



**Responsible Banking
Report**

2021

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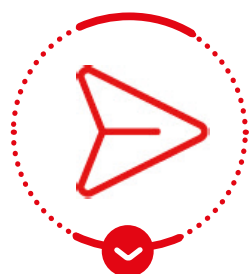
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Santander Group (Global)

- ➔ Business model and strategy
- ➔ Responsible Banking
- ➔ 2021 Highlights

We follow The Santander Way:



Our purpose

To help people and business prosper.



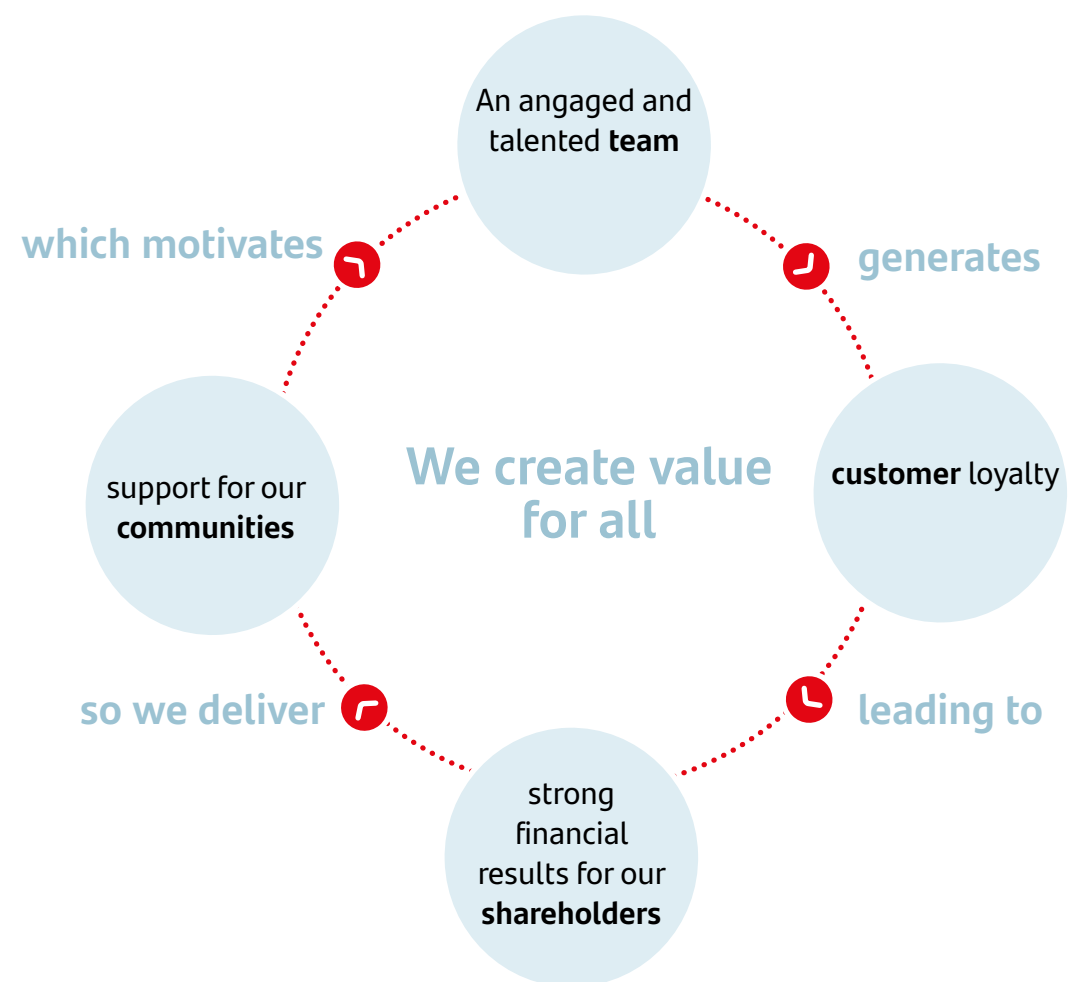
Our aim

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



Our how

Everything we do should be Simple, Personal and Fair.



Our business model | Our customer focus, global scale and diversification are the foundations for generating value for our shareholders

01. Customer focus

Deepening the relationships with our customers through a simpler value proposition, superior customer experience and our digital proposition

- We have increased our number of customers over the last seven years, and notably in 2021, with balanced growth by region and business.
- Our aim is to further enhance our customers' experience and satisfaction.
- We also help a new generation of customers with new ways to interact with their finances, which is reflected in an increase in digitalization (54% digital sales / total sales in 2021).

Total customers **153mn**
+5mn in 2021
+32mn since 2015

Top 3 Customer satisfaction^A **8 countries**

A. NPS (Net Promoter Score) – Customer Satisfaction internal benchmark of individual customers' satisfaction audited by Stiga / Deloitte in H2'21.

02. Our scale

Local scale and global reach

- Regional and global scale based on three geographic regions, where we maintain leadership positions in our core markets.
- Worldwide reach through our global businesses and PagoNxt, enabling greater collaboration across the Group to generate higher revenue and efficiencies.

Top 3^A
in 10 of our markets

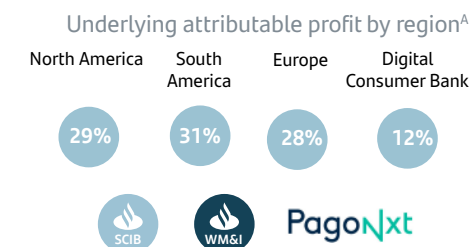


A. Market share in lending as of Sep-21 including only privately-owned banks. UK benchmark only covers the mortgage market (source: central banks). Digital Consumer Bank (DCB) refers to auto financing market shares in the majority of our Europe footprint (source: information from local auto associations and market intelligence reported by SCF units).

03. Diversification

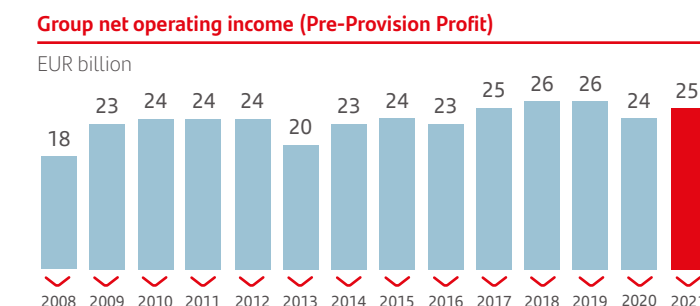
Our geographic and business diversification makes us more resilient under adverse circumstances

- We have a diversified geographical footprint which is well balanced between emerging and developed markets.
- Business diversification between customer segments (individuals, SMEs, mid-market companies and large corporates).
- This diversification remains a source of great strength and earnings stability.



A. 2021 underlying attributable profit by region. Operating areas excluding Corporate Centre.

Our strong model is reflected in the resilience of our business. It is a competitive strength that continues to differentiate us.



Continuing to execute our three strategic priorities:



1. One Santander

The aim is to create a better bank for our customers that is more efficient, profitable and sustainable. This project incorporates improved customer service, our omni-channel strategy and a common operating model in each region.



2. PagoNxt

Our common tech backbone that will unify the payments of all Santander customers.



3. Digital Consumer Bank

The combination of our auto and consumer businesses, leveraging the technology of Openbank – Santander’s full service native digital bank - to accelerate the tech transformation of our Consumer Finance business to maintain its high profitability and growth.

1. One Santander:

Europe	2021 Key data			2022 Strategic focus
	Loans EUR 576 bn ↑ +3%	Customer funds EUR 712 bn ↑ +6%	Efficiency 51.0% ↓ -5.4pp	Profitable growth from individual customers. SME value proposition leveraging PagoNxt. Disciplined capital allocation; growing Santander Corporate & Investment Banking and Wealth Management & Insurance. Common operating model to drive EUR 1bn run-rate savings by end 2022. Cost of credit normalization.
	Cost of credit 0.39% ↓ -19bps	Profit EUR 3.0 bn ↑ +110%	RoTE ^A 7.4 % ↑ +3.8pp	

Note: 2021 data and year-on-year changes (underlying profit, loans and funds in constant euros).
A. Underlying RoTE. RoTE adjusted based on Group's deployed capital calculated as contribution of RWAs at 12% would be 9.9% (+5.4pp).

North America	2021 Key data			2022 Strategic focus
	Loans EUR 134 bn ↑ +4%	Customer funds EUR 137 bn ↑ +9%	Efficiency 45.6 % ↑ +1.8pp	Positioned to deliver above cost of capital returns across core businesses. <ul style="list-style-type: none"> Refocusing US on our market leading consumer franchise. Simplifying: disciplined capital allocation. Exit home lending / Review certain Corporate & Investment segments. Synergies from 2021's strategic investments; (Amherst Pierpont / SC USA minorities)^B. 8 pp increase in digital transactions from 47% to 55%; digital sales up from 62% to 70% driven by greater customer focus & tech investment.
	Cost of credit 0.93% ↓ -199bps	Profit EUR 3.1 bn ↑ +109%	RoTE ^A 13.1 % ↑ +6.2pp	

Note: 2021 data and year-on-year changes (underlying profit, loans and funds in constant euros).
A. Underlying RoTE. RoTE adjusted based on Group's deployed capital calculated as contribution of RWAs at 12% would be 24.6% (+13.8pp).
B. Acquisition of SC USA minority interest closed on 31 January 2022. The announced acquisition of Amherst Pierpont is subject to completion, regulatory approval and other conditions.

South America	2021 Key data			2022 Strategic focus
	Loans EUR 129 bn ↑ +12%	Customer funds EUR 162 bn ↑ +9%	Efficiency 35.0% ↓ -1.0pp	Double-digit growth in retail segments. Leading regional Consumer Finance. Accelerate connectivity in Corporate and Santander Corporate & Investment Banking segments. Proven risk management capabilities able to control cost of credit. Fee businesses and transactional services on the back of Group's payments platforms will drive "recurrence" growth from our current 70% to ~80%.
	Cost of credit 2.60% ↓ -72bps	Profit EUR 3.3 bn ↑ +24%	RoTE ^A 20.3 % ↑ +2.6pp	

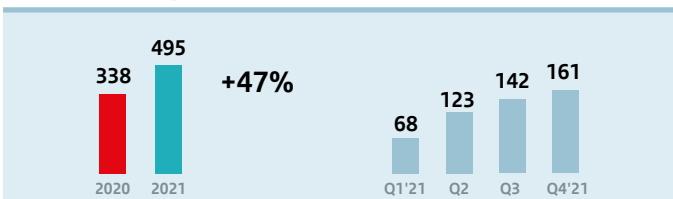
Note: 2021 data and year-on-year changes (underlying profit, loans and funds in constant euros).
A. Underlying RoTE. RoTE adjusted based on Group's deployed capital calculated as contribution of RWAs at 12% would be 26.0% (+3.9pp).

Building a more responsible bank by embedding ESG in our strategic priorities

In 2021, One Santander focused on helping customers in the transition to a green economy, jointly developing green products and services across regions, while promoting the financial health of our diverse customer base, especially the most vulnerable.

2. PagoNxt

2021 Revenue performance^A



Merchant acquiring

Santander banks with Getnet	Total payments volume (TPV) ^B	Total active merchants
6	EUR 712 bn ↑ +50%	1.2 mn

International Trade

Santander banks with One Trade	One Trade active SMEs and corporates	Ebury revenue growth ^C
8	>8k	+30 %

2022 Strategic focus

- Continue to expand our global platforms.
- Consolidating our retail leadership positions with Getnet.
- Deploy One Trade's international payments services.
- Implement the instant functionality of Payments Hub in various markets.
- Continue the gradual migration of our global payments services and financial inclusion platform of Superdigital in Latin America.

Building a more responsible bank by embedding ESG in our strategic priorities

In 2021, PagoNxt continued to develop consumer solutions, such as Superdigital, to tackle financial exclusion in Latin America, while supporting entrepreneurship with solutions for merchants, such as Getnet.

A. Constant EUR mn and YoY changes in constant euros.

B. TPV: Total Payments Volume.

C. Changes in constant euros (estimated fiscal year from May'21-April'22 vs May'20-April'21). Management accounting data

3. Digital Consumer Bank

2021 Key data			2022 Strategic focus
Loans EUR 117 bn ↓ -1%	Customer funds EUR 58 bn ↑ +10%	Efficiency 45.0% 0.0pp	To become the largest digital consumer bank leveraging SCF's footprint in auto and consumer finance, profiting from Openbank's technology stack and reinforcing leadership position with strategic alliances.
Cost of credit 0.46% ↓ -38bps	Profit EUR 1.3 bn ↑ +16%	RoTE ^A 14.0 % ↑ +2.3pp	Auto: Strengthening auto financing leadership by reinforcing mobility solutions with focus on leasing and subscription.
			Consumer (non-auto): Gaining market share in consumer lending, with focus on e-commerce checkout lending and buy now, pay later (BNPL).
			Simplification for efficiency: maintaining high speed digitalization in order to transform the business and improve efficiency.

Note: 2021 data and year-on-year changes (underlying profit, loans and funds in constant euros).

A. Underlying RoTE. RoTE adjusted based on Group's deployed capital calculated as contribution of RWAs at 12% would be 14.8% (+2.5pp).

Building a more responsible bank by embedding ESG in our strategic priorities

In 2021, Digital Consumer Bank focused on developing green finance solutions (both in auto and consumer loans), while making progress in measuring the emissions financed in our loan portfolio.

ESG commitments: we are creating value for our shareholders by focusing on delivering profitable growth in a responsible way

In 2021, we continued to deliver on our ESG commitments, supporting our customers' green transition and financially empowering more people

<p>Supporting the green transition</p> <p>EUR 66bn Green finance since 2019^A</p> <p>>200% YoY green finance in retail^B</p> <p>EUR 27bn AuM in Sustainable funds^C</p> <p># 1 Financial advisor in Project Finance renewables^D</p>	<p>Building a more inclusive society</p> <p>7.5mn People financially empowered since 2019</p> <p>>EUR 550mn Credit allocated to microfinance in 2021</p> <p>1.4mn Microentrepreneurs supported since 2019</p> <p>8 Countries with microfinance initiatives underway</p>	<p>With a talented and diverse team</p> <p>6 Geographies where we are Top 10 company to work for</p> <p>>26% Women in senior leadership positions</p> <p>ESG Metrics included in executives' incentives</p> <p># 1 Bank in Bloomberg Gender Equality Index</p>
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Note: audited data.

A. Only SCIB global business.

B. All segments excluding SCIB and WM&I.

C. AuMs classified as Article 8 and 9 funds (SFDR) from SAM, plus third-party funds and other ESG products according to EU taxonomy from Private Banking. We apply equivalent ESG criteria to SAM's funds in Latin America.

D. Banco Santander, S.A. emerged as the top financial advisor for renewable energy project financing in 2021, with a total deal credit of USD 10.3 billion and a market share of 28%, according to Bloomberg NEF's H2'21 Clean Energy League Tables.

We continued to progress towards our 2025 ESG commitments and in our Net Zero target by 2050. In 2021 we set the first decarbonization targets to support the green transition:

- Reduce our thermal coal exposure to zero.
- Align our power generation portfolio to the Paris Agreement by 2030.

Responsible Banking



Ana Botin, Group Executive Chairwoman

Our approach

By delivering on our purpose to help people and businesses prosper, we grow as a business while helping address society's challenges.

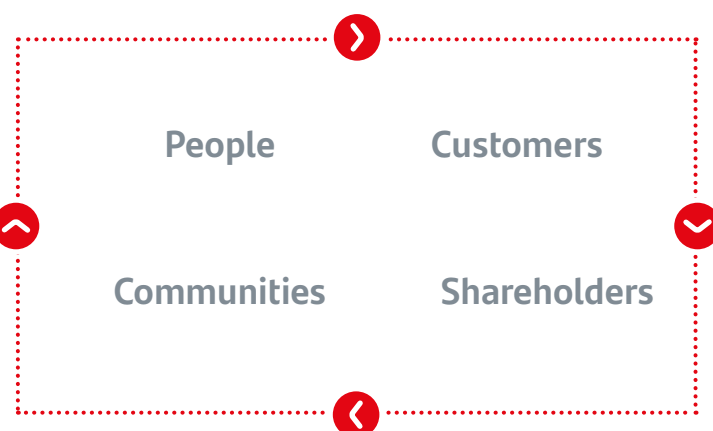
Our strategy is....

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

G Embed behaviours, processes, policies and governance to ensure we are acting responsibly, listening to our stakeholders, and treating them in a Simple, Personal and Fair way – all based on solid governance and prudent risk management.

By being responsible we build loyalty



I'm loyal to Santander because

- ... Santander does things the right way**

In our day-to-day business, we make sure we don't just meet our legal and regulatory requirements, but also exceed people's expectations by being Simple, Personal and Fair in all we do.
- ... Santander promotes inclusive and sustainable growth**

We focus on areas where our activity can have a major impact on helping people and businesses prosper.

What our stakeholders tell us

Listening to our stakeholders and creating value

We run surveys and 'speak-up' channels for employees, as well as interactive platforms for customers. We assess externalities to identify risks and opportunities and appraise our impact on the community. We respond to demands from top analysts, investors and indices interested in ESG matters; keep pace with new regulation and best practices worldwide; and take part in consultations with authorities, trade bodies and other organizations that influence policymaking on sustainable development. We're also involved in major local and international initiatives to support inclusive and sustainable growth (see 'Joint initiatives to promote our agenda' in 'Governance and priorities').

Key dialogue channels for stakeholders

<p>People</p>	<p>86% employees participated in the 2021 Global Engagement Survey</p>	<p>4,338 complaints received through ethical channels</p>	
<p>Customers</p>	<p>+4 millions of surveys to measure customer satisfaction</p>	<p>+45,000 banked individuals surveyed about Santander being Simple, Personal and Fair</p>	<p>478,586 complaints received</p>
<p>Shareholders</p>	<p>15,260 shareholders surveyed about Santander being Simple, Personal and Fair</p>	<p>18,695 shareholders and investors participated in studies and quality surveys</p>	<p>139,301 queries handled by email, phone, WhatsApp and online</p> <p>116 meetings with minority shareholders and 942 contacts with institutional investors</p>
<p>Communities</p>	<p>997 universities and academic institutions with agreements.^A</p>	<p>+ 1,400 partnerships with social institutions and entities</p>	<p>+300 social media profiles</p> <p>+25 million followers</p>

A. This figure only includes universities that have an agreement with Santander Universities. Adding Universia's data, the total figure is 1,415 universities and academic institutions in 28 countries

Materiality assessment: Identifying the issues that matter

Our in-depth materiality review included direct stakeholder input (internal and external interviews and surveys on the bank's ESG priorities), in line with best practice. Following the proposed Corporate Sustainability Reporting Directive (CSRD) and leading ESG reporting standards, we applied the principle of double materiality: (1) financial materiality (how ESG issues impact financial performance); and (2) environmental and social materiality (how ESG action impacts society and the environment).

Basics for 2021 materiality assessment

- **Phase 1**
Based on the external landscape, key trends and our own operations, we drew up a preliminary list of 15 ESG topics and placed them into three categories: E, S and G.
- **Phase 2**
We ran workshops, surveys and one-to-one interviews to set priorities; and gathered feedback from customers, employees, senior managers, investors and NGOs.
- **Phase 3**
We gave topics a score and weighted them to produce a ranking in order of importance to Banco Santander.

Analysis inputs

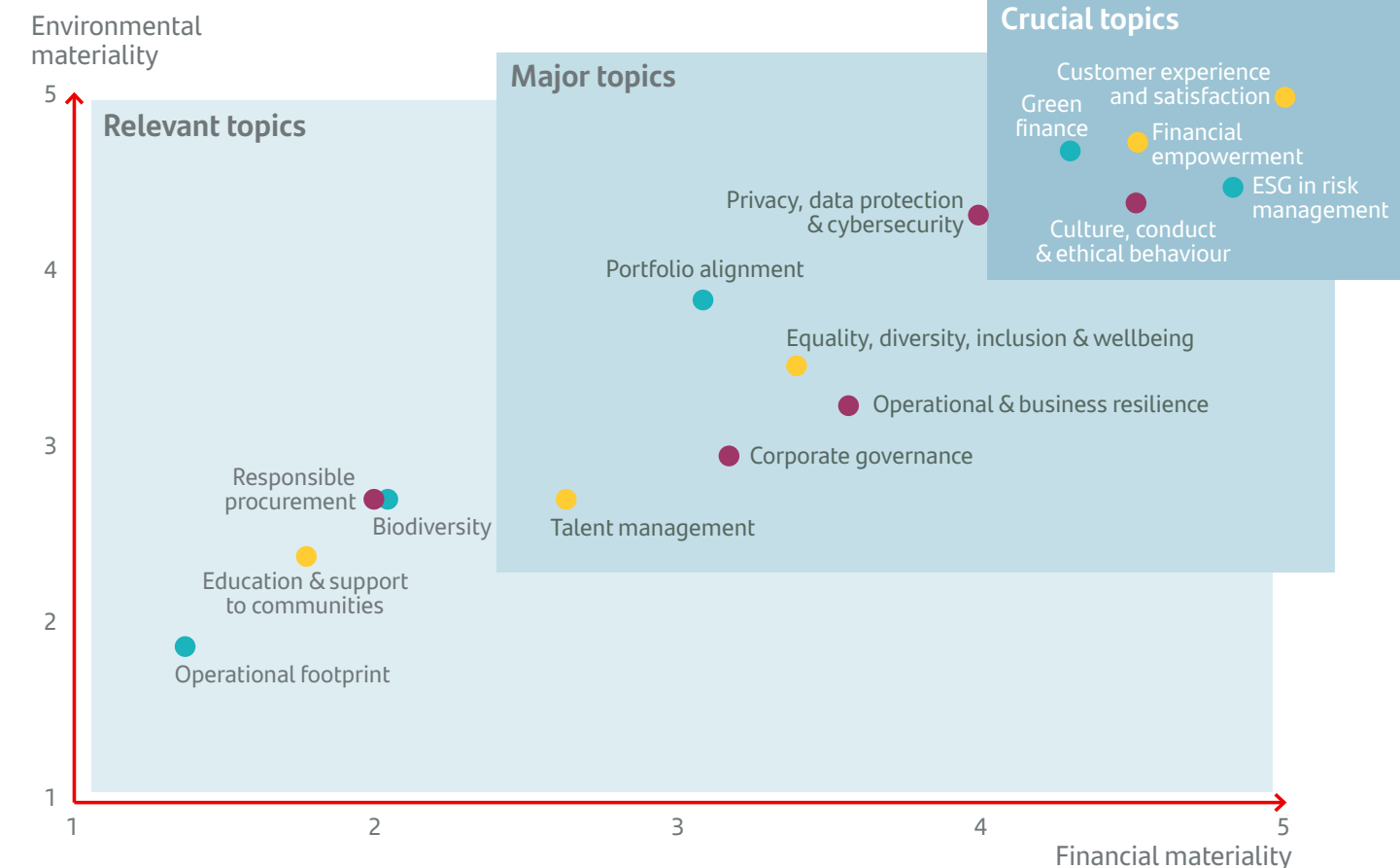
Global and sector-based

- Regulators' and international institutions' requirements (such as EU taxonomy)
- Sustainability frameworks and standards (such as UN Sustainable Development Goals, UN Principles for Responsible Banking, Task force on Climate-related Financial Disclosures, Global Reporting Initiative, Sustainability Accounting Standards Board,...)
- ESG analysts' and indexes' expectations
- Banking sector reporting trends (peer banks)

Stakeholder opinion

Customers	9,000 surveys in 9 countries.
Employees	500 surveys in each country and HQ (more than 1,800 responses).
Senior management	Specific session to discuss materiality in our annual senior management leadership meeting. One-to-one interviews with heads of corporate areas and representatives of businesses and regions.
Investors	Interviews with major investors.
NGOs	One-to-one interviews with international NGOs.

Group material topics matrix^A



Conclusions and changes since 2020

Environmental	Social	Governance
'Green finance' and 'ESG in risk management' are now crucial topics. 'Portfolio alignment with net zero by mid-century' is a major topic. In 2020, 'Climate strategy' had medium importance and 'ESG products & services' low/medium.	'Customer experience' remains highly material. 'Customer financial wellbeing' and 'Financial inclusion and empowerment' are now among the crucial topics. In 2020, 'Customer satisfaction' was also one of three high priority topics.	'Culture, conduct & ethical behaviour' (crucial topic) and 'Privacy, data protection and cyber security' (major topic) increased in importance. In 2020: 'Compliance and risk management' had medium importance and 'Cybersecurity and data protection' had low importance.

A. Issues such as food waste, light and noise pollution are not material to the Group.

Our ESG priorities

Our materiality assessment identified 15 ESG topics we should focus on.

Crucial topics

Customer experience and satisfaction

Supporting customers and local economies with products and services that meet their needs. Giving them services and products that are Simple, Personal and Fair. Innovating and using digital technologies to maximize access to products and services.

Financial inclusion and empowerment

Designing, developing and delivering products and services that ensure access to the financial system and meet credit needs. Building resilience through financial education.

Green Finance

Supporting our customers in their transition to a low-carbon economy by embedding environmental factors in products and risk analyses, and by supporting the growth of sustainable financial product markets.

ESG in risk management, embedding climate

Ensuring our risk management framework incorporates customers' and operations' environmental (e.g. climate) and social (e.g. human rights) risks, and outlining them in policies and procedures.

Culture, conduct & ethical behaviour

Ensuring exemplary conduct by everybody: being Simple, Personal & Fair in all we do; and embedding Risk Pro, ethical channels and best-in-class policies and controls on employees' internal conduct, transparency towards customers and ethical behaviour.

Major topics

Privacy, data protection and cybersecurity

Managing the risks from collecting, retaining and using personal information.

Portfolio alignment to Net Zero achieved by mid century

Analysing our portfolios' carbon footprint and aligning them with the Paris Agreement by taking actions to steer them to net zero, applying climate methodologies, and setting targets.

Equality, diversity, inclusion & wellbeing

Ensuring equality, fairness, health, emotional and financial wellbeing and respect among employees, with zero tolerance for harassment and discrimination.

Operational and business resilience

Adapting to a changing environment (including adverse events), maintaining the resilience of the business and building on strategic priorities (One Santander, Digital Consumer Bank and PagoNxt).

Corporate Governance

Guarantee effective corporate governance to continue creating value for shareholders, allocating capital efficiently and ensuring profitable growth in a responsible way that meets our stakeholders' expectations. Introduce ESG standards in variable pay schemes.

Talent management and development

Attracting, engaging and retaining a productive and talented workforce with benefits and development opportunities. Ensuring meritocracy.

Relevant topics

Operational footprint

Reducing direct operational and indirect value chain impacts through energy and water management; the use and recycling of materials; and green building design (incl. initiatives for employees to assess and reduce their footprint).

Responsible procurement

Assessing ESG in our supply chain to manage associated reputational and service-level risks.

Education and support to communities

Leveraging Santander Universities to provide education, employability and entrepreneurship opportunities and to connect startups and SMEs with talent, clients, training and other resources. Supporting community wellbeing and improving the lives of people at risk of exclusion.

Biodiversity

Managing the impact of our financial products and services on ecosystems and biodiversity through whom we lend to, including (but not limited to) natural resource extraction, cultivation and project development.

Our 2021 materiality assessment led to an ambitious action plan for 2022-2025.

E	Our Goals	Priority Action Plans
	Deliver our net zero carbon ambition by 2050 by setting decarbonization targets, helping our customers transition and remaining carbon neutral in our own operations.	<ul style="list-style-type: none"> Execute our climate strategy towards Net Zero by 2050 Measure and develop our green transition and sustainable finance value propositions across units Embed environmental, social and climate criteria into risk management

S	Our Goals	Priority Action Plans
	Support inclusive growth through financial empowerment; support for education, enterprise and employment; and building a diverse, talented workforce.	<ul style="list-style-type: none"> Continue to promote a diverse & inclusive workplace that fosters employee wellbeing Continue improving customer experience and satisfaction Enhance our financial empowerment and inclusion proposition

G	Our Goals	Priority Action Plans
	Embed behaviours, processes, policies and governance to ensure we are acting responsibly, listening to our stakeholders, and treating all our stakeholders in a Simple, Personal and Fair way – all based on solid governance and prudent risk management	<ul style="list-style-type: none"> Foster culture, conduct and ethical behaviour. The Santander Way behaviours refresh Engage with external stakeholders (ESG analysts, indexes, NGOs,...)

RB Public commitments ahead

	2021 figure	Target	Period
1. Electricity from renewable sources (%)	75%	100%	by 2025
2. Thermal coal-related power & mining phase out	7	0 exposure	by 2030
3. Reduce emission intensity in power generation portfolio ^A	0.23tCO ₂ e/MWh	0.18tCO ₂ e/MWh 0.11 tCO ₂ e/MWh	by 2025 by 2030
4. Green Finance raised and facilitated (cumulative) ^B	65.7	120 220	2019-2025 2019-2030
5. Sustainable investment (€bn AUM under ESG funds)	27	100	by 2025
6. People financially empowered (millions)(cumulative) ^B	7.5	10	2019-2025
7. Women in senior positions	26.3%	30%	in 2025
8. Equal Pay Gap	1%	0%	in 2025

Maintain commitments achieved:

- Be carbon neutral in our operations
- Eliminate use of single-use plastics in our buildings and offices
- Have a board of directors with 40-60% women members

A. The 2021 figure of 0.23 tCO₂e/MWh corresponds to the latest available portfolio data (2019).
B. The 2021 figure is a cumulative figure from 2019.

Governance

Our principles, frameworks and policies ensure we behave responsibly in all we do. We strengthened our responsible banking governance to continue doing things the right way and promote inclusive and sustainable growth.

Responsible banking corporate framework

Created in 2021, the framework's common principles, roles and responsibilities, key processes and governance to drive us towards a more sustainable business model that delivers on our purpose to help people and businesses prosper. It

also reinforces our commitment to Agenda 2030: the UN Sustainable Development Goals (SDGs), the Paris Agreement and the Principles for Responsible Banking. The corporate framework is approved by the Board.

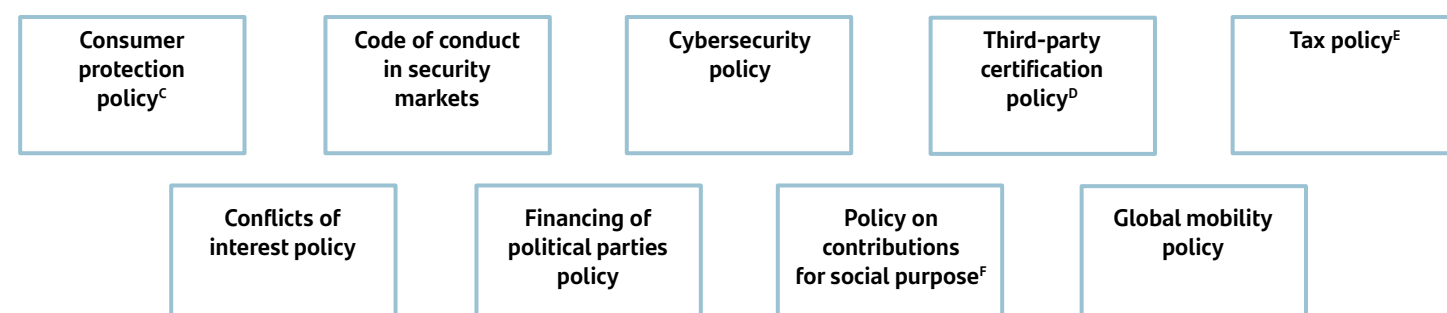
Policies and guidance

The Group's policies and guidance set the standard for all units. We systematically review the scope of policies relating to the integration of ESG criteria to ensure compliance with international best practice. In 2021, the Responsible Banking function was made part of the policy approval process to embed sustainability criteria in all policies.

Core policies that integrate ESG criteria into our business model, to make us a more responsible bank^A



Other policies that support our responsible banking strategy



A. These policies are approved by the board of directors and are available on our corporate website (except the Sensitive sectors policy).

B. Includes Banco Santander's Diversity & Inclusion Principles and the Corporate Volunteering Standard.

C. Includes financial consumer protection principles.

D. Includes principles on the responsible behaviour of suppliers. These principles are publicly available on our corporate website.

E. Our tax strategy and an extract of our Tax policy are available on our corporate website.

F. Updated and available on our corporate website.

Decision-making and oversight bodies

Board of directors

Approves and supervises the implementation of general policies and strategies relating to our corporate culture, values, responsible business practices and sustainability. It also makes sure all the Group's employees are aware of codes of conduct and act ethically, and ensures compliance with the laws, customs and good practices of the industries and countries where we operate.

Responsible banking, sustainability & culture committee ("RBSCC")

(Meets at least four times a year)

Supports the board and oversees the Group's responsible banking agenda and strategy.

Responsible banking forum

(Meets at least six times a year)

Executes the responsible banking agenda across the Group, drives decision-making on responsible banking issues and ensures the execution of any mandates from the RBSCC, other board committees and the board of directors. It also ensures alignment on key issues, including the review and escalation of reports to the RBSCC.

Implementation bodies

Management meeting

Chaired by the CEO, discusses responsible banking agenda progress, including climate change, with a special focus on TCFD and ESG business opportunities.

In 2021, the meeting was informed four times on the progress of the responsible banking agenda.

Corporate responsible banking unit

Coordinates and drives the responsible banking agenda.

A senior adviser on responsible business practices supports this unit and reports directly to the executive chairman.

Responsible banking network

Our subsidiaries' sustainability and culture units execute responsible banking agendas according to our corporate strategy and policies. They are led by a senior manager, who is part of the group-wide Responsible banking network, which meets every two months.

We issue guiding principles for subsidiaries and global business units to embed our responsible banking agenda across the Group.

The corporate responsible banking unit and local units hold regular bilateral meetings.

Working groups on financial education, training, sustainable finance, microfinance and climate change help agree actions and align efforts.

In 2021, the network held six virtual meetings to discuss progress on the Group's agenda. Ten bilateral meetings focused on each units' ESG agenda. The network also ran the third Responsible Banking workshop, which representatives from all businesses and geographies attended over three days (one day for each initial: E, S and G).

Core topics addressed in 2021

In 2021, we addressed five ESG core topics: Climate change and green finance; diversity and inclusion; our culture, "The Santander Way"; Santander's materiality assessment; and policies related to responsible banking.



2021 Highlights



Meeting our public commitments

The 11 public commitments Banco Santander announced in 2019 reflect our responsible banking ambitions and help embed environmental, social and governance (ESG) criteria in operations. They are “SMART” (Specific, Measurable, Achievable, Realistic and Time-bound) to fulfil the UN Sustainable Development Goals and the targets set out in the Paris Agreement on climate change.

In 2021, we met (or exceeded) all our commitments for 2019-2021 and made progress on all our targets. Our new public commitments include initial decarbonization targets for the power industry for 2025 and 2030, which measure emission intensity.

	2018	2019	2020	2021	Target
Top 10 company to work for ^A	4 →	5	6	6 ✓	Top 10 in 6 countries by 2021
Women board members	33% →	40%	40%	40% ✓	40-60% by 2021
Women in senior positions ^B (%)	20% →	22.7%	23.7%	26.3%	→ 30% by 2025
Equal pay gap ^C	3% →	2%	1.5%	1%	→ ~0% by 2025
Financially empowered people ^D (cumulative)	—	2.0	4.9	7.5%	— 10mn by 2025
Green finance raised and facilitated ^E (cumulative)(EUR)	—	19	33.8	65.7%	— 120bn by 2025 220bn by 2030
Electricity used from renewable energy sources ^F	43% →	50%	57%	75% ✓	→ 60% by 2021 100% by 2025
Carbon neutral in our own operations ^G	—	→	✓	✓	→ since 2020
Reduction of unnecessary single-use plastics in corporate buildings and branches ^H	—	75% →	98% >	100% ✓	100% by 2021
Scholarships, internships and entrepreneurship programmes (cumulative) ^I	—	69	225	388 ✓	325k by 2021 ^J
People helped through our community programmes (cumulative) ^K	—	1.6	4.0	6.1 ✓	4mn by 2021

————— Cumulative target
 → From... to...

A. According to Great Place to Work, Top Employer, Merco and other external indices in each country

B. Senior positions make up 1% of the total workforce

C. Equal pay gap based on same jobs, levels and functions

D. Unbanked, underbanked and financially vulnerable individuals who receive tailored finance solutions and become more aware and resilient through financial education.

E. Includes Grupo Santander's contribution to green finance: project finance; syndicated loans; green bonds; capital finance; export finance, advisory services, structuring and other products, to help customers transition to a low-carbon economy. EUR 220bn committed from 2019 to 2030

F. In countries where we can verify electricity from renewable sources at Banco Santander properties

G. In our core geographies (G10)

H. For G10. Does not account for COVID-19 measures that might have involved plastic

I. Students given a scholarship through Santander Universities who will do an internship at an SME or take part in Santander-endorsed entrepreneurship programmes

J. The initial target of 200k beneficiaries was reached in 2020 and therefore the bank committed to offer 125k additional scholarships by 2021

K. Does not include Santander Universities or financial education initiatives

Our progress in 2021

E

- Commitment to net zero emissions by 2050. Founding member of UNEP FI's Net-Zero Banking Alliance. First decarbonization targets set.
- SAM joined the Net-Zero Asset Managers initiative, becoming the first asset manager in Spain to commit to net-zero emissions by 2050 and halve emissions on 50% of its AUMs.
- New sustainable finance classification system setting the criteria to offer, manage and report sustainable financing.
- Beyond the 32.3bn mobilized by SCIB in green finance, our third green bond raised EUR 1 billion in an eight-year non-preferred senior debt issue that will finance wind and solar power projects.
- Santander Universities launched the Santander X Environmental Challenge to support innovative companies worldwide and promote a low-carbon economy.

S

- We ranked in the Top 3 in NPS in 8 markets, up from 6 in 2020.
- Santander Chile, Santander Colombia and Santander Perú launched new microfinance programmes for entrepreneurs, while we continued to expand Prospera in Brazil and TUIIO in Mexico.
- We have worked to develop a new global health and well-being policy.^A
- Santander Universities launched the Santander X Global Challenge | Finance For All to find innovative solutions that ensure access to banking products and services.

G

- ESG criteria are included in the short-term variable remuneration scheme that generally applies to Group employees. We also approved the inclusion of ESG criteria in long-term incentives for senior executives.
- ESG course available to all employees and three-level ESG training model adapted to our employees' needs.
- New ESG certification by Aquanima (our global procurement entity).
- ESG disclosure enhanced. In addition to GRI Sustainability Reporting Standards and Sustainability Accounting Standards Board (SASB), this report includes Stakeholder Capitalism Metrics (IBC-WEF). Improved position in key ESG ratings such as DJSI, MSCI, CDP, Shareaction, Sustainalytics, FTSE4Good and BGEI.

A. This policy will be approved in 2022.

Awards and recognition



One of the world's best places to work

For the third consecutive year, Great Place to Work named Banco Santander one of world's 25 best workplaces, out of more than 10,000 organizations worldwide that foster exceptional employee experiences centred on trust and fair treatment. We were the only bank in the ranking.



Best Bank for Financial Inclusion and Best Bank for Sustainable Finance in Latin America

Euromoney named Banco Santander "Best Bank for Financial Inclusion" and "Best Bank for Sustainable Finance in Latin America". It highlighted our efforts to make financial services more accessible and financially empower people and businesses through programmes in Latin America, Europe and the US. It also commended our work to promote digital channels (especially among the elderly) during the pandemic and aid the transition to a low-carbon economy.



Top Employers 2021

Santander received its fifth consecutive Top Employers Europe certification in recognition of its excellent working conditions and contribution to employee development. We received the certificate in three of our core markets in Europe (Spain, Poland and the UK) as well as for our Santander Consumer Finance units in Germany, the Netherlands, Austria, Poland, France and Belgium.



One of the 100 most valuable brands in the world

Our work to help communities prosper in a way that is Simple, Personal and Fair earned us recognition as the biggest bank in the eurozone and sixth globally in Interbrand's 2021 Best Global Brands ranking.

ESG indices and analysts

- Featured in the Dow Jones Sustainability Index for the 21st year in a row, with top marks in financial inclusion, environmental reporting, operational eco-efficiency and social reporting. Santander was also included in the 2022 S&P Sustainability Yearbook, receiving a silver class award for its performance during 2021.
- MSCI increased our rating from BBB (2020) to AA (2021), recognizing our efforts to capitalize on financial access opportunities; our cybersecurity and privacy plans; and our board's commitment to consider climate matters in our long-term strategy.
- CDP rating category up from B to A-, putting us among leading financial institutions.
- Sustainalytics also recognized our progress, raising our score from 27.1 to 23.9
- We are members of the FTSE4Good Index, and improved from 4.3 in 2020 to 4.5 out of 5 in 2021.
- We increased our score in the Bloomberg Gender-Equality Index (BGEI) from 85 to 90 and were the highest-ranked bank and second highest company.

Member of
**Dow Jones
Sustainability Indices**
Powered by the S&P Global CSA



Sustainability Award
Silver Class 2022

S&P Global



02

About Santander Mexico



Letter from the Chairwoman of the Board of Directors



Letter from the Executive President and Chief Executive Officer of Santander Mexico

Letter from the Chairwoman of the Board of Directors

(102-14, 102-15)

Without a doubt, 2021 was another challenging year for all sectors and industries around the world. Thanks to our solid business strategy, robust corporate governance and Responsible Banking culture, Santander was able to transform these challenges into opportunities, driving the holistic development of our customers, our employees and the communities in which we operate.

Laura Diez Barroso Azcárraga
Chairwoman of the Board of Directors of Santander Mexico



(102-14, 102-15)

Under these complex circumstances, our priority has been to ensure the continuity of our operations and safeguard the health of our employees and customers.

With regard to our employees, we developed a number of measures to drive their professional development and improve their quality of life by consolidating remote working tools, emotional support lines, wellness activities and medical assistance programs, among others, all of which are underpinned by direct and on-going communication efforts. Engaging with our employees, understanding and meeting their needs, and helping them achieve their aspirations is the basis for our actions as a Responsible Bank and is the leverage that allows us to attract the very best talent.

We are an institution that promotes a respectful and inclusive working environment, in addition to driving a culture of diversity and inclusion among our customers and employees. This is thanks to the hard work being done by our Diversity and Inclusion Committee, whose fundamental pillars include driving the development of female talent. As a result of these efforts, we are proud to have been recognized as a Super Company for Woman by Expansion Magazine because of the work we've done to develop women in leadership positions throughout our organization.

In terms of how we help drive the progress of our customers, beyond the range of initiatives we coordinate on a daily business through our business, during 2021 we invested more than MXN \$122 million to develop and continue rolling out digital tools to facilitate remote operations and promote the financial health of our customers by promoting savings and financial inclusion among under- and unbanked sectors. A clear example of this is our Universal Onboarding platform, which allows our customers to open a deposit account without having to visit a branch, reducing the processing time, complexity and physical resources used, such as paper.

Furthermore, we also enriched our range of sustainable products by launching the Global ESG Equity Fund (SAM-RVG), our second equity fund based on sustainability criteria and aimed at both the local and global markets. This is the only fund of its kind in the market and has helped position us as a leader in sustainable and responsible investment alternatives among our customers.

During what was a complex year, we reaffirmed our commitment to Mexico and to our programs to support society on a number of different fronts. In terms of our COVID-19 support measures in 2021, which we rolled out in 2020, we donated a total of more than MXN \$6.3 million in medical equipment to the Querétaro General Hospital in conjunction with the Santander Foundation.

Meanwhile, as part of our on-going community support programs, we helped create the first nationwide digital platform (CRECIENTE) to coordinate responses to natural disasters, while continuing to make donations, raise funds via our ATM network, and participate in volunteering activities to help drive the well-being of children in Mexico, protect adults living in vulnerable situations, and promote environmental conservation efforts.

In 2021, through partnerships with numerous Civil Society Organizations, we donated more than MXN \$125 million, benefitting more than 55,000 people throughout the country. We have spent the past 25 years advocating for the education and training of thousands of students, and in 2021 alone we earmarked more than MXN \$90 million for the Higher Education Support Plan. Furthermore, and as part of our commitment to consolidate the financial culture in Mexico, we granted more than 264,000 microloans through Tuiio, our financial inclusion arm, in addition to empowering more than 423,000 people through our financial education initiatives.

The actions I touched upon briefly in the previous paragraphs are the result of solid corporate governance and a clear strategy that focuses on both a global and a local level. It is based on Grupo Santander's general Responsible Banking strategy, established by the Responsible Banking, Sustainability and Culture Commission, and is underpinned by our participation in a number of UN initiatives, including the Principles of the Global Compact and the Sustainable Development Goals, as well as by the Net-Zero Banking Alliance promoted by the United Nations Environment Programme – Finance Initiative. Our involvement means that we must publicly assume commitments that are closely measured and evaluated by industry experts, Civil Society Organizations and the general public.

Thanks to our strategic corporate sustainability vision, we were included on the S&P/BMV Total Mexico ESG Index and the Dow Jones Sustainability MILA Pacific Alliance Index for the second consecutive year. We were also the only bank in Mexico to be included in the S&P Global Sustainability Yearbook 2021 thanks to the advances we have made in our sustainability practices.

There is, without a doubt, still a long way to go, and this means that we must redouble our efforts in our diverse Responsible Banking initiatives. We must also focus on identifying any new needs that arise along the way.

In 2021, we have reached a number of major Responsible Banking milestones, but I am fully aware of the opportunities and challenges we face in order to continue driving the development of our country and of our people. With this in mind, the Board of Directors at Santander Mexico will continue to work decisively and committedly to make our country a better place to live.

Laura Diez Barroso Azcárraga
Chairwoman of the Board of Directors of Santander Mexico



(102-14, 102-15)

Letter from the Executive President and Chief Executive Officer of Santander Mexico

(102-14, 102-15)

In 2021, Santander continued positioning itself as a solid institution and, alongside its customers and as part of its unwavering commitment to Mexico, as a Responsible Bank. Without a shadow of a doubt, it has been thanks to our strategies and the extraordinary hard work of our employees that we have been able to adapt to the major challenges societies around the world have been facing, in addition to understanding and meeting the needs of our customers and accelerating our transformation to offer them more and better innovative products and services, in keeping with our mission of driving the progress of people and companies. We do all of this while promoting financial inclusion and education in Mexico, supporting young people and entrepreneurs throughout our country, and raising awareness and accompanying our customers on their transition to a greener economy.

Héctor Grisi Checa

Executive President and CEO of Santander Mexico



(102-14, 102-15)

Santander has positioned itself in Mexico as a benchmark in sustainability and in Environment, Social and Governance criteria (ESG). In 2021, we held our first Sustainable Santander Summit as part of our Responsible Banking agenda. We are positioned as one of the leading promoters in financing for green vehicles and renewable energy projects in Mexico, and we also launched our global ESG equity fund, in addition to constantly expanding our retail offer to encompass more sustainable products, among other actions.

A clear example of these efforts is the launch of our LikeU credit cards, the first of their kind in Mexico to be “born” digitally and offer 100% personalization based on the needs of each customer. They also incorporate an unparalleled element of social responsibility that allows each of our customers support a social or environmental cause they identify with.

Fully aware that, now more than ever before, we must take measures to protect and preserve the environment. In 2021 the Bank announced, among other actions, its adherence to the Net-Zero Banking Alliance and its goal to reach net-zero carbon emissions by 2050, not only in terms of its activities (since 2020 we offset our carbon emissions (scope 1 and 2) through the purchase of CER and iREC), but also with regard to the emissions of its customers stemming from any financing, consultancy services or investments provided by Santander.

Financial empowerment is another of our commitments in our role as a Responsible Bank. Through Tuiio, our financial inclusion program to help bring people who have not traditionally had access to financial services closer to them, we have benefitted approximately 260,000 people by 2021 year-end, more than 90% of whom are women trying to make their projects a reality and thereby improve their lives and those of their families. With this in mind, we are extremely proud for Tuiio to have been included as a good practice for ending poverty in our country by Global Compact Mexico in 2021, as part of its study into the fulfillment of the United Nations Sustainable Goals.

However, our support for communities goes far beyond our day-to-day operations. In 2021, through a number of investment programs, we earmarked around MXN \$125 million to benefit 55,000 people throughout the country.

Furthermore, over the past 27 years – and thanks to the genuine commitment and collaboration of our employees – we have benefitted 823 organizations and more than 368,000 girls and boys through *Fideicomiso Por los Niños de México, Todos en Santander*, a program that supports Civil Society Organizations focusing on the areas of child nutrition, health and education.

Our Bank continues to be the institution that most supports higher education in Mexico and around the world through Santander Universities, which this year celebrated its 25th anniversary. In 2021, we granted an unprecedented figure of more than 47,000 scholarships for entrepreneurs and students from throughout Mexico, thanks to our portfolio of digital scholarships and the evolution of our online training programs provided in conjunction with world-renowned partners.

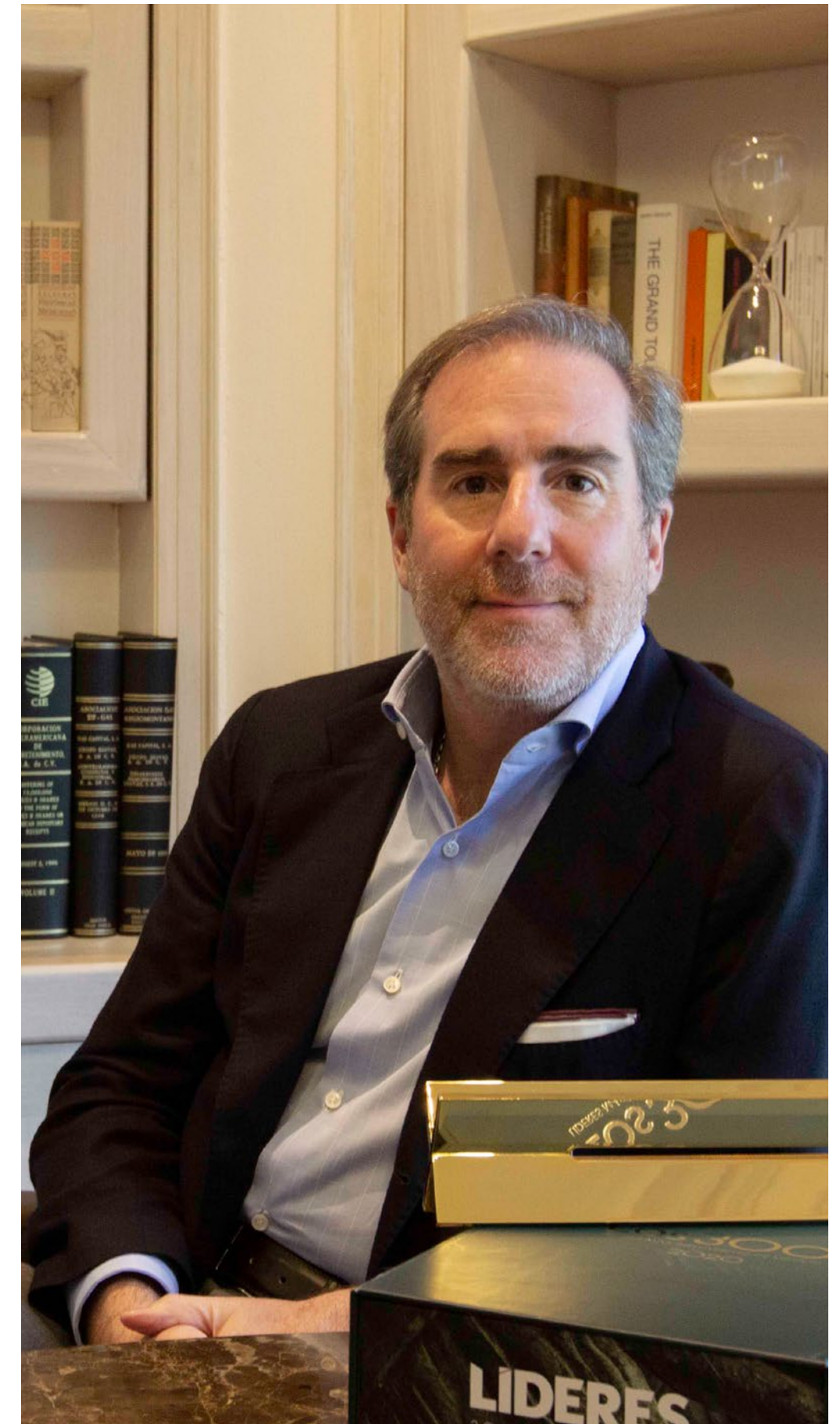
Lastly, we are convinced that our differences enrich who we are, which is why our Diversity and Inclusion Committee continued promoting programs to help make Santander a more inclusive institution for our customers and employees, who are the embodiment of the diverse society we serve. This is why, among a host of other programs, in 2021 we launched Santander Women Leaders, an initiative that offers our female employees access to opportunities to grow professionally and develop their leadership skills.

I am proud to say that, thanks to the steps we have taken in terms of Responsible Banking, in 2021 Santander Mexico was included for the second time in the Dow Jones Sustainability MILA Pacific Alliance Index. We were also once again recognized by International Finance Magazine as the Best Bank for Financial Inclusion in Mexico, and we were included on the S&P/BMV Total Mexico ESG Index. For the seventeenth consecutive year, we received the Socially Responsible Company certification.

All of these achievements would not have been possible without the hard work and commitment of each and every person at this institution. I would like to express my gratitude to them all as it is thanks to them that we have been able to tackle new challenges and convert them into opportunities. In 2022, we will continue rolling out new measures to help drive the progress of companies and people, and we will continue striving to achieve our Responsible Banking goals to help make Santander, and Mexico as a whole, a greener and more inclusive and sustainable place to live.

Héctor Grisi Checa

Executive President and CEO of Santander Mexico



(102-14, 102-15)



03

We do Responsible Banking

- ➔ Santander profile
- ➔ Corporate culture
- ➔ Responsible Banking Model
- ➔ Value for our stakeholders



Our goal as a responsible bank is to accompany companies and people on their path to development. At Santander Mexico¹, we have a responsible corporate culture that enables us to achieve our mission with the support of the communities in which we operate.

1. Banco Santander México, S.A., Institución de Banca Múltiple, Grupo Financiero Santander México.

(102-2, 102-4, 102-6)

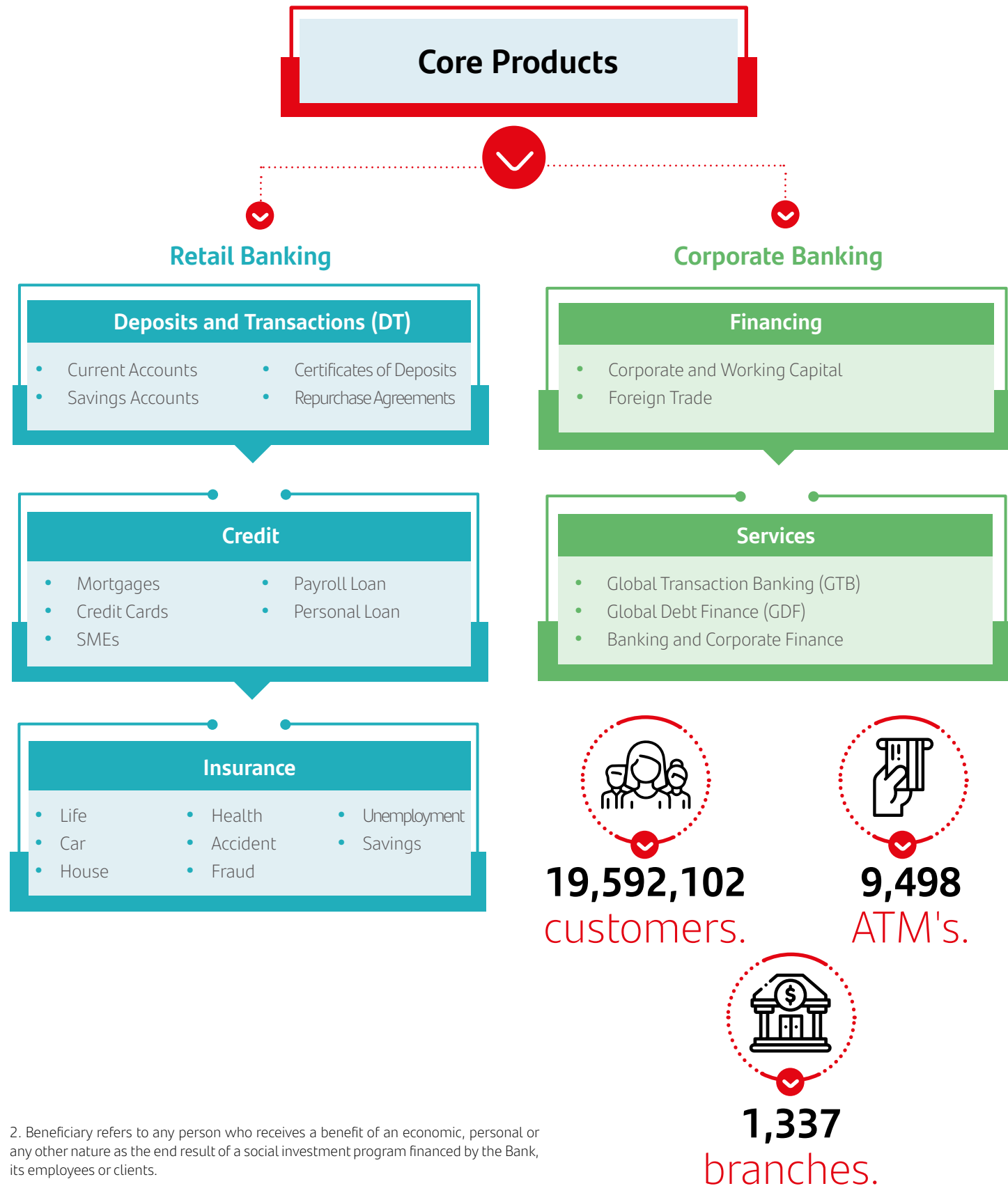
Santander profile

In order to better meet the needs of our clients, we offer a range of different services and products that are available throughout Mexico. They are aimed mainly at the manufacturing, agribusiness, communications and transport, trade, tourism, mining, state government and retail sectors, among others.



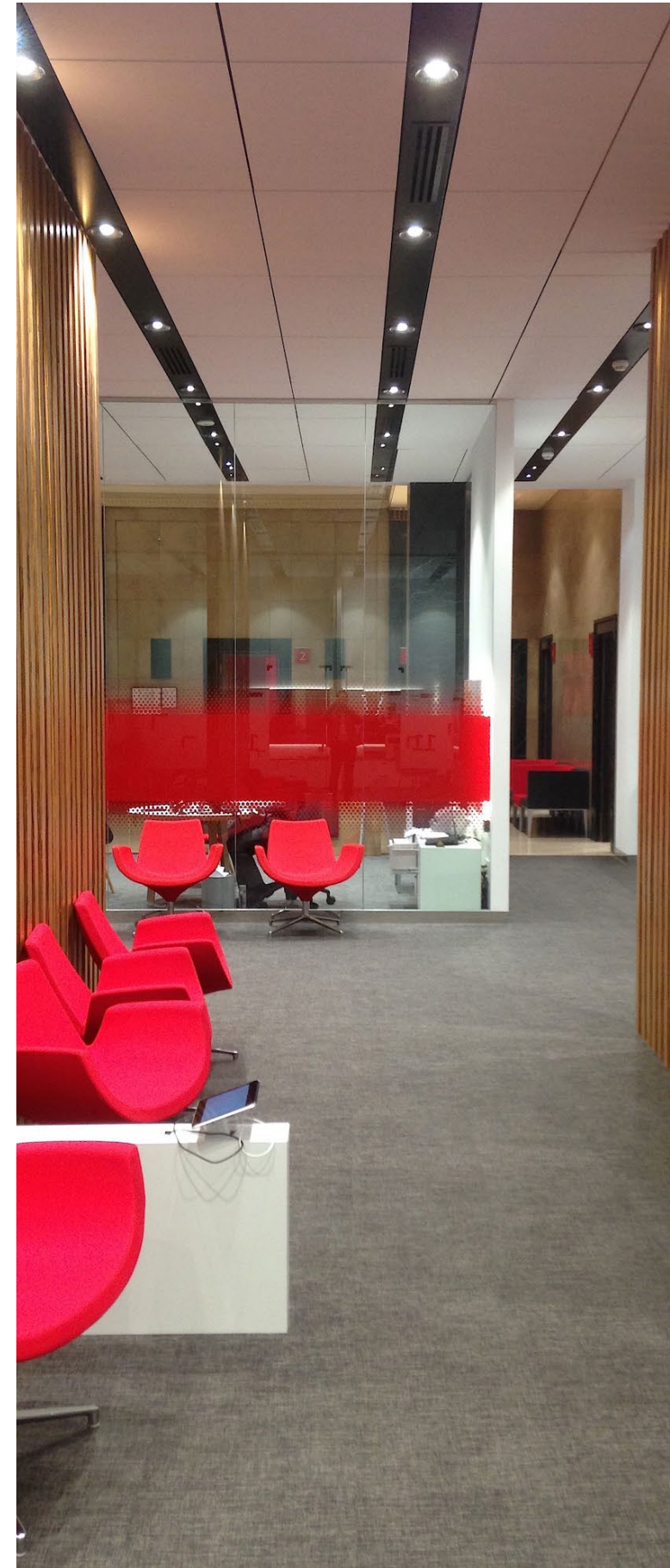
(102-2, 102-6, 102-7)

Through our products and services we support low-, mid- and high-income taxpayers, SME's and mid- and high-end corporations. Likewise, through our social investment programs we help beneficiaries². This is how, from a number of different fronts, we contribute to the progress of society.



2. Beneficiary refers to any person who receives a benefit of an economic, personal or any other nature as the end result of a social investment program financed by the Bank, its employees or clients.

(102-7)



Shareholders

1,054 shareholders of BSMXB BMV.
2,652 shareholders of BSMX NYSE.

Capitalization*
(MXN Million)

1,678,213 total assets.
1,514,625 total liabilities.
163,588 total equity.
1,678,213 total.

*Calculation based on total liabilities and capital.

Operations

25,276 employees³.
1,346 offices.

3. The total number of employees includes Santander employees active as of December 31, 2021, and encompass the following categories: Administrative and Operational Staff, Managers, Deputy Directors and Directors.

For further information, please review 20F.



Corporate culture

We constantly strive to promote a culture of Responsible Banking within Santander. This has allowed us to consolidate our business model both inside and outside the Bank, transforming global challenges into opportunities for all.



(102-16)

Our on-going contributions to the progress of communities, the transparent relationships we have with our stakeholders, our environmentally-committed businesses, and our transition toward a low-carbon economy are all clear indicators of the robust nature of our position as a Responsible Bank.

Santander Way is the corporate culture framework we all follow. It encompasses our mission, vision, values and the way we work, which, together, have enabled us to consolidate a robust culture of Responsible Banking within the organization.

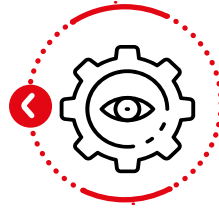


Our mission

is to contribute to the progress of people and companies.

Our vision

is to become the best digital and open financial services platform by acting responsibly and gaining the trust and loyalty of our employees, clients, shareholders and society as a whole.



Our values

define the way in which we work:

Simple

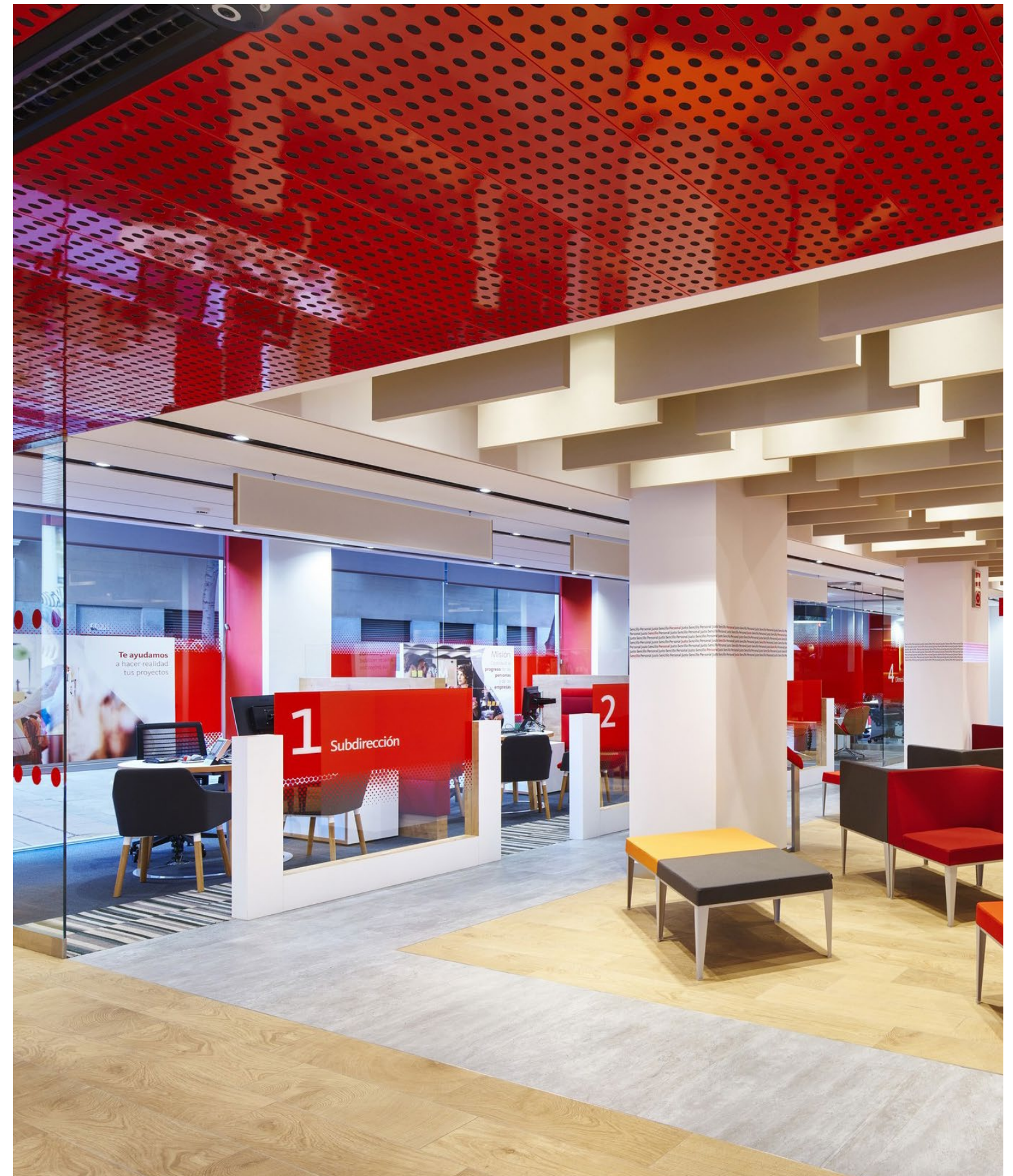
We offer customers an accessible service with simple products that are easy to understand. We use simple language and improve our processes every day.

Personal

We provide our customers a personalized service, offering them the products and services best suited to their needs. We want each and every one of our employees and customers to feel valued and treated as an individual.

Fair

We treat our employees and customers fairly and equally, we are transparent, and we keep our promises. We create good relationships with different stakeholders because we understand that what is good for them is also good for Santander.



Our culture is encompassed in eight corporate behaviors that are the pillars of our essence and guide our way of working and living the Santander brand.

Corporate Behaviors (102-16)

- 
Show respect: "I show respect and I treat others as I would like to be treated, acknowledging and appreciating one another's differences".
- 
Truly listen: "I listen and have empathy, to understand others' needs".
- 
Talk straight: "I talk straight and adapt to others and the specific context, speaking out constructively".
- 
Keep promises: "I keep my promises and I am consistent in everything I do".
- 
Actively collaborate: "I actively encourage cooperation in order to find the best solution for customers and colleagues".
- 
Bring passion: "I bring passion and energy and I give my best to earn the lasting loyalty of my customers and colleagues".
- 
Support people: "I give support to people in their development, providing feedback and appreciating their contribution".
- 
Embrace change: "I embrace change, bringing innovative solutions and learning from mistakes".

Leadership Commitments (102-16)

We have implemented four commitments throughout all areas of the Bank in order to promote a culture of leadership among all our employees. We support their development to ensure that the work they do has a positive impact and helps to achieve sustainable results.



Responsible Banking Model

The Principles of Responsible Banking were launched in 2019 as part of the United Nations Environmental Program – Finance Initiative (UNEP FI) in order to help banks strategically align their businesses with the Sustainable Development Goals (SDG).



(102-16)

As part of our efforts to contribute to the SDG, in 2019 we became a founding signatory of these principles. As a Group, we have announced eleven public global commitments to help safeguard the planet and its resources, promote social well-being, and ensure a better future for all.

Within Santander Group, the Responsible Banking, Sustainability and Culture Committee is tasked with analyzing the deployment of policies relating to sustainability, in addition to supervising the Responsible Banking strategy. The Agenda is divided into two challenges: New Business Environment and Inclusive and Sustainable Growth.

Its goal is to:

- **Support our clients'** transition toward a low-carbon emission economy.

- **Promote** financial inclusion and empowerment.
- **Maintain** a robust culture underpinned by a trained, motivated and diverse workforce that is capable of offering tailor-made solutions that cover the needs of our clients.
- **Improve** the communities in which we live and work.
- **Promote** education in order to drive financial resilience.
- **Drive** the transition toward a green economy.
- **Reduce** our environmental footprint.
- **Finance** green projects that help tackle climate change.
- **Promote** female talent within operations.

Based on our global culture, Santander Mexico's Responsible Banking Model is defined through a virtuous circle. The value that we generate for our major stakeholders is made possible through holistic actions and good practices that we implement in order to fulfill the two commitments in our Agenda.



(102-16)

As part of our sustainability strategy, we report our results in compliance with the [six Principles of Responsible Banking](#), in addition to our commitment to the 2030 Agenda for Sustainable Development and the Paris Agreement on Climate Change.



Principle 1: Alignment

Our strategy is aligned with the SDG, the Paris Agreement on Climate Change and all relevant regional and national frameworks in order to contribute to the achievement of society's goals. This has enabled us to identify the areas in which we can have the greatest impact.



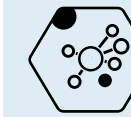
Principle 2: Impact and Target Setting

Our goal is to mitigate negative impacts and risks for communities and the areas in which we operate. We strive to increase the positive impact of what we do by setting targets in the areas in which we have the greatest reach.



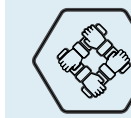
Principle 3: Clients and Customers

We work in a transparent and responsible manner with our clients and customers in order to drive sustainable practices that promote prosperous economic activities and contribute to current and future progress.



Principle 4: Stakeholders

We consult, identify and responsibly partner with our stakeholders that are directly or indirectly involved in the Bank's activities. This allows us to fulfill our commitments and society's goals.



Principle 5: Governance and Culture

We are a responsible bank, and we have a robust corporate governance structure through which we implement management systems and policies to drive sustainability within our business and fulfill the six principles of the UNEP FI.



Principle 6: Transparency and Accountability

We are committed to providing periodic reports and information regarding the implementation of these Principles in a transparent and responsible manner, in addition to information regarding the impacts we have, both positive and negative, and the contributions we make to society's goals.

Value for our stakeholders

(102-40, 102-42)

We have identified and constantly work alongside our stakeholders in order to forge transparent relationships that are based on trust, in addition to driving economic progress and sustainable solutions. Our General Sustainability Policy encompasses these stakeholders, in addition to outlining the principles and commitments that allow us to generate value alongside them: employees, clients, shareholders, investors, suppliers, authorities, regulators, supervisors and Civil Society Organizations.




In order to develop trust-based relationships with each of our stakeholders and comply with the goals we set, we have focused on compiling relevant opinions through consultation and communication channels.

The following model allows us to identify communication channels and frequency of contact with each of our stakeholders.

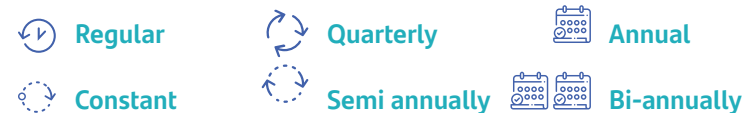
The **Human Rights Policy and Corporate Culture Policy** were published in compliance with sustainability standards and guidelines.













(102-43)

Stakeholder	Communication Channel	Contact frequency
 Employees	Ethics Line.	
 Clients	Branch Communication Channels, Digital Channels and Advertising, Support through Offices, Contact Center and Social Media. Santander Customer Ombudsman.	
 Civil Society Organizations	Annual Call Fideicomiso Por los Niños de México, Todos en Santander.	 / 
 Authorities	Presentation and Publication of Reports based on the Stock Regulations.. Exchanges on which the Santander Mexico's Shares are listed.	
 Regulators/ Supervisors	Publication of financial and non-financial information. Responses to questionnaires.	 / 

*Regular: Channel with a pre-established frequency
*Constant: Uninterrupted channel of communication



(102-43)

Stakeholder	Communication Channel	Contact frequency
	Annual Report (Financial).	
 Investors	Investor support line: 55 5269 2275 Investor website: https://www.santander.com.mx/jr/home/ Investor e-mail: investor@santander.com.mx	 / 
	Financial Data and Non Financial Data Reports and Presentations.	
 Shareholders	Shareholder website: https://www.santander.com/es/accionistas-e-inversores Shareholder app: www.santander.com Shareholder e-mail: accionistas@santander.com Shareholder Support Line: +34 91 276 92 90 WhatsApp: +34 91 276 92 90 Virtual Shareholder Service: Ciudad Grupo Santander. Av. Cantabria s/n 28660 Boadilla del Monte, Madrid (España)	
 Suppliers	Local Outsourcing and Suppliers Management Forum.	
	Procurement Platform (Aquanima) and Information on Website.	



04

The highest standards: Corporate Governance

- ➔ Structure
- ➔ Associations
- ➔ Risk management
- ➔ Business ethics



The robust nature of our Corporate Governance structure has driven ethical and transparent compliance with our commitments, based on all applicable regulations, and has also allowed us to integrate sustainability into our business model in order to successfully reach our Responsible Banking goals.

(103-2, 103-3)

Structure

At Santander, we coordinate our corporate governance through policies, processes, programs and initiatives that meet the highest international sustainability standards. Our goal is to create value for our stakeholders and forge transparent and trust-based relationships with each and every one of them. This is how we transform challenges into opportunities for all, offering smart solutions to our clients.



Our corporate governance is tasked with directing and controlling the management of our governance bodies and our stakeholder relationships. It is underpinned by regulatory requirements and local and international best practices for providing clear and specific information about the reports and functions of the Bank's business.

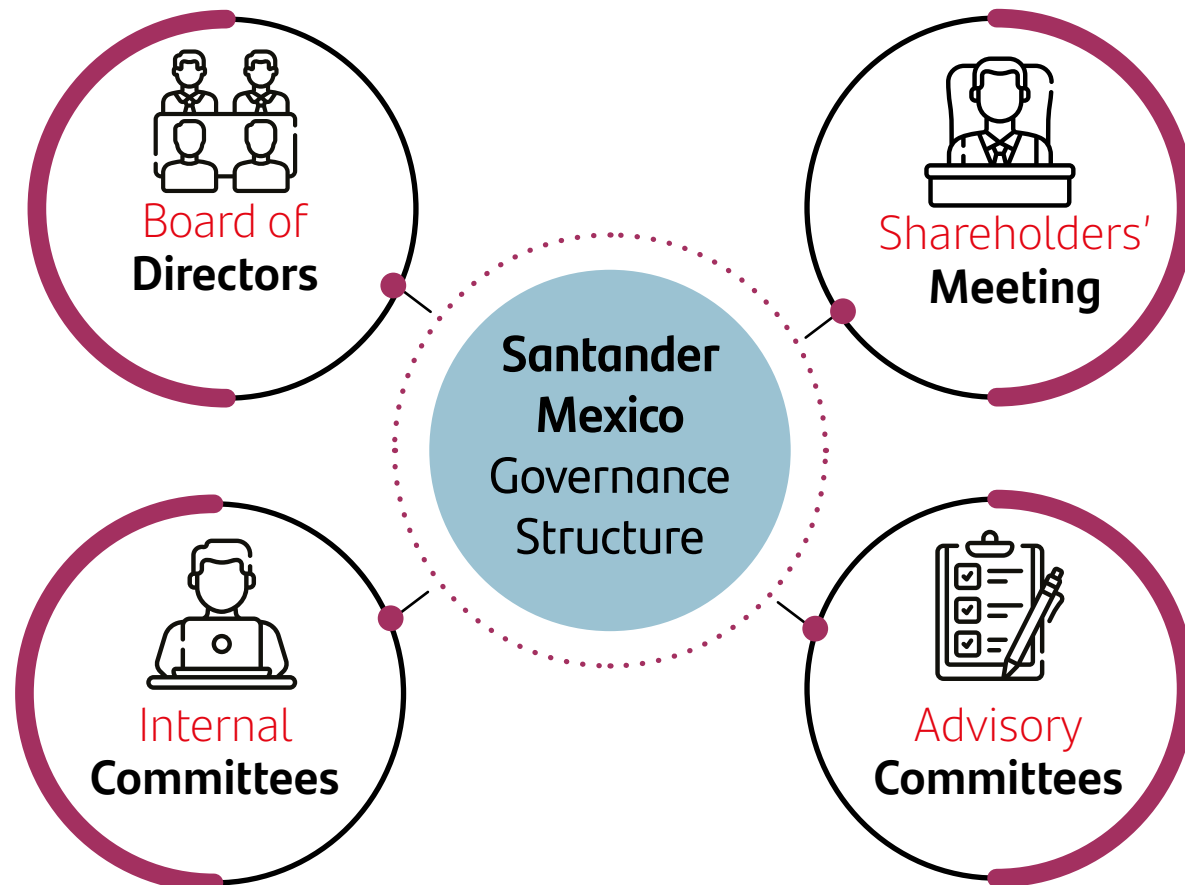
The Board of Directors and its Committees are responsible for authorizing the Governance Model and Corporate Frameworks that comprise the Group's Internal Governance system, in accordance with local regulations and legislation. Another of its responsibilities is ensuring that the Bank's resources are used correctly and responsibly, and it is also tasked with monitoring and evaluating any impacts, risks and opportunities relating to Environmental, Social and Governance (ESG) issues.



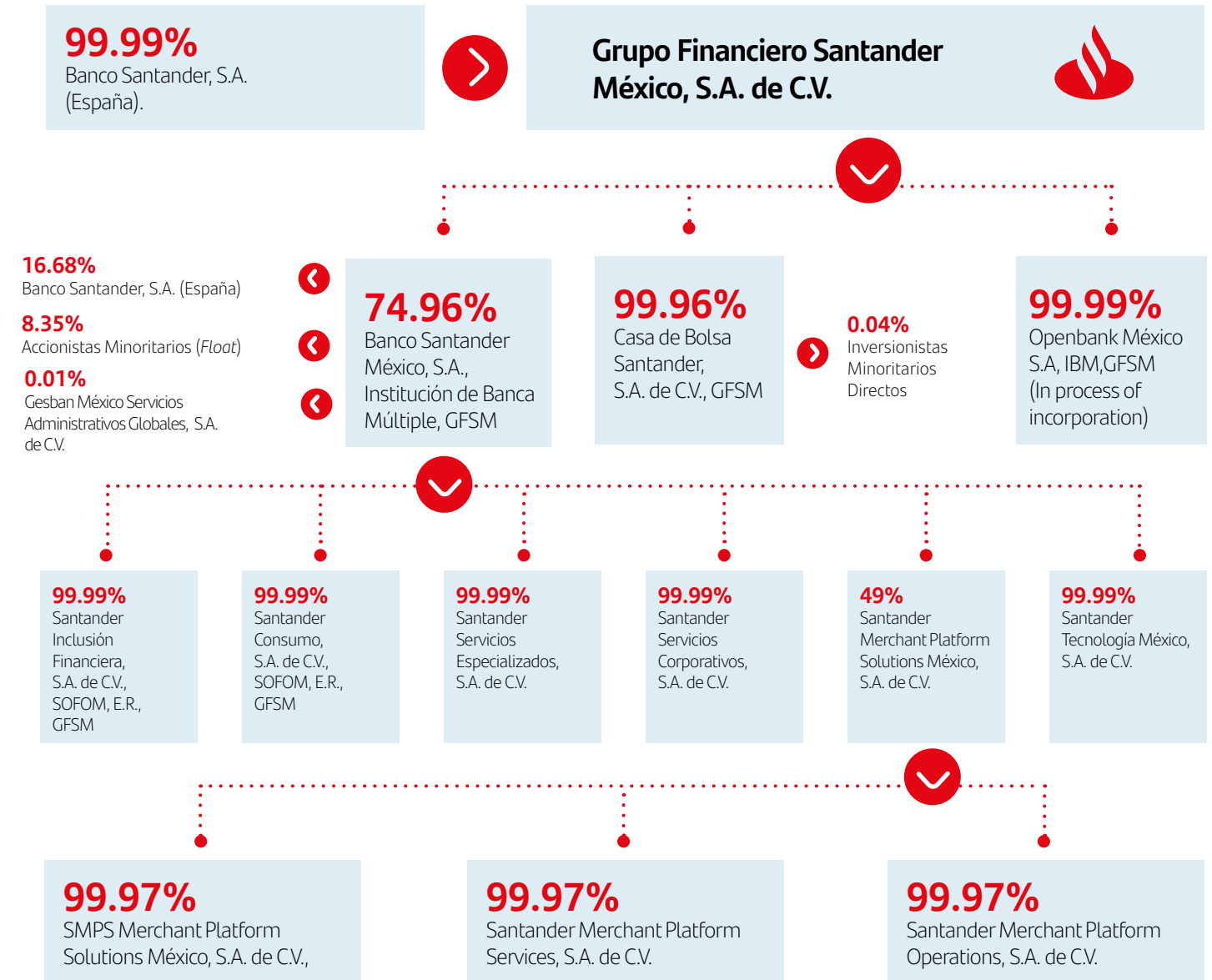
100%
of Directors completed an annual self-assessment.



36.4%
of the proprietary members of the Board of Directors are women.



Structure of Grupo Financiero Santander México, S.A. de C.V. which forms part of Banco Santander México, S.A., Institución de Banca Múltiple, Grupo Financiero Santander México*. (102-5, 102-10, 102-45)



*During the Ordinary and Extraordinary General Shareholders' Meeting, held on April 20, 2021, the cancellation of 650,000,000 treasury shares was authorized in order to issue a total of 1,805,300,000 new shares, corresponding to the aforementioned 650,000,000 treasury shares and the 155,300,000 new shares stemming from the issuance of Equity Instruments authorized at the Meeting. As such, an increase in the Company's capital stock was authorized, totaling MXN \$6,825,447,481.00 (six billion, eight hundred and twenty-five million, four hundred and forty-seven thousand, four hundred and eighty-one Mexican Pesos), through the issuance of 1,805,300,000 shares (921,514,867 Series F shares and 883,785,133 Series B shares) of the Company's capital stock, all of which are registered common stock with a nominal value of MXN \$3.780782962. Furthermore, and as a result of the Initial Public Offering (IPO) finalized on December 8, 2021, Banco Santander, S.A. (Spain) acquired 306,088,636 Series B shares of the 561,353,228 shares from said Series that were involved in the IPO. It now has a 21.191364% share of the Company's capital stock.

(102-18)

Board of Directors

The main remit of the Board of Directors is to assess and analyze material, social, environmental, economic and ethical issues, in addition to the major opportunities, impacts and risks associated with the proper implementation of the Bank's Responsible Banking strategy.

The Board of Directors has no direct contact with its stakeholders; however, it is tasked with coordinating stakeholder affairs. Its functions and actions are regulated by the Group's by-laws, which are underpinned by a focus on both transparency and efficacy, and by local and international best practices.

In 2021, the Board of Directors met on seven occasions, on the following dates: January 28, April 22, June 17, July 22, September 22, October 28, and November 11. During these sessions, the most relevant sustainability issues for the Bank's operations were identified and are contained in the minutes of the sessions for follow-up purposes.

Our Board of Directors is composed of 22 members: 11 Proprietary and 11 Alternate members. The Board of Directors is responsible for assigning members to Committees.

The Board of Directors is comprised of the following Committees:

- **Audit Committee (CA).**
- **Remuneration Committee (CR).**
- **Comprehensive Risk Management Committee (CAIR).**
- **Corporate Practices, Nomination and Remuneration Committee (CPSNC).**

The Board Members appointed must be honorable people who have the knowledge and experience necessary to fully comprehend the Bank's activities in terms of legal, banking-financial, accounting, administrative and auditing issues, in addition to understanding the risks and ESG issues that could affect the Bank. This process is ratified on a yearly basis by the General Shareholders' Meeting.

The Board is also tasked with supervising issues relating to climate change through a strategic Responsible Banking Agenda program, which promotes an on-going commitment to acting



responsibility, contributing to economic development, and improving the quality of life of its employees, their families and the community in general.

Furthermore, at a Group level, the Responsible Banking, Sustainability and Cultural Committee supports the Board of Directors in monitoring social, environmental and climate change issues. It meets quarterly and covers the aforementioned issues from a perspective of risk, business opportunity and commitments to improve its operations and performance. It helps the Board reach more informed decisions and create strategies based on risks and opportunities identified.

As such, we have reaffirmed our commitment to the environment by renewing our environmental policies and maintaining an Environmental Management System (EMS).

Board of Directors Appointment Process

1. Appointment:

The Nomination Committee in Mexico presents a proposal, which is validated by the Group's Nominations Committee and approved by the Shareholders' Meeting. Minority rights are always respected in this process.



2. Members:

Between seven and 15 Board members, who serve a tenure of three years with the opportunity to be re-elected every year.



3. Sessions:

Six sessions per year lasting a maximum of five hours, including an extended session to focus on business strategies.



4. Assessment:

An assessment of the Board will be conducted on an annual basis.



5. Compensation:

Proposed by the chair of the Board of Directors in Mexico, ratified by the Group's Remuneration Committee, validated by the Corporate Practices, Nomination and Remuneration Committee in Mexico, and authorized by the Shareholders' Meeting in Mexico.



6. Issues:

- Strategies.
- Structure and capital.
- Financial and communication reports and situation.
- Appointment, removal and remuneration of officers.
- Risks, compliance and conduct.
- Board succession plan.
- Compliance oversight of Corporate Governance policies.
- Operations with interested parties.
- Conflicts of interest.
- Internal governance.
- Key positions.
- Authorization of general and specific policies, including, if applicable, adherence to those passed by the Group's Board of Directors.
- Authorization of Internal Audit Plan.



7. Lead Independent Director:

The Board will appoint a Lead Independent Director when the Chair of the Board of Directors is not Independent. The Lead Director will function as a "sounding board" for the Chair, serve as a trusted intermediary for Non-Executive Directors, and assume the following responsibilities:

- Coordinating the Independent Directors.
- Guaranteeing that the discussions and decisions adopted by the Board are based on accurate and comprehensive information and proposals.
- Being prepared and willing to enter into constructive debate and help develop and evaluate strategic proposals made by executives

The Lead Independent Director will have the power to:

1. Add new items to the convened Board meeting agenda.
2. Coordinate and organize meetings with Independent Directors.
3. Lead regular assessments of the Chair of the Board of Directors.
4. Participate in coordinating the succession plan for the Chair of the Board of Directors.

The Board of Directors is organized as follows:

(102-18, 102-22, 405-1)

(102-18, 102-22, 405-1)

Name	Age	Executive or Non- Executive	Independence	Years on the Board	Committee Members	Gender (M/F)
Laura Renee Díez Barroso Azcárraga	70 years	Non Executive F Series	Chairwoman of the Board of Directors/ Independent Proprietary	1 year	Board of Directors	F
César Augusto Montemayor Zambrano	62 years	Non Executive F Series	Independent Proprietary	2 years	Board of Directors, CAIR	M
Bárbara Garza Lagüera Gonda	61 years	Non Executive F Series	Independent Alternate	2 years	Board of Directors	F
Juan Ignacio Gallardo Thurlow	74 years	Non Executive F Series	Independent Alternate	8 years	Board of Directors	M
Guillermo Jorge Quiroz Abed	68 years	Non Executive F Series	Independent Alternate	3 years	Board of Directors, CA, CAIR	M
José Eduardo Carredano Fernández	70 years	Non Executive F Series	Independent Alternate	24 years	Board of Directors, CA, CPSNC, CR	M
Alberto Torrado Martínez	58 years	Non Executive F Series	Independent Alternate	12 years	Board of Directors, CPSNC, CAIR	M
Héctor Blas Grisi Checa	55 years	Executive F Series	Non Independent Proprietary	6 years	Board of Directors, CAIR	M
Magdalena Sofía Salarich Fernández de Valderrama	65 years	Executive F Series	Non Independent Proprietary	2 years	Board of Directors	F
Francisco Javier García-Carranza Benjumea	50 years	Executive F Series	Non Independent Proprietary	3 years	Board of Directors	M
Ángel Rivera Congosto	55 years	Executive F Series	Non Independent Proprietary	6 years	Board of Directors	M
Didier Mena Campos	51 years	Executive F Series	Non Independent Proprietary	3 years	Board of Directors, CAIR	M
Rodrigo Brand de Lara	49 years	Executive F Series	Non Independent Alternate	3 years	Board of Directors	M
Emilio de Eusebio Saiz	60 years	Executive F Series	Non Independent Alternate	8 months	Board of Directors, CAIR, CR	M
Antonio Purón Mier y Terán	69 years	Non Executive B Series	Independent Proprietary	12 years	Board of Directors, CA, CPSNC, CR	M

Name	Age	Executive or Non- Executive	Independence	Years on the Board	Committee Members	Gender (M/F)
Fernando Benjamín Ruíz Sahagún	78 years	Non Executive B Series	Independent Proprietary	18 years	Board of Directors, CA, CPSNC, CR	M
María de Lourdes Melgar Palacios	59 years	Non Executive B Series	Independent Proprietary	3 years	Board of Directors, CAIR	F
Jesús Federico Reyes Heróles González Garza	69 years	Non Executive B Series	Independent Alternate	12 years	Board of Directors, CPSNC	M
Rogelio Zambrano Lozano	65 years	Non Executive B Series	Independent Alternate	3 years	Board of Directors	M
Guillermo Francisco Vogel Hinojosa	71 years	Non Executive B Series	Independent Alternate	5 years	Board of Directors	M
Joaquín Vargas Guajardo	67 years	Non Executive B Series	Independent Alternate	12 years	Board of Directors, CAIR	M
Esther Giménez-Salinas Colomer	72 years	Non Executive B Series	Independent Proprietary	8 months	Board of Directors	F

CA (Audit Committee); CR (Remuneration Committee); CAIR (Comprehensive Risk Management Committee); CPSNC (Corporate Practices, Nomination and Remuneration Committee).

Members of Committees who are not members of the Board of Directors:

Name	Executive/ Non - Executive	Independence	Committee Members	Gender (F/M)
Ricardo Alonso Fernández	Executive	Non Independent	CAIR, CR	M
Fernando Borja Mujica	Executive	Non Independent	CAIR	M
Juan Ramón Jiménez Lorenzo	Executive	Non Independent	CAIR, CR	M
Juan Ignacio Echeverría Fernández	Executive	Non Independent	CR	M
Alejandro Diego Cecchi González	Executive	Non Independent	CAIR	M

CA (Audit Committee); CR (Remuneration Committee); CAIR (Comprehensive Risk Management Committee); CPSNC (Corporate Practices, Nomination and Remuneration Committee).

(102-18)

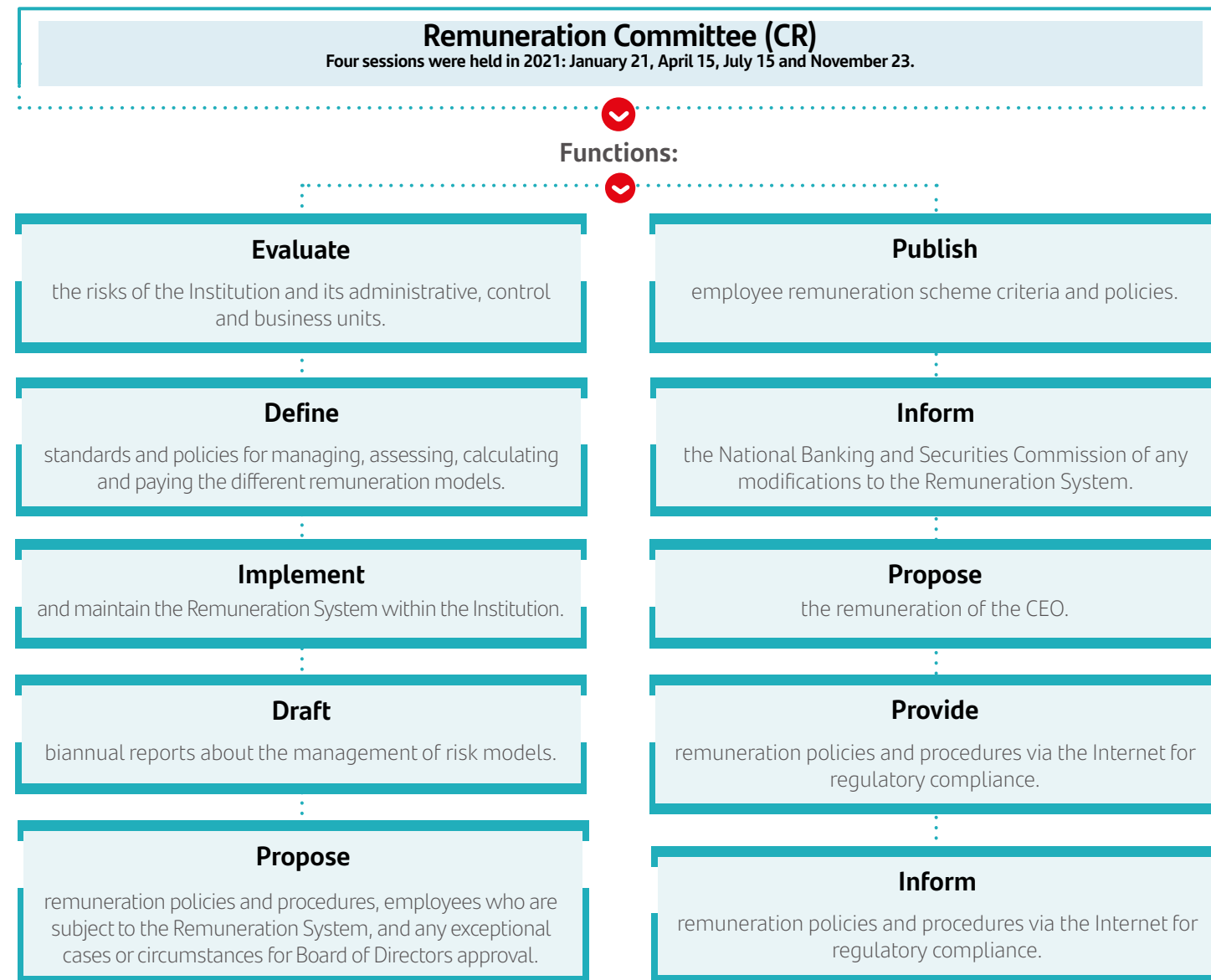
Responsibilities of the Committees

The main task of the Committees is to reach decisions on economic, environmental, and social issues. The identification, analysis and monitoring of Bank issues and decisions are undertaken by the Board Committees (Regulatory Committees), which are supported by Internal Committees supervising the proper functioning of the Regulatory Committees.

Committees of the Board of Directors

The Board of Directors appointed four committees specializing in economic, social, ethical, and legal issues in order to ensure Santander's operations are conducted effectively and transparently. These Committees are also tasked with ensuring the sustainability of business operations. Every year, four ordinary sessions are held, in addition to an extended session to analyze and decide on strategies within our operations.

The composition of the four committees is outlined below:

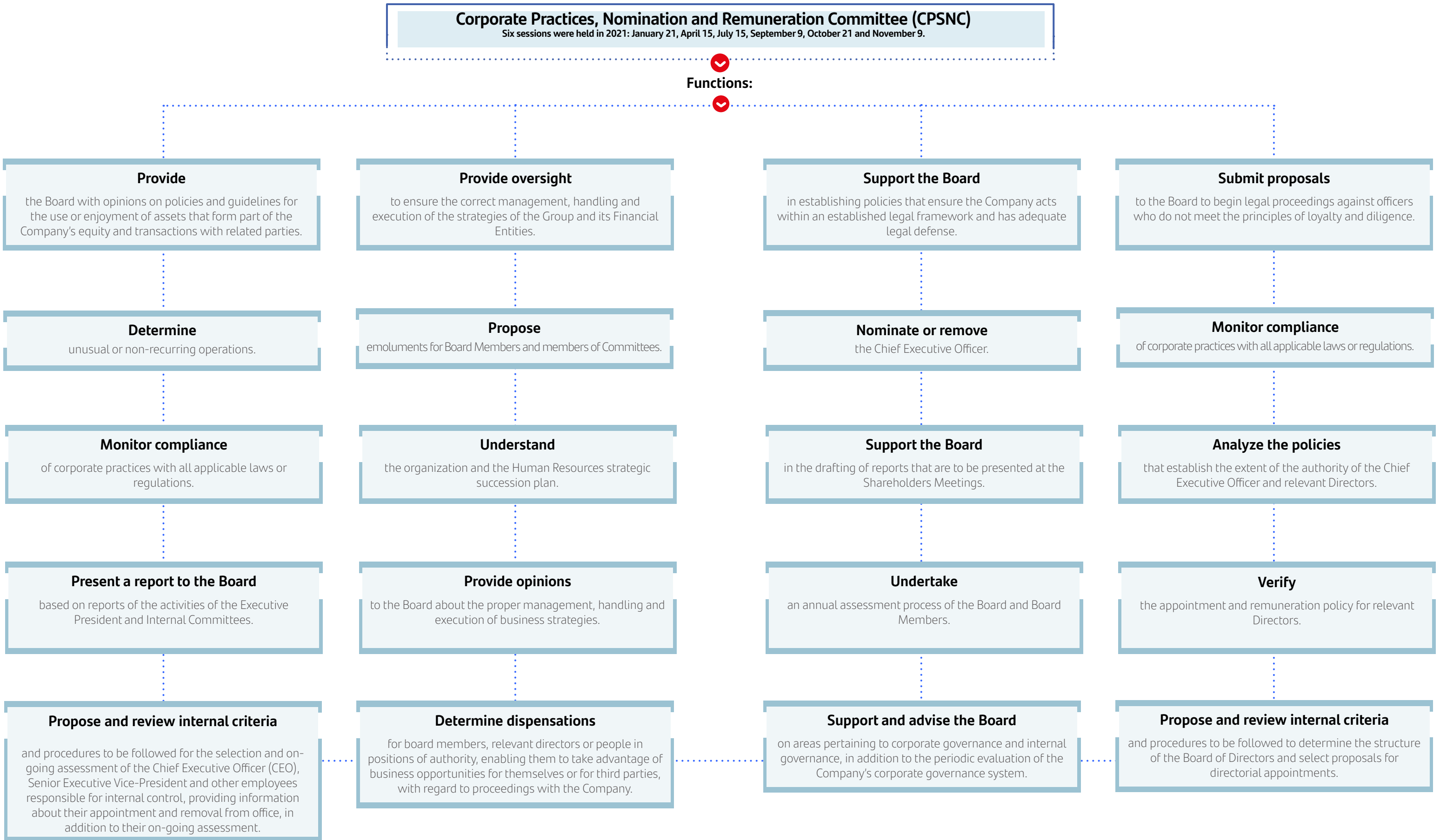


(102-18)



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(102-18)

Comprehensive Risk Management Committee (CAIR)

During 2021, there was one session per month.

Functions:

Propose, for the approval of the Board of Directors:

- Risk Management objectives, guidelines and policies, in addition to any eventual modifications to them.
- Global Risk Exposure Limits and Specific Risk Exposure Limits, taking into consideration Consolidated Risk, itemized by Business Unit or Risk Factor, cause or origin, in accordance with that stipulated in Articles 79 to 85, in addition to, if necessary, Risk Tolerance levels.
- Mechanisms for the implementation of corrective measures.
- The exceptional circumstances or cases under which both the Global Risk Exposure Limits and the Specific Risk Exposure Limits can be surpassed.
- At least once a year, the Capital Adequacy Assessment, including capital estimations and, if applicable, the capitalization plan.
- The Contingency Plan and its modifications.
- Proposals for the sale or purchase of portfolios/businesses; the Group's most significant models and corresponding documentation; any and all actions or operations that expose the Group to a significant risk or a risk that has increased from a lower scale.

Appoint (or remove)

with the ratification of the Board of Directors, the chair of UAIR.

Approve:

- Exceptional adjustments to Specific and/or Secondary Risk Appetite Limits, if and when they have the faculties delegated by the Board and prior approval from the Executive Risk Committee, Risk Tolerance Levels (once a year), as well as indicators on liquidity risks.
- Methodology and procedures to identify, measure, monitor, limit, control, report and disclose the diverse types of risks to which the Institution is exposed (once a year).
- Models, parameters, scenarios and suppositions, including those relating to stress tests for liquidity risk (Appendix 12-B), which should be used to assess, measure and control the risks proposed by the Comprehensive Risk Management Unit - UAIR (once a year).
- Methodologies to identify, assess, measure and control the risks of new operations, products and services to be offered to the market.
- Corrective measures proposed by the CEO.
- Risk Management Manuals, based on the objectives, guidelines and policies established by the Board, as referred to in the last paragraph of Article 78 of the CUB.
- Technical Comprehensive Risk Management assessment referred to in Article 77 of the CUB for its subsequent presentation to the Board and to the National Banking and Securities Commission (CNBV).

Inform the Board, at least once a quarter, of:

- The Institution's Risk Profile.
- The Institution's Capital Adequacy Assessment.
- The negative effects that this could have on the Institution's operations.
- Non-compliance with established Desired Risk Profiles, Risk Exposure Limits and Risk Tolerance Levels

Ensure all employees involved in risk taking are aware of:

- Desired Risk Profiles.
- Risk Exposure Limits.
- Risk Tolerance Levels.
- Capital Forecast Plan.
- Inform the Board, at least once a year, of the results of the Business Continuity Plan effectiveness testing.

Adjust or authorize extensions to the Specific Risk Exposure Limits:

- Under exceptional circumstances.
- With prior approval of the Board
- In accordance with the Risk Management objectives, guidelines and policies.
- When the conditions and situation of the Institution require.

Associations

By working alongside leading national and international organizations, we have bolstered our Responsible Banking model. In doing so, we are achieving our goals and transparently promoting inclusive and sustainable growth among our stakeholders.



(102-12, 102-13)

Santander Mexico is a member of the following financial associations:

Mexican Association of Securities Intermediaries (AMIB).

Committee of Mexican Stock Exchange (BMV) Issuers.
Sustainability Committee.

Association of Mexican Banks (ABM).

- | | |
|-----------------------------------|--|
| Legal Committee. | Card Committee. |
| Compliance Committee. | Banking Operations Committee. |
| Security Committee. | Systems Committee. |
| Human Resources Committee. | Correspondent Committee. |
| Certification Committee. | Financial Inclusion Committee. |
| Fiduciary Committee. | Uptake Committee. |
| Audit Committee. | Personal Loan Committee. |
| Banking User Support Committee. | Exchange Rate Committee. |
| Conduct and Compliance Committee. | Cybersecurity Committee. |
| Credit Risk Committee. | Fintech Committee. |
| Operational Risk Committee. | Accounting and Regulatory Reporting Committee. |
| Recovery Committee. | Tax Committee. |
| Market Risk Committee. | Liquidity and Financing Committee. |
| Internal Control Committee. | Solvency Committee. |
| Mortgage Committee. | Treasury Committee. |
| SME Committee. | Derivatives Committee. |
| Agricultural Credit Committee. | Marketing and Advertising Committee. |
| Government Banking Committee. | Financial Education Committee. |
| Sustainability Committee. | Social Responsibility Committee. |
| Business Credit Committee. | Diversity and Inclusion Committee. |
| Car Loan Committee. | |
| Infrastructure Committee. | |
| Microfinancing Committee. | |

We promote sustainable development in the banking sector through the Association of Mexican Bank's Sustainability Protocol, which encompasses five elements:



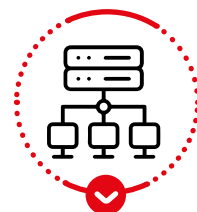
Institutionalization of internal sustainability policies.



Management of social and environmental risks in investment and credit processes.



Sustainable investment.



Efficient resource use within internal processes.



Monitoring and communication of sustainability policies and practices within the industry.

(102-12, 102-13)

As Santander Group and Santander Mexico, we are currently involved in a number of organizations, and we are signatories of major domestic and international initiatives:

Voluntary membership of international initiatives:

United Nations Global Compact **

This call by the UN aims to drive companies to align their strategies and operations with ten universal principles that encompass human rights, labor, the environment and the fight against corruption, as well as promoting the implementation of the Sustainable Development Goals (SDG) and focusing on collaboration and innovation.

World Business Council for Sustainable Development (WBCSD) *

This global association of more than 200 companies guides and supports companies, helping them accelerate their transition toward a sustainable world by having a positive impact on shareholders, the environment and societies.

United Nations Environment Programme Finance Initiative (UNEP FI)*

This United Nations initiative focuses on providing guidance to financial institutions about how to improve people's quality of life without compromising that of future generations by driving sustainable development within the financial market.

Equator Principles **

A risk management framework adopted into the policies and procedures of financial institutions to determine, assess and manage environmental and social risks linked to the projects they finance.

Banking Environment Initiative (BEI) *

This institution, which is part of Cambridge University, focuses on promoting a sustainable economy through a range of different strategies that encompass interdisciplinary research in six core areas (sustainable finances, economic innovation, inclusive development, natural capital, cities of the future, and leadership), as well as implementing leadership tools and collaboration with academia and the industry.

Wolfsberg Group *

Santander is one of 13 global financial institutions in this group, the goal of which is to develop frameworks and strategies for the management of financial crime risks, including money laundering and the financing of terrorism.

Principles for Responsible Investment (PRI)*

With the support of the UN, this initiative focuses on the implementation of six principles to help create a more sustainable global financial system.

CEO Partnership for Economic Inclusion*

CEOP comprises a group of companies that work together to drive the growth of global economic and financial inclusion.

*Group
**Group and Mexico

(102-12, 102-13)

Round Table on Responsible Soy*

It promotes the use of responsible soy through cooperation among elements of the soy value chain (producers, suppliers, retailers, financial institutions, CSO's, etc.) by promoting open dialog to help drive the development, implementation and verification of global certification standards.

Sustainable Livestock Working Group*

It promotes the development of sustainable, socially fair, environmentally correct and economically viable livestock through transparent dialog and a series of practical tools and indicators.

Carbon Disclosure Project (CDP)*

This not-for-profit organization aims to help companies adopt measures to build a sustainable economy by measuring their environmental impact, especially in terms of greenhouse gas emissions.

Women's Empowerment Principles (WEPs)**

This joint initiative between the UN and the Global Compact provides support for companies regarding how to promote gender equality and the empowerment of women in the workplace, the market and the community.

*Group
**Group and Mexico
***Mexico

Pride Connection México***

Santander is part of a network of companies that seeks to promote inclusive workplaces for sexual diversity, where LGBT+ employees and their allies feel safe, valued and respected in order to maximize their full potential.

Net-Zero Banking Alliance*

In 2021, Santander became a founding member of the Net Zero Banking Alliance, promoted by the United Nations Environment Programme – Finance Initiative (UNEP FI) as part of the Glasgow Financial Alliance for Net Zero (GFANZ). The goal of this alliance is to ensure that, by 2050, participating banks align their loans and investment portfolios with net zero emissions. The goal is to build a zero-emission economy and meet the goals of the Paris Agreement.

UN Global Investors for Sustainable Development (GISD) Alliance*

This alliance aims to offer concrete solutions to expand finance and long-term investment in sustainable development.

Consultative Group of the Taskforce on Scaling Voluntary Carbon Markets*

This private sector-led initiative aims to scale an effective and efficient voluntary carbon market to help meet the goals of the Paris Agreement.

The Valuable 500*

A global collective of 500 CEOs and their companies innovating for the inclusion of people with disabilities.

Partnership for Carbon Accounting Financials (PCAF)*

This global association of financial institutions works together to develop and implement a harmonized approach to assessing and disclosing greenhouse gas (GHG) emissions associated with their loans and investments.

Climate Leadership Council*

Its mission is to promote effective, fair, and lasting climate solutions based on the carbon dividend plan.

**Santander México Indices**

- **FTSE4Good Index (fourth year)******
- **Dow Jones Sustainability MILA Pacific Alliance Index (second year)**
- **S&P/BMV Total Mexico ESG Index**

****Corresponds to 2021, as of December of the same year, the Bank left the FTSE4Good Index. Banco Santander México has an ESG rating which is above the threshold required for index inclusion, however, due to various market aspects such as changes in capitalization and liquidity, Santander México had to leave the underlying indexes that allow companies to be eligible for inclusion in the FTSE4Good index Series.

(102-12, 102-13)



Risk management

(103-2, 103-3)


Our Corporate General Risk Framework allows us to identify, assess, monitor and take steps to mitigate possible risks within the Bank. This is not only necessary to ensure the proper execution of processes and operations, but it is also required to guarantee the security of our activities and that of our stakeholders.





Corporate General Risk Framework (FS2)


The Comprehensive Risk Management Committee (CAIR), which falls under the auspices of the Board of Directors, is tasked with managing the Risk Management Model that ensures the Bank's security


Principles of our Corporate General Risk Framework:

- 

We are all responsible for risk management. All employees must understand and consider the risks their daily activities generate. They are responsible for identifying, managing and communicating risks. Performance and remuneration models must be aligned with risk management goals.
- 

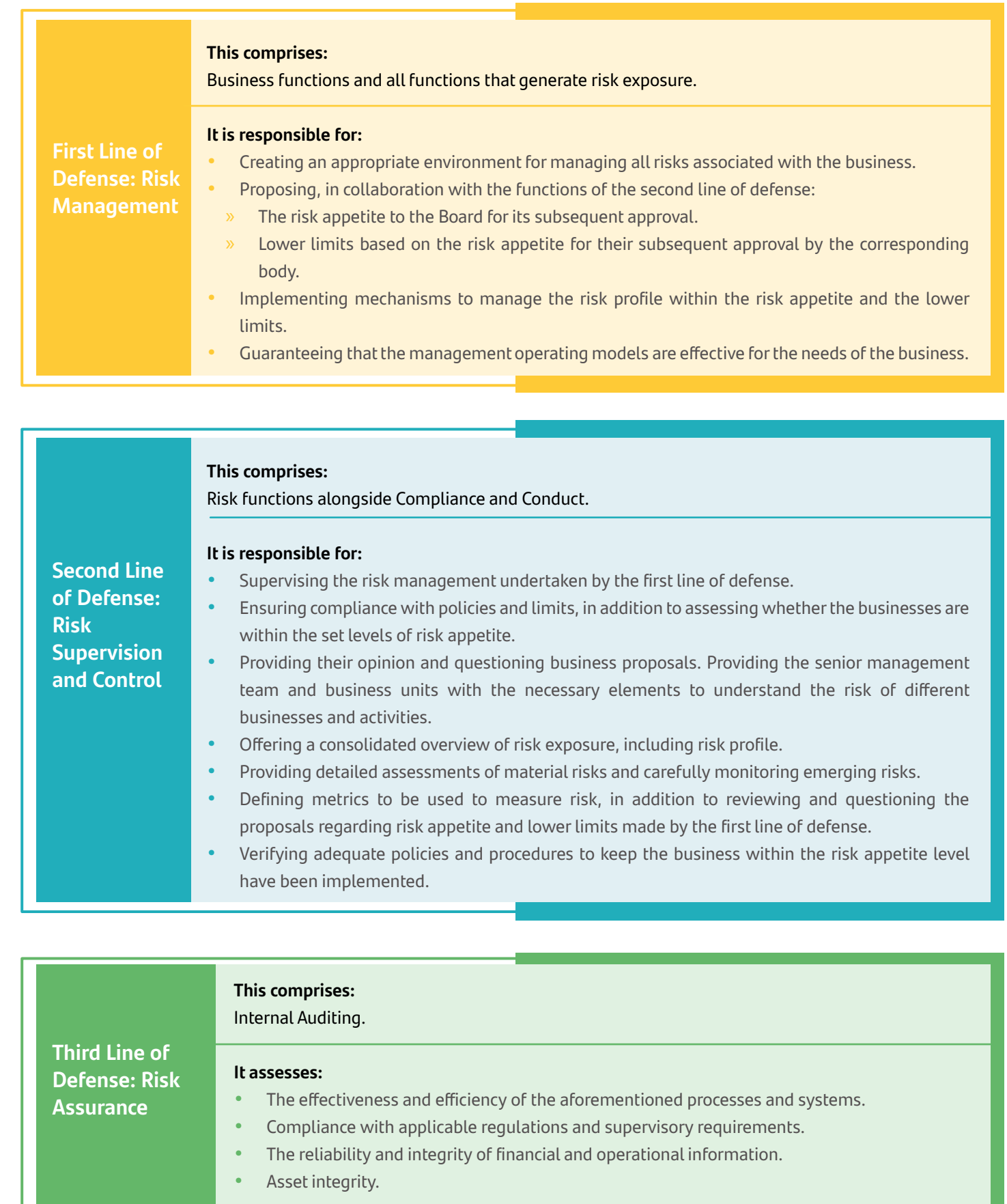
Implications for senior management. The senior management team must promote - through its own behavior, actions and communications - coherent risk control and management. They must act in accordance with applicable local regulations and laws and provide adequate information about any non-compliance issues. They must regularly assess and promote the culture of risks and ensure their risk profile remains within the levels established by the risk appetite.
- 

Independence of risk control and management functions. Risk control functions must have direct access to the corporate governance bodies responsible for risk management.
- 

Comprehensive approach to risk control and management. Risk control and management must be undertaken comprehensively, including any impacts that there may be. The risk approach adopted must be forward-looking and based on the analysis of trends covering different periods and outlooks.
- 

Adequate data management. Risk control and management must be based on opportune, exact and sufficiently detailed data. This ensures that risks are properly identified, assessed, managed and communicated.

This framework comprises three lines of defense:



(FS2)

The goal of our Corporate General Risk Framework is to stipulate common principles for risk control and management within the Bank. The Framework defines roles and responsibilities, in addition to establishing the requirements for proper governance. It defines and identifies key risk types for the Bank: credit, market, liquidity, structural, operational, compliance, reputational, model, and strategic. Furthermore, we also consider environmental and climate change-related risks as they may have an impact on existing mid- and long-term risks.

Actions within the Culture of Risks

Every year, we strive to raise awareness about the Culture of Risks through a number of actions and initiatives involving our employees. This is why we have an annual compensation model that incorporates risk management variables.

This model assesses directors, managers and operational staff. We incorporate Risk Control Variables into this calculation in order to ensure coherence between our goals and all associated risks. This calculation is based on four categories that encompass all major risks:

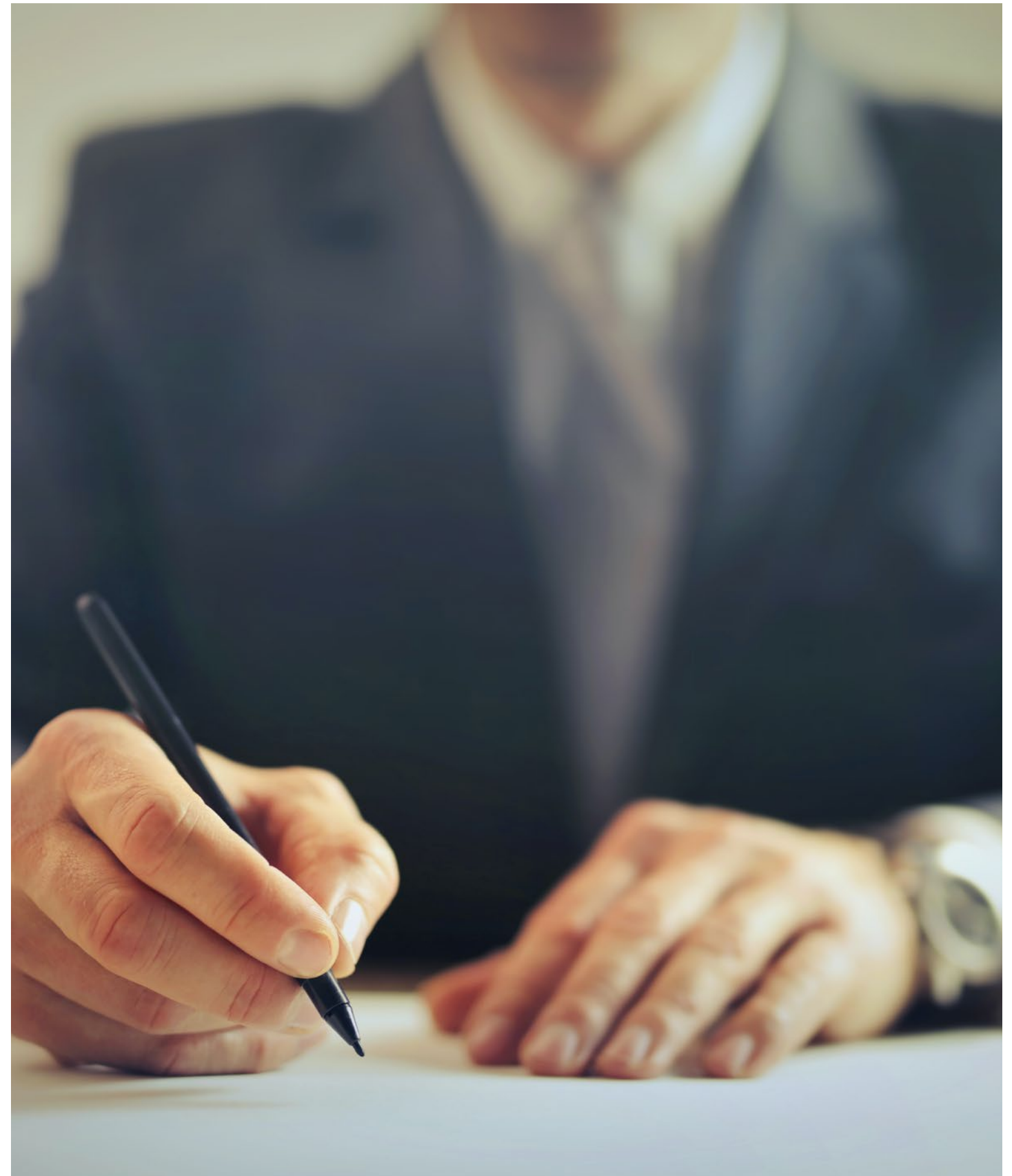
- **Credit Risk.**
- **Market Risk.**
- **Operational Risk.**
- **Compliance.**

Each of our employees completes a risk management self-assessment throughout the year, and, based on the area in which they operate, they will have to attain a certain percentage of compliance.

We use a technological platform to offer courses to all Bank employees, covering areas such as:

- **General Risk Framework.**
- **Credit Risk.**
- **Model Risk.**
- **Market Risk.**
- **Risk Appetite.**
- **Operational Risk.**
- **Reputational Risk.**
- **Risk Control and Admission.**
- **Counterparty Risk.**
- **Common Risk.**
- **Strategic Risk.**
- **Environmental Risk.**
- **Structural and Liquidity Risk.**
- **Capital Risk.**
- **Technological Risk.**
- **Data Protection and Classification.**
- **Identity Theft.**
- **Accounting 101: Accounting and Bank Management (Basic).**
- **Fundamentals of Finance (Statistics, Basic Metrics and Probability, and Financial Analysis).**
- **Microeconomics and Macroeconomics (Basic).**
- **Introduction to Financial Mathematics.**
- **Calculation of Provisions.**
- **Related Parties.**
- **Agile Fundamentals.**

We continue striving to promote a Culture of Risks within the Bank through marketing strategies, including campaigns, activities, dynamics and promotions in collaboration with strategic areas in order to identify daily risks.



Business ethics

(103-2, 103-3)

At Santander, we are governed by standards, values and principles that we follow both ethically and responsibly. Thanks to this approach, we have successfully consolidated our Responsible Banking model.



General Code of Conduct (GCC) (102-16, 102-17)

The General Code of Conduct (GCC) is our catalog of ethical principles and standards of conduct that govern how all employees within the Bank behave, making it the lynchpin for our operations. It must be adopted by each of our employees in order to prevent any type of risk.

Our principles are:



(103-2, 103-3)

As part of our strategy to guarantee responsible and ethical operations, we organized a series of training sessions regarding GCC compliance and anti-corruption measures for all the Bank employees.

		Men	Women	Total Hours
Training Hours in General Code of Conduct (GCC)	Directors	215.45	80.99	296.44
	Deputy Directors	436.37	295.42	731.79
	Managers	1,390.30	1,092.75	2,483.05
	Administrative and Operational Staff	2,636.62	4,251.08	6,887.70
Total		4,678.74	5,720.24	10,398.98

Furthermore, on November 19, 2021, we held a GCC training session for our Board Directors, in addition to offering them a series of courses on Diligent regarding compliance issues.

During 2021, we rolled out a number of campaigns to drive awareness of our GCC among all Bank employees:

- Internal GCC communication campaigns.
- Publication of articles on the intranet news portal.
- Short and accessible messages for all employees using the #CultivateCompliance hashtag.
- Focus on using the Ethics Line as the official channel to file a complaint regarding GCC non-compliance.



Conflicts of Interest

The GCC is our highest standard for promoting transparent and honest operations among our employees, directors and Board Members. This document stipulates that all decisions and actions taken must only be in the best interest of Santander, without putting first vested interests or those of family members or other people involved in these operations, in areas related to the acquisition or leasing of goods and assets, transactions, and product and service contracts.

In the event of any complaints filed regarding infringements of the GCC, Compliance is the area at Santander that is responsible for receiving, identifying, analyzing, and registering this evidence and sending it to the Compliance Committee.

For further information about our General Code of Conduct and other corporate policies, please [click here](#).



In order to promote ethical behavior in all Santander's operations, we have implemented a multi-channel complaints channel that offers our employees the opportunity to make their voices heard anonymously in case of any irregularities that affect the proper functioning of the Bank. In addition, they have the possibility of seeking advice on ethical and lawful behavior, and organizational integrity.

This system is operated by an external supplier called EthicsGlobal, a specialist in complaint and report management. It allows us to increase the levels of trust among our employees, suppliers and ex-employees. All reports are handled autonomously and confidentially.

We safeguard all our employees through our Ethics Line Report Response Policy, in which we specifically outline the following: "Any act of reprisal or negative reaction to anyone who has filed a report is strictly prohibited."

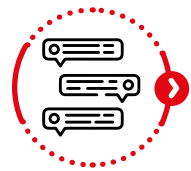
Our reporting channels include:



Hotline: 800-999-3842



Web Assistant:
www.lineaetica.net



Chat Assistant:
[Website](#)



E-mail:
denuncia@lineaetica.net



EthicsGlobal app for IOS and
Android

On May 19, 2021, we held an online workshop organized by Santander Group, the goal of which was to share best practices that have helped our Ethics Line become a success story and a benchmark for the rest of the Group's ethics channels. As a result of our efforts, we were presented with the Santander Best Practice award.

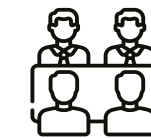


1,148 reports

filed via Ethics Line during 2021.

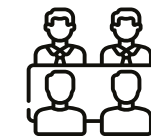
In 2021, we continued bolstering our Ethics Line by including the Ethics Question option. This is available to any employee who has doubts about a situation they witnessed and who wants to know if this is a reportable offense, offering them access to the EthicsGlobal hotline to receive guidance about the protocols in place. This avoids a situation in which our employees do not file a report because of a lack of knowledge on how the system works or because they do not file the report correctly.

We also activated the Anonymous to the Company option, which means that employees can waive their right to anonymity with EthicsGlobal employees but not with the Bank. This ensures reports are not underestimated because of a lack of information.



22 members

of the Board of Directors.



100% of

the Board of Directors.



24,242

employees.



96%* of

employees.

*Mandatory online program for all employees, however, the rest corresponds to personnel who joined after December 15, 2021, therefore, it is not accounted for in the reporting year.

Corruption Prevention

We have reiterated our strong commitment to fighting any form of corruption and illegal practices, such as the misuse of public funds, bribery, payment of contributions and influence peddling, in the public or private sector. We have designed a number of guidelines that are included in our Corruption Prevention Policy that fully and comprehensively reject any corrupt practices through a zero-tolerance approach.

Our Corruption Prevention Policy, which is coordinated by Compliance and other committees, is the channel through which we can responsibly bolster our practices and operations and regulate anti-corruption measures.

During 2021, we offered training and provided information about our policies and procedures in our fight against corruption to:

Corruption Prevention Policy:

1. Guidelines for gifts and invitations from government officials.
2. Guidelines for interactions with agents, intermediaries, consultants and business partners.
3. Guidelines for gifts and invitations received by the Group's employees.
4. Reporting Channel (Ethics Line).
5. Training.

Money Laundering Prevention


As a banking institution, one of our priorities lies in preventing money laundering and terrorist financing. We have a System for the Prevention of Money Laundering and Terrorist Financing (PMLTF), which enables us to comply with a series of policies, guidelines, regulations, flows and controls in order to handle the management of fund origins.

This system is governed by the General Policy and Procedures Manual and is reviewed on an on-going basis to ensure compliance with domestic regulations. Furthermore, there is a risk and control certification program, which is implemented every six months.

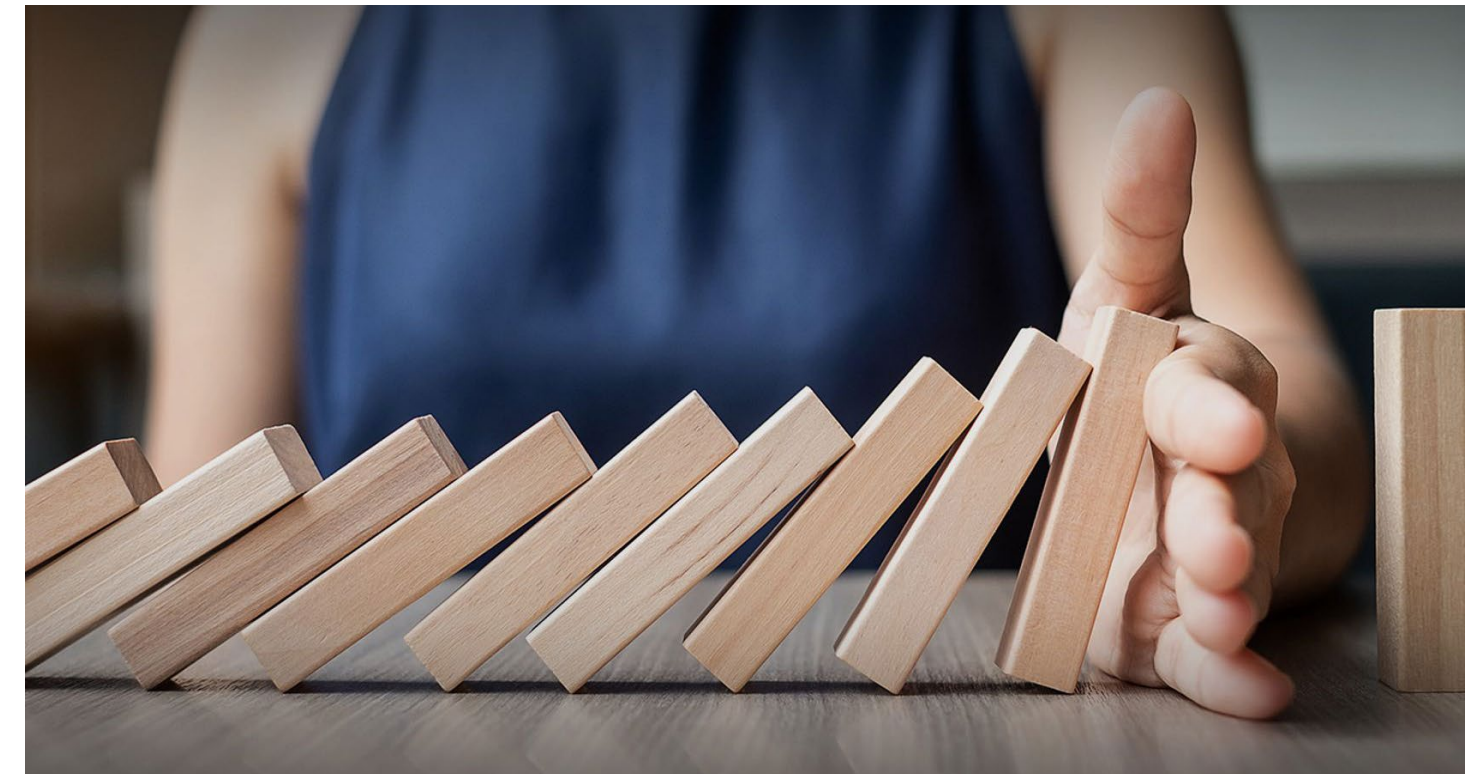
Structure of the Prevention of Money Laundering and Terrorist Financing System (PMLTF)

- Institutional support for all areas within the organization.
- Robust legal framework that complies with corporate requirements over local regulations.
- Development and implementation of local and corporate projects, such as Legal Risk Assessment, Sanctions, Correspondent Banking, etcetera.
- Customer identification and recognition policies based on validation processes that ensure files are properly compiled.
- Regular updating of files.
- Monitoring, analysis and reporting of operations.
- Processes to prevent and mitigate legal and operational risks.

Institutional Framework for PMLTF System

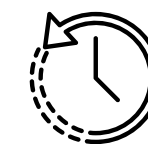
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1 **The Communication and Control Committee:** the maximum authority in PMLTF, presided over by the Joint General Director of Legal Affairs and comprises the Joint General Directors and Executives from the Financial Group's Business and Control areas.
- 2** **The Money-Laundering Prevention Unit (UPLD):** composed of six departments: Monitoring, Monitoring of High-Risk Clients, Analysis, Risk Management, Strategy, and Engagement and Implementation of the Corporate Norkom System.
- 3** **The Compliance Officer:** responsible for implementing the PMLTF system and certified by the regulatory body.



We also have a Risk Assessment Methodology, the goal of which is to guarantee compliance with regulatory requirements at all levels of the Bank, in addition to adhering to industry best practices regarding PMLTF through a risk assessment process.

	Men	Women	Total Hours	
Training Hours in Money Laundering Prevention	Directors	1,472.50	535.50	2,008
	Deputy Directors	2,907.50	2,031	4,938.50
	Managers	9,689	7,933	17,622
	Administrative and Operational Staff	16,496.83	26,913	43,409.83
Total	30,565.83	37,412.5	67,978.33	



67,978.33

hours of training given in Money Laundering Prevention during 2021.



We provided

information and training about our existing Prevention of Money Laundering and Terrorist Financing policies to:

100% of the Corporate Governance structure.
96%* of employees.

*Mandatory online program for all employees, however, the rest corresponds to personnel who joined after December 15, 2021, therefore, it is not accounted for in the reporting year.



Casa de la Amistad beneficiaries

05

Responsible Banking Agenda

- ➔ Milestones
- ➔ Public Commitments
- ➔ The transition to a green economy
- ➔ Awards and recognitions
- ➔ New Business Environment
- ➔ Inclusive and Sustainable Growth

Milestones

Santander has a solid background in responsible banking ...



 +259,000

people benefitted through microloans since Tuiio began operating⁴.

tuiio
FINANZAS DE TÚ A TÚ

 For 25 years

Santander Universities has supported higher education and professional training of thousands of college students.



 In 27 years

of Fideicomiso Por los Niños de México, Todos en Santander (FPNM) we have donated more than MXN \$155 million, supporting 825 organizations and benefitting more than 368,000 girls and boys.

 Fideicomiso Por los Niños de México
Todos en Santander

 For 17

consecutive years, we have been awarded the Socially Responsible Company certification.

 We have been

ISO 14001 certified since 2003.

 We joined

the United Nations Global Compact in 2012.

 +MXN \$438 million

channeled through our Sustainable Partners since 2003⁵.

 +MXN \$1.778 billion

invested since 2005 in our Higher Education Support Plan (PAES)⁶.

4. A cumulative total of 259,627 customers from 2017 to 2021.

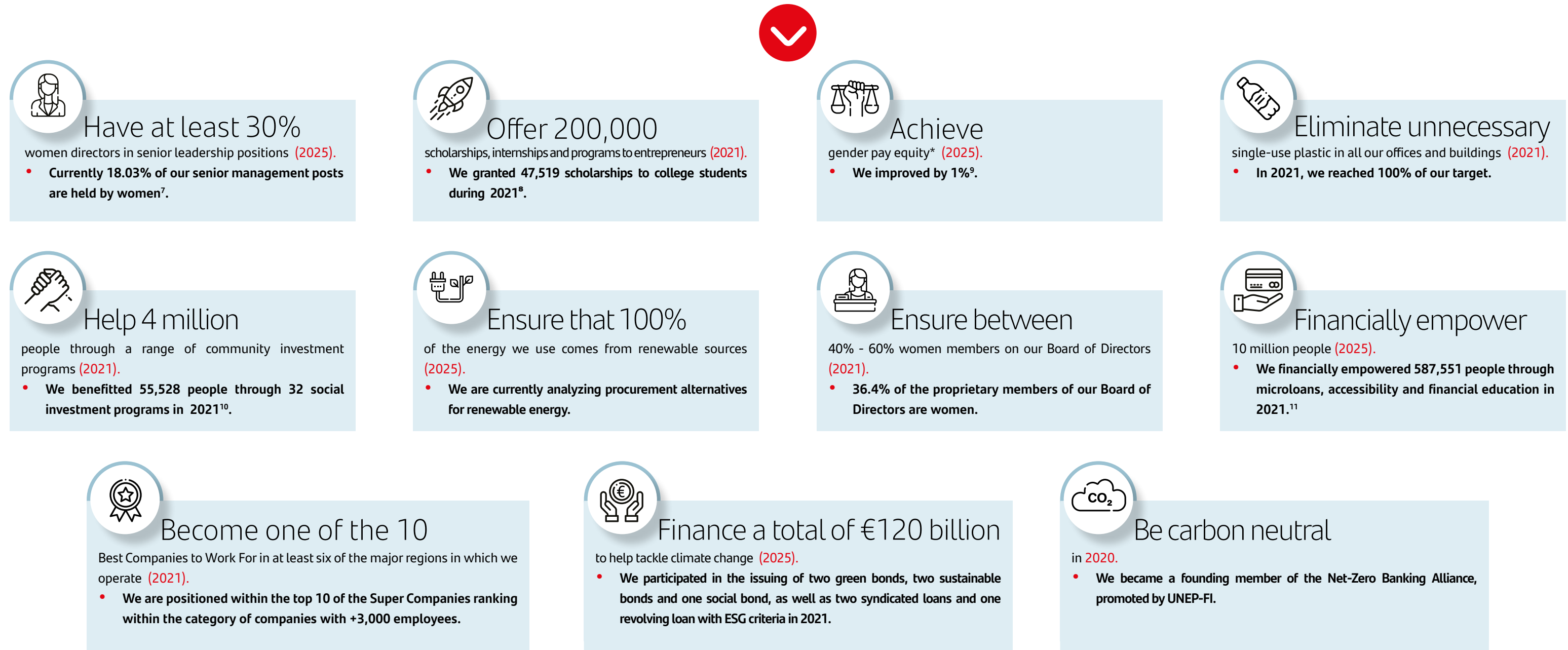
5. A total of MXN \$438,734,091.33 over the past 19 years.

6. A total of MXN \$1,778,891,989 over the past 16 years.

Public Commitments

...now, our ambition is to go even further.

We have identified eleven public commitments in our role as a Responsible Bank to help drive global sustainability. This is how we promote gender equity, quality education, environmental conservation, comprehensive community development, dignified working conditions and financial inclusion. During 2021, we reached the following milestones in achieving these goals:



7. Senior Management: Promontorio, Faro and Solaruco.

8. The cumulative figure is 158,429 scholarships since 2005.

9. The pay equity calculation is based on the comparison of employees in the same job, level and function. The ideal indicator is 0%.

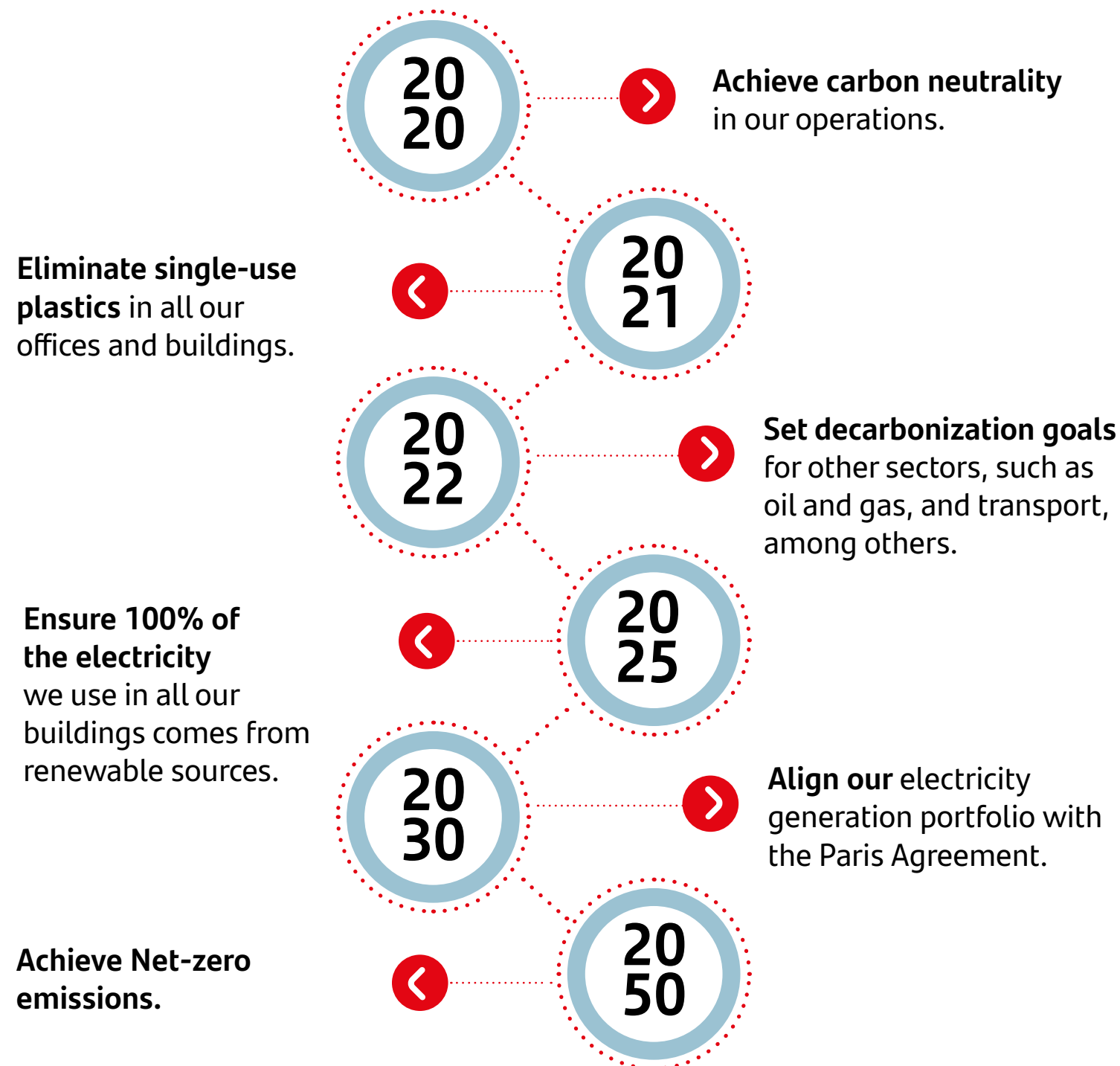
10. Volunteering, donations, ATM fundraising and FPNM. The cumulative figure is 193,547 people.

11. The cumulative figure is 1,422,710 people.

* According to the National Human Rights Commission (CNDH), pay equity is the right to equal pay for men and women who do an equally valuable job.

The transition to a green economy

In order to build an emission-free global economy and support the transition to a green economy, Santander has set a series of goals to achieve net zero emissions by 2050...



We will achieve this through three approaches:



Awards and recognitions



(102-12, 102-13)

Dow Jones Sustainability MILA Pacific Alliance Index

For the second consecutive year, we have been included in the Dow Jones Sustainability MILA Pacific Alliance Index (DJSI MILA 2021) in recognition of our outstanding performance in areas of sustainability and responsible banking.

S&P Global Sustainability Yearbook 2021

Santander Mexico was the only bank to be included in the S&P Global Sustainability Yearbook 2021 thanks to the advances made in our practices based on environmental, social and corporate governance criteria. We were also awarded the Industry Mover badge for having improved on our score from last year, in addition to recording the most improvements within the financial sector.

Best Private Bank by Euromoney

For the fourth year in a row, Euromoney magazine recognized our global leadership as the Best Private Bank in Mexico for Environmental, Social and Governance (ESG) criteria and high-impact investment. These awards are the result of the work being done within the private banking sector as well as the specific commitments of our responsible banking goals. We were also presented with the Best Bank for High-Net-Worth customers in Latin America, Mexico, the United States, Portugal, Chile, Poland and Spain.

Top 10 Super Companies to Work For – Grupo Expansión

For the second consecutive year, we have been ranked within the top 10 of the Super Companies 2021 rating, which is published by Expansión magazine and encompasses more than 25 companies within the category of +3,000 employees. This Places Where Everyone Wants to Work ranking is developed using the TOP Companies methodology.

2021 Santander-Reforestamos México Award

Reforestamos México recognized Santander's 14-year partnership to promote sustainable development of forests and communities.

Tuiio is recognized as a best practice to help bring an end to poverty in Mexico

Tuiio, the Group's financial inclusion arm, was recognized as part of the Global Compact Mexico Study to monitor the fulfillment of the 17 Sustainable Development Goals (SDG) outlined in the United Nations 2030 Agenda as a best practice within SDG 1 to help bring an end to poverty.

Top 10 Super Companies for Women to Work For – Grupo Expansión

We were recognized by Expansión magazine as a Super Company for Women to Work For. Through Santander Mexico's Diversity and Inclusion Committee, our working group and network of partners promote gender equity and programs to help drive the leadership of women, parental responsibility and work-life balance.

Best Bank for Financial Inclusion and Most Socially Responsible Bank in Mexico by International Finance Magazine

International Finance Magazine, a finance and business publication, ranked Santander as the Best Bank for Financial Inclusion in Mexico for our Tuiio program, and as the Most Socially Responsible Bank in Mexico as a result of our social responsibility programs during the pandemic. This is the first time, in the same year, that we have been presented with two awards by this publication.

FTSE4Good Index

In 2021, we were included as part of a stock market index created by the London Stock Exchange: FTSE4Good. Since December of last year, the Bank withdrew from the FTSE4Good Index. Banco Santander México has an ESG rating which is above the threshold required for index inclusion, however, due to various market aspects such as changes in capitalization and liquidity, Santander Mexico had to leave the underlying indexes that allow companies to be eligible for inclusion in the FTSE4Good index Series.

Best Bank for Sustainable Finances and Best Bank for SME's in Latin America, and Best Investment Bank in Mexico by Euromoney

Euromoney magazine presented Santander with the award for Best Bank for Sustainable Finances in Latin America for our work in driving the transition to a low-emission economy. Without a doubt, we have clearly demonstrated our commitment to the planet by financing renewable energy projects and launching products that help protect the environment.

It also presented Santander with the Best Bank for SME's in Latin America award for the support we offered companies during the pandemic through loans and microloans. For the first time ever, we were recognized as the Best Investment Bank in Mexico.

Socially Responsible Company Award (ESR)

We were presented with the Socially Responsible Company (ESR) award for the 17th consecutive year by the Mexican Center for Philanthropy (CEMEFI) and the Alliance for Corporate Social Responsibility (AliaRSE).

Outstanding Leader in Sustainable Finance in Latin America by Global Finance magazinee

The prestigious magazine Global Finance recognized Banco Santander Mexico as an Outstanding Leader in Sustainable Finance in Latin America, as part of the first ever Sustainable Finance Awards 2021. We received this award thanks to our achievements in sustainable finances and our programs to combat climate change and guarantee a sustainable future for all.

(102-12, 102-13)

Platinum Innovation Award from Fintech Americas for Santander's Numberless Card

Fintech Americas, a community specializing in the financial transformation in Latin America, has presented us, for the third consecutive year, with the Platinum Award - the highest honor for Financial Innovation in Mexico – for our Numberless Card, which is the most secure card available in the market given that it has no visible card numbers or security code.

Best Mortgage Bank in Mexico by Global Brands Magazine

Global Brands Magazine, a publication that offers opinions and news about a number of global brands, recognized us as the Best Mortgage Bank Brand in 2021. This positions us as a benchmark within the mortgage market and makes us the only bank in Mexico to make this list in the category of Banking and Finance.

Best Private Bank in Mexico by The Banker

For the second consecutive year, Santander Private Banking has been ranked by The Banker, the Financial Times Group's magazine, as the Best Private Bank in Mexico thanks to its customer service model that focuses on their specific investment needs through a range of innovative products and services.

ISO 14001:2015

We have been certified in this international Environmental Management Systems standard at our:

- Corporate headquarters in Santa Fe since 2004.
- Facilities in Querétaro – CTOS, Data Center II and Contact Center – since 2018.
- Corporate offices in Patio Santa Fe, which received this certification for the first time in 2020.





New Business Environment

- ➔ Value for our team
- ➔ Value for our customers
- ➔ Digital transformation



Over the past number of years, we have faced major global challenges that have brought with them new trends and changes to the market. In order to convert these into opportunities, we promote a Responsible Banking Agenda that is divided into two strategic challenges: New Business Environment, and Inclusive and Sustainable Growth.



The driving force behind the first of these strategic challenges – the New Business Environment – are our employees. They play a key role in understanding and meeting the needs that society demands of us in our role as a Responsible Bank. This is why we offer our employees access to holistic development opportunities and the tools they need to embody their commitment and meet the needs of our customers by leveraging the potential of new technologies.



25,276

employees.



57%

of all employees promoted during 2021 were women.



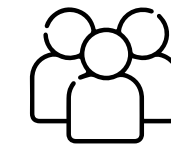
30,002

correspondent banking points to benefit our customers.



1,047,547

employee training hours.



5.5 million

digital customers.



48%

of all monetary transactions made by our customers are done so via digital channels.



4,891

outsourced employees were hired internally.

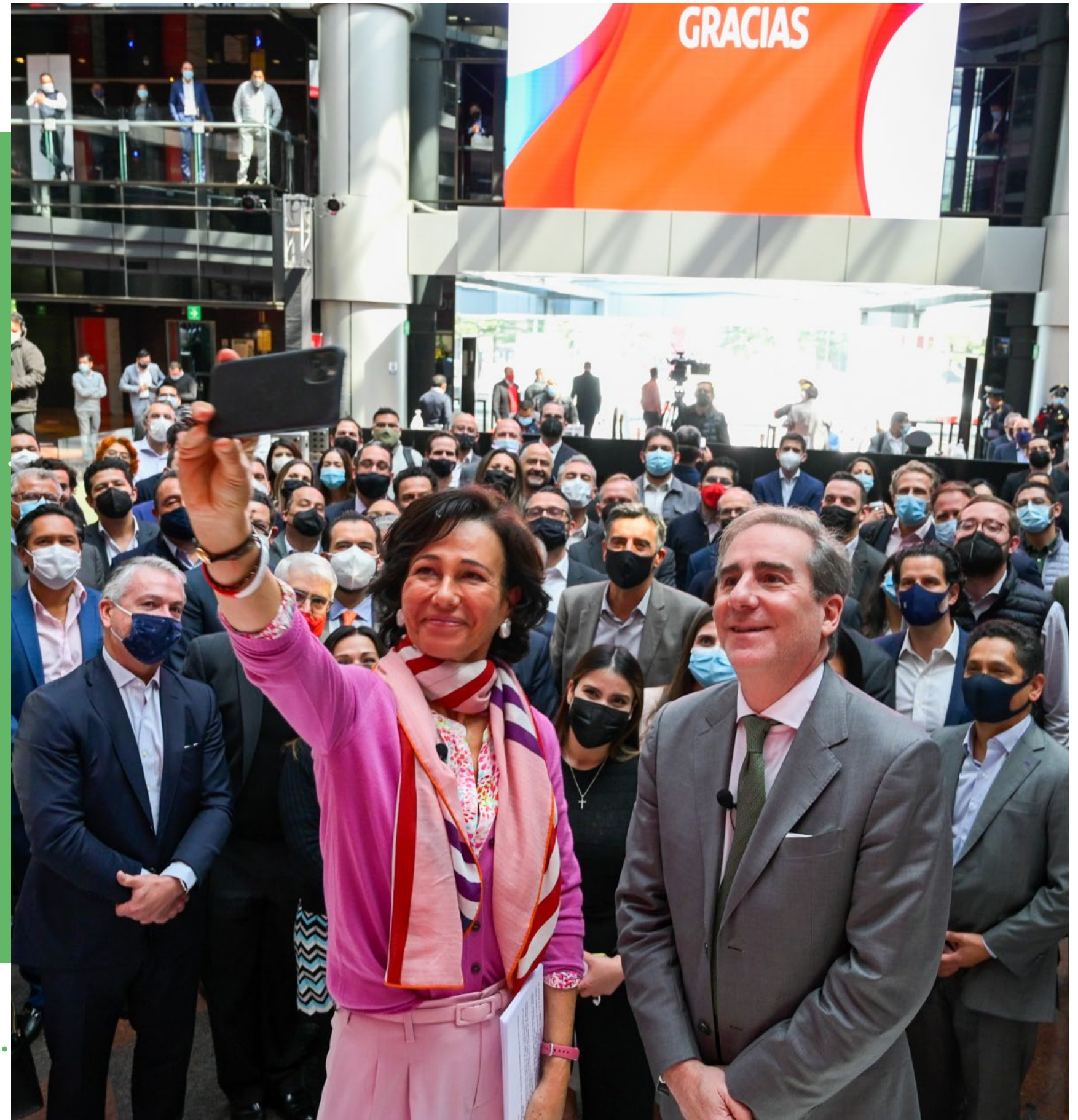


3th place

in the financial sector ranking of the most responsible companies 2021 by Merco.

Value for our team

Our employees play a fundamental role in meeting the needs of our customers and consolidating our Responsible Banking strategy. This is why we offer them inclusive and diverse work environments as we are convinced that our employees' differences enrich our culture and guarantee the satisfaction of our customers. We also offer them on-going training, programs and benefits that help drive their leadership and personal and professional development.



FN-AC-330a.1, FN-IB-330a.1

Employment

Our employees are the cornerstone of not only the Bank's cultural transformation but also the fulfillment of our Responsible Banking goals. This is why we have a series of actions and strategies in place to attract and retain the best talent. We want each and every one of our employees to feel proud to be a part of Santander Mexico. We strive to offer them opportunities to develop their talent, drive their future growth, work in a dignified environment, and find the motivation necessary to become better people every day.

In 2021, we had a total of 25,276 employees, including 4,891 outsourced employees who were hired internally.

The total number of employees includes Santander employees actively employed as of December 31, 2021, encompassing the categories* of Administrative and Operational Staff, Managers, Deputy Directors and Directors.

As of December 31, 2021, the percentages of gender representation respecting to the total number of employees in each category are: Directors: 73% men and 27% women; Deputy Directors: 58% men and 42% women; Managers: 55% men and 45% women; and Administrative and Operational Staff: 38% men and 62% women.




9,354

new hires in 2021.



Women:
13,838

33.6
average age.

5.2
average years of
service.

4,830
new
hires.

42.5
average training
hours.

17.80%
turnover rate¹².

12. The methodology used can be found as a Direct Response on page 237 of the GRI Content Index.

*Santander Mexico refers to Mexico as a region and therefore does not classify its employees in accordance with the Equal Employment Opportunity Commission's Employer Information Instruction Booklet from the United States.

Note: The total and average number of training hours is not part of PwC's scope of verification.

(102-8, 102-41, 401-1, 405-1) FN-AC-330a.1, FN-IB-330a.1



55%

of all our employees are women.



27%

of all directors are women.

(405-1)	Aged under 30	Between 30 and 50	Aged over 50	Total	%
Directors	1	181	49	231	1.67
Deputy Directors	71	856	101	1,028	7.43
Managers	533	1,955	147	2,635	19.04
Administrative and Operational Staff	4,640	4,861	443	9,944	71.86
Total	5,245	7,853	740	13,838	100%

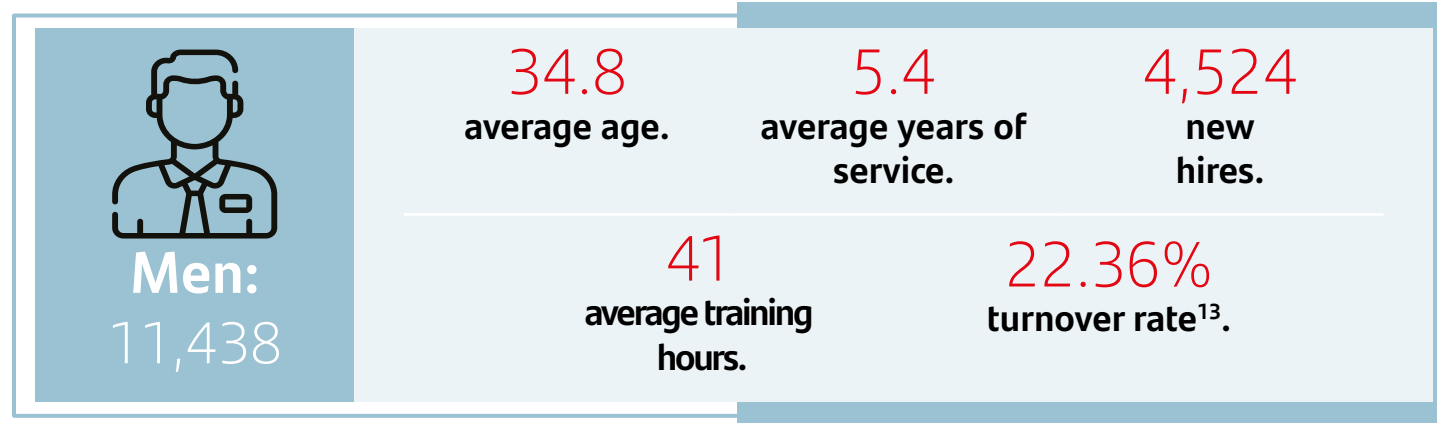
Type of contract (102-8)		
Permanent	Temporary	Total
13,769	69	13,838

Type of contract (102-41)	
Unionized	Non-Unionized
5,353	8,485
Total	13,838

Employee recruitment (401-1)		
Age	Women	New hire rate %
Aged under 30	2,685	51.19
30-40	1,507	25.70
41-50	464	23.32
Aged over 50	174	23.51
Total	4,830	34.90

In 2021 there were 2,633 dismissals of women, 1,376 of whom were aged under 30, 908 were aged between 30 and 40, 242 were aged between 41 and 50, and 107 were aged over 50.

(102-8, 102-41, 401-1, 405-1) FN-AC-330a.1, FN-IB-330a.1



(405-1)	Aged under 30	Between 30 and 50	Aged over 50	Total	%
Directors	2	401	222	625	5.46
Deputy Directors	98	1,121	207	1,426	12.47
Managers	709	2,285	253	3,247	28.39
Administrative and Operational Staff	3,081	2,759	300	6,140	53.68
Total	3,890	6,566	982	11,438	100%

Type of contract (102-8)		
Permanent	Temporary	Total
11,367	71	11,438

Type of contract (102-41)	
Unionized	2,700
Non-Unionized	8,738
Total	11,438

Employee recruitment (401-1)		
Age	Men	New hire rate %
Aged under 30	2,346	60.31
30-40	1,515	31.22
41-50	453	26.43
Aged over 50	210	21.38
Total	4,524	39.55

In 2021 there were 2,631 dismissals of men, 1,252 of whom were aged under 30, 955 were aged between 30 and 40, 259 were aged between 41 and 50, and 165 were aged over 50.

13. The methodology used can be found as a Direct Response on page 237 of the GRI Content Index.
Note: The total and average number of training hours is not part of PwC's scope of verification.

General Turnover Rate (401-1)*	
Age	Percentage
Aged under 30	26.16%
31-40	16.90%
41-50	13.67%
Aged over 50	9.51%
Total turnover rate	19.85%

Culture of Recognition

As part of our Santander Culture, we promote recognition on a daily basis as we fully understand the benefits that this practice has on our performance, motivation and productivity. It also has a positive impact on both the person receiving and the person giving the recognition.

It shows our employees that we appreciate their hard work, time and dedication. When we recognize their work, we are embodying our mission of contributing to the progress of people, adopting positive behaviors, such as supporting each and every employee, promoting collaboration, driving change and acting in accordance with our commitments as leaders to help create a successful, fair and fun work environment.

Our Recognition SharePoint has a number of tools that adapt to the platforms we use on a daily basis - Teams, Intranet and Workday, among others - in order to promote this practice among our employees. Within the site, we have a Personal Achievement section, where employees can share their successes, allowing us to celebrate alongside them and recognize their achievements. We also have a space with videos, books and podcasts regarding the importance of recognition.

We offer our employees access to a series of postcards to recognize all types of events. We also have a photo gallery to recognize what our employees, and all of us as a Bank, have achieved, as well as a number of Self-Awareness Tests that help teams to get to know their members better and identify

their strengths and qualities in order to better understand and promote their talent.

We also have a communication plan that aims to promote this practice through reminders about our recognition website, activations and testimonials regarding the benefits of recognition. Through these tools, we promote the development of different competencies and skills, in addition to guaranteeing the professional growth of our employees. In 2021, 3,488 employees were promoted, 1,996 of whom were women and 1,492 were men.



Training

To tackle this challenge contained in our Responsible Banking Agenda, it is of fundamental importance that our employees are better prepared. We have achieved this through a range of training sessions and tools that drive their talent and boost growth within the Bank. Our training focuses on three strategic areas:

- **Technical Training:** Focusing on implementing new tools to streamline our employees' daily operations.
- **Compliance Training:** Focusing on certifications and courses endorsed by an authority.
- **Management Training:** Focusing on developing management skills to promote teamwork and achieve goals.

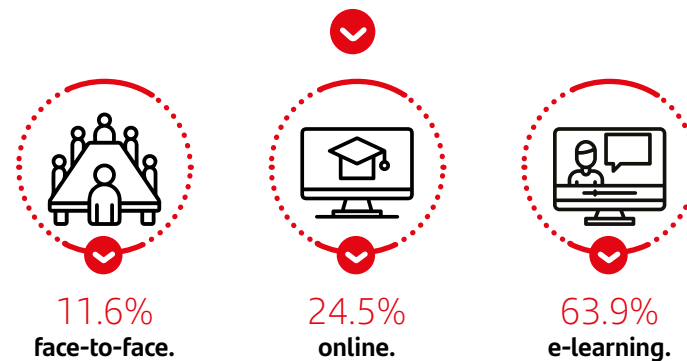


*Verification by PwC of page 97 encompasses only the General Turnover Rate related to GRI Sustainability Reporting Standards Content 401-1, the rest of the statements on this page including the number of promoted employees and the total number of training hours were not validated by PwC.

Average training hours		
	Women	Men
Directors	37.74	37.86
Deputy Directors	37.07	34.06
Managers	49.51	43.28
Administrative and Operational Staff	41.11	41.43
Total	41.35	39.15
Total average training hours	40.25	

Despite the impact of the COVID-19 pandemic, we have continued intensifying our efforts to offer continuous training to our employees. Through a wide range of training programs, we help drive their development and improve their experiences within Santander. In 2021, we continued using digital tools to offer online training sessions.

Of the training sessions available:



 **MXN\$ 77,761,571.60**
invested in training.

 **25,029**
employees trained¹⁴.

¹⁴ The difference between the number of employees trained and the total number of employees reported at the end of 2021 is the result of staff turnover throughout the year.

Academia MX

In order to ensure that our employees develop and boost their digital, management and leadership skills through mobile devices and technology, we offer them access to Academia MX. This virtual learning space can be accessed whenever and wherever they like through a number of learning platforms. Through this program, we strive to make the way in which our employees acquire different aptitudes and knowledge more innovative.

This year, we launched targeting training plans, such as the Smartec Plan for Technology and Human Resources areas, in addition to consolidating our existing plans. In terms of compliance, we increased the number of courses dealing with regulatory issues to incorporate critical topics, such as cybersecurity and reputational risk. On a global scale, we also offered the Responsible Banking course.

Academia MX continues consolidating these options and integrating content that is available to all in order to bolster the Bank's culture and promote the skills of people in many areas, from topics like healthcare and work-life balance to issues like profitability, investments and finances, among other. We also focus on digital, management and leadership skills, in addition to social skills that allow them to better perform within the workplace and work with other people.

Sprints

In 2021, we continued launching sprints. In total, there were 100 sprints covering a range of content and available to everyone.

AMX Talks

More than 25 AMX Talks were organized, focusing on culture, BeHealthy, diversity and inclusion, leadership and banking. These talks include the participation of local and international experts.



Digital Transformation

In order to continue collaborating to drive digital transformation at the Bank, during 2021 we rolled out initiatives that include training activities focusing on agile methodologies, adaptation, and skill creation in conjunction with external organizations. We launched gamified challenges to consolidate the leadership of our Commercial Network and Central Area managers through an app that promotes the understanding and use of digital channels. We also continued offering Diplomas in Digital Transformation and Analytics and Investment Banking.

Furthermore, we paved the way for a new generation to take part in the Senior Management Program at IPADE, one of the leading institutions in Latin America specializing in leadership skills. The focus on this program is to help participants develop the management skills and knowledge a Santander leader requires, with around 50 directors taking part. A new program with another business school (ICAMI) was also launched for middle management, with the participation of around 100 people.

Talent Development and Retention

We are convinced that each of our employees plays a key role in successfully achieving the Bank's goals, which is why one of our priorities is to retain and attract the very best talent. Through a range of programs, we motivate our employees to continue growing and developing both professionally and personally, inside and outside Santander. We also contribute to the progress of society and ensure that our operations are increasingly more sustainable.

In 2021, we coordinated the following initiatives to ensure the Bank attracts, retains and develops the best talent.

International Master's Program in Banking and Financial Markets

This Master's program is offered by Universidad Anáhuac Mexico and the University of Cantabria and lasts for 21 months. It is open to the Bank's employees, and, every year, between 9 and 11 of them take part in the program. To date, 21 generations have graduated from this program.

The goal of this Master's degree program is to forge directors and board members from financial institutions who, through leadership, responsibility and an international outlook, promote the positive transformation of organizations and society through specialist knowledge and an approach that encompasses commitment and service.

TOP Companies Survey

This yearly survey is answered by all Bank employees to measure our organizational climate and culture. It allows us to ascertain whether we have the behaviors and skills necessary to be a Culturally Powerful company. We are also highly rated on the Super Companies rating published by Expansión magazine.



in the 2021 Super Companies ranking in the category of businesses with more than 3,000 employees.

We were positioned 6th in the Super Companies for Women ranking thanks to the efforts of our Diversity and Inclusion Committee to promote gender equity and drive the development of women leaders within our organization.

Evaluation Processes

One of our priorities in our goal of finding the best talent is to constantly assess and measure their performance to help boost their growth. We have a range of tools and practices that allow us to monitor and follow up on their careers, in addition to identifying areas of opportunity that guarantee their development within the Bank.



Every year, we evaluate our employees' performance in three different stages: goal setting, mid-year review and final review. In addition to these three processes, we promote a culture of feedback at all levels in order to drive continuous improvements and obtain a multi-perspective overview of performance. Furthermore, our employees have access to tools through which they can update their goals based on the needs of the business.

My Contribution 2021

This tool evaluates the performance of our employees in order to help promote teamwork and motivate all employees to set fixed goals and embody certain behaviors. Thanks to this approach, we have successfully streamlined our operations.

This evaluation process is undertaken on a yearly basis and involves all directors, managers and operational employees. It assesses both their performance and their contributions to the goals of their specific area, as well as the behaviors they have shown in finding solutions to problems.

This evaluation must be aligned with the global policy, which is why we comply with scheduled dates, areas of evaluation and calibration. These areas are:

- **What.** Definition of personal goals based on employee functions and aligned with the Bank's strategy. These are developed using the SMART methodology and are validated by each manager.
- **How.** Measurement of 8 organizational behaviors.

The percentage distribution is as follows:

- What: individual goals/objectives **(50%)**.
- How - Behaviors: driving change, promoting collaboration, working with passion, and supporting others **(20%)**.
- How - Behaviors: talking clearly, listening properly, being respectful, and keeping promises **(20%)**.
- Risks: Risks and compliance **(10%)**.

Each stage is brought to a close through a supervisor authorization and evaluation process, and each stage of the evaluation must be completed fully and on-time within the Workday system. If an employee does not complete the evaluation, they will not be given their annual result, which is used to calculate their annual bonus.

 **7,541**

employees were evaluated during 2021 through My Contribution.

	Women	Men	Total
Directors	138	319	457
Deputy Directors	617	852	1,469
Managers	1,162	1,616	2,778
Administrative and Operational Staff	1,488	1,349	2,837
Total	3,405	4,136	7,541

Talent Review

The goal of this practice is to measure the talent of our employees through their motivation, aspiration, skills and mobility, without losing sight of two fundamental aspects: potential and performance.

Recognition for Employees with 25 Years of Service

Each year, we hold a ceremony to celebrate the service of employees who have worked at the Bank for 25 years or more, highlighting our gratitude for the loyalty and hard work they have demonstrated throughout their career.

A Solid Culture of Inclusion

Diversity and inclusion are two fundamental pillars of our corporate culture. We strive to create, maintain, defend and promote workspaces where our employees feel included, valued and respected. We are convinced that our employees' differences enrich our teams and drive their innovation, creativity and well-being. We are focused on ensuring our employees feel a sense of belonging, and we promote collaboration to successfully achieve our goals.

Cultural Transformation

To be the best bank in Mexico, we focus on differentiating ourselves from our competitors through the service and support we offer all our stakeholders. In order to become the best place to work, we must offer a work environment that allows us to attract and retain the very best talent. This is why we have a Cultural Transformation program, which is underpinned by three pillars:

- **Employee Experience:** We want to be the best place to work in Mexico and for our employees to be proud to be a part of Santander.
- **Customer Experience:** We want our clients to come, stay and recommend us because of our levels of service and engagement; for listening and prioritizing their needs.
- **Organizational Agility:** We need to be more flexible and adapt faster to the market; rethinking our processes through a customer-centric approach and transforming our words into actions.

To accelerate our transition toward becoming a more agile organization regarding the needs of our customers and employees, in 2021 we consolidated our Cultural Transformation program alongside our sponsors, who work on the aforementioned pillars.

Meanwhile, throughout 2021, the members of the Board of Directors were committed to spearheading the Cultural Transformation to improve the experience we offer our employees and customers. This is why they appointed ambassadors to function as promoters and the voice of the Cultural Transformation within the organization.

Each ambassador adopted one of the nine regions in the country, holding two different types of session:

- Informative sessions during which the ambassadors presented a standardized overview of relevant issues for the regions.
- Active listening sessions to promote open dialog between the ambassadors and a small group of employees to help boost engagement and trust.

During 2021, approximately 26 informative sessions and 68 active listening sessions were held in the nine regions, attracting approximately 9,445 participants. All sessions were held online as a result of the COVID-19 pandemic.

Corporate Culture Policy **FN-AC-330a.1, FN-IB-330a.1**

We are known for being a diverse and inclusive Bank and for this, we have a Corporate Culture Policy that allows us to offer equal opportunities to all our staff. Each one of our collaborators is selected, paid and promoted according to their merits without any type of discrimination.

The engagement between the Board of Directors and employees has been an enriching experience given that they are the main embodiment of our culture. The Board of Directors has raised awareness regarding the situations and challenges our employees experience on a daily basis, while our employees feel they are being listened to and their opinions are being taken into account.

Furthermore, several major communication channels have been established within the organization to ensure information is properly and comprehensively transmitted to everyone within the Bank.

One of the opportunities that we have as an organization is to continue promoting Speak Up, a program that allows employees to be heard and propose ideas to improve programs and processes, among other areas. We also continue driving a culture of open feedback.



Santander Week 2021

This global program implemented at a local level is aimed at all the Bank employees. It was held from September 27 to October 1, 2021, and its goal is the same every year: elevate the Bank's culture and values, motivate employees, and increase their sense of pride and belonging to the organization.

Santander Week includes a range of organized activities coordinated by different areas within the Bank. This year, as a result of the pandemic, Santander Week was held in a hybrid format (80% online and 20% face-to-face), and the Bank's employees participated in creating internal communication content. The agenda covered areas such as Santander Leadership, RiskPro, Quality, Diversity and Inclusion and BeHealthy, among others.

Town Halls

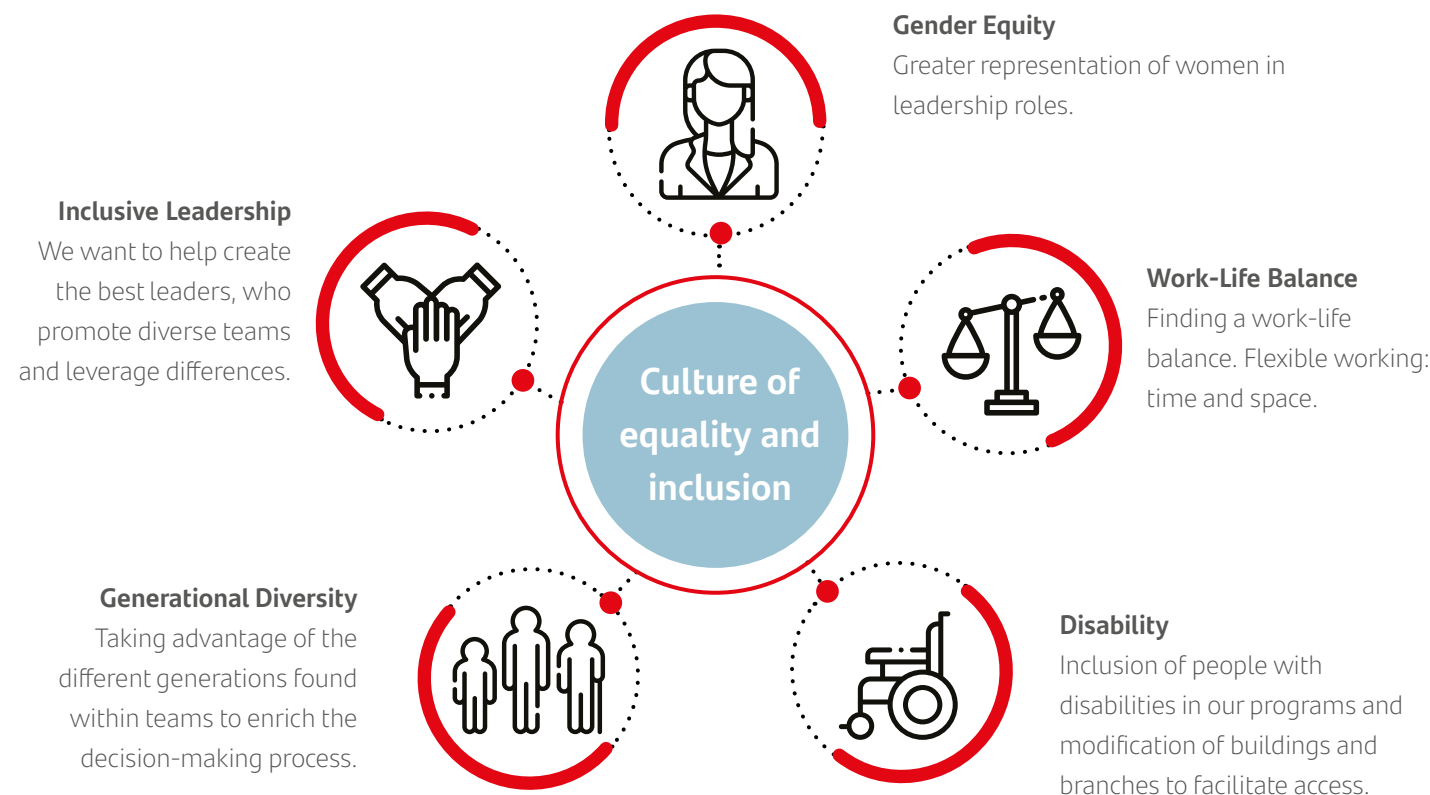
In order to drive communication between employees and directors, we held a number of town hall meetings chaired by Ana Botín, our Global President, and Héctor Grisi, our CEO. These meetings focused on areas such as Cultural Transformation, a return to the new normal after COVID-19, and fraud, among other issues.

Global Commitment Survey

Listening to our employees is extremely important to Santander, which is why we conduct the Global Commitment Survey. This survey encompasses a number of different dimensions that are aligned with our strategy, enabling us to identify our strengths and our areas of opportunity. One of the most important areas is Commitment, which allows us to better understand the levels of satisfaction, motivation and pride our employees have in the organization.

Implementation of Inter-Area NPS to Measure Customer Support and Collaboration

We are extremely interested in offering our employees the opportunity to grow professionally within the Bank, which is why we have the Find Jobs at Santander program, which provides information about existing job vacancies that employees can apply for based on their experience and interests.

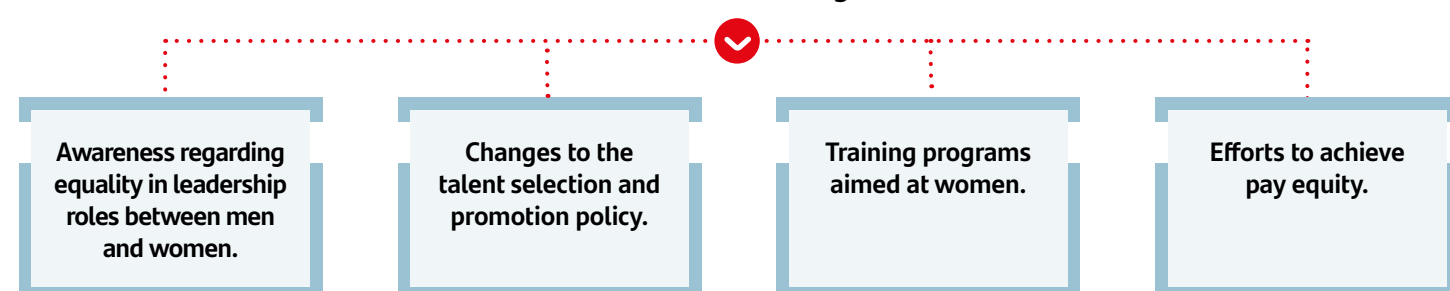


Diversity and Inclusion Committee (D&I) (103-2, 103-3)

Our Diversity and Inclusion Committee (D&I) comprises 13 employees from a number of areas and organizational levels who are tasked with promoting a diverse and inclusive work environment in all areas within the Bank.

The Committee is underpinned by four main pillars: Gender Equity, Generational Talent, Disability, and LGBT+.

We work on four strategic areas:



Roles

D&I Sponsor: In their role as an exponent, he or she represents all D&I activities and promotes the spirit of commitment. The D&I Committee is currently formed by Norma Castro (Gender Equity Sponsor), Juan Ignacio Echeverria, (Generational Talent Sponsor), Rodrigo Brand de Lara (Disability Sponsor), Héctor Chávez, (LGBT+ Sponsor), and Fernando Quesada (Inclusive Leadership Sponsor).

D&I Committee: Its function is to establish goals and identify challenges; ensure and promote compliance; create content for best practices; and, monitor metrics and indicators.

Allies: They forge a commitment with project leaders to ensure compliance. They also promote compliance of the programs themselves.

Human Resources Leader: He or she coordinates and implements projects with the team of sponsor volunteers. He or she engages with and supports leaders and the implementation of the D&I strategy.

D&I Project Leader: He or she guarantees the execution and monitoring of the implementation of the strategy.

FN-AC-330a.1, FN-IB-330a.1

Our Diversity and Equality Policy reassures our absolute respect for all employees, customers and suppliers ensuring that their rights or opportunities are not affected by their social status, cultural beliefs, ethnicity, economic circumstances, sexual orientation, gender, disability or different abilities, nationality, religion or ideologies.

Diversity and Inclusion Policies (D&I)

During 2021, we continued promoting a culture of Diversity and Inclusion in all areas at Santander, in addition to driving the participation of all our employees in a number of activities that included programs, talks, conferences and training sessions, among others. We are certain that these actions will allow us to achieve our goals and drive the personal and professional success of our employees and their teams, promoting respect and the freedom to express themselves and voice a range of different points of view.

Some of the activities organized during 2021 include:

Circle of Positive Masculinities

The purpose of this program is to raise awareness among men of male chauvinism, highlight the impact this has on their leadership and on their personal lives, and evaluate the benefits of other types of masculinities.

Training and Awareness Programs

- *Ser Familia Santander* program: workshops, talks and digital tools to support fathers, mothers and carers.
- Communication campaigns to prevent and eradicate discrimination.
- Internal platform containing information, news and materials covering Diversity and Inclusion.
- Workshops and conferences with experts in disabilities, gender violence, workplace inclusion and sexual diversity, etc.
- Digital materials and courses for our training platforms in order to promote a culture of inclusion:
 - » The Book of Fame (Marie Sullivan – Disability).
 - » Mind Games.
 - » Accept or Tolerate?
 - » Lucy in Adult Land (Generations).
 - » Stonewall: The Night that Changed LGBT+ History.
 - » Let's Talk about Gender Violence.

Internal and External Communication Team Training

In 2021, we created a program to provide teams with training on how to generate content for internal and external communications. Through this program, we focus on providing a holistic approach to inclusive communication elements for all our stakeholders:

- Training for marketing, internal communication and external communication areas focusing on inclusive communication, language and digital accessibility.
- Definition of basic criteria to develop inclusive institutional communication.
- Mexican Sign Language (MSL) workshop for employees.

Participation in Forums

We participate in polls, certifications and diagnostic processes in order to measure and identify major areas of opportunity, strengths and good practices in the area of Diversity and Inclusion (Women Matter, Human Rights Campaign Index, Disability Inclusion Index and ABM Gender Diagnostics, among others):

- Sponsorship of external programs that promote inclusion (Impulse Awards LGBT+, LGBT+ Pride March).
- Alliances with governmental and non-governmental institutions that address diversity, equity and inclusion issues.

In June 2021, we sponsored the LGBT+ Pride March in Mexico, which was held online as a result of the COVID-19 pandemic. Through actions like these, we are bolstering our D&I Culture and promoting the importance of ensuring a respectful and inclusive workplace.

We have created mechanisms to identify and eliminate all forms of discrimination or those practices that go against our D&I Culture. Through Ethics Line, our employees can anonymously report any act of this kind.

We were recognized for our D&I efforts:

- **"Best Place to Work for LGBT+" (Human Rights Campaign) and "Super Companies for Women" (Expansión magazine).**
- **First place in the Gender Perspective Incorporation Index for the banking sector (CNBV).**
- **Top 15 in Break Friendly Companies (Expansión magazines).**

Gender Equity

As part of our Responsible Banking goals, we focus on empowering female talent by promoting gender equity and opportunities within the Bank. We have a number of programs to guarantee the competitiveness and skill development of all our female employees.

We have set a goal of ensuring that 30% of our directors are women by 2025, and we have rolled out a number of actions to ensure we achieve this goal:

- We promote gender equity during the Talent Review and Succession processes for Executive Directors and Area Directors.
- We implement affirmative actions to motivate more women to apply for internal decision-making positions (key messages for high-potential women and training regarding Imposter Syndrome).
- We promote programs that focus on women leaders, amplifying their role as sponsors to drive the development of their female employees.

- We promote programs that focus on life skills and leadership skill development for women.

360° Women and Santander Women Leaders

Our 360° Women program, which is aimed at high-potential female directors and middle managers, has been in operation for 3 years. In 2021, we rolled out the Santander Women Leaders program, which focuses on female employees from the Retail Banking, Commercial Banking and Tuiio divisions. Its goal is to help women develop the skills required for leadership positions, focusing especially on areas such as networking, personal branding, leadership and emotional intelligence. Up until 2021, approximately 100 employees had taken part in Women 360° and 555 employees in Santander Women Leaders.

Cross mentoring

The goal of this program is to generate dialog between women leaders (Apprentices) and directors (Mentors) from different companies to help our female employees develop leadership skills and other soft skills.

Santander Women Scholarships | W50 Leadership – London School of Economics

We want to drive the leadership of women within professional environments offering them an international training experience to prepare them for senior management roles. In collaboration with the London School of Economics, we help them develop their leadership skills through a high-performance training opportunity.

Participation in Female Leadership Forums

Our Gender Equity sponsor, Norma Castro, participated in a roundtable at the Monterrey Institute of Technology and Higher Education (Tecnológico de Monterrey) during which leaders discussed the gender gap at McKinsey. Norma was part of a panel on sexual diversity.

We were also ranked in first place in the Gender Perspective Incorporation Index for the banking sector coordinated by the National Banking and Securities Commission (CNBV).

Mastermind

This is a series of sessions during which a group of women exchange ideas, challenges and suggestions covering a wide range of topics in order to create a safe community for themselves, showing them that they are not alone and that they can rely on the support of their female colleagues.

Generational Diversity

We are convinced that the differences in age of our employees are a valuable resource to help ensure the success of our operations. This is why we have motivated all our employees, no matter their age, to take part in programs that drive their personal and professional growth.

Young Talent

In order to promote a diverse work environment within the Bank, we support young people and help them develop the skills they need to become Santander employees, improving their future employability. Our strategy focuses on the following points:

Awareness regarding Generational Diversity.

Awareness regarding Social Responsibility within the company.

Motivation and leadership based on two-way mentorship, exposure and role models.

Support and monitoring of career plan.

Inroads –Social Inclusion

We work with a number of universities and mentors to offer high-potential young people from underprivileged backgrounds access to the opportunities they deserve to grow personally and professionally. We are proud to be the institution that hires the most Inroads in Mexico. During 2021, ten women and five men took part in this program.

Young People Building the Future

A program coordinated by the federal government, it is aimed at young people between the ages of 18 and 29 who are neither studying nor working, offering them the opportunity to drive their professional development at companies, institutions or businesses around the country and help boost their employability. In 2021, a total of 59 women and 27 men took part in this program at Santander Mexico.

Linkers

At the Bank, we are interested in attracting and retaining high-potential young talent, such as students who are in the second from last or last semester of their undergraduate program. Through this program, we have – the opportunity to offer young interns their first structured work experience, including a solid development plan within a specific area of the Bank where they partake in a project. Participants in this program receive feedback and coaching from their mentor (a supervisor from the assigned area), who also assesses their performance and compliance with the goals set.

The program lasts for nine months, and includes three cycles each lasting three months. This program is offered on an annual basis and through it we search for young people who are finishing their undergraduate programs, offering them the opportunity of a full-time position after graduating.

 **103 linkers**

during 2021, 35 of whom were women and 68 were men.



Young Leaders

This global program offers technical skills and knowledge that are vital to the professional development of young Santander employees around the world. A total of 11 women and 14 men participated in this program during the year.

Disability

Our D&I Culture focuses on promoting an inclusive and favorable workplace for people with disabilities, helping to eradicate any forms of prejudice or discrimination they face. The Talent and Diversity and Inclusion team monitors the inclusion process to ensure that people with a disability join in their teams as best as possible.

- Initial training is offered to the supervisor receiving the employee with a disability on their team.
- A survey is answered by the supervisor and by the employee with a disability.

- In the event that expert guidance is required during the inclusion process, a request will be filed with a specialist institution.

We have several different programs to help us achieve this goal:

Linkers Inclusion Program

This program focuses on helping young disabled interns integrate into the workplace through talent development activities. It allows them to work in activities that have a positive impact on the business, in addition to offering them a training plan.

 **2 linkers**

with disabilities were offered a full-time job at Santander.

Accessible Communication and Information

In 2021, we rolled out a plan of action to drive the accessibility of communication, including:

- Training for the Internal Communication, External Communication, Marketing and Training areas regarding inclusive communication and digital accessibility.
- Mexican Sign Language interpreters have been used at training sessions and Human Resources events.
- With the support of an expert organization, we ran diagnostics on the digital accessibility of our website, social media and digital service channels.
- Training for the Digital and Innovation team tasked with developing and designing all digital platforms.
- Carrying out the necessary adjustments based on the needs of people with disabilities (LSM interpreters for events with deaf participants, alternative text formats for blind people, etc.).

Awareness Campaigns

We celebrated Disability Week, rolling out our Fewer Barriers, Greater Inclusion panel, a workshop for designing accessible documents. We also created a platform that includes information, materials and recommendations regarding issues about disability, in addition to executing communication campaigns about the myths surrounding disabilities and commemorating International Day of People with Disabilities and International Sign Language Day.

It is a great source of pride for us to see our employees, both those with disabilities and those without, participate in programs about how to interact with people with disabilities. In 2021, we launched the first census of people with disabilities, and we participated for the first time in the Workplace Inclusion for People with Disabilities Index (IILDPCD).

The Book of Fame by Marie Sullivan

This is an e-learning course that introduces employees to topics surrounding disabilities, emphasizing the importance of workplace inclusion by focusing on a variety of issues, including the general context surrounding disability, actions and attitudes to promote inclusive behavior when interacting with people living with a disability, and the myths and realities of workplace inclusion for people with disabilities, among others.

Work-Life Balance (103-2, 103-3)

Our employees play a major role in guaranteeing the sustainability of our business. This is why we focus on their well-being through a number of programs that promote workplace flexibility, job stability and a work-life balance, allowing us to offer them safe workspaces and ensure their occupational health and safety.

Flexiworking

In order to promote a way of working that favors a work-life balance, promotes a culture of efficiency and productivity, and allows teams to organize themselves to better adapt to the needs of their members, we have implemented this program that offers employees the opportunity to work flexible hours.

During 2021, we focused on creating communities of employees with similar tastes to help them disconnect from work by organizing recreational activities. We created BeHealthy Reading and Runners clubs, which had 522 and 400 participants, respectively.

FlexFriday

It offers employees the option to start work at 8:00 am on Fridays and finish at 3:00 pm.

Work Schedule

Since 2020, business hours in central areas have been modified,



starting at 9:00 am and finishing at 6:00 pm.

Hybrid Working Model

As a result of the COVID-19 pandemic, we continue safeguarding the health and well-being of our employees through a hybrid working model. In 2021, some of our employees gradually returned to our Central Areas offices. To ensure their personal and emotional health and safety, both inside and outside the workplace, and avoid infections, we focus on every little detail to make sure their return to the workplace is a safe one. We follow numerous hygiene protocols, such as the use of face masks, sneezing etiquette, handwashing, the use of hand sanitizer, social distancing and zero meetings.

Furthermore, we highlight the importance of digital disconnection among those employees working from home in order to have a positive impact on our productivity levels and results, achieve a work-life balance, and guarantee physical and mental well-being.

Breastfeeding Rooms

To support our female employees who are breastfeeding, we offer spaces that have been designed and equipped to allow them to breastfeed, extract breastmilk, and refrigerate it during the work day.

AM Business

To promote a work-life balance, we encourage having meetings with customers in the morning, helping our employees clear their schedule in the afternoons so they can spend time on activities with their families and loved ones.

Santander Parents Program

This is our way of helping all our employees who have children to achieve a work-life balance. We have three different proposals:

- **School for Parents:** Alongside expert Julia Borbolla, we offer nationwide conferences that focus on a range of issues dealing with paternity and maternity.
- **Parent Mentors:** Support from Santander employees who are mothers or fathers, so they can help offer advice and their experience on raising children.
- **Childcare:** We strive to help all mothers and fathers by implementing agreements with neighboring nurseries and early education schools, helping offer them peace of mind that they are leaving their children at a safe place while they are working.

Allowances and Benefits

We firmly believe that our employees are the reason why we have been able to achieve our goals as a Responsible Bank. This is why we strive to motivate them by covering their needs through appropriate allowances and benefits.

Benefits Required by Law

- Christmas Bonus equivalent to 40 days' work.
- Vacation leave of between 15 and 30 working days, depending on the number of years of service.
- Holiday bonus.

Leave

- Paternity or maternity (biological or adoption).
- Civil marriage.
- Death of a close family member.
- Adaptation period for kindergarten.
- Afternoon off to celebrate children's birthdays.

Insurance

- Basic life insurance.
- Voluntary life insurance and voluntary life insurance for spouses.
- Mortgage life insurance.
- Credit life insurance.
- Car insurance.
- Funeral insurance.

Loans

- Consumer (payroll, online, short-term).
- Mortgage (depends on years of service).

Comprehensive Medical Service

- **Medical network.**
 - Plan 17 (employees who joined before August 2014).
 - » External appointments.
 - » Dental.
 - » Prescription medicines.
 - » Laboratory and X-Ray services.
 - » Emergency room visits.
 - » Hospital services.
 - » Orthopedic devices and prosthetics.
 - Plan 10 (employees who joined after August 2014).
 - » Social security (IMSS).
 - » Major medical insurance.
 - » Reimbursement scheme.

Comprehensive Medical Check-Up:

- Once a year for Executive Directors and their spouse.
- Once a year for Area Directors.
- Campaign for employees over the age of 45.

Additional

- Financial support for breastfeeding mothers.
- Staff uniforms.
- Discount at sporting facilities.
- Gympass.
- Christmas voucher.
- Retirement savings fund.
- Pension plan.
- Performance bonus.
- Cost-of-living allowance.
- Canteen.
- Transport (corporate offices in Santa Fe, Contact Center Querétaro and Centrum Park).
- Parking (corporate offices).
- Allowance for eyewear.
- Support for funeral expenses of direct family members.
- Relocation support.
- Discount program for schools, universities and numerous articles.

**Occupational Health and Safety**

(403-1, 403-3, 403-6, 403-7)

In order to mitigate any possible occupational risk - physical, psychological and/or emotional - and to guarantee safe workspaces, we have a policy in place to prevent psychosocial risks and workplace violence and promote a favorable organizational climate that allows us to identify any issues that could affect the physical integrity of our employees and implement preventive and corrective measures and actions to mitigate occupational risks.

During 2021, we conducted a survey among our employees to identify psychosocial risks and prevent burnout in order to guarantee their physical and emotional well-being.

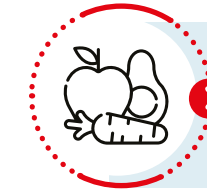
We also have a number of mechanisms in place to safeguard the health of our employees, including, for example, the BeHealthy program, regular preventive check-ups, sporting and cultural activities, healthy habit campaigns, and a program to help prevent alcohol and/or drug abuse, among others.

Health

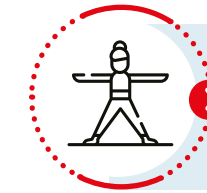
BeHealthy, our holistic health and wellness program, is available to all our employees, offering them tools to promote healthy life habits and find a balance between their professional and personal lives. We are convinced that a healthy team is a happy team and one that is more committed to working hard, creating a better work environment and strengthening personal relationships. This program focuses on 4 main pillars: Know Your Body, Feed Your Body, Move Your Body and Balance Your Mind and Body. Through our Newsletter, we offer the Bank's employees on-going communication regarding these issues.



Know Your Body: We offer check-ups, vaccination programs, Health Brigades, Health Week and Child Health Week.



Feed Your Body: We focus on preventing cardiovascular diseases by inviting employees to eat healthier.



Move Your Body: We promote sports among our employees and their families, offering them access to some of the sports centers with which we have an agreement throughout Mexico.



Balance Your Mind and Body: It focuses on the mental and emotional health of our employees, helping achieve a better balance with physical health. This is achieved through tailored action plans and training courses in emotional intelligence, stress control and resilience. A Wellness Coach is available throughout our branch network and corporate offices.



During 2021, we coordinated the following activities:
(403-4, 403-6)

- BeHealthy Week, focusing on digital activities to promote healthy habits and wellness.
- Holistic Wellness Development Plan (Holistic Health Program + BeChampion Program, BeHealthy + Nutrition Plus Program) that brought together different levels within the organization to take part in diet and balance programs. We started with the Board of Directors, followed by the Senior Management Team. We ended the year by rolling this program out to all of Bank employees.
- Reading and running communities.
- A number of webinars during the year focusing on the four pillars.
- BeHealthy Portal.
- TotalPass.
- A subsidized BeHealthy menu at Santander's cafeterias to incentivize people to try it.
- Review of products sold in vending machines at a number of the Bank's buildings. Products were modified at our Corporate Offices in Santa Fe.
- Internal communication program comprising monthly newsletters for the entire Bank containing benefits and tips regarding healthy habits.

Occupational Safety

Our priority will always be to safeguard the physical integrity of our employees and our surroundings, which is why we have a number of civil protection programs in place. We offer our employees safe work environments, and we focus our actions on promoting self-protection through training, coaching and drills to help minimize the risks we are exposed to.

During the pandemic, we have focused more on prevention by mitigating and minimizing COVID-19 infections. Our priority has always been to safeguard the health of our employees, especially those from vulnerable groups. To bolster our efforts, we have built COVID-19 testing modules at our corporate offices and rolled out remote working models. In-person work has been limited to essential employees only and is governed by the health and safety measures stipulated by the authorities and by the Bank.

As a result of these efforts, we have successfully:

- Consolidated a culture of civil protection within our corporate offices through awareness campaigns.
- Increased safety levels in the building by identifying and correcting any risks detected.
- Complied with civil protection and health and safety standards, as well as with those requirements issued by the corresponding authorities.
- Updated the civil protection organization (committee and brigade members).
- Verified and communicated to all employees the civil protection infrastructure in place at our corporate buildings: signage, evacuation routes, emergency doors and stairwells, assembly points, fire alarms and equipment, personal protection equipment and first aid boxes, among others.

- Updated training for brigade members in areas such as first aid, firefighting and control, and evacuation techniques through practical exercises to ensure the proper execution of emergency procedures and techniques. This training was offered remotely via platforms that employees could connect to from their own homes.

8 Behaviors to Help Save a Life at Santander (403-1, 403-2, 403-7)

Each year, the Bank's corporate buildings update their internal civil protection program. During 2021, we rolled out a strategy to train all employees and create multi-functional brigades that know how to tackle an emergency situation. This strategy is underpinned by the 8 Behaviors to Help Save a Life at Santander workshop, which has been made available to all Bank employees.

As a result of the pandemic, from 2020 and throughout 2021 this training was offered via technological channels, allowing us to comply with the regulations stipulated by the health authorities to promote social distancing and avoid COVID-19 infections.

The strategy focused on the homes of our employees given that this is where they spent most of 2021, and we continued remote training through videos and specially designed materials made available through digital apps.

The issues focused on during the sessions included emergency situations that could happen during the work day at the Bank or at home.

The 8 concepts we looked at are outlined below:

Activating emergency services:

Participants were provided tools on how to act when faced with an emergency situation, the right way to request support from emergency services, and how to provide information when requesting support from external emergency services.

CPR (Cardiopulmonary Resuscitation)

Participants were shown the cardiopulmonary resuscitation technique, a basic element in saving a life. They also discussed how to prevent a heart attack, the difference between a heart attack and cardiorespiratory arrest, and how to use and handle an Automated External Defibrillator (AED). An explanation was also offered regarding how to check if the person has a pulse and is breathing. Mannequins were used to show them how to carry out chest compressions and the ideal position for doing them when the person has not been breathing or has not had a pulse for 10 seconds.

Airway Obstruction

Participants were given techniques on how to free an airway obstruction and received an explanation about the leading causes of airway obstruction, such as when a piece of food or an object is accidentally lodged in the airway, blocking the passing of air to the lungs. They were shown how to tackle a medical emergency of this type and tell the difference between a partial obstruction and a total obstruction, not to mention the importance of using the Heimlich maneuver to save someone's life.

Family Civil Protection Plan

The impact of natural or man-made disasters can be avoided or mitigated if each member of the family understands and is aware of them. They must be prepared to tackle them and reduce the impact they have on their property and surroundings. The goal of this section was for families to have a protection plan in place, which is both useful and necessary in emergency situations.

How to Treat Wounds and Bleeding

Participants were shown the different types of wounds and how to treat them and prevent infection by ensuring the wound doesn't become contaminated; how to clean a wound, how to use gloves, how to stop bleeding, and how to put on a bandage.

COVID-19 Safety Measures

As a result of the pandemic and the strategy in place in Mexico to reopen the economy, at the Bank we have implemented a number of preventive healthcare recommendations based on the specific technical guidelines published by the federal government. This offers employees some basic measures to avoid infections in the workplace.

They were shown the right way to wash and disinfect their hands, how to put on and take off face masks, the use of gloves and their lifespan, and how to put gloves on and take them off prior to depositing them in the trash. They were also offered recommendations about how to disinfect supermarket products.

Fire Control (Extinguisher Use)

They were told about fire prevention methods, the different types of fire, and the type of extinguisher used to put them out. They were provided with information about how to use extinguishers and how to control a fire.

Withdrawal and Evacuation

Participants learned about what protocols to follow in case of an earthquake, as well as how to take shelter in low-risk zones. They were also shown how to identify signage in their workspace and what recommendations should be followed in order to ensure a safe and ordered evacuation.

(403-5)

 10,557

people trained in civil protection.

 42,228

training hours in civil protection.

In conjunction with Grupo Filoa, we were awarded the highest certificate of hygiene (*Sello Punto Limpio*) for the steps we take to safeguard the health of the people, customers and diners who work or eat at our CTOS and CCS cafeterias. We have become pioneers in cafeterias thanks to this certification.

Remote Drills

In 2021, we continued leveraging technology to coordinate our civil protection programs and remote drills for employees and their families through an interactive video. A total of 2,341 employees connected to these sessions.

We also involved employees at our corporate offices at Santa Fe, following all COVID-19 health and safety protocols at all times.

 1,054*

drills.

*Drills held remotely and at our branches during 2021.



 9,734

participants.

 1,036

branches involved.

Civil Protection Training for Disability Issues

All Santander Mexico buildings have an internal civil protection program comprising numerous elements, including training for brigade members in First Aid, Search and Rescue, Firefighting, and Assessment. The goal is to identify our entire civil protection infrastructure in order to ensure it is functioning correctly.

This is why we have analyzed risks and vulnerabilities to identify the presence of employees with any form of disability and implement an emergency plan alongside civil protection experts to help support disabled employees and visitors during an emergency.

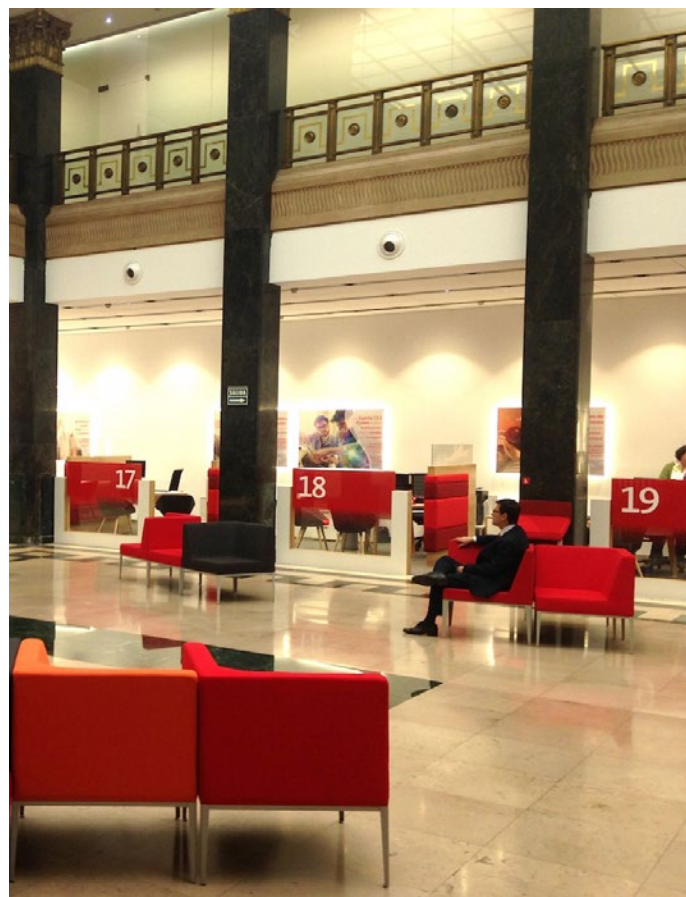
We have made all the necessary adjustments to our buildings and fittings required for employees with a disability, and we have provided their teams with training to ensure respectful and equal treatment and an opportunity to learn from their differences.

Value for our customers

(103-2, 103-3)

Creating long-term value with our customers is fundamentally important in achieving our Responsible Banking goals. The range of products that we offer, which are tailor-made to the needs of our customers, have helped us earn their loyalty, in addition to forging trust-based relationships and ensuring their satisfaction with our services.



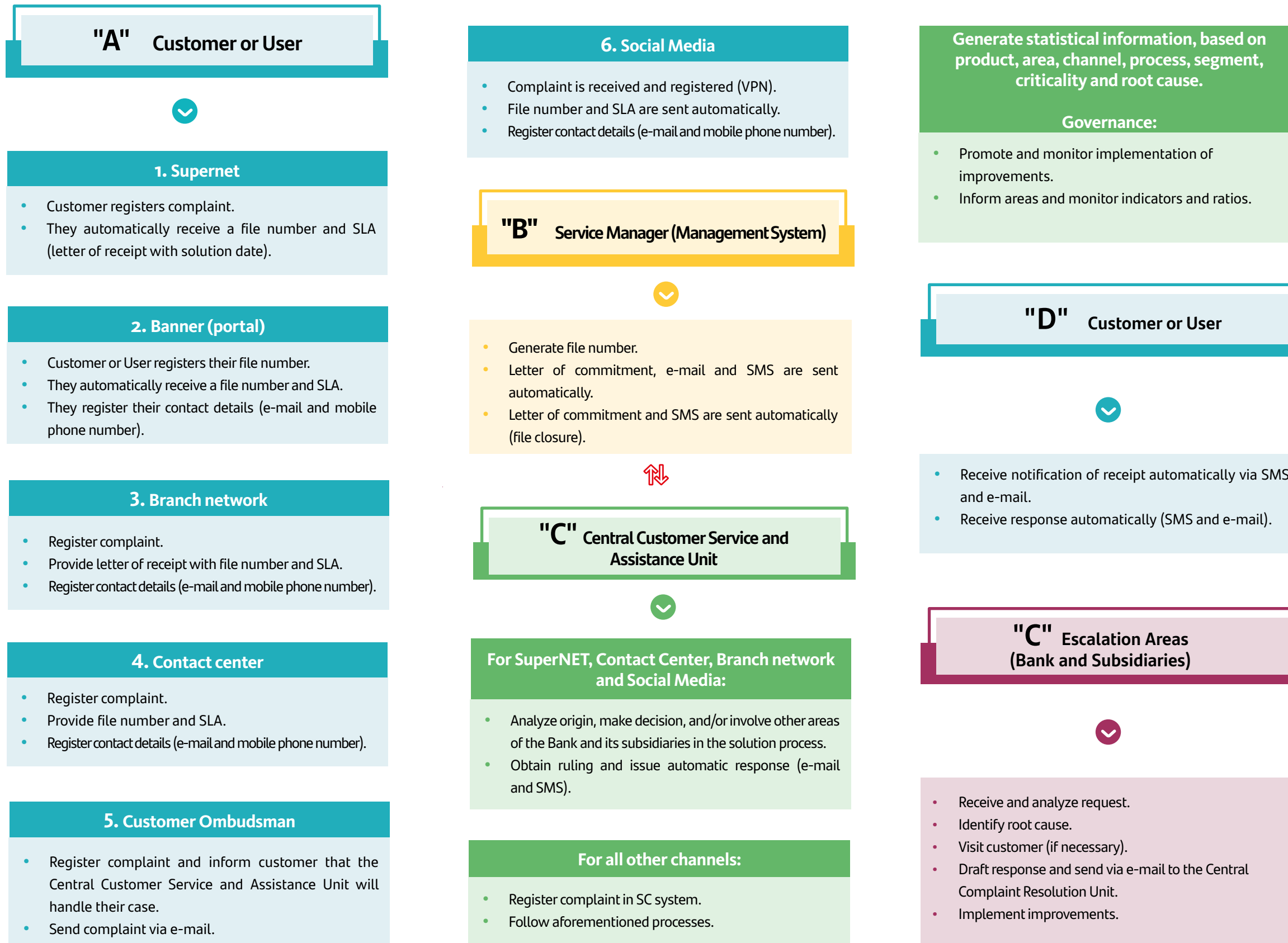


Interactions with our Customers

We offer our customers a series of simple and tailored products through a multi-channel approach, providing them with access however, whenever and wherever they need. We are extremely interested in listening to them in order to better understand their thoughts regarding our services and whether or not we are meeting their expectations. The end goal is to improve their experience.

Customer Service

We strive every single day to offer all our customers outstanding and tailored services that are accessible, fair and innovative because we are convinced that great service amounts to customer satisfaction. To listen to our customers, we have a Central Customer Service and Assistance Unit, which acts as our communication channel with customers, and which comprises the following areas:



Customer Satisfaction and Quality

We have a number of support channels and strategies to help drive the customer satisfaction by listening to them and improving their experience. We have achieved this through a range of products and services that adapt to the needs and expectations of each of our customers.

Emotional HUB

This program has allowed us to create unique experiences for our customers and improve the relationship they have with the Bank. In 2021, we coordinated the following HUB programs:

- 1. First Contact Resolution:** Improving and capitalizing customer experiences by considering the impact of a first contact resolution.
- 2. Mortgage Experience:** Defining and implementing an experience throughout the customer lifecycle in order to create a memorable experience during the application process and subsequent relationship.
- 3. Insurance Experience:** Defining and implementing an end-to-end experience - encompassing the entire customer life cycle - monitoring and ensuring the correct sales processes, engagement and protection renewal.
- 4. Employee Experience:** Designing an experience to engage with our employees by promoting communication and the leadership of each person working at Santander Mexico.
- 5. ONE Experience:** Promoting a Data Driven culture by integrating information and data management methodologies to create a value insight that drives actions to perfect the Santander Mexico product, segment and channel experience.
- 6. Payroll:** Offering employees who are payroll holders a great experience from the onboarding process to them using the Bank's products and benefits.
- 7. SME:** Transforming the experience of SME customers, attracting new customers, and increasing their permanency with the Bank.

- 8. BEI:** Improving the experience for BEI customers who are in the process of opening an account, in addition to defining the roadmap for digital transformation.
- 9. Credit Card Recovery:** Extending the customer experience during the credit card payment process and increasing collections through digital tools.
- 10. Biometrics:** Decreasing enrollment times (95% of enrollments in 6.5 minutes) and increasing the percentage of successful enrollments from 88% to 95% in order to improve the customer experience during this process.
- 11. Private Banking:** Improving the experience of Private Banking customers during their time at the Bank, in addition to increasing engagement and transactions with customers from this segment.
- 12. Credit Cards:** Improving customer experience during the application process and use of the LikeU credit card.

NPS (Net Promoter Score)

We have implemented the NPS (Net Promoter Score) Recommendation indicator as part of our strategy to listen to the opinions of our customers and detect any areas of opportunity. This has allowed us to monitor their complaints and address them adequately, in addition to driving our performance and streamlining our customer service.

The majority of the Bank's surveys are conducted via Qualtrics, a tool that is directly managed within the Bank, allowing us to carry out daily evaluations of our customers' experiences through online feedback.

 **750,762**

surveys conducted during 2021.



During 2021, our NPS for mobile channels was 68, while for Internet channels it was 51. This year, the surveys were conducted internally, which is why the number of opinions was higher and more diversified. This was a positive step in continuing to identify our areas of opportunity and improving our customer service.

The Santander Touch

Our employees are a key part of improving our customer experience within our branches. They are committed to ensuring customer satisfaction, actively participating in a process to make their experience a unique one. They focus on the following actions:

- Before opening the branch, they must make sure that everything is in its place before welcoming customers.
- Our employees then welcome our customers, listening to them and solving their problem before saying goodbye.
- Our employees must find out the customer's name and call

them by it while helping them, identify the relationship they have with the Bank, and make them feel part of the family.

- Our employees invite them to use our digital channels.

In 2021, we rolled this program out to our Contact Center and Central Areas. Our major actions during the year included presenting awards to the best Santander Personal Offices and Branches, recognizing more than 200 employees for having the best NPS during the first half of the year.

At the Contact Center, we presented two commemorative plaques and handed out 5,000 ID badge holders to employees for having increased NPS between August 2020 and August 2021. We also recognized the outstanding efforts of 100 employees for their NPS during Q3 2021.

In Central Areas, we handed out more than 1,600 kits to employees who had the highest number of mentions for their performance in the NPS survey.

Accessibility

As part of our commitment in our role as a Responsible Bank, we promote financial inclusion through our correspondent banking network. We have increased the number of people who have access to our financial services, offering them basic banking transactions without having to visit a branch.



30,002

access points throughout the country, available 365 days a year.



68,765

vulnerable customers* to whom we offer accessibility through our correspondent banks.



52,212,998

transactions through our correspondent banks.

Correspondent Banks	
Total Branches	
OXXO	20,392
Telecomm	1,694
7 Eleven	1,855
Circle K	
K	1,158
Tiendas Extra	
Súper 7/24 MiX 1	140
Farmacias Guadalajara	2,423
Woolworth	120
Tiendas del Sol	
Farmacias del Ahorro	1,448
Soriana	772
Total	30,002

Correspondent Banks	
Total Transactions	
OXXO	46,713,782
Telecomm	2,456,229
7 Eleven	1,306,495
Circle K	
K	163,733
Tiendas Extra	
Súper 7/24 MiX 1	41,548
Farmacias Guadalajara	1,436,923
Woolworth	21,672
Tiendas del Sol	
Farmacias del Ahorro	41,698
Soriana	30,918
Total	52,212,998

*People who do not have access to basic banking services because they live in remote and/or rural areas.



Seniors Program – Customers

This program focuses on a sector with the following traits: income below MXN \$11,000 (€440), a source of lifetime income, little or no use of technology and digital media, loyal customers with good credit ratings, specialized drug and medical requirements, limited access to social security.

The value proposition for this sector focuses on offering them priority service at our branches, including a differentiated loan application policy, insurance-based consumer credit products, a differentiated sales channel available via the Contact Center with differentiated scripts adapted for this group, and special follow-up processes, especially for victims of fraud.

Oaxaca Police

The goal of this program is to create a value proposition for our customers who are payroll holders from the Oaxaca State Ministry of Public Security with income below MXN \$4,310.04, offering them liquidity when faced with a difficult situation and/or allowing them to improve their credit conditions with the previous disbursement authorities.

Inclusive Branches

During 2021, we continued working to ensure that our branches are increasingly inclusive. We incorporated an internal TV program for branch employees that contains a series of training spots about inclusive terms, topics regarding disability, rules of engagement, what to do and what not to do when interacting with someone who has a disability, and the major barriers they face.

We also developed inclusive service index cards to help branch employees better serve people with disabilities.

Diversity and Inclusion - Customers

We held a number of focus groups with vulnerable people or those who have historically been discriminated against (people with disabilities, the elderly, LGBT+ people, and foreigners) to understand the main needs and barriers they face when requesting financial products and services or accessing a branch.

We also created inclusive service index cards for branch employees to offer customers a more equal and inclusive experience.

We also reviewed the physical and digital accessibility of our branches, and we developed a plan of action to address any areas of opportunity.

None of this would be possible without our employees, which is why we offer them training in marketing, internal communication, external communication, digital accessibility, and inclusive communication and language.

Customer Protection

Personal Data Protection

Our Personal Data Protection Policy focuses on correctly preventing, managing and controlling compliance risks regarding personal data protection that could affect the Bank. It determines what Santander Mexico employees, no matter their function, must take into account in order to ensure compliance with data protection.

As a Responsible Bank, we comply with information security standards and data protection and privacy laws to protect our customers' sensitive and personal information. Our Data Security Incident Management Policy and Privacy Notice allow us to ensure the proper handling and use of our customers' information, as well as providing them with timely information about their rights.



As additional measures to consolidate personal data protection measures for our customers, we have created a Compliance area within the bank to classify information and create data inventories for the information being used. We have also created training manuals and courses, available to all our employees, that focus on data protection.

 12,241

hours of training in personal data protection.

Data Security Incident Management Policy

This policy is applicable under two scenarios. The first outlines and describes potential incidents that could occur and the way in which the latter should be reported. The second outlines the different measures and activities that should be implemented to indemnify, mitigate or sanction any damage caused. These actions include, among others: investigation, mitigation proposals, and corrective measures. This policy is designed and implemented by the Data Security Office (OSI).

Privacy Notice

We draft this document pursuant to legal requirements to stipulate the position of the Group with regard to the protection of personal data, available to our employees. It describes, among others, the following concepts: definitions, information of responsible parties, information provided by the owner, purpose of the data use, limitations of data use and disclosure, and measures for exercising ARCO rights (Access, Rectification, Cancellation and Opposition).

Principles of Consumer Protection

We have created specific functions for Financial Consumer Protection in order to listen to our customers on a daily basis and learn more about how they think and feel with regard to the Bank.

This is why we are working on communicating a culture of Consumer Protection, making our customers the center of our business in order to listen to them and address their needs.

Our Consumer Protection Policy stipulates specific criteria to identify, regulate and exercise our customer's rights in terms of their relationship with Santander Mexico, in addition to stipulating specific compliance supervision and control criteria.

To ensure our relationship with our customers is based on transparency and ethics, we have implemented the ten Principles of the Financial Consumer:

1. Fair and Respectful Treatment.
2. Design of Customer-Centric Products and Services.
3. Transparency in Communication.
4. Responsible Pricing.
5. Asset Protection.
6. Personal Data Protection.
7. Complaint Management.
8. Financial Education.
9. Responsible Innovation.
10. Vulnerable Customers.

We continue bolstering our Consumer Protection processes, and to do so we have been raising awareness about a culture of personal data protection among our employees, helping them see how important the privacy notice is and how serious a matter it is to transfer data without complying with official standards.

We also have prevention campaigns aimed at our customers, including:

- Providing information about fraud prevention measures.
- Reconfirming that the Bank will never request their personal information during phone calls or via message and/or e-mail.
- Offering continuous employee training regarding the handling of personal information and measures to avoid data theft.

Privacy, Data Protection and Cybersecurity (103-2, 103-3) FN-CB-230a.2, FN-CF-230a.3

We are aware of the importance of technologies in our constantly changing world, which is why we strive to use them to achieve our goals. However, we also know that the use of these tools implies responsibility given the inherent risks. We have a number of policies to protect data and information within the Bank. These policies are based on industry standards and are the result of regulatory compliance, as well as good practices in the sector.

The Data and Information Protection Policy provides management within Grupo Financiero Santander México (GFSM) with the minimum compulsory requirements to develop, implement and maintain safeguards and controls to protect third parties' data and information, as well as the Bank internal data and information protection. We also have a Data Loss Prevention Policy that provides GFSM management with the minimum compulsory requirements to detect data exfiltration.

Furthermore, through the Santander Employee Cybersecurity Requirements Policy, we promote the responsible use of information technology among our employees and third parties, focusing on areas of risks and misuse. Its function is to show how reputational or commercial risks can be avoided, mitigated or managed through Santander's key cybersecurity standards. In addition to these policies, our Corporate Cybersecurity Framework is the approach to identify vulnerabilities in Information Systems that pose a risk to data security and is based on industry standards such as NIST/ISO/IEC 27001/ISO/IEC 27002.

The objective of the Corporate Cybersecurity Framework, and its development, is to make Santander a cyber-resilient organization through proactive and holistic risk management, allowing the company and its customers to benefit from the enormous opportunities offered by digital technology. To this end, effective management of growing risk requires a global approach to cybersecurity in all geographic and business areas.



Cybersecurity management is complex due to the global and dynamic nature of threat sources and their techniques. Attacks can originate anywhere in the world and the impact of an incident in one country or business area can affect all other Group geographies. This is especially relevant in the reputational risk context, when the Group's reputation may be affected by an attack on any of its entities or subsidiaries.

In Mexico, local authorities - such as the National Banking and Securities Commission (CNBV) through the Bank Circular (Circular Única de Bancos) and the Bank of Mexico through a number of circulars that outline the standards for payment methods - establish the reporting of relevant cybersecurity incidents within the fixed timeframes and terms stipulated in the regulations with which our Cybersecurity Incident Response Policy is aligned. As well as the operation manuals and the Bank of Mexico circulars (BANXICO) and the Federal Law on Protection of Personal Data Held by Private Parties (INAI).

In addition, our Cybersecurity Incident Response Policy outlines the minimum compulsory requirements for GFSM's Cybersecurity Incident Response strategy, which includes the trends, frequency and origin of attacks on systems, data and information. The communication and scaling of incidents is undertaken based on this policy and its applicable regulations.

The growing cyberthreat, added to Santander's increasing dependence on digital systems, makes Cybersecurity one of the main non-financial risks for the Bank. The protection of systems, information and customers are a top priority for the Group and an essential component of Santander's goal of "contribute to the progress of people and companies" and "provide excellent digital services to our customers".

The cybersecurity risk for Santander in terms of new and emerging cyberthreats, as well as the attack vectors it faces, is made up of three key elements:

- Unauthorized access or improper use of information or systems (personal information theft, plans for mergers and acquisitions or intellectual property).
- Electronic fraud (diversion of payments by electronic means, withdrawal of funds from customer accounts and channel fraud, credit card fraud, identity theft, etc.).
- Business activity alteration due to a cyber incident (cyber sabotage, cyber extortion, denial of service, ransomware).

Through our Cyberthreat Intelligence Policy, we outline the minimum compulsory requirements for compiling, processing, analyzing, communicating and integrating intelligence regarding cyberthreats that include payment methods and attack vectors of, among others, ransomware.

Our employees play a fundamental role in guaranteeing the cybersecurity of Santander Mexico, which is why, through a range of internal communication campaigns, training sessions and other activities, we raise awareness among them regarding good practices and the measures that they should take to protect information. Our employees must take compliance courses within established timeframes and pass the corresponding assessments. We also invite them to attend information security and technological risk days organized by the Group.

Our five standards of Cybersecurity Conduct are:

- 1. Safeguard your data and your device.**
- 2. Be discreet when online and in public.**
- 3. Think before clicking and replying.**
- 4. Keep your passwords safe.**
- 5. If in doubt, report it.**

We have an Information Security Awareness and Training policy that outlines the minimum compulsory requirements for developing, implementing and maintaining safeguards and controls for information security training and awareness activities. These annual events are compulsory for all employees and are offered during the onboarding process.

The content of the training must include scenarios that cover areas of significant and growing concern, including phishing and social engineering, data loss via e-mail or removable media, and the involuntary publication of confidential or proprietary information on social media.

During 2021, we coordinated the following activities:

- Sent e-mails that contain examples of possible cyberattacks.
- Provided recommendations to keep passwords safe and the importance of doing so.
- Offered cybersecurity tips and the five cybersecurity codes of conduct to all Bank employees.
- Hackin' Hacktober: sessions offered by the Cyber Response team to raise awareness among employees of the most recent ransomware attacks or WhatsApp impersonation.
- NoMoreRansom: Santander Group officially joined this Europol program that offers free resources to victims of ransomware.
- Phishing Grand Slam: an annual phishing competition held in October involving all employees, the winners were those with the fewest clicks and the most reports of spam.
- My Phishing History 2021: during October, all employees received a summary of their performance during global phishing exercises and feedback from their superiors.



We have established October as Cybersecurity Awareness month at Santander. During this period, we coordinate a number of activities to offer our employees the opportunity to expand their knowledge about how to defend themselves against cyberthreats.

Customer Ombudsman

In order to detect areas of opportunity within the Bank and to improve our services, we have an institutional model to listen to our customers. The Customer Ombudsman model has been perfected since it was first implemented more than ten years ago. It is coordinated by third parties, meaning that the conflict resolution process is objective, efficient and transparent.

The figure of the Customer Ombudsman has evolved, and as part of this transformation we are no longer directly dependent on the Board of Directors. Our support and reports are directly submitted to the Group's President, taking into consideration that it is essential to correctly obtain the company's results in a manner that is respectful of the community we serve and operate in.

Customer Ombudsman Tools








Corporate Tableau

It provides the necessary background information to monitor the issues that are handled and resolved by the Customer Ombudsman.

NeoJupiter

It allows employees from the Retail and Personal Banking departments to review the status of their customers, providing them with a complete overview of their situations.

Customer Ombudsman	
2021	
Cases Received	4,338
Cases Closed	4,869
Cases Ruled in Favor of the Customer	2,991 ¹⁵

Reporting Channel	Number of Cases
 Telephone	2
 E-mail	3,819
 In Person	0*
 Web	275
 Other Channels	242

* As a result of the COVID-19 pandemic, the Customer Ombudsman continued working remotely.

Business Practices

In order to adapt to the constant changes within the global economy and to emerging business practices, we continuously work on developing our products and services. We not only strive to ensure they are innovative and have a positive impact on society, but we also ensure they help protect the environment and mitigate climate change.

15. 61.43% of cases were ruled in favor of the customer.



We comply with competitive business practices and engage with our customers through responsible marketing and conscious sponsorship.

Responsible Marketing

Through responsible marketing, we ensure that our customers are clearly informed about our products and services. This marketing is aligned with our sustainable culture and our social and environmental activities. We also strive to ensure our marketing is responsible for society, companies and the context within which we operate.






During 2021, we implemented the following measures:

1. Reduction in the amount of printed advertising at branches.
2. Suppliers of outdoor advertising use biodegradable inks.
3. Focus on using digital billboards rather than traditional printed ones.

We also rolled out an institutional campaign entitled the Dreams Campaign to consolidate Santander's position, communicating to our customers that whatever is important to them is taken seriously by the Bank. At a creative level, the campaign uses a very recognizable visual resource – balloons – to represent the dreams of our customers.

Social Media

Thanks to social media, we are able to communicate directly, constantly and effectively with our stakeholders. Through Facebook, Twitter, LinkedIn, Instagram and YouTube, we share content with information that is interesting to the different audiences we interact with, such as videos, infographics, social campaigns, virtual talks and news related to financial education, education and data protection to help avoid fraud, among others.

	Total Followers 2021	Increase vs. 2020
 YouTube Banco Santander	97,200	12.89%
 Facebook Santander México	2,332,614	0.13%
 Twitter @SantanderMx	305,047	1.12%
 Instagram santander_mex	34,071	25.34%
 LinkedIn Banco Santander México	183,563	38.55%

Campaigns and Sponsorship

We have participated in campaigns and coordinated sponsorship agreements to generate added value for our stakeholders through a range of activities, such as cultural, sporting or entertainment events. We have achieved this by actively listening to and meeting the needs and interests of our customers.

In 2021, we coordinated the following campaigns and sponsorships:



Campaigns:

1. **Investment Funds:** campaign launched at the beginning of the year to attract new money and promote the family of Santander investment funds.
2. **Santander Plus:** campaign launched in April to attract payroll holders by promoting the Santander Plus program.
3. **Hot Sale:** campaign launched in May to increase the use of Santander cards in this widely recognized digital event.
4. **LikeU Card:** campaign launched in September to increase the sale and use of the innovative LikeU card.
5. **Buen Fin + Black Friday:** campaign launched in November to increase the use and positioning of Santander cards by leveraging exclusive promotions that are typical of this event.
6. **End of Year Interest-Free Payments:** campaign launched in December to increase the use of Santander cards by offering customers interest-free payments at their favorite stores.
7. **Autocompara always on:** campaign launched during the year to promote our car and motorcycle insurance comparison site, offering interest-free payments and exclusive seasonal promotions.

Sponsorships:

• Entertainment

1. **Presales:** exclusive sales for four concerts that had been cancelled during 2020 as the result of the COVID-19 pandemic and rescheduled for 2021. These events were promoted by Brand Assets.
2. **CAE (Santander Performing Arts Set):** in addition to naming the venue, we offered exclusive presales for four events.

• Wellness

1. **Gyms:** partnerships with ten gyms to offer exclusive promotions to Santander cardholders.
2. **Sporting Events:** sponsorship of 36 sporting events such as races and Iron Man competitions, among others.
3. **Nutrition Platforms:** sponsorship of four nutrition platforms, including Kiwilimon and Sersana, offering exclusive benefits to Santander cardholders.

In addition to the information stipulated in the contract, customers are informed of any fees, exclusions, total annual costs, total annual earnings, and advertising terms and conditions for each of the Bank's products and services.

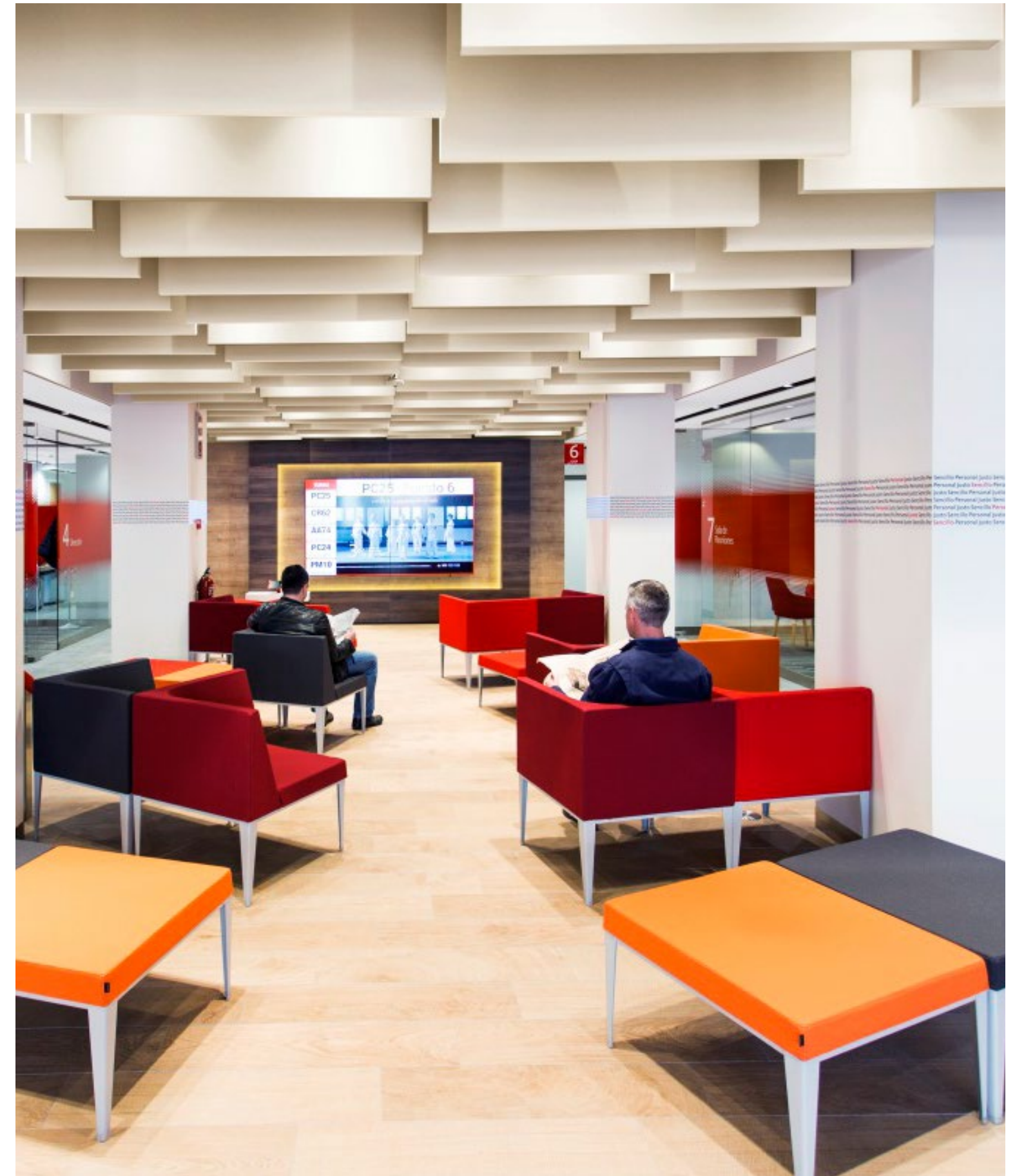
The Local Marketing Committee's (CLC) focus is to:

- Ensure compliance with applicable laws.
- Verify the marketing risk of the product or service is in keeping with the Group's risk appetite.
- Define a feasibility study for each product and service, including the analysis of all technological advances and tools required to guarantee their development.
- Ensure the product or service matches the organization's catalog.
- Ensure the financial products are accurately classified, in accordance with the corporation's methodology.
- Clearly define the target audience, focusing on its characteristics and needs.
- Establish clear controls to ensure the product/service is not marketed to customers who are not part of the target audience.
- Define the proper channels for marketing each product/service ensuring a transparent and ethical approach.
- Ensure that all appropriate documentation (advertising, commercial, precontractual, contractual and post-contractual) for each product or service, customer, and marketing category is determined during the approval process, and, in each case, ensure that the information for customers is both clear and transparent.

New Product Marketing and Transparency

We are aware of the importance of ensuring transparency in our communication and keeping our customers informed of the benefits and possible drawbacks of our products. This is why we have a Local Marketing Committee (CLC) that is tasked with activities related to the marketing of our products. It focuses on evaluating and mitigating any conduct, reputational and operational risks that may exist during the design, sale and after-sales processes for product marketing, as well as guaranteeing that the products and services comply with market requirements and customer needs.

In order to improve our customers' experience when using our products, we have worked on a number of programs to offer them the opportunity to become involved in the creation of new products and services. We listen to our customers and analyze their needs with regard to improvements of products that already exist or products that they would like the Bank to offer.



Digital transformation

(103-2, 103-3)

We are convinced of the fundamental role technology plays in businesses today, which is why we strive every single day to integrate new digital tools into our business that will allow us to streamline processes and drive the innovation of our products and services. This enables us to improve our competitiveness and offer added value to our stakeholders.



Santander Mexico, Mastercard and Getnet alliance

The transition to the digital era has been a process that has required major commitment; however, thanks to the enthusiasm of our employees, we have helped ensure that digitalization is part of our business lines and part of our culture. This is why we continue to implement new technologies in our processes, in addition to driving the innovation of our products and services to meet our customers needs.

Digitalization of Channels and Platforms

We have continued designing and building digital solutions that improve the services, quality, experiences and financial well-being of our customers. The digitalization of our platforms and channels has helped us drive accessibility while working tirelessly to successfully tackle new technological challenges.

Santander Personal, a remote customer support channel, helps us better engage with our digital customers through an active communication platform with specialized consultants.

Investment in Innovation and Technology

Investing in the development of new technologies helps us improve our overall performance, which, in turn, benefits our stakeholders. However, our best investment by far is in human capital, a clear example of which is our digital factory called Spotlight, which works on creating and implementing new projects, accelerating the speed of our digital banking transformation. It is currently creating jobs and promoting an outstanding environment of professionalism and collaboration.

By digitalizing financial services and automating the application processes for the Bank's products, we are trying to get more customers to conduct 100% of transactions online, leading to fewer visits to branches and a decrease in the use of physical materials like paper. From a social perspective, we have created digital tools to safeguard the financial health of our customers through savings, and through financial inclusion for the unbanked, allowing them to open a savings account online and have access to other financial services.

During 2021, we invested more than MXN \$122 million in developing and continuing the projects outlined below:

Santander Móvil App

This new Mobile Transaction Application, designed using the Banking as a Service (BaaS) concept, represents a watershed moment in terms of the way in which we interact with our customers. It offers an outstanding user experience, allowing them to carry out most operations in just a few clicks and simplifying the way in which they interact with our mobile bank by offering just one screen for features and information related to the financial life of our users.

This is the merger of two of the bank's most important apps: *Super Móvil* and *Super Wallet*. It is one of the first steps in providing our customers with a social, seamless and hyper-personalized experience. In September 2021, we launched this app for a group of users from the Bank (Friends & Family Pilot Program), and we plan to launch it on the market by Q1 2022.

SANDI

Our new virtual assistant called SANDI acts as a financial support tool for our customers. It can be found in SuperNet and, as of September 2021, we will have a version available for the general public via our website. Through this chatbot, users can ask questions and request information about the Bank's products and services. In the near future, they will also be able to make transactions with the support of SANDI.

During 2021, there was a significant year-on-year increase regarding the use of SANDI via SuperNet. Users logged on seven times more and interacted with the assistant fourteen times more, highlighting how our customers are increasingly moving into the digital world, even in terms of requesting information and support. This leads to substantial benefits given that we no longer have to channel these customers to our branches or the Contact Center, leading to savings for both the customer and the Bank.



LikeU Card

In September 2021, Banco Santander Mexico launched the new LikeU credit card, which has a 100% online application process available via the SuperMóvil app. Customers do not need to visit a branch, and there is also no annual cost, helping to boost their financial well-being. This product is based on the finance on demand concept, through which we allow users to personalize their own experience, not only in terms of how they interact with financial services and the total control they have over their card via Súper Wallet, but also through sustainability, as they can choose one of six different colors for their card. Each color corresponds to a social and environmental cause that the Bank supports by donating resources for each new card, independent from the donations the customer makes individually.

- **LikeU Green:** supporting reforestation, with the help of Reforestamos México.

- **LikeU Red:** supporting the education of girls, boys and teenagers from marginalized areas of the country in partnership with UNICEF.
- **LikeU Blue:** providing resources to clean up the oceans, in conjunction with the World Wildlife Fund (WWF).
- **LikeU Star:** supporting people with autism and young people with cerebral palsy in conjunction with Iluminemos de Azul and APAC, groups that have been promoting these causes in Mexico for 6 and 51 years, respectively.
- **LikeU Pink:** supporting the fight against breast cancer, with the help of *Fundación Cima*, one of the most recognized organizations in this area.
- **LikeU White:** supporting the nutrition and health of girls, boys and teenagers in conjunction with UNICEF.

Universal Onboarding

Following the whenever and wherever concept, we developed a platform to allow anyone to open a Santander deposit account remotely and 100% online without having to visit a branch. This drastically reduces the time and complexity of the application process, as well as the physical resources required, such as paper.

This is a milestone in Santander Mexico's digital transformation as we now offer the market a quick, easy, safe and sustainable way to open a Bank account. This platform is agnostic, flexible and modular, allowing us to roll it out via a number of business strategies and channels. For example, opening small- or medium-sum accounts for people with limited access to financial services, be this because of their geographical location or their socio-economic circumstances, helping drive financial inclusion and education in Mexico.

In October 2021, we launched a pilot scheme for the 100% digital opening of Level 2 accounts, and in November of the same year we used this adapted and streamlined platform to open accounts through the Samsung Members wallet.

My Goals (Mis Metas)

My Goals was launched in January 2019 as the first automatic savings solution in Mexico. In 2021, it became one of the highest ranked digital products by the Bank's customers, not only because of its innovative format, but also because it boosts the financial health and education of our customers, who have been benefitted by having the opportunity to save in a simple and fun way with a specific goal in mind or just for the sake of saving.

Through MyGoals, our customers can schedule and personalize savings rules that are implemented automatically. For example, rounding up when they make purchases, whenever they get paid, when they buy a coffee, or when their soccer team wins a game. My Goals has generated loyalty and increased the adoption of the Bank's digital channels. The result of these efforts is that, by the end of 2021, around 900,000 users had saved more than MXN \$25.5 billion.



Samsung Members Wallet

In December 2021, Santander Mexico, alongside Samsung and Mastercard, launched a new mobile app called Samsung Members Wallet, the first open wallet in the world to be developed by a bank. This new wallet offers a financial solution that integrates all of Santander's services into the Samsung ecosystem, providing innovative, simple and secure payment experiences.

The application offers a range of services, including financing, balance and transaction information, a digital Samsung Members debit account that can be opened via the app through a 100% online process that takes only a couple of minutes, and exclusive benefits and discounts for Samsung customers in Mexico.

Santander TAP

Through Santander TAP, we have eliminated friction when making payments to other people. This tool, which is unique in Mexico, allows customers to make payments of as little as MXN \$10 in a matter of seconds via their preferred messaging app to any bank, without having to know the recipient's bank account details. Customers have seen this as a valuable solution, perceiving Santander to be an innovative bank. By the end of 2021, we had more than 530,000 users who made more than MXN \$1 billion in payments.

Numberless Cards

We were the first bank to launch this credit card model in Mexico. What makes it different is that it has no visible numbers or card security code, making it the safest option on the market.

Fintech Americas presented us with the **Platinum Innovation Award**, the highest honor for **Financial Innovation in Mexico**, for our **Numberless Card**. This is the **third consecutive year** that one of **Santander's innovations** has won this award.

 **5.5 million**

digital customers during 2021:
500,000 more than in 2020.

Fintech Promotion

We have seen an outstanding opportunity for collaborating with fintechs in order to find innovative financial and digital solutions that can generate value for the Bank's services and its customers. This is why we have focused on supporting this sector in order to promote its consolidation and create synergies that drive growth.

In June 2021, Banco Santander and Pagonxt (Grupo Santander's private fintech) acquired GetNet Mexico, a fintech that has positioned itself as the second leading service provider with around 17% market share. It has more than 160,000 active POS terminals and processes just over 390 million transactions every year, positioning GetNet as the best possible vehicle for offering these payment services to companies and businesses, in addition to driving financial inclusion and reducing the use of cash.

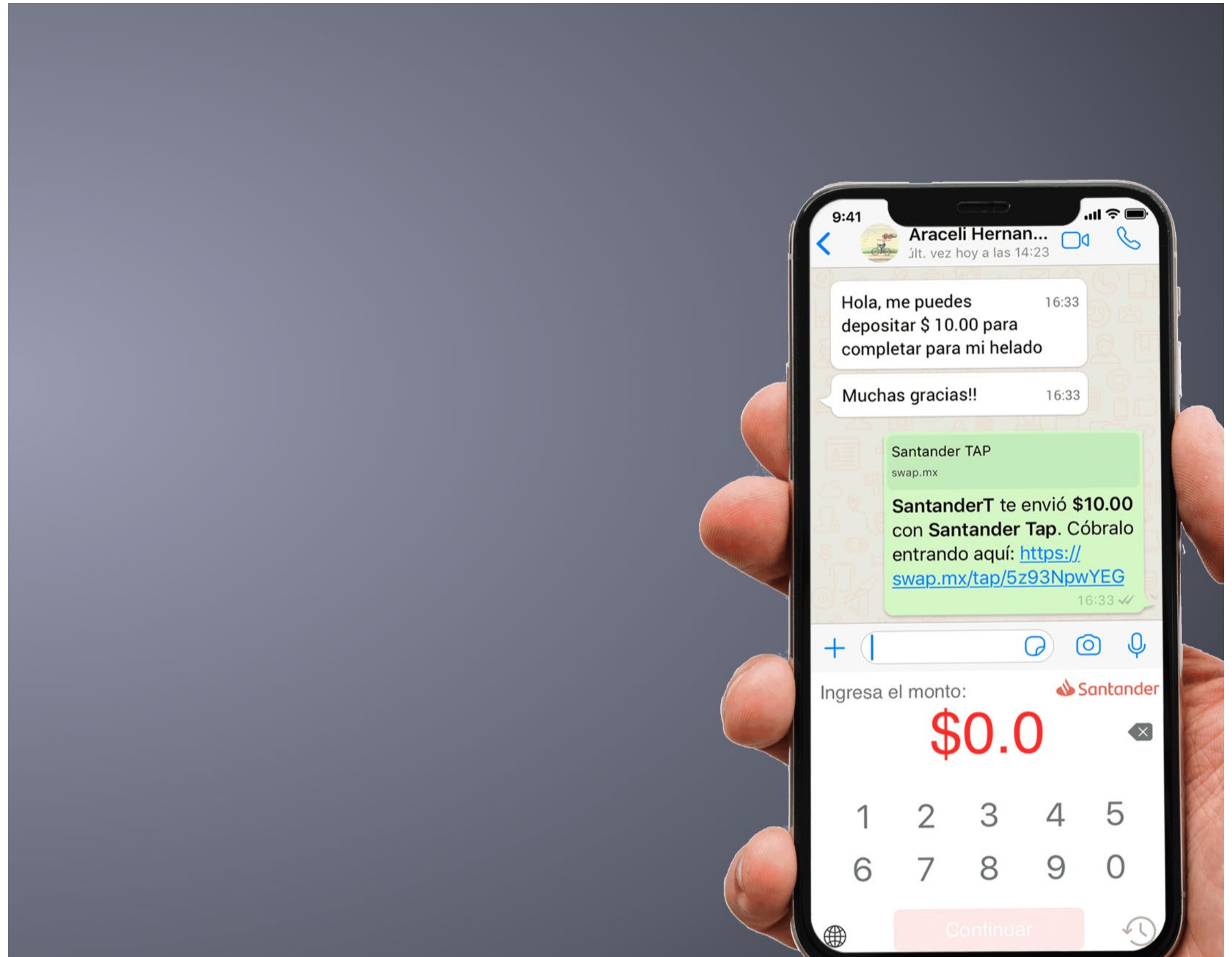
Furthermore, in September 2021, Pagonxt acquired 70% of its technology partner MIT (*Mercadotecnia, Ideas y Tecnología*), helping to drive the accelerated development of GetNet in Mexico.

We have also made strategic investments in fintech incubation (Venture Builder). One example is the partnership between CONTAPAQI and INNOHUB in October 2019, the goal of which is to improve the financial lives of more than 1 million SME's through digital solutions and tools offered alongside fintechs.

Through this partnership, a comprehensive and one-of-a-kind set of SME solutions in Mexico was created with the support of a number of fintechs, including Avanttia and LendInc. These solutions offer SME's the opportunity to provide digital invoicing that complies with new legislation, as well as driving improved collection management and access to bank financing, among other services.

In recent years, we have forged partnerships with a number of fintechs to develop digital services, leveraging their outstanding capacity for technological development and innovation:

- **Santander TAP and SWAP:** Through this service, users can make payments via any messaging app in a secure, simple and cost-free manner without having to know the recipient's bank details.
- **Santander My Goals and UBANK:** This tool allows customers to meet their savings targets in an automated and fun format. They only need to personalize their rules once and savings are then made every time they visit businesses (rounding up their purchases) and every time they are paid.
- **GoPAY and Arcus:** This service is available via the Bank's mobile app. Here, users can make payments or set up direct debits for a number of services, including phone top-ups, water, electricity, etc.





Inclusive and Sustainable Growth

- ➔ Financial empowerment and inclusion
- ➔ Environmental footprint
- ➔ Higher education
- ➔ Community investment



Donation to Querétaro General Hospital

The second challenge in our Responsible Banking Agenda, corresponding to inclusive and sustainable growth, is an issue that is of key importance. We see it as the focal point for all our efforts to drive wellness within society.



Oral hygiene workshop beneficiary

Through a number of social initiatives and programs, we have helped promote financial empowerment and inclusion, as well as entrepreneurship, job creation, higher education, and engagement and support in the communities in which we operate. We also focus on helping protect the environment and driving the transition to a green economy as we are aware that this is the only way to guarantee a sustainable future for all.

 **\$_{MXN} 125 million¹⁶**

in social investment.

16. Total: 125,067,683.02, 72.2% of which corresponds to Universities, 11.1% to the Bank, 16.6% to Customers, and 0.10% to Employees.

 **47,519**

scholarships provided to college students throughout the country.

 **264,415**

microloans offered through Tuio.

 **+\$_{MXN} 90 million**

invested in the Higher Education Support Plan (PAES).

 **25 years**

supporting the educational and professional development of thousands of college students through Santander Universities.

 **55,528**

people benefitted through 32 social investment programs¹⁷.

17. Volunteering, donations, ATM fundraising, and FPNM.

 **We launched**

SAM-RVG, our second Equity Fund tied to ESG criteria in Mexico.

 **94%**

of all procurement is undertaken with domestic suppliers.

 **421,866**

people benefitted through financial education programs.

 **Founding member**

of the Net-Zero Banking Alliance, promoted by UNEP-FI.

 **We joined**

the Green Financing Advisory Board (CCFV).



LikeU Credit Cards

Listening to our customers has brought us a number of successes. We are certain that better engagement is the key to identifying their needs and meeting their expectations. This is why we decided to create a product together with them: LikeU credit cards. The major benefits that define the essence of these cards are personalization, security and digitalization.

By listening to our customers, we have been able to better understand their preferences, such as how important a number of social and environmental causes are to them and their desire to become agents of change and create a positive impact on our modern and challenging world. Bearing this in mind, we focused on creating a product that helps build a sustainable future - one in which empathy is the keystone - while also covering the financial needs of our customers. Since its launch, we have issued 488,396 LikeU credit cards to our customers.

"We started by working with each of the organizations through a donation of seed capital that allowed them to start work. For every card issued, a donation of MXN \$25 was then made. We all want to contribute to these causes, become a diverse and inclusive society, and respect the rights of every single person, no matter what situation they find themselves in".

Marcela Espinosa,
Executive Director of Public Relations, Internal Communication
and Responsible Banking at Santander Mexico.

The cards are available in six different colors, and each one supports a specific social cause:

- **LikeU Red:** children's education.
- **LikeU Green:** land ecosystems.
- **LikeU Blue:** oceans
- **LikeU Pink:** breast cancer.
- **LikeU Star:** cerebral palsy and autism.
- **LikeU White:** child health and nutrition.

In 2021, we made LikeU seed capital donations as part of our commitment to driving the progress of society and promoting environmental conservation. The donations were earmarked for five Social Responsibility causes in conjunction with prestigious organizations in Mexico.

These causes are related to the colors of each card and include the following:

LikeU Red

In conjunction with UNICEF, we help drive education recovery efforts and improve fundamental reading, writing and mathematical skills as a result of the closure of schools in the state of Guerrero during the pandemic.

1,569 beneficiaries.

LikeU White

In conjunction with UNICEF, we strive to reduce all forms of malnutrition affecting boys and girls in Chihuahua, helping ensure their optimum development and contributing to socioeconomic development in the state.

LikeU Green

to support Reforestamos México and help this organization protect land ecosystems in Mexico, we made a donation to enable reforestation work to be undertaken in the community of Ejido San Juan de las Huertas, in addition to supporting restoration efforts in areas affected by the fires in San José de las Boquillas. We not only care for the environment, but we also help create temporary jobs for community brigade members.

102 beneficiaries.

LikeU Star

In conjunction with *Iluminemos de Azul*, we provide emotional support, tools and information to the families of people in the autism spectrum to improve their quality of life with their family.

424 beneficiaries.

Alongside APAC, we guarantee the holistic development of underprivileged and at-risk boys and girls, helping them achieve motor maturity and neurological maturity based on their chronological age through a number of different strategies, including: awareness campaigns, diagnostics and opportune treatment for young people, in addition to training of medical staff, teachers and parents.

1,182 beneficiaries.

LikeU Pink

We work alongside *Fundación CIMA* to offer emotional support sessions for breast cancer patients in Guanajuato, as well as support for their families and caregivers. We also offer post-op medical supplies to help improve their quality of life and overall health.

1,264 beneficiaries.

"I would like to thank LikeU because it is an example of just what other companies could do to help social causes. As Civil Society Organizations, we depend on donations and, especially at the moment, we need the support and generosity of society."

Guadalupe Maldonado,
Director of APAC, I.A.P.

Financial empowerment and inclusion

(103-2, 103-3)

In order to drive the financial progress of entrepreneurs and businesses, as well as Mexican society in general, we offer substantial support through a number of initiatives, including social/environmental financing and loans, financial education programs, and programs for SME's. As part of the virtuous circle that we promote, we help create jobs, drive internationalization and promote connectivity. It is our goal to position ourselves as the preferential partner for everyone, offering support on the path to achieving their goals.



Financial Inclusion

We are convinced that in order to drive social development we must focus on guaranteeing accessibility to financial products and services in a responsible and sustainable manner. This is why we have been working on designing services that are available to all; services that meet the needs of the most vulnerable segments of the population and of each and every person who uses them. We want people to have the opportunity to plan and take informed decisions based on a quality financial education.

tuiio®

FINANZAS DE TÚ A TÚ

Microloans (FS13)

Our Financial Inclusion division, Tuiio, Finanzas de tú a tú, offers microloans to a population with limited or no access to financial services and entrepreneurs in order to guarantee the success of their businesses and drive the domestic economy. Through this program, we have successfully supported local businesses and promoted financial inclusion.

Tuiio transforms people's lives through financial products and services aimed at low-income sectors in Mexico. The majority of its customers are women entrepreneurs who are not part of the formal economy and who are generally excluded from formal financial institutions.

Tuiio offers direct support to our customers when they acquire a product because we know that proper engagement leads to transparency. Tuiio has 83 branches and one kiosk. During 2021, the kiosk in San Mateo Atenco, located in the State of Mexico, was closed to help streamline operations; however, the team from the kiosk was moved to our offices in Toluca to continue offering support and provide follow-up services for all its customers.



During 2021:



 259,627

customers served since 2017.

 264,415

loans approved.

 97,024

microbusiness owners with an active loan.

 92%

of active customers are women.

 90,474

active insurance policies.

 85,762

active medical assistance policies.

 88,356

new unique customers.

Furthermore, Tuiio offers 100% online and commission-free savings accounts and debit cards to our customers. Its financial and non-financial services focus on four strategic areas:

- **Inclusive Growth.**
- **Digital Revolution.**
- **Accessibility.**
- **Customer Protection.**

The major support services offered include:

- **Courses** that help customers to use financial services (savings, credit, budgeting, use of ATM's).
- **An app for children (6-10 years old)** and printed educational materials, covering issues such as water and energy savings, expenses, savings goals, and the environment.
- **Support networks:** A digital market offering exclusive benefits to members of the Tuiio community, including discounts, workshops, courses and collaborative workspaces at Tuiio branches.
- **Financial tips and digital simulations.**
- **Calculators and podcasts** on the Tuiio website that help customers quickly and easily access information about their ability to pay, savings goals and business administration.

In addition to measuring Tuiio's social impact, we have set short-, mid- and long-term indicators based on the generation of responsible and shared value.

Products

The product lines offered by Tuiio include:



Savings

Our customers have access to an online savings account that is opened remotely by consultants, offering users a savings tool through mobile and online banking. They can also access their account via their debit card.

Insurance

We offer an insurance policy for serious illnesses and funeral expenses, allowing our customers to be able to overcome any unforeseen circumstances. Since 2020, through Zurich Santander, we have increased the age range covered and the coverage of debtor balance, as well as providing an advance for terminal illnesses. We continue promoting a culture of prevention among our customers and their families, facilitating access to specialty doctors, dentists and laboratories.



In 2021, Tuiio joined the Financial Education strategy, focusing on three core areas to engage with its customers more efficiently and reach out to those people who are not yet customers:

1. **Participation in forums and events.**
2. **Tuiio Financial Education website.**
3. **Financial Education - Fideicomiso Por los Niños de México (FPNM).**

Tuiio was ranked the Best Financial Inclusion Bank in Mexico by International Finance Magazine.

Government Loans – Tuiio

In conjunction with Tuiio, we continue promoting financial inclusion through a loan program announced by the Mexican President that is available to a million small businesses. Beneficiaries can make loan payments via the Tuiio Móvil app. We also offer them access to Financial Education content, the Anuncio Tuiio online directory, and exclusive promotions and discounts. In 2021, we benefitted 3,314 people.

Tuiio was recognized as a best practice to help bring an end to poverty in Mexico in 2021 as part of the [Global Compact Mexico Study](#) to monitor the fulfillment of the 17 Sustainable Development Goals (SDG) outlined in the United Nations 2030 Agenda.

Financial Education (FS16) FN-CB-240a.4

We are firmly committed to improving the financial culture of Mexican families, and we fully understand that the best way to do so is by promoting specialist financial education, providing them with information about how to use financial products and services properly, and offering them the tools and knowledge they need to make the right decisions to guarantee their financial well-being.

We have focused our financial education efforts on audiovisual resources and social media, convinced, on one hand, that this is an effective learning method, and, on the other hand, taking into consideration the fact that distance learning has become an essential tool during the COVID-19 pandemic.

The major actions undertaken in the area of financial education in 2021* include:

Financial Education Website

During 2021, we continued renewing the Bank's Financial Education website. The website now includes a more consolidated and comprehensive range of content that is available to different sectors of the population. The site now includes a course covering the basic concepts of personal finances, as part of the institutional ABC of Your Finances program, created by the Bank in conjunction with ABM and MIDE and which has been approved by the National Commission for the Protection and Defense of Users of Financial Services (CONDUSEF). Furthermore, the site includes content from our financial inclusion program, Tuiio, focusing on the unbanked, new ventures, and materials for children, including games or audio stories and other content to help college students embark on their financial lives. Finally, we offer innovative and interactive materials, such as calculators and simulators, as well as content to help raise awareness and promote the adoption of the Digital Collection (CoDi) payment system. During 2021, the Bank's financial education website had 25,016 unique visitors.

National Financial Education Week – SNEF

Every year, the federal government, through the National Commission for the Protection and Defense of Users of

*The initiatives accounted for were carried out directly by Santander and are those that concluded in 2021 and none remained in process.

(FS16)

Financial Services (CONDUSEF), organizes National Financial Education Week (SNEF). The event brings together public, private, social and educational institutions from around the country through free conferences, games and activities, providing the general public with information on how to better manage their personal finances, including the responsible use of financial services and products.

For the second year, the SNEF was held virtually. From October 4 to 15, we participated through a range of audiovisual content on the SNEF website, a virtual stand in the central area of the online event, and a series of 20 virtual conferences with financial education experts held via Work Café Santander. In total, we offered training to 10,467 people through a number of different activities.

Tuio Financial Education Website

Tuio has its own financial education website that is free of charge and offers a wide range of materials designed to meet the needs of customers and people in Mexico from low-income backgrounds. It has also developed, among other content, a section for children, a section that offers tips on how to tackle the financial crisis stemming from the pandemic, and even a section containing health tips. The site offers calculators, financial education games, podcasts and videos, etc. In 2021, users were offered access to two new courses: How to Fix my Finances and Loans in the Digital Age. The website recorded 356,874 visits during the year.

Academia MX Financial Education – Employees

In 2021, we redoubled our efforts to offer our employees financial education training through online courses made available via an internal platform. These sessions dealt with basic concepts of personal finances, investments and the use of loans and insurance. During 2021, 2,574 employees took part in these training sessions for the first time.

Bank Financial Education – Work Café Sessions

Our non-financial content migrated to webinars dealing with issues such as financial education and resilience. We have been working with Work Café Santander to broadcast monthly sessions. During 2021, we benefited 1,106 users.



Financial Education – SME's

We continue offering webinars covering relevant issues for SME's through our partnership with Work Café Santander, the Wadhvani Foundation and Universidad Anáhuac. During 2021, we benefitted 564 users through a number of online events dealing with issues that include SME digital transformation plans, the outlook for SME's in Mexico, remote team management and obstacles, and adapting businesses during periods of crisis, among others.

Bank Financial Education – Customer Sessions

In 2021, we offered our customers a series of webinars about financial education and resilience. These sessions were aired every month, benefitting 498 users.

Bank Financial Education – Payroll Sessions

During 2021, we rolled out a series of innovative initiatives to offer online financial education sessions to a number of different segments of the population. Through Work Café Santander, we held a series of financial education talks open to the general public; in conjunction with our payroll area, we offer monthly financial education courses for Santander customers; and, with the support of our credit card area, we offered training regarding how to use this financial tool properly, available to both Bank's customers and Santander employees from around the country. We benefitted 1,455 users.

Bank Financial Education – Credit Card Use Sessions

In 2021, we held financial education training sessions focusing on the responsible use of credit cards for Santander Mexico employees, including our commercial network, Contact Center and Santander Universities staff in Mexico. We benefitted 291 users.

(FS16)

Financial Education – FPNM

Through Tuio, we designed an annual Financial Education program aimed at beneficiaries of the Fideicomiso Por los Niños de México, Todos en Santander (FPNM). Four sessions were held, during which institutions were offered information about how to replicate materials and Financial Education tutoring was offered. A total of 21 CSO's were involved, directly benefitting 23,021 adults, young people and children.

 421,866

people benefitted* through financial education programs.

SME Programs

SME's play a key role in the Mexican economy, mainly in terms of the large number of jobs they create. This is why we are committed to driving the progress of local companies and people involved in SME's.

We offer a series of services aimed at Small and Medium-sized Enterprises that are just starting out in order to help them tackle major obstacles to their development and solvency, thereby guaranteeing their sustainable growth. This is how we help promote job creation and economic development in the country.

We focus on five core areas: Talent and Training, Employment, Internationalization, Connectivity and Financing.

Jóvenes/Emprendedores

Loans for people who want to start their own business but not have the capital to do so.

[Learn more about this program.](#) 

*People who participated in financial literacy initiatives for unbanked, underbanked, or underserved customers.

Impulsos comerciales

Financial support to promote entrepreneurship in specialist sectors in Mexico.

Crédito Agro

Financing aimed at customers who work in the primary and commercialization, agricultural, livestock or rural services sectors with payments that are aligned with the agricultural cycle.

Mujeres empresarias

Financing to help drive the growth and modernization of women-owned companies and remove access barriers, offered in conjunction with NAFIN.

Mujer crezcamos juntas

In conjunction with the federal government, we offer loans exclusively for female entrepreneurs who have a business they want to refurbish, modernize, equip, fix and/or expand.

Impulsos NAFIN

Loans to promote economic development in each state or sector.

Emergentes NAFIN

Programs created to tackle specific adverse events, such as natural disasters. The goal of these programs is to support recovery efforts in affected areas.

Santander Trade: We offer our customers a series of services to expand internationally through access to information about the international market, global databases and international directories, among others.

International Desk: This support center provides help in consolidating the international operations of our SME customers through Santander's extensive global network.

SME Advance

In 2021, as a result of the COVID-19 pandemic, we continued offering our non-financial options online through webinars that focused on the most relevant issues SME's faced together with Work Café Santander, the Wadhvani Foundation and Universidad Anáhuac. This year, only two events were held face to face:

- National CANACINTRA Convention at Expo Tamaulipas in October 2021.
- Agricultural Credit Fair held in Boca del Río, Veracruz, in November 2021.

We have had a positive impact on more than 7,600 users through 48 online events covering topics such as the outlook for SME's in Mexico, remote working, and business roundtables for Mexican SME's, among others.

Furthermore, in January 2021 we organized the first Santander SME Summit, a three-day online event that included workshops, moderator-led panels, talks with experts and a gateway for questions and answers from participants. We focused on issues such as finance and investments, e-commerce, resilience and the digital transformation of companies. A total of 3,387 people took part in the event, which was hosted and moderated by Max Espejel, a world-renowned presenter.

SME Digital Events

Throughout 2021, we continued support for SME's throughout the COVID-19 pandemic by offering them a series of online talks, webinars and free courses, including:

SME Outlook: During this session, we offered an overview of the economic outlook based on major events, analyzing the present and trying to define the future based on these indicators.

Remote Working and New Ways of Working: This panel session focused on offering SME's tools to improve how they manage their human capital in terms of remote working, legal reforms, hybrid working models in the new normal, and the challenges, pros and cons of these tools.

Managing Employee Mental Health and Talent: This panel session offered SME's tools to help manage human capital, focusing specifically on employee mental health and how to measure their performance through this model.

SME Digital Transformation: During this panel session, we shared tools to help SME's adapt to the new normal within the digital environment. We focused on a number of issues, including how to create a social media communication plan and how to find experts in this area, among others.

South-Eastern Business Roundtable: This informative session focused on attracting customers and consolidating the loyalty of existing customers. We offered useful information for customers and prospective customers, including economic and climatological outlooks for the south-eastern region, in addition to providing information about available financial options and services.

Santander SME Online Loan

Our SME and young entrepreneur customers now have the opportunity to request loans online. This has enabled us to streamline processes and accelerate customer response times from 48 hours to just 60 minutes after approval. We have also streamlined our application reception process, which means that we can quickly and easily decide whether an applicant meets the requirements.

We have two types of online loan:

- **Crédito Simple** for working capital, with terms of between 12 and 36 months.
- **Crédito Ágil** for working capital, with a 12-month term.

G Store

In conjunction with GetNet, Santander launched G Store, a platform that offers entrepreneurs or SME's an online store created by a team of professionals that includes a catalog, sales processes, Santander GetNet payment options, and a functioning delivery model. This has helped G Store position itself as the most competitive model in the market as it offers next-day deposits, while other options on the market take three days to process deposits.

Industry Debtor Support Program (PGAD)

We rolled out this program to help our customers during the COVID-19 pandemic. In 2021, we improved the decision-making models for our customer accreditation process and for ensuring the proper management of any impact stemming from the pandemic. We also migrated our portfolio operations from LIBOR to SOFR as of 2022. We also streamlined our loan acquisition processes, and, by the end of the year, we rolled out a dual rate, offering customers the option to choose a fixed or variable rate depending on market forecasts.

Joint-Stock Companies (SAS)

We continue promoting the SME Online Onboarding process alongside the Ministry of the Economy, allowing us to recognize companies that have been registered as Joint-Stock Companies (SAS) in our information systems.

At 2021 year-end, we opened more than 5,000 new accounts for SAS through SME Online Onboarding, offering them a tailor-made and differentiated service.

Sustainable Finances

In keeping with our goals to tackle climate change, we enthusiastically support sustainable financing that encompasses Environmental, Social and Governance criteria (ESG). This is how we help guarantee social development and safeguard the environment, in addition to promoting the transition to a carbon-free economy through the financing of projects that develop renewable sources and help combat the climate crisis.

We also focus on forging business alliances and relationships through international business support and outreach programs to offer Small and Medium-sized Enterprises the opportunity to export and import their products through the following programs:

This is why we continuously focus our efforts on ESG operations, providing not only financing and funds for transactions but also guidance for our customers in this area.

Bonds and loans with ESG criteria (103-2, 103-3)

Sustainable bonds are debt instruments that are used to finance projects to guarantee social and environmental well-being. They must be aligned with the Green Bond Principles and Social Bond Principles of the International Capital Market Association (ICMA).

Through Santander Corporate and Investment Banking (SCIB) Mexico, the entity tasked with managing the financing of sustainable bonds, we created a specialized team in this area - ESG Solutions Mexico – the goal of which is to promote sustainability by financing green projects and providing guidance and support to our customers.

During 2021, the team participated in the first Sustainability-Linked Bond (SLB) transaction on the local debt market. Through ESG Solutions Mexico, we achieved numerous successes in issuing a range of different bonds:

ARCA CONTINENTAL Green Bond: Arca Continental, a Coca-Cola bottler, through its AC Bebidas subsidiary, issued its first green bond on the Mexican market for MXN \$4.6 billion. This was the first green bond issued on the local market by a company in this sector. Santander Mexico was the only ESG consultant to offer positive results.

Coca-Cola FEMSA Sustainability-Linked Bond (KOF): This was the first Sustainability-Linked Bond issued on the Mexican market by KOF, the brand's largest global bottler. Santander ESG Solutions jointly led the ESG consultancy process for the transaction. The bond's rate is linked to the successful reduction and efficient use of water in its operations (from 1.36 liters by 2024 to 1.26 liters by 2026).

GAP 21V Green Bond: The purpose of issuing this bond, jointly with Grupo Aeroportuario del Pacífico (GAP), is to generate a positive impact on the environment by financing projects such

as: ecological buildings, renewable energies, energy efficiency, sustainable management of water, among others.

Sustainability-Linked Syndicated Loan (Coppel): The team at ESG Solutions Mexico jointly led the ESG consultancy process for this transaction, aligning the company's sustainability strategy with the LMA Principles (Loan Market Association). This joint effort led to the issuance of a sustainability-linked loan totaling MXN \$40 billion. The loan rate is tied to the participation of women in leadership positions and the total installed capacity of solar energy within the company. This was a joint effort between SCIB and BEI, using the Green Book for appraisal.

Sustainability-Linked Bond FUNO 21X: The resources of this bond are directed to the financing of projects related to energy efficiency, clean energy, sustainable infrastructure, health and well-being, among other things.

Bimbo RCF Loan: This is a revolving loan totaling USD \$1.75 billion, in which Santander was responsible for USD \$212.5 million. This financing focused on extending the terms of a previous syndicated loan. The resources are being used to refinance liabilities, acquisitions, CAPEX and for general corporate use. This financing is tied to sustainability and the measurement of certain KPI's throughout the year. If the company meets these KPI's, it will see benefits in terms of the applicable margin and commissions for undrawn balances.

AMX Syndicated Loan: This focused on the refinancing of a 5-year syndicated loan for a total of USD \$1.5 billion (the equivalent in USD of the original amount in EUR), in which we were assigned the role of Mandated Lead Arranger. The contract encompasses three KPI's:

- **KPI 1:** Reduction in absolute CO2 emissions.
- **KPI 2:** Increase in the number of ISO 4500-certified subsidiaries.
- **KPI 3:** Increase in the number of women on the Board of Directors + independent annual review.

FEFA 21G Social Bond: We continue working together with Fideicomisos Instituidos en Relación con la Agricultura (FIRA) to promote the socioeconomic empowerment of women in the agricultural sector.



Affiliation into the Green Finance Advisory Board (CCFV)

In October 2021, Santander Mexico joined the CCFV. As a result, we will be able to become more involved in round tables, taxonomy development and discussion forums, among other activities, for the local market. This will allow us to proactively contribute to and remain at the cutting-edge of sustainability within the local market.

Sustainable Santander Mexico 2021

In November 2021, we held a forum organized by Santander Mexico SCIB that brought together ESG leaders from around the world, alongside companies, corporations and investors interested in these areas. The President of Banco Santander,

Ana Botín, presided over these proceedings and talked about how Santander is a global leader in the financing of renewable energies and is driving the transition to a green and carbon-free economy.

Santander Asset Management (SAM)

SAM is Banco Santander's Investment Fund Manager, and it promotes a sustainable approach. In July 2020, it signed the United Nations Principles for Responsible Investment to reaffirm our commitment to responsible investments and our wholehearted support for creating a more sustainable financial system. Our strategy reflects our dual commitment: contributing to the United Nations Sustainable Development Goals and aligning ourselves with the goals of the Paris Agreement to combat climate change.

SAM has the methodology and tools required to analyze and calculate an ESG score for all the assets we invest in, in addition to offering a broader overview of the risks and opportunities they represent. This allows us to identify issuers who are well prepared and have a greater potential to benefit society and the environment.

It also includes a process of engagement to create a business model for the companies, their risks and opportunities, in addition to improving company reporting on ESG issues and driving improvements in companies' management and strategies for ESG risks.

SAM reached a milestone in 2020 by launching SAM ESG, the first Equity Fund based on sustainability criteria in Mexico. It then went on to launch a second Equity Fund based on ESG criteria in 2021: the Global ESG Equity Fund (SAM-RVG).

SAM has also recently joined the Net-Zero Asset Managers global program as part of its commitments, helping it to achieve net-zero greenhouse gas emissions by 2050 or earlier and making it the first Spanish fund to join the 73 signatories of this program. This decision highlights Banco Santander's firm commitment to spearheading sustainability initiatives as part of its commitment to achieving zero emissions stemming from any financing, consultancy or investment service by 2050.

Santander Future Wealth, a new multi-thematic fund

SAM continues driving innovation within the Mexican market, launching a new multi-thematic fund - the Future Wealth Fund - which identifies three key trends: Future Society, Future Technology and Future Planet. These three core areas are subdivided into 18 subthemes. This fund focuses on investing in funds, stock or ETF's and offers solutions that center around new and innovative companies that are at the cutting edge of new technologies and trends.

Global ESG Equity Fund (SAM-RVG)

The new Global ESG Equity Fund (SAM-RVG), launched by SAM in conjunction with Robeco Institutional Asset Management (Robeco), offers a global approach and complements sustainable investment tools with both local and global options, the only fund in the market to do so.

Unlike SAM ESG, SAM-RVG takes an international approach and invests mainly in companies around the world that offer high capital returns, solid cash flow, attractive value and compliance with ESG criteria. It also offers an active global management strategy by selecting high-quality issuers who have solid ESG standards and growth potential, focusing on the performance of the issuer rather than the region in which they are located, marking a significant deviation from other funds available in the country.

Other Green Financing

We continue offering incentives for electric vehicle loans by launching business and financial plans that offer our customers an attractive option, in addition to future projects to benefit both the environment and society.

Green Car Plan

Our *Súper Auto* business grew by 85% in the number of loans and by 99% in the amount of the loans. We continue striving to finance electric cars in conjunction with major industry players given that the economic effects of the COVID-19 pandemic have led to serious challenges that must be overcome.

 49,083

loans issued in 2021.



Environmental footprint

(103-2, 103-3)

We have been offsetting our scope 1 and 2 emissions since 2020 and continuing to consolidate our climate strategy to help protect the environment. We have achieved this by safeguarding resources within our operations through internal campaigns and initiatives, while proposing solutions to tackle the climate crisis and promoting renewable energies and a global zero-emission economy by joining the Net Zero Banking Alliance. We are focusing our efforts on managing both the environmental impact of our facilities and internal operations as well as our banking and financial activities.



Net-Zero Banking Alliance

The Net-Zero Banking Alliance (NZBA) is endorsed by the United Nations Environmental Programme – Finance Initiative (UNEP FI) as part of the Glasgow Financial Alliance for Net Zero (GFANZ). It brings together banks from around the world, representing more than a third of global banking assets, in order to help them align their loan and investment portfolios with net-zero emissions by 2050.

The NZBA was launched on April 21, 2021, and Santander Group was one of the 43 founding members. The goal of this alliance is to create a zero-emission economy and meet the goals of the Paris Agreement through a forum that drives strategic coordination among financial institutions.

The commitments agreed upon by all members of the NZBA include:

- Driving the transition away from Greenhouse Gas (GHG) emissions stemming from operations and loan and investment portfolios in order to align them with net-zero emissions by 2050 or earlier.
- Setting intermediate goals for 2030, or before, for priority sectors that are GHG intensive or create major GHG emissions.
- Facilitating the necessary transition within the real economy, creating a framework with customers and offering them products and services to help them throughout their transition process.

Santander Group has set itself the goal of achieving net-zero emissions throughout the Group by 2050 in order to contribute to the Paris Agreement goals on climate change. This goal encompasses the Bank's activities and customer emissions stemming from any financial service offered by Santander.

As part of this commitment, we will put an end to financial services offered to customers who have more than 10% of their income invested in thermal coal, and eliminate exposure to global thermal coal mining by 2030.

To make our goal of achieving net-zero emissions a reality, we focus on three approaches:

1. To align Santander's portfolio with the goals of the Paris Agreement by:

- Implementing recommendations made by the authorities in the areas of climate and environmental risks, as well as those issued by the Task Force on Climate-Related Financial Disclosures (TCFD), which is part of the Financial Stability Board, among other guidelines, in order to continue integrating climate change action into our business strategy.
- Analyzing and updating our environmental, social and climate change risk management policy regarding banned and restricted activities within high-emission sectors, among others.
- Collaborating with global experts, including UNEP-FI, the World Business Council for Sustainable Development (WBCSD), the Institutional Investors Group on Climate Change (IIGCC), and the Principles for Responsible Investment (PRI), among others.

2. To support the transition to a green economy:

Santander has played a crucial role in mitigating climate change thanks to the major contributions it has made to financing renewable energy projects. In order to continue our mission, we focus on:

- Maintaining our leadership in renewable energies and our participation in issuing green bonds.
- Developing green products for our customers and SME's including green mortgages and loans for energy efficiency projects, the installation of solar panels, the acquisition of electric vehicles and for low-emission agriculture, among others.
- Promoting Socially Responsible Investments among our stakeholders.

3. Reducing the Bank's environmental impact by:

- Eliminating single-use plastics at our corporate buildings and offices.
- Ensuring 100% of the electricity we use in every country in which we operate comes from renewable sources.
- Raising awareness among our stakeholders of the importance of protecting the environment.

Environmental Management System (SGA)

At the Bank, we monitor the water, paper and energy we use in all our operations through management systems that are based on internationally accepted standards and a philosophy of continuous improvement and management models. Through the Environmental Management System (SGA), we ensure that resources are used responsibly within the institution, in addition to efficiently controlling emissions, waste management and disposal.

We have control mechanisms in place for the resources we use and the waste and emissions generated by our facilities through a data collection and processing system, which is audited every year by an independent external organization. This enables us to identify those areas that have the greatest environmental impact in order to implement more effective prevention measures and set goals to drive systematic improvements to our environmental management.

Through the Santander Environmental Policy, we reaffirm our commitment to:

- **Adopt practices** that promote the efficient and responsible use of natural resources and materials to help minimize the generation of waste, polluting emissions and wastewater stemming from our productive processes.
- **Comply with all requirements** of environmental legislation applicable to our productive, administrative and support service processes, in addition to any other requirements to which the organization subscribes.
- **Maintain our commitment** to driving on-going improvements in our Environmental Management System to have a positive impact on our organization's environmental performance.

Through our SGA, which is validated by certifications and audit services, we have implemented a range of certifications that underpin our responsible operations:

- Certification from the Spanish Association for Standardization and Certification (AENOR) since 2013.
- ISO 14001: 2015 certified.
- ISO 14001 certified at our workplaces:
- ISO 14001 Certification in our work centers:
 - » At our Corporate Offices in Santa Fe since 2004.
 - » At our buildings in Querétaro (CTOS, Data Center II and Contact Center) since 2018.
 - » At our Corporate Offices at Patio Santa Fe since 2020.

Environmental Quality Certification issued by the Federal Attorney's Office for Environmental Protection (PROFEPA) for:

- Our buildings in Querétaro (CTOS and CTOS II).

For these certifications to remain valid, an external follow-up audit by AENOR is carried out every year.

ISO 14001: 2015 Environmental Policy

As part of our environmental strategy, we communicate this policy to employees working at our Corporate Headquarters in Santa Fe and our Corporate Offices at Patio Santa Fe to raise awareness regarding the importance of the actions we take to protect the environment, such as:

- Adopting practices that promote the efficient and responsible use of natural resources and materials to help minimize the generation of waste, polluting emissions and wastewater.
- Complying with all environmental legislation applicable to our productive, administrative and support service processes, in addition to any other process.
- Maintaining our commitment to driving on-going improvements to the organization's Environmental Management System.



During 2021, and as a result of the COVID-19 pandemic, we continued our remote working model in a number of areas, leading to decreases in water and energy use and the amount of waste generated. We also rolled out internal communication campaigns to raise awareness of our SGA at our Corporate Headquarters in Santa Fe.

Emissions (305-1, 305-2)

We focus our efforts on reducing Greenhouse Gas (GHG) emissions in our daily operations, in order to help develop solutions to combat climate change.

In 2021, Scope 1 and Scope 2 emissions stood at 55,926.79 tCO₂e.

 **16.9%**

fewer Scope 2 emissions* compared to 2020.

*This reduction is due mainly to the effects of the COVID-19 pandemic.

We have reaffirmed our commitment to the environment by offsetting our emissions for the second consecutive year in 2021.**

Santander Mexico Emissions ¹⁸ (tCO ₂ e)		
	2020	2021
Scope 1	1,393.15	1,195.95
Scope 2	65,864.35	54,730.84
Total	67,257.50	55,926.79

Responsible Internal Operations

We constantly strive to implement working guidelines and control mechanisms to protect the environment and prevent pollution at our facilities and in our internal operations.

18. The calculation of Santander Mexico's Carbon Footprint for 2021 was undertaken using the methodology proposed by the GHG Protocol Corporate Accounting and Reporting Standard, the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD), satisfying the requirements of ISO 14064-1, NMX-SAA-14064 and that stipulated in the Climate Change Law in the area of the National Emissions Registry, in addition to taking into consideration the Calorific Powers published by CONUEE (2022), the Global Warming Potentials defined by the GHG Protocol, and the Emission Factor for the National Electrical Grid for 2021 (CRE). This calculation focuses on operations. The GHG included in this calculation are: carbon dioxide (CO₂), nitrous oxide (N₂O) and methane (CH₄).

**We offset our scope 1 emissions through the purchase of a CER and our scope 2 emissions through the purchase of an iREC. The validation of the emissions compensation declared throughout the Responsible Banking Report was not verified by PwC.

Consumption (302-1) Energy Consumption

With the goal of saving energy, Santander Mexico has a number of tools it uses to measure energy consumption. This has enabled us to identify those areas in which we use the most energy and take actions to correct and improve these impacts.

Energy Index Design

We have implemented an index that is based on the parametrization and regionalization of electricity consumption, measuring annual energy consumption per unit of usable area (kWh per year / usable m²) of each branch, in order to improve the amount of electricity used by our branch network and identify those that are consuming the most electricity to apply specific corrective measures. This index allows us to identify deviations and create energy performance curves and consumption trends.

Use of Clean Energies

As part of our Responsible Banking goals, we continue analyzing the procurement of alternative energy options from renewable sources.

 **3% less**

electricity consumed* compared to 2020.

 **17,105,029 MJ**

less in terms of total energy* consumed compared to 2020. This is the equivalent of lighting 2,316 households in Mexico for a year.**

* This reduction is due mainly to the effects of the COVID-19 pandemic.

** To calculate the equivalency, data from 2020 published by INEGI and SENER was used: Energy Consumption in 2020 in Residential, Commercial and Public Sectors (Petajoules); 2020 National Energy Balance. (SENER) https://www.gob.mx/cms/uploads/attachment/file/707654/BALANCE_NACIONAL_ENERGIA_0403.pdf and inhabited dwellings (INEGI 2020) https://www.inegi.org.mx/temas/vivienda/#informacion_general

19. The consumption of natural gas, LP gas and diesel was calculated based on utility bills, which were converted into megajoules (MJ) using the calorific values published by CONUEE (2022). https://www.gob.mx/cms/uploads/attachment/file/707880/lista_de_combustibles_y_poderes_calorificos_2022.pdf

Source ¹⁹	Consumption in MJ	
	2020	2021
Electricity	479,983,104	465,794,352
Natural Gas	1,110,206	439,765
LP Gas	1,953,800	1,325,821
Fuel (Diesel and Gasoline)	16,622,259	15,004,402
Total	499,669,369	482,564,340

Energy Efficiency

During 2021, we rolled out the following measures to reduce our energy consumption:

In accordance with our Procedure for the control and monitoring of electricity used, the Corporate Offices in Santa Fe and our branches have an automated system for the control of electricity.

Lighting systems at our Corporate Offices in Santa Fe are time controlled and are switched on at 6:00 a.m. and off at 11:00 p.m. The blower coils start from 5:00 a.m. and have a closing time at 7 p.m.

At branches with automatic lighting control systems, the switching on and off of lights and air-conditioning is contingent upon the alarm system. In the mornings, when the branch alarm is deactivated, the lights and air-conditioning are switched on; and when the alarm is activated in the evening, they are switched off.

During 2021, we continued our efforts to work with renewable energy producers and implement on-site generation where feasible.

Water Use

At Santander, we are fully aware of the importance of water for future generations, and we know that we must use it responsibly in order to ensure a sustainable future for all. To reach this goal, we have implemented a range of initiatives.

We have rolled out internal communication campaigns to raise awareness among our employees and other stakeholders regarding the importance of saving water.

Banco Santander Mexico's water is supplied by the local water network. Our Corporate Offices in Santa Fe use treated water for green areas and restrooms. Wastewater discharge is carried out through the municipal sewage system, in strict compliance with the maximum permissible level (MPL) guidelines stipulated in Mexican environmental law.

Given the sector in which we operate and the characteristics of our products and services, our operations do not have a significant impact on this resource. Furthermore, in our relationship with suppliers and customers, there is no significant impact in terms of water management as a shared resource.

Our Environmental Policy establishes guidelines that allow us to correctly manage these resources stemming from the Bank's activities. We also regulate our consumption in order to mitigate environmental impacts and drive sustainable development for all.

This is why we have an Environmental Management System that is ISO 14001: 2015 certified, allowing us to identify, prioritize and manage environmental risks. This system has been in place at Santander's Corporate Offices in Santa Fe since 2004; at our buildings in Querétaro (CTOS, Data Center II and Contact Center) since 2018; and at our Corporate Offices in Patio Santa Fe since 2020.

Furthermore, we have procedures in place to manage potable water consumption within our productive, administrative and service processes undertaken on-site. The main measures implemented include:

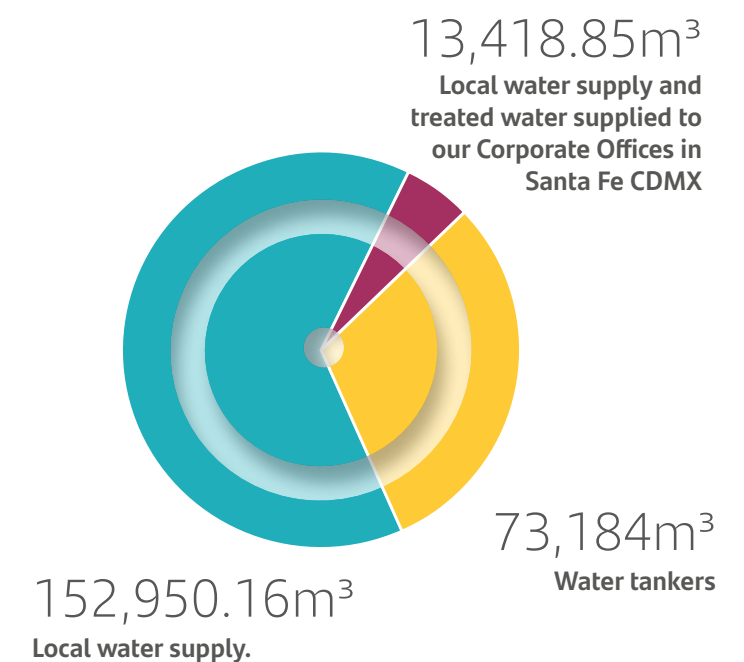


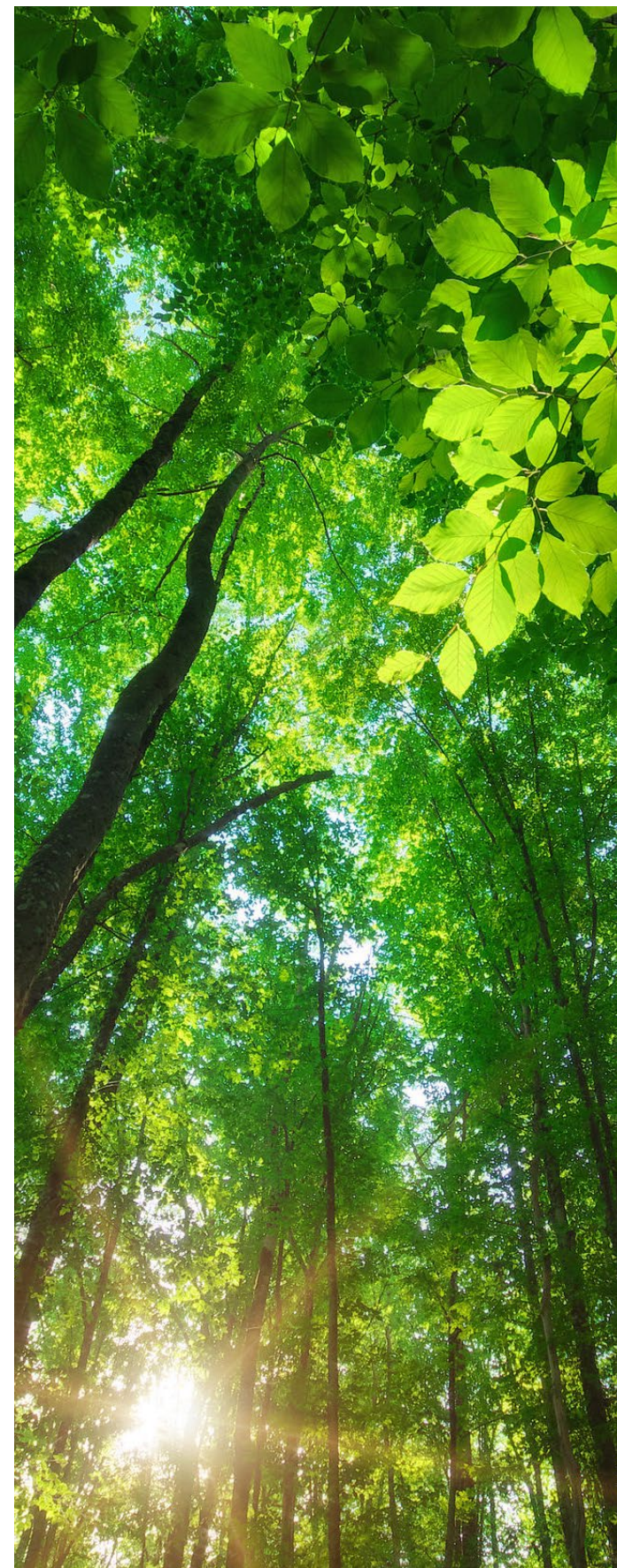
- Water meter readings.
- Immediate action for water leaks.
- On-going monitoring and maintenance of irrigation system (sprinklers and hoses).
- Routine monitoring of plumbing (kitchen equipment, basins, kitchenettes, W.C./urinals, stopcocks) to detect leaks.
- During rainy season, the use of rainwater supply for W.C. and urinals.
- Use of biodegradable cleaning products in the canteen and for cleaning purposes.
- Installation of motion sensors on faucets, water-saving toilets and waterless urinals.

We monitor our water use based on:

- Bi-monthly water bills issued by Sistema de Aguas de la Ciudad de México.
- Weekly visual inspection of pumps.
- Pump maintenance program.
- Water use graphs.

During 2021, total water consumption stood at 239,553.01 m³, 28.79% less than in 2020, when a total of 336,446.48 m³ of water was used.





Paper Use (301-1)

As part of our commitment to the environment, we focus our attention on responsible paper use to guarantee the sustainability of the business and of future generations. Through internal paperless campaigns, we raise awareness among our employees of the importance of safeguarding this resource, and we recommend that they only print-out what is really necessary. We ask them to recycle paper and print double-sided where possible. We also invite our customers to go paperless via SuperNet, offering them the opportunity to view their statements online to help decrease the amount of paper used to print-out their statements.

Paper Use in 2021

Paper Use by Type (kg)	Santander Mexico
Certified Paper	808,119.92
Recycled Paper	196,828.85
Total kg	1,004,948.77

 **19.6%**
of our paper is recycled.

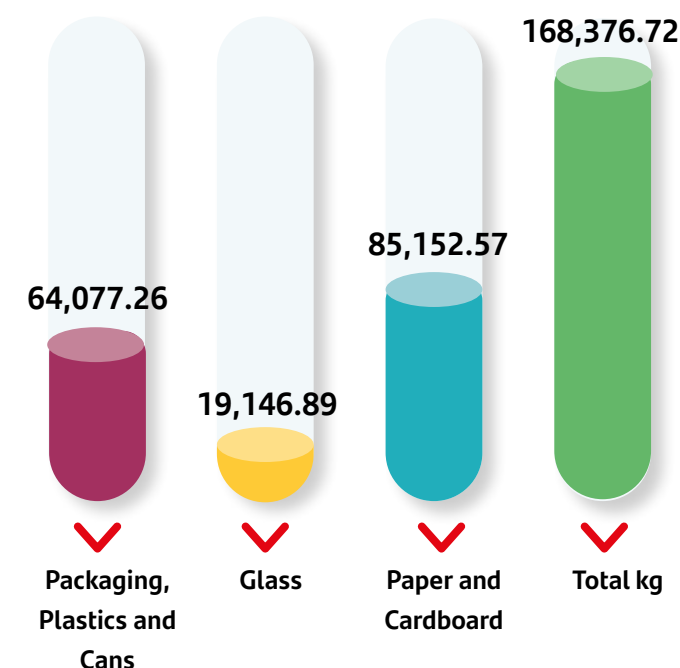
 **80.4%**
of the paper we use comes from **sustainable forests**.

Waste Management (306-1, 306-2, 306-3)

To help protect the environment, we know that we have to separate waste. Through internal campaigns, we raise awareness among our employees on this issue, inviting them to actively participate in these activities at our offices. Some of the actions that we have undertaken include:

Organic waste from our cafeterias is used to make compost, while inorganic waste is taken away for recycling, allowing us to mitigate the impact we have on the environment by avoiding sending this waste to landfills, but rather using it in other processes.

Waste (kg) Santander Mexico



Reduction of Single-Use Plastics

In 2020, we aligned ourselves with the Santander Global initiative and eliminated 83% of unnecessary single-use plastic at all of our offices. During 2021, we redoubled our efforts, and we can proudly say that we have reached our goal. This was possible thanks to all of our employees, each of whom were given a reusable bottle and eco bag to help promote this initiative.

Suppliers (102-9)*

Our suppliers are a major part of our value chain. They are selected based on our Responsible Banking principles in order to guarantee ethical and transparent relations. This is why they must be aligned with our values and ethical, legal, social, environmental and economic criteria.

All suppliers, except those who are exempt, must ensure alignment with the principles of the Global Compact (in terms of health, safety and workplace inclusion requirements, as outlined in our [principles of responsible conduct for suppliers](#)) when signing a contract with us.

- **Human Rights**
- **Workplace Standards:**
 - » Respect for freedom of association, elimination of forced or compulsory labor, abolition of child labor, and elimination of discrimination in respect of employment.
- **Environment:**
 - » Promotion of employer responsibility.
 - » Implementation of environmentally friendly technologies.
 - » Transition to a low-carbon economy.
- **Fight against Corruption:**
 - » Prevention of extortion and bribery.

We have integrated a series of quality, environmental management, workplace relations, risk prevention, and corporate responsibility indicators, in all contracts and agreements entered into with our suppliers, which have enabled us to mitigate and reduce risks.

Aquanima (412-3)*

Aquanima is our procurement hub, and, alongside the Banks Comprehensive Expense Management area, it is tasked with defining, monitoring and evaluating agreements with service providers, in addition to establishing and following the necessary action plans to mitigate any risks detected and document any evidence required.

VRAC (Vendor Risk Assessment Center) coordinates the application of a series of surveys regarding the level of

*Verification by PwC on page 175 covers only the GRI Sustainability Reporting Standards contents 102-9 and 412-3. No figures related to contents 306-1, 306-2 and 306-3 were validated.

commitment of our suppliers in areas such as: Code of Conduct or Ethics, Anticorruption, Data Protection, Reporting Channels for Suspicious Activities and Compliance or Control Programs.

A supplier assessment process is undertaken through a questionnaire they must answer, in addition to attaching evidence that supports each question and control process they have in place. After receiving the completed questionnaires, a review team validates and certifies the evidence submitted by the suppliers using specific guidelines to ensure compliance with the assessment. Once the evidence has been reviewed, the team gives it a general rating and a sub-rating for each category reviewed.

Santander Group identified the major suppliers to its operations, creating a Supplier's Watchlist, which is the central database used to review suppliers in ESG areas.

In 2021, and for the first time, Santander Mexico reviewed suppliers from the United States through an ESG questionnaire. A total of 38 suppliers were invited to participate in this ESG assessment, with 29 taking part - 76% of the total Supplier's Watchlist for both countries.

A total of 244 suppliers that offer relevant services to Santander Mexico received training - 45% of the selected database of 542 suppliers. For the first time, we offered training to suppliers not regularly aligned with Responsible Banking measures. We provided training sessions containing information about major issues, like corporate sustainability, the advantages of being a sustainable company and ISO standards, among others. Every year, they offer training in social responsibility, corporate governance, and diversity and inclusion.

VRAC has rolled out a plan to train suppliers in other countries, such as Colombia. We are currently working on compiling information and raising awareness among executives in the country, while carrying out other actions, including sending information about how to access training sessions to suppliers.

Supplier Standardization Methodology

Through our Third-party Standardization Policy, Aqunima has a methodology in place to analyze and monitor supplier compliance with the minimum conditions and requirements expected by the Group in order to mitigate any risks inherent



to the activities being provided by third parties and those stemming from the formalization of the agreement itself. However, in 2021, this policy was updated, and changes were made to the standardization process. There are now 3 processes:

- Simple Process: assessment of suppliers associated with a service that involves zero risk.
- Comprehensive Process: assessment of suppliers

associated with a service that involves risk.

- Exempt Process: assessment of suppliers who are exempt from company standardization (this is identical to the Simple Process).

Through a questionnaire and a Risk Calculator, we classify the risk involved in the services offered by suppliers. This standardization focuses on two different areas:

(102-9, 412-3)

- Company Specific: applicable to all suppliers. This process may be Simple or Comprehensive based on the results of the inherent risk rating stemming from the service assessment.
- Service Specific: applicable for those suppliers who offer services deemed to involve risk. The capacity of the supplier to provide the specific service with the necessary risk mitigation and control mechanisms is analyzed.

Suppliers offering services with associated risks must pass a series of further tests. If they do not pass any of these tests, the Standardization Team will communicate with the local Third-party Risk and Costs team regarding the decision on whether the supplier is eligible or not. If it is deemed necessary, the case can then be escalated to the local Supplier Forum.

 100%

of suppliers with complete standardization²⁰ through Aqunima have a human rights assessment.

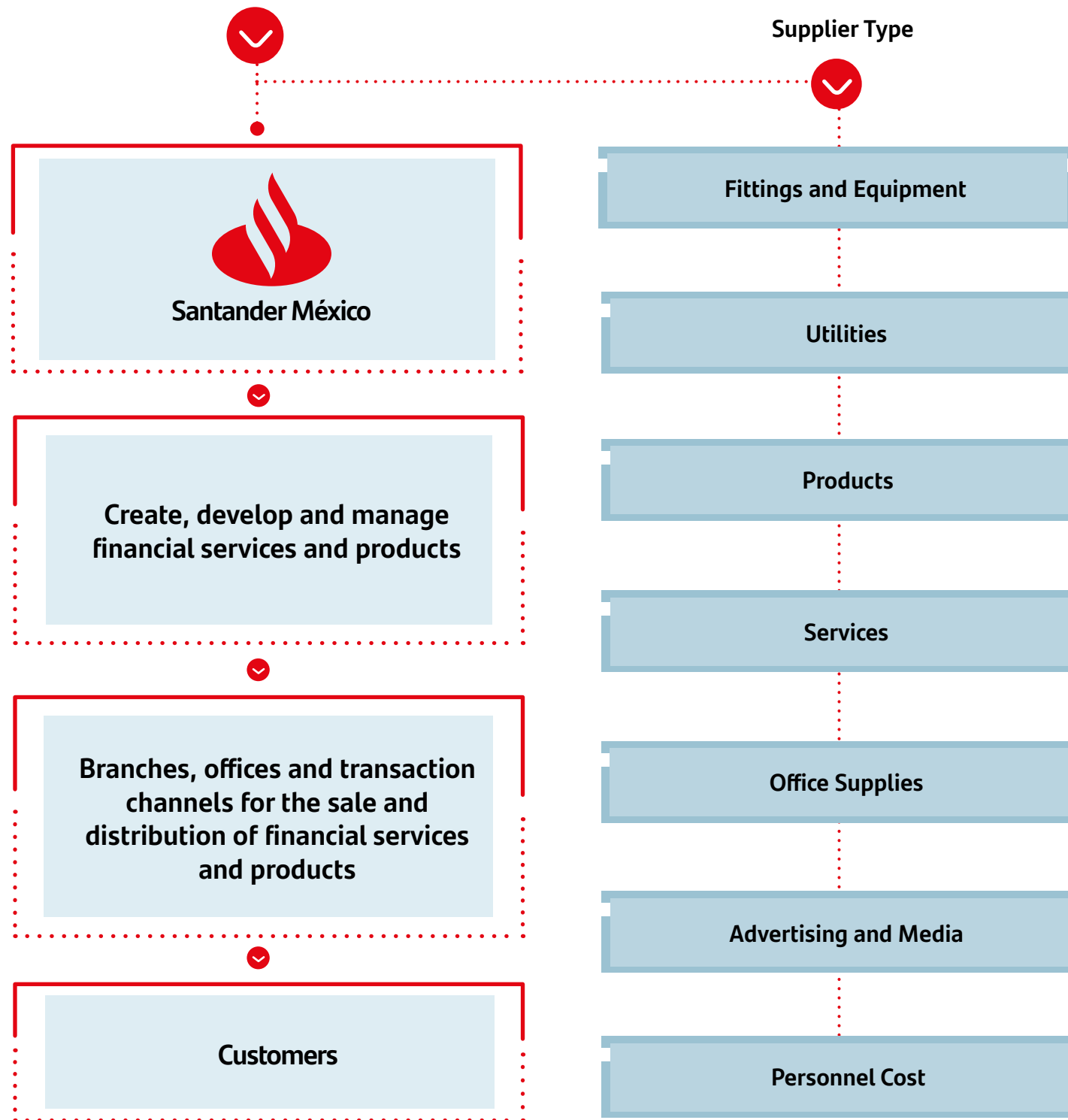
Supplier Outsourcing and Management Model

This Supplier Outsourcing and Management model encompasses the use of risk calculators to identify relevant and critical services, which are fed into an inventory for monitoring and control purposes. All these suppliers are asked to complete questionnaires from specialized areas – General Data Protection Regulations (GDPR), Real Estate, Physical Safety, Technological Risk and Business Continuity Plan (BCP) which allow us to decide whether the supplier providing the service is eligible, not eligible or conditionally eligible to offer services to the Bank.

We have also rolled out a pre-standardization process for finalists prior to the awarding process, defining whether these suppliers are eligible based on the review of their questionnaires. In order to be engaged, suppliers must meet fiscal, labor, financial and experience requirements, and be validated against a list of sanctions.

20. 192 suppliers with complete standardization by Aqunima in 2021.

Value Chain Structure (102-9)



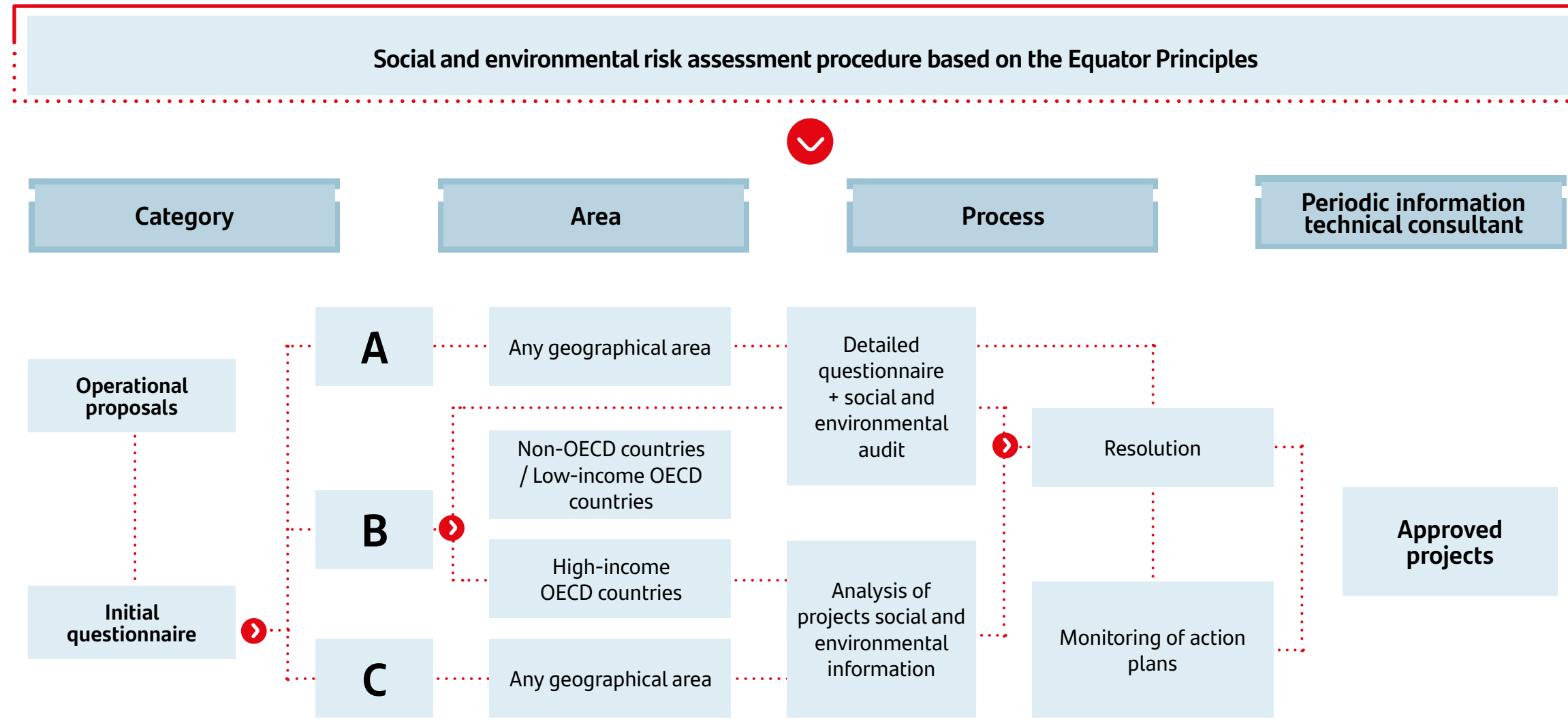
Assessment of Social, Environmental and Climate Change Risks

To build a sustainable future through loans that are underpinned by sustainable criteria, we support projects that drive inclusive and sustainable growth in Mexico. As part of this process, we analyze the risks these projects pose through ESG criteria, and we fully comply with the Equator Principles.

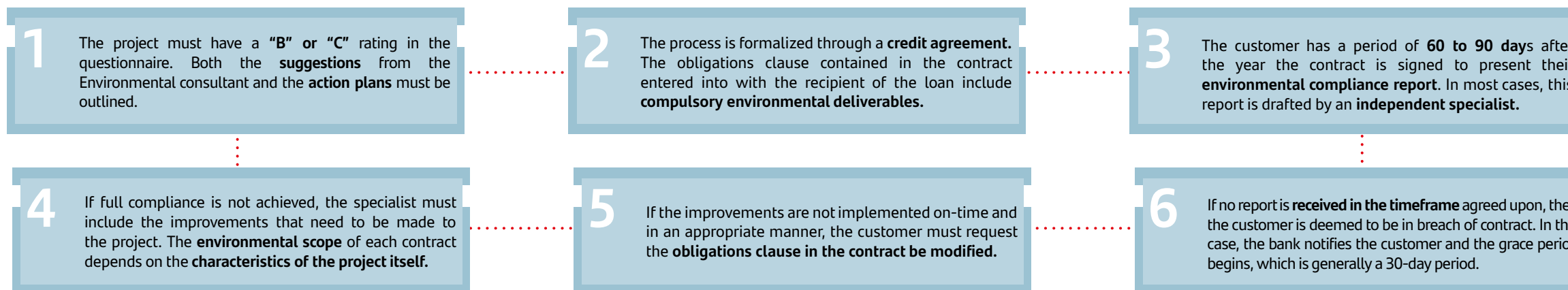
General Sustainability Policy

In our General Sustainability Policy, we stipulate that Santander respects international best practices in terms of society and the environment, in keeping with the Equator Principles, which it signed in 2009. It also specifies that any project over USD \$10 million must comply with the Equator Principles.

To be approved, any financing project must follow the steps outlined below:



A. Project Finance with a significant negative and high-risk impact.
 B. Project Finance with a negative and lower-risk impact.
 C. Project Finance with a low or non-existent impact on the environment.



The financial products that are subject to the Equator Principles are:

- 1 Project Finance Consultancy Services**
 when the total capital cost of the project exceeds USD \$10 million
- 2 Project Finance**
 when the total capital cost of the project exceeds USD \$10 million.
- 3 Corporate Loans linked to Projects**
 (including Export Financing in the form of Buyer Credits), when the following four criteria are met:

 - The majority of the loan is linked to a project over which the customer has effective operational control (directly or indirectly).
 - The total loan amount is at least USD \$10 million.
 - The individual commitment with the EPFI (Equator Principles Financial Institution), prior to syndication or resale, is at least USD \$50 million.
 - The loan period is at least two years.
- 4 Bridge Loans with a payment period of less than 2 years**
 to be refinanced through Project Finance or a Corporate Loan linked to Projects which will, foreseeably, meet the relevant criteria.

(102-11, FS1) FN-CB-410a.2

During 2021, we took part in the financing of a renewable energy project and two social infrastructure projects:

Solar Farm at Puerto Libertad

This project consists of two solar farms in Puerto Libertad, Sonora, with an installed capacity of 180 MW (AT Solar) and 137.5 MW (Tuto II), which is currently in operation and will benefit more than 1,500 families.

East Highway System in the State of Mexico

On December 15, 2021, the financing agreement for Additional Works along the Circuito Exterior Mexiquense was signed, benefitting thousands of users who drive along this highway located in the State of Mexico by significantly decreasing travel times.

Auneti

Auneti is the refinancing of the Autovía Necaxa-Tehuacán highway project that covers the states of Puebla and Veracruz. This project is defined as a high-spec toll road covering 84.782 km to benefit users by decreasing travel times.

 \$19,159 mdp

financed under the Equator Principles in 2021.

Environmental, Social and Climate Change Risk Management Policy

(102-11, FS1) FN-CB-410a.2*

Our Environmental, Social and Climate Change Risk Management Policy outlines the criteria to identify, assess, monitor, and manage environmental and social risks, as well as those related to other activities that pose a risk to climate change. It also focuses on banned activities and those that

require special attention given that they involve sectors that have been identified as being sensitive to this type of risk, including the oil and gas, electricity, mining and metallurgy, and soft commodities industries.

It also highlights our strong commitment to following international benchmarks, best practices, standards and treaties for responsible investment, including:

- The Equator Principles.
- Social and environmental performance standards and Guidance Notes from the International Finance Corporation (IFC).
- The United Nations Global Compact, the Universal Declaration on Human Rights, the International Labor Organization, the Convention on the Rights of the Child, the Rio Declaration on Environment and Development, and the United Nations Convention against Corruption.
- As well as other external references in terms of regulation, standards, and best practices by sectors, of those already mentioned.

This policy assesses the most relevant impacts of environmental, social and climate change risks for Santander Corporate and Investment Banking (SCIB) customers with activities that encompass financial products or services, such as banking operations that imply credit risk, insurance, consultancy services, equity and asset management, commercial loans, and project financing. Nowadays, Santander Group takes environmental, social, and climate change components into consideration when analyzing customer credit within the SCIB segment.

At a Global level, we have a multi-disciplinary team to help better identify, evaluate, and mitigate environmental, social, and climate change risks (including those pertaining to human rights) in our transactions.

At Santander Mexico, for some years now, our Risk SCIB area has a Green Champion; being responsible for the integration of environmental, social and climate change (ESCC) elements



in the credit process. This through the identification, analysis, monitoring, and mitigation of this type of risk. The sectors under policy follow an evaluation process: the banker responsible for the account answers an ESCC questionnaire and through the corporate tool answers some questions and attaches supporting information. The Green Champion reviews and complements the information sent by the banker, searches for information in annual financial reports, sustainability reports, specialized agencies, sector analyses, and in some cases, calls with clients. With all this information, the Green Champion evaluates the possible ESCC risks that the company could face and gives a recommendation that is supported by the questionnaire, the information deposited in the corporate tool and the search for information, and in turn is reviewed by the ESCC global team, who gives their final approval.

We analyze the environmental, social and climate change risks of customers from sectors defined by the Corporation as being sensitive to these kinds of risk (oil and gas, electricity, mining and metallurgy, and soft commodities). As part of this analysis, we review annual reports, sustainability reports, ratings agency reports, media, NGO considerations, and others, including internal questionnaires and customer calls. As such, this allows us to issue recommendations ESCC. Regarding the research into ESG, we have global efforts in place to deepen our understanding in this area and enrich the analysis we carry out.

Some of the ESCC trends that we take into consideration when analyzing the portfolio risk profile for commercial and industrial loans include climate change, transition risks, limitations to

natural resources, human capital risks and opportunities, in addition to other areas including waste management, water stress and social elements such as child labor, forced labor and non-discrimination, among others.

To assess the solvency of the ESCC risks of borrowers based on ESCC factors and their analysis, we take into consideration information that is publicly available, including annual reports, sustainability reports, ratings agency and specialist reports, news articles, feedback from NGO's and, on certain occasions, meetings with borrowers.

During the credit analysis process, and through a forward-looking approach, we incorporate macro and microeconomic factors, the borrower's financial statements, qualitative information, if the value of posted collateral applies, maturity profile, situation of the sector, and other elements that allow us to determine their capacity to pay and their resilience when faced with a number of scenarios.

Our SCIB Global team is tasked with integrating ESG criteria into every sector and product in order to meet the demands of companies and investors. Our goal is to become the leading technological financial platform, supporting our customers during their energy transition and the move towards more sustainable business models.

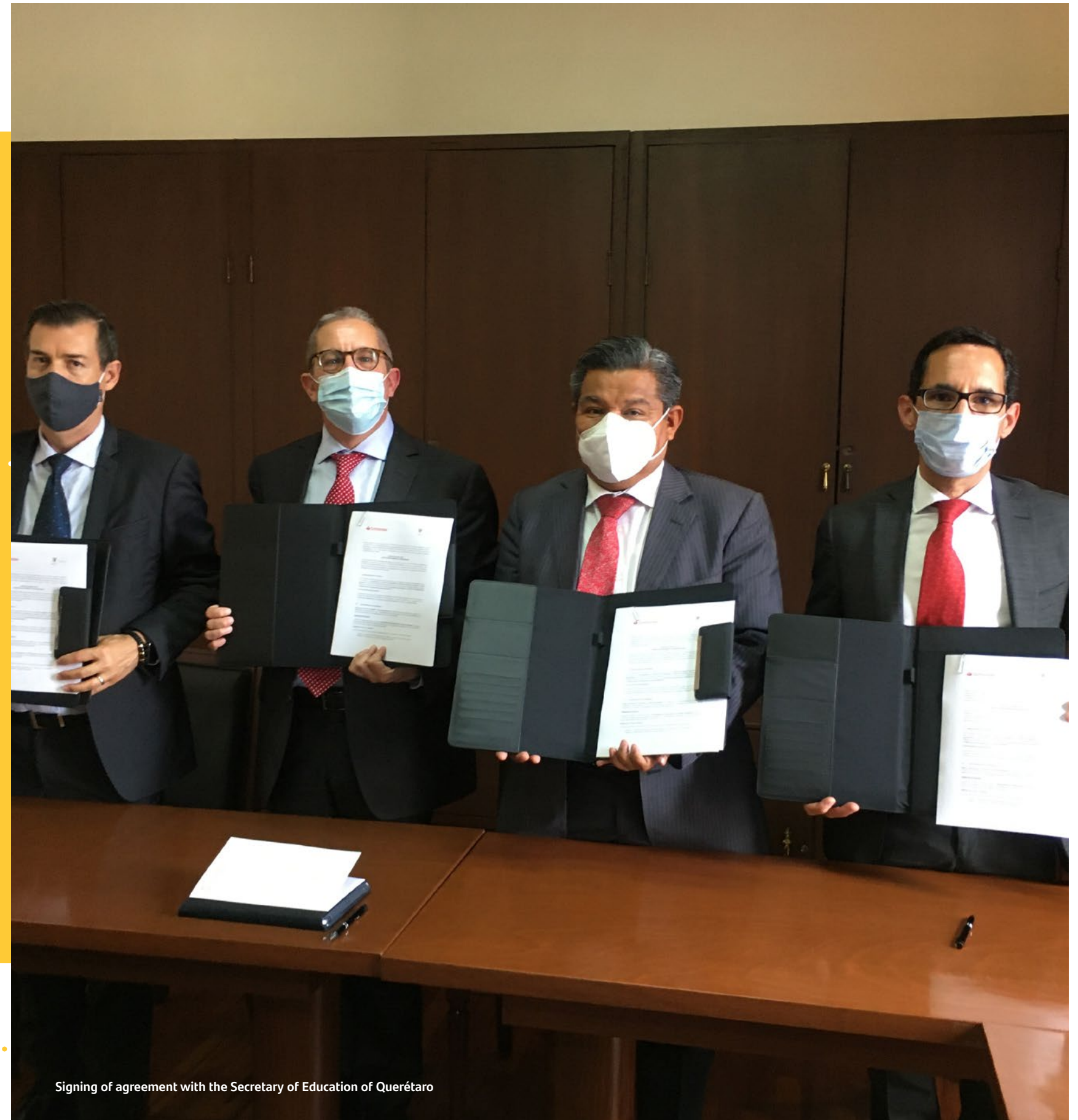
Furthermore, our Defense Sector policy stipulates that all operations in which we are involved related to the manufacturing, sale or distribution of defense material or dual-use technologies must be assessed to determine the existence of any risks that could be deemed to be a threat to the peace, defense, and stability of the countries, in addition to causing serious economic or environmental damage.

We have reaffirmed our commitment and respect for human rights by not involving ourselves with companies that manufacture, sell, distribute, or offer maintenance services to the following prohibited materials: anti-personnel mines, cluster ammunition, chemical or biological weapons, nuclear weapons, and ammunition that contains depleted uranium.

*Verification by PwC of page 182 encompasses only GRI Sustainability Reporting Standards Content 102-11 and SASB FN-CB-410a.2. No other additional work regarding the figures or information reported on this page was validated.

Higher education

Education is the engine that drives the future well-being, growth and progress of the country. It is the means through which we can mitigate the problems society faces. This is why at Santander we invest in higher education through agreements with universities in different countries, scholarship programs and a range of skills required to drive research, innovation and entrepreneurship.



Signing of agreement with the Secretary of Education of Querétaro

Our major areas of action focus on providing academic support to college students, helping them develop digital skills that will facilitate their insertion into the labor market and improve their employability.



47,519

scholarships granted.



68 programs

focusing on **employment, entrepreneurship and academia.**



+ MXN \$ 90 million

invested in the Higher Education Support Plan (PAES).

Santander Universities

In order to guarantee the quality education of young people from around the country, we have forged partnerships with the leading institutions of higher education in Mexico through Santander Universities. This is how we help them develop skills and access quality education.

Santander Universities

This specialized area, the only one of its kind in the world, supports the development of universities and students through a value offer that encompasses scholarships, professorships, collaborative projects, and the development of financial services and products.



+ MXN \$ 11 million

invested in **education** access and academic development programs.



+ MXN \$ 31 million

invested and **31,107 people** benefitted through employability and professional development programs.



142 agreements

signed with leading universities around the country.

In 2021, we are proud to celebrate the 25th anniversary of Santander Universities and the work it does to promote the education and professional development of thousands of university students. To celebrate this milestone, we launched four new programs aimed at students, professionals, entrepreneurs and SME's in every country in which Santander Universities operates:

- Santander Scholarships - Digital Business - The University of Chicago
- Santander Tech Scholarships - Emerging Technologies Program by MIT Professional Education
- Santander Languages Scholarships - English to Boost your Career - University of Pennsylvania
- Santander X Global Challenge - Finance for All.



Signing of agreement with the Autonomous University of the State of Mexico (UAEM)

Digital Scholarships

As a result of the COVID-19 pandemic, we continued offering digital scholarships. Our programs have evolved into online training programs offered through international partners. The focus of the programs also changed to reflect the current situation, and we enriched our content as digital programs have allowed us to maximize our budget given that they imply a lower level of cost. The scholarships are divided into three strategic areas

• Employment

Programs to help university students develop soft and digital skills and competencies in a range of areas, improving their employability. Some of these programs include:

Santander Scholarships - Digital House

A full-stack web programming course offered by Digital House, the goal of which is to help students dominate the front-end and back-end of a website by using well-known practices and thinking like programmers.

Santander Technology Scholarships - Digital Innovation - BEDU

Training in web development for full-stack, JavaScript and digital business, the goal of which is to drive highly valued digital businesses that have a positive impact on employability.

Santander Skills Scholarships – University Leadership and Management - OUI

A course offered in conjunction with the Inter-American University Organization (OUI) through its Institute of University Leadership and Management (IGLU) that focuses on developing skills in the areas of leadership and academic and strategic management in higher education.

Santander Technology Scholarships – High Employability Skills Development - EMTECH

A course focusing on training covering data science, content marketing creation and management, and project management in order to drive the development of skills covering emerging technologies that offer high levels of employability.

Santander Language Scholarships – English – Slang

Training course for professional English.

Santander Technology Scholarships - Disruptive Skills – BEDU

Training encompassing data science, mobile Android development and cybersecurity, the goal of which is to drive highly valued digital businesses that have a positive impact on employability.

Santander Skills Scholarships – ANUT and Santander Skills Scholarships – Consortium of Mexican Universities – CUMEX

A program focusing on the development of soft and entrepreneurial skills that are widely sought after within the employment market. It is aimed at university students pertaining to the National Association of Technological Universities (ANUT) and the Consortium of Mexican Universities (CUMEX).

Santander Study Scholarships – Educational Innovation – University of Chile

A program focusing on driving learning practices through innovative perspectives to help improve the quality of the students learning experiences, in addition to focusing on higher education management and quality assurance.



Santander Language Scholarships – Professional English - Slang – UNAM

English training for professional use aimed at students from the National Autonomous University of Mexico (UNAM).

Santander Skills Scholarships – Social Media Marketing – Facebook

A program focusing on developing digital skills to create and manage advertising campaigns on social media through a partnership with Facebook and Coursera.

• Entrepreneurship

Support for university students interested in driving the domestic economy through a range of programs that promote specialist entrepreneurship profiles, including:

Santander BEDU Scholarship – Start and Scale

A program focusing on helping entrepreneurs develop the skills they need to create profitable and successful businesses that are highly valued on the market and have a positive impact on the economy and employability.

Santander Scholarships – Startup Building – Investment Fund Connection and Innovation

An online training and acceleration program to pre-create and connect with startup investment funds from the health, agricultural and technology sectors, covering maturity levels TRL3, TRL4, TRL5 and taking an approach that encompasses sustainable innovation.

Santander Skills Scholarships – Entrepreneurship – TRECAMP

A training diploma course covering the most important entrepreneurship methodologies, which are then applied as part of a fictitious case study to create a startup.

• Study

Programs that drive access to education for university students, in addition to helping them develop the skills for their professional careers, including:

Santander Study Scholarships – Leaders in Development – FUNED

A training and mentoring program that helps young people get accepted at one of the world's top 100 universities to take part in a postgraduate program.

Santander Women Scholarships – Supporting Disabled Female Students -UNAM – UNAPDI

A bursary program for female UNAM students who have a disability.

Santander Study Scholarships - Future Thinking - Institute for the Future

A program that drives knowledge that focuses on a changing planet and the skills and outlooks of the best futurists in the world to help imagine new possibilities.

Santander Study Scholarships - Epidemiology - Johns Hopkins

A program focusing on promoting essential epidemiological tools for public health through a partnership with Johns Hopkins University and Coursera.

Santander Study Scholarships – Employability within the Creative Industry– CREHANA

A program to drive employability within creative industries through business training and a focus on Digital Architecture or 3D Animation.

Santander X Global Challenge - Helping Businesses Prosper

Through our Santander X entrepreneurship platform, we launched an international competition to find innovative solutions that drive the digitalization and efficiency of SME's. The projects were divided into two categories: Scaleup and Startup. Among the 20 finalists representing 11 countries, there were 3 teams from Mexico, and we are proud to announce that the Mexican startup Social Piper was one of the winners.

Social Piper is an AI-based social media solution that helps SME's to grow without having to invest in tools to position themselves in the market. As part of the award, the team was presented with a cash prize and offered specialized mentoring on intellectual protection from Oxentia Foundation and the opportunity to present their project to Fintech Station, Banco Santander's open innovation team.

Santander X – MX Award

Through the Santander X - MX Award, we drive the development of university startups that have a positive impact on the country. It has a MXN \$1.6-million prize fund that is shared among the top 6 projects in 2 categories: Accelerate and Launch.

In 2021, the prizes were:

- **Accelerate: MXN \$450,000 for first place, \$350,000 for second place, and \$300,000 for third place.**
- **Launch: \$250,000 for first place, \$150,000 for second place, and \$100,000 for third place.**

UAEM Scholarships and Donation

The Autonomous University of the State of Mexico (UAEM) received a donation for a building that will house the dance program coordinated by the School of Scenic Arts. We will also offer 600 online scholarships covering a range of areas over the next 3 years, focusing on different areas of learning, as well as the development of technological and soft skills.



Santander X winner project

We also created a program to offer 10 special scholarships (MXN \$500,000 each) to female university students who have a disability. Through actions like these, we are proud to be the financial institutions that most supports Mexican students and higher education.

Explorer Entrepreneurship Program

The Explorer Program is jointly coordinated by the Santander International Entrepreneurship Center (CISE) and Santander Universities. Its goal is to support young entrepreneurs who want to turn their business idea into a viable project through collaborative learning techniques. Over a period of 12 weeks, participants are offered the opportunity to connect with an international community of entrepreneurs and develop the skills they need to transform their projects into sustainable solutions.

This program was previously available only in Spain and Argentina, but during 2021 Mexico and Chile were also included. During summer 2022, the winning teams will take part in the Explorer Trip: an immersion week working alongside hundreds of entrepreneurs at the EIA (European Innovation Academy) Innovation Hub in Porto.

Community investment

(103-2, 103-3)

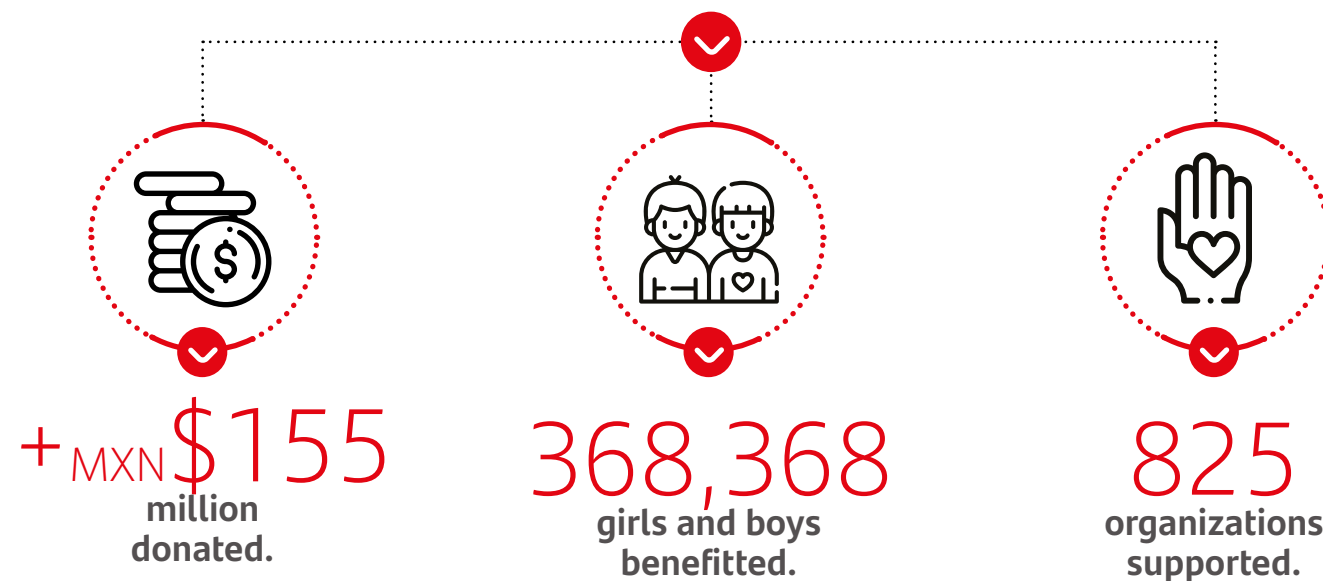
We drive the economic progress and well-being of the communities in which we operate through social investment programs undertaken together with a range of organizations. Our goal is to promote social inclusion and create a sustainable future for all.



Bebe Avance beneficiary

Fideicomiso Por los Niños de México, Todos en Santander

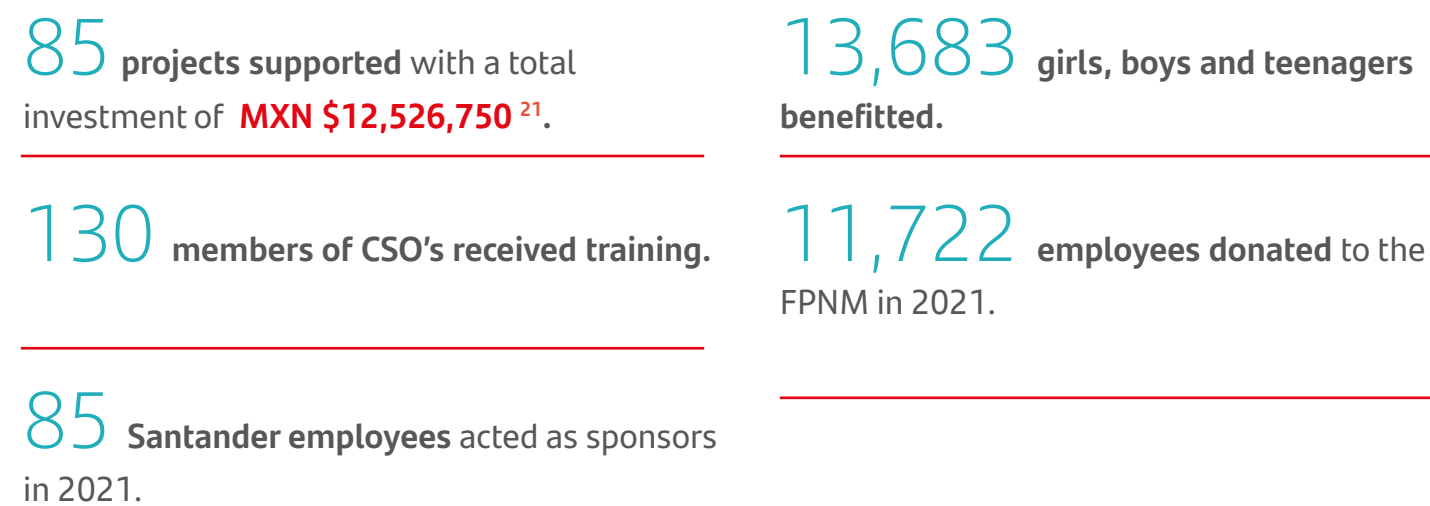
In 27 years:



Fideicomiso Por los Niños de México, Todos en Santander (FPNM) is a program that supports children living in socially and economically marginalized areas by financing projects developed by Civil Society Organizations that focus on improving their education, health and nutrition. Every year, Santander Mexico and its employees join forces to promote this project through voluntary donations that improve the living conditions of the beneficiaries of these programs, in addition to offering volunteers the opportunity to work closely with them and learn directly about the lives that have been transformed through the FPNM.

Every year, the FPNM opens an application process for Civil Society Organizations (CSO's) wishing to become part of the program.

In 2021:



21. Includes investments in CSO training.



Oral hygiene workshop beneficiaries

2021 Milestones:



Health Programs:

5,802
people benefitted.

36 projects.

- **92%** of patients with osteogenesis imperfecta experienced improved bone density and better mobility.
- **30** young people with cardiac problems experienced improved functions.
- **85%** of girls, boys and young people were capable of identifying types of emotions and their emotional state.
- **75%** of girls, boys and young people experienced decreases in violent conducts and learned how to tackle these behaviors.
- **99%** of girls, boys and young people recognized the importance of health protocols to prevent COVID-19 infection.
- **93%** of girls, boys and young people improved their self-esteem.



Education Programs:

6,063
people benefitted.
37 projects.

- Projects to promote knowledge acquisition through formal (school) or informal (society) methods.
- Projects to prevent school dropouts.
- Projects to promote extracurricular support and/or learning through Information and Communication Technologies.
- Training for girls, boys and young people.



Nutrition Programs:

1,818
people benefitted.
12 projects.

- Programs that promote healthy eating.
- Programs that prevent and tackle child malnutrition and obesity.

Teamwork plays a fundamental role in achieving our goals and driving the well-being of the children of Mexico, which is why we work closely with the following organizations:

- *Fundación Merced*: it focuses on developing social projects and measuring results.
- *Ambiente Acuavita*: it drives financial resilience and the management of institutional risks.
- UNAM National School of Social Work: eleven interns took part in social projects coordinated by the CSO's.

In 2021, we rolled out the *Por una niñez wixárika bien nutrida* program to decrease child malnutrition levels in the *wixaritari* communities located in *Ocota de la Sierra* in *Mezquitic*, Jalisco. Of the 322 children diagnosed with malnutrition, a total of 280 recovered, representing 87% of the total.

Sustainable Partners

For more than 16 years, we have coordinated voluntary fundraising campaigns via our ATM network with the support of our customers and users, helping a number of social and environmental causes alongside CSO's that share our social development goals.

We have channeled more than MXN \$438 million since we began this program. We are proud to help drive the progress of the most vulnerable communities and support different causes focusing on health, homes, education and the environment.

Bécalos and Seed Capital

In conjunction with the Mexican Association of Banks (ABM) and Fundación Televisa, we help low-income students and teachers continue their studies by offering scholarships. These include full academic year scholarships for elementary, secondary and higher education; scholarships for academic excellence; scholarships for technical and science degrees; and, teacher and principal training scholarships.



Casa de la Amistad beneficiaries

This has been made possible by fundraising efforts from our customers and users through our ATM network. In 2021, we raised MXN \$2,815,932 and donated MXN \$4,634,019 in seed capital, benefitting 1,896 people.

 **28,280**

people benefitted through the MXN \$11,289,379 raised via our ATM's and the seed capital donation made to Bécalos.

Casa de la amistad

In conjunction with this organization, we support children and young people from low-income backgrounds who have cancer. In 2021, we used our ATM network for fundraising, achieving a total of MXN \$2,038,070, which was used to treat 293 children and young people through comprehensive medical support and medication.

UNICEF

This United Nations organization protects the rights of children, especially in terms of their right to quality education. In 2021, we raised MXN \$1,240,075 via our ATM network, benefitting 12,807 people.

Reforestamos México

This organization focuses on protecting forest ecosystems in order to guarantee the social and economic development of the communities that depend on them. In 2021, our 14th year of working with this organization, we raised MXN \$1,233,940 through our ATM network, benefitting 6,800 people.

Escuelas SER

The School of Self-Improvement, Excellence and Results (Escuela SER) is tasked with offering quality education to children from vulnerable backgrounds. This is the third year we have partnered with this organization, and we raised MXN \$1,457,342 through our ATM network, benefitting 3,646 students and teachers.

Va por mi cuenta

We work with this organization to eradicate food poverty. In 2021, we collected MXN \$1,237,250 through our ATM network, benefitting 2,694 girls and boys from low-income backgrounds.

Corazón Urbano

Through our ATM network, we raised MXN \$1,266,770 to benefit 144 low-income families living in houses made from waste materials, helping to improve their living conditions.

Donations

Project/ Programs	Description	People Benefitted
Reforestamos Semilla LikeU*	We provided donations to reforest affected areas, helping create jobs for the community forestry brigade.	102
UNICEF Semilla LikeU*	The goal of this program is to help girls and boys recover lost learning as a result of school closures stemming from the COVID-19 pandemic, as well as to tackle the pre-existing learning crisis.	1,569
Iluminemos de Azul*	The goal of this program is to provide information, training and emotional support to the families of people on the autism spectrum, offering them the tools they need to support the socio-emotional development of their children and improve the quality of life of the entire family.	424
CIMA*	Through our donation we improved access to timely diagnoses, studies and check-ups with specialists, as well as early cancer treatments for women with no access to social security in Guanajuato.	1,264
APAC*	This project focuses on driving the holistic development of children between the ages of 0 and 5 from low-income backgrounds in the metropolitan area of the Valley of Mexico, especially those with risk factors or warning signs of motor maturity and neurological maturity based on their chronological age.	1,182
Quiera Volunteering 2021 (ABM-RRHH)	In conjunction with ABM, we provided the necessary materials and tools to offer mental health support to every boy, girl and young person at the Institutions Strengthened by Quiera (IFQ's).	1,016
Quiera Foundation	We helped six Institutions Strengthened by Quiera (IFQ's) continue offering individual or group mental health therapy sessions aimed at girls, boys and young people.	1,271

*Donation to Semilla LikeU.

Project/ Programs	Description	People Benefitted
Oxígeno Ana Paola	Through social networks, Ana Paola, a 16-year-old from Guadalajara, sold her 73-cm-long ponytail to buy an oxygen concentrator for her grandfather, who had COVID-19. When we learned about her story, we contacted her and donated the medical equipment her grandfather needed.	1
Kardias Foundation	Through our donation, the foundation was able to pay the medical fees for two open heart surgeries and one catheterization.	3
Total		6,832

*Donation to Semilla LikeU.

We also donated to:

- **Consejo de la Comunicación:** as part of our partnership with them to ensure that Mexican society has access to communication campaigns that drive development in the country.
- **Educación Para Compartir:** to help train teachers in the fun teaching methodology **Finanzas para Compartir**, allowing them to adapt and replicate these courses with their students and helping raise awareness among boys and girls of basic concepts of economics and finance.

Corporate Volunteering

Our mission is to contribute to people's progress in a Simple, Personal and Fair way. We have been able to achieve this thanks to the significant contributions and hard work of our employees, reaffirming Santander's commitment to society thanks to the direct actions of our employees.

We promote corporate volunteering not only to drive the social well-being of the communities in which we operate, but also to help reaffirm our employee's pride in being part of the Bank, and developing the skills and capabilities they need in their personal and professional lives, including collaboration, teamwork, leadership and creativity.

We also raise awareness among our employees of the social and environmental issues we are faced with on a daily basis, inviting them to come up with their own ideas about volunteering activities so that, together, we can obtain the desired result.

During 2021, as a result of the COVID-19 pandemic, some of our volunteering was undertaken remotely; however, this did not prevent us from reaching our Responsible Banking goals. In 2021, we achieved the following results:



volunteering hours.



volunteers.



people benefitted.

Our major volunteering activities in 2021 are outlined below:

Virtual HR Volunteering

In collaboration with Fideicomiso Por los Niños de México, Todos en Santander, a series of virtual webinars about health, healthy habits, storytelling, music, competitions and games were broadcasted to the organizations supported by FPNM in conjunction with the contributions of family members and administrative staff from these organizations. A total of 12 volunteering sessions were organized, benefitting 51 organizations and 5,130 girls, boys and young people.

Volunteering - Risk Pro (Retirement Home – Philanthropy, BEI Risks and SME)

The San José Culiacán Retirement Home offers adults over the age of 60 who have no family or have been abandoned a space to live and access to quality treatment and services. To meet the basic needs of these 66 elderly people (48 men and 18 women) from Culiacán, Sinaloa, 9 of our employees used their own resources to provide an in-kind donation totaling MXN \$6,250.

Volunteering - Risk Pro (2021 Parish-Christmas Party)

With the support of 18 of the Bank's employees, we raised MXN \$8,750 worth of in-kind donations (blankets, candy and toys) for 74 children taking catechism classes at the Santa Eduvigis Parish. These gifts were given out during an event organized for the children that included a clown show.

Volunteering – BEI/DIF (Retirement Home)

Our volunteers visited 44 elderly people (22 men and 22 women) living at the DIF Reynosa Retirement Home, providing them with basic personal care items, including adult diapers, wipes, incontinence pads, razors, deodorant, toothbrushes, shampoo, shower gel and other articles. We also donated inflatable mattresses, sleeping bags, shoes, and women's and men's clothing, among other items. We are proud to be the first institution to bring donations to this new retirement home.



Donation to Querétaro General Hospital

Volunteering – BEI/DIF (Sembrando Vida)

Our volunteers visited the Fraccionamiento Los Caracoles neighborhood in Reynosa, Tamaulipas, to plant 30 trees and benefit 200 families living in the area. The goal of this program was to raise awareness among the community of the importance of environmental conservation.

Volunteering - Tuiio for the Community

Through Tuiio, we supported 574 boys and girls at 18 shelters, covering every region in which our financial inclusion division operates. This in-kind donation totaled MXN \$55,800.

Volunteering – Recuperaciones

A total of 28 boys and girls aged from 0-12 were offered support through Fundación Quinta Carmelita IAP, including food, psychological support, medical treatment and formal education. Clothes, toys, boxes of face masks and candy were donated, in addition to food, such as tins of tuna, toilet paper, rice, lentils, beans, UHT milk, cereal, cookies and cooking oil, representing a total in-kind donation of MXN \$60,000.

Volunteering - Delicias con causa

We organized a sale of food made by a family-run business called Tomatitas. The beneficiary of the funds raised was Giovanna, a Bank employee who suffered a physical disability as the result of an accident and now requires a prosthetic leg to walk. The Internal Communication and General Services area issued a memo to employees about the sale of food, which was held at the cafeteria in our Corporate Offices in Santa Fe on September 29. A total of MXN \$30,000 was raised, thanks to which Giovanna and another young woman, Rocío, were able to change their prosthetics.

Volunteering - BEI (San Agustín Chihuahua Migrant Shelter)

We supported migrants travelling through Chihuahua by donating food and water to vulnerable communities.

Volunteering - ITAM PRO-BONO 2021

We coordinated four high-impact courses on innovation and transformation within the financial services sector to help drive the development of human capital and professional outreach activities within the ITAM academic community. The courses were given by a group of distinguished executives from the Bank.

Humanitarian Aid

As part of our commitment to society, we focus on those communities that have been affected by natural disasters, including floods and earthquakes, among others.

In 2021, we focused on the following actions:

CRECIENTE (Center for Resources to tackle Floods, Emergencies and Temporary Needs)

Given that flooding has affected Tabasco in recent years, we rolled out, in conjunction with other institutions, CRECIENTE, the first nationwide digital platform of its kind. The goal of this platform is to organize, prevent and prepare society, CSO's and the authorities to act more efficiently and timely when faced with natural disasters.

Donations to the healthcare sector in Querétaro

As a result of the COVID-19 pandemic, and in conjunction with the Santander Foundation, we donated a total of MXN \$6.3 million in medical equipment to the Querétaro General Hospital, not to mention donating 72,000 meals to medical staff from the Children's Hospital, Women's Hospital, and Dr. Felipe Núñez Lara Hospital.



06

About this Report

- ➔ Reporting process
- ➔ Materiality assessment
- ➔ Annexes
- ➔ Indices
- ➔ Verification letter

Reporting Process

(102-46, 102-48, 102-49, 102-50, 102-51, 102-52, 102-53, 102-54, 102-56)

This is the eleventh year we have published our Responsible Banking Report, aligned with Global Reporting Initiative standards and guidelines, highlighting Santander Mexico's major milestones in the areas of the economy, society, environment and corporate governance.

We have reaffirmed our commitment to being a transparent Institution by reporting our progress in achieving the ten principles of the Global Compact, our contribution to the United Nations Sustainable Development Goals, and our performance in ESG (Environmental, Social & Governance) criteria and in the UNEP FI Principles for Responsible Banking.

The information herein provided corresponds to the period comprising January 1 to December 31, 2021, encompassing the most relevant issues of our different stakeholders, taken from our materiality study. Furthermore, we comply with the [GRI Standards](#) reporting principles for content and quality.

"i. 'This report has been prepared in accordance with the GRI Standards: Core option.' The information herein contained was determined by Banco Santander México, S.A., Institución de Banca Múltiple, Grupo Financiero Santander México.

There were no significant changes nor restatement of information to the list of material topics and the coverage of said topics with regard to the 2020 Responsible Banking Report (published on April 23, 2021). We updated content 306-1, 306-2 and 306-3 from the 2016 version to the updated 2020 version, in accordance with GRI Standards.

Furthermore, we reviewed the content based on our global strategy and public commitments, eliminating content 205-2, which corresponds to Business Ethics and is found in general audited content 102-16 and 102-17, and content 303-1, given that the Group's strategy does not contain a specific commitment in this area.

In order to consolidate the ESG data presented to our stakeholders, and especially to our investors, we have, for the first time ever, reported using the [Sustainability Accounting Standards Board \(SASB\)](#), an extremely useful tool in identifying important material topics.

We have selected the standards that are most directly related to our material topics and to the industry in which we operate, based on the Sustainable Industry Classification System (SICS).

Given that we are part of the financial sector, the industries chosen for this Responsible Banking Report were Commercial Banks (FN-CB), Asset Management and Custody Activities (FN-AC), Consumer Finance (FN-CF) and Investment Banking and Brokerage (FN-IB), all of which correspond to the SASB Content Index.

The Responsible Banking Report 2021 is externally verified by PricewaterhouseCoopers (PwC) who maintains a relationship as a supplier to carry out this process in Santander Mexico, providing trust and transparency to the information reported in the scope of content verification.

The Audit Committee is responsible for proposing the external auditor, in addition to analyzing its findings and assessing its performance. The area tasked with requesting this verification is the Public Relations, Internal Communication and Sustainability area, coordinated by Rodrigo Brand de Lara, who is Joint General Director of Research, Strategies and Public Affairs, and the President's Chief of Staff, in addition to being a member of the Board of Directors. To learn more about the 2021 Responsible Banking Report or about the Bank's sustainability actions, please contact us at:

responsabilidadsocial@santander.com.mx
bancaresponsable@santander.com.mx

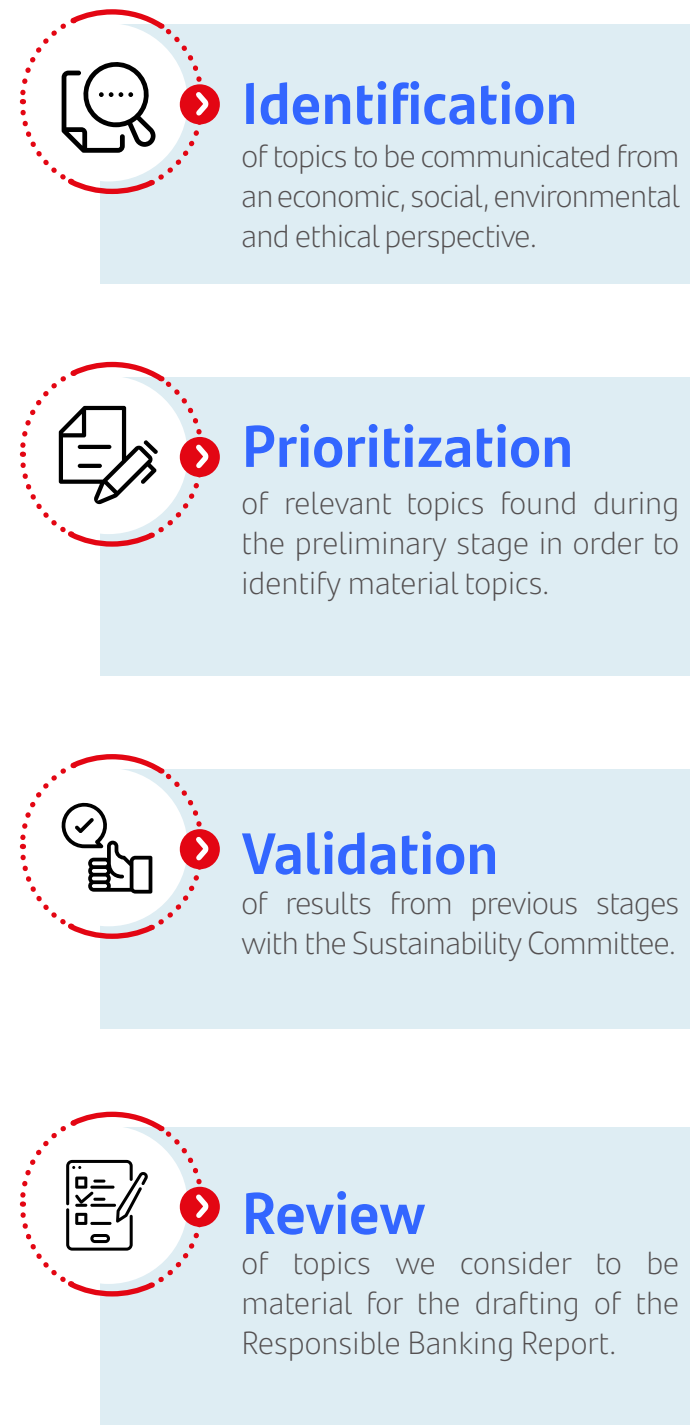


(102-43, 102-44, 102-47)

Materiality assessment (102-43, 102-44, 102-47)

During 2021, we kept the same material topics covering the economic, social, ethical and environment areas corresponding to the materiality study undertaken in 2020, given that there were no significant changes to the Bank's operations.

Based on the GRI Standards recommendations, the following process was implemented:



The methodological model used for this study encompasses the following areas:

- **Review** of the Group's Responsible Banking strategy.
- **Review** of the Annual Report and the results from Santander Global's materiality study.
- **Alignment** with international programs, the 2030 Agenda and global sustainability indices.
- **Comparative** study with other companies from the finance sector and leaders in the area of sustainability.
- **Review** of external and internal press releases.
- **Dialog** with stakeholders based on:
 - » 38 surveys answered by Civil Society Organizations.
 - » 549 surveys answered by employees.
 - » 371 surveys answered by suppliers.
 - » 12 corporate questionnaires.
 - » 22 corporate interviews.
 - » Analysis of pre-existing and recent customer studies and references.

The topics identified in this study were categorized based on their relevance to the business strategy, the value they generate for our stakeholders, and their presence within the information sources consulted. The material topics served as the basis for preparing the 2021 Responsible Banking Report and were the following:

1. Customer satisfaction
2. Talent attraction and retention
3. Cybersecurity
4. Business ethics
5. Support for entrepreneurship
6. Diversity and inclusion
7. Digitalization
8. Sustainable financing
9. Risk Culture
10. Corporate governance
11. Environmental footprint
12. Financial inclusion
13. Community investment
14. Sustainable procurement
15. Occupational health and wellness



ANNEX I**Management Approach to Material Topics** (102-44, 102-47)

Material Topics	Management Approach (103-1)	Coverage
CUSTOMERS		
Customer Satisfaction	Creating long-term value alongside our customers plays a fundamental role in achieving our Responsible Banking goals. By offering a range of products that adapt to their needs, we have been able to gain their loyalty, while also forging trust-based relationships to help ensure they are satisfied with our services. We strive every single day to offer them outstanding and tailor-made services that are accessible, fair and innovative because we are convinced that by offering our customers great service, we can help ensure their satisfaction.	We have a number of different customer-centric service strategies and channels. Our goal is to listen to them in order to improve their experience and ensure their satisfaction. At our branches, Contact Center and core areas, we have implemented the Santander Touch approach to improve customer experience. We have also provided them with access to our Emotional HUB and a communication channel that operates via our Central Unit for Customer Service and Complaints. We also train our employees in customer service areas.
Digitalization	We are convinced of the fundamental role that technologies and the digital transformation can have on businesses today. This is why we strive every single day to incorporate different technologies into our business in order to perfect processes and drive the innovation of our products and services. This will enable us to improve our competitiveness and adapt to the digital era by offering additional value to both our customers and our stakeholders.	We have successfully improved accessibility to channels and platforms thanks to the use of technology. We have also been working tirelessly to offer new services during this transition, helping to meet the needs of our customers. We have a range of different tools and platforms available to our customers, including: Santander Móvil app, SANDI, Universal Onboarding, LikeU Cards, Samsung Members Wallet, My Goals, Santander TAP and GetNet Mexico, among others.
Financial Inclusion	We are convinced that in order to drive social development, it is of fundamental importance that we focus on offering the population as a whole access to financial products and services. In order to do this responsibly and sustainably, we are working on designing services that are available to all, covering the financial needs of the most vulnerable segments of the population and of each person using these services.	Our financial inclusion division, Tuiio, Finanzas de tú a tú, offers microloans to people with limited or no access to financial inclusion in order to help drive social growth.

Material Topics	Management Approach (103-1)	Coverage
EMPLOYEES		
Talent Attraction and Retention	One of our priorities as a responsible bank is to focus on our employees, which is why we have a range of strategies and measures in place to attract and retain the best talent. Our goal is for each and every one of them to feel proud to be part of Santander Mexico.	We promote a career plan among all our employees, offering them the opportunity to develop different aptitudes and skills to guarantee their professional growth. We have achieved this by focusing on training and skills that drive their talent and boost their growth within the Bank. Some examples of these programs include Santander Week, our Culture of Recognition, review processes such as My Contribution and Talent Review, and talent attraction programs like Linkers and others, the goal of which is to help employees achieve a good work-life balance.
Diversity and Inclusion	Diversity and Inclusion are the pillars of our corporate culture. We strive to create, maintain, defend and promote workplaces in which our employees feel included, valued and respected. We are convinced that the differences within our employees help enrich our teams and drive the innovation, creativity and well-being of each and every one of them.	Our Diversity and Inclusion Committee (D&I) comprises employees from different areas and levels within the organization in order to create a diverse and inclusive work environment in all areas within the Bank. The Committee focuses on four core areas: Gender Equity, Generation Talent, Disability, and LGBT+.
Occupational Health and Wellness	Our goal is to guarantee safe work environments for all our employees, in addition to promoting a culture of prevention in all areas within the Bank.	We have a policy in place to prevent psychological and social risks and workplace violence, in addition to promoting a favorable organizational climate. This enables us to identify workplace conditions that could affect the physical integrity of our employees, allowing us to take actions and implement preventive and corrective measures to help avoid occupational risks. We also have a number of initiatives to help safeguard the health of our employees, including the BeHealthy programs, periodic check-ups, the promotion of sporting and cultural activities, and awareness campaigns for healthy habits, among others.

(102-44, 102-47)

Material Topics	Management Approach (103-1)	Coverage
BUSINESS STRATEGY		
Risk Culture	We promote a risk management culture, which is not only necessary to ensure our operations and processes function properly, but also plays a fundamental role in guaranteeing the safety of our stakeholders and our activities.	We have a Corporate General Risk Framework, the goal of which is to establish common guidelines for managing and controlling risks within the Bank. The Framework defines roles and responsibilities, in addition to outlining the requirements for proper governance. It has three lines of defense: 1) Risk Management 2) Risk Supervision and Control 3) Risk Assurance
Business Ethics	We are governed by a series of standards, values and principles that we follow ethically and responsibly. This has enabled us to consolidate our Responsible Banking model and guarantee sustainable growth and transparent relationships with our stakeholders.	As part of our strategy to guarantee responsible and ethical operations, we have a General Code of Conduct (GCC), and we also offer a series of comprehensive training programs and sessions to ensure compliance. We also have anti-corruption measures that include all employees within the Bank. We have an Ethics Line, a reporting system that offers our employees access to a number of channels to anonymously report any irregularities that affect the proper functioning of the Bank.
Cybersecurity	We are fully aware of the importance of the role that technologies play in an ever-changing world. This is why we strive to use them properly in order to successfully achieve our goals. We also know that using these tools is a major responsibility in terms of the inherent risks and dangers.	In order to safeguard the data and sensitive information of both our customers and the Bank in general, we strive every single day to bolster our cybersecurity. We have a series of policies in place that focus on technological risks and provide guidelines and regulations that all Santander employees must follow. We also decided to make October our Cybersecurity Awareness month. During this period, we organize a number of activities to give our employees the opportunity to develop skills and boost their knowledge on how to defend themselves from cyberthreats.

(102-44, 102-47)

Material Topics	Management Approach (103-1)	Coverage
CORPORATE GOVERNANCE		
Corporate Governance	The resilience of our corporate governance has enabled us to achieve our goals in an ethical and transparent manner while complying with all applicable regulations. Thanks to this, we have been able to consciously integrate sustainability into our business in order to successfully achieve our Responsible Banking goals.	Our corporate governance structure is guided by a series of policies, standards and procedures that ensure it functions correctly. It is tasked with ethically directing and controlling the management of our governing bodies and our relationships with our stakeholders. The Board of Directors and Committees are tasked with approving the Governance Model and Corporate Frameworks that make up the Groups' Internal Governance system, which is based on local regulations and legislation.
ENVIRONMENTAL IMPACT		
Environmental Footprint	The environment and natural resources play an important role in guaranteeing the sustainability of the Bank and of future generations, therefore, we ensure their protection through a number of different initiatives, including saving water and paper, using clean energies, ensuring proper waste management, and eliminating single-use plastics.	Santander became a founding member of the Net-Zero Banking Alliance to help accelerate the transition to a zero-emission economy. We continue promoting the elimination of all single-use plastics at our offices.
SOCIAL IMPACT		
Community Investment	We contribute to the economic progress and well-being of the communities in which we operate through social investment programs rolled out in conjunction with different organizations. This allows us to drive social inclusion within the most marginalized sectors and promote a sustainable future for all.	Santander Universities has celebrated 25 years of promoting the education and training of thousands of university students. Fideicomiso Por los Niños de México (FPNM) supports socially and economically disadvantaged children by financing projects that focus on improving their education, health and nutrition. We also coordinate fundraising campaigns with our customers and users through our ATM network to support a number of social and environmental causes. We provide donations to boys and girls from low-income families. We promote corporate volunteering and humanitarian aid in order to drive the progress of people.

(102-44, 102-47)

Material Topics	Management Approach (103-1)	Coverage
Support for Entrepreneurship	We know that the domestic economy depends greatly on SME's, which is why we are interested in supporting entrepreneurs and companies by offering them loans for example: Crédito Agro, Mujeres empresarias, Impulsos NAFIN, among others.	We have offered SME's access to a series of free courses, digital talks and webinars to help them adapt to changes in consumer needs and habits as a result of the pandemic. Furthermore, in conjunction with GetNet, we launched G Store, a platform that offers any entrepreneur or SME the opportunity to create their own online store (including a catalog page, sales process, Santander GetNet payment option model and functioning delivery options) with the support of a professional team.
PRODUCTS AND SERVICES		
Sustainable Financing	In keeping with our goal to combat climate change, we firmly support sustainable financing that is based on ESG criteria as we want to drive social development and protect the environment. We also support the transition to a carbon-free economy, finance renewable energy projects, and help tackle climate change.	Through Santander Corporate and Investment Banking (SCIB) Mexico, the entity tasked with managing the financing of sustainable bonds, we created a specialized team in this area - ESG Solutions Mexico – the goal of which is to promote sustainability by financing green projects and providing guidance and support to our customers. In 2021, we participated in issuing the Sustainability-Linked Syndicated Bond (Coppel). Through SAM, Banco Santander's Investment Fund Manager that promotes a sustainable approach to investments, we launched the second Equity Fund based on ESG criteria: the Global ESG Equity Fund (SAM-RVG).
SUPPLIERS		
Sustainable Procurement	Our suppliers play a major role in our value chain, which is why they are selected based on our Responsible Banking principles in order to guarantee ethical and transparent relationships. This is why it is essential that they align themselves with our values and ethical, legal, social, environmental and economic criteria.	When signing a contract with us, fully standardized suppliers commit to complying with a Corporate Social Responsibility clause covering human rights, labor standards, the fight against corruption, health, safety requirements, and diversity and inclusion within the suppliers' working environment.

ANNEX II

Profile of the Board of Directors (102-22)

INDEPENDENT BOARD DIRECTORS (SERIES F)

Mrs. Laura Renee Diez Barroso Azcárraga

Since 2015, she has been the President of the Board of Directors of *Grupo Aeroportuario del Pacífico* (NYSE PAC) and is a member of the Board of Directors of Telmex, the Roberto Garza Sada Center, Chapultepec Forest Trust and the San Idelfonso Museum, where she served as President of the Board of Trustees for 10 years. She is also the co-founder of LCA Capital, a family office dedicated to investing in public and private entities. In 2006, together with a group of investors, she acquired a controlling stake in *Grupo Aeroportuario del Pacífico* (NYSE PAC), which operates 12 airports in Mexico, including Guadalajara, Puerto Vallarta, Los Cabos and Tijuana, as well as Montego Bay in Jamaica. In 2002, she was a shareholder in a company alongside Carlos Slim to rescue the Historic Center of Mexico City. In 1979, she served as director of TU magazine. In 1988, Laura founded Editorial Eres, and, in 1995, Editorial Eres merged with Editorial Televisa, resulting in her appointment as Chairwoman of the Board and Managing Director. In late 2000, Laura sold her stake in the company and became involved in various philanthropic efforts in Mexico, including *Pro Mujer*, microloans for women, *El Mexicanito*, and the San Idelfonso Museum, among others. She is currently the president of the Gap Foundation, which aims to improve education and currently works with 3 elementary schools and 1 secondary school. In addition, she was a member of the Board of Directors of Royal Caribbean International (NYSE RCCL) for 14 years and of *Grupo Financiero Inbursa* for 15 years.

Mr. César Augusto Montemayor Zambrano

He is an entrepreneur and private investor. He spent 14 years in global investment management in New York at JP Morgan Treasury, and later managing global funds through his company. In Monterrey he founded what is now InverCap AFORE, which he presided over and directed for 20 years. Currently he is a shareholder, director, founder, and honorary president of InverCap. He served as President of COPARMEX Nuevo León from 2015 to 2017 and continues as National Councilor. He

currently participates as Counselor of the Higher School of Music and Dance, University of Monterrey, MARCO Museum and Tec Milenio University. He is also a member of the Board of Directors and chairs the Audit Committee of Monterrey Institute of Technology and Higher Education. He is one of the founders and current President of *Hagámoslo Bien*. He chairs the Public Finance Commission of the Nuevo León Council. He received his degree as Chemical and Systems Engineer from the Monterrey Institute of Technology and Higher Studies in 1980. With a Postgraduate Degree in Chemical Engineering and Business Administration from Columbia University in New York where he obtained a Master of Science degree.

Mrs. Bárbara Garza Lagüera Gonda

She is the President of the Acquisitions Committee of FEMSA Cultural Projects. Director of the following listed companies: Coca-Cola FEMSA (KOF) and *Fomento Económico Mexicano* (FEMSA), the largest bottling franchise for Coca-Cola products of the world. She also serves as counselor for Financial Solutions (SOLFI), Fresnillo and Promecap Acquisition Company and also on the boards of non-profit organizations *Patronato Museo Franz Mayer*, *Fondo para la Paz*, *Museo de Arte Contemporáneo de Monterrey*, among others. She has a degree in Business Administration with a master's degree from the Monterrey Institute of Technology and Higher Education.

Mr. Juan Ignacio Gallardo Thurlow

He has served as Chairman of the Board of Directors of Grupo GEPP (Group of Pepsicola Bottlers and their brands in the Mexican Republic) and of *Grupo Azucarero México, S.A. of C.V.* He is a member of the Board of Directors of Caterpillar, Inc. and of Lafarge, S.A., of the international advisory board of Bombardier Inc. He is a member of the Mexican Council of Businessmen, A.C. and the Business Council of Latin America. He is the General

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Coordinator of COECE (Coordinator of Foreign Trade Business Organizations for negotiations with the Free Trade Agreements of Mexico). From 1978 to 1989 he served as a member of the Board of Directors of Babcock de México, S.A. of C.V. From 1974 to 1988 he was president of the Board of Directors of Clevite de México, S.A. of C.V. From 1981 to 1983, he was deputy general manager of *Grupo Industrial Minera México, S.A.* From 1976 to 1980 he was General Director of the international and investment banking division of *Multibanco Comermex, S.A., Institución de Banca Múltiple*. He graduated in Law from the Escuela Libre de Derecho and has an AD II Program at the PanAmerican Institute of Senior Business Management.

Mr. Guillermo Jorge Quiroz Abed

He served as the Corporate Director of Administration and Finance at Grupo Bimbo for the past 18 years. From 1997 to 1999 he was in charge of the Finance Department of the Santander Serfin Group, involved in the restructuring of the bank and subsequent sale to the Santander Financial Group. He started his professional career as Finance Director in *Grupo Condumex* from 1978 to 1992 and later had the same position in *Aeromexico, Mexicana de Aviación* and *Cintra* until 1997. He was a full-time professor in the finance area at IPADE. He is an Actuary from the Anáhuac University and the Autonomous University of Mexico and has a Master's degree in Business Management from IPADE.

Mr. José Eduardo Carredano Fernández

He is the President of the Board of Directors of *La Ideal S.A. de C.V., Aceros La Ideal S.A. de C.V., Industrial Formacero, S.A. de C.V.,* and *Fianzas Asecam, S.A.* He is also a member of the Boards of Directors of *Inmobiliaria Silver, S.A. de C.V., Asecam, S.A. de C.V.* and *Grupo Financiero Asecam, S.A. de C.V.* He was a member of the Board of Directors of *Credicam, S.A. de C.V., SOFOM E.R.* from 1991 to 2008, *Seguros Génesis, S.A.* from 1993 to 1997, and *Fianzas Asecam, S.A.* from 1994 to 2014. He studied Public Accounting at *Universidad Iberoamericana*.

Mr. Alberto Torrado Martínez

He is a member of the board of directors of the *Bolsa Mexicana de Valores, S.A.B. de C.V., ProBosque de Chapultepec* Trust and member of the Mexican Business Council. He is founder, General

Director, Patrimonial Advisor, Chairman of the Board of Directors, Executive President of *Alsea, S.A.B. of C.V.* He has served as President of the National Association of Fast Food Services and as a member of the National Chamber of the Restaurant Industry and Seasoned Foods. He holds a Bachelor's Degree in Accounting from the Autonomous Technological Institute of Mexico, post-graduate studies at the Pan-American Institute of Corporate Senior Management and participated in several courses at Harvard Business School and Wharton School at the University of Pennsylvania.

NON-INDEPENDENT DIRECTORS (SERIES F)

Mr. Héctor Blas Grisi Checa

He is a member of the Board of Directors of GFSM, Banco Santander Mexico, Santander Stock Exchange, *Santander Consumo* and *Santander Vivienda* and serves as the Executive Chairman and CEO of Grupo Financiero Santander México and Banco Santander (Mexico). He was the Executive President and CEO of Grupo Financiero Credit Suisse (Mexico), S.A. of C.V. from 2001 to 2015, from 2001 to 2006 he served as the General Director of the same Institution, previously from 1997 to 2001, he was Director of Investment Banking at Credit Suisse Mexico. He was a member of the Board of Directors of Credit Suisse Americas, of the Global Credit Suisse Committee and Member of the Americas Operating Committee. He also held several positions in *Grupo Financiero Invermexico* from 1991 to 1997, in the investment and corporate banking divisions. From 1986 to 1991, he worked at the *Casa de Bolsa Inverlat*, in the corporate banking department. He is Vice President of the Association of Mexican Banks since 2011. He has a degree in Finance from the Universidad Iberoamericana of Mexico City, where he graduated with honors.

Mrs. Magdalena Sofía Salarich Fernández de Valderrama

In 1979 she started working as head of the department Information Center of Citroën (Hispania), in 1980 she was designated head of the training department, in 1986 she was designated Marketing Director, later in 1993 she was appointed attaché to the commercial management for Europe of Citroën Automobiles position that she combined with the marketing management, until 1994, when she was appointed marketing director for Europe. In

1996 she was named Executive Vice President of Citroën Hispania, as well as European Commercial Marketing Director in Citroën cars, in 2001 was appointed Commercial Director in Europe and Commercial Marketing Director in Citroën cars (27 countries), in the same year she was appointed Executive Director and Vice President Senior Citroën Spain. In 2007 she was appointed Vice President Senior of the Ramón Areces Foundation. She is currently the Senior Executive Vice-President of Banco Santander, S.A. as well as Head of Santander Consumer Finance, Vice President of the Board and member of the Executive Committee of Santander Consumer Finance, S.A, a member of the Supervisory Board of Santander Consumer Bank AG, Santander Consumer Holding GmbH and a member of the Board of Directors of *Financiera El Corte Inglés, E.F.C. S.A.* She has obtained various recognitions, such as: Légion d'Honneur of the French Republic in the 2001; the Golden Cross of the Spanish Development Association European in 2007, as well as the Best Manager Award of the Year, granted by the Spanish Association for Company Financiers and Treasurers (ASSET). 2006. She is an Engineer from the Catholic Institute of Arts and Industries (ICAI), hold a master's Degree in commercial management and marketing from the *Instituto de Empresa* and general management studies at the Institute of Superior Studies of the Company (IESE).

Mr. Francisco Javier García-Carranza Benjumea

He is the Deputy General Director of Banco Santander. He is in charge, globally, of Restructuring, Participations, Real Estate, Recovery Strategy and Loan and Asset Provisions. Before joining Banco Santander in February 2016, he worked at Morgan Stanley, based in London, as Co-Head of Real Estate Investment Banking for EMEA (Europe, Middle East and Africa). At Morgan Stanley he advised clients on Mergers and Acquisitions (M & A), equity financing transactions and debt for more than \$ 100 billion. He is a member of the Board of Directors and the Executive Committee of *Metrovacesa Suelo y Promoción SA*, member of the Board of *Metrovacesa Promotion and Leasing*, of the Asset Management Company from Banking Restructuring (Sareb), *Banco Popular SA*, Santander Spain, Altamira Asset Management SA, Altamira Real Estate, and President of Merlin Propertiesy Board Member of *Santander Capital Desarrollo SGEIC SA*. He has a degree in Business Administration from the Carlos III University of Madrid.

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Mr. Ángel Rivera Congosto

He is currently Head of Retail Europe at Banco Santander Parent. From 2017 to 2020, he was Executive Vice President of Commercial Banking at Banco Santander Mexico. He previously served as General Manager for the Retail Banking division and as a member of the Management Committee at Banco Santander Parent. He has served as a member of the Board of Directors of Banco Santander Parent, Banco Santander Totta in Portugal, Banco Santander Uruguay, Banco Santander Peru and Banco Santander International (United States of America). He began working at the Santander Parent Group in April 2013 as General Manager of the Business, SME and Institutions group within the Retail Banking division. Previously, he was at Banco Popular for 24 years, where he worked in retail branches for 6 years and led the Presidency Cabinet, the International Banking area, the Strategy and Corporate Development area, the Human Resources and Rights division, the General Media department and the Commercial Network groups. He also served as General Business Director of Banco Popular. He has a diploma in Business and Tourism Activities from the Official School of Tourism of Spain and has completed the Senior Business Management Program (PADE) at IESE (University of Navarra) and the Development Program in Corporate Finance at *Instituto de Empresa de Madrid*. He has also participated in a number of financial programs in the United States and Australia and is a member of the Australian Institute of Banking & Finance. He has also been a member of the Board of Trustees of the College of Financial Studies (CUNEF), a member of the Board of Trustees of the Spanish Foundation for Banking and Financial Studies, a professor in the Master of Portfolio Management and Financial Markets program at the Graduate School of Finance at A Coruña, and co-author of the books entitled "Experts in People," "In Search of Commitment," and "31 Keys to Risk Management in Banking Entities". He has also published several articles in Spanish economic journals and newspapers.

Mr. Didier Mena Campos

He is Chief Financial Officer since November 2016, before he was Deputy General Director of Finance at Banco Santander México in May 2016. Before joining Grupo Santander, Mr. Mena worked in several financial institutions as: (i) Execution Finance,

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an investment bank, where he was a Partner from 2014 to 2016, (ii) Navix, a financial company focused on financing companies in the Mexican energy sector, where he was CEO from 2013 to 2014, (iii) Credit Suisse, whose last responsibility was as Managing Director of the Group of Financial Institutions of Latin America between 2010 and 2012, (iv) during 2008 to 2010 he was Chief Financial Officer of *Financiera Independencia*, (v) Between 2001 and 2008 he served as Director of Credit Suisse in Investment Banking and Fixed Income and (vi) collaborated for *Grupo Financiero BBVA Bancomer* from 1994 to 2000, with responsibilities in the ALCO and participating in strategic operations such as the merger with BBVA, the acquisition of Banca Promex, the acquisition of the 49% stake held by *Aetna Seguros*, *Afore* and *Pensiones Bancomer* and the strategy of the branch network. Outside of the financial sector, he worked at *Oro Negro*, a Mexican drilling company, from 2012 to 2013 as Financial Director and Director of Investments. He studied economics at ITAM and received his master's degree in business administration from Boston University.

Mr. Rodrigo Brand de Lara

He is Deputy General Director of Studies, Strategy, Public Affairs and Chief of Staff of the Presidency of Banco Santander México since 2011. In 2010, he was General Director of the Division of Social Communication of the Ministry of Foreign Affairs. From 2006 to 2010, he was the head of the Social Communication Unit and Speaker of the SHCP. From 2004 to 2006, he served as General Director of Social Communication and Institutional Liaison of the IPAD. Previously, he held various positions in the SHCP: 2003 to 2004 Deputy General Director Economic and Financial Analysis, 2000 to 2001 Senior Advisor to the Undersecretary of Finance and Public Credit, 1999 to 2000 Deputy Director of Internal Credit Coordination and Collection. From 1996 to 1999, he was an Economist for Mexico at Deutsche Morgan Grenfell and during 1996 he was also an Advisor to the Deputy Director of Financial Engineering at *Banobras*. He has a degree in Economics from the *Instituto Tecnológico Autónomo de México*.

Mr. Emilio de Eusebio Saiz

He has been Deputy General Director of Intervention and Control Management at Santander Mexico since 2010. He started his

career at the Human Resources department of the Santander Group, where he worked from 1989 to 1990. He worked in the Financial Division of the Santander Group between 1990 and 1992, and afterwards at the General Intervention and Control Management division of the Santander Group from 1992 to 2008. He became Deputy General Director of Intervention and Control Management at Santander Mexico in December 2010 after serving as the Director for Control of Corporate Management of Expenses at the Santander Group between March 2008 and November 2010. He holds a degree in Economics from *Universidad Complutense* in Madrid and holds an MBA from *Instituto de Empresas de Madrid* in Spain.

INDEPENDENT BOARD DIRECTORS (SERIES B)

Mr. Antonio Purón Mier y Terán

He has served as a member of the Board of Directors of Nadro, S.A., as well as the Board of Trustees of the National Museum of Art, Banco Santander Matriz and the Board of Trustees of the *Universidad Iberoamericana*. He has also served as a member of the Board of Directors of Zurich Santander Seguros México, SA, and worked as an associate of the Center for Research and Economic Analysis (CIDAC) and as a member of the Institute for Development and Educational Research (IFIE) and of *Metropoli 2025*. He has worked as a consultant for public and private institutions regarding strategy, operations and organization in collaboration with the Center for Economic Research and Teaching (CIDE) and with other specialists. He served as associate director in the Mexico office of McKinsey & Company, Inc., for more than 26 years. He has served as a teacher of training courses for McKinsey partners and has been in charge of the "coaching" program of partners worldwide. Before starting at McKinsey, he was a full-time professor at the *Universidad Iberoamericana* and worked at the Mexican Petroleum Institute, Pan American Engineering and Polioles, S.A. He is a Chemical Engineer from the *Universidad Iberoamericana* and has a Master's Degree in Business Administration from Stanford University.

Mr. Fernando Benjamín Ruiz Sahagún

He serves as board member of the *Bolsa Mexicana de Valores*, S.A.B. de C.V., *Fresnillo, PLC*, *Grupo Cementos de Chihuahua*

S.A.B. de C.V., *Grupo México*, S.A.B. de C.V., *Grupo Palacio de Hierro*, S.A.B. de C.V., *Grupo Pochteca*, S.A.B. de C.V., Kimberly Clark de México, S.A.B. de C.V., Mexichem, S.A.B. de C.V., RASSINI, S.A.B de C.V., and Arcelor Mittal Las Truchas, S.A. of C.V. He has served as a member of the International Tax Association (IFA for its acronym in English) and the Mexican Institute of Finance Executives, A.C., as well as a member of the Mexican Institute of Public Accountants, A.C. and served as a member of the Council. He is one of the founding partners of Chévez, Ruiz, Zamarripa y Cía. S.C., a tax office in which he has served as a counselor. He holds a degree in Public Accounting from the National Autonomous University of Mexico.

Mrs. María de Lourdes Melgar Palacios

She is an academic and consultant, expert in energy and sustainable development, based in Mexico, and a researcher affiliated with the Center for Collective Intelligence of the Massachusetts Institute of Technology (MIT), where she held the Robert E. Wilhelm Chair at the Center for International Studies during the 2016-2017 academic year. In the academic field, she has been Founding Director of the Sustainability and Business Center of the EGADE Business School of the Monterrey Institute of Technology and Higher Education, visiting researcher at the Woodrow Wilson Center for International Scholars and at the Jackson School of Geosciences at the University of Texas, as well as a professor at the Monterrey Institute of Technology and Higher Education and the *Instituto Tecnológico Autónomo de México*. She is a National Researcher of the National Council of Sciences and Technology. She graduated with honors from Mount Holyoke College where she studied International Relations and Comparative Literature. He has a doctorate in political science, specializing in political economy, from MIT. She is a member of the International Women's Forum and chairs IWF Mexico, she is Global Ambassador of Vital Voices, ambassador in the C3E Women in Clean Energy initiative. She is a member of the Mexican Council of International Affairs and the Trilateral Commission. She has been recognized with the Woman of Challenges Award in 2015, has been included in the list of 100 Leaders of the Mexican energy sector for seven consecutive years, receiving in 2012 the Award for Energy Achievement for academic and research career, as well as the Vasco de Quiroga Award to the citizen's merit by the *Álvaro Obregón* Delegation.

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Mr. Jesús Federico Reyes Heróles González Garza

From 2006 to 2009 he was the General Director of *Petróleos Mexicanos*. He is the Executive President of *StructurA*. He is a member of several Boards of Directors, including OHL México, S.A.B. of C.V. and Water Capital Mexico (WCAP Holdings, S.A. de C.V.). He is a member of the Energy Intelligence Group Advisory Board. From 2010 to 2012 he served as a member of the Advisory Board of Deutsche Bank. He is a member of the Water Advisory Council, A.C. and Chairman of the Water Committee of the Gonzalo Río Arronte Foundation. From 1997 to 2000 he was Ambassador of Mexico to the United States. From 1995 to 1997 he was Secretary of Energy. From 1994 to 1995 he was Managing Director of Banobras. From 1993 to 1994 he was the representative of Mexico in the Eminent Persons Group of APEC. He has a degree in Economics from the Autonomous Technological Institute of Mexico and a Law Degree from the National Autonomous University of Mexico. He has a Doctorate in Economics from the Massachusetts Institute of Technology.

Mr. Rogelio Zambrano Lozano

He is Chairman of the Board of Directors of CEMEX S.A.B. since May 15, 2014. He served as a member of CEMEX's Board of Directors since 1987 and in 1997 he chaired his Finance Committee. He founded in 1983 and headed until his appointment as the new President of the Board of Directors of CEMEX the company CARZA S.A. de C.V., specialized in the development of real estate projects in Mexico. Between 1977 and 1983 Mr. Zambrano Lozano held various positions at CEMEX, in areas related to production, distribution, marketing and strategic planning. He has been a professor since 1985 in the Division of Business Development of the Monterrey Institute of Technology and Higher Education, as well as a member of the Business Executive Committee of the Business Incubator and President of the Business Council of the Business Incubator Campus Monterrey of the same Monterrey Institute of Technology and Higher Education. He graduated as an Industrial and Systems Engineer from the Monterrey Institute of Technology and Higher Education in 1977 and obtained a Master's Degree in Business Administration (MBA) in 1980 from the Wharton Business School of the University of Pennsylvania, USA.

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Mr. Guillermo Francisco Vogel Hinojosa

He is currently President of the National Chamber of the Iron and Steel Industry (CANACERO), formerly held the same position from 1987 to 1989 and from 2001 to 2003. He is Vice President of the Board of American Iron & Steel Institute (AISI) and President of the North American Steel Council. He is a member of the Boards of: Tenaris, Techint Mexico, ALFA Corporation, Universidad Panamericana-IPADE, Rassini, Mexican Capital Investment Corporation, Innovare, Grupo Assa and American Iron and Steel Institute among others. He is also Chairman of the Board of Directors of Grupo Collado and Exportaciones IM Promoción and member of the Trilateral Commission and the International Council of the Manhattan School of Music. Previously, he held the position of Executive Vice President and CEO of TAMSA in 1987. In June 1997, he was promoted as Vice President of the Board of Directors. Since 2002 he has been Director and Vice President of the TENARIS Council. Mr. Vogel began his career within the Bank of America Corporate Banking in Los Angeles, California in 1976, where he became Vice President. In 1979 he joined Banamex also in Corporate Banking and in 1983, as Director, he decided to move to Tamsa as CFO. He has a degree in Business Administration from the National Autonomous University of Mexico (UNAM) and has a M.B.A. by the University of Texas at Austin.

Mr. Joaquín Vargas Guajardo

He has served as Chairman of the Board of Directors of *Corporación Mexicana de Restaurantes, S.A.B. of C.V.* and previously as Chairman of the Board of Directors of *Grupo MVS Comunicaciones*, of the National Chamber of the *Radio and Television Industry* and of the Association of Directors of Restaurant Chains. He has also served as a director of several companies, including *Vitro, S.A.B. de C.V.*, *Grupo Posadas, S.A.B. de C.V.*, *Periódico el Universal, Médica Sur, S.A.B. de C.V.*, *Grupo Aeroportuario del Pacífico, S.A.B. of C.V.* and *Grupo Costamex*, among others. From April 1997 to April 2005 and from April 2008 to April 2012 he was a member of the Board of Directors of the BMV. He has a degree in Business Administration from the Monterrey Institute of Technology and Higher Education and has senior management studies from the Pan American Institute of Senior Business Management.

Mrs. Esther Giménez-Salinas Colomer

She is currently Director of the Pere Tarrés Chair of Social and Restorative at *Ramon LLull University* in Barcelona, Spain, a field in which she has been a pioneer. She is a consultant for Santander Universities, a member of the Bioethics Committee of the Government of Catalonia, and a member of Aqu (the quality assurance agency for the Catalan university system). Between 2012 and 2020, she was an independent director at Banco de Santander. She was the chancellor of Ramon LLull University (2002-2012), during which she was President of the Women and Science Commission, and a member of Board of Directors of the Conference of Presidents of Spanish Universities and of the European University Association. In 1996, she was appointed Chair of Criminal Law and Criminology at Ramon LLull University in Barcelona, and between 1996 and 2001, she was a spokesperson for the General Council of the Judiciary in Madrid. Between 1983 and 1993, she was Director of the Center for Judicial Studies. At an international level, she has studied in both France and Germany, has been a member of the Criminal Policy Committee at the European Council (1993-1997), has been invited to lecture at the Fordham University School of Law (2012-2013) and at the UNAM in Mexico (2015), and was appointed the Nelson Mandela Special Chair of Restorative Justice at the National Human Rights Commission (CNDH) in Mexico City in 2017. She has been awarded numerous prizes, including the Saint Raymond of Penyafort Cross of Honor, a Gold Medal from the Basque Institute of Criminology, the Cesare Beccaria Gold Medal, and the International Victimology Award. She has a Ph.D. in Criminal Law, a Bachelor's degree in Law, and a Diploma in Applied Psychology from the University of Barcelona. She is the author of more than 100 publications in her field of expertise.

ANNEX III**Sustainable Development Goals (SDG) (102-12)***

We are aligned with the United Nations Sustainable Development Goals (SDG) and the 2030 Agenda. The goal is to create a prosperous world, improve everyone's quality of life, and leave no-one behind by eradicating poverty, protecting the environment, promoting gender equality, and ensuring quality education, among other areas.



Hope beneficiaries

*Verification by PwC of page 219 encompasses only what is required by GRI Sustainability Reporting Standards content 102-12, compliance with the UN Sustainable Development Goals (SDGs) and the 2030 Agenda were not validated by PwC.

In 2021, in accordance with our 11 public commitments and aligned with the 17 SDG and their specific goals, we achieved a major impact through the following activities and investments:

Santander Goal	SDG	SDG Target	Our Actions
Help 4 million people through a range of community investment programs (2021)	1. No Poverty	1.3 Implement nationally appropriate social protection systems and measures for all, including floors, and by 2030 achieve substantial coverage of the poor and the vulnerable.	<ul style="list-style-type: none"> + MXN \$125 million in social investment. 55,528 people benefitted through 32 social investment initiatives in 2021.
	2. Zero Hunger	2.2 By 2030, end all forms of malnutrition, including achieving, by 2025, the internationally agreed targets on stunting and wasting in children under 5 years of age, and address the nutritional needs of adolescent girls, pregnant and lactating women and older persons.	<ul style="list-style-type: none"> 12 nutrition projects benefitted 1,818 girls and boys through FPNM. 36 health projects that benefitted 5,802 girls and boys through FPNM. +72,000 meals donated to medical staff at the Children's Hospital, Women's Hospital and Dr. Felipe Núñez Lara Hospital. MXN \$6.3 million invested in medical equipment for Querétaro General Hospital to support the healthcare sector during the COVID-19 pandemic.
	3. Good Health and Well-being	3.2 By 2030, end preventable deaths of newborns and children under 5 years of age, with all countries aiming to reduce neonatal mortality to at least as low as 12 per 1,000 live births and under-5 mortality to at least as low as 25 per 1,000 live births.	<ul style="list-style-type: none"> 293 minors offered cancer treatment through Casa de la Amistad. 8,899.50 volunteering hours with the participation of 12,676 volunteers, benefitting 6,733 people.

Santander Goal	SDG	SDG Target	Our Actions
Offer 200,000 scholarships, internships and programs to entrepreneurs (2021)	4. Quality Education	4.4 By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship. 4.b By 2020, substantially expand globally the number of scholarships available to developing countries, in particular least developed countries, small island developing States and African countries, for enrolment in higher education, including vocational training and information and communications technology, technical, engineering and scientific programs, in developed countries and other developing countries.	<ul style="list-style-type: none"> We gave 47,519 scholarships to college students during 2021 through Santander Universities. In 2021, Santander Universities celebrated 25 years of supporting the education of university students. 18,349 children, young people and teachers benefitted through Bécalos, UNICEF and Escuela Ser. 37 education projects that have benefitted 6,063 children through Fideicomiso por los Niños en México (FPNM). Through the Santander X - MX award, we want to drive the development of university startups that have a positive impact on the country. The Explorer program, which supports young entrepreneurs who want to turn their business idea into a viable project, was launched for the first time in Mexico.
Ensure at least 30% of our directors are women (2025)	5. Gender Equality	5.5 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.	<ul style="list-style-type: none"> Currently 18.03% of our senior management posts are held by women (Promotorio, Faro and Solaruco). We promote female talent through our Women 360, Women Leaders Santander, Cross Mentoring and Mastermind programs. 55% of our workforce are women. We improved pay equity by 1% in 2021. 36.4% of the proprietary members of our Board of Directors are women.
Achieve gender pay equity (2025)			
Ensure women represent between 40% and 60% of our Board of Directors (2021)			

Santander Goal	SDG	SDG Target	Our Actions
Become one of the 10 Best Companies to Work For in at least six of the major regions in which we operate s (2021)	8. Decent Work and Economic Growth	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.	<ul style="list-style-type: none"> 9,354 new hires. 3,488 employee promotions. 1,047,547 employee training hours. We are positioned within the top 10 of the Super Companies ranking ahead alongside more than 25 companies within the category of companies with +3,000 employees. We were also recognized as a Super Company for Women by Expansión magazine. BeHealthy employee program. The Diversity and Inclusion Committee is based on four pillars: Gender Equity, Generational Talent, Disability, and LGBT+. We promote a culture of recognition among our employees and the Santander Week. Employee training sessions and emergency drills to promote a culture of prevention within the Bank We communicated our Diversity and Equality Policy to reaffirm total respect for all Bank employees.
Financially empower 10 million people (2025)	10. Reduced Inequality	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.	<ul style="list-style-type: none"> We financially empowered 587,551 people through microloans, accessibility and financial education in 2021. 264,415 microloans granted in 2021. 88,356 new unique Tuiio customers in 2021. 92% of active Tuiio customers are women.
Eliminate unnecessary single-use plastic in all our offices and buildings (2021)	12. Responsible Production and Consumption	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reus.	<ul style="list-style-type: none"> We reached 100% of our goal in 2021. We raised awareness among our employees through internal campaigns regarding the importance of separating waste at our offices.

Santander Goal	SDG	SDG Target	Our Actions
Ensure that 100% of the energy we use comes from renewable sources (2025)	13. Climate Action	13.1 Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries.	<ul style="list-style-type: none"> We participated in the issuing of two green bonds, two sustainable bonds and one social bond, in addition to two syndicated loans and a revolving loan with ESG criteria in 2021. We held the first Sustainable Santander Mexico Forum, during which we positioned ourselves as global leaders in the financing of renewable energies, helping to drive the transition to a green and carbon-free economy. Santander Group became a founding member of the Net-Zero Banking Alliance to help accelerate the transition to a zero-emission economy in 2021. We reduced CO₂ emissions by 16.8% and 3.4% of internal energy use during 2021. We have an Environmental Management System. ISO 14001: 2015 recertification. We created a team specializing in this area - ESG Solutions Mexico – the goal of which is to promote sustainability by financing green projects and providing guidance and support to our customers. We launched SAM-RVG, our second Equity Fund tied to ESG criteria in Mexico. We offered 49,083 loans through our Green Car Plan in 2021. 80.4% of the paper we use comes from sustainable forests. MXN \$1,233,940 raised via our ATM network for Reforestamos México.
Become carbon neutral in 2020			15. Life on Land
Finance a total of €120 billion to help tackle climate change (2025)			

ANNEX IV

Contribution to the United Nations Sustainable Development Goals



16,044
people helped.



2,694
people helped.



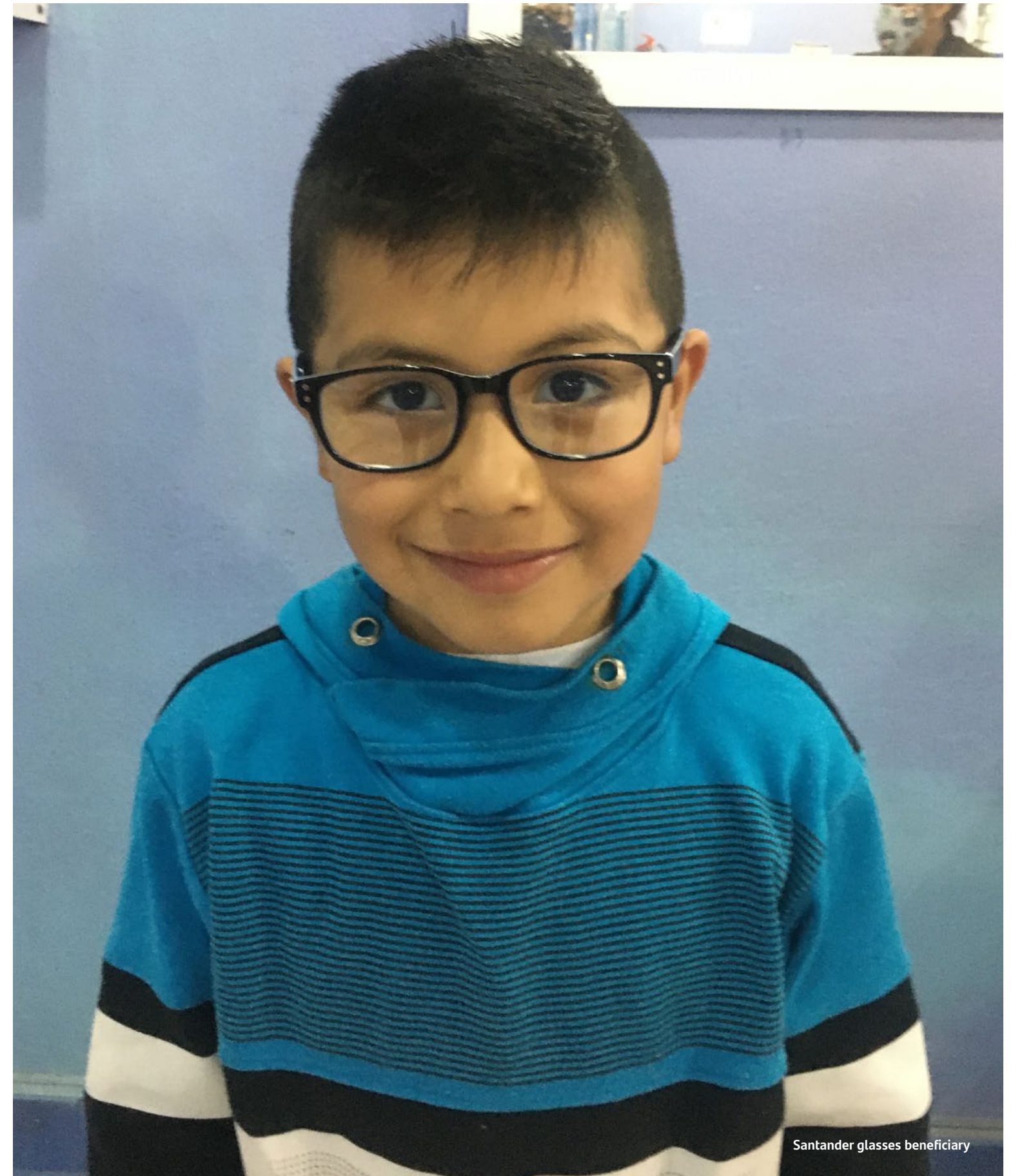
11,443
people helped.



18,395
people helped.




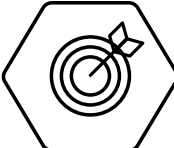
6,902
people helped.



Santander glasses beneficiary

Responsible Banking Principles Index

Progress in the implementation of the Responsible Banking Principles

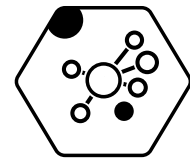
PRINCIPLE	PAGE
 <p>Principle 1: Alignment We will align our business strategy to be consistent with and contribute to individuals' needs and society's goals, as expressed in the Sustainable Development Goals, the Paris Climate Agreement and relevant national and regional frameworks.</p> <p>1.1. Describe (high-level) your bank's business model, including the main customer segments served, types of products and services provided, the main sectors and types of activities, and where relevant the technologies financed across the main geographies in which your bank has operations or provides products and services.</p> <p>1.2. Describe how your bank has aligned and/or is planning to align its strategy to be consistent with and contribute to society's goals, as expressed in the Sustainable Development Goals (SDGs), the Paris Climate Agreement, and relevant national and regional frameworks.</p>	
 <p>Principle 2: Impact and Target Setting On, and managing the risks to, people and environment resulting from our activities, products and services. To this end, we will set and publish targets where we can have the most significant impacts.</p> <p>2.1. Impact Analysis: Show that your bank has identified the areas in which it has its most significant (potential) positive and negative impact through an impact analysis that fulfills the following elements:</p> <ol style="list-style-type: none"> Scope: The bank's core business areas, products/services across the main geographies that the bank operates in have been as described under 1.1. have been considered in the scope of the analysis. Scale of Exposure: In identifying its areas of most significant impact the bank has considered where its core business/its major activities lie in terms of industries, technologies and geographies. Context & Relevance: Your bank has taken into account the most relevant challenges and priorities related to sustainable development in the countries/regions in which it operates. Scale and intensity/salience of impact: In identifying its areas of most significant impact, the bank has considered the scale and intensity/salience of the (potential) social, economic and environmental impacts resulting from the bank's activities and provision of products and services. Your bank should have engaged with relevant stakeholders to help inform your analysis under elements c) and d)) Show that building on this analysis, the bank has <ul style="list-style-type: none"> Identified and disclosed its areas of most significant (potential) positive and negative impact Identified strategic business opportunities in relation to the increase of positive impacts / reduction of negative impacts. 	

PRINCIPLE	PAGE
 <p>2.2. Target Setting Show that the bank has set and published a minimum of two Specific, Measurable (can be qualitative or quantitative), Achievable, Relevant and Time-bound (SMART) targets, which address at least two of the identified "areas of most significant impact", resulting from the bank's activities and provision of products and services. Show that these targets are linked to and drive alignment with and greater contribution to appropriate Sustainable Development Goals, the goals of the Paris Agreement, and other relevant international, national or regional frameworks. The bank should have identified a baseline (assessed against a particular year) and have set targets against this baseline. Show that the bank has analysed and acknowledged significant (potential) negative impacts of the set targets on other dimensions of the SDG/climate change/society's goals and that it has set out relevant actions to mitigate those as far as feasible to maximize the net positive impact of the set targets.</p>	
 <p>2.3. Plans for Target Implementation and Monitoring. Show that your bank has defined actions and milestones to meet the set targets. Show that your bank has put in place the means to measure and monitor progress against the set targets. Definitions of key performance indicators, any changes in these definitions, and any rebasing of baselines should be transparent.</p>	
<p>2.4. Progress on Implementing Targets For each target separately: Show that your bank has implemented the actions it had previously defined to meet the set target. Or explain why actions could not be implemented / needed to be changed and how your bank is adapting its plan to meet its set target. Report on your bank's progress over the last 12 months (up to 18 months in your first reporting after becoming a signatory) towards achieving each of the set targets and the impact your progress resulted in. (where feasible and appropriate, banks should include quantitative disclosures)</p>	
 <p>Principle 3: Clients And Customers We will work responsibly with our clients and our customers to encourage sustainable practices and enable economic activities that create shared prosperity for current and future generations.</p> <p>3.1. Provide an overview of the policies and practices your bank has in place and/or is planning to put in place to promote responsible relationships with its customers. This should include high-level information on any programmes and actions implemented (and/or planned), their scale and, where possible, the results thereof.</p> <p>3.2. Describe how your bank has worked with and/or is planning to work with its clients and customers to encourage sustainable practices and enable sustainable economic activities. This should include information on actions planned/implemented, products and services developed, and, where possible, the impacts achieved.</p>	



PRINCIPLE

PAGE

**Principle 4: Stakeholders**

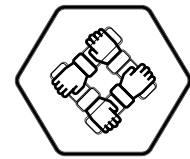
We will proactively and responsibly consult, engage and partner with relevant stakeholders to achieve society's goals.

4.1. Describe which stakeholders (or groups/types of stakeholders) your bank has consulted, engaged, collaborated or partnered with for the purpose of implementing these Principles and improving your bank's impacts. This should include a high-level overview of how your bank has identified relevant stakeholders and what issues were addressed/results achieved.

Principle 5: Governance and Culture

We will implement our commitment to these Principles through effective governance and a culture of responsible banking

5.1. Describe the relevant governance structures, policies and procedures your bank has in place/is planning to put in place to manage significant positive and negative (potential) impacts and support effective implementation of the Principles.



5.2. Describe the initiatives and measures your bank has implemented or is planning to implement to foster a culture of responsible banking among its employees. This should include a high-level overview of capacity building, inclusion in remuneration structures and performance management and leadership communication, among others.

5.3. Governance Structure for Implementation of the Principles
Show that your bank has a governance structure in place for the implementation of the PRB, including:
a) target-setting and actions to achieve targets set
b) remedial action in the event of targets or milestones not being achieved or unexpected negative impacts being detected.

Principle 6: Transparency and Accountability

We will periodically review our individual and collective implementation of these Principles and be transparent about and accountable for our positive and negative impacts and our contribution to society's goals.



6.1 Show that your bank has progressed on implementing the six Principles over the last 12 months (up to 18 months in your first reporting after becoming a signatory) in addition to the setting and implementation of targets in minimum two areas (see 2.1-2.4).
Show that your bank has considered existing and emerging international/regional good practices relevant for the implementation of the six Principles for Responsible Banking. Based on this, it has defined priorities and ambitions to align with good practice.
Show that your bank has implemented/is working on implementing changes in existing practices to reflect and be in line with existing and emerging international/regional good practices and has made progress on its implementation of these Principles.

Sustainability Accounting Standards Board (SASB) Index

For the first time ever, we have reported using the Sustainability Accounting Standards Board (SASB).

We have selected the standards that are most directly related to our material topics and to the industry in which we operate, based on the Sustainable Industry Classification System (SICS).

Given that we are part of the financial sector, the industries chosen for this Responsible Banking Report were Commercial Banks (FN-CB), Asset Management and Custody Activities (FN-AC), Consumer Finance (FN-CF) and Investment Banking and Brokerage (FN-IB).

Topic	Industry	Accounting Metric	Code	Response	Verification
Data Security	Commercial Banks (FN-CB)	Description of approach to identifying and addressing data security risks	FN-CB-230a.2	Refer to "Privacy, data protection and cybersecurity" section in New Business Environment chapter. p.128-131.	✓
	Consumer Finance (FN-CF)		FN-CF-230a.3		
Financial Inclusion & Capacity Building	Commercial Banks (FN-CB)	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers	FN-CB-240a.4	Refer to "Financial Education" section in Inclusive and Sustainable Growth chapter. p. 157-159.	✓
Incorporation of Environmental, Social, and Governance Factors in Credit Analysis	Commercial Banks (FN-CB)	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	FN-CB-410a.2	Refer to "Environmental, Social and Climate Change Risk Management Policy" section in Inclusive and Sustainable Growth chapter. p.182-183. 4. There is currently no calculation of reserves that includes ESCC factors; at the moment, there is no requirement to do so. 7. Information not available. We plan to analyze scenarios over the coming years. 8.1. We plan to analyze assets over the coming years. 9. Information not available. We are currently working to identify the information necessary to conduct these type of exercises in the future.	✓

Topic	Industry	Accounting Metric	Code	Response	Verification
Business Ethics	Commercial Banks (FN-CB)	Description of whistleblower policies and procedures	FN-CB-510a.2	Refer to "Ethics Line" section in The Highest Standards: Corporate Governance chapter. p. 69-70.	
	Asset Management & Custody Activities (FN-AC)		FN-AC-510a.2		
	Investment Banking & Brokerage (FN-IB)		FN-IB-510a.2		
Employee Diversity & Inclusion	Asset Management & Custody Activities (FN-AC)	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees	FN-AC-330a.1	Refer to "Employment" section in New Business Environment chapter. p. 94-96, 102, 105.	
	Investment Banking & Brokerage (FN-IB)		FN-IB-330a.1	2 and 6. Racial/ethnic group not available. Santander Mexico does not have information voluntarily provided by employees regarding their racial/ethnic groups. The foregoing derived from the respect we observe for the right of people to preserve their identity and avoid incurring in discriminatory actions. For FN-AC-330a.1 and FN-IB-330a.1 codes, the employee categories used by Banco Santander Mexico and in line with SASB Standards Application Guidance are the following: Directors and Deputy Directors (executive management), Managers (non-executive management), Administrative and Operational Staff (professionals, and all other employees). As of December 31, 2021, the percentages of gender representation respecting to the total number of employees in each category are: Directors: 73% men and 27% women; Deputy Directors: 58% men and 42% women; Managers: 55% men and 45% women; and Administrative and Operational Staff: 38% men and 62% women.	



Topic	Industry	Accounting Metric	Code	Response	Verification
Incorporation of Environmental, Social, and Governance Factors in Investment Banking & Brokerage Activities	Investment Banking & Brokerage (FN-IB)	(1) Number and (2) total value of investments and loans incorporating integration of environmental, social, and governance (ESG) factors, by industry	FN-IB-410a.2	Refer to "Environmental, Social and Climate Change Risk Management Policy" section in Inclusive and Sustainable Growth chapter. p. 182, 183. During 2021, and through SCIB, we create the Global ESG Responsibility figure, which focuses on three strategic areas:	
	Investment Banking & Brokerage (FN-IB)	Description of approach to incorporation of environmental, social, and governance (ESG) factors in investment banking and brokerage activities	FN-IB-410a.3	<ul style="list-style-type: none"> • ESG Solutions, tasked with covering the analysis of ESG, sustainable capital markets, financing, and ESG product development. • Business Finances. • ESG Factories, tasked with collaborating with the Group's businesses in order to develop solutions for other segments. By 2021 year-end, at a Group level, our financing portfolio for renewable energy projects (greenfield and brownfield) increased to more than €12.9 billion.	

GRI Content Index (102-55)



For the Materiality Disclosures Service, GRI services has revised that the GRI content index is clear, and that the references to the disclosures 102-40 through to 102-49 correspond to the indicated sections of the report.

"This report has been drafted in accordance with the Core option of the GRI Standards".

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
GRI 101: FOUNDATION 2016				
GENERAL DISCLOSURES				
GRI 102: GENERAL DISCLOSURES 2016				
1. Organizational profile				
102-1	Name of the organization	p.17 Banco Santander México, S.A., Institución de Banca Múltiple, Grupo Financiero Santander México.		✓
102-2	Activities, brands, products, and services	p. 18, 20 No product or service offered by Santander is prohibited. Prohibited activities are contained in the Environmental, Social and Climate Change Risk Management Policy: https://www.santander.com/content/dam/santander-com/es/contenido-paginas/nuestro-compromiso/pol%C3%ADticas/do-politica-de-gestion-de-riesgos-medioambientales-sociales-y-de-cambio-climatico-es.pdf		✓
102-3	Location of headquarters	Corporate Offices located at Avenida Prolongación Paseo de la Reforma 500, Colonia Lomas de Santa Fe, Delegación Álvaro Obregón, C.P. 01219, Mexico City. Global Santander headquarters are found in Madrid, Spain.		✓
102-4	Location of operations	p. 18 All significant operations, investments, recruitment and relevant data contained in this Report refer to Mexico as a region given that global information about Santander's operations around the world is contained in the Report for Spain and on page IX of this Report.		✓
102-5	Ownership and legal form	p. 43 Banco Santander México, S.A., Institución de Banca Múltiple, Grupo Financiero Santander México.		✓
102-6	Markets served	p. 18, 20		✓

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
102-7	Scale of the organization	p. 20-21 iii. MXN \$82.447 billion According to what was published in 20F, Santander refers to operations to the total number of employees and offices.		✓
102-8	Information on employees and other workers	p. 95-96 All significant operations, investments, recruitment and relevant data contained in this Report refer to Mexico as a region. Santander has three female part-time employees and one male part-time employee, and 13,835 full-time women and 11,437 full-time men. e. For the figures presented in contents 102-8-a, 102-8-b and 102-8-c, in compliance with the Labor Reform Decree, the Bank hired 4,891 employees who provided non-specialized services who previously worked in its subsidiaries, and 1,044 Bank employees were transferred to some of its subsidiaries. This data was compiled from information extracted from the Human Resources systems.	d. Information not available. In compliance with the Labor Reform Decree, Santander Mexico has internalized 4,891 employees, however, there is no report of the activities that were performed by workers who were not employees. The responses for this content are being consolidated for future reports.	✓
102-9	Supply chain	p. 175, 177-178		✓
102-10	Significant changes to the organization and its supply chain	p. 43 i. In compliance with the Labor Reform Decree, the Bank hired 4,891 employees who provided non-specialized services who previously worked in its subsidiaries, and 1,044 Bank employees were transferred to some of its subsidiaries. iii. There were no changes in the location of suppliers, the structure of the supply chain, or relationships with suppliers.		✓
102-11	Precautionary Principle or approach	p. 182-183 In order to protect the environment, we apply the precautionary principle through our Environmental Management System to avoid any negative environmental impacts as a result of our operations. We also use social and environmental criteria for the financing of projects, employing a responsible, ethical and transparent approach that is underpinned by environmental and social awareness, in addition to preventing environmental damage, as stipulated in our Environmental, Social and Climate Change Risk Management Policy.		✓

(102-55)

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
102-12	External initiatives	p. 56-59, 84-85, 219		✓
102-13	Membership of associations	p. 56-59, 84-85		✓
2. Strategy				
102-14	Statement from senior decision-maker	p. 6, 8-13 The verification by PwC focuses on the statements issued by those responsible for the decision-making process, in accordance with 102-14. Figures and data were not validated for this content in particular.		✓
102-15	Key impacts, risks, and opportunities	p. 6, 8-13 The verification by PwC focuses on the statements issued by those responsible for the decision-making process, in accordance with 102-15. Figures and data were not validated for this content in particular.		✓
3. Ethics and integrity				
102-16	Values, principles, standards, and norms of behavior	p. 24, 26, 27, 30-31, 68		✓
102-17	Mechanisms for advice and concerns about ethics	p. 68-69		✓
4. Governance				
102-18	Governance structure	p. 44, 46-53		✓
102-22	Composition of the highest governance body and its committees	p. 46-47, 213-218 Each person's number of significant posts and commitments, the nature of these commitments, and his/her affiliation with underrepresented social groups can be found in Annex II "Profile of the Board of Directors" p. 213-218. Stakeholder representation is through a Lead Independent Director, whose function is to support the Chair and serve as a trusted intermediary with Non-Executive Directors. An independent director must be understood as a person who is not related to the administration of the company, and who meets the requirements and conditions determined by the National Banking and Securities Commission in the general provisions referred to in article 45 K of the Credit Institutions Law, which will also establish the cases under which a director will be deemed to cease to be independent. Executive directors are employees of the company, and hold an executive function (e.g. CEO, CFO, etc).		✓

(102-55)

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
5. Stakeholder engagement				
102-40	List of stakeholder groups	p. 32 In compliance with the General Sustainability Policy, there are shareholder communication and consultation channels, via the Investor Relations area, whose involvement in the interviews undertaken during the Materiality Study is why it is included with this stakeholder as indirect dialog through area inputs.		✓
102-41	Collective bargaining agreements	p. 95-96 31.86% of our employees a part of a collective bargaining agreement (stakeholder group), i.e., they are unionized workers.		✓
102-42	Identifying and selecting stakeholders	p. 32		✓
102-43	Approach to stakeholder engagement	p. 34-35, 206-207		✓
102-44	Key topics and concerns raised	p. 206-212		✓
6. Reporting practice				
102-45	Entities included in the consolidated financial statements	p. 43 a. The list of entities that are part of the 20F are: -Banco Santander México, S. A. Institución de Banca Múltiple, Grupo Financiero Santander México -Santander Consumo, S.A. de C.V., Sociedad Financiera de Objeto Múltiple, Entidad Regulada -Santander Inclusión Financiera, S.A. de C.V., Sociedad Financiera de Objeto Múltiple, Entidad Regulada -Centro de Capacitación Santander, A.C. -Fideicomiso 100740 Banco Santander, S.A. -Fideicomiso GFSSLPT, Banco Santander, S.A. -Santander Servicios Corporativos, S.A. de C.V. -Santander Servicios Especializados, S.A. de C.V. -Santander Tecnología México, S.A. de C.V. -Openbank Santander México, S.A. de C.V., Sociedad Financiera de Objeto Múltiple, Entidad Regulada b. The subsidiaries that are part of the 20F and that do not appear in the report are: -Centro de Capacitación Santander, A.C. -Fideicomiso 100740 Banco Santander, S.A. -Fideicomiso GFSSLPT, Banco Santander, S.A. -Openbank Santander México, S.A. de C.V., Sociedad Financiera de Objeto Múltiple, Entidad Regulada		✓

(102-55)

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
102-46	Defining report content and topic Boundaries	p. 204		✓
102-47	List of material topics	p. 206-212		✓
102-48	Restatements of information	p. 204		✓
102-49	Changes in reporting	p. 204		✓
102-50	Reporting period	p. 204		✓
102-51	Date of most recent report	p. 204		✓
102-52	Reporting cycle	p. 204 Annual.		✓
102-53	Contact point for questions regarding the report	p. 204		✓
102-54	Claims of reporting in accordance with the GRI Standards	p. 204		✓
102-55	GRI content index	p. 232-244		✓
102-56	External assurance	p. 204, 246-249		✓

MATERIAL TOPICS**Customer satisfaction****GRI 103: MANAGEMENT APPROACH 2016**

103-1	Explanation of the material topic and its Boundary	p. 208 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 118-135		
103-3	Evaluation of the management approach	p. 118-135		

Talent attraction and retention**GRI 103: MANAGEMENT APPROACH 2016**

103-1	Explanation of the material topic and its Boundary	p. 209 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 92-117		
103-3	Evaluation of the management approach	p. 92-117		

(102-55)

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
GRI 401: EMPLOYMENT 2016				
401-1	New employee hires and employee turnover	p. 95-97 Turnover rate: Female employees: 17.80%. Male employees: 22.36% The methodology used to calculate the turnover rate is: Annual Turnover = $\frac{\sum \text{Total of dismissals accumulated in month } i}{\sum \text{Total of employees active 2 half of month } i} \times 100$. All significant operations, investments, recruitment and relevant data contained in this Report refer to Mexico as a region. The general turnover rate was 19.85%, in those aged under 30 years it was 26.16%; from 31 to 40 years old it was 16.90%; from 41 to 50 years old it was 13.67%; and those aged over 50 years it was 9.51%. The formula used to calculate the new hires rate is as follows: $\frac{\sum \text{Total hires by age group and gender}}{\sum \text{Total employees by age group and gender}} \times 100$.		✓

Cybersecurity**GRI 103: MANAGEMENT APPROACH 2016**

103-1	Explanation of the material topic and its Boundary	p. 210 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 128-131		
103-3	Evaluation of the management approach	p. 128-131		

GRI 418: CUSTOMER PRIVACY 2016

418-1	Substantiated complaints regarding violations of customer privacy and loss of customer data	14,890 complaints related to the Personal Data Principle of Consumer Protection, mostly regarding issues involving customer fraud and identity theft, which does not mean that it was due to the loss of personal data by the Bank. Most of them are in favor of the Bank since it was shown that the Client exposed his data. Resolution timeframe: within legal timelines, 45 days. No substantiated complaints regarding the organization made by regulatory bodies were identified, there were no thefts or losses of customer data.		
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Business ethics**GRI 103: MANAGEMENT APPROACH 2016**

103-1	Explanation of the material topic and its Boundary	p. 210 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 66-73		
103-3	Evaluation of the management approach	p. 66-73		

(102-55)

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
Support for entrepreneurs				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 212 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 152-161		
103-3	Evaluation of the management approach	p. 152-161		
Diversity and inclusion				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 209 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 104-110		
103-3	Evaluation of the management approach	p. 104-110		
GRI 405: DIVERSITY AND EQUAL OPPORTUNITY 2016				
405-1	Diversity of governance bodies and employees	p. 46-47, 95-96 Two of our Directors (9%) are between the ages of 30 and 50, while the rest (91%) are above the age of 50. Of the total number of directors, 23% are women and 77% are men.	a. iii and b. iii: Other diversity indicators do not apply to governing bodies or for employees.	✓
Digitalization				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 208 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 136-142		
103-3	Evaluation of the management approach	p. 136-142		
Sustainable financing				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 212 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 162-164		
103-3	Evaluation of the management approach	p. 162-164		

(102-55)

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
FINANCIAL SERVICES SECTOR DISCLOSURE 2013 G4 ASPECT: PRODUCT PORTFOLIO				
FS1	Policies with specific environmental and social components applied to business lines	p. 182-183		
Risk Culture				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 210 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 60-64		
103-3	Evaluation of the management approach	p. 60-64		
FINANCIAL SERVICES SECTOR DISCLOSURE 2013 G4 ASPECT: PRODUCT PORTFOLIO				
FS2	Procedures to assess and detect environmental and social risks in business lines	p. 62-64		
Corporate governance				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 211 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 40-73		
103-3	Evaluation of the management approach	p. 40-73		
Environmental footprint				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 211 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 166-183		
103-3	Evaluation of the management approach	p. 166-183		
GRI 301: MATERIALS 2016				
301-1	Materials used by weight or volume	p. 174	a. ii is not applicable because we do not use renewable materials.	✓

(102-55)

GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
GRI 302: ENERGY 2016				
302-1	Energy consumption within the organization	p. 171 b. We do not use renewable fuels within the organization. c. We do not use heating or steam. d. At Santander, we do not sell electricity, health-related items, refrigeration or steam. f. CFE electricity consumption is obtained from a centralized database, SKY EPS consumption is obtained from a detail file given by the provider. These consumptions are made up of the branch network, Corporate offices and ATM's. Likewise, November and December consumption is estimated. Due to the lack of availability of suppliers consumption invoices at the end of the year, the consumption of LP gas and electric power was estimated for the month of December 2021, as well as natural gas for the months of November and December 2021. Estimates were made based on the latest available consumption bills.	c. iii cooling consumption does not apply since those responsible for reporting the CyGEI from the consumption of air conditioners and the use of refrigerants will be the companies that carry out the loading or maintenance thereof, applying the methodology established in the Agreement that establishes the technical characteristics and formulas for the application of methodologies for the calculation of emissions and CyGEI. (See document RENE National Emissions Registry User Guide, page 50 https://www.semarnat.gob.mx/sites/default/files/documentos/cicc/20160623_guia_rene.pdf) This was established to avoid duplication of data reported in the RENE. Therefore, Santander Mexico recharging and maintenance of the air conditioning is carried out by contractor companies, we are not subject to reporting these consumptions.	✓

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GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
GRI 305: EMISSIONS 2016				
305-1	Direct (Scope 1) GHG Emissions	p. 170 iii. There were no significant changes in emissions that would require new emission calculations for the base year. f. The consolidation approach used for emissions is operation control, which is why it is not affected by comparisons to the figures reported last year. The immediately preceding year (2020) is considered as the base year for the consumption of all contents.	a. and b. does not include fugitive emissions from refrigerants in air conditioners, that is, it is not applicable since those responsible for reporting the CyGEI from the consumption of air conditioners and the use of refrigerants will be the companies that carry out the loading or maintenance thereof, applying the methodology established in the Agreement that establishes the technical characteristics and formulas for the application of methodologies for the calculation of emissions and CyGEI. (See document RENE National Emissions Registry User Guide, page 50 https://www.semarnat.gob.mx/sites/default/files/documentos/cicc/20160623_guia_rene.pdf) This was established to avoid duplication of data reported in the RENE. Therefore, Santander Mexico recharging and maintenance of the air conditioning is carried out by contractor companies, we are not subject to reporting these consumptions. c. We do not have any biogenic CO ₂ emissions.	✓

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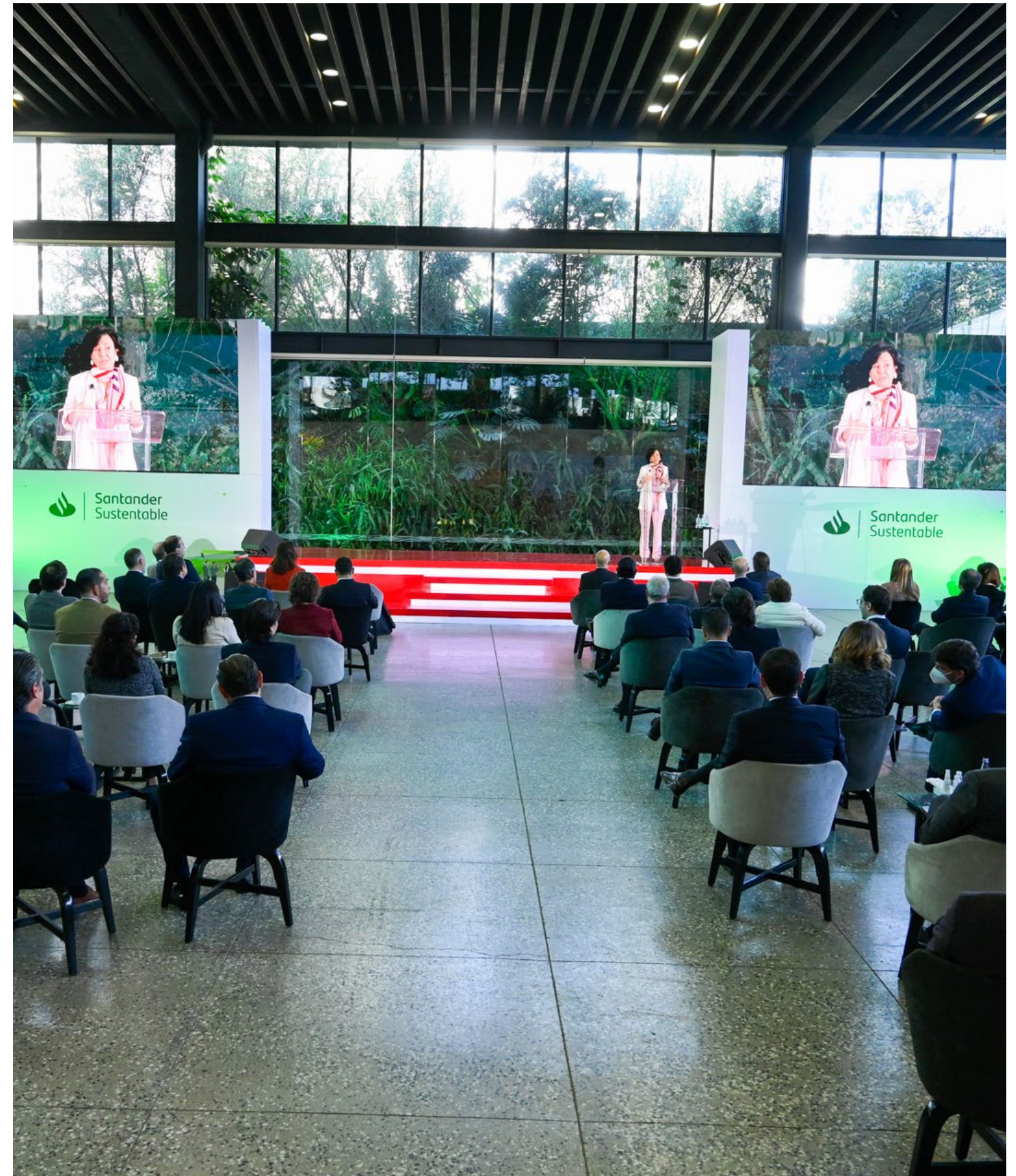
GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
305-2	Energy indirect (Scope 2) GHG Emissions	p.170 a. The emission factor is applied by the Energy Regulatory Commission (CRE), taking into account that this factor considers the generation of power plants that deliver energy to the national electricity grid. In Mexico, an emission factor is only contemplated for systems interconnected to the National Electric System. Location refers to Mexico. iii. There were no significant changes in emissions that would require new emission calculations for the base year. f. The consolidation approach used for emissions is operation control, which is why it is not affected by comparisons to the figures reported last year. The immediately preceding year (2020) is considered as the base year for the consumption of all contents.	b. Gross market-based energy indirect emissions not applicable since Santander Mexico reports only its own properties based on location. In this way, double counting of the figures related to the market-based method is avoided.	✓
GRI 306: WASTE 2020				
306-1	Waste generation and significant waste-related impacts	p. 175		
306-2	Management of significant waste-related impacts	p. 175		
306-3	Waste generated	p. 175		
Financial inclusion				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 208 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 152-161		
103-3	Evaluation of the management approach	p. 152-161		

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GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
FINANCIAL SERVICES SECTOR DISCLOSURE 2013 G4 ASPECT: LOCAL COMMUNITIES				
FS13	Access points in low-populated or economically disadvantaged areas by type	p. 154 Branches are opened in the regions based on the analysis of socioeconomic status determined by the AMAI. Out of a total of 84 access points (83 branches and 1 kiosk) in sparsely populated or economically disadvantaged areas, the percentage decrease in access points was 1.17% during the reporting period. 100% of Tuiio branches and kiosks are available in low-population areas or in economically disadvantaged areas. All significant operations, investments, contracts and relevant data in this report refer to Mexico as a region.		✓
FINANCIAL SERVICES SECTOR DISCLOSURE 2013 G4 ASPECT: PRODUCT AND SERVICE LABELING				
FS16	Initiatives to enhance financial literacy by type of beneficiary	p.157-159		✓
Community investment				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 211 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 192-201		
103-3	Evaluation of the management approach	p. 192-201		
Sustainable procurement				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 212 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 175-177		
103-3	Evaluation of the management approach	p. 175-177		

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GRI Standard	Content	Page/Direct Response/URL	Omission	Verification
GRI 412: HUMAN RIGHTS ASSESSMENT 2016				
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	p. 175,177 We have 192 significant suppliers with human rights evaluation. Agreements and contracts representing significant investment within the supply chain are the Bank's strategic suppliers (approved by Aquanima).		✓
Occupational health and wellness				
GRI 103: MANAGEMENT APPROACH 2016				
103-1	Explanation of the material topic and its Boundary	p. 209 c. There wasn't any specific limitation regarding the topic Boundary.		✓
103-2	The management approach and its components	p. 110-117		
103-3	Evaluation of the management approach	p. 110-117		
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2018				
403-1	Occupational health and safety management system	p. 112, 114		
403-2	Hazard identification, risk assessment, and incident investigation	p. 114		
403-3	Occupational health services	p. 112		
403-4	Worker participation, consultation, and communication on occupational health and safety	p. 113		
403-5	Worker training on occupational health and safety	p. 115-116		
403-6	Promotion of worker health	p. 112-113		
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	p. 112, 114-115 The verification work was carried out on the GRI Sustainability Reporting Standards requirements for this content, no figures were validated or additional work was carried out for the other contents included in that page		✓
403-8	Workers covered by an occupational health and safety management system		Information not available. Responses for this content are being consolidated for future reports.	



Verification Letter

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This version of our limited assurance report was carried out based on the Spanish version of the Responsible Banking Report. This is a translation from the original in Spanish, in the event of a discrepancy in this version, the Spanish language version prevails.

Independent practitioner's limited assurance report on the 2021 Sustainability Indicators identified in the Responsible Banking Report 2021 of Banco Santander México, S.A, Institución de Banca Múltiple, Grupo Financiero Santander México

To the Directors of Banco Santander México

We have undertaken a limited assurance engagement in respect of the sustainability indicators listed below and identified with a ✓ in the "GRI Content Index" of the Responsible Banking Report 2021 (the "Sustainability Indicators"), which were prepared by Banco Santander México, S. A., Institución de Banca Múltiple, Grupo Financiero Santander México ("Banco Santander") for the year ended December 31st 2021, in accordance with the GRI Standards and the Financial Services Sector Supplement: Core Option.

Sustainability Indicators

The sustainability indicators for the year ended December 31, 2021 are summarized below:

102-1	Name of the organization
102-2	Activities, brands, products, and services
102-3	Location of headquarters
102-4	Location of operations
102-5	Ownership and legal form
102-6	Markets served
102-7	Scale of the organization
102-8	Information on employees and other workers
102-9	Supply chain
102-10	Significant changes to the organization and its supply chain
102-11	Precautionary Principle or approach
102-12	External initiatives
102-13	Membership of associations
102-14	Statement from senior decision-maker
102-15	Key impacts, risks, and opportunities
102-16	Values, principles, standards, and norms of behavior
102-17	Mechanisms for advice and concerns about ethics



102-18	Governance structure
102-22	Composition of the highest governance body and its committees
102-40	List of stakeholder groups
102-41	Collective bargaining agreements
102-42	Identifying and selecting stakeholders
102-43	Approach to stakeholder engagement
102-44	Key topics and concerns raised
102-45	Entities included in the consolidated financial statements
102-46	Defining report content and topic Boundaries
102-47	List of material topics
102-48	Restatements of information
102-49	Changes in reporting
102-50	Reporting period
102-51	Date of most recent report
102-52	Reporting cycle
102-53	Contact point for questions regarding the report
102-54	Claims of reporting in accordance with the GRI Standards
102-55	GRI content index
102-56	External assurance
103-1	Explanation of the material topic and its Boundary
301-1	Materials used by weight or volume
302-1	Energy consumption within the organization
305-1	Direct (Scope 1) GHG emissions
305-2	Energy indirect (Scope 2) GHG emissions
401-1	New employee hires and employee turnover
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships
405-1	Diversity of governance bodies and employees
412-3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

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(102-56)



Financial Services Sector Supplement	
FS13	Access points in low-populated or economically disadvantaged areas by type
Initiatives to enhance financial literacy by type of beneficiary (Former FS16)	Initiatives to enhance financial literacy by type of beneficiary

Our assurance was with respect to the Sustainability Indicators for the year ended December 31, 2021 only and we have not performed any procedures with respect to earlier periods or any other indicators or elements included in the Responsible Banking Report 2021 and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by Banco Santander to prepare the identified Sustainability Indicators are the GRI Standards and the Financial Services Sector Supplement: Core Option (the "Criteria") and are set out in the section "GRI Content Index" on page 232 of the Responsible Banking Report 2021.

Banco Santander's Responsibility on the Sustainability Indicators

Banco Santander is responsible for the preparation of the identified Sustainability Indicators in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of identified Sustainability Indicators that are free from material misstatement, whether due to fraud or error.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the identified Sustainability Indicators in accordance with the Criteria, based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of

Historical Financial Information, issued by the International Auditing and Assurance Standards Board of the International Federation of Accountants. These standards require that we plan and perform this engagement to obtain limited assurance about whether the identified Sustainability Indicators are free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of Banco Santander's use of the Criteria as the basis for the preparation of the identified Sustainability Indicators, assessing the risks of material misstatement whether due to fraud or error of the identified Sustainability Indicators, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation of the identified Sustainability Indicators. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Banco Santander's identified Sustainability Indicators have been prepared, in all material respects, in accordance with the Criteria.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Banco Santander's identified Sustainability Indicators for the year ended December 31, 2021 is not prepared, in all material respects, in accordance with the Criteria.¹

PricewaterhouseCoopers, S.C.

José Vicente Guendulain

Mexico City

April 29, 2022

¹ The maintenance and integrity of the website of Banco Santander México, S. A., Institución de Banca Múltiple, Banco Santander México is responsibility of the directors. Our work does not involve consideration of these matters and, accordingly, we do not accept responsibility for any differences between the Sustainability Indicators of Banco Santander on which the report was issued or the assurance report that was issued and the information presented on the website.

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This version of our limited assurance report was carried out based on the Spanish version of the Responsible Banking Report. This is a translation from the original in Spanish, in the event of a discrepancy in this version, the Spanish language version prevails.

Independent practitioner's limited assurance report on the 2021 Sustainability Indicators identified in the Responsible Banking Report 2021 of Banco Santander México, S.A, Institución de Banca Múltiple, Grupo Financiero Santander México

To the Directors of Banco Santander México

We have undertaken a limited assurance engagement in respect of the sustainability indicators listed below and identified with a ✓ in the "Sustainability Accounting Standards Board (SASB) Index" of the Responsible Banking Report 2021 (the "Sustainability Indicators"), which were prepared by Banco Santander México, S. A., Institución de Banca Múltiple, Grupo Financiero Santander México ("Banco Santander") for the year ended December 31st 2021, in accordance with the SASB Standards of the industries: Commercial Banking, Consumer Finance, Investment Banking and Brokerage 2018-10 version and Asset Management and Custody Activities 2021-12 version.

Sustainability Indicators

The sustainability indicators for the year ended December 31, 2021 are summarized below:

SASB Standard	Indicator	Accounting metric
COMMERCIAL BANKING (FN-CB)	FN-CB-230a.2	Description of approach to identifying and addressing data security risks
COMMERCIAL BANKING (FN-CB)	FN-CB-240a.4	Number of participants in financial literacy initiatives for unbanked, underbanked, or underserved customers
COMMERCIAL BANKING (FN-CB)	FN-CB-410a.2	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis
ASSET MANAGEMENT AND CUSTODY ACTIVITIES (FN-AC)	FN-AC-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees
CONSUMER FINANCE (FN-CF)	FN-CF-230a.3	Description of approach to identifying and addressing data security risks
INVESTMENT BANKING & BROKERAGE (FN-IB)	FN-IB-330a.1	Percentage of gender and racial/ethnic group representation for (1) executive management, (2) non-executive management, (3) professionals, and (4) all other employees

PricewaterhouseCoopers, S. C. Mariano Escobedo 573, Col. Rincón del Bosque, C. P. 11580 Ciudad de México, T: (55) 5263 6000, www.pwc.com/mx



Our assurance was with respect to the Sustainability Indicators for the year ended December 31, 2021 only and we have not performed any procedures with respect to earlier periods or any other indicators or elements included in the Responsible Banking Report 2021 and, therefore, do not express any conclusion thereon.

Criteria

The criteria used by Banco Santander to prepare the identified Sustainability Indicators are the the SASB Standards of the industries: Commercial Banking, Consumer Finance, Investment Banking and Brokerage 2018-10 version and Asset Management and Custody Activities 2021-12 version (the "Criteria") and are set out in the section "Sustainability Accounting Standards Board (SASB) Index" on page 229 of the Responsible Banking Report 2021.

Banco Santander's Responsibility on the Sustainability Indicators

Banco Santander is responsible for the preparation of the identified Sustainability Indicators in accordance with the Criteria. This responsibility includes the design, implementation and maintenance of internal control relevant to the preparation of identified Sustainability Indicators that are free from material misstatement, whether due to fraud or error.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the International Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants, which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behavior.

Our firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our Responsibility

Our responsibility is to express a limited assurance conclusion on the identified Sustainability Indicators in accordance with the Criteria, based on the procedures we have performed and the evidence we have obtained. We conducted our limited assurance engagement in accordance with the International Standard on Assurance Engagements 3000 (Revised), Assurance Engagements other than Audits or Reviews of Historical Financial Information, issued by the International Auditing and Assurance Standards Board of the International Federation of Accountants. These standards require that we plan and perform this engagement to obtain limited assurance about whether the identified Sustainability Indicators are free from material misstatement.

A limited assurance engagement involves assessing the suitability in the circumstances of Banco Santander's use of the Criteria as the basis for the preparation of the identified Sustainability Indicators, assessing the risks of material misstatement whether due to fraud or error of the identified Sustainability Indicators, responding to the assessed risks as necessary in the circumstances, and evaluating the overall presentation



of the identified Sustainability Indicators. A limited assurance engagement is substantially less in scope than a reasonable assurance engagement in relation to both the risk assessment procedures, including an understanding of internal control, and the procedures performed in response to the assessed risks.

The procedures we performed were based on our professional judgment and included inquiries, observation of processes performed, inspection of documents, analytical procedures, evaluating the appropriateness of quantification methods and reporting policies, and agreeing or reconciling with underlying records.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had we performed a reasonable assurance engagement. Accordingly, we do not express a reasonable assurance opinion about whether Banco Santander's identified Sustainability Indicators have been prepared, in all material respects, in accordance with the Criteria.

Limited Assurance Conclusion

Based on the procedures we have performed and the evidence we have obtained, nothing has come to our attention that causes us to believe that Banco Santander's identified Sustainability Indicators for the year ended December 31, 2021 is not prepared, in all material respects, in accordance with the Criteria.¹

PricewaterhouseCoopers, S.C.

José Vicente Guendulain

Mexico City

April 29, 2022

¹ The maintenance and integrity of the website of Banco Santander México, S. A., Institución de Banca Múltiple, Banco Santander México is responsibility of the directors. Our work does not involve consideration of these matters and, accordingly, we do not accept responsibility for any differences between the Sustainability Indicators of Banco Santander on which the report was issued or the assurance report that was issued and the information presented on the website.



