entrepreneurs.

Shell LiveWIRE's mission is to stimulate the local economy through entrepreneurship, innovation, and meaningful employment. Every year Shell LiveWIRE supports thousands of individuals to access the knowledge, skills, networks and resources to turn their business ideas into successful enterprises that provide sustainable incomes, create jobs and drive innovation.

Started in Scotland in 1982, the program is now delivered in 19 countries around the world, making a positive social impact in the communities in which Shell operates. In 2020 alone, Shell LiveWIRE trained 2,224 entrepreneurs, supported 984 businesses, created 1,312 local jobs, created 207 new businesses.

About LiftFund

LiftFund, a nonprofit community small business lender, transforms lives by opening doors, leveling the financial playing field and building a community of shared success through entrepreneurship. Founded in 1994 in San Antonio, Texas, LiftFund provides capital, financial coaching, tools and resources to entrepreneurs who do not have access to loans from commercial sources. Since inception, LiftFund has provided over $392 million in capital, propelling the dreams of over 24,000 diverse small businesses throughout its 14-state footprint.

9. SHELL INVESTS IN THE WHALE DEVELOPMENT IN THE GULF OF MEXICO

Jul 26, 2021

Houston, Texas – Shell Offshore Inc., a subsidiary of Royal Dutch Shell plc, today announces the final investment decision (FID) for Whale, a deep-water development in the U.S. Gulf of Mexico that features a 99% replicated hull and an 80% replication of the topsides from our Vito project.

“Whale is the latest demonstration of our focus on simplification, replication and capital projects with shorter cycle times to drive greater value from our advantaged positions,” said Wael Sawan, Shell Upstream Director. “We are building on more than 40 years of deep-water expertise to deliver competitive projects that yield high-margin barrels so that we are able to meet the energy demands of today while generating the cash required to help fund the development of the energy of the future.”

Whale will be the second Shell-operated deep-water development in the Gulf of Mexico to employ a simplified, cost-efficient host design. With this development approach, Shell anticipates an internal rate of return estimated to be greater than 25%. Our Whale development will feature energy-efficient gas turbines and compression systems. This development will be the latest addition to our Gulf of Mexico portfolio where our production is among the lowest greenhouse gas (GHG) intensity in the world for producing oil.

The Whale development, owned by Shell Offshore Inc. (60% operator) and Chevron U.S.A. Inc. (40%), is expected to reach peak production of approximately 100,000 barrels of oil equivalent per day (boe/d) and currently has an estimated, recoverable resource volume of 490 million boe. Whale will be Shell’s 12th deep-water host in the Gulf of Mexico and is currently scheduled to begin production in 2024.

Shell’s Powering Progress strategy to thrive through the energy transition includes increasing investment in lower carbon energy solutions, while continuing to pursue the most energy-efficient and highest-return Upstream investments.

Notes to editor

- The Whale production facility is in the Alaminos Canyon Block 773 and is adjacent to the Shell-operated Silvertip field, approximately 10 miles from the Shell-operated Perdido platform and approximately 200 miles southwest of Houston.
- Discovered in 2017, Whale will feature a semi-submersible production host in more than 8,600 feet of water with 15 oil producing wells.
- Whale’s design closely replicates Vito, a four-column semi-submersible host facility located in the greater Mars Corridor. Vito is scheduled to begin production in 2022.
- By leveraging the engineering, construction and supply chain of Vito, Whale is expected to achieve first oil 7.5 years after discovery.
- The cycle time includes the impact from COVID cash-preservation efforts that delayed project FID by one year.
- The estimated peak production and current estimated recoverable resources presented above are 100% total gross figures.
- The reference to our U.S. Gulf of Mexico production being among the lowest GHG intensity in the world is a comparison among other IOGP oil- and gas-producing members.

- Shell is the leading operator in the U.S. Gulf of Mexico.
- In addition to operations in Brazil and the U.S. Gulf of Mexico, Shell's deep-water portfolio includes frontier exploration opportunities in Mexico, Suriname, Argentina and West Africa.

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10. SHELL TO BUY INSPIRE ENERGY CAPITAL, EXPANDING RENEWABLE POWER BUSINESS IN THE UNITED STATES

Jul 27, 2021

Houston – Shell New Energies US LLC (Shell), a subsidiary of Royal Dutch Shell plc, has signed an agreement to buy 100% of the equity interests of Inspire Energy Capital LLC (Inspire), a renewable energy residential retailer with joint headquarters in Santa Monica, CA and Philadelphia, PA.

This acquisition advances Shell's Powering Progress strategy to build and scale renewable and low-carbon businesses with a target to become a net-zero emissions energy business by 2050, in step with society.

"Our goal is to become a major provider of renewable and low-carbon energy, and this acquisition moves us a step closer to achieving that," said Elisabeth Brinton, Executive Vice President of Renewables & Energy Solutions at Shell. "This deal instantly expands our business-to-consumer power offerings in key regions in the U.S., and we are well-positioned to build on Inspire's advanced digital capabilities to allow more households to benefit from renewable and low-carbon energy."

Inspire offers renewable energy to customers via a variety of innovative services and subscription plans and incentivizes customers to manage energy usage via a rewards program within its mobile app. The acquisition accelerates Shell's digital ambitions in the power sector by utilizing data-driven, digitally enabled platforms to simplify customers' decarbonization journeys.

Achieving Shell's net-zero emissions target could mean that Shell doubles the amount of electricity sold and provides enough renewable electricity to power 50 million households by 2030. Subject to regulatory clearance and the satisfaction of closing conditions, the deal is expected to be completed by Q4 of 2021.

Notes to editors

- Shell Energy North America has been an early energy supplier to Inspire since 2017.
- Inspire will augment Shell's existing position as a power supplier to residential customers in the U.S. alongside MP2 Energy, a wholly owned subsidiary of Shell Energy North America.
- Inspire currently serves approximately 235,000 residential customers in Delaware, Illinois, Massachusetts, Maryland, New Jersey, New York, Ohio, Pennsylvania, and Washington DC.
- Subject to regulatory clearance and the satisfaction of closing conditions, Inspire will be a wholly owned subsidiary of Shell, operating under its existing brand within our Renewables & Energy Solutions integrated power business.
- On February 11, 2021, Shell set forth its Powering Progress strategy, including details of how it will achieve its target to be a net-zero emissions energy business

by 2050, in step with society's progress as it works towards the Paris Agreement goal of limiting the increase in the average global temperature to 1.5°C.

- For more details on Shell's Powering Progress strategy, please visit **www.shell.com/poweringprogress**
- For more details on Shell's climate target, please visit **www.shell.com/climatetarget**

11. SHELL IDENTIFIES DAMAGE TO WD-143 FROM HURRICANE IDA IN THE GULF OF MEXICO

Sep 02, 2021

Houston, Texas - Shell Offshore Inc. (Shell), a subsidiary of Royal Dutch Shell plc, conducted an initial flyover of our assets in the path of Hurricane Ida. During this initial flight, we observed damage to our West Delta-143 (WD-143) offshore facilities. When it is safe to do so, we will send personnel offshore to provide a closer inspection of these facilities to understand the full extent of the damage and the degree to which our production in the Gulf of Mexico will likely be impacted.

The WD-143 facilities serve as the transfer station for all production from our assets in the Mars corridor in the Mississippi Canyon area of the Gulf of Mexico to onshore crude terminals.

Our Perdido asset in the southwestern Gulf of Mexico was never disrupted by the hurricane, and our floating production, storage and offloading vessel, the Turritella (also known as Stones) is currently back on line. All of our other offshore assets remain shut in and remain fully evacuated at this time. At the early phase of assessment and recovery, approximately 80% of Shell-operated production in the Gulf of Mexico remains off line.

In our initial flyover, we did not observe any visible structural damage to the rest of our offshore assets. When we are able to safely deploy personnel offshore to these assets, we will conduct additional inspections and work to restore production as soon as possible.

As we assess the impact of Hurricane Ida on our Upstream and Downstream businesses, our top priorities continue to be the protection and recovery of our people and assets, the community and the environment.

Notes to editors

- The WD-143 platform, owned by Shell Offshore Inc. (71.5%) and BP (28.5%), is operated by Shell Pipeline Company, L.P.
- The Mars corridor consists of Shell-operated tension leg platforms Mars, Olympus, and Ursa. Mars and Olympus ownership is: Shell Offshore Inc. (71.5%) and BP Exploration & Production Inc. (28.5%), respectively. Ursa ownership is: Shell Offshore Inc. (45.3884%), BP Exploration & Production Inc. (22.6916%), ExxonMobil Corporation (15.9600%), and ConocoPhillips Company (16.9600%).
- To find out more about hurricane preparedness, including potential impacts to our offshore assets, please visit the Shell Hurricane Center: **www.shell.us/storm center**.

12. SHELL ANNOUNCES MORE THAN $5 MILLION IN SUPPORT FOR HURRICANE IDA RELIEF EFFORTS

Sep 09, 2021

Communities across the Louisiana Gulf Coast Face Long Road to Recovery.

Houston, Texas, USA – In the aftermath of Hurricane Ida, Shell Oil Company announced today it will contribute more than $5 million in combined community and employee relief and recovery initiatives.

“Shell has been operating in the parishes of Louisiana’s Bayou and River Regions for nearly 100 years and New Orleans has been our Gulf of Mexico business hub for decades. Our people and our company have a long history of stepping up when our neighbors need us most. This is one of those times,” said Shell U.S. President, Gretchen Watkins. “We were there when Hurricane Katrina devastated New Orleans and surrounding Parishes and were one of the first to return. Today, the need for relief and recovery support is once again massive in scale and we are proud to work with local agencies to help provide the services and supplies to our communities most in need.”

Shell’s relief and recovery support is comprised of donations to local agencies that provide access to healthcare, food resources, remediation, direct employee assistance, fuel donations, base camps for electrical workers, and a nationwide Shell employee donation match program.

“Millions of people have been affected by the impacts of Hurricane Ida across the region. So too have Shell assets, offices, thousands of employees, contractors, and their families,” said Watkins. “We will continue to stand by our employees and neighbors in every way we can.”

13. SHELL COMPLETES ACQUISITION OF INSPIRE ENERGY CAPITAL

Sep 15, 2021

Shell New Energies US LLC, a subsidiary of Royal Dutch Shell plc, has completed the acquisition of Inspire Energy Capital, LLC (Inspire), a renewable energy residential retailer following receipt of regulatory clearance and satisfaction of closing conditions.

Shell to buy Inspire Energy Capital, expanding renewable power business in the United States

Houston – Shell New Energies US LLC (Shell), a subsidiary of Royal Dutch Shell plc, has signed an agreement to buy 100% of the equity interests of Inspire Energy Capital LLC (Inspire), a renewable energy residential retailer with joint headquarters in Santa Monica, CA and Philadelphia, PA.

14. SHELL REPORTS DAMAGE ASSESSMENT OF WD-143 FROM HURRICANE IDA

Sep 20, 2021

Houston, Texas - Shell Offshore Inc., a subsidiary of Royal Dutch Shell plc, has conducted a comprehensive damage assessment of our West Delta-143 (WD-143) offshore facilities from Hurricane Ida that revealed significant structural damage. We estimate that our WD-143 “A” platform facilities will be off line for repairs until the end of 2021, and that the facilities on our WD-143 “C” platform will be operational in Q4 2021.

The WD-143 facilities serve as the transfer station for production from our assets in the Mars corridor in the Gulf of Mexico to onshore crude and natural gas terminals.

Given the timeline for repairs to WD-143, we expect to resume production from our Olympus platform, which flows across the WD-143 “C” platform, in Q4 2021, and from our Mars and Ursa facilities, which flow across the WD-143 “A” platform, in Q1 2022. Our Perdido asset in the southwestern Gulf of Mexico was never disrupted by Hurricane Ida, and our floating production, storage and offloading vessel, the Turritella (also known as Stones), is on line. At this stage of the recovery, approximately 60% of Shell-operated production in the Gulf of Mexico is back on line.

As we continue to assess and address the impact of Hurricane Ida on our businesses, our top priorities continue to be the protection and recovery of our people and assets, the community and the environment.

Notes to editors

- The WD-143 platform, owned by Shell Offshore Inc. (71.5%) and BP Exploration & Production Inc (28.5%), is operated by Shell Pipeline Company LP.
- The Mars corridor consists of Shell-operated tension leg platforms Mars, Olympus, and Ursa. Mars and Olympus ownership is: Shell Offshore Inc. (71.5%) and BP Exploration & Production Inc. (28.5%), respectively. Ursa ownership is: Shell Offshore Inc. (45.3884%), BP Exploration & Production Inc. (22.6916%), ExxonMobil Corporation (15.9600%), and ConocoPhillips Company (16.9600%).
- To find out more about hurricane preparedness, including potential impacts to our offshore assets, please visit the Shell Hurricane Center: **www.shell.us/storm center**.

15. SHELL SIGNS AGREEMENT TO SELL PERMIAN INTEREST FOR $9.5 BILLION TO CONOCOPHILLIPS

Sep 20, 2021

Houston – Shell Enterprises LLC, a subsidiary of Royal Dutch Shell plc, has reached an agreement for the sale of its Permian business to ConocoPhillips, a leading shales developer in the basin, for $9.5 billion in cash. The transaction will transfer all of Shell's interest in the Permian to ConocoPhillips, subject to regulatory approvals.

"After reviewing multiple strategies and portfolio options for our Permian assets, this transaction with ConocoPhillips emerged as a very compelling value proposition," said Wael Sawan, Upstream Director. "This decision once again reflects our focus on value over volumes as well as disciplined stewardship of capital. This transaction, made possible by the Permian team's outstanding operational performance, provides excellent value to our shareholders through accelerating cash delivery and additional distributions."

Shell's Upstream business plays a critical role in the Powering Progress strategy through a more focused, competitive and resilient portfolio that provides the energy the world needs today whilst funding shareholder distributions as well as the energy transition.

The cash proceeds from this transaction will be used to fund $7 billion in additional shareholder distributions after closing, with the remainder used for further strengthening of the balance sheet. These distributions will be in addition to our shareholder distributions in the range of 20-30% of cash flow from operations. The effective date of the transaction is July 1, 2021 with closing expected in Q4 2021.

Shell has been providing energy to U.S. customers for more than 100 years and plans to remain an energy leader in the country for decades to come.

Notes to editors

- Shell's Permian business includes ownership in approximately 225k net acres with current production of around 175 thousand barrels equivalent per day.
- This transaction constitutes a Class 2 transaction for RDS plc under the UK Listing Rules. The gross assets that are subject of this transaction amounted to $10.5 billion December 31, 2020. The Permian business recorded a before-tax operating loss of $491 million for the year ended December 31, 2020. The transaction is expected to result in an after-tax gain of $2.4 to $2.6 billion, subject to adjustments.
- A further update to Shell's oil production outlook and portfolio will be provided with fourth quarter earnings.
- Majority of Midland-based Permian employees and many Houston-based employees will be offered employment by ConocoPhillips with effect upon closing in accordance with the terms and conditions of the transaction.
- Since 2017, Shell's Permian operations have reduced green house gas and methane intensity by 80% through investment in infrastructure and technology.
- Morgan Stanley & Co. LLC and Tudor, Pickering, Holt & Co. are serving as Shell's financial advisors and Norton Rose Fulbright is serving as Shell's legal advisor for the divestment.
- Shell is one of America's leading energy companies with interests in 50 states employing more than 15,000 people. Shell's U.S. portfolio of operated companies and interests consists of oil, natural gas, petrochemicals, gasoline, lubricants, and other refined products along with renewables such as wind, solar, and mobility options like electric vehicle charging and hydrogen. In the U.S. Shell is also investing in an integrated power business that will provide electricity to millions of homes and businesses.

16. SHELL STARTS PRODUCTION AT SHELL NEW ENERGIES JUNCTION CITY, ITS FIRST US RENEWABLE NATURAL GAS FACILITY

Sep 28, 2021

Junction City, Oregon — Shell Oil Products US, a subsidiary of Royal Dutch Shell plc, has successfully achieved startup and production of renewable natural gas (RNG) at its first US biomethane facility, Shell New Energies Junction City in Oregon. The facility utilizes locally sourced cow manure and excess agricultural residues to produce an expected 736,000 MMBtu a year of RNG. This milestone is part of a growing portfolio of developing RNG production and distribution assets supporting low-carbon intensity renewable compressed natural gas (R-CNG) as fuel for heavy-duty, on-road transport.

"Biomethane has a significant role to play in the energy transition, and this achievement advances our strategy as we work to reduce emissions from the fuels and other energy products we sell," said Carlos Maurer, Executive Vice President Sectors and Decarbonization at Shell. "We are excited to offer renewable compressed natural gas as a low-carbon fuel choice for our customers."

Shell is developing additional RNG production facilities to be located directly within operating dairies. Shell Downstream Galloway at the High Plains Ponderosa Dairy in Plains, Kansas and Shell Downstream Bovarius at the Bettencourt Dairies in Wendell, Idaho are part of this expanding biofuels portfolio utilizing cow manure as feedstock. Together, these two dairy RNG facilities can produce approximately 900,000 MMBtu a year of negative carbon intensity RNG.

Production from Shell New Energies Junction City, Shell Downstream Galloway and Shell Downstream Bovarius is expected to help supply Shell R-CNG fueling sites planned at the company's product distribution complexes in Carson, Van Nuys, Signal Hill, and San Jose, California, and at a terminal in Portland, Oregon, owned by Shell Midstream Partners L.P. R-CNG offers an attractive alternative for fleets to lower their carbon footprint compared to conventional diesel fuel. Providing 100 percent R-CNG for customers would allow these fueling sites to substantially decarbonize product movements out of the terminals.

Notes to editors

- Shell's **Powering Progress** sets out our strategy to accelerate the transition of our business to net-zero emissions. Becoming a net-zero emissions energy business means that we are reducing emissions from our operations and from the fuels and other energy products we sell, including biofuels and RNG.

    - We will continue to drive innovation to provide the cleaner energy that our customers need.
    - Working with our partners and suppliers and developing new collaborations are key to delivering Powering Progress. One such new collaboration is the development of US RNG production facilities within operating dairies, utilizing cow manure as feedstock.
    - We are partnering with customers, businesses and others to address emissions in sectors that are difficult to decarbonize, such as road freight.
- About Shell Downstream: Shell's Downstream organization serves more than 30 million customers at about 46,000 retail service stations every day. It manages different Chemicals and Products activities as part of an integrated value chain that trades and

refines crude oil and other feedstocks into a range of products, which are moved and marketed around the world for domestic, industrial and transport use. The products we offer customers include conventional fuels for road, aviation and shipping, and low-carbon fuels such as biofuels, RNG, hydrogen and electric-vehicle charging. We also produce and sell lubricants, bitumen, sulphur and petrochemicals worldwide.

17. SHELL TO GROW COMPANY-OWNED RETAIL SITES IN THE U.S. WITH ACQUISITION OF LANDMARK FUEL AND CONVENIENCE NETWORK

Oct 25, 2021

Houston - Shell Retail and Convenience Operations LLC, a wholly owned subsidiary of Shell Oil Products US (Shell), has signed an agreement to acquire 248 company-owned fuel and convenience retail sites from the Landmark group of companies (Landmark), whose convenience stores operate in Texas under the Timewise brand. The agreement also includes supply agreements with an additional 117 independently operated fuel and convenience sites.

This acquisition enables Shell to continue its existing, trusted premium product offerings. As one of the largest fuels and convenience retail markets globally, growing in the U.S. gives Shell the opportunity to build on its successful brand presence and leverage the strength of its ongoing business relationships.

“Today’s announcement increases our presence in a core market and shows our growth strategy in action,” said Huibert Vigeveno, Shell’s Downstream Director. “It brings us closer to more customers and strengthens our ability to meet their rapidly changing needs. The deal also allows us to work hand-in-hand with customers to help shape demand for low-carbon energy products and services while profitably decarbonizing alongside them.”

By enhancing Shell’s presence in the U.S., this acquisition advances Shell’s Powering Progress strategy in three ways: by growing its retail footprint in one of its core markets, by providing opportunities to offer customers expanded fuelling options (including electric vehicle charging, hydrogen, biofuels and lower-carbon premium fuels) and by allowing for the growth of non-fuel sales through an enhanced convenience offering.

Subject to regulatory clearance and the satisfaction of closing conditions, the deal is expected to be completed by year end.

Notes to editors

- The agreement covers the purchase of:
  - The remaining 50% share in Texas Petroleum Group, LLC (TPG), previously a 50/50 joint venture between Equilon Enterprises LLC (d/b/a Shell Oil Products US) and Landmark Industries Holdings, LTD. TPG includes 170 company owned fuel and convenience sites and supply agreements for 63 independently operated fuel and convenience sites; and
  - Landmark’s retail gas station network (including gas stations as well as its dealer supply agreements), as acquired from Landmark Industries, LLC, Landmark Industries Energy, LLC, and Landmark Petroleum, LLC which includes 78 company owned fuel and convenience sites and supply agreements for 54 independently operated fuel and convenience sites.
- Subject to regulatory clearance and the satisfaction of closing conditions, TPG will be a wholly owned subsidiary of Shell Retail and Convenience Operations LLC, within our Downstream Mobility business.
- This acquisition falls within the 2021 RDS cash capex budget of below $22 bln as disclosed at **Shell Strategy Day** on February 11, 2021.

- More than 2,000 Landmark team members become the foundation to enable Shell to grow its company-owned network in the U.S.
- Shell remains committed to collaborating with wholesalers and dealers to serve customers, drive business value, and thrive through the energy transition. Shell will continue to support and grow with our wholesalers, dealers, and JV partners who own and operate more than 13,000 Shell-branded sites across the U.S.
- By 2025, globally we expect to service 40 million customers daily at our retail service stations, have 55,000 Shell-branded retail service stations and 15,000 convenience stores.
- On February 11, 2021, Shell set forth its Powering Progress strategy, including details of how it will achieve its target to be a net-zero emissions energy business by 2050, in step with society.
  For more details on Shell's Powering Progress strategy, please visit: **www.shell.com/poweringprogress**

Drivers

From our wide range of fuels and motor oils to credit card services that make it easy to fill up when you're on the go, Shell helps you get the most out of every drop.

18. SHELL COMPLETES SALE OF WASHINGTON PUGET SOUND REFINERY TO HOLLYFRONTIER

Nov 01, 2021

HOUSTON – Equilon Enterprises LLC d/b/a Shell Oil Products U.S. (Shell), a subsidiary of Royal Dutch Shell plc, has completed the sale of its Puget Sound Refinery near Anacortes, Washington to a subsidiary of HollyFrontier Corporation, an independent refiner headquartered in Texas (HollyFrontier), for $350 million in cash plus the value of the hydrocarbon inventory, subject to customary closing adjustments.

The agreement covers the sale of Shell's Puget Sound Refinery, the on-site cogeneration facility and the associated logistics infrastructure. Shell will retain product offtake agreements to support its existing retail marketing business in the Pacific Northwest. Shell's off-site logistics assets are excluded from the sale.

Notes to editors

- On May 4, 2021, Shell and HollyFrontier Corporation **announced** that they had signed a sales agreement for HollyFrontier to acquire Shell's Puget Sound Refinery near Anacortes, Washington.
- The value attributed to the hydrocarbon inventory at closing was approximately $266 million.
- Local employees providing dedicated support to Shell's Puget Sound Refinery were offered employment with HollyFrontier.
- Shell will maintain Shell branded businesses in the Pacific Northwest and has structured supply/offtake agreements with the new owner such that the Puget Sound Refinery will continue to support Shell's businesses in the region.
- As part of its Powering Progress strategy, Shell plans to consolidate its refinery footprint to five core energy and chemicals parks. These locations will maximize the integration benefits of conventional fuels and chemicals production while also offering new low carbon fuels and performance chemicals. They also offer future potential hubs for sequestration.

19. SHELL RESTORES PRODUCTION AT MARS AND URSA IN THE GULF OF MEXICO

Nov 05, 2021

Houston, Texas – Shell Offshore Inc., a subsidiary of Royal Dutch Shell plc, has safely and successfully re-started production at our Mars and Ursa platforms in the US Gulf of Mexico and began exporting oil and gas through the West Delta-143 (WD-143) "A" facility.

"Our Hurricane Ida recovery efforts are the latest example of how our people come together with great determination to tackle the biggest challenges of the day," said Zoe Yujnovich, Upstream Director. "We are proud to have safely restored our full production in the US Gulf of Mexico, where the barrels are among the lowest GHG intensity in the world."

On October 1, Shell safely and successfully re-started production at our Olympus platform in the Gulf of Mexico and began exporting oil and gas through the West Delta-143 (WD-143) "C" facility. When Mars and Ursa are fully ramped up, we will have 100% of Shell-operated production in the Gulf of Mexico back online, ahead of schedule from our initial estimates.

Notes to editors

- The WD-143 facilities serve as the transfer station for all production from our assets in the Mars corridor in the Mississippi Canyon area of the Gulf of Mexico to onshore crude terminals. Production from Olympus flows across WD-143 "C" while production from our Mars and Ursa facilities flow across WD-143 "A".
- The WD-143 platform, owned by Shell Offshore Inc. (71.5%) and BP Exploration & Production Inc (28.5%), is operated by Shell Pipeline Company LP.
- The Mars corridor consists of Shell-operated tension leg platforms Mars, Olympus, and Ursa. Mars and Olympus ownership is: Shell Offshore Inc. (71.5%) and BP Exploration & Production Inc. (28.5%), respectively. Ursa ownership is: Shell Offshore Inc. (45.3884%), BP Exploration & Production Inc. (22.6916%), ExxonMobil Corporation (15.9600%), and ConocoPhillips Company (15.9600%).
- Shell is the leading operator in the US Gulf of Mexico, with eight deep-water production hubs and a network of subsea infrastructure.
- The reference to our US Gulf of Mexico production being among the lowest GHG intensity in the world is a comparison among other members of the International Association of Oil & Gas Producers

20. SHELL OIL COMPANY ACQUIRES ESTABLIS HED FUEL CARD BUSINESS TO ENHANCE CUSTOMER ROAD TRANSPORT EXPERIENCE

Nov 05, 2021

HOUSTON - Shell Oil Company (Shell) has acquired MSTS Payments, LLC and its Multi Service Fuel Card business from Multi Service Technology Solutions, Inc. (dba TreviPay). The Multi Service Fuel Card acceptance network and transaction processing platform provides Shell with a closed-loop payment network used by Commercial Road Transport (CRT) companies at thousands of truck stops in North America.

"Acquiring the Multi Service Fuel Card business provides Shell with the necessary technology, business infrastructure and talent to accelerate the growth of its global commercial cards business, Customer Value Propositions (CVPs) and services," said Tim Murray, General Manager of Shell Commercial Road Transport, Sectors & Decarbonization. "We are confident that this strong IT platform and acceptance network will help us deliver a customer experience that will translate to additional growth for Shell's North America Commercial Road Transport businesses."

MSTS Payments, LLC will operate as a wholly owned subsidiary of Shell Oil Company and will remain homebased in Overland Park, Kan. Aaron Decker, who led the Multi Service Fuel Card business for Multi Service Technology Solutions, will continue to do so as part of the MSTS Payments management team.

"We're very excited about the opportunity provided by Shell to help the fuel card business realize its full potential," said Decker. "We're equally excited to help Shell grow its Commercial Road Transport business."

The investment in the Multi Service Fuel Card business includes growing market share in the fuel card space and creating synergies with Shell product offerings. Shell plans to add services to enhance the customer experience and leverage its heavy duty diesel engine oil brand, Shell Rotella®, to offer trucking fleets fuel-economy savings, extended-drain capability, enhanced engine cleanliness, and excellent wear protection.

ABOUT SHELL OIL COMPANY

Shell Oil Company is an affiliate of the Royal Dutch Shell plc, a global group of energy and petrochemical companies with operations in more than 70 countries. In the U.S., Shell operates in 50 states and employs more than 17,000 people working to help tackle the challenges of the new energy future.

ABOUT MULTI SERVICE FUEL CARD

Founded in 1978 by a former over-the-road truck driver who believed there had to be a better way to pay for fuel, Multi Service Fuel Card served as the first fuel card for trucking companies that provided real-time transaction authorization. Today, the product continues to help thousands of fleets manage fuel spend through its proprietary fuel card platform. Its closed-loop acceptance network is made up of more than 8,000 truck stop locations. The Multi Service Fuel Card business is based in Overland Park, Kan.

21. SHELL ADDS ANOTHER DEEP-WATER DISCOVERY IN THE PERDIDO CORRIDOR OF THE U.S. GULF OF MEXICO

Dec 08, 2021

Houston – Shell Offshore Inc. ("Shell"), a subsidiary of Royal Dutch Shell plc, today announced a material discovery at the Blacktip North prospect in the U.S. Gulf of Mexico. The Blacktip North well encountered approximately 300 feet net oil pay at multiple levels. Evaluation is ongoing to further define development options.

"The Blacktip North prospect is the latest example of discovering new resources in our advantaged corridors," said Paul Goodfellow, Executive Vice President of Deep Water. "Our strategic positions, like the Perdido Corridor, are at the heart of value creation in the Gulf of Mexico, and they represent an opportunity to use our existing infrastructure to unlock the full-value potential of our discoveries."

Blacktip, Blacktip North, and our Leopard discoveries are all opportunities to increase production in the Perdido Corridor, where Shell's Great White, Silvertip and Tobago fields are already producing. Earlier this year, Shell announced a final investment decision for the Whale deep-water development, also located in the Perdido Corridor. Whale is part of our Gulf of Mexico portfolio, where our production is among the lowest greenhouse gas (GHG) intensity in the world for producing oil.

Blacktip North is located in OCS block Alaminos Canyon (AC) 336, approximately 4.5 miles northeast of the recently appraised Blacktip discovery, 25 miles northeast of the recently announced Leopard discovery, 30 miles northeast of the planned Whale host, and 42 miles from the Perdido host.

Shell's Powering Progress strategy to thrive through the energy transition includes increasing investment in lower-carbon energy solutions, while continuing to pursue the most energy-efficient and highest-return Upstream investments. We will support this strategy through Exploration by sustaining a strong pipeline of high-value, nearfield and core discoveries, complemented by highly selective frontier plays.

Notes to editors

- The Blacktip North Discovery is ~220 miles SSE of Houston.
- The Blacktip North well was drilled to a total measured depth of 27,770 feet.
- Blacktip North is operated by Shell Offshore Inc (89.49%) and co-owned by Repsol E&P USA LLC (10.51%).
- Shell began production in the Perdido Corridor at the Perdido Spar in 2010.
- Shell is a leading operator in US Gulf of Mexico, with eight DW production hubs and a network of subsea infrastructure.
- Shell is the largest deep-water lease holder in the US Gulf of Mexico with access to some of the most prolific acreage in the basin.
- The reference to our U.S. Gulf of Mexico production being among the lowest GHG intensity in the world is a comparison among other IOGP oil and gas producing members.

22. SHELL ACQUIRES SOLAR AND ENERGY STORAGE DEVELOPER SAVION, FURTHER EXPANDING ITS GLOBAL RENEWABLE POWER BUSINESS

Dec 14, 2021

Houston, TX – Shell New Energies US LLC, a subsidiary of Royal Dutch Shell plc (Shell), has signed an agreement to buy 100% of Savion LLC (Savion), a large utility-scale solar and energy storage developer in the United States, from Macquarie's Green Investment Group. With this acquisition, Shell expects to significantly expand its global solar portfolio.

"Savion's significant asset pipeline, highly experienced team, and proven success as a renewable energy project developer make it a compelling fit for Shell's growing integrated power business," said Wael Sawan, Integrated Gas and Renewables & Energy Solutions Director. "As one of the fastest-growing, lowest-cost renewable energy sources, solar power is a critical element of our renewables portfolio as we accelerate our drive to net zero."

Savion specialises in developing solar power and energy storage projects and currently has more than 18 gigawatts of solar power and battery storage under development for a variety of customers, including utilities and major commercial and industrial organisations.

The Savion acquisition bolsters Shell's strategy to develop an integrated power business as it moves to become a net-zero emissions energy business by 2050, in step with society. As part of this strategy, Shell aims to sell more than 560 terawatt hours of power globally per year by 2030: twice as much electricity as the company sells today.

The acquisition is expected to close by year end.

Shell completes acquisition of solar and energy storage developer Savion

Houston, TX - Shell New Energies US LLC, a subsidiary of Royal Dutch Shell plc (Shell), has completed the acquisition of Savion LLC (Savion), a large utility-scale solar and energy storage developer in the United States.

Notes to editors

- Savion's acquisition will expand Shell's existing solar and energy storage portfolio, where Shell holds interest in developers such as Silicon Ranch Corporation in the U.S., Cleantech Solar in Singapore, ESCO Pacific in Australia, owns sonnen, a smart energy storage company in Germany, and EOLFI, a wind and solar developer in France.
- Savion is based in Kansas City, Missouri, U.S., and currently employs 124 staff. Savion has a pipeline of more than 18 gigawatts of solar and energy storage projects with over 100 projects under development in 26 states.
- Subject to the satisfaction of closing conditions, Savion will be a wholly owned subsidiary of Shell, operating under its existing brand within Shell's Renewables & Energy Solutions Integrated Power business.
- Shell has been providing energy to U.S. customers for more than 100 years and plans to remain an energy leader in the country for decades to come. According to the EIA, the U.S. is one of the three largest markets globally for renewable energy.
- This acquisition falls within the 2021 Renewables & Energy Solutions cash capital expenditure budget of $2-3 billion as disclosed at **Shell Strategy Day** on February 11, 2021.
- Shell aims to sell more than 560 terawatt-hours globally per year by 2030 as part of its Integrated Power business, twice as much electricity as the company sells today, and expects to serve more than 15 million retail and business customers worldwide as a leading provider of clean Power-as-a-Service.

- In February 2021, Shell set forth its Powering Progress strategy, including details of how it will achieve its target to be a net-zero emissions energy business by 2050, in step with society's progress as it works towards the Paris Agreement goal of limiting the increase in the average global temperature to 1.5°C. In October 2021, Shell set a target to reduce absolute emissions by 50% by 2030, compared to 2016 levels, which includes all Scope 1 and 2 emissions.
- For more details on Shell's Powering Progress strategy, please visit **http://www.shell.com/poweringprogress**. For more details on Shell's climate target, please visit **www.shell.com/climatetarget**

23. SHELL COMPLETES ACQUISITION OF SOLAR AND ENERGY STORAGE DEVELOPER SAVION

Dec 17, 2021

Houston, TX - Shell New Energies US LLC, a subsidiary of Royal Dutch Shell plc (Shell), has completed the acquisition of Savion LLC (Savion), a large utility-scale solar and energy storage developer in the United States.

Savion specialises in developing solar power and energy storage projects and currently has more than 18 gigawatts of solar power and battery storage under development for a variety of customers, including utilities and major commercial and industrial organisations. Savion will operate as a wholly owned subsidiary of Shell under its existing brand within Shell's Renewables & Energy Solutions Integrated Power business.

The Savion acquisition complements Shell's existing investments in the United States in a range of zero- and lower-carbon assets and technologies and continues Shell's strategy to develop an integrated power business as it moves to become a net-zero emissions energy business by 2050, in step with society.

Notes to editors

- Savion's acquisition expands Shell's existing solar and energy storage portfolio, where Shell holds interest in developers such as Silicon Ranch Corporation in the U.S., Cleantech Solar in Singapore, ESCO Pacific in Australia, owns sonnen, a smart energy storage company in Germany, and EOLFI, a wind and solar developer in France.
- Savion is based in Kansas City, Missouri, U.S., and currently employs 126 staff. Savion has a pipeline of more than 18 gigawatts of solar and energy storage projects with over 100 projects under development in 26 states.
- This acquisition falls within the 2021 Renewables & Energy Solutions cash capital expenditure budget of $2-3 billion as disclosed at **Shell Strategy Day** on February 11, 2021.
- Shell aims to sell more than 560 terawatt hours globally per year by 2030 as part of its Integrated Power business, twice as much electricity as the company sells today, and expects to serve more than 15 million retail and business customers worldwide as a leading provider of clean Power-as-a-Service.
- In February 2021, Shell set forth its Powering Progress strategy, including details of how it will achieve its target to be a net-zero emissions energy business by 2050, in step with society's progress as it works towards the Paris Agreement goal of limiting the increase in the average global temperature to 1.5°C. In October 2021, Shell set a target to reduce absolute emissions by 50% by 2030, compared to 2016 levels, which includes all Scope 1 and 2 emissions.
- For more details on Shell's Powering Progress strategy, please visit **http://www.shell.com/poweringprogress**. For more details on Shell's climate target, please visit **www.shell.com/climatetarget**

24. SHELL JOINT VENTURE MAYFLOWER WIND GRANTED RIGHT TO POWER MASSACHUSETTS RESIDENTS WITH ADDITIONAL RENEWABLE WIND ENERGY

Dec 17, 2021

Mayflower Wind Energy LLC (Mayflower), the 50-50 joint venture between Shell New Energies US LLC (Shell) and OW North America LLC, has been awarded the right to provide 400 MW of offshore wind energy by the Commonwealth of Massachusetts and its three biggest utilities as part of Massachusetts' 83C III offshore wind energy procurement. Combined with its power purchase agreement of 804 MW awarded in 2019 from the 83C II procurement round, Mayflower could deliver more than 1200 MW of clean energy to electricity customers throughout Massachusetts and New England. That is enough energy each day to power over half a million homes and businesses.

With today's announcement, Mayflower will start development of the federal lease area and continue pursuing additional energy contracts until the full 2000 MW maximum lease capacity is realized. Subject to a future investment decision, operations are expected to be commissioned in the mid to late 2020s. The award is accompanied by an economic development package that includes commitments to spend up to $42.3 million, including $27 million over 10 years to the South Coast Community Foundation.

"This has been a significant week for our company and renewables businesses. Announcing a substantial expansion of our global solar portfolio along with this considerable offshore wind contract award showcases Shell's progress towards providing zero- and lower-carbon assets and technologies," said Wael Sawan, Integrated Gas and Renewables & Energy Solutions Director. "Shell remains committed to meeting our customers' needs by providing a range of renewable power generation options."

Shell's target is to be a net-zero emissions energy business by 2050, in step with society's progress towards achieving net-zero. As part of the measures to fulfill its targets, Shell is progressing its wind business by building on a foundation of offshore experience and leveraging operational excellence, including safety and cost-efficiency, with positive community and regulatory relationships.

Notes to editors

- The total economic package will support the building of the offshore wind supply chain; provide for education and training of an offshore wind workforce; make significant investments in local ports, businesses, and infrastructure; as well as offer diversity, equity, and inclusion measures that include the hiring of specialized firms and support for low-income electric consumers, among other measures.
- Mayflower Wind is one of Shell's two significant US offshore wind entries. In June 2021 Atlantic Shores, a joint venture with Shell New Energies LLC and EDF Renewables North America, won the rights to provide 1.5 gigawatts (GW) of renewable offshore energy to New Jersey, enough energy to power over 700,000 homes.
- Subject to a future investment decision, Mayflower will develop and operate in an area located approximately 30 miles south of Martha's Vineyard and 20 miles south of Nantucket.
- Shell aims to sell more than 560 terawatt-hours globally per year by 2030 as part of its Integrated Power business, twice as much electricity as the company sells today, and expects to serve more than 15 million retail and business customers worldwide as a leading provider of clean Power-as-a-Service.

- On February 11, 2021, Shell set forth its Powering Progress strategy, including details of how it will achieve its target to be a net-zero emissions energy business by 2050, in step with society's progress as it works towards the Paris Agreement goal of limiting the increase in the average global temperature to 1.5°C. In October 2021, Shell set a target to reduce absolute emissions by 50% by 2030, compared to 2016 levels, which includes all Scope 1 and 2 emissions.
- For more details on Shell's Powering Progress strategy, please visit **www.shell.com/poweringprogress**. For more details on Shell's climate target, please visit **www.shell.com/climatetarget**.

25. MEDIA RELATIONS

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26.CAUTIONARY NOTE

The companies in which Royal Dutch Shell plc directly and indirectly owns investments are separate legal entities. In this announcement "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 announcement 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 announcement 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 announcement, 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 announcement 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/investor** and **www.sec.gov**). These risk factors also expressly qualify all forward-looking statements contained in this announcement and should be considered by the reader. Each forward-looking statement speaks only as of the date of this announcement, 17

December 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 announcement.

We may have used certain terms, such as resources, in this announcement 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'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.

Also, in this announcement 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.