

businesses: Shell Solar and Shell WindEnergy. Shell Solar has significant business in the United States with a market share of about 30 percent. Shell WindEnergy has wind power facilities in Wyoming, Texas and California.

WE WELCOME YOUR VIEWS

Shell is committed to open communication and we endeavor to listen and respond quickly and candidly to different views. We welcome your feedback on any of the information presented in this fact sheet, or on other topics of interest or concern. Join in the debate on our web forum www.shell.com/tellshell.

CONTACT US

Email: tellshell@shell.com

Website: www.shellus.com

Mailing Address: Listening and Responding
Shell Oil Company

P.O. Box 2463

Houston, TX 77252



Shell in the U.S.

Shell's presence in the United States dates back more than 90 years, beginning as a gasoline marketer on the Pacific Coast and an oil producer in the Midwest. Today, Shell is one of America's leading oil and natural gas producers, oil and natural gas marketers and petrochemical manufacturers, with operations in all 50 states employing approximately 30,000 people.

Shell's business strategies in the U.S. are rooted firmly in its commitment to contribute sustainable development. Business decisions are made using environmental, social and economic criteria. Shell's goal is to earn the respect and confidence of customers, shareholders, and the American public at large. This broader, more integrated approach to business not only reflects our values, but creates value and provides a competitive advantage.

The following are some of the ways in which Shell in the United States is acting on its strong business principles.

Shell in the U.S. – Then

Shell Oil Company grew out of two organizations founded in the United States by the Royal Dutch/Shell Group of Companies in 1912: the American Gasoline Company, a Washington-based marketing company selling gasoline along the Pacific Coast, and Roxana Petroleum Co., a Midwest oil producer. Several milestones during the early years:

- In 1915, Shell's Martinez, Calif., refinery was the country's first modern, continuous-process refinery that long served as a model for other U.S. refineries.
- Shell's historic strike in 1921 at the Signal Hill field in California set off an oil boom, with the field becoming the nation's most productive in terms of barrels per acre.
- The opening in 1931 of the Shell Point synthetic ammonia plant near Pittsburgh, California, marked the world's first plant to use natural gas to make ammonia.
- In 1941, Shell scientists made a history-shaping discovery when they invented the 100-octane gasoline needed for a new generation of aviation engines used in World War II.

Shell companies in California and the Midwest merged with Union Oil Company in 1922 to form Shell Union Corporation, a holding company. This merger created the publicly held company that eventually became Shell Oil Company in 1949. In 1985, Shell Oil became a wholly owned affiliate of the Royal Dutch/Shell Group of Companies.

Shell in the U.S. – Today

Shell is the largest marketer of gasoline in the United States, the leading oil and gas producer in the deepwater Gulf of Mexico, and a recognized pioneer in oil and gas exploration and production technology. Shell U.S. represents a significant percentage of the Royal Dutch/Shell Group assets, with approximately 27 percent or \$31 billion of the Group's total assets invested in the United States. If Shell Oil were a stand-alone company, it would rank 14th on the Fortune 500 list of U.S. companies.



Shell businesses constantly strive to improve their performance, with several notable accomplishments. Shell has consistently led the way in producing from ever-deeper waters in the Gulf of Mexico, setting numerous records and holding the highest deepwater daily production rate. Shell is also a forward looking company, constantly seeking ways to meet future energy challenges. While much of our efforts focus on wind and solar energy, Shell is also involved in pursuing bio-fuels, geothermal and hydrogen.

Major U.S. Businesses

Shell operates in the US through five primary subsidiary businesses.

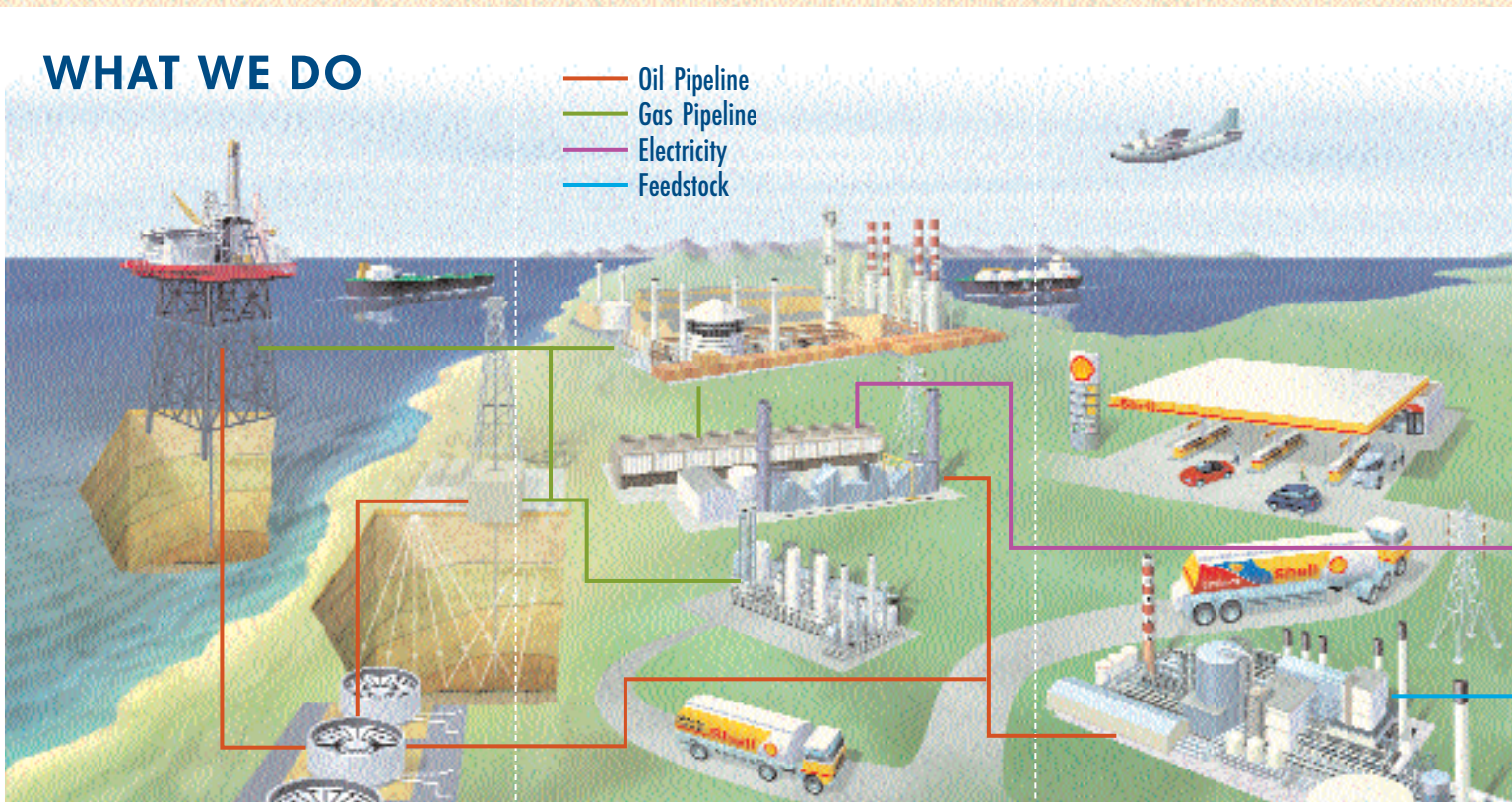
SHELL EXPLORATION AND PRODUCTION COMPANY (SEPCO) – As a world leader in oil and gas exploration, development and production, Shell employees continually

strive to generate new technology solutions to minimize the environmental footprint of our operations. SEPCo operates in the Gulf of Mexico, Rocky Mountain region and South Texas and also holds a majority equity ownership in Aera Energy LLC, one of California’s largest oil producers. In the deepwater Gulf of Mexico, SEPCO has set numerous water-depth records and leads the industry with the most producing properties.

SHELL CHEMICAL LP – Shell’s vision is to be recognized as the best in the petrochemicals sector by 2005. In the United States, Shell Chemical has manufacturing facilities in Louisiana (2), California, Texas, West Virginia and Alabama. Shell’s portfolio of products includes lower olefins, aromatics/phenol, solvents, ethylene oxide/glycol, higher olefins and derivatives. These products are used in many consumer and industrial applications and are sold primarily to industrial markets in America.

WHAT WE DO

- Oil Pipeline
- Gas Pipeline
- Electricity
- Feedstock



Exploration and Production

Searches for, finds and produces crude oil and natural gas. Builds and operates the infrastructure needed to deliver hydrocarbons to market.

Gas & Power

Liquefies and transports natural gas, develops gas markets and infrastructure, develops gas-fired power plants and engages in the marketing and trading of natural gas and electricity. Converts natural gas to liquids to provide clean fuels.

Oil Products

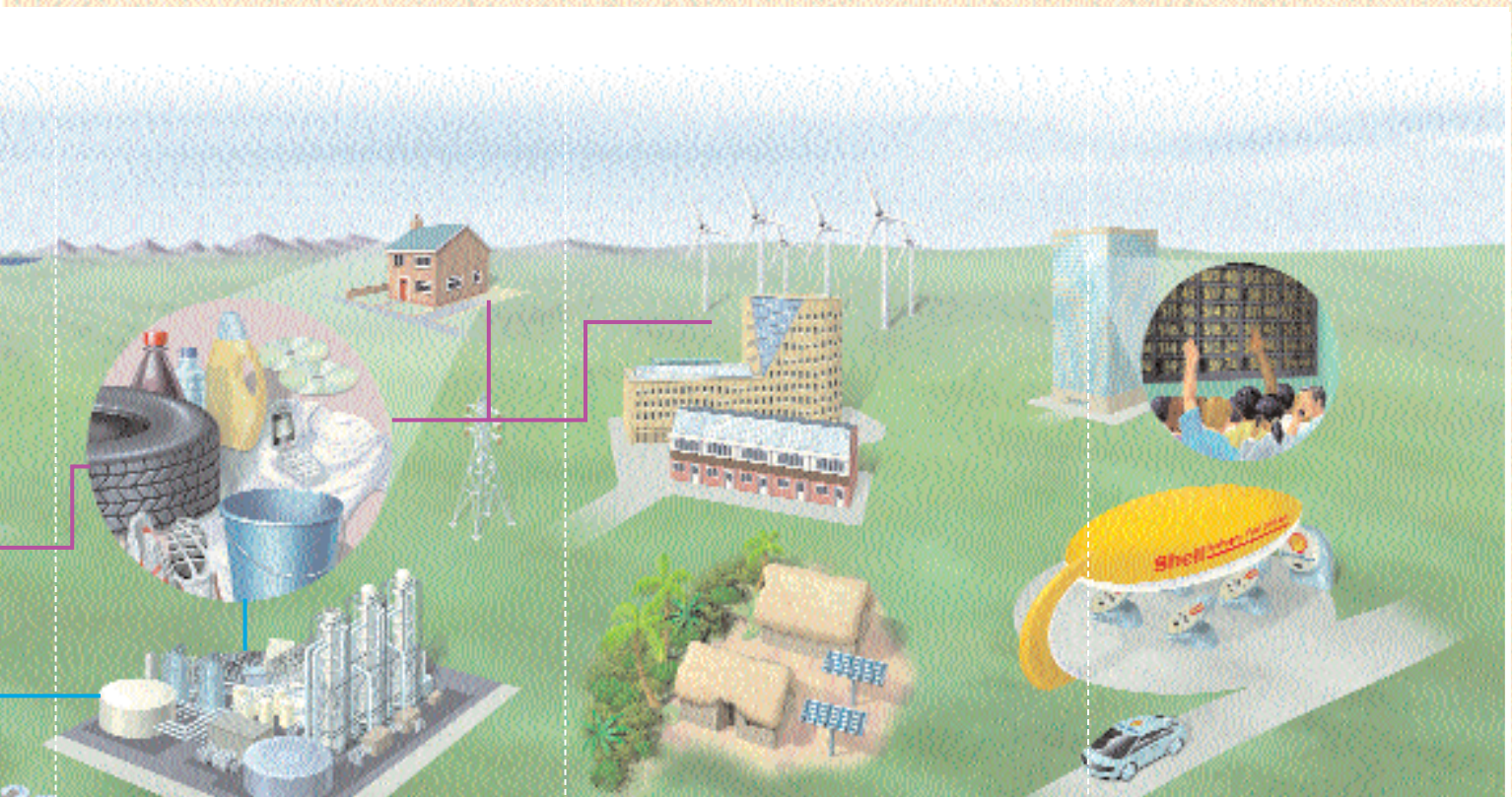
Markets transportation fuels, lubricants and speciality products. Refines, supplies, trades and ships crude oil and petroleum products. Provides technical consultancy services.

SHELL OIL PRODUCTS US (SOP US) AND MOTIVA ENTERPRISES – SOP US, together with Shell’s affiliate Motiva Enterprises, operates refineries, lubricant plants, pipelines and distribution terminals nationwide as well as markets gasoline to more than 22,000 Shell-branded and Texaco-branded gasoline stations. Shell is a leader in the marketing of fuels, lubricants, services and solutions to consumer and business customers in automotive, commercial and industrial sectors. Shell is also at the forefront of clean fuel innovation through its research and production of low-sulfur diesel, biofuels and hydrogen.

In March 2002, Shell acquired the Pennzoil-Quaker State Company. This acquisition combined Shell’s networks and infrastructure and Pennzoil-Quaker State Company’s leading motor oil brands, car care brands and its large network of over 2000 Jiffy Lube™ stores, thereby positioning Shell as a leader in the U.S. lubricants and car care business.

SHELL US GAS & POWER – Shell believes that natural gas will be an important bridge to a cleaner, lower-carbon energy future, and is committed to growing its gas business in step with its sustainable development principles. Shell’s Gas and Power operations in the United States consist primarily of the assets of Shell US Gas & Power, LLC and its subsidiaries, which include LNG projects and natural gas pipelines. Globally, Shell is the largest private provider of LNG. Shell also has a growing presence in power generation through InterGen N.V., a Shell-Bechtel joint venture that builds and operates power stations that convert gas to electricity.

SHELL RENEWABLES – Shell believes that renewable energy one day will constitute a major source of the world’s energy demand. Shell Renewables was created in 1997 with the goal of establishing a significant, commercially viable business in the renewables sector. Within Shell Renewables are two other U.S.



Chemicals

Produces and sells petrochemical building blocks and polyolefins globally.

Renewables

Generates “green” electricity and provides renewable energy solutions. Develops and operates wind parks; manufactures and markets solar systems.

Other Activities

Other business activities include: Shell Consumer, Shell Hydrogen and Shell Trading.