



Company Overview

We are a global group of energy and petrochemicals companies, operating in over 145 countries and employing more than 115 000 people.

We are best known to the public for our service stations and for exploring and producing oil and gas on land and at sea. But we deliver a much wider range of energy solutions and petrochemicals to customers. These include transporting and trading oil and gas, marketing natural gas, producing and selling fuel for ships and planes, generating electricity and providing energy efficiency advice. We also produce and sell petrochemical building blocks to industrial customers globally. These go into plastics, coatings and detergents used to make many modern products like fibres and textiles, insulation, medical equipment and components for lighter, efficient vehicles. Renewables and Shell Hydrogen are small, but fast-growing businesses investing in making renewable and lower-carbon energy sources competitive for large-scale use. Shell companies do not produce coal or nuclear power.

- Shell companies produce more than 3.5% of global gas and approximately 3% of the world's oil, similar to other major private oil and gas companies.
- We produce 13% of the world's solar panels.
- Every four seconds a plane is refuelled by Shell Aviation.
- In that time, 1,200 cars visit a Shell service station.

Shell and Diversity

In the Oman desert or the North Sea; on oil rig, wind farm or forecourt; the same principles apply – respect for differences in culture, nationality, religion or taste. Working constructively together, and with our partners – who can include government officials, community doctors and teachers as well as engineers, scientists and executives – we can keep learning and developing. And we can keep sharing the benefits among our customers, employees, shareholders, those with whom we do business, and the countries and communities where we operate.

We employ what is probably among the most diverse group of people in the world, and we value the benefits this brings. The vast majority of staff is drawn locally from host countries where Shell companies are based. This is reflected throughout management, and is beginning to be seen in the higher positions. We take steps to ensure continued diversity.

2002 Annual Report (Excerpts)

- Economic Performance
 - Earnings of \$9.2 billion
 - Return on average capital employed (ROACE) of 14%
 - \$25 billion of capital investment, including \$11 billion in key acquisitions
 - Cash flow provided by operating activities \$16 billion
 - Highest hydrocarbon production in recent history of 4 million barrels of oil equivalent per day

- Environmental Performance
 - 2002 greenhouse gas emissions reduction target met
 - Phase out of continuous gas venting nearly completed
 - Improved spills performance

- Social Performance
 - Mixed performance on safety
 - Highest overall reputation within the energy sector
 - Increasing involvement in international public-private partnerships
 - More staff feel respected by Shell
 - Progress towards senior leadership gender target