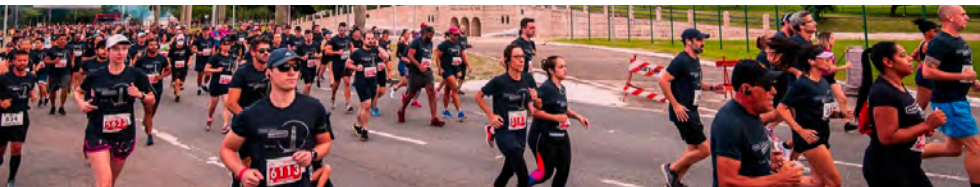




ANNUAL
INTEGRATED
REPORT
2023



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Introduction





CEO'S MESSAGE GRI [2-22]



Mario Leão
CEO and member of the Board of Santander Brasil

Presenting a new edition of our Annual Integrated Report is always a source of satisfaction. Year by year, we continue to grow in our commitment to creating value through sustainable operations. We know, however, that we still have a long road ahead when we reflect on the needs of our society and the global urgency of acting together to stop climate change.

We need to make sure that we generate positive impacts when looking at the tradeoffs of risks and opportunities in bank activities, considering the environment, the economy and individuals. We need to believe that our actions make a difference, especially when we work together, seek out partnerships and inspire initiatives that are even better than our own – because everyone wins when we all share common goals.

To provide the public with an accurate, complete, and transparent view of everything we do, we have asked our stakeholders which aspects are most important for corporate sustainability. We have also adopted the most advanced reporting standards available, anticipating and implementing the latest recommendations from entities that monitor corporate operations, such as increasing the connection between financial and non-financial data.

In this publication, we describe not just what we do, but how we do it and why we do it. We make clear our motivations and the coherence that that comes from our unique position as the only international global financial institution with a large presence in local retail banking and, at the same time, the largest private microfinance operation in Brazil. We also show why we have attained a record number of courses and scholarships, helping to train approximately 166,000 people, an increase of 79% in one year.

These examples are only the beginning of a range of initiatives in such areas as entrepreneurship, education, job training, encouraging cultural production, and supporting the third sector.

Just as we believe in the importance of stimulating social development, we are strongly engaged in combating climate change. We have established a global commitment to achieve net zero greenhouse gas emissions (Net Zero) by 2050 across our operations and in our lending and investment portfolios. This will require meeting intermediate goals, and most crucially client engagement, through products and services that facilitate the transition to a low-carbon economy.

To continue to grow over the long run, we need to build a more socially just and inclusive Brazil, without letting go of its biodiversity and natural resources.

At Santander, we know that we have much to contribute. We have the expertise, financial capital, and the reach to create, customize, and widely distribute products, services, and social initiatives to make a difference in people's lives and to make a positive contribution to the country's development agenda, as well.

Clients who invest in new solutions to transition to a low-carbon economy, small businesses that forge paths to success, people who find ways to make their dreams come true... These are the basis for our future growth.

Our business strategy and results are thanks to over 55,000 people. We work tirelessly to reach our goals and to contribute to a nation where we can all prosper, together.

I hope this report succeeds in showing the journey of transformation we are taking at Santander Brasil, describing how we generate impact and value for our clients, employees, shareholders, and the communities we serve.

Mario Leão



MESSAGE FROM THE BOARD GRI [2-11; 2-22]



Deborah Stern Vieitas
President of the Board of Directors

When sustainability is part of the core of an organization's activities, its business naturally creates development opportunities for the country. In the case of a bank – given our direct impact on the ability to invest, interacting with practically all economic sectors – this premise proves to be even more true.

The good allocation of resources between those with a surplus and those in need does much more than generate wealth for society. It creates value and perpetuates it. It makes dreams come true and transforms lives for the better. All this benefits clients, shareholders, employees, suppliers, and the communities where we operate.

This is why, at Santander, we consider it so important to break new ground in business, opening up space, for example, for blended finance structures, which combine philanthropic resources with commercial capital to increase the availability of financing for projects with important social and environmental impacts.

We need to invest in innovation applied to sustainable technologies. We also need to invest in our relationships. We can – and must – believe in the power of partnerships and cooperation, to widen the scope of our efforts.

Therefore, we remain committed to organizations that promote increasingly urgent issues in our society, such as human rights and the environment. This is the case of the United Nations Global Compact, which works to advance its Sustainable Development Goals (SDG).

And it is for this same set of reasons that we will continue to commit to initiatives that may not represent immediate financial returns – such as offering scholarships, investing in culture, sports, sponsorships, or encouraging volunteering and the culture of donating, among other activities. Our challenge is to look at people in their entirety, throughout all the cycles of their life, from childhood to old age.

We hope that this Annual Integrated Report reflects the transformation journey we are pursuing here at Santander Brasil.

Enjoy!

Deborah Stern Vieitas





ABOUT THE REPORT GRI [2-3]



At Santander, we are committed to presenting a balanced, accurate, and transparent view of our operations to all stakeholders. To this end, in addition to the financial statements, we routinely publish the company's Annual Integrated Report (RAI).

In this document, we cover topics such as our Value Creation model; the risks and opportunities associated with sustainability; and our operations' impacts on the environment, on the economy, and on people.

For greater effectiveness, the report is prepared using globally accepted corporate reporting standards and structures.

We carefully follow the guidelines of the Global Reporting Initiative (GRI), the principles of Integrated Reporting, and the connection between our activities and the UN Sustainable Development Goals (SDGs).

New for this year, we have begun the transition of our report towards the IFRS S1 and S2 standards, launched by the International Sustainability Standards Board (ISSB) in 2023.

Although the standards will only come into effect in 2025, we chose to adopt them as a model and follow many of their recommendations in advance, since we understand their great importance for investors and regulators.

Along with introducing new features to corporate reporting, ISSB standards consolidate recommendations from initiatives such as the Task Force on Climate-Related Financial Disclosures (TCFD), the Sustainability Accounting Standards Board (SASB) and Integrated Reporting.

Report navigation

To facilitate reading and cross-referencing, we have inserted codes throughout the document that indicate which standards or principles are covered in each section.

Additionally, at the end of the document is the GRI Content Summary, with reference to the topics covered. For definitions of the concepts of sustainability indicators, and the relevant limitations and assumptions adopted, access [Basis of Preparation](#).

The following icons are used throughout this report:

- GRI >> [102-1; 102-50; 102-53; 102-54]
- SDG >>   
- IR¹ >>      

Contact us

Each year, we seek to improve our report. If you have comments, suggestions, or criticisms, please contact us at sustentabilidade@santander.com.br.

Santander Report Best Practices

- 1 Aligned with the materiality study
- 2 Follows recommendations from key reporting standards such as GRI, IFRS S1, and S2
- 3 Includes external assurance

¹ IR - Integrated Report.



MATERIALITY GRI [3-1; 3-2; 2-14]



Our Annual Report is prepared based on a double materiality study – a process that allows us to identify the most important topics for the company’s sustainability.

Double materiality assesses environmental, climate and social impact from two lenses:

- Financial materiality: how these topics impact the company’s financial performance and its long-term value from the investor’s perspective;
- Materiality of impact: how the company’s actions generate positive or negative externalities on the environment, people, and the economy.

We periodically update this study so that its results reflect transformations of the Bank itself and the broader context in a timely manner.

The materiality used as a reference for the 2023 Report, for example, is the result of a three-year process:





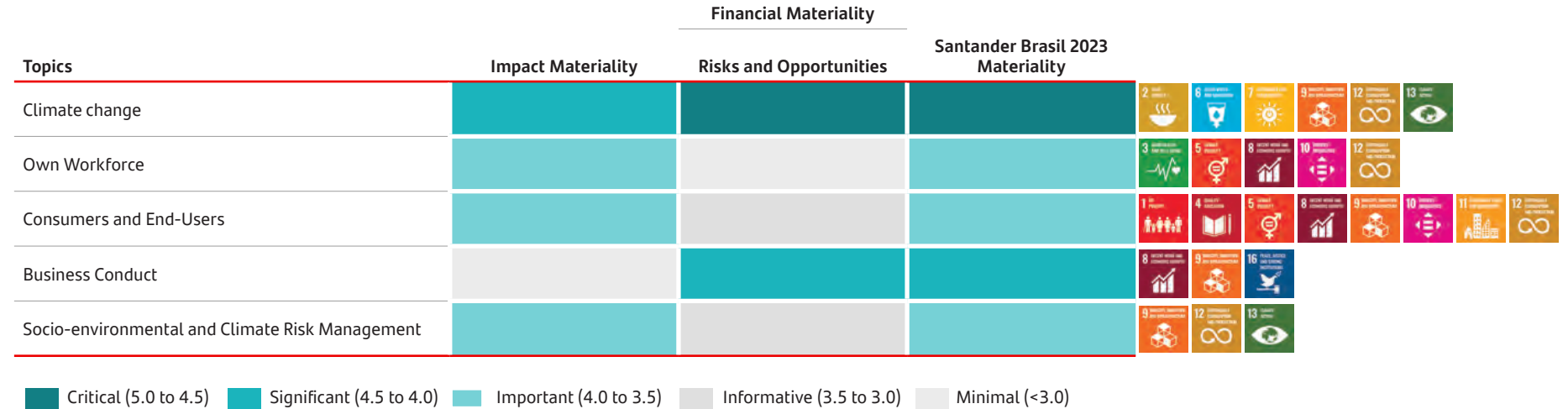
Study result GRI [3-1; 3-2; 2-14]



The double materiality update confirmed the importance of most of the themes mapped in the previous year.

We use a global tool to list and classify identified impacts, risks, and opportunities. Material topics were prioritized according to likelihood score versus severity (for impact) or the potential size of their financial effects (for risks and opportunities).




After the 2023 update work, senior leadership approved changes to materiality. Following are the main categories and their correlation with the SDGs:





Impacts, Risks and Opportunities GRI [3-3 Material topic: Socio-environmental and Climate Risk Management; 201-2; 205-1]

Our strategy is based on a map of sustainability risks, opportunities and impacts. The main themes are in the table below.

	Impacts	Risks	Opportunities
Climate change	Santander can have a positive impact by financing clients' transition to a low-carbon economy. This transition will help reduce total emissions released into the atmosphere, contributing positively to the goals of the Paris Agreement.	Climate change can cause loss of biodiversity, affecting ecological balance and ecosystem services, as well as economic losses for society, including our clients, who may be affected by physical and/or transition risks. For the Bank, these risks may lead to increased default rates or lower value of guarantees. We manage this risk by incorporating climate into risk management.  Physical, transition, regulatory and reputational risk.	Supporting our clients in their transition has become an important business driver. Our global objective is to raise or facilitate 220 billion euros in green financing by 2030. To achieve this, we are expanding capacity and developing our value proposition for clients from different sectors and activities. Santander Brasil contributes to this goal especially through support for agribusiness clients, a key sector in the country for mitigating the impacts of climate change.
Business conduct	Santander's behavior and actions influence the markets in which it operates through its leadership. Santander Brasil is a global bank with local operations, being the third-largest private bank in the country.	Inappropriate behavior or conduct can lead to fines and reputational risk. Promoting a solid corporate culture, in which everything we do is simple, personal, and fair, is how we mitigate this risk. Good governance and correct adaptation to a changing environment guarantee business continuity and the trust of our stakeholders.  Regulatory and reputational risk.	With a robust corporate culture and conduct and the strength of our financial balance, we increase the trust of our clients and differentiate ourselves in the market.
Consumers & End-Users	Santander can have a positive impact on consumers and end users by helping clients access financial services and promoting their financial health. This is a particularly important topic since Brazil has a high level of social inequality.	Any lack of transparency in client information or erroneous disclosure can lead to dissatisfaction and complaints, which would create direct and indirect costs. Data privacy events can undermine client trust. A deterioration in the financial health of our clients may increase the risk of loan default. We mitigate this risk by developing a solid corporate culture, with behaviors and policies to define clear guidelines on how we treat clients, process their data, and interact with vulnerable clients, with the General Data Protection Law (LGPD) as the main driver of the topic in Brazil.  Regulatory and reputational risk.	Robust data privacy measures and Know Your Client protocols can build greater client trust. Our financial inclusion proposal is also a gateway for unbanked clients.



Impacts, Risks and Opportunities (continued)

	Impacts	Risks	Opportunities
Own Workforce	Santander employs more than 200,000 people around the world, with more than 55,000 in Brazil. We aim to have a positive impact on our workforce through good working conditions, fair remuneration, and diversity, equity and inclusion policies.	People who lack motivation can lead to higher turnover and absenteeism, which can increase our cost base. Poor talent retention can also harm our performance. Our own workforce strategy seeks to mitigate this risk with initiatives in areas such as diversity, equity and inclusion, culture, and health and well-being. ⚠️ Regulatory and reputational risk.	A well-qualified and diverse workforce contributes to improving results by increasing productivity, promoting innovation, and improving client satisfaction.
Management of socio-environmental and climate risks	Failure to manage socio-environmental and climate risks can generate losses for the organization, caused, for example, by events associated with violations of guaranteed fundamental rights (social); events associated with environmental degradation, and events associated with the transition process to a low-carbon economy, as well as frequent and severe weather events (weather).	Failure to manage socio-environmental impacts on our clients' credit portfolio may expose the organization to reputational, regulatory, credit, market, liquidity, and structural risks. ⚠️ Physical, transition, regulatory and reputational risk.	Socio-environmental and climate risk analysis procedures allow for better management of identified risks, preventing losses for the organization and contributing to the generation of new opportunities in innovation and sustainable finance.





Management processes GRI [2-23; 3-3]

The management of these material topics is explained throughout the report. The management process, however, is the same for all: we have action plans, internal controls, and goals to monitor progress in each area.

Our operations also follow specific policies that provide guidelines for these topics, such as the Social, Environmental, and Climate Responsibility Policy (PRSAC); the Anti-Corruption Policy; the Client Relationship Policy; and the Code of Ethical Conduct. These policies apply to the Bank's activities and its business relationships. They are communicated to different audiences and are approved by senior leadership. [Santander Brasil's operational guidelines](#).

Stakeholder engagement GRI [2-29]

In addition to engaging stakeholders during the production of this report, we communicate with our strategic audiences all year long, which helps us understand their demands and expectations and deliver appropriate offers.

Our strategic audiences and main means of dialogue are listed in the table below.

Our strategic audiences and primary communication channels GRI [2-29]

Stakeholders	Communication Channel	Frequency
Employees	Canal Aberto	Continuous
	Engagement Survey	Quarterly
	Juntos com Mario Leão	Monthly
Customers	Annual Report	Annual
	Canal Aberto	Continuous
	SAC	Continuous
	Ombuds Office	Continuous
	Social Media	Continuous
	Branches/Stores Network	Continuous
	Annual Report	Annual
Shareholders and investors	Canal Aberto	Continuous
	Meetings	Continuous
	Service to ESG (environmental, social and governance) rating agencies and market indexes	Continuous
	Investor Relations Portal	Continuous
	Sustainability Portal	Continuous
Other interested parties	Annual Report	Annual
	Canal Aberto	Continuous
	Supplier Portal	Continuous
	Sustainability Portal	Continuous
	Participation in external work groups	Continuous
	Regulators	Continuous
	Annual Report	Annual

Engagement with stakeholders is essential so that we can generate value, both by improving the way in which we offer products and services, and by supporting the construction of an increasingly better work environment for our employees, with better returns for shareholders and investors and, most importantly, greater contribution to the sustainable development of the country.



Profile



ABOUT US GRI [2-1]



We are Santander Brasil, the Brazilian unit of the Santander Group – the second largest financial conglomerate in the euro zone and one of the largest in the world.

We have been active in the local market since 1982 and we have more than 65 million clients spread across all regions of the country.

We have complete operations, which include retail banking, focused on financial services for individuals and for small, medium, and large companies, and wholesale banking, which is responsible for serving global companies and operations in stock markets.

We also have specialized structures to work in such areas as insurance, investments, payment methods, and much more.

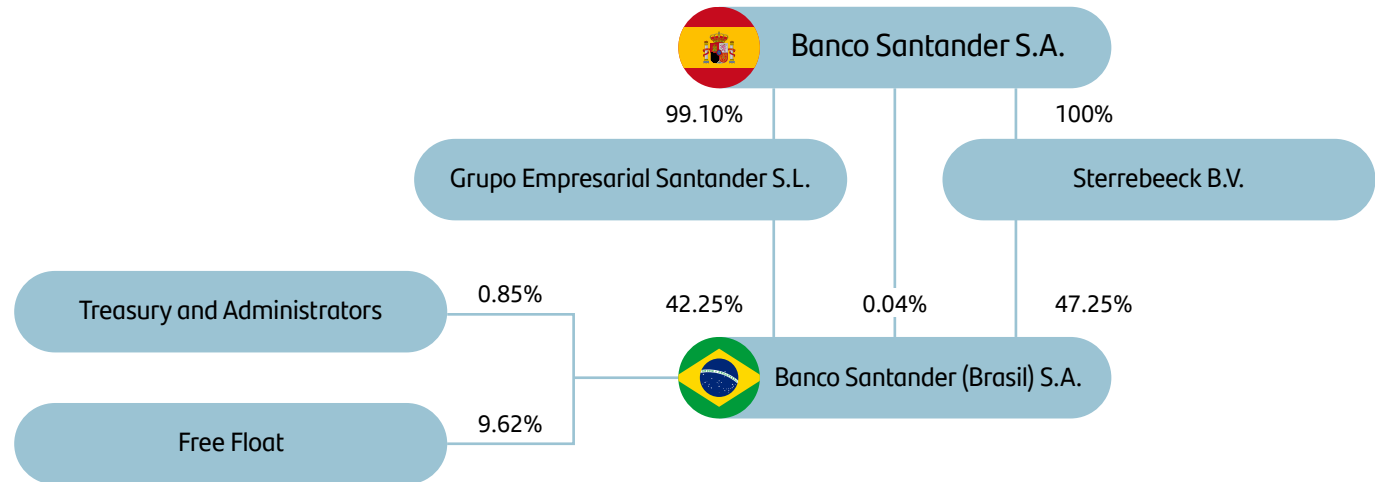
As for sustainability, we have a track record spanning more than 20 years, with a history of pioneering and leadership in issues such as renewable energy, Environmental and Social risks analysis, and productive and targeted microcredit.

To keep business moving, our team is made up of 55,000 professionals with the most diverse backgrounds, training, and areas of expertise.



We are a digital bank with branches and the strength of a global financial group, with more than 160 years of history.

Ownership structure





OUR CULTURE



In 2015, the Santander Group launched Santander Way, our global culture that guides team activities in all geographical regions where the company operates, including Brazil.

This culture is based on three main positions: our purpose, goals, and way of creating the Santander brand.

In 2022, Grupo Santander took another step and reformulated corporate behaviors, now symbolized by the acronym T.E.A.M.S., in which each letter represents a behavior.

See more below.

Summary of our corporate culture



Our goal

To be the best financial services platform, act responsibly, and earn lasting loyalty from our employees, clients, shareholders, and communities.



Our method

Everything we do must be simple, personal, and fair.



Our purpose

To help people and businesses prosper.

Corporate behaviors



Think Customer



Embrace Change



Act Now



Move together



Speak Up



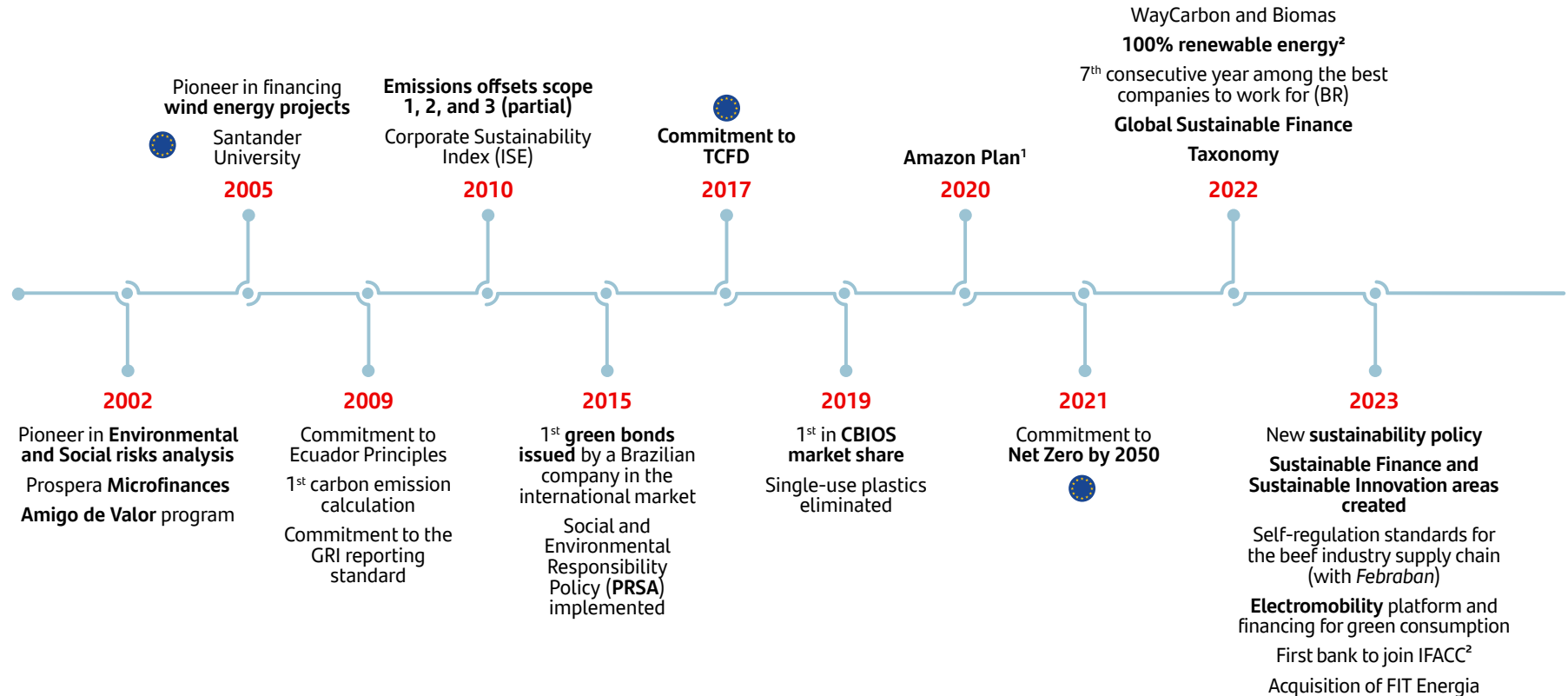
Our history in Brazil



We have been in the market for over 20 years and will continue to lead, making Net Zero one of the pillars of our strategy.



Long-term vision and commitment are part of the Santander culture. We have a record of over 20 years promoting sustainability, while generating value in social, environmental, and economic aspects.



¹ In partnership with private institutions. ² Considering the buildings and branches that are under Santander's operational control.



VALUE CREATION MODEL GRI [2-6]

Resources



Human capital

55,800 employees



Intellectual capital

Knowledge gained over 20 years of sustainability



Financial capital

Total assets of R\$ 1.153 trillion



Social and Relationship Capital

65.9 million customers and relationships with the public and private sectors, as well as social initiatives



Manufactured Capital

2,677 branches and PABs



Natural capital

924,000 GJ of energy; 528,000 m³ of water used in our operations

**Commercial and
wholesale banking**

Affiliates

**Social and
cultural investment**

Value generated



Job creation

R\$ 10 billion in salaries and benefits. 74% of interns and young apprentices hired were Black people



Training

99% of employees participated in development training at Academia Santander



Financial Return for Shareholders¹

ROAE of 11.8% and R\$ 9.4 billion in equity remuneration



Contribution to society

R\$ 10.5 billion in taxes, fees and contributions



Support for communities

Over 86,600 people benefited from our social programs. R\$86.8 million in social, cultural, and environmental investment



Strengthening entrepreneurship

1.1 million informal workers supported by Prospera Santander Microfinanças



ESG Practices

R\$ 27 billion in production from sustainable operations



Working towards Net Zero

We offset emissions from our operations (scope 1 and 2) that we are unable to reduce. As for scope 3 emissions, our current focus is to reduce them

External interference



Economic fundamentals

Regulatory scenario

Fiscal and monetary policies

¹ Values disclosed in the 4Q23 Earnings Presentation (BRGAAP), which may include information different from the information contained in the audited financial statements. Access on <https://www.santander.com.br/ri/resultados>



SANTANDER ECOSYSTEM GRI [2-6]



In recent years, we have invested in acquisitions and partnerships to complement our core banking activity. These initiatives help us to meet the needs of our clients through the Santander ecosystem. Furthermore, they diversify our business model and strengthen its resilience to different economic and market scenarios.

<p>Technology & Operations</p>	<p>Real Estate</p>	<p>ESG</p>	<p>Payments</p>
<p>Investment/Asset Management</p>	<p>Securitization and Collection</p>	<p>Education and HR</p>	<p>Credit and Financing</p>
<p>Automobiles</p>	<p>Benefits/Loyalty</p>	<p>Purchases</p>	<p>Insurance</p>

Companies covered by RAI 2023: Banco Santander (Brasil) S/A, Santander Corretora de Seguros, Investimento Serviços S.A, AAR. Corretora Cambial, ValeMobi.SA, Aymore Crédito S/A, Webmotors S/A, Serviços Comp LTDA, Return Capital Crédito Recovery Service S/A, Ben Benefícios e Serviços, S.A., F1rst Tecnologia São Paulo, Sanb Promotora de Vendas e Collection, Santander Brasil Gestão Recurso, Esfera Fidelidade S.A, Santander Holding Imobil S.A, Universia Brasil S/A, GIRA, Banco Hyundai Capital Brasil S.A., Rojo Entretenimento S.A, Solution4Fleet, Toro, LEADANÇA, Banco Santander (Brasil) S.A., Cayman Islands Branch, Aquanima Brasil Ltda., Auttar HUT Processamento de dados Ltda., Banco PSA Finance Brasil S.A., Eyemobile, Integrated Management of Receivables of Agronegócios S.A., Apê11 Tecnologia e Negócios Imobiliários S.A., Monetis Investimentos S.A., Mobills Corretora de Seguros Ltda., Mob Soluções em Tecnologia Ltda. -EPP, GNXT Client Service Services Ltd.



SANTANDER BRASIL AT A GLANCE

Presence

- 41 years in Brazil
- 3rd largest private bank in the country by assets
- More than 65 million clients

Presence in ESG rates

ISE B3 (sustainability)
ICO₂ (carbon efficient)
iDiversa (diversity)

Legal status

- Publicly traded (ticker SANB11)
- 9.62% of free float
- Share appreciation in 2023: 14%

Distinctions

- The only international bank with large-scale operations in Brazil¹
- Over 20 years experience in sustainability
- Digital bank with physical branches

History in sustainability

- Pioneer in Environmental and Social risks
- Leader in renewable energy and microcredit
- Carbon neutral since 2010 and committed to Net Zero

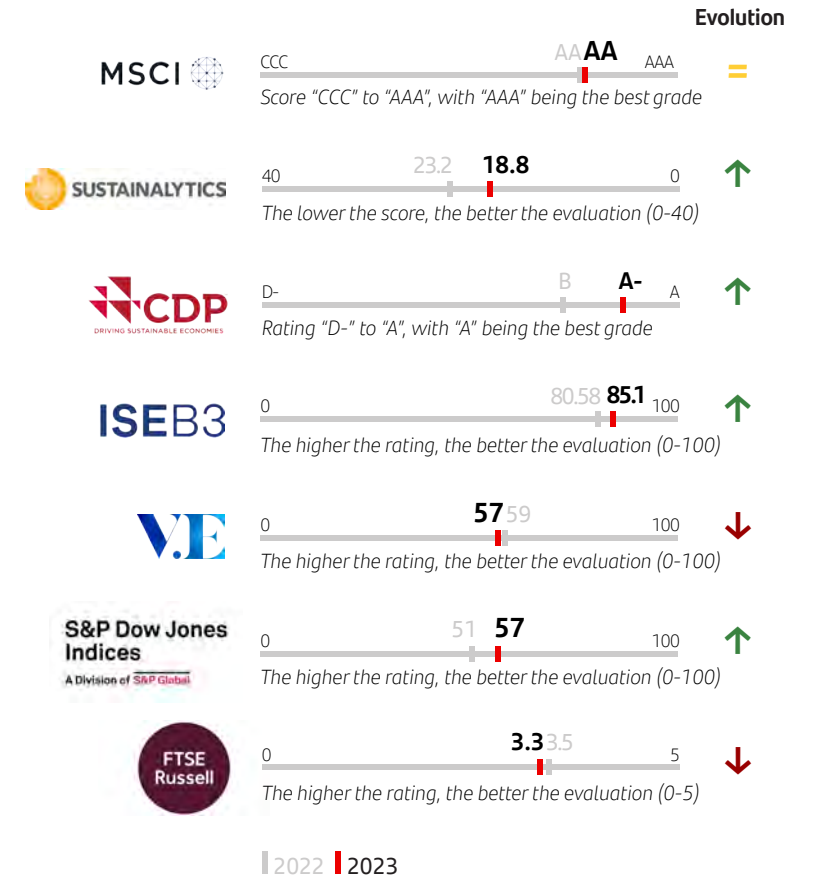
Value Creation for shareholders in 2023

- R\$ 9.4 billion in net profit²
- 11.8% profitability²
- R\$ 6.2 billion distributed in dividends

Credit ratings (national scale)

- S&P Global Ratings: brAAA (long term); brA-1+ (short term)
- Moody's: Aaa.br (long term); Br-1 (short term)

Rating agencies and ESG indexes



¹ According to the criteria for inclusion in the list of Global Systemically Important Banks (G-SIB). ² Values disclosed in the 4Q23 Earnings Presentation (BRGAAP), which may include information different from the information contained in the audited financial statements. See <https://www.santander.com.br/ri/resultados>



Value creation





CORPORATE GOVERNANCE GRI [2-9]



Corporate governance is essential to ensure the proper functioning of the company, safeguard its longevity, and protect the interests of shareholders.

At Santander, we have a robust governance model, relying on two factors: the global culture of the Santander Group and the fact that we are a highly regulated company inside and outside the country.

Since 2009 we have been listed on the stock market in Brazil, called B3 – Brasil Bolsa, Balcão, and in the United States, on the New York Stock Exchange (NYSE).

This requires us to be committed to maintaining an excellent governance system, capable of meeting the requirements

and recommendations of agencies that supervise the capital and financial markets in Brazil and abroad.

In addition, we are part of an international conglomerate that operates under the rules of the European Banking Authority (EBA), the main European regulatory authority. This relationship allows us to anticipate topics and practices being discussed in the largest global economies, including social, environmental, and climate issues.

Strengths of our model

Because of our commitment to advanced corporate governance, we voluntarily comply with relevant best practices in banking, alongside those mandated by current legislation.

Thus, we even comply with rules required of companies listed on Level 1 and Novo Mercado, the most advanced corporate governance categories on B3 – for which we are ineligible, given that our free float (shares in free circulation) is less than 25%.

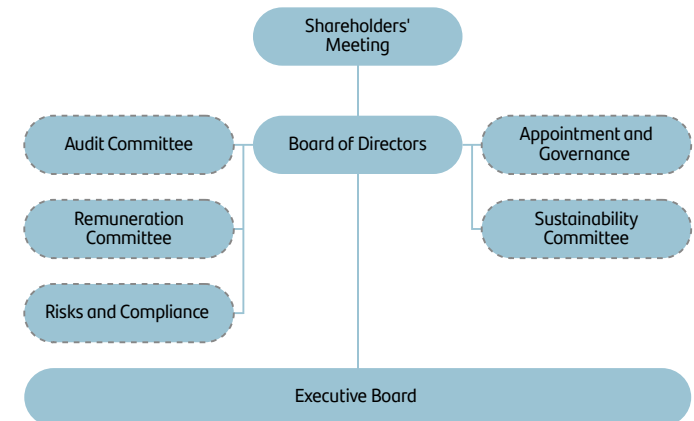
The strengths of our governance include elements such as a prohibition on combining the positions of Chair of the Board of Directors and Chief Executive Officer and the presence of six independent advisors, who represent 54% of the body (the legal minimum is 20%).

Other highlights:

- Voting rights to preferred shares in certain situations;
- Right to joint sale (tag along);
- Arbitration clause; and
- No alternate directors.

Structure GRI [2-9]

Our corporate governance model is supported by four main bodies: the shareholders' meeting, Board of Directors, advisory committees, and Executive Board.





Shareholders' meeting

General meetings bring shareholders together to discuss and decide the most important questions faced by the organization.

In 2023, the Ordinary General Meeting (AGO) elected members of the Board of Directors for 2023 to 2025, determined the total remuneration of administrators, allocated net profit for 2022, and distributed dividends.

The minutes of the AGO and other meetings can be found on our Investor Relations website, in the [Corporate Governance](#) section.

Board of Directors GRI [2-11]

The Bank's professional decision-making body is responsible for long-term strategy and supervision of administrators.

According to our statutes, the Board of Directors must consist of a minimum of five members and a maximum of twelve, elected at a general meeting for two-year terms. It currently has 11 members.

The Board ordinarily meets nine times a year. When necessary, its President can call additional meetings.

In 2023, the Vice-president of the body, Deborah Stern Vieitas, assumed the role of President of the Board after the resignation of her predecessor, Sérgio Agapito Lires Rial. The Chair of the Board is independent and does not hold the position of senior executive of the company.

Advisory Committees

GRI [2-9; 2-10; 2-12; 2-13, 2-24, 3-2]

Advisory committees are governance bodies with their own regulations, which support the board of directors by bringing technical expertise in specific areas. We currently have five advisory committees: Audits, Risks and Compliance, Remuneration, Nominating and Governance, and Sustainability.

The Sustainability Committee's main purpose is to provide the board of directors with an in-depth perspective on risks and opportunities in social, environmental, and climate issues. To this end, the committee is made up of a diverse group of experts on all of these topics.

Committee members ordinarily meet bimonthly. Additional meetings may be convened in special situations. The committee defines its agenda at the end of each year to ensure that they cover all relevant topics with the necessary depth and frequency. In 2023, seven meetings were held.

RESPONSIBILITIES OF THE SUSTAINABILITY COMMITTEE

GRI [2-24; 3-3]

- Bring sustainable practices and new developments to the Board of Directors;
- Engage its members in monitoring and improving these activities to avoid situations of risk;
- Discuss, evaluate, and propose goals, innovations, programs, and initiatives, both from a legal perspective and in relation to best practices nationally and internationally;
- Monitor the development of programs and initiatives, in addition to meeting the benchmarks and goals established by our Social, Environmental, and Climate Responsibility Policy (PRSAC).



Diversity and independence of the Board of Directors and Advisory Committees

GRI [2-9; 2-10; 405-1; 2-24]

Gender diversity is an established priority for the entire company, including governance bodies. The Board of Directors' internal regulations require that the process of nominating and selecting members take into account gender diversity, training, and experience, among other aspects. In 2023, the participation of women on the Board of Directors and Advisory Committees combined was 37.5%.

In the Board alone, the number of women rose from three to four members, to reach 36% of the total. Another highlight of the year was the selection of the Board's new President, a woman.

In addition to the question of gender, we seek to ensure that independent members, who currently account for 54% of the seats on the Board of Directors, represent a broad range of diversity.

GRI [405-1]

Another priority is to include professionals with a diversity of skills and repertoires in our governing bodies.

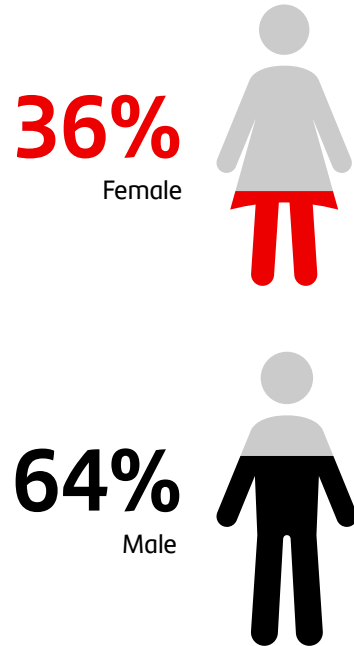
The processes and premises for selecting new Board members are in the Policy for Selection and Replacement of Senior Leadership Members. The document sets forward diversity of experience and independence as principles guiding the Board's makeup.

The policy also establishes that the process of naming new members is coordinated by the President of the Board and conducted by the Bank's Human Resources Department. Furthermore, it proposes that the controlling shareholder and members of the Executive Committee be notified in order to help identify candidates. GRI [2-10]

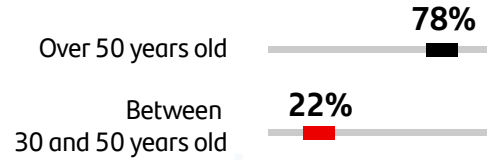


The diversity in our Board of Directors

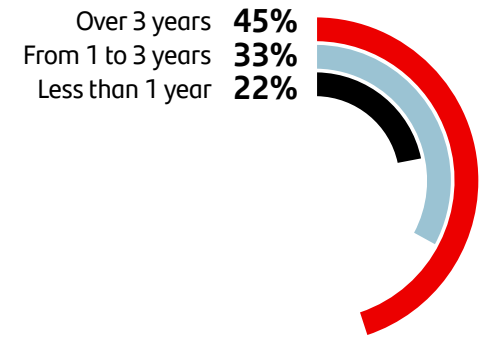
Gender



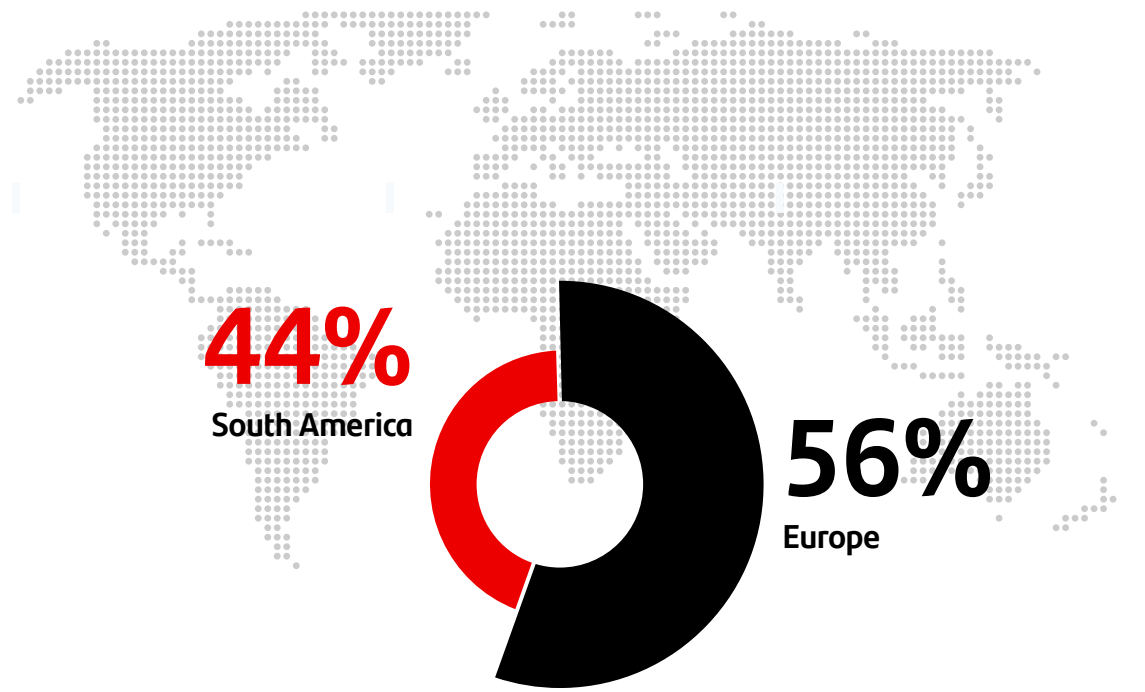
Age group



Length of time on the Council

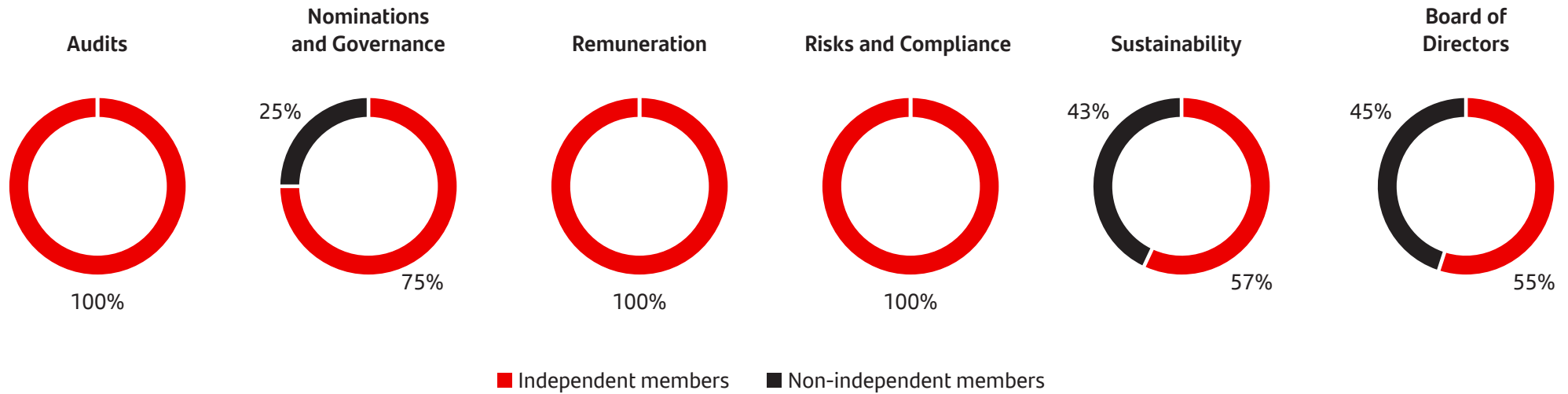


National origin





Degree of independence of the Board of Directors and Advisory Committees in December 2023



Areas of expertise of our Board of Directors are summarized [here](#).



Governance tied to contemporary issues

GRI [2-13, 2-17]

It is essential that the Bank’s advisory committees dynamically monitor ongoing transformations in society, in the business environment, and in our own organization.

Therefore, we developed the Continuing Education Program (PEC), an initiative which provides members of governance committees in-depth information on strategic topics, in sessions outside of meetings.

Historically, sustainability has been part of the PEC’s annual programming. In 2023, the program addressed the challenges of the journey towards Net Zero; artificial intelligence and its applications; reskilling and new professions; and the prevention of money laundering.

In previous years, the committee has covered other issues of sustainability, such as the carbon market and sustainable development in the Amazon.

Unbiased performance review

GRI [2-18]

Every year, our Board of Directors and its committees undergo two assessments:

- One is carried out by the Board itself, with an exclusive focus on performance and the effectiveness of its activities;
- The other is the Committees’ assessment of the Board of Directors and each of its members, to identify strengths and where there is room for improvement.

To guarantee total impartiality in this work, we engage the support of an external consultancy specialized in conducting the process. The result is shared with the board of directors and the Nomination and Governance Committee. The performance evaluations did not prompt changes in the board of directors.

In order to ensure their qualifications, technical expertise, and skills, the composition of the board of directors and its advisory committees are also evaluated annually.

Remuneration and incentives

GRI [2-19; 2-20; 3-3]

Our remuneration policy seeks to promote ongoing improvement in individual performance, in order to stimulate the board of directors, the executive board, and other employees’ commitment to excellence. To achieve this, we have adopted criteria to reward high performance and discourage undesirable behavior, promoting the interests of shareholders. GRI [2-19]

Our policy also encourages meritocracy by measuring the contributions of individuals towards meeting goals and executing business strategies.

Following the recommendation of the Remuneration Committee, the Board of Directors conducts a qualitative assessment of each quantitative metric for the variable remuneration amounts. This process considers how well goals were met, among other aspects.

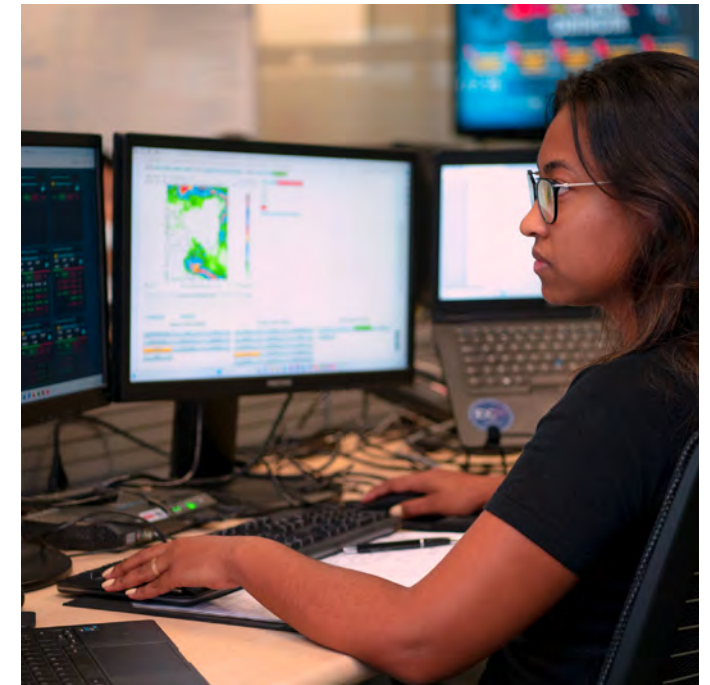
The value of total compensation (fixed salary, short- and long-term incentives, and benefits) of directors and executive officers is approved at a meeting of the shareholders, as determined by local legislation. GRI [2-20]

MORE INFORMATION ON CORPORATE GOVERNANCE

→ [Protecting ourselves from conflicts of interest](#) GRI [2-15];

→ [Our tax governance](#) GRI [207-1];

→ [Areas of expertise of our Board of Directors](#) GRI [2-17].





BUSINESS CONDUCT GRI [3-3 Material topic: Ethical conduct in business; 2-12]



Integrity and ethical conduct are mandatory and non-negotiable elements in everything we do. Therefore, we are serious about promoting a culture with values and behaviors consistent with sustainable growth, with zero tolerance for corruption and bribery.

Our strategy starts with activating the Santander purpose, goal, and way; passes throughout our corporate behaviors; and continues all the way to our governance institutions, such as institutional policies, codes, and reporting mechanisms.

Code of Conduct

Our Code of Ethical Conduct describes behaviors and standards that must be followed by all members of Santander Group.

The document addresses essential topics for a culture aligned with our principles, including confidentiality and privacy of information, respect, diversity, and integrity.

Awareness of and adherence to this code is mandatory for all employees. Failure to follow our code will result in internal sanctions, dismissal, or even legal action.

To ensure employees understand all standards, we carry out training and communication measures, coordinated by the Compliance division and/or the Ethics and Compliance Committee.

In 2023, we launched a new, simpler and more modern version of the code. To highlight the news, we chose a creative strategy: we made available on Now, our internal communication platform, the podcast “Pod ou não Pod?” (“Can you or can't you?,” a play on words in Portuguese).

The program presents situations of practical application of the Code of Ethical Conduct, narrated by Chico Felitti, journalist responsible for “A Mulher da Casa Abandonada” (“The Lady of the Abandoned House”), one of the most successful productions of recent years in the podcast universe.

Our policies associated with ethics are listed in the links below.

CODES AND POLICIES

- [Code of Ethical Conduct \(Portuguese only\);](#)
- [Policy for Related-Party transactions \(Portuguese only\);](#)
- [Supplier Code of Conduct \(Portuguese only\);](#)
- [Policy on Money Laundering Prevention and Fight Against Terrorism Financing;](#)
- [Bribery and Corruption Prevention Policy;](#)
- [Financial Sanctions and Countermeasures Policy.](#)





Ethics and compliance committee GRI [2-24]

To prevent and mitigate compliance risks, the board of directors and the executive committee (Comex) rely on the advice of a deliberative body: the Ethics and Compliance Committee.

The purpose of the committee is to ensure compliance with ethical principles, legislation, and standards applicable to the Bank, including rules of conduct that guide employee activities.

Assessment of corruption-related risks

GRI [205-1]

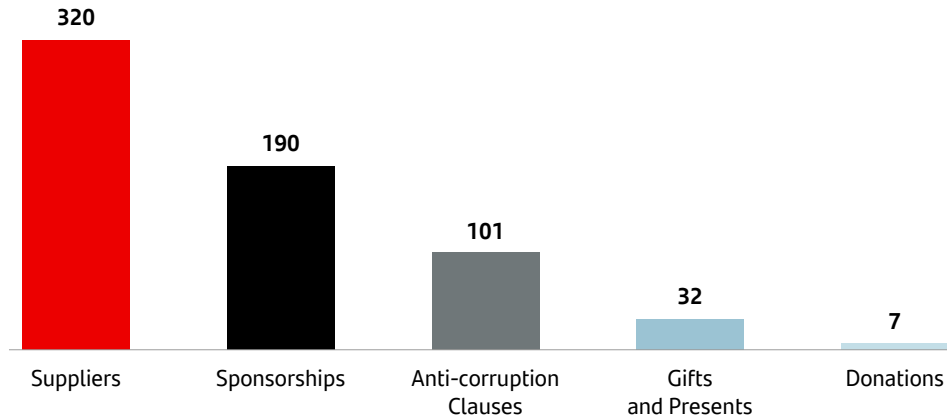
We use the Risk Control and Self-Assessment (RCSA) methodology to identify and analyze items that deserve special attention from the Bank. The purpose is to reduce the chance of non-compliance with legal regulations or missteps in employees conduct.

The risks identified include those related to corruption, which must be avoided without exception. To do this, we have adopted strict guidelines to follow in our relationships with clients, suppliers, partners, sponsors, and grantees.

In 2023, we conducted 650 integrity assessments on a variety of processes that could involve some risk of corruption – equivalent to 100% of operations, as shown in the table below.

Of this total, we identified 166 cases with significant risks – those that could affect the Bank’s operation – related to corruption. Negative or qualified assessments were given with regard to suppliers, sponsorships, anti-corruption clauses, gifts, and donations.

Process integrity analysis



Constant improvement of compliance

To improve our internal controls, in 2020 we started a system of monitoring based on algorithms and machine learning. We seek assertiveness, security, and agility, in expanding and improving our compliance.

Our drive to improve encompasses internal processes and analyses to prevent money laundering (PLD), terrorism financing, and the financing of proliferating weapons of mass destruction (FTP). These analyses are reported to the weapons proliferation (FTP), which includes reporting to the Financial Activities Control Board (COAF, in Portuguese).

We also use this data to run tests and improve PLD, conduct, and Regulatory risk management, involving suppliers, partners, sponsors, and grantees.

The initiative further allows us to identify possible involvement of these groups in activities harmful to public administration and/or those inconsistent with our principles.



Integrity Program GRI [2-25]

Our Integrity Program has checks and procedures that aim to prevent, identify, and correct situations that may constitute signs of corruption or other acts harmful to public administration.

The program has the full support of senior management. It emphasizes ongoing promotion of Canal Aberto (Open Channel), as well as giving examples of non-compliance with important regulations and disciplinary measures.

The Compliance Department is responsible for evaluating the policies and risks of areas that may be most susceptible to corruption and performs of certain safeguards. Cases of non-compliance with internal rules or signs of illegality are discussed and resolved by the Ethics and Compliance Committee, which advises the board of directors.

Reporting channel

GRI [2-25; 2-26; 3-3; 406-1] SASB FN-CB-510a.2

We support an open and honest work culture. Our aim is to promote an ethical, responsible, and transparent environment.

To make sure that people feel comfortable expressing themselves in a frank and safe way, we rely on *Canal Aberto Santander*, which receives reports (including anonymous ones) about any indication of illegality involving the Bank or related companies.

The platform is available 24 hours a day, 7 days a week, and can be accessed by any employee, supplier, client, shareholder or third party related to the Santander Group.

All communications are received and redirected by the Compliance department, guaranteeing the confidentiality and anonymity of those who reach out on the channel.

Retaliation and discrimination, or any other unfair treatment of whistleblowers, are prohibited. This does not preclude the possibility of disciplinary action if an internal investigation concludes that the report was malicious or in bad faith.

We periodically carry out awareness and/or training initiatives so that all employees can learn about the importance of the channel, its characteristics, and how it operates. Other target groups are reached through Santander's institutional channels.

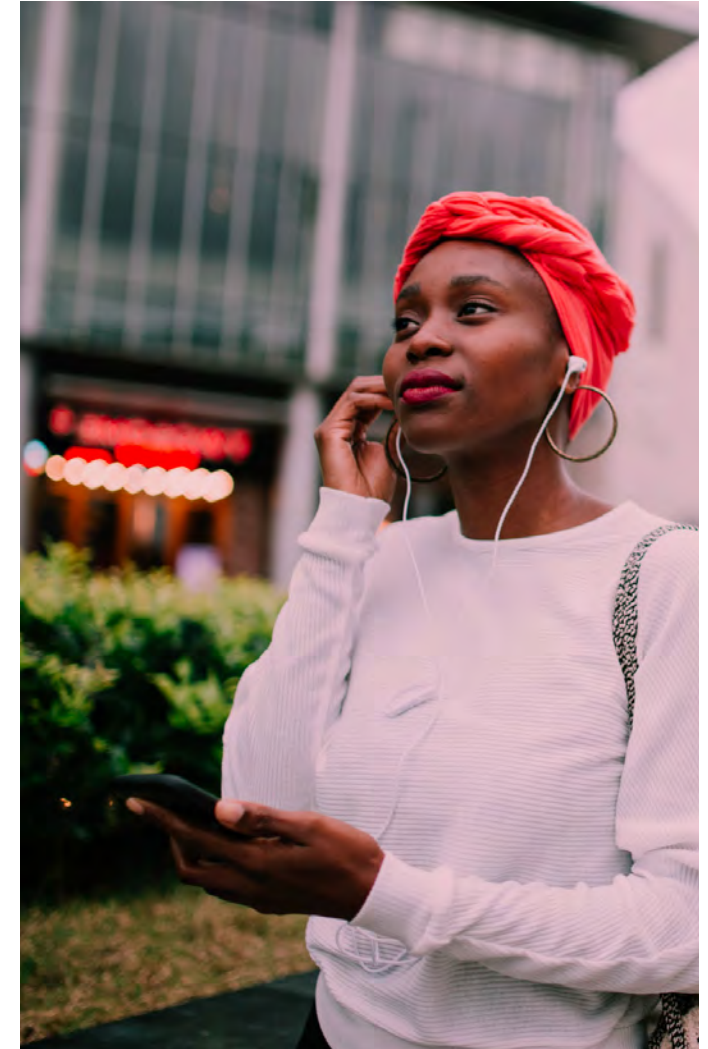
How Canal Aberto Santander works

Our reporting system has three main steps:

- **Step 1:** Complaints can be made anonymously or with identity disclosed. They can be sent to the email canalaberto@santander.com.br or, for the internal group, via a form available on the intranet.
- **Step 2:** The reports are evaluated by the Compliance department, which forwards them to an investigation and response team, which decides on any measures that must be taken.
- **Step 3:** Information on the channel is consolidated in reports, as determined by regulatory bodies. The content is reported to the Audit Committee and approved by the board of directors.

The initial deadline set forth by Compliance for investigating a complaint is five business days. However, the time needed to complete the processing of reports may be extended depending on the complexity, the investigation, and enactment of response measures.

In 2023, the average time for completion was 31 days. No complaint involved senior management.





Reporting categories GRI [3-3; 205-3]

At *Canal Aberto Santander*, we classify issues into 13 reporting categories. The main ones are presented in the table below, with the 2023 reports compared to those of 2022:

	2023	2023 (%) ²	2022	2022 (%) ³	Change (2023 vs. 2022) ³	
Fraud	290	22.2%	344	19.8%	↑	2.4% p.p.
Undesirable behavior	194	14.8%	280	16.1%	↓	-1.3% p.p.
Commercialization	185	14.1%	256	14.7%	↓	-0.6% p.p.
Harassment	179	13.7%	111	6.4%	↑	7.3% p.p.
Money laundering	170	13.0%	255	14.6%	↓	-1.6% p.p.
Simple, personal, and fair ⁴	114	8.7%	51	2.9%	↑	5.8% p.p.
Conflict of interest	105	8.0%	183	10.5%	↓	-2.5% p.p.
Information security	36	2.7%	237	13.6%	↓	-10.9% p.p.
Discrimination	30	2.3%	21	1.2%	↑	1.1% p.p.
Corruption ¹	5	0.4%	-	-	-	-
Market abuse	1	0.1%	3	0.2%	↓	0.1% p.p.

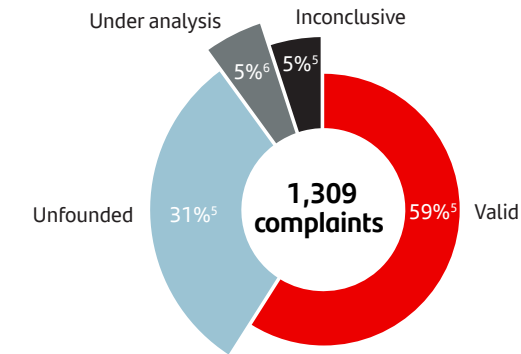
Reports in 2023 GRI [3-3; 2-16; 2-25; 205-3; 406-1]

In 2023, *Canal Aberto Santander* received 1,309 complaints, a 25% decrease compared to the previous year. The main reason for this drop was a change in monitoring, a process by which the responsible departments verify the correct application of in-house rules. Since they were not spontaneous complaints, they were no longer registered on *Canal Aberto*. We share semi-annual reports with the board of directors with the total number of complaints received and any significant concerns,

such as reports of fraud, money laundering, and data breaches. The reports also include disciplinary actions taken in the year. In 2023, the primary disciplinary measures for reports considered valid were dismissal (20%) and training (19%).

Details are below.

Complaints received GRI [3-3]

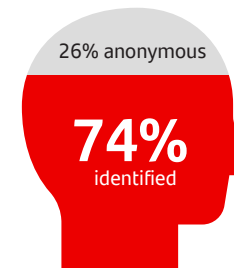


Average response time⁵



31 days

Percentage of anonymous reports complaints⁶



In addition to disciplinary measures, we encourage correction, acculturation, and training actions for specific groups based on *Canal Aberto* indicators.

Support in training and actions is provided with the help of specialists in relevant departments, depending on the incident.

¹Reporting of alleged claims related to corruption began to be monitored in 2022. ²Number of complaints in the category/total number of complaints for the year. ³Variation in the percentage calculated per year for each category. ⁴Category of complaints regarding our way of acting. ⁵Calculated based on the total number of reports received and completed by 12/31/2023. ⁶Calculated based on the total number of complaints received by 12/31/2023.



Anti-corruption activities

GRI [3-3; 2-23; 2-24; 2-25; 205-2]

The Bank's anti-corruption procedures and policies were communicated to 100% of employees in 2023 through messages, mandatory online courses, and policies and code of ethical conduct. Likewise, 100% of the members of the Board of Directors received the necessary information and training.

All our business partners are also informed about relevant procedures and policies. The Bribery and Corruption Prevention Policy, the Integrity Program Policy for the Prevention of Corruption and other Acts Harmful to National or Foreign Public Administration, and the Code of Ethical Conduct are available on our portals, accessible to all audiences.

To ensure that all employees are aware of our policies and codes, we developed eight mandatory online courses. The table below shows employee participation and how it has evolved over the years.

Among the employees who have not yet completed training are those recently hired and those who are eligible, but may still be within the deadline for completion. GRI [205-2]

Anti-corruption mandatory online training for all employees¹ GRI [2-25; 205-2]

Topics	% employees who completed training			Change (2023 vs. 2022)	Content
	2023	2022	2021		
Preventing and combating corruption	98.6%	96.5%	99.1%	↑ 2.1 p.p.	Ethics, combating corruption and bribery. The course covers our practices, current legislation and the Anti-Corruption Policy
New Code of Ethical Conduct	99.0%	98.8%	97.8%	↑ 0.2 p.p.	Ethical principles to guide the actions of all employees of Santander and its partner companies, in all relationships
Money laundering prevention	99.5%	98.6%	98.9%	↑ 0.9 p.p.	Money laundering and concealment, origin of illicit resources, examples of atypical situations, whistleblowing channels and current legislation. It also covers the Know Your Customer Policy
Antitrust – Introduction to Competition Law	99.9%	99.4%	99.6%	↑ 0.5 p.p.	Guidance on communication, relationships, prohibitions, obligations and rules of competition between companies in the sector
Fraud prevention	100.0%	99.3%	99.5%	↑ 0.7 p.p.	Standard guidelines regarding fraud prevention, explaining topics such as fraud, categories, and procedures to follow when it is identified, in addition to meeting the regulatory obligations of the Santander Group
Conflict of interests	99.9%	99.2%	99.4%	↑ 0.7 p.p.	Conflict of interests, examples of atypical situations, and expected conduct. It also covers the General Interest Policy
Conduct risk in the sale of products and services	99.9%	99.3%	99.6%	↑ 0.6 p.p.	Risks and standards of ethical conduct related to the design, sales and after-sales stages of products and services
Code of Conduct in the Securities Markets (CCMV) ²	99.1%	99.5%	99.0%	↓ -0.4 p.p.	Guidance on securities transaction rules

¹ The following companies are considered: Banco Santander (Brasil) S.A.; Aymoré Crédito, Financiamento e Investimento S.A.; BEN Benefícios e Serviços S.A.; Esfera Fidelidade S.A.; FIRST TECNOLOGIA E INOVAÇÃO LTDA; Santander Brasil Gestão de Recursos LTDA; Santander Corretora de Seguros, Investimentos e Serviços S.A.; Santander Holding Imobiliária, S.A.; Univerisa Brasil, S.A.; Webmotors S.A.; Superdigital Instituição de Pagamento S.A.; Santander Distribuidora de Títulos e Valores Mobiliários S.A.; Return Capital S.A.; SANB PROMOTORA DE VENDAS E COBRANÇA S.A.; SX TOOLS SOLUÇÕES E SERVIÇOS COMP LTDA; Santander Corretora de Câmbio e Valores Mobiliários S.A. Among employees who have not yet completed training are recent hires, who are eligible, but may still be within the deadline for completion. Completed and ongoing training is considered. ² The total number of eligible employees differs from that of other categories, since it considers specific criteria of the Securities Code of Conduct.



Advocacy GRI [2-25]
















With the goal of stimulating the development of the Bank and society, we participate in debates, events, and discussion forums on public policies relevant to the businesses of the Santander ecosystem.

Issues of high priority on the agenda are those linked to sustainability, risk management, banking security, diversity, transparency, and the international agenda.



























In 2023, guided by our Code of Ethical Conduct and our Institutional Government Relations Policy, we engaged with public, private

and civil society institutions on various topics, including our environmental, social, and governance agenda, and contribute to the construction of regulatory frameworks. GRI [415-1]















Following is a summary of the year's activities. GRI [2-28]

Entity	Purpose	Scope	Total allocated	Related SDG
Brazilian Association of Employee Benefits Companies – ABBT (in Portuguese)	Represents companies in the benefits sector, primarily focused on workers' food and meals.	Association to represent the common interests of companies facilitating the meal/food-agreement system accredited in the Workers' Food Program (PAT). It can also represent them in matters related to food assistance and culture vouchers, provided through the Worker Culture Program (PCT).	R\$ 156,000	      
Brazilian Association of Credit Card and Services Companies – ABECS (in Portuguese)	Represents companies in the electronic payment sector, contributing to the development of the sector and ensuring the interests of its members.	Represents the sector on regulatory matters before the market, public bodies, and society. In the Working Group on Revolving Interest, the aim is to develop a strategy and technical material to defend a limit on credit card interest. In the Project Monitoring Committee, it proposes legislation at the federal, state, and local level, to define strategies and prepare statements and technical notes on proposals in progress.	R\$ 3.1 million	  
Alliance for workplace inclusivity – Aipê (in Portuguese)	Founded by Santander, Instituto Votorantim, Instituto Humanize, Fundação Tide Setubal, Fundação Arymax, Instituto Heineken e BNDES, this private social investment initiative brings together large companies active in workplace inclusivity.	The alliance will operate for five years, supporting projects chosen through public notices related to specific issues defined by the management committee.	R\$ 3 million	  
American Chamber of Commerce – AMCHAM	Aims to strengthen trade relations and investments between Brazil and the United States.	Supporting companies of all sizes and segments, it works on initiatives supporting sustainability, environmental preservation, and innovation, among other issues.	R\$ 65,000	 



Entity	Purpose	Scope	Total allocated	Related SDG
Brazilian Association of Financial and Capital Market Entities – Anbima (in Portuguese)	Represents entities in financial and capital markets that are interested in improving the segment.	An advisory group focused on discussing sustainability in the financial market. The objective is to propose and coordinate Anbima's ESG agenda (environmental, social and governance issues) and act as a consultative body for the board of directors and our representation forums for matters related to the sustainability agenda.	R\$ 734,000	 
Brazilian Association of Publicly Traded Companies – Abrasca (in Portuguese)	Governmental and Institutional Relations Committee negotiates with Brazil's National Congress and the executive branch of the federal government regarding the implementation of proposals made by other committees.	Represents the long-term interests of publicly-traded companies and their shareholders by constructing a fair and effective regulatory system; maximizing the benefits of being a publicly-held company; ensuring requirements and obligations arising from the use of the capital market, and promoting confidence in the country, its institutions, and markets.	R\$ 75,800	 
Corporate Social Investment Benchmark – BISC (in Portuguese)	Created by Comunitas, BISC is a tool for annual monitoring of social investments made by companies, institutes, and business foundations. It also promotes discussions to foster and disseminate knowledge on this topic.	Association through annual contribution, responding to the survey and in discussion forums promoted by the institution.	R\$ 40,000	        
Brazilian Business Council for Sustainable Development – CEBDS (in Portuguese)	Promotion of sustainable development in companies operating in Brazil, through coordination with government and civil society, in addition to disseminating the latest concepts and practices.	Participation in focus groups related to sustainability, in addition to the advocacy working group and the Leaders Group. Interaction with stakeholders from public authorities, businesses, and civil society. Strengthening sustainability agendas and institutional positions.	R\$ 98,500	     
Brazilian Coalition on Climate, Forest and Agriculture	Movement made up of over 300 representatives from the private sector, financial sector, academia, and civil society. Works on agendas for protection, conservation, sustainable use of natural and planted forests, agriculture, and adaptation to climate change.	Discussions about better measures to implement a low-carbon economy and to prevent and combat deforestation. Support in statements to be released on an environmental perspective.	R\$ 50,000	      



Entity	Purpose	Scope	Total allocated	Related SDG
Brazilian Council of Corporate Volunteering – CBVE (in Portuguese)	Council formed by a network of companies, institutes, foundations, and confederations connected by volunteering, as an innovation space for sharing and creating experiences.	Social responsibility initiative for companies and organizations, which aims to encourage, organize, support, and recognize voluntary activities performed by their professionals and other stakeholders, for the benefit of society.	R\$ 17,200	
Brazilian Federation of Banks – Febraban (in Portuguese)	Represents the national financial system and aims to contribute to the economic, social, and sustainable development of the country. Represents its associates in the search for ongoing improvement of the financial system and its relations with society.	Discussion of macro strategies and sector positions. Definition of strategies and preparation of technical notes for bills proposed in federal, state, and municipal legislatures.	R\$ 15.8 million	 
LGBT+ Business and Rights Forum	Coordination of companies around the commitment to respect and promote LGBTI+ human rights in the business environment and in society at large.	Discussion forum to improve business management practices, eradicate discrimination against LGBT people, coordinate efforts, and strengthen the forum.	R\$ 16,000	
International Chamber of Commerce – ICC Brasil	Communication between the business sector and public stakeholders on developing projects to improve the business environment, open up trade, and foster economic development.	Discussion forums around topics of trade, finance, and sustainability. Supports publication of studies and dialogue with other participants in the private sector.	R\$ 57,200	 
Financial Innovation Laboratory – Lab Inovação	Result of a partnership between the Brazilian Development Association (ABDE), the Inter-American Development Bank (IDB), and the Securities and Exchange Commission (CVM).	Participation in a multisectoral interaction forum and a space for public-private dialogue to promote innovation and sustainable finance.	No contribution required	      
Women 360 Movement (Movimento Mulher 360)	Initiative aims to encourage gender equality in the corporate world.	Group addresses ways to incorporate issues of gender equality into business strategy, identifying good practices that can be replicated. Additionally, it provides tools to measure progress.	R\$ 20,000	



Relationship with suppliers

GRI [3-3 Material theme: Climate Change | Consumers & End Users; 2-6; 2-29; 2-23]

With the aim of building responsible relationships with suppliers, we have methods in place to evaluate our solicitation of proposals from prospective vendors, how we approve them, and follow-through on contracts.

To do this, we use as foundations the guidelines of the UN Global Compact and a series of internal instruments:

- [Supplier Code of Conduct \(Portuguese only\)](#);
- [Social, Environmental and Climate Responsibility Policy \(PR SAC\)](#);
- Corporate Outsourcing Framework and Agreements with Third Parties;
- Supplier Approval Policy;
- [Regulations related to anti-corruption and money laundering prevention topics \(Portuguese only\)](#).

In our processes, we classify the different services that a supplier can provide us according to their inherent risk – critical, high, medium, low, and no risk – and we seek to identify this risk before contracting/renewal, using a risk calculator.

In this risk calculation, we evaluate service characteristics such as data access and/or processing, data confidentiality level and access to systems, among others.

In our structure, the service manager is primarily responsible for complying with all typical requirements of the supplier management and control processes, as shown in the figure:

Supplier management and control



Hiring requirements

The contracting process for all our suppliers contains contractual clauses that require:

- Good socio-environmental practices;
- Defense of human rights (such as prevention of slave and child labor);
- Guidelines against verbal and sexual harassment, combating corruption and legal, fiscal, tax and reputational integrity.

The supplier's level of criticality determines the different requirements for analysis, approval, registration and service continuity involved in the process of negotiation, approval, and formalization of the contract.

There are two types of approval:

- **Company dimension:** Carried out for all suppliers. Labor, taxation, registration status, reputational issues (such as negative media and slave labor lists), financial conditions, and social, environmental, and governance aspects are analyzed.
- **Service dimension (risk assessment):** Applied to suppliers that provide services with inherent risk classified as critical or high. Aspects such as cybersecurity and data protection are evaluated.

At the end of 2023, we had 1,891 suppliers with active contracts, of which 12% were considered critical- and high-risk according to their activities and predefined risk criteria.

The main services contracted from critical- and high-risk suppliers are call center, billing, telemarketing, BPO (process outsourcing) for real estate and financial credit, transportation of valuables, archiving and printing of documents, and anti-fraud services.

Depending on the nature of the service risk, the supplier may need to answer a questionnaire on environmental and social topics or undergo analysis of possible negative media. In any case, 100% of suppliers must adhere to our Supplier Code of Conduct. Furthermore, when formalizing the provision of the service, the contract includes a socio-environmental clause.



Monitoring

We carry out periodic monitoring of suppliers, in which we evaluate topics such as labor, tax, fiscal and reputational status, relevant events related to operational risks, involvement with slave labor, and sanctions applied by public authorities.

Our Supplier Forum deliberates on possible cases and monitors the implementation of action plans on identified improvement opportunities. This body is also responsible for ensuring the implementation of the Corporate Outsourcing Framework and Agreements with Third Parties, as well as the policies and regulations of regulatory bodies. [GRI \[414-2\]](#)

ESG Engagement

In our partnerships, we seek to engage service providers and managers with good environmental, social, and governance practices. In this way, we reduce risks related to sustainability and contribute to the evolution of our partners.

Last year, among other activities:

- We added content to the Supplier Portal such as our LGPD booklet, guidelines on financial education, rules and policies that demonstrate our practices in compliance with current legislation and ethical principles;
- We invited our suppliers to report information on their climate management to CDP Supply Chain, an initiative in which we have participated since 2017.

In 2023, we continued working on the development of ESG practices with a group of 89 suppliers, in an initiative that began in 2022. By analyzing opportunities and considering the level of maturity of these partners, we proposed action plans to further advance this agenda. Almost 100% of companies returned with action plans. [GRI \[414-2\]](#)

On ESG Day in November, we recognized six of these partners (three small and medium-sized companies and three large companies) for their engagement and the results of their proposed plans.

We carried out 33 engagement, awareness and communication actions. They included webinars on climate change and diversity, as well as topics such as cybersecurity, LGPD, data protection and contract management.

ESG Day was the first event created to reward the efforts of our partners on Santander Brasil's ESG agenda. The event had 93 participants, including suppliers and Santander leaders.

WANT TO LEARN MORE ABOUT OUR BUSINESS PRACTICES?

→ [Santander's guidelines for donating to political parties](#)
[GRI \[415-1\]](#)

→ [Has Santander been the target of significant fines or controversy in 2023?](#) [GRI \[2-27\]](#)



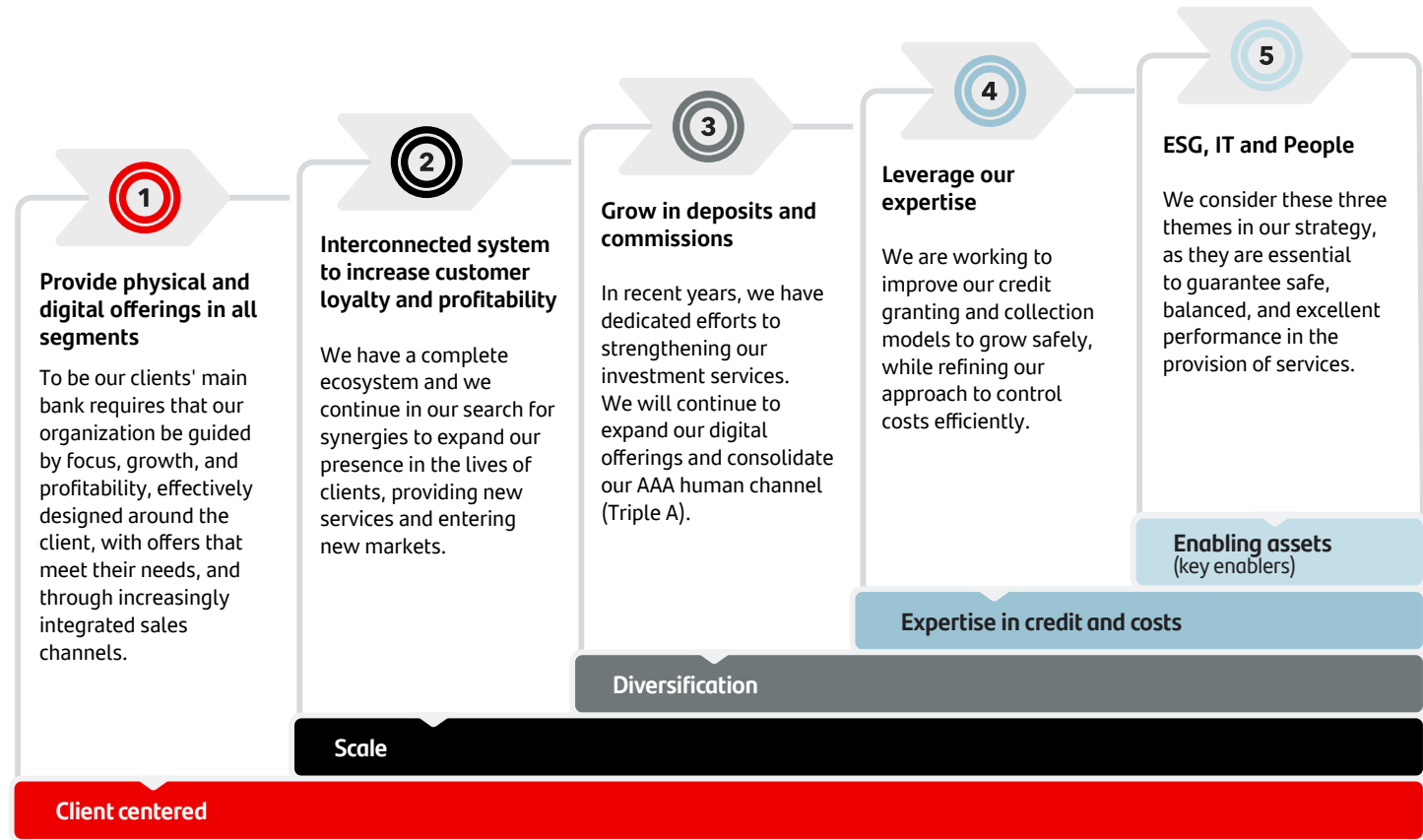


STRATEGY GRI [3-3]



Our ambition is to be our clients' main bank, focusing on getting to know them and allowing them to transact with us when, how, and where they want. All of this is made possible by increasingly simple offers and highly responsive service across all channels.

To this end, we have structured our operating strategy along five dimensions. They are:





Sustainability in strategy GRI [2-25; 3-3]

Our sustainability work is part of strategic planning – which ensures that social, environmental, and governance themes occupy a central position in the business.

At Santander, we understand that the best way to contribute to the country's development agenda is by using our commercial capabilities to support initiatives with a positive impact on the economy, the environment, and people's lives.

This conviction stems from the fact that we have the expertise, financial capital, and reach to create, customize, and widely distribute products and services that make a difference in the national development agenda.

We are already leaders in the financing and advisory sector for renewable energy projects and we have the largest private microfinance operation in Brazil.

Furthermore, we have a robust sustainability governance model, which allows us to act transparently and gain the trust of clients, investors, and regulators.

This credibility involves using the Sustainable Financing and Investment Classification System (SFICS), a sustainability taxonomy created by Santander Group, which carefully identifies which products and transactions are effectively green, social, or sustainable.

We are convinced that the country's main social and environmental challenges will increasingly require financial solutions. We will be ever more prepared to propel this agenda forward.

Sustainability ecosystem GRI [2-24]

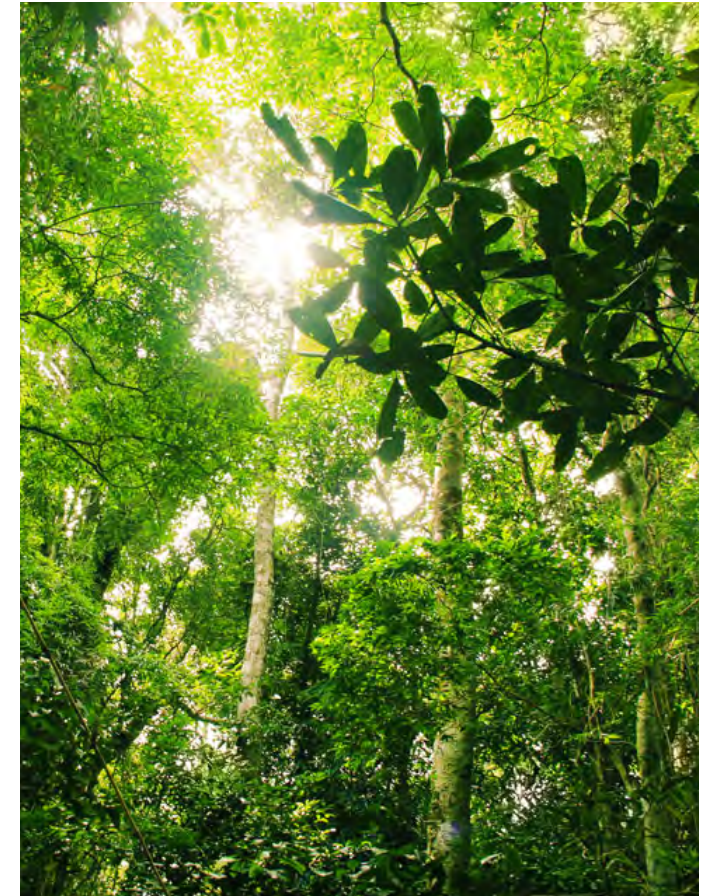
Last year, we adopted a new internal structure, based on business domains (BDs) – communities formed by multidisciplinary teams, organized horizontally and dedicated to specific business activities.

The new format allows us to have a more flexible, agile dynamic to overcome the rigidity and formation of silos characteristic of traditional organizational charts.

At the end of the year, we already had 27 BDs, all of them equipped with product teams, operational platforms, and technology.

In this process, social, environmental, and climate issues, which were previously spread across the Bank, were reorganized with the creation of the Sustainability BD. The goal is to bring the various existing initiatives in disparate areas closer to the Bank's core, with an eye towards execution. Our ambition is for our business dealings to be recognized as impactful and increasingly relevant.

The major challenges include sustainable business and fundraising, climate commitments (Net Zero), environmental and social, socio-environmental and climate risk management, social impact, governance and reporting, communication, and engagement.





Santander Asset Management Strategy

GRI [3-3]

Our commitments and initiatives focused on environmental, social, and governance issues extend to how we manage our investors' assets.

In Brazil, this part belongs to Santander Asset Management (SAM), a related company operating in the national market for 25 years. It offers a select range of investment products – fixed-income funds, variable income, multimarkets, private pensions, real estate and infrastructure.

SAM serves individual clients (retail and private banking), legal entities (companies both large and small, and universities), and institutional investors (pension funds, Self-funded Social Security Plans (RPPS), governments, and other institutions).



SAM Highlights

- 6th largest asset manager, with assets of R\$328.5 billion in 2023;
- Over 590 investment funds, with 725,000 customers;
- Global manager with the largest presence in Brazil;
- 2nd-largest pension fund manager and 4th-largest wholesale manager (institutional and corporate);
- Maximum rating from Moody's.

ESG in asset management

SAM offers our clients investment options that include social, environmental, and corporate governance analyses in their business strategies.

The company has 20 years of experience in responsible investments. It has been a signatory to the Principles for Responsible Investment (PRI) since 2008 and the Brazilian Stewardship Code since 2017.

By raising issues of environmental, social and corporate governance and monitoring them with detailed analysis, SAM believes it is possible to minimize risks that financial analysts often fail to see, in addition to reinforcing bonds of trust with its target audiences.

In 2023, the company made several advances in its ESG practices. One of them was in the process of analyzing companies for private credit: a total of 105 analyses, with 62 managers classified. The methodology used for these assets in Brazil is complementary to the analyses of the SAM global team, since it expands the universe of privately held companies and includes a local assessment of potential critical and controversial events.

Another of the achievements of 2023 was carrying out 25 ESG due diligences by the SAM team with managers of the analyzed and classified funds. The goal was to engage these managers and understand how the market is moving in light of the ESG agenda. The results of these investigations are being used to map the level of managers' commitment with their environmental, social, and governance practices.

Products

At the end of 2023, the manager had two funds with an ESG focus: Go Global Equity ESG and Ethical *Ações Sustentabilidade* Special.

The Go Global Equity fund invests its resources in an offshore variable income vehicle with a diversified portfolio, whose management model aims to evaluate the social, environmental, and governance aspects of well established companies. Its benchmark is the MSCI World, a global stock market index.

The Ethical *Ações Sustentabilidade* Special fund, launched in 2001, is considered a pioneer in the application of an ESG methodology in investment analysis. In 2020, the product underwent a review of its methodology. It adopted an SAM approach that relies on an ESG analysis of its assets using global criteria, both on company practices and on controversial and critical topics.

Monthly, the Ethical fund is subjected to a critical analysis conducted by the ESG Latam Committee, made up of teams dedicated to ESG and investment management. The group also discusses the fund's main characteristics and historical performance. In 2023, the fund performed above its benchmark, the Corporate Sustainability Index (ISE), of B3.

More information about Santander Asset is available [here](#).



RISKS MANAGEMENT GRI [3-3 Material topic: Socio-environmental and Climate Risk Management; 2-9; 2-25; 201-2] SASB FN-CB 410a.2



To build a safe and responsible business, we perpetually manage risks that involve our activity and that may have impacts on the company, shareholders, clients, society, and the environment.

One of the most important pillars is our global risk management culture, Risk Pro. Its central characteristic is the call for all employees to act proactively, preventatively managing points of attention that arise in their daily activities.

This culture is accompanied by a governance model that takes into account best market practices and recommendations from supervisory and regulatory bodies.

Main risks GRI [3-3]

Credit, market, liquidity, structural, operational, models, compliance, reputational, socio-environmental, and climate risks are among our primary concerns.

Our management is carried out with a double materiality: in addition to monitoring factors that may generate negative effects on our organization, we are attentive to the impacts that our own activity may cause to stakeholders and to the environment.

The main direct risk generated by our activity is the improperly granting credit, which can generate over-indebtedness.

The main indirect risk refers to impacts that may be caused to the economy, the environment, or people's lives by projects and companies that we finance.

In the case of over-indebtedness, we seek to mitigate the risk through close monitoring of the client's financial life and advanced modeling. To prevent the risk of impacts caused by financed clients, we have a robust methodology to assess social, environmental and climate risk (RSAC), which involves credit analysis, acceptance and maintenance of clients, and guarantee management (see more at [RSA](#)).

Management model GRI [2-25]

Following best practices, the Bank's risk management and control are structured into three lines of defense, which carry out distinct and independent functions:

Risk generation and management 01

Represents lines of business and all other functions that generate risk exposures. The first line identifies, measures, controls, monitors, and reports the risks that arise from and pertain to all policies, models and procedures that regulate risk management. The source of risk must comply with the approved risk tolerance and associated limits.

Risk control and supervision 02

The Executive Vice-president of risks challenges and supervises the front line, ensuring effective risk control and ensuring that management is always in line with risk appetite. The area also establishes policies and monitors all risk-related processes in the company.

Internal audit 03

The final level of control, internal audits regularly evaluate policies, methodologies, and procedures. The goal is to provide the Board of Directors and senior management with independent assessments of the quality and effectiveness of internal controls, risk management (current or potential), and governance processes and systems. In this way, they help protect the bank's value, solvency, and reputation.

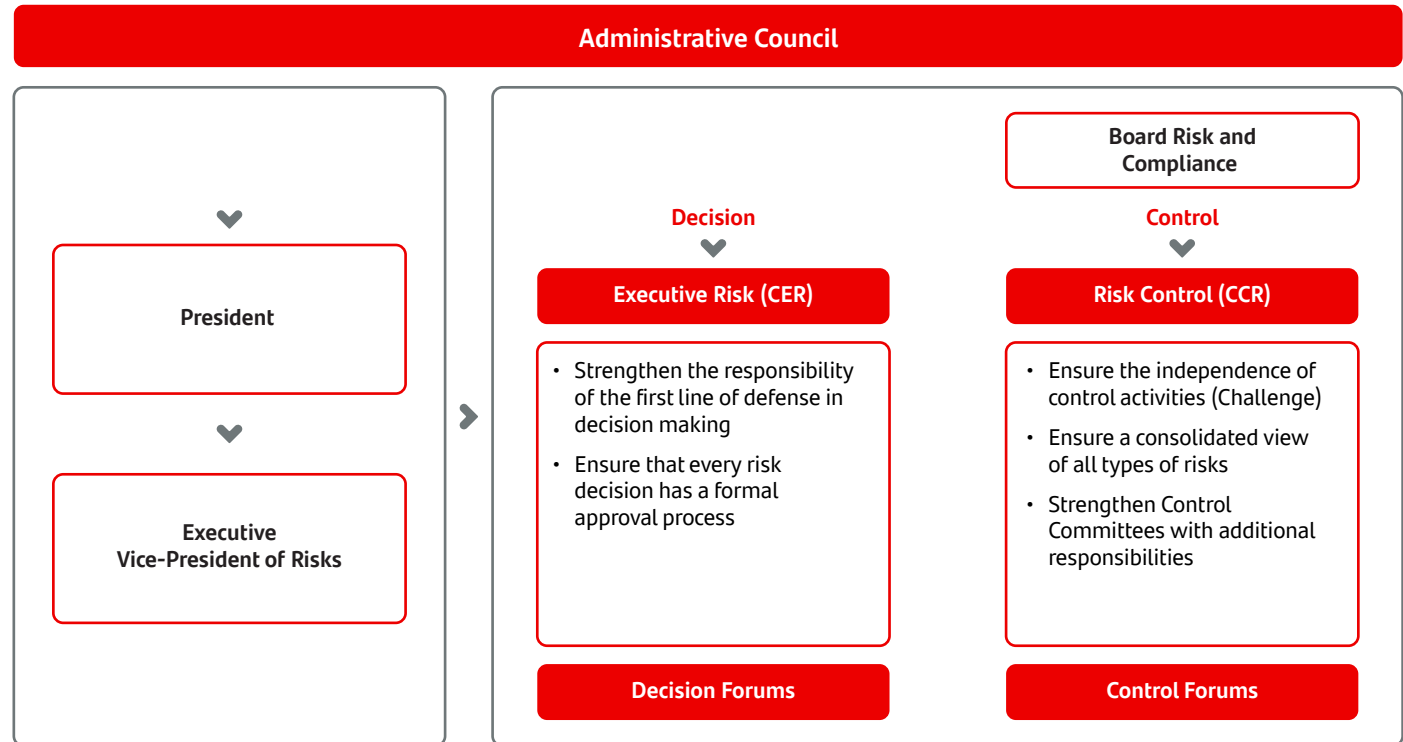


Structure GRI [2-9]

One of the hallmarks of our company culture is the involvement of senior management in decisions regarding risk. Here, the process is based on a structure made up of committees, which operate at different levels of authority and reach the governance bodies and the board of directors.

The main local decision-making forum is the Executive Risk Committee, whose representatives from the Bank's senior management include the CEO, the CRO (chief risk officer), and other members of the executive committee.

Our structure can be represented as follows:





Integrated Risk Management GRI [2-25; 3-3]

In addition to teams specialized in each type of risk, the Vice-president of Risks has the Integrated Risk Management Division. Its role is to provide a comprehensive view of the correlation between different risks and how they can impact day-to-day operations of the Bank.

It is therefore possible, for example, to monitor the relationship between transverse risks, such as climate, and financial risks, such as credit. Thus, we ensure more control and governance over these topics.

The Integrated Risk Management Division also defines the Bank's "top risks" – as we call the threats that could affect the company's three-year strategic planning or long-term strategic planning. Among these are climate risk and cyber-attacks.

Social, Environmental and Climate Risk

GRI [3-3 Material topic: Socio-environmental and Climate Risk Management] SASB FN-CB 410a.2

In 2002, we were the first bank in the country to adopt Environmental and Social risks management (E&S risks), at the time focused on financing projects and large operations. Since then, we have developed our practices to make them more comprehensive.

Over the years, we have expanded Environmental and Social risks analyses to activities beyond granting credit to include consideration of deforestation and risks related to climate change in the models.

Throughout this process, we have adapted our processes to new trends and demands, such as the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD), the International

Financial Reporting Standards (IFRS) S1 and S2, and CMN Resolution No. 4,943/2021.

As awareness of this topic has expanded, the management of social, environmental, and climate risks is no longer the responsibility of a specialized area within the Bank. Its new governance includes the involvement of senior leadership and other administrative and business areas.

Currently, the topic of Environmental, Social and Climate risk (RSAC) is attended to by the Board of Directors; by the Sustainability (at least twice a year), Risk and Compliance, and Audit committees; and by the Executive Committee (Comex), which brings together the CEO and Vice-presidents. Comex, in turn, is advised on this issue by the Risk Control Committee, the Executive Risk Committee, and the Ethics and Compliance Committee.

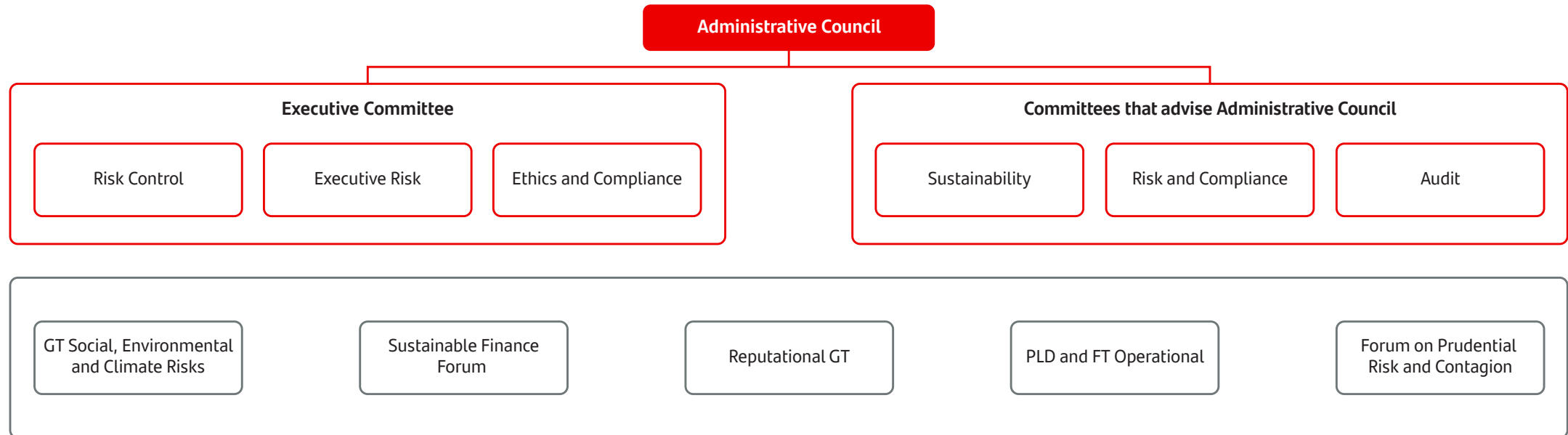
Social, environmental, and climate risk analyses are produced by the Vice-president of Risks, relying on the structure of the Environmental and Social risks, Integrated Risk Management, and Compliance Committees.

The work is guided by the Social, Environmental, and Climate Responsibility Policy (PRSAC) and the Integrated Social, Environmental, and Climate Risk Management Policy. The first establishes principles and guidelines for business practices and relationships with stakeholders, while the second guides the criteria for identification, assessment, and management of social, environmental, and climate risk in relation to other possible risks faced by the Bank. Further information can be found in our Social, Environmental, and Climate Risks and Opportunities Report, [GRSAC](#).





Social, Environmental, and Climate Risk Governance and Strategic Execution



**Business relationship restrictions** GRI [2-25; 3-3]

At Santander Brasil, we have policies that establish sectors and clients with which we should not work due to the social, environmental, or climate impacts of their activities. This decision also extends to affiliates and subsidiaries.

Based on these policies, we have decided not to maintain relationships with individuals or companies that:

- Extract, process or split native wood that is not certified by green seals – Forest Stewardship Council (FSC);
- Work in the extraction or manufacturing of products containing asbestos;
- Develop activities that, directly or indirectly, encourage illegal gambling or prostitution;
- Manufacture, distribute, and/or sell anti-personnel mines, cluster munitions, nuclear weapons, chemical or biological weapons, or ammunition containing depleted uranium;
- Use child labor, as defined by legislation;
- Process palm oil and are not members of the Roundtable on Sustainable Palm Oil;
- Initiate new coal-fired thermal power plant projects; mineral coal mines (thermal); or petroleum exploration and production, except for specific renewable energy financing transactions;
- Are new greenfield oil exploration projects;
- Are from any projects, or expansion of existing facilities, north of the Arctic Circle;
- Initiate projects for exploration, development, construction, or expansion of oil and gas extraction from tar sands, fracking, or coalbed methane (CBM);
- Operate in exploration and production and whose activities resulting from the combination of fracking, tar sands, CBM, and Arctic oil and gas represent a significant part of their reserves, or more than 30% of their activity;
- Derive more than 10% of their consolidated revenue from mineral coal (thermal) power generation after 2030;
- Have plans for new construction or development of infrastructure projects whose expected revenues from activities related to coal power production exceed 30% of project revenues in the first five years;
- Are new clients who have thermal coal mining operations and projects around the world, except for transactions for specific financing for renewable energy; In these exceptions, the client must have a robust and credible plan, with verifiable targets, that show it will be thermal coal free by 2030;
- Own, from 2030, a thermal coal mine;
- Work in areas designated as Ramsar Sites, World Heritage Sites, or places classified by the International Union for Conservation of Nature (IUCN) as categories I, II, III and IV;
- Are on the register of employers who have subjected workers to conditions similar to slavery (Interministerial Ordinance MTPS/MMIRDH no. 4 of 11/05/2016); For this situation, the Environmental and Social Risks Department may recommend applying additional restrictions.

In addition to restricting investment in these special cases, we closely monitor financing carried out in the following sectors, considered sensitive:

Risks by sector

Sector	2023	
	Portfolio (R\$)	% of portfolio ¹
Weapons and ammunition ²	1,576,605	0.0% ⁶
Alcoholic beverages	815,841,580	0.2%
Fossil fuels and derivatives ³	9,398,053,349	1.8%
Damages health ⁴	157,494,786	0.0% ⁶
Tobacco Industry	435,900,222	0.1%
Authorized Gambling ⁵	1,679	0.0%
Total	10,808,868,221	2.1%

¹ Total value of the credit portfolio; ² We have a specific policy for the defense sector that establishes criteria for related activities; ³ Activities such as the production and/or commercialization of fossil fuels and their derivatives; ⁴ Sectors whose products can cause chronic diseases such as, cholesterol or hypertension, in the case of unhealthy use; ⁵ Games that can cause addiction to the individual in the case of unhealthy relationships, Banco Santander presents policies restricting relationships with betting agencies or unauthorized "games of chance," maintaining relationships only with licensed entities; ⁶ Value close to zero.

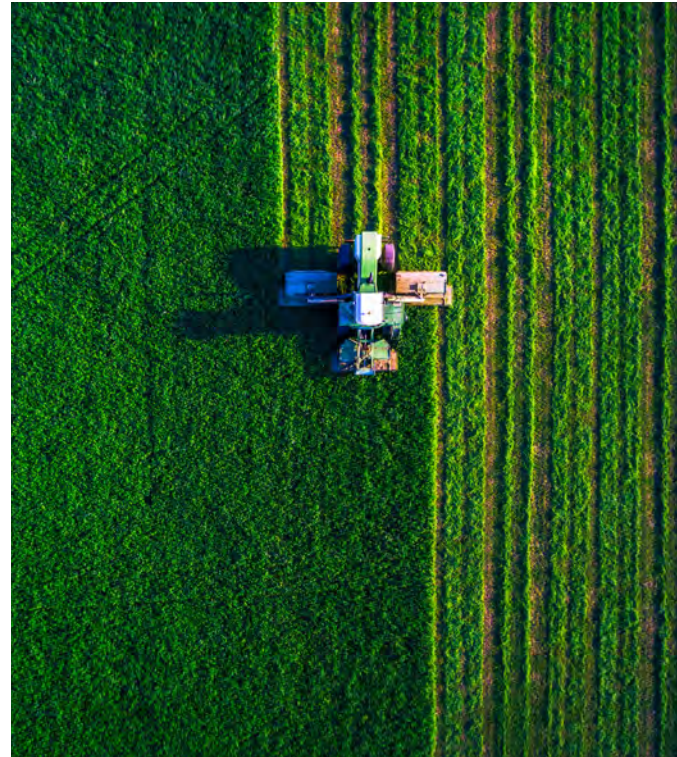


Activities and segments subject social, environmental, and climate risk analysis

GRI [2-25; 3-3] SASB FN-CB 410a.2

We currently apply social, environmental, and climate risk analysis in six situations, which we consider to be of greatest sensitivity and potential impact:

- **Client acceptance and maintenance:** Any time we identify Environmental and Social risks related to clients (individuals or legal entities), the Compliance Department activates the Environmental and Social risks team.
- **Granting credit:** For companies that meet two criteria simultaneously – their credit risk or limits are R\$5 million¹ or more; and they belong to one of the 14 monitored sectors (see table) – we apply the QSA Questionnaire and RSAC Rating (topics explored on the following pages).
- **Project finance:** We apply social, environmental, and climate risk analysis to all operations originated by the project finance and Global Transaction Banking (GTB) teams. As signatories of the Equator Principles, we apply the initiative's guidelines. This is an international Environmental and Social risks framework by which financial institutions evaluate large projects seeking credit. These analyses consider studies of environmental permits and documents that demonstrate socio-environmental compliance, among other concerns.
- **Secured loans:** When real estate property is offered as collateral, we identify if the property may have contamination of soil and groundwater in quantities above legal limits or native vegetation suppression. We also assess the socio-environmental and climate risk of urban and rural properties used as collateral in credit operations – the value of which may change if environmental liabilities exist.
- **Agribusiness operations:** For rural credit, transfers of BNDES lines, and Rural Product Certificate (CPR), we analyze and



monitor Environmental and Social risks throughout the term of the contract. This also applies to loans in which rural properties are given as collateral.

- **Sectors sensitive to deforestation:** We periodically evaluate the socio-environmental practices of our clients involved in processing beef and marketing soy and wood.



Sectors of special concern regarding socio-environmental and climate risk

- Prospecting, exploring for oil or natural gas
- Mining
- Metallurgy, steelmaking, pig iron, and electroplating
- Lumber, sawmill, splitting, furniture, and commerce
- Generation, transmission, and distribution of energy
- Industry
- Agriculture, agricultural cooperatives and soy traders
- Animal husbandry, slaughterhouse, and tannery
- Sanitation, water and sewage collection and treatment, collection, treatment, recycling, and domestic, industrial, and hospital solid waste disposal
- Air, sea, and road transport, except passengers, terminals and warehouses
- Civil construction
- Incorporation
- Fisheries and aquaculture
- Use of biological diversity, forestry and forestry by-products

¹ As of January 2024, the minimum value for E&S risks assessment increased from R\$5 million to R\$7 million. On that date we also began monitoring animal welfare in our analyses. For example, we consider severe space restrictions, insufficient environmental resources for the execution of natural behavior, inadequate social contact with animals of the same species, and forced feeding.



How social, environmental, and climate risk analysis works [SASB FN-CB 410a.2](#)

The main instrument of our social, environmental, and climate risk analysis process is the Socio-Environmental and Climate Questionnaire (QSA), available on our sustainability portal, which addresses companies' practices on topics such as respect for environmental legislation, worker safety and health, and others (see more below).

This questionnaire also addresses climate issues. Its content considers the vulnerability of a given activity to climate change, as well as the social and environmental practices adopted by the company to mitigate and manage risks.

Responses to the QSA generate an overall rating for the company on social, environmental, and climate risk management, and a separate subscore for each of these three types of risk. Based on this analysis, we establish a rating for the company, which impacts our credit decision.

Among other benefits, the document gives us a detailed view of a company's practices, with our goal being to incorporate elements defined in Resolution CMN No. 4,943/2021.

In the case of project financing, our methodology is based on the Equator Principles, considering performance standards such as management systems, impact on biodiversity, surrounding communities, traditional populations, health and safety, and others.

Deforestation risk management [GRI \[304-2\]](#)

The management of social, environmental, and climate risks does not end with credit approval. When granting loans to retail farmers and ranchers, we continuously monitor deforestation alerts in 100% of the approximately 18,000 properties with financing or being used as collateral in Bank operations, through satellite images and using geospatial data tools, with official government and

MapBiomassdata. The alerts include information about government embargoes against production on illegally deforested land, use of slave labor, and incursions into indigenous territories, conservation units, archaeological sites, quilombola communities, or type-B public forests¹.

Since last year, we have had an extra layer of verification, which tells us when a client deforests native vegetation in the area financed and provided as collateral. If any irregularity is detected, we request an explanation.

If we discover a violation of environmental laws and regulations, our standard contracts have the prerogative to require advance payment of loans, among other actions.

In 2020, we formalized in the Amazon Plan the public goal of eliminating deforestation in the meat industry supply chain by 2025. To this end, we began to monitor the cattle traceability practices adopted by the main slaughterhouses in our client portfolio, in order to map how these companies control the origin of animals. In 2023, with Febraban's publication of SARB 026 and as a signatory on self-regulation, the Bank adopted the rule in its practices in the sector.

JOINING FORCES AGAINST DEFORESTATION

We have a long history of combating illegal deforestation. Following are initiatives in which we are co-founders or participants.

- Co-founders of the Round Table on Responsible Soy (RTRS), which created the first responsible soy production certification; [GRI \[304-2\]](#)
- Co-founders and board members of the Brazilian Table for Sustainable Livestock (MBPS, formerly GTPS - Sustainable Livestock Working Group), a multisectoral initiative to promote better agricultural practices in Brazil;
- Participants in working groups related to forests and agribusiness at *Febraban*;
- Signatories of *Febraban's* self-regulation for the financial sector's activities in the meat industry supply chain (SARB 026/2023).



¹ These are forests located in areas controlled by the government, but which have not yet been allocated. Data from Brazilian public forests are collected in the National Registry of Public Forests (CNPf), which is an instrument for planning forest management for data compilation.



Social, environmental, and climate risk analytics in 2023

GRI [2-25; 3-3]

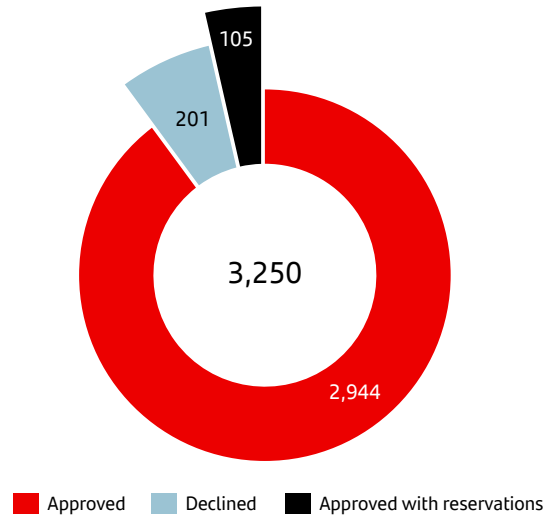
In 2023, we prepared 3,250 socio-environmental and climate risk analyses. Categories are listed in the following table. Business operations occurred throughout Brazil. Of the total, 3,049 received a favorable evaluation:

Analysis per segment

Segment	2023
Wholesale Segment ¹	1,084
Business Segment 3 (Retail) ¹	1,042
Projects ²	42
Guarantees ³	139
Real Estate Credit ⁴	129
Indicated by Compliance ⁵	33
Agribusiness operations ⁶	781
Total	3,250

¹This value corresponds to the absolute number of economic groups evaluated. Each group can contain dozens of Company Registration Number (CNPJs) eligible for Environmental and Social risks (E&S risks) analysis. ² Details of the analyses, as well as a list of indicators from completed analyses, including projects evaluated according to the Equator Principles, can be found on our Sustainability website. ³ Properties used as collateral for client operations include a socio-environmental component in their valuation reports. If areas needing attention are identified, the E&S Risks Department must issue an opinion. ⁴ E&S risks analyses for Real Estate Credit can take place when financing projects (Business Plan). The reported value refers to the Business Plan. ⁵ New clients or those maintaining a relationship with the Bank are subjected to analysis that includes socio-environmental aspects by the Compliance Department. If points of attention are identified, the E&S Risks Department must issue an opinion. ⁶ Specific cases of agricultural operations in which Environmental and Social risks were identified (e.g. embargoes, indigenous lands, Conservation Units) identified by an agro-climatic monitoring tool.

Outcomes of Environmental and Social risks analysis



In general, when a low-severity case arises, we act as inducers of good practices and condition the business and the relationship to improvements. In more sensitive situations, the transaction may be denied and the commercial relationship terminated.

Over the last year, we held meetings with clients who presented points of attention to convey our expectations and suggest ways on how they could adapt their operations. This practice contributed to inducing the adoption of good practices and preserving client relationships.

The topics covered in the analyses and meetings are related to the Bank's Environmental and Social Risks Policy, the Equator Principles, the National Pact for the Eradication of Slave Labor, or any combination of these commitments.

Following are some examples of cases in which we analyzed Environmental and Social risks in 2023:

Sector and topic covered	Forwarding
Agribusiness Degrading working conditions at suppliers	Conditionally approved after meetings with the client and site visits to understand socio-environmental management and help improve procedures with suppliers
Mining Mine expansion in the Amazon, with direct interference with fauna, flora and traditional communities	Approved after a technical visit to the mining complex, analysis of environmental studies, and visits to socio-environmental projects being carried out by the client
Infrastructure Impact on indigenous community	Conditionally approved after carrying out due diligence on client practices to mitigate impacts on the indigenous community
Real Estate Credit Development near an Environmental Conservation Unit or a quilombola community	Conditionally approved after a technical visit to the project and due diligence on mitigation measures, such as social projects and waste management
Property guarantee Land offered as collateral without meeting environmental requirements	Denied after non-acceptance of the property regarding regulations of the Central Bank of Brazil and sectoral self-regulation



Training

Other highlights of the year included employee training:

- 297 employees completed training on the Deforestation Policy applied to the agribusiness sector. Participants work in the areas of guarantees, agribusiness technical framework, commercial and third-party offices of the Bank;
- Credit analysts from the Bank's retail and commercial segments completed training on our Socio-Environmental and Climate Risk Policy;
- We created a program to train our employees in our developing understanding of socio-environmental and climate risk, which encompasses working conditions, environmental management practices, animal welfare practices, and other aspects.



Cyber risk and information security

GRI [2-16; 2-25; 3-3] SASB FN-CB 230a.1; 230a.2

Our cybersecurity policies and programs are based on the Santander Group's structures and policies, which are aligned with the NIST CSF – Cybersecurity Framework.

We also take into account the practices established in ISO-27002 as we formulate security measures, which includes governance and the stages of anticipation, detection, and response in our processes and controls.

On a day-to-day basis, our Cyber Security & Anti-Fraud team and cybersecurity committees employ a series of security processes and solutions and work to disseminate these measures throughout the Bank.

These practices include regular compliance checks and continuous monitoring of network activity by the Santander Group's Global Security Operations Center ("Global SOC") and security tests carried out by independent companies.

Risk management model

Our operational risk management and control model is based on a continuous process of identifying, evaluating, and mitigating sources of risk, regardless of whether they have materialized or not.

Throughout this process, risk management priorities are established and internal controls are defined and executed to manage and mitigate risk across the organization.

Our operational risk model determines the items necessary to adequately manage and control operational risk in accordance with regulatory standards and best management practices.

Its phases are:

1. Strategic planning;
2. Identification and assessment of risks and internal controls;
3. Continuous monitoring of the operational risk profile;

4. Implementation of risk management actions, including mitigating measures;
5. Disclosure, reporting and forwarding of important information.

Structure

Our Cyber Security & Anti-Fraud Department is made up of dedicated personnel with the responsibility of overseeing cybersecurity processes and managing cyber risks. It relies on Internal Controls, Audit teams, and our Risk and Compliance Committee to ensure supervision and effectiveness of controls.

The Bank's Board of Directors has overall responsibility for risk management. It delegates cybersecurity oversight to our Risk and Compliance Committee and our Audit Committee.

The Audit Committee, in turn, is responsible for providing the Board and senior management with an independent assessment of the quality and effectiveness of internal controls, cyber risk management, and governance of cyber security controls.

Additionally, the Risk and Compliance Committee is responsible for advising our Executive Committee (Comex) regarding effective risk control, to ensure that the Bank complies with the level of risk tolerance approved by the Board of Directors.

Our local information security director (Chief Information Security Officer – CISO) has worked in the technology sector for over 25 years, including in positions with direct experience in the financial market. The Officer reports directly to the Vice President of Technology and Operations, to ensure independence between the areas of finance and technology.



Cybersecurity Committees

Cybersecurity topics are discussed by executive committees whose role is to inform and provide support materials to executives and advisors to ensure the best decision-making for the business.

Our CISO also regularly updates the Audit Committee and the Risk and Compliance Committee on Santander Brasil's cybersecurity programs, relevant cybersecurity risks and mitigation strategies, providing periodic reports (annual or ad hoc).

In 2023, we continued strengthening our cybersecurity and fraud ecosystems, proposing strategies to respond to an ever-changing threat environment, while supporting business value and improving the security environment for clients.

Training and awareness GRI [404-1]

To disseminate safe behaviors within the organization, we carry out cyber awareness campaigns for our employees and clients. They include:

- Mandatory annual training for all employees;
- Annual executive event ("Cyber Defenders");
- Safety campaigns for clients and society in general through social networks, with the participation of influencers;
- Reinforcement of information on how to use our products more safely.

Additionally, we cooperate and exchange information and experiences on cybersecurity with local and international security communities, such as telecommunications companies and other financial institutions.

A sample of actions we carried out last year:

- Directing information security pathways for 100% of employees, including teams at critical risk;
- Cyber Heroes for clients, a quick, free, and accessible course with tips against fraud and scams;
- Availability of Security Champions, a cultural transformation program for technology teams focused on secure development of computing systems;
- Periodic phishing tests (any technique used to obtain valuable data) of employees and affiliates;
- Security website redesign, with content on how to protect yourself against scams;
- Launch of Cyber2Cyber, an internal initiative to promote training, workshops, courses and lectures for the Cyber & Anti-Fraud team.

Cybersecurity Certifications

In 2023, the Santander Group earned ISO 27001 certification for the main cybersecurity processes that support our global services. This external recognition, verified through an on-site inspection, confirms our alignment with industry best practices in terms of information security.

Risk expertise

Ten of the eleven members of our Board of Directors have expertise in risk to ensure supervision and adequate dialogue with senior leadership. (See more in the table "[Thematic Skills and Experience](#)")

We also obtained a Service Organization Controls – SOC 1, Type 2 (SSAE 18) report, which provides independent external recognition for the design and operational effectiveness of global cybersecurity controls and focuses on global cyber products and controls.

Supplier risk management

External suppliers hired by the Bank's different business areas undergo a specific risk assessment to evaluate and certify their processes. (See "[Relationships with Suppliers](#)")

To achieve this, we work together with several areas, building a broad, cross-sectional view of risks across all cybersecurity, privacy and data protection, and business continuity management functions.





Cybersecurity threats and incidents [GRI \[3-3\]](#)

In 2023, we continued developing our cyber defenses in line with our security strategy. We did not identify cybersecurity threats that affected or are reasonably likely to materially affect our business strategy, operating results, or financial condition.

To strengthen our response, streamline operations, and maximize resources, in 2023 we opened the Santander Fusion Center, a structure that allows closer collaboration between the various teams involved in cybersecurity. The Fusion Center operates 24 hours a day, 7 days a week, providing services to Santander Brasil and all its subsidiaries, detecting, monitoring, and responding to operational failures and cybersecurity events.

At the same time, we are preparing for the new requirements set by upcoming cybersecurity regulations, while evaluating the pros and cons of emerging technologies such as artificial intelligence (AI). Santander Brasil is implementing a Responsible AI framework that involves different areas (Legal, Risks, Chief Privacy Officer, Cyber Security, Architecture, and Engineering) to evaluate each possible implementation and mitigate risks.

Personal data protection

[GRI \[3-3; 418-1\]](#) [FN-CB-230 a.1](#); [FN-CB-230 a.1](#)

In effect since 2020, the General Data Protection Law (LGPD) establishes rules for the collection, storage, processing, and sharing of personal information by public and private entities. This topic has gained importance in recent years, which is why it is treated as a high priority by the Santander Group.

Our Privacy Governance Program is led by the Data Privacy team, responsible for defining processes, controls, and initiatives including

investment in technology. Its role is to improve adequate data processing, provide transparency for users, and prevent privacy violations.

Our goal is to ensure that all processing of personal data regarding clients, former clients, and employees complies with privacy principles and good market practices. Efforts apply at all levels of the organization, and extend to related companies.

As a way of consolidating the culture of privacy and accountability in the use of data, the team promoted awareness and acculturation activities for various areas of the Bank, affiliates, and suppliers.

These actions included reviewing content and modernizing mandatory privacy training; workshops aimed at suppliers about our processes and guidelines, in line with the "General Data Protection Law Booklet (LGPD)" and the 1st Santander Privacy Week, which featured podcasts and lectures on the topic.

Our commitment to the privacy of personal data permeates all companies in the Group. Therefore, in 2023, we consolidated our governance of affiliates. The maturity of these processes was significantly increased by standardizing our practices and controls. We also expanded our work on privacy risks in light of the integrated view created through this governance.

MORE INFORMATION ON RISK MANAGEMENT

→ [Topics evaluated in the social, environmental, and climate risk analysis](#)





GOALS AND METRICS

Consistent with our commitment to transparency, we regularly publish our performance on indicators associated with two challenges of high priority:

- Being the best open financial services platform in the country;
- Contributing to commitments of the sustainability agenda assumed globally by the Santander Group, including those related to Net Zero.

Below are summaries of the main indicators and our development in both topics. For the specific intermediate goals along the way towards Net Zero, see page 57, in "[Climate change](#)".

Best open financial services platform

(All variations in 12 months)

Client centrality

- NPS PF: 58 (+4)
- NPS PJ: 41 (+13)
- Number of clients: +6%

Scale

- Expanded corporate credit portfolio: R\$ 317 billion (+11%)
- Payroll loan portfolio: R\$ 67.6 billion (+13%)
- Agribusiness credit portfolio: R\$ 53.7 billion (+42%)
- Consumer financing portfolio: R\$ 69.7 billion (+6.2%)
- Real estate credit portfolio: R\$ 62 billion (+6%)
- Consortium production: R\$ 16 billion (+9%)
- Average spending per client on cards: +14%

Diversification

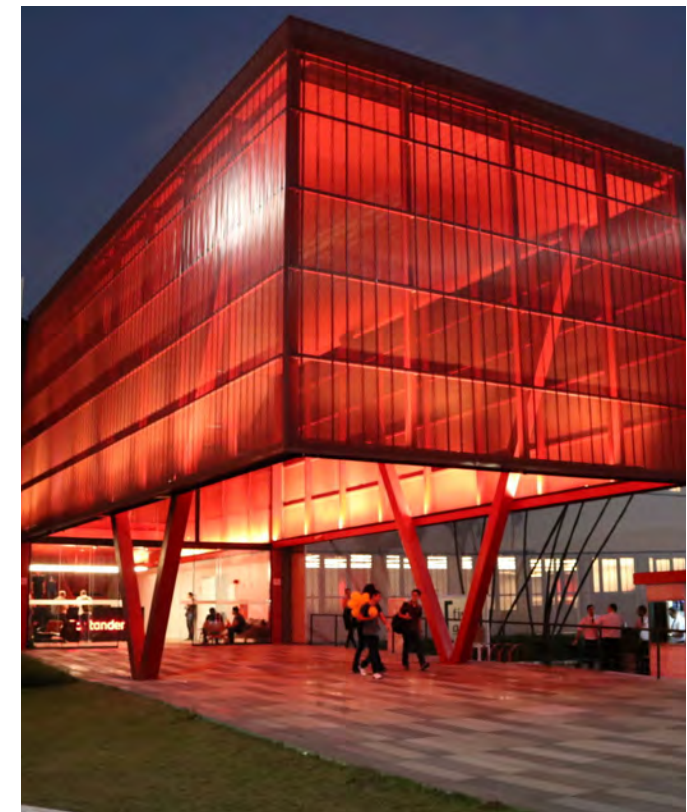
- Commissions: R\$ 20.112 billion (+4.2%)
- Client acquisitions: R\$ 627.1 billion (+15%)

Expertise in credit and costs

- Total expanded credit portfolio: R\$ 589.7 billion (+9%)
- Default over 90 days: 3.1% (stable)
- Cost of credit 4Q23: 4.0% (-0.3 percentage points)

Functional assets (IT, people)

- Total digital transactions: 9.61 billion (+ 21.2%)
- Cloud operations: 95% (+4 percentage points)
- eNPS: 79
- National Great Place to Work (GPTW) position: 10th





Santander Group ESG commitments GRI [2-23; 3-3]

Following the UN Principles for responsible banking, of which the Santander Group is one of the founding members, we have set global goals in the areas where we have the greatest potential impact. They apply to all geographic areas, including Brazil. Following is a summary of what they are and how they are evolving locally.



Public commitments



	Group Commitment	2023	
		Group	Brazil
Renewable electrical energy consumption ¹	100% in 2025	97.0%	100.0%
Women in leadership positions ²	35% in 2025	31.4%	31.5%
Salary equity ³	~0% in 2025 ✓	0.0%	-1.3%
Financially empowered people (cumulative since 2019) ⁴	10 M in 2025 ✓	-	-
Financially included people (cumulative since 2023) ⁵	5 M between 2023–2025	1.8 M	419.1 K
Investment to promote education, employment and entrepreneurship (R\$) ⁶	2.1 B between 2023–2026	563.3 M	31.0 M
Green financing disbursed and directed (cumulative) (R\$) ⁷	644 B in 2025, 1.18 B in 2030	614.8 B	-

¹ In countries where it is possible to certify electricity from renewable sources. The percentage reported for the Group considers the main countries in which we operate (G10). For Brazil, we consider buildings and branches in spaces where we have operational control. ² The Santander Group's criteria differ from those calculated by Santander Brasil, reported on pages 51, 94, and 95. The Group considers CEOs and executives up to two levels reporting to them. Santander Brasil considers senior leadership to begin at the position of superintendent. ³ Gender pay equity is calculated by comparing salaries between employees who perform the same function or position and are in the same position level. ⁴ People without a bank account (without a current account or with difficulties in accessing basic transactional activities such as deposits, withdrawals, etc.) or with financial difficulties (with difficulties in accessing credit to cover basic needs) and who participate in financial education initiatives or programs aimed at improving knowledge and resilience through basic concepts, products, services, and personal management. Target achieved in 2022. ⁵ People without a bank account (without a current account or with difficulties in accessing basic transactional activities such as deposits, withdrawals, etc.) or with financial difficulties (with difficulties in accessing credit to cover basic needs). ⁶ Values reported by the Group: target 400MM euros and achieved in 2023 105MM euros. Exchange rate used (euro/real): R\$5.365. ⁷ With the implementation of SFICS in 2022, we began following the criteria defined by the Santander Group in classifying our assets as green, social, and sustainable. Because of this, the amount disbursed by Brazil refers only up to the end of 2023. The amount reported on page 63 includes products in addition to those considered by the Corporation in the target presented in the table. GRI 2-4

✓ Benchmark achieved



Santander Brasil's other goals and results for the year.

Goals and results by category GRI [3-3]



Category	Goal	Result
Diversity	By 2025, 40% women in leadership positions	<ul style="list-style-type: none"> 36.3% women in senior leadership positions
	By 2027, 40% Black employees in the organization	<ul style="list-style-type: none"> 35.4% Black employees in the organization
	Strengthen the professional development of people with disabilities with a focus on skills	<ul style="list-style-type: none"> FIRST, our technology company, implemented a technology training program for new professionals with disabilities. The program resulted in the hiring of 87 candidates and the provision of more than 100 hours of technology training to those selected "Do Seu Jeito" Program: created at the end of 2023, aims to monitor the health of individuals with disabilities or special needs
Internal engagement	Increase employee engagement	<ul style="list-style-type: none"> We were elected the 10th Best Company to Work for in Brazil's ranking of Great Place to Work (GPTW) and the second-best in the Large Banks category
In-house training	Support employees development	<ul style="list-style-type: none"> The "Sustainability for All" net course reached the milestone of 92% completion, an increase of 20% since its launch in 2022 2.500 employees benefited from a subsidy of 50% of the monthly tuition for their first undergraduate or postgraduate degree Santander Group's global DOJO development platform provided to 100% of the Bank's employees, focusing on the development of different businesses and geographies More than 1.1 million participations in online courses, representing an increase of 54% compared to 2022 99% of Santander employees, among other affiliates, participated in development activity 54% of courses were taught by employees, through the Internal Multipliers Program More than 27,000 employees from Commercial, Wholesale, Risk, and other areas have leadership certification

**Goals and results by category (continued)** GRI [3-3]

Category	Goal	Result
Health and safety	Provide health and safety programs to our employees	<ul style="list-style-type: none"> In 2023, 94% of employees participated in at least one health action offered by the Bank
Supplier engagement	Expand supplier engagement on issues of sustainability	<ul style="list-style-type: none"> After a pilot project started in 2022 with 89 suppliers, we recognized six of them for their engagement and results of plans proposed during ESG Day, the first event to reward the efforts of this group in the Bank's sustainability agenda 150 suppliers participated in CDP Supply Chain, 91 of whom responded, resulting in an engagement of 61% vs 55% of the market
Environmental management	Mitigate GHG emissions and the environmental impact of our operations	<ul style="list-style-type: none"> Since 2007, we have carried out annual certification of the Headquarters, Radar, and Datacenter buildings following ISO 14001 standards, confirmed by external auditors Since 2021, we have eliminated the daily use of single-use plastic Since 2022, we have exclusively used renewable electrical energy for our operations, including administrative buildings, branch network, data center, and cultural spaces
Culture	Through Farol Santander, offer visitors an environment in which to experience new connections with art and culture	<ul style="list-style-type: none"> Farol Santander locations (in São Paulo and Porto Alegre) recorded a combined total of 407,000 visitors in 2023



ECONOMIC PERFORMANCE GRI [201-1; FS8]

In 2023, we continued making strategic adjustments to our business to successfully navigate a challenging macroeconomic context.

The adjustment process started in early 2022, when we identified increasingly challenging trends for credit expansion.

High inflation, rising basic interest rates, and a high level of household debt combined to create a changed economic scenario.

To manage it, we became more selective in extending credit, especially in the individual segment, and increased our investment in collateralized products (with lower risk).

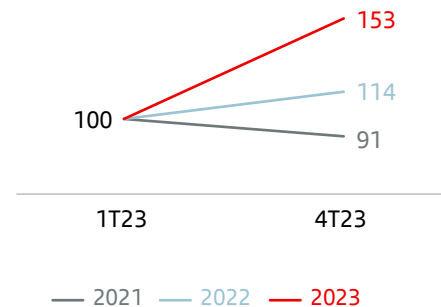
We also intensified our focus on more resilient segments, such as high-income; we expanded our funding, especially in retail; and we sought to diversify revenues, boosting earnings from commissions.

Since making these adjustments, our portfolio quality has gradually improved, with defaults under control and the profitability of new investment selections growing quarter by quarter.

Thus, we built a solid and diversified balance sheet, which helped us end the year with good prospects for 2024 – a period for which we expect a less restrictive scenario, with interest rates on a downward trend.

Profitability

Quarterly revenue per client per investment period



Financial results

As we consolidated our strategy of anticipating the credit cycle, we once again showed solid performance in revenue generation in 2023.

The gross financial margin, for example, resumed growth and reached R\$54.2 billion², 4.6% above the previous year.

To make this expansion possible, we depend on both a good funding result and the development of an expanded credit portfolio, which increased by 9%¹ in 12 months.

Highlights of the portfolio include the expansion of retail segments and products, such as individuals, with an increase of 6%¹; small and medium enterprises (SME), with 8.9%¹; and rural credit, with 43.2%¹.

In addition to the gross financial margin, commissions increased, a result of our efforts to expand the principal and ease of transactions for our clients.

With the increase driven by resource management, credit and brokerage operations, and securities placement, earnings from commissions totaled R\$20.112 billion³, 4.2% more than in 2022.

In addition to improving revenue generation, we controlled the quality of credit: defaults over 90 days ended the year stable compared to 12 months prior, at 3.1%¹, and short-term defaults (15 to 90 days) showed three consecutive quarters of decline, falling from 4.2% to 3.8%¹.

Finally, expenses for the year were compatible with our planning, by concentrating expenses aligned with a focus on business growth, which we considered necessary to provide clients with the best experience.

Due to these factors, we achieved a net profit of R\$9.4 billion³ and built a more favorable scenario for continued growth in 2024.

¹ Values disclosed in the Presentation of Results (BRGAAP) 4Q23, which may include information different from the information contained in the audited Financial Statements. See more at: <https://www.santander.com.br/ri/resultados>

² Values disclosed in the Historical Series (BRGAAP) 4Q23, which may include information different from the information contained in the audited Financial Statements. See more at: <https://www.santander.com.br/ri/resultados>

³ Values disclosed in the 4Q23 Earnings Release (BRGAAP), which may include information different from the information contained in the audited Financial Statements. See more at: <https://www.santander.com.br/ri/resultados>

**Year at a glance²**

2023 vs. 2022

Net profit**R\$ 9.4 B** **-27.3%****Expanded credit portfolio****R\$ 643 B** **+9.0%****Customer Acquisitions****R\$ 627 B** **+15.0%****Margin with Customers****R\$ 57.3 B** **+2.2%****Margin with Market****R\$ -3.1 B** **-26.8%****Managerial Credit Cost 12 months****4.0%** **-0.3 p.p.****Recurring efficiency****42.2%** **+5.3 p.p.****Managerial ROAE****11.8%** **-4.5 p.p.****Economic indicators¹**

R\$ million

	4T23	3T23	4T23 vs. 3T23	2023	2022	2023 vs. 2022
Gross Financial Margin	14,055	13,413	4.8%	54,192	51,827	4.6%
Commissions	5,480	5,123	7.0%	20,112	19,308	4.2%
Total revenue	19,535	18,535	5.4%	74,304	71,135	4.5%
PDD Result	-6,837	-5,618	21.7%	-25,200	-23,930	5.3%
General costs	-6,577	-6,027	9.1%	-24,490	-22,706	7.9%
Others	-4,182	-4,240	-1.4%	-16,130	-9,094	77.4%
Net profit before taxes	1,939	2,651	-26.9%	8,484	15,405	-44.9%
Taxes and minorities	265	79	-	898	-2,506	-
Net profit	2,204	2,729	-19.2%	9,383	12,900	-27.3%

¹ Values reported in the Historical Series (BRGAAP) 4Q23, which may include information different from the information contained in the audited financial statements. See more at: <https://www.santander.com.br/ri/resultados>² Values reported in the 4Q23 Settings Presentation (BRGAAP), which may include information different from the information contained in the audited financial statements. See more at: <https://www.santander.com.br/ri/resultados>

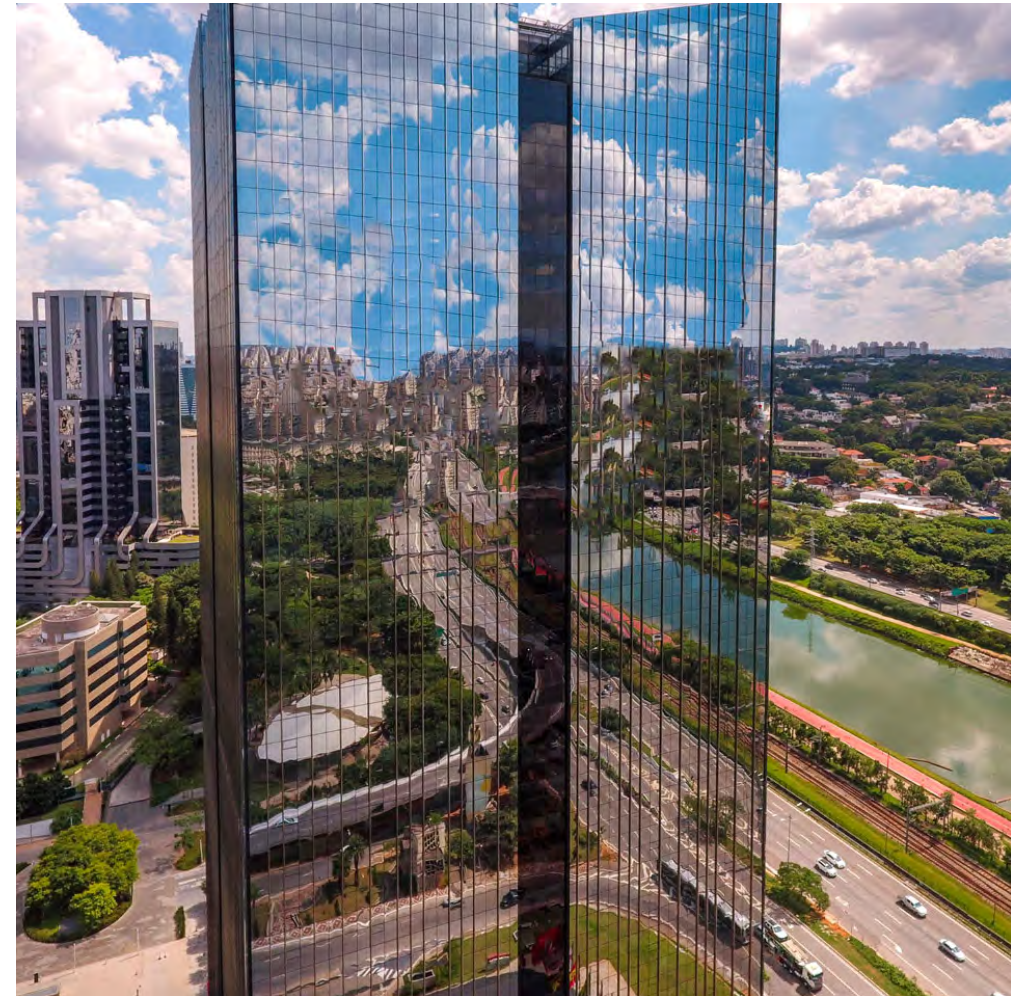
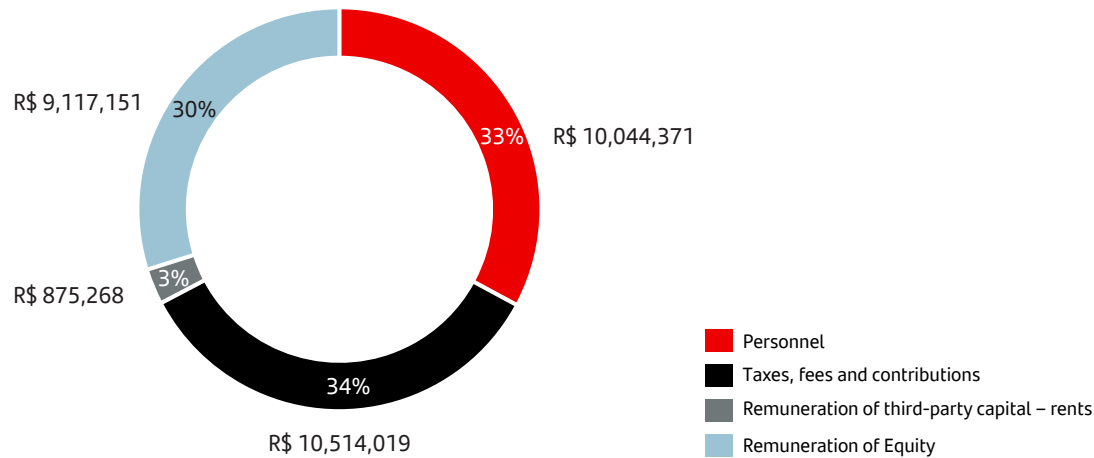


Distribution of Added Value (DVA)

In 2023, the distribution of the Bank's added value was R\$ 30.6 billion and was distributed as follows:

Distribution of Added Value (in thousands of R\$)

Category	2023	2022	2021	Change (2023 vs. 2022)	
Taxes, fees and contributions	10,514,019	9,078,771	10,357,445	↑	15.8%
Personnel	10,044,371	8,987,983	9,190,827	↑	11.8%
Remuneration of third-party capital – rents	875,268	894,531	864,685	↓	-2.2%
Remuneration of Equity	9,117,151	12,749,545	15,108,665	↓	-28.5%
Distribution of Added Value	30,550,809	31,710,830	35,521,622	↓	-3.7%





AWARDS GRI [3-3]

In 2023, we were recognized in some of the most important initiatives in the market, both in Brazil and abroad, on topics including innovation, sustainability, human resource management, and client relationships. Highlights below.

Santander Brasil awards

- **FGV – Best bank to invest:** We won the award for “Best bank and platform to invest in 2022” in the “quality of service” category, in the areas of privacy and advice.
- **Bigger and Better:** Exame magazine's ranking of investment funds.
- **LinkedIn Top Companies:** We were recognized as one of the five best companies in Brazil in professional development. Details are [here](#).
- **Merco:** In the first edition of the Merco Talento Brasil Ranking, we were recognized as a company best able to attract and retain talent in the country.
- **Best of ESG:** We were featured in the publication of Exame magazine, which highlights the companies that most contribute to the evolution of sustainability and development in the Brazilian market.

- **Great Place to Work (GPTW):** We were elected the 10th best company overall in Brazil and took 2nd in the Financial Institutions – Bank segment. The GPTW seal is awarded based on a survey of all employees and is a testament to our daily efforts to build the best company to work for.
- **Finance for the Future:** We won in the Moving Financial Markets category. The award recognizes our coordinated activities in the social and environmental arenas to generate a positive impact for our clients and the communities in which we operate. The award is given by the British organizations ICAEW and A4S in partnership with Deloitte.
- **Conarec:** Our card performance was recognized as the best in Brazil by the Conarec Award, focused on valuing and recognizing the quality of the entire client experience value chain. The award is affiliated with the publication Consumidor Moderno.
- **Top 100 Open Corps:** We were recognized by the 100 Open Startups Ranking as one of Brazil's leading companies in open innovation with startups.
- **SRP Americas Awards:** One of the biggest structured investment awards in the world, the SRP Americas Awards recognized us in three categories: best performance, best distributor, and best structured products in Brazil.
- **30% Club Brazil Award 2023:** We are one of 17 companies with at least 30% women on the Board of Directors. The award is presented by the 30% Club Brazil.

Top international awards with the participation of Santander Brasil

- **Euromoney:** The Santander Group was recognized in the SMEs category, with emphasis on financial inclusion and emerging markets. Santander Brasil participates directly to these areas with its innovative banking initiatives. Details [here](#).
- **Fortune – Top 50 Change the World & Campaign:** Santander Group placed 1st among banks in the ranking of companies that most change the world. The list annually recognizes 50 companies that help solve some of society's biggest challenges.
- **Latin Finance:** We won the "Best Infrastructure Bank of the Year – Latin America" award from LatinFinance, which recognizes institutions and transactions in key areas for the economic progress of Latin America and the Caribbean. More information [here](#).

Page 18 shows indices in which we appear and ratings of our sustainability performance.



Climate change





CLIMATE STRATEGY GRI [3-2 Material topic: Climate Change; 302-1; 305-1; 305-2; 305-3; 305-5]



In 2021, Grupo Santander announced its ambition to bring its net carbon emissions to zero (Net Zero) by the year 2050.

The commitment takes into account both direct greenhouse gas (GHG) emissions, arising from the Bank's operations, and indirect emissions, associated with its credit, advisory and investment activities.

In the same year, the Santander Group was one of the founding members of the Net Zero Banking Alliance (NZBA), an initiative of the United Nations Environment Program (UNEP), in which it also committed to:

- Set interim targets for priority sectors for 2030 (or before);
- Prioritize client engagement with products and services that facilitate the transition to a low-carbon economy.

To meet these challenges, the Santander Group has established a strategy applied to operations around the world, including in Brazil, based on four pillars:



Alignment with goals

Align the portfolio with the goals of the Paris Agreement and set targets in line with the NZBA to help limit global warming to an increase of 1.5°C above pre-industrial levels.



Client support

Support clients' transition to a low-carbon economy through financial solutions, training, and innovation.



Eco-efficiency

Reduce environmental impact through eco-efficiency measures, using 100% renewable energy by 2025 and remaining carbon neutral by offsetting direct emissions.



Climate risk management

Incorporate climate into risk management to understand and manage the sources of climate risk in our portfolios.



As part of its ambition to achieve net-zero GHG emissions by 2050, the Santander Group has prioritized "high-emission sectors" in granting credit, its most important financial activity.

In 2021 and 2022, the Group set targets for the power generation, coal, oil and gas, aviation, and steel sectors. In 2023, it defined two additional goals related to the automotive sector: vehicle manufacturing and financing.

Within NZBA sectors, the Group has also promoted analysis, measurement, and strategy to support decarbonization in other sectors important for retail customers – agriculture, residential property finance, and commercial property. Santander Brasil leads the way in agriculture, given the sector's materiality for the country.



Risks and opportunities GRI [2-25; 3-3]

We understand that climate risk is transverse, that is, it can be a contributing factor in all types of traditional risks managed by Santander, such as credit, market, operational, and reputational risk.

At the same time, the Bank understands that transitioning to a low-carbon economy will generate a large demand for financial services by its clients, which will present a series of opportunities for companies that are prepared.

In light of this, the Group identified risks and opportunities associated with climate. The main findings were:

For more details on the risks and opportunities mapped by the Group for its entire operation, including Brazil, access the [Climate Finance Report](#) (available in English).

Top 3 risks
Climate-related factors considered by our proprietary ESG analysis model

Top 3 opportunities
Climate-related issues used in our analysis model

01

Regulatory risks, such as increasing the price of GHG emissions

New climate solutions in the form of products and services that generate diversification, competitive advantages and higher revenues

02

Technological risks related to more efficient low-carbon technologies

Low-emission energy sources that generate several benefits, including lower exposure to GHG emissions, lower costs, and political and reputational incentives

03

Market risks due to increased costs and changes in consumer demand, which may result in idle assets, increased operating costs, low demand for products and services, increased prices, and limited access to capital

Efficient production and distribution of resources, reducing operational costs and increasing production capacity and the value of fixed assets



CLIMATE GOVERNANCE GRI [2-12; 2-24; 2-25; 3-2; 3-3]

Climate change's importance for our operations is expressed in the organization's day-to-day operations. This topic is considered one of the Bank's main risks and rose to the highest priority level in our latest materiality study.

To handle such an important topic, we adopted a corporate governance model in which senior management keeps a close eye on our progress and the main activities related to the environment.

The Board of Directors supervises the Bank's strategy, with support from two advisory committees: Sustainability (which discusses the topic at least twice a year) and Risk and Compliance (CRC).

The Audit Committee is also responsible of ensuring compliance with processes related to managing climate-related risks and opportunities.

At the executive level, the Institutional Vice Presidency (VPI), responsible for governance of the sustainability ecosystem, spearheads strategy and actions on climate change. This includes the Net Zero Plan, approved by the Board of Directors in 2022.

Truly, however, concern over the environment is the responsibility of the entire Bank. Therefore, the Executive Committee (Comex), formed by the CEO and vice-presidents, oversees development of the climate strategy at least quarterly.

Regarding risks, Comex is advised by three internal committees: Risk Control, Executive Risk, and Ethics and Compliance.

To maintain senior management informed of the progress on the environmental and climate agenda, information on the topic is reported to Comex and the Sustainability Committee in meetings or quarterly through an executive dashboard.

The composition and regulations of all our decision-making bodies is on the [Investor Relations website](#).

Institutional policy GRI [2-23; 2-24]

Our actions on the climate are always guided by the Social, Environmental, and Climate Responsibility Policy (PRSAC), which is under the management of the Institutional Vice-president.

The Policy establishes principles and guidelines for the social, environmental, and climate-related aspects of our business practices and relationships. It mandates that the precautionary principle be applied in the Bank's initiatives, primarily environmental management and combating climate change. This approach focuses on anticipating and preventing environmental impacts.

PRSAC defines controls to ensure compliance. It is part of the Risk and Internal Controls Model. It was published in 2022 and updated in 2023, having been approved by the Executive Committee and Administrative Council. It is available [here](#).

Engagement GRI [2-24; 2-25]

In addition to senior management's involvement and existing institutional policies on climate change, our attention to climate change extends to creating new ways to engage our leaders and teams. As part of this effort, Net Zero was included in our Continuing Education Program in 2023, aimed at the Board of Directors (details on page [24](#)).

Since 2020, we have also established specific goals related to our climate strategy, with a direct impact on variable remuneration.

Another avenue of engagement in the issue is the training offered both through Santander Open Academy (details on page [103](#)) and directly to commercial teams. At the Academy, the topic is part of the mandatory course "Sustainability for All" and also counts among the specific certifications for professionals in the commercial and wholesale network. In addition, we carried out 32 sustainable business trainings in 2023 with over 1,000 participants. GRI [404-1]

Our model of action on climate issues is based on the involvement of senior management, institutional policies, and goals that impact the remuneration of leaders and their teams.



NET ZERO

In 2021, we committed to reducing our net carbon emissions to zero by 2050. Net Zero considers both direct GHG emissions, originated in the Bank's operations, and indirect ones, associated with credit, advisory, and investment activities.

The Santander Group has robust, science-based targets, which allow us to monitor the evolution of performance year after year and make adjustments to the strategy when necessary.

The Santander Group has robust, science-based targets, that allow us to monitor performance year after year and make adjustments to the strategy when necessary.

Since we are part of a global bank, we follow the Santander Group approach. Over the past three years, the Group has followed NZBA guidelines and set decarbonization targets for the most carbon-intensive sectors: power generation, oil and gas, aviation, steel, coal, automotive manufacturing, and finance ("Goals and Metrics," on page 76 has more on this).

Agribusiness financed emissions

In Brazil, agribusiness is a key sector for mitigating the impacts of climate change, since agriculture and land use change are responsible for approximately 75%¹ of gross CO₂-equivalent emissions (CO₂e).

Achieving Net Zero in the agricultural sector is still a challenge, since:

- Methodologies for measuring emissions are still under development;

- Agriculture comprises a complex and extensive value chain, with varying sources, types and quantities of GHG emissions;
- Agricultural practices and emissions vary according to the commodity, management techniques and geographic location, among other factors.

To overcome the lack of methodology, in collaboration with To overcome the methodological challenges, we partnered with WayCarbon, collaborated on a study using internationally accepted methodologies specifically adapted for Brazil's agricultural sector, and estimated the emissions of producers we finance.

The study focused on emissions from rural producers who are clients of our retail credit services, and their primary production activities. It covered scope 1 and 2 emissions, in addition to emissions associated with land use change. Primary production is at the heart of the agribusiness chain and presents the sector's main source of emissions.

Santander Brasil's credit exposure to farms with primary production was R\$9.48 billion (1.76 billion euros) in March 2022. Emissions financed in this portfolio were estimated at 6.2 mtCO₂e/year, approximately 81% for land management, 18% for land use change, and less than 1% for energy consumption.

The study considered rural credit and rural credit contract (CPR) operations, intended directly for agricultural and livestock production activities.

Quality Rating

Recognizing the wide variation in the quality of data used to estimate financed emissions, the Partnership for Carbon Accounting Financials (PCAF) developed a metric to classify them, known as PCAF Data Quality Rating, which ranges from 1 to 5 (1 being the best score).

Since agriculture has no generally recognized methodology to measure emissions, we adapted the PCAF Rating to consider the data from the primary production portfolio and allow us to estimate emissions from land management. In our study, the data quality index used to measure agricultural and livestock activities was estimated at 3.3.

Land use change

For emissions estimated for land use change, the measure followed the GHG Protocol' guidelines. They recommend a 20-year legacy, including legal deforestation, characteristic of some properties in Brazil.

Although change in land use is the main source of emissions in Brazil, this category is not the most representative for the Bank. This is because we monitor all properties financed against illegal deforestation on a daily basis (more details are in the section on [E&S risks](#)), which led to lower values of estimated emissions.

Our study of financed agricultural emissions also allowed us to assess the potential contribution of low-carbon agriculture practices to reducing emissions through well-managed pastures, areas with forest regeneration and direct planting practices adopted for soybean and corn crops.

Financed agribusiness emissions – Primary production

Financed emissions	6.2	MtCO ₂ E
Value of the portfolio evaluated ²	1.76	Bi EUR
Emission intensity per physical unit ³	7.04	tCO ₂ e/ton
Emissions intensity per financial unit	3.52	MtCO ₂ e/EUR Bn
PCAF quality rating ⁴	3.3	-

¹ Source: Climate Observatory (<https://energiaambiente.org.br/wp-content/uploads/2023/04/SEEG-10-anos-v5.pdf>). ² Portfolio for the period March 2022, valued at R\$9.48 billion. Includes financing for livestock (raising cattle, goats, poultry, pigs, and buffalo) and agricultural activities (planting perennial and temporary crops of soybeans, corn, sugarcane, rice, and vegetables). ³ Weighted average calculated considering the products with the highest GHG emissions from the primary agricultural portfolio (beef, milk, soy, corn, and rice); value expressed in ton of financed product. Considering that primary livestock data are available by number of heads financed, Brazilian livestock parameters were used to convert them into tons of product produced. ⁴ The PCAF rating illustrates the quality of the data used to calculate financed emissions (1 being the best). Information on financed emissions comes from a wide range of emissions sources, physical intensity and production data. Since there is no standardized methodology for agriculture, the PCAF rating was adapted using the data available in the primary agricultural portfolio to estimate emissions from land management.



Development of new methodologies

To help develop methodologies to gauge the environmental impacts of agricultural activities, we participate in Banking for Impact on Climate in Agriculture (B4ICA), an initiative coordinated by World Business Council for Sustainable Development (WBCSD) in partnership with the United Nations Environment Program Finance Initiative (UNEP FI), Environmental Defense Fund (EDF), and other banks.

In this partnership, we create guidelines to support the financial sector measure and define net-zero emissions targets, focusing on the agribusiness sector.

In the document "An Introductory Guide for Net Zero Target Setting for Farm-Based Agricultural Emissions," we share our what we have learned about estimating emissions of the farms to which we grant credit.

Decarbonization plan

After investigating financed emissions, we created a decarbonization plan for our agribusiness portfolio. The strategy has three pillars:

- Support agribusiness clients transition to a low-carbon model through green financial solutions and innovative financial operations;
- Engage with government and local and global forums to share methodologies, open a broader debate to improve data and accelerate decarbonization in agriculture;
- Help develop methodologies to guide the sector to transition to a low-carbon economy and continue monitoring and improving how agricultural GHG emissions are measured.



Actions developed

In the first quarter of 2024, we developed two activities as part of the agribusiness decarbonization plan:

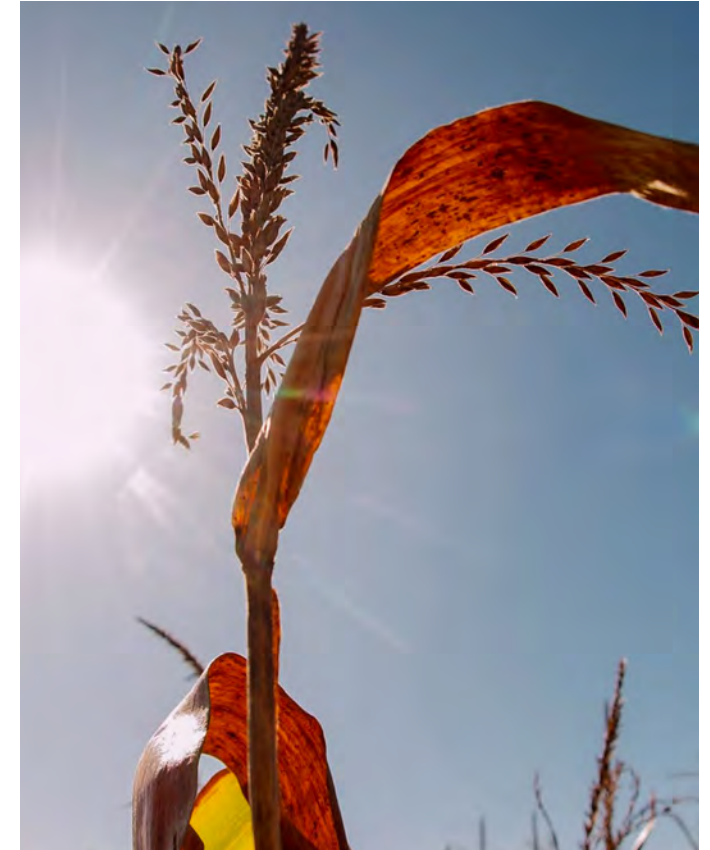
Conexões to Net Zero event

This event brought together clients, academic representatives, researchers, and experts on agriculture and the environment. Its goals were to:

- Present Santander Brasil's own GHG emission estimation methodology;
- Describe case studies on the decarbonization of agriculture and its value chain and the financial sector's role in supporting the transition;
- Discuss advances and what is still needed to improve agribusiness emissions and improve the quality of Brazil's data in the international market.

Partner for Financing Small Producers

We entered a partnership with Agora Carbon, Yara's carbon project development company, to guarantee the offer of credit for rural producers to invest in practices that sequester carbon from the soil.





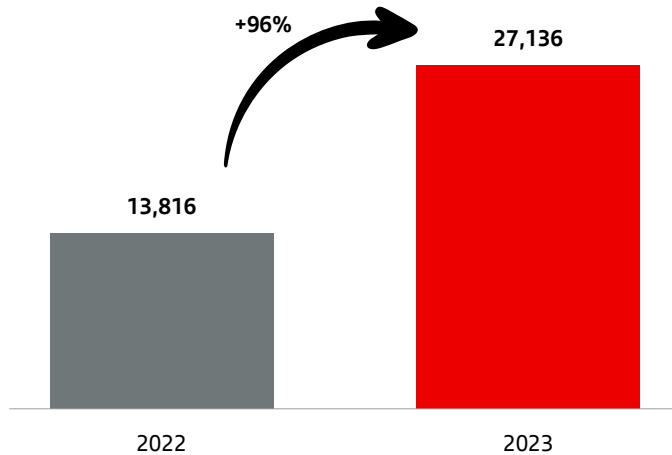
SUSTAINABLE BUSINESS GRI [3-3; 2-25; 201-2; FS8] SASB FN-CB-240a.4

The largest impact on climate change that the financial sector has occurs indirectly, through credit granting and investment operations.

In 2023, we continued advancing our strategy of pursuing projects that support clients in their transition to a low-carbon economy and contribute to other sustainability goals.

Total Sustainable Businesses Enabled – Production (R\$ K)¹

GRI [2-4]



In total, we reached R\$23.1³ billion in our portfolio, 55%² more than the previous year, and R\$27.1³ billion in production from sustainable operations, such as issuing green bonds, financing clean energy, and a wide array of dedicated products. This aspect of production saw an increase of 96% compared to 2022¹.

Internally, this issue is the focus of work of an ecosystem that includes the Sustainability, Sustainable Finance, Carbon Market and Sustainable Innovation teams, as well as all departments responsible for structuring client value propositions, such as Agribusiness, Global Debt Banking, Global Transaction Banking, Treasury, SIM Financeira, Prospera, Companies, and Advisory. We also rely on the expertise of our affiliate WayCarbon, a company specialized in carbon credit, consulting, and software.

We have governance for classification and approval of operations based on Santander's own taxonomy: the Sustainable Financing and Investment Classification System (SFICS), which sets criteria for classifying assets as green, social, or sustainable in all Group units and businesses, as well as governance associated with these transactions. GRI [3-3]

The main purposes of SFICS are to monitor and report activities in a transparent way, support the development of sustainable financing products, and mitigate the risk of greenwashing, that is, environmental discourse disconnected from practice.



¹ With the implementation of SFICS in 2022, we started following criteria defined by the Santander Group in classifying our assets as green, social, or sustainable. Because of this, we only present the historical series for 2022 and 2023. The value reported in the 2022 report of R\$32.2 billion was updated to R\$13.8 billion following new measurement criteria. GRI 2-4 ²The 2022 value considered was R\$14.9 billion, with a rounding adjustment to the value of R\$14.8 billion that had been reported in the 2022 Annual Integrated Report. GRI 2-4

³ Portfolio and production values consider Prospera values different from the values presented on page 88, due to the use of different criteria in calculating these metrics.



In 2023, 261 projects were approved by the Sustainable Finance Forum and were classified by SFICS. The main categories of these transactions and the SDGs to which they relate are summarized in the graphic.

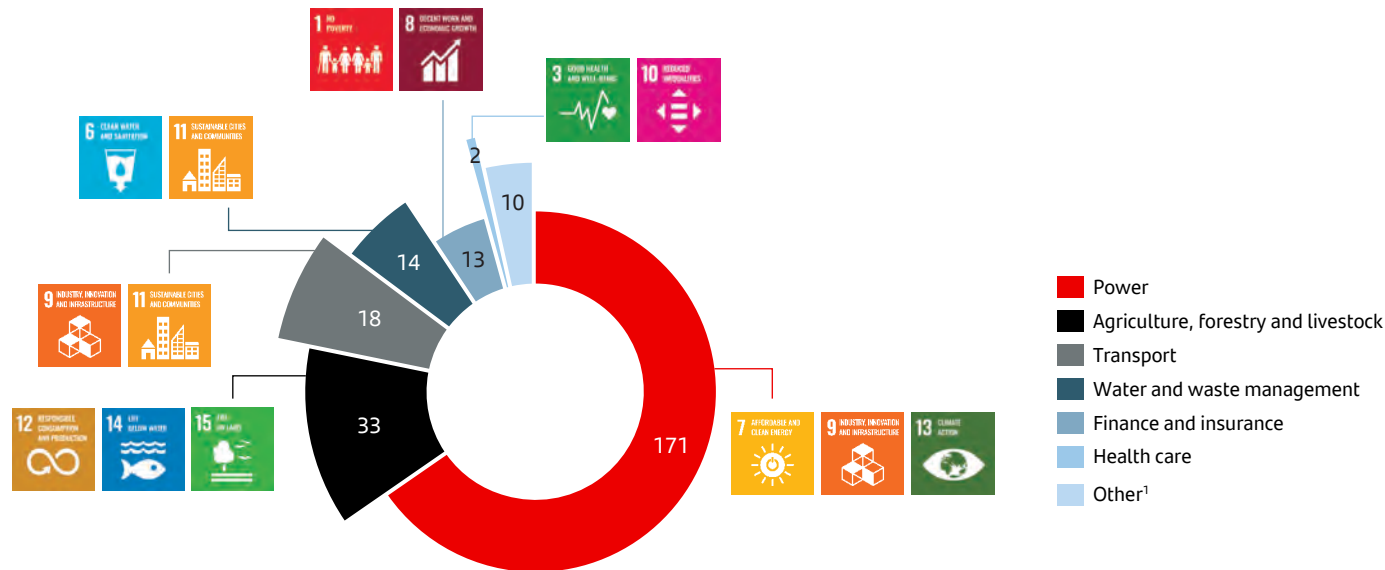
In addition, the taxonomy also allows us to classify clients and products, ensuring the destination of the resources. The topic of funding based on sustainable operations has also become a topic of consideration in

our Sustainable Finance Forum, following the governance in processes and controls aligned with the Santander Group.

In 2023 alone, we raised more than US\$570 million to support sustainable businesses such as financing for solar panels, hybrid and electric cars, purchase of medical and hospital equipment, among others.



Funded Operations and Related SDGs



+ Collaboration with the Treasury of Brazil

In 2023, we provided technical support to the Secretary of Brazil's National Treasury (STN) to revise the Framework for Green Public Bonds, which guides how such public bonds are issued.

Soon afterwards, we were one of the three banks coordinating the first issuance of a green bond by the National Treasury, which raised US\$2 billion. According to the Treasury, 50% to 60% of this amount will be used for social actions and 40% to 50% for environmental actions.

¹Operations that are not related to SDGs due to their specific characteristics.



Strategic sectors for the transition to a low-carbon economy [GRI \[2-25; 3-3\]](#)

Our broad experience in financial solutions for sustainability initiatives was built over more than 20 years in the area. Our teams draw from this expertise to find and offer the best solutions for clients, whether to support the transition towards a low-carbon economy, to promote social inclusion, or to achieve any other contribution to sustainable development.

In addition to having a robust product portfolio, we develop and incubate promising new financial solutions focused on emerging climate technologies with the potential to scale up. The goal is to better support clients' decarbonization goals in their operations and supply chains.

Our main initiatives of 2023 are below, focusing on the sectors in which we invest the most to create solutions for our clients.



1. Agribusiness

We support the development of increasingly sustainable, efficient, and productive agribusiness in Brazil. To this end, we operate throughout the entire value chain, offering our own credit lines and BNDES transfers, and adopting socio-environmental and climate risk management practices specific to the sector.

In December 2022, we became the first bank to join Innovative Finance for the Amazon, Cerrado and Chaco (IFACC), an initiative coordinated by The Nature Conservancy (TNC), The Tropical Forest Alliance (TFA) and UNEP-FI. [FS8](#)

The objective is to accelerate the financing of sustainable production by structuring financial mechanisms such as loans for rural producers, land investment funds, corporate debt instruments, and capital market tools. The members are committed to raise a total of US\$3 billion by 2025.

In January 2023, we entered the first project associated with IFACC: a green Agribusiness Receivables Certificate (CRA) worth R\$17 million, in partnership with Conexus (as main beneficiary), Grupo Gaia (as securitization partner), and Fundo Vale with Fundação Good Energies (as providers of concessional capital).

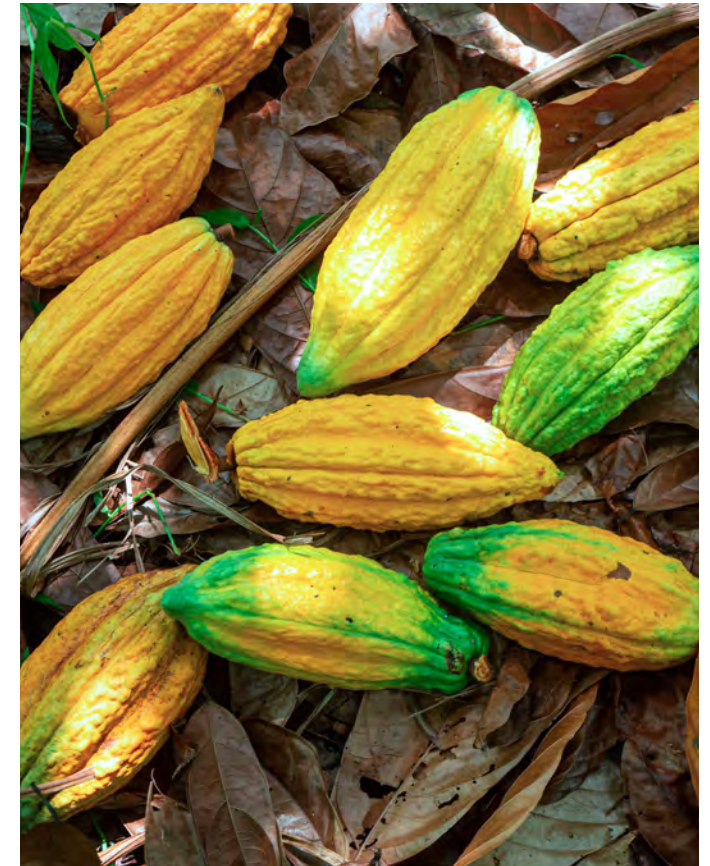
These producers rarely use credit for working capital because interest rates are approximately 39% per year.

The mixed structure, however, reduced the capital cost to 12% annually and included technical assistance support. The 300 cooperatives supported by Conexus could benefit from this type of structure in the future. [SASB FN-CB 240a.1; FS8](#)

The second IFACC-aligned operation was carried out in 2023, when we issued a green CRA worth around US\$47 million, with Rabobank, the AGR13 fund, and British retailers Tesco, Sainsbury's and Waitrose. Fundraising was aimed at the initiative Responsible Commodities Facility (RCF), with the aim of producing soy free from destruction

of forest and conversion to farmland in the Cerrado, following IFACC socio-environmental standards. This initiative will help conserve roughly 43,400 hectares of native vegetation.

[SASB FN-CB 410a.2; FS8](#)





2. Power

We have a complete package of products to support the construction of an increasingly clean and efficient energy matrix. Our operations range from advising and financing renewable energy generation and distribution projects, to supporting end consumers, with a line of credit for initiatives such as installing photovoltaic panels.

We also offer specific solutions for agribusiness and companies. We have an energy trading company, and our intense activity in the capital market includes issuing biofuel decarbonization credits (CBIOs) to small, medium, and large companies. Among other highlights:



¹ Source: Energy Trading Chamber.

1



Since 2009, we have been responsible for structuring and/or financing a large portion of wind projects implemented in Brazil, according to data from the National Electric Energy Agency (Aneel). We also finance other renewable energy sources, such as solar and small hydroelectric plants (PCHs).

In retail, we finance distributed solar generation through Santander Financing, offering lines of credit specifically for the purchase of photovoltaic panels for individuals, companies, or agribusiness clients. In 2023, our financial company granted new financing for solar energy totalling R\$418 million.



2

3



In August 2023, we acquired 65% of FIT Energia, a platform where individuals and small- and medium-sized companies can purchase energy from several partner producers at a more attractive price than on the regulated market. One of our goals with this project is to democratize access to clean energy. We seek to enable people and businesses that are currently unable to install a solar panel or migrate to the free market to use renewable energy. With FIT, they can participate in shared distributed generation. In shared distributed generation, a producer leases a plant to a group of consumers, joined together in an association, and offers prices lower than those in the regulated market. FIT simplifies the process for the consumer by taking care of all the bureaucratic part, including member registration and account activation.

Since 2019, we have had our own energy trading company, which in 2023 reached the position of second-largest in the country¹.

To further promote this theme, in July 2023 we signed a €300 million loan with the European Investment Bank to fund the installation of small-scale solar photovoltaic panels to fulfill the owners' energy consumption needs, predominantly on rooftops, with a total capacity of around 600 MWp.



4

5



In 2023, we participated in the issuance of R\$7 billion in debentures by Eletrobras, an energy generation and transmission company, of which R\$3 billion were green debentures, linked to future sustainability activities.



3. Carbon

We are constantly working to increasing our presence in the carbon market. We are already consolidated in the subscription of CBIOS, of which we have been leaders since their launch in 2020. Last year we maintained our position at the forefront, with a 42.1% market share¹.

In anticipation of the passing of new legislation regarding the regulated carbon credit market in Brazil, we have the capacity to act quickly, just as we did with the CBIOS.

Through two related companies, Biomass and WayCarbon, we offer clients decarbonization solutions.

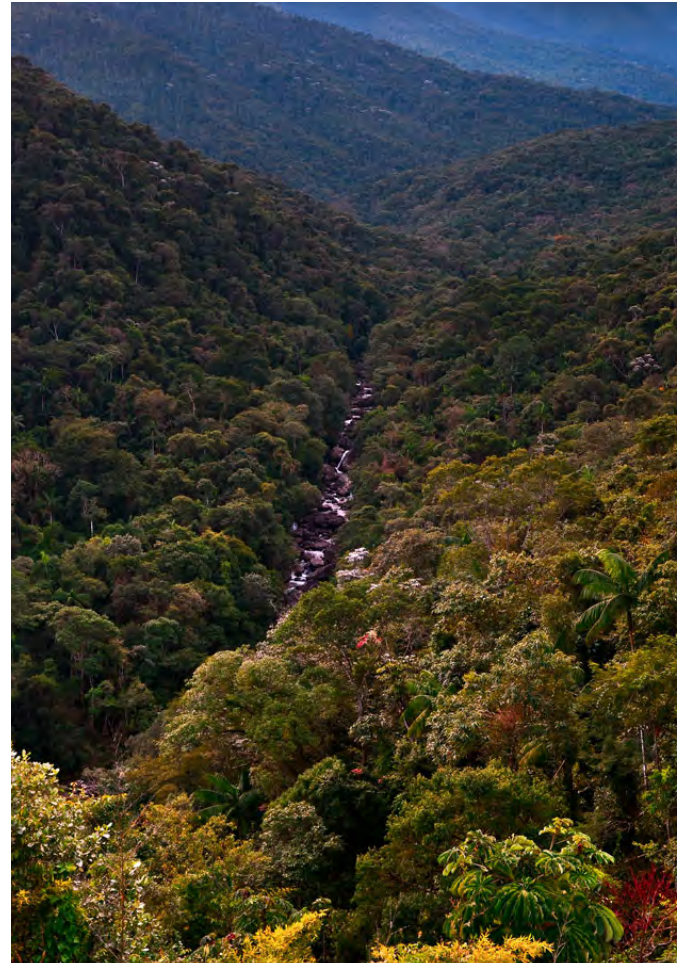


Biomass

Biomass, launched during COP 27 in partnership with Itaú, Marfrig, Rabobank, Suzano, and Vale in 2022, is an ecosystem regeneration company. It exists to restore degraded areas by recovering native vegetation in the Amazon, Caatinga, Atlantic Forest, and Cerrado biomes in a long-term project. [GRI \[304-2; 413-1\]](#)

In its first full year of operation, **Biomass** obtained all regulatory authorizations, set up its team and governance, and selected pilot regions to begin field operations, mainly in the Atlantic Forest and Amazon regions.

The pillars of the business include social transformation in the territory and working in partnership. **Biomass** is committed to generating carbon credits with high integrity, permanence, and a large scale.



WayCarbon

WayCarbon, acquired by Grupo Santander in 2022, aims to catalyze the fair and resilient transition to a Net Zero economy. In 2023, the consulting services company supported over 200 clients through decarbonization processes and climate risk analysis. It also provided digital solutions for managing greenhouse gas (GHG) emissions and ESG topics.

WayCarbon was responsible for developing a methodology for calculating carbon emissions and carbon removal for the Bank's agricultural product portfolio, including those arising from changes in land use, a pioneering initiative in the financial sector. (Details on page [61](#)).

Developing carbon projects remains the company's strategic priority, with a focus on nature-based solutions. One highlight of 2023 was the launch of three forestry projects in Acre based on a detailed assessment of more than 7 million hectares. In addition, three innovative technology initiatives were launched with international partners. **WayCarbon** also advised the Bank and clients on purchases of carbon credits from projects in Brazil and Latin America.

¹ Source: B3.



4. Electromobility

Our ecosystem focuses on the sector that complements banking activities and allows us to offer clients a complete set of financial solutions.

Given this, our ambition is to lead electromobility initiatives in Brazil in partnership with companies committed to the decarbonization of the transport sector. This includes ride-hailing companies looking to electrify their fleets, last-mile delivery companies, and municipal bus companies in major cities.

In 2023, we took a step towards this plan and joined the Alliance for Sustainable Mobility. The group led by 99 (Grupo Didi) seeks to strengthen the light vehicle electrification ecosystem in Brazil,

operating in automobile production, installation of charging infrastructure, and financial solutions for fleet electrification.

Upon becoming a member of the Alliance, we carried out an operation that involved financing R\$57 million to Dahruj (car rental company) for the purchase of 300 BYD electric vehicles that will be used by 99 drivers. This move contributed to the creation of one of the largest fleets of electric vehicles in the country.

Furthermore, we create special conditions for our clients, with the following attractions:

- 15% reduction in the interest rate for any consumer eligible for credit who chooses to finance an electric or hybrid car with the finance company;

- 50% price reduction to advertise electric vehicles on Webmotors;
- Service package (maintenance, car repair, washing, recharging) for 99 drivers through Car10, a Webmotors company;
- Solution4Fleet services and software for managing the electric vehicle fleet for rental companies.

We also raised a US\$50 million line with a multilateral agency, the Latin American Development Bank (CAF), to finance hybrid and electric cars.





5. The Amazon and Bioeconomy

Our operations in the Amazon incorporate the Bank's main initiatives: from commercial presence and carrying out innovative sustainable business activities, to building institutional partnerships and implementing social inclusion and entrepreneurship programs.

Since 2020, we have worked on the Amazon Plan together with Itaú and Bradesco to promote sustainable development in the region. Last year, the group evaluated lessons learned and the plan was restructured, focusing on three strategic objectives: forest preservation, promoting the bioeconomy, and access to connectivity.

The forestry bioeconomy has great potential to change the course of deforestation, increase the value of standing forests, and create jobs, sources of income, and development. However, few companies can reach this potential quickly and at scale.

In partnership with Plano Amazônia, Fundação Certi, Fundo Vale, CLUA and Porticus, we launched the Jornada Amazônia Platform in November 2022 to strengthen the innovation ecosystem associated with the forestry bioeconomy.

The project aims to train 3,000 people in the region in entrepreneurship, innovation, and bioeconomy, as well as selecting the 200 most promising professionals for financial, mentoring, and technical support to create start-ups (pre-acceleration cycle). The Platform also seeks to identify 100 start-ups to help strengthen their business models and products and reach market actors and investors (acceleration cycle) by 2025.

In 2023, the initiative progressed as planned, with the launch of five recruitment notices, training of 529 people, selection of 71 startups for the pre-acceleration cycle, and 22 startups chosen for the acceleration cycle.

Finally, the Platform launched the Micro Corporate Venture Capital program, which will allow it to attract investments from the market and create partnerships with large companies to accelerate the growth of start-ups. Already, 8 startups have been selected for the pre-acceleration cycle, with the possibility of investment of up to R\$3 million.

Another important action aimed at the bioeconomy took place in January 2023, when we launched an innovative Green CRA with a mixed financing structure. The operation means to support 26 small bio-businesses in the North and Northeast of Brazil (including cooperatives, associations, and start-ups) and reach 4,500 producers focused on non-timber forest products and agroforestry.

We supported Instituto Povos da Floresta in launching a project that aims to provide high-speed, quality internet service to around 4,000 remote communities in the Amazon by 2025.

This support funded a pilot project involving 30 communities to test the use of the Starlink service. Communities that did not have access to electricity also received a kit with photovoltaic panels and batteries, so that they could access the Starlink service. The project has grown and currently has 300 communities with internet access, 7,450 registered users, and 23,000 people benefiting from it.

Another initiative in the region, this one carried out by Santander Universities, relates to education and is called Capam. More information about it is on page 87.

Our activities are described further on the website [Santander and the Brazilian Amazon](#).



Amazon Finance Network

At the end of 2023, Santander Brazil joined the Amazon Finance Network, an alliance launched during COP 28, aimed at generating sustainable impact across the Amazon region. The alliance brings together 23 other financial institutions with the goal of increasing investment flows, mobilizing capital, promoting financial inclusion, sharing knowledge on innovative financial solutions, and generating synergies with the public sector.





CLIMATE RISK MANAGEMENT GRI [2-25; 3-3 Management of the Material Topic: Climate Change and Management of socio-environmental and climate risks BR; 201-2]

At Santander, we consider two primary sources of climate-related risks:

- Physical risks
 - These are physical effects that result from the increase in the planet's temperature. They include wildfires, rising sea levels, and increasingly frequent extreme weather events.
- Transition risks
 - These are side effects of the rapid transition to a low-carbon economy, such as changes in legislation and in the market that negatively affect the company.

In recent years, we have adopted practices to improve how we identify, prevent, and mitigate short-, medium-, and long-term climate risks. Some of these practices are described below.

More information on our social, environmental, and climate risk management practice is on page 19, in the chapter "Value Creation".

Water stress GRI [3-3; 201-2] SASB 410a.2

Although climate models are not conclusive, one of the main impacts of climate change in Brazil is the change in rainfall: both changes in the precipitation regime and increased occurrence of extreme hydrological events, such as floods and long periods of drought.

Since 2020, our socio-environmental assessments for granting credit have included clients' exposure to water stress and their dependence on water. To assess this, we apply a proprietary tool that investigates three aspects:

- Level of water management in operational processes, using technology for more efficient water consumption;
- Vulnerability or resilience of economic activity in relation to water issues;
- Region (watershed) where the business is located.

The socio-environmental and climate risk rating also considers how vulnerable clients are to physical and transition risks, including such factors as economic activity, where the business is located, and use of energy-efficient technologies.

Climate Stress Test GRI [3-3; 201-2] SASB 410a.2

Since 2021, we have carried out stress tests to understand our exposure to climate risk, as well as to identify factors that improve how resilient the business is to potential impacts of climate change.

This effort considers the macroeconomic effects of possible changes related to the transition to a low-carbon economy and addresses local effects arising from physical events.

In the 2023 fiscal year, we outlined a macroeconomic scenario and then calculated its impact on the balance sheet, income statement (DRE), and capital value.

Additionally, we incorporated an impact assessment on the provision for high-risk debts (PDD) associated with the probability of physical risk linked to a more-intense-than-expected El Niño event.

To align with international best practices and the stress scenario already adopted by the Santander Group, Santander Brasil took

inspiration from scenarios published by the Network for Greening the Financial System (NGFS).

For the ICAAP exercise (regulatory assessment exercise of capital adequacy), we chose the NGFS Short-Term Disorderly Transition (disorderly delayed) scenario, but set the transition to 2024 (rather than the year 2030, as applied by NGFS).

In this hypothetical scenario, policies to reduce carbon emissions are implemented too late. In order for governments to achieve the objectives of the Paris Agreement (limiting the increase in the global average temperature to less than 2°C), it is necessary to impose a number of measures.

In this scenario, significant changes in fossil fuel consumption patterns lead to a challenging transition period, and financial institutions are exposed to great risk.

This exercise has undergone an approval process by the Bank's main governing bodies, including the Board of Directors.

In 2023, we included in ICAAP both the macroeconomic impact exercises of scenarios that have been developed (both Short-Term Disordered Transition and Physical Risk: El Niño) and microeconomic analyses of these same scenarios.



Portfolio concentration GRI [201-2] SASB 410a.2

We regularly carry out a materiality assessment to estimate the portion of our corporate portfolio, wholesale and retail, involved in sectors with highest exposure to risks related to climate change.

For the sectoral view, we rate companies according to their National Classification of Economic Activities (CNAE).

Identification of sectors with highest exposure to physical and transition risks follows the TCFD guidelines, based on the climate heatmap prepared by WayCarbon in conjunction with assessments by internal experts in the area of Environmental and Social Risks and Sustainability.

It is worth mentioning that, although climate risk has a long-term assessment component, for the classifying risk we use a medium-term view (up to two years).












Sector classification of transition climate risk GRI [3-3; 201-2]

Sector	Reasons for classification
Oil & Gas	Transition to a low-carbon economy substantially affects the sector, which is one of the largest sources of greenhouse gas (GHG) emissions and, therefore, is the most affected by emission mitigation policies and planning. Climate policies favor investments in renewable technologies at the expense of fossil fuel consumption.
Metals and Mining	Mining, processing, and smelting activities use heavy machinery and depend on fossil fuels. Aluminum extraction represents around 3% of global industrial emissions. In the European Union, the Carbon Border Adjustment Mechanism (CBAM) may be applied to emissions-intensive foreign industries, resulting in increased import costs and a consequent reduced demand. The iron and steel sector will be taxed in the first phase of enacting CBAM.
Transportation	New energy efficiency standards for heavy vehicles may be defined, as well as incentives for adopting electric vehicles. Fuel taxes, parking fees, and toll roads can be implemented to discourage private vehicle use and finance investment in other modes of transport, such as railway infrastructure.
Power	Brazil's energy matrix is concentrated in hydroelectric energy, which is already among the cleanest energy production technologies. The country's risk from this sector arises in scenarios of water scarcity, which would cause increased dependence on non-renewable sources of energy generation.
Agriculture	Land use change and agricultural activities together create a large portion of the GHG emissions reported in Brazil. Limiting the expansion of pasture – including setting aside protected areas – and requiring permits for vegetation removal also impose restrictions on the sector. Illegal destruction of forests associated with expanding agricultural frontiers may prompt restrictions on exports to countries with more restrictive climate policies.
Manufacturing	The sector's activities are energy and water intensive. Inadequate management of these resources can increase the sector's reputational and operational risk. Also, market pressures to decarbonize and adopt emissions offset practices impact the need to invest in highly efficient resource consumption technologies.
Civil construction	Although the sector is not among Brazil's most carbon-intensive, promotion of the climate agenda could affect market demand for sustainable buildings.
Real estate	Brazil has no demand for an energy performance certificate in this sector, since most properties do not have heating systems and the Brazilian energy matrix is mostly hydroelectric.
Sanitation	The sector is not included in Brazilian climate-related policies, therefore there are no signs of plans to reduce or compensate GHG emissions.

Very High High Medium Mid-Low



Sector classification of physical climate risk GRI [3-3; 201-2]

Sector	Reasons for classification
 Power	Since energy generation in Brazil is mostly hydroelectric, climate risk arises in scenarios of water scarcity. Reduced water levels in the reservoirs of hydroelectric plants would decrease generation capacity and increase costs. Rains and storms can also compromise the electricity generation and distribution infrastructure and interrupt plant operations.
 Sanitation	Droughts reduce water availability, affect basic sanitation services, and can lead to rationing measures in industrial processes. A low volume of water hurts the quality of the water supply, increasing treatment costs. Phenomena such as heat waves, intense rains, landslides, and rising sea levels can compromise structures, pipes, and water and sewage treatment and distribution systems. Although the sector is not among the most carbon-intensive in the country, elements of the climate agenda could increase market demand for sustainable buildings.
 Metals and Mining	The sector may face operational challenges in drought scenarios due to the high reliance on water in its processes. Intense rains can cause tailings dams to overflow and fail. Forest fires, or nearby coastal and river floods can damage infrastructure and impede access to sites, affecting the continuity and flow of production.
 Agriculture	Salinization of water and soil (caused by rising sea levels), floods, storms, fires, heat waves, and water scarcity scenarios can compromise productivity of several crops, increasing commodity prices. However, due to the geographic dispersion and diverse characteristics of crops in Brazil, the sector is considered medium risk.
 Manufacturing	Some industrial activities are water-intensive and can be affected by water scarcity. Forest fires, or coastal and river floods in the vicinity of industrial plants can damage infrastructure and impede access to sites, affecting the continuity of production. These events can also impact industry logistics.
 Oil & Gas	Heat waves pose a danger to the safety of workers on platforms and refineries. Severe weather can damage oil and natural gas exploration, production, and storage infrastructure, including offshore platforms, processing facilities, and oil and gas pipelines.
 Real estate	Floods represent a risk to the physical integrity of real estate assets. However, considering Brazil's size, in most urban regions this risk is medium/low.
 Civil construction	Landslides, storms, fires, and floods can harm mobility and logistical infrastructure. Considering Brazil's size, the relative impact of this risk is medium/low.
 Transportation	Scenarios with extreme temperatures or intense rain can increase demand for maintenance on highways (asphalt melting, flooding, or landslides) and railways (track misalignment due to expansion). Considering Brazil's size and the size of its logistics networks (road, rail, waterway), the relative risk is medium-low.

 Very High  High  Medium  Mid-Low



Attention to the meat industry supply chain SASB 410a.2

In recent years, we have been working on a set of initiatives to mitigate the risk of illegal deforestation in the beef industry supply chain.

2020

We started requiring that slaughterhouses in Brazil's territory in the Amazon put an end to illegal deforestation among their direct livestock suppliers and first-level indirect suppliers (those who sell to their direct suppliers) by December 2025.

This requirement mandates that these slaughterhouses meet medium-term milestones, which consist of implementing a traceability and monitoring system and publishing annual indicators showing compliance with their commitments.

We contacted some of our meatpacking clients in an effort to meet the 2025 target. This engagement led several of them to declare their commitments in 2022 and develop action plans to monitor their indirect suppliers.

After this experience, we worked with *Febraban* to implement self-regulation rules for the meat supply chain – SARB 026/2023.

2021

2023

SARB 026/2023, published in March 2023, establishes that participating Brazilian banks, when offering credit to cold storage services and slaughterhouses, must comply with a protocol with common minimum requirements to combat illegal deforestation.

After publication, we engaged with slaughterhouses that had not yet committed and supported our clients who had already completed this step.



ENVIRONMENTAL MANAGEMENT

Our environmental footprint

GRI [3-3; 305-1; 305-2; 305-3]

We carried out our first emissions inventory in 2009. Since then, we have used the information collected each year to define and conduct mitigation and carbon offset strategies. This measure was essential in making our operation carbon neutral in 2010.

Starting in 2011, we have participated in the Carbon Disclosure Project (CDP), the largest database on business practices related to climate change, emissions, water, and forests¹.

In 2023, our rating improved significantly, going from B to A-, the second-best grade in the index.

Over time, we continue to evolve and strengthen our governance of emissions. In 2023, we took another step: in this edition of the report, for the first time, Scope-3 emissions include those related to the activities we finance in the automobile, wholesale, and agribusiness segments.

The historical series of Scopes 1, 2, and 3 appear in "Goals and Metrics" on page 76.



Emissions mitigation GRI [2-25; 3-3; 305-5]

In addition to measuring and monitoring, we implemented several initiatives to mitigate GHG emissions and the environmental impact of our operations. In 2021 and 2022, for example, we reached two major milestones:

- We eliminated single-use plastic from our daily lives (such as plastic cups for water and coffee);
- We started to use exclusively renewable energy for our operations, including administrative buildings, branch network, data center, and cultural features.

Both initiatives were pioneered by Santander Brasil and have now been included in the Santander Group's climate roadmap as a target for all other geographic units. We also have internal goals to reduce water, energy, and paper consumption.

Other measures adopted in Brazil to reduce emissions:

- Special rates for employees to encourage the purchase of electric/hybrid vehicles;
- Special rates and deadlines for employees to transition from conventional to residential solar energy;
- Production of SX and Elite cards with recycled plastic, which reduced the use of common plastic in our operations by 85%;
- Expanded use of videoconferencing;
- Limitations on land and air travel;
- Bicycle parking infrastructure for employees who work at Santander Headquarters, in the capital of São Paulo, and at the data center, in Campinas, in an outlying area of the state;

- Contracting a solar power plant on the surface of water at the Billings dam in São Paulo, which generates less environmental impact and will become operational in the first half of 2024.

Seals and certifications GRI [305-5]

To ensure the reduction of our activity's direct environmental impact, we adopted the best eco-efficiency practices available on the market in administrative buildings and branches.

Because of this commitment, in recent years our main buildings have been recognized with the most outstanding environmental management and eco-efficiency seals and certifications nationally and internationally.

For example:

- The Headquarters, Radar and data center buildings are certified by the ISO 14001 standard and recognized by external auditors, with an annual renewal process;
- The Headquarters, data center and the Granja Viana branch, in Cotia (SP), have earned the Leadership in Energy and Environmental Design (LEED) seal;
- The data center earned the operational maturity certification issued by the ICOR organization, with the highest seal of approval in recognition of the facilities' energy efficiency;
- We have Green Seal certification for products, services, and companies that produce sustainably, with lower environmental impact and social responsibility;
- We use only wood from certified reforestation sources in our construction projects.

¹ The emissions history is available in the Public Emissions Registry of the Brazilian GHG Protocol Program. More details are on the [CDP website](#) and our [sustainability page](#).



Carbon trading GRI [2-25; 3-3; 305-5]

Offsetting carbon emissions is a complement to our environmental and climate strategy. We have 14 years of experience in this practice and we continue to develop our model to further improve our results.

From 2009 to 2013, we compensated carbon emissions by planting native trees in degraded areas, concentrated in two projects: Floresta Santander and Corredor Ecológico.

Starting in 2013, we began purchasing carbon credits from projects authorized to issue verified emissions reductions. (VERs). We adopt our own methodology for selecting these projects, which guarantees socio-environmental benefits for the regions where they are located.

Since 2021, the acquisition of credits in Brazil follows a global Santander methodology that guides the Group's carbon trading strategy in all its business units. The methodology is similar to the one in Brazil, working with certified projects.

Natural resource consumption GRI [305-5]

In our eco-efficiency practices, we focus on three main aspects of our operations: energy consumption, water consumption, and waste generation.

Power GRI [302-1]

Even before the Net Zero commitment, we worked to reduce our emissions, primarily in our activities, such as exclusively consuming renewable energy and reducing air travel.

Our history of energy consumption is covered in Goals and Metrics, on page 78.

Water GRI [303-5]

To make rational and efficient use of water, we use different technologies and management practices. Among them:

- Centralized monitoring of water consumption in administrative buildings, which allows quick response when any abnormality arises;
- Systems such as vacuum flushing, automatic taps, and aerators to control water flow;
- Rainwater used to clean common areas, garden, flush toilets, and cool towers in air conditioning systems at the Headquarters, in the Campinas (SP) data center and, since August 2021, in the Radar and Geração Digital buildings;
- An air conditioning system that eliminates the need for water to cool the data center;
- Floor washing robot at Headquarters that filters water internally and reuses it for washing large areas.

Our history of water consumption appears in "Goals and Metrics" on page 76.

Trash disposal

On a daily basis, we manage and properly dispose of waste generated in our administrative buildings.

With the Aterro Zero project, we started several actions to eliminate the need to send garbage to landfills throughout Brazil, providing an alternative destination for non-recyclable waste.

The project is already implemented in seven buildings: Headquarters, Geração Digital, Álvares Penteadó, Farol Santander Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, and the data center.

We implemented good practices including creating a plant at our Headquarters that receives organic waste from restaurants and common areas. Through composting, we generate biomass and transform it into fertilizer for green areas in administrative buildings.

In the second half of 2023, we implemented the "Fitness ATM Coil" project, in which we replaced the paper coils used with lighter ones. As a result, we cut our consumption by almost five tons of paper and enjoy a cost savings of 6% in our purchases.

The historical series on our waste disposal over the last three years is in "Goals and Metrics" on page 76.





GOALS AND METRICS GRI [3-3; 302-1; 305-1; 305-2; 305-3; 305-5]

As part of its plan to achieve net zero carbon emissions by 2050, the Santander Group discloses financed emissions (category 15 of scope 3) for the NZBA¹ sectors according to their materiality, considering highest-emitting sectors and those with significant credit exposure. Details are [here](#).

In 2021 and 2022, the Group defined decarbonization targets for the Corporate & Investment Banking (CIB) segment in the power generation, thermal coal, oil and gas, aviation and steel industry portfolios, including clients operating in Brazil. In 2023, the Group expanded its decarbonization targets for the automotive sector, including automobile manufacturing (CIB) and vehicle financing (consumer credit for automobile acquisitions in Europe).

Emissions

Sector	Reference scenarios	Emissions	Units	Baseline	2020	2021	Goals for 2030
Power generation	IEA Net Zero 2050	Scope 1	tCO ₂ e/MWh	0.21 (reference year: 2019)	0.17	0.19	0.11 (-46%)
Oils & Gas	IEA Net Zero 2050	Scope 1+2+3 ²	mtCO ₂ e	23.84 (reference year: 2019)	22.58	27.43	16.98 (-29%)
Aviation	IEA Net Zero 2050	Scope 1+2	gCO ₂ e/RPK	92.47 (reference year: 2019)	93.05	97.21	61.71 (-33%)
Steel industry	IEA Net Zero 2050	Scope 1+2	tCO ₂ e/tS	1.58 (reference year: 2019)	1.40	1.36	1.07 (-32%)
Automobile manufacturing	IEA Net Zero 2050	Scope 3 ²	gCO ₂ /vkm	149 (reference year: 2020)	149	138	103 (-31%) ³
Vehicle financing ⁴	IEA Net Zero 2050	Scope 1+2	gCO ₂ e/vkm	137 (reference year: 2022)	-	-	75-89 (-35%-45%)
Coal	Targets for phasing out exposure by 2030 for power-generating clients whose dependence on coal in their revenue is greater than 10% and thermal coal mining						



In addition to calculating financed emissions, the sectoral assessment considers the expected trajectory until 2030, portfolio percentages, analysis of decarbonization levers (such as aspects of supply and demand, regulatory changes, and available technologies), governance to monitor progress, identification of commercial opportunities, and initiatives to improve data quality. The Santander Group develops internal decarbonization plans for NZBA sectors under different countries' leadership according to their materiality, including: mortgages (United Kingdom and Spain), commercial real estate (United Kingdom, Spain, and United States) and agribusiness (Brasil). More information on financed agribusiness emissions is on page [61](#).

¹ Power generation, coal, cement, steel, aluminum, agriculture, oil and gas, transport and real estate. ² Use of products sold. ³ The target reduction is -25% compared to reference year 2021.

⁴ Consumer credit for the purchase of passenger cars, covering a significant majority of exposure in Europe. In 2022, car financing emissions reached 137 gCO₂e/vkm.



Emissions reporting

We are committed to achieving net-zero emissions by 2050, which requires measuring greenhouse gases at all stages of our activity. Therefore, we have measured our direct and indirect emissions since 2009 using information collected each year to define and conduct mitigation and carbon offset strategies.

Emissions in metric tons of CO₂ equivalent (tCO₂e)

GRI 305-1, 305-2, 305-3

Categories	2023 ⁴	2022	2021	Change (2023 vs. 2022)
Scope 1 ¹	4,750.81	2,695.70	6,434.25	76.2%
Scope 2 ²	9,290.93	10,436.86	27,755.85	-11.0%
Scope 3 ³	58,259.98	21,332.26	28,354.63	173.1%

In addition to the GHG Protocol methodology, which allows us to compare our results with our competitors in Brazil, we have the global methodology of the Santander Group (Huella Ambiental) that measures the GHG emissions of all units. Brazil's total emissions calculated by the Group using this global methodology were 42,048 tCO₂ (scope 1, 2 and 3). These emissions will be offset by Santander Brasil in 2023.



¹ Includes the consumption of branches under the institution's management and buildings: Santander Radar, Santander Sede, data center, Farol Santander, and Santander Geração Digital. There is also a volume of 23.46 tCO and emissions from the consumption of HCFC-141b gas, which is a GHG not controlled by the Kyoto Protocol. ² Includes the consumption of the branches under management of the institution and of the buildings: Headquarters, Teatro Santander, Radar, data center, Geração Digital 1, Rio Branco 70, Álvares Penteado, Farol Santander Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, Estação 33, Estação Toro BH, SX Novo Hamburgo, SX Rio, SX Sorocaba, Tools Piracicaba, and the affiliates: Banco Santander (Brasil) S.A. Cayman Islands Branch, Aquanima Brasil Ltda., Auttar HUT Processamento de Dados Ltda., Rojo Entretenimento S.A., Banco PSA Finance Brasil S.A, Banco Hyundai Capital Brasil, S.A., Eyemobile, Gestão Integrada de Recebíveis do Agronegócio S.A., Apê11 Tecnologia e Negócios Imobiliários S.A., Monetus Investimentos S.A., Mobills Corretora de Seguros Ltda., Mob Soluções em Tecnológica Ltda. - EPP, Mobills Labs Soluções em Tecnológica Ltda. - EPP, and GNXT Serviços de Atendimento Ltda. ³ Includes consumption of the buildings: Headquarters, Teatro Santander, Radar, data center, Geração Digital 1, Rio Branco 70, Álvares Penteado, Farol Santander Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, Estação 33, Estação Toro BH, SX Novo Hamburgo, SX Rio, SX Sorocaba, Tools Piracicaba and the affiliates: Banco Santander (Brasil) S.A. Cayman Islands Branch, Aquanima Brasil Ltda., Auttar HUT Processamento de Dados Ltda., Rojo Entretenimento S.A., Banco PSA Finance Brasil S.A, Banco Hyundai Capital Brasil, S.A., Eyemobile, Gestão Integrada de Recebíveis do Agronegócio S.A., Apê11 Tecnologia e Negócios Imobiliários S.A., Monetus Investimentos S.A., Mobills Corretora de Seguros Ltda., Mob Soluções em Tecnológica Ltda. - EPP, Mobills Labs Soluções em Tecnológica Ltda. - EPP, and GNXT Serviços de Atendimento Ltda. ⁴ Scope 1 and 3: increased perimeter for inputs of fugitive emissions, stationary combustion, and employee emissions (home-work). Scope 2: In 2022 we list the purchase value approach and not the location approach. For this reason we are re-presenting the correct value (previously: 1,133.55). GRI [2-4]. Scope 1: There is also a volume of 23.46 tCO₂e of emissions from the consumption of HCFC-141b gas, which is a GHG not controlled by the Kyoto Protocol



Natural resource consumption

Total energy consumption within the organization (in GJ)¹ GRI [302-1]

Categories	2023	2022	2021	Share	Change (2023 vs. 2022)
Fuels from renewable sources	11,502 ¹	9,395	5,393	1%	↑ 22.4%
Fuels from non-renewable sources	31,929 ²	25,367	25,463	3%	↑ 25.9%
Electricity	881,337 ³	878,606	915,669	95%	↑ 0.3%
Total energy consumed	924,768	913,368	946,525	100%	↑ 1.2%

¹ Includes building consumption: Headquarters, Teatro Santander, Radar, data center, Geração Digital 1, Rio Branco 70, Álvares Penteadó, Farol Santander Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, Estação 33, Estação Toro BH, SX Novo Hamburgo, SX Rio, SX Sorocaba, Tools Piracicaba. ² Includes branches under the institution's management and buildings: Headquarters, Teatro Santander, Radar, data center, Geração Digital 1, Rio Branco 70, Álvares Penteadó, Farol Santander Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, Estação 33, Estação Toro BH, SX Novo Hamburgo, SX Rio, SX Sorocaba, Tools Piracicaba. ³ Includes branches under the institution's management and buildings: Headquarters, Teatro Santander, Radar, data center, Geração Digital 1, Rio Branco 70, Álvares Penteadó, Farol Santander Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, Estação 33, Estação Toro BH, SX Novo Hamburgo, SX Rio, SX Sorocaba, Tools Piracicaba and affiliates: Banco Santander (Brasil) S.A., Cayman Islands Branch, Aquanima Brasil Ltda., Auttar HUT Processamento de Dados Ltda., Rojo Entretenimento S.A., Banco PSA Finance Brasil S.A., Banco Hyundai Capital Brasil, S.A., Eyemobile, Gestão Integrada de Recebíveis do Agronegócio S.A., Apê11 Tecnologia e Negócios Imobiliários S.A., Monetis Investimentos S.A., Mobills Corretora de Seguros Ltda., Mob Soluções em Tecnológica Ltda. – EPP, Mobills Labs Soluções em Tecnológica Ltda. – EPP and GNXT Servicios de Atendimento Ltda. ³ Electricity consumption by branches represents 98% of invoices.



Water consumption (in m³) GRI [303-5]

Categories	2023	2022	2021	Change (2023 vs. 2022)
Branches ¹	372,142	391,455	335,652	↓ -5.2%
ADM Buildings ²	156,416 ³	111,582	92,909	↑ 28.7%
Total	528,558	503,037	426,830	↑ 4.8%

¹ Network consumption reflects locations where we have a direct contract with the local water utility. ² Includes buildings: Headquarters, Teatro Santander, Radar, data center, Geração Digital 1, Rio Branco 70, Álvares Penteadó, Farol Santander Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, Estação 33, Estação Toro BH, SX Novo Hamburgo, SX Rio, SX Sorocaba, Tools Piracicaba and other affiliates in their own buildings. ³ Increased perimeter.

Total water consumption (in megaliters)

Water consumption	All areas	Areas with water stress
Total water collection	528,558	25,086
Total water consumption	528,558	25,086

**Waste (in tons)¹**

Disposal method – non-hazardous waste	Type of waste	2023	2022	2021	Change (2023 vs. 2022)
Recycling	Paper	143.9	106.2	104.1	↑ 35.5%
	Plastic	37.7	18.1	22.6	↑ 108.2%
	Metal	25.2	7.2	3.9	↑ 249.8%
	Glass	29.6	16.6	10.4	↑ 78.2%
Composting	Organic waste ²	307.6	221.7	172.5	↑ 38.7%
Landfill	Sanitary and/or Zero ³	228.2	170.2	142.8	↑ 59.9%
Total		772.2⁴	540	456.3	↑ 43.0%

¹ Includes the buildings Santander Sede, Radar, data center, Geração Digital I, Rio Branco, Álvares Penteado, Edifício Central, Centro Cultural Porto Alegre, Farol Santander São Paulo, Quarteirão de Investimentos, GD II, Estação Tools, Estação Toro BH, Ag. 3008 RB, Ag. Select Rio Branco, SX Negócios – Novo Hamburgo, SX Negócios – Rio, SX Negócios – Sorocaba. ² We have implemented in-house composting programs at GD I, Radar, and Headquarters, where we have reduced the volume of organic waste from participating restaurants by 17%. ³ Since 2022, we have recorded the amount destined for the "Zero Landfill" project, which in 2023 represented around 73% of total non-recyclable waste. The project serves the administrative buildings of São Paulo (Headquarters, Geração Digital, Radar, Álvares Penteado, Farol Santander São Paulo, Quarteirão de Investimentos, Edifício Central, and data center).

⁴ Increase in perimeter and population.

Total Paper Consumption – ADM Buildings + Branches (in tons)

Categories	2023	2022	2021	Change (2023 vs. 2022)
Branches	780 ²	1,053	1,280	↓ -25.9%
ADM Buildings	52 ²	101	113	↓ -48.4%
Third party services (Tools Digital Service) ¹	548	540	742	↓ 1.4%
Total	1,380	1,694	2,135	↓ 18.4%

¹ Includes items such as: notices to clients/reports/others, bills, checks, statements, and invoices. ² Reduction initiatives with requests blocked in the purchasing system.





Consumers and End Users





CLIENT RELATIONS GRI [3-3 Material Topic Management: Consumers & End Users]



Healthy, transparent, and trusting relationships with clients are the basis of our work and a condition for the sustainability of our activities in the long term.

Only by meeting these expectations can we gain clients' trust and become the main bank in their financial life.

Therefore, we treat the topic as a priority, with involvement of all aspects of Bank activity, all affiliated companies, as well as all decision-making spheres.

Client relations policy

GRI [2-23; 2-24]

At Santander, we have strict governance to manage client experience with the Bank. This work begins with the Institutional Client Relations Policy (PRC), available on our Investor Relations portal.

The main objective of the Policy is to ensure a positive experience when using our products and services. Therefore, its guidelines take a cross-sectional perspective on the organization and focus on ensuring simple, personal, and fair treatment for everyone who interacts and transacts with us.

The PRC has eight pillars of action, covering all aspects of customer care: product development, marketing and after-sales.



The PRC sets forth the behaviors expected of employees interacting with the consumer; regulates how teams and initiatives should follow the service model with incentive and accountability mechanisms; and creates governance for continuous improvement.

As determined by the Policy, governance of topics related to client relationships relies on direct and frequent participation from senior leadership through high-seniority forums and committees, to ensure that this issue remains a keystone in the Bank's strategy.

Below, we detail the internal groups that directly or indirectly work on the topic and their specific functions:

- **Audit Committee:** The Ombuds shares complaint data from all channels to the Committee and offers suggestions for improving service. The committee holds meetings at least monthly;
- **Client Experience Committee (CXC):** Monitors client relationship management, and ensures compliance with the PRC. Meetings are weekly. Senior leaders (including partners and Vice-presidents), from areas such as Compliance, Ombuds, Retail, Risks, Service, and Client Relations serve as permanent members of CXC;



- **Monthly Forum of Vulnerable Client:** Several of the Bank's departments have initiatives dedicated to vulnerable clients. Participants in the Forum monitor the development of action plans and check results, and aim to improve management, reporting, and assessments involving vulnerable groups. The Forum encourages members to share best practices;
- **Faróis de Efetividade (Effectiveness Beacons):** We follow this methodology from Brazil's Central Bank applied to the PRC. Our Client Relations Policy team is responsible for program governance. We set challenging goals for ten important themes for the client experience, and the team tracks their progress. Several Bank departments participate in the initiative (depending on the topic) and are responsible for creating relevant action plans, measures, and goals;
- **Local Marketing Committee (CLC):** Responsible for approving new products and for changes and revisions to those that are already being offered. The committee has weekly meetings. It is led by Compliance, with participation from other departments such as Legal, Marketing, Risks, Operations, and Retail;
- **Containment Room:** Task force created to quickly address any issue that impacts clients. Executives from the areas involved participate;
- **Client Forum 360:** This multidisciplinary group meets weekly with a focus on identifying root causes and designing effective action plans;
- **Ombuds Office:** When daily complaint indicator statistics deviate from the norm, the Ombuds provides timely action to avoid a greater number of complaints.

Focus of work in 2023 [GRI \[2-24; 3-3\]](#)

Over the past year, to continue improving our products and services, we have focused PRC governance around three pillars: CXC, the

strategy for vulnerable clients and Faróis de Efetividade. Below are more details about the actions taken on each of these fronts.

Client Experience Committee

CXC continued to work to improve the client experience with a number of outcomes and decisions:

- Implementation of "checkout" in service channels for clients to indicate whether all problems have been solved;
- Greater resolution for clients with reduced response time to improve client experience;
- Ongoing monitoring of the most frequent issues that prompted the implementation of Containment Rooms;
- Update internal goals and incentives for managing consequences related to complaints.

Strategy for vulnerable clients [SASB FN-CB 240a.4](#)

In 2023, one of the highlights of PRC's management was, within the cross-sectional perspective, welcoming clients considered vulnerable – in social, financial, or accessibility terms.

We trained over 99% of our eligible employees and participated in creating the Good Practice Guide for Febraban's Vulnerable Clients.

Furthermore, we made important advances such as:

- Increased resolution of client requests in the Ombuds Office;
- Active contact with clients post-sales to answer questions about taking out payroll loans;
- Communications to clients about our service package, suggesting readjustment according to each client's consumption profile;
- Workshop to reinforce the topic at Call Center SX (our remote service company) and ensure the best service.



What happens when someone makes a complaint to the Bank? [GRI \[2-25; 2-26\]](#)

At Santander, our strategy is to transform customer feedback into structural improvements. We call this process "continuous improvement".

The work begins in the Ombuds Office. Data and statistical analysis of calls help us identify the main reasons for dissatisfaction in the eyes of customers. We then analyze the reports to understand the causes of these complaints.

With the answers in hand, the Ombuds team works with other departments of the Bank. Together, they create action plans offer solutions. They seek opportunities to improve the Bank's products, services and processes.

Activating business or operations teams takes place through the Customer Experience Committee (CXC).

The Committee convenes the executives responsible for all areas involved in the product or process and closely monitors the results of the action plans, until the concern is addressed completely.

With this process, we guarantee that the Bank is always evolving and demonstrate the value we see in each customer's interactions.



Investment in training [GRI \[404-1\]](#)

Training is another way we work to improve our clients' experience. We train our teams to make product offers with maximum clarity and transparency, considering each client's moment in life and financial situation.

To progress in this direction, we promote mandatory online courses on the Consumer Protection Code (CDC) and the Client Relationship Policy.

Assessment and monitoring [GRI \[3-3\]](#)

We also carry out ongoing audit and review work of activities linked to customer care. For example, when marketing products, we evaluate compliance with legal and internal requirements, including employee conduct.

This monitoring work involves periodic tests that evaluate issues such as cancellation of product purchases – information that can help identify any issues in marketing and quality of sales.

Clear and objective information [SASB FN-CB 240a.4](#)

To offer a fair and transparent experience to our clients, we also seek to ensure they receive clear and objective information regarding our products and services.

The main ways we provide this information are:

- **Services table:** Always available for consultation in our branches, as well as on our website. These tables are the channel through which we publish our rates and communicate, in a transparent manner, the general clauses and conditions of each product, as well as any changes;

- **Contract information on channel:** As a way of ensuring transparency in our relationship with clients, we publish all important details on products to be purchased/contracted online, such as deadlines, values, charges, fees, risks, and all conditions, always consistent with regulatory requirements.

Product life cycle

The life cycle of our products and services involves creation, development/change and, eventually, discontinuation.

All these steps are guided by our Social, Environmental, and Climate Responsibility Policy (PR SAC), which was updated in 2023. It applies to all of our businesses, and covers principles such as respect for Human Rights, combating all forms of discrimination, and climate change mitigation.

The product life cycle is mediated by our Local Commercialization Committee (CLC), led by the Compliance department. The interdepartmental Committee evaluates aspects such as suitability for each consumer's profile, compliance with legislation, Environmental and Social risks, financial education, and the need for employee training.

In this forum, the Ombuds Officer represents the voice of the client, drawing on extensive knowledge of the expectations and needs of our relationship base. The team has the prerogative to veto products and services that are not in line with the best interests of consumers.

Step-by-step product development





NPS and client satisfaction GRI [2-25; 3-3 Management of Material Topics Method: Consumers & End Users]

In 2023, our Net Promoter Score (NPS) for individuals was 58, compared to a total of 54 points in 2022, an increase of 7%.

NPS is widely accepted as one of the main indicators of satisfaction in the market. It measures clients' likelihood of recommending a given company, products, or services to other potential clients.

Based on the fruits of this research, we identify trends and opportunities for improvement. Most importantly, we take actions to improve our clients' experience. One of these actions was to intensify training and qualifications for employees of SX, our affiliate responsible for the Client Service Center.

NPS is such an important indicator of client satisfaction that we adopted it as one of the performance evaluation metrics for our employees. Thus, we encourage constant improvement in the quality of our customer service.

Service channels GRI [2-25]

We are a digital bank with branches. Therefore, customer service involves not only face-to-face interaction, but also a variety of remote and online channel options that, together, allow us to earn our customers' loyalty.

Our goal is always to provide services with agility, convenience, and, at the same time, proximity and a genuine understanding of each client, something that can only be guaranteed with the best combination of technology and human customer service.

Our repertoire of service channels is diverse:

- **In Person:** At the end of 2023, we had a total of 2,667 branches and PABs (banking service points).

- **Gent&:** Our virtual assistant uses collective intelligence. It offers service 24 hours a day, 7 days a week via WhatsApp, our app, and our commercial website. The virtual assistant is able to respond assertively to thousands of inquiries, answering questions and providing services such as increasing limits and obtaining a duplicate credit card bill.
- **SAC:** Responsible for handling and monitoring requests from clients who wish to receive information, make cancellations, or submit complaints.
- **Ombuds:** Serves clients who have gone through other points of contact and were not satisfied with the solution presented. It also represents the Bank's clients in demanding and monitoring

action plans from business departments to correct common causes of complaints. The Office fields contacts through its own channels or through bodies such as the Central Bank, Procon, and Consumidor.gov.

- **Social media:** We have a team dedicated 24 hours a day, 7 days a week (including holidays), to meeting demands through social media. This team works to answer questions, resolve problems, and interact with clients, partners and other groups.

Volume of contacts with service channels (in thousands)

Channels	2023	2022	2021	Change (2023 vs. 2022)
Internal channels ¹	3,488	3,533	3,888	↓ -1.3%
External channels ²	247	310	270	↓ -20.3%
Total	3,735	3,843	4,158	↓ -2.8%

¹ Considers Client Service, Ombuds, and other service groups (civil actions, Santander app, call center, support center, internal app for employees, Fala BR, Gente, Não Perturbe, Souweb). For Canal Gente, the correlation between 2021 and 2022 is lower since in 2021 the Channel was launched in June, so its results are not comparable with 2022. ² Considers BACEN, PROCON, consumer.gov and social networks. In 2023, we began extracting the volume of complaints from social networks and interacting with clients using the Sprinklr tool. After adopting this tool the volume of contacts changed.

Response to contacts

Channel	2023	2022	2021
SAC (complaints resolved within 5 business days)	↑ 94.0%	93.0%	98.0%
Ombuds (complaints resolved within 10 business days)	↑ 96.0%	93.0%	93.0%



Accessibility GRI [G4-FS14]

We are committed to offering accessible services across all of our channels. We provide dedicated numbers to assist clients with speech and hearing disabilities at SAC (0800 771 0401), Santander Call Center (0800 723 5007), and the Ombuds Office (0800 771 0301), which serve all of Brazil. Since 2022, we have also had a chat in Brazilian Sign Language (Libras) to serve clients who contact us through SAC or the Ombuds Office.

This concern is present in all of our activities. As such, it also extends to our administrative buildings and cultural facilities. This is the case of our Headquarters, Geração Digital, and Farol Santander São Paulo, which have the Guia de Rodas seal, a certification that confirms the building accessibility and employee preparedness in welcoming and accommodating people with disabilities.





NON-FINANCIAL OFFERS GRI [203-2; 413-1]

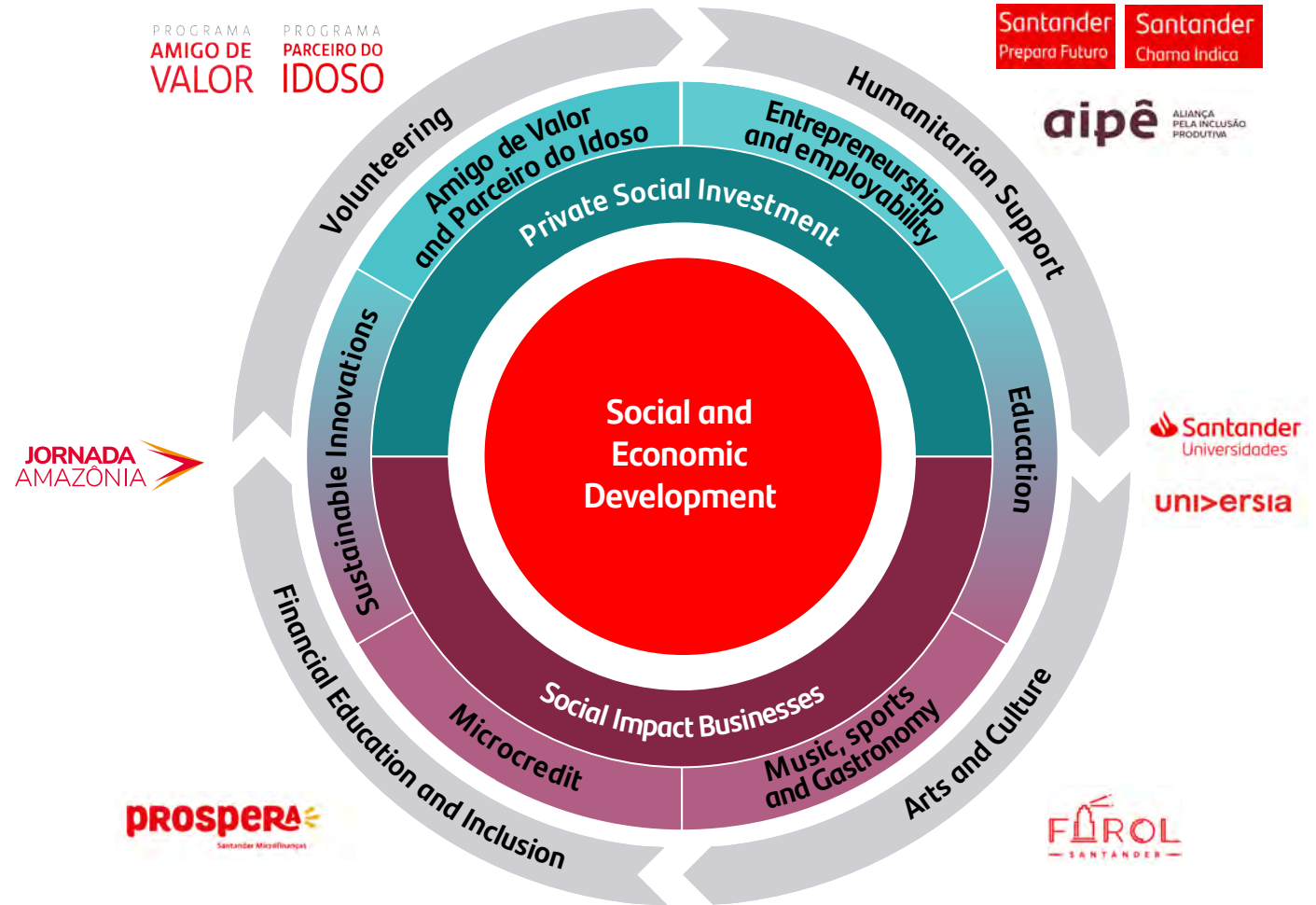


In addition to promoting transformation through our business platform, we have a wide repertoire of non-financial offers to contribute to the prosperity of people and businesses.

Over the years, we have built such initiatives on three main fronts: socio-environmental responsibility; sports, culture, and sponsorships; and social transformation.

These initiatives offer solutions to help people realize their dreams in every phase of life.

Following are the main initiatives in the categories of social transformation and sports, culture, and sponsorships. Socio-environmental responsibility is included in the chapter on [Climate change](#).





Social transformation

We want to offer ways for people to develop their potential and realize their dreams. To this end, we carry out actions in the fields of education, professional training, and entrepreneurship – intertwined with the concept of productive inclusion.

Through Universia, for example, we promote inclusion and access for young people of all origins, genders, ethnicities and backgrounds to their first job. In 2023, the organization conducted more than 20 employability projects for the Santander Group and client companies, which employed around 2,000 young Brazilians. In addition, it maintained more than 15,000 job opportunities on its free job portal aimed at companies and students.

In September, Universia held Preparação, an event that aimed to support students interested in entering the job market. The initiative took place at F1RST, our technology hub in São Paulo, and was attended by around 2,000 students.

The program was broadcast online and included panels on topics related to youth employability, as well as real-time selection processes for vacancies in companies across Brazil.

Investment in education

Santander Universities, Group's main global social initiative, is committed to impacting people's lives by means of education, employability, and entrepreneurship. To achieve this, its strategies include:

- Granting scholarships;
- Offering online courses;
- Providing e-books, audiobooks, podcasts, and other content;
- Support through mentoring and awards for startups, scaleups, and small- and medium-sized companies.

This work has been ongoing for 27 years through learning platforms, agreements with educational institutions, and other actions aimed at students, teachers, and young entrepreneurs. Since its launch, the initiative has benefited more than a million people in 25 countries.

Santander Universities also featured in a major achievement the Santander Group announced in October 2023: its inclusion on the Change the World 2023 list – a Fortune magazine initiative that annually recognizes the companies that contribute to solving the most pressing challenges faced by society.

With this recognition, Santander came in first among banks in the 2023 ranking of the top 50 companies, thanks to its practices to encourage education, employment, and entrepreneurship.

In Brazil, 2023 was also a banner year for Santander Universidades. In addition to launching new programs, the initiative grew stronger and broke several national records. Among them:

- The number of new subscribers to the study platform reached 867,000, an increase of 35% over the previous year;
- The distribution of courses or scholarships reached around 166,000 people helped, an increase of 79% in 12 months.

Program highlights include:

- **Santander Bootcamp and Santander Coders:** Training in technology, with different levels of programming languages to help students develop their skills, with a focus on gender and diversity (women, Black, and mixed-race);
- **Santander Graduação and Santander Facilita:** Financial support for students from affiliated institutions of higher education for costs such as transportation, food, books, and supplies;

- **Capam – Sciences and Arts of the Peoples of the Amazon:** Partnership between Santander, Unicamp, and the Federal University of Pará provides academic cultural exchange experiences for minority groups in the Amazon region. Thirty-day internships focus on activities in the arts; social, exact, and earth sciences; biological and health sciences; and technology. The students are indigenous, inhabitants of riverside villages, extractors of forest resources, and/or *quilombola*.

More information on Santander Universities is available [here](#).





Entrepreneurship and inclusion

GRI [203-2; 413-1] SASB FN-CB 240a.4

In addition to promoting entry-level hiring and professional training, we support micro-entrepreneurs seeking to boost their business and increase their earnings.

Our main effort on this front is Prospera Santander Microfinanças, which since 2002 has been providing financial solutions to community entrepreneurs in the development stage.

The objective of the program is to include these entrepreneurs in the formal financial system and help them generate income. To this end, the initiative goes beyond granting resources and offers financial guidance and a set of services that includes a current account, debit card, Getnet card machine, MEI account, and capitalization.

Offers of credit function mainly by means of solidarity groups, formed by three or four entrepreneurs who know and trust each other. The loan is issued in all their names, and they jointly assume responsibility for repayment.

In 2023, Prospera's active base grew 16% and exceeded 1.1 million clients, spread across more than 1,700 municipalities. Throughout the year, we disbursed R\$4.4 billion, 14% more than in 2022. The portfolio's compliance rate in the year was 91%.

Among other benefits, the program contributes to reducing the underrepresentation of women in the formal financial system.

In our microfinance program, women are historically the majority. At the end of the year, female entrepreneurs accounted for 66% of the total credit portfolio.

One way we recognize the strength of women in business is by offering more favorable conditions to solidarity groups formed only of female entrepreneurs.

Over its more than two decades in existence, this initiative has already granted R\$22 billion in credit, to a total of 2.4 million clients.

The table shows how Prospera's main indices have developed: SASB FN-CB 240a.4

	Portfolio (in thousands of R\$) ¹		Production (in thousands of R\$)		Number of Active Clients ¹	
	2023	2022	2023	2022	2023	2022
Women ²	1,968,081	1,726,432	2,927,250	2,532,076	730,758	620,407
Men ²	1,058,132	929,617	1,506,592	1,363,426	372,932	334,065
Total	↑ 3,026,213	2,656,050	↑ 4,433,842	3,895,502	↑ 1,103,690	954,472

¹ Criterion changed starting in 2023, covering all clients in the portfolio, including those who are overdue for more than 365 days. Does not include loss-making clients. ² Gender classification for 2022 data is based on estimated percentages of 65% women and 35% men. After a change in methodology in 2023, Prospera's 2022 data (Portfolio, Production, and Number of Active Clients) presented in the Annual Integrated Report 2022 were recalculated. GRI 2-4



**Financial education** GRI [203-2; 413-1] SASB FN-CB 240a.4

At Santander, we develop actions that support clients and non-clients gain knowledge about education and financial management. This understanding is essential for individuals to have a healthier relationship with their finances and so that we can count on the sustainable growth of our business.

Financial education portal

Free portal offers content on calculating a budget, negotiating debt, financial planning, and managing money and banking products. Access [here](#). In 2023, we had more than five thousand unique hits.

Social Media

Social networks are also tools for disseminating financial knowledge. Campaigns such as "Balance your Accounts" and "Listen to the Voice of Experience" spoke of the importance of management and financial security. They reached over twelve million views.

Lectures

Annual lectures help clients better understand concepts related to financial education and investments. Actions are also directed to clients who receive their payroll through Santander.

Santander volunteers also speak on these topics to socially vulnerable groups. "PENSAR" ("THINK" in Portuguese), the methodology for carrying out these activities, was held in public schools and community groups. Outsourced professionals working in Santander's administrative buildings were another target audience. In 2023 the lectures reached 8,540 people.

Messages and Tools

We have sent information in over 16 million posts, text messages, push notifications, and emails. Additionally, we provide tools such as Santander On (available in the Bank's app) and the Mobills app for clients to expand their knowledge and ability to make good financial management decisions. More than 2.5 million clients access the features on a monthly basis.

Financial education for micro and small entrepreneurs**Educar para Prosperar ("Educate to Prosper" in Portuguese)**

The experience of our microfinance program highlights the importance of combining knowledge of financial education and good business management. In November 2023, we began piloting the project, with the aim of bringing knowledge about financial management to entrepreneurs across the country with the help of Propera's microcredit specialists.

The project promotes social impact by providing information to micro-entrepreneurs – who in many cases are in situations of social vulnerability, live in remote regions, and have never before had access to this knowledge.

Microfinance specialists are trained on the topic and are prepared to mobilize the public for meetings. The discussions cover the following topics:

- Plan;
- Control;
- Save;
- Make good use of credit.

Classes in the pilot program, which took place in Abaiara (CE) and Chapadinha, Vargem Grande, and Anapurus (MA), had 140 participants. The NPS of the meetings was 92, which shows the great satisfaction of the participants. The project will reach scale in 2024.

Avançar Program ("Advance" in Portuguese)

Launched in 2015, and aimed at small businesses, this program offers a complete package of 100% free content on entrepreneurship. The content takes the form of videos, blogs, text content, exclusive events, reservation rooms, and other solutions, aiming to support entrepreneurs in more efficient management techniques. The free courses include Financial Education, Everything about MEI, and Digital Marketing. In 2023, the program platform had more than 1.6 million hits overall and 29,000 hits to specific financial education content.

National financial education week

We publicize this initiative of the Brazilian Financial Education Forum. During this period, we highlight the importance of the topic and encourage our teams to engage in our programs.

Meu bolso em dia ("Update my budget" in Portuguese)

Created in 2019, Meu Bolso em Dia is an initiative by Febraban in partnership with the Central Bank of Brazil. It aims to promote financial education, by offering personalized content based on the current situation of each user – those looking to get out of debt, start saving, or invest better. Its platform offers material in video, texts, and other formats.



Transformative social initiatives GRI [203-2; 413-1]

We also seek to promote social transformation through programs for vulnerable populations. To achieve this, we bring together people who want to contribute to a more inclusive and just society with social projects that welcome and support the development of at-risk groups.

Amigo de valor ("Dear friend" in Portuguese)

Our most well-established social technology is Amigo de Valor. The program is based on Brazil's Child and Adolescent Statute (ECA) and helps guarantee the rights of at-risk children and adolescents.



Since 2002, we have made it possible for employees, clients, suppliers, Santander itself, and its affiliates to allocate part of their Income Tax (IR) payment to selected projects. In so doing, individuals can contribute up to 6% of their IR due, and companies can allocate up to 1%. Individuals also have the option of making a direct donation without using the tax mechanism. In addition to selecting social projects that aim to implement or improve public policies aimed at guaranteeing the rights of children and adolescents, our team has two important roles:

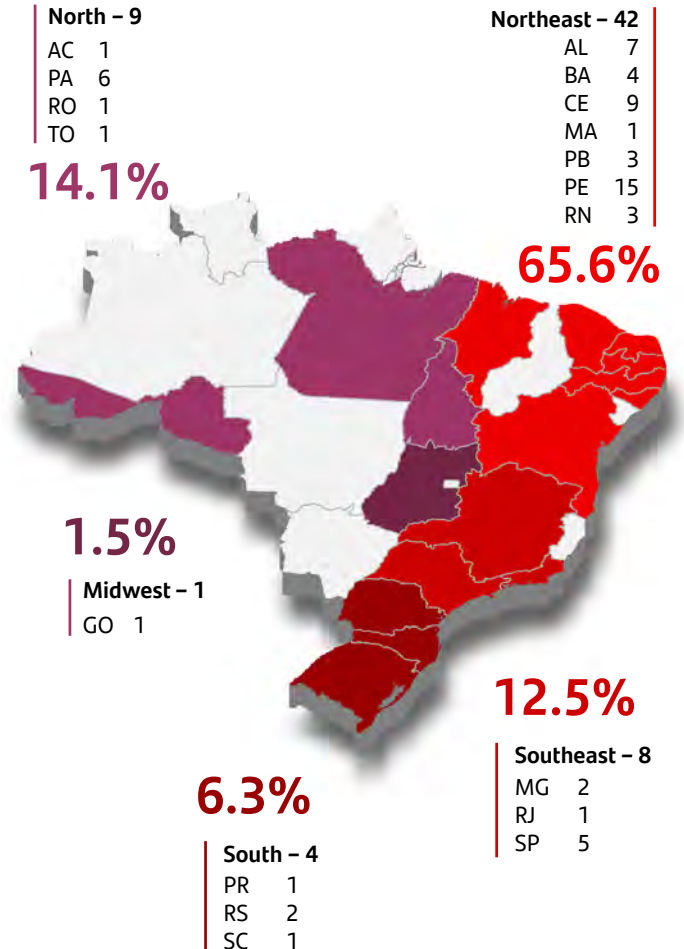
- Provide technical support to the responsible organizations and municipal councils involved;
- Closely monitor results.

The goal of providing support that goes beyond the financial contribution is to contribute to making these initiatives sustainable and long-lasting.

In **21 years** we have directed more than **R\$ 200 million** to **942 actions** (between entities and institutions), which contributes to improving the quality of life for around **1.6 million children and adolescents**.

In **2023**, the program supported **100 projects**, which benefited around **26,000 children, adolescents and their families**. The campaign carried out at the end of the year raised a record **R\$ 25.9 million**, which was mobilized to execute projects in **64 municipalities** and **18 Brazilian states** to be completed in 2024.

Amigo de Valor – 64 Projects | 18 States | R\$ 25,9 million contributed





Parceiro do Idoso (“Partner to the elderly” in Portuguese)

In addition to Amigo de Valor, we have a program that uses a similar social technology: Parceiro do Idoso. The initiative is based on Brazil's Elderly Statute. It helps to guarantee the rights of elderly people in situations of vulnerability.

In this action, we allocate 1% of the IR due by Santander Group companies. We also encourage our corporate clients and suppliers to allocate part of their IR due.

The resources raised in the program are directed to the Municipal Councils for the Rights of the Elderly and used in initiatives for at-risk elderly people. The process is carried out through a notice and conducted by public policy experts.

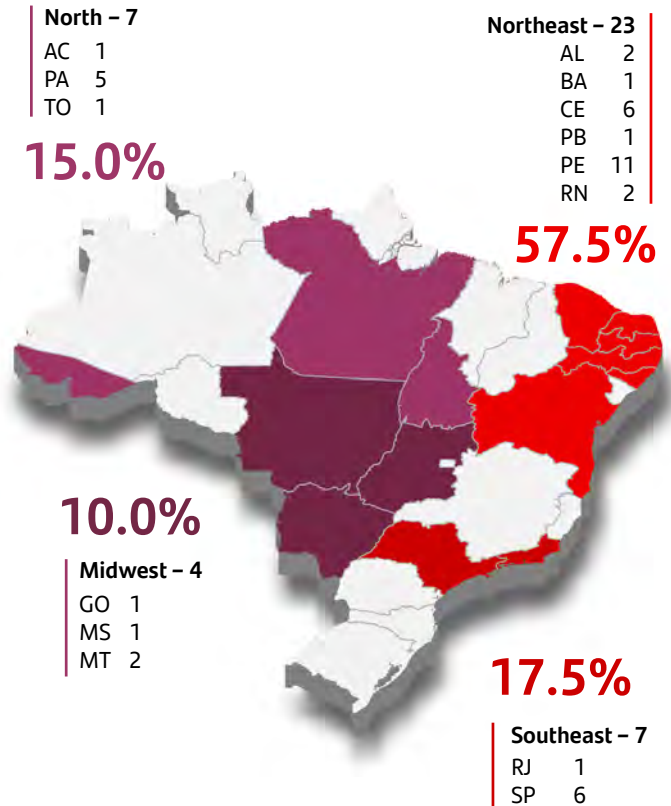
Over the ten years of the program, we directed more than R\$63 million to 225 efforts (both entities and institutions), which contributed to improving the quality of life of around 35,000 elderly people.

In 2023, the initiative supported 59 projects, which benefited approximately 13,000 elderly people and their families¹ with the resources mobilized in 2023. We provided technical support to the organizations and municipal councils responsible for the efforts and closely monitored the results of the projects.

Last year, the action raised almost R\$16.9 million to execute 41 projects located in 14 Brazilian states throughout 2024.

In both programs, around 560 professionals were trained during the year to strengthen initiatives and councils.

Parceiro do Idoso – 41 Projects | 14 States | R\$ 16,9 million contributed



Other initiatives

Our repertoire also includes productive inclusion initiatives, with the goal of training for entrepreneurs, job creation, and generating income through social projects.

We are also part of Aipê, an alliance formed by BNDES, Fundação Arymax, Fundação Tide Setubal, Humanize, Instituto Heineken, Instituto Votorantim, and Santander on to support productive inclusion. The alliance aims to join forces and resources to promote social projects, associations, micro-enterprises, and individual entrepreneurs through public announcements of job opportunities. The initiative is expected to serve beneficiaries from various regions of Brazil with a focus on women, Blacks, those from *quilombolas*, traditional communities, LGBTQI+, and low-income populations.

Currently two recruitment efforts are being executed on the topics of peripheral urban entrepreneurship and inclusive rural businesses, with a plan to serve over 2,000 beneficiaries.

In 2023, we supported **31 projects in 12 states** in Brazil via “Chama Indica” (“Call for referrals” in Portuguese) and “Prepara Futuro” (“Prepare the future”) recruitment announcements. **The calls served over 2,000 people.**

Around **70%** of the public served were **black and mixed-race women**, **300 new jobs were created**, providing employment and income opportunities, and **over 50 families became debt-free**, promoting financial stability.

¹ Number changed after publication of the Santander group's Annual Report.



Volunteering GRI [413-1]

We believe in engaging our employees in volunteer projects as a way to be involved in and support the transformation of communities in which we operate. To this end, since 1998, the Santander Corporate Volunteer Program has been available to employees. It encourages engagement and donations, always with a view towards projects associated with the Bank's lines of action and the SDGs.

Volunteers can search for initiatives already pre-selected by Santander on the [program's specific website](#) or register their own initiatives.

Throughout the year, activities linked to financial education, environmental causes, the revitalization of public spaces, support for the professional development of young people and adolescents, and many others are developed.

In 2023, over 17,000 people participated in activities organized to benefit the different communities in which we operate. Highlights include the participation of employees in the Amigo de Valor program, mentoring teenagers and young people as part of social projects for productive inclusion, and our Christmas campaign for children, teenagers, and the elderly. Voluntary efforts reached more than 16,000 people.





Culture

Through investment in sport, culture, and sponsorships, we seek to connect people to unique experiences.

Farol Santander is our center for culture, tourism, leisure, and gastronomy, with units in São Paulo and Porto Alegre. Through these spaces, we offer remarkable experiences.

The unit in the capital of São Paulo is located inside a historic building. In addition to hosting exhibitions, its attractions include the highest skate park in the world, registered in the Guinness Book (on the 21st floor), an observation level with views of the city center, a gastronomy school, and two cafes and a restaurant serving food typical of São Paulo.

In 2023, the Farol Santander SP exhibition space featured innovative and high-profile exhibitions, such as "Santos Dumont – The Inventor Poet," "Team Lab," and "As Cantoras e a História do Rádio no Brasil." In total, Farol Santander SP received 314,000 visitors in 2023.

The unit in Rio Grande do Sul also had a busy year, having attracted 93,000 visitors. Highlights included the exhibitions "Siron Franco – The Trap to Capture Dreams," "Smart Lights – Intelligent Lights," and "Darwin – Origins and Evolution." The space also hosted 27 events throughout 2023.



Visitors in 2023



In total, the two units of Farol Santander had 407,000 visitors.



We received 337,190 visitors to the Theater and 033 Rooftop.

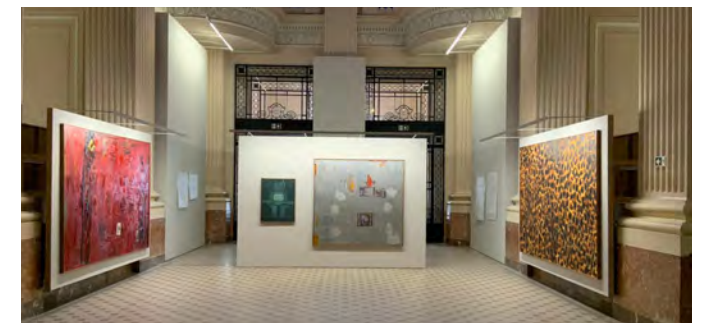
We also work to preserve, expand and disseminate the artistic heritage that is part of Santander Brasil's history and manage the institutional memory records of the banks that were incorporated into our organization. This work covers objects, documents, photographs, publications, testimonies, and the architectural heritage itself.

We research, catalogue, conserve, and restore pieces from our visual arts collection. We promote public access to works through exhibitions, guided visits, projects, and educational activities. In addition, we periodically expand our collection with acquisitions of works by contemporary Brazilian artists.



Other cultural spaces that we maintain are Teatro Santander and 033 Rooftop, located in the same complex as our headquarters building, in São Paulo. The Theater has a modern performance space, which is adapted for each show or event. It holds over a thousand people seated or 2,000 standing. 033 Rooftop is a space for contemporary shows with a more immersive language, which invites the public to enter a different experience.

The theater became a reference for musicals in the city. It was elected the most loved theater in the city in the special edition Os Mais Amados de São Paulo 2022, promoted by Veja São Paulo magazine. Last year, it was the stage for shows such as "Wicked" and "Pretty Woman."





Music

We also seek to offer remarkable experiences through music, enabling great shows. In 2023, we helped bring Alanis Morissette's concert to Brazil. We started selling tickets for attractions scheduled for 2024 and 2025, such as performances by Eric Clapton, Iron Maiden, Simply Red, and Jonas Brothers.

Bringing these shows to Brazil generated great interest. They generated over 37 million views on social media throughout the year.

In 2023 we also supported eight orchestras through sponsorships, benefiting children, teenagers, and young adults, who now have the opportunity to learn classical music and become professionals.

Sports

Just like music, sport can generate unforgettable emotions in spectators and participants alike. That's why we invest in such attractions as:

- Rio Open, the biggest tennis tournament in South America;
- Santander Track&Field Run Series, the largest street racing circuit in Latin America;
- Instituto Sports, which has promoted the most traditional tennis tournaments in Brazil for over ten years;
- Santander Street Racing Circuit, Santander's proprietary race with a circuit of 15 street races across Brazil.





Gastronomy

Another way to bring people together with memorable experiences is by supporting gastronomical events. In 2023, we sponsored the Comida di Buteco festivals, the biggest bar food competition in Brazil; Taste Festival, a celebration of gastronomy for food lovers; and Rio Gastronomia, which combines food, music, and entertainment.

To find out more about our sponsorships, [visit our dedicated website](#).

MORE INFORMATION ON NON-FINANCIAL OFFERS

→ [Santander's financial education initiatives](#)

→ [How the Bank strengthens the third sector](#)

Santander Brasil Social and Cultural Investment¹ GRI [203-2]

	Amounts Invested ⁵ (in thousands of R\$)			Motivated (in thousands of R\$)			Unmotivated (in thousands of R\$)		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
3E's (Education, Employability and Entrepreneurship) ²	34,438	34,890	37,905	15,497	15,700	17,019	18,941	19,189	20,886
Culture	28,231	40,021	42,706	27,605	33,509	35,519	626	6,512	7,187
Rights of Children and Adolescents	7,648	7,810	6,658	7,648	7,801	6,568	0	9	91
Rights of the Elderly	7,648	7,726	6,573	7,648	7,726	6,573	0	0	0
Entrepreneurship and Income Generation	3,074	11,831	461	1,324	5,112	207	1,750	6,719	254
Sports	3,943	15,195	19,755	2,562	11,070	12,451	1,381	4,125	7,304
Environment	267	315	778	120	142	0	147	173	778
Health	0	0	5,383	0	-	5,383	0	0	0
Covid - 19	0	500	82	0	205	18	0	295	64
Others	1,564	4,285	9,214	475	1,927	3,901	1,088	2,359	5,313
Grand total	↓ 86,815³	122,572	129,515	↓ 62,881	83,191	87,639	↓ 23,934	39,381	41,877
% on Net Profit⁴	0.9%	1.0%	0.8%						

¹ Values include tax benefit. In 2023, the tax benefit totaled R\$61.3 million. ² Education: offering courses and scholarships for students (young people and adults); Employability: offering courses focused on improving the CV; Entrepreneurship: offering mentoring, prizes, and challenges to accelerate young entrepreneurial university students, startups, scaleups, and MEIs. ³ One of the factors that led to a decrease in the amount invested was the drop in profit in 2023, which impacted the allocation of incentivized resources. ⁴ Calculation based on managerial net profit published in the BRGAAP Results Report 4Q23 (R\$9.4 billion), 4Q22 (R\$12.9 billion) and 4Q21 (R\$16.3 billion). ⁵ Values presented follow corporate methodology. For the sport and leisure categories, R\$13.9 M and over R\$40 M were invested, respectively.



Workforce





EMPLOYER BRAND GRI [2-7; 3-2; 3-3 Material Topic: Own Workforce]



At Santander, we constantly work to build a diverse, inclusive, and safe environment for our employees. We seek out people capable of high achievement and who are interested in challenges and opportunities for transformation.

We want everyone to feel free to express their identities, skills, and personal characteristics – and to have opportunities for growth and professional development within the Group.

By creating a welcoming work environment and a clear path with fair rules for professional growth, we are able to attract and retain talent and create relationships of trust and quality with employees.

Our reasons to believe are based on five pillars:



Significant impact

Through our actions, we positively impact people, businesses, and society.

#Here we do impact projects



Personal and professional growth

We are committed to the continuous learning and career development of each employee. We encourage cooperation between departments and teams, in addition to working on projects that involve different areas and disciplines. We offer opportunities for internal career development and work on global projects together with Group employees outside Brazil.

*#Here we work as a team
#Here I am challenged
#Here I learn by doing
#Here I interact with the world*



Respect

We respect each employee's individual identity, facilitating interactions with people of different ethnicities, backgrounds, experiences, ages, ideas, sexual orientations, genders, and religions. We structure internal training to disseminate the concepts of diversity and the best approach to the topic.

#Here I can be who I am



People

We cultivate an accessible, close, and humane work environment, with openness for employees to have easy access to leaders. This dynamic involves direct contact with executives, the possibility of mentoring, and constant, two-way feedback. We encourage all employees to adopt healthier habits and take care of their own health.

*#Here I have close leadership
#Here we take care of our people*



Brand strength and global stability

Presence and history are strengths of a Group with over 160 years of experience, a period in which we have constantly transformed ourselves to be relevant to clients and society.

We are the largest bank in the eurozone and one of the largest in the world.

#Here we are present in the main agendas and activities for clients and society



INCLUSIVE WORK ENVIRONMENT GRI [405-1; 406-1]



One of the most striking characteristics of our internal environment is the appreciation of diversity. For a few years now, our motto has been “here you can be who you are.” The phrase reflects our culture based on respect, inclusion and equity – and our ambition for everyone to develop their talents based on their unique characteristics.

We believe that the more diverse we are in terms of gender, race, sexual orientation, thoughts, origins, and age, the better we can understand and care for human relationships in the workplace, provide services to clients, and impact society.

The importance we attribute to diversity is apparent in several ways: in its priority position in our strategy, in the policies and approaches to the topic that we follow on a daily basis, and in the goals and commitments that we adopt internally.

The commitment to diversity is formalized in our Code of Ethical Conduct.

For diversity and inclusion to be connected in our strategy, we define our actions through five pillars: gender equity, racial equity, people with disabilities, LGBTQIAP+ people, and ages.

We summarize below our progress in each of the pillars of diversity and inclusion.

Gender *#Ability has no gender* GRI [405-1]

We made a public commitment to increase the number of leadership positions held by women. In December 2023, 36.3% of executives in senior leadership were female, which puts us closer to the goal of reaching 40% by 2025.

We consider senior leadership to be positions from the level of heads onwards (previously called superintendents), which have a direct impact on our strategic decisions. Working to increase female representation at this level, we believe it is possible to further advance the gender equity agenda in the organization.

One initiative to support our commitment to have more women in senior leadership by 2025 was the 2nd edition of the Women's Development Program.

The program's target audience is 70 women in leadership positions, who have undergone a series of development workshops with themes that support them in their careers, and mentoring sessions with senior leaders at the Bank. Participants performed a self-assessment to identify their strengths, points to develop, and also to support the connection with their mentor.

We also encourage all women to use the educational platform that includes tracks that address 16 skills such as leadership, communication, and networking, supporting their career development.



Perspective-se! ("Envision yourself!" in Portuguese)

To reinforce diversity and inclusion as a value for Santander, we held the Perspective-se! workshop in 2023. We brought together more than 550 leaders, including heads and partners at Teatro Santander, to broaden and deepen our views on diversity. Over 4 hours, the workshop addressed how to strengthen good practices to foster an inclusive and respectful environment, our demographic makeup, and the fundamental role senior leadership plays in cultural transformation, generating greater belonging and psychological safety for people from minority groups.





Racial equity #Talent has no color GRI [405-1]

Our main challenge on this front is to continually create opportunities and paths for Black professionals to access our openings and fully develop their careers.

We ended 2023 with Black employees making up 35.4% of our workforce and we have a public commitment to increase this representation to 40% by 2027.

As part of being proactive to achieve this goal, our internship and Young Apprentice programs hired 74% self-identified Black people in 2023.

Last year we also had the initiative *Aqui é o Lugar – Eu Indico* (“This is the place – I recommend [someone for it]” in Portuguese), an affirmative recruitment program in which employees themselves can nominate new Black professionals for our commercial network. The program generated more than 1,300 nominations.

Another action was the launch of a racial literacy booklet, made available to all our people at Academia Santander, our corporate university.

Finally, we sponsor and participate in the Yes to Racial Equality Forum, promoted by Instituto Identidades Brasil.

People with disabilities #SkillHasNoLimit GRI [405-1]

To promote inclusion and increase the representation of people with disabilities in the corporate environment, we seek to strengthen the professional development of these people with a focus on skills.

To do this, we have mentoring programs and structured hiring and training programs.

One of the highlights of 2023 was the initiative by FIRST, our technology company, which held a technology training

program for new professionals with disabilities, promoting inclusion and professional growth. The program resulted in hiring of 87 new recruits and providing more than 100 hours of technology training to those selected.

Another important action is the use of our Practical Inclusion Guide. The material help us publicize the topic within the organization and build a culture against discrimination.

At the end of the year, we had 3.9%¹ of people with disabilities on our staff.

LGBTQIA+ #There are no barriers GRI [405-1]

We seek to expand dialogue with everyone in our organization, providing information and education and reinforcing a respectful and psychologically safe environment so that LGBTQIA+ professionals can feel included and welcome.

To achieve this goal, our initiatives in 2023 included:

- Creation of an action plan to act more strongly on the cause;
- Launch of the podcast during Pride Month, with several literacy and awareness-raising livestreams on LGBTQIA+ people;
- Membership in the Business and LGBTI+ Rights Forum, a group of more than 150 companies committed to including and guaranteeing the rights of LGBTI+ people.

Generations and experiences #Here we participate GRI [405-1]

We want to draw more and more workers of different ages and profiles, with professional experience in the widest variety of industries and sectors of the economy. This helps us add new views, perspectives and ideas to our business. To move forward on this path, we repositioned the generations pillar through an internal evaluation, which formed the basis for a new strategic plan.

As part of this repositioning, from 2024 onwards, we will use the hashtag **#ConectandoGerações** in internal communications on the topic. We want to reinforce that the connection between different generations brings benefits to our business and brings us closer to our clients, in addition to reinforcing reskilling and upskilling actions.

Santander Ecosystem GRI [2-8; 405-1]

Taking advantage of the experiences accumulated in our internal actions, we seek to reinforce the importance of diversity in our ecosystem as well. All companies in the Group are involved in this commitment. The effort also reaches our suppliers, whose contracts include a commitment to diversity.

Throughout 2023, we encouraged a focus on diversity and inclusion for suppliers and partners through five webinars, in which over 150 suppliers and over 500 people from these companies participated.

Awards

In recognition of our initiatives in favor of diversity and inclusion, we have been honored in several ways.

Santander Brasil was included in IDiversa, the first diversity index focusing on gender and race, launched in August 2023 by B3.

Santander was recognized in the global D&I Awards, receiving 1st place for the racial equity initiative in the commercial network *Aqui é o lugar: eu indico*; and 2nd place with the FIRST disability inclusion program.

¹ Includes the following companies: Santander, Universia, Asset, SHI, BEN, Esfera, SANB, Return, FIRST, Tools, AAA, Financeira, Prospera, SX Negócios and Em Dia.



Our team's diversity in numbers GRI [2-7; 2-8; 405-1]

Total employees, interns, apprentices and outsourced workers GRI [2-7; 2-8]

Occupational category	2023			2022			2021		
	Female	Male	Total	Female	Male	Total	Female	Male	Total
Permanent Employees ¹	30,442	25,435	↑ 55,877	29,769	22,822	52,591	27,960	20,874	48,834
Interns ²	675	691	↑ 1,366	520	580	1,100	332	389	721
Apprentices ²	388	184	↓ 572	493	208	701	424	108	532
Outsourced ³	977	3,067	↓ 4,044	978	3,173	4,151	1,159	4,005	5,164
Total	32,482	29,377	↑ 61,859	31,760	26,783	58,543	29,875	25,376	55,251

¹ All employees have an employment contract for an indefinite period and full-time working hours. ² Interns and apprentices work part-time and have a fixed-term contract. In 2023, there was an adjustment in the way information was measured following the Learning Law (Law nº 10,097). ³ (i) This report considers outsourced employees from the administrative building (Headquarters, Village, Generation, and Radar); (ii) Includes the following companies: Banco Santander (Brasil) S/A; Santander Corretora de Seguros, Investimento Serviços S.A; AAR. Corretora Cambial and ValeMobi.S/A; Aymore Crédito, Financiamento e Investimento S/A; Webmotors S/A; SX TOOLS SOLUCOES E SERVICOS COMP LTDA; Return Capital Credit Recovery Service S/A; Ben Benefícios e Serviços S.A.; First Tecnologia São Paulo; Sanb Sales and Billing Promoter; Santander Brasil Resource Management; Esfera Fidelidade S.A; Santander Holding Imobil S.A.; Uniersia Brasil S/A; SPIN; APE11; Banco Hyundai Capital Brasil S.A.; ROJO ENTERTAINMENT S.A; Solution4Fleet; Torus; LEADERSHIP; SX; (iii) Outsourced building services, consultancy, and auditing services are not considered.

Employees by ethnicity¹ GRI [405-1]

Occupational category	Asians			White			Indigenous			Black			Other		
	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021	2023	2022	2021
Operational	1.0%	1.8%	2.0%	52.2%	56.4%	61.2%	0.2%	0.1%	0.2%	46.4%	41.3%	36.2%	0.4%	0.4%	0.5%
Administrative	2.6%	3.0%	2.8%	65.9%	67.9%	71.2%	0.2%	0.2%	0.2%	30.7%	28.5%	25.5%	0.5%	0.5%	0.4%
Specialist	4.0%	2.1%	3.1%	76.4%	71.9%	81.6%	0.1%	0.1%	0.1%	19.1%	25.4%	15.0%	0.4%	0.1%	0.3%
Managerial	4.3%	4.6%	4.4%	82.2%	83.7%	87.0%	0.1%	0.0%	0.0%	12.5%	11.1%	7.9%	0.9%	0.7%	0.7%
Board	2.6%	3.4%	2.6%	90.4%	92.3%	93.2%	0.0%	0.0%	0.0%	5.2%	2.6%	3.6%	0.8%	1.7%	0.5%
Total	↓ 2.2%	2.4%	2.6%	↓ 61.9%	66.6%	69.6%	↑ 0.2%	0.1%	0.2%	↑ 35.4%	30.4%	27.3%	↑ 0.4%	0.4%	0.4%

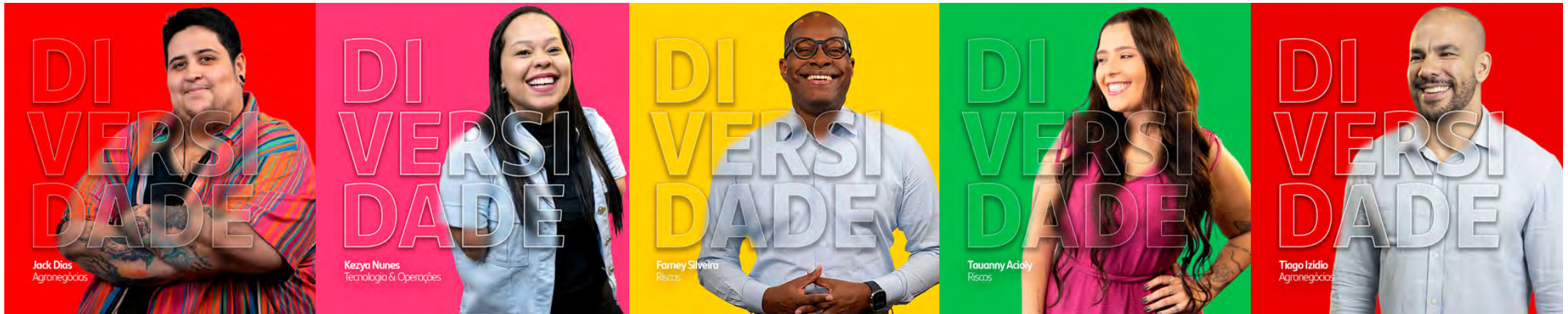
¹ Only considers permanent employees of companies: Banco Santander (Brasil) S/A; Santander Corretora de Seguros, Investimento Serviços S.A; AAR. Corretora Cambial e ValeMobi.S/A; Aymore Crédito, Financiamento e Investimento S/A; Webmotors S/A; SX TOOLS SOLUCOES E SERVICOS COMP LTDA; Return Capital Serviço de Recuperação de Creditos S/A; Ben Benefícios e Serviços S.A.; First Tecnologia São Paulo; Sanb Promotora De Vendas e Cobrança; Santander Brasil Gestão Recurso; Esfera Fidelidade S.A; Santander Holding Imobil S.A.; Uniersia Brasil S/A; GIRA; APE11; Banco Hyundai Capital Brasil S.A.; ROJO ENTERTENIMENTO S.A; Solution4Fleet; Toro; LIDERANÇA; SX.



Employees by gender¹ GRI [405-1]

Occupational category	Female			Male		
	2023	2022	2021	2023	2022	2021
Operational	63.9%	57.7%	61.0%	36.1%	42.3%	39.0%
Administrative	50.7%	53.9%	58.8%	49.3%	46.1%	41.2%
Specialist	39.2%	39.7%	43.4%	60.8%	60.3%	56.6%
Managerial	36.2%	35.7%	33.7%	63.8%	64.3%	66.3%
Board	25.9%	27.5%	25.0%	74.1%	72.5%	75.0%
Total	↑ 54.5%	52.1%	56.8%	↓ 45.5%	47.9%	43.2%

¹ Considers only permanent employees of companies: Banco Santander (Brasil) S/A; Santander Corretora de Seguros, Investimento Serviços S.A.; AAR. Corretora Cambial e ValeMobi.S/A; Aymore Crédito, Financiamento e Investimento S/A; Webmotors S/A; SX TOOLS SOLUCOES E SERVICOS COMP LTDA; Return Capital Serviço de Recuperação de Creditos S/A; Ben Benefícios e Serviços S.A.; F1rst Tecnologia São Paulo; Sanb Promotora De Vendas e Cobrança; Santander Brasil Gestão Recurso; Esfera Fidelidade S.A; Santander Holding Imobil S.A.; Univerisia Brasil S/A; GIRA; APE11; Banco Hyundai Capital Brasil S.A.; ROJO ENTRETENIMENTO S.A; Solution4Fleet; Toro; LIDERANÇA; SX.



**Total number of employees¹ GRI [2-7]**

Gender	2023	2022	2021
Male	25,435	22,822	20,874
Female	30,442	29,769	27,960
Total	↑ 55,877	52,591	48,834

Age group

Under 30 years	19,317	17,929	14,922
Between 30 and 50 years	32,085	30,005	29,619
Over 50 years	4,475	4,657	4,293
Total	↑ 55,877	52,591	48,834

Occupational category

Operational	24,112	16,598	14,383
Administrative	22,929	20,028	19,865
Specialist	7,727	14,758	13,616
Managerial	835	929	764
Board	274	278	206
Total	↑ 55,877	52,591	48,834

¹ Considers only permanent employees of companies: Banco Santander (Brasil) S/A; Santander Corretora de Seguros, Investimento Serviços S.A.; AAR. Corretora Cambial e ValeMobi.S/A; Aymore Crédito, Financiamento e Investimento S/A; Webmotors S/A; SX TOOLS SOLUCOES E SERVICOS COMP LTDA; Return Capital Serviço de Recuperação de Creditos S/A; Ben Benefícios e Serviços S.A.; First Tecnologia São Paulo; Sanb Promotora De Vendas e Cobrança; Santander Brasil Gestão Recurso; Esfera Fidelidade S.A.; Santander Holding Imobil S.A.; Universia Brasil S/A; GIRA; APE11; Banco Hyundai Capital Brasil S.A.; ROJO ENTRETENIMENTO S.A.; Solution4Fleet; Toro; LIDERANÇA; SX.

Total number of employees by region¹

Region	
Northeast	4,909
North	878
Southeast	36,631
Midwest	1,587
South	11,872
Total	55,877

¹ Considers only permanent employees of the companies: Banco Santander (Brasil) S.A; Santander Corretora de Seguros, Investimento Serviços S.A.; AAR. Corretora Cambial e ValeMobi.S/A; Aymore Crédito, Financiamento e Investimento S/A; Webmotors S/A; SX TOOLS SOLUCOES E SERVICOS COMP LTDA; Return Capital Serviço de Recuperação de Creditos S/A; Ben Benefícios e Serviços S.A.; First Tecnologia São Paulo; Sanb Promotora De Vendas e Cobrança; Santander Brasil Gestão Recurso; Esfera Fidelidade S.A.; Santander Holding Imobil S.A.; Universia Brasil S/A; GIRA; APE11; Banco Hyundai Capital Brasil S.A.; ROJO ENTRETENIMENTO S.A.; Solution4Fleet; Toro; LIDERANÇA; SX.





PROFESSIONAL DEVELOPMENT GRI [2-25; 3-3; 404-1; 404-2]

Academia Santander, our corporate university, plays a central role in developing our employees' skills, training our leadership and strengthening our organizational culture.

The initiative offers employees learning resources via both an online platform and a mobile app, in addition to promoting in-person and virtual training.

With a view toward helping our employees develop their skills, we organize our operating model into strategic knowledge areas. This way, we include skills and knowledge in the Academy to transform our organization, anticipating innovative trends and promoting assertive actions globally and locally.

Highlights of the Santander Open Academy in 2023:

- Over 1.1 million participations in online courses, representing an increase of 54% compared to 2022;
- 99% of Santander employees, along with other affiliates, participated out in training of some kind;
- 54% of the courses were taught by employees, through the Internal Multipliers Program;
- Over 27,000 employees participated in certification programs in leadership, commercial network, wholesale, risks, and more.

Average number of training hours¹

Category	2023	2022	2021	Change (2023 vs. 2022)
Operational	20.2	17.2	14.3	↑ 17.7%
Administrative	15.5	19.2	19.5	↑ -19.2%
Specialist	16.3	22.4	21.8	↑ -27.1%
Managerial	19.1	20.6	24.7	↑ -7.3%
Board	19.9	22.3	21.5	↑ -10.5%
Intern	31.5	16.6	23.3	↑ 89.9%

¹ In 2023 we launched several courses, which increased the average number of training courses.

Leadership development

Academia Santander invests in our leaders. One initiative in 2023, the Lidere Program, helps employees improve their skills to assume positions of leadership – in addition to working with those who are already leaders.

We also developed the Client Leader and Digital Leader programs for these employees. The first provides an expanded repertoire of skills so that professionals can further activate client-centrality in an integrated way. The second prepares leaders to develop a digital mindset and know how technology can increasingly improve the quality of client service.

Continuing education

Our Academy is an instrument for the democratization of knowledge. The Open Academy project offers courses for all employees on topics such as design thinking, client journey, project management, and much more. The objective is to offer a platform with curated educational content based on strategic skills, to continue improving our services and enhancing the organization's development.

Another initiative along these lines was providing our knowledge and learning offer DOJO, the Santander Group's global development platform, to 100% of the Bank's employees, focusing on the development of different businesses and geographies. With this platform, our employees have the opportunity to reach learning experiences in other languages, with content from other countries, and to take advantage of diversity and global trends to contribute to transforming the organization.

We also look at our new employees in the "First 90 Days" Program, in which we welcome and train them with a vision of the market, Santander culture, and, in particular, with a client-centered vision. This program starts with a welcome and covers topics such as "What is a bank," "Client culture," and "Six sigma."



Sustainability

The ESG theme is part of the Santander Open Academy's strategic knowledge. It appears in many formats and projects.

We have certifications for specific areas such as wholesale, agro, and technology & operations. We also offer more than 30 related courses to all employees, including: introduction to sustainability, basics of the ESG commitment, and the ESG agenda and the global market. The highlight in 2023 was the Sustainability for All course, which reached almost 100% completion.

Scholarships

We provide financial support for employees' first undergraduate and postgraduate degrees, with a subsidy of 50% of the monthly fee. In 2023, 2,500 scholarships were offered to employees.

Diversity

We also have Diversity in Practice and Diversity and Inclusion programs, that work with Santander in a broad-based way in all aspects, from academic training to gender and ethnicity, mainly including diversity of thought.

At Santander we also invest and believe in women in strategic and leadership positions, which is why we have the Women's Leadership Mentoring and Acceleration Program. This program aims to train and develop women leaders for future opportunities as executives.

In this career acceleration process, our leaders take part in learning experiences that include workshops and mentoring with Bank executives.

Career and mobility GRI [404-2]

The Career HUB is a platform that centralizes all the information that employees need to grow and gain a better view of career possibilities, to enable them to develop their own individual career plan, in addition to understanding what the next steps to take are.

The initiative provides a competency assessment for employees to evaluate themselves and identify their strengths and opportunities, based on the skills needed for their current career. With this result, Academia Santander presents personalized offers for each competency mapped.

To encourage employee mobility between different areas, we have "Meu Lugar Santander," a session available on the Career Hub, which publicizes opportunities throughout the Bank. In 2023, over 8,000 internal moves and over 8,000 new hires were completed.

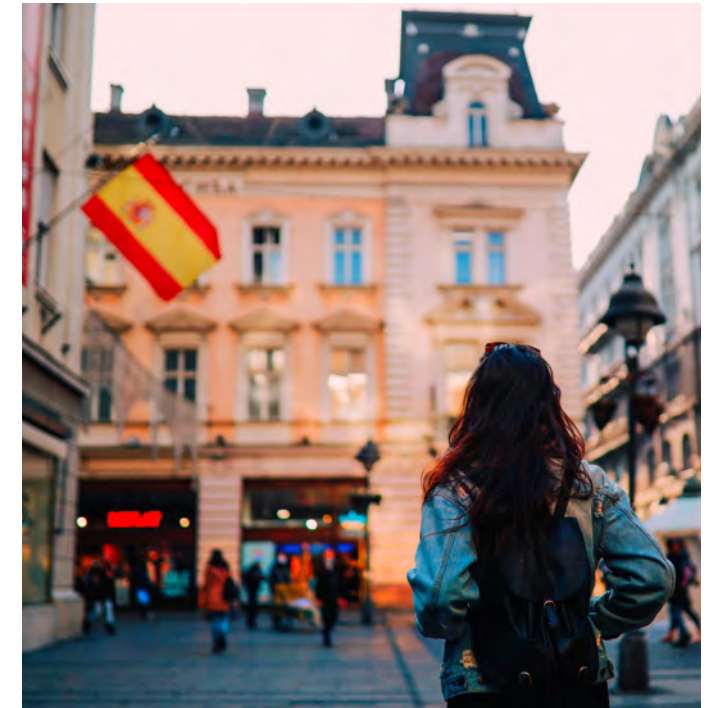
In 2023, this program was entirely revised and relaunched:

- We created a mechanism for employees to demonstrate interest in different areas of their work and find vacancy suggestions tailored to their professional history and expressed interest;
- For managers, we created a specific space to monitor the progress of the entire application process on the platform, tips to help during the interview, and the possibility of inviting employees to participate in their process. In addition, the manager has access to referrals of potential collaborators for open positions.

To avoid any unconscious bias, referrals in the system are made based only on training and specialization courses, professional history, previous experience, and skills listed by the employee. No personal information, such as name/age/race, is used.

We also have initiatives that encourage international mobility, such as the Mundo Santander Program, in which employees work on transformative projects in other countries. The initiative encourages exchange of experiences and dissemination of good practices, based on contact with other cultures and work styles.

Another international mobility program is SWAP, in which two professionals with similar roles switch places, either between countries or even locally. We also have the Global Young Leaders and Be Tech programs, which aim to accelerate the development of high-performance professionals. They also foster contact with young talents from other countries and international experiences.





REMUNERATION AND BENEFITS GRI [3-3; 401-2; 401-3]

Meritocracy is a determining factor at Santander. Our goal is to recognize individual and team performance, based on technical criteria, without ever discriminating on the basis of ethnicity, gender, sexual orientation and/or any other condition.

Therefore, our salary and variable remuneration policy follows best market practices, as do the benefits we offer to our employees.

Fixed remuneration

Defined based on the role, competence, and seniority of the professional. We practice market-aligned values, which can be adjusted according to our Promotion and Merit Policy, in addition to collective bargaining agreements.

Variable remuneration practices

Our variable remuneration models encourage and recognize good performance, with tools and indicators that align the interests of shareholders, employees, and clients.

And we go beyond variable remuneration that rewards individual or team effort: we offer a collective program, the Santander Profit Sharing Program (PPRS). It guarantees that 100% of the Bank's employees receive a minimum amount of variable remuneration. PPRS is calculated annually based on the organization's performance.

When we exceed our expectations or achieve our goals, we share the profits with all employees through the profit-sharing (PLR) program, which is offered to 100% of the Bank's employees.

The Special Specific Programs are premised on medium-term performance assessment (bimonthly, quarterly, or semi-annual). Each program is designed according to the business strategy and the respective segment.

We also have the Self-Management Program, which covers all employees from the analyst level or equivalent upwards – except those who are eligible for Special Specific Programs in the commercial departments. Payment is made once a year and depends on the Bank's results, departments, and individual performance.

Additionally, our managers have the freedom and encouragement from the organization to promote employees from their teams. Each manager can choose the best way to carry out this recognition.

Director's remuneration GRI [2-19]

The Directors' Remuneration Policy is reviewed annually by the Remuneration Committee. This policy establishes criteria to recognize high performance and prevent undesirable behavior.

The rules provide for deferred payment and clawback and malus clauses, mechanisms associated with compliance with internal standards and exposure to risk. The rules also encourage meritocracy by differentiating individual contributions in meeting objectives and executing business strategies.

The executives' Annual Variable Remuneration (PPG) program includes quantitative and qualitative indicators, including ESG indicators, which address the themes of diversity, financial empowerment, green finance, climate change, and data governance. Regarding total remuneration (fixed remuneration, short- and long-term incentives, and benefits) of directors and executive officers, amounts are approved at a meeting of shareholders as determined by local legislation.

Our benefits GRI [3-3; 401-2; 401-3]

To be one of the healthiest companies on the market, we have created programs and practices that demonstrate the 360° care we offer our employees. We base them on health (both physical and mental) and support in their professional and personal lives. Beyond these aspects, the benefits and initiatives have in common the concern for employee safety, health, and well-being.

Our benefits policy offers a package compatible with market practices and aims to make employees feel supported and rewarded. We believe this ensures motivation and loyalty, talent retention, and employee engagement.

Our main benefits are:

- Medical and dental care, with a vast accredited network, extended to employees and their dependents;
- Private pension, with a contribution of 100% to 150% of the employee's contribution to the pension plan;



- Life insurance, with coverage of 30 times the value of the monthly salary;
- Daycare and babysitting allowance for employees with children up to 5 years and 11 months old;
- Scholarships for children with intellectual disabilities, limited to R\$600 per child;
- Medical centers, with the structure of Sírío Libanês Saúde Corporativa in the implementation of primary care;
- Extended maternity leave – all pregnant women have the option of extending their leave from 120 to 180 days;
- Paternity leave of 28 days, more than the five days required by law;
- Equal conditions for maternity leave and paternity leave in cases of adoption and same-sex couples;
- Financial incentives for undergraduate and postgraduate studies, with scholarships and discounts.

In addition to these benefits, we have other initiatives that make a difference in the lives of employees. This is the case of the Birth Program, which monitors the health of employees during the

pregnancy and postpartum period, in addition to guaranteeing specific care for high-risk cases.

The action also supports and provides guidance in the adoption process and provides medical consultations during pregnancy and the baby's first year free of charge.

When mothers return to work, we encourage breastfeeding with three lactation centers installed in central areas. We offer breast pump kits, as well as a one-hour reduction of the workday until the baby's 12th month.

With actions like these, we are better able to retain employees after maternity and paternity leave. The table below gives a summary of our achievements.

Flexible work

Another benefit of our model is flexible work, which helps our employees find a balance between professional, personal, and family life. Here, employees have:

- **Staggered hours:** Work hours can be adjusted according to employee preferences and the needs of their area of activity. This requires adherence to client service hours, where

applicable; internal support; and full compliance with the workday;

- **Flexible vacation:** Can be divided into up to three parts, respecting the acquisition period;
- **Work shift management:** To ensure adequate working conditions for employees, meal and rest times are mandatory and overtime must not exceed two hours per day, in accordance with legislation;
- **Home office:** In 2023, we officially established a policy authorizing remote work two days a week for administrative positions.

Return to work and retention rate after maternity/paternity leave¹ GRI [401-3]

Occupational category	Women			Men			Total		
	2023	2022	2021	2023	2022	2021	2023	2022	2021
Return rate (%)	↑ 83.9%	74.1%	99.9%	↑ 87.6%	79.5%	99.2%	↑ 85.2%	74.1%	99.8%
Retention rate (%) ²	↑ 76.7%	70.9%	80.1%	↑ 98.9%	77.1%	79.0%	↑ 84.5%	72.9%	79.9%

¹ Considers all younger permanent employees apprentices. ² The retention rate was calculated considering the number of employees who remained for more than 12 months after returning from leave over the number of employees who were expected to return from leave in the previous period.

Collective agreement GRI [2-30]

We are signatories to the Collective Agreement for the banking sector and actively participate as a permanent member of the employer negotiation committee, where remuneration, benefits, and other topics are discussed. All Bank employees work under the rules and conditions established in this convention. The Specific Collective Labor Agreement establishes the conditions for the free union association of our employees, making it easier for union entities to carry out a unionization campaign.



HEALTH AND SAFETY GRI [2-25; 3-3; 403-1; 403-6; 403-9; 403-10]



Taking care of the physical and mental health, safety, and well-being of our employees is essential to maintaining a healthy and safe work environment. In 2023, we continued investing in a broad set of practices to support our employees in this regard.

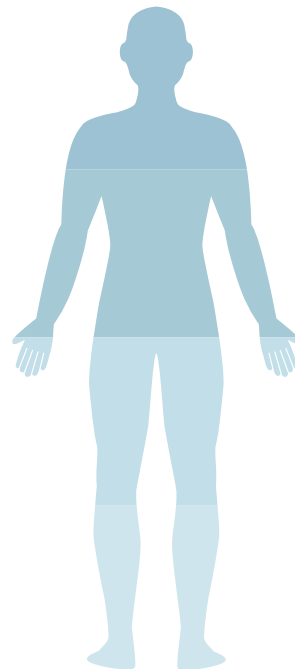
Be healthy GRI [403-6]

Through the global Be Healthy program, we promote a culture of prevention in health and well-being for all our employees.

The initiative offers benefits such as a partnership with Gym Pass and Total Pass to encourage physical exercise; Sírío-Libanês Corporate Health units located in administrative buildings so employees can have regular checkups; and nutritional guidance and emotional health support via the Specialized Personal Support Program (PAPE).

Every year, we also hold Be Healthy Week, to raise awareness about the importance of health care. In 2023, the event had a range of offerings, including a health circuit, with glycemic and blood pressure checks; postural and nutritional guidance; massage; yoga and dance classes; vaccination; and even kids' races.

The program is based on four pillars:



Balance your mind

Promoting positive attitudes and choices that help balance the mind

Eat well

Encouraging smart choices for healthier eating

Know your numbers

Monitoring personal health indicators, and finding ways to improve them, minimizes health risks

Keep moving

Encouraging movement regularly to avoid a sedentary lifestyle and improve quality of life





Health actions GRI [403-6; 403-10]

With the culture of well-being driven by Be Healthy, 94% of employees participated in at least one health activity promoted by the Bank in 2023. The highlights include:

- **Flu vaccination:** Annual vaccination campaign against Influenza. We offer in-house vaccination clinics, including at our network of branches and administrative buildings throughout Brazil. In 2023, we vaccinated 30,000 people;
- **Practicing physical activities:** BioRitmo in-company gyms are available in three administrative units, for the exclusive use of employees. With GymPass and Total Pass, 24,000 gyms and studios are also available throughout Brazil, with more than 800 different modalities for employees and their families, in addition to online classes and around 30 health apps. In 2023, 192,000 employees and dependents participated;
- **Track&Field Run Series:** National street racing circuit sponsored by the Bank. Registered employees receive a 45% to 100% discount on the registration fee, to encourage regular physical activity. In 2023, 150,000 people registered in 80 races;
- **Mental health at work:** Based on the premise of promoting well-being so employees can cope with the normal tensions of life, we began publicizing emotional aspects of wellness in 2022. This work was reinforced throughout 2023. Through livestreams, we addressed topics such as impostor syndrome, guilt-free motherhood, and non-violent communication. We also started new awareness-raising and training leaders on the importance of psychological safety and how it ties into Santander's culture. In 2023, our employees participated in these initiatives over 19,000 times;

- **Healthy Mind Series:** We also continued the Healthy Mind neuroscience series, addressing topics such as sleep, managing emotions, diagnosing mental illnesses, and changing habits as a way of generating mental triggers for self-care and improving lifestyle;
- **Specialized Personal Support Program (PAPE):** Available by phone, email, and app with chat for all employees and family members, 24 hours a day. The program is the main social support strategy offered by the Bank, supporting pregnancy monitoring, returning to work, people with disabilities, and conversation groups. PAPE specialists also provide face-to-face assistance in cases of robbery and kidnapping. In total, 21,000 contacts were recorded in 2023;
- **Preventive exams:** Regular medical checkups help employees monitor their health, lifestyle habits and health risks, to offer individualized care. These are carried out in exclusive Sírio Libanês units, with primary health care services and a multidisciplinary team located in three administrative centers, or occupational units. Trained occupational physicians work in 14 locations under our management. In 2023, 51,600 consultations were completed;
- **Retorne Bem Program:** Our interdisciplinary professional teams welcome employees back to work after long periods of medical leave granted by the National Social Security System (INSS). In 2023, 892 employees were nominated for the program;
- **Do Seu Jeito Program:** Created at the end of 2023, this program helps monitor the health of workers with disabilities or special needs.





Safe work environment GRI [2-25; 3-3; 403-9; 403-10]

To reduce the risk of accidents in the workplace, we provide training to employees with guidance on how to adapt their work station in terms of ergonomics and postural support.

Training is available at Academia Santander and divided by the type of activity performed (central areas, branches, and PABs).

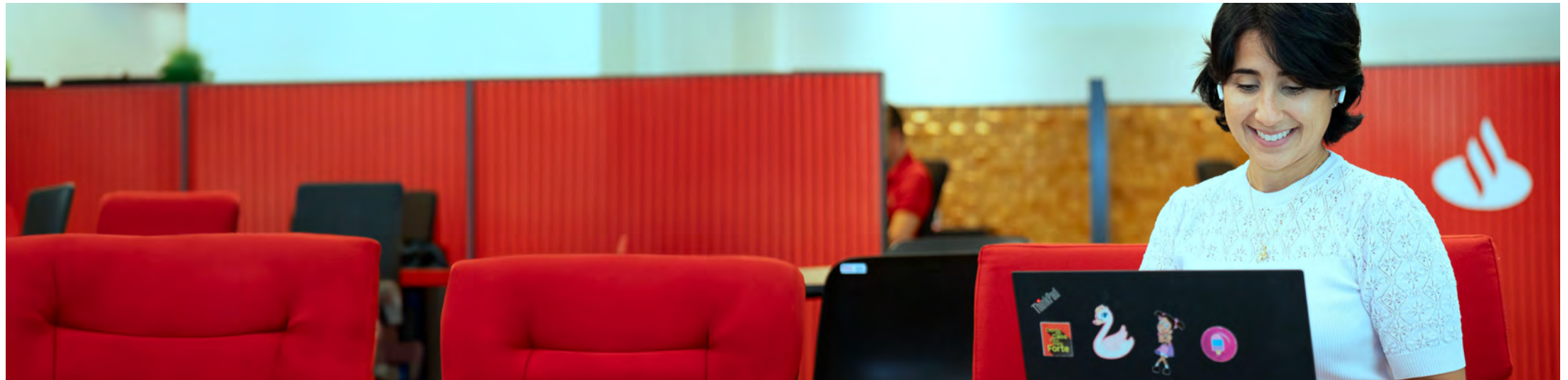
Additionally, the administrative centers have an Internal Accident Prevention Commission (CIPA), in which elected employees participate.

With these practices, we have been able to control indicators of work accidents and occupational diseases.

Workplace accidents, occupational illness, lost time and frequency¹ GRI [403-9; 403-10]

Category	2023	2022	2021	Change (2023 vs. 2022)
Workplace accidents ²	26.0	34.0	29.0	↓ -23.5%
Occupational illnesses	0.0	1.0	3.0	0.0%
Frequency ³	0.4	0.5	0.5	↓ -12.0%
Days lost ⁴	3.7	10.3	7.7	↑ 3.5%

¹ Considers only Banco Santander (Brasil) S.A. and permanent employees. ² Typical and transport accidents are considered. Transport accidents were counted again from April 20, 2020 with the revocation of Provisional Measure No. 905/2019 by Provisional Measure No. 955/2020. ³ The frequency rate accounts for occupational accidents and illnesses (exclusively accidents/illnesses recognized by the employer as occupational accidents/illnesses, through internal investigation) multiplied by 1,000,000 and divided by the total hours worked. ⁴ The rate of lost days counts the days lost relating to the employee's first absence (first medical certificate) due to occupational accidents and illnesses (exclusively accidents/illnesses recognized by the employer as occupational accidents/illnesses, through internal investigation) multiplied by 1,000,000 and divided by total hours worked.





ENGAGEMENT AND TURNOVER GRI [3-3; 401-1]

At Santander, we want to inspire a sense of belonging and self-direction in each employee. To achieve this, we put employees in contact with leadership, encourage everyone to be an agent of internal transformation and generate engagement.

Highlights of our initiatives include:

- **Santander Star:** Recognizes people who bring positive changes in the Bank. This is a non-financial recognition program that considers the following categories: Service, Innovation, Result, Risk Pro, and Best Store. This award is important for increasing levels of engagement and motivation, since it aligns individual and organizational objectives and ultimately generates employee appreciation of Bank culture. In 2023, the topic of sustainability was added as one of the criteria for evaluating initiatives.
- **App É Comigo Santander (“It’s up to me” in Portuguese):** A channel for employees to send suggestions to improve our processes and services. Through the app, an employee can talk about opportunities for improvement or report incidents such as ATM errors, problems with service on other channels or any situation that may have affected clients. We give feedback to the employee on the status of their suggestion, informing them whether it will be implemented and, if not, describing the reason for this decision.
- **Ask Ana:** Ana Botín visits every year, and she always brings important messages for Santander culture. Meetings throughout the year with our president and Corporate Heads are called “Ask

Ana.” On these occasions, we take advantage of the opportunity to join other Santander Group organizations from different countries, via online transmission, to exchange experiences and build rapport.

- **Together with Mario Leão:** A monthly meeting, broadcast live for 100% of employees. Selected departments interact in real time. At these meetings, our CEO talks about topics relevant to the organization and answers questions from employees live, to strengthens the dialogue with the top leadership. The format is relaxed and dynamic. In 2023, we had 12 editions of the meeting, with an average participation of 34,000 viewers each time.
- **Everyone on the same page:** Our CEO invites all employees to read a book that addresses strategic topics for the organization. The meeting involves sharing reflections on reading; employees can interact via chat. In 2023, this company-wide book club read the book “Essentialism: The Disciplined Pursuit of Less” by Greg McKeown (“Essencialismo, a Busca por Menos” in Portuguese translation), and 22,576 of our people connected to discuss it.
- **Talent Show:** Annual event to showcase the talents of our employees. It reinforces Santander Culture and our diversity. This initiative highlights the dreams, personal tastes, and unique skills we all bring, whether for a sport, art, or a hobby. In the 2023 edition, the theme of the event was “The flame that shines is yours.” Of 305 entries, 14 became finalists and 3 were selected as winners.
- **Santander Week:** Global event held simultaneously each year, in all the countries where the Bank operates. Its goal is to celebrate our culture and the pride of being Santander. In Brazil, the event is also an opportunity to promote employee engagement in our

sustainability practices. Our employees participate in various activities that reinforce our organizational culture and promote team spirit. In Brazil, the 2023 edition of Santander Week’s theme was our corporate behavior motto: T.E.A.M.S.

Bank departments are encouraged and empowered to launch initiatives to engage teams with the event.





Engagement indicators

To listen to our employees and hear about their level of satisfaction as Santander employees, we carried out an internal survey: the Global Continuous Listening Survey – Your Voice.

The initiative, which we plan to carry out three times a year, uses the employee Net Promoter Score (eNPS) methodology – an adaptation of NPS, one of the most-used metrics in marketing, tailored specifically for human resources. Since inaugurating it in 2023, we have evaluated how employees perceive our sustainability efforts.

Last year, an average of 36,000 employees responded to the survey each time. The eNPS index of 79 points we attained represents an increase of three points, compared to 2022.

New hires and turnover GRI [401-1]

We use the best market practices to recruit new professionals, train our teams, engage employees, and retain outstanding talents with high potential.

Our human resources processes allow us to follow in detail the professional's entire path within the organization, from hiring to dismissal.

The table below summarizes data on new hires and turnover in the last three years.

New hire and turnover rate¹

	New hire rate			Turnover Rate		
	2023	2022	2021	2023	2022	2021
Total	↑ 24.3%	16.2%	30.0%	↑ 19.2%	18.1%	23.7%
Gender						
Male	27.9%	20.6%	31.1%	19.1%	19.9%	23.5%
Female	20.7%	12.8%	29.2%	19.3%	16.8%	23.8%
Age						
Under 30 years	45.6%	25.2%	59.6%	18.9%	16.2%	31.4%
30 to 50 years	18.4%	12.5%	18.4%	19.3%	19.7%	21.6%
Over 50 years	7.6%	5.1%	7.2%	19.1%	14.4%	14.2%
Occupational category						
Operational	30.6%	21.0%	24.7%	24.9%	20.2%	17.1%
Administrative	26.1%	18.2%	20.0%	18.2%	22.8%	21.6%
Specialist	10.1%	8.7%	51.7%	12.8%	9.7%	39.1%
Managerial	6.9%	4.1%	11.1%	10.0%	12.3%	14.4%
Board	8.0%	10.1%	8.3%	11.0%	17.4%	10.2%

¹ Considers Only permanent employees of companies: Banco Santander (Brasil) S.A.; Santander Cor Seg Inv Serv S.; AAR.Corr.Camb e eVal.Mobi.S.A.; Aymore Cred.Fin.e Invest.S.A.; Webmotors S.A.; SX Tools Soluções e Serviços Comp Ltda; Return Cap Serv Rec Cred S.A.; Ben Benefícios e Serviços S.A.; F1rst Tecnologia e Inovação L; Sanb Promotora de Vendas e Co; Santander Brasil Gest Recurso; Esfera Fidelidade S.A.; Santander Holding Imobil S.A.; Univesia Brasil S.A.; GIRA; APE11; Banco Hyundai Capital Brasil S.A.; Rojo Entretenimento S.A.; Solution4Fleet; Toro.



Starting in 2023, we consider data from more of the affiliated companies in our sphere, including SX and Liderança, both call center companies. For purposes of comparing with the market, we publish total hiring and turnover figures without the data from these companies. When accounting for these affiliates, the total rate of new hires and turnover change to 33.3% and 31.5%, respectively.



Human Rights





OUR PRACTICES GRI [3-3 Management of Material Topics: Consumers & End Users | Business Conduct | Own Workforce; 2-23; 2-24]



As a responsible bank, we are committed to defending and promoting human rights, as well as preventing, mitigating and repairing any violations caused directly by our activities.

The policies that lay out this commitment are the Human Rights Policy, the PRSAC, the Code of Ethical Conduct, and the Supplier Code of Conduct.

Our approach to human rights is also expressed in our daily practices and in the initiatives that we choose to guide us and those in which we participate:

- United Nations Global Compact;
- Universal Declaration of Human Rights (UDHR);
- Guidelines from the International Labor Organization (ILO);
- Guiding Principles on Business and Human Rights.

In addition to being signatories to the United Nations Global Compact, the largest voluntary corporate responsibility initiative in the world, we have a seat on the Board of Directors of the Rede Brasil from Global Compact Institute.

We promote human rights in our day-to-day operations in many ways.

Relationship with our employees

We cultivate a safe work environment, free from harassment. We combat prejudice and discrimination and maintain ethical and transparency standards. We also respect free union association and adopt ethical standards for establishing commercial relationships in the value chain. See more in [Workforce](#).

Relationship with our suppliers GRI [410-1]

We seek to establish relationships with suppliers whose business practices demonstrate excellence in management and responsibility, including respect for human rights. Furthermore, we encourage them to adopt good practices. We hope to share all we learn and continually strive to improve industry standards.

Our policies and procedures for hiring and evaluating suppliers help align our actions in both of these regards. Our expectations of suppliers are commensurate with their size and the specific characteristics of their operations.

One of the most important initiatives we have adopted is an approval process that includes social and environmental criteria. Companies that participate in our competitive bidding processes must commit to the Supplier Code of Conduct, which presents guidelines related to human rights.

Beyond the approval stage, we periodically monitor companies to ensure that management and responsibility levels remain in accordance with our policies.

Human rights in the security team GRI [410-1]

All of our surveillance employees undergo constant training focused on issues of diversity, respect, harassment, health, and safety. Our suppliers do the same, committing to defend human rights in their service contracts.

At the end of 2023, of the 4,227 security professionals who served the Bank in branches and administrative buildings, 55% had received formal training in specific human rights policies and procedures and their application in security. This number includes our own employees and employees of companies with which we have contracts. Diversity, respect, harassment, health, and safety are some of the topics covered.

Realizing the importance of the topic, we now require that it be covered in the safety procedures training provided to service providers, starting in 2024.

More information is available at [Relationship with suppliers](#).



Relationship with society

We also contribute to guaranteeing human rights through our private social investment. Our initiatives aim to strengthen Brazil's inter-agency social services network, the System for Guaranteeing the Rights of Children and Adolescents, as well as those of the Elderly.

We publish announcements to encourage support of related projects. Conscious of the urgency of assuring rights for all people, we create opportunities for employees and clients to contribute too.

Details are available in [Social and Cultural Investment](#) and in [Additional topics](#).





HONORING PACTS AND COMMITMENTS GRI [2-23; 2-25; 2-28; 3-2]

To improve our practices and contribute to the collaborative construction of a more just and inclusive society, we are signatories to a broad set of pacts, initiatives, and commitments to protect human rights and preserve the environment. These local and international initiatives help us drive our sustainability agenda.

Financial sector commitments to which Santander Group has adhered globally

- Principles for Banking Responsibility (UNEP FI)
- Climate Action 100
- Collective Climate Action Commitment (UNEP FI)
- Equator Principles Association – Principles for Banking Responsibility (UNEP FI)
- Net Zero Banking Alliance (UNEP FI)
- Glasgow Financial Alliance for Net Zero
- Institutional Investors Group on Climate Change (IIGCC)

Business commitments

- Business Initiative for Racial Equality
- Financial Innovation for the Amazon, Cerrado and Chaco (IFACC)
- National Pact for the Eradication of Slave Labor (InPACTO)
- Investors for the Climate (IPC)
- Amazon Journey (*Jornada Amazônia*)
- Amazon Plan (*Plano Amazônia*)
- UN Global Compact
- UN Global Compact – Women’s Empowerment Principles
- Pact for Inclusion – Business Network for Social Inclusion
- Business Coalition for Racial and Gender Equity
- 360 Women Movement (*Movimento Mulher 360*)
- Business Network for Social Inclusion through Employability of People with Disabilities – REIS (*Rede Empresarial de Inclusão Social pela Empregabilidade das Pessoas com Deficiência – REIS*)
- Anbima Diversity and Inclusion Network
- Business and LGBTI+ Rights Forum
- Race is a Priority (*Raça é Prioridade*)
- Pact to Promote Racial Equity

Reporting guidelines, conduct and methodologies

- Carbon Disclosure Project (CDP)
- CDP Supply Chain
- Global Reporting Initiative (GRI)
- IFRS/SASB Standards
- Partnership for Carbon Accounting Financials (PCAF)
- Guiding Principles for Business and Human Rights (POs)
- Brazilian GHG Protocol Program
- Task force on Climate-Related Financial Disclosures (TCFD)



Additional topics





1. Conflicts of interest [GRI \[2-15; 2-23; 2-24; 2-25\]](#)

A conflict of interest arises when people are involved in a decision-making process over which they have power or influence, when the outcome could produce an undue advantage for themselves, a family member, or third parties.

It also occurs when they participate in a process that could interfere with the accuracy of their judgement.

To avoid this, we have adopted rules and procedures for the Bank, its subsidiaries, companies in which it has a stake (directly or indirectly), and affiliates, as well as by employees of these organizations. The goal is to ensure transparency and compliance with legislation.

The topic is covered in our [Policy for Related-Party transactions](#) (Portuguese only).

The Audit Committee is responsible for investigating any suspected cases of violation of the Policy. The Committee then forwards its conclusions and recommendations to the Board of Directors, which is responsible for taking appropriate measures.

Non-compliance subjects the offender to disciplinary sanctions, in accordance with internal regulations, without precluding other civil, criminal, and financial sanctions defined by current regulations.

To ensure continuous improvement of our practices, the Policy is periodically reviewed by the Board.

More details on the topic are in our 2024 [Reference Form](#) (Portuguese only), in items 12.5/6, 15.1/2 and 16.

2. Tax governance [GRI \[2-25; 207-1\]](#)

We have zero tolerance of tax evasion. All of our entities fulfill their tax obligations and follow the principles outlined in our strategy.

We have a Tax Policy, approved by the Board of Directors, which establishes guidelines and best practices for preventing financial and reputational risks (details are below).

The Financial Management Department supervises compliance with these obligations. They ensure that our tax expenses are duly audited and disclosed.

In 2023, we owed and paid taxes totalling R\$19.8 billion. Of this amount, around R\$4.6 billion represented our own taxes and over R\$15.2 billion were taxes of third parties.

Our Finance Policy guidelines require that we:

- Comply with legally-mandated tax obligations, applying a reasonable interpretation of the regulations to meet the purpose and intent of the law;
- Refrain from establishing or acquiring companies domiciled in countries or territories that are considered to be non-cooperative jurisdictions, according to Spanish legislation¹, as well as in tax havens or jurisdictions with privileged tax regimes, according to local regulations, without specific authorization from the Board of Directors and favorable recommendations from the Audit committee;
- Respect the rules on transfer pricing, paying particular attention to operations unrelated to Santander Brasil's usual business dealings;

- Abstain from providing any type of tax advice or planning for clients when marketing and selling financial products and services;
- Cooperate with the tax administration, grounded on the principles of transparency and mutual trust. Provide, faithfully and completely, information required to fulfill its tax obligations;
- Disclose tax expenses, duly audited, in the quarterly financial statements, available on the Investor Relations website.

All Group entities seek tax opportunities for investments aimed at sustainable development and positive socioeconomic impacts on society.

We have funds focused on the elderly, children and adolescents, sports, and culture. For the good of children and adolescents, we encourage our employees to exercise their tax citizenship through the Amigo de Valor program. The contributions to the community encouraged by the Bank are highlighted in the Santander Brasil Social and Cultural Investment table, on page [95](#).

3. Qualifications of the members of our Board of Directors [GRI \[2-9; 2-11; 2-17\]](#)

We always seek to compose governance bodies of professionals with a diversity of skills and repertoires. The current composition of the Board of Directors and details of each member's responsibilities are below.

¹ Act published by the Ministry of Finance and Public Service of Spain.



Board of Directors in March/2024 GRI [2-10]

Name	Deborah Stem Veitas	Angel Santodomingo Marteli	Deborah Patrícia Wright	Jose Antonio Alvarez	Jose Antonio Garcia Cantera	Jose de Paiva Ferreira	Marília Artimonte Rocca	Mario Leão	Pedro Augusto de Melo	Cristiana Almeida Pipponzi	Ede Viani	
Position	Chairman	Member	Member	Member	Member	Member	Member	Member	Member	Member	Member	
Category	Independent	Executive Non-Independent	Independent	Non-executive Non-Independent	Non-executive Non-Independent	Non-executive Non-Independent	Independent	CEO	Independent	Independent	Executive Non-Independent	
Related skills and experience												
Banking	■	■	□	■	■	■	□	■	□	□	■	
Other financial services	■	■	□	■	■	■	■	■	□	■	■	
Accounting, Auditing & Finance	■	■	■	■	■	■	■	■	■	■	■	
Risk management	■	■	■	■	■	■	□	■	■	■	■	
Strategy	■	■	■	■	■	■	■	■	■	■	■	
Retail	■	■	■	■	■	■	■	■	□	■	■	
Digital & IT	■	■	□	■	□	■	■	□	■	■	■	
Responsible business & sustainability	□	■	■	□	■	□	■	■	□	□	□	
HR, culture, recruiting & remuneration	■	■	■	■	■	■	■	■	■	■	□	
Legal	□	■	□	□	□	□	□	□	□	□	□	
Governance & control	■	■	■	■	■	■	■	■	■	■	■	
Marketing and communication	■	■	■	■	■	■	■	□	■	■	□	
International experience												
Europe	□	■	□	■	■	□	□	□	□	■	□	
US/UK	□	■	□	■	■	■	■	□	□	□	■	
Latin America	■	■	■	■	■	■	■	■	■	■	■	
Other	□	□	□	□	■	□	□	□	□	□	□	
Educational experience												
Business administration or economics	■	■	■	■	■	■	■	□	□	■	■	
Mathematics, physics, engineering, other sciences	□	□	□	□	■	□	□	■	□	□	□	
Training in other disciplines	■	□	□	□	□	□	□	□	■	□	□	
Other experience/professional experience/training in the financial sector ^{2,3}	■	■	■	□	■	□	■	□	■	□	■	
Other experience ¹	□	□	□	□	□	□	□	□	■	□	□	
Breadth of skills												
Senior management	■	■	□	■	■	■	■	■	■	■	■	
Regulation, government and public policy	□	■	□	□	□	□	□	□	□	■	■	
Academia & education	□	■	□	□	□	□	□	□	□	□	□	
Significant mandate in the position of Director	■	□	□	■	■	■	■	■	■	■	■	

¹ Additional information and definitions of skills and experience are included in the Suitability Policy approved by the Group's Board of Directors. ² For example, professional training in banking. ³ Only for directors to whom none of the above educational backgrounds apply.



4. Social, environmental, and climate risk analysis GRI [2-25] SASB FN-CB 410A.2

The social, environmental, and climate risk (in Portuguese, RSAC) analysis considers:

- **Social risk:** Possibility of losses due to violating fundamental rights and guarantees or acts harmful to the common interest. Examples:
 - Collective harassment lawsuits;
 - Working conditions similar to slavery;
 - Degrading working conditions among suppliers;
 - Non-compliance with labor legislation or standards;
 - Workplace accidents;
 - Conflicts with neighboring, indigenous, or *quilombola* communities.
- **Environmental risks:** Events associated with environmental degradation, including excessive exploitation of natural resources. Examples:
 - Non-compliance with environmental legislation;
 - Irregular environmental management practices that lead to pollution, fines, degradation, and other consequences;
 - Bank acceptance of land offered as collateral with contaminated soil and groundwater;
 - Non-compliance, by meatpackers in the Amazon, with commitments to end deforestation;
 - Irregular, illegal, or criminal exploitation of the environment;
 - Environmental disaster resulting from human intervention, such as dam collapse, nuclear accident, chemical spills and toxic residues in soil and water;

- Reputational risks arising from the association of our brand with activities that cause environmental degradation.
- **Climate risks:** Losses caused by transitional climate or physical risks. The first is associated with the transition to a low-carbon economy, in which greenhouse gas emissions must be reduced or offset and natural carbon capture mechanisms must be preserved. Physical risk is linked to bad weather or long-term environmental changes related to changes in weather patterns.

5. Guidelines on donations to political parties GRI [415-1]

In compliance with current legislation, we do not engage in any form of donation or contribution, whether monetary or in kind, to political parties or electoral campaigns, either directly or indirectly through intermediaries. This also applies to our affiliated companies.

6. Fines and controversies GRI [2-27; 417-2]

In 2023, the Bank had no significant cases of non-compliance with laws and regulations. We consider significant cases of non-compliance to be those that negatively impact the Bank's financial results or damage the institution's image or reputation.

We continue to improve our controls to ensure ethical and responsible performance. At the same time, we monitor potential cases of controversy to provide clarification in a transparent manner.

For example, we were included in an investigation into irregularities in the marketing of credit cards. Throughout the process, we provide all clarifications. Consistent with our commitment to transparency, we present our position below.



Unsolicited cards

In 2022, Brazil's Ministry of Justice and Public Security National Consumer Secretariat (Senacon) began an investigation based on a 2015 complaint from the Department for Consumer Protection and Defense (Procon) in Rio de Janeiro which had never mentioned Santander. In 2023, as part of this investigation, Sustainalytics, an ESG rating agency, questioned Santander on the topic.

The investigation focused on the financial institutions with the largest share of the credit card market. It found no evidence of misconduct by Santander that would indicate irregular or illegal credit card offerings.

Santander responded to all inquiries from the authorities. Investigative processes were suspended without finding any abusive conduct by the Bank or confirming the issuance of credit cards without request.

A decrease in complaints made through the main service channels and in legal disputes indicates that the Bank's actions are transparent and respect customers' interests. In any event, Santander emphasizes that it strictly observes all legal regulations relating to the sale of credit cards.



7. Strengthening the nonprofit sector

GRI [413-1]

We keep a close eye on the nonprofit sector, also known as “the third sector.” We want to help social organizations develop and enhance their positive impact in the country.

Therefore, through the Avançar Program, we offer an area of exclusive content for NGOs, such as the course, Fundraising for Social Organizations (online and completely free of charge). The goal is to help these entities improve their management practices and help them attract and retain donors.

In addition to the content, we provide a series of financial solutions aimed exclusively at the nonprofit sector, given the specific requirements and characteristics of these organizations with regard to financial products and services.

We offer products such as “Third Sector Accounts 1 and 2”, with special monthly fees and the possibility of progressive discounts,

credit lines with special rates for the acquisition of solar panels, payment slips for proposed donations (which allows the donation to be made in any amount, regardless of that indicated on the document) and solutions for donations using Getnet card machines.

Another initiative designed to support NGOs was the launch of the Santander Training Program for Civil Society Organizations (CSOs), with workshops, individual mentoring, and five sessions with experts invited to speak on each topic. The workshops addressed governance, identity, communication, monitoring, and economic sustainability of CSOs.

Additionally, we carry out training for endowments, in order to attract donations from the social organizations that manage the largest endowment funds to strengthen the ecosystem of impact investing in Brazil and find more sustainable ways to support Brazil’s foremost social causes.

In 2023, 380 people registered for trainings, an increase of almost ten times compared to the previous year. We held two classes with 60 organizations strategically chosen for their business potential; and a two-hour live stream for other subscribers.

Throughout the year, we also grew on the business end. Our volume of endowment resources under management increased by 30%, to reach a total of R\$69 million.





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LIMITED ASSURANCE REPORT GRI [2-5]

Independent auditor's limited assurance report on the non-financial information included in the Annual Integrated Report 2023

To the Board of Directors and Stockholders
Banco Santander (Brasil) S.A.
São Paulo – SP

Introduction

We have been engaged by Banco Santander (Brasil) S.A. ("Bank" or "Santander") to present our limited assurance report on the non-financial information included in the Annual Integrated Report 2023 of Santander for the year ended December 31, 2023.

Our limited assurance does not cover prior-period information, or any other information disclosed together with the Annual Integrated Report 2023, including any incorporated images, audio files or videos.

Responsibilities of the management of Santander

The management of Santander is responsible for:

- selecting or establishing adequate criteria for the preparation and presentation of the information included in the Annual Integrated Report 2023;
- preparing the information in accordance with the criteria and guidelines of the Global Reporting Initiative (GRI - Standards), with the basis of preparation developed by the Bank, and with Guidance CPC 09 - "Integrated Reporting" issued by the Brazilian Federal

Accounting Council (CFC), equivalent to the Basic Conceptual Framework for Integrated Reporting issued by the International Integrated Reporting Council (IIRC);

- designing, implementing and maintaining internal controls over the significant information for the preparation of the information included in the Annual Integrated Report 2023, which is free from material misstatement, whether due to fraud or error.

Our independence and quality control

We comply with the independence and other ethical requirements of the Federal Accounting Council (CFC) in NBCs PG 100 and 200 and NBC PA 291, which are based on the principles of integrity, objectivity and professional competence, and which also consider the confidentiality and behavior of professionals.

We apply the Brazilian and international quality control standards established in NBC PA 01, issued by the CFC, and thus maintain an appropriate quality control system that includes policies and procedures related to compliance with ethical requirements, professional standards, legal requirements and regulatory requirements.

Independent auditor's responsibility

Our responsibility is to express a conclusion on the non-financial information included in the Annual Integrated Report 2023, based on our limited assurance engagement carried out in accordance with the Technical Communication CTO 01, "Issuance of Assurance Reports related to Sustainability and Social Responsibility", issued by the Federal Accounting Council (CFC), based on the Brazilian standard NBC TO

3000, "Assurance Engagements Other than Audit and Review", also issued by the CFC, which is equivalent to the international standard ISAE 3000, "Assurance engagements other than audits or reviews of historical financial information", issued by the International Auditing and Assurance Standards Board (IAASB). Those standards require that the auditor complies with ethical requirements, independence requirements, and other responsibilities of these standards, including those regarding the application of the Brazilian Quality Control Standard (NBC PA 01) and, therefore, the maintenance of a comprehensive quality control system, including documented policies and procedures on the compliance with ethical requirements, professional standards and relevant legal and regulatory requirements.

Moreover, the aforementioned standards require that the work be planned and performed to obtain limited assurance that the non-financial information included in the Annual Integrated Report 2023, taken as a whole, is free from material misstatement.

A limited assurance engagement conducted in accordance with the Brazilian standard NBC TO 3000 and ISAE 3000 mainly consists of making inquiries of the management of Santander and other professionals of the Bank involved in the preparation of the information, as well as applying analytical procedures to obtain evidence that allows us to issue a limited assurance conclusion on the information, taken as a whole. A limited assurance engagement also requires the performance of additional procedures when the independent auditor becomes aware of matters that lead him to believe that the information disclosed in the Annual Integrated Report 2023 taken as a whole might present significant misstatements.



A free translation of the original in Portuguese

The procedures selected are based on our understanding of the aspects related to the compilation, materiality, and presentation of the information included in the Annual Integrated Report 2023, other circumstances of the engagement and our analysis of the activities and processes associated with the significant information disclosed in the Annual Integrated Report 2023, in which significant misstatements might exist. The following procedures were adopted:

- a. planning the work, taking into consideration the materiality and the volume of quantitative and qualitative information and the operating and internal control systems that were used to prepare the information included in the Annual Integrated Report 2023;
- b. understanding the calculation methodology and the procedures adopted for the compilation of indicators through inquiries of the managers responsible for the preparation of the information;
- c. applying analytical procedures to quantitative information and making inquiries regarding the qualitative information and its correlation with the indicators disclosed in the Annual Integrated Report 2023; and
- d. when non-financial data relate to financial indicators, comparing these indicators with the financial statements and/or accounting records.

The limited assurance engagement also included the analysis of the compliance with the GRI Standards, the principles for the Integrated Reporting, pursuant to Guidance CPC 09 - Integrated Reporting, and the criteria established in the basis of preparation developed by the Bank.

Our procedures did not include assessing the adequacy of the design or operating effectiveness of the controls, testing the data on which

the estimates are based or separately developing our own estimate to compare with Santander's estimate.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Scope and limitations

The procedures applied in a limited assurance engagement vary in nature and timing and are less detailed than those applied in a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the level that would be obtained in a reasonable assurance engagement. If we had performed a reasonable assurance engagement, we might have identified other matters and possible misstatements in the information included in the Annual Integrated Report 2023. Therefore, we do not express an opinion on this information.

Non-financial data are subject to more inherent limitations than financial data, due to the nature and diversity of the methods used to determine, calculate and estimate these data. Qualitative interpretations of the relevance, materiality, and accuracy of the data are subject to individual assumptions and judgments. Furthermore, we did not consider in our engagement the data reported for prior periods, nor future projections and goals.

The preparation and presentation of non-financial information and indicators followed the definitions of the basis of preparation developed by the Bank and the GRI Standards and, therefore, the information included in the Annual Integrated Report 2023 does not have the objective of providing assurance with regard to the compliance with social, economic, environmental or engineering laws and regulations. However, the aforementioned standards

establish the presentation and disclosure of possible cases of non-compliance with such regulations when sanctions or significant fines are applied. Our assurance report should be read and understood in this context, inherent to the criteria selected and previously mentioned in this paragraph.

The absence of a significant set of established practices on which to base the evaluation and measurement of non-financial information allows for different but acceptable evaluation and measurement techniques, which can affect comparability between entities and over time.

The contents included in the scope of this assurance engagement are presented in the Basis for Preparation of the Annual Integrated Report 2023.

Conclusion

Based on these procedures performed, described herein, and on the evidence obtained, no matter has come to our attention that causes us to believe that the non-financial information included in the Annual Integrated Report 2023 of Santander has not been prepared, in all material respects, in accordance with the criteria established in the basis of preparation and with the GRI Standards and with the Guidance CPC 09 - Integrated Reporting.

São Paulo, July 4, 2024

PricewaterhouseCoopers
Auditores Independentes Ltda.
CRC 2SP000160/O-5

Eliane Kihara
Contadora CRC 1SP212496/O-5



GRI CONTENT INDEX

Statement of use | Banco Santander reported the indicators in accordance with the GRI Standards for the period from 01/01/2023 to 12/31/2023.

GRI 1 | GRI 1: Foundation 2021

GRI sector standard (2021) | Not applicable in this reporting cycle.

The organization and its reporting practices

GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 2: General Disclosures 2021	2-1 Organization details	Banco Santander (Brasil) S.A is a public limited company, with shares traded on the stock exchange. Santander Brasil operates in all Brazilian states. It has a branch (Grand Cayman) in the Cayman Islands and a branch in Luxembourg. The head office is located at Avenida Presidente Juscelino Kubitschek, nº2235/2041, Bloco A, Vila Olímpia, City of São Paulo (SP). The corporate structure can be accessed at the following link: https://www.santander.com.br/ri/estrutura-acionaria	Page 13	
GRI 2: General Disclosures 2021	2-2 Entities included in the organization' sustainability reporting	Included in this report, in addition to the Bank itself, are companies it controls and considers in the Financial Statements of Santander Brasil (BRGAAP). The list of companies can be accessed at https://cms.santander.com.br/sites/WRI/documentos/url-DF-4T23-BR/24-01-31_094541_demonstra%C3%A7%C3%B5es%20financeiras%20brgaap%204t23.pdf , in item 13 – Participations of Subsidiaries and Affiliates, on page 63. The indicators that have a specific perimeter point to the companies considered in their respective footnotes.	Link	
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	The period covered in 2023 Annual Integrated Report (RAI 2023) is the same as the financial reports: from 01/01/2023 to 12/31/2023. This document was published on 07/04/2024. For questions and suggestions, contact sustentabilidade@santander.com.br .	Page 6	
GRI 2: General Disclosures 2021	2-4 Restatements of Information		Page 50, 63, 77, 88	
GRI 2: General Disclosures 2021	2-5 External assurance	The hiring follows the Audit Company Services Approval Policy, approved by the Audit Committee, which advises the Board of Directors. The policy regulates the procedure for approving all services to be provided by Santander Brasil Group's External Auditor, whether or not they are related to the audit, as well as the procedure for carrying it out and the method of calculating and limiting the fees that can be paid for these services. The Report is approved by the members of the Executive Committee - COMEX and by members of the Sustainability Committee, which advises the Board of Directors. The scope considered the limited assurance of the Report through adherence to GRI Standards guidelines and IIRC and CPC 09 Integrated Reporting structure and principles. The assurance is in accordance with CTO 01 standard, based on NBC TO 3000 and ISAE 3000. PwC worked independently to ensure data assurance, as well as methodologies and management methods.	Page 121	



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 2: General Disclosures 2021	2-6	Activities, value chain and other business relationships	Page 16, 17, 33	
GRI 2: General Disclosures 2021	2-7	Employees	Page 97, 100, 102 (a.)	
GRI 2: General Disclosures 2021	2-8	Workers who are not employees	Page 99, 100	
GRI 2: General Disclosures 2021	2-9	Governance structure and composition	Page 20, 21, 38, 39, 117	



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 2: General Disclosures 2021	2-10	Nomination and selection of the highest governance body	a. Since 2009, and as provided for in our bylaws, the Board of Directors (CA) is made up of a minimum of five members and a maximum of 12, elected at a general meeting for two-year terms. At least 20% of the members of the Board must be independent. The Board has a president and vice-president elected at the general assembly by majority vote. The appointment and selection process for the Board of Directors and its advisory committees and the Policy for Selection and Succession of Banco Santander Brasil Senior Management Members are available on the Investor Relations website at: https://www.santander.com.br/ri/home b. See Policy for Selection and Succession of Banco Santander Brasil Senior Management Members: https://www.santander.com.br/ri/home	Page 21, 118
GRI 2: General Disclosures 2021	2-11	Chair of the highest governance body		Page 5, 21, 117
GRI 2: General Disclosures 2021	2-12	Role of the highest governance body in overseeing the management of impacts		Page 21, 25, 60
GRI 2: General Disclosures 2021	2-13	Delegation of responsibility for managing impacts	According to its own regulations, the Bank's Board of Directors may create committees to act as auxiliary bodies without deliberative power, always with the aim of advising the Board. Of existing Committees, Risk and Compliance and Sustainability are responsible for understanding, in a comprehensive and integrated way, economic, environmental, and social risks that may impact the organization. More information about the committees is available at the website: https://www.santander.com.br/ri/home	Page 21, 24
GRI 2: General Disclosures 2021	2-14	Role of the highest governance body in sustainability reporting	The Sustainability Committee monitored and validated the materiality study, as well as the production of the Annual Integrated Report, from the conception of the structure to final approval.	Page 7, 8
GRI 2: General Disclosures 2021	2-15	Conflicts of interest		Page 24, 117
GRI 2: General Disclosures 2021	2-16	Communication of critical concerns		Page 28, 46
GRI 2: General Disclosures 2021	2-17	Collective knowledge of the highest governance body		Page 24, 117
GRI 2: General Disclosures 2021	2-18	Evaluation of the performance of the highest governance body		Page 24



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 2: General Disclosures 2021	2-19 Remuneration policies	<p>(a.i) Fixed Remuneration must represent a significant proportion of total Remuneration. Variable Remuneration is meant to reward performance based on assessments of agreed objectives depending on the role and responsibility of employees and administrators, and adherence to behaviors and conduct that reflect the culture of the Santander Group.</p> <p>(a.ii) We have a policy to establish guidelines and criteria for paying hiring bonuses at the stage of hiring employees at Santander Brasil companies, in line with market practice.</p> <p>(a.v) We have three main closed private pension plans, the largest of which is SantanderPrevi, closed to new members since July 2018. In January 2018, SBPrev Pension Plan was implemented for new employees, administrators, and members.</p> <p>Participation in pension plans is optional. A participant's monthly contribution is made up of a percentage of their fee or salary (per the participant's choice, within a pre-defined scale). The employer's contribution (matching or counterpart) varies from 100% to 150% over the years of contribution to the plan and is added to the total.</p>	Page 24, 105 (b.)	a.iii Data not available as it does not apply to this audience.
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	<p>Our Remuneration Policy establishes criteria that recognize high performance and, at the same time, avoid unwanted behavior. Our bylaws require that our Remuneration Committee be composed of three to five members, appointed by the Board of Directors from among people who meet all legal and regulatory requirements for the exercise of the position. At least one of the members cannot be an executive officer. The other members may or may not be members of our Board of Directors. At least two members must be independent.</p> <p>The rules provide for deferred payment, and clawback and malus clauses, mechanisms associated with compliance with internal rules and exposure to risk.</p> <p>The policy also encourages meritocracy by differentiating the individual contributions of areas in meeting objectives and executing business strategies. External surveys are contracted annually to help and support our decision-making in determining Remuneration.</p> <p>The Remuneration Committee must consist of qualified members with the experience required to exercise independent judgment on our internal Remuneration Policy, including its impact on risk management. These members serve for a period of 2 years and may be re-elected up to 4 consecutive times, in accordance with applicable legislation.</p>	Page 24	
GRI 2: General Disclosures 2021	2-21 Annual total remuneration ratio			a. b. c. Confidential information. As it is strategic data, the indicator is not public.



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 2: General Disclosures 2021	2-22	Statement on sustainable development strategy	Page 4, 5	
GRI 2: General Disclosures 2021	2-23	Policy commitments	Page 11, 29, 23, 50, 60, 81, 113, 115, 117	
GRI 2: General Disclosures 2021	2-24	Embedding policy commitments	iv. We promote specific netcourses and webinars to reinforce our policy commitments such as PRSAC and the Code of Ethical Conduct.	Page 21, 26, 29, 36, 60, 81, 82, 113, 117
GRI 2: General Disclosures 2021	2-25	Processes to remediate negative impacts	e. We track the effectiveness of grievance and other redress process mechanisms using Lean and Agile methodologies. We work in partnership with business teams, from identifying potential causes to creating action plans for identifying opportunities. Activities include monitoring complaints, prioritizing, diagnosing, creating action plans, convening and deliberating product and operations managers, and monitoring results.	Page 27, 28, 29, 30, 36, 38, 40, 42, 43, 45, 46, 59, 60, 63, 65, 70, 74, 75, 82, 84, 103, 107, 109, 115, 117, 119
GRI 2: General Disclosures 2021	2-26	Mechanisms for seeking advice and raising concerns		Page 27, 82
GRI 2: General Disclosures 2021	2-27	Compliance with laws and regulations	c. Not applicable as there were no significant cases of non-compliance. d. The amount considered significant for fines is above R\$1 million.	Page 34, 119 b. Confidential information. As it is strategic data, the indicator is not public.
GRI 2: General Disclosures 2021	2-28	Membership associations	In 2023, we supported themes on the ESG agenda and contributed to the construction of public policies related to sustainable development, through dialogue with public authorities, private sector entities, and civil society. Santander's main themes of action, on the ESG agenda and with a focus on sustainable development, are: carbon trading markets, sustainable taxonomy, environmental licensing, bioeconomy, combating deforestation, traceability in the production chain, defense of the Amazon, and forestry concessions. In sectoral agendas, we actively participated in regulatory discussions in entities that are dedicated to building positions on public policies and developing joint strategies and advocacy between institutions.	Page 30, 115

**Stakeholder engagement**

GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	<p>i. The table "Our strategic audiences and main means of dialogue" on page 11 presents categories of stakeholders with which we engage. We identified these categories according to their relevance to audiences and participation in our business.</p> <p>iii. We seek to ensure meaningful engagement with our stakeholders through different dialogue tools that are appropriate and accessible to these audiences, such as the Open Channel and engagement survey.</p>	Page 11, 33	
GRI 2: General Disclosures 2021	2-30 Collective bargaining agreements		Page 106	
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Page 7, 8	
GRI 3: Material Topics 2021	3-2 List of material topics		Page 7, 8, 21, 58, 60, 97, 115	

Climate change (climatic and environmental opportunities)

GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 3: Material Topics 2021	3-3 Management of material topics	<p>The Net Zero Commitment is the main measure we use to manage the issue and impacts related to climate changes. SFICS is the main guide for tracking actions and mitigating possible greenwashing issues. The sustainable finance numbers tell us about the effectiveness of our journey.</p> <p>b. Information does not apply. Portfolio alignment does not generate negative, real and/or potential impacts, on either the environment or people.</p>	Page 9, 11, 21, 24, 35, 36, 37, 38, 40, 42, 43, 45, 46, 48, 50, 52, 56, 59, 60, 63, 65, 70, 71, 72, 74, 75, 76, 105	
GRI 302: Energy 2016	302-1 Energy consumption within the organization	f. g. The calculation methodology adopted is the Brazilian GHG Protocol Program (PBGHG). We based our conversion factors on information from the Brazilian Federal Government.	Page 58, 75, 76, 78 (a., b., c.i., e.)	<p>c. ii. iii. iv. Information does not apply, as it is not within the scope of the Bank's activities.</p> <p>d. Information does not apply, as the Bank consumes energy for its own business only.</p>



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 303: Water & Effluents 2018	303-5 Water consumption		Page 75, 78	
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	<p>a. i. ii. iii. iv. v. As signatories of the Equator Principles, we evaluate financing for large projects, such as construction of hydroelectric plants and highways. In these analyses, studies that support environmental licensing and other documents that demonstrate socio-environmental regularity and the quality of management in the implementation and operation of the project are considered — impact mitigation programs, authorizations, licenses, and others. Evaluation of projects that do not comply with the Equator Principles follows the same analysis guidelines.</p> <p>b. i. ii. iii.iv. The taxonomy for classifying sustainable finance provides for the mitigation of negative impacts on biodiversity. The area of sustainable finance does not carry out activities or services that have a direct impact on biodiversity, but may have a positive, indirect impact on it, through encouraging financing or investment in projects and initiatives for the restoration, conservation, or improvement of biodiversity.</p>	Page 44, 67	<p>c. ii. iii. iv. Information does not apply, as it is not within the scope of the Bank's activities.</p> <p>d. Information does not apply, as the Bank consumes energy for its own business only.</p>
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	The following gases are included in the calculations: CO ₂ , CH ₄ , N ₂ O, HFC. Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent will be available in the Public Emissions Registry of the Brazilian GHG Protocol Program. We did not have significant changes in emissions since the last inventory. Emission factors, standards, and calculation assumptions we used follow the GHG Protocol methodology. Our emissions history is available in the Public Emissions Registry of the Brazilian GHG Protocol Program. Our answers are on the CDP website and at https://www.santander.com.br/sustentabilidade/central-de-resultados?ic=portal-lp-sustentabilidade . The type of approach considered in the inventory is the shareholding of companies.	Page 58, 74, 76 (a.)	d. Information does not apply. We do not have an emissions reduction target, so we have no base year for comparison.
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	The following gases are included in the calculations: CO ₂ , CH ₄ , N ₂ O, HFC. Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent is available on the Public Emissions Registry of the Brazilian GHG Protocol Program. We did not have significant changes in emissions from the last inventory. The emission factors, standards, and calculation assumptions used follow the GHG Protocol methodology. Our emissions history is available in the Public Emissions Registry of the Brazilian GHG Protocol Program. Our answers are on the CDP website and at https://www.santander.com.br/sustentabilidade/central-de-resultados?ic=portal-lp-sustentabilidade . The approach considered in the inventory is the shareholding of companies.	Page 58, 74, 76 (a.)	d. Information does not apply. We do not have an emissions reduction target, so we have no base year for comparison.
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	b. c. d. f. g. The following gases are included in the calculations: CO ₂ , CH ₄ , N ₂ O, HFC. Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent will be available in the Public Emissions Registry of the Brazilian GHG Protocol Program. We did not have significant changes in emissions from the last inventory. The emission factors, standards and calculation assumptions used follow the GHG Protocol methodology. Our emissions history is available in the Public Emissions Registry of the Brazilian GHG Protocol Program. Our answers on the CDP website and at https://www.santander.com.br/sustentabilidade/central-de-resultados?ic=portal-lp-sustentabilidade . The categories considered in scope 3 were: purchased goods and services, activities related to fuel and energy not included in scopes 1 and 2, transport and distribution, waste generated in the operation, business trips, and employee travel.	Page 58, 74, 76 (a.)	e. . Information does not apply. We do not have an emissions reduction target, so we have no base year for comparison.



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	The following gases are included in the calculations: CO ₂ , CH ₄ , N ₂ O, HFC. Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent are available in the Public Emissions Registry of the Brazilian GHG Protocol Program. We had no significant changes to emissions since the last inventory. The emission factors, standards and calculation assumptions used were in accordance with the GHG Protocol methodology. Our emissions history is available in the Public Emissions Registry of the Brazilian GHG Protocol Program. More information is on the CDP website and at https://www.santander.com.br/sustentabilidade/central-de-resultados?ic=portal-lp-sustentabilidade .	Page 74, 75, 76	d. Information does not apply. We do not have an emissions reduction target, so we have no base year for comparison.
GRI G4: Sector Supplement – 2008 Financial Services	G4-F58 Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose		Page 53, 63, 65	

Business conduct

GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 3: Material Topics 2021	3-3 Management of material topics		Page 9, 11, 21, 24, 25, 27, 28, 29, 35, 38, 113	
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	<p>a. Total number and percentage of operations assessed for risks related to corruption: 650 (100%)</p> <p>b. Significant risks related to corruption identified: 166 (Considers unfavorable or qualified opinions, after analysis by the Compliance team, related to anti-corruption clauses, suppliers, sponsorships, donations and gifts, and hospitality.</p> <p>Remarks: For "operations assessed for risk related to corruption" we understand operations as financial activities (as mentioned in indicator 102-7), in addition to resources for sponsorships; donations; corruption risks from suppliers and associations; deliveries or receipts of gifts and giveaways; contractual clauses and terms signed related to corruption prevention. We understand significant risk as any risks that affect the operation. Regarding the quantitative difference in relation to the analyses, in 2022 counterparts of specific Santander programs were reevaluated, such as Amigo de Valor and Parceiro do Idoso. In 2023, these partners remained with valid opinions. Operations carried out with clients are 100% assessed for corruption risk through reputational assessment engines and are not represented in this indicator.</p>	Page 9, 26, 28	



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	This indicator is an RAI table. The name of the tab is "corporate governance."	Page 29	
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	<p>a. No cases of corruption were confirmed.</p> <p>b. c. Data not reported, as there were no cases in the year that fit the reporting of the items.</p> <p>d. No corruption lawsuits were filed against the Bank or its employees on the matter.</p>	Page 27, 28	
GRI 406: Non-Discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	9 cases of employee discrimination were identified in 2023. For each of them, we analyzed and identified the origin and applied disciplinary measures. In parallel, the Diversity Department was activated to work on acculturation, action plans, and corrective measures. For the 9 well-founded cases, the following measures were adopted: 5 guidelines regarding behavior, 1 internal transfer, 1 letter of guidance, 1 termination of a commercial relationship with a client and 1 orientation meeting with a supplier. This represents a significant improvement compared to 2022. We attribute this improvement to our intensified training on the General Code of Conduct and to actions launched regarding the new General Code of Conduct, which include topics on "Juntos" and 5 podcasts about the Code.	Page 27, 28, 98	
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures		Page 113	
GRI 415: Public Policy 2016	415-1 Political contributions	In Brazil, donations from legal entities to political campaigns (candidates and/or parties) are not permitted. The Electoral Law (Law No. 9.504/1997) no longer provides for the possibility of donations from legal entities for electoral campaigns. The change was introduced by the Electoral Reform (Law No. 13.165/2015), which ratified the decision of the Federal Supreme Court, in Direct Action of Unconstitutionality (ADI) 4.650, which declared the legal provisions that authorized this type of contribution unconstitutional. The interpretation limited the possibility of donation to individuals only. Based on the Anti-Corruption Law (Law No. 12.846/2013), Santander adopted a series of policies that regulate the topic. https://www.santander.com.br/ri/relatorios	Page 30, 34, 119	
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<p>a. Total number of substantiated complaints regarding violations of client privacy, categorized by:</p> <p>i. complaints received from external parties and substantiated by the organization: 0</p> <p>ii. complaints from regulatory agencies: 0</p> <p>b. Total number of leaks, thefts or losses of client data identified: 6. For proven cases, disciplinary measures were duly applied.</p>	Page 48	

**Consumers & End Users**

GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 3: Material Topics 2021	3-3 Management of material topics	b. Similar to many other Brazilian banks, we are a party to lawsuits brought by unions, associations and individual employees generally seeking Remuneration for overtime and lost wages and retiree complaints about pension benefits and other employment rights. We believe that we have adequately paid or provisioned for all of these potential liabilities. The results of engagement surveys, as well as leadership conversations, support continuous improvement measures.	Page 9, 11, 21, 24, 81, 82, 83, 84	
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	a. Carrying out <i>Amigo de Valor</i> ("Dear friend"), <i>Parceiro do Idoso</i> ("Partner to the elderly"), Productive Inclusion and Financial Education programs. In <i>Amigo de Valor</i> and <i>Parceiro do Idoso</i> , 43 municipalities used resources for maintenance and continuity of existing projects/services; Over 4,000 job listings and 61 projects were created. Furthermore, 96% of participants say that the effects of project actions improve the environment. b. Our PRSAC establishes the principles and guidelines regarding social, environmental, and climate nature for our business practices and relationships with stakeholders. The Policy aims to prevent negative impacts and expand positive impacts arising from its financial operations and activities. The document is available at https://www.santander.com.br/ri/relatorios	Page 86, 88, 89, 90, 95	
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments and development programs		Page 67, 86, 88, 89, 90, 92, 120	



Own workforce

GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 3: Material Topics 2021	3-3 Gestão dos temas materiais	Similar to many other Brazilian banks, we are a party to lawsuits brought by unions, associations and individual employees generally seeking Remuneration for overtime or lost wages and retiree complaints about pension benefits and other employment rights. We believe that we have adequately paid or provisioned for all of these potential liabilities. See more information about negative impacts in Form 20-F https://www.santander.com.br/ri/relatorios . The results of engagement surveys, as well as leadership conversations, support continuous improvement measures.	Page 9, 11, 21, 24, 50, 51, 56, 97, 103, 105, 107, 109, 110, 113	
GRI 401: Employment 2016	401-1 New employee hires and employee turnover		Page 110, 111	a. b. Incomplete information. Data by region was unavailable, so it is not considered in this report. Under evaluation for reporting in the next reporting cycle.
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	b. The benefits presented apply to all employees, regardless of the unit in which they work, whether in administrative buildings or Bank branches across the country.	Page 105	
GRI 401: Employment 2016	401-3 Parental leave	a. Total number of employees entitled to take maternity/paternity leave, broken down by gender: Women: 30,830; Men: 25,619. Total: 56,449. The data considers employees and young apprentices. b. Total number of employees who took maternity/paternity leave, broken down by gender: Women: 1,161; Men: 607. Total: 1,768. c. Total number of employees who returned to work after the end of maternity/paternity leave, broken down by gender: Women: 974; Men: 532. Total: 1,506. d. Total number of employees who returned to work after the end of maternity/paternity leave and continued to be employed 12 months after returning to work, broken down by gender: Women: 747; Men: 526. Total: 1,273.	Pag 105, 106	



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	<p>a. The health and safety system was implemented in accordance with the regulatory standards of Brazil's Ministry of Labor, regulations, and legislation of regulatory entities in Brazil.</p> <p>b. The health and safety management system is made up of a multidisciplinary team that includes occupational physicians, safety engineers and technicians, nurses, nursing assistants, psychologists, and social workers dedicated to managing and executing health prevention programs, campaigns, seasonal and fixed lectures, and chats, as well as ensuring compliance with regulatory requirements. All employees are included in this system.</p>	Page 107	
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	<p>a. Regular medical consultations to map employees' health profile, lifestyle habits, and health risks, and thus define individualized care offers. They are carried out in exclusive SÍRIO Libanês units, with primary care services and a multi-professional team located in three Administrative Centers, or Occupational Units with trained occupational physicians, in 14 locations under our management. By offering medical assistance, we provide employees and their dependents with health care, offering a vast accredited network, associated with health and employee awareness programs to mitigate health risks. Due to our geographic size, we have 3 healthcare providers, offering the best in the accredited network in each region. In addition to accredited networks, employees and their dependents have access to medical care and other specialties through telemedicine. We also have exclusive medical care and check-ups for executives with the best specialists and at the best hospitals in Brazil.</p> <p>b. Santander has the Be Healthy program, our way of promoting a culture of self-care globally, through incentives for health and well-being. The program has four pillars:</p> <ol style="list-style-type: none"> 1. Balance Your Mind (Have positive attitudes and make choices that help balance your mind). We have Specialized Psychological Support Program (PAPE) which is our support channel for our employees and their families, with specialized multidisciplinary care: psychology, social services, nutrition, legal / legislation, pet consulting, etc. During monthly chats, our employees exchange views on various topics with mental health experts, such as: impostor syndrome, guilt-free motherhood, non-violent communication, and the importance of life purpose. With a close eye on mental health, we bring exclusive content on health and wellbeing, self-care, and happiness to the departments. Balance Your Mind Trail is available at Santander Open Academy, our virtual education environment, to enhance our employees' self-knowledge. In 2023, we also started new awareness raising and training for leaders, regarding the importance of psychological safety and how this connects as part of Santander's culture. 2. Keep moving (Leave a sedentary lifestyle behind and move to achieve a better quality of life). BioRitmo in-company gyms are available in three administrative units, exclusively for employees. Through GymPass and Total Pass, 24,000 gyms and studios are available throughout Brazil, with more than 800 different modalities, for employees and their families, in addition to online classes and more than 30 health apps. Santander Track&Field Run Series is a national circuit of street races sponsored by the Bank with a discount for Santander clients. Employees who register receive between 45% to 100% off the registration fee, to encourage regular physical activity. In 2023, 192,000 employees and their families took part. 	Page 107, 108	



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health (cont.)	<p>3. Eat Well (Make smart choices for a healthier diet). In our administrative buildings, healthy options are available on our menus. Healthy products are indicated in vending machines, and honest markets spread throughout our buildings. Through PAPE, our employees and their families can seek nutritional coaching for general guidance on nutrition, in addition to consultations with nutritionists in our medical centers.</p> <p>4. Know Your Indexes (Follow your personal health indicators and define your improvement challenges, minimizing risks to your health). Preventive Exams: Regular medical consultations to map employees' health profile, lifestyle habits and health risks, and thus define individualized care offers. They are carried out in exclusive Sirio Libanês units, with primary care services and a multi-professional team located in three administrative centers, or occupational units with trained occupational physicians, in 14 locations under our management. In total, 51,600 consultations were performed in 2023.</p> <p>Other programs and campaigns:</p> <p>Birth Program: as part of our support for Santander families, we have Birth Program, which monitors health during pregnancy and postpartum as well as supports and provides legal guidance in adoption processes. To encourage adequate medical monitoring during pregnancy and the baby's first year of life, we exempt the cost of co-participation for participants' consultations. As an incentive for breastfeeding, we provide 3 lactation rooms in the administrative buildings and provide individual kits for extracting and transporting milk. All program participants are presented with a personalized book upon the birth or arrival of the child. In 2023, more than 1,900 pregnant women participated in the program.</p> <p>Return Well: Work adaptations and multi-professional support for employees returning from long periods of medical leave from the National Social Security System (INSS). Since its creation in 2014, nearly 6,000 employees have gone through the program. Their work environments were readapted upon their return and their managers were trained for a progressive return. The program was awarded in 2016 as the Best Rehabilitation Program in Brazil and, in 2019, it was presented at the International Work Disability Prevention and Integration Congress in Odense- Denmark. In 2023 we had 892 nominees for the program.</p> <p>Your Way: Program created at the end of 2023 with the aim of monitoring the health of people with any type of disability or special needs.</p> <p>Vaccination Campaign: Annual vaccination campaign against Influenza. We offer onsite vaccine application, including in our network of branches and administrative buildings throughout the national territory. We administered more than 30,000 doses in 2023.</p> <p>Every year we hold Be Healthy week for employees, a global week of health and well-being with various actions. In 2023, we invited our employees and their families to enjoy Be Healthy Family Day for the first time. The day was dedicated to actions such as: flu vaccination with the possibility of vaccinating family members, gymnastic classes, health advice, and activities for children, as we understand that having a social support network is an important part in the decision to have a healthier life. Be Healthy Family Day was held simultaneously in 13 cities across Brazil.</p> <p>Remarks: All information respects the General Data Protection Law, where especially data related to health are confidential, maintaining medical confidentiality.</p>		



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	<p>a. i. and ii. In 2023, we recorded no deaths resulting from work accidents, which corresponds to a rate of 0%. Additionally, no workplace accidents involving employees caused serious consequences in the period.</p> <p>a. iv. CATs issued in 2023 reported primary mechanism of injury related to accidents not directly related to working conditions or directly linked to their activity, such as falls from the same level, falls from a difference in level and commuting accidents.</p> <p>a. v. Number of hours worked in 2023: 58,551,028 hours.</p> <p>d. All accidents are analyzed and discussed at monthly CIPA meetings. We communicate to employees about accident prevention, based on our indicators of the types of accidents that occur with the highest frequency. In addition, we have a week focused on accident prevention, SIPAT, which despite a regulatory week for places that, as required by Regulatory Norm 5 of the Ministry of Labor, have CIPA, we extend the week's communications and actions to all employees in Brazil.</p> <p>e. The indices were calculated based on 1,000,000 hours worked.</p> <p>f. Workers were not excluded from this content.</p> <p>g. Regarding the management of work-related accidents, it is observed that the number of accidents in 2023 decreased compared to 2022, as noted in the previous report. This is due to the positive impact of Occupational Health and Safety actions.</p> <p>Adopted premises:</p> <ol style="list-style-type: none"> The following are considered work accidents: typical accidents and commuting, provided for in Social Security Law 8913/91. The frequency rate counts the number of occupational accidents and illnesses (exclusively recognized by the employer through internal investigation), multiplied by 1,000,000 and divided by the total hours worked. 	Page 107, 109	<p>b. Information not available. Data from third parties who work at Santander units are not included in the report, as they are the responsibility of the contracted companies.</p> <p>c. Information not available. Due to our sector of activity, our facilities are not subject to the hazardous workplace regulations set out in NR 16. Other assessments are carried out by the responsible department according to its management's specific demands.</p>



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	<p>a. i. ii. iii. In 2023, we recorded no deaths resulting from occupational diseases, which corresponds to a rate of 0%. Likewise, we recorded no cases of occupational diseases that must be reported.</p> <p>a.iv. There were no occupational illnesses in 2023. In any case, we have a rehabilitation program to implement work adaptations and multi-professional support for employees who return from long periods of medical leave.</p> <p>d. Workers were not excluded from this content.</p> <p>e. The link between causality and work is a prerogative of social security. It is up to the employer to contest any false claims and bears the burden of proof, although such administrative processes between INSS and the company generally encounter delays in analysis on the part of the social security agency.</p>	Page 107, 108, 109	<p>b. Information not available. Data on third parties who work at Santander units are not included in the report, as they are the responsibility of the contracted companies.</p> <p>c. Information not available. Due to our sector of activity, our facilities are not subject to the hazardous workplace regulations set out in NR 16. Other assessments are carried out by the responsible department according to its management's specific demands.</p>
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		Page 47, 60, 83, 103	
GRI 404: Training and Education 2016	404-2 Programs for upgrading employees skills and transition assistance programs		Page 103, 104	



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 405: Diversity and Equal Opportunities 2016	405-1 Diversity of governance bodies and employees	The process of nominating and selecting members for the Board takes only gender diversity into account. More information is covered in the Internal Regulations of the Board of Directors. Data on the members of the five advisory committees of the Board of Directors in December 2023: <ul style="list-style-type: none"> • 100% are white over the age of 50; • 50% are female; the other 50% are male. 	Page. 21, 98, 99, 100, 101	
GRI G4: Financial Services Sector Disclosures	G4 FS14 Initiatives to improve access to financial services for disadvantaged people		Page 85	

Management of socio-environmental and climate risks BR

GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 3: Material Topics 2021	3-3 Management of material topics	b. We emphasize that our main impact on emissions is indirect, through financing. Likewise, the activities we finance may present opportunities in creating a low-carbon economy, as described in the section on sustainable finance. Net Zero is the main program to mitigate the emissions impacts of our portfolio. Another way to reduce our environmental impact is through energy efficiency and consumption of renewable energy. The results of supporting our clients' transition to a low-carbon economy constitute the main strategy to effect real and practical positive impacts.	Page 9, 11, 21, 24, 40, 42, 43, 45, 46, 48	
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	a.i. Direct economic value generated: R\$ 33.3 billion (comprised of income from financial intermediation; from provision of services, and from bank fees); provision for expected losses associated with credit risk. Other income and expenses: expenses from financial intermediation; third-party inputs (material, energy and other; assessment of recoverable value; other); gross added value (retentions [depreciation and amortization]); and added value received in transfer of result of interests in affiliates and subsidiaries). ii. Distributed economic value: R\$ 30.4 billion (comprised of Net Value Added Produced). iii. Retained economic value: R\$ 2.9 billion (comprised of Reinvestment of Profits and Result of Minority Shareholders). BRGAAP 4Q23 Financial Statements are available here	Page 53	b. Information does not apply. Economic value earned and distributed separately by region or market is not considered relevant for disclosure.



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change		Page 9, 38, 63, 70, 71, 72	a. iii. Confidential data. v. Confidential data. We incurred costs with consultancy specialized in climate risk and increased costs of organizational structure by hiring specialists in the Environmental and Social Risks Department. This data is strategic.
GRI 207: Taxes 2019	207-1 Approach to tax		Page 24, 117	
GRI 304: Biodiversity 2016	304-2 Significant impacts of activities, products and services on biodiversity	<p>a. i. ii. iii. iv. v. As signatories of the Equator Principles, we evaluate financing for major projects, such as the construction of hydroelectric dams and highways. In these analyses, we take into account the studies that support environmental licensing and other documents that demonstrate socio-environmental practices and the quality of management in the implementation and operation of the project – impact mitigation programs, authorizations, licenses and more. Evaluation of projects that do not comply with Equator Principles follows the same guidelines.</p> <p>b.i. ii. iii .iv. Our taxonomy (SFCIS) allows for operations to be counted as sustainable if they invest in or finance projects or activities that act in favor of biodiversity, such as projects for the preservation or conservation of terrestrial, aquatic and marine biodiversity, activities to clean up polluted natural habitats and landscapes, reduce burned areas or prevent forest fires, projects to mitigate and/or reduce environmental impacts and adapt to climate change, projects or initiatives to restore degraded areas, native forests, and biodiversity.</p>	Page 44, 67	



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	<p>All new suppliers are selected based on environmental criteria. In 2023, 16% of the 1,891 active suppliers are new hires. All of them underwent evaluation of socio-environmental criteria. Environmental criteria are defined in the Supplier Code of Conduct (item: 3.3) (https://www.santander.com.br/institucional-santander/fornecedores/codigos-e-politicas). Only information relating to Banco Santander Brasil S.A. was considered in the report:</p> <ul style="list-style-type: none"> i. Strictly comply with parameters and requirements of environmental legislation; ii. Take preventive action related to the environmental impacts of the company's processes; iii. Adopt continuous improvement measures in processes by using environmentally efficient technologies; iv. Assess the risks and opportunities of climate change, adopting concrete measures; v. Consider social and environmental issues in developing and adapting products and services; vi. Require compliance with legislation and encourage good social, environmental, and ethical practices among employees, clients, and suppliers; vii. Stimulate socio-environmental responsibility through target audience engagement and private social investment; viii. Promote a local/national development agenda in compliance with the goals of Paris Agreement, the principles of the Global Compact, or other accords; ix. Seek out environmental certifications issued by an accredited certification body (OCA) or a related entity, according to the need and nature of its activities. 		Data unavailable. Under evaluation for publication in the next report.
GRI 308: Supplier Environmental Assessment 2016	308-2 Negative environmental impacts in the supply chain and actions taken	<p>a. b. c. Only information relating to Banco Santander Brasil S.A. was considered in the report. In 2023, of the 1,891 active suppliers, four were flagged as possibly having caused negative environmental impacts, either potential or real. However, none was confirmed.</p> <p>d. e. As there was no confirmation, the percentage of suppliers identified is zero.</p>		



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	<p>Only information relating to Banco Santander Brasil S.A. is included in the report. All new suppliers are selected based on social criteria. In 2023, 16% of the 1,891 active suppliers are new hires. All underwent evaluation of socio-environmental criteria. The social criteria are defined in the Suppliers Code of Conduct (item: 3.3) (https://www.santander.com.br/institucional-santander/fornecedores/codigos-e-politicas).</p> <p>Human Rights Principle:</p> <ol style="list-style-type: none"> i. Promote and respect the protection of internationally recognized fundamental human rights, within the relevant scope of influence; ii. Avoid complicity in infringement of human rights and report any occurrence that comes to their attention. <p>Principles of workers' rights:</p> <ol style="list-style-type: none"> i. Strictly comply with the parameters and requirements demanded by labor legislation; ii. Respect the working day and pay employees according to established legislation and/or contracts negotiated collectively with worker's unions; iii. Respect the freedom of union association and recognize the right to collective bargaining; iv. Eliminate all forms of slave or slave-like labor; v. Eradicate child labor, comply with legislation regarding hiring adolescent apprentices, and combat the sexual exploitation of children and adolescents; vi. Provide a safe, healthy, inclusive, and diverse work environment; vii. Eliminate verbal and sexual harassment; viii. Promote equity, respect and value diversity, and eliminate any form of discrimination based on color, origin, social class, gender, religion, sexual orientation, age, or physical appearance, or against people with special needs in the workplace; ix. Value, train, and promote the hiring of people with disabilities. <p>a. Percentage of new suppliers selected based on social criteria.</p> <p>Remarks: There are three types of approval (simple, complete, and nonnormative) depending on the nature of the service risk. In all types of approval, issues regarding the environment are evaluated, as follows:</p> <ul style="list-style-type: none"> • Full approval: a questionnaire with specific questions on social issues answered by suppliers, and analysis of any possible negative media related to social issues, transparency portal, and slave labor list; • Simple and nonnormative approval: consultation and analysis of negative media related to social issues, transparency portal, and slave labor list. <p>All suppliers must accept, at the beginning of the process, a supplier code of conduct that covers various topics, including environmental issues. Furthermore, when formalizing the provision of the service, the contract includes a social and environmental clause.</p>		Data unavailable. Under evaluation for publication in the next report.



GRI Standard	Content	Details	Where to find the indicator	Reasons for omission
GRI 414: Supplier Social Assessment 2016	414-2 Negative social impacts in the supply chain and actions taken	a. b. c. Only information relating to Banco Santander Brasil S.A. is included in the report. In 2023, out of all 1,891 active suppliers, two were flagged as possibly having caused negative social impacts, either actual or potential. However, none of them was confirmed. d. e. Since none was confirmed, the percentage of suppliers identified is zero.	Page 34	



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