

# Annual report

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# The President's review

## Salvador Alemany

Uncertainty is the adjective that can be applied to the climate that currently looms over the macroeconomic framework. Political decisions such as the tariff war or new global defence and security plans, among others, are factors that could lead to a spike in inflation combined with economic weakness and further strain financial conditions in the short and medium term.

But far from sending out a message of pessimism, it is necessary now more than ever to think about the possible opportunities that may arise. We must bet on the resilience the global economy demonstrated in 2024 despite persistent challenges, driven by sectors such as technology and renewable energy, with inflation falling faster than expected, allowing major central banks to begin a phase of monetary easing after years of high rates.

As usual, we will be closely monitoring all monetary and fiscal policies, adjustments and stability measures as they are adopted, constantly monitoring both financial and non-financial impacts.



We will continue to closely monitor both financial and non-financial impacts.





Before addressing the 2024 financial year, the scope of this report, I would like to remind you that on October 16, 2024, Saba's majority shareholder, CriteriaCaixa, publicly announced that it had reached an agreement with the insurance company AG Insurance and the fund manager APG, shareholders of the Belgian company Interparking, for the integration of Saba into this Group. CriteriaCaixa will have the right to propose the appointment of two members of Interparking's Board of Directors. The closing of the transaction, expected in the second half of 2025, is subject to the usual procedures for this type of transaction, including approval by the European Competition Authority.

This is a new journey for Saba, another stage in a history that is approaching 60 years, and I would like to take this opportunity to highlight a cycle that I would like to describe as virtuous. And it runs from 2011, following the spin-off of the businesses carried out by Abertis and the re-foundation of Saba, until 2024. With a team of 2,065 people as of December 31, 2024, the Group has grown from 5 countries and 60 cities in 2011 to 9 countries and 189 cities in 2024. The number of managed car parks has gone from 203 to 1,004 (x5), and the number of parking spaces from 136,000 to 340,000 (x2.5).

Throughout this virtuous cycle, the Group has closed major deals, such as the one with Barcelona Bamsa, the Adif parking concession contract

– renewed in 2024 – as well as entering the United Kingdom, Germany, the Czech Republic, and Slovakia. In addition to being competitive, this level of growth has made Saba a pioneer in the implementation of VIA T and OBE's in different countries, and its Customer Service and Control Centre (CSCC), to name a few; We are innovative, offering our customers products and services that make their lives easier, such as e-commerce through the App and the Website, or license plate reading; visionary, turning our car parks into true, sustainable mobility hubs for people (electric vehicles), companies (sharing, fleets) and goods (e-commerce).

Between 2011 and 2024, Saba has experienced a virtuous growth cycle. It has been a pioneering, innovative and visionary company.



And, finally, we are supportive of the world we live in, with nearly 20 projects supporting disadvantaged populations – especially children and healthcare – and 14 agreements with cultural entities working in cities and mobility, among others. All of this, thanks to a team that has made every advance and every achievement possible.

Looking back on 2024, the recovery in parking activity has continued to consolidate, as has the growth of the Group's key management indicators, both in terms of operating income and EBITDA. In this sense, Saba's revenues amounted to 318 million euros with an EBITDA of 144 million euros.

In addition to actions aimed at business optimization, operational efficiency, energy efficiency, and cost control, there are also those that seek to position the company as a leader in its sector. In this sense, the intensification of sales activity is a key element. Without a doubt, it constitutes a fundamental pillar for both the present and the future in the process of consolidating recovery. This boost is achieved through the modernization and adaptation of sales channels – including business digitalization, Web and App – as well as the updating of our product offering.

The Group remains firmly committed to a model focused on efficient management of its operations and technological innovation, complemented by proactive contract management, all geared toward sustained 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. In this area, Saba closed a total of 101 deals in 2024 in most of the countries where it operates. This includes new projects, contract renewals, and extensions, affecting nearly 125,000 parking spaces.

In terms of renewals and extensions, the most significant milestone is the renewal of Adif's contract for the operation of the car parking network at the AVE and long-distance train stations, after Saba was awarded the tender launched by the public entity. This means renewing Spain's largest parking contract, along with that of Bamsa, the public-private company that Saba shares with Barcelona City Council and which includes 26 car parks and nearly 12,000 parking spaces. The Adif contract covers the current 55 stations and 23,000 spaces in 49 cities, and will be expanded to 64 stations and 30,700 spaces in 55 cities.

Also notable in Spain are the renewals of the l'Illa Diagonal contract (2,344 places), Hospital Sant Joan de Déu (519 places) contract, and the Bupa Clinic (1,136 places) contract, this one in Chile. In Portugal, we have renegotiated the ANA Airports contract (14,050 places). In Germany, we have renewed the Berlin Vivantes contract (1,200 spaces). In the United Kingdom, we have renewed the contract with West Midland Trains (8,066 places).



Saba closed a total of 101 transactions in 2024 – including new projects, contract renewals and extensions – with a reach of almost 125,000 parking spaces.

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 has thus been recognised by the Ministry for Ecological Transition and Demographic Challenge (MITECO) in the Guidelines for the creation of low emission zones (ZBE).

If we agree that car parks are not part of the problem generated by traffic in cities, but rather part of the solution, we should see them as strategic locations in urban centres. These locations, with presence throughout the city and uninterrupted service, act as a policy-integrated agent in the city's overall mobility chains for people, business and goods.

In terms of people and business mobility, Saba is implementing Acciona's battery exchange service for Silence motorcycles in its car parking network. This service allows motorcycle users to quickly swap discharged batteries for fully charged ones

in designated parking spaces. There are currently 15 operational stations in Spain, with plans to install 4 more in the short term and a study of their deployment in Italy.

In terms of last-mile operations, car parks must respond to the new needs arising from e-commerce and micro-distribution. An example of this is the facilitation of purchase collections from smart lockers located in 24/7-access car parks. We currently have a network of 244 lockers from different operators throughout the Group: in Italy (InPost, and Amazon), Spain (Pudo, Amazon, InPost and AliExpress), United Kingdom (InPost, Amazon), Portugal (Correios de Portugal). Car parks are also ideal as micro-distribution hubs.







In this way we can reduce the congestion caused by delivery vans and facilitate a more rational, efficient and safe distribution network. 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. As an example, in 2024 we have managed, once again, to reduce our global emissions by 2% compared to the previous year. Furthermore, in fiscal year 2024 Saba has set the environmental goal of achieving Net Zero by 2040.

To conclude this review, I would like to express, both on behalf of the Board of Directors and myself, our deepest gratitude for the strong commitment of all the people and all the countries which make up our organization. We have demonstrated experience and expertise in the face of highly complex challenges, responding always with dedication, resilience, and an admirable capacity for improvement. This attitude is what has allowed us to equip the business with the tools necessary to strengthen its position as an international leader.

In short, we are part of our customers' daily lives. We have integrated sustainability into our business model and are making a positive contribution to society far beyond our car parks.

We carry out our activity within the framework of the United Nations Sustainable Development Goals (SDGs), reiterating our commitment to the territory.



# Overview by the CEO

**Josep Martínez Vila**



During 2024, the company has successfully addressed the main challenges posed: the awarding of Adif's contract and the refinancing of the Group's debt.

During 2024, the company has successfully addressed the main challenges posed: the awarding of the new contract for Adif's parking network in Spain and the refinancing of the Group's debt. And we have overcome them in a complex economic framework with international macroeconomic factors pulling in different directions.

While it's true that monetary and fiscal policies in 2024 sought to support economic growth and moderate price and interest rate increases, it's also true that, in 2025, we have entered an uncharted playing field in terms of international relations and political and economic decisions whose impact is difficult to measure in the short term. All of this is coupled with the ongoing armed conflicts, focused on Ukraine and the Middle East, which continue to require political action, but above all, a humanitarian response due to their tragic consequences in terms of lives and displaced people.



As usual, Saba Group is working to safeguard its structure in this complex environment. An example of this is how we maintain measures that minimize the impact of our electricity bills. Likewise, we are seeking to complete digitalization and remote working projects, which will be crucial to maintaining an optimal cost structure. This is necessary if we are to continue seeking new market opportunities, encouraging the extension of the portfolio's average contract duration, and deepening the provision of digital services focused on mobility in an increasingly competitive environment.

Saba is expected to merge with the Belgian parking company Interparking in 2025, once the necessary administrative procedures have been completed. The resulting company will become a European benchmark in the sector, with more than 2,000 car parks in 16 European and Latin American countries, nearly 800,000 parking spaces, and nearly 8,000 electric charging points.

Since Saba's refoundation in 2011 (a term we coined ourselves), and until 2024, the company has overcome all kinds of obstacles, building a solid path for the future that has resulted in operating revenue being doubled (from €148 million to €318 million), a 2.5-fold increase in EBITDA (from €58 million to €144 million), with a Revenue/EBITDA margin of 45% in 2024, one of the highest in the sector.

Along these same lines, from 2011 to 2024, the company has seen a major transformation and undertaken growth operations, with investments of more than €830 million, without capital increases and with a thorough and ongoing review of liquidity and debt, which in 2024 will be similar to that of 2011. Thus, net accounting financial debt has fallen below €500 million in 2024,

representing a deleveraging of more than €115 million since 2019, despite the pandemic.

To summarise the 2024 financial year, the recovery in activity across the Saba network continues, with growth compared to 2023 (comparable activity without management) of 3% in short-stay hours and 6% in subscribers, already higher than before the pandemic. As for 2024's salient figures, operating income reached €318 million – 3.5% higher than in 2023 – while EBITDA reached €144 million (excluding rental income), 4.6% higher than 2023.

From 2011 to 2024 the company has transformed and undertaken growth operations, with investments of over 830 million euros.





Saba has been awarded the contract to manage High Speed (HS1) in the United Kingdom in 2024, with 8,542 parking spaces.

The company invested 62 million euros in fiscal year 2024, 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. 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 20 years.

Twenty new projects were completed, including the contract for managing the Ciudad Jardín car park (164 parking spaces) in Spain, the University of Lisbon Residences car park concession (482 spaces) in Portugal, and the Parque Arroios lease in Lisbon (150 spaces). In Italy, we were awarded a contract to manage a car park under construction in Lecce (466 spaces) and the concession for the Porto car park (170 spaces) in Livorno.

In the United Kingdom, the contract for managing the University Hospitals Dorset NHS Foundation Trust (2,000 spaces), as well as new management contracts for High Speed (HS1) – 8,542 spaces – and Cannock Chase & Lichfield Council (8,998 spaces).

The HS1 contract includes the management of nine car parks at four stations on the high-speed rail network between London and Kent. HS1 holds the concession until 2040 to operate and maintain the 109 km high-speed line, the four stations along the route, and all its tunnels and bridges. In 2022, Saba was also awarded a five-year contract in the United Kingdom to manage, from 2023, 79 car parks – 10,500 spaces – at the stations managed by Transport for London, the public body responsible for the majority of London's transport network. This includes the Underground, buses, taxis, trams, and some train lines.



Saba's actions aim to consolidate the group as the leading operator and the image of car parks as sustainable, urban mobility hubs for both people and goods. We are committed to intermodality as a key element of traffic management in cities. Transport for London and HS1 are good examples of a combination of different means of transport, where car parks can be 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 so-called Park and Ride, as in this case.

New operations also include management contracts for Stade – 1,501 spaces – in Germany and Paseo Viña Centro and Meds Los Trapenses – 1,200 spaces each – in Chile.

In terms of efficiency, operational management and quality of service, Saba's Customer Service and Control Centre (CSCC) currently has 299 connected car parks in Spain, Italy and Portugal. In order to strengthen the recovery, the company will modernise sales activity by adapting our product portfolio, recovering subscribers, electric mobility, promotion of new digital channels and the digitalisation of processes in general.

In this regard, Saba continues to promote and strengthen strategic business initiatives such as number plate-based payment, both for subscribers and short-stays. Thus, in Spain, we have 80 car parks offering Ticketless services, while in the United Kingdom and Germany, we have more than 400 car parks with similar systems. Furthermore, more than 16 million transactions have been recorded using OBEs (VIA T, Telepass, Via Verde, and TAG) in the 151 car parks where electronic access and payment systems have been implemented. In fact, the universal TAG has been successfully deployed in Chile, allowing device holders to use parking spaces in addition to motorways, without the need for explicit authorization.

In the e-commerce services segment, the Saba business website and app have been modernized and expanded in 2024, extending them to all the countries where they operate, and the UK website will be updated in 2025. Visits to Saba websites and App reached the 6 million mark in 2024, and the number of transactions amounted to more than 180,000. Online sales increased by 16%.

Everything we do at Saba is aimed at consolidating our position as a leading operator and at strengthening the role of car parks as hubs for sustainable urban mobility for people, companies, and goods.



We continue working to make the car park more than just a space for cars and motorcycles, but also for 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.

We have continued work on one of our strategic bets since 2018, the electrical infrastructure. Both public and private car parks are a great opportunity for providing electric charging stations for all types of

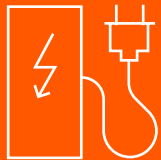
vehicles, private, shared and fleets: fast and semi-fast and for all needs, whether one-off demand or for subscribers; in cases where the car remains overnight in the car park or is only short-stay during working hours.

At the end of 2024 the company has more than 1,600 electric charging points in car parks across the Group, 730 of which will be managed directly by Saba (20% more than in 2023) through strategic agreements, and the rest through third parties. Saba's own charging points have recorded savings of 1,100 tons of CO<sub>2</sub> emissions in 2024, 32% more than in 2023. 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 operate, adapting it to the different markets.

It is essential to support the deployment of electric charging infrastructure and to ensure the availability

of sufficient electrical power: electric vehicle penetration will be limited if this problem is not addressed in underground parking, which is a hub for mobility services for people, businesses, and goods.

To conclude this review, I would like to express my sincere gratitude, also on behalf of the Steering Committee, for the commitment of all the people who make up the Group and who, not only in 2024 but throughout all these years, have contributed to creating the company that Saba is today: a leading company which is innovative, inclusive and sustainable. We have forged a path that has led us to excellence, best practices, international growth, overcoming new challenges – such as the financial crisis and the most disruptive pandemic of all time. I am convinced that Saba's values and spirit will continue to guide us in the future.



In 2024, the company has over 1,600 electric charging points in the Group's car parks, 730 of which are managed directly by Saba.



# 2011-2024

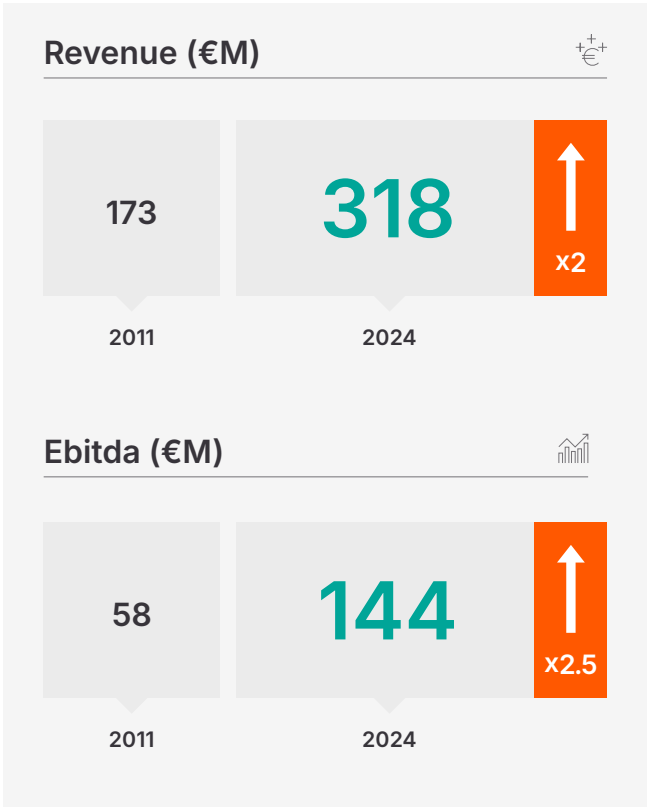
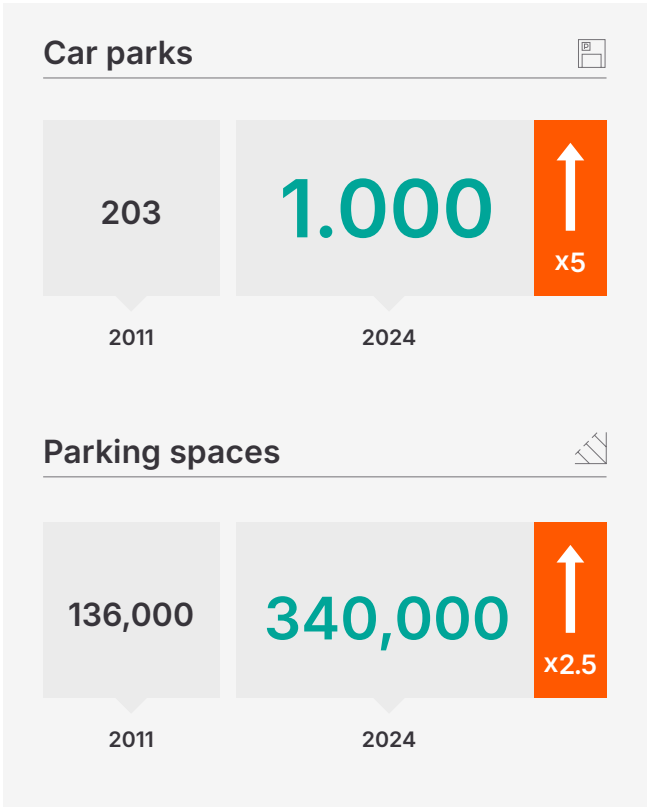
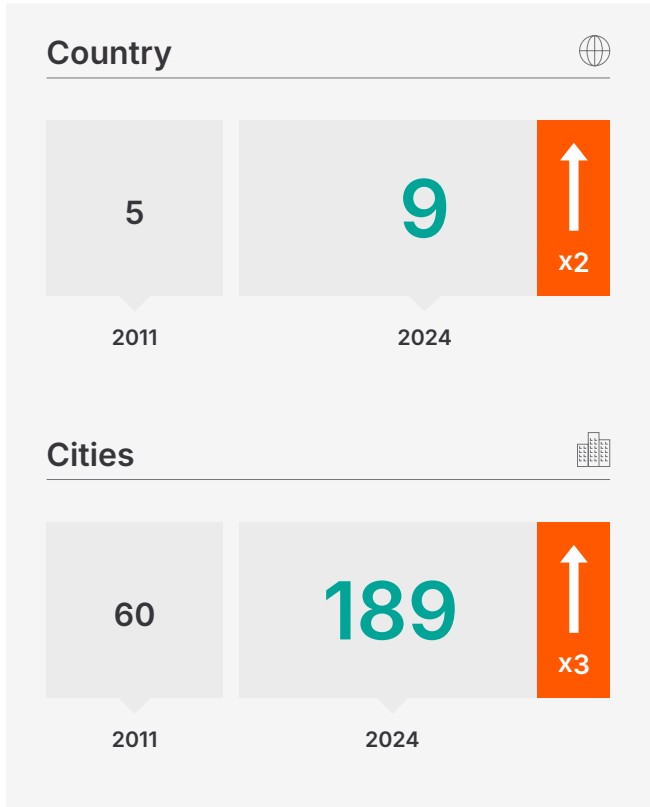
## A transformed company

On October 16, 2024, CriteriaCaixa, which holds 99.52% of Saba, announced the agreement reached with the shareholders of the Belgian parking operator Interparking to merge the two companies. The transaction is subject to customary conditions, including approval by the European competition authorities. The Group resulting from this merger will become a European leader in its sector, present in 16 countries in Europe and Latin America, with a workforce of 4,000 people. It will manage more than 2,000 car parks and nearly 800,000 parking spaces, with 8,000 electric charging points.

A new stage for Saba. A new chapter in its almost 60-year history. A virtuous cycle that began in 2011 with the creation of Saba Infrastructures and has now been completed with a unique result. Transformation, growth, innovation and sustainability are some of the guiding principles of this cycle.



# International growth and salient figures



2014

**Bamsa and Adif**

Saba awarded the two largest contracts in the Group's history in the same year.

2015

**CPE**

Acquisition of the fourth Portuguese operator. Saba doubles its network in this country.

2018

**International expansion**

Entry into the United Kingdom, Germany, Czech Republic and Slovakia.

2024

**Adif Renewal**

The new contract will cover 64 stations and nearly 31,000 parking spaces in 55 cities.

**Investment in expansion (€M)**





# Leaders in innovation, technology and sustainable mobility



# About the company

1





# 1.1 What is Saba?

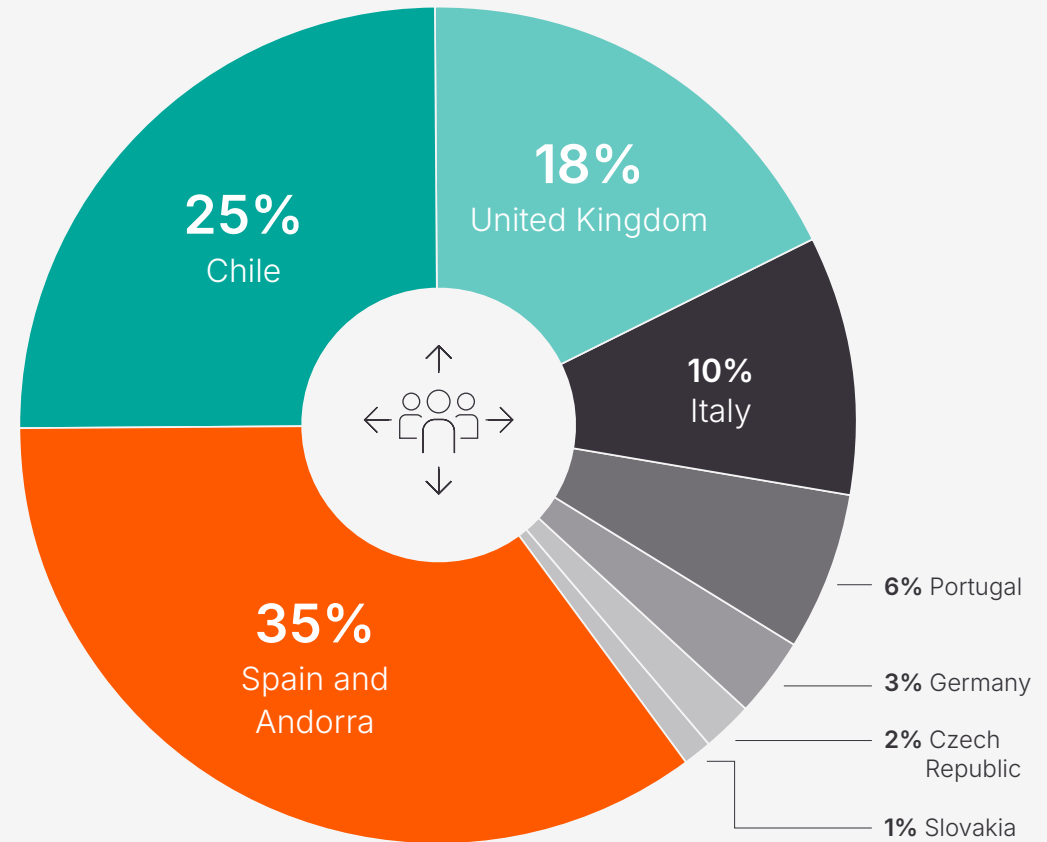
Saba, whose majority shareholder with 99.52% of the share capital is CriteriaCaixa, is a leading industrial operator specialising in car park management. The Group works to adapt its car parks to customers' new consumption habits and to respond to the latest trends in sustainable urban mobility. It has 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 2024, the Group was present in 9 European and Latin American countries (Spain, the United Kingdom, Italy, Portugal, Germany, the Czech Republic, Slovakia, Andorra and Chile). It has a team of 2,065 people and manages 1.004 car parks, with a total of 339,740 parking spaces in 189 towns and cities.

As of December 31, 2024 Saba's workforce is made up of 2,065 people, 34% (690) women and the remaining 66% (1,375) men. It should be noted that the percentage of employees with some type of disability at Saba is 3.7% 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 2024 financial year, the workforce with a permanent contract represented 93%.

## Distribution of the workforce by geographical area

As of 31 December 2024



 **2.065**  
People

 **93%**  
Indefinite contracts

Car parks are part of the solution to the current challenges facing cities: traffic congestion, CO<sub>2</sub> emissions, coexistence between different modes of transport, overcrowding of public spaces, and the rise of e-commerce, among others. They are key pieces in urban mobility and also contribute to progress wherever they are located.



Saba, with nearly 60 years of history, maintains technological innovation, commercial transformation, service quality, operational efficiency, growth orientation, and commitment to sustainability as the fundamental pillars of its activity:



**Investments in digitalization and technology**, which play a key role in developing new products and improving efficiency in operations management.



**Commercial transformation**, in order to improve services, adapting to the current and future needs of customers.



**Quality of service**, with the client as the central axis.



**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 Saba countries.



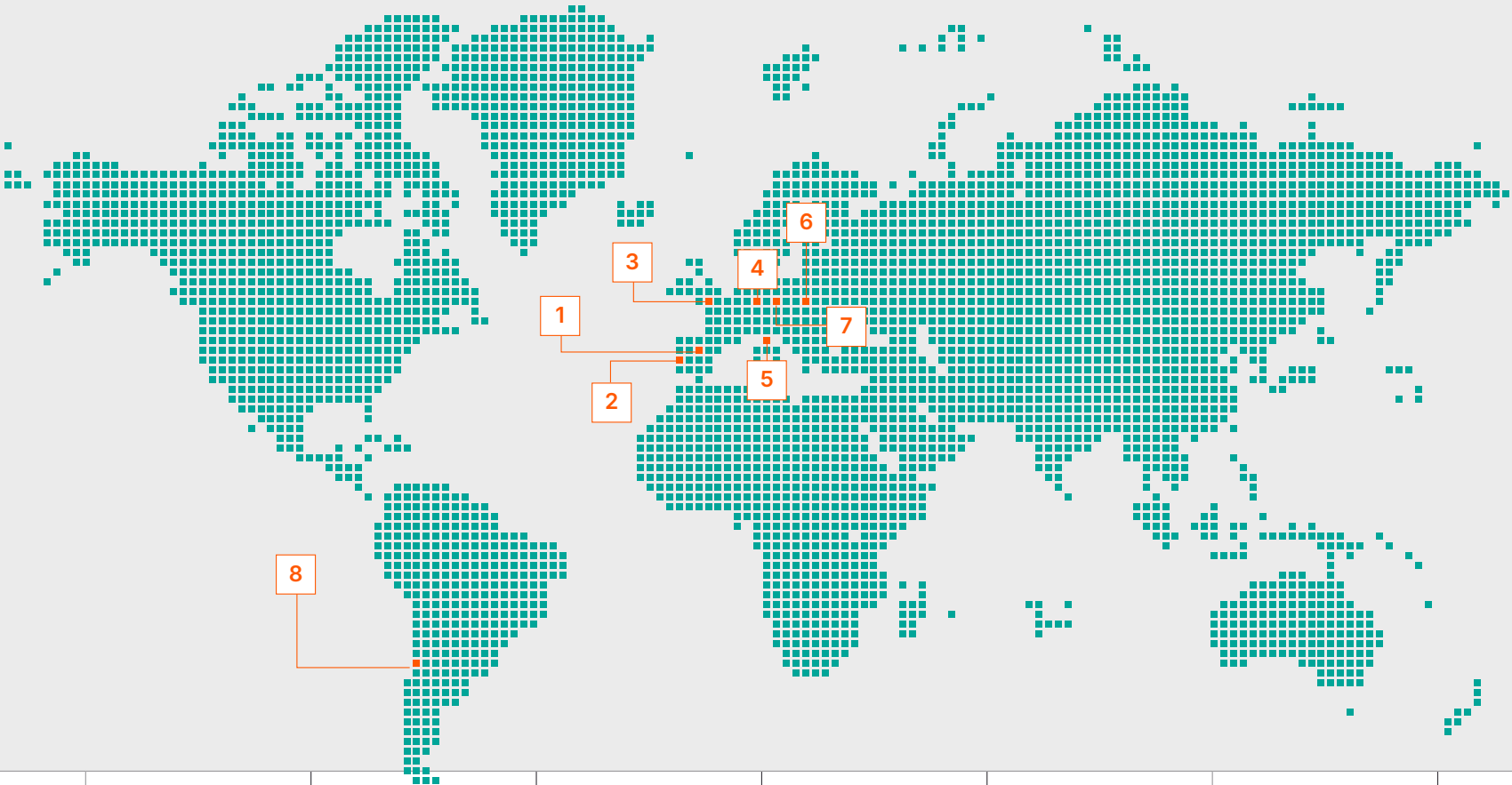
**Growth and development**, selective and rigorous, to guarantee the future of Saba.



And finally, the **willingness to promote sustainability and social action**, aligned with the 2030 Sustainable Development Goals (SDGs) and ESG (environmental, social and governance) standards, reaffirming our commitment to the environment.



9 Countries	189 Cities	1,004 Car parks	339,740 Parking spaces	2,065 People
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1 Spain and Andorra 78 cities 185 car parks 73,533 parking spaces 733 people	2 Portugal 18 cities 103 car parks 35,307 parking spaces 128 people	3 United Kingdom 34 cities 503 car parks 113,002 parking spaces 375 people	4 Germany 20 cities 47 car parks 17,274 parking spaces 70 people	5 Italy 19 cities 62 car parks 29,659 parking spaces 196 people	6 Czech Republic 9 cities 45 car parks 22,495 parking spaces 31 people	7 Slovakia 7 cities 17 car parks 6,727 parking spaces 20 people	8 Chile 4 cities 42 car parks 41,743 parking spaces 512 people
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In this regard, Saba, a member of the Global Compact, remains committed to making cities more inclusive, safe, resilient, and sustainable (Goal 11, Sustainable Cities and Communities) and to taking action to combat climate change (Goal 13, Climate Action). Furthermore, in fiscal year 2024 Saba has set the environmental goal of achieving Net Zero by 2040.

Saba, which is part of the Global Compact, remains committed to ensuring that cities be more inclusive, safer, resilient and sustainable.



# 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










Results-oriented

Continuous improvement

Innovation

Trust in people

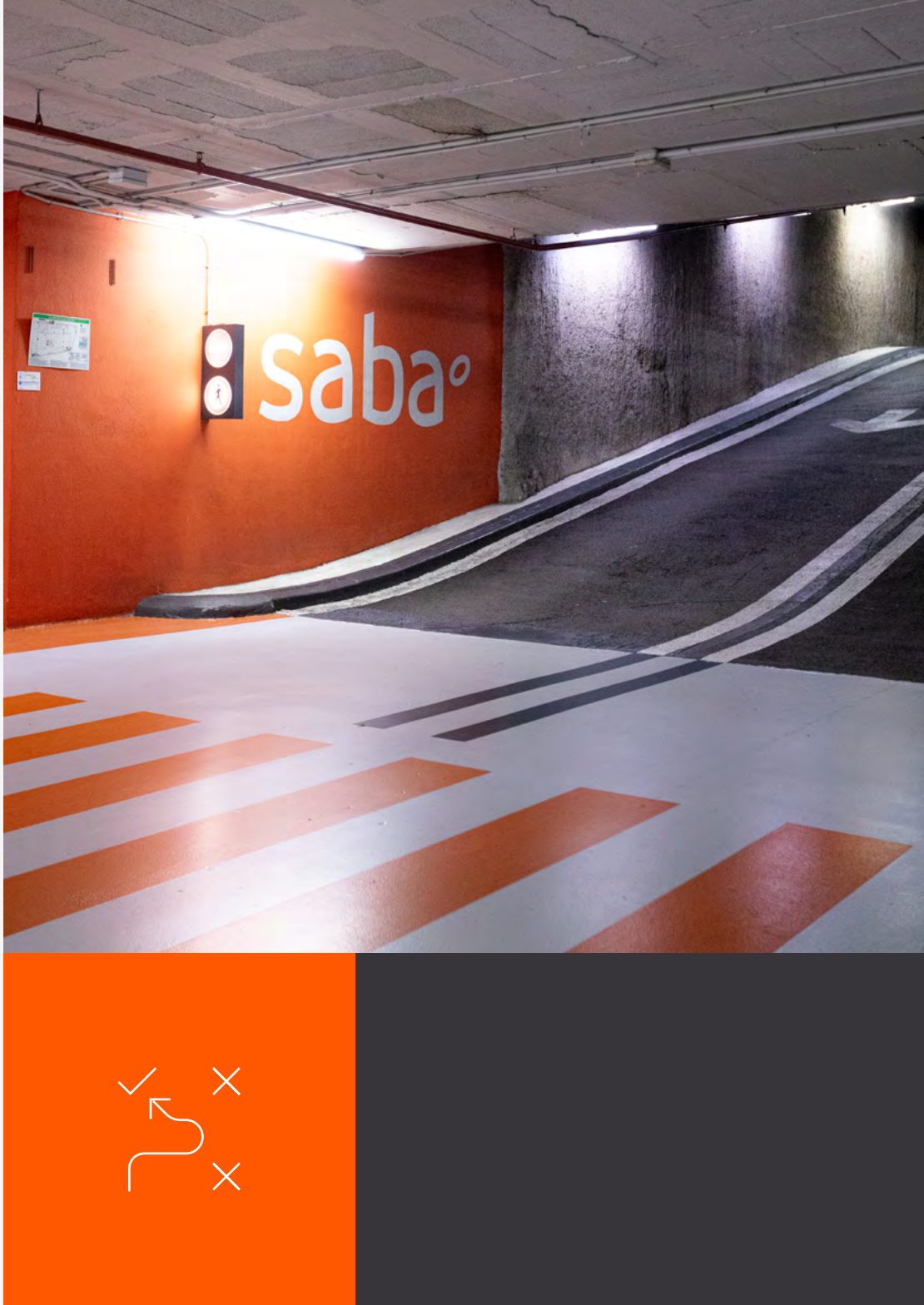
Commitment

Customer service

Proactivity

Collaboration





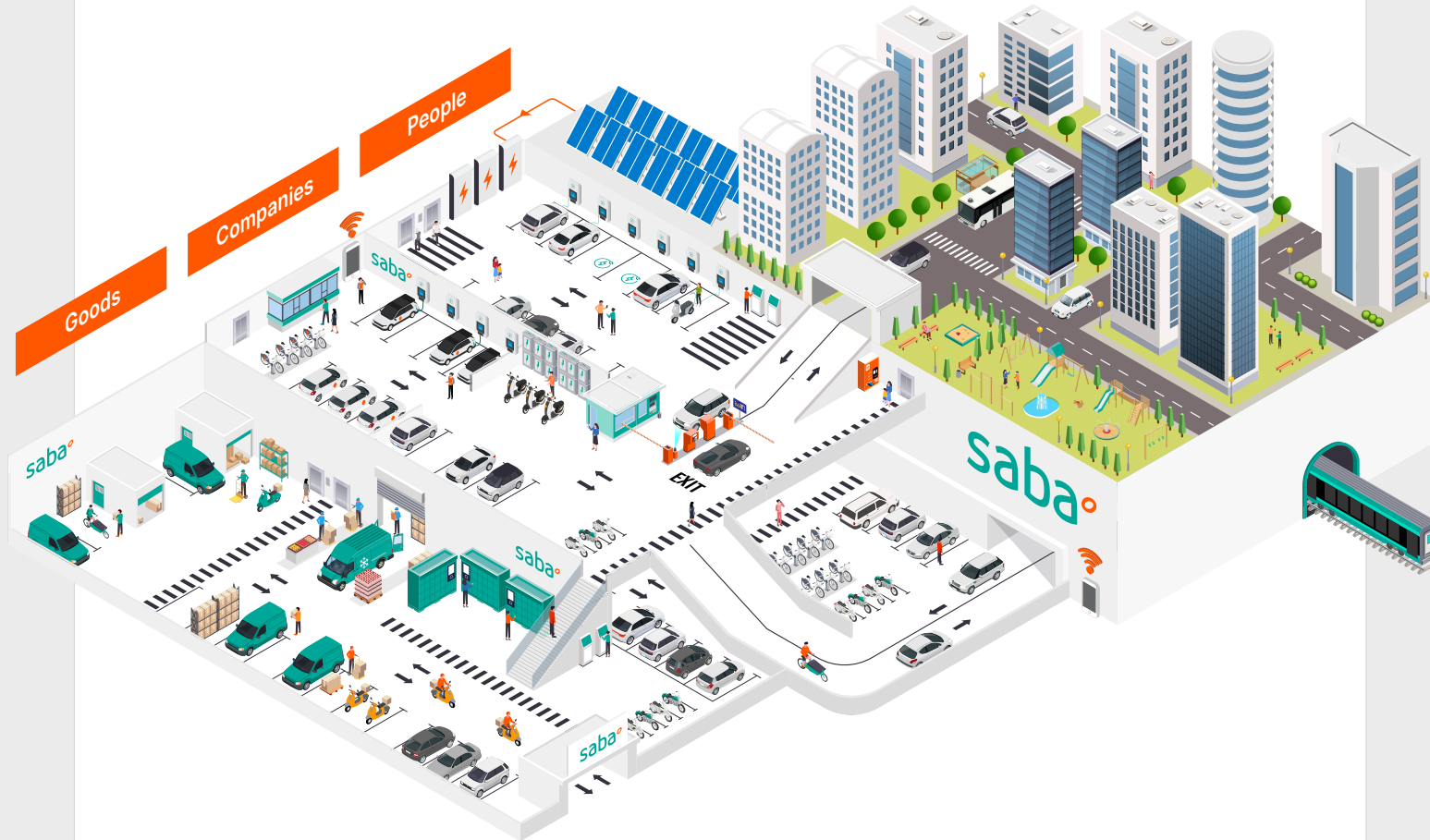
## 1.2 Business model

Saba's business is embodied in a diverse range of contract types (concession, ownership, leasing, management), with an estimated average life of 20 years, thus strengthening the company's future. With a long-term focus, Saba is seeking to renew contracts and secure new deals in order to establish a solid foundation for financing new investments.

For example, during FY 2024 the group successfully addressed one of its main growth challenges: the award of the new contract resulting from the bidding process for Adif's car parking network in Spain.

Saba is seeking to renew contracts and secure new deals in order to build a solid foundation for financing new investments.

## The car park, an ecosystem of sustainable services



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:

##### a new way of parking

- Ticketless (subscribers—registered customers and payment via App)
- Barrierless (short-stays—pay at the car park)

#### External devices

- OBE (VIA T, Telepass, Via Verde, TAG)
- QR

### The customer at the centre

We promote web and App as sales channels.

- A portfolio of products which is adapted 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 car park personnel to offer a first-class experience.



Saba was a pioneer in the installation of OBEs in Spain (VIA T) and has successfully promoted this system in Chile (TAG), Italy (Telepass and Unipol) and Portugal (Via Verde).

As part of the vision of parking as a hub for mobility services for people, businesses, and goods, Saba is committed to the concept of Smart Parking. This is a set of actions aimed at promoting sustainable and efficient urban mobility, combining a wide range of value-added services with advanced technology, innovation, and smart business strategies, thus ensuring an optimal response to customer needs.

In this regard, Saba was a pioneer in the installation of OBEs in Spain (VIA T) and has successfully promoted this system in Chile (TAG), Italy (Telepass and Unipol) and Portugal (Via Verde), as well as payment via QR technology and the Ticketless service, which links a number plate to a payment method. 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 cars, 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.

In its remote management of car parks in Spain, Italy, and Portugal, the CSCC handled 2.3 million intercom calls in 2024, representing an average of 6,379 calls per day, resolving all types of incidents, 24 hours a day, seven days a week, 365 days a year. During 2024, Saba received a total of 245,401 customer requests, 18% more than in 2023, through its various communication channels in Spain, Italy, Portugal, Chile, and the United Kingdom. The most significant category is sales and customer service activity, accounting for 210,555 requests.

In this scenario of sustainable mobility, a strategic functionality for Saba is the provision of parking spaces with electric charging infrastructure, essential to the growth of the electric vehicle sector. Since 2018, when the service was first offered, Saba has been equipping its car parks with electric charging systems. By December 31, 2024, the electric charging system has been deployed in nearly 1,600 parking spaces. This includes charging platforms managed directly and those managed by third parties. Regarding the service offering in this area, Saba offers, through specialized distribution companies, semi-rapid charging for general short stays. We also offer linked charging for subscribers via ParkElectric, with fixed charging bays, as well as for professional fleets. Additionally, the installation of super-fast electric charging stations is being considered in car parks where sufficient contracted electrical power is available.

Car parks are also ideal locations for responding to the new needs arising from e-commerce and micro-distribution. For example, they offer the option of collecting e-commerce purchases through the installation of smart lockers located in 24/7 access car parks.



## 1.3 Growth and contract management

In this area, Saba closed a total of 101 deals in 2024 across most of the countries where it operates. This includes new projects, contract renewals, and extensions, with a total reach of nearly 125,000 parking spaces. At the end of 2024, the Group is present in nine European and Latin America countries (Spain, the United Kingdom, Italy, Portugal, Germany, the Czech Republic, Slovakia, Andorra and Chile), and manages 1,004 car parks, with a total of 339,740 parking spaces in 189 cities.

Twenty new projects were completed last year. In **Spain** the most important was the management contract for the Ciudad Jardín car park (164 spaces); in **Portugal**, the most important were the University of Lisbon Residences car parks concession (482 spaces) and the lease of Parque Arroios in Lisbon (150 spaces). In **Italy**, we were awarded the management of a car park under construction in Lecce (466 spaces) and the concession for the Porto car park (170 spaces) in Livorno.

In 2024, Saba closed a total of 101 transactions, including new projects, contract renewals and extensions, in most of the countries in which we are present.



In the **United Kingdom**, the most significant were the management contracts for the University Hospitals Dorset NHS Foundation Trust car parks (2,000 spaces), the new management contracts for High Speed (HS1) – 8,542 spaces, and Cannock Chase & Lichfield Council (8,998 spaces).

The list of new operations also includes management contracts for Stade (1,501 spaces) in **Germany** and Paseo Viña Centro and Meds Los Trapenses, both with 1,200 spaces each, in **Chile**.

As for contract renewals and extensions, the most significant milestone is the renewal of Adif's contract for the operation of the parking network at the AVE and long-distance train stations, after Saba was awarded the tender launched by the public entity. This means renewing Spain's largest off-street parking contract, along with that of Bamsa, the public-private company that Saba shares with Barcelona City Council and which includes 26 car parks and nearly 12,000 parking spaces.

We should also highlight the renewal in Spain of contracts for l'Illa Diagonal (2,344 spaces), Sant Joan de Déu Hospital (519 spaces) and Bupa Clinic (1,136 spaces), in Chile. In Portugal, the ANA Airports contract (14,050 spaces) was renegotiated, and in Germany, the Berlin Vivantes contract (1,200 spaces) was renewed. In the United Kingdom, the renewal of West Midland Trains (8,066 seats) stands out.



# Adif: strategic renewal for the future

Adif's new contract is for 15 years (10+5 years extension), covers the current 55 stations and 23,000 spaces in 49 cities, and will be extended to 64 stations and 30,700 spaces in 55 cities when work is completed on stations such as La Sagrera in Barcelona and Chamartín in Madrid.

The operation is part of the Group's strategic objectives, taking into account the contribution it makes to the car park perimeter, both in size and presence, as well as the impact on results. Saba will undertake an investment of over 50 million euros.

This project will allow us to incorporate the latest developments in digitalization, marketing, and service quality, with the customer at the centre: an improved e-commerce web and app platform with a broader product portfolio, and the modernization of car park payment terminals, streamlining the user experience. These are digital kiosks where you can purchase products online or locate your vehicle in the car park via the number plate, among other services. In addition, Saba will continue to promote and strengthen strategic business initiatives within the Adif network, such as the Ticketless service, with entry and exit via number plate, linked to a payment method, for both subscribers and short stays.



Another major focus of the offer is investment in photovoltaic panels and electric charging stations. Saba Group currently has close to 600 charging points in Spain and over 1,600 in all the countries in which it operates. This deployment has been one of the company's strategic initiatives since 2018, taking into account Saba's conception of car parks: a sustainable service hub for people, companies and goods

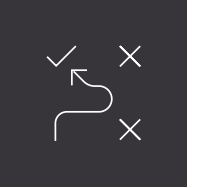
In the last-mile segment, Adif's car parks will also respond to the new needs arising from e-commerce and micro-distribution, facilitating the creation of local micro-hubs within car parks, as well as the installation of smart lockers located in car parks with 24/7 access for the collection of online purchases.

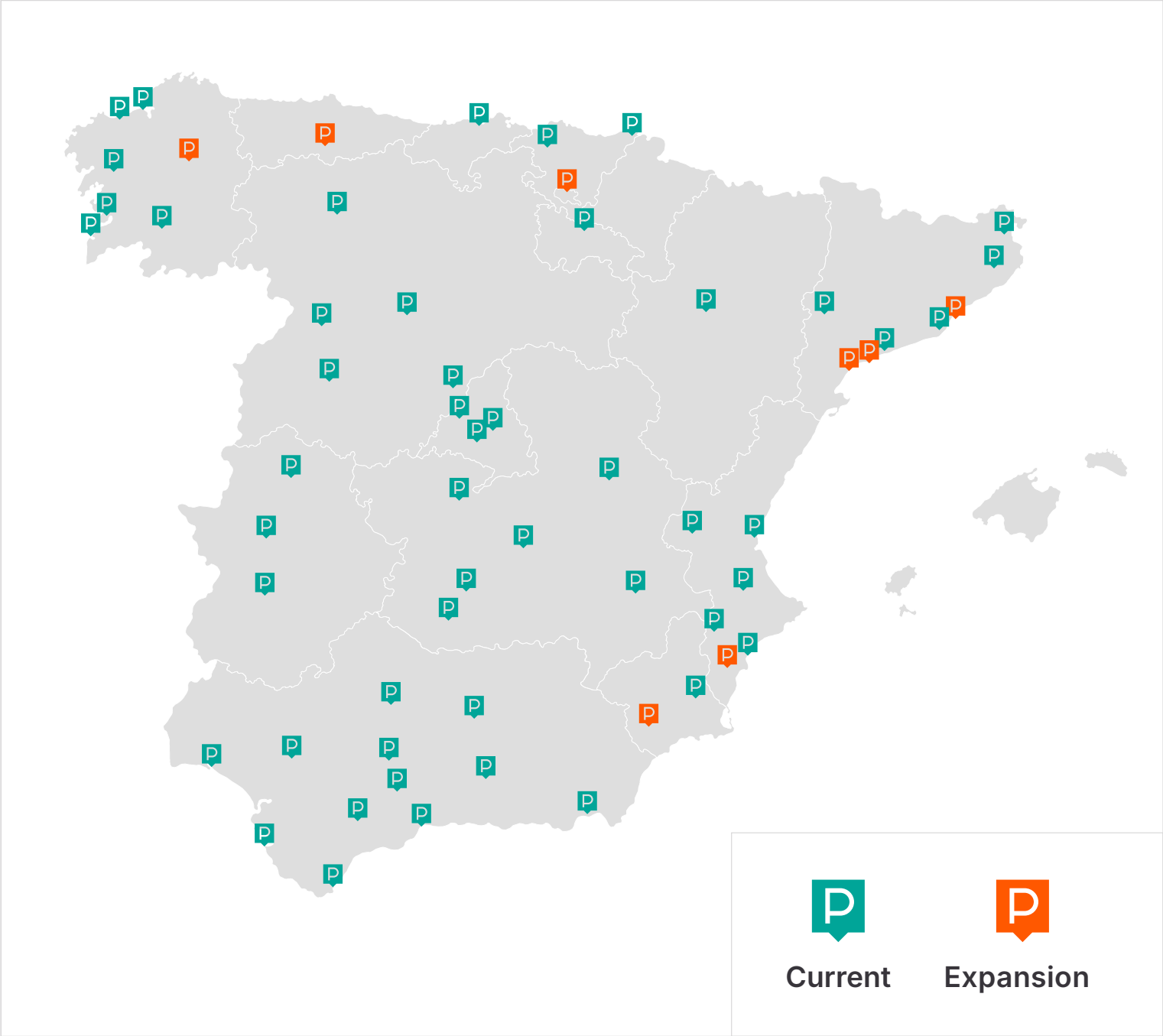
Saba thus demonstrates its ability to renew contracts with highly strategic industries, such as Spain's railway sector, and to face highly competitive processes. The transaction has significant industrial potential and will allow the Group to achieve operational synergies and maintain the territorial footprint of Saba's car park network, maintaining its leading position as an operator in Spain.

Saba demonstrates its ability to renew strategic and highly competitive contracts.

## 10 years of experience

Saba had managed this car park network since 2014, when it was awarded the tender in the bidding called by Adif at the time. Over the past ten years, Saba has driven the transformation of these car parks, both operationally and commercially, with innovation and sustainability as strategic pillars. Likewise, substantial improvements have been achieved for customers who travel on the Spanish rail network. With customers at the centre of all our efforts, Saba Group now takes on the challenge of managing sustainable urban mobility in railway stations.





**10+5**  
years of duration

Renewal of the main contract for car parks.



**64**  
stations in  
**55**  
cities



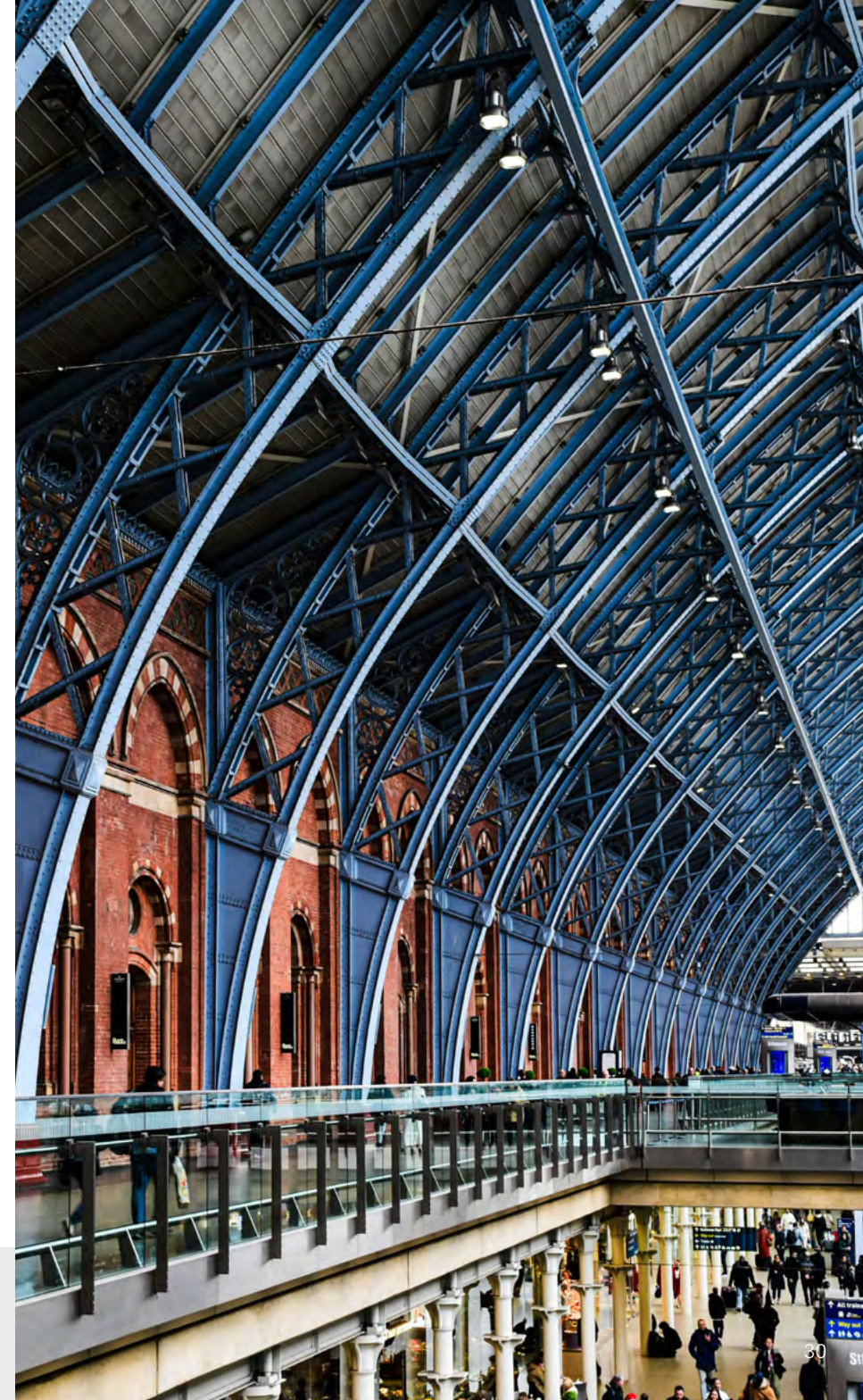
# Leading intermodal operator in the United Kingdom

Saba has been awarded the contract to manage nine car parks at four stations on the London-Kent High Speed Rail (HS1) network, with a total of 8,542 spaces. HS1 holds the concession until 2040 to operate and maintain the 109km high-speed line, the four stations along the route, and all its tunnels and bridges. This is the first high-speed line in the United Kingdom, connecting London St. Pancras International and the Channel Tunnel.

In 2022, Saba was also awarded a five-year contract in the United Kingdom to manage, starting in 2023, car parks for Transport for London, the public body responsible for most of London's 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 10,720 parking spaces, all of them with a barrierless system, which facilitates vehicle entrance

and exit. This access, exit and payment method is possible thanks to 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 and High Speed are certainly good examples of combined means of transport, in which car parks become the journey's point of origin and/or destination. In this way, the company demonstrated its capacity to manage all types of parking available in the market, including so-called Park and Ride, as in this case.





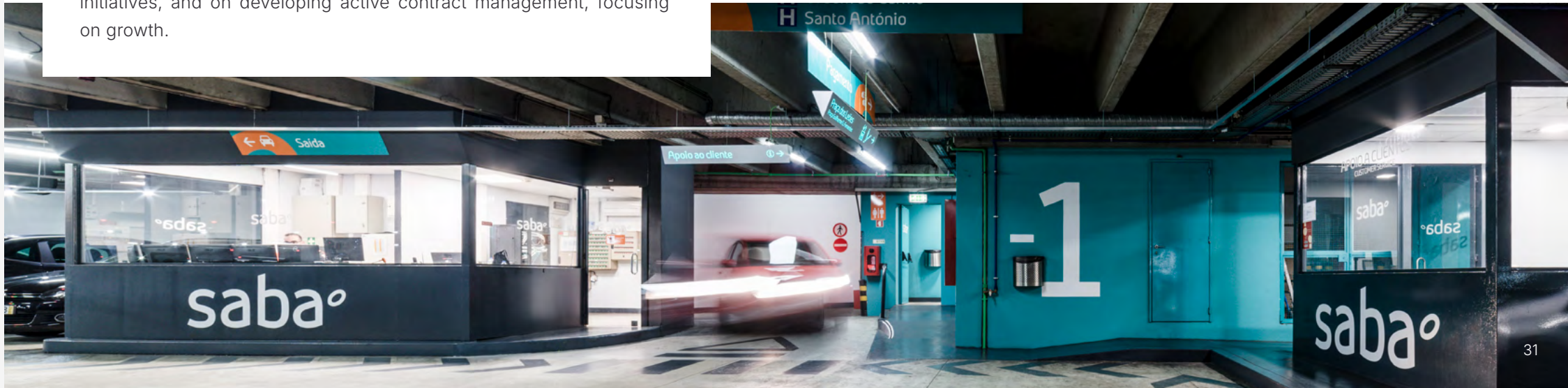
# 1.4 Activity and salient figures

In 2024, activity across the Saba network will continue to recover, with growth compared to 2023 of 3% in short-stay hours and 6% in subscribers, compared to comparable activity without management, and already higher than that recorded before the pandemic. As for the salient figures of FY 2024, operating income has reached 318 million euros – 3.5% higher than in 2023 – while EBITDA stood at 144 million euros, 4.6% more if we exclude rents paid.

The Group has invested €62 million in 2024, more than in 2023, driven by expansion operations in new contracts. Additionally, the Group continues its efforts to increase the business's operational efficiency and implement initiatives that will allow it to consolidate its position as an industry leader, with particular focus on new support systems, new technologies, energy efficiency, innovative commercial formulas and initiatives, and on developing active contract management, focusing on growth.



<sup>1</sup> Comparable activity without management



## 1.5 Board of Directors

As of 31 December 2024

The governing body of Saba Infraestructuras, the group's parent company, is composed of:

### President

Salvador Alemany Mas — Appointed 14/12/2011<sup>1</sup>

### Chief Executive Officer

Josep Martínez Vila — Appointed 14/12/2011<sup>1</sup>

### Board members

Xavier Brossa Galofré — Appointed 04/05/2022

Óscar Valentín Carpio Garijo — Appointed 31/05/2017

Estefanía Collados López De María — Appointed 26/09/2012

Adolfo Feijóo Rey — Appointed 31/10/2019

José María Mas Millet — Appointed 14/09/2018<sup>2</sup>

Inmaculada Riera Reñé — Appointed 04/05/2022

Elena Salgado Méndez — Appointed 22/06/2020

Joseph Zacharioudakis — Appointed 22/06/2020

### Executive Secretary

Adolfo Feijóo Rey — Appointed 21/02/2024

### Non-Executive Vice-Secretary

Carlota Masdeu Toffoli — Appointed 21/02/2024

<sup>1</sup> Re-election date 08/05/2024

<sup>2</sup> Re-election date 10/12/2024

# 1.6 Management team

As of 31 December 2024

## President

Salvador Alemany Mas

## Chief Executive Officer

Josep Martínez Vila

## Spain Car Park Business

Jordi Díez

## International Car Park Business

Josep Oriol

## Economic-Financial

Josep Maria García

## People and Organization

Clara Alonso

## Technology and Systems

Joan Manel Espejo

## Technical

Amadeu Martí

## General Secretary and Legal Advice

Carlota Masdeu

## Planning, Control and Business Development

Miguel Ángel Rodríguez

## Communication and Institutional Relations

Elena Barrera

## Country managers

### Italy

Alberto Ceccarelli

### United Kingdom

Phillip Herring

### Czech Republic and Slovakia

Marek Liška

### Portugal

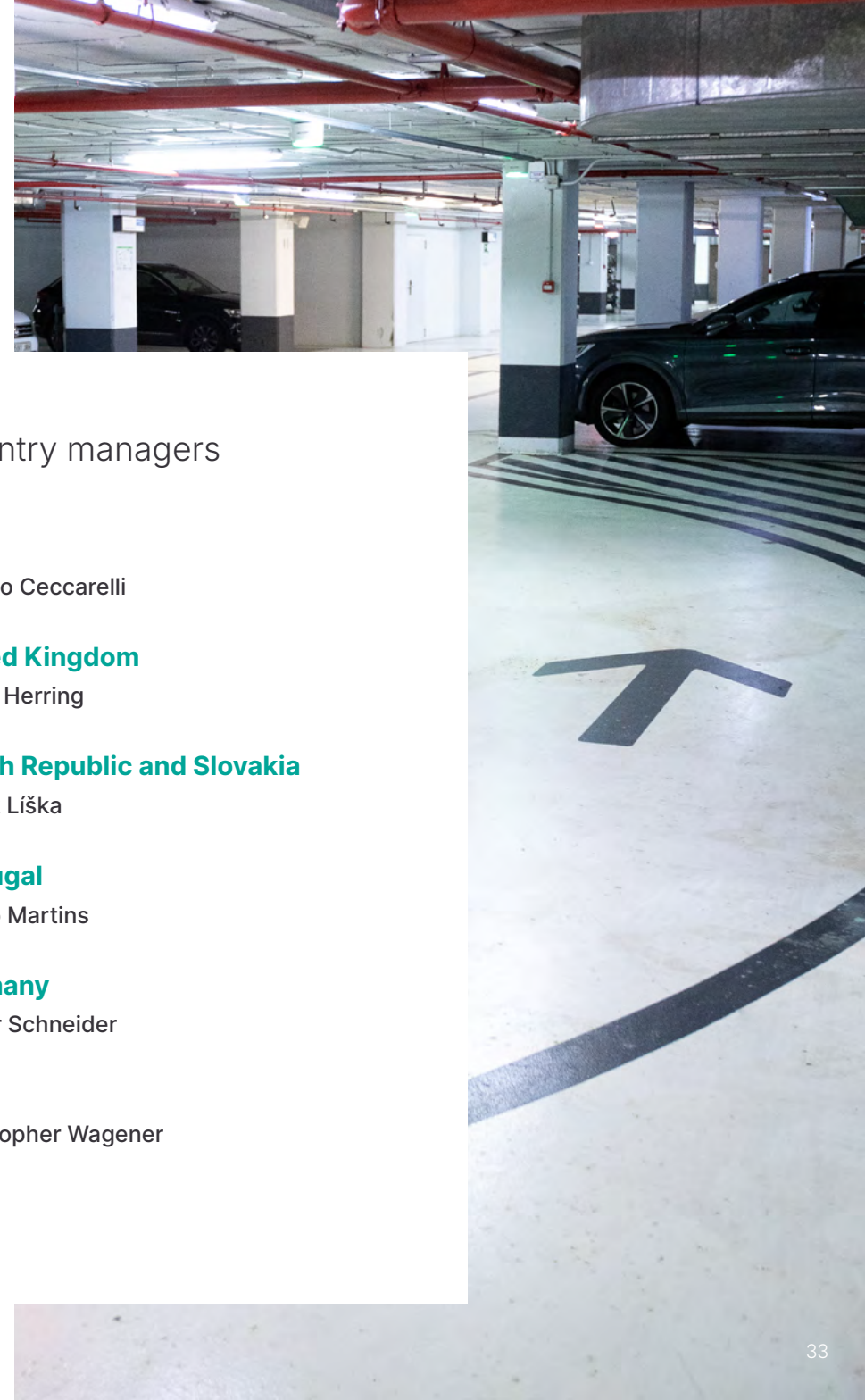
Marco Martins

### Germany

Rainer Schneider

### Chile

Christopher Wagener





# Sustainable urban mobility

2

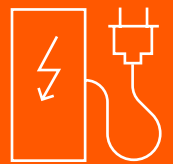


## 2.1

# A firm commitment to the deployment of electric vehicles

With a focus on promoting sustainable mobility, Saba continues to work on boosting the development of its charging infrastructure to support the deployment of electric vehicles.

As of December 31, 2024, the company had nearly 1,600 electric charging points in car parks across the Group, 730 of which were managed by Saba (20% more than in 2023) through strategic agreements, and the rest were managed by third parties. Both public and private car parks are a great opportunity for providing electric charging stations for all types of vehicles, private, shared and fleets: semi-fast, fast and super-fast, and for all needs, whether one-off demand or subscribers; in cases where the car remains overnight in the car park or is only short-stay during working hours.



The company has nearly 1,600 electric charging points in car parks throughout the Group, 730 of which are managed by Saba.

With the collaboration of specialized distribution companies, Saba facilitates semi-fast charging for short stays and linked charging for subscribers, with the ParkElectric product, with a fixed space, as well as for professional vehicle fleets. Additionally, the installation of super-fast electric charging stations is being considered in car parks where sufficient contracted electrical power is available.

### Key milestones of the model in 2024



1,600  
charging  
stations

46%  
SABA

54%  
Third parties



1,142,550  
kg of CO<sub>2</sub>  
avoided<sup>1</sup>



6  
countries

<sup>1</sup> Data obtained from 730 spaces managed by Saba across the Group.



## A charging network in continuous evolution

The number of charging spaces managed directly by Saba has grown by 20% compared to the previous year, reflecting the Group's commitment to sustainable urban mobility, with the increase in electric charging spaces in Spain being particularly significant. All other indicators behave similarly.; charging time, kWh delivered and CO<sub>2</sub> avoided.

In Portugal, Chile, and Germany, a slight decrease in parking spaces has been recorded, reflecting the termination of car parking contracts or renovation work, as is the case in Chile. In any case, all other variables have increased in Portugal and Germany, reflecting the growth of the electric vehicle market.

In Italy's case, 2024 has been the first full year of an agreement with a company in the sector dedicated to last-mile delivery using electric vehicles. This consolidates the growth of the remaining indicators in addition to the number of parking spaces.

The increase in kWh delivered contributes to the increase in kg of CO<sub>2</sub> avoided, 32% higher than the previous year, a consequence of the obvious, sustained support that Saba has offered to the development of electric vehicles in the urban environments in which it operates.

	Charging spaces	Charging time (hours)	kWh delivered	CO <sub>2</sub> avoided (kg) <sup>2</sup>
2023	606	316,513	1,194,790	816,704
2024	730	393,002	1,574,378	1,142,550
Change	20%	24%	32 %	32 %

<sup>2</sup> Calculated by applying the ratio provided by the electricity operator in Spain to all countries.



It is essential that we help with deployment of the infrastructure of electric recharge.



## Government authorities have a key role in promoting electric vehicles

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 spaces per car park can be electrified, but not 100 or 200. Increasing power means incurring a time-consuming and costly process.

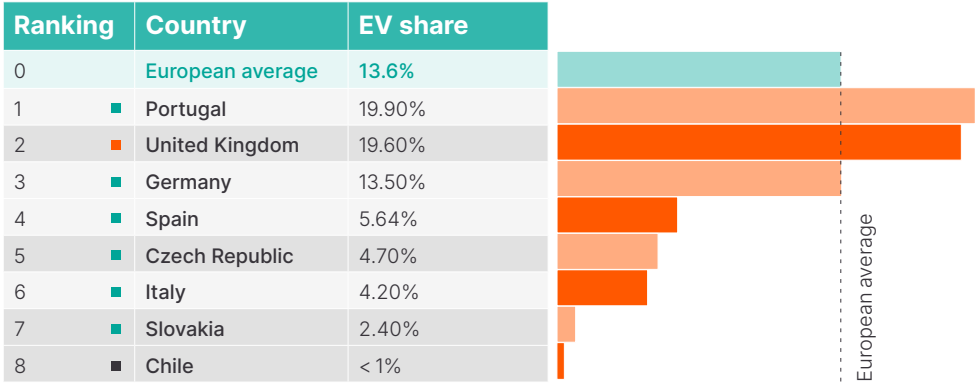
For this reason, Saba requests that the authorities streamline the procedures and capacity to manage this increase in power and also request greater financial aid to offset the cost of investing in a new electrical connection, as well as the higher monthly costs of power contracts.

The company values positively the impact of European and national programs to promote the transition to electric vehicles, as well as the aid provided to the automotive sector and direct-to-consumer programs. It is essential, however, that support also be provided for the deployment of electric charging infrastructure. Without this, electric vehicle penetration will be limited.



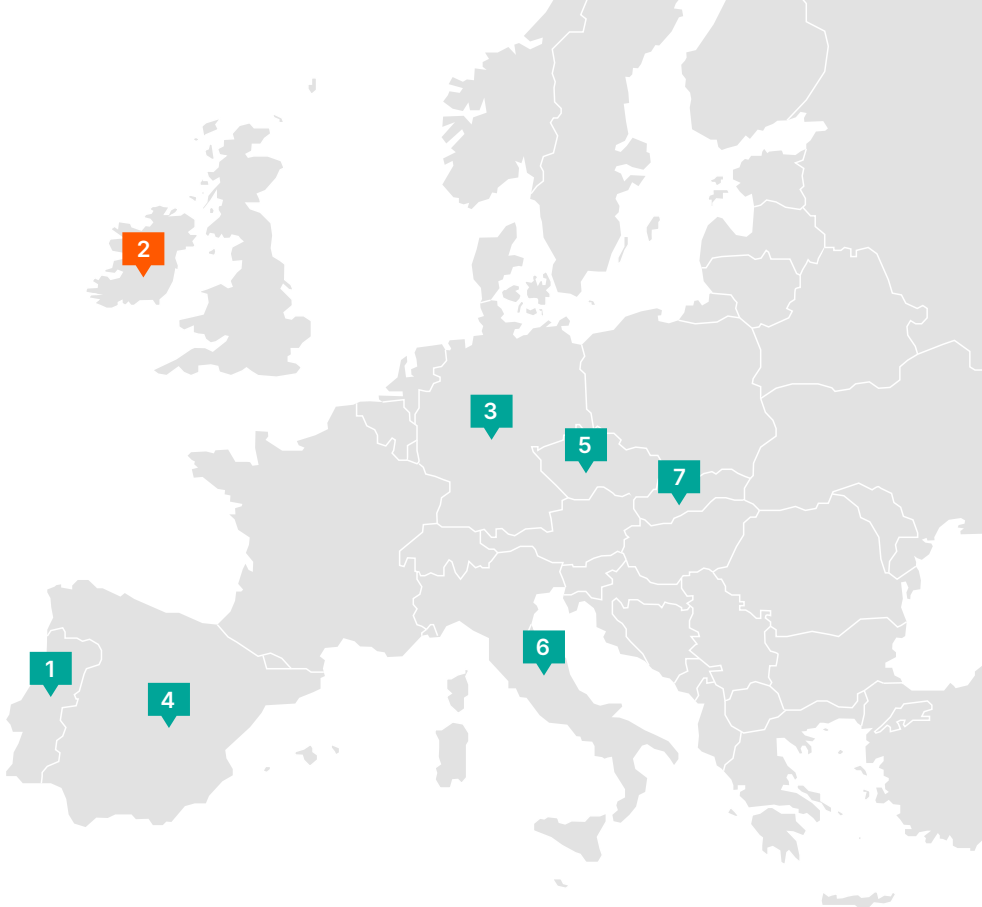
# Vehicle market share 100% electric in the Saba perimeter

As of 31 December 2024



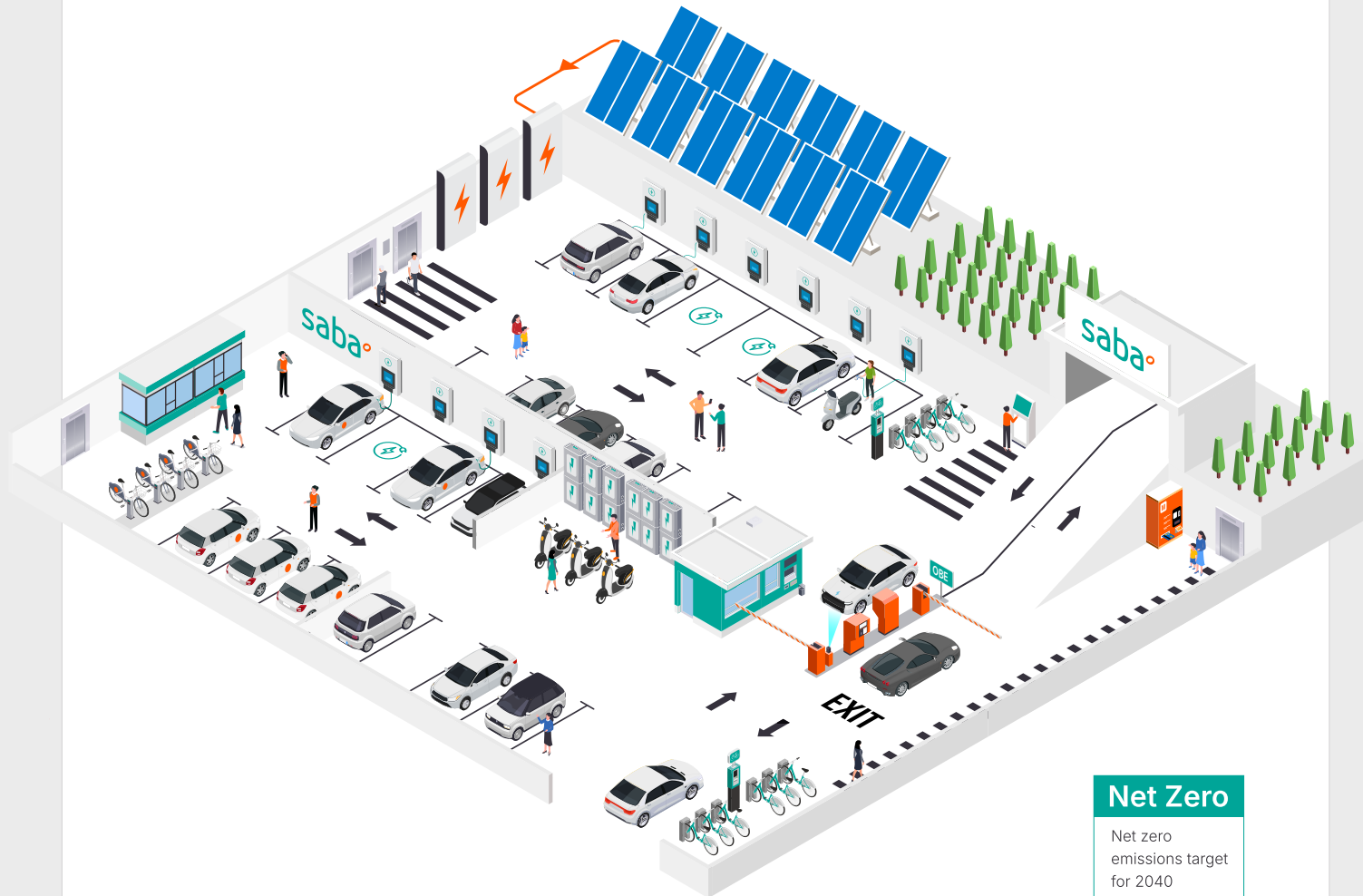
- Data from ACEA (European Automobile Manufacturers Association).
- The Society of Motor Manufacturers & Traders (SMMT)
- National Automotive Association of Chile (ANAC)

8





## Strategic allies in the transition to electric mobility



### Net Zero

Net zero emissions target for 2040

### 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.

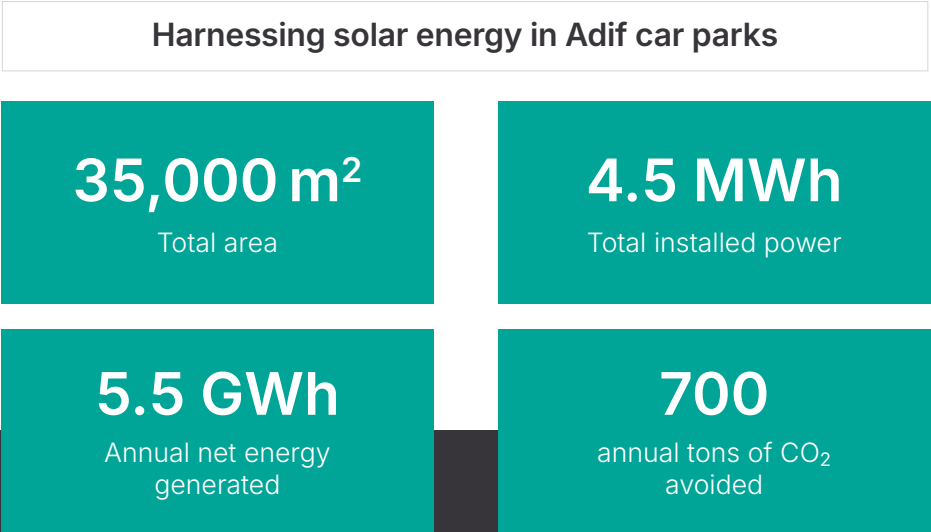
### Single person mobility

Options for loading bicycles, motorcycles or other PMVs.

## Solar panels: towards self-consumption and zero-emission car parks

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, such as Spain, Portugal and Italy within the perimeter of the Saba group. This makes it possible to obtain 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.).

Saba currently has five solar panel installations in car parks in Spain and Portugal, with a total generating capacity of nearly 200 kWh. These projects have helped shape an ambitious self-generation plan proposed for car parks within the Adif contract.



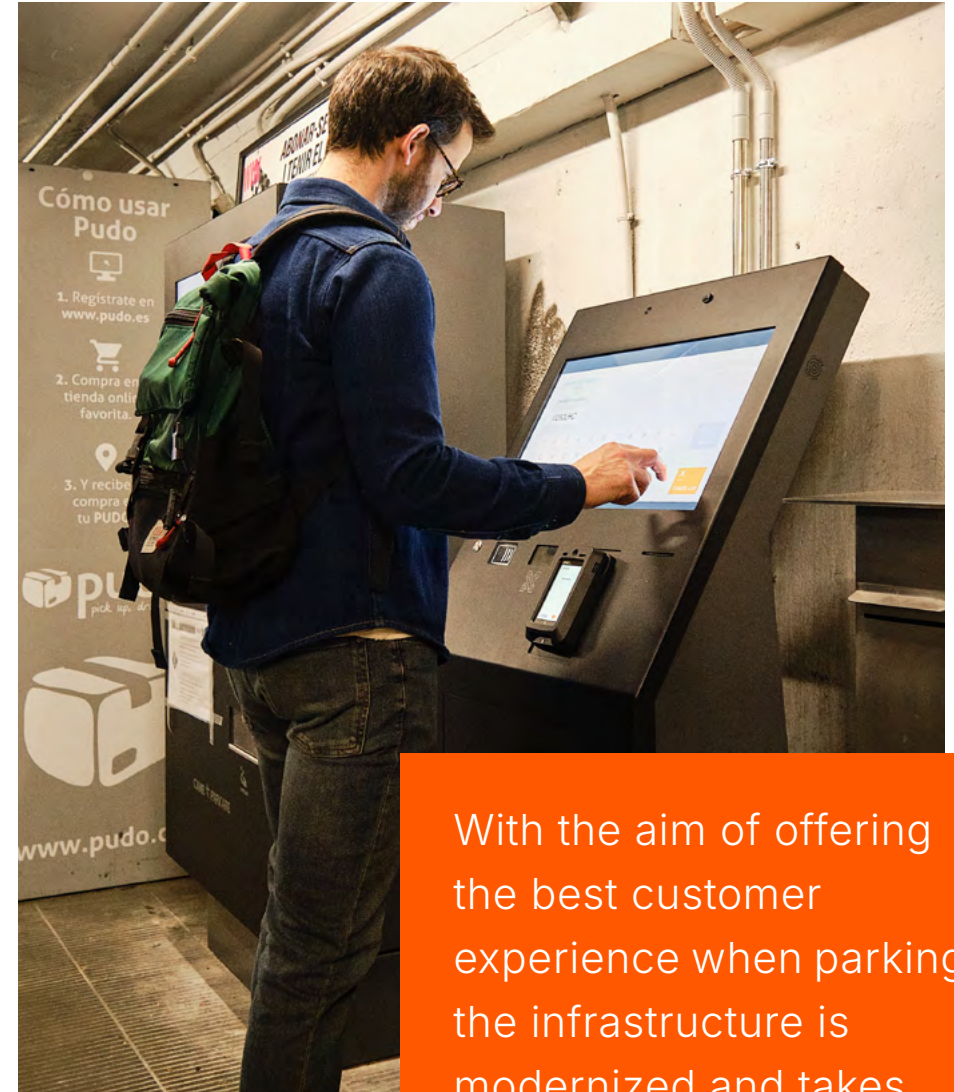
By installing photovoltaic plants on roofs and the canopies of some stations, Saba would fulfil its commitment to the ecological transition and the reduction of greenhouse gas emissions. The proposed installation type would generally be “Self-consumption with surpluses,” allowing Saba to power car park management facilities, as well as the electric vehicle charging infrastructure, and allowing Adif to reduce its energy dependence by making use of the surplus energy generated.



## 2.2 Digital access, exit and payment solutions

Using vehicle number plates for entry, exit, and payment is becoming increasingly common in Saba car parks across several countries. This is a natural evolution that makes customers less dependent on physical elements and minimizes typically tedious touchpoints.

We describe this as a "seamless experience" in which user experience is easy and without interruptions. With the goal of offering the best customer experience when parking, the infrastructure has been modernized and leverages the latest technologies on the market to make parking increasingly easier and more intuitive. All of these advancements require a learning curve for the user, something we guarantee with the support of Saba's personnel, either in the car park or from the Customer Service and Control Centre (CSCC).



With the aim of offering the best customer experience when parking, the infrastructure is modernized and takes advantage of the latest technologies.



# An eye to the future

At Saba, there are currently different access, exit, and payment methods for short-stay users. The traditional method, with the issuance of a ticket in QR format, forces the customer to stop at the point of entry, pay for their stay at the payment machine and show it again at the exit. With the Ticketless solution, customers registered through the Saba App can enter and exit the car park lot without interacting with any physical elements. An experience very similar to that offered by an OBE (VIA T, Telepass, Via Verde, TAG). The Barrierless system – without barriers – goes a step further in this process by eliminating the

use of the barrier, since the system recognizes the number plate without the client having to register in the Saba App beforehand or depending on elements issued by third parties such as the OBE. It ensures the smoothest access and exit experience. You can pay for your stay via your mobile phone or at a renovated payment machine called a "digital kiosk." A 2.0 payment machine with an internet connection where you can pay for your stay by searching for your number plate, but which will also sell products and have many other features.



## Traditional car parks

- Ticket collection at the entrance barrier
- Manual payment at payment machine
- Ticket validation upon exit

Manual, paper-dependent system



## Ticketless car parks (via Saba App)

- Automatic number plate recognition at entrance
- Digital payment for subscribed customers and automatic checkout
- Possibility of associating it with products

Comfortable, efficient and more sustainable system



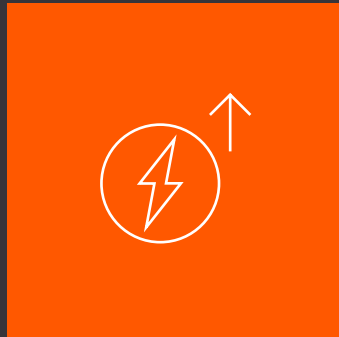
## Car park Barrierless

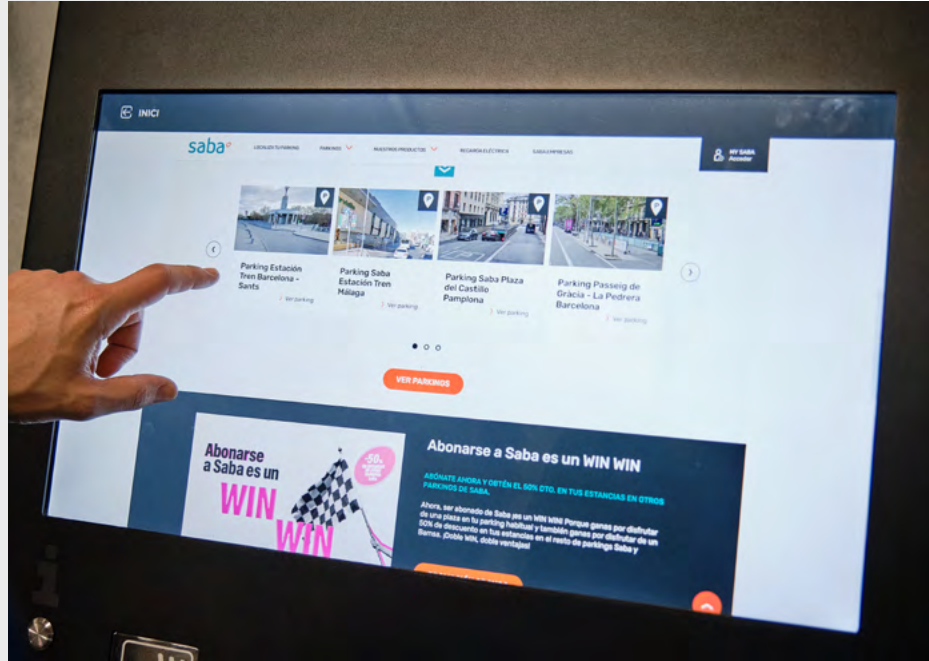
- Barrier-free entry and exit
- Continuous number plate recognition
- Digital payment for subscribed customers
- Product integration

Total traffic fluidity

In short, Saba always works with an eye to the future and prepares for innovations that may come later. The deployment of Ticketless and Barrierless will depend, in any case, on renewal plans for existing equipment and the appropriateness of one or the other in relation to the customs and practices in each country where the company operates. These technologies are slightly modified to adapt to infrastructure conditions, legislation, and other factors. In any case, the company has the necessary experience to deploy the most modern systems on the market.

Saba always works with an eye to the future and prepares for innovations that may come later.





## Ticketless and Barrierless, the best option for customers

Customers who choose number plate recognition will enjoy additional advantages, such as the possibility of reviewing their stays in the car park on demand through the App, or the possibility of having more than one vehicle associated with their bank card; the payment method to which the service needs to be linked once registered. From here onwards, customer experience is 100% digital.

### Saba Ticketless in 2024<sup>1</sup>



80

car parks

+10% operations  
+52% active customers



400

Barrierless  
car parks in the  
United Kingdom  
and Germany

<sup>1</sup> System operating only in Spain.



By 2024, the service will be consolidated in Spain with a total of 80 car parks, with operations growing by 10% and active customers increasing by 52%.

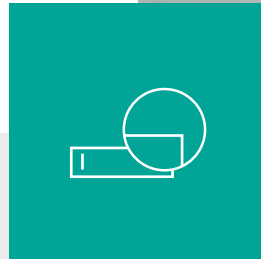
Meanwhile, Ticketless technology will coexist in Spain with the Barrierless system, which will be gradually rolled out in Adif car parks following a pilot test at Saba Pau Claris in Barcelona. Without a doubt, this is a milestone that will change the way thousands of people park each day at one of the 55 stations under Saba's management.

Although the introduction of Barrierless in Spain represents a major innovation, Central and Northern European countries are particularly suited to its deployment. United Kingdom and Germany are examples of this, and by 2024 there will be 400 car parks with this access, exit, and payment method. A very common option in contracts for managing car parks at train stations.

In practice, it is 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 or not 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.

Although the introduction of Barrierless in Spain represents a great innovation, the countries of central and northern Europe are especially suitable to its deployment.



# OBE technology maintains its potential in 2024

Saba pioneered the deployment of this technology in Spain (VIA T) and successfully promoted this system in Chile, Italy, and Portugal.



151  
car parks

16 M  
movements

## OBE (On Board Equipment)

As of 31 December 2024



VIA T

Spain

82 car parks  
8.2 M movements



Via Verde

Portugal

34 car parks  
4 M movements



Telepass

Italy

24 car parks  
2.7 M movements



TAG

Chile

11 car parks  
744 K movements

## 2.3 E-commerce continues its upward trend

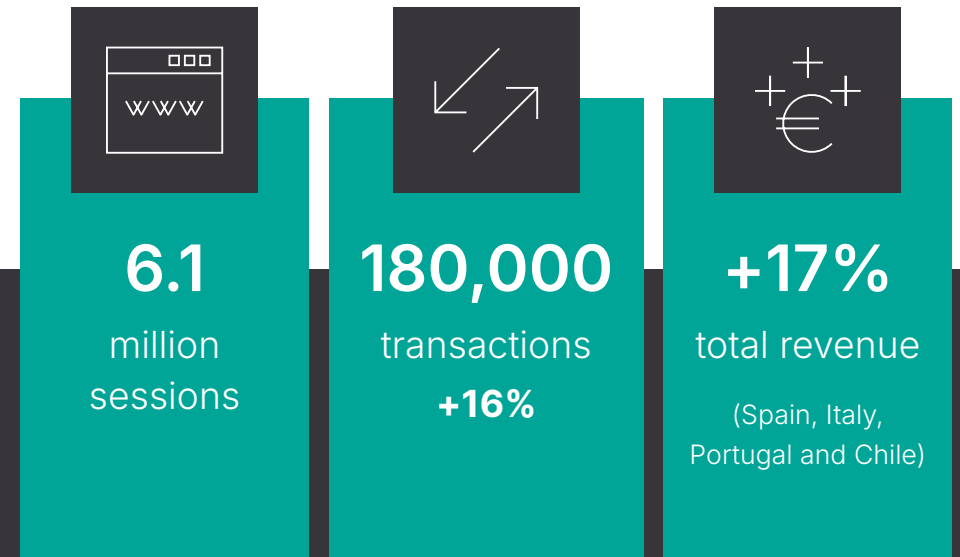
Saba's e-commerce platforms (Web and Saba App) in Spain, Italy, Portugal and Chile recorded their best year yet in 2024 with a 17% increase in revenue over 2023. Once again, a record figure supported by the growth in transactions, which in 2024 exceeded 180,000 (16% more than in 2023). Every year Saba continues to invest in the development of its e-commerce to bring it closer to customers. Easier, more personalized, and with a better service offering.

The company has gradually increased the number of products offered through Web and App, while improving user experience on both platforms. In 2024, Multidía products (daytime and 24 hours) were the most demanded through Saba's e-commerce, while the sale of subscriptions through these channels is gradually growing (+22%).

Currently, 6 out of 10 product sales are carried out online.

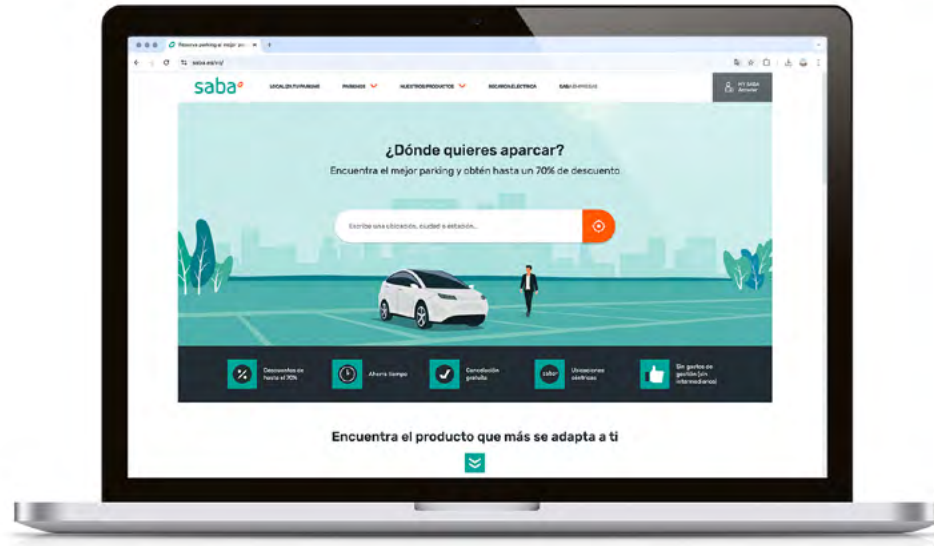
These past few years have marked a turning point in how companies in the industry relate to their customers. For Saba, there was no hesitation in its commitment to a competitive e-commerce environment that continues to improve its performance every year. This trajectory has allowed 6 out of 10 product sales to now be carried out online. A success that reflects a continued effort across the entire company to align technological innovation with the desire to provide the best customer service. The world is changing, and Saba adapts in order to remain at the forefront of the industry.

### Web and App in 2024





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 functionally and in terms of brand image.



## New design

Fresher, more modern and with more content



## New processes

Simplified search in two steps: simple and immediate



## Season ticket purchase optimization

Quicker: improves selling by 25%

## Always in search of continuous improvement

Always rethinking the architecture, design, product logic, and every area of the web is a permanent focus for Saba. In 2024, following the general website restyling, all product landing pages were redesigned, as well as other pages aimed at facilitating the shopping experience.

It is worth highlighting the collaborative work carried out to create the "Saba Empresas" space, which has become a permanent generator of B2B opportunities. An efficient way to boost the range of mobility services and showcase the benefits of the Group's extensive car park network, equipped with the latest technology and in prime locations.



# What can Saba offer businesses?

**Flexibility:** Services tailored to their needs. Quality products and customer service.

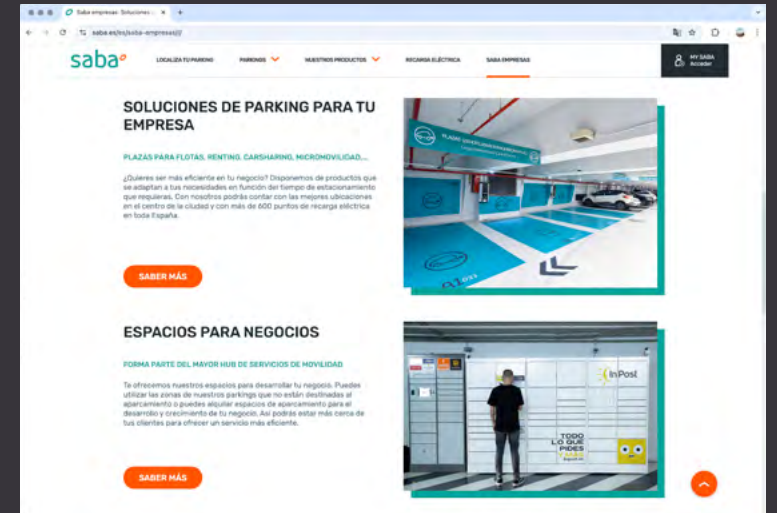
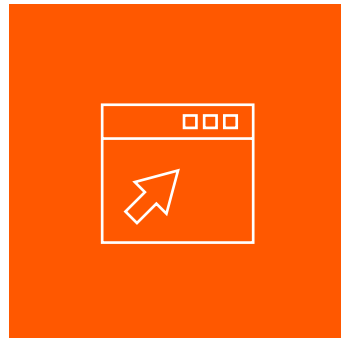
**Sustainable mobility:** Ultra-fast, fast and semi-fast electric charging points.

**Technology:** Web and App e-commerce, number plate recognition, VIA T and QR.

**Infrastructures:** Customer Service and Control Centre, state-of-the-art vehicle guidance systems, efficient lighting, 3G connection.

**Spaces for fleets, renting, carsharing and micromobility,** among others, and added value offering, such as spaces for e-commerce, micro-distribution or car wash centres.

Now also through the [Saba website](#).





## 2.4 More value-added services

### A car park open 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 2024, these services represent over 3,300 parking spaces, taking advantage of the capillarity of the Saba network.

#### Carsharing and rent-a-car 2024



**> 3,300**

spaces in Spain,  
Portugal, Italy,  
Chile and the  
United Kingdom



**Agreements  
with the main  
operators**



**Allies in the  
deployment  
of electric  
vehicles**



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. In fact, Saba maintains important agreements with leading companies so that their fleets can park – and charge – in its car park network. An example of this is the case of Pascual in Spain, whose fleet of 600 electric and plug-in hybrid vehicles uses Saba parking for its daily operations. On the other hand, in recent years Saba has added companies such as MEC to its network of sharing operators – in Barcelona – which only offers electric vehicles to its customers from various Group car parks.

Saba maintains important agreements with top-tier companies so that their fleets can charge on its network.



## Saba partners with Silence to make charging easier in just a few seconds

Car parks act as a mobility exchange point by integrating all modes of transport (bicycles, scooters, motorcycles and cars), whether for personal or shared use.; 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.

An example of a value-added service that exploits the qualities of Saba's infrastructure is the one that allows users subscribed to the Silence (Acciona's electric vehicle brand) shared battery system, to exchange the battery of their motorcycle or nanocar in just a few seconds at any of the 15 Battery Stations – removable battery exchange points – that the company has deployed in Saba's car park network in Spain.

Saba offers Silence the advantages of its service hub model, in addition to prime locations in the country's main cities. In 2024, Battery Stations have been installed in Barcelona (11), Badalona (1), Cornellà de Llobregat (1), Girona (1), and Alicante (1). By 2025, 4 new stations will be installed in Barcelona, Seville and Madrid (2).



### Allies of sustainable mobility: Silence Battery Stations

Subscription battery model	For Silence motorcycles and nanocars
Exchange your battery in 30"	Advantages of Saba's Service Hub: premium location, connectivity and capillarity

When subscribed users want to exchange their depleted battery for a fully charged one, they simply book it through the Silence app at any available Saba car park. Once you access the facility, taking advantage of the connectivity offered by Saba, it takes no more than 30 seconds to remove the battery and replace it with a new one. A convenient service that eliminates anxiety and time constraints when charging your battery, while promoting sustainable mobility.

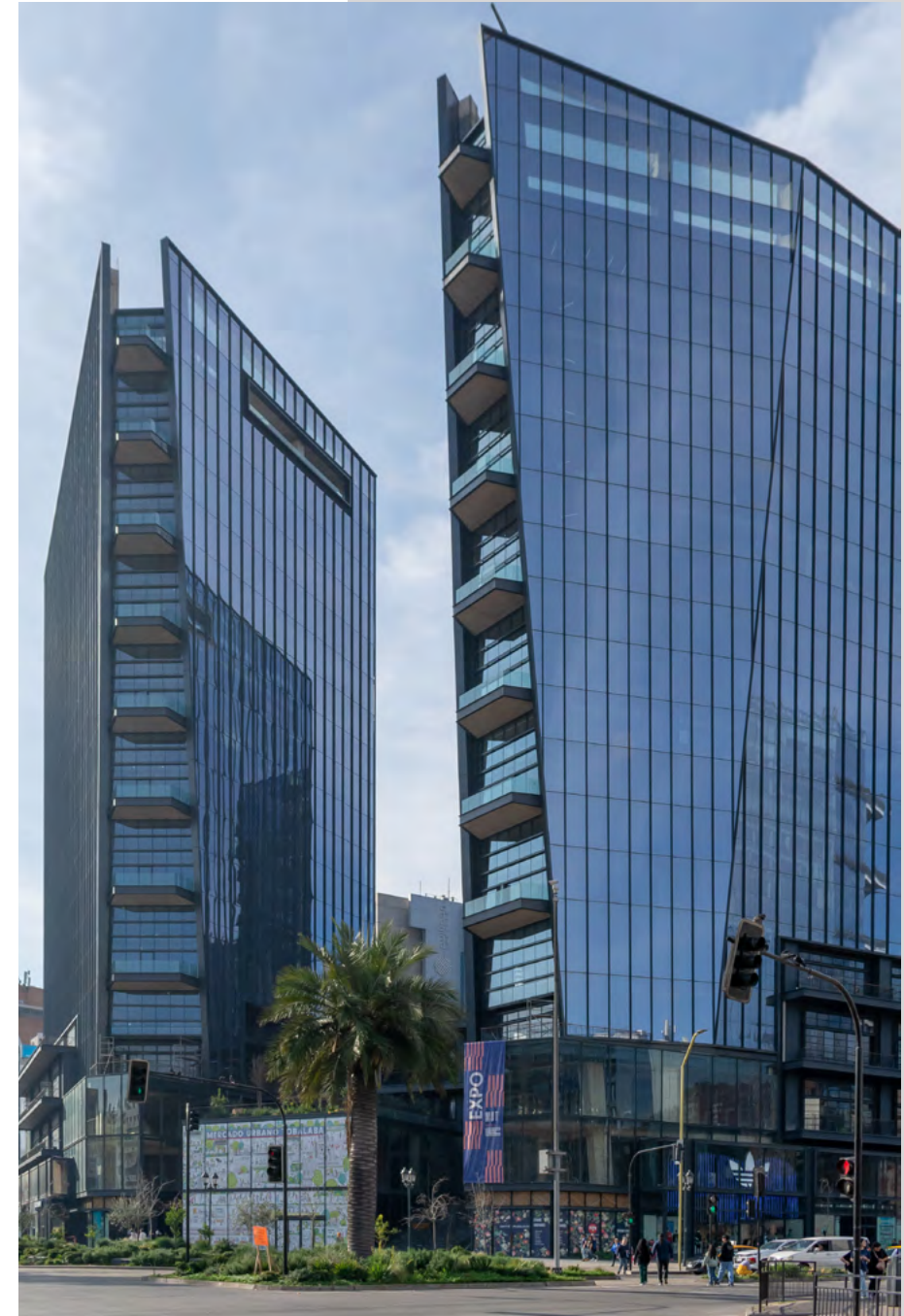
After a year of working together, Saba and Silence are already looking to the future with the possibility of bringing the service to Italy, where Saba is present in 19 cities with 62 car parks.

## MUT Tobalaba: the largest bicycle parking facility in Latin America

In 2024, Saba began managing the 700-space parking facility at the Tobalaba Urban Market (MUT) in Santiago, Chile. The complex has over 180,000 square meters of offices, retail space, green areas, and restaurants. An iconic project that has reshaped the Las Condes neighbourhood.

Recently, the property owner asked Saba to expand the contract scope to also include the management of a 2,000-bike parking facility, the largest and most modern in all of Latin America. The infrastructure features an innovative access and security system, a perfect option for those who want to connect to the Santiago Metro, which is also accessible from the MUT itself.

This is the first bicycle parking facility that Saba will manage in the nine countries where it operates. An opportunity to strengthen the company's commitment to intermodality.







The current urban distribution model for e-commerce, which is experiencing very high growth, is unsustainable.

## There is a sustainable urban logistics model

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 position in which Saba firmly believes.

The current urban e-commerce distribution model, which is experiencing rapid and sustained growth, is unsustainable due to its impact on traffic congestion and the environment. 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/7 day opening gives them a relevant role in tackling pollution and congestion.

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. Saba has supported various pilot projects in Spain, Italy, and Chile in recent years, putting its expertise at the service of various operators.

## La Vanguardia makes delivery electric with Saba's help

In March 2024 the Godó Group, publisher of La Vanguardia, launched a zero-emissions delivery system for its newspapers in Barcelona, benefitting 14,000 readers daily.

A fleet of 22 electric motorcycles and nearly 30 personal mobility vehicles specifically designed to transport newspapers have replaced the dozens of vans that travelled daily around the city. Removing these vehicles from the streets is a way to improve mobility in a large city like Barcelona, and also to ease traffic congestion by putting an end to the endless stops related to newspaper distribution.

### 100% sustainable last mile: La Vanguardia case



#### 2 Saba hubs

to charge electric motorcycles and PMVs



#### Cross docking

Hassle-free preparation of goods



The project prevents the emission of **71 tons of CO<sub>2</sub>** per year

Saba is making the Saba Bamsa Passeig de Gràcia-Consell de Cent car park in Barcelona and the Saba Hospital Sant Joan de Déu car park in Esplugues de Llobregat available to La Vanguardia. This way a large number of these vehicles can safely charge their batteries during off-duty hours and deliver newspapers to drivers without disrupting traffic.

This project falls within Saba's desire to offer its car parking facilities as allies in the sustainable last mile. An effective way to combat the externalities of polluting delivery methods that contribute to city congestion. Car parks are allies of sustainable mobility, and thanks to the work Saba has done to transform its centres into sustainable service hubs, companies of all kinds can benefit from these advantages to develop their activities.



## Flexible and sustainable delivery solutions

The option of collecting e-commerce products through lockers or smart lockers is an option that is gaining ground among citizens. As of December 31, 2024, the Saba Group had 244 ticket offices in four countries after signing agreements with the market's leading operators. This is the case of Amazon, Ali Express, Pudo, InPost and Correios de Portugal.

According to a study by Geopost – leading courier company in the e-commerce sector – published in 2024, approximately **44%** of regular online shoppers in Europe preferred their packages to be delivered in **nearby lockers** instead of receiving them at their homes. This figure represents an increase of five percentage points compared to the previous year.

Saba's network of smart lockers installed in car parks has grown steadily since the first lockers were installed in 2019. Promote 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 micro-distribution.

### Lockers at Saba 2024



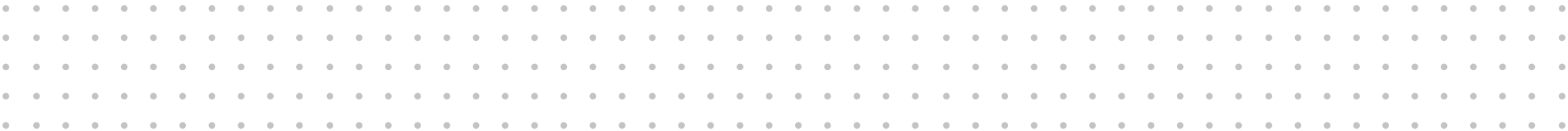
**244** locations in Spain, Italy, Portugal and the United Kingdom



Agreements with the main market operators



**24/7** the best locations





# ESG: sustainability

# 3



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.



Main contents of Saba's Non-Financial Information Statement 2024		
Dimension	Content	
<div>  </div> <div> <b>Environmental</b>                      Minimizing the company's impact on nature                 </div>	<b>Approvals</b>	— ISO 14001:2015 Environment – Spain, Italy, Portugal, Chile, United Kingdom — ISO 50001:2011 Energy Efficiency – Spain, Italy, Portugal, Chile
	<b>Carbon Footprint Calculation</b>	— Energy consumption 80% emissions / waste management (Zero Waste)
	<b>Action</b>	— Training / Awareness campaigns / Facility monitoring — Charging points / last mile distribution
<div>  </div> <div> <b>Social</b>                      The company's contribution to the well-being of society                 </div>	<b>Employees</b>	— Workforce / Contract Types / Salaries / Wage Gap / Minimum Wage / Redundancies / Absenteeism — Personnel with disabilities / accessibility / Health and safety + LOPD data — Measures for work-life balance / Digital workplace — Social Relations / Equality (+Sexual Harassment Protocols) — Training and professional development — ISO 45001:2018 Occupational Health and Safety Certifications – Spain, Italy, Portugal, Chile, United Kingdom
	<b>Customer</b>	— Continuous improvement of the digital offering / Satisfaction survey; Mystery shopping; social listening — Customer service and Control Centre — Health and safety of consumers ISO + HGM + defibrillator certifications
	<b>Community</b>	— Collaboration agreements with Foundations and Associations
<div>  </div> <div> <b>Corporate Governance</b>                      Quality in the decision-making process, <i>reporting</i> and ethics                 </div>	<b>Commitments</b>	— Support for the United Nations Global Compact (UN Global Compact) – SDGs
	<b>Approvals</b>	— ISO 9001:2015 Quality Management – Spain, Italy, Portugal, Chile, United Kingdom
	<b>Ethics</b>	— Code of Ethics – Ethics Committee – Complaints Channel – Training (and expansion to the entire Group)
	<b>Crime prevention</b>	— Crime Prevention Manual – Criminal Risk Prevention Commission – Training (Spain, Italy, Portugal and Chile)
	<b>Suppliers</b>	— Purchasing model (Spain, Italy, Portugal and Chile)
	<b>Taxes</b>	— Information on contribution to consolidated results, tax rates and tax burden
You may consult Saba's Non-Financial Information Statement 2024 and the report on environmental, social and Corporate Governance issues <a href="#">here</a> .		





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