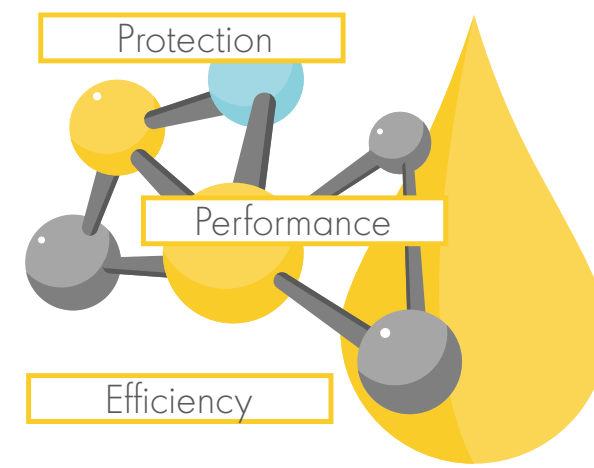




SHELL NAMED #1 GLOBAL LUBRICANTS SUPPLIER FOR THE 16TH YEAR IN A ROW¹

FIRST TO MARKET PREMIUM LUBRICANTS MANUFACTURED FROM NATURAL GAS IN 100+ COUNTRIES*²



*Based on Gas-to-liquid technology and marketed as Shell PurePlus Technology.

WORLD-CLASS LUBRICANTS SUPPLY CHAIN INVESTING TO MEET MARKET DEMAND⁶



4 BASE OIL PLANTS

10 GREASE PLANTS

32 BLENDING PLANTS

6 GTL BASE OIL STORAGE HUBS

STRONG NETWORK OF APPROX. 130 MACRO-DISTRIBUTORS AND 1,860 DISTRIBUTORS

DIGITAL SERVICES FOR B2B AND B2C CUSTOMERS



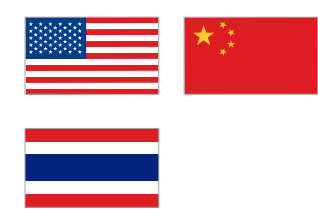
Shell Remote Sense

OREN

MOST PREFERRED LUBRICANT BRANDS³



PREFERRED TRUCK OIL BRAND



Shell RIMULA

Shell ROTELLA



PREFERRED PASSENGER CAR OIL BRAND



Shell HELIX



PREFERRED MOTORCYCLE OIL BRAND



Shell ADVANCE



PREFERRED INDUSTRIAL OIL BRAND



Shell GADUS
Shell Omala



PREFERRED OFF HIGHWAY OIL BRAND



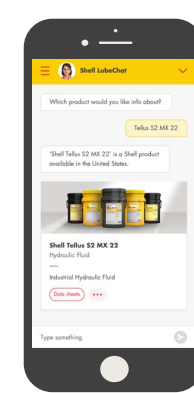
LEADING PRODUCTS
Shell Spirax
Shell Tellus
Shell RIMULA

NETWORK OF TECHNOLOGY CENTRES WITH 300+ R&D SCIENTISTS

IN USA, CHINA, GERMANY, INDIA AND JAPAN



EXPERT TECHNICAL SERVICES SAVE CUSTOMERS MILLIONS OF DOLLARS A YEAR⁴



Shell LubeChat

Shell LubeAnalyst

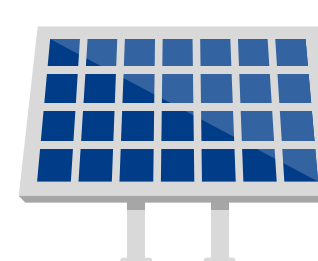
Shell LubeCoach

Shell LubeMatch

Shell LubeExpert

Shell LubeAdvisor

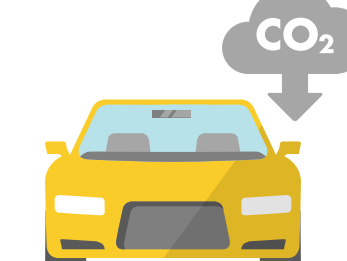
MAKING OUR OPERATIONS AND PRODUCTS MORE SUSTAINABLE FOR THE FUTURE



Solar panels



Packaging



Shell Helix 0W⁵



Shell E-Fluids

Shell Naturelle

Biodegradable lubricants

DELIVER CUTTING-EDGE PRODUCTS TO ALL KINDS OF INDUSTRIAL MACHINERY

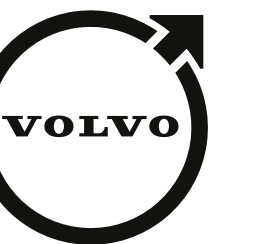


Fleet Construction Mining Power Agriculture General Manufacturing

SUCCESSFUL COMMERCIAL RELATIONSHIPS WITH MANY GLOBAL COMPANIES

KOMATSU

GEELY



RENAULT NISSAN MITSUBISHI

STELLANTIS

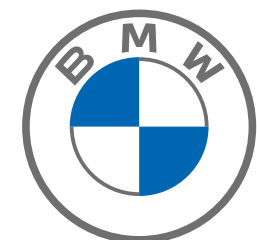
Mahindra Rise.



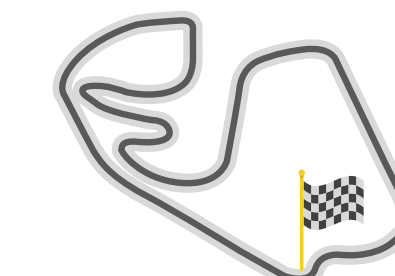
HYUNDAI



CNH INDUSTRIAL



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



NISSAN e.dams



Technical Partner



INNOVATION PARTNER SCUDERIA FERRARI

TEAM PENSKE



Motorsport

GEELY

Mahindra RACING



HYUNDAI MOTORSPORT

Source: 1 Kline & Company 2022, 20th Edition Global Lubricants: Market Analysis and Assessment 2021. 2 Based on Gas-to-liquid technology and marketed as Shell PurePlus Technology. 3 Independent research conducted by Kantar (H1 2022) for the following Shell brands: Shell Rimula, Shell Rotella, Shell Helix, Pennzoil, Quaker State, and Shell Advance. Industrial & Off-Highway Oil Preference reflects "Shell" and some leading products are included. 4 Based on reported customer savings from 2009-2022. 5 Shell Helix Ultra 0W Fully Synthetic Motor Oils offer up to 4% fuel savings and reduced CO2 footprint accordingly. 6 Numbers include JVs.