Partnership for Innovation

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Definitions & Cautionary Note

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 (SPE) 2P + 2C definitions.
Resources and potential: Our use of the term "resources and potential" are consistent with SPE 2P + 2C + 2U definitions.
Organic: Our use of the term Organic includes SEC proved oil and gas reserves excluding changes resulting from acquisitions, divestments and year-average pricing impact.
Shales: Our use of the term 'shales' 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 release "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 release 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 release 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 release, 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. There can be no assurance that future dividend payments will match or exceed previous dividend payments. All forward-looking statements contained in this release 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 release and should be considered by the reader. Each forward-looking statement speaks only as of the date of this release, 09 Nov 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 release.
With respect to operating costs synergies indicated, such savings and efficiencies in procurement spend include economies of scale, specification standardisation and operating efficiencies across operating, capital and raw material cost areas.
We may have used certain terms, such as resources, in this release 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.

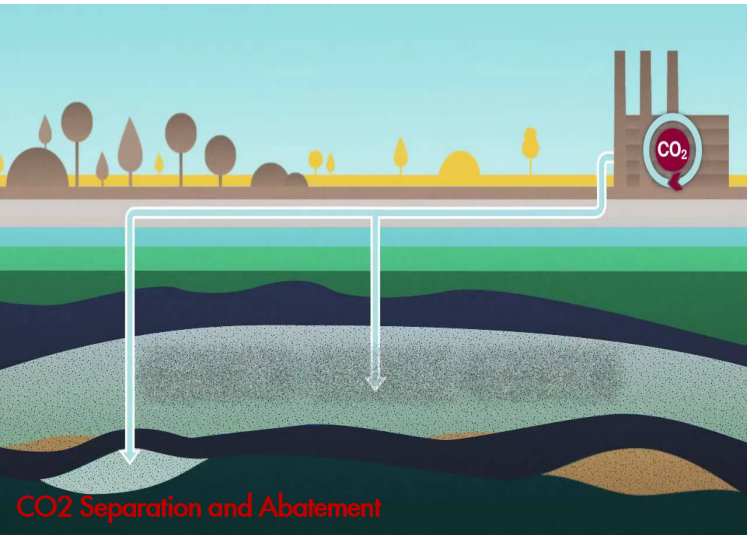
World class technology expertise combined with local knowhow

Global Hub
Regional Hub

Shell Technology Brazil


New Energies Research Center

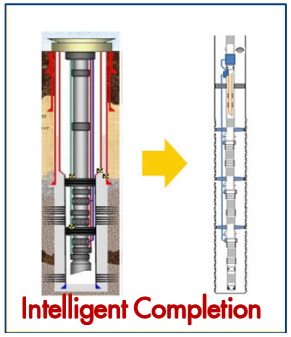
- Value Creation
- Country Impact
- Levy Compliance



CO2 Separation and Abatement


Flatfish


Low Cost Subsea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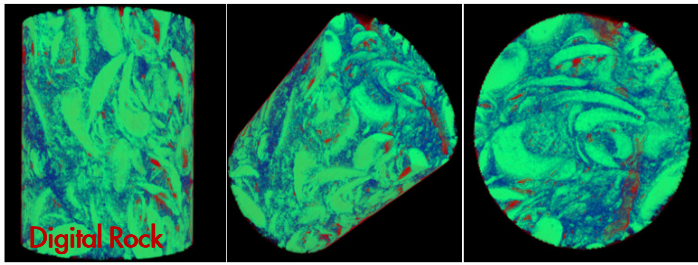
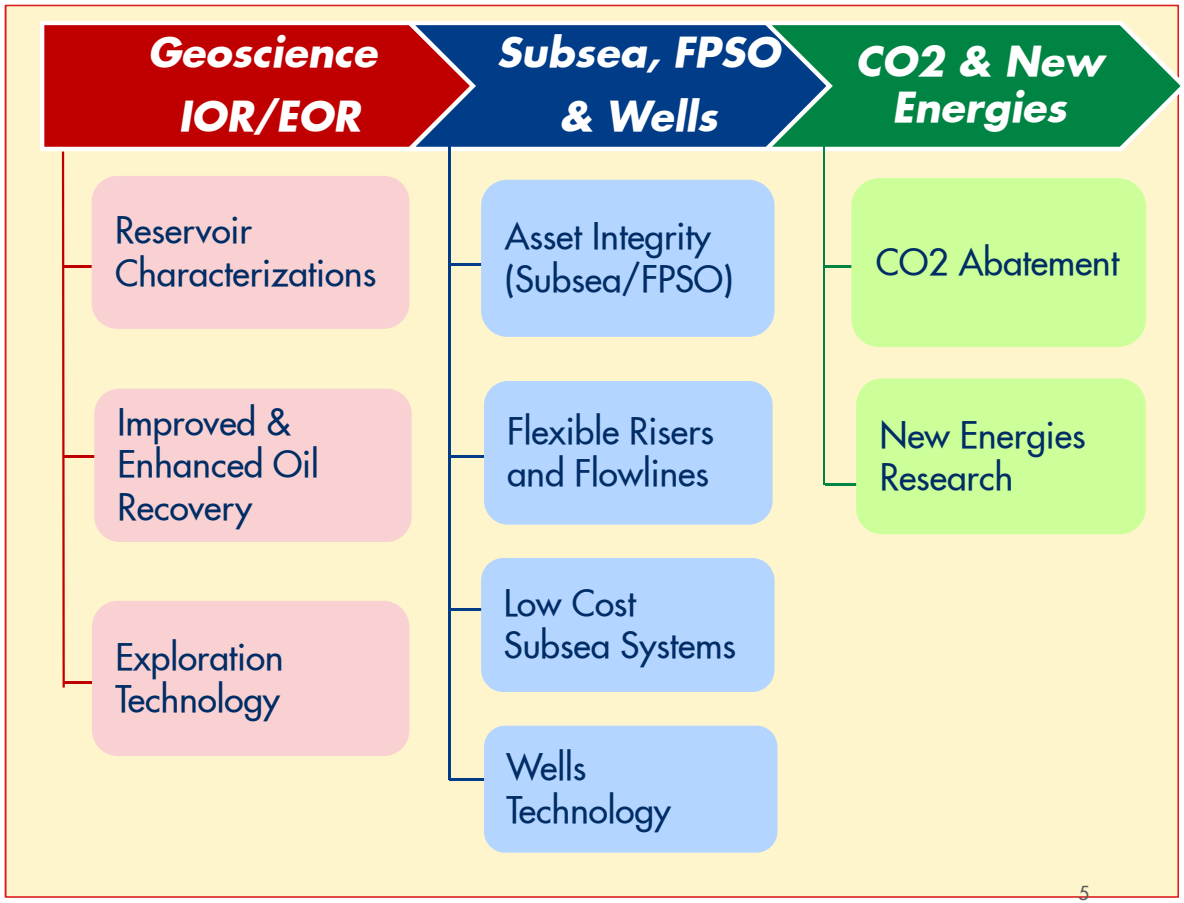

Digital Rock


Advanced EOR Lab

Brazil Technology Development

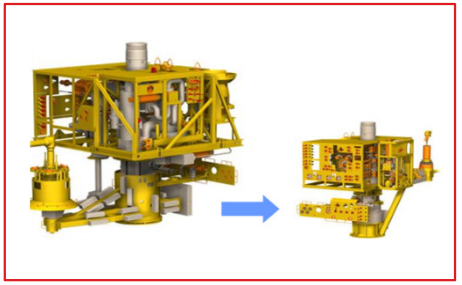
- Meet levy compliance
- Address challenges/needs for pre-salt
- Enhance capabilities and supply chain
- Conduct research for energy transition
- Implement digitalization applications



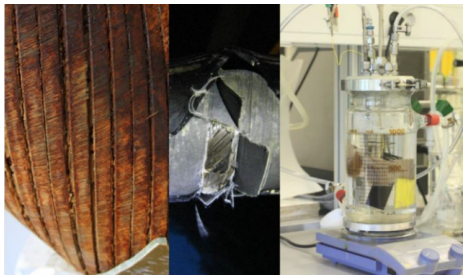
Technology Project Examples

FlatFish (Residence AUV)

Next Generation Subsea



Flexible Riser Integrity



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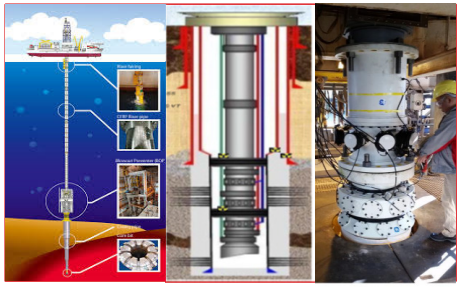
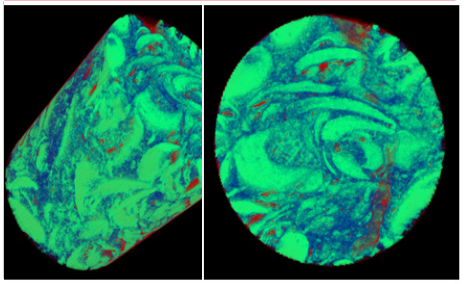


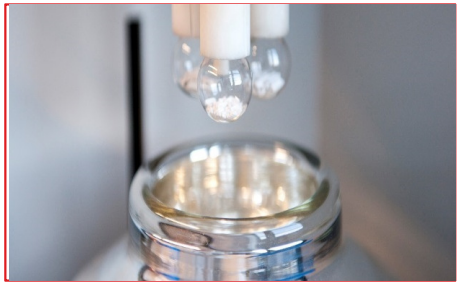
Advanced EOR Lab

Digital Rock Physics



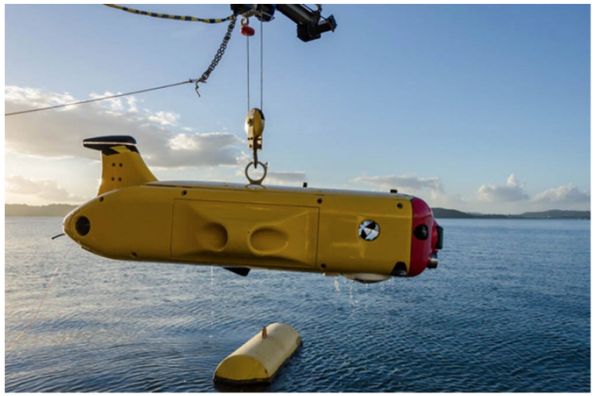
CO2 Abatement

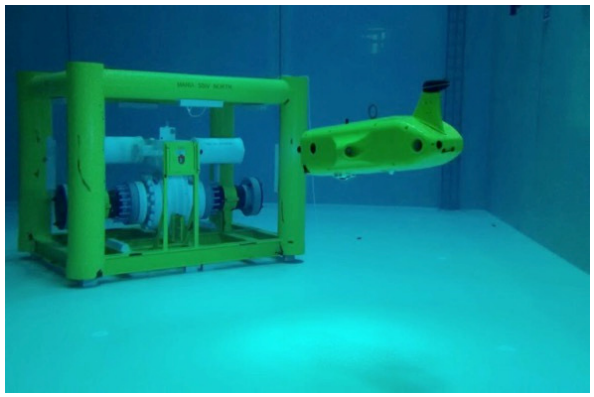
New Energies Research



An Example of Collboration for Innovation
FlatFish - Resident Autonomous Underwater Vehicle (AUV)

- Resident Autonomous Underwater Vehicle
  - Undertake subsea integrity survey of subsea structures and equipment
  - Visual inspection Inspeção, providing 3D images with high precision
  - Reduces the costs of subsea inspection
  - Increase survey frequencies of the subsea inspections
- Global collaborations for Innovation through strategic alliances
- From idea to commercialization





German Research Center for Artificial Intelligence GmbH

SENAI CIMATEC SISTEMA FIEB
Federação das Indústrias do Estado da Bahia

SAIPEM

EMBRAPII
Empresa Brasileira de Pesquisa e Inovação Industrial

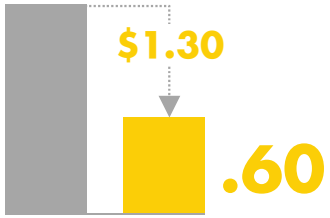
anp
Agência Nacional do Petróleo, Gás Natural e Biocombustíveis

Capture Values from Emerging Markets of Digitalization

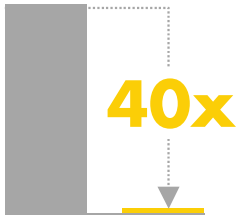
Availability of technology, data and capabilities is growing at exponential rate

Technology is becoming **faster** and **cheaper** over the past ten years

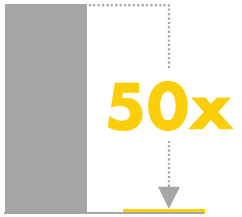
COST OF SENSORS



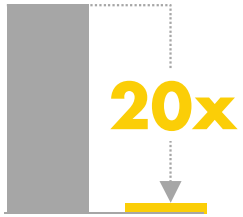
COST OF BANDWIDTH



COST OF PROCESSING POWER



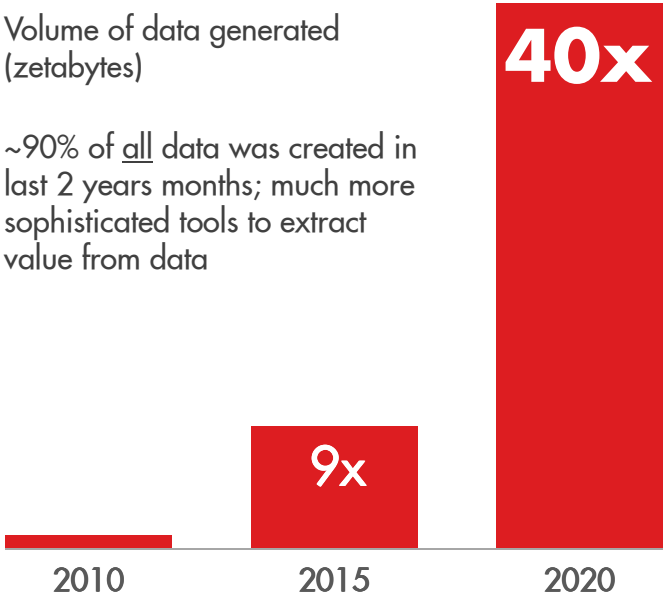
COST PER MB OF CLOUD INFRASTRUCTURE



Data is **growing exponentially**

Volume of data generated (zetabytes)

~90% of <u>all</u> data was created in last 2 years months; much more sophisticated tools to extract value from data



Startups – more efficient to get to new markets
Shell Startup Challenge Brazil

Highlight

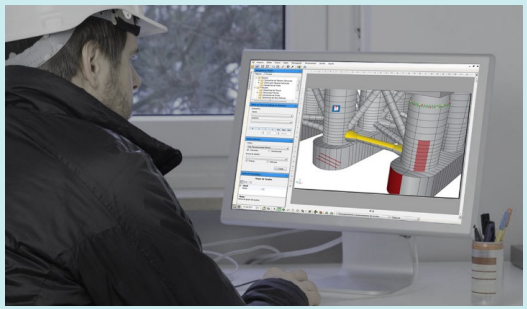
Shell selected three final winning Brazilian startup companies as part of a nationwide Innovation Call-for-Proposal – Shell Startup Challenge Brazil.

Value proposition

- Derived from Shell Game Changer and aimed to stimulate the Brazilian innovation ecosystem and prove the technical and commercial viability of new ideas rapidly and affordably.
- Support Shell's digitalization agenda, the theme of the Shell Startup Challenges Brazil is "Real Time Monitoring, Control and Data Analytics".

Winning Startups proposals:

PhDSoft: "Digital Twin" of FPSO Topsides Piping and static equipment



Pix Force Monitor oil spills, detect and make due warnings through the use of satellite images combined with automated/high speed processing

Teia Labs "Data Visualization" Platform for large volume and/or unstructured data through deep learning and computational vision.

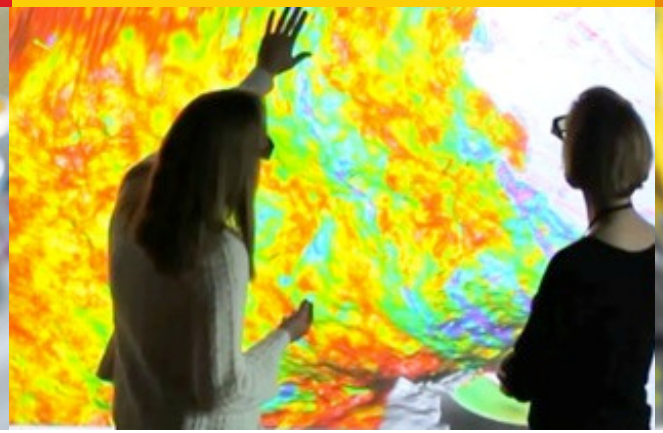
A Few Thoughts for Accelerated Innovation

- Set Vision, Strategy, and 5-year plan for Country's Energy Sector on Innovation
- Define Grand Challenges and Major Technology/Innovation Themes
- Promote mission-oriented research and outcome-driven technology and innovation
- Measure success by outcome-based KPIs - i.e., deployment and replication, % of improved recovery, value creation, economic growth, etc.
- Stimulate sustainable (long-term) collaborations between universities, companies, and operators
- Streamline polices and process to support "End-to-End" ecosystem and eliminate "weak" links
- Increase strategic alliances and international collaborations.
- Global mindset, open innovation, cross-sector.
- Upskill young generations on "Innovation skill "- Business skills, project management, communication, and team work
- Capture the opportunity of "Digitalization"

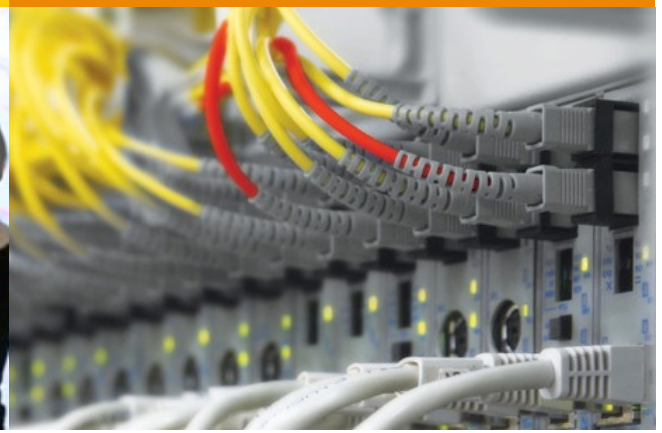
Accelerate Innovation – Collaborations and Ecosystem

Academics / University / Startups

Oil & Gas Companies



Suppliers / Service Providers



Questions and Answers