

# 2020 ANNUAL REPORT



saba<sup>o</sup>





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# The President's Assessment

Salvador Alemany

In an unprecedented global emergency such as the COVID-19 pandemic, which hit us all in 2020 and which remains active in 2021, the first mention has to be the emotional memory of all those colleagues, family and friends who have died since the crisis began.

Although it is true that nothing had prepared us to face a situation of unprecedented impact, the capacity to react and adapt demonstrated in many fields of society is unprecedented as well. This is also the case in Saba, a company over 50 years old, that set objectives from the beginning to preserve the health of all its employees and to prevent the spread of the virus, as well as to ensure the functioning of its service and the continuity of its business.

A 24-hour, 365-day service, such as that provided by Saba, and which is considered by the authorities to be an essential activity, determines the way forward for the whole organisation, entailing continual updating of the plan for business continuity, and also the way of acting, with social responsibility. As such, we made our car park network available to hospitals and health-care facilities in all the countries

where we operate and, more recently, facilities have been offered for vaccination campaigns.

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**Saba provides a service  
24 hours a day, 365 days a year,  
which is considered by the  
authorities to be an outstanding  
essential service**

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It is precisely mass global vaccination that will enable us in the medium and long term to return to normality at all levels, together with the easing of restrictive measures both in the field of mobility and in the field of economic activity. We can finally get a glimpse a future in which Saba is closely watching for recovery funds promoted by the European Union for post-COVID-19 economic and social reconstruction aid. Work is being carried out on strategic projects with a special focus on electric charging, urban micro-distribution (last mile), mobility platform design and digitisation.



On 2020, I would like to stress that, despite the health crisis, development operations were conducted, including new projects and renovations, in most countries where we operate. One of the major transactions was the acquisition of the “Gran Bulevar” car park in Oviedo, Spain, the first to be managed by



the company in the province of Asturias. There was also the purchase of 100% of the shares of Clickpark Holdings, one of the most important technology operators in the parking sector, present in 54 locations in the Czech Republic and 8 more in Slovakia. Saba is now a Group that manages nearly 390,000 parking spaces in over 1,100 car parks, with a staff of 2,000 people, and it is present in 182 cities in 9 countries.

Although Saba’s main figures were clearly greatly affected by the pandemic in 2020,

recording a net loss, the company maintained a positive EBITDA of 72 million euros and redoubled its efforts to increase the operational efficiency of the business and to implement initiatives to position itself as a benchmark in the sector, with particular focus on new support systems, new technologies (website and app) and energy efficiency, in addition to new commercial formulas and initiatives, while maintaining control over costs. Similarly, the company is active in the process of requesting rebalancing of its concessions to correct for the impact of COVID-19, bearing in mind that Saba continued to provide services throughout the pandemic, being considered essential, despite drastic restrictions in circulation.

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**Saba has finalised  
development operations,  
including new projects  
and renovations, in most of  
the countries where it operates**

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In closing agreements, we continue to insist on commercial initiatives in the field of new mobility uses and habits (sharing, electric vehicles, among others).



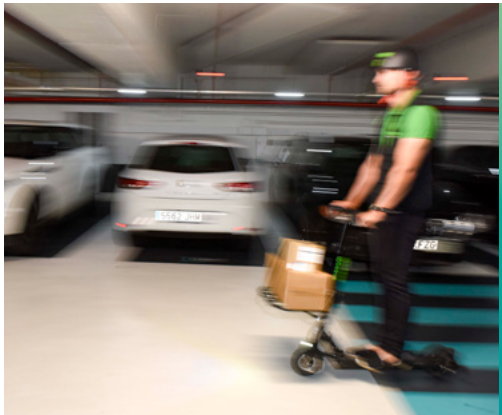
In this regard, we at Saba insist on the role of the car park in new urban mobility, on its evolution from the function of parking vehicles and a facility to regulate road congestion to also become an intermodal node in the urban mobility network. We are talking about mobility service hubs, points that take advantage of strategic locations in city centres, their capillarity throughout the city and their uninterrupted service to operate as an agent integrated into the policy and mobility chain for people and, likewise, goods. In short, part of the solution to cities' current needs, such

as last mile distribution and the need to reduce what we call absurd logistics, which today represents 15% failed deliveries, for example, in Madrid and Barcelona.

And Saba has actions in progress in this area from two points of view. Firstly, for sustainable last mile distribution, with a pilot test in Barcelona together with the logistics operator Geever, which has installed warehouses in five car parks in Barcelona, with plans to expand this to nine in the near future. There is also a considerable

reduction in vans at peak time, as entry of goods takes place at night time, and their departure uses sustainable and single-person vehicles. After two years of this trial, failed deliveries have been halved. The second axis is collection of e-commerce products from lockers located in Saba's car parks. Recently added to these services in Italy (InPost), Spain (Pudo) and the United Kingdom (Amazon) is the Amazon lockers service in the car parks in Spain.

In terms of corporate governance, and within the framework of the crime prevention model, Saba drove a review of processes and controls in



2020, adapting the Risk Prevention Manual and promoting training among its employees. Also to be highlighted is the extension of the Code of Ethics to all countries in which the company is

present, disseminating and homogenising the principles that underpin the ethical behaviour of the Group.

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**Saba sees the car park as a hub for mobility services, which responds to problems such as those generated by last mile distribution**

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We continue to carry out our activity within the framework of the United Nations Sustainable Development Goals (SDGs), integrating these principles into the strategy, culture and daily activity of the business. In social action, at a time characterised by the crisis and at which the public calls for responsibility from companies and institutions, we have maintained our commitments to all the projects under way, with special emphasis on those health initiatives to combat COVID-19.

In terms of the environment, for another year we have driven improvements to reduce the impact of our activity on the climate and we have extended ISO 50001 Energy Management certification

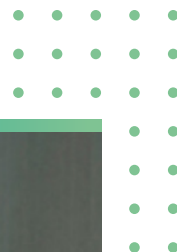


to Chile, which Spain, Italy and Portugal already held, with the plan of implementing it in the rest of the countries.



Finally, on behalf of the Board of Directors, I would like to express our thanks for the work, professionalism and commitment shown by all the company's groupings in each of the countries, at a difficult time, and which required tenacity, resilience and constant effort. The contest continues and we need to look to the future with hope and encouragement to persist and overcome. I am convinced that we will come out of this stronger as a company, and also as people.





# Chief Executive Officer's Assessment

Josep Martínez Vila

The pandemic caused by COVID-19 has undoubtedly been the most disruptive factor in the history of the company's activity, affecting the business and professional sphere, but also the personal aspect. We all mourn the death in 2020 of three Saba collaborators, two in Barcelona and one in the United Kingdom, as a result of the health crisis. Their memory is indelible for us.

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**The application of technology has been essential to meeting the enormous challenge posed by the health crisis: remote working, remote management and business digitisation**

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In a complex and demanding year like 2020, Saba designed and implemented a series of measures aimed at combating this exceptional situation, which persists in 2021, revised and adapted to the evolution of the crisis and framed in a context of limitations to mobility and restrictions in economic activities adopted by the authorities to contain disease transmission.

All starting from the premise of preserving the health of employees and customers, and providing continuity to the business, considered to be a relevant and essential public service.

Among all the actions, I would like to highlight the maintenance of car park network operation, under the circumstances, as well as the activity of the Customer service and Control Centre (CCC), to which car parks in three countries in the network are connected. It operates 24 hours, 7 days a week and has been a key part of this operation, thanks to the quick action that initially enabled two alternative centres to be established, to then be made virtual, in the employees own homes.

Application of technology has been essential in meeting the enormous challenge posed by this health crisis, which has enabled remote working in central services from day one, with the right digital tools, and the remote management of the car parks themselves. It has also facilitated the drive to digitise the business, by enhancing sales channels and offering new products tailored to the particular demands generated in



a pandemic scenario. Under continual review, I am convinced that this will be one of the levers in the gradual recovery of activity to the levels seen prior to the COVID-19 crisis.

In 2020, as a result of the impact of the crisis pandemic, Saba's comparable short stay activity fell by 47% from 2019, while the number of subscribers was 15% lower than in the previous year. As regards the main figures, operating income totalled 198 million euros, 34% less than 2019, and EBITDA was 72 million euros, 48% lower. Saba invested 31 million euros in the 2020 financial year, of which 15 million were for

expansion projects, highlighting the 7.5 million euros for acquisition of the "Gran Bulevar" car park in Oviedo.

Noteworthy development operations include the 30-year lease agreement for Picoas Plaza in Lisbon and the management contract for Buckinghamshire Healthcare NHS Trust hospitals' car parks in the United Kingdom, with seven centres located to the west and north-west of London, with a total of 2,900 spaces. In addition, Saba and Siemens signed an agreement with Vivantes, Germany's largest municipal hospital operator, to operate the car parks of eight hospitals in Berlin, with over 1,200 spaces. This is Saba's first operation in the German capital.

The Group's evolution in the short and medium term will be conditioned by the macroeconomic context of each country it operates in, together with the effects of COVID-19. Saba, is constantly monitoring the situation and the possible impacts, both financial and non-financial, that the health crisis is causing in this regard, with strict control over costs and investments.

## The CCC totals nearly 300 connected car parks in Spain, Italy and Portugal, soon to incorporate car parks in Chile and the United Kingdom

On this point, I would like to highlight the effort made in the financial field, with comprehensive control of liquidity and debt, which remain stable despite the exceptional situation, and the prolongation of the existing financing of its car parks in Europe (Club Deal).

In terms of efficiency, operational management and service quality, the CCC currently has almost 300 connected car parks in Spain, Italy and Portugal, compared to 235 in 2019, with car parks in Chile and the United Kingdom soon to be added.

Saba continues to drive and boost strategic business initiatives such as the launch of payment by number plate, both for subscribers and short stays, as well as Saba business website and app expansion and e-commerce services (with remodelling and improvement of features under way), extending it to all



the countries where it operates. Visits to the e-commerce websites in Spain, Italy, Portugal and Chile reached 1.4 million in 2020 and the number of transactions stood at over 38,800.

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**Saba continues to drive and boost strategic business initiatives such as the launch of payment by number plate, both for subscribers and short stays**

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We work to ensure that the car park remains part of the solution to cities' current needs, their transformation, and to citizens' new mobility habits. Car parks not just for cars and motorcycles, but also for bicycles and other vehicles of personal micro-mobility, such as scooters, in an intermodal regime, between these and also with public transport.



Similarly, the car park plays a key role towards becoming a shared mobility node, and Saba has experience over some time with commercial agreements with car sharing and rent-a-car companies, for example. It also has an indispensable role as an electrical infrastructure point. Saba currently has 237 electric charging points in 57 car parks in Spain, 74 points in 11 car parks in the United Kingdom, 50 charging points in 14 car parks in Portugal and more than 30 points at 11 sites in Chile. In addition, we are finalising the implementation of charging spaces in 15 Italian car parks.

In conclusion, I would like to briefly indicate the priorities and challenges we face in 2021, where the care and safety of all of Saba employees come first. Second comes business continuity, which must remain key. We will need to focus on ensuring car park operations, customer service, revenue recovery, tight control over costs and adapting services to our customers' new needs. Finally, we will continue to work to be a benchmark mobility manager, with the ambition of supporting the company's growth and opening up new lines of innovation in the sector to contribute to its consolidation in the future.

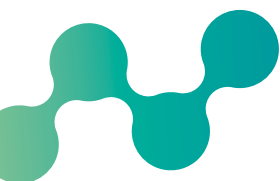


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**Saba's top priority is the care and safety of all its employees, as well as business continuity, which must remain key**

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And we will achieve all this if we continue to trust the common project Saba represents. If we keep up the effort and if we look beyond the short term, at a future of recovery in which we can overcome this environment of uncertainty. I can only thank, on behalf of the management team, Saba's entire team for their commitment at difficult moments and times of great sacrifice, which is enabling us to surmount this pandemic crisis situation.



# 1. Company information



## Business model

Saba (99.5% CriteriaCaixa) is a benchmark industrial operator in development of solutions in the field of urban mobility, specialising in car park management. It implements its activity with an industrial vision in all areas of the parking sector and has excellent locations, resulting from a selective growth policy to ensure the highest standards of quality, innovation and experience. All this under the guiding principle of customer support as a central pillar, Saba's differentiating factor.





At the close of 2020, Saba had a workforce of more than 2,068 people and was present in 182 cities in nine countries in Europe and Latin America, managing 1,155 car parks and 387,379 parking spaces.

Saba's business model is based on the privileged geographical location of its assets, excellence in its service quality and commercial approach, in addition to the proactive introduction of technology, the management of its contracts and an adequate size that facilitates efficiency, competitiveness and internationalisation. The

Group has a combination of assets at various stages of their life cycle, most of them in a mature phase with high margins, something which enables the financing of assets that are still in their development stage. The average duration of the contracts is currently 20 years, thus guaranteeing the future of the company.

Saba's mission is to become a leading European operator in public mobility services and infrastructure management through continuous, selective and sustainable growth. Preserving its industrial character with a committed, responsible and active participation in management is part of Saba's operating philosophy, with a long-term approach to the advancement of its business interests.

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**Average contract duration  
is currently 20 years,  
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future of the company**

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Saba works to ensure it has the most cutting-edge innovation and new business strategies, incorporating in this way smart services related to the mobility of people and vehicles. It was a pioneer in the installation of 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 have already been rolled out in various Saba countries, through which 100% digital products can be purchased. In addition, Saba has promoted new control systems, discount automation at payment machines, number plate reading 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 understands the car

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## The internationalisation of the CCC is consolidated, with 235 connected car parks in Spain, Italy and Portugal

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Saba strives to be a benchmark Group in areas such as efficiency, technological innovation and commercial proactivity. In this regard, our Customer service and Control Centre (CCC) responds in a cross-cutting manner to this Group positioning. The CCC has improved the level of customer support, not only acting as a remote



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.

management centre, but as a true *Contact Centre* with a business outlook, enabling Saba to increase the quality of support to its customers.



In 2020, Saba's CCC continued to consolidate its reference role beyond remote car park management, in the ongoing pursuit of improved customer experience. In this regard, 2020 represented the continuation of the process of internationalising the CCC that started in 2017, and was consolidated in 2019, with 235 connected car parks in Spain, Italy and Portugal.

In addition, Saba laid the foundations for connection of UK car parks, which will begin deployment in early 2021.

In December 2020, Saba received 158,744 requests related to commercial activity and Customer Service through its various communication channels in Spain, Chile, Italy, Portugal and the United Kingdom. Work on integrating information from Germany, the Czech





Republic and Slovakia is planned. Additionally, the CCC handled 1.4 million interphone calls from the Spanish, Italian and Portuguese car parks, representing an average of about 3,780 calls a day, solving all kinds of incidents and operating remotely, seven days a week, 365 days a year.

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**Saba has monitored  
the pandemic continuously  
to minimise its impact  
at all times**

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The Group's people and activities were affected by the health crisis caused by COVID-19 during 2020.

As a result of this widespread pandemic, extraordinary measures were imposed during the 2020 financial year to restrict business activity and freedom of movement of people and vehicles in all the countries where Saba operates, greatly impacting the car park service provided by Saba.

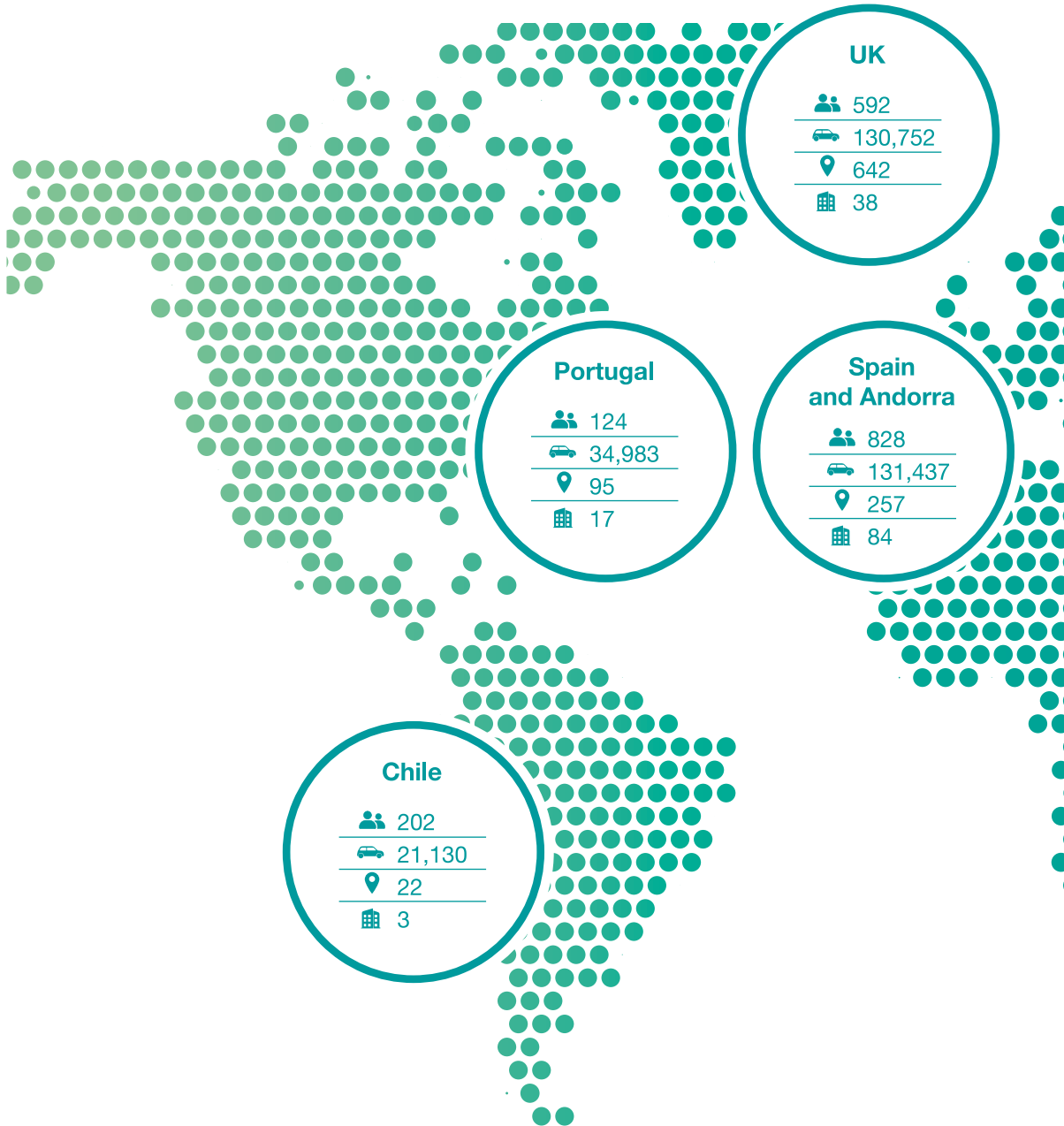
However, Saba, as the provider of the public car park service, relevant as an accessory activity and necessary to facilitate the action of critical and essential services, has continued to offer this service to citizens and its customers, except for some private centres and, in the initial months of the pandemic, many of the above ground regulated areas, where activity was suspended due to indications of the corresponding municipalities.

The Group monitored the pandemic throughout the year to minimise its impact, protecting the safety of employees and providing support to customers, as well as ensuring sufficient liquidity to operate normally.

These actions are itemised in Chapter 2 of this document.

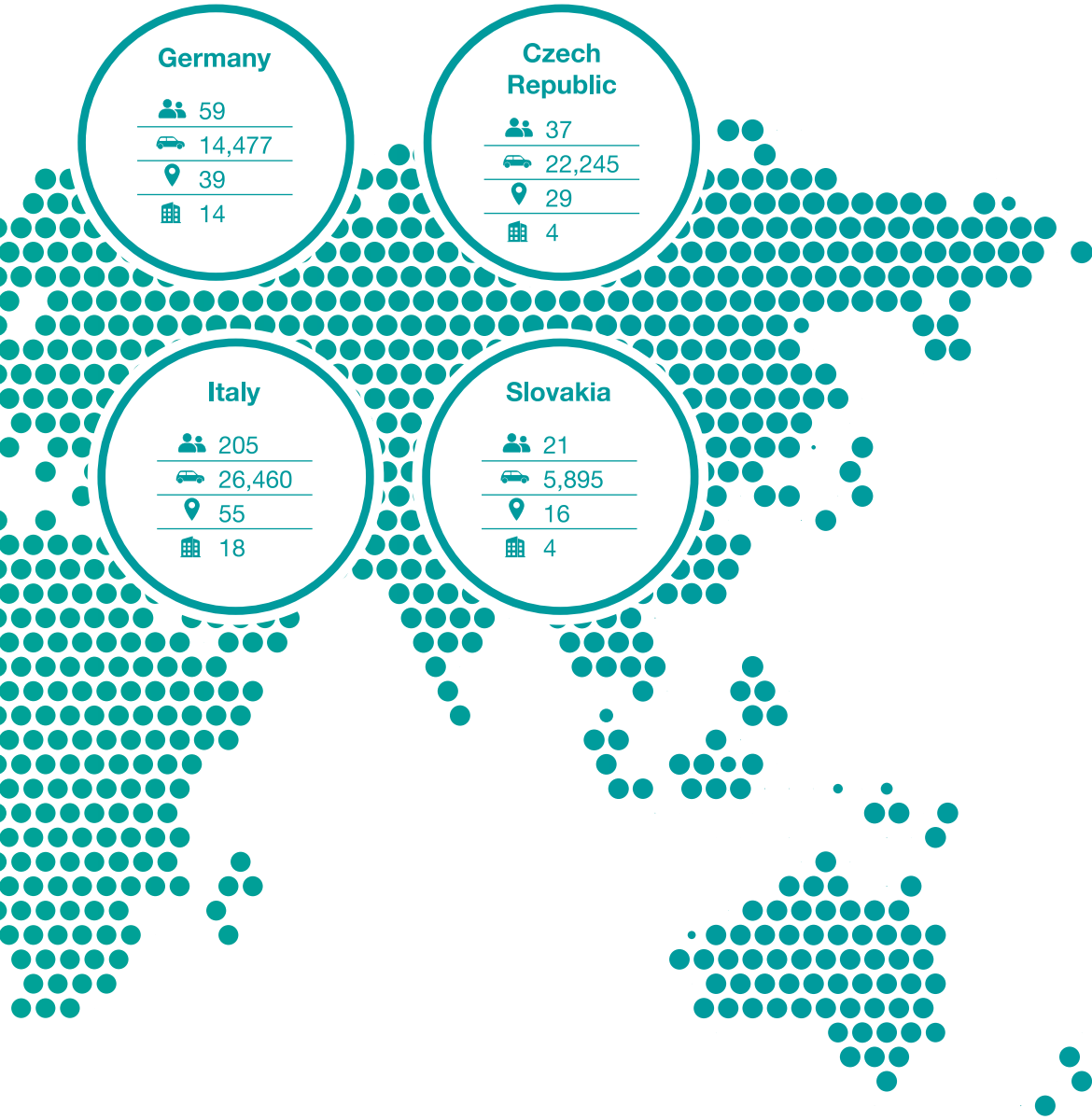


# saba<sup>o</sup>



 **2,068**  
employees

 **387,379**  
parking spaces



 **1,155**  
car parks

 **182**  
cities

 **9**  
countries

## 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:** To provide solutions to the need for sustainable mobility, offering car park availability and complementary services to customers.



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

**Values,**  
how we act







## 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 reference the regulations set forth in the United Nations Guiding Principles on Business and Human Rights and in the Guidelines of the Organisation for Economic Cooperation 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.

Ethics being binding on all employees. In 2021, the adoption and dissemination of the Code of Ethics for companies in Germany and Andorra and the mechanisms for dissemination to employees in the United Kingdom, the Czech Republic and Slovakia will be analysed. The behaviour of all employees must fully respect the legal provisions in force in any part of the world in which Saba is active.

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

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<http://saba.eu/es/informacion-corporativa/codigo-etico>

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

The Code of Ethics has been approved by the administrative bodies of the various Saba companies and has been made available to all Saba employees in Spain, Portugal, Italy and Chile for their knowledge, with this Code of

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.

The internal regulation established in this area is the Protocol for Prevention and Action Against Sexual and/or Workplace Harassment. This protocol is available to all employees on the corporate Intranet for consultation and, if necessary, implementation.

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 Public Authorities and Third Parties, as well as internal standards 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. Its main objectives are to:

- 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.
- Protect the process of free competition and concurrence in all those public tenders to which Saba companies can apply.
- Implement a Zero Tolerance for Corruption policy both in relations with public authorities and with private business.

The Code of Ethics and Anti-corruption Policy are applicable to Saba and the companies it controls, both in Spain and in the other countries where it is present, notwithstanding the adjustments that may be made in order to respect the specific legislation of each of the countries where these companies are located. It is binding on the members of Saba's Management Bodies, its directors and all its employees.

## Saba's main actions in ethical conduct

Since 2011, Saba has approved and implemented various 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 by the Board of Directors in March 2017 and updated in March 2019. Updating of Saba's Criminal Risk Matrix and existing controls and the Crime Prevention Manual - and actions to satisfy the anti-corruption ISO standard. Deployment of the Handbook in all the countries where the company operates.
- Crime Prevention Model control structure
  - Board of Directors
  - Ethics Committee
  - Criminal Risks Prevention Commission
- Ethical Channel Through which indications or suspicions of behaviours contrary to the law and/or an infraction of the Code of Ethics can be communicated.
- Specific training for employees.
- Belonging to ASCOM (Spanish Compliance Association).

## Development

In the midst of the pandemic, Saba has managed to perform operations in most countries where it is present, thereby maintaining its drive for growth.

### Spain

The most outstanding transaction was the acquisition of the “Gran Bulevar” car park in Oviedo, the first to be managed by the company in Asturias. The infrastructure has over 1,000 spaces, 600 destined for short stays, within the most innovative residential and leisure complex in the Spanish Principality. Saba has also taken over operation of the Castellana 62 car park in Madrid. With three underground floors and 116 spaces, it is part of an apartment and office complex in a central area of the capital.

### Portugal

Saba completed two transactions in the country in 2020. On the one hand, it has finalised a lease for the Picoas Plaza car park in Lisbon for a term of 30 years. This is an underground car park with 600 spaces, located in a set of buildings coexisting with apartments, offices, services

and a shopping centre. It was also awarded the operation of the Garagem Comercio car park in Porto, which has over 100 spaces. This is a historic building and classified as emblematic, housing offices in addition to the car park itself.

### Chile

The most important contract is for management of the car park at the Clínica Alemana, one of the most renowned hospital centres in the country, which has two sites with underground parking, with over 2,600 spaces.

### Italy

The company plans to open a new car park in Genoa during the first quarter of 2022, after the construction and adaptation of the facilities have been completed. The future Saba Genova Benzi car park will have 420 spaces spread over five underground floors. The work continued



at a good pace in 2020, despite the temporary suspension of construction work due to the Coronavirus crisis.

### UK

The most outstanding operation is the 5-year management contract, with a possible extension of up to 3 years, for Buckinghamshire Healthcare NHS Trust hospitals' car parks. This includes seven hospitals located to the west and north-west of London, with a total of 2,900 spaces.

### Germany

Saba and Siemens have entered into a contract with Vivantes, Germany's largest municipal hospital operator, to operate the car parks of eight hospitals in Berlin, with over 1,200 spaces.

This is Saba's first operation in the country's capital and opens the door to consolidating the partnership with Siemens in other cities to opt for comprehensive management of Vivantes' car parks. Saba has also been awarded a new four-year management contract in the town of Hamm. This is an underground car park with 355 spaces in the town centre.

### Slovakia and the Czech Republic

Saba has acquired 100% of the shares in Clickpark Holdings, one of the most significant operators in the parking sector, present in 54 locations in the Czech Republic and 8 more in Slovakia, with contracts having an average term of 7 years. Saba has also finalised the lease for a surface car park in Slovakia's capital Bratislava.

## Activity and main figures

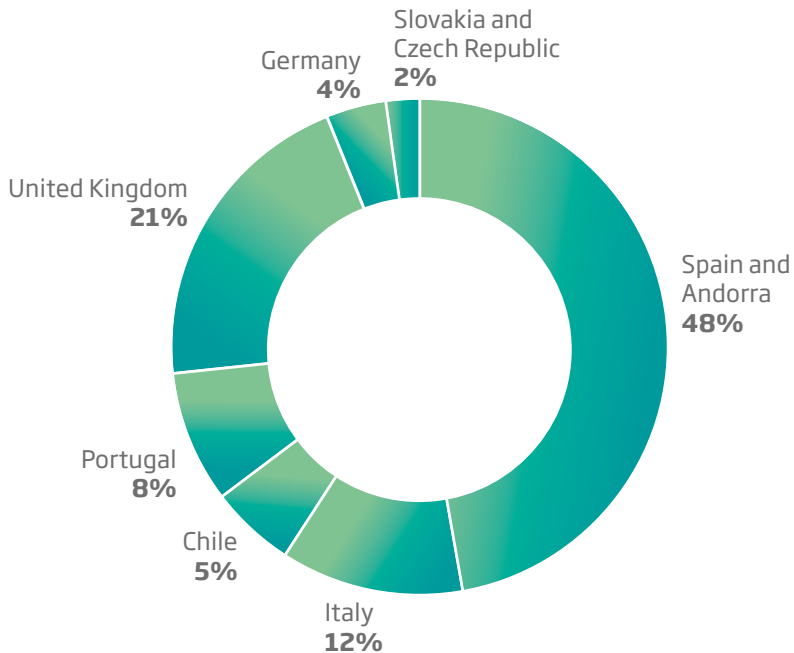
In 2020, as a result of the impact of the COVID-19 pandemic, Saba’s comparable short stay activity fell by 47% from 2019, while the number of subscribers was 15% lower than in the previous year.

As regards the main figures for the 2020 financial year, and despite the negative impact of the health crisis, operating income totalled 198 million euros, 34% less than 2020, and EBITDA was 72 million euros, 48% lower. Saba invested 31 million euros in the 2020 financial year, of which 15 million were for expansion projects. The 7.5 million euros for acquisition of the “Gran Bulevar” car park in Oviedo stand out.

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## Income distribution by country

at 31 December 2020



Although Saba's main figures were clearly affected by the health crisis, 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. In closing agreements, insistence continues in commercial initiatives in the field of new mobility uses and habits (sharing, urban distribution, micro-distribution and electric charging, among others).

The Group's evolution in the short and medium term is conditioned by the macroeconomic context of each country it operates in, together with local factors whose incidence is not uniform. To be added to these variables, as a factor which occurred in 2020, is the global pandemic caused by COVID-19. Saba, is constantly monitoring the situation and the possible impacts, both financial and non-financial, that the health crisis is causing in this regard.

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**The Group's evolution  
is conditioned by the  
macroeconomic context of  
each country it operates in,  
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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 pandemic, 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.



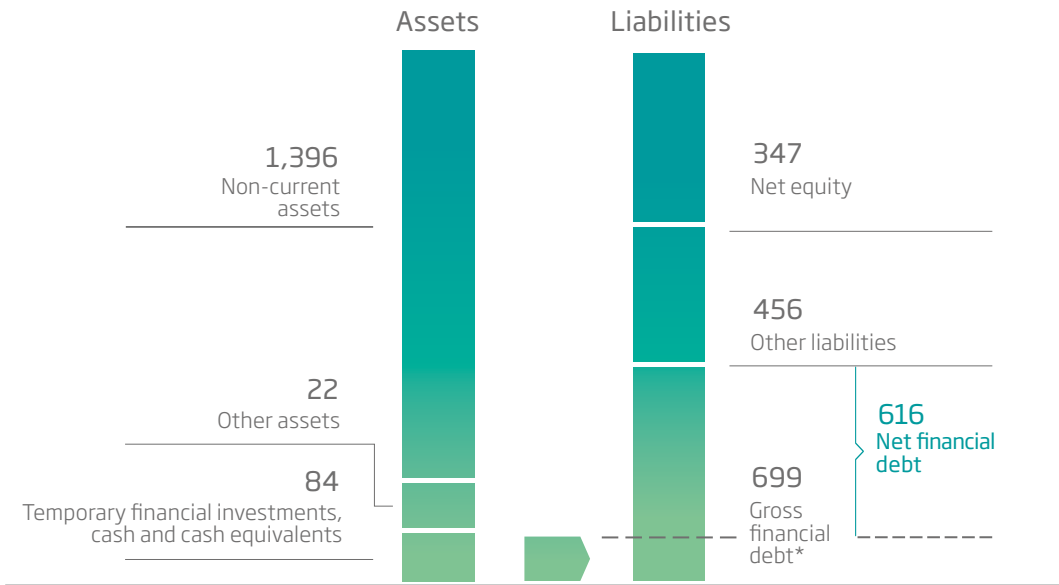
The Group's financial structure seeks to limit the risks arising from the current uncertainty caused by the pandemic. Throughout 2020, the company continued to work to ensure it has the tools and flexibility needed to continue with its objective of growth and diversification. The effort made in the financial field, with comprehensive control of liquidity and debt,

which remain stable despite the exceptional situation, and the prolongation of the existing financing of its car parks in Europe (Club Deal), should therefore be highlighted.

### Consolidated balance sheet

(\*) Accounting financial debt, without derivative liability.

MILLION €  
at 31 December 2020





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## Saba undertook a process in 2020 to improve the existing financing of its car parks in Europe (Club Deal)

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Saba's total assets at 31 December 2020 came to 1,502 million euros. The company's consolidated net equity at 31 December 2020 amounted to 347 million euros, while gross debt (accounting financial debt without derivative liability) stood at 699 million euros, with net financial debt at 616 million euros.





# Board of Directors

at 31 December 2020

President

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

Chief Executive Officer

**Josep Martínez Vila** · Appointment date 14/12/2011

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

Secretary (non-Board Member)

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

Non-Executive Deputy Secretary

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





# Management Team

at 31 December 2020

President  
**Salvador Alemany Mas**

Chief Executive Officer  
**Josep Martínez Vila**

Car Park Division Spain  
**Jordi Díez**

International Car Park Division  
**Josep Oriol**

Economics and Finance  
**Josep Maria García**

People and Organisation  
**Clara Alonso**

Technology and Systems  
**Joan Manel Espejo**

Technical  
**Amadeu Martí**

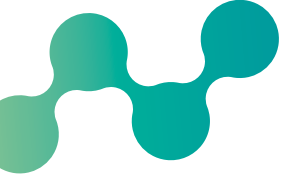
General Secretariat and Legal Department  
**Carlota Masdeu**

Business Development, Planning and Control  
**Miguel Ángel Rodríguez**

Integration, Projects and Mobility  
**Joan Viaplana**

Communication and Institutional Relations  
**Elena Barrera**





## 2. Pandemic management in 2020 and challenges for 2021

The pandemic caused by the COVID-19 was the most relevant event of the 2020 financial year, and is also the most disruptive factor in Saba's activity throughout its history. It is an unprecedented crisis that has affected the business and professional, but also the personal sphere. In this regard, the whole organisation mourns the death in 2020 of three Saba collaborators, two in Barcelona and one in the United Kingdom, as a result of the pandemic. The recollection of them as people and their contribution to the company will remain alive in our memory.



In 2020, the company designed and implemented a series of measures to combat this exceptional situation, which have been extended into 2021, revised and adapted to the evolution of the health crisis. They are framed within the context of limitations to mobility and restrictions on economic activities adopted by the authorities to contain disease transmission. These actions at all times include close, thorough monitoring of all pandemic indicators with the aim of providing up-to-date records.

In 2021, in an environment of uncertainty and global economic recession, Saba faces a series of challenges that need to enable it to achieve, in the medium and long term, a return to normality at all levels. The entire organisation is working cohesively to achieve this objective.

Beyond actions and challenges, the company will maintain as its main operating premises the health and safety of its employees, its customers, preventing spread of the coronavirus and the operation of its services.

## Pandemic management in 2020



**Continuity of activities:** Saba has a Business Continuity Plan that takes into account the risks that may affect all its operations as well as the services provided to customers.



**Public service:** The company understands the activity in its car park network to be important public service that serves as an ancillary and necessary activity to facilitate the action of critical and essential services.



**Employee care:** From the start of the crisis, Saba designed and implemented an internal communication plan to inform, assist and deploy prevention measures for all Group employees, such as the channel for queries and communications on COVID-19 and the banner with updated information on the Intranet. The ongoing review of internal protocols for action enables Saba to help preserve, above all, the health and safety of workers, customers and suppliers.

Along this line, Saba launched the PAEE Employee Assistance Programme in the second half of 2020. This is focused on providing emotional support to Saba's workers, manifested as a free, completely confidential 24-hour psychological counselling service provided by a team of experts. This service is added to personal support in all necessary cases.





**Operations:** The operation of the car park network was maintained in 2020, tailored to the circumstances, as was the activity of the *Customer service and Control Centre (CCC)* itself, which provides service to the car park network in Spain, Italy and Portugal. This operation has been carried out with the minimum necessary structure, always attending to the activity and the adequate control of the facilities and employee safety. The structures have also been adapted to each situation as the scenarios provoked by the pandemic have changed.

*Technology* has been an essential tool for addressing current and future challenges. Saba's previous efforts in this field enabled remote working in central services, not only maintaining the recurring processes, but also implementing new, more demanding monitoring and control procedures, such as remote management of the car parks themselves with staffing levels commensurate with the low activity experienced, especially during the first months of the pandemic.

In the case of the *Customer service and Control Centre (CCC)*, the teams were initially split into separate, fully operational blocks with the aim of minimising the risk of contagion due to the reduced density of people and preserving the continuity of services at the various locations.

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### The company understands that activity in its car park network is a relevant public service

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Two alternative centres were also set up in two car parks, while a great deal of effort was made to move the CCC jobs to the employees' own homes, so avoiding travel to the work centres and also facilitating remote working. As with operations, all situations are actively monitored step by step to adapt the teams.







**Customers:** The series of actions was aimed at maintaining the quality of customer service, efficiency of management and the commitment to excellence that Saba always pursues.

To this end, we use all the technological tools and channels available, as well as our direct, flexible human treatment, which makes it possible to attend to all incoming requests in the best possible way, responding to the exceptional circumstances that we are all experiencing. In this regard, since the first moment the State of Alarm was decreed in Spain, Saba recommended electronic payments and implemented a series of measures such as periods for cancelling products without cost or cost-free status for subscribers exceeding their time slots, among others, in addition to driving sales through the website.

Digitalising the business, enhancing sales channels and the offer of new products adapted to the new demands in a pandemic scenario are among the objectives under continual review by the Saba and will be, without doubt, levers in the gradual recovery to the activity levels prior to the COVID-19 crisis.

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### Saba put its network of car parks at the disposal of health authorities, especially those located near hospital centres

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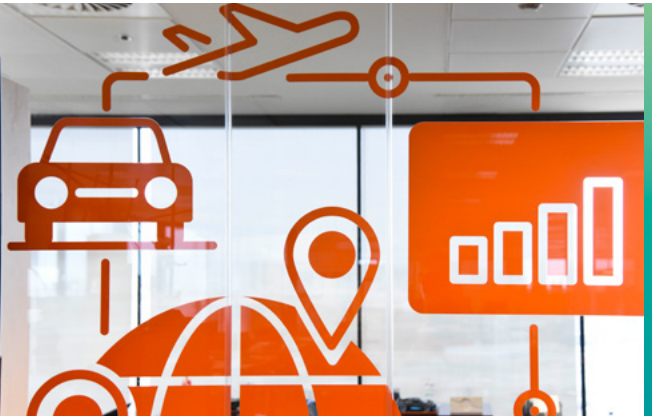
In the area of social responsibility, the network of car parks, especially those located near hospital centres and other authorised centres, has been placed at the service of the health authorities, to fulfil the needs of healthcare personnel as they arise. The evolution of the health crisis and the subsequent requirements in this regard led Saba to provide other types of service, such as the allocation of spaces for vaccination campaigns, for example.





## Challenges for 2021

Given the looming insecurity in a global environment as to how the pandemic will evolve, and what impact it will have on economic activity, the main objective for 2021 is undoubtedly the *recovery of normality at all levels*.



And this purpose passes through a number of points, such as, in the external context, the easing of restrictive measures in the field of mobility and economic activity, and internally, *commercial policies*, through the adaptation of products, recovery of subscribers and the drive to new digital channels, as well as the pursuit of *new opportunities in the market*, setting specific development objectives for each country. Similarly, collaboration with *Administrations*,

whose economic situation has deteriorated when they need to be the main agents of the necessary economic incentive, represents an opportunity for Saba in turn.

*Cost control measures*, already applied in 2020, since the beginning of the health crisis, will be maintained, with continuous monitoring, prioritising those investments that cannot be deferred and that directly affect operation of the car parks.

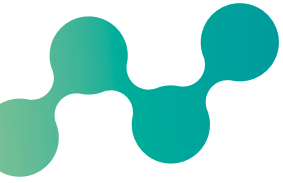
And, in this same field of operational management, Saba will continue to respond to this exceptional situation by implementing a series of measures such as *remote management* of infrastructures through the CCC, expanding the number of connected car parks and adding new countries (Chile and the United Kingdom) to the current ones (Spain, Italy and Portugal), in addition to implementing *strategic business initiatives*. Examples are the launch of payment by number plate for short stays or renewal of the extension of Saba's business website and app e-commerce products and services.



Looking beyond 2020, Saba will be alert to recovery funds driven by the European Union to aid the reconstruction of Europe post-COVID-19; a Europe that will be greener, more digital and more resilient. Saba works to study strategic projects and to present expressions of interest to the competent authorities to qualify for grants and loans designed by the EU to help repair the immediate economic and social damage caused by the coronavirus pandemic. There is a special focus on projects within the field of electric charging, in line with the push

the company is giving to electric vehicles, in addition to participation in others where the car park is the central point, such as urban micro-distribution (last mile) or the designing of mobility platforms, among others.

And all of these challenges will need to be addressed, as must be the case, while management maintains its primary focus on the health and safety of all Saba of employees, by applying risk prevention and control measures in all the countries where the company operates.



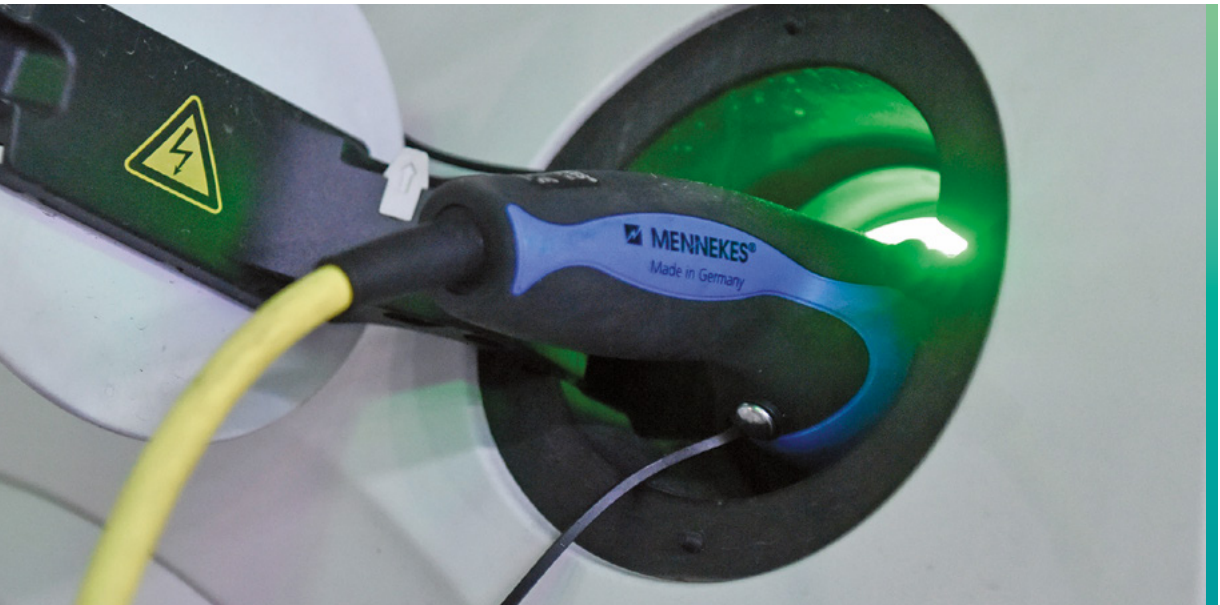
# 3. Sustainability



## Saba's Policy

Saba's policy integrates commitment, responsibility and an active relationship with society and the territory as an essential part of the company's management and development philosophy. One of the strategic pillars is ethics and integrity, understood as transparency, efficiency, sustainability of the activity and risk assessment in an efficient manner.

The entire organisation takes part and collaborates, as far as possible, in the implementation of the established Corporate Social Responsibility (CSR) culture. Saba's way of working is a shared project of commitment, translated into customer support, involvement and responsibility with the territories in which it operates, as 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. The integration and consolidation of CSR in the business strengthens transparency and proper management of stakeholders. Indeed, the company's sustainability strategy road map is aligned with 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 to appropriately manage the most important economic, environmental and social aspects. In the 2020 financial year, the company repeatedly demonstrated its support for projects such as the United Nations Global Compact, the largest voluntary initiative in the world in the field of Corporate Social Responsibility, which has been signed by more than 12,600 entities in 160 countries.

Saba carries out its activity within the framework of the United Nations Sustainable Development Goals (SDGs) to make these principles part of the

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**Full information on sustainability and social action included in Saba's CSR Report 2020**

**<https://saba.eu/es/RSC/informe-rsc>**

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strategy, culture and daily actions of the business. Due to the very nature of the business, Saba’s activity is carried out with specific consideration of those goals concerning climate action, to fight against climate change and its impact, and concerning sustainable cities and communities, with the development of solutions in the field of urban mobility; as well as infrastructure innovation, improvement and technology.



In addition, 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 workers, customers and collaborators, reinforcing the prevention of occupational hazards and the installation of resources in car parks such as defibrillators; contributing to the most disadvantaged groups is Saba’s commitment to ending poverty. On the other hand, there are the guideline of an Equality Plan to achieve gender parity; compliance with the Code of Ethics as a benchmark for company behaviour; getting involved with society by offering decent work through an increased number of fixed contracts; and benchmark alliances in order to achieve the proposed objectives, such as joining the Spanish Compliance Association (ASCOM), among other commitments.

## 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 recognised 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.

### Main initiatives

- Implementation of an energy efficiency system:
  - System for consumption control by means of real-time monitoring of facilities (Spain, Italy, Portugal, Chile) and in operation in the rest of the countries.
  - Environment (ISO 14001) and, since 2018, Energy Management (ISO 50001) in Spain, Italy, Portugal, Chile and being implemented in the rest of Saba's territories.

ISO 50001  
First company  
to be certified  
in the sector



ISO 14001



- Commitment to sustainable mobility through adaptation of spaces for vehicles of this type in the network car parks, as well as its own fleet.
- Deployment of efficient lighting systems. Switching lighting fixtures to programmable LED technology in Spain, Italy and Portugal, and being deployed in Chile.
- Training and awareness-raising of employees as regards sustainability and energy efficiency. In Spain and Portugal.
- Efficient management of hazardous and non-hazardous waste.
- Implementation of elements that reduce water consumption.
- Production of a manual incorporating eco-design into the construction method for Saba's car parks.
- Renovation of more energy efficient ventilation equipment. In Spain, Italy and Portugal, and being implemented in Chile.



## Carbon footprint

With the aim of understanding its environmental impact and to involve its stakeholders, Saba calculates and verifies the carbon footprint of its activity each year by organising the sources (consumption) into scopes, based on the degree of impact that the activity can have on these. The carbon footprint has been calculated since 2011 and verified since 2016.

- 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.

As regards the services provided by Saba, the greatest environmental impact, corroborated by the calculation of the carbon footprint, is that deriving from electricity consumption (scope 2), which represents around 95% of Saba's emissions.

As a new development, gas consumption was included in scope 1 in 2019 and the Czech Republic and Slovakia were included in the scope in 2020.

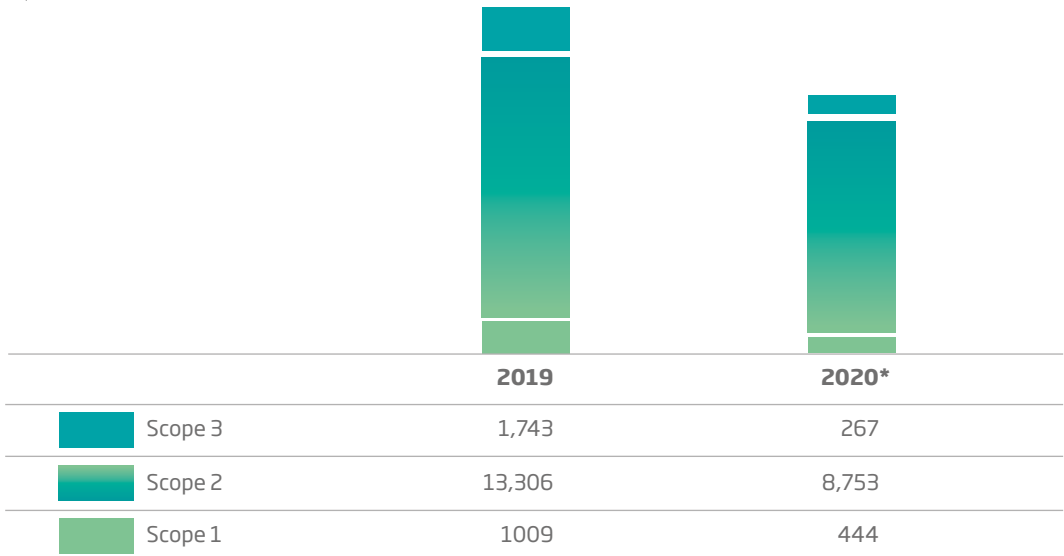




## Emissions

Measurements in Tn CO<sub>2</sub> equivalent

\*The scope has been expanded in 2020 to the Czech Republic and Slovakia



The decline in activity caused by the COVID-19 pandemic substantially reduced both electricity consumption and consumption in transport and distribution, with this effect reflected in reductions in CO<sub>2</sub> eq in all scopes.

## Team

The people who make up Saba are the essential basis for sustaining what might be called the Saba style: a culture of customer support, commitment to the environment, responsibility and honesty towards suppliers, and involvement in society. Saba works daily to achieve excellence in human resource management, ensuring that there is a proper alignment between the needs of its professionals and the strategic objectives of the company, as well as ensuring the rights and freedoms of its employees through measures for work-family reconciliation.

At 31 December 2020, Saba's workforce comprised 2,068 people, with an average age of 40. Also worthy of note is the increase in the percentage of employees with some type of disability at Saba, reaching 2.4% of the workforce, evidence of the desire to provide

equal opportunities to all talent, regardless of their personal circumstances.

The strategic lines of action in the field of people management in Saba translate into: acquisition and development of talent, organisational transformation, continual improvement and knowledge management, communication and change management, company image as an employer, compensation and benefits, occupational health and safety and labour relations.

In 2020, and as a result of the health crisis caused by COVID-19, Saba was immersed in an exceptional and complex situation at a global level in which people were the company's strategic management focus in all its aspects.

### Management of the health crisis



## Social action

In a year like 2020, so critically impacted by the pandemic and in which the company experienced significant declines in activity and consequently in revenues, an in-depth internal reflection was carried out looking at the need to support those social actions that the company has been developing since 2011. In a situation in which solidarity needs to be more essential than ever and in which companies and institutions need to be involved with people and territories, Saba has maintained its commitments in this area and has even expanded its collaborations.

### #YoMeCorono

Especially noteworthy is Saba's involvement with the #YoMeCorono movement, an initiative of the team of doctors and researchers of the Fight AIDS and Infectious Diseases Foundation, IrsiCaixa and the Germans Trias i Pujol University Hospital, who are working on various fronts with the aim of arresting the COVID-19 pandemic. Saba's contribution to this international research programme has been the most significant in Saba's history, in the awareness of the strategic importance of supporting scientific knowledge at a time like now.



Saba's lines of action in the area of social action are oriented towards three areas, in which projects are sought with which the company is committed in the long term and which are always linked to the territory in which Saba operates. In the first place, initiatives in the field of health and framed in the hospital environment, among which should be highlighted the agreement to promote the SJD Paediatric Cancer Centre of the Sant Joan de Déu Hospital, which will be the most important childhood cancer hospital construction in Europe.

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**At a time of crisis like  
the present, Saba has  
maintained all its commitments  
in the field of social action**

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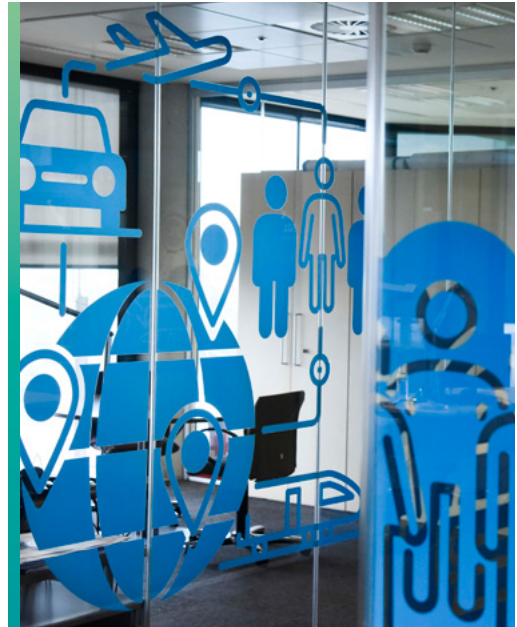
Secondly, support for disadvantaged groups, with a special focus on children and families. Here we can highlight the collaboration with Cáritas and Aldeas Infantiles, the largest direct care organisation for children in Spain, with a presence in 139 countries, including most of those in which Saba is present. The agreement with the Incorpora Programme of the Obra Social de la Caixa would also be included in this section, which has the aim of providing jobs for people at risk of social exclusion.

Finally, projects involving action against climate change and which clearly connect with Saba's philosophy and its role as a manager of sustainable mobility. Worthy of note here is the

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**The hospital environment, attention to disadvantaged groups and the fight against climate change are Saba's main axes of social action**

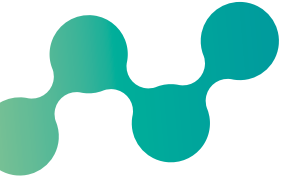
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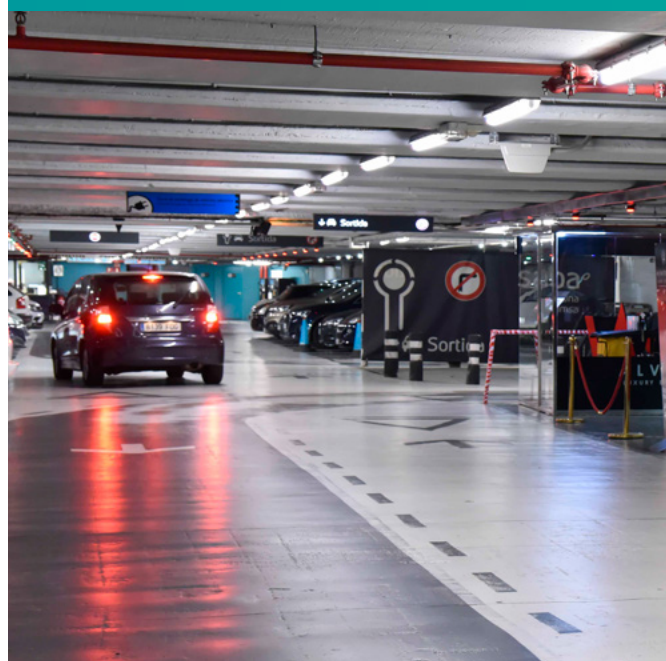
collaboration with Plant-for-the-Planet, a non-governmental organisation founded in Germany and present in 71 countries which aims to sensitise children and adults to the problems of climate change and global justice.

All collaborations are reviewed year on year, they are tracked and support is maintained with a view to further expanding 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.



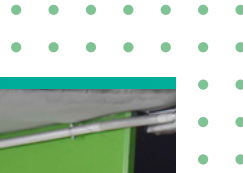


## 4. Sustainable urban mobility



Car parks need to be understood to be city infrastructure unequivocally bound to mobility. For Saba, to talk about car parks is to refer to an environment constantly being redefined, a space that acts as a major point of access to various sustainable mobility services.

A hub that takes advantage of strategic locations in city centres, as well as the benefits of a network with high capillarity and uninterrupted service to operate as an agent integrated into the policy and mobility chain for people and goods, always in constant coordination with the other means of transport, contributing to a new truly intermodal mobility.




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## Facilities converted into a mobility “meeting point”; a dynamic, connected place

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We are talking about facilities that have become a “meeting point” for mobility, but above all, a dynamic and connected space where new uses are concentrated beyond what the parking sector has traditionally been, such as sharing or last mile micro-distribution.

Saba proposes 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 exchange their private vehicle for public, shared or single-person mobility; an environment where they can safely store their vehicle, freeing the public space occupied by the car park for citizens; nodes that act sustainably as small warehouses for last mile distribution to combat excessive delivery van traffic; the place where to charge electric vehicles and, now, the shop window in which to find any shared mobility service.

# PEOPLE



## SERVICES



### Electric vehicles

- Large charging network in Spain, the United Kingdom, Portugal, Italy and Chile.
- Products for subscribers and short-stay customers.



### Carsharing services

- All the modes of the sector.
- Present in most SABA countries.



### Urban distribution of goods

- Sustainable and scalable method which takes advantage of strategic locations.
- Pilot test in 5 car parks in Spain.



### E-commerce lockers

- Deployed in Spain, the United Kingdom and Italy.
- Agreements with the main companies in the sector.



# GO ODS



## TECHNOLOGY



### Electronic access, exit and payment

- Number plate reading.
  - QR.
  - OBE.



### Web and e-commerce App

- Wide portfolio of 100% digital products.
- Renovated design.
- MySaba, the customer area.



### Coverage

- 100% of the car park.
  - Allows for the deployment of value-added products and services.



### Remote management

- Allows for an uninterrupted quality service.
- More than 200 connected car parks in 3 countries.

## A sustainable, people-oriented service hub

We live in a world that is gradually adapting to hyper-personalised, electric and connected mobility. For certain age groups, the desire to have a vehicle of their own is an ideal of the past. Similarly, these same people do not want to renounce the feeling of freedom, to a new, often shared form of mobility – they use all the sharing modes or the *new rent-a-car models* – where ease of having a vehicle at their disposal at any time and place is a key element in their day to day. Whether for recreational or work use. They have not relinquished mobility, rather they are opting for a new model.

These new models need to be integrated into an ecosystem that enables each means to be adapted to every need. We need to facilitate inclusive mobility at all times, leaving no one behind. People should be able to decide when to use their private vehicle and to do so intelligently. Planning their trips and aware of their impact.

Anyone can now study the journey they are going to make before leaving home and plan it in an intermodal manner. Park the car, motorcycle or bike in a car park and continue from there on foot, by public transport or by means of a micro-mobility vehicle. A practice that benefits the city by freeing public space of vehicles that are not moving.

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**The infrastructure has been modernised by providing the latest entry, exit and payment systems, which in turn are connected to the product sales platforms**

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Making this new way of understanding mobility a reality requires a robust technological environment that supports it and adapts to people's changing needs. Saba has distinguished himself in recent years as a benchmark company in combining technology and service with the launch of new products for its customers. The infrastructure has been modernised, providing the latest entry, exit and payment systems, which in turn are connected to product sales platforms, such as Saba's website and app. By bringing these two universes together, the customer benefits from a large commercial portfolio seamlessly related to parking. Today the customer can buy a product for a few hours, from

their phone, enter the car park using their number plate and check payment in their customer area.

In addition to Saba's ability to innovate, must be added its desire to respond to major structural changes, such as the progressive transition to electric mobility. The company has been studying and responding for years to a trend that is growing at double digit rates and is aware of playing a key role in its gradual deployment. Saba offers a charging network that is unique in the sector, backed by world-class partners and capable of continuing to grow to sustain the foreseeable increase in electric mobility. Saba is ready.

## Promotion of electric vehicles



Fast, semi-fast and slow charging



Products for short stays and subscribers



Agreements with the main operators



Reduction of CO<sup>2</sup> emissions



Despite the adverse situation caused by the health crisis, Saba has continued to make progress in electrifying its car park network, convinced of the strategic importance of electric mobility. At the end of 2020, the company had 400 charging points in 5 countries, an increase of almost 41% in Spain alone compared to 2019. This sustained growth is a reflection of the company's intent to favour deployment of the electric vehicle in all its modalities, being able to offer commercial solutions for short stay customers and subscribers, but also for vehicles of sharing companies or fleets that park in our facilities.

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### The industry-leading charging network

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**400** charging points



**5** countries

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This comprehensive vision of electrical infrastructure positions Saba as the car park operator best suited to the growth of electric mobility. Since the company tendered the charging and maintenance service in 2018 to establish a model that would enhance the use of these vehicles, Saba has worked with Endesa in Spain to expand its network.

In 2020, this joint work enabled the market launch of "ParkElectric", the first product to provide charging for users who do not have a private charger for their electric vehicle at home. The service is available throughout Saba and Bamsa's car park network, where public access chargers are already available. There are now 237 charging units already operational in 57 car parks in 25 cities in Spain.





### ParkElectric, a pioneering product

Parking space next to an exclusive charging point.

- Reserved 24 h/day
- Monthly charging rate: 160 kWh/month (equivalent to 1,000 km\*) through EndesaX's JuicePass app.
- Maintenance of charging equipment 24h/365 days.

\* Estimate based on consumption of 17 kWh per 100 km approx.

**From €199/month**

With ParkElectric, Saba manages not only to meet the demand of short stay customers, who can make timely use of the chargers, but also that of its subscribers, by offering a linked charging service. No tailor-made solution with the “all-inclusive” model had previously been devised. This is a revolutionary product that will be a turning point for those who want to make the leap to electric mobility.

## Growth in all Saba's countries

Saba plans to continue expanding its charging network in Spain with the installation of up to 70 additional points during 2021. The company, which is always closely watching aid schemes for development of the electric vehicle, also hopes to benefit from the European Union's Next Generation funds, which have identified the transition to electric mobility as one of the most important investment focuses. In this regard, Saba has prepared various expressions of interest in Spain together with leading partners to progress major projects. Finally, the negotiations opened with Endesa to introduce fast charging to Saba's network during 2021 should be highlighted.

	<b>Spain</b>	<b>United Kingdom</b>	<b>Portugal</b>	<b>Chile</b>	<b>Italy*</b>
Charging points	<b>237</b>	<b>74</b>	<b>50</b>	<b>33</b>	<b>30</b>
Car parks	<b>57</b>	<b>11</b>	<b>14</b>	<b>11</b>	<b>15</b>
Agreement	<b>Endesa</b>	<b>Various operators</b>	<b>EDP</b>	<b>Enel</b>	

(\*) Deployment expected in 2021.

**Saba Portugal** reinforced its commitment to electric mobility in 2020 by installing 50 new charging units in 14 car parks in its network. The company reached an agreement with EDP, a leading energy company in the sector, to promote sustainable mobility and so bring an electric charging model similar to Spain's to 10 cities in the country.

In **Chile**, Saba has decided to entrust the installation of 33 charging points in 11 car parks to Endesa's parent company Enel. Advantage has been taken of the synergies generated in Spain in this way to transfer similar agreements to the other countries. It is also planned to deploy 30 charging points in 15 Italian car parks in 2021, pending definition of the commercial partner.

Meanwhile, **Saba Italy** has developed an innovative mobile electric charging service in the Via Comasina car park in Milan, together with E-GAP. This system allows the owner of an electric vehicle to request battery charging via the E-GAP app when they wish. Once the service has been requested, the energy company moves to a specially enabled area in the car park to proceed with fast vehicle charging. It further shows that the transition to electric mobility can and should be open to different options, provided they are tailored to customers' needs. In any case, Saba's facilities can play their role as sustainable service hubs by taking advantage of their strategic location in cities.

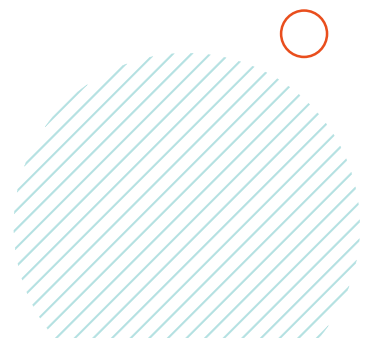
In the **United Kingdom**, Saba has a mixed electric charging model, with up to 74 points in 11 car parks in the country. The company works with various operators, car manufacturers and charging service providers to promote electric vehicles.

The United Kingdom, which plans to ban the sale of combustion-engined vehicles in 2030, is among the countries with the most ambitious targets in terms of energy transition and emissions neutrality. For Saba, this promise only consolidates what is already a solid strategy for electric vehicles, in which the company will continue to invest in the coming years.

## More than a new method of entry

At the beginning of this chapter we showed the Saba sustainable services hub, a people-oriented city infrastructure, where you can see the interaction between services and technology. The combination of these two universes is what makes it possible to consider a Saba car park as a Smart Parking facility. Because people have always been at the centre, and the solutions presented in recent years attest to this.

The reading of number plates as a new method of car park entry, exit and payment was made reality in 2020. A technological revolution that represents a paradigm shift. Saba's customers can now enter the car park in the traditional mode, by obtaining a ticket (now in QR format), through an OBE device (VIA T, Via Verde, Telepass, TAG, etc.) or with their number plate. This latter format, unlike the OBE, eliminates the intermediary figure, as the relationship is limited solely to the customer and Saba.







### Number plate reading: no tickets, cashiers or waiting

- Entry, exit and payment.
- 100% digital experience.
- Commercial launch offer.

And while the usage dynamics are the same as with the OBE, a customer who chooses number plate reading can take advantage of greater benefits, such as the possibility of revising their 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 registered. From that point, a 100% digital customer experience opens up, eliminating waiting or passing the cashier, which is environmentally sustainable and does not require physical interaction with any item in the car park.

See how number plate reading works

[https://www.youtube.com/watch?v=DfleAe\\_a98E](https://www.youtube.com/watch?v=DfleAe_a98E)

## Entry, exit and payment with number plate reading



Available in 56 car parks in Spain



Short stay customers, subscribers and products



Registration and management through the Saba App



Touchless solution



The service is available in 56 of the company's car parks in Spain and is expected to be deployed throughout the network, if gradually. In this way, not only does Saba have the chance to get to know its customers better and to promote new loyalty programs, as well as to customise the products it can offer, but it applies one of its maxims: offering the best customer service by making parking even easier.

Society has become accustomed to so-called "frictionless" processes that make our daily life easier. Work is being carried out at Saba to extend this new way of interacting with the infrastructure and the commercial and technological processes are reviewed continually.



## Digital transformation and pandemic

The health crisis caused by the outbreak of COVID-19 has been devastating socially and economically. Saba has been affected by restrictions on mobility and has had to adapt its business to this new situation in an agile manner. In this context, digital tools, such as e-commerce platforms, have increased their strategic weight in the company by having to support greater demand from users when the greatest concern was the safety of its employees.

Product sales were diverted entirely to the digital environment – website and app – to minimise contact between Saba’s personnel and our customers. This was a risky move that has been highly successful thanks to the collaboration of all departments involved, as well as the ability of the two platforms to absorb the demand. In 2020, new products specially designed to respond to the reality generated by the pandemic were created and a project of great importance to the company was completed by allowing the sale of subscriptions through the website and app.



## New products for new times

The pandemic has changed our habits as regards remote working. According to an Adecco Group study presented in March 2021, almost 3 million Spaniards work occasionally or regularly from home, 1.2 million more than a year ago, when the pandemic arrived. Faced with this situation and with mobility clearly reduced, Saba launched its “Wherever you go” campaign in 2020, which was used to introduce a new multi-day daytime product. Non-stay, valid Monday to Sunday during business hours and allowing parking a few days a week at highly competitive prices. This meant the launch of the first product designed for a new reality, in which many people go to their workplace occasionally and not always for a full day.

## A new dimension for e-commerce

Products like the new Saba multi-day daytime pass could only be valid if they were 100% digital, from sale to use. And this was possible thanks to continual improvement in the digital field, a constant objective in Saba’s road map. With Spain, Italy, Portugal, Chile and the United Kingdom equipped with e-commerce platforms, digitisation of the business is already a reality.



### SABA WEBSITE AND APP 2020

<b>1.4</b> million visits	<b>38,800</b> transactions	Spain, Italy, Portugal and Chile
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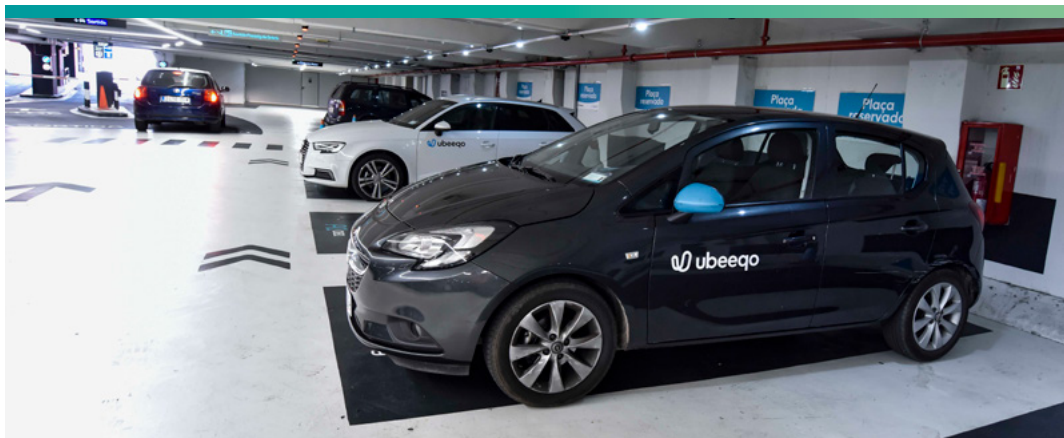
The sale of subscriptions through saba.es was also consolidated in 2020. This is a milestone in commercial and technological terms, resulting from a significant effort by several of the company’s departments. Because not only can the customer buy their subscription comfortably from Saba’s website or app, they can get the best price and the product that best suits their needs.



## The car park as an intermodal platform

Saba has agreements with numerous car rental and sharing operators in different cities in Spain, the United Kingdom, Italy and Chile. These services cover 1,250 parking spaces taking advantage of the capillarity of Saba's network, which allows for the free-floating model, based on vehicles that can be collected and parked at any of these *hubs*.

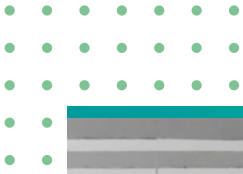
its new commercial policy that allows linked charging. Just like private users, sharing companies can benefit from the same reserved space with exclusive electric charger system. These initiatives are the result of a continual effort to collaborate with car manufacturers and operators in pursuit of the best technological and commercial fit in its facilities.



**1,250 sharing spaces in Spain, the United Kingdom, Italy and Chile**

The company is prepared for growth of these services and their gradual progression toward electrification, where it has already accumulated experience with services for electric scooters and motorcycles. More recently, Saba has incorporated sharing operators with 100% electric vehicles into its network, thanks to

Technological elements such as 3G coverage throughout the car park, along with entry, exit and payment by number plate, favour the implementation of these value-added services, which seek to offer the best customer experience to its users.



Cities are progressively adapting to single-person, electric and shared mobility, where Saba can play a decisive role in its correct implementation. Taking advantage of the benefits of underground car parks means freeing up space on the street and minimising the impact in terms of parking space for thousands of scooters or bicycles in the middle of the street. The car park can also favour replacement and mobility of the fleets that maintain these vehicles and provide them with an orderly and easily accessible framework for users. A sustainable service hub like the one

Saba proposes is already a reality. An element in city centres that enables the fight against climate change and the development of solutions in the field of urban mobility and innovation.



## Car parks as urban logistics hubs

According to the most recent studies, the average inhabitant of Barcelona and Madrid receives some 13 packages a year as a result of e-commerce purchases. In absolute numbers, this means 22.6 million packages a year in Barcelona and almost 40 million in the capital of Spain. Most of these packages are delivered using polluting vans or trucks. In fact, only 1% of these packages are distributed by non-polluting vehicles and only 10% are collected by the customer in networks of delivery points or from the so-called lockers.

And the problem is clearer still if we consider failed deliveries, which generate so-called “absurd logistics” (a vehicle travelling to a delivery point without being able to complete it or a movement resulting from the return of an item delivered previously). In Barcelona and Madrid, these trips accounted for approximately 15% of total deliveries, or more than 9 million additional unsuccessful runs.

This absolutely unsustainable dynamic generates between 20 and 30% of the city's carbon dioxide emissions and 40% of congestion. And there are no signs of this trend changing, rather the reverse, as on-line shopping has recorded sustained growth of 25% per year.

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### The “absurd logistics” account for 15% of total deliveries in Barcelona and Madrid, more than 9 million runs

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Saba is convinced it will be able to assist in management of more sustainable Last Mile Distribution (LMD). It proposes two lines of action to achieve this: the creation of micro-hubs for distribution of local goods and the mass deployment of lockers for collection and delivery of e-commerce products. How? Taking advantage of the unbeatable locations of Saba's car parks in the city centre. This solution need not be considered a pilot test as the company has been collaborating with partners on both lines of action for years. It is a firm proposal that requires the commitment of municipal and supramunicipal institutions so that, together with private operators like Saba, but also many others, what has become the leading mobility problem in modern cities can be reversed.

## Smart last mile distribution



Micro-warehouses where packages are unloaded at off-peak times



Electric vans transporting the packages to the car park



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



Integrated lockers for package collection and delivery



Saba is in this venture because its car parks serve as micro-hubs from which distribution of e-commerce packages is carried out on foot or with electric vehicles adapted for personal mobility. The packages preferably arrive at the micro-hubs at night time to reduce road congestion. The company takes its variety of experiences in this line in Spain (Barcelona)

and Italy (Rome) into account, which have demonstrated high efficiency. It needs to be borne in mind that a city like Barcelona receives over 135,000 vehicles every day (from its metropolitan region) to transport goods at peak times, with these being responsible not only for numerous traffic jams, but also for a significant portion of carbon dioxide emissions.



### Micro-distribution in Saba







**6 operating locations  
in Spain and Italy**

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.

In Barcelona, Saba has been hosting Geever, a logistics operator specialising in last mile distribution, in five of its car parks since 2018. With their innovative distribution methods, based on micro-hubs, which have now been expanded with four additional locations, they have reduced failed deliveries by half. Fewer failed deliveries means less pollution, therefore reducing the impact of absurd logistics.



### The Geever experience

-  Pilot test (starting in 2018)
-  5 Micro-warehouses in car parks in Barcelona\*  
\*Expected to be 9 in 2021.
-  Failed deliveries reduced by half (traditional delivery versus Geever)
-  Future expansion taking advantage of Saba's capillarity



Looking at these figures, the authorities should consider regulation of last mile distribution that is not detrimental to citizens, and even apply a tariff that benefits smart logistics – with sustainable means and at off-peak times – and penalises models that generate congestion and pollution.

An even more ambitious approach could turn the hubs, now for people and goods, into warehouses for small-scale local trade and make this a way for them to enter the e-commerce sector itself.



## Beyond home delivery

Throughout this chapter, Saba has aimed to go in greater depth into its experience with its car parks as sustainable services hubs, designed for people and goods. While there are services that are unequivocally part of one of these two territories, there are others that are positioned halfway and that are the perfect blend of the two. We refer to the delivery of e-commerce products to smart lockers located in Saba's car parks.

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**Society needs to rethink the current home delivery model, which is not viable environmentally**

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On the one hand, these offer a service to those people who cannot receive their packages at home, but they also open a route for countless logistics operators, who drastically reduce travel by making use of them. Society needs to rethink the current home delivery model, which has shown itself not to be viable environmentally.



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.

Saba offers this solution in combination with various brands in Spain, Italy and the United Kingdom and is confident that it will be a growing line of business. The strategic, capillary location of the hubs and 24/7 service are the main allies to ensure their success.

**38 e-commerce\* lockers**  
operating in Spain, Italy and the United Kingdom  
\*First quarter of 2021.

Spain	Italy	United Kingdom
Pudo (Pick Up, Drop Off) <b>15 Car parks</b>	InPost locker <b>3 Car parks</b>	Amazon Lockers <b>3 Car parks</b>
Amazon Lockers <b>17 Car parks first quarter 2021*</b>		
<small>* Forecast to be 29 car parks in 2021.</small>		



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