

ORGANISATIONAL STRUCTURE

Banco Santander's organizational structure is as follows:

Group Executive Chair

The duties established in article 43.2 of the Bylaws correspond to those of the board of directors, and the Group Executive Chairman is responsible for the management of the board and its effective functioning. The Executive Chairman is considered to be the hierarchical superior of the Company and the Group's highest executive. The position is delegated all the powers of the board of directors, except for those that cannot be delegated by law, the Bylaws and the Rules and Regulations of the Board.

UNITS REPORTING TO THE GROUP EXECUTIVE CHAIRMAN

- Strategy, Corporate Development, and Financial Planning

This unit is responsible for preparing the Bank's strategic plan and defining and monitoring a sustainable business model in financial terms, consistent with the Bank's risk appetite and strategic plan.

- General Secretariat

This unit is responsible for supporting the functioning of the Bank's representative and governance bodies, the Group's internal governance, legal and tax advice. In addition, this unit encompasses the Group's Security and Intelligence function.

- Communications, Corporate Marketing, and Research

The unit responsible for the Group's research service, for brand protection and marketing across Santander Group, and for defining and developing corporate policies in the areas of communications and marketing.

- Chairman's Office and Responsible Banking

This unit is responsible for providing direct support to the Group Executive Chairman in the performance of his/her activities. Additionally, this unit comprises the responsible banking function, which includes the development of sustainability and corporate culture activities.

- Talent

Unit responsible for developing the Group's strategic talent agenda and promoting the Group's Culture policies related to human resources, such as diversity and inclusion.

- Santander Universities

This unit is responsible for the Group's institutional policy and relationship with respect to universities.

Investment Platforms

Is responsible for overseeing all investment platforms owned or partly owned by Santander and managed by third parties, focused on high-return businesses that are complementary to traditional banking and can benefit from our geographical and client footprints.

CONTROL UNITS WITH ACCESS AND REPORTING TO THE BOARD OF DIRECTORS AND ITS COMMITTEES

The following control units have access to and report to the board of directors and its committees, as well as the Group Executive Chairman:

- Internal Audit, managed by the Group Chief Audit Executive

This unit is responsible for providing independent assurance on the quality and effectiveness of internal control and governance processes and systems, as well as in relation to risk management.

- Risk, managed by the Group Chief Risk Officer

This unit is responsible for promoting the identification and forward-looking management of all risks, and protecting the institution's solvency through a robust control environment, establishing risk appetite and carrying out comprehensive and effective control of it.

- Compliance, managed by the Group Chief Compliance Officer

This unit is responsible for the Bank's compliance with supervisory regulations and requirements.

CHIEF EXECUTIVE OFFICER

The Chief Executive Officer is responsible for the day-to-day management of the business, with the highest executive functions shared with the Group Executive Chairman.

UNITS REPORTING TO THE CHIEF EXECUTIVE OFFICER

Businesses:

Europe

- Spain
- Portugal
- Poland
- United Kingdom

South America

- Brazil
- Chile
- Argentina
- Uruguay and the Andean Region

North America

- USA
- Mexico

Digital Consumer Bank

Unit in the process of operational and strategic integration of Santander Consumer Finance and Openbank for the creation of a global digital consumer finance bank. Whilst the strategic development of the project is responsibility of the Executive Chair, the BAU is under the CEO scope.

Each of the above units are responsible for the banking activity and are directly responsible for the development, management, and achievement of defined strategic business objectives.

Cards and Digital Solutions

This area has the mandate to our 'One Santander' vision by working with the regional heads to build a unique cards business with one single, modern, and flexible platform, leveraging applicable PagoNxt technology.

Global businesses:

- Corporate & Investment Banking

Classed as a global business given the nature of its customers and products.

- Wealth Management & Insurance

This unit integrates the Bank's global private banking, asset management, and insurance businesses.

Support and control units

- Finance, managed by the Group Chief Financial Officer

The unit responsible for supervising and monitoring the management of the Bank's capital and structural risks, as well as relations with supervisors, regulators and other stakeholders (shareholders, analysts, rating agencies, etc.)

- Financial Accounting and Control, managed by the Group Controller

This unit is responsible for supervising and controlling both the integrity of the accounting and management information systems and the process of preparing and presenting the Bank's economic-financial information. Additionally, this unit is responsible for the management of general services.

- Technology and Operations

This unit is responsible for defining strategy and operating guidelines and models in the area of technology, operations and processes, the Bank's benchmark architectures, and for managing cybersecurity and technology risk.

- Costs

This unit is responsible for improving the Bank's efficiency through cost control and rationalization, vendors risk management, organizational management, and the identification and development of initiatives that enable savings to be generated. It also retains global responsibility for own-use properties.

- Human Resources

Unit responsible for the design and application of policies and integral management of human resources.

Non Performing Assets (NPAs), Debt Restructuring and Corp. Investments

Unit responsible globally for debt restructuring and portfolio sales, management and divestment of real estate subsidiaries and corporate investments.

PagoNxt

This is a wholly-owned subsidiary of Banco Santander, S.A. specialized in the integration and development of payment solutions for merchants, consumers and international trade.

It has its own Board of Directors, comprised of four independent members of Banco Santander S.A.'s Board of Directors, the Group Chief Executive Officer and chaired by the Group Executive Chairman.