Beyond the Blue Horizon - A View from Two Perspectives: Technology and Thinking*

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Abstract

What does it take to be a successful exploration company, and carry the burden of being responsible for 'moving the chains of energy progress' forever forward? This article examines that challenge through two very different lenses of historic perspective of the sub-surface; firstly some psychological characteristics and perceptions applicable to successful oil and gas explorers, and secondly, through a more tangible review of physical game-changing technologies that affect breakthroughs. Stepping aside from our industry, three examples are provided from recent history where the prediction of the present day state (their future) can be shown to have been erroneous due to (i) the inability to think beyond the boundary conditions of the time, (ii) being unable to recognize the rate of progress and applicability of existing technologies, and (iii) stubbornness in assimilating the breakthroughs of others so that deployment value of the technology is minimalized in light of competition.

A review of familiar technologies available fifty years ago, in 1965, provides food for thought as to whether we would ever have predicted the nature of their 2015 counterparts. Moving to our industry and particularly Upstream Exploration related technologies, discussion focuses on those that are currently creating considerable change in both the accuracy of detection and observation of petroleum systems, and thus actually change the risk profile of plays and prospects before drilling. Gravity gradiometry and Unmanned Aerial Vehicles (UAVs or 'drones') are used as examples of deployable hardware technologies that are changing the game in multiple Upstream arenas. The other definition of technology, 'the application of scientific thinking to industrial objectives' (i.e. not the gadgetry and gizmos) is investigated through a few examples (not 'Unconventionals') where paradigm shifts in thinking and challenges to the conventional wisdom, have moved the discovery of hydrocarbons and our perception of what is possible, to new heights. On this basis of past and current experiences, the key to keeping 'the powerhouse' fueled well into the future, lies in achieving the best marriage of ideas and technology with the justification foresight to overwhelm the pessimists. If we can continue to deliver this potent combination of insightful perception and increased observational resolution in our data, we are indeed well placed to continue to move 'beyond the blue horizon' for many decades to come.

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BEYOND THE BLUE HORIZON A VIEW FROM TWO PERSPECTIVES: TECHNOLOGY AND THINKING

AAPG ICE
Melbourne, Australia
September 2015

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CAUTIONARY NOTE

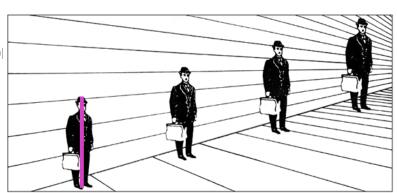
The companies in which Royal Dutch Shell plc directly and indirectly owns investments are separate entities. In this presentation "Shell", "Shell group" and "Royal Dutch Shell" are sometimes used for convenience where references are made to Royal Dutch Shell plc and its subsidiaries in general. Likewise, the words "we", "us" and "our" are also used to refer to subsidiaries in general or to those who work for them. These expressions are also used where no useful purpose is served by identifying the particular company or companies. "Subsidiaries", "Shell subsidiaries" and "Shell companies" as used in this presentation refer to companies in which Royal Dutch Shell either directly or indirectly has control, by having either a majority of the voting rights or the right to exercise a controlling influence. The companies in which Shell has significant influence but not control are referred to as "associated companies" or "associates" and companies in which Shell has joint control are referred to as "jointly controlled entities". In this presentation, associates and jointly controlled entities are also referred to as "equity-accounted investments". The term "Shell interest" is used for convenience to indicate the direct and/or indirect ownership interest held by Shell in a venture, partnership or company, after exclusion of all third-party interest.

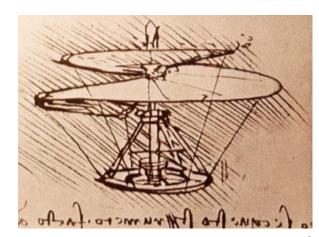
This presentation contains forward-looking statements concerning the financial condition, results of operations and businesses of Royal Dutch Shell. All statements other than statements of historical fact are, or may be deemed to be, forward-looking statements. Forward-looking statements are statements of future expectations that are based on management's current expectations and assumptions and involve known and unknown risks and uncertainties that could cause actual results, performance or events to differ materially from those expressed or implied in these statements. Forward-looking statements include, among other things, statements concerning the potential exposure of Royal Dutch Shell to market risks and statements expressing management's expectations, beliefs, estimates, forecasts, projections and assumptions. These forward-looking statements are identified by their use of terms and phrases such as "anticipate", "believe", "could", "estimate", "expect", "intend", "may", "plan", "objectives", "outlook", "probably", "project", "will", "seek", "target", "risks", "goals", "should" and similar terms and phrases. There are a number of factors that could affect the future operations of Royal Dutch Shell and could cause those results to differ materially from those expressed in the forward-looking statements included in this presentation, including (without limitation): (a) price fluctuations in crude oil and natural gas; (b) changes in demand for Shell's products; (c) currency fluctuations; (d) drilling and production results; (e) reserves estimates; (f) loss of market share and industry competition; (g) environmental and physical risks; (h) risks associated with the identification of suitable potential acquisition properties and targets, and successful negotiation and completion of such transactions; (i) the risk of doing business in developing countries and countries subject to international sanctions; (j) legislative, fiscal and regulatory developments including potential litigation and regulatory measures as a result of climate changes; (k) economic and financial market conditions in various countries and regions; (I) political risks, including the risks of expropriation and renegotiation of the terms of contracts with governmental entities, delays or advancements in the approval of projects and delays in the reimbursement for shared costs; and (m) changes in trading conditions. All forward-looking statements contained in this presentation 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 factors that may affect future results are contained in Royal Dutch Shell's 20-F for the year ended 31 December, 2014 (available at www.shell.com/investor and www.sec.gov). These factors also should be considered by the reader. Each forward-looking statement speaks only as of the date of this presentation, 16th September 2015. Neither Royal Dutch Shell 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 presentation. There can be no assurance that dividend payments will match or exceed those set out in this presentation in the future, or that they will be made at all.

We use certain terms in this presentation, such as discovery potential, that the United States Securities and Exchange Commission (SEC) guidelines strictly prohibit us from including in 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. You can also obtain this form from the SEC by calling 1-800-SEC-0330. SHELL

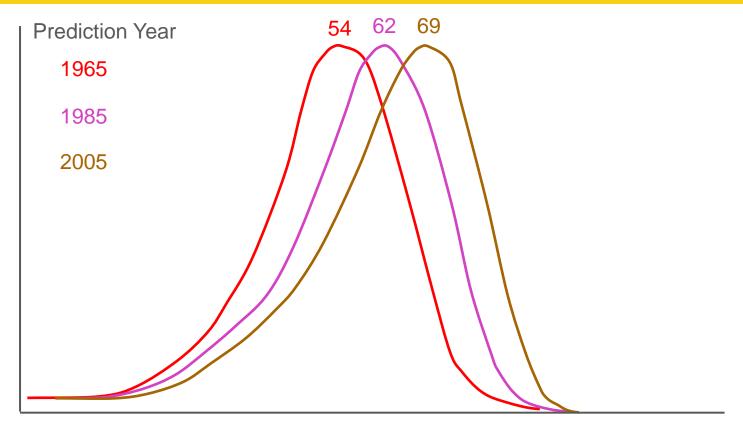
OUTLINE

- Psychological characteristics and perception constraints
 - Viewpoints and lenses
- Picking technology winners?
 - 1965 → 2015
- Two technology game-changers
 - Gravity Gradiometry
 - Drones
- The other definition of 'technology'
 - Paradigm shifts in thinking, unexpected applications of science
- Conclusions



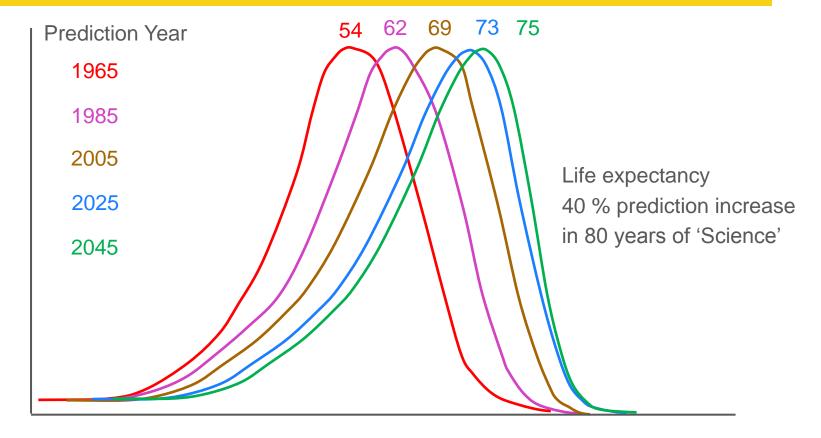


1. INABILITY TO THINK BEYOND THE CURRENT BOUNDARY CONDITIONS

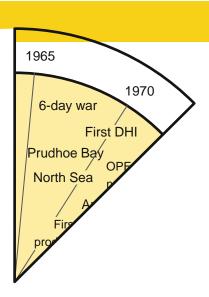


WHEN HAS HISTORY LET US DOWN ON FUTURE PREDICTION?

LIFE EXPECTANCY AT BIRTH – SE ASIA



2. EARLIER THAN YOU THINK



3. RATE OF PROGRESS AND RELEVANT APPLICATION





Some things are hard to improve upon





Some have been improved





Some are just scientific revolution

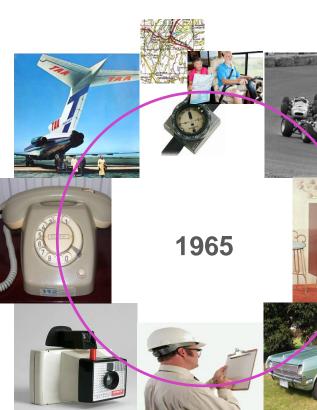


1965 TECHNOLOGY









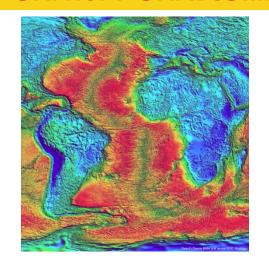


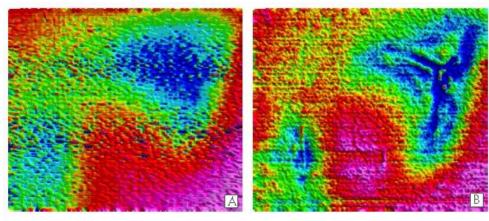






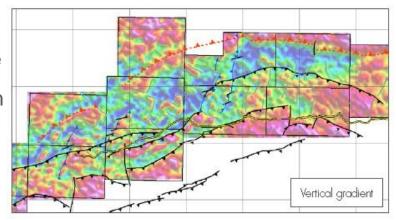
GRAVITY GRADIOMETRY: BASIN & PLAY DE-RISKING





Comparison of spatial resolution (A) standard gravity and (B) gravity gradient

- Measures gradients
- Removes instrument motion errors/noise
- Improves accuracy and spatial resolution
- e.g. improved structural fidelity
- e.g. depth to basement granularity



DRONES







proven technology (already 10 years old)

scalable size ... scalable payloads

multiple uses, multiple benefits (cost, human safety mitigation) challenges include data chain of custody, regulations







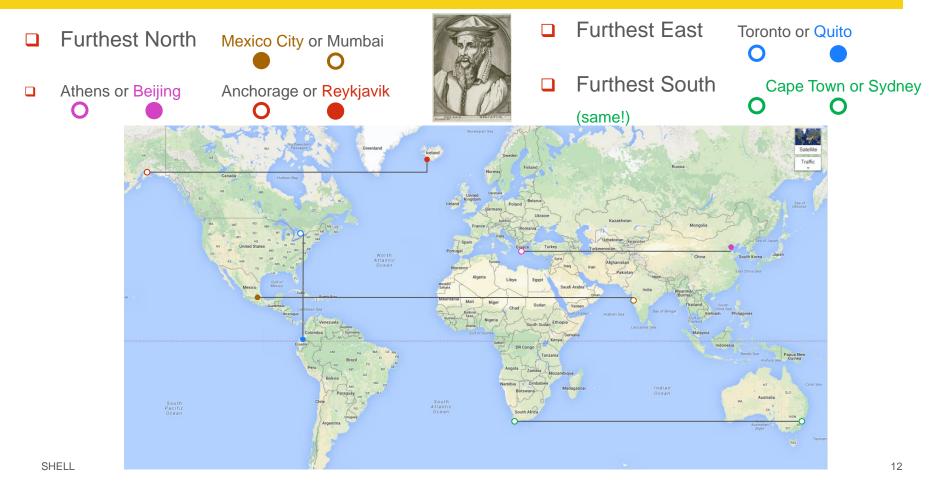
QUICK QUIZ

- Furthest North
- Mexico City or Mumbai
- Athens or Beijing
- Anchorage or Reykjavik



- Furthest East
- Furthest South (same!)
- Toronto or Quito
 - 0 0
- Cape Town or Sydney

PARADIGM THINKING



A 'WRONG' PREDICTION

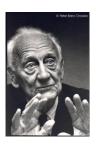


Ingenuity
Nanotechnology
Robotics
Chemistry
Extra-terrestrial resources

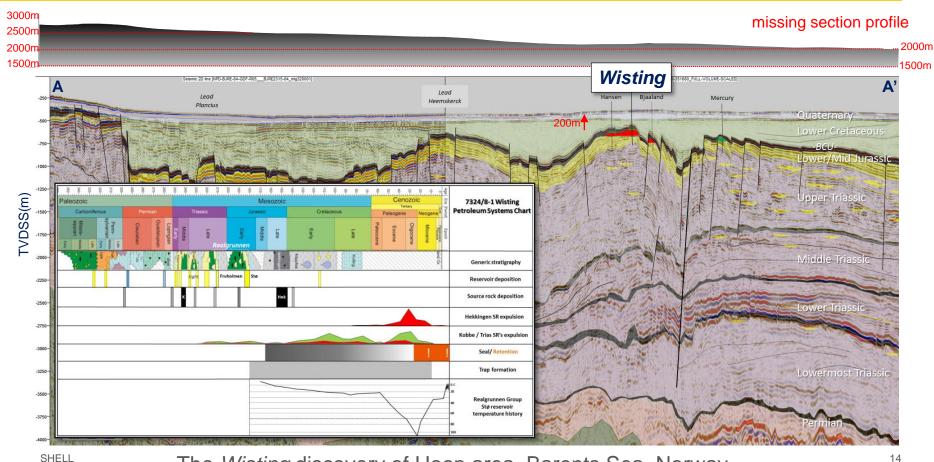


Climate change
Domestic water
Carbon management
Land use
Commodity economics

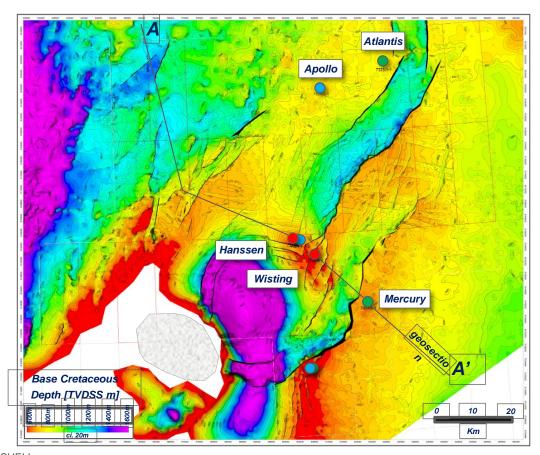
"Discovery consists in seeing what everyone else has seen and thinking what no one else has thought", so said Albert Szent-Gyorgyi (1894 -1986), 1937 Nobel Prize winner in Physiology and Medicine for his definitive work on understanding Vitamin C



MOST PEOPLE DIDN'T THINK THIS WOULD WORK

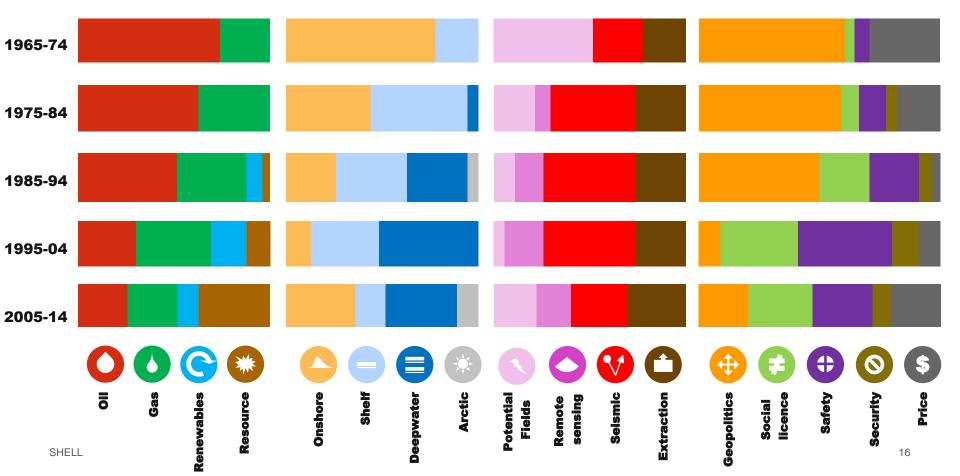


" DIDN'T EXPECT THAT! "

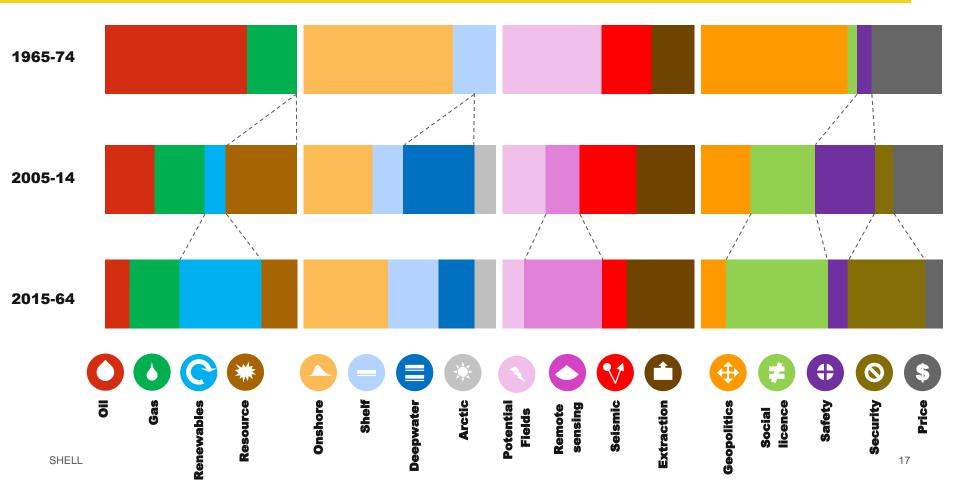


- Wisting and Hanssen shallow oil discoveries
 - just 200m below mudline
 - 18m gas, 78m oil column
 - STOIIP/UR: 670/270 mmbbls
 - Excellent reservoir, 25% por,
 Darcy sands
 - 39 API oil, 1-2cp, no biodegradation, successful test

5 DECADES OF UPSTREAM FOCUS



ANOTHER 'WRONG' PREDICTION



SUMMARY

- If the last 50 years of history teaches us anything... it's that only <u>some</u> of the issues to face the oil and gas industry will actually be predictable with lead time... the rest will just happen
- ... but geoscientist/engineer ingenuity will prevail
- Invest early in technology to polarize risk and reduce uncertainty
- ... technology comes in many flavours and ISN I sees viewing the Promised Land Frederic Edwin Church just new gadgets, often old gadgets re-applied

