

CEO statement

It is with great pleasure that I present the 2021 Santos Sustainability Report, demonstrating how the principles of sustainability are critical to the way that we operate our business and deliver on our Transform-Build-Grow strategy.

As Australia's biggest domestic gas supplier and a leading Asia-Pacific LNG supplier, Santos has improved the lives of people throughout Australia and Asia for more than 50 years. Our values drive everything we do, as we build a better future for our customers, employees and the communities in which we operate. With significant expansion in recent years, this responsibility grows even greater. Santos assets span across Australia, Papua New Guinea and Timor-Leste, with our focus continuing to be on safely providing cleaner, reliable, low-cost fuel products.

Realising a better future demands that we operate sustainably and meet the needs and expectations of our communities and stakeholders. Sustainability is core not just to our values but drives our long term performance as a business.

Within this report we describe how our company is structured to meet these needs. Our performance against published aspirations and targets are aligned to our seven sustainability pillars: economic sustainability, health and safety, climate change, environment, community and supply chain, Indigenous partnerships, and people and culture. In recognition of our core value to 'pursue exceptional results', we are committed to continually making progress on the aspirations and targets we have set for each of these pillars, and maturing the way in which we report.



As a major fuels producer for the Asia-Pacific region, Santos has an important global role to play in a sustainable world. We are committed to realising a global future where temperature increase is limited to below 2 degrees Celsius, while reliable and affordable energy continues to power domestic and global markets. Delivery of this vision is underpinned by a relentless focus on preventing harm to people and the environment, and working in partnership with the communities in which we operate.

The impact of the COVID-19 pandemic has given delivery of Santos' strategy even greater relevance. The response of our business has highlighted the strength of our values and resilience of our organisation, maintaining operations and keeping our employees safe. Now as the world establishes a pathway to recovery, cleaner fuels are acknowledged as central to a low-carbon future and Santos is committed to doing this in the most sustainable way possible.

Our performance shows that we are a reliable and resilient fuel producer of choice, through varying market cycles. Our disciplined operating model provides the framework for us to deliver on our commitments in a responsible and sustainable manner.

We are proud to demonstrate our commitments and actions through this report.

KEVIN GALLAGHER

Managing Director and Chief Executive Officer
April 2021