

Sabah Shell Petroleum Company Limited

Strategic report for the year ended 31 December 2020 (continued)

Section 172(1) statement/Statement of stakeholder interests

The Companies (Miscellaneous Reporting) Regulations 2018 ('2018 MRR') require Directors to explain how they considered the interests of key stakeholders and the broader matters set out in section 172(1) (a) to (f) of the Companies Act 2006 ('S172') when performing their duty to promote the success of the Company under S172. This includes considering the interest of other stakeholders which may affect the long-term success of the company.

This Section 172 Statement, explains how the Directors have acted in the way they consider, in good faith, would most likely promote the success of the Company for the benefit of its members as a whole, and in doing so have regard (among other matters) to:

- the likely consequences of any decision in the long term and the impact of the Company's operations on the community and the environment;
- the desirability of the Company maintaining a reputation for high standards of business conduct; and
- employee interests, the need to foster the Company's business relationships with suppliers, customers, and others, and the effect of that regard, including on the principal decisions taken by the Company during the financial year.

Ahead of matters being put to the Company Board for consideration, significant levels of engagement are often undertaken by the broader business ahead of many of Shell projects or activities. This engagement is often governed by formulated policies, control frameworks, regulation, legislation and may differ by region. Dependent on the project or activity, Board members may participate in this engagement.

The Company is a member of the Shell Group, an organisation which follows a highly developed and formalised governance and oversight framework, which includes but is not limited to Group policies such as the Shell General Business Principles (which sets out the Shell Group's responsibilities to shareholders, customers, employees, business partners and society) and the Shell Code of Conduct.

The strategy of the Company is considered to be derived from those of the Shell Group, which is discussed on pages 18 - 21 of the Royal Dutch Shell plc 2020 Annual Report. The Shell Group internally organises its activities principally along business and function lines but transacts its business through legal entities. This organisation structure is designed to achieve Shell's overall business objectives, whilst respecting the separate legal identity of the individual Shell companies through which it is implemented and the independence of each legal entity's Board of Directors.

Principal decisions

We define Principal decisions taken by the Board as those decisions in 2020, that are of a strategic nature and/or that are significant to any of our key stakeholder groups.

To remain concise, we have categorised our key stakeholders into seven groups. Where appropriate, each group is considered to include both current and potential stakeholders.

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Key stakeholder groups

- a. Shareholders
- b. Employees/Workforce/Pensioners
- c. Regulators/Governments
- d. NGOs/civil society stakeholders
- e. Communities
- f. Customers
- g. Suppliers/Strategic Partners

Principal decisions in 2020

In the table below we outline some of the principal decisions made by the Board over the year under review. We also explain how the Directors have engaged with, or considered the different key stakeholders groups and their interests over the course of decision making.

The level of information disclosed on principal decisions in the table below is consistent with the size and the complexity of the business.

How were stakeholders considered

We describe how stakeholders were considered during the decision-making process by summarising the relevant discussions. The relevance of each stakeholder group's interests may differ depending on the nature of decisions being considered. Board decisions will not necessarily result in a positive outcome for all of our stakeholders, but by considering our purpose, values and business objectives, and having due regard for stakeholder relationships, the Board aims to ensure that its decisions promote the long-term success of the Company.

What was the outcome

See the table below.

Exploration period extension	Outcome
The company entered into the ninth exploration period extension for Deepwater Block ND6 and ND7 PSC.	The Company has not carried out any exploration activity until the dispute is resolved.

How were stakeholders considered.

Petronas as the regulator has advised the Company to apply for yearly extension until such time the territorial dispute has been resolved. Additionally no exploration activities are to be carried out until the dispute is resolved.

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Shareholder's distribution

Outcome

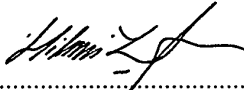
Periodically, the Board reviewed capital allocation and shareholder returns.

Payment of dividend.

How were the stakeholders considered

The Board considered its primary fiduciary duties to the Company, whilst acknowledging requests for support from the wider Shell group such as payment of dividends to support the ultimate parent company in paying distributions to its external shareholders.

Approved by the Board on 27 September 2021 and signed on its behalf by:



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Mohammad Hilmi bin Yusof
Authorised signatory for
Sabah Shell Petroleum Company Limited
Director