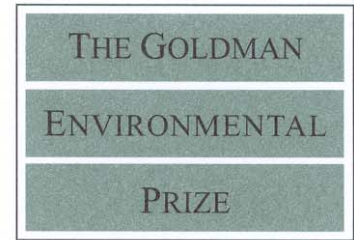


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Richard N. Goldman
P R E S I D E N T

June 21, 2004

Royal Dutch/Shell Group
Shell International Ltd.
Shell Centre
London
SE1 7NA
United Kingdom

Dear Royal Dutch/Shell Group Managing Directors:

Ms. Margie Richard, winner of the 2004 Goldman Environmental Prize for North America, is a member of a global alliance of Shell neighbors who have been seeking environmental improvements and fair treatment from Shell at its numerous facilities around the world. Ms. Richard is also a Shell Shareholder along with other community members from South Africa, the Philippines, Texas and Nigeria.

At last year's Shell Shareholder meeting Ms. Richard and members of the alliance presented their requests in front of the Shell Board. The board assured Ms. Richard and her colleagues that their requests would be resolved. In the year that has elapsed, Shell has yet to take action to provide health services, stop pipeline leaks and spills, relocate its dangerous depots, and reduce pollution harming its neighbors in these aforementioned locations.

Ms. Richard and officials at Shell's Norco, Louisiana facilities have clearly demonstrated that when efforts are sincere and true dialogue takes place, communities and companies can achieve positive results for both, paving the way for a safer and cleaner environment for all. We hope that Royal Dutch Shell will look to the efforts in Norco as an example of how to improve its practices in other communities across the globe where Shell and its subsidiaries operate.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink that reads 'Richard N. Goldman'. The signature is written in a cursive, flowing style.

Richard N. Goldman