



ROYAL DUTCH SHELL plc  
**2012 INVESTOR FACT SHEET**



# ROYAL DUTCH SHELL plc



CUSTOMER & PARTNER FOCUS



PROFITABILITY & PERFORMANCE



SUSTAINABILITY & GROWTH



VALUE ADDED TECHNOLOGY

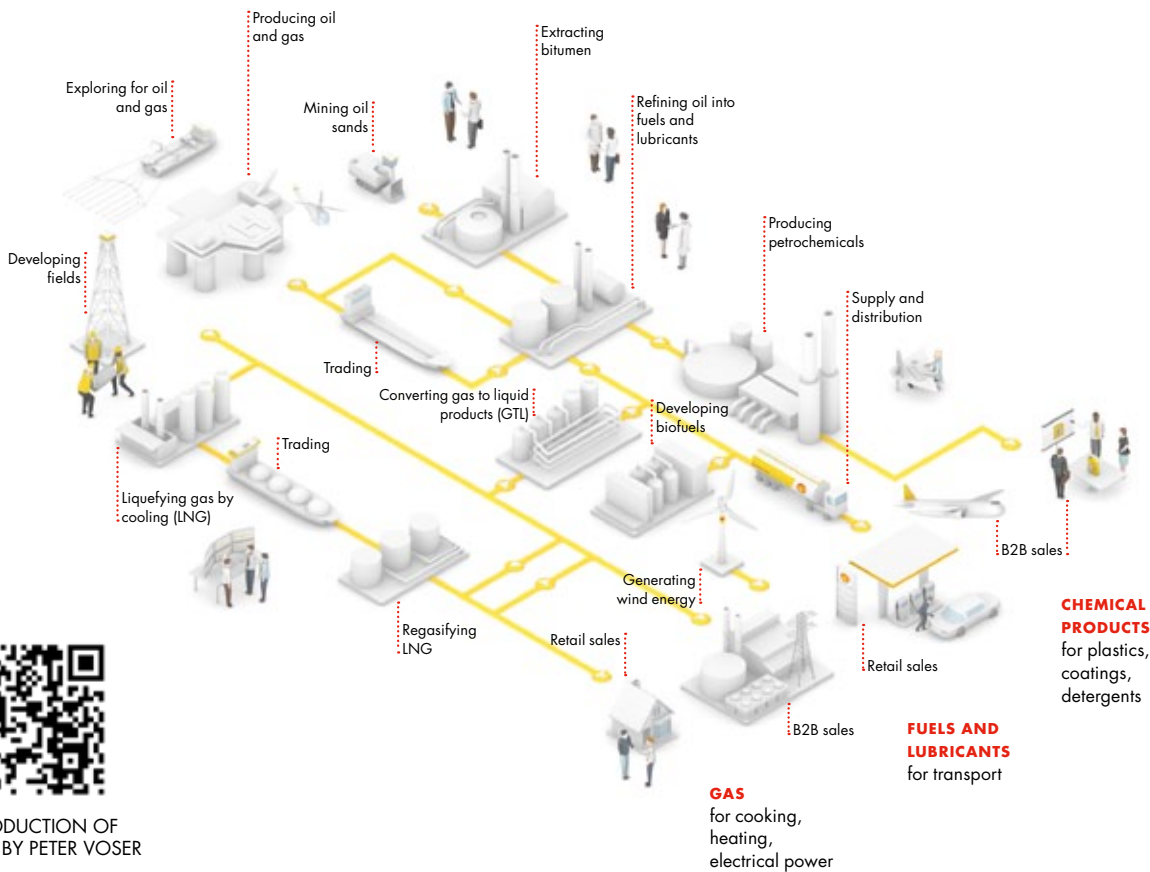
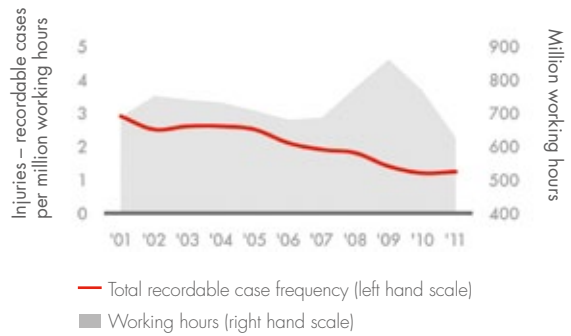
Shell is one of the world's largest independent oil and gas companies in terms of market capitalisation, operating cash flow and oil and gas production. We aim to sustain our strong operational performance and continue our investments primarily in countries that have the necessary infrastructure, expertise and remaining growth potential. Such countries include Australia, Brazil, Brunei, Canada, Denmark, Germany, Malaysia, the Netherlands, Nigeria, Norway, Oman, Qatar, Russia, the UK, the USA and, in the coming years, China.

## Our Strategy

Our strategy seeks to reinforce our position as a leader in the oil and gas industry in order to provide a competitive shareholder return, while helping to meet global energy demand in a responsible way. Safety and corporate environmental and social responsibility are at the heart of our activities. Intense competition exists for access to

upstream resources and to new downstream markets. But we believe our technology, project-delivery capability and operational excellence will remain key differentiators for our businesses. We expect around 80% of our capital investment in 2012 to be in our Upstream businesses.

## 'Goal Zero' on safety



INTRODUCTION OF SHELL BY PETER VOSER

▶ [www.shell.com/intro\\_handbook\\_video](http://www.shell.com/intro_handbook_video)

# UPSTREAM



CANADA: ATHABASCA OIL SANDS PROJECT



QATAR: PEARL GAS-TO-LIQUIDS PLANT



QATARGAS 4



AUSTRALIA: FLNG PRELUDE

In Upstream we focus on exploration for new oil and gas reserves and developing major projects where our technology and know-how add value to the resource holders. Upstream is managed in two businesses: Upstream Americas and Upstream International.

- Accelerating the extraction of value from our resources, with profitable production growth, top-quartile project delivery and operational excellence;
- Differentiating ourselves from our competition through integrated gas leadership, technology and partnerships.

## Upstream Strategy

The implementation of our strategy will see us actively manage our portfolio around three themes in Upstream:

- Building our resource base through worldwide exploration, focused acquisitions and exits from non-core portfolio positions;

## Upstream 2011 highlights

- 3.2 million boe/d production
- ~14 billion boe SEC proved reserves
- \$30.6 billion cashflow from operations
- \$19.1 billion net capital investment

## Upstream: Projects under construction



## DOWNSTREAM



LUBRICANTS



TRADING



SINGAPORE CHEMICALS



RETAIL STATION IN CHINA

Downstream manages Shell's manufacturing, distribution and marketing activities for oil products and chemicals. These activities are organised into globally managed classes of business, although some are managed regionally or provided through support units.

### Downstream Strategy

The implementation of our strategy will see us actively manage around three themes in Downstream:

- Operational excellence and cost efficiency. We strive to maximise the uptime and operating performance of our asset base, and to reduce costs and complexity through a series of continuous improvement programmes;
- Portfolio refocusing. We are refocusing our refining portfolio on the most efficient facilities – those that best

integrate with crude supplies, marketing outlets and local petrochemical plants;

- Selective growth. We aim to maintain or grow our margins in our core countries, with selective growth in countries such as China, India and Brazil, which have high growth potential. This includes researching, developing and marketing biofuels.

### Downstream 2011 highlights

- ~3.0 mb/d refining & 5.8 mtpa ethylene chemicals capacity
- ~43 thousand retail sites
- \$4.9 billion cashflow from operations
- \$4.3 billion net capital investment



BRAZIL: RAÍZEN BIOFUELS JOINT VENTURE



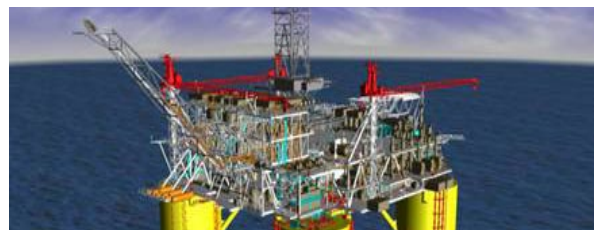
SHELL PARTNERSHIP WITH FERRARI

## PROJECTS & TECHNOLOGY



SAFETY DAY AT PERNIS

**Projects & Technology** manages the delivery of Shell's major projects and drives the research and innovation to create technology solutions. Our commitment to technology and innovation continues to be at the core of our strategy. As energy projects become more complex and more technically demanding, we believe our



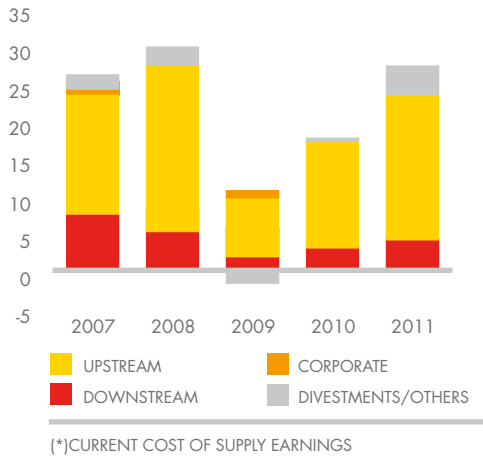
MARS-B PLATFORM

engineering expertise will be a deciding factor in the growth of our businesses. Our key strengths include the development and application of technology, the financial and project-management skills that allow us to deliver large field development projects, and the management of integrated value chains.

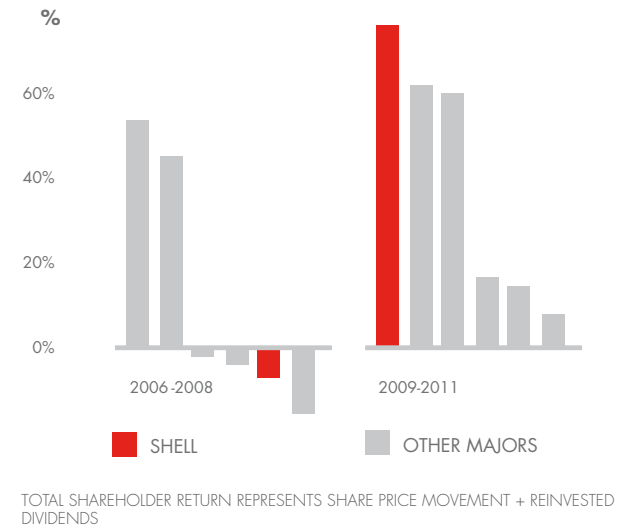
# INVESTMENT HIGHLIGHTS

## EARNINGS (\*)

\$ billion

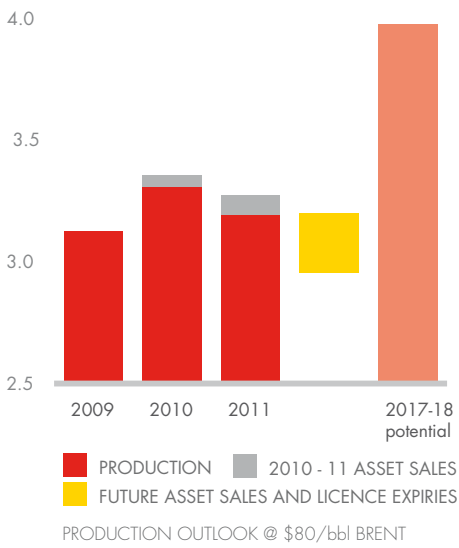


## TOTAL SHAREHOLDER RETURN

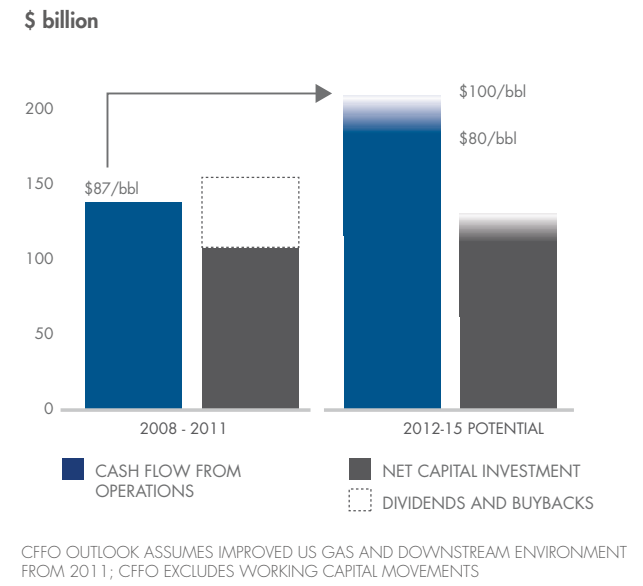


## PRODUCTION GROWTH

millionboe/d



## SUSTAINED CASH FLOW GROWTH



# SHARE PERFORMANCE

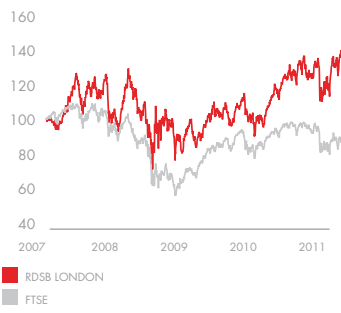
## RDSA & AEX

Index (End 2006 = 100)



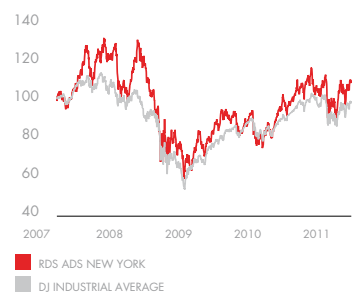
## RDSB & FTSE

Index (End 2006 = 100)



## RDSA ADS & DOW JONES INDUSTRIAL AVERAGE

Index (End 2006 = 100)





PEARL GTL

[www.shell.com/pearlgtl\\_video](http://www.shell.com/pearlgtl_video)



FLNG PRELUDE

[www.shell.com/preludeflng\\_video](http://www.shell.com/preludeflng_video)



TIGHT GAS

[www.shell.com/tightgas\\_video](http://www.shell.com/tightgas_video)

## SHARE AND CONTACT INFORMATION

	CLASS A SHARES	CLASS B SHARES
Ticker-symbol London	RDSA	RDSB
Ticker-symbol Amsterdam	RDSA	RDSB
Ticker-symbol New York (ADS <sup>(1)</sup> )	RDS.A	RDS.B
ISIN Code	GB00B03MLX29	GB00B03MM408
CUSIP	G7690A100	G7690A118
SEDOL-Number London	B03MLX2	B03MM40
SEDOL-Number Euronext	B09CBL4	B09CBN6
Weighting on FTSE as at 31/12/11	5.98%	4.57%
Weighting on AEX as at 31/12/11	19.42%	Not included
* One ADS share is equal to two underlying shares		

### Royal Dutch Shell plc 2012 expected interim dividend timetable

	4 <sup>th</sup> QUARTER 2011	1 <sup>st</sup> QUARTER 2012	2 <sup>nd</sup> QUARTER 2012	3 <sup>rd</sup> QUARTER 2012
Announcement date	February 2, 2012	April 26, 2012	July 26, 2012	November 1, 2012
Ex-dividend date	February 15, 2012	May 9, 2012	August 8, 2012	November 14, 2012
Record date	February 17, 2012	May 11, 2012	August 10, 2012	November 16, 2012
Scrip reference share price announcement date	February 22, 2012	May 16, 2012	August 15, 2012	November 21, 2012
Closing of scrip election and currency election (*)	March 2, 2012	May 25, 2012	August 24, 2012	November 30, 2012
Pounds sterling and euro equivalents announcement date	March 9, 2012	June 1, 2012	September 3, 2012	December 7, 2012
Payment date	March 22, 2012	June 21, 2012	September 20, 2012	December 20, 2012
* A different scrip election date may apply to registered and non registered ADS holders				

## OUR ADDRESSES

### REGISTERED OFFICE

Royal Dutch Shell plc  
Shell Centre  
London SE1 7NA  
United Kingdom

Registered in England and Wales,  
Company number 4366849  
Registered with the Dutch Trade Register  
under number 34179503

### HEADQUARTERS

Royal Dutch Shell plc  
Carel van Bylandtlaan 30  
2596 HR The Hague  
The Netherlands

### INVESTOR RELATIONS

Enquiries from institutional shareholders:  
Investor Relations  
Royal Dutch Shell plc  
PO Box 162  
2501 AN The Hague  
The Netherlands  
Tel: +31 (0)70 377 4540  
or

Investor Relations  
Shell Oil Company  
PO Box 2463  
Houston, TX 77252  
USA  
Tel: +1 713 241 1042  
Fax: +1 713 241 0176  
ireurope@shell.com  
ir-usa@shell.com  
www.shell.com/investor

### RETAIL SHAREHOLDERS

Enquiries from retail shareholders:  
Shareholder Relations  
Royal Dutch Shell plc  
Carel van Bylandtlaan 30  
2596 HR The Hague  
The Netherlands  
Tel: +31 (0)70 377 1365  
+31 (0)70 377 4088  
Fax: +31 (0)70 377 3953  
or

Shareholder Relations  
Royal Dutch Shell plc  
Shell Centre  
London SE1 7NA  
United Kingdom  
Tel: +44 (0)20 7934 3363  
Fax: +44 (0)20 7934 7515  
royaldutchshell.shareholders@shell.com  
www.shell.com/shareholder

## FOR QUESTIONS ABOUT

### SHARE REGISTRATION

Equiniti  
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Spencer Road  
Lancing  
West Sussex BN99 6DA  
United Kingdom  
Tel: 0800 169 1679 (UK)  
+44 (0) 121 415 7073  
Fax: +44 (0) 1903 833168

For online information about your holding  
and to change the way you receive your  
company documents: [www.shareview.co.uk](http://www.shareview.co.uk)

### AMERICAN DEPOSITORY SHARES (ADSs)

The Bank of New York Mellon  
Shareowner Services  
PO Box 358516  
Pittsburgh, PA 15252-8516  
USA  
Tel: +1 888 737 2377 (USA)  
+1 201 680 6825 (international)

shrelations@bnymellon.com  
[www.bnymellon.com/shareowner](http://www.bnymellon.com/shareowner)



BRAZIL: RAÍZEN  
BIOFUELS JOINT  
VENTURE

[www.shell.com/raizen\\_cosan\\_video](http://www.shell.com/raizen_cosan_video)

For further information: [www.shell.com/investor](http://www.shell.com/investor)

## CAUTIONARY STATEMENT

This fact sheet is not an offer to sell securities and should not be construed as an offer to sell securities. There is risk associated with an investment in our common stock. Accordingly, an investor may lose money on his or her investment in our common stock or ADSs.

**Resources:** Our use of the term "resources" in this document includes quantities of oil and gas not yet classified as Securities and Exchange Commission of the United States ("SEC") proved oil and gas reserves or SEC proven mining reserves. Resources are consistent with the Society of Petroleum Engineers 2P and 2C definitions.

The companies in which Royal Dutch Shell plc directly and indirectly owns investments are separate entities. In this document "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 document refer to companies in which Shell either directly or indirectly has control, by having either a majority of the voting rights or the right to exercise a controlling influence. The companies in which Shell has significant influence but not control are referred to as "associated companies" or "associates" and companies in which Shell has joint control are referred to as "jointly controlled entities". In this document, associates and jointly controlled entities are also referred to as "equity-accounted investments". The term "Shell interest" is used for convenience to indicate the direct and/or indirect (for example, through our 23 per cent. shareholding in Woodside Petroleum Ltd.) ownership interest held by Shell in a venture, partnership or company, after exclusion of all third-party interest.

This document contains forward-looking statements concerning the financial condition, results of operations and businesses of Shell and the Shell Group. 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 and the Shell Group 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", "seek", "should", "target", "will" and similar terms and phrases. There are a number of factors that could affect the future operations of Shell and the Shell Group and could cause those results to differ materially from those expressed in the forward-looking statements included in this document, 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. All forward-looking statements contained in this document 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 factors that may affect future results are contained in Shell's 20-F for the year ended 31 December 2011 (available at [www.shell.com/investor](http://www.shell.com/investor) and [www.sec.gov](http://www.sec.gov)). These factors also should be considered by the reader. Each forward-looking statement speaks only as of the date of this document, 13 April 2012. Neither Shell nor any of its subsidiaries nor the Shell Group 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 document.

Shell may have used certain terms, such as resources, in this document that the SEC strictly prohibits Shell from including in its filings with the SEC. U.S. investors are urged to consider closely the disclosure in Shell's Form 20-F, File No 1-32575, available on the SEC website [www.sec.gov](http://www.sec.gov). You can also obtain these forms from the SEC by calling 1-800-SEC-0330.