



Mobilität mit Weitblick

Innovativ unterwegs mit alternativen
Antrieben und Kraftstoffen



Version as of July 24, 2025

Cautionary Note

The companies in which Shell plc directly and indirectly owns investments are separate legal entities. In this presentation “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 in this [report] 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.

Forward-Looking statements

This presentation contains 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 the forward-looking statements included in this [report], 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 contained in this [report] 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 and amendment thereto 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 contained in this presentation and should be considered by the reader. Each forward-looking statement speaks only as of the date of this presentation, **18.10.2025**. 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 contained in this presentation.

Shell’s net carbon intensity

Also, in this presentation 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 net-zero emissions target

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.

Forward-Looking non-GAAP measures

This presentation may contain 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.

The contents of websites referred to in this presentation do not form part of this presentation.

We may have used certain terms, such as resources, in this presentation 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, and any amendment thereto, File No 1-32575, available on the SEC website www.sec.gov.

Agenda

- 01** Große Herausforderungen
- 02** Chancen
- 03** Wege zur Dekarbonisierung
- 04** Shell Renewable Diesel HVO100
- 06** Bio-LNG
- 07** Elektromobilität
- 08** Faktencheck
- 09** Ganzheitlicher Mobilitätspartner





Wir stehen alle vor großen Herausforderungen

Global

Nachhaltigkeit ist Pflicht, nicht Kür

Ökologische, soziale und wirtschaftliche Anforderungen steigen gleichzeitig.

Logistik verursacht ~11 % der globalen CO₂-Emissionen

Umsetzung hinkt hinterher: 45 % der Unternehmen erfassen Emissionen nur teilweise oder gar nicht.

Wachsende Regulatorik

CO₂-basierte Maut, Lieferkettengesetz, EU-Nachhaltigkeitsberichtspflicht, EU-Taxonomie uvm.

Öffentlicher Druck nimmt zu

Kunden, Politik und Investoren fordern grüne Lieferketten und Standards.

Lokal

Unternehmen unterschätzen oft ihre Wirkung

Ganze 41 % der kleinen und mittleren Unternehmen (KMU) und nur 15 % der großen Unternehmen sehen ihren Einfluss auf den Klimawandel als „gering“ an.

Häufige Hürden für Unternehmen

Komplexität, hohe Einstiegskosten, fehlendes Know-how

Doch, was viele nicht sehen ...

Daraus ergeben sich große Chancen!



Wettbewerbsvorteile



Förderprogramme



Imagegewinn



Digitalisierung



Arbeitgeberattraktivität

Abseits der Herausforderungen:

Was sind die Chancen, die eine erfolgreiche Dekarbonisierung eröffnet?

Expertinnen und Experten sind sich sicher: Die Dekarbonisierung Ihrer Flotte macht Ihr Unternehmen zukunftssicher.

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NACHHALTIGKEIT ALS AKQUISE- ARGUMENT

Immer mehr Unternehmen denken und handeln nachhaltig. Sie legen deshalb Wert darauf, dass **auch ihre Geschäftspartner nachhaltig denken und handeln.**

56 %

der Berufseinsteiger geben an, dass **Nachhaltigkeit** ein **wichtiges Kriterium** für die **Arbeitsplatzwahl** ist.

SHIPPER FORDERN GRÜNE LOGISTIK

Versender fordern verstärkt eine **grüne Logistik** von ihren Partnern, um Umweltziele zu erreichen und ihren **ökologischen Fußabdruck zu reduzieren.**



ellen:
2023
Great Place to Work 2022



Next Steps

Wege zur Dekarbonisierung

Wer heute nur auf eine Lösung setzt, verzögert echte Fortschritte.

Im stetigen Ausbau

Strom

Bereits 150+ High Power Ladeorte für Lkw entlang wichtiger Verkehrsrouten in Europa

HVO100

Shell Renewable Diesel: Weniger CO₂-Emissionen dank regenerativer Rohstoffe

Wo wir stehen

Diesel

Ausgangssituation auf dem Weg zur Dekarbonisierung.

Schon heute verfügbar

BioLNG

Bis zu 100 % CO₂e-Einsparung (Well-to-Wheel ggü. B7-Diesel)

Unter Beobachtung

Biokraftstoffe

Wasserstoff





Shell
Renewable Diesel

Shell Renewable Diesel

HVO100 – eine echte Alternative, erprobt und verfügbar.



Die Vorteile von

Shell Renewable Diesel (HVO100)

Hergestellt aus Reststoffen

Aus gebrauchten Speiseölen, Ölabfällen & anderen erneuerbaren Rohstoffen



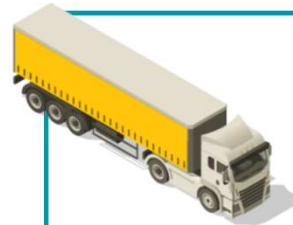
Bis zu

90 %

weniger
CO₂e-
Emissionen

Regulatorische Vorteile

Bei Maut & Energiesteuer wie Diesel behandelt und von CO₂-Abgaben befreit.

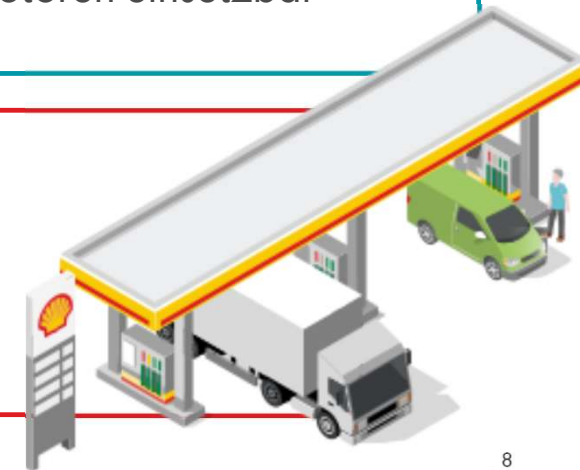


Kompatibel mit Diesel-Motoren

In fast allen bestehenden Motoren einsetzbar

Verfügbar & erprobt

Über 400 Tankstellen in Deutschland
Weltweite Produktion: ca. 15 Mio. t/Jahr





Shell Renewable Diesel

Nachweislich sparsam

Auf Wunsch erhalten Sie quartalsweise per E-Mail einen Nachweis über **Ihre getankten Mengen Shell Renewable Diesel** sowie die **damit verbundenen CO₂-Einsparungen**.

Das Statement eignet sich als Nachweis gegenüber Ihrem Auftraggeber für den Einsatz des Kraftstoffs.

Dieses Dokument dient nur Demonstrationszwecken. Es ist ein Beispiel. Tatsächliche Aussagen/Angaben werden produktspezifisch für den jeweiligen Markt angepasst. Der Inhalt kann daher leicht variieren.

Shell Renewable Diesel

Produktbericht zum Quartal

Wir freuen uns, Ihnen eine Aufstellung über die Mengen, Eigenschaften der Rohstoffe und den Treibhausgasemissionsgrad von Shell Renewable Diesel zur Verfügung zu stellen, den Sie im Abrechnungszeitraum von der euroShell Deutschland GmbH & Co. KG bezogen haben.

Da sich die Anforderungen an die Einsparungsdokumentation je nach Unternehmen, Branche und Sachbearbeitung unterscheiden, übernimmt die euroShell Deutschland GmbH & Co. KG keine Verantwortung oder Haftung für die konkrete Umsetzung der Berichtsanforderungen Ihres Unternehmens. Alle Leistungsdaten, Daten, Abbildungen oder Tabellen sollen keine rechtliche, insbesondere keine steuerliche, Verantwortung oder Compliance-Bewertung des Lagers in der Übergangsverantwortung Ihres Unternehmens, die Verantwortlichkeit, diese Informationen zu prüfen und die vollständige Einhaltung der relevanten Gesetze, Vorschriften und Berichtsstandards sicherzustellen.

Lieferanten- & Kundeninformationen

Information	Information
Kraftstofflieferant	euroShell Deutschland GmbH & Co. KG
Abrechnungszeitraum	Q1 2024
Name des Kunden	Shell Renewable Diesel
Adresse des Kunden/der Adresse	(A1) (A2) (A3) (A4) (A5) (A6) (A7) (A8) (A9) (A10) (A11) (A12) (A13) (A14) (A15) (A16) (A17) (A18) (A19) (A20) (A21) (A22) (A23) (A24) (A25) (A26) (A27) (A28) (A29) (A30) (A31) (A32) (A33) (A34) (A35) (A36) (A37) (A38) (A39) (A40) (A41) (A42) (A43) (A44) (A45) (A46) (A47) (A48) (A49) (A50) (A51) (A52) (A53) (A54) (A55) (A56) (A57) (A58) (A59) (A60) (A61) (A62) (A63) (A64) (A65) (A66) (A67) (A68) (A69) (A70) (A71) (A72) (A73) (A74) (A75) (A76) (A77) (A78) (A79) (A80) (A81) (A82) (A83) (A84) (A85) (A86) (A87) (A88) (A89) (A90) (A91) (A92) (A93) (A94) (A95) (A96) (A97) (A98) (A99) (A100) (A101) (A102) (A103) (A104) (A105) (A106) (A107) (A108) (A109) (A110) (A111) (A112) (A113) (A114) (A115) (A116) (A117) (A118) (A119) (A120) (A121) (A122) (A123) (A124) (A125) (A126) (A127) (A128) (A129) (A130) (A131) (A132) (A133) (A134) (A135) (A136) (A137) (A138) (A139) (A140) (A141) (A142) (A143) (A144) (A145) (A146) (A147) (A148) (A149) (A150) (A151) (A152) (A153) (A154) 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Verfügbarkeit von Shell Renewable Diesel (HVO100)



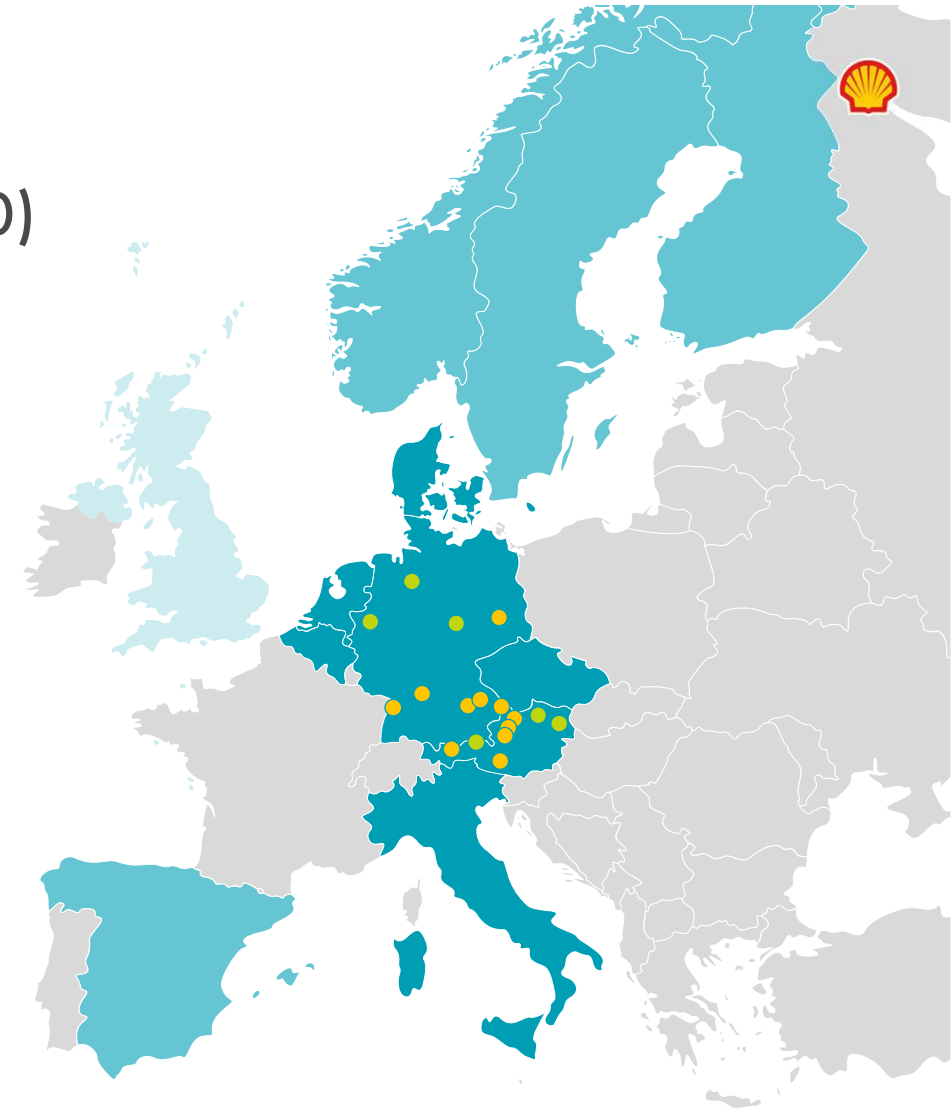
sinnvolle Brückentechnologie zur
Dekarbonisierung mit wachsender Bedeutung
ab 2026 (REDIII)



Fokus zunächst: **Geschäftskunden –
Schwerlastverkehr (Lkw) und Flotte (Pkw)**
aber auch für Privatkunden denkbar



Für Shell Card Kunden: Tankstellen-Netz
mit ca. **30 Shell Stationen in DE/AT** bis
Ende 2026 (plus Partnerstationen +
ca. **145 Shell Stationen in Europa**)



● Station (live) ● Station (in Prüfung)

■ SRD an Shell Stationen ■ SRD Akzeptanznetz ■ SRD Homebase Delivery ■ kein SRD

Shell
BioLNG



Shell
BioLNG
Blend

BioLNG

Alternativ unterwegs ohne Umbau

Die Vorteile von Shell BioLNG

Bis zu

100 %

CO₂e-Einsparung
(Well-to-Wheel ggü. B7-Diesel)

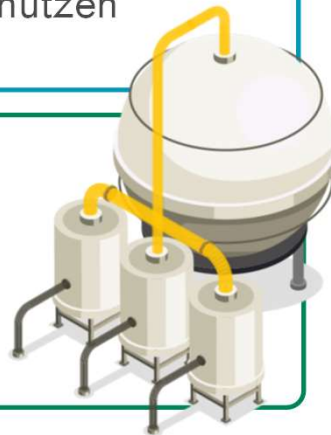


Von LNG zu Shell BioLNG – ohne Umbau

einfach LNG-Lkw & Shell Card nutzen

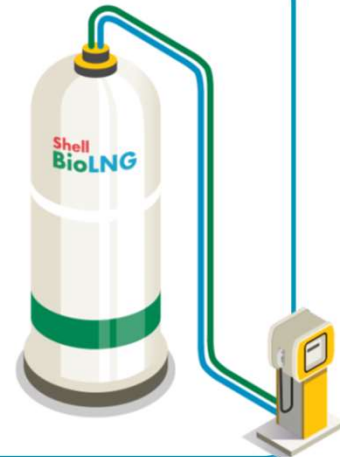
Shell BioLNG-Anlage in Deutschland:
Versorgung von

4.000–5.000 Lkw/Jahr



98 %

des deutschen Marktes
ist bereits auf BioLNG
umgestellt



Nachhaltiger Kraftstoff

aus
Reststoffen, Gülle und
organischen Abfällen



LNG-Infrastruktur

in Europa

● **Über 70 Shell LNG-Stationen in 8 Ländern**
und über 100 Partnerstationen mit Shell LNG Card Akzeptanz
→ insgesamt über **800 Stationen** europaweit

● **Shell-eigene Infrastruktur zur Bio-LNG-Herstellung**
Shell Gasverflüssigungsanlage in Deutschland
Nature Energy Biomethan-Anlage in Dänemark
Shell Gasverflüssigungsanlage Nordsol in den Niederlanden



Shell
Recharge

Recharge

Elektrisch
Laden



Elektromobilität

Alternativ unterwegs ohne Umbau

100% electric

Unser E-Lkw Ökosystem

- 1 Shell Card
- 2 Public Shell Recharge
- 3 Semi-Public
- 4 SBRs E-Depot private
- 5 SBRs E-Depot+
- 6 Public Roaming
- 7 Shell Energy



Wir bauen das Ladenetz kontinuierlich weiter aus!

150+ High Power Ladeorte für
Lkw entlang wichtiger
Verkehrsouten und 900K+
öffentliche Ladepunkte für Pkw
und Nutzfahrzeuge.



Verfügbare Lkw Ladeinfrastruktur



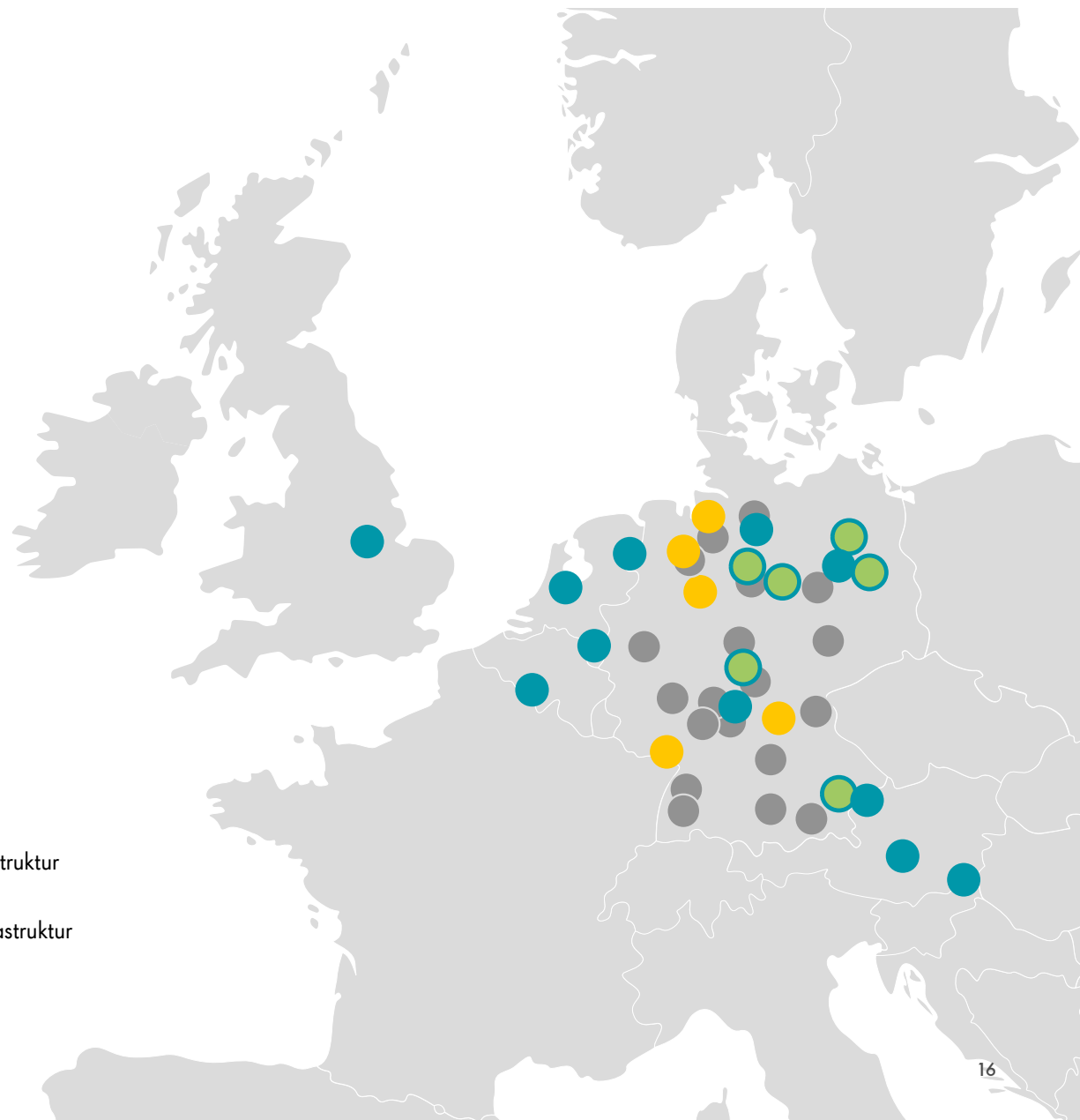
Verfügbare Pkw Ladeinfrastruktur*.
Trailer vor Ort abstellbar.



Zeitnah geplante Lkw Ladeinfrastruktur



Bis 2028 geplante Lkw Ladeinfrastruktur





Alternativen sind noch nicht ausgereift?

Ein Faktencheck

»Alternative Antriebe und Kraftstoffe sind zu teuer –die Fahrzeuge und auch die Energie ...«

»...und es gibt auch nicht genug Tankstellen und Lademöglichkeiten«

Der Umstieg kann Kosten deutlich senken

BioLNG

Niedrigere Gesamtbetriebskosten (TCO)

EV

Steuerliche Vorteile und Förderungen

Shell Renewable Diesel

Sofort einsetzbarer Drop-in-Kraftstoff

Alternativen sind längst alltagstauglich!

Internationales Shell LNG-Netzwerk

DE über 130.000 Normalladepunkte und über **40.000** Schnellladepunkte – ein Teil davon bereits entlang wichtiger Lkw-Strecken

Shell Renewable Diesel:

An immer mehr Tankstellen verfügbar

Schon heute verfügbar

BioLNG

Im stetigen Ausbau

Strom HVO100



Verändern Sie mit uns Ihre Perspektive.

Viele sehen die Herausforderungen,
wir sehen die Chancen.
Wir laden Sie ein, uns bei diesem
Perspektivwechsel zu begleiten.



Komplexität

wird

Einfachheit

Vereinfachte und optimierte Abläufe, um Ihre Fahrten reibungsloser zu gestalten und das Leben Ihrer Fahrer zu erleichtern.



Zögern

wird

Nachhaltigkeit

Unterstützung dabei, die Dekarbonisierungsziele Ihrer Flotte mit effektiven Lösungen und Fachwissen zu erreichen.



Ineffektivität

wird

Ersparnis

Lösungen, die Ihnen helfen, Ihre Kosten zu verwalten und Ihre Gesamtkosten für Mobilität (TCM) zu verbessern.

Jetzt handeln – nicht morgen.

Dekarbonisierung kann nicht warten – sie beginnt mit Ihnen. Nutzen Sie die Lösungen, die heute bereits verfügbar sind – lassen Sie uns gemeinsam etwas bewegen!







ACCELERATE TO ZERO

- Beratung und Unterstützung bei der Maßnahmenumsetzung
- Optimierung des FPM durch effiziente Lösungen und Prozesse
- Bereitstellung massgeschneiderter und dekarbonisierter Mobilität

Ihr Experte für ganzheitliche Mobilitätslösungen



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