



# 2021 Annual Report

saba<sup>o</sup>

# Content index



|                            |    |
|----------------------------|----|
| President's assessment     | 03 |
| CEO's assessment           | 08 |
| Company information        | 12 |
| Sustainable urban mobility | 28 |
| ESG: Sustainability        | 51 |



**We are witnessing  
a turnaround  
in international  
geopolitics, with all  
its collateral effects**



# President's assessment

## Salvador Alemany

After two years marked by an unprecedented global emergency, such as the COVID-19 pandemic, we are faced with a crisis of a huge magnitude in the form of the invasion of Ukraine and the drastic turnaround in international geopolitics, with all its collateral effects. The cost in human lives is irreparable and irrecoverable. In terms of social responsibility, Saba is taking steps to collaborate in the care and subsidence of refugees in Spain as a result of the war or in humanitarian corridors in countries in which we operate such as Slovakia.

Despite this being a summary of 2021, it is necessary to note down a reflection regarding the framework in which we currently find ourselves and in which variables such as high inflation, the rising price of supplies and raw materials or the cost of energy play a significant part. We are paying attention to tax and monetary policies and to the adjustment and stability measures which, over the next months, are going to be adopted and we will supervise the financial and non-financial impacts on a constant basis, arising from this series of factors.

As has been the case for over 50 years, Saba will face all the situations that arise along the way, with the ability to react and adapt which, for example, in 2020, enabled us to keep our service running while preserving the health of the human team at all times, before and now. And in 2021, with effects on activities still caused by the COVID-19 epidemic, especially in the first quarter, we have maintained that spirit to overcome, working to adapt parking to the mobility needs of our customers and the cities, and conceiving the parking networks as hubs of mobility services for people and goods.

With regard to the main aggregates in 2021, and in a climate of recovery from the second quarter of the year thanks to the global progressive improvement of the epidemiological situation, the company has managed to increase

Ebitda to 103 million euros. We have combined optimisation measures, business operating efficiency, energy efficiency and expense management with the implementation of business initiatives that enable us to position ourselves as a benchmark in the sector. This is the case of the adaptation of marketing channels (digitalisation of the business, web and App) to the new needs that have arisen with the pandemic (products for new mobility habits). Likewise, we have maintained growth, always selective, as one of the company's vectors.

In this chapter, as in 2020 and, despite the effects of the healthcare crisis, in 2021, Saba concluded development operations, among new projects and renewals, in most of the countries in which we operate. In Spain, of note is the car park concession contract of the Hospital General Universitario Gregorio Marañón, with nearly 900 spaces.



**The Company  
has managed to  
increase EBITDA  
to 103 million  
euros**

Lastly, we highlight growth in Germany, with the granting of lease arrangements at the shopping centres of City Galerie (1,611 spaces), in Aschaffenburg, close to Frankfurt and Bergedorf (660 spaces), in Hamburg. At present, Saba is a group that manages over 382,000 spaces at 1,051 car parks, with a workforce of 2,099 employees and which is present in 179 cities in 9 countries.

In the same way, we remain active in the process of requesting rebalances of concessions to correct the impact of COVID-19, taking into account that Saba continued providing its services during the pandemic, since they were deemed to be essential, despite the drastic traffic restrictions.

In 2021, Saba consolidated itself as a benchmark operator, strengthening the role of parking as an essential component to regulate road congestion and an intermodal hub of the urban mobility network. Car parks are not a part of the

problems generated by traffic in the cities. They are part of the solution. They are mobility service hubs, points that take advantage of the strategic locations in urban centres, their capillarity in the whole city and their uninterrupted service to work as a player integrated into the people mobility chain and the policy (sharing, electric vehicle) and also goods (last mile).

In June 2021, Saba joined the shareholder structure of Geever, operator specialised in the distribution of last mile goods, and which is highly sustainable, efficient and close at hand. For the last three years, Saba and Geever have worked together on a pilot test on nine car parks in Barcelona with excellent results, which enable the reduction of vans at rush hour and therefore of congestion and emissions, with goods being delivered at night by sustainable unipersonal vehicles. The impact on mobility is expressed by the fact that, after these years of test, failed deliveries dropped below 10%, making the distribution model less efficient from a sustainability standpoint.



**At present, the Saba Group manages 382,000 spaces at 1,051 car parks and has a workforce of 2,099 people, being present in 179 cities in 9 countries**

Likewise, and within the last mile section, it must be highlighted that Saba has extended its offering to collect e-commerce products from lockers located at car parks belonging to its network: in Italy (InPost), Spain (Pudo, Amazon and Aliexpress), United Kingdom (Amazon) and Portugal (Correios de Portugal). We have around 120 lockers in these four countries.

We consider that the taking of agreed well-studied decisions that guarantee



**And that citizens can opt for a global offering of quality mobility services under an intermodality system**

the essential urban mobility of people is crucial, by managing it and not only through restrictions. And that citizens can opt for a global offering of quality mobility services under an intermodality system. The new consumer habits of people, with the concomitant change of paradigm and greater guidance towards sustainability, among other factors, require an in-depth debate among all the players involved to ensure the future of many generations, seeking a balance between sustainability and the activity and economy of cities.

We maintain the commitment of our activity within the framework of the United Nation's Sustainable Development Goals (SDGs), reiterating our commitment with the territory and focusing on compliance with ESG criteria (environment, welfare projects and good governance).

In the environmental area, we include the fight against climate change as part of our business strategy, boosting initiatives that contribute to progress in the ecological transition and towards a low carbon emission economy. For exam-

ple, by extending the ISO 50001 Energy Management Certification to Spain, Italy, Portugal and Chile and shortly to the United Kingdom.



## Saba has continued with the approval and publication of its Code of Ethics in all countries in which the Group operates

With regard to corporate governance, in 2021, Saba updated the Crime Manual approved in 2017, and monitored and analysed the approval and publication of the Code of Ethics in all the countries in which the Group operates. In welfare initiatives, all commitments have been maintained and even increased, aimed at protecting marginalised groups and hospital projects tied mainly to infancy. In 2021, the focus was placed on the commencement of procedures in this area in countries such as Italy and Portugal.

I would like to conclude this assessment with a memory, after two years of pandemic, for those that are no longer among us: friends, family members and colleagues. I would like to express my gratitude, also in the name of the Board of Directors, for the commitment demonstrated by all teams from the countries forming Saba, to move forward and aspire to consolidate ourselves as an international benchmark group without ever setting aside the values that have characterised us since 1965. And I would like to take advantage, now more than ever, to launch a message of hope in shaky times. It is precisely in these situations when solidarity, resilience and the overcoming of problems make us stronger as people and as a group.



# CEO's assessment

## Josep Martínez Vila

It is evident that the Group's activity was conditioned in 2021 by the evolution of the COVID-19 healthcare crisis and that we commenced 2022 with recovery forecasts thanks, to a large extent, to the relaxation of health and mobility restrictions. Now however, we are heading towards an unprecedented global moment, with an impact never seen in Europe since the II World War. Tragic and with an impact in terms of human lives and refugees. Furthermore, the invasion of Ukraine draws a picture in which many of the variables of our surroundings have been modified, especially those that affect consumption and the volatility of financial and raw materials markets, with a significant increase in inflation and energy prices.

This decision generates measures with the focus on risks which, for example, originate from high energy prices. In recent years, we have been able to safeguard the Group from volatility and contain the increases, thanks to the policies of making electricity purchases on futures markets, thereby gaining stability. For the coming years, we are going to continue working in this same regard to minimise the impact on our electricity account.



**We will continue  
working to  
minimise the  
impact on our  
electricity  
account**





Now entering the summary for 2021, Saba has continued to monitor the impact of the pandemic and its effects both on economic activity and on business activity itself, with the main objective of recovering normality at all levels. Hence, the activity revolution was characterised by a gradual recovery, with turning points and a certain stagnation in the first quarter, and others with increases close to those recognised in 2019, in correlation with the readjustment from time to time of the restriction measures adopted by the authorities, based on the very performance of health indicators in each of our countries.

To sum up, the expense control measures and investment prioritisation were maintained, while boosting technological projects with a clear orientation: stimulating commercial and business activities and guaranteeing efficient integration in a future of new car parks. In the employment area, initiatives also continued aimed at preserving the health of workers, inclu-

ding the partial continuity of the administrative teleworking of central services, and workforce dimensioning measures, in line with the changes in activity levels. Lastly, we maintained the processes to request the rebalancing of concessions and the renegotiation of contracts and the search for new market opportunities, encouraging the lengthening of the average portfolio contractual duration.

In 2021, Saba's rotation activity rose by 29% on 2020, with 2020 being dragged down by the pandemic, although it is still 30% below 2019, while the number of subscribers was up 3% on the previous year and continues to be 9% less than in 2019. With regard to the main aggregates, operating income amounted to 234 million euros, up 18% on 2020 and 21% lower than 2019, and the EBITDA stood at 103 million euros, up 43% on 2020 and down 25% on 2019. Saba invested 25 million euros in 2021. Once again, I wish to highlight the effort in the financial area, with an exhaustive control of liquidity and

debt which, in this second section, underwent a reduction despite the exceptional situation.



**In 2021, the Group's parking activity rose by 29% on 2020**



## Saba's Care and Control Centre (CCC) has over 400 connected car parks from four countries



In the development area, of note was the culmination of different operations in Portugal and Chile. In Portugal, Saba secured a lease contract on Arena Expo's car park (397 spaces), at the Lisbon exhibition centre and the lease contract on the "Torres Galp" car park (135 spaces), also in the capital, while in Oporto, the lease agreement on Garagem Sa da Bandeira (112 spaces) was signed, together with the renewal to operate the Ribeira car park (318 spaces).

In Chile, Saba was awarded the Bupa clinic car park management agreement (1,136 spaces), in Santiago de Chile, one of the largest hospitals in the country. Likewise, it concluded the management agreement to operate the Parque Arauco car park (8,477 spaces), a complex of five shopping centres and it managed to renew the car park management agreement at Arturo Merino Benítez airport (7,743 spaces) in the capital.

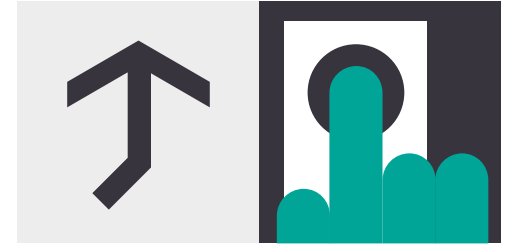
Already in 2022, Saba has signed an agreement for the refurbishment and improvement of the Plaça d'Europa car park in Platja d'Aro (Girona), a project in which the company will invest 1.8 million in euros, and in Italy, it expects to inaugurate a new car park in Genoa, with 422 spaces, once construction and the adaptation of facilities to provide a service to the Genova Benzi hospital have been completed. Likewise, in the Italian city of Trieste, the company was awarded the car park concession for the Cattinara hospital, with 470 spaces.

In terms of efficiency, operating management and service quality, it must be highlighted that Saba's Care and Control Centre (CCC) currently has over 400 connected car parks in Spain, Italy, Portugal and the United Kingdom, with respect to 235 car parks in 2020.

To consolidate the recovery, the Company's resources range from commercial activity through to the adaptation of products, recovery of subscribers, electricity mobility and boosting new digital channels and the digitalisation of processes in general. In this regard, Saba continues to boost and reinforce strategic business initiatives such as the launch of the number plate reading, both for subscribers and in the rotation sector, at over 60 car parks, aside from the extension of e-commerce services business's web page and Saba's App (with a refurbishment and improvement of the functionality performed), extending it to all countries in which it operates. Its web pages received 1.7 million visitors in Spain, Italy, Portugal and Chile, and the number of its transactions amounted to over 78.00. E-commerce sales rose by 105% on 2020 and by 90% on 2019.

We continue working to ensure that car parks are something more than a space for cars and motorbikes and that they are also for bicycles and other personal micromobility vehicles, carsharing and rent a car, and intermodality systems, among others, and also with public transport. Saba must adapt the new habits of people and work to be a mobility benchmark adviser, with the ambition of favouring company growth and opening new lines of innovation in the sector and diverse income, which will contribute to its consolidation in the future. This could include the last mile (lockers, e-commerce, proximity distribution), and services at the car park itself: digital screens, vending machines, company fleets, car washes, among others.

## Saba continues to boost and reinforce strategic business initiatives, such as the number plate reading



I would like to highlight that one of the Company's clearest strategic pledges was to reinforce its essential role as an electrical infrastructure point, commencing its deployment in 2018. With a great boost in 2021, the company has over 500 points at 118 car parks in five countries (Spain, United Kingdom, Portugal, Chile and Italy), constituting the largest electric recharging network (semi-rapid and rapid, for subscribers and rotation) in the sector with an impact on emissions avoidance. In Spain alone, since we commenced electricity recharging in December 2018, 278,861 kg of CO<sub>2</sub> emissions were avoided.

Although it is certain that, among our greatest challenges, are digitalisation, the boosting of sales activities, the search for new opportunities and the provision of mobility services, we also aim to continue consolidating a committed human team with conviction to face uncertainties that arise in our surroundings and which is our most important asset. I also wish, on behalf of the management team, to thank all members of this Group for their great work, commitment and sacrifice and likewise encourage them to not desist in the persecution of our great objective which is to continue promoting an international benchmark operator.

# Company information



# Business model

Saba is a benchmark operator in the implementation of solutions in the area of urban mobility, specialising in car park management. The Group implements its activities in all areas of the car park sector with an industrial vision and has excellent locations, as a result of a selective growth policy that has marked its journey to guarantee maximum standards of quality, innovation and experience. All of this under the driving axis of the customer services department as a central pillar, with this being Saba's distinguishing feature.





The Group is present in nine countries in Europe (Spain Italy, Portugal, the United Kingdom, Germany, the Czech Republic, Slovakia, Andorra) and Latin America (Chile), with a human team formed by 2,099 people and it manages 1,051 car parks, with a total of 382,471 spaces in 179 cities.

Saba channels its efforts to adapt the car park to the dynamic mobility requirements of customers and cities, based on the consideration of car park as a hub of mobility services, people and goods, based on the following parameters.

- 
- **Technology** as a key element to develop new products and to boost efficiency in the management of operations.

---

  - The **commercial transformation** to improve services and thereby provide present and future responses to customers.

---

  - **Service quality** as an essential element, always placing the customer in the centre..

---

  - **Operating efficiency**, with ongoing improvement, investments in digitalisation and technology, economies of scale thanks to the greater dimension and the use of best practice synergies obtained in all countries in which Saba has a presence.

---

  - **Growth and development**, always with selectivity and rigour to guarantee the Group's future.

---

  - And lastly, a decisive, committed will to comply with the 2030 **SDG goals and, in particular, with the environment, sustainability and social initiatives and good corporate governance, reiterating our commitment to the territories in which we are present.**
-



|   |  |
|---|--|
| <p><b>1</b><br/>Spain and Andorra</p> <ul style="list-style-type: none"> <li>926 employees</li> <li>83 cities</li> <li>256 car parks</li> <li>131,836 spaces</li> </ul> | <p><b>2</b><br/>Portugal</p> <ul style="list-style-type: none"> <li>124 employees</li> <li>17 cities</li> <li>100 car parks</li> <li>35,564 spaces</li> </ul>    |
| <p><b>3</b><br/>Great Britain</p> <ul style="list-style-type: none"> <li>484 employees</li> <li>34 cities</li> <li>515 car parks</li> <li>113,810 spaces</li> </ul>     | <p><b>4</b><br/>Germany</p> <ul style="list-style-type: none"> <li>61 employees</li> <li>16 cities</li> <li>41 car parks</li> <li>15,367 spaces</li> </ul>       |
| <p><b>5</b><br/>Italy</p> <ul style="list-style-type: none"> <li>193 employees</li> <li>18 cities</li> <li>55 car parks</li> <li>26,568 spaces</li> </ul>               | <p><b>6</b><br/>Czech Republic</p> <ul style="list-style-type: none"> <li>31 employees</li> <li>4 cities</li> <li>39 car parks</li> <li>22,689 spaces</li> </ul> |
| <p><b>7</b><br/>Slovakia</p> <ul style="list-style-type: none"> <li>21 employees</li> <li>4 cities</li> <li>15 car parks</li> <li>5,860 spaces</li> </ul>               | <p><b>8</b><br/>Chile</p> <ul style="list-style-type: none"> <li>259 employees</li> <li>3 cities</li> <li>30 car parks</li> <li>30,777 spaces</li> </ul>         |



**2,099**  
Employees



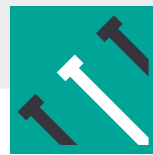
**9**  
Countries



**179**  
Cities



**1,051**  
Car parks



**382,471**  
Spaces

# Mission, Vision and Values

Saba inspires itself and bases itself on its mission, vision and values to establish the main management guides in the whole Group.



## Mission

To provide a response to the need for sustainable mobility, offering parking capacity and complementary services to the customer.



## Vision

To be an international leader in the car park and sustainable mobility services sector, acting as a benchmark in service quality, innovation and technology.

## Values

The values indicated reflect Saba's way of proceeding.

Focus on results



On-going improvement

Innovation



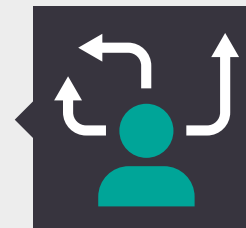
Trust in people

Commitment



Customer service

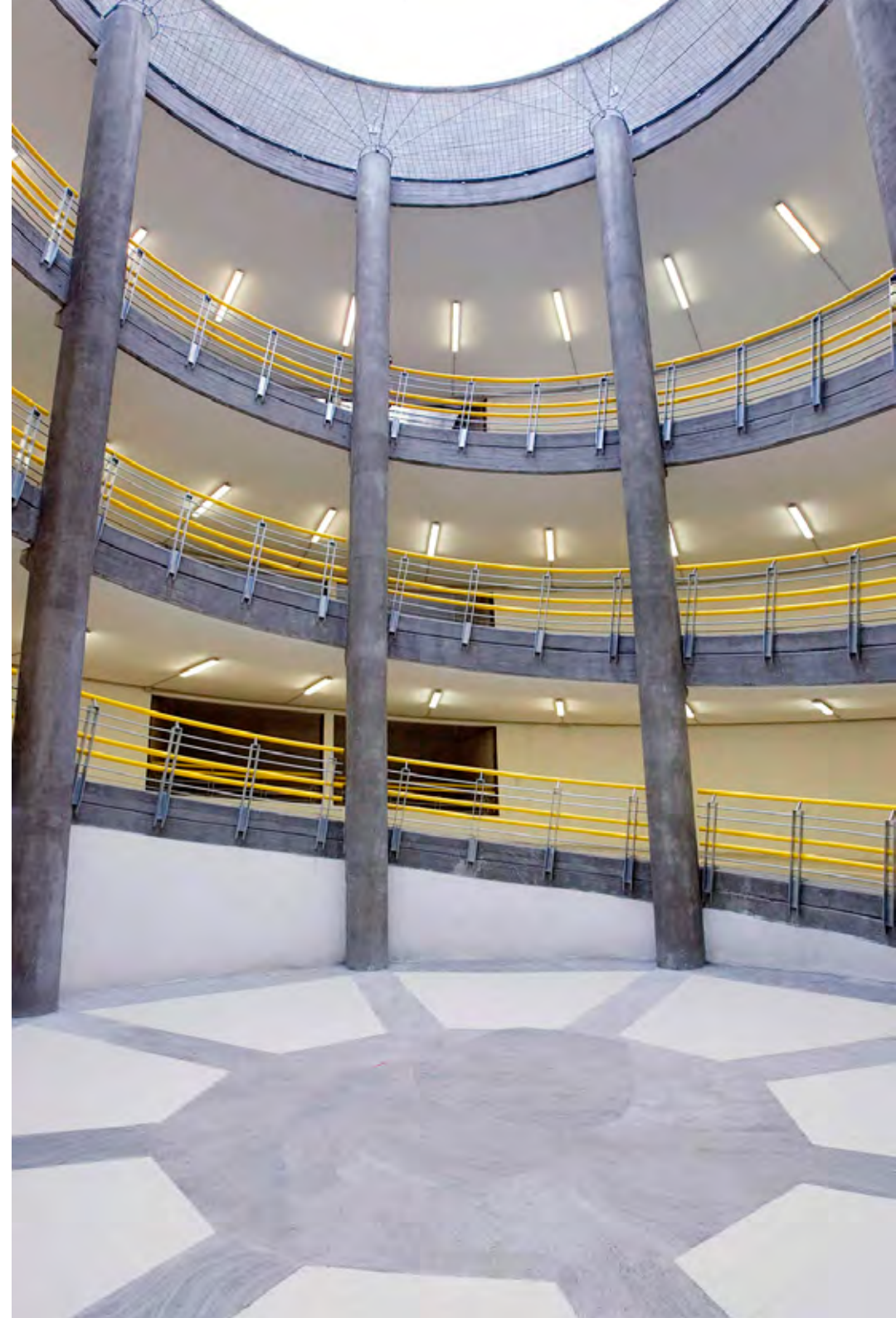
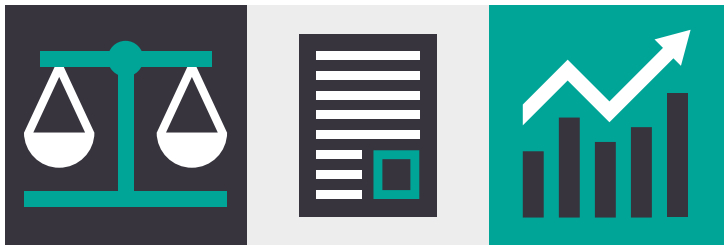
Proactivity





# 2021 assessment

In 2021, Saba continued to operate in an area of global instability, monitoring the impact of the pandemic and its effects on economic activity and the business itself, with the main objective of recovering normality at all levels. This objective includes some axes, such as, in the external framework, the flexibilisation of restrictive measures, both in the mobility area and in economic activity and in the internal areas, commercial policies, through the adaptation of products, recovery of subscribers, the boosting of new digital channels and the search for new market opportunities, setting specific development objectives for each country.





**Saba continued to provide a response to the exceptional situation generated by the pandemic with measures such as remote management by the CCC**



In 2021, the Group maintained the expenditure and investment control measures already applied in 2020 from the beginning of the health crisis, with ongoing monitoring, prioritising those non-deferrable investments with a direct effect on the operation of car parks. In this same operating management heading, Saba continued to provide a response to this exceptional situation, implementing a series of measures such as remote infrastructure management through its Care and Control Centre (CCC). Currently over 400 car parks in Spain, Italy, Portugal, Chile and recently, the United Kingdom, are connected to the CCC, which also acts as a true “Contact Centre”, with a commercial and customer services vocation.

Furthermore, the Group has implemented strategic business initiatives, such as the launch of the rotating number plate reading or the renewal of the extended e-commerce products and services of the business web page and the Saba App, among others. The implementation of the OBE (VIA T, Via Verde, Telepass and Tag) devices was main-

tained in the different countries with an increase in all movements of 61% in 2021, up to 13.8 million in total.

With a focus which goes beyond 2021, Saba is continuing to pay attention to the recovery funds boosted by the European Union to help the rebuilding of post COVID-19 Europe - a Europe that will be more ecological, digital and resilient. In line with the Group’s efforts in the promotion of the use of the electric vehicle, the main projects fall within the scope of electric recharging, as well as others that have parking as the central axis, such as urban microdistribution (last mile) or the design of mobility platforms, among others. And all these challenges must be addressed, as cannot be otherwise, by maintaining as the primordial axes the management of the health and safety of all Saba professionals, applying prevention and control measures in this regard in all countries in which it operates.

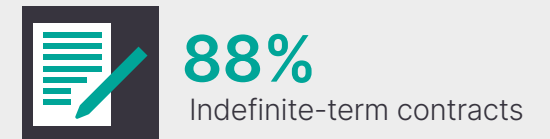
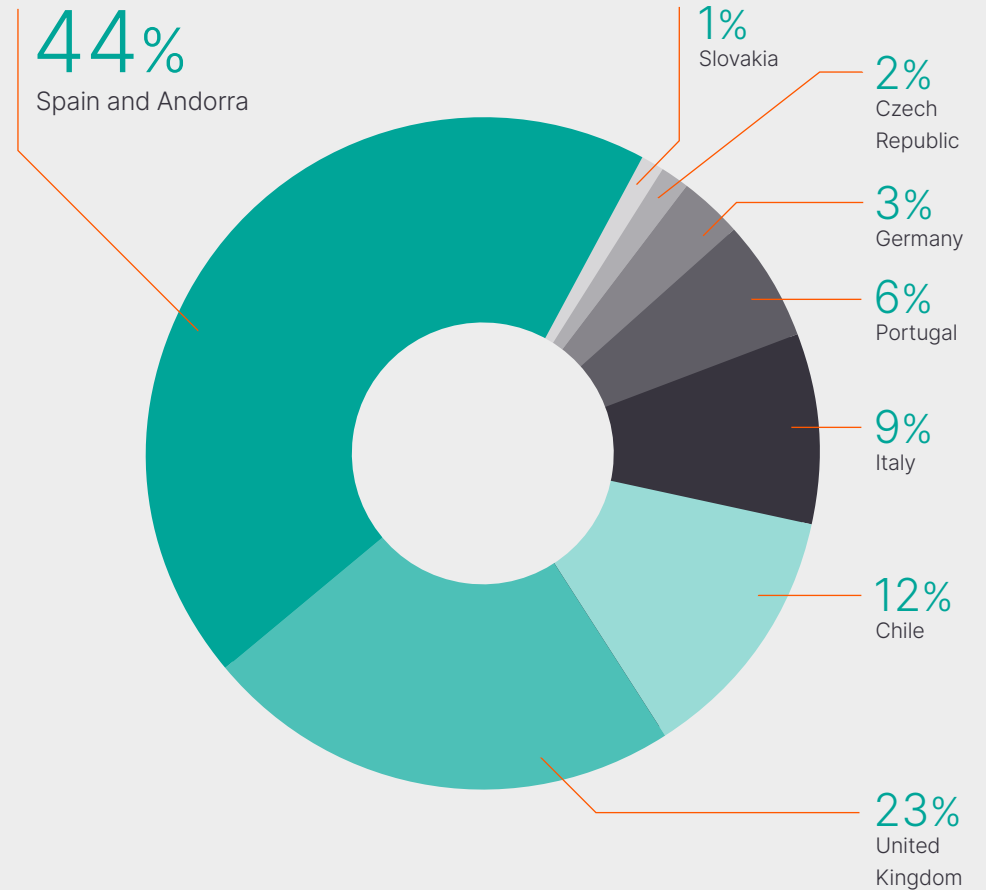
# People

The people making up Saba are the essential base to uphold Saba's style: service culture to the customer, commitment to the environment, responsibility and honesty with suppliers and implication with society. Saba works on a daily basis to attain excellence in the management of people, ensuring that it maintains an adequate alignment between the needs of its professionals and the company's strategic objectives and also ensuring the rights and freedoms of its employees through work-life balance measures.

Saba's workforce at 31 December 2021 comprised 2,099 people, of which 659 (31%) were women and the remaining 1,440 (69%) were men. The average age was 46 years. Noteworthy was the increase in the percentage of people with some type of disability at Saba, reaching 3.1% of the workforce (2.4% in 2020), a fact which evidences the desire to offer equal opportunities to all talent, regardless of their personal conditions. At 2021 year-end, the workforce with an Indefinite-term contract accounted for 88% of the total.

## Distribution of the workforce by geographical area

at 31 December 2021





The strategic lines to proceed in the area of people management involve:

- Transforming the **organisational culture**.
- Implementing best practices in **the identification, attraction and loyalty-building of talent**.
- Promoting a **motivating employment climate** which ensures internal recognition and a concomitant compensation framework.
- Adapting the organisational structures that enable an **organisational transformation**.
- Implementing a work model centred on **on-going improvement** and **knowledge management**.
- Encouraging **internal communication** and **change management**
- Ensuring a **healthy and safe working environment** for people.

## Saba continued to deploy the modernisation and digitalisation project in the employment area

In 2021, an exceptional complex year at global level, people continued to be the strategic axes for Saba in all senses, enabling the company to ensure the continuity of the business and to continue providing a service to customers on a permanent basis (24x7) in a safe manner. Saba has been strengthened as an international group and has worked on a process of internal transformation in all its territories, focused on ensuring a collaborative and innovative culture and a flexible agile organisational structure.

Also, Saba has continued to deploy the modernisation and digitalisation project in the employment area. In 2021, it established a hybrid working model at offices, combining physical and virtual employment, based on the situation of the pandemic at all times and in all territories. Additionally flexibility measures were implemented adapted to the specific needs of each employee.

Business continuity, for its part, was also reinforced in this year, thanks to the digital transformation at the CCC which deals with and supports the Group's car parks.



# Development

With respect to Saba's growth strategy, it is necessary to highlight that the main business base is regulated by concession contracts, with a limited life. In this regard, the average term of Saba's contracts is currently 21 years, thereby guaranteeing the company's future, but with the intention to continue working to include new contracts and increase this average. The key is, therefore, to work in the short term but without forgetting the long term, endeavouring to renew the concessions and obtain new operations, be they concessions or any other type of arrangement. Saba considers that the mature car parks contribute the base to finance new investments in assets, which will take longer to generate returns, thereby completing a virtuous circle.

In the same way, economies of scale and a greater dimension in the car park sector favours a more competitive position, a greater response capacity faced with new commercial needs and improved efficiency in the management of operations and in technology investments.

In 2021, Saba has continued to conclude operations in most of the countries in which it is present, both through the acquisition of car parks and in the awarding of concession or management contracts, as well as renewals.



In 2021, Saba continued to conclude operations in most of the countries in which it is present

In **Spain**, noteworthy in Madrid was the car park concession contract at the Hospital General Universitario Gregorio Marañón (897 spaces) and lease arrangements in Valencia, at the Cardenal Benlloch car park (275 spaces). Likewise, already in 2022, Saba won the bid from the Seville Port Authority to operate the Muelle Delicias car park (270 spaces) and concluded an agreement to refurbish and improve the Plaça d'Europa car park in Platja d'Aro (Girona), a project in which the company will invest 1.8 million euros.

In this same regard, in **Italy**, the company intends to open a new station shortly in Genoa, once the construction and adaptation of the facilities have

been completed. The future Saba Hospital Genova Benzi car park will have 422 spaces distributed into five underground floors. In the city of Trieste, the company was awarded the car park concession for the Cattinara hospital, with 470 spaces.

In **Portugal**, Saba completed different operations, including the Arena Expo car park lease arrangement (397 spaces) at the Lisbon exhibition fair and the "Torres Galp" car park lease arrangement (135 spaces), also in the Portuguese capital. In Porto, the Garage Sa da Bandeira (112 spaces) lease arrangement was signed, together with the renewal to operate the de Ribeira car park, (318 spaces), as well as

the lease of the Perpetuo Socorro car park (71 spaces).

In **Chile**, Saba was awarded the Bupa clinic car park management agreement (1,136 spaces), in Santiago de Chile, one of the largest hospitals in the country. Likewise, the company concluded the management agreement for the operation of the Parque Arauco car park (8,477 spaces), a complex of five shopping centres. It also managed to formalise the renewal of the management agreement on the Arturo Merino Benítez airport car park (7,743 spaces) in the capital of the country.

In the **United Kingdom**, Saba won the contract to operate the car parks from

Bedfordshire Hospital, while in **Germany** the contract was awarded for the lease arrangement on the City Galerie shopping centre car park (1,611 spaces), in Aschaffenburg, and the lease arrangement on the Bergedorf shopping centre car park (660 spaces), Hamburg and the management of the TG Ratsbauhof car park (530 spaces), in the city of Hildesheim.

In the **Czech Republic**, the company renewed the contract to manage Hospital Vinohradska (425 spaces) in Prague, the capital of the country.

# Activity and main aggregates

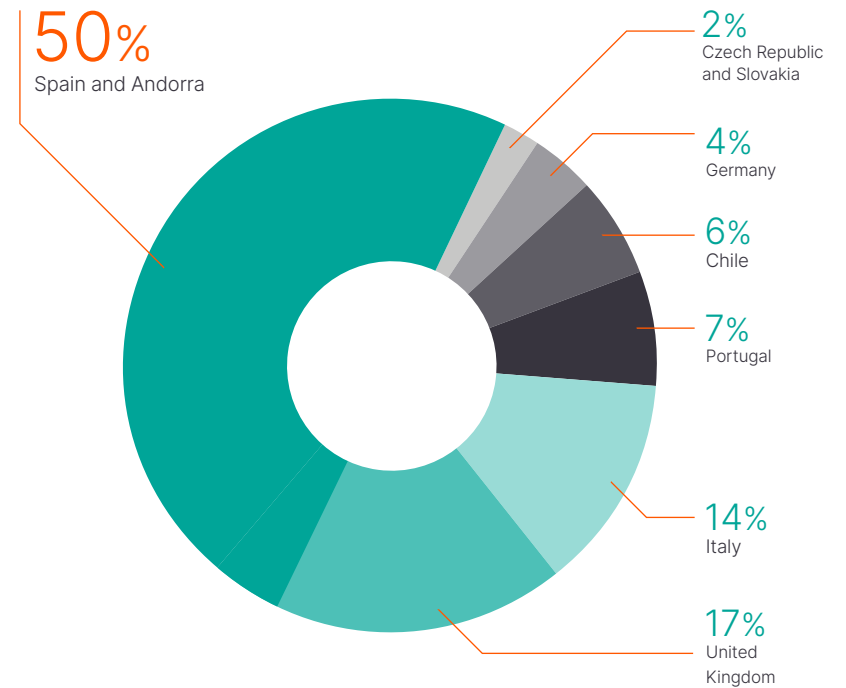
The pandemic caused by COVID-19 continued to affect company activity in 2021. If in 2020, and as a result of the impact caused by the epidemiological crisis, and the subsequent mobility restrictions, an unprecedented fall in demand was reported, 2021 was characterised by a gradual recovery of activity, alongside the improvement of the healthcare indicators and the relaxation of restrictive mobility measures. To sum up, a first quarter still highly marked by the epidemic and a more positive trend since April, was partially halted at the end of the year by the emergence of the omicron variant.

Saba's rotation activity in 2021 increased by 29% on that of 2020, although it still remained 30% lower than in 2019. With respect to the subscriber figure, it rose by 3% in 2021 with respect to 2020 and was 9% below 2019.

With respect to the main aggregates in 2021 and thanks to the recovery from the second quarter, operating income rose to 234 million euros, up 18% on 2020, although 22% below 2019. EBITDA stood at 103 million euros, up 43% on 2020 and 25% less than in 2019. Saba invested 25 million euros in 2021.

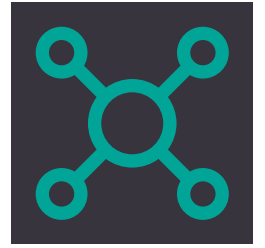
## Distribution of revenue by country

at 31 December 2021





**The company continues implementing initiatives to be a benchmark in the sector**



The Company maintained its efforts to increase the business's operating efficiency, implementing initiatives that enable Saba to become a benchmark in the sector, with specific focus on the new support systems, new technology and energy efficiency, as well as new formulas and commercial initiatives, and to develop the active management of contracts focused on growth. In commercial initiatives, the company continues to insist on signing agreements in the area of new uses and mobile habits for people (sharing, electric vehicles, among others) and goods (last mile distribution).

The Group's short- and medium-term performance continues to be conditioned by the macroeconomic context in each country in which it operates, together with local factors, whose incidence is uneven. To these variables, it is necessary to add the effects that may still arise from the global health crisis and the impact represented by the significant increase in energy prices and the generalised increase in inflation which clearly affects consumption. In this regard, Saba is constantly supervising the situation and possible financial and non-financial impacts that may be caused by the series of factors.





In the same way, Saba will continue with its optimisation measures and expense management. The adaptation of the communication channels, with a special focus on the digital channel, and on current demand products particularly those earmarked to cover new post-pandemic needs (remote working and employment flexibility for example), confirm a working line aimed at ongoing improvement, which must be expressed by greater profitability. The traditional selective growth policies, based on profitability and economic and legal security criteria, and the

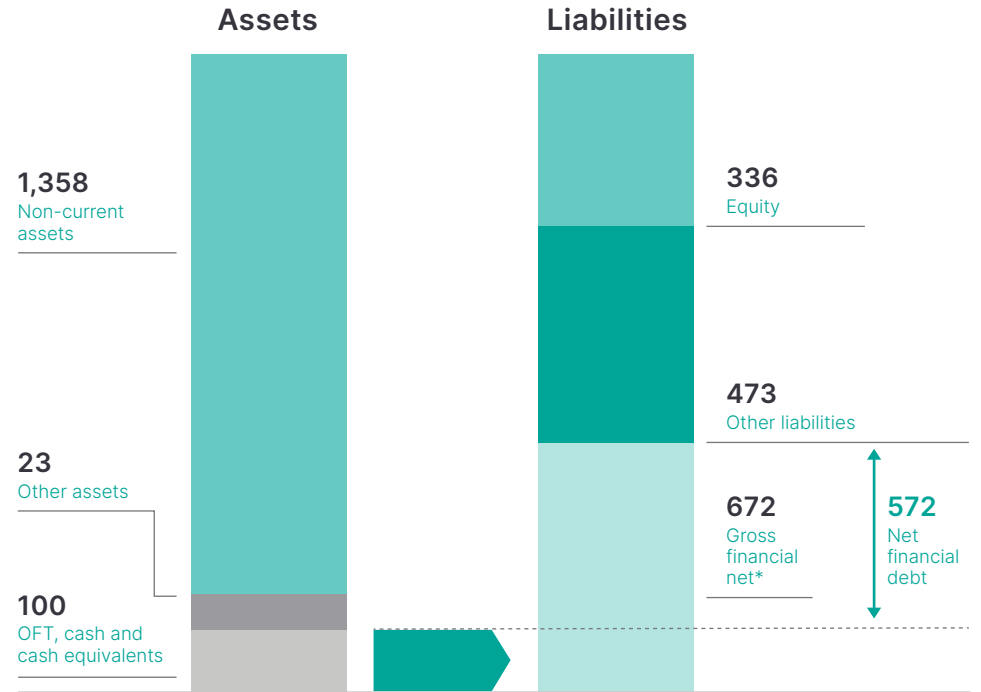
initiatives aimed at the efficient management of operations and technological innovation will continue to form part of Saba's procedural vectors.

The Group's financial structure seeks to limit the risks arising from the current uncertainty caused by pandemic. Through 2021, the company continued working to have the tools and flexibility that enable it to continue with its activities. Likewise, the financial drive should be highlighted, with an exhaustive control of debt and liquidity, which remain stable and have even been reduced in the case of debt, despite the exceptional situation.

**Efficient management and technological innovation are vectors of Saba's proceedings**

## Consolidated balance sheet

Millions €  
at 31 December 2021



\*Financial debt for accounting

# Board of Directors

at 31 December 2021

## President

**Salvador Alemany Mas** / Appointment date 14/12/2011

## CEO

**Josep Martínez Vila** / Appointment date 4/12/2011

## Board Members

**Marcelino Armenter Vidal** / Appointment date 31/10/2019

**José Manuel Basáñez Villaluenga** / Appointment date 14/12/2011

**Óscar Valentín Carpio Garijo** / Appointment date 31/05/2017

**Estefanía Collados López De María** / Appointment date 19/06/2013

**Adolfo Feijó Rey** / Appointment date 31/10/2019

**Alejandro García-Bragado Dalmau** / Appointment date 12/06/2018

**Juan José López Burniol** / Appointment date 14/09/2018

**Maria Dolores Llobet María** / Appointment date 14/12/2011

**José María Mas Millet** / Appointment date 14/09/2018

**Elena Salgado Méndez** / Appointment date 22/06/2020

**Joseph Zacharioudakis** / Appointment date 22/06/2020

## Non-board member secretary

**Carlota Masdeu Toffoli** / Appointment date 14/09/2018

## Non-board member vice secretary

**Silvia Medina Paredes** / Appointment date 14/09/2018



# Management team

at 31 December 2021

## President

Salvador Alemany Mas

## CEO

Josep Martínez Vila

## Spanish car park business

Jordi Díez

## International car park business

Josep Oriol

## Economic-financial

Josep Maria García

## People and organisation

Clara Alonso

## Technology and systems

Joan Manel Espejo

## Technique

Amadeu Martí

## General Secretary and Legal Advisory Services

Carlota Masdeu

## Planning, Control and Business Development

Miguel Ángel Rodríguez

## Integration, Projects and Mobility

Joan Viaplana

## Communication and Institutional Relationships

Elena Barrera



## Country directors

### Italy

Alberto Ceccarelli

### Czech Republic and Slovakia

Mario Grega

### United Kingdom

Phillip Herring

### Portugal

Marco Martins

### Germany

Rainer Schneider

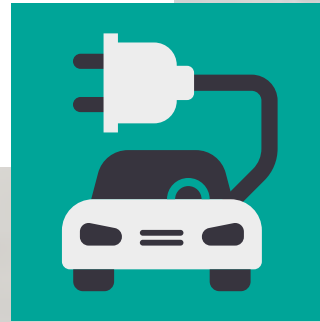
### Chile

Cristóbal Wagener





# Sustainable urban mobility



# A meeting point of sustainable services

Saba is faced with an explosion of a new mobility ecosystem. In this scenario, the company is working to convert car parks into mobility service hubs for people and goods, especially for the so-called last mile logistics. Facilities converted into a mobility meeting point, but especially a dynamic connected space in which new uses are concentrated beyond what has traditionally been the car park sector.

The changes in people's mobility habits generate new needs, favoured both by the emergence of new technologies and by the use of personal micro-mobility means and assets, the significant growth in electric mobility, the expansion of carsharing or intermodality, among others.





In recent years, Saba has also observed how e-commerce notched up growth of 20% each year, hoisted by the pandemic, with an increased goods mobility, which is unsustainable due to its impact on road congestion and the environment.

These two currents, the explosion of new mobility and the pressure generated in big cities due to the distribution of e-commerce obliged Saba to take an active role with a clearly sustainable orientation that promotes the decarbonisation of vehicles and the promotion of electric cars. A scenario in which the pandemic has played a decisive role in defining the use of public space: it is necessary to free the streets of vehicles that are not moving and thereby promote more efficient mobility.

Saba proposed to be part of the solution to the current needs of cities and their inhabitants. Because its parking spaces are intermodal hubs, in which customers can leave their private vehicle to opt for public transport, shared or unipersonal mobility; an environment in which to securely store your vehicle, freeing space for citizens in public areas normally occupied by parking; hubs that act as small warehouses to distribute the last mile on a sustainable basis; the place to recharge electric vehicles and now, the showroom in which to find any shared mobility service.

**Saba has proposed to be part of the solution to the current needs of cities and their inhabitants**



**Electric vehicles**

- Over 500 recharging points in Spain, the United Kingdom, Portugal, Italy and Chile.
- Products for subscribers and rotation customers (Individuals and fleets).



**Sharing and rent a car services**

- All sector schemes (>2,750 spaces).
- Present in most countries in which Saba is established.



**Last Mile Logistics**

- Sustainable scalable scheme taking advantage of strategic locations.
- Geever model: 9 minihubs at Saba car parks in 2021.



**Lockers e-commerce**

- Deployed in Spain, Italy, Portugal and the United Kingdom
- Around 120 lockers: agreements with the main companies in the sector.



**Entrance, exit and electronic payment**

- Reading of registration plates at over 60 car parks in Spain.
- QR
- OBE



**Web and e-commerce App**

- Increased product range (includes sale of 100% digital vouchers).
- Launch new App with new functions and renewed design.



**Coverage**

- Scope 100% of car parks.
- Allows the deployment of value-added products and services.



**Remote management**

- Allows a quality service on an uninterrupted basis.
- Over 400 connected car parks from four countries.

# Service hub for people

Car parks are an essential traffic management element and a necessary resource to implement a multimodal efficient transport model in our cities, in line with the sustainable development goals in all metropolitan areas.

Technological advances have enabled infrastructures such as those of Saba to multiply their service capacity to the city and to citizens and to transform it into the instrument that resolves the balance between two fundamental rights: the individual mobility right and the citizen's right to a quality urban space and to improve mobility efficiency with the reduction of agitation traffic.



## What can Saba contribute within the vision of a car park as a mobility service hub?

- Favour sustainable mobility with an extensive offering of mobility services.
- A frictionless customer experience, thanks to entrance, exit and digital payment methods (reading of registration plates, OBE or QR).
- A web platform and App with 100% digital products adapted to each customer.
- High-quality customer services thanks to the Care and Control Centre, in which a service is provided to over 400 car parks in four countries.
- The provision of voice and data coverage at all our car parks and on all our floors enables us to provide a better-quality service.



## Number plate reading: without tickets, machines or waiting times



In 2020, Saba introduced the reading of number plates as a new method to enter, exit and pay for parking. A technological revolution which meant a change of paradigm. A year later, the company has extended the number of car parks with this service by 14% until reaching a total of 64 locations.

Nowadays, Saba's customers can access the car parks in their traditional format, by obtaining a ticket (already in QR format), through an OBE device (VIA T, Via Verde, Telepass, TAG, etc.) or by entering their number plate. This latest format, unlike the OBE, eliminates the figure of intermediary, since the relationship is limited to the customer and Saba.



**Saba's customers can access the car parks by obtaining a ticket in QR format, through an OBE device or by entering their number plate**

# 64 car parks equipped with number plate reading devices

And although the dynamics of use are the same as with the OBE, the customer that opts to have their number plate read can take advantage of greater benefits, such as the possibility of reviewing their car park stay whenever they want, through the App, or the possibility of having more than one vehicle associated with their bank card; the payment method to which it is necessary to link the service once registered. From then onwards, the customer receives a 100% digital experience, which eliminates waiting times and avoids the use of machines, which is environmentally sustainable and which does not require physical intervention with any parking items.

After the deployment of the service in Spain, this technology is expected to reach the whole of the network. Hence, Saba does not just have the possibility

of getting to know its customers better and of promoting new loyalty-building programmes, aside from personalising the products that it might offer, but it also complies with one of its sayings: offer the best service to the customer on helping them even more to park.





Rapid, semi-rapid and linked recharging

Private vehicles (rotation and subscribers), sharing and fleets

Agreements with main operators

## Benchmarks in the promotion of electric mobility

At year-end 2021, the company had 485 recharging points in five countries, an increase of 20% with respect to the preceding year. This sustained growth reflects the company's will to favour the deployment of electric vehicles in all their types, accompanying the European guidelines and those of each country, being able to offer commercial solutions for rotation customers and subscribers, but also sharing firm vehicles or fleets that park at our facilities.



**485**  
points



**+20%**  
in 2021



**5**  
countries

In **Spain**, Saba will continue to extend the recharging networks at its car parks, with up to 130 new spaces during 2022. In this regard, it has requested subsidies under the new MOVES III plan for aid for electric mobility. In 2022, Saba will include recharging spaces in over 90% of its network of car parks. Furthermore, in this year 13 new rapid recharging stations will be opened following the agreement reached with EndesaX.

The current recharging network in **Portugal** was extended by 16 spaces out of the 14 car parks that had such spaces. With respect to this year, work will be conducted with EDP to provide a solution to the subscribers that demand exclusive recharging spaces, and to continue extending the network.

In 2021, **Chile** provided 30 recharging spaces following the agreement reached with EnelX. In this way, Saba has a presence at 10 car parks in Santiago and, with respect to 2022, it endeavours to extend its network at the remaining car parks.

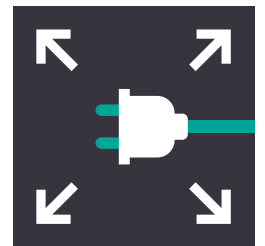
The agreement reached in **Italy** with EnelX will enable the installation in 2022 of up to 45 recharging spaces at 15 car parks. Hence, the existing synergies in other countries are taken advantage of.

In the **United Kingdom**, Saba has a mixed relationship model with different operators, involving 74 recharging spaces in 11 car parks. In this year, Saba is working to reach a framework agreement with recharging service providers to homogenise the available offering.

## Saba continues to extend its electrical recharging networks

|                       | Recharging points | Car parks | Service supplier    |
|-----------------------|-------------------|-----------|---------------------|
| <b>Spain</b>          | 303               | 65        | EndesaX             |
| <b>United Kingdom</b> | 74                | 11        | Different operators |
| <b>Portugal</b>       | 74                | 14        | EDP y GALP          |
| <b>Chile</b>          | 30                | 10        | EnelX               |
| <b>Italy*</b>         | 49                | 15        | EnelX y E-GAP       |

(\* ) Deployment of 45 points envisaged in 2022 following the agreement with EnelX.





## ParkElectric, a pioneering formula

Following the launch of **ParkElectric** on the market in 2020, the first product that facilitates the recharging of vehicles for users that do not have a private recharger for their electric vehicle at home, in 2021, Saba promoted the marketing of this service.

Available in the whole network of Saba and Bamsa car parks at which rechargers exist for the public, the company currently offers up to 75 rechargers reserved for subscribed customers in 25 cities in Spain.

With **ParkElectric**, Saba manages not only to cover demand for rotation customers, which can use the rechargers from time to time, but also for its subscribed customers, on offering a linked recharging service. Until then, it had not been possible to devise a tailored solution with the “all inclusive” model. A revolutionary product that will be the turning point for those people that wish to jump to electric mobility.



Furthermore, it is a product that is exportable to the remaining Group companies, in which work is already being conducted to extend this solution. It is also the base on which future electrification will stand for vehicle fleets or sharing platforms. Vehicles for both groups must be gradually migrated towards 0 emissions and Saba offers a reloading infrastructure of a great scalable capillarity to provide a response to its needs.

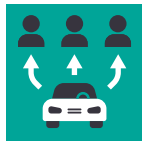
# Intermodality as a fundamental axis at car parks

The city must be able to provide its citizens and visitors with a global offering of quality mobility services in the intermodality system among all means of transport. Mobility is a process and in certain trips it may envisage the combination of more than one mobility service.

Saba maintains agreements with numerous vehicle rental and sharing operators in different cities in Spain, the United Kingdom and Chile. These services comprise 2,450 parking spaces, taking advantage of Saba's network capillarity, which enables the free-floating model, based on vehicles that may be collected and parked at any of these hubs.

with a private user, sharing companies may benefit from the same exclusive electric recharger reserve space system. These initiatives are the fruit of a constant effort to collaborate with car manufacturers and operators in the search for the best technological and commercial adaptability at their facilities.

Technological components, such as 3G coverage in all of the car parks, together with entrance, exit and payments through the registration plate system, favour the implementation of these value-added services, which seek to offer the best customer experience to their users.



**2,450**

**Sharing and rent a car spaces**  
in Spain, United Kingdom  
and Chile





The car parks can hide cars, facilitate efficient travel in full coordination with the remaining means of transport, in an intermodality system, contributes to reduce traffic agitation and the emissions.

Saba conceives its infrastructures as points of exchange of mobility on integrating all types of transport (bicycles, scooters, motorbikes and cars (whether they are personal or shared and, in many cases, they also exercise a fundamental role in intermodality with public transport (train stations/underground/bus/airports), taking advantage of their privileged situations.

The company and those that define the mobility policies must know how to adequately value the potential of “invisible” infrastructure, which have a prime location to favour a highly balanced sustainable mobility location between public and private transport.

**Car parks enable cars to be hidden, facilitate efficient travel and in full coordination with the remaining means of transport, they contribute to reduce traffic agitation and emissions**

## Saba's e-commerce enters a new dimension

Following the outbreak of the health crisis caused by COVID-19 in 2020, 2021 must be a bridge towards a gradual social and economic recovery. Despite the favourable prospects, the year began with mobility restrictions, leading to the closure of businesses and the return of curfews in different countries in which Saba has a presence.

The desired recovery began to be perceived in April when the healthcare situation stabilised and the upward performance of mobility and the first signs of economic recovery meant that Saba's e-commerce could evolve favourably. Despite these

green outbreaks, the performance of demand in the year continued to fluctuate according to the country and the pandemic situation, living an authentic situation of obstacles based on the healthcare situation in each Saba territory.

In this context, the digital tools, such as Saba's e-commerce platforms (Web and Saba App), have continued to increase their strategic weight at the company on having to bear greater demand on the part of users.

**In 2021, Saba's e-commerce recognised its best year in history thanks, among other things, to the sale of subscriptions through the web page**





Already in 2020, product sales were redirected to the digital environment, a risky movement which was highly satisfactory thanks to all the departments involved, and to the capacity of both platforms to absorb demand. In 2021, the most significant growth in online subscription sales was consolidated as a result of the pandemic, a milestone that was accompanied by the launch of a new App at global level with new functionalities and an improved design.

With everything, in 2021, Saba's e-commerce in Spain, Italy, Portugal and Chile reported its best year in history with an increase in revenue of 87% on 2020 (and of 81% if we compare it with 2019, a year in which the pandemic had not yet broken out). These record figures are also obviously reflected in the rise in transactions which, in 2021 exceeded 78,300 (+90% with respect to 2020).

## Web and App in 2021



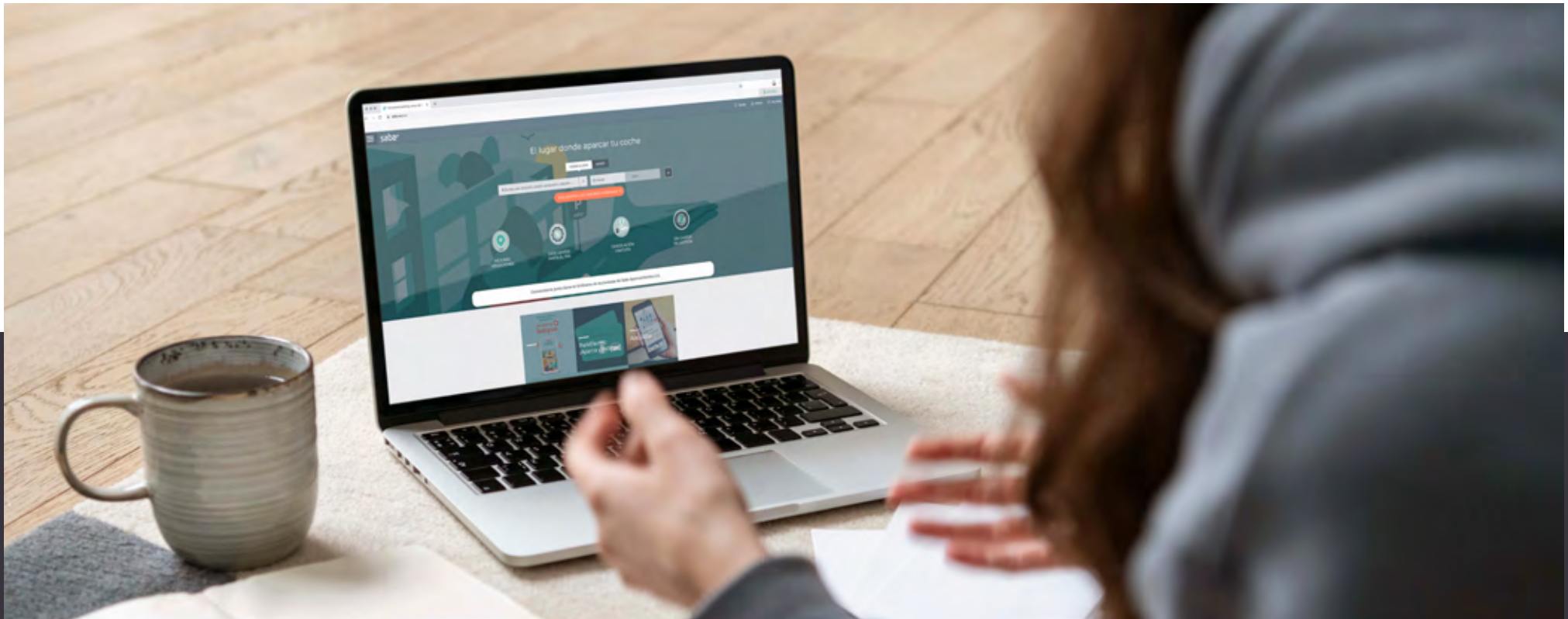
**1,7**  
million visits



**78,300**  
transactions  
(+90%)



**+87%**  
Total revenue  
(Spain, Italy, Portugal  
and Chile)



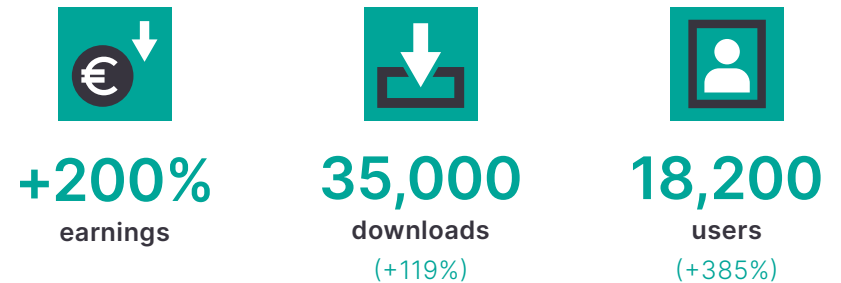


## An app with new functions and an improved design

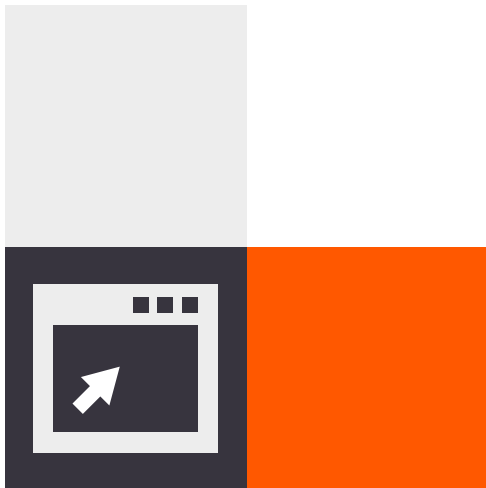
Available in Spain, Italy, Portugal and Chile, the renewed “Saba App” optimised its customer experience with a clean intuitive design. With this update, Saba has wanted to focus on user experience, offering maximum usability to its customers and ensuring that in the future it may assume other Saba markets.

An App which may therefore adapt to the existing needs and functions in each country. Also, shortly, this platform will include the functionality that enables the payment of the regulated area by mobile phone. For now the download of another app is still required (Saba Regulated Area) to be able to enjoy this service, but the company is considering integrating it over this year.

### Saba App in 2021



To facilitate browsing and that it adapts to cases of very different use (from the customer that only seeks an apartment close to the destination to which they are interested in buying products to that which makes use of the regulated area service), the whole graphic image has been redesigned, now more intuitive. Noteworthy with respect to the previous version is a Home page in dashboard format, dynamic and personalisable by the user. New sections with useful information are also included (favourites, purchase history and recommendations) and a virtual office (My Saba), which significantly extends its services; enables the consultation of payment methods, vehicles or VIA T associated with the account, as well as the recovery of the access QR. The redesign reduces the dependence of the map as a vertebrator axis of the App, which provides the user with rapid access to the products and services offered.



## New Saba App services offering

### **Access and payment by number plate**

Entrance, exit and payment of the rotation stay linked to a credit card through the App.

### **Reserve**

Enables product purchases such as Multiday or VIA-T balance.

### **See map**

Satisfies the need to park immediately, without preliminary planning.

### **Regulated area (Shortly)**

Implementation envisaged in Spain and Portugal in the first phase, without the need to download another App.

# Car parks as an urban hub for goods

Saba is convinced that it can help in the management of a more sustainable Last Mile Logistics (LML). To achieve it, it envisages two lines of action: the creation of proximity goods distribution microhubs and the massive deployment of e-commerce product collection and delivery lockers.

How? By taking advantage of Saba's unbeatable car park locations in city centres. It is a firm proposal that requires the commitment of municipal and supramunicipal institutions so that, together with private operators such as Saba, but also many others, what has become the main mobility problem in modern cities can be reverted.

**Experience Last Mile Logistics (LML) at Saba: 10 locations operative in Spain and Italy**





Saba undertakes to ensure that its car parks serve as small micro-distribution hubs from where packages can be distributed on foot or with personal mobility electric vehicles.

### The impact of LML in large cities



**40%**  
of emissions



**20%**  
of congestion



**+78%**  
growth in demand in  
last mile distribution  
(in 2030)

Governments must tackle a situation which is worsening daily with the electronic commerce boom, taking advantage of already existing city infrastructures, such as car parks. Their location in densified areas, together with their opening 24h/365 days a year, provides them with a significant role to tackle the pollution and congestion caused.

# Geever, a sustainable urban logistics model

In its intention to continue extending its mobility offering and to be part of the solution to the decrease in pollution and road congestion in cities, Saba reached an agreement with the Districenter logistics company (Holding M. Condominas) last July to be included in the shareholder structure of the operator Geever, specialised in last mile distribution, and which currently has warehouses at nine car parks in Barcelona belonging to the Saba and Bamsa networks.

## Advantages of the Geever model



Reduction of failed deliveries



Capillary coverage throughout the whole city



Inclusion of the logistical operation and the electric recharging of vehicles



Night-time operations without bothersome noises and without occupying public spaces



Since 2018, Saba and Geever have worked together in Barcelona in the development of a sustainable last mile logistics model (LML), based on sustainable efficient home proximity distribution (last mile) and a network of car parks that work as distribution microhubs that cover nearby areas that permit short routes and integration with the neighbourhood and its citizens. This experience succeeded in reducing failed deliveries to below 10%.

Geever currently operates in Barcelona through 40 points, of which 18 are public car parks (Saba, Bamsa and BSM) and 22 are box rooms with a forecast in the future to consolidate a network based exclusively on car parks or distribution microhubs.

Proximity distribution avoids stoppages of motor vehicles on public roads (49% of hauliers double park), and it succeeds in reducing 75% of emissions in urban surroundings, allowing

the inclusion of locker collection, without these representing an additional stop. This network of microhubs can also provide a service to traditional business, being a potential element for its efficient reactivation.

**Geever operates in Barcelona through 40 points, of which 18 are public car parks**



**Microwarehouses at which to download packages at off-peak times**



**Efficient delivery to the end customer from the microhub (distribution point and inverse logistics)**



**Home delivery through sustainable means in nearby areas and time slots adapted to the customer**



**Integrated lockers for package collection and delivery**

# Geever proximity model

## Geever

1 van/210 packages

Unloading in 2h (off-peak times)

They cover 30 km in total

10% failed deliveries

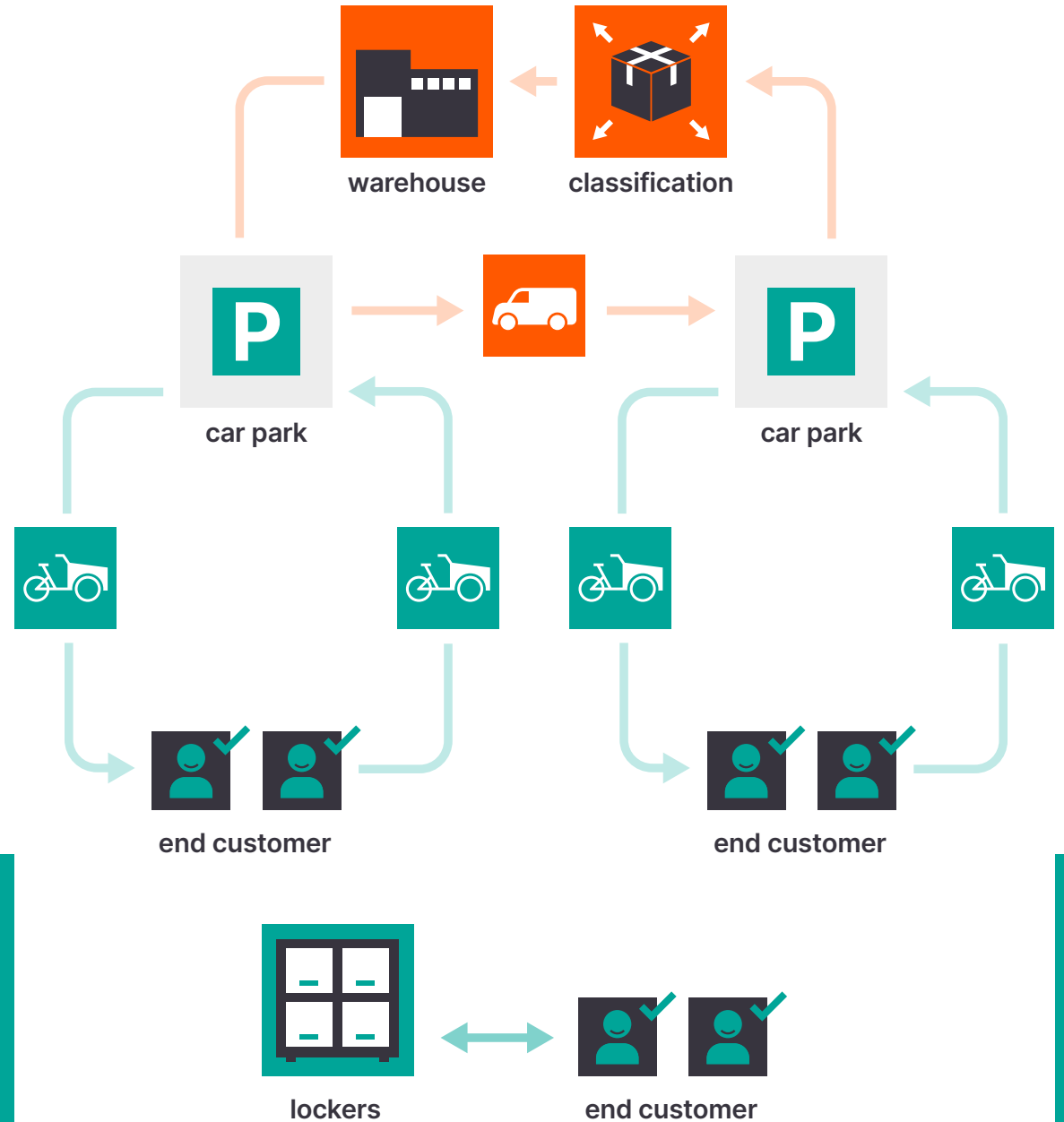
## Traditional operators

1 van/100 deliveries

Delivery 10h/day (approx. 120 stops)

They cover 150 km/day

18% failed deliveries





# Lockers: promote sustainable deliveries

Modern car parks must seek new ways of relating with the city and its inhabitants, which will not always be customers. Saba has modern infrastructures in the best locations normally in highly-populated areas in which public spaces must be for people.

Integrated lockers for the collection and delivery of packaging

Microwarehouses at which to unload packages at off-peak times

Home delivery through sustainable means in nearby areas and time slots adapted to the customer

Electric vans transport packages to car parks

## E-commerce lockers at Saba



117

locations in Spain, Italy, Portugal and the United Kingdom



+200%

growth



In this conception of city, and aware of being a valued space for cities, Saba provides all services as lockers, also known as e-commerce lockers. These devices offer a service to those people that cannot receive their packages at home, but also open a channel to an infinity of logistics operators which, making use of them, drastically reduce displacements. The company must reconsider the current model of home delivery since it has proved itself to be unviable from an environmental perspective.

Promote the culture of the collection of internet purchases at e-commerce lockers, which also permit their return, reduce traffic in the city centre and pollution, in line with sustainable microdistribution.

In 2021, Saba multiplied by three the number of lockers available at its car parks in Spain, Italy, Portugal and the United Kingdom. A trend which is expected to continue to rise in the coming years.

### Spain

|                          |    |
|--------------------------|----|
| PUDO (Pick Up, Drop Off) | 45 |
| Aliexpress               | 44 |
| Amazon Lockers           | 21 |

### Italy\*

|        |   |
|--------|---|
| InPost | 3 |
|--------|---|

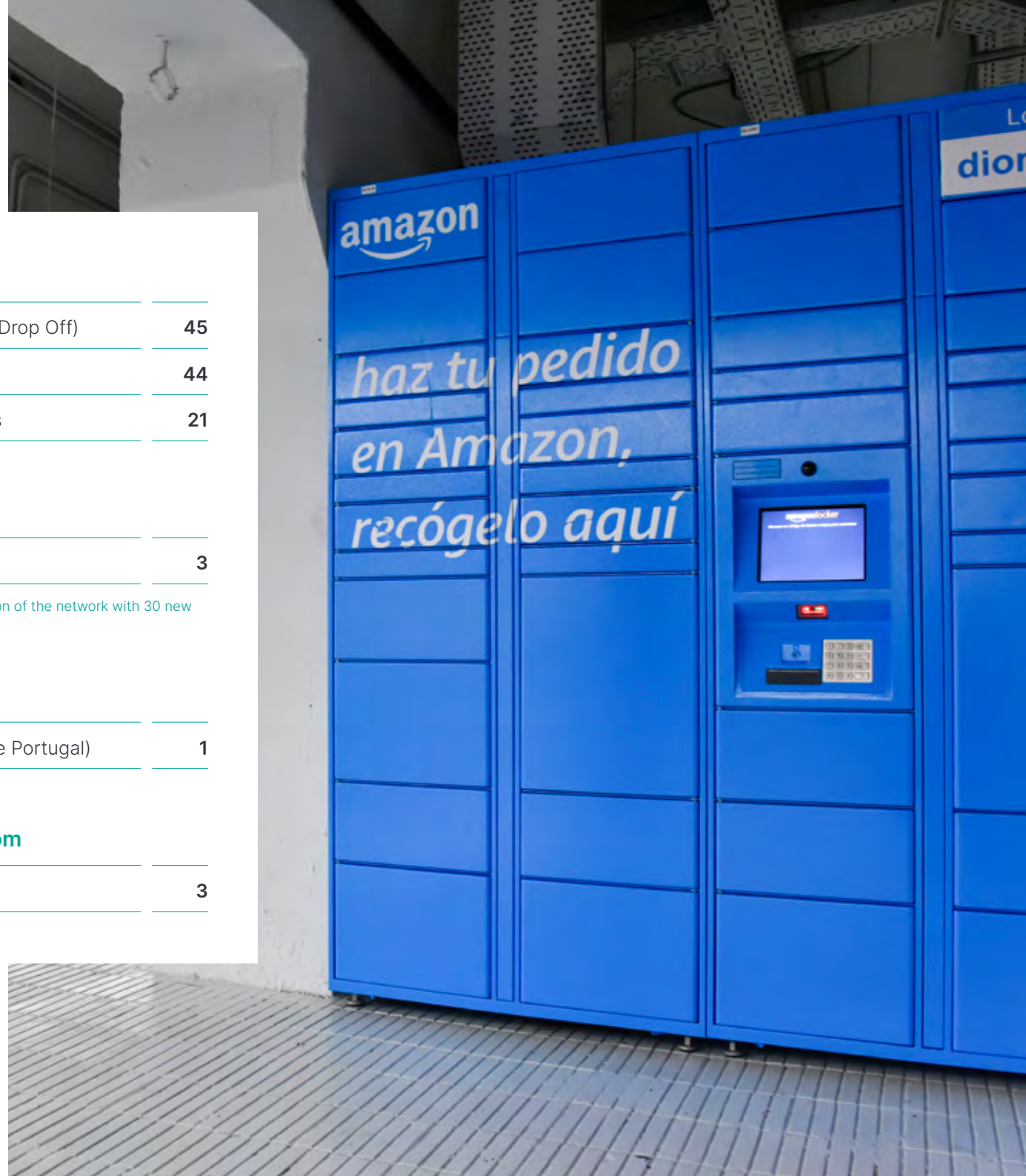
\*Forthcoming extension of the network with 30 new lockers.

### Portugal

|                            |   |
|----------------------------|---|
| CTT (Correios de Portugal) | 1 |
|----------------------------|---|

### United Kingdom

|                |   |
|----------------|---|
| Amazon Lockers | 3 |
|----------------|---|

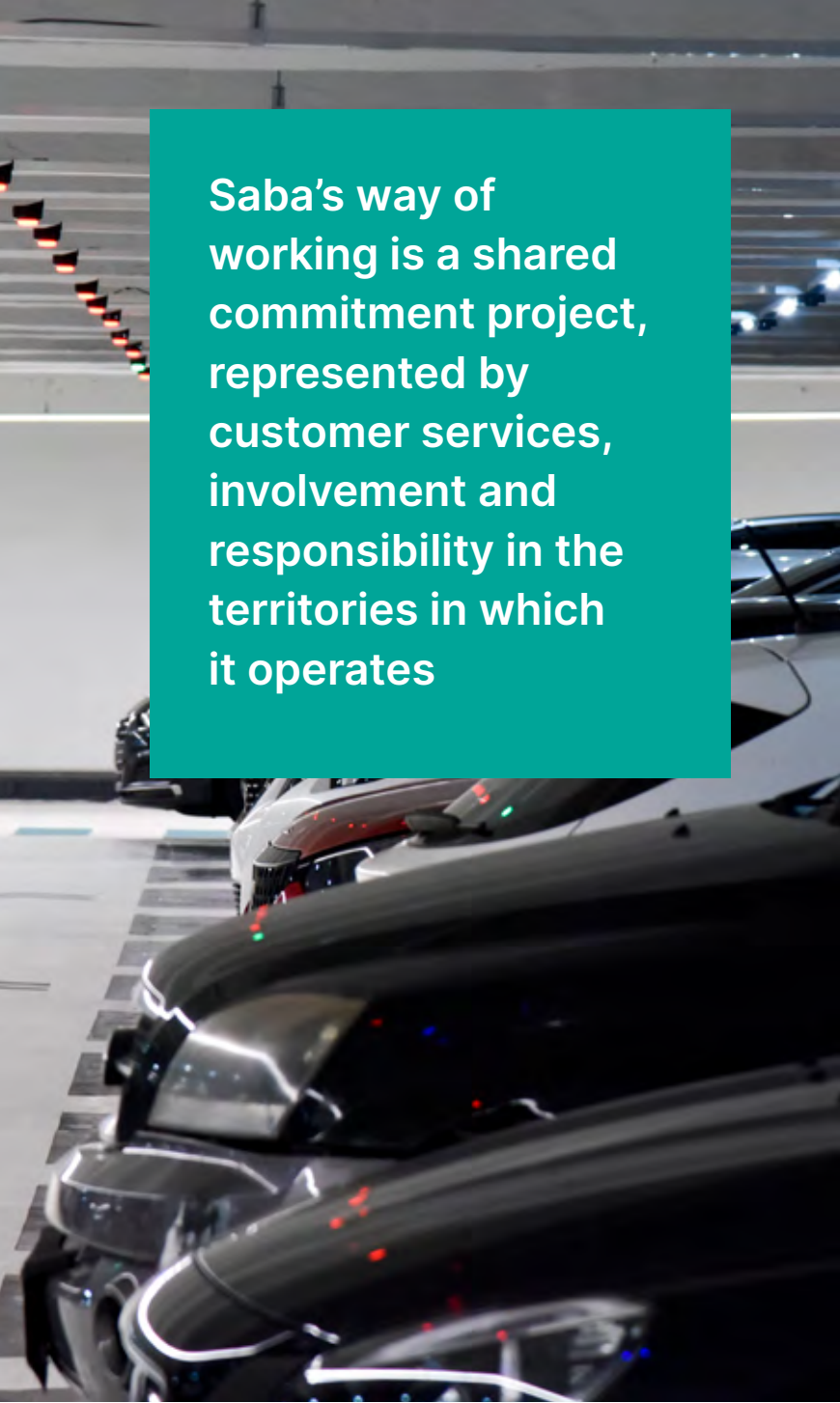


# ESG: Sustainability



# Main guidelines of Saba's sustainability

The whole organisation participates and collaborates, as far as possible, in the implementation of the sustainability culture established. Saba's way of working is a shared commitment project, represented by customer services, involvement and responsibility in the territories in which it operates, and it is an active part of progress in cities. All of the foregoing, together with brand identity and social and ethical aspects, comprise Saba's distinguishing features. The integration and consolidation of business sustainability enable the strengthening of transparency and the correct management of stakeholders. In fact, the roadmap that marks the sustainability strategy is aligned with GRI Standards.



Saba's way of working is a shared commitment project, represented by customer services, involvement and responsibility in the territories in which it operates



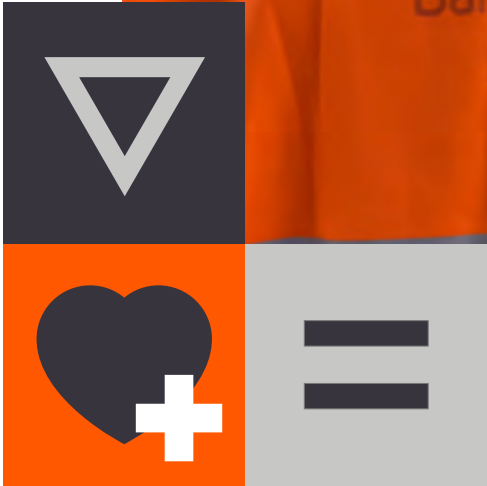
Value creation for society and the environment are priorities for Saba



Value creation for society and the environment are priorities for Saba. In this regard, the whole organisation is working to maintain a solid sustainability strategy and to suitably manage the aspects of greatest economic, environmental and social significance as well as good governance. In 2021, the company reiterated its support for projects such as the **UN Global Compact**, the greatest voluntary initiative in the area of Corporate Social Responsibility in the world, with over 15,401 entities in 164 countries in the whole world.

Precisely this Pact arose from the **Agenda 2030**, which breaks down the objectives of the international community in the 2016-2030 period to eradicate poverty and favour sustainable equal development. Saba performs its activities within the framework of the United Nations' Sustainable Development Goals, making these principles part of the daily strategy, culture and actions of the business and becoming involved in cooperative projects that contribute to the most extensive development goals. Social inno-

vation and development form part of Saba's DNA, hence compliance with these objectives is the best way to ensure the Group's commitment and involvement as a socially responsible player.



Saba's activity is performed taking into account especially the goals regarding climate action, in line with actions to combat climate change and its effects, sustainable cities and communities, with the implementation of solutions in the area of urban mobility and the innovation, improvement and technology of infrastructures.

In the same manner, to have an integral vision of the future and to continue reinforcing business responsibility, it is necessary to take into account the remaining goals. The health and well-being of workers, customers and collaborators, reinforcing the prevention of occupational risks and the installation of resources at car parks such as defibrillators and contributing to the least privileged groups is Saba's pledge to end poverty. Other commitments include an **Equality Plan** to achieve gender equality, compliance with the **Code of Ethics** as a conduct reference at the company, becoming involved in society by offering decent work through increased indefinite-term contracts, and reference alliances to attain the objectives proposed, such as joining with the Spanish Compliance Association (ASCOM).



# Environment

Saba identifies the environmental aspects arising from its activities, providing an in-depth analysis of its processes map, and measures its impacts through the calculation of the carbon footprint in accordance with internationally recognised standards and verifies said calculation through a qualified third party. This exercise allows the profiling of more adequate objectives and the implementation of actions that contribute to the fight against climate change. In this regard, Saba includes this point as part of its business strategy, boosting initiatives that contribute to progress in the ecological transition and towards an economy low in carbon emissions.



## 1

### Significant initiatives

#### Energy and Certification Management System

The Group has environmental (ISO 14001) and energy efficiency (ISO 50001) regulations in Spain, Italy, Portugal and Chile, and expects to set up soon in the United Kingdom and afterwards in the remaining countries.

#### Training

Saba is working continuously in the digital transformation of its processes and has implemented a face-to-face and e-learning hybrid training plan, to raise the awareness of the whole workforce and promote campaigns aimed at deploying more sustainable environmentally-friendly conduct: waste management, energy efficiency, emergency protocols, environmental impacts, among other matters.

#### Monitoring of facilities

The company has a system to control and manage consumption that enables the monitoring of the facilities in real time (consumption, power, intensity), the registration of consumed energy in each car park, and the registration of consumption trends and the subsequent analysis of variations to determine corrective measures. Implemented in Spain, Italy, Portugal and Chile, it will be extended to the remaining Group companies in the following years.

### Energy savings

Saba promotes and implements different measures to directly affect electricity savings:



▼ Change of lighting to LED technology programmable.



▼ Installation of high energy efficiency lifts.



▼ Condenser bank.



▼ Renewal of more energy efficient ventilation equipment.

These measures have already been implemented in Spain, Italy, Portugal and Chile and work is being carried out to extend them to the remaining countries at short term.

All these measures are accompanied by the design of facilities, which take into account the improvements in energy performance, savings in consumptions and climate change, boosting of the electric vehicle or the decisive pledge of the company for sustainable urban goods distribution.





# 2

## Carbon footprint

To assess its environmental impact and make its stakeholders participate, Saba calculates and verifies the carbon footprint of its activities, organising the emitting sources (consumption) in scope, taking as a base the degree of impact of activities on them. The carbon footprint has been calculated since 2011 and it has been verified since 2016.

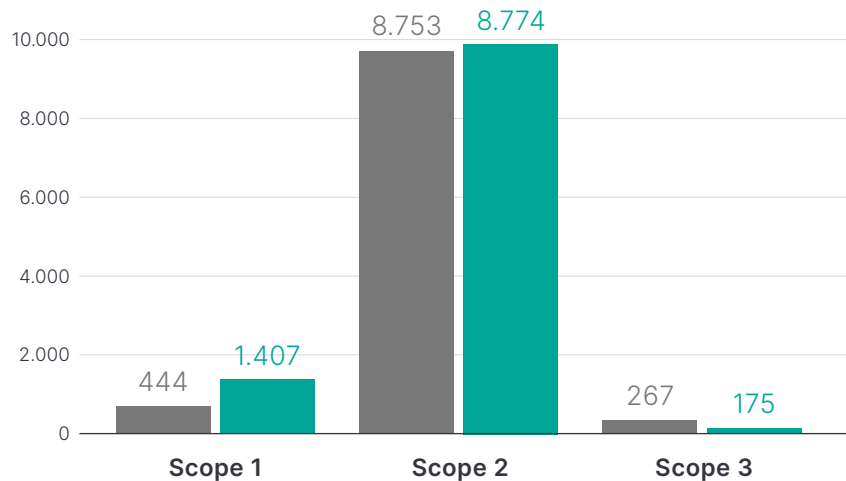
### Emissions

Measurements in equivalent TnCO<sub>2</sub>\*

at 31 December 2021

\*Activity data (consumption) of Geever have not been included

■ 2020 ■ 2021



### Type of emissions:

**Scope 1:**

Diesel oil C, diesel oil vehicle fleet and coolant gases.

**Scope 2:**

Electrical consumption.

**Scope 3:**

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



With regard to the services provided by Saba, the greatest existing environmental impact, corroborated by the calculation of the carbon footprint, is the energy consumption derivative (Scope 2), which represents around 86% of Saba's emissions. The result of the calculation of global emissions in 2021 is 10.356 tCO<sub>2</sub>eq, up 9% on the previous year, mainly due to the increase in petrol consumption for fleet after a year such as 2020, with very few trips due to the restrictions implemented during the pandemic.



# Welfare projects

In 2021, despite the fact that the company continued to be affected by the pandemic, both in terms of activity and of income, the intention was maintained, the same one as in 2020, of backing those welfare projects that Saba has implemented since 2011. In a situation in which solidarity must be more essential than ever and in which companies and institutions must get involved with people and territories, Saba has maintained these commitments in this area and it has even extended its partnerships.



Noteworthy is the project performed by Saba in 2021, earmarking part of the resources of the Christmas institutional campaign to an initiative promoted by the Italian association Differenza Donna, formed in Rome in 1989, with the main objective of publicising, preventing and combating gender violence against women and children. Among the main procedures carried out by Differenza Donna, such as shelters for abused women or international actions to fight against the sexual or employment exploitation of women, inter alia, also of note were prevention programmes in schools throughout the country to counteract hate crimes, bullying and cyberbullying.

The partnership between Saba and Differenza Donna will enable the implementation of programmes at schools in Roma, Perugia, Bari and Verona. These are awareness-raising projects aimed at children from early ages until the last stages of university and post-graduate training that seek to promote gender relations respecting personal freedom

and breaking all manner of stereotypes that prevent and seriously harm coexistence.

Saba will continue to be involved in all territories in which it operates, identifying long-term projects that adapt to the company's welfare projects and which are focused on three areas. Firstly, initiatives in the health area within the hospital area, the most noteworthy of which were the agreement to promote the SJD Paediatric Cancer Centre at the Sant Joan de Déu hospital, which will represent the construction of the most important children's oncological hospital in Europe.



**Saba will continue to be involved in all territories in which it operates, identifying long-term projects that adapt to the company's welfare projects and which are focused on three areas**



Secondly, support for disadvantaged groups with special focus on children and families. Here of special note are the partnerships with **Cáritas** or **SOS Children's Villages**, the largest direct childhood direct care organisation of the Spanish State, with a presence in 139 countries, most of them at which Saba has a presence. The agreement with the "la Caixa" Foundation **Programa Incorpora** will also be included in this section, for the employment inclusion of people at risk of social exclusion.

Lastly, projects that contemplate climate action and which are clearly connected with Saba's philosophy and its role as sustainable mobility adviser. Noteworthy here is the cooperation with **Plant-for-the-Planet**, a non-governmental organisation formed in Germany, present in 71 countries and which aims to raise the awareness of children and adults regarding climate change and global justice problems.

All partnerships are reviewed year by year, monitoring them and maintaining support with a view to continue extending the actions, always within the parameters set in Saba's regulations. In this regard, the company implements internal regulations and, in line with that stipulated in section 24 of the Code of Ethics, it governs the contributions and partnerships with third parties excluding those related with political parties or organisations related to them.





# Corporate governance

Respect for human rights is one of the main obligations assumed by Saba in the performance of its operations and procedures. The Group is taking as a reference the regulations set forth in the United Nations Guiding Principles on Business and Human Rights in the Guidelines of the Organisation for Economic Co-operation and Development (OECD). Likewise, the main conventions of the International Labour Organization (ILO) are adhered to in the area of occupational rights and, in general, the legal requirements of each country in which Saba operates are strictly followed.

Saba has a Code of Ethics, approved in 2013, which established the benchmark ethical system that must govern the performance of the company and its employees and which, furthermore, is available on the corporate web page.



[www.saba.eu/es/informacion-corporativa/codigo-etico](http://www.saba.eu/es/informacion-corporativa/codigo-etico)



**The conduct of all employees must comply fully with the legal provisions in force in any part of world in which Saba deploys its activities**

The **Code of Ethics** was approved by the governing bodies of the different Saba companies, which has been provided to all Saba employees in Spain, Portugal, Italy and Chile for their knowledge, and are binding for all employees. In 2021, the approval and publication of the Code of Ethics has continued to be analysed in the remaining countries in which the Group operates. In this regard, the Code of Ethics has been provided to employees in the United Kingdom, the Czech Republic and Slovakia, and is in the process of being extended to Germany and has been published at the investee Geever. The conduct of all employees must comply fully with the legal provisions in force in any part of world in which Saba deploys its activities.

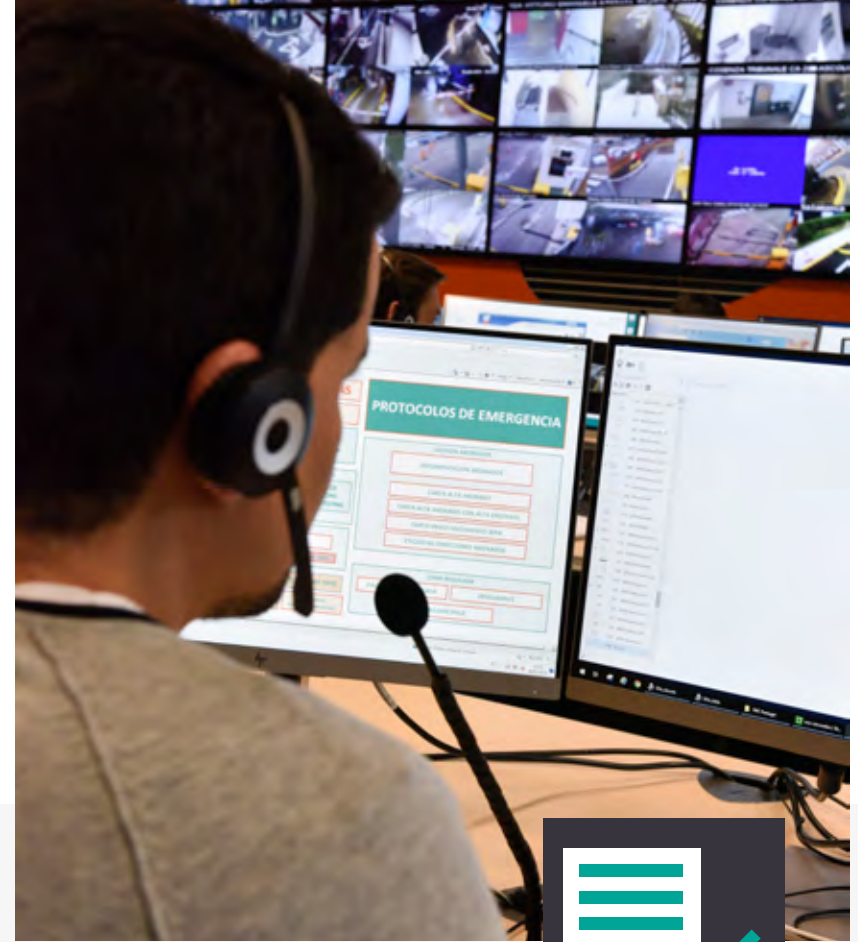
As stipulated in article 5 of the Code of Ethics, Saba assumes the commitment to act at all times in accordance with the prevailing legislation, respecting human

rights and the freedom of people. Specifically, with regard to respect for human rights, article 6 of the Code of Ethics stipulates that Saba does not accept any conduct in its dealings with consumers or third parties that may be interpreted as discrimination due to race, ethnic group, gender, religion, sexual orientation, trade union membership, political ideas, convictions, social origin, family situation or disability or intimidating or offensive conduct.

Saba also has a Procedural and Prevention Protocol regarding Employment and/or Sexual Harassment available to all employees.

To implement the principles of its Code of Ethics, Saba has approved a Policy to prevent corruption and for relationships and dealings with the public administrations and with third parties, and internal regulations to implement such policy, to set the criteria that must be met by Group companies to comply with dealings with public administrations and both national and foreign civil servants and authorities and in their relationships with other companies. The aforementioned regulations have the main objectives:

|  |  |
|--|--|
| <p>Establish the procedural principles for employees in their dealings with public authorities and private companies</p> | <p>Protect the process of free competition and participation in all public tenders in which Saba companies can submit a bid</p>        |
| <p>Protect free competition and involvement in the acquisition and/or delivery of goods and/or services</p>              | <p>Establish Zero Tolerance to Corruption, both in relationships with the authorities and in relationships with private businesses</p> |



The **Code of Ethics** and **Anti-corruption Policy** apply at Saba and at companies that control, both in Spain and in the other countries in which it is present, all of the foregoing without affecting the adaptations that may be implemented to comply with the specific legislation of each of the countries in which these companies are based. It is binding for the members of Saba's Governing Bodies, its executives and all its employees.



## Saba's main procedures in ethical conduct

Since 2011, Saba approved and implemented different regulations and procedures to consolidate transparency, efficiency, responsibility and sustainability as the basic pillars to guide company procedures. It has also implemented a series of crime prevention measures.

- 
- **Crime Prevention Manual**, approved in its initial version by the Board of Directors of Saba Infrastructures in March 2017 and subsequently updated in 2019 and 2021.

---

  - **Update of Saba's Criminal Risk Matrix and of the existing controls and the Crime Prevention Manual**. Extension of the latter in all countries in which the company carries out its activities.

---

  - **Prevention Model control structure.**
    - Board of Directors
    - Ethical Committee
    - Criminal Risk Prevention Committee

---

  - **Ethical Channel**. Through which signs or suspicions of conduct that breaches the law and/or the Code of Ethics can be reported.

---

  - **Specific training for employees**, in person and telematically through the Saba Campus.

---

  - **Membership of ASCOM** (Spanish Compliance Association).

---





saba°

saba.eu

Access the digital version at  
[saba.eu/2021annualreport](https://saba.eu/2021annualreport)