CONSERVING GREENSPACE
Shell funds ecological assessment at Broadwood.

MAKING HISTORY FOR SHELL DEEP WATER
Shell launches the Turritella.

DISCOVER ALUMNI NEWS ONLINE
Canada magazine goes ‘green’.

SHELL PLACE OPENS ITS DOORS
PAGE 4
A WORD FROM OUR EDITORS

At Shell, being a good neighbor is good business. That’s why we lend our support to projects that help to build communities. In this issue of AlumniNews, we’ve brought you stories on two social investment projects. Our investment in an ecological assessment at Mount Broadwood Conservation Area in British Columbia will help to identify biological threats, and Shell’s investment in a multi-use complex in Alberta is helping to meet the much-needed recreational and social needs for a diverse community.

Also in this issue of AlumniNews, we have updates on our Arctic exploration activities, a final investment decision in a new deepwater development in the Gulf of Mexico and the company’s decision to sell its equity in Elba. In our Alumni Features section, we show how one alumnus shares his passion for music and how another serves as ambassador for Honor Flight.

Finally, we have an important announcement about AlumniNews on page 5. Although Shell Canada is discontinuing the print version of the magazine, alumni can sign up to receive an easy-to-read online version of AlumniNews. While you’re there, read the latest news and information about Shell. Thank you to those who have already chosen to go green!

Have a wonderful holiday season!

Natalie Mazey and Jackie Panera
Editors, AlumniNews magazine

HIGHLIGHTS

Appomattox advances
Shell makes final investment decision for Gulf of Mexico deepwater development.

Investing in community
Shell Place opens its doors.

Conserving greenspace
Shell funds ecological assessment at Broadwood.

Discover AlumniNews online!
Canada magazine goes ‘green’.

Engaging with the public
Fly offshore from your chair.

Shell sells equity in Elba
Company retains 100% of capacity.

Update on Alaska
Shell to abandon Burger J well.

Making history for Shell Deep Water
Shell launches the Turritella.

Taking the ‘long view’
EVP Peggy Montana says goodbye to Shell.

Bird’s-eye view
Shell makes aviation advances.

‘Making others happy’
Alumnus shares passion for music at senior homes.

Honoring World War II veterans
Alumnus serves as ambassador for Honor Flight Houston.

STORY IDEAS WELCOME!

AlumniNews magazine is looking for recent story ideas for our Alumni Features section! In this part of the magazine, we highlight alumni who are staying active and making a difference in retirement. If you know of someone who would make a great profile for the magazine, please send us his/her phone number and email address, along with a brief description of the story idea. To submit story ideas for the U.S., email ShellUSAlumni@shell.com or mail a letter to Shell Oil Company Communications – Natalie Mazey, P.O. Box 2463, Houston, Texas 77252-2463. To submit story ideas for Canada, email PublicAffairs-Canada@shell.com or mail a letter to Jackie Panera, Shell Canada Limited, 400 4th Avenue S.W., P.O. Box 100 Station M, Calgary, Alberta T2P 2H5, Canada.
Shell recently announced its final investment decision (FID) to advance the Appomattox deepwater development in the Gulf of Mexico (GOM). The decision authorizes construction and installation of Shell’s eighth and largest floating platform in the GOM.

The Appomattox development will initially produce from the Appomattox and Vicksburg fields, with average peak production estimated to reach approximately 175,000 barrels of oil equivalent (boe) per day. The platform and the Appomattox and Vicksburg fields will be owned by Shell (79%) and Nexen Petroleum Offshore U.S.A. Inc. (21%), a wholly-owned subsidiary of CNOOC Limited.

“We have again delivered a globally competitive investment scope for another significant deepwater project,” says Marvin Odum, director, Shell Upstream Americas. “Appomattox opens up more production growth for us in the Gulf of Mexico, where our production last year averaged about 225,000 boe per day, and this development will be profitable for decades to come. With its competitive cost and design, Appomattox is next in our series of deepwater successes.”

During design work for Appomattox, Shell reduced the total project cost by 20% through supply-chain savings, design improvements and a reduction in the number of wells required for development. The project includes advancements from previous four-column hosts, such as the Olympus tension-leg platform (TLP), as well as ensuring a high degree of design maturity before construction. With these and other cost reductions, the go-forward project breakeven price is estimated to be around $55 per barrel Brent equivalent.

Shell is currently the only operator in the GOM with commercial deepwater discoveries in the Norphlet formation, which dates back 150 to 200 million years to the Jurassic period. The company continues active exploration in the area.

The sanctioned project includes capital for the development of 650 million boe resources at Appomattox and Vicksburg, with startup estimated around the end of the decade.

The development of Shell’s recent, nearby discoveries at the Gettysburg and Rydberg prospects remains under review. These could become additional, high-value tiebacks to Appomattox, bringing the total estimated discovered resources in the area to more than 800 million boe.

Shell Pipeline Company LP also made a final investment decision on the Mattox Pipeline, a 24-inch corridor pipeline that will transport crude oil from the Appomattox host to an existing offshore structure in the South Pass area and then connect onshore through an existing pipeline.

Last year in the GOM, Shell started production from the Mars B development through the new Olympus TLP, and from the Cardamom subsea tie-back to the Auger platform. Shell is also currently developing the Stones project, which is expected to produce approximately 50,000 boe per day.

ABOUT APPOMATTOX

- Shell discovered Appomattox in 2010 and Vicksburg in 2013.
- The Appomattox development host will consist of a semi-submersible, four-column production host platform, a subsea system featuring six drill centers, 15 producing wells and five water injection wells.
- The Appomattox project is located 80 miles offshore (129 kilometers) from the nearest shoreline in Louisiana, in approximately 7,200 feet (2,195 meters) of water.
- In addition to serving the Appomattox host, the upsized Mattox Pipeline will have pre-installed subsea connection points, which will allow for future interconnections.
- Gettysburg is owned by Shell (80%, operator) and Nexen Petroleum Offshore U.S.A. Inc. (20%).
- Rydberg is owned by Shell (57.2%, operator), Ecopetrol America Inc. (28.5%) and Nexen Petroleum Offshore U.S.A. Inc. (14.3%).
INVESTING IN COMMUNITY

Shell Place opens its doors

On a bright, sunny morning in June, Shell Place in Fort McMurray, Alberta, officially opened its doors. Thousands of school children were on hand for the event as they tried to set a Guinness World Record for the most people to simultaneously cut a ceremonial ribbon. More than 100 Community Crew volunteers from Shell’s Albian Sands were there to oversee the ribbon-cutting.

Though they didn’t quite make the record book, Shell Canada still viewed the event as historic and was proud to welcome the community to Shell Place. The new complex features a multi-use football and soccer stadium, a baseball stadium and community-use softball and turf fields, as well as a volleyball and badminton court.

The celebration continued the next day with the Northern Kickoff, a Canadian Football League (CFL) exhibition game between the Edmonton Eskimos and the Saskatchewan Rough Riders. The game marked the most northerly location ever played by the CFL.

“Shell Place took three years to build, and we’ve been so proud to be there from the outset as the naming partner,” says Peter Zebedee, general manager, Shell Albian Sands.

Shell Canada and its Athabasca Oil Sands Project (AOSP) joint venture partners, Chevron Canada Limited and Marathon Oil Corporation, contributed $2.5 million for naming rights to the $133-million MacDonald Island Park expansion, which was funded by the Regional Municipality of Wood Buffalo.

“Shell Place will be at the heart of our community for many years to come,” says Mayor Melissa Blake. “This stunning, state-of-the-art venue is a source of pride for residents and will attract world-class entertainment and sporting events to our region.”

As well as its stadiums, the complex features the largest social agency shared space in the region. Shell Place will house up to 20 local agencies at the Redpoll Centre, operated by the United Way of Fort McMurray. This impressive space makes it much easier for smaller agencies to collaborate, share services and build program synergies.

“The Redpoll Centre at Shell Place gives us the opportunity to take our successful shared space model and have it benefit a much larger number of organizations,” says Diane Shannon, executive director, United Way of Fort McMurray. “We are thrilled to be a part of this amazing facility, working together to make a better community.”

“Shell Place is a major addition to our community infrastructure, providing outstanding quality of life for our employees, their families and the wider region,” Zebedee concludes.

For more information about Shell Place, visit www.macdonaldisland.ca/shell-place.

THE IMPORTANCE OF SOCIAL INVESTMENT

It’s a first. While there are many corporate naming sponsors attached to major sporting/leisure facilities all over the world, this is a first for Shell.

It’s about quality of life. Shell is helping meet much-needed recreational and social needs for a diverse northern community of over 100,000 residents, located 310 miles (500 kilometers) from the nearest major city. Shell Place offers young athletes first-class facilities where they can compete with the best in football, soccer, baseball and badminton, and offers residents local access to sports, recreation and cultural entertainment services.

It’s about innovation. Along with sporting/conference venues, Shell Place houses the largest social agency shared space in the region. The Fort McMurray United Way is the anchor tenant with a mandate to mentor and champion collaboration among a host of smaller social agencies.
CONSERVING GREENSPACE
Shell funds ecological assessment at Broadwood

For Canada’s 125th birthday in 1992, Shell gave a gift that has kept on giving. The company donated 22,500 acres of land to Nature Conservancy Canada (NCC), establishing the Mount Broadwood Conservation Area Fernie in British Columbia.

Now Shell is reinvesting in Mount Broadwood. This year, the company funded an ecological baseline assessment and new interpretive signage for visitors to the area. The ecological baseline assessment will document the environmental and cultural features of the land and will identify and rank biological targets and threats. Findings will give the NCC important information needed to conserve Mount Broadwood for future generations.

“Shell previously held mineral rights in the area,” says Ashley Nixon, manager, NGO and Stakeholder Relations. “Some great people at Shell before my time decided this is a fabulous place, and it’s better off being turned into a nature reserve rather than keeping it for future development.”

Today, Mount Broadway is host to a number of local species, including populations of bighorn sheep, deer, moose, elk, cougar and bear. The Wigwam River that flows through the property supports some of the largest cutthroat trout in southeastern British Columbia and is the single most important bull trout spawning system in the Kootenay region. Sockeye (kokanee) salmon and bull trout are also present, making it a prime destination for catch-and-release fly-fishers along the Wigwam River and Lodgepole Creek.

“Mount Broadwood was a very exciting gift for Canadians to receive from Shell,” says NCC’s Nancy Newhouse. “I think all Canadians should care about a property like Mount Broadwood—not only because of its spectacular beauty, but because it’s such a core part of functioning ecosystems.”

Shell is a leader in voluntarily conserving land across Canada, through a number of partnerships with conservation groups. To date, Shell has conserved over 31,000 acres of land across Canada, including recent conservation efforts at Shell True North Forest and Shell Buffalo Hills Conservation Ranch. «
ENGAGING WITH THE PUBLIC

Fly offshore from your chair

What’s life like on a remote oil platform? How is energy extracted in deep water? Thanks to virtual reality Oculus Rift technology, people around the world are getting an up-close look at Shell operations offshore.

The Oculus Rift headsets take stakeholders on a journey offshore. On display at a Shell-sponsored music festival in New Orleans, the simulated journey begins by helicopter, where users take a flight to Perdido, the world’s deepest oil and gas asset. They then travel to Olympus, Shell’s largest floating deepwater platform. After descending to sea level, stakeholders watch a seismic vessel scan the seabed for untapped reserves. Down to the watery depths, they witness Shell’s innovative subsea machinery in action, viewing wellheads, pipework, manifolds, separators and remotely operated vehicles at 3,000 feet below sea level.

The technology is a powerful, cost-efficient tool that gives users a better understanding of Shell operations and even dispels misconceptions about safety. “With the use of technology and great storytelling, we have created an immersive and intuitive experience,” says Hasting Stewart, communications manager, Upstream Americas, Deep Water. “Every visual component has been digitally animated and appears as if in the same space as the viewer. When you consider how expensive it is to take stakeholders to an offshore platform, this tool is a very economical way to provide the offshore experience to audiences whose opinions impact our license to do business.”

Hasting and his team aimed to give people a true sense of the scale, technology and safety in Shell’s deepwater operations in the Gulf of Mexico, while keeping it entertaining. “It shares the kind of information the public is typically curious about, like water depths and safety measures,” he notes.

In addition to its use in New Orleans, the technology was also a hit at a recent Shell Innovation Open House in Mexico, a country opening its doors to international energy firms. The company has also created a simulation that takes users on a journey inside an engine, and it’s also being used internally so employees can gain a better understanding of the Prelude, the world’s first floating liquefied natural gas facility.

SHELL SELLS EQUITY IN ELBA

Company retains 100% of capacity

Kinder Morgan Inc. and Shell recently reached an agreement for Kinder Morgan to purchase 100% of Shell’s equity interest in Elba Liquefaction Company LLC (ELC), owner of the Elba Liquefaction Project.

The liquefaction project is proposed to be constructed and operated at the existing Elba Island LNG Terminal near Savannah, Georgia. Kinder Morgan currently owns 51% of the ELC joint venture. Shell owns the remaining 49% and subscribes to 100% of the liquefaction capacity. Kinder Morgan will purchase the remaining 49% of the joint venture that it does not already own.

“This is a good opportunity to leverage the proven track record of both companies to deliver an innovative LNG export project in the United States,” says Ton Ten Have, Shell Upstream Americas vice president, LNG Operations and Growth. “Shell and Kinder Morgan have successful relationships in North America based on Kinder Morgan ownership with Shell as a customer, and we believe this will be a successful model at Elba as well.”

“With this transaction, we deliver on our strategic intent of creating a competitive source of U.S. LNG exports, whilst reducing capex spend and improving the risk profile,” says Jorge Santos Silva, Shell executive vice president, UA Commercial, New Business Development & Integrated Gas. “Additionally, we will receive value for our equity interest and reduce capex originally planned for plant construction. Shell retains the obligation to deliver the 10 MMLS units.”

Permitting continues for the proposed Elba Liquefaction Project, which consists of 10 small-scale liquefaction units to be purchased from Shell. They will be integrated with the existing Elba Island facility and enable rapid construction compared to traditional large-scale plants. The next step in the regulatory approval process is for the Federal Energy Regulatory Commission to issue a draft environmental assessment. Subject to regulatory approvals, construction could begin in the fourth quarter of 2015, with initial production expected to occur in late 2017.

In 2012, the project received Department of Energy authorization to export to Free Trade Agreement (FTA) countries. An application to export to non-FTA countries is pending. Under full development, the Elba Liquefaction Project is expected to have a total capacity of approximately 2.5 million tons per year of LNG for export, which is equivalent to approximately 350,000 million cubic feet per day of natural gas.
Shell a décidé de cesser la construction du projet in situ Carmon Creek en Alberta, qui aurait permis de produire 80 000 barils par jour.

Elle avait d’abord autorisé le projet en octobre 2013, mais a annoncé en mars 2015 qu’il serait rééchelonné afin de profiter du repli du marché pour optimiser sa conception et renégocier certains contrats. Après avoir examiné les possibilités de conception, les nouveaux coûts et ses priorités liées aux immobilisations, Shell estime que le projet ne cadre pas dans son portefeuille en ce moment. Cette décision découle du climat d’incertitude actuel, notamment du manque d’infrastructure pour transporter le brut canadien vers les marchés mondiaux.

« Nous modifions actuellement la composition de notre portefeuille en examinant nos possibilités en amont à long terme dans le monde et en gérant notre capacité financière et nos risques alors que les prix du pétrole sont bas. Et cela nous oblige à prendre des décisions difficiles », dit le chef de la direction, Ben van Beurden.

Shell conservera les concessions de Carmon Creek ainsi qu’une partie du matériel et continuera d’examiner les possibilités pour cet actif. L’entreprise s’attend à des imputations nettes pour dépréciation et à des coûts relatifs aux dispositions contractuelles, aux actifs excédentaires et à la restructuration d’environ 2 milliards de dollars, comptabilisés comme élément désigné dans les résultats du T3 de 2015. Les réserves prouvées auprès de la SEC estimées à 418 millions de barils de bitume à la fin de 2014 seront retirées du registre, et les réserves exploitables estimées seront classées comme ressources pour imprévus. Shell détient la propriété exclusive du projet Carmon Creek. «

**ARRÊT DU PROJET D’EXPLOITATION IN SITU CARMON CREEK**

Afin d’accélérer la création de technologies de réduction des GES issus des activités de production d’énergie, la Fondation XPRIZE, ainsi que ses partenaires l’Alliance pour l’innovation du secteur des sables bitumineux au Canada (AISSBC) et l’entreprise NRG, ont lancé le concours Carbon XPRIZE. Ce concours mondial, dont l’enjeu total est de 20 millions de dollars, met au défi d’imaginer comment transformer les émissions de dioxyde de carbone (CO2) issues des centrales électriques et des installations industrielles en produits utiles comme des éléments constitutifs, des combustibles de remplacement et d’autres produits de consommation courante. Le concours vise à accélérer la création de technologies novatrices à cet égard.

Il comporte deux volets possibles : essais de technologies à une centrale au charbon et essais de technologies à une centrale au gaz naturel. Chaque volet sera considéré comme une compétition distincte, et les deux auront lieu en même temps. Les équipes auront trois rondes à franchir, pour un prix total de 20 millions de dollars.


Le parrainage de l’AISSBC est réalisé dans le cadre d’un projet sectoriel conjoint réunissant huit de ses membres, dont Shell. Shell est membre fondateur de l’AISSBC, une association inédite d’exploitants de sables bitumineux ayant accepté de partager leurs connaissances pour accélérer l’amélioration du rendement environnemental dans leur domaine. « Nous amorçons une phase urgente de la feuille de route de XPRIZE visant à promouvoir des énergies propres et positives afin de régler plusieurs grands problèmes », affirme le président et chef de la direction de XPRIZE, Peter Diamandis. «

**AVANCEMENT TECHNOLOGIQUE ACCÉLÉRÉ**

**Concours mondial de réduction des émissions**

Afin d’accélérer la création de technologies de réduction des GES issus des activités de production d’énergie, la Fondation XPRIZE, ainsi que ses partenaires l’Alliance pour l’innovation du secteur des sables bitumineux au Canada (AISSBC) et l’entreprise NRG, ont lancé le concours Carbon XPRIZE. Ce concours mondial, dont l’enjeu total est de 20 millions de dollars, met au défi d’imaginer comment transformer les émissions de dioxyde de carbone (CO2) issues des centrales électriques et des installations industrielles en produits utiles comme des éléments constitutifs, des combustibles de remplacement et d’autres produits de consommation courante. Le concours vise à accélérer la création de technologies novatrices à cet égard.

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REGIONAL FOCUS

Canada

UNE SOMME DE 68 000 $ POUR LUTTER CONTRE LE CANCER

Quand l’équipe de Shell se préparait au Cyclo-défi contre le cancer en août, son objectif était modeste : recueillir 50 000 $. Durant cet événement de deux jours organisé au profit de l’Alberta Cancer Foundation, les participants parcourent 200 kilomètres dans les Rocheuses. Lorsque les 18 membres de l’équipe ont franchi la ligne d’arrivée, ils étaient fiers d’avoir relevé le défi, mais aussi d’avoir dépassé leur objectif en recueillant plus de 68 000 $.

L’équipe de Shell s’est classée parmi les 17 meilleures pour la collecte de fonds et quatrième parmi les sociétés d’énergie. Les capitaines et leurs équipes ont été ravis du soutien qu’ils ont obtenu et étaient fiers d’avoir dépassé leur cible au nom de leurs amis, familles et collègues. « Cette maladie est trop grave, il faut faire quelque chose pour l’enrayer, dit Kevin Coffin, responsable – géophysique. Chacun des membres de l’équipe connaît quelqu’un qui combat le cancer ou qui a lutté contre lui. Nous avons donné le meilleur de nous-mêmes pour amasser des fonds au profit de la fondation. »

L’argent recueilli servira à financer de la recherche de pointe, un enseignement de premier plan et la prestation de soins par l’intermédiaire de l’Alberta Cancer Foundation. «

VENEZ MARCHER!
Des retraités restent actifs dans un décor pittoresque

Le club social de Calgary propose une vaste gamme d’activités, notamment des activités extérieures. Le groupe de randonnée du club se réunit chaque semaine durant la saison de marche. Les membres font du covoiturage pour se rendre au sentier, où deux options les attendent : une randonnée difficile et une facile. Ainsi, chacun peut participer, peu importe sa condition physique.

Le groupe est formé de retraités, de conjoints et d’amis aimant les activités sociales extérieures et voulant garder la forme. Pour en savoir plus sur le Shell Oiltimers Club, visitez le www.shelloiltimers.com. Pour en savoir plus sur les prochaines randonnées, envoyez un courriel à hiking@shelloiltimers.com. »

Points de Mire

Quel est le meilleur livre que vous avez lu cette année? Pourquoi l’avez-vous aimé?

Le meilleur livre que j’ai lu récemment est Climate: The Counter Consensus du professeur Robert M. Carter.

On y présente un point de vue équilibré sur un problème politique mondial actuel et on recommande des solutions. Paul Kitzan

VOIR LE FRUIT DE SES EFFORTS
Un million de dollars amassé pour Centraide


Pour Bob, il s’agit d’une belle réussite pour ce petit groupe de retraités dévoués. « J’ai toujours considéré le bénévolat comme une merveilleuse façon de redonner à la collectivité. Cela permet aussi de rester engagé et motivé! »

FORMATION DES PREMIERS intervenants à l’école de la sécurité


« Shell transporte beaucoup de matières par rail au Canada, notamment des liquides inflammables. Nous avons une responsabilité à l’égard des collectivités voisines du chemin de fer, explique Craig, qui a plus de 20 ans d’expérience dans le domaine. Ces petites collectivités n’ont souvent pas beaucoup de ressources, et nous sommes en mesure de leur donner les conseils et la formation nécessaires. »

À Nanticoke, la formation a porté sur une variété de sujets, allant de l’identification des liquides inflammables au choix des meilleures méthodes d’intervention défensive. Spécialement destinée aux premiers intervenants, cette formation souligne l’engagement de Shell à l’égard du programme TRANSCAER (sensibilisation de la collectivité et intervention d’urgence – transport). « Nous voulons que la communication soit la meilleure possible en cas d’incident, explique Rick Ferguson, superviseur d’intervention, transport terrestre. La collectivité est réceptive. Les gens apprécient notre transparence, et c’est l’occasion rêvée de répondre à leurs besoins. »

BESOIN D’UNE NOUVELLE VOITURE?
Rabais offerts sur les nouveaux véhicules BMW et MINI

Shell Canada se joint au Groupe BMW Canada pour offrir aux employés et retraités de Shell Canada un prix réservé aux parcs de véhicules à l’achat d’un nouveau véhicule BMW ou MINI. La marche à suivre est simple et vise à vous faire épargner temps et argent. Rendez-vous chez un détaillant BMW ou MINI au Canada et dites que vous êtes un employé ou un retraité de Shell (apportez une preuve d’emploi, comme une ancienne carte professionnelle). Après avoir choisi votre véhicule et négocié pour obtenir le meilleur prix, le détaillant déduira le rabais pour parc, et vous ferez une meilleure affaire encore!


DÉPARTS À LA RETRAITE

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RENSEIGNEMENTS UTILES

Centre des avantages sociaux de Shell
Pour examiner votre couverture, obtenir des renseignements sur les régimes et apporter des changements, le cas échéant, communiquez avec le Centre des avantages sociaux de Shell :
- Téléphonez au numéro sans frais 1-877-550-3539 (ou au 1-416-390-2633 de l’extérieur du Canada ou des États-Unis) entre 6 h et 18 h, heure des Rocheuses, n’importe quel jour ouvrable, ou
- Allez à www.mybenefitscentre.com/Shell et utilisez le centre de messages.

Nom d’utilisateur : six derniers chiffres de votre matricule.

Dans l’éventualité du décès d’un retraité, du conjoint d’un retraité ou d’une personne à charge, communiquez avec le Centre des avantages sociaux de Shell. Le Centre des avantages sociaux de Shell vous aidera à engager le processus de règlement au titre de l’assurance applicable et à apporter les changements voulus à vos régimes d’avantages sociaux et de retraite.

Assurance médicale et dentaire
La Financière Sun Life administre les régimes de soins de santé et dentaires. Pour obtenir des renseignements sur les demandes de règlement et les options de couverture au titre des régimes de soins de santé et dentaires, communiquez avec le Centre de service à la clientèle de la Financière Sun Life :
- Téléphonez au numéro sans frais 1-866-203-4526 (ou au 1-800-9876-5470 de l’extérieur du Canada) entre 6 h et 18 h, heure des Rocheuses, n’importe quel jour ouvrable, ou
- Allez au www.masunlife.ca pour consulter le site Web des Services aux participants de la Financière Sun Life et sélectionnez Messages sécurisés.

Assistance-voyage en cas d’urgence
Pour obtenir des services d’assistance-voyage en cas d’urgence, communiquez avec Europ Assistance USA, Inc. (Europ Assistance) :
- Appelez sans frais au 1-800-511-4610 du Canada et des États-Unis;
- Appelez à frais virés au 1-202-296-7493 de l’extérieur des États-Unis;
- De Cuba, composez le 66-12-12 pour recourir aux services d’un téléphoniste international. Demandez le numéro 1-202-296-7493 (appel à frais virés). À Cuba, les appels ou la numérotation directe sans frais ne sont pas disponibles.

Assurance-vie
Desjardins Sécurité financière (Desjardins) fournit l’assurance-vie des retraités sous le numéro de régime 530011.
Pour examiner votre couverture au titre de l’assurance-vie des retraités, obtenir des renseignements sur les régimes et changer de bénéficiaire, allez au Centre des avantages sociaux de Shell :
- Sélectionnez Mes avantages.

Bureau d’aide RH des Amériques
Pour les prestations de retraite, les relevés T4 et T4A, l’impôt sur le revenu ou toute autre question, appelez le bureau d’aide RH des Amériques
- au numéro sans frais 1-800-663-9898 (ou au 1-403-691-2900 de l’extérieur du Canada); ou
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RETRouveZ d’Autres Anciens Membres du Personnel!
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While Shell found indications of oil and gas in the Burger J well, located in Alaska’s Chukchi Sea, they are not sufficient to warrant further exploration in the Burger prospect. The well will be sealed and abandoned in accordance with U.S. regulations.

The Burger J well is approximately 150 miles from Barrow, Alaska, in about 150 feet of water. Shell safely drilled the well to a total depth of 6,800 feet this summer in a basin that demonstrates many of the key attributes of a major petroleum basin. For an area equivalent to half the size of the Gulf of Mexico, this basin remains substantially under-explored.

“The Shell Alaska team has operated safely and exceptionally well in every aspect of this year’s exploration program,” says Marvin Odum, director, Shell Upstream Americas. “Shell continues to see important exploration potential in the basin, and the area is likely to ultimately be of strategic importance to Alaska and the U.S. However, this is a clearly disappointing exploration outcome for this part of the basin.”

Shell will cease further exploration activity in offshore Alaska for the foreseeable future. This decision reflects both the Burger J well result, the high costs associated with the project and the challenging and unpredictable federal regulatory environment in offshore Alaska.

The company expects to take financial charges as a result of this announcement.

The balance sheet carrying value of Shell’s Alaska position is approximately $3 billion, with approximately a further $1.1 billion of future contractual commitments. An update will be provided with the third quarter 2015 results.

Shell holds a 100% working interest in 275 Outer Continental Shelf blocks in the Chukchi Sea. Operations will continue to safely de-mobilize people and equipment from the Chukchi Sea.

Shell recently celebrated a major milestone with the launch of the Turritella, a floating production storage and offloading (FPSO) facility that is a key component of the company’s Stones project in the Gulf of Mexico. The vessel will be the deepest production facility in the world, safely and responsibly unlocking energy resources in approximately 9,500 feet (2,900 meters) of water.

According to Curtis Lohr, Stones project manager, the naming ceremony was a special event. “We brought together people from Shell, SBM and Keppel to celebrate all the hard work and dedication that has gone into working together to safely deliver the groundbreaking Turritella FPSO,” he says.

The Turritella has a unique name and unique features. The vessel gets its name from the turret shells of medium-sized sea snails. The shells are tightly coiled, forming an elongated cone. A key technological innovation with Stones is the first use of a disconnectable FPSO with lazy wave risers. The Stones FPSO will use a turret with a disconnectable buoy to allow the FPSO vessel to act as a weathervane in normal conditions and to disconnect its mooring lines and risers from the subsea system and sail to safe areas in the event of a storm.

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Shell to abandon Burger J well

MAKING HISTORY FOR SHELL DEEP WATER
Shell launches the Turritella

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TAKING THE ‘LONG VIEW’

Peggy Montana says goodbye to Shell

Years ago, it was time to take on a new role in her Shell career, and for Peggy Montana, that step was going to take her in an entirely different direction.

“At the time, I was a process unit manager at the Deer Park Refinery,” she recalls. “The new role that was offered was catalysts research manager at the Westhollow Technology Center in Houston. That meant going from an operations role to a research role, leading a team of Ph.D.s. It was time, I realized, to stretch myself. That decision was a lesson in the importance to reach for something new and different so that you don’t grow comfortable.”

Montana, who is currently CEO Shell Midstream Partners, and EVP United States Pipeline, is leaving Shell after 38 years of service. Throughout her career she has taken what she calls the “long view” to develop career and leadership skills.

“You have to be open to the reality that aspirations can change. That means your career trajectory can change as well. And Shell must take the long view as well, in terms of retaining talent and treating employees in a way that builds commitment. For me, that means building in more flexibility to enable employees to manage through different challenges that occur over a long-term career and increasing our ambition for workforce diversity.”

A chemical engineer’s journey

Montana started at Shell in 1977, with a chemical engineering degree and a notion that one day she might rise as high as mid-level management. In her very first role at the Deer Park refinery, she developed a connection to the front line that would characterize her entire career.

“My favorite part of the job has always been going out to the field and interacting with people,” she says. “At the refinery and elsewhere, I saw very capable people at the front line. There is so much we could do at Shell to unleash that capability. There’s a power there that would add so much to our business success.”

Montana would take on roles she could not have imagined at the beginning of her career. There was a move to a commercial role as business manager for base oils, waxes and lubricants; then an overseas assignment as general manager of Distribution for Asia Pacific. “At every point, there were people at Shell who thought I could do the work, even if sometimes I was less sure,” Montana notes. “Now I’m on the other side of the conversation, especially with women. If somebody thinks you can do the job, then why turn that role down?”

Leadership lessons

An appointment as executive vice president for Supply & Distribution gave Montana an opportunity to lead an entire class of business. In that role, she applied a shared leadership model built on the belief that everyone in the organization has a stake in the success of the business.

“Making history

In January, the chemical engineer from the Midwest rang the closing bell at the New York Stock Exchange and made history. As CEO of Shell Midstream Partners, Montana witnessed the first time a major, integrated oil company had spun off midstream assets into a publicly traded partnership. “If someone had told me in 1977 that I would wrap up my Shell career as a CEO, I wouldn’t have believed it,” she says with a laugh.

“But, once again, I had gone for the option that was least familiar.”

She saw, and experienced, so much variety and opportunity over her Shell career, but at the core of that work experience are some fundamental beliefs that never changed. “It always boiled down to three things. First of all, do your job, and do your job well. Second, don’t wait for someone else to give you opportunities, but instead widen your circle of influence and ensure that you impact the company in a variety of ways. And, lastly, be open to new and different things. When I opened myself to other work facets, I was always able to gain more insight about Shell—and, about myself.”

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The lazy wave riser configuration will consist of steel catenary risers with buoyancy added with an arch bend to decouple the FPSO dynamic motions and subsequently increase riser performance.

The Turritella is representative of Shell’s commitment to safety. The project has reached 500 days of Goal Zero, with 14 million exposure hours. “I am proud of all the hard work and focus from multiple teams that made this great vessel a reality, and, in particular, delivered outstanding safety performance to date,” says Maria Pena, Stones business opportunity manager.

“We demand Goal Zero of ourselves one day at a time through consistent focus, actions and behaviors that deliver no harm to people and protect the environment,” Lohr adds. “The Stones project team will be a model of HSSE excellence by ‘doing the right thing’ at all times.” Turritella will soon begin its journey to the Gulf of Mexico where production from Stones’ first phase of development is targeted for 2016.”

“The most important job you can do as a leader is to pick the right people. You send a message about the quality of leadership and the values you are rewarding. The culture that I strive for has an emphasis on the people at the front line. Leaders should do everything they can to make sure the front line is more engaged, clear about the business direction, works more effectively and is happier in that work.”
As Shell continues operations in the oil sands of Alberta, it is also working on new technologies that help in returning the land back to a natural state. A pilot project using unmanned aerial vehicles (UAV) is providing data needed to accurately monitor and measure the success of these reclamation efforts across large areas of land.

UAVs collect high-resolution data with cameras and sensors. Data can then be geospatially analyzed to measure vegetation success in natural and reclamation areas. The project is a collaboration with Canada’s Oil Sands Innovation Alliance (COSIA), an alliance of oil sands producers focused on accelerating the pace of improvement in environmental performance in Canada’s oil sands through collaborative action and innovation.

“Once Shell determines that this technology is robust and reliable, we can share it with our industry peers in COSIA,” says Clayton Dubyk, senior advisor, Environment. “In some cases Shell is a recipient of technologies from others, but in this case, we are contributing our learnings to 13 other companies. That’s the value of COSIA.”

**Why use unmanned aerial vehicles?**

Creating a robust dataset that will support reclamation certification by regulators is a constant challenge for oil sands companies. Defining reclamation success traditionally depends on physically measuring metrics such as tree height, vegetation composition and soil moisture that are repeatedly monitored over the course of decades.

Shell UA Geomatics recently completed a pilot project that used a UAV to capture high-resolution digital images and digital elevation data to determine soil stockpile volumes. Preliminary findings indicate that UAV results were within 5% of the ground survey and have shown a significant reduction in HSE exposure, especially to people. The intent is that this technique can be altered to measure reclamation success.

The need for smaller, more cost-effective units has become even more apparent in the current economic climate. Employing a full-size aircraft can be costly, especially for relatively small areas. This is where the use of an unmanned aircraft can play a crucial role. They are easily deployed, low cost, accurate and easy to use once employees receive appropriate training. In some situations, in fact, a UAV is likely the only alternative for collecting data from an inaccessible or hazardous environment.

The scale of reclamation monitoring in the oil sands makes the use of UAVs ideal since landforms such as tailings ponds, waste dumps and soil stockpiles easily allow for maintaining line-of-site with the UAV, a current Transport Canada requirement.

With the use of UAV technology, Shell hopes to reduce risk and costs and increase the efficiency of reclamation monitoring. Upstream Americas (UA) Geomatics is collaborating with Shell Aviation, IT Innovation and other business units to further the technology.

Data collection for the project was successfully completed without any HSSE incidents, and data processing and analysis are currently underway.

“For Shell, a technology company that cares for its people and the environment, unmanned aerial systems technology gives us tangible business value and reduces HSE exposure,” says Ayo Adediran, geo-information consultant, UA Geomatics. “

**SHELL’S LONG-TERM GOALS**

- Reduce disturbance footprint
- Increase temporary and permanent reclamation areas
- Use conservation areas to bridge the disturbance gap
- Integrate planning and execution of mining, waste disposal and reclamation
- Continue to provide opportunities for stakeholder participation in reclamation, especially to aboriginal communities
- Improve tailings management technology to enhance reclamation

**ABOUT OIL SANDS RECLAMATION**

Canada’s oil sands are located under approximately 54,900 square miles (142,200 square kilometers) of land. Only 3% of that land could potentially be impacted by mining methods—approximately 0.1% of Canada’s boreal forest. To date, 0.02% of Canada’s boreal forest has been disturbed by oil sands mining operations. The Alberta government requires that any land disturbed by oil sands mining operations be reclaimed (returned to its natural state).
Carl Kristjansen (’94 Engineering) never took a piano lesson in his life and can’t read music. Though he dabbled in playing simple melodies on a home piano and at college, he never pursued it until he found the right keyboard instrument. In his 30s, Kristjansen, who had been newly transferred to Sarnia, happened upon an organist at a hotel dance. “I thought, I’ve got to do this!”

Kristjansen rushed out and purchased a used organ for $500, along with a guidebook that explained how to use chords. “Your left hand triggers the chords and your right hand plays the melody,” he says. “Except in this case, a chord engages the sounds of three to five other instruments, including drums and bass. You’re basically playing a whole orchestra with your left hand. It’s like having your own band.”

It wasn’t long before Kristjansen looked for others who shared his passion. He joined an organist club in Sarnia, and when he found there was none in Calgary when he relocated there in 1984, he formed one. “I would prowl the music stores looking for people who played.” Kristjansen also began playing at hospitals and senior homes with a portable keyboard and speaker. “I always liked to entertain people and thought it could bring patients and residents some bit of pleasure.”

After retirement, Kristjansen traded the cold Canadian winters for the Sunshine State of Florida. It didn’t take him long to find a new audience. “There is no shortage of senior homes in Florida,” he muses. “I found eight homes right around me.” Today, Kristjansen plays twice a week in senior homes. “I book for the whole year so I can plan my other activities.” Still an engineer at heart, Kristjansen designed his keyboard for easy set-up, take-down and transport. “The keyboard never leaves the stand. It all folds up and easily slides into the trunk of the car. While most keyboardists have to make two or three trips, I wheel the keyboard, stand and the amplifier/speakers in with one hand and I’m set up and ready to play in four minutes.”

With only one hand needed to transport the keyboard rig, Kristjansen has his other hand free for his second form of entertainment, Truly Scrumptious, an 11-pound Havanese dog. Before he ever plays a note, Kristjansen gives residents a chance to pet Truly. “Nearly everyone wants to pet her. She’s very soft and cuddly.” Truly then performs several of more than 20 tricks Kristjansen has taught her. “The audience loves it.”

Residents are given song sheets so they can sing along. “I have 12 different sets of song sheets each with about 20 songs for lots of variety. I like to mix it up each time.” He plays music from the 20s, 30s and 40s, along with 50s rockabilly tunes. “I’m not a good singer, but the keyboard can take my voice and turn it into two- to four-part harmony. It makes it sound like someone who can actually sing! Since I only play by ear, I don’t use a music rack and can make important eye contact with the audience.”

The keyboard can even take Kristjansen’s voice up or down several octaves. “I’ve got several wigs, including ones for Dolly Parton, Doris Day and Johnny Cash. When it comes to those numbers, I throw on the wig and let the keyboard transform my voice. It always gets a laugh.”

Kristjansen loves the feeling of having connected with the audience. He says it’s especially moving to see the music’s effect on those with Alzheimer’s. “You have to work harder to get a reaction from them, but when I see them tapping their fingers or mouthing the words to a song, it brings tears to my eyes.”

In the 16 years Kristjansen has volunteered at senior homes, he estimates he’s played more than 500 gigs. “It’s important to find something you like doing in retirement. This keeps me busy and means so much to me. When residents are having fun and I can get a few laughs, it makes my day,” he says. “What could be better than making yourself happy by making others happy?”
HONORING WORLD WAR II VETERANS

Alumnus serves as ambassador for Honor Flight Houston

During his 38 years with Shell, Teddy Kirkpatrick (’85 Marketing Engineering) took so many trips to Washington, D.C. as an industry advocate, the city became a second home to him. So when the 92-year-old found out about Honor Flight Houston, it wasn’t a free trip to the nation’s capital that motivated him to sign up. Instead, it was the opportunity to represent the Greatest Generation as a World War II veteran.

Honor Flight Houston is a nonprofit that sends World War II veterans to Washington, D.C. to visit and reflect at their memorials. The flights and tours are absolutely free to veterans.

When Kirkpatrick and 25 other veterans disembarked at both Ronald Reagan Washington National Airport and William P. Hobby Airport in Houston, they were greeted by cheering crowds. “There were tears in our eyes. We had given so much and now we were getting so much attention for our service,” Kirkpatrick says. While his own squadron had made it a point to get together every year, there were so few members left, the group recently made the difficult decision to disband. “On one of our last trips together, we visited Washington, D.C., but it poured rain and we only got a glimpse of the World War II Memorial. That’s why this trip was so important to me.”

Each veteran was assigned a companion and wheelchair so they could easily visit the sites, including the World War II Memorial. At a celebratory dinner, Kirkpatrick voiced his thoughts and persuaded others to talk about their service. “So many veterans do not want to talk about what they went through, but I was able to get them to speak up.”

The flight back home to Houston offered a particularly touching tribute. “When we were nearing Houston, we all of a sudden heard the words ‘Mail Call!’ During the war, Mail Call was the only time you’d hear from loved ones back home.” On the flight, each veteran received a big brown envelope filled with letters from family and friends. “Honor Flight had contacted relatives and friends before the flight and collected all these letters—some from around the world. It was incredibly moving. Everyone cried.”

Kirkpatrick was touched by the careful thought put into the trip and the dedication of the volunteers—those who took the time to come out to the airport and those who served as companions during the trip. “When we got off the plane in Houston, I shook the hands of fellow soldiers and hugged and kissed several women in the crowd.” Kirkpatrick was particularly taken with his 25-year-old companion, Molly Tims, who took him around the capital. Two weeks later, he called up Tims to let her know he was returning to Washington, D.C. to take her to dinner as thanks. “She treated me like I was her grandfather. She was adorable. We had a wonderful evening.”

The experience was so transformative for Kirkpatrick that he has since become a volunteer ambassador for Honor Flight Houston and even a surrogate grandfather to the nonprofit’s chairman, Ashley French. “Everyone falls in love with Teddy. It’s one thing for us to talk about the organization. It’s a whole other thing to hear it from a veteran,” French says.

“There are less than 1 million World War II veterans left. So many have passed on without ever having receiving this honor,” he says. “I want people to know how much veterans appreciate what Honor Flight Houston does—how many hearts they are lifting up. My goal is to help raise donations and to get as many veterans to Washington as possible.”

Honor Flight Houston is a member of the Honor Flight Network, created to honor the sacrifices of U.S. veterans. For more information or to refer a World War II veteran, visit www.honorflighthouston.com or www.honorflight.org.

Ashley French (left) and Teddy Kirkpatrick with Mariloli and Marvin Odum.
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