

Company Presentation

Santander Consumer
Bank Nordic Group

May 2024



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Who we are

01

Part of Banco Santander

A leading retail and commercial bank, founded in 1857 and headquartered in Spain with presence in 10 core markets in Europe and the Americas.

One of the largest banks in the world by market capitalization.

14.9%
RoTE (+55pbs)

12.3%
CET1 capital

+14%
TNAVps + DPS

+165
million customers

+9 000
branches

+212 000
employees

Our mission, our vision, our how



Our aim

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



Our purpose

To help people and businesses prosper



Our how

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

Santander named as the *Most Innovative Bank in the World in 2023* by The Banker magazine

Responsible Banking at the core of our business

As a founding member of the Principles for Responsible Banking and the Net Zero Banking Alliance, Santander places sustainability at the center of its core activities. Our ESG focus:



(E) Support the transition to a low carbon economy

Deliver our **Net Zero Carbon ambition by 2050** by setting decarbonization targets, helping our customers transition and remaining carbon neutral in our own operations.

(S) Promote inclusive Growth

Support **inclusive growth** through financial empowerment; support **education, enterprise and employment**; and building a **diverse, talented workforce**.

(G) Strong governance and culture across the organization

Incorporate ESG in behaviors, policies, processes and governance throughout the organization.



Santander Consumer Bank AS, a Nordic bank with global strength

1 202

Nordic employees
(per december 2023)

195 747

Gross outstanding,
MM NOK

93 706

Total deposits,
MM NOK

789

Profit Before Tax,
MM NOK

Portfolio

Loans and credits, credit cards, deposits,
insurance to private customers and more

1 941

Net Interest Income

Partners

+800 Merchants
+5 000 Car dealers

1.65

Million customers
(per december 2023)

18.86%

CET1 Capital

0.52%

Cost of Credit

3.04%

Nordic NPL

261%

LCR

82.22%

Coverage ratio

Regulated in Norway, owned by Banco Santander



Banco Santander S.A.

Fitch/Moody's/S&P
A- / A2 / A+



Santander Consumer Finance S.A.

Fitch/Moody's/S&P
A- / A2 / A



Santander Consumer Bank AS

Fitch/Moody's
A- / A2

Santander Consumer Bank AS is supervised by the Norwegian FSA



Santander Consumer Bank Sweden
(Branch)



Santander Consumer Finance Finland
(Subsidiary)



Santander Consumer Bank Denmark
(Branch)

Our Nordic history

ELCON Finance

A leading Norwegian company within equipment leasing, factoring and auto financing

1963

Bankia Bank acquired (credit cards)

ELCON Finance becomes **Santander Consumer Bank AS (SCB)**

2005

GE Finland acquired (auto finance, consumer loans)

2009

SCB merges with **GE Money Bank**

SCB becomes leader within car finance and consumer loans in the Nordic region

2015

Forso Nordic AB

SCB acquires the captive finance operation of Ford in the Nordics

2020



2004

Santander Consumer Finance S.A. acquires **ELCON Finance**

Company demerges and auto finance is retained in Norway and Sweden

2006-2007

Launch consumer loans Norway

Skandiabanken Bilfinans acquired in Denmark (auto finance)

Start up auto finance in Finland

2012-2014

Consumer loans in Sweden (2012) and Denmark (2013)

Deposits launched in Norway and Sweden (2013) and Denmark (2014)

2017

Solidified position in sales finance with the onboarding of **Elkjøp/Elgiganten, Power and Media Markt**

2021

One Bank organization
The new Nordic structure improves synergies across the markets and enables us to serve our partners and customers in the best way possible.

We continue our journey as one Nordic Bank

Transforming into a lean, simple and efficient bank through rigorous standardization and automation of processes.

- Become a **top-3-player** in the Nordic Operational Leasing market
- Adapt Consumer business to market realities and **increase profitability**
- **Proactive** management of regulatory compliance and business risk
- Deliver rewarding customer experience through relentless focus upon **simplification**
- **Engaged employees** - the ambassadors of our Bank

Senior Management



Michael Hvidsten
Chief Executive Officer



Tina Krogsrud Fjeld
Chief Compliance Officer



Andres Diez
Chief Risk Officer



Alexander Krupchenko
Chief Controlling Officer



Steve Franklin
Chief Commercial Officer



Malin Werner Halvorsen
Chief Operating Officer



Anders Bruun-Olsen
Chief Financial Officer



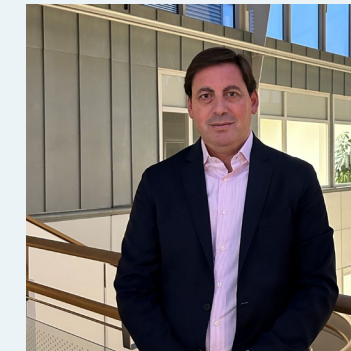
Mika Ylinen
Nordic Collections Director



Cicilie Thorkelsen
Nordic AML Officer



Jaime Madera De Las Heras
Chief Auditor Executive



Alfredo Granados Sanandres
Chief Technology & Operations Officer

A proactive risk, compliance and conduct management

The risk, compliance & conduct management is key to us remaining a strong, secure and sustainable bank that helps people and businesses prosper

Our model relies on the following



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



3 lines of defense model with a robust risk committees' structure:
1 Business and support units
2 Risk, compliance & conduct areas
3 Internal audit



Clearly defined **management and control processes**



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



Embedding ESG factors across the different risk types, both from a regulatory and management perspective

risk pro
Everyone's business

Nordic leader in Auto financing

Global leader in sustainable energy financing

Strong product offerings



Auto & Leisure

Loans and financial services provided to private customers, SMEs and car dealers



Consumer

Loans, credit cards and checkout lending offered to private customers



Deposits

Saving products with high interest rates provided to private customers



Insurance

Insurance products related to payment protection, auto, health and travel, offered to private customers

Nordic NPS

End customers 30.9

Partner NPS

Norway 70.7 | Sweden 55.6
Denmark 61.1 | Finland 54.7

Partnerships - a key success factor

Partners

+800 merchants
+5 000 car dealers



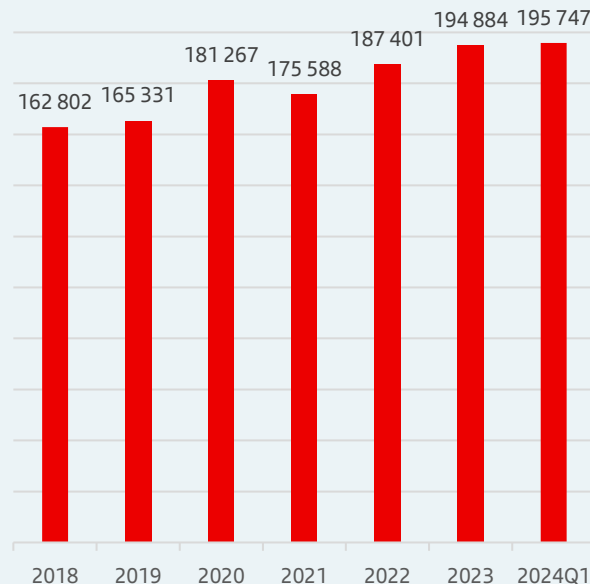
Financials



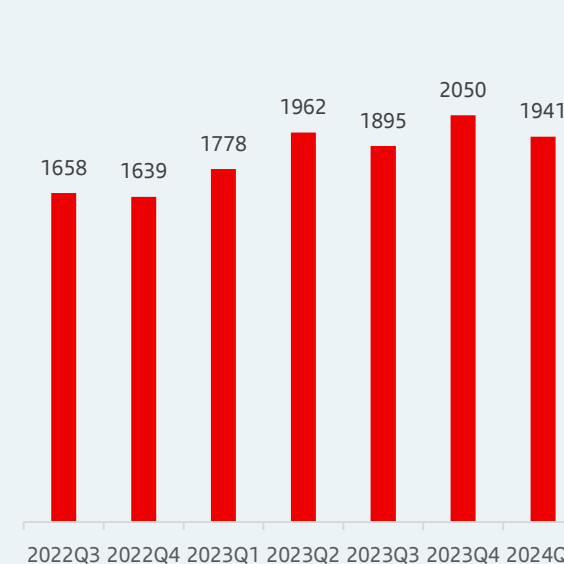
02

Key Figures Q1 2024

Loan growth in the Nordics (MM NOK)



Increased net interest in Q1 2024, PBT



Group income statement

Key Figures Q1 2024 vs Q1 2023

Gross margin

2 071 (▲10%)

NOK Million

Operating expenses

807 (▲3%)

NOK Million

Loan loss provisions

508 (▲19%)

NOK Million

Profit before tax

789 (▲18%)

NOK Million

Group balance sheet summary

Total: 195 747 (+4%) NOK Million

Key Figures Q1 2024 vs Q1 2023

Auto



167 275 (+0%)

NOK Million

Consumer Loans



21 620 (+1%)

NOK Million

Sales Finance



4 509 (+3%)

NOK Million

Credit cards



2 344 (+0%)

NOK Million

Deposits



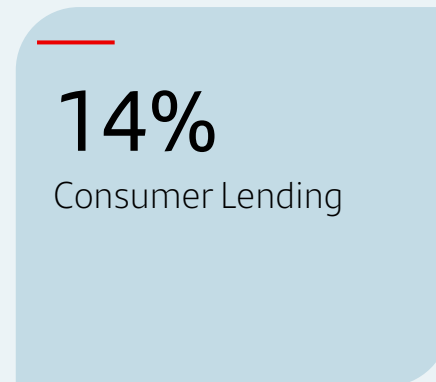
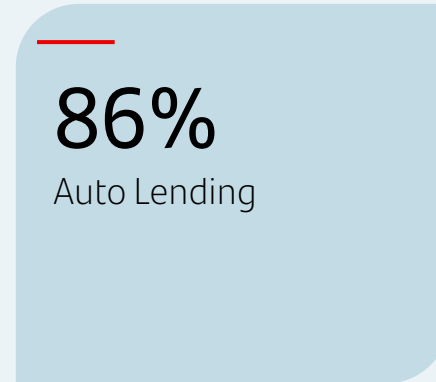
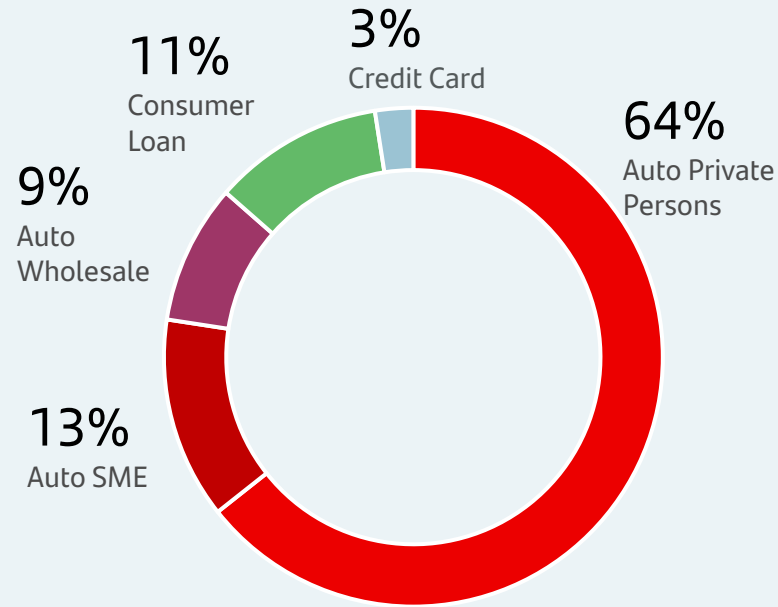
93 706 (+6%)

NOK Million

Source: Santander Consumer Bank 2024 Q1 Report and Management Figures

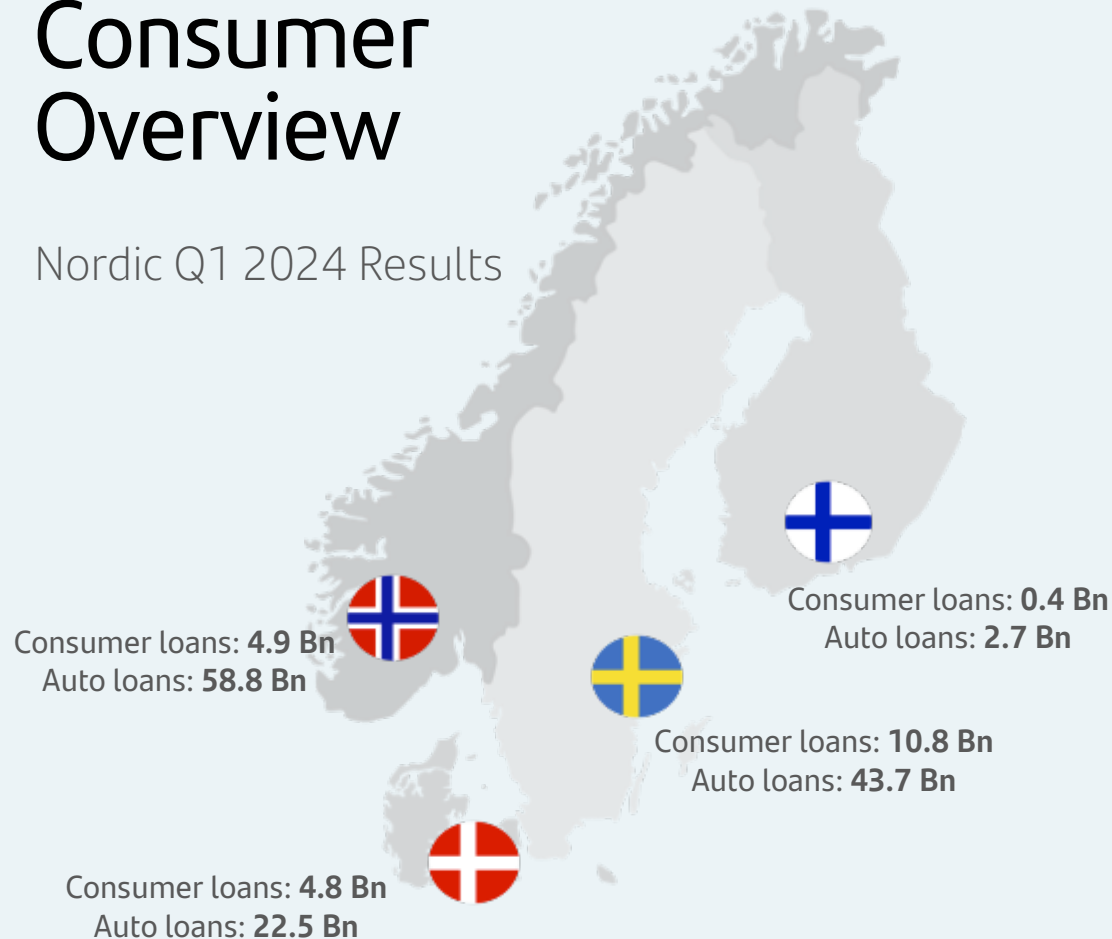
Gross outstanding loans and distribution by product

Auto and Consumer segments



Auto & Consumer Overview

Nordic Q1 2024 Results



Auto

Auto Loans & Hire Purchase

- Customers
- Private Customers
 - Business Customers
- Distribution
- Online direct distribution
 - Indirect distribution with dealers and importers
 - Cross sale

Auto Leasing

- Customers
- Private Customers
 - Business Customers
- Distribution
- Dealers direct
 - SME direct

Stock & Demo Financing

- Customers
- Inventory financing for dealers
- Distribution
- New cars: Importer agreements
 - Used Cars: Direct to dealers

Consumer

Direct loans

- Distribution
- Online
 - Agents
 - Cross sale

Sales finance

- Distribution
- Online
 - Stores
 - Cross sale

Credit cards

- Distribution
- Online
 - Stores
 - Cross sale
 - Portfolio Management

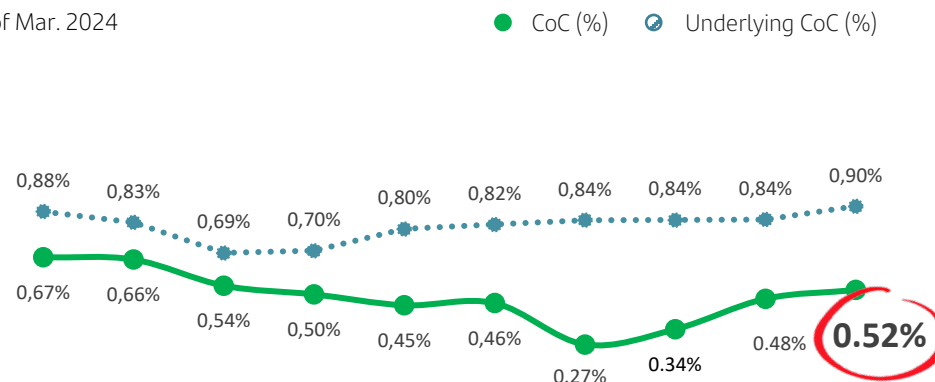
Credit Risk Performance

Credit quality indicators have remained stable, contributing to the achievement of our strategic targets

Portfolio quality

Cost of Credit (%) (actual vs. underlying)

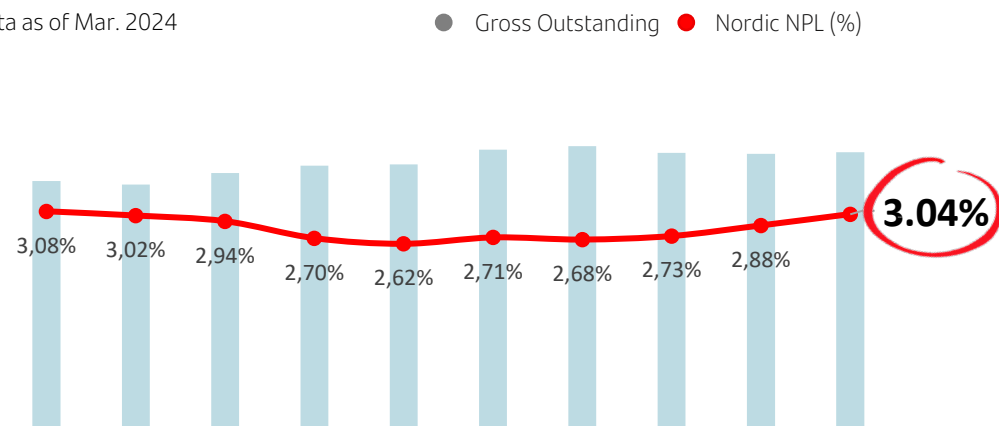
Data as of Mar. 2024



	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1. 23	Q2.23	Q3.23	Q4.23	Q1.24
Total Nordic	0.67%	0.66%	0.54%	0.50%	0.45%	0.46%	0.27%	0.34%	0.48%	0.52%
Secured	0.35%	0.30%	0.28%	0.26%	0.18%	0.20%	0.16%	0.20%	0.33%	0.39%
Unsecured	2.04%	2.21%	1.72%	1.59%	1.83%	1.78%	0.84%	1.10%	1.33%	1.28%

Non-performing Loans (%)

Data as of Mar. 2024



	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1. 23	Q2.23	Q3.23	Q4.23	Q1.24
Total Nordic	3.08 %	3.02 %	2.94 %	2.70 %	2.62 %	2.70%	2.68%	2.73%	2.88%	3.04%
Secured	1.62%	1.60%	1.58%	1.43%	1.45%	1.49%	1.47%	1.49%	1.58%	1.72%
Unsecured	9.63%	9.61%	9.25%	9.06%	8.83%	9.34%	9.56%	9.87%	10.54%	10.81%

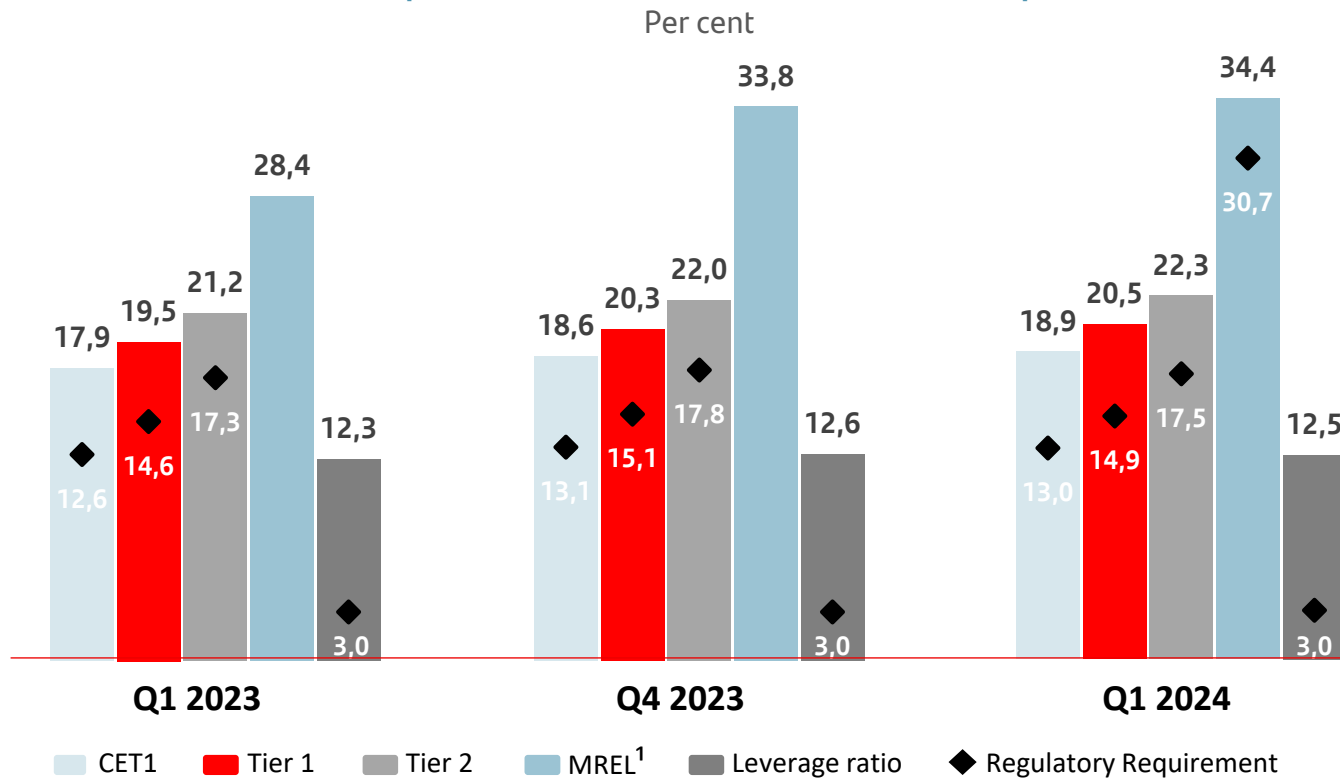
Capital and Funding



03

Capital ratios closed the first quarter of 2024 with a good margin above the minimum capital regulatory requirements

Capital ratios evolution SCB Group



Q1 2024 developments

- The Group closed Q1 2024 with a Common Equity Tier 1 (CET1) ratio of 18.86%, slightly up from 18.61% in Q4 2023. The total risk weighted assets (RWAs) have decreased due to the exclusion of the RWAs for structural FX position (market risk), as approved by the Norwegian Financial Supervisory Authority (FSA).
- Since January 1, 2024, the Group is subject to decreased Pillar 2 requirement of 2.4% of RWAs. The Pillar 2 Guidance remains unchanged at 1.5% and needs to be covered entirely with CET1 capital.
- Also, since January 1, 2024, the Group is subject to and compliant with the new internal Minimum Requirement for own funds and Eligible Liabilities (MREL) requirement set forth by the Norwegian FSA as the resolution authority. Since 2022, the Group has progressively built up its MREL capital with own funds and eligible liabilities issued indirectly to the ultimate parent undertaking, Banco Santander, S.A.

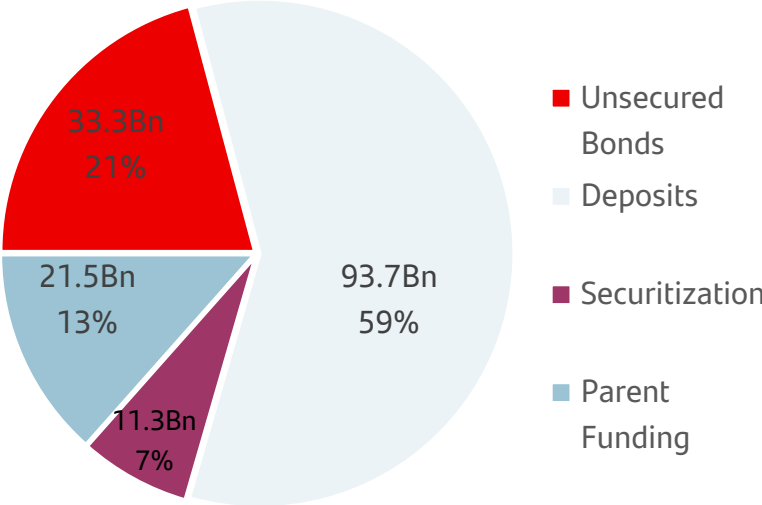
Source: Santander Consumer Bank Q1 2024 Report

¹ MREL requirement is applicable from January 1, 2024

Self-funding is a strategic focus

Funding Composition¹

NOK billion



Deposits

- In Norway deposits are guaranteed up to NOK 2 million
- In EU countries the guarantee is up to EUR 100 000
- NOK 93.7 bn in total deposits across Norway, Sweden and Denmark

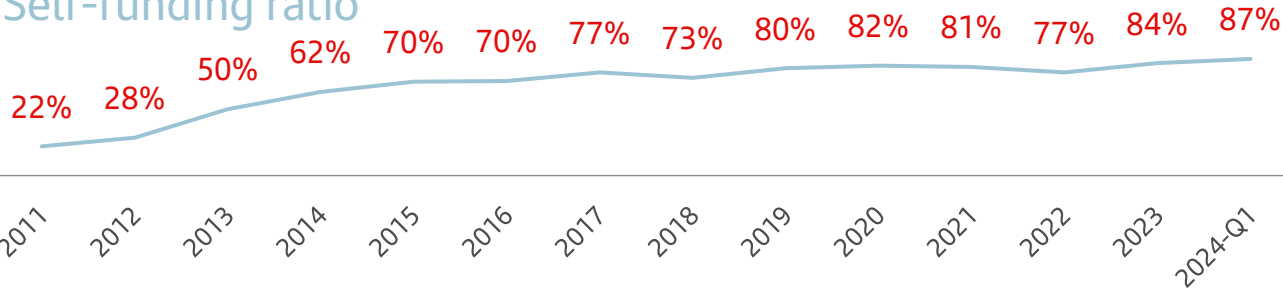
Unsecured

- NOK 4 500 MM outstanding in the bond market, incl NOK 1 000 million in green bonds
- SEK 4 550 MM outstanding in the bond market, incl SEK 1 500 MM in green bonds
- EUR 2 000 MM outstanding from four benchmark transactions

Securitization

- 4 outstanding traditional ABS transactions across Nordics
- Represents a low-cost and stable funding source

Self-funding ratio²



Source: Santander Consumer Bank Q1 2024 Report

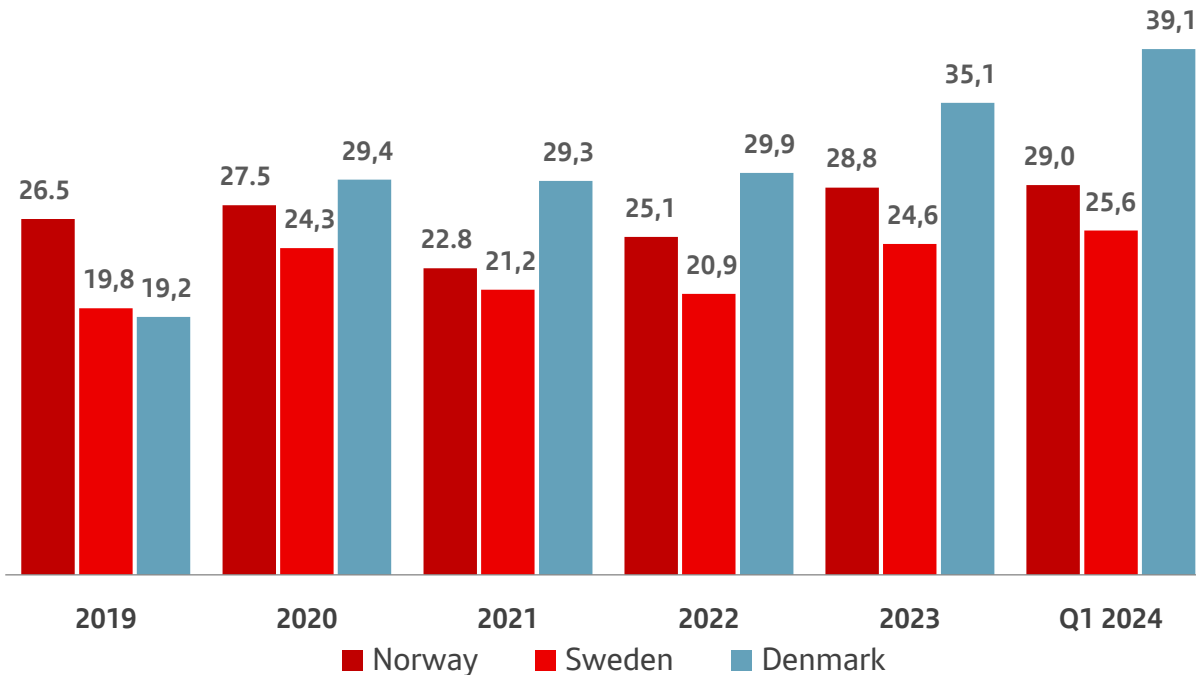
1) Outstanding amounts/transactions as per Q1 2024
 2) Self-funding is calculated on a senior liabilities basis

Deposits at a glance

Consolidated total balance: 93.7 Bn NOK

Deposit balance development

Bn NOK



Source: Santander Consumer Bank Q1 Report 2024

Deposit guarantees: Norway NOK 2 million | Sweden EUR 100.000 equivalent | Denmark EUR 100.000 equivalent



Distribution of Deposit portfolio and products



31%
of total balance

- Savings account
- Notification product
- Term deposits



27%
of total balance

- Savings account
- Notification product
- Term deposits



42%
of total balance

- Savings account
- Notification product
- Term deposits

Key takeaways

Santander Consumer Bank - helping people and businesses prosper, in a simple, personal, and fair way.

Nordic Market Leader

Financials

Robust financial results and prudent credit risk

Global bank

A Nordic bank anchored by a global banking franchise

Digital portfolio

Building out position in consumer space through new digital offerings

Partnerships

Strengthening our position through acquisitions and strong partnerships

Responsible banking

Part of a global strategy, aiming for Net Zero carbon emissions by 2050

Appendix

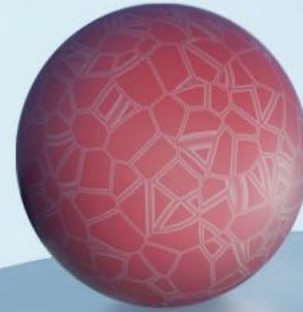
Strategic and Financial Analysis. Financial Division

Institutional Presentation

Q1'24



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[Group structure and businesses](#)

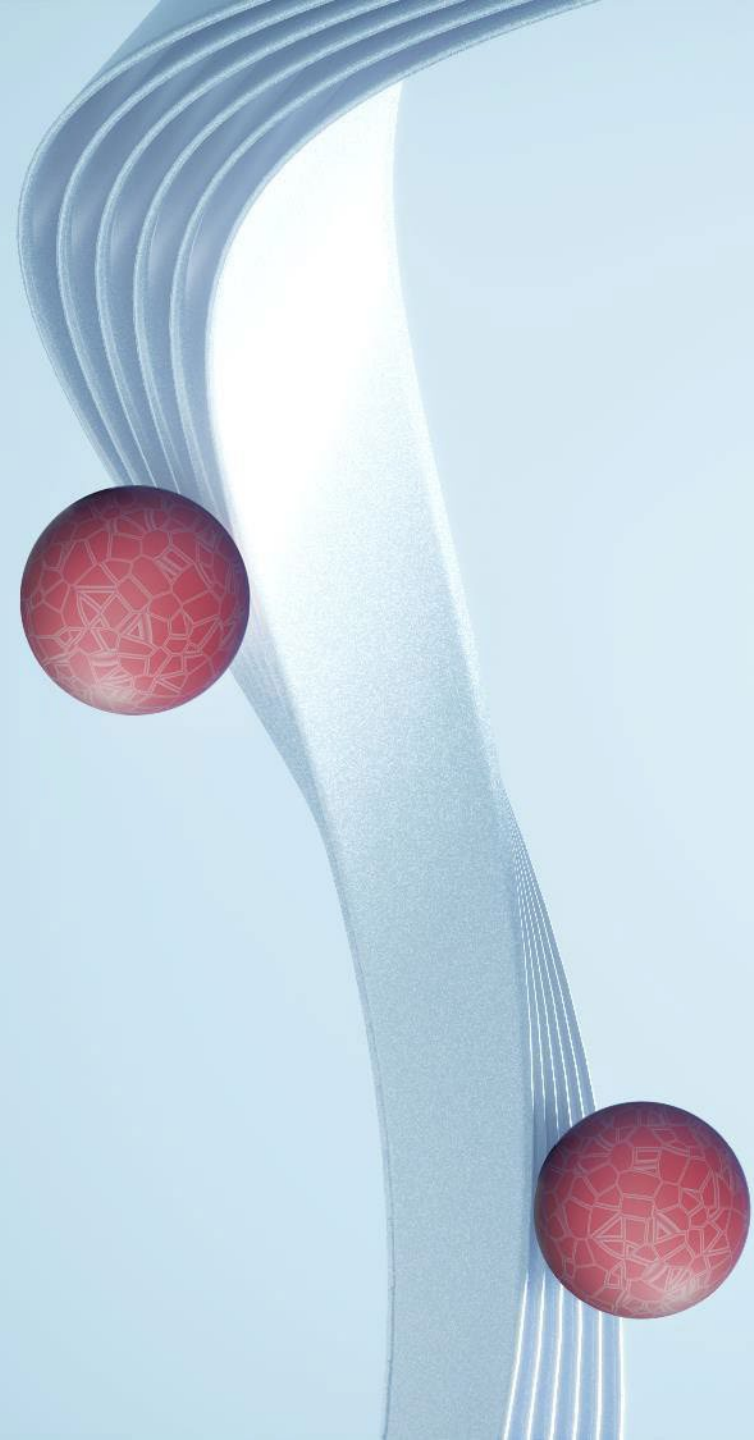
[Q1'24 results & activity](#)

[Final remarks](#)

[Links to public materials](#)

01












Our business model and strategy



Santander, a leading financial group



Q1'24 Highlights

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

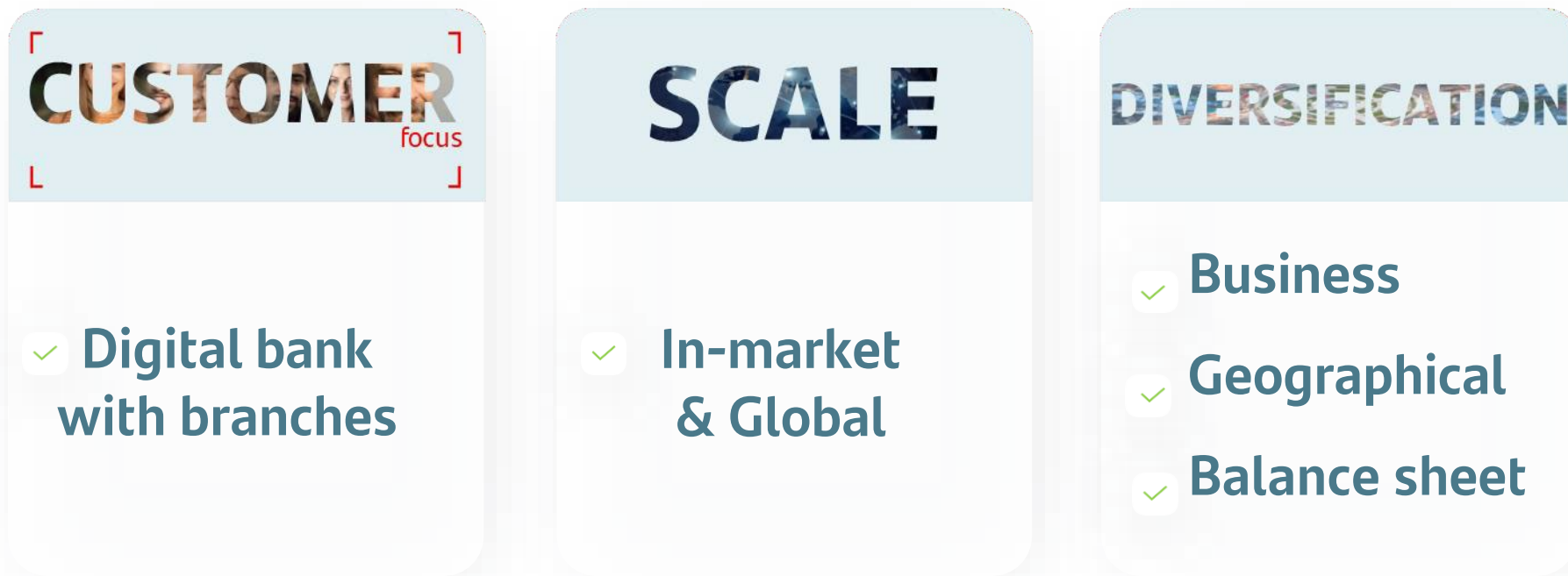
The Santander Way

Who we are and what guides us



Santander business model

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



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

166 mn
(+5 mn)

Active customers

100 mn
(+0.8 mn)

Digital customers

55.3 mn
(+7%)



+11%
Transactions per
active customer



58%
Products/services
digitally available

Note: YoY changes.
Transactions include merchant acquiring, cards and electronic A2A payments.

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

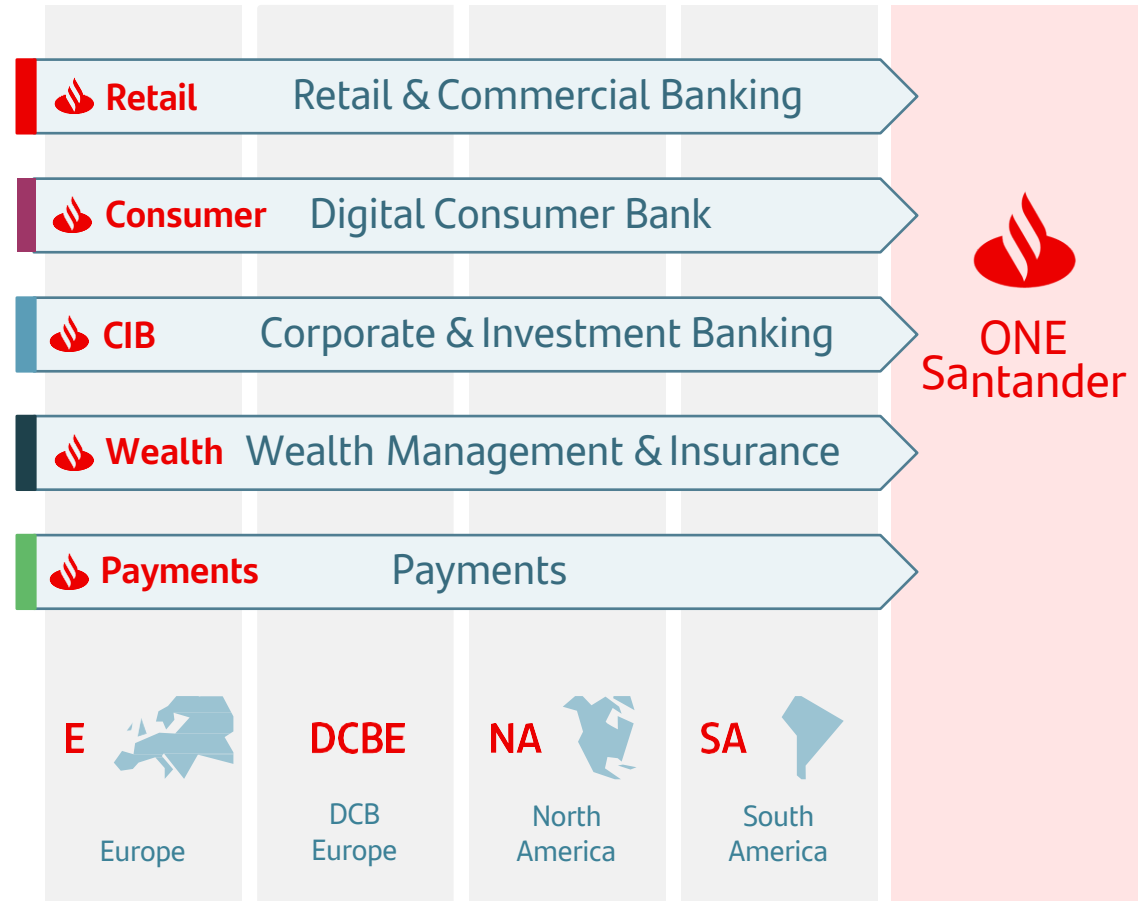


02

Scale

ONE Santander:

Five global businesses
across our regions

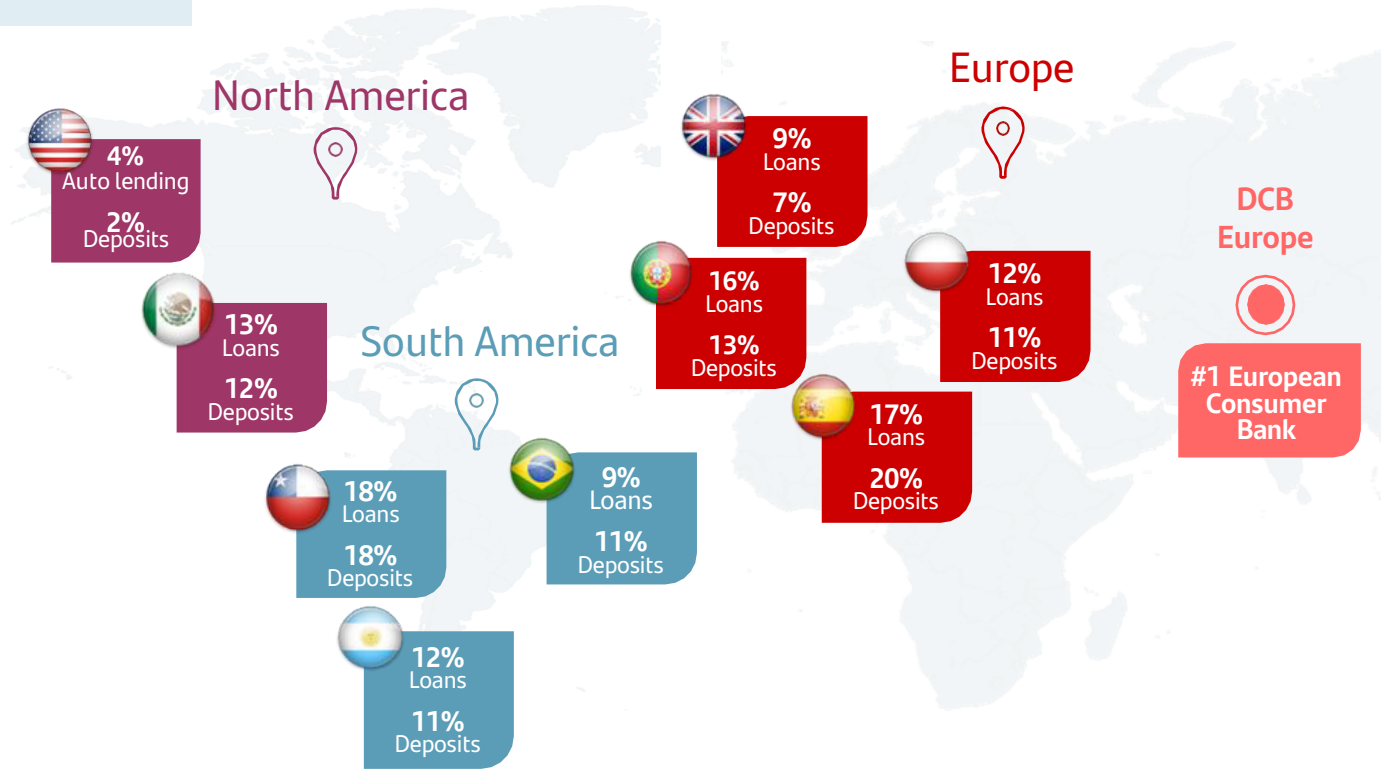


Scale

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



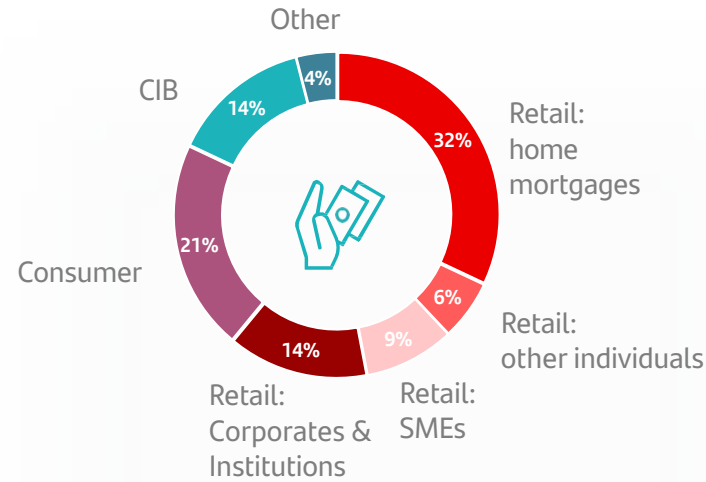
Market share data: as at Dec-23 or latest available. Spain includes Santander España + Hub Madrid + SCF España + Openbank and Other Resident sectors in deposits. The UK: includes London Branch. Poland: including SCF business in Poland. The US: retail auto loans includes Santander Consumer USA and Chrysler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

Diversification

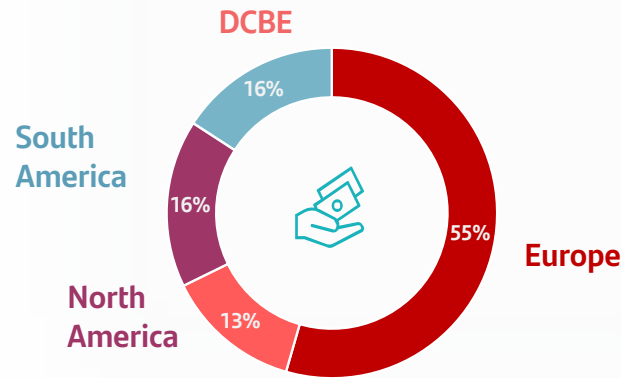
Geographical and business diversification

Customer loans

By product/business

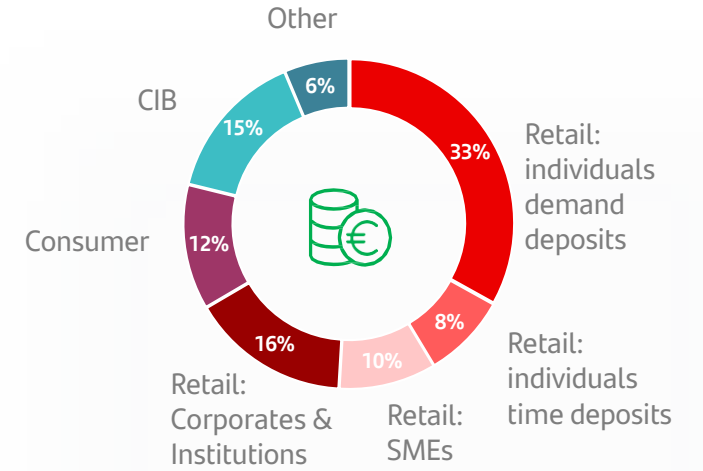


By area¹

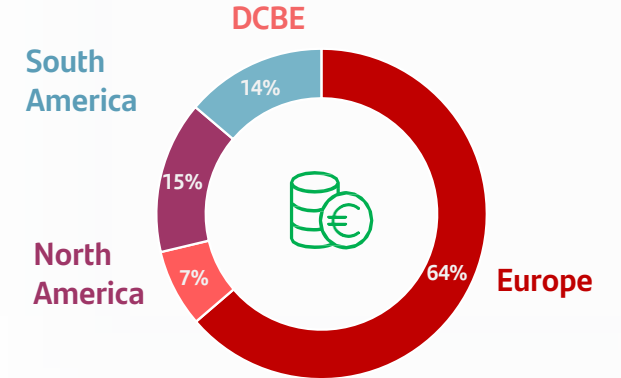


Customer deposits

By product/business



By area¹



Note: data as of March-24. Customer loans excluding reverse repos and customer deposits excluding repos.
 (1) % of operating areas.

03

Diversification

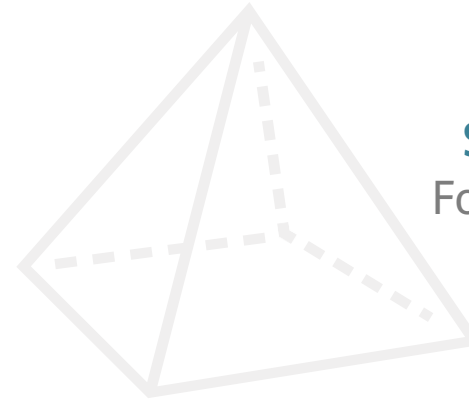
Rock-solid
balance sheet with
conservative risk
management

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

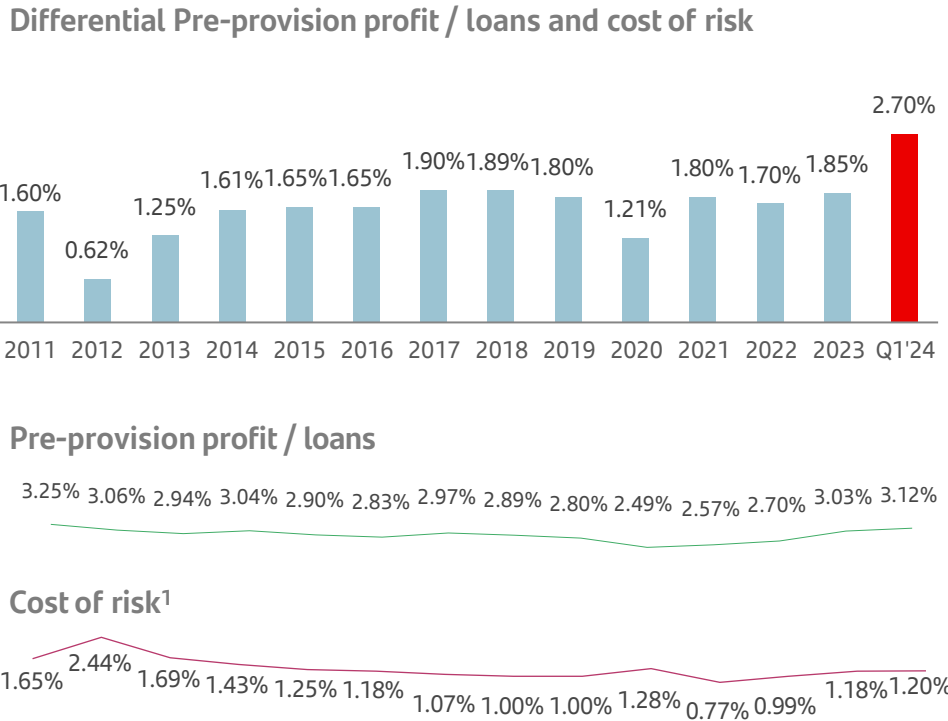
**Highly collateralized and
diversified loan portfolio**
Low-risk loan portfolio

Supporting value creation and sustainable remuneration to our shareholders

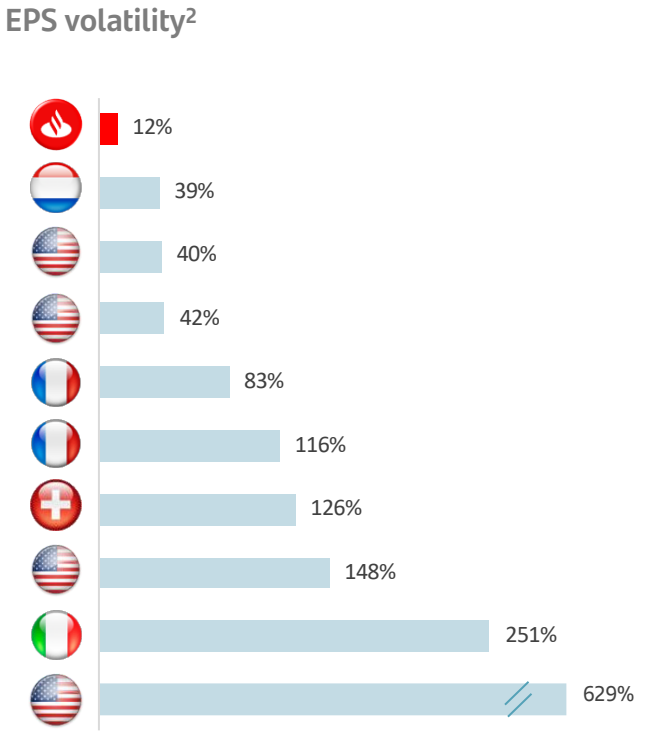
In summary

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 Q4'23. Source: Bloomberg, with GAAP criteria. Standard deviation of the quarterly EPS starting from the first available data since Jan-99.

Our three tenets

A new phase of profitability and growth underpinned by three tenets



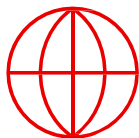
Think Value

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



Think Customer

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



Think Global

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

Environmental, Social and Governance

We continue to
make progress on
our ESG agenda

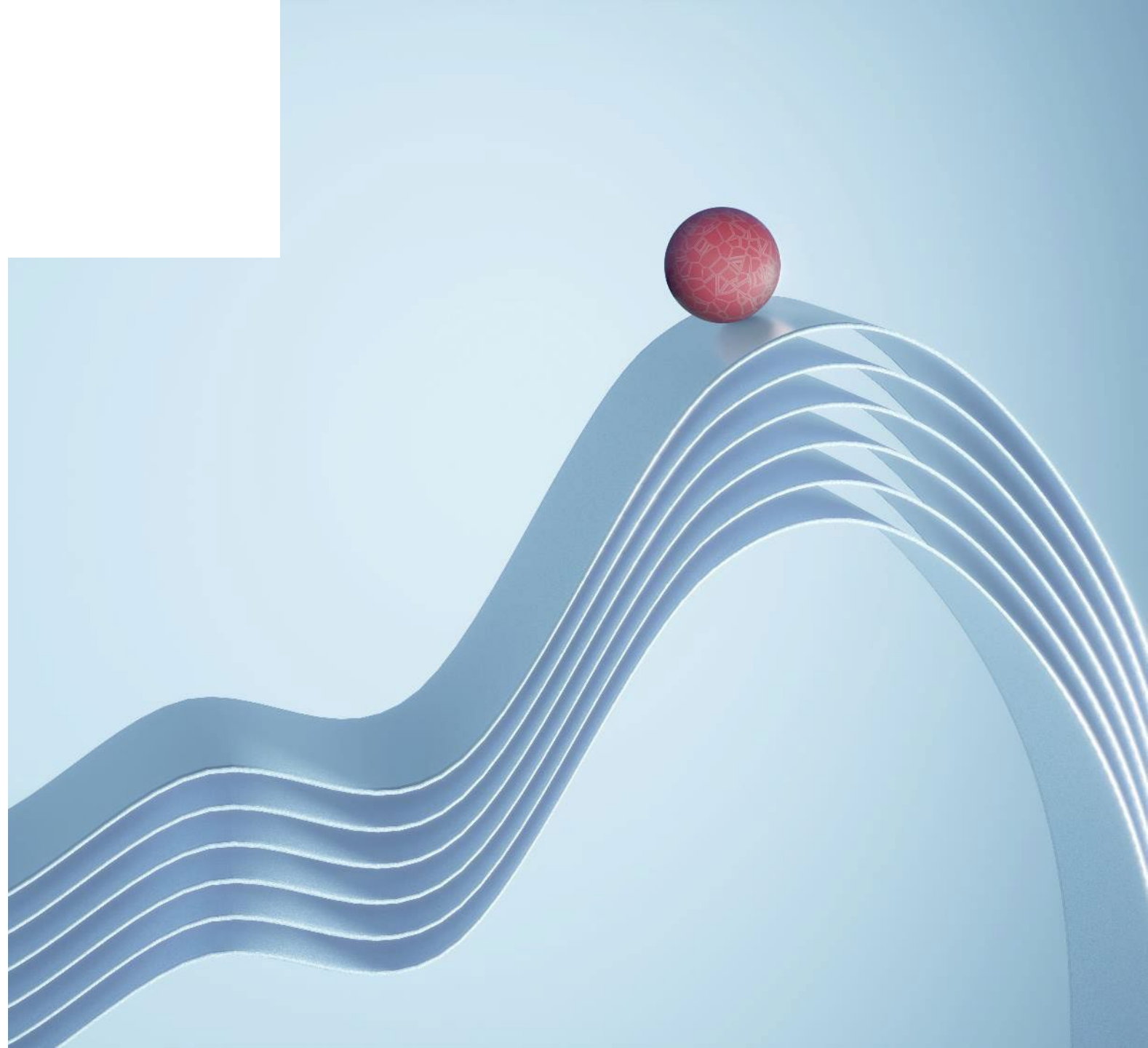
	Green finance raised and facilitated	Socially responsible investments (AuMs)	Financial inclusion (# People)
Q1'24	€118.5bn	€72.8bn	2.3mn
2025 targets	€120bn	€100bn	5mn

More information available at www.santander.com/en/our-approach.

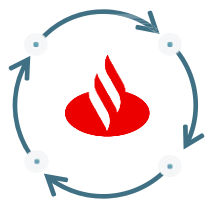
Note: information has been verified with limited assurance by PricewaterhouseCoopers Auditores, S.L.
Not taxonomy. Green finance raised & facilitated (€bn): since 2019. Financial inclusion (#people, mn): starting Jan-23. Does not include financial education. Definitions in the Glossary of this presentation.

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					

Note: Corporate Centre is allocated to both the primary and secondary segments.
 (1) Includes Legal, Internal Governance, Tax and Security & Intelligence.













Global Businesses

Retail & Commercial Banking

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

Q1'24 Highlights

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

Strategic priorities

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

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

(1) Annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, RoTE was 15.6%.







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



Digital Consumer Bank

'Global leader in auto financing and digital consumer activities'

Q1'24 Highlights

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

Strategic priorities

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

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

(1) Annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, RoTE was 11.2%.

More information at <https://www.santander.com/en/about-us/where-we-are/santander-digital-consumer-bank>



Corporate & Investment Banking

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

Q1'24 Highlights

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

Strategic priorities

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

Recent Awards

IJGlobal

Energy Transition Deal of the Year in Europe (Project One – Ineos)

PFI

Americas' Deal of the Year: Rio Grande LNG in the US

Global Capital

SRT Bank of the Year

Global Finance

World's Most Innovative Bank for Trade Finance

Leading positions in League Tables Q1'24



Structured Finance



Green Global

Debt Capital Markets



Equity Capital Markets



M&A



Source: Dealogic, Infralogic, Bloomberg

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

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

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

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



Wealth Management & Insurance

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

Q1'24 Highlights

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

(1) Total assets marketed, advised, under custody and/or managed in Private Banking + SAM excluding AuMs of Private Banking customers managed by SAM.
 (2) Including fees generated by Asset Management and Insurance ceded to the commercial network.
 (3) RoTE is adjusted based on Group's deployed capital. Data are presented annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, 77.3%.
 (4) Negative CoR indicates net releases.

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

Strategic priorities



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



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










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

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



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

Q1'24 Highlights

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

Strategic priorities

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

Business verticals

▼ Getnet

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

▼ PagoNxt Payments

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

▼ Ebury

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










Cards

Payments

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

Q1'24 Highlights

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

Strategic priorities

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



Note: number of cards managed by Cards equals to 99 million, excluding those managed by Digital Consumer Bank including Openbank (3 million cards).
More information at <https://www.santander.com/en/about-us/where-we-are/payments#globalcards>

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'

Q1'24 Highlights

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

Strategic priorities

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









(1) Annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, RoTE was 15.7%.
More information at <https://www.santander.com/en/about-us/where-we-are/europe>



DCBE Digital Consumer Bank Europe

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

Q1'24 Highlights

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

Strategic priorities

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









(1) Annualizing the impact of the temporary levy on revenue earned in Spain. Without annualizing it, RoTE was 8.9%.
More information at <https://www.santander.com/en/about-us/where-we-are/digital-consumer-bank-europe>



North America

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

Q1'24 Highlights

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

Strategic priorities

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











SA



South America

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

Q1'24 Highlights

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

Strategic priorities

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



Group functions and Corporate Centre activities

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



Technology and Operations (T&O)

'The T&O mission is to help Santander Global Businesses in their digital transformation, enabling them with a state-of-the-art Global Platform, with innovative capabilities and zero back office'

Global T&O capabilities are key for our digital transformation

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

Technology



Cybersecurity



Operations & Processes



Data



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



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



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



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



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

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



c.5,200 tech professionals



Santander
Digital Services



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

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



211,141

Employees (Q1'24)

98%

workforce with a permanent contract (as of end 2023)

53%

women in our workforce (Q1'24)

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



Your VOICE Continuous Employee Listening*

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

Average score (out of 10)



Our **corporate management** evaluation model



(* 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

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

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

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



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**



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



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



Advanced management tools that help us carry out effective risk management

Risk Profile Assessment

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

Risk Appetite Statement & Structure of Limits

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

Scenario Analysis

Anticipating potential impacts to take preventive action

Risk Reporting Structure

Comprehensive and versatile with deep analysis to facilitate decision-making





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





Corporate governance and internal control

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


Diversified and well-balanced
 shareholder base


Effective engagement
 with our shareholders
 and investors


Effective board of directors


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

Composition of the board of directors, Mar-24

15 directors


20.0%
 13.3%
 66.7%(*)

- Non-executive directors (independent)
- Executive directors
- Non-executive directors (neither proprietary nor independent)

40% Women
 on the board

11% 33% 40% 40%

2011 2015 2023 Mar-24



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

(*) At the ordinary general shareholders’ meeting, held on 22 March 2024, two non-executive directors were appointed as independent directors, subject the corresponding regulatory approvals. More information on the Group’s Overview of our Corporate Governance presentation. See link to this document on slide 53.

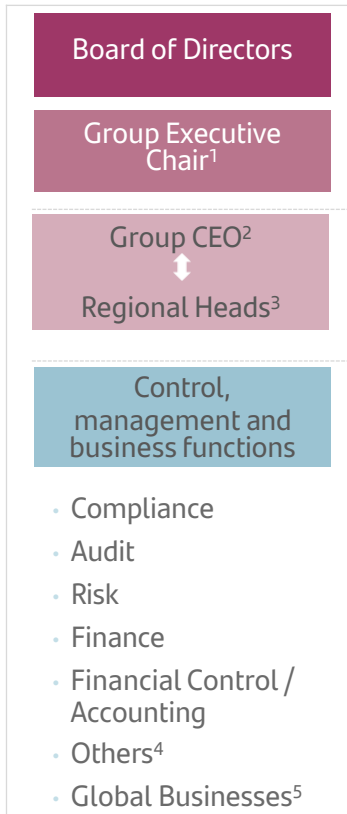


Corporate governance and internal control

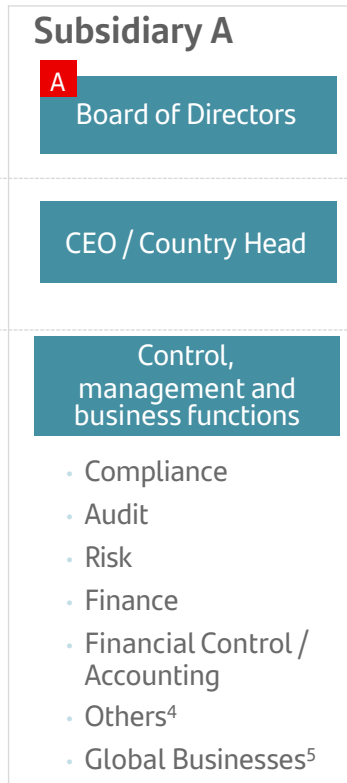
'Best practices on robust governance are channelled to all subsidiaries'

Group-subsidiary governance model

Group



Subsidiary B



The **Group-subsidiary 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

(1) First executive. (2) Second executive who reports to the board of directors. (3) Europe, North America and South America, reporting to Group CEO. (4) Technology & Operations, Human Resources, General Secretariat, Marketing, Communications, Strategy. (5) Retail & Commercial Banking; Digital Consumer Bank, Corporate & Investment Banking, Wealth Management & Insurance and Payments.

* Each global business is responsible for defining the common business and operating model, setting the global ambition and identifying and managing the global tech platforms and product factories.



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

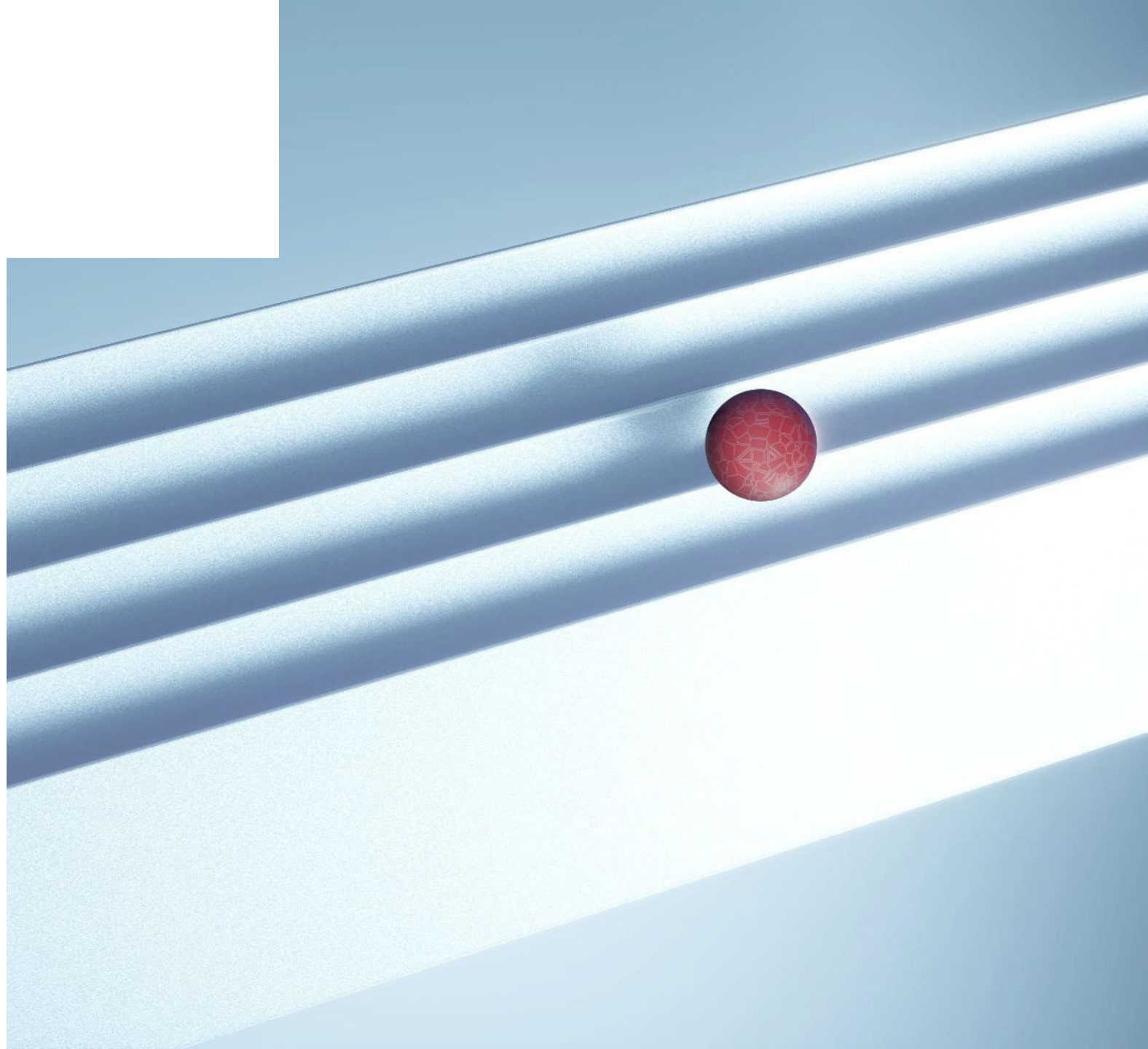
As one of our most important strategic assets, our brand helps us connect with people and businesses, demonstrating our commitment to prosperity and determination to bring it to life in a positive and sustainable manner every day.

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



03

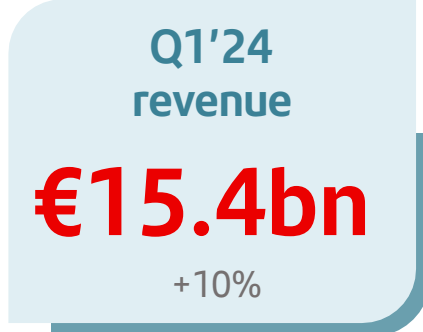
Q1'24 results & activity



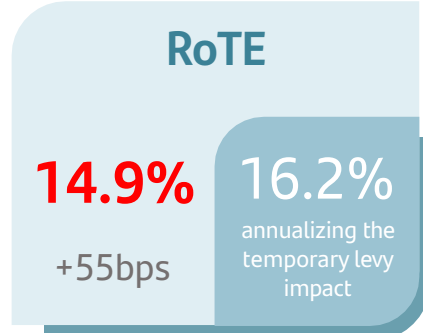
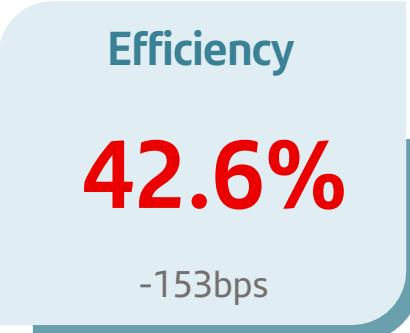
Strong first quarter performance with all our global businesses contributing to our 2024 targets



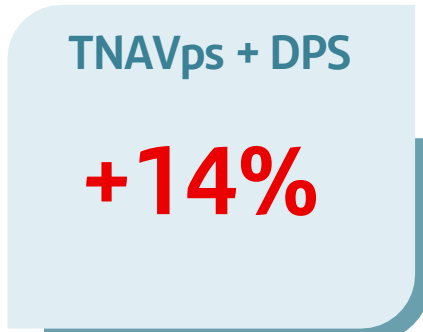
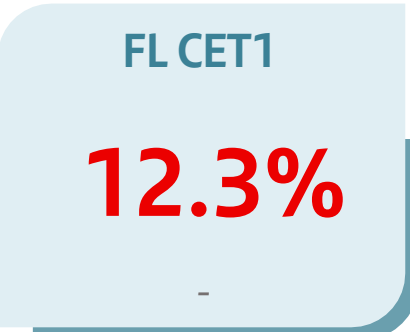
Continued momentum in revenue growth driven by 5mn new customers YoY and good activity levels



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



Solid balance sheet and increasing shareholder remuneration supporting sustained value creation



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

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

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

2024 has started with excellent business and commercial dynamics

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



Note: underlying P&L.

(*) Including the temporary levy on revenue earned in Spain (-€335mn in Q1'24 and -€224mn in Q1'23).

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

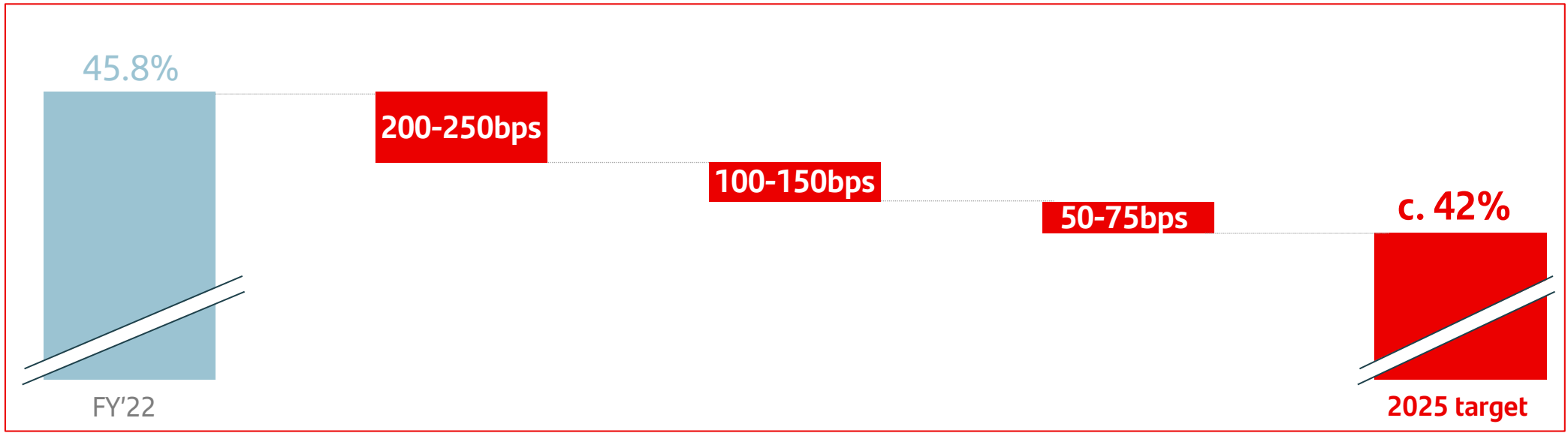
	Q1'24	2024 targets
Revenue ¹	9%	Mid-single digit growth
Efficiency	42.6%	<43%
CoR	1.20%	c.1.2%
FL CET1	12.3%	>12.0% after Basel III implementation
RoTE	14.9%	16%

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












Efficiency execution 2022-Q1'24

FY'22	ONE Transformation	Global & Network businesses	Global Tech capabilities & others	Q1'24
45.8%	-174bps	-88bps	-63bps	42.6%
	<ul style="list-style-type: none"> • Product simplification: 2% fewer products in Q1'24 (-18% vs. Dec-22) • 58% products / services digitally available (+2pp vs. Dec-23) • In US, \$10mn efficiencies in Q1'24 (\$210mn since 2022) captured in Consumer and Commercial 	<ul style="list-style-type: none"> • Multi-Nationals: +5% YoY revenue growth • Wealth: collaboration fees with CIB and Corporates reached €988mn (+12% vs. Q1'23) • Consumer: expansion of OEM agreements 	<ul style="list-style-type: none"> • Global approach to technology: €50mn efficiencies in Q1'24 (€237mn 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 value added by our five global businesses, which are accelerating the achievement of our ID targets

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

PagoNxt EBITDA margin



Note: revenue YoY change in constant euros.

(1) As % of total operating areas, excluding Corporate Centre.

(2) Global businesses' RoTEs are adjusted based on Group's deployed capital. Data are presented annualizing the impact of the temporary levy. Without annualizing its impact: Retail 15.6% (+2.3pp); Consumer 11.2% (-0.5pp); CIB 19.2% (-2.5pp), Wealth 77.3% (+9.1pp), PagoNxt EBITDA 17.0% (not affected) and Group 14.9% (+0.55pp).

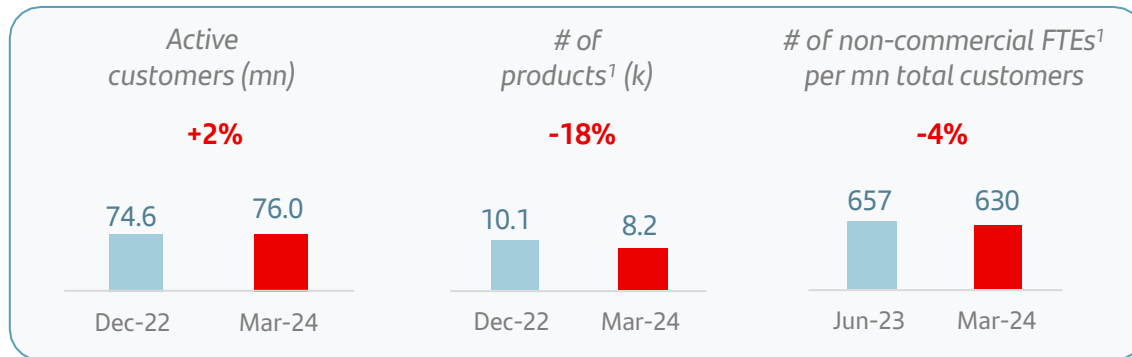
Retail: strong profit growth YoY with solid C/I driven by revenue and cost control

Execution of the strategy

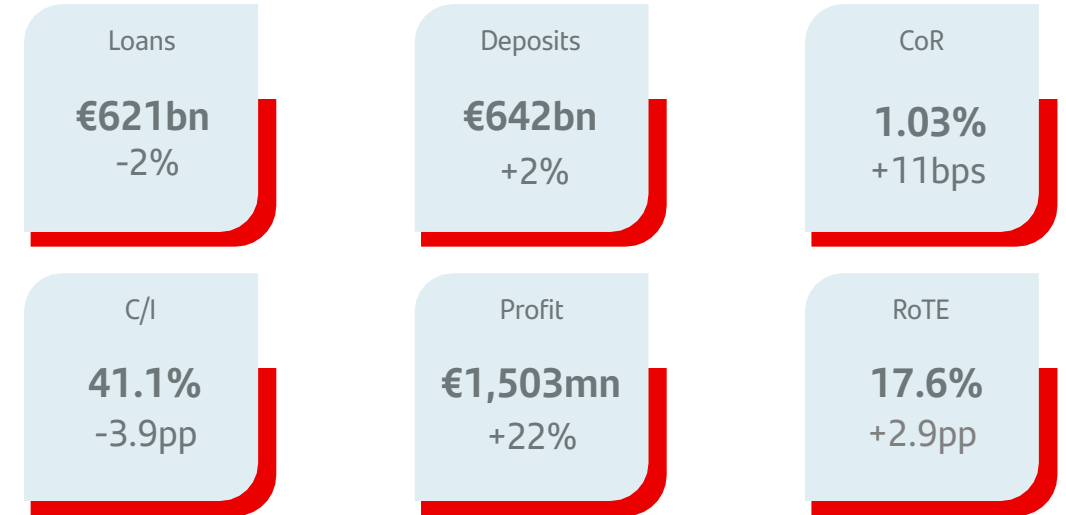
Driving growth and efficiency on the back of our new model and proprietary technology

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

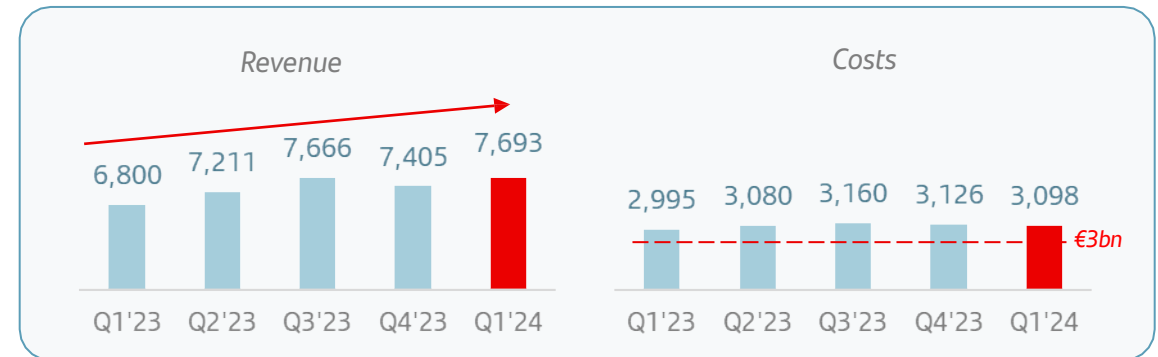
Key drivers



Q1'24 financials



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



Consumer: strong net operating income growth with successful deposit gathering

Execution of the strategy

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

Customer experience

Providing global solutions integrated in our partners' processes
Expanding partnerships across regions

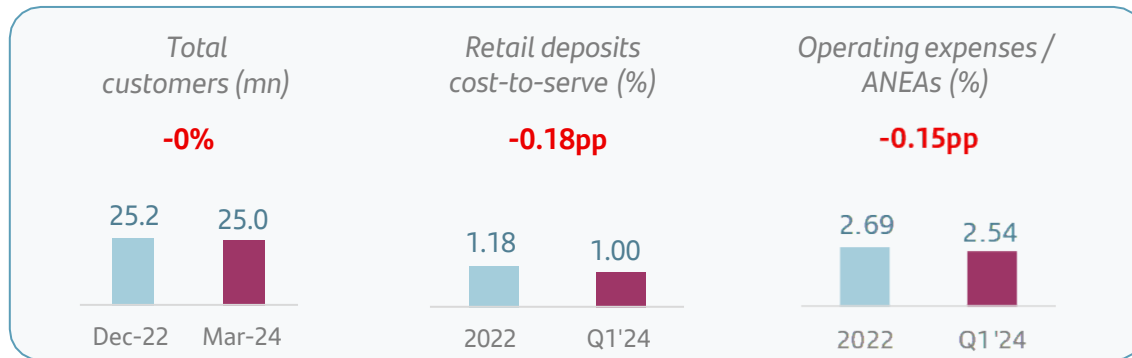
Operational leverage

Simplifying and automating our processes
Launched a new digital onboarding for pure digital players

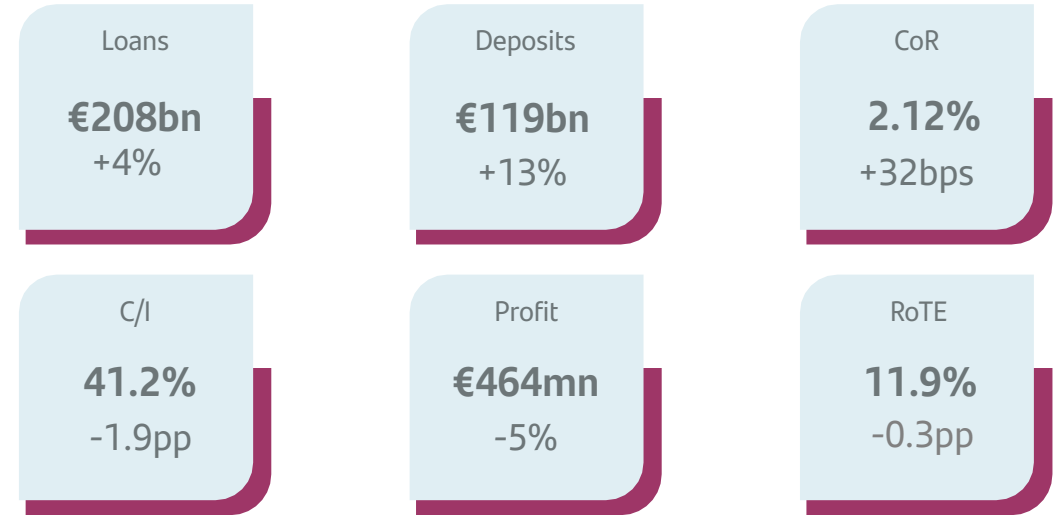
Global platform

Openbank launch in the US and Mexico
Expanding the functionality of our new leasing platform

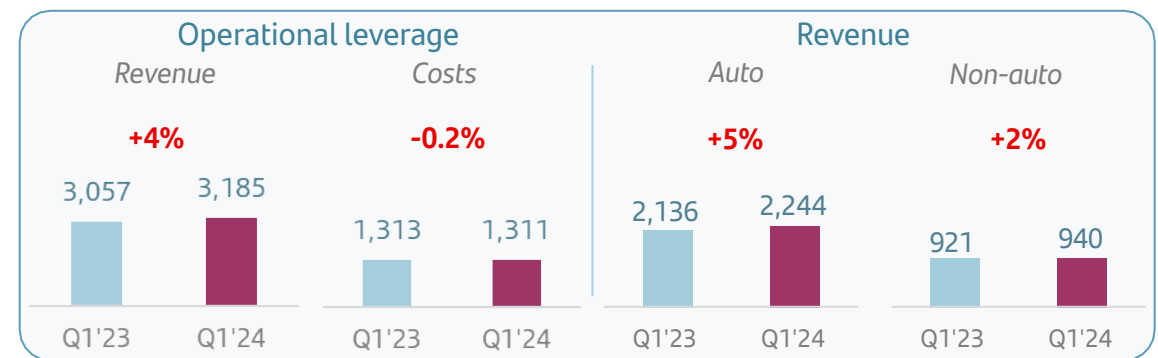
Key drivers



Q1'24 financials



Operating performance



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

Execution of the strategy

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

Customer experience

Significant progress building new capabilities in the US
Expansion on new value-added areas of growth

Operational leverage

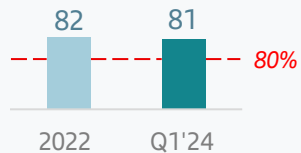
Enhanced centres of expertise, with new and strengthened industry and product teams

Global platform

Increased distribution capabilities, evolving our originate-to-share model towards a mainstream end-to-end platform

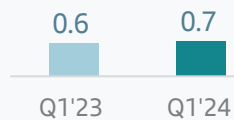
Key drivers

% customer related revenue



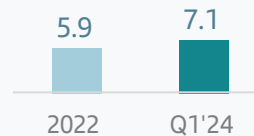
Fee growth (€ bn)

+7%



% Total revenue / RWAs

+1.2pp



Q1'24 financials

Loans

€139bn
-1%

Deposits

€143bn
+1%

CoR

0.14%
-2bps

C/I

42.0%
+5.0pp

Profit

€705mn
-5%

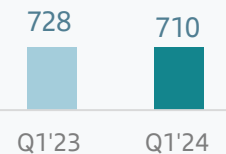
RoTE

19.7%
-2.4pp

Revenue (€ mn)

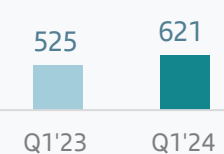
Global Transaction Banking (GTB)

-3%



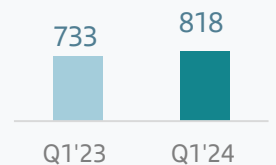
Global Banking

+18%



Global Markets

+12%



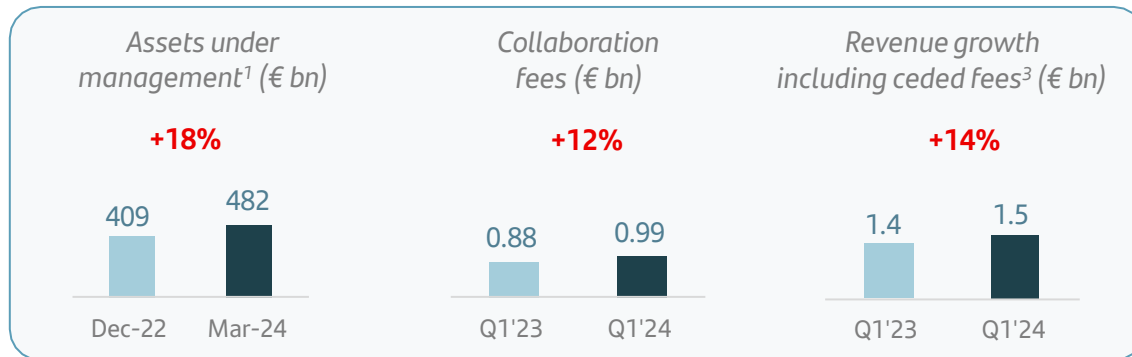
Wealth: double-digit growth across businesses with record commercial activity

Execution of the strategy

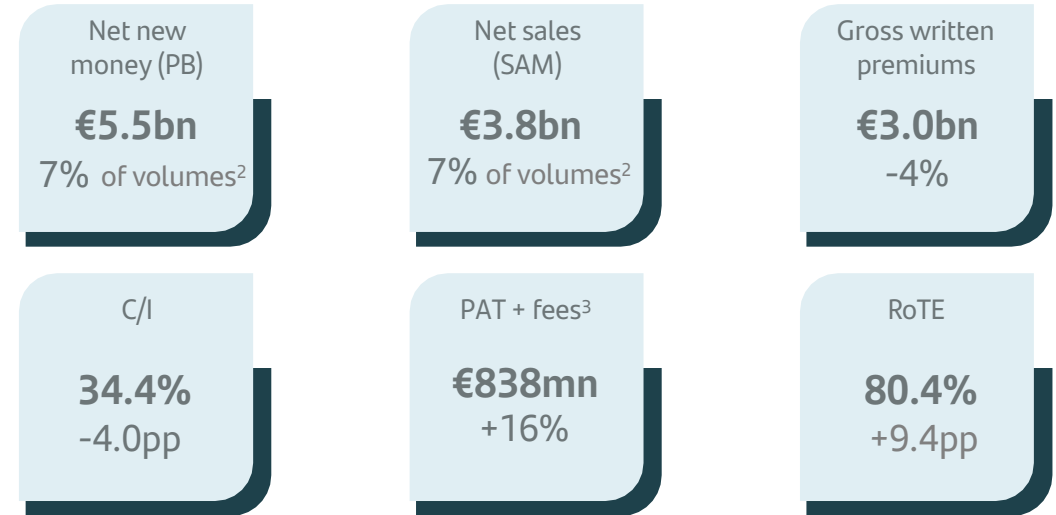
Accelerating our customers' connectivity with our global product platforms

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

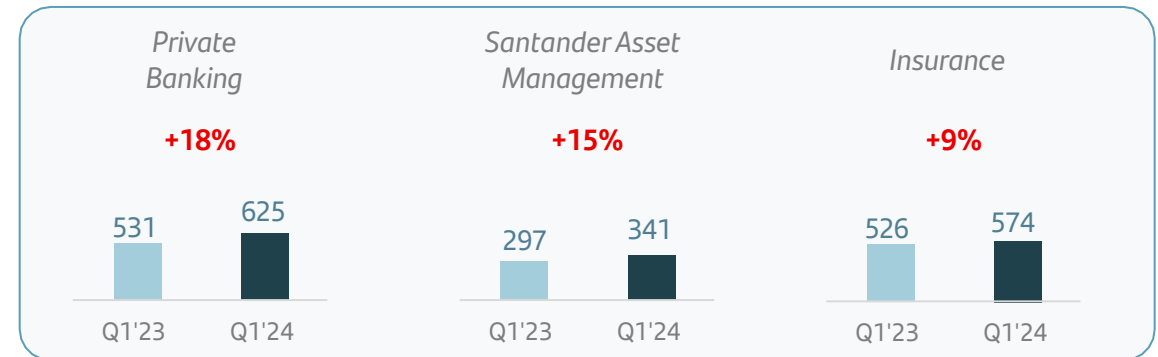
Key drivers



Q1'24 financials



Revenue (including ceded fees, € mn)



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

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

(2) Considering annualized net new money as % of total CAL and annualized net sales as % of SAM AuMs.

(3) Includes all fees generated by Santander Asset Management and Insurance, even those ceded to the commercial network, which are reflected in Retail & Commercial Banking's P&L.

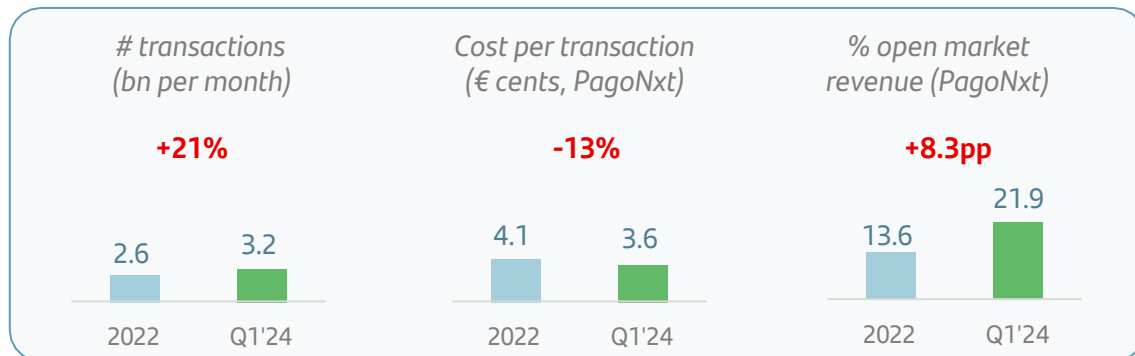
Payments: sound credit quality led to double-digit profit growth

Execution of the strategy

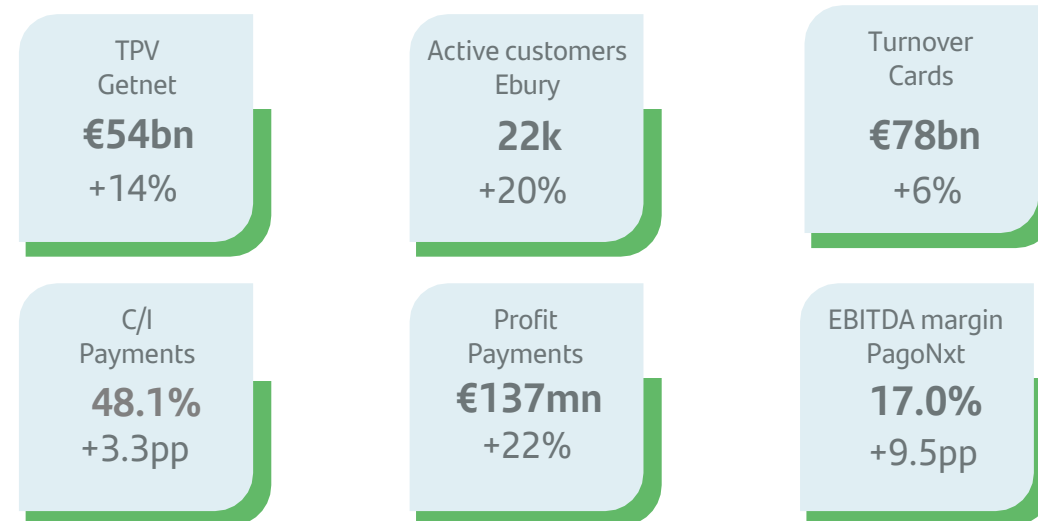
Seizing a growing opportunity by capturing scale through global platforms

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

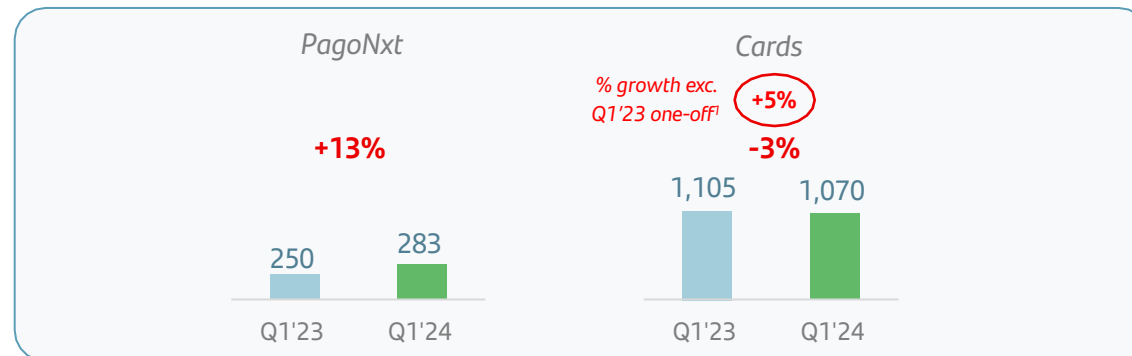
Key drivers



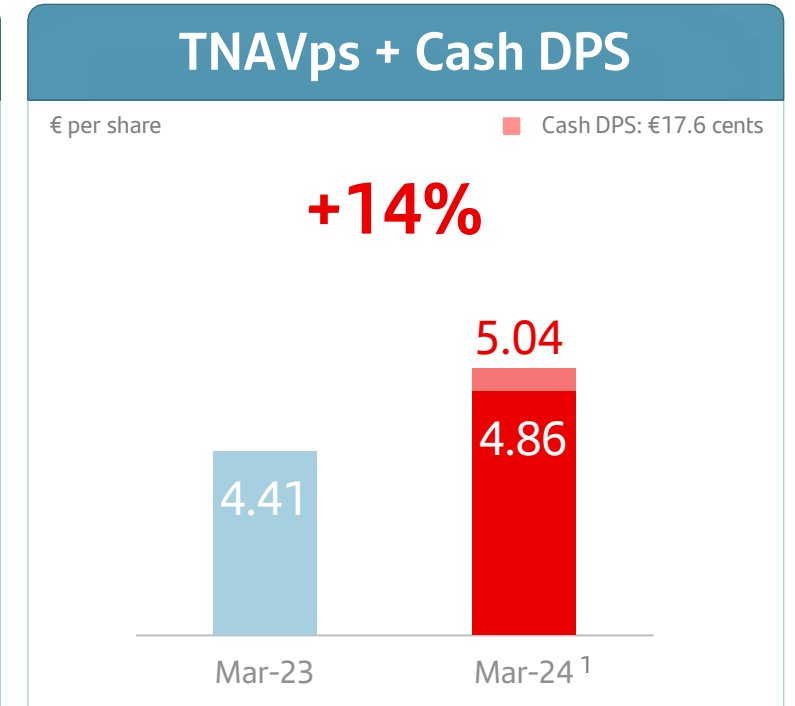
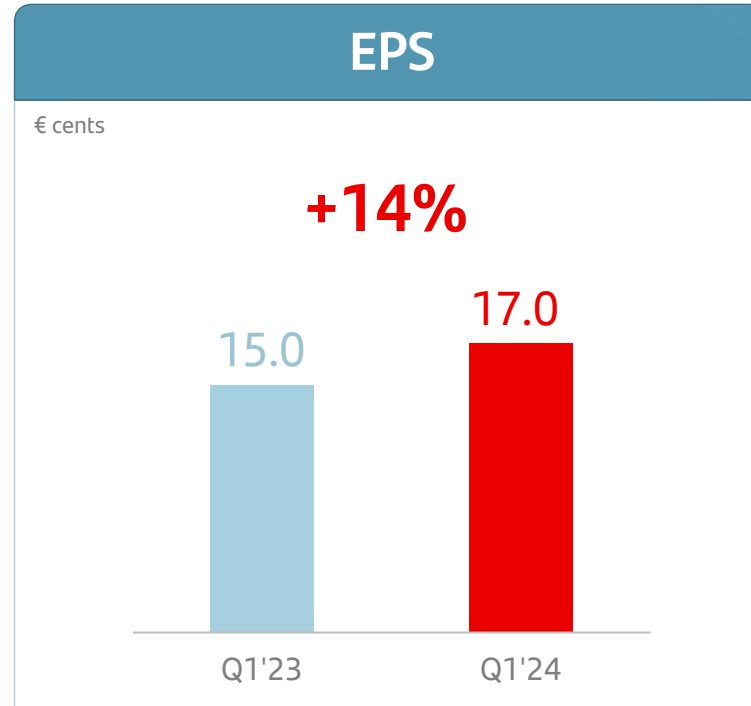
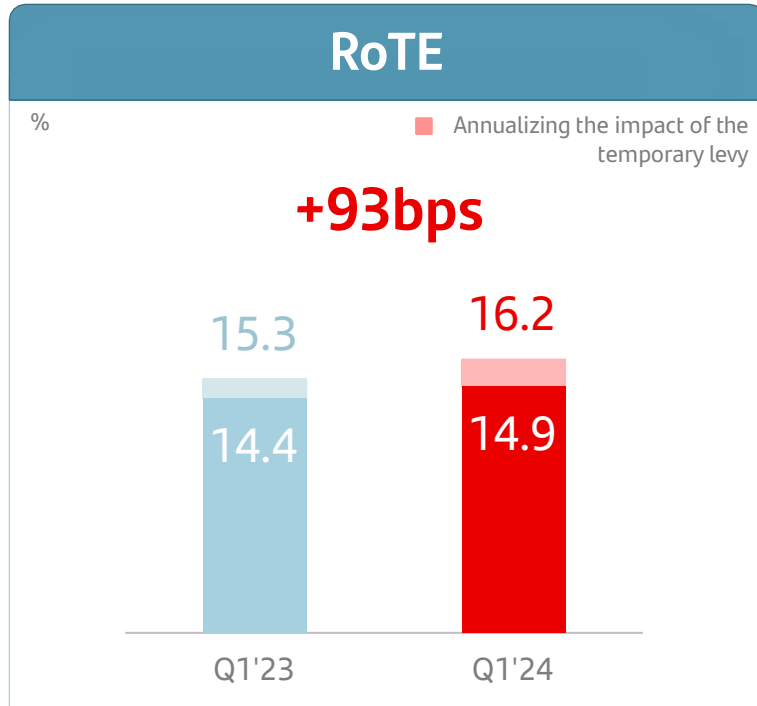
Q1'24 financials



Revenue (€ mn)



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



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



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

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

04

Final remarks



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

Q1'24 vs. 2025 ID targets

Strength

FL CET1

12.3%

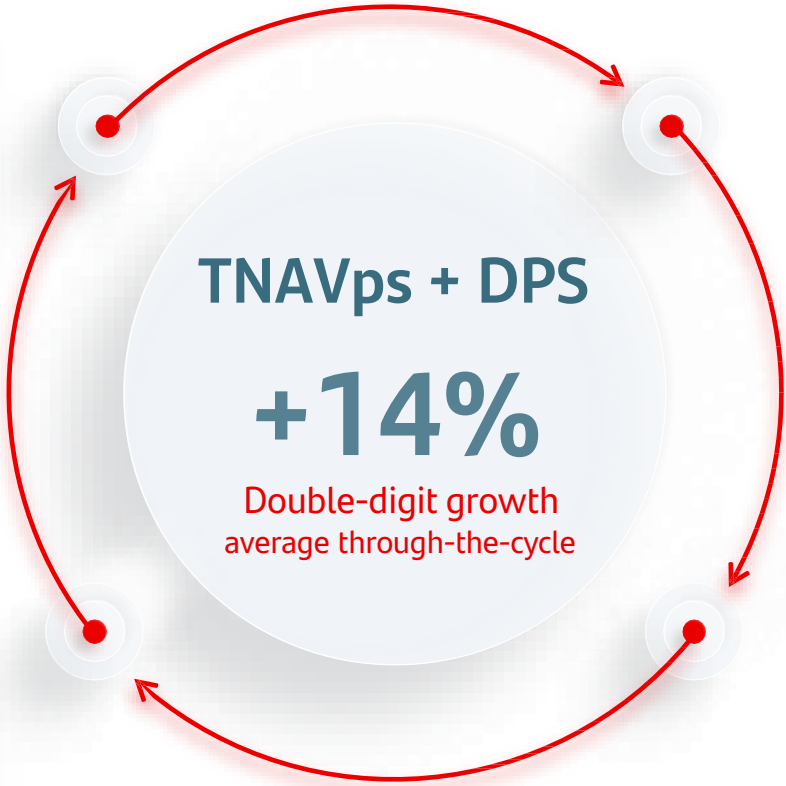
>12%

Shareholder remuneration

Payout

50%

Cash dividend + SBB
50% annually



Disciplined capital allocation

RWAs with RoRWA > CoE

83%

c.85%

Profitability

RoTE¹

16.2%

15-17%

Note: execution of the shareholder remuneration policy is subject to future corporate and regulatory decisions and approvals.
(1) RoTE is presented annualizing the temporary levy.

2024 has begun with excellent business and commercial dynamics



Outstanding customer revenue performance

backed by all global businesses



Structural efficiency gains and profitable growth

driven by strategy execution



ONE Transformation and value-added by our global businesses

accelerating the achievement of our ID targets



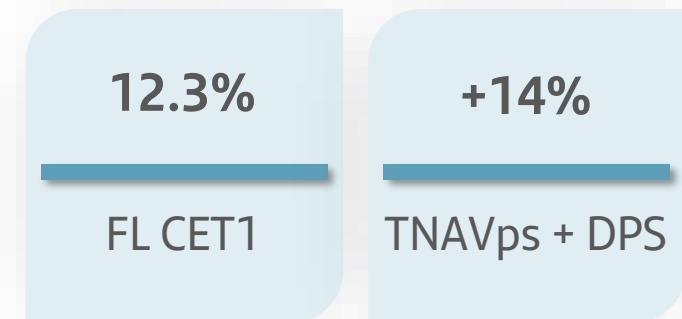
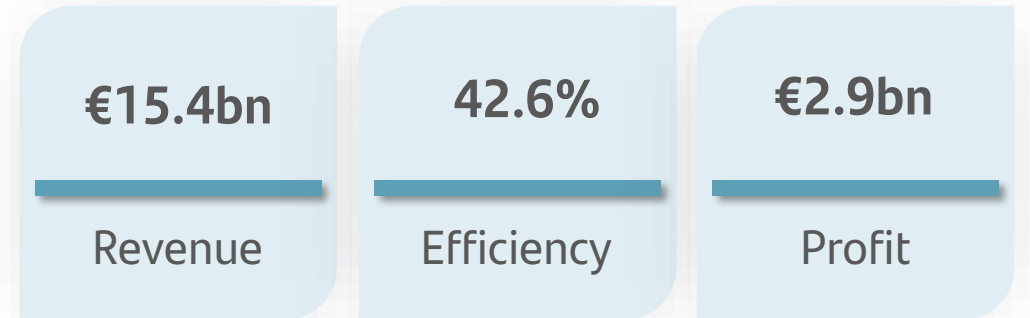
Profitability, capital and credit quality in line with targets

Organic capital generation to mitigate accelerated Basel III implementation



TNAVps + Cash DPS growing 14% YoY

in our new phase of value creation for our shareholders



Note: our shareholder remuneration policy is c.50% payout split in approximately equal parts (cash and share buybacks). Implementation of shareholder remuneration policy is subject to future corporate and regulatory decisions and approvals.
TNAVps + Cash DPS includes the €8.10 cent cash dividend paid in November 2023 and the €9.50 cent cash dividend approved in March (to be paid from 2 May), executed as part of the shareholder remuneration policy.

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

