



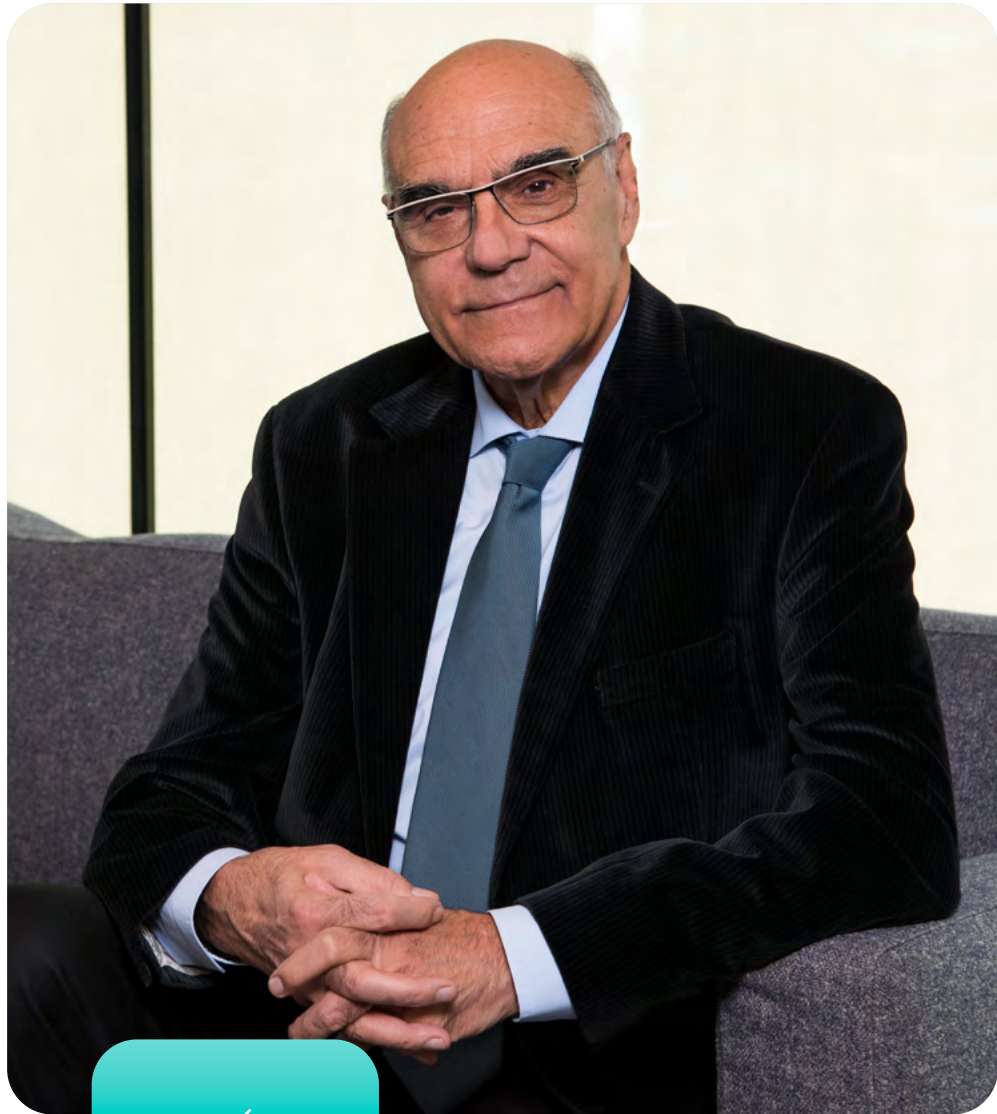
# ANNUAL REPORT 2023





# Table of contents

Overview by the President	3
Overview by the CEO	9
<b>1 Company information</b>	<b>15</b>
1.1 What is Saba?	16
1.2 Business model	20
1.3 People	24
1.4 Development	27
1.5 Business and salient figures	30
1.6 Board of Directors	31
1.7 Management team	32
<b>2 Sustainable urban mobility</b>	<b>33</b>
2.1 The mobility of the future is electric	35
2.2 Digital access, exit and payment solutions	43
2.3 An open door to new mobility	48
2.4 e-commerce in continuous growth	52
2.5 A value proposition for the sustainable last mile	55
<b>3 ESG: Sustainability</b>	<b>60</b>



## Overview by the President

Salvador Alemany

Once again, the global geopolitical situation faces a complex network of tensions as a result of the tragic military conflicts in Ukraine and the Middle East, with a potential negative impact on most businesses and, above all, a serious humanitarian cost that requires a coordinated response at the international level. From the perspective of social responsibility, Saba continues to provide aid in humanitarian corridors in countries in which we operate, such as Slovakia, or to provide emergency plans for the evacuation of children, care and assistance, through non-governmental organisations with which the Group regularly collaborates.

But in this dark scenario, some lights emerge and, certainly, in the last part of 2023 we witnessed stability in the price of energy and a certain containment of inflation, thanks to the restrictive policies which have so marked the monetary policy of the central banks.

We hope that in 2024 greater growth in our business and salient figures will be achieved, thanks to this containment and probable reductions in interest rates. And as usual, we will be attentive to all monetary and fiscal policies, the adjustment and stability measures that are adopted and constantly supervise the financial and non-financial impacts.

Already in the 2023 Overview, I wish to confirm that, after several years marked by the health crisis and mobility restrictions, the recovery of the car park business has been consolidated, allowing the reestablishment of levels seen prior to the pandemic. For its part, the Group's figures, both in terms of operating income and EBITDA, have exceeded those of 2019 for the first time since the beginning of the health crisis. In this sense, Saba's revenues amounted to 308 million euros with an EBITDA of 143 million euros.

As well as the measures for optimisation, operational efficiency, energy efficiency and expense management, there are those that allowed the company to position itself as a benchmark

in the sector. And in this respect, the key driver was the sales activity. Without a doubt, this is the mainstay, now and in the future, for the consolidation of recovery. And this is achieved with the adaptation and renewal of the marketing channels (digitalisation of the business, web and App) and products, taking into account changes in habits after the pandemic such as teleworking.

**After several years marked by the health crisis and mobility restrictions, the recovery of parking activity was consolidated**





**Saba ended 2023 with a total of 27 new operations and 43 renewed or renegotiated contracts representing more than 51,000 parking spaces**

The Group continues its commitment to a model based on the efficient management of operations and technological innovation, together with the active management of contracts, focusing on growth.

In this regard, we have maintained selective growth as one of the company's vectors, seeking new market opportunities and promoting longer average contractual terms for the portfolio. Saba ended 2023 with a total of 27 new operations and 43 renewed or renegotiated contracts representing more than 51,000 parking spaces. At the close of 2023, Saba was present in 183 cities in 9 countries (Spain, the United Kingdom, Italy, Portugal, Chile, Germany, Slovakia, the Czech Republic and Andorra) managing 356,000 parking spaces in 1,079 car parks. It has over 2,100 people on its payroll.

Among the most notable operations was the launch, in the United Kingdom, of a five-year contract for the management of the car parks at Transport for London stations, the local body responsible for most of the London transport network, including the Underground, buses, taxis, trams and some train lines. The contract includes the management of 79 car parks throughout the network, with 10,567 parking spaces, all of them with a barrierless system, which makes vehicle entrances and exits more agile.

In addition to this operation, Saba signed different new hospital car park management contracts in the United Kingdom in 2023, such as those of Torbay and South Devon DHS Foundation Trust (2,453 parking spaces) or that of Great Western Hospitals NHS Foundation Trust (2,000 parking spaces), as well as the renewal of the West Hertfordshire Teaching Hospitals NHS Trust contract (3,839 parking spaces).

In Italy, the most relevant event in 2023 was the awarding of the concession contract for the car parks that serve the Valley of the Temples of Agrigento (Sicily), an archaeological complex and UNESCO World Heritage Site that

receives more than a million visitors a year. The car park has 861 parking spaces in a unique location that offers the possibility of visiting some of the best preserved Greek temples outside of Greece.

For its part, in Saba Germany was awarded the rental contract for the LIO shopping mall car park in Berlin, with 308 parking spaces. Saba cooperates with the centre's owner, Principle, in other locations such as Düren, Hamburg and Aschaffenburg. In Berlin, the company has a contract with the Vivantes Hospital group, with more than 1,200 parking spaces, a contract that was renewed in 2023.

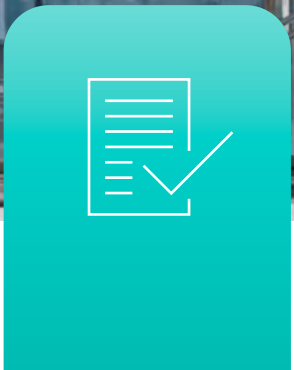
We continue to be active in the process of requesting rebalancing of the concessions in order to correct for the impact of Covid-19, bearing in mind that Saba continued to provide services throughout the pandemic, despite drastic traffic restrictions, since they were deemed to be essential.

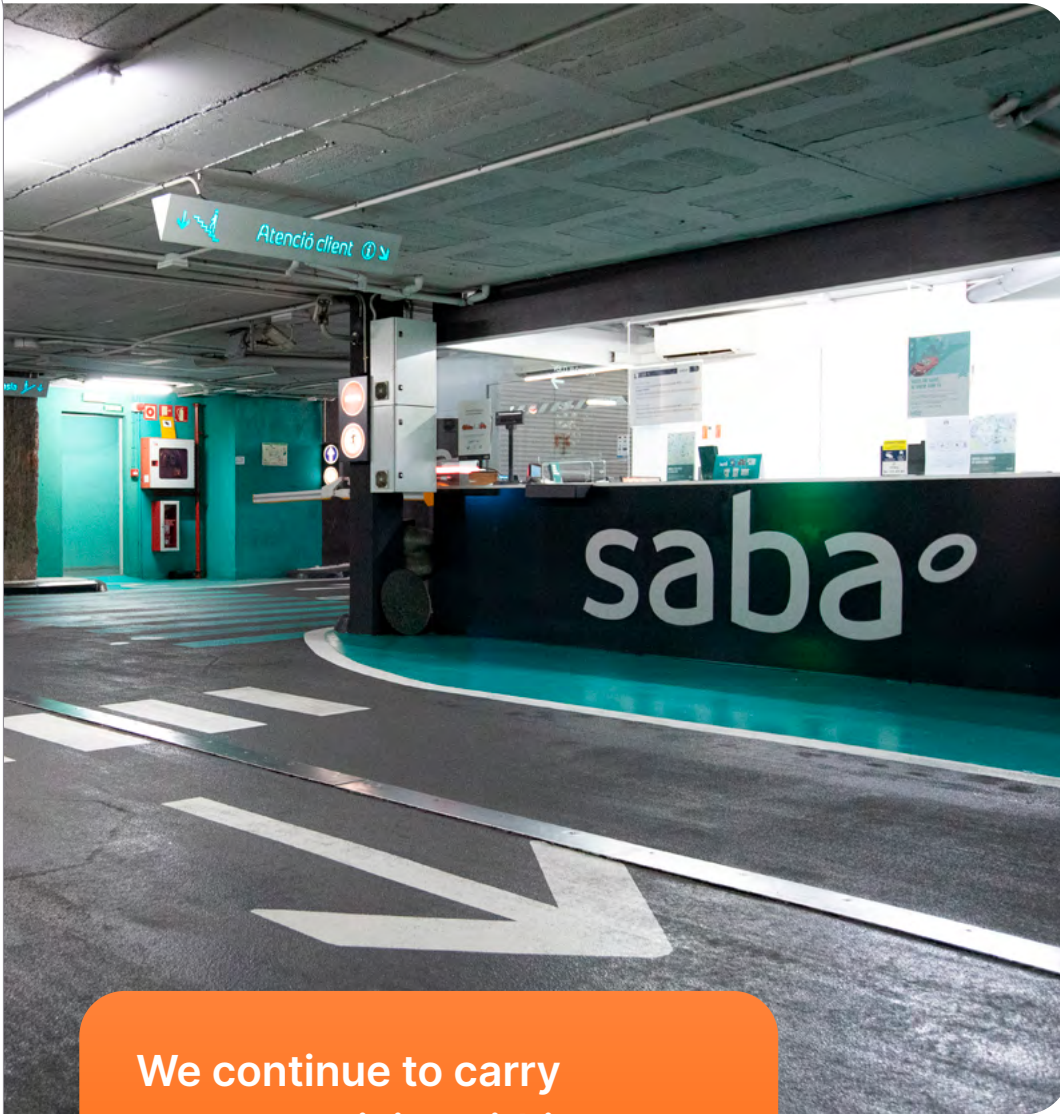
The Saba group directs all its actions to becoming consolidated as a benchmark operator and reinforcing the image of car parks as hubs for sustainable urban mobility, for people, companies and merchandise, authentic essential components for regulating road congestion and as an intermodal

node of the urban mobility network. It was recognised by the Ministry for the Ecological Transition and the Demographic Challenge (MITECO) in the Guidelines for the creation of low emission zones (ZBE).

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

In the area of the last mile, parking must respond to the new needs derived from e-commerce and micro-distribution, facilitating the creation of proximity minihubs within the car parks, which enable a sustainable distribution with active personal micromobility, with night-time logistics entering the city.





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

And we also facilitate the collection of purchases at smart lockers located in the car parks and with 24/7 access. Currently we already have a network of more than 224 lockers from different operators throughout the Group, with agreements with the main firms in the sector: Pudo, Amazon, InPost or Aliexpress, among others.

With all of this, we avoid the current congestion caused by delivery vans and facilitate a more rational, efficient and safe distribution. The current urban distribution model of e-commerce, which registers very high and continued growth, and even more so after the pandemic, is unsustainable due to its impact on road congestion and the environment.

We maintain the performance of our activity within the framework of the United Nations Sustainable Development Goals (SDGs), reiterating our commitment to the territory and focused on compliance with ESG (environmental, social and governance) criteria. Since 2018, we have had an audited Non-Financial Information Statement that you can consult on the corporate website, [www.sabagroup.com](http://www.sabagroup.com), and in which, in general terms, the social, environmental and ethical impact of our organisation is reported, thus providing a transparent and more comprehensive vision of our company.

For example, in terms of the environment, we keep up the fight against climate change as part of our business strategy, with the promotion of initiatives that contribute to advancing the ecological transition and towards a low-carbon economy. For example, we have managed, once again, to reduce global emissions in 2023 by 8% compared to the previous year.

In the social sphere, I would like to highlight that in 2023 Saba communicated to all of its personnel the management's commitment to equal opportunities, as well as diversity and inclusion, with a focus in 2023 on the preparation of the Equality in Spain plan. In terms of social action, all the commitments have been maintained and even increased, aimed at the protection of disadvantaged groups, and hospital projects linked mainly to children.

Regarding corporate governance, in 2023 the review of the Crime Manual has continued in all countries, as well as training in this area. Similarly, the Board of Directors approved the Management Policy for the internal information system and complaints received and the Saba Infraestructuras Ethical Channel was modified to reflect the adaptation of the complaints channel to the new regulations.

To conclude this overview, I would like to express my sincere gratitude, on behalf of the Board of Directors and on my own behalf, for the solid commitment demonstrated by all the people in the different countries that make up

our organisation. We have experience in facing challenges of considerable complexity and, in the face of these, the response has always been dedication, the spirit of resilience and the ability to overcome. With determination, we have strengthened the company's structure and have provided our business with the necessary tools to consolidate the company as an international benchmark. A joint initiative that will allow us to grow and maintain this outstanding position in the sector.





**In 2023, the commitment to equal opportunities such as diversity and inclusion was reinforced, with a focus on the Equality Plan in Spain**





# Overview by the CEO

Josep Martínez Vila

We can state that, after years marked by the outbreak and evolution of the health crisis caused by Covid-19 and the progressive relaxation of restrictive measures on mobility, 2023 has returned us to pre-pandemic scenarios, both in activity and in financial figures. It is clear that the recovery in a global environment has been uneven, marked by persistent geopolitical uncertainties, fluctuations in raw materials and energy, and rising interest rates and inflation, among other aspects.

It is also clear that armed conflicts persist, focused on Ukraine and the Middle East, with tragic consequences in terms of human lives and displaced people, in addition to migratory crises that test the responsiveness of the receiving countries and that require coordinated action both internationally and locally.





**In 2023, the recovery of activity is confirmed in the entire Saba network, with growth compared to 2022 of 6% in short-stay hours and 3% in subscribers**

In terms of the summary of the 2023 financial year, we see the recovery of activity in the entire Saba network, with growth compared to 2022 of 6% in short-stay hours and 3% in subscribers. It represents reaching 95% of the level of activity registered in 2019, in short-stay hours, and exceeding the 2019 figure in subscribers. Given a framework in which economic activity is recovering in a non-homogeneous manner in the countries in which we operate and with the disparity in scope of international macroeconomic factors, Saba maintains current measures of strict spending control and prioritisation of investments, implemented since the beginning of the health crisis, in order to preserve the interests of the company.

Regarding the salient figures for financial year 2023, operating income amounted to 308 million euros, 13% higher than in 2022, while EBITDA stood at 143 million euros, also 13% up on 2022, in both cases higher than the 2019 figures. The company invested 26 million euros in fiscal year 2023, maintaining efforts to increase the operational efficiency of the business

and implement initiatives that allow Saba to become a benchmark in the sector, with special focus on new support systems, new technologies and energy efficiency, in addition to innovative sales formulas and initiatives, and in developing active, growth-focused contract management.

At the same time, technological projects are promoted with a clear orientation: to adapt to the new needs of customers, stimulate sales and business activity and guarantee the efficient integration of new car parks in the future. The processes of requesting concession rebalancing and contract renegotiation have been maintained, as well as the search for new opportunities in the market, promoting the lengthening of the average contractual duration of the portfolio, with an estimated average life of 18 years.

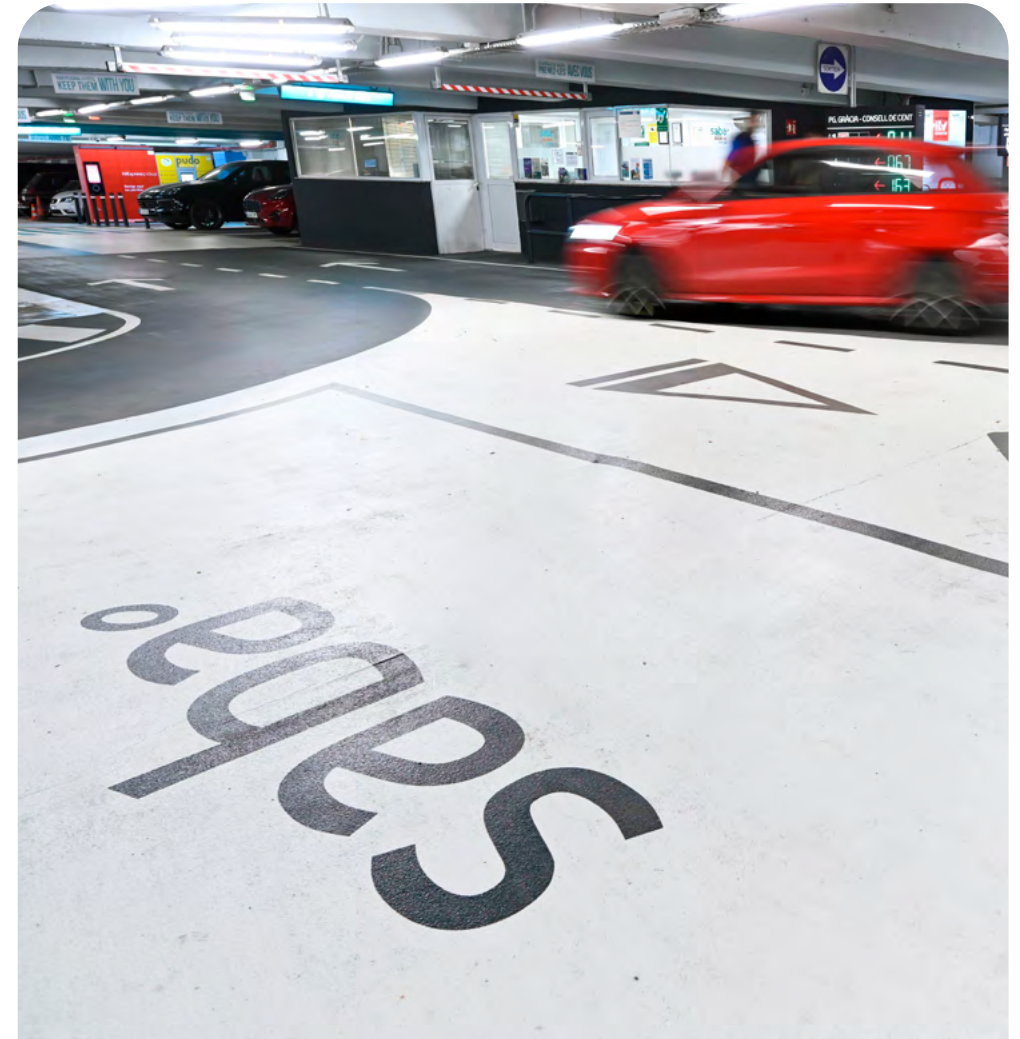
I wish, once again, to emphasise the effort carried out in the control of investments and in the financial field, with an exhaustive permanent review of liquidity and debt, which in this second section has experienced a reduction despite the exceptional situation. In this sense, and despite the negative impact of the pandemic, the net accounting financial debt was below 500 million euros at the end of 2023, which represents a deleveraging of the company of more than 100 million euros since 2019.

In terms of development, the company has remained active in all the countries in which it is present. In Spain, Saba will manage the Paseo de la Castellana (1,229 parking spaces) and Padre Damián (629 parking spaces) car parks after being awarded the management contract in a public tender promoted by Real Madrid. The renovation of the Castellana 62 car park (116 parking spaces) was also achieved, also in Madrid, and the extensions of the contracts of the Port de Blanes Regulated Zone (153 parking spaces), the Cima Clinic (265 parking spaces), in Barcelona, and the concession contract for the Mataró Hospital (335 parking spaces).

In Portugal, one of the most notable operations is the leasing contract, which began on January 1, 2023, of the Península car park, in Porto, with 553 parking spaces and which serves a building with offices and shopping centres. Likewise, the awarding of the lease contract for the complex's car park from the Palace of Justice, with 296 parking spaces, and very close to the Lisbon Nova Universidade.

**Despite the negative impact of the pandemic, net accounting financial debt was below 500 million at the end of 2023**

In Chile, Saba launched the Mercado Urbano Tobalaba (MUT) car park in 2023, with 1,197 parking spaces, in Santiago de Chile, and signed the car park management contract for the Open Santa Julia shopping mall, with 500 parking spaces, in Viña del Mar. Similarly, the company was awarded the contract for the management of the Terrazas San Cristóbal car park, a leading food court in Providencia, Santiago de Chile. It also expanded the car park management contract at the Santiago de Chile Airport (6,652 parking spaces), and that of the Catholic University (3,069 parking spaces).



In the Czech Republic, one of the most relevant operations is the new contract for the management of the Písnice car park, in Prague, the country's capital, with 250 parking spaces, in which a control system was installed which includes number plate recognition.

In terms of efficiency, operational management and quality of service, Saba's Customer Service and Control Centre (CSCC) currently has 301 connected centres and 220 car parks in Spain, Italy and Portugal. To strengthen the recovery, the props that the company will rely on include sales activity through the adaptation of products, recovery of subscribers, electric mobility and promotion of new digital channels and the digitalisation of processes in general.

In this sense, Saba continues to promote and reinforce strategic business initiatives such as payment by number plate, both for subscribers and short-stay customers, in almost 160 car parks throughout the Group. Similarly, 16 million movements were recorded using OBE's (VIA T, Telepass, Via Verde and TAG) in the 155 car parks where this electronic access and payment system

is implemented. In fact, by 2024, the universal TAG has been successfully deployed in Chile, allowing holders of the device (more than 3 million active in this country) to use car parks in addition to its use on highways.

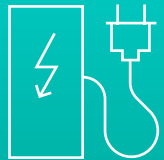
In the e-commerce services section, the services of the business website and the Saba App were modernised and expanded in 2024, extending it to all the countries where it operates, with plans to renew the United Kingdom website in 2024 as well. Visits to Saba websites were around 4 million in 2023 and the number of transactions amounted to more than 156,000. Online sales increased by 40%.

We continue working to make the car park more than just a space for cars and motorcycles, but also for bicycles and other personal micro-mobility vehicles, car-sharing and rent-a-car, in an inter-modal regime, and also with public transport. Saba must adapt to people's new habits and work to be a benchmark mobility manager, with the ambition of fostering the company's growth and opening new lines of innovation in the sector, and income

diversity, which will contribute to its consolidation in the future. Here I could cite the last mile (e-commerce lockers, proximity distribution), as well as services in the actual car park: digital screens, vending machines, company fleets, vehicle washing stations, among others. Saba has 3,300 carsharing and rental parking spaces.

**Saba continues to promote and reinforce strategic business initiatives such as payment by number plate**





**With a big push in 2023,  
the company has more than  
1,280 electric charging points  
in car parks throughout  
the Group**

In 2023, Saba continued working on one of its strategic commitments, the electrical infrastructure, which we began in 2018. Car parks, both public and private, are a great opportunity to offer electric charging infrastructure points for all vehicles, private, shared and fleets, in different modalities and for all needs, whether for isolated demand or for subscribers.; in cases where the car remains overnight in the car park or is only short-stay during working hours.

With a big push in 2023, the company has more than 1,280 electric charging points in car parks throughout the Group, 606 of which are promoted by Saba through strategic agreements and the rest managed by third parties. They constitute the most important electric charging network (semi-fast and fast, for subscribers and short-stay customers) in the sector. In 2023, savings of 817 tonnes of CO<sub>2</sub> emissions were recorded at Saba's own charging points. Worthy of note are the drive to launch fast charging in Spain, the growth in all markets and the effort to unify the charging model in all the countries in which we are present, adapting it to the markets.

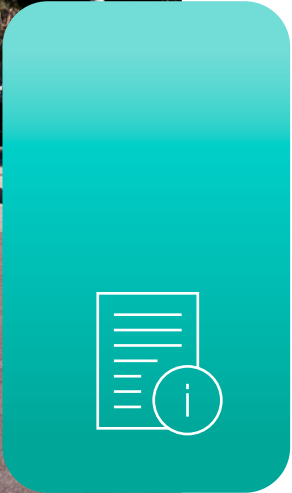
Faced with a massive implementation of the electric car, in order for car parks to have responsiveness, it is necessary to carry out forceful actions, given the limited electrical power of the facilities, which cannot be financed exclusively by private initiative. For this reason, we are asking the authorities to streamline the procedures and the capacity to manage this increase in power and also greater financial aid. The automotive PERTE (Strategic Project for Economic Recovery and Transformation) in Spain should include a section concerning the promotion of electric charging infrastructure. Without it, the rollout of the electric vehicle will be slower.

To conclude, I would like to open a moment of reflection and, also, of projection towards the future. I would like to express my most sincere gratitude, on my own behalf and that of the Management Committee, for all the dedication and commitment of the people who make up Saba in the different countries where it is present. We have faced challenges, many of them unexpected, with resilience, strength and unity. Now, we must maintain this solid work to continue building our

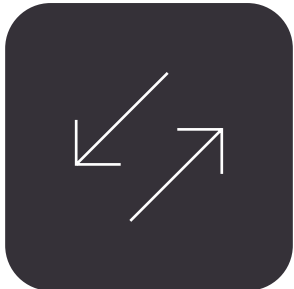
own path — Saba's — in which selective growth, the promotion of digital channels and the strengthening of our financial structure will be some of our driving forces. And all this and always with sustainability at the core of the business.



**It is necessary to promote the electric charging infrastructure, streamlining the procedures and the capacity to manage the increase in power, in addition to greater financial aid**



# 1 Company information



## 1.1 What is Saba?

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

In 2023, the Group was present in 9 countries in Europe and Latin America, with a team of 2,176 people, and was managing 1,079 car parks, with a total of 356,000 parking spaces in 183 cities.

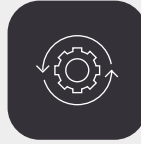
Car parks are part of the solution to the challenges cities are facing today: road congestion, CO<sub>2</sub> emissions, coexisting modes of transport, supersaturation of public space and growing e-commerce, among others. They are key pieces in urban mobility and also contribute to progress in the places where they are located.



Saba, with nearly 60 years of history, is distinguished by its lines of action: technological innovation, business transformation, quality of service, operational efficiency, growth orientation and commitment to sustainability.



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



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



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



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



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



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

9

Countries

183

Cities

1,079

Car parks

356,000

Parking spaces

2,176

People



1

**Spain and Andorra**

75 cities  
182 car parks  
73,878 parking spaces  
799 people

2

**Portugal**

19 cities  
107 car parks  
37,719 parking spaces  
129 people

3

**United Kingdom**

37 cities  
588 car parks  
131,773 parking spaces  
445 people

4

**Germany**

17 cities  
42 car parks  
15,543 parking spaces  
67 people

5

**Italy**

19 cities  
63 car parks  
29,442 parking spaces  
199 people

6

**Czech Republic**

6 cities  
43 car parks  
22,397 parking spaces  
33 people

7

**Slovakia**

6 cities  
15 car parks  
6,266 parking spaces  
24 people

8

**Chile**

4 cities  
39 car parks  
38,982 parking spaces  
480 people

In this sense, Saba maintains the performance of its activity within the framework of the United Nations Sustainable Development Goals, reiterating the company's commitment to the territories. Thus, Saba works to make cities more inclusive, safe, resilient and sustainable (Goal 11, Sustainable Cities and Communities) and to adopt measures to combat climate change and its effects (Goal 13, Climate Action).

# Mission, Vision and Values

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



## Mission

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



## Vision

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

## Values

The values shown reflect the way Saba acts.



Focus on profitability



Continuous improvement



Innovation



Trust in People



Commitment



Customer service



Proactiveness



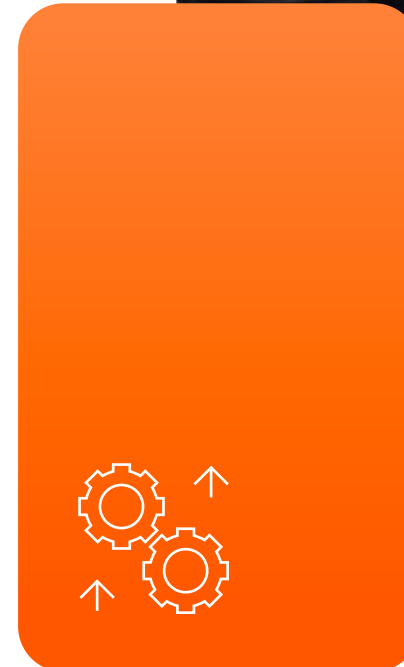
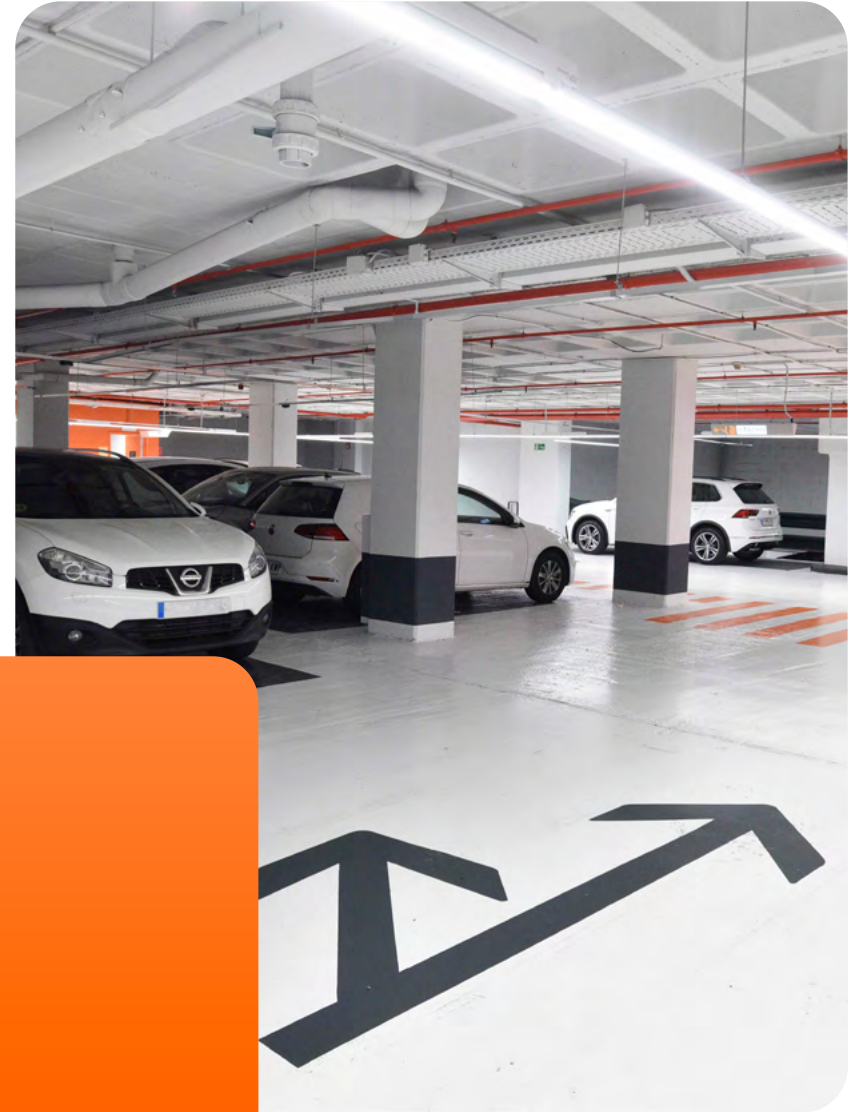
Collaboration

## 1.2 Business model

Saba's business is embodied in a variety of contracts (concession, ownership, rental, management), with an estimated average life of 18 years, including management contracts, which consolidate the future of the company. With a focus on the long term, Saba tries to renew contracts and complete new operations in order to extend the life of its contracts and thus have a solid basis to finance new investments.

Within the vision of the car park as a hub of mobility services for people, companies and goods, Saba's response to aid this sustainable and efficient mobility is the concept of Smart Parking, with the widest range of mobility services for people, with technology, innovation and intelligent business strategies to facilitate the best possible response to customer needs.

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





The promotion of sales activity is a pillar of the present and future to optimise the Group's income

As well as the measures for optimisation, operational efficiency, energy efficiency and expense management, there are those that allowed the company to position itself as a benchmark in the sector. And in this respect the strengthening of sales activity is key, a pillar for the present and future to optimise the Group's income. Mobility is changing and so are the needs of Saba's customers. In this scenario, challenges arise for customer loyalty and the adaptation of short-stay and subscription products to the new reality of work, shopping and leisure.

Saba works to ensure it has the most cutting-edge innovation and new sales strategies, incorporating smart services related to the mobility of people and vehicles. In this sense, Saba was a pioneer in the installation of OBEs in Spain (**VIA T**) and successfully promoted this system in Chile (**TAG**), Italy (**Telepass**) and Portugal (**Via Verde**), as well as in payment through **QR technology** and the new service **Ticketless**, which associates a number plate with a means of payment. It has a website and App that have already been deployed in various countries, which allow the sale

of 100% digital products, and which in 2024 were updated to adapt to the constantly changing environment.

In addition, Saba has promoted new control systems, discount automation at payment machines, number plate recognition at car park entrances/exits and the development of services associated with the car, especially for electric vehicles, and the car park (3G coverage, remote management, among others), as well as new sustainable last-mile urban micro-distribution activities.

Saba's **Customer Service and Control Centre (CSCC)** responds multi-dimensionally to this positioning, acting not only as a remote management centre, but also as a true "Contact Centre" with a sales vocation that allows Saba to enhance the quality of its customer service. At the close of 2023, a total of 301 connected centres and 220 car parks in Spain, Italy and Portugal were connected to the CSCC.

During 2023, Saba received a total of 207,472 requests through its different communication channels in Spain, Italy, Portugal, Chile and the United Kingdom. For its part, the CSCC answered 2,296,222 intercom calls from car parks in Spain, Italy and Portugal. Similarly, the CSCC processed 19,898 requests related to products via email in Spain.

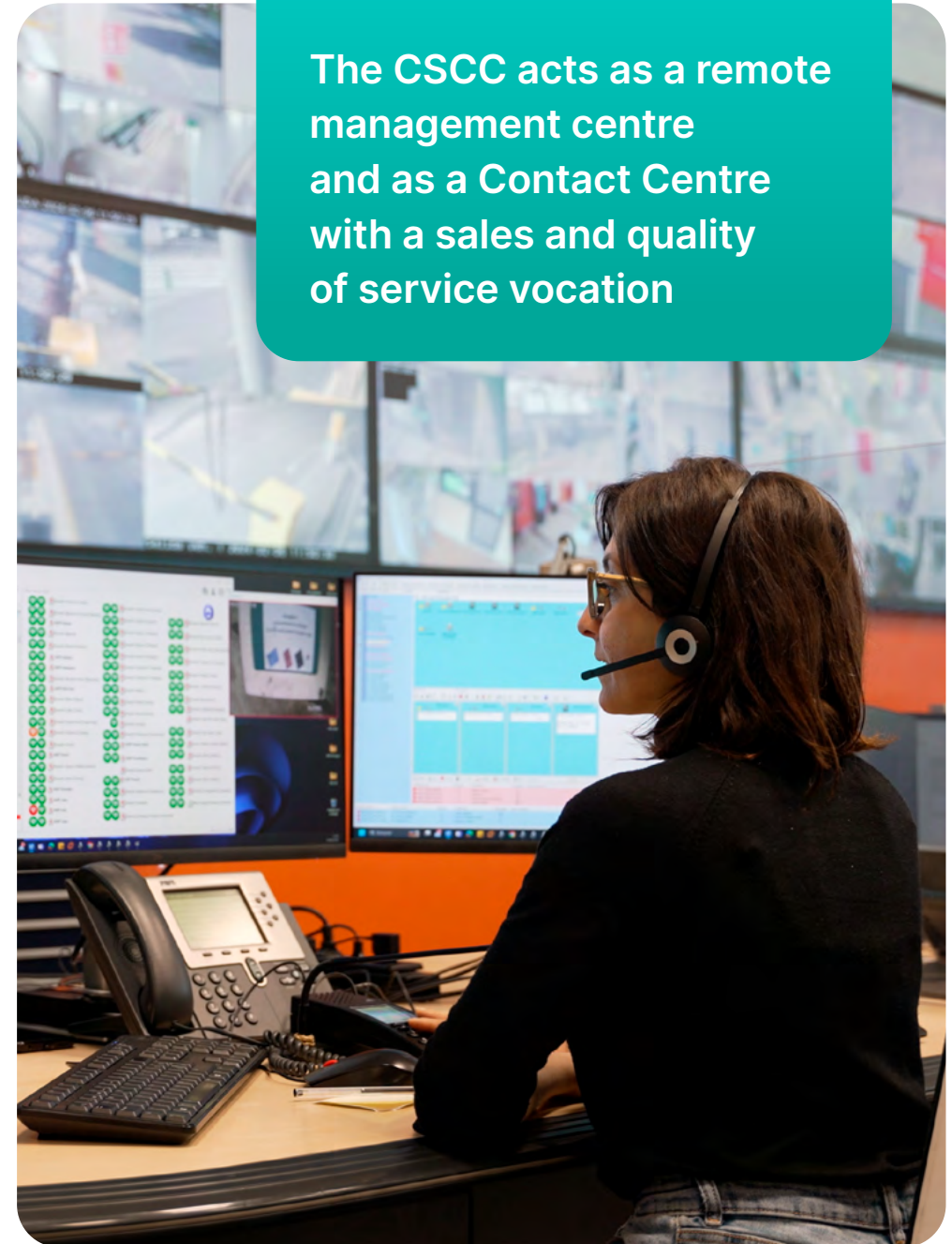
In this scenario of sustainable mobility, a strategic functionality for Saba is the provision of electric charging infrastructure, essential to accompany the development of electric vehicles. Since 2018, the year in which the App charging service began, Saba has been providing its car parks with the electric charging system. As of December 31, 2023, the group has more than 1,280 electric charging points in the car parks in its network, 606 of which are managed directly and the rest operated by third parties. Regarding the service offering in this chapter, Saba has semi-fast charging for short-stay in general and linked charging for subscribers, with the ParkElectric product, with a fixed parking space, as well as for fleets of professional vehicles. Additionally, Saba plans to install super-fast electric charging points in those car parks where there is sufficient contracted electrical power.



207,472

requests through its different communication channels during 2023

The CSCC acts as a remote management centre and as a Contact Centre with a sales and quality of service vocation





saba°  
Barcelona  
bamsa

A photograph of a white car parked in a garage. The car's side panel features the 'saba° Barcelona bamsa' logo in dark blue. The background shows the interior of a parking garage with overhead lights.

Car parks are also ideal locations for use as distribution microhubs. Saba responds to the new needs derived from e-commerce and micro-distribution, providing the possibility of picking-up e-commerce purchases thanks to the installation of lockers in its car parks, with 24/7 access. In this area, Saba participates in a last-mile distribution project through the Geever company, based on a network of proximity microhubs, with night logistics and means of active and personal micromobility (bicycles, scooters, forklifts, etc.) .

**Car parks are also ideal  
locations for use as  
distribution microhubs**

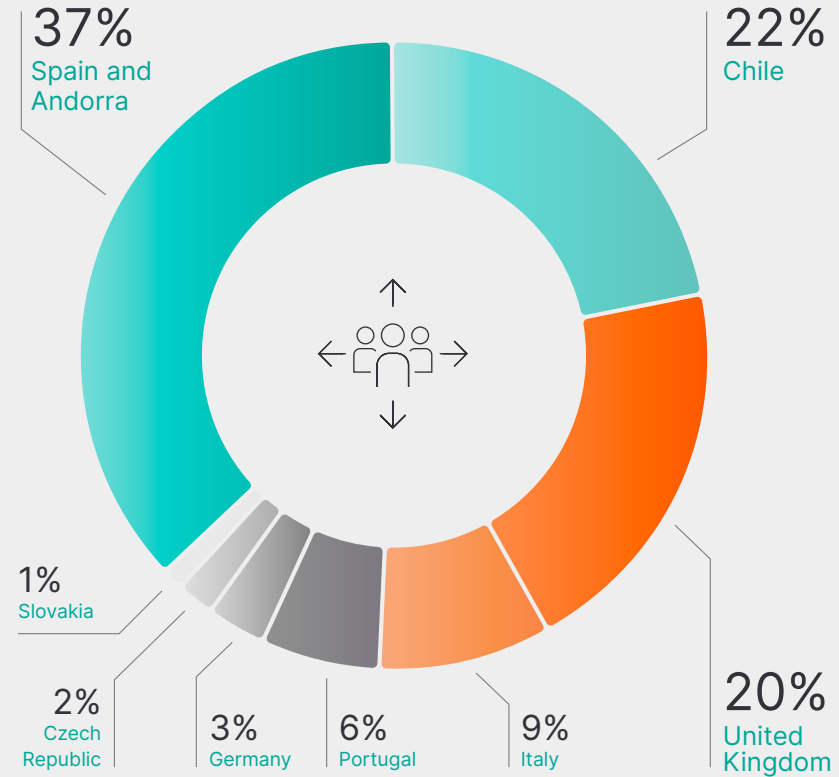
# 1.3 People

Saba is a company committed to corporate values that place its team at the centre. The Group creates value through the professionals that comprise it and contributes strategically to innovation, competitiveness and social responsibility. Offering a balanced work environment, healthy as well as professionally and healthily competitive, is equivalent to achieving excellence as a company.

As of December 31, 2023 Saba's workforce is made up of 2,176 people, 32% (687) women and the remaining 68% (1,489) men. It should be noted that the percentage of employees with some type of disability at Saba is 2.8% of the total, a fact that demonstrates the desire to offer equal opportunities to all talent, regardless of personal conditions. At the close of the 2023 financial year, the workforce with a permanent contract represented 90%.

Distribution of the workforce by geographical area

As of 31 December 2023



**2,176**  
People



**90%**  
Indefinite contracts





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

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

**01** Strengthening of the transformation of corporate culture, based on collaboration and entrepreneurship, which revolves around the set of corporate values and which generate differentiating identity traits.

**02** Evolution of the personnel relationship model: closer, promoting the empowerment and responsibility of each employee.

**03** Promoting professional development and talent, based on knowledge and the establishment of a leadership model that enables the achievement of future challenges.

**04** New collaborative work schemes, forming multidisciplinary teams which share objectives and challenges, and work with autonomy and execution capacity in order to improve quality, productivity, efficiency and commitment.

**05** Adapting organisational structures in a way that facilitates transformation.

**06** Ensure at all times the safety and occupational health of people and labour relations.

In 2023, Saba communicated to its entire workforce the Management's commitment to equal opportunities, as well as diversity and inclusion, with a focus in 2023 on the preparation of the Equality Plan in Spain.

Saba promotes the principles of equality, sensitivity and development of people, which are reflected in the selection and professional promotion processes, personnel training, access to information, risk prevention and occupational health, the area of remuneration, working relationships and communication.



Saba promotes the principles of equality, sensitivity and development of people



For more information on social issues related to personnel, please see the [Non-Financial Information Statement 2023](#).

# 1.4 Development

Saba ended 2023 with 27 new projects, in most of the countries where it is present, and which represent the incorporation of nearly 19,000 parking spaces to its car park network. Similarly, the Group renewed 43 contracts, representing over 32,000 parking spaces, in all the territories in which it operates. At the close of 2023, Saba was present in 180 cities in 9 countries (Spain, the United Kingdom, Italy, Portugal, Chile, Germany, Slovakia, the Czech Republic and Andorra) managing 356,000 parking spaces in 1,050 car parks.

The most notable operation in 2023 was in the **United Kingdom**, the award of the five-year contract to manage the car parks at Transport for London stations, the public body responsible for the majority of London's transport network, including the Underground, buses, taxis, trams and some train lines.

The contract, which began on January 1, 2023, includes the management of 79 car parks, with 10,720 parking spaces, all of them with a barrierless system, which provides agile entry and exit of vehicles. This access, exit and payment method is possible thanks to the new technologies implemented by Saba in its car parks, with similar experiences in this country and in Germany.

The Saba group directs all its actions to becoming consolidated as a benchmark operator and consolidating the image of car parks as sustainable urban mobility hubs, for people and goods, committing to intermodality as a key element of traffic management in cities. Transport for London is certainly a good example of a combination of different means of transport, in which the car park is established as the point of origin and/or destination of the journey. In this way,

the company demonstrated its capacity to manage all types of parking available in the market, including **Park and Ride**, as in this case.

The Saba group directs all its actions to consolidation as a benchmark operator



In **Spain**, Saba will manage the Paseo de la Castellana (1,229 parking spaces) and Padre Damián (629 parking spaces) car parks after being awarded the management contract in a public tender promoted by Real Madrid. The renovation of the Castellana 62 car park (116 parking spaces) in Madrid was also achieved, and the extensions of the contracts of the Port de Blanes Regulated Zone (153 parking spaces), the Cima Clinic (265 parking spaces), in Barcelona, and the concession contract for the Mataró Hospital (335 parking spaces).

In **Italy**, the most relevant event in 2023 was the awarding of the concession contract for the car parks that serve the Valley of the Temples of Agrigento (Sicily), an archaeological complex and UNESCO World Heritage Site that receives more than a million visitors a year. The car park has 861 parking spaces in a unique location that offers the possibility of visiting some of the best preserved Greek temples outside of Greece.



Saba will manage the Paseo de la Castellana (1,229 parking spaces) and Padre Damián (629 parking spaces) car parks in the city of Madrid.



Saba operates 861 parking spaces in the Valley of the Temples in Agrigento, Sicily.

In **Portugal**, one of the most notable operations is the leasing contract of the Península car park in Porto, which began on January 1, 2023, with 553 parking spaces and which serves a building with offices and shopping centres. Likewise, the awarding of the lease contract for the complex's car park from the Palace of Justice, with 296 parking spaces, and very close to Lisbon's Nova Universidade.

In **Chile**, Saba launched the Mercado Urbano Tobalaba (MUT) car park in 2023, with 1,197 parking spaces, in Santiago de Chile, and signed the car park management contract for the Open Santa Julia shopping mall, with 500 parking spaces, in Viña del Mar. Similarly, the company was awarded the contract for the management of the Terrazas San Cristóbal car park, a leading food court in Providencia, Santiago de Chile. It also expanded the car park management contract at the Santiago de Chile Airport (6,652 parking spaces), and that of the Catholic University (3,069 parking spaces).



For its part, in **Germany** Saba was awarded the rental contract for the LIO shopping mall car park in Berlin, with 308 parking spaces. Saba cooperates with the centre's owner, Principle, in other locations such as Düren, Hamburg and Aschaffenburg. In Berlin, the company has a contract with the Vivantes Hospital group, with more than 1,200 parking spaces, a contract that was renewed in 2023.

In the **Czech Republic**, one of the most relevant operations is the new contract for the management of the Písnice car park, in Prague, the country's capital, with 250 parking spaces, in which a control system was installed which includes number plate recognition.



The car park at the Lio shopping mall (Berlin), with 308 parking spaces, expands Saba's presence in Germany.

# 1.5 Business and salient figures

Financial year 2023 saw the consolidation of the full recovery of mobility globally after a few completely atypical years marked by the profound impact of the pandemic.

The elimination of the imposed mobility restrictions, which to a greater or lesser extent were in force until the beginning of 2022, favoured the progressive recovery of parking activity, which has continued throughout 2023, allowing the re-establishment of activity levels which were normal prior to the pandemic.

In 2023, the activity of the network's car parks as a whole reached 95% of that registered in 2019 in terms of accumulated short-stay hours, with a subscriber portfolio which exceeds that existing in the said year and growth

compared to 2022 of 6% in short-stay hours and 3% in subscribers. It should be noted that the pace of demand recovery between countries, types of centres and/or activity segments is heterogeneous due to various factors.

Regarding the salient figures for financial year 2023, operating income amounted to 308 million euros, 13% higher than in 2022, while EBITDA stood at 143 million euros, also 13% up on 2022, in both cases higher than the 2019 figures.

The company invested 26 million euros in financial year 2023, maintaining efforts to increase the operational efficiency of the business and implement initiatives that allow Saba to become a benchmark in the sector, with special focus on new support systems, new

technologies and energy efficiency, in addition to innovative sales formulas and initiatives, and in developing active, growth-focused contract management.



**+6%**  
short-stay  
hours



**+3%**  
subscribers



**+13%**  
operating  
income

# 1.6 Board of Directors

As of 31 December 2023



## President

**Salvador Alemany Mas** – Appointed 14/12/2011<sup>2</sup>

## Chief Executive Officer

**Josep Martínez Vila** – Appointed 14/12/2011<sup>2</sup>

## Members of the Board

**Marcelino Armenter Vidal** – Appointed 31/10/2019

**José Manuel Basáñez Villaluenga** – Appointed 14/12/2011<sup>2</sup>

**Xavier Brossa Galofré** – Appointed 04/05/2022

**Óscar Valentín Carpio Garijo** – Appointed 31/05/2017<sup>3</sup>

**Estefanía Collados López De María** – Appointed 26/09/2012<sup>4</sup>

**Adolfo Feijóo Rey** – Appointed 31/10/2019<sup>5</sup>

**Alejandro García-Bragado Dalmau** – Appointed 12/06/2018

**Juan José López Burniol** – Appointed 14/09/2018

**Maria Dolores Llobet María** – Appointed 14/12/2011<sup>2</sup>

**José María Mas Millet** – Appointed 14/09/2018

**Inmaculada Riera Reñé** – Appointed 04/05/2022

**Elena Salgado Méndez** – Appointed 22/06/2020

**Joseph Zacharioudakis** – Appointed 22/06/2020

## Secretary (non-Board Member)

**Carlota Masdeu Toffoli** – Appointed 14/09/2018

## Non-Executive Vice-Secretary

**Rosa María Ibáñez** – Appointed 22/03/2023

<sup>1</sup> Marcelino Armenter Vidal presented his resignation to the Board of Directors at a later date after December 31, 2023

<sup>2</sup> Reelection date 06/12/2018

<sup>3</sup> Reelection date 03/05/2023

<sup>4</sup> Reelection date 05/08/2019

<sup>5</sup> Reelection date 06/22/2020

saba°

# 1.7 Management team

As of 31 December 2023

## President

Salvador Alemany Mas

## Chief Executive Officer

Josep Martínez Vila

## Car Park Business Spain

Jordi Díez

## International Car Park Business

Josep Oriol

## Economics and Finance

Josep Maria García

## People and Organisation

Clara Alonso

## Technology and Systems

Joan Manel Espejo

## Technical

Amadeu Martí

## General Secretariat and Legal Department

Carlota Masdeu

## Business Development, Planning and Control

Miguel Ángel Rodríguez

## Communication and Institutional Relations

Elena Barrera

## Country managers

### Italy

Alberto Ceccarelli

### Czech Republic and Slovakia

Mario Grega

### United Kingdom

Phillip Herring

### Portugal

Marco Martins

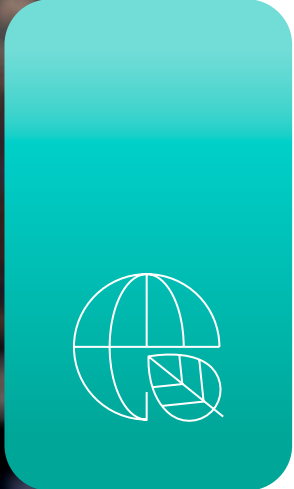
### Germany

Rainer Schneider

### Chile

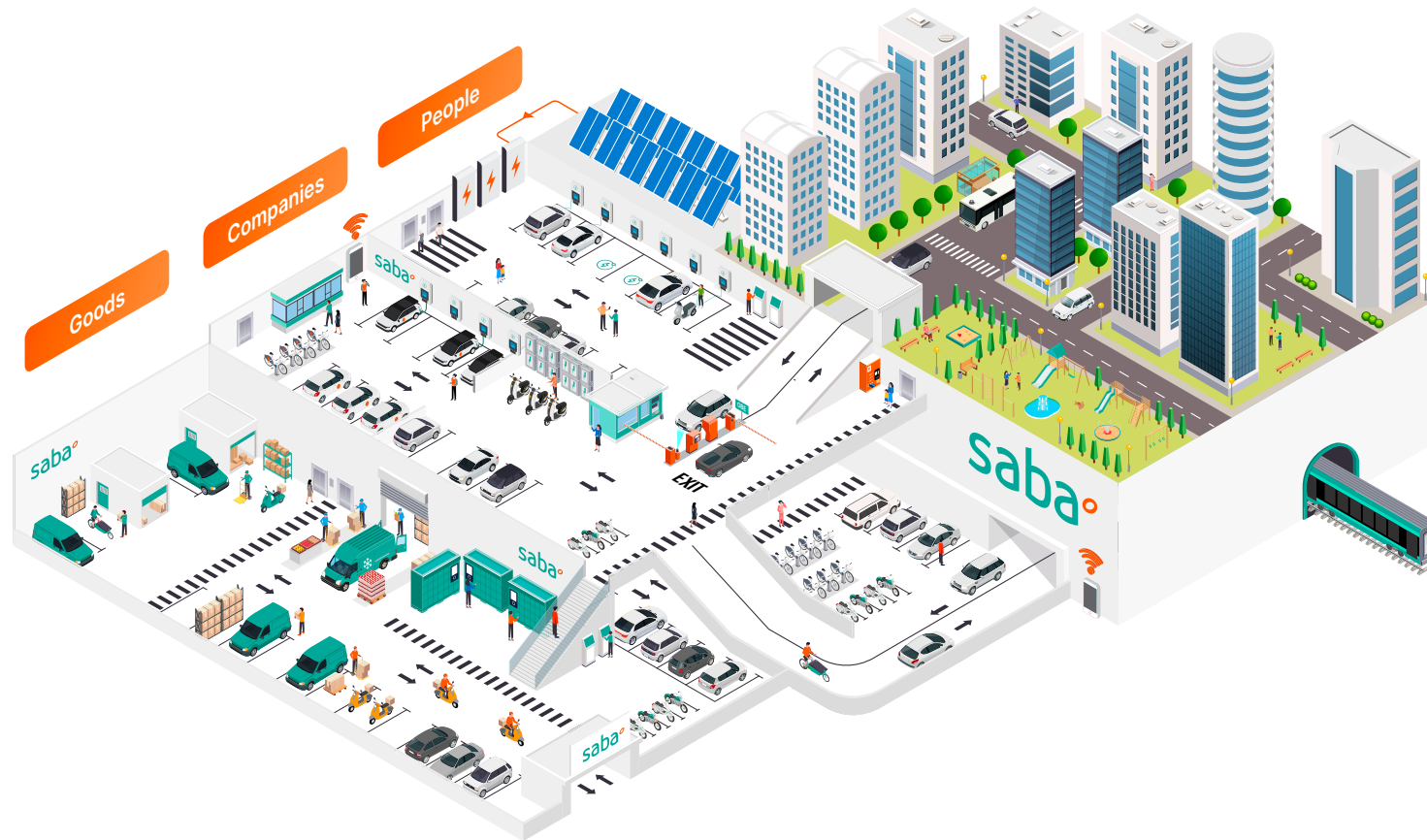
Christopher Wagener





## 2 Sustainable urban mobility

# Parking, an ecosystem of sustainable services



Saba works to adapt parking to the dynamic mobility needs of its customers and cities, starting from considering the infrastructure as a true hub of mobility services with maximum respect for sustainability. Along these lines, the company wishes to be part of the solution to the current needs of cities and their inhabitants.

**A modern infrastructure that relies on technology to offer the best customer service:**

### ADN: Innovation

**We continue to improve our access, exit and electronic payment methods.**

- Number plate recognition (Ticketless), QR and OBE.

### The customer at the centre

**We promote web and App as sales channels.**

- A portfolio of products that adapt to each customer.

### Always connected

**Car parks with 3G reception**

- Allows the deployment of new services and products.

### Saba responds

**The Attention and Control Centres are always available.**

- Remote management is complemented with the car park personnel to offer a first-class experience.

## 2.1 The mobility of the future is electric

In a scenario in which the promotion of sustainable mobility is an obligatory task for society, Saba continues to promote the development of its charging infrastructure to accompany the deployment of electric vehicles.

As of December 31, 2023, the company had 1,280 charging points in six countries, approximately half of which were promoted by Saba through alliances with different suppliers since 2018. In parallel, the Group's car parks also host charging platforms promoted by third parties. This dual management model allows Saba to considerably increase its charging infrastructure and cover the demand of its various types of customers.

Saba continues to promote the development of its charging infrastructure to accompany the deployment of electric vehicles



Consolidation of the model in 2023



1,280  
charging  
stations

606  
SABA

674  
Third parties



817,000  
kg of CO<sub>2</sub>  
avoided<sup>1</sup>



6  
countries

<sup>1</sup> Data obtained on 606 parking spaces in Spain, Italy, the United Kingdom, Portugal, Chile and Germany.



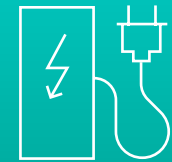
Saba has a semi-fast recharge mode for general short-stay and linked charging for subscribers —with the **ParkElectric** product, which includes a fixed parking space with a charging point—, as well as solutions for companies (professional vehicle fleets and electric carsharing). Additionally, the aim is to install super-fast electric charging points in those car parks where there is sufficient contracted electrical power.

## An opportunity to expand the charging infrastructure in Spain

When deploying new charging points, Saba always bases its service offer within the current limits of electrical power that are contracted in each car park. On this basis, a maximum of 20, 30 or 40 parking spaces per car park can be electrified, but not 100 or 200. Expanding power in Spain means incurring a lengthy process in terms of time and costs.

For this reason, Saba requests that the authorities streamline the procedures and capacity to manage this increase in power and also request greater financial aid to offset the cost of investing in a new electrical connection, as well as the higher monthly costs of power contracts.

The company values very positively the impact of the Strategic Projects for Economic Recovery and Transformation (PERTE) and the aid that has been provided to the automotive sector in Spain, but it is essential that it also helps the deployment of electric charging infrastructure. Without this, electric vehicle penetration will be limited.



## Rising trend in the Saba charger network

The company, which has one of the largest charging networks in the sector, intends to continue increasing the supply of available parking spaces as long as the requirements of economic viability and minimal market demand are met. In 2023, the installation of charging parking spaces in car parks in Italy and the United Kingdom for the first time in the Group and the increase in operational chargers in Portugal, Spain and Chile were of particular relevance.



The company has one of the largest charging networks in the sector



In relation to charging time, charger operations grew by 62% compared to the previous year. This increase coincides with the increase in the number of operational chargers and, additionally, reflects the greater weight of recurring customers, especially in Spain, where Saba has greater experience and the service is more widespread.

	Charging parking spaces	Recharge time	kWh delivered	CO <sub>2</sub> avoided (kg)
2022	418	195,049	817,833	611,839
2023	606	316,513	1,194,790	816,704
Change	45%	62%	46%	33%



During 2023, 1,194,790 kWh (817,833 kWh in 2022) went to the charging of electric vehicles parked in our car parks, 46% higher than the 2022 figure, driven by an increase in supply and greater use. It is necessary to highlight the growth in Portugal, a country that has successfully promoted the transition to electric mobility, as evidenced by the percentage of sales of plug-in electric vehicles, greater than 30% in 2023. In Chile, the agreement with a company dedicated to last-mile delivery with electric vehicles stands out. On the other hand, we should also mention the good reception in the United Kingdom in its first year of use.

The increase in kWh delivered contributes to the increase in kg of CO<sub>2</sub> avoided, 33% higher than the previous year, a consequence of the evident and sustained support that Saba is offering to the development of electric vehicles in the urban environments where it operates.



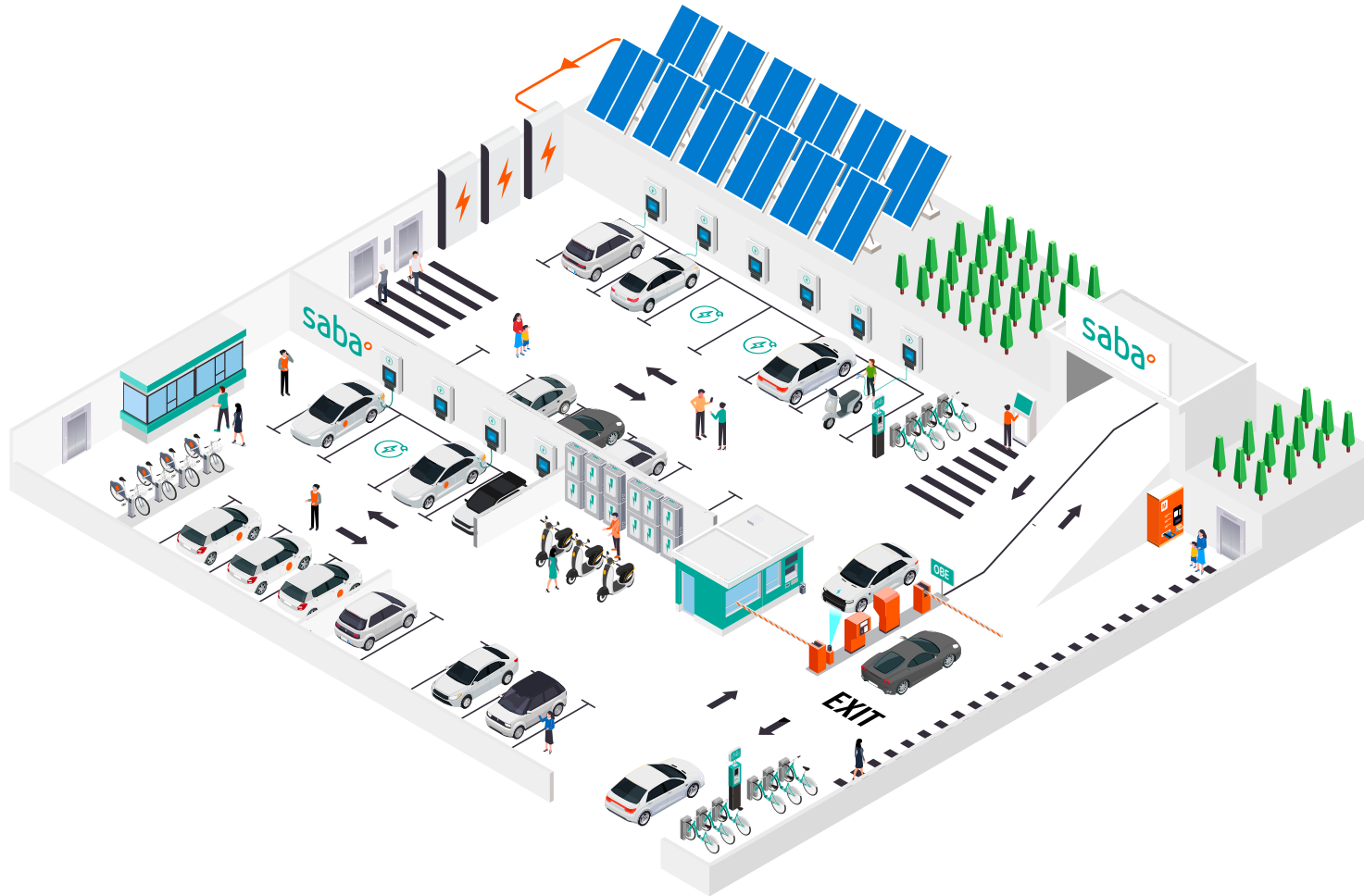
1.2 million kWh<sup>1</sup>

intended for charging electric vehicles in 2023

(+46% compared with 2022)

<sup>1</sup>Data obtained on 606 parking spaces in Spain, Italy, the United Kingdom, Portugal, Chile and Germany.

# Strategic allies in the transition to electric mobility



**All charging speeds**  
Ultra-fast, fast and semi-fast.

**Options for short-stay and subscribers**  
ParkElectric, the linked charging solution.

**Solutions for carsharing and fleets**  
We promote the deployment of electric vehicles for companies.

**Zero emission car parks**  
Facilities equipped with photovoltaic panels and energy accumulators that minimise consumption.

**Battery station**  
A single infrastructure for battery swapping models.

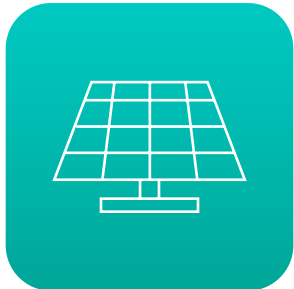
**Single person mobility**  
Options for loading bicycles, motorcycles or other VMPs.



## Photovoltaic car parks: self-consumption and zero emissions

The installation of photovoltaic, or solar, panels on the roofs of surface car parks is a trend in countries that enjoy a large number of hours of sunshine, as for example in the case of Spain, Portugal and Italy within the perimeter of the Saba group. This makes it possible to get the maximum performance from renewable energy, while generating electricity from a clean source. The operation model of these facilities varies depending on the country and the needs of the car park (with or without connection to the grid, self-consumption, with batteries that accumulate energy, etc.).

In 2021, Saba carried out a first pilot test in the **Saba Lisbon University Stadium** car park with a canopy equipped with 27 solar panels. After evaluating its performance, the company replicated the model in 2023 at Saba Palácio da Justiça, also in Lisbon, with an installation capable of generating 21 kWh.



Photovoltaic canopies at Saba Palácio da Justiça (Lisbon)

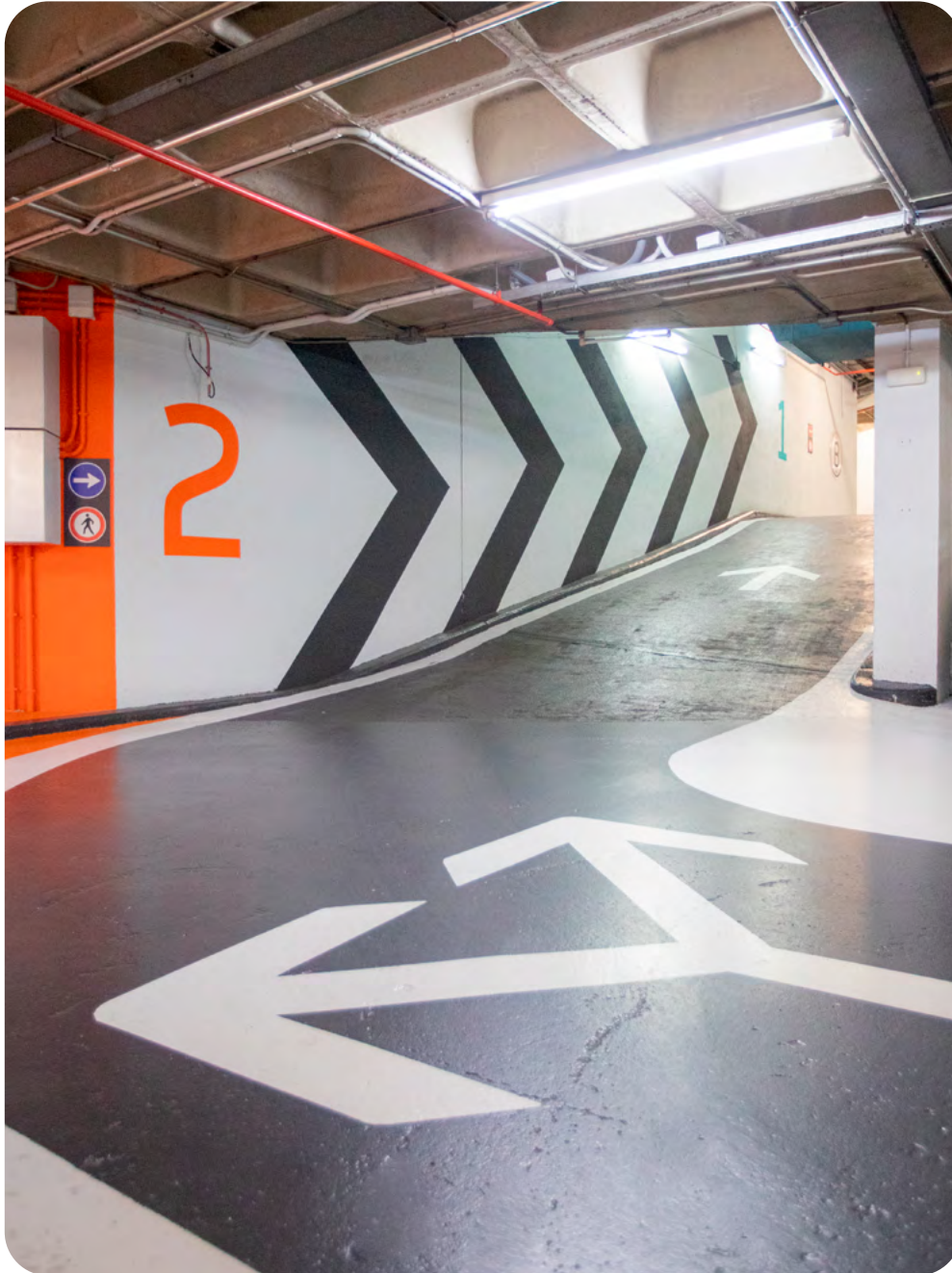


Photovoltaic canopies at Saba Hospital de Sant Pau (Barcelona) and Saba Pl. d'Europa, Platja d'Aro (Girona).

Also in 2023, an installation was launched in **Saba Pl. d'Europa (Platja d'Aro, Spain)** with 120 photovoltaic panels which, combined with the installation of energy accumulators, offer a capacity of 50 kWh. This allows the car park to provide power to the 10 charging stations (which can be expanded in the future depending on demand) and to use the surplus to power the various operating systems.

Already in 2024, Saba has continued its journey in this field with two new facilities in Spain. The first, at **Saba Sant Pau Hospital (Barcelona)** and the second, at **Saba Santa Catalina, in Las Palmas de Gran Canaria**. Each one produces around 60 kWh and covers a combined surface area of 500 m<sup>2</sup>.

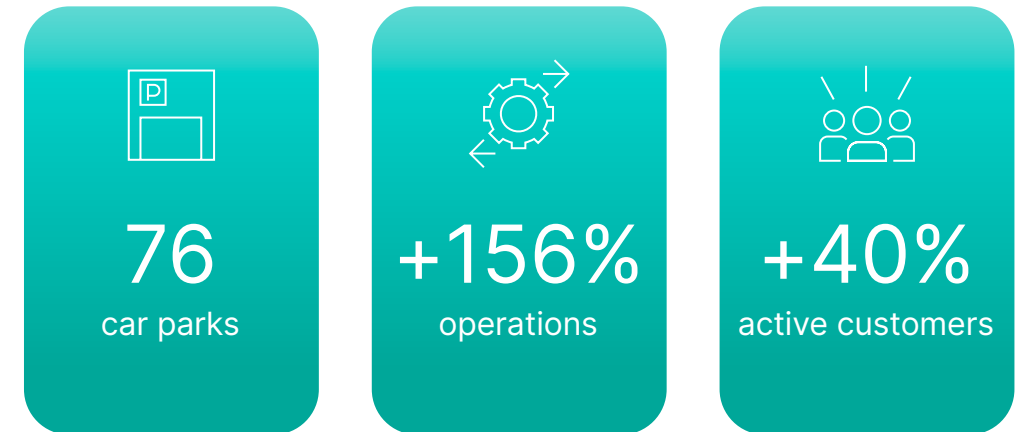
Saba will continue analysing the possibility of deploying new photovoltaic installations in different countries despite not having a large network of surface car parks, a fact that it compensates with the possibility of covering access or exit ramps, as well as high-rise car park covers. These solutions bring Saba closer to a zero-emission parking model capable of fuelling its operations through self-consumption.



## 2.2 Digital access, exit and payment solutions

Using the vehicle's number plate as a method of car park access, exit and payment is becoming more and more common for Saba customers in different countries. The company introduced this service in 2020 and now has 76 car parks in Spain with Ticketless technology.

### Saba Ticketless in 2023



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

**Customers who choose number plate recognition will be able to review their stays in the car park via the App**

The customer who chooses number plate recognition will enjoy additional advantages, such as the possibility of reviewing their stays in the car park

through the App whenever they wish or the possibility of having more than one vehicle associated with their bank card; the payment method to which the service needs to be linked once recorded. From that point, a 100% digital customer experience opens up, eliminating queuing or going to the payment machine, which is environmentally sustainable and does not require physical interaction with any item in the car park. Furthermore, unlike OBE (On Board Equipment, which operates with different brands depending on the country), it eliminates the figure of the intermediary, since the relationship is limited solely between the customer and Saba.

In 2023, the service was consolidated in Spain with notable growth in operations (+156%) and active customers (+40%), thanks to the launch of an ambitious sales campaign (Saba Ticketless).

The dynamics of use of number plate recognition are the same as with OBE. In fact, Saba was a pioneer in the deployment of this technology in Spain (VIA T) and successfully promoted this system in Chile (TAG), Italy (Telepass) and Portugal (Via Verde). Year after

year, the number of Saba car parks that offer the possibility of accessing, exiting and paying through an OBE device has increased, reaching a total of 155 in 2023. Clients using this technology made it possible to close 2023 with a record number of 16 million movements in four countries.



## OBE, a widespread technology with growth potential



155

car parks



16

million movements



**VIA T**  
Spain

82 car parks  
8.3 million movements



**Via Verde**  
Portugal

35 car parks  
4.8 million movements



**Telepass**  
Italy

24 car parks  
2.6 million movements



**TAG**  
Chile

14 car parks  
302,000 movements



## A new future for TAG in Chile

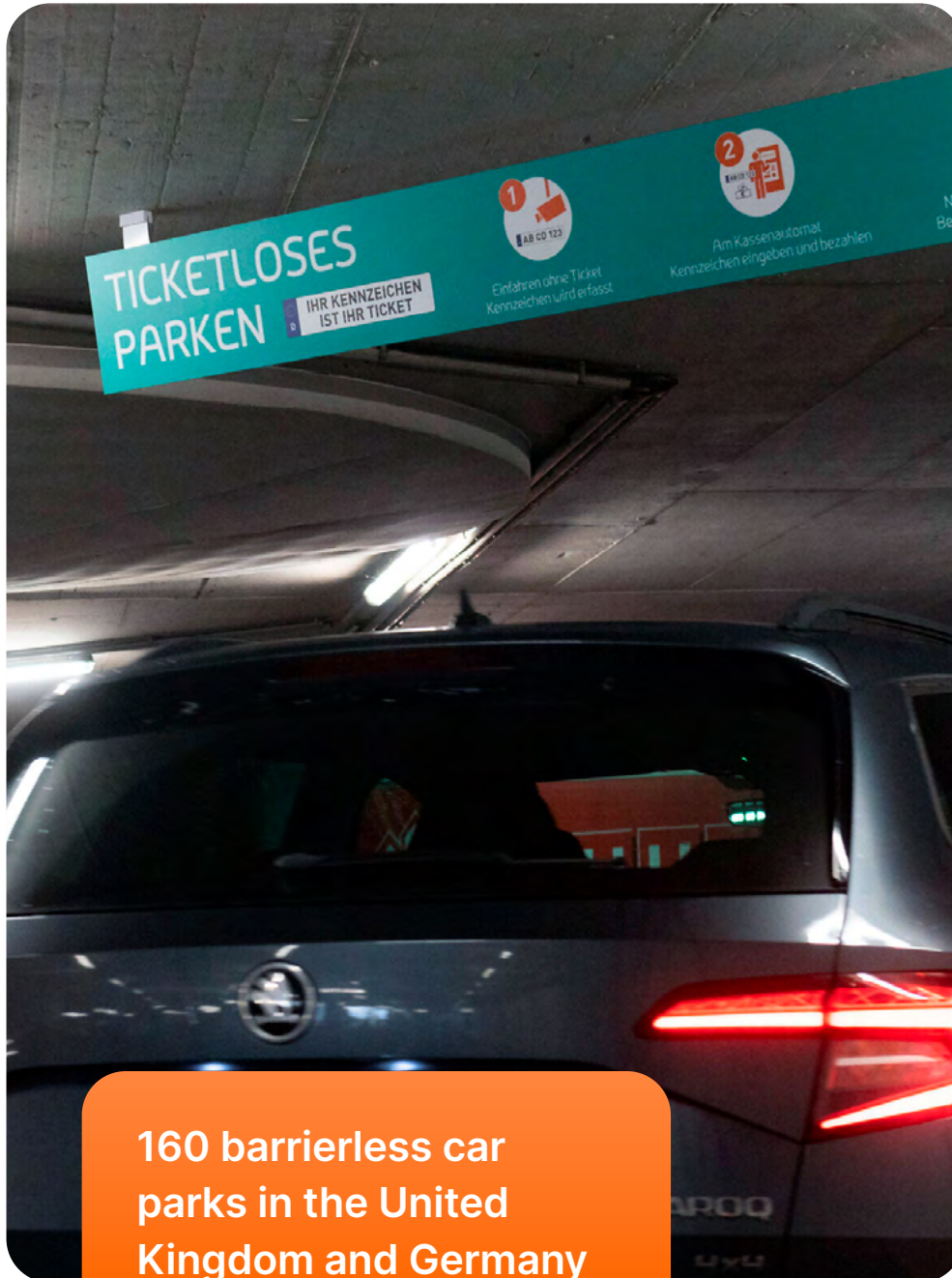
Although in recent years payment using QR technology and the new Ticketless service (or Barrierless systems, widespread in the United Kingdom and Germany), were gaining presence, Saba is confident of the potential growth of OBE in countries like Chile, where it is called “TAG”. In 2024, Saba launched, together with Autopase, a Vías Chile company that is a pioneer in offering a range of services associated with the TAG, an important innovation that will take the use of this device in the company’s car parks to another level.

Saba and Autopase have developed a solution that allows customers to access, exit and pay in 11 Saba car parks automatically. The user needs only approach the access point and press the TAG button on the access screen and the barrier opens automatically. To date, in order to take advantage of the advantages of this service in Chile, TAG users —a system with very high penetration in Chile— also had to register the device at Saba, so many potential customers did not carry out this procedure due to administrative barriers.

Now Saba customers have no excuse for not enjoying all the advantages of TAG and they can forget about queuing and going to the payment machine.



Saba and Autopase have developed a solution that allows customers to access, exit and pay automatically in 11 Saba car parks



160 barrierless car parks in the United Kingdom and Germany

## Can a car park function without any barriers?

Saba has innovation as a permanent feature of its DNA. Within the access, exit and payment methods, different solutions coexist, depending on the country or region, to adapt as much as possible to the preferences of its customers.

The central and northern European countries are especially suitable for deploying number plate recognition, since they have more experience in similar mobility services. This is the case in the United Kingdom and Germany, where a different operation is applied to that of Spain (based on the Saba App as a method of registration and payment for the service), working in a coordinated manner between the car parks and the Customer Service and Control Centres (CSCC) that the company has in both countries.

In these cases, the number plate works as a control method to know whether the customer has paid for their stay, but the car parks have no physical element that prevents vehicle access or exit. In practice, it means the end of traditional barriers. The technology that allows payment (App) and carries out access control, as well as careful coordination with the CSCC, makes it possible to know the cost of the stay of each vehicle at all times and whether the customer has paid for it before leaving the car park.

Without a doubt, a sample of where the sector is heading as technology and knowledge of it advance in our society.

## 2.3 An open door to new mobility

Saba maintains agreements with around 15 vehicle rental and carsharing operators in various cities in Spain, Portugal, Italy, Chile and the United Kingdom. In 2023 These services covered 3,300 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.

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





Carsharing and rental in 2023



**3,300**  
parking spaces  
in Spain,  
Portugal, Italy,  
Chile and the  
United Kingdom



**Agreements**  
with the main  
operators



**Solutions for**  
**electric vehicles**

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

The company is prepared for the growth of these services and its gradual progression towards electrification, including corporate vehicle fleets. In Spain, more and more companies are promoting the electrification of their vehicles with the aim of reducing their carbon footprint. This will certainly be one of the main elements for the progressive growth of electric mobility in the country.

**The company is prepared for the gradual progression towards electrification, including corporate vehicle fleets**





To accompany this transition towards zero-emission vehicles, Saba has signed important agreements in Spain with top-level companies for their fleets to be able to park, and recharge, in its car park network. It is the case of **Paschal**, whose fleet of 600 electric and plug-in hybrid vehicles was using a perimeter of 80 car parks throughout Spain since 2022 to carry out its daily operations.

**Saba has signed important agreements in Spain with top-level companies for their fleets to be able to park and recharge in its car park network**



On the other hand, companies such as **MEC Carsharing**, which exclusively offers electric vehicles to its customers, have more than 20 parking spaces in different Group car parks thanks to the charging infrastructure that Saba makes available. Just like private users, carsharing companies can benefit from the same system of reserved parking space with exclusive electric charger. These initiatives are the result of a continual effort to collaborate with car manufacturers and operators in pursuit of the best technological and sales fit in its facilities. In the coming years, Saba trusts in the progressive electrification of the carsharing and rental vehicle fleet as a formula to continue consolidating its electric charging business model.



## Saba, an indispensable partner for 100% sustainable deliveries

In 2023, **Saba** and **Mercado Libre**, the leading e-commerce platform in Latin America, signed an agreement so that its fleet of electric vans could park and recharge batteries in 10 company car parks. The privileged location of Saba's car parks, together with the pool of charging points offered by the company in collaboration with **Enel X**, allows e-commerce operator to develop their activity seamlessly.

Saba has been exploring the last-mile distribution sector for years in order to offer solutions to potential customers, both as break points and for package storage — provided that the country's legislation allows it— or simply as a car park, with the possibility of charging the batteries of electric vehicles. These types of initiatives bring out the best performance from the infrastructure of Saba's sustainable service hubs.



Saba has been exploring the last-mile distribution sector for years in order to offer solutions to potential customers

# 2.4 e-commerce in continuous growth

Saba's e-commerce platforms (**Web** and **Saba App**) in Spain, Italy, Portugal and Chile recorded the best year in their history in 2023 with a 40% increase in revenue over 2022. A record figure that is obviously reflected in the growth of transactions, which exceeded 156,000 in 2023 (36% up on 2022).

### Web and App in 2023



**4**  
million  
visits  
+48%



**156,000**  
transactions  
+36%



**+40%**  
total  
revenue  
(Spain, Italy,  
Portugal and Chile)



Revenue is growing by double digits in the four countries that make up the digital sales platform, confirming the Group's commitment to directing transactions that were previously carried out in the car park to these channels. The company has gradually increased the catalogue of products offered through the Web and App, while improving the user experience on both platforms. In 2023, Multidía products (daytime and 24 hours) were the most in demand through Saba e-commerce, while the sale of subscriptions through these channels is gradually growing. In fact, in 2023, the company worked on redesigning the purchasing experience of both products to make it even easier.

# An improved design with more agile processes

At the beginning of 2024, Saba presented the redesign of its e-commerce website, adapting it to the different realities of each market, but maintaining coherence both at a functional level and in brand image.



## Improvements in usability and flows

“MySaba” search engine and customer section renewal



## Simplified purchasing process

Better product recommendations and fewer steps



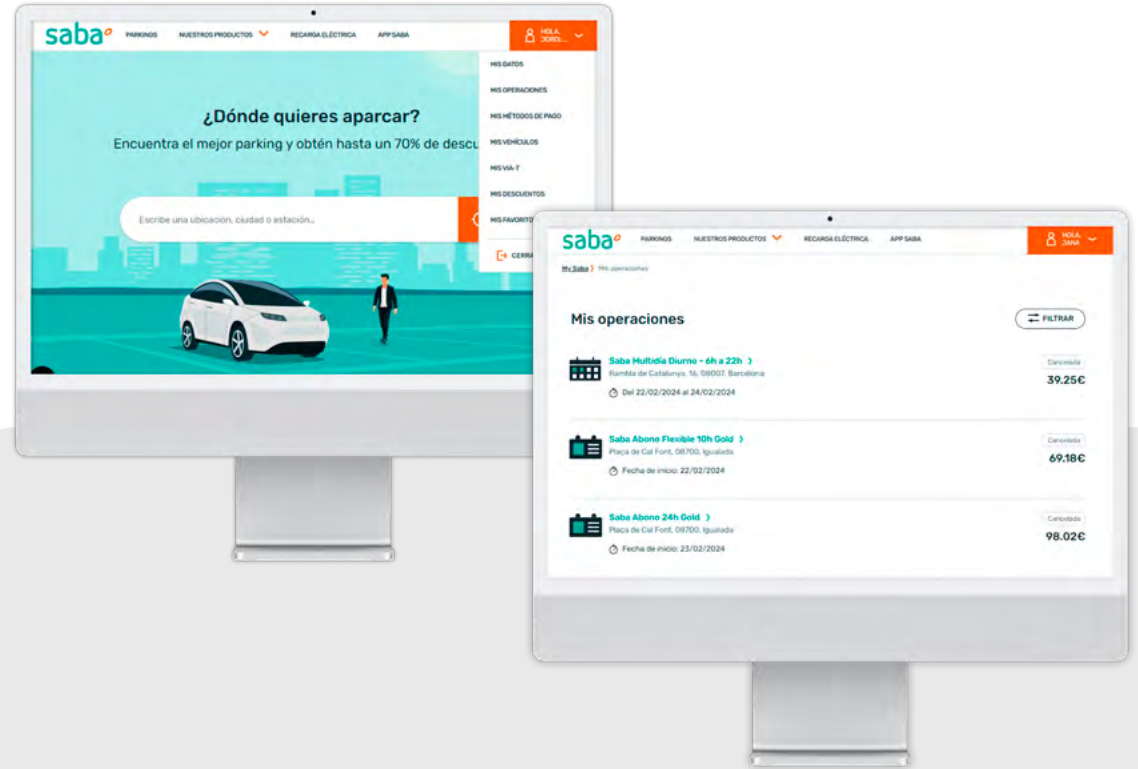
## Updated design

Product and parking pages



## A global platform

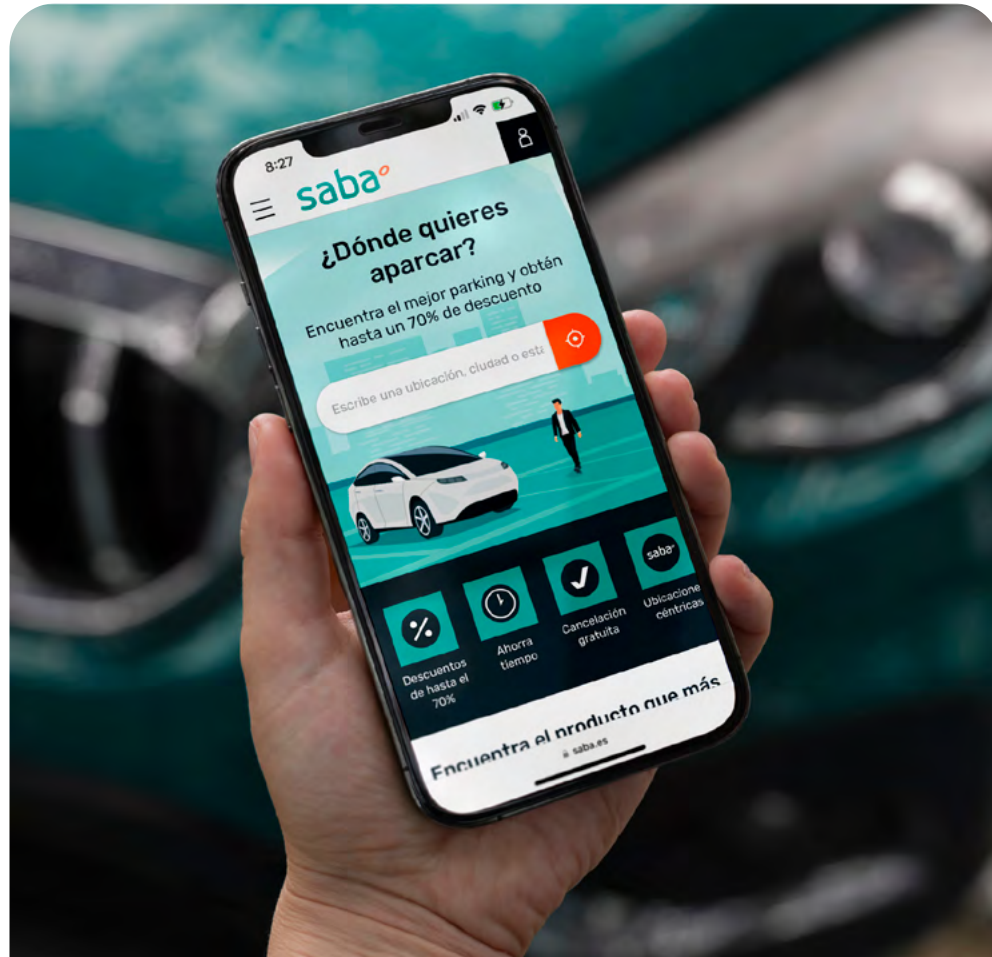
Adaptable to all countries and future integrations



The new website, available only in Spain for now, will be progressively deployed in all the Group's countries during 2024. This process includes the integration of the United Kingdom website into Saba's digital ecosystem, which is planned for the second half of the year.

## Saba App reaches 480.000 total downloads

Available in Spain, Italy, Portugal and Chile, the Saba application offers an intuitive, user-friendly experience. In 2023, Saba App grew in revenue, downloads and users, surpassing 180,000 active users in 2023, having accumulated nearly half a million downloads since launching. A milestone for the company, which in recent years has focused on providing a greater customer-centric approach.



### Saba App in 2023



**+67%**  
revenue



**480,000**  
total downloads  
since launching



**180,000**  
active users

Saba wishes to highlight how, year after year, sales through the App come closer to those made in the web environment; in 2023, they accounted for 1 in every 4 transactions. The demonstration that the work of constant improvement of the platform, as well as the expansion of available products (Saba Ticketless, Regulated Zone, etc.) manages to attract more and more customers towards a medium specially designed to satisfy their needs quickly, agilely and intuitively.

Saba App users are, for the most part, recurring customers if we take into account the services they use, a fact that underpins the 67% growth in revenue recorded in 2023.

## 2.5 A value proposition for the sustainable last mile

The car park must be a service hub for last-mile Delivery (LMD), freeing the city of traffic caused by cruising for parking and promoting more fluid and sustainable mobility. It is a positioning in which Saba firmly believes and for which in recent years it has developed a proposal based on two lines of action: the creation of microhubs for distribution of local goods in the car parks, and mass deployment of lockers for collection and delivery of e-commerce products.

The current urban distribution model of e-commerce, which registers very high and continued growth, and even more so after the pandemic, is unsustainable due to its impact on road congestion and the environment. The impact of the LMD in large cities represents 40% of emissions and 20% of congestion, all of which is increasing. The authorities must face this situation by taking advantage of existing city infrastructure, such as car parks. Their location in dense areas, along with their 24 hour/365 day opening gives them a relevant role in tackling pollution and congestion.



The current urban distribution model of e-commerce is unsustainable due to its impact on road congestion and the environment

# Parking, a solution to the externalities of LMD



## Parking spaces reserved for microhubs

Parking spaces where merchandise can be consolidated without generating traffic caused by cruising for parking and distributed using sustainable means.

## Lockers

A solution open 24/7 to put an end to absurd logistics.

## Click and collect

Convenient pick up of online orders.

## Distribution of refrigerated goods

Support for restaurants and retail in densely populated areas, minimising the occupation of public space.

## All the options for electrical charging

A safe and comfortable environment where you can recharge or exchange batteries in order to continue operations.

## Pool for LMD vehicles

Areas reserved for Personal Mobility Vehicles (VMP), necessary in last-mile logistics.





## There is a sustainable urban logistics model

Car parks are ideal premises for use as non-polluting distribution mini-hubs. In this way we can avoid the current congestion caused by delivery vans and facilitate more rational, efficient and safe distribution.

### The impact of LMDs in large cities



40%

of emissions



20%

of congestion



+78%

last-mile demand growth

(in 2030)

### Advantages of the LMD model proposed by Saba

- Fewer failed deliveries
- Capillary coverage of the entire city
- Night operations (without noise or occupation of public space) with electric vans
- Proximity distribution with active and sustainable means

Parking can act as a neutral agent in the mobility ecosystem, making room for sustainable last-mile companies or traditional logistics operators which value the well-being of citizens and wish to move towards models with fewer externalities.

We must see underground car parks, with their great capillarity, as a priority way to achieve the so-called 15-minute city. We have accessible infrastructure in cities that can bring together services, avoiding stops for motor vehicles on public roads (49% of delivery vehicles park in double rows), and achieve a 75% reduction in emissions in the urban environment, thus integrating collecting from lockers without this representing an additional stop. This network of microhubs can also provide service to traditional retail.



## Geever, a 100% sustainable operator in Barcelona

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



**40 microwarehouses  
in Barcelona**

## The click and collect model, a solution for failed deliveries

The option of collecting e-commerce products through lockers or smart lockers is an option that is gaining ground among citizens. In 2023, The Saba group had more than 220 lockers in four countries after signing agreements with the main market operators. This is the case of Amazon, Ali Express, Pudo, InPost and Correos de Portugal.

### Lockers at Saba 2023



224

locations in Spain, Italy, Portugal and the United Kingdom



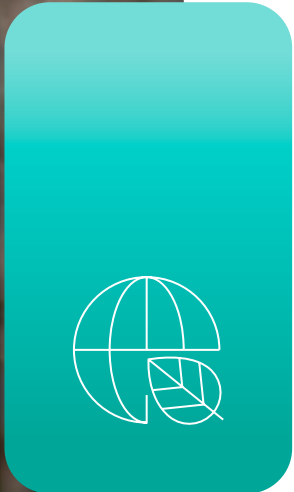
Available  
24/7



Agreements with the main market operators



The network of smart lockers installed in Saba car parks has grown by 84% in the last two financial years. Promoting the culture of collecting online purchases at e-commerce lockers—which also allow these to be returned—reduces traffic in the city centre and pollution, in line with sustainable microdistribution. They are an effective solution, also to the demands of the authorities on the parcel companies because of the public space taken up by their vans. These devices can group up to 80 packages (or deliveries) in a single space with the consequent savings in trips to those 80 different addresses.



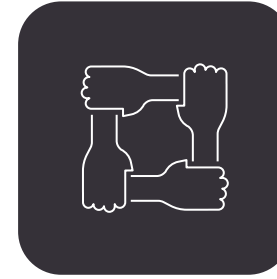
# 3 ESG: Sustainability

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

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

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

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



The company has established a series of priorities to advance the creation of economic, social and environmental value and ensure that the needs of its stakeholders are satisfied





During the 2023 financial year, Saba reiterated its support for projects such as the **United Nations Global Compact (UN Global Compact)** the largest corporate sustainability initiative in the world, with the mandate of the United Nations to catalyse the efforts of the private sector to achieve the Sustainable Development Goals and drive the implementation of the Ten Principles on human rights, labour standards, the environment and the fight against corruption, by the business community and organisations.

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

You may consult the [Non-Financial Information Statement of Saba 2023](#) and the report on environmental, social and Corporate Governance issues [here](#).





saba<sup>o</sup>

sabagroup.com

Access the digital version at  
[sabagroup.com/informeannual2023/en/](https://sabagroup.com/informeannual2023/en/)