

saba^o

ANNUAL REPORT
ABRIDGED VERSION

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“Saba is prepared to face a new stage of growth”



Salvador Alemany **President** Josep Martínez Vila **Chief Executive Officer**

BUSINESS RESTRUCTURING AND TECHNOLOGICAL INNOVATION WILL POSITION THE GROUP AS A LEADING OPERATOR

Is growth the main achievement for 2014?

Salvador Alemany: If one fact characterised 2014, it's the increase of this perimeter experienced by the company, which fully corresponds to the explicit desire we've had since Saba was founded in 2011; that is, to maintain growth as the primary strategic challenge, even in an adverse macroeconomic environment. In this regard, in the 2013 Annual Report we foresaw that Saba was prepared to identify growth processes and acknowledge them, after achieving the internal transformation. Now, we have before us the evidence that our strategy roadmap was successful: the integration of Adif and Aena car parks and the awarding of Bamsa project —Barcelona's municipal car parks network— means Saba will take a quantum leap to first class quality. We have increased our operating centres by 70%, up to 350, and the number of parking spaces by 40%, up to more than 193,000 that the company counts with today.

We've situated our average concession life at 25 years, thereby ensuring the company's future, and we've adopted new business management models with innovation and technology as a standard of quality and customer service. We cannot ignore in this perimeter increase achieved in 2014, the divestiture of two logistics parks and the refinancing of the Group carried out by the company at the end of 2014. All these elements enable us to provide ourselves with financial resources to face a new stage of growth, as well as greater financial efficiency.

How would you assess Saba's 2014 fiscal year?

Josep Martínez Vila: A year ago we talked about potential expectations of recovery in activity, although from a cautious standpoint. In the last 12 months, and without ever losing sight of

the principle of prudence, we have seen, especially in Spain, signs of recovery in economic activity, supported by an improvement in consumption. In 2014, and for the first time since 2008, the evolution of the activity in our car park business has been positive, with a 1.6% increase in comparable terms. Moreover, taking into consideration the new car parks that we've incorporated to our network, our activity has increased by 21.1%. For its part, occupation of the logistics parks in 2014 stood at 85%, thus maintaining its annual growth rate, from 78% in 2011. In summary, the Saba group's operating income, considering the car parks and logistics parks activities, stood at €215 millions, while the EBITDA amounted to €93 million, with a 43% margin, which has increasingly evolved in recent years (despite a drop in activity) thanks mainly to the implementation of efficiency measures and new development operations.

“THE INTEGRATION OF ADIF AND AENA CAR PARKS AND THE AWARDING OF BAMSA, BARCELONA'S MUNICIPAL CAR PARKS, MEANS SABA WILL TAKE A QUANTUM LEAP TO FIRST CLASS QUALITY”

In this chapter, I must emphasise efficiency as an important factor in 2014, which can be understood as the overall optimisation of the company's management processes, the extension of remote management and implementation of LED technology in all countries where we operate, which has led to a reduction of 40% to 60% in lighting costs and a 25% decrease in terms of contracted power. To our growth and efficiency measures, I would have to add, for 2014, a set of measures to enhance restructuring and commercial proactivity, the boost to innovation, new products and the development of new technologies applied to car parks. In this regard, it is noteworthy that in Spain we ended the year with over 4.4 million operations carried out in our car parks using the VIA T access and electronic payment device.

What aims will you pursue from now on?

Josep Martínez Vila: We won't abandon our main priorities, which go through reaching a larger dimension, a portfolio of balanced, quality contracts in terms of maturity and optimum levels of efficiency to achieve the company's ultimate goal, which is an IPO. And we will only achieve this if we remain true to our core values: efficiency, innovation and commercial proactivity and, finally, growth. Thus, in regard to our management challenges, we are facing challenges such as the consolidation of the Aena and Adif car parks but, above all, the integration of Bamsa network and the technological change, our business model and the large-scale maintenance involved. Our operational and technical goals are to further enhance our Assistance and Control Centre (ACC), deploy energy efficiency measures and implement VIA T in Portugal and Italy, strengthening the TAG system, similar to the VIA T, in Chile, system already operating in all car parks in this country.

We're facing a future in which innovation, our product and services portfolio, the development of a digital channel and business activity will be key factors in being leaders and competitive, as well as differentiating ourselves from other operators and meeting the increasing demands of customers looking for quality. And Saba won't be left behind. In 2015, we have already promoted new points in this field, such as the automation of discounts Renfe applies to its customers at AVE station ATMs, in a first phase, and in the VIA T, in a gradually implemented second phase, in addition to launching new measures in digital marketing and developing the new Saba App, with additional products and services. Finally, we will continue promoting the identification of opportunities for organic and inorganic growth, being the geographical diversification one of the company's main objectives. All of this is necessary so we can become an international leader and reference in our sector.

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MILLION
OPERATIONS
WITH VIA T IN
SABA CAR PARKS
IN 2014

Is there a before and after with the integration of Bamsa?

Salvador Alemany: The management contract for 14 airport car parks (Mediterranean Lot) of the Aena network has given us a competitive advantage and management experience in economies of scale. The management and operation contract for the car parks in 51 Adif railway stations has enabled us to innovate and enhance our operational, technical and business management capacity with a significant impact on perimeter increase. The awarding in November 2014 of 60% of the joint venture company, Bamsa, which will manage 26 car parks in Barcelona with a total capacity for 12,555 parking spaces for a 25-year period, is a public-private partnership operation that connects with our concessional nature and links to the territory and allows us to design a mobility management proposal for urban centres and to strengthen the company's future.

What is this proposal by Saba? The network management of the centre's car parks; decreasing congestion and improving mobility, with more interactive information (redesigned App and WiFi in the car park to plan trips), and better access (VIA T); quality of service, with more modern facilities, payment via mobile and value-added services such as e-commerce or microdistribution platforms; sustainability, thanks to environmental management with a goal of zero CO₂ emissions and quality certification; and intermodality, facilitating coordination of use of the car park with other alternative means of transport to private vehicles. In short, converting the car park into a hub for services and an essential value generator for the urban mobility, sustainability and traffic management. A car park of the future.

SIGNIFICANT EVENTS 2014

January

Adif and Saba signed a contract for the management and operation of 72 car parks located in 51 railway stations. With the conclusion of this 10-year agreement, Saba added more than 22,000 parking spaces to its portfolio. Saba disbursed 140 million euros for the operation.

August

Saba, via its logistics subsidiary, Saba Parques Logísticos and CPL, a joint project participated by Saba (80%) and the Port de Barcelona (20%), have reached an agreement with Prologis for the sale of its assets in Madrid —the Coslada logistics park and the land in San Fernando de Henares and Camarma de Esteruelas— and the Penedès logistics park.

October

Saba and the Barcelona City Council signed the incorporation of Saba to the Bamsa joint venture, which will operate under the brand Saba Barcelona Bamsa. Saba has a 60% share and 40% is owned by BSM. The Bamsa concession will last 25 years and gather up to 26 car parks in the city centre, which have 12,000 parking spaces; 10 of these car parks - currently managed by Saba - will join the new company's network as current concessions expire.

Saba closed a refinancing operation in October spanning the entire scope of the company's car parks in the European Union. The operation, for the amount of 415 million euros and 50 million euro credit policy for future investments, with a six-and-a-half-year repayment term at maturity, was financed by a joint loan from nine Spanish and foreign banking institutions.

November

Saba obtained the contract for a new car park in the centre of Madrid, at the Nuevos Ministerios underground station. It has 142 parking spaces, two entrances and two exits along the Paseo de la Castellana, the primary route and connection to the city. This car park, property of the public company Metro de Madrid, will be managed by Saba on a rental basis for the next seven years, with the possibility of three annual extensions.

December

Saba formalised two corporate reorganisation operations as a result of the revision of those participated in by the company. On the one hand, it gained control of the Parc Logístic de la Zona Franca (PLZF) in Barcelona, holding a 75% stake. On the other, it achieved 100% of the Saba Levante company, with two car parks: Puerta Morera and Traspalacio, in Elche (Alicante).

INDUSTRIAL OPERATOR OF CAR PARKS AND LOGISTICS PARKS

Spain, Italy, Chile, Portugal, France and Andorra



SOUTH AMERICA



EUROPE

	SPAIN	ITALY	CHILE	PORTUGAL	ANDORRA	TOTAL
 Parking spaces	129,476	31,987	10,984	19,879	861	*193,187

2014 year-end figures. (*) Includes parking spaces for short stays, rental, concession of use and purchase. Does not include motorbike parking spaces.

	SPAIN	PORTUGAL	FRANCE	TOTAL
 Logistics Parks (ha)	Catalonia 256 Sevilla 53 Álava 188	Lisbon 100	Toulouse 20	617

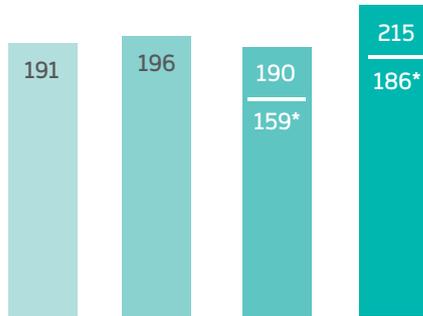
2014 year-end figures.



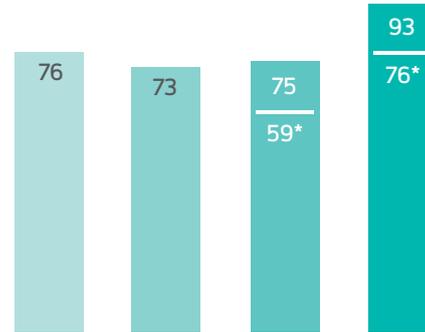
EVOLUTION 2011-2014: ECONOMIC MANAGEMENT RESULTS

2011 2012 2013 2014

OPERATING REVENUES
€ mn

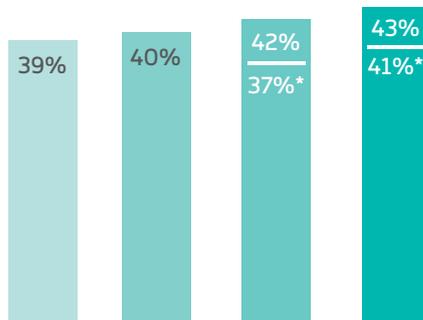


EBITDA⁽¹⁾
€ mn

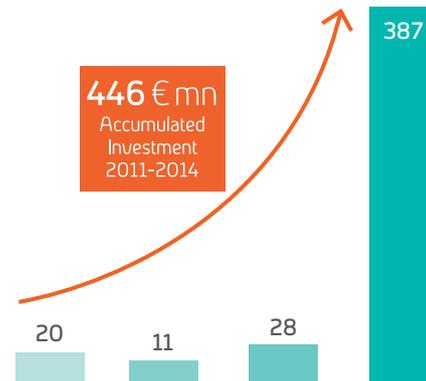


(1) EBITDA proforma: operations benefit + results of disposals + depreciation charge.

MARGIN



EXPANSION INVESTMENT
€ mn



ADIF AND BAMSÀ (2014):
Most relevant operations

(*) Restated data according to new consolidated scope.
2011: Consolidated proforma figures for the 12 months of the fiscal year.



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