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.

Reserves: Our use of the term “reserves” in this presentation means SEC proved oil and gas reserves.

Resources: Our use of the term “resources” in this presentation includes quantities of oil and gas not yet classified as SEC proved oil and gas reserves. Resources are consistent with the Society of Petroleum Engineers 2P and 2C definitions.

Organic: Our use of the term Organic includes SEC proved oil and gas reserves excluding changes resulting from acquisitions, dispositions and year-average pricing impact. Resources plays: our use of the term ‘resources plays’ refers to tight, shale and coal bed methane oil and gas acreage.

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 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; (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. 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, 2015 (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, May 24, 2016. 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 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.
Ben van Beurden
Chief Executive Officer

Royal Dutch Shell plc
## Shell in 2015

### OIL AND GAS PROVIDE 50%\(^1\) OF WORLDS ENERGY

- Shell produces **2%** of world’s oil
- Shell sold **9%** of world’s LNG
- **43,000** retail sites

### Financials

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCS earnings(^2)</td>
<td>$10.7 billion</td>
</tr>
<tr>
<td>Total capital investment</td>
<td>$29 billion</td>
</tr>
<tr>
<td>Social investment</td>
<td>$217 million</td>
</tr>
<tr>
<td>Salaries</td>
<td>$16 billion</td>
</tr>
<tr>
<td>Dividends declared and buybacks</td>
<td>$12 billion</td>
</tr>
<tr>
<td>R&amp;D</td>
<td>$1.1 billion</td>
</tr>
<tr>
<td>Collected sales tax for government</td>
<td><strong>$50.4 billion</strong></td>
</tr>
<tr>
<td>Taxes &amp; royalties paid</td>
<td><strong>$10.4 billion</strong></td>
</tr>
</tbody>
</table>

- **93,000** employees
- Recruited ~1,000 graduates

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1. Source: IEA World Energy Outlook 2014, world primary energy demand by fuel
2. Earnings excluding identified items

Royal Dutch Shell | May 24, 2016
Helping to shape a more sustainable energy future

Sharing wider benefits where we operate

Running a safe, efficient, responsible and profitable business

www.shell.com/sustainability
Sustainability reporting

- Portfolio resilience
- Revenue transparency
- Nigeria spills website
- Oil sands performance report
- Nigeria briefing notes
- CDP
- Sustainability report

Years:
- 1997
- 2000
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012
- 2013
- 2014
- 2015

Royal Dutch Shell | May 24, 2016
Unrelenting focus on HSSE

‘Goal Zero’ on safety

Injuries
TRCF/million working hours

<table>
<thead>
<tr>
<th>Year</th>
<th>Working hours</th>
<th>TRCF</th>
</tr>
</thead>
<tbody>
<tr>
<td>'05</td>
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<td></td>
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<tr>
<td>'07</td>
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<td>'15</td>
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</table>

Preventative maintenance and daily safety inspections, Canada
Shell & BG

Enhanced free cash flow

LNG & deep water leader

Synergies + high-grading

Springboard to change Shell

Growth: deep water Brazil  Growth: global LNG  Synergies + high-grading
Groningen earthquakes – Netherlands Gas

2015 Key Milestones

- Hazard and risk assessment submitted
- Set up independent Centre of Safe Living for damage repairs and to make homes safer

Government decisions

- €1.2bn mitigation programme
- 2015/2016 production cap of 27 bcm

www.namplatform.nl
Nigeria SPDC joint venture
Reducing onshore footprint

2015 Overview
- 2010 – 2015 divested 13 OMLs
- Targeted investments: gas

Legend
- Concessions – SPDC Legal
- Divested Concessions
- Major Rivers/Sea
- Final investment decisions

*SPDC JV = 30% Shell, 55% NNPC, 10% Total, 5% Agip; all data on 100% basis unless stated
**Nigeria SPDC joint venture Performance**

2015 Overview
- Widespread oil theft remains a challenge
- 7 fatalities, 20 kidnappings in 2015

*SPDC JV = 30% Shell, 55% NNPC, 10% Total, 5% Agip; all data on 100% basis unless stated

---

**SPDC JV** spills

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume of Operational Spills</th>
<th>Volume of Sabotage Spills</th>
<th>Number of Operational Spills &gt;100kg</th>
<th>Number of Sabotage Spills &gt;100kg</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
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</tbody>
</table>

**SPDC JV flare volumes**

<table>
<thead>
<tr>
<th>Year</th>
<th>Volume of Operational Flare Volumes</th>
<th>Volume of Sabotage Flare Volumes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004</td>
<td></td>
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<td>2015</td>
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</tbody>
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*Illegal Refinery, Soku axis, 08 Sep, 2015*
Oil Sands mining

Quest Carbon Capture and Storage
- Worlds first application of CCS in oil sands
- Capture and store over 1 mtpa CO₂

Footprint - mining

- Peace River Oil Sands area
- Athabasca Oil Sands area
- Shell In Situ Operations
- Shell Mining Operations
Emissions

Million tonnes hydrocarbon flared

- 2015 endorsed the World Bank’s Initiative to Reduce Global Gas Flaring
- "Zero Routine Flaring by 2030"

Data on a 100% operated basis unless otherwise specified
### Shareholder resolutions

**2015 Shareholder Resolution**

<table>
<thead>
<tr>
<th>Item</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ongoing emissions management</td>
<td>✓</td>
</tr>
<tr>
<td>Asset portfolio resilience to post-2035 scenarios</td>
<td>✓</td>
</tr>
<tr>
<td>Low-carbon R&amp;D and investment strategies</td>
<td>✓</td>
</tr>
<tr>
<td>Strategic KPIs and executive incentives</td>
<td>✓</td>
</tr>
<tr>
<td>Public policy position</td>
<td>✓</td>
</tr>
</tbody>
</table>
Substantial & long-lasting shifts in energy landscape
The world in 2050

Population
9 billion people, (2 billion more than today)

Vehicles
2 billion vehicles (~1.2 billion today)

Rising standards
higher living standards - energy use rise

Energy demand
Could double from its level in 2000… but CO₂ emissions must be half today’s to avoid serious climate change

Efficiency
Twice as efficient, using half the energy to produce each dollar of wealth

Renewables
3 times more energy from renewable sources
Thriving through energy transitions
Dividend + share price record

Competitive payout
Dividend declared - $ billion

Share price 2015 - Now
RDSB

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