

2017  
ANNUAL REPORT



saba<sup>o</sup>

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# 01 THE PRESIDENT'S OVERVIEW

SALVADOR ALEMANY



In 2016, Saba brought to a close a period in which, after the divestment of its logistics parks, it had focused wholly on the car park business, underpinned by the driving forces that have pushed the company forward since its inception: operational efficiency, commercial and technological transformation, and growth. All of this with customer service quality as the constant driving factor. Between 2011 and 2016, Saba carried out successive divestment operations in logistics parks, thus maximising the value of this business line and helping to finance the growth of the car park business, with investments totalling more than €580 million.

If 2011 was marked by the start of the re-founding project and 2016 saw the culmination of a first cycle, as of 2017 we are now talking about a totally transformed company, with 375 car parks, 85% more than in 2011, and 208,000 car park spaces, 53% more than in 2011, and a workforce of 1,500 people.

In 2017, Saba consolidated its internal transformation, with a sustained increase in the Group's operating efficiency, which moreover we achieved in an initial context of deep economic crisis. This has enabled the company to take on an increase in assets simultaneously with increased profitability in terms of EBITDA on income of 47%, the highest of any company its sector, thanks to a combination of revenue management, cost reduction and new business. A figure that will continue to grow in the future.

## “Saba is a totally transformed company that maintains growth as a top priority ”

It has been achieved thanks to the decisive implementation of technological initiatives, in areas of energy efficiency and commercial restructuring that has led to a significant change in business operations, incorporating the management of the business and the workforce with a more commercial focus. In this regard, the Customer service and Control Centre (CCC) is a key element, establishing remote management as a solid option in the exploitation of the network and, in addition, enhancing its role as a call centre with a commercial vocation as part of its continual drive for improved service quality.

From an external perspective, this transformation derives from the integration of the infrastructures managed by Saba into the Smart Cities ecosystem, while also providing a high quality service based on our responsibility as a leading operator of mobility services. Saba is involved in building Smart Cities and works towards a model of sustainable, equitable and efficient urban mobility, in which the car park is a socially aware and environmentally friendly service hub integrated into the mobility policy of the city.

A fully transformed company that maintains growth as a top priority and which, both in 2017 and so far in 2018, has completed new operations in all the countries where it is present, reinforcing its position as a leading operator. Operations in Spain, Portugal, Italy and Chile, which have incorporated more than 14,500 new car park spaces in the network as a whole.



We have continued to work constantly to implement best practices in Corporate Governance and, in this regard, in 2017 the Saba's Board of Directors approved the Crime Prevention Handbook. It is the company's responsibility to now ensure that it establishes the appropriate means of coordination to distribute and ensure awareness of the Handbook in countries where it operates, having already implemented it in Portugal. Saba has also joined ASCOM, the Spanish Compliance Association.

We will continue to carry out our activity within the framework of the Sustainable Development Goals (SDGs) of the United Nations, specifically those that set the guidelines for cities, innovation, infrastructures and the environment. And on this last

## “Saba will continue on its path towards sustainability and corporate responsibility”



point, once again last year we carried out improvements to reduce the impact of our activity on climate change, with a 6.5% reduction in electricity consumption compared to 2016. An endeavour that has borne fruit in our ISO 50001 Energy Management Certification, which Saba is the first company in its sector to obtain.

Saba will continue on its path towards sustainability and corporate responsibility and will be a fully engaged participant in the progress of society and the cities where it is present, with agreements with institutions that reflect our environmental objectives, such as the Plant-for-the-Planet Foundation. Also, with agreements with entities involved in the protection of disadvantaged groups, as is the case of the Pere Tarrés Foundation or the Envera Group; and in projects such as the SJD Pediatric Cancer Center Barcelona or the new Advanced Neonatology Centre of the Vall d'Hebron hospital; in addition to labour integration programmes, such as the one signed with Incorpora, part of the Welfare Projects of La Caixa.

Finally, I would like to highlight and emphasize the commitment and dedication of the management team and all the Group's collaborators, who are contributing to the transformation of Saba and who maintain the will of placing the company as an international first-tier reference. We have this commitment of the team. Also, with renewed tools, solid economic foundations and, above all, hope and ambition to keep moving forward.

# 01 CHIEF EXECUTIVE OFFICER'S OVERVIEW

JOSEP MARTÍNEZ VILA



## “Saba’s EBITDA reached 100 million euros for the first time since the company’s inception”

If 2016 saw the beginnings of a recovery in the car park business, 2017 confirmed the positive growth of the business, with an overall increase of 4% in our activity in Europe, with Portugal in particular standing out. Growth stood at 2%, if Chile is included, where a new rate per minute system has been implemented. Saba likewise maintained the recovery in subscribers, around 4%, thanks to marketing efforts and improving macroeconomic and consumption variables.

In 2017, operating income from Saba’s assets under management stood at 213 million euros, 4% more than in the previous year, while EBITDA reached 100 million euros for the first time since the company’s inception and 6% more than in 2016, a goal that should be the starting point for a new period in which growth will continue to be a top priority, as will be the continued optimisation of the recurrent management of our consolidated assets. Both objectives are inexorably linked.

Saba’s main scopes reflect, on the one hand, good business performance and, on the other hand, the efforts made by the organisation as a whole to increase the operational efficiency of the business, to implement initiatives that allow the company to become a leader in the sector—putting special emphasis on new support systems, new technologies and digitalisation, as well as new formulas and commercial initiatives—and to actively manage contracts, focusing on growth.

## “We have raised our standards of excellence to the highest level in the commercial, technological and added value services fields”



In terms of operational efficiency and service quality, 2017 was the year Saba internationalised its Customer service and Control Centre (CCC), with almost 170 connected car parks in Spain, Italy and Portugal. Likewise, Saba continued its actions in energy efficiency (LED technology) in search of savings, but also management optimization through the implementation of management software in 90% of the network that allows the monitoring and control of consumption and billing in real time. During 2017, new technology and customer service lines were introduced, with the extension of the new control systems (QR in substitution of magnetic strips) in all Saba countries, as well as a complete remodelling of the facilities, in which the

company has invested heavily, aimed at improving the comfort of customers. The remodelling of almost 40 car parks is planned for 2018, reaching a total of 15,000 car park spaces. In addition, the year ended with more than 9 million movements carried out using the VIA T access and electronic payment device in 74 car parks in Spain, a record number that is accompanied by the deployment in all Saba countries of similar systems, with the implementation of the Telepass system in almost 20 car parks in Italy worthy of note.

In 2017 we raised our standards of excellence to the highest level in the commercial, technological and added value services fields. Examples of this include our business website, the only one in the sector that features an online store, which received more than 800,000 visits last year, or the launching of new customer support and institutional positioning channels on social media.

Moreover, in this area we can include the installation of a total of 115 digital advertising screens in our car park networks, combining innovation and customer service, and also the implementation of car park areas set aside for e-commerce, which we aim to do in 40 car parks in 2018 thanks to an agreement signed with the multinational PUDO. We have launched a microdistribution pilot project in Barcelona and we are now more than ever committed to the electric car, with Saba offering its customers 154 electric charging stations in Spain, Italy and Portugal and aiming to install around 150 more in 14 cities in Spain thanks, in part, to subsidies from the Alternative Mobility Support Plan of the Ministry of Energy.



Last year marked a turning point in the search for agreements to boost innovation and, in this regard, the one signed with SEAT is worthy of mention. The agreement incorporates us into the car company's digital ecosystem with the aim of developing new services with new functionalities related to car parks such as offering a mobile booking and payment system, providing information in real time about available car park spaces, recommending a car park according to the needs of each customer—through the Parkfinder App—or other services associated to the time when the car is parked, such as the delivery of online purchases to the car—through the Droppit App—or refuelling.

In terms of growth, in 2017 and early 2018 we have carried out operations in all the countries where we are present, including the purchase of a car park in the Plaza de los Sitios in Zaragoza, the inauguration of a concession car park in Verona and lease contracts in Gaia (Oporto) and in Nos Campo Grande (Lisbon). Finally, in Chile the company was awarded the management of three Cenocosud shopping centres in the capital Santiago, which represents 12,300 new car park spaces, doubling its previous volume. The company now manages 30,000 spaces and is established as the leading operator.

With all this, we should always bear in mind the following premise: that of corporate responsibility and permanent interaction and commitment with the territory in which we operate. And another factor to take into account: the new environment, the new

needs of consumers and the reaction capacity and adaptation without which we will not be able to reach that desired level of excellence that has led us and will lead us to position ourselves at the top, providing quality and added value services to our customers. And the cornerstone of the whole structure is Saba's team, essential for the development and growth of the company, the culture of customer service and commitment to society, and to whom I want to thank for its effort and commitment throughout the entire exercise.



# 02 2017 KEY EVENTS

*In 2017 Saba has continued to promote its main lines of action*



  
**169**  
Connected  
car parks

  
**1.200,000**  
Calls to CCC

## OPERATIONAL MANAGEMENT AND EFFICIENCY

### Customer service and Control Centre (CCC)

- **169 connected car parks** in Spain, Italy and Portugal.
- 1.2 million calls to the CCC (3,200 calls a day).

### Energy efficiency

- **ISO 50001 Energy Management certification.** Saba is the first company in the sector to obtain it.
- Implementation of a real-time energy monitoring tool in 90% of the network.

### Infrastructure remodelling

- More comfort for users: new paint, wider car park spaces, Vehicle Guiding System (VGS), collaborative and auxiliary lighting, LEDs, fire protection systems, etc.
- **Up to 2017, more than 32 actions in Spain, Italy, Portugal and Chile. 6 more actions are planned in 2018, reaching a total of 15,000 car park spaces.**



# 110+34

Car parks with new technology (QR)



# 8.9

Million movements made with VIA T in Spain



# >800,000

Visits to saba.es



# 150

Charging stations in Spain

## INNOVATION AND COMMERCIAL ACTIONS

### New control systems

- ATMs renovation and implementation of new technology (QR instead of magnetic strip). In 2017, the systems of 13 car parks were replaced in Spain, 13 in Italy, 4 in Chile and 4 in Portugal, which join the 110 already renewed car parks.

### Electronic access and payment systems

- **Nearly 9 million movements made with VIA T in 74 car parks in Spain.**
- Implementation of Telepass in Italy in 7 car parks with 12 more planned in 2018, with an average use of more than 50%.
- In Portugal, more than 3 million movements with the Via Verde device in 14 car parks, with 10 more car parks planned in 2018.
- In Chile, 115,000 subscribers to the TAG service and nearly 400,000 movements in 12 car parks.



### Digitalization of the business

- **More than 800,000 visits to saba.es** and 12,000 transactions.
- **Launch on social media:** new customer support and institutional positioning channels.

### Added value services

- **Start-up in conjunction with Seat of the Droppit pilot project** for collection of online purchases in the car park.
- Plan Movalt 2018 of the Ministry of Energy to promote the electric vehicle. Saba aims to install around 150 charging stations in 14 cities in Spain.



# 215

Vehicles for carsharing  
in Spain and Italy



# +14,500

New car park spaces

- 115 digital advertising screens in Barcelona and Madrid.
- **Pick-up lockers for e-commerce products:** deployment in 8 car parks, with the aim of exceeding 40 in all Spain.
- Carsharing service for Saba customers: 215 vehicles in car parks in Spain and Italy.

## GROWTH

- Saba closes different operations in Spain, Italy, Portugal and Chile **adding more than 14,500 new car park spaces to its network**, including the purchase of a car park with 200 car park spaces at Plaza de los Sitios in Zaragoza.



# 03 WE ARE SABA

*Saba is a long-term project, with an industrial vision, and with customer service as a differentiating factor*

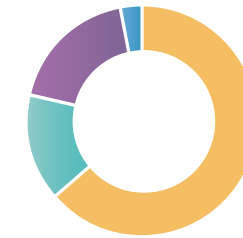


STAFF

**1,529**

People

## HEADCOUNT DISTRIBUTION BY COUNTRY as of 31 December 2017



**63%**  
Spain  
**15%**  
Italy  
**18%**  
Chile  
**3%**  
Portugal

### SABA'S CORNERSTONES

Saba is a benchmark industrial operator in the development of solutions in the field of urban mobility, specialising in car park management. With a workforce of more than 1,500 people, the Group operates in five countries in Europe and Latin America and has 208,000 car park spaces in 375 centres.

The company has a combination of assets at various life cycle stages—most are mature and high-margin, helping finance others in developmental stages. This feature places the useful life of assets at over 25 years, guaranteeing the company's future. Constant growth has been backed by a solid financial position, with an accumulated investment since 2011 of more than €580 million.

Saba carries out its activity from an industrial perspective in all areas of the car park sector. It has excellent locations, the result of a policy of selective growth to guarantee the highest standards of quality, innovation and experience. All this under the guiding principle of customer service as a central pillar, Saba's differentiating factor.

Saba has continued its policy of adopting the most cutting-edge innovation and new business strategies, incorporating in this way smart services related to the mobility of people and vehicles. The company was a pioneer in the implementation of VIA T, in payments using QR technology and it has a website selling 100% digital products. In addition, the company has pushed for the development of new control systems, ATM discount automation and the development of associated services for vehicles and car parks. The objective, therefore, is to understand car parks as service hubs at the service of sustainable urban mobility. All this within a framework of actions

focusing on energy efficiency that result in more savings and the optimisation of management.

For a top-tier company like Saba, moving towards sustainable and socially responsible competitiveness is a challenge for achieving excellence. The people who make up the company are essential for its development, which is why we work to guarantee equal opportunities and non-discrimination. We collaborate with organizations that support work placements for people at risk of social exclusion and foundations that promote environmental action and support for the most disadvantaged groups such as children.

#### ACTIVITY AND GROWTH

During 2017, the company continued to focus on growth, one of the priority objectives it set itself after its re-founding in 2011. In this regard, the company has increased the number of car parks by 85%, up to 375, while the number of car park spaces has increased by 53%, currently standing at 208,000.



#### 2017 ACTIVITY

COUNTRIES OF OPERATION

**5**

Spain, Italy, Portugal, Chile and Andorra

**375**

Car parks



**208,435\*\***

Parking spaces

2017 year-end figures

(\*) Includes parking spaces managed by Saba in Andorra (291 parking spaces rented).

(\*\*) Includes parking spaces for short stays, rental, concession for use and purchase. Motorcycle parking spaces not included.

#### SABA'S ASSETS

Spain

**131,936\***

Parking spaces



Italy

**27,837**

Parking spaces



Portugal

**18,581**

Parking spaces



Chile

**30,081**

Parking spaces



## SUBSCRIBERS

+4% Europe  
+3% Total

44,185

Subscribers  
(no management)

## SHORT STAYS

+4% Europe  
+2% Total

80.5

Million short-stay hours  
(no management)

With regard to activity in 2017, there was an overall increase of 4%, largely due to Portugal which was the best performing country in 2017 and continued to build on its growth of previous years. Growth stands at 2%, if Chile is included, with a total of 80.5 million short-stay hours. Saba also maintains the recovery in subscribers, around 4% with the number now standing at 44,185 thanks to marketing efforts and improving macroeconomic and consumption factors.

In terms of growth, in Spain is worth mentioning the purchase of a car park with 200 car park spaces at Plaza de Los Sitios in Zaragoza, as well as the completion of the acquisition of 100% of the Las Mercedes company, which manages two concession car parks in Getxo, with a total of 219 short-stay car park spaces.

In Italy, the company opened a concession car park, Verona Arsenale, with 209 car park spaces. In total, the company manages 30,000 car park spaces in the country. In Portugal, where Saba manages 17,000 car park spaces, Saba was awarded the lease for a car park in the tourist area of Gaia (Oporto), with 229 car park spaces, and another in Lisbon, in Nos Campo Grande, with 136 car park spaces. Finally, in Chile the company was awarded the management of three Cenocosud shopping centres in the capital Santiago, which represents adding 12,300 new car park spaces, doubling its previous volume. The company now manages 30,000 spaces reinforcing its position as the leading operator in the country. Recently, the company was awarded the concession of a new car park in Santiago de Chile, Plaza Mekis, with a total of 452 car park spaces.



### CARDIAC PROTECTED AREAS IN CAR PARKS

Early defibrillation is a key element in the treatment of sudden cardiac arrest. For this reason, Saba has installed 9 semi-automated external defibrillators (SAED) in its car parks in Barcelona.

These devices, approved for use in accordance with current legislation, are able to analyze a person's heart rate as well as determine when it is necessary to proceed with defibrillation and administer the discharge at the level of intensity necessary to restore the patient's normal heart rate after suffering a heart attack.

Saba's cardiac protected spaces can be used to autonomously attend to a person who has suffered a cardiac arrest and alert the emergency services. In this regard, Saba employees have received the necessary training to use these defibrillators safely.

# EFFICIENCY TRUST IN PEOPLE CREDIBILITY



## MISSION, VISION AND VALUES

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

### MISSION, OUR RAISON D'ÊTRE

Responding to the infrastructure needs for the mobility of people and goods, harmonising the satisfaction of customers, shareholders and employees by developing society.

### VISION, OUR GOAL

Being a benchmark and leading operator in the field of infrastructure management and public services, via:

- CONTINUOUS, SELECTIVE GROWTH THAT AIMS TO BE PERMANENT
- EFFICIENT MANAGEMENT AND ADMINISTRATION
- EXCELLENCE IN SERVICE QUALITY
- DIALOGUE AND COMMITMENT TO INITIATIVES SEEKING OUT SOLUTIONS FOR LOCAL INFRASTRUCTURE NEEDS

### VALUES, HOW WE ACT

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>CREDIBILITY</li> <li>DIALOGUE AND COLLABORATION</li> <li>CUSTOMER SERVICE</li> </ul> | <ul style="list-style-type: none"> <li>TRUST IN PEOPLE</li> <li>EFFICIENCY</li> <li>PROACTIVITY AND RESPONSIBILITY</li> </ul> |
|---|---|

## CORPORATE GOVERNANCE

Saba maintains the will to reinforce transparency, efficiency, responsibility and sustainability as the basic pillars guiding the actions of the company which are channelled to the whole organisation via its governing bodies. In this sense, since Saba was created in 2011, its governing bodies have maintained management and supervisory monitoring of the company as main lines of action, its CEO taking on the responsibility for its daily operations. Everything has one common denominator: the belief that companies must be managed properly and be an active part of the different locations where they operate, of their growth and ultimately, their progress.





# Saba gets the entire organization involved with the best practices of Good Corporate Governance

The company works constantly to implement the Good Corporate Governance practices with a two-pronged approach. Firstly, it ensures strict compliance with guidelines and, secondly, it provides an integrated security and value system for the entire structure of the organisation and, just in the same way, its stakeholders.

Saba gets the entire organization involved with the best practices of Good Corporate Governance, and has set up communication channels with the Mission, Values, Code of Ethics and the business and development strategy. We are strengthening interaction with stakeholders, enabling us to obtain constant feedback and align the performance of Saba's activity with expectations in areas such as quality, information and transparency. Saba has joined ASCOM, the Spanish Compliance Association, a non-profit body created in 2014 with the aim of professionalising this function and establishing a channel of dialogue with public institutions.



## SABA ACTIONS IN ETHICAL CONDUCT

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

- Approval of the Code of Ethics and its extension to the Group's subsidiaries
- Distribution of the Code of Ethics to the entire staff of Saba
- Creation of the Ethical Channel (complaints channel)
- Constitution of the Ethics Committee
- Crime Prevention Model
- Constitution of the Crime Prevention and Criminal Justice Commission

## Code of Ethics

Today's social climate requires that companies behave as socially responsible entities, with a commitment to values such as the environment, mutual respect, cooperation and dialogue, but also an overriding obligation to comply with the law, ethical principles and respect for human rights. In this sense, Saba's Code of Ethics, approved in 2013, has as its mission to ensure our duty with the law and the most positive values of our society.

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

**Crime Prevention Model**

The Crime Prevention Handbook, approved in 2017, addresses the latest legislative changes in criminal matters, based on existing control systems and those that, as a result of the revision carried out due to article 31 of the Criminal Code, have been reinforced or introduced in Saba with the aim of preventing crimes being committed within the Group. Saba will now ensure that it establishes the appropriate means of coordination to distribute and ensure awareness of the Handbook in countries where it operates, thus providing homogenisation and coherence to the dissemination of good practices in Saba. As well as in Spain, it has currently been implemented in Portugal.

The main objectives of the Crime Prevention Model are:

- To establish a system of prevention and control aimed at reducing the risk of crime.
- To provide an explicit and public record of Saba's unequivocal condemnation of any type of behaviour which is illegal and/or contrary to the ethical principles that are considered key values of the Saba group.
- To establish adequate control measures that allow Saba to prevent crimes being committed.
- To supervise the controls implemented in order to verify their adequacy.
- To periodically update the Model, whether due to organisational changes within Saba or as a consequence of changes in current legislation.
- To raise awareness, among the Governing Body, Saba executives and all employees, of the importance of complying with the Crime Prevention Model and of the ethical principles contained in the Saba Code of Ethics.
- To provide appropriate training to disseminate the Prevention Model.

## GOVERNING BODIES

as of 31 December 2017

### BOARD OF DIRECTORS

PRESIDENT

**Salvador Alemany Mas**

VICE-PRESIDENT

**Pedro del Corro García-Lomas**  
(on behalf of Nueva Compañía de Inversiones, S.A.)

CHIEF EXECUTIVE OFFICER

**Josep Martínez Vila**

MEMBERS

**Estefanía Collados López de María**

**Juan Claudio Abelló Gamazo**  
(on behalf of Viana Spe, S.L.)

**Fernando Ortiz Vaamonde**  
(on behalf of Fortuny Capital Advisory, S.L. previously Ruhrheim, S.L.)

**Guido Lucio Mitrani\***

**Fernando Elío Dolz de Espejo**  
(on behalf of ProA Capital de Inversiones S.G.E.C.E.R., S.A.)

**María Dolores Llobet María**

**José Vilarasau Salat**

**Oscar Valentín Carpio Garijo**

**Josep Manuel Basáñez Villaluenga**

**Alfredo Tennenbaum Casado**  
(on behalf of MiralverSpi, S.L.)

NON-EXECUTIVE SECRETARY

**José Manuel Martín García**

NON-EXECUTIVE VICE-SECRETARY

**Carlota Masdeu Toffoli**

(\*) Vacancy since March 1, 2018.

### EXECUTIVE COMMITTEE

PRESIDENT

**Salvador Alemany Mas**

VICE-PRESIDENT

**Alfredo Tennenbaum Casado**  
(on behalf of MiralverSpi, S.L.)

MEMBERS

**Estefanía Collados López de María**

**Josep Martínez Vila**

**Fernando Ortiz Vaamonde**  
(on behalf of Fortuny Capital Advisory, S.L. previously Ruhrheim, S.L.)

NON-EXECUTIVE SECRETARY

**José Manuel Martín García**

NON-EXECUTIVE VICE-SECRETARY

**Carlota Masdeu Toffoli**



## MANAGEMENT TEAM

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

**José Antonio López**

Technical Director

**Amadeu Martí**

General Secretariat and Legal Department

**Carlota Masdeu**

Business Development, Planning and Control

**Miguel Ángel Rodríguez**

Risks, Efficiency and Projects

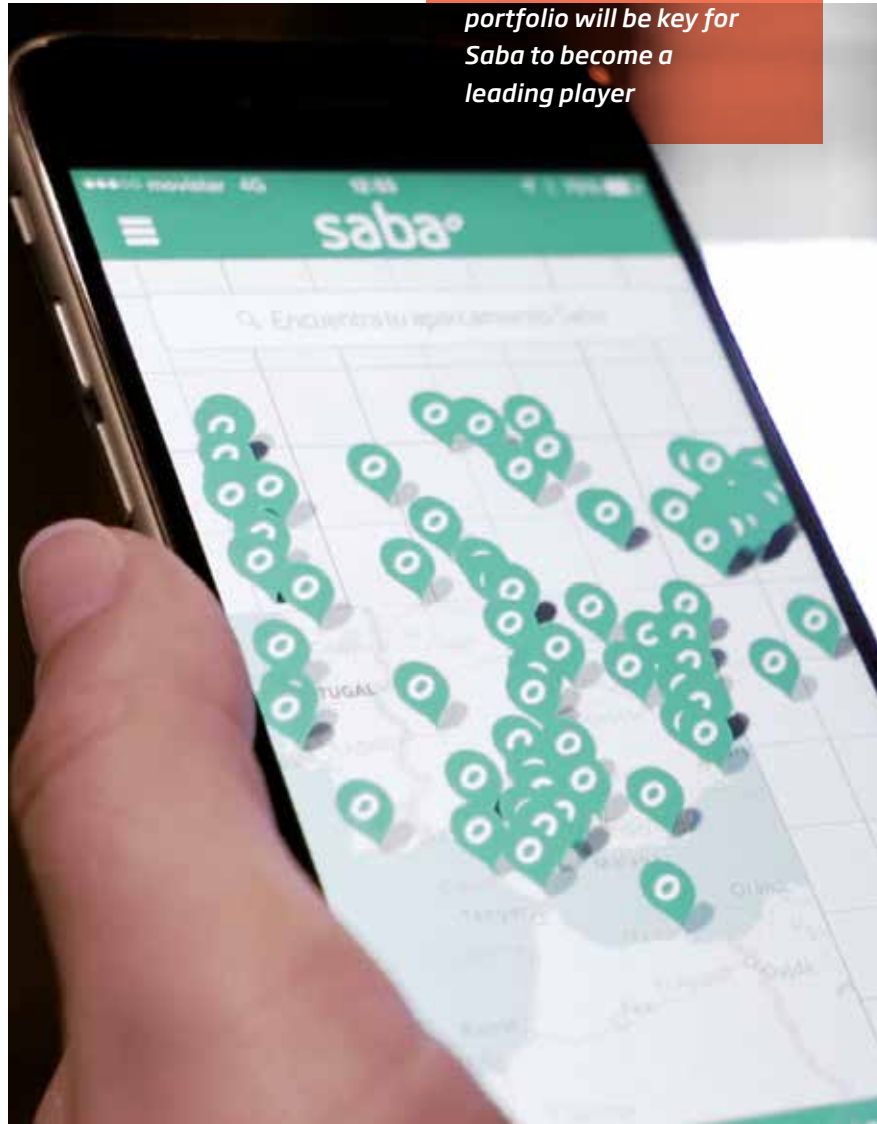
**Joan Viaplana**

Communication and Institutional Relations

**Elena Barrera**

# 04 THE NEW WAY OF PARKING

*Innovation and our products and services portfolio will be key for Saba to become a leading player*



We are witnessing a new technological reality that is driving Saba, with more than 50 years of experience in the management of car parks, to offer better service quality and new products. The company is moving forward in this regard, focusing on measures that enhance new business formulas, especially in the digital field, as well as boosting innovation and the development of new technologies applied to car parks to improve customer satisfaction.

The company was a pioneer in the installation of VIA T at access and exit points of its car parks, in remote management, in optical reading used in control and payment systems, and in launching a website that enables bookings and the purchase of 100% digital products, as well as an App that offers a new commercial and customer experience.

Saba is actively involved in building Smart Cities and works towards a model of sustainable, equitable and efficient urban mobility, in which the car park is a socially aware and environmentally friendly service hub integrated into the mobility policy of the city. We are talking about Smart Parking and also about collaboration agreements with companies such as SEAT, which are essential for carrying out further research into services associated with the mobility of people and vehicles. The Droppit project is a perfect example, an application that allows users to make purchases in a virtual supermarket and receive the order directly in their cars when parked in a Saba car park.

Innovation, our products and services portfolio, the development of our digital channel and our commercial activity will be key in order to become leading players and stay competitive, to differentiate ourselves from other operators and serve customers who increasingly demand more quality. And Saba will keep moving forward, reinforcing its leadership.

# A NEW WAY OF PARKING

## Customer centric



## Smart Parking Innovation contracts



## Technological, business and management innovation



**Launch of the Saba App**



**Promotion of the CCC**  
• Customer Support and Call Centre  
• Internationalization



**New saba.es website**  
e-commerce



**Electronic access and payment systems in all Saba countries**



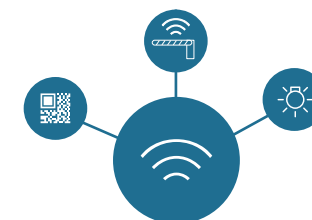
**Services with added value**  
• E-commerce lockers  
• Electric vehicle  
• Car sharing  
• Microdistribution area



**Installation of LEDs**  
Energy efficiency



**Remodeling facilities**  
Functional and bright design



**Technological renovation**  
• Payment machines using optical reading  
• Control Systems  
• Installation of collaborative lighting

# 05 MOBILITY

*Saba understands  
the car park as  
a true service hub*



## An urban mobility network is needed with a comprehensive system that includes all means of transport, including car parks

### **SABA'S VISION: THE URBAN MOBILITY DEBATE**

Today, there is intense debate surrounding an urban model that is committed to reducing private vehicle traffic, especially in city centres, with pollution as one of the driving factors.

We should not reduce this debate to the public transport versus private transport dichotomy, nor limit the use of private vehicles to an extreme. Another very different factor is that the modern and efficient management of urban mobility might permit a reduction in motorised spaces.

This debate must take into account a series of issues:

#### **1. Urban mobility as a network**

Cities must offer a mobility network with a comprehensive system that includes all means of transport, in an intermodal and coordinated system with the best possible offering, including car parks.

- Cities are for living in, but also for working in: we need to combine an improvement in the quality of life for everybody with the need for productivity and efficiency of those who work.
- Large cities must offer a comprehensive, efficient and competitive offering that covers different means of transport for their citizens, who may be public or private transport users depending on the time and/or day of the week.

# Cities cannot afford to allow the circulation of vehicles that don't optimize their journeys

- Complementarity and coordination of transport modes: intermodality. The new challenge for the coming years is to create a comprehensive policy of urban mobility that includes the management of car park networks which must contribute to the efficiency of the city's mobility. Car parks should be seen as part of the mobility chain and as a quality door-to-door service.

## 2. Improvement in the efficiency and sustainability of mobility

Based on the need to reduce heavy traffic and decrease, therefore, congestion and fuel consumption, incorporating new technologies as driving forces. Cities cannot afford to allow the circulation of vehicles that don't optimize their journeys: "I don't know exactly where I'm going so I'll drive round until I find a place to park".

- Real-time online information on traffic conditions and car park services, as well as promoting a culture of journey planning before starting the trip.
- Road discipline. This is fundamental since any minor incident in the traffic flow can cause long traffic jams. An ideal situation would involve public roads only being used for transit and not for parking, thus eliminating the inefficient circulation of vehicles.
- Improving e-commerce distribution by finding new, more time-optimised and less concentrated routes (installing pick-up lockers for online shopping and microdistribution in the city).

## 3. Pollution reduction

By improving mobility and reducing emissions.

- Systematic and progressive renewal of the vehicle fleet, banning older cars and improvements in public transport, such as the commuter network, by providing justifiable public aid.
- Promoting electric vehicles by simplifying and improving regulations, for example regarding the installation of facilities in private car parks and the rapid elimination of doubled-up facilities, as well as providing relevant public aid at all levels of government. The electric car is the technological and sustainable future of mobility. Though we are still at the initial phase, it will be implemented definitively in the medium term.



## CAR PARKS AS SERVICE HUBS

Saba's proposal for urban mobility can be gleaned from its vision in this area: the idea of a car park as much more than just a car park. We conceive it as a service hub that makes the most of its strategic locations and of facilities which are open 24 hours a day to serve the city, functioning as an agent that is fully integrated into the policy and the chain of mobility of the city and coordinated with all other means of transport. We believe it can contribute to the progressive disappearance of vehicles parked on public roads which would then only contain vehicles in transit, thus reducing heavy traffic. Socially aware and environmentally friendly, providing additional services for its customers and incorporating new technologies to help continuously improve quality.





# 06 OPERATIONAL MANAGEMENT

*The company is  
completely focused on  
service excellence*



RENOVATED  
FACILITIES

# 38

in Spain, Italy, Portugal  
and Chile up to 2018



# 15,000

Parking spaces

## STATE-OF-THE-ART CAR PARKS

Saba is firmly committed to offering the best service experience to its customers in order to maintain its status as one of the leading international players in the sector. For this reason it has modernised more than 32 car parks since 2014 in Spain, Italy, Portugal and Chile. Actions that have positioned Saba as one of the most innovative companies in the sector. Nowadays, the company is associated with functional, bright, safe and sustainable facilities. A unique and recognisable car park model that makes Saba stand out.

In 2018, we plan to reach a total of 38 renovated facilities, with a total of 15,000 car park spaces. The process of redefining Saba's image is based on increasing its car park spaces, whenever possible, but also on designing car parks that are more brightly lit and provide a greater sense of comfort.





Improved mobility of people and vehicles



Perception of cleanliness



Clear signage



More brightly lit



Efficiency and sustainability

LED

40,000

Replaced light fixtures



50%

Reduction in power consumption

### **EFFICIENT AND INTELLIGENT LIGHTING: INTRODUCTION OF COLLABORATIVE LIGHTING**

In line with improving customer experience, Saba is progressively installing a new Vehicle Guiding System (VGS) in its car parks—LED lights which indicate when a space is available—which incorporates additional or “collaborative” lighting that illuminates the traditionally dark spots along the sides of parked vehicles.

Moreover, this system, combined with the LED lighting of the central aisle and with presence detectors, creates the ideal level of energy-efficient lighting adaptable to each circumstance.

In this regard, we cannot forget the effort the company has made in recent years to substitute the traditional lighting in its car parks for LED lights. In four years we have replaced approximately 40,000 light fixtures in all Saba countries. This initiative, along with the different actions taken to optimise and monitor management, has resulted in a 50% reduction in power consumption.

### **CONTROL SYSTEMS**

Since 2015, Saba has bolstered the renewal of the management, charging and control systems throughout its car park network, with equipment that enables the implementation of technology for optical payments through QR codes, the expansion of the company’s online product range (in addition to facilitating the discounts offered in collaboration with shops near to the car parks), and a greater

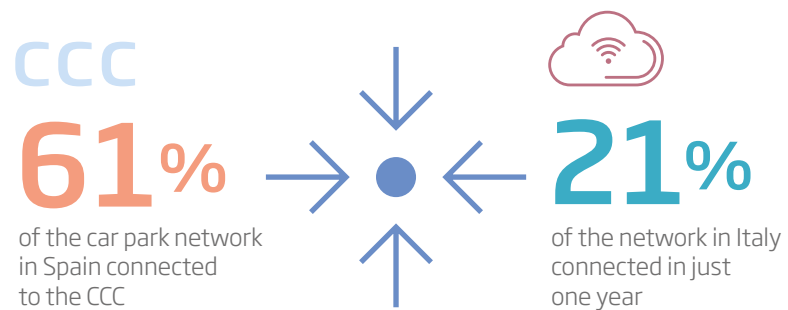
number of remote operations. In 2017, we replaced the systems in 13 car parks in Spain, 13 in Italy, 4 in Chile and 4 in Portugal, in addition to the more than 110 car parks that have already been renovated.

### **THE CCC, A GATEWAY FOR THE CUSTOMER**

#### **The number of connected car parks within the network and their commercial role grows**

Saba’s Customer service and Control Centre (CCC) continues its pioneering role beyond the remote management of car parks, as part of its continual drive for service quality. The CCC was internationalised in 2017, with 169 connected car parks in Spain, Italy and Portugal.

In 2017, the CCC received 40,000 requests related to sales activity and customer support through its different communication channels. In addition, it served more than 1.2 million intercom calls from car parks, which is an average of 3,200 calls per day, resolving all kinds of incidents and operating remotely, seven days a week, 365 days a year. The CCC not only improves the quality of Customer Support, but it is now a true call centre with a commercial outlook.



## ELECTRONIC ACCESS AND PAYMENT SYSTEMS

### Deployment in all countries

Expanding the implementation of VIA T to the access and exit points of car parks has been a constant priority for Saba since in 2012 we pioneered the installation of this international dynamic payment system which speeds up entry into the facility and provides savings on time and fuel.

With the aim of leveraging the advantages of VIA T in the rest of the countries where the company operates, Saba has continued to successfully deploy these systems in the networks of all countries where it is present: Telepass (Italy), Via Verde (Portugal) and TAG (Chile).

#### Spain - VIA T



- Available in 74 car parks
- 9 million movements in 2017

#### Italy - Telepass



- 20 car parks in 2018
- 50% of use

#### Portugal - Via Verde



- 24 car parks in 2018
- 3 million movements in 2017

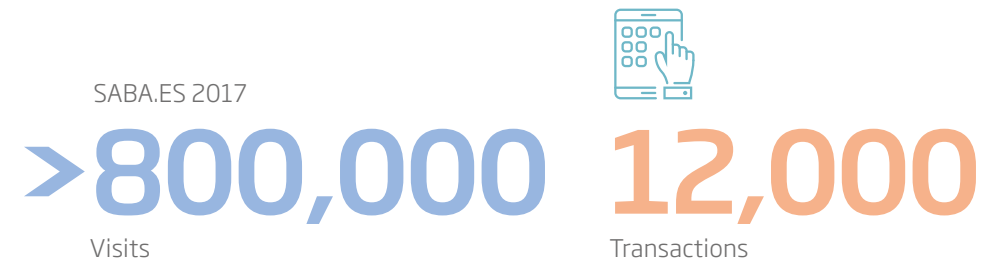
#### Chile - TAG



- 12 car parks in 2018
- 400,000 movements

# 07 INNOVATION

*Saba carries out a technological transformation in line with a new interconnected reality*



## A DIGITAL CUSTOMER IN THE CAR PARK

In 2017, Saba continued to work towards the digitalization of its business. A process of continuous adaptation which saw the launch of the renewed saba.es website in 2016, which now enables the purchase of products online. This milestone is still remarkable, since saba.es is still the only website in the sector where you can buy 100% digital products.

Estimates for the first year of operation pointed to some 610,000 visits and a total of 9,000 transactions. A forecast that has been far exceeded in 2017. In just one year, saba.es has received more than 800,000 visits and registered 12,000 transactions.

These numbers reaffirm the will to continue focusing on strategies that offer an added value feature. In this regard, Saba strives to offer a catalogue of products always adapted to the needs of its customers. The future of the company is digital and interconnected and as a result 2018 will see the e-commerce website deployed in all Saba countries. In the same way, we will work to continue improving the new digital user experience, innovating in processes and expanding services.

In addition to the goal of becoming a leading digital player within the sector, Saba is involved in the active management of its key accounts. Saba is committed to commercially exploiting its facilities, in order for the company to cater to the demands of different customer segments, with new products, and to adapt the commercial offering to new consumer habits, while also contributing to improving mobility management.

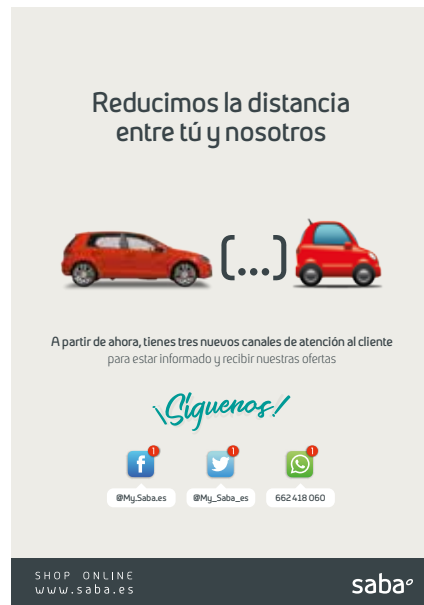
2018

# www.saba.es

Deploying the e-commerce website in all Saba countries

This desire to keep improving is reflected in solutions implemented during the past year, such as eliminating double validation of the ticket for those El Corte Inglés customers who are also users of the Saba car park in Plaza de Catalunya in Barcelona. A case where Saba's experience together with the introduction of new control systems equipped with QR reading has had a positive impact on more than 100,000 annual customers.

Another key account for which Saba plays an active commercial role is that of the car parks belonging to the Adif Network. In 2018, Renfe users can now buy Saba products directly from the railway operator's website (www.renfe.com).



## CLOSER TO OUR CUSTOMERS

Saba has recently opened Customer Support and institutional communication channels on different social media. In a fully connected world like today's, where mobile devices continue to gain ground on more traditional forms of communication, we need to reach out to customers where they spend most of their time.

Our Facebook, Twitter and WhatsApp profiles allow us to interact with a growing community interested in the company at different levels and which uses new communication patterns. Adapting the message to each network, to each audience, segmenting the created content and trying to capture their interest, is vital for creating a bond that results in a greater awareness of the company and its products.

But above all, these channels should serve to strengthen Customer Support, a fundamental pillar in Saba's day-to-day. Social media acts as a complement to the work that employees do from within the car park or from the Customer service and Control Centre. Answering questions, helping with procedures, recommending products or handling incidents. New communication channels to be closer to our customers.

## FIRST BIG DATA PLATFORM IN THE SECTOR

Saba took advantage of its participation in the Smart Mobility Congress 2017, held in Barcelona last November in parallel to the Smart City Expo World Congress, to present an open data technology solution with applications for improving urban mobility management and partnerships with institutions and companies.

The project, which is at a very advanced stage, will enable the publication of information in real time from different static and dynamic sources in Saba's facilities in five countries through the sensorisation of car parks, both underground (off-street) and at street level (on-street).

With this initiative, Saba maintains its commitment to implement sustainable mobility solutions in the areas in which it operates, advancing both technological transformation and innovation as key elements. Moreover, this is in line with what other companies are doing, using Big Data and the analysis of collected data as an opportunity to understand the profile and needs of customers, and establishing response guidelines.



## AN ENVIRONMENT OF SERVICES WITH ADDED VALUE

Saba was incorporated in May 2017 into SEAT's digital ecosystem with the aim of developing services that facilitate mobility for drivers, such as the mobile booking and payment of car park spaces. In addition, both companies are jointly studying additional services associated with the period during which vehicles are parked, leading to initiatives such as the launch of the "Droppit" App, refuelling and the installation of charging stations in the Barcelona car park network.

Moreover, the growth of online shopping is forcing delivery companies to look for sustainable alternatives to the continual journeys made by couriers in polluting motorbikes or vans. In Barcelona, Saba is collaborating with companies such as Pudo (Pick up, drop off) and Geever to find solutions to what is an environmental and mobility problem. In the first case, through the installation of lockers in its car parks designed for the collection, or return, of purchases made online. And in the second one, taking advantage of the car parks as microdistribution points using sustainable means. These two initiatives make Saba facilities a key element in the last mile of distribution. This is proof of the role of the car park as a service hub.

Saba has always wanted to be something more than just car parks. In recent years, the company has endeavoured to incorporate different mobility models, aware that adapting to the times means committing to change. The progressive burst of the electric vehicle is reflected in a greater number of adapted car park spaces, which anticipates the demand. With this in mind, Saba expects to double the number of charging stations in its car parks in 2018, taking advantage of subsidies from the Alternative Mobility Support Plan of the Ministry of Energy.

## Droppit



- This App developed by SEAT and Saba allows you to make a purchase through the online supermarket "Deliberry" or place orders with Glovo and receive the order directly in your car when parked in a Saba car park.

## Parkfinder



- Saba has been incorporated into the SEAT platform to enable new features such as the car park mobile booking and payment system or the possibility of recommending the best car park according to the customer's needs.

## Just moove



- A mobile payment App that can be used to pay for all services related to mobility such as car parks, parking meters, petrol stations or motorway tolls, among other applications.

## Pudo



- Saba has established lockers in 16 of its car parks in Barcelona. Designed for picking up e-commerce products, they take advantage of the capillarity of the Saba network, as well as its unbeatable locations and the guarantee of being in facilities which are open 24 hours a day.

## Geever



- Sustainable microdistribution from Saba car parks. The company has reached an agreement with Geever to transform car park spaces into small warehouses from which distribution is carried out using electric scooters. Available in several car parks in Barcelona.

## Electric vehicle



- Saba maintains its commitment to the electric and/or hybrid vehicle. In 2017 Saba had a total of 154 electric charging stations throughout its car park network. It is expected to double this figure during 2018.

## Car sharing



- A transport option that is gaining in importance in cities. Saba has more than 200 car park spaces set aside for "shared cars" in its car parks.

## Electric bicycles



- Available in 13 Saba car parks in Barcelona. This public electric bicycle service takes advantage of Saba's central locations and gives the public the option of swapping their mode of transport..

## New advertising screens



- Saba has installed 115 digital advertising screens in its car park network. Not only are they a more effective communication tool than traditional advertising boards, they also improve the image of the facilities. .



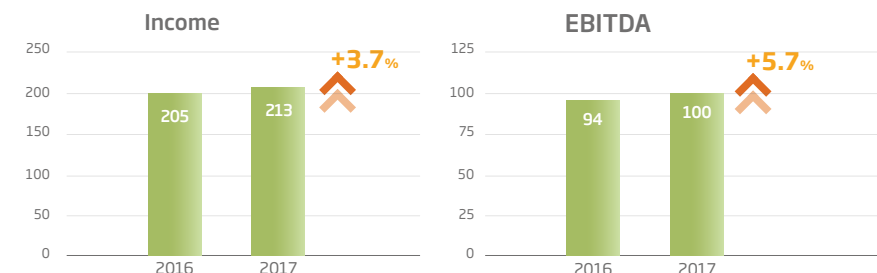


# 08 ECONOMIC AND FINANCIAL INFORMATION

*Saba has undertaken  
a process to improve  
existing financing*



## 2017 FINANCIAL MANAGEMENT FIGURES / € MILLIONS

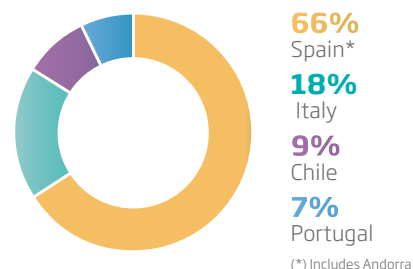


At the end of 2017, operating income from Saba's assets under management stood at 213 million euros (+3.7%), while EBITDA totalled 100 million euros (+5.7%), with a margin of 47%, which has grown in recent years and is the highest in the sector worldwide. Of note is the contribution to EBITDA of the projects incorporated to the Group in recent years (Bamsa and Adif, in Spain, and CPE in Portugal). At the end of 2017, EBITDA of the company's new assets rose to 42.5% of the total and explains the 63% year-on-year increase.

Saba's salient figures reflect, on the one hand, this good business performance and, on the other hand, the efforts made by the organisation as a whole to increase the operational efficiency of the business, to implement initiatives that allow the company to become a leader in the sector—putting special emphasis on new support systems, new technologies and energy efficiency, as well as new formulas and commercial initiatives—and to actively manage contracts, focusing on growth. Saba invested €34 million in 2017, of which €21 million was for expansion.

As in previous years, Saba continues with its expense optimization and management measures. The adaptation of sales channels, with special emphasis in the digital area, and products to meet current needs, is an indication of a line of work aimed at continuous improvement that should translate into 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.

## 2017 INCOME BY COUNTRY



## FINANCIAL SITUATION

The financial structure of the Group seeks to limit the risks arising from uncertainty in financial markets, trying to minimise potential adverse effects on financial profitability. Throughout 2017, the company continued to work in order to have the tools and flexibility needed to continue with its objective of growth and diversification. In this regard, the Group constantly assesses its financial structure and, in the same way, must be in a position to improve it at all times, depending on the market situation and its evolution.

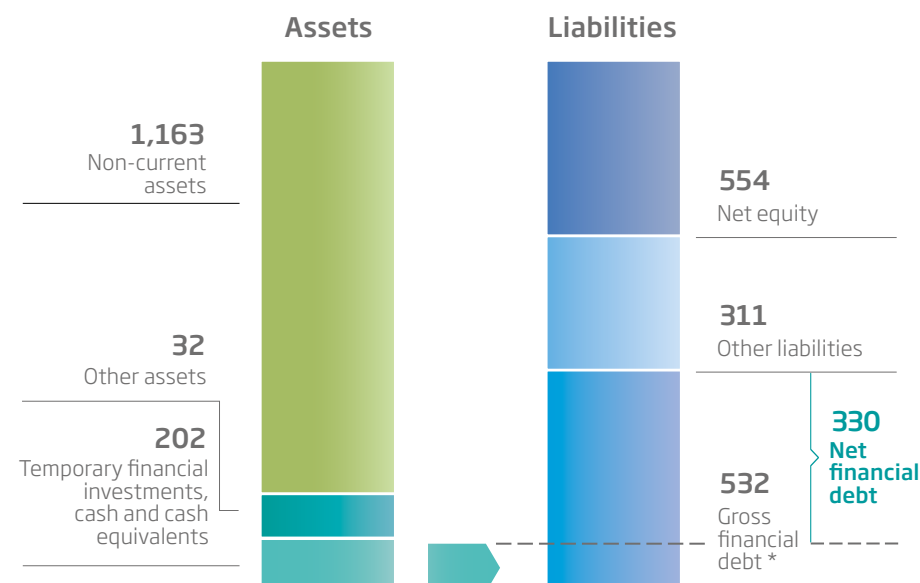
In this sense, Saba undertook in 2017 an improvement of its existing financing of its car parks in Europe (Club Deal) and Chile, which basically translated into better price conditions, expanding its borrowing capacity in the case of Chile, in addition to improving future cash provisions, among other aspects. Moreover, and in line with this improvement in the conditions of the company's financial structure, in 2017 the company expanded its interest rate hedging.

Saba's total assets as of 31 December 2017 came to €1,397 billion. The company's consolidated equity as of 31 December 2017 amounted to €554 million, while gross debt (countable financial debt without derivative liability) stood at €532 million (€553 million in 2016) with its net financial debt at €330 million, 26 million less than at the end of 2016. With regard to the distribution of debt, long-term debt represented more than 90% at year end 2017, while it will mature on average in 2021.

## Consolidated balance sheet

as of 31 December 2017 / € Millions

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



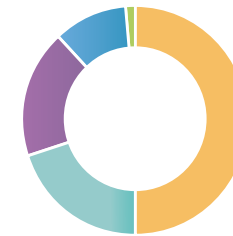
In order to minimise exposure to interest rate risks, Saba maintains a high percentage of debt at a fixed rate or at a rate fixed by hedging, approximately 75%. Therefore, it is estimated that any possible changes in interest rates would not have a significant impact on the company's accounts.

## BUSINESS RISK MANAGEMENT

Saba has established a Risk Management Policy based on a methodology of identifying, analysing and evaluating the various business risks. Risk is understood as an event that could negatively impact on the fulfillment of the Group's strategic objectives. Among the risks Saba has detected as inherent and a priority are:

## SABA SHAREHOLDERS

as of 31 December 2017



**50.1%**  
Criteria Caixa

**20%**  
Grupo Torreal  
and Officers

**18.2%**  
European Parking  
BV(KKR)

**10.5%**  
Fondos ProA

**1.2%**  
Minority  
shareholders

**Maturity of concessions.** Given their very nature, the average concession life marks a specific time horizon that Saba is working to increase on the basis of renewals, the incorporation of new concession contracts and other measures of a similar nature.

**Regulatory.** This risk implies incurring costs or investments beyond those originally planned, introducing a volatility factor to the results. Saba maintains a proactive policy aimed at providing proposals in line with the new demands that affect the sector and which involve both a viable response to those needs while also incorporating financial rebalancing measures.

**Customer demand.** The macroeconomic context can significantly affect the Group's business. The economic crisis at the end of 2008 was a good example of the impact on demand of the economic recession that families had to face. Saba's response has been to leverage new sources of income, while improving traditional ones by better adapting to the needs of demand and implementing efficiency measures compatible with the quality of the differentiated service which the brand is known for.

**Country risk.** Traditionally Saba has geared its geographic diversification towards territories with economic and legal stability.

## SHARE CAPITAL AND SHAREHOLDERS

As of 31 December 2017, Saba Infraestructuras has a share capital of 739,037,783 ordinary shares of a single class and series, registered in book entries, of €0.10 par value each, which are fully subscribed and paid up. As of year end, the company has none of its own shares in treasury stock.

Currently Saba has around 3,500 shareholders, which represent 1.2% of the shareholding structure. The Shareholder Office is at the service of the shareholders to assist them in all matters that may be of interest to them. The Shareholder Office responded to nearly 390 queries in 2017, managed with a clear focus on service quality. Half of these queries were regarding the purchase and sale of shares and 23% were requests for information regarding the various General Meetings of shareholders.

# 09 CORPORATE SOCIAL RESPONSIBILITY

*The whole of Saba  
collaborates in the  
implementation  
of a CSR culture*

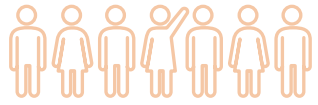


Partibus en la tira portes ramibus noa

## CSR IN SABA

Saba is aware that the best results are always linked to the best ways of operating. Advancing towards sustainable and socially responsible competitiveness is a challenge of excellence for top-tier companies. It is by moving towards those sustainable and socially responsible criteria that Saba will achieve the appropriate level of excellence to consolidate itself as the reference company that it is and that it aspires to continue being. Saba integrates all aspects of Corporate Social Responsibility as an inherent factor in decision making. Sustainability and commitment to society are incorporated into internal management processes, at the same level as other factors such as the analysis of project profitability, cost of financing, sales strategy and data processing, among others.

The entire organization takes part and collaborates, as far as possible, in the implementation of the CSR culture that it has established. Some of its main pillars are commitment to the environment, related to sustainable mobility; collaboration with associations, organizations and local communities in which Saba operates. All this, together with the quality of the service offered to the client, as a brand identity, and the corresponding social and ethical aspects, constitute the company's differentiation elements. The integration and consolidation of the CSR in its business will allow Saba to provide greater transparency and proper management of stakeholders.



HUMAN RESOURCES AND EMPLOYEE INTEGRATION

**1,529**  
People

**83%**  
Indefinite contracts

### HUMAN RESOURCES AND EMPLOYEE INTEGRATION

The people who make up Saba are the essential basis for sustaining what might be called the Saba style: a culture of customer service, commitment to the environment, responsibility and honesty towards suppliers, and involvement in society. The company works to guarantee equal opportunities and non-discrimination on the grounds of gender, race, country of origin, religion or age. In fact, year after year the gender equality index in the workforce is more and more positive.

Saba involves the entire organization in ensuring compliance with the best practices of Good Corporate Governance, always within the terms of the Company's Mission, Values, Code of Ethics and business strategy and development. This, together with



HEADCOUNT DISTRIBUTION  
BY GENDER



**66%**



**34%**

DISTRIBUTION OF MANAGEMENT  
POSITIONS BY GENDER

**71%**

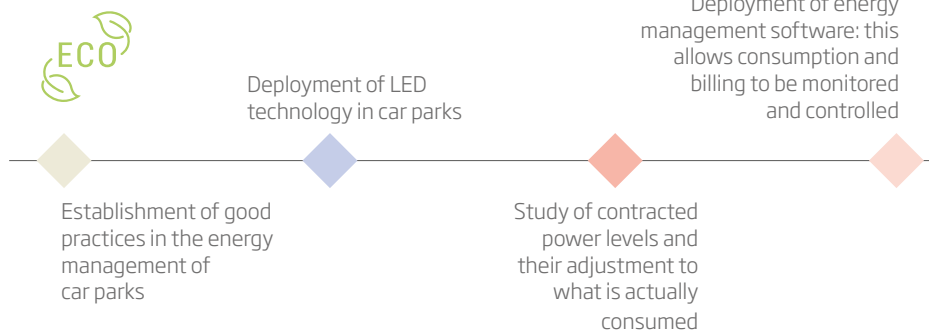
**29%**

interaction with stakeholders, allows us to obtain constant feedback and to reinforce expectations in matters such as quality, information and transparency. Also, this year sees ongoing momentum for the Crime Prevention Handbook, approved in 2017 by the company's Board of Directors, which has already been adapted to Portugal.

In this regard, another of the focuses of action relates to Saba's ongoing work towards labour integration with the signing of agreements with companies and foundations that facilitate the placement of disadvantaged groups so they can join the world of work. Worthy of note in this respect is the support given to the Envera Foundation, which works throughout Spain for the social and workplace inclusion of disabled people, giving attention throughout their life cycle; as well as membership of the Incorpora programme, part of the Welfare Projects of "La Caixa" Banking Foundation. It is an initiative based on labour intermediation, whose aim is to facilitate integration in the job market of people at risk of social exclusion.

Saba not only supports external associations, but also applies the culture of workplace inclusion to people at risk of exclusion in their own organizations. Currently, 3.6% of the company's workforce in Spain consists of people with some sort of disability.

## ACTIONS ON ENERGY EFFICIENCY



### ENERGY EFFICIENCY

Since 2011, Saba has carried out a series of actions identified as best practices in terms of energy efficiency. This results in greater savings, optimization of management and, ultimately, in consolidating the Saba brand as an industry benchmark operator, committed to sustainability.

In 2017, Saba obtained the ISO 50001 energy certification, and became the first company in the car park sector to do so. This distinction is the result of the energy efficiency plan implemented by the company over the last few years in its car parks, with special emphasis on the new real-time monitoring tool, which permits the tracking and control of consumables and billing, implanted in 90% of the network in 2018.



Management system of Energy and Energy Efficiency

CONTROL

**-6%**

Electricity consumption

### CARBON FOOTPRINT

Since its restructuring in 2011, Saba has calculated its carbon footprint annually in order to understand the impact of the company on climate change, as well as the evolution of emissions. This impact is measured through an inventory that establishes operational limits in accordance with the provisions of "The Greenhouse Gas Protocol", a Corporate Accounting and Reporting Standard and the ISO 1406-1:2012 guidelines.

In order to continue implementing more efficient reduction measures and move towards excellence in sustainability, Saba has voluntarily undergone, for the third year running, verification of its carbon footprint by an independent third party, with an ongoing commitment to the greatest possible transparency and a thorough analysis of the data. Total CO<sub>2</sub> emissions in 2017 stood at 12.9 tonnes, an increase of 7% over the previous year. This difference is due to the change in the electric mix in some of the countries in which Saba operates. That is to say, a modification of the regulations that affect how generated emissions are measured.

Despite this increase, it must be noted that over 95% of Saba's carbon footprint is due to indirect emissions from electricity consumption, which was 6% lower in 2017 than in 2016, thanks to the continuous drive of energy efficiency measures. In short, the impact of the company's activity on the environment continues to be reduced year by year.



## Global Pact Network Spain WE SUPPORT

### SABA, WITH SUSTAINABLE DEVELOPMENT GOALS (SDGs)

Saba is a member of the United Nations Global Compact, supporting the ten principles promoted by this institution. This is a reference in human rights, labour rights, the environment and the fight against corruption. The company remains committed this year to making the Global Compact and its principles part of the company's strategy, culture and daily activities, as well as to being involved in cooperative projects that contribute to the wider development goals of the United Nations.

Likewise, it carries out its activity within the framework of the Sustainable Development Goals (SDGs) of the United Nations, especially those concerning action for the climate, in terms of actions 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.

### TRANSFORMING CITIES AND LINK TO THE TERRITORY

It is a fact that cities are constantly evolving and this goes for Saba, too. The company is involved in ongoing development, commercial and technological restructuring to adapt to the needs of the population, always oriented to the highest possible quality of service and sustainable mobility as the axis of action. Together with the concession and public-private collaboration, the link with the territory in which it operates is part of the company's DNA. A proper relationship between Saba and the territory allows

it to establish an appropriate dialogue with the various players it cooperates with -local Authorities, institutions, people- to understand their needs and implement and develop formulas for progress, thanks to a committed team.

Since its foundation in 1966, Saba has contributed to the progress of the society and the cities it has interacted with, following the path of sustainability and corporate responsibility. It is within this framework that the company establishes agreements and collaborations matters such as the environment and the protection of disadvantaged groups. Worthy of mention if the contribution to the Sant Joan de Déu Hospital, to the SJD Pediatric Cancer Center Barcelona project, and to the Vall d'Hebron Hospital, also in Barcelona, and its Advanced Neonatal Center initiative.

Also, collaboration with the Roger Torné Foundation, the Pere Tarrés Foundation and the Plant-for-The-Planet Foundation. Through initiatives such as the Professional Life Project promoted by the Barcelona City Council, among other institutions, Saba is committed to society, in its support of academic and professional guidance at the service of students and faculty of educational centres. In this sense, the company offers support by encouraging schools to visit its facilities for a first contact with the world of work.





# 10 PRESENCE

*Saba maintains its  
drive for growth in the  
countries where  
it is present*



The Saba, Adif and Aena networks

# Spain and Andorra

## SPAIN

### A Coruña

Pl. Palloza  
Pl. Pontevedra  
A Coruña

### Albacete

Albacete Los Llanos

### Alicante

Av. Maïsonnave  
Alacant - Alicante  
Terminal  
Alicante-Elche

### Alcázar de San Juan

Alcázar de San Juan

### Algeciras

Algeciras

### Almería

Almería  
Almería

### Antequera

Antequera Santa Ana

### Barcelona\*

Clot  
Sants  
Barcelona - El Prat

### Bilbao

Bilbao Abando  
Indalecio Prieto

### Cádiz

Cádiz

### Castellón

Pl. Cardona Vives  
Av. del Rei En Jaume

### Castro Urdiales

Amestoy

### Ceuta

Ceuta\*\*

### Ciudad Real

Ciudad Real - Central

### Collado Villalba

Villalba de  
Guadarrama

### Córdoba

Córdoba

### Cuenca

Cuenca Fernando  
Zóbel - Alta Velocitat

### Elche

Porta Morera  
Traspalacio

### Estepona

Estepona

### Ferrol

Ferrol

### Figueres\*

Figueres - Vilafant

### Getxo

Las Mercedes  
Romo

### Girona\*

Girona  
Girona - Costa Brava

### Granada

Granada  
Granada -Jaén F.G.L.

### Ibiza

Ibiza

### Irún

Irún

### Jaén

Jaén

### Las Palmas de Gran Canaria

Edificios Múltiples  
Pl. de España  
Santa Catalina

### León

León

### Lleida

Lleida - Pirineus

### Logroño

Logroño

### Madrid

Bucaramanga  
Metro Nuevos  
Ministerios  
Mostenses  
Chamartín  
Nuevos Ministerios  
Puerta de Atocha

### Málaga

Málaga María Zambrano  
Málaga - Costa del Sol

### Marbella

Puerto Banús

### Melilla

Melilla

### Menorca

Menorca

### Mérida

Mérida

### Murcia

Murcia del Carmen  
Murcia - San Javier

### Ourense

Ourense - Orense

### Palma

Sa Gerreria  
Palma de Mallorca

### Pamplona

Pl. del Castillo

### Pontevedra

Pontevedra

### Puente Genil

Puente Genil -  
Herrera

### Puertollano

Puertollano - Alta  
Velocidad

### Requena

Requena Utiel -  
Alta Velocitat

### Reus

Reus

### Ronda

Ronda

### Salamanca

Salamanca

### Santander

Castilla  
Santander

### Santiago de Compostela

Santiago de  
Compostela

### Segovia

Segovia-Guiomar

### Sevilla

Pl. Concordia  
Macarena  
Torre Sevilla  
Plaza de Armas  
Santa Justa  
Virgen del Rocío

### Tarragona

Camp de Tarragona

### Toledo

Toledo

### Valencia

Cabanyal  
Estació Nord  
Joaquín Sorolla -  
Alta Velocitat  
Valencia

### Valladolid

Valladolid Campo  
Grande

### Vigo

Guixar  
Urzaiz

### Villena

Villena AVE

### Xàtiva

Játiva - Xàtiva

### Zaragoza

Aragonia  
Los Sitios  
Zaragoza - Delicias  
Zaragoza

## ANDORRA

### Andorra la Vella

Cèntric.ad



The car parks of the Saba Network and the Saba Barcelona Bansa Network in Catalonia are not included.

(\* ) Only car parks in the Adif and Aena networks are included.

(\*\* ) Managed car park (heliport).

- Saba Network
- Adif Network
- Aena Network

**Badalona**  
Pl. la Plana

**Blanes**  
Pg. de Mar  
Regulated Area (2)

**Cadaqués**  
Riera de Sant Vicenç

**Cambrils**  
Port de Cambrils

**Castellar del Vallès**  
Pl. Major  
Regulated Area

**Cornellà de Llobregat**  
Lluís Companys  
Regulated Area

**El Masnou**  
Regulated Area

**Esplugues**  
Hospital St. Joan de Déu

**Figueres\***  
Pl. Catalunya  
El Firal  
El Garrigal

**Girona\***  
Berenguer i Carnicer  
Sta. Caterina

**Igualada**  
Pl. Cal Font

**La Seu d'Urgell**  
Regulated Area

**Mataró**  
Hospital de Mataró  
Montserrat  
Rda. Rafael Estrany  
La Riera  
Pl. Sta. Anna  
Can Xammar

**Molins de Rei**  
Pl. del Mercat  
Regulated Area (2)

**Platja d'Aro**  
Pl. d'Europa

**Puigcerdà**  
Pl. del Call

**Sabadell**  
Pl. Doctor Robert  
Mercat Central

**Salou**  
Corona d'Aragó

**Sta. Perpètua**  
CIM Vallès

**St. Feliu de Llobregat**  
Regulated Area

**St. Vicenç dels Horts**  
Regulated Area

**Terrassa**  
Pl. Doctor Robert  
Raval Montserrat  
Pl. Vella

**Vic**  
Pl. Major

**Vilafranca del Penedès**  
Cal Rondina  
Pl. del Penedès  
Regulated Area

**Vilanova i la Geltrú**  
Pl. Soler i Carbonell

The car parks of the Adif or the Aena Network in Catalonia are not included.

(\* ) Only car parks in the Saba Network are included.

— Saba Network  
● Saba Barcelona  
● Bamsa Network

(\* ) During 2018, these car parks will go to the Saba Barcelona Bamsa Network.

## Catalonia



## Barcelona



**Ascoli-Piceno**  
Ex Gil  
Torricella  
Regulated Area

**Assisi**  
Bus\*  
Giovanni Paolo II  
Matteotti  
Porta Nuova  
Poste  
San Vetturino  
Sta. Maria degli Angeli

**Bari**  
Guadagni  
Porto

**Bologna**  
S. Orsola

**Brindisi**  
Aeroporto

**Cosenza**  
I Due Fiumi  
Ospedale  
Tribunale  
Regulated Area

**Cremona**  
Marconi  
Regulated Area

**Genova**  
Canevari  
Gaslini

**Milano**  
Card. Ferrari  
Comasina

**Perugia**  
Elce di Sotto  
Mercato Coperto  
Partigiani  
Pian di Massiano  
Piazzale Europa  
Ripa di Meana  
Sant'Antonio  
Pellini  
Regulated Area

**Pisa**  
Vittorio Emanuele

**Rieti**  
Oberdan-Mazzini  
Regulated Area (2)

**Roma**  
Villa Borghese

**Sassari**  
Emiciclo  
Fiume  
Regulated Area

**Trieste**  
Foro Ulpiano  
Ospedale  
Il Giulia  
Il Silos  
San Giacomo  
Terminal  
Regulated Area

**Venezia**  
Venezia-Mestre

**Verona**  
Arena  
Arsenale  
Ospedale  
P. Isolo  
Università

**Vignola**  
Corso Italia  
Regulated Area

(\* It groups the bus squares distributed between the parkings of Giovanni Paolo II, Porta Nuova, Poste and San Vetturino.

(\* Saba also manages the regulated area in this city.

# Italy



## Perugia\*



## Assisi



## Trieste\*



**Aveiro**  
Praça Marquês de Pombal

**Braga**  
Hospital

**Faro**  
Pontinha

**Funchal**  
Hospital do Funchal

**Gondomar**  
Regulated Area

**Leiria**  
Fonte Luminosa  
Regulated Area

**Lisboa**  
Estádio Universitário  
Alto do Parque  
Gare do Oriente  
Nos Campo Grande  
Praça do Município

**Matosinhos**  
Marisqueiras  
Mercado  
Piscinas

**Portimao**  
1º de Maio  
Regulated Area

**Porto**  
Cardosas  
Palacio da Justiça  
Praça Lisboa  
Ribeira  
Campo Alegre  
Casa da Música  
Castelo do Quejio  
G. Comércio do Porto

**Póvoa de Varzim**  
Eça  
Casino  
Lota

**São João de Madeira**  
João de Deus  
Renato Araújo  
Regulated Area

**Setúbal**  
Regulated Area

**Vilafranca de Xira**  
Hospital

**Vila Nova de Gaia**  
Parque Beira-Rio

**Viseu**  
Hospital do Velho  
Mercado 21 Agosto  
Sta. Cristina  
Regulated Area

● Saba Network  
● CPE Network

# Portugal



## Porto



## Lisboa



**Concepción**  
Catedral  
Plaza de Tribunales

**Santiago de Chile**  
Santiago Airport  
Alto Las Condes  
Bulnes  
Centro de Innovación UC  
Clínica Las Condes  
Costanera Center  
Guardia Vieja  
Marchant Pereira  
Parque Forestal  
Parque Titanium  
Pedro de Valdivia  
Plaza de Armas  
Plaza de la Ciudadanía  
Portal la Dehesa  
Ricardo Lyon

San Bernardo  
Santa Lucía  
Santa Rosa  
Universidad Católica

**Valparaíso**  
Bellavista

## Chile



### PARKING SPACES ACCORDING TO TYPE OF CONTRACT \*

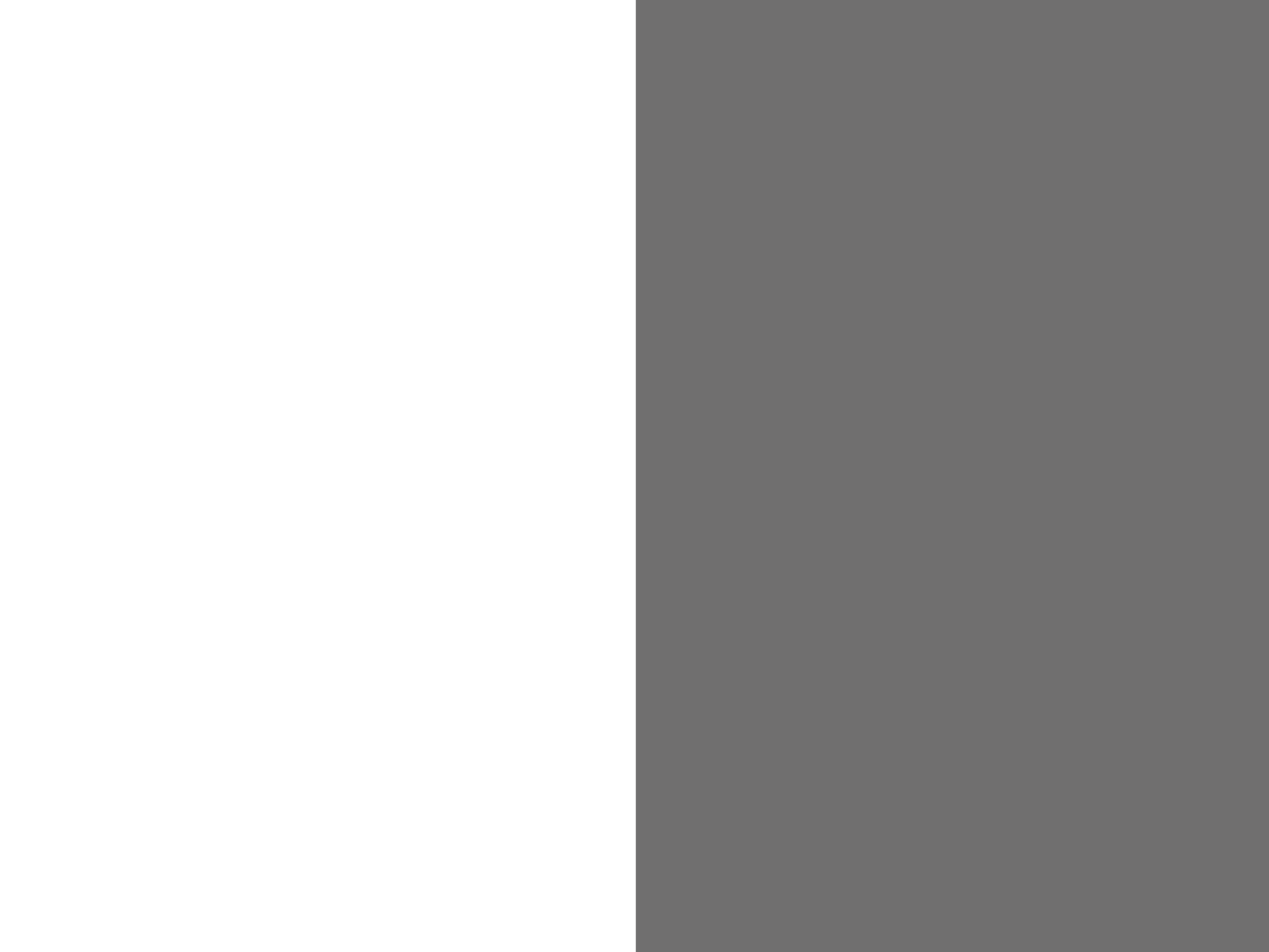


Spain**	Italy	Portugal	Chile	Total Parking spaces
<b>131,936</b>	<b>27,837</b>	<b>18,581</b>	<b>30,081</b>	<b>208,435</b>
Parking spaces	Parking spaces	Parking spaces	Parking spaces	

Owned	<b>5,052</b>	<b>1,519</b>	<b>681</b>	<b>Total Owned</b>	<b>7,252</b>	
Concession	<b>54,575</b>	<b>19,254</b>	<b>9,990</b>	<b>5,065</b>	<b>Total Concession</b>	<b>88,884</b>
Regulated Area Concession***	<b>5,088</b>	<b>6,818</b>	<b>1,318</b>	<b>495</b>	<b>Total Regulated Area Concession***</b>	<b>13,719</b>
Management	<b>64,598</b>	<b>13</b>	<b>5,127</b>	<b>24,521</b>	<b>Total Management</b>	<b>94,259</b>
Rental	<b>2,623</b>	<b>233</b>	<b>1,465</b>		<b>Total Rental</b>	<b>4,321</b>

2017 year-end figures.  
 (\*) Includes parking spaces for short stays, rental, concession for use and purchase. Doesn't include motorbike parking spaces.  
 (\*\*) Includes parking spaces managed by Saba in Andorra (291 parking spaces rented).  
 (\*\*\*) Regulated Area Concession.









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