

Institutional Presentation 2022





**Our business
model and
strategy**



**Group structure
and businesses**



**2022 results
& activity**



Final remarks



**Links to
public materials**



1














Our business model
and strategy

Santander, a leading financial group

Simple | Personal | Fair



2022 Highlights

	Total assets (€ bn)	1,735
	Customer loans (€ bn excluding reverse repos)	1,019
	Customer deposits + mutual funds (€ bn; excluding repos)	1,146
	Branches	9,019
	2022 Net operating income (pre-provision profit) (€ mn)	28,251
	2022 Attributable profit (€ mn)	9,605
	Market capitalization (€ bn; 30-12-22)	47
	People (headcount)	206,462
	Customers (mn)	160
	Shareholders (mn)	3.9
	Communities 2019-2022 (mn; financially empowered people)	>10

The Santander Way

Our purpose

To help people and businesses **prosper**.

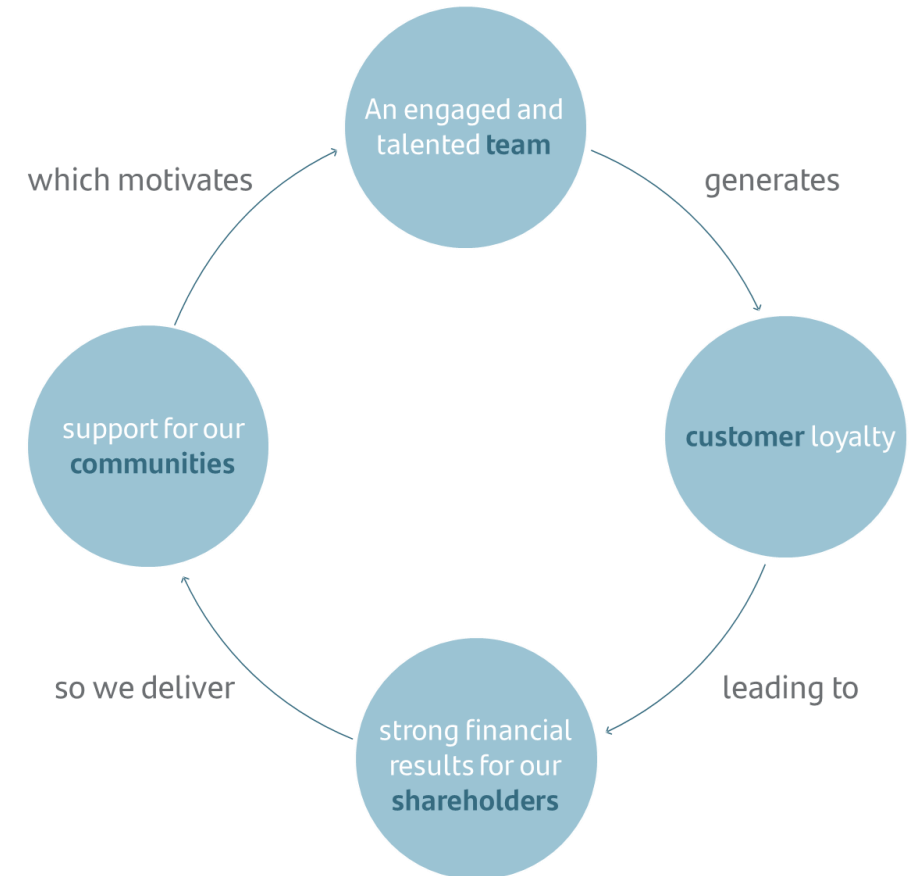
Our aim

To be the best open financial services **platform**, by acting **responsibly** and earning the lasting **loyalty** of our people, customers, shareholders and communities.

Our how

Everything we do should be **Simple, Personal and Fair**.

We create value for all



Santander business model

Our business model is the foundation for generating value for our shareholders

1. Customer focus

Deepening the relationships with our customers through a simpler value proposition, superior customer experience and our digital proposition



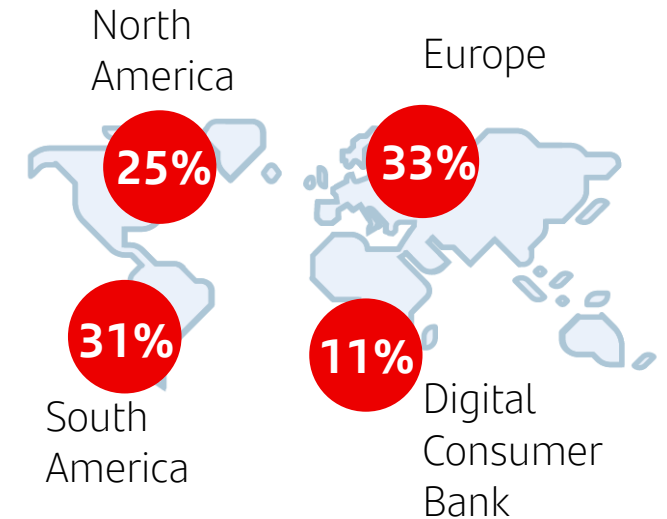
2. Scale

Local scale and global reach



3. Diversification¹

Our geographic and business diversification makes us more resilient under adverse circumstances



01.

Customer focus

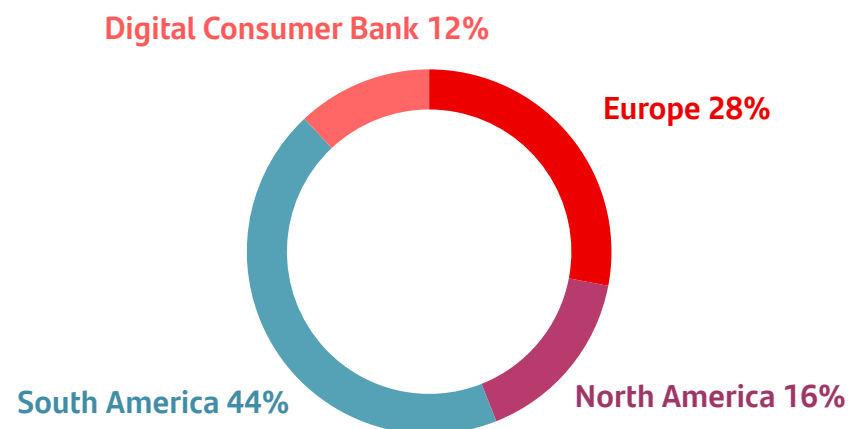


We have grown our customer base over the last seven years, with balanced growth by region and business



160
million customers

Distribution by market, Dec-22



Our aim is to further enhance our customers' experience and satisfaction



Customer satisfaction

Top 3 NPS¹ in 8 markets



01.

Customer focus

■ ■

We also increased loyalty and helped a new generation of customers with new ways to interact with their finances

■ ■

 **27.5 mn** (+8%)
Loyal customers



25.3 mn (+8%)
Individuals



2.2 mn (flat)
Companies

 **51.5 mn** (+8%)
Digital customers¹

Tech investments to transform the business ...



€2 bn / year

... help customers transact online



80%

Digital transactions
of our core banks



55%

Digital sales
as a % of total sales



49.6 mn

Mobile
customers

01.

Customer focus

Traditional customer service and digital technology boost financial access



Customer support services: available anytime, anywhere, anyhow



Branches: >9,000

The largest branch network in the international banking world¹



Guaranteeing access for all segments

Collaborative spaces and increased digital capabilities



Santander Smart
and **Ágil** branches

- Sparsely populated communities
- Most vulnerable groups
- Low-income communities
- University students



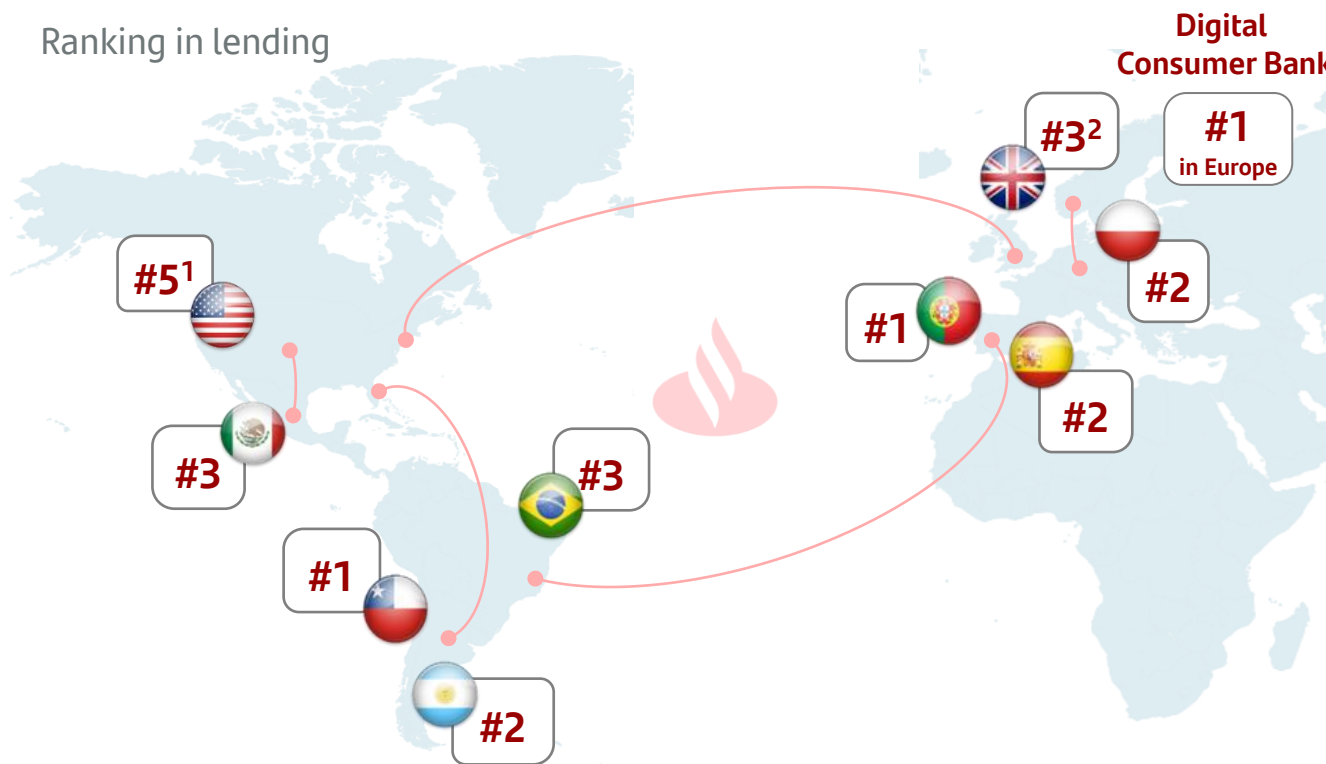
02.

Scale

In-market scale coupled with global network allowed us to be among the most profitable banks in our markets

In-market scale in volumes

Ranking in lending



**Additionally,
we are leaders in
profitability in
4 out of 10 markets**

Our global and network businesses (CIB, WM&I, PagoNxt and Auto) represent >30% of Santander's total revenue and >50% of profit

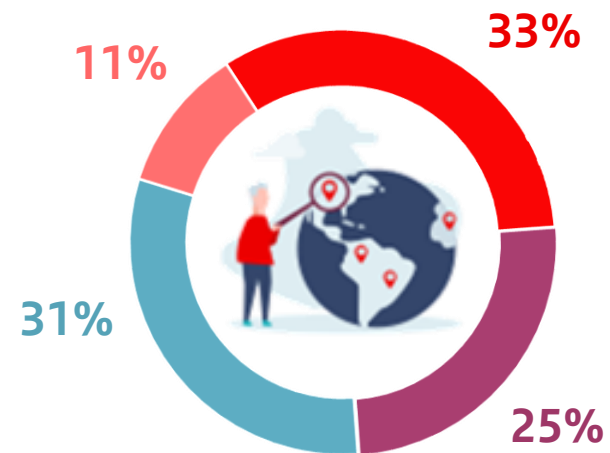
03.

Diversification

Our balanced profit and volume diversification remains a source of great strength and stability

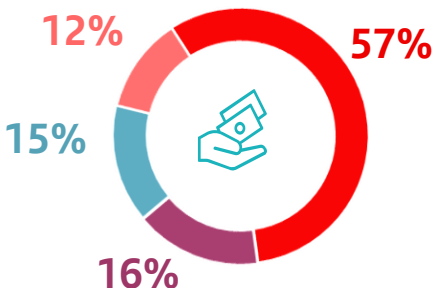
Well balanced profit and volume distribution

Contribution to 2022 underlying attributable profit¹

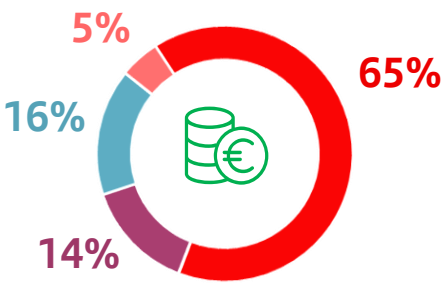


Dec-22 Group's contribution² by primary segments

Customer loans



Customer funds



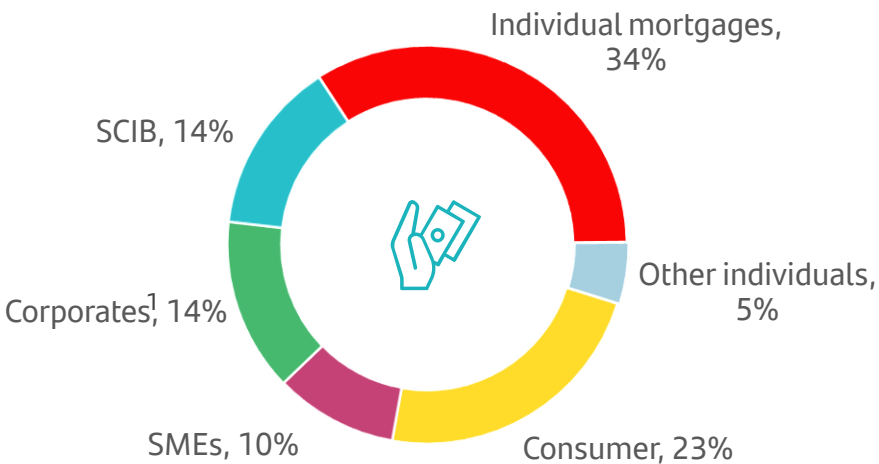
■ Europe ■ North America ■ South America ■ Digital Consumer Bank

03.

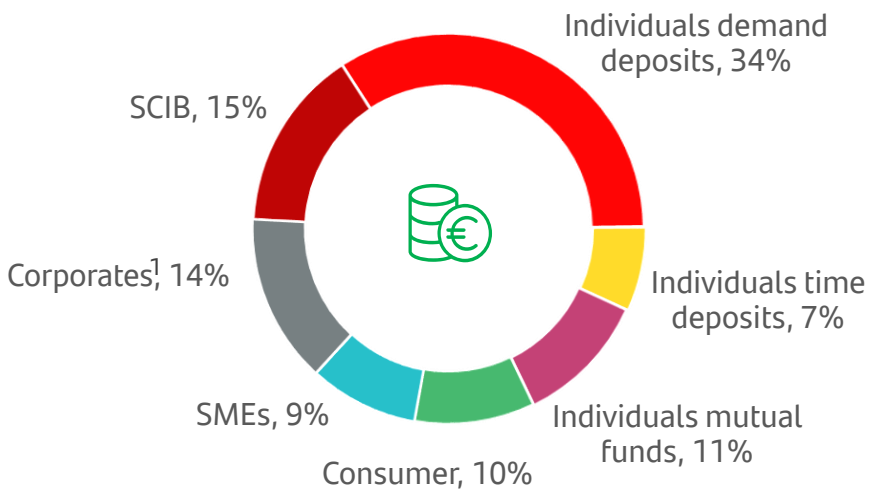
Diversification

Business diversification among customer segments (individuals, SMEs, mid-market companies and large corporates)

Customer loans by business, Dec-22



Customer funds by business, Dec-22

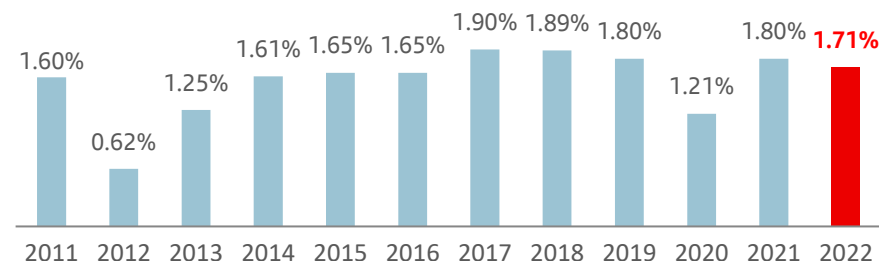


In summary

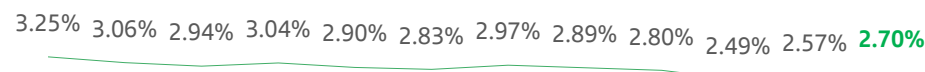
Our strong model is reflected in the resilience of our business. It is a competitive strength that continues to differentiate us

More resilience and lower volatility of results

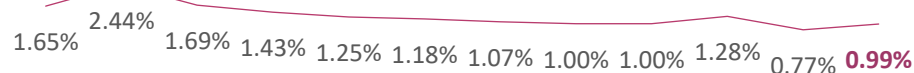
Differential Pre-provision profit / loans and Cost of credit



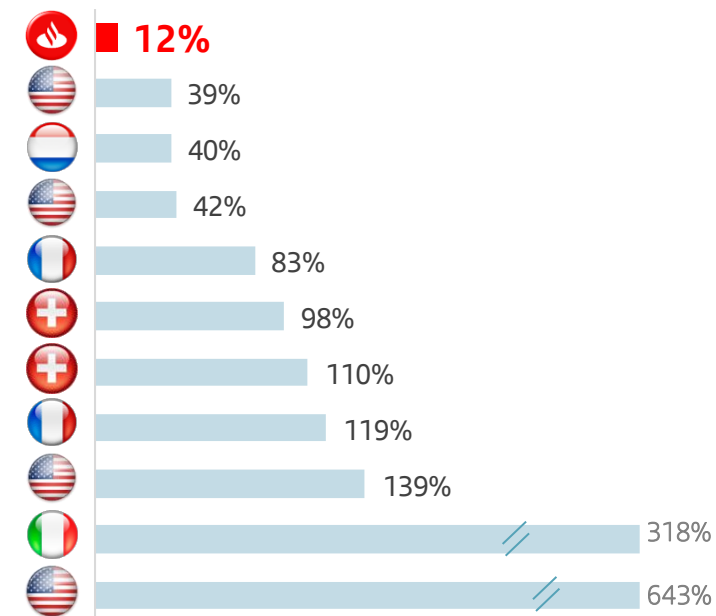
Pre-provision profit / loans



Cost of risk¹

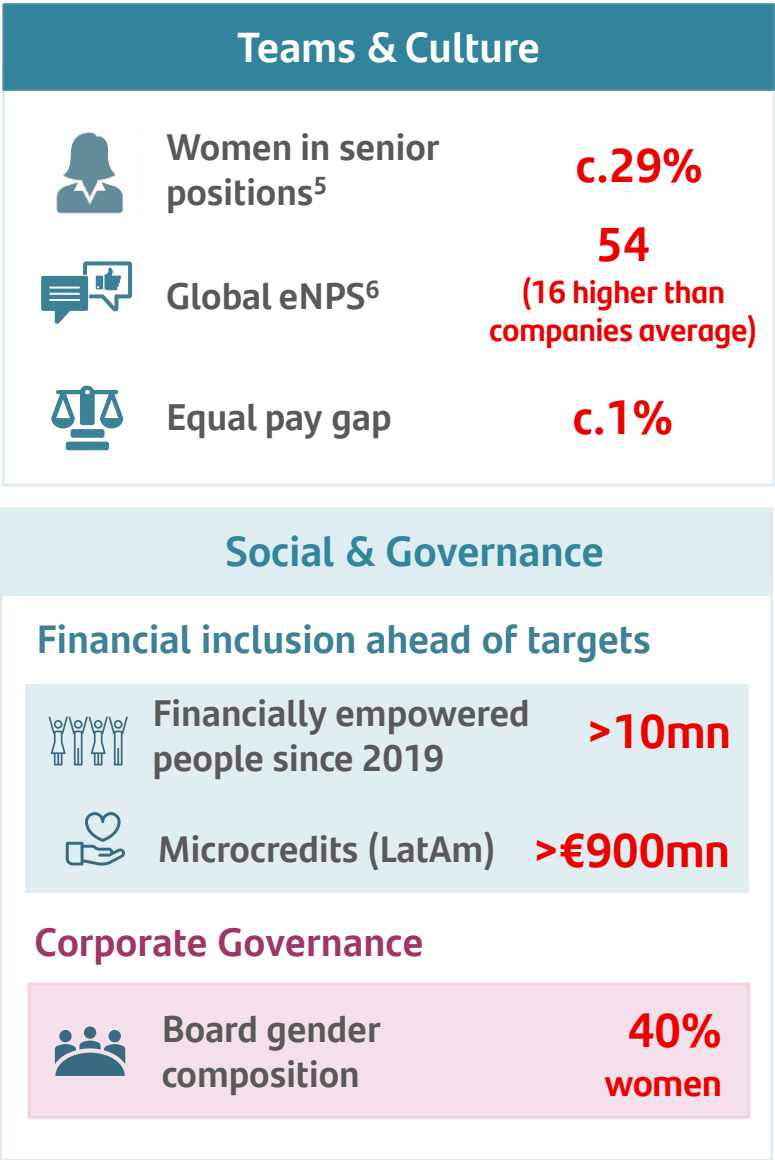
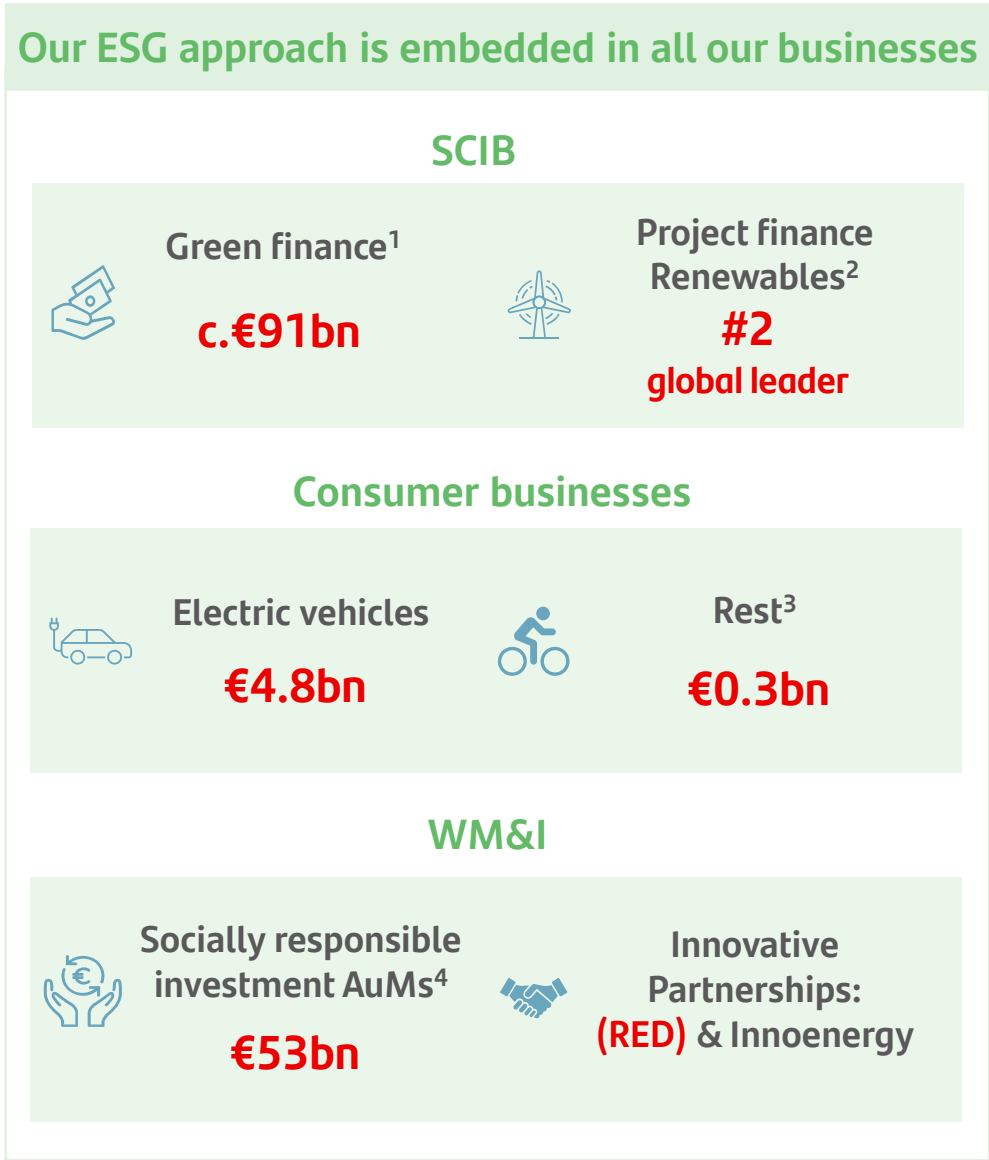


EPS volatility calculated using quarterly data from Jan-99 to Q3'22²



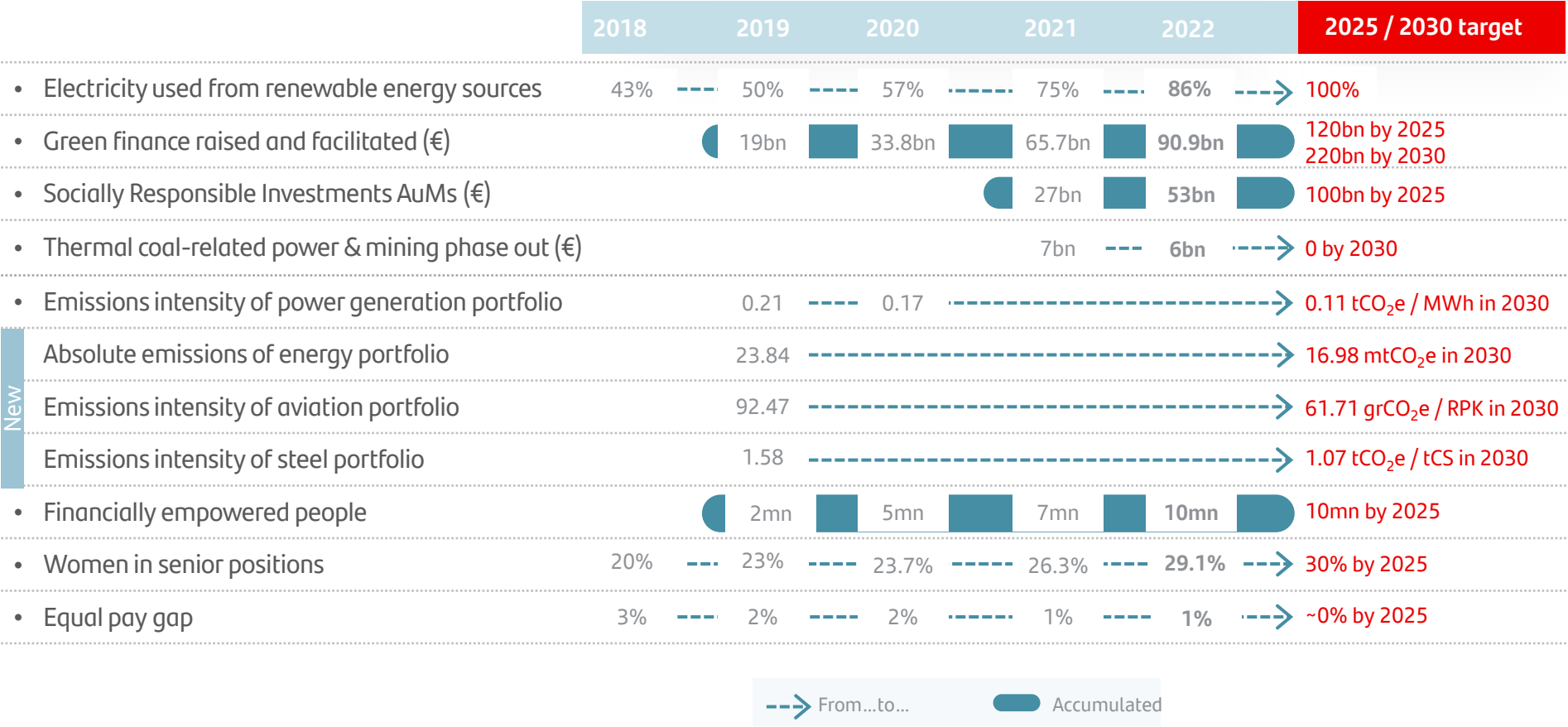
Environmental, Social and Governance

Aiding our customers' green transition and supporting our teams, strengthening our culture and promoting financial inclusion



ESG commitments

We continue to make progress on our ESG agenda





2. Group structure and businesses



Group organizational structure



Towards the
Santander of
Tomorrow



- One Santander (Europe, North America and South America). New operating model leveraging our global scale to deliver a better customer experience, supported by common culture and higher degrees of commonality, technology being one
- Digital Consumer Bank: our vision is to become the largest digital consumer bank in the world
- Global businesses (SCIB, WM&I and Cards & Digital solutions) to enhance our local scale with global reach and collaboration
- PagoNxt: innovative payments solutions for both Santander and non-Santander clients
- The Corporate Centre and other functions servicing the whole Group

Primary segments

Europe	North America	South America	Digital Consumer Bank
Spain UK Portugal Poland Other Europe	United States Mexico	Brazil Uruguay Chile Peru Argentina Colombia	SCF Openbank

Secondary segments

Retail Banking Includes Cards & Digital Solutions	SCIB	WM&I includes Private Banking, Asset Management and Insurance	PagoNxt
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Group functions and Corporate Centre activities

Internal Audit	Strategy & Corporate Development	General Secretariat ¹	Comms & Marketing	Risk & Compliance	Technology & Operations	Talent & Human Resources	Financial Accounting & Control	Finance	Regulatory & Supervisory Relations	Investment Platforms & Corporate Investments	Costs & Organisation
		Chair's Office				Universities					

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Primary segments



EUROPE

'Business transformation in order to achieve superior growth with a more efficient operating model'

2022 Highlights

	Branches	3,148
	Employees	65,581
	Total customers (mn)	45.6
	Digital customers (mn)	17.5
	Customer loans (€ bn)	579
	Customer funds (€ bn)	737
	Underlying attributable profit (€ mn)	3,810
	RoTE ¹	12.5%

Strategic priorities

- Grow our business by serving our customers better, focusing on capital efficient opportunities, simplifying our mass market value proposition, improving customer experience and engaging with PagoNxt
- Make headway with our omnichannel strategy by redefining customer interaction, accelerating our digital transformation and maintaining close customer relationships through our teams
- Create a common operating model in Europe to serve our businesses through shared technology platforms and services











Spain



'The commitment to and collaboration with our customers demonstrates the full potential of Santander España'

2022 Highlights









	Branches	1,913
	Employees	26,839
	Total customers (mn)	14.3
	Digital customers (mn)	5.9
	Customer loans (€ bn)	250
	Customer funds (€ bn)	407
	Underlying attributable profit (€ mn)	1,560
	RoTE ¹	9.2%

■ ■ Strategic priorities ■ ■

- Grow our customer base providing the best customer experience across all channels
- Deliver an innovative and tailored value proposition to grow in high-value businesses
- Simplify product portfolio and automate processes to enhance operational excellence
- Leverage our scale to grow our business and build a common operating model
- Continue optimizing our capital management through better capital allocation and balance sheet mobilization

'Santander UK creates value by serving customers with tailored financial products and services'

2022 Highlights

	Branches	449
	Employees	21,185
	Total customers (mn)	22.4
	Digital customers (mn)	7.0
	Customer loans (€ bn)	245
	Customer funds (€ bn)	229
	Underlying attributable profit (€ mn)	1,395
	RoTE ¹	15.4%









Strategic priorities

- Deliver growth through customer loyalty and outstanding customer experience
- Simplify and digitalize the business to improve efficiency and returns
- Engage, motivate and develop a talented and diverse team
- Be a responsible and sustainable business



'A strategy focused on customer experience and digital solutions for sustained and profitable growth'

2022 Highlights

	Branches	383
	Employees	4,952
	Total customers (mn)	2.9
	Digital customers (mn)	1.1
	Customer loans (€ bn)	40
	Customer funds (€ bn)	46
	Underlying attributable profit (€ mn)	534
	RoTE ¹	29.6%









Strategic priorities

- Consolidate the commercial and digital integration model
- Grow organically in terms of profitable market share, improving our lending leadership position
- Maintain our position as market leaders in efficiency, improving the cost base
- Maintain an appropriate risk policy with high credit quality and strong capital position



'One of the largest and most innovative financial institutions in Poland'

2022 Highlights

	Branches	395
	Employees	10,532
	Total customers (mn)	5.7
	Digital customers (mn)	3.3
	Customer loans (€ bn)	31
	Customer funds (€ bn)	42
	Underlying attributable profit (€ mn)	364
	RoTE ¹	18.1%

■ ■ Strategic priorities ■ ■









- Aiming to maintain a position in the top 3 NPS in a highly competitive market
- As part of our simplification, digitalize areas and shorten processes in branches and in aftersales services
- Provide superior customer experience in every channel of contact with the bank
- Deliver the best employee experience



NORTH AMERICA

'We provide a full range of financial services with a particular focus on Retail, Private and Corporate Banking'

2022 Highlights

	Branches	1,854
	Employees	44,518
	Total customers (mn)	25.0
	Digital customers (mn)	7.2
	Customer loans (€ bn)	157
	Customer funds (€ bn)	164
	Underlying attributable profit (€ mn)	2,878
	RoTE ¹	20.5%

■ ■ Strategic priorities ■ ■

- Simplifying our regional business model to generate efficiencies and profitable growth
- Boost customer attraction and retention, while broadening our tailored service and product proposition for a better customer experience
- Promote a common and regional approach through the promotion of strong collaboration between both countries and the Group
- Focus on expanding and implementing sustainable finance opportunities within our businesses











United States



'Santander US combines a strong depositary base in the Northeast with its nationwide auto finance, wealth management and corporate banking capabilities'

2022 Highlights

	Branches	485
	Employees	14,610
	Total customers (mn)	4.5
	Digital customers (mn)	1.0
	Customer loans (€ bn)	115
	Customer funds (€ bn)	113
	Underlying attributable profit (€ mn)	1,784
	RoTE ¹	16.8%

Strategic priorities

- Simplification of our operating model and governance by reducing complexity of products and services
- Transformation to drive distinctive positioning through digitalization
- Refocus US business around our consumer franchise and businesses that benefit from the Group's connectivity or have a competitive advantage











Mexico



'Santander México, one of the leading financial groups in the country, focused on commercial transformation and innovation'

2022 Highlights

	Branches	1,369
	Employees	28,834
	Total customers (mn)	20.2
	Digital customers (mn)	6.0
	Customer loans (€ bn)	41
	Customer funds (€ bn)	51
	Underlying attributable profit (€ mn)	1,213
	RoTE ¹	35.4%

■ ■ Strategic priorities ■ ■

- To become the leading bank in terms of customer experience, leveraging new tools and improved processes
- Maintain strong growth rates in loyal and digital customers, as well as increase presence in high-potential businesses
- Strengthen the corporate business to maintain our position as market leaders in value-added products
- Further the technological transformation and digitalization, through the execution of a multi-year plan to improve the operating model



SOUTH AMERICA

'We remain focused on expanding, sharing best practices from each country and delivering profitable growth'

2022 Highlights

	Branches	3,653
	Employees	78,271
	Total customers (mn)	69.6
	Digital customers (mn)	25.9
	Customer loans (€ bn)	152
	Customer funds (€ bn)	183
	Underlying attributable profit (€ mn)	3,658
	RoTE ¹	25.1%

■ ■ Strategic priorities ■ ■

- Strengthen connectivity and share best practices across countries, capturing new business opportunities
- Focus on delivering profitable growth, increasing loyalty and customer attraction, improving customer experience while strengthening our risk and cost models
- Make headway in the development of joint initiatives between SCIB and corporates
- In payment methods, focus on e-commerce strategies and on immediate domestic and international transfers, and in expanding Getnet
- Continue to promote inclusive and sustainable businesses, such as micro-credit programmes, and further develop ESG initiatives











Brazil



'The best way to grow in a profitable, recurring and sustainable manner is by providing high quality services'

2022 Highlights

	Branches	2,847
	Employees	55,993
	Total customers (mn)	60.1
	Digital customers (mn)	24.0
	Customer loans (€ bn)	92
	Customer funds (€ bn)	121
	Underlying attributable profit (€ mn)	2,544
	RoTE ¹	24.9%









■ ■ Strategic priorities ■ ■

- Expand our customer base and profitability, with robust new customer acquisition dynamics and steady loyalty growth
- Build a more integrated distribution platform, a benchmark in the market, to strengthen connectivity between businesses
- Maintain loan quality indicators under control, backed by continuous enhancements to our risk models
- Consolidate the productivity culture, with a relentless pursuit for operational efficiency
- Maintain profitability levels by adapting to different scenarios through innovation



'We are the leading bank in the country and we always have the customer at the centre of our strategy'

2022 Highlights

	Branches	283
	Employees	9,773
	Total customers (mn)	3.6
	Digital customers (mn)	2.0
	Customer loans (€ bn)	45
	Customer funds (€ bn)	38
	Underlying attributable profit (€ mn)	677
	RoTE ¹	28.7%

■ ■ Strategic priorities ■ ■

- Maintain our leadership position in NPS through the continuous improvement of our service quality
- Continue to progress in our technological developments in order to improve efficiency
- Transform the bank into a platform that customers can use as a channel or software provider to develop their businesses (e.g. Workcafé Community, Getnet)
- Continue to consolidate our position in the mass segment through Getnet and Life
- Continue with our ESG strategy, increasing green finance and financially empowering our customers











Argentina



'Working towards a more digital and agile model,
with customer-centric decisions'

2022 Highlights

	Branches	375
	Employees	8,251
	Total customers (mn)	4.4
	Digital customers (mn)	2.9
	Customer loans (€ bn)	6
	Customer funds (€ bn)	14
	Underlying attributable profit (€ mn)	324
	RoTE ¹	47.1%



■ ■ Strategic priorities ■ ■

- Increase our customer base and loyalty, and ensuring the best customer service through our multi-channel strategy
- Further develop new businesses
- Continue our process of efficiency and simplification through digital transformation
- Boost profitable growth, optimizing the use of capital and preserving the quality of the portfolio
- Be agile and collaborative, with challenging goals and clear priorities



'Santander Uruguay is the country's leading privately-owned bank'

2022 Highlights

 Underlying att. profit (€ mn)	138
 RoTE ¹	33.1%



Strategic priorities

- Further consolidate the business (Getnet's roll-out and strengthening SME offering) and accelerate the technological and digital development model



'Activity focused on corporates, the country's large companies and the Group's global customers (SCIB)'

2022 Highlights

 Underlying att. profit (€ mn)	73
 RoTE ¹	20.1%



Strategic priorities

- Continue expanding our global, corporate and retail customer base, driving greater synergies and expanding our microfinance businesses



'Focus on corporates and SCIB, and new alliances in auto finance'

2022 Highlights

 Underlying att. profit (€ mn)	27
 RoTE ¹	10.6%









Strategic priorities

- Increase profitability with the new financial entity in consumer, develop Prospera and deepen the offer for *Multilatinas* in Corporates

Digital Consumer Bank

'Europe's consumer finance leader: solid business model, geographic diversification and leading market shares in auto/mobility finance and in personal finance/e-commerce'

2022 Highlights

	Branches	364
	Employees	16,193
	Active customers (mn)	19.7
	Points of sale (k)	>130
	Customer loans (€ bn)	125
	Customer funds (€ bn)	62
	Underlying attributable profit (€ mn)	1,308
	RoTE ¹	14.4%

Strategic priorities

- To become the largest digital consumer bank leveraging SCF's footprint, profiting from Openbank's technology and reinforcing our leadership with strategic alliances
- **Auto:** strengthening auto financing leadership by reinforcing mobility solutions with focus on leasing and subscription
- **Consumer (non-auto):** gaining market share in consumer lending, with focus on e-commerce checkout lending and buy now, pay later (BNPL)
- **Simplification for efficiency:** maintaining high speed digitalization in order to transform the business and improve efficiency
- **ESG:** enhancing green finance propositions in both auto and consumer loans (fully electric vehicles, electric chargers, solar panels, bikes, etc...)

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Secondary segments



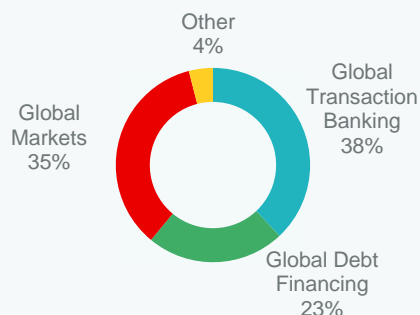
Corporate & Investment Banking

'Santander CIB supports corporate and institutional customers, offering tailored services and value-added wholesale products suited to their complexity and sophistication'

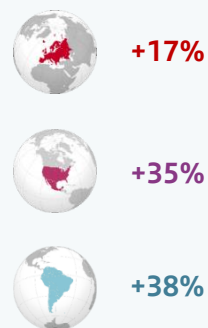
2022 Highlights

	Total revenue (€ mn)	7,395
	Efficiency ratio	39.2%
	RoTE	22.0%
	Underlying attributable profit (€ mn)	2,805

Total revenue breakdown by business



Revenue YoY growth by region

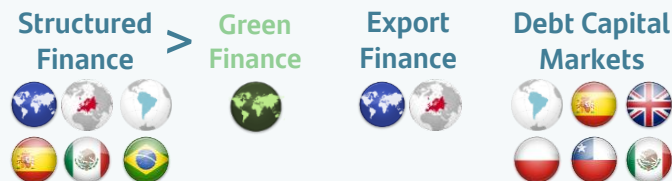


Strategic priorities

- Our **ambition is to become a world class Corporate & Investment Bank**, further transforming the business to **become strategic advisors** to our clients, and accelerating **profitable growth** – continue client diversification, strengthen advisory and content offering, scale and enhance markets product capabilities, accelerate capital rotation
 - US:** aim to **double the size of our franchise**, with a **focused strategy** leveraging our areas of expertise and strengths to grow our business
 - Europe:** ambition to **becoming a CIB of reference in the region (top 5-10) across products**
 - Latin America:** aim to **become the top CIB player in most countries/most products**, consolidating our leadership and evolving from multi-country to pan-regional



Leaders in League Tables FY'22



Source: Dealogic, Infralogic, Bloomberg.



Awards FY'22



Outstanding Leadership
in Sustainable
Infrastructure Finance



Best Supply
Chain Finance
Bank













Best Investment
Bank in Spain



Wealth Management & Insurance

'We strive to become the best responsible wealth and insurance manager in Europe and the Americas'

2022 Highlights

	Total assets under management ¹ (€ bn)	401
	Total fees generated as % of the Group's total fees ²	31%
	RoTE	59.7%
	Underlying attributable profit (€ mn)	1,118
	Total contribution to Group's profit ³ (€ mn)	2,728
	Total contribution to Group's profit ³	+18% YoY
	Private Banking customers (k)	238
	Private Banking net new money (€ bn)	11.7
	Santander Asset Management net sales (€ bn)	-4.1
	Insurance Gross written premiums	+24% YoY

Strategic priorities



- Continue building our global platform leveraging the connectivity of our teams
- Keep developing a more sophisticated value proposition
- Nurture our PB segments, with a global service supporting cross-border clients in Private Wealth



- Continue to be the preferred funds partner for our retail network
- Become a relevant player in the Alternatives business
- Grow on the Institutional and Private Banking segments
- Enable digital investment platform in all countries



- Working to be the preferred insurance provider for our customers
- Focus on reducing cancellations improving customer lifetime value
- Leverage data analytics to deliver better service to our customers

ESG transversal across our businesses: offer SRI advisory to all our PB customers, expand our sustainable product range to help reach our commitment of €100bn AuM by 2025, work towards our Net Zero target and create a sustainable insurance value proposition



(1) Total assets marketed and/or managed. Private Banking + SAM excluding AuM of Private Banking customers managed by SAM.

(2) Including fees generated by asset management and insurance transferred to the commercial network.

(3) Profit after tax + net fee income generated by this business and excluding insurance one-offs in 2021. Otherwise, +10%.

More information at <https://www.santander.com/en/about-us/where-we-are/wealth-management-insurance>



2022 Highlights

PagoNxt revenue (€ mn)	953; +72% YoY
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Merchants

Active merchants (mn)	1.32
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Total payments volume (€ bn)	165; +27% YoY
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International Trade

Active customers (One Trade & Ebury; k)	>30
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We are a **one-of-a-kind paytech business** backed by Santander

Helping our customers prosper and accelerate their growth through a **one-stop shop**, providing **solutions beyond payments** to merchants, SMEs & corporates and consumers

Business lines

▼ Merchants

Global and integrated **acquiring, processing and value-added solutions** for physical and e-comm merchants

▼ International Trade

Specialized **cross-border trading solutions** for businesses in a global market yet to be fully digitalized

▼ Payments

Wholesale **account-to-account payment processing** and instant connectivity to schemes in multiple countries

▼ Consumers

Financial **marketplace for the economic inclusion** of the underbanked population with focus in Latin America

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Group functions and Corporate Centre activities

- Global T&O strategy
- HR strategy
- Risk management and compliance
- Corporate governance and internal control
- Our brand



Technology and Operations (T&O)

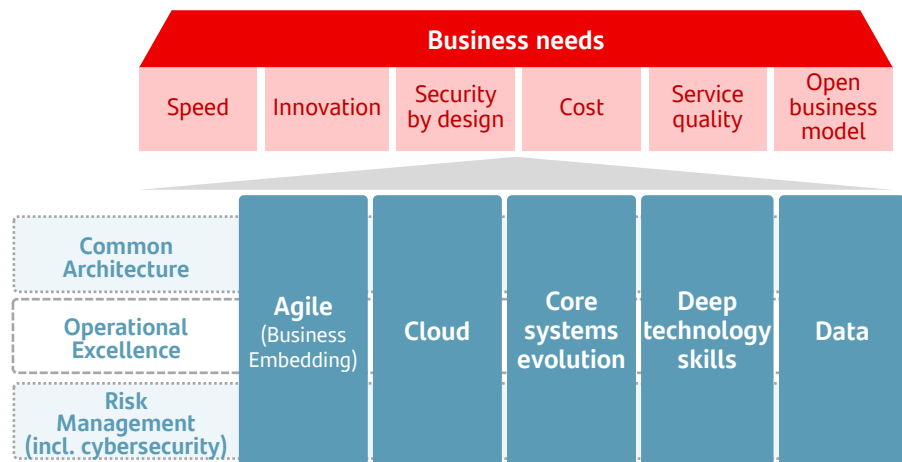
'The T&O mission is to enable the Group strategy by building customer-oriented, secure, efficient and innovative technology working with the business units in a flexible and agile way'

Global T&O capabilities are key for our commercial and digital transformation

Composed of **four main domains** that contribute to the digital transformation



Focused on **five technological pillars** to respond to the changing business needs



Operating model oriented to develop global products and digital services, guaranteeing their quality and security



c.3,700 tech professionals



The robust T&O service allows us to run the bank and serves our customers with high standards of quality even in uncertainty periods



HR strategy: Our aim is to be an employer of choice

'Focus on employee engagement, leveraging our SPF culture to retain and attract the best talent'



206,462

Employees, Dec-22

98%

workforce with a permanent contract in 2021¹

54%

women in our workforce in 2021¹

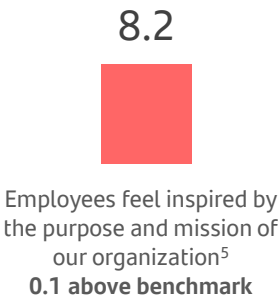
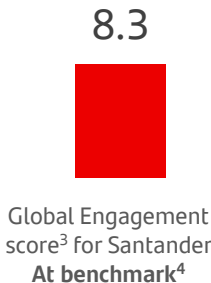
The **SPF culture** is based on our 5 corporate behaviours



Continuous Employee Listening

Average score (over 10)

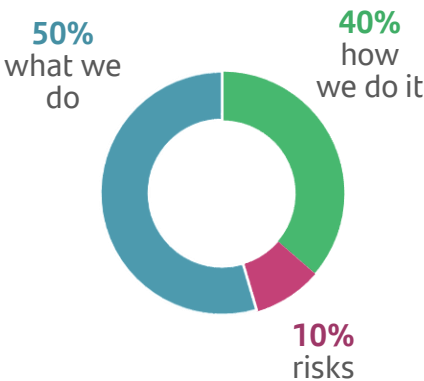
Engagement among the best in the sector²



Your VOICE



Our corporate management evaluation model



(1) Last available.
(2) Source: Latest "Your Voice" engagement survey issued to the full organization from 26 September to 13 October 2022.
(3) Engagement score is over 10, and it is made up of 4 questions around engagement, loyalty, belief and satisfaction.
(4) Peakon benchmark for Finance companies.
(5) Average score for question: "I'm inspired by the purpose and mission of our organization".
(6) Average score for questions: "The work I do is meaningful to me", and "I see how my work contributes to positive outcomes for our customers".



Risk management and compliance

'Our solid Risk & Compliance function is key to ensuring that we remain a strong, secure and sustainable bank that helps people and businesses prosper'

We rely on:



Common **Risk Principles** aligned with regulatory requirements and inspired by best market practices



3 lines of defence model with a robust risk committees structure



Clearly defined **management and control processes**



Advanced management processes & tools to effectively manage and control all risks under a forward-looking approach

Risk Profile Assessment

Continuous risk identification and evaluation to address potential threats

Scenario Analysis

Anticipating potential impacts to take early action

Risk Appetite & structure of limits

Amounts and types of risks deemed prudent to assume

Risk Reporting Structure

Comprehensive, versatile with deep analysis to facilitate decision making



Models & data unit

Boosting our analytic capabilities to provide tailored value propositions for our customers through a cross-functional scope of risk & business models



Oversight Plan

Risk & Compliance annual plans to better oversight and follow-up the implementation of long-term strategies



Customers

Our proactive and customer-centric risk and compliance risk management has allowed us to maintain our medium-low risk profile despite the current macroeconomic environment



ESG risk management

We keep enhancing our capabilities for identifying climate risk drivers and embedding them into our key risk management processes



Our strong **Risk culture** is based on the principle that all employees are risk managers, supporting long-term business sustainability



More information on the Group's Overview of our Corporate Governance presentation. See link to this document on slide 58.



Corporate governance and internal control

'As a responsible bank, we have a clear and robust governance which is key for guaranteeing a sustainable business model over the long term'



Diversified and well-balanced
shareholder base



Effective engagement
with our shareholders
and investors

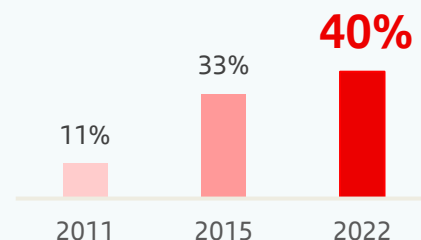
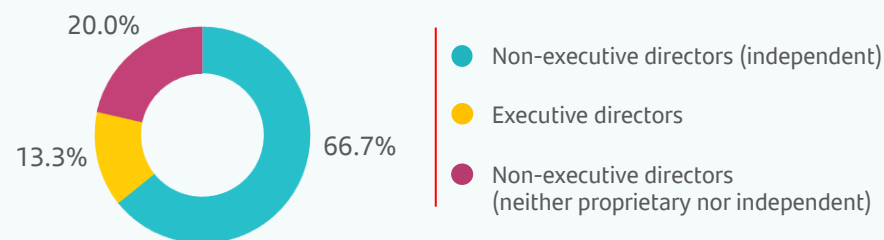


Effective board of directors



Focus on **responsible business practices** and attention to all stakeholders' interests

Composition of the board of directors, Dec-22



Women
on the board



Board committees

Executive

Audit

Nomination

Remuneration

Risk supervision, regulation
and compliance

Innovation and technology

Responsible banking,
sustainability and culture

External advisory board
International advisory board



Corporate governance and internal control

'Best practices on robust governance are channelled to all subsidiaries'

Group-subsidary governance model





Santander brand

'Our brand embeds the essence of the Group's culture and identity'

Santander is one of the most valued brands in the world

3rd best global retail bank brand
by Interbrand's Best Global Brands ranking, 2022

As one of our most important strategic assets, our brand helps us connect with people and businesses, demonstrating our commitment to prosperity and determination to bring it to life in a positive and sustainable manner every day.



More information at <https://www.santander.com/en/about-us/our-brand>



3. 2022 results & activity

Our strategy execution delivered record results with a 18% increase in attributable profit



Customer focus and scale drove profitable growth

Customers	+7mn
Total revenue	+12%



Delivered record year in profit, with €2.3bn in Q4

Attributable profit	€9.6bn
---------------------	---------------



Increased profitability, shareholder value and returns

RoTE	13.4%
EPS	+23%



Further strengthened our rock-solid balance sheet

FL CET1	12.04%
CoR	0.99%

Record profit boosted by 12% revenue growth

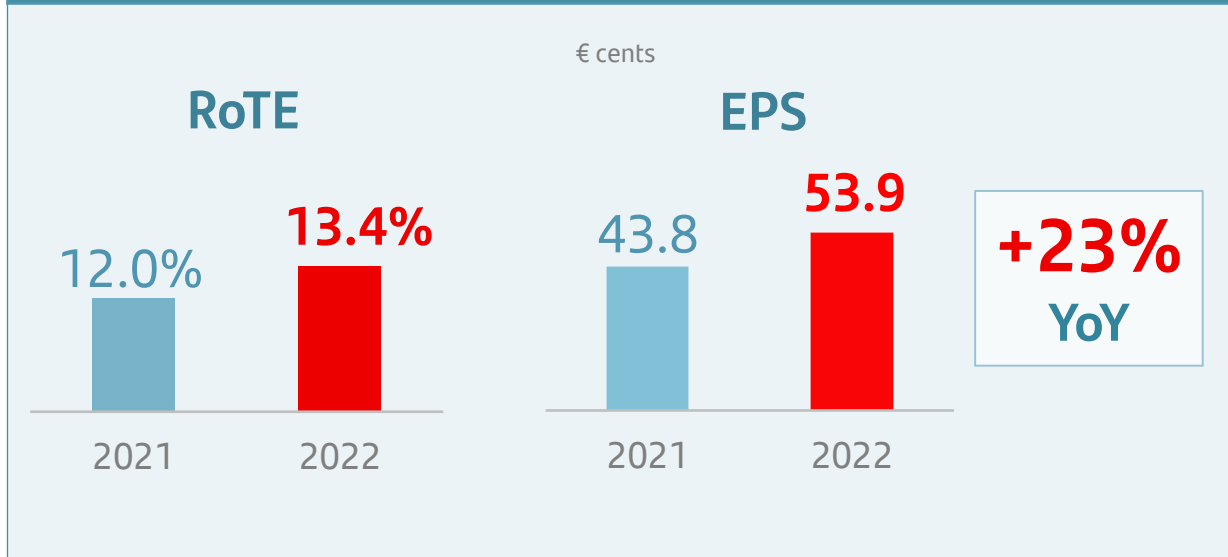
€ million	2022	2021	% change	
			Euros	Constant euros
NII	38,619	33,370	16	9
Net fee income	11,790	10,502	12	7
Trading and other income	1,745	2,532	-31	-37
Total revenue	52,154	46,404	12	6
Operating expenses	-23,903	-21,415	12	7
Net operating income	28,251	24,989	13	5
LLPs	-10,509	-7,436	41	31
Other results	-2,492	-2,293	9	8
Underlying att. profit	9,605	8,654	11	2
Net capital gains and provisions ¹	0	-530	-100	-100
Attributable profit	9,605	8,124	18	8

Delivered on Group 2022 targets

- **Revenue growth** backed by volume increase and initial interest rate tailwinds
- **Efficiency ratio improvement**
- Based on operational improvements, **record net operating income** (representing 2.7% of loans)
- **CoR <1%**
- **RoTE: 13.4%**

Increased profitability, shareholder remuneration and returns

Profitability + EPS growth



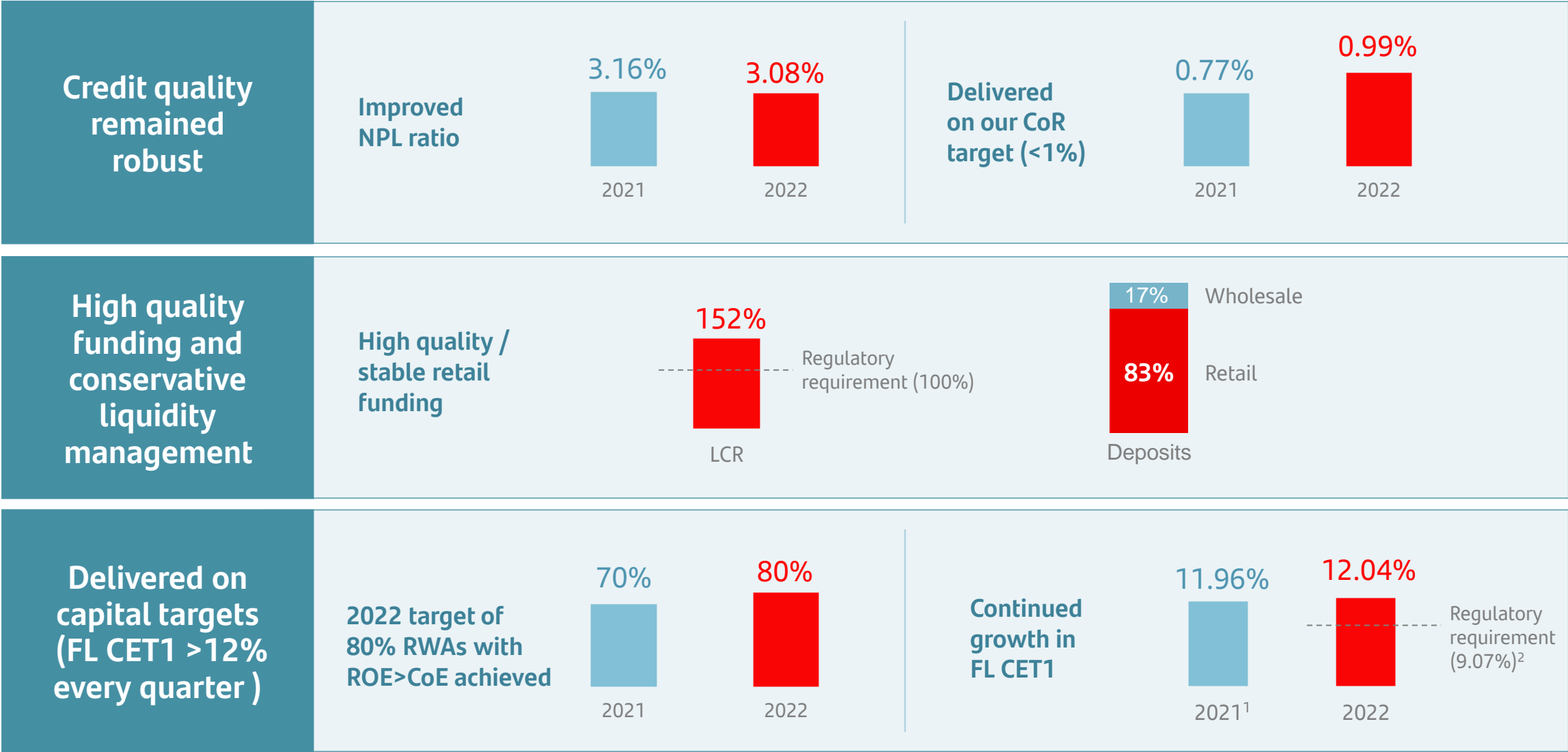
TNAVps + Cash DPS



Cash DPS¹ growth: +16% YoY




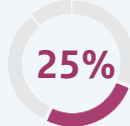



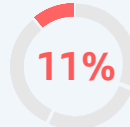

In the last two years, we have repurchased 5% of our outstanding shares³

Disciplined capital allocation plus our diversification further strengthen our rock-solid balance sheet



(1) Including acquisition of SC USA minority interest and Amherst Pierpont Securities completed at the beginning of 2022.
(2) Regulatory requirement using estimated December 2022 countercyclical buffer.

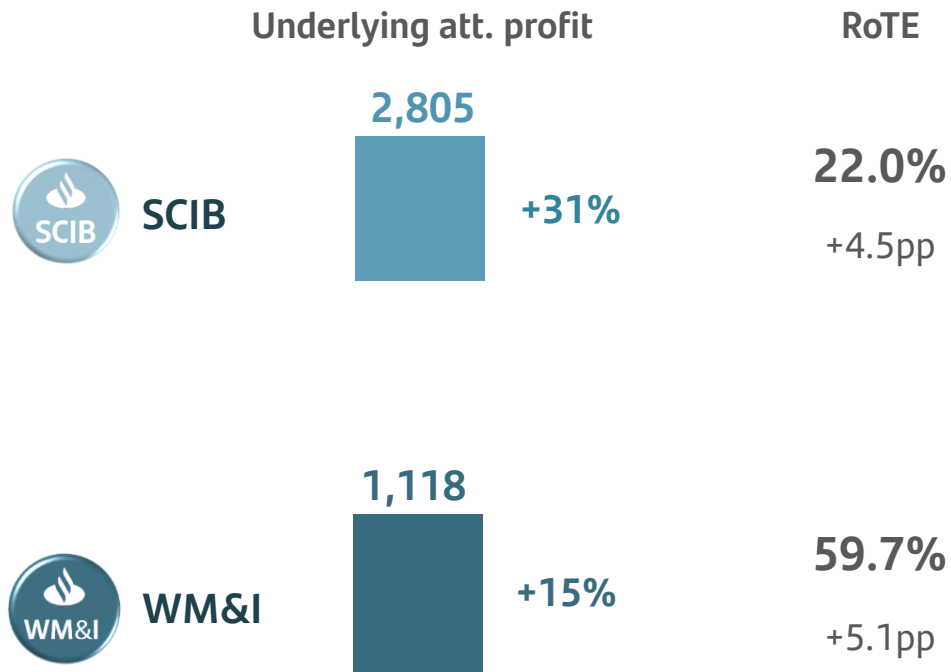
Strong business growth across the board reflected in high profit...

		Loans (€ bn)	Deposits (€ bn)	Contribution to Group's underlying profit	Underlying attributable profit (€ mn)	Underlying RoTE ¹
	Group	+5%	+9%		3,810 +38%	12.5% +3.2 pp
	Europe	579 +3%	643 +9%		2,878 -14%	20.5% -3.6 pp
	North America	157 +9%	136 +14%		3,658 +1%	25.1% -1.1 pp
	South America	152 +10%	123 +5%		1,308 +12%	14.4% +1.3 pp
	Digital Consumer Bank	125 +9%	59 +7%			

...supported by great performance of our global businesses

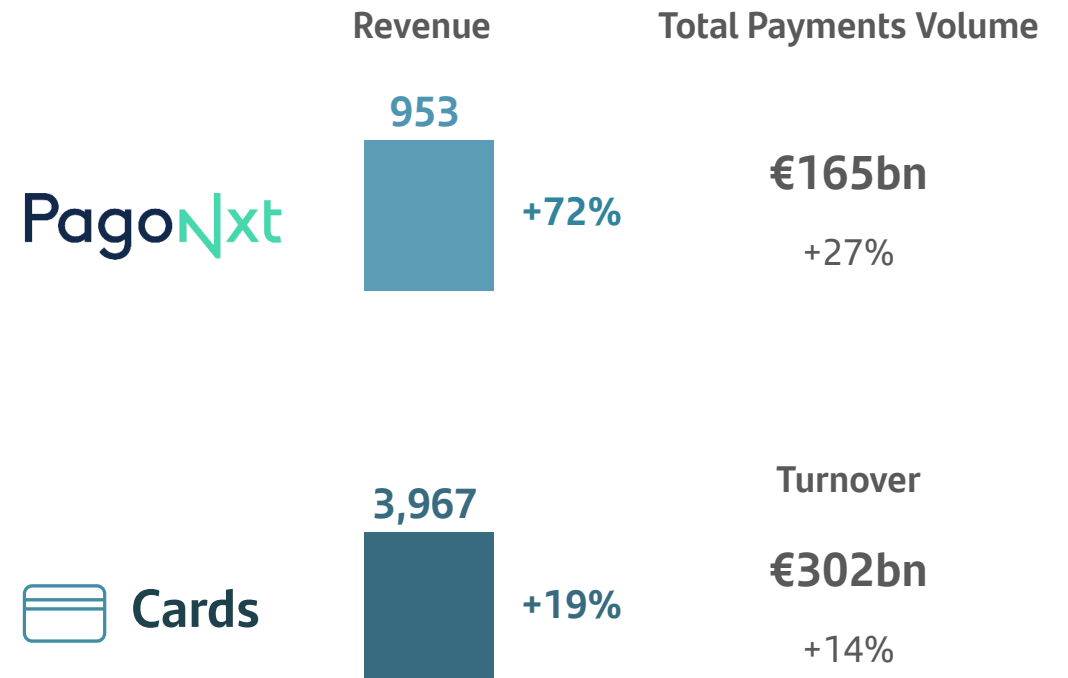
Global businesses

€ million and YoY changes in constant euros



Payments

€ million and YoY changes in constant euros



Our global businesses continue to drive in-market and Group profitable growth and value

Our global reach with local expertise generates additional business / revenue opportunities...

...and supports higher and more predictable growth than peers...

...with better efficiency and profitability levels

CIB: leaders in LatAm and strengthening common value proposition in Europe and the US

Cross-border & collaboration revenue

€3.4bn +33% YoY
47% of CIB total revenue

YoY changes

+32%

--- +11%

Revenue

+34%

--- peers

+13%

PBT

Efficiency ratio

SAN

39%

Peers

61%

PBT/RWAs

3.7%

2.4%

WM&I: Top 3 Best Global Private Banking and preferred asset manager and insurance provider in LatAm and Europe

Private Banking cross-border & collaboration AuMs

€51bn +2% YoY
21% of total PB AuMs

YoY changes in constant euros

+23%

--- 0%

PB Revenue

+1%

--- -4%

AM Revenue

+24%

--- peers

+13%

Insurance GWPs

Efficiency ratio¹

SAN

45%

Peers

69%

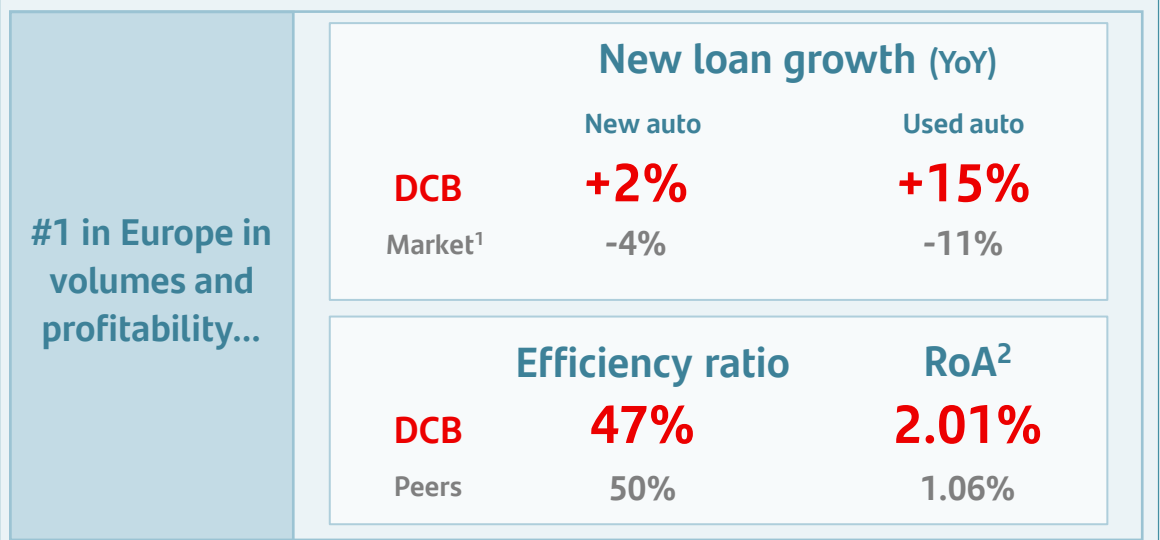
PBT/AuMs¹

0.29%

0.15%

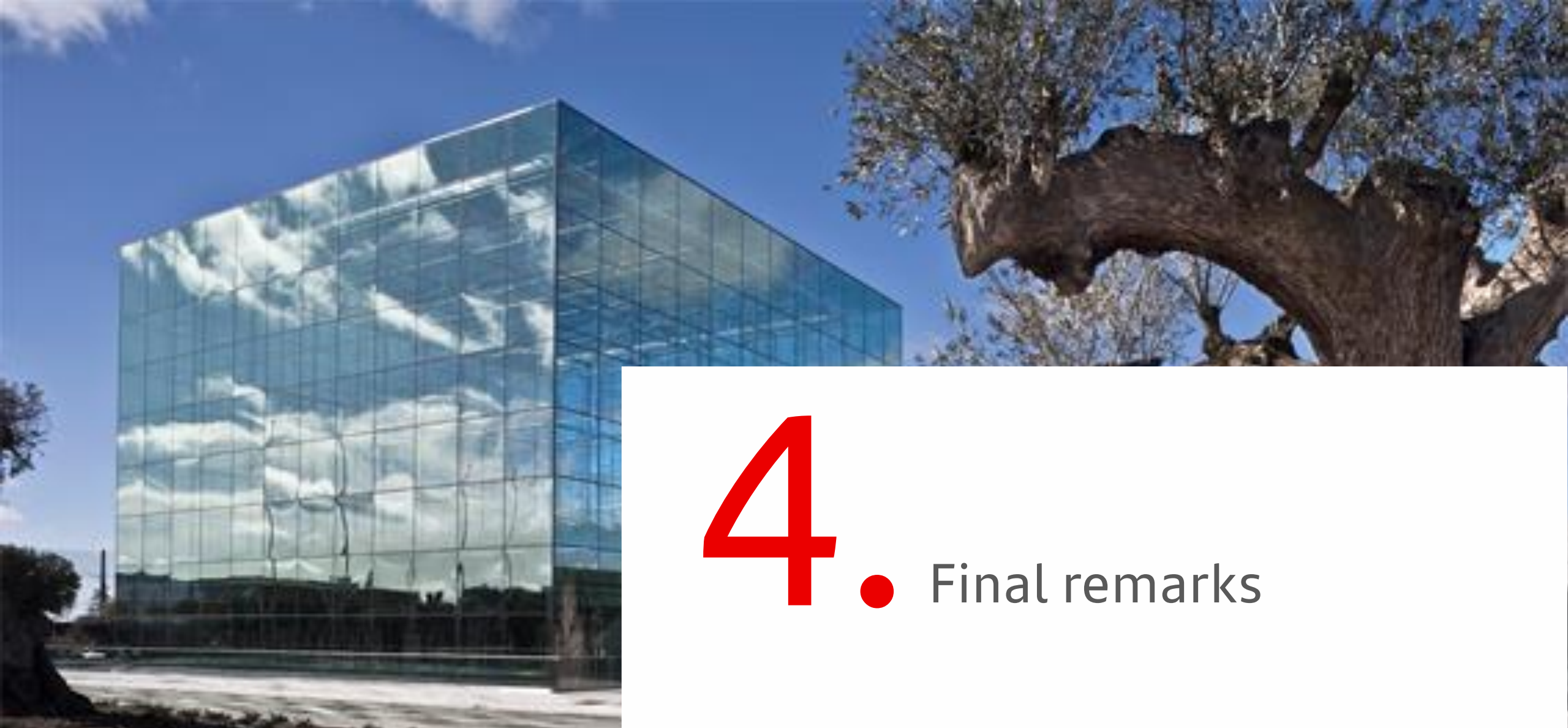
Auto and Payments global scale advantages and capabilities are driving profitable growth across our 10 core markets and beyond

Auto mobility services: a worldwide leader supported by our global OEM partnerships



Payments: expanding our merchant and card capabilities through the Group





4. ● Final remarks

We achieved our 2022 and 2019 medium-term Group financial targets

	2019 medium-term targets	2022 targets	2022	
Revenue		Mid-single digit growth ¹	+6%	✓
Efficiency ratio	42-45%	~45%	45.8%	✓
CoR		<1%	0.99%	✓
RoTE	13-15%	>13%	13.4%	✓
FL CET1	11-12%	~12%	12.04%	✓
Payout	40-50%	40%	40%	✓

Looking ahead, we are well positioned to drive profitable growth in 2023



We are confident that our customer focus and consistent track record in increasing profitability will enable us to achieve the following 2023 targets

Revenue



Double-digit
growth

Efficiency
ratio



44-45%

CoR



<1.2%

FL CET1



>12%

RoTE



>15%



INVESTOR DAY

28 February
2023
LONDON

DATE **28 February 2023**
8.00 am - 1.00 pm

SPEAKERS **Ana Botín**
Executive Chair

Héctor Grisi
CEO of Grupo Santander

José García Cantera
CFO of Grupo Santander

EVENT
LOCATION **8 Northumberland Avenue**
London WC2N 5BY
United Kingdom
Phone: +44 20 3263 1011





Help millions around the world realise their dreams and prosper.

5 ● Links to public materials

Links to Grupo Santander public materials

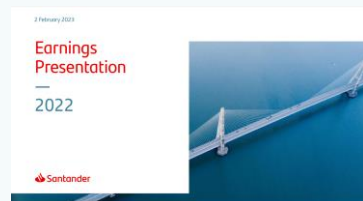
For additional information on the Group, please click on the images, icons or flags below

2022 financial results

Financial report



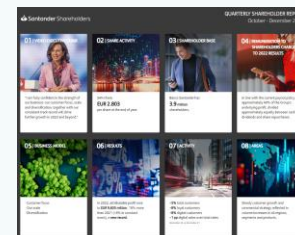
Earnings presentation



Series (excel)



Shareholders report (interactive)



Country presentations



Press room



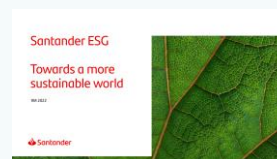
Chair video (11 minutes)



Fixed income presentation



ESG



Ratings

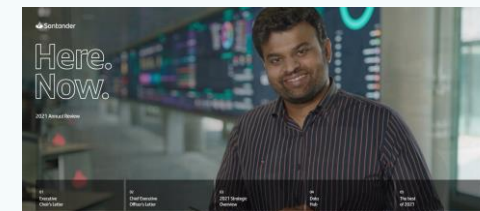


Pillar 3



Other information

2021 Digital Annual review



2021 Annual report



Overview of our Corporate Governance presentation



Important information

Non-IFRS and alternative performance measures

This presentation contains financial information prepared according to International Financial Reporting Standards (IFRS) and taken from our consolidated financial statements, as well as alternative performance measures (APMs) as defined in the Guidelines on Alternative Performance Measures issued by the European Securities and Markets Authority (ESMA) on 5 October 2015, and other non-IFRS measures. The APMs and non-IFRS measures were calculated with information from Grupo Santander; however, they are neither defined or detailed in the applicable financial reporting framework nor audited or reviewed by our auditors.

We use these APMs and non-IFRS measures when planning, monitoring and evaluating our performance. We consider them to be useful metrics for our management and investors to compare operating performance between accounting periods.

Nonetheless, the APMs and non-IFRS measures are supplemental information; their purpose is not to substitute IFRS measures. Furthermore, companies in our industry and others may calculate or use APMs and non-IFRS measures differently, thus making them less useful for comparison purposes.

For further details on APMs and Non-IFRS Measures, including their definition or a reconciliation between any applicable management indicators and the financial data presented in the consolidated financial statements prepared under IFRS, please see the 2021 Annual Report on Form 20-F filed with the U.S. Securities and Exchange Commission (the SEC) on 1 March 2022, as updated by the Form 6-K filed with the SEC on 8 April 2022 in order to reflect our new organizational and reporting structure, as well as the section "Alternative performance measures" of the annex to the Banco Santander, S.A. (Santander) Q4 2022 Financial Report, published as Inside Information on 2 February 2023. These documents are available on Santander's website (www.santander.com). Underlying measures, which are included in this presentation, are non-IFRS measures.

The businesses included in each of our geographic segments and the accounting principles under which their results are presented here may differ from the businesses included and local applicable accounting principles of our public subsidiaries in such geographies. Accordingly, the results of operations and trends shown for our geographic segments may differ materially from those of such subsidiaries.

Forward-looking statements

This presentation contains, in addition to financial information, non-financial information (NFI), including environmental, social and governance-related metrics, statements, goals, commitments and opinions.

NFI is included to comply with Spanish Act 11/2018 on non-financial information and diversity and to provide a broader view of our impact. NFI is not audited nor, save as expressly indicated under 'Auditors' review', reviewed by an external auditor. NFI is prepared following various external and internal frameworks, reporting guidelines and measurement, collection and verification methods and practices, which are materially different

from those applicable to financial information and are in many cases emerging and evolving. NFI is based on various materiality thresholds, estimates, assumptions, judgments and underlying data derived internally and from third parties. NFI is thus subject to significant measurement uncertainties, may not be comparable to NFI of other companies or over time or across periods and its inclusion is not meant to imply that the information is fit for any particular purpose or that it is material to us under mandatory reporting standards. NFI is for informational purposes only and without any liability being accepted in connection with it except where such liability cannot be limited under overriding provisions of applicable law.

Forward-looking statements

Santander hereby announces that this presentation contains "forward-looking statements" as per the meaning of the U.S. Private Securities Litigation Reform Act of 1995. Such statements can be understood through words and expressions like "expect", "project", "anticipate", "should", "intend", "probability", "risk", "VaR", "RoRAC", "RoRWA", "TNAV", "target", "goal", "objective", "estimate", "future", "commitment", "commit", "focus", "pledge" and similar expressions. They include (but are not limited to) statements on future business development, shareholder remuneration policy and NFI. However, risks, uncertainties and other important factors may lead to developments and results to differ materially from those anticipated, expected, projected or assumed in forward-looking statements.

The following important factors (and others described elsewhere in this presentation and other risk factors, uncertainties or contingencies detailed in our most recent Form 20-F and subsequent 6-Ks filed with, or furnished to, the SEC), as well as other unknown or unpredictable factors, could affect our future development and results and could lead to outcomes materially different from what our forward-looking statements anticipate, expect, project or assume: (1) general economic or industry conditions (e.g., an economic downturn; higher volatility in the capital markets; inflation; deflation; changes in demographics, consumer spending, investment or saving habits; and the effects of the war in Ukraine or the COVID-19 pandemic in the global economy) in areas where we have significant operations or investments; (2) climate-related conditions, regulations, targets and weather events; (3) exposure to various market risks (e.g., risks from interest rates, foreign exchange rates, equity prices and new benchmark indices); (4) potential losses from early loan repayment, collateral depreciation or counterparty risk; (5) political instability in Spain, the UK, other European countries, Latin America and the US; (6) legislative, regulatory or tax changes (including regulatory capital and liquidity requirements), especially in view of the UK's exit from the European Union and increased regulation prompted by financial crises; (7) acquisition integration challenges arising from deviating management's resources and attention from other strategic opportunities and operational matters; and (8) uncertainty over the scope of actions that may be required by us, governments and others to achieve goals relating to climate, environmental and social matters, as well as the evolving nature of underlying science and industry and governmental standards and regulations; and (9) changes affecting our access to liquidity and funding on acceptable terms, especially due to credit spread shifts or credit rating downgrades for the entire group or core subsidiaries.

Important information

Forward looking statements are based on current expectations and future estimates about Santander's and third-parties' operations and businesses and address matters that are uncertain to varying degrees, including, but not limited to developing standards that may change in the future; plans, projections, expectations, targets, objectives, strategies and goals relating to environmental, social, safety and governance performance, including expectations regarding future execution of Santander's and third-parties' energy and climate strategies, and the underlying assumptions and estimated impacts on Santander's and third-parties' businesses related thereto; Santander's and third-parties' approach, plans and expectations in relation to carbon use and targeted reductions of emissions; changes in operations or investments under existing or future environmental laws and regulations; and changes in government regulations and regulatory requirements, including those related to climate-related initiatives.

Forward-looking statements are aspirational, should be regarded as indicative, preliminary and for illustrative purposes only, speak only as of the date of this presentation, are informed by the knowledge, information and views available on such date and are subject to change without notice. Santander is not required to update or revise any forward-looking statements, regardless of new information, future events or otherwise, except as required by applicable law.

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Past performance does not indicate future outcomes

Statements about historical performance or growth rates must not be construed as suggesting that future performance, share price or results (including earnings per share) will necessarily be the same or higher than in a previous period. Nothing in this presentation should be taken as a profit and loss forecast.

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Thank You.

Our purpose is to help people and businesses prosper.

Our culture is based on believing that everything we do should be:

Simple Personal Fair



Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA

