



The Annual General Meeting of Royal Dutch Shell plc

Jorma Ollila
Chairman

The Hague and London
19 May 2009



Jorma Ollila is Chairman of Royal Dutch Shell plc. Previously he was Vice-President of International Operations of Nokia in 1985. In 1986 he was appointed Vice President Finance of Nokia and served between 1990 and 1992 as President of Nokia Mobile Phones. Between 1992 and 1999 he was President and Chief Executive Officer of Nokia and from 1999 to 1 June 2006 Chief Executive Officer of Nokia. Prior to joining Nokia, he worked for Citibank in London and Helsinki.

Jorma was born in Finland in 1950, and is married with three children. He holds three M.Sc. degrees, in Political Science from the University of Helsinki, in Economics from the London School of Economics, and in Engineering from the Helsinki University of Technology.

He was awarded a Ph.D. (Pol.Sc.) h.c. degree by the University of Helsinki (1995) and a D.Sc. (Tech.) h.c. degree by the Helsinki University of Technology (1998). He is Chairman of the Board of Nokia and a Non-executive Director of Ford Motor Company.

Speech delivered by Jorma Ollila at the Annual General Meeting of Royal Dutch Shell plc in The Hague and London on 19 May, 2009.

Ladies and gentlemen,

Good morning to you here in the Netherlands, and by video link in the UK.

In a few moments, the Chief Executive will report on how your company has performed in 2008.

But perhaps you will first allow me to say a few words about last year from my perspective as Chairman of the Board.

The business environment, in which your Company operates, has fluctuated tremendously in 2008.

We started the year with oil prices over \$90 per barrel, we hit a peak last summer close to \$150 per barrel, and by the end of the year, after the financial crisis had begun to bite, oil prices were back down below \$50.

These dramatic swings have become the normal operating environment for companies like Shell, and I am pleased with the way that Shell's people have responded to this volatility.

The recession will affect Shell, and the oil industry in the near-term.

Global oil demand is at least 3% lower than it was a year ago, and this will effect profitability, both upstream and downstream.

At Shell, we keep a close eye on managing these short-term impacts, but we keep the focus on our long-term strategy.

How long will the recession last? We simply don't know, but we do think that the long-term trend of growing demand for energy will resume, as a result of a growing world population and rising levels of prosperity in developing countries.

At the same time, many producing oil and gas fields are in decline, and replacing these declining fields will mean more investment in new energy infrastructure, and more investment in technology

These are powerful trends in the global energy market and they play well to Shell's core strengths, in safe and reliable operations, delivery of large and

complex new projects, and industry leadership in technology.

As I said last year, ultimately the success of Shell depends not on the external constraints we face, but on how we respond to them.

Jeroen van der Veer and his team have worked very hard to make 2008 another good year for Shell.

My thanks go to the Executive Committee and all Shell staff for the determined way in which they have responded to the economic crisis, while continuing to move your Company forward on the path of delivery and growth.

Before I pass you over to Jeroen, I'd like to brief you on the work of the Board's Remuneration Committee, the Corporate and Social Responsibility Committee, the Audit Committee and the Nomination and Succession Committee.

The Remuneration Committee has reviewed Shell's performance against annual targets

In addition, the Remuneration Committee incorporated additional long-term indicators in Shell's long-term incentive plans, in order to better reflect the growing importance of long-term performance in our industry. Sir Peter Job, who chairs this Committee, is with us today and can answer your questions related to remuneration.

The Corporate and Social Responsibility Committee, chaired by Wim Kok, reviews Shell's overall Health, Safety and Environment performance, and emerging social and environmental issues.

In addition to its four regular meetings, this Committee held a special meeting to discuss the issue of Climate Change and what this means for Shell.

The Audit Committee, chaired by Christine Morin-Postel, focuses on internal controls and financial reporting. This Committee held five meetings, for which it received comprehensive reports from Shell management, as well as both the internal and external auditors.

The Nomination and Succession Committee, which I chair myself, has identified and nominated candidates for a number of vacancies in both the Executive Committee and the Board of Royal Dutch Shell.

In December of last year, Rob Routs retired as Executive Director of our Downstream business. He was succeeded by Mark Williams in this capacity. I warmly welcome Mark to his new role, and thank Rob for years of dedicated work for Shell.

I'd also like to thank Maarten van den Bergh and Nina Henderson for their work as non-Executive Directors, and welcome Josef Ackermann and Hans Wijers to their first Shell AGM as Non-executive Directors.

Finally, in a few weeks' time, Jeroen van der Veer will retire as Chief Executive.

Jeroen deserves praise for his tireless efforts. He has shown strong, effective leadership, and has improved the culture and performance of your Company, preparing it for a healthy future.

Let me once again thank Jeroen for everything he has done for Shell. Subject to his re-appointment at this AGM, Jeroen will serve as a Non-executive Director of the Company following his retirement on June 30th.

His successor is Peter Voser, Shell's Chief Financial Officer until the end of last month. He has had a distinguished career in Shell and ABB. I have great confidence in Peter and wish him every success in leading Shell from July onwards.

Thank you.

“At Shell, we keep a close eye on managing short-term impacts, but we keep the focus on our long-term strategy.”

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