

Definitions & cautionary note

The companies in which Royal Dutch Shell plc directly and indirectly owns investments are separate legal entities. In this presentation "Shell", "Shell Group" and "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" and "Shell subsidiaries" as used in this presentation refer to entities over which Royal Dutch Shell plc either directly or indirectly has control. Entities and unincorporated arrangements over which Shell has joint control are generally referred to as "joint ventures" and "joint operations", respectively. Entities over which Shell has significant influence but neither control nor joint control are referred to as "associates". The term "Shell interest" is used for convenience to indicate the direct and/or indirect ownership interest held by Shell in an entity or unincorporated joint arrangement, after exclusion of all third-party interest.

This presentation contains forward-looking statements (within the meaning of the U.S. Private Securities Litigation Reform Act of 1995) concerning the financial condition, results of operations and businesses of Royal Dutch Shell. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are statements of future expectations that are based on management's current expectations and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements include, among other things, statements concerning the potential exposure of Royal Dutch Shell to market risks and statements expressing management's expectations, beliefs, estimates, forecasts, projections and assumptions. These forward-looking statements are identified by their use of terms and phrases such as "aim", "ambition", "anticipate", "believe", "could", "estimate", "expect", "goals", "intend", "may", "objectives", "outlook", "plan", "probably", "project", "risks", "schedule", "seek", "should", "target", "will" and similar terms and phrases. There are a number of factors that could affect the future operations of Royal Dutch Shell and could cause those results to differ materially from those expressed in the forward-looking statements included in this presentation, including (without limitation): (a) price fluctuations in crude oil and natural gas; (b) changes in demand for Shell's products; (c) currency fluctuations; (d) drilling and production results; (e) reserves estimates; (f) loss of market share and industry competition; (g) environmental and physical risks; (h) risks associated with the identification of suitable potential acquisition properties and targets, and successful negotiation and completion of such transactions; (i) the risk of doing business in developing countries and countries subject to international sanctions; (j) legislative, fiscal and regulatory developments including regulatory measures addressing climate change; (k) economic and financial market conditions in various countries and regions; (1) political risks, including the risks of expropriation and renegotiation of the terms of contracts with governmental entities, delays or advancements in the approval of projects and delays in the reimbursement for shared costs; (m) risks associated with the impact of pandemics, such as the COVID-19 (coronavirus) outbreak; and (n) changes in trading conditions. No assurance is provided that future dividend payments will match or exceed previous dividend payments. All forward-looking statements contained in this presentation are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements. Additional risk factors that may affect future results are contained in Royal Dutch Shell's Form 20-F for the year ended December 31, 2020 (available at www.shell.com/investor and <a href="https://www.shell.com/investor and <a href="https://www.sh These risk factors also expressly qualify all forward-looking statements contained in this [report] and should be considered by the reader. Each forward-looking statement speaks only as of the date of this presentation, 7 April 2021. Neither Royal Dutch Shell plc nor any of its subsidiaries undertake any obligation to publicly update or revise any forward-looking statement as a result of new information, future events or other information. In light of these risks, results could differ materially from those stated, implied or inferred from the forward-looking statements contained in this presentation.

We may have used certain terms, such as resources, in this presentation that the United States Securities and Exchange Commission (SEC) strictly prohibits us from including in our filings with the SEC. Investors are urged to consider closely the disclosure in our Form 20-F, File No 1-32575, available on the SEC website www.sec.gov.

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

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PACE OF DIGITAL ADOPTION IS ACCELERATING AT AN ALMOST EXPONENTIAL RATE

DIGITALISATION AND AI TO DRIVE EFFICIENCY IN OUR EXISTING BUSINESSES

Strong foundation, capabilities and collaborations with industry leaders to accelerate the value from digitalisation:

1.3 trn

Rows of sensor data in data lake

~350

Staff in math & computer science discipline + 800 citizen data scientists

INDUSTRY COLLABORATION

- Shell and Microsoft entered strategic energy and technology alliance to support progress towards a world with net-zero emissions
- Shell, C3 AI, Baker Hughes and Microsoft Launch the Open AI Energy Initiative
- Shell and SAP collaborating on embedding carbon offsets in digital commerce platforms

Deployment of digital applications increased exponentially across all businesses, improving efficiency, improving safety and enabling new opportunities:

1.7mln

Registered users of Al powered loyalty program with 31 mln rewards issued 65

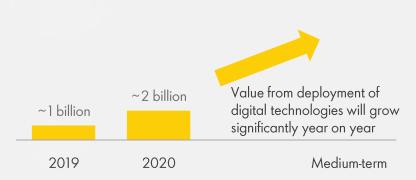
Al powered applications being developed and deployed in 2020

5700

Pieces of equipment monitored by Al across our assets 10x

Increase in use of virtual rooms in 2020 powered by augmented reality

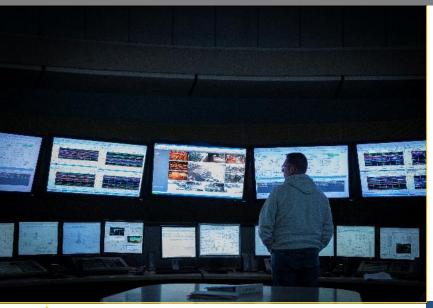
Value enabled through digitalisation



- Digital technologies are deployed throughout the integrated value-chain allowing us to better serve our customers with new and more convenient products/ services and improving how we design our projects and run our operations
- Enabling \$2 billion of value in 2020, doubling from \$1 billion in 2019, through:
 - Lower costs
 - Improved production
 - Improved utilisation / reduced downtime
 - Increased margins

Digitalisation and Al

Driving CO2 efficency in our existing businesses



Real time production optimisation

- Advanced data analytics technology for real time optimisation
- Deployed at LNG asset resulting in 1-2% production increase
- Significant CO₂ impact



Global Carbon Abatement Monitoring

- Help identify the most impactful capital investment opportunities for emissions reduction across the entire portfolio
- Inform CO₂ target setting processes



Digital twin

- A Digital Twin is a virtual representation of the physical elements and dynamic behaviour of an asset over its lifecycle
- Drives efficiency by enabling remote operations, automation and significantly improved collaboration
- Live in Nyhamna Gas Plant, Norway and deployment underway in 5 other assets.

Developing the Next Generation of Clean Technology

Al optimising electric vehicle charging



 Optimise the vehicle charging process to save customers money and protect the grid

Digital technology & AI enables CCS

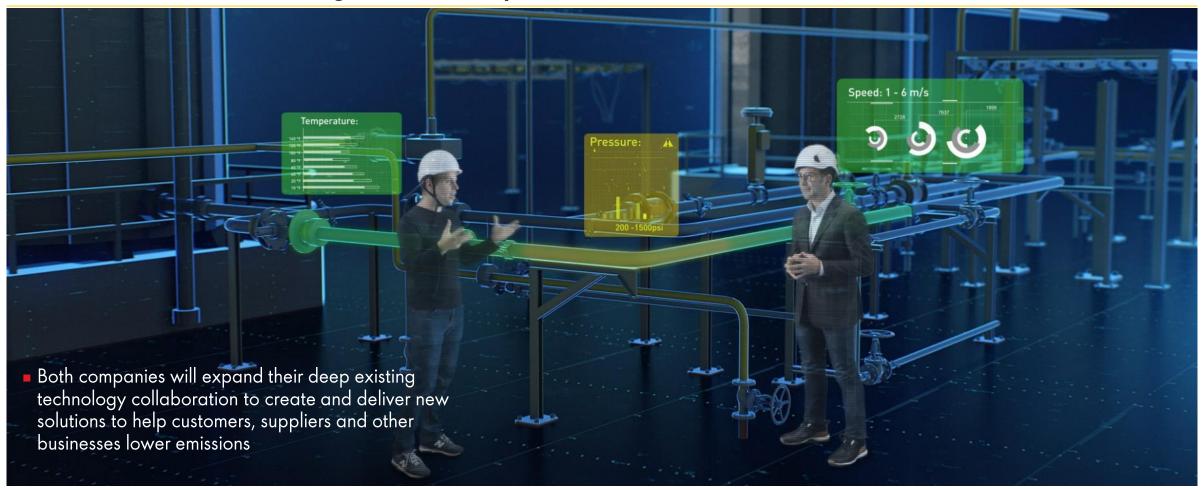


At the Quest carbon capture and storage (CCS) project in Alberta, Canada, sensor systems use AI to assess the atmospheric gas composition and to identify possible carbon dioxide emission events

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External collaboration is vital to developing technology at pace

Shell and Microsoft form a strategic alliance to help address carbon emissions



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