Definitions & cautionary note

The New Lens Scenarios are part of an ongoing process used in Shell for 40 years to challenge executives’ perspectives on the future business environment. We base them on plausible assumptions and quantification, and they are designed to stretch management to consider even events that may be only remotely possible. Scenarios, therefore, are not intended to be predictions of likely future events or outcomes and investors should not rely on them when making an investment decision with regard to Royal Dutch Shell plc securities.

It is important to note that Shell’s existing portfolio has been decades in development. While we believe our portfolio is resilient under a wide range of outlooks, including the IEA’s 450 scenario, it includes assets across a spectrum of energy intensities including some with above-average intensity. While we seek to enhance our operations’ average energy intensity through both the development of new projects and divestments, we have no immediate plans to move to a net-zero emissions portfolio over our investment horizon of 10-20 years.

The companies in which Royal Dutch Shell plc directly and indirectly owns investments are separate legal entities. In this presentation “Shell”, “Shell group” and “Royal Dutch Shell” are sometimes used for convenience where references are made to Royal Dutch Shell plc and its subsidiaries in general. Likewise, the words “we”, “us” and “our” are also used to refer to subsidiaries in general or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies. “Subsidiaries”, “Shell subsidiaries” and “Shell companies” as used in this presentation refer to companies 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 a venture, partnership or company, after exclusion of all third-party interest.

This presentation contains forward-looking statements 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 “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 report, 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; and (m) 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 20-F for the year ended December 31, 2016 (available at www.shell.com/investor and www.sec.gov ). These risk factors also expressly qualify all forward looking statements contained in this presentation and should be considered by the reader. Each forward-looking statement speaks only as of the date of this presentation, 16 July 2018. 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. This presentation may contain references to Shell’s website. These references are for the readers’ convenience only. Shell is not incorporating by reference any information posted on www.shell.com. We may have used certain terms, such as resources, in this presentation that United States Securities and Exchange Commission (SEC) strictly prohibits us from including in our filings with the SEC. U.S. 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.
Information provided in this pack:

- SHARP (Shell Ariba Procurement)
  - What’s changing in Shell?
  - Why did we move to SAP Ariba?
  - SHARP key components
- How we work together through the Ariba Network
- Where to find more information
What’s changing in Shell?

Shell has introduced SHARP (Shell Ariba Procurement) utilising SAP Ariba’s cloud-based contracting and transaction functionality which has replaced a number of Shell systems.

Shell is now collaborating with suppliers via the Ariba Network, the world’s largest B2B network.

Ariba is a market standard value-enabling tool which is helping us to develop ‘best in class’ supply chains in support of Shell’s ambition to provide more and cleaner energy solutions to power progress, and be a sustainable world-class investment opportunity.

Ariba Network Components

Strategic Sourcing
Digital one-stop-shop for contracting and supply chain performance management

Supplier Collaboration
Digital real-time transacting with suppliers

Catalog Buying
An intuitive web-based buying experience
Why did we move to SAP Ariba?

Objectives

- Move to a market-standard integrated toolset to reduce complexity
- Create a foundation for agile continuous improvements across the Shell Group
- To simplify, automate and digitise the end-to-end contracting and procurement process supporting real-time data-driven supply chain performance
- Provide Shell employees with web-based catalog search

Benefits to suppliers

- Reduced number of supplier-facing tools
- Closer collaboration between Shell and suppliers
- Simplify the sales cycle and improve cash flow
- Real-time order updates, invoice submission and payment visibility online or via the Ariba app

Our aim is to achieve 100% touchless and paperless transactions. This will make procurement easier, faster, more efficient and more accurate, not only for us in Shell but also for our suppliers.”

- Fabian Ziegler, Executive Vice President Contracting & Procurement, Shell
SHARP key components

**Strategic Sourcing**
- Suppliers can submit qualification information, check, and maintain their own company master data in the Supplier Profile Questionnaire (SPQ)
- Pre-award, suppliers can participate in e-sourcing events (market surveys, tender submissions, clarifications, auctions, draft contract marking, etc)
- At award, contract documentation will be concluded via DocuSign (or e-mail in countries where electronic signature is not legally binding)
- Post-award electronic exchange of information to support performance and change management (e.g. KPI data surveys)

**Supplier Collaboration**
- Our Supplier Collaboration component will enable the exchange of transaction data with you across the SAP Ariba Business Network
- The electronic transfer of Purchase Orders, invoices and related data via the Ariba Network is now the standard way of doing Business in Shell
- Price and delivery updates will be received near real-time to reduce transactional cycle times and increase supply chain visibility
- Suppliers can see real time invoice and payment status online or via the Ariba mobile App

**Catalog Buying**
- The Ariba Procurement Content functionality, provides an intuitive web-based catalog-buying experience for Shell employees providing easy access to your supplier catalogs
- Purchase descriptions will use your Catalog descriptions and our contract prices improving order accuracy and speed
# How we work together through the Ariba Network

<table>
<thead>
<tr>
<th>What you will receive</th>
<th>What we need from you</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>System-generated invite email</strong> with initial login details (or how to link existing Ariba accounts) and a request to complete Supplier Profile Questionnaire</td>
<td>A completed Pre-Qualification form; we ask that you return it promptly paying attention to correct Information and specifically the contact names and email addresses provided as these will be used later to connect you with our Ariba Onboarding Team for Supplier Collaboration</td>
</tr>
<tr>
<td><strong>Supplier Profile Questionnaire</strong> information email with Quick Reference Guide</td>
<td></td>
</tr>
<tr>
<td><strong>Strategic Sourcing</strong> Invitations to participate in eSourcing events (Request for Information/Proposal/Quotation/eAuction)</td>
<td>Completed RFI/RFP/RFQ submission or participation in eAuction; engage in mutual Q&amp;A for clarification during an event. Note: It is free for suppliers to participate in Sourcing events on the Ariba Network</td>
</tr>
<tr>
<td><strong>Initial contact email</strong> from Shell to supplier describing the strategy and next steps; includes Frequently Asked Questions and a Supplier Guide</td>
<td>If you are awarded a contract we will ask you to join the Ariba Network to enable digital transactions with us. There is no fee associated with joining the Ariba Network. However you may wish to upgrade your Ariba account *</td>
</tr>
<tr>
<td><strong>Supplier Collaboration</strong> Go-live communication (email) with final dates and details ahead of your go-live on the Ariba Network</td>
<td>Ensure you communicate the move to Ariba throughout your organisation (Sales, Billing, Finance &amp; IT) and ensure your staff are familiar and have undertaken necessary training in the Ariba collaboration components</td>
</tr>
<tr>
<td><strong>Catalog Buying</strong> An email invitation from Shell to discuss your capabilities to provide a Catalog hosted on Ariba or ‘Punch-out’</td>
<td>Your commercial and IT teams to support us in identifying the correct items to include in the catalog and make available to Shell</td>
</tr>
</tbody>
</table>

*If you upgrade your Account you may be subject to fees (subject to Transaction and Value thresholds)*
Where to find more information for suppliers

Learn more about Shell Ariba Procurement on Shell.com:


Strategic Sourcing

https://www.ariba.com/support

Note: Additional support contact info may be provided in event-specific correspondence from Shell or Ariba.

Supplier Collaboration

North America:
Shell.NAMER@ariba.com
Europe, Middle East or Africa:
Shell.EMEA@ariba.com
Asia, Pacific, Australia or New Zealand:
Shell.APAC@ariba.com
Latin America:
Shell.LATAM@ariba.com

Catalog Buying

Shell is working with selected suppliers to make their web catalogs available to colleagues (we will contact you directly as relevant).