



# **Shell Singapore | Media Releases 2020**

1. Shell launches Singapore’s first electric vehicle charger at service stations .....	3
2. Shell’s Bukom refinery loads its first cargo of LSFO .....	8
3. Shell Offers Carbon Neutral Driving to Fleet Customers in Singapore.....	11
4. Shell Singapore invests in Polycarbonate development unit at its Jurong Island site ....	15
5. COVID-19 Statement.....	18
6. COVID-19 Statement (Bukom) .....	19
7. Singapore Teams Recognised for Innovative Design and Engineering Excellence in First Ever Virtual Shell Eco-marathon Asia Off-track Awards .....	20
8. EMA and Shell invite SMEs to co-create smart and clean energy solutions for Shell stations.....	25
9. Shell develops digital talent and pioneers new virtual manufacturing technology.....	26
10. Shell Singapore rolls out future-ready coursework to UpSkill Workforce.....	29
11. NEA and Shell to jointly explore new chemical recycling value chain to turn plastic waste into chemicals .....	32
12. Shell Singapore outlines path to transform its business in the country .....	35
13. Launch of Joint Capability Council by Shell and SSEU .....	40

## 1. Shell launches Singapore's first electric vehicle charger at service stations

Aug 19, 2019

Shell Recharge is Shell's electric vehicle (EV) charging service at its service stations and it offers on-the-go charging to customers. By October 2019, it will be available at 10 Shell stations starting with Shell Sengkang in August 2019.

Shell is making its foray into electric vehicle (EV) charging with Shell Recharge – a first for Singapore and Southeast Asia. This new service allows drivers to charge their cars on the go at its service stations.

The Shell Recharge 50kW rapid direct current (DC) chargers typically provide from 0% to 80% charge in approximately 30 minutes, priced at SGD \$0.55 per kWh<sup>1</sup>, and are compatible with most electric vehicles in Singapore.

Shell Recharge will be available at 10 Shell stations starting with the Sengkang station in August 2019. By October 2019, it will be rolled out to nine more stations island-wide. These stations include Newton Hooper, Alexandra, Yishun, Ang Mo Kio, Paya Lebar PIE, Choa Chu Kang, Boon Lay, Havelock and Bukit Batok West. This represents close to 20% of Shell's retail network in Singapore.

"Our insights show that Singaporeans worry about lack of sufficient and fast charging options for EVs. Which is why we are taking the first step to launch Shell Recharge and offering customers a rapid charging solution at convenient and strategic locations. With Shell Recharge, customers can easily charge their EVs while they enjoy our air-conditioned shops and pick up a coffee, a fresh pastry, a delicious ready-to-go meal or a quick snack," said Aarti Nagarajan, General Manager, Shell Retail Singapore.

Since 2017, Shell has embarked on a transformational journey to meet Singaporean's evolving demand for convenience and mobility solutions. It launched its own convenience retail store, Shell Select, and its own food label, **deli by Shell**. To date, close to 60% of its network has been upgraded and expected to be fully completed by end next year.

The Shell-commissioned study on electric vehicle consumer behaviour also highlighted<sup>2</sup>:

- More than 1 in 2 Singaporeans (52%) are deterred to buy or use an electric car as they think there are not enough charging stations in Singapore.
- While waiting to charge their cars, Singaporeans would prefer to spend their time having a cup of coffee or grabbing a bite to eat.

Beyond private EV car owners, Singapore's growing fleet sector also stands to benefit as they now have access to reliable rapid chargers at easy-to-access locations. With Shell Recharge, fleet companies can embark on the transition to electric vehicles in a simple and cost-effective manner, reducing their emissions in the process. Through the Shell Fleet Card, fleet customers also have an integrated solution, with the ability to pay for charging, fuel and other expenses – all with one card, one supplier and on one invoice. Shell City Solutions is also helping fleet owners on system level changes needed to enable this transition.

"To meet the country's climate action goals, Singapore needs more and cleaner energy solutions to power lives, businesses and transport sustainably. Shell Recharge is one such example of how we make it more convenient for our customers to embrace cleaner mobility. Shell aims to make more of such low-carbon energy solutions available in Singapore in the months and years to come," said Aw Kah Peng, country chairman of Shell Companies in Singapore.

Shell Recharge is powered by Greenlots' EV charging network management software. Greenlots is a member of the Shell Group and has a network of more than 100 public and private charging stations island-wide in 50 locations. It also provides software and support services to enable businesses, such as property owners, fleet operators and major automotive OEMs (original

equipment manufacturers), to install, operate, and optimise their networks of EV charging stations.

<sup>1</sup> Subject to change as prices are affected by factors such as electricity tariffs, government taxes, local market conditions and operating costs.

<sup>2</sup> Shell commissioned Edelman Intelligence, an independent market research firm, to conduct an online poll with 1,000 Singapore General Population aged 18 or above in July 2019. The survey focused on understanding Singaporeans' perceptions and attitudes towards electric cars in Singapore.



**(From left to right) Ms Aarti Nagarajan (General Manager, Shell Retail Singapore), Mr Chng Kai Fong (Managing Director, Economic Development Board) and Ms Aw Kah Peng (Chairman, Shell Companies in Singapore) launched Shell's first electric vehicle charger, Shell Recharge, in Singapore.**



**Shell launched Singapore's first electric vehicle charger at a service station, Shell Recharge, at Shell Sengkang. Shell Recharge will be available at nine other Shell stations by October 2019.**

## Downloads:

[Download Shell Recharge Singapore At A Glance - Infographics](#)

[Shell VIPs and Guest of Honour launch Shell Recharge in Singapore](#)

[Shell launches Shell Recharge - Singapore's first electric vehicle charger at a service station](#)

[Shell Recharge - Close up of Singapore's first electric vehicle charger at a service station](#)

## ABOUT SHELL RECHARGE

Shell Recharge is the name of Shell's electric vehicle charging service at its stations. There are no connection fees and customers only pay for the power used to charge their vehicle. Payments can be made using the Greenlots app which accepts most major credit cards.

Shell is testing out a range of customised convenient retail offering for EV customers while they are at the stations. These include food and drinks, car care and other promotions. For a limited time, customers can also opt to vacuum clean their car while it is being charged.

[More information about Shell Recharge](#)

## ABOUT SHELL SINGAPORE

As one of the world's leading energy companies, Shell plays a key role in meeting the world's growing energy demand in economically, environmentally and socially responsible ways. In Singapore, Shell employs more than 3,100 people and is one of the country's largest foreign investors. Shell has been in Singapore since 1891 and has businesses including trading and marketing of liquefied natural gas; manufacturing, trading, marketing and shipping of oil products and chemicals; and development of renewable energy solutions.

## ABOUT GREENLOTS

Greenlots, a wholly-owned subsidiary of Shell New Energies, was acquired by Shell in January 2019, is powering the future of electric transportation with industry-leading software and services that equip drivers, site hosts and network operators to efficiently deploy, manage, and leverage EV charging infrastructure at scale. Our technology brings together cutting-edge network management software, integrated charging optimisation, grid balancing services and a driver-friendly mobile app – all in a single platform. Committed to advancing the promise of electrified transportation, Greenlots delivers new mobility infrastructure solutions designed to connect people to their destinations in a safer, cleaner and smarter way. Headquartered in Los Angeles, California, the company has deployed projects in 13 countries around the world. For more information, visit [www.greenlots.com](http://www.greenlots.com).

## ENQUIRIES:

Josephine Pang  
Edelman Singapore  
[Josephine.pang@edelman.com](mailto:Josephine.pang@edelman.com)

## Royal Dutch Shell plc

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## 2020 Shell Singapore Media Releases

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filings with the SEC. U.S. investors are urged to consider closely the disclosure in our Form 20-F, File No 1-32575, available on the SEC website [www.sec.gov](http://www.sec.gov).

## 2. Shell's Bukom refinery loads its first cargo of LSFO

Sep 12, 2019

Shell's manufacturing site at Pulau Bukom, Singapore has loaded its first cargo of low-sulphur fuel oil (LSFO). This is the first time Shell has made LSFO from its own upstream crude.

The cargo will be blended to a finished product, which Shell will supply to bunker customers; enabling Shell customers to be prepared for the implementation of the IMO 2020\* mandate of a 0.50% global sulphur cap for marine fuels from 1 January 2020.

"As the world moves to a low emissions future, Shell is changing too," said Hugues Bourgoigne, Vice President Manufacturing Singapore / Philippines at Shell. "Working across the business, we have been preparing for the IMO 2020 implementation and we are ready to provide our customers with the options they need to comply with the IMO specification change."

Shell supports the IMO decision for implementation of the global 0.50% sulphur limit in 2020. As a worldwide and reliable supplier of various marine fuels and services, Shell offers a complete portfolio and customised solutions.

Shell has developed fuel product offerings to the shipping industry that include very low-sulphur fuel oil (VLSFO) supply in selected bunkering ports; high-sulphur fuel oil (HSFO) supply for ships with on-board scrubbers; and LNG.

\* IMO - International Maritime Organisation

### For Enquiries:

Ca-Mie De Souza  
General Manager External Relations  
Shell Singapore  
Email: [Ca-Mie.DeSouza@shell.com](mailto:Ca-Mie.DeSouza@shell.com)  
Tel: +65 97283912

### Notes to Editors

- Singapore is Shell's largest petrochemical production and export centre in the Asia-Pacific region.
- The Pulau Bukom Manufacturing Site is an integrated refinery and chemicals site in Singapore. The facility can process up to 500,000 barrels of oil per day. Bukom supplies products to various Shell businesses in Singapore, including Retail, Commercial and Chemicals.
- The flexibility, scale and geographic spread of Shell's refining portfolio enables its Trading and Supply business to efficiently supply both Shell's own marketing businesses and external customers with high-quality oil products.
- Shell operates a portfolio of 13 refineries, capable of processing nearly 2.8 million barrels of oil a day into high-quality fuels, special products and petrochemicals that help keep people and economies moving.

### About Shell in Singapore

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Singapore, Shell employs more than 3,100 people and is one of the country's largest foreign investors. Shell has been in Singapore since 1891 and has businesses including trading and marketing of liquefied natural gas; manufacturing, trading, marketing and shipping of oil products and chemicals; and development of renewable energy solutions. For more information, visit [www.shell.com.sg](http://www.shell.com.sg).

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Also, in this press release we may refer to Shell's "Net Carbon Footprint", which includes Shell's carbon emissions from the production of our energy products, our suppliers' carbon emissions in supplying energy for that production and our customers' carbon emissions associated with their use of the energy products we sell. Shell only controls its own emissions. But, to support society in achieving the Paris Agreement goals, we aim to help such suppliers and consumers to likewise lower their emissions. The use of the term Shell's "Net Carbon Footprint" is for convenience only and not intended to suggest these emissions are those of Shell or its subsidiaries.

### **3. Shell Offers Carbon Neutral Driving to Fleet Customers in Singapore**

Oct 04, 2019

Shell launched carbon neutral driving for fleet customers in Singapore as part of Shell's aim to be a one-stop-shop for customers' mobility needs.

Shell today launched carbon neutral driving for fleet customers in Singapore. Regional automotive group Komoco Holdings Pte Ltd is Shell's first fleet customer to take part in this new programme. It allows Komoco Holdings to take its sustainability initiatives further and let their customers purchase new vehicles filled with fuel that is carbon neutral.

As part of Shell's aim to be a one-stop-shop for customers' mobility needs, the carbon neutral driving offer adds to a portfolio of products and services that Shell has developed for customers to avoid, reduce and offset emissions from their fleet.

With the Shell Card, fleet customers can also opt in to a range of mobility solutions, such as telematics and Shell Fleet Hub, to help them track fuel consumption and driving behaviours for better fleet planning and fuel efficiency.

In addition, Shell also recently announced electric vehicle charging at 10 locations islandwide to support fleet owners looking to incorporate electric vehicles into their business. Greenlots, a member of the Shell Group, has a network of more than 100 public and private charging stations in 50 locations across Singapore.

"Across the region and in particular Singapore, we see customers looking for smart ways to manage their fleet effectively. We offer fleet customers five key benefits – convenience, control, security, savings and sustainability. These solutions help our customers future proof their business by adopting innovative solutions at a faster rate whilst operating in a cost efficient and sustainable manner. As the fleet ecosystem continues to evolve, we aim to work closely with customers and relevant stakeholders to ensure that we bring the best possible offerings to spur the sector forward," said Zain Hak, General Manager, Shell Fleet Solutions Asia.

"Komoco Holdings is delighted to support Shell's carbon offset programme, given the clear synergy with our sustainability vision. Through this initiative and more, Komoco Holdings is committed to contributing productively in addressing climate change," said Mr Teo Hock Seng, Executive Chairman, Komoco Holdings. "As a Group, we recognise that behavioural change takes time, and we also hope to encourage more drivers to do their part for the environment – one way is to actively adopt electric and hybrid vehicles so that we can move towards low to zero-emissions as a nation."

#### **How CO<sub>2</sub> offsetting works**

Once fleet customers opt into the programme, each time they refuel using the Shell Card, Shell tracks the fleet's overall fuel consumption, calculates the associated lifecycle emissions<sup>1</sup>, and then purchases the quantity of carbon offset required for these emissions.

In the process, companies who opt in will support the protection and reforestation of forests that absorb carbon, contributing to nature-based CO<sub>2</sub> reduction projects around the world.

CO<sub>2</sub> offsetting is also available to fleet customers in countries including the Netherlands, Hong Kong, Germany, Luxembourg, France, and Belgium.

<sup>1</sup>The calculation of lifecycle CO<sub>2</sub> emissions are subject to change over time, due to variations in factors such as fuel specifications and biofuel content.

## Downloads:

**[Download Shell Fleet Solutions - Carbon Neutral Driving - Avoid Reduce Offset](#)**



(From left to right) Zain Hak (General Manager, Shell Fleet Solutions Asia), Mr Teo Hock Seng (Executive Chairman, Komoco Holdings Pte Ltd), and Aw Kah Peng (Chairman, Shell Companies in Singapore)

## Notes to Editors:

- To learn more on Shell Fleet Solutions, please visit [www.shell.com.sg/fleetsolutions](http://www.shell.com.sg/fleetsolutions).
- For further information on Shell's investments in natural ecosystems and carbon neutral driving, please visit [www.shell.com/naturebasedsolutions](http://www.shell.com/naturebasedsolutions).
- The terms "Carbon Neutral", "Carbon Offset" or "Carbon offset compensation" are applied in a non-technical way to indicate that Shell has engaged in a transaction to ensure that an amount of carbon dioxide, equivalent to the production, delivery and usage of the fuel, has either been removed from the atmosphere through a nature-based process such as re-forestation, or emissions mitigated through avoided deforestation.

## ABOUT SHELL SINGAPORE

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## ABOUT KOMOCO HOLDINGS

Komoco Holdings Pte Ltd is a regional automotive group of companies that was established in 1986 with its base operation in Singapore. The Group has a strong retail distribution network of sixteen points of sales for six leading brands spanning across Singapore and China including Hyundai, Harley-Davidson, Jeep, Ferrari, Maserati, and Alfa Romeo (China). The portfolio of

brands provides a variety of options for the populace to luxury motorcycle and super car collectors. The Group has also been certified by the brand factories for their state-of-the-art AfterSales facilities.

### **ENQUIRIES:**

Josephine Pang, Edelman  
[Josephine.pang@edelman.com](mailto:Josephine.pang@edelman.com)

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## **4. Shell Singapore invests in Polycarbonate development unit at its Jurong Island site**

Jan 13, 2020

The development unit, at its Jurong Island site, will enable Shell to further improve the technology used to produce polycarbonate.

Shell has started constructing a Polycarbonate development unit at its Jurong Island chemicals plant in Singapore. This unit will be integrated with an existing Diphenylcarbonate unit to produce Polycarbonate. This investment in a development unit will enable Shell to further test and improve the technology used to produce Polycarbonate, when combined with Shell's patented Diphenylcarbonate technology.

Shell Jurong Island (SJI) was chosen as the location for this development unit for its proven capability and leadership in process technology development, optimisation and product development.

"The combination of our global R&D expertise and leading technology development, together with local expertise and know-how here in Singapore is a key differentiator and unique success factor, and the reason why SJI was the chosen location for this investment", said Aw Kah Peng, Chairman, Shell Companies in Singapore. "This announcement demonstrates how Shell and Singapore are benefitting from our know-how, skilled workforce and world class operations here in Singapore".

Aw Kah Peng, added "of course, this could not be done without the support of the Singapore Government in enabling us to successfully develop the technology for Diphenylcarbonate which has helped us lay the foundation to invest even more here in Singapore."

Damian Chan, Assistant Managing Director of the Singapore Economic Development Board, said: "We are glad to support Shell's continued investment in Singapore. Shell's decision to locate this second development unit in Singapore is testament to the value that companies place on the highly skilled workforce here, in helping them test and develop new processes and technologies for their facilities."

In conjunction with this development, Shell announced it has signed a Memorandum of Understanding with CNOOC Oil & Petrochemicals Co Ltd (CNOOC) to explore its first commercial-scale Polycarbonate production unit, which would be located at the CNOOC and Shell Petrochemical Company (CSPC) joint-venture chemicals complex in Huizhou, China (Nanhai Project).

An expanded and differentiated product range is a key part of Shell's growth strategy for its global chemicals business. Polycarbonate is a transparent and impact-resistant engineering polymer, and is used to make vehicle headlights, LED spotlights, UV-blocking windows and spectacle lenses. Shell's Polycarbonate production units will also produce Alkylcarbonates. These are essential components to produce lithium ion batteries which support the energy transition.

The platform for this new product entry is Shell's own patented Diphenylcarbonate feedstock process technology. Shell has developed this over recent years to achieve significant advantages in cost, safety, efficiency and CO<sub>2</sub> footprint. Shell will now combine its Diphenylcarbonate technology with melt-phase Polycarbonate technology licensed from EPC Engineering & Technology GmbH in Germany.

## Notes to editors

- Diphenylcarbonate is a key intermediate in the production of polycarbonate.
- Polycarbonate is a transparent and impact-resistant engineering polymer, and is used to make vehicle headlights, LED spotlights, UV-blocking windows and spectacles

## About Shell Jurong Island

Shell Jurong Island (SJI) manufactures petrochemicals to meet the fast-growing demand for products in the region. To find out more visit.

<https://www.shell.com.sg/about-us/projects-and-sites/shell-jurong-island.html>

## About Shell in Singapore

As one of the world's leading energy companies, Shell plays a key role in meeting the world's growing energy demand in economically, environmentally and socially responsible ways. In Singapore, Shell employs more than 3,100 people and is one of the country's largest foreign investors. Shell has been in Singapore since 1891 and has businesses including trading and marketing of liquefied natural gas; manufacturing, trading, marketing and shipping of oil products and chemicals; and development of renewable energy solutions. For more information, visit [www.shell.com.sg](http://www.shell.com.sg).

## Royal Dutch Shell plc

Royal Dutch Shell plc is incorporated in England and Wales, has its headquarters in The Hague and is listed on the London, Amsterdam, and New York stock exchanges. Shell companies have operations in more than 70 countries and territories with businesses including oil and gas exploration and production; production and marketing of liquefied natural gas and gas to liquids; manufacturing, marketing and shipping of oil products and chemicals and renewable energy projects. For further information, visit [www.shell.com](http://www.shell.com).

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## **5. COVID-19 Statement**

Feb 14, 2020

Shell can confirm that an employee who works at The Metropolis has been identified as having close contact with a COVID-19 case who tested positive this morning. Our employee is well with no symptoms, and will continue to monitor his health at home.

As a precautionary measure, we will thoroughly clean and disinfect the work areas and common areas in accordance with guidelines set by the Ministry of Health and National Environment Agency. The colleagues he has been in close contact with have been advised to work from home with immediate effect until further notice. We had already implemented precautionary measures as advised by MOH including temperature screening at Shell Singapore sites and work locations.

Our operations are unimpacted by this development. Shell has business continuity plans in place to ensure the safety and sustainability of our business operations and our ability to meet the needs of our customers and partners.

## **6. COVID-19 Statement (Bukom)**

Feb 14, 2020

Following the notification from the Singapore Ministry of Health, Shell Singapore can now confirm that a contractor working on the Pulau Bukom manufacturing site has unfortunately tested positive for COVID-19 on 13 February 2020.

Importantly, he is receiving the medical attention he requires, and we wish him a full recovery.

Shell has implemented precautionary measures as advised by the Ministry of Health (MOH) Singapore at its sites and work locations in the country. Shell's priority is the safety and health of our people and our environment, as well as the continued safe operation of all our businesses. Our operations at Pulau Bukom are unimpacted by this development. We continue to monitor the situation closely to ensure the well-being of our staff and contractors.

### **UPDATE February 25, 2020:**

Shell Singapore is pleased to confirm that the contractor worker working on the Pulau Bukom manufacturing site, who had unfortunately tested positive for COVID-19 on 13 February 2020, has been discharged from hospital having fully recovered from the infection.

## 7. Singapore Teams Recognised for Innovative Design and Engineering Excellence in First Ever Virtual Shell Eco-marathon Asia Off-track Awards

Jun 16, 2020

Singapore teams beat over 100 regional submissions to win two Shell Eco-marathon awards.



The team of students and lecturers behind TP Eco Flash at Temasek Polytechnic



TP Eco Flash testing their energy-conserving, purge-free hydrogen car at Temasek Polytechnic



**The team behind NV11 Nanyang Autonomous Venture**



**NV11 Nanyang Autonomous Venture and their killer whale-shaped eco-car**

For Chng Tze Chen of Temasek Polytechnic (TP), cars have always been a fascination from a young age, while creating practical solutions to improve current engineering mechanisms interests Peter Chong of Nanyang Technological University (NTU). When the Shell Eco-marathon presented a chance to work on an actual car, they immediately jumped at the opportunity to represent their respective schools.

Although much of the world grinded to a halt in early 2020, the spirit of student innovation and team work continued to shine brightly in the TP and NTU teams, eventually leading them to clinch the Technical Innovation Award and Vehicle Design Award (Urban Concept) respectively at this year's Shell Eco-marathon Asia Off-Track Awards.

Shell Eco-marathon is one of the world's leading energy-efficiency competition programmes for science, technology, engineering and maths (STEM) students to design, build and drive ultra-

energy-efficient cars. Held virtually for the first time due to the pandemic, the Asian edition of the Off-track Awards continued its tradition of recognising excellence in communications, circular economy, technical innovation, vehicle design and safety.

This year's awards attracted more than 100 entries by 50 teams from 16 countries. The winners were announced in a virtual ceremony live on Shell Eco-marathon's Instagram and Twitter on June 3, 2020. Scuderia Ferrari Formula 1 Driver Charles Leclerc joined the ceremony as a special guest.

For the technical inventiveness of their vehicle design that recycles hydrogen waste to generate energy, TP Eco Flash impressed judges and bested competitors to receive the Technical Innovation Award for the first time.

While such systems exist in the market, hydrogen recycling is not widely adopted as the process consumes a considerable amount of power. Additionally, decompressors needed for such systems are often bulky and therefore not traditionally used in race cars or lightweight vehicles.

TP Eco Flash gave themselves a challenge to address both areas. And the team succeeded, creating an innovation that requires less energy for recycling hydrogen while being compact enough to fit into an eco-car. Its purge-free capability also makes it safer than conventional hydrogen fuel cells.

A highly flammable gas, hydrogen could cause an explosion if accumulated in an enclosed space. To ensure safety, TP Eco Flash incorporated a fail-safe mechanism that would shut down the vehicle if hydrogen built up as a result of not being recycled.

"Taking part in Shell Eco-marathon has been a very fulfilling journey for our team and our advisors, and we are glad that we were able to see our hydrogen-powered vehicle in action before the Circuit Breaker in Singapore happened. Being able to be part of this year's regional competition allowed us to test our ideas and come up with real-world solutions using clean energy. Our ability to effectively integrate knowledge from multiple disciplines – clean energy, electronics and mechatronics – to secure our win is certainly another plus," said Tze Chen, who is the student manager of TP Eco-Flash.

Another category that saw stiff competition was the Vehicle Design Award (Urban Concept). NV11 Nanyang Autonomous Venture from NTU made the strongest impression on panellists with the intricate details, overall packaging, quality interior and good ergonomics of their vehicle.

Inspired by the characteristic fusiform shape of the killer whale, or orca, which contributes to it being one of the fastest-swimming marine mammals, the electric eco-car boasts a streamline, aerodynamic design, which reduces the drag from air moving past.

Modifying a design inherited from the NTU team that participated in Shell Eco-marathon 2019, the team of final-year undergraduates enhanced the steering, drivetrain, electrical and braking systems. The combination of these improvements increased energy efficiency by 30 to 40 per cent, based on lab tests.

"I remember the day when we first took over the car from our seniors and each of us did a test drive to understand the areas for improvement. That experience got us really excited – a feeling that kept us going till the end, even when the COVID-19 pandemic meant that we could no longer compete on-track. Nonetheless, Shell Eco-marathon has provided a wonderful hands-on learning platform that allowed us to develop practical solutions to a present-day issue. We look forward to passing our knowledge on to subsequent NTU teams so that they can surpass and better our design," said Peter Chong, Lead Driver, of NV11 Nanyang Autonomous Venture.

This year also marks the 35th anniversary of Shell Eco-marathon. Over the years, Shell Eco-marathon has seen thousands of high school and university students from across the world build ultra-energy-efficient vehicles, in a variety of designs, using a spectrum of energy types. Every year brings new stories of human endeavour and technical excellence, as teams push the boundaries of what's possible. In these extraordinary times, Shell Eco-marathon continued to find ways to keep the spirit of innovation alive among its student participants.

### Downloads:

[Download photos of Singapore's SEMA teams](#)

### Enquiries:

Hilary Espinosa  
Ninemer Communications P L  
[hilaryespinosa@ninemer.com](mailto:hilaryespinosa@ninemer.com)

Charlene Ho  
Ninemer Communications P L  
[charleneho@ninemer.com](mailto:charleneho@ninemer.com)

Ca-Mie De Souza  
General Manager, External Relations  
[Ca-Mie.DeSouza@shell.com](mailto:Ca-Mie.DeSouza@shell.com)

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## **8. EMA and Shell invite SMEs to co-create smart and clean energy solutions for Shell stations**

Jul 17, 2020

EMA and Shell jointly issue grant call to develop smart and clean energy solutions for Shell's network of service stations.

The Energy Market Authority (EMA) and Shell have issued a joint grant call to develop smart and clean energy solutions for Shell's network of service stations. This would see Shell service stations using a smart energy management system that integrates the use of solar power and Energy Storage Systems (ESS) to power the stations and provide faster charging for electric vehicles (EVs).

**[Read the press release on EMA's website](#)**

## 9. Shell develops digital talent and pioneers new virtual manufacturing technology

Aug 27, 2020

The Pulau Bukom Manufacturing Site is selected as Shell's first site globally to transform the ways to work in this pilot.

Shell's Pulau Bukom manufacturing site, and the home of Singapore's first refinery, will pilot a manufacturing site technology, named "Digital Twin". Upon achieving full completion in 2024, the Digital Twin will be a complete virtual representation of the physical elements on site and be able to respond dynamically to conditions based on data from over 20 different technology platforms.

The power of the Digital Twin lies in its visual, data and analytics capabilities. When fully implemented, the manufacturing site will be safer, more competitive and innovative, delivering new levels of efficiency, safety standards and plant intelligence. Live information of the plant operations can be provided to engineers via augmented reality (AR) and virtual reality (VR), reducing the need to step into the plant. When troubleshooting an issue, various options can be tested in real-time on the virtual platform, before deciding on a solution. This improves operational efficiency, preventing downtime, reducing maintenance costs and allows effective real time collaboration between experts and operators. By 2025, all critical field operations at Pulau Bukom will be performed through tablets.

"We are committed to making our Singapore sites on Bukom and Jurong Island globally competitive by combining human capabilities with advanced digitalisation technologies, to truly transform the ways we work. The launch of the Digital Twin technology is a strong testimony of how we are implementing potentially ground-breaking solutions in a traditional environment to improve productivity and efficiency safely," said Hugues Bourgogne, Vice President Manufacturing Singapore/Philippines and General Manager of Pulau Bukom Manufacturing site.

Pulau Bukom's position as an integrated oil and petrochemicals hub in Asia Pacific, strong track record in piloting path breaking digitalisation projects and its long history, were reasons why it was selected to pioneer the Digital Twin. Large amounts of data from the 59-year-old site will be mapped into the Digital Twin's processor for stronger machine-learning. A full rollout across the island is expected in four years, as the workforce capabilities and digital assets mature. This is expected to result in approximately 25% improvements in productivity, reliability and safety.

The site is also grooming a strong pool of technical talent to support this digital transformation. Since late 2019, about 140 employees from various teams on the Bukom manufacturing site have participated in hackathons and digital bootcamps, under various programmes to add digital capabilities and competence to the site. In the next two years, all employees at the Bukom manufacturing site, including management, engineers and technicians, will be trained and equipped to operate the asset of the future. The site is committed to investing over 6,000 training hours annually from 2021, on this digital drive.

"Shell Bukom's digitalisation plans, anchored by the Digital Twin, is a shakeup of the plant. With the setup of a virtual plant through the Digital Twin, and by equipping staff on site with a tablet, we are creating a new culture of allowing work to be done remotely with the provision of complex data at their fingertips. This is an exciting time as we are not just building digital assets, but also a new digital culture. We are telling our staff to pursue their interest of coding applications to make their jobs easier, to think about becoming data scientists or software engineers, all while working in a manufacturing plant with our playground of data," said Narayanan Valayaputtur, Projects and Engineering Manager.

This move is aligned with the Singapore government's focus on Industry 4.0, a trend of automation and data exchange in manufacturing technologies which will see automation powered by data to perform everyday tasks.

"We are encouraged that Shell has taken this bold step of piloting the "Digital Twin" solution in Singapore, setting a strong example of how the Energy and Chemicals sector can adopt technology to move towards Industry 4.0 standards," said Damian Chan, Executive Vice President, EDB. "Shell's holistic approach of investing in digital processes, technologies and training to support the workforce is timely, especially with the acceleration of digitalisation in established industries today, and will help advance Singapore's push for digital transformation across sectors."

[Download photos of the Digital Twin](#)

### Notes To Editors:

- The Pulau Bukom Manufacturing Site is an integrated refinery and chemicals site in Singapore and Shell's largest petrochemical production and export centre in the Asia Pacific region. The facility can process up to 500,000 barrels of oil per day.
- Bukom supplies products to various Shell businesses in Singapore, including Retail, Commercial and Chemicals. Approximately 90 per cent of Bukom's products are exported to countries in the Asia Pacific region and beyond.
- The flexibility, scale and geographic spread of Shell's refining portfolio enables its Trading and Supply business to efficiently supply both Shell's own marketing businesses and external customers with high-quality oil products.
- Shell in Singapore has implemented digitalisation solutions such as drones, 3D printing and augmented reality at its manufacturing plants, including Shell Jurong Island. Digitalisation has also changed the way construction work is being done on site. Combined with the usage of 4D- and 5D-based construction planning, staff are now able to accurately predict constraints and monitor developments, resulting in time and manpower savings.
- Shell operates and has interests in 15 refineries, capable of processing nearly 2.5 million barrels of oil a day into high-quality fuels, specialty products and petrochemicals that help keep people and economies moving.

### Enquiries:

Vanessa Ho  
Ninemer Communications P L  
[vanessaho@ninemer.com](mailto:vanessaho@ninemer.com)

Hsu Lin  
Ninemer Communications P L  
[hsulin@ninemer.com](mailto:hsulin@ninemer.com)

Ca-Mie De Souza  
General Manager, External Relations  
[Ca-Mie.DeSouza@shell.com](mailto:Ca-Mie.DeSouza@shell.com)

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## 10. Shell Singapore rolls out future-ready coursework to UpSkill Workforce

Sep 15, 2020

Known as “UpSkill ShellSG”, the new initiative aims to deepen Shell’s continuous learning and improvement culture by providing all employees with a suite of future-ready coursework.

Shell Singapore will invest in upskilling all its employees here with a suite of future-ready coursework under a new “UpSkill ShellSG” initiative. UpSkill ShellSG aims to deepen the continuous learning and improvement culture with a focus on the skills required to fulfill customers’ changing energy needs. To enable the initiative, Shell will channel \$10 million received from the Jobs Support Scheme to fund UpSkill ShellSG, complementing its own internal resources.

The UpSkill ShellSG initiative includes a range of resources internally developed by Shell and will be complemented by a SkillsFuture coursework across 12 curated themes, designed to develop employees’ in skills such as adaptability and agile thinking to navigate and solve complex problems in today’s rapidly changing environment, as well as data analytics and data mining that will help employees to better play their part in creating integrated energy solutions.

“Shell Singapore has a deep culture of continuous improvement and learning. We encourage everyone to adopt a ‘learner’s mindset’. Never has this mindset been more relevant and urgent, as we navigate change amidst the energy transition. Singapore has long been a talent hub for the Shell Group, and we have thrived on a strong Singapore core. With UpSkill ShellSG, we want to keep challenging ourselves to take learning to the next level,” said Aw Kah Peng, Chairman, Shell Companies in Singapore.

Apart from internal Shell resources, the company will be tapping on courses under the SkillsFuture umbrella as part of the UpSkill ShellSG initiative. The 12 themes curated for Shell employees include: Digital Literacy, Data Analytics, User Experience Design, Advanced Manufacturing, Tech-Enabled Services, Digital Media, Adaptive Skills, Management and Leadership, Project Management, Entrepreneurship, Languages and Urban Solutions. The courses will be made available to employees from later this month.

### A Learner’s Mindset for All

As an example, under UpSkill ShellSG, staff working at our manufacturing sites can upgrade themselves with courses under the theme of Digital Literacy. Such courses, some of which are internally developed by Shell, will help employees be well-versed in interpreting data and interacting with new digital tools. This allows them to better adapt to the changing digital landscape as Shell transits into an increasingly digital environment.

Executives who are keen to enhance their knowledge of changing energy needs, liveable cities and sustainability solutions will be able to pick courses under the theme of Urban Solutions. Under this theme, courses such as Overview of Sustainable and Renewable Energy for a Smart City, and Corporate Sustainability will help employees to better appreciate and contribute to creating integrated energy solutions.

Courses under the theme of Adaptive Skills, including Positive Thinking amidst Change and Managing Change in the Age of Disruption, are suited for all employees. These courses will equip them with relevant skills to better navigate the complex changing landscapes.

Shell Singapore has long been a champion of continuous learning, having been conferred the inaugural SkillsFuture Employers Award in 2017 for making significant contribution to its

employees' skills development and mastery. UpSkill ShellSG serves to provide employees with a wider selection of learning opportunities to equip them with the skills of the future.

### **Enquiries:**

Vanessa Ho  
Ninemer Communications P L  
[vanessaho@ninemer.com](mailto:vanessaho@ninemer.com)

Hsu Lin  
Ninemer Communications P L  
[hsulin@ninemer.com](mailto:hsulin@ninemer.com)

Ca-Mie De Souza  
General Manager, External Relations  
[Ca-Mie.DeSouza@shell.com](mailto:Ca-Mie.DeSouza@shell.com)

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shared costs; (m) risks associated with the impact of pandemics, such as the COVID-19 (coronavirus) outbreak; and (n) changes in trading conditions. No assurance is provided that future dividend payments will match or exceed previous dividend payments. All forward-looking statements contained in this press release are expressly qualified in their entirety by the cautionary statements contained or referred to in this section. Readers should not place undue reliance on forward-looking statements. Additional risk factors that may affect future results are contained in Royal Dutch Shell's Form 20-F for the year ended December 31, 2020 (available at [www.shell.com/investor](http://www.shell.com/investor) and [www.sec.gov](http://www.sec.gov)). These risk factors also expressly qualify all forward-looking statements contained in this press release and should be considered by the reader. Each forward-looking statement speaks only as of the date of this press release, August 12, 2020. Neither Royal Dutch Shell plc nor any of its subsidiaries undertake any obligation to publicly update or revise any forward-looking statement as a result of new information, future events or other information. In light of these risks, results could differ materially from those stated, implied or inferred from the forward-looking statements contained in this press release.

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## **11. NEA and Shell to jointly explore new chemical recycling value chain to turn plastic waste into chemicals**

Oct 16, 2020

The study is part of Shell's energy transition ambition, as we aspire to transform our business to become more sustainable and circular.

The National Environment Agency (NEA) and Shell are jointly studying the feasibility of chemically recycling plastic waste in Singapore.

The study will look into waste segregation facilities and plastic pyrolysis plants to recycle Singapore's plastic waste. Pyrolysis is a chemical process to convert plastic waste into higher-value products such as pyrolysis oil, which can be upgraded as feedstock to manufacture plastics and chemicals.

"Chemical recycling will enable the recycling of contaminated plastics that are recovered from our general waste. This feasibility study is part of NEA's efforts to develop our local plastic recycling capabilities, improve our plastic recycling rates and enhance the resilience of our overall waste management infrastructure. The joint study with Shell will help NEA gain a better understanding of the technical and commercial aspects of a chemical recycling value chain in Singapore, and bring us one step closer to realising our goal of a circular economy for plastics," said Mr Tan Meng Dui, Chief Executive Officer of NEA.

Packaging, including plastics, is one of NEA's three priority waste streams for closing the resource loop and working towards our vision of a Zero Waste Nation. In Singapore's domestic waste stream, plastics make up more than half of the packaging waste disposed of. In addition to diverting plastics from incineration, chemical recycling will help reduce carbon emissions, close the plastic waste loop, and create new jobs and capabilities as part of a more circular approach towards resource management in the longer term. The joint study with Shell will complement NEA's consultancy study on the feasibility of developing a pilot Plastic Recovery Facility (PRF) in Singapore, which will be awarded by end 2020 and run parallel to the feasibility study between NEA and Shell.

"As part of Shell's energy transition ambition, we aspire to transform our business here to become more sustainable and circular. That is why we are committed to work with NEA and other partners in the ecosystem to develop a new circular supply chain to support both Singapore's and Shell's chemical recycling ambitions," said Aw Kah Peng, Chairman of Shell Companies in Singapore.

In 2019, Shell announced its ambition to use one million tonnes of plastic waste a year as feedstock in its global Chemicals plants - across Asia, Europe and North America, by 2025. Since Nov 2019, the Shell Norco facility in Louisiana, USA, has started using pyrolysis oil from plastic waste as feedstock.

### **For Shell enquiries, please contact:**

Ca-Mie De Souza  
General Manager, External Relations  
**[Ca-Mie.DeSouza@shell.com](mailto:Ca-Mie.DeSouza@shell.com)**



## For NEA enquiries, please contact:

Siti Annazia Hamsani (Ms)  
Corporate Communications  
National Environment Agency  
Tel: 9844 6309  
Email: [Siti Annazia HAMSANI@nea.gov.sg](mailto:Siti_Annazia_HAMSANI@nea.gov.sg)

Elly Saad (Ms)  
Corporate Communications  
National Environment Agency  
Tel: 9066 4418  
Email: [elynur\\_saad@nea.gov.sg](mailto:elynur_saad@nea.gov.sg)

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## 12. Shell Singapore outlines path to transform its business in the country

Nov 10, 2020

Shell Singapore wants to transform its business in the country to thrive through the energy transition.

To this end, it has outlined a 10-year plan for how the company could make significant investments in people, assets, and capabilities to repurpose its core business and aim to cut its own CO<sub>2</sub> emissions here by half within a decade.<sup>1</sup> This builds on Shell's overarching ambition to be a net-zero emissions energy business by 2050 or sooner.



“We welcome Singapore’s goal towards net zero emissions as a country. As a company which has had a long presence in this country, Shell Singapore has a key role to play in supporting the Government’s ambitions. Today, our extensive presence in Singapore’s energy sector carries with it a carbon footprint. Our businesses in Singapore must evolve and transform, and we must act now if we are to achieve our ambition to thrive through the energy transition. Our decisive action today will help Shell in Singapore stay resilient and build a cleaner, more sustainable future for all of us,” said Aw Kah Peng, Chairman of Shell Companies in Singapore.

We will accelerate this transition through three pillars:

1. **Repurpose our core** by building on our strengths of an integrated business here and focus our manufacturing assets to provide more energy transition resilient products;
2. **Provide low-carbon solutions** for customers in the sectors which are also important pillars of Singapore’s economy – power, mobility, shipping, aviation, trading; and
3. **Partner with key stakeholders** to bring about sustainable change.

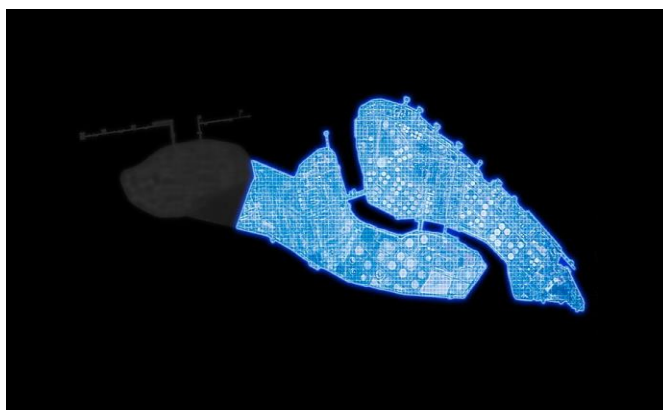
We are transforming our manufacturing business, making it fit for the new future, where our Pulau Bukom Manufacturing Site will be one of Shell’s approximately six energy and chemicals parks. Bukom will pivot from a crude-oil, fuels-based product slate towards new, low-carbon value chains. We will reduce our crude processing capacity by about half and aim to deliver a significant reduction in CO<sub>2</sub> emissions. Repurposing Bukom will not only involve significant changes in our refinery configuration, but also increased investments in our assets, and critically, in our people. A site-wide digitalisation programme that aims to transform the way we operate is already underway. Work has also commenced to study the production of products that are resilient to the energy transition, such as biofuels, and more specialities, like bitumen. We are also looking at the possibility of different future feedstocks that are based on greater circularity and renewable raw materials, such as recycled chemicals.

The changes that will have to take place in our businesses will have a corresponding effect on our staff numbers. As Bukom transforms and becomes smaller and smarter, the resizing of operations will result in fewer jobs but more highly skilled jobs as digitalisation and automation progress. This will be a multi-year journey.

We are evolving our business to drive decarbonisation and partnering with key stakeholders on broader energy transition initiatives:

1. We are looking to expand our solar footprint, including looking into utility-scale solar generation. This builds on the more than 3MWp we have already built at our Pandan distribution terminal, Seletar aviation site and Tuas Lubricants Plant.
2. By 2030, we aim to have an extensive network of electric vehicle charging options for our customers, all within a short drive, from their home, workplace or when they are on the go. We believe there are opportunities to redefine mobility in Singapore, to be cleaner and smarter.
3. In Shipping, our LNG bunkering joint venture, FueLNG, will scale up with the arrival of Singapore's first bunkering vessel in late 2020, contributing to Singapore's ambition to decarbonise shipping.
4. Given our extensive global experience trading environmental products, we are engaging our customers in Singapore to provide carbon neutral solutions to meet their climate objectives.
5. We are working with the National Environment Agency on a joint feasibility study for the set-up of waste segregation facilities and plastic pyrolysis plants to recycle Singapore's plastic waste.

"Singapore is a key hub for Shell. These decisions show how determined we are to remain a part of Singapore's energy future, just as we have been partners in economic development over the decades," said Huibert Vigeveno, Downstream Director and member of the Executive Committee of Shell. "The transformation of our business in Singapore, and in particular our largest refinery on Pulau Bukom into one of our approximately six energy and chemicals parks, is crucial to Shell's ambition of becoming a net-zero emission energy business by 2050 or sooner, in step with society and our customers."



## Enquiries

Cindy Lopez  
Head, Southeast Asia and South Asia Media Relations  
**Cindy.Lopez@shell.com**

Mich Villar  
Shell Spokesperson, Asia-Pacific  
**Mich.Villar@shell.com**

Elaine Villanueva  
Shell Spokesperson, Asia-Pacific  
**Elaine.Villanueva@shell.com**

## Notes to Editors

Number of trees is based on a 'global average tree', of approximately 20cm diameter at breast height. The quantity of carbon stored in such a tree is estimated from peer-reviewed studies to estimate the global tree count (Crowther et al. 2015) and global carbon storage in tree vegetation (Erb et al. 2017): ~3 trillion trees and ~400 Gt of carbon. The actual quantity of carbon stored in a specific tree is dependent on species, soil, climate, maturity, and other factors, which are not fully captured here.

Shell has announced a new ambition to be a net-zero emissions energy business by 2050, or sooner, if possible, in step with society. We will work towards this ambition in three ways:

We have significantly raised our Net Carbon Footprint ambition so that it is in step with the large sections of society that want to achieve a 1.5° Celsius future. Shell's long-term ambition is to reduce the Net Carbon Footprint of the energy products we sell by 65% by 2050, instead of 50%. And our medium-term ambition is to reduce the Net Carbon Footprint of the energy products 30% by 2035, in step with society, instead of 20%.

We also have a new ambition to achieve net-zero operational emissions (Scope 1 and 2) by 2050 or sooner, which includes the emissions associated with manufacturing and bringing Shell's energy and non-energy products to the market.

Finally, as a business that supplies energy, we will work with sectors which use energy to help identify and enable decarbonisation pathways for them to follow towards a net-zero emissions future. And for those customers who still have emissions as they near 2050, we will work ever more intensely with them to find a way to mitigate those emissions.

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Analogies used in this release are for illustrative purposes only. Shell does not make any representation or warranty, whether express or implied, regarding the accuracy, completeness, reliability or relevance of the analogies, and is not liable in any way for any loss, damages or expenses arising out of, or in connection with the calculation of the analogies, or with the use of or claims made regarding such analogies.

This release contains data and analysis from Shell's Sky scenario. Unlike Shell's previously published Mountains and Oceans exploratory scenarios, the Sky scenario is based on the assumption that society reaches the Paris Agreement's goal of holding the rise in global average temperatures this century to well below two degrees Celsius (2°C) above pre-industrial levels. Unlike Shell's Mountains and Oceans scenarios, which unfolded in an open-ended way based upon plausible assumptions and quantifications, the Sky scenario was specifically designed to reach the Paris Agreement's goal in a technically possible manner. These scenarios are a part of an ongoing process used in Shell for over 40 years to challenge executives' perspectives on the future business environment. They are designed to stretch management to consider even events that may only be remotely possible. Scenarios, therefore, are not intended to be predictions of likely future events or outcomes.

Additionally, it is important to note that as of 10 November 2020, Shell's operating plans and budgets do not reflect Shell's Net-Zero Emissions ambition. Shell's aim is that, in the future, its operating plans and budgets will change to reflect this movement towards its new Net-Zero Emissions ambition. However, these plans and budgets need to be in step with the movement towards a Net-Zero Emissions economy within society and among Shell's customers.

Also, in this release we may refer to Shell's "Net Carbon Footprint", which includes Shell's carbon emissions from the production of our energy products, our suppliers' carbon emissions in supplying energy for that production and our customers' carbon emissions associated with their use of the energy products we sell. Shell only controls its own emissions. The use of the term Shell's "Net Carbon Footprint" is for convenience only and not intended to suggest these emissions are those of Shell or its subsidiaries.

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<sup>1</sup> The reduction is in Scope 1 and 2 emissions and for 100% Shell-controlled operations in Singapore. The reduction is measured against the baseline year of 2018.

<sup>2</sup> Singapore has a total of about seven million urban trees, of which six million of them are managed by the National Parks Board. 'Urban trees' do not include trees in the nature parks and reserves. See Notes to the Editor at the end of the release for background on the analogy of trees.

## **13. Launch of Joint Capability Council by Shell and SSEU**

Nov 30, 2020

About 1,250 Shell employees stand to benefit from upskilling in line with Shell Singapore's transformation.

Shell has partnered with the Singapore Shell Employees' Union (SSEU) to set up a Joint Capability Council (JCC) to spur the transformation of our employees into Workers 4.0<sup>1</sup> through training and upskilling. This is in line with Shell Singapore's plan to repurpose its core business and its aim to cut its own CO<sub>2</sub> emissions in Singapore by about a third within a decade.

Read more [media release here](#)

<sup>1</sup> Worker 4.0 is a term referencing to an employee who is equipped with adaptive, technological, and technical skills – skills that are required to make Industry 4.0 transformation succeed.