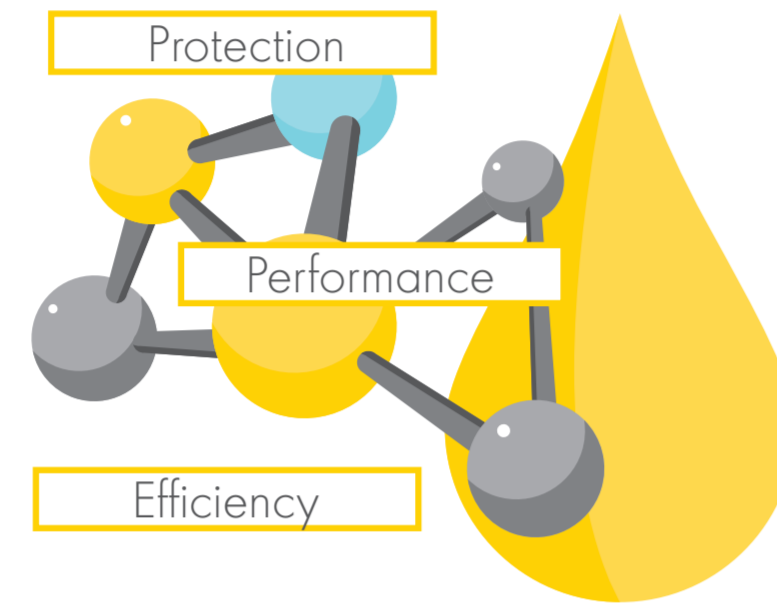




SHELL NAMED #1 GLOBAL LUBRICANTS SUPPLIER FOR THE 13TH YEAR IN A ROW¹

FIRST TO MARKET PREMIUM LUBRICANTS **MANUFACTURED FROM NATURAL GAS** IN 100+ COUNTRIES²



WORLD-CLASS LUBRICANTS SUPPLY CHAIN INVESTING TO MEET MARKET DEMAND



4 BASE OIL PLANTS

9 GREASE PLANTS

31 BLENDING PLANTS

STRONG NETWORK OF **80 MACRO-DISTRIBUTORS** AND **1,200 DISTRIBUTORS**



NEW DIGITAL SERVICES PROTECT AND CONNECT ENGINES



Shell Accuport

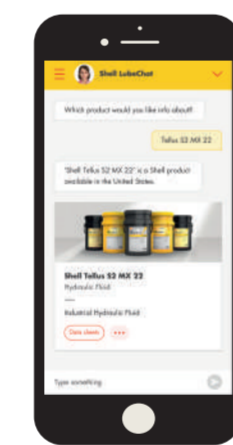


Shell Remote Sense

MOST PREFERRED LUBRICANT BRANDS³



EXPERT TECHNICAL SERVICES SAVE CUSTOMERS MILLIONS OF DOLLARS A YEAR⁴



Shell Lube**Chat**

Shell Lube**Analyst**

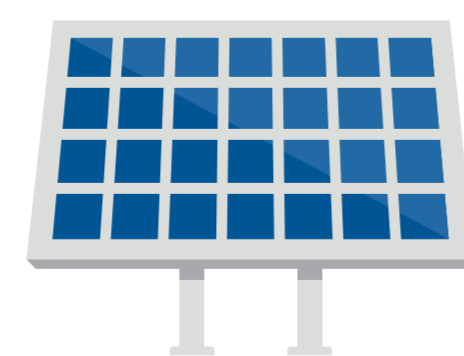
Shell Lube**Coach**

Shell Lube**Match**

Shell Lube**Expert**

Shell Lube**Advisor**

MAKING OUR OPERATIONS AND PRODUCTS **MORE SUSTAINABLE** FOR THE FUTURE



Solar panels



Packaging



Shell Helix 0W⁵



Shell E-Fluids

DELIVER CUTTING-EDGE PRODUCTS TO ALL KINDS OF INDUSTRIAL MACHINERY

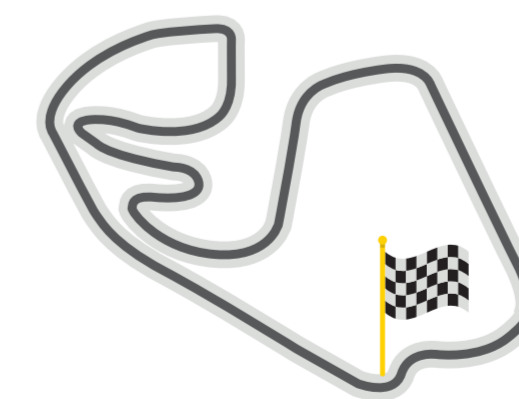


SUCCESSFUL COMMERCIAL RELATIONSHIPS WITH MANY GLOBAL COMPANIES



NETWORK OF TECHNOLOGY CENTRES HOUSTON, SHANGHAI, HAMBURG AND BANGALORE

200+ R&D SCIENTISTS



PUSHING THE BOUNDARIES OF LUBRICANT TECHNOLOGY ON RACE TRACKS AROUND THE WORLD

BMW Motorsport Premium Partner



Technical Partner



Source: ¹ Kline & Company 2019, 17th Edition Global Lubricants Industry: Market Analysis and Assessment. ² Based on Gas-to-Liquid technology and marketed as Shell PurePlus Technology. ³ Independent research conducted by Kantar Milward Brown (2018/2019) for the following Shell brands: Shell Rimula, Shell Rotella, Shell Helix, Pennzoil, Quaker State, and Shell Advance. ⁴ Based on reported customer savings from 2009-2018. ⁵ Shell Helix Ultra 0W Fully Synthetic Motor Oils offer up to 4% fuel savings and reduced CO₂ footprint accordingly.