

Report on remuneration of members of
the Management Board and the
Supervisory Board Santander Bank
Polska S.A. for 2023



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Report on remuneration of Management Board and Supervisory Board members for previous years

On 19 April 2023, by force of its resolution no. 16, the General Meeting approved the Supervisory Board's report on remuneration of Management Board and Supervisory Board members for 2022. The General Meeting approved that report without any comments.

Decision-making process for determining the remuneration policy

Remuneration of employees of the Bank is governed by the Remuneration Policy of Santander Bank Polska Group – adopted by the Management Board and approved by the Supervisory Board. In line with its provisions, the Remuneration Policy applicable in the Bank establishes the rules for developing, reviewing, implementing and supervising staff remuneration practices at Santander Bank Polska Group. Santander Bank Polska Group applies remuneration practices that are consistent with internal regulations and applicable law. The Remuneration Policy is the key element of the remuneration strategy. It establishes the general rules and practices for remunerating the Bank Group's staff. All regulations on awarding variable components of remuneration that apply to employees of the Bank (excluding Management Board members) are published in the form of ordinances issued by the Management Board member in charge of the Business Partnership Division, in accordance with and on the basis of the Remuneration Policy of Santander Bank Polska Group, except for Incentive Plan VII introduced by force of the General Meeting's resolution.

The Supervisory Board has the Remuneration Committee and the Nominations Committee. The key tasks of the Remuneration Committee include reviewing and monitoring the Bank's Remuneration Policy, and supporting the General Meeting, the Supervisory Board and the Management Board in developing and implementing that Policy.

The Management Board is responsible for developing and implementing the Remuneration Policy for members of the Supervisory Board of Santander Bank Polska S.A. and Remuneration Policy for members of the Management Board of Santander Bank Polska S.A. Then at the request of the Remuneration Committee, these documents are approved by the Supervisory Board and adopted by the General Meeting by force of a resolution.

In 2023, the Remuneration Policy of Santander Bank Polska Group was amended with regard to the following:

- Guaranteed salary (general terms and conditions);
- Clarification of retention plans;
- Rules for variable remuneration paid exclusively to employees with valid employment contracts as at the end of the reference period (unless agreed otherwise);
- Other minor changes arising from updated or detailed regulations related to remuneration.

No exceptions or temporary waivers to the Policy or its implementing procedure were applied in 2023.

Remuneration of Supervisory Board members and Management Board members

Remuneration of Supervisory Board members

Internal regulations concerning remuneration of Supervisory Board members

As at 31 December 2023, the remuneration for the Supervisory Board was set in accordance with the Remuneration Policy for members of the Supervisory Board of Santander Bank Polska S.A. The amount of remuneration was determined by resolution of the Extraordinary General Meeting No. 5 of July 20, 2023, replacing the resolution of the Ordinary General Meeting No. 50 of June 22, 2020, on setting the remuneration for the Supervisory Board members.

Remuneration paid to Supervisory Board members

Members of the Supervisory Board are paid fixed remuneration only (monthly remuneration for performing their role on the Supervisory Board and additional remuneration for participating in meetings of the Supervisory Board committees on which they sit, which they chair or to which they provide expert advice). The remuneration for Supervisory Board members is paid in cash only.

The table below presents the remuneration paid to members of the Supervisory Board of Santander Bank Polska S.A. in 2023 by virtue of their supervisory role:

Name and surname Job title	Fixed remuneration (PLN k)		
	Base salary	Additional pay	Other benefits
Antonio Escámez Torres Supervisory Board Chairman	328	-	-
José Luis de Mora¹ Vice Chairman	-	-	-
Dominika Bettman Member of the Supervisory Board	162	168	5
José García Cantera¹ Member of the Supervisory Board	-	-	-
Danuta Dąbrowska Member of the Supervisory Board	162	139	4
Isabel Guerreiro¹ Member of the Supervisory Board	-	-	-
David Hexter Member of the Supervisory Board	176	187	-
John Power² Member of the Supervisory Board	112	106	-
Jerzy Surma Member of the Supervisory Board	162	180	-
Celiński Adam³ Member of the Supervisory Board	64	38	-

¹ José García Cantera, José Luis de Mora and Isabel Guerreiro did not receive remuneration for their functions on the Supervisory Board.

² Member of the Supervisory Board until 1 August 2023

³ Member of the Supervisory Board starting from 1 August 2023

Marynika Woroszyńska-Sapieha Member of the Supervisory Board	162	145	-
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John Power additionally received PLN 46k in 2023 (PLN 98k in 2022) for his membership of the Supervisory Boards of the Bank's subsidiaries and Adam Celiński received PLN 52k for 2023.

Remuneration of Management Board members

Internal regulations concerning remuneration of Management Board members

The rules of remunerating Management Board members, including rules of paying fixed and variable remuneration in 2023, are set out in their employment contracts. The Supervisory Board approves the level and terms of remuneration by force of a resolution.

Long-term performance of the company

Under the Remuneration Policy, the remuneration structure fully reflects market practices while the remuneration levels are adequate to those offered in the banking sector, taking account of the scale of the Bank's business. The remuneration levels are reviewed once a year in line with the internal process.

The criteria that affect the type and amount of fixed and variable remuneration paid to Management Board members were defined so as to support the delivery of the Bank's business strategy, long-term interests and stability, in particular by:

- setting annual objectives in accordance with the Bank's financial and strategic plans (including cost of risk and capital for the Bank and liquidity risk in the long-term horizon), and assessing the performance of individual Management Board members;
- applying a flexible variable remuneration policy by maintaining a proper balance between fixed and variable components;
- awarding a portion of remuneration in deferred payment instruments and linking it with the financial instrument being the Bank's shares as well as deferring payment of variable remuneration for five years which ensures that the Bank's financial performance affects remuneration in the long-term perspective;
- applying malus clauses which ensure proper and effective management of risk which might materialise in the deferral period;
- awarding the variable components of remuneration only when it does not represent any threat to the solid capital base of the Bank or the Santander Bank Polska Group in the long-term horizon.

Information on how total remuneration contributes to the delivery of long-term objectives of the company

The purpose of the Remuneration Policy is to ensure long-term sustainable growth of Santander Bank Polska Group, protecting thus its stakeholders, including customers, shareholders and employees by, among others, ensuring adequate remuneration to employees for their performance, motivating them to deliver best results and to achieve the Bank's strategic goals, both in terms of business and quality aspects, based on adopted values.

Under the bonus scheme for the Bank's Management Board members, their remuneration is linked to the assessment of the company's long-term financial position, long-term growth of shareholder value, business stability, and risk appetite.

The 2023 bonus pool for the Management Board members is set based on Balanced Scorecard, including quantitative metrics, the result of the relative performance multiplier and qualitative metrics.

- 1) Quantitative metrics are calculated in three dimensions:
 - a) transformation, including growth in the number of customers, growth in the number of active customers, income per active customer, cost per active customer;
 - b) capital, reflected by the Capital Generation ratio;
 - c) sustainable profitability, reflected by the return on tangible equity.
- 2) Relative performance multiplier takes into account: return on equity, net interest margin, cost to income ratio, customer satisfaction score, cost of risk, net operating income after provisions.
- 3) Qualitative metrics resulting from the analysis of the financial performance and risk run, specifically in the following categories:
 - a) risk, with focus on liquidity risk in the long-time horizon;
 - b) compliance with regulations;
 - c) ESG: environmental, social and governance risks.

In 2023 the performance against the Balanced Scorecard was 125%.

Variable remuneration is awarded to the Management Board members based on the evaluation of their performance. The selection of metrics (as well as their granularity) for individual Management Board members takes into account their individual duties and responsibilities in the process of managing the Bank.

Based on the actual metrics and evaluation of performance against objectives under WHAT, HOW and RISK categories as well as relevant weights assigned to them, the rating is established and adjusted by a multiplier, which arises, among other things, from assessment of performance against a three-year horizon, as proposed by the Supervisory Board Remuneration Committee and approved by the Supervisory Board.

In 2023, the rating scale in place was from 1.00 to 4.00.

Objectives, performance against them and variable remuneration paid in 2023 are presented in the table:

Criteria	1 Criteria related to a remuneration component – description	2 Relative weight of performance criteria	3 Full name Job title	4 Actual award/ remuneration (in PLNk)
Management functions				
Objectives WHAT	<ul style="list-style-type: none"> - Financial objectives, including profitability, capital management and costs management - Implementation of 6 strategic directions (employee focus, simplification, customer obsession, innovate to open platform, smart omichannel, safety and trust) - Objectives related to customer satisfaction - Standardising processes within the Group. 	50%	Michał Gajewski President of the Management Board	4,670
Objectives HOW	<ul style="list-style-type: none"> - Actions related to the corporate culture – The Santander Way 	40%	Maciej Reluga Member of the Management Board	1,145
Objectives RISK	<ul style="list-style-type: none"> - Risk management and building the risk culture 	10%	Juan De Porras Aquirre Vice President of the Management Board	1,640
			Lech Gałkowski Member of the Management Board	1 600
			Patryk Nowakowski Member of the Management Board	1,250
			Magdalena Proga-Stępień⁴ Member of the Management Board	1,260
			Arkadiusz Przybył Vice President of the Management Board	1,180
Control functions				
Objectives WHAT	<ul style="list-style-type: none"> - Financial objectives, including profitability and costs management - Implementation of 6 strategic directions (employee focus, simplification, customer obsession, innovate to open platform, smart omichannel, safety and trust) - Objectives related to customer satisfaction - Standardising processes within the Group 	50%	María Elena Lanciego Pérez Member of the Management Board	1 200
Objectives HOW	<ul style="list-style-type: none"> - Actions related to the corporate culture – The Santander Way 	40%	Artur Głębicki⁵ Member of the Management Board	750
			Andrzej Burliga: Vice President of the Management Board	1,133
	<ul style="list-style-type: none"> - Risk management and building the risk culture 	10%	Dorota Strojowska Member of the Management Board	1,235

⁴ Member of the Management Board as of 4 April 2023

⁵ Member of the Management Board as of 14 November 2023

Fixed remuneration

Pursuant to the Statutes of Santander Bank Polska S.A. and the aforementioned regulations, the remuneration of President and members of the Management Board is set by the Supervisory Board, taking into account the recommendations of the Remuneration Committee.

In accordance with the Strategy of Santander Bank Polska for investing into equity market instruments, members of the Management Board do not receive remuneration for performing duties of supervisory board members in the companies to which they have been designated by the Bank. Members of Santander Bank Polska Management Board do not perform other roles in other companies of SBP Group and, accordingly, do not receive any remuneration in that respect.

Variable remuneration

The rules for determining variable remuneration for Management Board members of Santander Bank Polska S.A. are laid down in the Remuneration Policy of Santander Bank Polska Group. These rules are subject to regular (at least annual) reviews by the Remuneration Committee of the Supervisory Board.

Management Board members are paid variable remuneration once a year following the end of the reference period and release of the Bank's results. Variable remuneration is awarded in accordance with the applicable bonus regulations for the Management Board members (adopted by virtue of the Supervisory Board's resolution), which set out the bonus principles depending on the performance against personal objectives as well as business and financial objectives of an organisational unit and the Bank. The performance is assessed against the financial and non-financial criteria for the period of minimum three years to take into account the Bank's economic cycle and business risk. The Remuneration Committee recommends the amount of variable remuneration for members of the Management Board to the Supervisory Board. The Supervisory Board decides – by force of a resolution – on the level of annual bonuses awarded to individual members of the Management Board.

The total amount of the variable remuneration granted to Management Board members for a single calendar year cannot be higher than 100% of the fixed remuneration paid for that calendar year to the person concerned. However, in exceptional cases, this limit may be increased up to 200% of fixed remuneration subject to the approval of the Bank's General Meeting. The decision on determining the maximum ratio of the fixed components of total remuneration to the variable components of the remuneration in Santander Bank Polska Group was taken by the AGM on 27 April 2022.

Variable remuneration is awarded in accordance with bonus regulations and paid in cash and in the form of a financial instrument. Remuneration paid in the form of a financial instrument must represent min. 50% of the total amount of variable remuneration. Until 2022, phantom shares represented the financial instrument.

Starting from 2022, shares of Santander Bank Polska S.A. have represented the financial instrument component of variable remuneration and are awarded under Incentive Plan VII.

At least 40% of each component of the variable remuneration is deferred for 5 years.

The table below shows unpaid variable remuneration in cash and financial instruments:

		Instrument (no. of pieces) ⁶							Cash (in PLNk)						
Full name Job title	Variable remuneration for the year ⁷	Payment date													
		2024 ⁸	2025	2026	2027	2028	2029	2030	2024	2025	2026	2027	2028	2029	
Michał Gajewski President of the Management Board	2,019	674													
	2,020	426	426	426	426				80	80	80				
	2,021	511	511	511	511	512			180	180	180	180			
	2,022	3,808	1,143	1,143	1,143	1,143	1,139		315	315	315	315	315		
	2,023		1,917	575	575	575	575	574	934	280	280	280	280	280	
Andrzej Burliga Vice President of the Management Board	2,019	200													
	2,020	155	153						29						
	2,021	121	121	121	121	117			42	42	42	42			
	2,022	1,524	203	203	203	203	203		56	56	56	56	56		
	2,023		698	93	93	93	93	93	340	45	45	45	45	45	
Juan De Porras Aquirre Vice President of the Management Board	2,019	384													
	2,020	358	1,969						67						
	2,021	207	207	207	207	204			73	73	73	73			
	2,022	2,177	290	290	290	290	290		80	80	80	80	80		
	2,023		1,010	135	135	135	135	133	492	66	66	66	66	66	
Arkadiusz Przybył Vice President of the Management Board	2,019	268													
	2,020	206	205						39						
	2,021	165	165	165	165	165			58	58	58	58			
	2,022	1,774	237	237	237	237	234		65	65	65	65	65		
	2,023		727	97	97	97	97	96	354	47	47	47	47	47	
Patryk Nowakowski Member of the Management Board	2,019	139													
	2,020	156	156						29						
	2,021	127	127	127	127	127			45	45	45	45			
	2,022	1,491	199	199	199	199	197		55	55	55	55	55		
	2,023		770	103	103	103	103	101	375	50	50	50	50	50	
Maciej Reluga Member of the Management Board	2,019	201													
	2,020	165	165						31						
	2,021	108	108	108	108	106			38	38	38	38			
	2,022	1,491	199	199	199	199	197		55	55	55	55	55		
	2,023		705	94	94	94	94	94	344	46	46	46	46	46	
Dorota Strojewska Member of the Management Board	2,019	184													
	2,020	167	166						31						

⁶ Payment in the form of Santander Bank Polska shares as part of Incentive Plan VII starting from 2022.

⁷ Price taken for calculation of Santander Bank Polska shares awarded as part of Incentive Plan VII for 2022: PLN 275.78; for 2023: PLN 487.39.

⁸ The deferred portions of remuneration were paid out in February 2024. The deferred portion of variable remuneration due for 2019-2021 in the form of phantom shares was calculated based on the Bank's share price determined as the average price over 3 months preceding the calculation date in the amount of PLN 487.39 per share.

	2021	127	127	127	127	127			45	45	45	45		
	2,022	1,491	199	199	199	199	197		55	55	55	55	55	
	2,023		761	102	102	102	102	98	371	49	49	49	49	49
Lech Gałkowski Member of the Management Board	2021	130	130	130	130	129			46	46	46	46		
	2,022	1,774	237	237	237	237	234		65	65	65	65	65	
	2,023		986	132	132	132	132	128	480	64	64	64	64	64
Maria Elena Lanciego Pérez Member of the Management Board														
	2,023		740	99	99	99	99	96	360	48	48	48	48	48
Artur Gtembocki Member of the Management Board														
	2,023		462	62	62	62	62	60	225	30	30	30	30	30
Magdalena Proga-Stępień Member of the Management Board														
	2,023		776	104	104	104	104	101	378	50	50	50	50	50
Former members Bank's Management Board	2,019	610												
	2,020	451	449						85					
	2021	148	148	148	148	145			52	52	52	52		
	2,022	1,774	237	237	237	237	234		65	65	65	65	65	

Incentive Plan VII

On 27 April 2022, Incentive Plan VII was established in Santander Bank Polska Group under resolution no. 30 of the Annual General Meeting. The Plan is addressed to the employees of the Bank and its subsidiaries (excluding Santander Consumer Bank S.A.) who significantly contribute to growth in the value of the organisation. Its purpose is to motivate the participants to achieve business and qualitative goals in line with the Group's long-term strategy. This mechanism is to strengthen the employees' relationship with the Group and encourage them to act in its long-term interests.

All Management Board members must be covered by the plan given their identified employee (MRT/Material Risk Taker) status in Santander Bank Polska Group.

The Plan covers the period of five years (2022–2026). However, as the payment of variable remuneration is deferred, the share buyback and allocation will be completed by 2033.

The participants are entitled to variable remuneration in the form of the Bank's shares provided that they meet the terms and conditions stipulated in the participation agreement and the resolution. To that end, Santander Bank Polska S.A. will buy back up to 2,331,000 of its own shares from 1 January 2023 until 31 December 2033.

Management Board members participating in the Plan receive variable remuneration in line with the Rules for payment of variable remuneration to identified employees of Santander Bank Polska Group applicable in a given year.

Additionally, the Supervisory Board decides to grant the retention award to a participant, if the following criteria are met:

- 1) the participant's average annual individual performance rating is at least 2.0 on the 1–4 rating scale during the period of their participation in Incentive Plan VII;
- 2) the average annual weighted performance against the Bank's targets in the years 2022–2026 is at least 80%, taking into account the following weights:
 - a) 40% for the average annual performance against the PAT target;
 - b) 40% for the average annual performance against the RORWA target;
 - c) 20% for the average annual performance against the ESG targets.

Control of the Incentive Plan in 2023

At the Management Board's request, the Supervisory Board defines the list of participants applicable in a given year.

In each year of the Plan, the Supervisory Board sets the matrix of targets for Management Board members. Their achievement impacts the value of the award granted.

The entitlement to the award or retention award may be denied in part or in full if a conflict of interest is identified because an employee has put their personal interests or the Bank's interests before customer's interests or has acted to the detriment of a customer.

The Supervisory Board may periodically review the list of participants, in particular in order to verify the rationale behind their further participation in the Plan.

Delivery of the Incentive Plan in 2023

In 2023, Santander Bank Polska S.A. implemented the resolutions of the Extraordinary General Meeting of 12 January 2023 authorising the Management Board to buy back the Bank's shares as part of Incentive Plan VII and establish a capital reserve for that purpose.

The table below illustrates the settlement of the Plan for participants being the Management Board members in individual years:

The year for which entitlement to the award is due	Number of shares assigned	Price at the calculation time (PLN)	Number of shares transferred to the brokerage account
2022	29,049	275.78	15,530
2023	17,510	487.39	n/a

Remuneration paid to Management Board members

The table below presents the total remuneration and additional benefits received by members of the Management Board of Santander Bank Polska S.A. for their functions on the Management Board in 2023:

Full name Role	Fixed remuneration (PLN k)			Variable remuneration (PLN k)		Extraordinary	Old-age pension	Total remuneration (PLN k)	Fixed to variable remuneration ratio
	Base salary	Expenses	Other fixed remuneration and additional benefits ⁹	Due in a single year	Due for many years ¹⁰				
Michał Gajewski President of the Management Board	3,150	-	325	-	2,749	-	-	6,224	126%
Andrzej Burliga Vice President of the Management Board	1,368	-	272	-	971	-	-	2,611	169%
Juan De Porras Aquirre Vice President of the Management Board	1,612	-	756	-	1,604	-	-	3,972	148%
Arkadiusz Przybył Vice President of the Management Board	1,536	-	256	-	1 239	-	-	3,031	145%
Lech Gatkowski Member of the Management Board	1,398	-	218	-	810	-	-	2,426	200%
Patryk Nowakowski Member of the Management Board	1,416	-	179	-	893	-	-	2,488	179%
María Elena Lanciego Pérez Member of the Management Board	1,139	-	381	-	0	-	-	1 520	n/a
Maciej Reluga Member of the Management Board	1,248	-	214	-	936	-	-	2,398	156%
Magdalena Proga- Stępień¹¹ Member of the Management Board	853	-	114	-	0	-	-	967	n/a
Artur Głębowski¹¹ Member of the Management Board	171	-	6	-	0	-	-	177	n/a

⁹ Other fixed remuneration and additional benefits may include life insurance without pension option, car allowance and housing allowance.

¹⁰ The portion of variable remuneration due for 2019-2021 in the form of phantom shares was calculated based on the Bank's share price determined as the average price over 3 months preceding the calculation date in the amount of PLN 487.39 per share.

¹¹ Remuneration as on the day of taking up the office of a Management Board member

Dorota Strojewska Member of the Management Board	1,326	-	234	-	969	-	-	2,529	161%
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None of the Management Board members received cash or non-cash benefits for persons close to them.

Options to prevent vesting the entitlement to variable components of remuneration

Deferred variable remuneration, whether in cash or in financial instruments, pending payment may be subject to the malus clause if, during the period before its vesting, specific circumstances occur. They will be based on performance or respond to real risk situations or to changes in persistent risk for the companies, business lines or employee activities.

According to the criteria set out in Directive 2013/36/EU, it is not enough for there to be misconduct/misbehaviour or serious error by an employee for the associated breach to be considered a potential trigger for the application of a malus clause, but rather this behaviour must translate into a significant negative impact of a financial nature or impact on the risk profile or reputation of the Group, the Bank or a subsidiary, always provided that the latter does not occur alone, but simultaneously with other negative consequences for the Group, the Bank or a subsidiary.

The factors analysed when a decision is taken to apply malus clauses and the decision-taking process are described in detail in the Malus Clauses Application Procedure of Santander Bank Polska Group. Specifically, these factors include:

- Significant irregularities in risk management on the part of the entity, a business unit, a control unit or a support function;
- Material restatement of the Santander Bank Polska Group's financial statements, when so considered by the external auditors, except when appropriate pursuant to a change in accounting standards;
- Violation by the employee of internal regulations or codes of conduct, particularly those relating to risks;
- Significant changes in the financial, capital or risk profile of Santander Bank Polska Group;
- Significant increase in economic or regulatory capital requirements which has not been foreseen at the time of approval of the exposure;
- Regulatory sanctions or criminal charges made against the entity or employees who are held liable;
- Any misconduct, whether individual or collective, in particular when referring to the marketing of unsuitable products;
- Negative financial performance of Santander Bank Polska Group.

No malus triggers were identified in 2023 in respect of the Management Board members.

Members of the Management Board of Santander Bank Polska S.A are employed under employment contracts; according to the Labour Code, there are no grounds to demand that they return their variable remuneration paid out to them earlier in part or in full.

Evolution of remuneration and key financial highlights of Santander Bank Polska S.A. from 2018 to 2023

The table below presents evolution of total remuneration and key financial highlights of Santander Bank Polska Group from 2018 to 2023:

Year (in PLNk)	2018	2019	2020	2021	2022	2023
YoY change	2018 vs 2017	2019 vs 2018	2020 vs 2019	2020 vs 2021	2021 vs 2022	2022 vs 2023
Antonio Escámez Torres Chairman	n/a	n/a	n/a	227	338	328
	n/a	n/a	n/a	n/a	49%	-3%
José Luis de Mora Vice Chairman	-	-	-	-	-	-
	-	-	-	-	-	-
José García Cantera Member of the Supervisory Board	-	-	-	-	-	-
	-	-	-	-	-	-
Danuta Dąbrowska Member of the Supervisory Board	232	261	249	283	258	304
	-0.9%	12.3%	-4.5%	13.6%	-8.5%	17.7%
Isabel Guerreiro Member of the Supervisory Board	n/a	-	-	-	-	-
	n/a	-	-	-	-	-
David Hexter Member of the Supervisory Board	274	299	320	346	358	363
	4.2%	9.2%	7.1%	7.9%	3.7%	1.2%
John Power Member of the Supervisory Board	198	317	289	307	288	217
	-27.2%	60.0%	-8.9%	6.5%	-6.3%	-24.5%
Jerzy Surma Member of the Supervisory Board	269	304	302	329	298	342
	10.2%	12.9%	-0.4%	8.7%	-9.5%	14.8%
Marynika Woroszyńska-Sapieha Member of the Supervisory Board	228	256	254	282	253	307
	6.5%	12.1%	-0.8%	11.0%	-10.3%	21.4%
Celiński Adam Member of the Supervisory Board	n/a	n/a	n/a	n/a	n/a	102
	n/a	n/a	n/a	n/a	n/a	n/a
Dominika Bettman Member of the Supervisory Board	n/a	n/a	128	303	296	334
	n/a	n/a	n/a	136.8%	-2.5%	13.0%
Remuneration of Management Board members (in PLNk)						
Michał Gajewski President of the Management Board	2,865	3,911	4,821	4,704	6,085	6,224
	41.6%	36.5%	23.2%	-2.4%	29.4%	2.3%
Andrzej Burliga Vice President of the Management Board	2,433	2,460	2,342	2,044	2,428	2,611
	13.0%	1.1%	-4.8%	-12.7%	18.8%	7.5%
Juan De Porras Aquirre Vice President of the Management Board	2,738	2,860	3,108	2,738	3,897	3,972
	4.8%	4.5%	8.7%	-11.9%	42.3%	1.9%
Arkadiusz Przybył Vice President of the Management Board	1,724	2,229	2,338	2,165	2,902	3,031
	64.7%	29.2%	4.9%	-7.4%	34.0%	4.4%
Lech Gątkowski Member of the Management Board	n/a	n/a	n/a	699	1,809	2,426
	n/a	n/a	n/a	n/a	158.8%	34.1%
Patryk Nowakowski Member of the Management Board	n/a	601	1,247	1,448	2,216	2,488
	n/a	n/a	107.3%	16.1%	53.0%	12.3%
	n/a	n/a	n/a	n/a	n/a	1 520

María Elena Lanciego Pérez Member of the Management Board	n/a	n/a	n/a	n/a	n/a	n/a
Maciej Reluga Member of the Management Board	1,231 75.5%	1,640 33.2%	1,750 6.7%	1,738 -0.7%	2,221 27.8%	2,398 8.0%
Magdalena Proga-Stępień Member of the Management Board	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	967 n/a
Artur Głębcki Member of the Management Board	n/a n/a	n/a n/a	n/a n/a	n/a n/a	n/a n/a	177 n/a
Dorota Strojewska Member of the Management Board	1,352 92.65%	1,722 27.4%	1,774 3.0%	1,710 -3.6%	2,311 35.1%	2,529 9.4%
Company's results (in PLN m)¹²						
Total Income	8 716 12,3%	9 462 8,6%	8 647 -8,6%	9 142 5,7%	12 382 35,4%	15 992 29,2%
Total costs	-3 769 11,8%	-4 466 18,5%	-4 488 0,5%	-3 988 -11,1%	-4 698 17,8%	-4 715 0,4%
Net impairment allowances	-1 085 57,1%	-1 219 12,4%	-1 763 44,6%	-1 124 -36,2%	-895 -20,4%	-1 149 28,5%
Profit before tax	3 424 3,1%	3 245 -5,2%	1 881 -42,0%	2 058 9,4%	4 353 111,5%	6 850 57,4%
Profit attributable to shareholders of Santander Bank Polska S.A.	2 363 7,5%	2 138 -9,5%	1 037 -51,5%	1 112 7,2%	2 799 151,8%	4 831 72,6%
Average remuneration (in PLN k)						
Members of the Supervisory Board active	240 -2,1%	287 19,6%	257 -10,5%	297 15,4%	298 0,6%	314 ¹³ 5,1% ¹³
Members of the Management Board active	2 142 30,8%	2 277 6,3%	2 509 10,2%	2 199 -12,4%	3 033 37,9%	3,022 ¹⁴ -0,4% ¹⁴
Members of the Supervisory Board inactive	231 40,4%	211 -8,5%	nd nd	nd nd	nd nd	n/a n/a
Members of the Management Board inactive	1603 9,8%	1195 -25,4%	931 -22,1%	886 -4,8%	525 -40,7%	612 16,5%
Other employees ¹⁵	86 10,7%	93 7,9%	94 1,7%	105 11,0%	117 12,1%	131 11,5%

¹² Data presented on a consolidated basis

¹³ Adam Celiński has not been included in the calculation as he did not work as a Supervisory Board member on a full-year basis.

¹⁴ Magdalena Proga-Stępień and Artur Głębcki have not been included in the calculation as they did not work as Management Board members on a full-year basis.

¹⁵ As at the end of the indicated year, exclusive of the Management Board, people employed in 1/16 and 1/10 of the FTE, suspended employees. Average gross salary per FTE, multiplied by 12.