

NOTIFICATION AND PUBLIC DISCLOSURE OF TRANSACTIONS BY PERSONS  
DISCHARGING MANAGERIAL RESPONSIBILITIES IN ACCORDANCE WITH THE  
REQUIREMENTS OF THE EU AND UK MARKET ABUSE REGIMES

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December 24, 2025    Â                      Â                      Â                      Â  
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Shell plc (the "Company") has been notified that following the payment of the interim dividend on December 18, 2025 in respect of the third quarter of 2025, the following Persons Discharging Managerial Responsibilities ("PDMRs") acquired dividend shares in respect of shares previously delivered to them under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account. Further information can be found in the Shell plc Annual Report and Form 20-F for the year ended December 31, 2024 ([www.shell.com/annualreport](http://www.shell.com/annualreport)).

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PDMR	Date Acquired	Share Type	Number of dividend shares acquired	Purchase price per Share
Wael Sawan	22 December 2025	SHELL (AMS)	3,054.9554	EUR 31.0198
Wael Sawan	22 December 2025	SHEL (LSE)	656.18285	GBP 27.05954
Sinead Gorman	22 December 2025	SHEL (LSE)	2,145.9574	GBP 27.05954
Philippa Bounds	22 December 2025	SHELL (AMS)	0.00593	EUR 31.0198
Philippa Bounds	22 December 2025	SHEL (LSE)	307.48192	GBP 27.05954
Peter Costello	22 December 2025	SHELL (AMS)	30.33224	EUR 31.0198
Peter Costello	22 December 2025	SHEL (LSE)	1,007.40788	GBP 27.05954
Cederic Cremers	22 December 2025	SHELL (AMS)	337.96228	EUR 31.0198
Machteld de Haan	22 December 2025	SHELL (AMS)	291.35253	EUR 31.0198
Machteld de Haan	22 December 2025	SHEL ADS (NYSE)	21.62565	USD 72.97
Robertus Mooldijk	22 December 2025	SHELL (AMS)	703.89909	EUR 31.0198
Andrew Smith	22 December 2025	SHELL (AMS)	420.71812	EUR 31.0198
Rachel Solway	22 December 2025	SHEL (LSE)	84.59008	GBP 27.05954

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The Notification of Dealing Form for each PDMR can be found below.

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Julie Keefe                      Â                      Â                      Â                      Â  
Deputy Company Secretary                      Â                      Â                      Â                      Â  
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ENQUIRIES                      Â                      Â                      Â                      Â

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<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
<b>First Name(s)</b>	Wael
<b>Last Name(s)</b>	Sawan
<b>2. Reason for the notification</b>	
<b>Position/status</b>	Chief Executive Officer
<b>Initial notification/ amendment</b>	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
<b>Full name of the entity</b>	Shell plc
<b>Legal Entity Identifier code</b>	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
<b>Description of the financial instrument</b>	Ordinary shares of â, ~0.07 each
<b>Identification Code</b>	GB00BP6MXD84
<b>Nature of the transaction</b>	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
<b>Currency</b>	EUR
<b>Price</b>	31.0198
<b>Volume</b>	3,054.9554
<b>Total</b>	94,764.11
<b>Aggregated information</b>	Â
<b>Volume</b>	3,054.9554
<b>Price</b>	31.0198
<b>Total</b>	94,764.11
<b>Date of transaction</b>	22/12/2025
<b>Place of transaction</b>	Amsterdam

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
<b>First Name(s)</b>	Wael
<b>Last Name(s)</b>	Sawan
<b>2. Reason for the notification</b>	
<b>Position/status</b>	Chief Executive Officer
<b>Initial notification/ amendment</b>	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
<b>Full name of the entity</b>	Shell plc
<b>Legal Entity Identifier code</b>	21380068P1DRHMJ8KU70

<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
<b>Description of the financial instrument</b>	Ordinary shares of £0.07 each
<b>Identification Code</b>	GB00BP6MXD84
<b>Nature of the transaction</b>	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
<b>Currency</b>	GBP
<b>Price</b>	27.05954
<b>Volume</b>	656.18285
<b>Total</b>	17,756.01
<b>Aggregated information</b>	£
<b>Volume</b>	656.18285
<b>Price</b>	27.05954
<b>Total</b>	17,756.01
<b>Date of transaction</b>	22/12/2025
<b>Place of transaction</b>	London

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
<b>First Name(s)</b>	Sinead
<b>Last Name(s)</b>	Gorman
<b>2. Reason for the notification</b>	
<b>Position/status</b>	Chief Financial Officer
<b>Initial notification/ amendment</b>	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
<b>Full name of the entity</b>	Shell plc
<b>Legal Entity Identifier code</b>	21380068P1DRH MJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
<b>Description of the financial instrument</b>	Ordinary shares of £0.07 each
<b>Identification Code</b>	GB00BP6MXD84
<b>Nature of the transaction</b>	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
<b>Currency</b>	GBP
<b>Price</b>	27.05954
<b>Volume</b>	2,145.9574
<b>Total</b>	58,068.62
<b>Aggregated information</b>	£
<b>Volume</b>	2,145.9574
<b>Price</b>	27.05954
<b>Total</b>	58,068.62
<b>Date of transaction</b>	22/12/2025
<b>Place of transaction</b>	London

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
<b>First Name(s)</b>	Philippa
<b>Last Name(s)</b>	Bounds
<b>2. Reason for the notification</b>	
<b>Position/status</b>	Chief Legal Officer
<b>Initial notification/ amendment</b>	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
<b>Full name of the entity</b>	Shell plc
<b>Legal Entity Identifier code</b>	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
<b>Description of the financial instrument</b>	Ordinary shares of â‚¬0.07 each
<b>Identification Code</b>	GB00BP6MXD84
<b>Nature of the transaction</b>	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
<b>Currency</b>	EUR
<b>Price</b>	31.0198
<b>Volume</b>	0.00593
<b>Total</b>	0.18
<b>Aggregated information</b>	Â
<b>Volume</b>	0.00593
<b>Price</b>	31.0198
<b>Total</b>	0.18
<b>Date of transaction</b>	22/12/2025
<b>Place of transaction</b>	Amsterdam

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
<b>First Name(s)</b>	Philippa
<b>Last Name(s)</b>	Bounds
<b>2. Reason for the notification</b>	
<b>Position/status</b>	Chief Legal Officer
<b>Initial notification/ amendment</b>	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
<b>Full name of the entity</b>	Shell plc
<b>Legal Entity Identifier code</b>	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
<b>Description of the financial instrument</b>	Ordinary shares of â‚¬0.07 each
<b>Identification Code</b>	GB00BP6MXD84
<b>Nature of the transaction</b>	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
<b>Currency</b>	GBP

Price	27.05954
Volume	307.48192
Total	8,320.32
Aggregated information	Â
Volume	307.48192
Price	27.05954
Total	8,320.32
Date of transaction	22/12/2025
Place of transaction	London

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
First Name(s)	Peter
Last Name(s)	Costello
<b>2. Reason for the notification</b>	
Position/status	President, Upstream
Initial notification/ amendment	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
Full name of the entity	Shell plc
Legal Entity Identifier code	21380068P1DRHJM8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
Description of the financial instrument	Ordinary shares of â, ~0.07 each
Identification Code	GB00BP6MXD84
Nature of the transaction	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
Currency	EUR
Price	31.0198
Volume	30.33224
Total	940.90
Aggregated information	Â
Volume	30.33224
Price	31.0198
Total	940.90
Date of transaction	22/12/2025
Place of transaction	Amsterdam

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
First Name(s)	Peter
Last Name(s)	Costello
<b>2. Reason for the notification</b>	
Position/status	President, Upstream
Initial notification/ amendment	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
Full name of the entity	Shell plc

Legal Entity Identifier code	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
Description of the financial instrument	Ordinary shares of â,¬0.07 each
Identification Code	GB00BP6MXD84
Nature of the transaction	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
Currency	GBP
Price	27.05954
Volume	1,007.40788
Total	27,259.99
Aggregated information	Â
Volume	1,007.40788
Price	27.05954
Total	27,259.99
Date of transaction	22/12/2025
Place of transaction	London

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
First Name(s)	Cederic
Last Name(s)	Cremers
<b>2. Reason for the notification</b>	
Position/status	President, Integrated Gas
Initial notification/ amendment	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
Full name of the entity	Shell plc
Legal Entity Identifier code	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
Description of the financial instrument	Ordinary shares of â,¬0.07 each
Identification Code	GB00BP6MXD84
Nature of the transaction	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
Currency	EUR
Price	31.0198
Volume	337.96228
Total	10,483.52
Aggregated information	Â
Volume	337.96228
Price	31.0198
Total	10,483.52
Date of transaction	22/12/2025
Place of transaction	Amsterdam

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
<b>First Name(s)</b>	Machteld
<b>Last Name(s)</b>	De Haan
<b>2. Reason for the notification</b>	
<b>Position/status</b>	President, Downstream, Renewables and Energy Solutions
<b>Initial notification/ amendment</b>	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
<b>Full name of the entity</b>	Shell plc
<b>Legal Entity Identifier code</b>	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
<b>Description of the financial instrument</b>	Ordinary shares of â, ~0.07 each
<b>Identification Code</b>	GB00BP6MXD84
<b>Nature of the transaction</b>	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
<b>Currency</b>	EUR
<b>Price</b>	31.0198
<b>Volume</b>	291.35253
<b>Total</b>	9,037.70
<b>Aggregated information</b>	Â
<b>Volume</b>	291.35253
<b>Price</b>	31.0198
<b>Total</b>	9,037.70
<b>Date of transaction</b>	22/12/2025
<b>Place of transaction</b>	Amsterdam

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
<b>First Name(s)</b>	Machteld
<b>Last Name(s)</b>	De Haan
<b>2. Reason for the notification</b>	
<b>Position/status</b>	President, Downstream, Renewables and Energy Solutions
<b>Initial notification/ amendment</b>	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
<b>Full name of the entity</b>	Shell plc
<b>Legal Entity Identifier code</b>	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
<b>Description of the financial instrument</b>	American Depository Shares (SHEL)
<b>Identification Code</b>	US7802593050
<b>Nature of the transaction</b>	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.

Currency	USD
Price	72.97
Volume	21.62565
Total	1,578.02
Aggregated information	Å
Volume	21.62565
Price	72.97
Total	1,578.02
Date of transaction	22/12/2025
Place of transaction	New York

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
First Name(s)	Robertus
Last Name(s)	Mooldijk
<b>2. Reason for the notification</b>	
Position/status	President, Projects and Technology
Initial notification/ amendment	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
Full name of the entity	Shell plc
Legal Entity Identifier code	21380068P1DRHMJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
Description of the financial instrument	Ordinary shares of å, ~0.07 each
Identification Code	GB00BP6MXD84
Nature of the transaction	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
Currency	EUR
Price	31.0198
Volume	703.89909
Total	21,834.81
Aggregated information	Å
Volume	703.89909
Price	31.0198
Total	21,834.81
Date of transaction	22/12/2025
Place of transaction	Amsterdam

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
First Name(s)	Andrew
Last Name(s)	Smith
<b>2. Reason for the notification</b>	
Position/status	President, Trading and Supply
Initial notification/ amendment	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
Full name of the entity	Shell plc



Legal Entity Identifier code	21380068P1DRH MJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
Description of the financial instrument	Ordinary shares of â, ~0.07 each
Identification Code	GB00BP6MXD84
Nature of the transaction	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
Currency	EUR
Price	31.0198
Volume	420.71812
Total	13,050.59
Aggregated information	Â
Volume	420.71812
Price	31.0198
Total	13,050.59
Date of transaction	22/12/2025
Place of transaction	Amsterdam

<b>1. Details of the person discharging managerial responsibilities/person closely associated</b>	
First Name(s)	Rachel
Last Name(s)	Solway
<b>2. Reason for the notification</b>	
Position/status	Chief Human Resources & Corporate Officer
Initial notification/ amendment	Initial notification
<b>3. Details of the issuer, emission allowance market participant, auction platform, auctioneer or auction monitor</b>	
Full name of the entity	Shell plc
Legal Entity Identifier code	21380068P1DRH MJ8KU70
<b>4. Details of the transaction(s): section to be repeated for (i) each type of instrument; (ii) each type of transaction; (iii) each date; (iv) each place where transactions have been conducted</b>	
Description of the financial instrument	Ordinary shares of â, ~0.07 each
Identification Code	GB00BP6MXD84
Nature of the transaction	Dividend shares in respect of shares previously delivered under the annual bonus and/or shares previously vested under employee share plans and held in a Share Plan Account.
Currency	GBP
Price	27.05954
Volume	84.59008
Total	2,288.97
Aggregated information	Â
Volume	84.59008
Price	27.05954
Total	2,288.97
Date of transaction	22/12/2025
Place of transaction	London