



Plugging the Gaps

The importance of getting it “right first time” in P&A

James Denholm
Well Engineer

Cautionary note

The companies in which Shell plc directly and indirectly owns investments are separate legal entities. In this content “Shell”, “Shell Group” and “Group” are sometimes used for convenience to reference Shell plc and its subsidiaries in general. Likewise, the words “we”, “us” and “our” are also used to refer to Shell plc and its subsidiaries in general or to those who work for them. These terms are also used where no useful purpose is served by identifying the particular entity or entities. “Subsidiaries”, “Shell subsidiaries” and “Shell companies” as used in this content refer to entities over which Shell plc either directly or indirectly has control. The terms “joint venture”, “joint operations”, “joint arrangements”, and “associates” may also be used to refer to a commercial arrangement in which Shell has a direct or indirect ownership interest with one or more parties. The term “Shell interest” is used for convenience to indicate the direct and/or indirect ownership interest held by Shell in an entity or unincorporated joint arrangement, after exclusion of all third-party interest.

Forward-Looking statements

This content contains forward-looking statements (within the meaning of the U.S. Private Securities Litigation Reform Act of 1995) concerning the financial condition, results of operations and businesses of 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 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 “aim”; “ambition”; “anticipate”; “aspire”; “aspiration”; “believe”; “commit”; “commitment”; “could”; “desire”; “estimate”; “expect”; “goals”; “intend”; “may”; “milestones”; “objectives”; “outlook”; “plan”; “probably”; “project”; “risks”; “schedule”; “seek”; “should”; “target”; “vision”; “will”; “would” and similar terms and phrases. There are a number of factors that could affect the future operations of Shell and could cause those results to differ materially from those expressed in the forward-looking statements included in this content, 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, including climate change; (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, judicial, fiscal and regulatory developments including tariffs and regulatory measures addressing climate change; (k) economic and financial market conditions in various countries and regions; (l) 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; (m) risks associated with the impact of pandemics, regional conflicts, such as the Russia-Ukraine war and the conflict in the Middle East, and a significant cyber security, data privacy or IT incident; (n) the pace of the energy transition; and (o) 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 content 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 Shell plc’s Form 20-F and amendment thereto for the year ended December 31, 2024 (available at www.shell.com/investors/news-and-filings/sec-filings.html and www.sec.gov). These risk factors also expressly qualify all forward-looking statements contained in this content and should be considered by the reader. Each forward-looking statement speaks only as of the date of this content */26 November 2025/*. Neither 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 content.

Shell’s net carbon intensity

Also, in this content we may refer to Shell’s “net carbon intensity” (NCI), 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’s NCI also includes the emissions associated with the production and use of energy products produced by others which Shell purchases for resale. Shell only controls its own emissions. The use of the terms Shell’s “net carbon intensity” or NCI is for convenience only and not intended to suggest these emissions are those of Shell plc or its subsidiaries.

Shell’s net-zero emissions target

Shell’s operating plan and outlook are forecasted for a three-year period and ten-year period, respectively, and are updated every year. They reflect the current economic environment and what we can reasonably expect to see over the next three and ten years. Accordingly, the outlook reflects our Scope 1, Scope 2 and NCI targets over the next ten years. However, Shell’s operating plan and outlook cannot reflect our 2050 net-zero emissions target, as this target is outside our planning period. Such future operating plans and outlooks could include changes to our portfolio, efficiency improvements and the use of carbon capture and storage and carbon credits. In the future, as society moves towards net-zero emissions, we expect Shell’s operating plans and outlooks to reflect this movement. However, if society is not net zero in 2050, as of today, there would be significant risk that Shell may not meet this target.

Forward-Looking non-GAAP measures

This content may contain certain forward-looking non-GAAP measures such as adjusted earnings and divestments. We are unable to provide a reconciliation of these forward-looking non-GAAP measures to the most comparable GAAP financial measures because certain information needed to reconcile those non-GAAP measures to the most comparable GAAP financial measures is dependent on future events some of which are outside the control of Shell, such as oil and gas prices, interest rates and exchange rates. Moreover, estimating such GAAP measures with the required precision necessary to provide a meaningful reconciliation is extremely difficult and could not be accomplished without unreasonable effort. Non-GAAP measures in respect of future periods which cannot be reconciled to the most comparable GAAP financial measure are calculated in a manner which is consistent with the accounting policies applied in Shell plc’s consolidated financial statements.

The contents of websites referred to in this content do not form part of this content.

We may have used certain terms, such as resources, in this content that the United States Securities and Exchange Commission (SEC) strictly prohibits us from including in our filings with the SEC. Investors are urged to consider closely the disclosure in our Form 20-F and any amendment thereto, File No 1-32575, available on the SEC website www.sec.gov

Agenda

01 The legacy of the 2019 P&A campaign

- A leaking TTA plug

02 ALARP re-abandonment design

- Design evolution
- Demonstrating ALARP
- Resin: a novel solution for a leaking cement plug

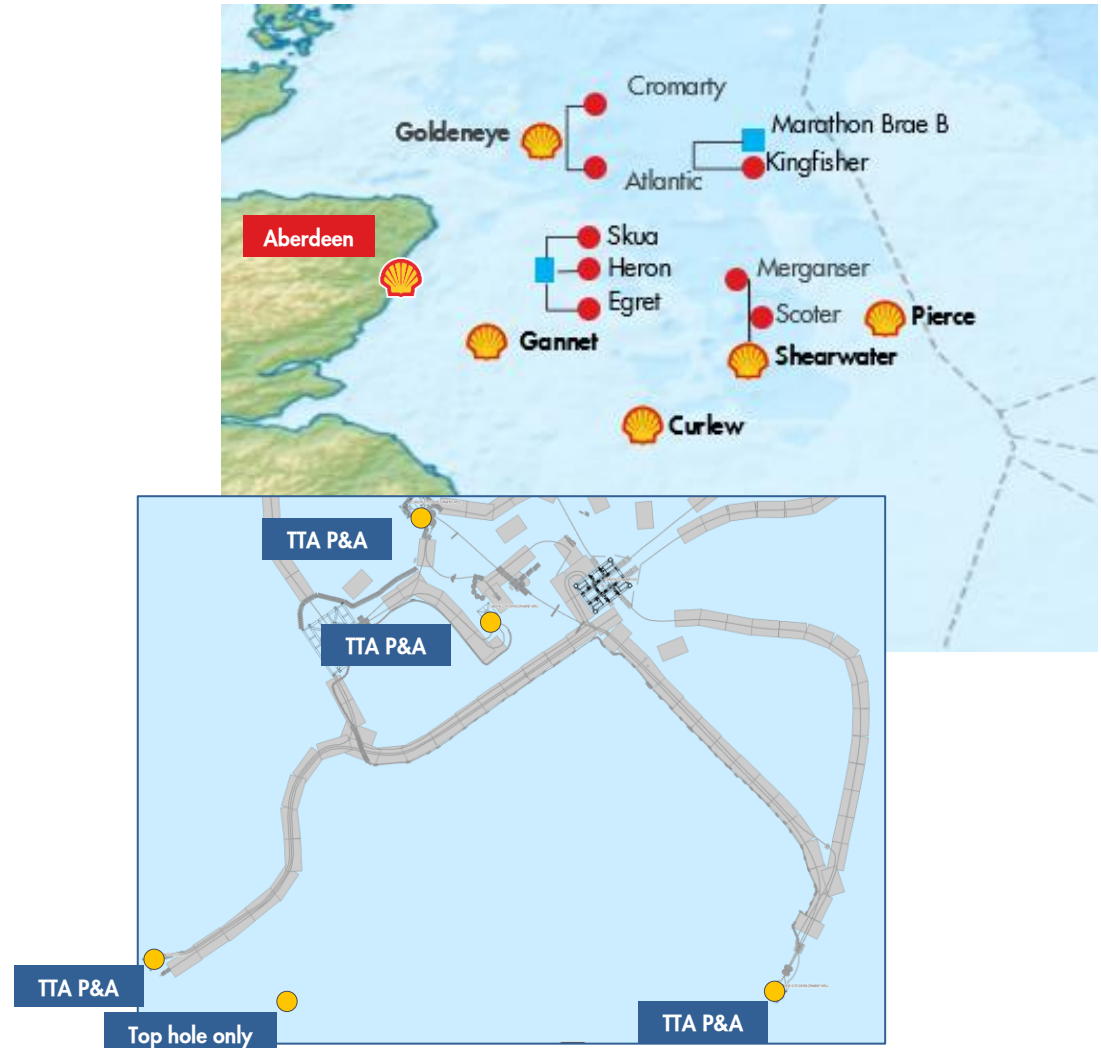
03 Closeout

- Lessons learnt
- Key messages

The legacy of the 2019 P&A campaign

- Reservoir isolation (AB1) planned for 4 wells with Through-Tubing Abandonment (TTA) on LWIV
- Remaining scope scheduled for later execution
 - Environmental plugs (AB2) on MODU
 - Wellhead severance (AB3) on CSV
- Moderate savings estimated by executing TTA plugs rather than full tubing retrieval & internal plugs

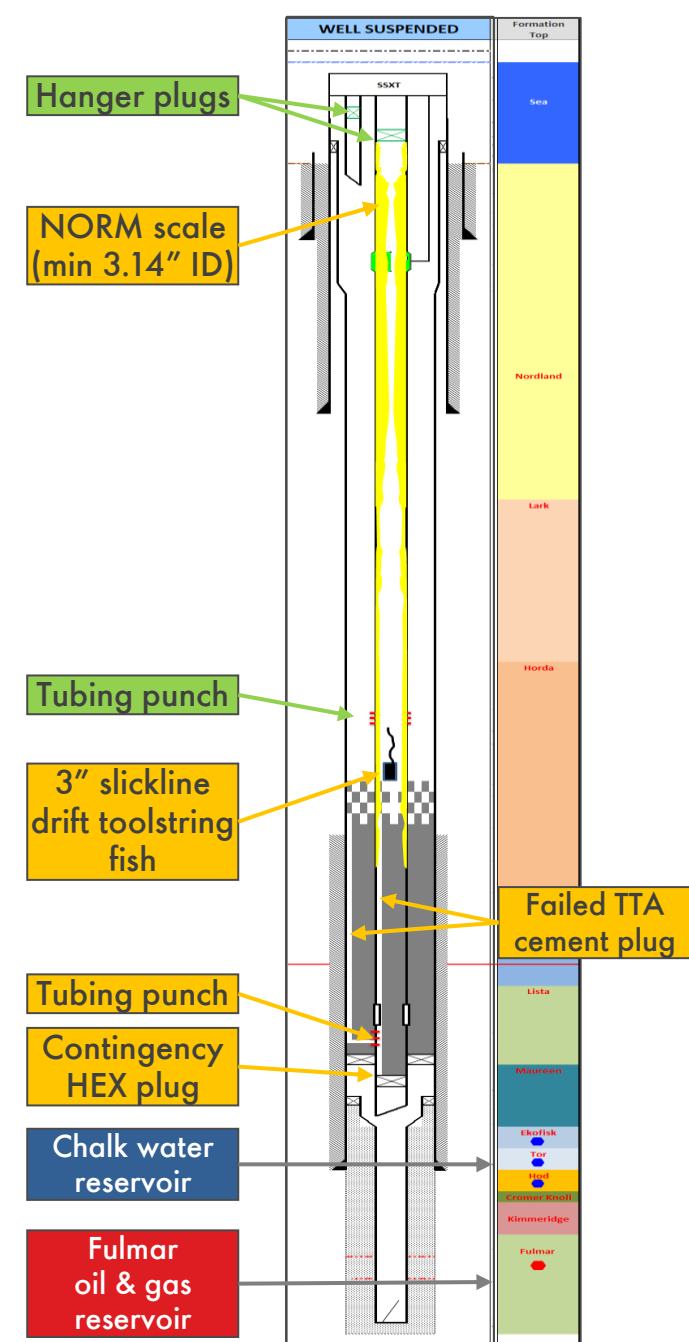
UK Central North Sea



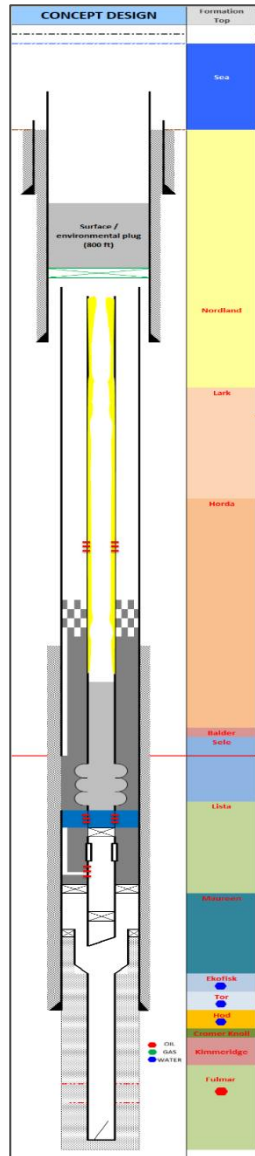
A leaking TTA plug

2019 LWIV operations

- Scale encountered in tubing
 - Contingency HEX plug set – initially unable to test
 - Tubing cut & agitator regretted
- Through-tubing abandonment (TTA) plug pumped under MOC
 - Successfully pressure tested after WOC
 - But flow observed from A-annulus
 - AHP & THP equalising at ~1,750 psi
- Diagnostics over several visits
 - Lost slickline drift toolstring & 474 ft wire in hole
 - Punched tubing above fish & circulated to ISW
 - Suspended well with hanger plugs & SSXT



ALARP re-abandonment design (design evolution)



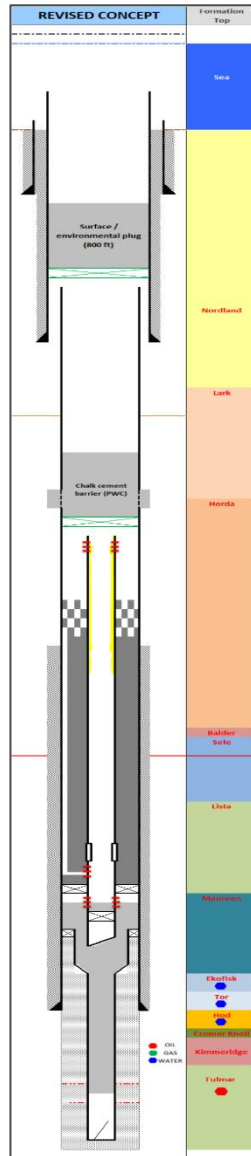
Initial "deep" design

- Wireline fishing
- CT drilling
- Repair of existing TTA plug
- Bismuth & tubing expander technologies

👍 Compliant depth

👎 Technology unused for reservoir isolation in UK

👎 High risk fishing, milling & new tech operations



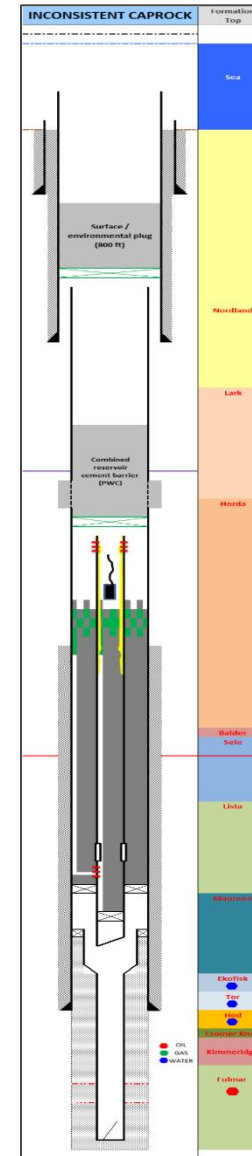
Revised "deep" design

- Wireline fishing
- CT drilling
- Bullhead cement into liner
- "Conventional" barrier above TTA plug

👍 Compliant depth

👍 More commonly used P&A techniques

👎 High risk fishing, milling operations



Inconsistent caprock design

- Resin placed for temporary reservoir isolation
- "Conventional" barrier above TTA plug

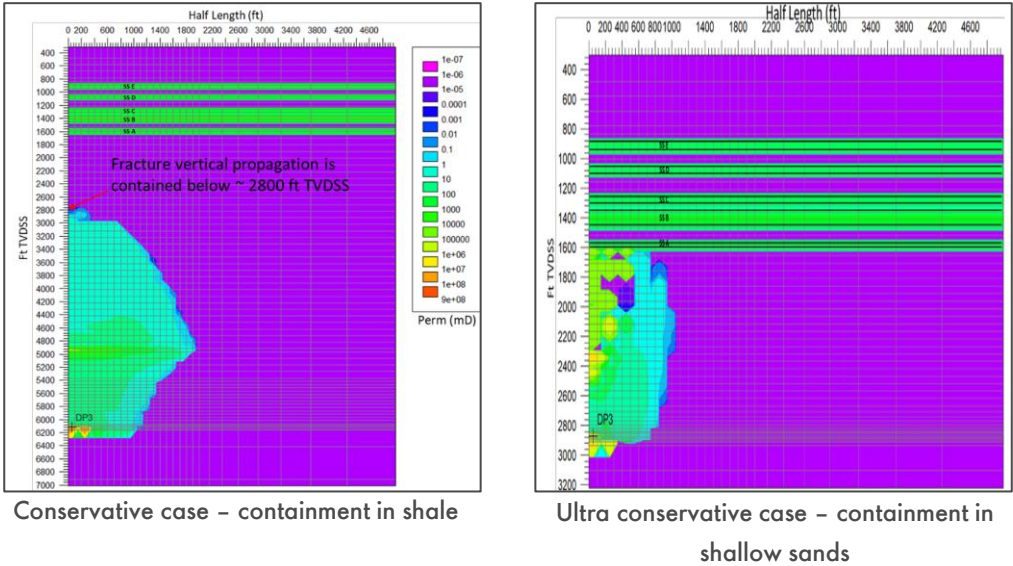
👍 More commonly used P&A techniques

👍 No deep access required

👍 Strategy approved with deviation, external review & regulatory engagement

Demonstrating ALARP

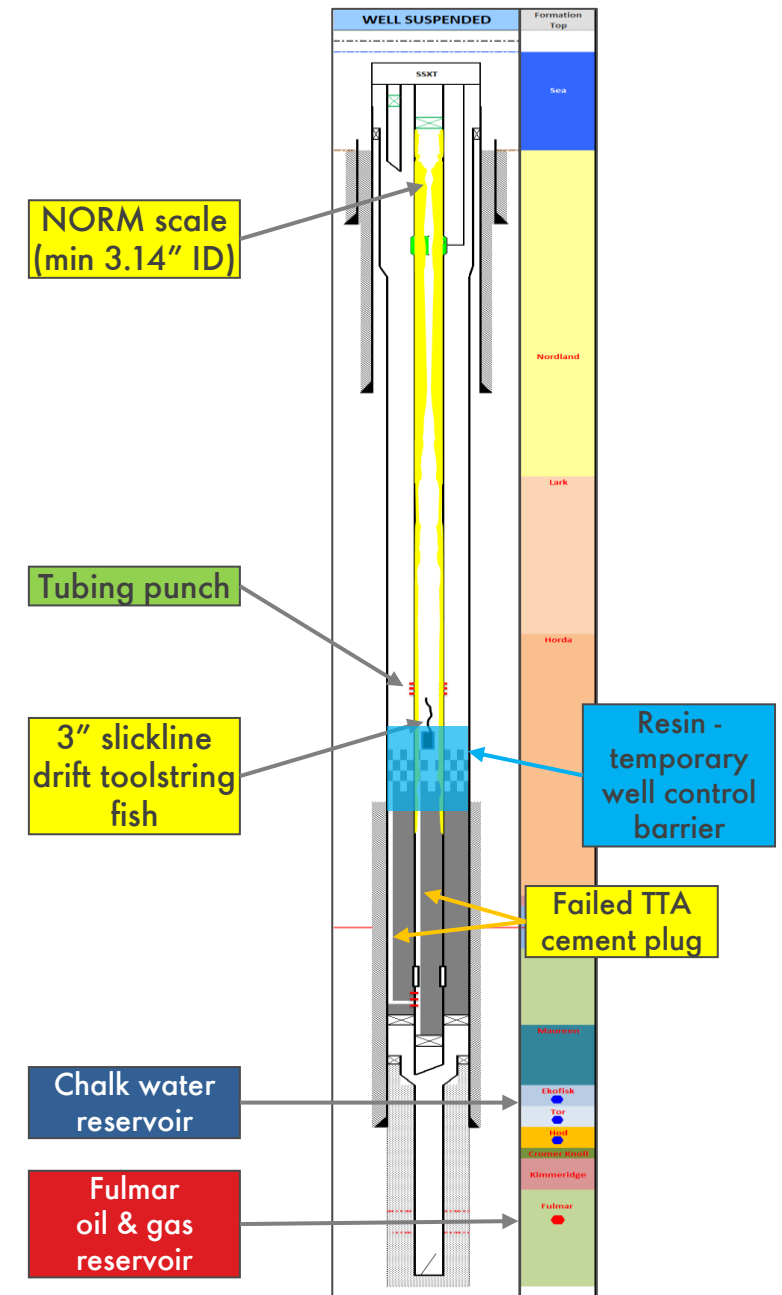
- Coupled fracture propagation and crossflow modelling completed
 - Built on work done & published by another UKCS operator
 - Results reviewed internally & externally
- Results showed containment even in unrealistic scenarios
- ALARP assessment completed
 - Several alternatives worked in detail & screened against inconsistent caprock design



	Deep Access, CT mill out and Bullhead cement	Remediate the existing TTA cement defects (CT required)	Inconsistent Caprock restoration	Intercept Well and then chalk isolation (via DP3)	Intercept Well Only
Complies with Regulations					
Operational PoS					
Process Safety Risks					
Partner alignment					
Complexity (1-5)					
HSE Severity (1-5)					
Agreed timeframe					
Proven Technologies					
Long term risk for leak					

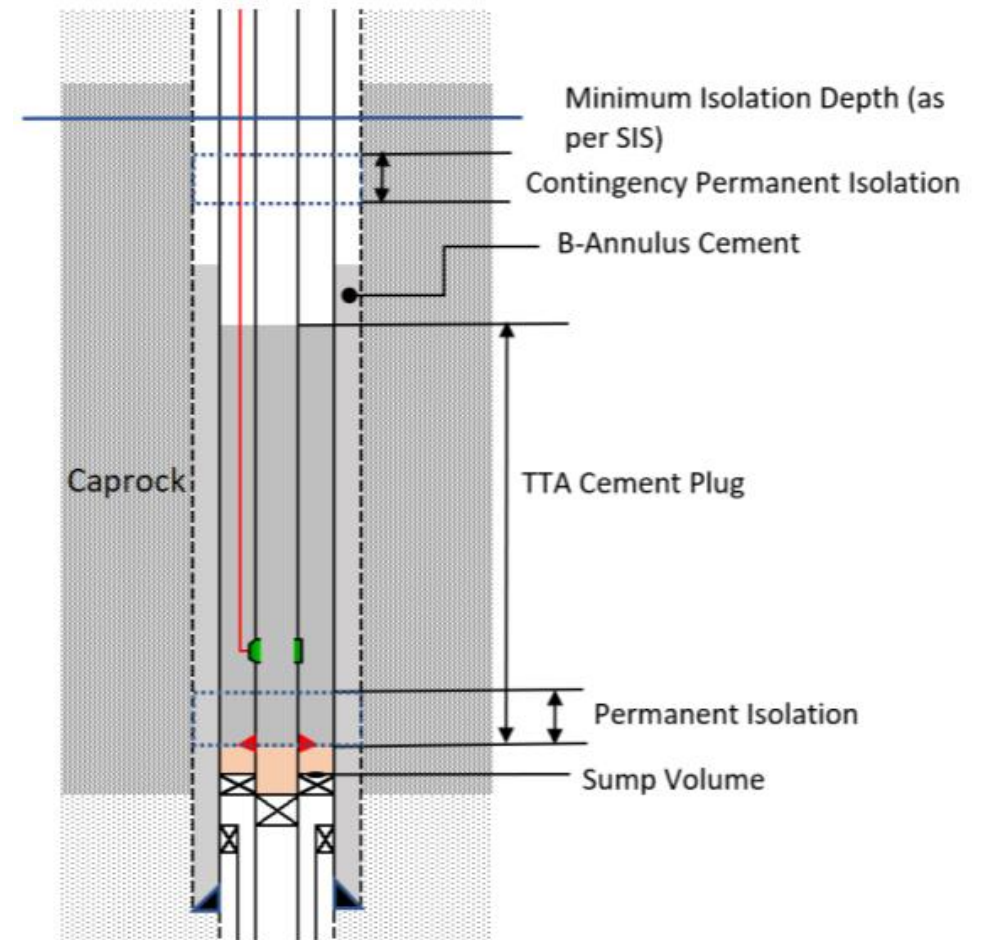
Resin: a novel solution for a leaking cement plug

- Density, viscosity and curing time can be adjusted
- Good barrier characteristics: Flexible, impermeable, high strength
- Can be pumped or gravitated in place – immiscible in water-based fluids, resistant to oil contamination
 - Does not require removal of slickline fish (inc. 474 ft of wire)
- Tested with solvent cleaner in the lab
 - Minimal risk to the wellbore integrity or the ability to complete the P&A operations
- Qualified after extensive lab testing
- Deployed successfully via intervention riser – world first?



Lessons learnt

- In completion design:
 - Place gauge >200 ft from packer / potential circulation point
 - Centralise length of tubing across potential plug interval
- Exclude from barrier length:
 - Sump below circulation point
 - Completion jewellery
 - Gauge cable (unless accelerated ageing testing & leak analysis complete)
 - Scaled tubing (unless demonstrated non-permeable)
- Ensure reservoir cannot flow
 - V0 plug and adequate verification
 - Maintain overbalance throughout cementation
- Consider sufficient space for a contingency barrier above the TTA in case it fails



Key messages

- Beware of increased risk for marginal savings – easy to offset with one failure
- Follow the TTA planning & execution guidelines
- Minimal scoping – avoid risks from non-routine operations where possible
- Resin: Effective product if risks can be managed – comprehensive lab testing required
- Engage stakeholders early – internal & external

