

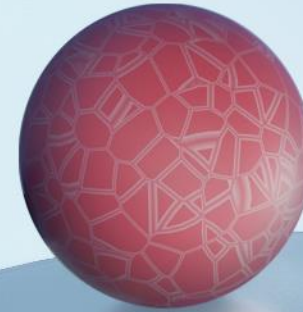
Strategic and Financial Analysis. Financial Division

# Institutional Presentation

Q1'24



# INDEX



**Our business  
model and  
strategy**

**Group  
structure and  
businesses**

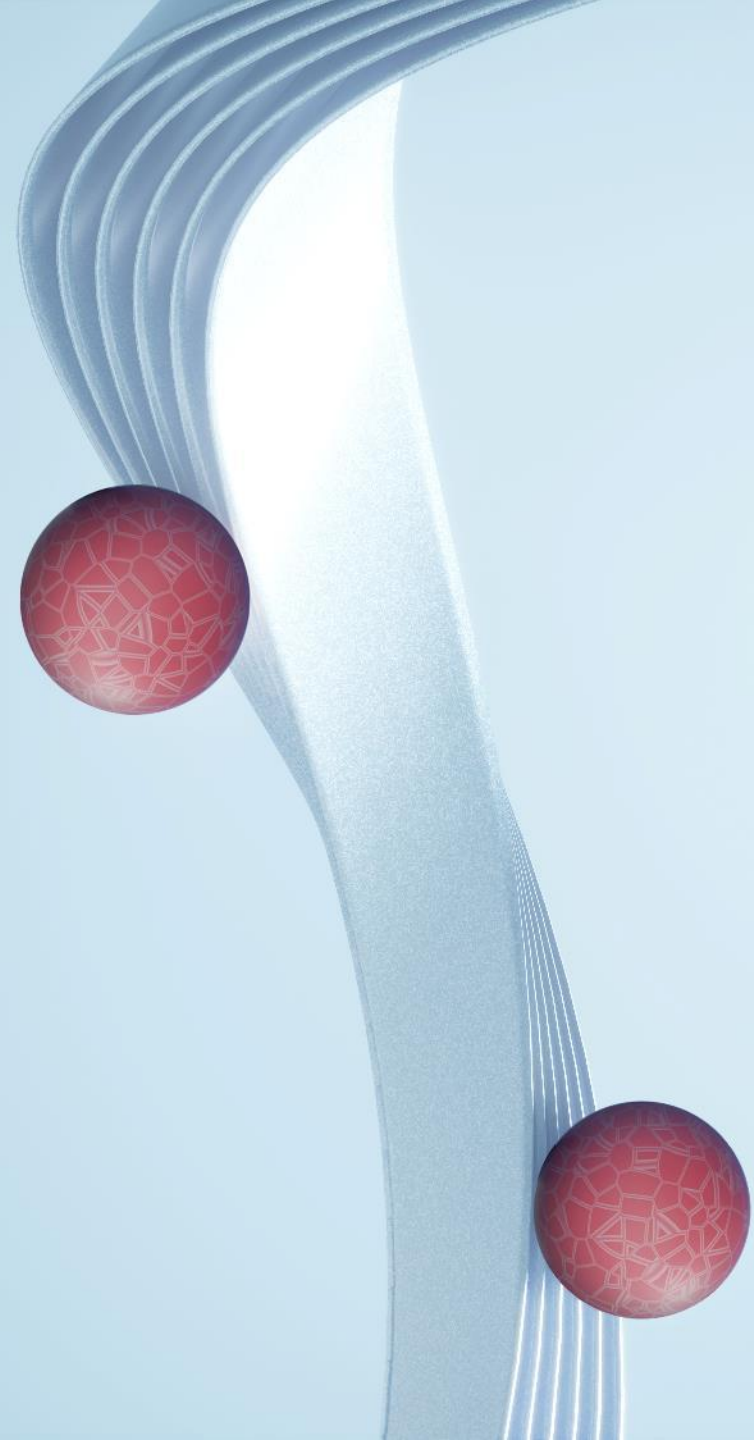
**Q1'24 results  
& activity**

**Final  
remarks**

**Links to  
public  
materials**

# 01










## Our business model and strategy



# Santander, a leading financial group

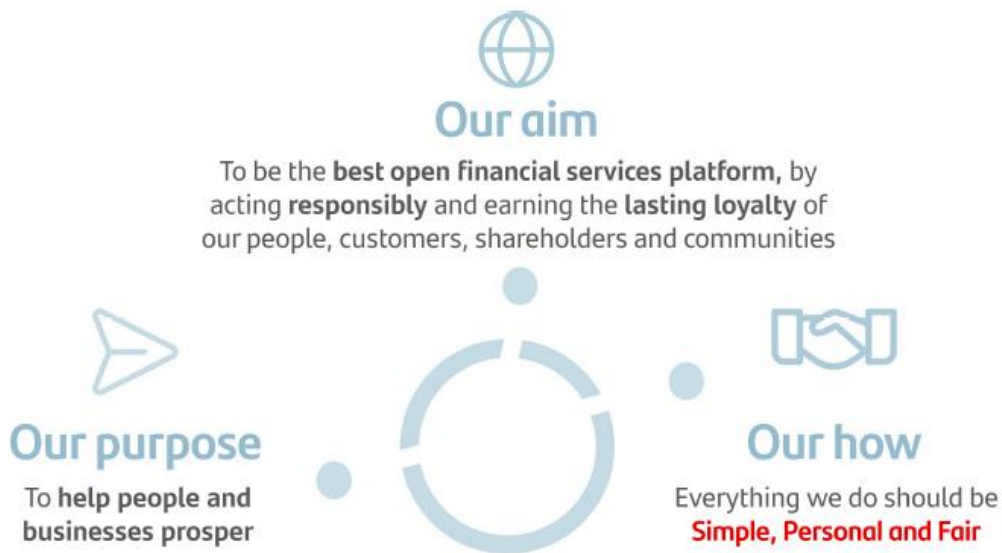


## Q1'24 Highlights

	Total assets (€ bn)	1,800
	Customer loans (€ bn excluding reverse repos)	1,020
	Customer deposits + mutual funds (€ bn excluding repos)	1,184
	Branches	8,405
	Q1'24 Net operating income (pre-provision profit) (€ mn)	8,833
	Q1'24 Attributable profit (€ mn)	2,852
	Market capitalization (€ bn; 29-03-24)	72
	People (headcount)	211,141
	Customers (mn)	166
	Shareholders (mn)	3.6
	Financial inclusion (mn people)	2.3

# The Santander Way

Who we are and what guides us



# Santander business model

Our business model based on unique competitive advantages is the foundation for generating value for our shareholders

---



01

## Customer focus

We have grown our customer base in recent years, with balanced growth by business and regions

Total customers

**166 mn**  
(+5 mn)

Active customers

**100 mn**  
(+0.8 mn)

Digital customers

**55.3 mn**  
(+7%)



**+11%**

Transactions per active customer



**58%**

Products/services digitally available

01

## Customer focus

To bring all our customers to a common operating model, while converging to a common technology to build a **digital bank with branches**



**Branches: >8,000**



**Best omni-channel experience,**  
while we guarantee access to all segments

Collaborative spaces and increased digital capabilities

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

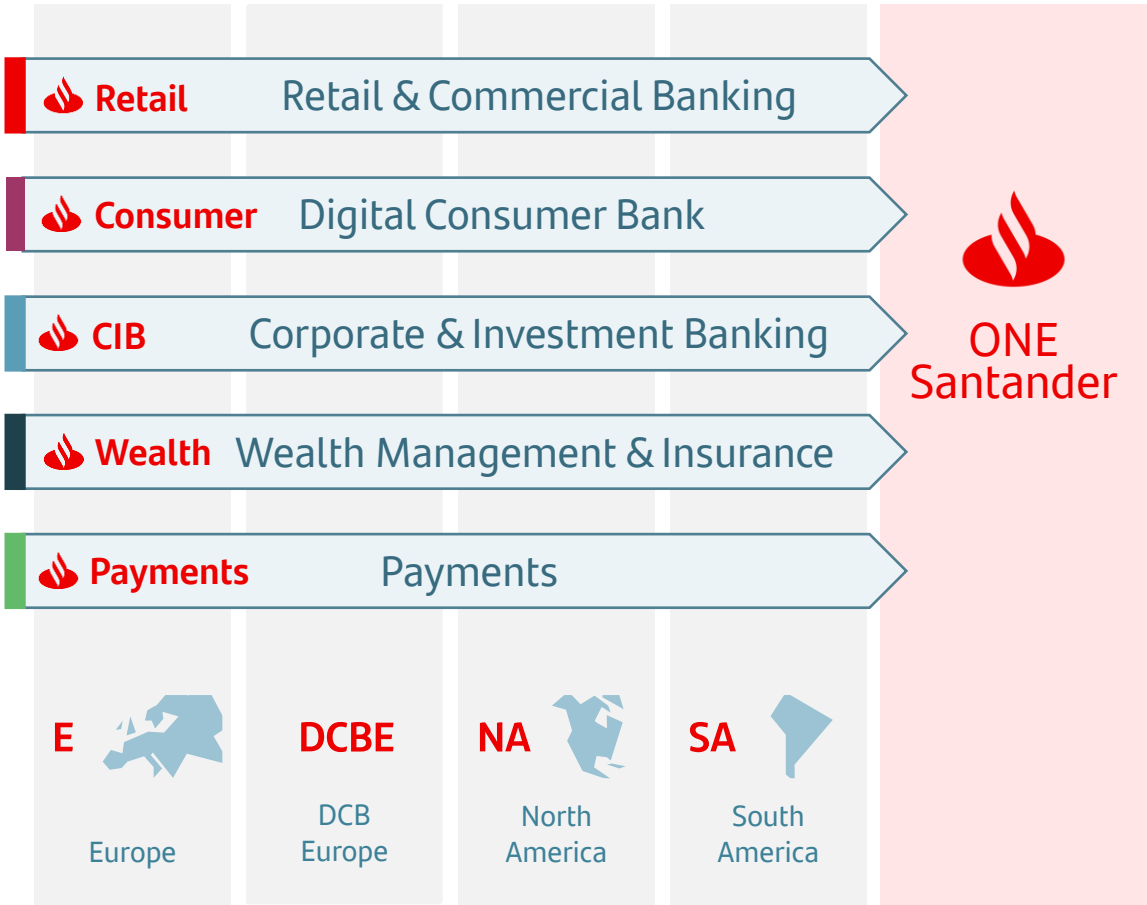


02

## Scale

ONE Santander:

Five global businesses  
across our regions

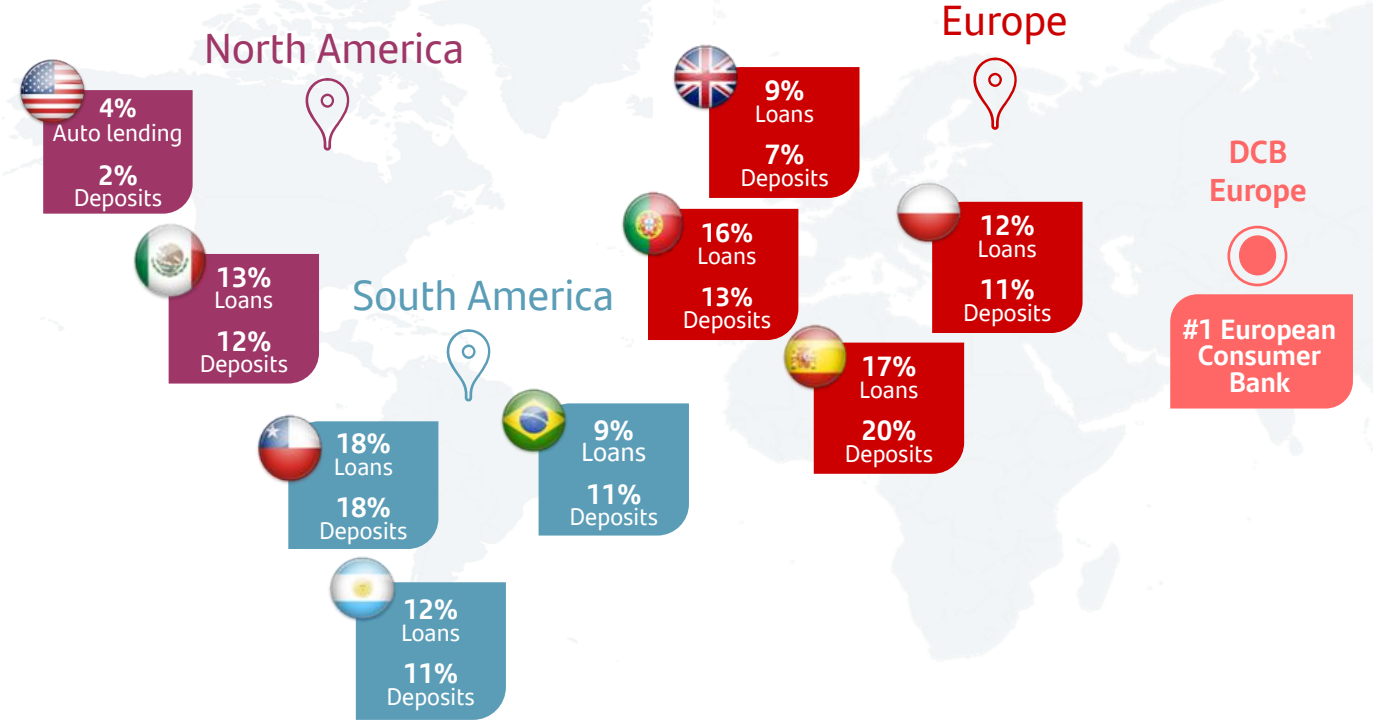


## Scale

Our unique combination of **in-market and global scale** allows us to be among the most profitable banks in our markets

### In-market scale

#### Market shares



### Global scale

#### Five global businesses

Retail &  
Commercial  
Banking

Digital  
Consumer  
Bank

Corporate &  
Investment  
Banking

Wealth  
Management &  
Insurance

Payments



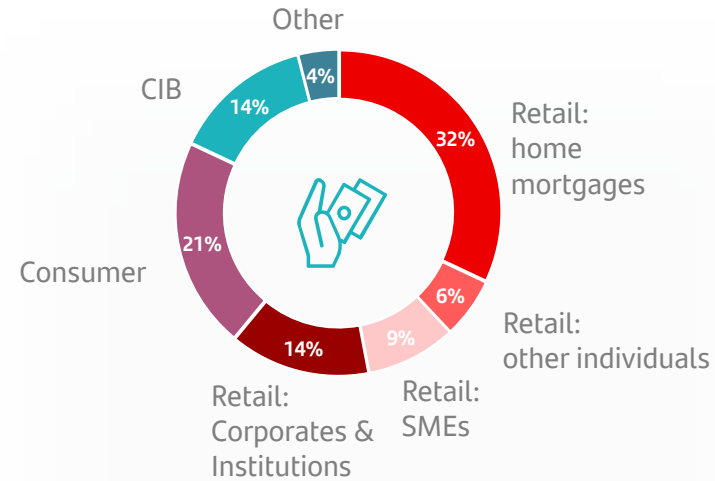
Market share data: as at Dec-23 or latest available. Spain includes Santander España + Hub Madrid + SCF España + Openbank and Other Resident sectors in deposits. The UK: includes London Branch. Poland: including SCF business in Poland. The US: retail auto loans includes Santander Consumer USA and Chrysler Capital combined (12 month rolling). Deposits market share in the US as of 30/06/2023 considering all states where Santander Bank operates. Brazil: deposits including debenture, LCA (agribusiness notes), LCI (real estate credit notes), financial bills (*letras financeiras*), COE (certificates of structured operations) and LIG (*Letras imobiliárias Grantidas*).

## Diversification

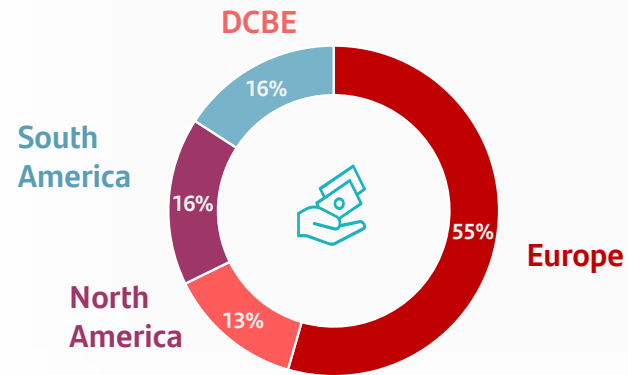
## Geographical and business diversification

### Customer loans

By product/business

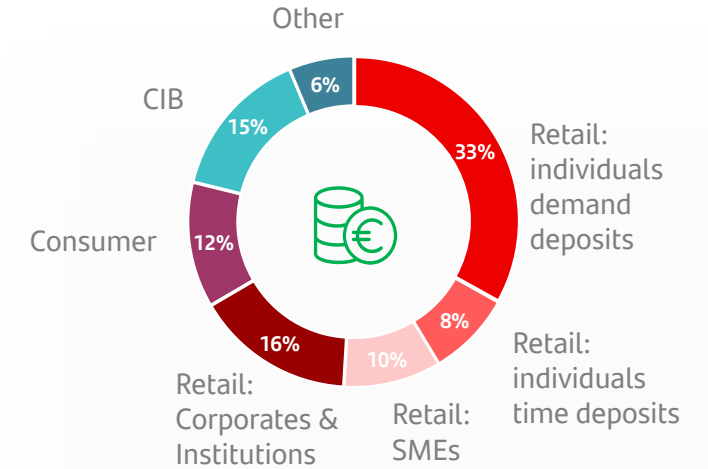


By area<sup>1</sup>

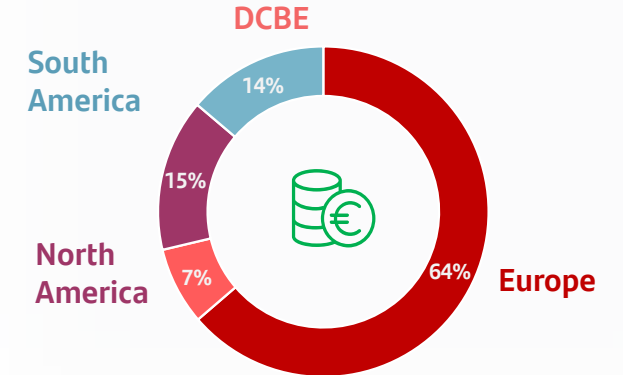


### Customer deposits

By product/business



By area<sup>1</sup>



03

## Diversification

Rock-solid  
balance sheet with  
conservative risk  
management

Simple, transparent and easy to analyse balance sheet

Medium-low risk profile

**Strong liquidity ratios**  
well above requirements

**Strong solvency ratios**  
Focus on capital efficiency  
and asset rotation



**Stable and diversified  
deposit structure**  
High-quality retail  
customer deposits

**Highly collateralized and  
diversified loan portfolio**  
Low-risk loan portfolio

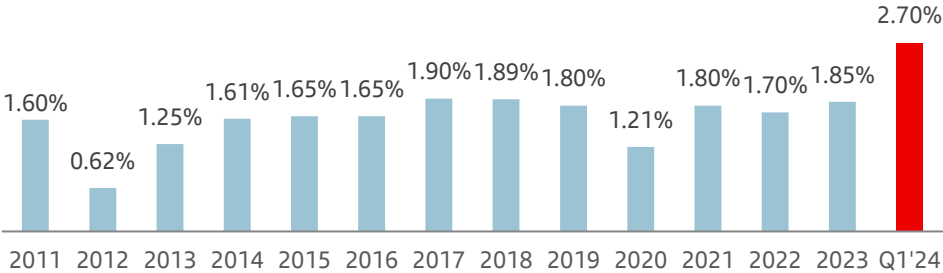
Supporting value creation and sustainable remuneration to our shareholders

# In summary

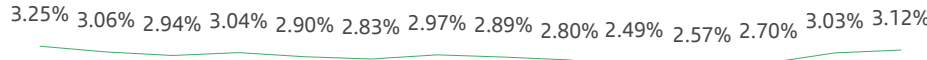
Our results show that our business model works. It is based on unique competitive advantages which differentiate us in terms of growth, costs and profitability

## Reliable risk-return profile

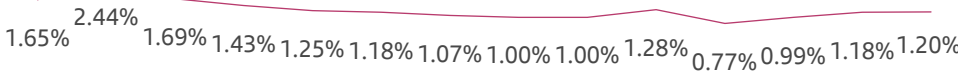
Differential Pre-provision profit / loans and cost of risk



Pre-provision profit / loans

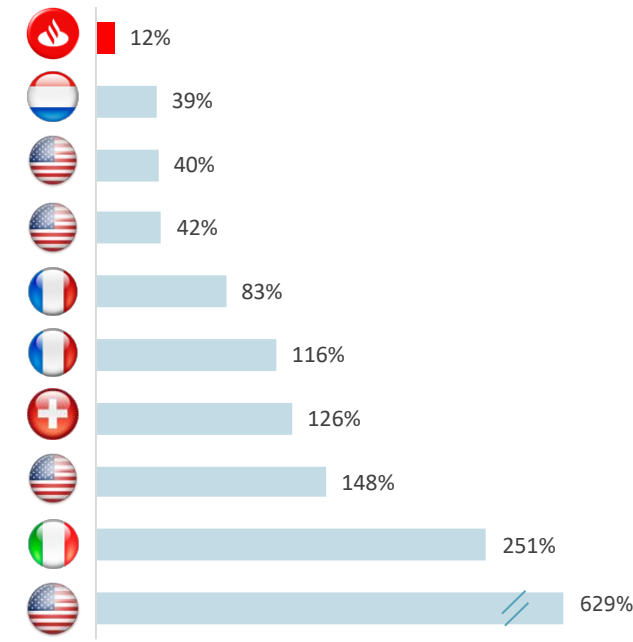


Cost of risk<sup>1</sup>



## Lower volatility of results

EPS volatility<sup>2</sup>



(1) Provisions to cover losses due to impairment of loans in the last 12 months / average customer loans and advances of the last 12 months.  
(2) Calculated using quarterly data from Jan-99 to Q4'23. Source: Bloomberg, with GAAP criteria. Standard deviation of the quarterly EPS starting from the first available data since Jan-99.

# Our three tenets

A new phase of  
profitability and  
growth underpinned  
by three tenets

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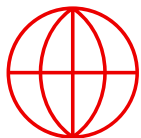
## Think Value

Delivering double-digit value creation, on average through-the-cycle



## Think Customer

Building a digital bank with branches with well targeted products and services to grow our customer base



## Think Global

Best customer experience leveraging our global and in-market scale, network and technology capabilities to accelerate profitable growth

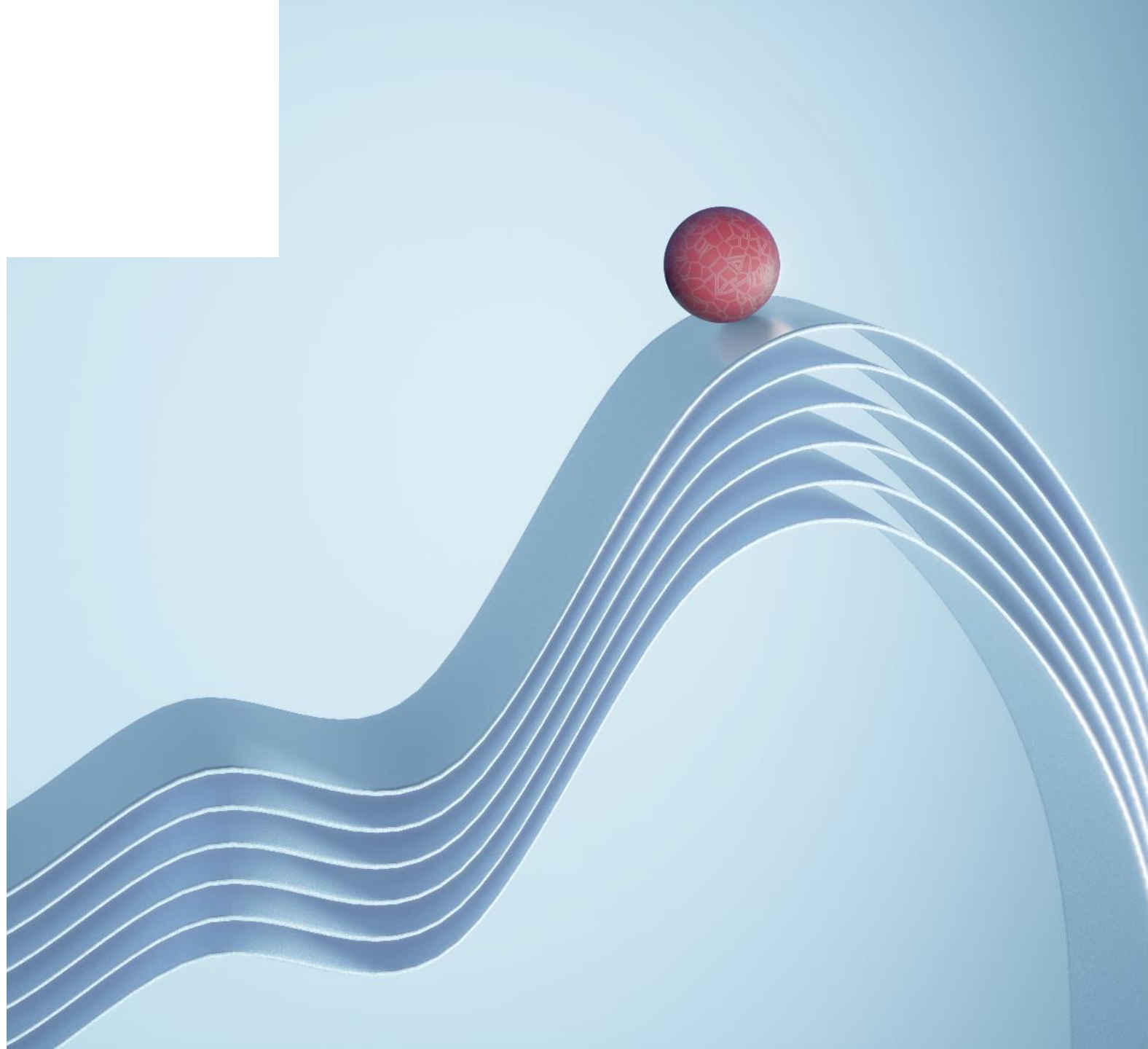
# Environmental, Social and Governance

We continue to  
make progress on  
our ESG agenda

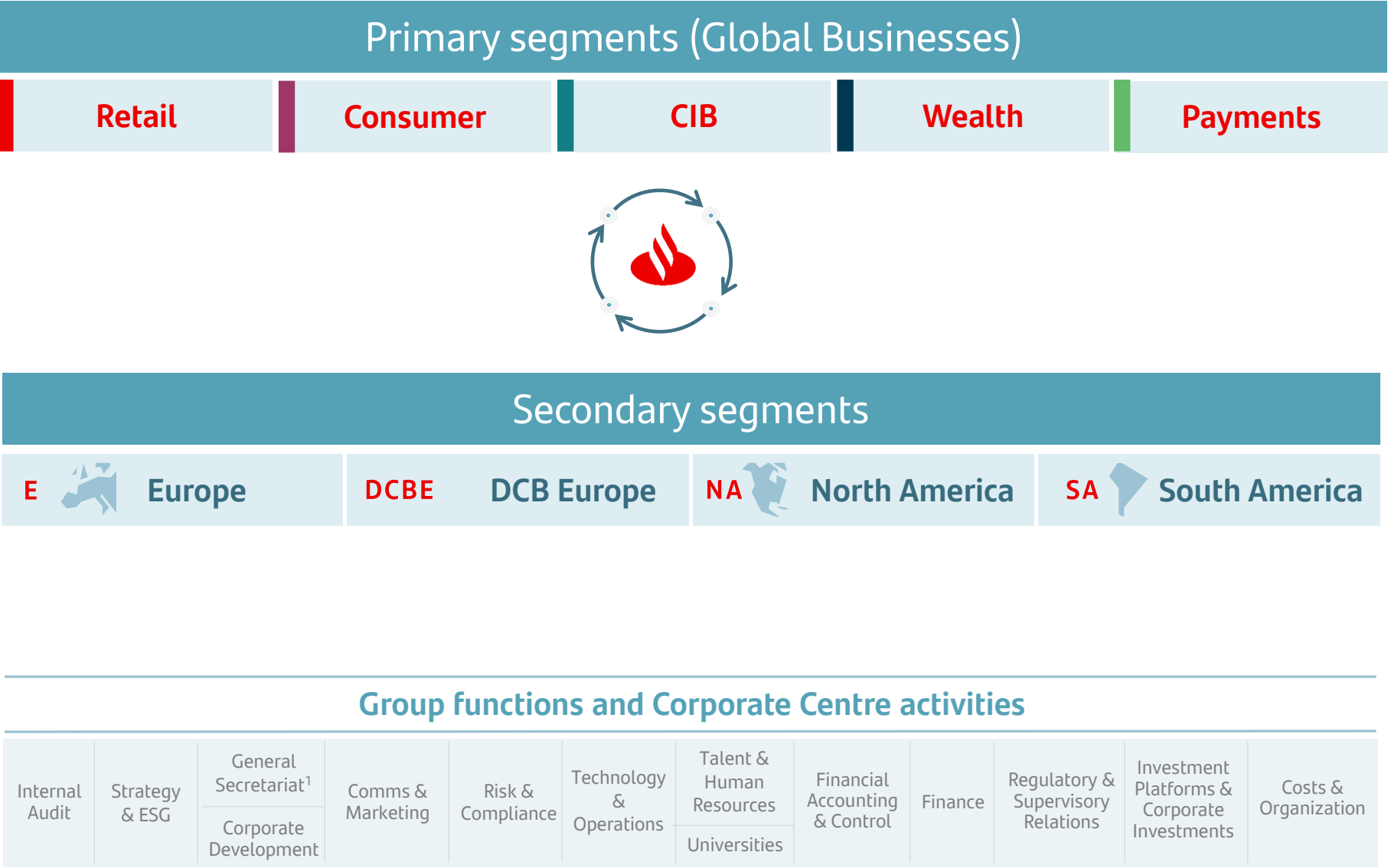
	Green finance raised and facilitated	Socially responsible investments (AuMs)	Financial inclusion (# People)
Q1'24	€118.5bn	€72.8bn	2.3mn
2025 targets	€120bn	€100bn	5mn

# 02

## Group structure and businesses



Group organizational structure from January 2024













A faint, light blue world map is visible in the background, centered behind the title text. The map shows the outlines of continents and major landmasses.

# Global Businesses

# Retail & Commercial Banking

'A new global business integrating all our retail and commercial banking businesses globally to better serve our customers, improve efficiency and drive value creation'

## Q1'24 Highlights

	Customer loans (€ bn)	621
	Customer deposits (€ bn)	642
	Customer funds (€ bn)	732
	Attributable profit (€ mn)	1,503
	Efficiency ratio	41.1%
	RoTE <sup>1</sup>	17.6%
	RWAs (€bn)	300
	Cost of risk	1.03%
	Total customers (mn)	140
	Active customers (mn)	76

## Strategic priorities










- Implement a common operating model, leveraging the Group's global scale and our local presence
- Spread transformation efforts across Retail & Commercial Banking's footprint to foster simplification, process automation and deployment of our best-in-class tech platform
- Further increase profitability, supported by customer base growth and cost-to-serve efficiencies



# Digital Consumer Bank

**'Global leader in auto financing and digital consumer activities'**

## Q1'24 Highlights

	Customer loans (€ bn)	208
	New business volumes (€ bn)	21.6
	Leasing (€ bn)	17
	Customer funds (€ bn)	126
	Attributable profit (€ mn)	464
	Efficiency ratio	41.2%
	RoTE <sup>1</sup>	11.9%
	RWAs (€bn)	157
	Total customers (mn)	25

## Strategic priorities










- Expand our leadership in consumer lending across our footprint (e.g. #1 finance company in Europe and LatAm, top 5 in the US and top 10 in China in auto finance) by providing the best customer experience and enhancing our global relationships
- Converge towards a more digital global operating model, building a world-class digital offering in mobility, supporting our partners' transformation journeys
- Continue to build flex-term solutions (leasing, subscription, BNPL) based on common platforms to respond quickly to the changes in mobility and consumer ecosystem and our customer needs
- Continue gathering deposits as our main source of financing



# Corporate & Investment Banking

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

## Q1'24 Highlights

	Customer loans (€ bn)	139
	Customer deposits (€ bn)	143
	Attributable profit (€ mn)	705
	Revenue (€ mn)	2,112
	Total NII (€ mn)	1,062
	Total non-NII revenue <sup>1</sup> (€ mn)	1,051
	RoTE <sup>2</sup>	19.7%
	RWAs (€bn)	120
	Efficiency ratio	42.0%
	Cost of risk	0.14%

## Strategic priorities

- Our aim is to become a focused world-class CIB business, positioning ourselves as a trusted advisor to our clients:
  - Deepen client relationships with a particular focus on the US
  - Further sophisticate our centres of expertise and digitalize our business
  - Active capital management
  - Attract, develop and retain top diverse talent

Recent Awards			
<b>IJGlobal</b> Energy Transition Deal of the Year in Europe (Project One – Ineos)	<b>PFI</b> Americas' Deal of the Year: Rio Grande LNG in the US	<b>Global Capital</b> SRT Bank of the Year	<b>Global Finance</b> World's Most Innovative Bank for Trade Finance
Leading positions in League Tables Q1'24			
<b>Structured Finance</b>   Green Global	<b>Debt Capital Markets</b>  	<b>Equity Capital Markets</b> 	<b>M&amp;A</b> 

Source: Dealogic, Infralogic, Bloomberg



Note: gross loans and advances to customers (excluding reverse repos) and deposits excluding repos.

(1) Non-NII = Net Non-Financial Fees & Commissions + Net Trading Income & Other.

(2) Annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, RoTE was 19.2%.













More information at <https://www.santander.com/en/about-us/where-we-are/santander-corporate---investment-banking>



# Wealth Management & Insurance

**'We want to become the best wealth and insurance manager in Europe and the Americas'**

## Q1'24 Highlights

	Total assets under management <sup>1</sup> (€ bn)	482
	Gross written premiums (€ bn)	3.0
	Total gross fees <sup>2</sup> (€ mn)	1,012
	Total fees generated as % of Group's total fees <sup>2</sup>	31%
	Revenue <sup>2</sup> (€ mn)	1,539
	Attributable profit (€ mn)	400
	Profit contribution <sup>2</sup> (€ mn)	838
	Efficiency ratio	34.4%
	RoTE <sup>3</sup>	80.4%
	RWAs (€bn)	16
	Cost of risk <sup>4</sup>	-0.05%
	Private banking customers (k)	277



(1) Total assets marketed, advised, under custody and/or managed in Private Banking + SAM excluding AuMs of Private Banking customers managed by SAM.

(2) Including fees generated by Asset Management and Insurance ceded to the commercial network.

(3) RoTE is adjusted based on Group's deployed capital. Data are presented annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, 77.3%.

(4) Negative CoR indicates net releases.

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

## 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 in the Institutional and Private Banking segments
- Implement digital investment platforms in all countries









- Work to be the preferred insurance provider for our customers
- Focus on improving customer lifetime value and user experience through innovative programmes
- Leverage data analytics to deliver better service to our customers

**Our ESG commitment:** reach €100bn Socially Responsible Investments (SRI) AuM by 2025



**‘One-of-a-kind paytech business that offers innovative payment solutions’**

## Q1'24 Highlights

	EBITDA margin	17.0%
	Cost per transaction (€ cents)	3.6
	# transactions (Getnet) (bn)	2.4
	Total payments volume (Getnet) (€ bn)	53.7
	Revenue (€ mn)	283
	Open market revenue (€ mn)	62
	% open market revenue	21.9%

## Strategic priorities

- 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 and SMEs & corporates
- Strategic priorities: scaling up our global technology platform, accelerating our commercial growth and pursuing the open market opportunity

### Business verticals

#### ▼ Getnet

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

#### ▼ PagoNxt Payments

- **Payments Hub, account-to-account (A2A)** payment and processing businesses
- **OneTrade**, solutions for the management of international business of **corporations and institutions**

#### ▼ Ebury

Global **cross-border** payments platform for SMEs










# Cards

# Payments

**‘Provide exceptional payments experiences, fostering customer loyalty and leveraging transactional data to enhance profitability’**

## Q1'24 Highlights

 # cards (mn)	102
 Turnover (€ bn)	78.3
 # transactions (bn)	3.4
 Average balance (€ bn)	22
 Attributable profit (€ mn)	177
 Efficiency ratio	32.3%
 RoTE	35.5%

## Strategic priorities

- Expand our business, in a profitable and sustainable way, developing credit and lending business, specializing in profitable segments such as corporate cards, and expanding businesses by leveraging PagoNxt's merchant platform: Getnet
- Enhance customer experience through digital solutions, including improvements in dispute and fraud payment experiences, and develop our invisible payments strategy
- Become a best-in-class global card issuing tech platform. Simplifying first our Cards product portfolio, and Build & Run our Global Issuing Platform, that extends beyond technological capabilities



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# Secondary segments











E



## Europe

'We continue to accelerate our business transformation to achieve higher growth and a more efficient operating model'

### Q1'24 Highlights

	Branches	3,069
	Employees	67,756
	Total customers (mn)	46.4
	Active customers (mn)	28.6
	Customer loans (€ bn)	553
	Customer funds (€ bn)	725
	Attributable profit (€ mn)	1,541
	RoTE <sup>1</sup>	18.0%

### Strategic priorities

- Grow the business, by acquiring new customers, increasing customer loyalty, and further developing fee generating businesses
- Transform the operating model, to increase efficiency and boost customer experience by: i) boosting digitalization through a common online banking and mobile experience; ii) product streamlining and processes reengineering; iii) leveraging our global scale through the implementation of a common operating model based on centralized global technology
- Maximize the value of the business through active capital management, focusing on sustainable asset rotation, strict risk management and high-value origination



# DCBE Digital Consumer Bank Europe

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

## Q1'24 Highlights

	Branches	340
	Employees	16,852
	Total customers (mn)	19.6
	Points of sale (k)	>130
	Customer loans (€ bn)	135
	Customer funds (€ bn)	77
	Attributable profit (€ mn)	229
	RoTE <sup>1</sup>	9.9%

## Strategic priorities









- Secure leadership positions in global digital consumer lending, both auto and non-auto (consumer), increasing the number of partners and providing a best-in-class service
- Continue with the transformation of our operating model in Europe, to defend our best-in-class efficiency through i) single IT platforms, ii) a simpler operational structure, and iii) automation and processes redesign
- Progress in transformational projects in Europe, with new OEM partnerships and deploying our leasing platform in auto and Zina solution (BNPL) in non-auto
- Reduce sensitivity to interest rate rises by increasing deposit acquisition with focus on profitability



# North America

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

## Q1'24 Highlights

	Branches	1,783
	Employees	44,413
	Total customers (mn)	25.1
	Active customers (mn)	14.7
	Customer loans (€ bn)	167
	Customer funds (€ bn)	176
	Attributable profit (€ mn)	644
	RoTE	11.3%

## Strategic priorities









- Leverage our local strengths and capabilities while promoting strong Group network contributions in Mexico and the US
- Execute the ongoing transformation of our Retail and Consumer businesses through product simplification, streamlining of operations, and the adoption of global technology platforms to enhance the customers' digital experience
- Invest in our Corporate & Investment Banking build-out in the US, with the expansion of our advisory services and enhanced product offering capabilities
- Pursue growth in Wealth, with targeted investments to further complete our global business capabilities and strengthen growth levers
- Continue to strengthen our technology and operations to consolidate know-how and digitalization and drive front and back-office automation to increase operational efficiency and effectiveness

**SA**

# South America

**'Moving forward to become our customers' main bank and the most profitable in each country in which we operate in the region while promoting synergies across our global and regional businesses'**

## Q1'24 Highlights

	Branches	3,213
	Employees	80,243
	Total customers (mn)	74.6
	Active customers (mn)	38.2
	Customer loans (€ bn)	161
	Customer funds (€ bn)	204
	Attributable profit (€ mn)	796
	RoTE	14.8%

## Strategic priorities

- In Retail, guarantee its success in this first year, implementing corporate solutions that allow us to accelerate towards our digital bank with branches model
- In CIB, be the main player in most countries and products, evolving towards a pan-regional offer, expanding our capabilities in Markets and Corporate Finance
- In Consumer, continue growing and investing profitably in the franchise, developing new businesses and strengthening alliances with OEMs
- Wealth is a vital business in which we seek to increase growth in financial liabilities growth, essential to improving loyalty, and in high-value customers
- Finally, in Payments, we continue to drive the growth of PagoNxt and Cards, through the development of new businesses and enhanced customer experience



# 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 help Santander Global Businesses in their digital transformation, enabling them with a state-of-the-art Global Platform, with innovative capabilities and zero back office'

## Global T&O capabilities are key for our digital transformation

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

Technology



Cybersecurity



Operations & Processes



Data



The creation of a global platform will serve the **five global businesses** and it is guided by **four principles**:



Work together with the global business in **designing, building and implementing** their **global platform components** according to their **business strategy**



Enable a **reliable and secure technical infrastructure, 100% global** in an increasingly complex environment



Generate **synergies** from the **global platform, automation techniques** and **AI capabilities** delivering a **highly efficient service**



Secure the **best tech talent** working **along business** in an **agile way** to **boost transformation** and platform adoption

**Operating model** oriented to develop global platforms, guaranteeing their quality and security



c.5,200 tech professionals



**Santander**  
Digital Services



# 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'



211,141

Employees (Q1'24)

98%

workforce with a permanent contract  
(as of end 2023)

53%

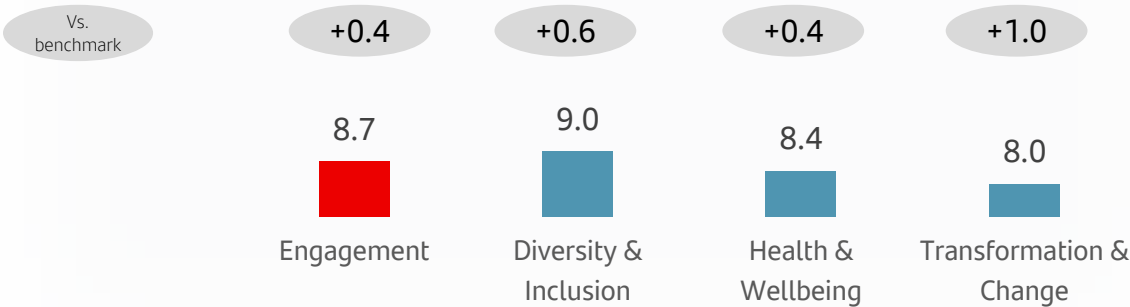
women in our workforce  
(Q1'24)

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

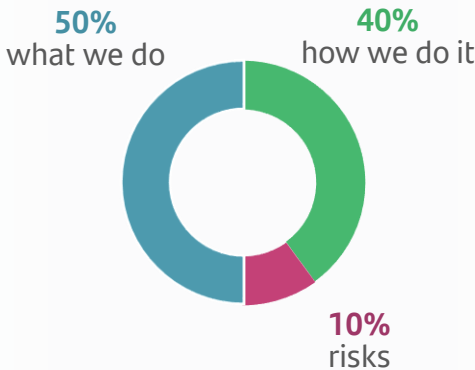


## Your VOICE Continuous Employee Listening\*

Santander scores **above benchmark** in engagement and other key dimensions  
Average score (out of 10)



Our **corporate management** evaluation model





# Risk, compliance & conduct management

'Our risk, compliance & conduct management is an essential lever to help people and businesses prosper'

A risk, compliance & conduct management model that relies on:

Common **Risk Principles**, which consider regulatory requirements and are inspired by best market practices



Clearly defined **management and control processes**



A **3 lines of defence model** with a risk governance structure that pursues effective oversight of every risk according to our risk appetite



Proactive management, **customer-centric**, with the goal of maintaining our medium-low risk profile



**Embedding ESG factors** across the different types of risks, both from a **regulatory and management perspective**



**Advanced management tools** that help us carry out effective risk management

## Risk Profile Assessment

Systematic exercise to assess the risk profile, including all risk types defined in the Corporate framework, through a single methodology

## Risk Appetite Statement & Structure of Limits

Aggregate level and types of risk we deem prudent for our business strategy, even in unforeseen circumstances

## Scenario Analysis

Anticipating potential impacts to take preventive action

## Risk Reporting Structure

Comprehensive and versatile with deep analysis to facilitate decision-making



All of it underpinned by our risk culture – **risk pro**, which is based on the principle that all employees are risk managers



# Corporate governance and internal control

**'As a responsible bank, we have clear and robust governance to ensure a long-term sustainable business model'**



**Diversified and well-balanced**  
shareholder base



**Effective engagement**  
with our shareholders  
and investors

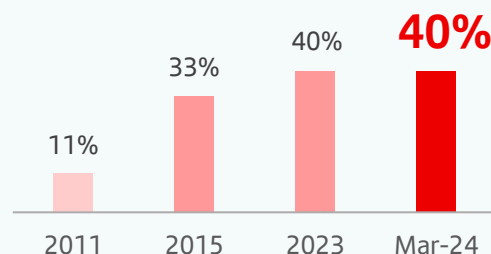
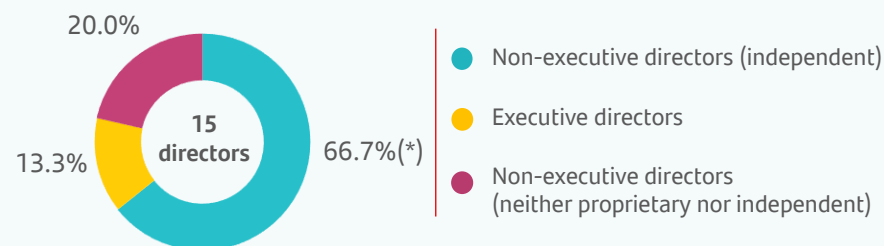


**Effective** board of directors



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

## Composition of the board of directors, Mar-24



**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**

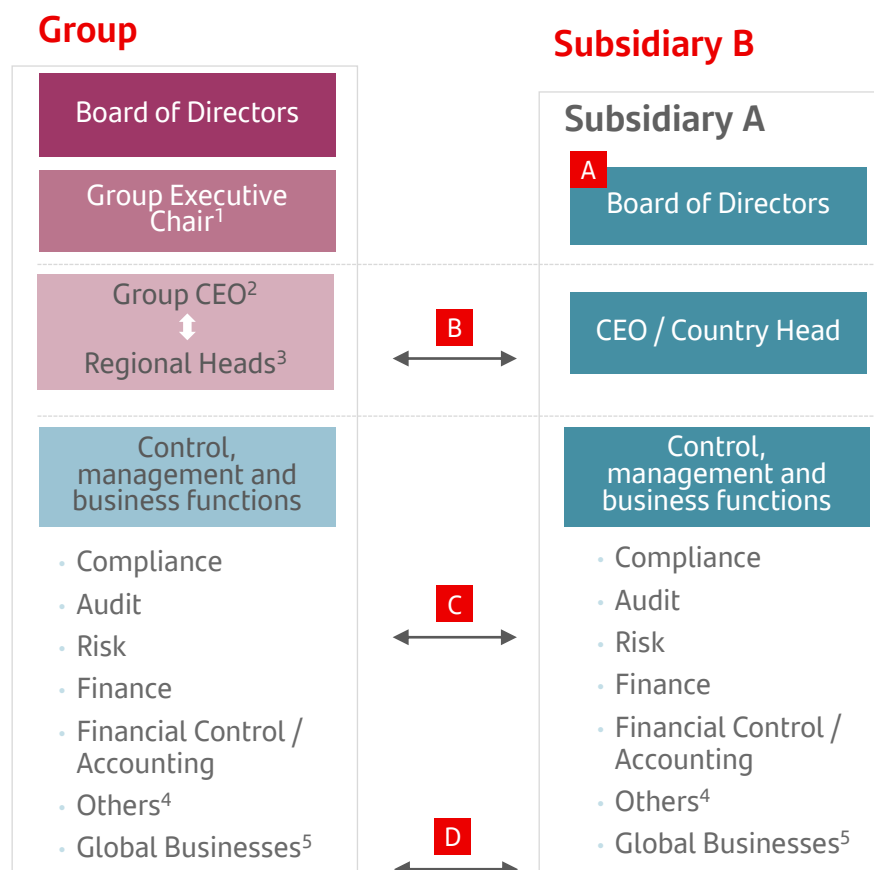
International advisory board



# Corporate governance and internal control

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

## Group-subsidary governance model



The **Group-subsidary governance model** enhances **control** and **oversight** through:

A

**Presence of the Group in the subsidiaries' boards of directors** establishing guidelines for board structure, dynamics and effectiveness

B

**Reporting** of the CEO / Country Heads to the Group CEO / Regional Heads and Group executive committee

C

**Interaction** between the Group's and the subsidiaries' control, management and business functions

D

**Interaction** between global businesses \* and local businesses

**The Group's appointment and suitability assessment procedure is a key element of Governance**



# 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

**3<sup>rd</sup>** **best global retail bank brand**  
by Interbrand's Best Global Brands Ranking, 2023

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.

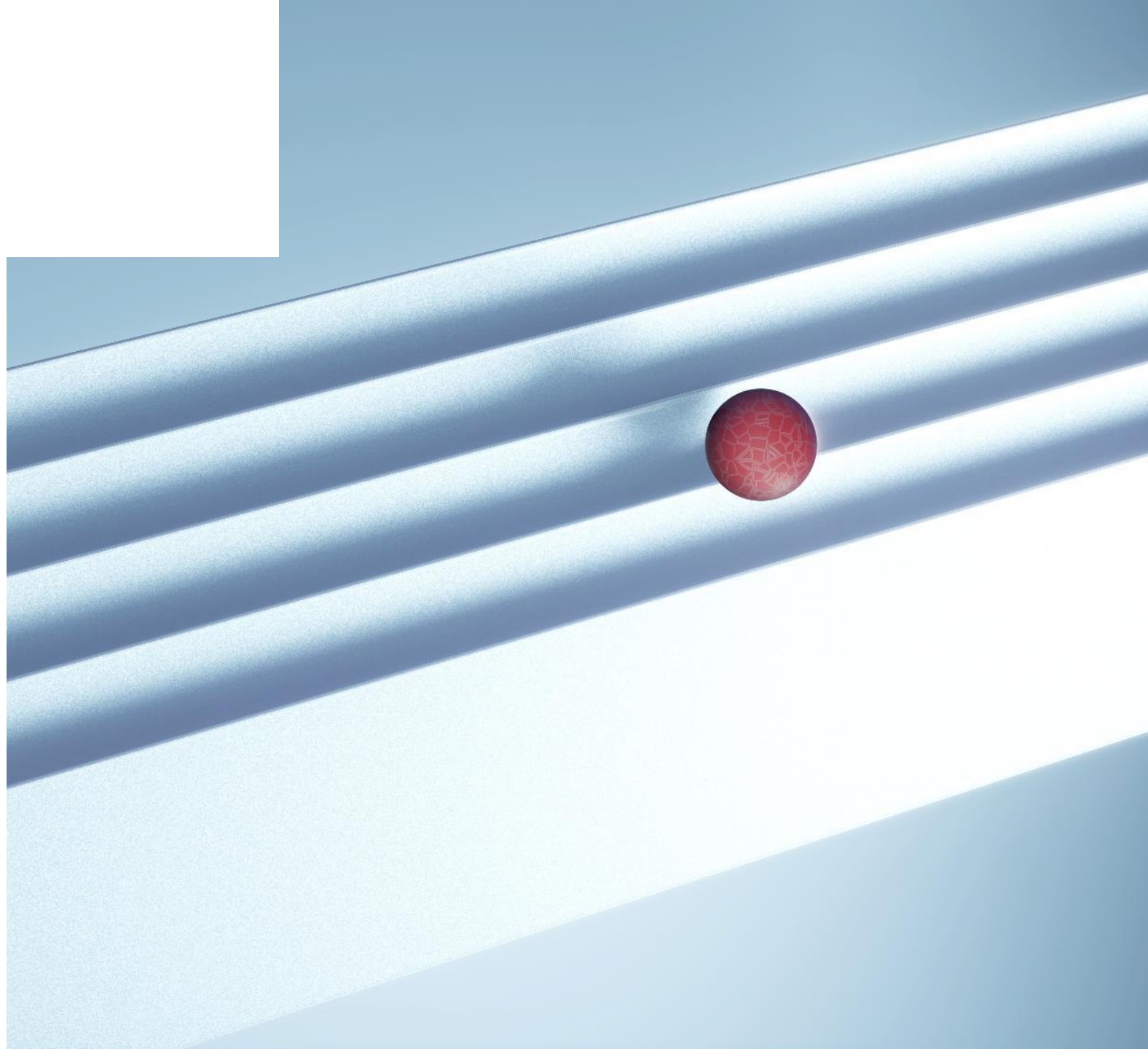


More information at <https://www.santander.com/en/about-us/our-brand>



# 03

## Q1'24 results & activity

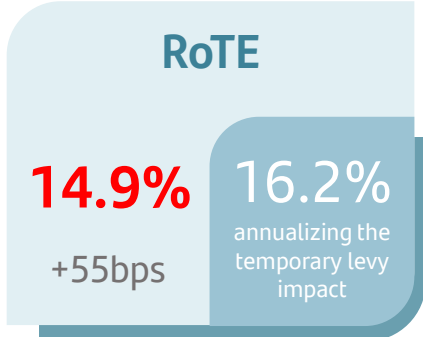
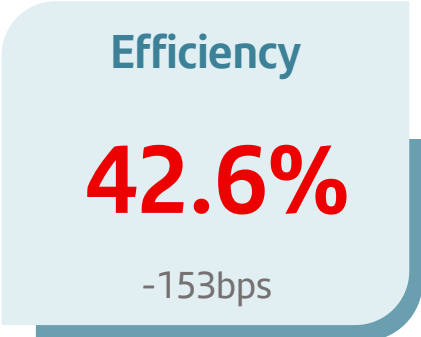


# Strong first quarter performance with all our global businesses contributing to our 2024 targets

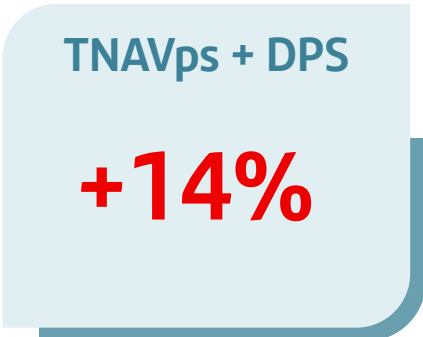
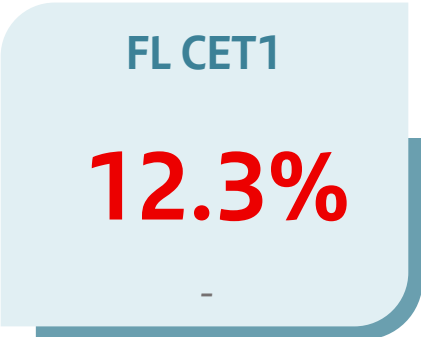
 Continued momentum in revenue growth driven by 5mn new customers YoY and good activity levels



 Strong operating performance and growth in profitability backed by first year of ONE Transformation



 Solid balance sheet and increasing shareholder remuneration supporting sustained value creation



Note: YoY changes. In constant euros: Attributable Profit +9%; Revenue +9%. P&L accounts are all presented in underlying basis.  
All references to variations in constant euros across the presentation include Argentina in current euros to mitigate distortions from a hyperinflationary economy.  
TNAVps + Cash DPS includes the €8.10 cent cash dividend paid in November 2023 and the €9.50 cent cash dividend approved in March (to be paid from 2 May), executed as part of the shareholder remuneration policy.

## Strong YoY profit increase, with double-digit growth in net operating income, supported by customer revenue and efficiency improvements

P&L € million	Q1'24	Q1'23	Current %	Constant %
NII	11,983	10,185	18	16
Net fee income	3,240	3,043	6	5
Other income	157	707	-78	-78
<b>Total revenue</b>	<b>15,380</b>	<b>13,935</b>	<b>10</b>	<b>9</b>
Operating expenses	-6,547	-6,145	7	5
<b>Net operating income</b>	<b>8,833</b>	<b>7,790</b>	<b>13</b>	<b>11</b>
LLPs	-3,125	-2,873	9	7
Other results*	-1,125	-822	37	34
<b>Attributable profit</b>	<b>2,852</b>	<b>2,571</b>	<b>11</b>	<b>9</b>

**2024 has started with excellent business and commercial dynamics**

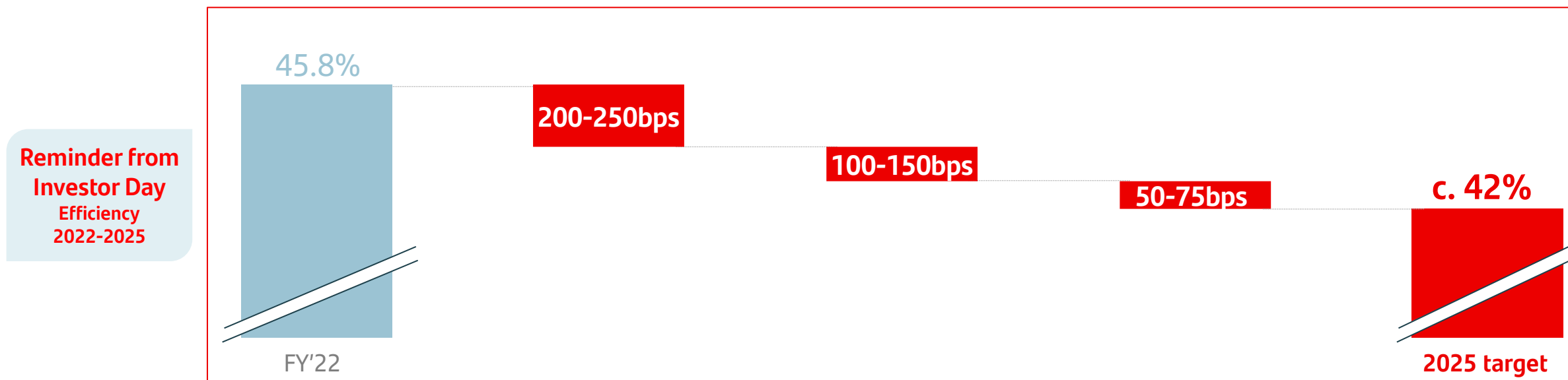
- Outstanding NII growth
- Record net fee income
- C/I and RoTE improvement

Strong start to the year, which puts us on track to deliver our 2024 targets, or even overdeliver some of them...










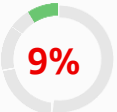

	Q1'24	2024 targets
Revenue <sup>1</sup>	9%	Mid-single digit growth
Efficiency	42.6%	<43%
CoR	1.20%	c.1.2%
FL CET1	12.3%	>12.0% after Basel III implementation
RoTE	14.9% 16.2% annualizing the temporary levy impact	16%

# ... backed by consistent execution of ONE Transformation...

	FY'22	ONE Transformation	Global & Network businesses	Global Tech capabilities & others	Q1'24
	45.8%	<b>-174bps</b>	<b>-88bps</b>	<b>-63bps</b>	42.6%
Efficiency execution 2022-Q1'24		<ul style="list-style-type: none"> <li>• <b>Product simplification:</b> 2% fewer products in Q1'24 (-18% vs. Dec-22)</li> <li>• <b>58%</b> products / services <b>digitally available</b> (+2pp vs. Dec-23)</li> <li>• <b>In US</b>, \$10mn efficiencies in Q1'24 (\$210mn since 2022) captured in Consumer and Commercial</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Multi-Nationals:</b> +5% YoY revenue growth</li> <li>• <b>Wealth:</b> collaboration fees with CIB and Corporates reached <b>€988mn</b> (+12% vs. Q1'23)</li> <li>• <b>Consumer:</b> expansion of OEM agreements</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Global approach</b> to technology: €50mn efficiencies in Q1'24 (€237mn since 2022)                             <ul style="list-style-type: none"> <li>– <b>Gravity</b> (back-end) efficiencies</li> <li>– <b>Process optimization</b></li> <li>– <b>Global vendor</b> agreements</li> <li>– <b>IT&amp;Ops shared-services</b></li> </ul> </li> </ul>	



... and value added by our five global businesses, which are accelerating the achievement of our ID targets

Q1'24	Revenue (€bn)	Contribution to Group's revenue <sup>1</sup>	C/I	RoTE <sup>2</sup>	2025 RoTE <sup>2</sup> target
 <b>Retail</b>	8.0 +13%	 52%	41.1% -3.9pp	17.6% +2.9pp	c.17%
 <b>Consumer</b>	3.2 +4%	 20%	41.2% -1.9pp	11.9% -0.3pp	>14%
 <b>CIB</b>	2.1 +5%	 13%	42.0% +5.0pp	19.7% -2.4pp	>20%
 <b>Wealth</b>	0.9 +17%	 6%	34.4% -4.0pp	80.4% +9.4pp	c.60%
 <b>Payments</b>	1.4 -0%	 9%	48.1% +3.3pp	17.0% +9.5pp	>30%
 <b>Group</b>	15.4 +9%		42.6% -1.5pp	16.2% +0.9pp	15-17%

PagoNxt EBITDA margin

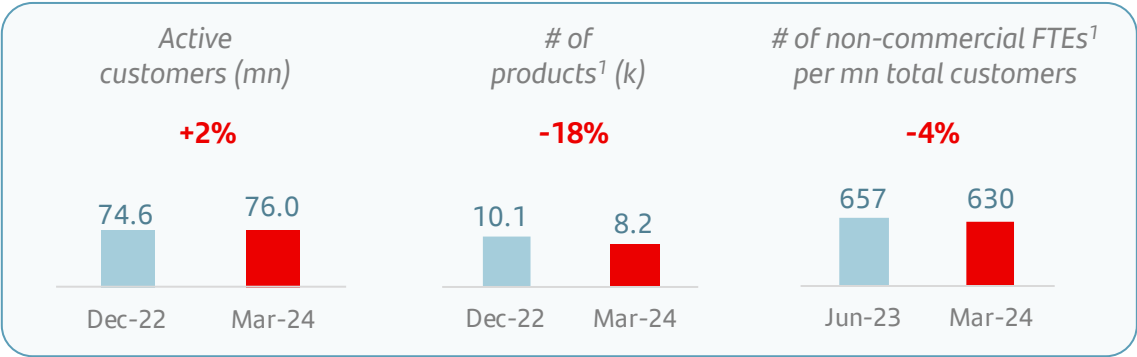
# Retail: strong profit growth YoY with solid C/I driven by revenue and cost control

## Execution of the strategy

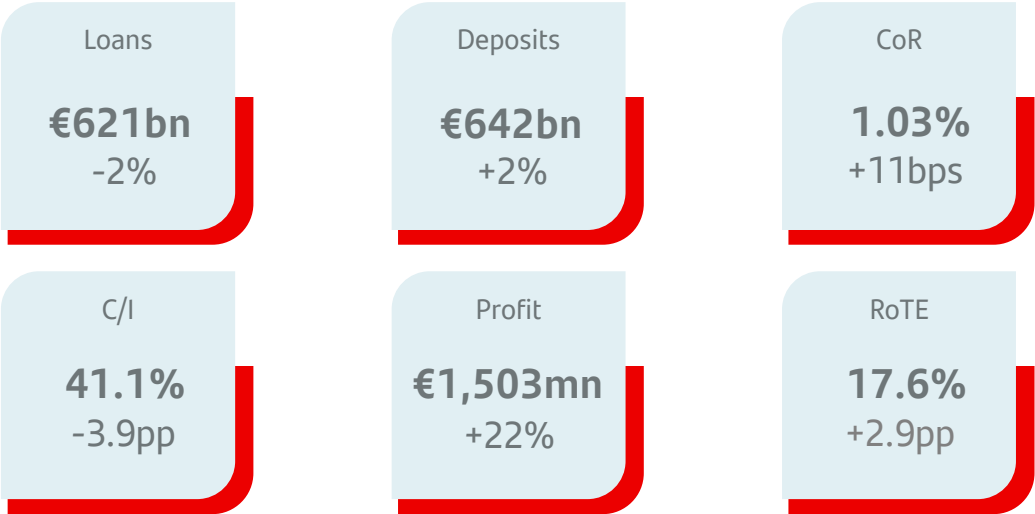
*Driving growth and efficiency on the back of our new model and proprietary technology*

Customer experience	New digital onboarding and products leading to an increase in digital customers and digital sales
Operational leverage	New model and automation reducing operational resources and driving increase in commercial focus in branches
Global platform	Scale of new platform (ODS-Gravity) reducing cost per technical transaction and driving efficiencies

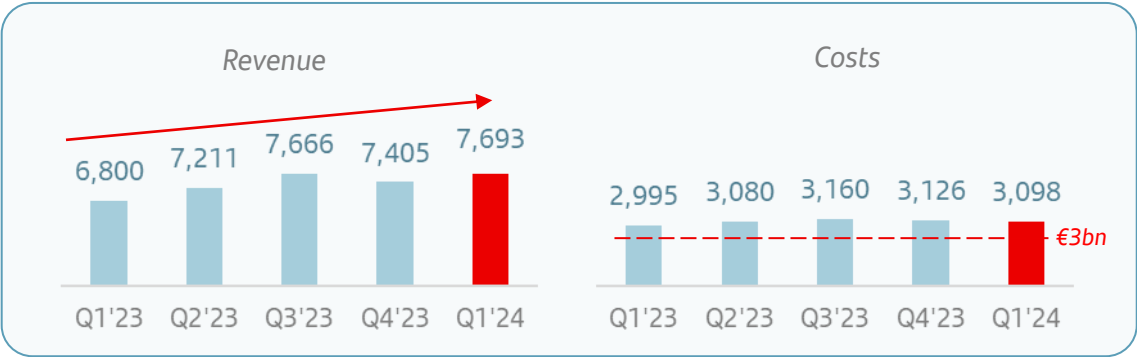
### Key drivers



## Q1'24 financials



### Operational leverage – Revenue vs. Costs (€ mn, excl. Argentina)



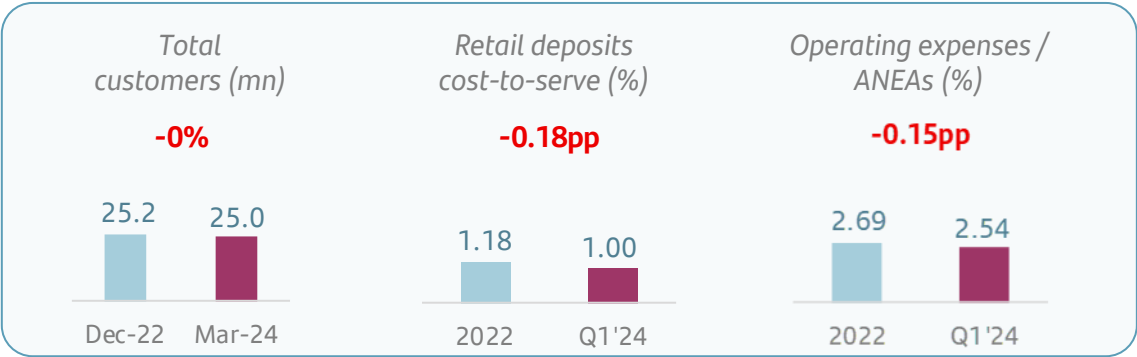
# Consumer: strong net operating income growth with successful deposit gathering

## Execution of the strategy

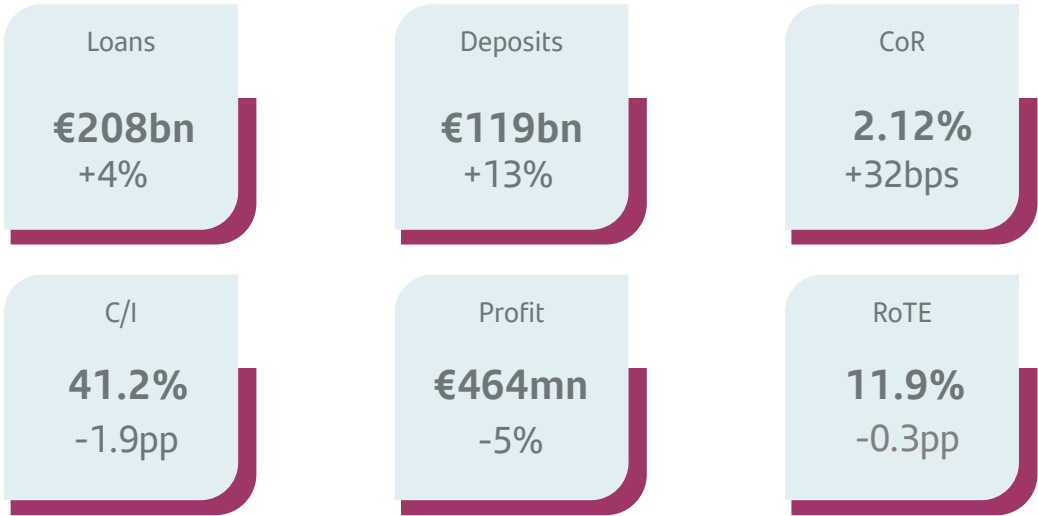
*Transforming into a best-in-class, global business and operating model*

Customer experience	Providing global solutions integrated in our partners' processes Expanding partnerships across regions
Operational leverage	Simplifying and automating our processes Launched a new digital onboarding for pure digital players
Global platform	Openbank launch in the US and Mexico Expanding the functionality of our new leasing platform

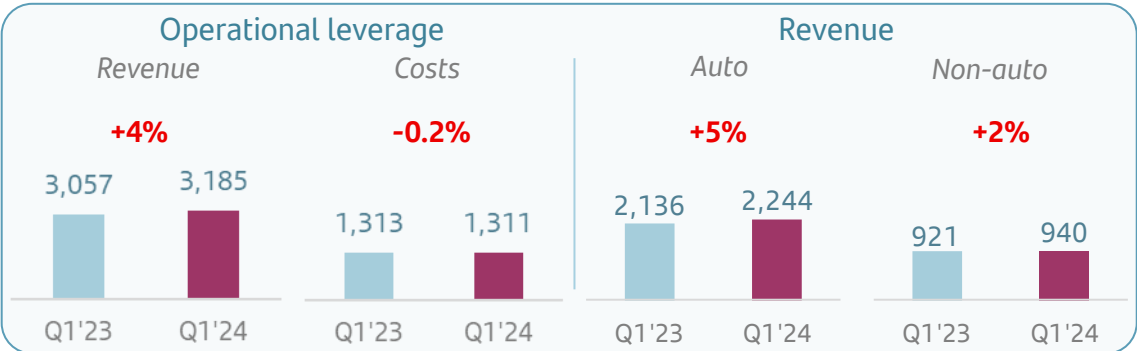
### Key drivers



## Q1'24 financials



### Operating performance



Note: data and YoY changes in constant euros. RoTE annualizing the impact of the temporary levy.  
ANEAs = Average net earning assets, including renting.

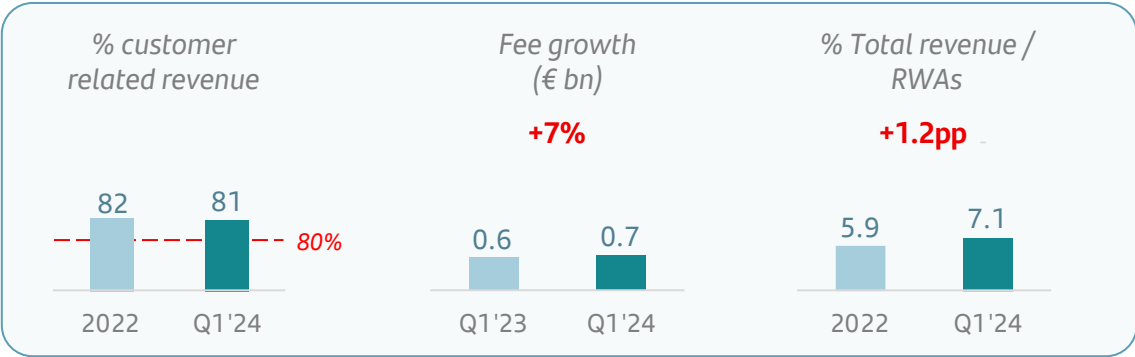
# CIB: all-time high revenue. Profit down from a record Q1'23, impacted by investments

## Execution of the strategy

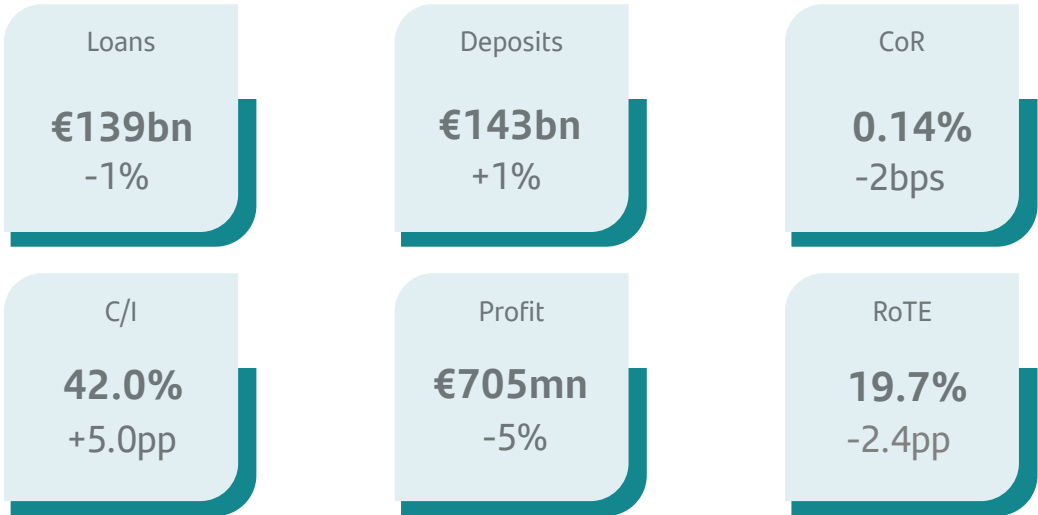
*Playing to our strengths to better serve our corporate customers and institutions*

Customer experience	Significant progress building new capabilities in the US Expansion on new value-added areas of growth
Operational leverage	Enhanced centres of expertise, with new and strengthened industry and product teams
Global platform	Increased distribution capabilities, evolving our originate-to-share model towards a mainstream end-to-end platform

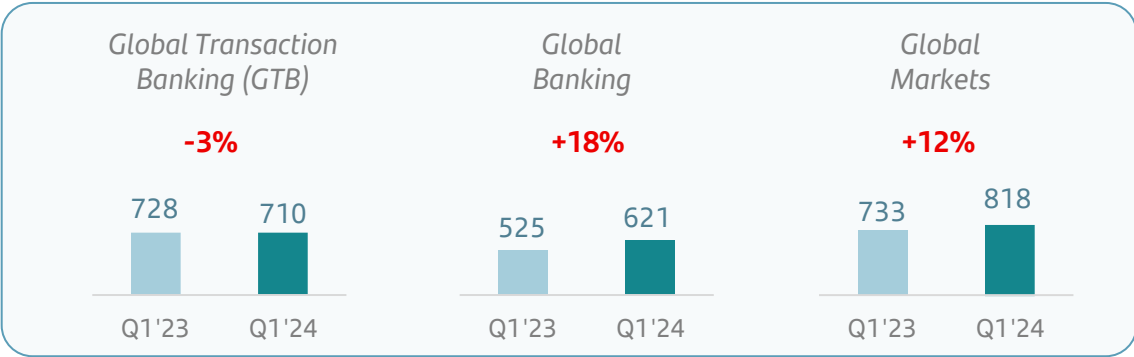
### Key drivers



## Q1'24 financials



### Revenue (€ mn)



Note: data and YoY changes in constant euros. RoTE annualizing the impact of the temporary levy.

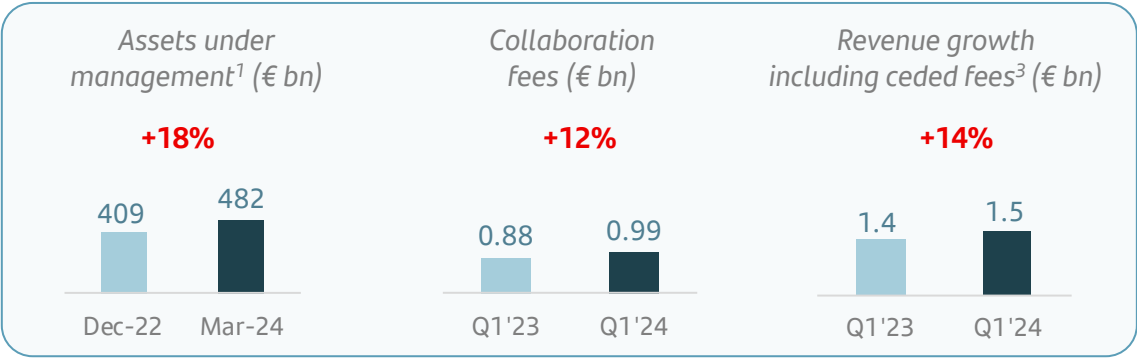
# Wealth: double-digit growth across businesses with record commercial activity

## Execution of the strategy

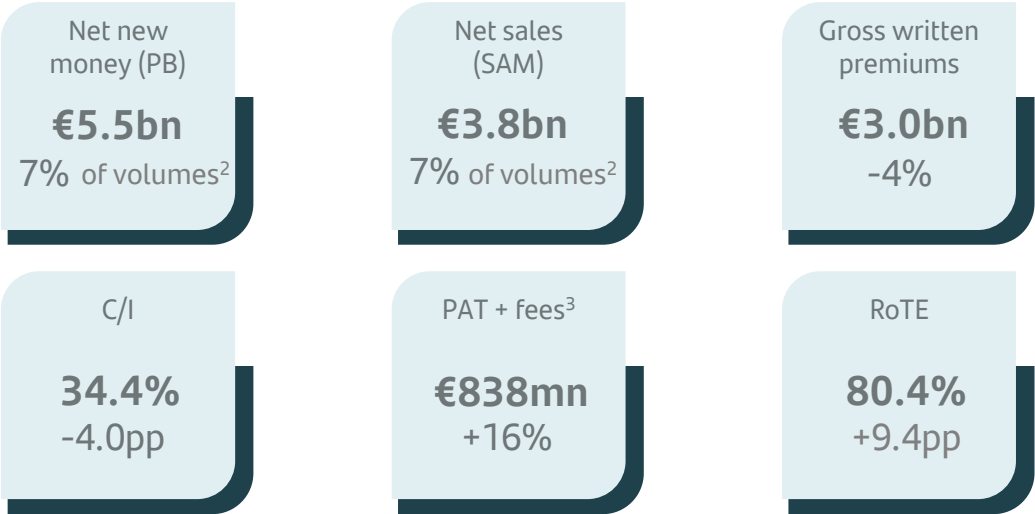
*Accelerating our customers' connectivity with our global product platforms*

Customer experience	Named again Best Private Bank in LatAm ( <i>Euromoney</i> ) while growing our customer base by +13% YoY
Operational leverage	Boosted results by fostering collaboration with Retail and CIB, and by simplifying our product offer in SAM and Insurance
Global platform	Kicked off our global investments platform project to further digitalize our investment distribution capabilities

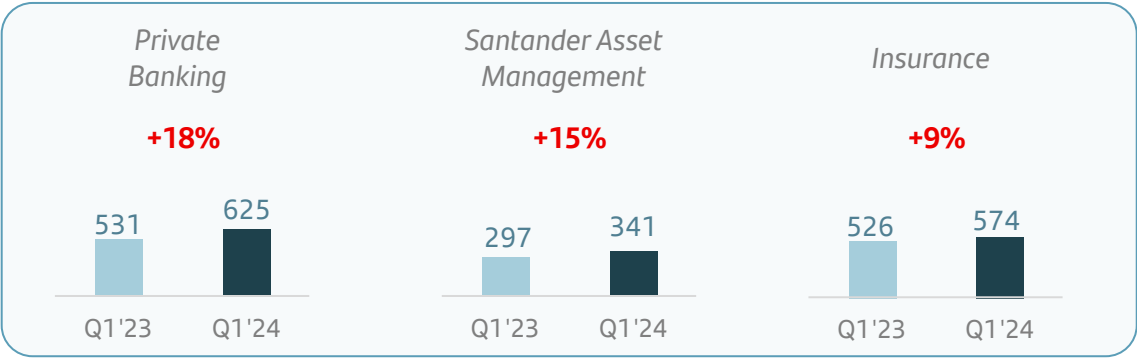
### Key drivers



## Q1'24 financials



### Revenue (including ceded fees, € mn)



Note: data and YoY changes in constant euros. RoTE annualizing the impact of the temporary levy.  
(1) Includes off-balance sheet assets and deposits.  
(2) Considering annualized net new money as % of total CAL and annualized net sales as % of SAM AuMs.  
(3) Includes all fees generated by Santander Asset Management and Insurance, even those ceded to the commercial network, which are reflected in Retail & Commercial Banking's P&L.

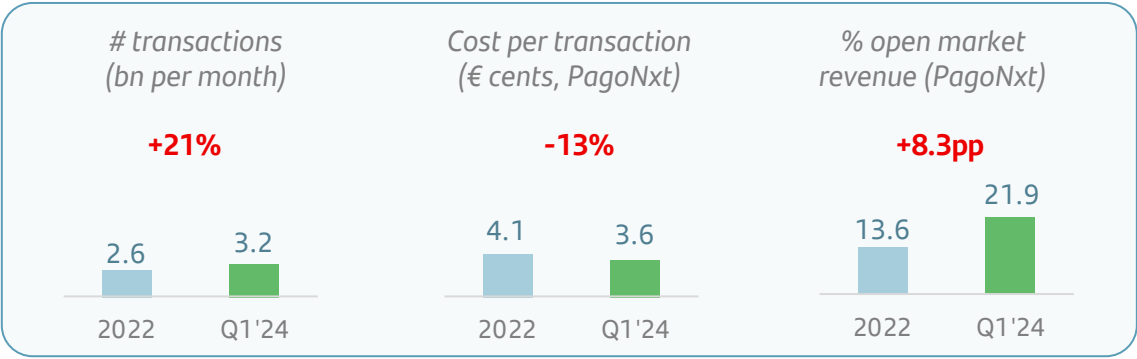
# Payments: sound credit quality led to double-digit profit growth

## Execution of the strategy

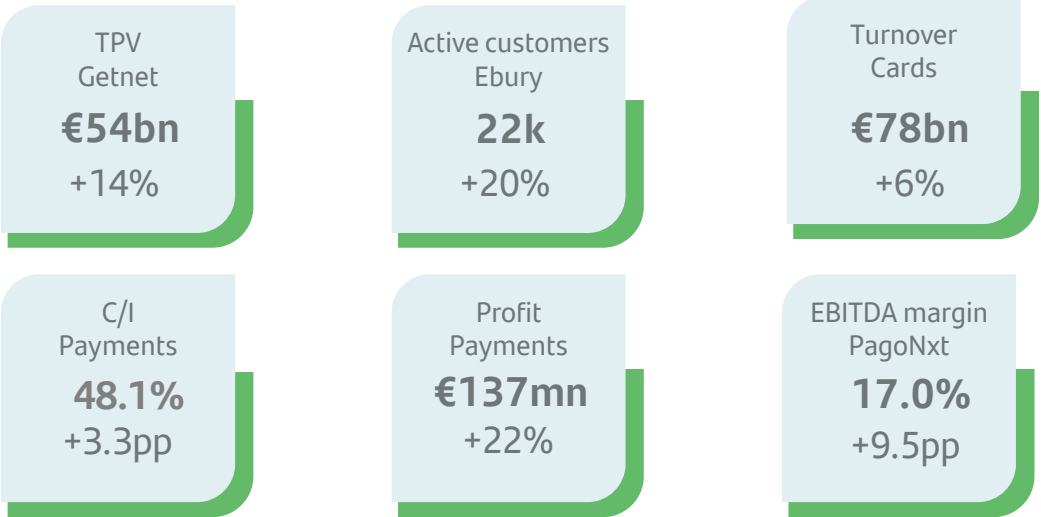
Seizing a growing opportunity by capturing scale through global platforms

Customer experience	New wallet agreements to offer customers alternative payment options Continued strengthening PagoNxt's customer value proposition
Operational leverage	Capex optimization and operational efficiencies driving down cost per transaction
Global platform	Global Cards platform (Plard) launched in Brazil

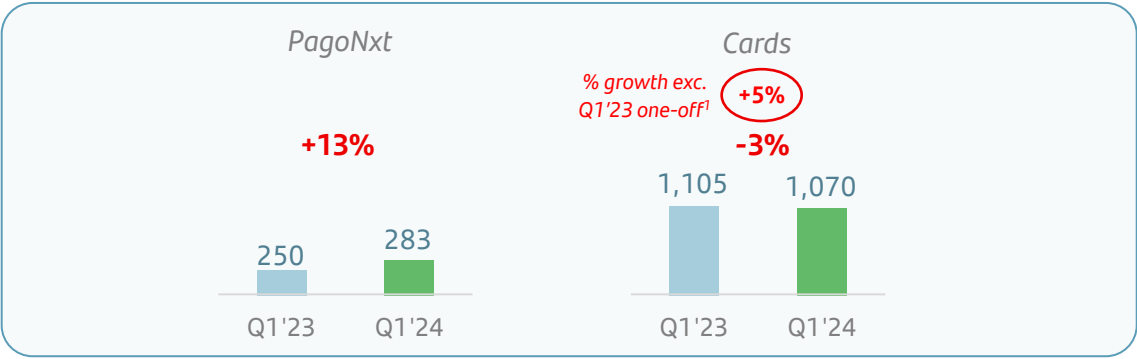
### Key drivers



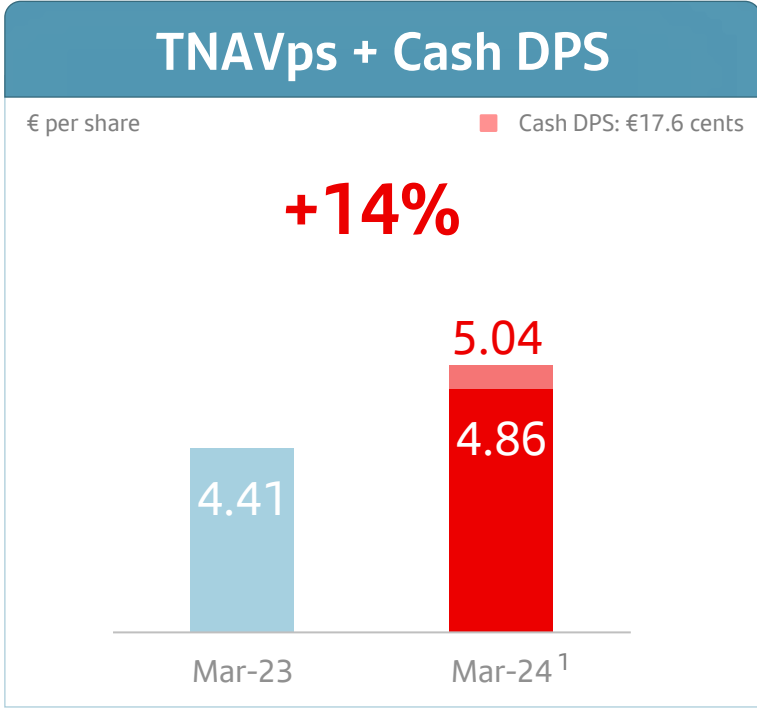
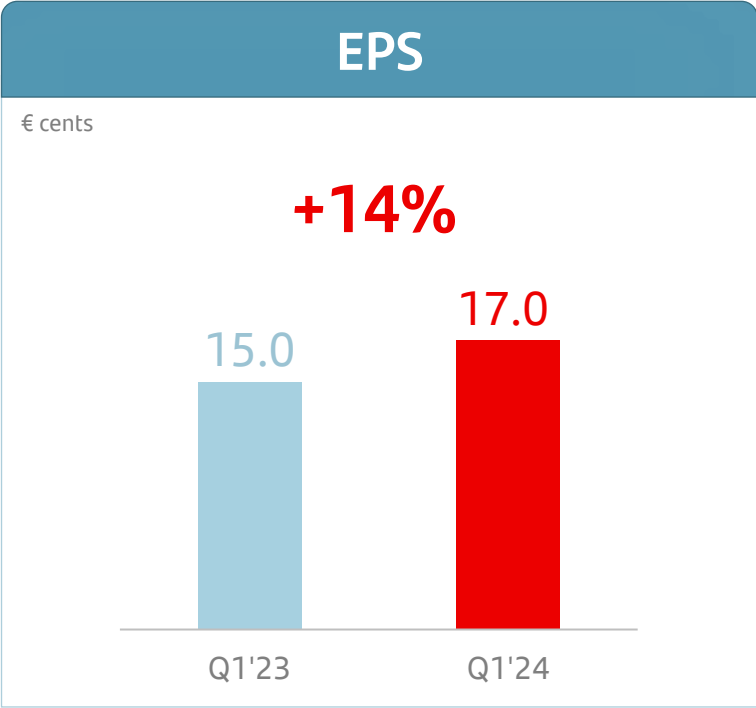
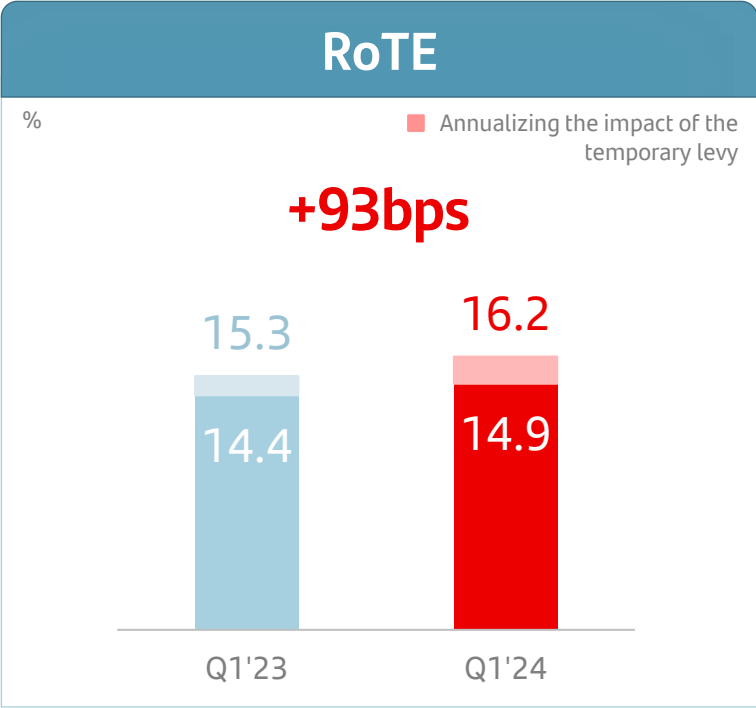
## Q1'24 financials



### Revenue (€ mn)



# Outstanding profitability and value creation with 14% YoY growth in TNAVps + Cash DPS



Since 2021 and including full execution of second share buyback against 2023 results currently in place, Santander will have repurchased c.11% of its outstanding shares

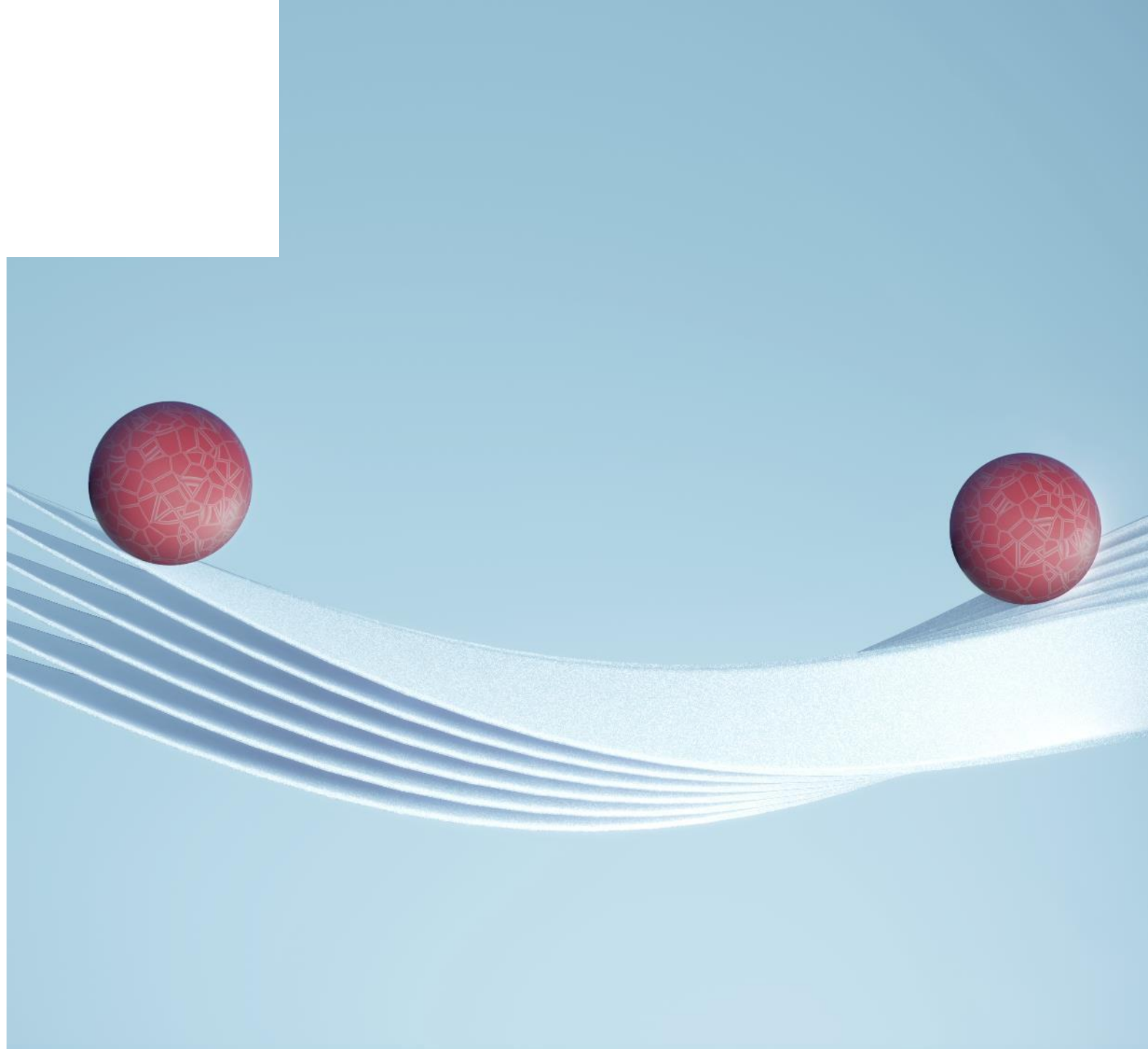


Note: our shareholder remuneration policy is c.50% payout split in approximately equal parts (cash and share buybacks). Implementation of shareholder remuneration policy is subject to future corporate and regulatory decisions and approvals.

(1) TNAVps + Cash DPS includes the €8.10 cent cash dividend paid in November 2023 and the €9.50 cent cash dividend approved in March (to be paid from 2 May), executed as part of the shareholder remuneration policy.

# 04

## Final remarks



# Making progress towards our ID target in our new phase of value creation for our shareholders

Q1'24 vs. 2025 ID targets

Strength

FL CET1

12.3%

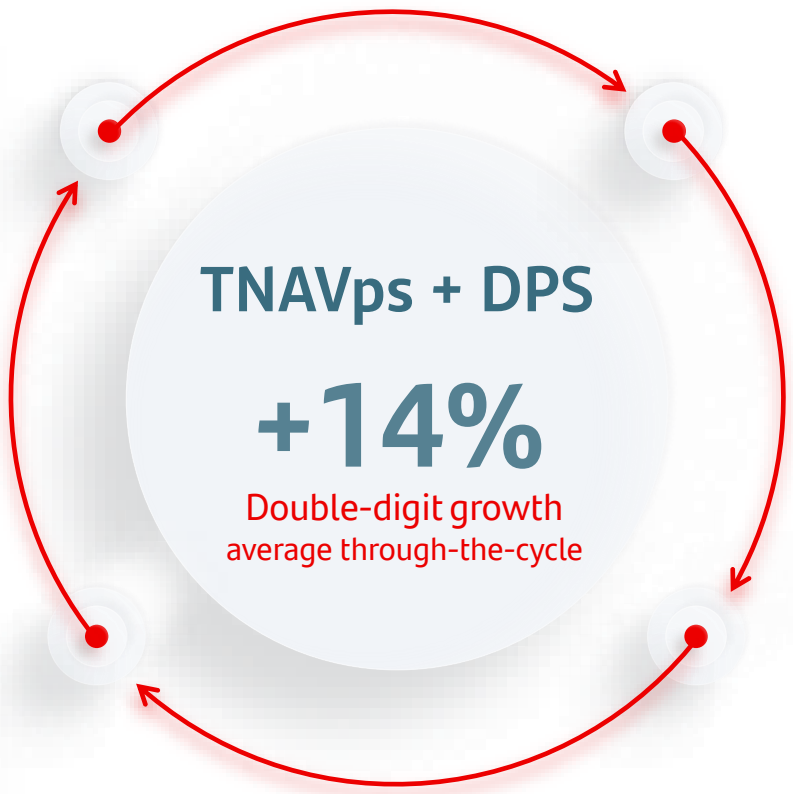
>12%

Shareholder remuneration

Payout

50%

Cash dividend + SBB  
50% annually



Disciplined capital allocation

RWAs with RoRWA > CoE

83%

c.85%

Profitability

RoTE<sup>1</sup>

16.2%

15-17%

# 2024 has begun with excellent business and commercial dynamics



## Outstanding customer revenue performance

backed by all global businesses



## Structural efficiency gains and profitable growth

driven by strategy execution



## ONE Transformation and value-added by our global businesses

accelerating the achievement of our ID targets



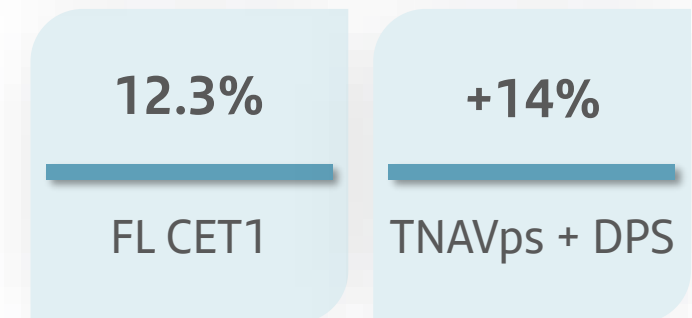
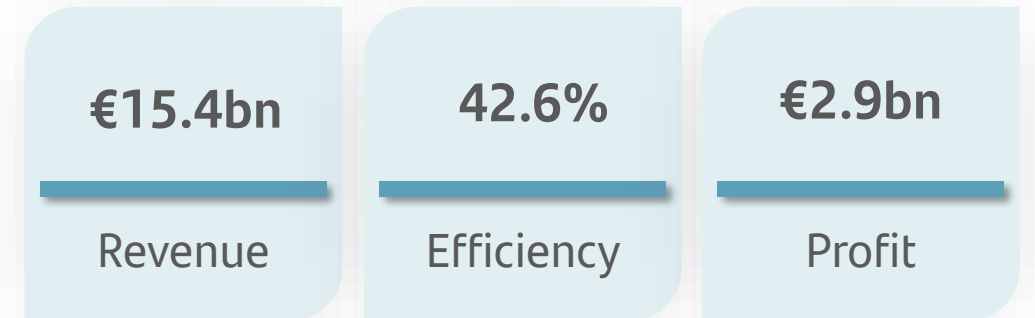
## Profitability, capital and credit quality in line with targets

Organic capital generation to mitigate accelerated Basel III implementation



## TNAVps + Cash DPS growing 14% YoY

in our new phase of value creation for our shareholders



# 05

**Links to  
public  
materials**



# Links to Grupo Santander public materials

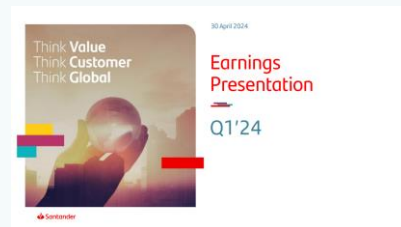
For additional information on the Group, please *click on the images or icons below*

## Q1'24 financial results

### Financial report



### Earnings presentation



### Series



### Shareholders report



### Global business presentations



### Press release



### Video (3 minutes)



### Fixed income presentation



### Pillar 3



### Ratings



## Other information

### 2023 Digital annual review



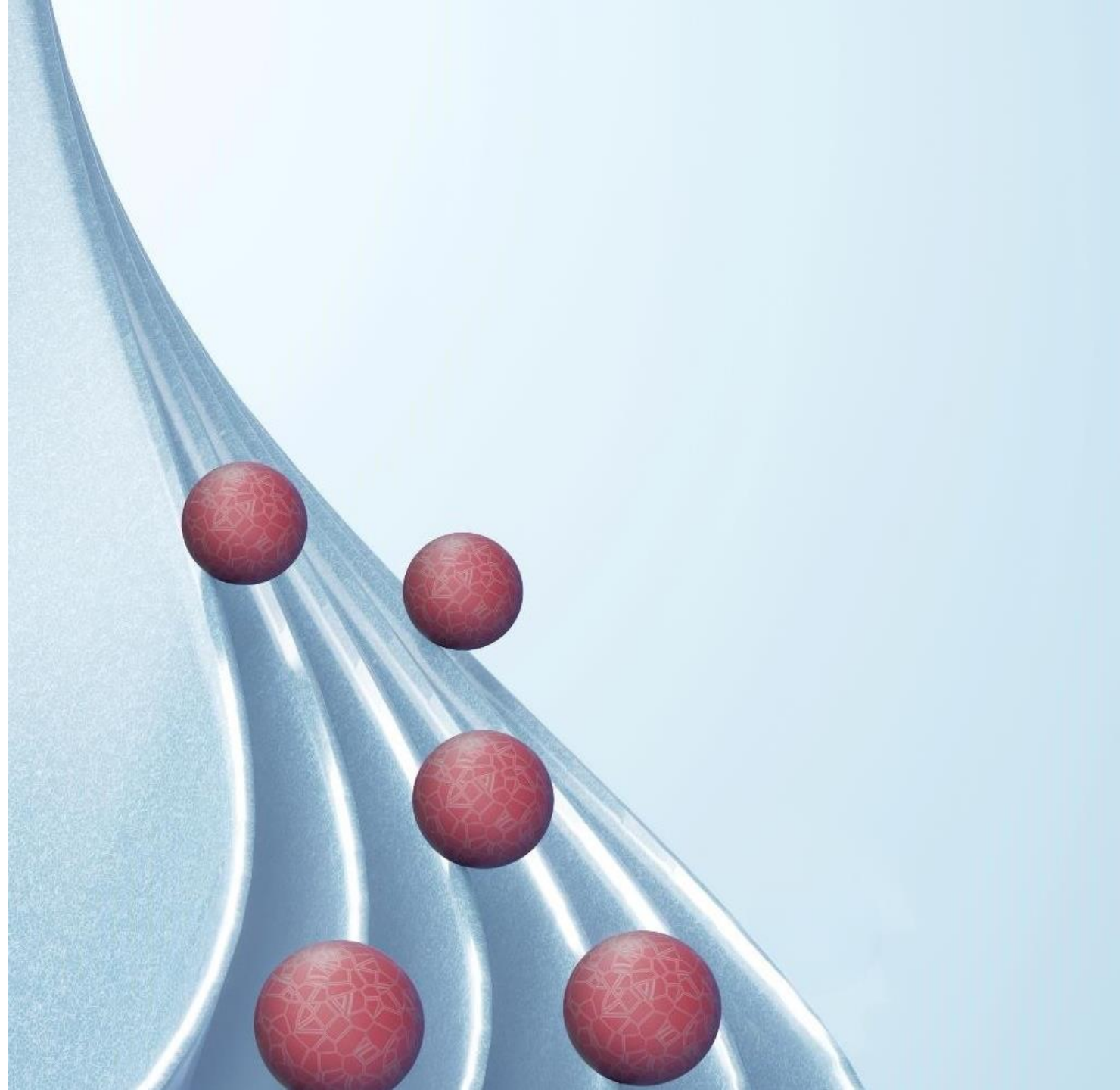
### 2023 Annual report



### Overview of our Corporate Governance presentation



# Glossary



# Glossary - Acronyms

- **A2A:** account to account
- **ALCO:** Assets and Liabilities Committee
- **AM:** Asset management
- **AuMs:** Assets under Management
- **bn:** Billion
- **BNPL:** Buy now, pay later
- **bps:** Basis points
- **c.:** *Circa*
- **CAL:** Customer assets and liabilities
- **CET1:** Common equity tier 1
- **CHF:** Swiss franc
- **CIB:** Corporate & Investment Banking
- **CoE:** Cost of equity
- **Consumer:** Digital Consumer Bank
- **CoR:** Cost of risk
- **Covid-19:** Coronavirus Disease 19
- **DCB Europe:** Digital Consumer Bank Europe
- **DPS:** Dividend per share
- **EPS:** Earning per share
- **ESG:** Environmental, social and governance
- **EV:** Electric Vehicle
- **FL:** Fully-loaded
- **FTE:** Full time employee
- **FX:** Foreign exchange
- **FY:** Full year
- **IFRS 9:** International Financial Reporting Standard 9, regarding financial instruments
- **LLPs:** Loan-loss provisions
- **mn:** million
- **NII:** Net interest income
- **NIM:** Net interest margin
- **NPL:** Non-performing loans
- **NPS:** Net promoter score
- **OEM:** Original equipment manufacturer
- **Payments:** PagoNxt and Cards
- **PB:** Private Banking
- **PBT:** Profit before tax
- **P&L:** Profit and loss
- **pp:** Percentage points
- **Ps:** Per share
- **QoQ:** Quarter-on-Quarter
- **Repos:** Repurchase agreements
- **Retail:** Retail & Commercial Banking
- **RoE:** Return on equity
- **RoRWA:** Return on risk-weighted assets
- **RoTE:** Return on tangible equity
- **RWA:** Risk-weighted assets
- **SAM:** Santander Asset Management
- **SBB:** share buybacks
- **SME:** Small and Medium Enterprises
- **TNAV:** Tangible net asset value
- **TPV:** Total Payments Volume
- **YoY:** Year-on-Year
- **YTD:** Year to date
- **Wealth:** Wealth Management & Insurance

# Glossary - Definitions

## PROFITABILITY AND EFFICIENCY

- **RoTE:** Return on tangible capital: Group attributable profit / average of: net equity (excluding minority interests) – intangible assets (including goodwill)
- **RoRWA:** Return on risk-weighted assets: consolidated profit / average risk-weighted assets
- **Efficiency:** Operating expenses / total income. Operating expenses defined as general administrative expenses + amortisations

## VOLUMES

- **Loans:** Gross loans and advances to customers (excl. reverse repos)
- **Customer funds:** Customer deposits excluding repos + marketed mutual funds

## CREDIT RISK

- **NPL ratio:** Credit impaired loans and advances to customers, customer guarantees and customer commitments granted / Total risk. Total risk is defined as: Total loans and advances and guarantees to customers (including credit impaired assets) + contingent liabilities granted that are credit impaired
- **NPL coverage ratio:** Total allowances to cover impairment losses on loans and advances to customers, customer guarantees and customer commitments granted / Credit impaired loans and advances to customers, customer guarantees and customer commitments granted
- **Cost of risk:** Provisions to cover losses due to impairment of loans in the last 12 months / average customer loans and advances of the last 12 months

## CAPITALIZATION

- **Tangible net asset value per share – TNAVps:** Tangible stockholders' equity / number of shares (excluding treasury shares). Tangible stockholders' equity calculated as shareholders equity + accumulated other comprehensive income - intangible assets

## ESG METRICS

- **Women in leadership positions** = Percentage of women in senior executive positions over total headcount. This segment corresponds to less than 1% of the total workforce
- **Equal pay gap** = The equal pay gap measures differences in remuneration between women and men in the same job at the same level.
- For financial ESG metrics, please see 'Alternative Performance Measures' section of the Quarterly Financial Report.

# 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 periods. APMs we use are presented unless otherwise specified on a constant FX basis, which is computed by adjusting comparative period reported data for the effects of foreign currency translation differences, which distort period-on-period comparisons. 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. APMs using ESG labels have not been calculated in accordance with the Taxonomy Regulation or with the indicators for principal adverse impact in SFDR. 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 2023 Annual Report on Form 20-F filed with the U.S. Securities and Exchange Commission (the SEC) on 21 February 2024 (<https://www.santander.com/content/dam/santander-com/en/documentos/informacion-sobre-resultados-semestrales-y-anales-suministrada-a-la-sec/2024/sec-2023-annual-20-f-2023-en.pdf>), as well as the section "Alternative performance measures" of Banco Santander, S.A. (Santander) Q1 2024 Financial Report, published on 30 April 2024 (<https://www.santander.com/en/shareholders-and-investors/financial-and-economic-information#quarterly-results>). Underlying measures, which are included in this document, 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.

## Non-financial information

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 not audited nor 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 warns 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.

While these forward-looking statements represent our judgement and future expectations concerning our business developments and results may differ materially from those anticipated, expected, projected or assumed in forward-looking statements.

# Important information

In particular, 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 and may change, including, but not limited to (a) 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' (including governments and other public actors) energy and climate strategies, and the underlying assumptions and estimated impacts on Santander's and third-parties' businesses related thereto; (b) Santander's and third-parties' approach, plans and expectations in relation to carbon use and targeted reductions of emissions, which may be affected by conflicting interests such as energy security; (c) changes in operations or investments under existing or future environmental laws and regulations; (d) changes in rules and regulations, regulatory requirements and internal policies, including those related to climate-related initiatives ; (e) our own decisions and actions including those affecting or changing our practices, operations, priorities, strategies, policies or procedures; and (f) the 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.

In addition, the important factors described 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.

Forward-looking statements are therefore 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. Santander does not accept any liability in connection with forward-looking statements except where such liability cannot be limited under overriding provisions of applicable law.

## Not a securities offer

This presentation and the information it contains does not constitute an offer to sell nor the solicitation of an offer to buy any securities.

## 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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**Note:** Quarterly series include adjustments relating to revenue sharing criteria between CIB and Retail & Commercial Banking to better reflect business dynamics of our new operating model with five global businesses as new primary segments; these adjustments do not affect results at the Group level, nor do they affect the full-year results of Retail & Commercial Banking and CIB. Quarterly series also include adjustments to some of the 2023 business volumes metrics in Retail & Commercial Banking, Digital Consumer Bank, CIB and Wealth Management & Insurance to better reflect our five global businesses' perimeters according to our new operating model; these adjustments do not affect business volumes metrics at the Group level.

# 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**

