



 Santander | dentsu

UNLOCKING POSSIBILITIES

A PARTNERSHIP FOR THE FUTURE

Our Partnership Today Paves the Way for **TRANSFORMATION TOMORROW**

A PROVEN HISTORY OF DELIVERING RESULTS

+93%



INNOVATING THE FUTURE OF FINANCIAL SERVICE TOGETHER

\$390M+



DIGITAL BUSINESS ACCELERATOR

UNLOCKING CAPACITY FOR RE-INVESTMENT INTO GROWTH

8.4%


Savings delivered
in our tenure

The leader in driving transformation with **GLOBAL BRANDS AND HIGHLY REGULATED INDUSTRIES**

BRAND TRANSFORMATION



+18% Increase in New
Account Signups

 Santander | **dentsu**

MEDIA TRANSFORMATION



18:1 Optimised MROI

CONTENT TRANSFORMATION



10x ROI Improvement
on MarTech
Investment

MARKETING TRANSFORMATION



+56% Increase in
Marketing
Effectiveness

FROM:

**A NETWORK
OF BANKS**

TO:

**THE LEADING
OPEN FINANCIAL
SERVICES PLATFORM**

FROM:

**A NETWORK
OF BANKS**

**IDEAS-LED
AI-POWERED
OUTCOMES-DRIVEN**

TO:

**THE LEADING
OPEN FINANCIAL
SERVICES PLATFORM**

A photograph of two women in a modern office setting. The woman on the left, with long brown hair, is wearing a grey blouse and a dark pinstriped skirt, and is gesturing with her hands while smiling. The woman on the right, with long dark hair, is wearing a tan blazer over a white shirt and is holding a tablet. In the background, other office workers are seated at desks, blurred. The text 'BANKING IS NECESSARY.' is overlaid on the left side of the image in a large, bold, white font.

**BANKING IS
NECESSARY.**



**BANKING IS
NECESSARY.
BANKS ARE NOT.**

— Bill Gates c.1994



DIFFERENTIATION WAS HARD TO FIND



**DIFFERENTIATION
~~WAS~~ IS HARD TO FIND**



**IT'S NOT
JUST BANKING**



WE'RE IN AN ERA OF **SAMENESS**

Value of Brands

-20%

Cost of Boring

11.2x

Undifferentiated Attrition

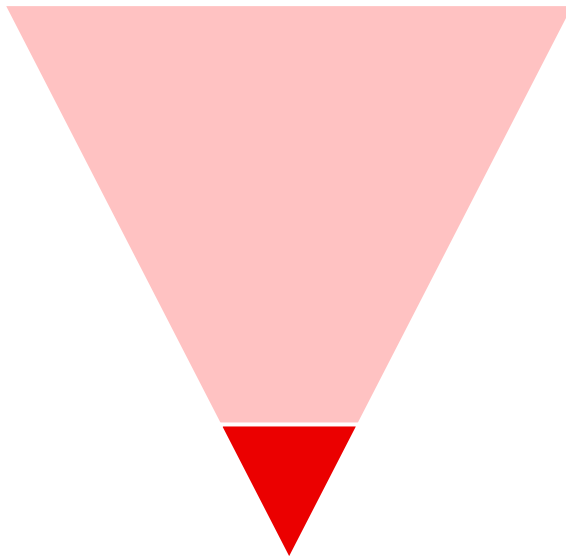
6-10%

**IN THE ALGORITHMIC ERA,
MARKETING IS LOSING ITS VALUE**

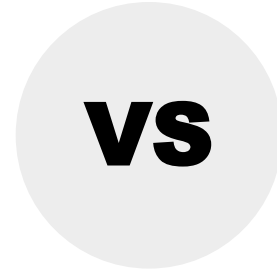
A tension between **BRAND AND DEMAND**

BROADCAST FOCUS

Traditional Banks

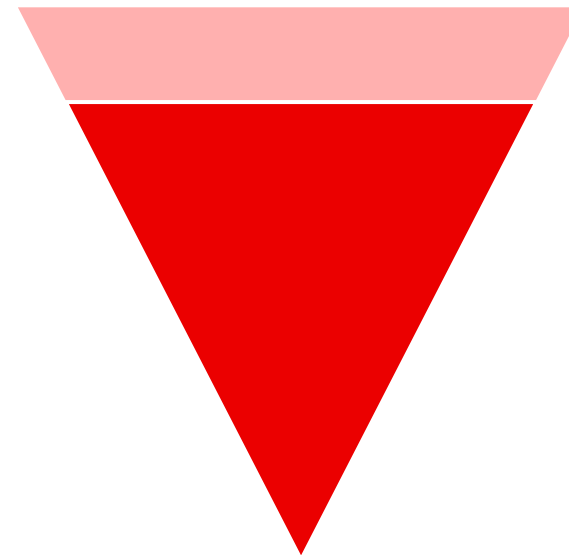


30 Second Ad



PRECISION FOCUS

Fintechs, Neobanks and New Entrants

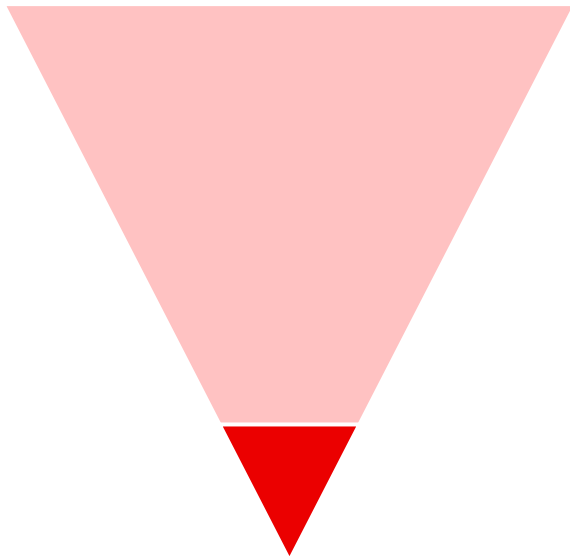


Search Bar

PIONEERING A THIRD WAY to win in the Algorithmic Era

BROADCAST FOCUS

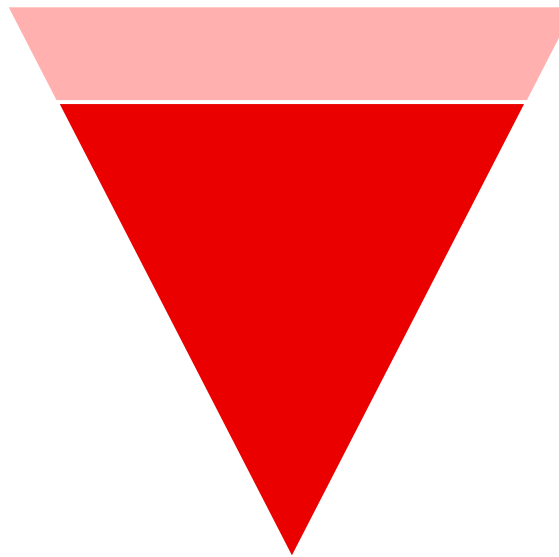
Traditional Banks



30 Second Ad

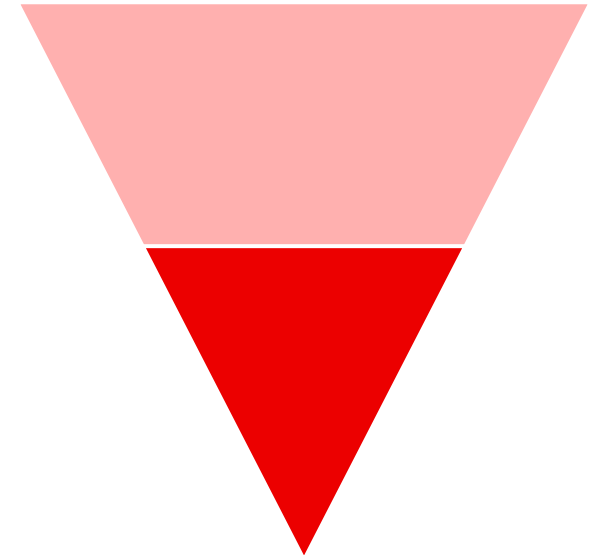
PRECISION FOCUS

Fintechs, Neobanks and New Entrants



Search Bar

ALGORITHMIC SOLUTIONS



“For You”

A photograph of two young women with curly hair sitting on a train platform. They are both wearing sunglasses and smiling while looking at their smartphones. The woman on the left is wearing a white tank top and brown pants, while the woman on the right is wearing an orange t-shirt and light blue shorts. The background shows the interior of a train car with windows and structural elements.

IN THE ALGORITHMIC ERA,
THE MOST CONNECTED SOLUTION WINS

**“TODAY’S CONNECTIONS
CREATE TOMORROW’S
PROGRESS”**



123 YEARS OF INNOVATING TO IMPACT



We invent new digital products and experiences that take engagement conversion to the next level

+2X

Conversion Rate

12min

Average Engagement



**We reposition the world's
most iconic brands for
growth and sustainability
with future generations**

+18%

In New Account
Signups

50%

of Acquisitions
are Millennial
Audiences

#8

Fortune Magazine 2024
Most Admired Brand



AI and facial recognition turn daily social scrolling into life-changing therapy

10

Launched in
10 countries
with 45,128
doctors

12wks

Improves symptoms
in 12 weeks

8.5M

Available for free to
8.5M Parkinson's
patients



**We use the
combination of
influence and media
to drive sales**

+3.6%

Lift in Intent

+165%

Incremental Bookings



We Build Innovative Cloud-Based AI-Powered Platforms That Optimize Prospect Targeting Across All Channels

2x

Increase in
omnichannel
conversion

+60%

Efficiency gains from
workflow throughput



We are leaders in **TEAMING TOGETHER TO DRIVE IMPACT**



71,000+
PEOPLE



\$37.2B
BILLINGS



161
OFFICES



97
COUNTRIES



FULLY
TRANSPARENT &
INDUSTRY-BEST
FLEXIBILITY



120+ years of
innovation



A dedicated financial
services group

FORRESTER®

Leader; Global
Media Agencies
Wave 2024

CANNES LIONS

Agency of the
Year
2023

Gartner

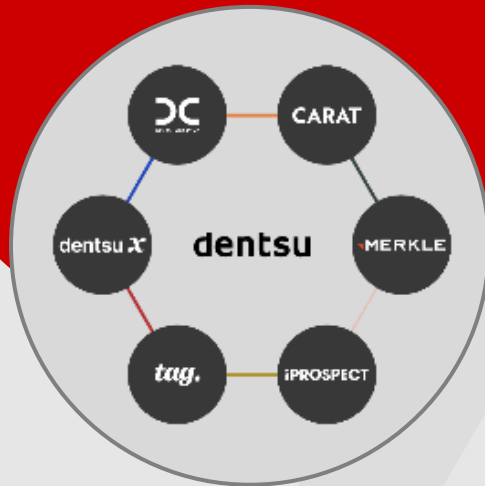
Leader Digital
Experience;
Magic Quadrant
2024



Supplier of the
Year

INTENTIONALLY built different

THE MOST AGILE,
INTEGRATED AND
INTEROPERABLE
NETWORK



THE LEADERS
IN AI-ENABLED
ORCHESTRATION

+9.3% Ahead
in AI adoption

AT THE FOREFRONT
WITH THE PARTNERS
THAT MATTER MOST
TO YOU



#1 Global
Partner



#1 Search Spender
and Global AOR



#1 Agency Partner
+ Selected as
Adobe's AI Driven
Creative Partner

And we are continuously **SUPERCHARGING** tomorrow

MERKLE

The leading digital
transformation agency



HELLOWORLD®
A Merkle Company

The leader in loyalty
and promotions

tag.

Largest omnichannel content
production

MERKURY

The first & only truly
interoperable identity graph

dentsu connect

Award-winning AI-powered platform
shared with 700+ clients

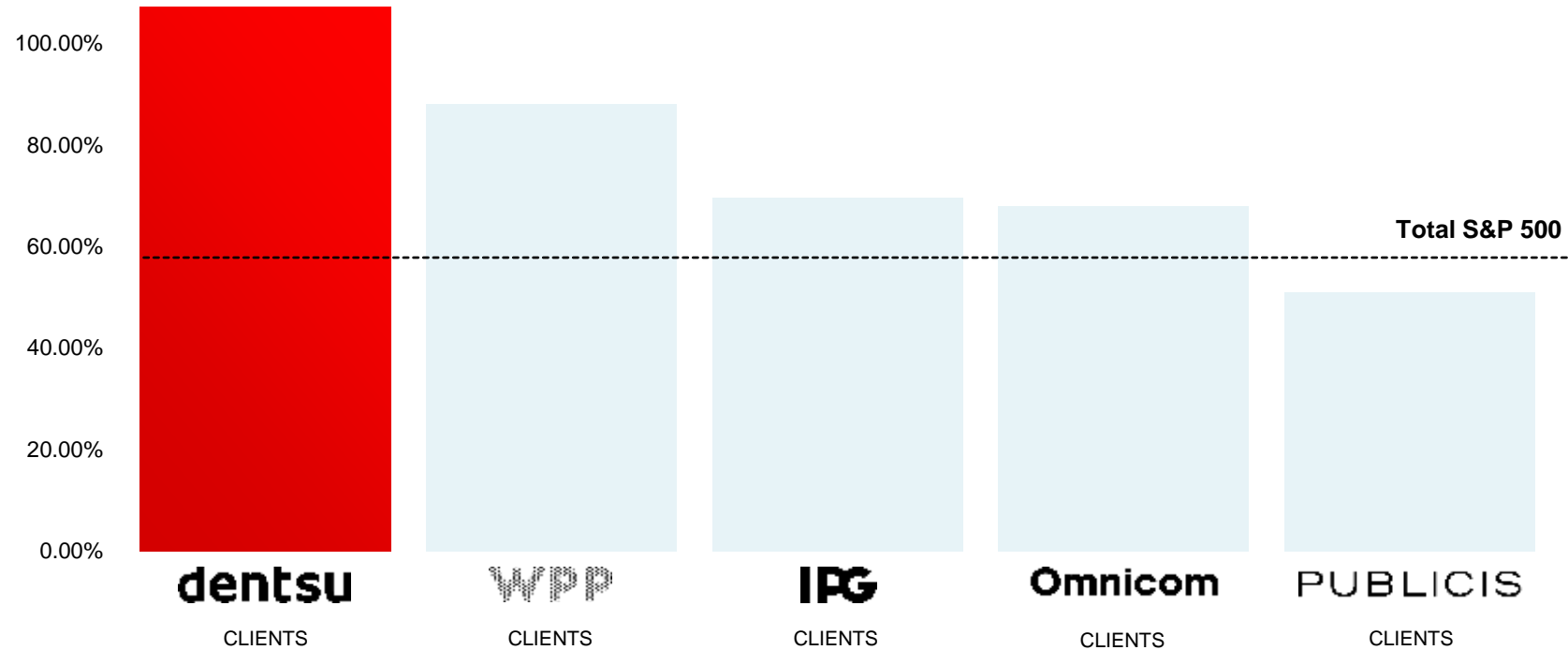
dentsu

financial services practice

300m customers under
management across
150+ clients

Outcomes Create the Space for **INNOVATION**

AGGREGATE S&P500 MARKET CAPITALIZATION GROWTH OVER 5 YEARS



OUR STRONG MOMENTUM

in dentsu LATAM

FASTEST GROWING AGENCY

+15,8 YOY

Mexico in 2024

27%

Brazil 2024

20%


Pernod Ricard

 **Domino's**

SKY



L'ORÉAL

NETFLIX

IMPRESSIVE CLIENT EVALUATIONS

intel

9.33



8.15



9.34



8.57



 **HEINEKEN**

8.33

 **essity**

9.45

PIONNERING IN DATA & TECH

 **navegg**  **MERKURY**

The largest DMP in LATAM
600M Profiles + 2.500 Segments

dentsu

AI Playground
LATAM

A new approach to AI, anchored in
efficiencies through talent,
processes and technology



UNLOCKING POSSIBILITIES

UNLOCKING POSSIBILITIES

for Santander through marketing transformation

AMBITIOUS GOALS

2025:

200MM

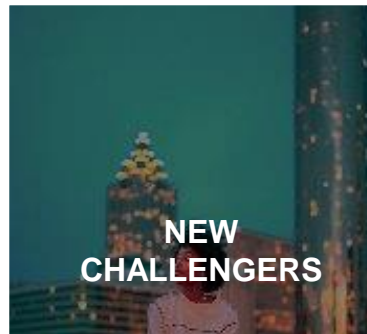
Customers

125MM

Active

HIGH EFFICIENCY,
HIGH PROFITABILITY

DYNAMIC HEADWINDS



GROWTH LEVERS

M&A

NEW MARKETS

NEW PRODUCTS

NEW AUDIENCES

NEW EXPERIENCES

NEW OPERATING MODEL

Our Solution for **UNLOCKING POSSIBILITIES**

01

A CONNECTING OPERATING MODEL

Integrated, interoperable
and technology enabled

02

A CONNECTING IDEA

That unites culture and
conversion, brand and
experience

03

A CONNECTING EXPERIENCE SYSTEM

Primed to win in the
algorithmic era

Our Solution for **UNLOCKING POSSIBILITIES**



**+6.3% annualised
3-year increase in New
Customer Acquisition**

**(+6%) Active
customer (65%)**

**+4.2X in
Marketing ROI**

Our Solution for **UNLOCKING POSSIBILITIES**

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and technology enabled

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A CONNECTING IDEA

That unites culture and
conversion, brand and
experience

03

A CONNECTING EXPERIENCE SYSTEM

Primed to win in the
algorithmic era

+43.4M

new higher value
customers
by end of 2028

A CONNECTING OPERATING MODEL



Rick Hirst

Global Client
President



Ania Novoa Couceiro

Global Integrated
Client Lead



Juan Pedro McCormack

LATAM
CEO

A scenic photograph of a lighthouse perched on a rugged, rocky cliff overlooking the ocean. The sky is filled with vibrant, colorful clouds from a sunset or sunrise, with hues of orange, yellow, and purple. The lighthouse is a tall, cylindrical structure with a lantern room at the top. A small building is situated next to the base of the lighthouse. The foreground shows the rocky terrain of the cliff, with some sparse vegetation. The ocean is visible to the right, with waves crashing against the rocks.

THE LIGHTHOUSE

FOR SANTANDER AT DENTSU

We have extensive **EXPERIENCE WITH COMPLEX GLOBAL CLIENTS** who operate in vastly different models



- 12 Markets
- Connected Brand & Performance Marketing
- 18:1 ROAS



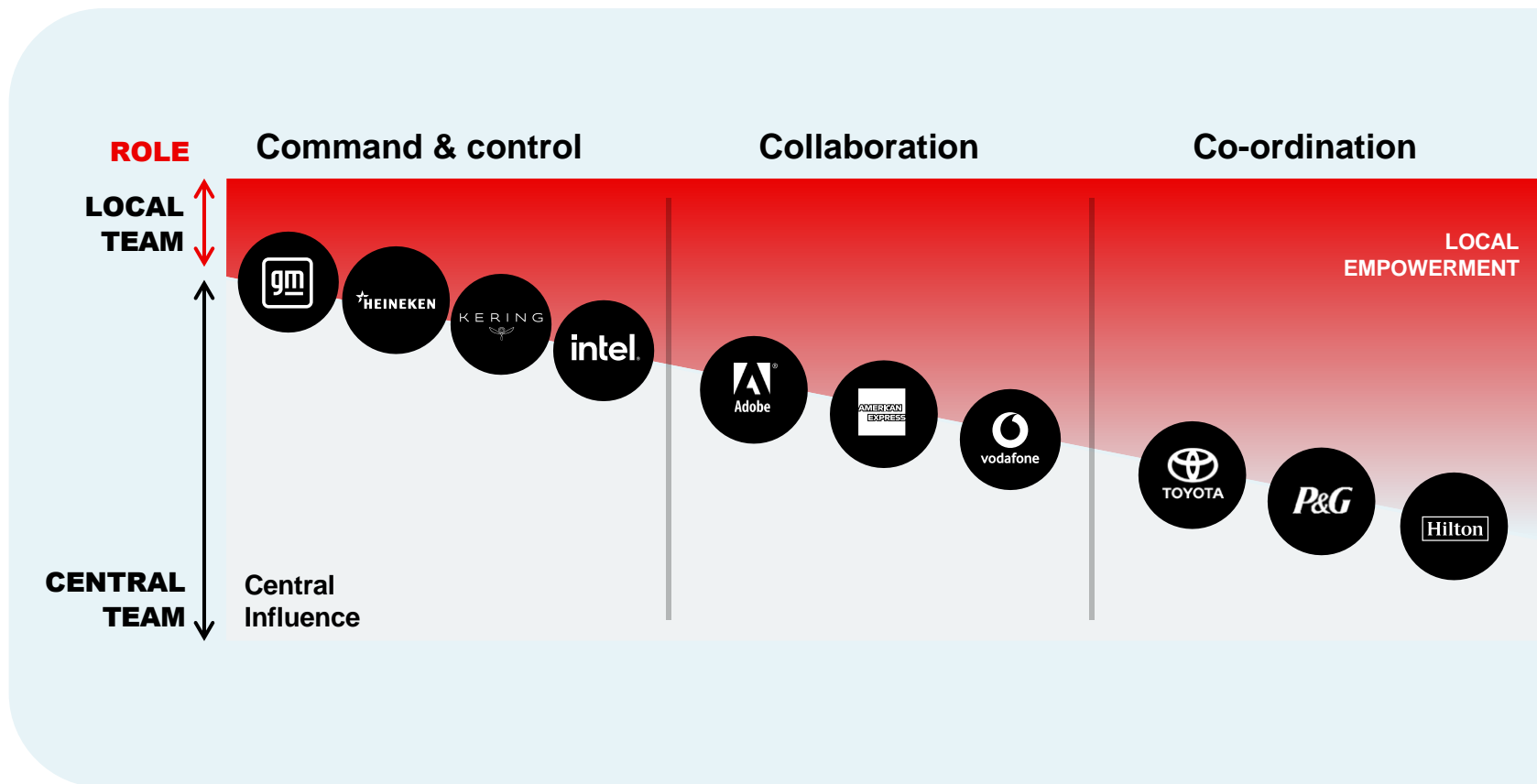
- 15 Markets
- +56% improvement in media effectiveness



- 45 Markets
- +81% Increase in product integration



- 70 Markets
- Transformational shift from B2C to B2B



WE KNOW YOU, AND WE KNOW HOW TO DO IT.

FLEXIBLE NETWORK

DENTSU + SANTANDER
+ PARTNERS

FULLY INTEGRATED

OPENBANK &
SANTANDER

CO-CREATED

SANTANDER
NAVIGATOR



Full funnel strategy for highest ever growth

+2.7pt

brand affinity



Optimised media mix and test & learn approach

-21%

CPA in Loans



Full funnel socially led campaign to minimise fraud and scams

+30%

reduction in lost to fraud



Optimised media best practices, and new measurement framework

+93%

online Accounts vs plan



High value recruitment w/ affiliate programmes

+20pt

transactions first month

>8

Average dentsu NPS score

8.4%

Savings

Building on what we do for you today

OUR SOLUTION

INTERCONNECTED

Integrated Client Leadership model to connect markets and solutions

INTERDEPENDENT

Local autonomy with global connectivity

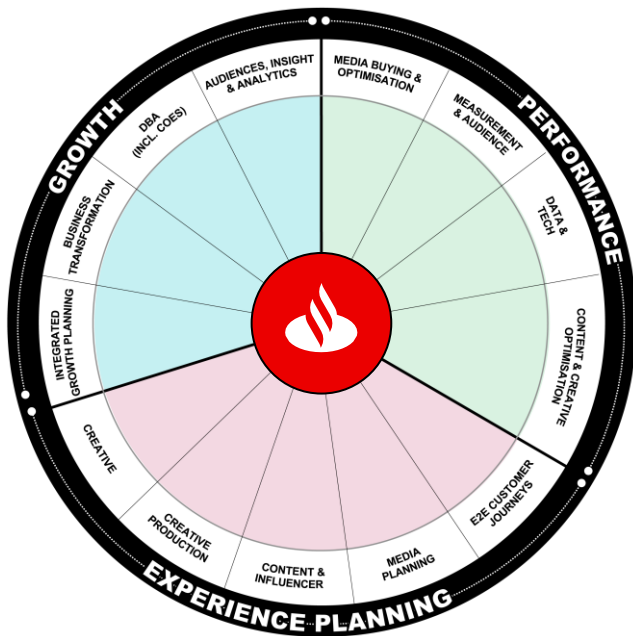
INTEROPERABLE

Openness for working with different agencies and external partners



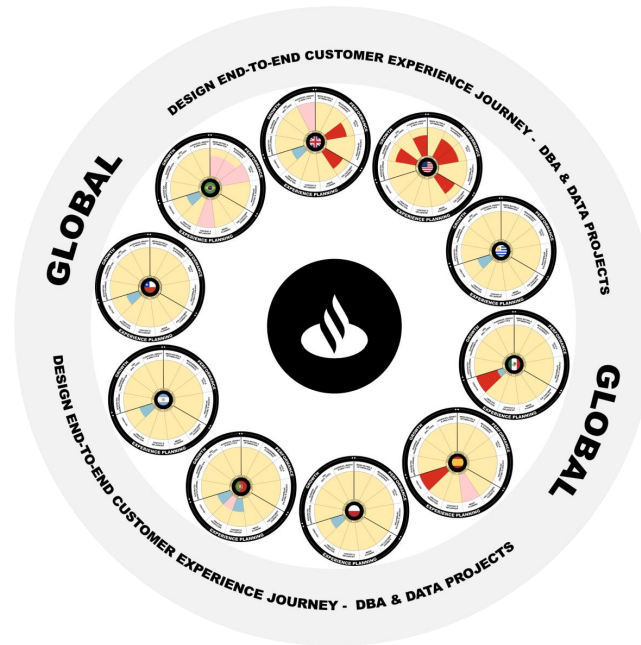
Three building blocks of the operating system

01 MARKET FIRST



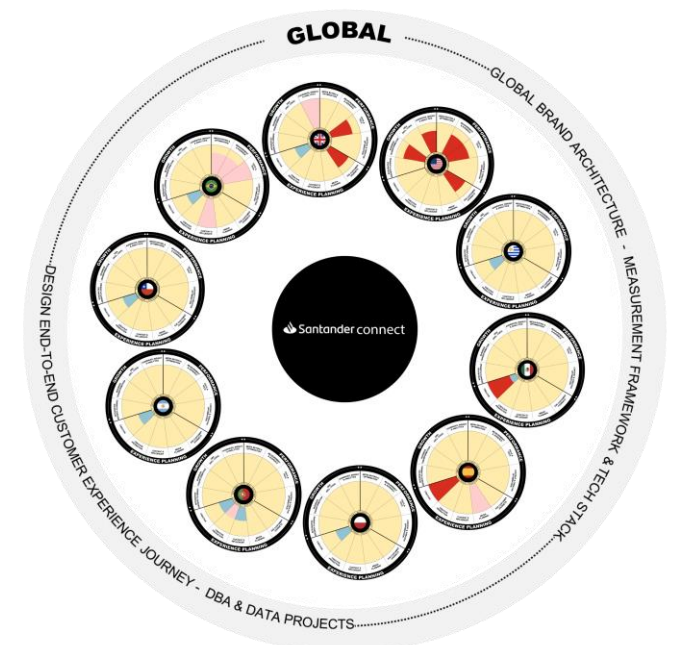
Start with the **market needs** and context on an individual basis

02 GLOBAL ACCELERATORS



Interlock global & local functions to drive efficiencies based on local market needs and create scaled growth accelerators

03 THE ENGINE BEHIND IT



Establish the market universe, **underpinned by the best tech, people, process and governance**

UNDERSTANDING COMES FROM PROXIMITY



Organising all capabilities for **ONE SANTANDER**

THINK GLOBAL



GROWTH

INTEGRATED
GROWTH SOLUTIONS

THINK CUSTOMER



EXPERIENCE

DEVELOPING A GLOBAL
CREATIVE PLATFORM

THINK VALUE

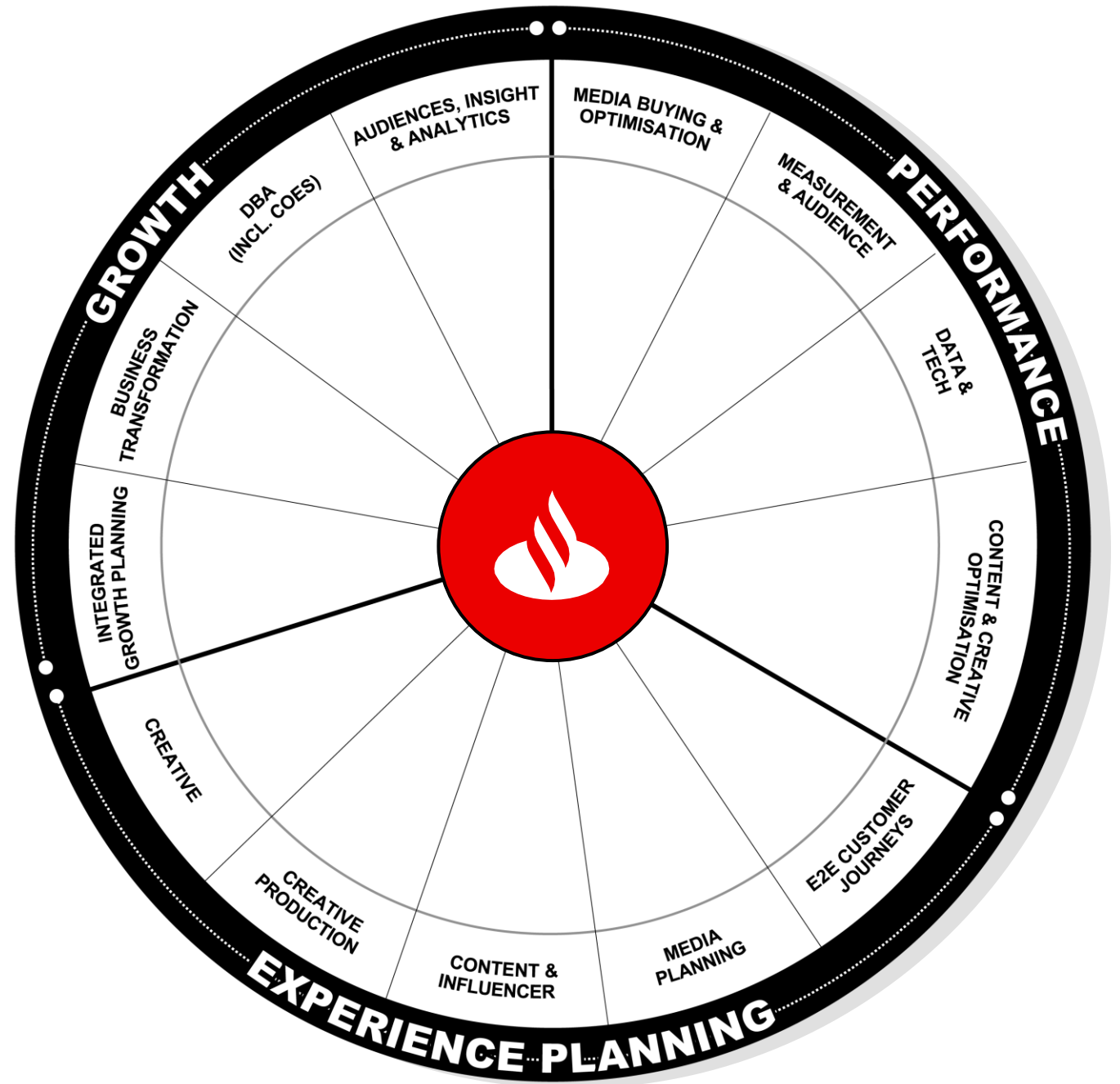


PERFORMANCE

SCALED EFFICIENCIES
AND INNOVATIONS

FLEXIBLE – CO-CREATED - EVOLUTION

There is
NO ONE SIZE FITS
all solution





MEXICO

A mix of an in-house team, dentsu, and partners



Dentsu



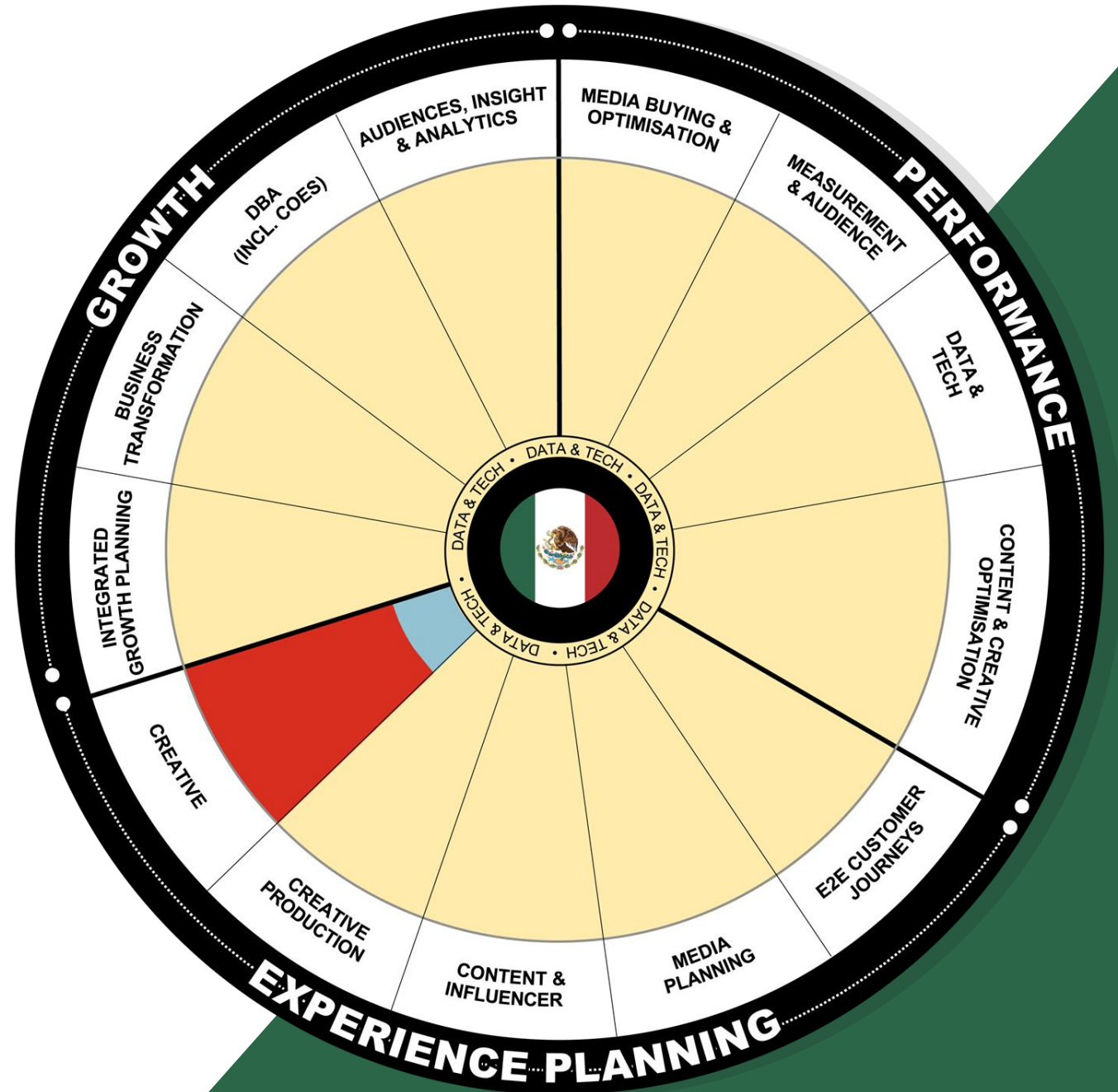
Dentsu within Santander



Santander in-house



External partners

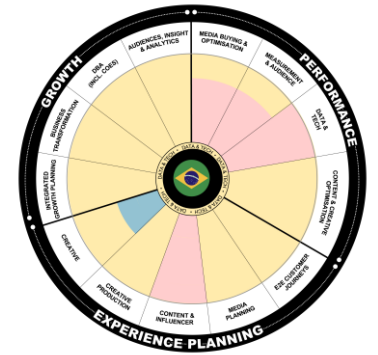
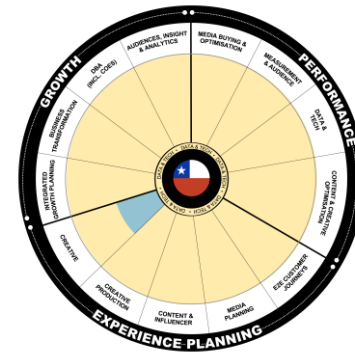
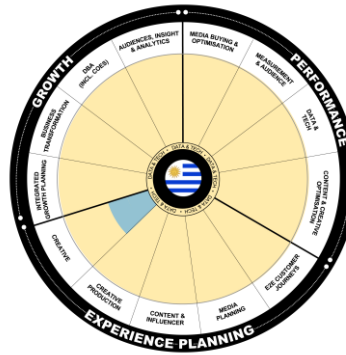
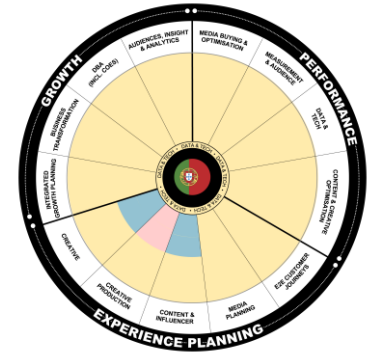
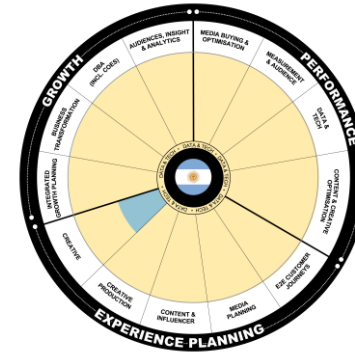
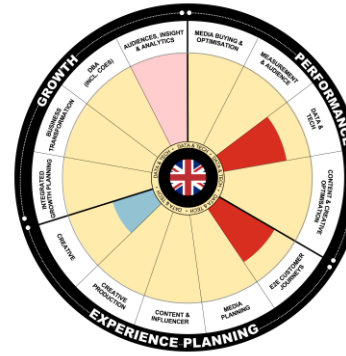
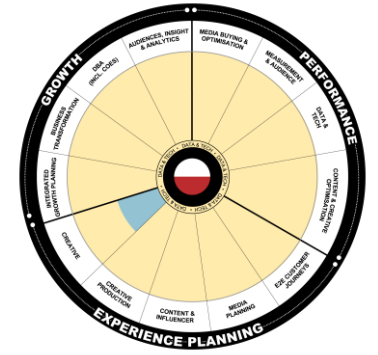
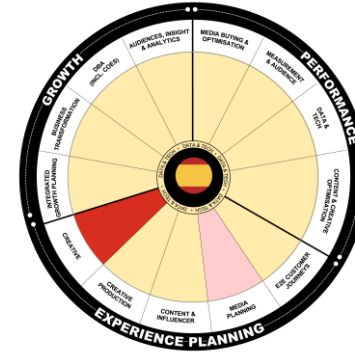
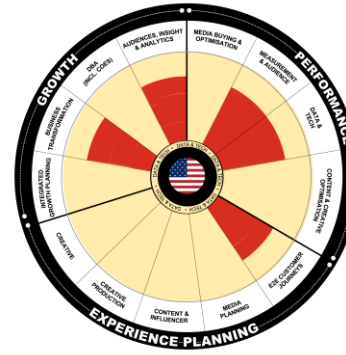


LOCAL MODELS

The design for each local model will be **CO-CREATED WITH YOU** and flex according to your needs



Our proven methodology for evaluating your marketing capability maturity by market

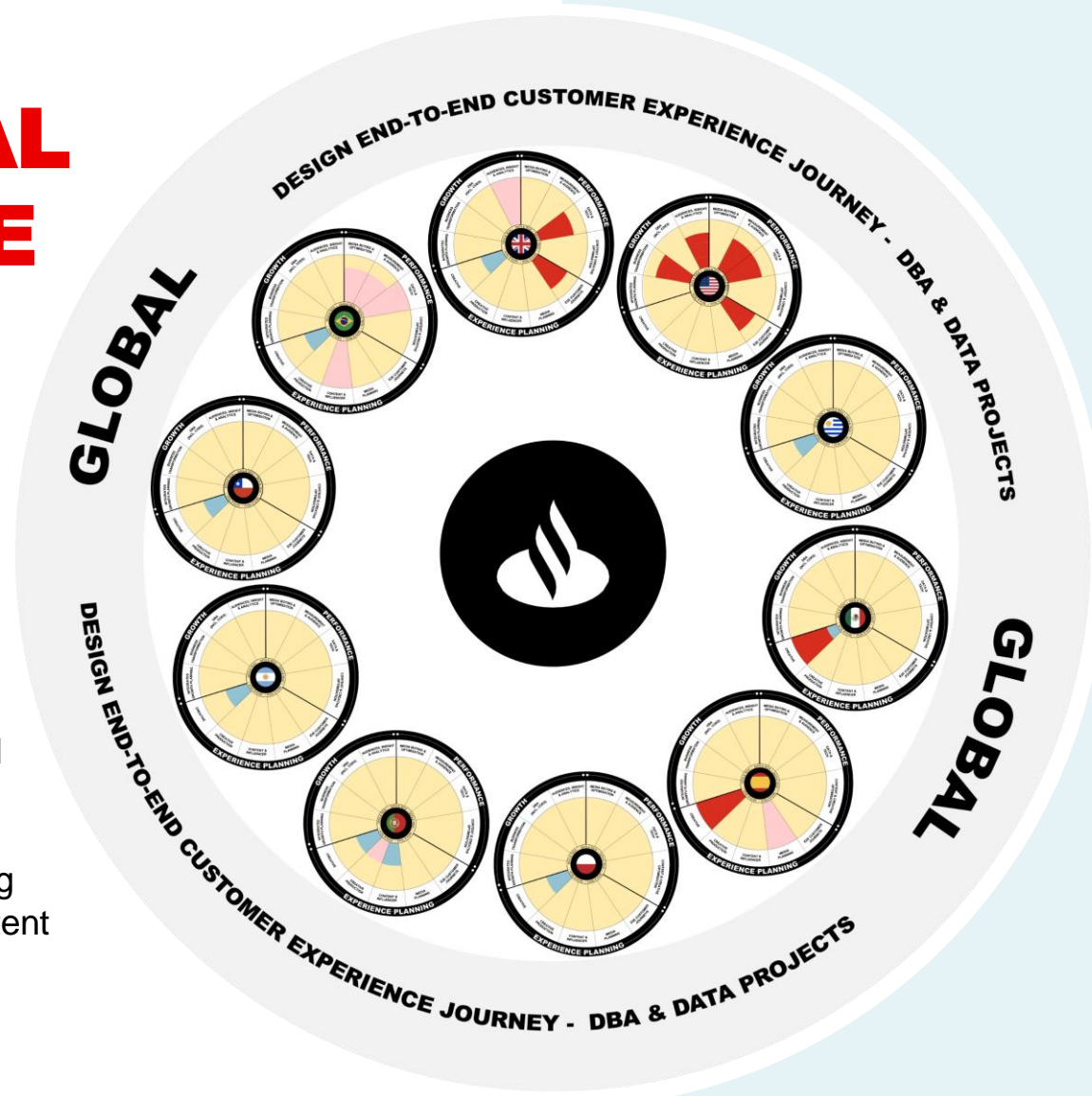


ADDING VALUE

HOW GLOBAL ADDS VALUE TO THE MARKETS

Accelerators

1. **One Team**, and leadership model connects global to local and local to global
2. **One process**, ways of working and operating tools for consistent and efficient delivery



CAPABILITIES

Global Creative Platform
Common KPIs & Measurement
E2E Omnichannel Experience
Data & Tech

EFFICIENCIES

Global Tech Partnerships
Global Properties
DBA & COEs
Shared Talent

Clearly defined and complementary roles between **GLOBAL AND MARKETS**

GLOBAL

Global Consistency, and Accelerators

Global Brand Stewardship

Common KPIs, Taxonomy & Measurement Framework

Algorithmic Audience Framework

Consistent Enablers (DTT & AI)

Global Connectivity, and Governance

Operational Efficiency & Growth as a Service

MARKETS

Local Autonomy

Local Creative Execution

Local Strategy

Local Insights and Consumer Journeys

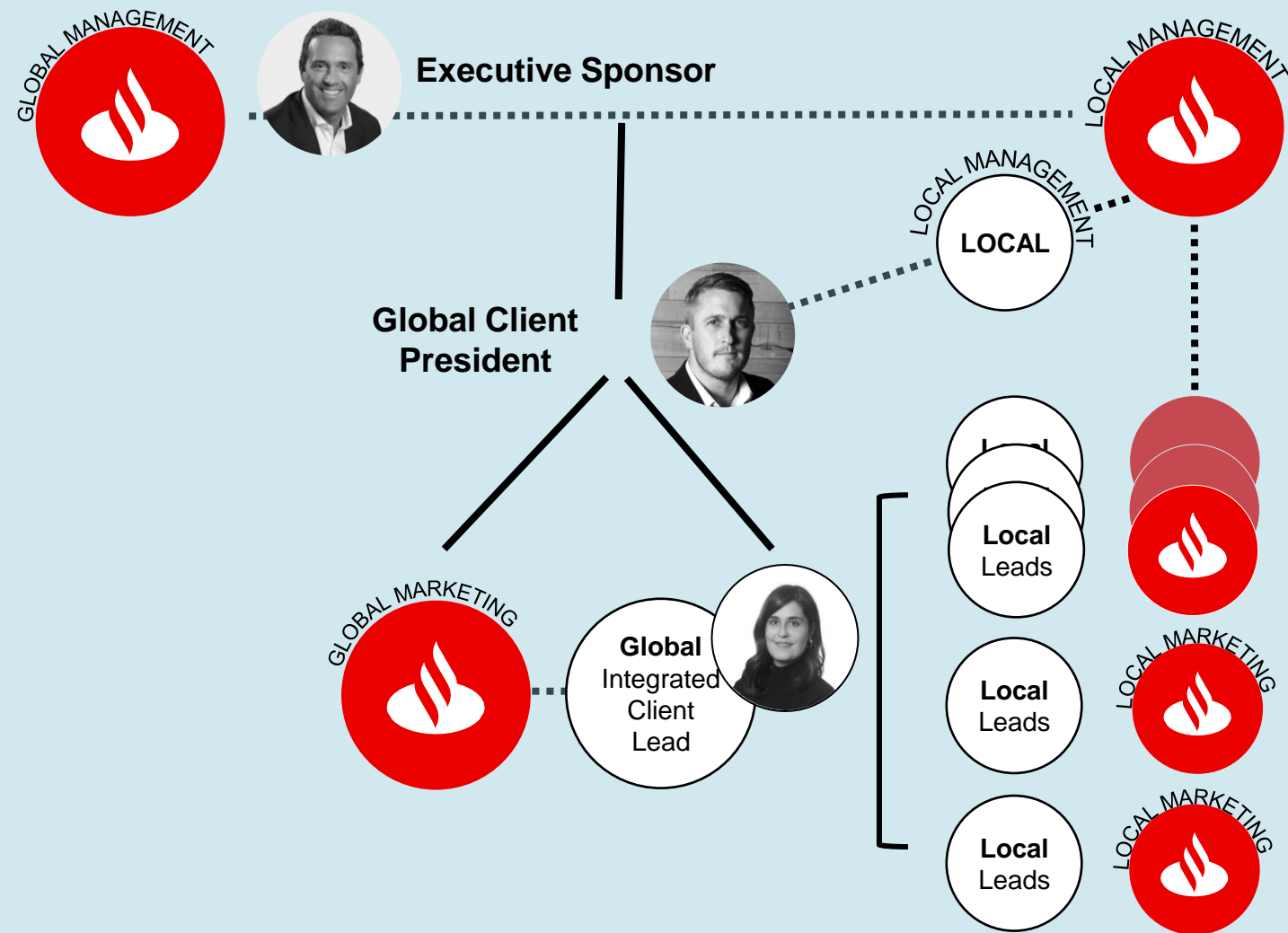
Local Maximisation

Innovation Everywhere & Best Practices to Scale

Ad Hoc Solutions

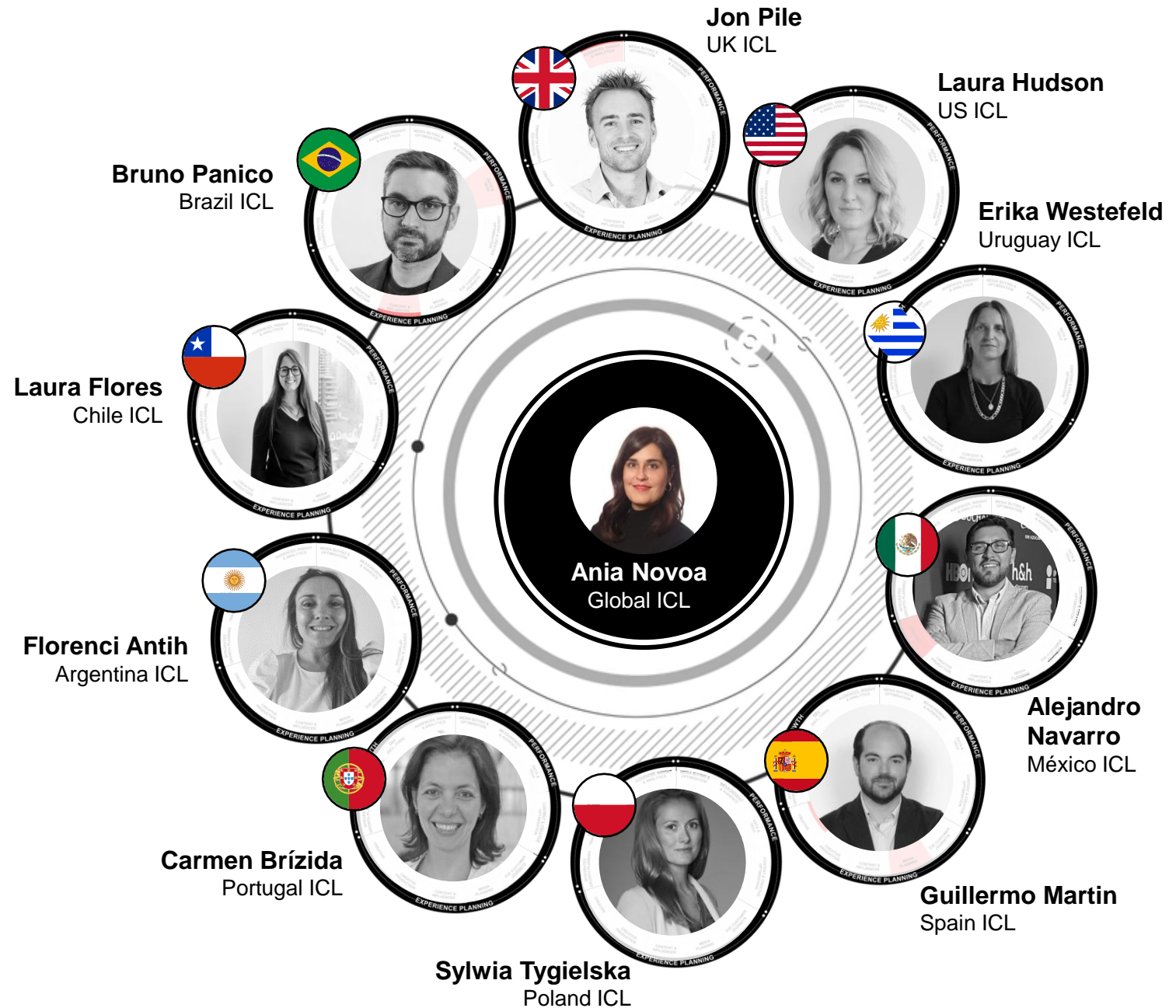
and

Leadership of your
business, connected at
ALL TOUCHPOINTS
of our relationship



PEOPLE

A team of **HIGHLY CAPABLE, PROVEN LEADERS** for each of the markets.

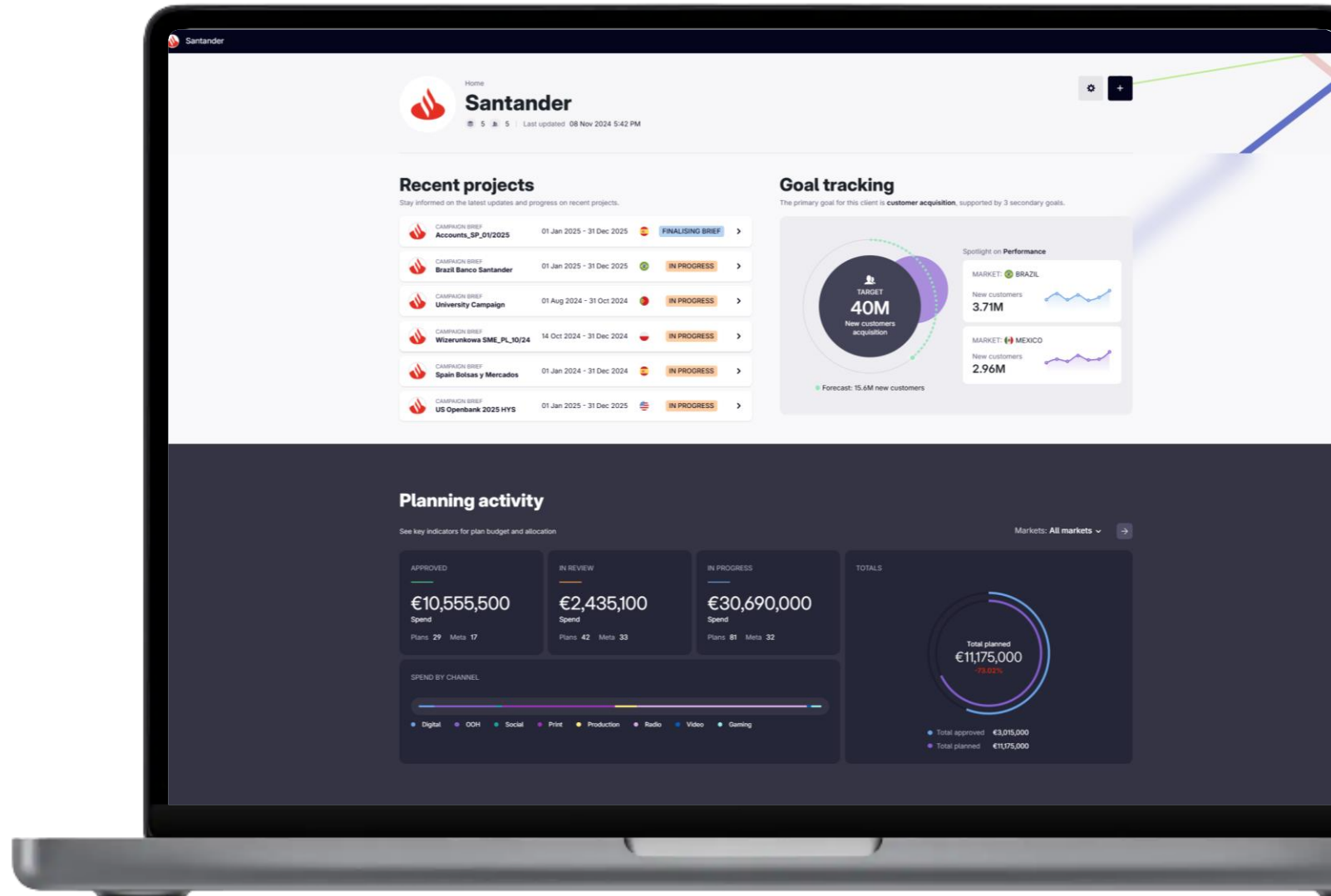


THE LIGHTHOUSE & SANTANDER

Connected on a Custom,
Integrated Technology Platform

dentsu connect

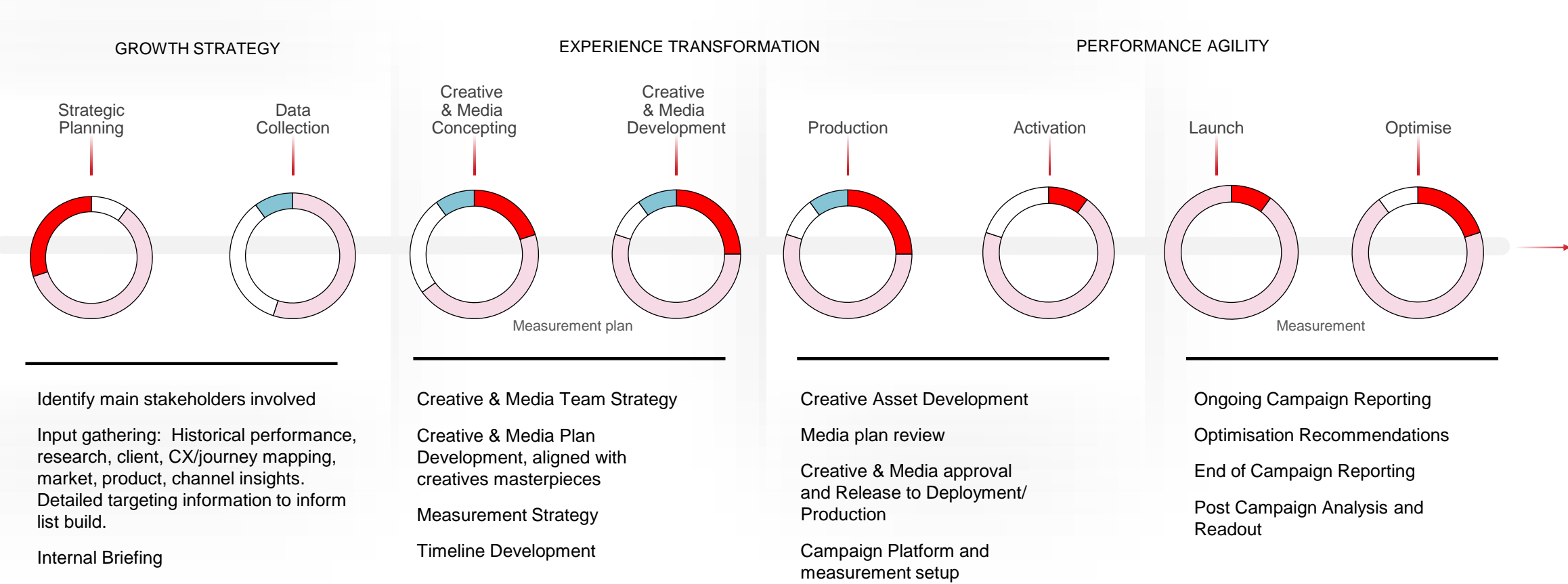
- End-to-end integrated solution
- A single source of truth
- Sharing and scaling of best practices and innovation
- Open platform for all



PROCESS

A PROVEN INTEGRATED END-TO-END PROCESS

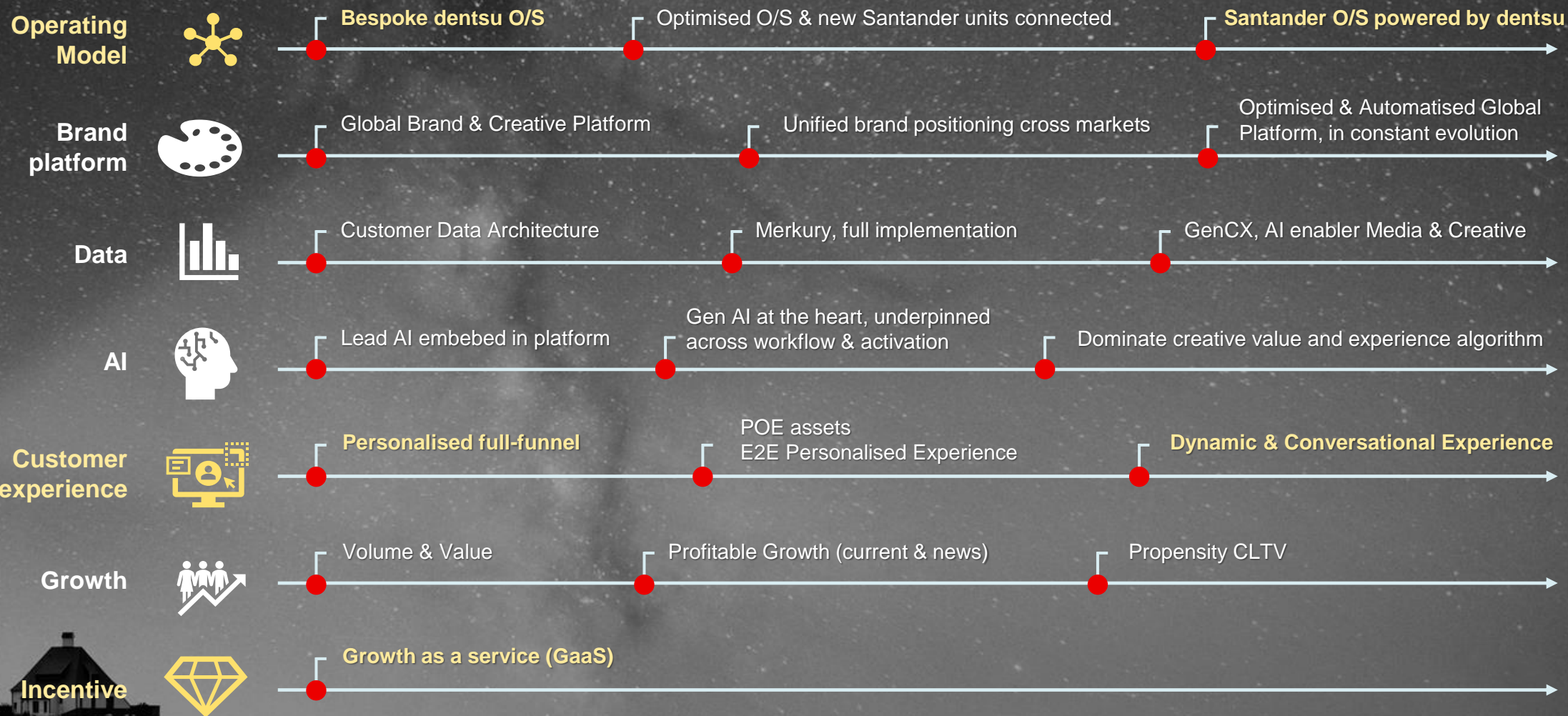
built for collaboration



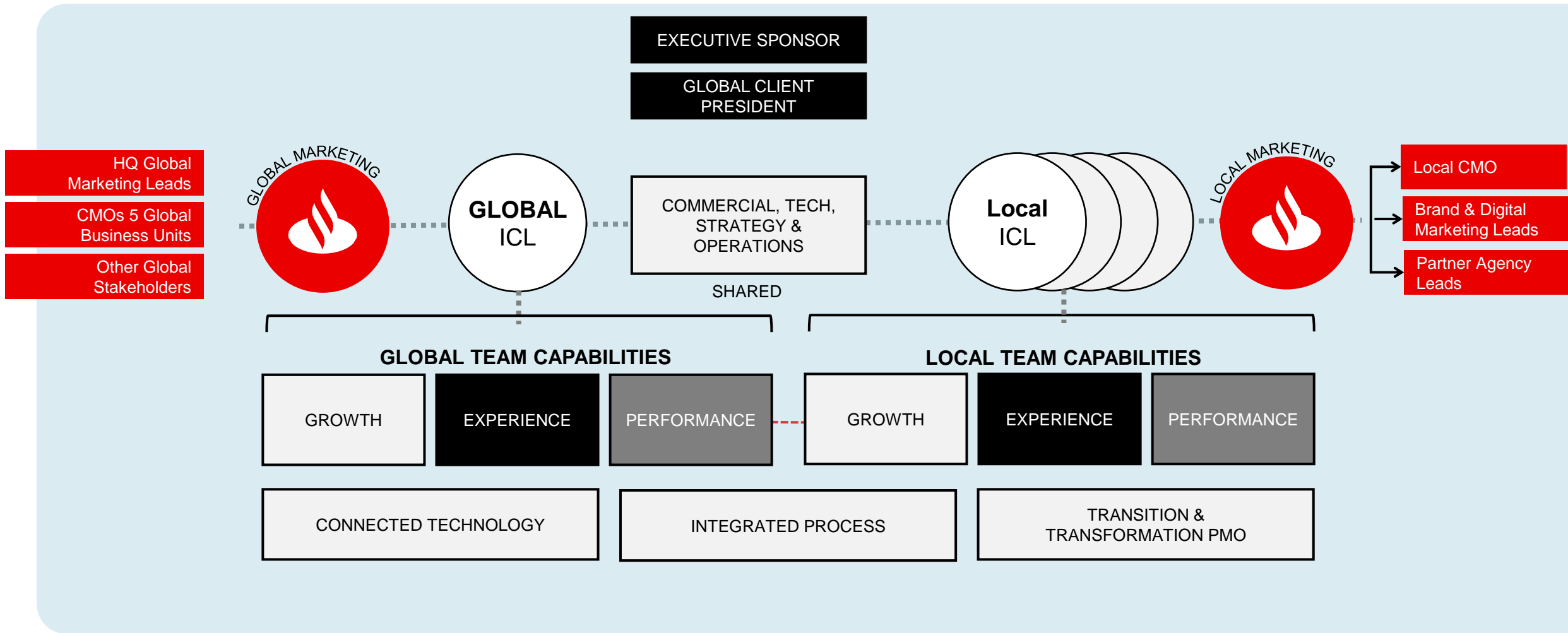
Ownership:

○ Dentsu Global ● Local dentsu ● Santander in-house ● External agencies

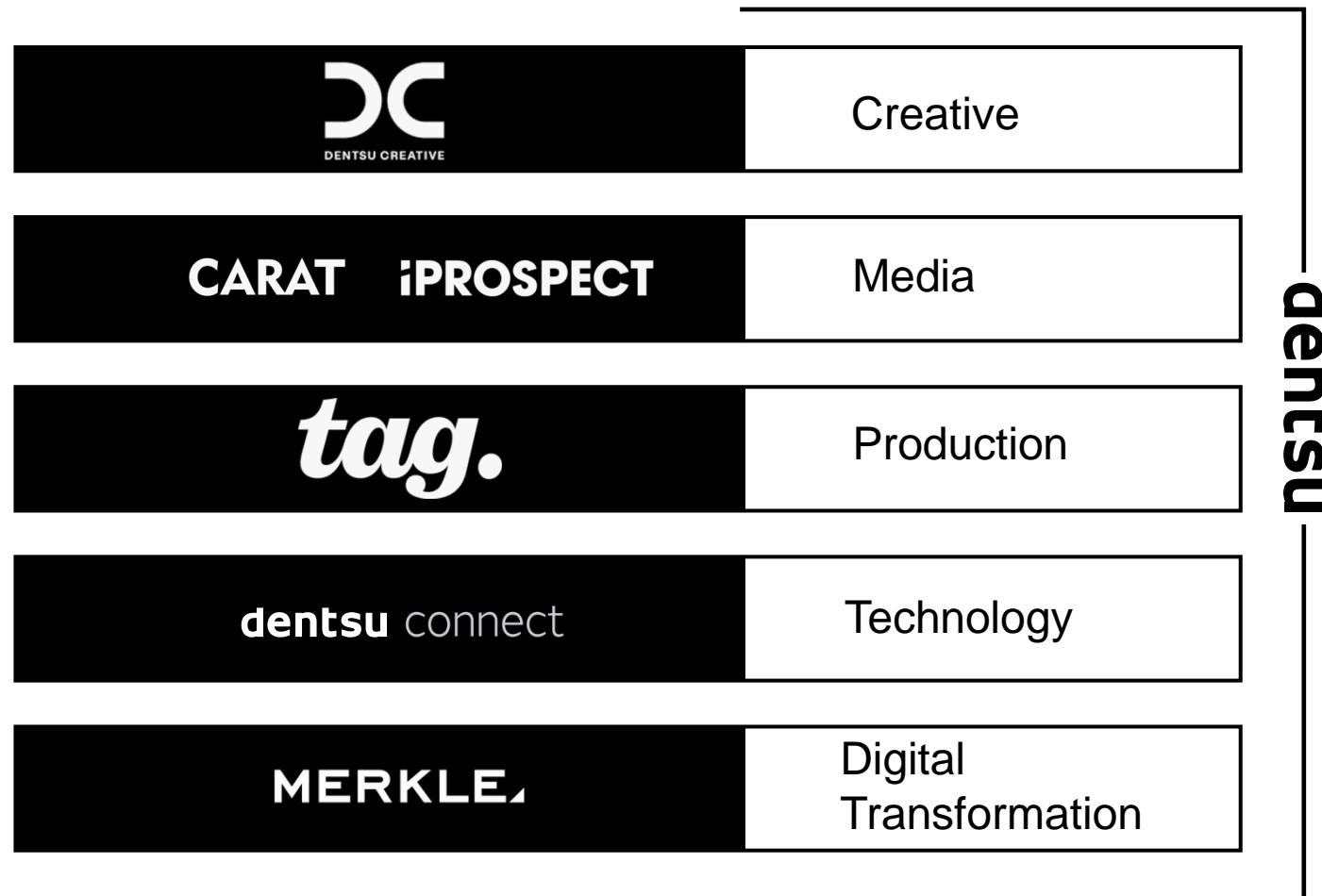
DEDICATED TRANSFORMATION RESOURCE AND A ROADMAP



THE MODEL ON A PAGE



The dentsu
POWERHOUSE behind
THE LIGHTHOUSE



Because we
know you

**WE CAN
DO IT QUICKER**



Other Hold Co's

80 / 20

TRANSITION / TRANSFORMATION

dentsu

20 / 80

TRANSITION / TRANSFORMATION