

New value creation through intelligent connections

Drive digital transformation
at scale to meet today's energy
demands; deliver returns and
build a net-zero tomorrow.



Connect and innovate at scale —for now, for the future

Shell is rapidly transforming in response to huge industry change. This is vital to counter ongoing supply chain and price volatility, while closing value gaps with high-performing competitors.

Wael Sawan's directive is clear: enhance operational performance to drive revenue and create shareholder value. However, this focus on optimisation and simplification mustn't compromise net-zero climate targets.

To realise these ambitions, you require a fresh approach to technology, one that's robust, instantly responsive and seamlessly connected across Shell's integrated business. This will enable the creation of new operational capabilities, closely aligned with your Digital Acceleration vision. Let's see how.



” Making business change a success requires focusing on people, process and technology.

Supporting Shell's vision to provide value and achieve sustainability targets, simultaneously

A global enterprise like Shell needs reliable, secure connectivity in every geography it operates in. NTT DATA provides edge computing globally for faster connectivity, real-time data processing and analysis. This enables unrivalled opportunities for simplification and cost savings.

We bring the broadest and best combination of platforms, data competency, digital capacity and industry experts to meet your specific requirements. As a global, digital business with deep knowledge of the energy value chain, we can be your strategic technology services and delivery partner, delivering intelligent connectivity with seamless efficiency so you can quickly achieve next-level value creation.

Through Transatel, our unique P5G global network, you'll have the networking foundation you need to guarantee secure IoT device connectivity globally and feed downstream for intelligent automation across your business units. This is a single, repeatable template that can be rolled out across any market without the need of a unique design project for each market.

With our support, Shell can become its own MVNO rather than having to rely on other expensive local market providers. Our global voice backbone means you partner with a single global player rather than a fragmented national carrier network.





Turning data into insight depends on both accessibility and trust. For Shell, this means fulfilling data demand locally and centrally. In this way, you can establish governance and navigate your complex IT ecosystem, covering data platforms, tooling and associated services.

This is important because making business change a success requires focusing on people, process and technology. This is easier said than done, as most change projects are 95% focused on technology. We work with clients to fully realise data literacy by creating data strategies that align with broader business strategy. Establishing data trust requires a flexible operating model with defined policies, processes and tools to ensure data is understood, governed and secure. With our data and GenAI products factory, you and your people can move from a project to a product approach, with embedded trust.

We can further support you with a re-imagined view of trading and risk data across commodities. This unifies normally disparate energy trading and risk management systems with advanced analytics, providing decision-makers with the right insights at the right time through an intuitive user experience.

Your drive for increased operational efficiency and performance will be greatly accelerated by a modernised hybrid cloud infrastructure. This will consolidate your data centres through virtualisation and transform your apps into user-friendly microservices.

We can support you across your entire supply chain as well. With advanced telematics, predictive maintenance and end-to-end visibility, you can more readily maximise the value of your existing fleet and enhance innovation everywhere.

Unlocking maximum value as a more connected, innovative and productive enterprise

As a result of partnering with NTT DATA, Shell will have the modernised infrastructure needed for continual innovation, accelerated growth and increased competitiveness. Through the integration of advanced technology and capabilities such as hybrid cloud, AI automation and enhanced UX, you will have the power to break down operating silos, harness data complexity and boost performance from several perspectives:

Drive productivity, streamline operations and reduce costs



Applying generative AI to Digital Employee Experience is the key to reshaping repetitive time-consuming tasks and process blockages. This frees up Shell employees to focus more time on high-value projects. With AI assured through our AI-DX platform, your teams can scale operational advances and efficiencies across the business. And by integrating your IT and OT, you have connected assets that drive AI productivity gains across sites, empowering everyone in the business with increased visibility and control of operations.



Become a more connected, adaptable and data-driven organisation



Connectivity is the cornerstone of intelligent operations and our unified collaboration tools will enable Shell to break down all silos and facilitate secure, real-time information sharing. NTT DATA enables real-time decision-making through EdgeAI capabilities which process data at remote sites, cutting latency to the nanosecond. This makes it possible for in the moment AI image processing on remote sites rather than delayed central processing, saving time and reducing costs of data sharing to the cloud.

Our proven, repeatable processes will enable best practices to be scaled globally, across every line of business. This will mean Shell is a more connected and adaptable business, with all the capabilities to deploy operations wherever they are needed.

Reduce risk of safety incidents, cyber attacks and non-compliance



As you expand operations in high-risk and remote areas, you need a partner that knows how to make hardware and software work securely. We can do this for Shell in several ways. Our experience with robotics and UAV autonomous technologies in challenging environments, notably in hard-to-reach areas of LATAM, gives us the understanding you need to make operations safer, more secure and compliant. This includes intelligent sensors and wearable technology to monitor the health of workers, with IoT and advanced analytics to deliver in-depth, real-time equipment insights that pre-empt potential incidents. Our holistic, centralised approach to cybersecurity also means Shell will significantly reduce the risk of ransomware attacks and data leaks while protecting sensitive data and critical systems.

Accelerate progress towards net-zero



With real-time visibility into end-to-end carbon emissions, logistics and supply chain insights, as well as continual monitoring, you can identify further opportunities to reduce emissions, optimise asset deployment and accelerate your progress.

In hard-to-abate B2B sectors such as commercial transport, NTT DATA provides advanced partner platforms that harvest data from a wide variety of data sources for round-the-clock, real-time asset optimisation. This helps minimise cross-market fleet carbon footprints while supporting the underlying business objectives to enhance customer satisfaction at a low cost to the business.



A single partner who delivers end-to-end digital transformation at scale

At NTT DATA, we bring new levels of flexibility and agility to accelerate your digital transformation, from physical infrastructure and enterprise software to AIOps and advanced UX. This is backed up by our unmatched depth and breadth of sector-relevant expertise. As your strategic technology services and delivery partner, we aim to drive long-term success, from infrastructure to innovation and sustainability through:



The unmatched resilience of our infrastructure

With our strategically located data centers around the world, Shell can take advantage of our robust infrastructure resilience and protection against regional disasters like earthquakes, floods and fire.



Our global footprint and the local presence to support true scale

With operations in over 50 countries, NTT DATA brings a deep understanding of local laws, business practices and working cultures. A unique global footprint and local presence reinforces our ability to contract in different countries and deliver high-quality service, consistently, across any region.





Our unique approach to end-to-end delivery capability, which is closely aligned to Shell's ambitions

Our ability to combine the power of industry-expert strategic consulting with full stack technology delivery will provide Shell with complete, uniquely capable end-to-end support. With unparalleled infrastructure assets and deep partnerships that help our clients optimise, transform and innovate, NTT DATA can empower Shell for long-term success.

Our partner ecosystem moves at pace to accelerate change and help deliver digital transformation across IT and business. We collaborate with a variety of hyperscalers, AWS, Microsoft and Google Cloud Platform together with SAP, Salesforce and CISCO to meet Shell's diverse needs. Additionally, our expertise with ServiceNow, Palo Alto Networks Databricks Splunk, Genesys, VMWare, Sprinklr, NICE and Adobe, means NTT DATA can deliver comprehensive, and innovative solutions at scale.



Our advancements in innovation with IOWN to redefine communication networks

An annual budget of \$3.6bn for R&D and innovation means NTT DATA understands how to transform through innovation — and we will share our learnings with you. One example of this is our IOWN (Innovative Optical and Wireless Network) investment that will create a next-generation communications infrastructure that leverages photonic technology for ultra-high capacity, ultra-low latency and ultra-low power consumption.



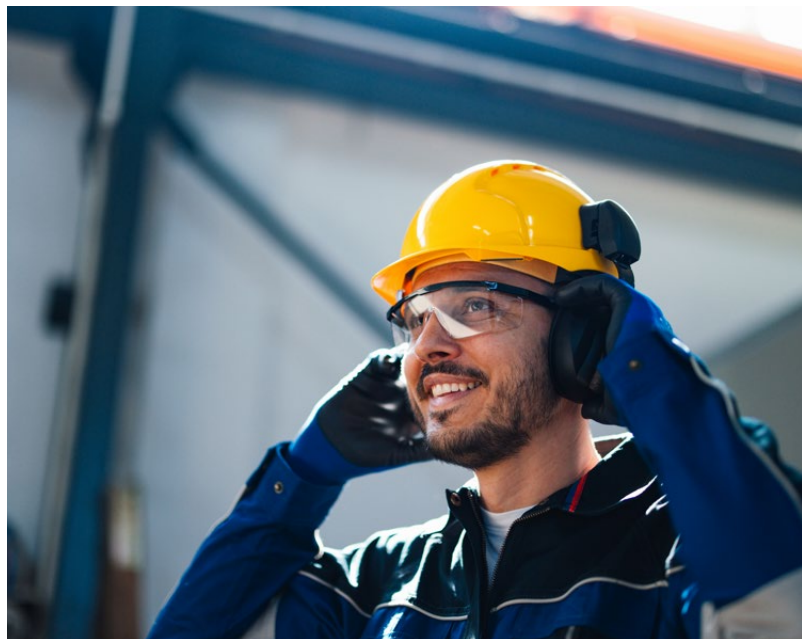
Our commitment to a more sustainable future for everyone

Everest Group has named NTT DATA as a Leader and Star Performer in their assessment of 24 sustainability enablement technology service providers. We're committed to achieving net-zero across all our data centres by 2030, the entire company by 2035, and our entire supply chain by 2040.



Our unique, proven energy expertise at a global scale

With more than 2,600 employees dedicated to service energy companies globally, we understand where the next big energy sector opportunities are for Shell and where frontier technologies can be utilised. Our experience with major integrated energy companies means we can solve complex challenges efficiently.





Enabling new value creation through intelligent connections

As your strategic technology services and delivery partner, NTT DATA will help Shell accelerate new value creation through intelligent connections — driving growth and unlocking transformative innovation.

By modernising your existing infrastructure, NTT DATA will harness data to support faster, more accurate and responsive operational performance while empowering Shell to scale advanced technologies like AI, advanced analytics, ML and IoT.

In doing so, we deliver productivity gains, strengthen safety and cybersecurity measures, and accelerate progress towards net-zero.

With NTT DATA, Shell can drive new value creation through intelligent connections as it strives to deliver new growth to underpin shareholder value.

