

Shell PLC

Annual General Meeting 2025

The following text is based on speeches delivered by Sir Andrew Mackenzie and Wael Sawan at the Annual General Meeting of Shell plc, in London UK on May 20, 2025.

Opening statement

SIR ANDREW MACKENZIE, CHAIR OF THE BOARD OF DIRECTORS, SHELL PLC

Last November marked five years since the passing of the great business theorist, Arie de Geus. Arie was at the heart of Shell Scenarios and planning for many years. One of his great contributions to business theory was the idea of the 'living company'. He believed leaders should see their jobs in terms of stewardship, and be able to look ahead through decades, as well as quarters.

As Chair of Shell, that's something I think about a lot. Shell has spanned centuries because we've operated as a living company – always looking forward.

Shell Scenarios is one illustration of that – although you see it right across the organisation. Being forward looking has often helped us make the right changes at the right time, especially in periods of uncertainty.

That's what we saw at our Capital Markets Day in 2023, when Wael and Sinead set out how Shell could deliver more value with less emissions, through performance, discipline and simplification. We reaffirmed those principles at our most recent investor day in New York, where Shell showed its return to competitive strength. And I'm pleased shareholders are benefitting from recent performance gains, with some \$46 billion distributed since 2023.

Now it's reasonable to ask: what comes next for Shell? Our answer to that question is this: we want to be the world's leading integrated energy company. It's an ambitious prize – but one I believe is well within our grasp.

To achieve it, we must understand the changing world around us. By 2050, the world will have around 10 billion people in it, including some 2 billion in Africa and 5 billion in Asia. That demographic shift carries profound implications for the shape of the workforce, the centres of global growth, and how humanity stewards its resources.

At the same time, artificial intelligence is projected to transform every aspect of the global energy system – and that's the hypothesis that runs through Shell's new 'Surge' scenario, published this

February. As well as increased energy demand from the use of AI itself, energy infrastructure will be built and operated differently in the decades ahead.

For me, the exciting challenge is how we combine our strengths of the past with the skills of future, like artificial intelligence – and extend our advantage into the decades to come.

So, two transformations: one demographic, one technological – and a world impatient for progress and prosperity. A global race, with no single pace.

And what's especially clear to me, no matter where I go, is there's virtually no limit to people's ambition, provided they have access to secure, affordable, and reliable energy.

So, I'm determined for Shell to play its part in that story, to flourish in all circumstances, and help civilisation move forward.

How then, does Shell keep doing what it does best: connecting customers with energy in a world that simply won't wait? Returning to Arie de Geus for a moment. He once said: "The ability to learn faster than competitors may be the only sustainable competitive advantage".

So, while you can't predict or control exactly what the future will look like, you can put yourself in a strong position by learning fast.

And we've learned a lot in recent years, and that's shaped our beliefs about what's needed in the years to come.

First, we think that for Shell, integration is an advantage. In an energy transition that moves at different paces in different places, maintaining a global presence, and transferring knowledge from country to country, will be as important as ever.

Next, Shell believes the world needs more liquefied natural gas: to replace coal in Asia, for energy security, and to complement renewables. We expect LNG will play a critical role in the transition, and I know Wael will add more on that in a moment.

Third, we also expect oil demand will stay strong for the foreseeable future, and continued investment will be needed as existing oil fields produce less over time.

Finally, we maintain that, by 2050, renewable and low-carbon energy will represent a large share of the world's energy.

It's worth taking a moment to expand on that. All three of Shell's most recent Scenarios point to a world where demand for renewable and low-carbon energy grows. Shell's target rightly remains

to be a net-zero emissions energy business by 2050, and we are holding equally firm to our 2030 targets.

Some \$20 billion of our current capital employed is in low-carbon options and power generation. In addition to that, nearly half of Shell's research and development spend – around half a billion dollars – went into projects that support decarbonisation. Recently, I saw some of that work first hand at our Energy Transition Campus in Amsterdam, where teams are exploring a range of future energy options. The goal is clear: to make sure Shell is ready when the time is right for these solutions to scale.

But let's be clear: no business can operate outside the laws of supply and demand. For the energy transition to succeed, there must be demand for low-carbon options from customers who are willing and able to pay for it. So, our work to help customers make low-carbon choices is vital.

In fact, a few hundred metres from here, Emirates planes are being fuelled with Shell's sustainable aviation fuel. And last year, we supplied around 155,000 tonnes to Heathrow Airport. Shell has connected people and energy for over a century. Now here at Heathrow, you get a snapshot of what this connection could look like in years to come.

Finally, before I hand over to Wael, I want to take a moment to thank the people behind Shell's strong performance, and those unlocking potential too. And that's Shell staff across the globe. Being a global business makes us naturally diverse – and Shell remains committed to being a place where everyone feels valued and respected, no matter where you are in the world.

I believe our diversity, when taken together with our skills, competitiveness and capacity to innovate makes a compelling combination. It will ensure we keep looking forward and learning fast in a changing world – and help us steward Shell through the decades ahead.

Thank you. Wael, over to you.

ENDS

WAELE SAWAN, CHIEF EXECUTIVE OFFICER OF SHELL PLC

Thank you very much Andrew. And thank you to you, our shareholders, for joining us today.

Shell provides energy, directly or indirectly, to around a billion people every year. That's an incredible number and an incredible effort.

Our purpose is to power progress together with each other, our customers, and our partners – to provide the energy people need for their lives and their businesses. It's our reason to exist as an organisation.

But existing is not enough, especially in today's ever-changing world. As well as purpose, we need direction. Just as every plane taking off from Heathrow has a flight plan, we need to be sure about where we're going. And we are sure.

As Andrew said, our vision over the next decade is to become the world's leading integrated energy company, delivering impact at scale, connecting energy and people and helping match supply to demand.

Think of this purpose and this vision as intertwined, and at the heart of everything we do at Shell. And today, you are going to hear a lot about what we are doing.

But if you take only one thing away, I want it to be this: delivering on what we say we will do is very important to us. Because ultimately, it's our efforts as an organisation, not my words, that will define success for Shell over the coming years.

And thanks to those efforts, we are confident that our strategy of creating more value with less emissions is working.

Yes, we have more to do. But we've achieved a lot in the last few years – and that's because we've been focusing on the fundamentals. That means maintaining a healthy balance sheet, playing to our areas of competitive advantage, and, put simply, doing more with what we have.

Our guiding principles of performance, discipline and simplification are yielding results. Inside Shell, these principles are showing up in many ways. Overall I'd say they are encouraging us to challenge and change the way we do things. Not just change for change's sake, but change to win.

Take our Group standards, for example. We are challenging ourselves on how we do our work, actively simplifying our standards across the group – whether that be for asset management, IT requirements, or Brand standards.

We are working to make our standards simpler to understand and simpler to follow... empowering our leaders, asking them to understand the risks, define their risk appetite, and apply the standards as they see fit.

We also asked ourselves, could we work better with a leaner corporate centre? And, we found we could – making 700 million dollars of savings.

Sometimes, questioning existing ways of working means going right back to the drawing board – like we did with Gato do Mato, a deep-water project in Brazil. It took 15 years and three design iterations to get it over the line. But the result is a project fit for the future, with a greenhouse gas intensity 20% lower than the previous design, and a cut in overall costs by nearly 16%.

As well as embracing a cultural shift, and making the changes that needed to happen, since our last AGM our people have achieved some incredible performances.

In 2024 Prelude and QGC had their best performance on record, resulting in their highest production ever. Shell Polymers Monaca had its best Utilisation levels ever, and Marketing had its best results since 2020.

Lubricants also had its best year ever. And we hit the milestone of more than 70,000 electric vehicle public charge points one year ahead of schedule.

Looking closer at our targets: at Capital Market's Day we shared our success against our four financial targets from Capital Markets Day 2023. And said we were on solid footing to achieve our carbon targets and ambition by 2030. Also earlier this year, we reached our target of eliminating routine flaring.

So, we are holding firm on those carbon targets, and have stretched the financial ones even further. We're extending our target for free cash flow per share growth of more than 10 per cent per year through to 2030. On structural costs, we're increasing the reductions to 5 to 7 billion dollars by the end of 2028. And that figure is compared with 2022.

When it comes to our capital spend, we are lowering that to 20 to 22 billion dollars a year from 2025 to 2028. And, finally, shareholder distributions: we are increasing those to 40 to 50 per cent of CFFO through the cycle.

Our people have risen to the challenge, and performed well through a period of change. But change, of course, can also be tough.

In 2024 we took the difficult decision to temporarily stop on-site construction at our biofuels facility in the Netherlands. This was hard, I'll admit. But if sticking to the fundamentals is the intention, then we must follow through – in this case with disciplined capital allocation.

And staying on fundamentals, I want to focus for a moment on one hugely important area where we must improve. And that is safety. We had four fatalities across 2024 and early 2025. My heart goes out to the families and the loved ones of those who died, as they try to come to terms with their terrible loss. Each loss profoundly affects me, it profoundly affects my colleagues, and it profoundly affects Shell.

Our industry must remain vigilant to understanding and addressing the root causes of incidents. We must continue to protect everyone working for Shell.

At the very start I talked about purpose and direction. So what does the future look like for Shell?

For the next ten years or so, our approach is three-fold:

Firstly, over the coming decade, we want to be the leading integrated gas and LNG player.

We expect that supplying LNG will be the biggest contribution Shell will make to the energy transition. This is a global business with a global portfolio, and one we have been growing for some time. We have the largest LNG capacity among our peers, and one of the world's largest LNG shipping fleets. This year we are celebrating 20 years of our regasification terminal at Hazira, on India's west coast. And in Kitimat, British Columbia, we are eagerly awaiting those first cargoes coming out of LNG Canada – the largest single private sector investment in Canadian history.

Oil demand will need to be met for some time to come. That's why the second part of our approach is to sustain material liquids production – with a focus on cost and carbon competitiveness, while helping to keep up with demand.

Thirdly and finally: through to the 2040s, we aim to be the most customer-focused energy marketer and trader in the world.

As well as LNG, we also trade more than 8 million barrels of crude daily. And in 2024, we physically traded more than 10 billion litres of low-carbon fuels. In the same year we became one of the world's largest traders and suppliers of sustainable aviation fuel, with close to 20% of the total sales in North America and Europe.

Our global customer reach, and our trading and supply capabilities in Downstream and Energy Solutions, position us well to deliver the low-carbon solutions people and businesses need.

Of course, I can't talk about the future without talking about technology. And AI continues to shape the next era of energy.

AI is helping us to operate more safely, using predictive maintenance. It is helping us reduce emissions by monitoring sensors at our LNG facilities. And we're also using AI to optimise trading by improving how we manage electricity flows and respond to price volatility. For example, machine learning helps us generate more accurate forecasts for offshore wind, which helps when we put renewable energy into the grid. We are harnessing the power of AI to support the world's energy needs today, and into the future.

But last month's volatility in European grids was an unfortunate reminder to us all that we cannot take energy for granted. At Shell we certainly don't – not with around one billion people to think about.

As the energy transition unfolds, we can expect more uncertainty, alongside opportunity. But we are confident in our strength to deliver and make the most of the opportunities before us.

What you are seeing today is a more focused, more resilient Shell: in better shape to face the future. With a strong purpose and core vision, I truly believe that you can be sure of Shell.

Thank you.

Shell plc

May 20, 2025

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Cautionary Note

The companies in which Shell plc directly and indirectly owns investments are separate legal entities. During this meeting "Shell", "Shell Group" and "Group" are sometimes used for convenience to reference Shell plc and its subsidiaries in general. Likewise, the words "we", "us" and "our" are also used to refer to 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", "Shell subsidiaries" and "Shell companies" as used during this meeting refer to entities over which Shell plc either directly or indirectly has control. The terms "joint venture", "joint operations", "joint arrangements", and "associates" may also be used to refer to a commercial arrangement in which Shell has a direct or indirect ownership interest with one or more parties. 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.

During this meeting we may refer to 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 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 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"; "aspire", "aspiration", "believe"; "commit"; "commitment"; "could"; "desire"; "estimate"; "expect"; "goals"; "intend"; "may"; "milestones"; "objectives"; "outlook"; "plan"; "probably"; "project"; "risks"; "schedule"; "seek"; "should"; "target"; "vision"; "will"; "would" and similar terms and phrases. There are a number of factors that could affect the future operations of Shell and could cause those results to differ materially from those expressed in any forward-looking statements referred to during this meeting, 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, including climate change; (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, judicial, fiscal and regulatory developments including tariffs and 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; (m) risks associated with the impact of pandemics, regional conflicts, such as the Russia-Ukraine war and the conflict in the Middle East, and a significant cyber security, data privacy or IT incident; (n) the pace of the energy transition; and (o) changes in trading conditions. No assurance is provided that future dividend payments will match or exceed previous dividend payments. All forward-looking statements referred to during this meeting 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 Shell plc's Form 20-F for the year ended December 31, 2024 (available at www.shell.com/investors/news-and-filings/sec-filings.html and www.sec.gov). These risk factors also expressly qualify all forward-looking statements referred to during this meeting and should be considered by the reader. Each forward-looking statement speaks only as of the date of this meeting, May 20, 2025. Neither 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 referred to during this meeting.

Also, during this meeting we may refer to Shell's "net carbon intensity" (NCI), which includes Shell's carbon emissions from the production of our energy products, our suppliers' carbon emissions in supplying energy for that production and our customers' carbon emissions associated with their use of the energy products we sell. Shell's NCI also includes the emissions associated with the production and use of energy products produced by others which Shell purchases for resale. Shell only controls its own emissions. The use of the terms Shell's "net carbon intensity" or NCI is for convenience only and not intended to suggest these emissions are those of Shell plc or its subsidiaries.

Shell's operating plan and outlook are forecasted for a three-year period and ten-year period, respectively, and are updated every year. They reflect the current economic environment and what we can reasonably expect to see over the next three and ten years. Accordingly, the outlook reflects our Scope 1, Scope 2 and NCI targets over the next ten years. However, Shell's operating plan and outlook cannot reflect our 2050 net-zero emissions target, as this target is outside our planning period. Such future operating plans and outlooks could include changes to our portfolio, efficiency improvements and the use of carbon capture and storage and carbon credits. In the future, as society moves towards net-zero emissions, we expect Shell's operating plans and outlooks to reflect this movement. However, if society is not net zero in 2050, as of today, there would be significant risk that Shell may not meet this target.

This meeting may refer to certain forward-looking non-GAAP measures such as adjusted earnings and divestments. We are unable to provide a reconciliation of these forward-looking non-GAAP measures to the most comparable GAAP financial measures because certain information needed to reconcile those non-GAAP measures to the most comparable GAAP financial measures is dependent on future events some of which are outside the control of Shell, such as oil and gas prices, interest rates and exchange rates. Moreover, estimating such GAAP measures with the required precision necessary to provide a meaningful reconciliation is extremely difficult and could not be accomplished without unreasonable effort. Non-GAAP measures in respect of future periods which cannot be reconciled to the most comparable GAAP financial measure are calculated in a manner which is consistent with the accounting policies applied in Shell plc's consolidated financial statements. See the document named "Comparable GAAP measures and non-GAAP measures reconciliation" available on our Capital Markets Day 2025 page on shell.com for presentation of the most comparable GAAP measures, definitions and further details of historic non-GAAP measures and other metrics used during this meeting.

Shell's scenarios are not intended to be projections or forecasts of the future. Shell's scenarios, including the scenarios referenced in this meeting, are not Shell's strategy or business plan. They are designed to stretch management to

consider even events that may only be 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 Shell plc securities. When developing Shell's strategy, our scenarios are one of many variables that we consider.

We may have used certain terms, such as resources, in this meeting 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.