

Annual report 2022

saba^o





Table of contents

Overview by the Chairman	03
Overview by the CEO	09
About the company	15
Sustainable urban mobility	34
ESG: Sustainability	57



Overview by the Chairman

Salvador Alemany

In the field of social responsibility, Saba continues to support the population affected by the invasion of Ukraine

I would like to recall, first of all, that in February 2022 we witnessed the invasion of Ukraine, a tragic military conflict that is still ongoing more than a year later, with the consequent impact on the international geopolitical and economic context. The cost in human lives that the war continues to exact must not be forgotten. From the perspective of social responsibility, Saba continues to provide aid in humanitarian corridors in countries in which we operate, such as Slovakia, or to provide emergency plans for the evacuation of children, care and assistance, through non-governmental organisations with which we regularly collaborate.

If there is just one word to define the environment in which we currently find ourselves, it is complexity. The difficulty, for example, of making forecasts regarding the impact of high inflation and interest rate rises on activity and growth, bearing in mind the diversity of factors that coexist and upset monetary policy. As I review 2022, I would like to reiterate that the company, as in recent years marked by the health crisis, has continued to operate in an environment of

uncertainty and complexity, with variables such as high inflation, the increase in the cost of supplies, raw materials and energy. And it has done so with the capacity to adapt and enhance which it has always shown, attentive to all the monetary and fiscal policies and the adjustment and stability measures which have been adopted, constantly supervising the financial and non-financial impacts. .

The salient figures for 2022 are the reflection of that management which, with hard work and success, is moving steadily forward. Thus, in an environment of recovery after a start to the year still marked by the omicron variant, and the gradual elimination of all mobility restrictions, the company faced a year in which activity was already at pre-pandemic levels and during which it managed to increase revenue to 275 million euros and EBITDA to 127 million euros.

As well as the measures for optimisation, operational efficiency, energy efficiency and expense management, there are those that allowed the company to position itself as a benchmark in the sector. And in this sense, the key driver for was the sales activity. Without a doubt, this is the mainstay, now and in the future, for the consolidation of recovery. And it is achieved with the adaptation of marketing channels (digitisation of the business, web and App) and the products (mobility is changing as are the needs, and the work of loyalty and transformation of products and subscriptions to the new reality or work and leisure is quite a challenge).

Similarly, we have maintained selective growth as one of the company's vectors, seeking new market opportunities and promoting longer average contractual

**Driving sales activity is the mainstay
for the present and future in order to
consolidate the recovery**





Saba ended 2022 with 24 new operations, located in most of the countries in which it is present

terms for the portfolio. Saba ended 2022 with 24 new operations, completed in most of the countries in which it is present, and which represent the addition of 32,000 spaces to its car park network. Similarly, the Group renewed 64 contracts, representing over 38,000 parking spaces, in all the territories in which it operates.

At the close of 2022, Saba was present in 180 cities in 9 countries (Spain, the United Kingdom, Italy, Portugal, Chile, Germany, Slovakia, the Czech Republic and Andorra) managing 333,379 parking spaces in 950 car parks. It has over 2,000 people on its payroll.

Among the most notable operations was the award of a five-year contract in the United Kingdom for the management of the car parks at Transport for London stations, the local body responsible for most of the London transport network, including the Underground, buses, taxis, trams and some train lines. The contract includes the management of 79 car parks throughout the network, with

10,567 parking spaces, all of them with a barrierless system, which makes vehicle entrances and exits more agile. This access, exit and payment method is possible thanks to the new technologies implemented by Saba in its car parks, with similar experiences in this country and in Germany.

It was in Germany, in fact, that Saba carried out the first test of barrierless technology (apart from the railway station car parks in the UK) in the city of Düren, with a capacity of 407 spaces. The rental contract for the car park of the City Galerie shopping centre (1,611 spaces) was also awarded, in the city of Aschaffenburg, where the same system has been deployed.

We continue to be active in the process of requesting rebalancing of the concessions in order to correct for the impact of COVID-19, bearing in mind that Saba continued to provide services throughout the pandemic, despite drastic traffic restrictions, since they were deemed to be essential.

The Saba group directs all its actions to becoming consolidated as a benchmark operator and reinforcing the image of car parks as hubs for sustainable urban mobility, for people, companies and merchandise, authentic essential components for regulating road congestion and as an intermodal node of the urban mobility network. Transport for London is a good example of a combination of different means of transport, where car parks are established as the point of origin and/or destination of the journey. In this way, the company demonstrated its capacity to manage all types of parking available in the market, including so-called Park and Ride, as in this case.

If we say that car parks are not part of the problems generated by traffic in cities, but are part of the solution, we are referring to strategic locations in urban centres, with capillarity throughout the city and uninterrupted service in order to work as an agent integrated in policy and in the chain of people mobility (car-sharing, electric vehicles) as well as goods (the last mile).

In the field of the last mile, Saba has maintained its commitment since 2021, when it became a shareholder, to consolidating a project such as Geever, an operator specialising in the distribution of last-mile goods, via a sustainable, efficient, local distribution model, with zero emissions.

The project mainly characterised by having a network model of local mini-hubs

**The Saba group
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becoming consolidated
as a benchmark operator
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image of car parks as
mobility hubs**



Saba Praça de Lisboa, Porto.

(43 locations, 16 of which are in Saba Barcelona Bamsa and BSM car parks), which cover areas with a maximum radius of 750 metres. Logistics takes place at night, transporting goods to the mini-hubs, and the system uses active and personal micromobility (bicycles, scooters, pushcarts, etc.) for a “local delivery service”, fully integrated into the neighbourhood and the daily life of its people. With the experience of recent years, it has been found that failed deliveries in urban logistics (packages that fail to arrive or are returned in your absence) have been reduced, thanks to Geever’s last-mile proximity model and its delivery workers’ connection with the neighbourhood.

Similarly, regarding the last mile, it should be noted that Saba continues to promote the collection of online purchases from lockers located in its network of car parks: in Italy (InPost, and Amazon in 2023), Spain (Pudo, Amazon, Inpost, and Aliexpress), UK (InPost, Amazon) and Portugal (Correios de Portugal). We have 206 lockers in these four countries.



We continue to carry out our activity within the framework of the Sustainable Development Goals (SDGs) of the United Nations

We maintain the performance of our activity within the framework of the United Nations Sustainable Development Goals (SDGs), reiterating our commitment to the territory and focused on compliance with ESG (environmental, social and governance) criteria.

Regarding the environment, we keep up the fight against climate change as part of our business strategy, with the promotion of initiatives that contribute to advancing the ecological transition and towards a low-carbon economy. For example, we managed to reduce global CO₂ emissions in 2022 by 16% over the previous year.



Saba continued in 2022 with the revision of the Crime Prevention Handbook, first approved in 2017, reviewing the respective prevention models in the Group's countries, updating the control procedures. Similarly, training actions in this field have continued to be promoted for all personnel. In terms of social action, all the commitments have been maintained and even increased, aimed at the protection of disadvantaged groups, and hospital projects linked mainly to children.

To conclude this overview, I should like to thank, on my own behalf and that of the Board of Directors, the commitment shown by all the people in the country teams that make up Saba. We bring together different exercises with enormous complexity, which have required a constant effort, a spirit of resistance and improvement. And the Saba group has managed to tackle each challenge by strengthening the company's structure and providing the business with the tools that make us a benchmark group which aspires to be one of the principal international operators.

Saba reduced its global CO₂ emissions in 2022 by 16% over the previous year

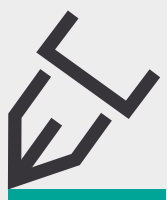
Overview by the CEO

Josep Martínez Vila



After two years marked —I would say almost exclusively— by the outbreak and evolution of the COVID-19 health crisis, FY2022 found us in a scenario not very different from the pre-pandemic period in terms of activity levels. A year in which the invasion of Ukraine continues to sow tragedy, in terms of human lives and displaced people, and still with no hope of resolution. This military conflict created a new scenario, which is still impacting us, affecting variables in our environment, especially those related to consumption, volatility in financial and commodity markets, and higher inflation, energy prices and interest rates.

In this sense, the Group works to safeguard its structure against high





energy prices, containing these increases thanks to the policy of making electricity purchases in the futures market, thus gaining stability and minimising the impact on our electricity bill. Although it is true that both the futures prices and the forecasts of most analysts in the sector coincide in reflecting energy prices, for the next 12 months, which are more favourable for economic growth, we will continue on this same path of review and stabilisation.

Similarly, in difficult times like the present, with widespread price and interest rate rises which increase financial vulnerabilities, we will examine the decisions of central banks, among other institutions, to monitor the effects of their measures.

Embarking on the summary of the 2022 financial year, worthy of note is the recovery of the positive trend of activity starting from the end of January 2022, which in the last few months of the year returned to levels close to those before the

Activity in 2022 reached levels exceeding 90% of that of 2019

pandemic, with over 90% of the activity recorded in 2019. Given a framework in which economic activity has been recovering in a non-homogeneous manner in the countries in which we operate and with the disparity in scope of international macroeconomic factors, Saba maintains current measures of strict spending control and prioritisation of investments, implemented since the beginning of the health crisis, in order to preserve the interests of the company.

At the same time, technological projects are promoted with a clear orientation: to adapt to the new needs of customers, stimulate sales and business activity and guarantee the efficient integration of new car parks in the future. The processes for requesting rebalancing

of concessions and renegotiating contracts have been maintained, as well as the search for new market opportunities, encouraging an extension in the length of the average contractual duration of the portfolio.

In 2022, Saba's short-stay activity was up 28% on 2021, approaching pre-pandemic levels, while the number of subscribers was 10% higher than the previous year and similar to that of 2019. Regarding salient figures, operating income amounted to 275 million euros, 18% higher than 2021, and EBITDA stood at 127 million euros, 23% up on 2021. Saba invested 27 million euros in FY2022.

Once again, I wish to highlight the effort made in the financial field, with exhaustive control of liquidity and of debt, which in this latter case has been brought down in spite of the exceptional situation.

In 2022, Saba successfully completed a process of renewal and extension of maturity until June 30, 2024 of existing financing in the car park perimeter in Europe (Club Deal), providing solidity and stability to the company's financial structure.

In terms of development, the company has remained active in all the countries in which it is present. In addition to Transport for London, Saba renewed the management contract in the UK for six underground car parks in the City of London, with 1,721 parking spaces, as well as the award of other contracts in hospitals (Royal United Hospitals of Bath and Royal Cornwall Hospitals NHS Trust), as well as the car park management contract for the new Unity Place offices in Milton Keynes (head office of Banco Santander in the UK), currently under construction, with 855 parking spaces.

In Portugal, Saba won the lease for the Peninsula car park in Porto (553 spaces) and the Tavira Regulated Zone (881 spaces), among others. In Chile, Saba extended the Clínica Alemana car park management contract (up to 2,745 spaces), in Santiago de Chile. Similarly, the company concluded the management contract for the operation of the car parks of the Marina group shopping centres, with close to 6,000 parking spaces in the cities of Viña del Mar, Santiago, Curicó and Concepción.



Saba Peninsula (Porto), a car park managed by Saba since 2022.

In 2022, Saba successfully completed a process of renewal and extension of maturity until June 30, 2024 of the existing financing of the Club Deal

In Italy, the most relevant event in 2022 was the inauguration of the Ospedale San Martino car park in Genoa, after two years of construction in a project undertaken by Saba. The car park has 422 parking spaces on five underground floors. It is one of the benchmark medical centres in Italy, with more than 5,000 employees and 1,400 beds. Similarly, Saba was awarded the lease contract for the Cola di Rienzo car park in Rome, with 110 spaces, and the concession for the Cattinara Hospital car parks in Trieste, with 163 spaces.

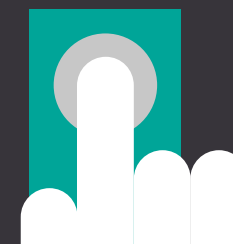
In Spain, the Seville Port Authority awarded Saba the concession for the Muelle Delicias car park (270 spaces) and concluded an agreement for the refurbishing and improvement of the Plaça d'Europa car park, in Platja d'Aro (Girona), a project in which the company has invested 1.8 million euros. With the refurbishment, the infrastructure has been equipped with an electric car charging pool powered by a photovoltaic panel canopy.

In the Czech Republic, the most noteworthy operation is the new contract for the management of the Vinohradska Hospital (425 parking spaces) in the capital, Prague, while in Slovakia up to 8 contracts have been renewed, representing nearly 3,700 parking spaces.

In terms of efficiency, operational management and quality of service, Saba's Customer Service and Control Centre (CSCC) currently has 389 connected car parks in Spain, Italy and Portugal. To strengthen the recovery, the props that the company will rely on include sales activity through the adaptation of products, recovery of subscribers, electric mobility and promotion of new digital channels and the digitalisation of processes in general.

In this regard, Saba continues to drive and boost strategic business initiatives such as the launch of payment by number plate, both for subscribers and short stays, in 72 car parks, as well as Saba business website and app expansion and e-commerce services (with remodelling and improvement of features carried out and with the integration of the regulated zone in Spain and Portugal), extending it to all the countries in which it operates, with a plan to update the UK website in 2023. Visits to Saba's web pages stand at around three million and the number of transactions at over 115,000. E-commerce sales were 53% up on 2021. At the close of 2022, the new corporate website sabagroup.com was also launched, in response to the international reality of the company, as well as its role as a sustainable urban mobility operator.

Saba continues to strengthen strategic business initiatives, such as the launch of payment by number plate



We continue working to make the car park more than just a space for cars and motorcycles, but also for bicycles and other personal micro-mobility vehicles, car-sharing and rent-a-car, in an inter-modal regime, and also with public transport. Saba must adapt to people's new habits and work to be a benchmark mobility manager, with the ambition of fostering the company's growth and opening new lines of innovation in the sector, and income diversity, which will contribute to its consolidation in the future. Here I could cite the last mile (e-commerce lockers, proximity distribution), as well as services in the actual car park: digital screens, vending machines, company fleets, vehicle washing stations, among others.

In 2022, Saba continued working on one of its strategic commitments, the electrical infrastructure, which we began in 2018. Both public and private car parks are a great opportunity for providing electric charging stations for all vehicles, private, shared

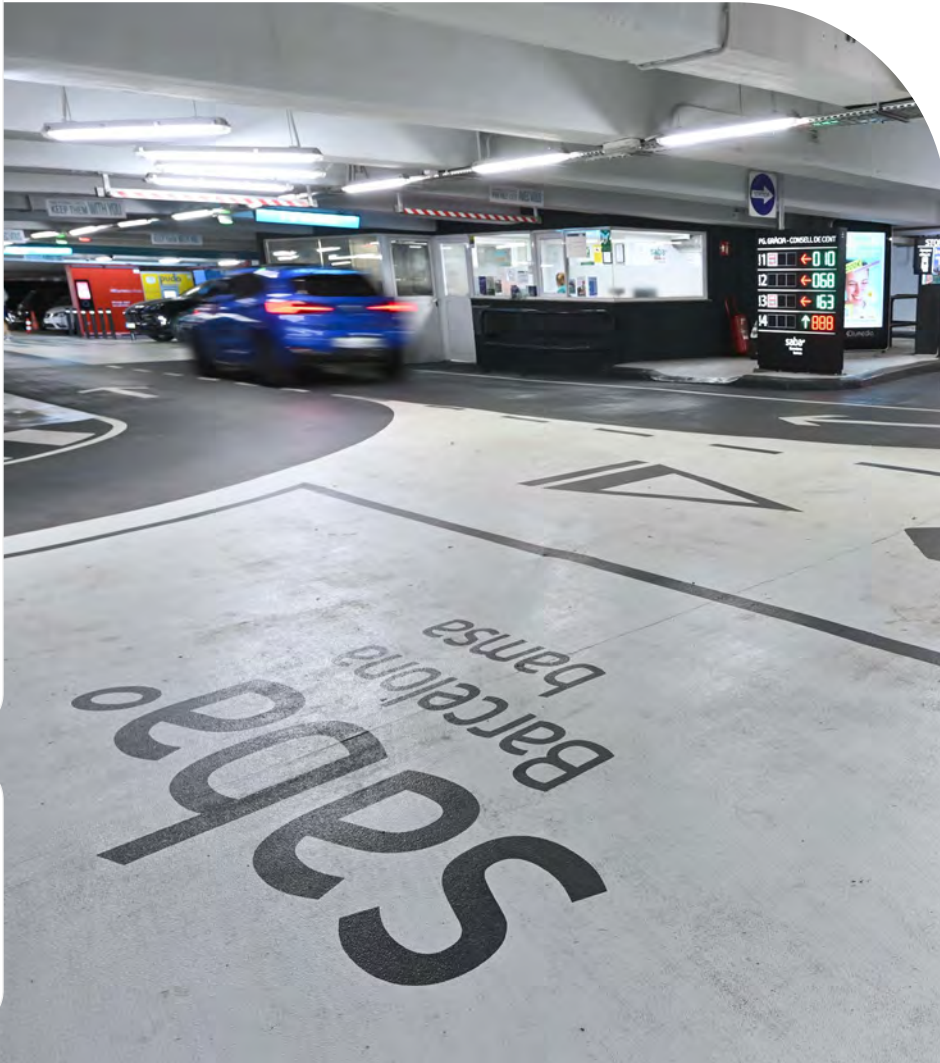
and fleets, in the various modalities: fast and semi-fast – and for all needs, whether they are isolated demand or from subscribers; in cases where the car remains overnight in the car park or is only short-stay during working hours.

With a great boost in 2022, the company has close to 600 electric charging stations (22% more than in 2021) in car parks in six countries (Spain, United Kingdom, Portugal, Chile, Italy and Germany), making it the largest electrical charging network (semi-fast and fast, for subscribers and short-stay) in the sector and with an impact on emissions savings. In the Group as a whole, a saving of 612 tonnes of CO₂ emissions was recorded in 2022. Worthy of note are the drive to launch fast charging in Spain, the growth in all markets and the effort to unify the charging model in all the countries in which we are present, adapting it to the markets.

With a great boost in 2022, the company has 600 electric charging stations



One of the 13 fast chargers (50 kWh) that the company launched last year in six Spanish cities. Saba Barcelona Bamsa Jardins de Salvador Espriu, Barcelona.



Faced with a massive implementation of the electric car, in order for car parks to have responsiveness, it is necessary to carry out forceful actions, given the limited electrical power of the facilities, which cannot be financed exclusively by private initiative. In this sense, the automotive PERTE (Strategic Project for Economic Recovery and Transformation) in Spain should include a section concerning the promotion of electric charging infrastructure. Without it, the rollout of the electric vehicle will be slower.

While it is true that digitalisation, boosting sales activity, the search for new opportunities and the provision of mobility services are among our greatest challenges, so also is continuing to consolidate a committed and convinced team to face the uncertainties that arise in our environment, the most important asset we have. I should like, on my own behalf and that of the management team, to thank and recognise the hard work, professionalism, competitiveness and management, based on essential values such as respect and inclusion.



About the company



What is Saba?

Saba, whose majority shareholder with 99.5% of the share capital, is Criteria-Caixa, is a benchmark industrial operator specialising in car park management. Saba works to adapt its infrastructures in towns and cities to the new consumer habits and to respond to the latest trends in sustainable urban mobility. It has a network of car parks converted into mobility hubs for people (electric vehicle, carsharing), companies (dynamic solutions for fleets) and goods (sustainable last-mile deliveries).

In 2022, the Group was present in 9 countries in Europe (Spain, the United Kingdom, Italy, Portugal, Germany, the Czech Republic, Slovakia and Andorra) and Latin America (Chile), with a team of 2,017 people and manages 950 car parks, with a total of 333,379 parking spaces in 179 towns and cities.

Car parks are part of the solution to the challenges cities are facing today: road congestion, CO₂ emissions, coexisting modes of transport, supersaturation of public space and the growth of e-commerce, among others. They are key pieces in urban mobility and also contribute to progress in the places where they are located.

Saba, with over 50 years of history, differentiates itself through its lines of action: technological innovation, business transformation, quality of service, operational efficiency, growth orientation and commitment to sustainability.



Technology, as a key element for the development of new products and boosting efficiency in the management of operations.



Commercial transformation, with the aim of improving services and thus being able to provide present and future solutions to customers.



Quality of service as an essential element, always putting the customer at the centre.



Operational efficiency, with continuous improvement, investments in digitisation and technology, economies of scale due to the larger size and taking advantage of the synergies of best practices that are achieved in all of the countries in which Saba is present.



Growth and development, with continuous selectivity and rigour, to guarantee the future of Saba.



And, finally, a determined will and commitment to sustainability and social action, the SDG 2030 objectives and the ESG criteria (environment, social and governance), reiterating our commitment to the territory. Saba is a member of the Global Compact.



9
countries



179
cities



950
car parks



333,379
parking spaces



2,017
people



1
Spain and Andorra

77
cities
182
car parks
74,026
parking spaces
794
people

2
Portugal

19
cities
105
car parks
37,092
parking spaces
126
people

3
United Kingdom

34
cities
474
car parks
109,495
parking spaces
398
people

4
Germany

17
cities
42
car parks
16,978
parking spaces
67
people

5
Italy

18
cities
58
car parks
28,202
parking spaces
190
people

6
Czech Republic

5
cities
37
car parks
21,739
parking spaces
34
people

7
Slovakia

6
cities
17
car parks
6,810
parking spaces
20
people

8
Chile

3
cities
35
car parks
39,037
parking spaces
388
people

Mission, Vision and Values

Saba is inspired by and bases itself on its Mission, Vision and Values to establish the guiding principles for management throughout the Group.



Mission

Provide solutions to the need for sustainable mobility, offering car park availability and complementary services to customers.



Vision

Be an international leader in the car park and sustainable mobility services sector, a benchmark in quality of service, innovation and technology.

Values

The values shown reflect the way Saba acts.



Focus on results



Continuous improvement



Innovation



Trust in People



Commitment



Customer service



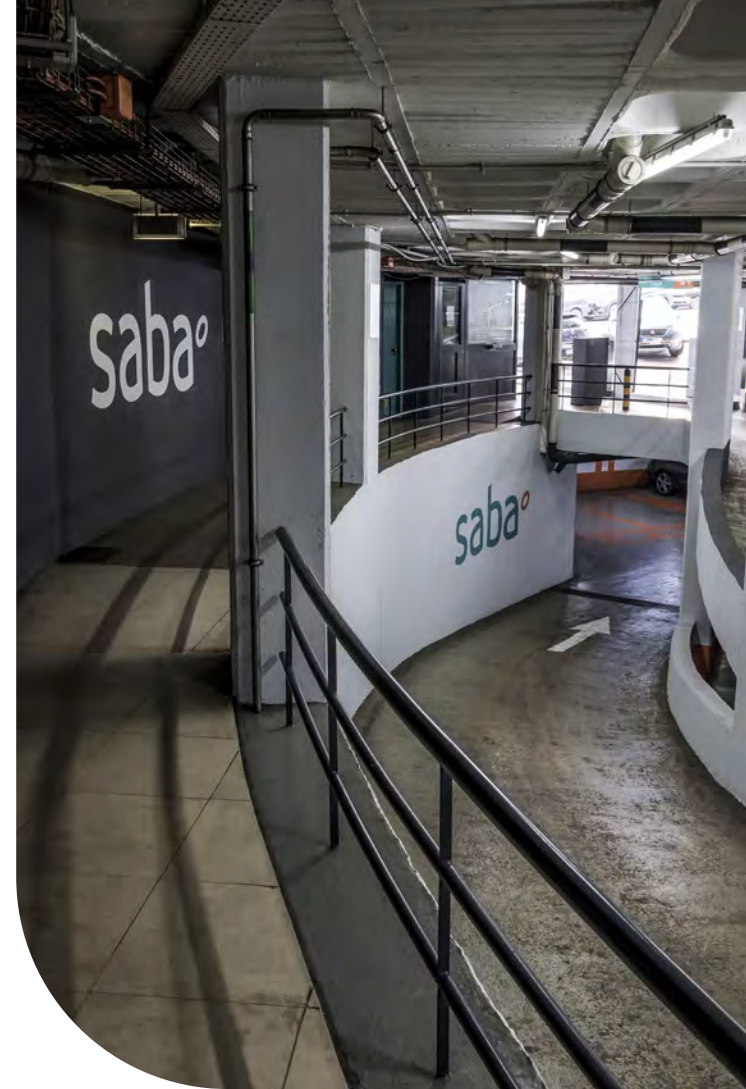
Proactivity



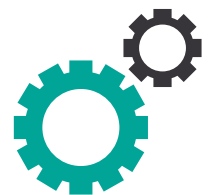
Collaboration

Business model

Saba's business is formalised through a variety of contracts (concession, ownership, rental, management), with an estimated average life of 19 years, thus guaranteeing the future of the company. With its focus on the long term, Saba strives to renew contracts and obtain new operations to extend the life of its car parks and thus have a solid basis for financing new investments. Economies of scale and a greater presence in the sector favour competitiveness and improve positioning, responsiveness and efficiency in the management of operations and investments in technology. In this sense, Saba continued to grow in 2022, despite the worldwide post-pandemic situation and the uncertain macroeconomic environment, thanks to the closing of operations, with the acquisition of car parks, the award of concession or management contracts, and collaboration with the authorities in the promotion of new car parks.



The Group has continued to grow, despite the global post-pandemic situation and the uncertain macroeconomic environment



**We strive to apply
innovation and new
business strategies to
mobility management**

Within the vision of the car park as a hub of mobility services for people, companies and goods, Saba's response to help this sustainable and efficient mobility is the Smart Parking concept, with the widest range of services, technology, innovation and smart business strategies to facilitate the best possible response to customer needs. Saba's mission is to become a leading European operator in public mobility services and infrastructure management through continuous, selective and sustainable growth.

Its industrial profile, with commitment, responsibility and active participation in management is part of the philosophy of action and development of the company, which adopts a long-term approach to the advancement of its commercial interests.

Saba works to ensure it has the most cutting-edge innovation and new sales strategies, incorporating smart services related to the mobility of people and vehicles. In this sense, Saba was a pioneer in the installation of electronic tolls (OBEs) in

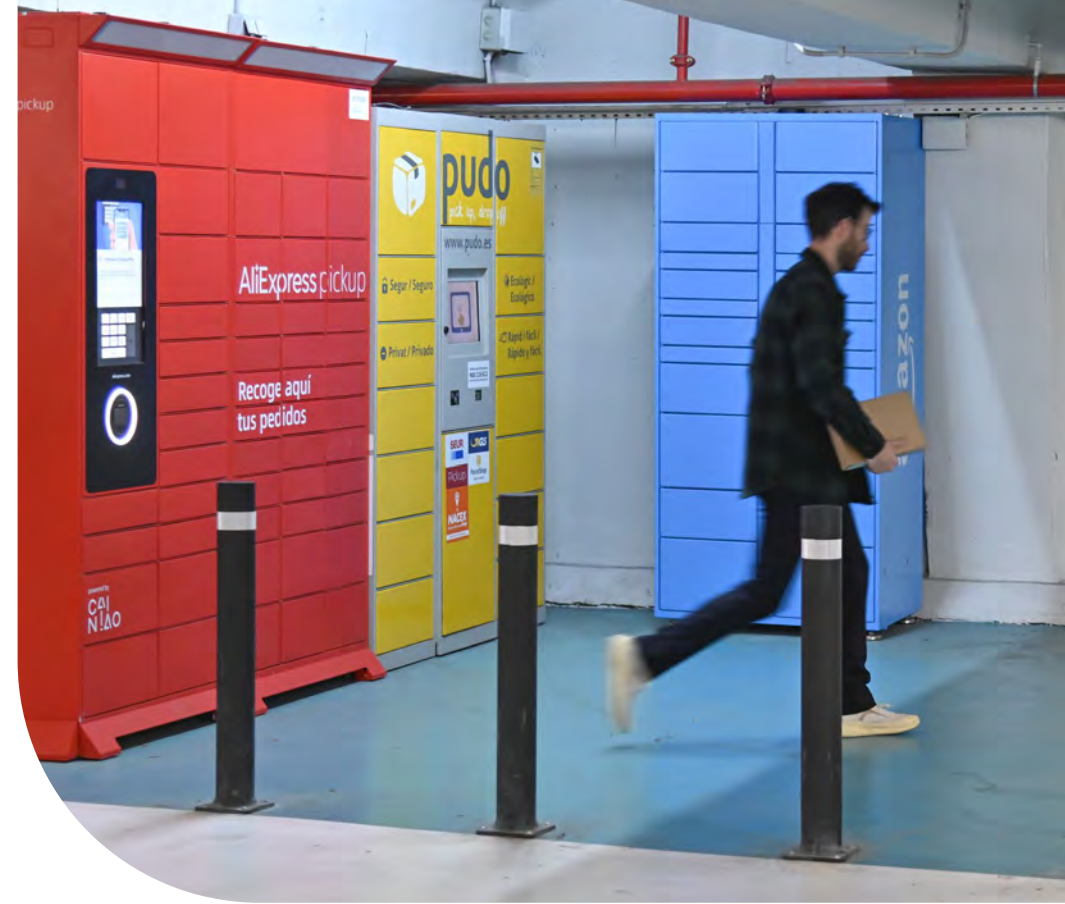
Spain (VIA T) and successfully promoted this system in Chile (TAG), Italy (Telepass) and Portugal (Via Verde), as well as in charging using QR technology. It has a website and app that has already been deployed in different countries, which allow for the sale of 100% digital products. In addition, Saba has promoted new control systems, discount automation at payment machines, number plate recognition at car park entrances/exits and the development of services associated with the car, especially for electric vehicles, and the car park (3G coverage, remote management, among others), as well as new sustainable last mile urban micro-distribution activities.





Saba conceives the car park as a hub for sustainable urban mobility services

Saba conceives the car park as a service hub in the sustainable urban mobility sector; all this within a framework of actions focusing on energy efficiency that result in greater savings and optimisation of management. Saba's corporate purpose is to be a benchmark Group in areas such as efficiency, technological innovation and proactive selling. Saba's Customer Service and Control Centre (CSCC) responds multi-dimensionally to this positioning, acting not only as a remote management centre, but also as a true "Contact Centre" with a sales vocation that allows Saba to enhance the quality of its customer service. Currently, more than 389 car parks in Spain, Italy and Portugal are connected to the CSCC .



E-commerce collection hub at Saba Barcelona Bamsa Passeig de Gràcia-Consell de Cent, Barcelona.

In this scenario of sustainable mobility, a strategic functionality for Saba is the provision of electric charging infrastructure, essential to accompany the development of electric vehicles. Car parks are also ideal locations to be used as mini-distribution hubs. Saba responds to the new needs derived from e-commerce and micro-distribution, providing the possibility of picking-up e-commerce purchases thanks to the installation of smart lockers in its car parks, with 24/7 access. With this philosophy, Saba is committed to a 100% sustainable project through Geever, a company partly owned by Saba.



Managing an uncertain international framework

After two years marked by an unprecedented global emergency due to the COVID-19 pandemic, a crisis of great magnitude erupted in 2022 with the invasion of Ukraine and the drastic reversal of the international geopolitical context, and all its subsequent consequences. From the perspective of social responsibility, Saba carries out actions to support the people and territories affected by the war.

In this framework of uncertainty we find variables with a significant economic impact, such as high inflation, the increase in the cost of supplies and raw materials, the cost of energy and the increase in interest rates. In this sense, Saba is attentive to monetary and fiscal policies and to the adjustment and stability measures that are adopted and that serve to constantly monitor the impact, both financial and non-financial, of these factors.

As an example of Saba's proactive approach, actions are developed with the aim of reducing the risks posed by high energy prices. In recent years, the Group has been able to safeguard against volatility and contain increases thanks to the policy of electricity purchases in futures markets, thus ensuring greater stability. For the coming years, work will be done to minimise price volatility.

Saba has maintained the measures of strict control of spending and prioritisation of investments implemented since the beginning of the health crisis, in order to preserve the interests of the company. Similarly, the processes for requesting the rebalancing of concessions and the renegotiation of contracts continue, based either on legal coverage or on bilateral negotiations based on the goodwill of the parties.

Just as it has done for more than 50 years, Saba will face all situations that arise along the way, with the ability to react and adapt that, for example, allowed the company in 2020 to continue operating its service while preserving the health of the team at all times. And in 2021 and 2022, with activity impacts still caused by the COVID-19 epidemic, this spirit of improvement has been maintained, working to adapt the car park to the mobility needs of customers and cities, and conceiving the network of car parks mobility service hubs for people, companies and goods.



Operator of a regulated area managed by Saba in Milton Keynes, UK.



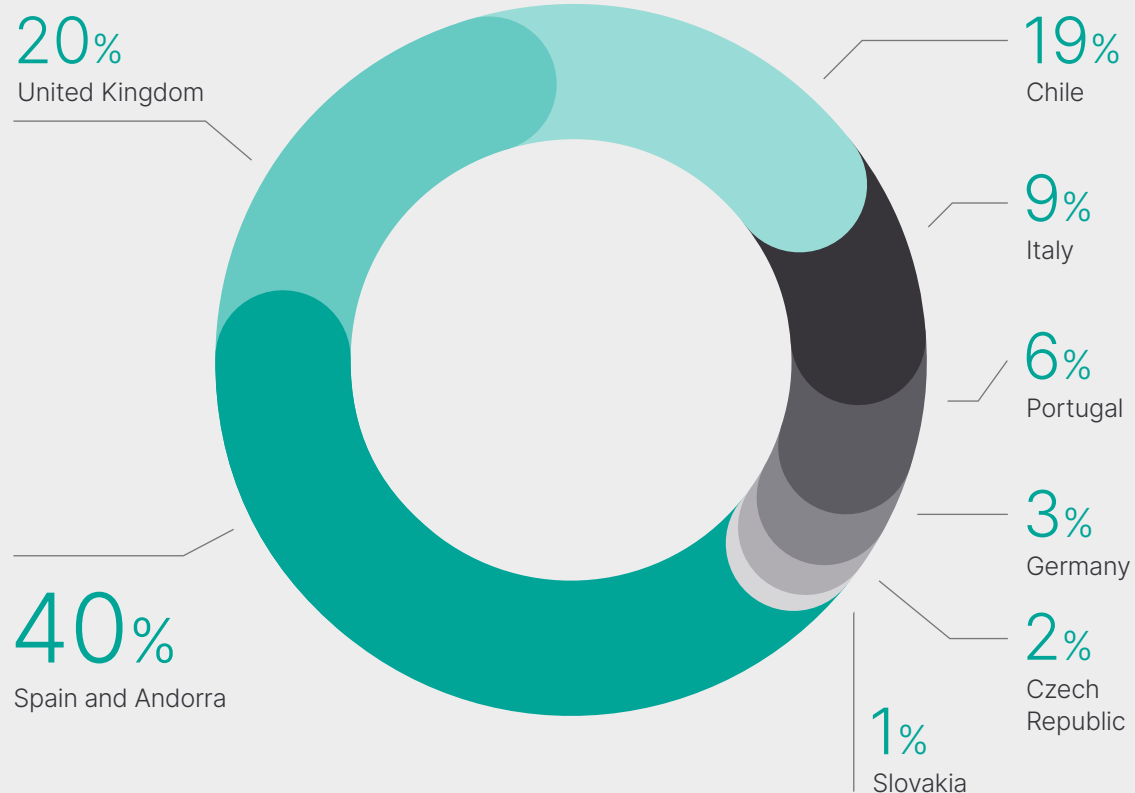
People

Saba is aware that it is not possible to create value in a sustainable manner and face the challenges and opportunities that arise in the environment in which it operates unless people's needs and expectations are taken into account. To do this, the company's strategy involves continuous dialogue and the implementation of communication channels that contribute, in this sense, to responding to these perspectives of the team, by building appropriate policies.

As of December 31, 2022 Saba's workforce is made up of 2,017 people, 32% (655) women and the remaining 68% (1,362) men. It should be noted that the percentage of employees with some type of disability at Saba stands at 2.9%, a fact that demonstrates our desire to offer equal opportunities to all talent, regardless of their personal conditions. At the close of the FY2022, the workforce with a permanent contract represented 82% of the total.

Distribution of the workforce by geographical area

As of 31 December 2022



2,017
people



82%
permanent contracts

Saba's organisational model is designed to meet the objectives of operational efficiency, constant innovation and growth, all under the premise of "Think globally and act locally", a consequence of the nature of the company's business and geographical diversification.

Saba continues to promote the commitment and performance of its employees, accompanying its transformation process with various strategic initiatives:

- **Strengthening of the transformation of corporate culture**, based on collaboration and entrepreneurship, which revolves around the set of corporate values and which generate differentiating identity traits.
- **Evolution of the personnel relationship model**: closer, promoting the empowerment and responsibility of each employee.
- **Promoting professional development and talent**, based on knowledge and the establishment of a leadership model that enables the achievement of future challenges.
- **New collaborative work schemes**, forming multidisciplinary teams which share objectives and challenges, and work with autonomy and execution capacity in order to improve quality, productivity, efficiency and commitment.
- **Adapting organisational structures** in a way that facilitates transformation.
- Ensure at all times the **occupational health and safety** of people and labour relations.

For Saba, the work-life balance is part of the strategy to facilitate the achievement of effective equality for men and women. Saba is committed to joint responsibility as a key value to be promoted in society, to achieve effective equality, by adopting measures that help to re-balance these roles. These criteria are established by the Group without distinction of gender, prioritising the same opportunities in any field of work (salary, training, promotion, development, occupational risk prevention, etc.).

On the other hand, Saba has continued deploying the project to modernise and digitise the working environment, establishing a hybrid work model in the offices, combining physical presence with remote working. Additionally, flexibility measures adapted to the particular needs of each employee have been implemented.



**Saba has continued
deploying
the project to
modernise and
digitise the working
environment**

Development



Saba ended 2022 with 24 new operations, completed in most of the countries in which it is present, and which represent the addition of almost 32,000 parking spaces to its network. Similarly, the Group renewed 64 contracts, representing over 38,000 parking spaces, in all the territories in which it operates. At the close of 2022, Saba was present in 180 cities in 9 countries (Spain, the United Kingdom, Italy, Portugal, Chile, Germany, Slovakia, the Czech Republic and Andorra) and manages 333,379 parking spaces in 950 car parks.



Saba car park at Addenbrooke's Hospital, Cambridge.

The most notable operation was the award, in the United Kingdom, of a contract for a period of five years for the management of the car parks at Transport for London stations, the local body responsible for most of the London transport network, including the Underground, buses, taxis, trams and some train lines. The contract includes the management of 79 car parks throughout the network, with 10,567 parking spaces, all of them with a barrierless system, which makes vehicle entrances and exits more agile. This access, exit and payment method is possible thanks to the new technologies implemented by Saba in its car parks, with similar experiences in this country and in Germany.

The **Saba group** directs all its actions to becoming consolidated as a benchmark operator and consolidating the image of car parks as sustainable urban mobility hubs, for people and goods, committing to intermodality as a key element of traffic management in cities. Transport for London is certainly a good example of a combination of different means of transport, in which the car park is established as the point of origin and/or destination of the journey. In this way, the company demonstrated its capacity to manage all types of parking available in the market, including so-called *Park and Ride*, as in this case.



Exterior image of the Saba Ospedale San Martino car park, opened in the Italian city of Genoa.

In Italy, the most relevant event in 2022 was the opening of the Ospedale San Martino car park, in Genoa, after a two-year construction project undertaken by Saba

In addition to this operation, Saba renewed the management contract in the UK for six underground car parks in the City of London, with 1,721 parking spaces, and the award of other contracts in hospitals (Royal United Hospitals of Bath and Royal Cornwall Hospitals NHS Trust), as well as the car park management contract for the new Unity Place offices in Milton Keynes (head office of Banco Santander in the UK), currently under construction, with 855 parking spaces.

In Spain, the Seville Port Authority awarded Saba the concession for the Muelle Delicias car park (270 spaces) and concluded an agreement for the refurbishing and improvement of the Plaça d'Europa car park, in Platja d'Aro (Girona), a project in which the company has invested 1.8 million euros. With the refurbishment, the infrastructure has been equipped with an electric car charging pool fed by a photovoltaic panel canopy.

In Italy, the most relevant event in 2022 was the opening of the Ospedale San Martino car park, in Genoa, after a two-year construction project undertaken by Saba. The car park has 422 parking spaces on five underground floors. It is one of the benchmark medical centres in Italy, with more than 5,000 employees and 1,400 beds. Similarly, Saba was awarded the lease contract for the Cola di Rienzo car park in Rome, with 110 spaces, and the concession for the Cattinara Hospital car parks in Trieste, with 163 spaces.





In Portugal, one of the most notable operations was the lease of the Península car park, in Porto, with 553 spaces and which serves a building with offices and shopping centres, as well as the Tavira Regulated Zone (881 spaces) and the Campanha Intermodal Terminal (230 spaces), among others.

In Chile, Saba extended the car park management contract for the Clínica Alemana (2,745 parking spaces), in Santiago de Chile. Similarly, the company concluded the management contract for the operation of the car parks of the Marina group shopping centres, with close to 6,000 parking spaces in the cities of Viña del Mar, Santiago, Curicó and Concepción.

For its part, in Germany Saba was awarded the rental contract for the City Galerie shopping centre car park (1,611 spaces), in the city of Aschaffenburg. In fact, Saba has deployed the first barrierless technology test in the car park in

the city of Düren, with a capacity of 407 spaces, the first test of barrierless technology (apart from the railway station car parks in the UK).

In the Czech Republic, the most relevant operation was the contract for the management of the Vinohradska Hospital (425 parking spaces) in the capital, Prague, while in Slovakia up to 8 contracts have been renewed, covering nearly 3,700 parking spaces.

Saba has tested a barrierless car park in the German city of Düren

Activity and salient figures

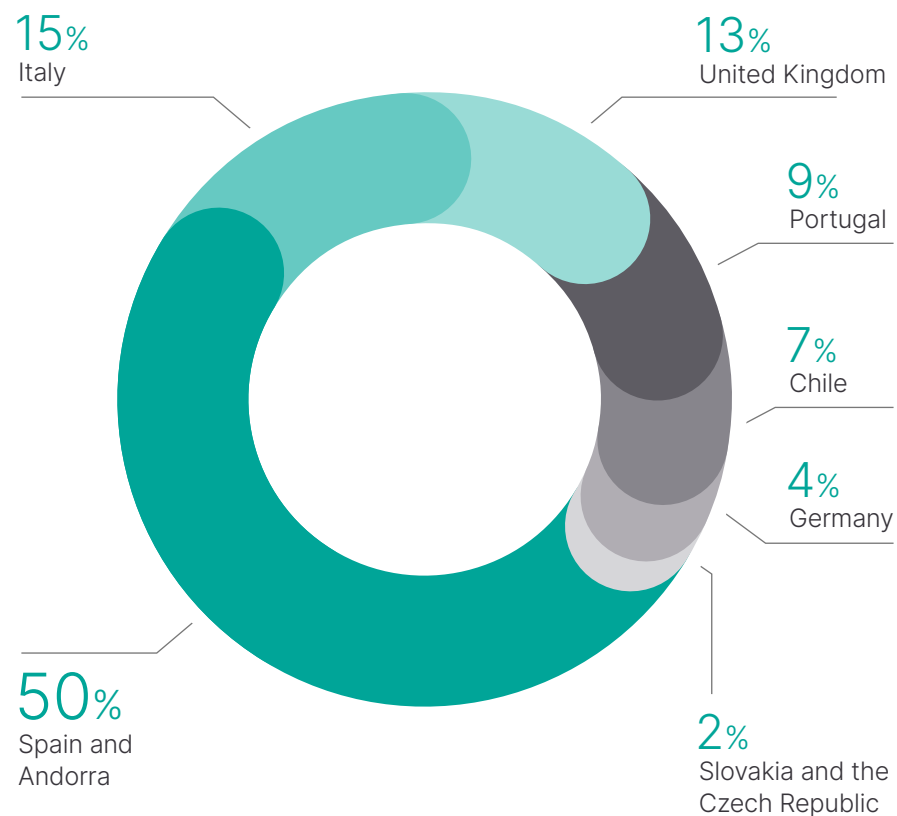


The 2022 financial year still started off with a certain level of impact of COVID-19 on activity as a result of the bursting onto the scene of the omicron variant. However, the recovery began to be more than evident at the end of January, in parallel with the elimination of most of the mobility restrictions imposed by the authorities. The positive trend prevailed throughout 2022, with special momentum since the summer and with the achievement of 90% of the activity recorded in 2019 by the end of the year.

In short, after two years marked by the health crisis, Saba has managed to position itself, in terms of car park activity, at pre-Covid levels. Saba's short-stay activity increased by 28% in 2022 compared to 2021, while the number of subscribers grew by 10%, with both indicators being very close to those recorded in 2019.

Income distribution by country

as of 31 December 2022



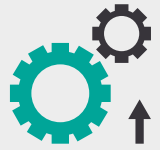
Regarding the salient figures of FY2022, operating income stood at 275 million euros, 18% up on 2021, while EBITDA stood at 127 million euros, 23% more than in 2021. Saba invested 27 million euros in FY2022.

The company has continued its efforts to increase the operational efficiency of the business, to implement initiatives that enable Saba to become a benchmark in the sector, with particular focus on new support systems, new technologies and energy efficiency, in addition to new commercial formulas and initiatives, and on conducting active contract management, focusing on growth. Regarding commercial initiatives, we continue to insist on reaching agreements in the field of new mobility uses and habits for people (car-sharing, electric vehicles, among others) and goods (last mile deliveries).

The Group's short and medium term evolution continues to be conditioned by the macroeconomic context of each country it operates in, together with local factors whose incidence is not uniform.

To these variables must be added that the economic recovery after the global health crisis has coincided with a significant increase in the price of energy and the generalised rise in inflation, which clearly affects consumption. Saba constantly monitors this situation and the potential impacts, both financial and non-financial, that the set of factors may cause.

Similarly, Saba will continue with its measures for optimisation and management of expenditure. The adaptation of sales channels, with special emphasis in the digital area, and products to meet current needs, especially those aimed at meeting new needs in the post-pandemic period (e.g. remote and flexible working), confirms a line of work aimed at continual improvement that should translate to greater profitability. The traditional policies of selective growth, based on profitability criteria and economic and legal certainty, as well as actions aimed at efficiently managing operations and technological innovation, continue to be Saba's principal lines of action.



Efforts have continued to increase the operational efficiency of the business

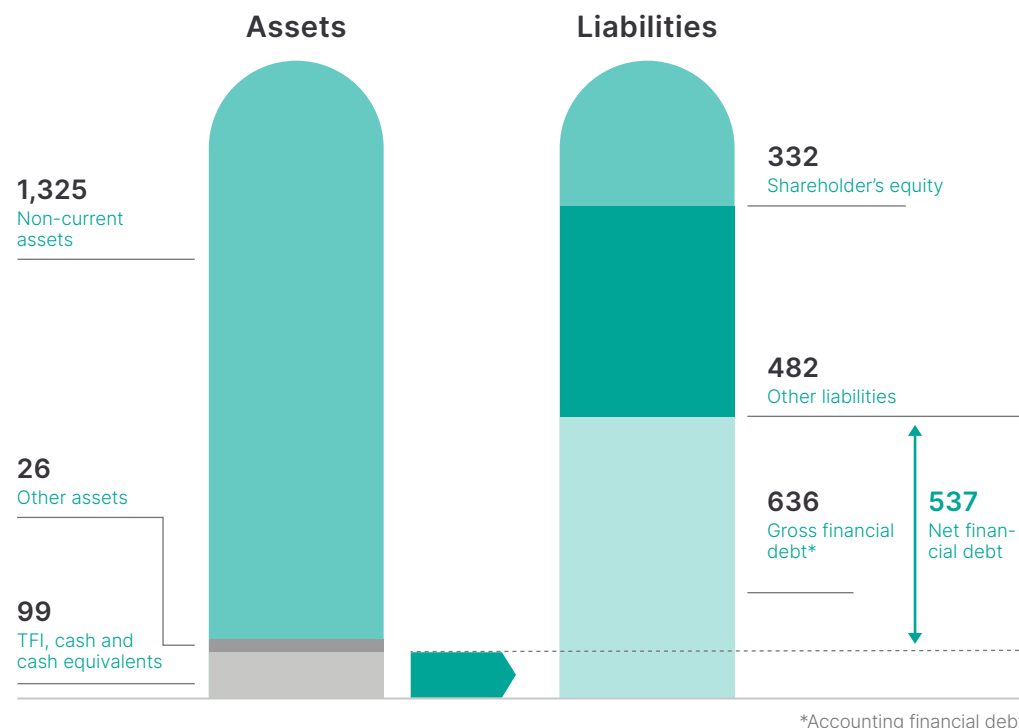
The company has proven its solvency and resilience in a complex macroeconomic context

In the financial field, cash control continued throughout 2022 and remains stable, and debt was even reduced, despite the current macroeconomic context. In this context, in 2022 the Group proceeded to novate the Group's principal financing contracts, the financing contract with a syndicate of banks at the level of Saba Aparcamientos, in the perimeter of car parks in Europe, and the loan contract subscribed with the shareholder CriteriaCaixa at the level of Saba Infraestructuras, in both cases by extending its maturity to June 30, 2024.



Consolidated balance sheet

Millions of €
as of 31 December 2022





Board of Directors

as of 31 December 2022

Chairman

Salvador Alemany Mas — Appointed 14/12/2011

Chief Executive Officer

Josep Martínez Vila — Appointed 14/12/2011

Members

Marcelino Armenter Vidal — Appointed 31/10/2019

José Manuel Basáñez Villaluenga — Appointed 14/12/2011

Óscar Valentín Carpio Garijo — Appointed 31/05/2017

Estefanía Collados López De María — Appointed 19/06/2013

Adolfo Feijóo Rey — Appointed 31/10/2019

Alejandro García-Bragado Dalmau — Appointed 12/06/2018

Juan José López Burniol — Appointed 14/09/2018

Maria Dolores Llobet María — Appointed 14/12/2011

José María Mas Millet — Appointed 14/09/2018

Elena Salgado Méndez — Appointed 22/06/2020

Joseph Zacharioudakis — Appointed 22/06/2020

Secretary (non-Board Member)

Carlota Masdeu Toffoli — Appointed 14/09/2018

Non-Executive Vice-Secretary

Silvia Medina Paredes — Appointed 14/09/2018

Management Team

as of 31 December 2022



Chairman

Salvador Alemany Mas

Chief Executive Officer

Josep Martínez Vila

Car parking business Spain

Jordi Díez

International Car Parking Business

Josep Oriol

Economics and Finance

Josep Maria García

People and Organisation

Clara Alonso

Technology and Systems

Joan Manel Espejo

Technical

Amadeu Martí

General Secretariat and Legal Department

Carlota Masdeu

Business Development, Planning and Control

Miguel Ángel Rodríguez

Communication and Institutional Relations

Elena Barrera

Country managers

Italy

Alberto Ceccarelli

Czech Republic and Slovakia

Mario Grega

United Kingdom

Phillip Herring

Portugal

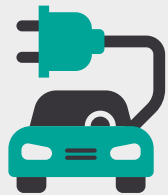
Marco Martins

Germany

Rainer Schneider

Chile

Christopher Wagener



Sustainable urban mobility

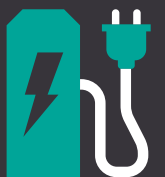


Sustainable service hub for people, companies and goods

Saba aims to be part of the solution to the current needs of cities and their inhabitants. Because its car parks are intermodal nodes where customers can leave their private vehicle to opt for public, shared or individual mobility transport; an environment where the vehicle can be safely left, freeing up the public space occupied by the car park for the citizens; nodes that act as small warehouses for sustainable last-mile delivery; the place for charging electric vehicles and, now, the showcase where you can find any shared mobility service.



Geever's last-mile delivery micro-hub and lockers for e-commerce purchases in Saba Barcelona Bansa Diputació, Barcelona.





Services



Electric vehicles

600 charging stations in 6 countries

In 2022, thanks to the charging carried out in the Saba network, the emission of 612 tonnes of CO₂ was avoided.



Carsharing and rent-a-car

Over 3,000 parking spaces in 3 countries

Saba increases the space for these services and facilitates the electrical transition of the operators.



The Last Mile

Geever Experience: 43 mini-hubs in Barcelona

Emission-free, scalable model to take advantage of strategic locations.



E-commerce lockers

More than 200 lockers deployed in 4 countries

A sustainable solution that demonstrates the potential of the car park to host value-added services.

Technology



Electronic access, exit and payment

Number plate recognition (Ticketless), QR and OBE

Increase in active customers and operations in all Saba's markets.



Web and e-commerce App

Digital sales up 53% in 2022

Growth in all countries and consolidation of the Saba App.



Coverage

A fundamental element for the deployment of high added value services and products

The entire car park.



Remote management

Nearly 400 car parks connected in 4 countries

Serving more than 125,000 customer service requests in 2022.

Ticketless number plate recognition gains momentum

Using the vehicle's number plate as a method of car park access, exit and payment is becoming more and more common for Saba customers in different countries. The company introduced this service in 2020 and now has 72 car parks in Spain with so-called ticketless technology, with more than 26% growth over the last two years.

Among the advantages of number plate recognition, is the improvement in the flow of access to and exit from the car park (especially relevant in facilities that register a large influx of vehicles at peak times), as well as the possibility of getting to know the customer better and promoting new loyalty programmes. Offering the best customer service by making parking even easier.

Number plate recognition in 2022



72
car parks
+12.5%



+169%
operations

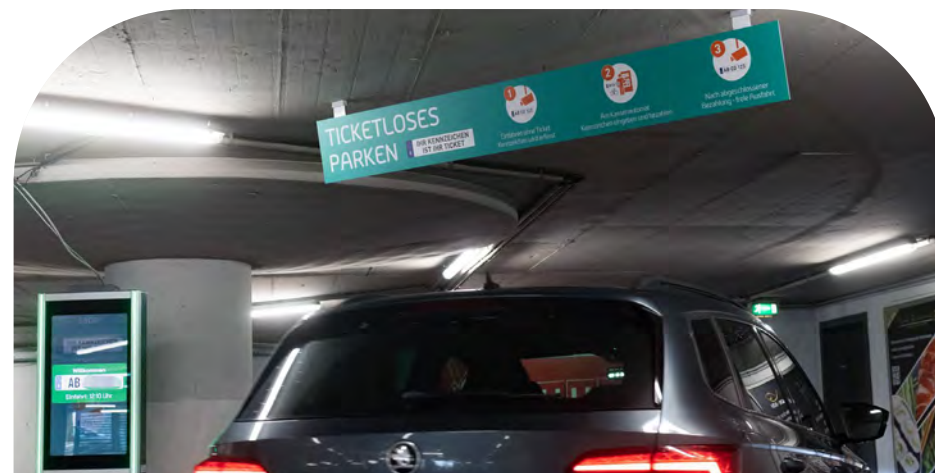


+148%
active customers

And while the usage dynamics are the same as with the OBE (VIA T, Via Verde, Telepass, TAG, etc.), a customer who chooses number plate recognition can take advantage of greater benefits, such as the possibility of reviewing their car parking stays at any time through the app or the possibility of having more than one vehicle associated with their bank card; the payment method to which the service needs to be linked once recorded. From that point, a 100% digital customer experience opens up, eliminating queuing or going to the payment machine, which is environmentally sustainable and does not require physical interaction with any item in the car park. In addition, unlike the OBE, it eliminates the figure of the intermediary, since the relationship is limited solely to that between the customer and Saba.

Number plate recognition improves the flow of access and exit from the car park and lets you to get to know the customer better

In 2022 the service was consolidated in Spain with notable growth in operations (169%) and active customers (148%), although its use will receive a definitive boost in 2023 following the launch of an ambitious sales campaign (Saba Ticketless) last December. The effects of this have already been noticed in the first few months of this year, indicating record numbers of monthly stays and billing, up by a factor of three compared to 2022.



Barrierless experiences in Germany

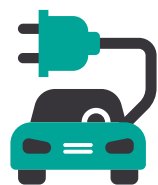
Following deployment of the service in Spain, Saba is working for this technology to reach the entire network. At the moment, similar experiments are being made in car parks in the UK and Germany. It was in the city of Düren, in the state of North Rhine-Westphalia, that Saba introduced barrierless service in its Schützenstrasse car park, with 407 spaces, and more recently, in the City Gallerie car park, in Aschaffenburg.

The central and northern European countries are especially suitable for deploying number plate recognition, since they have more experience in similar mobility services. In this case, a different operation is applied to that of Spain (based on the Saba App as a method of registering and paying for the service), working in coordination between the car park and the Customer Service and Control Centre (CSCC) which the company has in the city of Hildesheim.

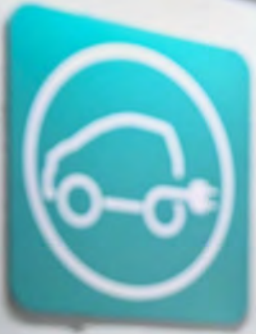
A firm commitment to electric vehicles

At the close of 2022, the company had close to 600 charging stations in 6 countries, 22% up on the previous year. This sustained growth is a reflection of the company's desire to promote the deployment of electric vehicles in all its modalities, following European and local directives in each country.

Car parks provide a great opportunity for offering electric charging point infrastructure, for all vehicles, private, shared and fleets, in the various modes: fast and semi-fast – and for all needs, whether they are isolated demand or from subscribers; in cases where the car is in the car park overnight or remains there while its owner works.

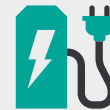


Car parks present a great opportunity for providing electric charging infrastructure points



This is a major strategic commitment for Saba, a service in which the company has been innovating since 2018. It currently has one of the largest networks in the sector, with the capacity to respond to the future of the electric automotive industry. In addition, Saba launched ParkElectric on the market in 2020, the first product that facilitates charging for users who do not have a private charger for their electric vehicle at home. With ParkElectric, Saba manages not only to meet the demand of short-stay customers, who can make ad-hoc use of the chargers, but also that of its subscribers, by offering a linked charging service.

Upward trend in 2022



600

charging stations
+22%



818,000

kWh delivered
+290%



6

countries

In **Spain**, Saba has expanded the charging network by 17% and expects to reach the figure of 600 electrified parking spaces during 2023. For this, the company continues to count on subsidies from the new MOVES III plan for aid to electric mobility. Similarly, the number of both the kWh delivered and the kg of CO₂ avoided through charging carried out in the 60 car parks offering the service have doubled. In 2022, the 13 fast charging points (50 kWh) in 6 cities also began to operate, and their use will be consolidated in 2023.

The charging network in the **United Kingdom** has doubled following the award in 2022 of the car parks at the Transport for London (TFL) stations, which Saba began to operate in January 2023. In this country, the company provides a mixed relationship model with various electricity providers and is working to reach a framework agreement to unify the service under a single operator.

The current charging network in **Portugal** now stands at 98 places, 32% up on 2021. Delivery services have also increased considerably in terms of kWh, a trend that grows year after year with the gradual electrification of the mobile fleet. In 2023 Saba will work together with EDP to expand the network with 20 new electric charging points.



- ① Fast charging station located in Saba Garagem Sá da Bandeira, Porto.
- ② Parking spaces for electric vehicles in Saba Plaça d'Europa, Platja d'Aro (Girona).
- ③ Opportunity charging pool, or short-stay charging, at Saba Pedro de Valdivia, Santiago de Chile.



In **Italy**, the installation of 45 charging points in 15 car parks was completed in 2022 following an agreement reached with Enel X. The chargers will come into operation during the first half of 2023 and the company is already working to expand the network in the future. In turn, Saba has an agreement with the mobile charging company E-GAP in the Saba Comasina car park in Milan. This innovative service, called off-grid charging —i.e., independent with zero impact on the urban power grid—, allows an electric vehicle user to request charging from E-GAP from the car park. A van with up to 130 kWh of batteries will drive there, allowing the vehicle to be charged quickly and safely.

Chile has consolidated in 2022 the electric charging platform implemented in 2021, a model comparable to that of Spain, also following an agreement reached with Enel X. The 30 charging points, spread over 10 car parks in Santiago, have received interest from both private customers and mobility companies. In 2023, the company is working to complete an agreement with a major delivery company for the exclusive use of up to 21 chargers.

Germany consolidated the use of 16 chargers in three Group car parks in 2022, reaching a level of activity data to that of the other countries. In 2022, half of new vehicle registrations in the country were for pure electric vehicles or plug-in hybrids, an upward trend for which Saba wishes to be prepared.



A solid electric charging network in 6 countries

	Charging stations	Car parks	Service provider
Spain	317	60	Enel X
UK	148	48	Various operators
Portugal¹	98	28	EDP and GALP
Italy²	49	16	Enel X and E-GAP
Chile	30	10	Enel X
Germaⁿy	16	3	Various operators

¹ 20 charging stations soon to come into operation following the agreement with EDP.

² 45 charging points soon to come into operation following the agreement with Enel X.



General plan of the Saba Plaça d'Europa car park (Platja d'Aro), the first infrastructure of the company developed with a view to becoming self-sufficient in terms of energy.

Saba Plaça d'Europa: a pioneering car park

The company has invested almost 2 million euros in modernising its car park in the town of Platja d'Aro (Girona), one of the most popular tourist towns on the Costa Brava. With a total capacity of 1,050 parking spaces and a floor area of 35,000 m², the company has converted the infrastructure into a sustainable mobility hub with the installation of an electric charging platform under a canopy fed from 120 photovoltaic panels.

It is also the first Saba car park to use residual energy, thanks to the combination of photovoltaic panels and the installation of energy accumulators with a capacity of 50 kWh. This allows the car park to provide power to the 10 charging stations (which can be expanded in the future depending on demand) and to use the surplus to power the various operating systems.



On-demand mobility solutions

Saba has agreements with more than 15 vehicle hire and carsharing operators in various cities in Spain, the United Kingdom and Chile. These services reached 3,050 parking spaces in 2022 —25% more than in 2021— taking advantage of the capillarity of the Saba network, which allows the free-floating model, based on vehicles that can be picked up and parked at any of these hubs.

Car parks let owners conceal their cars, they facilitate efficient movement in full coordination with the other means of transport, in a regime of intermodality, contributing to thinning heavy traffic and reducing emissions.

Carsharing and rent-a-car 2022



3,050
parking spaces in
Spain, UK and Chile
+25%



>15
agreements with
operators

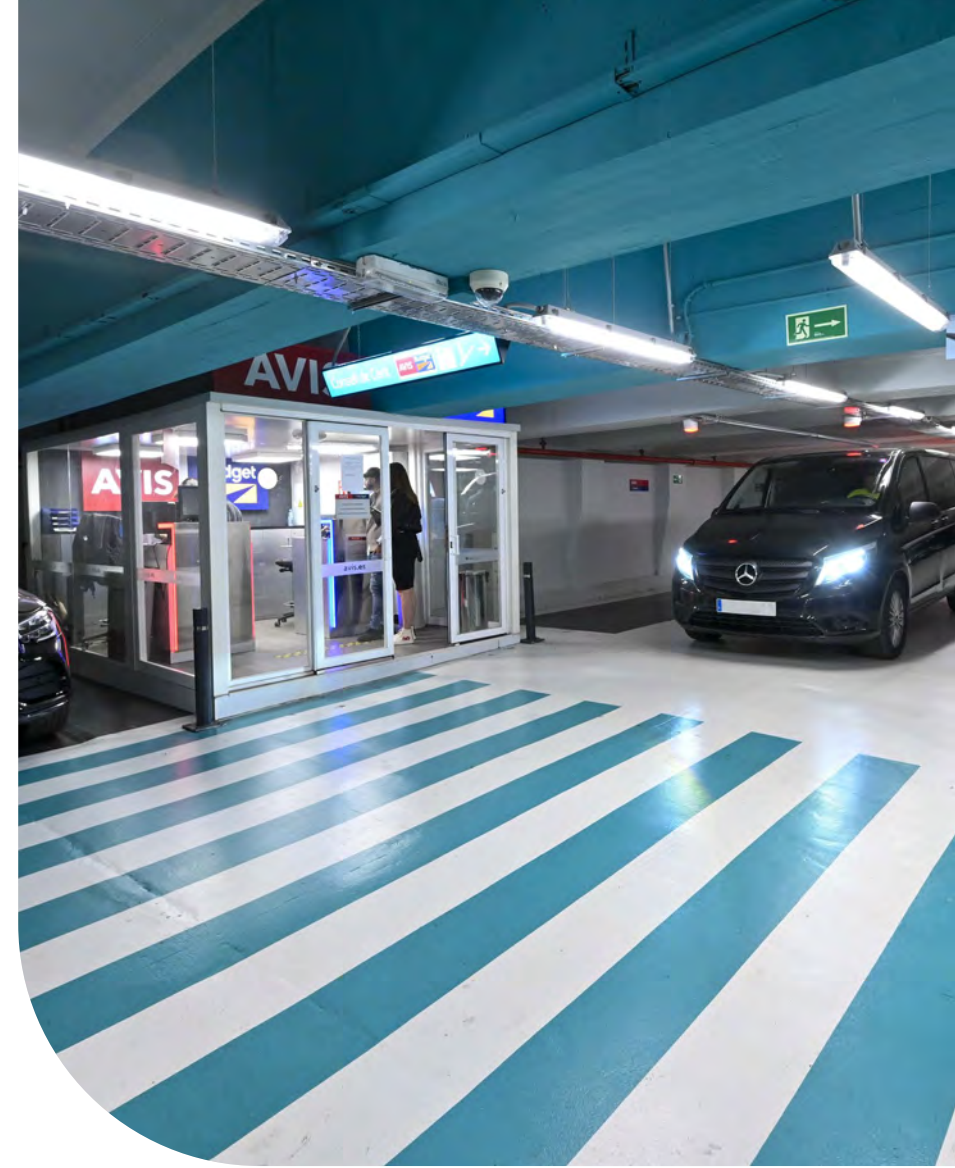


Sharing
experiences
100%
electric



Saba conceives of its infrastructures as mobility exchange points by integrating all modes of transport

Saba conceives of its infrastructures as mobility exchange points by integrating all modes of transport (bicycles, scooters, motorcycles and cars), whether for personal or shared use (renting and carsharing); and in many cases it also plays a fundamental role in intermodality with public transport (railway/metro/bus stations/airports), taking advantage of its privileged locations. Society and those who define mobility policies need to understand how to assess the potential of “invisible” infrastructures at prime locations properly to promote truly sustainable and balanced mobility between private and public transport.



Car rental office in Saba Barcelona Bamsa
Passeig de Gràcia-Consell de Cent, Barcelona.



The company is prepared for the growth of these services and their gradual progression towards electrification. In Spain, the company MEC Carsharing, which exclusively offers electric vehicles to its customers, has 20 parking spaces in various Group car parks thanks to the charging infrastructure that Saba makes available to them. Just like private users, carsharing companies can benefit from the same system of reserved parking space with exclusive electric charger. These initiatives are the result of a continual effort to collaborate with car manufacturers and operators in pursuit of the best technological and sales fit in its facilities. In the coming years, Saba trusts in the progressive electrification of the carsharing and rental vehicle fleet as a formula to continue consolidating its electric charging business model.

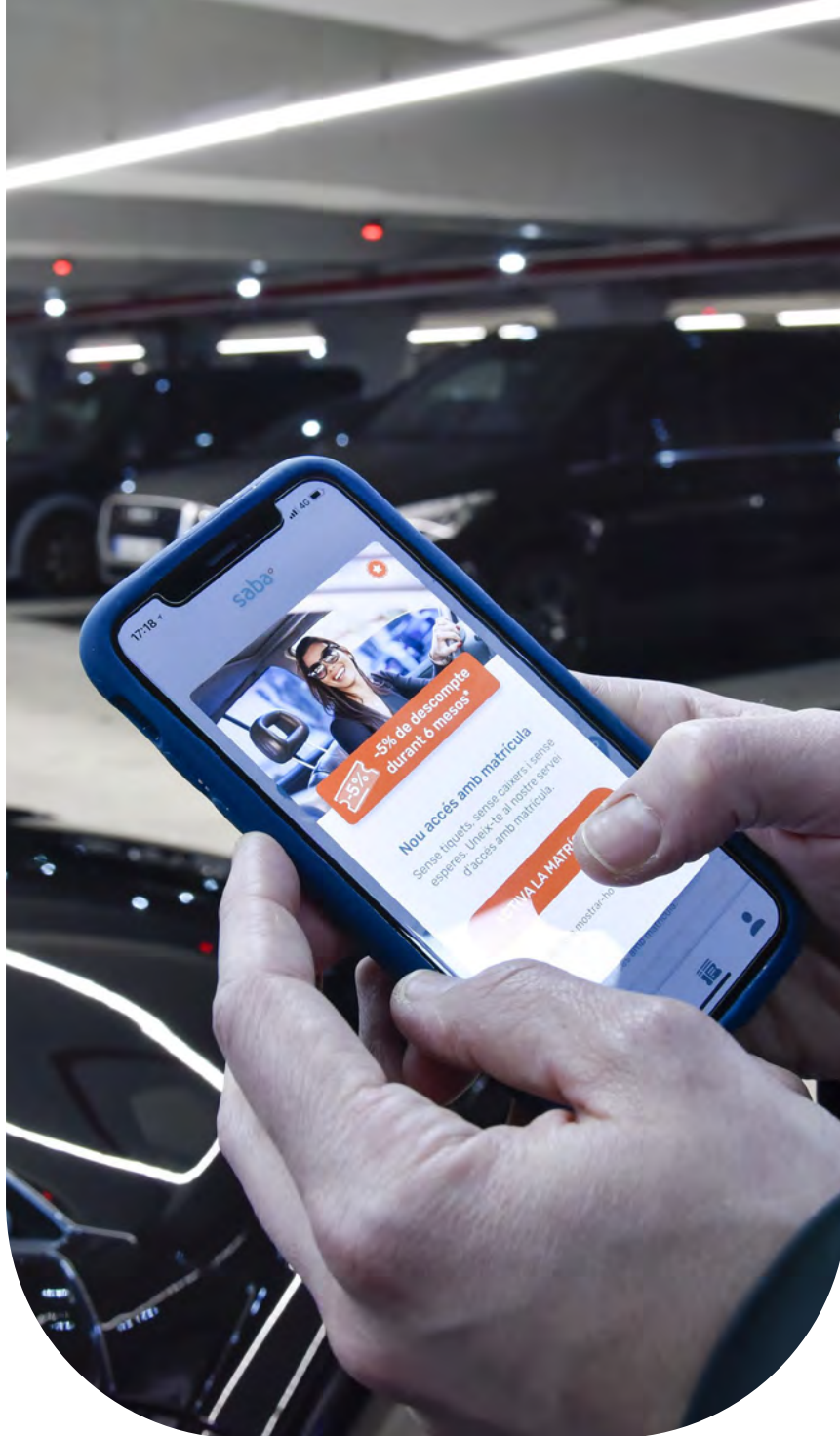
Saba and Pascual, together in the goal of decarbonising transport

Since June 2022, 600 electric and hybrid plug-in vehicles from the food group have been parking and charging their batteries in the Saba car park network. An example of the intermodal solutions that the company designs to measure for large customers.

The agreement, which includes a perimeter of **80 car parks throughout Spain**, offers a short-stay corporate solution for Pascual's commercial vehicle fleet, a pioneering company in the introduction of sustainable criteria in all its business areas. They can use the network of more than 300 chargers that Saba makes available to its customers, in addition to taking advantage of access and exit with number plate recognition. Solutions with a high technological component specially designed for corporate environments where efficiency and convenience of operations are prioritised.

The electrification of vehicle fleets should be one of the catalysts for emission-free mobility in the coming years, and we are very pleased at Saba to be a strategic partner for large companies on this path.





The consolidation of Saba's e-commerce

Saba's e-commerce platforms (Web and Saba App) in Spain, Italy, Portugal and Chile recorded the best year in their history in 2022 with a 53% increase in revenue over 2021. A record figure that is obviously reflected in the growth of transactions, which exceeded 115,000 in 2022 (47% up on 2021).

e-commerce (Web and App) in 2022



2.7
million visits
+59%



115,200
transactions
+47%



+53%
total revenue
(Spain Italy,
Portugal and Chile)

The increase in revenue in each of the four countries that make up the digital sales platform confirms the Group's commitment to transferring to these channels the transactions that were previously performed in the car park. Since 2020, the catalogue of products offered through the Web and App has gradually increased (in 2021 the sale of online subscriptions was introduced as a result of the pandemic), with an enhanced user experience on both platforms. In 2022, the product with the highest digital sales was Multidía (Diurno and 24 horas), which was redesigned at the end of the pandemic lockdown in order to adapt to the new reality of customers and remote working, providing daytime slots and on alternate days. Half of these were sold through the online channel during 2022.

Saba's e-commerce recorded the best year in its history in 2022 with a 53% increase in revenue

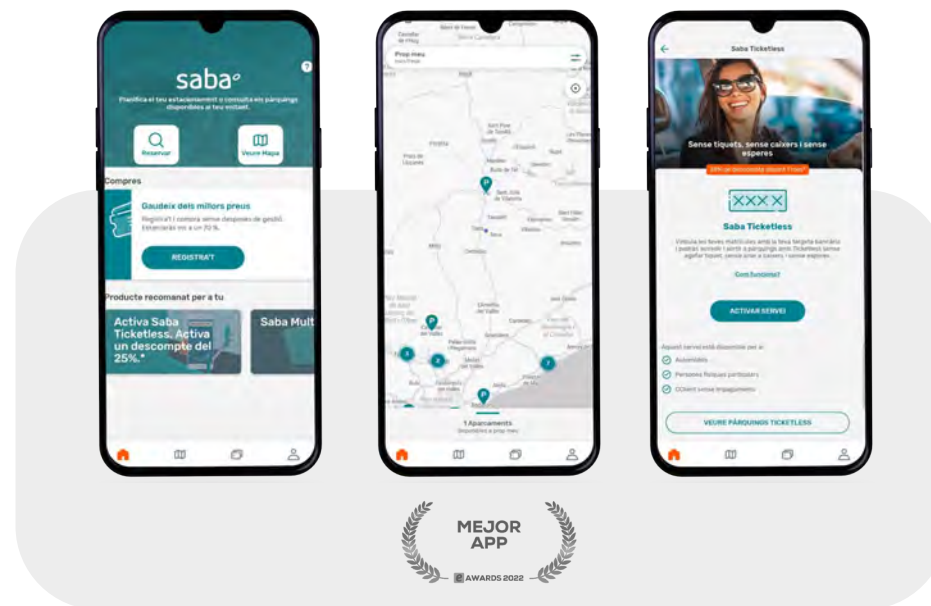
In 2023 Saba will present a comprehensive redesign of its e-commerce website, adapting it to the different realities of each market, but maintaining consistency at both the functional level and regarding the brand image. This process also includes the integration of the UK website into Saba's digital ecosystem.



Saba App gains weight and includes new features

Available in Spain, Italy, Portugal and Chile, the Saba application offers an intuitive, user-friendly experience. Following its total redesign in 2021, which focused on offering maximum usability to its customers, Saba App has grown in terms of revenue, downloads and active users during 2022.

The new “customer-centric” approach was recognised with the award of the prize for the best App at the E-Awards 2022, held during the E-Show Barcelona, a benchmark event for e-commerce and digital marketing. This distinction is the result of Saba’s teamwork, commitment and willingness to promote the digitisation of the business.



Saba App in 2022



+139%
revenue



111,400
downloads
+219%



41,200
users
+126%

It is important to highlight how, year after year, sales via App are getting closer and closer to those made via the website. A trend that certifies the strength of the application, which is no longer just an extension of the website, but even facilitates the purchase process.

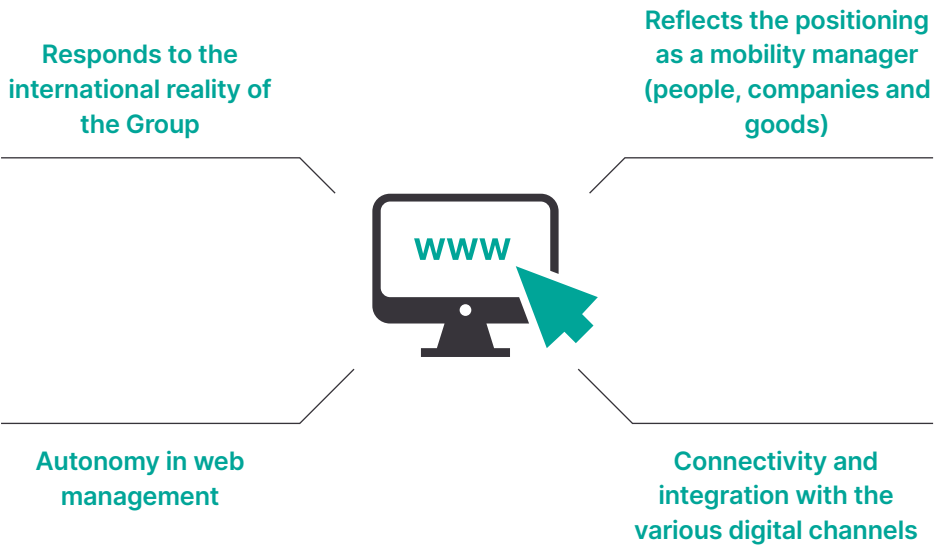
In addition, in 2022, Saba App users, 41,200 as of December 31 —126% up on a year before—, are, for the most part, recurring customers if we take into account the services they purchase through it (Saba Ticketless, purchase of products or regulated area).

During 2022, the incorporation of the functionality that allows payment in the regulated area via mobile phone has also had a particular impact in Spain. Until 2021, the operation was carried out in another App, which was deleted in order to integrate the process seamlessly within the Saba App service offering. In turn, this new functionality was also introduced in the Portuguese version of the App which, since August of last year, has allowed customers in the regulated area of Viseu to pay for the service from the App. The inclusion of new services and improvements in Saba’s digital ecosystem is part of the constant search for customer-oriented improvements.

The company reflects its international positioning on sabagroup.com

Saba has launched its new corporate website, which also brings with it a great novelty: the company has left behind the name saba.eu to become instead sabagroup.com. A change that demonstrates Saba's international position as a benchmark operator in the mobility sector, in addition to balancing the weight of the different markets in which it operates.

New corporate website



The car park as an ally of the sustainable last mile

Saba is convinced it will be able to assist in management of more sustainable Last Mile Deliveries (LMD). It proposes two lines of action to achieve this: the creation of micro-hubs for distribution of local goods, and mass deployment of lockers for collection and delivery of e-commerce products.

Micro-warehouses with
packages being unloaded
at off-peak times

Home delivery using
sustainable means in
neighbouring areas
and in time slots to suit
the customer

Integrated lockers for
package collection and
delivery

Electric vans
transporting the
packages to the car park





The car parks must act as small micro-distribution hubs from which parcels are delivered on foot or using electric personal mobility vehicles. The authorities need to face up to a situation that is getting worse by the day, with the growth in e-commerce, by taking advantage of existing city infrastructures, such as car parks. Their location in dense areas, along with their 24 hour/365 day opening gives them a relevant role in tackling the pollution and congestion caused.

The impact of LMD in large cities



40%
of emissions



20%
of congestion



+78%
growth in demand for last-mile delivery (in 2030)

Non-contaminating urban logistics: Geever

Car parks are ideal locations for use as mini-distribution hubs. Currently, in the city of Barcelona, there is a 100%-sustainable project entitled Geever, a last-mile logistics operator in which Saba has had a shareholding since 2021.

Geever in 2022

43

microwarehouses
in Barcelona
(16 in car parks)

75 t

savings in CO₂ emissions

130

non-polluting delivery
methods

94%

first-attempt deliveries
(98% on the second)



Saba and Geever have been collaborating in Barcelona since 2018 in the development of a sustainable urban merchandise distribution (DUM) model based on sustainable and efficient home delivery (last mile), and on a network of car parks that act as micro-hubs for distribution and that cover nearby areas that allow short routes and integration with the neighbourhood and its citizens. This experience has managed to reduce failed deliveries to below 10%.

Geever currently operates in Barcelona through 43 points, 16 of which are public car parks (Saba Barcelona Bamsa and BSM) and 27 are storage rooms, with the plan in the future of consolidating a network based solely on car parks or micro-distribution hubs.

Local distribution avoids motor vehicle stops on public roads (49% of carriers double-park), and manages to reduce emissions in the urban environment by 75%, allowing for the integration of locker collection, thus saving an extra stop. This network of micro-hubs is also able to serve traditional commerce.

Advantages of the Geever model



Fewer failed deliveries



**Capillary coverage
of the entire city**



**Integration of the logistics
operation and electric
vehicle charging**



**Night-time operations
without disturbing noise or
occupation of public space**



Last mile solutions for a zero emissions model

Saba has expanded its service hub model in 2022 with last-mile solutions from the Port startup. Following the agreement, the company, which specialises in comprehensive electric mobility solutions, has installed two stations where, thanks to its universal charging terminals, it offers electric charging bikes, scooters and tricycles in the Saba Barcelona Bamsa Diputació and Saba Barcelona Bamsa València-Calàbria car parks.

With capacity for 26 electric vehicles, they represent a comprehensive mobility solution for independent delivery drivers and last-mile logistics companies. One more step in the Mobility-as-a-service sector that takes advantage of Saba's privileged locations to make high-quality and autonomous vehicles available to its customers on a weekly and monthly rental basis.



Lockers, an effective way to optimise e-commerce deliveries

Modern car parks need to find new ways of relating to the city and its inhabitants, who will not always be customers. It is in this conception of the city, aware of how the car park is a valuable space for it, that Saba makes services such as lockers, also known as e-commerce lockers, available to all. Available in Spain, Italy, Portugal and the United Kingdom, Saba works with the main companies in the sector to offer this value-added service to its users.

e-commerce lockers in Saba 2022



206

locations in Spain,
Italy, Portugal and
the United Kingdom



+76%
growing



Available
24/7
day by day



In 2022, the network of smart lockers in the Saba network grew by 76% to reach a total of 206 installations. Promoting the culture of collecting Internet purchases at e-commerce lockers—which also allow for returns—reduces city centre traffic and pollution, in line with sustainable micro-distribution. They are an effective solution, also, to the demands of the authorities on the parcel companies because of the public space taken up by their vans. These devices can group up to 80 packages (or deliveries) in a single space with the consequent savings in trips to those 80 different addresses.



Locker distribution by country

Spain

Pudo (Pick Up, Drop Off)	42
Amazon Lockers	33
Aliexpress	27
InPost	14

Italy*

InPost	3
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*Imminent expansion of the network with 15 new locations.

United Kingdom

InPost	48
Amazon Lockers	34

Portugal

CTT (Correios de Portugal)	5
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ESG: Sustainability



Sustainability at Saba:

ESG criteria

The Saba group maintains the performance of its activity within the framework of the United Nations **Sustainable Development Goals** (SDGs), reiterating its commitment to the territory and focused on compliance with **ESG criteria**, aware of the need to act on the effects that the activity of companies has on the environment, directly or indirectly, the impact on its social environment, the community, and all those codes of conduct or transparency policies in public information which, for the most part, encompass the company's corporate governance.

The Saba Group has established a series of priorities to advance in the creation of economic, social and environmental value and ensure that the needs of its stakeholders are satisfied, while the business develops and generates value.

In this sense, the roadmap that marks Saba's sustainability strategy is aligned with the GRI Standards. Saba's priorities are creating value for society and the environment. For this reason, the entire organisation works to maintain a solid sustainability strategy and properly manage the most important aspects economic, environmental and social aspects.



The Saba group has established a series of priorities in order to make progress in the creation of economic, social and environmental value

The way of working that defines the Group is that of a shared commitment project, translated into customer service, involvement and responsibility with the territories in which it operates, being an active player in the progress of cities. All this, together with the brand identity and social and ethical aspects, comprise Saba's differentiating elements.

During FY2022, Saba reiterated its support for projects such as the **United Nations Global Compact** (UN Global Compact), born more than 20 years ago and which has more than 15,400 signatory entities in 164 countries around the world. This is

the largest corporate sustainability initiative in the world, and has the mandate of the United Nations to catalyse the efforts of the private sector to achieve the Sustainable Development Goals and drive the implementation of the Ten Principles, on human rights, labour standards, the environment and the fight against corruption, by the business community and organisations.

This Compact has in fact led to the **Agenda 2030**, which outlines the aims of the international community for 2016-2030 to eradicate poverty and promote sustainable and equitable development. Saba carries out

its activity within the framework of the United Nations Sustainable Development Goals and makes these principles part of the strategy, culture and daily business activities, as well as getting involved in cooperative projects that contribute to the broader objectives of development. Social innovation and development are part of Saba's DNA, so meeting these objectives is the best way to ensure the Group's commitment and performance as a socially responsible player.

Saba carries out its activity within the framework of the United Nations Sustainable Development Goals and makes these principles part of its strategy



Saba's activity is carried out bearing in mind especially the objectives that concern climate action, in line with actions to combat climate change and its effects; sustainable cities and communities, with the development of solutions in the field of urban mobility; and infrastructure innovation, improvement and technology.

Similarly, for a comprehensive vision of the future and to continue to strengthen corporate responsibility, the rest of the goals need to be taken into account. The health and well-being of employees, customers and collaborators, reinforcing the prevention of occupational risks and the installation of resources in the car parks such as defibrillators; contributing to the most disadvantaged groups is Saba's commitment to ending poverty. On the other hand, the guidelines for an **Equality Plan** to achieve gender parity; compliance with the **Code of Ethics** as a benchmark for behaviour in the company; becoming involved with society by offering decent work through the increase in permanent contracts; and benchmark alliances in order to achieve the proposed objectives, such as joining the **Spanish Compliance Association** (ASCOM), among other commitments.



Asociación
Española
de Compliance

The Environment

Saba identifies the environmental aspects deriving from its activity, by performing a thorough analysis on its process map, and measures their impacts through calculation of the carbon footprint according to internationally recognized standards and verifies that calculation by means of a qualified third party. This exercise allows more appropriate targets to be outlined and actions to help combat climate change to be implemented. In this regard, Saba integrates this point as a part of its business strategy, with the promotion of initiatives that contribute to advancing the ecological transition and leading towards a low-carbon economy.



1 Significant initiatives

Energy Management System and Certification

The Group has environmental regulations (ISO 14001) in Spain, Italy, Portugal, Chile and the United Kingdom. Furthermore, it is certified to the ISO 50001 Energy Efficiency standard in Spain, Italy, Portugal and Chile, and its implementation is foreseen in the short and medium term in the rest of the countries.

Training

Saba is working continuously on the digital transformation of its processes and has implemented a hybrid training plan, both face-to-face and e-learning, enabling awareness raising among the entire workforce and promoting campaigns aimed at deploying more sustainable and environmentally-friendly behaviours: waste management, energy efficiency, emergency protocol and environmental impact, among other matters.

Facility monitoring

The company has a consumption control and management system that enables real-time monitoring of its facilities (consumption, power, intensity), recording of the energy consumed in each car park, as well as recording of consumption trends and the subsequent analysis of deviations to decide on corrective measures. Implemented in Spain, Italy, Portugal and Chile, it will be extended to the rest of the Group's countries in the coming years.

Energy saving

Saba promotes and implements various actions in order to directly influence savings in electricity consumption and is working to extend this to other countries in the short and medium term



Change of
luminaires to
programmable
LED technology



Installation of
high-energy-
efficiency lifts



Capacitor
banks



Renovation of
more energy
efficient
ventilation
equipment

These actions have already been implemented in car parks in Spain, Italy, Portugal, Chile and the United Kingdom and work continues in more centres and in its extension to other countries.

In 2022, work began to renew the 2nd generation LED luminaires, replacing older LEDs with newer, even more efficient models. As the installed LED elements reach the end of their useful life, they will be replaced by more efficient components.

Facilities design needs to be added to all these measures, taking into account improvements that affect energy behaviour, consumption savings and climate change; the promotion of electric vehicles and the company's firm commitment to sustainable urban distribution of goods.



2 Carbon footprint measurement

With the aim of understanding its environmental impact, identifying lines of mitigation as well as involving its stakeholders, the Group calculates and verifies the carbon footprint of its activity each year by organising the sources into scopes, based on the degree of impact that the activity can have on these.

Climate change¹

Saba considers climate change to be a global environmental challenge and is committed to offering its customers eco-efficient energy products and services that are less CO₂ intensive in order to contribute to climate change mitigation and the energy transition.

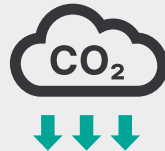
The main strategic lines of action in climate matters to reduce greenhouse gas (GHG) emissions are:



Equipment
renewal



Consumption
monitoring



Carbon footprint
reduction

For climate change management, in addition to the climate change risk management tool, measurement, control and monitoring of GHG emissions are performed and operational plans developed to reduce them. The commitment to transparency and dissemination of information related to climate change takes shape in the publication of the results in the company's various external communication channels.

The measures and actions adopted by the organisation allow progress to be made in the ecological transition towards a low-carbon economy, minimising CO₂ emissions derived from Saba's own activity. In the future, the Group will remain firm in its aim of contributing to the fight against climate change, promoting new initiatives and working hard to improve data capture and add more information for calculating the carbon footprint.

In 2022, Saba achieved a reduction in CO₂ emissions of 16% compared to the previous year.

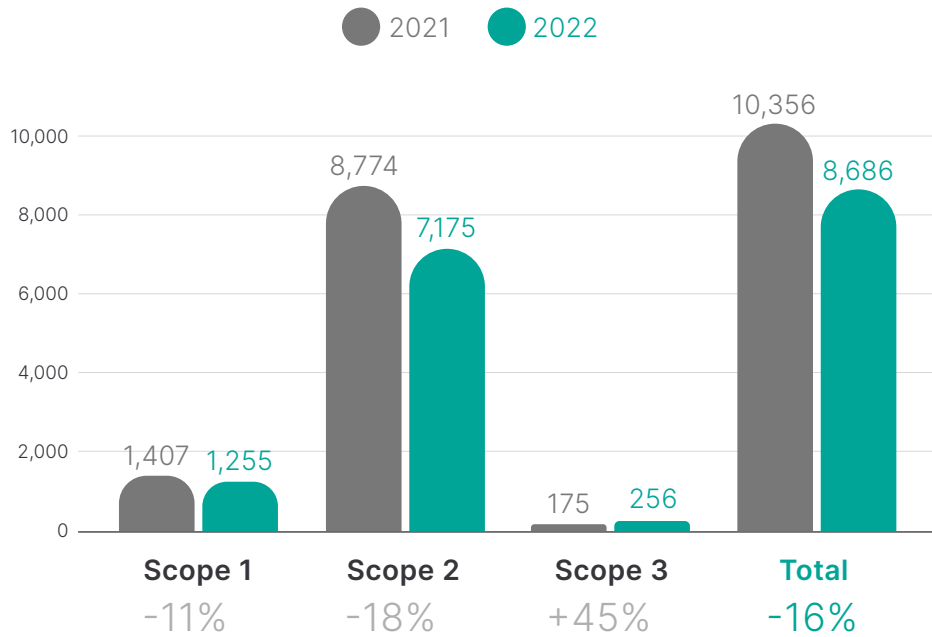
**In 2022, Saba managed to
reduce CO₂ emissions by 16%
compared to the previous year**

¹ Real data indicators from January to September and estimated data from October to December.

The calculation¹ of emissions for the last two years in each of the scopes is:

Emissions

Measurements in tCO₂eq as of December 31, 2022



¹ Excluding activity data (consumption) by Geever.

Emission type



Scope 1:

Fuel oil C, vehicle fleet diesel and refrigerant gases.



Scope 2:

Electricity consumption.



Scope 3:

Purchase of goods and services (water, paper, toner consumption), hazardous and non-hazardous waste, corporate travel and transportation and distribution.



Social and institutional action

Saba always carries out its social actions within the territories where it is present with long-term intentions, primarily with local actions linked to towns and cities and improving conditions for people. The company also has institutional agreements with different entities, foundations and associations in all the countries where it operates. Local actions linked to cities, to the business and to development of the territory.

Saba Casa da Música, Porto.



Performance criteria

Vulnerable population

Initiatives are identified to support disadvantaged groups, mainly children or families with small children.

Healthy

Support for benchmark hospital projects or actions that have medical research as their goal. Mainly aimed at children.

Climate change

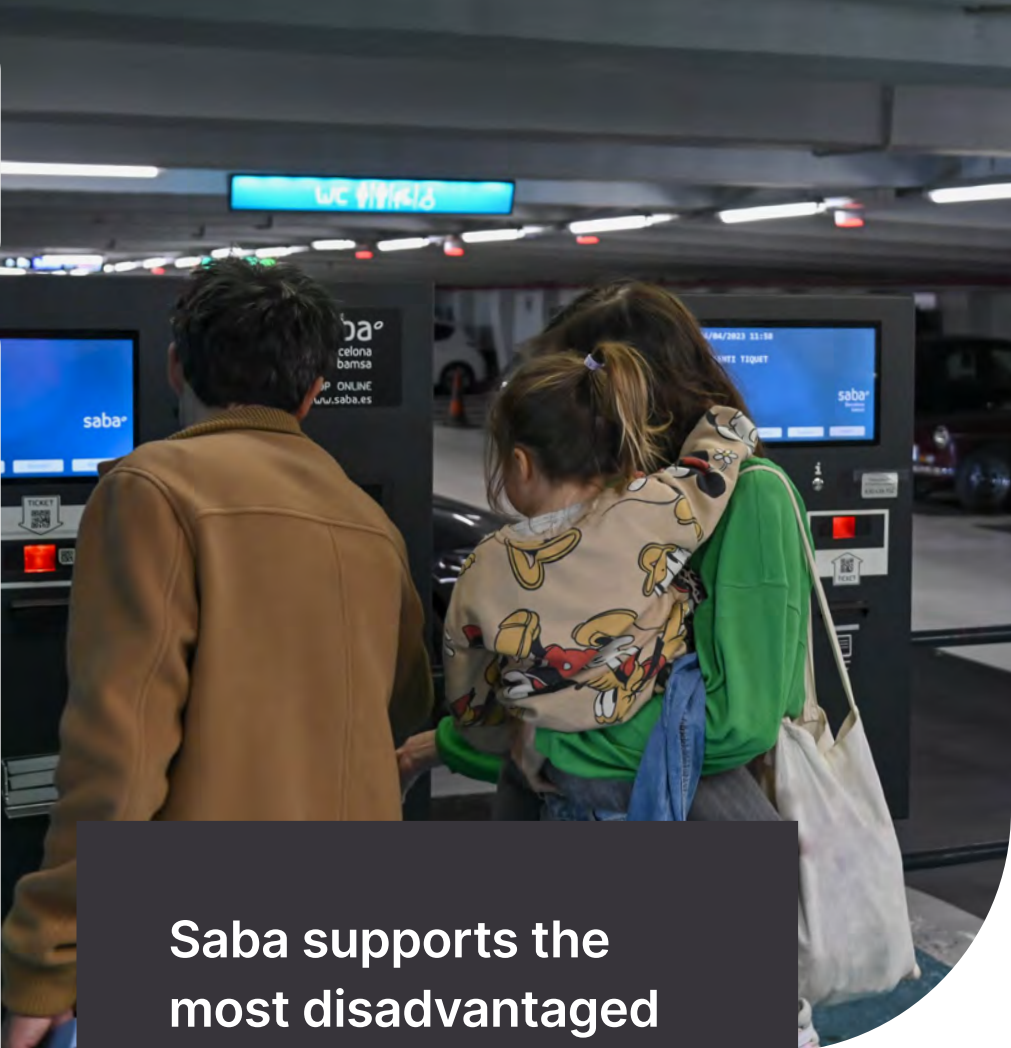
Collaborations with entities that pursue this objective, e.g. through education and teaching with children and young people.

Industry associations

Saba's participation in those organisations that provide it with a presence and a voice in matters relevant to the business.

Cities and mobility

Identifying projects with returns for carrying out Saba's activity and support for historical entities.



Saba supports the most disadvantaged groups and organisations that work for better coexistence in cities

Saba has maintained its commitments in this area and has even expanded collaborations, aware that solidarity is essential and that companies and institutions must get involved with people, with territories.

All collaborations are reviewed year on year, they are tracked and support is maintained with a view to further enhancing actions, always within the parameters established in Saba's regulations. In this sense, as established in section 24 of the Code of Ethics, the company regulates contributions and collaborations with third parties internally, with the exception of those related to political parties or organisations linked to them.

In 2022, Saba concluded almost 70 agreements in the social and institutional sphere, following the established criteria. The Group is permanently involved in a process of review, reformulation and development to adapt to the needs of customers and citizens, continuously focused on the quality of service and the territorial link. In this regard, Saba collaborates with corporate social responsibility

projects which operate in the countries in which it has assets. In addition to supporting cultural and social projects, Saba supports the most disadvantaged groups and organisations that work for a better coexistence in cities. Together with public concessions and public-private partnerships, the link with the territories in which it operates constitutes one of the basic pillars that govern Saba's policies.

A proper relationship between Saba and the region allows it to establish an appropriate dialogue with the stakeholders it cooperates with (authorities, institutions, people) to understand their needs and implement formulas for progress, thanks to a highly committed team. This union is reflected in the presence of Saba in industry and business associations, and also in the field of education and study, through which it works for the future of the territory, as well as in the participation of Saba in various sponsorship activities.

Corporate governance

Respect for human rights is one of the main obligations that Saba takes on in the development of its operations and actions. The Group uses as its benchmark the regulations set forth in the United Nations Guiding Principles on Business and Human Rights and in the Guidelines of the Organisation for Economic Co-operation and Development (OECD). In addition, the main conventions of the International Labour Organization (ILO) in the field of labour rights are strictly followed, as well, in general, as the legal requirements of each country in which Saba operates.

Saba has a Code of Ethics, approved in 2013, that establishes the benchmark ethical framework that must govern the behaviour of the company and its employees, which is also available on the corporate website.



www.sabagroup.com/es/grupo/que-es-saba



As established in Article 5 of the Code of Ethics, Saba undertakes to act at all times in accordance with current legislation and with respect for human rights and the freedom of individuals. Specifically, with respect to human rights, Article 6 of the Code of Ethics establishes that Saba does not accept any conduct when dealing with consumers or third parties that may be interpreted as discrimination based on race, ethnicity, gender, religion, sexual orientation, union affiliation, political ideas, convictions, social origin, family situation or disability, or as intimidating or offensive behaviours. Saba also has a Prevention and Action Protocol against Workplace and/or Sexual Harassment, available to all employees.

In the development of the principles of the Code of Ethics, Saba has approved a Policy for Prevention of Corruption and for Relations and Correspondence with the Authorities and third parties, as well as internal regulations developing that policy, in order to set the criteria that the companies that make up the Group must meet in dealing with Public Authorities and both domestic and foreign officials and authorities, as well as in their relations with other companies.



Objectives of the internal regulations for the Prevention of Corruption

Establish principles of action for employees in their dealings with Public Authorities and private companies.

Protect free competition and participation in the acquisition and/or delivery of goods and/or services

Implement a Zero Tolerance with anti-corruption policy both in relations with public authorities and with private business.

The **Code of Ethics** and the **Anti-Corruption Policy** is applicable to all employees of companies in Spain, Italy, Portugal, Chile, the United Kingdom, Germany, Slovakia, the Czech Republic and Andorra, in which the Group has a majority or exercises control, without prejudice to the adjustments that may be made to the regulations in order to respect the specific legislation of each of the countries in which these companies are located. It is binding for the members of Saba's Management Bodies, its directors and all its employees. The behaviour of all employees must fully respect the legal provisions in force in any part of the world in which Saba is active.

Due diligence

Since 2011, Saba has approved and implemented different regulations and procedures with the aim of establishing transparency, efficiency, responsibility and sustainability as the basic pillars that guide the company's performance. Similarly, it has implemented a series of crime prevention measures.



Crime Prevention Handbook, approved in its initial version by Saba Infraestructuras' Board of Directors in March 2017 and subsequently updated in 2019 and 2021.

- Updating of Saba's Criminal Risk Matrix and existing controls and the Crime Prevention Handbook. Extending this to all the countries where the company operates.

— **Crime Prevention Model** control structure.

- Board of Directors.
- Ethics Committee.
- Criminal Risk Prevention Committee.
- Ethical Channel. Through which indications or suspicions of behaviours contrary to the law and/or an infraction of the Code of Ethics can be reported.

— **Specific training for employees**, in person and also online through the Saba Campus. During 2022, 168 hours of training were given, 87 hours through the e-learning platform and 81 hours as face-to-face training in Spain.

— **Membership of ASCOM** (Spanish Compliance Association) since 2018.

— **Performance in Saba group countries.** In reference to the rest of the countries, Portugal, Chile and Italy (the latter, through "Modello di organizzazione") have a prevention model adapted based on the possible crimes attributable in each of the jurisdictions and existing controls in each country, as well as their own reporting channels. Additionally, there are local ethics committees that also meet periodically and report to the Ethics Committee in Spain and have their own complaint channels. Training sessions are also held in Portugal, Italy and Chile to raise awareness in this area.





saba^o

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See the digital version at
sabagroup.com/informeannual2022