



Shell USA, Inc.

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March 23, 2023

The Honorable Bruce Westerman
House Committee on Natural Resources
1324 Longworth House Office Building
Washington, DC 20515

Dear Chairman Westerman:

I am writing to congratulate you on the introduction of HR 1 and to offer the support of Shell USA, Inc. to advance permitting reform in this Congress. It is a great encouragement to me and the 12,000 employees and families of Shell USA, Inc. to see Congress work to tackle this critical national security and global energy security challenge. This legislation will be crucial in providing affordable and available energy to millions of Americans, and I urge Congress to find a bipartisan approach to advance this legislation.

Shell USA, Inc. is made up of over 90 different lines of business in all 50 states and virtually every one of them needs a permit of one form or another to do its work. Particularly critical at the moment are the permits needed to advance our energy hub projects in our US Gulf Coast where refineries employing the third and fourth generation of families are transforming into energy parks to make ever cleaner fuels and chemicals which go into products like sustainable laundry detergent, recycled plastics for tires, and lower carbon jet fuel. Communities that rely upon these jobs are partners in delivering the energy solutions of tomorrow. Failure to advance permitting reform will halt this progress and cripple the local economy of these small Gulf Coast towns.

We also require predictable and stable permits to continue producing from our assets in the Gulf of Mexico, one of the lowest GHG hydrocarbon basins in the world. You may have seen our recent announcement of first oil from our Vito platform. Vito is a microcosm of the energy transformation. Compared with its original design, it is now operating with 80% fewer GHG emissions on a footprint that is 70% smaller than first conceived and providing the energy Americans and the world need today. Vito, and all of our installations, will continue to need permits essential to maintaining domestic production so as to continue the provision of secure, available, and affordable energy.

We will continue to analyze provisions within HR 1 as the process advances, and like with all significant legislation, will likely not agree with every provision. However, finding a way to provide certainty for domestic energy production and distribution markets is critical to our energy future. Successful permitting reform will also foster an environment where these projects can realize the investment necessary to continue producing the secure, affordable, ever cleaner energy America and the world need.

Thank you for driving permitting reform to the forefront of the 118th Congress and we look forward to assisting your effort's ultimate success.

Best regards,

A handwritten signature in black ink, appearing to read "Gretchen Watkins".

Gretchen Watkins
President