



Roxanne Decyk

**Former EVP,
Royal Dutch Shell Plc**

Board Membership of Interest

I am interested in manufacturing, transportation, natural resources, energy (though selectively until I retire from Shell because of potential conflicts) and defense. Because my career experience has been heavily international, including almost a decade living and working abroad, international rather than domestic companies are of interest to me.

Board Member Characteristics I have had an unusually broad range of executive positions including P&L positions and many functions (strategy, HR, communications, brand, distribution, international business coordination, government relations, safety), both with American and foreign companies. In particular, I have experience with turn-around strategies and establishing and growing businesses in difficult countries and controversial industries. I have served as a non-executive director of US and British firms in banking, manufacturing, and IT and chaired Audit (pre Sarbanes-Oxley), Compensation and Corporate Governance Committees as well as headed up board recruitment of a new CEO.

Company Profile

My current employer is Shell Oil Company, because I am based in the US, but my position is a global one reporting to the Royal Dutch Shell CEO. Royal Dutch Shell (NYSE: RDSA; London: RDSA) \$458.3 billion, is the world's largest oil, gas and petrochemical company by revenues, operating in over 100 countries and currently the world's largest company according to Fortune Magazine.

Functional Expertise

I have particular expertise in strategic leadership, public affairs, brand, human resources and sustainable development as well as change management and corporate governance.

Current Professional Experience

I am Executive Vice President, Government Relations, responsible for government relations offices in Washington, London, The Hague, Brussels, Berlin, Brazil, China, Australia, South Africa and Nigeria and for all Shell country chairs in the 100 or so countries in which we operate.

Prior Professional Experience

Previously in Shell I directed the Corporate Affairs portfolio (communications, HSE, government relations, health, sustainable development and security) and served on the Royal Dutch Shell Executive Committee. Before that I served as Corporate Affairs Director for Shell Oil Company (US) and led strategic planning for Royal Dutch Shell.

Other Industry Experience

Prior to Shell I was an executive with Amoco Oil Company (leading the commercial fuels business, serving as head of strategy, sales and marketing for a chemicals business and heading strategic planning for the corporation) and as an executive with Navistar (previously International Harvester Company, where I had both operating and functional roles). Before that I practiced law and worked in advertising and communications.



THE CHICAGO NETWORK

Public and Private Company Boards

SnapOn Inc., 1994 - present. Chair, Organization and Compensation Committee

Logica Plc, November 2000 - 2002

Material Sciences Corporation, 1988 - 99. Chair: Compensation Committee 1991 - 99.

Harris Trust and Savings Bank, Harris Bankcorp and Bankmont Financial, 1990 - 97. Chair: Audit Committee. Member Directors' Trust Committee, Compensation Committee, Executive Committee (Bankmont Financial).

Lincoln National Corporation Variable Funds, 1985 - 91

Non-Profit Boards

Business for Social Responsibility, 2009 - present; Weidenfeld Scholarship and Leadership Program, Oxford University, 2009 - present; World Economic Forum Advisory Panel on Ecosystems and Biodiversity, 2008 - present.

Are you a financial expert according to SEC guidelines?

See Part III below. No

Professional Associations and Civic Affiliations

Committee of 200 (membership committee), International Women's Forum, Women Corporate Directors.

Education and Interests

1998 - 1999 University of Oxford (UK): DPhil (PhD) in Management Studies/corporate governance, not completed

1974 - 1977 Marquette University Law School (Milwaukee) Juris doctor, magna cum laude

1970 - 1973 University of Illinois (Champaign) AB, summa cum laude, English Literature/Advertising.

Numerous executive management and non-executive director programs.