

Santos

MODERN SLAVERY STATEMENT



2025

Contents

Overview	2
A message from the CEO	3
Key actions in 2025	3
About Santos	4
Our purpose	4
Our strategy	4
Our operations and customers	5
Our values	6
Our people	6
Our supply chain	7
Managing modern slavery risks	8
Understanding our modern slavery risks	8
Actions to address risks	12
Consultation and collaboration	17
Effectiveness assessment	18
Other information	20
Important notices	20
Modern Slavery Act 2018 (Cth) – Statement Annexure	20
Definitions and abbreviations	21

Acknowledgement

Santos acknowledges the Traditional Custodians of the areas on which we work and pays respect to Elders past and present.

Our reporting suite

The 2025 Modern Slavery Statement forms part of our annual reporting suite which brings together information on Santos' financial and sustainability performance for the year and other disclosures.

Cover photo
Pikka Phase 1 project, Alaska

Important Information (Summary)

The important information section at the back of this report outlines key information and disclaimers relevant to this statement, including the scope of reporting and the entities and supply chain covered, data treatment and currency conventions, the use and limitations of forward looking statements, scenario analysis and third party information.

Santos Modern Slavery Statement 2025

This seventh Modern Slavery Statement outlines Santos' approach and performance for the 2025 calendar year for the reporting requirements of the *Modern Slavery Act 2018 (Cth)*.

This statement covers all entities within the Santos Limited group and reports on the state of operations, supply chains, structure, governance framework and activities. All entities are covered by Santos' policies, procedures and systems, including those relating to contracting, purchasing and human resources.

Santos recognises that modern slavery is a pervasive global issue and acknowledges the responsibility we hold as part of the resources sector to identify, manage and mitigate related risks. Practices such as human trafficking, forced or unpaid labour, bonded labour and child labour can occur within complex supply chains, particularly where operations span higher-risk geographies or rely on extensive contractor networks, third-party suppliers and base-skill workforces. These risks may be heightened by limited visibility across multi-tiered supply chains and the large-scale construction, civil and infrastructure activities typical of our industry. We remain committed to understanding these challenges and continuously strengthening our systems and processes to address them.

The preparation of this statement has been informed by subject matter experts and developed in consultation with key Santos teams, including procurement, legal, risk, internal audit, compliance, business integrity, environment, sustainability and governance. Each of these functions plays a critical role in identifying, assessing and managing modern slavery risks across our operations. Their collaboration assists to ensure our approach remains robust and responsive to changing conditions, emerging risks and evolving regulatory expectations.

Oversight of this statement, and of Santos' broader human rights commitments, is provided by our Human Rights and Modern Slavery Governance Group. The Group provides an integrated, enterprise-wide approach to the oversight and management of modern slavery risks. Through this governance framework, Santos Limited engaged relevant business units and representatives across the organisation to support consistency, alignment and shared accountability. The Human Rights and Modern Slavery Governance Group oversees all of our operated and controlled assets. In effect, consultation with our operated and controlled entities was undertaken through this shared oversight.

Santos Limited is the submitting entity and qualifies as a reporting entity under the Act. This statement covers all subsidiaries within the Santos Limited group that are wholly owned by the reporting entity. A list of our controlled entities can be found on page 242 of the [Santos Annual Report](#). Santos operates many of its joint ventures and is a non-operator participant in a number of others. The assessment of modern slavery risks in Santos' supply chain, as described in this statement, includes suppliers engaged by Santos where it is the operator of its joint ventures, and suppliers engaged by Santos on behalf of third-party operators for non-operated joint ventures, including Gladstone LNG Operations Pty Ltd (GLNG OPL). This assessment does not include suppliers engaged by third-party operators on behalf of non-operated joint ventures, or suppliers engaged by Santos in jurisdictions where Santos does not actively operate oil and gas exploration or production activities.

While this assessment does not include suppliers engaged directly by third-party operators in non-operated Joint Ventures, Santos recognises that modern slavery risks may still arise in these broader supply chains. These risks are likely to be consistent with those identified within our operated supply chain, including exposure to higher-risk geographies, reliance on subcontracting arrangements and labour-intensive activities involving vulnerable workforces.

To manage these risks, Santos undertakes due diligence on Joint Venture operators to understand how modern slavery risks are identified, assessed and managed within the asset's supply chain, and seeks to influence appropriate mitigation where required. This approach is supported by our Joint Venture due diligence framework ([see page 17](#)).

A message from the CEO

“Preventing modern slavery requires vigilance, accountability and partnership. Santos remains committed to leading with integrity across every part of our business.”



At Santos, preventing modern slavery is a core responsibility and a reflection of our commitment to operating with integrity. In 2025, we continued to strengthen our systems, partnerships and internal governance to ensure modern slavery and worker welfare risks are identified early, managed consistently and addressed with the seriousness they demand.

In 2025, we took further steps to enhance transparency and accountability across our operations and supply chain. We expanded our risk-based supplier assessments in high risk categories, particularly across North America and worked directly with suppliers to uplift governance,

strengthen grievance pathways and improve visibility of subcontracting arrangements. Findings from our ongoing analysis of Corrective Action Plans also inform targeted actions to support suppliers in maturing their employment practices and modern slavery controls.

A significant advancement this year was the integration of a Modern Slavery and Worker Welfare Schedule into our new Managed Service Provider (MSP) contract. This requirement aims to ensure structured oversight of contingent labour, including regular worker welfare audits, mandated reporting and clear remediation expectations. Embedding these controls

into our labour supply framework strengthens protections for contingent workers, providing Santos with greater transparency across a critical part of our workforce.

We also strengthened internal capability through our Human Rights and Modern Slavery Governance Group and implemented EthicsPoint, our confidential reporting channel for employees, contractors, suppliers and communities.

Kevin Gallagher
Managing Director and
Chief Executive Officer

Key actions in 2025

Understanding our supply chain and operational risks

- Strengthened governance by expanding the Human Rights and Modern Slavery Governance Group to enhance oversight, coordination and accountability.
- Undertook a company-wide assessment to challenge and strengthen our understanding of modern slavery risks.

Actions to address risks

- Expanded risk monitoring to strengthen modern slavery risk management across our operational activities.
- Developed tailored modern slavery training to high-risk Tier 1 and Tier 2 suppliers to strengthen visibility and due diligence across our extended supply chain.

Evaluating effectiveness

- Improved visibility and escalation of modern slavery risks through enhanced reporting pathways, including EthicsPoint.
- Reassessment of high-risk suppliers to measure improvements and update risk classifications.

Looking ahead¹

- Deepen our understanding of modern slavery risks by expanding visibility into our supply chain and strengthening insights into potential vulnerabilities within our operational workforce.

- Strengthen modern slavery risk management by elevating supplier capability through expanded global training, reinforcing assurance through stronger contract monitoring and enhanced remediation pathways.

- Strengthen program effectiveness through defined KPIs, routine effectiveness reviews, and outcome-driven worker-welfare metrics.

¹ This is a statement of present intention and actions and timings may change between now and the relevant period. Please refer to the Disclaimer and forward-looking statements for more information.

About Santos

Our purpose is to provide reliable and affordable energy to help create a better world for everyone.

Santos is a global energy company with operations across Australia, Papua New Guinea (PNG), Timor-Leste and the United States of America (USA).

Santos is an important Australian domestic gas supplier and liquefied natural gas (LNG) supplier in Asia. We are committed to supplying critical fuels, such as oil and gas and abating emissions through carbon capture and storage (CCS), energy efficiency projects, use of renewables in our operations and high integrity carbon credit.

At Santos, our strategy is to provide the critical fuels the world needs by leveraging existing infrastructure to sustain and grow profitable gas, LNG and liquids production for domestic and Asian growth markets.

We will seek to provide lower carbon fuels by decarbonising our own operations, establishing a potential commercial third-party carbon management services business and developing new low carbon fuels as energy markets and customer demand evolves.

There is customer and third-party interest in carbon management services through CCS, which gives Santos confidence in the potential to build a commercial carbon management business, both reducing emissions and providing an economic return.

For more than 70 years, Santos has been working in partnership with local communities, providing jobs and business opportunities, developing natural gas resources to power industries and households.

Our global portfolio

Santos has a portfolio of world-class LNG plants, adjacent to prolific gas resources and diverse integrated oil and gas production assets.

Papua New Guinea remains a core region for Santos, anchored by PNG LNG, a globally recognised integrated gas project supported by highly reliable upstream fields and processing facilities.

Across Queensland, South Australia and New South Wales, Santos operates an integrated gas portfolio that links large-scale upstream production with LNG exports and domestic gas markets.

Northern Australia and Timor-Leste are central to Santos' long-term LNG growth strategy, with Barossa LNG, supported by DLNG and the proposed Bayu-Undan CCS project, positioning the region as a key hub for reliable, lower carbon LNG supply into Asian markets. Santos is the operator of the Varanus Island and Devil Creek domestic gas processing facilities in Western Australia and a joint venture partner in the Macedon gas facility, all supplied by offshore fields.

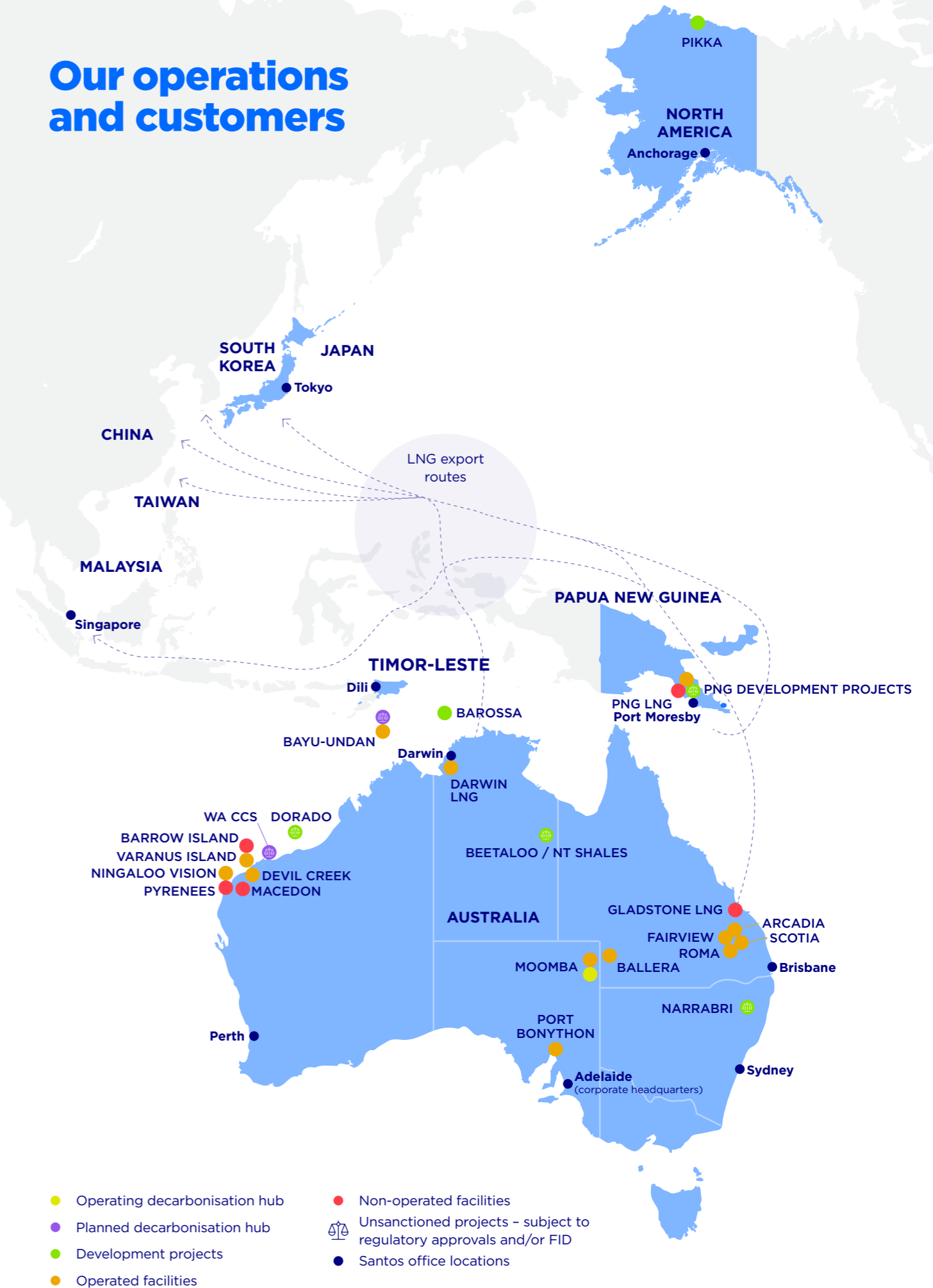
Contribution to society and the Santos Foundation

Santos aims to make meaningful, positive, long-term contributions to the economy, our stakeholders and the areas and the communities where we operate. Our community investments and partnerships are focussed on capacity-building, as well as creating social value by supporting local organisations to deliver programs that address key priorities or needs.

The Santos Foundation is a not-for-profit development organisation that seeks to drive positive change and empower communities in the regions where Santos operates. We work with communities, local partners and donors to address societal trends and local needs across the four strategic pillars of Health, Youth Opportunities, Community Development and Family and Sexual Violence.

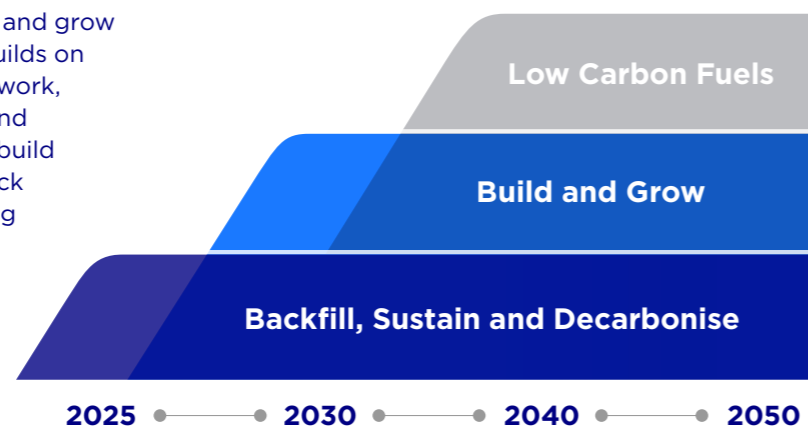
For further information refer to Santos [2025 Annual Report](#).

Our operations and customers



Our strategy

Santos' backfill, sustain and decarbonise, build and grow and low carbon fuels three-horizon strategy, builds on the successful execution of our previous framework, which strengthened our position as a reliable and low-cost energy producer. The addition of the build and grow horizon reflects our ambition to unlock greater value for shareholders while maintaining strict adherence to our disciplined capital allocation framework.



Our people



Understanding modern slavery risks starts with recognising our responsibility to every worker in our value chain. We systematically assess vulnerabilities across our workforce and suppliers, ensuring our values guide comprehensive risk identification throughout our operations.

Kim Lee,
Executive Vice President,
People & Culture



Our people are the foundation of Santos' performance. We are committed to fostering a safe, inclusive and high performing workplace that empowers individuals to contribute their skills, perspectives and potential to our long term success.

Santos is committed to building a workforce that reflects the diversity of the communities where we operate and fosters an environment where everyone feels valued, respected and able to contribute their best. We prioritise inclusive leadership, equitable development opportunities and fair, objective decision making that supports career progression based on capability and performance. Our focus on diversity of background, experience and thought strengthens our culture and enhances the way we work, collaborate and deliver for our stakeholders.



Our values



Work as one team



Always safe



Act with integrity



Be accountable



Pursue exceptional results



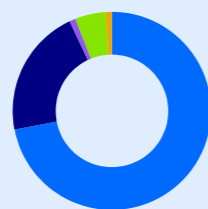
Build a better future

4,028
direct employees

29.6%
female representation

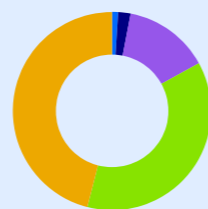
3%
Australian Aboriginal workforce participation¹

Employees by location



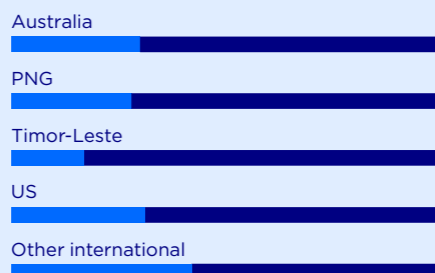
Australia	2,912
PNG	867
Timor-Leste	35
United States	202
Other international locations	12

Employee leadership distribution



Executive leadership	13
Leading business	67
Leading teams	571
Leading others	1,565
Leading self	1,811

Workforce gender distribution by location



Female Male

Female leadership representation



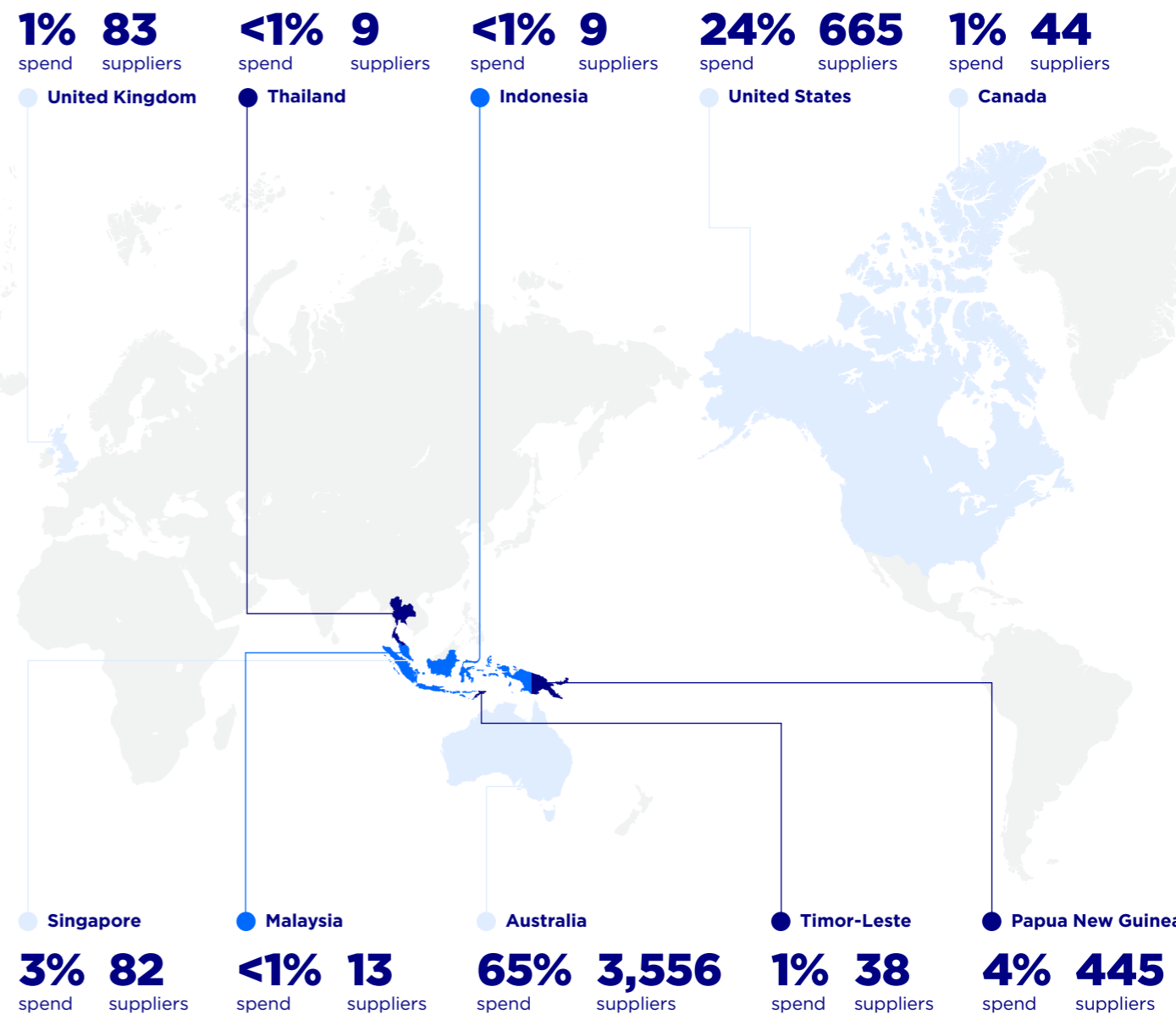
¹ This level of participation is broadly consistent with the proportion of Aboriginal and Torres Strait Islander peoples in the Australian population (ABS Census data).

Our supply chain

Santos' value and supply chain spans the full lifecycle of our operations. From identifying and appraising new resource opportunities, through to delivering energy to domestic and international customers.

2025 supply chain spend

\$5.63b direct procurement spend
5,084 direct suppliers
42 countries



Modern Slavery Country Risk Rating



Countries shown on this map represent our top 10 countries by spend which account for 99.07% of total direct procurement spend.

© SD Strategies Modern Slavery Risk Index

Understanding our modern slavery risks

Our goal

Develop and maintain a clear, up-to-date understanding of modern slavery risks across our operations, supply chain and business relationships, enabling informed decision-making and prioritised risk management.

Santos continues to deepen its understanding of modern slavery risks across our operations and global supply chain, recognising the nature of our industry, the complexity of extended supply networks and the characteristics of certain goods and services can elevate risks for vulnerable workers.



The Modern Slavery Act 2018 (Cth) and how we apply it

The *Modern Slavery Act 2018 (Cth)* describes modern slavery as including forced labour, debt bondage, deceptive recruiting for labour or services, trafficking of persons, slavery, the worst forms of child labour, servitude and forced marriage. Santos takes into consideration The UN Guiding Principles on Business and Human Rights (UNGPs), the global standard for addressing human rights and modern slavery associated with business activities. We have assessed our relationship

to modern slavery risk using the UNGPs 'cause', 'contribute' and 'directly linked' framework and also the Australian Government's guidance for entities required to report on their modern slavery actions under the Modern Slavery Act. This relationship also guides the way we respond to modern slavery risks or potential instances of modern slavery. Santos is committed to respecting internationally recognised human rights and seeking to prevent modern slavery and human trafficking across operations and supply chains.

While Australia itself is not a high-risk jurisdiction for modern slavery according to the Global Slavery Index (GSI), certain areas, such as outsourced services including cleaning, catering, security, facilities management and labour hire contractors, may pose vulnerabilities in relation to modern slavery risks. Our approach combines the Santos integrated risk management framework with supplier risk prioritisation and assessment processes, ongoing training and stakeholder engagement initiatives. As with our previous reporting periods, our focus remains on identifying where risks are most likely so our response is targeted, evidence based and proportionate to our influence.

The oil and gas sector shares many structural characteristics with the broader resources industry, including reliance on contract labour, specialist service providers and globally dispersed manufacturing supply chains, all of which shape our exposure to modern slavery risks.



Taking action against modern slavery requires operational excellence and robust supplier engagement. We implement targeted due diligence, strengthen procurement controls and work directly with suppliers to build transparent, accountable relationships that uphold Santos' standards across our global supply chain.

Steven Trench,
Executive Vice President Operations
and Technical Services



How we assess our supply chain risks

We understand modern slavery risks extend beyond our direct relationships to include our joint venture operations and the procurement of goods and services throughout our extended

supply chain through ongoing vigilance and collaboration with our partners. As in previous statements, potential risk for modern slavery was assessed against the following factors:

Geographic location	Product/commodity	Industry sector	Workforce profile
To inform our risk assessment, we draw on recognised global benchmarks and comparative country data, including estimated prevalence of modern slavery and government responses as outlined in the 2023 GSI and SD Strategies 13 global indices risk assessment matrix.	Products and commodities classified as high-risk by the US Department of Labor's 2024 List, the GSI and other international benchmarks inform our risk-management controls, enabling us to prioritise monitoring, due-diligence reviews and targeted mitigation actions.	We prioritise industry sectors deemed as high-risk in line with international and national guidance documentation.	In undertaking our supplier analysis we considered the type of labour involved in the production of our goods and services, particularly where base-skill, vulnerable or migrant labour is used.
Risk factors <ul style="list-style-type: none"> Weak rule of law Corruption Displacement Conflict State failure to protect human rights. 	Risk factors <ul style="list-style-type: none"> Raw materials Shipping and haulage Mining machinery Conflict Site accommodation and catering Footwear, garment and PPE. 	Risk factors <ul style="list-style-type: none"> Labour hire and outsourcing Subcontracting Seasonality Aggressive pricing Excessive working hours Absence of grievance mechanisms. 	Risk factors <ul style="list-style-type: none"> Migrant workers Base-skill workers Women and girls Young people.

Modern Slavery Act guidance

Cause

The risk our operations may directly result in modern slavery practices.

Contribute

The risk our operations and/or actions and supply chains may contribute to modern slavery. This includes acts or omissions that may facilitate or incentivise modern slavery.

Directly linked

The risk our operations, products or services may be connected to modern slavery through the activities of another entity we have a business relationship with.

Our relationship to potential modern slavery risk

2025 in focus

Company-wide risk assessment

We undertook a company-wide risk assessment to strengthen our understanding of modern slavery risks across our operations and supply chain and to ensure they are managed consistently through the Santos Management System and enterprise risk processes. A key aim of this assessment was to deepen and challenge our understanding of our relationship to potential modern slavery risks, recognising that risk exposure can evolve as supply chains, operating environments

and commercial arrangements change. The assessment sought to generate a consolidated, evidence-based view of risk across all business activities and identify emerging risks linked to geography, category and supplier characteristics and confirm whether our existing controls remained effective. It also sought to clarify accountabilities and support the Human Rights and Modern Slavery Governance Group in prioritising actions for the year ahead.

Understanding our modern slavery risks

Supply chain risk profile

Of our total \$5.63 billion procurement spend in 2025, we conducted an analysis of \$5.26 billion across Santos' direct suppliers (638 suppliers with spend above \$700,000) and identified 39 per cent of spend (or 244 suppliers) as potentially high-risk for modern slavery.

Of these 244 higher-risk suppliers, 48 are new suppliers or suppliers with whom we did not previously spend more than \$700,000 annually prior to 2025. Forty-three per cent of these 'new' suppliers are located outside Australia, predominantly in the USA and PNG.

Approximately two per cent of our spend with suppliers outside Australia relates to suppliers located in Timor-Leste where annual spend exceeds \$700,000 per supplier. Increased activity associated with our Timor-Leste decommissioning operations resulted in supplier spend in this jurisdiction doubling between 2024 and 2025. We recognise that changes in operational activity and associated procurement spend may influence the profile of modern slavery risk within our supply chain.

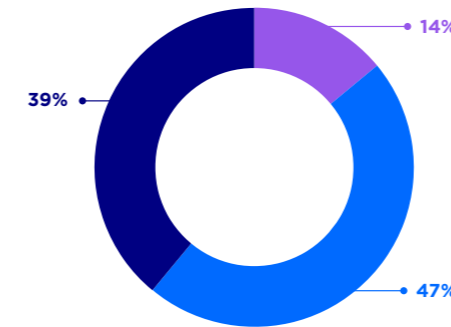
As a result, we continue to monitor supplier engagement and supply chain activity in higher-risk jurisdictions to support appropriate oversight and risk management.

We expanded our risk prioritisation of Tier 2 suppliers following the 2025 supplier Self Assessment Questionnaire (SAQ). We assessed potential modern slavery risk posed by 10 additional Tier 2 suppliers to our US based direct suppliers. All 10 suppliers provided transport and logistics services to our North American assets based in Alaska. Plant and equipment was the only high-risk category identified. Building on our previous analysis (refer Santos Modern Slavery Statement 2024) we have now prioritised a total of 265 Tier 2 suppliers against modern slavery risk indicators. Three quarters of the identified Tier 2 suppliers are ranked as potentially high risk for modern slavery.

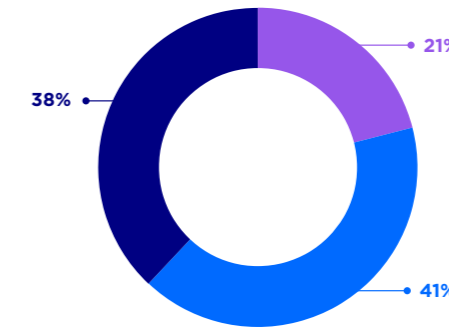
We will work closely with our direct suppliers to engage and educate our highest risk Tier 2 suppliers to manage collective risk across our extended supplier network.

Supply chain risk profile

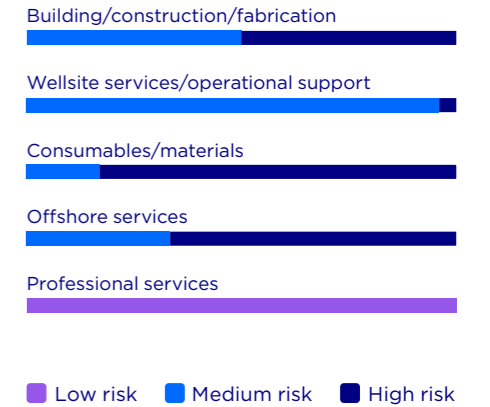
Per cent of spend assessed as high, medium or low modern slavery risk



Per cent of suppliers assessed as high, medium or low modern slavery risk



Potential modern slavery risk by top five spend categories



Low risk Medium risk High risk

Risk by product category

Our supply chain spans oil and gas field engineering, operations, construction, technical services, marine logistics, transportation, specialist consultancies and labour and corporate services. Using four supply chain risk factors, we identified 12 higher risk product and commodity categories (see table opposite). These categories carry elevated modern slavery risks due to the countries of manufacture, primarily China and parts of Asia and the industry sectors involved, the commodities used and reliance on base skilled or potentially vulnerable workers.

Although modern slavery risk in Australia is generally lower, many Australian suppliers operate within high risk categories and we also source higher risk products from suppliers in Asia, Europe and North America. We analyse supplier spend across product and commodity

categories to understand where inherent risks may arise. Some categories involve complex, multi tier supply chains, labour intensive processes or subcontracted workforces, which can heighten modern slavery risk exposure. In our operations, this includes construction and fabrication, plant and equipment supply, logistics and marine transport, labour hire and remote camp services.

Some product categories rely on manufacturing in higher-risk jurisdictions, meaning risks may extend beyond direct suppliers. Assessing risk at the product and commodity level informs our approach to supplier due diligence, engagement and monitoring. The table opposite summarises key Tier 1 product and commodity categories and supplier locations, supporting targeted identification and management of modern slavery risks across our supply chain.

Top 10 country spend by category

Category	Australia	United States	PNG	Singapore	Canada	Timor-Leste	United Kingdom	Thailand	Malaysia	Indonesia
Building / construction / fabrication	●	●	●	●				●		●
Building and engineering materials / consumables				●	●					●
Consumables / materials	●	●		●						
Plant and equipment / machinery				●	●		●			●
Wellsite services / operational support	●	●	●	●		●	●			
Logistics - transport / marine			●			●	●		●	
Maintenance services									●	
Offshore services	●	●								
ICT software, networking and support services						●				
Professional services	●	●							●	
Remote camp supplies and services			●			●				
Labour hire			●							

Risk by geographic location

In 2025, Santos spent \$3.65 billion with approximately 3,536 direct Australian suppliers. In Australia, we work closely with our key suppliers many of who are in regional communities.

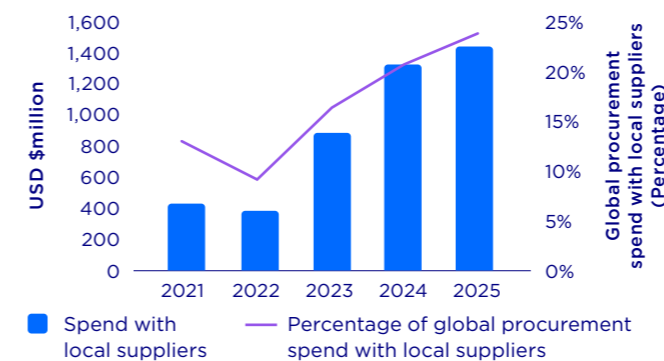
Over 95 per cent of our international direct supply chain spend is in five countries: Canada, Papua New Guinea, Singapore, United States and Timor-Leste.

Santos procures less than 5.5 per cent of goods and services from high risk countries.

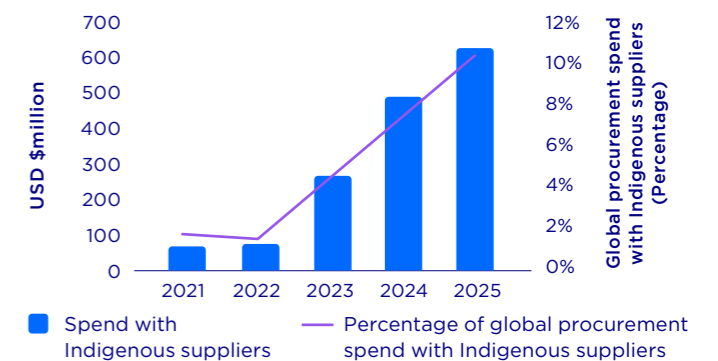
A focus on local and Indigenous suppliers

Procuring from local suppliers remains a focus and is pivotal to providing sustainable benefits in the communities in which we operate. It also contributes to reduced modern slavery risk by improving visibility of labour practices, strengthening oversight and enabling more direct engagement with suppliers. Local sourcing also supports more transparent relationships, easier verification of working conditions and faster escalation and remediation when issues arise.

Global spend with local suppliers



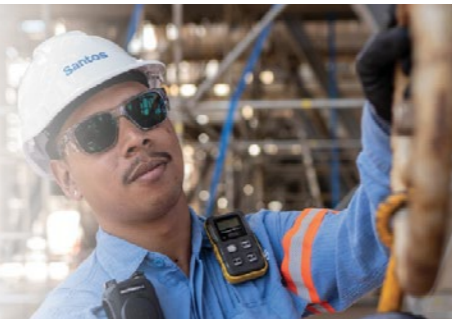
Global spend with Indigenous suppliers



Actions to address modern slavery risks

Our goal

Our goal is to deliver targeted, risk-based actions that strengthen controls, enhance supplier oversight and continuously improve how we address modern slavery risks.



Our actions to address modern slavery risks are underpinned by rigorous internal governance that guides our capability building, partnership engagement and risk based due diligence.

Building internal capability

Governance

To ensure we effectively identify, manage and mitigate modern slavery and broader human rights risks, we have a comprehensive governance framework across our operations and supply chain. In 2025, we further strengthened this framework by embedding clearer accountability, improving oversight mechanisms and enhancing cross-functional collaboration designed to ensure that human rights considerations are consistently integrated into decision-making at all levels of the business.

Our approach reflects our commitment to supporting and respecting the protection of internationally recognised human rights standards, alignment with the UN Guiding Principles on Business and Human Rights and our values of acting with integrity and being accountable.

Our governance approach begins with the Board of Santos Limited, which has ultimate responsibility for overseeing our corporate strategy, sustainability performance and the management of material risks, including human rights and modern slavery. The Board is supported by key committees, most notably the Safety and Sustainability Committee and the Audit and Risk Committee, which meet multiple times a year and review modern slavery risks, regulatory developments, implementation of controls and performance against targets. These committees provide strong oversight of ethical conduct, business integrity and risk management, enabling a consistent and structured approach across the organisation.

In 2025, governance of human rights and modern slavery risks continued to be operationalised by the internal Human Rights and Modern Slavery Governance Group, a cross functional body that meets regularly to monitor emerging issues, review risk assessments and guide actions being taken across our operations. It also plays a central role in strengthening coherence between our policies, due diligence processes and supplier engagement activities.

Our governance framework is underpinned by the Santos Management System, which sets mandatory requirements for how we work. The SMS includes key technical standards relating to human rights, Indigenous engagement, procurement, compliance, security and stakeholder engagement, meaning modern slavery risks are considered throughout the asset lifecycle, from project planning to operations and decommissioning. The SMS also establishes performance monitoring, assurance and reporting processes that support continuous improvement and regulatory obligations.

Business ethics is a core part of how Santos manages modern slavery risks. Our Code of Conduct outlines clear expectations for ethical behaviour and responsible conduct for all employees and contractors globally. In 2025, we continued a comprehensive review of the Code to further strengthen expectations regarding human rights, ethical decision making, conflicts of interest, gifts and benefits and the prevention of corruption. A refreshed Code of Conduct and training is expected to be rolled out across all operations in 2026.

2025 in focus

Strengthened governance and risk oversight through enhanced reporting tools

A key focus in 2025 was continuing to strengthen our reporting and grievance mechanisms. We implemented EthicsPoint, a confidential reporting tool enabling employees, contractor workforce, suppliers and community members to raise concerns confidentially and anonymously. These include misconduct, psychosocial hazards, community issues and potential modern slavery indicators. This enhanced early detection, support for affected individuals and timely remediation, with all reports assessed by trained specialists and escalated to the Board where appropriate.

In 2025, we assessed 63 whistleblower and misconduct reports, 15 of which were substantiated including two raised in 2024 but concluded in 2025, with disciplinary action taken where appropriate. Sixteen remained open at year end. Although none of these reports related specifically to modern slavery, we recognise that an absence of reported concerns does not confirm an absence of risk, particularly in deeper tiers of our supply chain. We will continue to strengthen awareness and accessibility of our reporting channels and enhance our due diligence processes to better identify and manage modern slavery risks.



“



Evaluating our effectiveness ensures modern slavery governance delivers real outcomes. Through disciplined monitoring, systematic performance measurement and continuous improvement processes, we demonstrate accountability and drive meaningful progress in protecting workers across every part of our business.

Amelia Jalleh,
Group General Counsel and Senior
Vice President Governance

”

Human Rights and Modern Slavery Governance Group – strengthened role and functions

In 2025, Santos strengthened, expanded and formalised the Human Rights and Modern Slavery Governance Group to enhance enterprise-wide oversight of human rights and modern slavery risks. The Group's membership was expanded to include broader functional representation across Legal, Social Performance, Procurement, People & Culture, Risk, Business Integrity, Compliance, Security and Corporate Sustainability, ensuring deeper subject matter expertise and improved alignment across operational and supply chain decision-making.

The Group's mandate was formalised through clarified roles, structured reporting pathways and stronger integration with the Santos Management System. These enhancements mean human rights and modern slavery risks are systematically

embedded within enterprise risk management, procurement processes, assurance activities and policy governance. The strengthened governance model also improves the consistency of risk assessment methodologies enhancing effective risk management across the organisation.

In its expanded role, the Group led key elements of the 2025 enterprise work plan, including improvements to supplier due diligence processes, refinement of grievance mechanisms and development of enhanced training for high-risk Tier 1 and Tier 2 suppliers. It also supported broadening our modern slavery risk management approach beyond the supply chain, to also encompass risks within our operational activities.

Internal training and education

In 2025, Santos strengthened internal training to ensure employees and contractors understand their responsibilities in managing modern slavery and broader human rights risks. Mandatory Code of Conduct training continued across the organisation, with a refresh of the Code of Conduct training scheduled for rollout in 2026. Security teams received

training reflecting the Voluntary Principles on Security and Human Rights. Procurement teams received targeted training on supplier due diligence, SAQs and corrective actions, supported by specialist guidance. Supplier-focused eLearning modules were also advanced for rollout in 2026.

Actions to address modern slavery risks

Strengthening partnerships

Targeted supplier communication and engagement

In 2025, the Santos procurement team focused on proactive engagement with suppliers to address risks, measure intervention effectiveness and identify trends. A particular focus was to explain the purpose of SAQs and Santos' commitment to human rights risk management and supporting our contract partners throughout the SAQ and corrective action process.

In 2025, we focused on engaging five transport and logistics suppliers to our US based assets in Alaska. Our Alaska-based category managers worked closely with these suppliers to enhance awareness of our modern slavery risk management initiatives and support them through the SAQ process.

Due diligence

Supplier due diligence

Santos screens suppliers to identify any potential negative impacts using an external screening platform called Compliance Catalyst. The platform supports enhanced counterparty due diligence screening across our operations for a broad range of counterparty risks, including human rights and modern slavery. In 2025, we screened 325 suppliers to proactively identify and assess potential modern slavery risks prior to engagement.

Of these, six suppliers were initially rated as medium or high risk. Following a more detailed assessment, including reviews of human rights and modern slavery policies, whistleblower protections and the application of enhanced contractual clauses, risks were deemed to be mitigated to an acceptable level.

2025 in focus

Educating and strengthening due diligence among Tier 2 suppliers

We recognise the importance of improving visibility of potential modern slavery risks within our extended supply chain (Tier 2 and beyond). While many Tier 1 suppliers are not reporting entities under Australian or equivalent international legislation, we expect them to manage modern slavery risks in-line with our contractual requirements and Code of Conduct. Engaging their direct suppliers in the oversight of modern slavery risk across their supply chains is critical to effective due diligence.

In 2025, we engaged external specialists to develop a bespoke modern slavery awareness and due diligence eLearning course for high-risk Tier 1 and Tier 2 suppliers. The course covers:

- contractual reporting obligations, incident notification requirements and the importance of monitoring risks within their own supply chains;

- minimum due diligence expectations, including developing or updating policies and systems, training staff and engaging relevant suppliers;
- key steps to identify, assess, manage and monitor modern slavery risks;
- establishing accessible and confidential grievance mechanisms aligned with the UNGPs; and
- Australian legislative drivers including Santos' own reporting obligations.

This initiative strengthens transparency, accountability and risk management within our extended supply chain and encourages reporting of concerns without fear of retaliation or loss of business. We will work with our highest-risk Tier 1 suppliers to support engagement with their direct suppliers (our Tier 2 suppliers), with training expected to be rolled out in mid-2026.

2025 in focus

Engaging our North American suppliers

In 2025, Santos deepened its risk based supplier engagement in North America, responding to increased spend and heightened exposure identified in the 2024 Modern Slavery Statement. The focus was on two higher risk categories, transport and logistics and camp services where workforce vulnerability, subcontracting chains and jurisdictional complexity create additional risk. Five suppliers were invited to complete a bespoke SAQ and provide supporting evidence. The responses that have been received as at the time of preparing this statement have been reviewed by external human rights specialists, identifying 37 gaps and 45 improvement opportunities across governance, due diligence and supplier management controls.

Key gaps included limited visibility of subcontractors and materials, inadequate due diligence and ethical sourcing

controls, weak governance oversight, inconsistent supplier screening and monitoring and the absence of grievance mechanisms for workers or third parties. These gaps increased the potential for unmitigated modern slavery risks, including exposure to forced labour concerns under the US Uyghur Forced Labor Prevention Act and Canadian legislation.

To address these risks, Santos has set clear expectations for contractors to implement mitigation actions that improve their management and our visibility of their supply chains. These actions include enhanced supplier mapping and disclosure of Tier 2 suppliers, strengthened contractual obligations (including audit rights), risk-based screening, improved onboarding processes, and the use of accessible external grievance mechanisms with defined reporting pathways.

Responding to modern slavery reports

The reporting mechanisms and response processes within the Santos Management System provides clear guidance to assist us in systematically responding to actual or suspected instances of modern slavery in Santos' operations and supply chain.

Report

- Modern slavery instance or harm to worker reported.

Analysis

- Analyse issue internally and determine who needs to be informed and/or involved and whether an investigation is required
- Seek input from supplier or business partner to better understand issue where possible and as we consider it appropriate.

Identifying harm

- Identify severity of harm & whether incident can be resolved at a local supplier level.

Responsibility

- Identify responsibility for remedy based on UNGPs 'Cause, Contribute, Directly Linked' framework to inform the response, as we consider appropriate.

Response

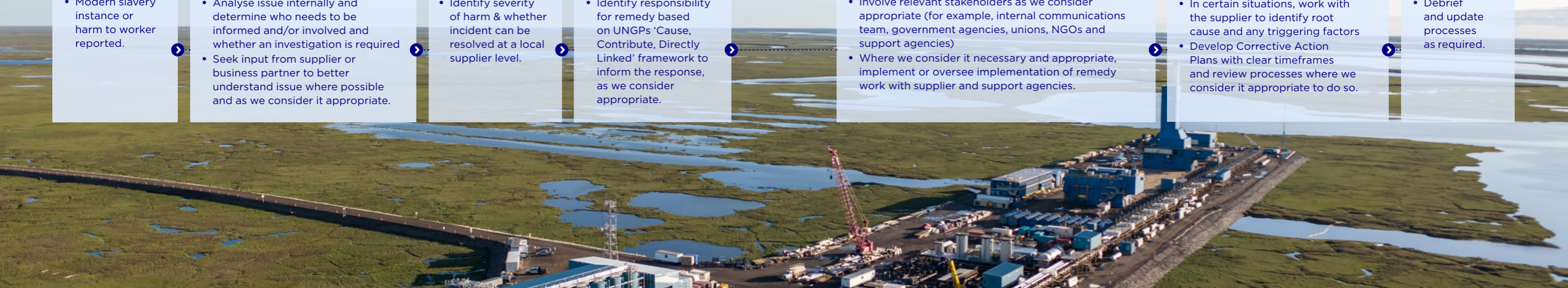
- Involve relevant stakeholders as we consider appropriate (for example, internal communications team, government agencies, unions, NGOs and support agencies)
- Where we consider it necessary and appropriate, implement or oversee implementation of remedy work with supplier and support agencies.

Prevention

- In certain situations, work with the supplier to identify root cause and any triggering factors
- Develop Corrective Action Plans with clear timeframes and review processes where we consider it appropriate to do so.

Review

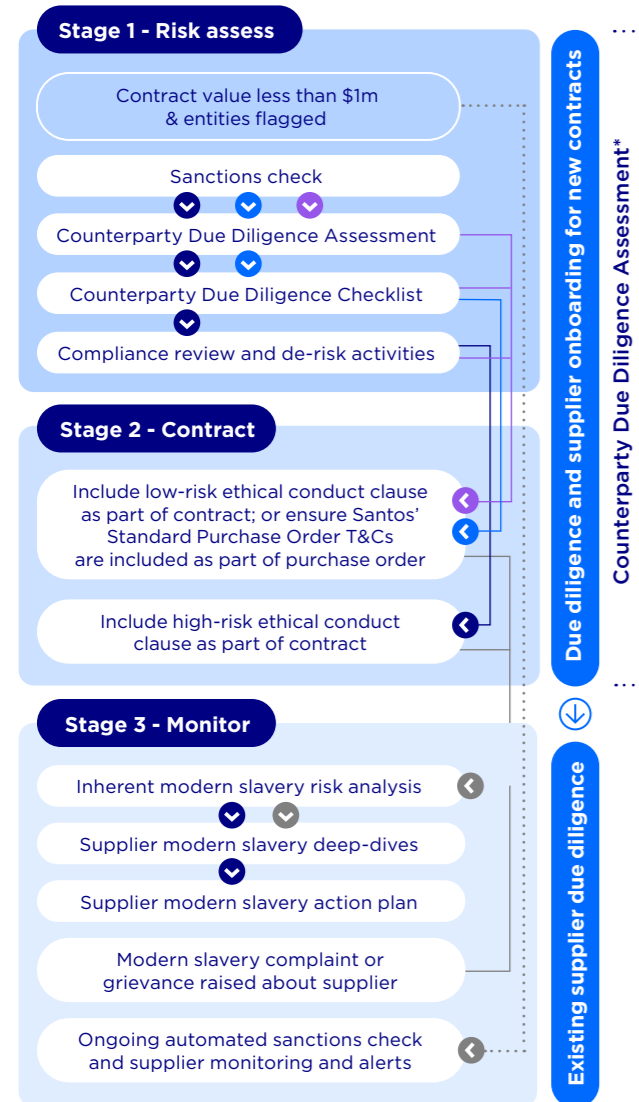
- Debrief and update processes as required.



Actions to address modern slavery risks

Due diligence approach

In 2025, the insights from the 2024 assessment of our Supplier Modern Slavery Due Diligence Protocol continued to inform our understanding of how modern slavery risks are identified, assessed and monitored across the supplier lifecycle. The documented process map and identified improvement opportunities have provided a foundation for ongoing consideration, as we continue to review and mature our due diligence framework in-line with evolving best practice and regulatory expectations.



- Low risk
- Medium risk
- High risk
- Indicates all contracts

*To be re-assessed every 2 years

Due diligence measures for contract worker welfare

In late 2025, Santos introduced new Contract Worker Welfare contractual requirements to strengthen how modern slavery risks are identified and managed within labour hire and services engagements. These requirements set out clear expectations for ethical recruitment, transparent

employment conditions, fair treatment and access to grievance mechanisms, to protect contract workers engaged through third party providers from exploitative practices.

By requiring providers to demonstrate how these standards are applied across their subcontracting and labour supply chains, the requirements enhance visibility into potential areas of modern slavery risk, particularly in complex or multi-tier workforce arrangements. They also support early risk identification by obliging providers to monitor worker welfare and report indicators of potential non-compliance such as excessive recruitment fees, unfair deductions, restricted freedom of movement or inadequate accommodation.

This reporting will give Santos clearer, earlier insight into worker vulnerability and informs further due diligence or corrective action where needed. Integrating these expectations directly into contractual arrangements reinforces accountability across the labour supply chain and strengthens Santos' overall due diligence approach to preventing worker exploitation.

Joint Venture due diligence

Santos undertakes due diligence across both operated and non-operated Joint Ventures to identify and manage modern slavery risks.

For Joint Ventures where Santos is the operator, risks are assessed through the Santos Management System, including due diligence on Joint Venture participants and on contractors and suppliers engaged in project delivery. This process is supported by the Compliance Catalyst platform.

For Joint Ventures operated by partners, Santos conducts due diligence on the operator to understand how they identify, assess and manage modern slavery risks within the asset's supply chain. This may include reviewing the operator's human rights and modern slavery policies, governance arrangements, procurement practices and whistleblower protections.

Where medium or high-risk indicators are identified in either operated or non-operated arrangements, Santos undertakes further investigation and, where required, seeks corrective actions such as strengthened contractual clauses or targeted mitigation measures. These actions must be addressed before engagement or continued participation in Joint Venture activities.

2025 in focus

Joint Venture due diligence system review

In 2025, we undertook a targeted review of the systems supporting Joint Venture due diligence to assess their effectiveness in identifying and managing modern slavery risks. The review highlighted opportunities to improve data accessibility, streamline workflows and strengthen reporting to better support proactive risk analysis with our Joint Venture partners across our operated assets. Insights from the review will inform future system enhancements and capability uplift across the modern slavery due diligence program.

Consultation and collaboration

Collaboration and consultation are central to how Santos identifies, assesses and manages modern slavery risks. Engagement with internal teams, suppliers, labour hire providers, Joint Venture partners and broader stakeholders supports a consistent application of our due diligence expectations and strengthens the effectiveness of our modern slavery framework.

Internal consultation and cross functional collaboration

Consultation on the preparation of this Modern Slavery Statement is undertaken through the Human Rights and Modern Slavery Governance Group, which provides the governance framework through which Santos Limited engages with all owned and controlled entities.

Santos works across procurement, legal, sustainability, human resources, social performance and operational teams to apply the Supplier Modern Slavery Due Diligence Protocol and the Contract Worker Welfare contractual requirements introduced in late 2025. These functions collectively support the identification of risk indicators, alignment on mitigation actions and consistent application of expectations related to ethical recruitment, worker welfare and fair working conditions. The Human Rights and Modern Slavery Governance Group coordinates activities across business units and owned and controlled entities. Ensuring consistent governance and alignment with obligations under the Modern Slavery Act.

Supplier and labour hire engagement

Engagement with suppliers and labour hire providers forms a core component of Santos' due diligence approach. Through onboarding, risk assessments, contractual processes and ongoing monitoring, suppliers are informed of expectations relating to human rights, modern slavery and worker welfare. Discussions arising from due diligence questionnaires, site based engagements that were undertaken and supplier capability building activities support the identification of vulnerabilities such as recruitment fees, wage deductions or movement restrictions. Providers supplying contract workers are required to demonstrate how welfare standards are upheld across their subcontracting and labour supply chains, improving transparency and enabling earlier detection of risk.

Joint venture collaboration

Santos collaborates with Joint Venture partners to identify and manage modern slavery risks associated with shared activities and new project developments. This includes applying consistent counterparty due diligence processes through the Santos Management System, sharing risk insights and aligning on mitigation measures where appropriate. Increased engagement supports common expectations and enhances risk visibility across shared supply chains.

Industry and community engagement

We continued to strengthen our approach to modern slavery risk management through engagement with industry peers and organisations exposed to similar risks. We participated in the practitioner-led forum, the Human Rights Resources and Energy Collaborative (HRREc). These engagements provided opportunities to share knowledge and learn from peer experiences, including approaches to worker welfare assessments and emerging human rights risks within global supply chains. During the year, we also participated in roundtable discussions with the Office of the Commonwealth Anti-Slavery Commissioner and gained insights into the role of the UN Working Group on Business and Human Rights and developments in the global business and human rights landscape. In addition, we contributed to a HRREc working group developing practical human rights due diligence guidance for member companies operating in the resources and energy sector.

We also continue to engage with communities in which we operate, including Indigenous communities. This engagement provides important insights into local contexts and potential vulnerabilities, strengthening the effectiveness of Santos' modern slavery response.



Evaluating effectiveness

Our goal

Is to continually evaluate the effectiveness of our actions to embed consistent, measurable improvements across our operations and supply chain.

Santos evaluates the effectiveness of its modern slavery approach through structured, evidence-based assessments that measure progress against the focus areas in our annual cross-functional Modern Slavery Work Plan. The Work Plan, owned by the Governance Group, outlines the commitments, activities and actions required to strengthen governance, risk identification, due diligence, supplier engagement and capability, and grievance and

remediation. This enables us to assess maturity, identify gaps and prioritise improvements in a consistent and transparent way.

Insights from tools such as the SD Strategies Bridge the Gap maturity review inform how we strengthen policies, processes and expectations across regions, while established governance forums provide ongoing oversight and assist to align with leading practice.

Governance

Our evaluation approach for governance and due diligence focuses on assessing the strength, clarity and integration of our policies, standards and management systems in identifying and managing modern slavery risks. We measure how effectively these frameworks support consistent decision making, oversight and alignment across the organisation and how well our governance processes drive accountability and continuous improvement.

Evaluation in focus

Reviewed and updated the Human Rights and Modern Slavery Policy, strengthening alignment across governance systems and ensuring expectations remained current with emerging risks and regulatory developments.

Expanded and formalised the Human Rights and Modern Slavery Governance Group, enhancing cross functional oversight, clarifying roles and embedding more structured monitoring of modern slavery and human rights issues across regions.

Operational and supply chain risk management

Effectiveness of supply chain and operational risk management is evaluated by assessing how well our procurement and supplier engagement processes identify, prioritise and manage potential modern slavery risks across multiple tiers of the supply chain. We examine the transparency and quality of information provided through our qualification, screening and due diligence activities and how consistently these processes are applied across regions and categories. We also consider the extent to which supplier insights, risk themes and escalation trends inform our ongoing risk assessments and decision making. This enables us to evaluate whether our controls remain fit for purpose and responsive to emerging risks.

Evaluation in focus

We reassessed four high-risk suppliers across three categories: consumables, maintenance services and marine logistics. The four suppliers had previously completed SAQs in either 2021 or 2023 and had been provided with audit reports and customised Corrective Action Plans (CAPs) at that time. Tailored follow-up questionnaires were issued to each supplier to assess implementation of audit findings and CAP actions. Modern slavery risk profiles were reviewed and updated based on their 2025 responses.

We will continue to work with these suppliers to address identified findings and support the implementation of appropriate corrective actions where required.

Grievances and reporting

To evaluate the effectiveness of our grievance and reporting mechanisms, we consider their accessibility, utilisation and alignment with recognised human rights principles. We assess how well these channels surface concerns, support transparent reporting and strengthen our ability to identify, respond to and learn from potential modern slavery related issues.

Evaluation in focus

We implemented EthicsPoint, a confidential reporting platform enabling employees, contractors and external stakeholders to raise concerns about potential breaches of Santos' Code of Conduct, providing a channel for reporting community issues and psychosocial hazards, supporting earlier identification of conduct or conditions that may indicate modern slavery risks.

Engagement, training and education

Our evaluation of engagement and training focuses on the extent to which our workforce and business partners understand modern slavery risks and their responsibilities and how well these activities build capability across the business to recognise and respond to potential risks.

In 2025, 484 of 504 employees whose roles may encounter or evaluate modern slavery risks were assigned the Modern Slavery Awareness eLearning Module completed the training, representing a completion rate of 96 per cent, continuing our focus on strengthening awareness of modern slavery risks and responsibilities across our operations and supply chain.

The increase in survey participation provides stronger insight into how the training is supporting employee awareness and confidence in identifying and responding to modern slavery risks.

To better understand the effectiveness of the training, we introduced a streamlined post-training survey embedded within the module, which significantly increased participation. In 2025, 291 employees completed the survey, representing 60.1 per cent of participants.

We will continue to review the effectiveness of the training, update the module as needed and review and expand the employees we assign it to so it remains responsive to emerging risks, regulatory expectations and business needs.

Evaluation in focus

75.6%

of respondents felt 'completely' or 'very' prepared to appropriately respond if they identify suspected modern slavery in Santos' operations or supply chain



67.4%

of respondents found the training module 'relevant' or 'very relevant' to their role



“The module was very informative and helped me better understand what constitutes modern slavery and how I can identify and respond to potential risks.”

— Santos survey respondent

Evaluating the implications of Artificial Intelligence (AI) as an emerging risk

The growing adoption of Artificial Intelligence (AI) across business operations and supply chains brings efficiency gains but also introduces new and evolving modern slavery risks. AI enabled tools used in recruitment, workforce management and supplier analytics can influence decisions about labour allocation and sourcing. Without strong governance, these systems may unintentionally reinforce existing labour vulnerabilities, obscure indicators of exploitation, or disadvantage at-risk workers through biased or opaque decision-making processes.

Beyond organisational use, modern slavery risks are increasingly evident deeper within AI supply chains. The development of AI models relies heavily on large volumes of human-labelled data. Evidence is indicating that data labellers often work under poor conditions, for wages far below living standards, sometimes in environments linked to child labour, unsafe workplaces and psychological harm from exposure to traumatic content. These conditions mirror characteristics of modern slavery, including exploitation, lack of protections and restricted autonomy.

As AI systems become more pervasive, we recognise both our direct and indirect exposure to these risks. We have information system guidelines that outline our commitment to the ethical and responsible use of AI, including the systematic identification and assessment of risks and impacts associated with AI systems.

Our approach to AI governance is supported through established relationships with key technology providers, and we continue to consider how responsible AI expectations can be embedded within supplier engagements and contractual arrangements. We are considering alignment with relevant standards and expectations for our technology providers as part of our broader approach to responsible AI and human rights risk management.

We will continue to monitor developments in AI and strengthen our governance approach over time to support the responsible use of these technologies in a manner consistent with our human rights and modern slavery commitments.

Important information

Disclosure note

The submitting entity is Santos Limited which qualifies as a reporting entity under the Modern Slavery Act 2018 (Cth). This statement covers all entities within the Santos Limited group and reports on the state of operations, supply chains, structure, governance framework and activities during the reporting period 1 January to 31 December 2025. All entities are covered by Santos' policies, procedures and systems, including those relating to contracting, purchasing and human resources.

Santos operates many of its joint ventures and is a non-operator participant with interests in a number of other of its joint ventures. The assessment of modern slavery risks in Santos' supply chain, as described in this statement, includes (a) suppliers engaged by Santos where it is the operator of its joint ventures and (b) suppliers engaged by Santos on behalf of third party operators for non-operated joint ventures, including Gladstone LNG Operations Pty Ltd (GLNG OPL). However, the assessment of modern slavery risks in Santos' supply chain, as described in this statement, does not include (a) suppliers engaged by third party operators on behalf of non-operated joint ventures, or (b) suppliers engaged by Santos in jurisdictions where Santos does not actively operate oil and gas exploration or production operations.

Information and data provided within this report is predominantly presented on a gross operated basis. All references to dollars, cents or \$ in this document are to

US currency, unless otherwise stated. Where currency conversions have been undertaken, a 12-month average conversion factor for the calendar year has been used. In this report, unless otherwise stated, references to "Santos", "our", "us" or "we" refer to Santos Ltd and its owned or controlled entities, details of which can be found in our [2025 Annual Report](#).

Santos' shares are listed on both the ASX and PNGX.

Forward-looking statements and scenario analysis limitations

This document contains forward looking statements that reflect Santos' expectations at the date of this document (including with respect to Santos' strategies and plans relating to climate change). These statements are based on management's current expectations and reflect judgements, assumptions, estimates and other information available as at the date of this document and/or the date of Santos' planning processes. However, a range of variables could cause actual results or trends to differ materially from the statements we have made. These variables include but are not limited to: price or currency fluctuations, actual demand, geotechnical factors drilling and production results, gas commercialisation, development progress, operating results, engineering estimates, reserves and resource estimates, loss of market, industry competition, environmental and climate-related risks, carbon emissions reduction and associated technology risks, physical risks, legislative,

fiscal and regulatory developments, economic and financial market conditions in various countries, approvals, conduct of joint venture participants and contractual counterparties, cost estimates, reputational risk, social licence and stakeholder risk and activism.

Santos makes no representation, assurance or guarantee as to the accuracy, completeness, correctness, likelihood of achievement or reasonableness of any forward looking statement contained in this document or any assumptions on which these statements are based. Except as required by applicable laws or regulations, Santos does not undertake to publicly update or review any forward-looking statements. Past performance cannot be relied on as a guide to future performance.

This document also discusses scenario analysis. There are inherent limitations with scenario analysis. Scenarios do not constitute definitive outcomes and it is difficult to predict which, if any, of the scenarios discussed in this report might eventuate. Scenarios are based on assumptions, which may or may not be, or prove to be, correct and may or may not eventuate. Scenarios may be impacted by additional factors to the assumptions disclosed.

Information prepared by third parties

Certain information contained in this document is based on information prepared by third parties. Santos does not make any representation or warranty that this third-party material is accurate, complete or up to date.

Modern Slavery Act 2018 (Cth) - Statement Annexure

Principal Governing Body Approval


This Modern Slavery Statement was approved by the principal governing body of

Santos Limited

Santos Limited Board of Directors

as defined by the Modern Slavery Act 2018 (Cth) ("the Act") on

30 June 2026

Modern Slavery Act reporting criteria	Section heading(s) (as they appear in the PDF)	Page(s)
Identify the reporting entity	Santos Modern Slavery Statement 2025	2
Describe the structure, operations and supply chains of the reporting entity and any entities that the reporting entity owns or controls	About Santos; Our global portfolio; Contribution to society and the Santos Foundation; Our strategy; Our operations and customers; Our people; Our values; Our supply chain.	4, 5, 6, 7
Describe the risks of the modern slavery practices in the operations and supply chain of the reporting entity and any entities it owns or controls	Managing modern slavery risks – Understanding our modern slavery risks	8
	Managing modern slavery risks – How we assess our supply chain risks	9, 10, 11
Describe the actions taken by the reporting entity and any entity that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation process	Managing modern slavery risks – Actions to address modern slavery risks	12, 13, 14, 15, 16
Describe how the reporting entity assesses the effectiveness of such actions	Managing modern slavery risks – Evaluating effectiveness	18, 19
Describe the process of consultation with any entities that the reporting entity owns or controls	Santos Modern Slavery Statement 2025	2
	Managing modern slavery risks – Strengthening partnerships	14, 15
	Managing modern slavery risks – Joint Venture due diligence	16
	Other information – Important information	20

Definitions and abbreviations

CAPs	Corrective Action Plans. A plan based on the opportunities identified in the self assessment questionnaires
Carbon Capture and Storage (CCS)	A process in which greenhouse gases, including carbon dioxide, methane and nitrous oxide from industrial and energy-related sources, are separated (captured), conditioned, compressed, transported and injected into a geological formation that provides safe and permanent storage deep underground
CEO	Chief Executive Officer
Company	Santos Ltd and all its subsidiaries
critical fuels	Hydrocarbon fuels, including oil and natural gas, that supply around 80 per cent of the world's primary energy supply. Hydrocarbon fuels are critical to meet current and forecast energy demand and to the manufacturing of everyday products
decarbonise	The process of avoiding, reducing or offsetting anthropogenic greenhouse gas emissions through operational activities or efficiencies, technology deployment, use of generated or acquired carbon credit units and/or other means
emissions	Greenhouse gas emissions, unless otherwise specified
carbon credit	A carbon credit represents one tonne of carbon dioxide equivalent (CO2e) emissions reduction or removal
GSI	Global Slavery Index
high integrity carbon credits	<p>When used with reference to Santos nature-based projects and associated carbon credits, refers to Santos recognising the integrity challenges currently faced by international carbon markets as their depth and maturity grows and Santos focusing on the following three pillars for its approach to integrity in our nature-based carbon projects:</p> <ul style="list-style-type: none"> Owing to our global presence, our integrity standards for emissions reduction projects seek to align with the Core Carbon Principles (CCP) assessment framework of the Integrity Council for Voluntary Carbon Markets (ICVCM). We monitor developments in these standards and adjust our internal frameworks where necessary, seeking to align with the requirements of our partners, customers and other key stakeholders Recognising that the balance of risk in carbon projects is weighted towards post-transaction events, we have developed bespoke tools to assess the probability of these on an ongoing basis, in addition to standard due diligence procedures leading up to transactions Own generation describes Santos' philosophy of prioritising projects in which we can invest and influence directly, as opposed to seeking to be only an offtaker or on-market purchaser. This philosophy assists us to stay closer to and actively manage the risks from projects generating emissions reductions. <p>Where additional carbon credits are required to be purchased on market, Santos has processes in place generally requiring that only verified units under a range of internationally recognised registries will be purchased and utilised for emissions reduction purposes</p>
HRREc	Human Rights Resources and Energy Collaborative
LNG	Liquefied natural gas. Natural gas that has been liquefied by refrigeration for storage or transportation. Generally, LNG comprises mainly methane
low carbon fuels	Fuels that Santos may seek to develop with materially lower net greenhouse gas emissions in their production, processing and use (including through reduction and/or equivalent carbon credits) compared to traditional fossil fuels. This term may encompass a range of fuels such as hydrogen, ammonia or e-methane
oil	A mixture of liquid hydrocarbons of different molecular weights
SAQ	Self Assessment Questionnaires
SMS	Santos Management System
Tier 1 suppliers	Suppliers directly contracted by the company
Tier 2 suppliers	Suppliers subcontracted by Tier 1 suppliers to the Company
UNGPs	UN Guiding Principles on Business and Human Rights

Santos Limited

ABN 80 007 550 923

Registered head office

Ground Floor, Santos Centre
60 Flinders Street, Adelaide
SA 5000
Australia

GPO Box 2455
Adelaide SA 5001
Australia

Telephone: +61 8 8116 5000
Facsimile: +61 8 8116 5050

Australian Securities Exchange listing

STO

Santos website

To view our Annual Reports, shareholder and company information, news announcements and presentations, quarterly activities reports and historical information, please visit our website at [Santos.com](https://www.santos.com)

General enquiries

Santos Ltd
GPO Box 2455
Adelaide SA 5001

Telephone: +61 8 8116 5000
Email Santos via the Contact Us portal at
our website [Santos.com](https://www.santos.com)