

2 February 2023

Earnings Presentation

—
2022



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.

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 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.

Important information

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.

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.

Not a securities offer

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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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Group and Business
areas review

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Final
remarks

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Appendix

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
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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...

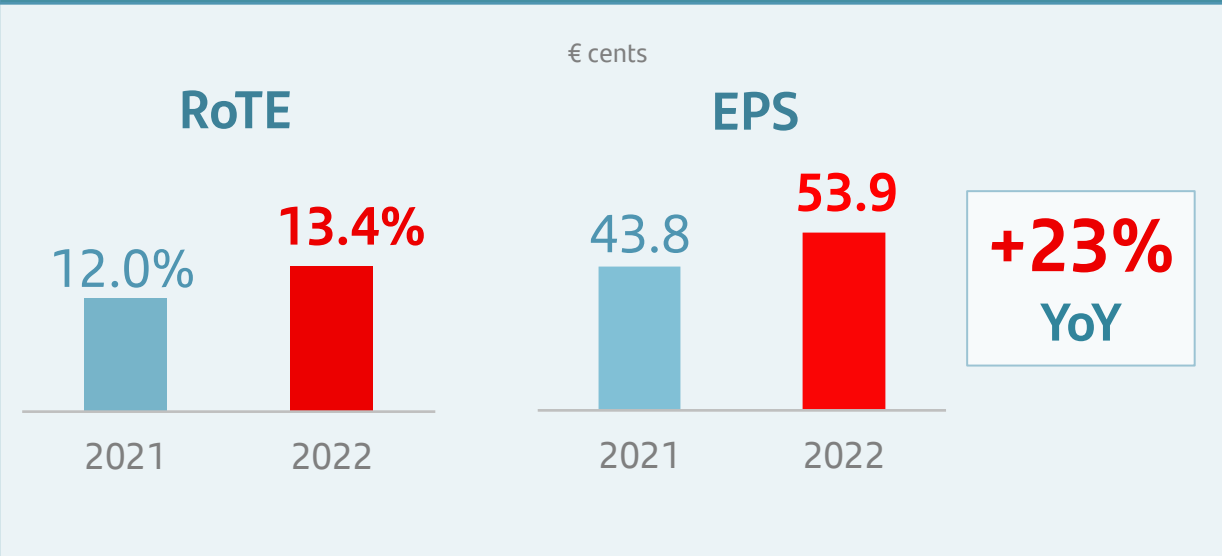
€ million	2022	2021	% change	
			Euros	Constant euros
NII	38,619	33,370	16	9
Net fee income	11,790	10,502	12	7
Trading and other income	1,745	2,532	-31	-37
Total revenue	52,154	46,404	12	6
Operating expenses	-23,903	-21,415	12	7
Net operating income	28,251	24,989	13	5
LLPs	-10,509	-7,436	41	31
Other 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%**

...led to increased profitability, shareholder remuneration and returns

Profitability + EPS growth



TNAVps + Cash DPS



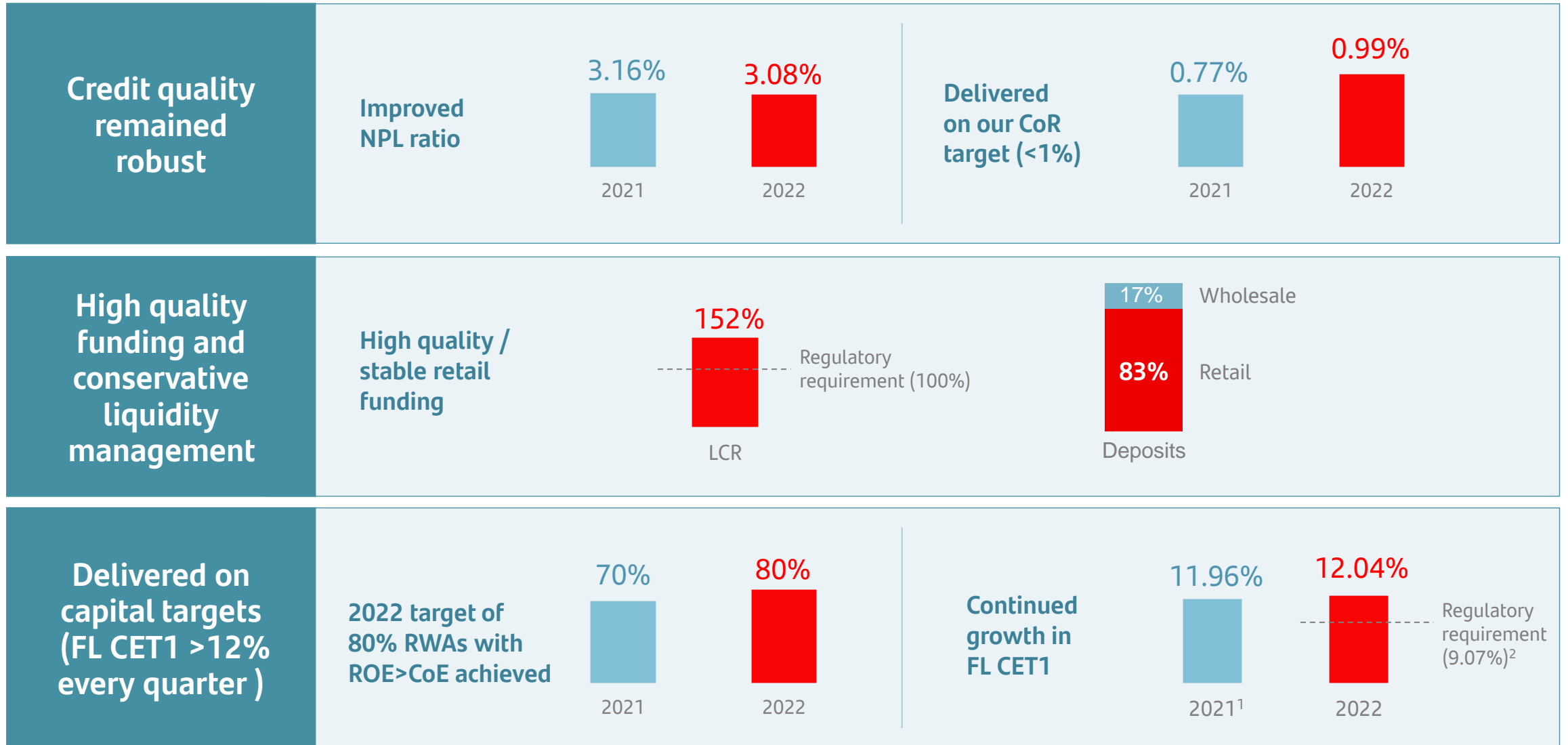
Cash DPS¹ growth: +16% YoY

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



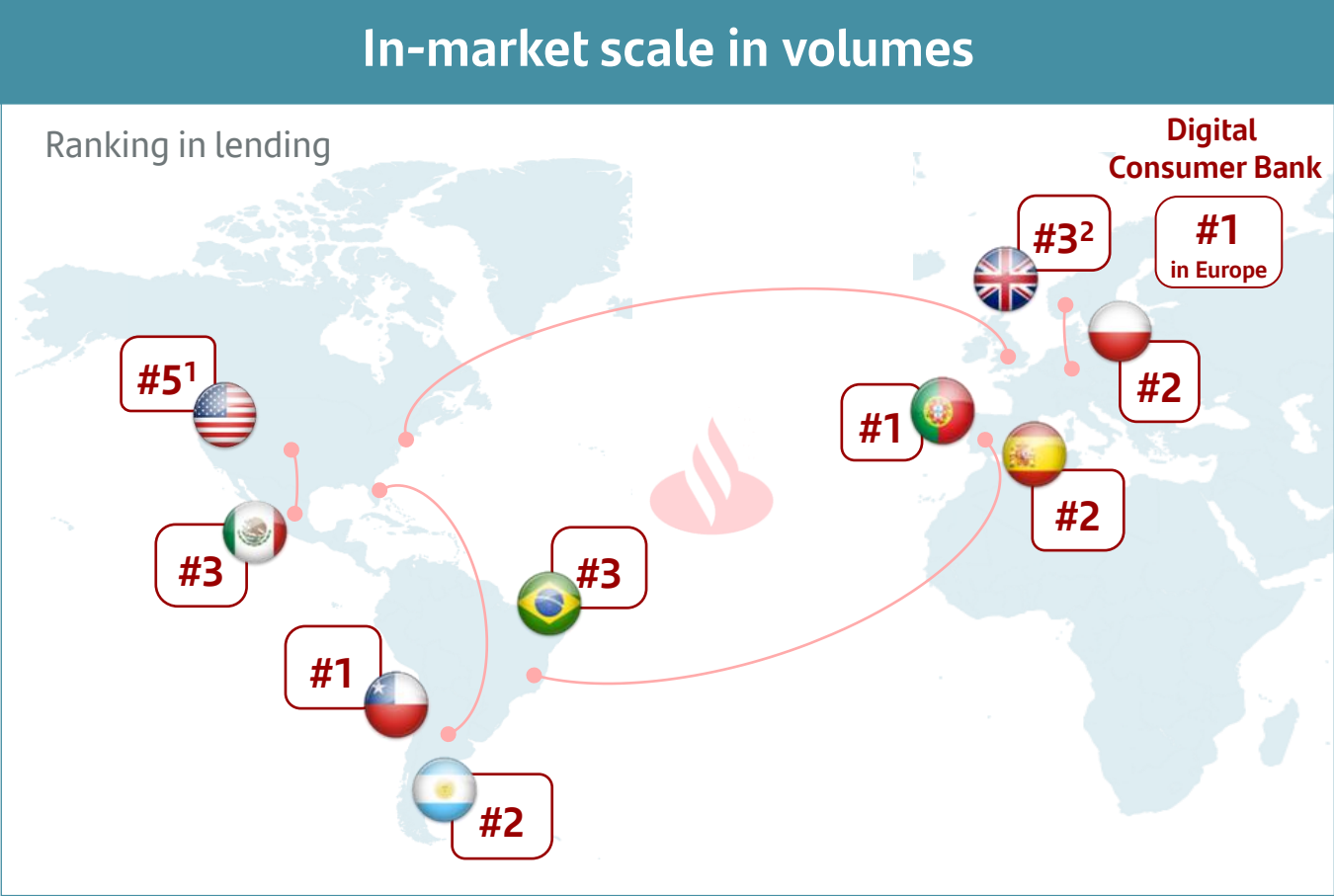
- (1) Our 2022 shareholder remuneration policy is c.40% payout split in approximately equal parts (cash and share buybacks). Cash DPS estimated as 20% of the profit for the year. Implementation of the shareholder remuneration policy is subject to future corporate and regulatory decisions and approvals.
- (2) Including the cash dividends per share paid in May 2022 and November 2022.
- (3) Includes share buybacks completed in Nov-21, May-22 and January-23.

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.

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



**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



Note: considering privately-owned banks.
(1) Retail auto originations.
(2) Mortgages.

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

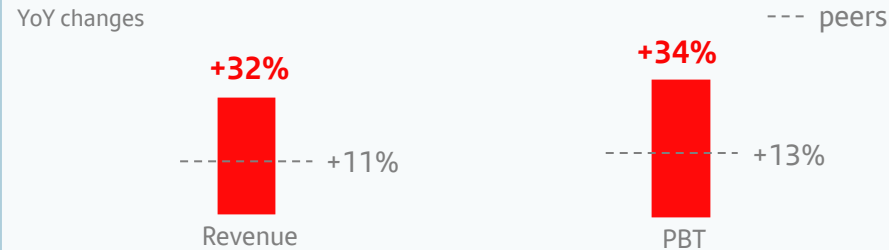
Our global reach with local expertise generates additional business / revenue opportunities...

...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

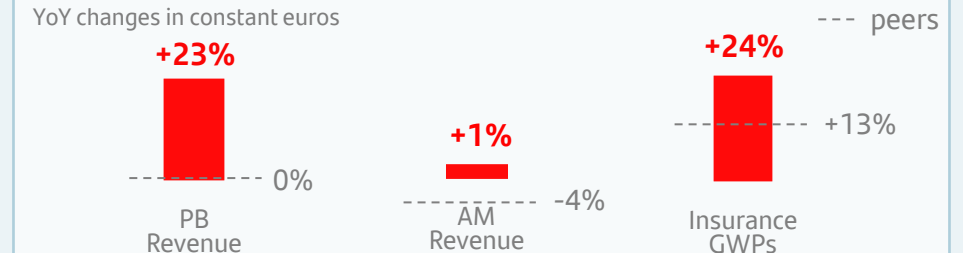
Cross-border & collaboration revenue **€3.4bn** **+33% YoY**
47% of CIB total revenue



	Efficiency ratio	PBT/RWAs
SAN	39%	3.7%
Peers	61%	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



	Efficiency ratio ¹	PBT/AuMs ¹
SAN	45%	0.29%
Peers	69%	0.15%

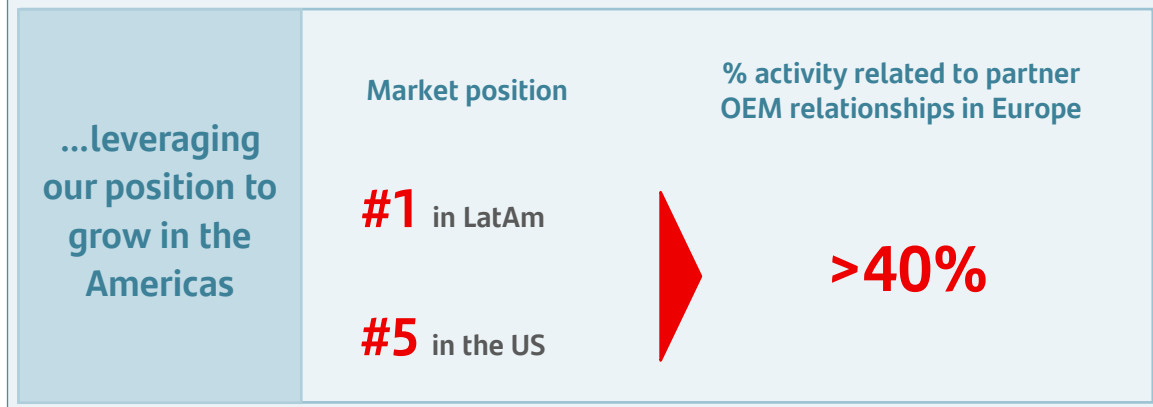
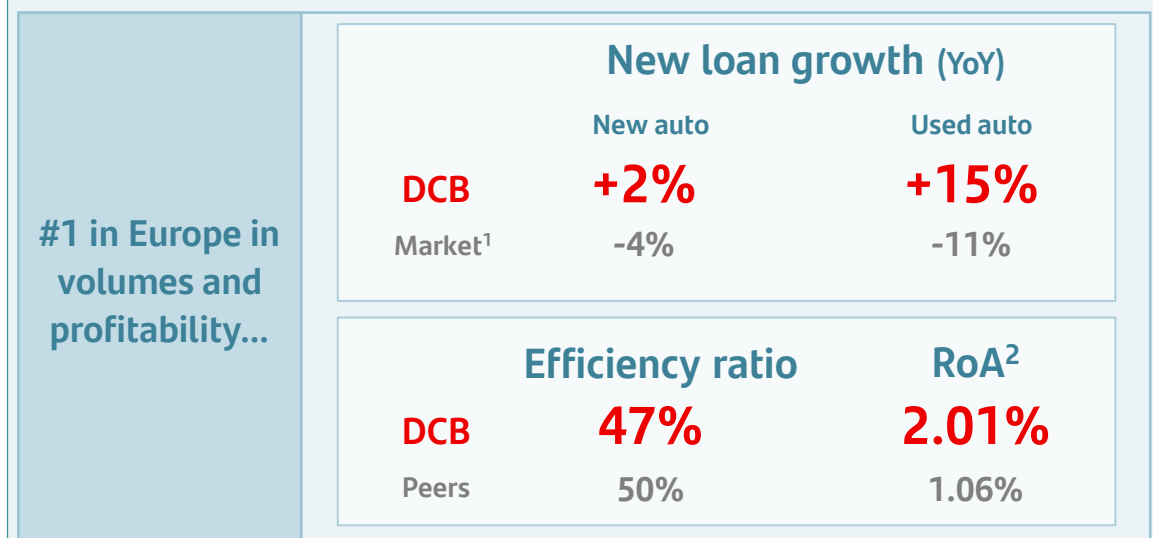


Note: Santander data - FY'22. Peer data - 9M'22 or latest available. Peer group corresponds to the those included in the benchmarking exercise for the variable remuneration calculations for these businesses.

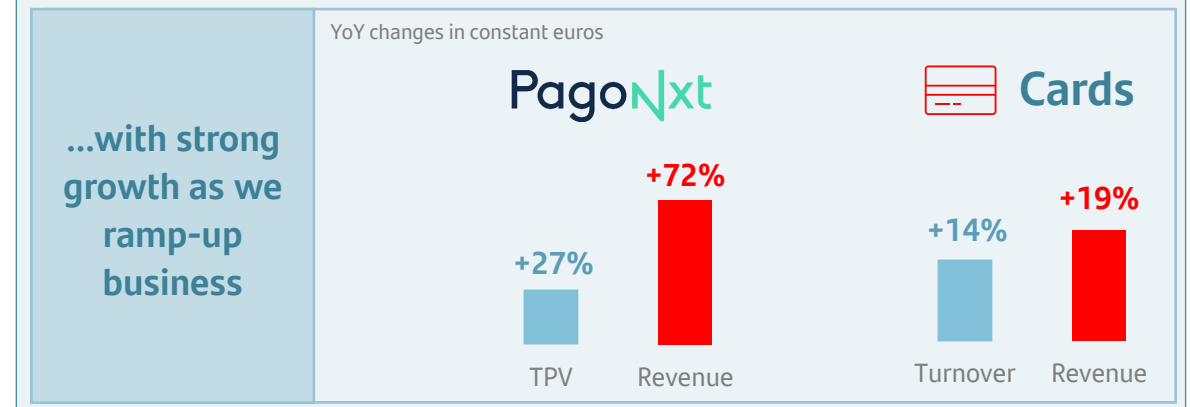
(1) Includes Private Banking and Asset Management.

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







Note: Santander data - FY'22. Peer data - 9M'22 or latest available. Peer group corresponds to the those included in the benchmarking exercise for the variable remuneration calculations for DCB.

(1) New auto change in number of new car registrations; used auto change in number of market transactions.

(2) PBT / average outstanding loans (with operational lease).

Our actions are enabling us to deliver on our customer and digital targets while supporting the transition to a green economy

Customer centric			
		2022	YoY
	Total customers	160mn	+7mn
	Loyal customers	27mn	+8%
		2022	YoY
	Digital customers	51mn	+8%
	Digital transactions	80%	+4pp




Our ESG approach is embedded in all our businesses			
SCIB		Green finance ¹ c.€91bn	 Project finance Renewables ² #2 global leader
	Consumer businesses		Electric vehicles €4.8bn
WM&I			Socially responsible investment AuMs ⁴ €53bn



Note: 2022 provisional ESG figures. New business in 2022, unless stated otherwise.
 (1) Cumulative since 2019. Public target of €120bn by 2025 and €220bn by 2030. (2) According to Infralogic Dec-22 (3) Includes bicycles, solar panels, electric chargers, green heating systems, etc. (4) AuMs classified as Article 8 and 9 funds (SFDR) from SAM, plus third-party funds and other ESG products according to EU taxonomy from Private Banking. We apply equivalent ESG criteria to SAM's funds in Latin America.


Supporting our teams, strengthening our culture and promoting financial inclusion

Teams & Culture


	Women in senior positions ¹ (30% 2025 target)	c.29%
	Global eNPS ²	54 (16 higher than companies average)
	Equal pay gap	c.1%

Social & Governance

Financial inclusion ahead of targets

	Financially empowered people since 2019	>10mn
	Microcredits (LatAm)	>€900mn

Corporate Governance

	Board gender composition	40% women
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Note: 2022 provisional figures.
(1) Senior positions make up 1.2% of the total workforce.
(2) Employee net promoter score. According to external benchmark Workday Peakon Employee Voice.

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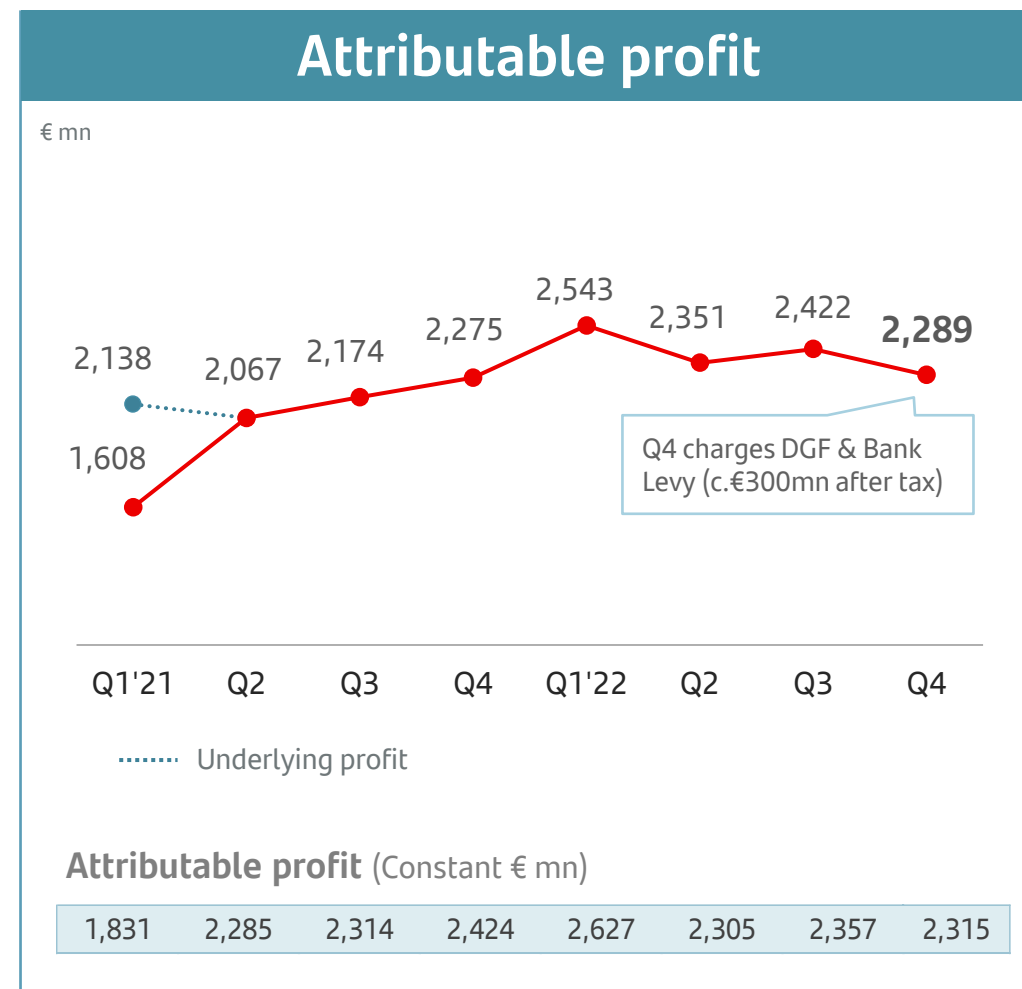
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Appendix


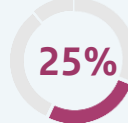

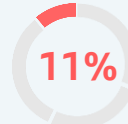
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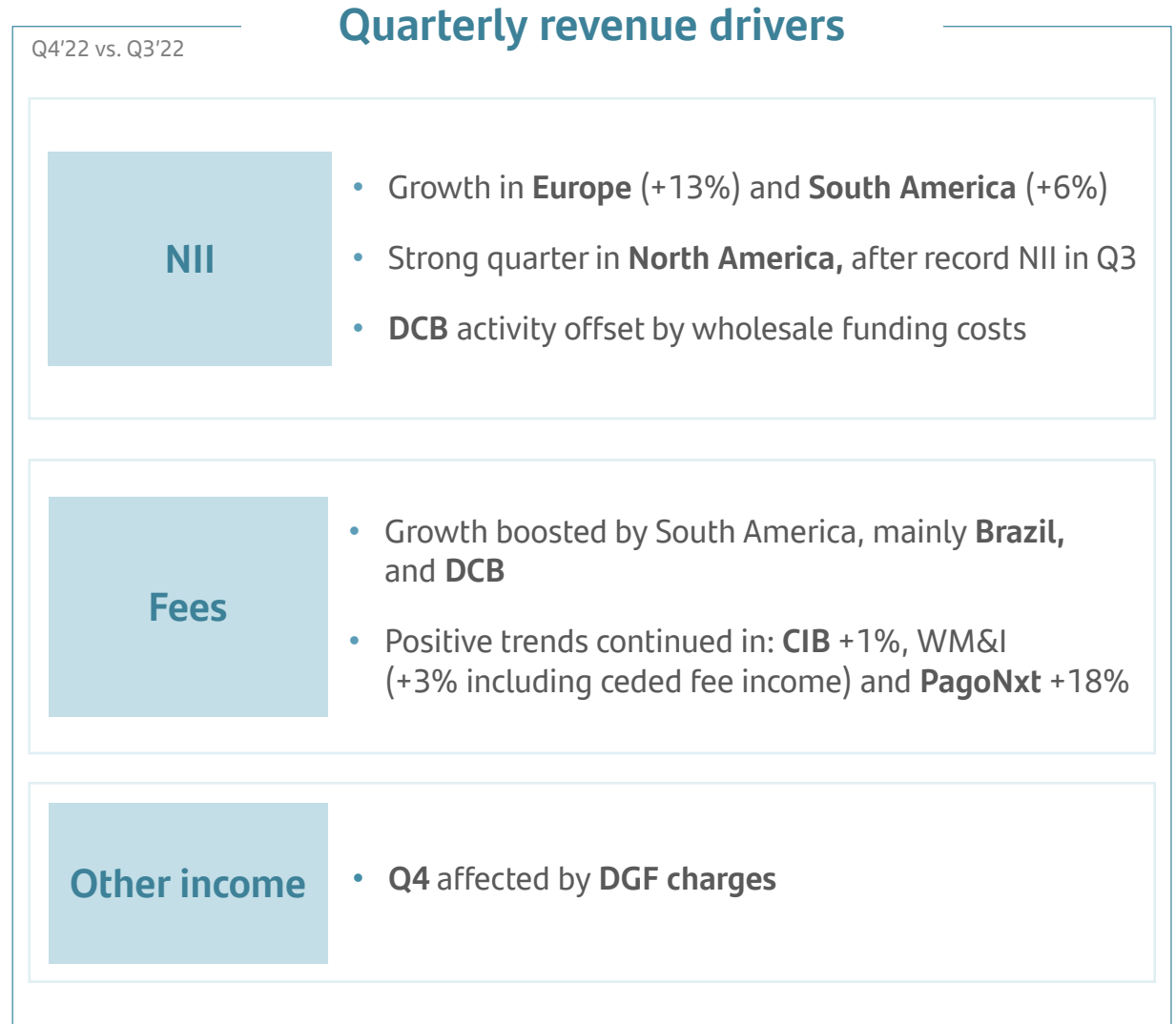
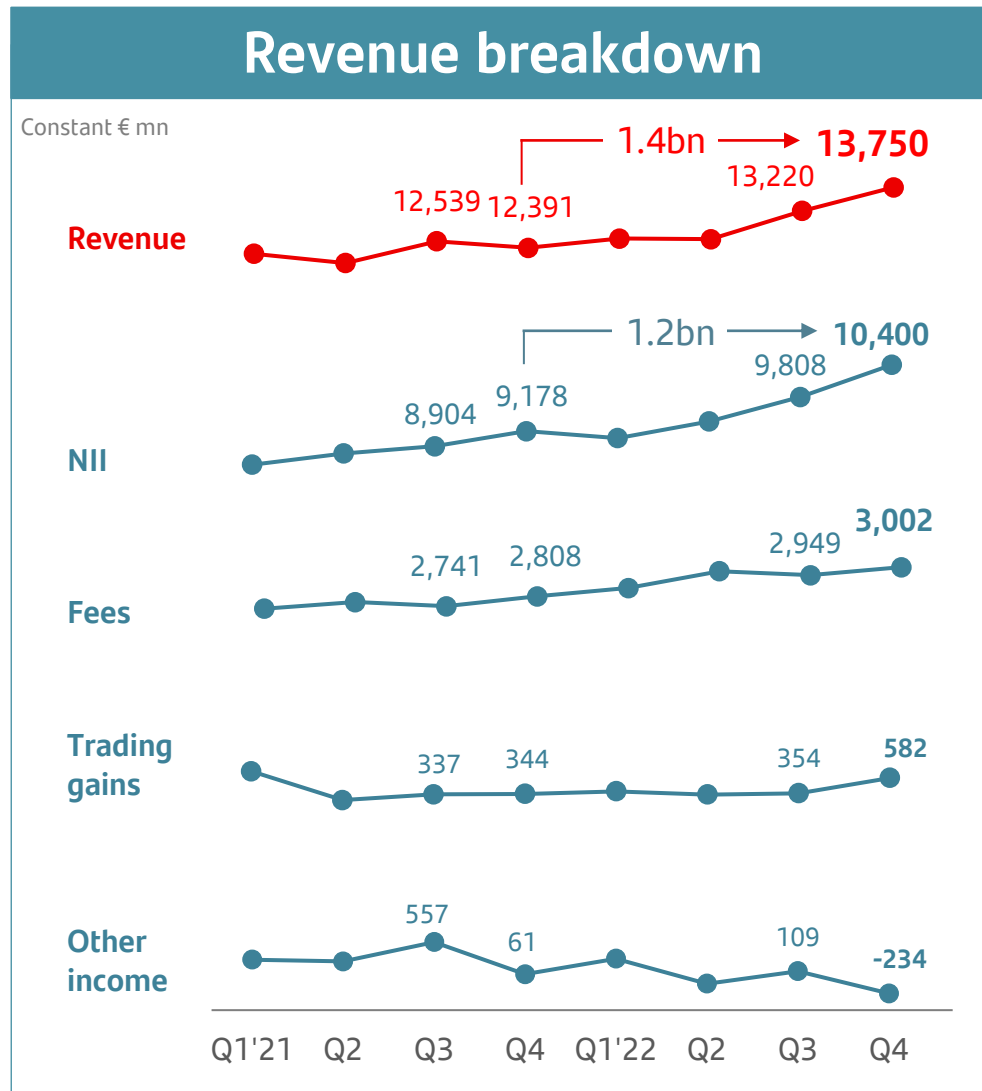


...and our geographic footprint

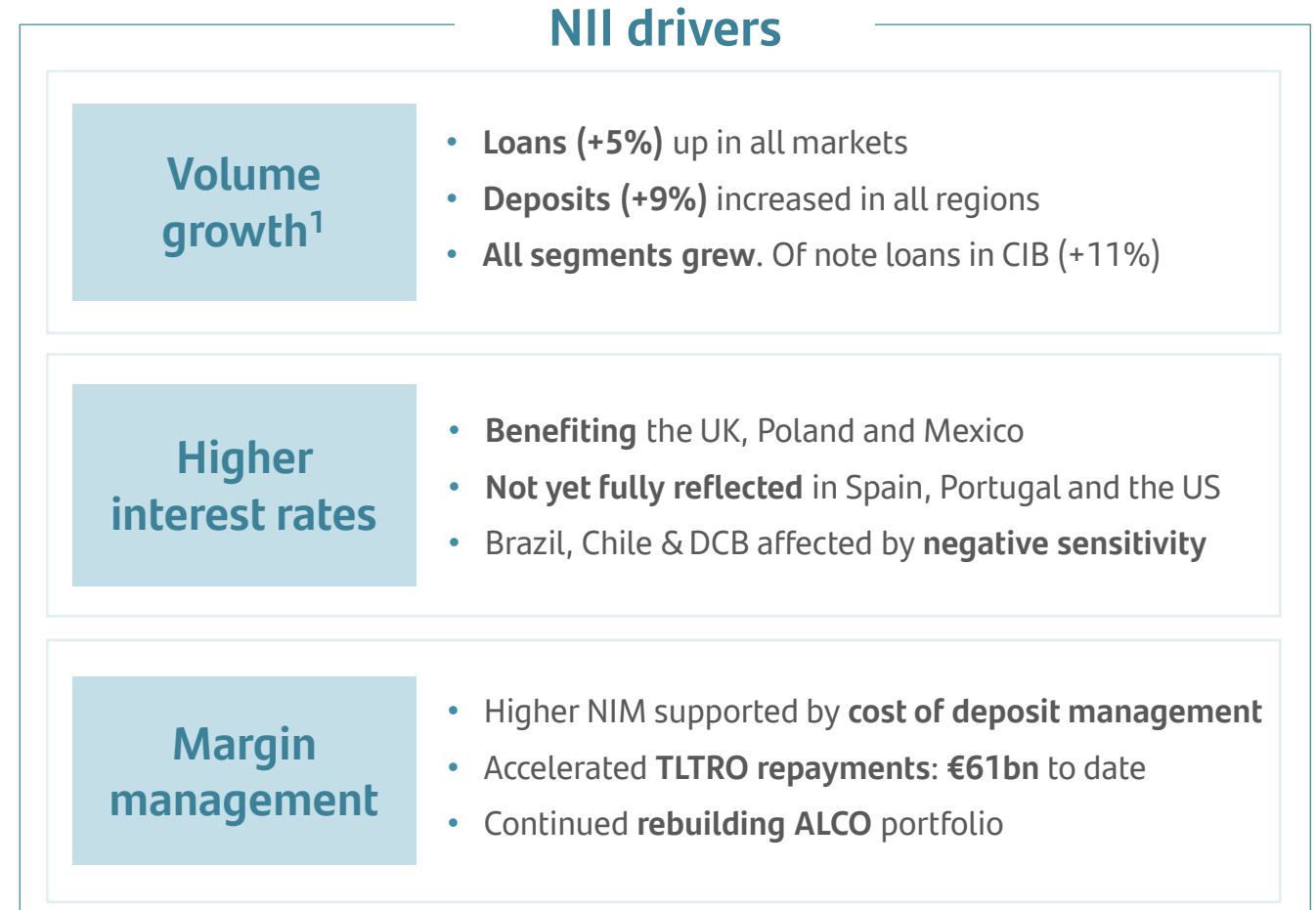
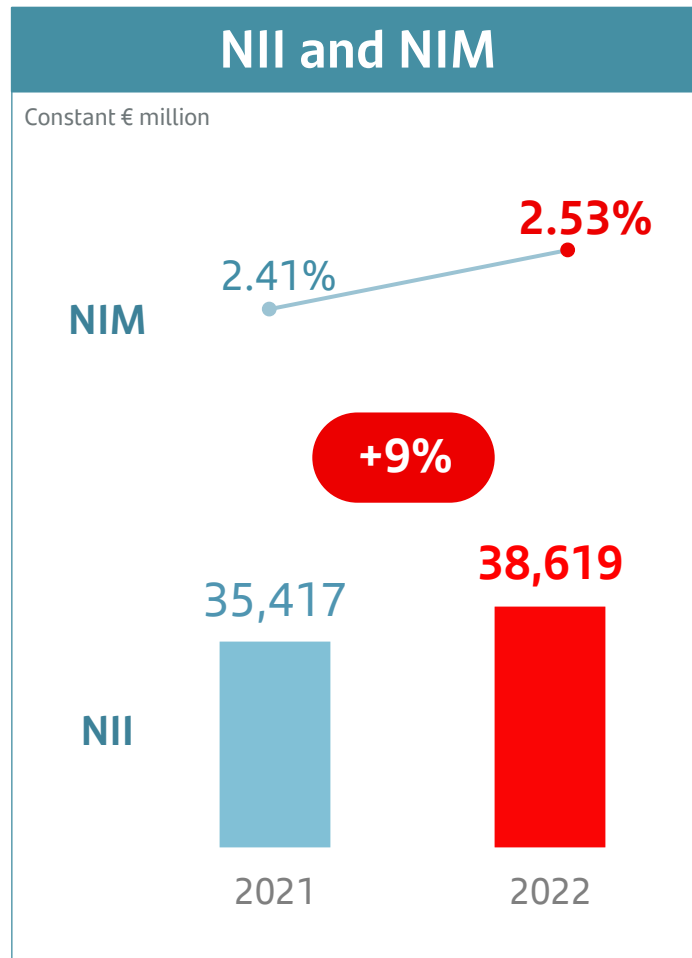
		Loans (€ bn)	Deposits (€ bn)
	Group	+5%	+9%
	Europe	579 +3%	643 +9%
	North America	157 +9%	136 +14%
	South America	152 +10%	123 +5%
	Digital Consumer Bank	125 +9%	59 +7%

	Contribution to Group's underlying profit	Underlying attributable profit (€ mn)	Underlying RoTE ¹
	33%	3,810 +38%	12.5% +3.2 pp
	25%	2,878 -14%	20.5% -3.6 pp
	31%	3,658 +1%	25.1% -1.1 pp
	11%	1,308 +12%	14.4% +1.3 pp

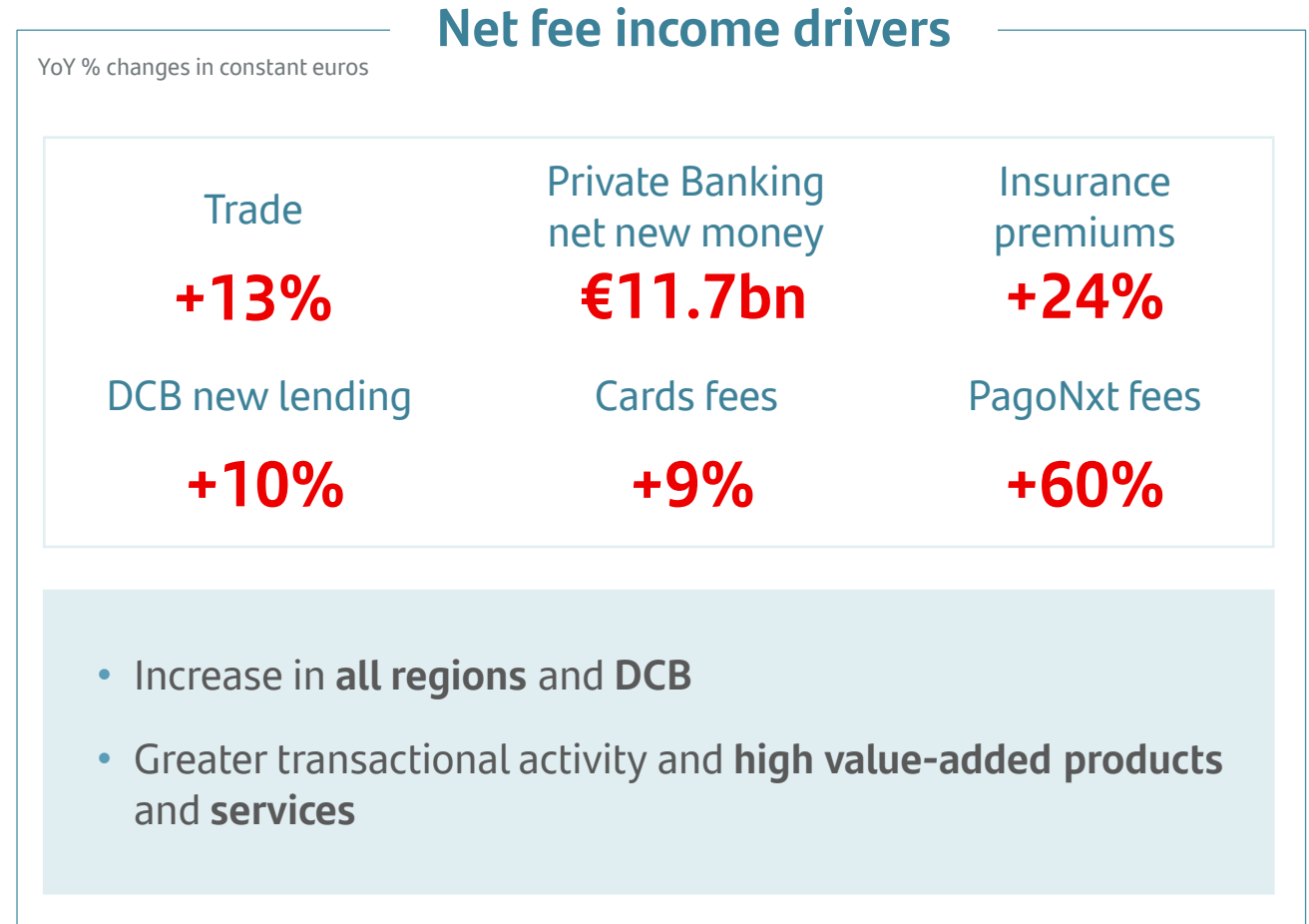
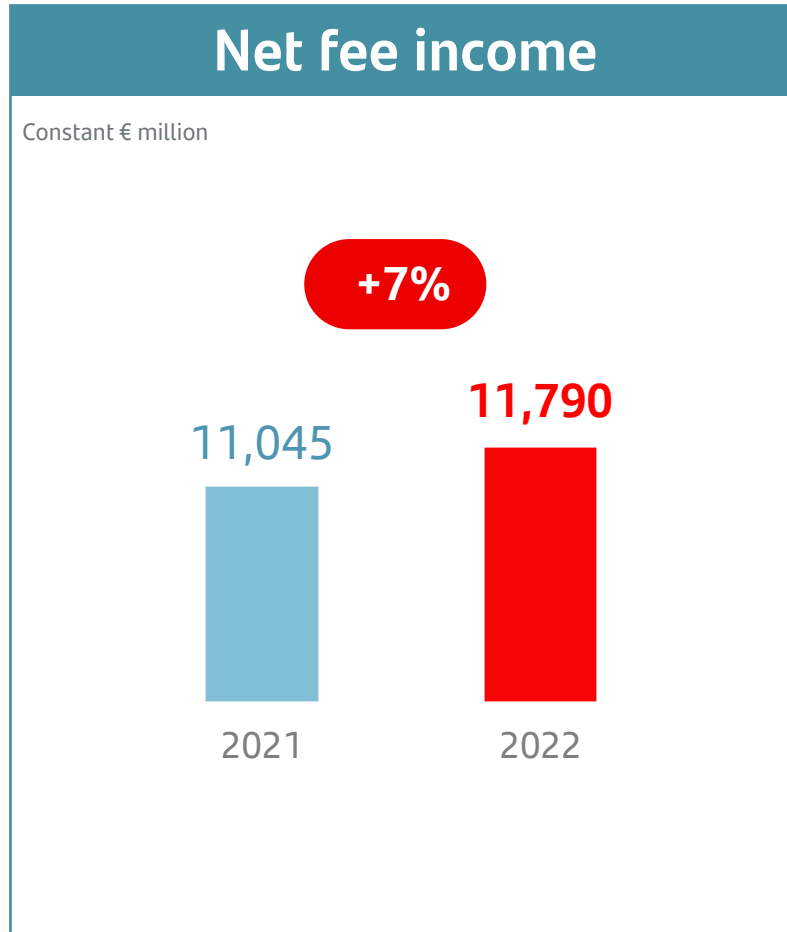
Q4 revenue growth supported by all regions and global businesses



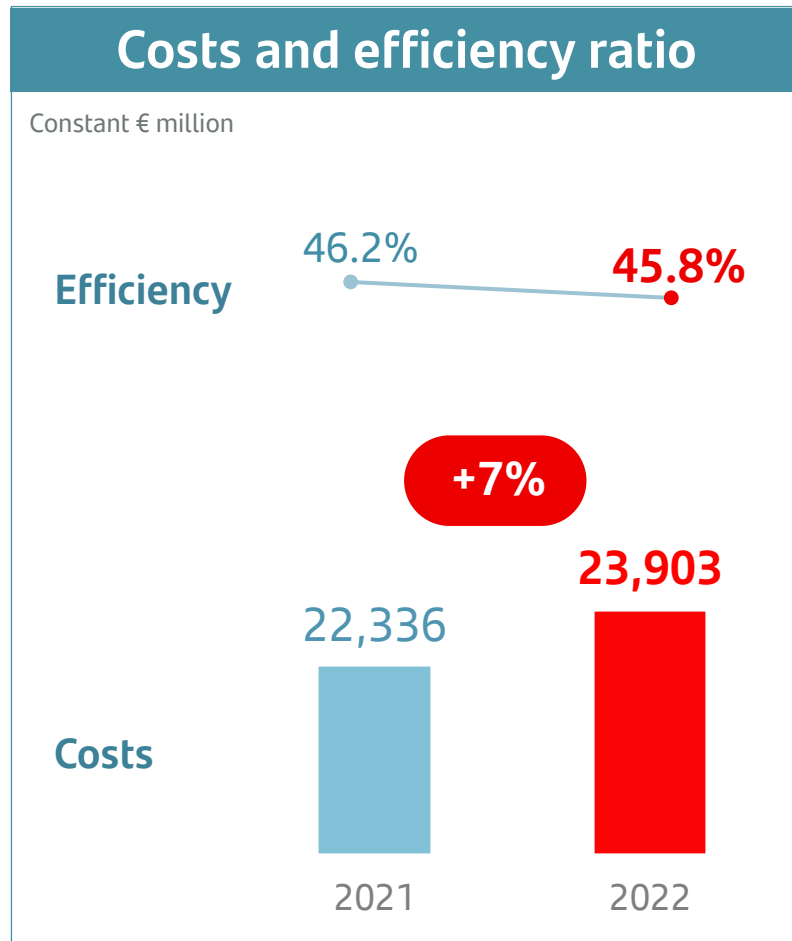
Full-year NII and NIM improved, supported by volumes and interest rate increases



Net fee income supported by cross-border collaboration and growth in loyal customers driving both higher volumes and improved activity



Focus on productivity and efficiency with real costs decreasing across our footprint



Costs and Efficiency drivers

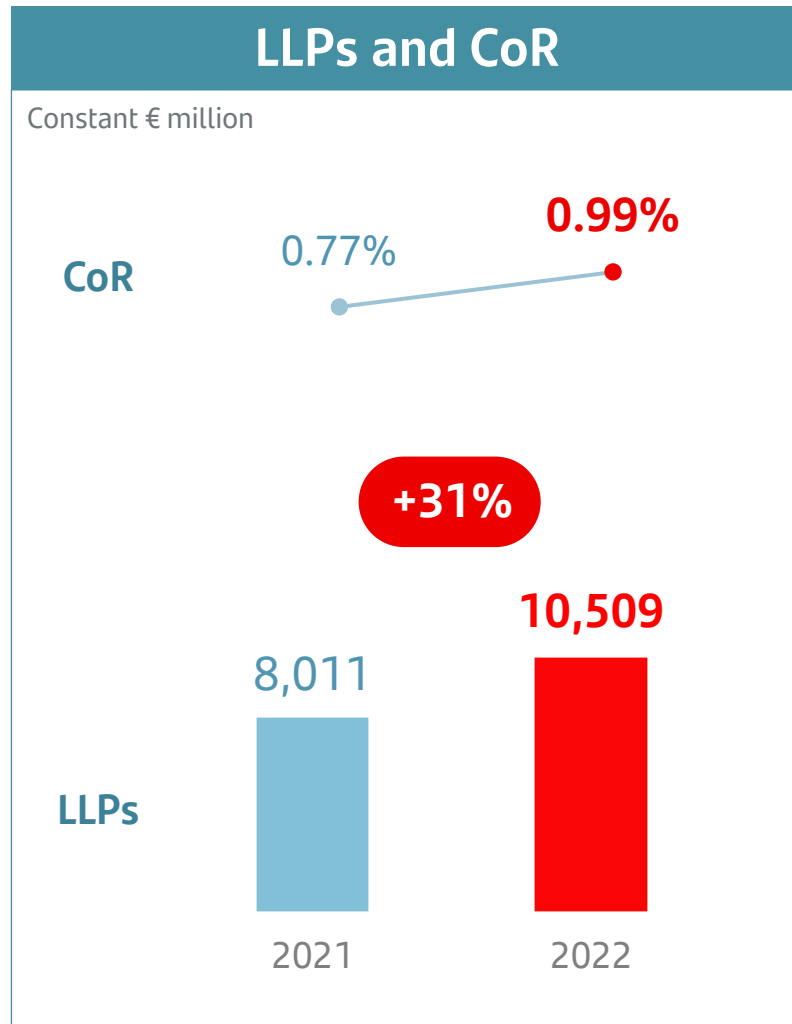
Costs grew below inflation in all regions

- Costs in real terms: -5%
- Investments in **digitalization** and **salary agreements** affected some markets

Efficiency improvement continued

- Structural improvement in **Europe (-5pp)**
- **Ongoing transformation process** towards simpler and more integrated models
- Focus on lowering **cost-to-serve**

We achieved our <1% CoR target...



LLPs and CoR drivers



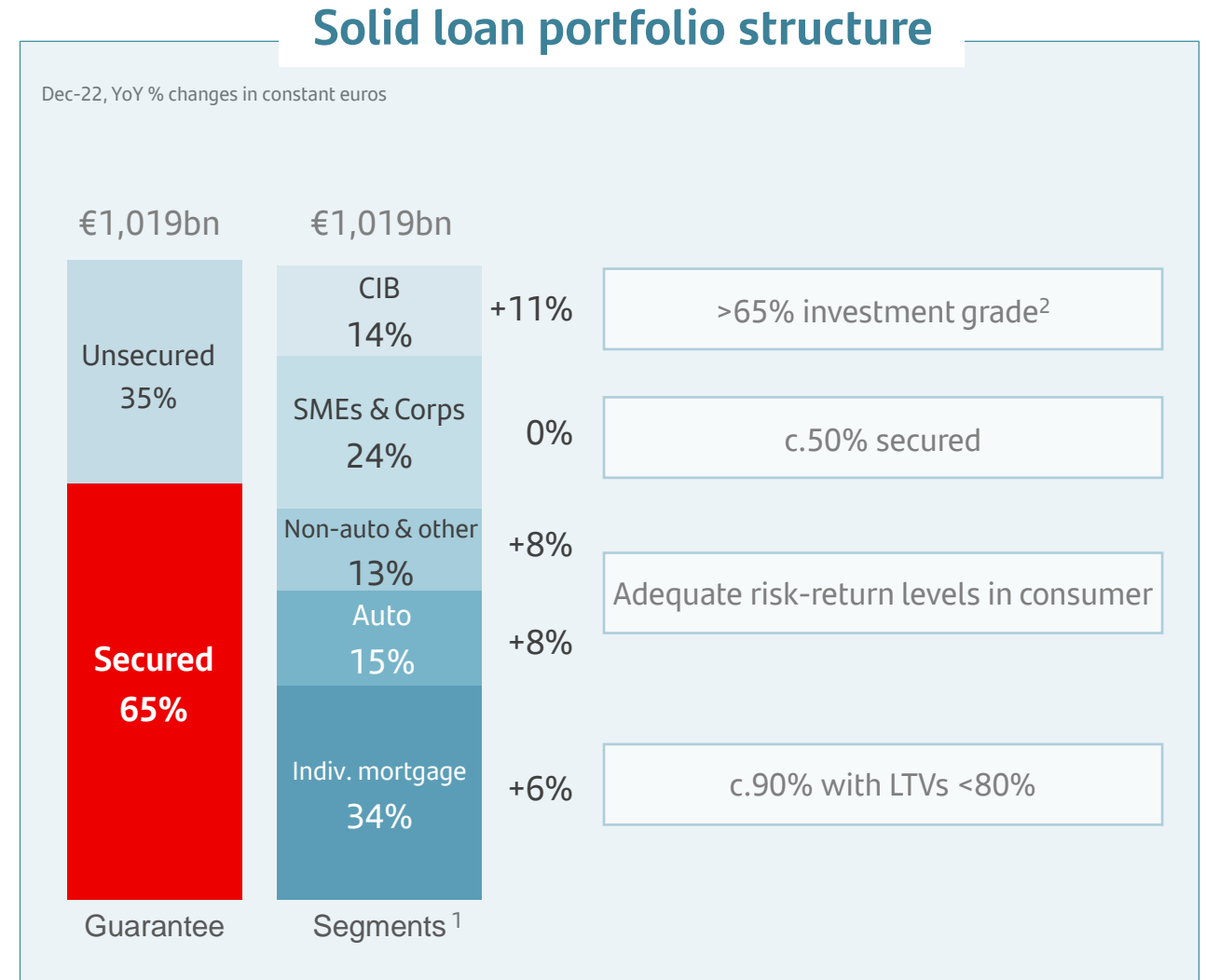
- Q4 LLPs of **€3.0bn** (+11% QoQ)
- 2022 includes additional LLPs due to **updated macro assumptions** (mainly US, Spain and UK)
- **Normalization** in some countries vs. releases in 2021



- **Improvement in Spain and Mexico**
- **The UK** (0.12%) and **the US** (1.35%) up from very low levels in 2021. CHF mortgages in **Poland**
- As expected, core trends continued to improve in **Brazil** in Q4, excluding a one-off

...backed by a loan portfolio that is highly collateralized, diversified...

Credit quality		
	Dec-21	Dec-22
NPL ratio	3.16%	3.08%
Coverage ratio	71%	68%
Stage 1	€929.4bn	€1,004.1bn
Stage 2	€70.8bn	€69.1bn
Stage 3	€33.2bn	€34.7bn



...medium-low risk and predictable

Loan portfolio structure in the main countries



Spain

- Average mortgage portfolio LTV of **62%**. **75%** of the mortgage portfolio at **variable rate**
- Employment remains resilient



UK

- **Simple average mortgage LTV: 40%** (LTV over 80% <5%). New business vintage delinquency rates stable
- Low unemployment rate



Brazil

- **Unsecured individuals represent 20%** of Brazil's total portfolio. Proactively implementing mitigation and correction measures to strengthen the portfolio
- Positive macroeconomic outlook: 2023 GDP growth and low unemployment is expected

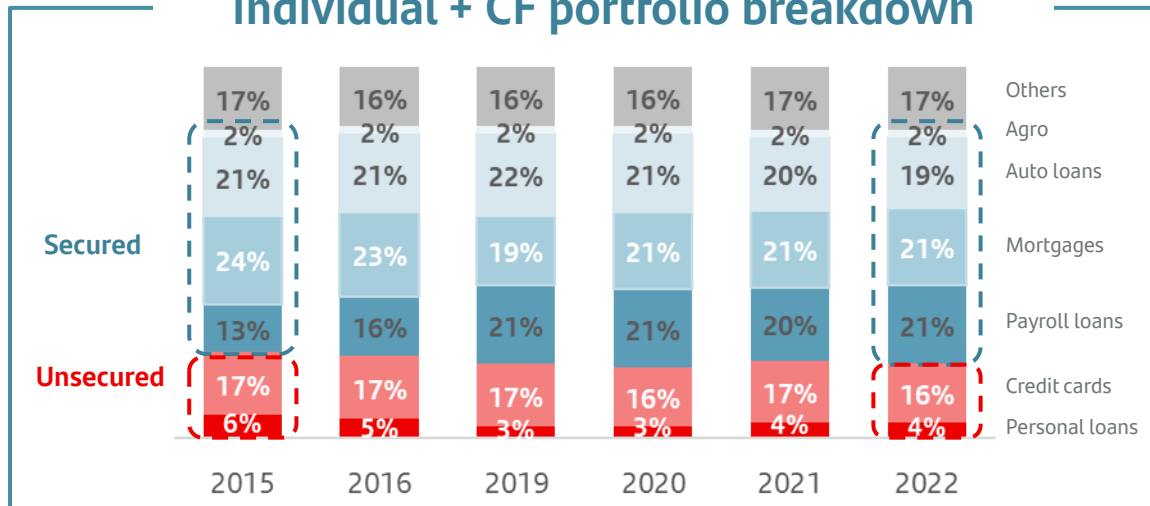


US

- **c.80% of total US portfolio is prime**. Auto NPL coverage ratio c.90% and >10% coverage of the total auto portfolio
- Historically low unemployment rate and high collateral values (used car prices 43% higher than 2019, but correcting)

Brazilian portfolio well-balanced between individuals and companies while we increased collateralization. 2022 impacted by a one-off, though main individuals' segments improved slightly

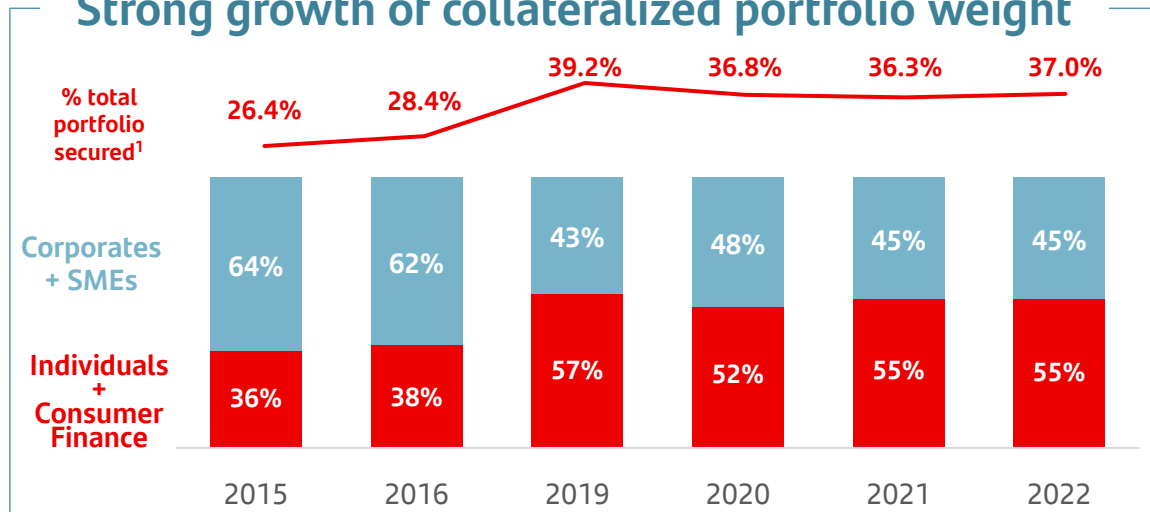
Individual + CF portfolio breakdown



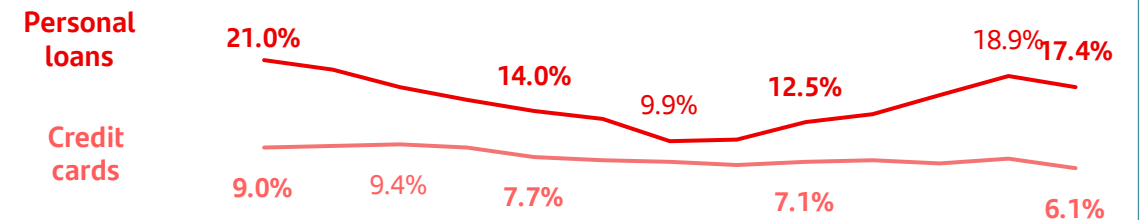
Cost of risk



Strong growth of collateralized portfolio weight



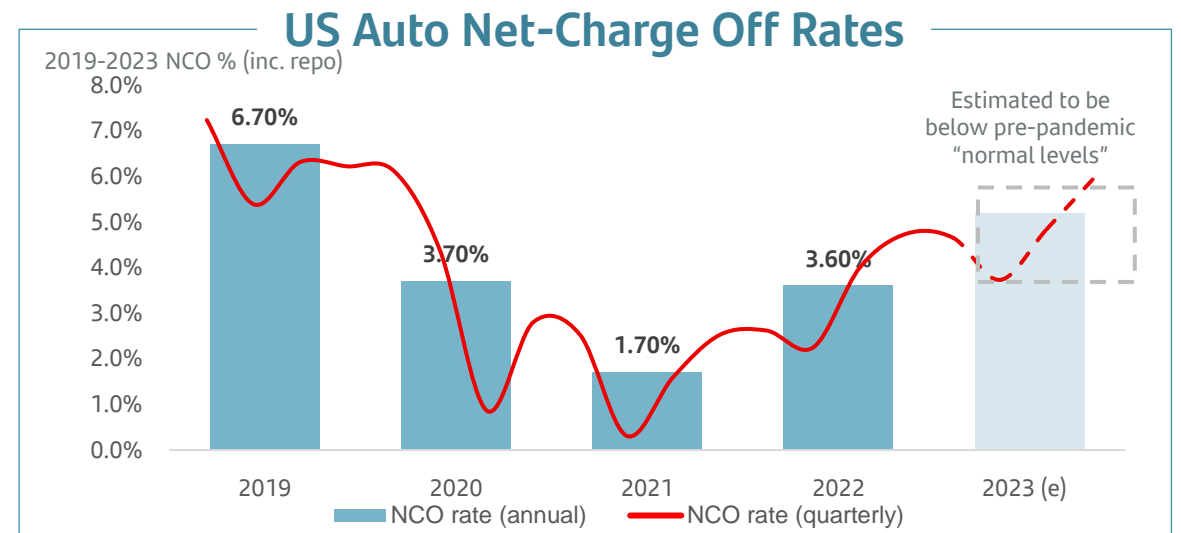
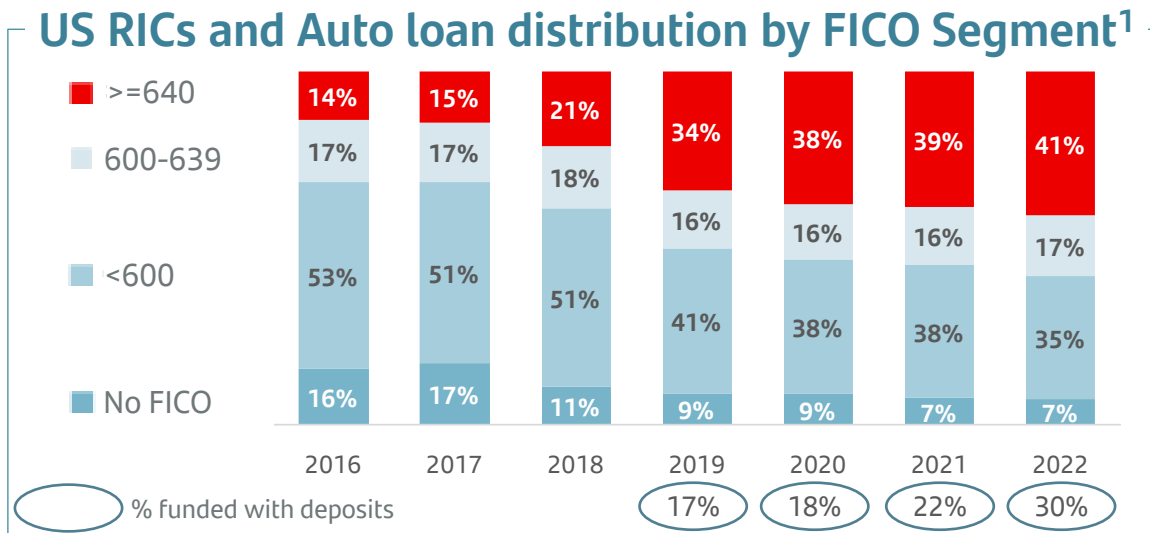
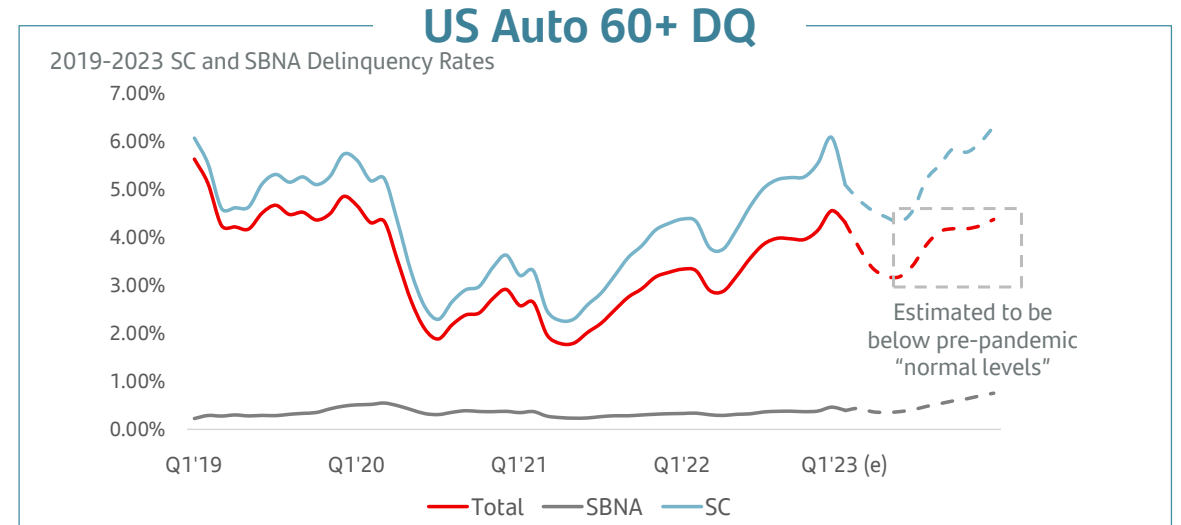
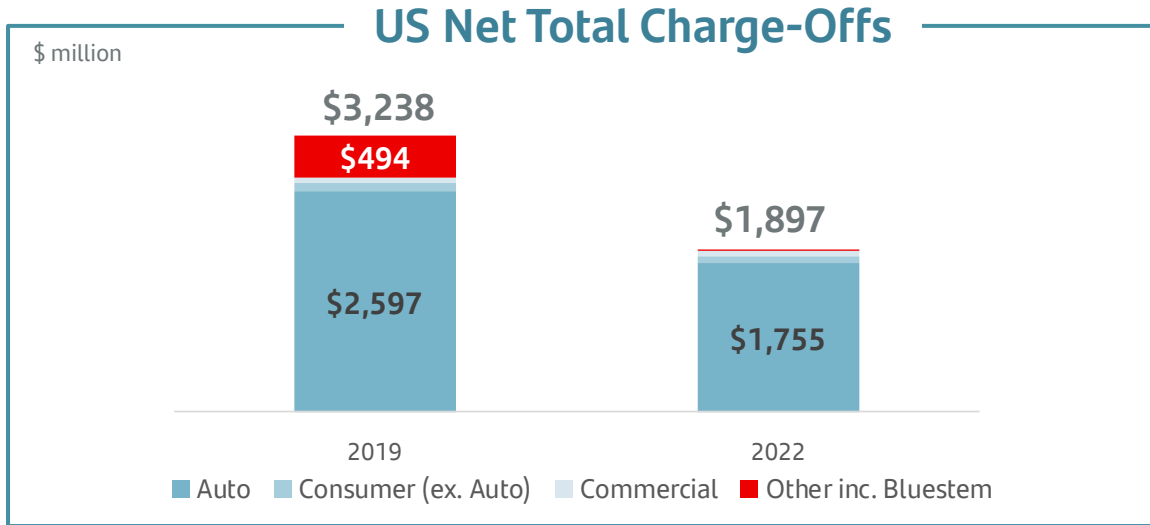
Unsecured portfolio



Secured portfolio



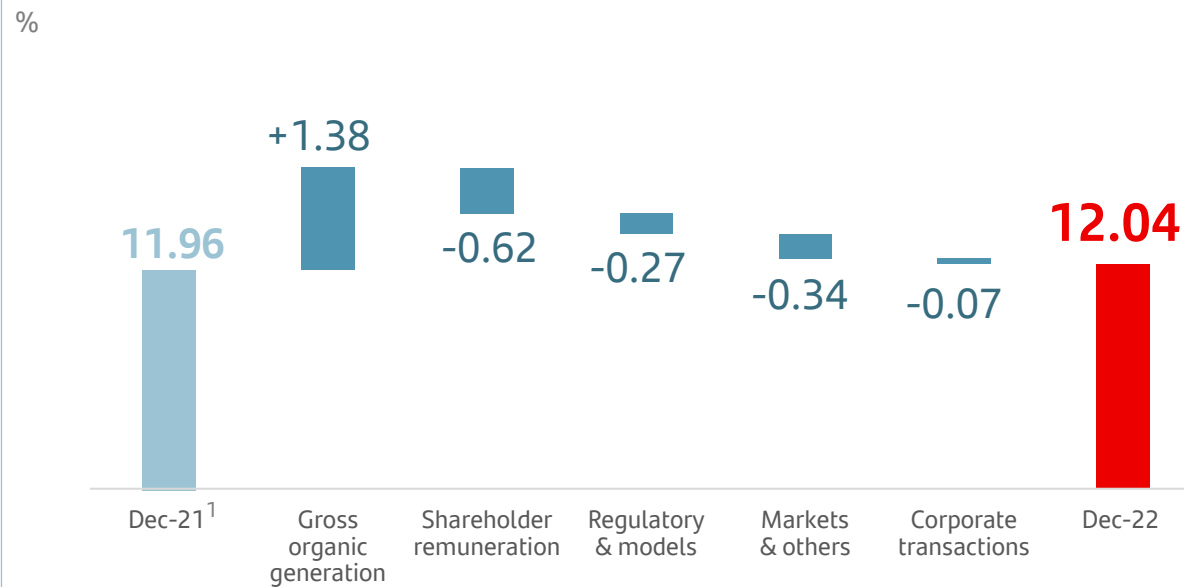
In the US, credit normalization to continue in 2023, but the shift in Auto loan mix is supporting a CoR below pre-pandemic levels



Note: NCO's are in IFRS.
 (1) Consumer Retail instalment contract (RICs) and auto loans, excludes commercial fleet. Excludes LHFS.

Strengthening our capital position

2022 FL CET1 performance



In Q4, +40bps of gross organic capital generation, -23bps from cash dividend accrual and share buybacks and -23bps from regulatory, models and others

Disciplined capital allocation strategy

2022 TARGETS

2022 ACHIEVEMENT

RWAs rising below loan growth (excluding FX impact)

RWAs +1% < Loans +5%

2022 front book RoRWA: 2.2%

2.6%

% of RWAs with RoE > CoE: 80%

80% (70% in FY'21)

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Appendix

Strong performance in 2022, delivering on profitability, capital and CoR targets

We continue to serve more customers while maintaining a rock-solid balance sheet



- +7 million customers in 2022
- Top 3 by NPS in 8 markets
- FL CET1 above 12%, while delivering on CoR target (<1%)

As a result, 2022 has been a record year:



- **Double-digit growth** in revenue (+6% in constant euros) and profit
- RoTE 13.4% and EPS +23% YoY
- Increased shareholder remuneration: cash DPS +16% year-on-year¹

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	Efficiency ratio	CoR	FL CET1	RoTE
⇓	⇓	⇓	⇓	⇓
Double-digit growth	44-45%	<1.2%	>12%	>15%

Our purpose and how we want to be different (S|P|F) will drive customer growth and customer loyalty, increasing profitability to drive shareholder remuneration and value creation



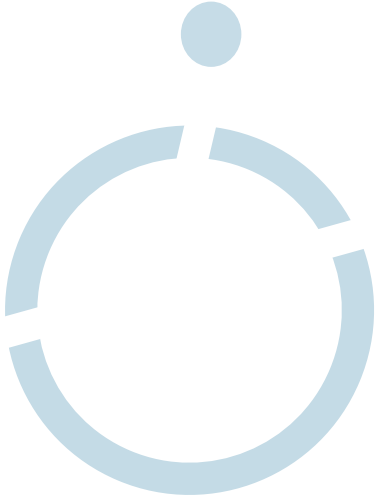
Our aim

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



Our purpose

To help people and businesses prosper



Our how

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



INVESTOR DAY | 28 February 2023 LONDON

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

SPEAKERS **Ana Botín**
Executive Chair

Héctor Grisi
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Appendix

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Glossary

The other information in the Appendix regularly provided each quarter can be found in the document entitled "Supplementary Information", published together with this presentation on the Group's corporate website.

A light blue world map is centered in the background of the slide. The map shows the outlines of continents and countries. A vertical light blue bar runs through the center of the map, behind the text.

Primary segments

Detail by region and country



Highlights

- **Business transformation** to deliver accelerated growth, a more efficient operating model and increased customer satisfaction
- **Customers, loans and deposits up** in most countries
- **Double-digit profit growth** supported by strong NII performance, cost control and contained CoR
- **Costs decreased 7% in real terms and efficiency improved 5pp**, reflecting the structural changes in our operating model
- In **Q4**, NII growth was noteworthy (+13%). Profit affected by DGF contribution in Spain and the Bank Levy charge and the settlement agreed with the FCA in the UK

Key data and P&L

Loans	Deposits	Mutual Funds
€579bn +3%	€643bn +9%	€93bn -13%
Efficiency	CoR	RoTE ¹
47.3% -4.9pp	0.39% 0bps	12.5% +3.2pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	3,567	12.8	12,565	18.5	18.8
Net fee income	1,051	-6.5	4,493	3.3	3.4
Total revenue	4,757	1.8	18,030	12.9	13.2
Operating expenses	-2,227	4.9	-8,523	2.1	2.5
Net operating income	2,530	-0.7	9,507	24.8	24.8
LLPs	-636	3.9	-2,396	4.8	4.5
Underlying att. profit	973	-2.0	3,810	37.8	38.6

(*) € mn and % change in constant euros.

Spain

- **Increased service quality** reflected in customer and volumes growth, mainly in mortgages, consumer, CIB and deposits
- **Profit x2.5** vs. 2021 on the back of 9% higher NII, good cost control and 31bps CoR improvement

Loans	Deposits	Mutual Funds
€250bn +2%	€335bn +15%	€72bn -10%
Efficiency	CoR	RoTE ¹
48.6% -3.7pp	0.61% -31bps	9.2% +5.4pp

P&L*	Q4'22	% Q3'22	2022	% 2021
NII	1,405	25.5	4,539	9.0
Net fee income	646	-7.3	2,818	1.0
Total revenue	2,175	2.5	8,233	6.3
Operating expenses	-1,057	6.0	-3,998	-1.3
Net operating income	1,118	-0.6	4,236	14.6
LLPs	-390	-7.5	-1,618	-30.3
Underlying att. profit	456	1.0	1,560	148.9

(*) € mn and % change.

UK

- **Strong net mortgage lending** (£9.8bn in 2022)
- **NOI up 22% YoY** supported by NII and efficiency gains
- **Higher LLPs** due to macro update vs. releases in 2021. Q4 profit impacted by the Bank Levy charge and the settlement agreed with the FCA (€127mn)

Loans	Deposits	Mutual Funds
€245bn +4%	€222bn +2%	€7bn -17%
Efficiency	CoR	RoTE ¹
49.6% -4.3pp	0.12% +21bps	15.4% -2.6pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	1,297	3.2	4,992	13.0	13.9
Net fee income	95	3.4	390	-10.8	-10.1
Total revenue	1,388	0.9	5,418	11.6	12.5
Operating expenses	-677	4.3	-2,685	2.8	3.6
Net operating income	710	-2.2	2,733	21.9	22.9
LLPs	-82	-23.8	-316	—	—
Underlying att. profit	257	-34.6	1,395	-10.0	-9.2

(*) € mn and % change in constant euros.

Portugal

- **Strengthened customer loyalty (#2 in NPS)** and increased activity in mortgages and protection insurance
- **Profit up** supported by fees, further efficiency gains and well-controlled CoR. NII growth accelerated in Q4

Loans	Deposits	Mutual Funds
€40bn 0%	€42bn -1%	€4bn -17%
Efficiency	CoR	RoTE ¹
38.7% -4.1pp	0.04% -5bps	29.6% +6.0pp

P&L*	Q4'22	% Q3'22	2022	% 2021
NII	231	31.7	747	3.4
Net fee income	118	-2.6	484	9.8
Total revenue	362	13.4	1,295	-1.3
Operating expenses	-126	0.2	-502	-10.9
Net operating income	237	21.9	793	5.8
LLPs	-8	—	-17	-55.0
Underlying att. profit	174	28.5	534	15.7

(*) € mn and % change.

Poland

- **Strong operating performance**, NII doubled supported by higher rates, while costs grew well below inflation
- **Profit soared**, absorbing the impacts from CHF portfolio, mortgage payment holidays and IPS contribution

Loans	Deposits	Mutual Funds
€31bn +1%	€39bn +6%	€3bn -29%
Efficiency	CoR	RoTE ¹
28.0% -13.0pp	1.43% +76bps	18.1% +11.3pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	552	3.7	1,976	98.7	93.7
Net fee income	125	-7.7	528	4.6	2.0
Total revenue	695	0.5	2,474	57.0	53.0
Operating expenses	-182	6.3	-692	7.2	4.5
Net operating income	512	-1.5	1,782	91.6	86.7
LLPs and other provisions	-235	-47.5	-993	68.8	64.5
Underlying att. profit	134	475.7	364	165.9	159.2

(*) € mn and % change in constant euros.



Highlights

- **Larger customer base** and enhanced customer experience through tailored products and services
- **Overall volumes growth**, driven by most segments in Mexico and by CIB, CRE and Auto in the US
- **Profitability remained high** driven by outstanding results in Mexico and high profit in the US
- **In Q4**, NII remained high, costs increased and LLPs normalization

Key data and P&L

Loans	Deposits	Mutual Funds
€157bn +9%	€136bn +14%	€28bn 0%
Efficiency	CoR	RoTE ¹
47.7% +1.9pp	1.49% +57bps	20.5% -3.6pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	2,603	-0.3	9,705	6.6	20.2
Net fee income	508	-1.1	1,958	5.7	19.1
Total revenue	3,295	2.2	12,316	0.6	13.5
Operating expenses	-1,632	6.1	-5,871	5.1	18.2
Net operating income	1,663	-1.4	6,445	-3.1	9.5
LLPs	-872	24.6	-2,538	85.5	109.8
Underlying att. profit	607	-12.0	2,878	-14.1	-2.8

(*) € mn and % change in constant euros.

USA

- **Strong volume growth:** loans up mainly due to Auto, CRE and CIB, while time deposits grew on the back of higher rates
- **High profit** (€1.8bn) from strong NII and good cost control, offsetting LLP normalization and lower lease income

Loans	Deposits	Mutual Funds
€115bn +9%	€98bn +19%	€15bn -3%
Efficiency	CoR	RoTE ¹
47.2% +3.3pp	1.35% +93bps	16.8% -7.2pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	1,594	-3.4	6,140	3.0	15.9
Net fee income	183	-3.6	771	-12.3	-1.4
Total revenue	1,957	-0.8	7,623	-6.8	4.8
Operating expenses	-964	2.6	-3,599	0.1	12.6
Net operating income	993	-3.8	4,025	-12.3	-1.4
LLPs	-637	24.9	-1,744	270.3	316.4
Underlying att. profit	294	-24.8	1,784	-29.6	-20.8

(*) € mn and % change in constant euros.

Mexico

- **Successful customer attraction strategy** (+0.6mn total customers YoY) reflected in **growth in loans and fees**
- **Outstanding results** driven by greater customer revenue and strong credit quality performance (NPL ratio: -41bps)

Loans	Deposits	Mutual Funds
€41bn +8%	€37bn +1%	€14bn +3%
Efficiency	CoR	RoTE ¹
44.9% -1.3pp	1.95% -48bps	35.4% +7.0pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	1,009	4.9	3,565	13.3	28.6
Net fee income	309	0.6	1,140	21.3	37.7
Total revenue	1,311	6.6	4,623	14.7	30.1
Operating expenses	-609	12.3	-2,076	11.4	26.4
Net operating income	702	2.1	2,547	17.5	33.3
LLPs	-233	23.4	-788	-12.2	-0.3
Underlying att. profit	339	2.0	1,213	31.0	48.6

(*) € mn and % change in constant euros.



Highlights

- **Strengthening the connection and sharing best practices** among units, capturing new business opportunities
- **Customer base growth** (+7mn YoY)
- **Profit up YoY** boosted by revenue and a lower tax burden, more than offsetting inflationary pressures and higher LLPs
- **High profitability**, with double-digit RoTEs in all countries
- **Q4 customer revenue up 7%** (partly due to higher transactionality), offset by growth in costs (labour agreements and activity) and LLPs (lower without one-off in Brazil)

Key data and P&L

Loans	Deposits	Mutual Funds
€152bn +10%	€123bn +5%	€59bn +7%
Efficiency	CoR	RoTE ¹
37.0% +2.0pp	3.32% +72bps	25.1% -1.1pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	3,141	5.5	12,979	5.6	14.8
Net fee income	1,165	12.0	4,515	11.5	21.4
Total revenue	4,412	4.5	18,025	7.6	17.5
Operating expenses	-1,740	12.3	-6,675	18.0	24.1
Net operating income	2,672	-0.2	11,350	2.3	14.0
LLPs	-1,408	12.1	-5,041	37.2	55.1
Underlying att. profit	774	-9.4	3,658	0.6	10.3

(*) € mn and % change in constant euros.

Brazil

- **Selective volume growth**, mainly secured and corporates
- **Profit remained high** in a difficult scenario given inflation and higher interest rates
- In **Q4**, NII and fees increased. Profit impacted by higher costs (labour agreement and activity) and LLPs (lower without one-off)

Loans	Deposits	Mutual Funds
€92bn +8%	€76bn +4%	€45bn 0%
Efficiency	CoR	RoTE ¹
32.4% +2.6pp	4.79% +106bps	24.9% -2.8pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	2,229	0.8	8,901	-3.7	13.1
Net fee income	884	11.0	3,296	2.8	20.8
Total revenue	3,240	0.6	12,910	1.0	18.7
Operating expenses	-1,171	12.6	-4,180	9.9	29.2
Net operating income	2,069	-5.1	8,730	-2.8	14.3
LLPs	-1,252	10.6	-4,417	38.4	62.7
Underlying att. profit	517	-20.6	2,544	-6.7	9.7

(*) € mn and % change in constant euros.

Chile

- Focus on **Getnet** and **Santander Life**, boosting banking penetration. **#1 in NPS**
- **Profit up YoY** due to higher revenue (fees and trading gains), cost control and lower tax burden
- **NII** affected by the negative sensitivity to interest rate hikes

Loans	Deposits	Mutual Funds
€45bn +8%	€29bn -8%	€9bn +3%
Efficiency	CoR	RoTE ¹
40.1% +1.7pp	0.93% +8bps	28.7% +3.8pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	332	-17.3	1,772	-8.7	-10.6
Net fee income	127	6.2	468	21.3	18.8
Total revenue	515	-10.7	2,449	1.9	-0.3
Operating expenses	-244	-1.7	-981	6.4	4.1
Net operating income	271	-17.5	1,468	-0.9	-3.0
LLPs	-108	26.5	-399	19.5	16.9
Underlying att. profit	126	-21.0	677	8.8	6.5

(*) € mn and % change in constant euros.

Argentina

- Changes affected by high inflation
- Strengthened the customer loyalty. **#1 in NPS**
- **Profit up YoY** driven by revenue growth well above inflation and efficiency improvement. Strong credit quality

Loans	Deposits	Mutual Funds
€6bn +72%	€11bn +87%	€4bn +136%
Efficiency	CoR	RoTE ¹
53.9% -4.2pp	2.91% -10bps	47.1% +12.5pp

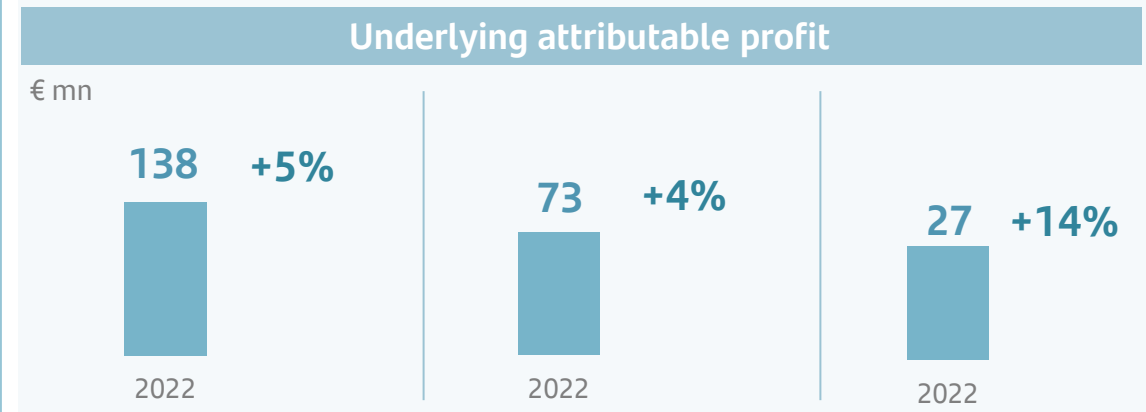
P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	431	42.9	1,778	171.5	67.0
Net fee income	97	27.7	542	109.6	28.9
Total revenue	420	47.1	1,833	114.8	32.1
Operating expenses	-178	27.7	-987	99.4	22.6
Net operating income	242	72.2	846	136.1	45.2
LLPs	-26	63.2	-132	53.0	-5.9
Underlying att. profit	91	87.1	324	95.1	20.0

(*) € mn and % change in constant euros.

Uruguay, Peru and Colombia

- Consumer credit expansion in Uruguay and joint initiatives between CIB and Corporates in Peru and Colombia
- Strong customer loyalty reflected in **loan growth**
- **Profits up** due to NII. **High profitability:** double-digit RoTEs

RoTEs ¹		
Uruguay	Peru	Colombia
33.1% +2.9pp	20.1% -2.6pp	10.6% -0.9pp



Highlights

- We **expanded our value proposition** further with new commercial alliances, leasing, subscription and BNPL services
- **Significant market share gains** as new lending (+10% YoY) clearly outperformed a shrinking market
- **Revenue growth** (leasing and fees) more than absorbed negative sensitivity to rate rises and new TLTRO conditions
- **Costs** grew well below inflation (**-6% in real terms**), absorbing transformational projects
- **Credit quality remains solid**; NPL down to 2.06% and CoR remained low at 0.45%

Key data and P&L

New lending	Loans	Customer Funds
€52bn +10%	€125bn +9%	€62bn +7%
Efficiency	CoR	RoTE ¹
46.7% -0.4pp	0.45% 0bps	14.4% +1.3pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
NII	990	-0.2	4,022	-0.5	-0.5
Net fee income	215	5.4	843	2.8	2.7
Total revenue	1,382	5.6	5,269	3.2	3.3
Operating expenses	-609	1.6	-2,462	2.4	2.4
Net operating income	773	9.0	2,807	3.9	4.2
LLPs	-115	-18.4	-544	3.1	3.2
Underlying att. profit	400	19.2	1,308	11.7	12.4

(*) € mn and % change in constant euros.

Highlights

- **NII** impacted by the rising interest rates
- **Negative FX hedging results** offset by the positive impact from exchange rates in the countries' results
- Significant **decrease in LLPs** and other provisions

Income statement

P&L*	2022	2021
NII	-652	-624
Gains/losses on financial transactions	-724	-140
Operating expenses	-372	-346
LLPs and other provisions	-164	-345
Tax and minority interests	-27	-25
Underlying attributable profit	-2,049	-1,535

(*) € mn.

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Secondary segments

Detail by business

Corporate & Investment Banking

- **SCIB's client centric transformation** from lenders to strategic partners is yielding strong results
- **Further diversified business model** across clients, geographies and products. Accelerated capital rotation
- **Robust operating performance** driven by **double-digit growth in all core businesses**, especially Markets, GDF and GTB

Total fees	Profit	RoTE
€1,988mn +9%	€2,805mn +31%	22.0% +4.5pp

P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
Total revenue	1,798	-3.1	7,395	27.4	31.6
Net operating income	935	-17.1	4,497	35.0	38.8
Underlying att. profit	441	-38.6	2,805	31.0	32.7

(*) € mn and % change in constant euros.

Wealth Management & Insurance

- **Strong growth in contribution to Group profit** on a like-for-like basis (+18%) in a challenging market environment
- **Private Banking:** recognized as a top 3 Best Global Private Bank with a record year in results and cross-border business
- **SAM** showed resilience market turmoil maintaining contribution to profit level
- **Insurance:** sustained growth in **gross written premiums: +24%**

AuMs	Total fees ¹	RoTE
€401bn -3%	€3,689mn +3%	59.7% +5.1pp

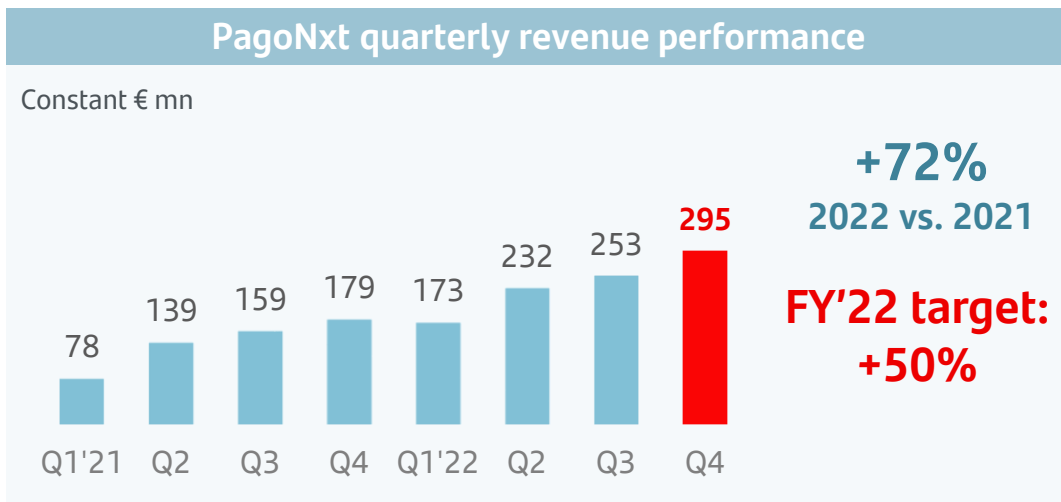
P&L*	Q4'22	% Q3'22	2022	% 2021	% 2021 ²
Total revenue	701	5.0	2,608	12.1	16.4
Net operating income	417	1.7	1,566	14.8	18.1
Underlying att. profit	301	2.1	1,118	15.3	18.8
Contribution to profit³	738	3.9	2,728	9.7	15.7

(*) € mn and % change in constant euros.

PagoNxt

- **Merchant Acquiring: Total Payments Volume rose** backed by Brazil (+16%), Europe (+39%) and Mexico (+35%)
- **Revenue increased 93% YoY (+72% in constant euros)** due to overall increase in business activity and volumes across regions

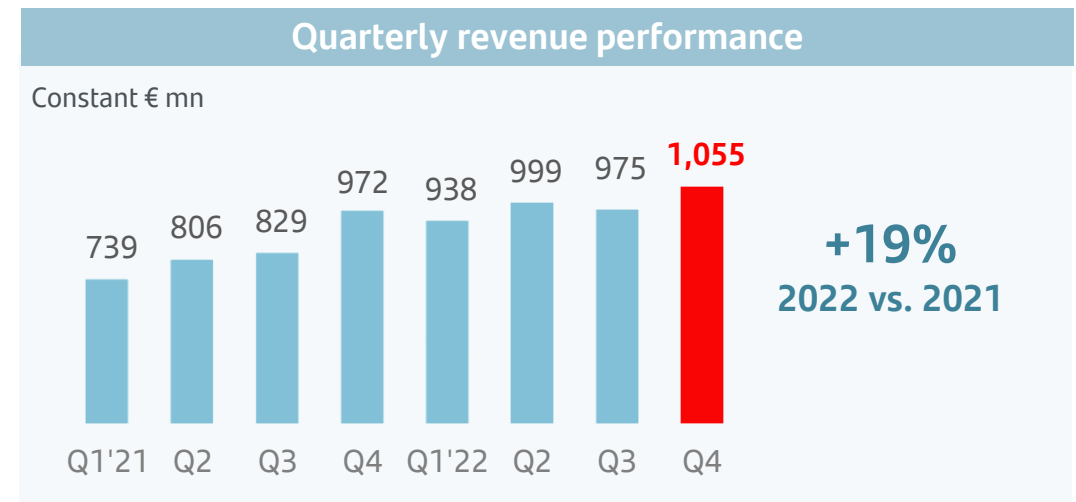
Merchant Acquiring		International Trade	
Total Payments Volume (TPV)		# Active customers	
€165bn	+27%	>30k	One Trade Ebury



Cards

- **97 million cards** managed globally
- **Revenue grew 29% YoY (+19% in constant in euros)**
- **High profitability** with an **RoTE of c.30%**

Cards	
Turnover	# transactions
€302bn +14%	+13%



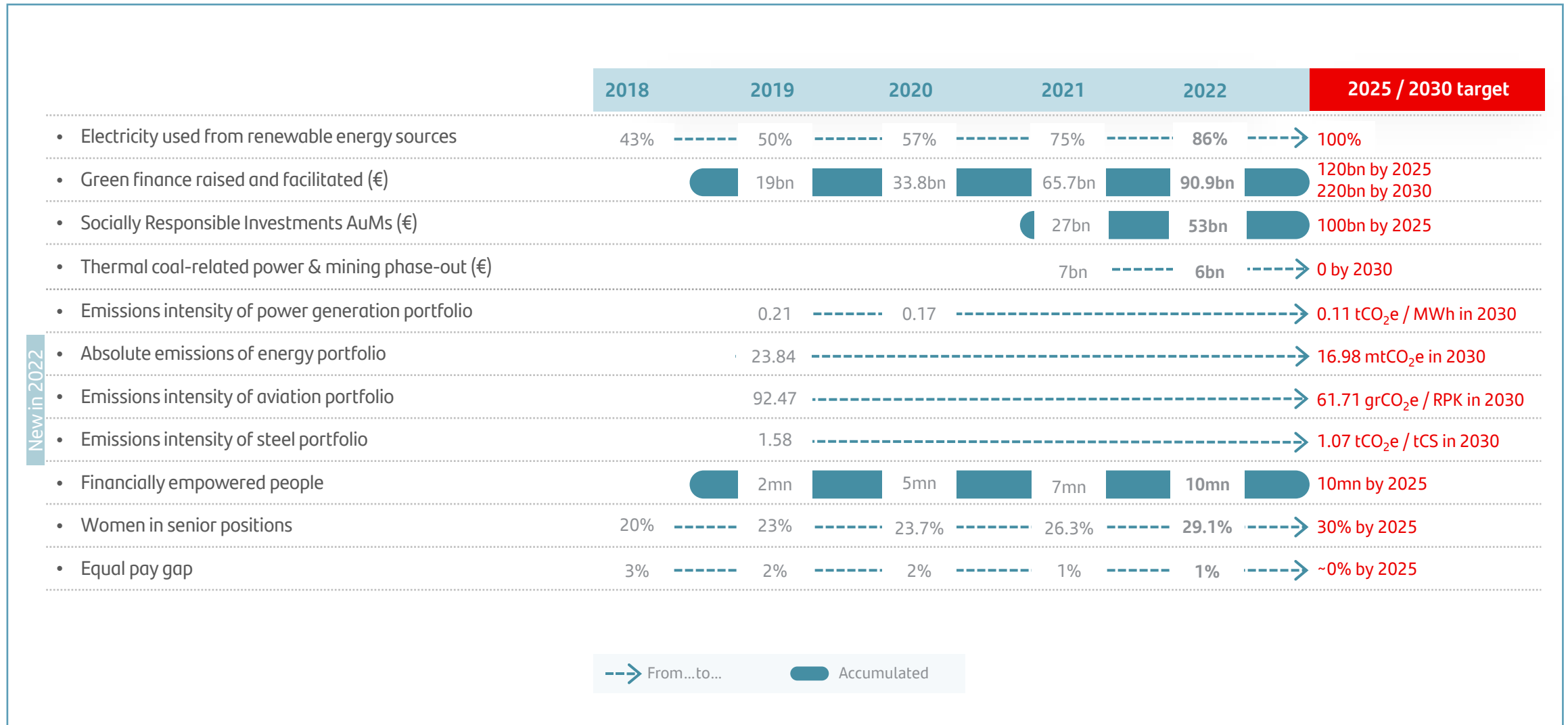
Appendix

Primary and Secondary segments

Responsible Banking

Glossary

We continue to make progress on our ESG agenda



New in 2022

Appendix

Primary and Secondary segments

Responsible Banking

Glossary

Glossary - Acronyms

- **ALCO:** Assets and Liabilities Committee
- **AM:** Asset management
- **AML:** Anti-Money Laundering
- **AT1:** Additional Tier 1
- **AuMs:** Assets under Management
- **BFG:** Deposit Guarantee Fund in Poland
- **bn:** Billion
- **BNPL:** Buy now, pay later
- **bps:** Basis points
- **c.:** *Circa*
- **CET1:** Common equity tier 1
- **CHF:** Swiss franc
- **CIB:** Corporate & Investment Bank
- **CoE:** Cost of equity
- **CoR:** Cost of risk
- **Covid-19:** Coronavirus Disease 19
- **CRE:** Commercial Real Estate
- **DCB:** Digital Consumer Bank
- **DGF:** Deposit guarantee fund
- **DPS:** Dividend per share
- **eNPS:** Employee net promoter score
- **EPS:** Earning per share
- **ESG:** Environmental, social and governance
- **FL:** Fully-loaded
- **FX:** Foreign exchange
- **FY:** Full year
- **GDF:** Global Debt Finance
- **GDP:** Gross domestic product
- **GTB:** Global Transaction Banking
- **GWPs:** Gross written premiums
- **HQLA:** High quality liquid asset
- **HTC&S:** Held to collect and sell
- **IFRS 9:** International Financial Reporting Standard 9, regarding financial instruments
- **IPS:** Institutional Protection Scheme
- **LCR:** Liquidity coverage ratio
- **LLPs:** Loan-loss provisions
- **LTV:** Loan to value
- **M/LT:** Medium-and long-term
- **mn:** million
- **MREL:** Minimum requirement for own funds and eligible liabilities
- **NII:** Net interest income
- **NIM:** Net interest margin
- **NOI:** Net operating income
- **NPL:** Non-performing loans
- **NPS:** Net promoter score
- **OEM:** Original equipment manufacturer
- **PB:** Private Banking
- **PBT:** Profit before tax
- **P&L:** Profit and loss
- **PoS:** Point of Sale
- **pp:** Percentage points
- **Ps:** Per share
- **QoQ:** Quarter-on-Quarter
- **Repos:** Repurchase agreements
- **RoA:** Return on assets
- **RoE:** Return on equity
- **RoRWA:** Return on risk-weighted assets
- **RoTE:** Return on tangible equity
- **RWA:** Risk-weighted assets
- **SAM:** Santander Asset Management
- **SAN:** Santander
- **SCIB:** Santander Corporate & Investment Banking
- **SC USA:** Santander Consumer USA
- **SME:** Small and Medium Enterprises
- **SRF:** Single Resolution Fund
- **ST:** Short term
- **T1/T2:** Tier 1/Tier 2
- **TLAC:** Total loss absorbing capacity
- **TLTRO:** Targeted longer-term refinancing operations
- **TNAV:** Tangible net asset value
- **TPV:** Total Payments Volume
- **YoY:** Year-on-Year
- **YTD:** Year to date
- **WM&I:** 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 + amortizations

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
- ✓ **Total 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:** Allowances for loan-loss provisions over the last 12 months / average loans and advances to customers 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

Notes: The averages for the RoTE and RoRWA denominators are calculated using 13 months from December to December.

For periods less than one year, and if there are results in the net capital gains and provisions line, the profit used to calculate RoE and RoTE is the annualized underlying attributable profit to which said results are added without annualizing.

For periods less than one year, and if there are results in the net capital gains and provisions line, the profit used to calculate RoA and RoRWA is the annualized underlying consolidated profit, to which said results are added without annualizing.

The risk-weighted assets included in the denominator of the RoRWA metric are calculated in line with the criteria laid out in the CRR (Capital Requirements Regulation).

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

