

Santos

PNG RESOURCES WEEK 2025

AN ENERGY PERSPECTIVE ON LAW & ORDER

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Our Values

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Work as one team

- + Value diverse perspectives
- + Challenge respectfully then get behind the decision
- + Unite and share learnings



Be accountable

- + Do what we say we are going to do
- + Take responsibility for our actions
- + Be disciplined about meeting requirements and standards
- + Learn from success and failure



Always safe

- + Plan work to protect all from harm
- + Be skilled and competent
- + Understand the risks, controls and barriers
- + Follow the rules and respond to change
- + Speak up
- + Step back, think and be ready



Pursue exceptional results

- + Deliver value for our stakeholders
- + Be decisive about what we can do better
- + Recognise and reward achievement
- + Strive for constant improvement
- + Enable innovation



Act with integrity

- + Act ethically and do the right thing
- + Value our customer relationships
- + Confront the facts
- + Treat people with respect



Build a better future

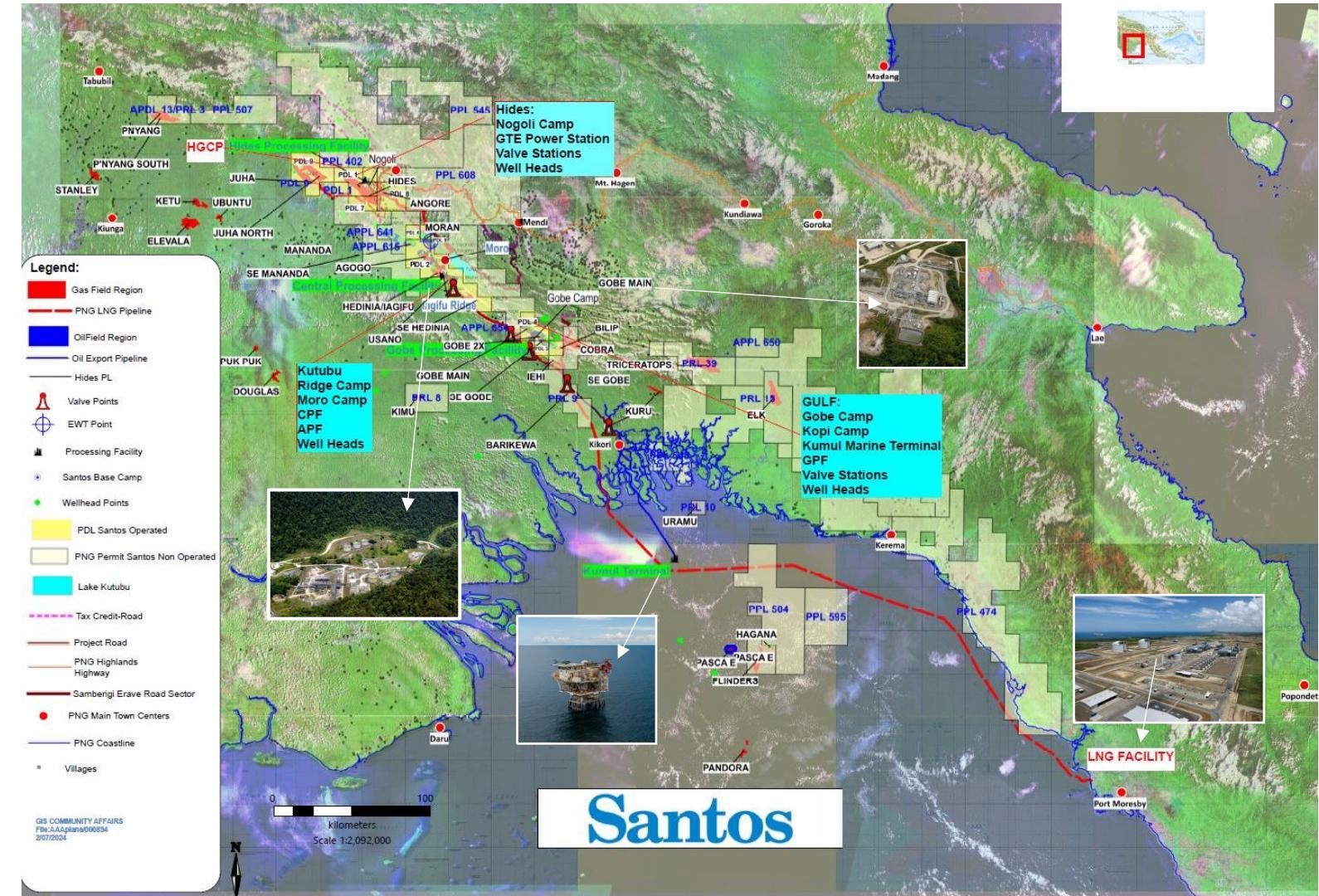
- + Leave a positive legacy
- + Invest in our people
- + Have a positive impact in our communities
- + Protect the environment
- + Be health and safety champions

Our Diverse Operations Footprint

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Social & Community License to Operate

- Footprint traverses 6 Provinces - Hela, Southern Highlands, Gulf, Central, NCD & Western Provinces
- Santos operating areas include;
 - Approximately 1 million ha of land
 - 65,000+ legitimate PNG LNG Project beneficiaries', approx. 35,000+ from STO brownfields
 - 400+ Incorporated Land Groups (ILGS)
– legal mechanism for benefit distribution
 - Kumul Marine Terminal (critical export infrastructure)
- Our logistics routes are:
 - Northern Route (road transport):
 - Lae – Kutubu (714 km)
 - Lae – Hides (974 km)
 - Southern Route (shipping):
 - Pom – Kopi (shipping – approx. 30 hours)
 - Kopi– Gobe (road – 72.8 km)
 - Gobe – Kutubu (road – 166 km)



Maintaining A Stable Operating Environment Is A Key Priority

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- Stable and safe operating environment is fundamental for the successful long-term development of the country's oil and gas resources
- Santos is a business leader in bringing business and society together to contribute to a stable operating environment:
 - 96-year operating history in PNG provides a deep understanding of PNG, its people and customs and how our operations impact them
 - Comprehensive strategy to manage current and emerging risks, with focus on making a difference on the ground

Community and State Challenges

- Unfulfilled State commitments and lack of Government presence
- Prolonged delays in payment of landowner benefits is a lever for landowners to shut down projects
- Santos utilises Lancos to help the community benefit from development projects
- Most Lancos are not required to compete
- High expectations
- Growing youth population

Threat Characterisation Statement

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- Criminal behaviour most often expressed by the use of violence. Usually triggered by landowner discontent and/or competition related to monetary benefits.
- Company operations often used as leverage for government attention.
- Situation made more complex by factors typified by:
 - Less restraint concerning the use of violence,
 - Increased prevalence of high-powered weapons,
 - Increasingly networked, technically efficient and more educated youth perpetrating more sophisticated and coordinated attacks
 - Vacuum or breakdown in traditional leadership structures often encouraging 'illegitimate actors' to seek power and interests via the use of threats, intimidation or coercion.
 - The nature of tribal conflict evolving with changes to traditional norms and practices used to govern resolution
- Social strains include:
 - High unemployment (with few income sources) leading to splinter groups.
 - Strains on the judicial system at large (law enforcement, judiciary, magisterial services, corrective services).
 - Escalating cost of living.
 - Increase in opportunistic criminality

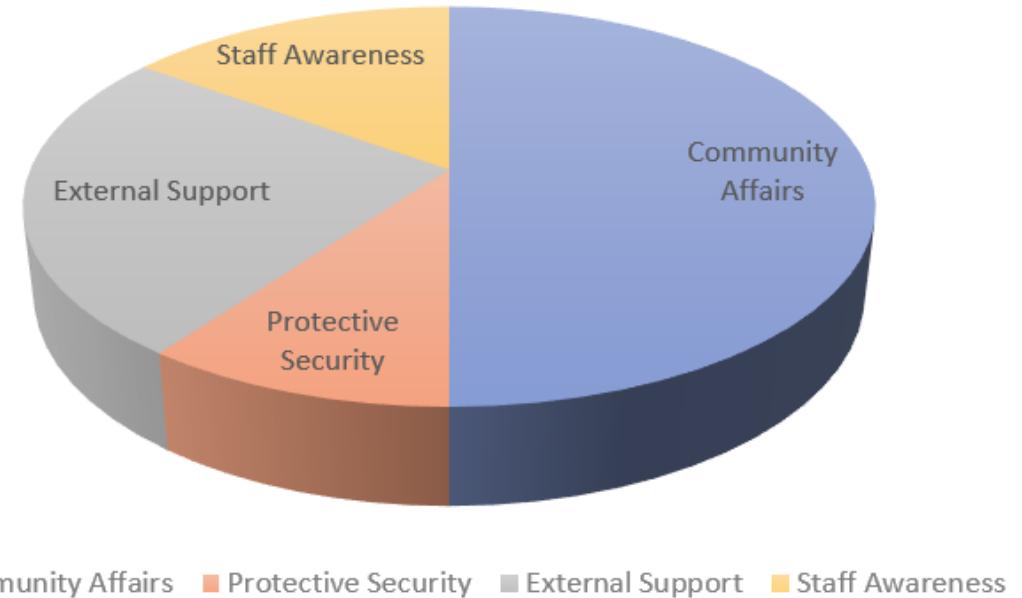
Our Approach

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- Nonpartisan – Nonaligned with any political party, land-owner or clan group
- Nonpolitical – We work with elected leaders and national / provincial government of the day
- Provide a safe and secure operation for our workforce
- A supporter of human-rights
- A promoter of opportunities for all Papua New Guineans

Our expectations are that:

- Rule of Law and the power of the judiciary is upheld
- Perpetrators are held accountable for their actions
- Respect of rights, including ownership rights
- Right to operate as per the rights given to the industry as per the Oil and Gas Act



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