

Committed to our professionals

The human factor is essential at Management Solutions. Engaging our professionals is a primary objective for us. For this reason, we strive to provide the best professional environment for them to develop their talent.



>200,000

resumes
received



>1,000

new recruits
hired



>375,000

training hours
provided



One Team

We strive to provide our professionals with the best environment to develop their talent

We are convinced that Management Solutions offers all its employees everything necessary for maximum professional development, such as working:

- ▶ in the industry's most relevant consulting projects;
- ▶ for major companies, leaders in their respective markets;
- ▶ next to top management at companies as they face national and international challenges;
- ▶ with an extraordinary team of professionals whose values and corporate culture are a reference in the industry;
- ▶ and by following a clearly defined career plan and continuous training.

All this makes us a true school of entrepreneurship. Our professionals acquire and develop technical knowledge, management skills and leadership abilities, assuming responsibilities in the Firm's different management areas gradually as soon as they join.

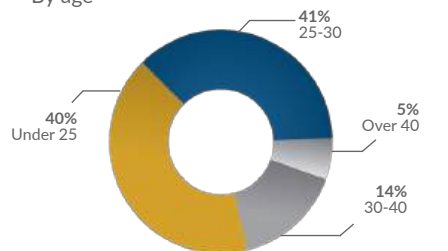
We are aware that both optimum professional development and achieving excellence in our projects require effort and sacrifice, two words that form an undeniable part of our corporate culture. In our experience, this effort is rewarded by our clients' recognition and by the achievements attained by our professionals as they gradually shape their career.

Aside from the rewards our professionals reap through this effort in the professional sphere, we devote special attention to facilitating the best working environment and the well-being of its employees, supporting them in everything we can: training, IT resources, supporting documentation, accessible internal communication (Intranet), Talent management policies (employee benefits, mentoring programs, international relocations, evaluations), social benefits, medical services, sports club etc.

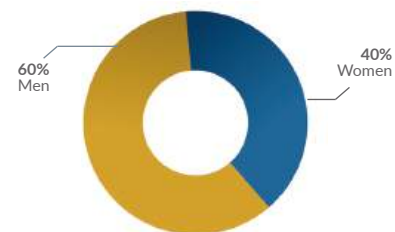


Distribution of workforce

By age



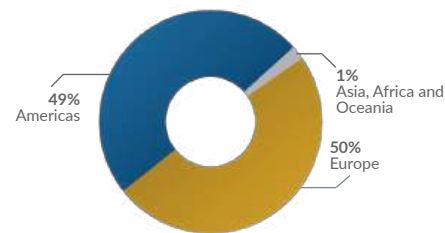
By gender



By profile



By nationality



Talent Management

Committed to our professionals

Talent recruitment

Onboarding new professionals and therefore creating jobs for young people is one of our goals. Recruiting the best talent is one of our greatest challenges. Our People team is always on the look for professionals who share our corporate values and fit the right profile: people with a solid academic history, who are dynamic, have a drive toward self-advancement, have endurance, maturity, responsibility and the ability to integrate themselves into cross-functional teams

Talent incorporation to the Firm is carried out through the following channels: presentations and seminars at universities, job fairs, our corporate website, contacts with career services at key European and American universities and business schools and employment portals.

Our People team ensures that the selection process is transparent and fair, based on equal opportunities, objectivity and candidate confidentiality.

During the process, candidates have the opportunity to get to know the Firm, discover our values and become acquainted with our work methodology.

Mentoring program: the mentor's role

Our mentoring program is aimed at all the Firm's professionals, from newly hired consultants to the management team, and seeks to listen to and guide them, identifying their concerns and aligning them with the different needs of the Firm.

Mentoring of professionals up to the experienced senior category is carried out by directors, managers and supervisors, and mentoring of the management team is done by our

More than 200,000 résumés were received in 2024



Commitment to the creation of youth employment

Since its inception, Management Solutions has been fully committed to creation of quality jobs for young people in the countries in which it operates.

During 2024, more than 1,000 professionals joined the Firm, most of them recent graduates for whom Management Solutions is their first contact with the world of work.

Talent management

People Team. Their main aim is to identify the concerns of our professionals and to advise them, involving ourselves as much as possible in their professional career plan.

In addition, the mentoring program is extended to future employees of the Firm (candidates who have passed the selection process and have received a letter of offer inviting them to join the Firm in the following intake). All of them are assigned a mentor (senior or experienced senior consultant) whose mission is to guide them, resolve any doubts they may have, offer them advice on our different types of projects and corporate culture and by doing this generate a feeling of belonging, facilitating their future incorporation.

The mentoring program is part of our corporate policies and is therefore applied globally and uniformly across all Management Solutions units.

More than 3,000 people participated in our mentorship program in 2024. Close to 500 members of our management team (partners, directors, managers and supervisors) acted as mentors to over 3,000 professionals in their first to sixth year, contributing to their professional development within the Firm.

Internal career advancement

Career development within the Firm is one of Management Solutions' basic pillars. Thus, a new graduate can progress quickly to become a qualified professional in highly sophisticated areas of business management.

This is possible mainly due to two factors: Management Solutions' professional career and hierarchical structure. The Firm guarantees a clearly defined career plan, where

professional development depends only one's own merit and proven results. This development is aided by our evaluation system, in which professional skills and possible areas for improvement are identified.

The evaluation process at Management Solutions is based on recognition of the each person's effort in the exercise of their professional responsibilities. Therefore, this process is key to assessing performance throughout the year, as well as to identifying each consultant's professional skills and potential areas for improvement.

The evaluation for managerial profiles differs from that for non-managers given the nature of their work and the responsibilities acquired. Consequently, the evaluation is conducted based on objectives that each manager defines and validates with the partner responsible at the beginning of each fiscal year.

The evaluation process is carried out in two phases throughout the fiscal year: the first, to ensure the correct understanding of the objectives set; the second, to evaluate overall performance during the year and determine the variable component and the promotion based on the degree to which objectives were achieved.

The evaluation is an excellent opportunity for improvement, for exchanging comments and views between the evaluatee and the evaluator and providing the correct guidance on the work to be carried out.

Management Solutions is a partnership, offering each professional the opportunity to become a partner of the Firm.

Remuneration policy

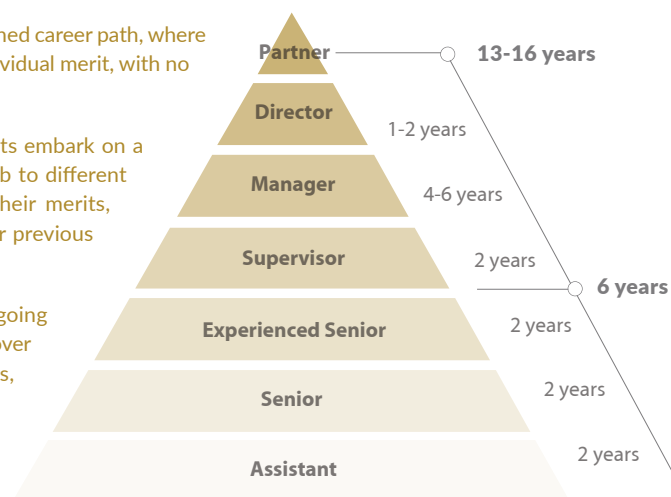
The compensation policy reflects, at a global level, the distribution of fixed and variable compensation for professionals, as well as the various social benefits offered. This policy is in line with the level of excellence and the quality of the services offered, ensuring economic compensation above the industry average.

Career plan

Management Solutions guarantees a clearly defined career path, where career development depends exclusively on individual merit, with no limit to professional growth.

From the time they join the Firm, all consultants embark on a professional career during which they will climb to different levels of our corporate ladder according to their merits, taking on new responsibilities and leaving their previous functions to the upcoming consultants.

This annual promotion system supports ongoing development and ensures all professionals can, over time, and depending on their achievements, potentially become partners of the Firm.



All professionals have a fixed component according to their profile and evaluation, which ensures the necessary motivation to carry out their work. This fixed component is supplemented by a variable component, which in any case depends on their continued employment with the firm until the end of the financial year. The variable amount received by each professional depends on the result of their evaluation (in the case of staff professionals) or on the fulfillment of pre-established individual objectives (in the case of executives), as well as on the financial results achieved by the Firm, in the terms and within the scope to be determined annually.

International assignments

Management Solutions' multinational activity is on the rise. This growth calls for increased travel between offices and, in

some cases, relocation abroad. Work in other locations provides an opportunity for the Firm's professionals to acquire international experience while working in teams that are not only multidisciplinary but also multinational.

In all cases, particularly with regard to long-term postings, the goal of our People team is to make relocation as smooth as possible by taking the following into account:

- ▶ The personal preferences of the professionals involved.
- ▶ Compensation and benefits (meals and accommodation, relocation bonus, flybacks, insurance and other benefits to facilitate relocation).
- ▶ Logistical support to relocate.
- ▶ Employment, tax advice and procedural formalities.

Flexible work

In order to facilitate work-life balance, Management Solutions offers its professionals the possibility of flexible work arrangements, with a percentage of non-face-to-face time that varies according to the circumstances and legislation in each country, although it is generally around 30%. The rest of the time is spent working face-to-face (in our offices or in the offices of our clients), thus favoring teamwork and interaction with the client. In any case, the priority is to offer the best service to the client and, therefore, flexible work is always subject to the needs of each project.

Social benefits

We provide our professionals with a series of social benefits, which differ from country to country, with the aim of promoting health and facilitating work-life balance, the most common of which are as follows:

- ▶ Medical insurance.
- ▶ Accident insurance.
- ▶ Life insurance
- ▶ Restaurant tickets.
- ▶ Day care tickets.
- ▶ Mobility tickets.
- ▶ Special conditions with financial entities.
- ▶ Sports and corporate wellness programs.
- ▶ Corporate agreements related to health, leisure, free time, etc.



Diversity and inclusion

At Management Solutions we are aware that having a multifunctional, global and diverse team, made up of different backgrounds and profiles, is a valuable asset to better understand our clients' needs, better address their challenges and be able to offer innovative solutions that provide them with differential value.

Our team is made up of highly talented professionals of 45 different nationalities, from more than 900 universities on five continents, and with diverse academic profiles and backgrounds.

Equal opportunity is one of the basic principles of our corporate culture. The Firm implements different policies and control measures to avoid any type of discrimination or inequality based on race, gender, sexual identity, sexual orientation, age, religion or belief, disability, marital status, pregnancy or maternity, or any other characteristic.

Equality Plan

Management Solutions has a corporate culture that considers equal opportunity without discrimination of any kind as one of its fundamental principles. For this reason, since its inception, the Firm has adopted measures to promote equality, regardless of the legal system in each of the countries in which it operates.

In order to articulate all the measures implemented and to ensure strict compliance with them, Management Solutions has an Equality Plan that includes the Firm's policies on equal treatment and equal opportunities between men and women, with the aim of preventing any situation of direct or indirect professional discrimination, especially on the basis of sex, in the system of access to employment, professional classification, professional training, promotion, remuneration and organization of working time, as well as the reconciliation of professional, personal and family life.

Management Solutions published its Equality Plan in fiscal year 2023 and also defined a Protocol to prevent sexual and gender-based harassment in the workplace, which will be in force until March 30, 2027.

Equal treatment and opportunities for women and men, as well as the elimination of any form of discrimination based on gender, are an essential part of the principles and values of the Firm's corporate culture. To reinforce this ongoing commitment to equality, the Firm's Equality Plan has been progressively updated (successive plans have been published since 2011) through a detailed review of the processes of selection, classification, career development, work-life balance, representation of women, compensation and prevention of harassment.

Based on the diagnosis of Management Solutions' situation, prepared in accordance with the analysis described above, the Equality Plan set the equality objectives to be achieved in the Firm, as well as the strategies and practices to be adopted to achieve them, establishing effective systems for monitoring and evaluating the objectives set. The plan includes an ordered set of measures in the process of implementation or new ones with a planned date of implementation during the term of the plan, as well as a compilation of the measures that have already been implemented.



Together with the Plan, there is also a new Protocol for the Prevention of Sexual and Gender Harassment in the Workplace, which provides clear guidelines for action and reflects the Firm's commitment to prevention and zero tolerance of this type of conduct.

In addition, an Anti-Discrimination Policy was approved in 2016, formalizing the principles already applied at Management Solutions to avoid any type of discrimination in the Firm.

On the other hand, Management Solutions, aware of the importance for its professionals to reconcile their professional careers with their personal needs, has implemented various measures aimed at ensuring that all professionals have a full professional career, and thus preventing work-life balance from becoming an obstacle both in terms of women's access to a job

and their subsequent career advancement. Measures to facilitate the reconciliation of work and family life for its professionals include reductions in working hours, leaves of absence, flexible working hours, etc.

As part of its commitment to gender equality, the Firm will continue and strengthen its policies in this area. In particular, it will:

- ▶ Continue to disseminate and report on existing measures within the company's work-life balance policy.
- ▶ Continue to promote the use of new technologies available to the company for meetings: videoconferencing, teleconferencing, wireless communication, etc.

Finally, Management Solutions' compensation policy makes no distinction between men and women. Our salary bands are exactly the same regardless of gender, based only on category and goal achievement.

Universal accessibility for people with disabilities

As part of our ongoing commitment to inclusion and diversity and the fight against any type of discrimination, in 2016 we approved an Anti-discrimination and Anti-harassment Policy formalizing the principles that were already being implemented at Management Solutions to avoid any type of discrimination in the Firm.

In addition, this commitment is articulated through a series of actions:

- ▶ Collaboration agreements with organizations such as Down Madrid, Opteam, Ibermática Social and Fundación ONCE with the aim of facilitating and promoting the work integration of people with disabilities into the regular labor market.
- ▶ Participation in the Training Program for the Labor Inclusion of Young People with some type of disability (Promentor) launched by Fundación Prodis.
- ▶ Volunteer days and participation in events promoted by third parties with the aim of achieving the integration of people with different disabilities



Collaboration agreements with Down Madrid, Spain



Collaboration agreements with Fundación ONCE, Spain

Training

Management Solutions places special emphasis on training its professionals, investing more than 375,000 training hours in 2024

Management Solutions pays particular attention to training its professionals, spending more than 10% of capacity on this goal.

Our consultants join the firm with a wide variety of academic profiles. For this reason, professional life at Management Solutions begins with a training plan aimed at ensuring a strong common knowledge base that will prepare our people for the new challenges and responsibilities they will immediately assume.

In the first two years, training is provided through our Master's degree or Diploma programs in several offices, meaning that all professionals joining Management Solutions in these offices receive the Master's/Diploma in Business Consultancy, which is jointly provided by Universidad Pontificia Comillas/Instituto Tecnológico de Monterrey and Management Solutions and, in the case of the Master's degree, comprises around 600 training hours over two years.

Training program in collaboration with the Pontificia Javeriana University

Management Solutions has launched the "Comprehensive Program on Business Vision in Financial Services and Digital Transformation" for senior professionals in the Colombia office, in collaboration with Pontificia Javeriana University, one of the most prestigious universities in Latin America,

The program, designed by Pontificia Javeriana University for Management Solutions, explores the complexities and opportunities of the financial sector in the digital era, analyzing innovative strategies to address current challenges.

The objective is to prepare the Firm's senior professionals to take advantage of technological change and turn it into an opportunity to improve efficiency, innovation and growth in the business environment.

Both the Master's degree and the Diploma aim to provide the knowledge and skills needed to deliver excellent performance in the field of business consulting. This includes the following:

- ▶ Mastering the basic subjects essential for the performance of consultancy work, including economics, accounting, applied mathematics and statistics.
- ▶ Learning the regulatory framework, market trends and current situation of the financial, energy and telecommunications industries.
- ▶ Acquiring advanced expertise of the financial sector, its products, and the management of its risks and processes.
- ▶ Mastering the technological tools necessary for undertaking professional consultancy work, including office automation, statistical software and database design.
- ▶ Applying the skills and knowledge acquired in different contexts and using them to solve a wide range of problems.

In addition, the Management Solutions - ICADE Business School Master's degree in Business Consulting has included a specialization in Data Science targeted at technical and methodological profiles, which provides the necessary tools to put data analysis at the center of the Firm's value proposition.

Since 2016, in collaboration with the Tecnológico de Monterrey, a Diploma in Business Consulting has been offered to all the firm's professionals who join the Mexico office.

The program is designed to help students acquire the knowledge and skills necessary to develop and excel in Business Consulting. Two academic years are required to complete the program.

Since 2019, a Business Training Program is offered for senior professionals in our Brazil office in collaboration with the

Inspere Institute, one of the most prestigious higher education institutions in Latin America. The fields of this program include commercial management and marketing focused on financial services, digital transformation and problem solving.

During 2024, the Firm reinforced its training plan with the launch of the "Comprehensive Program on Business Vision in Financial Services and Digital Transformation", in collaboration with the Pontificia Javeriana University, for senior professionals in the Colombian office.

In addition to the initial Training Plan, Management Solutions' consultants have extensive training opportunities throughout their career, averaging 600 hours devoted to training in the first two years, more than 150 hours at senior and experienced senior level and more than 50 hours from supervisor level onwards.



Training session, Spain

Executive Training Day

On June 26th, Management Solutions held its Executive Training Day in the Auditorium of the Reina Sofia School of Music, with the participation of prominent speakers from the business and academic world. The event was attended by nearly 500 Management Solutions executives either in person or online. The event also included the participation of Mr. Rafael Kyrychenko, a member of the school's Tchaikovsky-Management Solutions Trio, who performed two pieces by Rachmaninov on the piano.

After the opening of the conference by Mr. Alfonso Serrano-Suñer, President of Management Solutions, the following presentations were given:

- ▶ Global geo-economic challenges and macroeconomic consequences, Mr. Alfredo Arahuetes (Head of Telefónica Brazil, Professor of International Economics and Business&Tech Advisor at UAX).
- ▶ Green transition in finance: turning challenges into opportunities, Mr. Andriy Zaripov (Project Lead, Europe Climate and Sustainable Finance, World Bank Group).
- ▶ Digital leadership and global platforms in universal banking, Mr. Manuel Cantalapiedra (Head of Digital, Santander Europe).
- ▶ Enterprise Risk Management challenges and approach, Mr. Riccardo Roscini (Head of Group Enterprise Risk Management, UniCredit).
- ▶ Analytics transformation challenges, Mr. Ricardo García Martín (Head of Analytics Transformation at BBVA).
- ▶ IT risk management: value proposition and market trends, Mr. Alejandro Iglesias (Partner at Management Solutions).
- ▶ Developments in financial crime and our value proposition, Mr. Rodolfo Arévalo (Partner at Management Solutions).



Executive Training Day, Spain

Master's Degree in Business Consulting commencement ceremony of the 11th graduating class



ICADE's Main Hall provided the location for the Commencement Ceremony of the 11th Graduating Class of the Master's Degree in Business Consulting offered jointly by Management Solutions and ICADE Business School. The graduation of 286 Management Solutions professionals and was held under the honorary sponsorship of Mr. Jesús Sainz, President of honor of the ICADE Business Club.

The graduation ceremony was attended by the Master's eleventh graduating class students, tutors and teachers in the Master's program, and family who wanted to accompany students in their graduation, while those who could not attend in person were able to follow the event streamed online.

The event was hosted by Ms. Teresa Corzo (Dean of the Faculty of Economics and Business Administration at Comillas Pontifical University), Mr. Pablo García (Director of the Graduate School and Lifelong Learning), Mr. Jesús Sainz (President of honor of the ICADE Business Club) and Mr. Alfonso Serrano-Suñer (President of Management Solutions). Before the graduates were handed their diplomas, attendees were addressed by Mr. Pablo García, Mr. Alejandro José López, representing the students; Mr. Jesús Sainz, acting as honorary sponsor for this graduating class; and Mr. Alfonso Serrano-Suñer, who represented Management Solutions at the ceremony.

After the diplomas were presented, with a special mention to Mr. Alejandro José López and Ms. Agustina Flores for having achieved the best two academic records, the ceremony was closed by Ms. Teresa Corzo.

Through our training courses, designed for each professional category and seminars to develop specific capabilities, we aim to provide the best training opportunities to expand knowledge and develop skills.

For the purpose of advancing the knowledge areas most relevant to each region, and thus contributing to local business growth, Management Solutions offers regional courses as part of an overall training program comprising local, global and regional courses.

- Local courses. Courses designed for professionals in a particular office or unit and supported by the Human Resources team.
- Global courses. Courses designed for professionals within a specific category or across categories in all of Management Solutions' offices.
- Regional courses. Courses designed for all professionals within a particular region.

Knowledge courses

Classroom courses with assessment test, taught by partners, directors, managers and supervisors during the first years of professional life.

External specialized courses

Specialized courses or seminars aimed at updating knowledge, obtaining certifications and specialized training for an area, a specific project or R&D&I.

Skills courses

Courses designed to develop the skills necessary for the practice of the profession (team management, leadership, negotiation, development of long-term relationships with clients, etc.), aimed at professionals from all offices who have reached the Senior category and above.

Language courses

Language courses (English, Portuguese, Italian, German, Spanish, etc.) are offered according to the needs of the professionals in each of the units. These courses can be collective (for all professionals) or one-to-one private lessons (from the Supervisor category upwards).

Online training platform

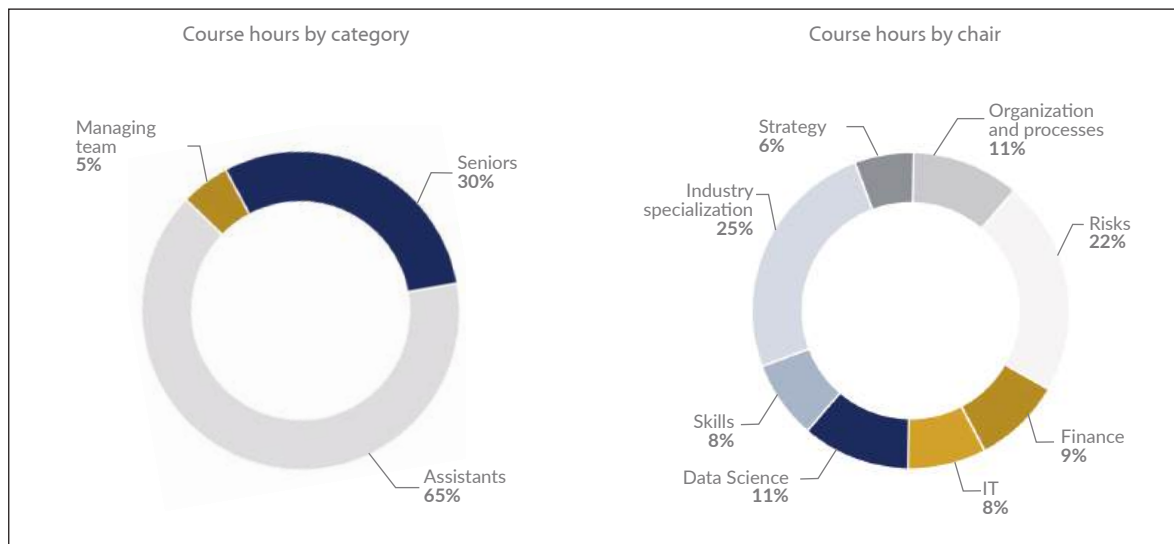
Management Solutions has an e-learning training portal that complements the online training section available on the corporate Intranet. The portal makes it easier for the Firm's professionals to carry out and monitor the Training Plan, offering the possibility of accessing specific training materials (documentation, multimedia support elements, exercises and case studies) online.

Additionally, the Firm's training offer is complemented by the Coursera course catalog, accessible once the training cycle offered by the Firm has been completed during the first two

Commencement for the Business Consulting Diploma Program's 7th Graduating Class

The Graduation Ceremony for the 7th Graduating Class of the Management Solutions - TEC de Monterrey Diploma in Business Consulting, composed of 107 Management Solutions professionals was held virtually, presided by Mr. Daniel Moska Arreola, Liaison Director for the Mexico City Region within the Vicerection of Lifelong Education, and Mr. Carlos Mercadillo Rojo, Director of the Diploma in Business Consulting, as well as the Management Solutions partners in Mexico.

During the ceremony, diplomas were awarded to the students who completed the VII Diploma in Business Consulting. Ms. Aurora López Morales, representing Management Solutions, and Mr. Carlos Mercadillo Rojo and Mr. Fernando del Real Laborde, Academic Coordinator, representing TEC de Monterrey, addressed the attendees.



years, and which allows professionals to complement their knowledge by accessing a catalog of specialized courses in various fields.

What's new in the Training Plan?

Each year, the Firm's Global Training Plan is reviewed and updated, with the addition of new courses to ensure greater homogeneity and consistency among the different countries, as well as to improve the content and adapt it to new environments.

Among the novelties introduced in the Training Plan for the year, the most important were the updating of contents, with an emphasis on project application, improved learning methods and a focus on new trends in the AI market.

The revision of the Training Plan also aims to ensure coverage of all the company's meta-competencies and sector specializations, complemented with AI and skills improvement content, to provide a balanced plan by category, with more weight at the

base of the pyramid, as a tool to improve the specific plans of each line of activity, focusing on their application in projects and the promotion of each of the plans.

Content update:

- ▶ Addition of new courses (problem solving, generative AI, advanced generative AI techniques, digital assets, cryptocurrencies and tokenization, and advanced AI).
- ▶ Review of materials to ensure coverage of the essential building blocks and trending topics of each line of activity from a project applicability perspective.
- ▶ Triennial update of the Compliance courses.
- ▶ Focus on professional certifications, in particular AI (Google, Microsoft, Amazon and CISA), SAS, risk management and valuation (FRM, ERP and CFA), financial crime and other vendors.

Content homogenization:

- ▶ Stabilization of training models, promoting face-to-face training.
- ▶ Focus on reconciling training and projects.
- ▶ New programs and partnerships with universities.

New learning methods:

- ▶ Revision of the teaching methodology, introducing concepts through practical experience (case studies, project examples, etc.) and improving engagement.
- ▶ Progressive strengthening of the face-to-face format in all geographies, with local trainers and language.
- ▶ Expansion of voluntary content to complement on-demand training through the Moodle platform and Coursera.

Management Solutions' Training Plan content

Regarding the contents of our Training Plan, the courses are structured around 25 Chairs, aligned with the Firm's lines of business.

Commercial strategy and management	Corporate strategy and business challenges, business management, digital marketing, digital business, etc.	Operational risk and internal control	Operational risk, SIRO, internal control methodology, etc.	Telecommunications	Telecommunications industry basics, regulation, etc.
Finance: accounting	Accounting, financial statement analysis, financial reporting, IFRSs, accounting process, etc.	Risks - Reporting	Regulatory and capital reporting, MIR and regulatory updates, etc.	Public Administration	Professional services in the Public Administration.
Finance: management control	Management control, information systems, transfer rates and costs, etc.	Other risks	Courses related to non-prudential risks, compliance risk, financial crime, data privacy and protection, MRM, etc.	Technology	Database design, Architectures, Big Data, NNTT, Digitalization, Technology Risk Assessment, Cloud, Blockchain.
Data Science	Applied mathematics, financial modeling, Artificial Intelligence, tools (SAS, R, Python, Modelcraft), statistical models and Machine Learning sessions.	Skills	Interpersonal skills, management training, training for trainers, Moodle, sales and negotiation techniques, problem solving, business through the team, etc.	Organization and processes	Organization and governance, process transformation, agile methods, design thinking, project management, governance, wholesale/retail backoffice, 360° efficiency, etc.
Wholesales business	Financial markets, treasury, fixed and equity income, derivatives, project finance, valuation of companies, Position Management tools, etc.	Banking	Financial system, business analysis, banking business, etc.	AM and private banking	Asset Management and private banking.
Credit risk	Regulation, capital & RORAC, risk management, provisions, ICAAP/LAAP, stress test, pricing, risk appetite, etc.	Energy	Risk management in the energy industry, regulation, commodities, etc.	Servicing	Real estate and debt servicing.
Market risk and ALM	Market risk, counterparty risk, liquidity risk, ALM, structural risks, etc.	Insurance	Insurance sector and regulations, premium engines (Prophet and AFM), etc.	Transaction banking	Associated regulation (SEPA, PSD2, etc.), settlement and custody, transactional products, digital assets, cryptocurrencies and tokenization, etc.
Compliance	Code of conduct, PRL, personal data protection, confidentiality policy, and prevention of criminal offenses and Cibersecurity.	Consumption	Consumer industry specialization course.	Sustainability	Introductory course on sustainability, with focus on climate risks.
				Standards and Regulations	Courses related to regulatory update.

Other training components complement the technical content: certifications, languages, and skills courses.

Certifications	<ul style="list-style-type: none"> ▸ Risks and valuation: FRM, SCR, CFA ▸ Systems audit: CISA ▸ AI: Azure, AWS, Google Cloud ▸ Solutions: SOA, Prophet, SAS, Tableau, Salesforce ▸ Financial Crime: ACAMS, ACFE
Languages	<ul style="list-style-type: none"> ▸ English, German, Portuguese, Italian, French, Spanish, Polish, Norwegian, etc.
E-learning	<ul style="list-style-type: none"> ▸ Data science: Mathematical methods, modeling courses (unsupervised machine learning techniques, time series), R and Python reinforcement, specific programming techniques. ▸ Technology: DVR, Identity Management, Upgrade and Patching, Non-Corporate Software Installation, Information Systems Design, DevOps, QlickView, SAP Fundamentals.

Training plan structure

The Training Plan has a structure, content and training hours linked to the professional career, includes more than 130 training courses and exceeds 375,000 hours for the entire Firm. It has a structure, contents and training hours based on the areas of knowledge and adapted to local needs and reality. The contents are associated with the needs of consultants according to their career development, including technical training, skills, external certifications and languages.

The training plan is structured in knowledge chairs, associated with the Firm's management axes, complemented by additional voluntary courses:

Chairs of knowledge

Plan structured in areas of knowledge associated with the Firm's management axes to guarantee coverage of all required content:

- ▶ Sectoral: banking, insurance, energy, telecommunications, consumer, transactional banking and others.
- ▶ Meta-competencies: Strategy, Commercial management and marketing, Risk management and control, Management and financial information, Transformation: organization and processes, Sustainability and New technologies (including AI).
- ▶ Data science, skills and compliance.

Complementary training

Training contents that complement the technical training received:

- ▶ Expansion of knowledge in the technical and data science fields (e-learning).
- ▶ Obtaining internationally recognized certifications in different areas: risk management and valuation (FRM, SCR, ERP and CFA), technology (including Microsoft, Amazon and Google among others), project management (PMP), and Agile certifications (PSM and PMI).
- ▶ Languages.



"We offer our professionals an environment where they can reach their full potential with equal opportunity"

Investing in the well-being and development of our professionals is key to building a team that is engaged, inspired and ready to make a difference.

From our rigorous talent recruitment process, which combines the search for brilliant academic records with solid personal skills, the Firm pays special attention to fostering the best work environment and supporting its professionals as much as possible.

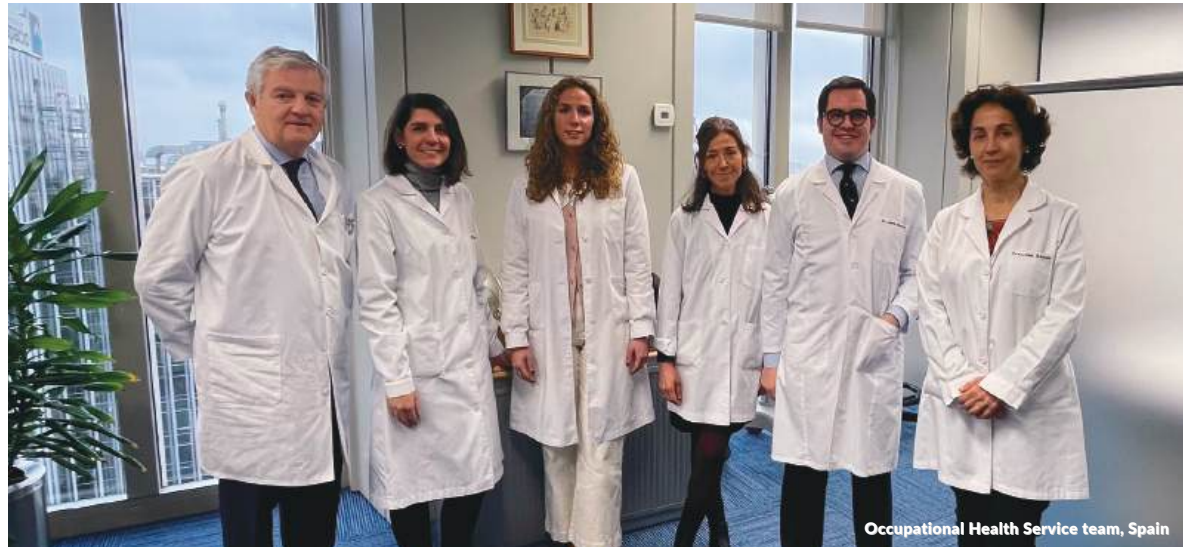
Our Continuous Training Plan is one of our key strengths and is recognized in the market for its quality and diversity of content. It is designed to keep our teams at the forefront of the most in-demand trends and skills, and is adapted to the different categories.

In addition, we have a merit-based career plan with clear goals and constant growth opportunities. This plan is complemented by rigorous career monitoring of all our professionals through a continuous evaluation system and a mentoring program that provides personalized guidance and fosters supportive relationships within the Firm, helping to enhance individual development and talent.

Cristina López
Partner at Management Solutions

Well-being of our professionals

We have an excellent medical service that has performed a key role in managing the COVID-19 pandemic



The well-being of our professionals is a priority for Management Solutions. Our care for our team is not limited to facilitating their professional development through a career plan and an ongoing training program, but we also implement various measures to promote their physical and emotional health, including social benefits, work-life balance programs, flexible work, medical services and the promotion of sports.

Occupational Health Service

Management Solutions is concerned about the health and safety of its professionals; that's why, the Firm implements occupational risk prevention and medical service policies that comply with current regulations in the countries in which the Firm is present. Our professionals are offered private medical assistance programs, as well as access to other services, depending on the country in which they are located.

For example, the following is a description of policies and services applicable to our main office in Spain.

Management Solutions' Work Health and Occupational Risk Prevention Service covers four preventive disciplines:

- Occupational Medicine
- Safety at work
- Industrial Hygiene
- Ergonomics and Applied Psychosociology

The Occupational Health Service works in four areas: prevention, care, counseling, and predictive medicine. Management Solutions is one of the first companies in Spain to have used pharmacogenomics and genetics for personalized medical prevention measures and the treatment of serious diseases.

Prevention targets both the work environment and the workers themselves.

Studies are conducted on environmental hygiene and noise levels. A risk assessment and a prevention plan are regularly updated. Prevention guidelines are issued, and are accessible to employees via the corporate intranet. Additionally, the following environmental controls are monitored on a regular basis:

- Food supplied through the vending machines.
- Thermohygienic conditions of office space by monitoring temperature, relative humidity and light levels as well as air quality.

- ▶ Lighting levels in working areas.
- ▶ Average air velocity in the air-conditioning system.
- ▶ Classification of indoor air quality (AIDA method) based on the indoor and outdoor CO₂ concentrations in offices.
- ▶ Indoor air quality, determining airborne bacteria and fungi concentration as well as CO and CO₂ levels.

All Management Solutions professionals are offered a full medical check-up when they join the Firm and also on an annual basis.

Medical assistance covers accidents at work and occupational disease, as well as pathologies due to common illness or non-work related accidents. There is also a procedure for international travel consisting of the provision of hygiene-health information on the country of destination as well as information on the necessary vaccines or prophylaxis against diseases such as malaria.

The medical services provided include an on-site physiotherapy service, which is available to all Management Solutions employees as necessary.

Health insurance

Furthermore, Management Solutions professionals can sign up for an optional private health assistance service, which is subsidized by 50% by the Firm. In addition to the extensive catalog of medical providers offered, this service includes an expense reimbursement method, reduced dental treatment rates, refractive surgery for short-sightedness and medical assistance while traveling.

Health information

The services offered by Management Solutions surpass the standards set by organizations and public institutions regarding health and safety at work. The Intranet establishes a system of communication with employees that offers professionals comprehensive information regarding health, as well as risk-prevention guides and news of interest.

Special campaigns

Influenza vaccine. Prevention of influenza development at the start of autumn.

Cardiovascular disease prevention plan. Ongoing prevention of cardiovascular disease (heart attacks, strokes, etc.) through regular checkups, following the protocols established by the National Cholesterol Education Program, Adult Treatment Panel III.

Cancer prevention

- ▶ During routine medical check-ups, colon cancer risk stratification tests are carried out and advice is given according to the check-up results and the personal and family history, based on guidelines from the Spanish Gastroenterology Association.
- ▶ For women over 35, the risk of having breast cancer in the next 5 years or later in life has been calculated following models from the American Cancer Society. From a certain age, men are tested for tumor markers of prostate cancer.
- ▶ Cervical Cancer Prevention Plan. Depending on the personal characteristics of each patient, HPV tests are carried out to determine the presence of this virus in the cervix.

Anti-smoking treatments. These are ongoing campaigns according to patients' needs.

Fight against high blood pressure. Holter monitoring of blood pressure is carried out as part of the medical tests needed for accurate diagnosis.

General advices and vaccines for international travel. Protection against illnesses on trips to certain countries. These campaigns are carried out on an ongoing basis.



Venous thromboembolism and lung thromboembolism prevention campaign. For women who require certain drugs (e.g. to treat polycystic ovaries) that increase the risk of venous thrombosis, there is a procedure for the study of genetic variables that will make it more likely to establish a thrombotic process so it can be prevented before it happens.

In addition, since the beginning of December 2022, a specific service is available to deal with sleep-related problems

Nutritional study. A bioimpedanciometry device has been incorporated into the medical service's systems to analyze body composition: water level, fat, visceral muscle fat, etc. This study is aimed at overweight people, athletes, hypertensive patients, etc.

Well-being of our professionals

We have robust occupational risk prevention policies in place

Occupational risk prevention

Annual checks. A risk prevention expert periodically checks the facilities to prepare or update a safety and security plan while also conducting a basic safety and security assessment.

Ergonomic studies. At the request of either the employee or the medical service, ergonomic studies are carried out by a qualified Risk Prevention at Work officer to correctly adapt a workstation to the person.

Training in RP at Work. All professionals take a basic occupational risk prevention course developed by our own risk prevention technicians. Primary intervention teams also take specific courses in centers set up to provide this type of training.

Documentation. A number of useful documents on occupational risk prevention are available on the Medical Services section of the corporate intranet:

- ▶ Directory of risks and preventive measures. This document is a summary of the possible circumstances that may lead to certain risks and preventative measures that can be taken to avoid them.
- ▶ Basic rules on fire prevention and handling fire extinguishers. Prevention is key to fire safety.
- ▶ Basic evacuation procedures. Procedures to be followed should the building's evacuation alarm go off.
- ▶ Safety and Security within facilities. Basic safety and security rules to be followed while using any facilities outside office hours.
- ▶ Basic safety and security rules to be followed while at the clients' facilities. A road safety plan has been designed and as part of annual actions a study has been designed and analyze the level of drowsiness and the potential impact it can have on work-related traffic accidents, applying the Epworth scale.



Sports Club

The Sports Club is an initiative of Management Solutions that aims to offer its professionals a motivating proposal for healthy leisure activities that also serve as an integrating activity.

Aware that regular physical activity is essential to prevent and manage some diseases, reduce symptoms of depression and anxiety, reduce cognitive impairment, improve memory and promote brain health, the Sports Club aims to encourage and facilitate the practice of all sports of interest to the firm's professionals, including soccer, padel, beach tennis, beach volleyball, pickleball, chess, golf, athletics, etc., and does so in two ways: by organizing internal championships and by

sponsoring participation in external events, and in two ways: by organizing internal championships and by sponsoring participation in external inter-company competitions, many of which are also of a charitable nature.

Through sports, we also try to promote the firm's values, such as the spirit of self-improvement, teamwork, achieving common goals, personal fulfillment, dynamism, etc.

In addition to its existing sports and corporate wellness activities, Management Solutions offers its professionals a sports platform that provides access to gyms and other sports activities and digital services in ten different countries at discounted rates.

Championships organized by the Firm

The Sports Club organizes internal competitions every year, according to the interests expressed by the professionals.

Among these initiatives, in 2024, thanks to the corporate agreement that the Firm has with Golf Santander & Sports, golf, soccer and paddle tournaments were held in Boadilla del Monte (Madrid), with the participation of almost 500 professionals.

Paddle tournaments

More than 600 of our professionals participated in the various paddle tournaments organized throughout the year at the Firm.



Football marathon, Spain

Well-being of our professionals

More than 1,500 professionals participate each year in the tournaments and activities organized by the Sports Club



In Madrid, two padel marathons were organized in which nearly 200 of the Firm's professionals participated. In addition, between May and September a tournament was held with nearly 50 couples participating in the men's, women's and mixed modalities, and tournaments were also held in Bilbao and Barcelona, with almost 30 participants in each city.

During the year, padel tournaments were also organized in Mexico, Quito, Santiago de Chile, Buenos Aires, Milan, Oslo and Barcelona, reaching a total participation of more than 300 professionals.

Soccer tournaments

Nearly 300 of the firm's professionals participated in the various soccer tournaments organized throughout the year in different offices.

Two 7-a-side football marathons were organized in Madrid, with the participation of more than 120 professionals. Both tournaments were held at the Golf Santander & Sports facilities and consisted of preliminary rounds, semi-finals and finals. An indoor football tournament was also held in Madrid between

May and September, with the participation of more than 50 of the Firm's professionals, divided into 9 teams.

Meanwhile, three other offices organized mixed soccer tournaments during the year. Nearly 60 of the Firm's professionals participated in the internal mixed soccer tournament in Bogota, while in Lima and London, more than 30 Management Solutions professionals participated in the internal leagues organized by the Firm's Sports Club.

Third Beach Tennis championship, Brazil

The Brazil Office Sports Club organized its third mixed beach tennis championship in São Paulo, with the participation of about 60 professionals.

Pickleball introductory tournament, USA

The Boston Office Sports Club held an introductory pickleball tournament with the main objective of encouraging participation and learning among players, with more than 20 professionals participating.

Pickleball is a very dynamic and fun racquet sport that combines elements of tennis, padel tennis, badminton and table tennis, and has been very successful in the United States.

Beach Volleyball tournaments, Colombia and the Netherlands

More than 50 Management Solutions Bogota professionals participated in the first edition of its mixed beach volleyball championship. Meanwhile, the Amsterdam office sports club

held its second championship with the participation of nearly 50 of the Firm's professionals.

Ecuavóley tournament, Ecuador

The professionals in the Ecuador office organized their first ecuvóley (a very popular volleyball variant in the country) tournament.

Chess tournaments

For the second consecutive year, the sports clubs of the German and Dutch offices organized an interoffice online chess tournament for the Firm's professionals, allowing participants to demonstrate their strategic skills on the chessboard. Each office held its own championship, and the winners from both

IBERO University Tournament, Mexico

Two men's teams and one women's team, made up of Management Solutions professionals in Mexico, participated in the second edition of the Corporate Soccer Tournament organized by IBERO University in Mexico City, in which more than 10 companies participated.



Women's soccer team, IBERO Tournament, Mexico

Well-being of our professionals

countries competed in the online grand final, with the German office winning the tournament.

Following the success of the tournament, a global competition was launched in which professionals challenged each other by geography, with the final phase to be held in 2025.

Golf tournaments, Spain

Management Solutions organized two new editions of its Internal Golf Tournament in 2024, aimed at the Firm's professionals and their families, with the participation of 40 players each.

Multisport and team building days

During the year, several conferences were also organized so that professionals who do not usually practice sports could share experiences by participating in leisure and recreational activities, always with the aim of promoting physical activity.

For example, professionals from both the United Kingdom and the Netherlands participated in multi-sport and skill days that included physical and mental challenges, as well as traditional games and some team-building games.

In Peru, a multisport day was organized in which more than 100 professionals from the Lima office participated in mixed activities related to soccer and volleyball.

External competitions

The Sports Club also sponsors the participation of Management Solutions teams in inter-company leagues and tournaments, as well as participation in multiple races organized in different countries.

For example, the Firm participated in the third edition of the Golf Santander & Sports Challenge held in Madrid, an inter-company "Olympics" in which more than 900 people from 22 companies took part. The Management Solutions team, which had won the two previous editions in the overall ranking (which takes into account the results obtained in 8



Winners of the Inter-Company Paddle Tennis League Santander & Sports Golf, Spain

Management Solutions wins Fasescolda's chess tournament

Fasescolda (Federation of Colombian Insurers) organized a Sports and Cultural Meeting with the aim of integrating the employees of insurance companies and other service companies present in the Colombian market through the practice of sports, recreational and cultural activities, which included tournaments in different sports disciplines.

A group of professionals from the Firm participated in the chess tournament of the Meeting, which was attended by more than 50 players and ended with the victory of David Moreno, a Management Solutions professional, after six competitive rounds.



Fasescolda's chess tournament, Colombia

different sports disciplines), won in swimming and placed highly in the relay race and in both men's and women's padel.

On the other hand, teams from the Firm continued to participate in inter-company tournaments in sports such as padel (where the Firm's team in Madrid won the Santander & Sports Inter-company Padel League) and soccer (in inter-company leagues such as those in Santiago de Chile, Lima, Amsterdam, Milan, Bilbao and Madrid).

In terms of races, more than 150 of the Firm's professionals, divided into 50 teams, participated in the Carrera de las Empresas de Madrid, a sporting event for teams of 2, 3 and 4 people.

In Frankfurt, a group of the Firm's professionals represented Management Solutions in the J.P. Morgan Corporate Challenge. In Mexico, Management Solutions professionals participated in the Ibero 2024 Athletic Race, organized by the Ibero-American University in Mexico City, and in the BBVA Race (Brenda Guerrero, a professional from the Firm, finished third in the 10k race in both events).

Also, 133 professionals from the São Paulo office participated once again in the 30th Pão de Açúcar Race which, on the occasion of its thirtieth anniversary, changed the traditional relay format for races of 5, 10 and 21 kilometers.

In addition, many of the Firm's professionals participated in various charity races held in different countries, such as the "Run for a Cause" race organized by the Entreculturas Foundation (in Madrid and Barcelona), "Madrid in March Against Cancer" and "Barcelona in March Against Cancer", organized by the Spanish Association Against Cancer; the 11th Down Madrid Race, organized in Spain; the "Cancer Research UK Winter Run" held in the United Kingdom; and the "Somerville Road Race" in the United States.



Management Solutions team at the 3rd Santander & Sports Golf Challenge, Spain

Management Solutions participates in the Corporate Cross Duathlon

Two professionals from the Madrid office represented Management Solutions in the first edition of the Corporate Cross Duathlon, organized by Banco Sabadell at the Casa de Campo in Madrid.

The race, organized by Banco Sabadell with the aim of promoting and enjoying teamwork, brought together almost 600 duathletes in its first edition.

Almudena Rodríguez-Curiel and Natalia Outón were in charge of representing Management Solutions in the corporate category, completing the two running segments and the MTB course of the Open race.

Employee support services

The main purpose of our Internal Corporate Departments is to generate value for the Firm

Support areas

The main purpose of the Firm's Internal Corporate Departments is to generate value for the Firm. This value generation largely focuses on providing efficient administrative and support services to all professionals. Although some of these services have already been described in previous sections, they include other areas such as Information Technology, Documentation and General Services.

Information Technology

The Information Technology area aims to provide the Firm with the technology (applications, systems and communications) required for developing and supporting the business under four fundamental criteria: security, functionality, mobility and connectivity, all of this is under the principle of maximum efficiency.

The Firm's professionals have tools that allow them to work and access information quickly and securely in different environments: at Management Solutions' offices, at our clients' offices, from their own home or from transit locations (airports, hotels, etc.). Having this technology has been particularly important since 2020, with the travel restrictions and distancing measures imposed by the pandemic, and has enabled the implementation of flexible work formulas for the Firm's professionals.

In addition, this year, together with Microsoft, the evolution of the Firm's technological platform has been further developed, taking advantage of cloud opportunities with the highest quality, functionality and security, through the use of the most advanced applications and services in these areas.



Miami office, United States



Madrid Office (Bilma Business Center), Spain

Documentation

Knowledge sharing is very important at Management Solutions. Providing access to information is an essential element of support enabling our professionals to efficiently undertake their projects. The documentation service organizes the information generated, making a distinction between internally produced and third party documentation:

- ▶ Internally produced: legislation and regulatory documents, training courses, presentations, in-house publications, macroeconomic outlook reports, etc., available via the corporate Intranet.
- ▶ Third party documentation: books, publications and specialized information sources, available upon request from the Firm's Library Services.

Infrastructure and General Services

Infrastructure and logistics management, graphic design, translation, etc., are services that complement all the above and are aimed at facilitating the work of Management Solutions' professionals.

The work of the infrastructure team is necessary to efficiently manage the opening and start-up of new offices or the expansion of existing ones. In this regard, three new offices were launched in 2024 on three continents: Vienna (Austria), Abu Dhabi (United Arab Emirates) and Miami (United States); and work was completed on the expansion of the Torre Picasso offices and the Bilma Business Center (Madrid, Spain), Amsterdam (Netherlands) and Frankfurt (Germany).

Cybersecurity Information Disclosure

The Firm's IT security begins with its professionals. To improve it, training and dissemination in security and business continuity is a priority.

For this reason, the Firm has continued with its cybersecurity outreach plan, which includes videos on key aspects in this area, such as password security, methods for sharing information securely, recommendations for responding to incidents, the Firm's Information Security System and the physical security of corporate devices.



Corporate agreements

Every Firm employee is entitled to certain benefits through their employment at Management Solutions.

Access to special deals on banking services for groups

The Firm provides its professionals with some of the best deals on banking services available for groups, including special conditions for salary bank accounts, cards, loans, mortgages, virtual banking, etc.

Credit card

Two agreements are in place to enable Management Solutions' professionals to access credit cards that are totally free of charge and offer special terms regarding payment, credit limits, insurance and other advantages.

Travel agent

Management Solutions' professionals can benefit from a number of advantages and exclusive prices, both with regard to business trips and to personal travel and vacations. This service is managed through the Intranet and via a site customized for Management Solutions by our supplier.

Corporate wellness

Management Solutions professionals' can take advantage of a program that allows them access to gyms and other corporate wellness facilities at advantageous conditions.

Other offers

Apart from the corporate agreements, Management Solutions frequently receives offers addressed to its employees from financial institutions, car dealerships, fitness centers, cultural institutions, restaurants, service companies, etc.

Internal communication

Internal communication is a key element in integrating all Management Solutions professionals

Internal communication is not just about conveying corporate messages, but is an element of cohesion and integration among the Firm's different offices and areas.

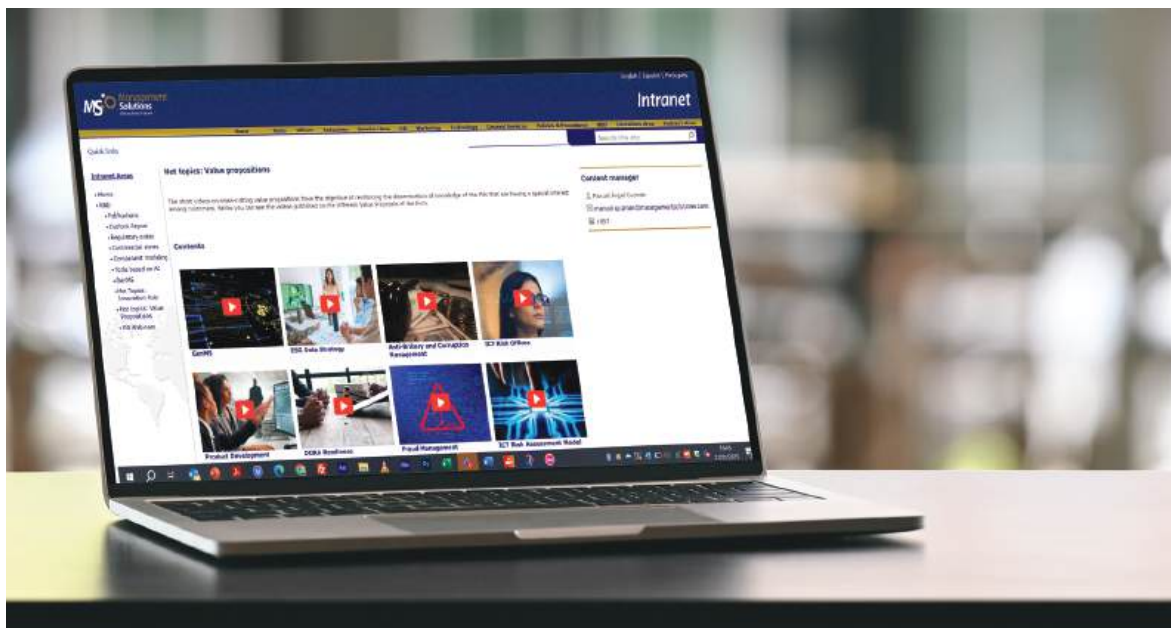
Corporate Intranet

Provides the main channel for internal communication other than electronic mail, and is updated, maintained and improved by the Marketing and Communication Area.

Our VPN (Virtual Private Network) connection and the recently launched MDM (Mobile Device Management) software for BYOD mobile devices enable all Management Solutions professionals to access the corporate intranet from anywhere in the world without having to be physically in the office.

Our Intranet contents, which are translated into three languages (Spanish, English and Portuguese), cover many topics. Some of the most significant are the following:

- ▶ News: current news concerning both the Firm (key projects, new clients, links with universities, events, etc.) and industries or areas of activity in which we operate (selected and summarized by our R&D Department).
- ▶ Financial and macroeconomic information on the main countries in which we operate: data on daily movements of major stock price indices, daily interest rates and exchange rates, GDP, inflation, etc.
- ▶ Documentation: documents on rules and regulations, training courses, presentations, internal publications and reports, corporate policies, etc.
- ▶ Access to corporate applications.
- ▶ Access to personal information: project assignment, payroll, personal account, etc.
- ▶ Information related to Internal Corporate Departments (People, Marketing and Communication, General Services and Infrastructure, Technology, etc.).
- ▶ Information on R&D: information on ongoing initiatives developed by the R&D Area, (and in particular AI prototypes and solutions at the service of professionals), direct access to publications, business reports and other regulatory notes published by this area, as well as a new section on trending topics regarding innovation and regulation.
- ▶ Information, content, photographs, etc. on activities organized by Social Action or the Sports Club.





Committed to our professionals

Internal communication

During 2024, and always acting under a continuous improvement approach, new developments have been introduced with the aim of facilitating the Firm's professionals' access to information and/or procedures of interest, as well as improving the organization of corporate information and documents (for example, in the areas of industries, service lines or regulatory notes). Among others, it is worth highlighting the creation of a Corporate Policy Chatbot, a new application based on GenMS, Management Solutions' generative artificial intelligence, which allows the Firm's professionals to resolve their doubts regarding corporate policies.

Global Yearly Meeting

Management Solutions' main internal communication event is its Yearly Meeting. This is an annual global convention that brings together a large part of the Firm's professionals and is held in July in Madrid, marking the close of our fiscal year.

At this annual meeting, the partners offer Management Solutions' professionals a summary of the results for the fiscal year, the milestones achieved and the challenges for the upcoming year, all grouped according to our six

strategic pillars: diversification, profitable growth, R&D innovation, human resources management, communication, and organizational flexibility.

Our Yearly Meeting includes the participation of some of our main clients' CEOs, directors and top executives as well as representatives from the academic and institutional world.

This gives our professionals the opportunity to listen to different approaches and perspectives on areas related to their activity, delivered by top leaders of great prestige.



Global Yearly Meeting, Spain



Yearly Meeting United Kingdom

Yearly Meeting 2024

Under the theme "Problem solving", Management Solutions held its Yearly Meeting 2024 on July 19 at the Royal Theater in Madrid, attended by more than 1,600 professionals from the Firm's different offices.

As on previous occasions, the meeting reviewed the Firm's achievements in the fiscal year 2024 and set the challenges for fiscal year 2025. The event also included the participation of Mr. Óscar García Maceiras, CEO of Inditex, as guest speaker, who explained the keys to the successful business model of this great international leader in the fashion business.



Guest speakers at previous Management Solutions Yearly Meetings

Yearly Meeting 23. Royal Theatre

Mr. José María Fuster, Honorary Academic Member of the RAC, president of the Sicómoro Foundation for the study of complex systems, ad-honorem professor at UPM
Mr. José Francisco Duato, Member of the RAC, Professor on voluntary leave at the UPV and CTO of Qsimov Quantum Computing
Ms. Ernestina Menasalvas, Director of the iDanae Chair and Professor at Universidad Politécnica de Madrid

Yearly Meeting 22. Royal Theatre

Mr. José Bogas, CEO of Endesa
Mr. José Luis Martínez-Almeida, Mayor of Madrid

Yearly Meeting 21. Virtual event

Mr. Nuno Matos, Chief Executive Officer, Wealth and Personal Banking of HSBC
Mr. Esteban Domingo, Vice-President of the RAC, Member of the EMBO, the European Academy and of the NAS, Professor "Ad honorem" of CSIC

Yearly Meeting 20. Virtual event

Mr. José García Cantera, Global CFO de Grupo Santander
Mr. Antonio Lorenzo, CEO de Scottish Widows y Group Director Insurance de Lloyds Banking Group

Yearly Meeting 19. Royal Theatre

Mr. C.S. Venkatakrishnan, Chief Risk Officer of Barclays Group
Ms. María Dolores Dancausa, CEO of Bankinter

Yearly Meeting 18. Royal Theatre

Mr. Rafael Miranda, President of Acerinox
Mr. Michael Kemmer, Member of the Board of Directors of the Association of German Banks (2010-2017)

Yearly Meeting 17. Royal Theatre

Mr. Rodrigo Echenique, Vice President of Banco Santander, Chairman of Banco Santander Spain and Chairman of Banco Popular)
Mr. Gonzalo Gortázar, Managing Director of CaixaBank, First Vice Chairman of Repsol and Chairman of VidaCaixa

Yearly Meeting 16. Municipal Congress Palace

Mr. José María Roldán, Chairman of AEB and Vicepresident of EBF
Mr. Jaime Pérez Renovaes, General Secretary and Secretary of the Board – Head of Human Resources at Grupo Santander

Yearly Meeting 15. Royal Theatre

Mr. Teppo Paavola, Sr. EVP, GM of New Digital Businesses at BBVA
Mr. Juan Colombás, Executive director and Chief Risk Officer at Lloyds Banking Group
Mr. Víctor Matarranz, Head of Group Strategy and of the Executive Chairman's Office at Banco Santander

Yearly Meeting 14. Municipal Congress Palace

Mr. Emilio Saracho, Deputy CEO, EMEA at J.P. Morgan
Mr. Francisco Gómez, CEO of Banco Popular
Ms. Eva Castillo, Director at Telefónica

Yearly Meeting 13. Royal Theatre

Mr. Emilio Botín, Chairman of Santander Bank
Mr. Antonio Brufau, Chairman of Repsol
Mr. José Ignacio Goirigolzarri, Chairman of Bankia
Mr. Julio L. Martínez, Rector at Universidad Pontificia Comillas

Yearly Meeting 12. Municipal Congress Palace

Mr. Manuel Soto, 4th Vice-Chairman of Grupo Santander
Mr. José María Abril, Vice-Chairman of Telefónica
Mr. Antonio Huertas, Chairman of Grupo Mapfre

Yearly Meeting 11. Municipal Congress Palace

Mr. Alfredo Sáenz, 2nd Vice-Chairman and Chief Executive Officer of Grupo Santander
Mr. José Luis San Pedro, Chief Operating Officer of Grupo Iberdrola
Mr. Alfonso Alonso, Global Director of Transformation at Telefónica

Yearly Meeting 10. Municipal Congress Palace

Mr. Jorge Morán, Head of Global Insurance and Direct Banking at Grupo Santander
Mr. José Antonio Olavarrieta, General Manager of CECA
Mr. José Luis López, Vice President and Director at Banesto

Yearly Meeting 09. Municipal Congress Palace

Mr. Francisco González, Chairman of BBVA
Mr. Juan Carlos Rebollo, Director, Accounting and Control at Grupo Iberdrola
Mr. Fernando Madeira, CEO of Terra Latinoamérica
Mr. José Antonio Álvarez, CFO of Grupo Santander

Yearly Meeting 08. Municipal Congress Palace

Mr. Ángel Cano, CEO of BBVA Group
Mr. Francisco Iñiesta, Associate Director, IESE Business School
Mr. Honorato López Isla, Vice-Chairman and CEO of Unión FENOSA
Mr. José María Nus, Director at Banesto

Yearly Meeting 07. Meliá Castilla

Mr. Adolfo Lagos, General Manager of Grupo Santander
Mr. José Sevilla, General Manager, Risk Division at BBVA Group
Mr. Gregorio Villalabeitia, Vice-Chairman and Director at Telefónica
Mr. Marcel Planellas, General Secretary, ESADE

Yearly Meeting 06. Meliá Castilla

Mr. Marcial Portela, CEO of Santander Brazil
Mr. Manuel Méndez del Río, CRO of BBVA
Mr. Jorge Gost, CEO of Banco Pastor
Mr. Carlos J. Álvarez, CFO of Gas Natural
Mr. Jaime Requeijo, Head of CUNEF

Yearly Meeting 05. Congress Palace Building

Mr. Fernando Ramírez, CFO of Repsol YPF Group
Mr. Ignacio Sánchez-Asiain Sanz, CIO of BBVA
Mr. Juan Andrés Yanes, Deputy General Manager, Global Risk Division at Grupo Santander
Mr. Francisco Gómez Roldán, CEO of Abbey Nacional PLCD
Ms. Josefa Peralta, Dean of Faculty of Economics and Business, ICADE

Yearly Meeting 04. Royal Theatre

Mr. Matías Rodríguez Inciarte, Vice-Chairman and CRO of Grupo Santander
Mr. José María Fuster, CIO of Banesto and Head of Strategic Technology at Grupo Santander
Mr. Juan Antonio Hernández Rubio, CFO of Unión FENOSA
Mr. Juan Hoyos, Managing Director of McKinsey Spain and Portugal
Ms. Susana Rodríguez Vidarte, Director at BBVA Group and Dean of Deusto's Commercial University

Internal communication

Management Solutions once again neutralizes CO₂ emissions at its Yearly Meeting

In keeping with the Firm's commitment to help reduce CO₂ emissions, our Yearly Meeting 2024 (the largest and most far-reaching event organized by the Firm) was carbon neutral. To this end, we worked to minimize CO₂ emissions and, for unavoidable emissions, mitigated them by planting 288 trees in Caminomorisco (Cáceres, Spain).

The Management Solutions forest in Caminomorisco now has a total of 522 trees of native species such as pines, strawberry trees and cork oaks, which will absorb more than 130 tons of CO₂ from the atmosphere. This plantation (recognized by the Spanish Office for Climate Change) was

carried out with the Green Engine program of the Repsol Foundation in an area affected by fire in 2012 and has had a triple positive impact: social, by generating employment for local people and vulnerable groups; economic, by generating activity in the Las Hurdes region; and, of course, environmental, by recovering forest areas and biodiversity and achieving a total carbon capture equivalent to the emissions generated by the events.

The Yearly Meeting began with a review of the market environment by Mr. Ignacio Layo (Partner at Management Solutions) and continued with a presentation by Mr. Alfonso Serrano-Suñer (Chairman of Management Solutions), who, after reviewing the strategic foundations of the Firm and explaining how we solve our clients' problems through entrepreneurship, presented the progress made during the year ending August 2024, as well as the challenges for the future in terms of diversification, innovation, human resources management, profitable growth, organizational flexibility and communication.

Thanks to the close collaboration that Management Solutions maintains with the Queen Sofia School of Music, attendees were also able to enjoy musical performances and, as a final touch, Mr. Miguel Quero, Ms. Ana Serrano, Mr.



Yearly Meeting Brazil

Alberto Zaínos and Ms. Natalia Zardoya, professionals from the Firm, took the stage to perform the song with which the Management Solutions team won the inter-company singing contest "La Voz Cantante" (The Singing Voice).

Local Yearly Meetings

During the last quarter of 2024, and as a complement to the global Yearly Meeting held in July, close to 2,000 professionals participated in local Yearly Meetings held in the US, Mexico, Brazil, Ecuador, Peru, Colombia, Chile, Argentina, the UK, Germany, France, Italy, Norway, Sweden, Denmark, the Netherlands, Poland and Portugal, with the

aim of reviewing Management Solutions' local achievements in 2024, as well as each office's challenges for 2025.

These events are consolidated as a key element of the Firm's communication strategy, since they provide professionals who could not attend the corporate event with access to the same information used in the global Yearly Meeting, while adding a broader view of the local achievements of each office.



"Internal communication facilitates the cohesion and integration of all the Firm's professionals"

Internal communication has always played a fundamental role at Management Solutions, as an element of cohesion and integration and a means of transmitting our principles and values to all our professionals in all the geographical areas in which we operate.

To this end, we have an exhaustive internal communication plan whose objective is to convey to all our professionals, wherever they are and in a homogeneous and transparent manner, general information about our Firm, our culture, our strategy, our achievements, our challenges and, in turn, to attend to the specific needs of each of our offices.

Ángel Armenta
Partner at Management Solutions

