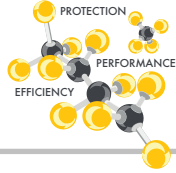




Shell named #1 Global Lubricants Supplier for the 19th year in a row¹

First to market premium lubricants **manufactured from natural gas** in 100+ countries²



World-class lubricants supply chain investing to meet market demand³



31 Blending/manufacturing Plants

10 Grease plants

3 Base oil plants

6 GTL base oil storage hubs

Strong network of **1500 distributors** and **85 macro-distributors**

Digital and Field Services for B2B and B2C customers



World-leading lubricant brands¹



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



Making our operations and products **more sustainable** for the future



Deliver cutting-edge products to a wide range of industrial sectors



Partner of choice of many global companies



Pushing the boundaries of lubricant technology on race tracks around the world



Source 1. Kline & Company 2025, 23rd Edition Global Lubricants: Market Analysis and Assessment 2025 2 Based on Gas-to-Liquid technology and marketed on Shell Pure Plus Technology. 3 Including JVs and non-operated assets. 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.