

PRESIDENT LETTER

Change through education



For yet another year, we are publishing this report as part of our commitment to transparency towards our stakeholders. In it we review the main milestones achieved in 2023, a year in which we **have met our objectives, both in the subscription and educational markets**, and in which we have made significant progress in our sustainability strategy.

This year's theme is based on **the idea of "change"**, a concept that refers to the different transformations we are undergoing and in which education plays a key role.

Firstly, **digital transformation**, which in 2023 has been driven by the rise of big data and, of course, artificial intelligence (AI). As part of our firm commitment to innovation, at Santillana we are attentive to the evolution of these technologies in order to take advantage of the opportunities they present and thus put them **at the service of a more personalized and inclusive education**.



"We have a highly committed team that works, day in and day out, to develop innovative educational solutions of the highest quality that give students greater opportunities in life."

Secondly, **the social and environmental changes taking place around the world.** The climate emergency or the increase in inequalities are issues that, as a company, we cannot ignore. **Our entire activity is based on a solid commitment to people and the environment,** which is embodied in a Sustainability Master Plan, our roadmap to contribute to the resolution of these global challenges.

At Santillana, it is clear to us that **schools are the epicenter of change.** That is where the citizens of the future study: the people who will drive the next technological innovations and those who will have to face the social and environmental challenges of the coming years. Our responsibility is to offer them an education that prepares them for this, **not only with knowledge, but also with values, skills and competencies** that will help them manage their emotions and relationships with others and their environment.

The 3,366 people who make up Santillana are convinced that, **with quality education, we can transform society** and achieve a third transformation, the one we all want: the sustainable development of the planet. This is a purpose shared by the entire workforce, which is why we have **a highly committed** team that works, day after day, to create innovative educational solutions of the highest quality that provide greater opportunities in life for the millions of students who place their trust in us.

In 2024, we will continue to work in this direction to give, from education, the definitive impetus to this change.

Francisco Cuadrado, Executive Chairman of Santillana

