TEAM SHELL RAISES $150,000 FOR CANCER

Pictured top (left to right): Dwayne Cassidy, Fleur Guillot, Larissa Walker, Ryan Walker, Phil Walker, BJ Collin, Herbert Lam, Karen Wong, Marco Ng, Mike Berry
Pictured Bottom (left to right): Lynn Cassidy, Simon O’Brien, Kevin Collin, Brenda Schulmeister, Anne Halladay, Dan McPhee;
A WORD FROM OUR EDITORS

BETWEEN HURRICANES IN HOUSTON AND WILD FIRES IN CANADA, IT’S BEEN A BUSY TIME AT SHELL. IN THIS ISSUE, WE HAVE BROUGHT YOU SOME OF THE STORIES ABOUT SHELL STAFF PULLING TOGETHER TO USE THEIR BUSINESS SKILLS TO HELP COLLEAGUES AND COMMUNITY THROUGH THE TOUGH TIMES.

We heard from several of you who said you wanted more business stories. In U.S. edition, we have included several stories about Shell’s Deer Park Manufacturing Center. The largest facility in the U.S. portfolio, the facility has a legacy of success that is paving the way to Shell’s future. We also had a visit from Shell CEO Ben van Beurden and have included a story about his thoughts on the value of the U.S. business to Shell as well as updates from Deepwater and Geismar who is undergoing an expansion that will make it the world’s largest producer of alpha olefins. The Canadian edition includes information about Michael Crothers’ most recent speech and the Shell Shantz Sulphur Forming and Storage Facility’s celebration of 25 years of operation.

As always, we want to know what you are up to these days, so please send us a note. Our contact details can be found on the back cover. We look forward to hearing from you.

We wish you a wonderful fall season,

Katherine Thomasson and Jackie Panera Editors AlumniNews magazine.

SHELL CONTINUES TO SUPPORT THE ENVIRONMENT

CONTENT HIGHLIGHTS

Michael Crothers’ speech 02
Shell Shantz Sulphur Forming Facility Celebrates 25 years 02
Surprising schools with kindness on first day back 03
Team Shell Raises $150,000 for cancer 07

ALUMNINEWS
AlumniNews is published for Shell U.S. and Canada.
Editors: Katherine Thomasson, Jackie Panera, Tanya Ristoff and Shell Communications
Shell Human Resources: Annette Chavez and Alicia Gomez
Design: Production Centre of Excellence, London.

VISIT US ONLINE
Visit www.shell.us/alumni for everything alumni.
Need forms? Want back issues of AlumniNews magazine? Visit our Shell alumni website for helpful links and phone numbers and the latest news on Shell. Also, connect with us by emailing ShellUSAAlumni@shell.com to give us feedback and tell us what you’d like to see on the site. Please include a phone number on all email and written correspondence on the site.

SEND US YOUR UPDATES
AlumniNews magazine wants to know what you are up to these days. In this part of the magazine, we highlight alumni who are staying active and making a difference in retirement. Please send us your updates with a brief description, your phone number and email address.

To submit story ideas for the U.S., email ShellUSAAlumni@shell.com or mail a letter to Shell Oil Company Communications – Katherine Thomasson, 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.
MICHAEL CROTHERS’ SPEECH AVAILABLE ONLINE

Speaking at a ‘Jumping to Energy 2.0’ event as part of Holland Day at Spruce Meadows, in Calgary, Alberta Canada on September 9, Shell Canada’s President & Country Chair Michael Crothers emphasizes that our future demands a massive shift in our energy diet, and a large menu of options that consumers must find palatable.

Visit www.shell.ca to read Michael’s full remarks.

SHELL SHANTZ SULPHUR FORMING FACILITY CELEBRATES 25 YEARS

THE SHELL SHANTZ FORMING AND STORAGE FACILITY, LOCATED 25 KMS WEST OF DIDSBURY, ALBERTA, HAS BEEN IN OPERATION SINCE 1992 AND PROCESSES SULPHUR FROM THE CAROLINE GAS PLANT AND OTHER THIRD PARTY TRUCKED-IN PRODUCT

The liquid sulphur is delivered through a 42km pipeline, the world’s longest underground liquid sulphur pipeline, to be formed into small, low-dust pellets for shipment by rail. The sulphur is then used to make a wide range of products from fertilizers to fabric to pharmaceuticals.

“I am so proud of our team at the Shell Shantz Forming Facility on reaching the milestone of 25 years of operation,” said Plant Manager, Dave Kolesnik.

“Shantz has produced over 38 million tonnes of formed sulphur since 1992.

We’ve been focused on doing so safely while paying attention to our community. From participation with the local 4H groups and buying more than a few cows, to supporting community organizations like those focused on the health and safety of our community, such as the Didsbury Fire Department.”

“We feel like we can really balance good operations with being a good neighbour.”

Shell Canada is one of the largest independent marketers of sulphur in the world. The Shantz facility is part of our global Specialities business, which includes Shell Bitumen and Shell Sulphur Solutions.

A dedicated sulphur business was developed to manage the complete value chain of sulphur – from upstream refining to marketing.
Shell Scotford continued this week its #FuellingKindness campaign on the first day of school in their neighbouring communities by inspiring students with positive messages as they returned to classes.

Over 50 volunteers from Scotford woke up before sunrise on August 30, grabbed buckets of sidewalk chalk and covered sidewalks at every local elementary school in Sherwood Park, Fort Saskatchewan and Bruderheim with positive messages.

Parents, students and staff at the 22 schools expressed their surprise by posting their appreciation to social media.

#FuellingKindness started in 2014 at Scotford as a way to spread kindness throughout the community by providing ways for employees to complete small acts of kindness to help make someone’s day better.

WHAT THE COMMUNITY IS SAYING
EVERY SINGLE elementary school was blasted with amazing positive and encouraging messages this morning in Sherwood Park and I can’t get over how much I love this! And apparently Shell did this!

Wow!! Have you seen our front sidewalk? Thank you @Shell_Canada #ShellScotford employees for #fuellingkindness on our first day of school!
Not going to lie... I had tears in my eyes when I saw this happening at @St_JohnXXII #fortsask. #daymade
Well done Shell Canada!!! This is an amazing accomplishment and made mine and my kids morning.

Thanks @Shell_Canada for the inspirational #welcomeback messages @LakelandRidge school.
This was truly amazing to come to school to! So grateful!
Thank you for #FuellingKindness in our communities. You really make a difference.
That was exciting to see, it definitely put a smile on the kids faces. Great job Shell.
NEW ARTIFICIAL REEFS TO ATTRACT FISH, ANGLERS AND DIVERS

TWO NEW ARTIFICIAL REEFS IN THE GULF OF MEXICO WILL CREATE MARINE HABITAT THAT WILL ATTRACT SEA CREATURES, WHICH WILL IN TURN DRAW ANGLERS AND DIVERS FOR RECREATIONAL OPPORTUNITIES

Two new artificial reefs are now in place in the Gulf of Mexico, just six miles off the coast of Port O’Connor. The nearshore reefs will create marine habitat that will attract a variety of sea creatures, which will in turn draw anglers and divers for recreational opportunities.

The project is part of Texas Parks and Wildlife Foundation’s fundraising effort Keeping it Wild: The Campaign for Texas. Coastal Conservation Association’s (CCA) Building Conservation Trust, CCA Texas and Shell Oil Company generously contributed funds for this reef, which were leveraged with state dollars from the Texas Artificial Reef program.

“Protecting and preserving the environment is no easy feat, and no one can do it alone. That is why Shell partners and engages with organizations like Texas Parks and Wildlife Foundation (TPWF),” said Bruce Culpepper, President of Shell Oil Company.

“The Artificial Reef Program is a prime example of how our partnership with TPWF has enabled us to find new ways to power progress together in conservation and to help make the future better now and for generations to come.”

The two adjacent reefs consist of 700 concrete pyramids, 200 of which Shell funded, that have been placed in waters 66-70 feet deep. The 2,500-pound pyramids have holes large enough for fish to swim through, with limestone embedded outside to provide marine life such as worms and other invertebrates with a hard substrate to burrow into. The structures also have an opening at the top large enough to allow any sea turtles to escape if they wander in. The structures are now placed within a 381-acre reef site, the second largest site ever permitted in Texas waters.

“These new artificial reefs have all the features needed to attract a variety of marine species,” said Dale Shively, who leads the Texas Artificial Reef Program.

“The process of attracting sea life happens fairly quickly, and we expect that within six months, the reef will become quality marine habitat. We’re very grateful to the partners who have made this possible.”

Artificial reefs not only enhance fishery resources, but also fishing and diving opportunities off the Texas coast. Hundreds of thousands of anglers and divers travel offshore each year for the recreational opportunities the reefs create.

“This reef combines everything an offshore angler could want with close proximity to the iconic launches of Port O’Connor, and it is emblematic of what can be accomplished in great habitat partnerships,” said Sean Stone, executive director of Coastal Conservation Association’s Building Conservation Trust, which provides funding for conservation and restoration projects across the country.

“Through this partnership effort, we are improving the nearshore marine environment in Texas waters while increasing access to the resources anglers and divers love. This is truly an exciting time in marine habitat creation.”

An interesting feature of the new reef site is that two derelict petroleum platforms are within its 381-acre footprint, making them ideal candidates for the Texas Parks and Wildlife Department Rigs-to-Reefs program. This program re-purposes old oil rigs, creating marine habitat as well as saving significant dollars from the cost to remove them. Texas Parks and Wildlife Department officials are currently working with the Texas General Land Office on plans to convert the two decommissioned platforms into reefs in the future, which will further enhance the site.

Watch the concrete pyramids being deployed into the water and learn more about the Keeping It Wild program by watching this short video.
THE LESSONS OF VITO: “CHALLENGE EVERYTHING”

HOW THE VITO TEAM FOUND THE RIGHT BEHAVIORS, AND ANSWERS, TO RE-CAST A CRITICAL DEEP WATER PROJECT

“Our back was against the wall. We had to challenge everything.”

That’s how Garth Reucassel, the Vito Business Opportunity Manager, describes the pivotal moment for Vito, a Deep Water Gulf of Mexico (GoM) project that had to be re-scoped due to a combination of near field discoveries and concerns with the concept. And yet in that moment of potential crisis, the Vito team found a path forward, though this was not without its challenges.

“Creativity and drive were unleashed. It let the organization look for answers from within. I’m proud to see how this company can come together when it is challenged, and really deliver outstanding business results.”

Those answers helped recast Vito, which has just passed the DG3 decision gate and stands today as an award-winning example of competitive scoping. The lessons learned have profound implications for the future of this one project and for all of Deep Water.

“Shell is now drilling wells differently and leads the industry,” Garth notes. “Vito has been helped by this redefinition of competitive wells.”

SIMPLER, SAFER

As the project realities of the re-scoping became clear and funding for the define phase was secured, the team set out its purpose in clear, understandable terms. That purpose: Advancing Deep Water Together Through Care and Simplicity.

“Care is about safety,” states Kurt Shallenberger, Vito Project Manager. “And that plays into personally investing in the health and well-being of our colleagues. Everyone on the team, through their actions, should be in a position to save the life of a colleague they may never actually meet.”

The reference to simplicity underscores the need to make smart decisions. And there’s a connection to safety as well.

“You focus on the simple as you take out complexity,” explains Garth. “You become safer and you allow people to ‘own’ this. We are not simple yet, but the rescoping has been a step in the right direction.”

With this clear purpose in mind, the team also brought to bear the PT2020 principles, with a specific focus on Competitive Scoping, Organisational Effectiveness and Supply Chain Transformation. Vito’s success has directly informed the new emerging Project Delivery Model and the project is an early proponent of this new approach to project delivery.

“It also took excellent communication and collaboration with the regulators and co-owners to provide a more efficient and viable long term economic project,” adds Garth. “We looked at competitive benchmarks, learnings from independents and listened to stakeholders.”

BACK TO THE FUTURE

As the project was re-cast, those involved with Vito looked for any and all opportunities to remove silos and work as... a team.

“We were able to build strong relationships by co-locating critical staff,” Garth says. “It was as if we were going back to the future to see if Shell really can be simple.”

With simplicity came clarity.

“People began to understand the ‘why’ around Vito,” says Kurt. “They could see that this was part of a sustainable business path for Deep Water.”

With a clear purpose and path, the team was able to deliver a project estimate with forward looking break-even of less than $40/boe and improve the capital efficiency without compromising safety. A final investment decision for Vito is planned for 2018.

So when they are asked if a ‘simple’ approach really is effective at Shell, members of the Vito team answer with a convincing ‘yes.’

Shell’s Appomattox hull is making its way to Ingleside, Texas where the final phase of host construction will take place. The size and scale of Appomattox are impressive. Assembly of this massive structure involved teams around the globe working to ensure the topsides and the hull fit together like a glove.

Shell’s Appomattox development in the Gulf of Mexico is more than 65% complete and on track for first oil by the end of the decade. By reducing costs by more than 20% since taking final investment decision, and continuing to seek further cost savings, Appomattox is a competitive and attractive investment with a break-even price below $50 per barrel.

The Vito field was discovered in 2009 in approximately 4,000 feet of water, some 75 miles offshore in the central Gulf of Mexico. Shell (operator, 63.1%) and Statoil (36.9%) jointly own the field.
GEISMAR EXPANSION ON TRACK TO MAKE SITE THE WORLD’S LARGEST ALPHA OLEFINS PRODUCER

COMMERCIAL PRODUCTION EXPECTED BY END OF 2018

Shell is making good progress on the main construction of its fourth linear alpha olefins (AO) unit at its chemicals manufacturing site in Geismar, Louisiana, U.S. The 425,000-tonne-per-year capacity increase will make Geismar the largest AO producer in the world.

Shell’s AO products are used in a variety of household consumer products like stronger and lighter polyethylene plastic for packaging and bottles, as well as engine and industrial oils and drilling fluids.

The Shell Geismar Chemical Plant is located next to the Mississippi River, about 20 miles south of Baton Rouge, Louisiana. Through the products made at Geismar, Shell’s integrated operations on the U.S. Gulf Coast have a global reach, supplying petrochemicals to regional and international customers.

“This is one of Shell’s largest chemicals investments in the U.S.,” said Graham van’t Hoff, Executive Vice President for Royal Dutch Shell plc’s global Chemicals business. “We are on track to begin commercial production by the end of 2018, enabling Shell to remain an important economic engine for this region.”

Shell started main site construction in January 2016 and has since safely placed large process equipment like reactors, columns and vessels, and pre-assembled modules that will form the core of the new unit at Geismar.

These ‘heavy lifts’ involve hundreds of people, from Italy to the United States, all working in concert to safely deliver crucial equipment.

“[We] have to get these heavy lifts absolutely right. It has to go perfectly. We cannot afford to have any mistakes,” notes Alan Collins, Geismar Expansion Manager. “So building all the systems in place and behaviours and getting the right skilled people together is absolutely essential.”

The site team is also working closely with contractors to deliver innovative solutions that are saving time and money.

In one example, the construction team saved time and exposure by creating a custom vibration machine to use in concrete pours. The tool is attached to a spreader bar and then lifted into place with a crane. The tool vibrates the wet concrete, which eliminates the need for workers to manually do this work to remove air. Thanks to the inventiveness of Jerami (Mac) McKenzie with Turner Industries, the concrete pillar pours are safer and more efficient.

“The team has also finished building a cooling tower for the new unit, built a rail storage area, and the AO unit’s high-purity butene storage area.

With this investment in a new and cost-competitive facility, Shell Chemicals is well placed to respond to increased global demand for linear alpha olefins.

Shell will supply advantaged ethylene feedstock from the nearby Norco and Deer Park sites, which allows the site to respond to market conditions. The new capacity brings the total AO production at Shell’s Geismar site to more than 1.3 million tonnes per annum.

The project work is employing around 1,500 construction workers, and the total number of permanent employees will increase to around 700 when completed.
TEAM SHELL RAISES $150,000 FOR CANCER

SHELL EMPLOYEES SHOW CARE FOR ONE ANOTHER AND THE COMMUNITY

Two days. 222 kilometres, spoke to spoke and pedal to pedal, the Ride to Conquer Cancer benefits the Alberta Cancer Foundation and unites people across Alberta committed to conquering cancer. Proceeds raised by Team Shell will support breakthrough research, exemplary teaching and compassionate care at the Alberta Cancer Foundation, a leader in cancer research and treatment.

Comprised of 18 members – employees, retirees, family and friends – Team Shell is led by Kevin Cofflin, Discipline Lead and Brenda Schulmeister, Process Analyst.

Over the last three years the team raised an incredible $150,000. The captains and their team were thrilled with the support and were proud of what they achieved together, in honour of their friends, family and colleagues who have been affected in some way by this horrible disease.

“It was a fantastic weekend and we proudly wore our Shell jerseys. The Shell brand was recognized and as we passed, other cyclists asked if we were fueled with V Power,” says Brenda.

“The comments from the first-time riders on our team was that this was lots of fun, a great accomplishment and such a contribution to the community and our own fellow colleagues. Kevin Cofflin and I have been captains the last 3 years to gather employees, retirees and friends. Kevin is a cancer survivor and he is our inspiration! He rides with that yellow flag on his bike and we ride as a team!”

“We’re here because we know that cancer is too big a disease to ignore,” says Kevin.

“All of us in the team have a loved one, or know someone who is currently battling or has battled the disease and put our best effort in to raise funds for the Cancer Foundation.”

Pictured top (left to right): Dwayne Cassidy, Fleur Guillot, Larissa Walker, Ryan Walker, Phil Walker, BJ Coflin, Herbert Lam, Karen Wong, Marco Ng, Mike Berry. Pictured Bottom (left to right): Lynn Cassidy, Simon O’Brien, Kevin Cofflin, Brenda Schulmeister, Anne Halladay, Dan McPhee;

RETIREE ASSOCIATIONS

Bill Wright, Shell Friendship Club
589 Montcalm Street,
Repentigny
QC J6A 2L1
Phone: 1-450-654-9311
Email: bwright@videotron.ca

Gaétan Vachon, L’O.A.S.I.S.
5489, rue du Menuet, Lévis
QC G6X 2Z2
Phone: 1-418-832-4333
Email: gaetanvachon99@videotron.ca

Dave Peters, Shell Retired Employees’ Association of British Columbia
105, 2533 – 152nd Street, Surrey
BC V4P 1N4
Phone: 1-604-531-3182
Email: dvgpeters@shaw.ca

Jim Rodgers, Shell Manitoba Retirees’ Association
837 Buckingham Road, Winnipeg
MB R3R 1C3
Phone: 1-204-888-9708
Email: jarjdr@shaw.ca

Tom Bourque, Sarnia Ontario Chapter (SOAR)
332 Tawny Road, Sarnia
ON N7S 516
Phone: 1-519-542-8722
Email: Bourque59@hotmail.com

Darlene Wheatley, Shell Ontario Association of Retirees (S.O.A.R.)
York Mills/Leslie P.O. Box 36014
1859 Leslie Street, Toronto, Ontario M3B 1X0
Phone: 1-519-666-3100
Email: fraser_darlene@sympatico.ca

Alf Neuberger, Shell Golden Pecten Club
PO Box 502,
Pincher Creek
AB T0K 1W0
Phone: 1-403-627-4741

Shell Oiltimers Club (Alberta)
Website: www.shelloiltimers.com

Chantal Langlois, Club de l’Amitié Shell
1083, Av 3E,
Montréal
QC H1B 4P5
Phone: 1-514-645-7640
E-mail: Langloischant@gmail.com

Shell Oil Company – Communications: Katherine Thomasson. P.O. Box 2463, Houston, Texas 77252-2463 www.shell.us/alumni