

ANNUAL SUSTAINABILITY REPORT





CONTENTS

Spain

- 4 Message from the executive chairman
- 6 Santander in 2015
- 8 Business model
- 12 Aim and value creation
- 14 Sustainability governance
- 16 Corporate governance
- 17 Risk management
- 18 Dialogue and value creation for stakeholders

Mexico

- 22 We are interested in Mexico's progress
- 22 Message from the Executive Chairman and Chief Executive Officer of Grupo Financiero Santander México, Héctor Grisi Checa
- 25 We want to help people and businesses prosper: achievements in 2015
- 27 Sustainability Model and Management in Mexico
- 33 Corporate Governance and Business Ethics
 - 34 I. Corporate Governance
 - 45 II. Business Ethics
- 51 Investment in Higher Education
 - 52 I. Santander Universities
 - 54 II. Universia
- 55 Community and the Environment
 - I. Community
 - 59 II. Environment
- 62 Long-Term Commitment to our Stakeholders
 - I. Customers
 - 69 II. Employees
 - 76 III. Stockholders and Investors
 - 77 IV. Competitors
 - 78 V. Suppliers
 - 80 VI. Authorities
- 80 Prizes and Awards
- 81 Record Preparation Process
 - 82 I. Materiality Study
 - 83 II. GRI Content Index [G4](#)

Message from the executive chairman



My view of the role businesses should play in society is very simple: **every business must have a social purpose as well as a commercial one.**

Banco Santander's social purpose is to help people and businesses prosper.

When we create a mortgage, we create a home. When we lend to a small business, we support the creation of a job. These are profound responsibilities.

Today, technology is enabling us to fulfill our purpose at ever greater scale. The adoption of smartphones and digital technology is driving changes in consumer preferences. Every day, we are discovering new ways to engage with each other and with businesses.

This revolution is opening up tremendous opportunities for society and for companies. We can communicate more easily, learn more rapidly, and deliver better products and services to more people than ever before.

There are now many, brilliant entrepreneurial minds, and many brilliant startups focused on improving financial technology.

But technological revolution does not happen when a technology is invented or taken up by a few early adopters. It happens when great technology is adopted and distributed at scale. As a bank with 121 million customers in Europe and Latin America

and more than 190,000 employees we can adopt and distribute at scale.

These are exciting times for a company with the purpose and potential of Santander. Technology is expanding our reach. We

can lend more to families and businesses and help societies to grow. We are already playing a major part in this revolution and want to do even more.

But even in the midst of so much change, certain things remain the same.

Our success is still based on a virtuous cycle of loyalty.

It begins with our team. A **team** that is motivated and engaged will do everything in its power to help customers.

When we help our **customers** by lending to them and protecting their savings, by providing excellent service, they reward us with their loyalty and their business.

This drives up our profits and boosts the confidence of our **shareholders**.

And when our business is strong, we can invest even more in the **communities** where we operate —increasing the sense of pride in belonging to our **team**—.

What makes us a responsible bank —and me a responsible leader— are the millions of choices that our team makes every day. My goal is to ensure this is a company where our team is proud and happy to work.

At Santander, we strive to be Simple, Personal and Fair in everything we do. That is the benchmark we set ourselves every day with our customers, shareholders and with each other.

That culture is our most important asset. It drives the millions of daily choices we make to act responsibly.

What also remains the same despite rapid technological change is my belief that responsible capitalism is not just about what you do with your profits. It is also about how you make them.

This takes us beyond the traditional notions of corporate social responsibility towards

a more expansive vision of what a socially responsible business can be.

I am especially proud of the work we do around the world with universities and

education. This is a powerful expression of our values.

We have collaboration agreements in place with more than 1,200 universities worldwide and in 2015 we granted more than 35,000 scholarships to students.

We believe education is the best way to raise aspirations and provide opportunity for everyone, whatever their background. It is essential for developing free, creative and fair societies. Our support for innovation, science and research contributes to the discovery of solutions for humanity's major problems.

In addition to our investment in higher education, Santander also contributes to a wide range of local initiatives in areas such as early childhood education, entrepreneurship, financial literacy, art and culture in the communities where we operate.

We also strive to expand access to financial tools and services. Santander's micro-credit programmes support some of the most underprivileged social groups by doing what banks do best: funding businesses, no matter how small they might be.

Our aim is to continue expanding our programmes and efforts. As we announced at our 2015 Investor Day, we have set an ambitious target for the 2016-2018 period, to help 4.5 million people through community programmes run by the Bank.

We are equally committed to protecting our environment. As I announced at the 2015 General Shareholders' Meeting, we have updated and enhanced our sustainability policies in sensitive sectors: defense, energy and soft commodities (products such as palm oil, soy and timber).

We have brought our policies up to meet higher standards of international business and to align them better with our own corporate

culture. We have consulted with many experts and taken into account the concerns of Non-Governmental Organisations.

Our policies are now more demanding. They are applied to more activities in each sector and to more customers, not just those seeking finance, but also to customers of our insurance and asset management businesses. They go beyond the Equator Principles (which cover project finance activities) and are now applied to all wholesale and commercial banking transactions and also to commercial banking in case of prohibitions.

As I said, every business must have a social purpose as well as a commercial one. We want to be profitable and sustainable. That way we can help more people and businesses prosper.

We will continue to work every day to make Santander the best retail and commercial bank for our people, customers, shareholders and communities.

Ana Botín
Group Executive Chairman

Santander in 2015



* Throughout this document, the number of people helped refers to people that Banco Santander, its employees and/or its customers help and benefit with its social and/or environmental programmes, services and products in the Group's core countries. It does not include beneficiaries of the Santander Universities programme classified as cultural.

Economic contribution to society

Employee remuneration

€11,107 million in staff costs



Banco Santander has 193,863 employees with an average age of 37.75 and average length of service of 9.89 years. Santander also encourages stable employment, with 97% of its contracts being permanent..

Loans granted (net)

€790,848 million in loans awarded at year-end



In 2015, loans, and particularly financing for families and companies, were up in nine of the ten main markets in which the Group operates. The Bank has also financed a total of 210,000 micro-businesses in Brazil and Chile. Santander is a market leader when it comes to financing renewable energy projects. In 2015 Santander financed projects with a total installed capacity of 7,362 MW.

Accionistas

€2,268 million in shareholder remuneration



New dividend policy and increased cash dividend by 79% per share, and 3% improvement in the net tangible book value per share (like-for-like).

Taxes withheld and paid

€16,122 million in taxes and other levies withheld and paid



Grupo Santander contribuye económica y socialmente a los países en los que desarrolla sus negocios a través del pago de los impuestos soportados directamente por el Grupo y de la recaudación de impuestos de terceros.

Inversión social en la comunidad

€207 million in social investment in the community



160 millones de euros destinados a universidades. 47 millones de euros en programas de apoyo a la comunidad. 1.2 millones de personas ayudadas a través de programas de apoyo a la comunidad.

Pago a proveedores

€7,666 million in payments to suppliers of services*



Santander operates with a total of 7,021 approved suppliers through its global procurement model, 95% of which are local.

* Other general administrative expenses, excluding taxes (further information on page 144 of the auditor's report and annual accounts).

Business model

Santander has a customer-centric business model enabling it to fulfil its purpose of helping people and businesses prosper.



Santander has a customer-centric business model, with a balanced geographical spread across mature and emerging markets, with significant presence in Argentina, Brazil, Chile, Spain, the US, Mexico, Portugal, Poland and the UK and in the European consumer finance business¹.

The Bank focuses on creating value and building long-lasting, trust-based personal relationships with customers (retail, SMEs and corporates). The model is designed to meet customer needs by offering simple and tailored solutions, fair and equal treatment, and excellent service via our branches and digital channels.

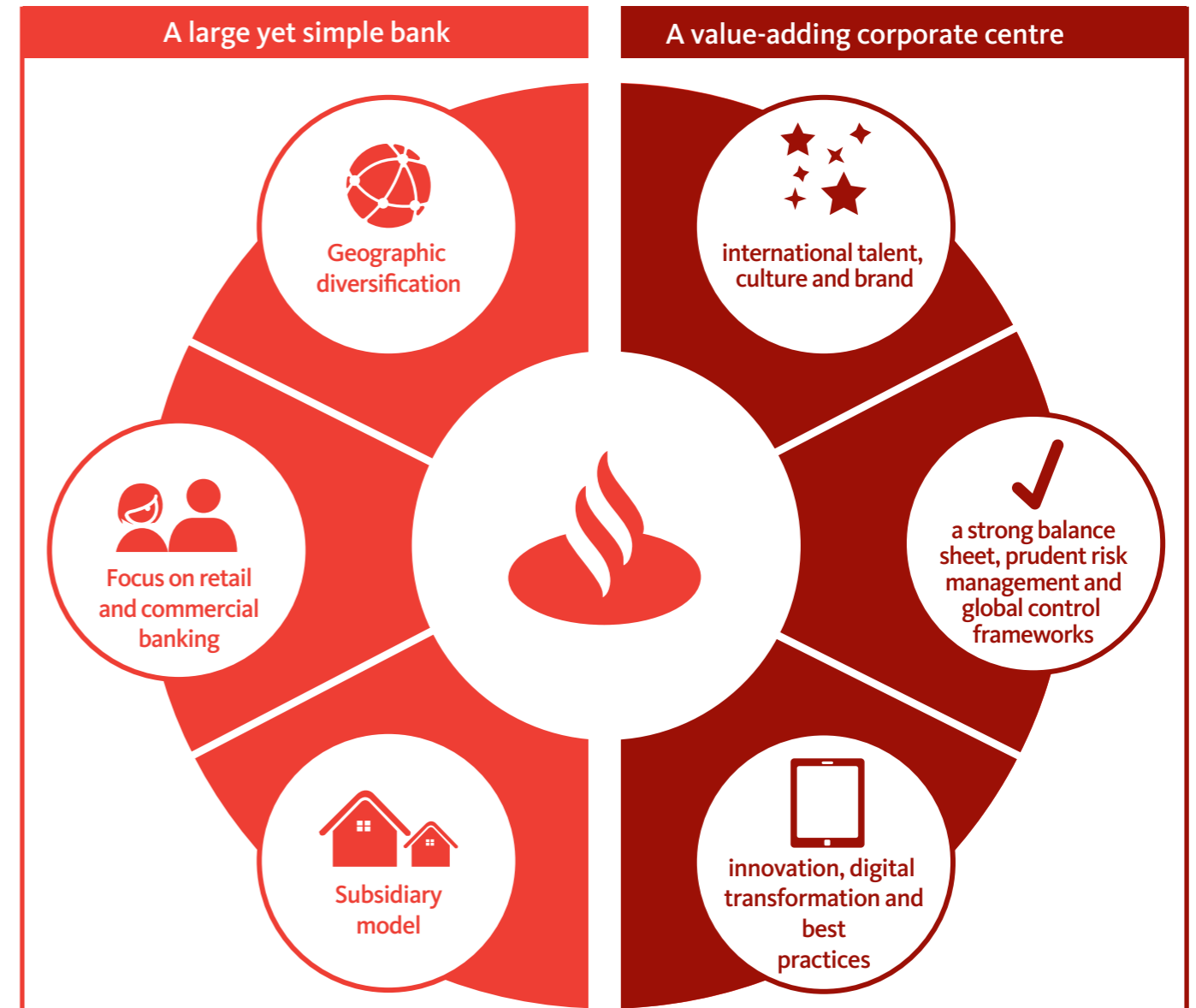
The Santander Group comprises several independent subsidiaries with their own capital and liquidity and subject to local regulations and supervision. They are managed according to local criteria and by local teams with extensive knowledge of their markets and customers. This structure is complemented by a Corporate Centre with overarching control and support units, strengthening governance of the Group through global corporate frameworks and strategic decision making. The Group's units are made more efficient by exchanging best practices regarding cost management, benefiting from economies of scale and using a single brand.

Santander's business model is built on attracting and retaining the best talent in the world, a strong corporate culture and a global brand. All Santander employees share the same corporate culture that focuses on fulfilling the Group's mission and realising its vision. The Santander brand embodies the Group's identity, with a single corporate culture and position across the globe which is consistent with Simple, Personal and Fair banking.

Santander has a low-medium risk profile, high quality assets and a risk culture that is constantly evolving and improving. It has ample capital that is appropriate for its business model, balance sheet structure, risk profile and regulatory obligations.

Innovation is one of the defining features of the Santander Group's identity; it offers products and services that have revolutionised the financial sector on numerous occasions. Santander is immersed in an intense process of digitalisation of the services it provides customers and of its in-house and outsourced services.

¹ Santander Consumer Finance operates mainly in Germany, Spain, France, Italy, Scandinavia, Poland and other central and eastern European countries.



Responsible with our stakeholders



- We attract, retain and engage the best talent.
- We forge long-term relationships with our customers built on trust.
- We offer a dividend with an attractive and sustainable return.
- We maintain stable relations with our suppliers.

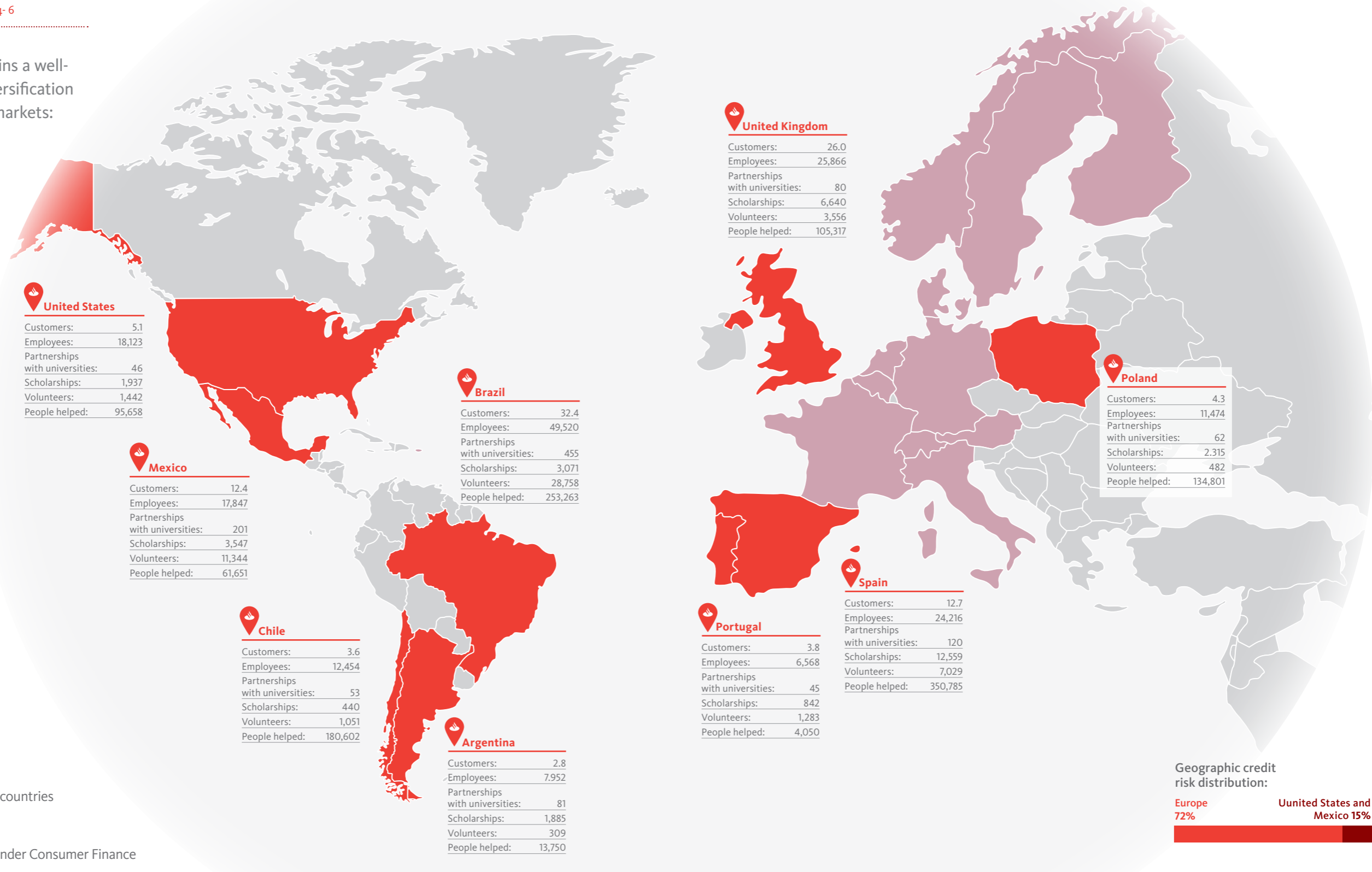
Committed to social and economic progress



We remain strongly committed to higher education as the main focus of our investment in society. We also contribute towards the progress of our local communities through initiatives to support childhood education, entrepreneurship and job creation, financial education and art and culture.

Geographic diversification G4-6

Santander Group maintains a well-balanced geographic diversification throughout its ten core markets:



United States

Customers:	5.1
Employees:	18,123
Partnerships with universities:	46
Scholarships:	1,937
Volunteers:	1,442
People helped:	95,658

Mexico

Customers:	12.4
Employees:	17,847
Partnerships with universities:	201
Scholarships:	3,547
Volunteers:	11,344
People helped:	61,651

Chile

Customers:	3.6
Employees:	12,454
Partnerships with universities:	53
Scholarships:	440
Volunteers:	1,051
People helped:	180,602

Argentina

Customers:	2.8
Employees:	7,952
Partnerships with universities:	81
Scholarships:	1,885
Volunteers:	309
People helped:	13,750

Brazil

Customers:	32.4
Employees:	49,520
Partnerships with universities:	455
Scholarships:	3,071
Volunteers:	28,758
People helped:	253,263

United Kingdom

Customers:	26.0
Employees:	25,866
Partnerships with universities:	80
Scholarships:	6,640
Volunteers:	3,556
People helped:	105,317

Portugal

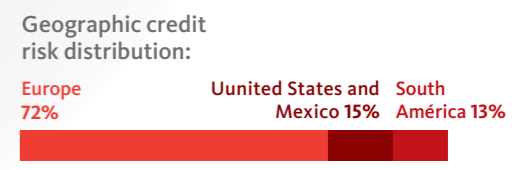
Customers:	3.8
Employees:	6,568
Partnerships with universities:	45
Scholarships:	842
Volunteers:	1,283
People helped:	4,050

Spain

Customers:	12.7
Employees:	24,216
Partnerships with universities:	120
Scholarships:	12,559
Volunteers:	7,029
People helped:	350,785

Poland

Customers:	4.3
Employees:	11,474
Partnerships with universities:	62
Scholarships:	2,315
Volunteers:	482
People helped:	134,801



Customer data is expressed in millions. Figure for total customers; i.e. holders of any product and service with a valid contract.

The employee data presented is broken down according to management criteria, and is therefore not comparable to that found on page 25, which is presented by legal entity.

Volunteering data estimated on the basis of the total number of participants involved in each initiative.

Aim and value creation

Our aim is to be the best retail and commercial bank that earns the lasting loyalty of our people, customers, shareholders and communities.

We support our strategic goals through sustainability initiatives

Strategic priorities	Area of action regarding sustainability	Achievements in 2015
 <ul style="list-style-type: none"> ▶ Be the best bank to work for and with a strong internal culture 	<ul style="list-style-type: none"> ▶ Employment and diversity ▶ Developing talent ▶ Engagement ▶ Active listening ▶ Volunteering 	<ul style="list-style-type: none"> ▶ 97% of employees have a permanent contract of employment. 55% are women ▶ 7.6 million hours of training ▶ 82% employees are proud to work at Banco Santander ▶ Roll-out of Flexiworking, a responsible flexibility model ▶ 55,254 individuals involved in volunteering initiatives
 <ul style="list-style-type: none"> ▶ Earn the lasting loyalty of our individual and corporate customers: improve our franchise ▶ Operational excellence and digital transformation 	<ul style="list-style-type: none"> ▶ Quality service and customer satisfaction ▶ Resolution of claims and incidents ▶ Multichannel strategy ▶ Products and services with a social and/or environmental focus 	<ul style="list-style-type: none"> ▶ 86.6% of active retail customers satisfied ▶ 13.8 million loyal customers (+10%) ▶ 16.6 million digital customers ▶ 17% increase in digital customers (internet and mobile banking) vs 2014 ▶ Leaders in financing and promoting renewable energies (7,362 MW financed)
 <ul style="list-style-type: none"> ▶ Capital strength and risk management ▶ Improve profitability 	<ul style="list-style-type: none"> ▶ Shareholder remuneration ▶ Ranking on main sustainability indexes 	<ul style="list-style-type: none"> ▶ Increase in cash pay-out of 79% per share ▶ Ranking on different sustainability indices (DJSI, FTSE4Good, etc.)
 <ul style="list-style-type: none"> ▶ Santander Universities ▶ Support for people in the local communities in which the Bank operates 	<ul style="list-style-type: none"> ▶ Education, focusing on higher education ▶ Entrepreneurship and job creation ▶ Welfare 	<ul style="list-style-type: none"> ▶ €207 million invested in the community ▶ 1,229 agreements with universities and academic institutions, 35,349 scholarships and 3,900 projects in collaboration with universities ▶ 1 million jobs brokered through the Universia-Trabajando* employment community ▶ 7,125 collaborations with NGOs and other social entities ▶ 1.2 million people helped
Other sustainability priority		
 <ul style="list-style-type: none"> ▶ Ensure our business helps protect the environment 	<ul style="list-style-type: none"> ▶ Contribute to curbing climate change ▶ Reducing our environmental footprint 	<ul style="list-style-type: none"> ▶ 3,7% reduction in CO2 emissions per employee versus 2014 ▶ 40% of electricity consumed generated from renewable sources
 <ul style="list-style-type: none"> ▶ Ethics, transparency and quality of service 	<ul style="list-style-type: none"> ▶ Manage the Bank's procurement processes rigorously and responsibly 	<ul style="list-style-type: none"> ▶ 7,021 approved suppliers ▶ Evaluation of compliance with the UN Global Compact for employees

Simple | Personal | Fair

... adopting a Simple, personal and Fair approach.

Simple | Personal | Fair

Simple, Personal and Fair is the essence of the Bank's corporate culture. It embodies how all Santander's professionals think and operate, and represents what our customers expect of us as a bank. It defines how we go about our business and take decisions, and the way we interact with customers, shareholders and the community.

Simple

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

Personal

We treat our customers in an individualised and personalised way, offering them the alternatives that best suit their needs. We want each and everyone of our employees and customers to feel unique and valued.

Fair

We treat our employees and customers fairly and equally, are transparent and keep our promises. We establish relations in such a way that the Bank as well as its employees, customers and shareholders obtain benefits. Because we understand that what is good for them is also good for the Bank.

* Estimated at 40% of total vacancies published in 2015.

Sustainability governance

▲ Governance

Banco Santander has updated the governance structure of its sustainability function to include the international best practices on corporate social responsibility and the good governance recommendations set by the CNMV in Spain.

The Rules and Regulations of the board of directors stipulate in relation to sustainability that:

- The board of directors, the Group's senior decision making body on all matters except those reserved for the annual general meeting, is the only body authorised to approve general policies and strategies, especially those relating to sustainability.
- The Risk Supervision, Regulation and Compliance Committee oversees the corporate social responsibility policy, ensuring its compliance within the Group and its aim to create value for the Bank.

Additionally, in early 2016, the board of directors decided that the executive committee should be regularly briefed about progress made on the Bank's main sustainability initiatives.

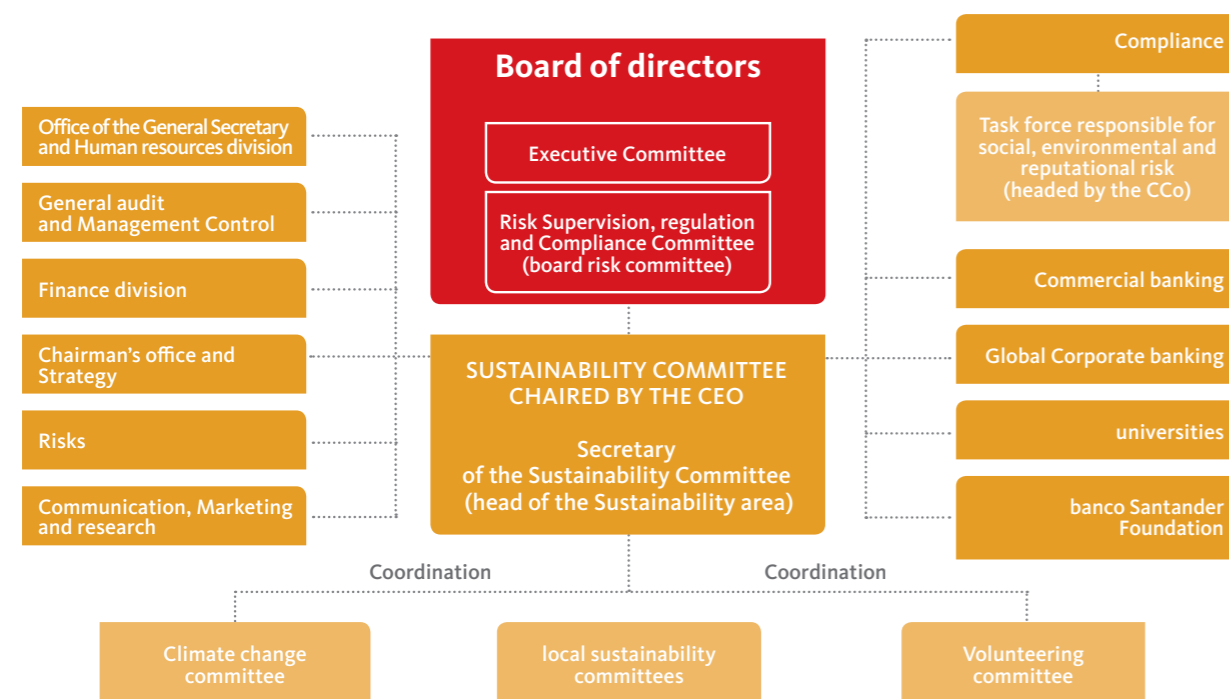
Banco Santander has a Sustainability Committee chaired by the CEO and comprising the general

managers and/or heads of the different divisions and corporate areas of the Bank concerned with sustainability. This committee meets at least once a year and proposes, coordinates and promotes the Bank's sustainability initiatives. The committee's secretary is head of the corporate Sustainability area, belonging to the Communication, Corporate Marketing and Research division.

The majority of local units have their own local sustainability committee chaired by their country head. Each local unit runs sustainability initiatives tailored to local requirements, in line with the Group's overarching strategy and compliant with prevailing corporate sustainability policies.

Santander also has a task force to assess the reputational risk stemming from any financial transactions with a social or environmental impact, which issues non-binding recommendations to the relevant decision-making body. This task force is chaired by the Group Chief Compliance Officer and is comprised of members of Compliance, Risks, Sustainability, Legal Advisory, Communications and the business areas.

As a third line of defence, internal audit performs regular evaluations of the sustainability function.



▲ Policies

Banco Santander ensures ethical, social and environmental criteria are properly followed when conducting business.

It therefore avails of several policies, codes and internal rules inspired by the best practices, international conventions and protocols, codes of conduct and guides that are applicable in every area.

Corporate sustainability policies applicable across the Group were exhaustively reviewed and extensively overhauled in 2015. This process was completed when the policies were signed off by the board of directors at its meeting on 22 December.

A team comprising members from functions across the Bank (headed by Compliance with the participation of Risks, Sustainability, Business and Legal Affairs) analysed international best practices. In this review, the new Banco Santander corporate culture was also incorporated, particularly the purpose to help people and businesses prosper in a Simple, Personal and Fair way. The main factors that investors, analysts and NGOs focus on when evaluating an organisation's sensitivity to sustainability issues were also considered. The policies will be reviewed annually. In order to raise awareness of and disseminate the policies, employees from Risks, Compliance, Business and Communications along with the Group's Management Committee attended a session in December run by an external advisor.

General sustainability policy

This policy defines the Bank's general sustainability principles, and its voluntary commitments to its main stakeholders, through principles and commitments focused on the creation of lasting value. This policy includes the main recommendations from the CNMV's Good Governance Code in this regard.

The sustainability policy also refers to social and environmental risk management for the Bank's lending transactions involving sensitive sectors and business activities, which are described under the "sectoral policies".

Sectorial policies

These policies lay down the criteria governing the bank's financial activity with the defence, energy

and soft commodities (products such as palm oil, soy and timber) sectors.

They prohibit financing certain activities and establish restrictions for others (e.g., transactions needing special attention in light of their potential social and environmental impact, and subject to certain requirements being met in order to be approved).

The review took into account the best international banking practices, as well as the demands of, and issues of interest for, NGOs. The review resulted in a higher standard in policies:

- They are applied to more activities in each sector. In energy, for example, they cover unconventional gas extraction activities such as oil sands or deep-water extraction of fossil fuels, and take into account operations in sensitive areas, such as the Arctic and coral reefs. In soft commodities, for example, they include livestock.
- They are applied to more customers, including our insurance and asset management customers.
- They are applied to more operations, beyond the terms of the Equator Principles (project finance), including all wholesale and commercial banking in the case of activities whose funding is prohibited.

Throughout 2016, both corporate and local internal risk processes will be adapted to comply with current policies.

Human rights policy

This policy states Santander's stance on human rights protection for engaging in business with its stakeholders. It takes into account the United Nations' Guiding Principles on Business and Human Rights.

Climate change policy

It explains the Bank's commitment to, and action in, combating climate change.

Volunteering policy

This policy sets out the priority areas for the Group's volunteers, focusing mainly on education. It also encourages and facilitates the participation of Bank employees in volunteering programmes, thus bolstering the Group's commitment to society and increasing employees' pride in belonging, motivation and commitment to the Group.

International initiatives to which Banco Santander belongs

- ▶ United national Global Compact
- ▶ Banking Environment initiative (BEI)
- ▶ World Business Council for Sustainable Development (WBCSD)
- ▶ UNEP Finance initiative
- ▶ The Wolfsberg Group
- ▶ Equator principles
- ▶ Round table on responsible Soy
- ▶ Principles of responsible investment (pri)
- ▶ Working Group on Sustainable livestock
- ▶ Carbon Disclosure project

The policies were revised to make them more demanding and applicable to more activities, customers and operations



Qr code reader view section on policies.

Corporate governance

Santander strengthened its corporate governance, focusing, in particular, on the role and functioning of the board of directors and leadership in the Group's main policies and strategies, as well as the key role it plays in risk management, in accordance with the highest international standards.



Balanced and committed board

- Of the 15 directors, 11 are non-executive and 4 executive.
- A diverse board (33% of women) with international experience.



Equality of shareholders' rights

- The principle of one share, one vote, one dividend.
- The Bylaws do not contain anti take-over measures.
- Encouragement of informed participation at shareholders' meetings.



Maximum transparency, particularly in terms of remuneration

- New remuneration policy for executive directors and senior management, aligned with our Simple, personal and Fair culture



Listed on socially responsible investment indices

- Santander listed on the FtSE4Good and DJSi indices since 2003 and 2000, respectively.

Board of directors

The board of directors is the Group's highest decision-making body, except for matters reserved for the general shareholders' meeting. The board of directors has the final word on decisions concerning the Group's strategy, corporate culture, organisational structures, and the implementation of policies including the corporate social responsibility policy.

Its functioning is regulated by the principles of transparency, responsibility, fairness, efficiency and defence of shareholders' interests.

The directors' experience, knowledge and dedication are its main strength. The board's diverse composition is also a key feature. In 2015, the Appointments Committee resolved to increase the target percentage of women on the board to a minimum of 30% in accordance with good corporate governance recommendations. Currently, the percentage of women on Banco Santander's board (33%) exceeds the target set by the Appointments committee and is well above the average for large listed companies in Europe.

Remuneration policy

The remuneration policy for directors and the Bank's senior management takes the following principles into account:

1. Remuneration must be consistent with rigorous and prudent risk management, increasing long-term value creation.
2. Anticipating and adapting to regulatory changes in remuneration matters. The periods over which the variable remuneration of the Group's executive directors and other management classified as Code Staff can be deferred are those stipulated in CRD IV.
3. Involvement of the board, as, at the proposal of the Remuneration committee, it approves the annual report on director remuneration policy and submits it to the general shareholders' meeting on a consultative basis and as a separate item on the agenda.
4. Transparent information.

A series of changes to the policies on remunerating executive directors and senior management will be proposed at the 2016 general shareholders' meeting, pursuant to the Group's strategic objectives announced at the 2015 Investor Day. These include a new performance-based pay structure based on financial and non-financial variables, concerning the management of its strategy, based on relations with stakeholders (employees, customers, shareholders and communities). Further information is available on page 58 of the committees report.

The total cost of remuneration paid to the Group's senior management and executive directors dropped by 23% in 2015



For more information see the report on corporate governance

Risk management

Santander Group aims to build the future through forward-looking risk management, protecting the present via a robust control environment.

During its more than 150 years of activity, Santander has combined prudence in risk management with the use of advanced techniques that have proven to be decisive in generating recurring economic results.

Santander Group's risk policy is focused on maintaining a medium-low and predictable risk profile. Its risk management model is a key factor for achieving the Group's strategic objectives.

The risks that Santander faces as a result of its business activities are: credit, market, liquidity, structural and capital, operational, conduct, compliance and legal, model, reputational, and strategic risks (more information pages 54, 55 and 174-290 of the annual report).

The following play a particularly important role when it comes to sustainability:

- Regulatory compliance risk: understood as that due to failure to meet the legal framework, internal rules or the requirements of regulators and supervisors.
- Product and consumer protection risk: understood as that caused by inadequate practices in the dealings between the Bank and its customers, the treatment and products offered to them and whether they are sufficiently tailored to each particular customer.
- Reputational risk: understood as that derived from damage in the eyes of public opinion, customers, investors or any other stakeholder in the perception of the Bank.
- Operational risk: establishing mitigation measures to improve customer security in their everyday operations, preventing card fraud and putting programmes in place against cyber risk.

- Analysis of social and environmental risk (see page 43 of this Report).

Corporate anti-corruption programme

Santander has a corporate anti-corruption programme in place, with the following components, among others:

- A whistleblowing channel whereby Group employees can confidentially report any possible breaches of the corporate anti-corruption programme.
- Measures to ensure special care is taken when engaging the services of agents, intermediaries and consultants.
- Prohibition on facilitating payments (small gifts) to obtain a favour or preferential treatment.
- Rules of conduct that employees must follow on the subject of accepting gifts or invitations from third parties, including suppliers.

Anti-money laundering and counter-terrorist financing

Santander has a system to prevent money laundering and the financing of terrorism. The system is kept constantly in line with the latest international regulations and is able to adapt to new techniques used by criminal organisations.

It also has a corporate framework in place for this purpose, establishing the basic guiding principles and policies concerning this matter and the minimum standards that must be adhered to by local units responsible for managing and coordinating the systems and procedures for the prevention of money laundering and financing of terrorism, and investigating and dealing with any reports of suspicious activities and any requests for information from supervisors.

Main business indicators on the prevention of money laundering in 2015

Subsidiaries reviewers	109*
Investigations	84,748
Disclosures to authorities	21,485
Training course attendees	129,727

* The number of subsidiaries means the total number reviewed by the UCIF (Corporate Financial Intelligence Unit) and by the local Anti-Money Laundering Units.



Dialogue and value creation for stakeholders

Stakeholders are at the core of Banco Santander's purpose and aim. The purpose is to help people and businesses prosper and the aim is to become the best retail and commercial bank. This provides the foundations for the Bank's relationships with its employees, customers, shareholders and communities, and help Banco Santander to understand and meet their expectations.

The Bank's capacity to achieve these assumptions depends to a great extent on its ability to generate trust and value. This requires it to understand the expectations of all of its stakeholders, and to evaluate and consider these in all of its plans and actions.

Our relationship with stakeholders is integrated within all levels of management at the Bank:

- Banco Santander's sustainability policy, approved by the board of directors, sets out a series of principles and commitments designed to create long-term value for its main stakeholders. The policy defines and identifies key aspects of the Bank's relationships with its stakeholders, within the framework of a corporate culture that is Simple, Personal and Fair.

- The Rules and Regulations of the Board of Directors of Banco Santander assign responsibility to the Risk Supervision, Regulation and Compliance Committee for overseeing and assessing stakeholder relationship processes

- The general code of conduct and corporate behaviours define and establish the basis for all actions to be applied by Bank personnel in their day to day activities, including those related to the Bank's stakeholders.

The Bank will continue improving stakeholder dialogue processes in 2016. In addition to current activities, a dialogue process will be developed directly with stakeholders, focused mainly on socially responsible analysts and investors, think tanks and NGOs. This dialogue will focus on the key sustainability challenges for the Bank, with the aim of better understanding, evaluating and prioritising the most important issues for its main stakeholders. This work will also help it to improve dialogue channels and develop monitoring mechanisms and to focus its efforts on issues that are critical to achieving the Bank's purpose and aim.

Key dialogue channels for stakeholders

Stakeholders	Main dialogue channels	Performance figures
Employees	Employee engagement survey	84% participation. 75% of employees committed to the Bank
	Santander Ideas	More than 13,000 ideas presented since 2014
	Whistleblowing channel	621 complaints received
Clientes	Commercial channels	500 dialogue moments identified (business intelligence)
	Satisfaction surveys	86.6% satisfaction among active retail and commercial customers
	Claims and complaints	221,590 claims received in the main geographic areas
Shareholders	Annual General Meeting	2,624 shareholders in attendance
	Shareholder services	306,694 questions, e-mails and letters dealt with
	Investor day, roadshows and other meetings	450 events held
Communities	Collaborations with NGOs, universities and other institutions	1,229 agreements with universities and academic institutions 7,125 collaborators with NGOs and social institutions
	Social networks	208 profiles and 8.39 million followers

Banco Santander and its commitment to sustainable development



Relationships with stakeholders are managed in the context of the world's foremost sustainability challenges. The UN Sustainable Development Goals, adhered to by more than 190 countries, identify 17 key global issues. Banco Santander is committed to these goals and is helping to achieve them through its business activities and its community investment programmes.

Below we show some of the goals where Banco Santander's business activities and community investments have the most weight. Banco Santander:



Collaborates with many social institutions to improve the quality of life of people and meet their needs.



Promotes university education to help prosper the communities in which it is present to prosper.



Promotes an open attitude towards diversity, as a basic principle of its actions to ensure non-discrimination.



Endeavours to attract and retain the best talent, and wants its professionals to be motivated, committed and rewarded.



Promotes financial inclusion within communities and drives training, enterprise and job creation.



Helps people and businesses prosper in order to support the sustainable growth of communities.



Ensures ethical, social and environmental criteria are properly followed to develop responsible activities.



Analyses the social and environmental risks in its transactions and promotes financing for renewable energy projects to support the fight against climate change.

Identification of material concerns

Based on its stakeholder dialogues, Banco Santander regularly analyses the social, environmental and ethical behaviour issues relevant to its stakeholders.

This process is based on quantitative and qualitative analysis, helping to define the contents of its reports, and to identify and understand the issues to be considered on the sustainability agenda. This enables the Bank to build a matrix of relevant issues and to assess the importance of the aspects identified.

The quantitative analysis includes external and internal sources:

- Among other factors, the external quantitative analysis considers the issues assessed by socially responsible investors, the sustainability objectives set by companies in the sector, the United Nations' Sustainable Development Goals and topics dealt with in the media.

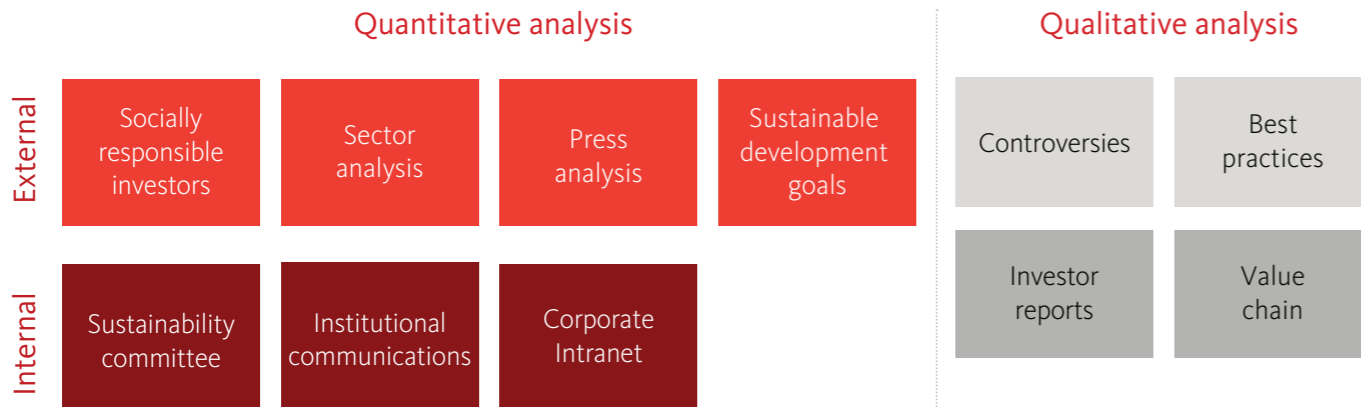
- The internal quantitative assessment considers and evaluates the issues dealt with by the Bank's sustainability committees over the previous five years and in institutional communications, and the issues of the most concern in its internal communication channels, and its corporate intranet and Santander News platform.

- Analysis is also carried out to identify the main stakeholders and relevant issues throughout the Bank's value chain.

The qualitative analysis, meanwhile, puts these issues in context and adds value to the conclusions drawn.

This systematic analysis process and its stakeholder dialogue processes are central to compliance with the GRI G4 reporting and the AA1000 standards.

■ Process structure



New variables were introduced in 2015 to enhance this analysis.



Main material concerns identified:

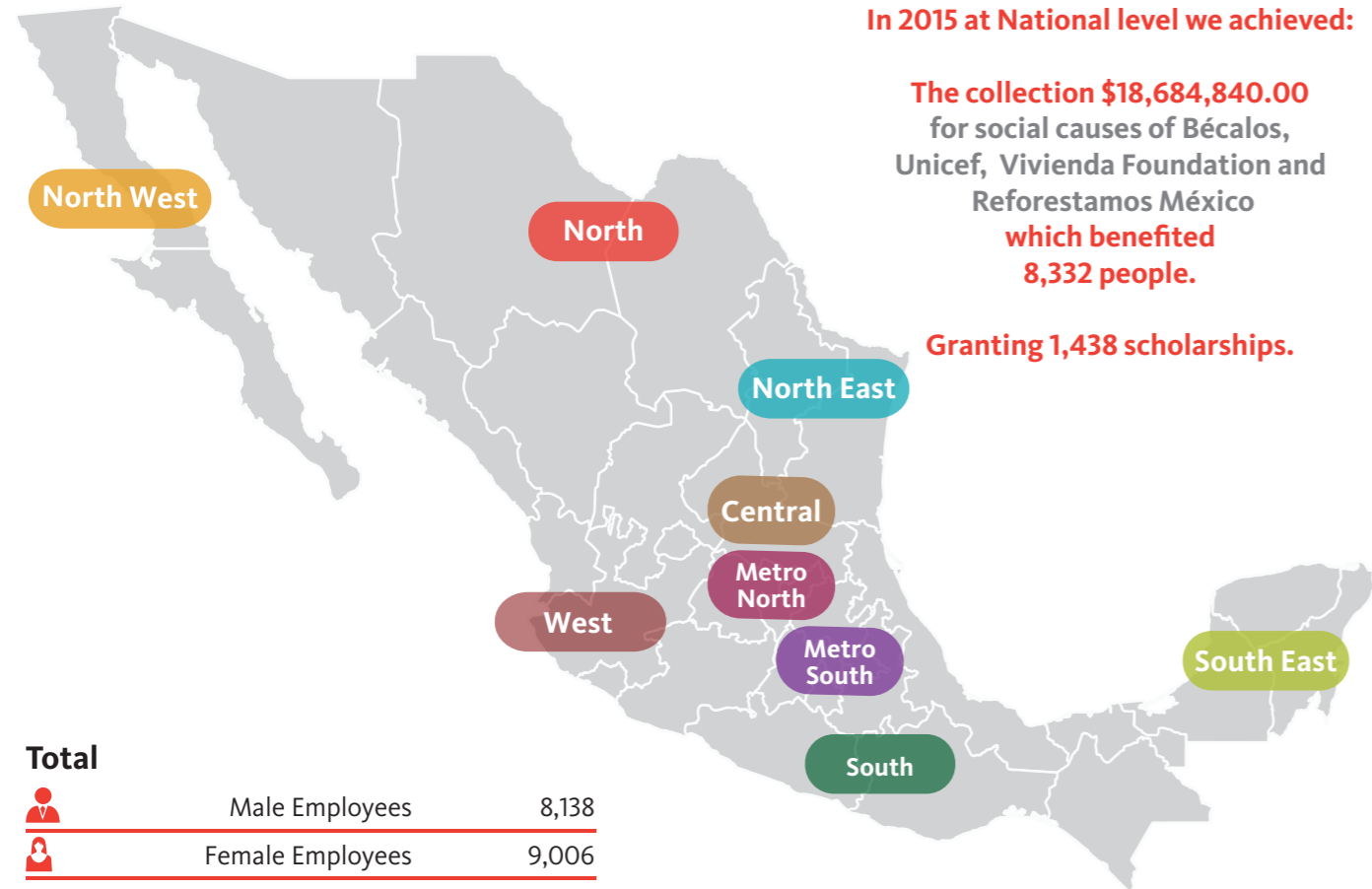


2. We are interested in Mexico's progress

Mexico's Progress

G4- 8, G4- 9, G4- 10

We are one of the leading Financial Groups in Mexico; therefore, we believe in and invest in the country's progress, its people and companies as a base of our sustainability. We have more than 12 million customers, 1,097 branches, 5,989 ATMs and 17,144 employees. Our shares are traded on the Mexican and New York Stock Exchanges and we are an affiliate of Banco Santander Spain.



Total		
	Male Employees	8,138
	Female Employees	9,006
	Total Employees	17,144
	Number of Branches	1,097
	Number of ATMs	5,989
	Amount granted by Trust	7,635,000**
	Trust Beneficiaries	43,467
	Organizations supported by the Trust	69

North West

	453		724
	1,177		569
	104		4,434
	80,000		
	6		

North

	424		499
	923		505
	88		2,861
	150,000		
	1		

North East

	702		766
	1,468		688
	136		2
	630,000		
	1		

West

	595		674
	1,269		502
	117		873
	630,000		
	6		

Central

	1,512		2,048
	3,560		623
	124		10,375
	910,000		
	9		

Metro North

	767		781
	1,548		741
	149		

Metropolitan*

	1,687		1,309
	2,996		17,402
	4,235,000		22,439
	38		

Metro South

	802		729
	1,548		628
	139		

South East

	752		862
	1,614		1,054
	139		1,060
	700,000		
	5		

South

	444		614
	1,058		679
	101		1,423
	300,000		
	3		

*The metropolitan region consists of employees in corporate offices. The branches and ATMs are distributed in the Metro North and Metro South regions.

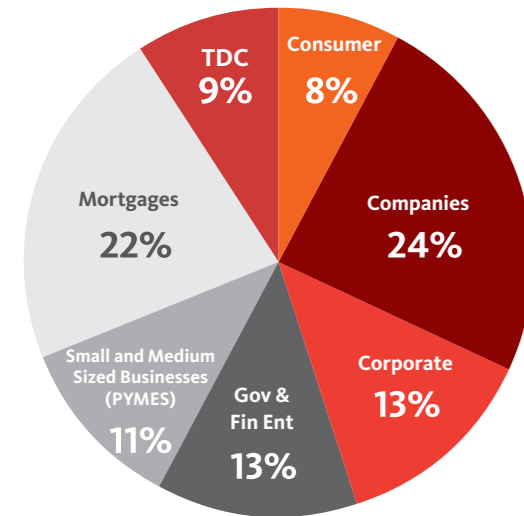
** The initial amount authorized decreased due to the cancellation of seven projects because they lost deductibility or encountered problems with the governance body. Of the total amount granted by the Trust, \$3,200,000 was from Bank contributions and the remainder from contributions from the Group's employees.

Through our network of branches and straight-forward, personal and fair service, we offer the market products and services that meet the needs of personal, corporate (companies) and government institutions in all the states of the Mexican Republic.

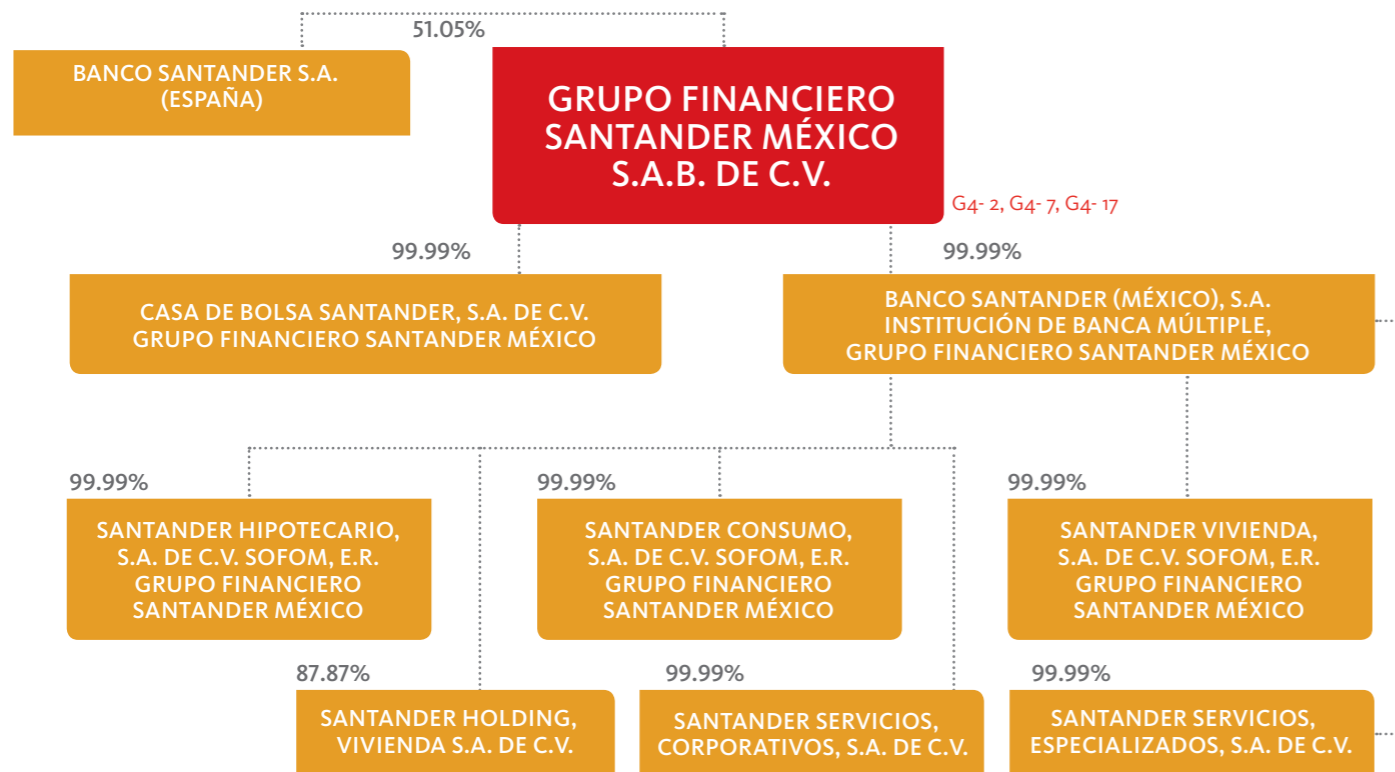
At year-end 2015, our portfolio, stockholdings and products and services were as follows:



Grupo Financiero Santander México G4- 3



Products	Services
Savings Accounts	Banking Services
Credit cards	Stock Market and Financial
Insurance	Insurance
Investments	Collections, Payments and Transfers
Loans	



3. Message from the Executive Chairman and Chief Executive Officer of Grupo Financiero Santander México, Héctor Grisi Checa G4- 1, G4- 2 and G4- 13

At Santander, we are committed to the progress of both people and companies in Mexico. On being one of the country's leading financial groups, we have the responsibility to create opportunities to generate value and growth for the benefit of Mexican society and all our different stakeholders.

As the new Executive Chairman and Chief Executive Officer of Grupo Financiero Santander México, I am very excited about the opportunities that are opening for the operational transformation of our company in the commercial banking business and in our corporate bank franchise. The challenges and possibilities for development we face today will enable us to achieve profitable and sustainable growth for our customers and shareholders in the short, medium and long terms.

Thanks to this important backing, we are fully prepared to continue performing our role as corporate citizens with responsibility and enthusiasm.

In 2015 Banco Santander México was named the "Most Socially Responsible Bank in Mexico" by the prestigious International Finance Magazine. This award recognizes Santander's long track record of social commitment: we are the banking institution in Mexico that have has given the greatest drive to higher education in the country.

The award highlights what we achieved in 2015 precisely for the benefit of higher education and the most vulnerable sectors of society, as well as protecting the environment and natural resources. It also reflects the actions taken with our sustainable partners in various education, health and nutrition projects, with forgetting our commitment to the personal development and life balance of our employees as an essential tool to guarantee the long-term sustainability of the business.

By attending to all these fronts, we will ensure the advance of the sustainable business eco-system, in which personal and company development co-exist organically under criteria of transparency ethics and social responsibility.

In 2015, for the twelfth consecutive year, the Group was awarded the Socially Responsible Company Distinction by the Mexican Philanthropy Center and the Corporate Social Responsibility Alliance (AliaRSE). This award underlines our commitment



"As Chief Executive Officer of Grupo Financiero Santander México, I would like to take this opportunity to thank all of you who daily make it possible for our company to harvest the fruits for the development of the country, for your work, willingness and commitment."

to ethical, social and environmental criteria that govern our business model.

At Santander, we continue to renew our commitment and alignment to the principles of the Global Compact and in this report, we present our progress in human rights protection, fair employment practices, environmental care and anti-corruption.

More than 12 million customers in Mexico have placed their trust in our Bank. We are certain that this trust finds a point of support to strengthen the economic, social and educational progress of people and companies in Mexico in the daily performance of our directors, staff and stakeholders.

Héctor Grisi

Executive Chairman and Chief Executive Officer of Grupo Financiero Santander México

4. We want to help people and businesses prosper: achievements in 2015

At Grupo Santander, we put all our efforts into contributing to the development of the country through the well-being and progress of the people and companies that form part of Mexican society.

Our efforts to strengthen the country's growth reflect the sustainability policy that governs our conduct in the economic, social and environmental spheres.

We want to consolidate the Group's sustainability for the benefit of the people and companies in the country. To achieve this, we are working with all our stakeholders so as the effort of the departments and segments involved will multiply the benefits and strengthen the progress of the communities in which we operate

Economic Sustainability

G4- EC1



Captions	2013	2014	2015	% Var.
Number of customers	10,728,823	11,043,353	12,503,177	13.2%
Assets (Billions)	821.8	937.4	1,184.9	26.4%
Taxes (Millions)	2,852	3,341	4,100	22.7%
Deposits (Millions)	404,668	459,624	516,432	12.4%
Financing (Millions) **	394,932	465,541*	547,745	17.7%
Direct economic value created (Millions)	72,226	75,417*	83,398	10.6%
Economic value distributed (Millions)	58,407	49,779*	55,366	11.2%
Economic value withheld (Millions)	13,819	25,638	28,032	9.3%
Number of cases processed by the Customers' Defender	1,793	1,932	2,188	11.3%
Number of cases processed by the Employees' Defender	186	212	237	11.2%

*There was a restatement of the interest income and expense data; therefore, they vary from the figures reported in 2014.

** This figure refers to net actual and deferred taxes on earnings.

Social Sustainability



	2013	2014	2015	% Var.
Santander Universities				
Number of Santander University scholarships	33,170	955	3,547	271.4%
Number of collaboration agreements	183	185	201	8.6%
Projects submitted for the Santander Enterprise Innovation Award	648	746	978	31.1%
University Smart Cards given (Registrations)	202,625	275,058	218,264	-20.6%
Universia				
Number of jobs brokered through the Work Exchange	35,949	35,118	39,651	12.9%
Children of Mexico (Niños de México) Trust				
Number of children who benefited from the Trust	17,856	27,662	43,467	57.1%
Number of organizations supported	74	76	69	-9.2%
Amount of support to projects approved (Mexican pesos)	7,895,050	8,200,000	7,635,000	-6.9%
Sustainable Partners				
Total amounts collected for social causes via ATMs (Mexican pesos)	20,686,654	18,182,591	18,684,840	2.8%

Environmental Sustainability

G4-EN1, G4-EN3, G4-EN8, G4-EN15, G4-EN16, G4-EN17, G4-EN23



Indicator	National 2014	National 2015	% Var.	Santa Fe Corporate Office 2014	Santa Fe Corporate Office 2015	% Var.
CONSUMPTION						
Fuel (l.) - Diesel	73,724	81,370	10%	5,953	5,000	-16%
Electricity (MWh)	133,410	150,545	13%	7,799	7,793	-0.1%
Water (m3)	448,918	450,332	0.3%	30,296	23,480	-22%
Paper (kilograms)	2,017,686	2,199,429	9%	191,738	209,009	9%
Electronic equipment (number)-Generation	3,430	4,058	18.3%	269	350	30%
Air travel (number of flights)	17,692	18,001	2%	NA	NA	NA
MANAGEMENT						
Paper and card (t)	423.67	245.63	-42%	20.33	18.95	-7%
Plastics (t)	99.92	59.47	-40%	5.11	4.45	-13%
Glass (t)	53.52	22.40	-58%	1.35	0.79	-42%
GENERATION						
*Total GEG emissions (t CO2 eq) Scope 1, 2 and 3	80,601.42	83,100.82	3%	NA	NA	NA
Total waste (t)	577.12	327.50	-43%	26.8	24.19	-10%

*DEFRA conversion factors have been used for the calculation of Scope 1 and 3 emissions, whereas the factor published by the Ministry of the Environment and Natural Resources (SEMARNAT) has been used for the calculation of Scope 2 emissions (0.454 tons of CO₂ / MWh)

5. Sustainability Model and Management in Mexico G4 - 25

For Santander, sustainability implies contributing to the economic and social progress of the communities in which we operate. To do so, to the extent possible, we mitigate the impact of our activities on the environment and we work to create stable and long-lasting relationships with all our stakeholders.

Our commitment to sustainability drives us to implement ethical, social and environmental criteria as part of our business strategy and model, as well as in the Group's internal processes and policies. In this manner, we assure a transversal impact on our economic, social and environmental performance.

The Group's sustainability is steered by three pillars that set the benchmark for all actions we take for the progress of people and companies: **Investment in Higher Education, actions for the benefit of the community and the environment and Long-Term Commitment to our Stakeholders**

The management directives of the Group's sustainability are set forth in the Sustainability Model and the Stakeholders' Engagement Matrix.

Through these mechanisms, Grupo Santander seeks to strengthen the environmental, social and economic progress of Mexico and create a long-term value for the country's people and companies.

We seek to foster on on-going dialog with our stakeholders in order to consolidate a vision of the Group and its corporate values.

As part of our sustainability targets for Mexico, in 2015 we launched a virtual financial education tool, as well as organizing talks on the subject, in which more than 400 university students participated.

5,520 employees took part in the social support initiatives led by the Group and we celebrated the launch of a new web site that provides information and documentation on sustainability issues: servicios.santander.com.mx/comprometidos/

We identified and classified all the beneficiaries of the Group's social investment in Mexico. The classification was made using a methodology aligned to our corporate parameters and was verified by an external third party.

In addition, due to corporate alignment, in Mexico we integrated the ethical, social and environmental criteria applied by Santander Spain by adopting international policies and initiatives. The most notable are:

POLICIES

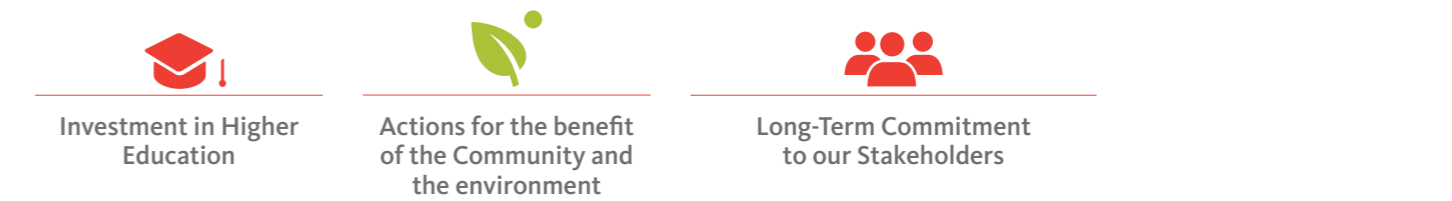
- Social and Environment Policy
- Sectorial Policies
- Human Rights Policy
- General Code of Conduct
- Securities Market Code of Conduct
- Climate Change Policy
- Corporate Volunteering Policy

INTERNATIONAL INITIATIVES

- The United Nations' Global Compact
- UNEP Finance Initiative
- Equator Principles
- Principles for Responsible Investment
- Carbon Disclosure Project
- Banking Environment Initiative (BEI)
- The Wolfsberg Group
- Round table on Responsible Soy

Vision	Values	Objectives
<ul style="list-style-type: none"> • Contribute to the prosperity and progress of people and businesses. 	<ul style="list-style-type: none"> • Dynamism. • Strength. • Leadership. • Innovation. • Service quality and customer satisfaction. • Professional ethics and sustainability. 	<ul style="list-style-type: none"> • Foster the development of social programs and initiatives that encourage the participation of our employees. • Promote financial education. • Develop new circulation channels for the Group's social initiatives. • Progress with the measurement of the impact of the Group's social initiatives.

Pilars





Lines of Action










Stakeholders



STAKEHOLDERS MATRIX G4- 24, G4-25, G4-26 and G4-27

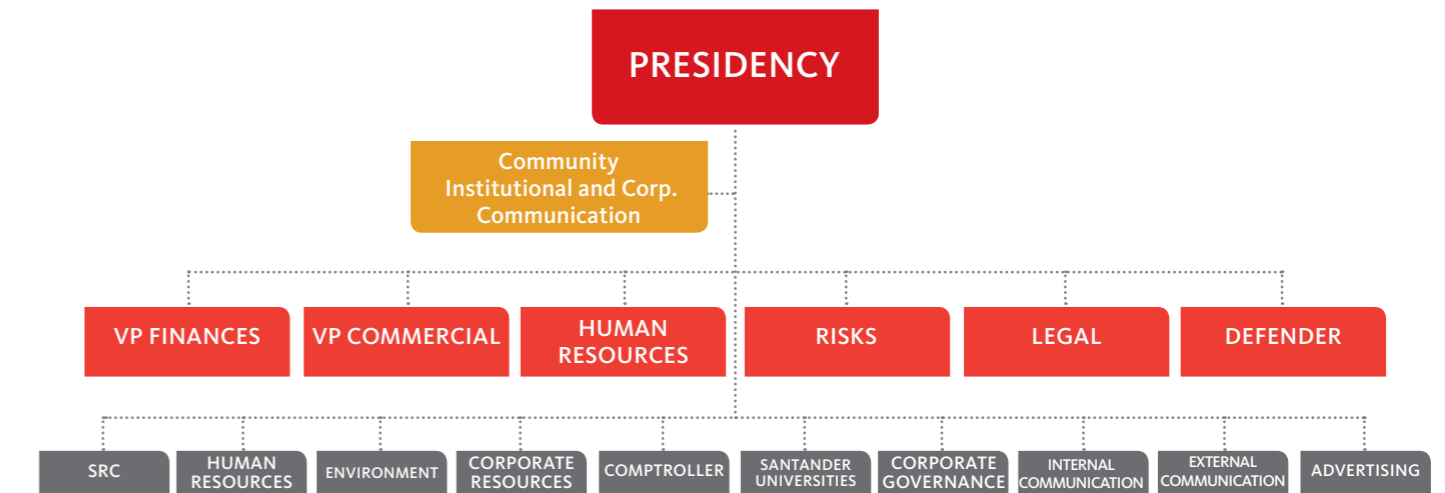
Stakeholders	Expectations	Response 2015	Communication Channels	Frequency of Contact
1  Society	Drive the country's social development and environmental care	Children of Mexico (Niños de México) Trust 7,6 million pesos donated by employees and the Bank	Children of Mexico (Niños de México) Trust Call	Annual
		Support to Sustainable Partners, 18.7 million pesos donated by customers in 2015	Collections at ATMs	Annual
		Environmental Management System (Santa Fe Head Office) and the Emissions Calculations reported by the Group's COA	Environmental policy, internal awareness and training campaigns	On-going
2  Academia	Support the education and development of universities in Mexico	Two sections developed in 2015	Universia's Board of Directors	Bi-annually
		3,547 scholarships granted 201 collaboration agreements 2,400 participants in the Santander Enterprise Innovation Award 218,264 Student Smart Cards (TUI in Spanish) issued (registrations)	Support plan to Santander University higher education	On-going
3  Civic Organizations	Institutional support to volunteer-led social causes, in-kind and financial donations	2.5 tons of food, 2,466 power snack bars and 1,520 cartons of milk for organizations and minors allied to the Trust. 69 organizations helped with donations and 91 trained with the support of the Trust in 2015	Meetings, visits and feedback to social organizations that participate in the Trust call	Half-yearly/ annually
4  Customers	Coverage, efficient service and competitive costs	New product and service development.	Means of communication in offices, digital communication and advertising	On-going
		1,097 branches and 5,989 ATMs throughout the country. 17,849 transaction points through Oxxo, Telecomm and 7-Eleven convenience stores	Service in offices, Contact Center and social networks	
		2,188 applications received by the Santander Customers' Defender	Santander Customers' Defender	
		Eight different means of communication are available to customers to tell us their complaints and suggestions. 55,843 customers satisfaction surveys completed	Complaints and Claims Center	

Stakeholders	Expectations	Response 2015	Communication Channels	Frequency of Contact
5  Employees and their Families	Maintain balance between domestic and working lives, as well as employment conditions apt for personal and professional development	124.5 million pesos invested in training.	Training and Development Intranet / Web page	On-going
		1,114,498 hours of training in the year		
		564 drills held and 4,950 people trained in civil protection in the whole country	Training/Emergency Personnel	
		237 applications received by the Santander Employees' Defender	Santander Employees' Defender	
		202 seniority awards in the We Are Santander Week	Domestic and working life balance agreement Employee Help Line	
6  Shareholders	Transparency in the management of the Company's resources and information	General Code of Conduct and Securities Market Code of Conduct	Annual Report (Financial)	Annual
		Best Corporate Governance practices	Shareholders' report	Quarterly
		On-going management of financial information and reports	Shareholders' Help Line 01 800 849 3177	On-going
		Call and Shareholders' Meeting	E-mail and web page: accionistas_mx@santander.com www.santander.com.mx/accionistas	On-going
		On-going management of financial information and reports	Bulletins	On-going
		On-going management of financial information and reports	Reports and presentations with financial information	Daily and monthly
7  Investors	Access to relevant financial information on the Group	On-going management of financial information and reports	Reports and presentations with financial information, Roadshows and conferences	Quarterly and annually
			E-mail and web page: investor@santander.com.mx www.santander.com.mx/ir/	On-going
8  Authorities	Compliance with local and national standards	We are a Company regulated by: Ministry of Finance and Public Credit National Banking and Securities Commission Ministry of the Economy Banco de México National Financial Services Users' Protection Commission (CONDUSEF)	Meetings and participation in the country's financial sector associations	Periodically
		The Group is governed by the rules of the Mexican Stock Exchange (BMV) and the New York Stock Exchange	Presentation and publication of reports pursuant to the standards of the securities market on which the Group's shares are traded	

Stakeholders	Expectations	Response 2015	Communication Channels	Frequency of Contact
9  Suppliers	Equality in the administration of the purchasing process and long-term relationships	Two sections in 2015	Suppliers' Committee	Periodically
		100% of the contracts signed in 2015 with suppliers contain a Social Responsibility clause	E-mails and meetings	On-going
		The supplier approval process considers the principles of the Global Compact	Purchasing Center (Aquanima) Information on web page	
10  Competitors	Free competition	Santander México is a regulated company and respects the external free competition regulations. It is an active participant of the Association of Mexican Banks	Meetings and participation in the country's financial sector associations	Periodically
11  Communication Media	Constant management of information on the Group's situation	Issuance of 21 press releases, constant events and management of information on the Group for the mass media	Telephone number: 52578124 Mail: agduran@santander.com.mx	On-going

▲ Santander México Local Sustainability Committee

As part of our corporate guidelines, the Group in Mexico has a Sustainability Committee. Its main function is to approve the strategies, guidelines and actions that form the Group's sustainability policy and model.



At Banco Santander, we have the commitment to:

-  Implement ethical, social and environmental criteria in the Group' operation.
-  Maintain stable and long-lasting engagement with our stakeholders to build long-term trust.
-  Consolidate the best Corporate Governance practices.
-  Anticipate the challenges and changes in the environment to implement sustainable actions to reduce their impact.

These actions form a standard framework for sustainability in all our areas of influence and enable the Group in Mexico to align its participation with Grupo Santander's social, environmental, climate change, corporate volunteering and business strategy policies at worldwide level.

6. Corporate Governance and Business Ethics



I. Corporate Governance G4- 34, G4- 35

Santander Mexico's Corporate Governance is a strategic axis in the management of sustainability and an effective tool to guarantee our shareholders and stakeholders and optimum management of the business's value and resources and is in accordance with our codes of ethics at the time of complying with the regulations and laws valid in the country.

Today, our Governance has the renewed tools that guarantee the correct performance of the Group and that together with the guidelines and other corporate practices strengthen the structures and interactions within the Institution.

Corporate Governance also protects the rights of our shareholders encourages the timely disclosure of information on matters such as corporate sustainability and conflicts of interest. These actions strengthen the ethical foundations and transparency in the Group's operations and consolidate the trust of people and companies in the timely management of the business's resources.

i. Board of Directors G4- 38, G4- 39

The Board of Directors is the body responsible for the supervision, oversight and management of the Group, which are tasks conducted through the Boards' Committees and their Management Team. Its duties are stipulated both in the By-Laws the applicable standards and in the corporate framework, codes and internal manuals.

As a global financial group, Santander operates in multiple markets through autonomous affiliates that are required to establish the principles of procedure through corporate frameworks that regulate the relationship between the parent company and its affiliates.

In 2015, Santander Mexico's Board of Directors and Management Team recognized the work and commitment of Carlos Gómez y Gómez for his track record as a Board member and on his retirement, approved the appointment of Marcos Martínez Gavica as Chairman of the supreme governance body from January 1, 2016. The Board also approved the appointment of Héctor Grisi Checa as Executive Chairman and Chief Executive Officer from December 1, 2015.

In 2014 and 2015, our Board of Directors approved 18 new corporate frameworks as best practices¹ for the optimum performance of all the relevant areas.

G4-LA12

Non-independent series "F" owner members	Date of Appointment	Years on the Board	Age	Substitute non-independent series "F" owner members	Date of Appointment	Years on the Board	Age
Carlos Gómez y Gómez	01/04/1992	23	66 years	Francisco Javier Hidalgo Blazquez	25/04/2014	1	58 years
Marcos Alejandro Martínez Gavica	21/04/1997	18	62 years	Fernando Borja Mujica	28/04/2015	8 months	48 years
Rodrigo Echenique Gordillo	28/04/2015	8 months	69 years	Vittorio Corbo Lioi	14/05/2012	3	72 years
José Doncel Razola	28/04/2015	8 months	54 years	Pedro José Moreno Cantalejo	24/10/2006	9	52 years
Carlos Fernández González	21/04/1997	18	49 years				
Rodrigo Brand de Lara	14/05/2012	3	43 years				
Independent series "F" owner members				Substitute independent series "F" members			
Guillermo Güemez García	14/05/2012	3	74 years	Eduardo Carredano Fernández	21/04/1997	18	64 years
Joaquín Vargas Guajardo	19/02/2009	6	62 years	Jesús Federico Reyes Heróles			
Juan Gallardo Thurlow	13/04/2013	3	68 years	González Garza	19/02/2009	6	63 years
Independent series "B" owner members				Substitute independent series "B" members			
Fernando Ruíz Sahagún	27/11/2003	12	73 years	Antonio Purón Mier y Terán	19/02/2009	6	62 years
Alberto Torrado Martínez	19/02/2009	6	52 years	Enrique Krauze Kleinbort	25/02/2010	5	67 years
Fernando Solana Morales	27/11/2003	12	85 years				
Gina Lorenza Díez Barroso Azcárraga	25/04/2014	1	60 years				

1. The most relevant corporate frameworks refer to the following areas: Risk, Brand Communication, Corporate Governance and Dealing with Complaints, among others.

Carlos Gómez y Gómez

Carlos was the Chairman of the Board of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario and Santander Vivienda. He has also been a member of the Board of Directors of DINE, S.A.B de C.V., Grupo KUO, S.A.B., Grupo Yoreda, S.A. de C.V., Grupo Ceslo, S.A. de C.V., Grupo Dupuis, S.A. de C.V., Club de Industriales, A.C., Club de Banqueros de México, A.C., Club de Golf Chapultepec, S.A. y Consejo Mexicano de Asuntos Internacionales, A.C., Estudia Más S.A.P.I. de C.V. and Fundación Beca, A.C. From 2005 to 2008, he acted as Vice-Chairman of the Board of Directors of the Mexican Stock Exchange (BMV). A member of the Board of Directors of Consorcio Aeroméxico, S.A.B. de C.V. from 2006 to 2007. From 1998 to 2000, he was the Chairman of the Asociación de Banqueros de México, A.C. From 1994 to 2000, he acted as Chairman of the Club de Banqueros de México. From 1992 to 1997, he was the Vice-Chairman of the Asociación de Banqueros de México, A.C. From 1986 to 1991, he was the Chairman of the Board of Directors of Casa de Bolsa InverMéxico, S.A. de C.V. He holds a Degree in Business Administration from the Anáhuac University in Mexico.

Carlos Fernández González

Carlos is a member of the Board of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario Santander Vivienda and Banco Santander Matriz. He is the Chairman of the Board of Directors of Finaccess, S.A.P.I. de C.V., and a member of the Advisory Board of Chrysler México. He currently serves and Chief Executive and Chairman of the Board of Directors of Grupo Modelo, S.A.B. de C.V. He is also a member of the Board of Directors of Emerson Electric Co. and Grupo Televisa, S.A.B. de C.V. He has been a Board member of international and national companies such as: Anheus Busch, Seeger Industrial, Crown Imports, Grupo ICA and BMV, among others. He is an Industrial Engineer graduated from the Anáhuac University, a graduate of the AD2 Skills Program of the Pan-American Upper Management Institute (IPADE, Spanish acronym) and has participated in several financial engineering, marketing and industrial relations seminars, among others.

Marcos Alejandro Martínez Gavica

Marcos is the current Chairman of the Board of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario and Santander Vivienda. He was a member of the Board of Directors of Gestión Santander from 2002 to 2013. He was Executive Chairman and Chief Executive Officer of Banco Santander (Mexico). He started his career in 1978 at the Banco Nacional de México, S.A., holding various positions until rising to the Bank's Management. From 2005 to 2007, he was the Chairman of the Asociación de Banqueros de México, A.C. He is a Chemical Engineer graduated from the Iberoamerican University and holds a Master's in Business Administration with a major in financial planning from the Pan-American Upper Management Institute (IPADE, Spanish acronym).

Rodrigo Echenique Gordillo

Rodrigo is a member of the Board of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario and Santander Vivienda. From 1999 to 2014, he was a member of the Board of Directors of the Executive Board of Banco Santander Matriz, as well as serving on other committees. During that time, he was also Vice-Chairman of Banco Banif, S.A. and Chairman of Allfunds Bank, as well as Vice-Chairman and Chairman of SPREA and a member of the Board of Directors of Santander International and Santander Investment, as well as Executive Vice-Chairman of Banco Santander Matriz and Chairman of N.H. Hotels, S.A., Vallehermoso, S.A., Lar, S.A., Vocento, S.A. y Consejero de Inditex, S.A. He has also been a member of the Board of Directors of several industrial and financial companies, including Ebro Azúcares y Alcoholes, S.A, Industrias Agrícolas, S.A., SABA, S.A., Accenture. S.A., Lucent Technologies and Quercus y Agrolimen, S.A. He has also been a member of the Executive Board and the Board of Trustees of the Banco Santander Matriz Foundation and other pro-bono bodies. From 1994 to 1999, he was a member of the Board of Directors of the Executive Board of Banco Santander Matriz, as well as serving on all the committees. He also served a Vice-Chairman spokesman for Banco Santander de Negocios and Santander Investment. From 1984 to 1994, he acted as Assistant General Director of Banco Santander Matriz, and was later appointed as Joint General Director and Chief Executive. In 1998, he was appointed as member of the Board of Directors of Banco Santander Matriz and was the Chief Executive Officer and a member of the Executive Board. From 1976 to 1983, he worked as Assistant General Director and Head of Legal Services at the Foreign Trade Bank of Spain, where he also acted as Joint General Director and member of the Board of Directors. From 1973 to 1976, he held several positions in the State administration (Delegations of the Pontevedra and Madrid Inland Revenue Offices, General Minister of Postal and Telecommunications Services and Technical Advisor to the Government Presidency). He holds a Degree in Law from the Complutense University of Madrid.

José Doncel Razola

José is a member of the Board of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario and Santander Vivienda. In 2014, he was the Divisional Corporate Director of General Intervention and Management Control at Banco Santander Matriz. From 2013 to 2014, he was the Corporate Divisional Internal Auditing Director and a member of the Board of Directors of several Santander Group companies (Santander Seguros, Santander Pensiones, Santander Asset Management, Santander Real Estate of Bansalud). In 2013, he was Joint General Management Control Director at Banca Comercial España BCE (the Planning and Control Unit and the Margins and Prices Management Unit) at Banco Santander Matriz. From 1994 to 2013, served as Assistant General Intervention Director and later as Joint General Intervention Director followed by General Intervention, Management Control, Financial Control and Margins Management Director. He was also a member of the Group's Board of Directors and a speaker and guest on several Executive Boards, as well as on Corporate Committees. José also served as Chairman and member of the Boards of Directors of several banks and companies of Grupo Banesto, including Banco de Emisiones, S.A., Banesto Holdings, S.A. From 1989 to 1994, he was the General Intervention Director of Banco Santander Matriz and a member of the Boards of Directors of various affiliate companies of Grupo Santander. From 1984 to 1989, he worked for the Financial Entities Division of Arthur Andersen Auditores, S.A. and was also a member of the Division of the CAST (Computer Audit Specialty Team-Chicago) Team. He holds a Degree in Economic and Business Sciences from the Somosaguas Campus of the Complutense University of Madrid.

Rodrigo Brand de Lara

Rodrigo is a member of the Board of Directors of GFSM, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario and Santander Vivienda. He has been the Joint General Director of Institutional Relations and Communication of Banco Santander México since 2011. In 2010, he was the General Director of the Social Communication Division of the Ministry of Foreign Affairs. From 2006 to 2010, he was head of the Social Communication Unit and Spokesman of the Ministry of Finance and Public Credit (SHCP). From 2004 to 2006, he was the General Director of Social Communication and Institutional Liaison of the Bank Savings Protection Institute (IPAB, Spanish acronym). He previously held various offices at the Ministry of Finance and Public Credit (SHCP): 2003 to 2004 Joint General Economic and Financial Analysis Director; 2000 to 2001, Senior Advisor to the Under-Secretary of Finance and Public Credit; 1999 to 2000, Assistant Internal Credit Coordination and Deposit Director. From 1996 to 1999, he was the Economist in Mexico at Deutsche Morgan Grenfell and in 1996, he was also the Advisor to the Joint Financial Engineering Director at Banobras. He holds a Degree in Economics from the Autonomous Technological Institute of Mexico (ITAM, Spanish acronym).

Francisco Javier Hidalgo Blázquez

Francisco Javier is a substitute member of the Board of Directors of GFSM and member of the Board of Directors of Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He has been the Vice-Chairman of the Commercial Bank of Banco Santander since 2014. From 2013 to 2014, he served as Joint General Director of Private Commercial Banks at Banco Santander Matriz. From 2012 to 2013, he was Executive Vice President of the America Division of Banco Santander Matriz. From 2010 to 2012, he served as CEO and Chairman of the Grupo Financiero Santander Puerto Rico. From 2005 to 2013, he served as Joint General Director of the Global Wholesale Bank and of the Commercial Division, Joint General Director of the Americas Division, Joint General Director of the Global Bank and the Markets Division, Joint General Director of the Commercial Bank Division and the worldwide Global Wholesale Bank Administrator for Banco Santander Matriz. He was director of several departments of Banque Nationale de Paris from 1982 to 1991. He holds a Law Degree from the Complutense University of Madrid and a Master's in Business Administration from the IESE, Barcelona.

Pedro José Moreno Cantalejo

Pedro José is a substitute member of the Board of Directors of GFSM and member of the Board of Directors of Banco Santander México, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario and Santander Vivienda. He has been the Vice-Chairman of Administration and Finance of Banco Santander México since October 2010. From 2006 to 2010, he was the Joint General Finances Director of Banco Santander (México). From 2004 to 2006, he served as a member of the Board of Directors of Santander Consumer EFC (Spain), Santander Consumer UK, Ltd. and Santander Consumer Bank (Poland), among others. In this period, he also acted a Financial Director and Risks Director of the European Division of Banco Santander Matriz. From 2001 to 2004, has was the Financial and Strategic Director of the European Division of Banco Santander Matriz. He joined Grupo Santander in 1991, working at Grupo Hispamer Grupo Financiero in various positions until 1998 when he was appointed Executive Chairman and Chief Executive Officer of the Investment Bank of Banco Central Hispanoamericano. From 1991 to 1998, he held the position of Organization and Systems Control Director at Mercedes Benz Leasing y Financiación. He began his career in the banking sector in 1985 as Administrative Director of GESBICA Caja Postal de Ahorros-Madrid. He holds a Degree in Economics from the Autonomous University of Madrid, a Master's Degree in Financial Company Management from the Commercial Studies Center and a Master's in Executive Business Administration (MBA) from the Business School (ESDEN).

Fernando Borja Mujica

Fernando has been a substitute member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Consumo, Santander Hipotecario and Santander Vivienda, as well as Joint General Legal Director at Banco Santander (Mexico) since 2014. From 2004 to 2014, he was the Executive Legal Director at Banco Nacional de México, S.A. and from 1988 to 1998, he held various posts at the Ministry of Finance and Public Credit (SHCP, Spanish acronym), including General Full-Service Banking Director. From 1998 to 2004, he was a partner at Mijares, Angoitia, Cortés y Fuentes, S.C. He has also held various positions in the financial sector and the Federal Government. He was a member of the Governing Board of the National Banking and Securities Commission and the National Insurance and Bonding Commission and has been a member of different financial institutions, including Acciones y Valores, Afore Banamex and Impulsora de Fondos Banamex, as well as being a member of the Investments Committee of Afore Banamex. He was secretary of the Boards of Grupo Financiero Banamex and Banco Nacional de México, S.A. He holds a Degree in Law from the Free Law School (Escuela Libre de Derecho) and a Master's Degree in Law from the University of Georgetown.

Guillermo Güemez García

Guillermo is an independent member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He has been a member of the Board of Directors of Zurich Compañía de Seguros, S.A. and ING AFORE. At Zurich Compañía de Seguros, S.A. he was the Chairman of the Audit Committee and at ING Afore, a member of the Investments Committee. Prior to that, he was a member of the Board of Directors of Zurich Santander México, S.A. He is also a member of the strategy and finance committee of the Nacional Monte de Piedad, the Board of Directors of GEUPEC, S.A. de C.V. the advisory board of Oliver Wyman and Chairman of the Business and Economics advisory committee of the Pan-American University. From 1995 to 2010, he was Joint Governor of the Banco de México and the Chairman of Responsibilities Commission of the Banco de México. From 2007 to 2010, he was a member of the cabinet of the National Banking and Securities Commission (CNBV, Spanish acronym). From 1995 to 1997, he was a substitute member of the cabinet of the National Insurance and Bonding Commission. From 1991 to 1993, he was the Executive Director of the Business Coordinator for the North American Free Trade Agreement (NATFA) signed by Mexico, the USA and Canada). He also held several positions at Banamex from 1974 to 1990. He is a Civil Engineer graduated with honors from the National Autonomous University of Mexico and holds a Master's in Science from Stanford University in California, USA.

Vittorio Corbo Lioi

Vittorio is a member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He is a researcher at the Public Studies Center (Centro de Estudios Públicos) in Santiago, Chile and a part-time professor of Economics at the Pontificia Universidad Católica de Chile and the University of Chile. From 2011 to 2014, he was a member of the Board of Directors of Banco Santander Matriz, Banco Santander Chile, SURA, S.A., Empresa Nacional de Electricidad, S.A. (ENDESA Chile) and the Compañía Cerveceras Unidas in Chile. He is the Chairman of the Board of Directors of SURA Chile, a financial consultant for various companies and an advisor to the World Bank, the International Monetary Fund and the Social and Economic Research Center. He is Chairman and majority shareholder of Vittorio Corbo y Asociados. From 2003 to 2007, he was the Governor of the Central Bank of Chile. From 2000 to 2002, he was the Vice-Chairman of the International Economics Association. From 2000 to 2003, he was a member of the Board of Directors of the Global Development Network. From 1991 to 2003, he was a full-time professor of Economics at the Pontificia Universidad Católica de Chile. From 1984 to 1991, he held several administrative positions at the World Bank. From 1979 to 1982, he was a professor of Economics at the Concordia University of Montreal and taught courses at the Georgetown University from 1986 to 1991. He is a Commercial Engineer graduated with honors from the University of Chile and holds a Doctorate from the Massachusetts Institute of Technology. He is a post-doctorate researcher at the Massachusetts Institute of Technology.

Joaquín Vargas Guajardo

Joaquín is an independent member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He has been the Chairman of the Board of Directors of Corporación Mexicana de Restaurantes, S.A.B. de C.V. and prior to that, the Chairman of the Board of Directors of Grupo MVS Comunicaciones, the National Radio and Television Industry Chamber and the Association of Chain Restaurant Directors. He has also been a member of several companies, including Vitro, S.A.B. de C.V., Grupo Posadas, S.A.B. de C.V., Periódico el Universal, Médica Sur, S.A.B. de C.V., Grupo Aeroportuario del Pacífico, S.A.B. de C.V. and Grupo Costamex, to name a few. From April 1997 to April 2005 and from April 2008 to April 2012, he was a member of the Board of Directors of the Mexican Stock Exchange (BMV). Joaquín holds a Degree in Business Management from the Monterrey Technology and Higher Education Institute and completed his upper management studies at the Pan-American Upper Management Institute (IPADE, Spanish acronym).

Juan Ignacio Gallardo Thurlow

Juan Ignacio is an independent member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He has been the Chairman of the Board of Directors of Grupo GEPP (Grupo de Embotelladoras de Pepsicola and its brands in the Mexican Republic) and of Grupo Azucarero México, S.A. de C.V. He is a member of the Board of Directors of Caterpillar, Inc., Lafarge, S.A. and international advisor to Bombardier Inc. He is a member of the Consejo Mexicano de Hombres de Negocio, A.C. and the Consejo de Negocios de América Latina. He is the General Coordinator of the COECE (Foreign Trade Companies' Coordinator for negotiations of Mexico's Free Trade Agreements). From 1978 to 1989, he served as a member of the Board of Babcock de México, S.A. de C.V. From 1974 to 1988, he was the Chairman of the Board of Directors of Clevite de México, S.A. de C.V. From 1981 to 1983, he was the Joint General Administrator of Grupo Industrial Minera México, S.A. From 1976 to 1980, he was Chief Executive of the international division and the investment bank of Multibanco Comermex, S.A., Full Service Banking Institution. Juan holds a Degree in Law from the Free Law School (Escuela Libre de Derecho) and has completed the AD II program at the Pan-American Upper Management Institute (IPADE).

José Eduardo Carredano Fernández

José Eduardo is an independent substitute member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He is a member of Grupo Financiero ASECAM, S.A. de C.V., Industrial Formacero, S.A. de C.V., La Ideal, S.A. de C.V. and Aceros La Ideal, S.A. de C.V. He has also been a Chairman of the Boards of Directors of the following companies: Misa de México, S.A. de C.V. and Distribuidora de Manufacturas, S.A. From June 1995 to October 1998, he was a member of Seguros Génesis, S.A. He holds a Degree in Public Accounting from the Ibero-American University.

Gina Lorenza Diez Barroso Azcárraga

Gina Lorenza is an independent member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. She is the Chairperson and founder, more than 20 years ago, of Grupo Diarq, S.A. de C.V. and Fundación Diarq, I.A.P. In 2004, she founded CENTRO de Diseño y Comunicación, S.C., which won an award for the best design college in the period 2012-2013. She is the founder of the Pro-Educación Centro Foundation. She sits on several Boards of Directors, Committees and Group, both national and international, the most notable being: Americas Society and Council of the Americas, Qualitas of Life Foundation, Grupo Integral de Desarrollo Inmobiliario, C200 Foundation Board, Global Spa and Wellness Summit, The Committee of 200 Women Business Leaders of the World, Womens Presidents' Organization, and Women Corporate Directors. She holds a Degree in Design from the CDI University, as well as several diplomas from the Stanford University Business and Psychology School.

Jesús Federico Reyes Heróles González Garza

Jesús Federico is an independent substitute member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. From 2006 to 2009, he was Chief Executive of Petróleos Mexicanos. He is currently the Chief Executive Officer of StucturA and a member of several Boards of Directors, including OHL México, S.A.B. de C.V. and Water Capital Mexico (WCAP Holdings, S.A. de C.V.). He is a member of the Advisory Board of the Energy Intelligence Group. From 2010 to 2012, he served as a member of the Advisory Board of Deutsche Bank. He is a member of the Advisory Board of Agua, A.C. and Chairman of Water Committee of the Gonzalo Río Arronte Foundation. From 1997 to 2000, he was the Mexican Ambassador to the United States. He was the Minister of Energy from 1995 to 1997. From 1995 to 1995, he was Chief Executive of Banobras. From 1993 to 1994, he was Mexico's representative in the APEC Eminent Persons' Group. Jesús Federico is a graduate in Economics from the Autonomous Technological Institute of Mexico (ITAM) and holds a Degree in Law from the National Autonomous University of Mexico (UNAM, Spanish acronym). He holds a Doctorate in Economics from the Massachusetts Institute of Technology.

Fernando Solana Morales



Fernando is a member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He has served as a member of the Boards of Directors of Solana Consultores, S.A. de C.V., Impulsora de Desarrollo y Empleo en América Latina, S.A. de C.V., Acrosur, S.A. de C.V., Teléfonos de México, S.A.B. de C.V., Grupo Carso, S.A.B. de C.V., Siglo XXI Editores, S.A. de C.V., Consejo Mexicano de Asuntos Internacionales, S.A. de C.V. and Fresnillo, plc. From 1976 to 1977, he served as the Mexican Trade Minister. From 1982 to 1988, he was the Chief Executive of the Banco Nacional de México, S.A. and from 1988 to 1993, he was the Mexico's Foreign Affairs Minister. He was elected to the Mexican Senate in 1994, where he served as Senator until 2000. He is the Chairman of the Boards and Chief Executive Officer of Solana y Asociados. He is an engineer with a Degree in Philosophy, Business Administration and Public Policy from the National Autonomous University of Mexico (UNAM).

Alberto Torrado Martínez

Alberto is an independent member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He is a member of the Board of Directors of the Mexican Stock Exchange (BMV) and is Chairman of the Communication Board. From 1998 to 2011, he served as Chairman of the Board of Directors and Chief Executive of Alsea, S.A.B. de C.V. He has served as Chairman of the National Fast Food Services Association and as a member of the National Restaurants and Condiments Industry Chamber. He is one of the founding partners of Torrquin, S.A. de C.V. and was Chief Executive from 1990 to 1999. From 1984 to 1989, he was Chief Executive of Candiles Royal, S.A. de C.V. He holds a Degree in Accounting from the Autonomous Technological Institute of Mexico and post-graduate studies at the Pan-American Upper Management Institute, as well as completing various courses at the Harvard Business School and the Warthon School at the University of Pennsylvania.

Antonio Purón Mier y Terán

Antonio is an independent substitute member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He has served as a member of the Board of Directors of Nadro, S.A., as well as on the Board of Trustees of the National Museum of Art, the Board of Directors of Banco Santander Matriz and the Board of Trustees of the Iberoamerican University. He has also been a member of the Board of Directors of Zurich Santander Seguros México, S.A., and an associate of the Economic Research and Analysis Center (Centro de Investigación y Análisis Económico (CIDAC)), as well as a member of the Educational Development and Research Institute (Instituto de Fomento e Investigación Educativa (IFIE)) and Metrópoli 2025. He has been a consultant to public and private institutions on strategy, operations and organization themes in collaboration with the Economic Research and Teaching Center (Centro de Investigación y Docencia Económicas (CIDE)) and other specialists. He was the Director-Partner at the Mexico office of McKinsey & Company, Inc., for more than 26 years. He has been a training course instructor for the partners at McKinsey and was in charge of the partners' coaching program worldwide. Before starting at McKinsey, he was a full-time professor at the Iberoamerican University and worked at the Instituto Mexicano del Petróleo, Ingeniería Panamericana y Polioles, S.A. He is a Chemical Engineer graduated from the Iberoamerican University and holds a Master's in Business Administration from Stanford University.

Fernando Ruíz Sahagún

Fernando is an independent member of the Boards of Directors of GFSM, Banco Santander México, Casa de Bolsa Santander, Santander Hipotecario, Santander Consumo and Santander Vivienda. He is a member of the Boards of the Mexican Stock Exchange (BMV), Fresnillo, plc, Grupo Cementos de Chihuahua S.A.B. de C.V., Grupo México, S.A.B. de C.V., Grupo Palacio de Hierro, S.A.B. de C.V., Grupo Pochteca, S.A.B. de C.V., Empresas ICA, S.A.B. de C.V., Kimberly Clark de México, S.A.B. de C.V., Mexichem, S.A.B. de C.V., San Luis Corporación, S.A.B. de C.V., and Arcelor Mittal Las Truchas, S.A. de C.V. He has served as a member of the International Fiscal Association (IFA) and the Instituto Mexicano de Ejecutivos de Finanzas, A.C., as well as the Instituto Mexicano de Contadores Públicos, A.C., where he was a member of the Board. He is one of the founding partners of the fiscal law firm Chévez, Ruiz, Zamarripa y Cía. S.C., where he has served as a consultant. He holds a Degree in Public Accounting from the National Autonomous

Enrique Krauze Kleinbort

Enrique is an independent substitute member of the Boards of Directors of GFSM, Banco Santander México, Santander Hipotecario, Santander Consumo and Santander Vivienda. In September 2007, the Autonomous University of Nuevo León awarded him an Honorary Doctorate. In July 2006, he was awarded the Ezequiel Montes Ledesma prize by the State Government of Querétaro, Mexico. In April 2005, he became a member of the National College. In December 2003, the Spanish Government awarded him the Civil Order of Alfonso X, the Wise. He was awarded the Comillas Biography Prize (Premio Comillas de Biografía) in Spain in 1993. He has published numerous books in the last 30 years. He is the author of many television documentaries and series on the history of Mexico. In 1990, he was inducted into the Mexican History Academy. In 1991, he founded the Editorial Clío publishers, where he was the Director. Enrique is an Industrial Engineer public accountant graduated from the Autonomous National University of Mexico and holds a Doctorate in History from the Colegio de México.

Executive Officers	Position	Year of Appointment to Current Office
Héctor B. Grisi Checa	Executive Chairman and Chief Executive Officer	2015
Pedro José Moreno Cantalejo	Vice President of Administration and Finance	2010
Francisco Javier Hidalgo Blázquez	Vice-President of Commercial Bank	2014
Fernando Borja Mujica	Joint General Legal Director	2014
Emilio de Eusebio Saiz	Joint General Intervention and Management Control Director	2010
Estanislao de la Torre Álvarez	Joint General Technology, Operations and Quality Director	2006
Roberto d'Empaire Muskus	Joint General Risks Director	2014
Juan Garrido Otaola	Joint General Global Wholesale Banking Director	2013
Rodrigo Brand de Lara	Joint General Institutional Relations and Communications Director	2011
Pablo Fernando Quesada Gómez	Joint General Corporate and Institutional Banking Director	2013
Jorge Alberto Alfaro Lara	Joint General Payment Method and Consumption Director	2005
Juan Ramón Jiménez Lorenzo	Executive Auditing Director	2014
Alfonso Sánchez de Pazos	Joint General Private Banking Director	2013
Juan Pedro Oechsle Bernos	Joint General Private and Small-Medium-Sized Business (PYMES) Director	2011
Enrique Luis Mondragón Domínguez	Joint General Human Resources, Organization and Costs Director	2011

G4- 40

All the members of the Board, the Committees and Management meet strict legal selection and appointment criteria. They must also confirm their technical capacity and honor and have broad knowledge and experience in financial, legal and administrative fields.

In 2015, as part of the efforts to strengthen the skills and performance of the Board, the Corporate

Practices, Nominations and Remunerations Committee approved the application of the Board of Directors' Annual Self-Evaluation Questionnaire. The Questionnaire was answered by all members who had been in office for more than two years and the year-end while they were in office.

The Questionnaire evaluated the following points:



The Board of Directors has 21 members, of which 11 are independent members (52%).

The Board members are appointed by Special Shareholders' Meetings and must be nominated by Upper Management and approved by the Executive Board. The Shareholders' Meeting is responsible for determining whether or not a member may remain in office depending on his or her performance. In turn, the Board of Directors is responsible for appointing the members of the Board Committees.

Members have access at all times to the documentation discussed and approved by the Board. Management appraises the issues transacted and determines the degree of interest involved for the Group's shareholders, who receive the information on the meetings on forms approved by the Disclosure Committee.

Depending on their offices and relevance, the Directors are responsible for proposing business strategies to the Group's Executive Chairman and Chief Executive Officer. The Company has information mechanisms to inform the shareholders and members of the governance bodies promptly of these strategies.

The agreements approved by the Board and recorded in minutes so that each department may follow-up on the respective actions promptly. In this manner, the Board's directives on the economic, social and environmental issues relevant for the Group's sustainability are managed and monitored.

G4- 51

The remunerations of Directors and Members are based on internal equality studies and the evaluations of the offices held. The competitiveness of the remunerations is guaranteed by a benchmarking process and the application of individual remunerations schemes through a Valuation Committee. For further information about the remunerations, visit:

<http://www.santander.com.mx/>

In 2015, the Board of Directors met five times on the following dates:



The Board meetings transacted the following issues, among others:

- Board Committee Reports
- Proposal and approval of the Company's annual budget
- Proposal and approval to modify Committee memberships
- Analysis and modifications to the Internal Control System
- Presentation and approval of the financial statements
- Presentation and approval of the Securities Market Code of Conduct.
- Business Continuity Program (BCP) Mexico
- Proposal and approval of the appointment of the new Chairman of the Board of Directors and the Group's Executive Chairman and Chief Executive Officer

2. In Mexico, there is no defined period for the term of office of Board members.

ii. Board Committees G4- 34, G4- 35, G4- 45, G4-46 and G4-47

The Board Committees identify, analyze and follow-up on issues and decisions relevant for the Group.

The Committees' decisions are recorded in Board Meeting minutes and are published on Santander Mexico's web page.

Based on their functions, the Standards Committees are:

- ▲ Audit Committee
- ▲ Corporate Practices, Nominations and Remunerations Committee
- ▲ Comprehensive Risk Management System Committee
- ▲ Remunerations Committee

The Audit Committee met seven times in 2015. Among other activities, the Audit Committee meetings appraised the financial statements, reviewed the internal and external audit reports, approved the Securities Market Code of Conduct and evaluated the reports, results and mechanisms of the Internal Control System, the Customer's and Employees' Defenders and the Business Continuity Program.

Moreover, the Corporate Practices, Nominations and Remunerations Committee held six meetings in 2015. The issues discussed included reports on the reporting channels and the General Code of Conduct, the presentation of the members' web page and the review of three important initiatives: the final project of the Board of Directors' Self-Evaluation Questionnaire, the Corporate Risk Appetite Framework and the Risk Model and the Corporate Accounting and Financial Information Framework.

The Comprehensive Risk Management Committee held 11 meetings over the year, which discussed the analysis of the economy and the financial markets, risk control and monitoring, the evaluation and measurement of liquidity indicators, as well as of analysis tools and mechanisms that include, among others, the Documenta Project, the Liquidity Contingency Plan and the Risk Data Aggregation and Risk Report Framework (RDA&RRF).

Lastly, in three meetings held in 2015, the Remunerations Committee discussed the new National Banking and Securities Commission (CNBV) directives on remunerations systems, the evaluation of the Bonus Pool 2015 and the approval of the Group Remunerations System Manual, among other issues.

**Audit Committee
Independent Members**

Fernando Ruíz Sahagún (Chairman)
Eduardo Carredano Fernández
Antonio Purón Mier y Terán

DUTIES: To manifest their opinions to the Board on the financial statements and other auditing matters, evaluate the performance of the external auditor, analyze the external auditor's report and opinions, discuss the financial statements, inform the Board of the results of the internal control and internal audit systems, prepare opinions on the Management internal control report, assist the Board in the preparation of the annual report and hear and authorize related-party and relevant employee transactions.

**Corporate Practices, Nominations and Remunerations Committee
Independent Members**

Antonio Purón Mier y Terán (Chairman)
Fernando Ruíz Sahagún
Eduardo Carredano Fernández
Jesús Federico Reyes Heróles González Garza
Alberto Torrado Martínez

DUTIES: Call the Shareholders' Meeting, assist the Board in preparing the reports to be submitted to the Shareholders' Meeting, propose and advise the Board of Directors on the policies and guidelines for the use of assets, credit policies or transactions other than credit to related parties, unusual or non-recurring transactions, the appointment, removal or remuneration of the Executive Chairman, the appointment and remuneration policies of Relevant Directors, the policies to establish the limits of the scope of the authority of the Executive Chairman and Relevant Officials and the strategic organization and succession of Human Resources, assist the Board of Directors to establish policies to ensure that the Company's conduct is within the legal framework and that it has adequate legal defense, propose the remunerations of the Board and Committee members, oversee the compliance with the corporate practices stipulated in all the applicable laws and regulations, file its report to the Board based on the activity reports of the Executive Chairman and the Internal Committees, submit information on the officers of the Company and its subsidiaries to do not follow the principles of loyalty and diligence in order to file the respective legal action.

**Comprehensive risk management committee
independent members**

Guillermo Güemez García (Chairman)
Joaquín Vargas Guajardo
Alberto Torrado Martínez
NOT INDEPENDENT
Marcos Martínez Gavica
Héctor Grisi Checa
Francisco Javier Hidalgo Blázquez
Pedro José Moreno Cantalejo
Roberto d'Empaire Muskus
Juan Garrido Otaola
Juan Ramón Jiménez Lorenzo*

DUTIES: Propose to the Board the risk management and risk exposure objectives, approve the methodologies to measure the different types of risk, as well as the models, parameters and scenarios for measurement and follow-up on market, liquidity, credit, counterparty, legal and operational risks.

**Remunerations committee
independent members**

Antonio Purón Mier y Terán
D. Fernando Ruíz Sahagún
Eduardo Carredano Fernández
NOT INDEPENDENT
Marcos Martínez Gavica
Héctor Grisi Checa
Roberto d'Empaire Muskus
Enrique Mondragón Domínguez
Emilio de Eusebio Saiz
Juan Ramón Jiménez Lorenzo
Fernando Borja Mujica

DUTIES: Evaluate the risks faced by the Institution, its administrative, control and business units, circulate the employees' remunerations scheme criteria and policies; define the administration, evaluation, calculation and payment standards and policies of the different remuneration schemes, generate the half-yearly scheme administration reports, inform the National Banking and Securities Commission of the modifications made to the Remunerations System and propose to the Board of Directors for approval: (i) the remunerations policies and procedures (ii) the employees or personal who are subject to the Remunerations System (iii) special cases or circumstances; implement and maintain the Remunerations System in the Institution; report the remunerations policies and procedures via Internet and inform the Board of Director every six months the operation of the Remunerations System.

* May speak but not vote

iii. Corporate Citizenship G4-15 and G4-16

Committed to the ethical and sustainable development of the Mexican financial sector, Grupo Santander is a member of several associations that foster the integrity and healthy competition of people and companies in the domestic market. The most notable are:



The Issuers' Committee facilitates the participation of issuers in all regulation, promotion, development and publication matters focused on strengthening the market. The Committee operates as a source of feedback and consultation for the entities and bodies that operate in the financial sector, such as: The National Banking and Securities Commission (CNBV), the Mexican Stockbrokers' Association (AMIB) and S.D. Indeval, S.A. de C.V.

As part of this effort, our practices are aligned to the Principles of the Global Compact that seek to consolidate a standpoint of respect and promotion

of human rights, fair employment practices, environmental care and anti-corruption.

In 2015, we signed the Association of Mexican Banks' Sustainability Protocol, which is a voluntary agreement among financial institutions that sets out a management framework and sustainability guidelines to institutionalize the sector's commitment to the issue.

The Sustainability Protocol proposed contains five strategic lines:

- ▲ 1. The institutionalization in internal sustainability policies
- ▲ 2. The management of the environmental and social risks in the investment and credit processes
- ▲ 3. Sustainable investment
- ▲ 4. Efficient use of resources in internal processes
- ▲ 5. Follow-up and circulation of banking sustainability practices and policies

Strategic Lines

II. Business Ethics G4-56

We work to protect the integrity and reputation of our business. Therefore, our daily activities comply with the legislation and standards applicable to the financial sector, as well as respecting the ethical standards of the markets in which we operate.

These parameters are reinforced with on-going training programs for employees, a solid reporting system, business continuity plans during crises and our efficient risk management program.

with the Federal Individuals' Personal Data Protection Law and the Institution's Privacy Policies.

Each report received in subject to a preliminary evaluation to check for possible breaches of the General Code of Conduct or other sectorial codes or manuals or allegedly illegal or criminal actions, as well to ensure that the report is duly supported and is not based merely on personal opinions or subjective views.

If admissible, an investigation is conducted through the appropriate channels and once completed, the different institutional committees are informed.

i. Code of Conduct G4-57 and G4-58

Our General Code of Conduct establishes the ethics and standards of conduct that govern the daily tasks of the Group's companies and employees.

Among its guidelines, the behavior parameters to foster equal opportunities, non-discrimination, collective rights and respect for people stand out. The Code seeks to reconcile work and personal life, prevent employment risks and protect the environment through the application of social and environmental responsibility policies.

a) Reporting Channels

At Santander México, we have a reporting channel open to employees who need to report allegedly illegal actions or breaches of the Company's codes and operations manuals.

The reporting channel is an internal tool managed by the Regulatory Controller in strict adherence with the confidentiality criteria. Three reports were received in 2015.

The main characteristics of this mechanism are:

- An open-door policy for all Grupo Santander employees.
- All reports received are confidential.
- All forms of reprisals or negative consequences as a resulting of being reported are strictly prohibited.³

This mechanism guarantees the prompt attention to reports received confidentially, without the fear of reprisals against employees and in strict adherence

b) Ethical Conduct Assessment





In order to strengthen the scope of our Code of Conduct, we provide our employees with on-going assessment and training in Formal grievance mechanisms themes and the application of the Code.

This effort is led by the Regulatory Controller with the intention of ensuring the follow-up, understanding and acceptance of the General Code of Conduct in all levels of the Institution.

In 2015, our employees invested a total of 12,691 hours of training to obtain their recertification of the General Code of Conduct. This process is compulsory for all our employees.

3. The only exception to this standard are false reports, which shall result disciplinary action.

General Code of Conduct Recertification Course

Category	 	 	Total Hours of Training
DIRECTORS	440	111	551
ASSISTANT DIRECTORS	606	336	941
MANAGERS	1,900	1,643	3,543
ADMINISTRATIVE AND OPERATIONS STAFF	3,027	4,628	7,656
TOTAL	5,973	6,718	12,691

ii. Risk Management G4-2, G4-45, G4-46 and G4-47

Through our governance structure, at Banco Santander, we seek to build a future through a forward-looking risk and control management. It is about protecting our present through a robust control environment.

We promote a risk culture based on the coordination, stratification and effectiveness of the mechanisms available to ensure the balance in the supervision and attention to situations of risk and guarantee timely procedures to manage and control them.

Reporting to the Board of Directors, the Comprehensive Risk Management Committee is responsible for the Group's internal risk control. The Committee has four support committees:

- The Operating Risk Committee.
- The Regulatory Compliance Committee.
- The Financial and Counter-Party Risk Committee.
- The Commercial Bank Committee.

The Comprehensive Risk Management Committee measures types of risks and creates models, parameters and scenarios to monitor them. Among other factors, the Committee evaluates market, liquidity, credit, counter-party, legal and operational risks.

The mechanisms used by the Comprehensive Risk Management Committee are documented in the Group's Policies and Procedures Manual and are updated at least twice a year to certify their effectiveness.

In order to comply with the Group's view of risks, in 2015, the Advanced Risk Management was created. It is a set of 13 initiatives that seek to increase the efficiency and effectiveness of comprehensive risk management, as well as to strengthen predictability to minimize surprises and strengthen the taking of business decisions.

Among the technological tools that strengthen the support infrastructure in risk management, the Risk Data Aggregation and Risk Reporting Framework (RDA&RRF) initiative stands out, which complies with the principles set out by the Basel Committee on Banking Supervision to strengthen the risk data adding system.

The RDA&RRF creates a framework to report risks in order to ensure the quality of the information and the provisioning of databases. Thanks to this initiative, we have the best tools and models to deal with risk control more thoroughly and contribute to the progress of people and companies.

Initiatives covered by Advanced Risk Management:

- Risk appetite covering all risks.
- Financial risk management models.
- Non-financial risk management models (operational and others).
- Model risk management models.
- Risk identification and evaluation.
- Stress test and scenario analysis.
- Contingency and crisis management policies.
- Defense lines models.
- Risk supervision and consolidation.
- Organization and governance.
- Risk Data Aggregation and Risk Reporting Framework (RDA&RRF)
- Frameworks and documentation
- Strengthening of the risks culture and the contribution of the best talent

To prevent and control the materialization of risks, at Grupo Santander, we have training plans and a Corporate Risk School, the purpose of which is to ensure knowledge and bolster employees' development in the matter.

Quality in risk management is an indicator of the Group's identity and a priority axis of procedure and value creation. Therefore, the risk policy is

focused on maintaining a predictability profile in our management models and to achieving the Group's target strategies.

In terms of sustainability, the Bank has several mechanisms to ensure the correct marketing and offer of products and services, as well as to evaluate the social and environmental risks in its large financing transactions.



iii. Money Laundering Prevention G4-SO3

The Group's anti-money laundering policies and controls are based on the General Policies and Procedures Manual. The manual outlines the processes, narratives, flows and policies that ensure compliance with Mexican standards to prevent money laundering and the financing of terrorism.

The control mechanisms set forth in the General Policies and Procedures Manual are updated constantly and are certified at least twice a year to ensure their effectiveness.

The Group's anti-money laundering and anti-terrorism financing policies consist of two systems: one centralized and one de-centralized. The first is governed by the following bases:

- Internal regulations ⁴
- Monitoring of transactions
- Detailed analysis of transactions that reflect indications of unusual characteristics.
- Prevention of risk situations
- Priority approach to prevention mechanisms
- Application of measures based on customer risk

4. The regulations are, on many occasions, far stricter than the applicable national standards.

The centralized prevention system is based on three central pillars: the Anti-Money-Laundering Unit, the Compliance Officer responsible for it and the Communication and Control Committee, which is chaired by the Joint General Legal Director and consists of the Joint General and Executive Directors from the different business areas.

In turn, the de-centralized system is governed by the following bases:

- Institutional support and the involvement of all levels of the organization.
- The ratings of transactions by the network of branches.
- The registration of unusual transactions by all the business areas.

The structure of the Anti-Money-Laundering system, together with the constant training on the subject provided to all the areas of the Group, enables efficient prevention controls and processes to be maintained in order to face the risks present in the socio-economic reality of the country.

Anti-Money Laundering Training

	#		#		Total Hours of Training
Level	Number of men	Hours of Training	Number of women	Hours of Training	
Directors	609	3,113	158	694.19	3,807
Assistant Directors	859	4,581	482	2,451.18	7,032
Managers	2,645	16,414	2,328	14,660.14	31,074
Administrative-Operations Staff	3,823	17,169	5,930	25,991.58	43,161
General Total	7,936	41,277	8,898	43,797.09	85,074

▲ **iv. Anti-Corruption** G4-SO3, G4-SO4 and G4-SO5

Santander México is governed by principles of transparency and honesty in its engagements with administrations, bodies, civil servants and private parties and thus emphatically rejects all actions linked to any kind of corruption (embezzlement, bribery, extortion or influence peddling), both in the public and private sectors.

To guarantee these principles, at Grupo Santander, we implemented the Anti-Corruption Policy, which establishes standards and guidelines to comply with this requirement. The Regulatory Controller and several support committees are responsible for supervising the correct operation of the Policy.

Not only are all employees required to know the anti-corruption principles and the applicable rules of conduct, but also to declare said knowledge by signing a personal statement following the necessary training.

It is noteworthy that in 2015, not a single case of corruption was recorded inside the Group.

▲ **v. Personal Data Protection** G4-SO3

At Grupo Santander, we have security levels that protect personal data (obtainment, storage, treatment and transfer) in compliance with the standards stipulated by the current legislation and in adherence with the technical and operational controls that guarantee said protection.

Personal data is obtained, stored, treated and transferred in accordance with the current legislation and in adherence with the technical and operational controls that guarantee its protection.

Training began in this subject in July 2015 with a new e-learning course. Thanks to this tool, we reinforced

employee training in the treatment of personal data, not only to comply fully with the legal requirements, but also to renew our commitment to uphold our customers' privacy simply, personally and fairly.

The course promoted, among other things, the obligation to keep customers' data private, not to transfer it without consent and only use it for the purposes stipulated in the privacy notices and the contracts signed by the holders of the data. The repercussions that would be faced by the Bank for the breach of the current standards were also studied.

▲ **vi. Business Continuity**

Grupo Santander has a Business Continuity Plan that ensures the correct response and provide a margin of action when facing any unforeseen circumstance. This Plan reflects the international standards and the best practices of the sector, such as ISO 22301.

To date, we have specific strategies that guarantee the continuity of the business in three different scenarios:

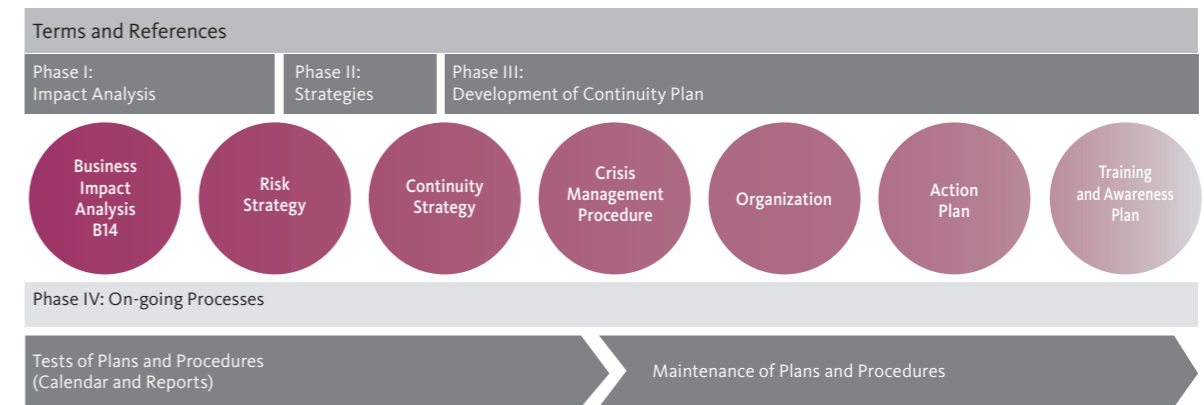
- **Technological: equipment, communication, server and computer center failure**

- **Buildings: failures in buildings that prevent labor activities due to, among other causes, natural disasters.**

- **Unavailability of the population, pandemics and other conditions.**

In the event of incidents that put the physical integrity of people at risk, the Crisis Management Team, headed by the Local Safety department, may activate a Crisis Management Plan that defines the emergency procedures applicable to all the departments to guarantee an immediate response.

The framework of reference for the implementation of the Business Continuity Plan is as follows:



The Crisis Management Plan stipulates the technical standards that guarantee the control, registration and measurement of critical situations for the business. It establishes the response procedures and strategies to mitigate, control and solve any crisis situation in the shortest time possible and with the least-possible impact on the Group's personnel.

The Group's Crisis Management Committee takes the decisions on how to overcome crisis situations and is responsible for communicating them.

The Committee has established three categories in the crisis attention models:

- **Preventive: objective models that foster improvement**
- **Proactive: on-going search for potential risks and preparation to combat their occurrence.**
- **Purposive: anticipation and preparation as part of the corporate culture.**

▲ **vii. Conflicts of Interest** G4-SO3

At Santander, we have mechanisms and procedures to ensure that private interests are not above the Group's or its customers' interests.

These mechanisms regulate the restrictions and authorizations of our employees and directors in acquisitions of goods and assets, as well as in transactions in which there are own interests or there is an economic or family link.

In terms of conflicts of interest, our Code of Conduct establishes the following, among other requirements:

- **The Group's employees cannot offer deals or special working conditions based on personal or family relationships.**
- **When faced with a conflict of interest, employees must report it to their immediate superiors immediately.**
- **No employee may obtain payment or retribution as a result of transactions performed for the Group.**

The Regulatory Controller is the body responsible for identifying and analyzing potential conflicts of interest, recording them and submitting the conclusions of its work to the Regulatory Compliance Committee.

At the General Ordinary and Extraordinary of Shareholders' Meeting held on November 25, 2015, the shareholders adopted the reinforced criteria to prevent conflicts of interest that undermine Management's authority, management, control and the running of the businesses of any of the financial entities that belong to the Financial Group. Therefore, very shortly there will be internal control, operations and risk policy and evaluation manuals that will apply to all its financial entities.

Pursuant to the standards, members, directors and employees, both of the Financial Group and its entities, are forbidden from participating in transactions of any type performed by any entity of the Group in which there is an own interest or with any related party. They are also prohibited from participating in or influencing the contracting procedures for products or services with companies or individuals that have any kind of economic or family link.

7. Investment in Higher Education

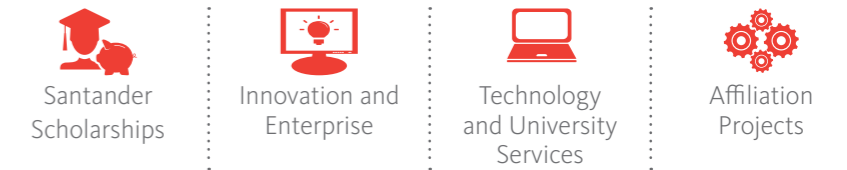


1. Santander Universities

Santander Universities is a unique initiative in the world with which the Bank maintains its commitment to drive society's progress.

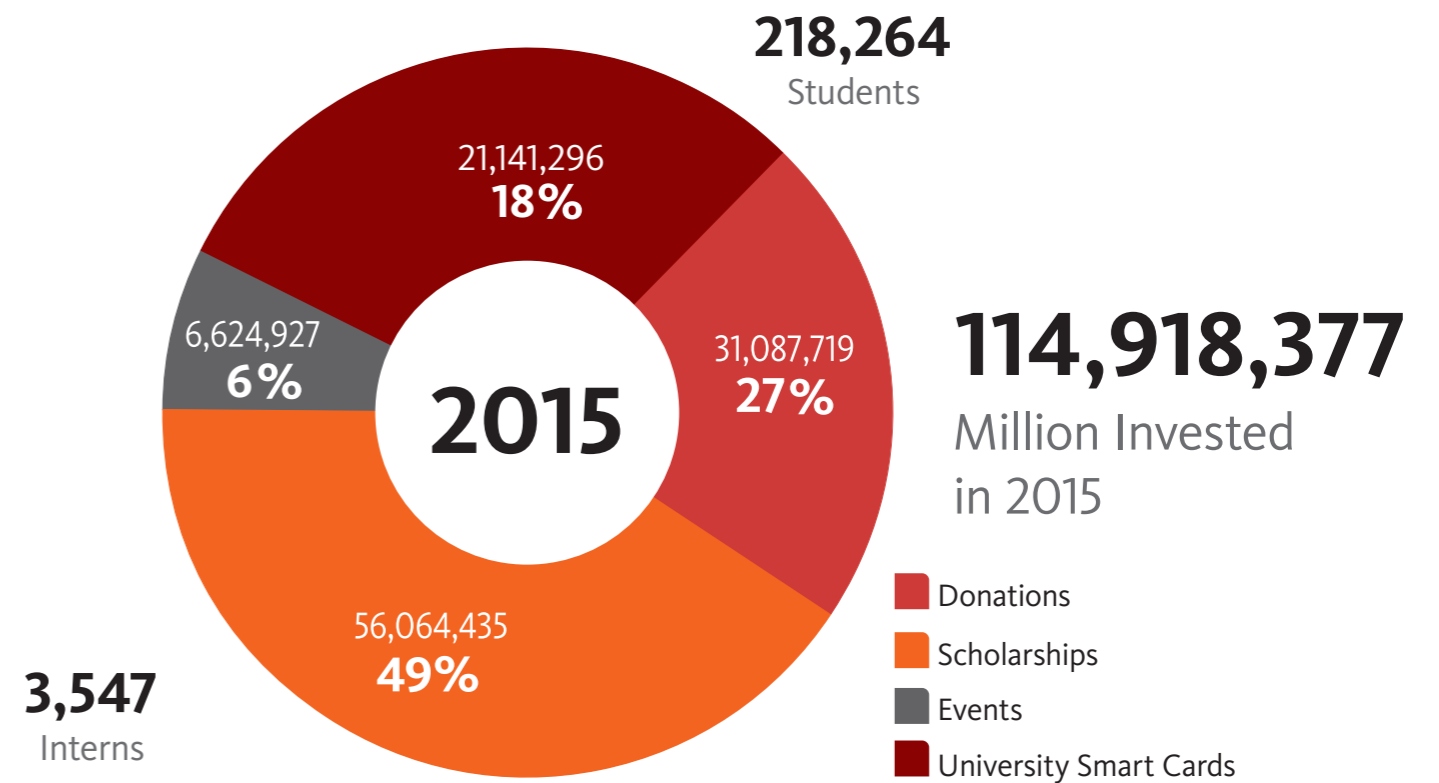
Thanks to 1,121 agreements with universities and research centers all over the world, Santander Universities develops initiatives that foster national and international mobility, innovation and enterprise, technology and university services, as well as the development of different academic programs.

Santander Universities, through the Higher Education Support Plan (PAES, Spanish acronym), receives more than 81% of the Bank's social responsibility budget. This effort can be seen in four lines of action:



The Support Allocation Committee analyzes and follows-up on the initiatives created by the PAES and the collaboration agreements signed with academic institutions.

Distribution of investment in education by Santander Universities (PAES)



▲ i. Santander Scholarships

At Banco Santander, we believe that the academic mobility of university students is one of the fundamental mechanisms to increase education quality and achieve a greater level of cooperation and integration among higher education institutions.

Therefore, we have a scholarship program that each year helps thousands of high-performance degree and post-graduate students who wish to study at a higher education institution other than their own in order to complement and strengthen their studies.

In Mexico, we have agreements with more than 201 institutions throughout the country. In the last 15 years, we have supported more than 16,000 students through the Santander Scholarship different programs:

- Santander ECHOES National Mobility Scholarships
- Santander National Mobility Scholarships
- Santander Ibero-American Grade Student Scholarships
- Santander Ibero-American Young Professors and Researchers Scholarships
- Santander Research and Post-graduate FIMPES (Federation of Mexican Private Higher Education Institutes) Scholarships
- Santander USA Workshops Scholarships
- Santander ECHOES Ibero-American Grade Student Scholarships

In 2015, Banco Santander, the National Science and Technology Council (CONACYT, Spanish acronym) and the Organization of Ibero-American States for Education, Science and Culture (OEI, Spanish acronym) agreed, as a contribution to the Ibero-American Academic Mobility Alliance, to promote the Mexican post-graduate programs to students in other countries through scholarships and mobility assistance.

The CONACYT-Santander-OEI Scholarship Program has an endowment of more than 10 million pesos donated entirely by Banco Santander and will offer up to 500 scholarships so that students of the 22 member-states of the Ibero-American community may study masters' and doctorate courses in Mexico.

As a complement to these programs, at Santander, we support the "Santander-FUNED Leaders in Development" scholarships, which offer support to outstanding students in public higher education institutions through an accompaniment and preparation process in highly demanding academic subjects so that, on completing the program, they may begin Master's studies at one of the 200 best universities in the world.

In 2015, the Santander Mobility Scholarships had 1,438 interns in Mexico, who, together with the interns in the internal programs of the universities supported by Grupo Santander, amounted to a total of 3,547 Mexican students benefited.



▲ ii. Innovation and Enterprise

At Banco Santander, we are committed to the innovation and enterprise culture. That is why we promote programs among university students to stimulate the enterprise culture and encourage the inclusion of new technologies in university life.

As part of this effort, in 2015, we celebrated the tenth Santander Enterprise Innovation Award (PSIE, Spanish acronym) 4,200 young enterprisers from 185 universities from all over the Republic took part, who submitted 978 projects in response to the call. This record participant represented a 31% increase in the number of projects registered and a 20% increase in participants compared to the last call.

The PSIE, considered to be one of the country's most important awards for enterprise innovation, encourages young people to ground ideas in tangible business plans and consolidate financing aspirations to complete their projects.

Throughout its history, the Santander Enterprise Innovation Award has granted more than 16 million pesos in prizes to enterprisers. In the ten years since the first award, more than 15,000 young people have submitted more than 4,500 projects focused on developing creative ideas and driving solutions to problems specific to different regions throughout the country.

The PSIE is backed by the Ministry of the Economy, through the National Enterprisers' Institute, as well as by the Ministry of Culture, the Enterprise Coordinating Council, the National Universities' and Higher Education Institutions' Association, the Communications Council and the institutions that work with the Bank's programs in support of higher education.

As part of its support programs to universities and research centers all over the world, Santander Universities work with RedEmprendia, which is a network of Ibero-American universities that promotes responsible innovation and enterprise.

RedEmprendia seeks to increase the enterprise fiber based on technological knowledge and development, foster the creation of high-qualified employment and the commitment to responsible economic development.

RedEmprendia currently works together with more than 1,040 academic institutions. That is why it is a strong ally of innovation and enterprise in the university communities.

▲ iii. Technology and University Services

As part of our Higher Education Support Plan, in 2015 we granted support to stimulate the incorporation of technology in universities, as well as improving teaching standards, levels of learning and university integration.

The University Smart Card (USC) is a unique tool developed in conjunction with the Santander-ITESM Technological Observatory that provides access to university services (parking, Internet connection, attendance control and turnstile access) and at the same time may be activated as a debit card with exclusive promotions and benefits.

In 2015, 218,264 new students at 32 universities all over the country received our University Smart Card. The total number of cards issued already exceeds 1.6 million credentials and 40 technology classrooms at more than 70 universities in Mexico.

▲ iv. Affiliation Projects

With our affiliation projects, we seek to motivate young people in Mexico to become enterprisers and to develop capacities, skills and attitudes to integrate successfully into the enterprise eco-system. At year-end 2015, we have signed 201 collaboration agreements with public and private University through the Mexican Republic.

Today we have 11 university courses in collaboration with several higher education institutions throughout the country, as well as a Master's Degree in Banking and Financial Markets, which is a joint effort of the Bank and different universities.

In 2015, the TrepCamp summer scholarship program selected 205 university students to participate in its business training program that provides young people with the tools and experiences



1,121 agreements
with universities and
research centers all
over the world

II. Universia

Universia is the most important network of universities in Ibero-America. Through the network, Banco Santander promotes the talent, knowledge, applied research and the institutional collaboration between universities and companies for the benefit of society.

Universia affiliates 1,348 universities in 23 countries; a community of 23.4 million students and academics.

As part of the proposals put forward in Brazil at the III International Universia Deans' Meeting, in 2015, we focused our efforts on four significant issues:

- Socialization and validation of the 2014 Universia Rio Letter
- Internationalization education and knowledge
- Development of digital technologies
- Collaboration between universities and companies as an innovation driver

The 2014 Universia Rio Letter has been delivered to 724 higher education institutions and sent to more than 1,200 university contacts, the media and government and cultural departments.

i. Academic Projects

We created Innoversia as part of the internationalization and strategic collaboration efforts among the universities of different regions. Innoversia is an open innovation portal, managed from Spain with 11,028 registered research (1,979 of whom are Mexicans) and 14,268 projects published (1,413 of which are Mexican).

We also participated in the development of the Mobilitas bi-national (Mexico-USA) web site and at meetings of the Proyecto 100,000 and the Bilateral Forum on Higher Education, Innovation and Research (FOBESII) Affiliation Group meeting, initiatives that are intended to attract international talent to Ibero-America.

In order to face the innovation and technological demands, in conjunction with Telefónica, we created Miriada X, the first open platform in Spanish and Portuguese that generates and gives Massive Open

On line Course (MOOC) available to Ibero-American universities. In 2015, the first course of a Mexican university was given on this platform.

Faithful to our commitment to innovation, in 2015 we presented ten universities with a technological university app created in conjunction with the mobile digital solutions developer, Moofwd, the function of which to concentrate all the information available in the universities' technological systems in one place in order to improve communication within their communities.

ii. University Services

At Banco Santander, we seek to create a virtuous circle of knowledge through meeting spaces among universities, companies and governments.

As part of this effort, we created business development training courses for small and medium-sized business (PYMES). In alliance with the partner universities of the network, we have consolidated a scholarship program to enable students to complete professional practices in these types of companies.

Another drive to encourage the inclusion of university students into employment is the Employment, Students' and Graduates' Administration Software Website, through which in 2015 we published 42,784 job offers and received 265,328 applications. Thanks to this mechanism, that year we brokered 39,651 jobs of which 38,169 were filled by Mexican university students.

Our Universia Development Center, in conjunction with renowned international institutions, gave three training seminars for university deans in 2015, in which 44 representatives of 20 higher education institutions participated.



8. Community and the Environment



- 2015**
- ▲ We developed an electricity self-supply project based on an efficient co-generation process
 - ▲ The Group's total amount of GEG increased by 3% at national level compared to 2014
 - ▲ The Group's total amount of waste decreased by 43% at national level compared to 2014

I. Community

At Santander, we know that the progress of people and companies would not be possible without the human and economic help aimed at strengthening the ties among the different groups of society.

That is why the Group and its customers support different Mexican civic organizations year after year, whose social causes are in line with the Company's vision.

i. Children of Mexico (Niños de México) Trust

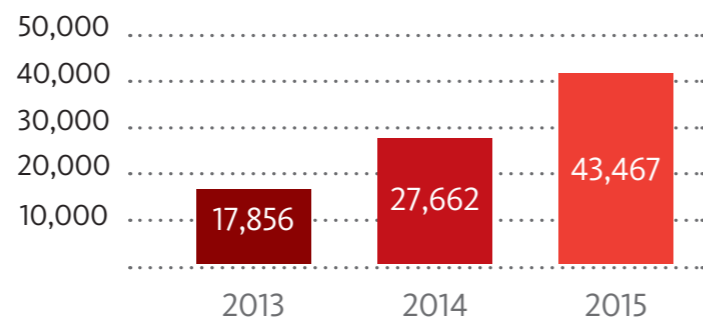
The Children of Mexico (Niños de México) Trust is an initiative of Banco Santander's employees that supports marginalized Mexican children in areas such as education, health and nutrition. Through multiple civic organizations, the Trust contributes resources to development projects for the benefit of Mexico's children.

The Trust seeks to create safe environments that favor the integral development of Mexican childhood. For more than 21 years, the effort, commitment and solidarity of our employees has been the growth driver for one of the country's most vulnerable sectors.

In 2015, the Trust allocated \$510,000 for the professionalization of the organizations. In total, 91 civic organizations received training and through different agreements, 16 university students completed their professional practice at the Trust.



In 2015 the number of children who benefited from the Trust increased by **57%**



\$50,000

- Afeeci, A.C.
- Casa Hogar María Madre, I.A.P.
- El Pozo de Vida, A.C.
- Fundación Giordanna Nahoul, I.A.P.
- Hogar y Futuro, A.C.

\$60,000

- Proyecto de Vida, I.A.P.

\$70,000

- Centro de Educación Infantil Para El Pueblo, I.A.P.

\$75,000

- Comunidad Crecer, I.A.P.

\$80,000

- Asilo Primavera, I.A.P.
- Centro de Liderazgo y Desarrollo Humano, A.C.
- Fundación Santa María Del Tepeyac, A.C.
- Fundación Sociedad Educadora de Sinaloa, A.C.
- Hogar Infantil María de Jesús Romero, I.A.P.
- Vida y Familia México, I.A.P.

\$100,000

- Albergue Infantil Los Pinos, A.C.
- Albergue para Niños San Martín de Porres, A.C.
- Amigos de Jaime, A.C.
- Asociación Pro Personas con Parálisis Cerebral. APAC, I.A.P.
- CAI Piña Palmera, A.C.
- Casa de la Amistad para Niños con Cáncer, I.A.P.
- Casa Hogar Dulce Refugio, A.C.
- Cenyelitzli, A.C.
- Christel House de México, A. C.
- Comer y Crecer, A.C.
- Comunidad de Desarrollo Integral Copilco, A.C.
- Comunidad Down, A.C.
- Con Nosotros A.C.
- Ednica, I.A.P.
- Educación y Desarrollo Indígena de Chiapas, A.C.
- Elisabetta Redaelli, I.A.P.
- Fundación Cadavieco, A.C.
- Fundación Clara Moreno y Miramón, I.A.P.
- Fundación CTDUCA Atención Integral de Personas Down, I.A.P.
- Fundación de Ayuda al Débil Mental, A.C.
- Fundación Mark, I.A.P.
- Fundación Mexicana del Riñón, A.C.
- Fundación Nutriendo para el Futuro, A.C.
- Fundación por Nosotros, I.A.P.
- Fundación Pro Niños de la Calle, I.A.P.
- Fundación Queretana Bebe Avance, A.C.
- Fundación Vida Plena, I.A.P.
- Hogar Integral de Juventud, I.A.P.
- Hope Worldwide Mexico, I.A.P.
- Instituto Mexicano de la Audición y el Lenguaje, A.C.
- Instituto Pedagógico para Problemas del Lenguaje, I.A.P.
- La Casa de la Sal, A.C.
- Mayama, A.C.
- Movimiento de Apoyo a Menores Abandonados MAMA, A.C.
- Movimiento de Apoyo a Niños Trabajadores y de la Calle, A.C.
- Niños y Adolescentes en Armonía, A.C.
- Programa Niños de la Calle, A.C.
- Trotasueños Asociación Civil, A.C.
- Unidos Somos Iguales Cuernavaca, A. C
- Voces y Visiones de Malinalco, A.C.

\$150,000

- Asociación Ale, I.A.P.
- Audio Amigo, I.A.P.
- Fundación de Apoyo Infantil Sonora I.A.P.
- Fundación Tarahumara José A. Llaguno, A.B.P.
- Proeducación, I.A.P.
- Tu Ayuda Integra y Apoya a la Recuperación Infantil, A.C.
- Vemos con el Corazón, I.A.P.
- Yolia Niñas de la Calle, A.C.

\$200,000

- Ándale para Oír Padres de Niños Sordos, A.C.
- Dispensario Médico Tonantzin, A.C.
- Fundación Castro Limón, A.C.
- Hogar Rafael Guizar y Valencia, I.A.P.
- IXIM, AC

\$250,000

- Fundación Hospital Nuestra Señora de la Luz, I.A.P.
- Fundación Kristen, A.C.

A total of 11,344 of the Group's employees made voluntary contributions to the Trust in 2015. Our employees' donations totaled \$4,435,000 which, in conjunction with the Bank's contribution of \$3,200,000, reached the amount of \$7,635,000 in support of the organizations of the Children of Mexico (Niños de México) Trust.

A total of 76 projects were approved during the year, of which 69 received some kind of financing. Together, these projects benefited 43,467 children all over the country, which represents an increase of 57% compared with the prior year. The following stand out among the main achievements of the projects:

- 15 heart or kidney transplants in children under 14 years of age
- 50 operations to correct sight problems
- 45 fetal operations to correct gestation problems
- 281,000 breakfasts
- Training of more than 4,600 children on how to prevent sexual abuse
- Support to 500 disabled children
- Support in the treatment of 400 oncological conditions

	Health	Education	Nutrition	Total
Beneficiaries 2015	8,442	28,278	6,747	43,467
Beneficiaries 2014	11,541	12,727	3,394	27,662

Also in 2015, the Group's employees implemented two important voluntary help initiatives for the benefit of organizations and allies of the Trust. These actions generated additional economic support in the amount of \$97,384, which had a positive impact on 1,138 children.

	Investment	Beneficiaries
Food Bank - Santander Week in support of Children of Mexico (Niños de México) Trust organizations	\$66,814	490
Donate your Dessert to the Children of Mexico (Niños de México) Trust Program	\$30,570	648

5. Seven projects were canceled because they lost deductibility or encountered problems when opening accounts.

Following the 2015-2016 Call, 102 employees sponsored the same number of organizations on behalf of the Children of Mexico (Niños de México) Trust. It is important to emphasize the voluntary work of the 69 'godparents', who, independently each gave four hours of their time to help the organization. This adds up to 276 hours of voluntary work, in addition to the time given by the members of the Trust's Working Committee, who are employees of the Group.

As part of the professionalization process of the Trust, in 2015 we evaluated the social contributions achieved in its first 21 years. We also set the bases to evaluate the impact of the Trust in 2016.

Among the main alliances established by the Trust in 2015, the most notable were:



The purpose of the alliances is to strengthen the service model in order to guarantee sustainable impacts on the organizations benefited.

In 2015, we completed training on various institutional themes with 83 organizations in different states of the Mexican Republic. The training covered aspects such as organizational strength, the evaluation of indicators and the systemization of service models.



In 2015, the Trust supported the therapeutic process of emotional containment and support for the directors of eight organizations through the Quiera Foundation.

The activities were focused on reducing burnout syndrome, the effects of vicarious trauma and the so-called compassion fatigue, as well as the development of tools and skills to help the organizations' directors do their jobs more efficiently.



During the year, 16 students from the UNAM National Social Work School participated in the supervision of 69 projects supported by the Trust.

Through this alliance, the students strengthened their professional skills in project reporting and they developed a broad view of the different functions performed by the Trust at national level.

ii. Sustainable Partners

Grupo Santander enables its network of ATMs to receive donations from its customers and users to support the different social and environmental causes of its sustainable partners. These campaigns are focused on transforming our customers' trust into concrete actions to drive the country's development and well-being.



Over the last eight years, Banco Santander has supported the Vivienda Foundation through collection campaigns at ATMs in order to stimulate the construction of houses and housing complexes for vulnerable families throughout the Republic.

Thanks to the collections received in 2014, 288 houses were built in the States of Mexico, Puebla and Durango.

In 2015, \$4,034,685 was collected in support of the Vivienda Foundation, which was allocated for the benefit of 1,440 people.



The care and protection of the environment are keystones in the sustainable development chain. Therefore, at Santander México, we support the conservation of the country's forests through collections at ATMs for the Reforestamos México association.

At year-end 2015, our ATM collections for Reforestamos México reached the amount of \$2,499,365.

The direct beneficiaries of the collections in 2015, a total of 982 people, participate in the "Young Environmental Leaders" and "Better Alliances, Better Forests" programs. Both programs promote the formation of collective socio-environmental enterprises that bring together talent and develop community skills.



At Grupo Santander, we defend the importance of coordinating efforts to protect the rights of children and teenagers in Mexico. That is why we contribute to UNICEF's All Kids to School (Todos los Niños a la Escuela) project.

In support of this initiative, in 2015 we collected \$1,983,710 through our network of ATM and we projected short information videos in our branches. These actions had a positive impact on the well-being and education of 4,030 children throughout the country.



Bécalos is an initiative run by the Association of Mexican Banks and Grupo Televisa. This program has benefited more than 200,000 students who, thanks to our customers' contributions, now have better opportunities for their education.

Over 10 years, Bécalos has granted more than 247,000 scholarships to young people of limited resources at state middle and high schools. With the help of the program, 55,929 students have completed their educational curricula and more 110,000 teachers have been trained.

In 2015, customers' donations to this initiative amounted to \$10,167,080, plus Santander's contribution of \$3,960,000, which benefited 1,880 people.

Sustainable Partners	Amount of Support from ATM Customers	Beneficiaries
Unicef	\$1,983,710	4,030
Reforestamos México	\$2,499,365	982
Vivienda Foundation	\$4,034,685	1,440
Bécalos	\$14,127,080 ⁶	1,880
Total contributions to sustainable partners	\$22,644,840	8,332

6. \$3,960,000 were contributed by the Bank.

iii. Contingencies

At Santander, we know that a caring and prompt response to natural or accidental emergencies can make a great difference for those affected. That is why, through the Santander Help Account in the name of the National Epidemiological Contingencies and Disasters Support Center (Centro Nacional de Apoyo para Contingencias Epidemiológicas y Desastres), we collected financial assistance to help with emergencies, such as the Nepal earthquake in 2015.

Another efficient tool we have to respond to this type of disaster are the in-kind help collections, which are run by our employees voluntarily. In February, we helped the victims of the explosion at the Children's Maternity Hospital in Cuajimalpa by providing diapers, water, powdered milk, dummies, packs of moist towels and a range of baby cleaning, feeding and care items. The funds were provided to the ABC Clinic where the victims were housed following the fire.

II. Environment

All our environmental care efforts are in adherence with Banco Santander Mexico's environmental policy and General Code of Conduct. These guidelines regulate the consumption and management of resources to prevent negative effects on nature.

At national level, the Executive Corporate Resource Department implements several initiatives focused on optimizing and managing the environmental impact of our operation in Mexico to ensure that they are aligned to Corporate parameters and controls and we are guided by the measurement, objectives and compliance methodology.

The following are the most relevant initiatives that generated an impact on environmental management in 2015:

Replacement of high-consumption air conditioning equipment

New air conditioning equipment that meets the U.S. Environmental and Energy Study Institute's SEER 13 standard was installed, which resulted in energy savings of 11%.

Replacing the air conditioning equipment enabled us to change from R-22 refrigerant gas (which is considered suitable for replacement pursuant to the Montreal Protocol) to the more environmentally-friendly R-410 refrigerant gas.

Installation of Energyza control panels

The Energyza electricity project consists of monitoring our electricity consumption and the temperature in our branches in order to optimize the switch-on and switch-off times of the most important equipment in the current power expenditure.

Today we have a base of 208 control panels in operation, some of which are installed in branches with high levels of consumption that do not have any type of control of the lighting and air conditioning systems. In 2015, we achieved average consumption savings of 11%.

We are working to monitor and control the panels remotely in such a manner so as to be able to measure the power consumption trends in our buildings in real time.

Power self-supply and adaptations in buildings

Banco Santander is generating initiatives to supply clean electricity to its buildings at costs below the Federal Electricity Commission (CFE).

In 2015, we implemented a power self-supply project based on an efficient co-generation process with a range of 615 charging points, including the corporate buildings in Querétaro: The Technological and Operations Center (CTOS, Spanish acronym) and the Santander Contact Center (SCC).

The different alternative power projects that we are implementing involve the installation of new intelligent meters. In order to comply with the Federal Electricity Commission's (CFE) standards, the new electricity meters require remote connectivity to a data network for monitoring. It was therefore necessary to make adaptations to the trunking and cabling layouts, embed the new meters and guarantee their protection.

As the new sites are connected, power will be received by conveyance at an average direct discount of 15% on current tariffs, depending on the tariffs currently contracted by each site.

Diagnosis of legal requirements for the Environmental Management System Manual

Based on the ISO 14001 methodology, in 2015, we conducted a diagnosis of compliance with the legal environmental requirements in 12 buildings and 24 branches in the Bank's Metropolitan region in order to standardize environmental processes in the installations. In the medium term, there is the possibility of implementing an Environmental Management System in each of these facilities.

The information and documentation generated by this process allows us to identify and evaluate the compliance with the environmental requirements periodically in accordance with the current legislation and thus avoid fines.

Emissions calculations

In 2015, we calculated CO2 emissions nationally based on the new standards of the Mexican Climate Change Law in order to prepare the report due in Santander's Annual Operation Certificate (COA 2014).

In 2015, this same measurement parameter to identify the national consumption of supplies and the generation of waste. The new emissions factor established by the Mexican Climate Change Law does not significantly defer the emissions factor we have been using for the last five years based on Corporate guideline. The following table illustrates the respective data:



Carbon Footprint Program (National)	2014	2015	VAR. %15/14
CONSUMPTION OF:			
Fuel (l) - Diesel	73,724	81,370	10%
Electricity (MWh)	133,410	150,545	13%
Water (m3)	448,918	450,332	0.3%
Paper (kg)	2,017,686	2,199,429	9%
Electronic equipment (number)	3,430	4,058	18.3%
Air travel (number of flights)	17,692	18,001	2%
WASTE GENERATION:			
Paper and card (t)	423.68	245.63	-42%
Plastics (t)	99.92	59.47	-40%
Glass (t)	53.52	22.40	-58%
OTHER:			
*Total GEG emissions (t CO2 eq) (including the three scopes)	80,601.42	83,100.82	3%
Total waste (t)	577.12	327.50	-43%

*DEFRA conversion factors have been used for the calculation of Scope 1 and 3 emissions. The factor published by the Ministry of the Environment and Natural Resources (SEMARNAT) has been used for the calculation of Scope 2 emissions (0.454 tons of CO2 / MWh).

ii. Environmental Management System

In order to reduce the environmental impact of the activities at the Santa Fe Head Office, the Bank's headquarters, we have an Environmental Management System that has made significant progress in saving and managing the resources used by the complex in its daily operations.

In 2015, for the eleventh consecutive year, we maintained the ISO 14001 certification and we conducted a re-certification audit of the system, which found no non-conformities.

These initiatives are supported by recurring activities and campaigns that seek to mitigate the environmental impact caused by the Group's activities.

The main results were:

Drinking water

In 2015, the refurbishment of the Santa Fe Head Office commenced that includes the installations of 30 dry urinals. This measure will reduce annual water consumption by 2,460 m3.

Electricity

In order to increase our energy efficiency, in 2015 we modernized the ventilation systems at the Santa Fe Head Office by replacing the motors of high-consumption air management units for more efficient equipment.

Fuels

The fuel unit used in the kitchens and boiler at the Santa Fe Head Office is powered by LP Gas. In 2014 we installed meters to measure the actual consumption of this fuel at the points of use and establish a new indicator. In 2015, LP Gas consumption was 128,561 liters, which represents an increase of 4.1% compared with the prior year.

The consumption of diesel in the Group's installations is activated in emergency situations to cover failures in the electricity supply. In 2015, diesel consumption amounted to 5000 liters; 16% less than in 2014.

Papel

The Santa Fe Head Office uses ecological bond paper that contains at least 50% recycled fibers and its whitening process is chlorine-free.

In 2015, we implemented a both-sided printing policy; however, the consumption of reams of paper (500 sheets) increased by 9% compared to 2014. The initiatives in this area have been focused on identifying the departments that are large consumers of paper in order to generate awareness and reduce waste.

Waste 

The waste generated by our Head Office is classified and valued in strict accordance with the current Mexican laws and standards. Waste is used, recycled or disposed of according to the classification of the material into solid organic and inorganic urban and special-management or hazardous waste.

In 2015, the amount of waste generated by our Head Office reduced by 10% compared to the prior year.

Santa Fe Corporate Office Environmental Management System	2014	2015	VAR. %15/14S
CONSUMPTION OF:			
FUEL (L) - DIESEL	5,953	5,000	-16%
ELECTRICITY (MWH)	7,799	7,793	-0.1%
WATER (M3)	30,296	23,480	-22%
PAPER (KG)	191,738	209,009	9%
ELECTRONIC EQUIPMENT (NUMBER)	269	350	30%
WASTE GENERATION:			
PAPER AND CARD (T)	20.34	18.95	-7%
PLASTICS (T)	5.10	4.45	-13%
GLASS (T)	1.35	0.79	-42%
OTHER:			
Total waste (t)	26.8	24.19	-10%

G4-14 Mexico signed the Rio Declaration in 1992 and incorporated its principles and provisions into its laws and regulations. Our Bank complies with the Mexican environmental standards and therefore tacitly includes the principles of the covenants considered by each law.

iii. Training and Awareness

In order to strengthen the Group's environmental efforts, since 2013, all the Santa Fe Head Office employees have been required to complete the "Environmental Management System" standard course. This course promotes the Group's environmental policy and program under the standard ISO 14001.



2,681 employees were trained in 2015, who represent 99.3% of all the Santa Fe Head Office's staff. The foregoing represents 1,304.5 hours of environmental training and awareness.

Transport  G4-EN30

At Santander, we provide collective transportation so that the Santa Fe Head Office personnel may get to work easier and contribute to reducing emissions from their own vehicles.

9. Long-Term Commitment to our Stakeholders





The following stand out among the acknowledgments received by Santander in 2015 for its participation and performance in the financial sector:



- ▲ The Global Trade Review as the best bank in Latin America in foreign trade financing.
- ▲ The Global Finance award as the best foreign trade financing bank in Mexico.
- ▲ Trade Finance magazine awards for a structured transaction for Aeroméxico and for Grupo Financiero Santander's participation as Joint Lead Broker in Pemex's debt issue.
- ▲ Infrastructure Journal and Project Finance magazine awards for the financing of the Los Ramones Sur Pipeline and for Grupo Financiero Santander's participation as Joint Lead Broker in LIPSA-ICASA's debt issue.
- ▲ Global Excellence Award 2015 (in conjunction with the supplier, Nuance) in the "Tomorrow's Technology Today in Latin America" for the implementation of the voice biometry (Voice Print solution).
- ▲ The Best Trade Bank in Mexico 2015 award by Trade Finance magazine for its work to support customers in foreign trade transactions.
- ▲ The LatinFinance award as the best infrastructure bank in Mexico and awards for best project, best financing and best financing in infrastructure for its participation in the Los Ramones II Pipeline.
- ▲ Global Finance award as the best private bank in Mexico.
- ▲ The International Finance Magazine award for Best Investment Bank in Mexico.
- ▲ The Global Finance award as the best private bank in Mexico.

I. Customers

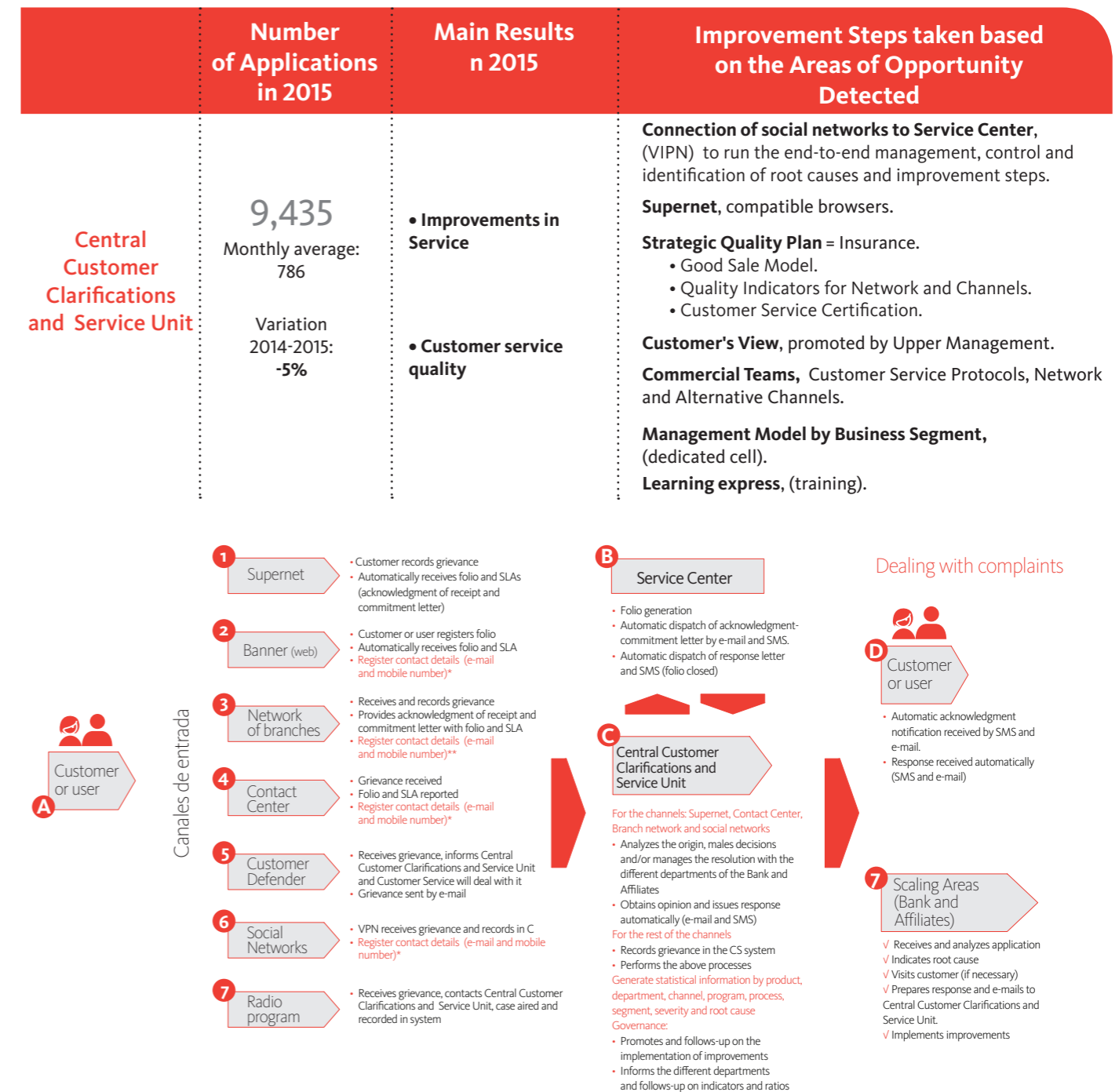
Our operation is governed by strict internal standards that guarantee transparency and the marketing and sale of our products, as well as the timely measurement of the impact caused by our activities in the communities in which we operate.

I. Customer Satisfaction G4-PR5



At Banco Santander, we have seven different means of communication and contact for our customers and users to send us their complaints, comments and suggestions about our products and services.

Each request passes through a review, classification and documentation process in the Central Clarifications and Customer Service Unit. Once evaluated at our Service Center (Processing System), requests are sent to the clarifications department to be dealt with and customers are advised of their resolutions.



As part of our Customer Satisfaction program, we conduct daily surveys to understand our users' perceptions of the products, services, processes and performance of the Bank's departments.

This year we conducted 55,843 surveys and a new benchmark service satisfaction study, in which we were third place in 2015.

The speed and agility at branches and the ATM service are the most relevant Customer Satisfaction issues. In response to this concern, in 2016 we will install 100 Full Function ATMs, we will replace 1,280 obsolete ATMs between 2016 and 2018 and will supervise the supply of ATMs with 100% of their cash capacities.

To speed up the service in our branches, in 2016 we will implement the Greeters model and Self-Service Modules in 180 critical branches. We will also replace obsolete teller counter equipment and will consolidate the on-going training program for the Bank's staff.

Also, for the continuous improvement of our customers' satisfaction, in 2015 we implemented the Santander Style Program with the main purpose of reinforcing, on a fortnightly basis through consolidation dynamics, specific habits for each critical moment that define a positive experience and an better link for our customers.

These habits are always related to the development of one of the three benefits of our brand (Simple, Personal and Fair) in order to guarantee the maximum consistency in how the service is rendered and how the Santander brand is projected to the Bank's customers.

As a support to the program, we have a Santander Style community that enables our commercial teams to share and consult the best customer service practices at national level.

ii. Transparency and Ethics in Product Sales G4-PR3 and FS15

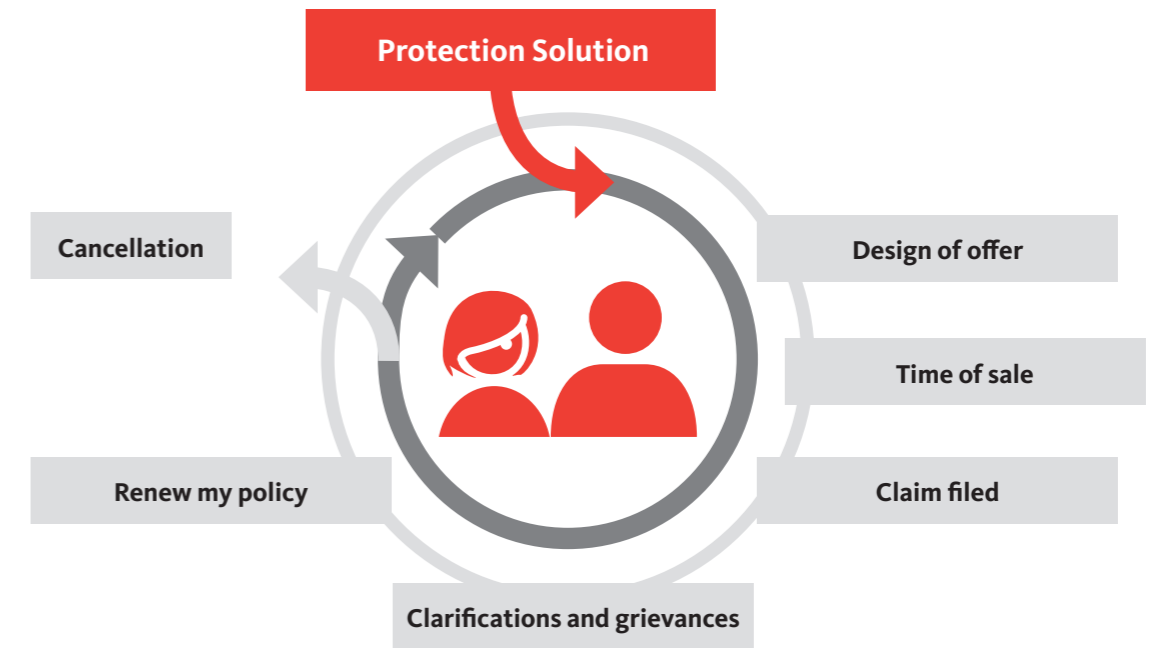
At Santander, we have a sophisticated structure for the analysis, evaluation and approval of the products we launch to market.

The purpose of this process is to maintain the correct balance between the risks assumed by our customers on acquiring a product and expectation or benefit it offers. In this way, we guarantee that all our products and services meet both local and corporate standards for their promotion and sale.

The departments responsible for supervising transparency and ethics in the sale of products are the Corporate Marketing Committee (headquartered in Spain) and the Local Marketing Committee, which operates nationally in Mexico and is chaired by the Executive Competitive Strategy Director.

In 2015, we launched the Strategic Insurance Quality Plan that accompanies each step of the interaction with customers and enables us to streamline the insurance sales processes, reduce the number of cancellations and increase customer satisfaction.

In this way, we are strengthening transparency in our operations for the benefit of our stakeholders.



An outstanding feature of the Good Sales Model is Welcome Call 2.0, which contacts customers by telephone 72 hours after they take out insurance in order to reinforce the benefits of the product acquired, clear up doubts and provide them with all our contact channels.

The Confirmation Desk began operations in our Contact Center on March 9, 2015, to confirm the sales of insurance with the Santander Corporate Quality stamp. The Confirmation Desk has six stations and is manned by ten executives and one supervisor.

As part of our confirmation system, any cancellation of insurance within the first three months of the term as a result of the accidental purchase will be processed with the refund of the amount charged with question or attempts to dissuade the customer. Thanks to this transparency policy, we are reducing the number of clarifications and improving the express service we offer to our customers.

iii. Impact of Products and Services FS1, FS2 and FS3

In accordance with the Group's social and environmental policy and the Equator Principles, at Santander we evaluate all financing projects that exceed 10 million US Dollars. Our business department is responsible for coordinating the environmental Due Diligence with the Group's consultants and managing the preparation of the questionnaires to measure the social and environmental risks of each project.

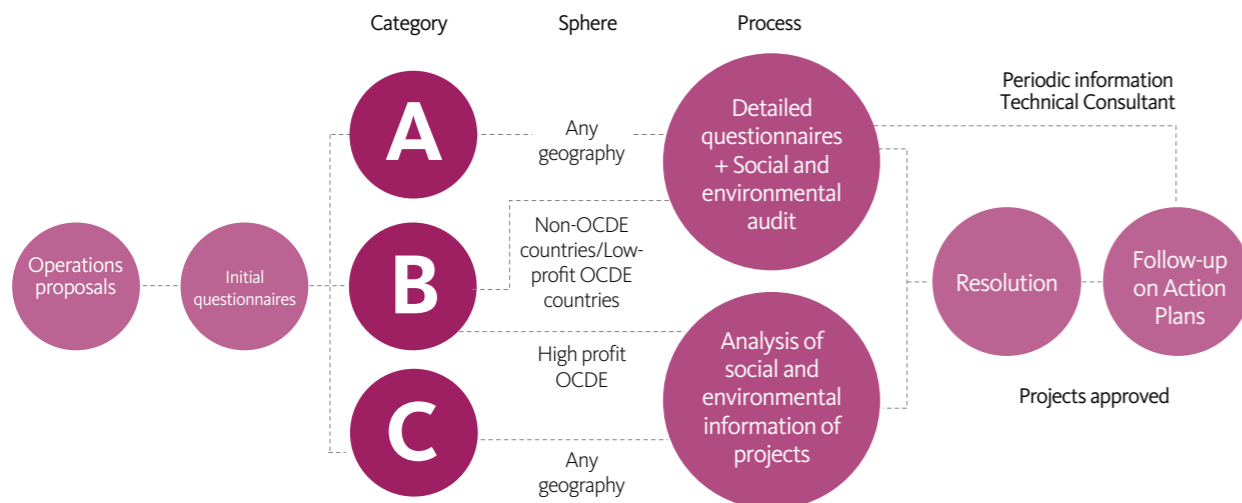
with the development of infrastructure and energy projects, which are sectors that form a pillar for the country's economic progress.

The financial and commercial analysis that accompanies the financing process is complemented by a thorough socio-environmental study based on the Corporate Social and Environmental Questionnaire, which we use to monitor the impact of projects with the assistance of expert external consultants.

Our impact policy has the purpose of maintaining control and records of the possible risk associated

Social and environmental risk analysis procedure based on Equator Principles in project finance

Amount greater than 10 million US Dollars



- A: Project finance with a significant negative impact and greater risk.
- B: Project finance with a medium negative impact and lower risk.
- C: Project finance with a very small or nil environment impact.

Pursuant to our social and environmental risk analysis procedure, four projects with a value of \$7,675 million pesos were evaluated in 2015. All

the projects evaluated in the year were approved after the compliance with the Equator Principles were confirmed.

In Mexico, we have a team responsible for monitoring the projects approved that, in conjunction with the environmental consultants, prepares the Equator Principles compliance reports. In the event that potential risks are detected during the construction and/or operation phases of projects, the monitoring team, together with the customer, must implement the steps necessary to prevent or mitigate the risk.

iv. Marketing

At Santander, we are convinced that helping the progress of both people and companies in Mexico encompasses many spheres. That is why we have implemented varied marketing and advertising campaigns to position our brand and products further and open the door to establish on-going dialog with all our stakeholders.

The Group's marketing activities are subject to the current provisions and legislation applicable to the financial sector and are regulated by bodies such as the National Financial Services Users' Protection and Defense Commission (CONDUSEF), the Banco de México (Banxico) and the National Banking and Securities Commission (CNBV).

Web Sites

In 2015, our real estate web site www.casacompara.com recorded 2,035,250 visits. We received 9,270 mortgage applications through the site and 79,000 properties were published throughout the year.

The www.autocompara.com web site is the leading motor insurance site. The ease of use and variety of payment plans (annually, bi-annually, quarterly and monthly) make Autocompara an efficient service tool for our customers.

Ten of the best insurance companies in the country participate in Autocompara. To date, we have insured 620,000 automobiles through this platform. In 2015, the site recorded 2,068,233 visits.

At Santander, we are proud to have the only meta-search engine for travel in Mexico and the first in the world that is backed by a financial institution. The www.viajacompara.com web site absorbs more than 90% of the tourism offer and incorporates more than 360 providers, including the largest airlines and travel agencies in the country.

Since its launch, the site has generated almost 10,000 bookings and its exclusive benefits program has triggered 3,600 card applications. In 2015, the site recorded 495,824 visits.

Social Advertising Campaigns

At Santander, we are committed to offering our support and knowledge to the social initiatives with which we are involved. In terms of advertising, we develop social marketing campaigns to generate emotional links and the positioning of our clients.

In 2015, the main achievements in this field were:

- 20 sponsorships
- 150 advertising pieces (average) per month
- 20 mass campaigns
- 2 social campaigns
- 2 positioning and branding campaigns

Paperless campaigns

As part of our advertising campaign, in 2015, we renewed our commitment to the environment through the Paperless campaign. This initiative extends to our customers to change their statements of account from paper to electronic, as well as to avoid the consumption of paper and contribute to conserving our natural resources.

Small and medium-sized companies

In the Small- and Medium-Sized Companies' segment, we participated in the 2015 Enterprisers' Week, which is the most important enterprise forum in Mexico and Latin America organized by the Ministry of the Economy through the National Enterprisers' Institute. 100,000 enterprisers and small businesses attended the 2015 event in search of creating business relationships with the authorities of the sector and the development bank.

Through the Enterprisers' and Franchises' Program, we provide consultation on small- and medium-sized business products and on the Young Peoples' Initiative, which offers loans of amounts between 50,000 and 2.5 million pesos to micro-, small- and medium-sized businesses.

Social Networks

As part of our commitment to honesty and transparency, at Banco Santander we have created digital circulation media (infographs, videos and other media) to educate the community on financial themes.

The Group is present in the main social networks. At year-end 2015, the Group's channels amounted to:



923,336
Facebook
followers



85,400
Twitter
followers



1,718
YouTube
followers

Sustainability Management Studies

As follow-up to our Customer Satisfaction objectives, in 2015 we conducted market studies to find out the perceptions of our users on the products and services we offer, as well as to measure the impact of the different environmental sustainability initiatives.

The migration from printed to electronic statements of account is one of the Group's main environmental strategies. Therefore, the Migration to Paperless Statements of Account study evaluated our customers' perceptions of statements of account of Santander credit cards.

The migration to Paperless is based on the preservation of natural resources and the reduction of statement of account issue costs. The purpose of this study was to understand the reasons why certain customers reject the migration to electronic statements of account, as well as the conditions that determine their behavior.

v. Accessibility FS13 and FS14

To facilitate general access to the products and services we offer, at Banco Santander, we have a wide network of correspondent banks that foster the financial inclusion of the less well-off segments of the population.



Contact Center	Average number of customers served per month: 950,303 Total number of transactions performed at the Contact Center: 63,904,196 Percentage of transactions compared to the Group's total in 2015: 4% Portfolio recovery in 2015: (Millions): 11,587
Supernet	Total number of transactions performed: 268,058,894 Percentage of transactions compared to the Group's total in 2015: 17% Number of Supernet customer users: 625,622
Súper móvil	Total number of transactions performed: 288,227,889 Percentage of transactions compared to the Group's total in 2015: 18% Number of Supermóvil customer users: 467,208
Mobile Banking	Total number of transactions performed: 556,286,783 Percentage of transactions compared to the Group's total in 2015: 35% Number of customers affiliated: 1,202,883 Number of active customers: 857,041
Direct Debits	Total number of Direct Debit registrations in 2015: 646,488
Correspondent Banks	Total number of branches: ■ OXXO: 14,301 ■ Telecomm: 1,667 ■ 7-Eleven: 1,881 Total number of transactions performed: ■ 13,309,952 transactions in OXXO, 40% of which are performed by the less well-off segments ■ 1,974,035 transactions in Telecomm, 48% of which are performed by the less well-off segments ■ 510,821 transactions in 7-Eleven, 40% of which are performed by the less well-off segment Percentage of transactions compared to the Group's total in 2015: 1% Total number of transactions performed: 387,947,767
ATMs	Percentage of transactions compared to the Group's total in 2015: 25%

Every year, we monitor the level of satisfaction and type of transactions performed by our customers through the Bank's correspondents, Oxxo, 7-Eleven and Telecomm.

distance from conurbations to services such as the loan payments, deposits, transfers, withdrawals and the opening of accounts.

Correspondent banks offer a profitable business model to approach the population living some

In this way, we encourage financial inclusion and increase access to our services through alternative schemes to bank branches.

vi. Financial Education FS16

At Banco Santander, we are committed to developing the financial competition of people and companies. To achieve this, please have a program of financial education talks in order to generate awareness about the benefits and risks involved in the administration of financial tools and products.

The financial education talks program is allied to the Universia and Santander Universities Projects, and is supported by the Planeta Publishing Company. Thanks to the shared effort of these organizations, in 2015, we introduced the program in different universities with the participation of almost 200 students in each one.

The Eighth National Financial Education Week

From October 15 to 18, Grupo Santander participated in the Eighth National Financial Education Week, which was visited by 31 state and private institutions.

The event, run by the National Financial Services Users' Protection Commission (CONDUSEF), offered the public general conferences, workshops, exhibitions and theatrical works about financial issues such as budgeting, credit, savings, retirements and investments.

In 2015, Santander's Financial Education Web Page was launched that contains basic concepts, financial health tips, videos, simulators and a didactic description on the use and enjoyment of financial products.

vii. Products with a Social Impact

We stimulate the progress of people and companies with products designed according to their needs and that ultimately have a positive impact on the economic and enterprise development of the country.

The most relevant products are:

	Investment	Beneficiaries
SANTANDER PYME Classroom training	\$9,340,900	1,045
SANTANDER PYME On-line raining	\$5,410,000	1,418
SANTANDER PYME Employment		85
Total	\$14,750,900	2,548

Small- and Medium-Sized Businesses (PYMES) Program – Advance

This program includes a wide variety of services and supports unique in Mexico that offer a comprehensive service to small-and medium-sized businesses and stipulates the economic and social development of the country.

The most notable supports include: Training (on-line and classroom), Financing, Internationalization and Talent Search (employment).

Women in Small-and Medium-Sized Businesses (Apoyo a Mujeres PYME) and Woman We Grow Together (Mujer Crezcamos Juntas) Programs

In conjunction with the Nacional Financiera (Nafin), the National Enterprisers' Institute (Inadem) and the National Women's Institute (Inmujeres), we launched two programs in 2015: "Support to Businesswomen" (Apoyo a Mujeres Empresarias) and "Woman We Grow Together" (Mujer Crezcamos Juntas) that offer solid support to women enterprisers and businesswomen segment in Mexico under different financing schemes.

Start-up Loans

In accordance with the Financial Reform, Santander supports young enterprisers in Mexico through credit and financing schemes to develop ideas and projects presented by Mexicans between 18 and 30 years of age.

Financing programs for young enterprisers offer information, accompaniment, training and financing) to open new businesses or develop existing enterprises. In this way, we renew our commitment to the progress of the people and companies in the country.

OPENING A BUSINESS	Your first Enterpriser loan	<ul style="list-style-type: none"> • 100% financing of projects • Amounts from \$50,000 to \$150,000 • Fixed annual interest rate of 9.9% • On-Line Incubation (PIL) from INADEM, including the NAFINSA's "How to apply for a Bank loan" course
	Your first PYMES loan	<ul style="list-style-type: none"> • Financing of up to 80% of project • Amounts from \$150,000 to \$500,000 • Fixed annual interest rate of 9.9% and up to four years to pay • Face-to-face incubation in the INADEM Incubators' Network
HOW TO GROW YOUR BUSINESS	Your Loan to Grow	<ul style="list-style-type: none"> • Financing of up to \$300,000 linked to the "We Grow Together" (Crezcamos Juntos) to foster formality • For companies registered in the Tax Administration Service (SAT) under the Fiscal Incorporation System.
	Your Young PYME Loan	<ul style="list-style-type: none"> • Credit of up to \$2,500,000 • Up to five years to pay • Fixed annual interest rate of 9.9% on loan amounts of \$1,000,000 or 9.5% on greater amounts

A Marathon with a Cause

On October 11, 2015, Santander Mexico's Insurance Department organized the First Santander Autocompara Marathon with the participation of more than 3,600 people, including the Bank's customers, employees and the general public.

40% of the money collected from enrollments was donated to the Friendship House (Casa de la Amistad) for children with cancer, an organization that after a track record of 26 years, has an excellent reputation for meeting the needs for children and teenagers with limited economic resources who suffer from this condition.

The donation amounted to \$369,340, which was handed over to the OSC representatives during a simple ceremony held at Santander Mexico's head office in Santa Fe.

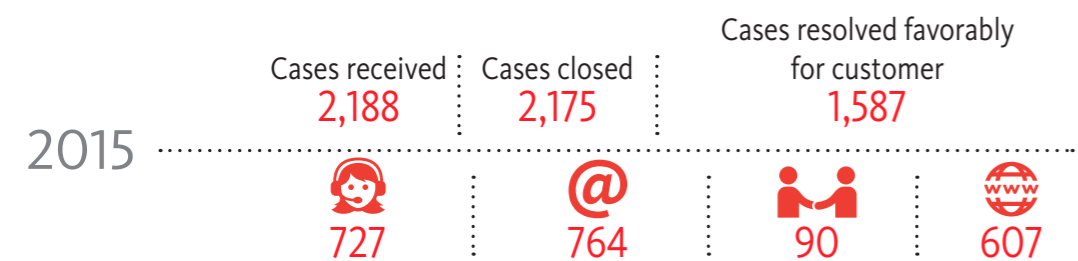
vii. Santander Customers' Defender

In order to offer our customers a communication and dispute settlement mechanism in terms of the Group's activities, Santander Mexico has operated the Customers' Defender for the last eight years.

Due to its characteristics, the Santander Customers' Defender is a unique mechanism of its type among the institutions of the country's banking sector.

The Santander Customers' Defender is completely independent from the Group and its companies and maintains direct contact with the Board of Directors. The decisions made by the Defender cannot be appealed. The Group, which is obliged to follow up on the recommendations made by the Defender in order to improve the Bank's products and services.

In 2015, we received 2,188 service requests through the Santander Customers' Defender, 1,587 of which were settled in favor of customers. 99.4% of the cases received are now closed.



II. Employees

One of the business's main sustainability pillars is experience, satisfaction and the holistic development of our employees. Therefore, we are committed to offering work, health and safety conditions that enable the optimum and integral performance of all our employees.

i. Employment

At Santander, we know that the generation of employment is an indispensable component for the economic development of both the country and the financial sector.

With the creation of 638 internal employment positions and 593 external positions, in 2015, we renewed our commitment to the generation of employment by increasing the total number of employees to 17,144, which represents an increase of 4.5% compared to the prior year.



Of this total, 15,701 employees have permanent contracts, whereas 1,443 perform their duties under temporary contracts. 21.8% of the total staff is unionized. G4-11

Of the 796 management positions, 90.3% are held by Mexican national and 9.7% by foreigners. G4-EC6

G4-10

	Permanent Contracts in 2014	Permanent Contracts in 2015	Temporary Contracts in 2014	Temporary Contracts in 2015	Outsourcing 2014	Outsourcing 2015
	7,817	7,469	59	669	1,458	1,394
	8,467	8,232	67	774	1,784	1,658
	16,284	15,701	126	1,443	3,242	3,052

ii. Gender Equality and Human Rights

Equal opportunities within the Group are upheld by our General Code of Conduct, Internal Work Regulations and Equality Policy. These mechanisms, together with the different human rights circulation and training activities, contribute to the overall development of our employees and strengthen the normative character of the culture of equality in the Group's activities.

In 2015, our Gender Equality Training Program, through the Equality Course, provided 1,266 hours of training to directors, assistant directors, managers, as well as to administrative and operations personnel.

G4-HR2

Equality Course	HOURS OF TRAINING	HOURS OF TRAINING	TOTAL HOURS OF TRAINING
DIRECTORS	25	6	31
ASSISTANT DIRECTORS	56	33	88
MANAGERS	212	150	362
ADMINISTRATIVE AND OPERATIONS STAFF	329	456	785

As part of our human rights awareness efforts, in 2015 we ran volunteer activities to bring our employees closer to the social reality of the country.

4,500 volunteer employees participated in the "Food Bank" and "Nutritious Breakfasts" activities, in which they gave their time and effort to donate food to private assistance organizations, as well as helping the development of less-well-off children by providing nutritious breakfasts.

At Santander, we value diversity as an essential part of the company and that is why our employees with special needs form part of a process that provides teachings to the company in general. The employment inclusion of all employees means that they have a position under the same conditions opportunities, salaries and hours as other workers with full capacities.

We have 11 employees with special needs at our Contact Center in Querétaro. There is also another employee with special needs at the CTOS in Queretaro, as well as in the North Region and another in the Santa Fe Head office in Mexico City.

Employment inclusion enables us to add knowledge, experience and valuable daily examples of personal perseverance. Offering people with special needs the opportunity to be skillful in the world of employment helps us as an Institution to meet our responsibility of fostering equal opportunities among employees.

iii. Life/Work Balance

Through various employment flexibility initiatives and programs, at Santander we seek to create scenarios to develop the working and family lives of our employees harmoniously.

As part of this effort, in 2015 the "We Are Santander" scholarship program granted 10 half-year scholarships to the children of employees to go on academic exchanges at degree level outside of Mexico. Each scholarship includes travel to the destination city and 50,000 Mexican pesos for maintenance and accommodation expenses for the period of the scholarship.

In seeking a better life balance for our employees, the Flexiworking initiative emerged, with the purpose of encouraging a simpler, more personal and fairer way

of working that helps in the conciliation on work and personal life without negative repercussions on productivity results.

The initiative seeks to generate flexible working environments that foster a culture of efficiency, productivity and meritocracy. It also ensures autonomy of our teams to organize themselves in the way that best suits the needs of their professions and the Bank.

Added to this, employees are trained to identify and overcome the obstacles that arise in change management, follow-up on the state of flexibilization of the teams and identify and propose better practices in the work areas.

Between September and October 2015, 113 employee-drivers received training to adapt working conditions to the particular needs of employees.

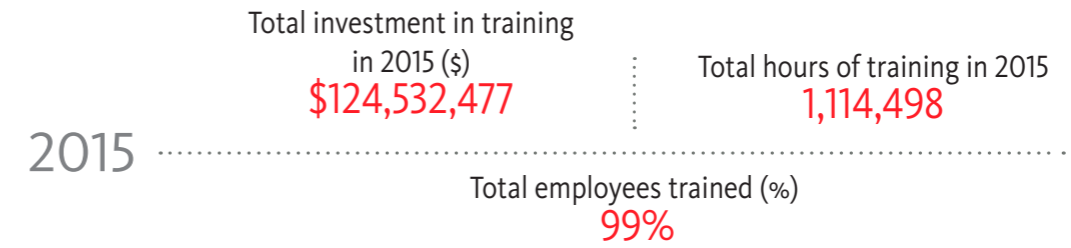
The flexibility means implemented include starting and finishing times, flex-day, special shifts, flexiFriday, holidays, remunerations and holidays, among others.

To ensure the success and due performance of these measures, it is essential to guarantee the commitment of the entire team, meet the annual goals and objectives and that each department maintains updated policies and procedures, as well as the other obligations of the team.

As a complement to this initiative, at Santander we have a broad program of retributed permits that contemplate, among others, the period to prepare nurseries, time to attend to personal affairs, medical attention or the deaths of close family members, marriage and maternity through adoption.

iv. Training

Training is a key element in the personal development of our employees and an essential tool to guarantee the long-term sustainability of the business. Therefore, in 2015 we invested more than 124.5 million pesos in training programs that translated into 1,114,498 hours of training for our employees.



In accordance with the needs and skills required by each of our employees, the training programs are divided into the following areas:

- **Technical:** to be proficient in a tool and/or process to optimize the daily duties of our employees.
- **Regulatory:** consist of courses and certifications approved by an authority.
- **Management courses:** focused on developing management skills to foster team work, achieve goals and meet human needs.

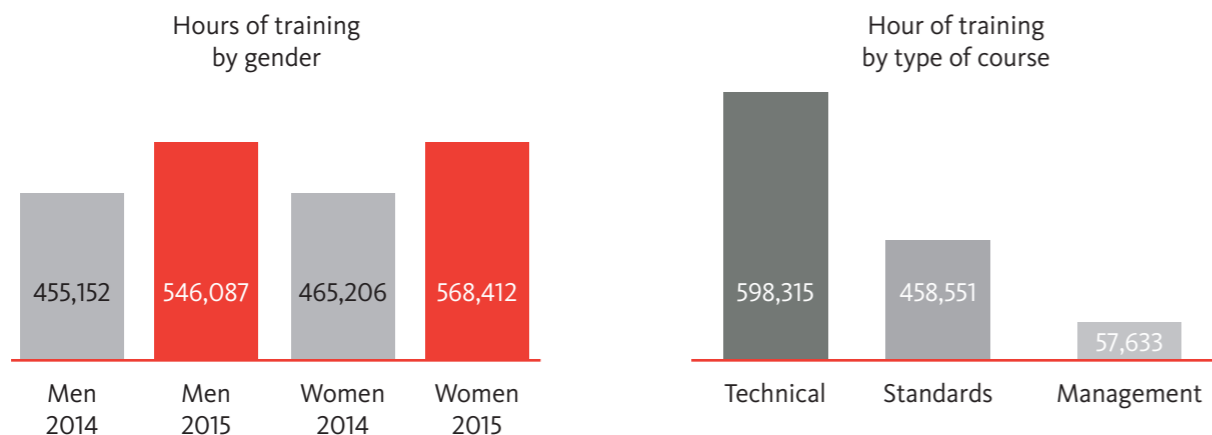
52.8% of the training hours consisted of face-to-face courses and activities and 53% of the total was allocated to the Group's administrative and operations staff.

On average, each of our employees received 65 hours of training in the year, which represents an increase of 16% compared with the prior year.

G4-LA9

Employment Range			Average Hours of Training in 2015	Average Hours of Training in 2014
DIRECTORS	638	158	47	30
ASSISTANT DIRECTORS	869	488	60	42
MANAGERS	2,680	2,359	77	59
ADMINISTRATIVE AND OPERATIONS STAFF	3,951	6,001	61	59
TOTAL	8,138	9,006	65	56

Employment Range	Classroom	Virtual Classroom	e-learning	Total Hours in 2015	Total Hours in 2014
DIRECTORS	23,002	397	13,667	37,066	23,437
ASSISTANT DIRECTORS	42,184	619	38,728	81,531	51,904
MANAGERS	195,775	10,797	182,202	388,774	285,100
ADMINISTRATIVE AND OPERATIONS STAFF	327,742	2,737	276,648	607,127	559,917
TOTAL	588,703	14,550	511,245	1,114,498	920,358



v. Talent Attraction and Retention

At Santander, we have the measurement and evaluation tools to monitor, identify and develop their potential within the Institution, including areas of opportunity for improvement.

G4-LA11
The talent development and retention process allows us to align our employees' personal and professional goals with the objectives of the work groups and the business.

The Objectives-Based Performance Evaluation is a measurement tool used to identify strengths and weaknesses in areas such as a personnel leadership, people management, innovation capacity, customer service and the achievement of results. In 2015, a total of 2,658 employees were evaluated using this methodology.

The 360° Evaluation, on the other hand, is a feedback process on the performance of our employees, in which managers, peers, other co-workers and higher-level employees participate to create a joint view of the performance of each person within the organization. In 2015, a total of 12,390 employees were evaluated using this methodology.

G4-LA1
In terms of talent retention, the Metro South region has the highest turnover rate (19.3%), which is equivalent to 1,531 employees. In contrast, the Central region, which has the largest number of employees, has the lowest turnover rate of 3.5%.

52.2% of the total of our employees are female. This segment has the lower turnover rate of that of our male employees and has the most hours of training and performance evaluations at general level.

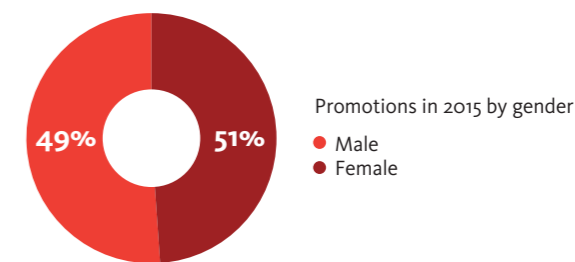
47.8% of our employees are under 30 years of age and represent the segment with the highest turnover rate (18%).

In addition to our training programs, at Santander we have complementary projects to develop the professional talents of our employees. These initiatives are a fundamental part of the efforts to generate value for the Group and increase the long-term sustainability of the business.

G4-LA10

Name of Program	Purpose of Program	Beneficiaries in 2015	Hours of training in 2015
Career Plans	Staff who have recently been or are about to be promoted gain the knowledge and skills necessary for the optimum performance of their new positions through a series of courses.	1,641	94,669
Comprehensive Talent Management	Santander provides its directors with the tools they need to become high-performance leaders. In this diploma, they develop their skills and strengthen the talent management of our employees.	136	6,008
Leadership Management	Santander offers its female directors the tools necessary to break the cultural paradigms and achieve the Bank's targets while at the same time achieving their maximum potential as leaders within the Institution.	41	912
Time Management	Participants learn to organize their activities and information efficiently with clear priorities for achieve their objectives faster.	76	1,688
BEI (Companies' and Institutions' Bank) Leaders Development Diploma	In this diploma, participants learn tools that allow them to manage their talent and motivate their employees to reach new goals.	47	1,855
Young High-Potentials (JAP, Spanish acronym)	Position the collective Young High-Potentials in the Top-of-Mind through differentiating actions, accompaniment and comprehensive training in order for them to be the seed-bed for future promotions.	131	1750

In 2015, we awarded 2,625 promotions to stimulate the professional development of our employees. 51% of the promotions were of female employees and 49% male.



Turnover Chart

G4- 10, G4- LA 1 and G4-LA12

Regional	Total Employees	% turnover by caption	Age Range	Total Employees	% Turnover	Gender	Total Employees	% Turnover
Central	3,560	15.80%	Under 30	8,204	18.00%	Women	9,006	13.10%
Metro North	1,548	18.30%	Between 31 and 40	5,313	12.20%	Men	8,138	14.40%
Metro South	1,531	19.30%	Between 41 and 50	2,568	7.70%			
Metropolitan	2,996	10.20%	Over 51	1,059	5.40%			
North East	1,468	13.60%						
North West	1,177	9.40%						
North	923	12.60%						
West	1,269	11.90%						
South	1,058	14.70%						
South East	1,614	10.40%						

▲ vi. Health and Safety G4-LA5 y G4-LA7

Due to its characteristics, the Group's commercial activities do not represent any health or integrity risks to our employees. Even so, at Santander, we have formal committees that oversee the well-being of all inside the Bank's facilities.







The membership of the Health and Safety Committees includes directors and employees in different proportions. Each committee consists of 16 members.

The Operational Risk Prevention and Safety Committee's function is to identify the possible operational risks and determine the strategies necessary to mitigate and control their causes and effects. The Committee works through interdisciplinary work groups and reviews the status of the risks and their mitigation actions monthly.

Moreover, the Operating Incidents Committee is responsible for presenting the relevant cases of incidents, as well as the penalties applicable to staff and the progress made in aspects such as access, rectification, cancellation and opposition to data protection.

The Crisis Committee the body responsible for making collegiate decisions to face crisis situations. The Committee works within the framework established by the Group's Crisis Management Plan.

In 2015, 6,882 brigade members participated in our Internal Civil Protection Programs. 564 drills were held in 14 buildings and 565 branches and we completed a total of 19,800 hours of civil protection training.

	 Drills	 Participants	 Branches Involved	 Personnel trained in civil protection	 Average hours per person	 Hours of civil protection training
2014	728	5,096	728	5,040	4	20,160
2015	564	6,882	579	4,950	4	19,800

To complement these activities, in 2015 we completed an Influenza Vaccination Campaign in which 2,782 employees who manifested risk factors were vaccinated to reduce the number of infections from this condition.

As part of our commitment to the teaching and guidance of healthy habits, in 2015 we held the Children's Health Fair, in which 258 employees participated in orientation activities for the children under 10 years of age.

The Check-up of directors and managers allowed us to complete a survey of the health information of 250 of the Group's directors.

The Retirees' Medical Attention Program focused its medical attention service in Mexico City to ensure greater control and provide prompt treatment of the needs in this sector.

▲ vii. Benefits and Services System

At Banco Santander, we have a Benefits and Services System that offers our employees and their families access to health, safety, future, education and relaxation benefits. Access to this system promote

the balance between family and working life and contributes to the development of the people who work daily with us.

Benefits y Services System	
Improved legal benefits	40 days' end-of-year bonus and a holiday period from 15 to 30 banking days, depending on seniority with the Institution.
Insurance	Basic life: The Institution pays 100% of this insurance. Voluntary: Voluntary life or voluntary spouse, mortgage, general, consumer credit, motor and death insurance.
Comprehensive Medical Service	Medical network Plan 17 (personnel who started work with us before August 2014) External consultation Dental care Medication supply Laboratory, x-ray and desk studies ER Hospital services Prosthetic and orthopedic devices Plan 10 (personnel who started work with us before August 2014) Mexican Social Security Institute (IMSS) Medical Expense Insurance Reimbursement scheme. International medical expenses policy Check up. Annual for Directors
Loans	Consumer (payroll, on-line, short term) and mortgage. Seniority is required.
Additional	Wedding dowry Lighting assistance Basic groceries Graduation assistance Breastfeeding Staff uniforms Discounts on sports Christmas coupons Retirement savings fund Pension plan Performance bonus Life insurance subsidy Dining room Transportation(Santa Fe Head Office) Parking (Santa Fe Head Office) Glasses assistance Rent assistance Employees' help line Agreements for discounts with schools and universities
Leave	Days of paid or unpaid leave on becoming a parent, either biologically or by adoption, marriage, the death of close relatives, to organize nursery services and afternoon off for children's birthdays.

* The benefits granted be vary depending on the Group Company in which employees work.

During the 2015 Santander Week, the Group recognized 159 training instructors with awards, as well as granting 202 seniority awards:

- 119 for 25 years of service
- 52 for 30 years of service
- 30 for 35 years of service
- 1 for 40 years of service

Conferences, events and activities were also held as part of the 2015 Santander Week for employees and their families.

▲ viii. Santander Employees Defender

The Santander Employees' Defender is a specialized, impartial, trust-worthy and independent department that deals with conflicts or situations that may undermine the employment rights of the Group's employees.

The Employees' Defender is the only one of its kind in the Mexican financial system and its function is to provide confidential and objective guidance to employees who request it.

In this way, we strengthen the relationship of trust with our employees and we create spaces to resolve disputes within the Group through dialog and conciliation.

The follow-up activities implemented for the recommendations made by the Employees' Defender in 2015 resulted in a reduction of the number of complaints against the lack of respect of holiday plans and a greater rate of compliance with working hours.

To continue with the awareness creation of this department, in 2015 we ran e-mail and internal media communication campaigns such as IntraTV and Revista Ideas. The campaigns were seen in offices, branches and company dining rooms.

In 2016, the Employees' Defender will reinforce its presence through these internal channels and will continue with the follow-up of its recommendations to the Institution on how to foster better people and team management practices and a working environment based on respect and transparency.

In 2015, the Santander Employees' Defender received 237 cases, 228 of which have been closed.

79.3% of the cases were settled favorably for employees.



INTERNAL CHANNELS



▲ III. Stockholders and Investors

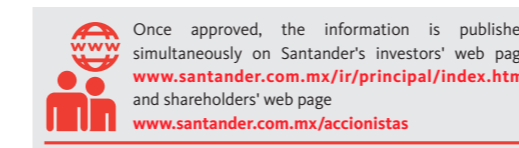
At Grupo Santander, we work for the benefit of our stakeholders in accordance with the best national and international sustainability, accountability and corporate governance practices. And our shareholders and investors are no exception.

Santander is registered with the Securities and Exchange Commission (SEC), the New York Stock Exchange (NYSE) and the Mexican Stock Exchange (BMV).

Thanks to our commitment to the environment, liaison with stakeholders, corporate governance and other relevant sustainability practices, we are part of the Mexican Stock Exchanges (BMV) Sustainability Index.

Our relationships with shareholders and investors are regulated by transparency in the timely use and transmission of information. The communication with our shareholders is supervised and approved by different areas, including: Communication and Regulatory Controller, Shareholder Relations, Communication and Marketing.

The departments involved in the communication process ensure that the information is transmitted accurately and efficiently.



The means of communication available include the postal service and e-mail, electronic bulletins, financial reports and informative events. Using these channels, our shareholders and investors can consult all the information on:

- The markets and share prices
- The Group's quarterly and annual results
- Exclusive news and promotions
- Calls to and agreements to Shareholders' Meetings
- Invitations to forums for the presentation of results
- Roadshows and conferences

Shareholders

The Group's shareholders exercise their rights at Shareholders' Meetings, where they transact the points of the Order of Business provided via the respective calls. In accordance with the applicable legislation, the meetings can be special, ordinary or extraordinary and a meeting must be held at least once a year to approve, among other matters, the financial statements, the annual report on the business as a going concern and the appointment or ratification of the members of the Board of Directors.

Calls to Shareholders' Meeting are published at least 15 calendar days before the dates of the meetings. Shareholders who wish to attend a meeting must provide the forms to be able to exercise their voting rights, which must be accompanied by the documentation required. This must be submitted within the term stipulated in the call.

The payment of dividends to the Company's shareholders is proposed and if applicable, approved by the General Stockholders' Meeting, depending on the accounting results of prior years.

The dividends paid by the Company in 2014 and 2015 are shown below

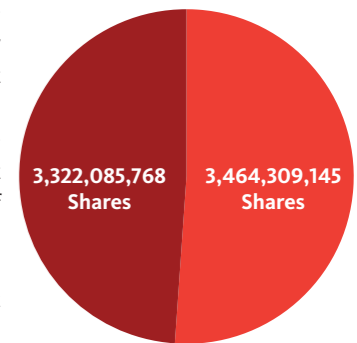
Dividends	December	May	December
	2014	2015	2015
Total amount in m.o.p.	3,473	3,534	3,226
Per share	0.51	0.52	0.47

The Group's capital stock is divided into two series (Series "B" and Series "F") and total 6,786,394,913 shares.

The "B" Series is composed of 1,623,491,117 shares belonging to Banco Santander Spain and 1,698,594,651 public shares, equivalent to 24.9% of the Group's capital stock. 20.18% is traded on international markets and the remaining 4.71% is placed in Mexico.



Santander México Shares



- Shares Series F (Belonging to Santander Spain)
- Shares Series B

On September 8, 2015, Banco Santander acquired 14,428,432 Series "B" shares that belonged to Santander Overseas Bank Inc., which are equivalent to 0.21% of the capital stock of Grupo Financiero Santander México.

On November 25, 2015, the Shareholders' Meeting approved the modification of the Company's Corporate Bylaws to include the measures to prevent conflicts of interest established in the General Financial Groups' Rules, published in the Federal Official Gazette on December 31, 2014.

These reforms stipulate that conflicts of interest in the Group's activities and operation and its members must be avoided. Therefore, general guidelines and criteria will be established and preventive policies will be maintained and applied in the administration and organization in order to adopt all the reasonable measures to prevent conflicts of interest that undermine Management's authority, management, control and the running of the businesses of any of the financial entities that belong to the Financial Group.

The rights of the Group's minority shareholders are protected by corporate bylaws and the legislation applicable to the financial sector. All Grupo Santander's shareholders receive the same treatment, information and attention regardless of the number of shares they hold or the percentage of votes required to approve a decision at meetings.

Investors

During 2015, we renewed our commitment to serve our investors through conferences, roadshows and open communication channels that facilitate active participation and ensure greater coverage of our publics.

The information transmitted to our investors is approved by the Disclosure Committee, which has guidelines (policies) approved by the Corporate Practices, Appointments and Remunerations Committee. In this manner, we ensure that the information published in the markets is accurate and timely in order that our investors have the mechanisms necessary to facilitate their decision making.

Our channel of communication with investors and analysts has a calendar of events that is updated regularly and information is sent through a distribution list, as well as via the Group's investors' web page (www.santander.com.mx/ir/principal/index.html). The information is sent first to the regulators, (National Banking and Securities Commission (CNBV), the Mexican Stock Exchange (BMV), SEC, NYSE) and then it is sent simultaneously by e-mail to investors, analysts and any other interested party interested contained in the distribution list.



IV. Competitors

At Santander, we know that healthy competition and transparency in the delivery of results is a decisive factors for the development of the financial sector. That is why we work in conjunction with the Association of Mexican Banks (ABM), the Banco de México (Banxico) and the National Banking and Securities Commission (CNBV) to strengthen responsible practices and tools in our daily operations.

Through different conferences, talks and meetings, the Group and its companies share results and experiences with the banking sector to foster the organizational growth of the companies that form part of the profession.

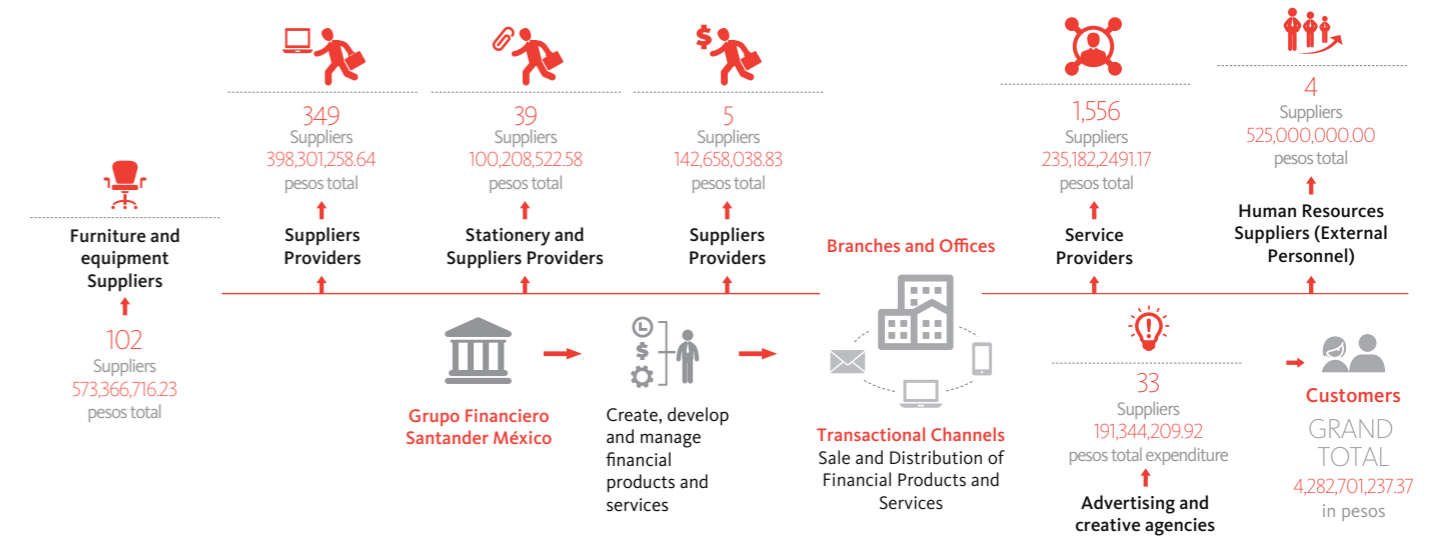
Our directors' and employees' operations are regulated by the National Banking and Securities Commission's (CNBV) provisions and the global standards that regulate Grupo Santander's activities, which establish ethical and competitive parameters that govern our participation in the securities market.

The purpose of these guidelines is to ensure that we perform our activities in the national and international financial markets under the premise of fair and ethical competition.

V. Suppliers G4-12

At Santander, we seek to offer fair and transparent treatment of our value chain at all times. As part of this effort, we have a supplier approval center (Aquamina), through which we standardize

processes and adjust purchasing guidelines to the Group's Head Office in Spain.



*An important part of the Group's expenses is the payment of benefits and taxes that are not contemplated in the above supply chain, which only describes the products and services acquired by the Company from external or third parties for its operation, depending on its productive cycle. This graph does not include all the Group's suppliers.

The suppliers system meets the social and environmental criteria of the Global Compact, which enables us to recognize those that stand out by creating shared value through worldwide measures and certifications. The most relevant certifications are the ISO 9001 (Quality Management) and ISO 14001 (Environmental Management).

The management and selection of suppliers includes the evaluation of social and environmental aspects. This evaluation is conducted through the annex that refers to the Corporate Social Responsibility Protocol in all the Group's contracts. In this manner, we ensure that our service providers are aware of and respect the scope of our human rights, the eradication of child labor, environmental responsibility and anti-corruption, among other principles.

In 2015, in line with our new internal policy, our suppliers (only renewals and registrations) were reviewed by the Anti-Money-Laundering Unit (UPLD, Spanish acronym) to cross-check

them against the blacklists of companies involved in these illegal practices in order to avoid supporting such conduct in our value chain.

As part of our sustainability learning program, in 2015, the Aquamina team received training about the energy market in Mexico. At these sessions, our employees analyzed the impact of the use of different types of energy, including wind, solar, tidal and geo-thermal.

In 2015, the reinforcement of sustainable relations with our suppliers led us to engage the services of the company Escraps to recycle the Bank's electronic waste in strict adherence with the country's environmental standards.

G4-HR11

The Group's Suppliers' Committee was inaugurated in September 2015. The purpose of the Committee is to identify the risks inherent to outsourcing or the rendering of services during the contractual relationships with our suppliers.

The operative model of the Committee is divided into five stages:



G4-EC9

In 2015, a total of \$17,725,258,917 was allocated to domestic suppliers (companies incorporated in Mexico), which is equivalent to 97% of the purchasing budget. The remaining 3% was allocated to foreign suppliers (companies not registered in Mexico).

G4-HR1

All of the 409 contracts signed in 2015 contained a Social Responsibility clause. None of our suppliers was subject to analysis for the breach of this clause of their contract.

VI. Authorities

Santander's corporate commitment covers constant communication and cooperation with the regulatory authorities responsible for setting the standards and laws that govern economic and financial activities in Mexico and the world.

Grupo Santander has a team dedicated to dealing with, monitoring, reporting and resolving requests received from the Mexican authorities: The National Financial Services Users' Protection Commission (CONDUSEF), the Ministry of Finance and Public Credit (SHCP), the National Banking and Securities Commission (CNBV) and the Banco de México, among others.

The work team that deals with the regulatory authorities is part of the Legal Authorities' Liaison Department, the Internal Control group and the Regulatory Controller. This Unit performs its function of dealing with the authorities and financial entities and ensuring that the business operation is consistent with the applicable regulations.

The work team is responsible for establishing the controls necessary to guarantee the due compliance with the legal obligations and minimize the reputational risk of the Institution and the application of administrative fines. In this way, we ensure the long-term sustainability of the business and we renew our commitment to all our stakeholders.



10 Awards and Recognitions

Awards and Recognitions 2015	Awarded	Economic Sustainability	Social Sustainability	Environmental Sustainability	Ethics and Corporate Governance
The most Socially Responsible Bank in Mexico	International Finance Magazine	✓	✓	✓	✓
Socially Responsible Company	Mexican Philanthropy Center and the Corporate Social Responsibility Alliance (AliaRSE)	✓	✓	✓	✓
Altruistic Work	National Polytechnic Institute (Instituto Politécnico Nacional (IPN))	✓			
Sustainability Innovation and Leadership Award 2015	Municipal Government of Querétaro for Santander's Technological and Operations Center (CTOS)	✓	✓	✓	
Best Foreign Trade Financing Bank in Latin America.	Global Trade Review	✓			
Best Foreign Trade Financing Bank in Mexico.	Global Finance	✓			
Recognition of a structured transaction for Aeroméxico and for Grupo Financiero Santander's participation as Joint Lead Broker in Pemex's debt issue.	Trade Finance	✓			
Award for the financing of the Los Ramones Sur Pipeline and for Grupo Financiero Santander's participation as Joint Lead Broker in LIPSA-ICASA's debt issues.	Infrastructure Journal and Project Finance	✓			
Global Excellence Award 2015 (in conjunction with the supplier, Nuance) in the "Tomorrow's Technology Today in Latin America" for the implementation of the voice biometry (Voice Print solution).	Global Excellence			✓	
Best Trade Bank en Mexico 2015.	Trade Finance	✓			
Best Infrastructure Bank in Mexico and awards for Best Project, Best Financing and Best Financing in Infrastructure for its participation in the Los Ramones II Pipeline.	Latin Finance	✓			
Best Investment Bank in Mexico.	International Finance Magazine	✓			
Best Private Bank in Mexico.	Global Finance	✓			
Environmental Management Certification in accordance with the UNE-EN ISO 14001:2004 standard.	Spanish Standardization and Certification Association (Asociación Española de Normalización y Certificación (AENOR))			✓	
Sustainable IPC	Mexican Stock Exchange (BMV)	✓	✓	✓	✓

11. RECORD PREPARATION PROCESS

G4- 17, G4 - 18, G4 - 22, G4 - 23, G4 - 26, G4 - 27, G4- 28, G4- 29, G4- 30, G4- 31, G4- 32 and G4- 33

For the fifth consecutive year, we adopted the Global Reporting Initiative (GRI) methodology for the preparation of our Annual Sustainability Report. This year we considered GRI version 4.0 and according to the option Core.

I. Materiality Study

El Grupo Financiero Santander México, S.A.B. de C.V. is a subsidiary of Banco Santander, S.A. (España) and consists of two main companies: Casa de Bolsa Santander, S.A de C.V. and Banco Santander (México), S.A., Full Service Banking Institution. In turn, the latter encompasses six more companies, which are shown in the table: Nature of ownership and legal form are described on page 24.

All the entities that form part of the Financial Group in Mexico have been included in this report; therefore, the material actions and issues described herein cover the most relevant achievements and challenges in terms of sustainability for the Group in Mexico in the year reported (January through December 2015). This Sustainability Report is published annually, and was last published in April 2015.

The contents of this report were determined based on a Materiality Study conducted in 2014 and was reused in 2015 because there were no significant changes in the organization's structure.

G4-27

The participation process of the stakeholders in the preparation of this report was not conducted through direct dialog, but instead through the consultation of different tools and internal means of communication through which Santander obtains the options, expectations and needs of each of its publics. These are described in depth in the Stakeholders' Matrix on page 30 to 32.

As in 2014, the list of the material aspects, identified and prioritized in the Materiality Study, was submitted for validation by the Joint General Institutional Relations and Communication Director.

Then, the issues were translated into GRI Indicators, which in turn were used to prepare questionnaires for each of the Group's departments in order to establish parties responsible and gather all the information necessary on each aspect to be reported, their management approach and the achievements in 2015.

Feedback on the questionnaires was provided the external record auditor, Deloitte, and presented to the parties responsible in an awareness meeting.

Since 2011, our sustainability record has been subject to an external assurance process by Deloitte, the auditor that also reviews the figures sent to Santander Spain for the preparation of the Corporate Report, as well as auditing the financial statements of the Group in Mexico.

Deloitte was present during the preparation of the 2015 record from the request for information from the departments and directors responsible until the Materiality Disclosures service request process of the Global Reporting Initiative (GRI).

For further information on this record or about Grupo Financiero Santander Mexico's sustainability issues, you can contact us through the following channels:

 responsabilidadsocial@santander.com.mx

 <https://servicios.santander.com.mx/comprometidos/>

I. Materiality Study G4-19, G4-20 and G4-21

Importance for the Company	Material Aspects	Coverage		Indicators
		Internal	External	
High	Technology and innovation in product development	●		FS15
	Customer Satisfaction	●		G4 - PR5
	Business Ethics	●		G4 - 57 G4 - 58 G4 - 56
	Corporate Governance	●		G4 - 51 G4 - 40 G4 - 35 G4 - 38 G4 - 39
	Risk Management	●		G4 - 45 G4 - 46 G4 - 47 G4 - 2
	Personal Data Protection	●		G4 - PR8
	Impact of Products and Services	●		FS1 FS2 FS3
	Sales - Products and services labeling	●		G4 - PR3
Medium	Value Chain	●		G4 - EC9 G4 - HR11
	Training and Education	●		G4 - LA9 G4 - LA10 G4 - LA11 G4 - LA12
	Social investment Human Rights	●		G4 - HR1 G4 - HR2
	Anti-corruption and anti-money laundering	●		G4 - SO3 G4 - SO4 G4 - SO5
	Financial Education	●		FS16
Low	Gender Equality	●		G4 - EC6
	Employment Health and Safety	●		G4 - LA5 G4 - LA7
	Employment	●		G4 - LA1
	Water	●		G4 - EN8
	Materials	●		G4 - EN1
	Energy	●		G4 - EN3
	Emissions	●		G4 - EN15 G4 - EN16 G4 - EN17
	Waste	●		G4 - EN23
	Transport	●		G4 - EN30
	Economic performance	●		G4 - EC1
	Financial inclusion	●		FS 13 FS 14



II. GRI Content Index

General Standard Disclosures			
	Page	Omissions	External Assurance
Strategy and Analysis			
G4 - 1	25		Yes, 96 - 97
Organizational Profile			
G4 - 3	24		Yes, 96 - 97
G4 - 4	24		Yes, 96 - 97
G4 - 5	98		Yes, 96 - 97
G4 - 6	10 - 11		Yes, 96 - 97
G4 - 7	24		Yes, 96 - 97
G4 - 8	22 - 24		Yes, 96 - 97
G4 - 9	22 - 24		Yes, 96 - 97
G4 - 10	22, 23, 75 y 79		Yes, 96 - 97
G4 - 11	75		Yes, 96 - 97
G4 - 12	85		Yes, 96 - 97
G4 - 13	25		Yes, 96 - 97
G4 - 14	64		Yes, 96 - 97
G4 - 15	45		Yes, 96 - 97
G4 - 16	45		Yes, 96 - 97
Identified Material Aspects and Boundaries			
G4 - 17	24		Yes, 96 - 97
G4 - 18	88		Yes, 96 - 97
G4 - 19	89		Yes, 96 - 97
G4 - 20	89		Yes, 96 - 97
G4 - 21	89		Yes, 96 - 97
G4 - 22	88		Yes, 96 - 97
G4 - 23	88		Yes, 96 - 97

II. GRI Content Index

Stakeholder Engagement			
	Page	Omissions	External Assurance
G4 - 24	30		Yes, 96 - 97
G4 - 25	28		Yes, 96 - 97
G4 - 26	30 - 32 and 88		Yes, 96 - 97
G4 - 27	30 - 32 and 88		Yes, 96 - 97
Report Profile			
G4 - 28	88		Yes, 96 - 97
G4 - 29	88		Yes, 96 - 97
G4 - 30	88		Yes, 96 - 97
G4 - 31	88		Yes, 96 - 97
G4 - 32	88		Yes, 96 - 97
G4 - 33	88		Yes, 96 - 97
Governance			
G4 - 34	35, 41 - 44		Yes, 96 - 97
Ethics and Integrity			
G4 - 56	54		Yes, 96 - 97
Specific Standard Disclosures			
Material Aspects	(Page)	Omissions	External Assurance
Organizational Profile			
G4 - 2	25 and 47		Yes, 96 - 97
Governance			
Governance structure and composition			
G4 - 35	35		Yes, 96 - 97
G4 - 38	35, 43 - 44		Yes, 96 - 97
G4 - 39	35		Yes, 96 - 97
G4 - 40	41		Yes, 96 - 97
Highest governance body's role in risk management			
G4 - 45	43, 47 - 48		Yes, 96 - 97
G4 - 46	43, 47 - 48		Yes, 96 - 97
G4 - 47	43, 47 - 48		Yes, 96 - 97

II. GRI Content Index

Remuneration and incentives		
G4 - 51	42	Yes, 96 - 97
Ethics and Integrity		
G4 - 57	46	Yes, 96 - 97
G4 - 58	46	Yes, 96 - 97
Category: economic		
Aspect: Economic performance and market presence		
G4 - EC1	26	Yes, 96 - 97
G4 - EC6	75	Yes, 96 - 97
Aspect: Procurement practices		
G4 - EC9	85	Yes, 96 - 97
Category: environment		
Aspect: Materials		
G4 - EN1	27	Yes, 96 - 97
Aspect: Energy		
G4 - EN3	27	Yes, 96 - 97
Aspect: Water		
G4 - EN8	27	Yes, 96 - 97
Aspect: Emissions		
G4 - EN15	27	Yes, 96 - 97
G4 - EN16	27	Yes, 96 - 97
G4 - EN17	27	Yes, 96 - 97
Aspect: Effluents and waste		
G4 - EN23	27	Yes, 96 - 97
Aspect: Transport		
G4 - EN30	64	Yes, 96 - 97

II. GRI Content Index

Category: social		
Sub-category: labor practices and decent work		
Aspect: Employment		
G4 - LA1	78 - 79	Yes, 96 - 97
Aspect: Occupational health and safety		
G4 - LA5	80	Yes, 96 - 97
G4 - LA7	80	Yes, 96 - 97
Aspect: Training and education and diversity and equal opportunities		
G4 - LA9	77	Yes, 96 - 97
G4 - LA10	79	Yes, 96 - 97
G4 - LA11	78	Yes, 96 - 97
G4 - LA12	79 y 35	Yes, 96 - 97
Sub-category: human rights		
Aspect: Investment		
G4 - HR1	86	Yes, 96 - 97
G4 - HR2	75	Yes, 96 - 97
Aspect: Supplier human rights assessment		
G4 - HR11	86	Yes, 96 - 97
Aspect: Anti-corruption		
G4 - SO3	49 - 51	Yes, 96 - 97
G4 - SO4	50	Yes, 96 - 97
G4 - SO5	50	Yes, 96 - 97
Aspect: Labeling of products and services and customer privacy		
G4 - PR3	68	Yes, 96 - 97
G4 - PR5	67 - 68	Yes, 96 - 97
G4 - PR8	Ten cases were filed before the Federal Information Access and Data Protection Institute (INAI, Spanish acronym).	Yes, 96 - 97

II. GRI Content Index

Financial Supplement			
Impact of product and service			
FS1	70 - 71		Yes, 96 - 97
FS2	70 - 71		Yes, 96 - 97
FS3	70 - 71		Yes, 96 - 97
Company performance indicators			
Aspecto: Comunidades locales			
FS13	72		Yes, 96 - 97
FS14	72		Yes, 96 - 97
Transparent information on products and services			
FS15	68		Yes, 96 - 97
FS16	73		Yes, 96 - 97

Grupo Santander México and its commitment to the Global Compact



In line with the commitment acquired with the Principles of the Global Compact, we developed and implemented actions that allow us to contribute to complying with the objectives assumed at worldwide level to foster the well-being and sustainable development of nations.

The general manner in which we supported these objectives in Mexico are described as follows.



Through the Children of Mexico (Niños de México) Trust, we financed projects with social organizations to promote the correct nutrition and feeding of children in Mexico for the benefit of 6,747 children in 2015.



We enable diverse channels to serve and provide access to our services to rural communities.



Through the Children of Mexico (Niños de México) Trust, we financed projects with social organizations to promote the health of children in Mexico for the benefit of 8,442 children in 2015.



We contribute to the development and well-being of people and businesses.



We supported the Unicef and Bécálos education initiatives.



We promote financial education.



We have internal policies and processes that foster open and respectful attitudes towards diversity in order to prevent discrimination.



We evaluate the social-environmental impact and risks of our loans.



We develop our talent by maintaining employee conditions and benefits with high standards of quality for the benefit of the health and well-being of our employees.

Independent Assurance Report



Galaz, Yamazaki, Ruiz Urquiza, S.C.
 Paseo de la Reforma 489, piso 6
 Colonia Cuauhtémoc
 06500 México, D.F.
 México
 Phone: +52 (55) 5080 6000
 Fax: +52 (55) 5080 6001
 www.deloitte.com/mx

Independent Assurance Report to Grupo Financiero Santander México, S.A.B. de C.V. (Santander) on the Annual Sustainability Report 2015

Responsibilities of Santander and independent reviewer

The elaboration of the Annual Sustainability Report 2015 (ASR 2015), as well as its content is responsibility of Santander, who is also responsible for defining, adapting and maintaining the management systems and internal control from which information is obtained. Our responsibility is to issue an independent report based on the procedures applied during our review.

This report has been prepared exclusively for the management of Santander in accordance with the terms of our agreement letter dated January 15th, 2016 and is not intended to be nor should it be used by someone other than this.

Scope of our work

The scope of our assurance was limited, and is substantially lower than a reasonable assurance work. Therefore, the security provided is also lower. This report in no case can be understood as an audit report.

We conducted our review of the ASR 2015 under the following conditions and / or criteria:

- The adaptation of the contents of the ASR 2015 to the Global Reporting Initiative (GRI) Guidelines version 4 (G4) and according to the materiality study provided by Santander.
- The review of the General and Specific Standard Disclosures reported according to the option Core and specified in the GRI Content Index of the ASR 2015.
- The consistency of information contained in the ASR 2015 with supporting evidence provided by the management.

Assurance standards and procedures

We have performed our work in accordance with the International Auditing Standard ISAE 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board (IAASB) of IFAC.

Our review work included the formulation of questions to the management as well as various areas of Santander that have participated in the elaboration of the ASR 2015 and the application of certain analytical and sample screening tests that are described below:

- Meetings with staff of Santander to learn the principles, systems and applied management approaches.
- Analysis of the process to collect, validate and consolidate the data presented in the ASR 2015.
- Analysis of scope, relevance and integrity of the information included in the ASR 2015 in terms of the understanding of Santander and of the requirements that stakeholders have identified as material aspects.
- Selected sample review from the evidence that supports the information included on the ASR 2015.

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/mx/aboutus for a detailed description of the legal structure of Deloitte Touche Tohmatsu Limited and its member firms.

Independent Assurance Report



The following table details the General and Specific Standard Disclosures reviewed according to the GRI Guidelines version 4:

G4 - 1	G4 - 10	G4 - 19	G4 - 28	G4 - 39	G4 - EC1	G4 - EN23	G4 - HR1	FS1
G4 - 2	G4 - 11	G4 - 20	G4 - 29	G4 - 40	G4 - EC6	G4 - EN30	G4 - HR2	FS2
G4 - 3	G4 - 12	G4 - 21	G4 - 30	G4 - 45	G4 - EC9	G4 - LA1	G4 - HR11	FS3
G4 - 4	G4 - 13	G4 - 22	G4 - 31	G4 - 46	G4 - EN1	G4 - LA5	G4 - SO3	FS13
G4 - 5	G4 - 14	G4 - 23	G4 - 32	G4 - 47	G4 - EN3	G4 - LA7	G4 - SO4	FS14
G4 - 6	G4 - 15	G4 - 24	G4 - 33	G4 - 51	G4 - EN8	G4 - LA9	G4 - SO5	FS15
G4 - 7	G4 - 16	G4 - 25	G4 - 34	G4 - 56	G4 - EN15	G4 - LA10	G4 - PR3	FS16
G4 - 8	G4 - 17	G4 - 26	G4 - 35	G4 - 57	G4 - EN16	G4 - LA11	G4 - PR5	
G4 - 9	G4 - 18	G4 - 27	G4 - 38	G4 - 58	G4 - EN17	G4 - LA12	G4 - PR8	

Conclusion

Based on the work performed and described in this report, nothing comes to our attention that could make us believe that the ASR 2015 contains significant errors or has not been prepared in accordance with the Core Option established in the Sustainability Reporting Guidelines G4.

Recommendations

Our recommendations for strengthening future Annual Sustainability Reports, which do not modify the conclusions expressed in this report, are the following:

- Continue working on the 2014 Materiality Analysis through a direct communication with stakeholders and with the Sustainability Committee in order to update the relevant aspects reported and the identification of indicators aligned to the business strategy of Santander.
- Define and implement sustainability supplier evaluation guidelines in order to identify and mitigate the risks associated.
- Improve internal management for the processes related to gathering and analysis information from the different areas responsible in the elaboration of the ASR.
- Continue with the training workshops for the information owners who participate in the elaboration of the ASR in order to enhance their understanding and strengthen the reported indicators.

We have submitted a detailed report of recommendations to the Public Relations and Corporate Communication Officer of Santander concerning areas of improvement in the sustainability strategy (specifically for the verified indicators) as well as the reporting process.

Galaz, Yamazaki, Ruiz Urquiza, S.C.

Member of Deloitte Touche Tohmatsu Limited

Rocío Canal Garrido
 Rocío Canal Garrido
 Sustainability Partner

April 29, 2016



Grupo Financiero Santander México
Corporativo Avenida Prolongación Paseo de la Reforma 500
Colonia Lomas de Santa Fe, Delegación Álvaro Obregón
C.P. 01219 México, D.F.
Tel. +(52) 55-5257-8000