

INDIGO
GROUP



SLICES OF CITY LIFE



CAR PARKS, THE BEATING HEARTS OF THE NEIGHBOURHOOD



INDIGO Group Sustainable Development 2020

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OUR VISION OF CSR

SHARING THE CITY

How can an urban mobility company play a key role in building the city of the future?

Serge Clément: Since its inception, our Group has worked with cities to make them more dynamic, more sustainable and above all more pleasant to live in for all their residents. For us and for our partners the city authorities, it is about how we can improve the way we share every aspect of the city. Of course, it starts with rethinking the way public spaces are shared between pedestrians, cars and other modes of transport, both private and public. But it is also about creating economically prosperous cities without compromising the environment. About cities which, on the contrary, open up avenues for virtuous development. Lastly, it is about creating cities where everyone – the young, the elderly, families, workers, etc. – instinctively feel at home.



Serge Clément,
PRESIDENT OF INDIGO GROUP

“BY ALLOWING ALL CITIZENS TO GET TO WHEREVER THEY NEED TO BE, CAR PARKS ACTIVELY CONTRIBUTE TO THE VITALITY OF CITY CENTRES.”

Do cars still have a place in this ideal city?

S. C.: Definitely! In 2050, 70% of the world's population will live in cities. Many people in France and the rest of the world, need a car for work and leisure, often because there is no alternative. Cars will therefore continue to play a vital role, although it will evolve. This is not necessarily bad news, neither is it incompatible with today's environmental concerns – cars are becoming cleaner and cheaper thanks to technological advances in electric and hydrogen-powered vehicles. Cars are also increasingly connected: traffic and parking apps help reduce congestion, and in a few years' time driverless vehicles will too. This is also the aim of "Mobility as a service", an increasingly popular concept that reconciles both private and public concerns, particularly for the environment. ●●●

“WE ACTIVELY FOSTER SOCIAL ADVANCEMENT THROUGH OUR POLICY OF DIVERSITY AND INTEGRATION OF PEOPLE WITH DISABILITIES AND OUR INVESTMENT IN TRAINING.”

A BRIEF BIO OF SERGE CLÉMENTE

A graduate of École Nationale Supérieure d’Arts et Métiers with a post graduate degree from the Institut d’Administration des Entreprises.

1983-1995 » Business engineer, then subsidiary manager for Alcatel and Sanofi. Senior Executive at Cegelec.

1995-1999 » CEO of Alstom Contracting.

2000 » Founder, Chairman of the Management Board and CEO of Faceo Facility, sold to VINCI in 2011.

2011 » CEO, then Chairman and CEO, and Chairman of the Management Board of VINCI Park.

2015 » The man behind the launch of Indigo Group.

2016-2017 » Founded OPnGO and INDIGO Weel.

...

So, there is no reason to pit the various urban transport alternatives against one another?

S. C.: Absolutely not, quite the opposite. As car parking operators, we are at the heart of the issue. By positioning our car parks as mobility hubs, we link private and public transport modes and make it easier for people to get around. That includes offering our own clean, last-mile solutions, such as shared bikes, electric scooters and even electric wheelchairs for people with reduced mobility. “By allowing all citizens to get to wherever they need to be, car parks not only help reduce congestion, they also actively contribute to the vitality of city centres and suburbs”. A service like Streeteo, which optimises available parking spaces while also boosting revenue, is a powerful development driver for local authorities. But car parks also promote inclusion because they provide access to a wide range of transport options, with something to suit every person’s needs.

Does the smart city achieve that subtle balance between efficiency, sustainability and humanness?

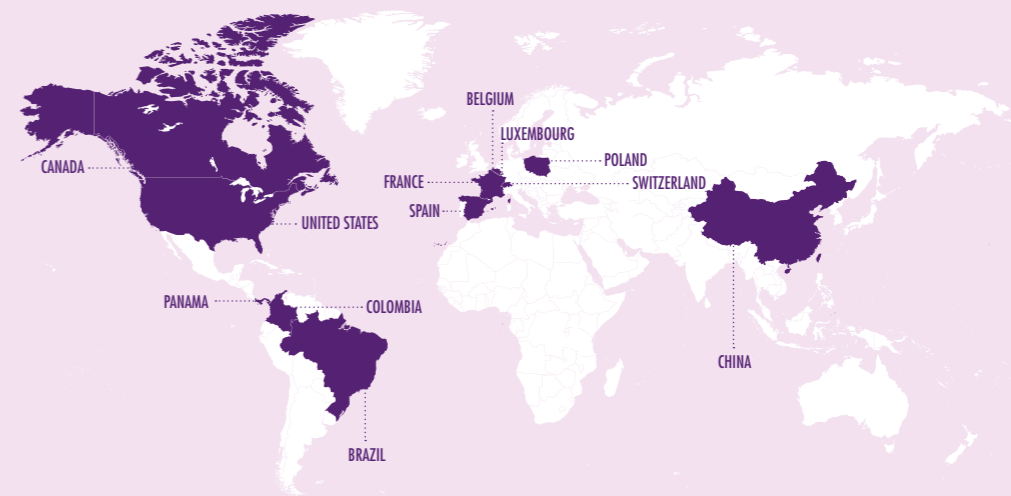
S. C.: Yes, you could say that these are the three pillars of the city of the future. And like all companies operating in city centres, our Group constantly strives to maintain that balance. Our mobility solutions work both financially and environmentally, but we also want to be exemplary in making them work socially – that is the key to our success. The human factor is what drives our success and gives us purpose. With 23,000 employees in over 750 cities on three continents, we have a significant impact as an employer.

We actively foster social advancement through our policy of diversity and integration of people with disabilities and our investment in training. But increasingly, our actions go beyond the company, since we work with local authorities, non-profits and communities to ensure that everyone has their place in the city of the future.

W/UCDE CITIEC ADE
W/UCDE CITIEC ADE
WHERE CITIES ARE ON THE MOVE

Indigo Group is the world leader in parking and individual mobility services. Wherever people in cities are on the move – in stations, city-centres, airports, universities, hospitals, etc. – we design and operate innovative car parks and alternative mobility solutions adapted to local needs. We foster smooth, responsible and sustainable individual mobility and are key contributors to the cities of the future.

INDIGO IS THE ONLY PARKING OPERATOR PRESENT ON THREE CONTINENTS, IN 12 COUNTRIES AND MORE THAN 750 CITIES.



23,000
employees

5,440 car parks
2.4 million parking spaces managed
2,130 km of on-street parking managed

2019 Global Proportionate* turnover of **€968.6 million**
over €224 million invested in 2019

*The Global Proportionate figures are defined as the IFRS consolidated figures presented in the Group’s consolidated financial statements, adjusted by the share of the Group’s contribution from its activities in the joint ventures it owns (mainly in the USA, Colombia and Panama) as if they were consolidated by proportional consolidation and not by the equity method applied in accordance with the IFRS standard when preparing the consolidated financial statements.

MEETING A CHALLENGE MEETING A CHALLENGE MEETING 4 CHALLENGES

In 2050, nearly seven billion people will need to travel in cities. Car parks, which are an essential ingredient of available mobility solutions, are evolving to welcome and support new, sustainable ways of getting around.

1 REINVENTING THE ROLE OF THE CAR IN CITIES

Today, urban planning hinges on redefining how cars are used in cities. There are a host of good reasons to find more sensible and sustainable ways of using them in cities, including containing urban sprawl, reducing air and noise pollution, improving traffic flow, etc. Cars are and will continue to be vehicles of growth, both literally and figuratively speaking. They are a must in many small and medium-sized towns and rural areas, where people need them to get to local activity centres (shopping malls, stations, leisure areas, airports, etc.). By providing car parks where users and local authorities need them, and by

positioning them as intermodal mobility hubs connected to other forms of private and public transport, we continue to create opportunities to expand our activities responsibly and sustainably.

2 TECHNOLOGICAL ADVANCES WILL CONTINUE TO TRANSFORM OUR ACTIVITIES

Technology is changing the face of the automobile, which is the focal point of our business. We already have electric vehicles, and soon hydrogen-powered and driverless cars will also use our car parks which will have to adapt to a new set of issues, such as recharging, safety, connectivity and traffic flow. Because they facilitate intermodality, mobile traffic apps also encourage us to play a more central role in helping people get around in cities, and to

develop our own range of mobility solutions to complement the use of cars. Examples include INDIGO Wheel's shared bicycles and electric scooters, and our partnerships with public transport. Digital services like OPnGO, and dynamic parking guidance and information solutions have already proved very effective in reducing congestion and the problems it creates.



“PRIVATE CARS ARE INCREASINGLY CONNECTED AND ECO-FRIENDLY. DURING THIS TRANSITION PHASE, NEW TECHNOLOGIES, ESPECIALLY DIGITAL SOLUTIONS, WILL BE KEY TO HELPING US MINIMISE THE IMPACT OF OUR ACTIVITIES AND OFFER OUR USERS THE BEST SERVICE.”

Paul Valencia, Mobility and Digital Solutions Manager

3 STEPPING UP OUR SHARED MOBILITY AND CAR RENTAL SERVICES

Short and long-term car rental services are redefining the notion of car ownership for part of the population. However, like electric and driverless cars, these new shared mobility solutions support the market for cars, which remains the preferred mode of transport for most people, whether they live in large metropolises, medium-sized towns or emerging economies. In a world where alternatives – public transport, micro-mobility services and high-quality cycle infrastructure – are still far from available everywhere and often more expensive, car parks are key to the appeal of the cities of the future.

4 THE BATTLE FOR SPACE RAGES IN LARGE METROPOLITAN CENTRES

In cities, every square metre must be optimised given the cost of real estate, the need for more green spaces and the shared use of street space by pedestrians, cars and light vehicles. The advantage of underground car parks is that they still enjoy city-centre locations in these densely populated areas. And precisely because they are in prime sites, our infrastructures are an inherent part of urban planning in historic neighbourhoods where mobility issues are key. These locations at the heart of city transport networks, but off the street, are also particularly well-suited to micromobility solutions (bicycles, electric scooters, etc.), offering us an advantage over traditional micromobility operators who face the problem of parking in already limited public space.

“SEVERAL RECENT PROJECTS HAVE DEMONSTRATED THAT INDIGO HAS A KEY ROLE TO PLAY IN THE TRANSFORMATION OF URBAN MOBILITY AND THE PROMOTION OF NEW PARKING INFRASTRUCTURE MODELS.”

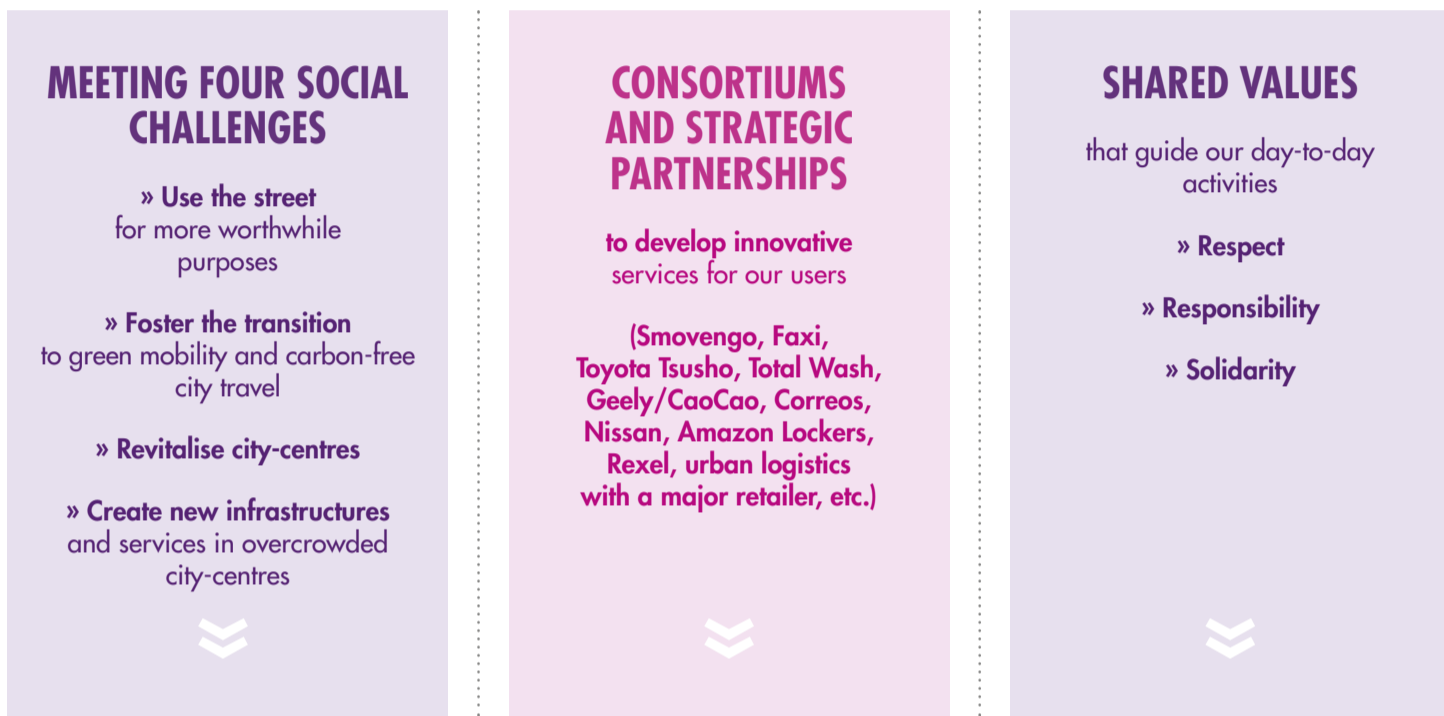
Sébastien Fraisse, Deputy Managing Director in charge of France



Middle-sized cities are looking to revitalise, and car parks help by bringing people right into town-centres.

APPROACHING THE FUTURE WITH SERENITY

The parking industry is enjoying steady growth driven by the increasing mobility needs of large metropolises and small and medium-sized cities. Indigo Group develops its business model by monitoring societal trends closely and drawing on its extensive and innovative sector expertise. Supported by strategic partnerships, the Group's value proposition resides in its contribution to mobility solutions, and socially and environmentally responsible urban development.



WHAT WE DO



OUR RESULTS

Non-financial performance

- » ranked 44th worldwide out of the 4,903 groups rated by Vigeo Eiris (Group/2019), with an overall score of 66/100

Environmental Impact

(France, Spain, Luxembourg, Belgium, Brazil and Canada/2019)

- » 1,932 tonnes of CO₂ equivalents saved with green electricity
- » 20.6% of our off-street car parks are fitted with LEDs
- » 1,350 recharging stations

Users

- » Two "mystery visitors" a year to every car park operated under concession, or a total of 656 visits in France
- » Our car parks in France generated 45 million paid exits

Workforce

- » 75,500 hours of training provided, or an average of 7.7 hours of training a year per employee (World/2019)
- » 42 nationalities (France/2019)
- » a gender equality score of 94/100 (France/2019)
- » 83% of Indigo employees are satisfied with their jobs (France/2019)

Community outreach

- » over €338,000 devoted to corporate philanthropy projects (France/2019)
- » \$823,000 in donations (United States/2019)

Financial performance indicator

- » Group consolidated Global Proportionate turnover grew 12.61% between 2016 and 2019

INDIGO VALUES
INDIGO VALUES
OUR VALUES

We believe that sustainable growth cannot be achieved without clear, concrete ethical standards. We therefore uphold a set of shared values and have efficient whistleblowing devices – all our business practices are transparent and governed by a strict Code of Conduct that is binding for all employees in all the countries where we operate. We also encourage the Group’s joint ventures and entities to apply these high standards of integrity.

INDIGO’S THREE VALUES

WE ARE GOOD LISTENERS AND WE SHOW GRATITUDE AND EMPATHY

» **RESPECT**

WE CARRY OUT OUR DUTIES WITH COURAGE AND COMMITMENT

» **RESPONSIBILITY**

» **SOLIDARITY**

WE ENCOURAGE KINDNESS, TRANSPARENCY AND SHARING IN EVERYTHING WE UNDERTAKE.



We issue all our employees with a Code of Conduct that sets out the rules of good behaviour they must follow. It is designed to guide our actions and enable us all to carry out our duties responsibly and serenely. We also have an alert procedure that guarantees protection for whistleblowers.

CODE OF CONDUCT

In 2016, Indigo Group adopted a Code of Conduct, which was revised in 2019 and is binding on all its employees. It is distributed in all the Group’s languages and sets out the rules of good behaviour that apply to our activities. Obviously, this Code of Conduct does not replace the relevant laws and regulations. It is inspired by our values and serves as a guideline to exemplary business behaviour.

The Code of Conduct covers 10 subjects:

- » Respect for the individual
- » Compliance with the law
- » Local competition law
- » Fight against corruption
- » Use of sales agents
- » Funding of political activities
- » Preventing conflicts of interest
- » Quality of information and communication
- » Protection of the Group’s assets
- » Transparency and internal control

GUIDING AND PROTECTING WHISTLEBLOWERS

By alerting the Group, whistleblowers can help the Group identify and avoid illegal situations that go against the Code of Conduct and uphold both its reputation and that of its employees. Indigo’s Whistleblower Charter supports employees who want to report an unethical situation that goes against the Code of Conduct. The Group’s dedicated whistleblower hotline (available in all the Group languages) and email address guarantee complete confidentiality. The aim is to supervise the procedure and ensure that whistleblowers acting in good faith do not suffer any reprisals (discrimination, demotion, harassment, etc.). We also have dedicated email addresses so employees can report other types of situations:

- » fraud, theft and related misconduct
- » cybercrimes (phishing, etc.)



» THE ENVIRONMENT

Stepping up to the plate «

To appreciate city life, people need to be able to get around easily and efficiently and breathe cleaner air. We share this desire and work with all parties involved in urban development to improve the quality of city life. By making our activities more energy-efficient and offering our users innovative technologies that reduce their carbon emissions, we are encouraging smarter mobility and greater well-being for all.



A RESPONSIBLE APPROACH

Designing eco-friendly car parks is one of the main ways of controlling our environmental footprint. In the construction or renovation phase, the implementation of innovative expertise enables us to offer increasingly eco-efficient infrastructures and services.

less concrete more metal

In Cambrai (northern France), we prefer to use metal whenever possible because it is more environmentally friendly than concrete.

Good neighbours

We believe it is important to communicate with local residents in the vicinity of our building sites. Providing regular, transparent information is key to getting them to tolerate the inconvenience, however limited, caused by the construction work. Our global low- nuisance construction site policy includes communicating with local stakeholders – we always put up posters, hold regular meetings, distribute flyers, conduct satisfaction surveys and provide comment books for suggestions and requests.

A preference for wood

The wood cladding and green walls on a growing number of our car parks helps them fit in with their urban surroundings and reduces heat islands. The Jardin de l’Ars car park in Bordeaux (south west France), for example, has a green roof.



BAMBOO CLADDING ON INDIGO’S HAUTEPIERRE HOSPITAL CAR PARK IN STRASBOURG (NORTH EASTERN FRANCE).

Championing solar panels

Whenever possible, Indigo considers installing solar canopies at its surface car parks or solar panels on its car park roofs. In France, in compliance with the law, solar panel feasibility studies are now compulsory.

Thank you Mother Nature

We reduce our car parks’ energy consumption by using skylights and natural ventilation, for example at the town hall car park in Dieppe (north western France).

PREFAB IS FAB PRECAST CONCRETE BEAMS MEAN LESS ON-SITE POLLUTION AND FASTER CONSTRUCTION WHICH IN TURN MEANS LESS INCONVENIENCE TO THE NEIGHBOURHOOD!

What about the future?

GEOTHERMAL: the energy of the future

Geothermal draws on the internal heat of the Earth’s surface. Extracting this heat from deep underground will enable us to provide a sustainable, non-invasive and inexhaustible temperature regulation solution for our car parks, that could also benefit the entire block.

Soft mobility is being introduced in Meaux’s city-centre

Environmental concerns are prompting cities to make more room for green spaces, pedestrians and sustainable transport. Indigo is helping Meaux (north east of Paris) revamp its city-centre, notably by building an underground car park that will open up the banks of the Marne River and create nicer living conditions for the city’s residents.



Meaux, which is located on a bend in the Marne River, is being transformed. The city-centre is being redesigned and surface parking spaces will be removed to make room for trees, pedestrians and soft mobility solutions. Indigo has been entrusted with this large-scale project, which revolves around the construction of a new underground car park. The new car park will be located under the city hall, allowing the creation of a large recreational area above ground. Residents will be able to enjoy a more natural, beautiful, and greener city environment in this new space on the banks of the Marne River. Indigo’s car parks are located right among the city’s revitalised pedestrian streets and it plans to link them to the neighbourhoods, for example by transforming a car park terrace into a garden that will serve both educational and recreational purposes. The last part of this urban transformation project is the refurbishment of the station car park, which will offer new services. All the car parking facilities will be connected via the OPnGO app and dynamic parking guidance systems located at several points in town, making it easier for users to get around.

“INDIGO IS ALSO HELPING THE CITY OF MEAUX WITH ITS “MEAUX BY BICYCLE” PROJECT. WE WILL INSTALL BICYCLE PARKING RACKS, ADVISE ON THE NEW CYCLE LANE LAYOUT AND HOUSE A GUARDED BIKE PARKING FACILITY AND REPAIR SHOP ON TOP OF THE RAILWAY STATION CAR PARK.”

160

underground spaces on two levels at the city hall car park.

1,400

spaces in the city’s five off-street car parks, all of which will be equipped with electric vehicle charging stations.

2,300

surface parking spaces (on-street and enclosed).

1

A new car-sharing service.

EVERY GESTURE COUNTS

Operating a car park does not cause much disruption or generate much pollution. But that does not stop us from taking action at every level, both in-house and with our partners, to go the extra mile. We want to offer our employees and subcontractors fair working conditions and minimise our environmental impact.

SMART VENTILATION
OUR FAN SYSTEMS MONITOR REAL TIME CONDITIONS INSIDE THE CAR PARK AND TURN ON AUTOMATICALLY WHEN THE AIR NEEDS CHANGING

Shared ethical standards

In France, the Supplier Performance Charter invites subcontractors with whom we have framework agreements to embrace the same ethical standards as us. We want to involve our partners in every aspect of our continuous improvement process – their employees, their business practices, and their environmental performance.

Two ISO 14001- certified subsidiaries

ISO 14001 certification is granted to organisations that continuously enhance their environmental performance by managing the impact of their activity. Two Indigo entities have been certified, one in Spain and one in France (Sepadef, les Parkings de Paris La Défense).

Clean spaces

Since 2012, our car park cleaning teams follow the guidelines laid out in our eco-friendly car park cleanliness charter. It recommends using only ecolabel products and equipment that is water-efficient and/or uses recycled water.



Green tickets

In France, the car park ticket printing companies we work with are Imprim'Vert® certified, which means they follow a compliant hazardous waste management policy and do not use toxic substances. These companies also supply our facilities in Belgium, Spain and Luxembourg.

5.5

5.5 tonnes of batteries recycled in France in 2019.

Locally sourced

Local sourcing is good for everyone – it means less transport, and therefore less carbon emissions, and also helps safeguard jobs in local communities. That is why, if the opportunity presents itself, Indigo's procurement policy always includes the option of working with local suppliers. For example, the lifts and parking meters in our French and Belgian facilities are manufactured in Europe.

Turning down the watts with latest generation lighting

Indigo is particularly attentive to lighting, which is its biggest energy consumer. That is why, for several years now, we have been investing in more energy-efficient lighting for our car parks and in more effective ways of monitoring their electricity consumption.

Indigo has been fitting its car parks with more energy-efficient lighting systems for several years to reduce their electricity consumption.

- » We gradually replace old generation fluorescent tubes (T8) with T5 models or LEDs which deliver more lumens per watt.
- » We fit control systems that dim brightness when there are no people in the car park and increase it when there are.
- » We use remote electricity usage monitors in strategic car parks in France, to detect energy hogs.
- » We analyse the car parks' consumption annually with the electric utility company.



-30.4%

Decline in average electric intensity (consumption per car park) in France between 2014 and 2019.

PRIMARY FOREST FOR CLEANER AIR

To offset its carbon emissions, City Parking, Indigo Group's Colombian subsidiary, has decided to take on 2.1 hectares of primary forest around Puerto Gaitán, in the centre of the country. This proactive approach has three advantages: it prevents deforestation, protects biodiversity and eases pressure on the region's water resources.

ALL THE NEW WAYS TO GET AROUND

Whether you are on four, two or even one wheel, getting around town has never been easier. Our car parks serve as the juncture between private and public, individual and shared transport solutions and play a key role in encouraging users to adopt the new solutions.

Shared bicycles and scooters

INDIGO Weel expands its offering!
over 3,200 bikes to rent
1,000 electric scooters
1.4 million rentals since 2017

3

Three hours of free parking for people using the Kléber car park's new bike parking facility in Strasbourg (north eastern France).



AT THE LEADING SUSTAINABLE MOBILITY TRADE FAIR IN ZARAGOZA (SPAIN), INDIGO WEEL'S BICYCLES AND ELECTRIC VEHICLES WERE IN THE SPOTLIGHT.

A kick scooter for free

Indigo subscribers received a complimentary kick scooter ride from Indigo and Dott for their fifth car-free day in Paris.

The last mile

In Colombia, City Parking's last mile service allows users to switch from their cars to a range of individual or public mobility options: public transport, on-demand shuttles, or car, kick scooter and bike sharing.

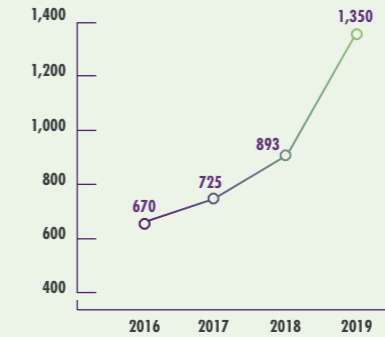
A BICYCLE PARKING FACILITY AT STRASBOURG RAILWAY STATION



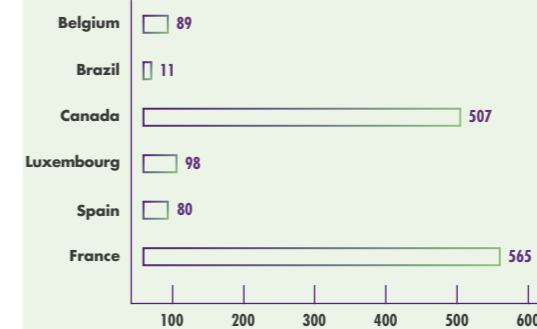
Charging ahead for electromobility

The widespread availability of charging stations is a prerequisite for electric vehicle adoption. And what better place than car parks to deploy them massively?

No. of charging stations between 2016 and 2019



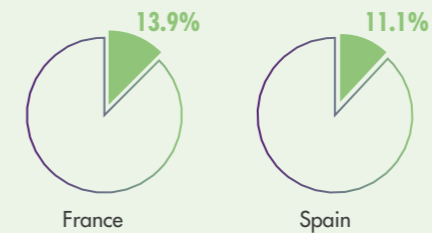
No. of charging stations in Indigo car parks worldwide, in 2019



90%

of the cars operated by our subsidiary Streeteo are electric

%age of electric vehicles* in Indigo's fleet in 2019



* Cars and two-wheelers.

OBJECTIVES FOR 2020*

*In France.

650

more charging stations in the pipeline,

INCLUDING:

225

spaces for the Magenta car park in Paris

AND

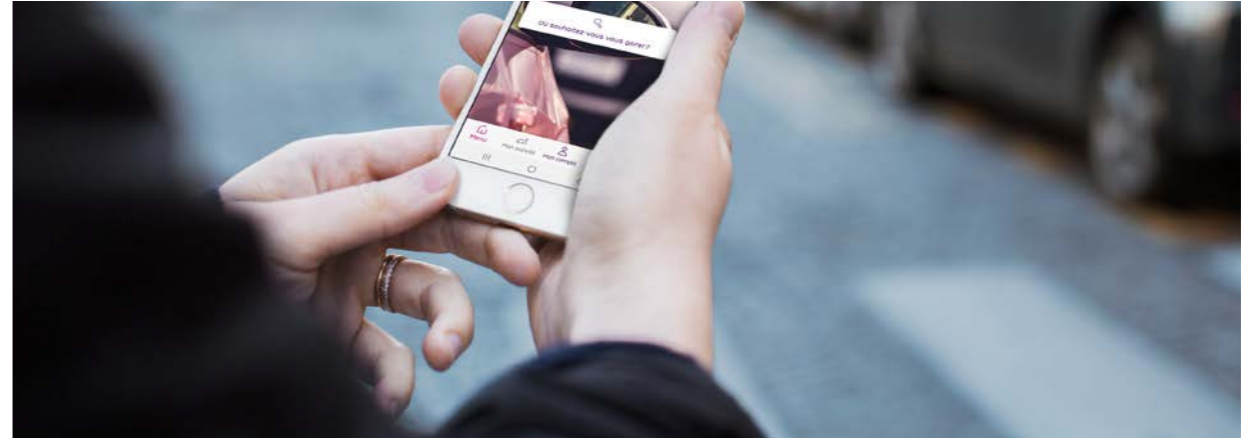
300

spaces as part of the partnership with Geely (see page 22).

» TERRITORIES

Harmonious lines «

In suburbs and in city-centres, car parks get people moving and help drive the economy. They facilitate access to services and shops and serve as a vital interface with public transport and soft mobility solutions, so users can get to places that are inaccessible by car. Our car parks are multi-faceted, connected mobility hubs that adapt to local needs and play a crucial role in the development of the cities of the future. They are supplemented by Streeteo, our on-street parking enforcement service, which improves the flow of traffic, making life easier for businesses and residents and helping create more vibrant, bustling city-centres.



BRINGING CITY-CENTRES TO LIFE

Global warming concerns and technological progress are changing the face of our cities. The car's place in them is being rethought. Far from disappearing, cars are now the linchpin to a range of available individual and public transport modes. Because they facilitate intermodal transport and help keep vehicles moving, Indigo car parks and Streeteo's on-street parking enforcement service, help revitalize city-centres and make them more inclusive.

Park 'n' collect

Amazon has installed lockers at our Wodli car park in Strasbourg (north eastern France). Thanks to the 15-minutes free parking Indigo allows users, they can collect their parcel in a jiffy from a city-centre pick-up point without worrying about parking.



IN COLOMBIA, INDIGO CAR PARKS ARE LITERALLY CITIES WITHIN CITIES WITH AN INCREDIBLE ARRAY OF SERVICES AND SHOPS, FOR EXAMPLE "CLOUD KITCHENS"*

* Kitchens that specialise in delivery-only.



Something new under the sun

Cycling, walking, electric vehicles, recreational green spaces, and more... Indigo works with cities to free up the streets for pedestrians and soft mobility. For example, it is on the committee rethinking the future of Paris' Avenue des Champs-Élysées. It is also helping transform Avenue Charles-de-Gaulle in the western Paris suburb of Neuilly-sur-Seine. As part of this scheme to create room for soft mobility, Indigo will open a 450-space car park level with metro station Les Sablons in 2021. This will make it easier for users to access the new sustainable intermodal transport options made available to them.

Literature below ground

In 2019, and for the sixth year running, Indigo organised "Livres sous la place", the first literary fair of the autumn season. Author Juliette Arnaud, who received a prize for her novel *Comme avant*, signed copies of her book in the mobility centre of the Charles-III car park in Nancy, eastern France.

A catalyst for local employment

Whether it is being built, operated or telemonitored, handled by call centres, or offering service contracts, business parking, etc. – a busy car park is the sign of a busy city!

All the rage – delivering fresh produce in Paris

A car park right in the centre of Paris has been turned into an eco-friendly retail hub. The idea is to partner with short food supply chain and e-bike delivery specialists.

800 m²

allocated to the scheme, with a reception area, a storage area, and a cold room.



There's good news, since March 2020, some Parisians can have their fruit and veggie baskets delivered without contributing to urban congestion. This innovative service, which meets the new needs and expectations of city residents, is provided by an Indigo partner working out of one of our city-centre Paris car parks.

» The produce is delivered by hand or in 20 m³ vans in the drop-off area near the outside ramp.

» Electric trolleys working in shifts transport it to the reception area, where it is then redistributed between the various storage areas.

» When the orders are ready, the baskets are delivered by bicycle or electric delivery tricycle to the clients' homes.

» And of course, the bikes and trikes have their own reserved spaces and charging stations in the car park.



BIKES ARE CARVING OUT THEIR PLACE IN CITIES

Delivery tricycles, cargo-bikes, trailer bikes, etc. take up little space and are easy to manoeuvre and might well be the future of deliveries in city-centres.

» They can transport up to 500kg.

» 10% to 15% of truck deliveries could be done by bike.

[Source: <https://www.lesechos.fr/industrie-services/conso-distribution/lavenir-de-la-livraison-nest-pas-le-drone-mais-le-velo-1154769/>]

BROADENING OUR HORIZONS

Could this be the answer to the new needs of city residents? We are developing innovative services in our car parks. By forging partnerships with specialists in other fields, Indigo is developing a range of original services that enrich our infrastructures and make them an essential part of city life.

14

INDIGO CAR PARKS IN FRANCE NOW OFFER TOTAL WASH'S ECO-FRIENDLY STEAM CAR WASH SERVICE

Poppy gets the green light

In Antwerp, Belgium, car-sharing service Poppy, now has reserved spaces in two Indigo car parks for its bright red cars.

Adopt a bike

In Caen, north west France, bicycles abandoned in the Rives de l'Orne car park are given to La Maison du Vélo, which is just opposite. They recycle or renovate them and sell them on at very affordable prices to members of the Véloisol' non-profit.

Hey, Faxi!

Faxi is an innovative carpooling app for commuters incubated in Indigo's Startup Lab. This flexible, affordable and eco-friendly mobility solution has been successfully tested at Indigo's head office. Faxi now has Toyota Financial Services' backing and is available in the United Kingdom. It is also used by our employees at the Toronto Pearson airport car park in Canada and will soon be rolled out across Europe and beyond.

Powering up with Geely

Indigo has signed a partnership with Geely's electric taxi platform, CaoCao, to finance and roll out 300 charging stations by end 2020. Indigo has priority spaces for Geely's black cabs in some of its Paris car parks, so they can recharge overnight.



The world's first ever shared electric wheelchair



Some 850,000 people in France have trouble getting around*. Indigo Group wants to provide sustainable mobility solutions to as many people as possible and has therefore joined forces with a choice partner to offer the lightly disabled an unprecedented service.

* Source INSEE.

In a world first, INDIGO Weel and Toyota Tsusho, a global smart mobility firm, have partnered to offer shared electric wheelchairs in two car parks in the southern French city of Toulouse. We worked closely with Japanese personal electric vehicle maker Whill to create this innovative service which allows people who have trouble walking to get around town by themselves. Whill's light, easy-to-drive, all-terrain wheelchair is a feat of technology. It has a range of up to 15 km, and with its state-of-the-art "omni wheels" it is one of the most agile wheelchairs on the market allowing users to navigate inclines and bends when they are in town. This is the first time a vehicle designed for people with light disabilities is included in a micro-mobility platform alongside Indigo's shared bicycles and electric scooters. The wheelchairs are available in the city's Victor-Hugo and Capitole car parks and can be rented using the INDIGO Weel app.

Whill's wheelchair has a range of 15 km

LEARN MORE at indigoweel.com

MAKING LIFE EASIER FOR THE DISABLED

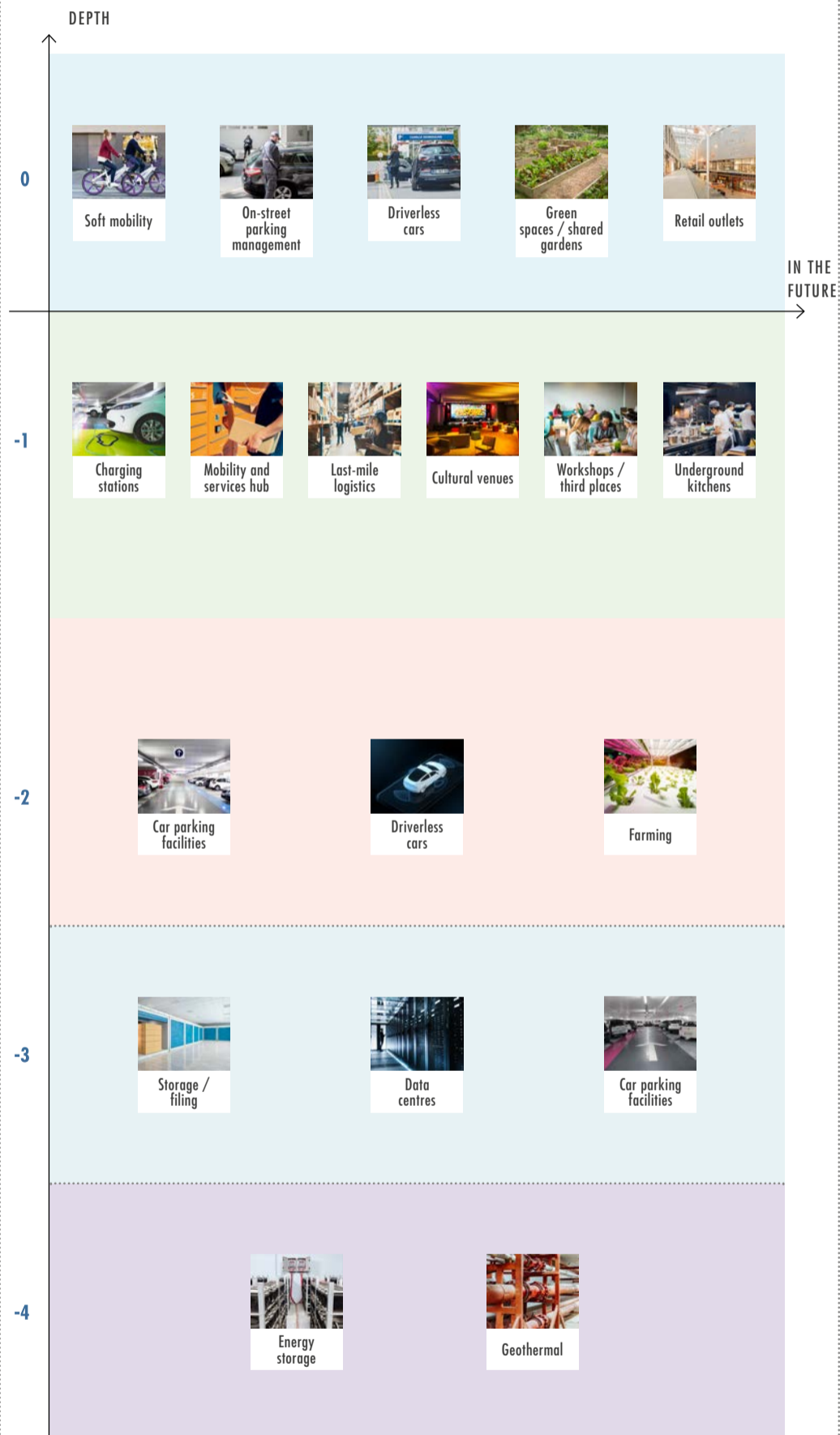


Clearly identified parking bays, easy access, purpose-built pathways, lifts, and more.

Indigo Group is committed to making it as easy as possible for disabled people to use its car parks and shops. When it refurbishes old off-street facilities that are not disabled-friendly, Indigo takes a proactive and creative approach to installing lifts, finding solutions especially when its infrastructure is subject to architectural restrictions due to close proximity to listed buildings. Its new car parks are designed and built in compliance with local regulations, so they are accessible to people with physical, visual, hearing and mental disabilities.

CARING FROM UNDERGROUND CARING FROM UNDERGROUND CARING FROM UNDERGROUND

Facilitating city logistics, revitalizing city-centres, offering access to water resources and underground heat, freeing up public spaces above ground, and more — the underground spaces of the future will offer more than mobility and infrastructure.



What will underground car parks look like in the near and further future? Building and mobility are now critical issues for cities, so how can these strategically located city-centre infrastructures provide solutions to the challenges of modern urban planning? After pioneering both the underground car park and then car park-based services, Indigo is consolidating its role as a trailblazer by helping to build tomorrow's cities. The Group plans to take this approach to the next level based on the vision of the "Car park of the future" that has emerged from a study conducted jointly with Dominique Perrault, an underground architecture specialist.



Redesigning car parks. Existing car parks located mostly in historic, densely populated metropolitan centres will be refurbished to cater for new mobility needs.

In addition to offering mobility solutions, Indigo, for example, will offer local authorities answers to current and future urban issues. Car parks will serve as logistics hubs, sports grounds, cultural spaces, service areas, shopping malls, soilless farms, heat, water and electricity resources, etc.

Underground car parks will offer the cities of the future more than mobility and infrastructure. And it is already happening: a 800m² logistics platform in Paris, urban farms and city vegetable gardens, Amazon parcel collection points, food-trucks in surface car parks, a 2,000m² cultural and events space in the Greater Paris area... all these are no longer dreams, they are actual activities in cities in France and the rest of the world that contribute real social and economic value.



The term "deep square" refers to a public square with integrated facilities below ground which are used either to serve a multipurpose market hall or to free up public areas on the surface and leave them as unobstructed as possible.

"Groundscape", the hidden face of cities

The potential of the land beneath the surface of our cities is largely unexploited – it boasts ideal natural thermal inertia, enables surface landscapes to be preserved, allows the elegant development of historic sites, and above all represents a vast untapped real estate resource. Dominique Perrault's concept of "Groundscape", offers a new approach to underground architecture. This hidden face of the city is currently the focus of new research that will enable 3D urban expansion.

» TOGETHER

Behaving responsibly «

When it comes to corporate social responsibility, the shortest route is often the most effective! That is why we are committed to helping the people around us and who trust us to progress and prosper – they are our employees, users and customers, and the communities we operate in. Whether it is providing access to health and education, helping the poor, promoting inclusion, or pursuing cultural philanthropy, all our actions are guided by a Code of Conduct and values that are shared by everyone within the company.



A PLACE FOR EVERYONE

Our success is collective, it is the result of the unfailing commitment our employees. We want each of our employees to develop a career that suits their aspirations and profile, which is why we provide the tools to help each woman and man in the Group find their rightful place.

City Parking x UNO

In January 2019, City Parking received the Global Recognition Award for Good Practices of Employability for Workers with Disability, from the United Nations at a ceremony held during its plenary session in New York. Carlos Fernando Galan, then mayor of Bogotá, Colombia, also paid tribute to this policy.

94 out of 100

That was the gender equality index score achieved by Indigo in France in 2019.

Gender equality in the workplace can only be achieved if it is everyone's business.

That is why a new agreement for gender equality and quality of life in the workplace was signed in July 2019 will all the trade unions represented in the company.

♀ in Parking

The US association, Women in Parking, is the first organisation to champion women in the parking industry. It is actively supported by LAZ Parking, which is a Platinum Sponsor, and encourages the creation of women's networks to improve gender diversity in an industry which is still male-dominated.



Ninth edition of RAID Indigo

Every two years, the Group organises RAID Indigo, an inspiring in-house sports event with a focus on urban mobility and nature. Nearly 300 employees from all our entities come together for this unique team-spirit-building contest which combines sport with community outreach. The 2018 RAID took place at Chamrousse, a resort in the French Alps. The contest involved collecting the waste found along the course.

350

kilos of waste was collected by participants.

2,000

euros were donated to Mountain Riders, a non-profit that organises waste collection campaigns in the mountains.

Still smiling

Indigo currently measures employee engagement in France, Brazil and the United States. We plan to expand the survey to all our entities in the medium term so we have a global view of employee satisfaction levels and can better meet their expectations.

Brazil
72% OF EMPLOYEES recommend Indigo as a "great place to work".

France
86% OF EMPLOYEES find their work interesting.

United States
72% OF EMPLOYEES like working at LAZ Parking.

Training, a springboard to the future

We support our employees throughout their careers with a range of training programmes suited to each profile and each career plan. These programmes are a powerful way to promote integration and fulfilment in the workplace and have demonstrated their effectiveness across the Group.



Campus spirit

Campus Indigo is the top school for the parking industry's professions in France. It enables employees to obtain on-going training in the field of their choice: quality of service, cleaning, customers relations, security, team management, etc. In 2019, 22 employees graduated with Professional Qualification Certificates (PQC) after an eight-month preparatory course (an average of one week's training a month), regular multiple choice assessments and final acknowledgement by a jury that they have acquired the required skills.

LAZ University, the class of 2019 and a ladder to success

In the United States, LAZ Parking encourages employees to develop their skills and know-how, so they can access new positions and promotion opportunities. Its employees can take courses at LAZ University: 101 Manager Certification, Coaching Clinics, Elite Coaching programs, etc. In 2019, new training courses about inclusion and well-being were added to the university program. LAZ University is an all-digital, easy-access, flexible training centre that uses the latest technology: optimised interfaces and features, new interactive and certifying e-learning platforms, "serious games", e-competitions, etc.

Emotions are personal development tools

Because professional skills are not the only skills you need, teams at Indigo's Brazil subsidiary were invited to attend a conference on emotional intelligence given by Alessandra Gonzaga, master coach affiliated to the Emotional Intelligence Training and Research Institute (EITRI).

They learnt to better recognise, understand and control their own feelings so they could improve their EQ, or emotional quotient.

CAMPUS SPIRIT

23.4%

of training hours were devoted to security (World/ 2019).

42,000

e-learning sessions in Brazil in 2019.

9,833

people received training in 2019.

75,500

hours of training were provided in the Group in 2019.

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CAR PARKS THAT WOW

We want our car parks to be more welcoming, better equipped and have a more human face – those are our priorities. And that is why we roll out technologies and services that make our car parks easier to use and accessible and pleasant for everyone.

A car park hotline

Connecpark operators are available 24/7 – in France and several other countries – to answer calls and help solve problems users may have in one of our car parks. Whatever the problem – a dizzy spell, payment machine malfunction, fire, etc. – they provide remote or onsite assistance without delay. The service is based on cutting-edge technology with IP intercoms and connected cameras strategically located around the car park.

500

connected car parks in France, Luxembourg and Switzerland.

2,650,000

calls handled by the Connecpark unit in Indigo Group's head office in La Défense, Paris, in 2019.

24/7

If you have a problem in an Indigo car park, our Connecpark call centre operators will answer your call whatever the time of day.

Bingo, a space!



Drivers looking for somewhere to park are responsible for 20% of traffic jams in cities. To reduce the congestion they cause, Indigo has developed **OPnGO**, a free mobile app that helps drivers find a spot easily in over 560 car parks and on-street parking facilities in 68 cities (learn more at opngo.com).

THE FIRST APP TO AGGREGATE A CITY'S ENTIRE PARKING OFFERING:
 » PUBLIC / PRIVATE
 » OFF-STREET / ON-STREET

Off we park!

OPnGO – France's top parking app by Indigo Group – is being trialled at the Westfield Les 4 Temps shopping centre in La Défense, Paris, where has improved the parking experience of the clients of chains like Auchan, Castorama, and UGC. As well as benefiting from fast-track lanes, users can deduct gifted free parking hours directly on the app or at the OPnGO terminals.

Happy / Not happy

What we want, is happy customers and users! We have several ways of measuring their satisfaction and collecting their feedback: ad hoc surveys, customer satisfaction terminals, surprise "mystery client" visits. Whether it is good or bad, feedback provides precious information and opportunities to improve our services.

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CARING FROM UNDERGROUND

Serving our users and customers is not the only thing that drives us. We also want to contribute to the well-being of the people around us and of the communities that welcome us. That is why we work with several non-profits, foundations, NGOs and local authorities to promote culture, foster access to healthcare and education, and help people in need.

Music that unites

The Foundation EME (Écouter pour Mieux s'Entendre), based in Luxembourg, uses music to improve the well-being and foster the inclusion of people who are fragile or in distress. It organises over 600 events a year for disabled children, refugees, the elderly, teenagers in difficulty, and struggling single parents.

Underground Effect



Indigo Group joined forces with Paris La Défense and SAATO, a non-profit, to organise the fifth edition of Underground Effect, a festival that promotes street art. In 2019, 15 famous international street artists created works of art over a three-day period. Their works were added to the previous years' in the travelling exhibition hosted by the 14 car parks in the Paris La Défense business district.

INDIGO IS AN ANNUAL PATRON OF MUDAM LUXEMBOURG



Integrating the disabled

In Colombia, our subsidiary City Parking supports Fundación Ideal, which helps people with disabilities integrate the workplace and society. City Parking provides funds and training so they can find jobs. It was awarded for this initiative by the United Nations on the International Day of People with Disabilities.



INDIGO SPAIN HELPS THE CHILD FUTURE AFRICA FOUNDATION

IMPROVE THE EDUCATION AND LIVING CONDITIONS OF ORPHANS IN THE MOUNT DARWIN RURAL AREA OF ZIMBABWE.

1

new agriculture school with two classrooms and two warehouses.

1

well with a solar-powered water pump.

1

anaerobic digester that supplies residents with biogas.

CARING FROM UNDERGROUND



21,000 clothing items

were collected in Brazil in 2019, in partnership with Manobra Solidaria, a local non-profit. The donations were collected in purpose-built containers installed in our car parks, and then sorted and redistributed to the poor.

LAZ Foundation takes action!

In 2019, LAZ Parking donated \$823,000 – including \$474,000 through LAZ Foundation – to non-profits.

It helped hundreds of organisations, including:

- » Special Olympics USA
- » Habitat for Humanity
- » Ronald McDonald House
- » Make a Wish Foundation
- » Hartford Hospital...

Supporting Green (and eco-friendly) Santas

In 2019, French charity Secours Populaire's Pères Noël Verts (or green Santas) collected some donations from locations in the Indigo Lobau-Rivoli car park in Paris. But most importantly, they were able to recharge their... electric sleighs! Their name, which means "green Santa" in French, has never been so apt!

THANK YOU

IN 2019, INDIGO AND ITS EMPLOYEES PROVIDED FINANCIAL OR HANDS-ON SUPPORT TO HANDICAP INTERNATIONAL (FRANCE), MOTHERS AGAINST DRUNK DRIVING (INDIGO SUBSIDIARY WEST PARK IN CANADA), THE UNITED AGAINST DIABETES MARCH (SPAIN), AND THE MANY NON-PROFITS SUPPORTED BY THE LAZ PARKING CHARITABLE FOUNDATION (UNITED STATES).

A night of solidarity

Our car parks sometimes serve as a last-resort shelter for the most vulnerable. That is why Indigo took part in La Nuit de la Solidarité 2019 to help count the number of homeless people. This year, as well as conducting a census in 27 Paris car parks, our employees accompanied volunteers to seven car parks where they helped homeless people answer a questionnaire about their needs and, depending on their situation, put them in touch with organisations that could help them.

Censuses taken in

27

Paris car parks.

260

parking attendants also attended an awareness-raising campaign organised by SAMU Social, France's emergency aid for the homeless, to help them communicate with these vulnerable members of society.

Learn more about Indigo Group's CSR policy

at group-indigo.com, in the "CSR" section and read our reports in the "Publications" section.

Follow us on



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INDIGO Group

www.group-indigo.com



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