

2021 Investor Day

May 26th, 2021

SUNCOR
ENERGY



Agenda

1

Operational excellence and outlook

Outline of key strategic objectives to maximize value-over-volume strategy and associated outlook

2

\$2 billion free funds flow¹ initiatives deep dive

Complete breakdown of nine key initiatives driving rationalization of costs and sustaining capital and improved margin capture

3

Sustainability leadership

Highlights of key milestones (past & present) and Suncor's new carbon objectives

4

Energy expansion

An outline of Suncor's strategic position in the areas of future low carbon products

5

Financial outlook & shareholder returns

Highlights of the financial resiliency generated from cost structure rationalization, increased margin & ability to return increasing cash to shareholders

2021 Investor Day Objective

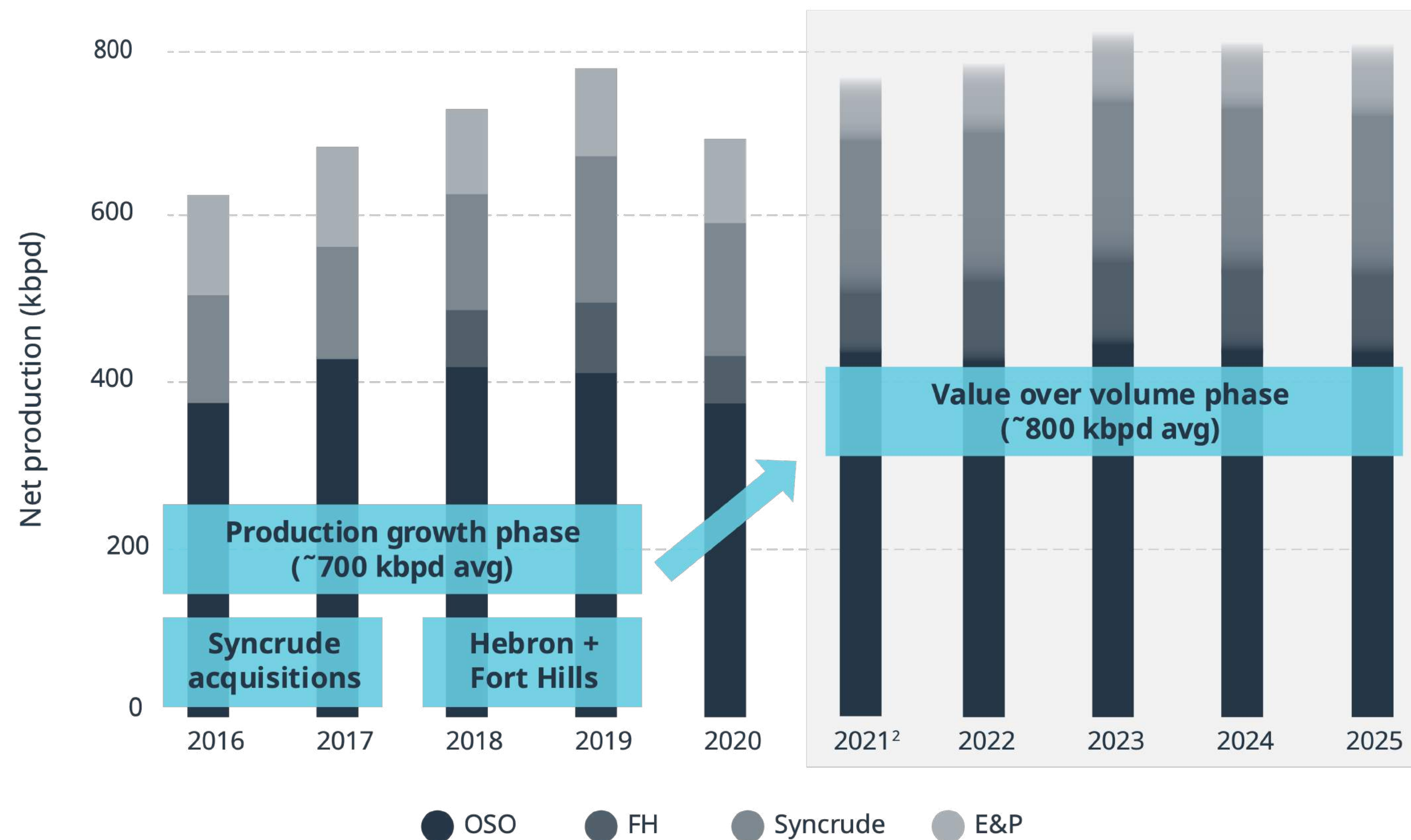
To outline Suncor's medium term outlook for structural cost reductions & improved margin capture, to sustainably increase cash returns to shareholders while strengthening our environmental performance.

Operational excellence & outlook



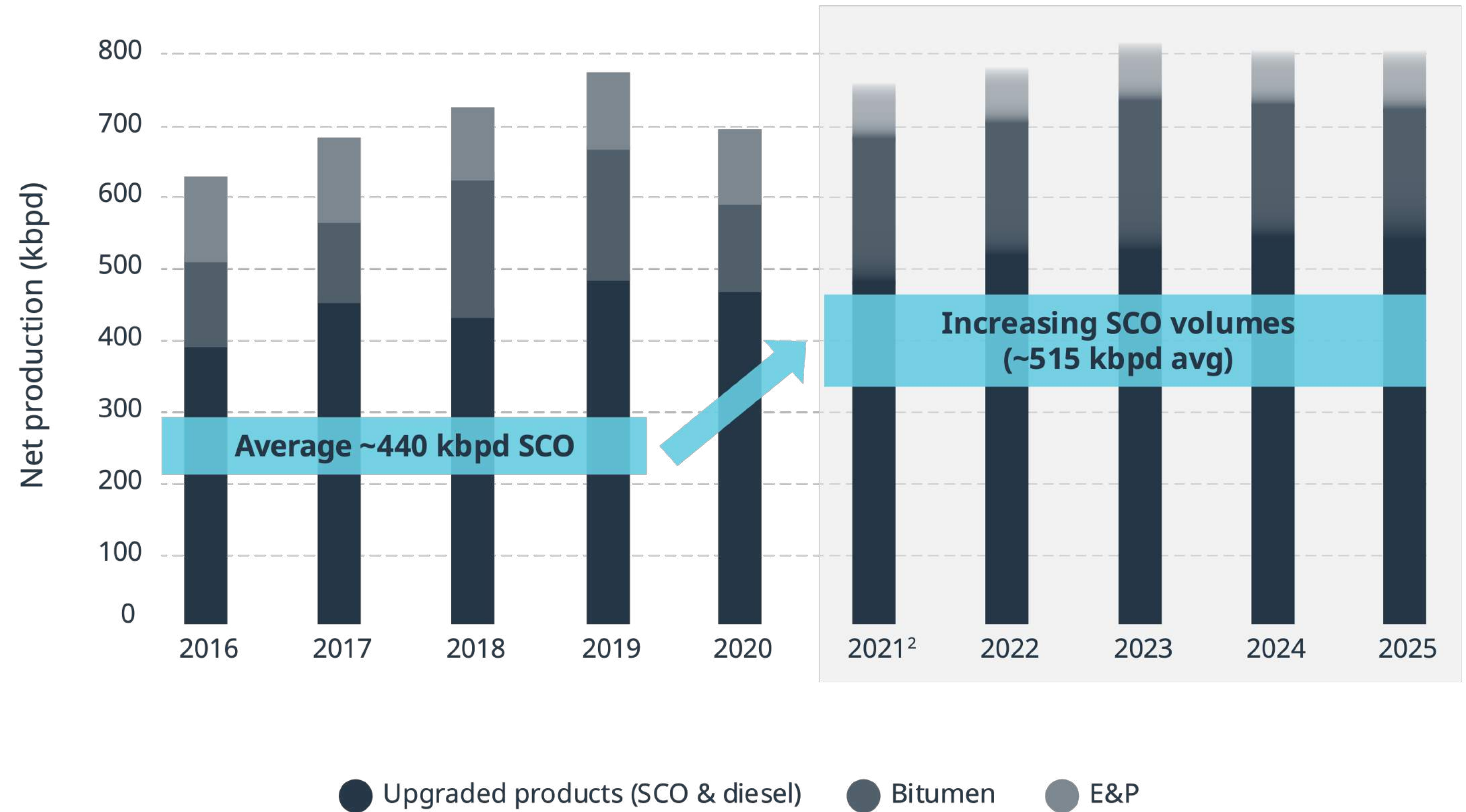
Value over volume - upstream production outlook¹

- Average production 2021 – 2025 of ~800 kbpd
- Capital discipline – focus on highly economic debottlenecks vs. mega projects
- Targeting to operate Base Plant, Fort Hills and Syncrude at 90% & In Situ assets at >95% utilization



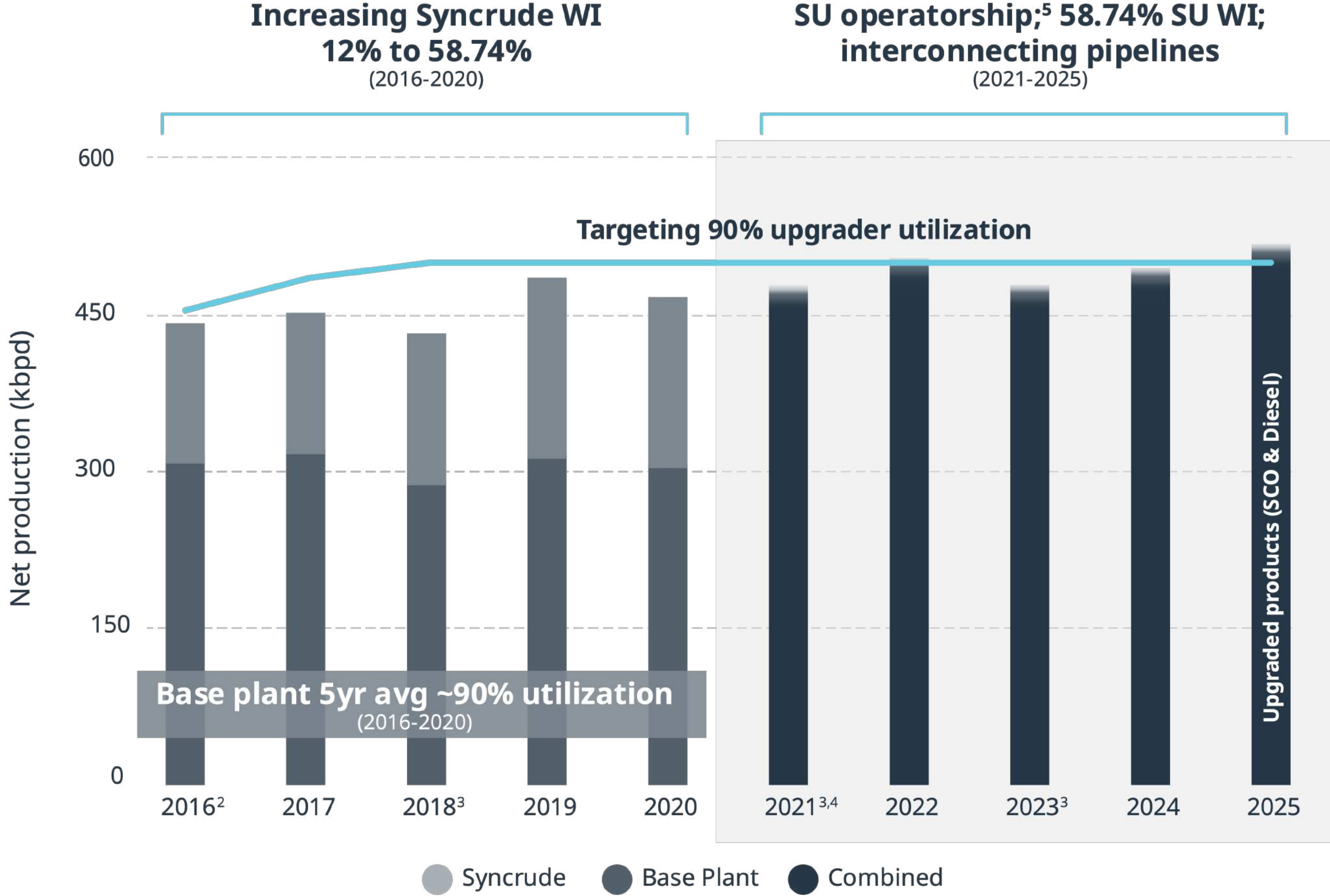
Value over volume - product outlook¹

- Maximize margin capture by increasing SCO production
- Improving upgrader reliability increases higher margin SCO volume without growing top-line production



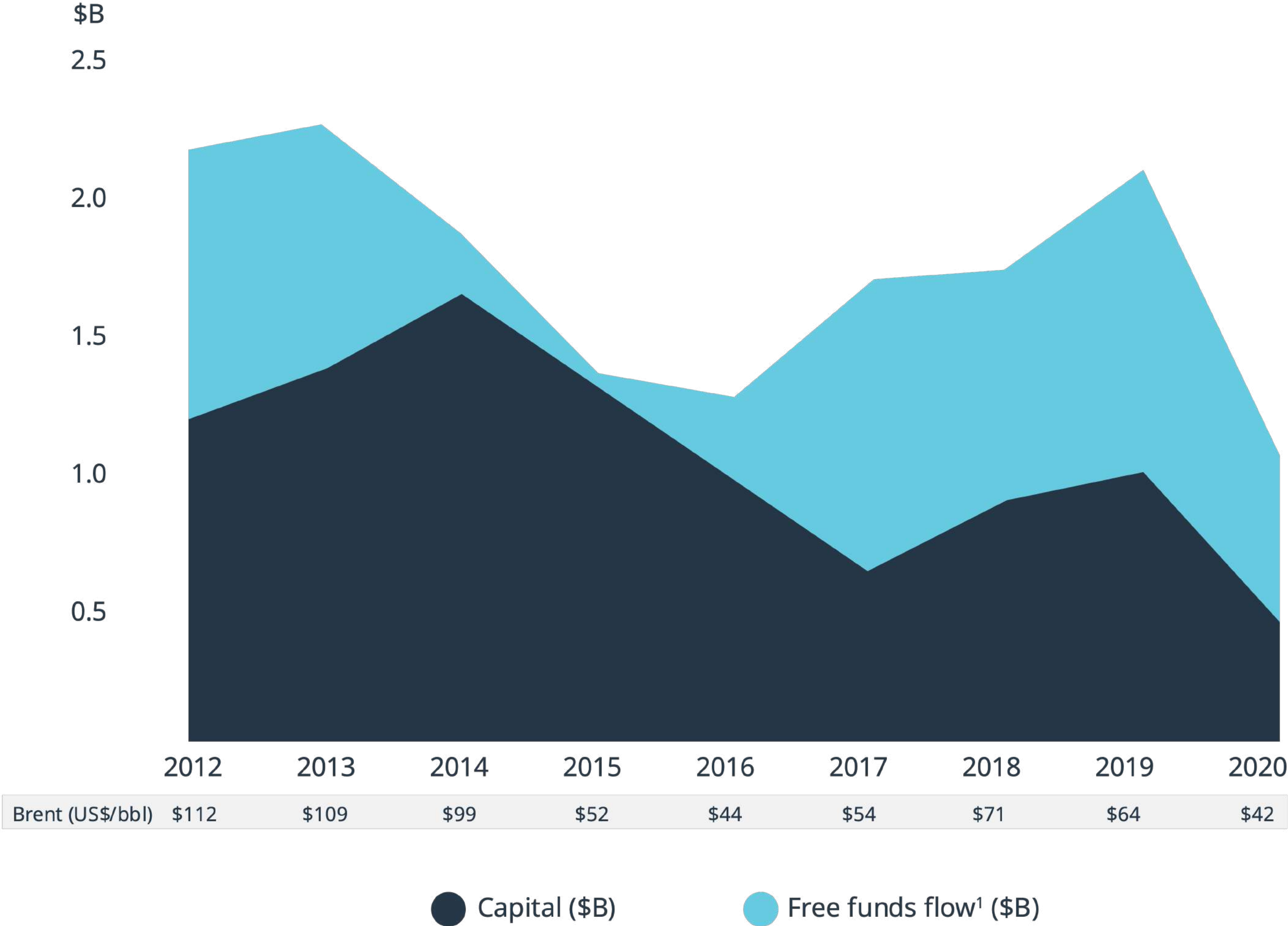
Priority – keep the upgraders full¹

- Targeting 90% upgrader utilization at Base Plant & Syncrude
- Maximizing upgrader throughput critical to maximizing margin capture
- Interconnecting pipelines between assets is key for bitumen feedstock supply and upgrader reliability



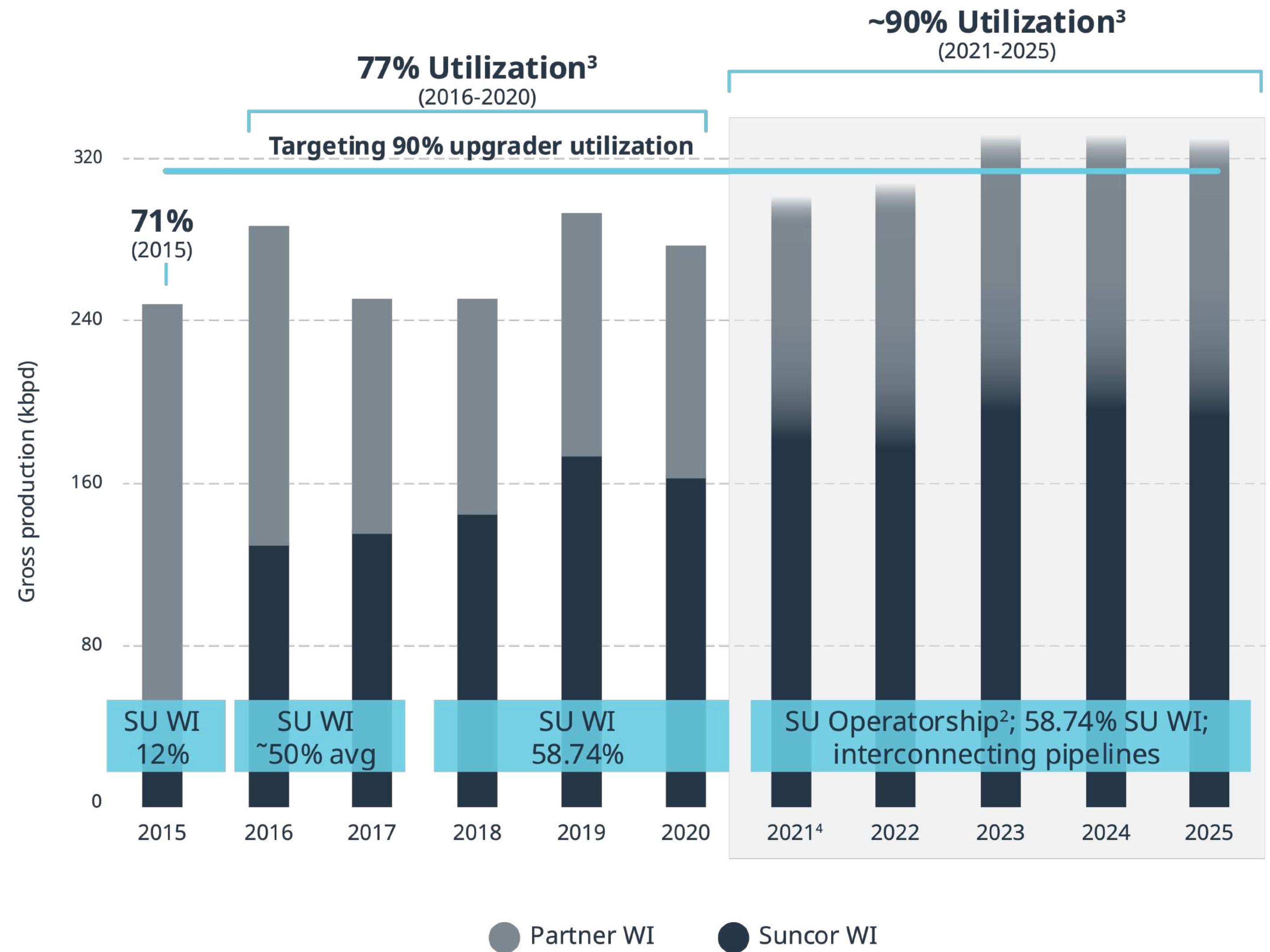
Exploration & production

- High quality basins and geographic diversification
- Consistent free funds flow¹ (FFF) generation
- Investment decisions based on accretive FFF and high returns, rather than replacing reserves / maintaining production



Syncrude - path to performance¹

- Consistent improvement in Syncrude reliability with increased Suncor involvement
- Suncor operatorship transfer at end of Q3 2021²
- Operational and cost performance targets on track for accomplishment by 2023
- Interconnection with Suncor Base Plant in late 2020 essential for continued reliability improvement with feedstock flexibility



Syncrude – structural cost synergies upon assumption of operatorship^{1,2}

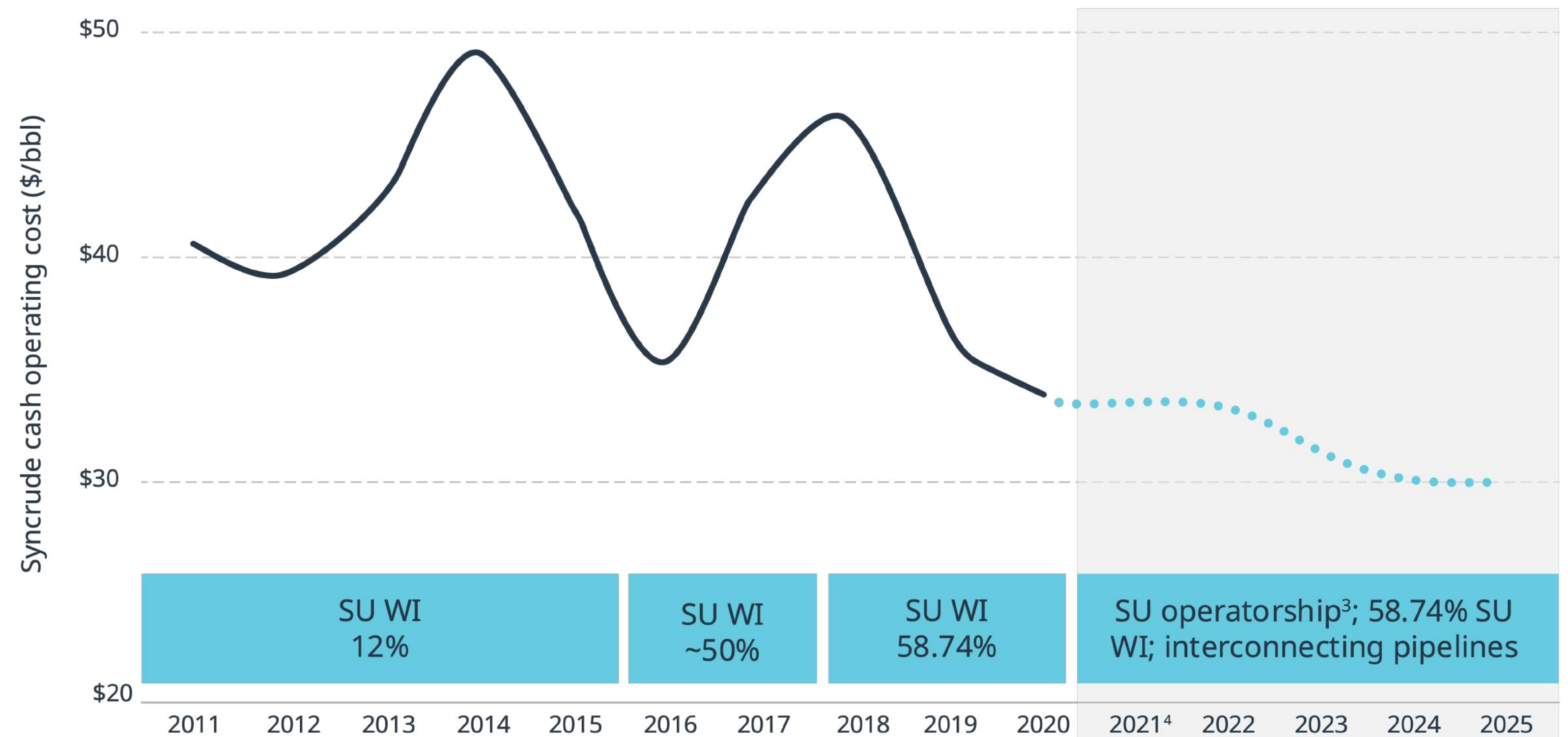
- \$300 million (gross) structural savings (in addition to Suncor’s \$2 billion incremental free funds flow target)
- Fundamental changes to joint venture operating structure eliminates duplicative costs
- Go-forward structure similar to Fort Hills joint venture

Fundamental change to Syncrude operating structure

Structural synergies (gross)	0-6 months	6-12 months	12-24 months
First \$100 million	Workforce reductions & eliminate duplicative costs	✓	✓
Second \$100 million		Further workforce reductions, supply chain & logistics alignment	✓
Third \$100 million			Coordinated maintenance
Cost structure impact	100% operating costs	50% operating costs 50% sustaining capital	100% sustaining capital

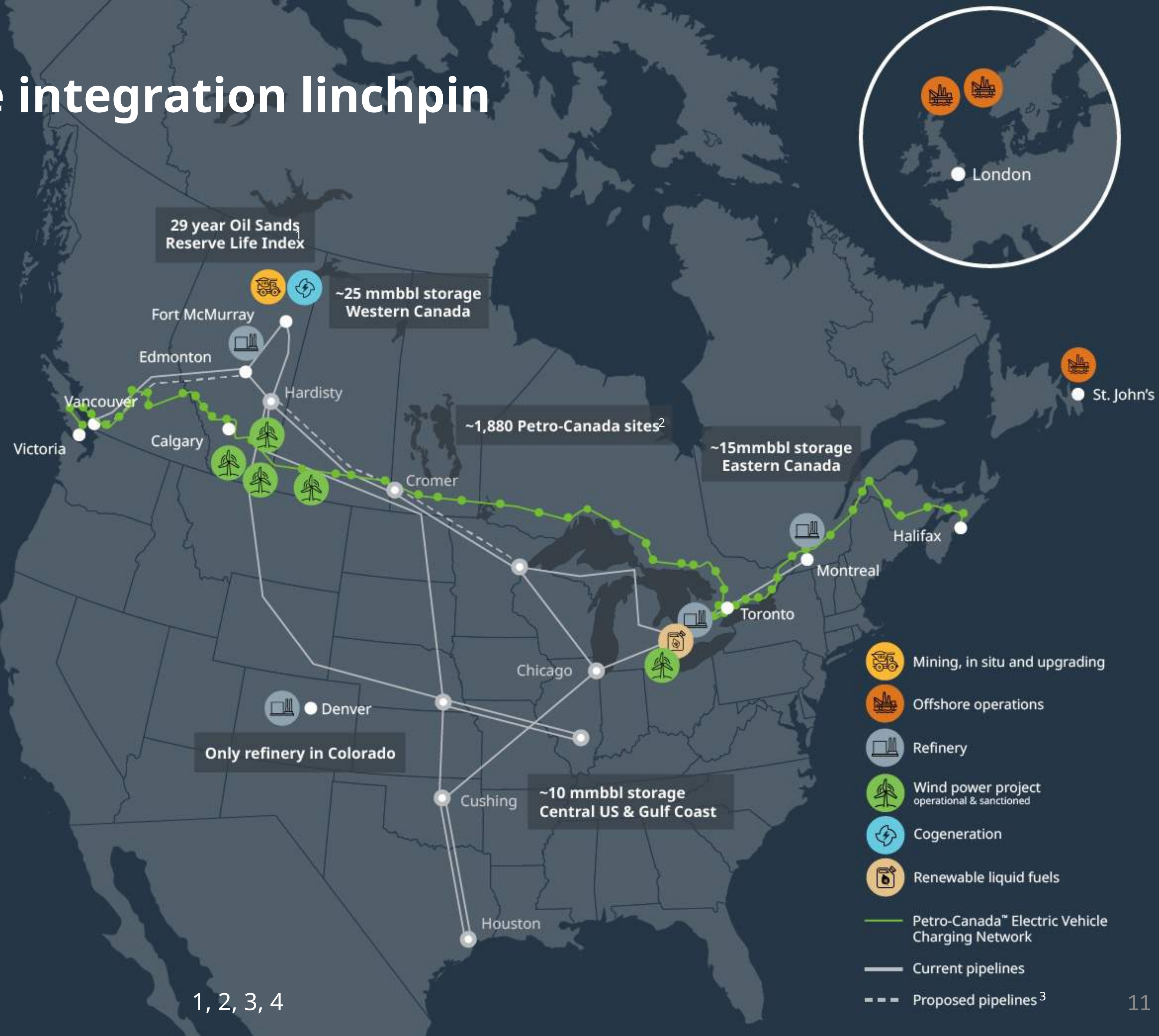
Syncrude cash operating cost target^{1,2}

- \$30/bbl Syncrude cash operating cost target anticipated to be sustainably achieved by the end of 2023



Midstream & logistics – the integration linchpin

- Maximizing value capture of every barrel produced (crude & refined products) while managing market risk
- Captured ~130% of NYH 2-1-1⁴
- ~5% bitumen realization outperformance vs. benchmark⁴

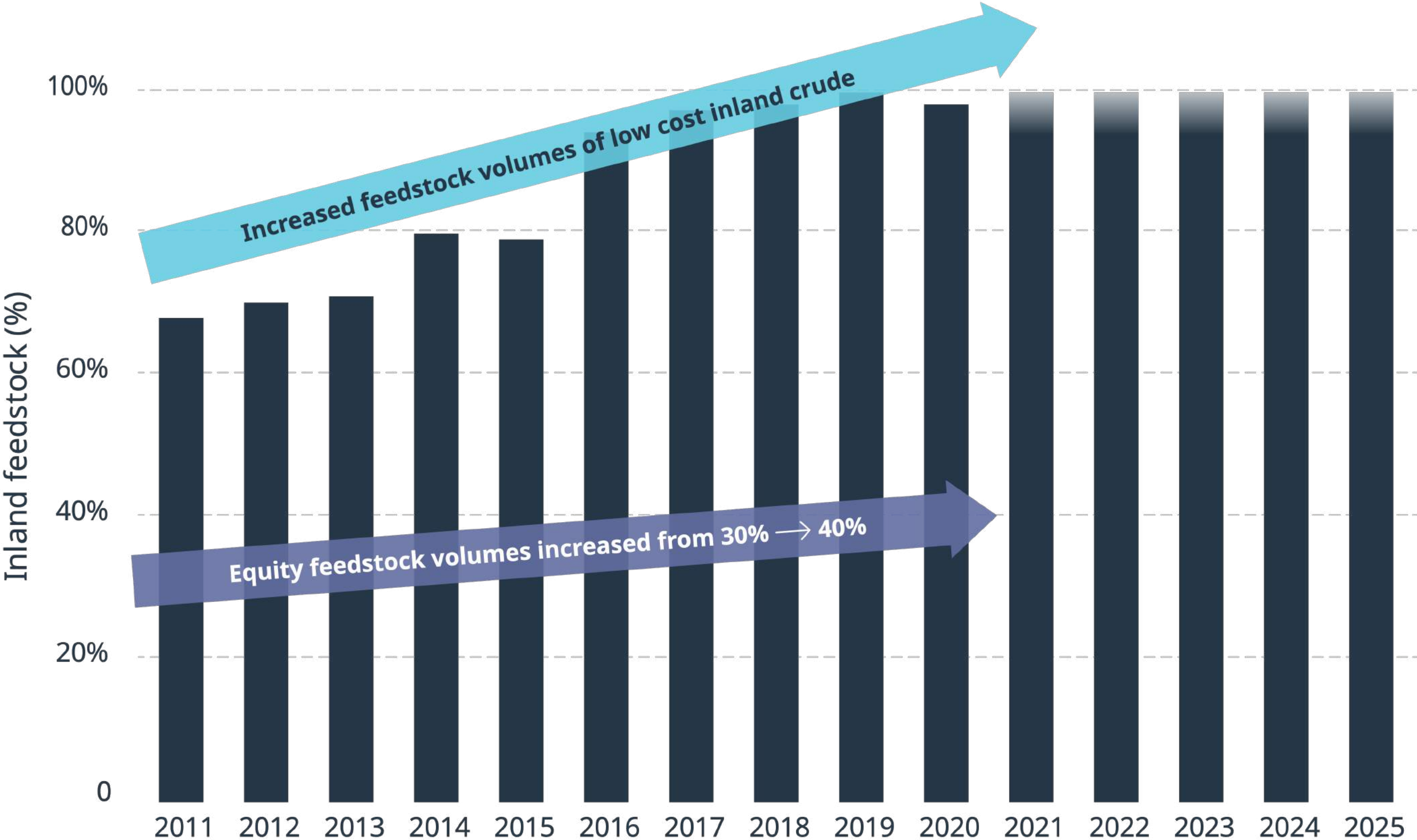


- Mining, in situ and upgrading
- Offshore operations
- Refinery
- Wind power project operational & sanctioned
- Cogeneration
- Renewable liquid fuels
- Petro-Canada™ Electric Vehicle Charging Network
- Current pipelines
- Proposed pipelines³

1, 2, 3, 4

Downstream resilience via feedstock advantage¹

- Infrastructure investments enabled all refineries access up to 100% of lower cost inland crude feedstock
- Feedstock from equity barrels increased from 30% to 40% since 2011
- Maximize overall Suncor margin with optimal physical integration



Suncor's Downstream scope & geographic advantage

Suncor's key structural downstream advantages:

- Operating in geographically advantaged markets
- Consistent access to lower cost inland feedstock
- Heavy crude slate with high distillate output
- Dedicated sales channels and competitive market access in key metropolitan areas

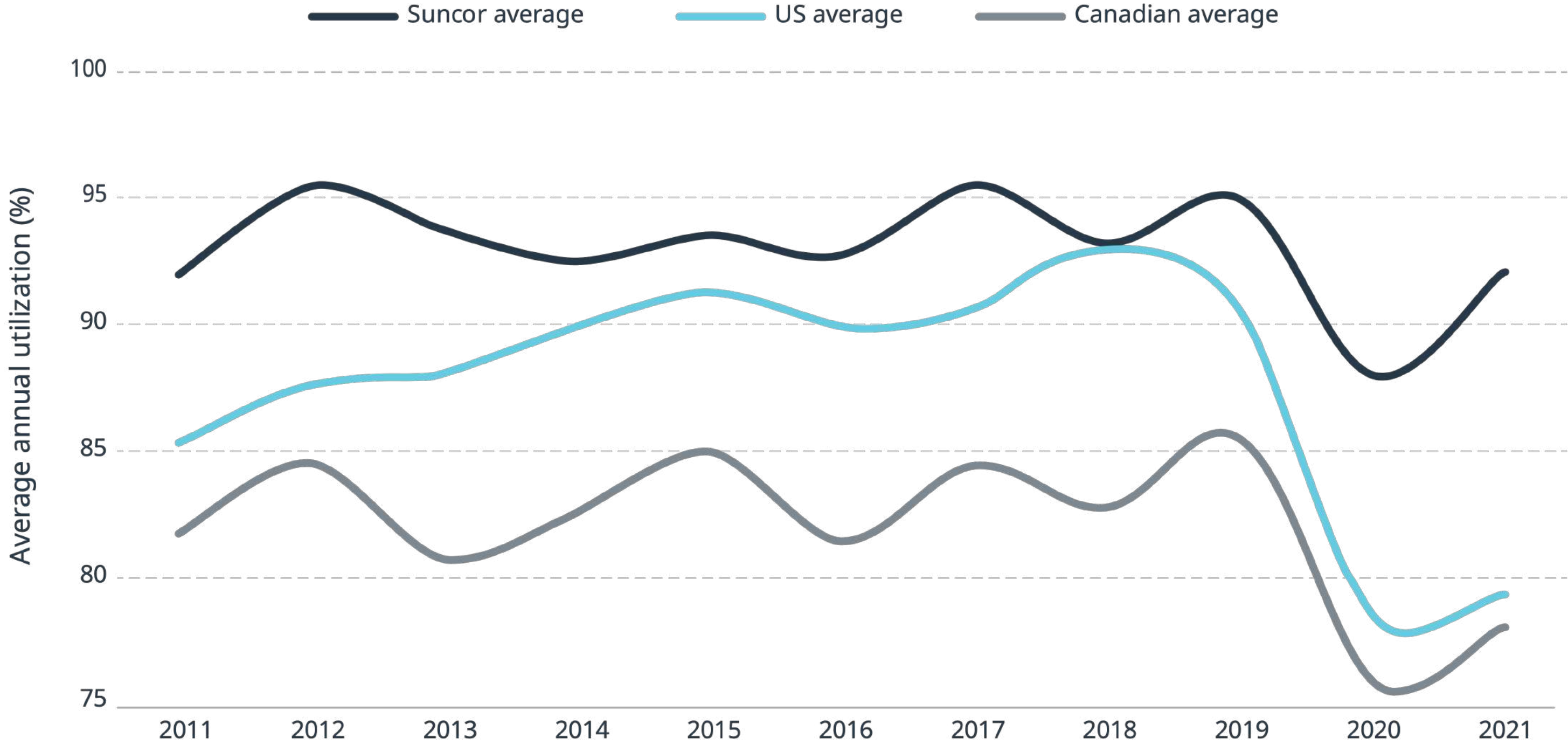
Suncor superior market returns

- ✓ Geographic advantage
- ✓ Advantaged feedstock access
- ✓ Heavy crude capabilities
- ✓ Competitive sales channels

Generated **\$2.1B LIFO FFO¹ in 2020** (\$1.6B FFF) despite pandemic demand erosion & <\$12/bbl NYH 2-1-1

Downstream advantage - industry leading utilization ¹

- 10 years of Suncor utilization outperformance:
 - 5% > US average
 - 11% > Canadian average
- 2020 Suncor outperformance:
 - 10% > US average
 - 12% > Canadian average



Downstream advantage – industry leading profitability

- Best in class refining EBITDA per barrel from refining, midstream & logistics organization – excluding rack forward (retail & wholesale)
- ~2x more profitable in 2020 than closest peer¹

2020 Refining & marketing (excluding rack forward) EBITDA² per barrel (CAD)



Rack forward advantage – secure consumer channels

- Secured distribution & sales channels for refinery production
- #1 Canadian market share
- Invaluable market intelligence on EV adoption & consumer trends
- Valuable urban sites for redevelopment with changing consumer preference

Petro-Canada brand

#1 fuel brand
in Canada²

>4.7 million
loyalty members

57 EV
charging stations

Brand and asset
control drive integrated
network benefits

Rack forward

>1,500 retail sites¹

#1 Canadian
market share²

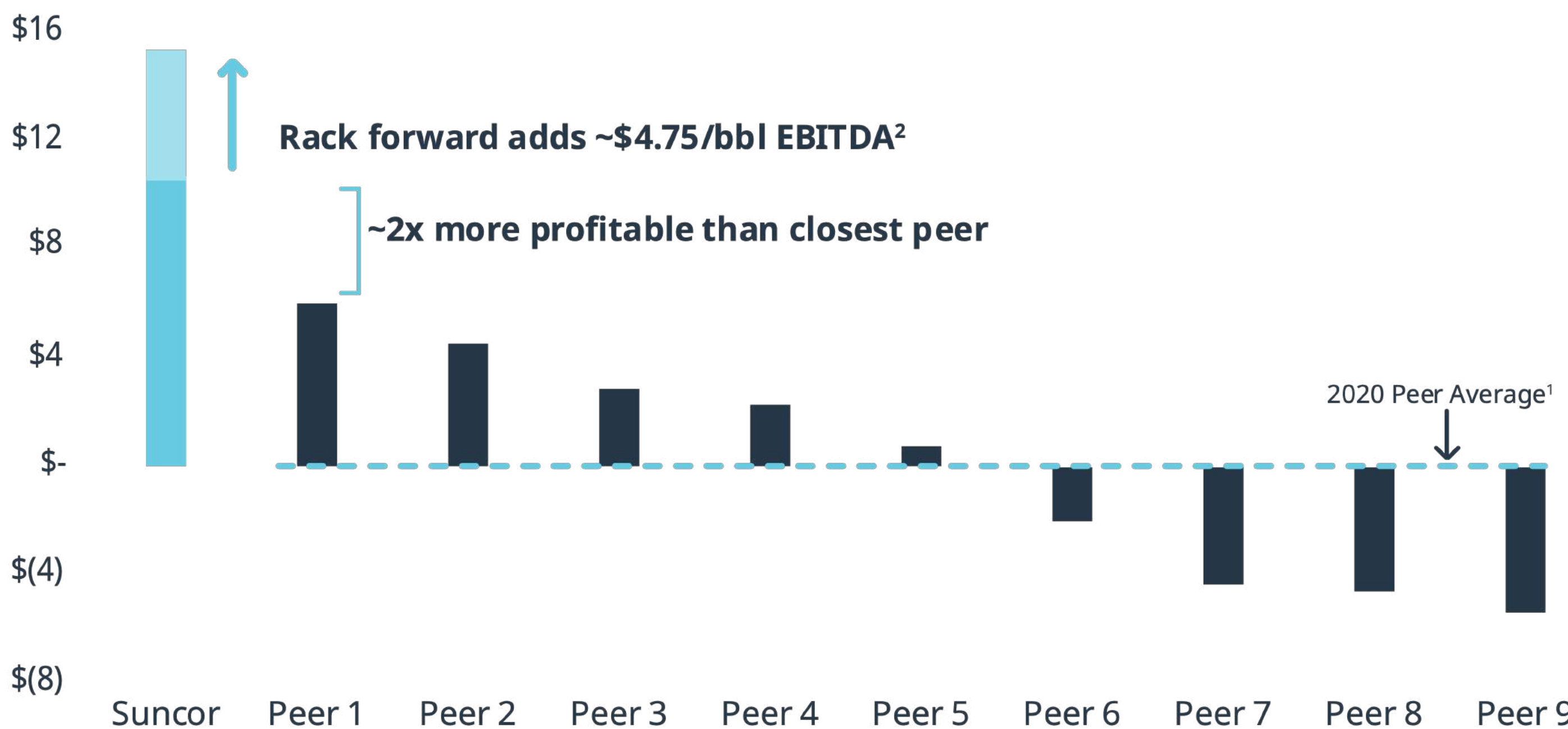
>1 million daily
transactions

>300
Petro-Pass sites

Rack forward advantage – significant & stable cash flow contribution

- Significant value contribution from Rack forward business
- Adds incremental free funds flow to already strong refining and marketing profitability
- ~\$4.75/bbl EBITDA includes fuel margin and associated retail and wholesale revenue – does not include incremental benefit of increased refinery utilization

2020 Rack forward EBITDA² per barrel (CAD)



\$2B free funds flow initiatives deep dive



\$2B free funds flow growth - \$1.60/share by 2025^{1,2}

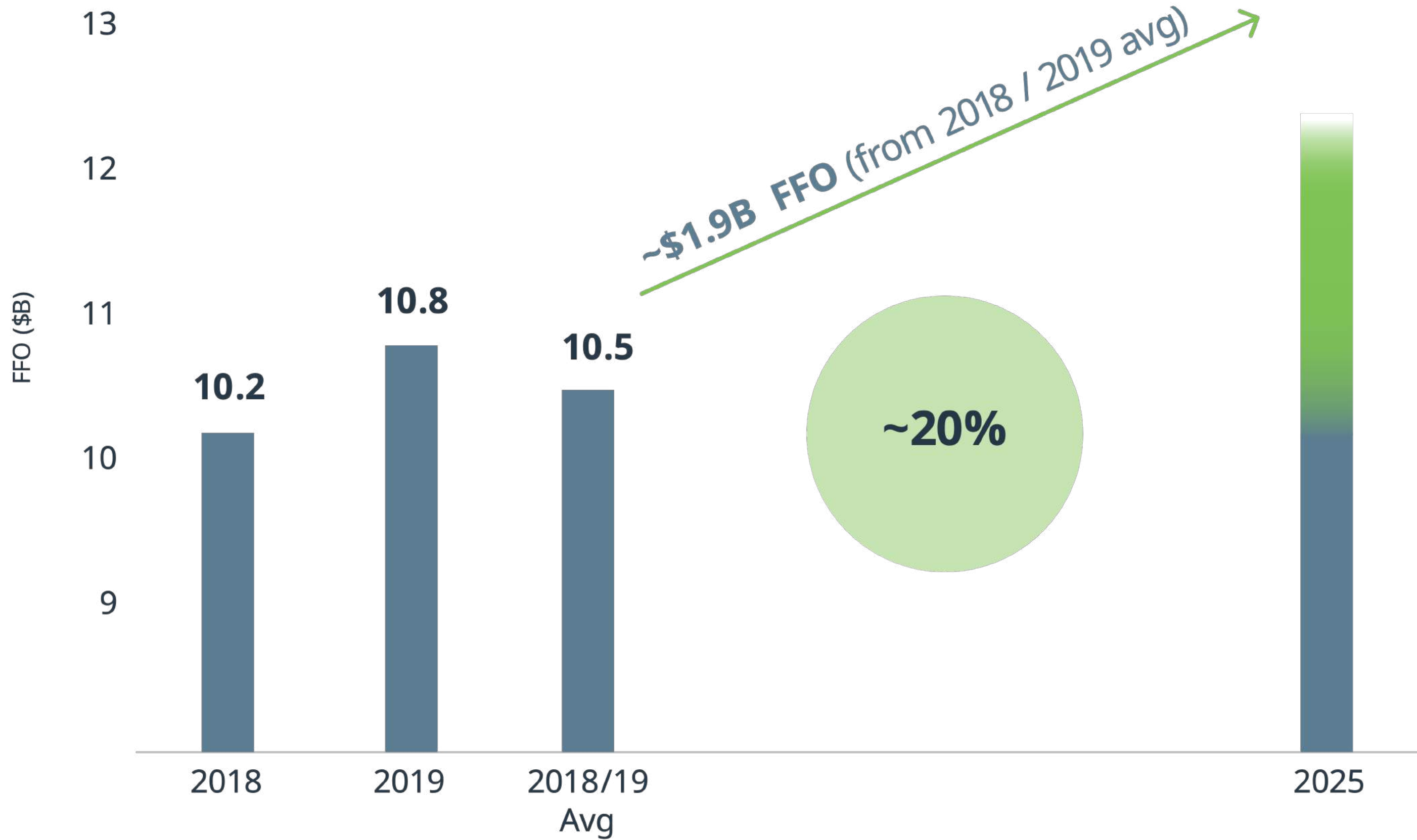
Growing annual free funds flow³ by >\$2 billion by 2025 from optimization

- ~\$1.90 billion FFO³
- ~\$0.25 billion asset sustainment capital

2018 / 2019 baseline⁴

- Total OS&G (\$B): \$10.9
- Asset sustainment & maintenance (\$B): \$3.3
- FFO (\$B): \$10.5
- WTI (US\$/bbl): \$61
- NYH 2-1-1 Crack (US\$/bbl): \$20
- AECO (\$/mcf): \$1.65
- FX (CAD:USD): 0.76

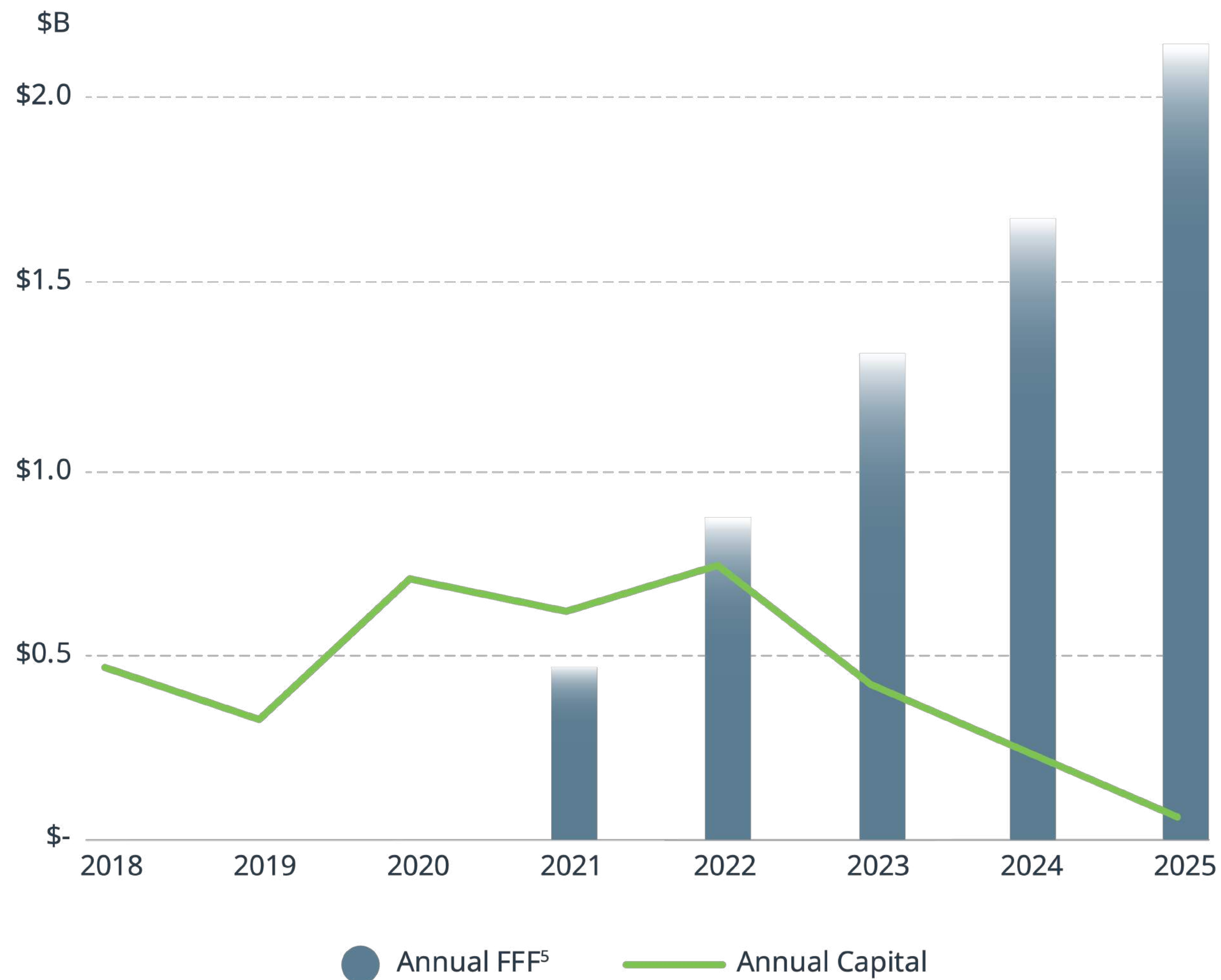
2025 FFO assumes 2018 / 2019 baseline pricing



\$2B FREE FUNDS FLOW GROWTH

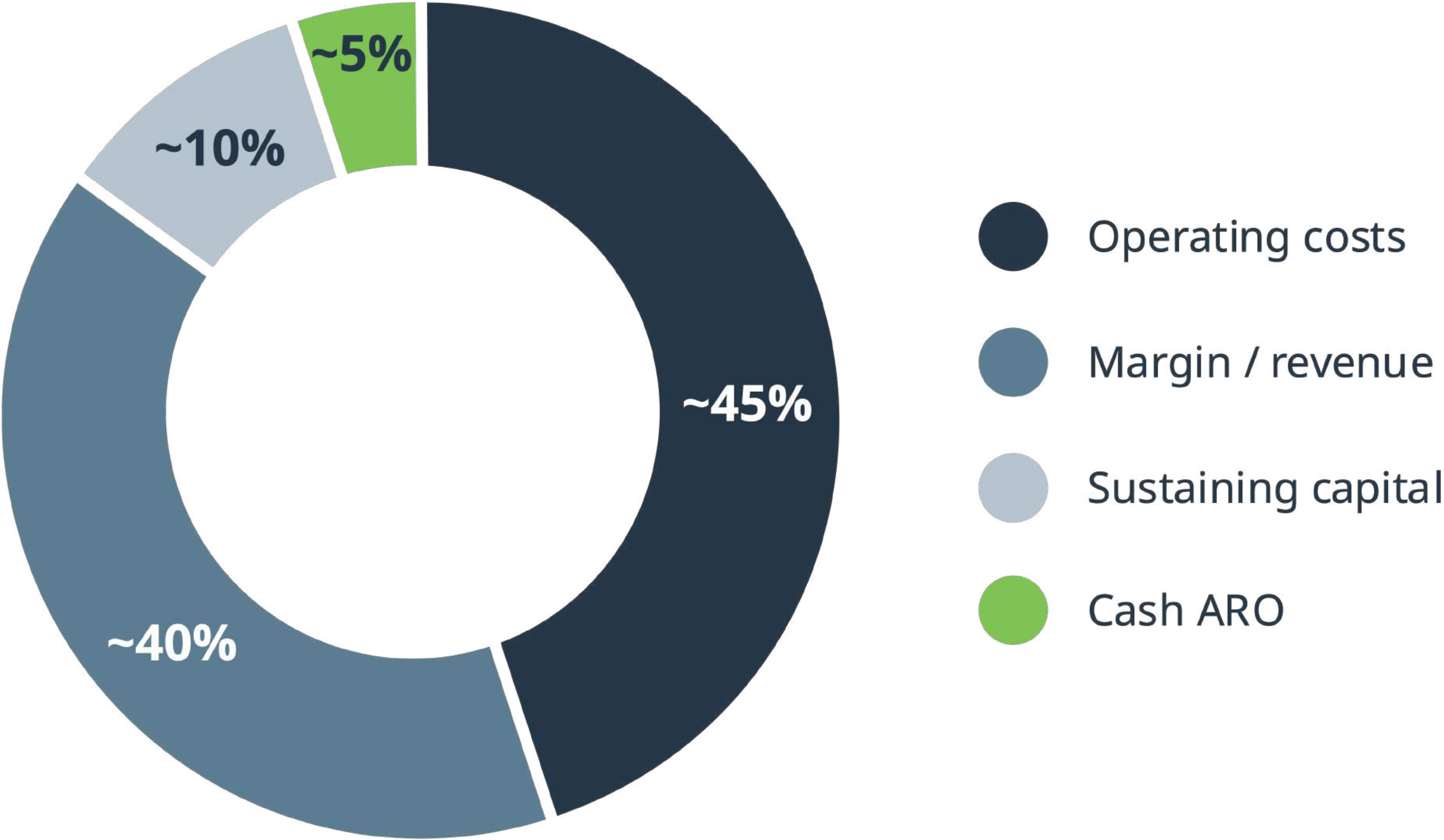
Investing through the cycle yields big returns¹

- Annual FFF² by 2025: ~\$2.1B
- ~\$1.5B capital invested pre-2021 (incl. ~\$400M capital allocated to PASS²)
- ~\$2B capital remaining (2021 – 2025) (~2/3 allocated to Cogen³ & Forty Mile Wind⁴)



\$2B free funds flow growth details¹

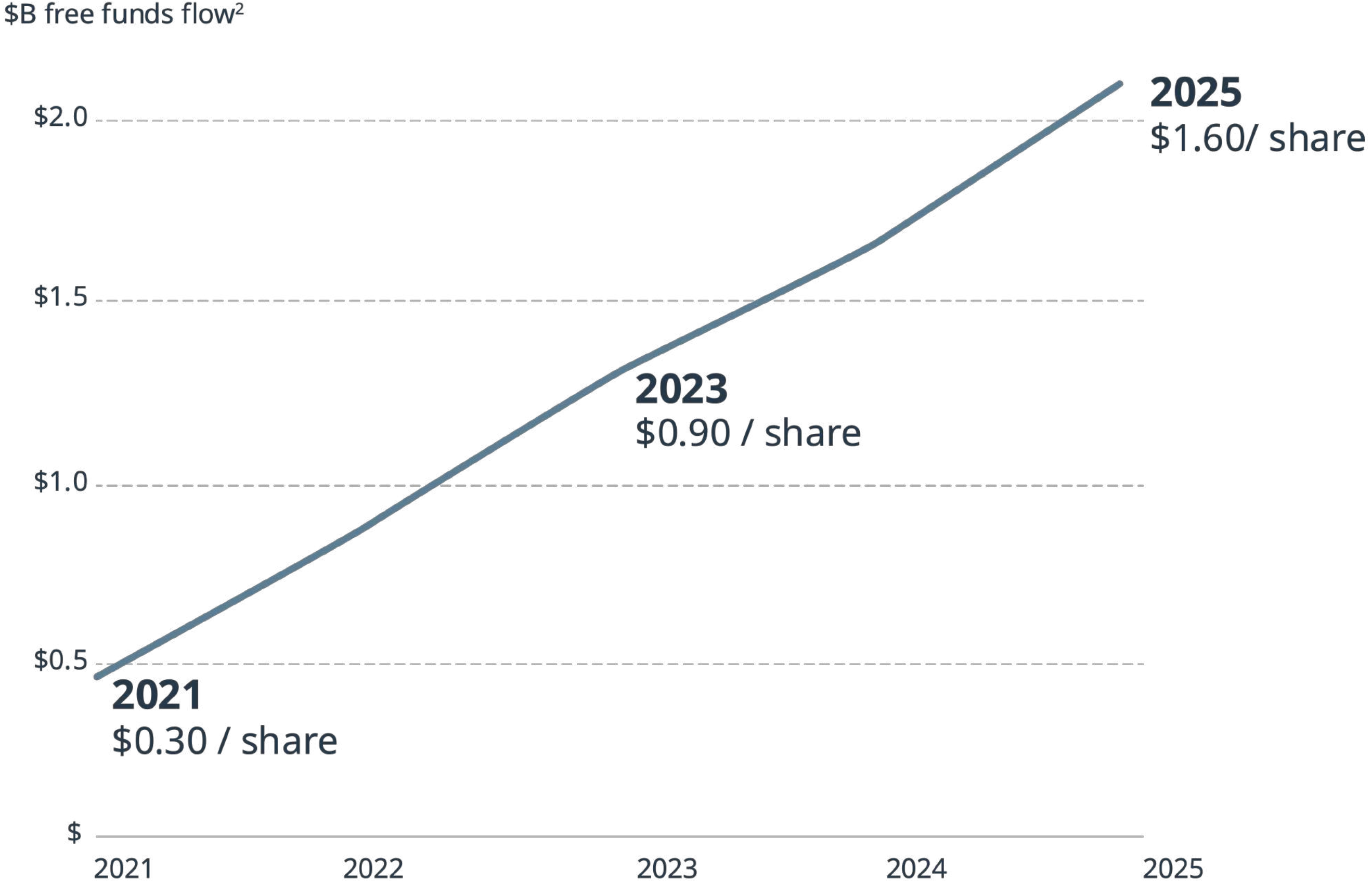
- Annual FFF² by 2023: ~\$1.3B
- Annual FFF² by 2025: ~\$2.1B
- IRR: ~40%³
- Capital: ~\$3.5B (2018-2025), \$2.0B remaining



9 initiatives towards free funds flow growth^{1,2,3}

- \$2B FFF growth breakdown
 - 2021 – ~\$450M (~\$0.30 / share)
 - 2023 – ~\$1.3B (~\$0.90 / share)
 - 2025 – >\$2B (~\$1.60 / share)

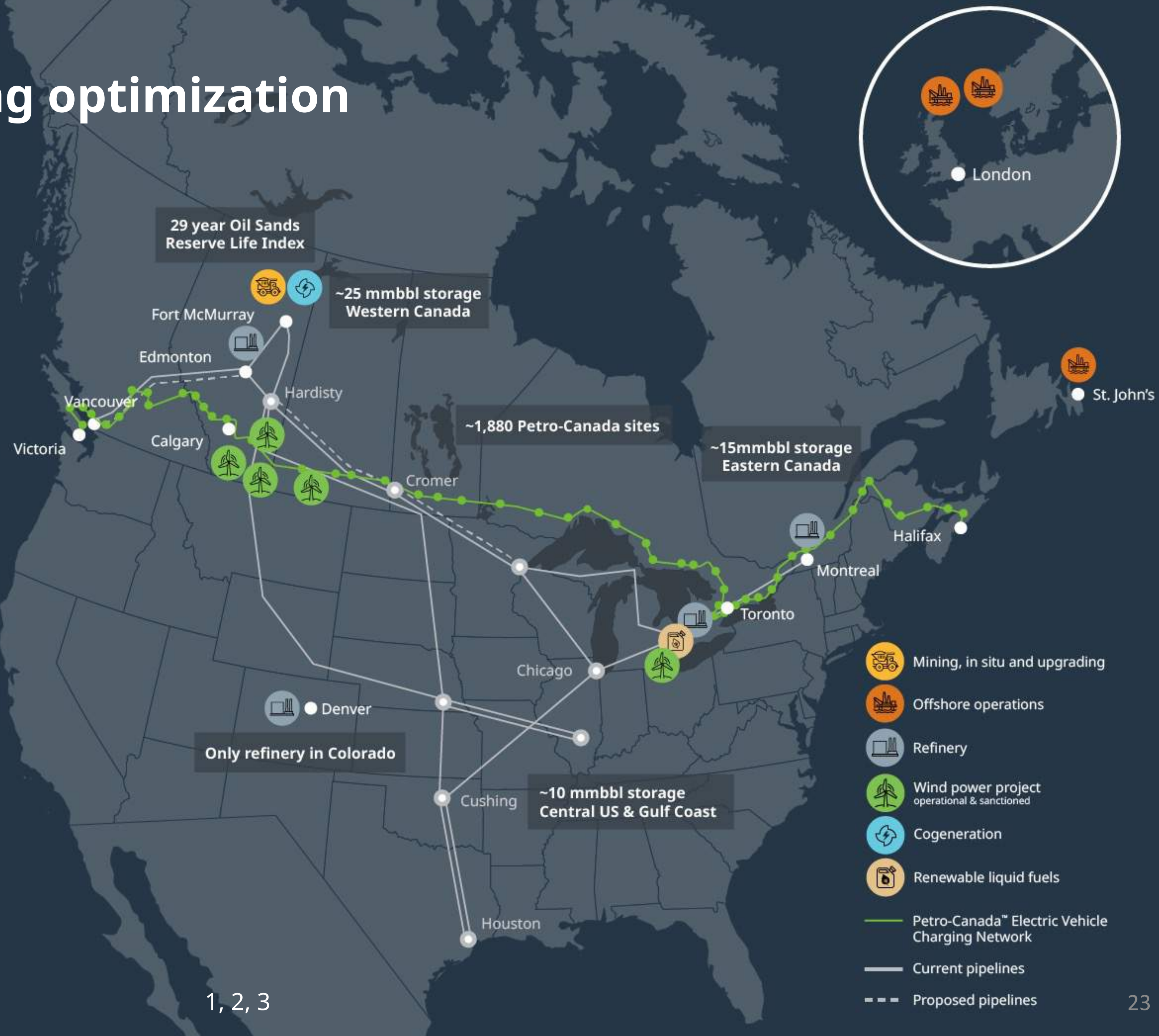
1. Supply, marketing & trading optimization
2. Suncor/Syncrude interconnecting pipelines (ICP)
3. Permanent Aquatic Storage Structure (PASS)
4. Mine optimization – Digital mine & AHS⁴
5. Supply chain management
6. Business process transformation
7. Coke fired boiler replacement (Cogen) & Forty Mile Wind
8. Asset debottlenecks
9. Digital technology adoption



*See slide 64 for full economic breakdown

Supply, marketing & trading optimization

- ST&O maximizes value of each barrel
 - Significant physical product footprint
 - Extensive midstream & logistics portfolio
 - Advanced marketing, trading expertise & capabilities
 - Real-time molecular 'digital integration'

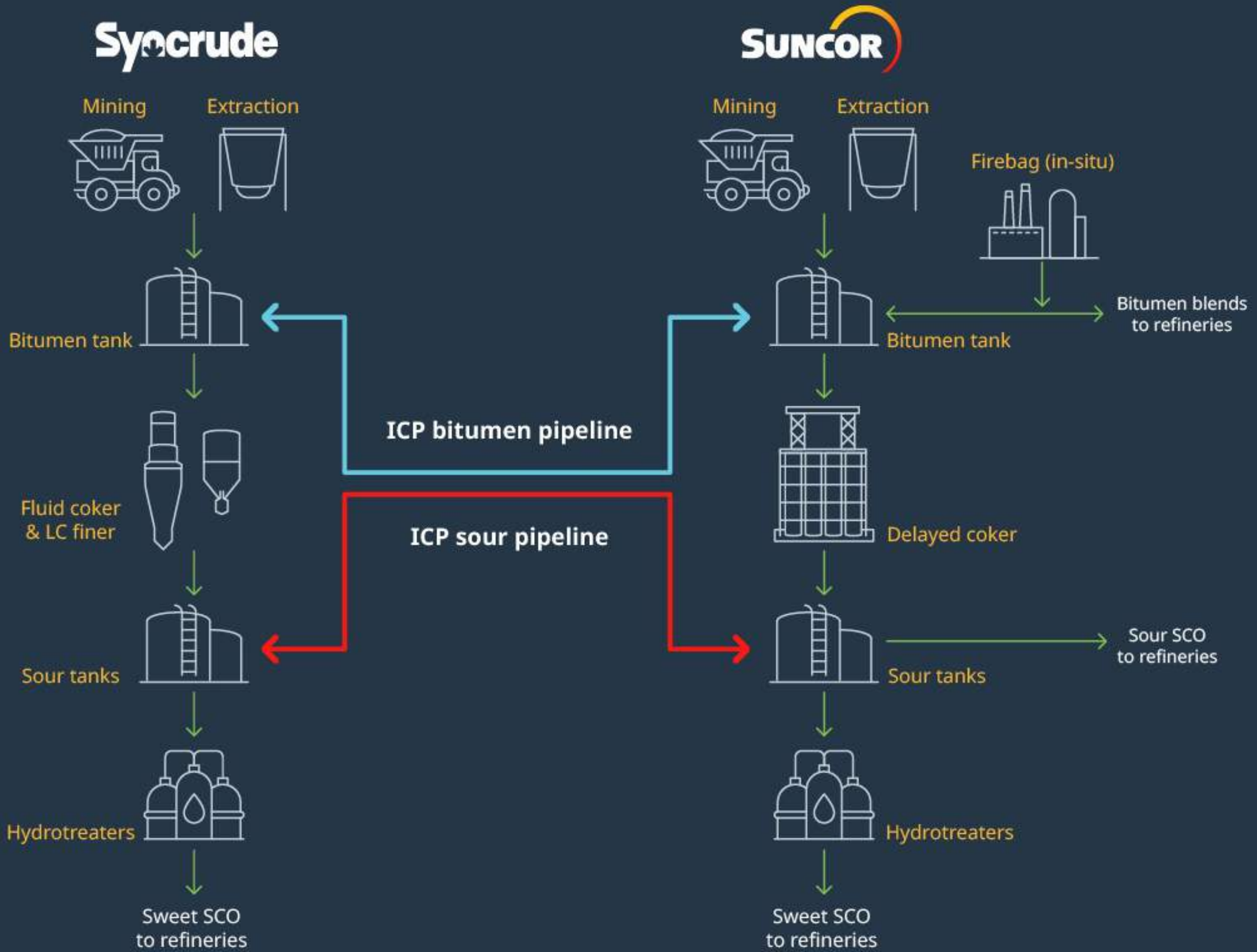


FFF^{2,3} Annual C\$M	2021	2023	2025
	60	90	135
Value driver^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	0%	0%	100%

1, 2, 3

Suncor / Syncrude interconnecting pipelines (ICP)¹

- Required infrastructure to achieve 90% Syncrude utilization²
- Minimizing impact of planned & unplanned downtime
- Leverage excess processing capacity to maximize value of invested capital
- Improve flexibility of intermediary feedstock supply



FFF ^{2,3} Annual C\$M	2021	2023	2025
	25	100	150

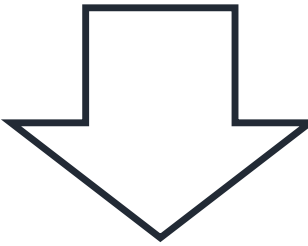
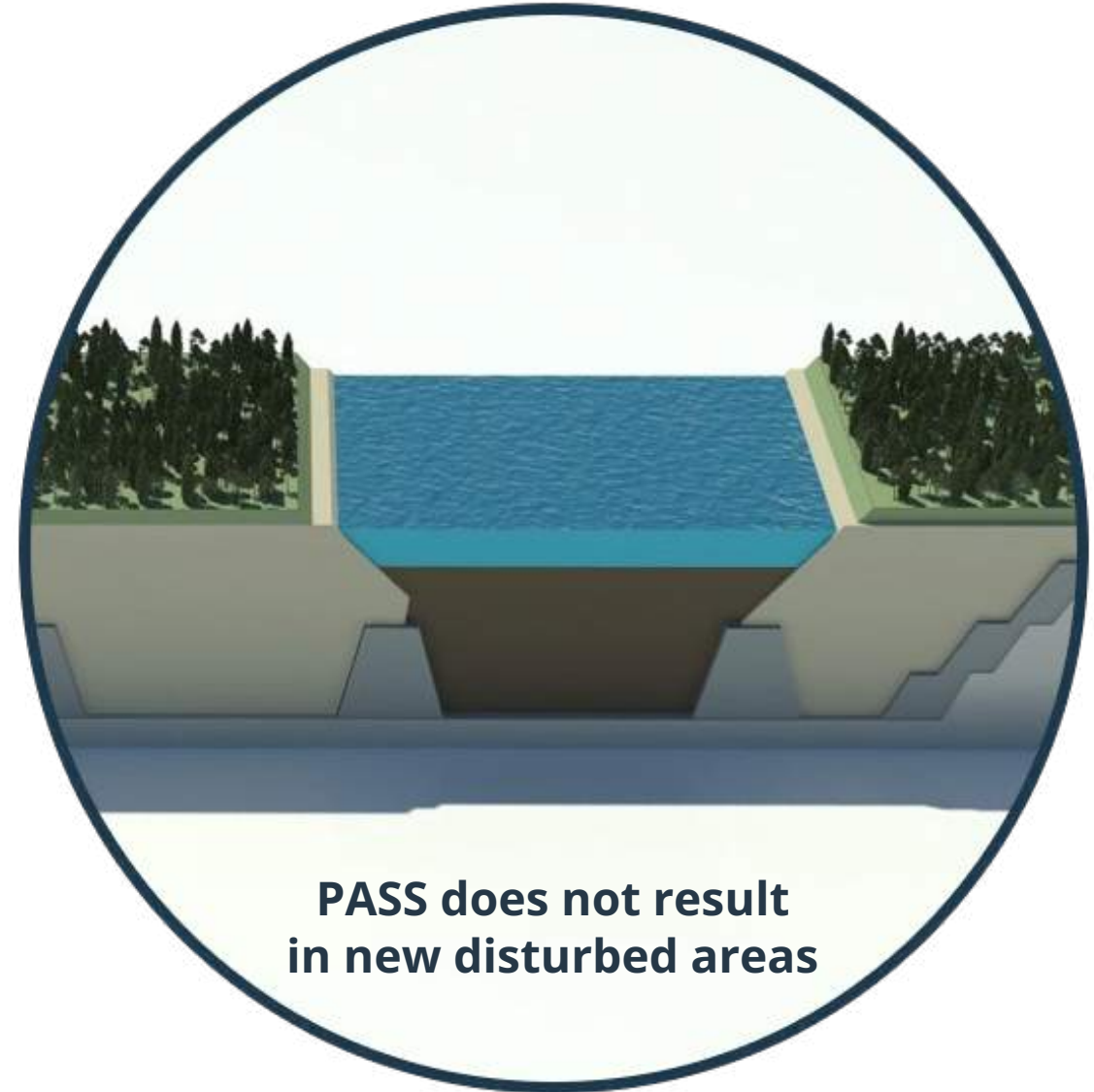
Value driver ^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	0%	0%	100%

1, 2, 3

Permanent Aquatic Storage Structure (PASS)¹

- Shortens reclamation timeline by ~10 years
- Avoids expensive seasonal earth moving activities
 - 400,000 annual worker hours reduced
 - 250,000 annual heavy duty equipment kilometers saved
- Eliminates need for ~30 km² of land disturbance
- Only Base Mine included in scope of forecasted savings

FFF ^{2,3} Annual C\$M	2021	2023	2025	Value driver ^{2,3} % FFF	Opex	Sus capex	Margin / reliability	Cash ARO
	215	215	325		25%	50%	0%	25%



Mine optimization – digital mine & AHS¹

- Connecting each, previously independent operation (mining through processing), creating an optimized, interconnected operation
- Virtual shovel coach
 - Provide shovel operators with live metrics to optimize pay loads and reduce load times
 - ~70% of total mining costs are associated with shovels & trucks
- Extraction optimization
 - Predicting optimal process conditions for ore grade variations, reducing interruptions
 - Generated ~\$20M of annualized benefit to date



FFF ^{2,3} Annual C\$M	2021	2023	2025	Value driver ^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	60	215	250		85%	0%	15%

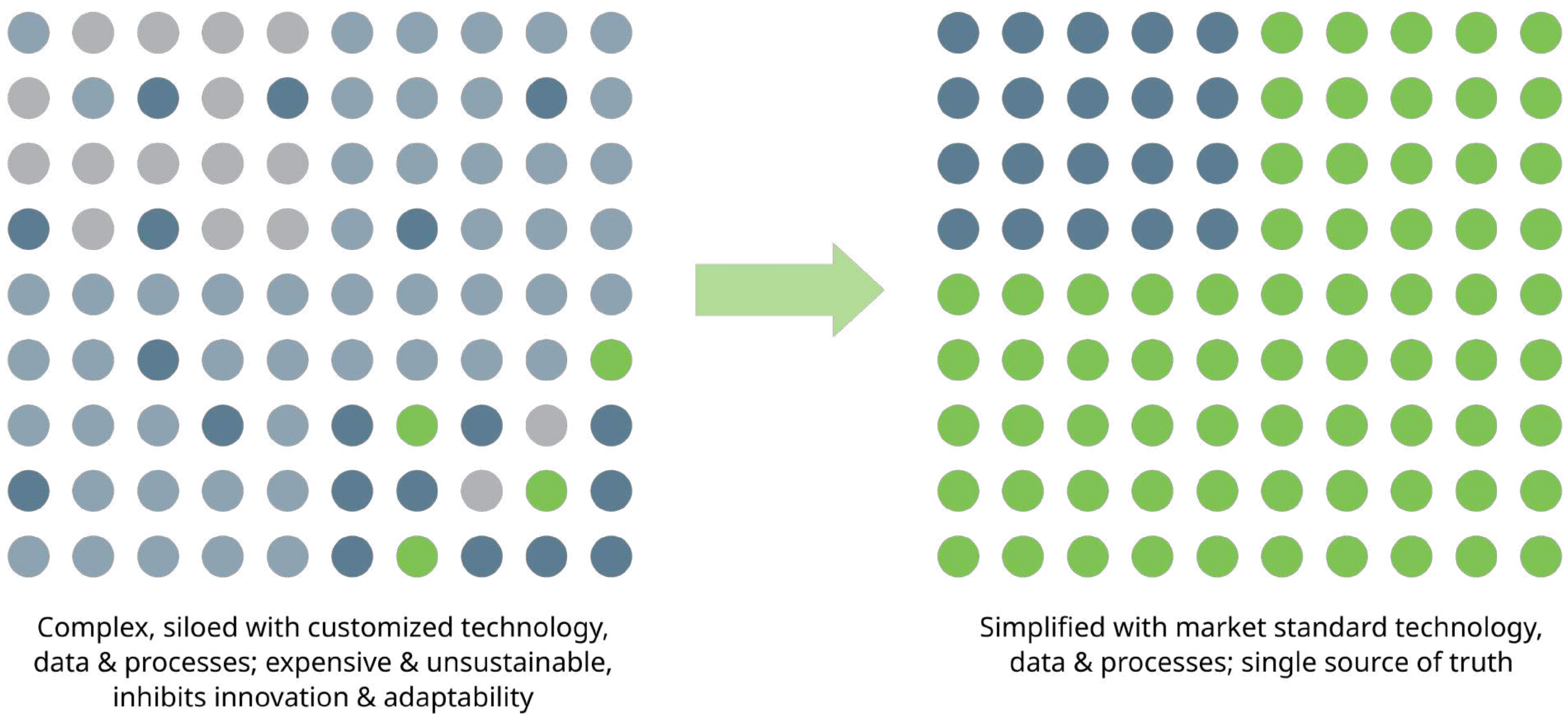
Supply chain management¹

- Procure ~\$10B services & materials annually (operating costs & capital)
- Estimated ~2% savings in total services and materials
- For consumable materials, reduced supplier list from **~1,000 in 2019 → <100 in 2022**
- Strategic partnership with Microsoft
 - Digitizing supplier agreements and contracts
 - Using advanced analytics and machine learning to:
 - Verify contract execution
 - Avoid service contract 'leakage'
 - Conduct 'should cost' analysis to monitor and control inflationary pressures

FFF^{2,3} Annual C\$M	2021	2023	2025	Value driver^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	50	160	225		80%	20%	0%

Business process transformation¹

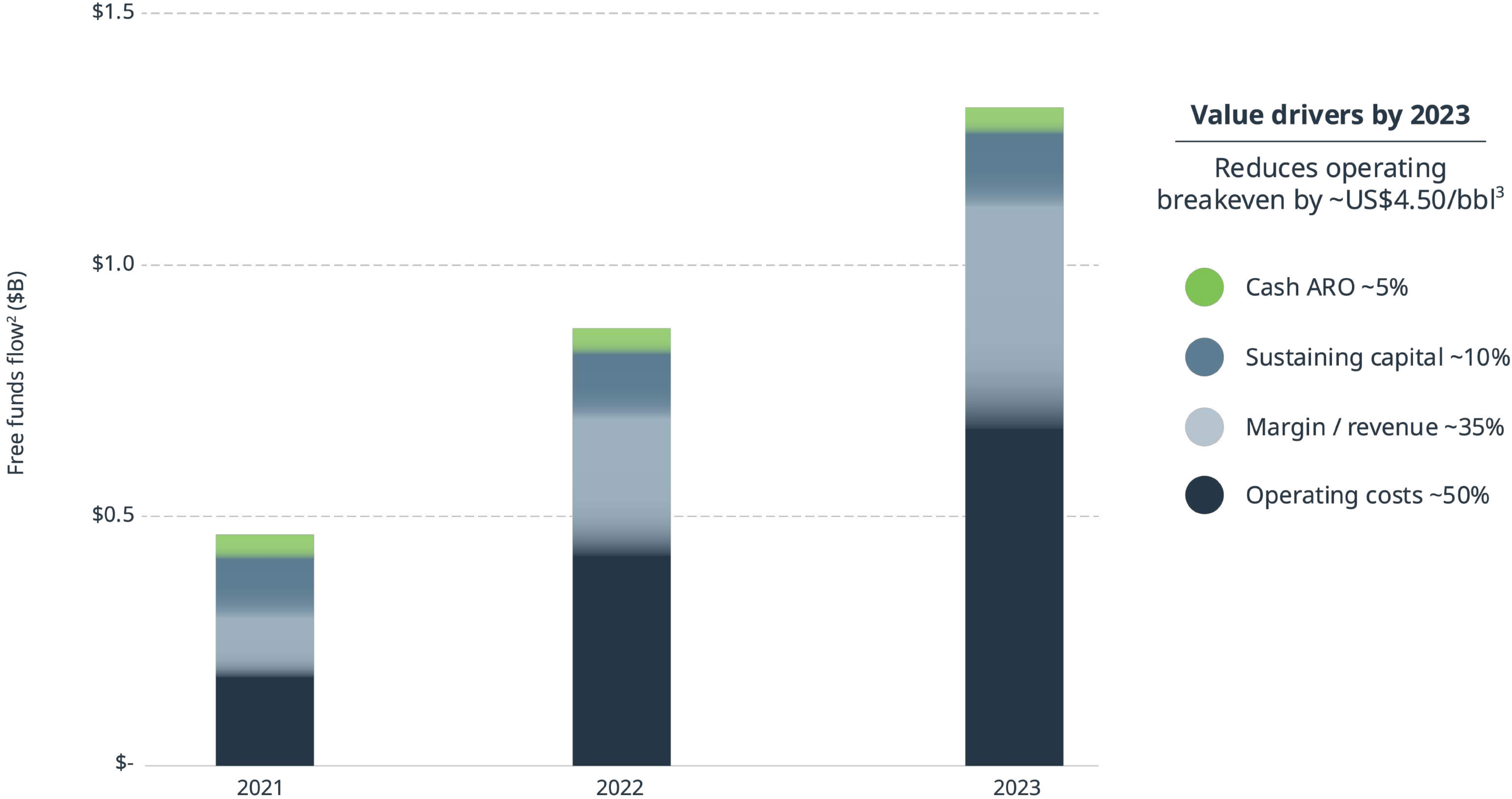
- Moving from ~30% → ~90% process standardization
- 10 – 15% reduced workforce as automated systems eliminate manual processes
- Fundamental enabler for numerous other initiatives and their associated benefits



● Custom processes ● Market standardized

FFF^{2,3} Annual C\$M	2021	2023	2025	Value driver^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	0	250	275		100%	0%	0%

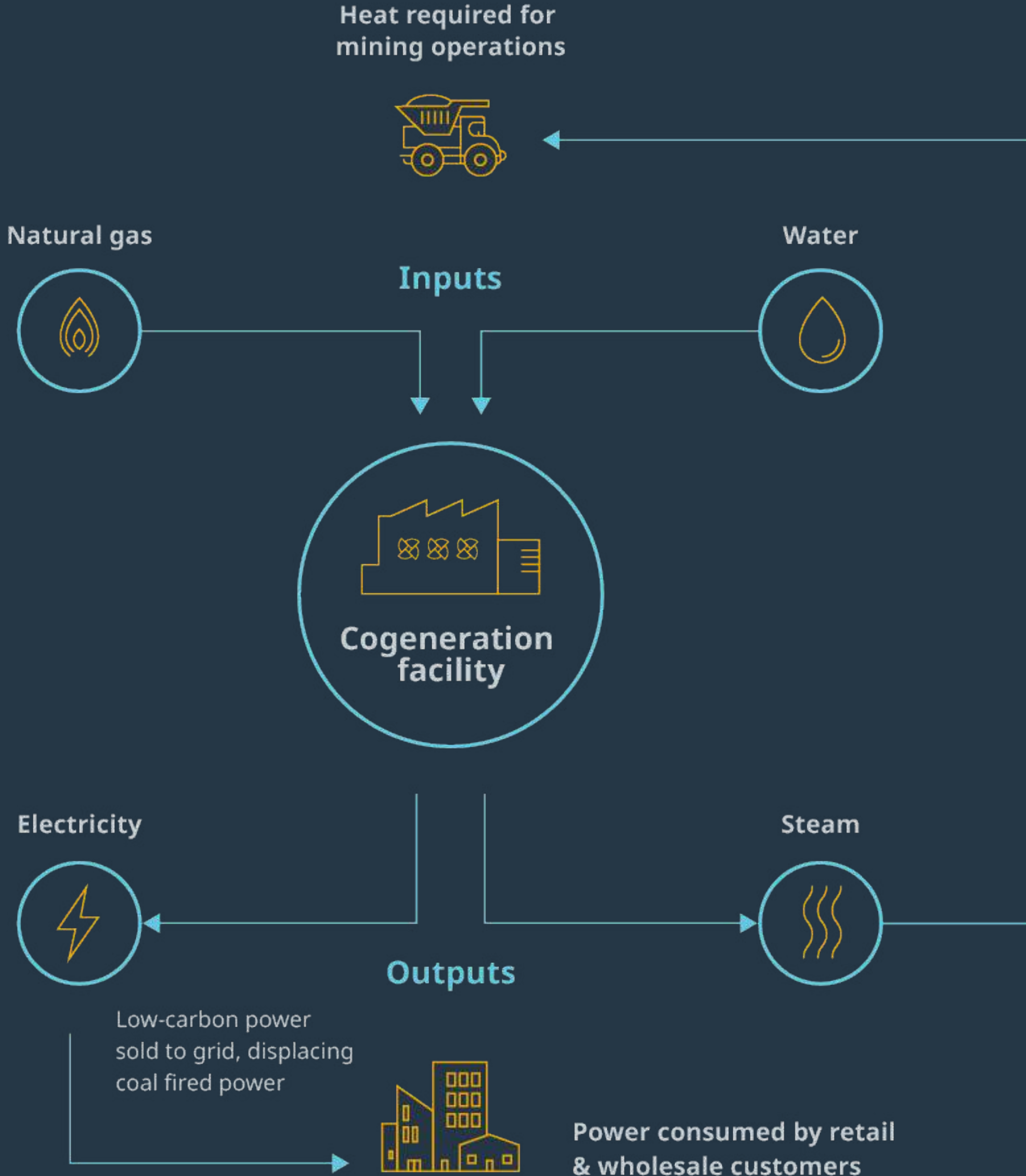
Exceed \$1B target by 2023¹



\$2B FREE FUNDS FLOW GROWTH

Coke boiler replacement (Cogen)¹

- Significantly lower sustaining capital and carbon compliance costs versus existing coke fired boiler reaching end of useful life
- Commissioning late 2024
- Sells 800MW low carbon power to Alberta grid
- Emissions reduction of ~5MT per year CO₂
- \$1.4B capital; ~\$250M annual FFF^{2,3}
- IRR: ~20%⁴



FFF ^{2,3} Annual C\$M	2021	2023	2025	Value driver ^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	0	0	250		0%	20%	80%

\$2B FREE FUNDS FLOW GROWTH

Forty Mile Wind¹

- Located in Southern Alberta
- Commissioning Q4 2022
- 200MW installed capacity; ~40% capacity factor
- \$300M capital; ~\$50M annual FFF^{2,3}
 - ~45% FFF from power sales
 - ~55% FFF from carbon offsets
- IRR: ~15%⁴

FFF^{2,3} Annual C\$M	2021	2023	2025	Value driver^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	0	50	50		0%	0%	100%



Asset debottlenecks¹

Firebag debottleneck

- 6% nameplate capacity increase by expanding emulsion handling & steam generation (2020)

Edmonton Refinery debottleneck

- 3% nameplate capacity increase (2020)

Burrard Terminal

- Increased export capacity off west coast Canada (2020)

FFF ^{2,3} Annual C\$M	2021	2023	2025	Value driver ^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	50	60	90		0%	0%	100%



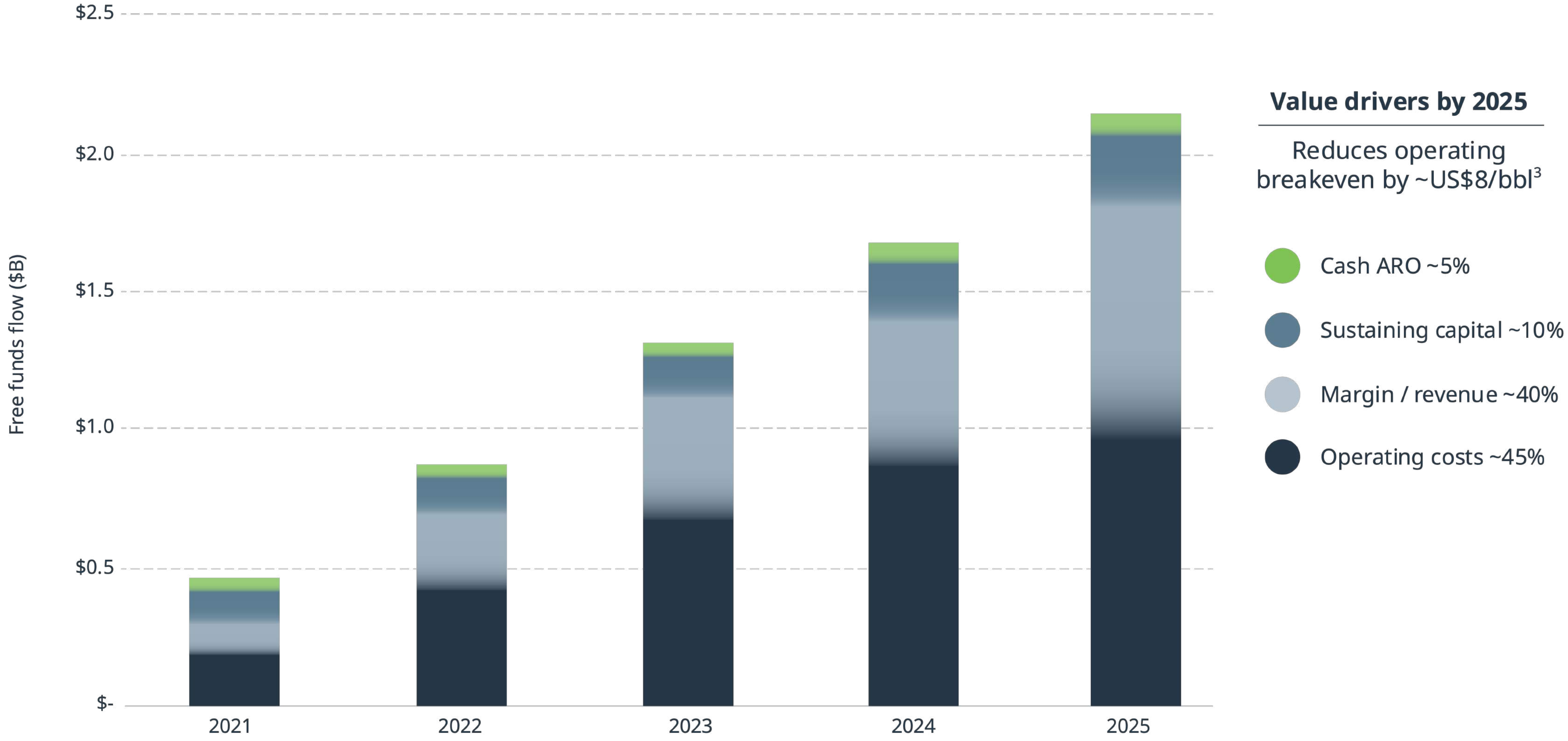
Digital technology adoption¹

- Over 30 initiatives underway driving ~\$400M of FFF²
- Digitally optimized assets example
 - Empower Suncor field workers with tablet digital toolkit with access to all technical data
 - Improve personal & process safety, increase reliability, reduce costs
 - Digital connectedness across business enables real-time decisions from the field
 - Simulate optimal production scenarios through asset digital process models

FFF ^{2,3} Annual C\$M	2021	2023	2025	Value driver ^{2,3} % FFF	Opex	Sus capex	Margin / reliability
	5	175	400		50%	0%	50%



\$2.15B free funds flow on track by 2025^{1,2}



Value drivers by 2025

Reduces operating breakeven by ~US\$8/bbl³

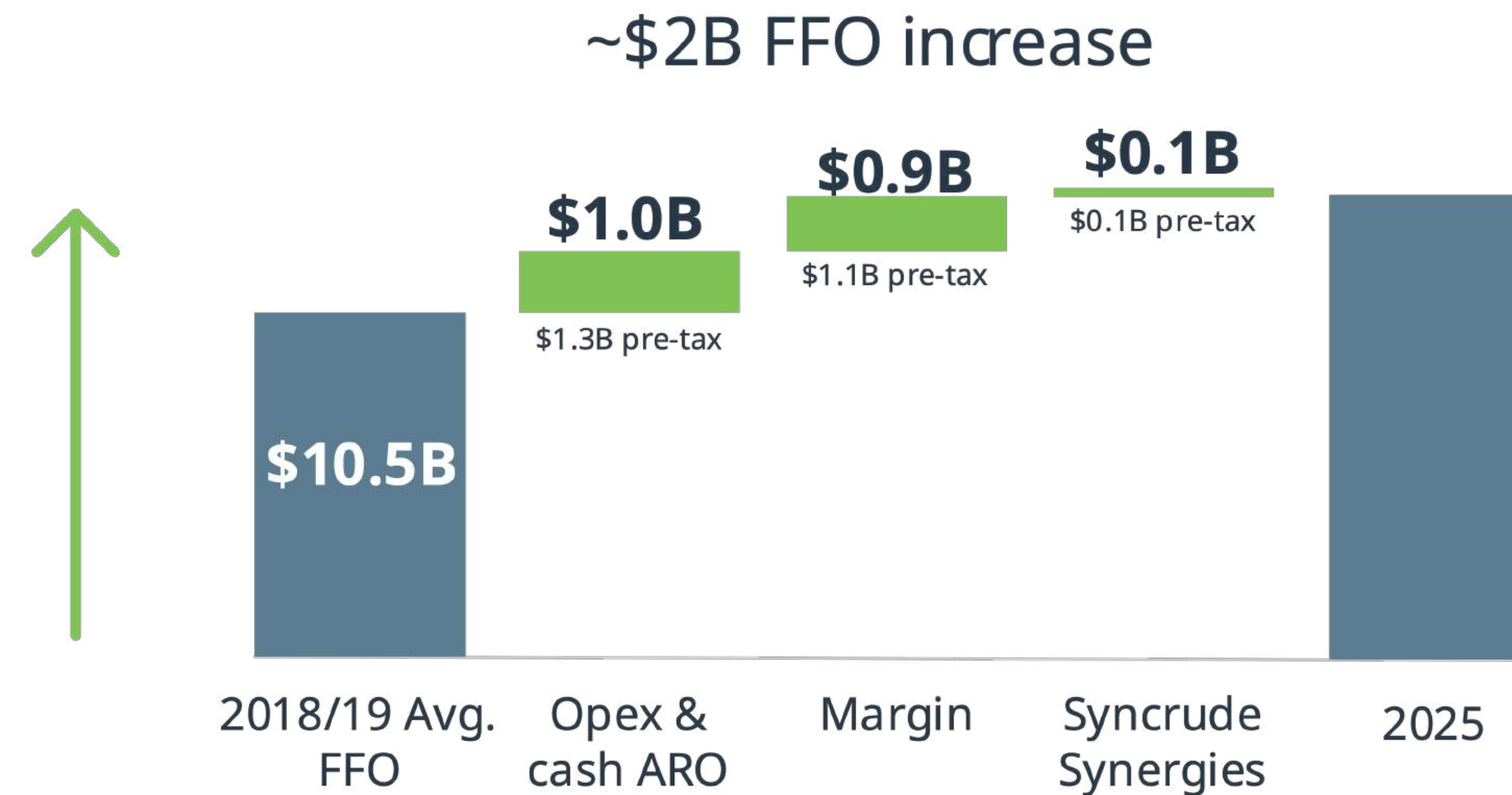
- Cash ARO ~5%
- Sustaining capital ~10%
- Margin / revenue ~40%
- Operating costs ~45%

\$2B FREE FUNDS FLOW GROWTH

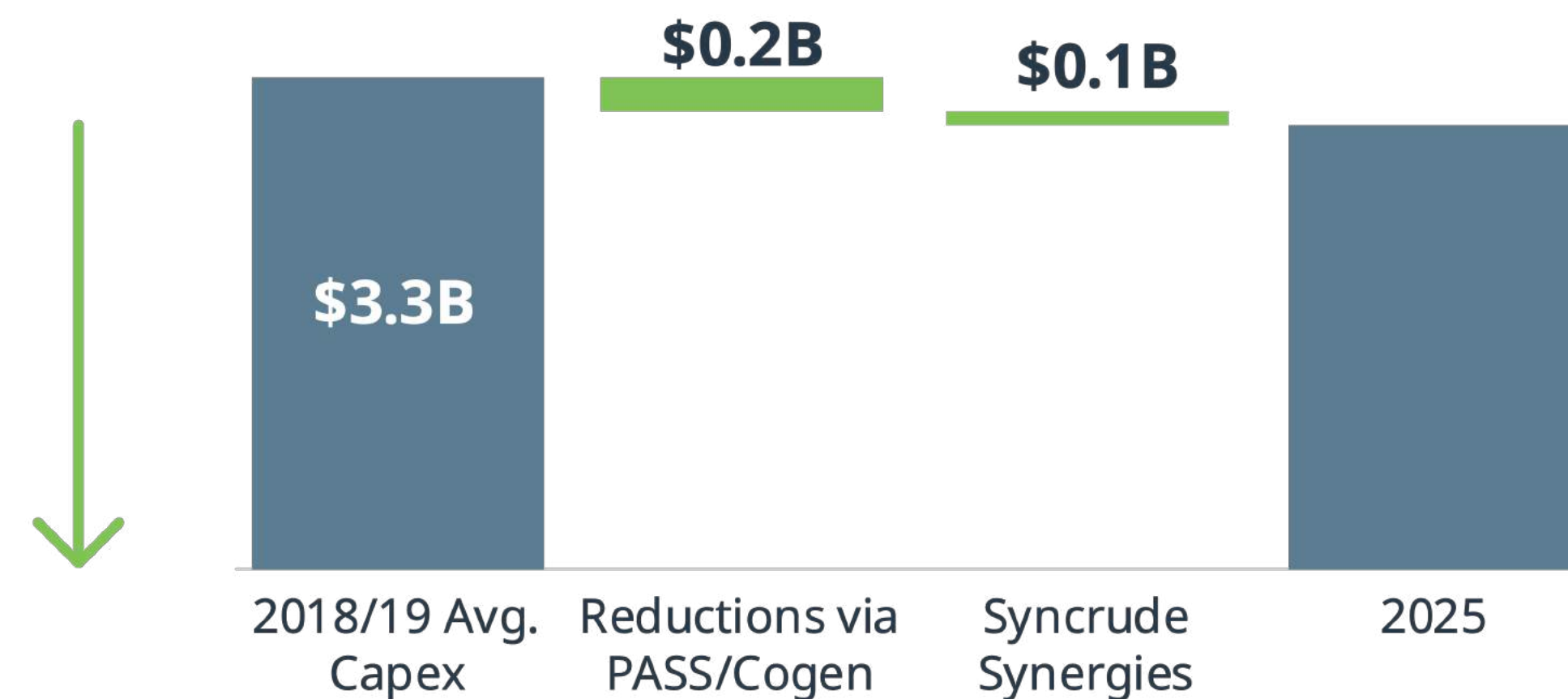
>\$2 billion free funds flow improvement^{1,2}

- \$2 billion initiatives drive reduced cost structure, achieving long term cash cost targets while mitigating carbon costs
- Margin enhancements further integrate assets via debottlenecks, marketing expertise & power revenues
- Consistent reduction in sustaining capital through tailings management, cogen & coordinated maintenance across assets

~\$2.3 billion including Syncrude synergies



~\$0.3B asset sustainment & maintenance reduction

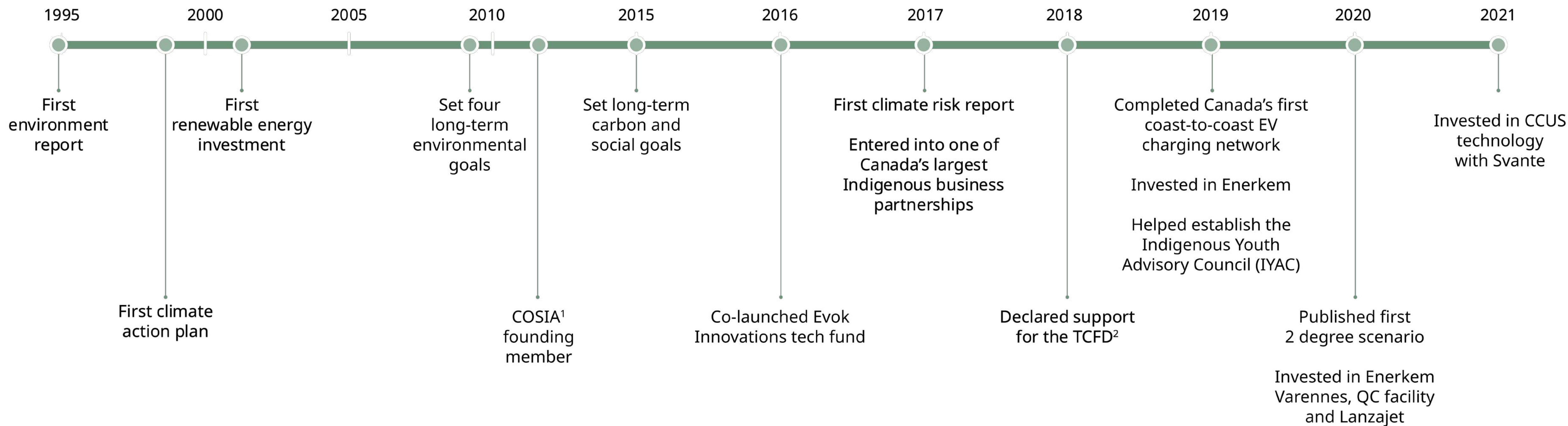


Sustainability leadership



A multi-decade history of sustainability leadership

Our leadership is reflected in our environmental and social legacy, strategic investments and diverse partnerships, all underscored by leading governance practices.



Our carbon objectives^{1,2}

Be a net zero company by 2050

Reduce emissions from within our operations (net zero on scope 1)

Reduce emissions from the imported energy used to run our operations (net zero on scope 2)

Contribute to society's net zero goals by collaborating with our suppliers, customers, governments and other stakeholders to reduce their emissions

Net zero objective is on an equity basis

Increase our interim goal – reduce carbon emissions across our value chain by 10 Mt per year by 2030

Reduce our own emissions through energy efficiency, fuel switching and CCUS

Help reduce other's emissions through low-carbon power, renewable fuels and hydrogen

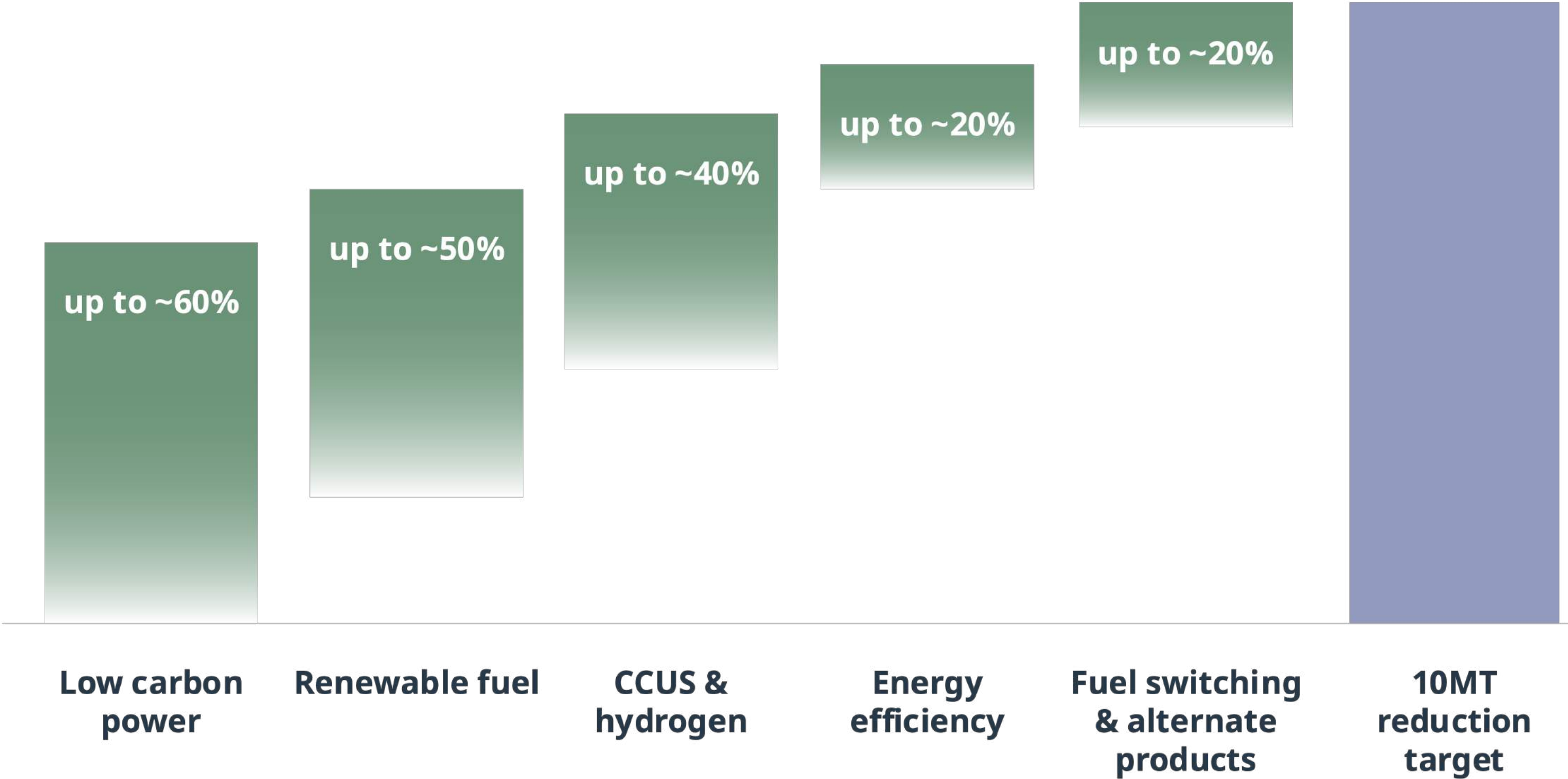
This more ambitious goal is an evolution of our 2030 intensity goal but we will continue to report and track on an absolute and intensity basis to remain transparent

Carbon reduction pathways to 2030^{1,2}

Our 2030 carbon intensity goal is being converted to absolute reductions and we are making it more ambitious

We have a portfolio of carbon reduction opportunities to meet our 2030 goal

Opportunities for reducing emissions across our value chain

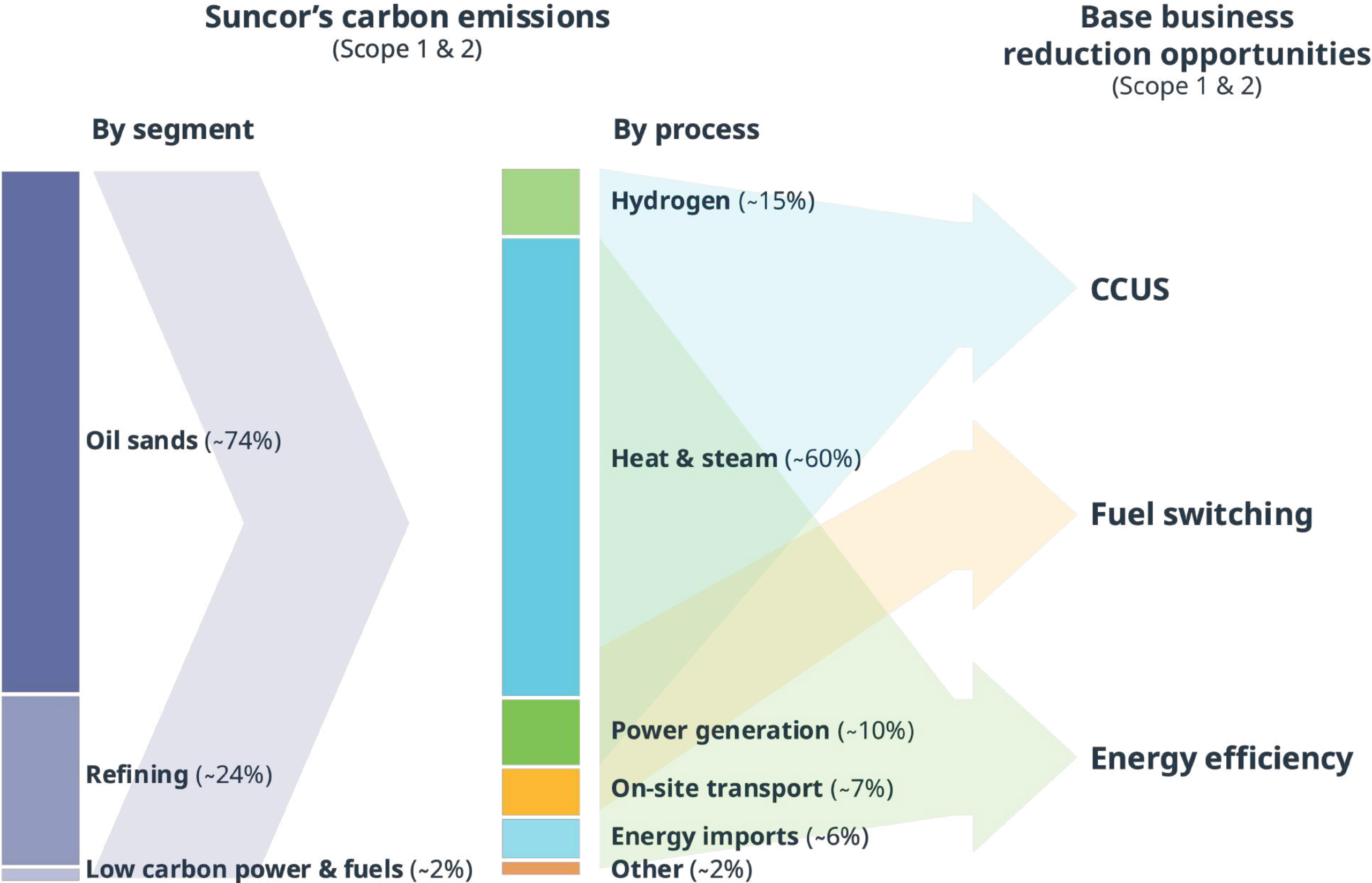


Sources of emissions and base business reductions^{1,2}

Just five processes account for ~98% of our operated emissions

We understand the sources of our emissions and almost 100% can be managed with technologies that are well understood

We continue to pursue economic pathways

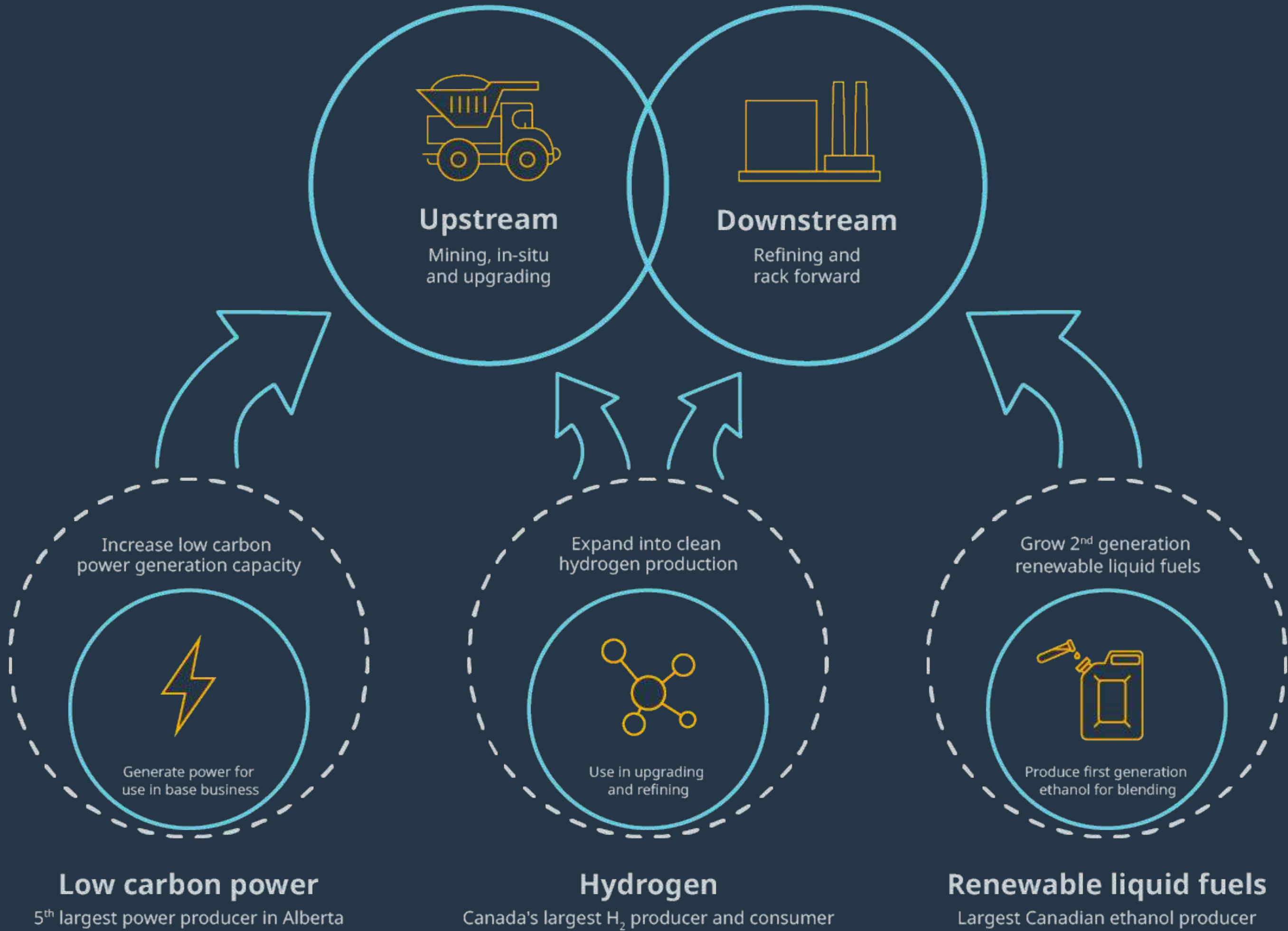


Energy expansion



The energy expansion¹

Expanding along the existing integrated energy value chain
Lowering costs, increasing revenue, and improving the carbon intensity of Suncor operations and consumer products

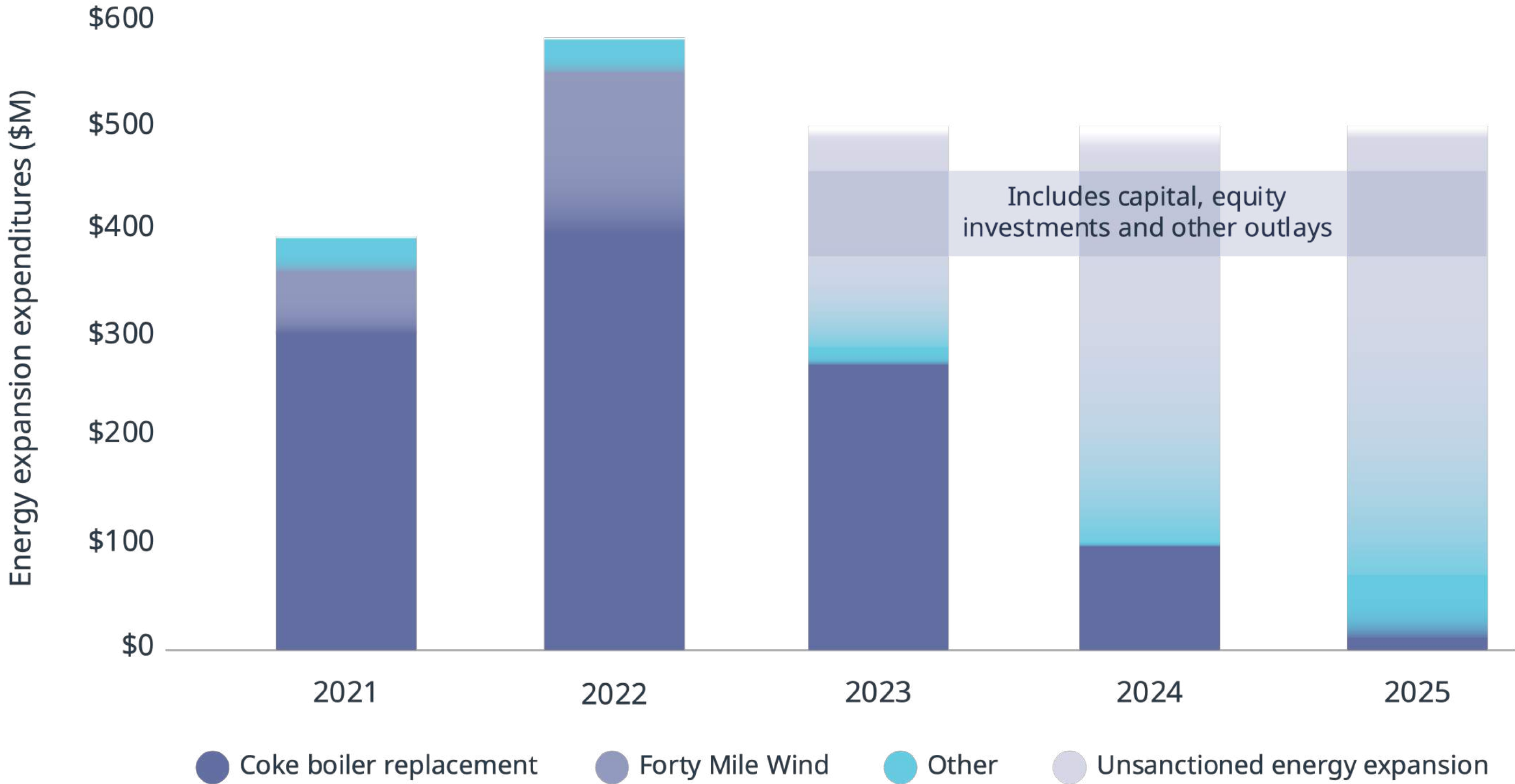


ENERGY EXPANSION

*See slide 65 for additional details

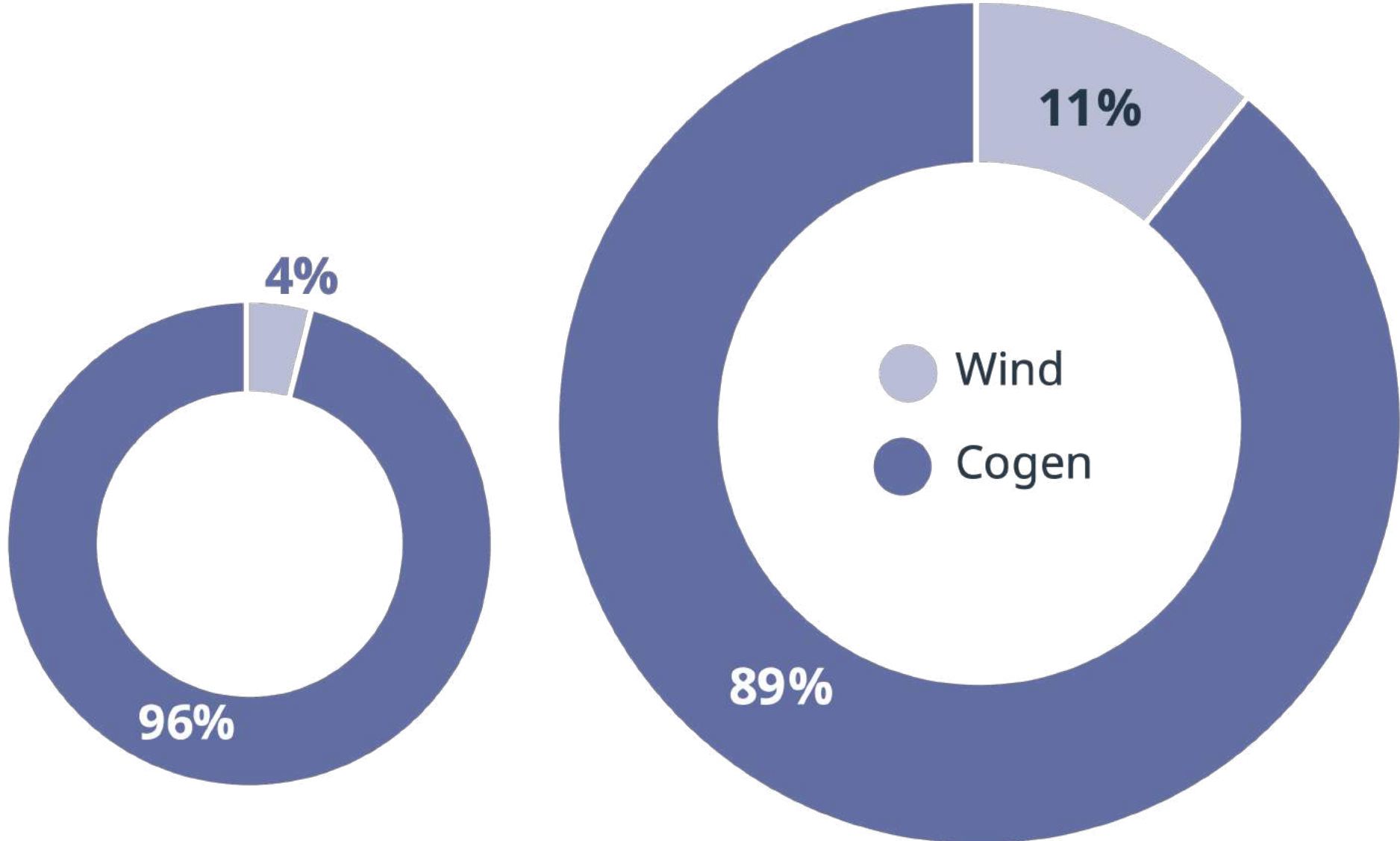
Energy expansion expenditure outlook^{1,2}

- Energy expansion focus:
 - Lower cost structure
 - Reduce carbon emissions
 - Synergistic with base business & integrated energy value chain
- Energy expansion investments require
 - Mid-teens rates of return
 - Technological maturity
 - Economic viability (i.e. demand growth)
- ~10% of annual total capital allocated to energy expansion (2021 – 2025)
 - ~50% already sanctioned (Cogen & Forty Mile Wind)



Low carbon power^{1,2}

- Power generation adds value by:
 - Integrating power generation with steam requirements for base business
 - Increase power revenue from sales to grid
 - Generate carbon credits to offset against base business costs
- Currently 5th largest power producer in Alberta – estimated 3rd largest by 2025



Power generation capacity (net W.I.)

~1,400 MW

~2,400 MW

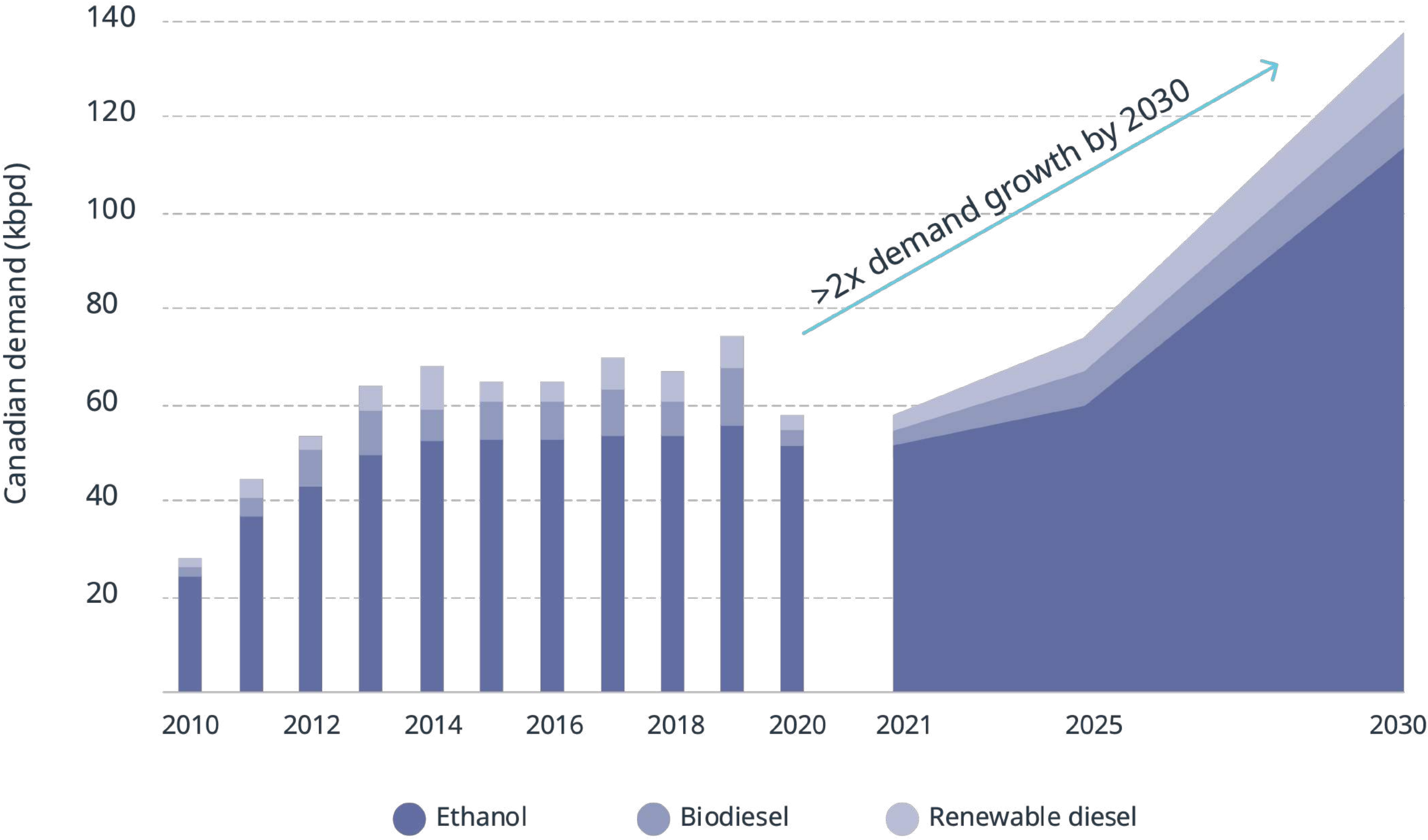
Estimated annual sales to the grid

~500 MW

~1,300 MW

Canadian renewable liquid fuels – a growing market¹

- Canadian Clean Fuels Standard (CFS) will increase renewable liquid fuels demand (>2x growth by 2030)
- Canadian market capacity currently does not meet existing regulatory requirements with domestically produced fuels
- CFS is expected to require increase in renewable fuels importation
- Opportunity to invest to meet domestic demand



Controlling costs, reducing carbon & increasing margins^{1,2}

Controlling regulatory compliance cost:

Producing renewable fuels controls costs, retains margin and returns vs. purchasing increasingly large volumes of 3rd party fuels to meet compliance upon CFS rollout

Reducing carbon:

Blending of low carbon intensity fuels reduces Scope 3 emissions for customers

Increasing margins:

Revenue generation from renewable liquid fuel sales to third parties

Significant opportunity to increase renewable fuels production through 2nd generation biofuel investments with LanzaTech & Enerkem. Two projects underway:

- Enerkem (Varenes, Quebec)
2,100 bbl/d bio-methanol (on-stream 2023)
- LanzaJet (Soperton, Georgia)
650 bbl/d biodiesel (on-stream late-2022)

Hydrogen^{1,2}

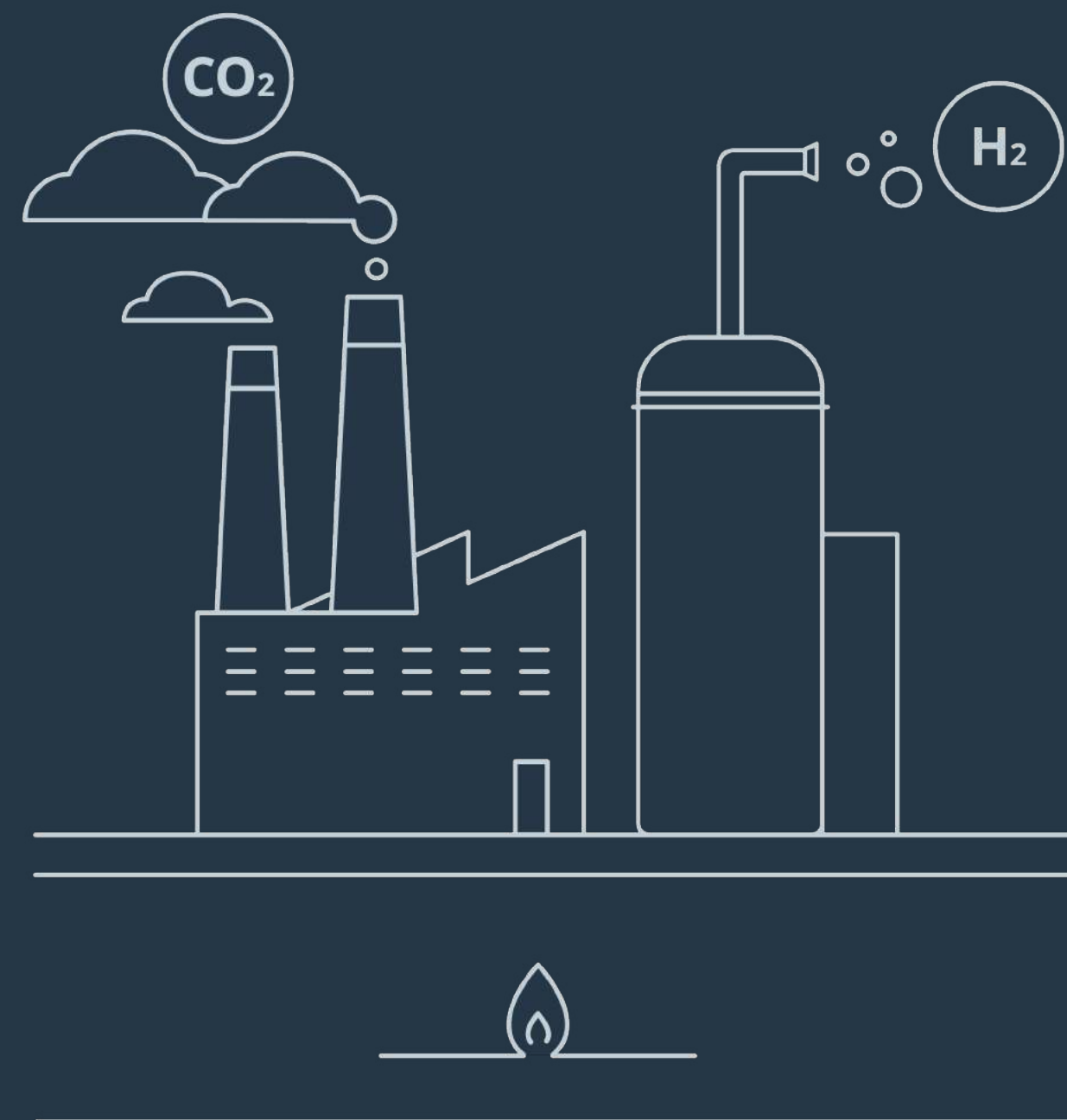
- Suncor produces ~15% of Canada's supply and accounts for ~20% of Canada's demand for upgrading and refining processes
- Hydrogen accounts for ~15% of operated carbon emissions
- CCUS can capture CO₂ emissions from current grey hydrogen process, reducing carbon compliance costs
- Excess hydrogen production can be sold for natural gas blending or other heavy industrial use

Current production

Largest Canadian producer & consumer

Grey hydrogen

from natural gas

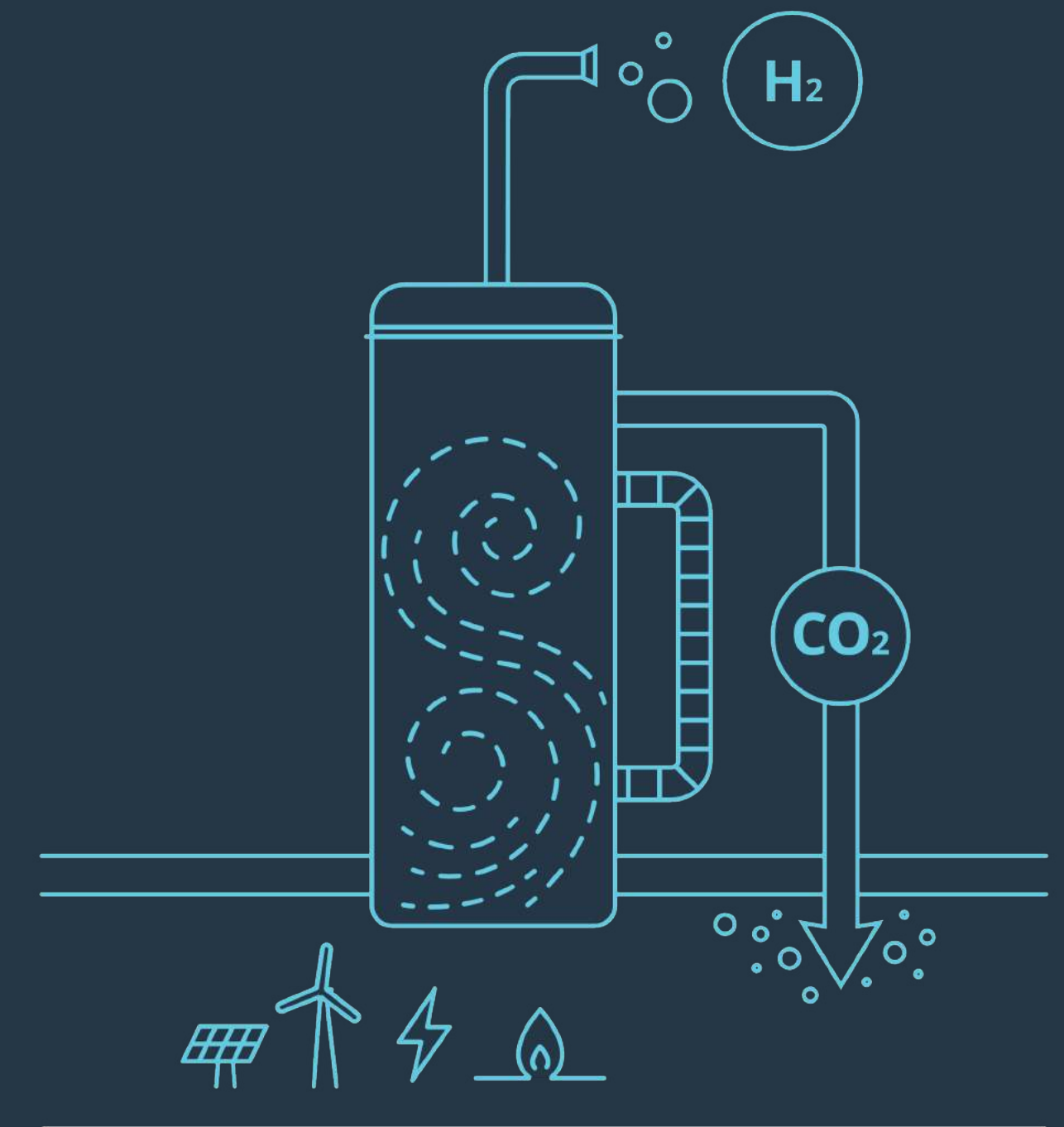


GHG intensity = ~12 kg CO₂e/kg H₂

Future production opportunity

Clean hydrogen

from natural gas with CCUS or low carbon power



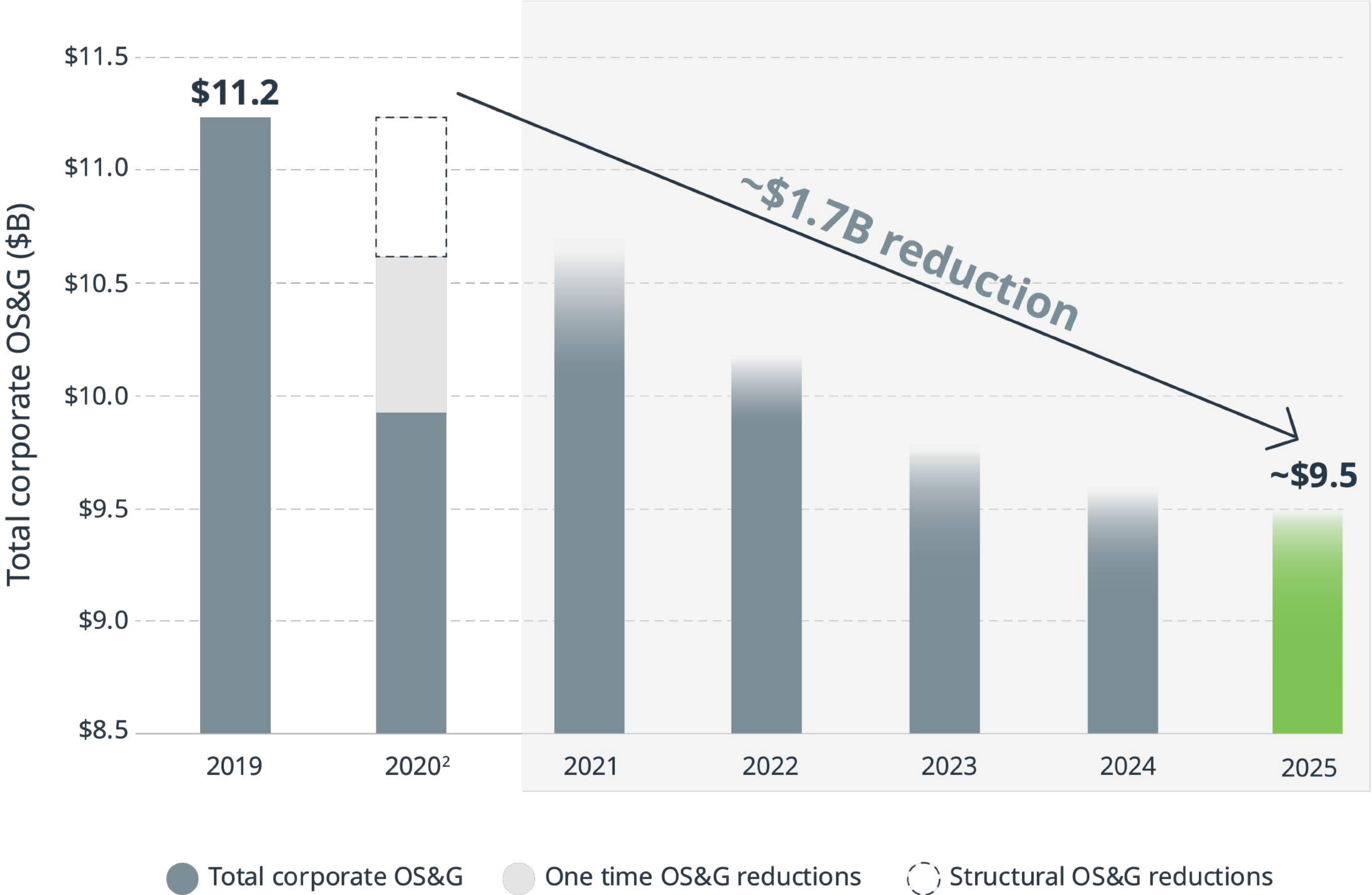
GHG intensity = ~0.5 kg CO₂e/kg H₂

Financial outlook & shareholder returns



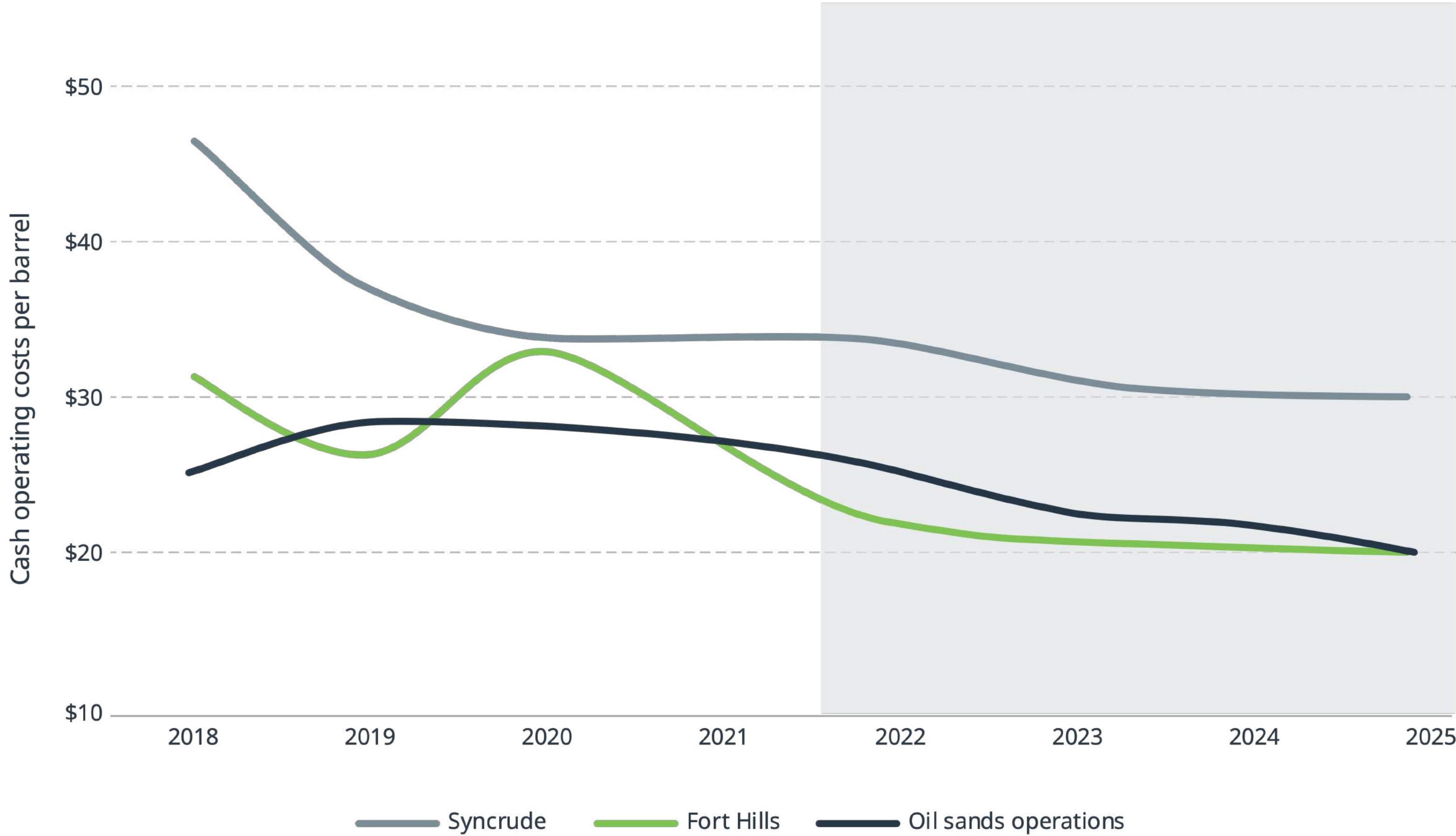
OS&G improvements – lowering absolute costs¹

- Defined path to lowering absolute OS&G to ~\$9.5 billion by 2025
- ~\$1.7B (~15%) reduction from 2019, while modestly increasing production



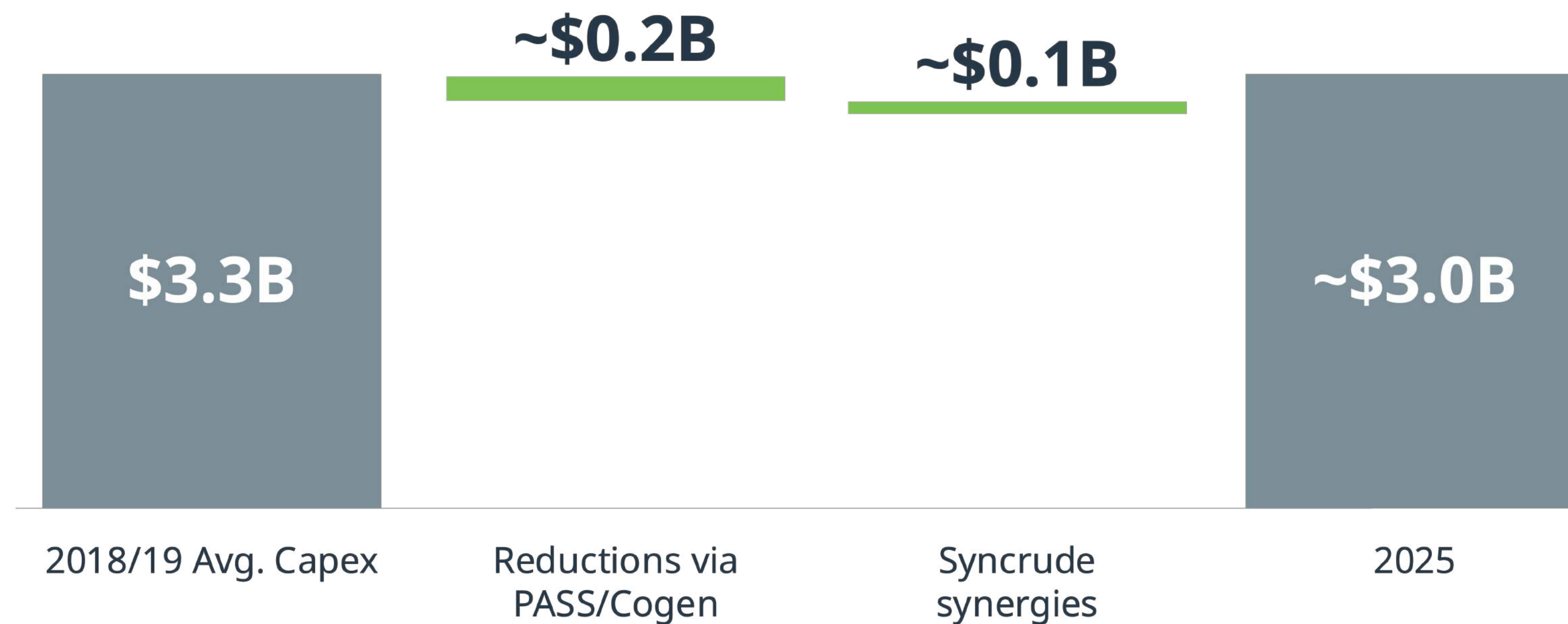
Cash operating costs per barrel – targets realized^{1,2}

- Realization of cash operating costs per barrel targets:
 - Syncrude by end of 2023
 - Fort Hills by 2024
 - Oil Sands Operations by 2025



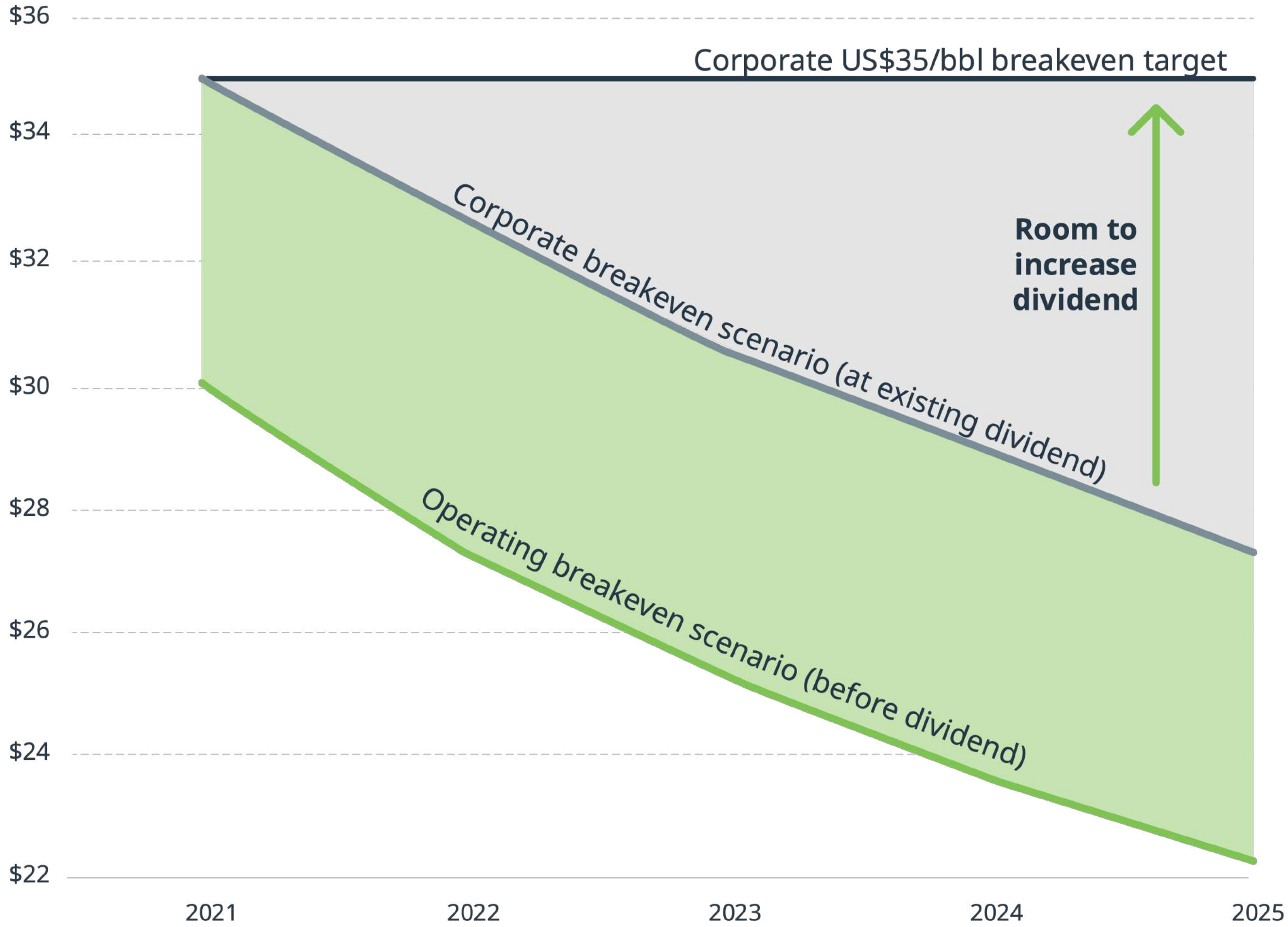
Asset sustainment and maintenance capital reductions¹

- New technologies and Cogen² enhance resilience and lower required capital
- Sustain higher production of 800kbpd vs. 2018/19 production of 750kbpd average
- Expected spend 2022-2025 of ~\$3 billion



Sustainable dividend increases by lowering operating breakeven^{1,2,3}

- Note – all dividends and buybacks are subject to board approval
- Rationalization of costs & capital results in continued lowering of breakeven
 - Operating Breakeven = operating costs + asset sustainment & maintenance capital
 - Corporate Breakeven = operating breakeven + dividends
- As \$2B incremental free funds flow⁴ is realized, while maintaining US\$35/bbl corporate breakeven, commitment to shareholder returns by increasing dividend:
 - 100% of first \$1 billion incremental free funds flow
 - 50% of second \$1 billion incremental free funds flow



FINANCIAL OUTLOOK

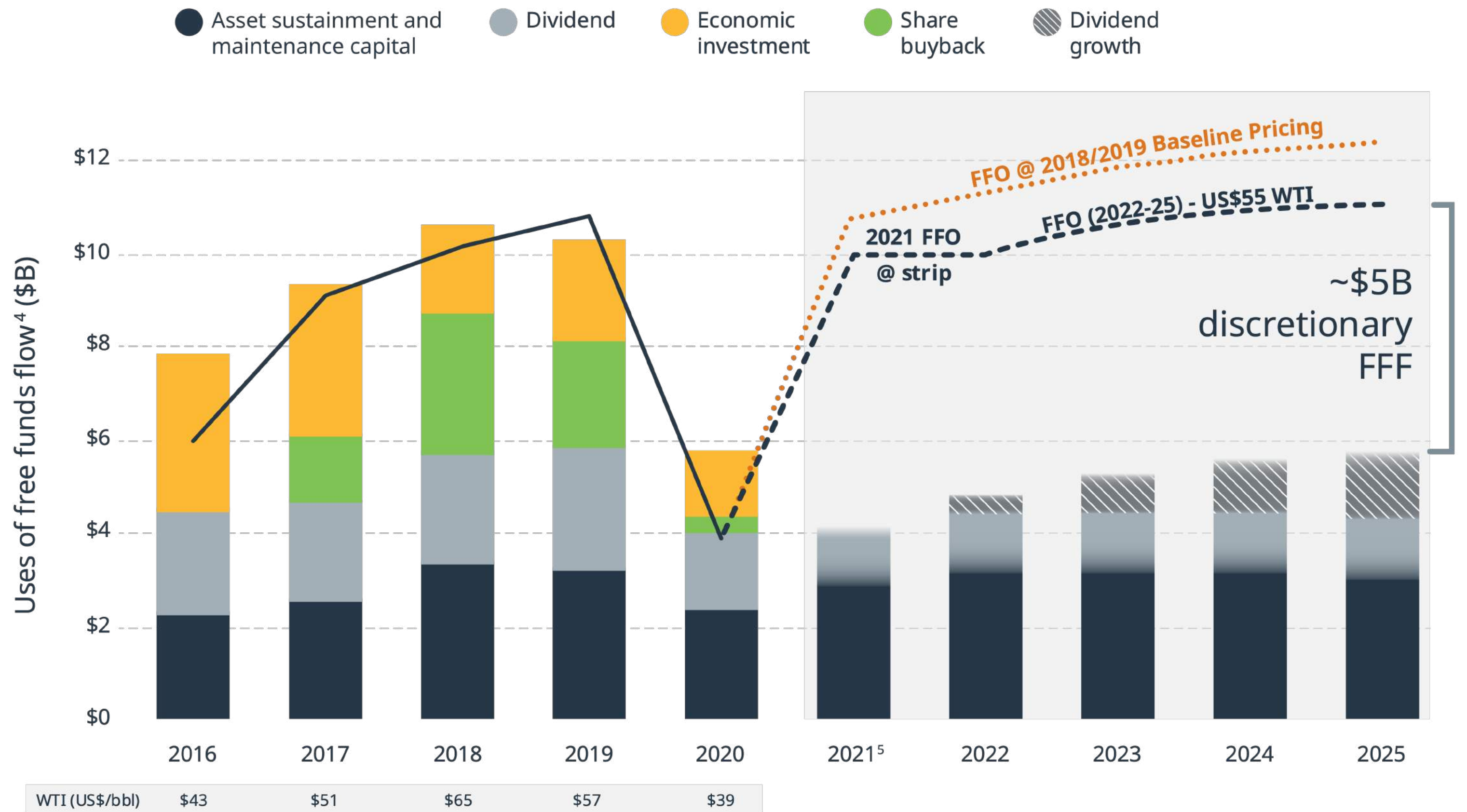
~25% CAGR dividend increase at \$US35 WTI breakeven^{1,2,3}

Lowered operating breakeven via reduced costs and capital and margin growth leads to dividend growth

Dividend increases tested at Corporate breakeven of \$US35 WTI

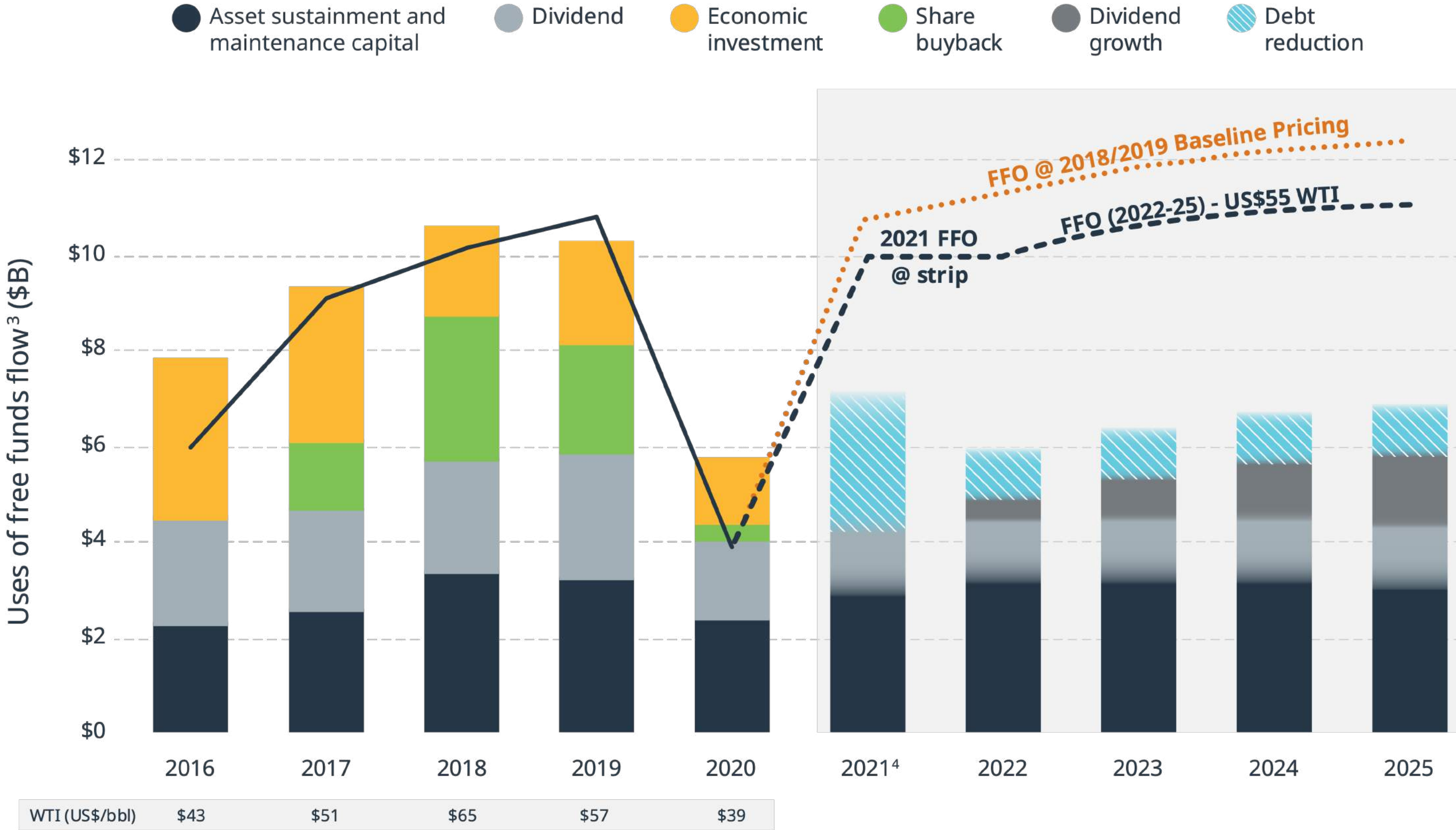
Post dividend increases leaves room for:

- Debt reduction
- Economic investment / share buybacks



Balance sheet & debt reduction targets^{1,2}

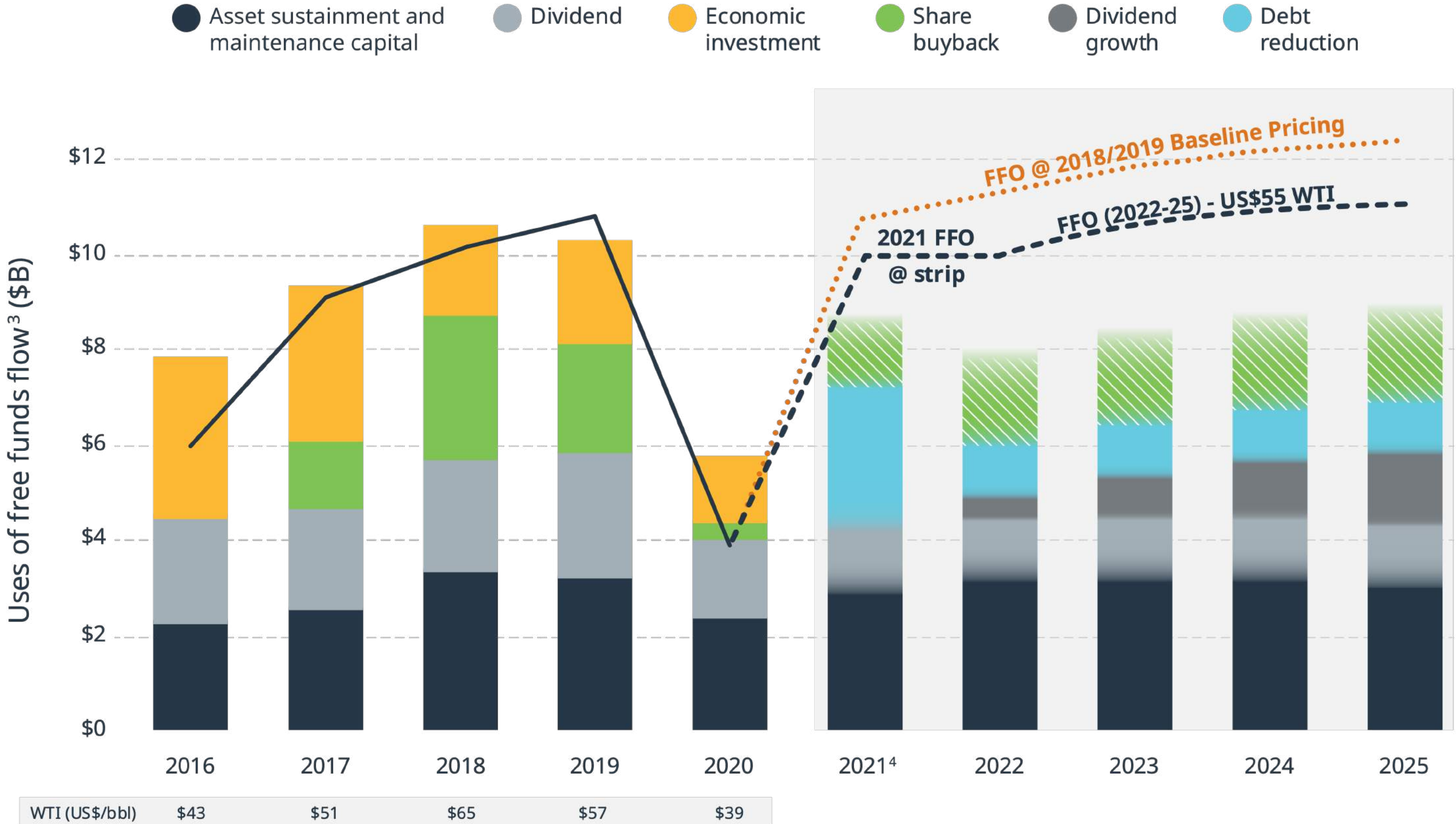
- Fortification of balance sheet to weather future commodity cycles
- Renewed leverage targets include capital leases:
 - Net-debt-to-FFO³: <2.0X by 2025 & <1.5X by 2030 (at US\$55/bbl WTI)
 - Absolute net debt target ranges: \$12 – 15 billion by 2025 & \$9 – 12 billion by 2030
- Annual debt reduction of ~\$1 billion towards debt targets 2022-2025



↑
Debt reduction of ~\$0.8B from tax refund not shown here

Share buyback scenario^{1,2}

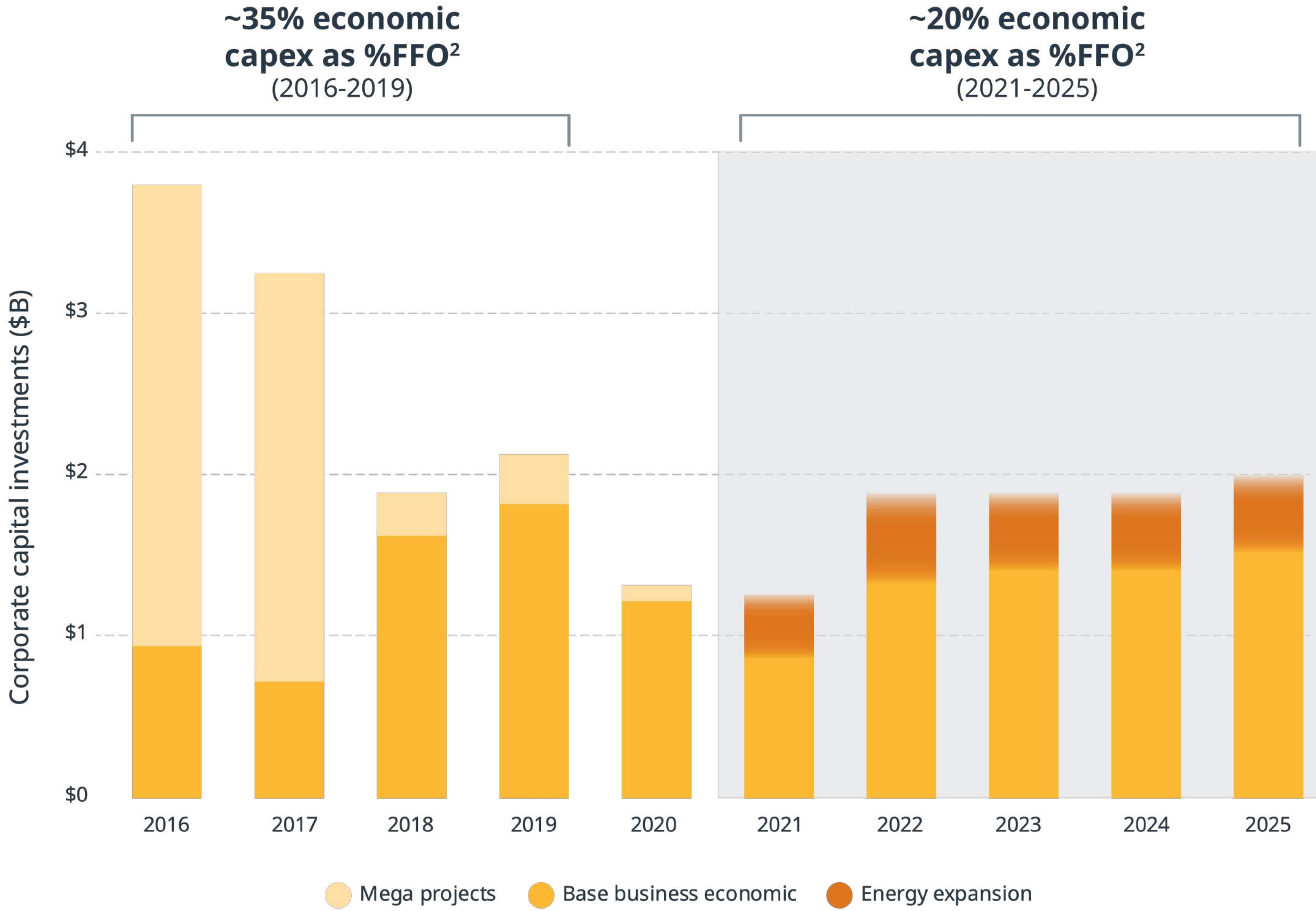
- Disciplined share buybacks
- Combined with current dividend, ~40% of FFO³ allocated to shareholder cash returns (at US\$55/bbl WTI)



↑
Debt reduction of ~\$0.8B from tax refund not shown here

Economic capital spending priorities¹

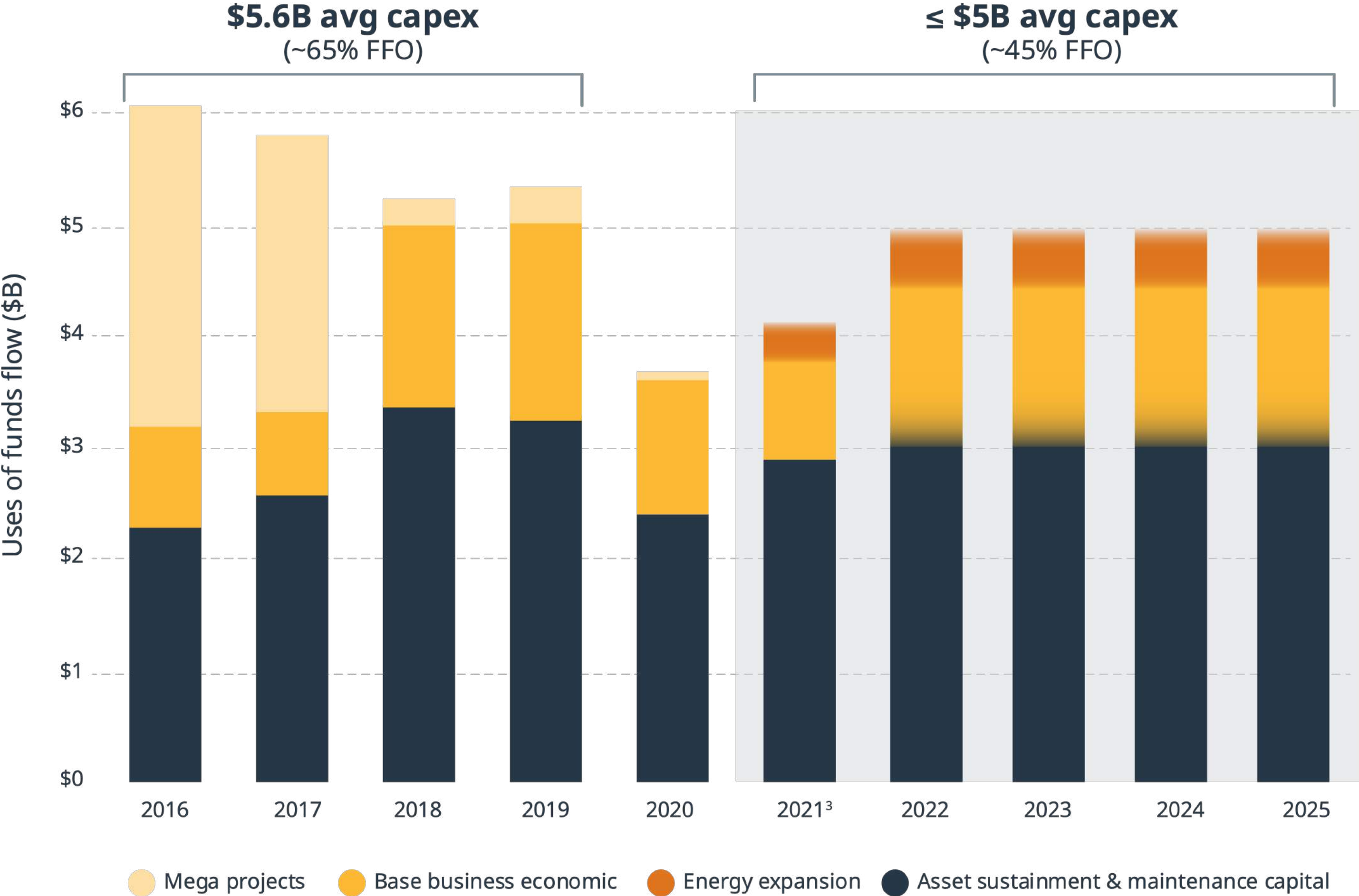
- Significant capital spend reduction from production growth phase (2016 – 2019) to optimization phase (2021 – 2025)
- No longer investing in mega projects to grow production
- **Invest in the business to grow cash flow**



Disciplined capital spending¹

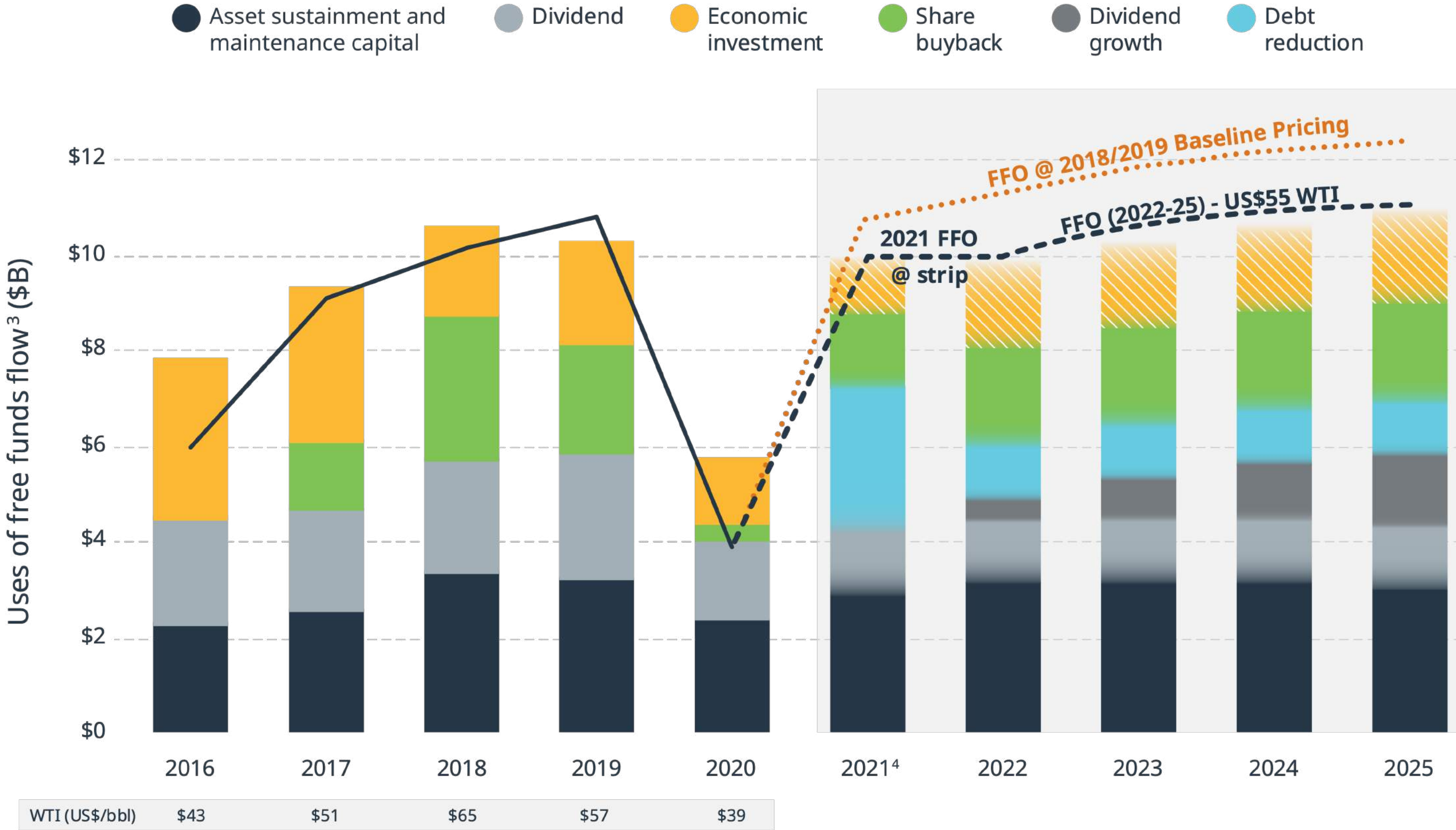
Total capital spend ceiling of \$5 billion (2022-25)

- ~10% reduction in asset sustainment and maintenance capital vs. 2018/19 average
- ~35% reduction in economic capital vs. 2016-19 average
- ~10% of total capital spend allocated to energy expansion



Capital allocation in \$US55 WTI scenario^{1,2}

- 5 year plan shows FFO³ growth & resilience^{1,2}
- ~25% dividend CAGR at \$US35 WTI Corporate breakeven⁴
- Targeted debt reduction
- Disciplined buybacks and capital (\$5 billion ceiling)



↑
Debt reduction of ~\$0.8B from tax refund not shown here

Financial & capital allocation priorities^{1,2}

- ✓ **\$2 billion free funds flow³ initiatives lower the cost structure & increases margins**
- ✓ **~25% dividend CAGR (2021-25) in-line with \$2 billion realizations**
- ✓ **Fortification of the balance sheet**
- ✓ **Excess free funds flow to share buy backs**
- ✓ **Capital discipline with medium-term annual spend of \$5 billion**

Growth & resilience through the cycle¹

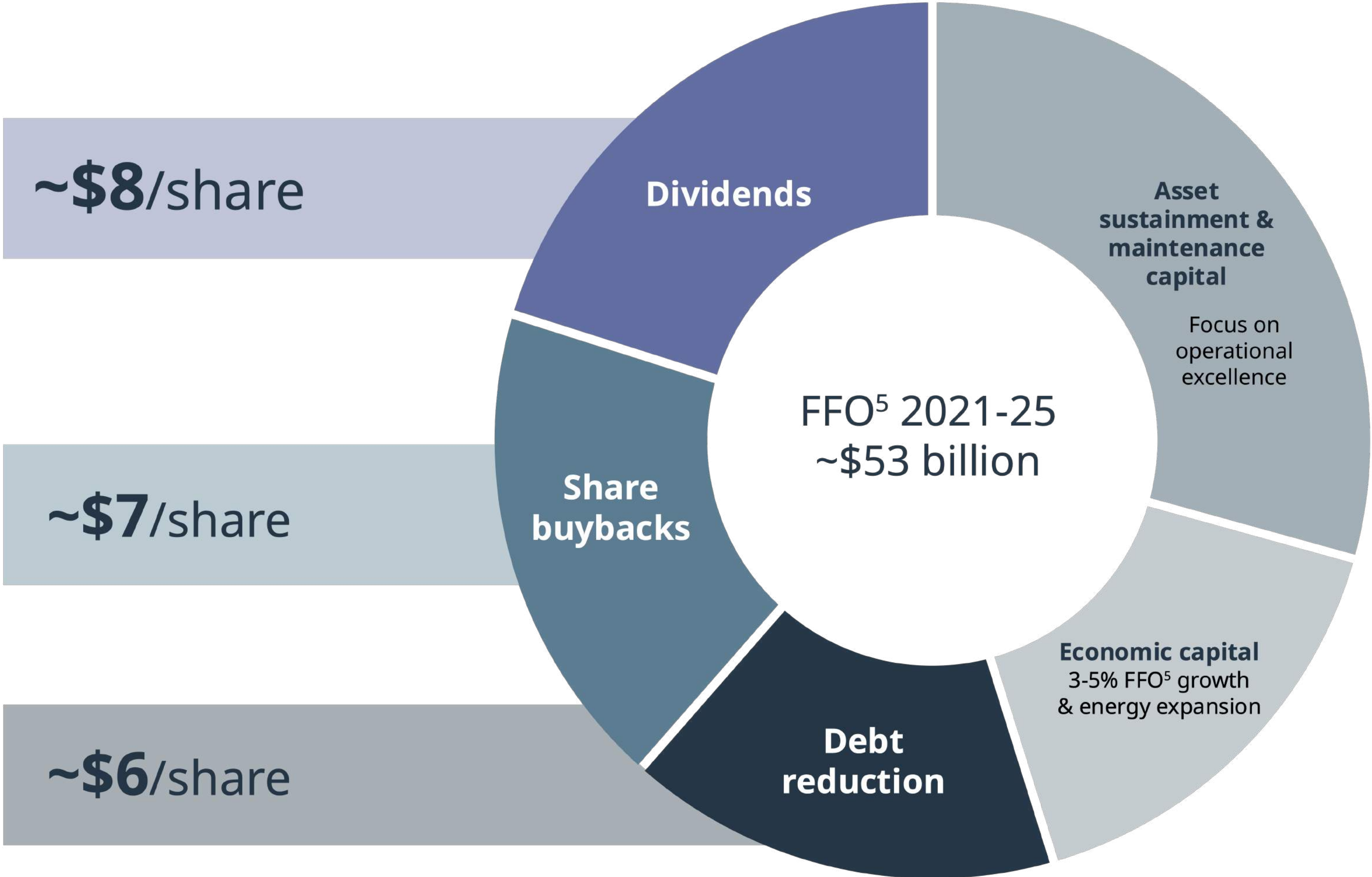
	2015 - 2019 average Growth phase			2021 - 2025 average Optimization phase
Higher shareholder returns ^{2,3}	\$2.20/sh	↑	~25%	Increased cash shareholder returns
		↓	~15%	Lower share count
<i>Cash return includes dividends and share repurchases</i>				
Fortified balance sheet (net debt to FFO ⁴)	1.5x	↓	~\$8B	Debt repaid 2021-2025
		↓	~25%	Stronger with significantly lower pricing
<i>Net debt to FFO includes cap leases of ~\$3B</i>				
<i>Average annual debt repayment reflected over average share count</i>				
	(2018-19 avg) US \$61 WTI; \$20NYH; 0.76FX			(2025E) US \$55 WTI; \$17NYH; 0.76FX
Lower corporate breakeven ⁵	\$45/bbl	↓	~\$10/b	Lower corporate WTI breakeven
<i>(US\$WTI / bbl)</i>				
Capital discipline (average annual economic capital)	\$2.9B	↓	~40%	Lower economic capital

1, 2, 3, 4, 5

Cumulative 5 year FFO allocation - US\$55/bbl WTI scenario^{1,2,3,4}

**Cumulative
shareholder returns
2021-2025**

~\$21/share



Appendix



2021 investor day price deck and sensitivities¹

Pricing Assumptions

		2018/19 average	2021	2022-2025
Exchange rate	US\$/CDN\$	0.76	0.80	0.76
Brent	USD/bbl	67.68	65.00	60.00
WTI	USD/bbl	60.93	60.00	55.00
WCS diff	USD/bbl	(19.55)	(12.50)	(15.00)
SYN diff	USD/bbl	(3.38)	(2.00)	(3.00)
NYH 2:1:1	USD/bbl	19.65	18.50	17.00
CHI 2:1:1	USD/bbl	17.23	18.00	16.75
AECO	CDN\$/mcf	1.63	3.05	2.10

2021 Sensitivities^{2,3}

	+\$1/bbl Brent (US\$)	+\$1/bbl NYH 2-1-1 (US\$)	+\$0.01 FX (US\$/C\$)	+\$1/GJ AECO (\$)	+\$1L/H Diff (US\$)	+\$1L/L Diff (US\$)
FFO (\$ millions)	~240	~140	~(160)	~(240)	~(25 - 30)	~(30 - 50)

\$2 billion free funds flow rollout^{1,2}

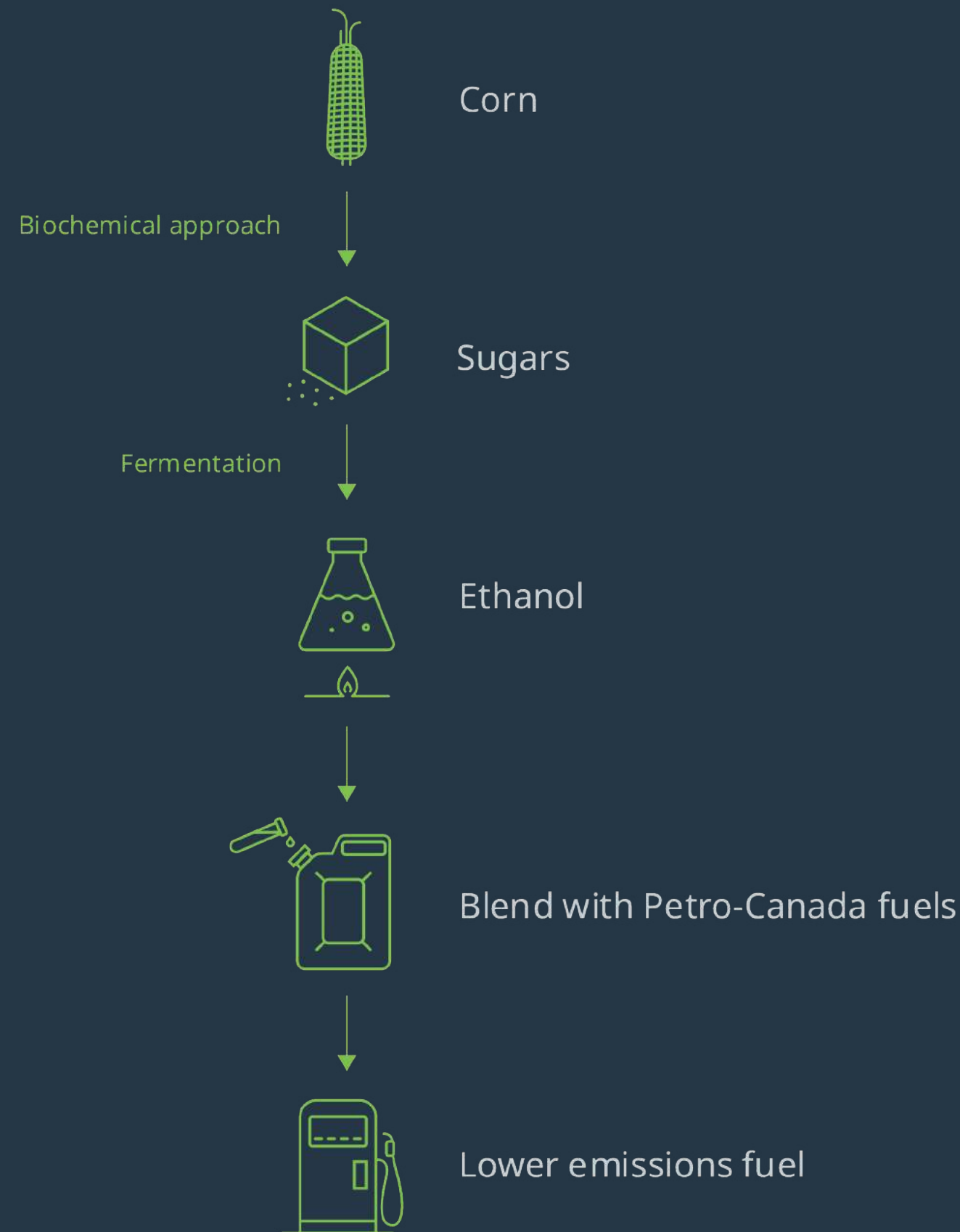
	C\$M	Pre-2021	2021	2022	2023	2024	2025	Total	IRR ³ (%)	Opex	Sus Capex	Margin / Revenue	Cash ARO	2025 FFF Range
Coke Fired Boiler Replacement (Cogen)	Capex FFF	315 -	300 -	400 -	275 -	100 -	10 250	1,400	20%	0%	20%	80%	0%	200 - 300
Forty Mile Wind	Capex FFF	90 -	60 -	150 -	- 50	- 50	- 50	300	15%	0%	0%	100%	0%	40 - 60
Interconnecting Pipelines	Capex FFF	150 -	- 25	- 80	- 100	- 100	- 150	150	45%	0%	0%	100%	0%	100 - 200
Tailings Management	Capex FFF	400 -	- 215	- 215	- 215	- 325	- 325	400	35%	25%	50%	0%	25%	275 - 375
Mine Optimization (Digital Mine & AHS)	Capex FFF	65 -	40 60	70 150	50 215	50 230	- 250	275	70%	85%	0%	15%	0%	200 - 300
Debottlenecks	Capex FFF	275 -	- 50	- 60	- 60	- 60	- 90	275	20%	0%	0%	100%	0%	75 - 100
Digital, Process & Technology Initiatives¹	Capex FFF	210 -	215 115	100 370	50 675	45 915	30 1,035	650	85%	65%	5%	30%	0%	900 - 1,100
Total	Capex FFF	1,505 -	615 465	720 875	375 1,315	195 1,680	40 2,150	3,450	40%	45%	10%	40%	5%	1,775 - 2,445

¹ Comprised of: Supply, Trading and Optimization, Supply Chain Management, Business Process Transformation, Digital technology adoption initiatives.

Renewable liquid fuels

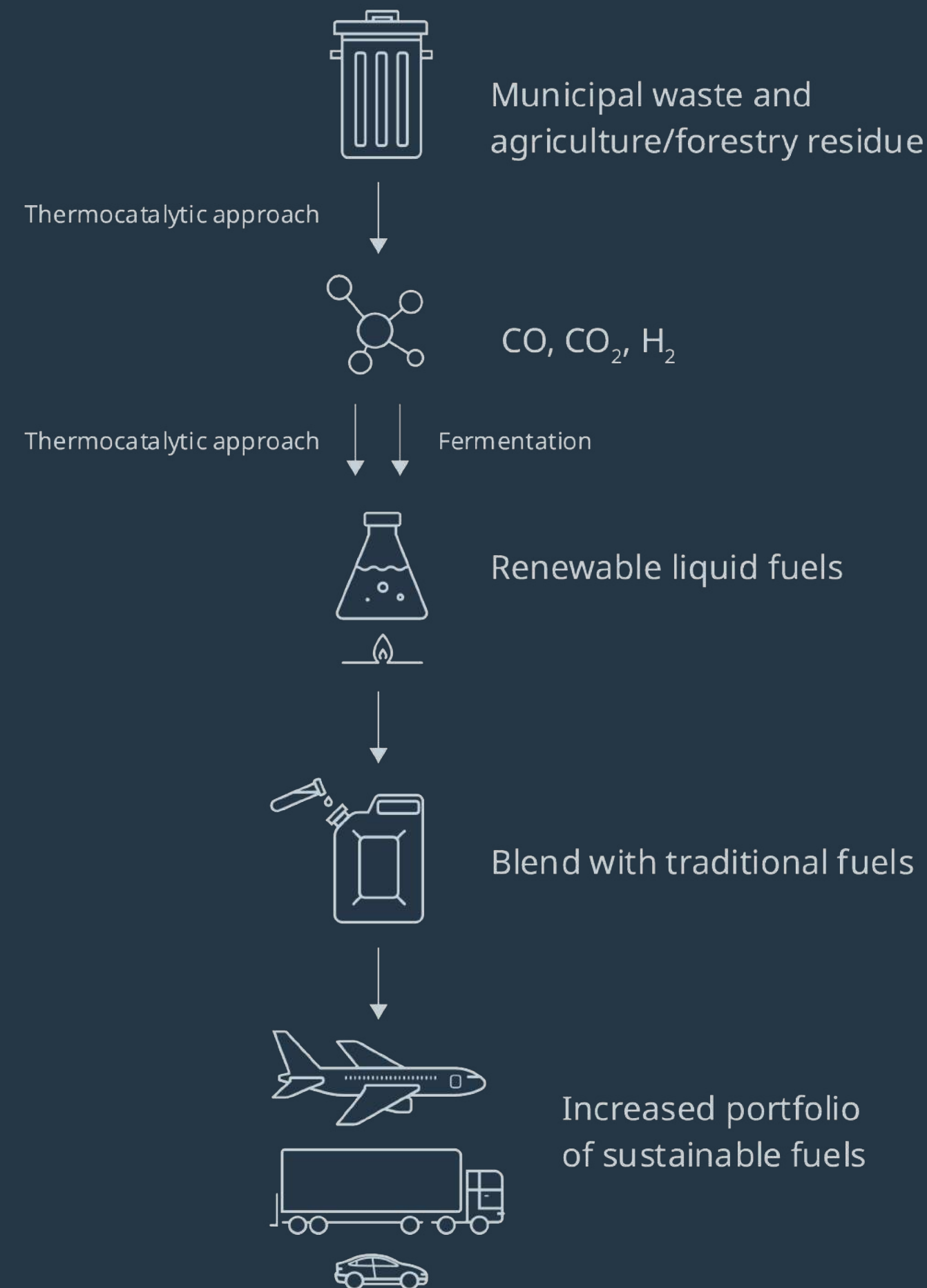
1st generation

Current approach - low carbon intensity
Largest Canadian ethanol producer



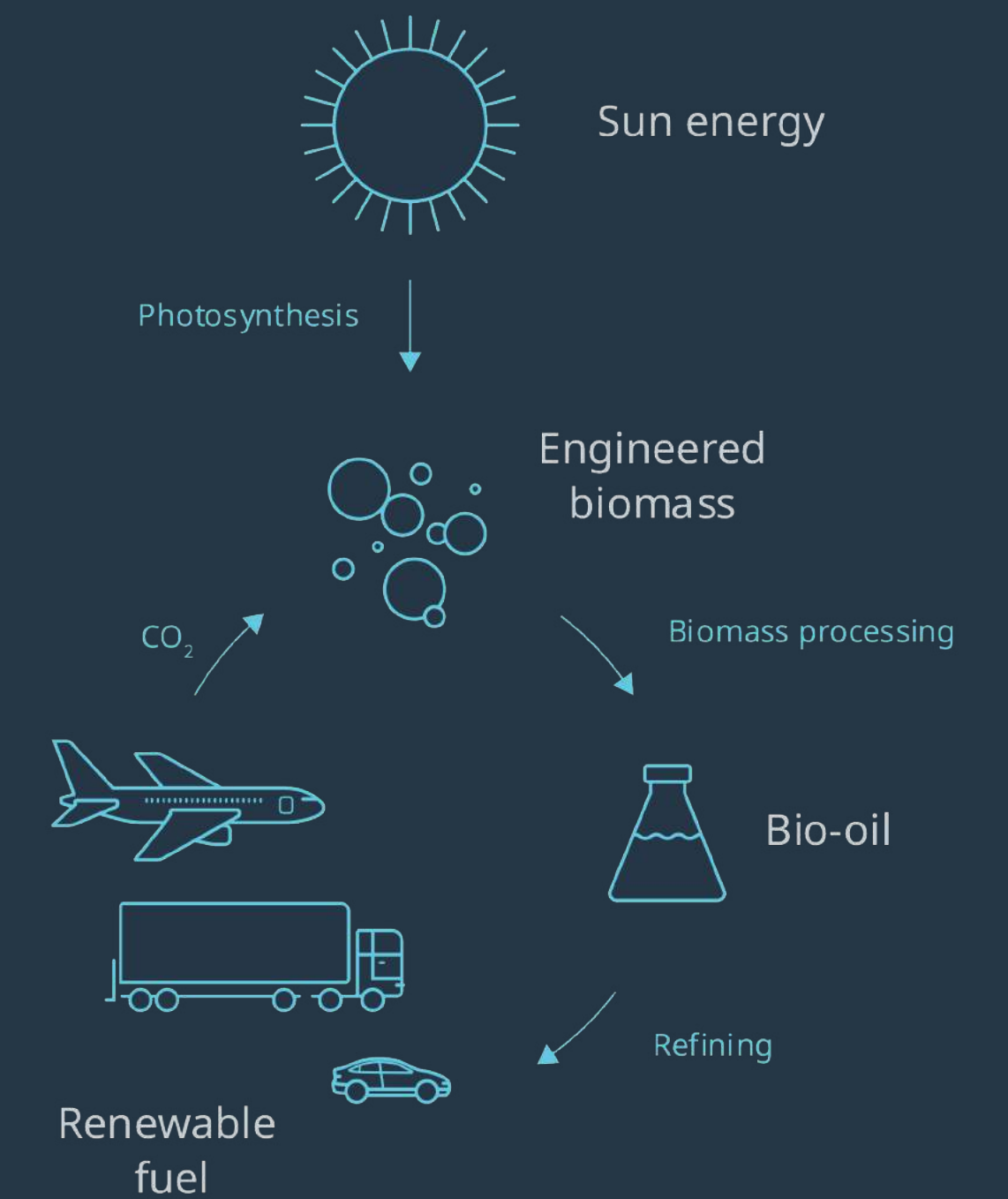
2nd generation

Emerging approach - neutral carbon intensity



3rd generation

Monitored future approach - negative carbon intensity



Advisories

Forward-Looking Statements – This presentation contains certain “forward-looking statements” within the meaning of the United States Private Securities Litigation Reform Act of 1995 and “forward-looking information” within the meaning of applicable Canadian securities legislation (collectively, “forward-looking statements”), including statements about: Suncor’s strategy, objectives and business plans; expectations for dividends, share repurchases, production growth, funds from operations, free funds flow, product outlook, upgrader utilization, cash operating costs, inland and equity feedstock, refinery utilization, annual capital, OS&G, asset sustainment and maintenance capital, corporate and operating breakeven and the basis for such expectations; expectations about planned capital expenditures and Suncor’s capital allocation framework; the expectation that Suncor will assume operatorship at Syncrude on September 30, 2021, the estimated structural savings associated with this change and the sources and timing of these anticipated savings; FFO break-even on US\$ WTI pricing, balance sheet leverage metrics, cost reductions, FFO allocation, and operating and financial results; expectations regarding proposed pipelines; reserves estimates and reserve life indices; expected utilization of assets; statements about Suncor’s \$2 billion free funds flow target, including the timing thereof, the initiatives which are expected to achieve it and the values expected from each initiative; Suncor’s anticipated economic capital spending priorities; statements about Suncor’s GHG goals, carbon objectives and the identified pathways to the carbon reduction and the base business reduction opportunities, including the potential impacts thereof; expectations regarding Suncor’s energy expansion outlook, including the focus areas (renewable liquid fuels and hydrogen), requirements and anticipated capital allocation; Suncor’s debt reduction targets and its plans on meeting them; expectations for and potential benefits of the following initiatives, including with respect to timing, costs and anticipated impact on free funds flow and the drivers thereof: supply, marketing and trading optimization, Suncor/Syncrude interconnecting pipelines, PASS, mine optimization – digital mine and AHS, supply chain management, business process transformation, coke fired boiler replacement and Forty Mile Wind power project, asset debottlenecks and digital technology adoption; statements about Suncor’s investments in its lower-carbon technology portfolio and in technologies, including the expected benefits therefrom; and expectations regarding the GEAD disposition, that are based on Suncor’s current expectations, estimates, projections and assumptions that were made by Suncor in light of its experience and its perception of historical trends. Some of the forward-looking statements may be identified by words such as “planned”, “estimated”, “target”, “goal”, “illustrative”, “strategy”, “expected”, “focused”, “opportunities”, “may”, “will”, “outlook”, “anticipated”, “potential”, “guidance”, “predicts”, “aims”, “proposed”, “seeking” and similar expressions. Forward-Looking statements are not guarantees of future performance and involve a number of risks and uncertainties, some that are similar to other oil and gas companies and some that are unique to Suncor. Users of this information are cautioned that actual results may differ materially as a result of, among other things, assumptions regarding: the current and potential adverse impacts of the COVID-19 pandemic; commodity prices and interest and foreign exchange rates; the performance of assets and equipment; capital efficiencies and cost savings; applicable laws and government policies; future production rates; the development and execution of projects; assumptions contained in or relevant to Suncor’s 2021 Corporate Guidance; product supply and demand; market competition; future production rates; assets and facilities not performing as anticipated; expected debottlenecks, cost reductions and margin improvements not being achieved to the

extent anticipated; dividends declared and share repurchases; the sufficiency of budgeted capital expenditures in carrying out planned activities; risks inherent in marketing operations (including credit risks); imprecision of reserves estimates and estimates of recoverable quantities of oil, natural gas and liquids from Suncor’s properties; expected synergies and the ability to sustain reductions in costs; the ability to access external sources of debt and equity capital; the timing and the costs of well and pipeline construction; Suncor’s dependence on pipeline capacity and other logistical constraints, which may affect the company’s ability to distribute products to market; mandatory production curtailments being greater or imposed for longer than anticipated; the timely receipt of regulatory and other approvals; the timing of sanction decisions and Board of Directors’ approval; the availability and cost of labour, services, and infrastructure; the satisfaction by third parties of their obligations to Suncor; the impact of royalty, tax, environmental and other laws or regulations or the interpretations of such laws or regulations; applicable political and economic conditions; risks associated with existing and potential future lawsuits and regulatory actions; improvements in performance of assets; and the timing and impact of technology development.

Although Suncor believes that the expectations represented by such forward-looking statements are reasonable, there can be no assurance that such expectations will prove to be correct. Suncor’s Management’s Discussion & Analysis (MD&A) ended March 31, 2021 and dated May 3, 2021 (the Q1 Report), Annual Report for the year ended December 31, 2020 (the 2020 Annual Report) and its most recently filed Annual Information Form/Form 40-F and other documents it files from time to time with securities regulatory authorities describe the risks, uncertainties, material assumptions and other factors that could influence actual results and such factors are incorporated herein by reference. Copies of these documents are available without charge from Suncor at 150 6th Avenue S.W., Calgary, Alberta T2P 3E3, by calling 1-800-558-9071, or by email request to invest@suncor.com or by referring to the company’s profile on SEDAR at www.sedar.com or EDGAR at www.sec.gov. Except as required by applicable securities laws, Suncor disclaims any intention or obligation to publicly update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. Suncor’s actual results may differ materially from those expressed or implied by its forward-looking statements, so readers are cautioned not to place undue reliance on them.

Suncor’s corporate guidance includes a planned production range, planned maintenance, capital expenditures and other information, based on our current expectations, estimates, projections and assumptions (collectively, the Factors), including those outlined in our 2021 Corporate Guidance available on www.suncor.com/guidance, which Factors are incorporated herein by reference. Suncor includes forward-looking statements to assist readers in understanding the company’s future plans and expectations and the use of such information for other purposes may not be appropriate.

Non-GAAP Measures – Certain financial measures in this presentation – namely funds from operations, free funds flow, Syncrude cash operating costs, Oil Sands operations cash operating costs, Fort Hills cash operating costs, discretionary free funds flow and last in, first out (LIFO) – are not prescribed by GAAP. All non-GAAP measures presented

herein do not have any standardized meaning and therefore are unlikely to be comparable to similar measures presented by other companies. Therefore, these non-GAAP measures should not be considered in isolation or as a substitute for measures of performance prepared in accordance with GAAP. All non-GAAP measures are included because management uses the information to analyze business performance, leverage and liquidity and therefore may be considered useful information by investors. See the “Non-GAAP Financial Measures Advisory” section of the Q1 Report.

Reserves– Unless noted otherwise, reserves information presented herein for Suncor is presented as Suncor’s working interest (operating and non-operating) before deduction of royalties, and without including any royalty interests of Suncor, and is at December 31, 2020. For more information on Suncor’s reserves, including definitions of proved and probable reserves, Suncor’s interest, location of the reserves and the product types reasonably expected please see Suncor’s most recent Annual Information Form dated February 24, 2021 available at www.sedar.com and Form 40-F dated February 25, 2021 available at www.sec.gov. Reserves data is based upon evaluations conducted by independent qualified reserves evaluators as defined in NI 51-101.

BOE (Barrels of oil equivalent) – Certain natural gas volumes have been converted to barrels of oil on the basis of six thousand cubic feet to one boe. This industry convention is not indicative of relative market values, and thus may be misleading.

Impact of the COVID-19 Pandemic: The COVID-19 pandemic is an evolving situation that will continue to have widespread implications for our business environment, operations and financial condition. Actions taken around the world to help mitigate the spread of COVID-19 have and will continue to have significant disruption to business operations and a significant increase in economic uncertainty. Our operations and business are particularly sensitive to a reduction in the demand for, and prices of, commodities that are closely linked to Suncor’s financial performance, including crude oil, refined petroleum products (such as jet fuel and gasoline), natural gas and electricity. The timing of an economic recovery is currently uncertain. This could result in reduced utilization and/or the suspension of operations at certain of our facilities, buyers of our products declaring force majeure or bankruptcy, the unavailability of storage, and disruptions of pipeline and other transportation systems for our products, which would further negatively impact Suncor’s production or refined product volumes, and could adversely impact our business, financial condition and results of operations.

Slide notes

Slide 2-----

- (1) Free funds flow is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.

Slide 4-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Estimated production at the midpoint of 2021 guidance released on November 30, 2020 (as updated on May 3, 2021).

Slide 5-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Estimated production at the midpoint of 2021 guidance released on November 30, 2020 (as updated on May 3, 2021).

Slide 6-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Excludes the impact of operations being shut-in due to forest fires in the Fort McMurray region during the second quarter of 2016.
- (3) Includes the impact (or anticipated impact) of major turnarounds at Base Plant upgraders.
- (4) Estimated production at the midpoint of 2021 guidance released on November 30, 2020 (as updated on May 3, 2021).
- (5) In the first quarter of 2021, the Syncrude joint venture owners finalized the agreement for Suncor to take over as operator of the Syncrude asset on September 30, 2021. See *Forward-Looking Statements* in the Advisories.

Slide 7-----

- (1) Free funds flow is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.

Slide 8-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) In the first quarter of 2021, the Syncrude joint venture owners finalized the agreement for Suncor to take over as operator of the Syncrude asset on September 30, 2021. See *Forward-Looking Statements* in the Advisories.
- (3) Syncrude utilization rates are calculated using intermediate sour production.
- (4) Estimated production at the midpoint of 2021 guidance released on November 30, 2020 (as updated on May 3, 2021).

Slide 9-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

- (2) In the first quarter of 2021, the Syncrude joint venture owners finalized the agreement for Suncor to take over as operator of the Syncrude asset on September 30, 2021. See *Forward-Looking Statements* in the Advisories.

Slide 10-----

- (1) Syncrude cash operating costs is a non-GAAP financial measure. See *Non-GAAP Measures* in the Advisories.
- (2) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) In the first quarter of 2021, the Syncrude joint venture owners finalized the agreement for Suncor to take over as operator of the Syncrude asset on September 30, 2021. See *Forward-Looking Statements* in the Advisories.
- (4) Estimated costs at the midpoint of 2021 guidance released on November 30, 2020 (as updated on May 3, 2021).

Slide 11-----

- (1) As at December 31, 2020 and assumes that approximately 7.04 billion barrels of oil equivalent (boe) of proved and probable reserves (2P) are produced at a rate of 590.3 mboe/d, Suncor's average daily production rate in 2020. Reserves are working interest before royalties. See *Reserves* in the Advisories.
- (2) 1,877 retail and wholesale sites are operated under the Petro-Canada brand as of December 31, 2020.
- (3) Proposed future pipelines. There can be no assurance this pipeline will be built with the capacity indicated or at all. See *Forward-looking Statements* in the Advisories.
- (4) Values based on actual averages for 2019 and 2020. Future results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 12-----

- (1) Based on company's current business plans and the current business environment, which are subject to change. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 13-----

- (1) Funds from operations (FFO), free funds flow (FFF) and last-in, first-out inventory valuation methodology are non-GAAP measures. FFO is calculated as cash flow provided by operating activities excluding changes in non-cash working capital. Free funds flow is calculated by taking FFO and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.

Slide 14-----

- (1) Utilization data obtained from internal refining information, third party data obtained from Canadian Energy Regulator and EIA.

Slide 15-----

- (1) Refining peers in alphabetical order: Cenovus, CVR, HollyFrontier, Husky, Imperial, Marathon (excluding Speedway), PBF, Phillips, and Valero. Source of information: Factset. Turnaround expenses that were capitalized (under IFRS) were reallocated as an expense for comparability with those companies who file under GAAP.
- (2) EBITDA per barrel information obtained from public disclosures and is based on refining production volumes (Suncor 2020 refining volume of 158.99 million barrels). Non-refining and marketing business segments, where applicable, have been excluded for comparability.

Slide 16-----

- (1) 1,877 retail and wholesale sites are operated under the Petro-Canada brand as of December 31, 2020.
- (2) Based on Kent (a Kalibrate company) survey data for year end 2020.

Slide 17-----

- (1) Refining peers in alphabetical order: Cenovus, CVR, HollyFrontier, Husky, Imperial, Marathon (excluding Speedway), PBF, Phillips, and Valero. Source of information: Factset. Turnaround

expenses that were capitalized (under IFRS) were reallocated as an expense for comparability with those companies who file under GAAP.

- (2) EBITDA per barrel information obtained from public disclosures and is based on refining production volumes (Suncor 2020 refining volume of 158.99 million barrels). Non-refining and marketing business segments, where applicable, have been excluded for comparability.

Slide 19-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) All per share numbers herein are based on the relevant year-end share count after share buybacks or anticipated share buybacks. Future share repurchase amounts are determined by the expected share buyback amount, in dollars, divided by the assumed share price for the relevant period. The assumed share price is determined by the Investor Day pricing scenario corporate funds from operations per share, multiplied by a 7.7x funds from operations valuation multiple. The valuation of 7.7x equates to the simple average of Suncor's annual multiple for the 5-year period of 2015-2019 inclusive.
- (3) Funds from operations (FFO) and free funds flow (FFF) are non-GAAP measures. FFO is calculated as cash flow provided by operating activities excluding changes in non-cash working capital. Free funds flow is calculated by taking FFO and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (4) Values presented are actual figures for 2018/2019. Future results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 20-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) PASS refers to permanent aquatic storage structure.
- (3) Capital refers to investment in the Base Plant Cogeneration Facility.
- (4) Capital refers to investment in Forty Mile Wind Project.
- (5) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.

Slide 21-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Includes full cycle capital, based on 10 year calculation, reference date of 2018. This figure includes assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. FFO is a non-GAAP financial measure. See *Non-GAAP Measures, Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

continued ...

Slide notes

Slide 22-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) All per share numbers herein are based on the relevant year-end share count after share buybacks or anticipated share buybacks. Future share repurchase amounts are determined by the expected share buyback amount, in dollars, divided by the assumed share price for the relevant period. The assumed share price is determined by the Investor Day pricing scenario corporate funds from operations per share, multiplied by a 7.7x funds from operations valuation multiple. The valuation of 7.7x equates to the simple average of Suncor's annual multiple for the 5-year period of 2015-2019 inclusive.
- (4) Refers to Autonomous Haulage Systems (AHS).

Slide 23-----

- (1) Proposed future pipelines. There can be no assurance this pipeline will be built with the capacity indicated or at all. See *Forward-looking Statements* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 24-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Syncrude utilization rates are calculated using intermediate sour production.
- (3) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.

Slide 25-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 26-----

- (1) Refers to Autonomous Haulage Systems (AHS).
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest.

See *Non-GAAP Measures* in the Advisories.

- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 27-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 28-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 29-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Refers to estimated average WTI crude oil price in US dollars required for funds from operations to equal estimated total enterprise operating costs, sustaining capital expenditures inclusive of associated capitalized interest and dividends. Sustaining capital represents anticipated asset sustainment and maintenance capital expenditures plus well pad spend (inclusive of associated capitalized interest) based on the company's current business plans. This figure includes assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 30-----

- (1) There can be no assurance that this project will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are

subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

- (4) Includes full cycle capital, based on 30 year calculation, reference date of 2018. This figure includes assumptions for power generation, operating costs, sustaining capital and business environment. Actual results may differ materially. See *Non-GAAP Measures, Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 31-----

- (1) There can be no assurance that this project will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (4) Includes full cycle capital, based on a 36 year calculation, reference date of 2016 This figure includes assumptions for power generation, operating costs, sustaining capital and business environment. Actual results may differ materially. See *Non-GAAP Measures, Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 32-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 33-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

continued ...

Slide notes

Slide 34-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Free funds flow is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (3) Refers to estimated average WTI crude oil price in US dollars required for funds from operations to equal estimated total enterprise operating costs, sustaining capital expenditures inclusive of associated capitalized interest and dividends. Sustaining capital represents anticipated asset sustainment and maintenance capital expenditures plus well pad spend (inclusive of associated capitalized interest) based on the company's current business plans. This figure includes assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 35-----

- (1) Free funds flow (FFF) is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.
- (2) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 37-----

- (1) COSIA refers to Canadian Oil Sands Innovation Alliance.
- (2) TCFD refers to Task Force on Climate-related Financial Disclosures.

Slide 38-----

- (1) See Suncor's 2020 Report on Sustainability for further details on the methodologies used to calculate GHG emissions.
- (2) There can be no assurance that these objectives will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 39-----

- (1) See Suncor's 2020 Report on Sustainability for further details on the methodologies used to calculate GHG emissions.
- (2) There can be no assurance that these objectives will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 40-----

- (1) See Suncor's 2020 Report on Sustainability for further details on the methodologies used to calculate GHG emissions. Data includes operated emissions as at year-end 2019. Process data includes third party hydrogen purchases.
- (2) There can be no assurance that these opportunities will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 42-----

- (1) There can be no assurance that these opportunities will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 43-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the

expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 44-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 45-----

- (1) Forecasts from July 2020 ICF Canada Report, Commissioned by CAPP and historicals from USDA Foreign Agricultural Services Biofuels Annual (July 2019)

Slide 46-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 47-----

- (1) There can be no assurance that these projects will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) See Suncor's 2020 Report on Sustainability for further details on the methodologies used to calculate GHG emissions. Actual results may differ materially. See *Forward-Looking Statements* in the Advisories.

Slide 49-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) 2020 figures include one-time cost reduction, including contractor, supply chain and employee expenses.

Slide 50-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Oil Sands operations, Syncrude and Fort Hills cash operating costs per barrel are non-GAAP financial measures. See *Non-GAAP Measures* in the Advisories.

Slide 51-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Refers to investment in the Base Plant Cogeneration Facility.

Slide 52-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of

Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

- (2) Breakeven figures include assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (4) Free funds flow is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.

Slide 53-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Breakeven figures include assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (4) Funds from operations (FFO), free funds flow and discretionary free funds flow are non-GAAP financial measures. See *Non-GAAP Measures* in the Advisories.
- (5) 2021 free funds flow excludes approximately \$800 million in tax receivables and the anticipated GEAD disposition proceeds. See *Appendix* and *Forward-Looking Statements* in the Advisories.

Slide 54-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) Funds from operations (FFO) and free funds flow are non-GAAP financial measures. See *Non-GAAP Measures* in the Advisories.
- (4) 2021 free funds flow excludes approximately \$800 million in tax receivables and the anticipated GEAD disposition proceeds. See *Appendix* and *Forward-Looking Statements* in the Advisories.

continued ...

Slide notes

Slide 55-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) Funds from operations (FFO) and free funds flow are non-GAAP financial measures. See *Non-GAAP Measures* in the Advisories.
- (4) 2021 free funds flow excludes approximately \$800 million in tax receivables and the anticipated GEAD disposition proceeds. See *Appendix* and *Forward-Looking Statements* in the Advisories.

Slide 56-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Funds from operations (FFO) is a non-GAAP financial measure. See *Non-GAAP Measures* in the Advisories. Funds from operations is calculated as cash flow provided by operating activities excluding changes in non-cash working capital.

Slide 57-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Funds from operations (FFO) is a non-GAAP financial measure. See *Non-GAAP Measures* in the Advisories. Funds from operations is calculated as cash flow provided by operating activities excluding changes in non-cash working capital.
- (3) 2021 free funds flow excludes approximately \$800 million in tax receivables and the anticipated GEAD disposition proceeds. See *Appendix* and *Forward-Looking Statements* in the Advisories.

Slide 58-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) Funds from operations (FFO) and free funds flow are non-GAAP financial measures. See *Non-GAAP Measures* in the Advisories.
- (4) Breakeven figures include assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (5) 2021 free funds flow excludes approximately \$800 million in tax receivables and the anticipated GEAD disposition proceeds. See *Appendix* and *Forward-Looking Statements* in the Advisories.

Slide 59-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of

Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

- (2) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) Free funds flow is a non-GAAP financial measure. Free funds flow is calculated by taking funds from operations (FFO) and subtracting capital expenditures, including capitalized interest. See *Non-GAAP Measures* in the Advisories.

Slide 60-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) All per share numbers herein are based on the relevant year-end share count after share buybacks or anticipated share buybacks. Future share repurchase amounts are determined by the expected share buyback amount, in dollars, divided by the assumed share price for the relevant period. The assumed share price is determined by the Investor Day pricing scenario corporate funds from operations per share, multiplied by a 7.7x funds from operations valuation multiple. The valuation of 7.7x equates to the simple average of Suncor's annual multiple for the 5-year period of 2015-2019 inclusive.
- (4) Funds from operations (FFO) is a non-GAAP financial measure. See *Non-GAAP Measures* in the Advisories. Funds from operations is calculated as cash flow provided by operating activities excluding changes in non-cash working capital.
- (5) Breakeven figures include assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Slide 61-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (3) All per share numbers herein are based on the relevant year-end share count after share buybacks or anticipated share buybacks. Future share repurchase amounts are determined by the expected share buyback amount, in dollars, divided by the assumed share price for the relevant period. The assumed share price is determined by the Investor Day pricing scenario corporate funds from operations per share, multiplied by a 7.7x funds from operations valuation multiple. The valuation of 7.7x equates to the simple average of Suncor's annual multiple for the 5-year period of 2015-2019 inclusive.
- (4) Breakeven figures include assumptions for production, dividend, sustaining capital and business environment. All dividends are at the discretion of Suncor's Board of Directors. Actual results may differ materially. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (5) Funds from operations (FFO) is a non-GAAP financial measure. See *Non-GAAP Measures* in the Advisories. Funds from operations is calculated as cash flow provided by operating activities

excluding changes in non-cash working capital.

Slide 63-----

- (1) The commodity price scenario used herein equates to approximately the respective average commodity prices over the 5-year period of 2015-2019: US\$55/bbl WTI, US\$60/bbl Brent, US\$40/bbl Western Canadian Select at Hardisty, and US\$17/bbl New York Harbor crack spread.
- (2) Based on company's current business plans, the current business environment and the expected regulatory regime governing carbon tax in Canada, all of which are subject to change. Excludes impact of Canada's proposed Clean Fuel Standard. Numbers may not add up exactly to due rounding. Actual results may differ materially. See *Forward-Looking Statements* in the Advisories.
- (3) Represents the midpoint of 2021 production guidance, held constant across the scenarios for illustrative purposes. This data was used in favour of 2020 production due to the production impacts of the 2020 business environment.

Slide 64-----

- (1) Based on company's current business plans and the current business environment, which are subject to change as well as possible future opportunities which may be subject to Board of Directors', counterparty and regulatory approval. Actual results may differ materially. There can be no assurance these opportunities will be pursued or if pursued that they will result in the expected benefits. See *Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.
- (2) Funds from operations (FFO) and free funds flow are non-GAAP financial measures. See *Non-GAAP Measures* in the Advisories.
- (3) Excluding Cogen and Forty Mile Wind projects, IRRs include full cycle capital, based on calculation through 2030, reference date of 2018 or year of initial capital spend. This figure includes assumptions for operating costs, sustaining capital, production and business environment. Actual results may differ materially. See *Non-GAAP Measures, Forward-Looking Statements* and *Impact of the COVID-19 Pandemic* in the Advisories.

Investor Relations contacts

**Trevor
Bell**

Vice President IR
tgbell@suncor.com

**Kate
Charlton**

Director IR
kcharlton@suncor.com

**Muhammad
Usman**

Senior Analyst IR
muusman@suncor.com

**Kinga
Uto**

Senior ESG Analyst IR
kuto@suncor.com

**Stacey
Hunter**

Coordinator IR
sthunter@suncor.com

Visit us at the Investor Centre on suncor.com

1-800-558-9071

invest@suncor.com

