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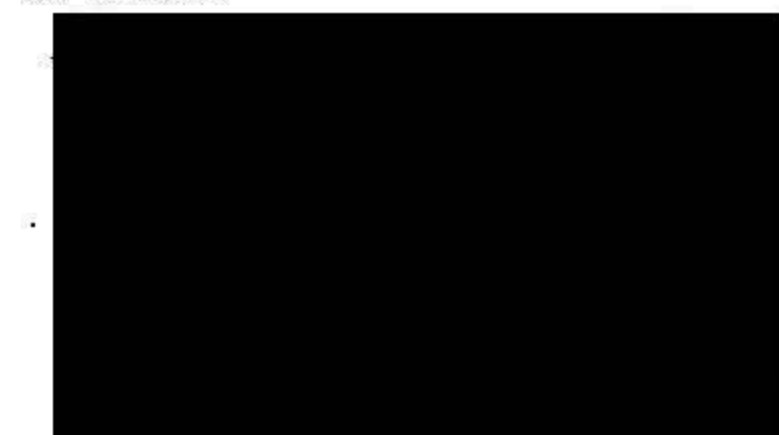
Dear Justine,

Please accept my congratulations on your very well deserved appointment as Secretary of State for Transport and promotion to the Cabinet.

We are of course very sorry to lose you from the oil and gas fiscal portfolio, where your focus, expertise and insight over the past few months have been so important to the industry as we work together to shape a way forward to sustain investment in the UK North Sea. I know however the good work we have begun will be taken on ably by Chloe Smith, supported by the excellent team of officials whom we have also got to know, and we look forward to meeting the new Economic Secretary in due course.

The upside for us is that you move to a portfolio which is as close to Shell's business interests as the offshore fiscal regime, given the Department's responsibility for transport fuels and the UK's strategy for lower carbon transport. There are a number of live policy and regulatory issues here of major concern to us, such how the indirect land use change (iLUC) impacts from biofuels are addressed in the implementation of the Renewable Energy Directive, and the treatment of the fuels products from oil sands in the Fuel Quality Directive. We will also be responding in detail to the Department's consultation on future aviation strategy in the next few days, with a particular focus on the potential contribution of biofuels to mitigate carbon emissions from aviation.

I would very much like to find an opportunity to discuss some of these issues with you in detail and to share Shell's thinking on future mobility pathways, if that would be of use: this is an area Shell has devoted considerable attention and resource to over recent years. Once you have had a little time to settle in to the new role, if I may I will ask our offices to be in touch to see if we could arrange a time to meet.



Graham van't Hoff
Chairman

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