



 Santander | dentsu

**UNLOCKING POSSIBILITIES**

# **A PARTNERSHIP FOR THE FUTURE**





## Dear Santander,

Santander means more to dentsu than any other holding company. We love working with you, and we know you feel the love.

We treasure our partnership with Santander across Spain, Portugal, Poland, the Nordics, the United States, and the United Kingdom, where we have fostered mutual growth over the past 20+ years.

It is with genuine enthusiasm and anticipation that we embrace the opportunity to expand our collaboration into Latin America, demonstrating how we bring the One Santander global model to life with our One dentsu team.

### One team, delivering Bespoke Brand Algorithms

Through audience-driven media, we connect brand to demand, culture, and commerce, tailoring each strategy to meet the unique needs of Santander.

### One team, connecting local creativity to build global brand value

Unifying the Santander brand around a cohesive idea befitting of your global standing. But also delivering a framework that unlocks the opportunity to create highly engaging content and multi-touchpoint experiences that reflect the nuances and differences of markets, audiences and Business Units.

### One team, aligned with your business objectives through our transformational Growth as a Service model.

Our outcomes-based commercial model rewards shared success, fostering a true partnership.

Our team remains committed to navigating the immediate challenges within locally autonomous markets while staying globally connected. We achieve this through a unified data spine, a robust KPI framework, and full integration of the Adobe and Google technology stacks.

We call this dedicated team **The Lighthouse @ dentsu**. Like a lighthouse, it casts a guiding light for our teams across 10 diverse and dynamic markets.

At its core, Santander's promises to your customers inspire us to reach new horizons in our collaboration. We are committed to igniting this passion every day, unlocking new possibilities as we move forward together. The Lighthouse is both a reminder of your heritage and beacon for our future.

We will drive dynamic, globally integrated ways of working, accelerating through Santander Connect — your bespoke platform for smarter, faster market entry.

By leveraging our tailored AI solutions, we aim to bring fresh insights, deep expertise, and seamless global connectivity.

Interwoven with technology is an operating system, crafted specifically for Santander, which is interconnected, interoperable, and interdependent.

It's designed to deeply connect your agency, your partners, your markets and your functions, to unlock efficiencies, promote learning and encourage agility and connectivity.

Every colleague in a market, a business unit, and your HQ will see dentsu's value in the radical cross-border and cross-functional collaboration we will foster, working closely with your media, technology, and external creative partners, as well as with in-housed teams.

We look forward to exploring the vast possibilities for Santander's growth with you on Monday, 11th November.

Yours sincerely,

**Andre Andrade,**  
Executive Sponsor of The Lighthouse @ dentsu team  
and CEO dentsu EMEA

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

## A PROVEN HISTORY OF DELIVERING RESULTS

# +93%



## INNOVATING THE FUTURE OF FINANCIAL SERVICE TOGETHER

# \$390M+



NavCo



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



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+18% Increase in New  
Account Signups

 Santander | **dentsu**

## MEDIA TRANSFORMATION



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18:1 Optimised MROI

## CONTENT TRANSFORMATION



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10x ROI Improvement  
on MarTech  
Investment

## MARKETING TRANSFORMATION



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+56% Increase in  
Marketing  
Effectiveness

**FROM:**

**A NETWORK  
OF BANKS**

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

**TO:**

**THE LEADING  
OPEN FINANCIAL  
SERVICES PLATFORM**



A photograph of two businesswomen in an 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.**

A photograph of two women in a modern office environment. The woman on the left, with long brown hair, is wearing a grey blouse and a dark pinstriped skirt, and is smiling while gesturing with her hands. The woman on the right, with long dark hair, is wearing a tan blazer over a light blue shirt and is holding a tablet. The background is a blurred office space with other people working at desks.

# **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

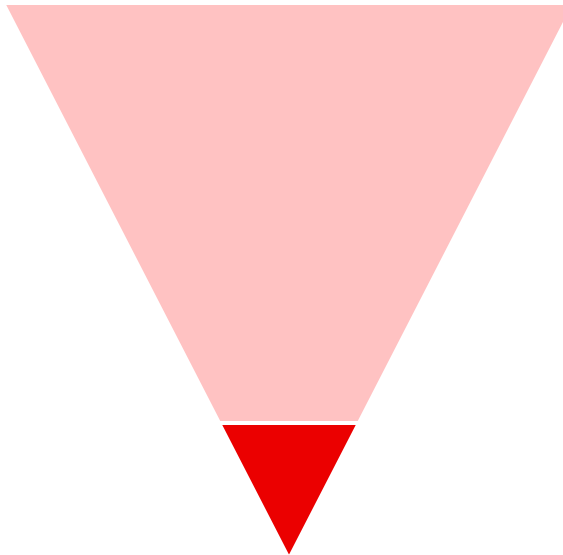
**6-10%**

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

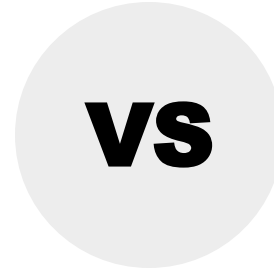
# A tension between **BRAND AND DEMAND**

## BROADCAST FOCUS

Traditional Banks

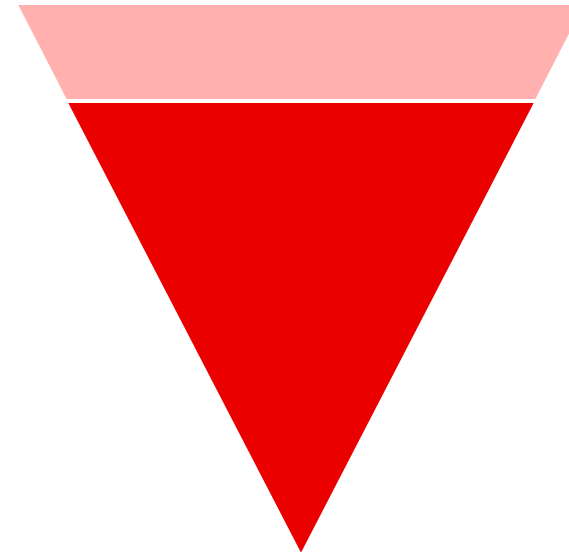


**30 Second Ad**



## PRECISION FOCUS

Fintechs, Neobanks and New Entrants

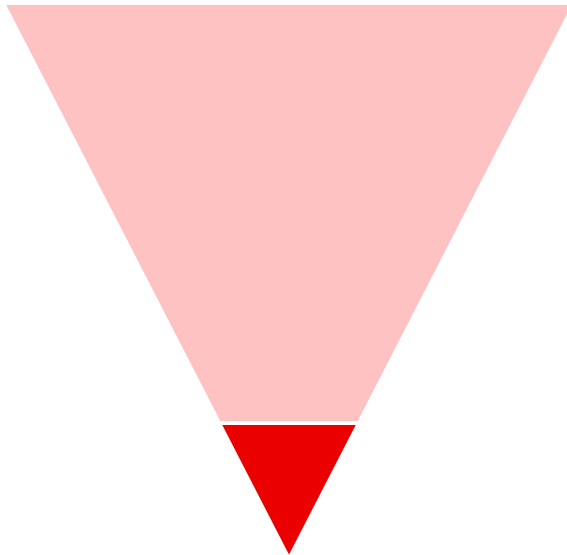


**Search Bar**



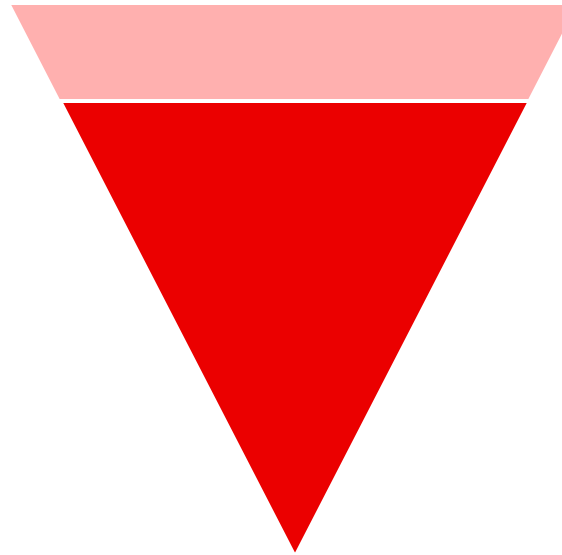
# **PIONEERING A THIRD WAY** to win in the Algorithmic Era

**BROADCAST FOCUS**  
Traditional Banks



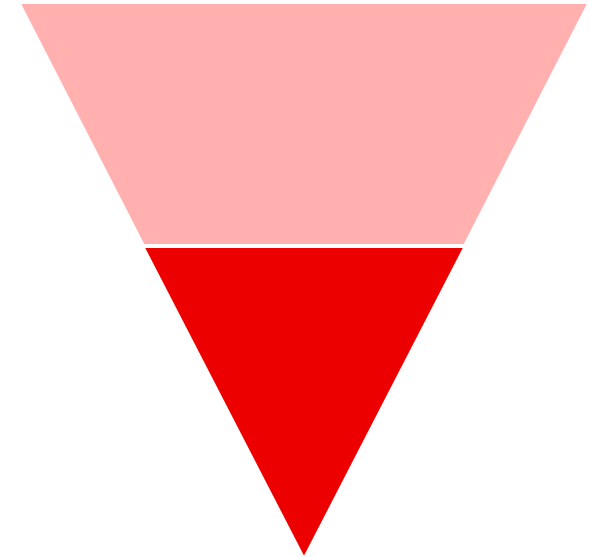
**30 Second Ad**

**PRECISION FOCUS**  
Fintechs, Neobanks and New Entrants



**Search Bar**

**ALGORITHMIC SOLUTIONS**



**“For You”**

A photograph of two young women sitting on a train platform. The woman on the left is wearing sunglasses and a white tank top, holding a white smartphone. The woman on the right is wearing sunglasses, a yellow t-shirt, and a headband, holding a black smartphone. They are both smiling and looking at their phones. 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”**



# Putting our **GLOBAL NETWORK TO WORK FOR SANTANDER**

Our One Agency Solution for Santander Activates Our Agency Brands in a seamless and interoperable way.

## **CARAT + iPROSPECT**

### **Global to Local Media**

#### **Why Carat + iProspect for Santander**

Carat is our premiere global media agency, managing our largest and most transformative global clients. iProspect is the largest and most advanced performance marketing agency. Each market can select the talent from across Carat and iProspect to serve the Santander business. Both are with truly full-funnel, end-to-end media offering, and have with deep expertise in brand & demand, B2C & B2B and local market nuances.

#### **Key Office Locations**

All Santander Markets have fully-owned and operated Carat & iProspect teams.



### **Global Brand + Local Campaign**

#### **Why Dentsu Creative for Santander**

In 2022, we merged 120+ creative agencies around the world into one global integrated creative network. From global brand platforms, to niche local influencer marketing, Dentsu Creative is a one-stop agency for any capability a Santander team requires.

#### **Key Office Locations**

All Santander Markets have fully-owned and operated Dentsu Creative teams.



### **Global Production Platform**

#### **Why Tag for Santander**

Tag is the leading omni-channel, AI-powered production agency. With the industry's best AI content platform, and 3,000+ production talents in key hubs around the world, Tag manages the most complex global-to-local content supply-chains. Every other holding company in your RFP process outsources production work to Tag.

#### **Key Office Locations**

Tag operates a 'follow the sun' global model with 24/7 coverage from four regional hubs.



### **Customer Experience Consulting**












#### **Why Tag for Santander**

Merkle is wildly recognized as a leader in data-driven marketing, CRM, customer experience transformation and analytics. With our commitment to data-driven and technology-enabled brand experiences, every dentsu solution is powered by Merkle to drive digital transformation at global scale.

#### **Key Office Locations**

All Santander Regions have fully-owned and operated Merkle teams.

# Dentsu's Office Footprint in Key Santander Markets

	GLOBAL 	Argentina 	Brazil 	Chile 	Uruguay 	Mexico 	US 	Spain 	UK 	Poland 	Portugal 
Media Billings	37,185 M\$	92 M\$	50 M\$	42 M\$	2.6 M\$	152 M\$	9,466 M\$	1,150 M\$	1,834 M\$	230 M\$	113 M\$
Billings Ranking*	3	6	5	6	8	6	5	1	4	4	6
People	70,000+	580	428	199	32	412	7,454	2,322	3,598	731	659
Offices	447	Buenos Aires	Sao Paolo	Santiago	Montevideo	Mexico City	NYC, Chicago, Pittsburgh	Madrid	London	Warsaw	Lisbon
Top 5 clients	<b>Media:</b> Procter & Gamble General Motors Ferrero Microsoft Kering Kraft Heinz  <b>Creative:</b> American Express Diageo General Motors T-Mobile Toyota	<b>Media:</b> General Motors Alsea Netflix DIA Laboratorios RAFFO  <b>Creative:</b> American Express Espert DirecTV Generali / La caja Lidherma	<b>Media:</b> Heineken General Motors Ferrero Nissin Subway  <b>Creative:</b> Ajinomoto Canon Nissin Subway Sky	<b>Media:</b> Loteria de Concepcion Netflix Toyota General Motors Ripley  <b>Creative:</b> Accor AFP Plan Vital Enjoy Explora Hotels L'Oreal	<b>Media:</b> General Motors Epicentro Cibeles Sebama Fiserv  <b>Creative:</b> Cibeles Epicentro General Motors IBF Sebamar	<b>Media:</b> Heineken Beiersdorf Alsea General Motors Netflix  <b>Creative:</b> American Express Audi Clip Essity Volkswagen	<b>Media:</b> Procter & Gamble General Motors Kroger Co. Kraft Heinz Microsoft  <b>Creative:</b> Adobe American Express Diageo T-Mobile Walmart	<b>Media:</b> Procter & Gamble El Corte Ingles Vodafone Mutua Madrilena Grupo MasMovil  <b>Creative:</b> Caixa Endesa Mutua Orange Seat	<b>Media:</b> eBay Vodafone Microsoft Kering Next PLC  <b>Creative:</b> American Express General Motors Hilton NatWest Waitrose	<b>Media:</b> Ferrero Grupa Polsat Plus Commerzbank Santander Group Carlsberg  <b>Creative:</b> Coty Jeronimo Martins McDonalds Volkswagen Skoda Wella	<b>Media:</b> Procter & Gamble Vodafone Radio Popular El Corte Ingles Heineken  <b>Creative:</b> Caixa Endesa Mutua Orange Seat



# 123 YEARS OF INNOVATING TO IMPACT



## THE DENTSU DIFFERENCE

# 123 Years of Innovation and Client Trust

### Born in Japan

#### 日本生まれ

A deep understanding and care for our client's business – combined with the latest technology for transformation

### Global in Scale

#### 世界的な規模

71,000 Teammates across 4 Regions and 145+ markets to create impact locally and globally

### Agile + Integrated

#### 統合された

Delivering Integrated Growth Solutions through six connected, and interoperable global agencies

### Future Focused

#### 未来を見据えた

A commitment to purposeful impact – for our clients, for their customers and for society

“...this agency will challenge you to rethink your status quo in ways you might not be ready for.

FORRESTER®

“Dentsu is incredibly engaged with skilled teams that provide us with quality and innovative contributions to our business.”

Fortune 100 CMO, 10/10 NPS Score



**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**

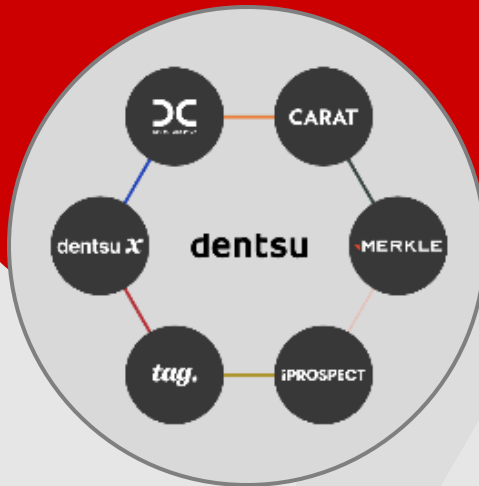
**Leader Digital  
Experience;  
Magic Quadrant  
2024**



**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



# Relationships **ARE AT THE CENTRE OF OUR STRATEGY**

## **EIGYO 営業 MODEL OF INTEGRATED CLIENT LEADERSHIP**

- Responsible for the total agency marketing team
- Connects capabilities, service & innovates new client solutions
- One outcomes-driven commercial model with client P&L
- Agile and flexible to any service model

**HIGHEST CLIENT  
RETENTION IN  
THE INDUSTRY**

2x the industry average

**HIGHEST CLIENT  
SATISFACTION IN THE  
INDUSTRY**

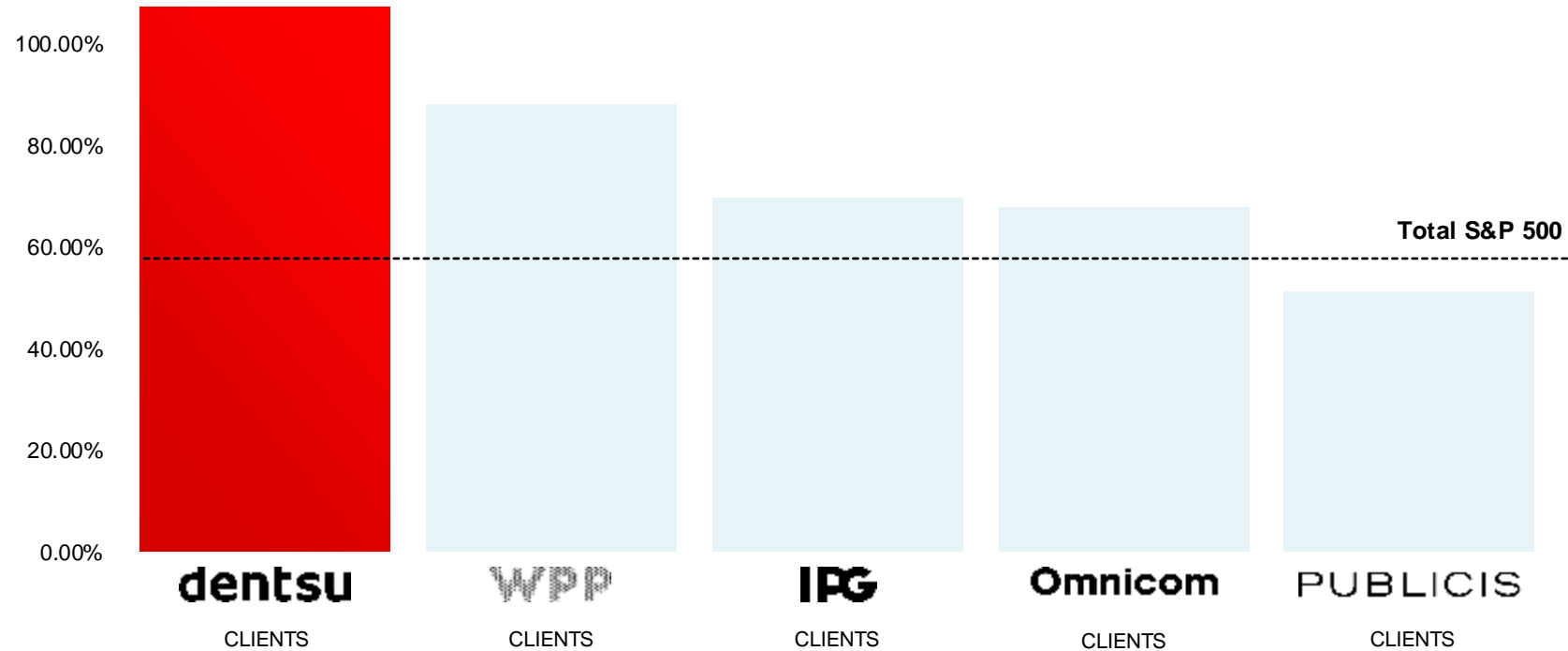
Higher overall performance  
than global industry norms

**HIGHEST CLIENT  
ENGAGEMENT IN THE  
INDUSTRY**

84% of top 100 advertisers  
use dentsu

# Outcomes Create the Space for **INNOVATION**

AGGREGATE S&P500 MARKET CAPITALIZATION GROWTH OVER 5 YEARS



## Partnering for Innovation...

Our network strategy does not believe in building in silos. Instead, we invest in sustainable, win-win-win partnerships that benefit our clients, the marketplace, and our competitiveness.

Our ~\$37 Billion of investment leverage allows us to create first-to-market, breakthrough innovations with leading partners — unlocking greater innovation and performance for Santander both globally and locally.



#1 Global  
Agency Partner



Fastest Growing  
Partner



#1 Global  
Agency Partner



Leading Innovation  
Partner



#1 Agency Partner +  
Scaled Content AOR



AI Creative & Media  
Alpha Partner



Co-Pilot AI Global  
Test Partner



Strategic Partner  
Program

## ... and Impact

### Research.

No1 agency for bespoke partner research +\$10m: Attention Economy & Brand Reset

### Roblox

Founding Partner in the Roblox Partner Program



As the only holding company, dentsu has built a proprietary solution enabling all agencies globally to deploy WhatsApp on behalf of their clients.



+20% growth in financial vertical YoY in top 5 markets – 15ppt ahead of big 6



First agency to develop Clean Room solutions.

SCF funding for multiple campaigns: content creation, guidance & funding for Tik-Tok first creative



# 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

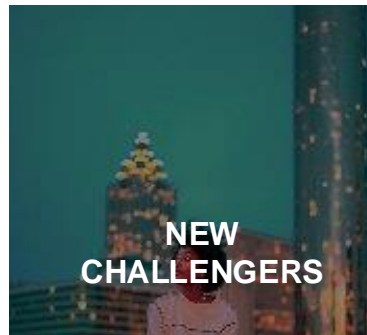
Customers

# 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**



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

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

**+4.2X in  
Marketing ROI**

# 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

**+43.4M**

new higher value  
customers  
by end of 2028

# **OUR NETWORK VISION AND DIFFERENTIATION**



# Winning in the algorithmic era: Ideas-Led, AI-Powered, Outcomes-Driven

Dentsu has a 123-year legacy, with a global vision to “be at the forefront of people-centered transformations that shape society.” Like Santander, we believe in innovating to drive impact, growth that is in service of doing good for society.

This is our heritage and what has enabled us to shape our future vision and differentiate. This has driven us to focus on our unified client promise ‘**innovating to impact.**’ Innovation that is rooted in outcomes, we harness it to deliver positive business, brand, and societal return.

With more than a century of observing culture, systems and networks, we have a unique strategic understanding of the cycles of innovation & disruption. We recognize emergent moments, understand their shifting forces, and harness their power for the industry and our customers.

With this wisdom, we set forward 3, 10, & 100-year visions for dentsu. For example, our report on ‘consumer vision 2035 points at the robust analysis we produce to prepare for the next 10-year time horizon, by exploring the future of technology, the future of culture, the future of consumers and the future of brands.

Our 3-year vision, however, is informed by the context of the market and we believe that we are now entering a new era of marketing and technology: The Algorithmic Era.

## CREATING IMPACT IN THE ALGORITHMIC ERA

We are witnessing a rapid evolution in the marketing landscape. We are moving to a new ecosystem, increasingly driven by algorithms. A hugely expansive world where algorithms underpin more and more of our lives. Be that through media platforms, richer customer relationships that fuse human and machine interactions, the expectation of perceptive brands and even in culture where traditional power structures are being upended by communities, formed around content that is driven by algorithms.

In the next three years, we see three key shifts in marketing most profoundly impacting Santander -

**Artificial Intelligence – Real Impact** - Generative AI will shift from experimentation into tangible value for people and brands. Creating new gold rush in data that will transform the consumer experience and drive greater impact on brand growth and the bank’s bottom lines.

**Stories Expanded** - advertising-based video on demand will explode across the algorithmic media landscape, including CTV. In addition, we will see less reliance on traditional advertising and the creation of new types of ‘unusually shaped’ content partnerships, that deliver in the new mass-niche world, and help brands rise to the top of the algorithmic feeds.

**The Quest for Quality** - In the algorithmic world, anyone can create images in seconds via un simple prompt. Start a drop shipping business with a smartphone. Create low quality made-for-advertising websites to divert media dollars. Not all content is created equal, but all compete for limited audience attention and marketing budget. Santander’s content must breakthrough with relevance and scale to win in culture.

To regain control on their media investment, drive impact, peak through algorithmic filtering, and capture eyeballs and wallets, quality will become advertisers’ focal point again. This will translate into a more measurable and transparent supply chain and bigger, deeper partnerships.



*Our recently released report ‘Consumer Vision 2035’ ([link](#)) gives a sense of our robust and constantly evolving analysis to prepare for the next 10-year time horizon.*

# The Most Flexible, Interoperable, and Open Organization

In the algorithmic era successful brands lean into these opportunities. Together, we will reimagine the way we take Santander to market, profoundly increasing the value you can deliver to win a disproportionate share of consumer attention, action and advocacy.

For Santander we see these trends as key accelerators in pivoting from being a network of banks, to a truly global open banking platform that wins the high-value customer of the future.

We have spent the last 24 months evolving our capabilities to be ready for the Algorithmic Era, with a more integrated operating model, a future-proof talent strategy and alignments with the right technology partners to help transforming businesses, like Santander, drive more value: to their customers, to their shareholders and to society.

Against that bold backdrop, our vision is uniquely aligned to help Banco Santander pivot from a network of banks to a truly global open financial services platform.

For Santander, we will driving transformative growth in the Algorithm Era through four key enablers:

1. An Outcome first approach – Every strategy we develop, in every market will pan to deliver real world outcomes for the business; we call this Growth as a Service
2. Consolidated teams of 'algorithmic' planners – We will staff the business with leading practitioners and end-to-end experience strategists that know how to unlock the full power of paid, owned and earned to drive success at

the intersection of brand and performance

3. Maximize reach through content optimisation – Santander will be the marketer known for its success with personalized full-funnel content delivering relevancy at scale
4. Automation, scaled with bespoke client algorithms – Our partnership will leverage custom algorithms created for and with each local market to drive long term success

As we navigate the Algorithmic era together, we will continue to invest into our advantage as **the most flexible, interoperable, and truly integrated organisation** to orchestrate data and technology changes in the industry. For Santander, that means access to deeper speciality talent, more connected technology and a strategy that is grounded in impactful innovation.

Respectfully, we believe our competitors are making the wrong bets by building their own rigid, closed systems. While they've made large investment announcements, they're years too late and failed to structure for rapid marketplace change or the needs of clients' own technology stacks.

We worked to master early AI capabilities and are 10 years into our AI investment journey. Rather than competing with AI specialists, in addition to supercharging every one of dentsu's tools with applied AI, we placed interoperability and an increased utilization of our partner AI technology at the core of our strategy, knowing that making new technologies is less important than extracting advantage (impact) from them.

Dentsu far exceeds the utilization of the embedded AI within platforms like Google, Meta, Adobe and Salesforce than any of our holding company peers. We will continue to own this advantage to drive better client outcomes as we steward your investments. This means that Santander's growth will be accelerated by more spend being optimized by AI, which creates instant and sustainable value for the business.

Similarly, our agility and scale compelled us to invest significantly in our AI and technology infrastructure to enable rapid AI development and upskilling. dentsu was the first agency network to enable the global infrastructure of Open.AI with Microsoft over 2 years ago, allowing us to scale AI development and products while keeping client data and models secure and protected.

We have also deployed the same across Google and AWS clouds. This robust infrastructure gives us access to proprietary AI models from these providers as well as third-party models that Santander can leverage in its own environments – safely and securely. That allows us to most directly benefit from the rapid innovation and advancement we're seeing in the AI space. Keeping us and our clients on the leading edge.

Our portfolio of AI tools elevates every process and speciality, and are all unified within our **dentsu connect** suite, which we will deploy a customized version of in Santander's environment as part of our global proposal.

# Achieving our Vision: Focusing on Flexibility, and Investing in Interoperability

## Achieving our Vision: Focusing on Flexibility, Investing in Interoperability and Engineering an Integrated Organization

### Focusing on Flexibility

Central to dentsu Connect is GenCX, our AI co-brain, enabling our teams to act with unmatched agility and speed across the system. Accessed from an intuitive, natural-language interface, it can quickly surface data, insights and trends from anywhere, including multi-market data, client data, partner data and our tools.

Built from industry-leading GenAI models and using partner knowledge bases, Dentsu IP, and agents specific to each client, GenCX allows for unparalleled flexibility without sacrificing accuracy or compliance with local regulations. Additionally, this containerized solution offers the flexibility to house client data within the client's environment or any preferred and/or mandated environment.

Our approach to enhancing and investing in GenCX is based in diversified partnerships and best-in-industry collaborations with Microsoft, Google, Adobe, and AWS. We continue to invest aggressively, but sensibly across the AI landscape.

### Investing in Interoperability

The foundation of dentsu Connect is Merkury – our leading global audience and identity solution. Built from the ground-up to make us the most interoperable network in the industry, it combines formerly disparate data sources and workflows into a single, customizable, interconnected data and identity-fuelled workflow across our media, creative and experience capabilities.

With an AI-powered identity graph, we can combine market-level consented 1st, 2nd, and 3rd party data and then use AI to parse market-level signal data for planning, audiences, creative, and activation.

To enhance interoperability between planning, creative, and production needs, we acquired and integrated Tag - the most globally scaled, omnichannel content production agency in the world.

Future-proofing clients with a rapid and agile content supply chain capability that helps large enterprises manage existing content needs along with the need to stay ahead of new and emerging channels.

### Achieving our Vision: Engineering an Integrated Network

Our Teaming Platform makes openness central to our culture. Every employee, partner and client have quick and easy access to whatever talent or skill set they need, when they need it - through what we call "Open Teaming."

Anyone from anywhere in the dentsu world and beyond can assemble in a team. We've erased borders, brought down administrative barriers, and facilitated reaching out beyond dentsu to connect with other bright-minded organizations to create an integrated, ever-evolving team perfectly calibrated to offer each client what they need (and not waste resources on what they do not). Our leaders are incentivized to collaborate with no individual agency P&Ls anywhere in our business.

Similarly, our AI Connective Community is open to all employees, providing access to learning resources and enablement tools through existing business platforms. As new skills become important in this chaotic period, we've invested in upskilling our teams.



# Achieving our Vision: Engineering an Open Organization

We've developed supports for both technical AI builders and business users. We have a community of over 500 technical AI builders who benefit from extensive training resources. We also hired key positions globally and in EMEA focused on AI innovation, development, and strategy. This collective expertise ensures that we remain the most open organization possible to effectively tackle creative, media and CXM challenges with innovative AI solutions.

Tasked with applying all the innovation, expertise and products across partners and the industry, is dentsu Labs, a network of globally connected innovation hubs launched in Tokyo, London, Amsterdam, Warsaw, Mumbai, and Bengaluru, with more to come in 2025.

The international team of technologists and creatives unlock new value through activities ranging from product and service innovation to rapid prototyping and AI development.

Lastly, our integration extends to finding advantage outside of "traditional" marketing disciplines, and even agencies outside of our network. We continue to invest in sports, entertainment and gaming properties; helping clients embed in these emergent forms of entertainment and even produce IP that drives new revenue streams for their business.

We believe that collaboration with partners, creators and rights-holders are critical to an integrated network model.

## Our Promise to Santander: Innovating to Impact

Operational complexity is the enemy of the speed and agility needed to navigate in this time of rapid reinvention. We are experts in the transformations Santander will have to make to truly pivot from a bank to an open financial services platform.

We can deliver on this seamlessly through our innovative network of 6 powerhouse agency brands across Creative, Media & Customer Experience who all innovate to impact as One dentsu – each bringing unique expertise and capabilities to Santander – with one commercial model and a single global client P&L. We offer more agility through our interoperable data and technology.

All with a belief that engaging the best combination of tech and talent, will help us drive positive impact for your business, your brand and our shared society.

As proof of this, our innovative commercial model: Growth as a Service ties our remuneration to both the innovation and impact we drive for Santander. Because no vision would ever be successfully achieved without it delivering true value for our clients – and that is our number one priority.

After all, we've learned a thing or two about how to drive impact after 123 years. Combined with your 167 years of innovation, we are confident that we can create more shared value for Santander, your customers and for society.



# Risk management and data compliance

# Risk management, data compliance and certificates

- Dentsu has an established Enterprise Risk Management (ERM) based on the COSO Framework which enables it to identify, assess and evaluate risks and ensure that controls and mitigations are in place to manage these risks within the risk appetite defined by the dentsu Board.
- Dentsu has mature risk governance processes in place, founded on risk policies and processes, risk committees, risk owners and risk management tools. Risk Governance is supported by risk specialists and the three lines of defence model.
- The risk governance framework promotes a culture of responsible risk management and enables dentsu to identify assess, escalate and respond to risks and monitor the impact on the groups' objectives.
- Dentsu's Internal Control Framework (ICF) provides a core defence against the prevailing risks identified through the ERM processes. The ICF is continually assessed, revised and strengthened to maintain its effectiveness.
- Dentsu's ICF includes a set of controls and processes in place to ensure that we meet our client's expectations and comply with our obligations and commitments in accordance with our master service agreement.
- A client contract compliance function is in place to provide assurance over the effectiveness of these controls and promote best practise and training.
- Any commitments specific to you as a client will be integrated into our ways of working and additional training will be provided.

## SECURE OPERATIONS

### Advanced Threat Protection

- Anti-malware for email, web & endpoints
- Next gen Endpoint Detection & Response system
- Actionable intelligence to emerging threats
- Proactive hunting across network & devices

### Monitoring & Incident Response

- Expert 24x7 security monitoring
- Centralized, correlated visibility of activity
- Capability to quickly contain threats
- Uniform IR policy, processes & roles

### Identity & Access Management

- Central oversight of user accesses
- Real-time auditing privileged users/ domain
- Two factor authentication used for core apps
- Compromise-prevention mechanisms

### Infrastructure & Asset Protection

- Independent testing of network perimeter
- Detect & fix vulnerabilities before attackers
- Secure Internet gateway used by endpoints
- Rigorous tech change control with advisory board

## SKILLED TEAM

The Global CISO leads a global Security function consisting of over 50 dedicated security professionals and augmented with leading service providers.



Security Programme directs our portfolio and delivers the security strategy



Client Security facilitates our external security commitments and compliance initiatives



Security Governance & Risk oversees our security policies, accreditation, and risk profile



Security Architecture & Solutions designs our secure standards and solutions



Cyber Security Services administers cyber ops, threat response, forensics, and security testing



Awareness & Education trains and equips our staff to work securely



Resilience accounts for staff wellbeing and critical business activities during disruptions



Security Assurance performs our internal and third-party supplier control assessments



Security Officers partner with our markets and brands to build in security



# External certificates

## Our Security Certification Programme

- To support our commitment, dentsu Security maintains a range of industry-recognised security certifications such as ISO/IEC 27001:2013, both at a global and localised level:
- Dentsu's Information Security Management System (ISMS), used in the provision of Global Operations support to multinational media and digital marketing communications services, is externally certificated (by DNV) and conforms to ISO 27001:2013.
- Dentsu data centres are maintained in ISO 27001 certified and compliant facilities.
- Strategic offerings within our Customer Experience Management (CxM) services are scoped for annual independent SSAE18 SOC1 & SOC2 assessments.
- The basis of this certification is the implementation of a rigorous program, which includes the development and implementation of an Information Security Management System (ISMS).
- This widely recognised international security standard specifies that dentsu do the following:
  - We systematically evaluate our information security risks, considering the impact of threats and vulnerabilities.
  - We design and implement a comprehensive suite of information security controls and other forms of risk management to address organisational, architecture and client security risks.
  - We have an overarching management process to ensure that the information security controls meet our needs on an ongoing basis.
- Dentsu has certification for compliance with ISO/IEC 27001:2013 (available upon request).
- The certification audits are performed by independent third-party certifying agents. Our compliance with this standard and code of practice is evidence of our commitment to information security across dentsu, and that the dentsu security program is in accordance with industry leading best practices.

## ISO/IEC 27001:2013 Global Certification

- ISO/IEC 27001:2013 is a security management standard that specifies security management best practices and comprehensive security controls following the ISO/IEC 27002 best practice guidance.



# INTEGRATED CASE STUDIES



# General Motors – Global Media & Marketing Services Operating Model Transformation (12+ yrs)



## Challenge:

General Motors (GM) needed to navigate a rapidly evolving automotive landscape with complex global and local dynamics, including regulatory differences, varying EV adoption rates, and a mix of traditional and direct-to-consumer sales channels.

## Solution:

Dentsu provided a tailored global operating model that harmonises centralised governance with localised agility. This model includes a three-tiered structure with a Global Core Team driving strategy, Regional Centres of Excellence offering specialised expertise, and Local Market Teams executing on-ground initiatives.

Our “one dentsu” approach has seen GM become the biggest user of dentsu Connect which allows for centralised data management and tech-enabled collaboration which ensures consistent media and data standards across markets. It has been established as a shared platform between the dentsu and GM client teams, fully integrated with GM managed platforms

US proved instrumental in GM’s European re-entry for Cadillac’s DTC EV lineup, significantly elevating brand consideration and purchase intent.

## Outcomes:

Dentsu’s unified model delivered impressive results for GM:

- Enhanced brand metrics: Boosted Cadillac brand consideration from <2% to 15% and doubled industry benchmarks on test-drive-to-purchase conversion.
- Efficiency gains: \$67M in global resource optimization and \$1.3B in productivity gains over last 10 years.
- Operational accuracy: 99.98% monthly data accuracy, providing a reliable foundation for data-driven decisions across GM’s global markets.

## Why is this relevant to Santander:

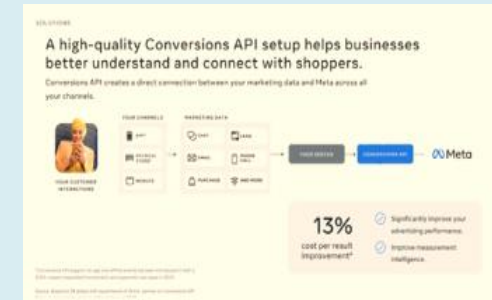
The GM desired state of a unified model bringing central and local priorities together under one solution has many of the hallmarks of the Santander transformation.

The deep integration and use of the Merkury platform to fuel all marketing operations for audience, media / creative and data prove the scale and capability of Merkury for the Santander use-case.

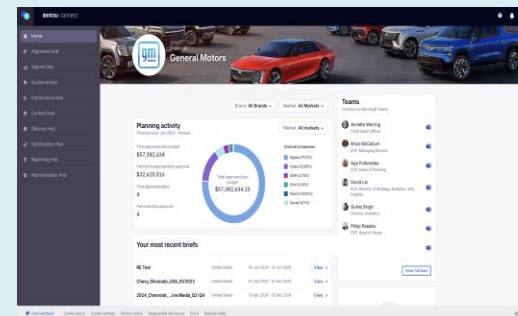
## Centralized Knowledge Hub



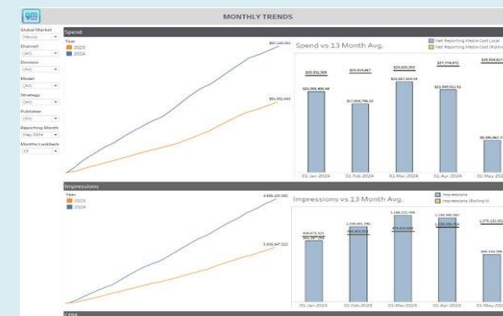
## Global Education Series



## A Single Operating System: GM Connect



## Global Performance Dashboards



## Why relevant to Santander:

- Unification of global/local
- Dentsu Connect adopted at scale
- Merkury as the full funnel planning and execution framework
- Shared operating system used both by dentsu and client



# Heineken – A Partnership that Drives Digital Transformation (7+ yrs)

## Challenge

Heineken sought a strategic, long-term partner to consolidate and accelerate its global media and marketing operations to keep pace with digital transformation and create more effective consumer experiences. The primary goals included enhancing digital and MarTech capabilities, improving marketing efficiency, and creating a seamless global-to-local operational model.

## Solution

We designed a global agency network, custom-built for Heineken, named 'dentsu Red Star'. Operating in 60+ markets, it is managed through a consistent data and technology spine and houses our best-in-class talent and capabilities from Media and Production. By doing this we established a globally consistent agency platform to collaborate with the multiple creative agency partners that the Heineken brands work with. Key initiatives included:

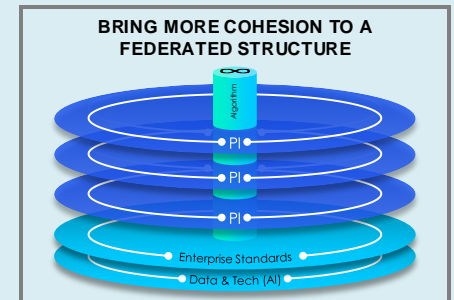
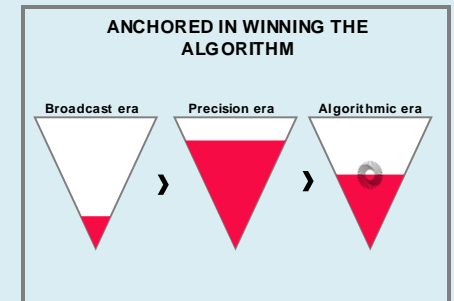
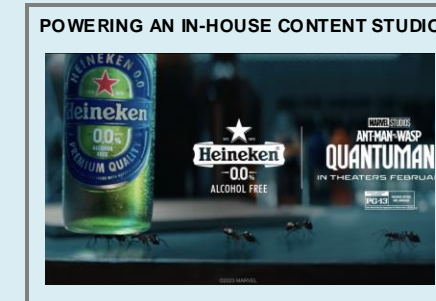
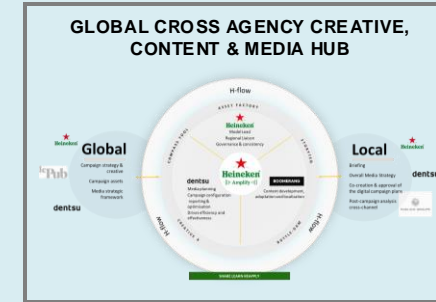
- Integrated Experiences: Launch creative projects like the Metaverse experience for Heineken Silver, which merged brand, tech, and gaming.
- Future-Ready Operations: Implemented a global addressable media and content hub model to activate against live global sporting and cultural moments, with standardized tech and operational tools for campaign management, optimising efficiency and scale.
- iDDM Rollout: Train 750+ team members on individualized data-driven marketing (iDDM) principles to enhance personalized consumer engagement
- In-House Production: Establish agile, cost-efficient

in-house studio to expedite creative output.

## Outcomes

Through our ongoing collaboration, Heineken has achieved significant digital maturity and operational advancements, including a few highlights:

- Improved Digital ROI: A 56% increase in digital ROI within the first year.
- Heineken achieved significant digital maturity and Enhancement: Closed the capability gap by 50-60% in year one, with 86% of digital spend now using iDDM best practices.
- Accelerated global consistency: The streamlined global-to-local model scaled efficiency, reduced costs, and empowered local teams with rapid access to global talent and resources.
- Dentsu's integrated approach, strategic governance, and technology-driven solutions have empowered Heineken to innovate and grow in a dynamic, digital-first landscape.



## Why relevant to Santander:

- A 60+ market global operating model – bespoke for Heineken
- A consistent data & tech spine
- Integrated Media and Production talent and capabilities
- Accelerated digital transformation

# Hilton – Ongoing Global Media & Audience Growth Partnership (3+ yrs)

## Challenge

Hilton, a global brand with high awareness and consideration, aimed to connect more deeply with new growth audiences.

Despite having strategic partnerships, including a long-standing relationship with McLaren Racing, Hilton's campaigns were fragmented across various partners and lacked a unified approach that could strengthen brand equity and relevance, especially within the sports and entertainment culture.

## Solution

In 2022, dentsu was appointed to lead Hilton's global activation efforts across creative, media, and production. Using a cohesive "One dentsu" team, we developed an integrated global partnership strategy focused on maximising Hilton's relationship with McLaren Racing.

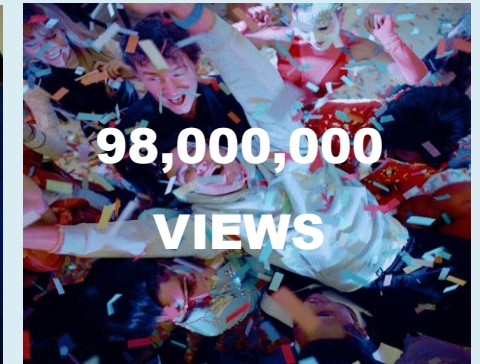
This included creating unified, track-to-social experiences for F1 fans, amplifying Hilton's hospitality expertise, and harnessing brand ambassadors for increased engagement. The single media, creative, and production solution streamlined content delivery across platforms to ensure rapid, consistent brand presence.

## Outcomes

- Within first 12 months, dentsu's partnership with Hilton across over 20 markets achieved 50 million engagements and 500 million views
- Alone, dentsu's campaign for the 2023 Las Vegas Grand Prix became Hilton's most successful, generating 15 million engagements and 98 million views
- A highlight activation was the "Vroom Service" campaign celebrating F1 driver Lando Norris's birthday, where Hilton engaged fans in real-time via polls & interactive content.
- The campaign garnered cultural momentum, with responses from fans, rivals, and even a congratulatory message from Paris Hilton, cementing Hilton's cultural relevance and strengthening its appeal to new audiences.

## Our Integrated Approach

This demonstrates our integrated approach by consolidating Hilton's fragmented campaigns into a cohesive strategy led by a "One dentsu" team, enhancing brand presence and cultural relevance across a global and local audience.



## Why relevant to Santander

- Global Media & Audience Growth
- Global & Local Creative at Scale
- Consolidation of Fragmented Campaigns into Cohesive Strategy



# Intel – Ongoing global integrated media & marketing services partnership

## Challenge

Intel, a globally recognised tech brand, faces the challenge of reconnecting with new and emerging audiences. While Intel has established itself through groundbreaking innovations and strategic initiatives, its campaigns have become fragmented, spread across multiple channels without a cohesive approach.

This lack of integration has weakened Intel's brand equity and relevance, especially as it seeks to resonate within the fast-evolving technology, entertainment, and innovation culture.

## Solution

In 2022, we partnered with Intel to lead a new global brand campaign across creative, media, and production. Using a unified team approach, we developed an integrated strategy focused on revitalising Intel's brand and cultural relevance.

This included creating a cohesive, end-to-end campaign framework that connected Intel's legacy in computing with the excitement of emerging technologies like 5G, AI, and cloud computing.

We crafted a full-funnel experience, leveraging Intel's iconic status to engage both loyal and new audiences.

This single media, creative, and production solution streamlined messaging across platforms, ensuring a consistent and impactful brand presence that reintroduced Intel's story to today's innovators and future tech leaders.

## Outcomes

Key benefits realized include:

- 75% uplift in engaged audience
- 16% uplift in association to innovation
- 81% increase in product interactions
- 16% uplift in brand favorability

## Our Integrated Approach

This highlights our integrated approach by demonstrating how a unified team can overcome fragmented brand communication. Through a collaborative approach that spanned creative, media, and production, we delivered an end-to-end campaign that reconnected Intel with both loyal and emerging audiences. By aligning Intel's heritage with new tech innovations like 5G, AI, and cloud computing, we ensured a consistent brand narrative, reinforcing Intel's cultural relevance and strengthening its brand equity across diverse platforms.

## Why relevant to Santander

- Global & Local Brand & Marketing Services
- Cohesive, End-to-End Campaign Framework
- Innovation-led automation & efficiencies



# Financial services case studies



# American Express – Multi-year global Creative AOR and Integrated Marketing Services partnership

## Challenge

The American Express brand was losing relevance with a new, younger audience who increasingly perceived it to be an exclusive “members-only” club for older generations. Moreover, the category had increasingly become functional, transactional, and short term. Additionally, AMEX could not connect prospect and customer experiences across channels, thereby further diminishing the brand and offer proposition.

Our task was to reinvigorate the AMEX brand by giving it a behavioural platform that would appeal to a new generation and drive future innovation and experiences. Not to mention, this was the first time the company rolled out a Land unified campaign to be executed consistently on a global scale across all audiences, internal (employees) and external (cardmembers and prospects).

## Solution

Repositioned American Express from a focus on exclusivity (“belonging”) to inclusivity (“backing”), using the platform “Don’t Live Life Without It” (B2C) and “Don’t Do Business Without It” (B2B).

- Centralised global marketing functions and simplified the agency partnership model to ensure brand consistency across markets.
- Drove full funnel thinking from across brand to acquisition to early engagement and then loyalty to ensure maximum impact
- Developed a flexible global/local partnership model allowing Amex teams to retain ownership while leveraging dentsu’s creative resources.
- Rolled out the platform in phases, beginning with internal advocacy, a multi-market launch, and gradual

global expansion to guide customer service, CX innovation, and product propositions.

- Partnered closely with Amex team to drive enhanced digital experiences - building out the Amex Experience App, UX, design, copy and content strategies, site builds, test and learn functionality and future facing strategy with the ‘site of the future’
- Developed a central identity platform that connected prospect and customer 1st / 3rd party data, as well as supported model scoring, to provide real-time offers and content.
- Scaled & integrated addressable media and direct marketing based on data signals and insights from AMEX site interactions.

## Outcomes

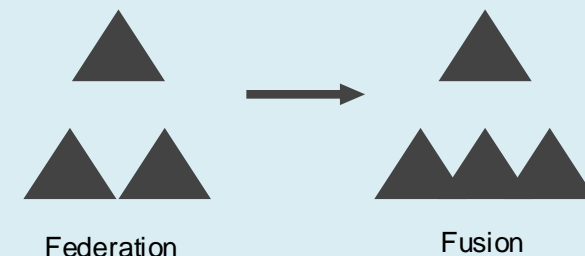
Partnership delivered exceptional results, marking the client’s most significant growth period:

- Adopted in 47 markets – American Express’s first-ever global campaign.
- Drove generational relevance with 60% of consumer acquisitions from Millennials / Gen Z in 2023
- Improved brand rankings: 23rd in Interbrand’s Best Global Brands. Recognized Fortune’s most admired brand.
- 22% increase in brand value over two years following a three-year decline.
- 5x increase in content engagement across digital channels.
- 59% match rate of prospects (95% match of customers) leading to an 18% lift in model targeting, and a 10% increase in product conversion rate.

## Global & Local Market Campaigns



## Model shift



## Why relevant to Santander:

- Global Creative AoR
- The first time Amex rolled out a singular brand platform and operating model across all markets.
- Complex global & local market operation (10 global business units / 50+ markets)
- Data & Identity-driven experience orchestration

# Additional examples of our long-standing Transformation partnerships in Financial Services



**Sub-Sector** Digital Banking / Lender / Payments

**Partnership Tenure** 10 years

**Markets** US

**Challenge** Accelerate prospecting opportunities by driving efficiency, improving conversion, optimizing omnichannel processes, and transforming the customer journey across channels.

**Solution** Designed an innovative cloud-based marketing platform to orchestrate data and behavioral-based signals to optimize prospect targeting across all channels – direct, media, and site. dentsu migrated a complex on-prem database to the cloud, developed personalized site experiences, and built a multi-phased experience roadmap.

**Outcome** 2x - Increase in omnichannel conversion; 60% - Efficiency gains from workflow throughput

**Capabilities Utilized** Consumer Data, Audience Segmentation, Analytics, Creative, Digital Media, Cloud Database.

## LARGE US-HEADQUARTERED, GLOBAL BANK

**Sub-Sector:** Banking / Wealth Management

**Partnership Tenure:** 17 years

**Markets:** US, APAC, EMEA

**Challenge:** Scale and operationalized a global-to-local media engagement to flexibly support B2B and Consumer media buying and planning. Additionally, optimize the development of digital experience (landing pages) to improve pull-thru conversion.

**Solution:** Engagement in an agile framework allowed for leadership within the divisions and fluidity amounts the execution teams. Further, developed a cloud-based martech platform to accelerate data orchestration for customer and prospect experience optimization.

**Outcome:** Increased campaign efficiency (time to deliver), lowered resource headcount 25%, reduced execution errors to 99%+ accuracy, improved digital engagement conversion by 5%.

**Capabilities Utilized:** Digital Media, Analytics, Creative, Consumer & B2B Data, CDP, Cloud Database, Multi-market.



**Sub-Sector:** Life Insurance / Wealth Management / B2B

**Partnership Tenure:** 12 years

**Markets:** APAC, US

**Challenge:** Consolidate agency services for full-funnel creative, media, planning, and ABM/X orchestration to accelerate the Financial Professional adoption of wealth management and life insurance products and services.

**Solution:** Developed integrated, omni-channel marketing programs centered around targeted B2B audience strategy to identify Financial Professionals best positioned to offer Protective's Life Insurance and Annuity products. Transformational growth driven by the orchestration of B2B ABM/X strategies to ensure engagement now of 'sales choice' between FinPro and Consumer.

**Outcome:** Reduced agency costs by 20%, improved audience (Financial Professional) response by 7.5%.

**Capabilities Utilized:** Creative, Media, SEO, Consumer & B2B Data, Analytics, B2B ABM/X, and Audience Segmentation, Multi-market.

# Additional examples of our long-standing Transformation **partnerships in Financial Services**



**Sub-Sector** Payments / B2B

**Partnership Tenure** 9 Years

**Markets** US, APAC, EMEA

**Challenge** Scale global B2B media platform for targeted awareness, as well as provide issuer market support to accelerate the launch of a new card portfolio for a top 3 global card issuer.

**Solution** Implemented a global media plan, supported by a nimble resource model, that allowed for the optimization of media planning, buying, and measurement. Additionally, developed experience & email customer journey roadmaps to launch merchant and travel card programs to the entire card base. Built a comprehensive strategy consisting of competitive assessments, research, full customer journey omni-channel road map (acquisition, early-month-on-books, engagement, upgrade, cross-sell, retention, and win back).

**Outcome** 10% media efficiency ratio. Further, the Issuer Marketing roadmaps included: messaging frameworks, offer recommendations, testing plans, measurement frameworks, and personalization requirements. Resulting in a 8% Launch Enrollment rate.

**Capabilities Utilized** Audience Strategy, Creative, B2B Media, Consumer & B2B Data, Multi-market.



**Sub-Sector** Payments / Digital Banking

**Partnership Tenure** 2 years

**Markets** US, EMEA, APAC

**Challenge** Transform their business to focus on digital transactions verses traditional retail outlets. Grow brand awareness and expand consumer perception towards their digital product.

**Solution** Transitioned acquisition focused business from basic media tactics to a full-funnel, data-driven approach. Our broad range of channels included; Paid Social, Online Video, CTV, Digital Display and Out-of-Home.

**Outcome** Our branded media campaigns drove a 93% increase in new site traffic and created a 11% YoY lift in new customers.

Combined with our evergreen acquisition media campaigns, this integrated media approach has created a 38% lift in new customers at a 35% reduction in customer acquisition costs.

**Capabilities Utilized** Audience Strategy, Creative, Brand Strategy, Multi-market, Digital Transformation.

# Why dentsu for Santander

Expanding our innovative and impactful partnership



# 1. No one loves Santander more than Dentsu, and we are in it for the long term



The passion we have for your business is unwavering. **Santander means more to dentsu than to any other holding company.** We are extremely proud and privileged of our journey together so far. From the appointment to your media in the UK in 2005, to the consolidation under one roof across Spain, UK, Portugal, Poland and the US in 2022.

As your fully integrated marketing services partner in the US, we were proud to be your partner in the pivotal moment for the official US nationwide launch of Openbank. It is now our task to deploy all this combined intelligence and make it real.

Not only to design a single operating model that is adaptive to the needs of all your business units, markets, and globalisation ambitions.

But one that is based on an existing reality we are intimate with, integrating enhanced capabilities and shape a new operating system with pragmatism to deliver a world-class solution for Santander.





## 2. We are intentionally built differently to work harder for Santander

### **Making transformation easier**

Our deep understanding of your business and prior ways of working allows us to apply our expertise in transformation to help ensure that as we 'think global' together, we ease any additional burden on our local Santander partner

### **Our technology is built to make you stronger**

Dentsu Connect is a shared technology suite across AI, data, identity, and workflow solutions – that is the most interoperable and integrated technology stack in the business. We work in your environment, and Santander has full ownership the tech stack.

### **Simplicity of the one dentsu model**

Dentsu is the truly the most integrated network and can adapt quickly to Santander's needs without layers of authority or complex approvals. The next closest holding company has 3x the operational complexity, with some still holding 96 operating companies that you would have to navigate.

### **Unrivalled Category Expertise**

We speak Financial Services language. From banking to wealth management and everything in between. We have created programs that have interfaced with more than 300MM unique customers across the globe with deep experience in every type of financial services business.

### **The Undenied Technology Leader**

Adobe, Microsoft, Google, Amazon, Meta, Salesforce and more. All with the some of the largest and most innovative partnership leverage for our clients. We are the largest Google and Adobe agency partners, and Adobe has recently appointed dentsu as their Global Creative and Content agency,

### **Outcome Focused Operating Models**

Every business, partner, and region's needs are different. We design the most fluid and flexible operating models that drive business results.



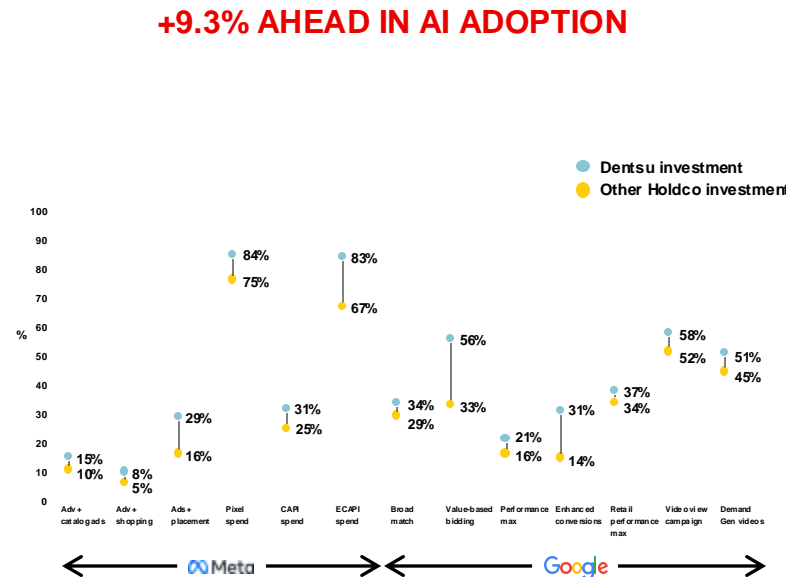
# 3. We are a partner for the future

## Our Only Focus is On Driving Value for Santander

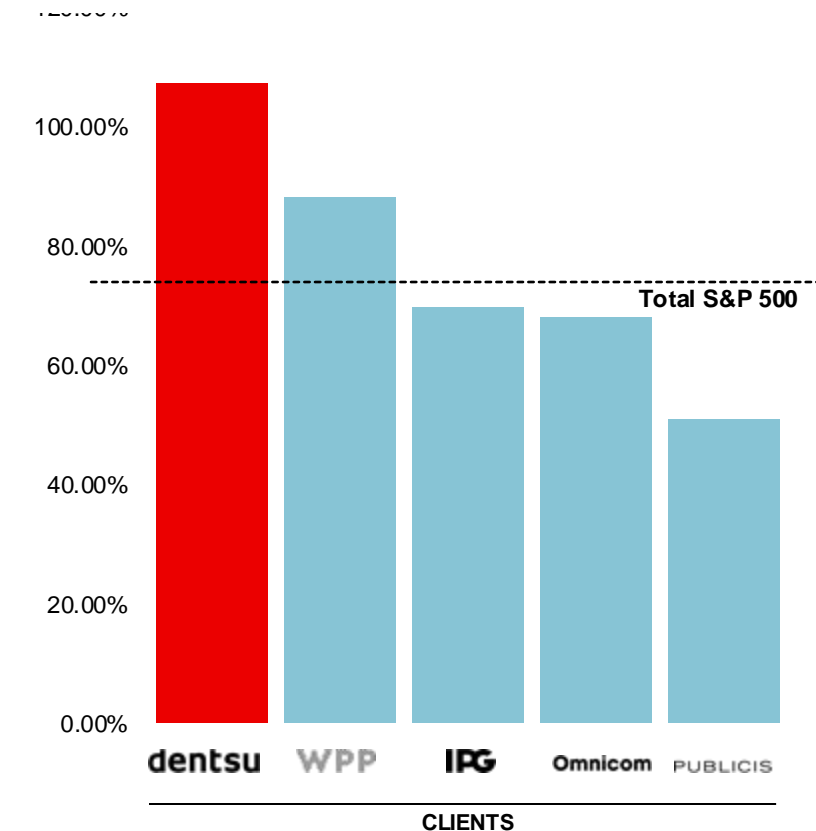
We believe that client-centricity and investment in long term partnership drives the best relationships

- dentsu clients have higher overall performance and satisfaction scores than global industry norms
- Average dentsu relationship length is more than 2x the industry average
- 85% of our top 100 clients look to dentsu to support their business challenges by activating at least 3 capabilities

We are the leaders in ai-enabled marketing, leveraging technology investments to drive greater impact



We have driven more market capitalization growth over 5 years  
Thank any other holding company



## 4. Our starting point allows us to **drive transformation** at a greater speed to value

We already **have a deep knowledge of your business**

Meaning we **can move quicker** to establish the model **across your units and markets**

And therefore, **accelerate your maturity journey towards your digital vision**

Enabling us to **deepen our partnership to be one of shared goals and successes**

**WE CAN TRANSITION AND DRIVE TRANSFORMATION FASTER**

**20 / 80**

transition / transformation



**20 / 80**

transition / transformation



# Why dentsu for Santander in Latin America

# Dentsu LATAM has the strongest momentum

**Our success in Latin America is not maintained from being the largest holding group. At Dentsu, our competitive edge is our proficiency to be agile, adaptive, and responsive to all our clients where we bring them personalized and efficient services concentrated at scale. We are the right size and scale to help Santander transform in the region.**

- We are the fastest growing global agency in LATAM.
- We have won business with top clients like GM, Heineken, and more prominently this year; Netflix, Pernod Ricard, Sky and Alsea
- Within our incredible portfolio Santander will have a unique position and will be the TOP 3 client in our individual markets
- Faster and more efficient integration: Dentsu LATAM will leverage its existing relationships in Europe and the US to deploy its operations model in just three months
- Proven Financial Sector Success: Trusted by Mastercard, American Express, and La Caja, we have increased market share based on our business-oriented compromise.
- Technology and data is at the core of our differentiation in the region.
  - Santander's strategies will be data-driven, utilizing tools like Navegg, Merkury, and Dentsu Playground to provide analytics and insights for continuous refinement across media, creative, and CXM.

# Data & Technology at our core:

## Born in Latam. Expanded globally



### Navegg is embedded in our way of driving growth for brands, regardless of the scope of work

Navegg is the largest DMP in LATAM providing services to publishers and enriching an ever-growing architecture. It is such a staple name in the industry, we decided not to merge it, as most companies would.

**+2500**  
Segments



**+27%**

Conversion Rate  
Increase in GM

**+600M**  
Users



**8PP**

Brand lift  
Increase in Heineken

**+70% Reach**  
In LATAM



**2X**

ROI Increase  
La Caja Generali



Cookieless ID



Data Enrichment  
(DMP / CDP)



Activation



Data Services

- Born in Brazil and expanded to the world before anyone else. A tool made in LATAM aiming for local conversations.
- Built to enrich PII and Non PII data with Insights from over 600M daily users.
- Data source embedded in Regional and Global tools for Media, Creative and CXM.
- Connected with CCS / Merkury Survey data for added enrichment and accuracy
- Compliant with LGPD, one of the strongest data privacy laws worldwide.

# Our AI technology remains at the forefront of investments in the region

Playground is a LATAM platform that has become global



We mapped 9 capabilities sitting across our practices and decoded those process which are part of the daily lives of our teams. We used our frameworks and guidelines across dentsu LATAM and integrated the best technologies out there in AI and Automation, to build a single platform where they can find the task they need to do, provide inputs to an AI and get the exact output they can use.



Applied  
Tech



Tool  
Integration



Higher  
Efficiency



+400  
Tasks



Safety  
Protocols



Reporting



**3%**

Conversion Rate  
Increase in GM



**17%**

Daily purchases  
Increase Heineken



**30HS**

Efficiency in  
resources



# Momentum and great culture attracts the best talent

## 84%

*I would recommend dentsu as a place to work – Internal survey 2023*



### Paola Máximo – CEO Dentsu Media – Mexico

*I chose to leave my career with the group in London to join Dentsu Mexico because of Dentsu's growth potential in the market and the positive impact we can generate on our customers with the local and global tools that the group offers*



### Karen Varela – Integrated Business lead – Brazil

*I chose Dentsu due to its reputation, stature, portfolio of recognised brands, ongoing success in acquiring new business and for the professional growth opportunity.*



### Florencia Antih – Integrated Business Lead - Argentina

*I consider Dentsu to be a respectful workplace that constantly presents new challenges. One of the values that defines us is aiming high, going beyond, ambition and motivation in what drives us as a team and with our clients, we work as one.*



Said Gil, CEO Dentsu Creative and CXM MX



## Adlatina

Paola Maximo,  
CEO Dentsu Media MX

### “Worldwide Expertise, Local Impact: Paola Máximo’s Vision for Dentsu México”

Dentsu México has appointed Paola Máximo as the new CEO of its media division, overseeing Carat, iProspect, and Dentsu X. **With over 22 years of marketing experience, Máximo has been with Dentsu for nearly a decade, most recently as Managing Partner of iProspect in the UK.**



Her leadership role includes managing **global clients like Kering, Pandora, and Nestlé**. Previously, she held various roles at iProspect Brazil, contributing to its market consolidation and client acquisition. Máximo has also worked with Movile, Citibank, and Grupo Abril in Brazil. Philippe Seignol, CEO of Dentsu México, **praised her leadership and commitment to client growth**. Máximo expressed pride in her journey with Dentsu and excitement for the opportunities in the Mexican market.

# Creating the conditions to shine: Fast Company names Dentsu Creative Mexico as the “best workplace for innovators”



Our relationship with Saba began as a digital operation throughout creativity, content, digital media assets, customer care and CRM. Together, we are breaking the taboos around women’s menstruation.

Today, we have included strategic consulting services, innovation & design processes and entertainment.

In the last year we developed a strategic design process focused on innovation, which allowed us to define different growth spaces for the brand.



In 2023 we started by launching V-Land (Roblox).

This year we are launching an innovative solution for Virtual Influencers (Reni) as well as an immersive experience (Feeling the Cycle) that contributes to Saba’s business and their purpose of breaking down the menstruation in Mexico

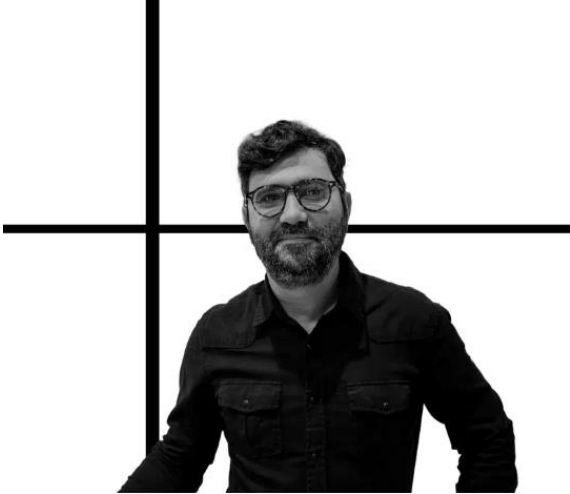


Other recent award recognitions include Dentsu Creative Mexico being named one of the top three creative agencies by the Círculo Creativo de México and winning two of the four Grand Prix awarded at the 2024 Círculo de Oro. The agency has also seen consistent success at international festivals, including several London International Awards, and two Grand Clio Entertainment awards - a first for the history of the industry in Mexico.

Central to the agency’s success has been its top industry talent, including: Ilse Romero, Business VP; Jonathan McVinish, CCO; Said Gil, CEO Dentsu Creative and CXM; Carmen Moreno “Capu”, Head of entertainment; Carlos Buenfil, Chief Strategy Officer.

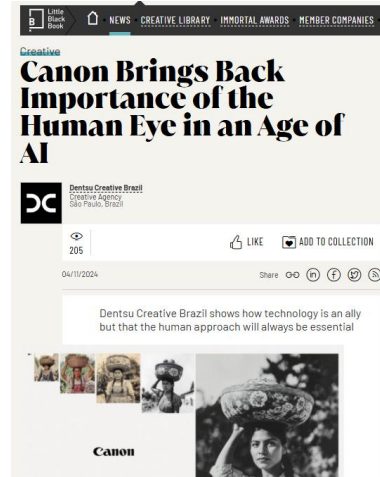
**CREATIVE | CONSUMER-CENTRIC | INNOVATION +4PP** SOM vs 2023 **+8PP** Innovative Brand Perception vs 2023 (Kantar)

# Brazil has become a destination for large-scaled clients in 2024 under new management



Dentsu Creative has appointed Ricardo Lima, known as Dolla, as its new Chief Creative Officer. Returning to Brazil in January 2024, Dolla will lead the creative processes for major brands, combining technology, data, culture, behaviour, and consumer experience.

With 20 years of international experience leading award-winning campaigns for Colgate, Dolla aims to blend global insights with Brazilian work culture to drive Dentsu's growth and innovation.



Dentsu Creative Brazil's campaign, "The Gaze Changes Everything," emphasises the irreplaceable human element in photography, even as it integrates AI technology. Created for Canon do Brasil, the campaign highlights that while generative AI is a powerful tool, the human eye and sensibility remain essential.

Featuring renowned photographers like Benjamin Abrahão Botto, Tina Modotti, and Lewis Wickes Hine, the campaign showcases the unique perspective that only humans can provide. It includes films, social media content, and prints, aiming to resonate with photography professionals and enthusiasts, especially in the lead-up to Black Friday.

Campaign led by a team of innovators from Dentsu Creative Brazil including **Seasoned Expert Viviana Maurman**: driving **Media Excellence** at **Dentsu Brazil** since 2022.



Viviana Maurman is the new VP of Media at Dentsu Brazil, leading a team of 70 specialists to manage integrated **multiplatform strategies**. She will also oversee the Heineken and Chevrolet hubs. **With 25 years of experience, Maurman aims to enhance client synergy and drive innovation, creativity, and technology** in media strategies.

Her latest challenge was with Nissin Foods.

**NISSIN FOODS Surprises with Mysterious New Lámen Flavors for Halloween**



NISSIN FOODS DO BRASIL has launched a Halloween-themed campaign called "Misteriojo," introducing new flavors of Nissin Lámen. Created by Dentsu Creative, the campaign features two films that use mystery and surprise to engage consumers. The first film teases the arrival of new flavours with an enigmatic character and the iconic Lamenção, while the second film reveals the secret flavours.

## Growth is Our Obsession

# +15,8%

Dentsu LATAM is the fastest growing Agency YoY (RECMA rankings)

### We see it in our Business Growth

Mexico in 2024

# 27%

Brazil in 2024

# 20%

## Notable Industry Awards Recognition



Cannes Lions – GRAND PRIX  
Dentsu Creative Argentina – Eurofarma  
Scrolling Therapy  
GRAND PRIX - Pharma  
Silver - Social & Influencer  
Bronze - Brand Experience & Activation  
Bronze- Mobile



FOMLA **x5**



EFFIES **x9**



FIAP **x6**



El ojo de iberoamerica **x10**



# Dentsu is investing in the region: Key acquisitions increases growth x 2

STRATEGIC  
RATIONALE

WHY WAS TRANSFORMATIONAL  
FOR THE MARKET?

## ARGENTINA



- Digital capabilities and strong footprint.
- The largest independent digital Agency in Argentina.
- iProspect Argentina became the largest digital media buyer and the second largest digital player in Argentina

- Significant financial positive impact
- Revenue and structure duplicated
- Bumped dentsu Argentina's overall margin
- Gained market digital capabilities (media and creative).
- Digital hubs for Regional clients
- Offshore/nearshore capabilities
- Relaunch Dentsu Creative practice.
- Successful Integration process.

## CHILE



- iProspect Chile
- Extend iProspect's regional footprint.
- The larger independent digital agency in the market.
- Add Senior Management and talented resources.

- Significant Financial positive impact.
- Revenue and structure duplicated.
- Bumped dentsu Chile overall margin.
- Fulfill market digital capabilities (media & creative).
- Chile as a center of excellence for Latam in data & analytics and SEO capabilities.
- Launch Dentsu Creative organically.
- Successful integration process.

## COLOMBIA



- Digital Creative and CXM agency unique in Colombia that would become our Dentsu Creative & Extend Dentsu's regional footprint

- Double our Colombian footprint both in revenue and headcount
- Access to large tier1 local and international clients
- Boost our growth rate market from single to double digits
- LATAM CXM hub now Merkle Colombia

# Why global clients are choosing dentsu in LATAM



We understood their culture of conviviality and way of working so we could leverage it with our data, tech, tools and teams. We connected their platform in a unique way creating the **Spirit of &** where good company, good times & good conversation became the anchors to develop regional enablement with local excellence. Finding the moments of conviviality with our technology was a key factor on winning this client and has brought great results.



## OUR INTEGRATED PROPOSITION

A culture which encompassed innovation and creativity was brought to Netflix by introducing new ways of working, new capabilities, new technologies. These all focused on the consumer to lead innovation within the category to build a sustainable future. We provided solutions that drove the performance of their business. By putting people at the center and connecting brand, experience, content and commerce, we have helped move the Brand quickly through technology and local knowledge – all powered by Dentsu LATAM.



We created a strategic framework for growth by understanding their business and talking their same language. We were able to use our MMM Technology to model the path to growth for the next 3 years which we are still applying and achieving results through 2024.

We also understood their need in each market and created a differing experiences aligned with each of the market objectives, to generate the best outcomes.

# Financial Services Case Studies in LATAM

Mastercard: A strong partnership based on constant evolution



# Mastercard - Regional client with local autonomy

## Decentralised operation with Regional coordination & support

### LOCAL AUTONOMY:

- Media Buying
- Media Implementation & Execution
- Research & Analytics
- Local knowledge in vendors & negotiation

### REGIONAL CONNECTIVITY & SUPPORT

- Strategic guidelines
- Media Principles and guidelines
- Media Negotiations / JBP's
- Processes standardisation

### LATAM DIGITAL COE - Implementation Team

- Process standardisation
- Quality assurance & Brand Safety protocols
- Best practices across all campaigns/countries

## Benefits of working with a decentralised operation

DEEP LOCAL KNOWLEDGE	FAST TO MARKET
LOCAL ACCOUNTABILITY	LOCAL CLIENT FACING

**MÉXICO OFFICE:**  
Regional Client Lead  
México Local Planning Team  
Data, Reporting & execution  
Research



**MIAMI OFFICE:**  
Regional Coordination

**COLOMBIA OFFICE:**  
Local Planning team  
Data, Reporting & Execution  
Research

**CHILE OFFICE:**  
Chile Planning team  
Data, Reporting & Execution  
Research

**LATAM Digital COE -**  
Implementation team



# Our Client's testimonials with TRR 8,3

**“Dentsu's team demonstrates a high level of professionalism and a true partnership. They feel like an integral part of our team, always aligned with our priorities.”**

Eva Rábago  
MASTERCARD  
Director Media  
Planning

**“From day one, Dentsu was 100% committed to learning, adapting and making their operations more flexible in order to find the best service models for us at Mastercard.”**

Luis Araújo  
MASTERCARD  
Head of Consumer  
Marketing, sponsorships &  
Media LATAM

**“It is very clear that Dentsu feels part of the business and that they want the same than us, which are to create campaigns that fully connect with our consumer.”**

Daymar Guzmán  
MASTERCARD  
Director Marketing Mexico

Luis Araújo  
MASTERCARD  
Head of Consumer Marketing,  
sponsorships & Media LATAM



Daymar Guzmán  
MASTERCARD  
Director Marketing Mexico



# Why Dentsu Creative for Santander

# WE'RE FUELED BY TRANSFORMATIVE CREATIVITY

OUR APPROACH:

**BUSINESS DRIVEN.**

**CREATIVELY OBSESSED.**



At our core, we are dedicated to helping our clients to achieve growth and use creativity to achieve distinct advantage.

While standing out is an enduring challenge, it is even greater today as marketplaces achieve greater parity, as consumers enjoy endless competition for their attention, and as new technologies can both empower creativity and bring the threat of commoditization at the same time.

In this context, the need for a distinct edge has never been more pressing. That's why we've built a different kind of agency.

**What does this mean for Santander?**  
**We promise to:**

- 01** Think about Creativity differently. We'll never be creative for creative's sake. Instead, we'll channel our creative and strategic acumen into solving your business challenges with creativity.
- 02** Never be biased towards any particular solution. We'll let the problem dictate our approach, bringing the right thinking and perspectives to the table.
- 03** Curate the right team, talent, and capability set to tackle any problem, delivered with simplicity. We'll bring all of the expertise you need without any operational complexity.

# We think about creativity differently

We believe that the final frontier for driving sustainable business growth lies in embracing creativity as the ultimate advantage. But the time worn definition of creativity will not suffice in this future. Our perspective on creativity transcends conventional norms; it's not merely how we execute, but rather a pervasive mindset that permeates every corner of our organization and every facet of our clients' businesses.

From

**COMING UP WITH  
CREATIVE FOR  
CHANNELS**

To

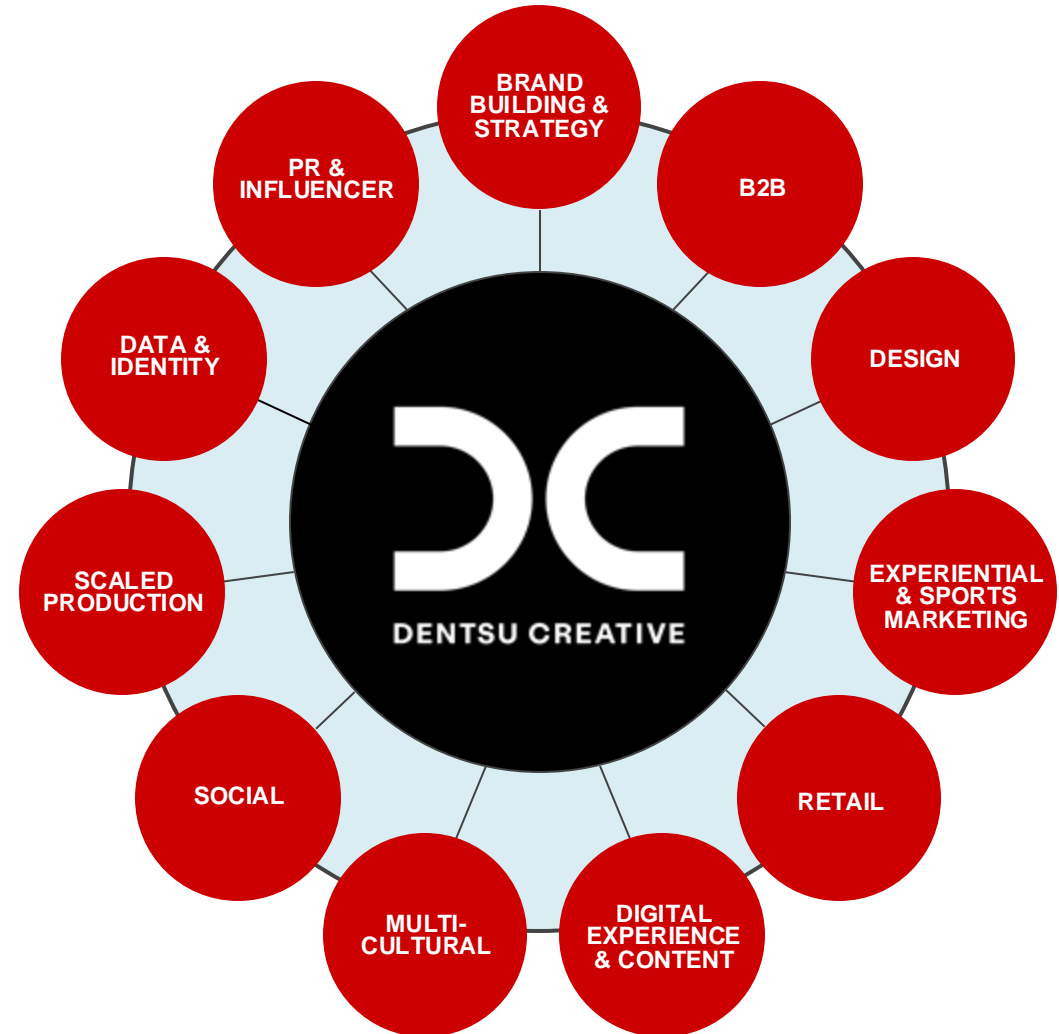
**SOLVING CLIENTS'  
BUSINESS  
PROBLEMS WITH  
CREATIVITY**



# We're built to let the problem dictate our approach

**Three years ago, we brought together 120 agencies, each with their own superpowers, into Dentsu Creative.**

We've built an ecosystem of capabilities, drawn from best-in-class specialist agencies, that allow us to deliver an end-to-end creative offering- either through a combination of capabilities or one individually, all through a single P&L that can easily flex and shift over time as the needs of our clients evolve.



## CAPABILITIES TO TACKLE ANY PROBLEM

We were built to find the most impactful paths to growth seamlessly connected to media & customer experience



# Delivering transformative creativity

## A connected community of experts

Our global community brings together deep expertise, local relevance and the ability to execute at scale.

**46**

Markets

**71**

Cities

**9,000+**

People



# We have tremendous momentum. And the market is taking notice

## IN THE NEWS

**ADWEEK**

Dentsu Creative Eyes Global Growth  
With the Elevation of Abbey  
Klaassen and Phil Gaughran

**md**

marketingdirecto.com

Entrevista a Patricia McDonald, Global Chief Strategy Officer EMEA de Dentsu Creative  
"La creatividad es lo que permite a las  
marcas diferenciarse", P. McDonald  
(Dentsu Creative)

Patricia McDonald, Global Chief Strategy Officer EMEA de Dentsu Creative, revela las  
claves del sector en una entrevista con MarketingDirecto.com

**LatinSpots**

THE FANDOM REVOLUTION IN THE  
DIGITAL AGE: HOW DENTSU CREATIVE  
REDEFINES CONNECTIONS

**AdAge**

SAID GIL'S DRIVE HELPS LEAD  
DENTSU CREATIVE MEXICO TO  
SUCCESS AND GROWTH

The CEO is one of Ad Age's 2024 40 Under 40 honorees

**B**

Little Black Book  
Celebrating Creativity

Dentsu Creative  
Engineers Most  
Successful YouTube  
Launch in History for  
URCristiano

## RECENT NEW BUSINESS WINS



## AWARDS

**CANNES LIONS**

4x GRAND PRIX  
ACROSS ALL  
REGIONS (AMER,  
EMEA, JAPAN,  
APAC)



**IRRIDIUM**  
(THE MOST EFFECTIVE  
PIECE OF WORK IN THE  
WORLD 2023)

1X Gold  
2X Silver  
4X Bronze



2023 BEST IN SHOW

**AMERICAN  
EXPRESS**



3X Grand  
9X Gold  
7X Silver  
15X Bronze



**Spikes Asia**

NETWORK OF THE YEAR  
AGENCY OF THE YEAR  
DIGITAL AGENCY OF THE YEAR



# And we'd love to tell you about our newest global client, Adobe

Dentsu Creative has been selected as lead global scaled creative and content agency for its Digital Media Business (DMe). Together, Dentsu Creative, Tag Worldwide and Adobe will redefine advertising by driving personalization at scale through a robust Gen AI-powered content supply chain.

Transcending a traditional creative remit, Dentsu Creative will architect the company's first "Glocal" go-to market model, designed to drive relevance, effectiveness and efficiency both globally and locally across key regions: Americas, EMEA, APAC and Japan. The global agency will also lead product and release marketing and local campaigns for the company's most trusted B2B and B2C creative products and services. Underpinning the relationship is a unified global technology backbone, enabled by Adobe's integrated set of best-in-class products to help companies optimize their content supply chain, and proprietary technologies from Dentsu Digital and Tag Worldwide.

Transcending a traditional creative remit, we will architect the company's first "Glocal" go-to-market model, designed to drive relevance, effectiveness and efficiency both globally and locally across key regions: Americas, EMEA, APAC and Japan. We will also lead product and release marketing and local campaigns for the company's most trusted B2B and B2C creative products and services. Underpinning the relationship is a unified global technology backbone, enabled by Adobe's integrated set of best-in-class products to help companies optimize their content supply chain, and proprietary technologies from Dentsu Digital and Tag Worldwide.



**THE PARTNERSHIP THAT YOU ALL HAVE SHOWN  
THROUGHOUT THIS PROCESS HAS BEEN INCREDIBLE,  
AND IT MAKES ME SO OPTIMISTIC ABOUT WHAT THE  
FUTURE HOLDS FOR ALL OF US TOGETHER."**

— Heather Freeland, Chief Brand Officer