

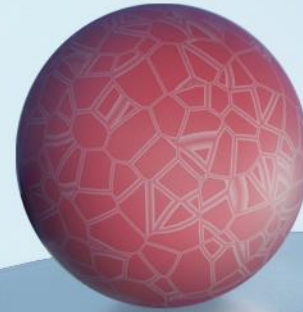
Strategic and Financial Analysis. Financial Division

Institutional Presentation

H1'24



INDEX



**Our business
model and
strategy**

**Group
structure and
businesses**

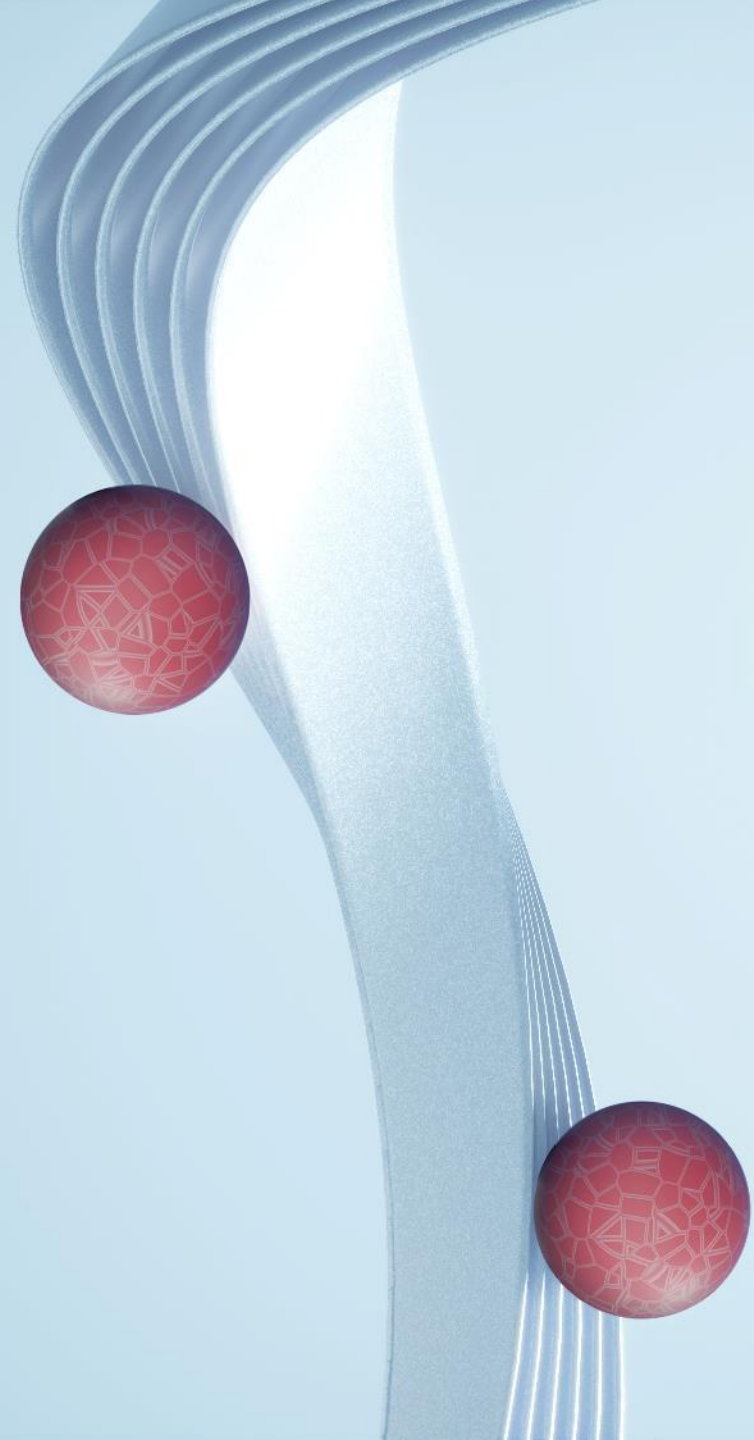
**H1'24 results
& activity**

**Final
remarks**

**Links to
public
materials**

01












Our business model and strategy



Santander, a leading financial group

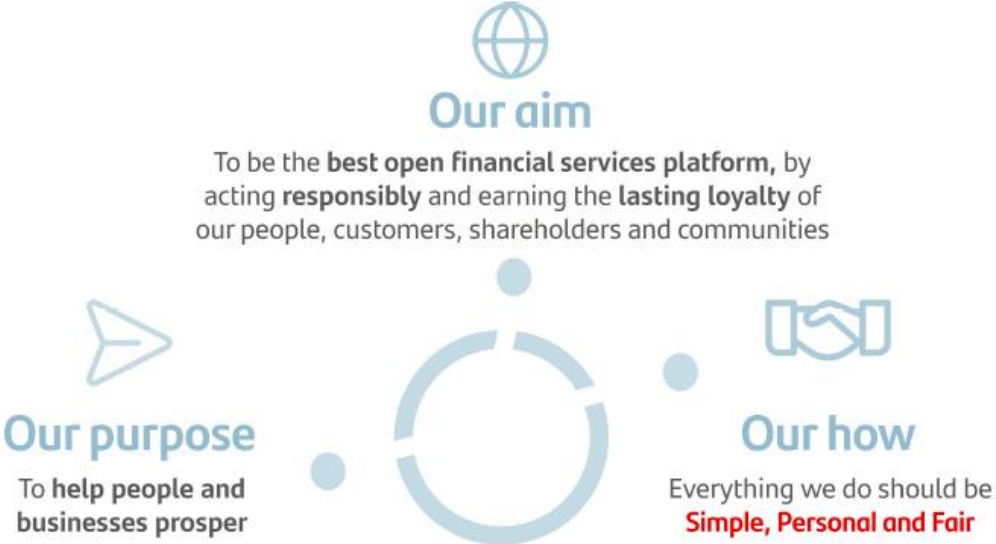


H1'24 Highlights

	Total assets (€ bn)	1,786
	Customer loans (€ bn excluding reverse repos)	1,027
	Customer deposits + mutual funds (€ bn excluding repos)	1,171
	Branches	8,285
	H1'24 Net operating income (pre-provision profit) (€ mn)	18,137
	H1'24 Attributable profit (€ mn)	6,059
	Market capitalization (€ bn; 28-06-24)	67
	People (headcount)	209,553
	Customers (mn)	168
	Shareholders (mn)	3.5
	Financial inclusion (mn people)	2.8

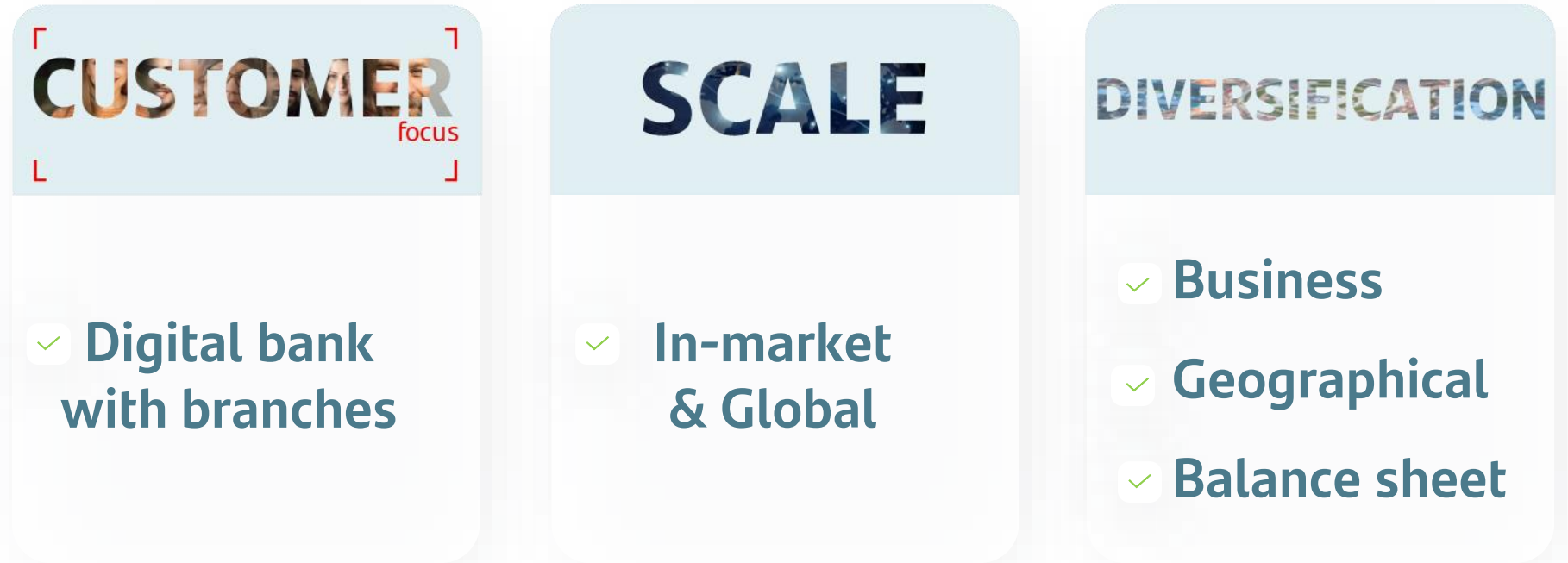
The Santander Way

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 regions

Total customers

168 mn
(+4 mn)

Active customers

101 mn
(+2 mn)

Digital customers

57.0 mn
(+9%)



+9%

Transactions per active customer



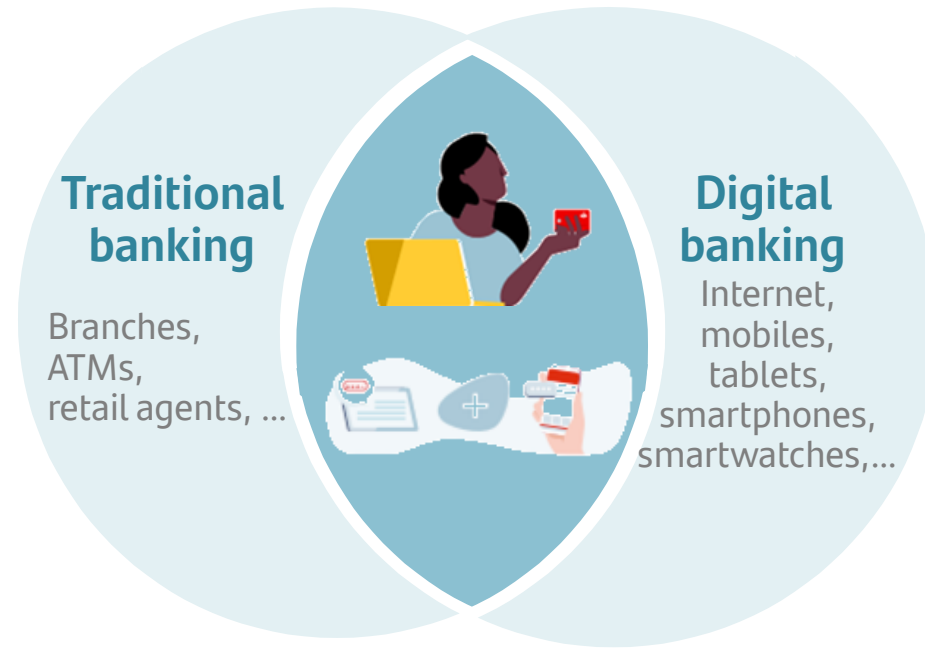
59%

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

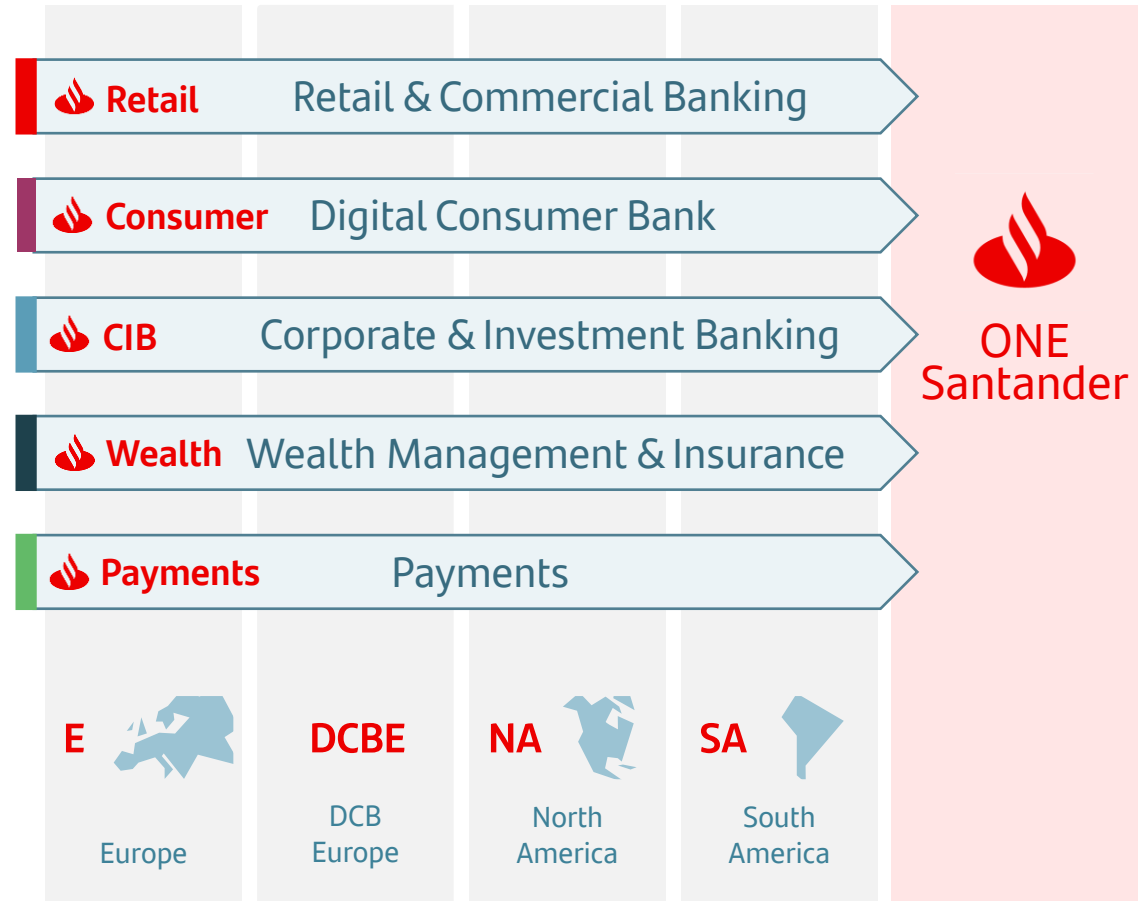


02

Scale

ONE Santander:

Five global businesses
across our regions

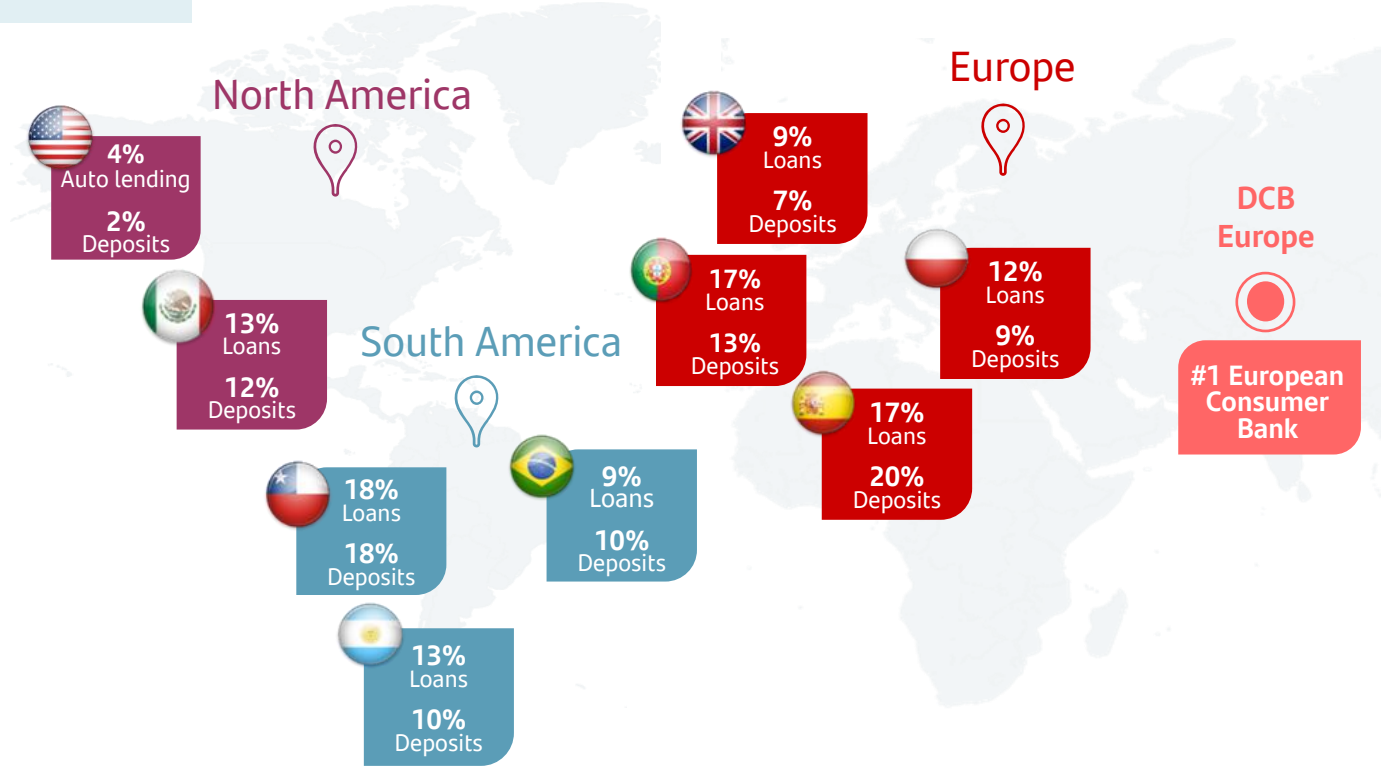


Scale

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



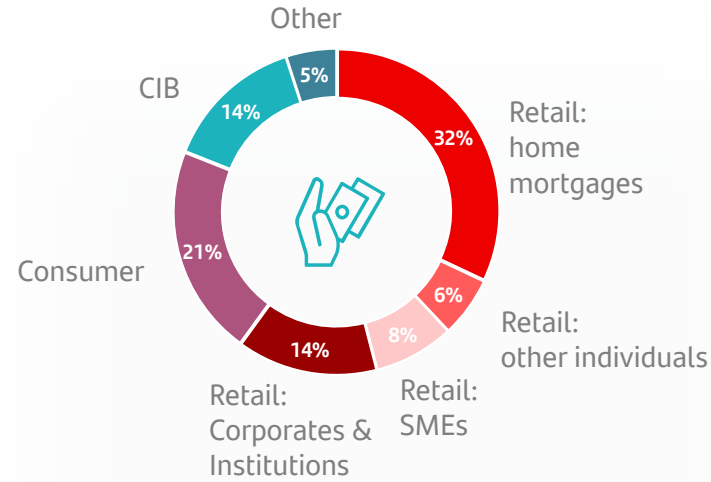
Market share data: as at Mar-24 or latest available. Spain includes Santander España + Hub Madrid + SCF España + Openbank and Other Resident sectors in deposits. The UK: includes London Branch. Poland: including SCF business in Poland. The US: retail auto loans includes Santander Consumer USA and Chrysler Capital combined (12 month rolling). Deposits market share in the US as of 30/06/2023 considering all states where Santander Bank operates. Brazil: deposits including debenture, LCA (agribusiness notes), LCI (real estate credit notes), financial bills (letras financeiras), COE (certificates of structured operations) and LIG (Letras imobiliarias Grantidas).

Diversification

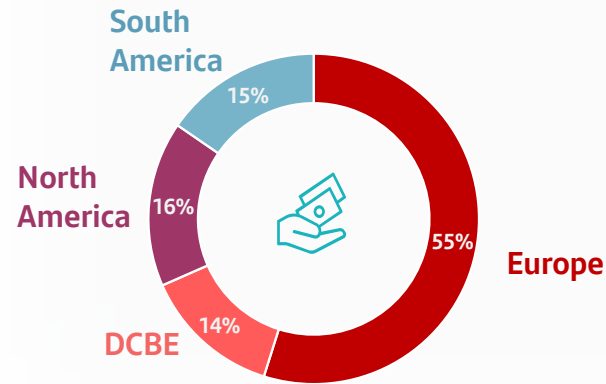
Geographical and business diversification

Customer loans

By product/business

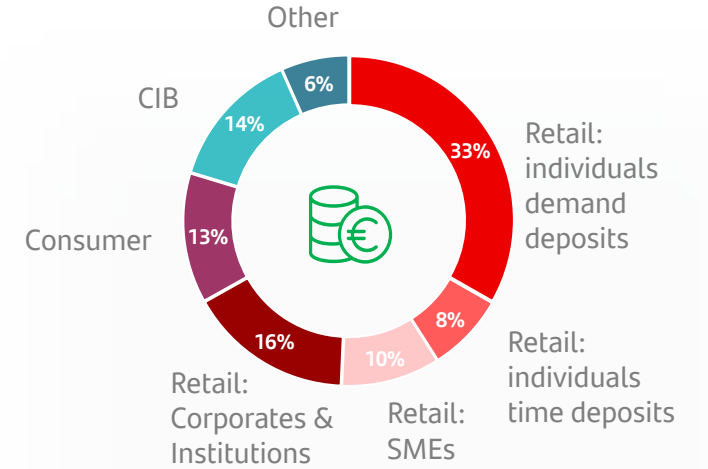


By area¹

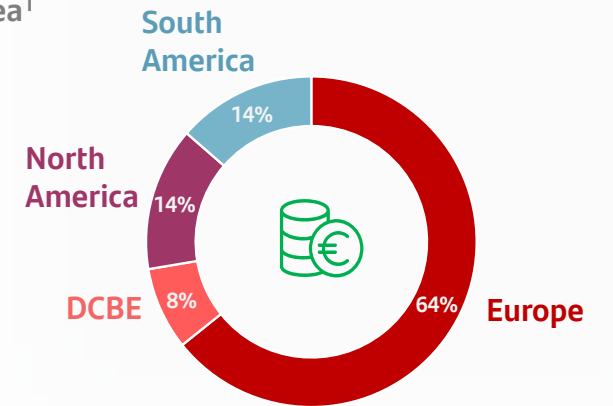


Customer deposits

By product/business



By area¹



03

Diversification

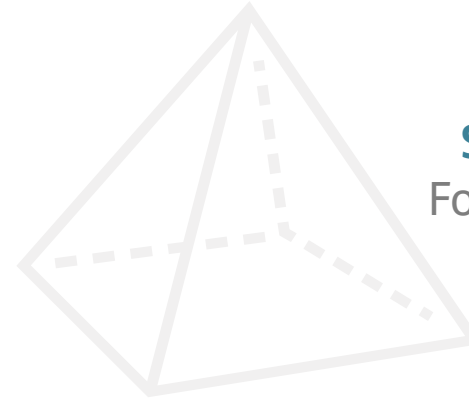
Rock-solid
balance sheet with
conservative risk
management

Simple, transparent and easy to analyse balance sheet

Medium-low risk profile

Strong liquidity ratios
well above requirements

Strong solvency ratios
Focus on capital efficiency
and asset rotation



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

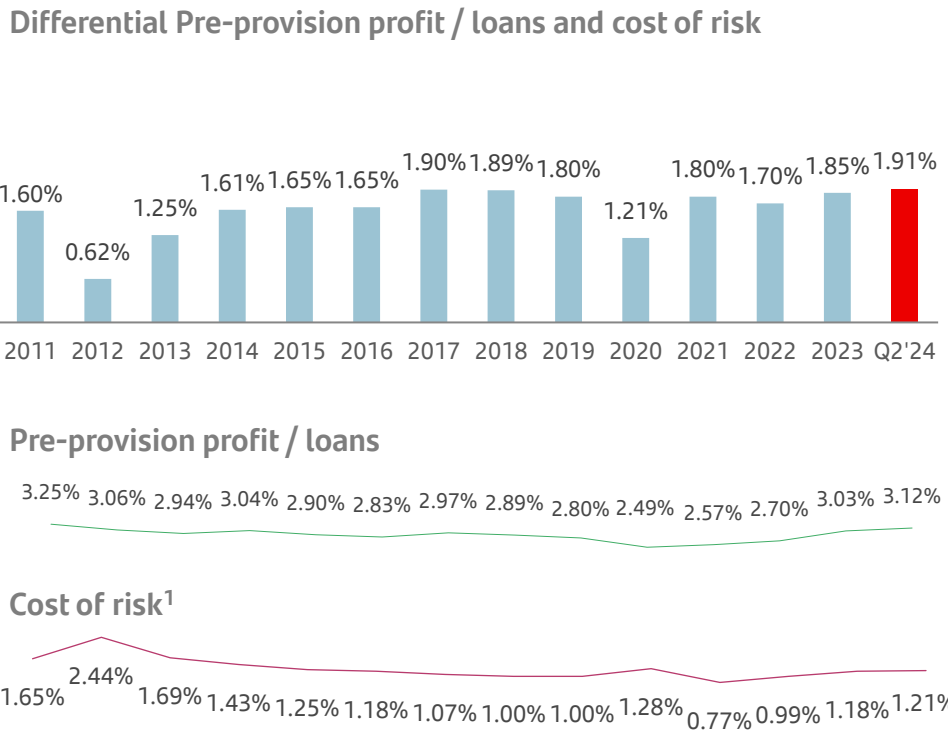
**Highly collateralized and
diversified loan portfolio**
Low-risk loan portfolio

Supporting value creation and sustainable remuneration to our shareholders

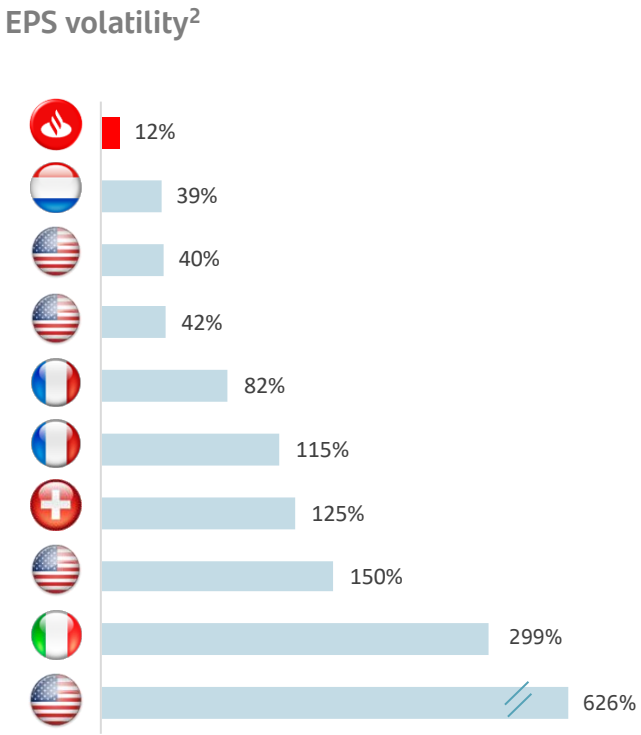
In summary

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

Reliable risk-return profile



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 Q1'24. 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



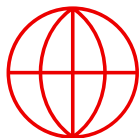
Think Value

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

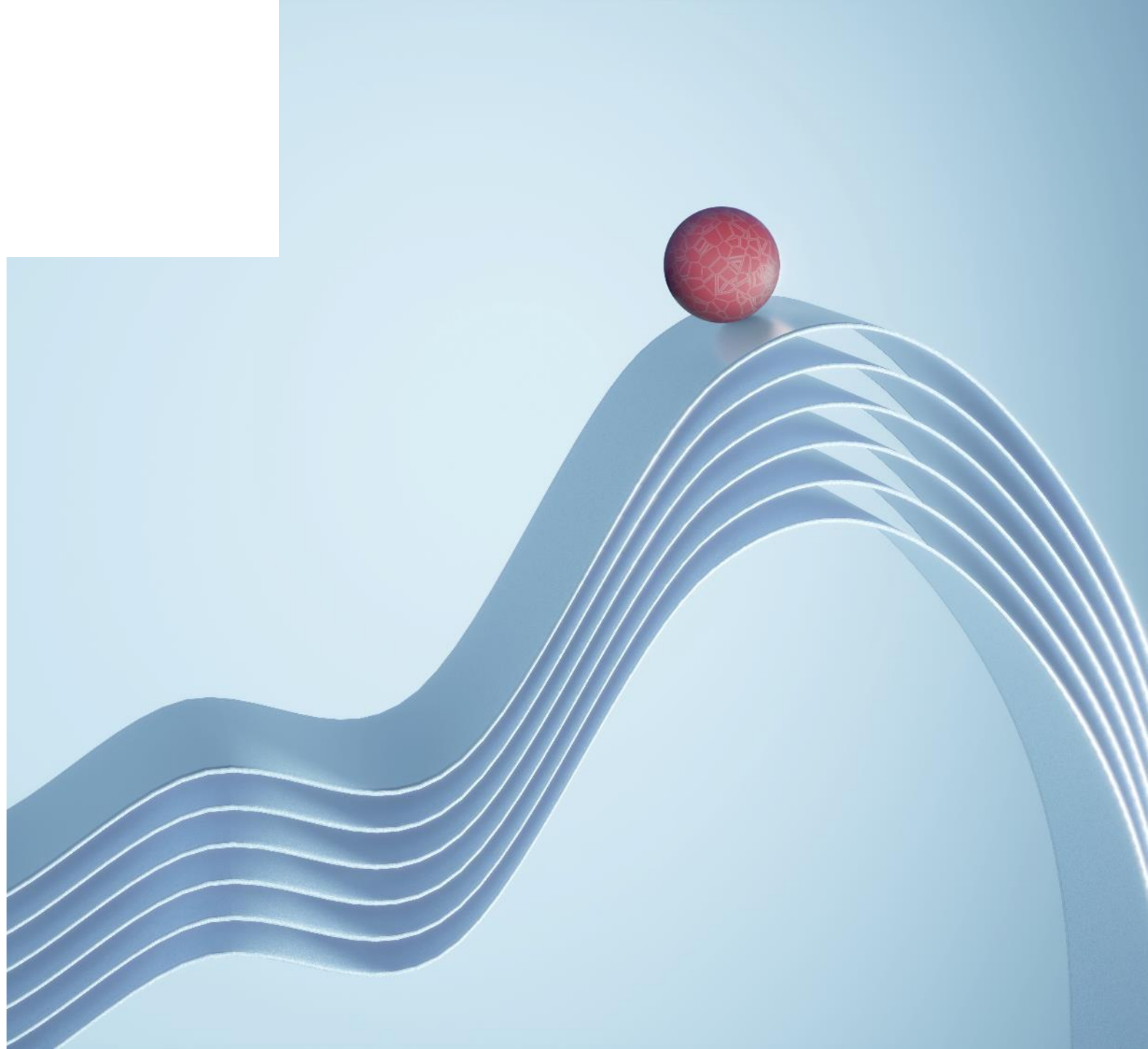
Environmental, Social and Governance

We continue to
make progress on
our ESG agenda

	Green finance raised and facilitated	Socially responsible investments (AuMs)	Financial inclusion (# People)
H1'24	€123.4bn	€74.0bn	2.8mn
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	Talent & Human Resources	Financial Accounting & Control	Finance	Regulatory & Supervisory Relations	Investment Platforms & Corporate Investments	Costs & Organization
		Corporate Development				Universities					













Global Businesses

Retail & Commercial Banking

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

H1'24 Highlights

	Customer loans (€ bn)	619
	Customer deposits (€ bn)	637
	Customer funds (€ bn)	729
	Attributable profit (€ mn)	3,326
	Efficiency ratio	39.5%
	RoTE ¹	18.1%
	RWAs (€bn)	293
	Cost of risk	1.03%
	Total customers (mn)	143
	Active customers (mn)	77

Strategic priorities

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



Digital Consumer Bank

'Global leader in auto financing and digital consumer activities'

H1'24 Highlights

 Customer loans (€ bn)	213
 New business volumes (€ bn)	46.7
 Leasing (€ bn)	17
 Customer funds (€ bn)	130
 Attributable profit (€ mn)	1,070
 Efficiency ratio	40.6%
 RoTE ¹	13.0%
 RWAs (€bn)	157
 Total customers (mn)	25










Strategic priorities

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

Corporate & Investment Banking

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

H1'24 Highlights

	Customer loans (€ bn)	144
	Customer deposits (€ bn)	130
	Attributable profit (€ mn)	1,405
	Revenue (€ mn)	4,188
	Total NII (€ mn)	2,031
	Total non-NII revenue ¹ (€ mn)	2,157
	RoTE ²	19.1%
	RWAs (€bn)	122
	Efficiency ratio	43.4%
	Cost of risk	0.15%

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
 - Active capital management to support business growth
 - Attract, develop and retain top diverse talent

IJGlobal

Gigafactory deal of the Year in Europe
Renewables deals of the Year (onshore and offshore wind) in North America

PFI

Bank of the Year in Europe
Petrochemical deals of the Year in APAC and MEA

Proximo

LatAm bank of the Year
LatAm PPP deal of the Year

Global Finance

Best bank for Cash Management and Payments in LatAm

Leading positions in League Tables H1'24

<p>Structured Finance</p>  <p>Green Global</p> 	<p>Debt Capital Markets</p> 	<p>Equity Capital Markets</p> 	<p>ECAs</p>  <p>Top 3</p>	<p>M&A</p> 
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Source: Dealogic, Infralogic, Bloomberg



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

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

(2) Annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, RoTE was 19.0%.

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’

H1'24 Highlights

	Total assets under management ¹ (€ bn)	480
	Gross written premiums (€ bn)	6.1
	Attributable profit (€ mn)	818
	Profit contribution ² (€ mn)	1,714
	Revenue ² (€ mn)	3,116
	Efficiency ratio	34.4%
	RoTE ³	80.4%
	RWAs (€bn)	11
	Cost of risk ⁴	0.05%
	Private banking customers (k)	283



Strategic priorities

- Continue building our global platform leveraging the connectivity of our teams
- Keep developing a more sophisticated value proposition
- Nurture our Private Banking segments, with a global service supporting cross-border clients in Private Wealth
- Continue to be the preferred funds partner for our retail network
- Become a relevant player in the Alternatives business
- Grow in the Institutional and Private Banking segments
- Implement digital investment platforms in all countries
- 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 SMEs, Health, and Savings segments and businesses
- Develop open distribution platforms

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










(1) Total assets marketed, advised, under custody and/or managed in Private Banking + SAM excluding overlaps i.e., AuM of Private Banking customers managed by SAM.
 (2) Including fees generated by Asset Management and Insurance ceded to the commercial network.
 (3) RoTE is adjusted based on Group's deployed capital. Data are presented annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, 79.3%.
 (4) A negative CoR indicates net releases.
 More information at <https://www.santander.com/en/about-us/where-we-are/wealth-management-insurance>



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

H1'24 Highlights

	EBITDA margin	20.1%
	Cost per transaction (€ cents)	3.7
	# transactions (Getnet) (bn)	4.8
	Total payments volume (Getnet) (€ bn)	107.6
	Revenue (€ mn)	583
	Open market revenue (€ mn)	131
	% open market revenue	22.4%

Strategic priorities

- We are a one-of-a-kind paytech business backed by Santander
- Helping our customers prosper and accelerate their growth through a one-stop shop, providing solutions beyond payments to merchants and SMEs & corporates
- Strategic priorities: scaling up our global technology platform, accelerating our commercial growth and pursuing the open market opportunity

Business verticals

▼ Getnet

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

▼ PagoNxt Payments

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

▼ Ebury








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

Cards

Payments

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

H1'24 Highlights

 # cards (mn)	104
 Turnover (€ bn)	159.2
 # transactions (bn)	7.0
 Average balance (€ bn)	21
 Attributable profit (€ mn)	353
 Efficiency ratio	31.4%
 RoTE	35.0%

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 businesses by leveraging PagoNxt's merchant platform: Getnet
- Enhance customer experience through digital solutions, including improvements in dispute and fraud payment experiences, and develop our invisible payments strategy
- Become a best-in-class global card issuing tech platform. Simplifying first our Cards product portfolio, and Build & Run our Global Issuing Platform, that extends beyond technological capabilities



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'

H1'24 Highlights

	Branches	3,033
	Employees	67,633
	Total customers (mn)	46.5
	Active customers (mn)	28.8
	Customer loans (€ bn)	561
	Customer funds (€ bn)	727
	Attributable profit (€ mn)	3,187
	RoTE ¹	17.2%

Strategic priorities









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



DCBE Digital Consumer Bank Europe

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

H1'24 Highlights

	Branches	327
	Employees	16,704
	Total customers (mn)	19.5
	Points of sale (k)	>130
	Customer loans (€ bn)	138
	Customer funds (€ bn)	81
	Attributable profit (€ mn)	453
	RoTE ¹	9.2%

Strategic priorities

- Secure leadership positions in global digital consumer lending, both auto and non-auto (consumer), increasing the number of partners and providing a best-in-class service
- Continue with the transformation of our operating model in Europe, to defend our best-in-class efficiency through i) single IT platforms, ii) a simpler operational structure, and iii) automation and processes redesign
- Progress in transformational projects in Europe, with new OEM partnerships and deploying our leasing platform in auto and Zina 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, Corporate and Investment Banking'

H1'24 Highlights

 Branches	1,765
 Employees	43,388
 Total customers (mn)	25.5
 Active customers (mn)	15.0
 Customer loans (€ bn)	165
 Customer funds (€ bn)	167
 Attributable profit (€ mn)	1,347
 RoTE	11.7%

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'

H1'24 Highlights

 Branches	3,160
 Employees	79,967
 Total customers (mn)	76.8
 Active customers (mn)	39.1
 Customer loans (€ bn)	157
 Customer funds (€ bn)	195
 Attributable profit (€ mn)	1,681
 RoTE	16.0%

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 to grow and invest profitably, exploring new business models and strengthening partnerships with manufacturers and distributors
- In CIB, we are evolving towards a pan-regional offer, with a focus on Markets and Corporate Finance, to continue being the main player in each market
- In Wealth, we aim to continue liability gathering to drive customer loyalty, improving our value offering and developing our distribution channels
- In Payments, we continue to drive profitable growth of our acquiring business through Getnet (PagoNxt) and our Cards franchise, developing new business and efficiently improving customer experience

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

Global T&O capabilities are key for our digital transformation

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

Technology



Cybersecurity



Operations & Processes



Data



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



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



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



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



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

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



c.5,300 tech professionals





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'



209,553

Employees (Jun-24)

98%

workforce with a permanent contract (H1'24)

53%

women in our workforce (H1'24)

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



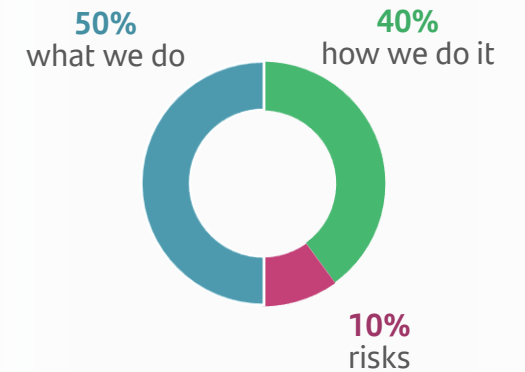
Your VOICE Continuous Employee Listening*

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

A Risk, Compliance & Conduct management model that relies on:

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



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

Clearly defined **management and control processes**



Effective information management, based on timely, accurate and sufficiently granular information, enabling risks to be identified, assessed, managed, and reported to the appropriate level



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



Advanced management tools that help us carry out effective risk management

Risk Profile Assessment

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

Scenario Analysis

Anticipating potential impacts to take preventive action

Risk Appetite Statement & Structure of Limits

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

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

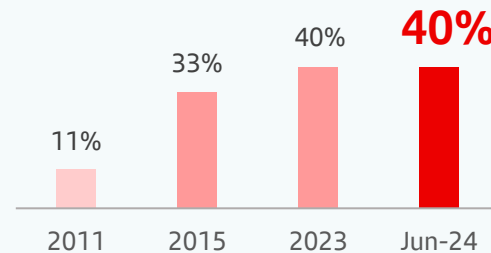
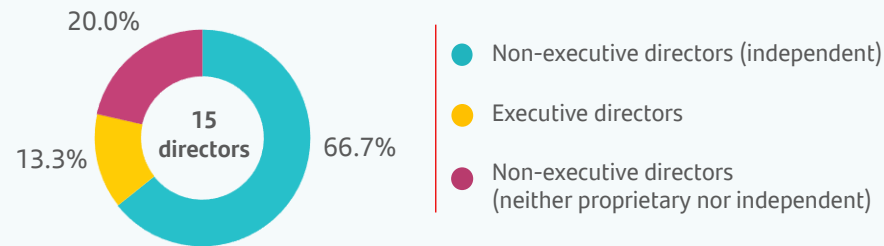


Effective board of directors



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

Composition of the board of directors, Jun-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

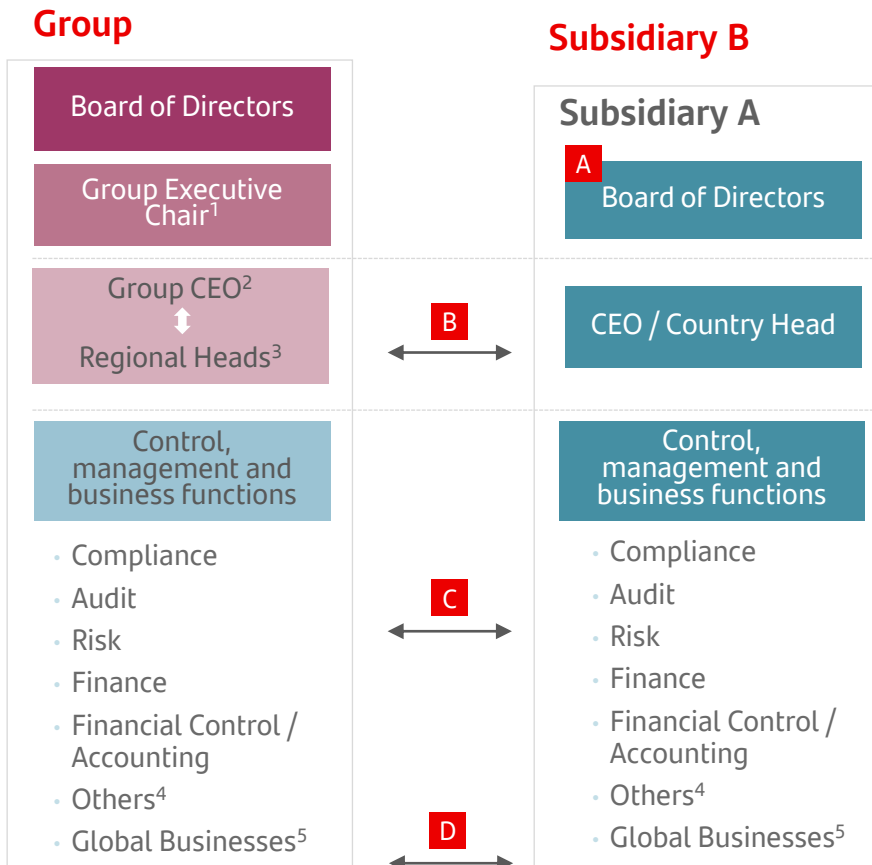
External advisory board
International advisory board



Corporate governance and internal control

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

Group-subsidary governance model



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, 2023

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

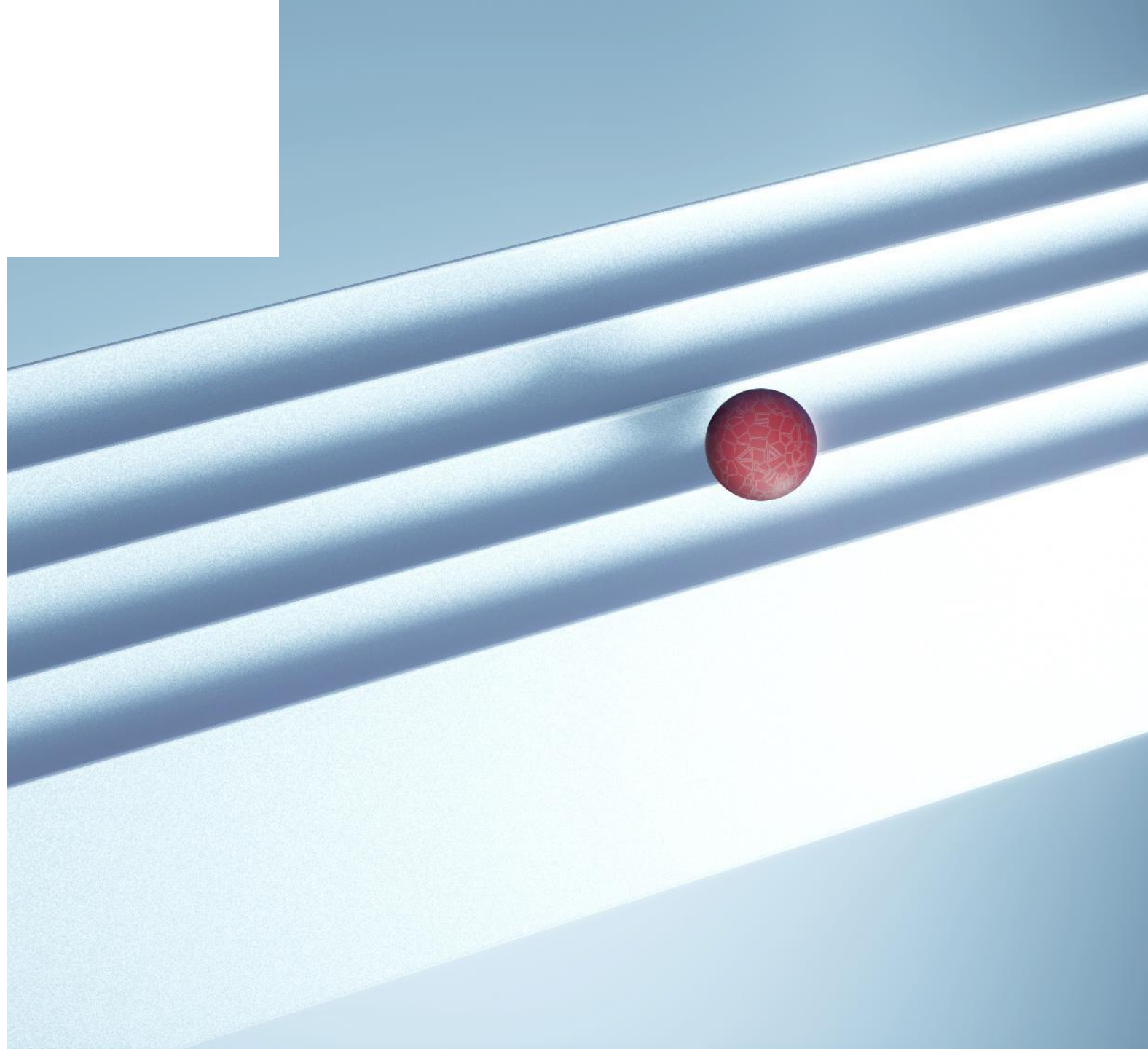


More information at <https://www.santander.com/en/about-us/our-brand>



03

H1'24 results & activity



Record H1'24 results with all our global businesses contributing to our 2024 targets



Another record quarterly profit, including €0.5bn net one-time charges; recurring Q2 profit of €3.7bn

Q2'24
attributable profit

€3.2bn

+20%

H1'24
attributable profit

€6.1bn

+16%



Strong operating performance and increase in profitability supported by ONE Transformation

Efficiency

41.6%

-261bps

RoTE

15.9%

+137bps

16.3%

annualizing the temporary levy impact



Solid balance sheet and higher shareholder remuneration supporting sustained value creation

FL CET1

12.5%

+0.22pp

TNAVps + DPS

+12%_{YoY}

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

P&L € million	H1'24	H1'23			ex. Argentina	
			Current %	Constant %	Current %	Constant %
NII	23,457	20,920	12	11	11	10
Net fee income	6,477	6,103	6	6	8	7
Other income	1,116	1,211	-8	-7	8	9
Total revenue	31,050	28,234	10	9	10	10
Operating expenses	-12,913	-12,479	3	3	5	4
Net operating income	18,137	15,755	15	14	15	14
LLPs	-6,243	-5,771	8	8	9	8
Other results*	-2,386	-1,655	44	43	40	39
Attributable profit	6,059	5,241	16	15	16	15

Excellent business and commercial dynamics continued in H1'24

- Record NII, fees, total revenue, net operating income and profit
- C/I and RoTE improvement



Note: underlying P&L. All references to variations in constant euros across the presentation include Argentina in current euros to mitigate distortions from a hyperinflationary economy. Additionally, from Q2 2024 onwards, we have begun to apply a new inflation-adjusted exchange rate for the Argentine peso. For further information, please see the 'Alternative Performance Measures' section of the Quarterly Financial Report.

(*) Including the temporary levy on revenue earned in Spain (-€335mn in Q1'24 and -€224mn in Q1'23) and the write-downs in Q2'24 related to our merchant platform in Germany (-€214mn; -€170mn net of taxes) and Superdigital in Latin America (-€100mn; -€73mn net of taxes).

A record H1'24 puts us on track to exceed our 2024 targets ...

	H1'24	2024 targets	Upgraded 2024 targets	
Revenue ¹	+9%	Mid-single digit growth	High-single digit growth	UPGRADED
Efficiency	41.6%	<43%	c.42%	UPGRADED
CoR	1.2%	c.1.2%	CONFIRMED	
FL CET1	12.5%	>12.0% after Basel III implementation	CONFIRMED	
RoTE	15.9% 16.3% <small>annualizing the temporary levy impact</small>	16%	>16%	UPGRADED



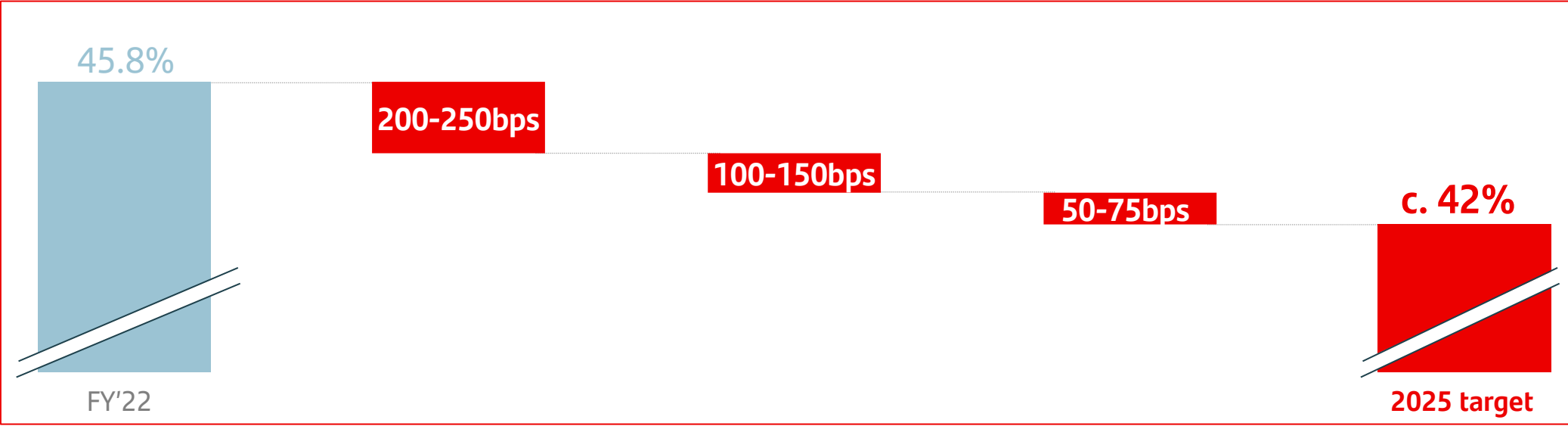
Note: targets market dependent. Based on macro assumptions aligned with international economic institutions.
 (1) YoY change in constant euros, except Argentina in current euros.

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










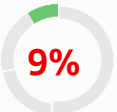

Efficiency execution 2022-H1'24

FY'22	ONE Transformation	Global & Network businesses	Global Tech capabilities & others	H1'24
45.8%	-266bps	-87bps	-71bps	41.6%
	<ul style="list-style-type: none"> • Product simplification: 6% fewer products in Q2'24 (-23% vs. Dec-22) • 59% products / services digitally available (58% Mar-24; 56% Dec-23) • US: \$20mn efficiencies in Q2'24 (\$230mn since 2022) captured in Consumer and Commercial 	<ul style="list-style-type: none"> • Multi-Nationals: +3% YoY revenue growth • Wealth: collaboration fees with CIB and Corporates reached €2.03bn (+12% vs. H1'23) • Consumer: expansion of OEM agreements 	<ul style="list-style-type: none"> • Global approach to technology: €77mn efficiencies in Q2'24 (€314mn 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

H1'24	Revenue (€bn)	Contribution to Group revenue	C/I	RoTE	2025 RoTE target
 Retail	16.3 +12%	 52%	39.5% -4.8pp	18.1% +4.3pp	c.17%
 Consumer	6.4 +7%	 20%	40.6% -2.7pp	13.0% +0.4pp	>14%
 CIB	4.2 +6%	 13%	43.4% +5.2pp	19.1% -2.2pp	>20%
 Wealth	1.8 +12%	 6%	34.4% -2.3pp	80.4% +3.5pp	c.60%
 Payments	2.7 +3%	 9%	46.9% +0.5pp	20.1% +8.9pp	>30%
 Group	31.1 +9%		41.6% -2.6pp	16.3% +1.3pp	15-17%

PagoNxt EBITDA margin
20.1%
+8.9pp

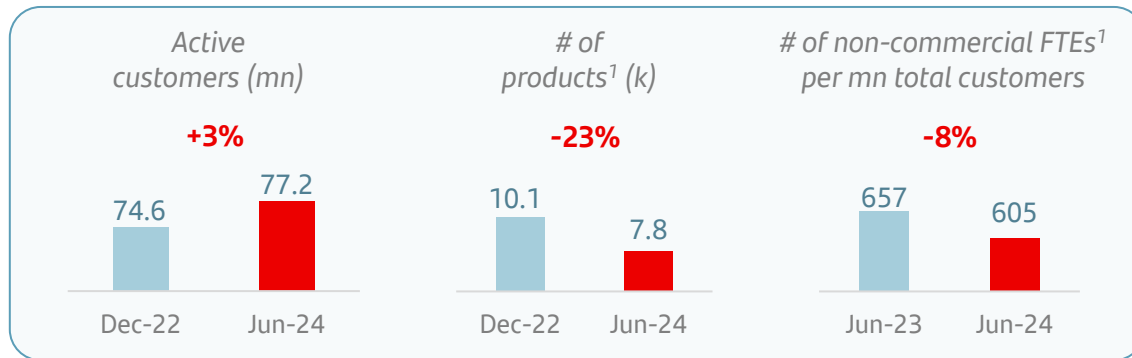
Retail: delivering 12% revenue growth with costs flat, by deploying global platforms

Execution of the strategy

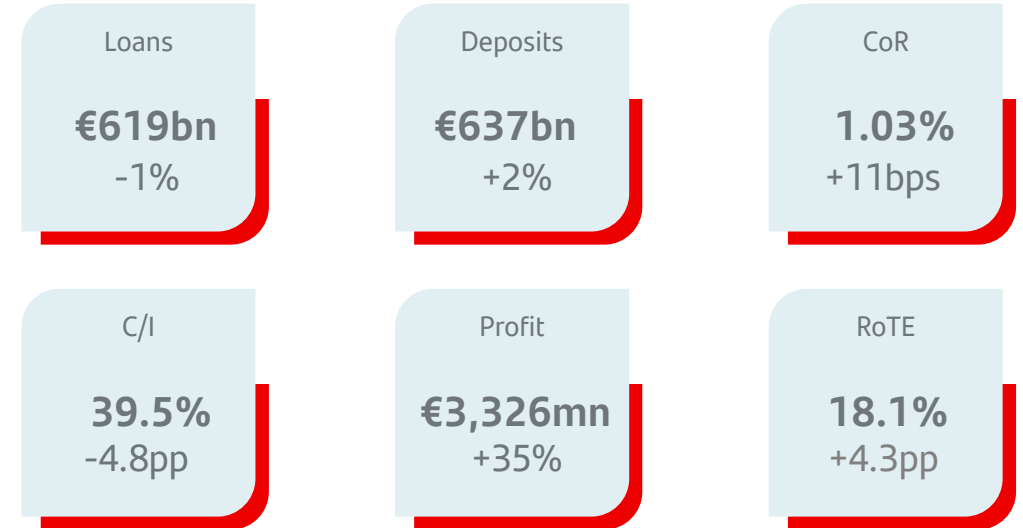
Driving growth and efficiency on the back of our new model and proprietary technology

Customer experience	New digital onboarding and simplified product offering leading to an increase in customers and digital sales
Operational leverage	Automated processes and a leaner organization driving efficiencies and a reduction of non-commercial FTEs
Global platform	New platform (ODS-Gravity) reducing the cost per transaction and driving efficiencies. Gravity implementation completed in the US

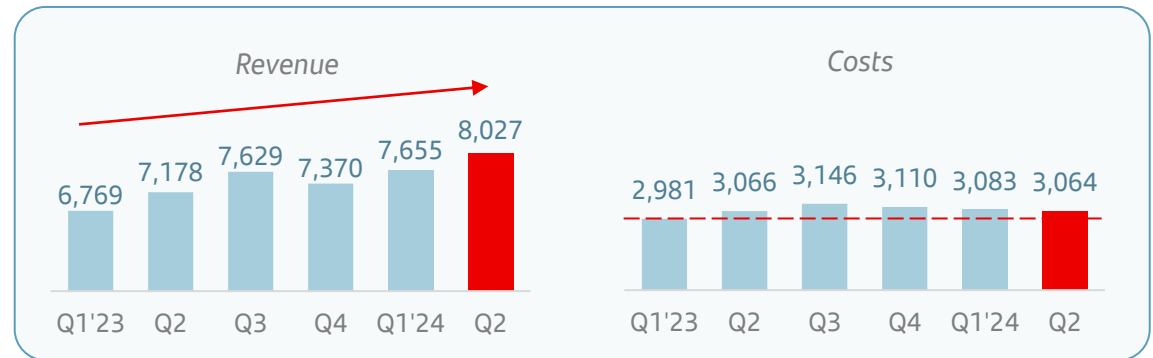
Key drivers



H1'24 financials



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



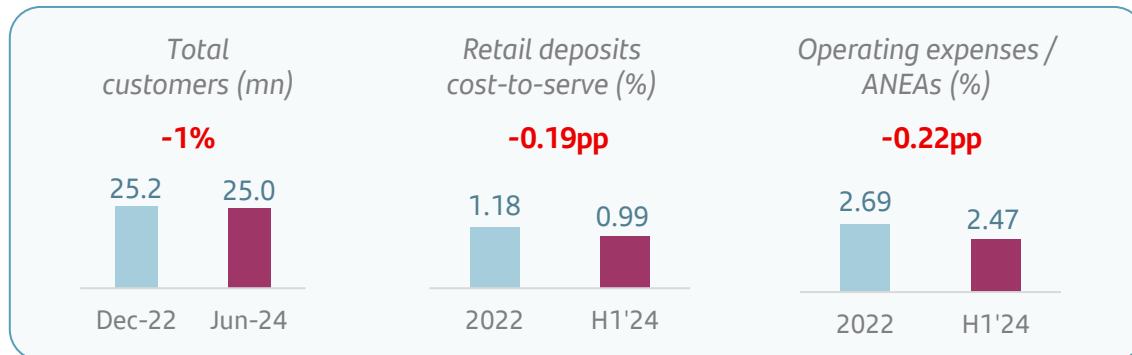
Consumer: strong improvement in operational leverage and better deposit cost-to-serve

Execution of the strategy

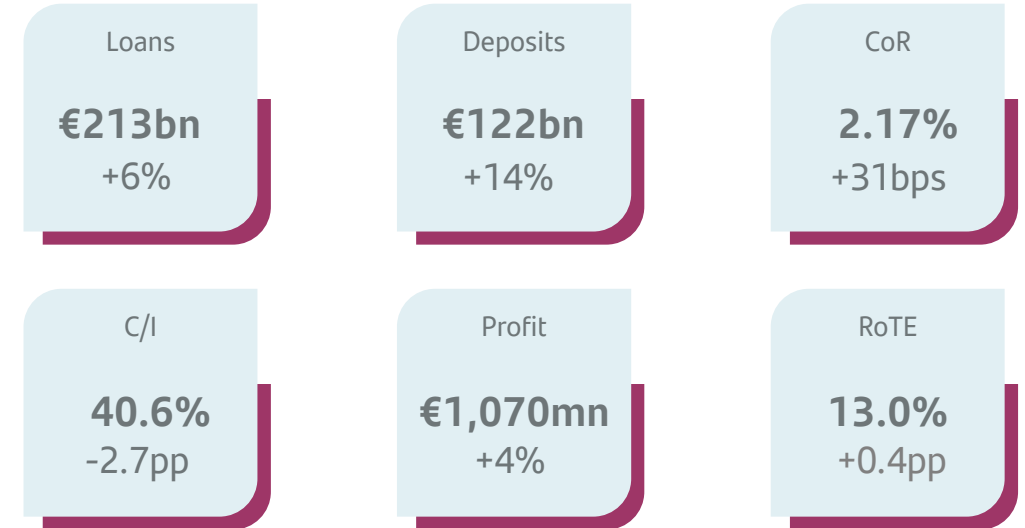
Transforming into a best-in-class, global business and operating model

Customer experience	Fully-digital financing experience available for our auto partners Expanding partnerships across regions
Operational leverage	Launched a new onboarding for pure digital players Double-digit deposit growth supported by our digital solutions
Global platform	Openbank launch in the US and Mexico Zinia's successful launch of instalment loans with Apple in Germany

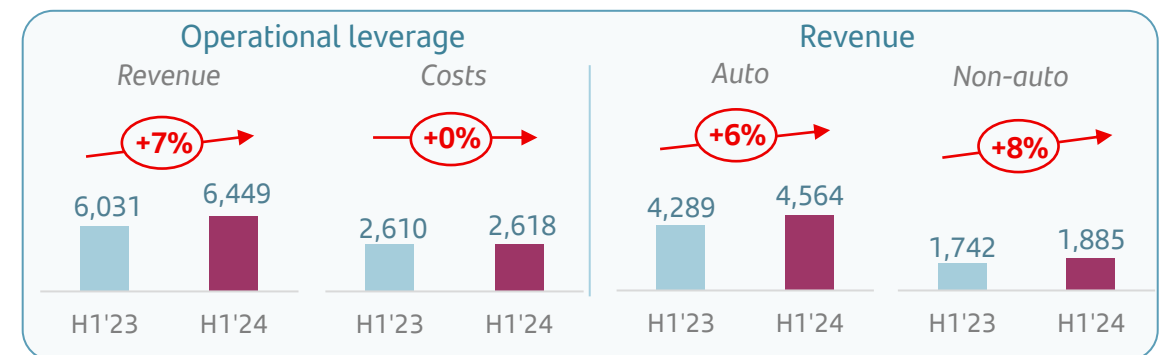
Key drivers



H1'24 financials



Operating performance (€ mn)



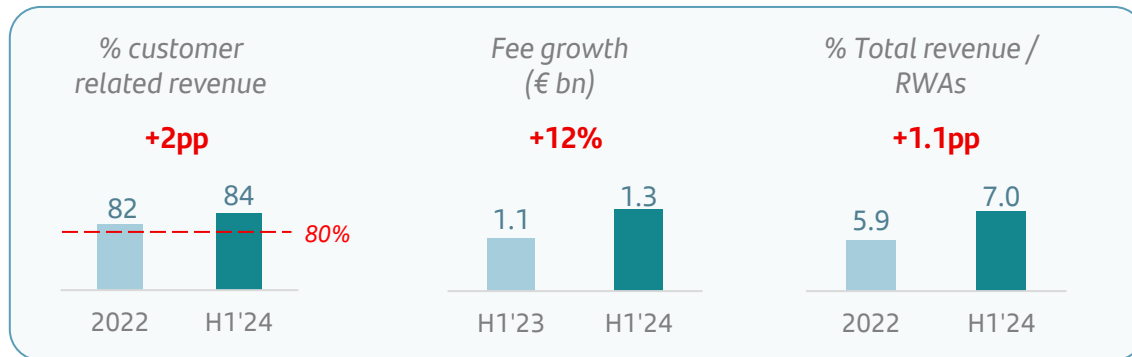
CIB: US investments drove 12% fee growth and strong RoTE of 19%

Execution of the strategy

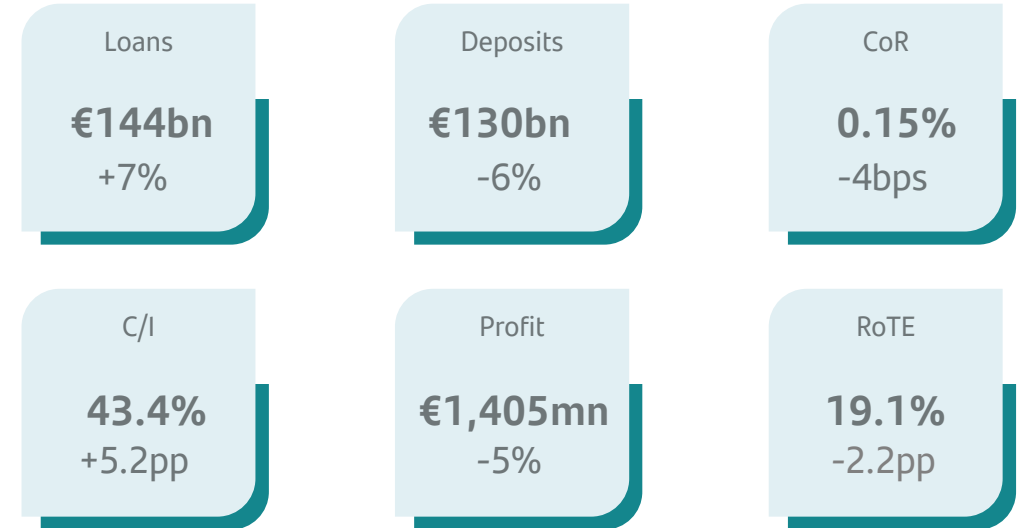
Playing to our strengths to better serve our corporate customers and institutions

Customer experience	Significant progress broadening our product offering in the US Development of Markets infrastructure to serve institutional clients
Operational leverage	Enhanced global centres of expertise, with new and strengthened industry and product teams
Global platform	Increased distribution capabilities, evolving our originate-to-share model towards a mainstream end-to-end platform

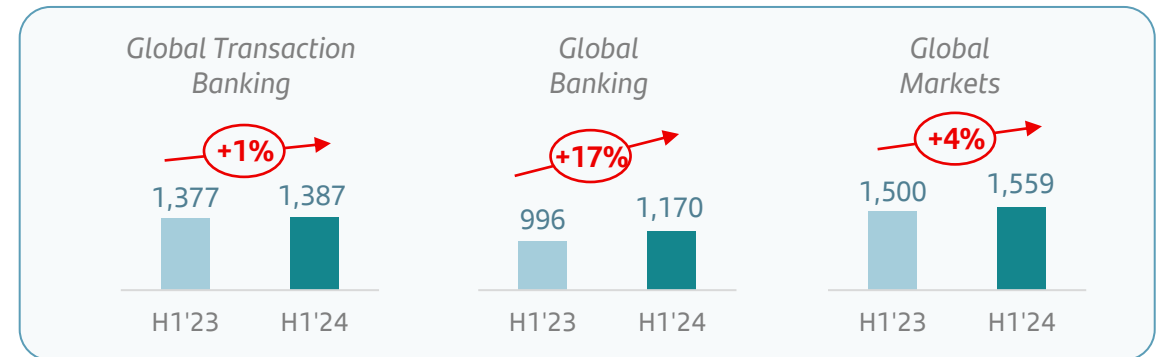
Key drivers



H1'24 financials



Revenue (€ mn)



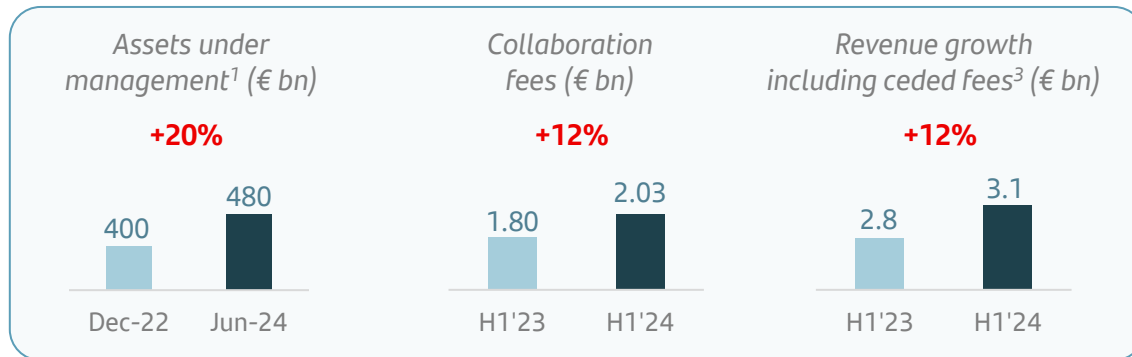
Wealth: network collaboration fees up 12% and profitability over 80%

Execution of the strategy

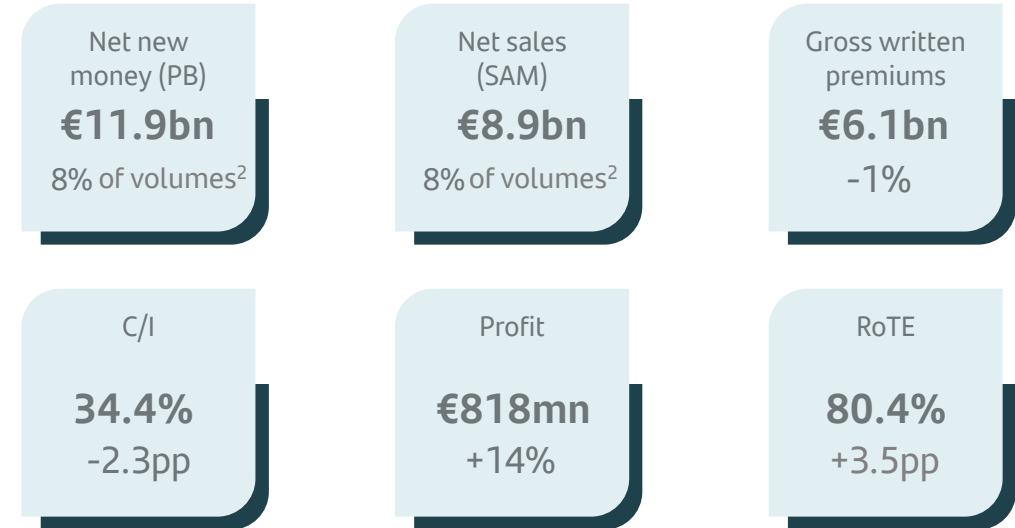
Accelerating our customers' connectivity with our global product platforms

Customer experience	Improved customer relationships, providing the best service with the right solutions, reflected in +13% YoY PB customer growth
Operational leverage	Boosted results by fostering collaboration with Retail (including Corporates) and CIB, and by connecting PB across countries
Global platform	Accelerating the regionalization of our auto insurance platform to promote direct-to-consumer business and new segments

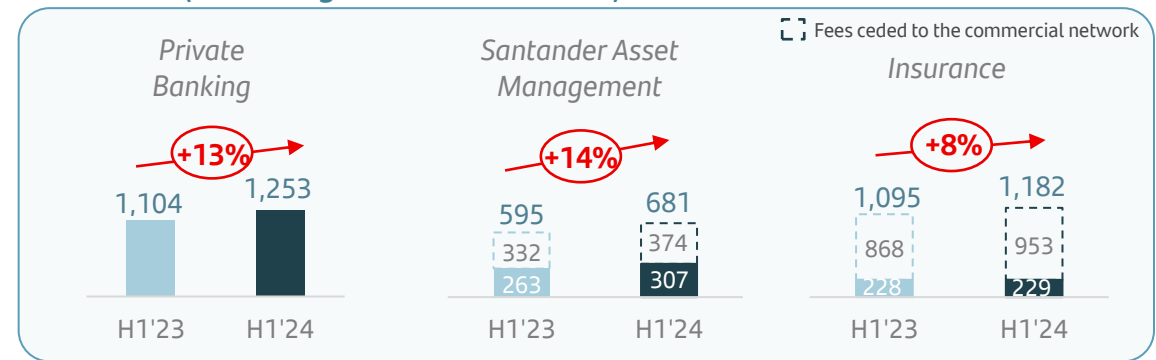
Key drivers



H1'24 financials



Revenue (including ceded fees, € mn)



Note: data and YoY changes in constant euros. RoTE annualizing the impact of the temporary levy. 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 €1,714mn (+12% YoY).

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

(2) Annualized net new money as % of total PB CAL. Annualized net sales as % of SAM's 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.

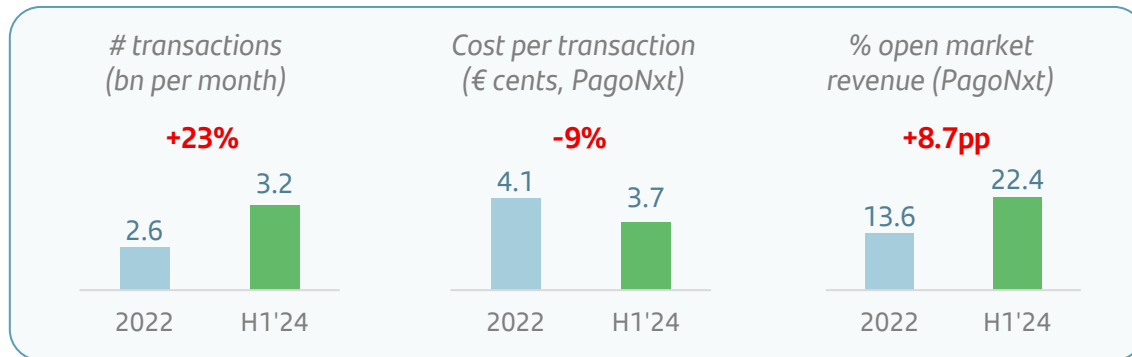
Payments: PagoNxt open market revenue above 22% and EBITDA margin over 20%

Execution of the strategy

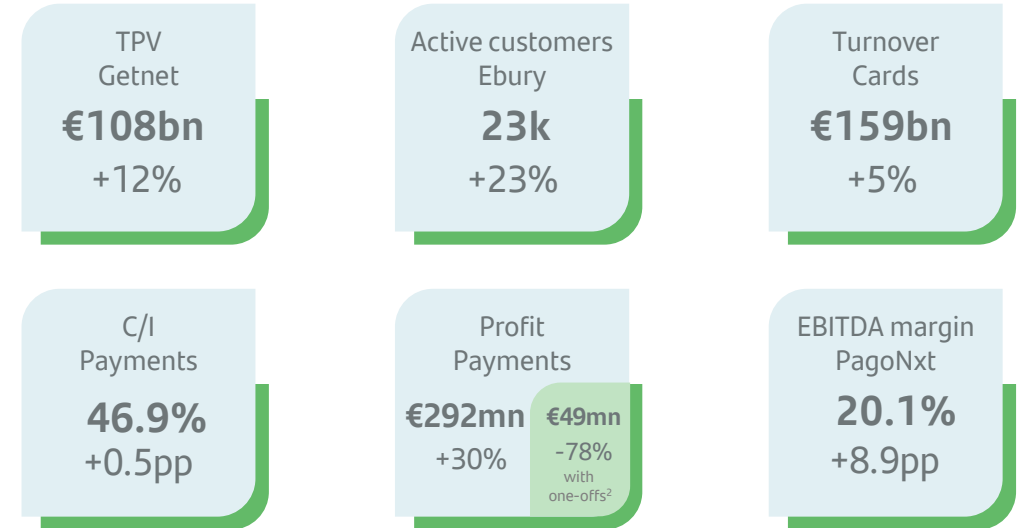
Seizing a growing opportunity by capturing scale through global platforms

Customer experience	Invisible Payments providing the best experience New Dynamic Currency Conversion rolled out in Getnet Mexico
Operational leverage	Capex optimization, operational efficiencies and more transactions in PagoNxt Payments, driving down the cost per transaction
Global platform	Significant progress in our Global Cards platform (Plard) Getnet focusing on leveraging Group's scale

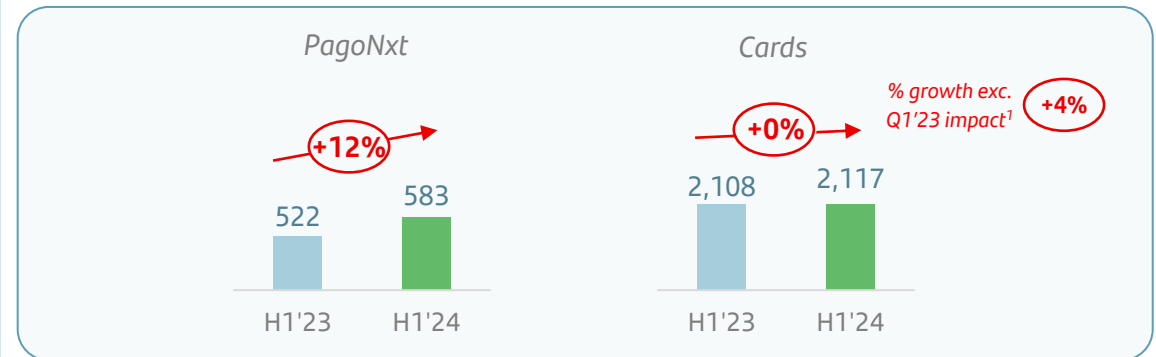
Key drivers



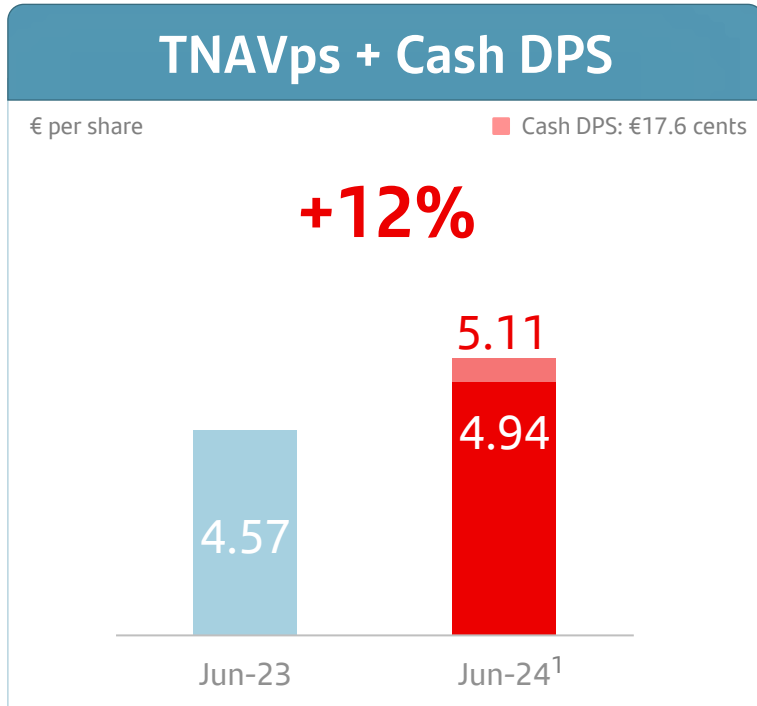
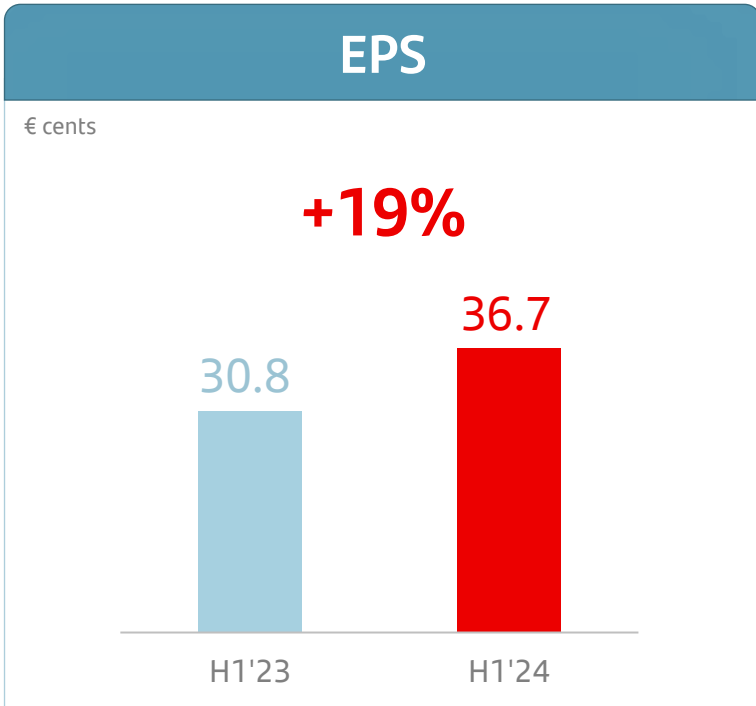
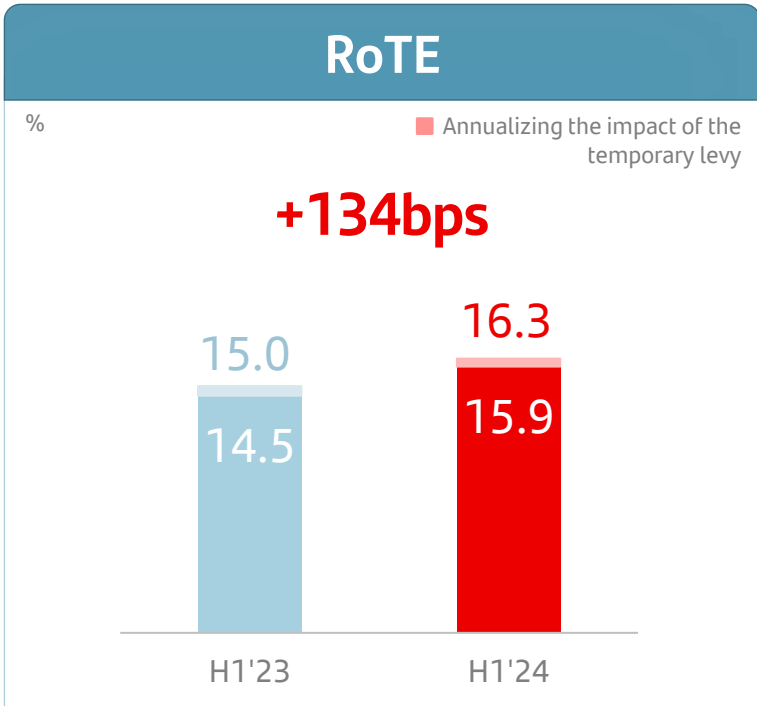
H1'24 financials



Revenue (€ mn)



c.10% revenue growth and share buybacks drove EPS up 19% and a 12% increase in TNAVps + Cash DPS



Since 2021, Santander has repurchased c.11% of its outstanding shares



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

(1) TNAVps + Cash DPS includes the €8.10 cent cash dividend paid in November 2023 and the €9.50 cent cash dividend paid in May 2024, executed as part of the shareholder remuneration policy.

04

Final remarks



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

H1'24 vs. 2025 ID targets

Strength

FL CET1

12.5%

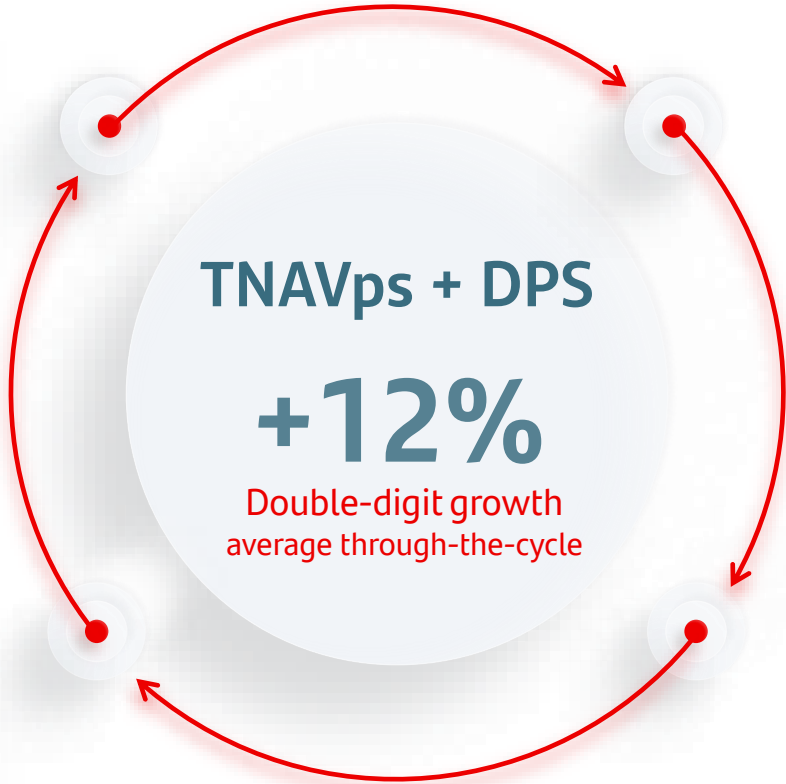
>12%

Shareholder remuneration

Payout

50%

Cash dividend + SBB
50% annually



Disciplined capital allocation

RWAs with RoRWA > CoE

84%

c.85%


Profitability


RoTE¹

16.3%


15-17%


All-time high quarterly and half-year profit, driving an upgrade of our 2024 targets

 **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 value-added by our global businesses, accelerating operational leverage and profitable growth**
Revenue and efficiency guidance for 2024 upgraded

 **Sound credit quality performance in H1'24**
CoR expected to remain at similar levels under current macro conditions

 **Robust balance sheet with strong capital levels (CET1 +20bps in Q2)**
Unequivocally committed to maintaining our CET1 ratio above 12%

 **Capital productivity and disciplined capital allocation, driving profitability and shareholder value creation**
Improved RoTE guidance. Confirmed double-digit growth² TNAVps + Cash DPS

	H1'24	Upgraded 2024 targets
Revenue ¹	+9%	High-single digit growth
Efficiency	41.6%	c.42%
CoR	1.2%	Confirmed c.1.2%
FL CET1	12.5%	Confirmed >12% after Basel III implementation
RoTE	16.3%	>16%

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

H1'24 financial results

Financial report



Earnings presentation



Series



Shareholders report



Global business presentations



Press release



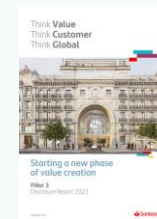
Video (3 minutes)



Fixed income presentation



Pillar 3



Ratings



Other information

2023 Digital annual review



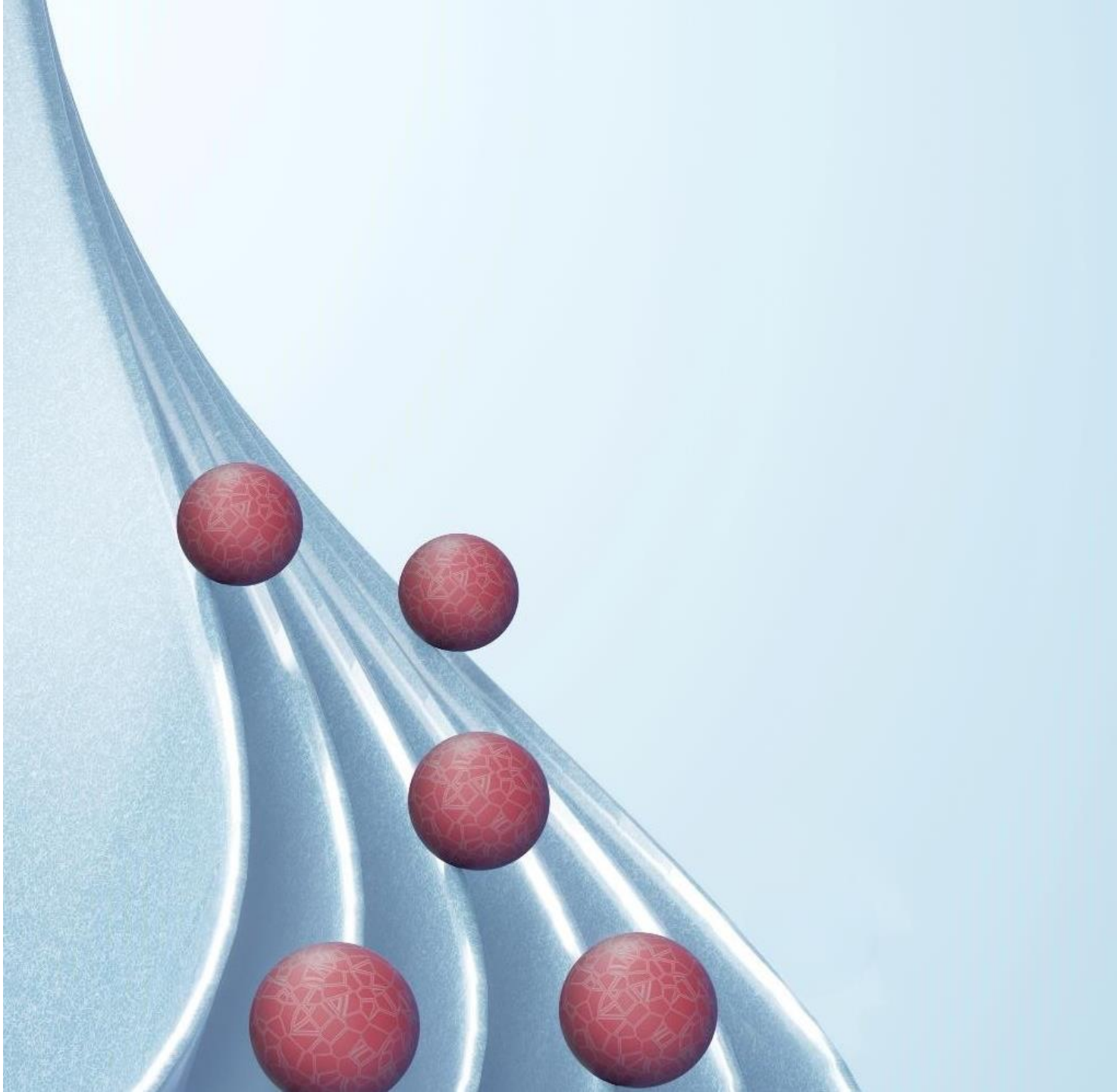
2023 Annual report



Overview of our Corporate Governance presentation



Glossary



Glossary - Acronyms

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

VOLUMES

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

CREDIT RISK

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

CAPITALIZATION

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

ESG METRICS

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



Notes: The averages for the RoTE and RoRWA denominators are calculated using the monthly average over the period, which we believe should not differ materially from using daily balances. 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).

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) Q2 2024 Financial Report, published on 24 July 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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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

