

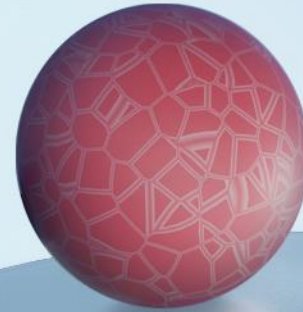
Strategic and Financial Analysis. Financial Division

Institutional Presentation

9M'24



INDEX



**Our business
model and
strategy**

**Group
structure and
businesses**

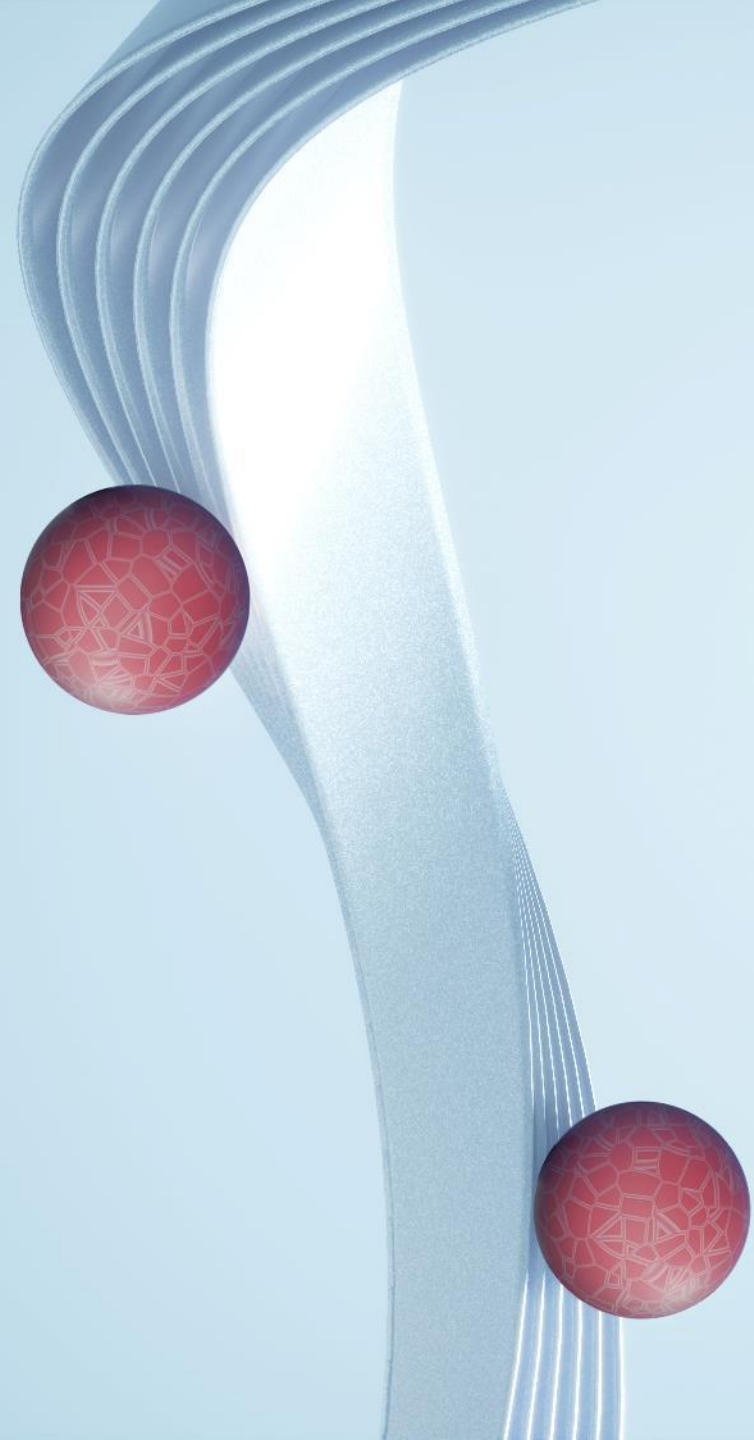
**9M'24 results
& activity**

**Final
remarks**

**Links to
public
materials**

01












Our business model and strategy



Santander, a leading financial group

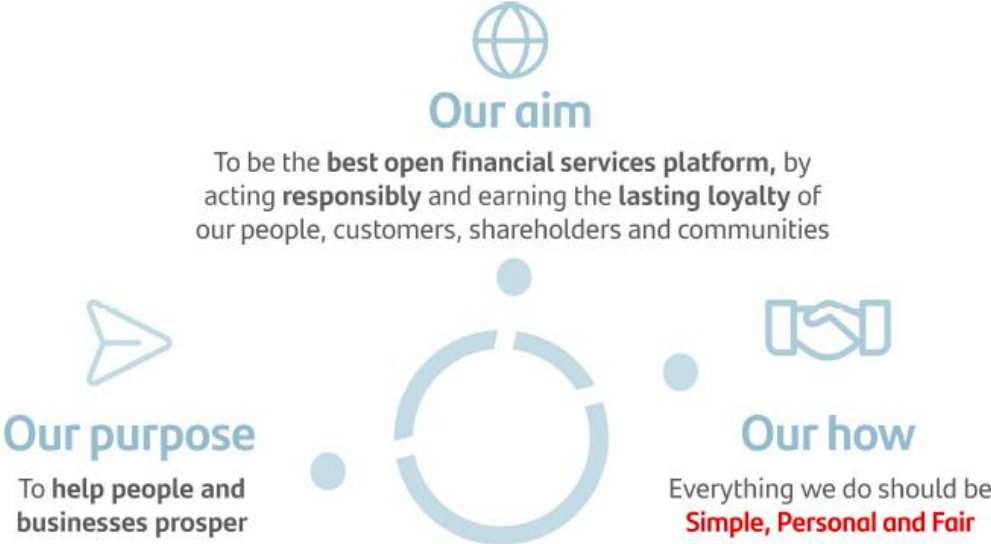


9M'24 Highlights

	Total assets (€ bn)	1,802
	Customer loans (€ bn excluding reverse repos)	1,013
	Customer deposits + mutual funds (€ bn excluding repos)	1,174
	Branches	8,134
	9M'24 Net operating income (pre-provision profit) (€ mn)	26,923
	9M'24 Attributable profit (€ mn)	9,309
	Market capitalization (€ bn; 30-09-24)	71
	People (headcount)	208,080
	Customers (mn)	171
	Shareholders (mn)	3.5
	Financial inclusion (mn people)	3.5

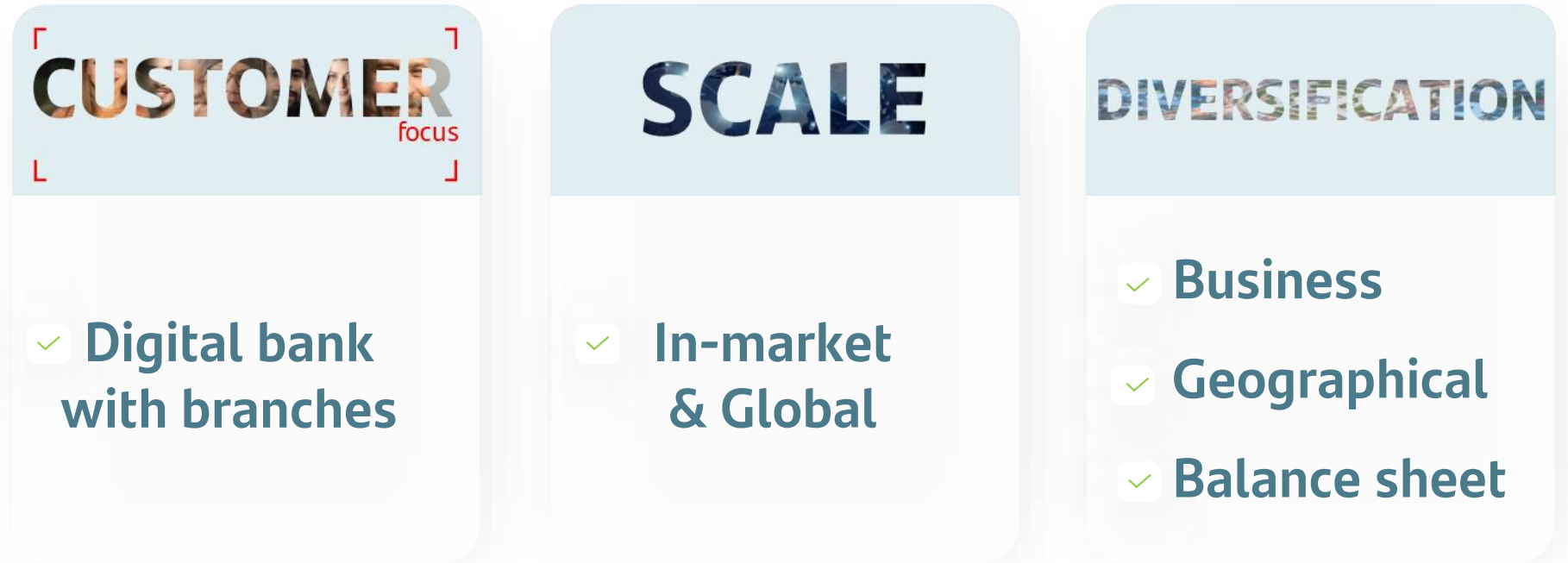
The Santander Way

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



Second year of our phase of value creation

01

Customer focus

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

Total customers

171mn
+5mn

Active customers

102mn
+2mn

Digital customers

58mn
+4mn



+8%
Transactions per active customer

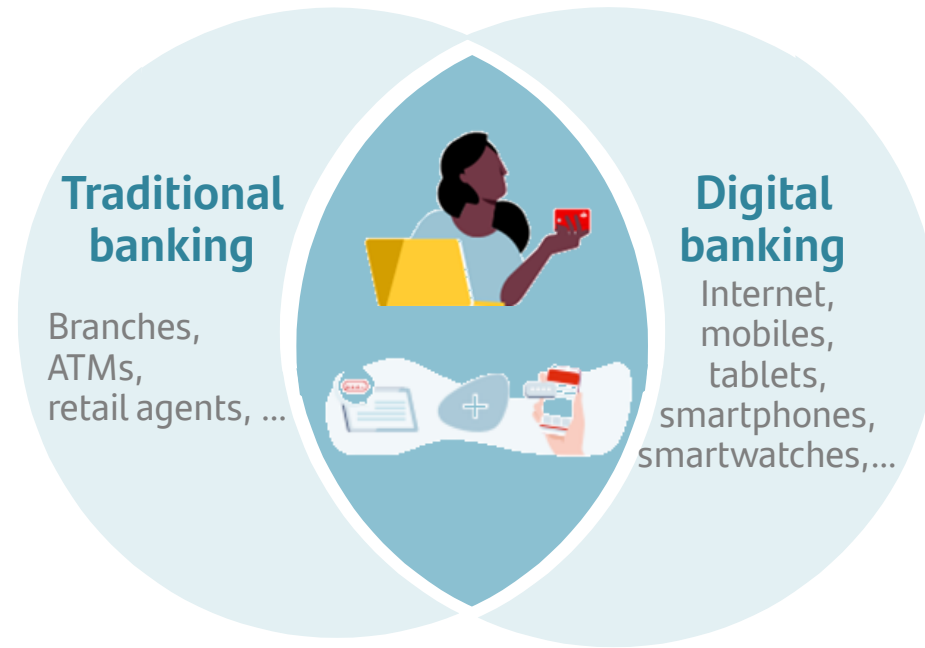


60%
Products/services digitally available

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

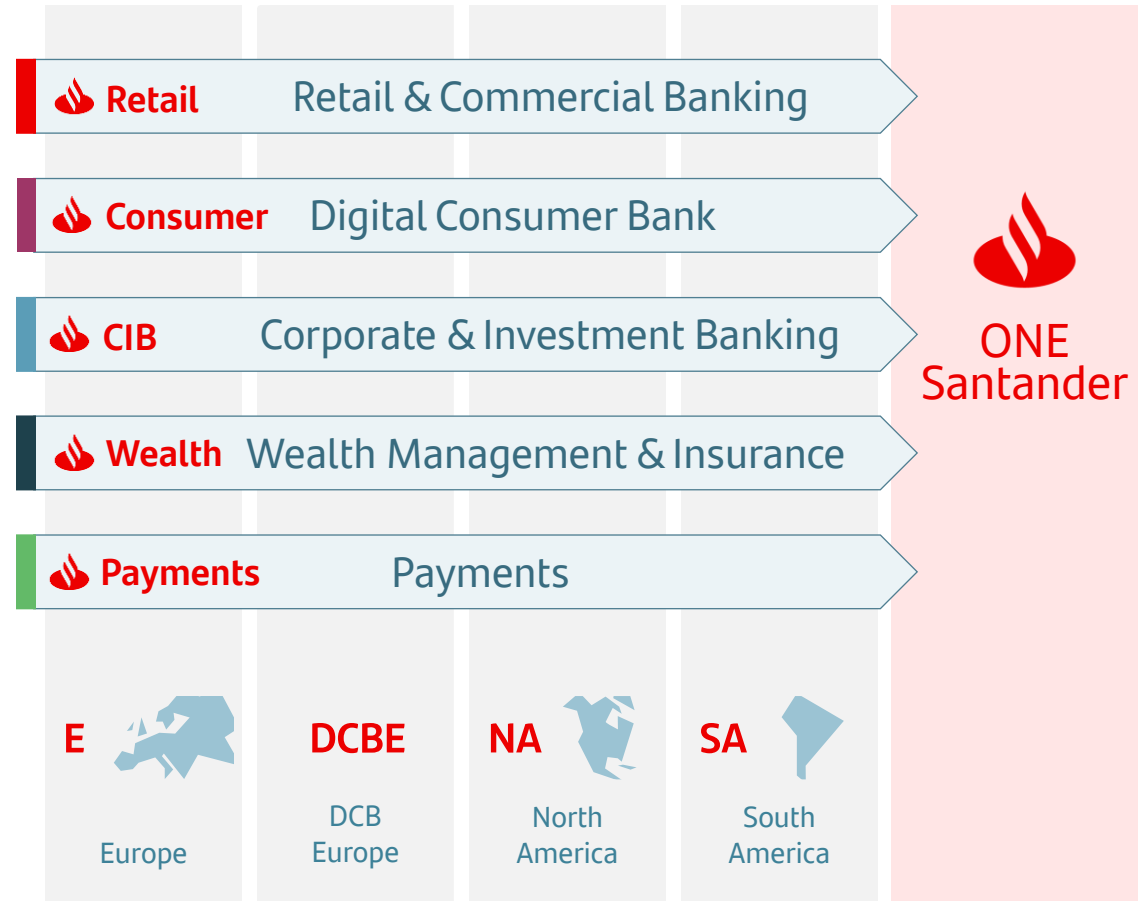


02

Scale

ONE Santander:

Five global businesses
across our regions

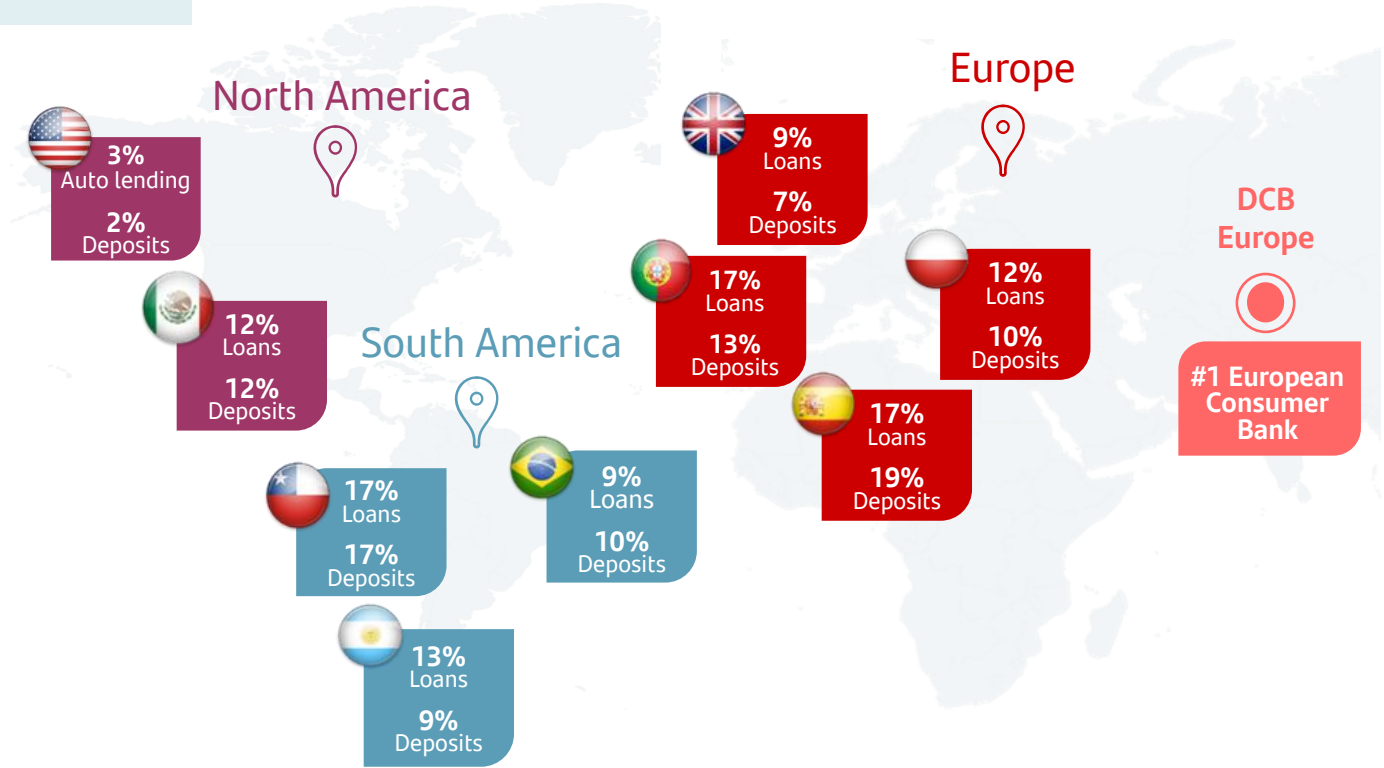


Scale

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



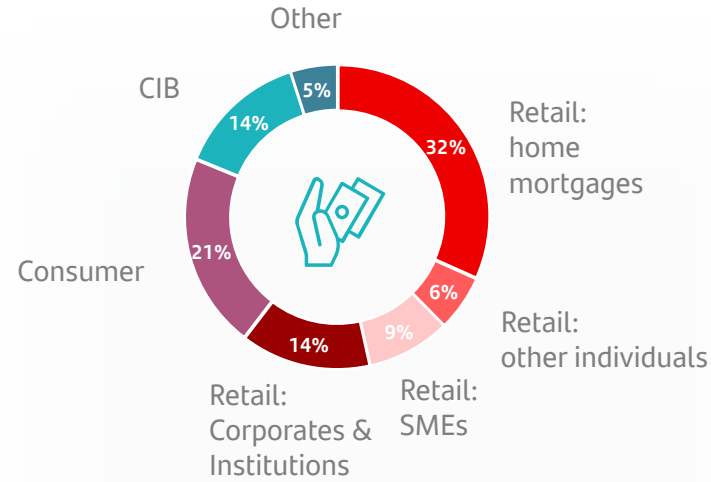
Market share data: as at Jun-24 or latest available. Spain includes Santander España + Hub Madrid + SCF España + Openbank and Other Resident sectors in deposits. The UK: includes London Branch. Poland: including SCF business in Poland. The US: retail auto loans includes Santander Consumer USA and Chrysler Capital combined (12 month rolling). Deposits market share in the US as of 30/06/2024 considering all states where Santander Bank operates. Brazil: deposits including debentures, LCA (agribusiness notes), LCI (real estate credit notes), financial bills (*letras financeiras*), COE (certificates of structured operations) and LIG (*Letras imobiliarias Grantidas*).

Diversification

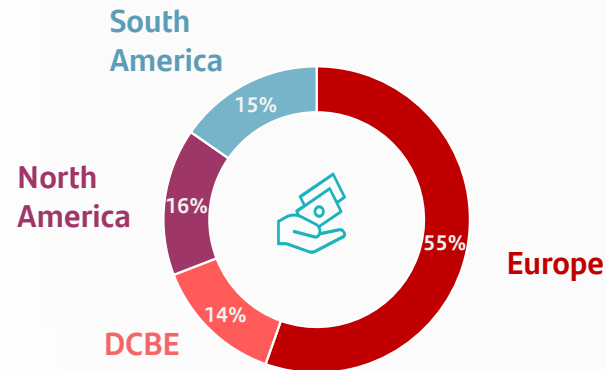
Geographical and business diversification

Customer loans

By product/business¹

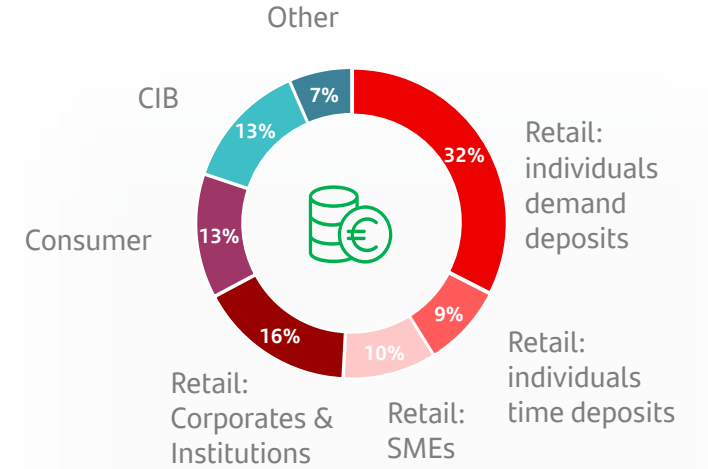


By area¹

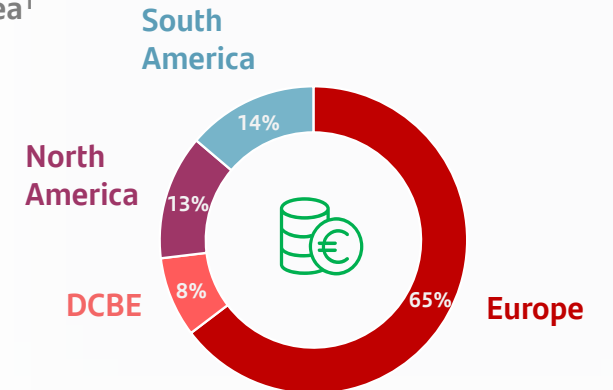


Customer deposits

By product/business¹



By area¹



Diversification

Rock-solid and diversified balance sheet with prudent 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

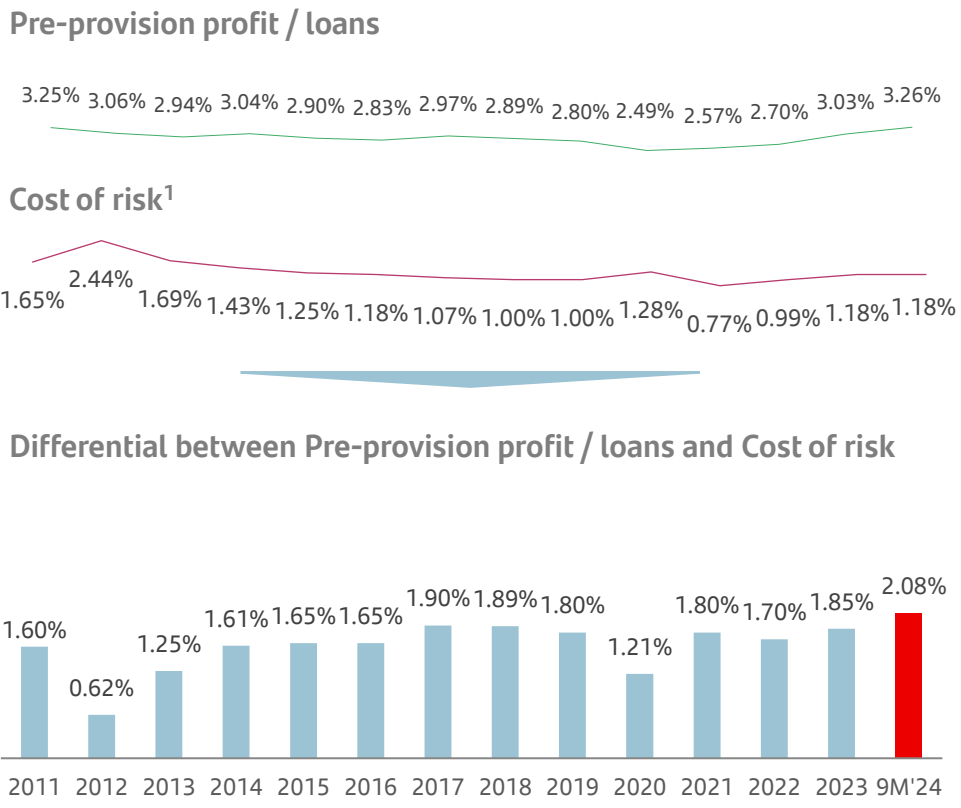


Supporting value creation and sustainable remuneration to our shareholders

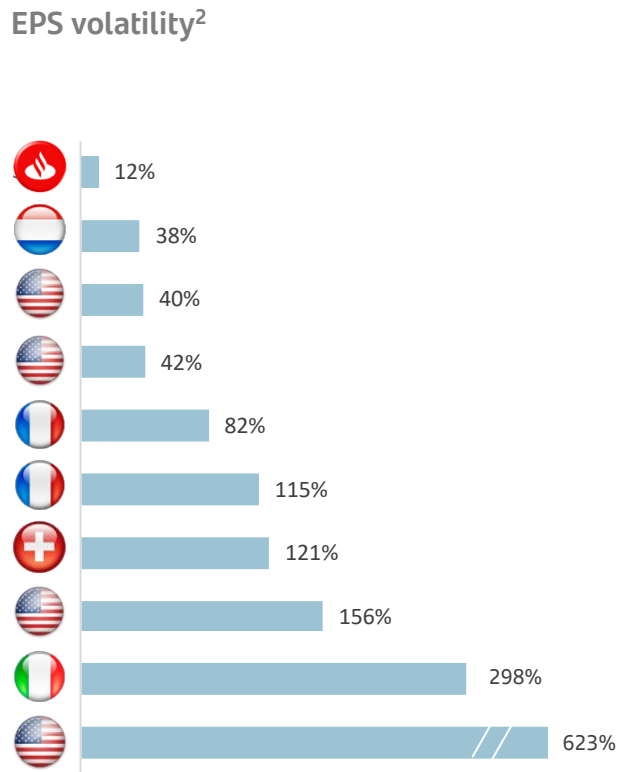
In summary

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



Lower volatility of results



(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 Q2'24. 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



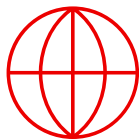
Think Value

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

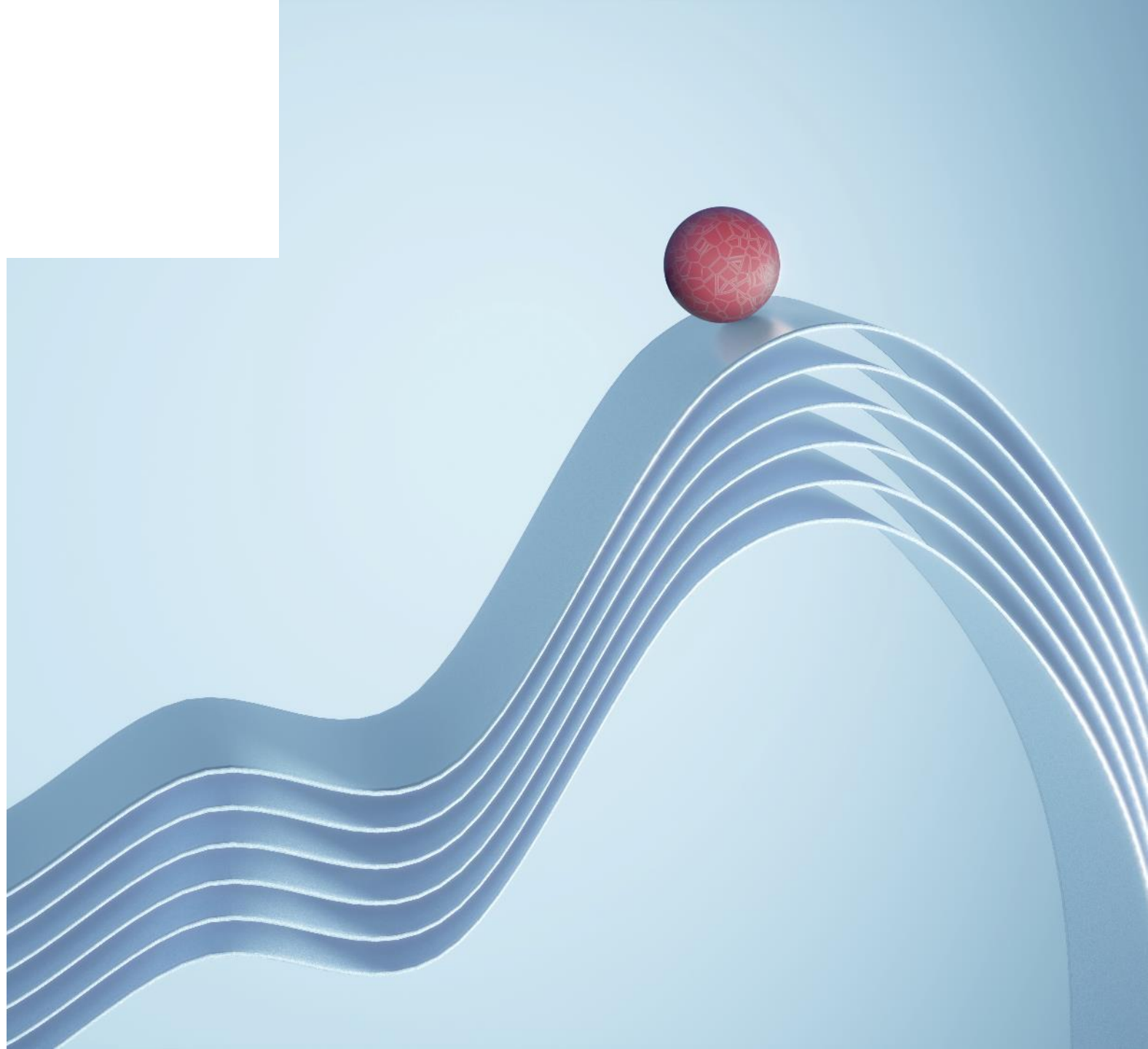
Environmental, Social and Governance

We continue to
make progress on
our ESG agenda

	Green finance raised and facilitated	Socially responsible investments (AuMs)	Financial inclusion (# People)
9M'24	€129.7bn	€85.0bn	3.5mn
2025 targets	€120bn	€100bn	5mn

02

Group structure and businesses



Group organizational structure from January 2024



Group functions and Corporate Centre activities

Internal Audit	Strategy & ESG	General Secretariat ¹	Comms & Marketing	Risk & Compliance	Technology & Operations	People & culture	Financial Accounting & Control	Finance	Regulatory & Supervisory Relations	Costs & Organization
		Corporate Development				Universities				













Global Businesses

Retail & Commercial Banking

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

9M'24 Highlights

	Customer loans (€ bn)	614
	Customer deposits (€ bn)	638
	Customer funds (€ bn)	733
	Attributable profit (€ mn)	5,332
	Efficiency ratio	39.3%
	RoTE	18.5%
	RWAs (€bn)	293
	Cost of risk	0.98%
	Total customers (mn)	145
	Active customers (mn)	78

Strategic priorities










- Implement a common operating model, leveraging the Group's global scale and our local presence
- Spread transformation efforts across Retail & Commercial Banking based on three pillars:
 - Customer experience
 - Operational leverage
 - Global technology platform
- Continue to drive profitable growth and structural efficiency improvements. New digital processes to attract customers, a simpler and targeted offer and enhanced customer experience



Digital Consumer Bank

'Global leader in auto financing and digital consumer activities'

9M'24 Highlights

 Customer loans (€ bn)	210
 New business volumes (€ bn)	68.9
 Leasing (€ bn)	17
 Customer funds (€ bn)	131
 Attributable profit (€ mn)	1,507
 Efficiency ratio	40.7%
 RoTE	11.9%
 RWAs (€bn)	153
 Total customers (mn)	25

Strategic priorities

- Continue expanding our leadership in consumer finance and to be the lowest cost operator in the industry, with the best customer experience through a more digital global operating model and the best solutions through common platforms
- Offer global and best-in-class solutions, integrated into our partners' (OEMs, importers and retailers) processes, accompanying them as their increasingly digital business models evolve
- Simplify and automate our processes to improve customer experience and increase scalability
- Continue gathering deposits as our main source of funding, as they are more stable and lower cost



Corporate & Investment Banking

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

9M'24 Highlights

	Customer loans (€ bn)	137
	Customer deposits (€ bn)	127
	Attributable profit (€ mn)	2,039
	Revenue (€ mn)	6,261
	Total NII (€ mn)	2,932
	Total non-NII revenue ¹ (€ mn)	3,328
	RoTE	18.1%
	RWAs (€bn)	125
	Efficiency ratio	44.4%
	Cost of risk	0.21%

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 develop our centres of expertise and digitalize our business
 - Actively manage capital to support business growth
 - Attract, develop and retain top diverse talent

Recent awards

Euromoney	Global Capital	Proximo	Global Finance
LatAm's Best Bank for FX and Financing Spain's Best Investment Bank	Derivatives Risk Solutions House of the Year: Europe & Asia LatAm Derivatives House of the Year	Europe Bank of the Year in GDF Energy and Infra	Best Bank for Treasury & Cash Management and Payments in LatAm

Leading positions in League Tables 9M'24 Top 3

Structured Finance	Debt Capital Markets	Equity Capital Markets	ECAs (H1'24)

Source: Dealogic, Infralogic, Bloomberg; specific filters apply



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.











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'

9M'24 Highlights

 Total assets under management ¹ (€ bn)	493
 Gross written premiums (€ bn)	9.0
 Attributable profit (€ mn)	1,266
 Profit contribution ² (€ mn)	2,601
 Revenue ² (€ mn)	4,695
 Efficiency ratio	34.2%
 RoTE	81.1%
 RWAs (€ bn)	10
 Cost of risk	0.08%
 Private banking customers (k)	291



Strategic priorities

- Continue building our global platform accessing new markets and leveraging the connectivity of our teams
- Keep developing a more sophisticated value proposition
- Further develop global segments such as Ultra-High and Family Offices
- Continue to be the preferred funds partner for our retail network
- Become a relevant player in the Alternatives business
- Grow in the Institutional/Third party and Private Banking segments
- Implement digital investment platforms in all countries
- Become the preferred insurance provider for our customers in all our markets and segments
- Continue to strive for excellence in terms of coverage and customer experience
- Grow in the SME, Health, and Savings segments and businesses
- Develop open distribution platforms

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










(1) Total assets marketed, advised, under custody and/or managed in Private Banking + SAM excluding overlaps i.e., AuMs of Private Banking customers managed by SAM.
 (2) Including fees generated by Asset Management and Insurance ceded to the commercial network.
 More information at <https://www.santander.com/en/about-us/where-we-are/wealth-management-insurance>

Payments - Pagonxt

'One-of-a-kind paytech business that offers innovative payment solutions'

9M'24 Highlights

 EBITDA margin	22.7%
 Cost per transaction (€ cents)	3.6
 # transactions (Getnet) (bn)	7.2
 Total payments volume (Getnet) (€ bn)	162.8
 Revenue (€ mn)	894
 Open market revenue (€ mn)	210
 % open market revenue	23.5%

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, SMEs and corporates
- Strategic priorities: scaling up our global technology platform, accelerating commercial growth across the Santander network 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

Global cloud-native platform to process and connect **account-to-account payments** across our markets, enabling **customer innovative solutions** with **operational efficiency**








▼ Ebury

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

Payments - Cards

'Provide exceptional payments experiences, fostering customer loyalty and leveraging transactional data to enhance profitability'

9M'24 Highlights

 # cards (mn)	105
 Turnover (€ bn)	241.0
 # transactions (bn)	10.7
 Average balance (€ bn)	21
 Attributable profit (€ mn)	503
 Efficiency ratio	31.0%
 RoTE	33.0%

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 business 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 our Cards product portfolio first, and Build & Run our Global Issuing Platform, that extends beyond technological capabilities



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.

Secondary segments











E



Europe

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

9M'24 Highlights

	Branches	3,034
	Employees	67,232
	Total customers (mn)	46.7
	Active customers (mn)	28.9
	Customer loans (€ bn)	558
	Customer funds (€ bn)	733
	Attributable profit (€ mn)	5,029
	RoTE	17.1%

Strategic priorities









- Focus on growing our business and transforming our operating model to improve efficiency and customer experience
- In Retail, we continue to drive digitalization through a common online banking and mobile experience, while reducing running costs and streamlining products and processes
- In CIB, we are focusing on deepening customer relationships and boosting our distribution capabilities
- We continued to grow our Wealth business, which is a key driver of fee generation, while increasing its efficiency by developing centralized global technology platforms
- In Payments, we remain focused on our current PagoNxt value proposition in Spain and Portugal and on expanding our Cards business



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’

9M'24 Highlights

	Branches	326
	Employees	16,621
	Total customers (mn)	19.6
	Points of sale (k)	>130
	Customer loans (€ bn)	138
	Customer funds (€ bn)	84
	Attributable profit (€ mn)	696
	RoTE	9.2%

Strategic priorities

- Become the preferred partner of our final customers and partners, offering greater profitability and value creation
- 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 solutions (check-out lending) in non-auto
- Increase deposit acquisition with a focus on lowering funding costs and reducing net interest income volatility across the cycle











NA



North America

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

9M'24 Highlights

 Branches	1,762
 Employees	43,446
 Total customers (mn)	25.7
 Active customers (mn)	15.1
 Customer loans (€ bn)	156
 Customer funds (€ bn)	157
 Attributable profit (€ mn)	1,931
 RoTE	11.2%

Strategic priorities

- Remain focused on executing the transformation of our Retail and Consumer businesses in both countries. The simplification of our product portfolio and streamlining of our operations continued
- Advance in the adoption of global technology platforms to deliver an enhanced digital experience
- Continue to 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 enhance our capabilities and strengthen growth levers
- Strengthen our regional operating model in technology and operations to consolidate know-how, digitalization, digital hubs, front and back-office automation driving more effective and efficient operations











SA



South America

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

9M'24 Highlights

 Branches	3,012
 Employees	78,924
 Total customers (mn)	78.9
 Active customers (mn)	39.8
 Customer loans (€ bn)	154
 Customer funds (€ bn)	199
 Attributable profit (€ mn)	2,665
 RoTE	17.2%

Strategic priorities

- In Retail, we continue to progress towards becoming a digital bank with branches, optimizing our product offerings and processes, while improving customer experience
- In Consumer, we continue exploring new business models and strengthening strategic alliances, while maintaining our market leadership in auto in our main countries
- In CIB, we are evolving towards a pan-regional offer, with a focus on Markets and Corporate Finance business lines
- In Wealth, we aim to continue liability gathering to drive loyalty, improving our value offering and developing our distribution channels
- In Payments, we continue to drive profitable growth through new business development and efficiency improvements, and further expand our Getnet platform through the launch of new functionalities and a regional e-commerce API

A light blue world map is centered in the background of the slide. The map shows the continents of North America, South America, Europe, Africa, Asia, and Australia. The text and list are overlaid on a vertical light blue bar that runs through the center of the map.

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's global businesses in their digital transformation, providing them 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 **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 businesses** in an **agile way** to **boost transformation** and platform adoption

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



c.5,300 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'



208,080

Employees (Sep-24)

98%

workforce with a permanent contract (Sep-24)

52%

women in our workforce (Sep-24)

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



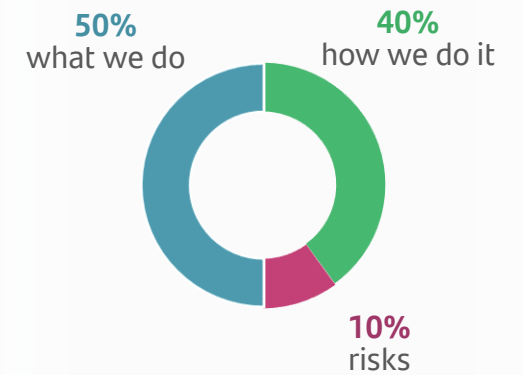
Your VOICE Continuous Employee Listening*

Santander scores **above benchmark** in engagement and other key dimensions

Average score (out of 10)



Our **corporate management** evaluation model



(*) Data from latest Your Voice engagement survey issued to the full organization from 1 to 11 April 2024. Workday/Peakon benchmark for Finance Companies. Engagement score relates to the questions "How likely is it you would recommend Santander as a place to work?" and "How likely is it you would recommend Santander products or services to friends and family?". Diversity & Inclusion score relates to the question "I'm satisfied with Santander's efforts to support diversity and inclusion". Health & Wellbeing score relates to the questions "Employee health and wellbeing is a priority at Santander." and "Santander provides enough support for my mental and physical wellbeing for me to carry out my work." Transformation & Change score relates to the question "Organizational transformation and change is managed well at Santander".



Risk, Compliance & Conduct management

Proactive, customer-centric management, that seeks to maintain our medium-low risk profile

Risk, Compliance & Conduct management model that relies on:

A **3 lines of defence model** with a risk governance structure that pursues the independence of the 2nd line of defense in the exercise of its functions, and effective oversight of every risk according to our risk appetite

Effective information management based on updated, accurate and detailed data



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

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

Clearly defined management and control processes to **identify, assess, manage and report risks**



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**, aligned to 'The Santander Way', covering all risks and promoting socially responsible management that contributes to the long-term sustainability of our activity



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

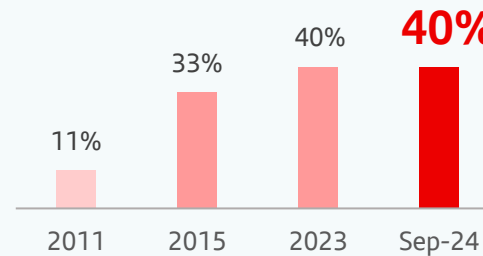
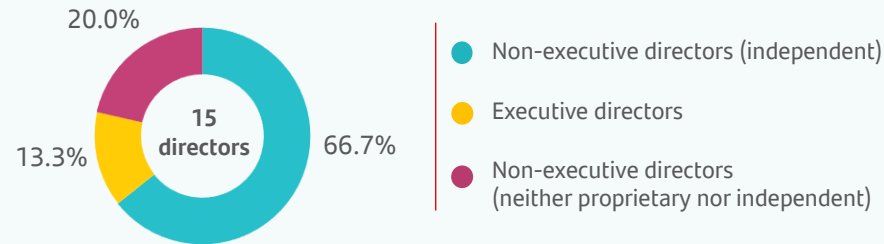


Effective board of directors



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

Composition of the board of directors, Sep-24



40% 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

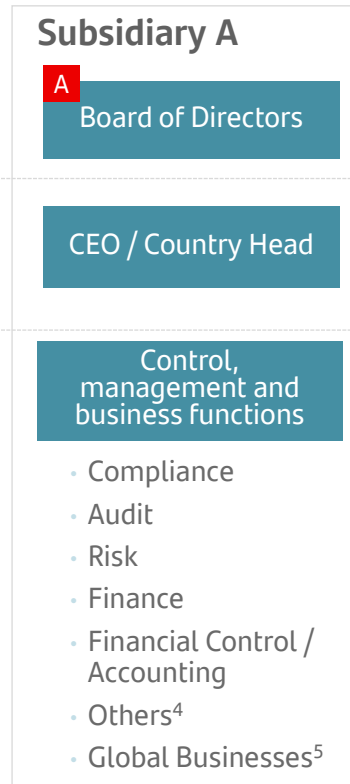
'Best practices on robust governance are channelled to all subsidiaries'

Group-subsidary governance model

Group



Subsidiary B



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

3rd Best Global Retail Bank Brand
by Interbrand's Best Global Brands Ranking, 2024

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.

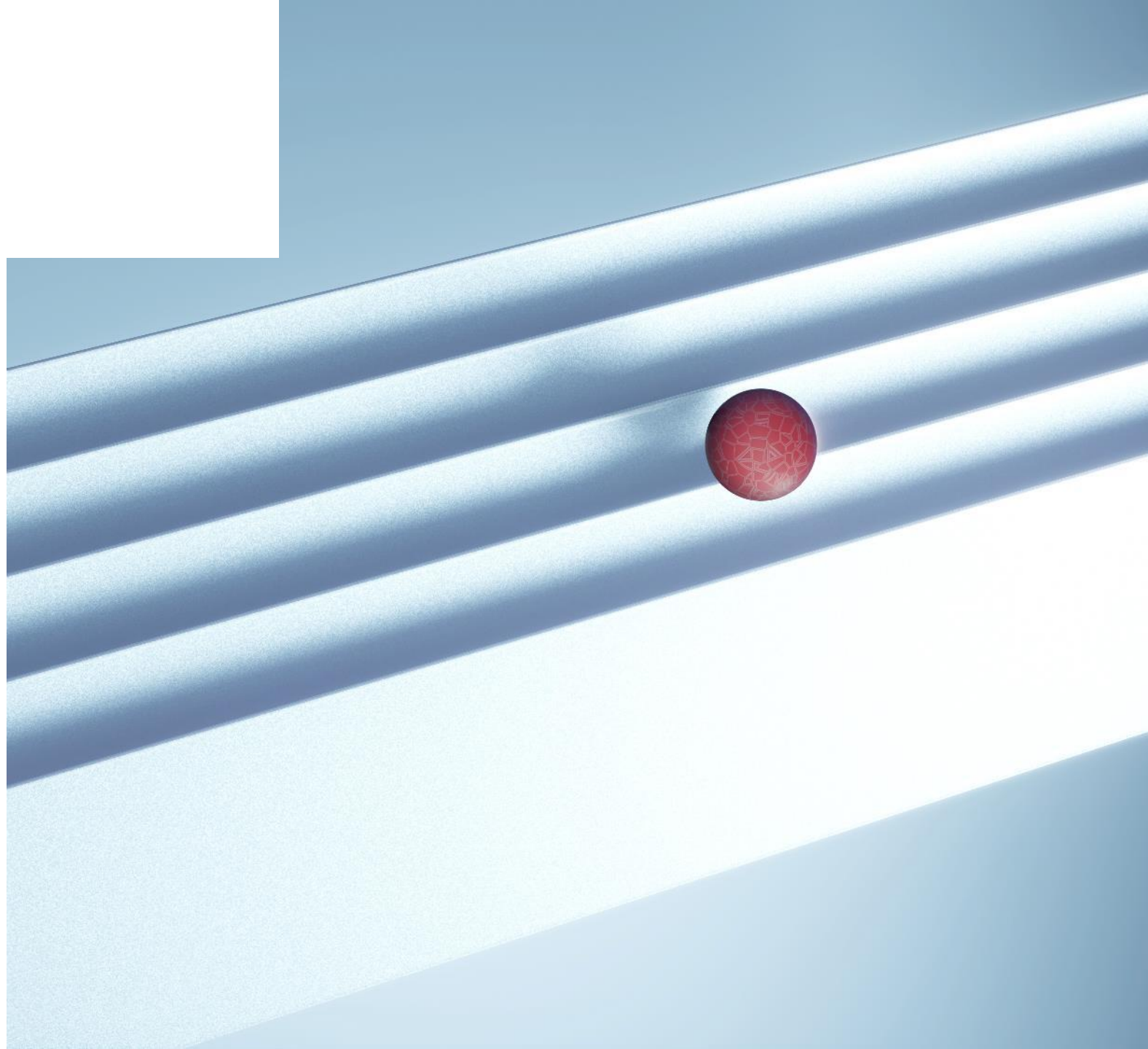


More information at <https://www.santander.com/en/about-us/our-brand>



03


9M'24 results & activity



Record 9M'24 results with all our global businesses contributing to our 2024 targets

 **Another record quarterly profit** driving double-digit profit growth in 9M'24 with revenue up high-single digits

 **Strong operating performance and profitable growth**, with efficiency at record levels and RoTE above our 2024 target

 **Solid balance sheet** with sound credit quality metrics and capital ratio

 **Delivering double-digit value creation and higher shareholder remuneration**

Q3'24
attributable profit
€3.3bn
+12% vs. Q3'23

9M'24
attributable profit
€9.3bn
+14%

Efficiency

41.7%
-229bps

RoTE

16.2%
+133bps

FL CET1

12.5%
+0.2pp

CoR

1.2%

TNAVps + DPS

+14% YoY

Cash DPS

+39%

Double-digit profit and net operating income growth YoY, supported by customer revenue and efficiency improvements

P&L			Current	Constant
€ million	9M'24	9M'23	%	%
NII	34,682	32,139	8	9
Net fee income	9,666	9,222	5	6
Other income	1,837	1,734	6	9
Total revenue	46,185	43,095	7	8
Operating expenses	-19,262	-18,961	2	2
Net operating income	26,923	24,134	12	13
LLPs	-9,219	-9,037	2	4
Other results	-3,277	-2,321	41	42
Attributable profit	9,309	8,143	14	15

Excellent business and commercial dynamics continued in 9M'24

- Record NII, fees, total revenue, net operating income and profit
- C/I and RoTE improvement
- Outstanding EPS growth: +19%

On track to deliver on our full-year 2024 targets, which we upgraded last quarter ...

	9M'24	2024 targets
Revenue ¹	+8%	High-single digit growth
Efficiency	41.7%	c.42%
CoR	1.2%	c.1.2%
FL CET1	12.5%	>12.0% after FL Basel III implementation
RoTE	16.2%	>16%



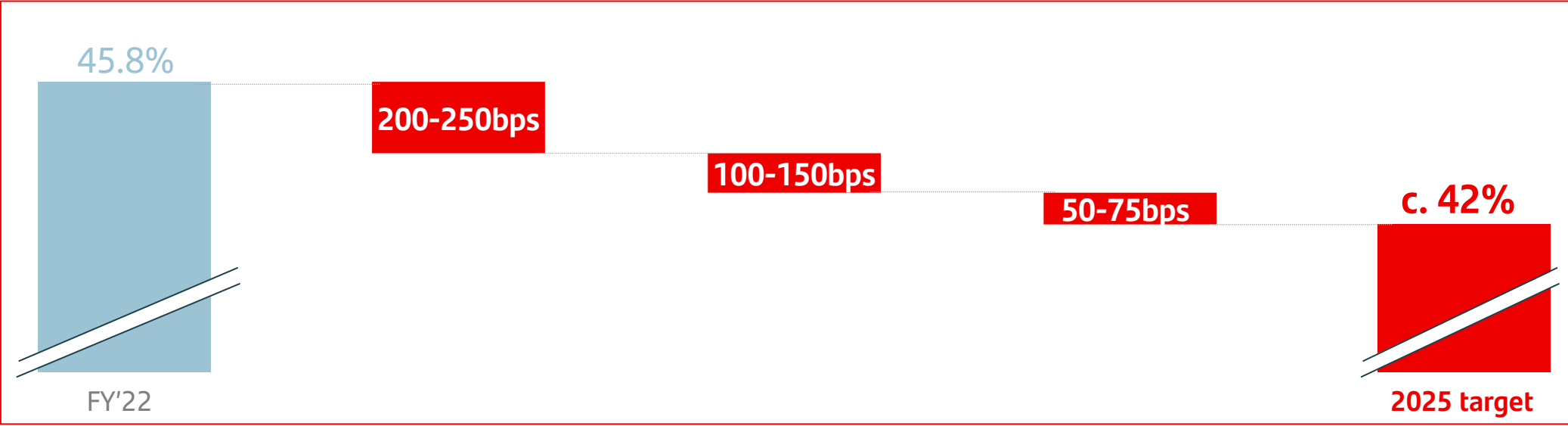
(1) YoY change in constant euros, except Argentina in current euros.

... backed by our execution of ONE Transformation, improving both revenue and costs...



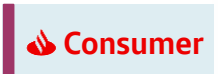







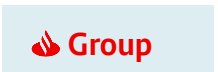
Efficiency execution
2022-9M'24

FY'22	ONE Transformation	Global & Network businesses	Global Tech capabilities & others	9M'24
45.8%	-259bps	-82bps	-72bps	41.7%
	<ul style="list-style-type: none"> • Product simplification: 16% fewer products in Q3'24 (-36% vs. Dec-22) • 60% products / services digitally available (59% Jun-24; 56% Dec-23) • US: \$230mn efficiencies captured in Consumer and Commercial since 2022 	<ul style="list-style-type: none"> • Multi-Nationals: +3% YoY revenue growth • Wealth: collaboration fees with CIB and Corporates reached €3.0bn (+13% vs. 9M'23) • Consumer: expansion of OEM agreements 	<ul style="list-style-type: none"> • Global approach to technology: €64mn efficiencies in Q3'24 (€378mn since 2022) <ul style="list-style-type: none"> - Gravity (back-end) efficiencies - Process optimization - Global vendor agreements - IT&Ops shared-services 	

Reminder from Investor Day
Efficiency 2022-2025



... and by our five global businesses, leveraging our global scale to accelerate profitable growth

9M'24	Revenue (€bn)	Contribution to Group revenue	C/I	RoTE	2025 RoTE target
 Retail	24.2 +9%	 52%	39.3% -4.2pp	18.5% +3.6pp	c.17%
 Consumer	9.6 +5%	 20%	40.7% -1.9pp	11.9% +0.3pp	>14%
 CIB	6.3 +9%	 13%	44.4% +3.6pp	18.1% -2.3pp	>20%
 Wealth	2.7 +13%	 6%	34.2% -2.1pp	81.1% +3.9pp	c.60%
 Payments	4.0 +3%	 9%	46.3% +1.3pp	22.7% +3.1pp	>30%
 Group	46.2 +8%		41.7% -2.3pp	16.2% +1.3pp	15-17%

PagoNxt EBITDA margin

22.7%
+3.1pp

>30%

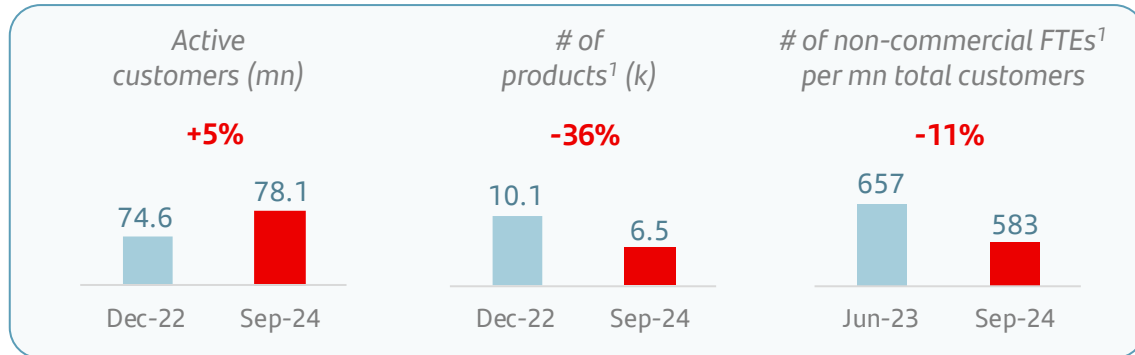
Retail: global platform deployment driving 9% revenue growth while holding costs flat

Execution of the strategy

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

Customer experience	Digital onboarding and simpler customer journeys driving customer growth and an increase in digital sales
Operational leverage	Common operating model leveraging processes automation and digitalization in branches resulting in non-commercial FTEs reduction
Global platform	First integration of Gravity-ODS completed in the US In the UK, we launched a new app successfully

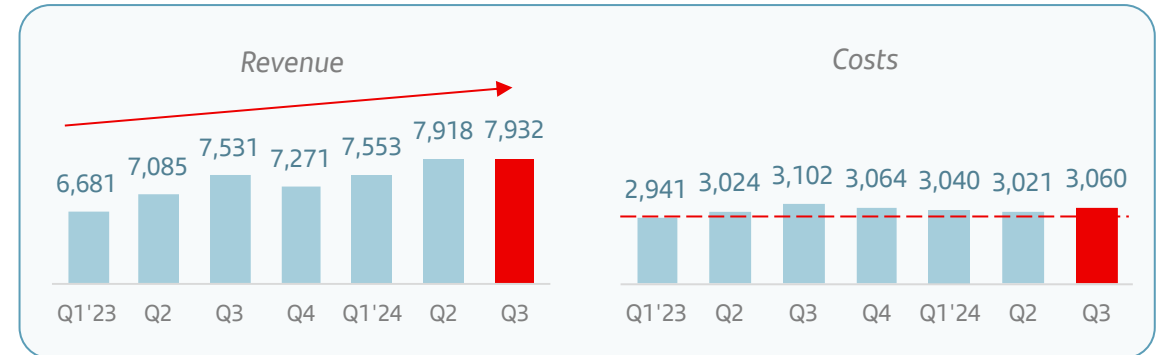
Key drivers



9M'24 financials



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



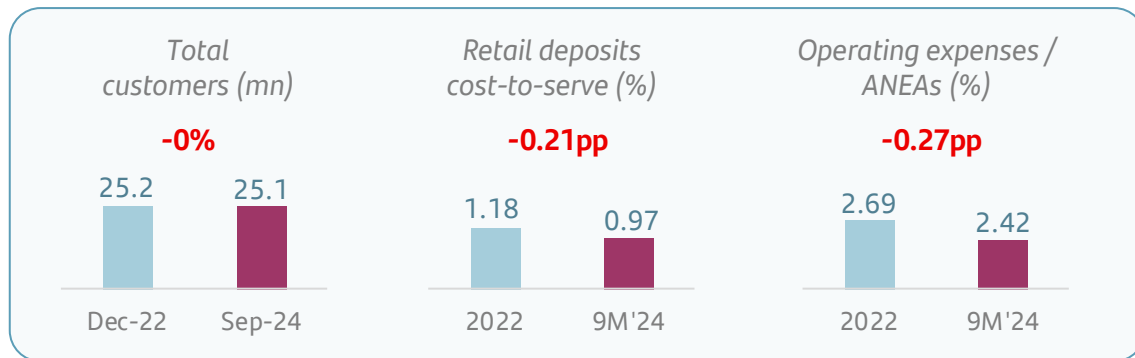
Consumer: strong improvement in operational leverage and deposit cost-to-serve

Execution of the strategy

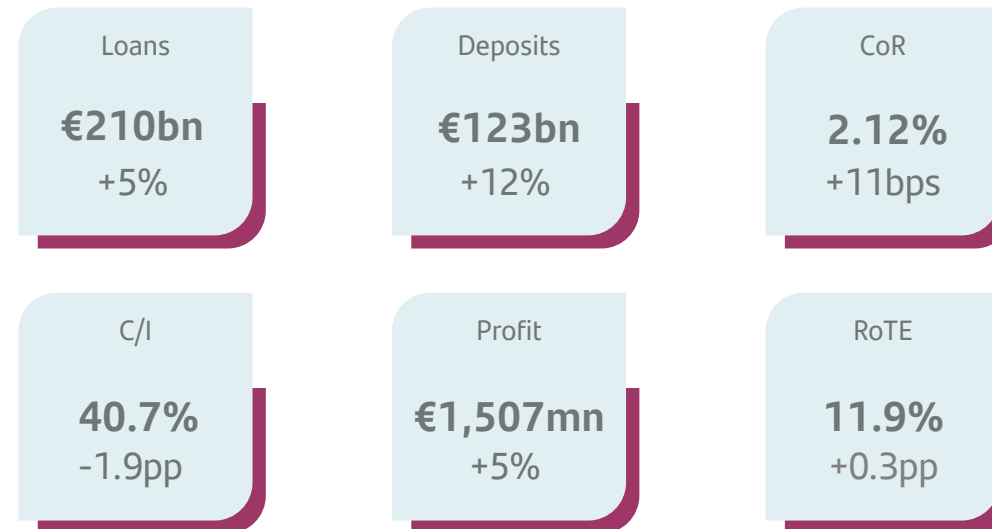
Transforming into a best-in-class, global business and operating model

Customer experience	Fully-digital financing experience available for our auto partners Expanding and consolidating partnerships across regions
Operational leverage	Expanding Openbank to new markets to fuel asset growth Double-digit deposit growth supported by our digital solutions
Global platform	Auto leasing platform operative in three European markets New Zinia initiatives with Amazon and Apple in Germany

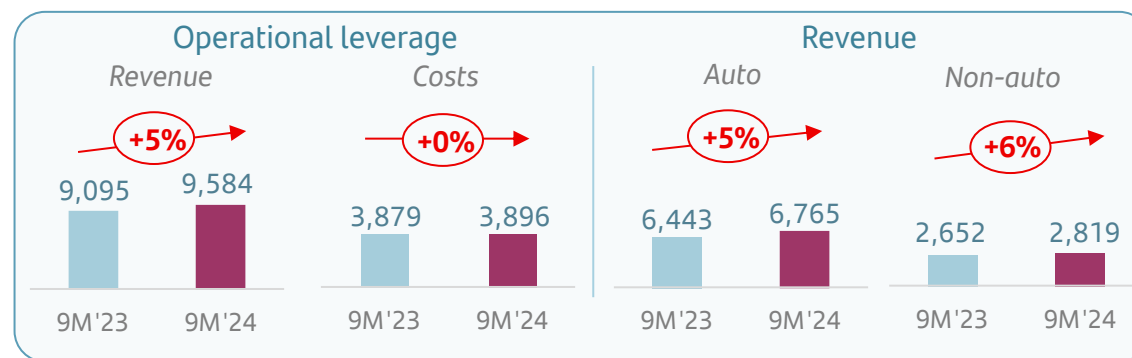
Key drivers



9M'24 financials



Operating performance (€ mn)



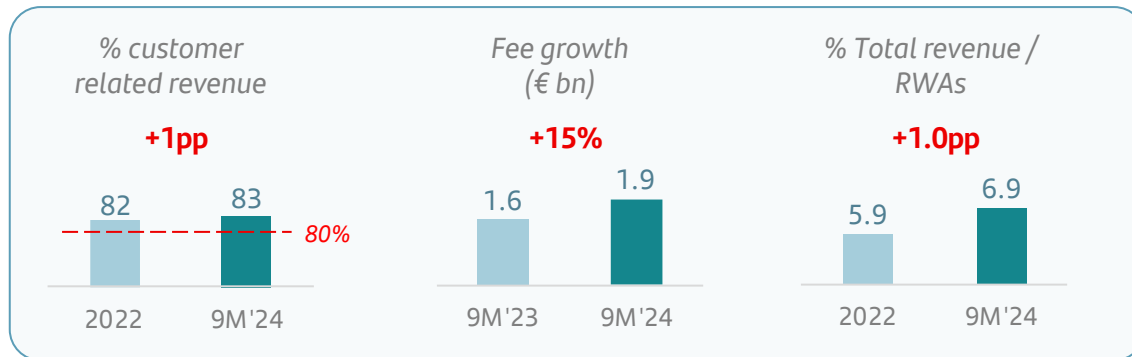
CIB: US investments drove 15% fee growth and strong RoTE of 18%

Execution of the strategy

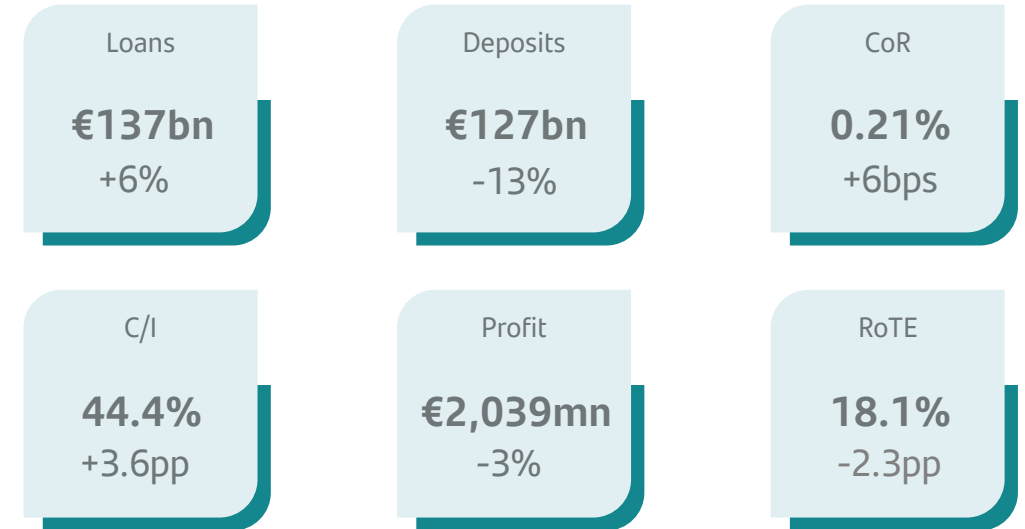
Playing to our strengths to better serve our corporate customers and institutions

Customer experience	Upgraded product offering in US driving growth with global clients In Markets, delivering end-to-end solutions for financial institutions
Operational leverage	Enhanced global centres of expertise, with new and strengthened industry and product teams
Global platform	Holistic product offering for global clients and increased collaboration to drive cross-border revenue

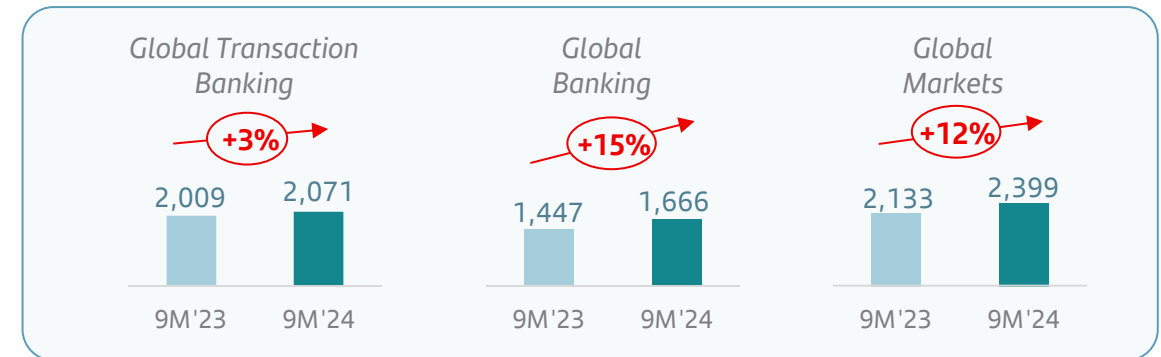
Key drivers



9M'24 financials



Revenue (€ mn)



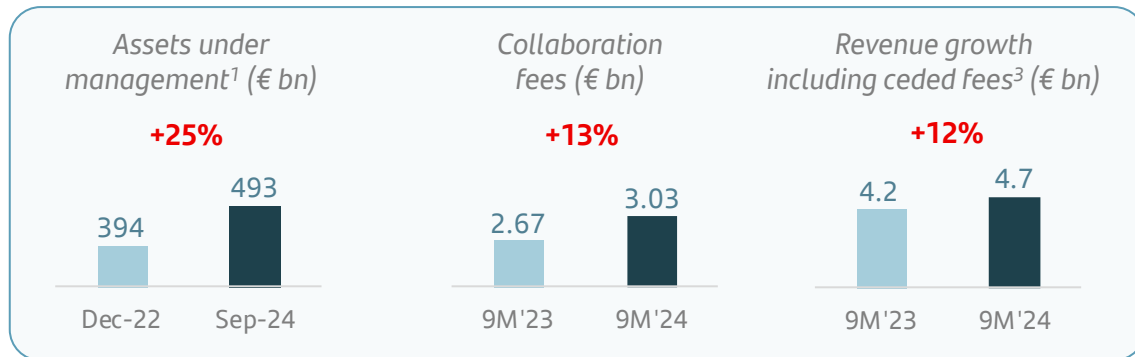
Wealth: strong activity, collaboration fees up 13% and 81% RoTE

Execution of the strategy

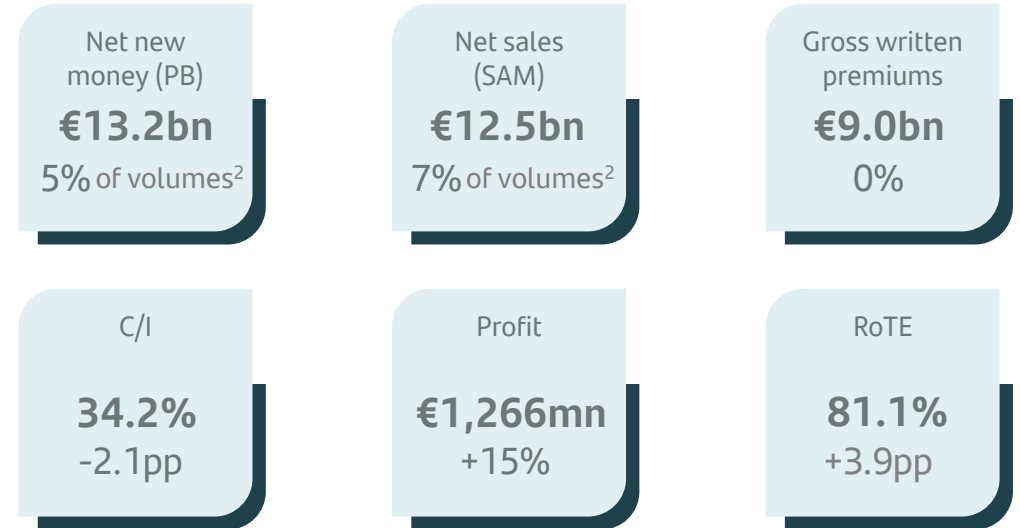
Accelerating our customers' connectivity with our global product platforms

Customer experience	Enhanced customer experience with improved digital insurance servicing and claims capabilities
Operational leverage	Boosted collaboration fees by fostering the network effect with Retail and CIB, and by connecting PB across countries
Global platform	Single operating platform for alternative products across countries in SAM, automating the full product investment cycle

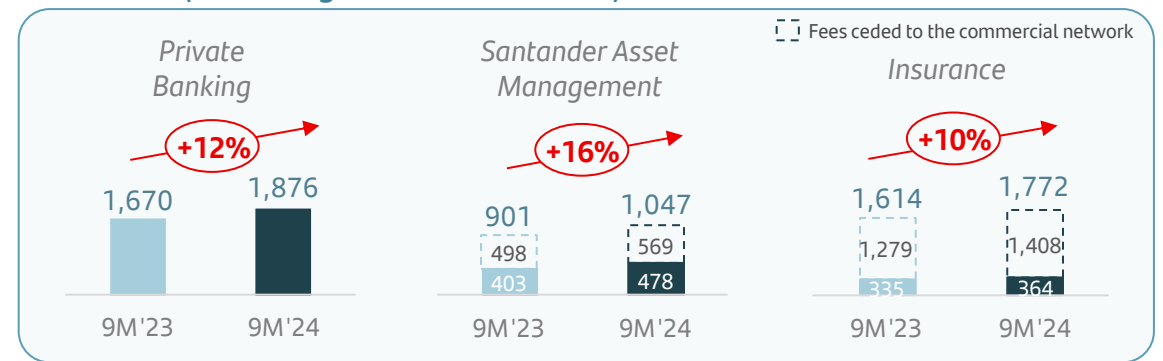
Key drivers



9M'24 financials



Revenue (including ceded fees, € mn)



Note: data and YoY changes in constant euros. Including all fees generated by Santander Asset Management and Insurance, even those ceded to the commercial network, which are reflected in Retail's P&L, PAT + fees of €2,601mn (+13% YoY).

(1) Includes deposits and off-balance sheet assets.

(2) Annualized net new money as % of total PB customer assets and liabilities (CAL). 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's P&L.

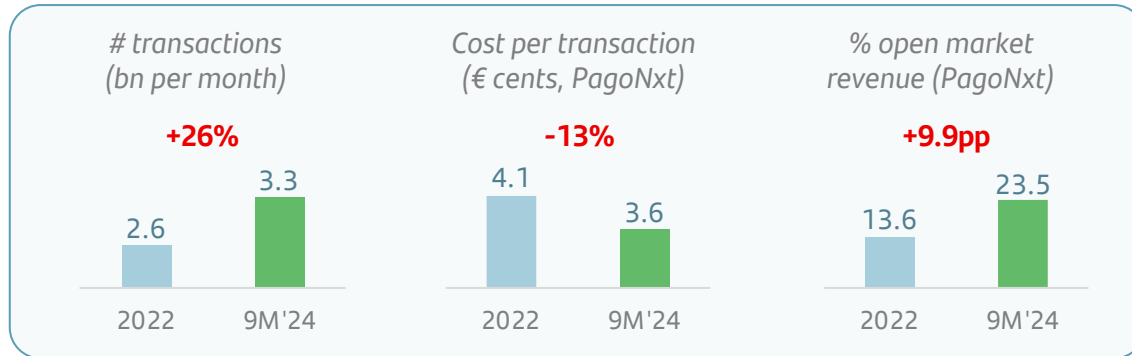
Payments: solid revenue increase and profitability, with PagoNxt EBITDA margin of 23%

Execution of the strategy

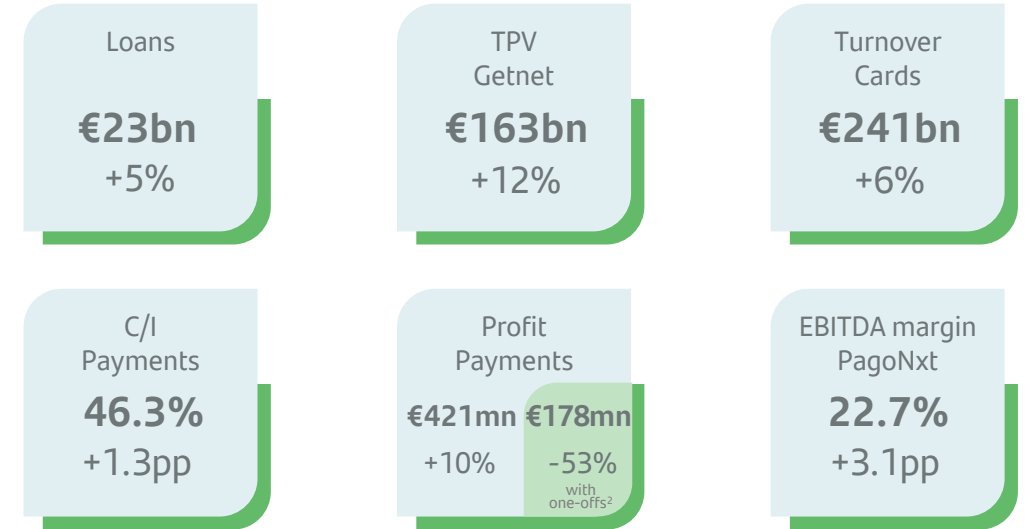
Seizing a growing opportunity by capturing scale through global platforms

Customer experience	Click to Pay improved with new functionalities in Brazil Contactless payments in Mexico City's underground network
Operational leverage	Capex optimization, operational efficiencies and more transactions in PagoNxt, driving down the cost per transaction
Global platform	Great strides in the implementation of our Global Cards platform Payments Hub already processing all types of payments globally

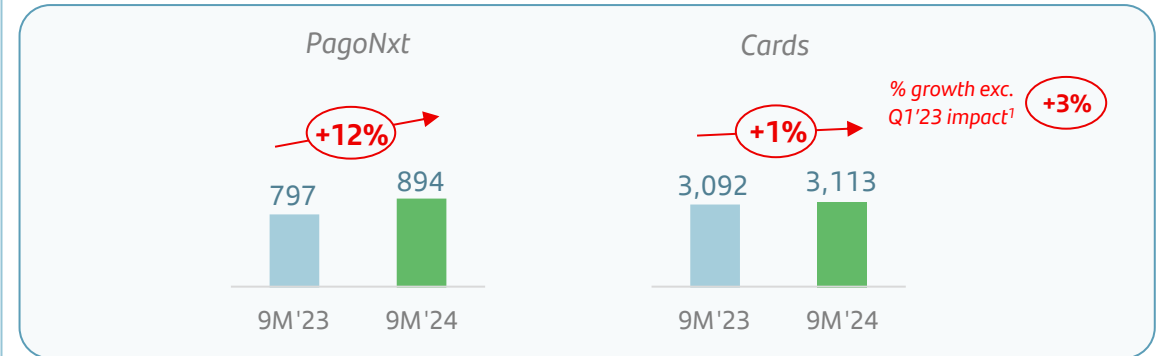
Key drivers



9M'24 financials



Revenue (€ mn)

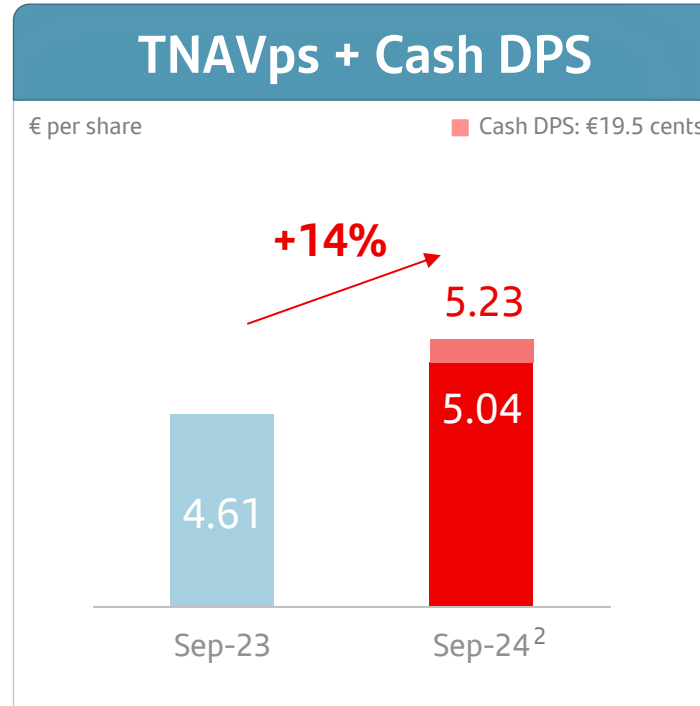
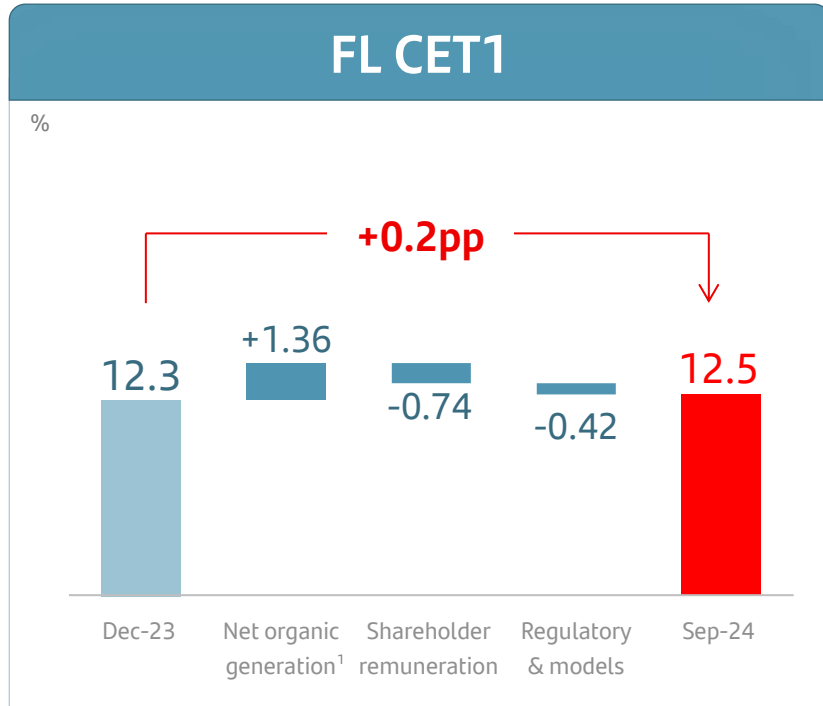


Note: data and YoY changes in constant euros. Transactions include merchant payments, cards and electronic A2A payments.

(1) Excluding a one-time positive fee recorded in Q1 2023 from commercial agreements in Brazil.

(2) Profit and YoY change including the write-downs of our investments related to our merchant platform in Germany and Superdigital in Latin America.

Building capital organically and delivering double-digit value creation with higher shareholder remuneration



Shareholder remuneration

Cash dividend in 2024
+39% YoY

Current share buyback programme
€1,525mn

Since 2021 and including the full current share buyback, Santander will have returned €7.9bn to shareholders via share buybacks, and will have repurchased c.12.5% of its outstanding shares

Note: our shareholder remuneration policy is c.50% of Group reported profit (excluding non-cash, non-capital ratios impact items), distributed approximately 50% in cash dividend and 50% in share buybacks. Implementation of shareholder remuneration policy is subject to future corporate and regulatory decisions and approvals. The amount of the current share buyback programme, announced on 27 August, is equivalent to c.25% of the Group's underlying profit in H1 2024.



(1) Gross organic generation net of market and other charges.

(2) TNAVps + Cash DPS includes the €9.50 cent cash dividend per share paid in May 2024 and the €10.00 cent interim cash dividend per share approved in September 2024, to be paid from November 2024.

04

Final remarks



Consistently delivering on our Investor Day targets, with double-digit value creation for our shareholders

9M'24 vs. 2025 ID targets

Strength

FL CET1

12.5%

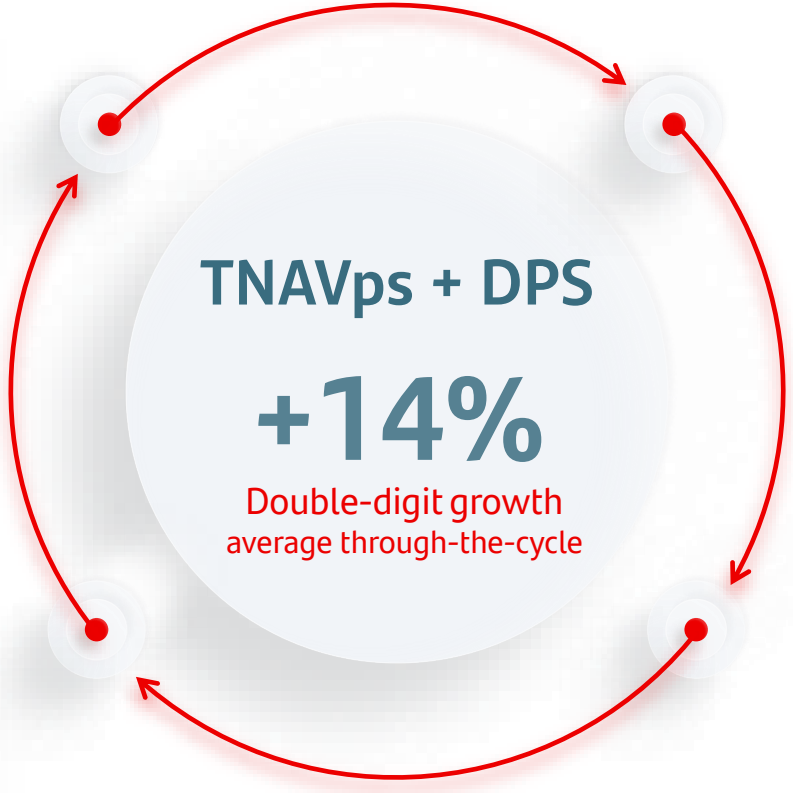
>12%

Shareholder remuneration

Payout

50%

Cash dividend + SBB
50% annually



Disciplined capital allocation

RWAs with RoRWA > CoE

86%

c.85%

Profitability

RoTE

16.2%

15-17%



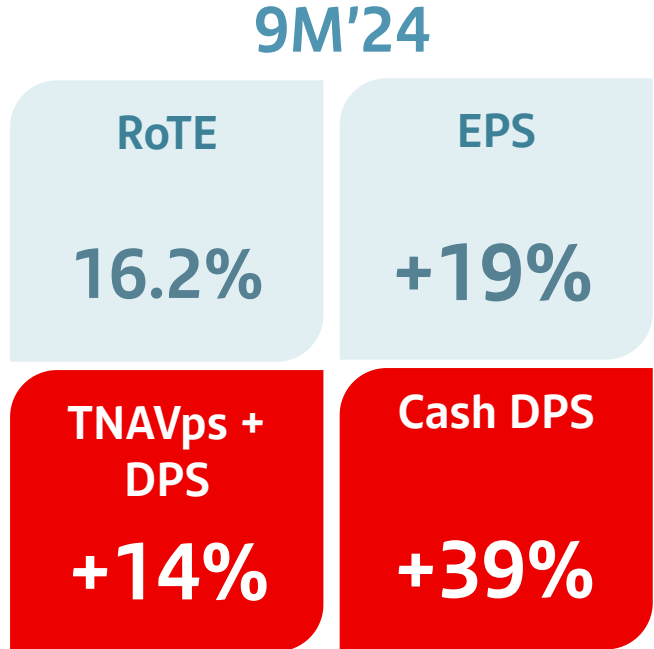
Note: target payout defined as c.50% of Group reported profit (excluding non-cash, non-capital ratios impact items), distributed approximately 50% in cash dividend and 50% in share buybacks. Execution of the shareholder remuneration policy is subject to future corporate and regulatory decisions and approvals.

Record quarterly and 9M profit. Well positioned to deliver sustained growth, increased profitability and shareholder value creation

Record profit supported by an outstanding P&L from top to bottom
 Excellent business dynamics: record NII, fees, revenue and net operating income

ONE Transformation and global scale keep accelerating operational leverage and profitable growth
 Efficiency at record levels, boosting RoTE to above our 2024 target

Robust balance sheet and strong capital base
 Strong foundations for growth, value creation and shareholder remuneration



On track to meet our 2024 targets and deliver growth in line with our ambition of becoming the most profitable bank in every market where we operate



Note: YoY changes. TNAVps + Cash DPS includes the €9.50 cent cash dividend per share paid in May 2024 and the €10.00 cent interim cash dividend per share approved in September 2024 that will be paid from November 2024. The cash dividend percentage growth is calculated based on the cash dividends paid in 2024 (€9.50 cent per share paid in May 2024, €10.00 cent per share approved in September 2024 and will be paid from November 2024) vs. cash dividends paid in 2023 (€5.95 cent per share paid in May 2023, €8.10 cent per share paid in November 2023).

05

**Links to
public
materials**



Links to Grupo Santander public materials

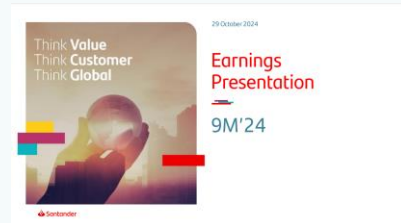
For additional information on the Group, please click on the images or icons below

9M'24 financial results

Financial report



Earnings presentation



Series



Shareholders report



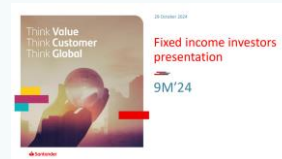
Global business presentations



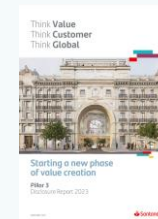
Press release



Fixed income presentation



Pillar 3



Video (3 minutes)



Ratings



Other information

2023 Digital annual review



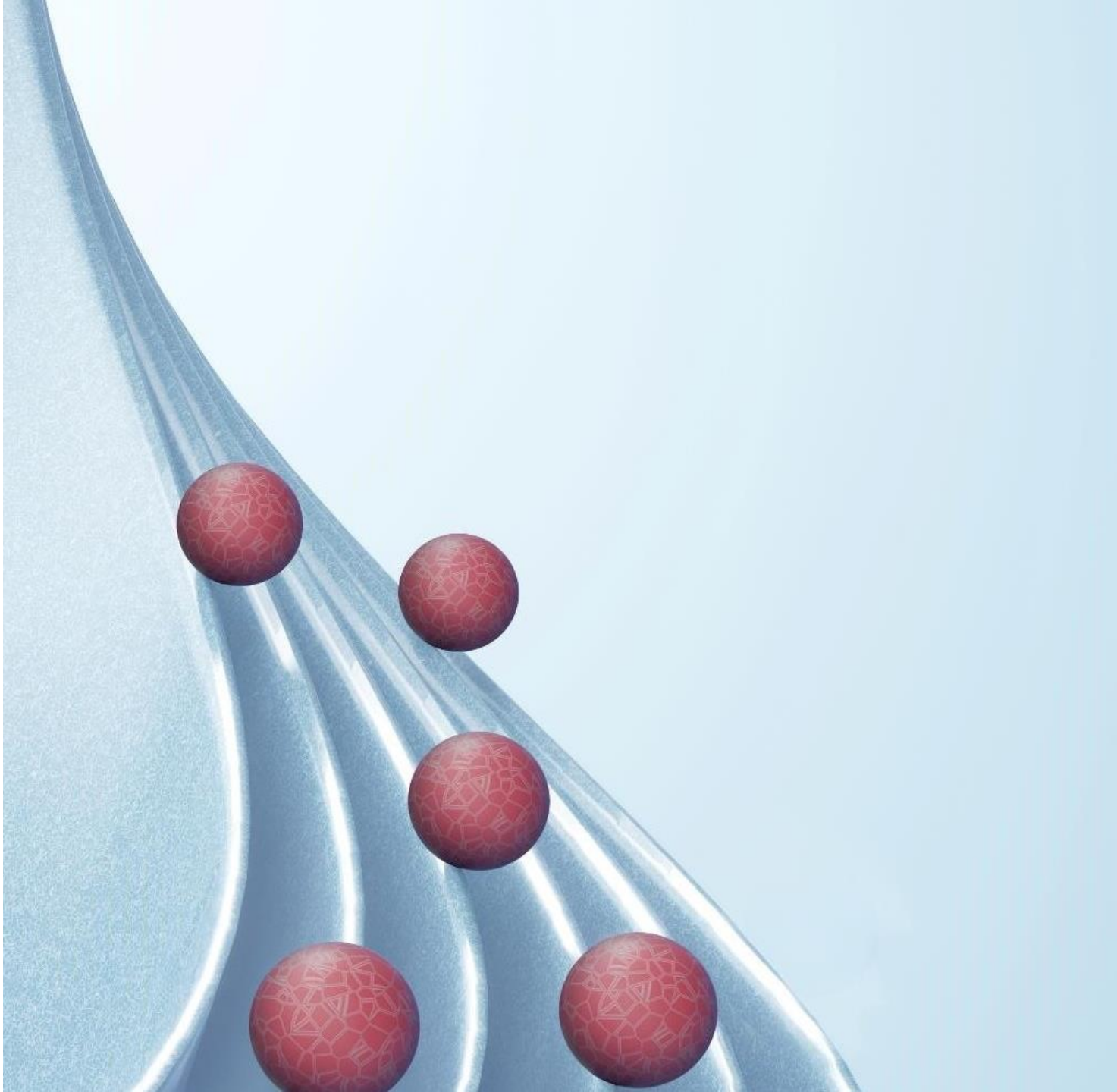
2023 Annual report



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
- **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
- **US BBO:** US Banking Building-Out
- **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 + 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 customer loans and advances, guarantees and undrawn balances / Total risk. Total risk is defined as: Non-impaired and impaired customer loans and advances and guarantees + impaired undrawn customer balances
- **NPL coverage ratio:** Total allowances to cover impairment losses on customer loans and advances, guarantees and undrawn balances / Credit impaired customer loans and advances, guarantees and undrawn balances
- **Cost of risk:** underlying allowances for loan-loss provisions / average loans and advances to customers over 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 stockholders' equity (excl. minority interests) - 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) Q3 2024 Financial Report, published on 29 October 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.

Important information

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

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; (f) events that lead to damage to our reputation and brand; (g) exposure to operational losses, including as a result of cyberattacks, data breaches or other security incidents; and (h) 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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In this presentation, Santander relies on and refers to certain information and statistics obtained from publicly-available information and third-party sources, which it believes to be reliable. Neither Santander nor its directors, officers and employees have independently verified the accuracy or completeness of any such publicly-available and third-party information, make any representation or warranty as to the quality, fitness for a particular purpose, non-infringement, accuracy or completeness of such information or undertake any obligation to update such information after the date of this presentation. In no event shall Santander be liable for any use by any party of, for any decision made or action taken by any party in reliance upon, or for inaccuracies or errors in, or omission from, such publicly-available and third-party information contained herein. Any sources of publicly-available information and third-party information referred or contained herein retain all rights with respect to such information and use of such information herein shall not be deemed to grant a license to any third party.

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

