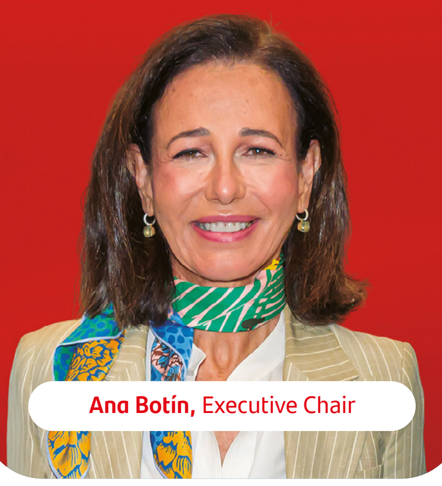
Santander



Ana Botín, Executive Chair

2026 **Annual General Meeting**

Dear Shareholders,

I am pleased to inform you that the **2026 annual general shareholders' meeting** will be held on **27 March** at 12:30 p.m. (CET) in a fully virtual form. Your participation as a shareholder is key to continuing to drive the future of our Bank together.

In 2025, Santander consolidated its position as a **stronger and more profitable bank, with improved market recognition**. We once again delivered record results and, as we have consistently done, met the targets set out in our three-year strategic plan. Our share price rose by 125.6% and total shareholder return increased by 132.4%, making us the largest bank by market capitalisation in the Eurozone.

Over the past decade, we have doubled our profits, significantly strengthened our capital position and distributed more than €36 billion to shareholders through a balanced mix of cash dividends and share buybacks. This execution has enabled us to deliver on our commitment to generate sustained shareholder value, confirming an ordinary payout of 50% and an announced target of at least €10 billion in share buybacks against 2025–2026 results and excess capital[1].

We are now entering a **new strategic cycle** for Santander, with clear commitments presented at our recent Investor Day: to continue improving efficiency and customer experience, while increasing profitability and our capacity to generate capital, delivering attractive and sustainable shareholder remuneration.

As we look ahead to this new stage of value creation, your engagement and **participation in the shareholders' meeting** are essential. To facilitate your participation, we offer you the following options:

- **Digitally, available before 25 March** at 6:00 p.m. (CET), via:
  - General Shareholders' Meeting Platform (www.juntasantander.com, as well as through the Bank's websites and apps)
  - Santander branches
  - Shareholder Helpline +34 91 276 92 90
- **By completing the printed card**, and taking it to a Santander branch or returning it by post, to be received before **23 March**.
- You may also **attend virtually and vote on the day of the meeting** by registering between 10:00 a.m. and 12:00 p.m. (CET) on the General Shareholders' Meeting Platform (www.juntasantander.com).

Thank you for the trust you have placed in Santander. Yours sincerely,

All relevant documentation and information to help you with voting is available at www.santander.com.

1. The execution of the shareholder remuneration policy and share buybacks to distribute the excess CET1 capital is subject to corporate and regulatory decisions and approvals.

Banco Santander, S.A. - Registered Office: Paseo de Pereda, 9-12. 39004 SANTANDER - Santander Companies Register, Sheet 286, Folio 64, Companies Book no. 5, Entry no. 1. Employer Identification Number A-39000013