NOTCO





NORCO running strong

It took four months of careful planning, a commitment to purpose and safety, community cooperation, and the dedication of Norco employees.

SHELL NORCO IS NOW FULLY UP AND RUNNING FOLLOWING THE IMPACT OF HURRICANE IDA.
THE SITE RETURNED TO FULL SERVICE MID-JANUARY.

General Manager Tammy Little announced the "up and running" status at the first Norco Community Advisory Panel (CAP) meeting of 2022 on January 19th in the site Firehouse. Little and Norco site representatives welcomed the socially distanced CAP members with the positive news while acknowledging the challenges throughout the recovery process. "The damage that we experienced was extensive and we continue to have some issues," Little said, noting that the flares were significantly impacted with work continuing to minimize and eliminate smoke and flaring. "The good news is that with related investigation and repair we now have the opportunity to increase investment in the flaring system for increased capacity."

Little also explained that the hurricane also provided the opportunity to demolish onsite buildings that had not been used in the last 25 years including the Human Resource Center near the River Road entrance and the Polypropylene building off Airline Highway. "At this time, we are beginning a project to revamp and modernize several of our buildings in line with the new ways of working we have refined during the Covid pandemic."

In highlighting the future direction of Shell and Norco, Little emphasized that "Shell is very much positioned to help be a part of the energy transition by providing solutions to our customers and society as we open up the door to new products, new offerings to our customers. So many of our customers are looking for opportunities to decarbonize

with products that don't have the same environmental impact as traditional products. For us to be able to provide products in the future, we are revamping the

"Shell is very much positioned to help be a part of the energy transition by providing solutions to our customers and society as we open up the door

to new products, new offerings to

TAMMY LITTLE | Norco General Manager

our customers.

David Qu discusses reliability.

way we make ethylene to make a biogenerated feedstock to make 'green' ethylene. And along the way we will have the opportunity to offer different fuels products as well. Right now, in the United States, it is all about the customer and that is what we are focused on – new products, new feedstocks and new offerings while investing in our infrastructure. We are well underway with the utilization of pyrolysis oil manufactured from recycled plastic waste, for example."

Looking to the year ahead, Little stated that Norco teams are taking the techniques and learnings from the past year to improve reliability, minimize flaring, and continue to be the best possible neighbor in Norco and St. Charles Parish.



Cap members, left to right, Steve Robicheaux, Steven Weber, Clarence Moore and David Green listen to updates from Norco General Manager Tammy Little and other members of the site's leadership.

There's No Place Like Home

Ever imagined that opening the door to a high school Algebra or English class could feel like you were entering your home? That's what Destrehan High School students, faculty and staff experienced as they returned to the renovated and repaired school following a several-month furlough to Hahnville High in the aftermath of Hurricane Ida.

Norco provided a special "welcome back" lunch for the DHS staff on January 20 to celebrate the return to familiar surroundings.

"It means the world to our fighting Wildcat family to be home."

JASON MADERE Principal, Destrehan High School Norco volunteers were on hand to serve lunch and add a few words of welcome as well. Destrehan High School is one of Norco's Partner in Education schools.

"Returning to Destrehan was a huge relief," said DHS Senior Clare Carmouche. "While going to Hahnville was greatly appreciated, the longer drive, waking up earlier, new environment, and new teachers was stressful. Although there were still a few things that needed to be complete when we returned to

DHS, it was a nice feeling to be home."

"It means the world to our fighting Wildcat family to be home," said DHS Principal **Jason Madere**. "We are very appreciative of the opportunity we had at Hahnville High School and have learned a lot about ourselves and the opportunities we have. Walking through the halls of Destrehan High School, you can feel the vibe of the faculty and students as they make their way around ...There is no place like home!"





Carmouche, celebrate the recently re-opened

Get Ready to Registration for united way



It's been three years since the public has had the chance to run across the Hale Boggs Bridge in the United Way St. Charles' Bridge Run, but if all goes according to plan it is going to happen this year. The UWSC is planning to hold the run on June 11, 2022, pending permit approvals. You can register for the race now at: raceroster. com. Shell Norco is a major sponsor of the event.

UNITED WAY OF ST. CHARLES BRIDGE RUN

"It's something the community gets really excited about. We're looking forward to bringing this back to the community."

MELISSA PERRIER UWSC Campaign and Marketing Manager "The last year we had the race was 2019," explains UWSC Campaign and Marketing Manager Melissa Perrier, adding the 2020 race was cancelled due to the pandemic and in 2021 a virtual run was held in the place of the normal event.

Perrier said in other recent years the run was canceled due to bad weather and road construction on the bridge. The latter, she said, is why the UWSC team decided to move the event from the spring when it is normally held to June.

"It's a signature event, not just for United Way, but for the community," Perrier said of the Bridge Run. "We've had it over 20 years and it's one of those things that people really look forward to."

The 5k race raises awareness and funds for UWSC. "It's always been such a great family event and a lot of people use it as part of their fitness goals," Perrier said.

"It's something the community gets really excited about. We're looking forward to bringing this back to the community."

Perrier said the chip-timed run, which starts at the East Bank Bridge Park, ends at the West Bank Bridge Park with health and wellness booths, free food and drinks and prizes.

The St. Charles Parish race is part of a three bridge race series. Runners who complete all three races – which includes ones across the Huey P. Long and Crescent City Connection bridges – receive a special race medallion.

IT HAS NEVER BEEN MORE IMPORTANT TO SHARE OUTSIDE OF SHELL THE PROGRESS

WE'RE MAKING AMID THE ENERGY TRANSITION

A new tool is about to make that easier, providing easy-to-navigate and shareable information on how, together, we're powering progress at Shell:

INTRODUCING OUR NEW POWERING PROGRESS NEWSLETTER

Shell is publishing an external monthly Powering Progress newsletter delivered direct to subscribers' inboxes. The newsletter will deliver short and simple updates that bring alive the work we're doing to achieve our ambitions and play our part in the energy transition. If you would like to receive the newsletter, visit /www.shell.com/inside-energy/powering-progress-newsletter.

The Powering Progress newsletter brings you stories from across Shell as we develop clean and renewable energies, while providing the energy the world needs today. Consider drawing on this new resource to help update, inform and enrich your conversations with a wide range of stakeholders.

Happy sharing!



ROBERT HILL Keeps on Walking, Walking, Walking

If you are 60 does that mean you are old? If you are 26 that does mean you are young? That's not necessarily so. It's not the numbers that count, it's your energy, your vibrancy and your joy in life that makes the difference.

Just ask Logistics Operator Robert Hill. At 78, he may be the oldest Norco employee according to statistics, but you would have to argue that he may be one of the youngest at heart, especially if you take a look at his energy level. On any given day Hill tracks anywhere from 10,000 to 26,000 steps as he not only does his job at the Norco dock, but also keeps fit and strong.

used to use a truck up here on the levee for dock inspections," Hill explains, "but these days I would rather walk and stay healthy as I do my job. I can't believe I am this old and feel so good." The 32-year Norco employee has no complaints. Although he may be looking at retirement one of these days soon, his standard answer to the question he is asked most often is, "I will retire when I am ready. I like working and even enjoy the overtime."

Hill's decades long career was encouraged by his older brother George, who worked at the site and is filled with memories.

"I met my wife out here," he smiles, adding that Brenda Hill, who worked as a Norco operator is now enjoying retirement. "One of the best things that happened during my years was meeting my wife and there's a story in that, too. It's a second marriage for both of us, but you'll never believe – her first husband's name is Robert, my first wife's name is Brenda. We both have three children, who were born in the same years."

There's another Hill story that he tells with a tinge of sadness. "When we worked the night shift, I would usually walk over to my wife's unit in OL-5 and we would have breakfast together," he says. "I was working Distribution the night of the Cat Cracker explosion," he recalls. "I would have been walking through the plant around the time of the explosion if my wife had, for some reason, taken off that night. Who knows what would have happened? That was a terrible time for all of us at Norco."

"I will retire when I am ready. I like working and even enjoy the overtime."

ROBERT HILL Norco Logistics Operator Hill is no stranger to tragedy.
He remembers September 3, 1974
as his first day at Norco as a good
memory, but that same date in 2012
is one that he will remember forever
with heartache. His daughter was killed

in a domestic violence incident. "I think that is one of the reasons I stayed working so long, to keep my mind busy," he says. "You don't want to know how I feel, but I will advise anyone who is a victim of domestic violence to just walk away. Someone will be there to help you." In the moving-forward attitude Robert presents, he reflects, "my mother always wanted a daughter, now she has one with her in heaven."

The New Orleans native does believe in the power of prayer. "My mother prayed that her sons would stop smoking before she died," he explains. "I stopped the day I was hired at Norco and I stopped drinking 21 years ago. Living healthy is a blessing."

"I had a wonderful life in so many ways," he continues. He's not planning on slowing down any time soon. His home in River Ridge is just a few blocks from the levee – just the right place for bike riding and walking.

Fun Fact: It's not surprising that Robert Hill enjoys physical activity with a spark of competition. His brother Thomas Hill is one of the best track and field athletes to ever compete at Arkansas State. He competed at the Summer Olympics in Munich in 1972 and won a bronze medal in the 110-meter hurdles event.

Shell USA President Rings the Opening Bell

Pictured here on January 31 clockwise: Marjan van Loon, Shell's Country Chair in the Netherlands, strikes the gong to mark the start of trading at Amsterdam's Euronext exchange; Gretchen Watkins rings the bell at the start of the January 21 trading day in New York, and Shell CEO Ben Van Beurden and Shell Chief Financial Officer Jessica Uhl signal the start of trading at the London Exchange.



Wondering how the stock market is doing? Look for **\$SHEL** on the New York Stock Exchange. On January 31, the NYSE welcomed Shell USA President Gretchen Watkins and company representatives to ring the bell at the start of the day to celebrate the simplification of the company's share structure aligning its tax residence with its country of incorporation in the United Kingdome.

A New Name for Shell

Say "good-bye" to Royal Dutch. From now on it's simply Shell plc.

The new name for Shell was announced early this year as a result of a proposal set out in November, 2021, to simplify Shell's share structure and align the tax residence with Shell's plc's country of incorporation into the United Kingdom. The intention of the change is to strengthen the ability to rise to the challenges posed by the energy transition.

The move to a new tax residence negates the conditions for using the honorary "Royal" designation in the company name, which has been a source of pride and honor for Shell for more than 130 years. How did Shell earn the "Royal" designation? Read on for a historical review tracing the history of

the company name.

When Shell first opened for business in 1890, it was uncommon for a company to bear the "Royal" designation from the moment it was established as Koninklijke Nederlandsche Maatschappij tot Exploitatie van Petroleumbronnen in Nederlandsch Indië (Royal Dutch Company for the Exploitation of Petroleum Wells in the Dutch East Indies). While it is unclear how or why it earned the designation, it pointed to an important aspect of the newly founded company.

From the start, Royal Dutch, as the company soon became known, has shown a remarkable talent for networking. There are rumors that the Dutch King Willem III was one of the first shareholders in Royal Dutch, although there is no evidence of that fact. The royal interest in the new kid on the block was nevertheless a lasting one. Up until the 1920s, the management regularly updated Queen Wilhelmina with Shell's state of affairs.

In 1907, the English Shell Transport & Trading Company and Royal Dutch joined forces to form the Royal Dutch/Shell Group. "Meeting approved amalgamation" read the telegram that arrived with Sir Marcus Samuel in London on April 23, 1907.

Sent from The Hauge by Henri Deterding, who ran Royal Dutch, and read out at the Board meeting of Shell Transport & Trading Company – which Sir Marcus led – three days later, the message marked the combination of the two companies, and the creation of the Royal Dutch/Shell Group.

Although all operating activities of the

Royal Dutch/Shell Group were carried out as a single enterprise, Royal Dutch and the Shell Transport & Trading Company retained their legal identity as two separate companies until 2005 with their own character, identity, management and staff.

In 2005, the two companies were unified, bringing the curtain down on a complex, nearly century-old dual structure. The changes unified and simplified the corporate structure under a single, new holding company with one Board of Directors and a headquarters in The Hague – and established the Royal Dutch Shell plc name that has now changed to Shell plc.

"We are proud of the transformation we have made over the decades and will continue to make to deliver energy to Americans and position Shell as a leader in the United States." **GRETCHEN WATKINS** Shell U.S. President

Shell Celebrates a Century of Business in U.S.

Shell employees in the United States celebrated the 100th anniversary of Shell Oil Company on February 8, 2022. U.S. President Gretchen Watkins recognized the century mark with the announcement that as of March 1, Shell Oil Company will become Shell USA to better reflect the company's diverse and growing portfolio as it builds the energy businesses of the future.

ELEBRATING 100 YEARS OF BUSINESS IS AN EXTRAORDINARY MILESTONE," Watkins says. "Our past is loaded with examples of how Shell USA has powered progress through new ideas and pioneering technology - leading to breakthrough discoveries and pushing boundaries others never thought possible. We've delivered many 'firsts' including the world's first tension leg platform, the first continuously operating refinery in the U.S., and most recently, the first Shell renewable natural gas facility."

Watkins emphasizes that Shell USA will continue to innovate and reinvent, and to transform its businesses to help accelerate the energy transition. "We are proud of the transformation we have made over the decades and will continue to make to deliver energy to Americans and position Shell as a leader in the United States."

She adds that the company is committed to the Deepwater business offshore in the Gulf of Mexico, refining and chemical facilities on the Gulf and East Coasts, and to manufacturing the countless specialized products that play an important role in everyday life.

"We're also investing in new, renewable and lower-carbon energy business and ventures," Watkins continues. "We're taking important first steps towards a commercial hydrogen network in California; expanding a solar portfolio from coast to coast; investing in a nationwide network of retail stations with an opportunity to expand fueling options including EV charging; transforming U.S. Gulf Coast chemicals and product assets for the production of lower-carbon and circular products (right here at Shell Norco), and acquiring the rights to build-out offshore wind farms that will power residents in Massachusetts, New Jersey and New York. Additionally, the company remains one of the largest traders of power in the country. We have much to celebrate in the U.S. as we set ourselves up for success in the next 100 years."



LOOK FOR:

- COMMERCIAL HYDROGEN network in California
- **EXPANDING A SOLAR PORTFOLIO from coast to coast**
- INVESTING IN A NATIONWIDE NETWORK OF RETAIL STATIONS with an opportunity to expand fueling options including EV charging
- TRANSFORMING U.S. GULF COAST CHEMICALS AND PRODUCT ASSETS for the production of lower-carbon and circular products (right here at Shell Norco
- ACQUIRING THE RIGHTS TO BUILD-OUT OFFSHORE WIND FARMS that will power residents in Massachusetts, New Jersey and New York

ANDRUS AND PAGANI WALK A VIRTUAL RED CARPET

Norco Employees Honored

WITH GLOBAL AWARDS



he sun was just beginning to rise in the Central Time
Zone as hundreds of Shell employees gathered for a
virtual "Red Carpet" appearance by the finalists in
the company's Third Annual Artificial Intelligence (.AI)
Awards ceremony late last year. By the time the sun was
shining in St. Charles Parish, Norco employees Kimberly
Andrus and Adam Pagani had not only taken a turn in the
spotlight, but were also celebrating their individual wins.

Two of Norco's finest digital ambassadors, Andrus and Pagani were honored with the Do It Yourself (DIY) Award and the Leading by Example Award, respectively. They were among a select few recognized among 296 Shell global employees nominated in the competition highlighting individuals and teams for innovation, imagination, creativity, and action in promoting and utilizing digital technology to move Shell forward. Norco was the only Shell site to bring home two of the distinguished awards.

Artificial intelligence and digital technology are playing an increasing role in every aspect of Shell's businesses acknowledging that technology has always been a part of the company's transformation and progressive success over the years and is more important now in the Energy Transition. Automation and advanced computer capabilities on top of physical assets is essential now and in the years ahead for Shell.

"It's always such a humbling experience to receive an award when it's the team that has done such a great job at adapting the digital transformation in this community," says Pagani, who notes that he is pleased to represent Norco on a global platform.

"It's a pleasant surprise to be recognized for what I enjoy doing so much," Andrus adds. I'm happy to be able to bring efficiency improvements by eliminating paper processes, for example. And to be part of Norco's Digital Transformation. Mostly importantly, I am excited for the visibility this award even brought to the good work everyone at Norco is doing."

Andrus was recognized in the DIY category as an innovator in the forefront of unlocking value from data. She has transformed the ways of working in the Norco Maintenance team and eliminating burdensome processes by using technology. Additionally, she was honored for developing new solutions and providing training sessions to help others create digital solutions.

Pagani was honored for innovation in guiding individuals and teams including kickstarting a series of bootcamps emphasizing technology development and demonstrating how technology can improve ways of working efficiently. He has expanded his outreach to Shell Gulf Coast sites and continues to fine ways to eliminate wasteful processes.

In line with the digital focus of the .AI Awards, Andrus and Pagani received 3-D printed trophies, and NFT (non-fungible token) and an augmented reality version of the event (Artificial Intelligence refers to human-like behavior displayed by a machine or system. (An NFT is a unique toke attached to an asset; augmented reality is an enhanced of the real physical world presented through the use of digital visual elements, such as sound, and delivered through technology).



GET TO KNOW / Kimberly Andrus

It might surprise you to learn that Norco Maintenance Planning Supervisor Kimberly Andrus has some struggles with her iPhone. The winner of a Shell Global Award for innovation in digital technology admits she defers to her daughter's Smartphone knowledge quite often when she is searching for an appropriate application. And please, don't ask Andrus how she feels about Siri.

The technology issues end there, however. The New Iberia native, who is now a Luling resident, takes pride in continuing to develop PowerApps and PowerBI dashboards for Norco on. "I love the waste elimination portion of this technology and the better, faster, easier availability of information," she says.

A Mechanical Engineer with a degree from the University of Louisiana at Lafayette, Andrus is excited about the ongoing use of technology within Shell and throughout the world. "The ability to apply machine learning and advanced computational skills to solve complex problems will helps us solve issues that previously were unsolvable," she says. "Technology will allow the green initiatives to continue to advance. For example, solar panels to become smaller and more powerful and be able to replace natural gas whole home generators. In the years ahead, computer chips will become faster, laptop batteries will become lighter and last longer, and electric vehicles can charge faster and last longer."

When she is not developing new digital techniques at work, Andrus is focused on setting up and utilizing an Apple HomeKit to bring the ease of technology into her home. Using her voice commands or touch on the iPhone she can turn lights off and on, control locks or change the indoor temperature, for example. She is also an avid user of Apple Air Tags to help her find her glasses and more importantly, to keep track of her dogs in case they wander off. Andrus and her husband are the 'parents' of three very bad basset hounds - Luther, who is a grouchy old man, along with Beulah and Buford in their terrible twos - the wild children," she says. Andrus's other children, who do not require Air Tags, include two adult sons and a daughter, three granddaughters and a grandson.

In addition to chasing dogs, playing with grandchildren, and looking for her glasses, Andrus spends time crafting, including decorating shirts using a Silhouette machine, demonstrating another creative way to utilize machine technology.

GET TO KNOW / Adam Pagani

Want more time with your family? How about finding time to ride that motorbike that has been sitting in your garage? When was the last time you spent the weekend fishing? Senior Finance Advisor Adam Pagani has the answer – take advantage to the increasing technological advances.

"I always look for ways to make my life easier personally and professionally with more efficient ways of working - so I can do more," he explains. "Technology does that for me and it's amazing when you see others gravitate towards the same optimistic views and then watch them create. My favorite professional application is Microsoft Teams. I think if we used this tool to its fullest capability we would collaborate more effectively with speed, transparency and increase our alignment." Microsoft Teams is an innovative messaging application providing an online workspace for real-time meetings, communication, file sharing and more.

A proponent of solar panels to fuel his Covington home, the Kenner native blends his passions for technology with traditional pastimes ranging from hunting and fishing to riding his Harley along with exercising, enjoying sports and the outdoors. Spending time with family including his wife Jennifer their nine-year-old son Hayden tops his list of favorite things to do.

A 15-year Shell employee, including seven years at Norco, Pagani holds an MBA from the University of New Orleans. He takes pride in helping lead Norco's Finance goals and leaving a digital footprint for others to follow. "With technology, Shell will ultimately get more done with less and increase competitiveness in our market," he says.

Pagani is ready to zoom into the future and looks forward to the day when he no longer uses emails, a communication tool that he now looks as an "old-fashioned" communication method.



Norco NEWSLINE

Norco Newsline is published regularly to inform the community about activities at the Shell Norco Manufacturing Complex. Please address inquiries to:

Rochelle Touchard, Corporate Relations Shell Norco Manufacturing Complex 15536 River Road | P.O. Box 10 | Norco, LA 70079 504-465-6667

Numbers and Addresses to Know:

St. Charles Emergency Operations Center 985-783-5050 Shell Norco Site Team Lead 504-465-7342 Shell Norco Community Information Line 504-465-7483

Websites to Know:

www.shell.us/norco www.shell.us/louisiana www.norco-air.info PRSRT STD U.S. POSTAGE **PAID** NORCO, LA PERMIT #50

POSTAL PATRON

Sculptor BRAD BOURGOYNE Creates Rhythm OF LOUISIANA for Shell Gallery

"Rhythm of Louisiana," a Brad Bourgoyne sculpture commissioned by Shell, is on display in the new Cary Saurage Community Arts Center in downtown Baton Rouge.

In a continuing support and sponsorship of the arts, Shell commissioned the Louisiana artist to "creatively interpret and craft a metal sculpture or mixed media artwork."

Rhythm of Louisiana, a 24"x 52" metal sculpture, is installed near the entrance of the new arts center. Dancers intertwined with a shell in Bourgoyne's sculpture represent a celebration of the arts and reflects the symbiotic relationship shared by Shell and the state of Louisiana.

"This work represents resiliency and rebirth as well as beauty in movement," says **Renee Chatelain**, President & CEO of the Arts Council of Greater Baton Rouge. "We are grateful to our friends at Shell for their vision in commissioning this level of art for the center so that it can be accessible to the entire community."

Norco representatives, including General Manager



Tammy Little and Corporate Relations Manager Rochelle Touchard, attended the grand opening and Geismar Engineer Kevin Barker addressed the participants on behalf of Shell Gulf Coast sites. Barker highlighted Shell's partnership with the Greater Baton Rouge Arts Council, noting a \$300,000 donation to a capital campaign for the new facility which features a Shell Gallery.





BOURGOYNE, a gifted artist and sculptor who merges traditional craft with 3D design, began with the concept of the shell. Inspired by boyhood memories of walking barefoot down a long driveway of oyster shells to his family's fishing camp and long summer days on the bayou, Bourgoyne began sketching abstract designs of different types of shells, thinking that their spiraling structure would create a strong, rhythmic space.

"As I worked with shell forms in a virtual reality sculpting program, they began to suggest dancing figures to me. I began a series of figure studies of ballet dancers, counterpointed with shell forms in virtual reality," Bourgoyne explains. The artist then 3D printed the underlying sculpture in ASA polymer, reinforced it with steel, and hand sculpted the final piece in lightweight cement, treating it as much like clay as possible. By using 3D printing, the resulting sculpture is large, but still remains lightweight and strong. The finished artwork also incorporates metal swarf aggregate (the shavings, curls and metal scraps) left over after the fabrication of pipes, valves and other components in machine shops at the Shell facilities in Norco and Geismar.

A Louisiana native, Bourgoyne holds a Bachelor of Fine Arts degree from LSU and a Master of Fine Arts degree from the University of Connecticut. His publicly and privately commissioned artwork enhances parks, public spaces and museums throughout Louisiana and beyond. See more of his work at www.bourgoynestudio.com.

Rhythm of Louisiana can be viewed at the Cary Saurage Community Arts Center, 233 Saint Ferdinand St. in Baton Rouge, Louisiana. The Arts Center is a 12,000+ square foot creative space for artists and arts organizations to meet, work, and create. With a black box, recording studio, visual artists studios, exhibition gallery, conference rooms, and rooftop terrace, CSCAC is the first building of its kind in the region. For additional information see: www.artsbr.org. The center is open Monday - Friday 8:30 am - 4:30 pm and is closed Saturday and Sunday.