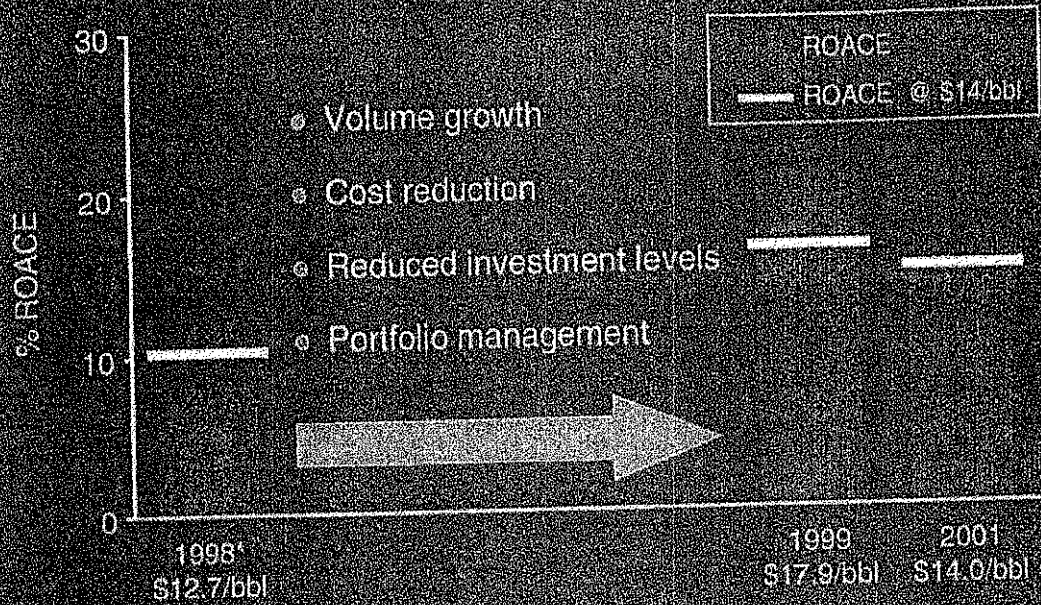


Part 3

EP ROACE roadmap



* excludes restructuring

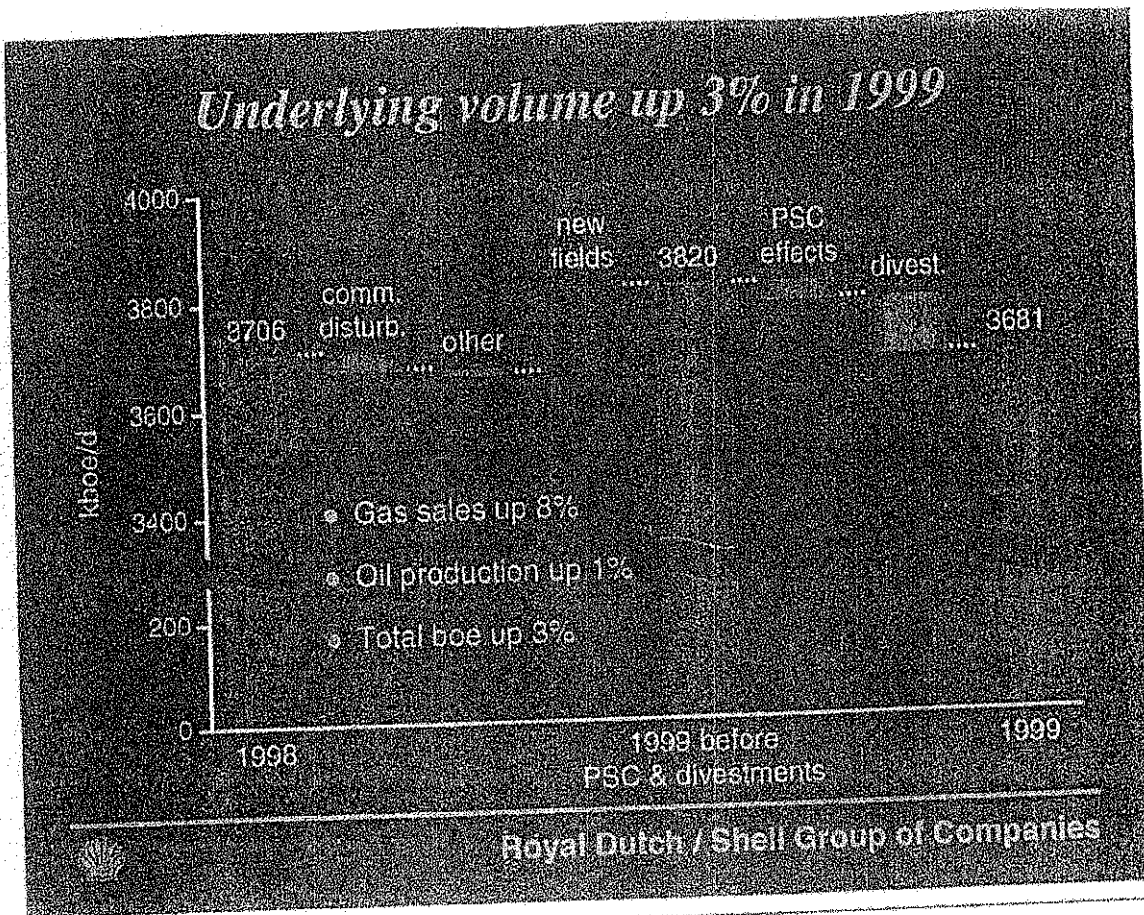


Royal Dutch / Shell Group of Companies

NOTES:

1998* \$12.7/bbl
1999 \$17.9/bbl
2001 \$14.0/bbl

ROACE



NOTES:

Portfolio actions

- Divestments / dilutions

- USA: Shallow GoM, DW GoM dilutions, Cedar Creek Anticline
- Philippines: Malampaya dilutions
- Egypt: Northeast Mediterranean Deepwater farm-out
- Canada: Plains properties
- Australia: divestment WA-1-P

- Major investment decisions

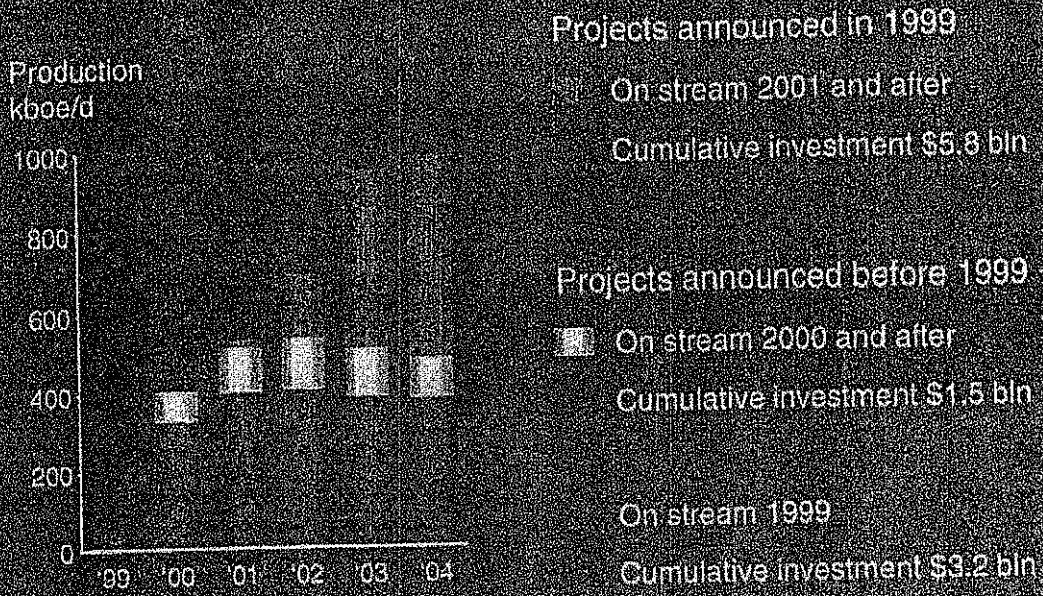
- Nigeria: Train 3, EA, Bonga
- USA: Brutus
- Canada: Athabasca
- Iran: Soroosh/Nowrooz



Royal Dutch / Shell Group of Companies

NOTES:

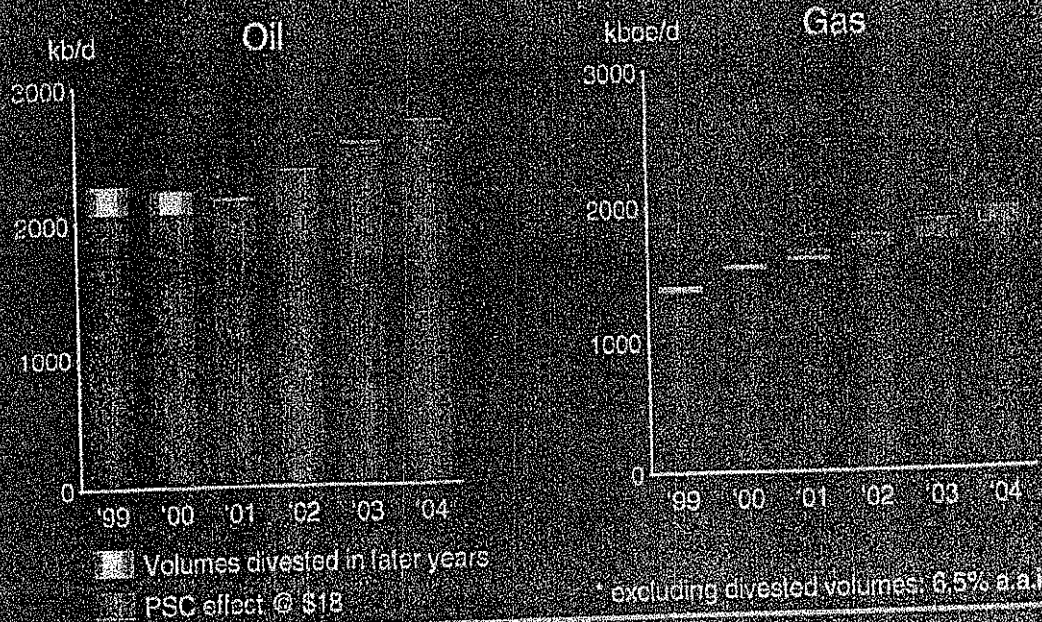
Major projects underpinning production growth



Royal Dutch / Shell Group of Companies

NOTES:

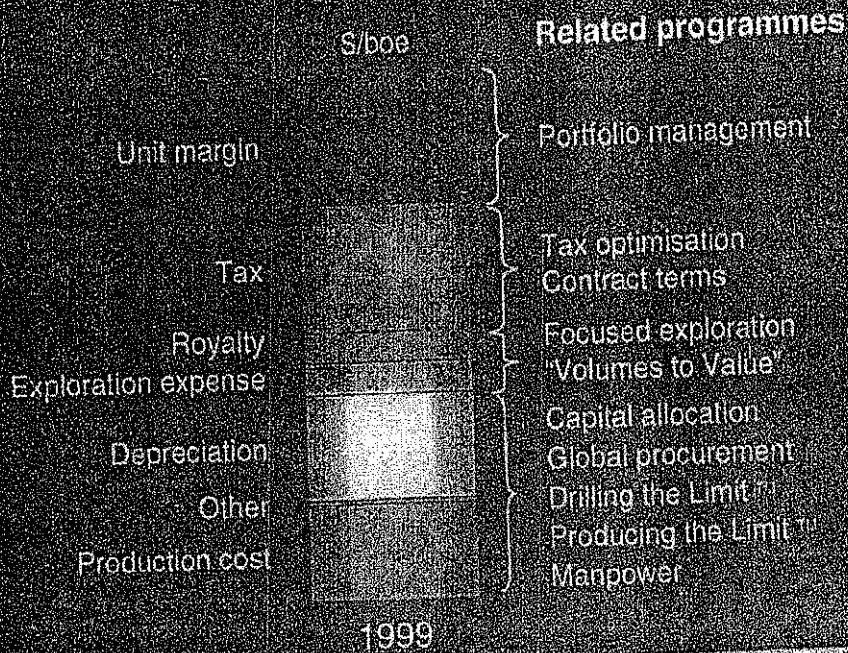
Oil production and gas sales *Hydrocarbon volumes 1999 to 2004: 5% a.a.i. **



Royal Dutch / Shell Group of Companies

NOTES:

Tackling all lines of the P&L

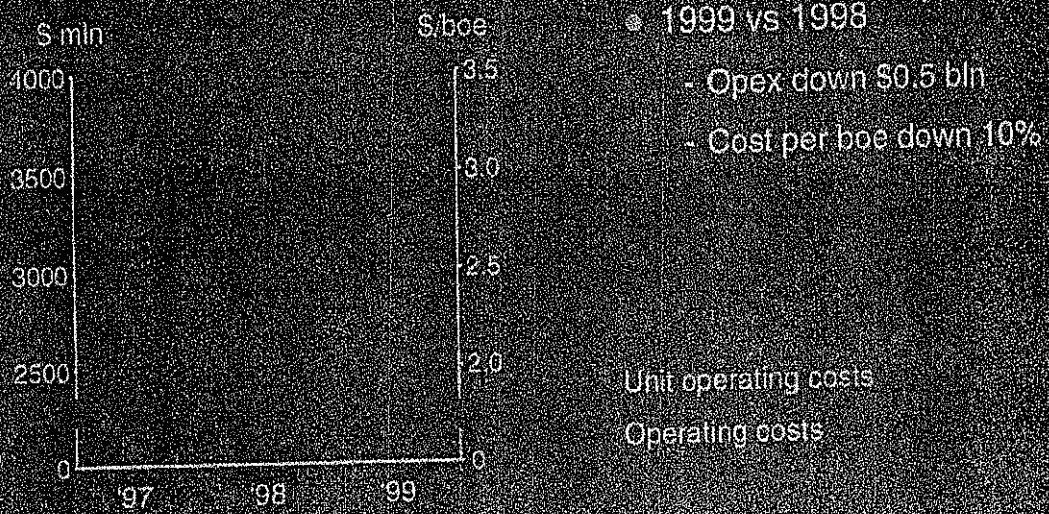


Royal Dutch / Shell Group of Companies

NOTES:

Strategic Cost Leadership

Operating costs



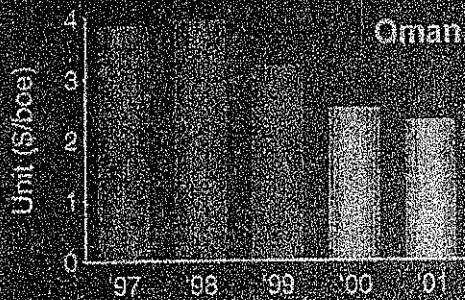
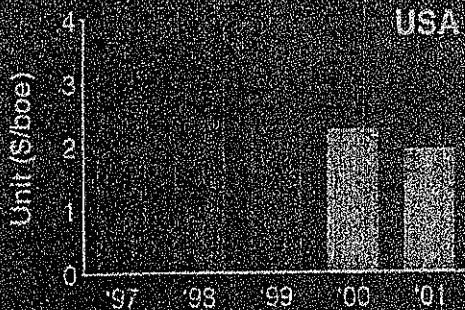
Royal Dutch / Shell Group of Companies

NOTES:

LON01321132

FOIA Confidential
Treatment Requested

Unit operating cost improvements



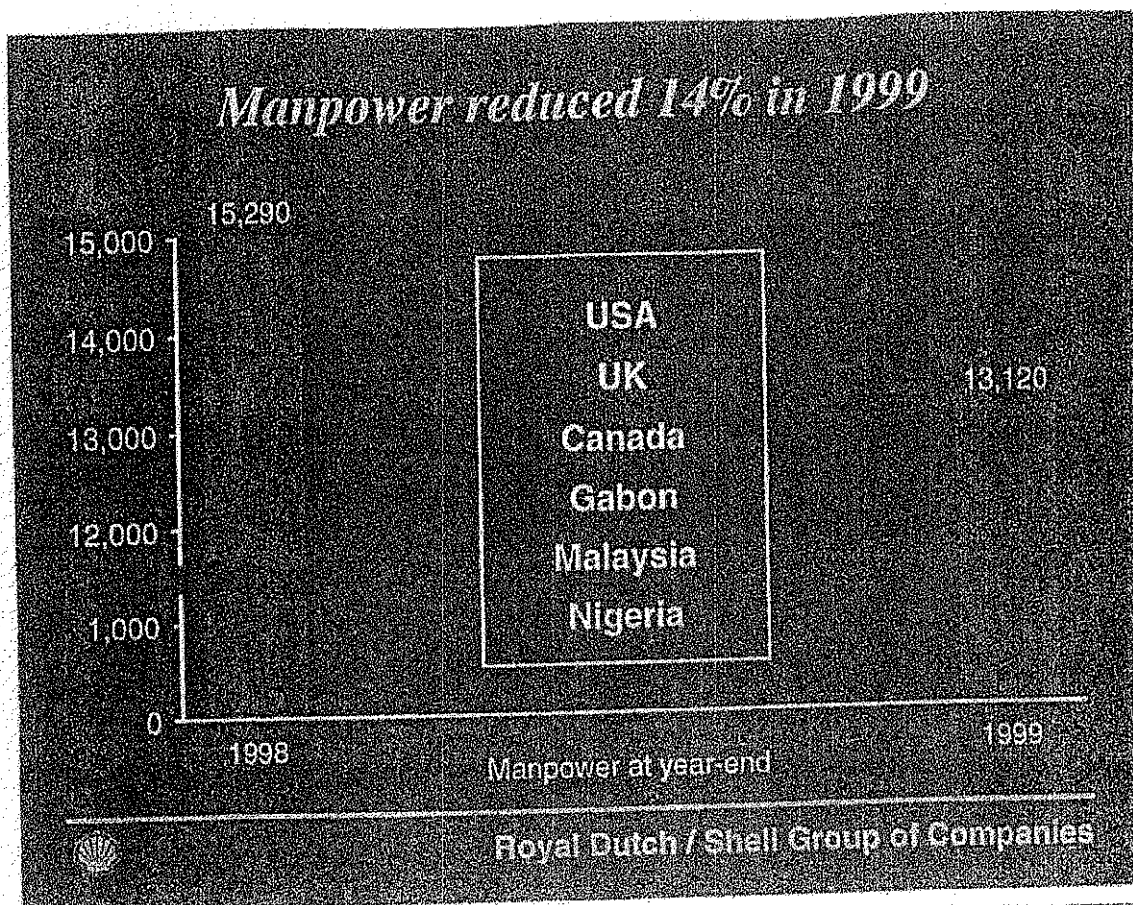
- Unit costs in 1999 down relative to 1998
 - USA down 24%
 - Oman down 19%

Planning periods @ \$14 Brent



Royal Dutch / Shell Group of Companies

NOTES:



NOTES:

The Global Procurement Revolution

\$90 mln savings in 1999

- Contracting Strategy

Some 40% of spend through global contracts

- eProcurement Strategy

Shell / CommerceOne JV

- Contractor Value Strategy

\$42 mln savings achieved on relevant contracts



Royal Dutch / Shell Group of Companies

NOTES: