ASX / Media Release

Santos

1 December 2020

Santos upgrades 2020 guidance

Santos today upgraded its 2020 production guidance to 87-89 million barrels of oil equivalent (mmboe) and lowered its production cost guidance to $8.00-8.50/boe.

The upgrade in production guidance, from 83-88 mmboe, is due to strong operating performance across the base business and represents 15-18 per cent production growth for the year and more than 50 per cent growth since 2015.

Santos is also on track to deliver the production cost reductions announced in March in response to the COVID pandemic, which sees 2020 guidance lowered to $8.00-8.50/boe. Capital expenditure is still expected to be approximately $900 million, consistent with the 38% reduction for the year announced in March.

Integration of the ConocoPhillips acquisition completed in May 2020 is proceeding well, with guidance on acquisition synergies upgraded to $90-105 million per annum.

Speaking at the company's Investor Day in Sydney, Santos Managing Director and Chief Executive Officer Kevin Gallagher said the consistent and successful execution of Santos' Transform-Build-Grow strategy has the company positioned for disciplined growth and sustainable shareholder returns.

"Our strategy has been to establish a disciplined low-cost operating model that delivers strong free cash flows through the oil price cycle. Our 2020 forecast free cash flow breakeven oil price is less than US$25 per barrel before hedging and around US$20 per barrel after hedging," Mr Gallagher said.

"Our base business is strong with production levels expected to remain relatively steady for the next decade and providing significant free cash flow. This cash flow combined with a strong balance sheet and control over the timing of our major projects, means we are well positioned for disciplined growth."

Santos also announced today another significant step towards a final investment decision on the Barossa project with Darwin LNG approving tolling agreements to transport and process Barossa gas through DLNG.

Santos has today also announced an ambitious roadmap to net-zero emissions by 2040 and new emissions targets designed to support Australia's commitment to the Paris Agreement, including a 26-30 per cent reduction in scope 1 and 2 emissions by 2030, and a commitment to actively work with customers to reduce their emissions.

"Our focus over the last three years on step change technologies such as carbon capture and storage has enabled a pathway that allows us to go further faster when it comes to emissions reduction," Mr Gallagher said.

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Live webcast

A live webcast of the Investor Day will be available on Santos' website at www.santos.com from 9:00am AEDT today.

This ASX announcement was approved and authorised for release by Kevin Gallagher, Managing Director and Chief Executive Officer.

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Santos 2020 Investor Day

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Santos

Disclaimer and important notice

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This presentation contains forward looking statements that are subject to risk factors associated with the oil and gas industry. It is believed that the expectations reflected in these statements are reasonable, but they may be affected by a range of variables which could cause actual results or trends to differ materially, including but not limited to: price fluctuations, actual demand, currency fluctuations, geotechnical factors, drilling and production results, gas commercialisation, development progress, operating results, engineering estimates, reserve estimates, loss of market, industry competition, environmental risks, physical risks, legislative, fiscal and regulatory developments, economic and financial markets conditions in various countries, approvals and cost estimates.

All references to dollars, cents or $ in this document are to United States currency, unless otherwise stated.

Underlying profit, EBITDAX (earnings before interest, tax, depreciation, depletion, exploration, evaluation and impairment) and free cash flow (operating cash flows, less investing cash flows net of acquisitions and disposals and major growth capex, less lease liability payments) are non-IFRS measures that are presented to provide an understanding of the performance of Santos' operations. The non-IFRS financial information is unaudited however the numbers have been extracted from the financial statements which have been subject to review by the Company's auditor. Free cash flow breakeven is the average annual oil price at which cash flows from operating activities (before hedging) equals cash flows from investing activities. Forecast methodology uses corporate assumptions. Excludes one-off restructuring and redundancy costs, asset divestitures and acquisitions, major growth capex and lease liability payments.

Agenda

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Session 1	Topic	Presenter	Title
9.00	Welcome	Andrew Nairn	Head of Investor Relations
9.05	Driving Shareholder Value	Kevin Gallagher	Managing Director & CEO
9.40	Market Outlook	Jane Norman	VP Strategy
10.00	Strong Base Business: Offshore and Onshore	David Banks	Chief Operations Officer
10.35	Morning Tea		
Session 2	**Topic**	**Presenter**	**Title**
11.00	Midstream Infrastructure and Low Carbon Operations	Brett Woods	EVP Midstream Infrastructure
11.20	Major Growth Projects	Kevin Gallagher	Managing Director & CEO
11.40	Finance and Capital Management	Anthony Neilson	Chief Financial Officer
12.00	Wrap-up	Kevin Gallagher	Managing Director & CEO
12.10	Q&A	Kevin Gallagher	Managing Director & CEO
12.40	Lunch	All	

Driving Shareholder Value

Kevin Gallagher
Managing Director & CEO

Santos

Today's headlines

Santos

2020 production and cost guidance

+ Production guidance upgraded to 87-89 mmboe
+ Production cost guidance lowered to $8.00-8.50/boe

New emissions reduction targets & roadmap

+ Net zero emissions by 2040
+ Transition roadmap

Barossa toll agreed

+ DLNG has approved all agreements to transport and process Barossa gas

CoP acquisition synergies upgrade

+ Acquisition synergies increased to $90-105 million per annum

MOU with Barossa partner SK to collaborate on

+ CCS expansion
+ International carbon credit bilateral agreements
+ Zero-emissions hydrogen

Moomba CCS Phase 1

+ FID-ready end of 2020

Santos investment proposition

Santos

1	Consistent and successful strategy
2	Disciplined Operating Model
3	Sustainable and resilient base business generating significant free cash flow
4	Disciplined and phased growth
5	Energy transition to clean fuels

1 Transform, Build & Grow

Santos

Consistent and successful strategy providing stability in volatile times

Grow

- Execute and bring on-line growth opportunities accessing asset infrastructure
- Exploit M&A opportunities to strengthen core assets
- Generate new revenue through low-carbon Energy Solutions projects

Build

- Develop low-risk, brownfields growth prospects across the core portfolio
- Pursue strategically aligned, value accretive acquisition opportunities
- Leverage facilities and infrastructure operations strategic capability
- Maximise margin through M&T business
- Establish Energy Solutions business
- Focused exploration strategy around core assets

Transform

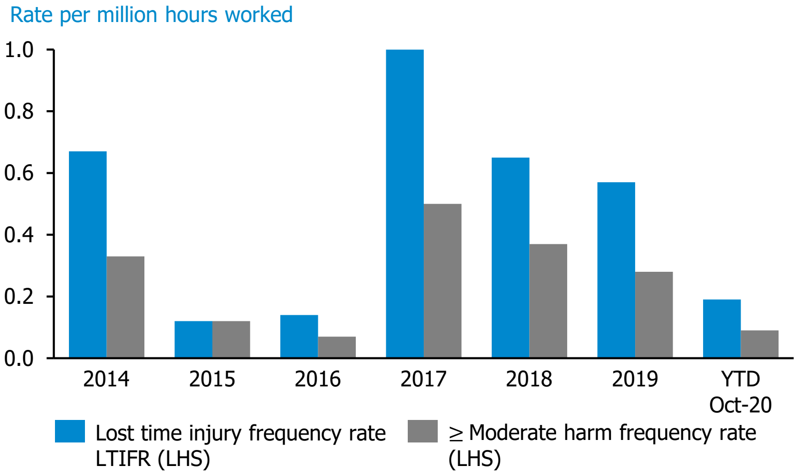
- Diverse and balanced portfolio of five core, long-life natural gas assets
- Robust balance sheet
- Lowest cost onshore operator in Australia
- Disciplined, low cost operating model, portfolio free cash flow breakeven at ≤$35/bbl oil price
- Reduce emissions across core assets

1 Safety and environment

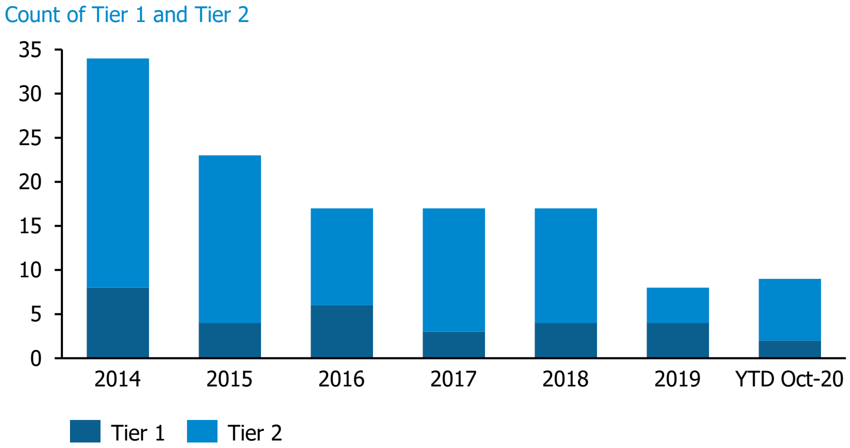
Santos

Santos is committed to being the safest oil and gas operator in Australia and preventing harm to people and the environment

Injury frequency rates



Loss of containment incidents



Disciplined Operating Model

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Santos' disciplined Operating Model provides the framework to drive value

Asset lifecycle

- Exploration
- Development
- Production
- Marketing

Portfolio & portfolio rules

Diversified portfolio of five core long-life, natural gas asset hubs

Western Australia	Cooper Basin	Queensland & NSW	Northern Australia and Timor-Leste	PNG
				

Disciplined criteria

1. Portfolio free cash flow breakeven at ≤$35/bbl oil price, pre-major growth
2. Each core asset free cash flow positive at ≤$35/bbl oil price, pre-major growth
3. Gearing 20-30% through the cycle, pre-major growth. Up to ~35% including major growth

Disciplined capital management

- Returns to shareholders
- Debt repayment
- Replace reserves and resources
- Fund major growth

3 Sustainable and resilient base business

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Five core long-life asset hubs

Santos operated asset hubs

Non-operated asset

Western Australia

- 2020 forecast production ~30 mmboe[1]
- WA's largest domestic gas producer
- Dorado growth
- Quick payback and high return infill opportunities

Cooper Basin

- 2020 forecast production ~16.8 mmboe[1]
- High value swing producer
- Moomba CCS
- Upstream electrification

QLD & NSW

- 2020 forecast production ~13 mmboe[1]
- GLNG 2020 forecast LNG sales ~6mt
- Narrabri appraisal

Northern Australia and Timor-Leste

- 2020 forecast production ~15 mmboe[1]
- Bayu-Undan infill Phase 3 to extend field life
- Barossa backfill to DLNG

PNG

- 2020 forecast production ~13 mmboe[1]
- Strong LNG plant uptime
- Future gas backfill opportunities

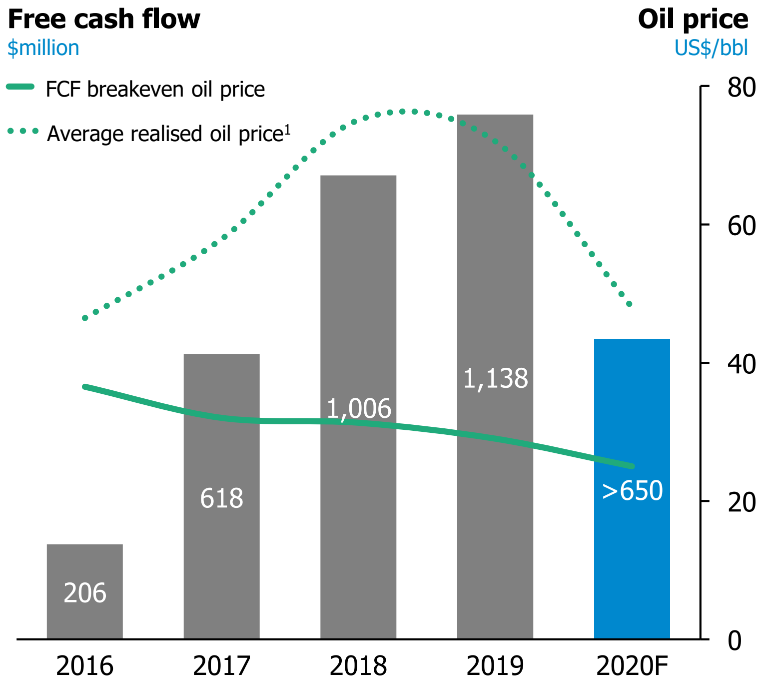
[1] Santos share. The data should not be construed as production guidance now or into the future. Forecast production is subject to a range of contingencies which may affect performance.

3 Delivering strong free cash flow through the cycle

Santos

Diversified and balanced portfolio supportive of strong, sustainable free cash flow through the oil price cycle

2016 – 20 forecast free cash flow	**>$3.6 billion**
2020 forecast free cash flow breakeven	**<$20 per barrel[2]**
2020 forecast free cash flow yield	**~8%[3]**
Production growth since 2015	**>50%**



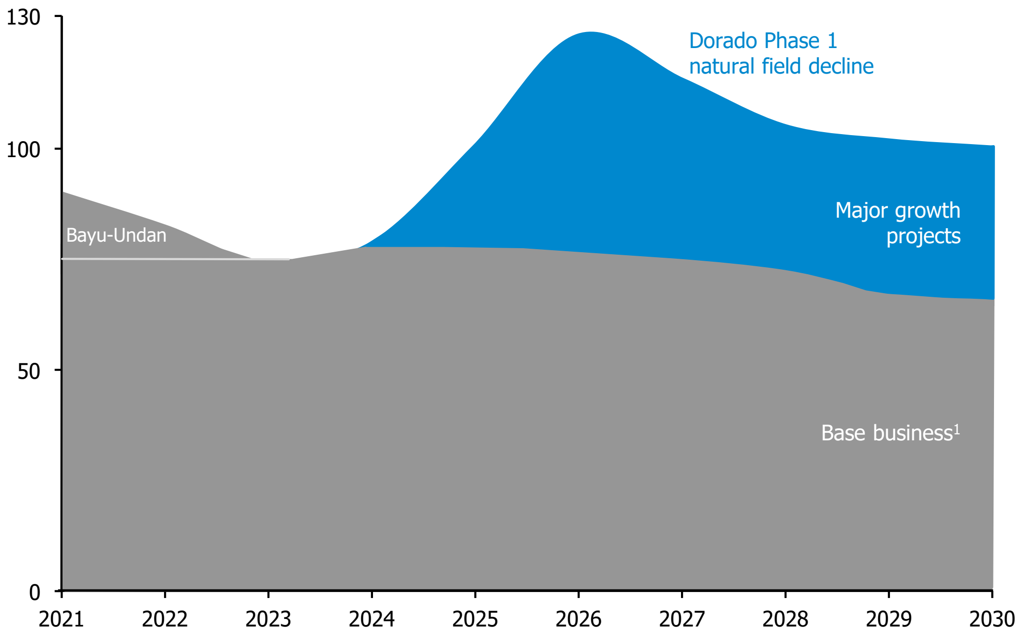
[1] 2020 average realised price to 30 September 2020.
[2] Includes hedging.
[3] Based on a one month volume weighted average share price.

4 Disciplined growth to 120 mmboe

Santos

Stable base business production (excluding Bayu-Undan) and phased growth to 120 mmboe

Production
mmboe



+ Stable base business production (excluding Bayu-Undan)
+ Major growth projects all Santos-operated:
  + Barossa: FID targeted 1H 2021
  + Dorado Phase 1: FID targeted 1H 2022
  + Narrabri: FID targeted 1H 2023
+ Flat base production to 2030
+ COVID-19 has impacted Barossa and Dorado timing causing a deferral in 120 mmboe target. PNG has been deferred as backfill
+ Target assumes already announced sell-downs

This chart should not be construed as production guidance from the Company now or into the future. Potential production is subject to a range of contingencies which may affect performance, including necessary permits, regulatory requirements and Board approvals.

Major growth projects included are Barossa (assumes sell-down to Santos 50% interest) backfill to Darwin LNG, Dorado oil development 75,000 bbl per day gross (Santos 80% interest) and Narrabri gas project (Santos 80% interest).

[1] Base business includes Western Australia (excluding Dorado), Cooper Basin, Queensland & New South Wales and PNG.

5 Market-led energy transition to cleaner fuels

Santos

Santos is a clean fuels business that will transition from natural gas to hydrogen as our customers transition over the next two decades

Future state: clean fuels

+ Zero-emissions hydrogen expansion to dedicated hydrogen pipelines
+ Hydrogen exports from Port Bonython
+ Supports low-cost green hydrogen production

Hydrogen

+ Zero-emissions hydrogen for own use fuel and blending into the domestic market
+ Supports expansion of Moomba CCS

Carbon capture & storage

+ Moomba CCS Phase 1 – decarbonisation of existing business
+ Further electrification and renewables integration to reduce costs and increase sales

Current state: natural-gas

+ Natural gas and fuels-focussed business
+ Five strategically located, long-life domestic gas and LNG hubs
+ 4 out of 5 assets operated
+ Energy Solutions business reducing FFV and emissions

5 Net zero by 2040

Santos

Emissions reduction targets designed to support Australia's Paris Agreement commitments. 26-30% reduction by 2030

2025 target	2030 target	2030 Scope 3 emissions target	2040 target
+ Reduce emissions >5% across the Cooper Basin and Queensland operations + Ahead of plan	+ Reduce Scope 1 and 2 absolute emissions by 26-30% by 2030 from 2020 baseline[1] + New target	+ Santos will actively work with customers to reduce their Scope 1 and 2 emissions by >1 $mtCO_2e$ per year by 2030	+ Net zero Scope 1 and 2 absolute emissions by 2040

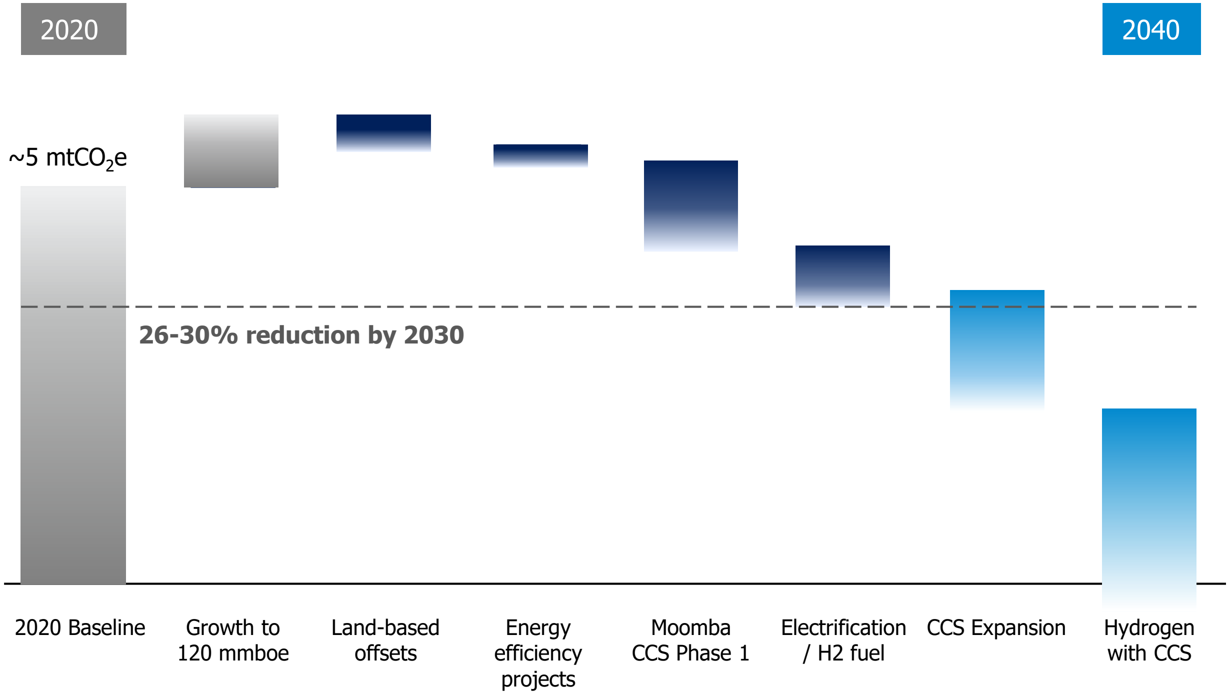
Technology enablers

- Fuel efficiency
- Electrification and renewables integration
- Utilisation of CCS technology to reduce emissions and to accelerate the economic feasibility of hydrogen and natural gas to hydrogen switching as the market transitions

[1] Reductions are relative to a baseline defined as Santos' net share of Scope 1 and 2 emissions from financial year 19/20 production volumes, adjusted to include Bayu-Undan and DLNG at 68.4% from 1 January 2020.

5 Roadmap to net zero

CCS and hydrogen are the pathway to net zero emissions by 2040



Planned activities

+ Land-based offsets include the existing savanna burning program in Arnhem Land
+ Energy Solutions to deliver 0.6 $mtCO_2e$ pa emission reduction projects by 2025
+ Moomba CCS Phase 1 is FID-ready with first injection planned as early 2024
+ Cooper Basin electrification with hydrogen fuel and CCS decarbonises energy at the source
+ CCS expansion involves potential scale-up in the Cooper Basin or at other sites
+ Domestic and export opportunities for zero-emissions hydrogen enabled by CCS

[1] Baseline is defined as Santos' net share of Scope 1 and 2 emissions, in $mtCO_2e$, from financial year 19/20 production volumes, adjusted to include Bayu-Undan and DLNG at 68.4% from 1 January 2020

5 Environmental, social and governance

Santos

For over 65 years, Santos has been safely and sustainably exploring and developing Australia's natural gas resources

Environmental

+ New emissions reduction targets
+ United Nations recognises our Savanna Burning Project as the best example of partnering with Indigenous communities on carbon management

Social

+ 140 community organisations supported by Santos
+ Working in partnership with 21 Traditional Owner Groups
+ Sites of cultural heritage are identified, protected and avoided

Governance

+ EHSS and PRC Board Committees oversight on all ESG matters
+ Established centralised functions to provide assurance

Reporting

+ Released third-annual Climate Change Report consistent with the TCFD guidelines
+ Released first Modern Slavery Report in June 2020
+ Review of Industry Associations climate positions to be released by year-end
+ Published Sustainability Performance Report

Remuneration

+ Management incentives include ESG and emissions reduction targets

Market Outlook

Jane Norman
VP Strategy

Santos

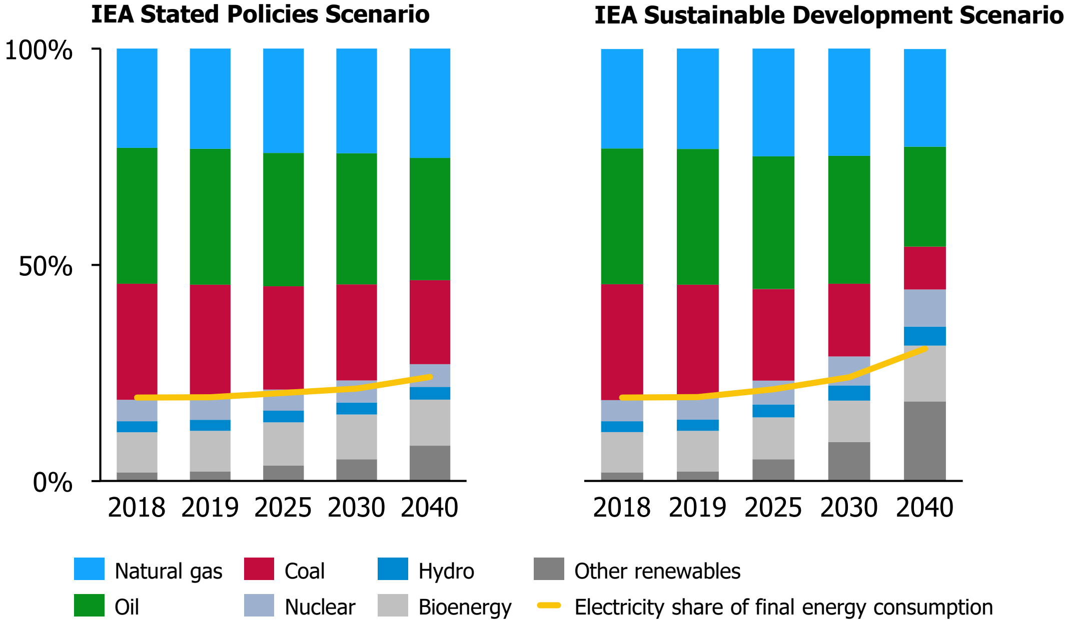
The role of cleaner fuels in the future

Santos

Natural gas will have a place in the global energy mix for decades to come with a ~25% share of global energy demand. Natural gas is the affordable cleaner fuel

Global primary energy demand by fuel source[1]

%



Natural gas has a leading role to play in decarbonising "hard-to-abate" sectors

- Fuels account for ~80% of final energy consumption today with electricity making up the remaining ~20%
- Natural gas has a leading role to play in providing cleaner fuels to the industrial and transport sectors
- Natural gas supports the integration of renewable energy into the power mix supplying both baseline and firming power
- Renewable energy requires conversion to hydrogen to meet fuel demand

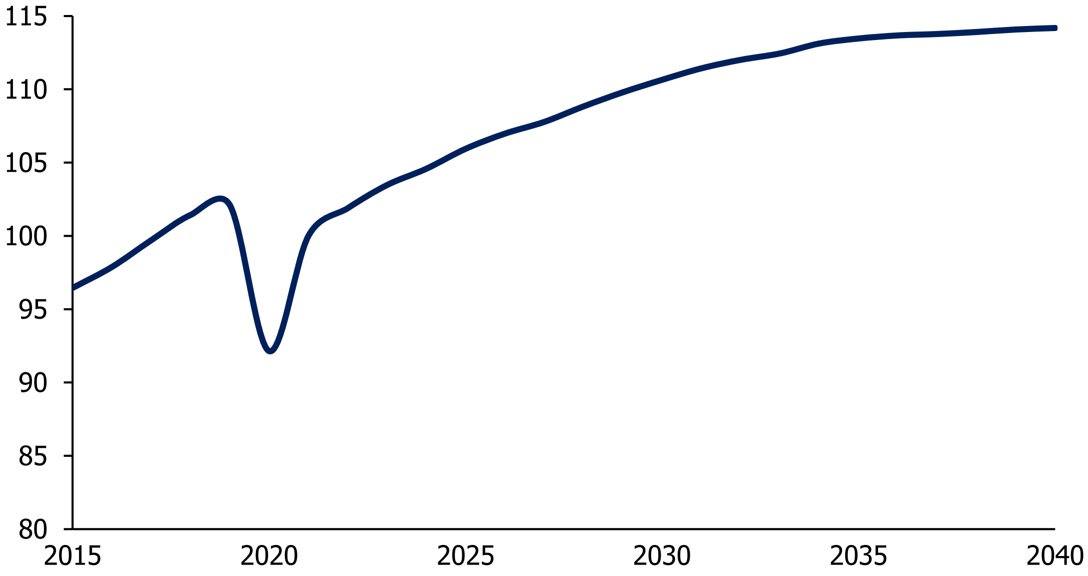
[1] Source: IEA World Energy Outlook 2020.

Oil market opportunity remains attractive

Santos

Deferred capital spending will impact oil supply whilst demand is expected to recover

Global liquids demand[1]
mmbbl/d



Oil prices are expected to recover as demand returns following COVID

+ The impact on supply is expected to be longer lasting than the impact on demand
+ New supply is required to offset production declines
+ Upstream spending decreased 30% from 2019 and is expected to remain low in 2021[2]
+ US shale production declined from its peak by ~2.8 mmbbl/d[3] in 2020 and US rig counts have declined by 60%[4]
+ Global transport fleet will rely on liquid fuels for many years to come

[1] Source: IHS Markit.
[2] Source: Wood Mackenzie.
[3] Source: US Department of Energy, Energy Information Agency Short Term Energy Outlook, November 2020.
[4] Source: Baker Hughes.

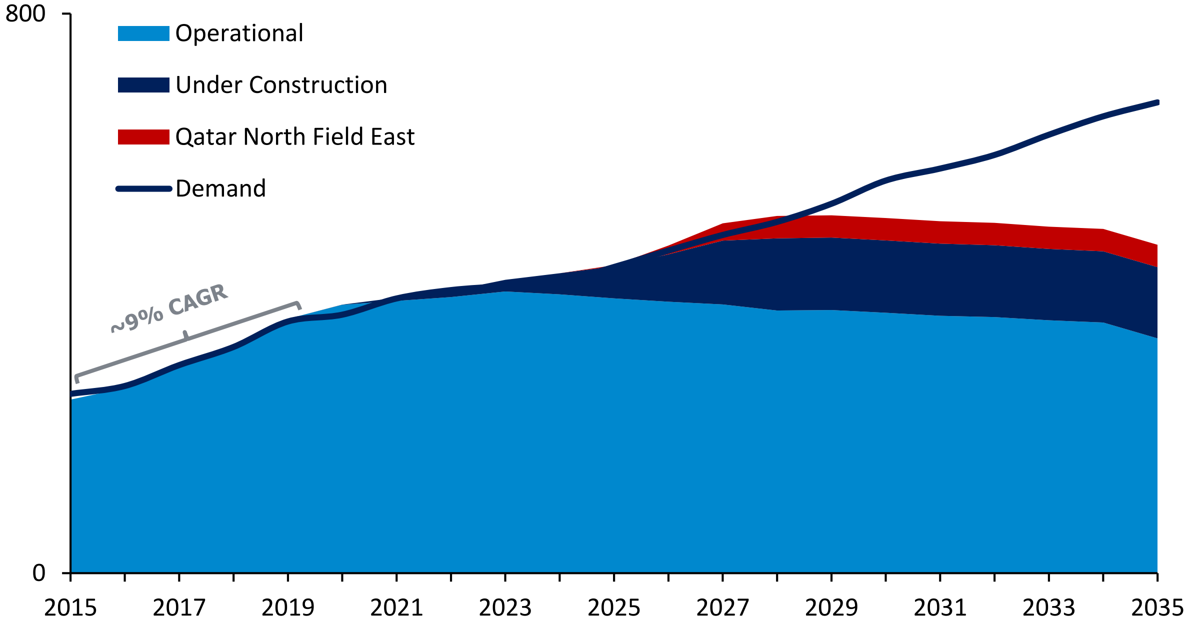
LNG demand remains strong

Santos

LNG demand growth remains strong with 4% CAGR forecast to 2035[1]. Market expected to tighten as new supply delayed with projects impacted by COVID-19 pandemic

Global LNG supply and demand[1]

mtpa



Global LNG demand forecast to grow ~3% in 2020, despite COVID. Historically, LNG demand has grown 9% pa since 2015

+ LNG demand continued to rise in key growth markets: China up ~13% year to date and India up ~22% year to date[2]
+ Despite the pandemic, LNG demand in traditional markets of Japan, South Korea and Taiwan remained stable in 2020
+ Asian LNG customers confident in the long future for gas demand. Gas is affordable, it improves air quality and offers lower carbon emissions

[1] Source: Source: Wood Mackenzie LNG Tool Q3 2020. Operational include backfill of existing LNG plants. Qatar North Field East project is 4 train expansion.
[2] Source: FGE Global LNG market report November 2020.

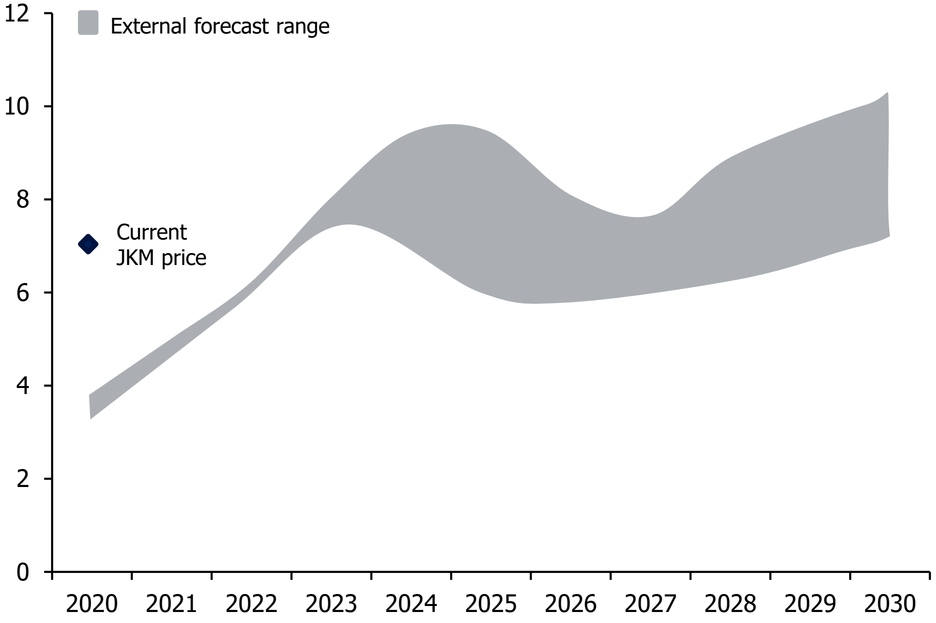
LNG prices strengthening

Santos

Santos' low-cost LNG projects and low shipping costs provide a competitive advantage

Nominal price forecast for spot LNG in North East Asia[1]

US$/mmBtu



LNG price drivers

- + LNG market prices expected to continue to diverge from oil prices
- + LNG pricing is increasingly driven by US and European gas hub prices plus transport
- + US LNG delivered to Asia at ~$7-8/mmBtu expected to set price for new supply
- + JKM-based pricing is an increasingly deep, liquid and flexible marker for both sellers and buyers
- + Asia is expected to retain a price premium due to its large share of LNG demand and higher shipping costs from new supply centres

[1] Source: External range based on - FGE, NE Asia spot LNG; Wood Mackenzie Japan Spot LNG; Platts LNG Analytics Platts JKM®

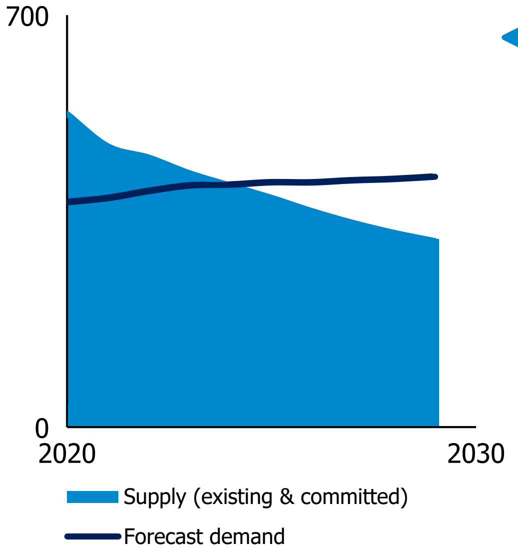
Australian domestic gas markets outlook remains strong

Santos

Santos is Australia's largest domestic gas producer and the only producer with a nation-wide footprint. ~70% of Santos' total Australian gas production is supplied to the domestic market

Western Australia domestic gas Supply and demand[1]

PJ



West: Strong demand from industrial users. New supply required from ~2025

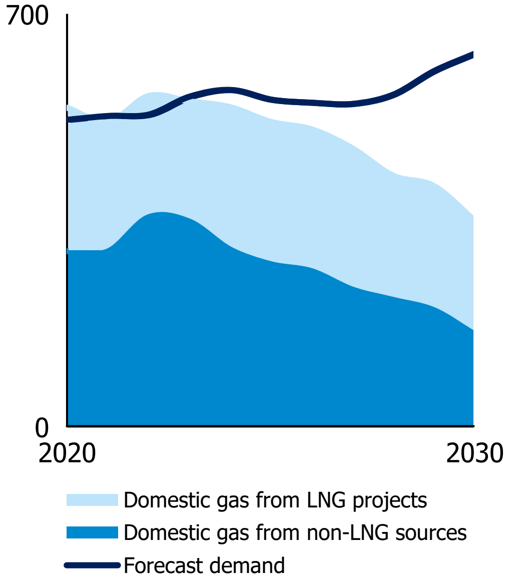
+ 100% of Santos' WA gas production supplies the domestic market
+ New supply contracts signed in 2020 with Wesfarmers and Gold Fields

East: Market reliant on Queensland CSG. New supply required from ~2024

+ Santos' supplies ~11% of east coast gas demand
+ Narrabri provides a new source of supply for the domestic market
+ New six year ethane contract commenced in 2020 with Qenos

East Coast domestic gas Supply and demand[2]

PJ



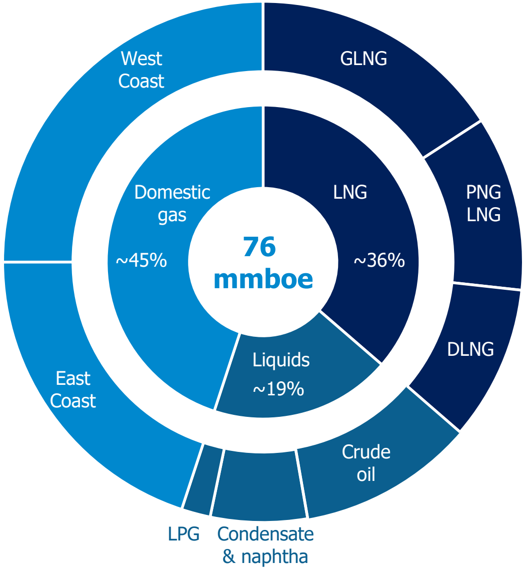
[1] Source: EnergyQuest September 2020, AEMO WA GSOO 2019 (data to 2029).
[2] Wood Mackenzie East Coast Gas Market Outlook 2019.

Maintaining a balanced and diversified portfolio

Santos

Diversified and balanced portfolio providing strong, sustainable revenue with ~30% of sales volumes sold at fixed-priced contracts

Q3 YTD 2020 sales volume
mmboe



Balance of fixed-price and oil-linked revenues

+ Domestic gas predominantly sold on long term fixed price contracts with CPI indexation
+ LNG sold under long term contracts with oil-price indexation and strong slopes
+ Low sulphur crude and condensate, achieving premium prices due to air quality benefits and new IMO regulations

Future portfolio state 2026

+ With Barossa and Dorado online, portfolio will be approximately one-third each LNG, domestic gas and liquids
+ Liquids sales volumes increase significantly after Dorado and Barossa come online
+ Targeting approximately 50% of the portfolio to be fixed-price domestic gas or non-oil linked LNG

Strong Base Business

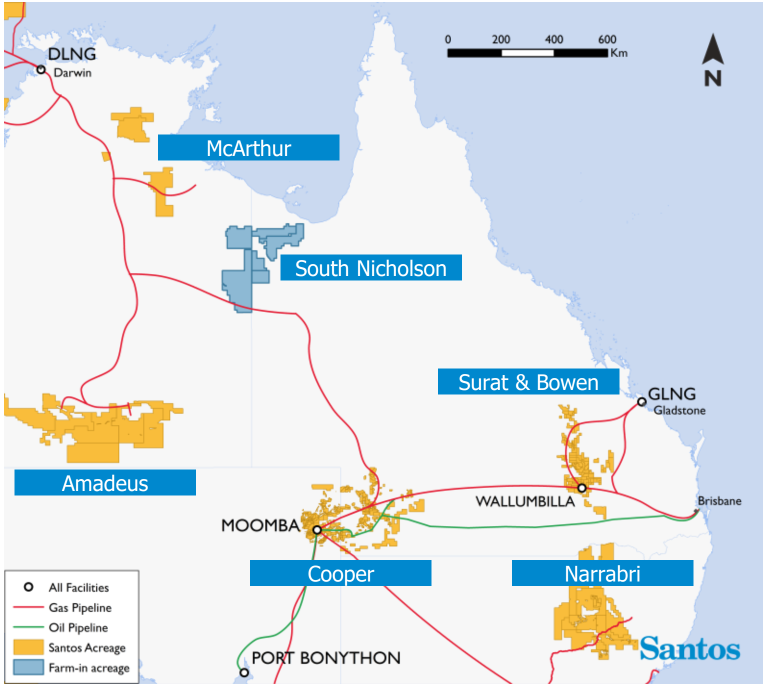
David Banks
Chief Operations Officer

Santos

Integrated onshore business with market optionality

Onshore assets connected to domestic markets and long-term Asian demand for LNG with strong growth options

Australia's lowest cost onshore operator	+ Growth self-funded within the low cost disciplined Operating Model + Driving capital efficiency to unlock additional resources
Cooper Basin high value swing producer	+ Exploration success opens new plays and drives production towards ~16.8 mmboe in 2020 + Technology enhancing deliverability + Australian record for highest production rate from an onshore stimulated horizontal gas well
GLNG	+ GLNG sales expected ~6 mtpa in 2020 and ~6.2 mtpa from 2021 onwards + Arcadia production exceeding expectation and now lowest upstream unit cost field
Preparing for Narrabri appraisal	+ Workover program underway and FEED commenced + Preparing for appraisal program in 2021
Northern Territory	+ Tanumbirini-1 well test peak flow rate of 10 mmscf/d



Cooper Basin

Santos

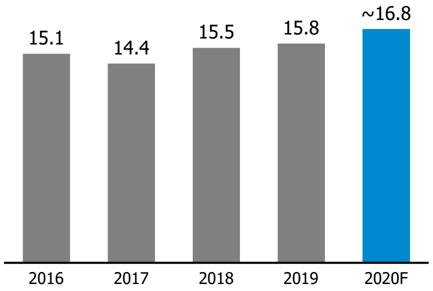
Operating Model is delivering higher production, cost discipline and self-funded growth

Strong gas production

+ Gas and associated liquids volumes strong with demand increasing through Q3 2020
+ Expect to maintain annual production around current levels
+ Horizontal wells efficiency delivers more for less

Cooper Basin production

mmboe

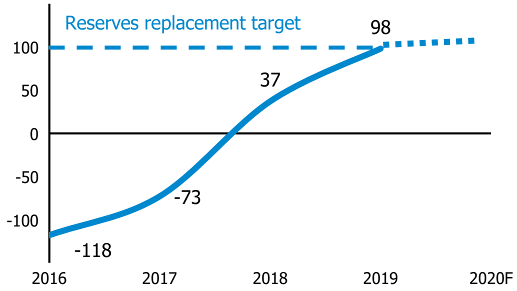


Targeting >100% 2P RRR

+ Growth self-funded within the low cost disciplined Operating Model
+ Strong SW Qld NFE results
+ Field development by area and play expected to result in larger, discrete reserves bookings

Reserves replacement ratio (RRR)

% three year rolling average

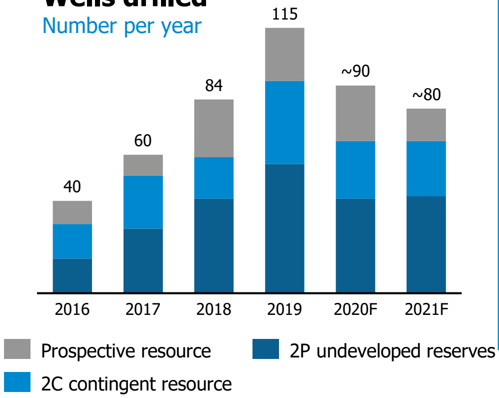


Targeting ~80[1] wells in 2021

+ Well count is subject to well type and joint venture participation levels
+ 5 pilot horizontal wells in 2020 with 3 wells online
+ Production maintained due to expected higher equity levels in wells

Wells drilled

Number per year

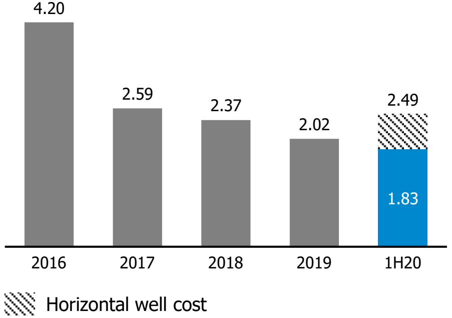


Maintaining well cost discipline

+ Well costs reduced by ~40% since 2016
+ Unit development cost of horizonal wells 25% better than vertical offset wells
+ Vertical well costs continue to decline

Well cost[1]

$million per well



[1] Vertical, deviated and horizontal gas development wells (drill, stimulate, complete).

Strong GLNG upstream production and cost out

Santos

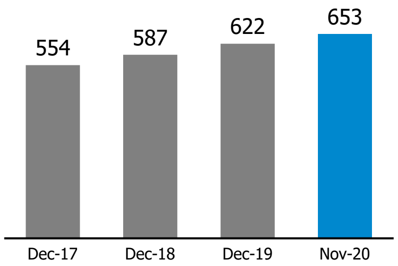
Record upstream GLNG production driven by strong ramp at Roma and Arcadia supporting ~6.2 mtpa LNG run-rate from 2021. Maintaining cost discipline and improving performance

Strong gas production

+ Record upstream gas production
+ Strong Roma ramp-up
+ Arcadia production increased to 49 TJ/d in November 2020
+ Arcadia on track to be lowest unit cost of production GLNG field

GLNG sales gas production

TJ/d (gross)

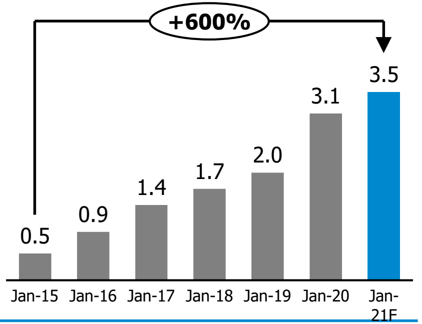


Driving down operating cost by increasing production

+ Proven new well design
+ Pursuing new improvement technologies to reduce well failure time

Mean time between failure

Years (Roma)

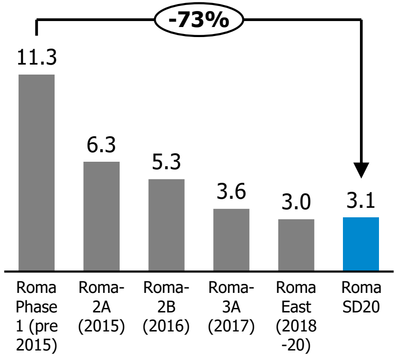


Fit for purpose rigs, experienced crews

+ Fit for purpose rigs, experienced crews
+ High volume, sequential and repeatable scope
+ Technical limit focus

Days - development drilling

Average days rig release to rig release



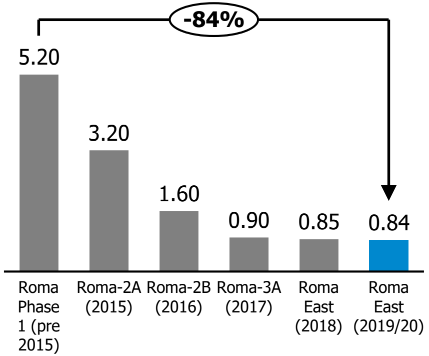
Maintaining well cost discipline

+ Relentless focus on lowering well cost
+ Expect to drill ~180 wells in 2021 (3 rigs) and ~350 wells in 2022 (4 rigs)

[1] Drill, complete, connect.

Well cost[1]

$million per well



Onshore value-add integrated projects

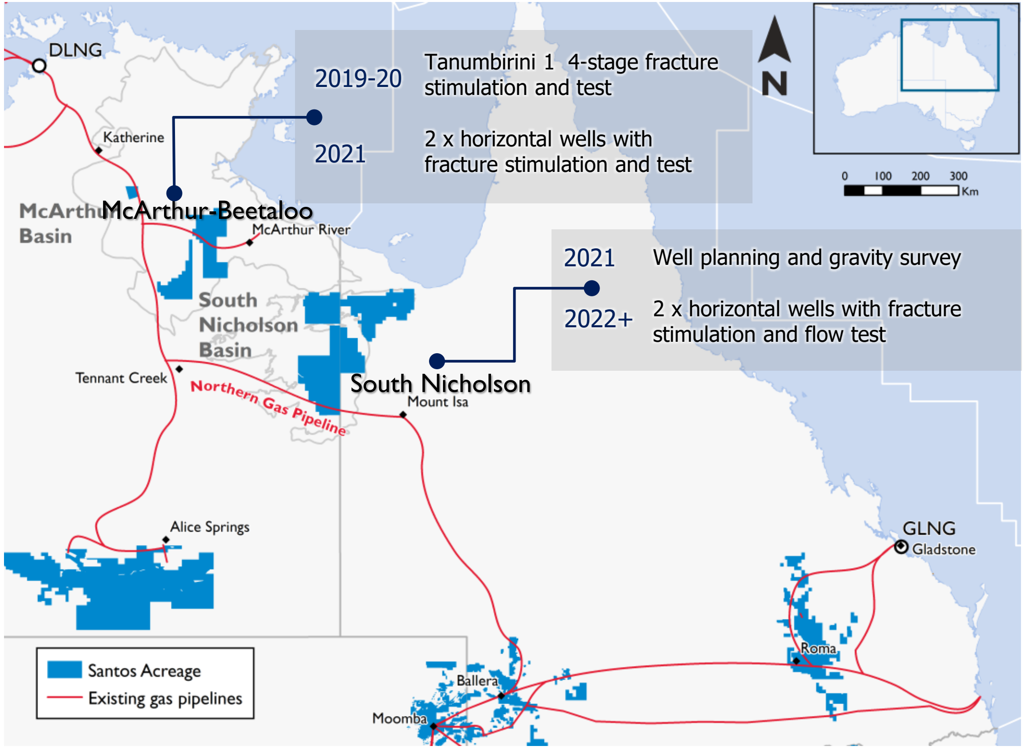
Phased development of onshore resources close to existing infrastructure

	Moomba South	Cooper transformation	Arcadia Phase 2	Scotia Phase 2
				
Description	Development of large potential resource across the Patchawarra and Granite Wash, adjacent to existing Moomba infrastructure	Reduce gathering system pressures for improved rate and reserves Rationalise surface infrastructure for reduced opex and fuel, and improved uptime	Next phase of development of GLNG's lowest unit cost of production field ~200 wells and associated compression	Second development phase of the Scotia asset ~50 new wells with tie-back to existing compression
Startup	2020	2022	2022	2021
Santos working interest	66.7%	66.7%	23.8%	30%
2P reserves	29 mmboe gross / 20 mmboe net 71 mmboe 2C gross	39 PJ gross 26 PJ net	216 PJ gross 51 PJ net	98 PJ gross 29 PJ net
Total capex (gross)	Pending appraisal results	US$100m phase 1	US$120m	US$70m
Breakeven cost of supply		A$6.10/GJ ex Moomba	A$5.15/GJ	A$4.17/GJ

McArthur-Beetaloo & South Nicholson opportunities

Santos

Multi-Tcf shale gas potential in two basins with proven flow at Tanumbirini-1



Strategic Opportunities

- Options to satisfy north and east coast gas markets

McArthur-Beetaloo Project

- Strong performance from resumption of Tanumbirini-1 flow test:
  - 10 mmscf/d peak gas flow rate
  - 1.5 mmscf/d average rate from first 9 days of testing
- Low CO_2 content gas within pipeline specification
- Potential for gas liquids window

South Nicholson Project

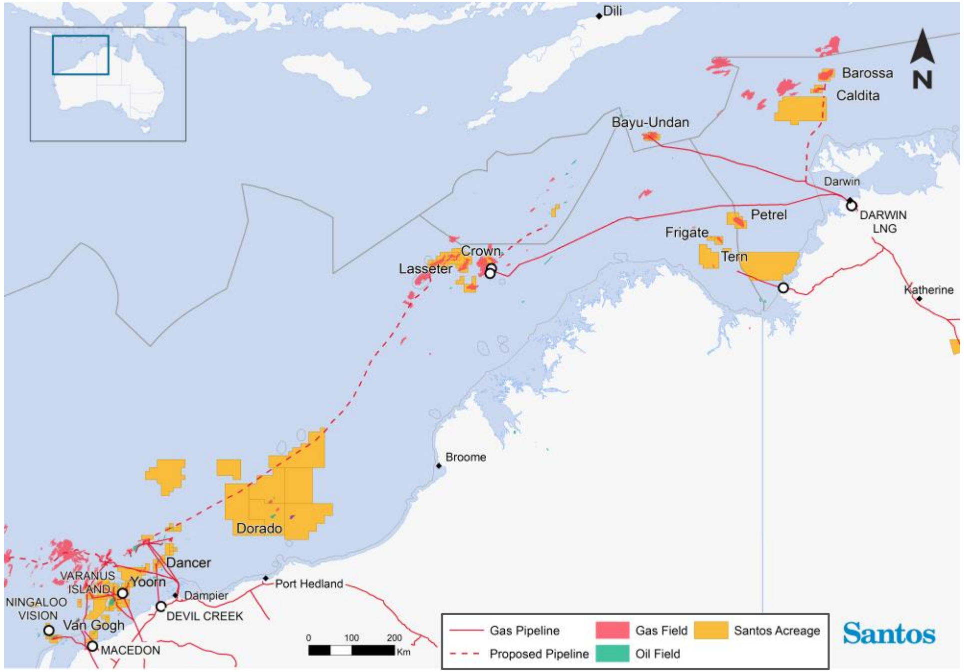
- Analogous play to McArthur-Beetaloo Project
- Multi-TCF gas potential
- Play fairways and permits straddle QLD and NT border

Offshore conventional business

Santos

Following commencement of the 12-year, fixed-price US$ denominated Alcoa contract in mid June, Santos now supplies ~45% of Western Australia's domestic gas requirements

Strong cash margin, low-cost operating business	+ WA EBITDAX margin maintained at 72% highlighting benefit of fixed price domestic gas contracts + WA unit production cost $6.55 per boe, down 10% for 1H 2020
Portfolio of high quality infill projects	+ Located near existing infrastructure + Lower-cost brownfield projects with short payback periods
Near term, near-field growth opportunities utilising existing infrastructure	+ Bayu-Undan infill + Van Gogh Phase 2 + Spartan tie-back to Varanus Island + Varanus Island compression



Growing production and improving efficiency

Santos

Quadrant and ConocoPhillips acquisitions have transformed the scale of the Offshore business

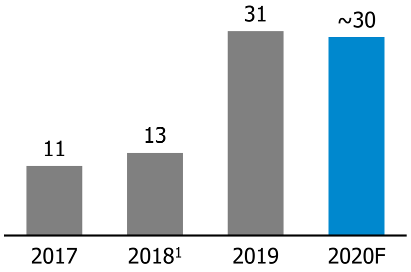
Strong gas production

+ Western Australia's largest domestic gas producer
+ Domestic gas production and sales increased to over 500 TJ/d during Q3 2020

[1] Includes Quadrant Energy acquisition from 27 Nov 2018.

Western Australia production

mmboe

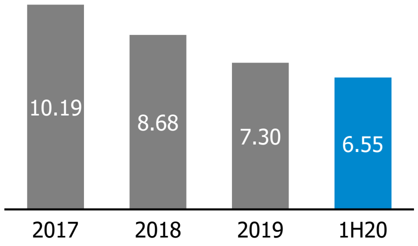


Lowered production costs

+ Unit production costs reduced by 36% since 2017

Western Australia upstream production cost

$/boe



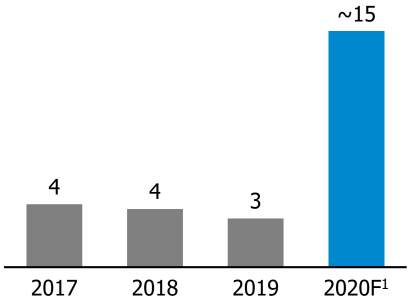
ConocoPhillips acquisition

+ On 28 May 2020, Santos' interest in Bayu-Undan increased to 68.4%

[1] Includes ConocoPhillips acquisition from 28 May 2020.

Northern Australia production

mmboe

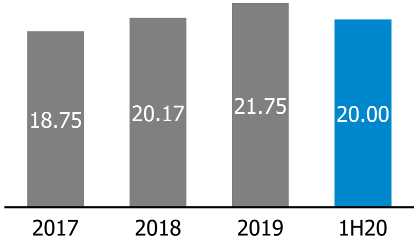


ConocoPhillips acquisition

+ Since assuming operatorship production costs have been reduced in 2020 through the application of Santos' disciplined Operating Model and acquisition synergies

Northern Australia upstream production cost

$/boe



High value infrastructure led development

Santos

Operated portfolio of infrastructure led gas supply and oil infill development at a low cost of supply, generating high value and delivering incremental production in 2021

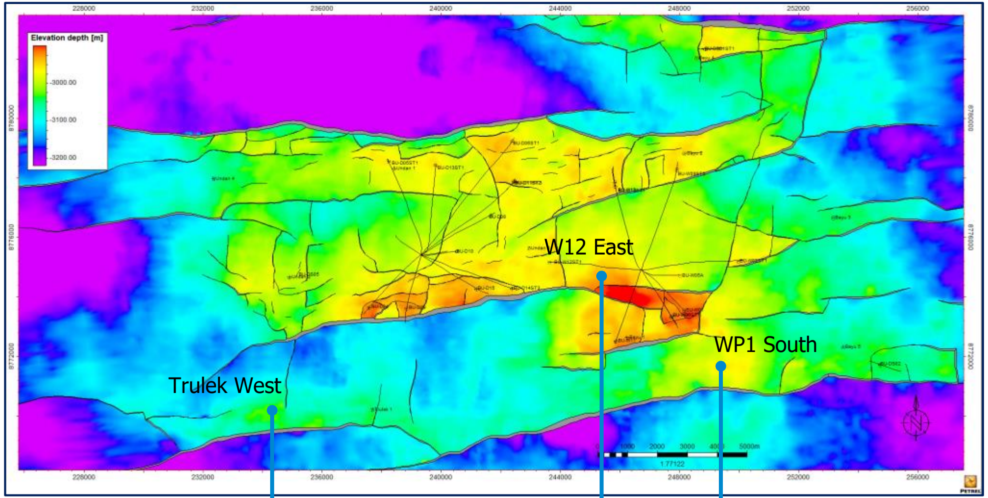
	Bayu-Undan Phase 3C	Van Gogh Infill Phase 2	Varanus Island Compression	Spartan Development
				
Description	2 platform and 1 subsea wells developing gas and liquids	3 dual lateral wells, infilling existing Van Gogh development	Low pressure reserves recovery maintaining facility plateau	New supply subsea tieback to John Brookes
Startup	3Q 2021	4Q 2021	4Q 2021	1Q 2023
Santos working interest	68.4%	52.5%	100%	100%
2P reserves	23 mmboe gross 16 mmboe net[1]	10 mmbbl gross 5 mmbbl net	44 mmboe gross and net	15 mmboe gross and net
Total capex (gross)	US$235m	US$225m	US$250m[2]	US$120m
Breakeven cost of supply	US$2.80/mmBtu	US$25/bbl	A$2.40/GJ	A$3.20/GJ

[1] Net working interest.
[2] Only US$36m remaining to be spent in 2021/22.

Bayu-Undan infill development

Accelerated project delivering incremental production and reserves at a low cost of supply realising field extension for Bayu-Undan and Darwin LNG

+ Value realisation beyond what was premised in ConocoPhillips transaction
+ Accelerated project definition, procurement and approvals advanced quickly to support a Final Investment Decision
+ Opportunity to maximise reserves recovery and value from Bayu-Undan
+ Close working relationship with Timor-Leste to maximise value for both Bayu-Undan JV and Timor-Leste
+ 2 platform and 1 subsea well delivering additional gas and liquids recovery and extension to field life and incremental production in 2021



Trulek West
Subsea well, located ~3km from well control, undrained structure away from core area

W12 East
Platform well, located ~2km from well control, unexploited sand within core area

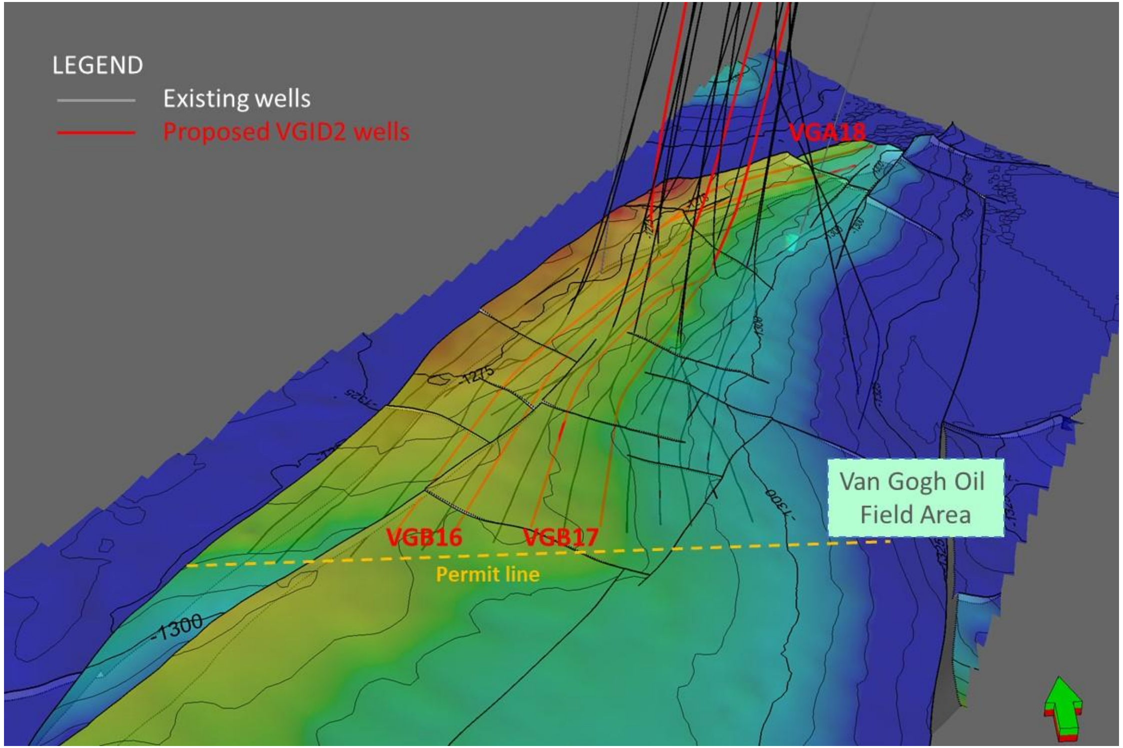
WP1 South
Platform well, located ~3km from well control, 4-way dip closure on southern bound

Van Gogh infill development – Phase 2

Santos

Short-cycle, low-risk, high-value development wells targeting ~10 mmbbl gross reserves

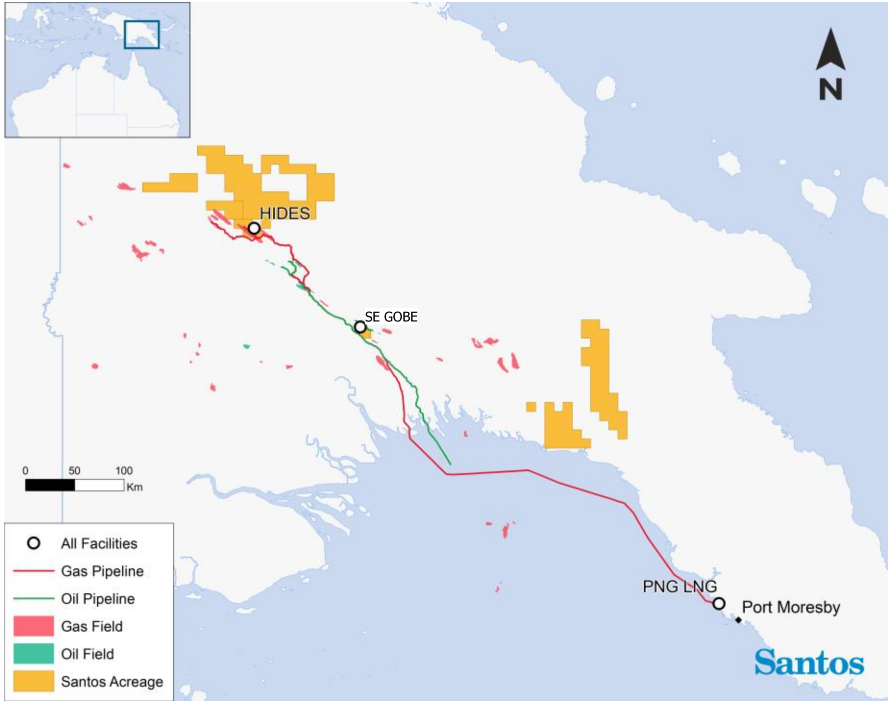
+ Drilling, completion and tie-in of three horizontal, dual-lateral production wells
+ 14km of reservoir exposure across the three wells
+ First phase drilled in 2019 was successful providing confidence for phase 2
+ First oil targeted for Q4 2021
+ Drilling rig secured, and preparations underway to commence programme in Q2 2021



Papua New Guinea

PNG LNG is a world-class, low-cost asset consistently delivering above nameplate production with future backfill options

Strong cash margin, low-cost operating asset	+ PNG EBITDAX margin 82% in 1H 2020 + Production cost $4.85/boe + Increased cash flow ~2026 once project finance repaid
Consistent above nameplate LNG production since start-up	+ 8.9 mtpa annualised rate in 3Q 2020 + ~30% above nameplate capacity without additional significant capital
Future backfill options to extend PNG LNG plateau	+ Hides F2 + P'nyang[1] + Muruk + Working with JV partners and PNG Government



[1] Santos P'nyang (PRL 3) farm-in subject to the execution of a sale and purchase agreement and government approval.

Midstream Infrastructure and Low Carbon Operations

Brett Woods
EVP Midstream Infrastructure and Low Carbon Operations

Santos

Midstream Infrastructure & Low Carbon Operations

Santos

Established Midstream business to operate assets with an infrastructure mindset, delivering increased efficiency, utilisation and reducing emissions

Run assets separately and more efficiently and at lower cost	+ Delivered 14% processing cost reductions and improved asset utilisation in the Cooper Basin + Now applying Cooper Basin learnings to other infrastructure assets, targeting a further 30% reduction in processing costs + Establishing strong, stable earnings stream to drive shareholder value

Increase utilisation	+ Maximised utilisation of existing Cooper Basin infrastructure including third party use
	    + Highest total gas throughput at Moomba plant in 10 years
	    + ~50% of 2020 Port Bonython liquids throughput is from 11 third party suppliers
	+ Agreements to process and toll Barossa gas approved by DLNG

Energy Solutions leading the transition to low carbon future	+ Ahead of run-rate to deliver 2025 emissions reductions targets + Moomba CCS project 1.7 mtpa project is FID-ready, subject to Australian Carbon Credit Units eligibility + Moomba CCS is the lowest unit cost CCS project globally + CCS is a critical enabler for zero-emissions hydrogen

Creating value from midstream infrastructure portfolio

Santos

Unique portfolio of strategic midstream infrastructure assets generating stable and material EBITDA of ~$400 million

	MIDSTREAM INFRASTRUCTURE ASSETS				
	Moomba	Port Bonython	DLNG	Varanus Island	Devil Creek
					
Capacity	Gas: 400 TJ/d Gas storage: 70 PJ	Liquids: 20 mmboe	LNG: 3.7 mtpa with approvals up to 10 mtpa	Gas: 390 TJ/d	Gas: 220 TJ/d
2020 forecast throughput (gross)	116 PJ	18 mmboe	3 mtpa	87 PJ	48 PJ
Utilisation (%)	82	86	81	61	60
Existing tolling structure	Internal and external tolls	Internal and external tolls	Internal tolls	Internal tolls	Internal tolls
Proforma 2020 forecast EBITDA			~$400 million[1]		

FUTURE PORTFOLIO OPPORTUNITIES

- GLNG
- Macedon
- Narrabri
- McArthur
- DLNG expansion
- CCS + hydrogen

[1] This amount is already included in Santos financials as existing earnings and costs at asset level. This reflects proforma 2020 forecast earnings.

Creating midstream infrastructure value and optionality

Santos

Established Midstream Infrastructure business to realise cost-out and operating efficiency benefits. Targeting a further 30% reduction in processing costs ($60m pa net) across portfolio by 2025

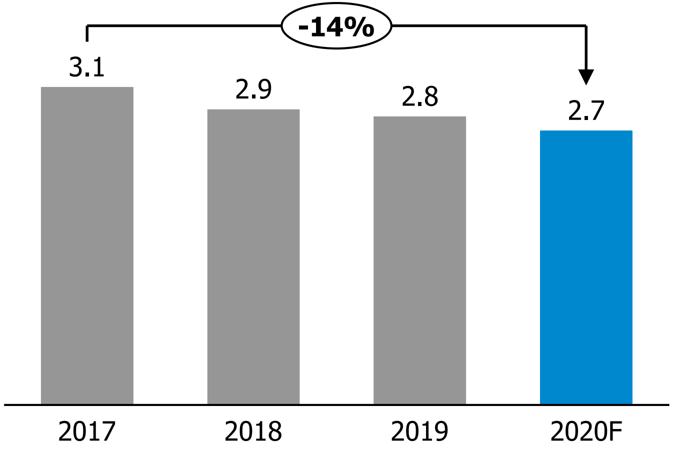
	Phase 1: 2019 - 2020	Phase 2: 2021+	
	Operate processing facilities as Midstream assets	**Apply learnings to other assets to embed Midstream mindset**	**Provides structural optionality**
Priorities	+ Reduce processing costs and increase utilisation in the Cooper Basin + Provide internal earnings visibility	+ Apply cost reduction learnings from Phase 1 to DLNG, Varanus Island and Devil Creek + Increase returns across business + Scalable business with future opportunities	+ Business operational, commercial and legal structure + Future funding and ownership level flexibility across assets + Maintain operatorship and control
Key programs	+ Deliver operational improvement initiatives in the Cooper Basin + Develop organisational structure, core competencies and internal financial reporting + Established term capacity tolling agreements	+ Deliver operational improvement initiatives across broader asset suite + Run assets separately + Deliver increasing contract term over time	

Improved operating performance in the Cooper Basin

Santos

Increased utilisation and efficiency has lowered unit processing costs year-on-year

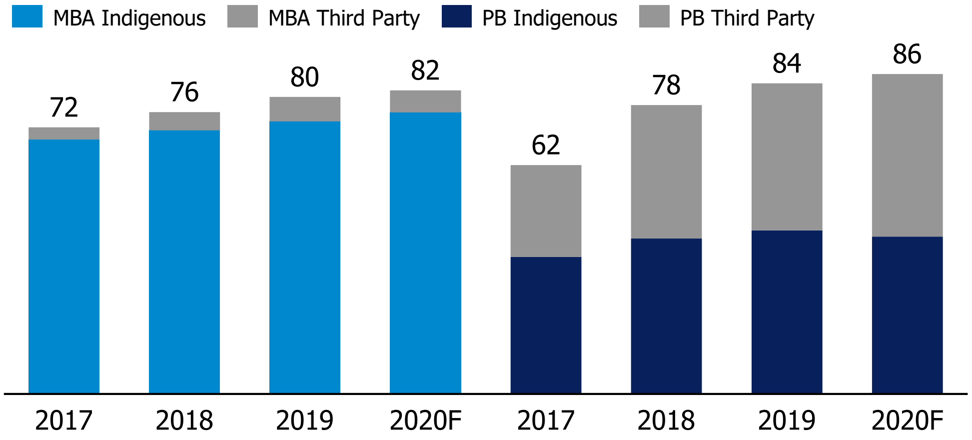
Moomba and Port Bonython[1]
Unit cash processing costs
$/boe



+ Unit processing costs 14% lower due to opex reductions and increased utilisation
+ Clear trajectory to deliver further cost reductions
+ Significant outage program in 2021/22, including one-off spend to extend asset life (~$20m net)

[1] Excludes Port Bonython fuel cost

Moomba (MBA) and Port Bonython (PB)
Capacity utilisation
%



+ Highest total gas throughput at Moomba plant in 10 years
+ Record total liquids throughput at Port Bonython over 37 year plant history
+ ~50% of 2020 forecast liquids throughput is from 11 third party suppliers
+ Expecting lower Port Bonython utilisation in 2021

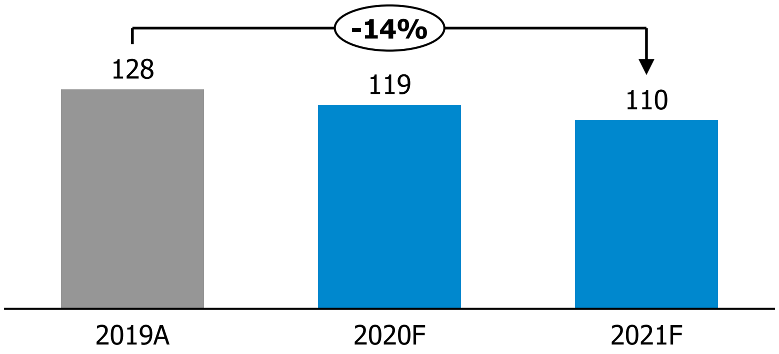
Delivering improved results at DLNG

Implementation of Santos' disciplined operating model, reducing opex and life extension project capex

Current Operations

DLNG operating costs

$m (gross)



- Delivering operating synergies retaining strong safety and reliability record
- Further opportunities identified to substantially reduce opex during Barossa processing phase

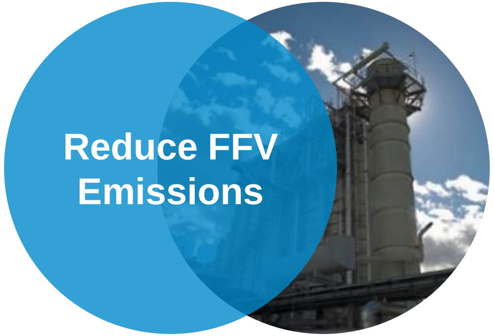
DLNG Life Extension (DLE)

- Project scope:
  - Installation of a new tie-in point at the Bayu-Undan to Darwin pipeline
  - Modifications to support Barossa gas spec
  - Extending plant life to 2050
- Project is FID ready
- Capex to first gas reduced by ~$100 million
  - ~$500 million (gross) for plant, plus ~$100 million for pipeline tie-in (previously included in upstream scope)
- DLNG has approved all agreements to transport and process Barossa gas
  - Pipeline Tie-in Agreement
  - Gas Transportation Agreement
  - Processing Services Agreement (toll)

Energy Solutions

Santos

Energy Solutions projects have delivered or offset ~1 $mtCO_2e$ across Santos' operations since inception in 2017



- Since 2016 Cooper Basin annual emissions have declined by >200 $ktCO_2e$
- Delivered over half the 2025 Cooper Basin and Queensland emissions reduction targets ahead of plan
- Also successfully executed emissions reduction projects at GLNG, DLNG and Devil Creek
- Conducted baseline fugitive emissions surveys in QLD, NSW and NT

- NT savanna burning (WALFA[1]) has offset ~2.7 $mtCO_2e$ since project inception
- GLNG project has planted 1.2 million trees, generating 30 $ktCO_2e$ of offset credits
- Evaluating opportunities to turn waste into beneficial products

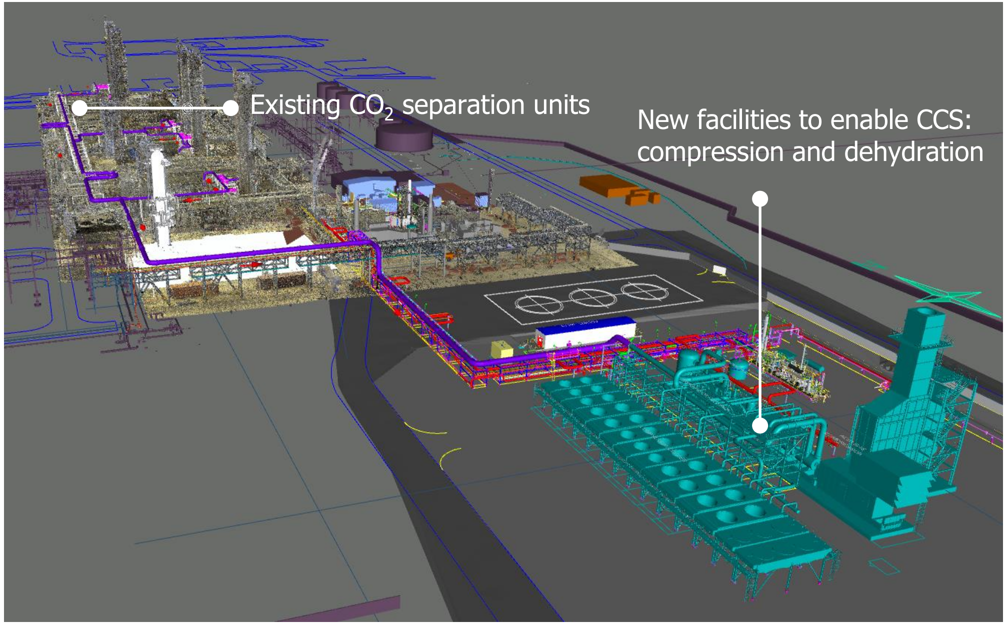
- Initiated Cooper Basin hydrogen studies
- Finalising joint study agreements for existing Cooper Basin export pipeline suitability for hydrogen blending
- MOU with Barossa partner SK to collaborate on:
  - CCS expansion
  - International carbon credit bilateral agreements
  - Zero-emissions hydrogen

[1] WALFA: West Arnhem Land Fire Abatement Project.

Moomba CCS project

Santos

Lowest cost (<A$30/t lifecycle) and second largest CCS project globally. Pathway to further lowering cost. Project is FID-ready, subject to Australian Carbon Credit Units eligibility

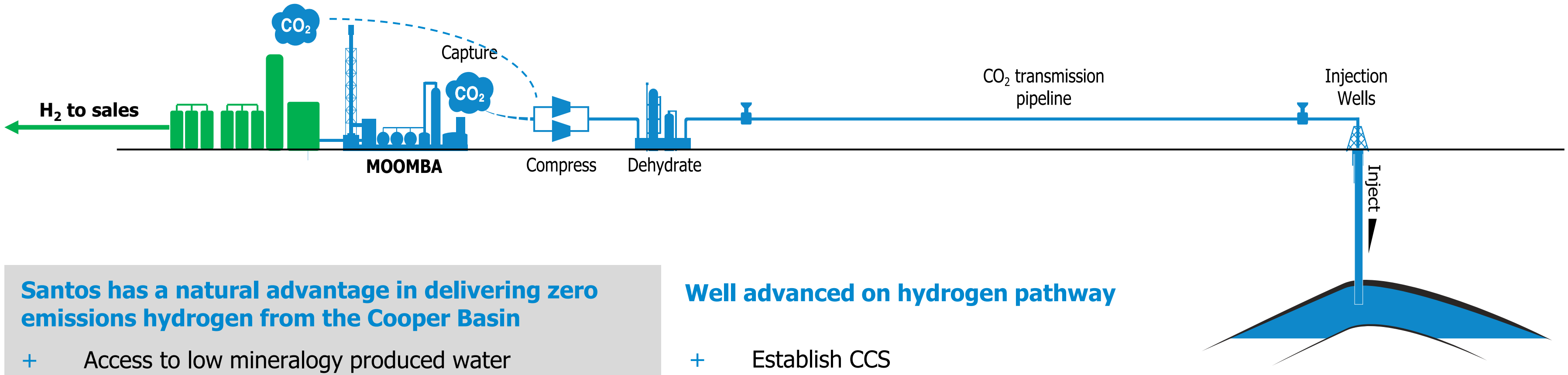


- **Low cost CCS project due to**
  - Leveraging off existing CO_2 separation equipment which is the most significant cost component for new-build projects
  - Existing capability from over 65 years of experience in the Cooper Basin with onshore gas production and injection
  - Existing wells which can be repurposed
  - Access to depleted gas reservoirs with proven rock seal and potential to scale-up to 20 mtpa across the basin
- Capex estimated at $125-155 million over three years for 1.7 mtpa project and cash cost in operation ~$6-8/t$CO_2$
- Successful injection trial of ~100 tonne of CO_2 completed in Q3 2020 and provides confidence for FID
- By 2050, the phase 1 project has the capacity to capture and store ~44 million tonnes of CO_2
- CCS is a critical enabler for zero-emissions hydrogen

CCS enables a clean hydrogen future

Santos

Santos has a natural competitive advantage in delivering zero emissions hydrogen with line of sight to delivering Australia's goal of hydrogen at <$2/kg



Santos has a natural advantage in delivering zero emissions hydrogen from the Cooper Basin

+ Access to low mineralogy produced water
+ Natural gas supply
+ Connected to domestic and export markets
+ Existing infrastructure
+ Connected to the lowest cost, scalable CCS solution
+ Some of the world's best renewable resources

Well advanced on hydrogen pathway

+ Establish CCS
+ Expand CCS and utilise zero-emissions hydrogen as an own use fuel and blend with sales gas for domestic markets (~10%)
+ Electrification of the Cooper Basin, integrate renewables
+ Expand Hydrogen capacity at Moomba and install dedicated hydrogen pipeline via Port Bonython or other connected hub
+ Install electrolyser to generate Hydrogen from excess renewable capacity

Major Growth Projects

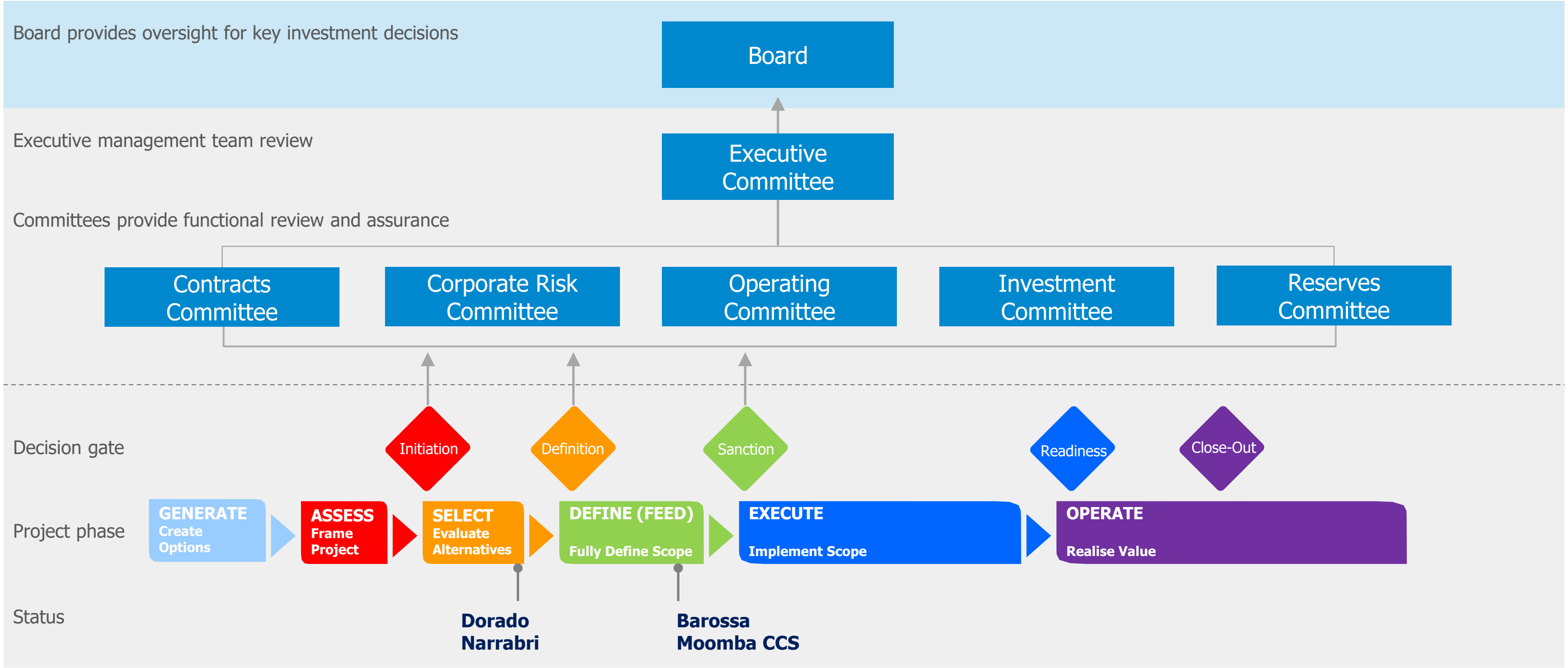
Kevin Gallagher
Managing Director and CEO

Santos

Major project assurance process

Santos

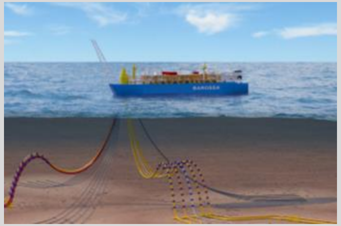
Assurance is provided centrally comprising commercial, technical, financial and risk reviews



Major growth projects

Santos

Major growth projects all Santos-operated

	Barossa	Moomba Carbon Capture and Storage	Narrabri Gas Project Phase 1	Dorado Phase 1
				
Description	Low-cost brownfield LNG project Cash cost of production ~$2.00/mmBtu	Lowest cost and second largest CCS project globally Targeting full life cycle cost <A$30/$tCO_2$ and A$6-8/t operating costs	Phased onshore domestic gas development Targeting <A$6/GJ cost of supply, ex. field	World-class shallow water oil development Initial cash cost of production targeting <US$5/bbl
Startup	1H 2025	2024	Phase 1 in 1H 2025	Liquids phase end 2025
Santos working interest	62.5%[1]	100%	80%	80%
2C resource	800 mmboe gross 500 mmboe net[1]	na	~1,200 PJ gross ~960 PJ net	150 mmbbl gross 120 mmbbl net
Total capex (gross)	$3.6 billion	$125-155 million	~$650 million	~$2 billion

[1] Reflects current working interest in the Barossa project. Santos has signed a LOI to sell a 12.5% interest in Barossa to JERA.

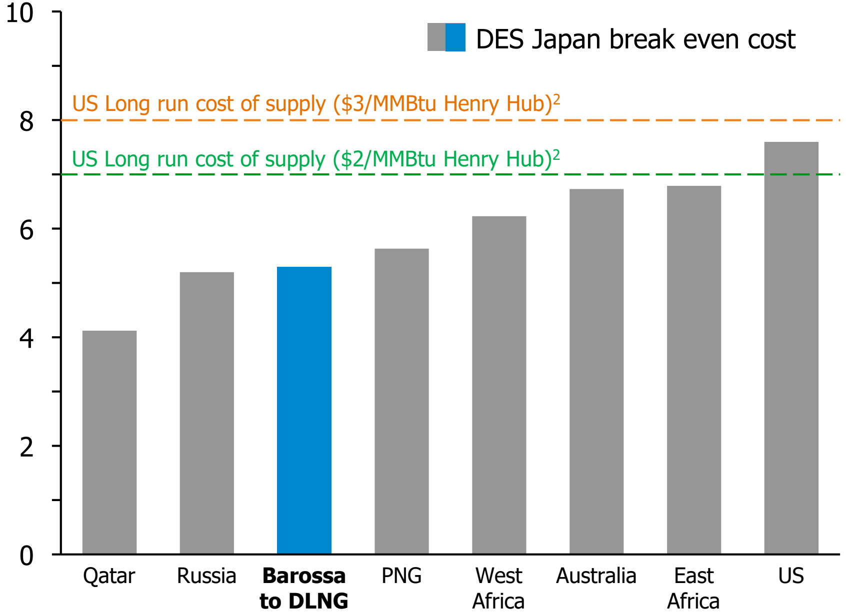
Barossa LNG is a low cost project

Santos

Barossa is a globally-competitive, low-cost brownfield project

Long run marginal cost of supply, DES Japan[1]

US$/MMBtu, 2020$



Barossa is a world-class, low-cost LNG project

+ Predominantly an upstream, brownfield project providing backfill for an existing LNG facility
+ Utilises existing infrastructure reducing both capital requirements and schedule risk
+ Cash cost of production is ~US$2/mmBtu ensuring the project is robust in even the most volatile markets
+ Darwin's proximity to the Asian market reduces shipping costs and security of supply risks

[1] Source: Wood Mackenzie LNG Tool Q3 2020 (selected projects) and Santos analysis. Long run marginal cost of supply assumes 10% return on capital.

Barossa

Santos

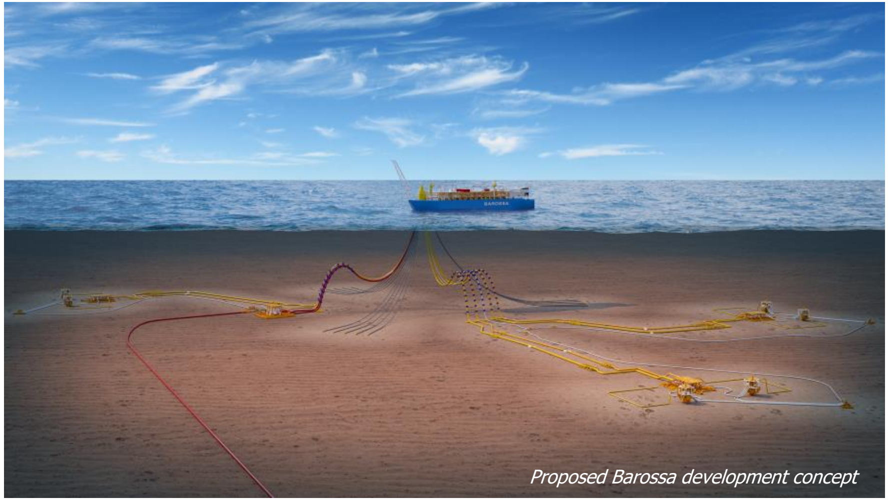
Barossa is a world-class LNG project targeting a cash cost of production ~$2.00/mmBtu. Gross capex reduced to $3.6 billion gross through value engineering and a leased FPSO

Barossa development FID-ready

- Project recycled to deliver value improvement, acquisition synergies and implementing disciplined low cost operating model
  - Capex now estimated at ~$3.6 billion gross FID to first gas, assuming a leased FPSO with upfront pre-payment and option to buy-out
  - Cash cost of production post start-up, including lease cost, is ~$2.00/mmBtu
- FID targeted for 1H 2021 and first gas in 1H 2025

Sell-downs

- Finalising 12.5% equity sell-down to DLNG partner JERA
- Consents for 25% equity sell-down in DLNG and Bayu-Undan to SK E&S are expected before end of year



Proposed Barossa development concept

Barossa

Santos

Barossa is a world-class LNG project targeting a cash cost of production ~$2.00/mmBtu. Gross capex reduced to $3.6 billion gross through value engineering and a leased FPSO

	Element		Milestones to FID
Technical	Assurance	✓	Internal assurance and cost reviews complete
Commercial	Contracts	✓	Major contracts for subsea, pipeline, drilling and FPSO agreed or well advanced
	Sell-downs	○	Sale of interests in DLNG / Bayu-Undan and Barossa well-advanced Timor-Leste regulator consent for SK sell-down received
	Access	✓	Processing Services Agreement for Barossa backfill gas finalised with DLNG
Marketing	Offtake	○	Offtake arrangements in place
Regulatory	Approvals	✓	Production Licence and Pipeline Licence

Project metrics

Gross capex: $3.6 billion over four years with lease FPSO

Gross 2C resource: 800 mmboe (500 mmboe net)

Cash cost of production post start-up, including lease cost: ~$2.00/mmBtu

FID to first production

1H 2021 → 1H 2025

Moomba carbon capture and storage

Santos

1.7 mtpa project is FID-ready, subject to Australian Carbon Credit Units eligibility

	Element	Milestones to FID
Technical	Subsurface	✓ CO_2 injection trial to prove injectivity complete
		✓ Containment and injectivity lab tests complete
	Facilities	✓ Front End Engineering Design complete
	Assurance	✓ Internal assurance and cost reviews well advanced
Commercial	Revenue	✓ Federal Government intention to enable CCS through ACCUs and grants
Regulatory	Approvals	○ Eligible for Australian Carbon Credit Units (ACCU)

Project metrics

Gross capex: Unchanged at $125-155 million spread over three years

Targeting full life cycle cost: <A$30/t$CO_2$ and $6-8/t operating costs

FID to injection

FID-ready end 2020 → 2024

Narrabri gas project

Phased development with 100% of Narrabri gas committed to the domestic market

2021-2 ~2 years appraisal

- NSW IPC (Sept 2020) and Commonwealth EPBC (Nov 2020) approvals obtained
- Appraisal program to confirm 2C resource, acquire seismic and complete FEED studies
- Workover 13 existing wells
- Optimise production to maximise utilisation of 22 MW Wilga Park Power Station
- **Appraisal phase forecast:**
  - Gross capex: ~$90 million
  - Drill ~10 new wells
  - Acquire new seismic and FEED studies

2023+ Phase 1 development to 80 TJ/day

- FID targeted 1H 2023
- Target ~500 PJ gross 2C (~400 PJ 2C net) to 2P at phase 1 FID
- Existing MOUs signed with Perdaman, Brickworks and Weston Energy for offtake
- **Phase 1 development forecast:**
  - Gross capex: ~$650 million spread over three years
  - Targeting <A$6/GJ cost of supply
  - Number of wells: ~175
  - Install compression and water handling equipment

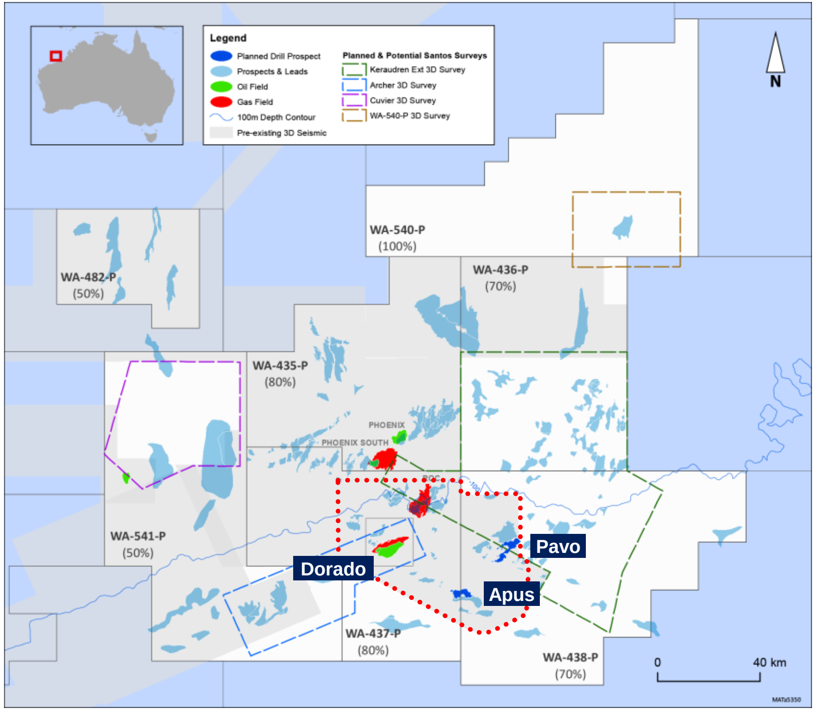
2026+ Phase 2 development to 150 TJ/d

- Phase 2 development from 2026+
- Target a further ~700 PJ gross 2C (~560 PJ 2C net)
- Program activities to be finalised further through FEED

Bedout Basin potential

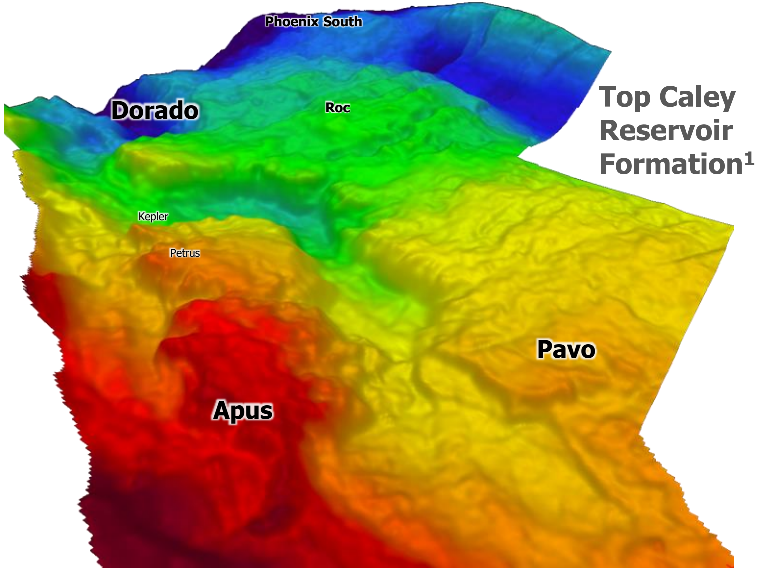
Santos

Seismic reprocessing has identified numerous opportunities on-trend with Dorado. Pavo and Apus high-graded as potential material tie-back development opportunities



Total basin potential 990 mmboe gross risked prospective resource, >50% liquids

+ 6 main reservoir units, 10 plays



[1] Structure map is defined by dotted red line on location map.

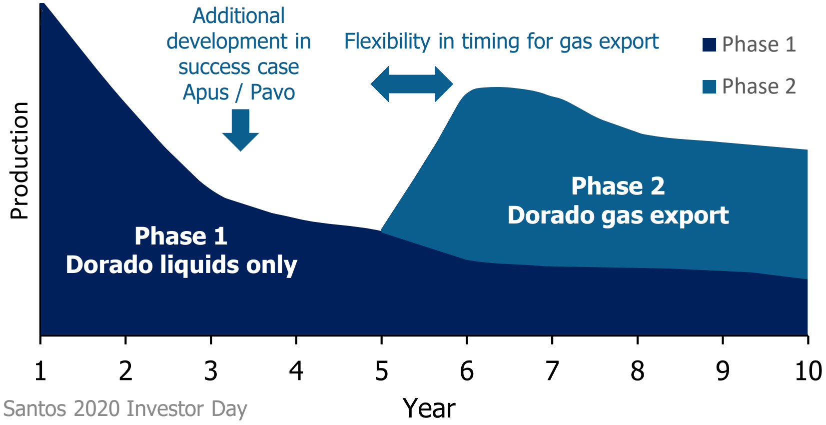
Phased greater Dorado development

Phased and disciplined development to ensure optimised FPSO and infrastructure design to realise potential material value uplift

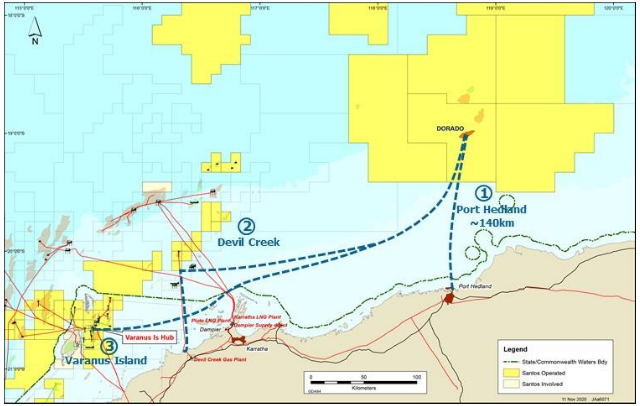
- Phase 1 Dorado liquids development (150 mmbbl liquids gross 2C resource, 120 mmbbl net) project plan well progressed
- Phase 2 options:
  - Potential additional low-cost liquids tie-backs (Apus, Pavo) to be assessed with 2021/22 drilling
  - Greater Bedout or Dorado-only gas development

- Liquids or wet gas fields have the potential to materially increase project value
- **Forward plan:**
  - Drill material Apus and Pavo prospects during Dorado FEED
  - Maximise value of development at FID, targeted in 1H 2022

Options to expand Dorado development



Potential Bedout gas export routes



Dorado phase 1 liquids project

Santos

Dorado FEED entry targeted in 1H 2021 and FID in 1H 2022 on phase 1 liquids development

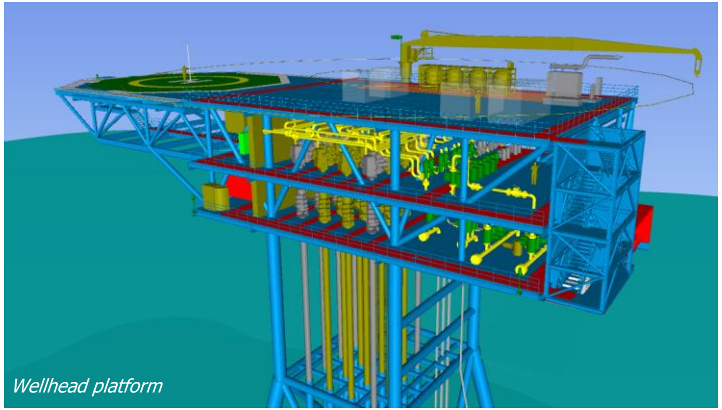
Phase 1 development concept

+ Shallow water depth allows for simple wellhead platform (WHP) and FPSO
+ Initial phase of oil and condensate development with gas re-injection to support enhanced oil recovery
+ Estimated initial gross oil production rate expected to be between 75-100 kbbl per day[1]
+ Capex estimate ~$2 billion gross[1]

Pre-FEED phase well progressed

+ FPSO pre-FEED competition progressing with three FPSO contractors
+ Assessment of lease and buy options for FPSO
+ Evaluation of tenders for Engineering, Procurement, Construction and Installation (EPCI) of wellhead platform well advanced
+ Preparation of Offshore Project Proposal (OPP) and Field Development Plan (FDP) underway
+ FEED entry targeted in 1H 2021 and FID now targeted in 1H 2022

FPSO



Wellhead platform

[1] Subject to detailed FEED for build and own FPSO.

Finance & Capital Management

Anthony Neilson
Chief Financial Officer

Santos

Financial discipline

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Strong base business and disciplined approach to capital allocation

Strong, cash-generative base business with steady production	+ Generated $574 million free cash flow for the first nine months of 2020 + Targeting 2020-21 free cash flow breakeven oil price of <$25 per barrel before hedging and ~$20 per barrel after hedging + 2021 free cash flow sensitivity of ~$330 million per annum for every $10 above the breakeven oil price
Disciplined capital allocation	+ Rigorous process to allocate capital across the portfolio + Growth projects will be phased and equity levels reviewed, consistent with disciplined capital management and the Operating Model
Balance sheet prepared to fund growth	+ ConocoPhillips acquisition facility refinanced with new 5.25-year bank facility + No significant debt maturities until 2024 + FPSO lease options being considered + Flexibility to optimise the portfolio through strategically aligned farm-outs and disposals

Our Operating Model in action

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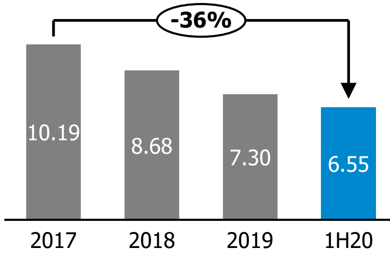
Strong focus on cost & efficiency improvements has established a robust sustainable business. 2020 production cost guidance lowered to $8.00-$8.50/boe

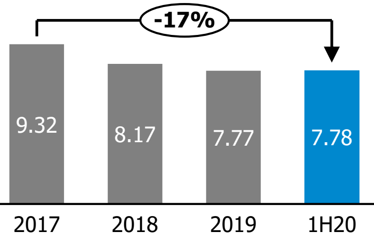
DISCIPLINED OPERATING MODEL

+ Core portfolio free cash flow breakeven at ≤$35/bbl oil price through the oil price cycle
+ Each core asset free cash flow positive at ≤$35/bbl, pre-major growth spend

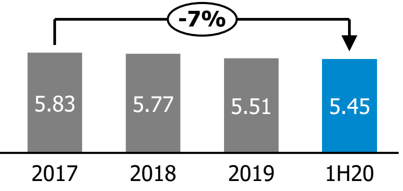
Western Australia production cost
$/boe



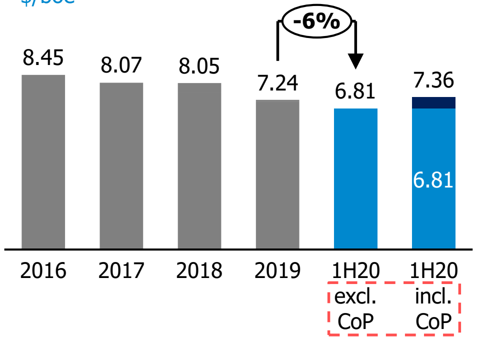
Cooper Basin production cost
$/boe



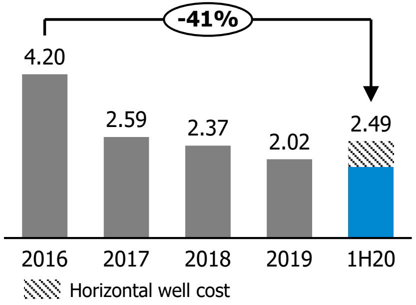
Queensland & NSW production cost
$/boe



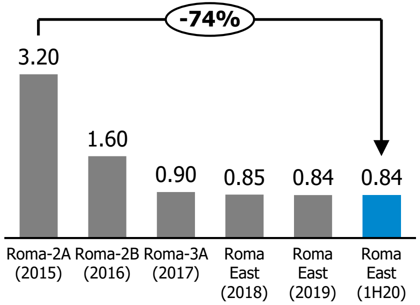
Total unit production cost[1]
$/boe



Cooper Basin well cost[2]
$million



Roma well cost - GLNG[3]
$million



[1] 1H20 $6.81/boe excluding CoP acquisition ($7.36/boe including CoP acquisition). [2] Vertical, deviated and horizontal gas development wells (drill, stimulate, complete). [3] Drill, complete, connect.

Diversified and balanced portfolio delivering strong margins

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Diversified portfolio of core assets delivering strong margins despite lower prices

2020 First half results summary[1]

	Cooper Basin	Qld & NSW	PNG	Nth Aust & T-L[2]	WA	Santos
Total revenue $million	471	506	273	146	285	1,728
Production cost $/boe	7.78	5.45	4.85	20.00	6.55	7.36
Capex $million	143	93	26	37	52	372
EBITDAX $million	197	294	224	76	205	995
EBITDAX margin	42%	58%	82%	52%	72%	58%

[1] Corporate segment not shown.
[2] Increased equity in Bayu-Undan & DLNG at 68.4% from 28 May 2020.

+ Strong free cash flows generated by the base business
+ Group EBITDAX margin maintained at 58% and all assets generated strong EBITDAX despite lower oil prices
+ Fixed price domestic gas contracts and strong realised LNG prices shielded first half revenues from lower oil prices
+ Cost reductions are occurring across our operated assets to deliver $750 million sustaining capex guidance
+ ConocoPhillips acquisition synergies guidance increased to $90-105 million per annum run-rate delivered, by end of 2020

Base business generates strong free cash flow

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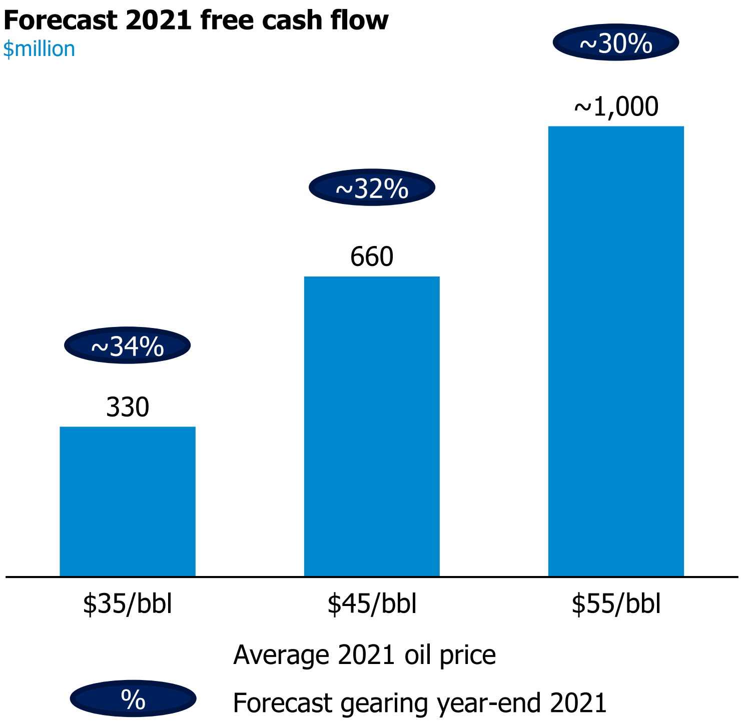
Targeting 2021 forecast free cash flow breakeven <$25 per barrel. Forecast 2020 free cash flow yield ~8%[1]

- Generated $574 million of free cash flow to September 2020
- Targeting 2020-21 free cash flow breakeven oil price of <$25 per barrel before hedging and ~$20 per barrel after hedging
- 2021 free cash flow sensitivity of ~$330 million per annum for every $10 above the breakeven oil price
- 2020 hedging program effective with an average floor price of ~$40 per barrel. 2021 hedging program has commenced with a ~$40 per barrel floor price
- 2021 portfolio production volumes balanced between
  - CPI-linked domestic gas contracts: ~40%
  - Oil-linked liquids and gas contracts: ~50%
  - 2021 oil volumes hedged: ~10%



[1] Based on a one month volume weighted average share price.

Production and sales volumes

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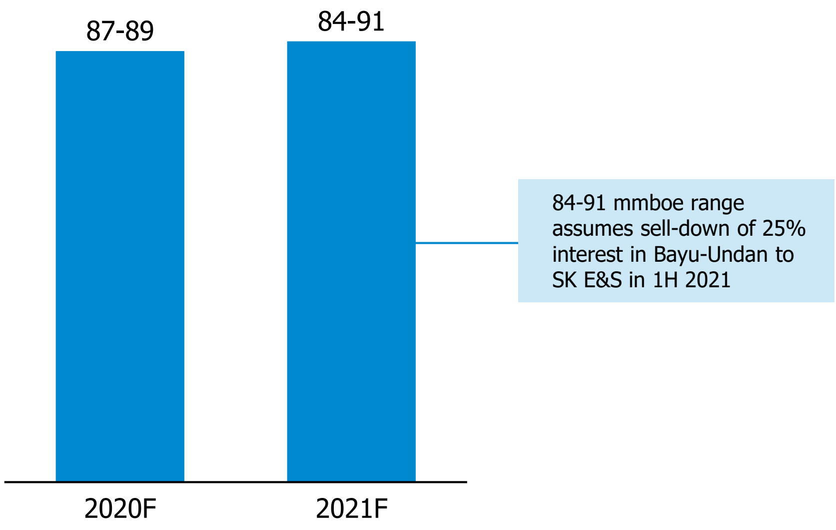
2020 production guidance upgraded to 87-89 mmboe. 2021 guidance of 84-91 mmboe assumes 25% sell-down of interest in Bayu-Undan in 1H 2021

- 2020 production guidance upgraded to 87-89 mmboe from 83-88 mmboe
- 2020 sales volume guidance narrowed to 103-105 mmboe
- 2021 production guidance 84-91 mmboe, factoring in:
  - Stable production from Onshore assets, WA gas and PNG LNG
  - Sell-down of 25% interest in DLNG and Bayu-Undan to SK E&S in 1H 2021
  - Return of Ningaloo Vision FPSO which is expected to be back on station in Q1 2021
  - Incremental production from Van Gogh Phase 2 infill expected from Q4 2021
- 2021 sales guidance 98-105 mmboe

Production volumes guidance
mmboe



Capital allocation process

Rigorous and disciplined approach to capital allocation

Corporate Strategy	+ Transform Build Grow strategy has not changed since 2016 + Five core long-life asset hubs

Portfolio Planning & Capital Allocation	+ Disciplined, low-cost operating model sets the framework to drive value:
	  + Operating Model and portfolio rules must be maintained on an annual basis
	  + Five year plan is updated on an annual basis
	  + Gearing is stress tested under various scenarios
	+ Capital is allocated and phased to the best opportunities across the portfolio
	+ Manage balance sheet metrics and ensure delivery of our growth strategy
	+ Multiple metrics analysed including return rate above WACC, payback periods, capital intensity and gearing

Organisation Structure	+ Activity plans and budgets are led by the Operating Divisions and coordinated and approved at the centre + Corporate functional oversight provides assurance. Group oversight ensures delivery, capital management and macroeconomic assumptions

Capital expenditure

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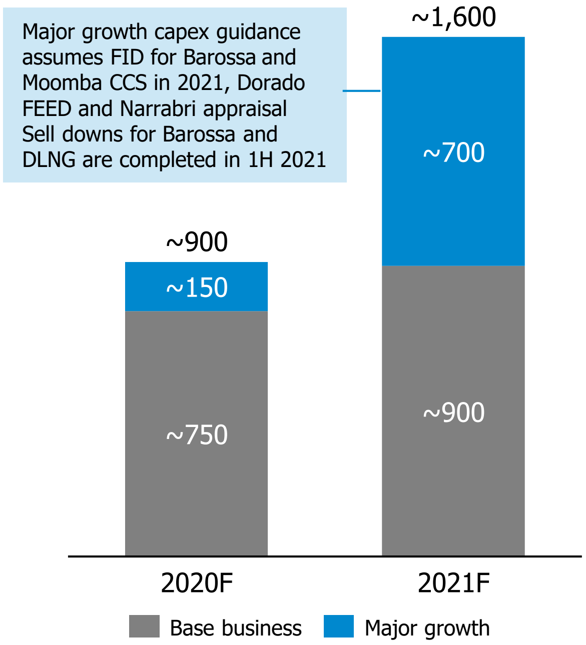
2020 capex guidance unchanged at ~$750 million sustaining and ~$150 million major growth

- Base business sustaining capex is stable year-on-year at $0.9-1.0 billion to 2025
  - Includes Cooper Basin and Queensland drilling, Western Australia, Northern Australia and PNG sustaining capex, exploration, corporate and abandonment
- 2021 sustaining capex guidance ~$900 million has increased from 2020 as activity resumes post-COVID
- 2021 major growth capex guidance[1] ~$700 million assumes FID for Barossa and Moomba CCS in 2021, Dorado FEED and Narrabri appraisal

2021 capex forecast by asset (Santos share)

	Western Australia	Northern Australia and TL	Cooper Basin	QLD & NSW	Exploration
Base business sustaining	~$250m includes abex & Bedout exploration	~$10m	~$330m	~$220m	~$60m includes McArthur wells
Major growth	~$170m includes Dorado FEED	~$430m includes Barossa FID	~$30m includes Moomba CCS FID	~$50m includes Narrabri appraisal	-

Capital expenditure guidance
$ million



[1] Working interests include Barossa at 50% post-FID, Dorado at 80% and Narrabri at 80%.

Capital management

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Disciplined capital management consistent with strategy and Operating Model

Disciplined approach

- Maintaining cost control and driving FCF breakeven oil price lower than <$25/ bbl
- Reviewed phasing of major project expenditure. Dorado FID deferred to 1H 2022 to allow for planned drilling of key prospects Apus and Pavo
- Reviewed FPSO lease options
- Sustainable dividend in accordance with our 10-30% FCF payout ratio

Strong liquidity and free cash flow

- ~$3.1 billion of liquidity as at October 2020 consisting of:
  - $1,292 million in cash and $1,870 million in committed undrawn debt
- $574 million free cash flow generated for the first nine months of 2020

Active debt management

- ConocoPhillips acquisition facility refinanced with new 5.25-year bank facility
- No significant debt maturity until 2024
- Further terming-out of existing debt will be considered in 2021

Portfolio optimisation

- Complete Barossa equity sell-down to ~40-50% and DLNG to 43.4%
- Optimise portfolio through strategically aligned acquisitions, farm-outs and disposals

Drawn debt maturity profile

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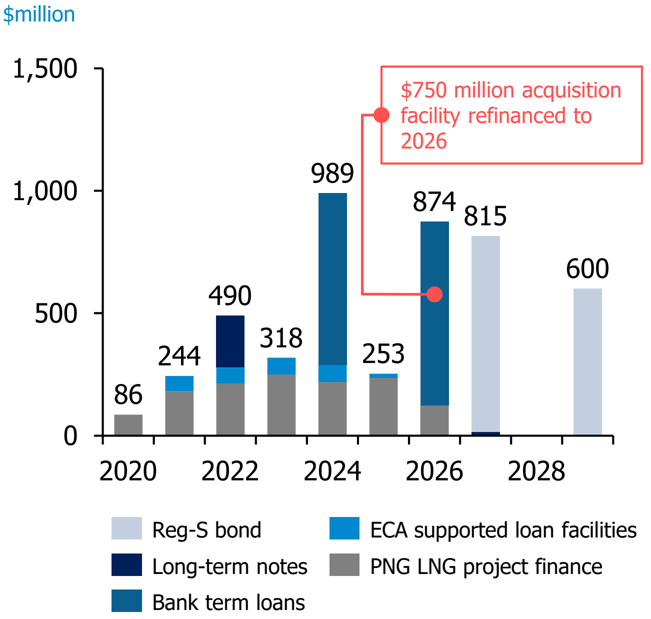
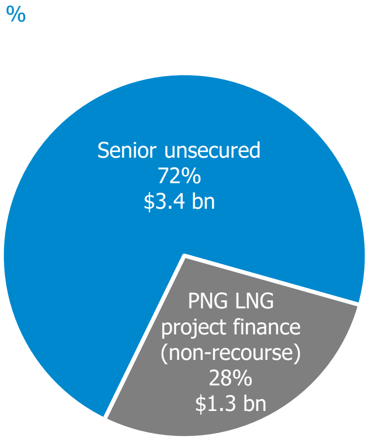
Successful refinance of ConocoPhillips acquisition facility means that there are no significant near-term debt maturities until 2024

Drawn debt maturity profile[1]

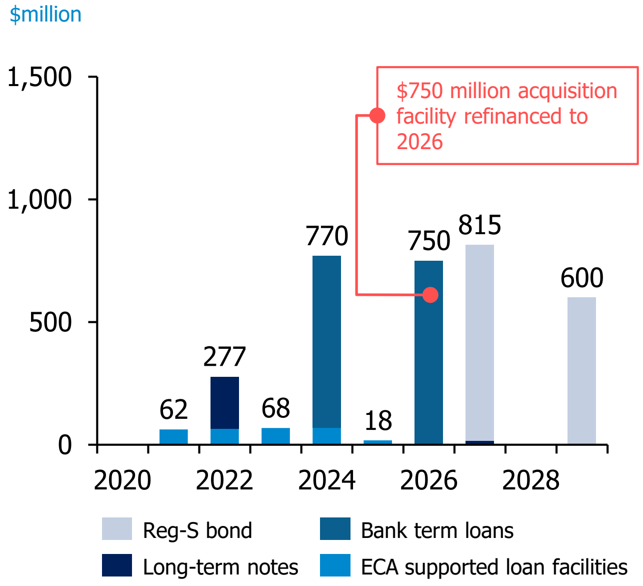


Breakdown of drawn debt facilities[1]



+ Weighted average term to maturity ~4.7 years

Drawn debt maturity profile excluding PNG LNG project finance[1]



[1] As at 13 November 2020. Excludes leases and derivatives.

Wrap-up & Q&A

Kevin Gallagher
Managing Director & CEO

Santos

Today’s headlines

Santos

2020 production and cost guidance

- Production guidance upgraded to 87-89 mmboe
- Production cost guidance lowered to $8.00-8.50/boe

New emissions reduction targets & roadmap

- Net zero emissions by 2040
- Transition roadmap

Barossa toll agreed

- DLNG has approved all agreements to transport and process Barossa gas

CoP acquisition synergies upgrade

- Acquisition synergies increased to $90-105 million per annum

MOU with Barossa partner SK to collaborate on

- CCS expansion
- International carbon credit bilateral agreements
- Zero-emissions hydrogen

Moomba CCS Phase 1

- FID-ready end of 2020

2021 strategic priorities

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1. Maintain strong base business with FCF breakeven <$25/bbl
2. FID Barossa
3. FID Moomba CCS
4. FEED Dorado
5. Commence appraisal drilling at Narrabri

Q&A

Disclaimer and important notice

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Cautionary statement regarding reserve and resource estimates

The estimates of petroleum reserves and contingent resources contained in this presentation are as at 31 December 2019. Santos prepares its petroleum reserves and contingent resources estimates in accordance with the 2007 Petroleum Resources Management System (PRMS) sponsored by the Society of Petroleum Engineers (SPE). Unless otherwise stated, all references to petroleum reserves and contingent resources quantities in this presentation are Santos' net share. Reference points for Santos' petroleum reserves and production are defined points within Santos' operations where normal exploration and production business ceases, and quantities of produced product are measured under defined conditions prior to custody transfer. Fuel, flare and vent consumed to the reference points are excluded. Petroleum reserves are aggregated by arithmetic summation by category and as a result, proved reserves may be a very conservative estimate due to the portfolio effects of arithmetic summation. Petroleum reserves are typically prepared by deterministic methods with support from probabilistic methods. Petroleum reserves replacement ratio is the ratio of the change in petroleum reserves (excluding production) divided by production. Organic reserves replacement ratio excludes net acquisitions and divestments. Conversion factors: 1PJ of sales gas and ethane equals 171,937 boe; 1 tonne of LPG equals 8.458 boe; 1 barrel of condensate equals 0.935 boe; 1 barrel of crude oil equals 1 boe.

The estimated quantities of petroleum that may potentially be recovered by the application of a future development project(s) relate to undiscovered accumulations. These estimates have both an associated risk of discovery and a risk of development. Further exploration appraisal and evaluation is required to determine the existence of a significant quantity of potentially moveable hydrocarbons.

Unless otherwise stated, all references to petroleum reserve and contingent resource quantities in this presentation are Santos' net share. Reference points for Santos' petroleum reserves and production are defined points within Santos' operations where normal exploration and production business ceases, and quantities of produced product are measured under defined conditions prior to custody transfer. Fuel, flare and vent consumed to the reference points are excluded. Petroleum reserves are aggregated by arithmetic summation by category and as a result, proved reserves may be a very conservative estimate due to the portfolio effects of arithmetic summation. Petroleum reserves are typically prepared by deterministic methods with support from probabilistic methods.

Notes on reserves and resources statements – Bedout

The estimates of prospective resource in the presentation are based on and fairly represent information and supporting documentation prepared by, or under the supervision of Mr Nick Pink who is an employee of Santos and a member of SPE. Mr Pink meets the requirements of QPRRE as defined in Chapter 19 and rule 5.41 of the ASX Listing Rules and consents to the inclusion of this information in the form and context in which they appear in this presentation.

Evaluation date of 24 November 2020. Prospective resources inventory comprises 54 prospects and leads across permits WA-435-P, WA-436-P, WA-437-P, WA-438-P and WA-541-P. Santos working interest ranges from 50% to 80%. 24 features are mapped on 3D seismic datasets and 30 on 2D seismic datasets. Individual prospects and leads have been assessed using probabilistic methodology. Chance of geologic success has been derived by consideration of individual risk factors (source, trap, reservoir and seal) for each feature. Unrisked resources are deterministic summation of individual prospects and leads at the P90 (low), P50 (mid) and P10 (high) confidence levels. Risked resources are derived by multiplying the unrisked resource at each confidence level by the chance of geological success, on a feature-by-feature basis.