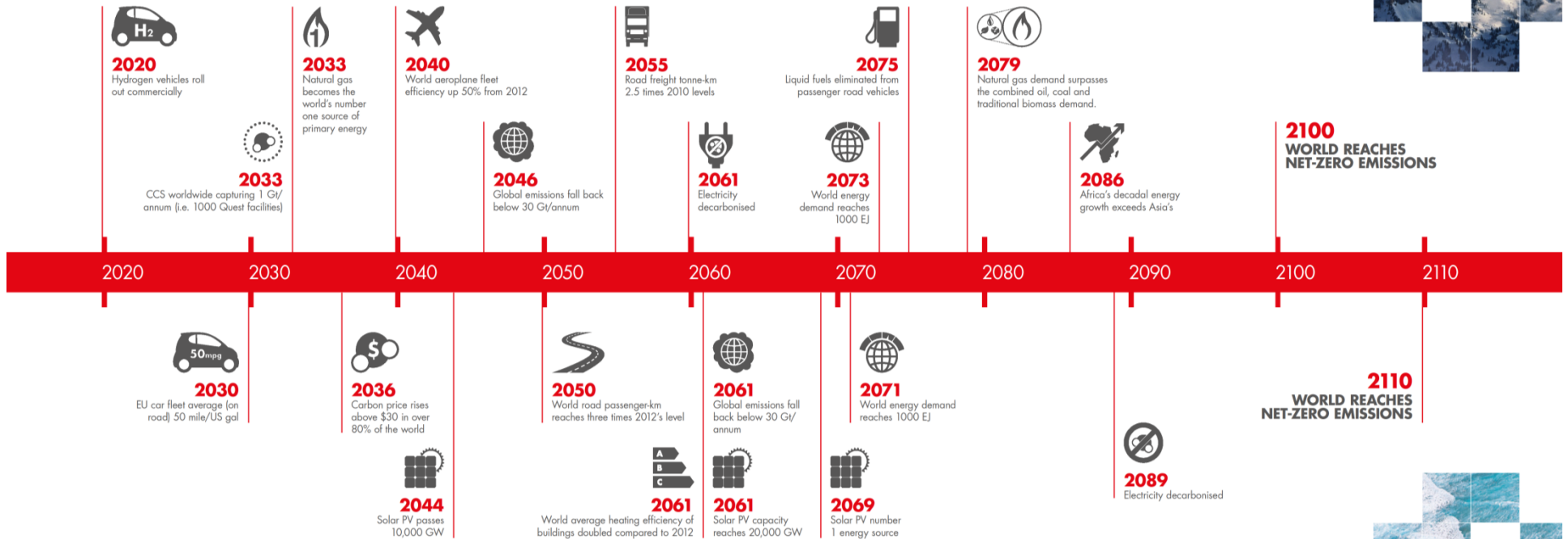


Pathways to net-zero emissions

MOUNTAINS This is the world with status quo power locked in and held tightly by the currently influential.



OCEANS Influence stretches far and wide in the world of Oceans. Power is devolved, competing interests are accommodated and compromise is king.

Scenarios are part of an ongoing process used in Shell for more than 40 years to challenge executives' perspectives on the future business environment. They are based on plausible assumptions and quantification and are designed to stretch management thinking and even to consider events that may only be remotely possible.