

Haya Real Estate, S.A.U. and Subsidiary (Haya Group)

Consolidated Financial Statements
for the year ended 31 December
2020, prepared under Internacional
Financial Reporting Standards as
adopted by the European Union
(IFRS-EU) and Consolidated
Management Report, together with
the report of the independent auditor

Translation of a report originally issued in Spanish based on our work performed in accordance with the audit regulations in force in Spain and of consolidated financial statements originally issued in Spanish and prepared in accordance with the regulatory financial reporting framework applicable to the Group in Spain (see Notes 3 and 25). In the event of a discrepancy, the Spanish-language version prevails

Translation of a report originally issued in Spanish based on our work performed in accordance with the audit regulations in force in Spain and of consolidated financial statements originally issued in Spanish and prepared in accordance with the regulatory financial reporting framework applicable to the Group in Spain (see Notes 3 and 25). In the event of a discrepancy, the Spanish-language version prevails.

INDEPENDENT AUDITOR'S REPORT ON CONSOLIDATED FINANCIAL STATEMENTS

To the Sole Shareholder of Haya Real Estate, S.A.U.,

Opinion

We have audited the consolidated financial statements of Haya Real Estate, S.A.U. (the Parent) and its subsidiary (the Group), which comprise the consolidated statement of financial position as at 31 December 2020, and the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity, consolidated statement of cash flows and notes to the consolidated financial statements for the year then ended.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated equity and consolidated financial position of the Group as at 31 December 2020, and its consolidated results and its consolidated cash flows for the year then ended in accordance with International Financial Reporting Standards as adopted by the European Union (EU-IFRSs) and the other provisions of the regulatory financial reporting framework applicable to the Group in Spain.

Basis for Opinion

We conducted our audit in accordance with the audit regulations in force in Spain. Our responsibilities under those regulations are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report.

We are independent of the Group in accordance with the ethical requirements, including those pertaining to independence, that are relevant to our audit of the consolidated financial statements in Spain pursuant to the audit regulations in force. In this regard, we have not provided any services other than those relating to the audit of financial statements and there have not been any situations or circumstances that, in accordance with the aforementioned audit regulations, might have affected the requisite independence in such a way as to compromise our independence.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Most Significant Audit Matters

The most significant audit matters are those matters that, in our professional judgement, were considered to be the most significant risks of material misstatement in our audit of the consolidated financial statements of the current period. These risks were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on those risks.

Recognition of unbilled revenue

Description

As described in Notes 1 and 15 to the accompanying consolidated financial statements, the Group engages mainly in the exclusive asset management of some real estate owned assets and real estate developer loans of six customers who account for substantially all of its revenue and accounts receivable.

The aforementioned management of assets owned by its customers is instrumented through service level agreements (SLAs) that establish the terms and conditions under which the service is provided.

The recognition of this revenue, although not complex, arises from the application to a multitude of transactions with assets owned by the Group's clients, of the various terms and conditions established in the service level agreements entered into with them. Such terms and conditions lead the Group, in certain cases, to recognize revenue before issuing the related invoices, including the caption "Trade and other receivables" of the accompanying consolidated statement of financial position, a large amount of unbilled operations, as described in Note 9 to the accompanying consolidated financial

Procedures applied in the audit

Our audit procedures to address this matter included, among others, obtaining an understanding of the business cycle of revenue recognition, including the analysis of the revenue recognition policies in order to assess their appropriateness with the regulatory financial reporting framework applicable.

In addition, we carried out testing in order to verify the occurrence and accuracy of the revenue recognized in 2020 and unbilled at year-end, through subsequent billing testing, tests of details on statistical samples of transactions managed by the Group, and substantive analytical procedures which made it possible to assess the reasonableness of the revenue recognized for transactions happened in 2020 but not yet billed at year-end.

Lastly, we evaluated whether the disclosures made in this connection meet the requirements of the regulatory financial reporting framework applicable to the Group (see Notes 1, 4.12, 9 and 15 to the accompanying consolidated financial statements).

Recognition of unbilled revenue

Description

statements. As a result of this circumstance, the revenue recognized in the period but still unbilled at year-end was an area of significant auditor attention in our audit.

Procedures applied in the audit

Recoverability of “Other contract intangible assets – Management business - Bankia Group and Management business – Liberbank Group”

Description

As described in Notes 1 and 5 of the accompanying consolidated financial statements, in prior years, the Group acquired the exclusivity of the management of the Bankia group’s and Liberbank Group’s real estate owned assets, recognizing the related intangible assets, subject to amortisation, whose carrying amounts as at 31 December 2020 are EUR 57,928 and 38,141 thousand. At year-end, the Group assesses whether there is indication that the intangible assets related to asset management acquisitions, may be impaired and, if necessary, it tests those assets for impairment, using discounted cash flow-based valuation techniques, for which purpose it employs cash flow projections derived from estimates of inflows and outflows of assets under management, of the investments required to carry on its business activity and other assumptions contained in its business plan. Also, a discount rate is determined on the basis of the general economic situation and the Group’s particular circumstances. In 2020, as

Procedures applied in the audit

Our audit procedures to address this matter consisted, among others, of understanding the Group’s policies for analysing the intangible asset recovery and the factors that led the Group to recognize an impairment loss in the period, of obtaining the impairment tests of the intangible assets related to the management of the Liberbank Group’s and Bankia Group’s real estate owned assets, carried out by the Group, verifying the clerical accuracy of the calculations performed, and assessing the reasonableness of the main assumptions considered therein, mainly those relating to future cash flow forecasts and the discount rate.

For this purpose, we analysed whether the estimated cash flows considered in the tests were consistent with the business plan approved by the Board of Directors, as well as the Group’s operating and economic results in prior years, counting with the low comparability of year 2020 due to the Covid-19’s extraordinary impacts. In addition, we analysed the deviations occurred in the past

Recoverability of “Other contract intangible assets – Management business - Bankia Group and Management business – Liberbank Group”

Description

a result of such impairment testing, the Group has recognized an impairment loss in relation to the Liberbank Group related intangible asset, for EUR 5,496 thousand.

The performance of these estimates requires the application of significant judgments, as described in Note 5 to the accompanying consolidated financial statements. As a result of these circumstances, together with the magnitude of the intangible asset recognised in the consolidated statement of financial situation as at 31 December 2020, this matter was determined to be one of the most significant in our audit.

Procedures applied in the audit

years, with the related projections included in the Group’s business plans then in force, in order to validate the estimate process. Regarding the key assumptions considered (such as inflows and outflows of assets under management, average volume servicing fee and average management fee and gross margins) we performed an independent sensitivity analysis.

We involved our internal fair value specialists in order to evaluate the reasonability of the discount rate considered together with the risk factor used by the Group in the estimate process.

Lastly, we reviewed whether the disclosures included in Note 5 to the accompanying consolidated financial statements in connection with this matter are in conformity with those required by the applicable accounting regulations.

Deferred tax assets

Description

As described in Note 18 to the accompanying consolidated financial statements, the Group’s consolidated statement of financial situation as at 31 December 2020 includes an amount of EUR 30,702 thousand corresponding to deferred tax assets which are mainly made of tax losses carryforward for an amount of EUR 20,952 thousand,

Procedures applied in the audit

Our audit procedures to address this matter included, among others, obtaining an understanding of the estimation process followed by the Group management and the Directors, focusing our procedures on aspects such as:

Deferred tax assets

Description

recognized in the current year and in prior years, and of certain deductible temporary differences for an amount of EUR 6,605 thousand.

At year-end, the Group management prepares a financial model to assess the recoverability of the recorded deferred tax assets, considering the applicable tax law framework and the last business plan approved by the Board of directors, together with the reversal periods forecasted for each one of the deductible temporary differences recognized in the consolidated statement of financial situation.

We identify that matter as one of the most significant in our audit since the preparation of such financial model requires a high degree of judgment, fundamentally in relation to the projections of the evolution of both existing and expected businesses, which affect the assessment of the recorded deferred tax asset recovery.

Procedures applied in the audit

- The process of preparing the financial model, which is substantially based on the cash flows generated by the asset servicing contracts existing at 2020 year-end, and on the estimation of the services that will be rendered to the current clients, additional to the SLA services, and to other future clients, on the basis of the Group management's understanding of the servicing industry and of the opportunities that are expected to raise from the ongoing bank consolidation process and from the current economic situation.
- The criteria used in the deferred tax assets calculation.
- The base information used by the Group management in analysing the recoverability of the deferred tax assets, assessing its coherence with the historical data and with the business plans prepared in prior years.

Additionally, we have involved our internal tax experts to assess the appropriateness of the tax assumptions with the applicable tax framework, in order to ensure that they are adequate and complete.

Lastly, we reviewed whether the disclosures included in Note 18 to the accompanying consolidated financial statements in connection with this matter are in conformity with those required by the applicable accounting regulations.

Emphasis of matter

We draw your attention to the Note 13 accompanying the consolidated financial statements, that describes the effects that the COVID-19 crisis had on the operations and on the financial situation of the Group during the last months, and the potential future effects that such crisis may have on the Group's future operations and on certain asset recovery, especially the deferred tax assets. Our opinion has not been modified for this matter.

Other Information: Consolidated Management Report

The other information comprises only the consolidated management report for 2020, the preparation of which is the responsibility of the Parent's directors and which does not form part of the consolidated financial statements.

Our audit opinion on the consolidated financial statements does not cover the consolidated management report. Our responsibility relating to the consolidated management report, according to the audit regulations in force, consists in:

- a) Solely verifying that the consolidated statement of non-financial information has been provided for according to the applicable legislation and, if this is not the case, reporting this fact.
- b) Evaluating and reporting on whether the rest of the information included in the consolidated management report is consistent with the consolidated financial statements, based on the knowledge of the Group obtained in the audit of those consolidated financial statements, as well as evaluating and reporting on whether the content and presentation of this section of the consolidated management report are in conformity with the applicable regulations. If, based on the work we have performed, we conclude that there are material misstatements, we are required to report that fact.

Based on the work performed, as described in the preceding paragraph, we have checked that the information described in section a) above is provided for according to the applicable legislation and that the other information contained in the consolidated management report is aligned with the consolidated financial statements for 2020 and its content and presentation are in conformity with the applicable regulations.

Responsibilities of the Parent's Directors for the Consolidated Financial Statements

The Parent's directors are responsible for preparing the accompanying consolidated financial statements so that they present fairly the Group's consolidated equity, consolidated financial position and consolidated results in accordance with EU-IFRSs and the other provisions of the regulatory financial reporting framework applicable to the Group in Spain, and for such internal

control as the directors determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the Parent's directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

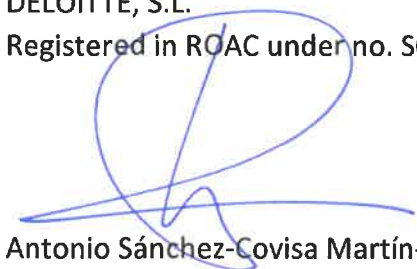
Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the audit regulations in force in Spain will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

A further description of our responsibilities for the audit of the consolidated financial statements is included in the Appendix to this auditor's report. This description forms part of our auditor's report.

DELOITTE, S.L.

Registered in ROAC under no. S0692



Antonio Sánchez-Covisa Martín-González

Registered in ROAC under no. 21251

24 March 2021

Appendix to our auditor's report

Further to the information contained in our auditor's report, in this Appendix we include our responsibilities in relation to the audit of the consolidated financial statements.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

As part of an audit in accordance with the audit regulations in force in Spain, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Parent's directors.
- Conclude on the appropriateness of the use by the Parent's directors of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the Parent's directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

From the significant risks communicated with the Parent's directors, we determine those risks that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the most significant assessed risks.

We describe those risks in our auditor's report unless law or regulation precludes public disclosure about the matter.

Translation into English of consolidated financial statements for the year ended 31 December 2020 originally issued in Spanish. In the event of discrepancy, the Spanish language version prevails.

Haya Real Estate, S.A.U. and Subsidiary (Haya Group)

Consolidated financial statements for the year ended 31 December 2020 and the corresponding notes

**HAYA REAL ESTATE, S.A.U.
AND SUBSIDIARY**

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2020

(Thousands of euros)

ASSETS	Notes	31/12/2020	31/12/2019
NON-CURRENT ASSETS:			
Intangible assets	5	200,892	241,208
Property, plant and equipment	4.4	4,536	6,684
Right-of use assets	8	3,272	5,101
Non-current financial assets	7	94,235	89,033
Deferred tax assets	18.6	30,702	29,647
Goodwill	6	6,332	6,332
Total non-current assets		339,969	378,005
CURRENT ASSETS:			
Current financial assets-		148,346	219,501
Trade and other receivables	9	93,612	154,547
Current financial assets	7	709	672
Cash and cash equivalents	9	54,025	64,282
Other current assets		303	213
Total current assets		148,649	219,714
TOTAL ASSETS		488,618	597,719
EQUITY:			
Share capital	10.1	9,683	9,683
Share premium	10.2	45,831	45,831
Reserves of the Parent	10.3	(25,884)	12,127
Reserves of the Subsidiary	10.3	635	-
Other shareholder contributions	10.4	3,900	3,900
Profit for the period attributable to the Parent		(19,011)	(37,376)
Equity attributable to the Parent		15,154	34,165
Total equity		15,154	34,165
NON-CURRENT LIABILITIES:			
Debts with credit institutions, bonds and other securities	11	420,034	468,413
Long-term provisions	4.11	3,324	2,644
Lease liabilities	8	1,795	3,519
Total non-current liabilities		425,153	474,576
CURRENT LIABILITIES:			
Debts with credit institutions, bonds and other securities	11	6,726	3,128
Lease liabilities	8	1,637	1,701
Other financial liabilities		4,996	5,757
Other current liabilities	12	5,472	21,081
Trade payables	12	29,234	51,474
Related party payable	20.2	246	5,837
Total current liabilities		48,311	88,978
TOTAL EQUITY AND LIABILITIES		488,618	597,719

The accompanying Notes 1 to 25 are an integral part of the consolidated statement of financial position as at 31 December 2020.

**HAYA REAL ESTATE, S.A.U.
AND SUBSIDIARY**

CONSOLIDATED STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED 31 DECEMBER 2020

(Thousands of euros)

	Notes	2020	2019
CONTINUING OPERATIONS:			
Revenue	15	177,022	293,619
Other operating expenses	16.2	(67,130)	(114,912)
Personnel expenses	16.1	(64,149)	(78,941)
Amortisation	4.4, 5 & 8	(51,823)	(103,913)
Impairment and gains or losses on disposals of non-current assets	4.5 & 5	(5,491)	(23,945)
Loss from operations		(11,571)	(28,092)
Finance income	11 & 20	12,941	5,212
Finance expense	11	(28,008)	(27,833)
Net finance income (expense)		(15,067)	(22,621)
Loss before tax		(26,638)	(50,713)
Income tax benefit (expense)	18.4	7,627	13,337
Loss for the period from continuing operations		(19,011)	(37,376)
Loss for the period		(19,011)	(37,376)
Attributable to the Sole Shareholder of the Parent	17	(19,011)	(37,376)
Earnings (Loss) per share			
Basic and diluted (in euros)	22	(1.96)	(3.86)

The accompanying Notes 1 to 25 are an integral part of the consolidated statement of profit or loss for the year ended 31 December 2020.

**HAYA REAL ESTATE, S.A.U.
AND SUBSIDIARY**

**CONSOLIDATED STATEMENT OF COMPREHENSIVE
INCOME (LOSS) FOR THE YEAR ENDED 31 DECEMBER 2020**

(Thousands of euros)

	Notes	2020	2019
PROFIT (LOSS) PER CONSOLIDATED STATEMENT OF PROFIT OR LOSS (I)		(19,011)	(37,376)
Income and expenses recognized directly in equity		-	-
TOTAL INCOME AND EXPENSES RECOGNISED DIRECTLY IN EQUITY (II)		-	-
Transfers to the consolidated statement of profit or loss		-	-
TOTAL TRANSFERS TO CONSOLIDATED PROFIT OR LOSS (III)		-	-
TOTAL COMPREHENSIVE INCOME (LOSS) FOR THE YEAR (I+II+III)		(19,011)	(37,376)

The accompanying Notes 1 to 25 are an integral part of the consolidated statement of comprehensive income (loss) for the year ended 31 December 2020.

Translation into English of consolidated financial statements for the year ended 31 December 2020 originally issued in Spanish. In the event of discrepancy, the Spanish language version prevails.

**HAYA REAL ESTATE, S.A.U.
AND SUBSIDIARY**

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

(Thousands of euros)

	Share Capital	Share Premium	Reserves of the Parent	Reserves of Subsidiary	Other shareholder contributions	Profit (loss) for the period	Interim dividend	Total Equity
Balance at 31 December 2018	9,683	45,831	13,684	4,101	3,900	(445)	-	76,754
Transfers to retained earnings	-	-	(1,717)	1,272	-	445	-	-
Loss for the period	-	-	-	-	-	(37,376)	-	(37,376)
Dividends in kind (Note 10.3)	-	-	(5,210)	-	-	-	-	(5,210)
First application of IFRS 16 (Note 3.7.1)	-	-	(3)	-	-	-	-	(3)
Other movements (Note 2)	-	-	5,373	(5,373)	-	-	-	-
Balance at 31 December 2019	9,683	45,831	12,127	-	3,900	(37,376)	-	34,165
Transfers to retained earnings	-	-	(38,011)	635	-	37,376	-	-
Loss for the period	-	-	-	-	-	(19,011)	-	(19,011)
Balance at 31 December 2020	9,683	45,831	(25,884)	635	3,900	(19,011)	-	15,154

The accompanying Notes 1 to 25 are an integral part of the consolidated statement of changes in equity for the year ended 31 December 2020.

**HAYA REAL ESTATE, S.A.U.
AND SUBSIDIARY**

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

(Thousands of euros)

	Notes	2020	2019
1. CASH FLOWS FROM OPERATING ACTIVITIES			
Loss before tax		(26,638)	(50,713)
Adjustments for:			
Depreciation and amortisation charges (+)	4.4 & 5	51,823	103,913
Finance income (-)		(12,941)	(5,212)
Finance expense (+)		28,008	27,833
Provisions, Impairment and losses on disposals (+)		7,318	27,812
Adjusted profit		47,570	103,633
Income tax paid		-	-
Increase/Decrease in current assets and liabilities			
(Increase)/Decrease in current assets		60,187	(35,022)
Increase/(Decrease) in current liabilities		(37,695)	16,970
Total net cash flows from operating activities (1)		70,062	85,581
2. CASH FLOWS FROM INVESTING ACTIVITIES			
Payments due to investment:			
Tangible assets	5	(940)	(5,311)
Other intangible assets		(12,631)	(9,414)
Right of use		(1,890)	(1,716)
Other financial assets		-	(374)
Proceeds from disposal:			
Other financial assets and interest received		23	-
Total net cash flows from investing activities (2)		(15,438)	(16,815)
3. CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds and payments relating to financial liability instruments:			
Financing obtained from -			
Credit institutions		14,400	-
Repayment of borrowings from -			
Credit institutions	11	(53,873)	-
Interest paid from debts with Credit institutions, bonds and others		(25,408)	(25,505)
Total net cash flows from financing activities (3)		(64,881)	(25,505)
4. Net increase/(decrease) in cash and cash equivalents (1+2+3)		(10,257)	43,261
Cash and cash equivalents at beginning of period		64,282	21,021
Cash and cash equivalents at end of period		54,025	64,282

The accompanying Notes 1 to 25 are an integral part of the consolidated statement of cash flows for the year ended 31 December 2020.

Translation of consolidated financial statements originally issued in Spanish and prepared in accordance with the regulatory financial reporting framework applicable to the Group in Spain (see Notes 3 and 25). In the event of a discrepancy, the Spanish-language version prevails.

Haya Real Estate, S.A.U. and Subsidiary (Haya Group)

Notes to the consolidated financial statements
for the annual period ended
31 December 2020

1. Group activity

Haya Real Estate, S.A.U. (hereinafter, the Parent) was incorporated for an indefinite term on 28 May 2013, and is duly registered in the Mercantile Registry of Madrid in Volume 1547, General, Book 31,153, Folio 10, Section 8, Sheet No. M-560,663, Entry 1 with VAT Registration No. (CIF) B-86744349. The Parent originally commenced trading as Cornalata Servicios y Gestión, S.L., changing its company name to Promontoria Plataforma, S.L.U. on 1 August 2013, once again changing its name to its current one on 21 April 2014. On 25 April 2018, the Sole Shareholder agreed to modify the Parent's bylaws to become a public limited company, changing its company name to Haya Real Estate, S.A.U. (Sole Shareholder Company). The transformation was effective on 7 May 2018.

On 5 February 2019, the Parent's registered address changed to Calle Medina de Pomar, 27, Madrid (Spain).

In accordance with its bylaws, the corporate purpose of Haya Real Estate, S.A.U. is:

- The provision of financial and investment consultancy services to financial institutions and companies in general;
- The preparation of business reports, whether for its own use or for third party use, compiled from any public or private body.
- Collection of payments owed to them on behalf of third parties, represented by any public or private payment documents or otherwise;
- Development, lease and sale of software and provision of all manner of IT services, particularly those related to financial services; and
- Provision of all manner of services related to the administration, management and marketing of real estate.

Excluded from the Parent's corporate purpose are any activities that are reserved by law for certain types of companies and any that require authorisation or permits that the Parent does not have.

Haya Real Estate, S.A.U. is the sole shareholder of the subsidiary Haya Titulización, Sociedad Gestora de Fondos de Titulización, S.A.U., which both together form the Haya Group (hereinafter, the Group).

The activity performed by the Parent in 2020 consisted mainly of managing real estate owned assets ("REOs") and real estate developer loans ("REDS"). The activity engaged in by the subsidiary Haya Titulización, Sociedad Gestora de Fondos de Titulización, S.A.U. (Haya Titulización) consisted of the incorporation, management and legal representation of asset securitisation funds, mortgage securitisation funds and bank assets funds.

The Parent is a Sole Shareholder company wholly owned by Promontoria Holding 62, B.V. (the Sole Shareholder). The Parent is therefore subject to the rules applicable to Sole Shareholder companies and has disclosed this to the Mercantile Registry. In this respect, the contracts entered into and the balances and transactions maintained with its Sole Shareholder are disclosed in Note 20. The consolidated financial statements for 2019, which were

formulated by the Parent's Board of Directors on 26 March 2020 were approved by the Sole Shareholder on 28 April 2020.

Group activity

The Group's activity consists mainly in providing asset management and is regulated by the servicing agreements (Service Level Agreements or SLA) that it enters into with its clients, being the most relevant the following ones:

1.a. Business combination – Bankia

On 3 September 2013, the Group signed an agreement with the Bankia group for the purchase of a business relating to the management of certain real estate assets and loans granted to companies engaged in the real estate industry (developer loans) which are owned by the Bankia group and Sociedad de Gestión de Activos Procedentes de la Reestructuración Bancaria, S.A. (SAREB), the latter being managed up to the date of the business combination by the Bankia group.

At the same time, within the framework of the business combination, the following contracts were signed between the Group and the Bankia group:

- Exclusive service agreement for the management of assets owned by the Bankia group, which, at the time of the business combination, were included within the agreed scope for a period of ten years.
- Outsourcing agreement extended by the Bankia group in favour of the Parent as a management services provider for assets belonging to SAREB for a period ending on 31 December 2013, which included the possibility of annual renewals. This contract was renewed until 31 December 2014.
- Agreement extended by the Bankia group to the Parent for the provision of IT services, asset marketing services through the Bankia group branch network and retail financing in favour of potential buyers of the assets belonging to SAREB currently managed by the Parent.
- Service agreement between the Parent and the Bankia group (as the service provider) in relation to other IT, leasing and administrative services.

The different agreements arranged with the Bankia group establish that additions may be made to the volume of assets owned by the Bankia group under the management of the Parent as the Bankia group identifies and includes in its scope of consolidation assets with the same characteristics as those of the assets included in the initial scope.

On 27 April 2018, the Parent Company entered into a new contract with Bankia which replaced the previous one signed in 2013. Such new contract modified the terms of the aforementioned contracts, adding to the existing REOs under management, a new perimeter of REOs coming from the merger between Bankia and Banco Mare Nostrum (BMN), and settling that the servicing term is indefinite, with a period of exclusivity of 10 years, starting on 1 May 2018. Likewise, such new contract resolved the provision by the Parent of any service under the initial SLA dated 3 September 2013, in relation with Bankia's REDs, managed by the Parent under the initial SLA. The total price agreed to be paid for the acquisition of this new contract amounted to EUR 107,687 thousand.

1.b. SAREB contract

The aforementioned service-level agreement for the management of assets belonging to SAREB entered into with Bankia ended on 31 December 2014. During the second half of 2014, SAREB called a tender to award a service agreement for the administration and management of its assets in favour of several real estate operators and the Parent was awarded a package of financial assets originally owned by the Bankia group on 30 December 2014, for a period of five years. The agreement was executed in a public deed on 30 December 2014 and the service became effective as of 1 January 2015.

As consideration for the acquisition of the new contract with SAREB, the Parent made an upfront payment of EUR 235,100 thousand, fully disbursed on December 30, 2014. During 2015, there was a reduction in the perimeter under management, which involved the return by SAREB of an amount of EUR 6,066 thousand and the total price upfront payment amounted to EUR 229,034 thousand.

The services that the Parent has been providing until the expiration of the agreement (31 December 2019) were focused on the management of real estate and financial assets, for which the Parent charged a commission (management fee), and on activities relating to the sale or collection thereof of such assets, for which the Parent charged an additional commission (volume fee) according to the transactions closed during the year.

On 30 October 2019, after a tender process, the Parent Company entered into a new servicing contract (SLA) with SAREB to service a portfolio of Loans and Real Estate Owned assets with effective date from 1 January 2020 until June 30, 2022. The new SLA did not require any upfront payment from the Parent Company and does not replace the previous one signed in 2014 which expired on December 31, 2019.

1.c. Business combination - Cajamar

On 10 June 2014, former subsidiary Laformata Servicios y Gestiones, S.L.U. ("Laformata") entered into a business purchase agreement with Grupo Cooperativo Cajamar and Cimenta2 Gestión e Inversiones, S.A. (the "Cajamar group") for the purchase of a business relating to the management of real estate assets, mortgage and non-mortgage loans and securitised loans. Under this agreement, Laformata acquired the management of the abovementioned business. As consideration for the acquisition of this business, the Group made an upfront payment of EUR 225,000 thousand, fully disbursed on December 30, 2014.

At the same time, as part of this business purchase transaction, the parties entered into an exclusive service agreement for the management of the Cajamar group's assets which, at the time of the business combination ("initial assets"), were included within the agreed scope for a period of ten years.

The different agreements arranged with the Cajamar group establish that additions may be made to the volume of assets owned by the Cajamar group under the management of the Parent as the Cajamar group identifies and includes in its scope of consolidation assets with the same characteristics as those of the initial assets.

The business purchase agreement was executed as a company transfer. The subsidiary Laformata assumed all the assets and liabilities related to the business, and subrogated to all of the Cajamar group's rights and obligations with regard to all employees assigned to that business and under all supplier contracts relating thereto. The date for the business transfer was set as 1 July 2014.

The subsidiary Laformata was merged into the Parent in 2016.

1.d. Business combination - Liberbank

On 8 August 2017, the Group entered into certain agreements with the Liberbank group to acquire the real estate asset management business for assets owned by the Liberbank group, for a total price of EUR 85,000 thousand (see Note 5). The asset management agreement gives the Group exclusive rights, for a period of seven years, extendable for further one year periods, over the management of these assets and establishes that additions of new assets may occur as the Liberbank group identifies and includes in its scope of consolidation assets with the same characteristics as those in the initial scope.

1.e. BBVA contract

On 10 October 2018, the Parent Company entered into a Service Level Agreement (SLA) with Banco Bilbao Vizcaya Argentaria, S.A. ("BBVA") and other related entities ("BBVA group") for the exclusivity of the management of real estate owned assets owned by BBVA group included within the scope of the abovementioned SLA at the date of the agreement, for a period of eight years and a potential renewal up to two additional years. The Service Level Agreement did not require any upfront payment from the Parent Company. At the same date, the Parent Company signed a subcontracting agreement with Divarian Propiedad S.A. for the temporary subcontracting of the aforementioned management of REOs, until the Business Purchase agreement mentioned in note 1.f entered into force on 31 May 2019 and the Parent Company could perform the BBVA SLA by itself.

1.f. Business combination - Divarian

On 24 April 2019, the Parent Company signed a business purchase agreement with Divarian Propiedad, S.A. («Divarian») for the acquisition of Divarian's servicing business, including employees (345 people transferred) and

other resources (mainly IT). The total price established in the agreement amounted to 1 Euro. The transaction was effective on 31 May 2019.

The Group Management, for the aforementioned business purchase agreement and according to IFRS 3, made a best estimate of the allocation of the price paid to the fair value of the assets acquired and the liabilities assumed (PPA). Based on the analysis of the fair value of the assets and liabilities acquired, the Group recognised in 2019 a goodwill of EUR 253 thousand.

In addition, on 31 May 2019, the Parent Company entered into a Service Level Agreement (SLA) with “Divarian Propiedad, S.A.” and “Divarian Desarrollos Inmobiliarios, S.L.” for the management of their REOs for a period of eight years. The Service Level Agreement did not require any upfront payment from the Parent Company.

Environmental information

Given the nature of the activities conducted by the different Group companies, the Group Management considers that the Group does not have any environmental liabilities, expenses, assets, provisions or contingencies that might be material in connection with the Group's equity, financial situation or profit and loss. Therefore, no specific disclosures relating to environmental issues are included in these notes to the consolidated financial statements.

2. Group companies

The following tables lists the fully consolidated Group Subsidiary, which is all located in Spain, and includes information related thereto:

Translation into English of consolidated financial statements for the year ended 31 December 2020 originally issued in Spanish. In the event of discrepancy, the Spanish language version prevails.

2020

Company	Direct stake	Thousands of euros							
		Share capital (b)	Share premium (b)	Reserves (b)	Equity holder contributions (b)	Operating profit or (loss) (b)	Profit/(loss) for the year (b) (c)	Carrying amount of the interest	Net book value of the interest
Parent Haya Real Estate, S.A.U. (a) (d)	-	9,683	45,831	(26,507)	3,900	(13,124)	(20,060)	-	-
Group company Haya Titulización, Sociedad Gestora de Fondos de Titulización, S.A.U. (a) (d)	100%	1,000	-	5,113	-	1,156	883	6,997	9,744

- (a) Company whose financial statements as at 31 December 2020 will be audited by Deloitte, S.L.
(b) Details obtained from the company's' separate financial statements as at 31 December 2020.
(c) There are no profits or losses from discontinued operations.
(d) All equity instruments of this entity are pledged to secure a guarantee on the Senior Secured Notes (see Note 11).

2019

Company	Direct stake	Thousands of euros							
		Share capital (b)	Share premium (b)	Reserves (b)	Equity holder contributions (b)	Operating profit or (loss) (b)	Profit/(loss) for the year (b) (c)	Carrying amount of the interest	Net book value of the interest
Parent Haya Real Estate, S.A.U. (a) (d)	-	9,683	45,831	6,209	3,900	(29,295)	(32,718)	-	-
Group company Haya Titulización, Sociedad Gestora de Fondos de Titulización, S.A.U. (a) (d)	100%	1,000	-	4,478	-	841	635	6,113	9,744

- (a) Company whose financial statements as at 31 December 2019 will be audited by Deloitte, S.L.
(b) Details obtained from the company's' separate financial statements as at 31 December 2019.
(c) There are no profits or losses from discontinued operations.
(d) All equity instruments of this entity are pledged to secure a guarantee on the Senior Secured Notes (see Note 11).

The fully consolidated company referred to in the table above is deemed to be Subsidiary within the meaning of the International Financial Reporting Standards.

In 2019, the subsidiary Haya Titulización, S.G.F.T., S.A.U. distributed dividends to the Parent company, for an amount of EUR 6,800 thousand, of which an amount of EUR 5,373 thousand was generated by the subsidiary after its acquisition by the Parent. In 2020 no dividends have been distributed to the Parent Company.

The subsidiary Haya Titulización, S.G.F.T., S.A.U. has registered office in Spain, is not listed on the stock market but is subject to the supervision of the National Securities Market Commission (CNMV) due to its activity.

Changes in the scope of consolidation

There have not been any changes in the scope of consolidation in 2020 either 2019.

3. Basis of presentation and consolidation principles

3.1 Financial reporting standards applicable to the Group

The Group's 2020 consolidated financial statements have been prepared:

- In accordance with the International Financial Reporting Standards ("IFRS") as adopted by the European Union in conformity with Regulation (EC) no. 1606/2002 of the European Parliament and of the Council.
- Applying all the mandatory accounting principles, standards and measurement criteria that have a material impact on the consolidated financial statements. There are no mandatory accounting principles that have not been applied.
- The significant accounting principles and measurement criteria used in preparing the Group's 2020 consolidated financial statements are set out in Note 4.
- In order to provide a true and fair view of the consolidated Group's equity and financial position as at 31 December 2020, as well as the results of its operations, changes in its consolidated equity and consolidated cash flows for the year then ended.
- On the basis of the accounting records kept the Parent and by the Group company.

The consolidated financial statements for 2020, prepared by the Parent's directors, and the separate financial statements of Haya Real Estate, S.A.U. and of its Subsidiary shall be submitted for approval by their respective sole shareholder, and are expected to be approved unchanged.

However, since the accounting principles and valuation standards used to prepare the consolidated financial statements of the Group for 2020 (IFRS) differ from the rules and standards applied by the Group companies in their separate statements (local rules), all necessary adjustments and reclassifications were made as part of the consolidation process, to harmonise such principles and standards and to bring them into line with the International Financial Reporting Standards adopted by the European Union.

3.2 Responsibility for information and estimates

The Parent's directors are responsible for the information contained in these consolidated financial statements.

In the preparation of the accompanying consolidated financial statements, estimates have been made based on historical experience and other factors that are considered to be reasonable in light of prevailing circumstances. These estimates form the basis for establishing the carrying amount of certain assets, liabilities, income, expenses and commitments which cannot be easily measured using other sources. These estimates are reviewed by the Parent on an ongoing basis. These estimates relate basically to the following:

- The cost of business combinations (see Note 4.2).
- The useful life of intangible and tangible assets (see Notes 4.1 and 4.4).
- The measurement of intangible assets and goodwill to determine possible impairment losses (see Notes 4.3 and 4.5).

- Valuation of certain financial instruments (see note 4.7).
- Calculation of impairment on trade receivables (see Note 4.7).
- Assessment of the recoverability of deferred tax assets (see Note 4.13).
- Calculation of provisions, contingencies and other obligations to employees (see Notes 4.10 and 4.11).

Even though these estimates have been made based on the best information available as of 31 December 2020, on the events analysed and changes therein up to the date of authorisation for issue of these consolidated financial statements, they may, however, need to be revised (upward or downward) in subsequent financial years due to the occurrence of future events. Any such revisions will be applied prospectively, recognising the effect of the change in estimates and assumptions in the corresponding consolidated statement of profit or loss, in accordance with IAS 8 Accounting policies, changes in accounting estimates and errors.

In 2020, no significant changes took place regarding the estimates made as of 31 December 2019, with the exception of the change in useful life of certain intangible assets (computer software) (see Note 4.1) and the impairment of Liberbank contract intangible asset (see note 5).

3.3 Comparative information

The information contained in these consolidated financial statements for the year 2019 is provided only for comparison with the information for the year 2020.

3.4 Functional currency

These consolidated financial statements are presented in euros as this is the currency of the main economic area in which the Group operates. There were no foreign currency transactions in 2020 and 2019.

3.5 Consolidation principles

Subsidiary Companies

A subsidiary is a company in which another company, the Parent, is capable of exercising effective control. This capacity manifests itself in general when the following three elements are met, in accordance with IFRS 10: (i) having power over the investee; (ii) being exposed to or being eligible for variable returns from its involvement with the investee; and (iii) having the ability to use its power over the investee to affect the amount of returns from the company controlled. Information on the Group companies is provided in Notes 1 and 2.

At the time of acquisition of a subsidiary, its assets and liabilities and contingent liabilities are calculated at their fair values at the date of acquisition that gives rise to the takeover, according to IFRS 3 - Business combinations. When the cost of acquisition is higher than the fair value of the identified net assets, the difference is recognised as goodwill. If the cost of acquisition is less than the fair value of the identifiable net assets, the difference is taken to profit or loss at the acquisition date.

The results of Subsidiary acquired during the year are only those included in the consolidated statement of profit or loss from the date effective control is obtained to year-end. Similarly, the results of Subsidiary disposed of during the year are included in the consolidated statement of profit or loss from the beginning of the year to the date of disposal.

The financial statements of Subsidiary are fully consolidated with those of the Parent. Accordingly, all material balances and effects of the transactions between consolidated companies are eliminated on consolidation. Where necessary, adjustments are made to the financial statements of Subsidiary to adapt the accounting policies used to those used by the Group.

These consolidated financial statements for 2020 include all the Group companies, using the applicable consolidation methods in each case, in accordance with Article 42 of the Spanish Code of Commerce. In this regard, in the opinion of the Parent's directors, these consolidated financial statements include all the companies belonging to the Group as of 31 December 2020.

3.6 Standards and interpretations applied

In preparing the consolidated financial statements for 2020, the Group applied all the principles, amendments and interpretations applicable to the International Financial Reporting Standards ("IFRSs") adopted by the European Union in conformity with Regulation (EC) no. 1606/2002 of the European Parliament and of the Council, and the other Spanish regulations applicable, taking into account all mandatory accounting principles and standards and measurement bases with a material effect.

3.7 Effective dates of new accounting standards

3.7.1 New standards, amendments and interpretations are mandatorily effective for the annual period beginning 1 January 2020

In 2020 the following standards, amendments and interpretations came into force, which, where applicable, were used by the Group in preparing these financial statements:

Standards, amendments and interpretations	Description	Obligatory application in the years beginning on or after:
Amendments to IFRS 3, Definition of a Business	Clarifying the definition of a business	1 January 2020
Amendments to IAS 1 and IAS 8, Definition of Materiality	Amendments to IAS 1 and IAS 8 to align the definition of materiality used in the conceptual framework and the standards themselves	1 January 2020
Amendments to IFRS 9, IFRS 7 and IAS 39 Interest Rate Benchmark Reform (Phases 1 and 2)	Amendments to IFRS 9, IFRS 7 and IAS 39 in relation to certain reliefs in connection with interest rate benchmark reform.	1 January 2020

The application of the Standards, Amendments or Interpretations described above have had no material effect on the Group's financial position or results of operations.

3.7.2 New standards, amendments and interpretations mandatorily effective for annual periods beginning after the calendar year starting on 1 January 2020 (applicable to 2020 and thereafter)

The following standards were not yet in force in 2020, either because their effective date is subsequent to the date of the consolidated financial statements or because they had not yet been adopted by the European Union:

Standards, amendments and interpretations	Description	Obligatory application in the years beginning on or after:
Amendments to IFRS 16, improvement in rent concessions	Amendment to provide relief to lessees from applying lease modification accounting to COVID-19 related rent concessions	1 June 2020
Amendments to IFRS 7 and IFRS 4 Interest Rate Benchmark Reform (Phase 2)	Amendments to IFRS 7 and IFRS 4 in relation to certain reliefs in connection with interest rate benchmark reform (Phase 2)	1 June 2021(1)
Amendments to IFRS 4, deferral of the IFRS 9 application	Deferral of IFRS 9 to 2023	1 June 2021(1)
Amendments to IFRS 3, Conceptual Framework	Amendments to IFRS 3 to align the definitions of assets and liabilities in a business combination with those contained in the conceptual framework.	1 January 2022(1)

Amendments to IAS 16, Proceeds before Intended Use	Amendments in relation to proceeds from selling items before the related PPE is available for its intended use can no longer be deducted from the cost of PPE	1 January 2022(1)
Amendments to IAS 37 Provisions, Contingent Liabilities and Contingent Assets: Onerous Contract (Cost of Fulfilling a Contract)	Amendment to explain the cost of fulfilling the contract includes both the incremental costs of the contract and an allocation of other direct costs incurred on activities required to fulfill the contract	1 January 2022(1)
Improvements to IFRS Standards 2018–2020 Cycle	Minor amendments of IFRS 1, IFRS 9, IFRS 16 and IAS 41	1 January 2022(1)
Amendments to IAS 1	Amendments to IAS 1 Presentation of Financial Statements: Classification of Liabilities as Current or Non-current	1 January 2023(1)
IFRS 17, Insurance Contracts	It will replace IFRS 4. It includes the principles for the recognition, measurement, presentation and disclosure of insurance contracts.	1 January 2023(1)

(1) Pending adoption by the European Union

The Group Management has assessed the potential impact of the future application of these standards, amendments and interpretations and considers that the application of these would not have a significant effect on the Group's consolidated financial statements in the initial application period.

4. Accounting principles and policies and measurement standards applied

As described in Note 2, the Group has applied these accounting principles in accordance with the accounting principles and standards set down in International Financial Reporting Standards adopted by the European Union, in addition to other company law in effect at the date of publication of these consolidated financial statements. Therefore, only the policies that are specific to the Group's activities and those considered to be significant to the nature of its activities are detailed below.

4.1 Intangible assets

Intangible assets are identifiable non-monetary assets without physical substance which arise as a result of a legal transaction or which are developed internally by the consolidated companies. Only assets whose cost can be estimated reasonably objectively and from which the consolidated companies consider it probable that future economic benefits will be generated are recognised.

Intangible assets are initially recognised at cost of acquisition or production. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses.

In general, intangible assets can have an indefinite useful life - when, based on an analysis of all the relevant factors, it is concluded that there is no foreseeable limit to the period over which the asset is expected to generate net cash inflows for the consolidated entities - or, in all other cases, a finite useful life.

Intangible assets with indefinite useful lives are not amortised, but rather at the end of each reporting period the consolidated companies review the remaining useful lives of the assets in order to ensure that they continue to be indefinite or, if this is not the case, to take the appropriate steps. As at 31 December 2020 and 2019, there were no assets recognised in the accompanying consolidated statement of financial position with indefinite useful lives, other than the recognised goodwill (see Note 4.3).

Intangible assets with a finite useful life are amortised over their useful life, applying similar criteria to those used in the depreciation of items of property, plant and equipment.

In both cases, the consolidated entities recognise any impairment with a charge to "Net impairment losses" in the consolidated statement of profit or loss. The criteria used for recognition of impairment losses on these assets and, where applicable, reversal of impairment losses incurred in previous years are similar to those applied to property, plant and equipment.

Patents, licenses, trademarks and similar

This heading comprises the amounts paid for the purchase of intellectual property or user rights for the various manifestations thereof, as well as the costs incurred for the registration of any internally developed intellectual property. The Group amortises these assets on a straight line basis throughout their useful life, which is estimated to be ten years.

Computer software

The acquisition and development costs incurred in relation to the basic computer systems used in the Group Management are recognised with a charge to "Intangible assets" on the consolidated statement of financial position.

Computer system maintenance costs are recognised with a charge to the consolidated statement of profit or loss for the year in which they are incurred.

Computer software is recognised at the amount paid to third parties for the acquisition of the software or of any rights of use in connection therewith. It is amortised on a straight-line basis over its estimated useful life. In 2020 the Group has reviewed the useful life of its Computer software related to the investments made to manage its clients' real estate and credit assets. The analysis has been performed in the oldest investments which have been tested that are currently being used since its implementation (2015-2017) and will be used as long as the Group manages its clients' real estate and credit assets. Therefore, the Group has extended from 3 to 5 years the useful life of these investments based on its new analysis performed in 2020. This change in accounting estimate has been applied prospectively, recognising lower amortization costs in 2020 for an amount of EUR 4,583 thousand than if no change had been implied. The expected impact of this change in 2021 is a lower amortization costs of EUR 862 thousand, whereas for the period 2022-2024, higher amortization costs are expected for amounts of EUR 2,014 thousand, EUR 2,493 thousand and EUR 937 thousand, respectively.

Other intangible assets

The cost of the business acquisitions, comprising the asset management businesses described in Notes 1, and the cost of acquisition of asset management exclusive rights, are registered according to the business combination criteria described in Note 4.2. Those assets are amortized linearly according to the duration of the contracts.

4.2 Business combinations

Business combinations are recognised using the acquisition method for which the date of acquisition is determined and the cost of combination is calculated, recognising any identifiable acquired assets and assumed liabilities, both certain and contingent, at their fair value on said date. The value of the assets acquired is reduced by the corresponding accumulated depreciation, recognised on a straight-line basis and according to the assigned service life, and by any impairment losses, in accordance with the criteria in Note 4.5.

Any positive or negative differences from business combinations are determined by the difference between the combination cost and the fair value of the acquired assets and assumed liabilities recognised as of the acquisition date.

The cost of the combination is the sum of:

- The fair values on the acquisition date of the acquired assets, the liabilities incurred or assumed the equity instruments issued.
- The fair value of any contingent payment depending on future events or fulfilment of specified conditions.

Any costs related to the issue of equity instruments or financial liabilities delivered in exchange for the acquired items are not part of the combination costs.

Likewise, the costs of any legal advisors or other professionals who have taken part in the combination are excluded from the costs, as are any other costs internally produced through these concepts. Said amounts are directly attributed to the profit and loss account.

In the exceptional case of negative differences arising in business combinations, these are attributed to the profit and loss account as income consolidated statement of profit or loss

If the measurement procedures of a business combination necessary to apply the acquisition method explained above are incomplete by the end of the reporting period, the acquirer will report the provisional amounts. The acquirer may adjust the provisional amounts recognised during the period necessary to obtain the required information. The measurement period will not exceed one year. The effects of any adjustments made during the measurement period are accounted for retrospectively, modifying the comparative information if necessary.

Subsequent changes in the fair value of the contingent consideration are recognised in profit or loss, unless the consideration was classified as equity, in which case, subsequent changes in its fair value are not recognised.

The business combinations under common control in 2020 (see Notes 1 and 2) have been accounted for using the acquisition method as established in this section.

4.3 Goodwill

Positive differences between the acquisition cost of ownership interests in consolidated companies and their corresponding underlying carrying amount at the time of the acquisition or at the date of initial consolidation, provided that the acquisition did not take place after the acquisition of control, are accounted for as follows:

- If they are attributable to specific equity accounts of the acquirees, by writing up the carrying value of assets to fair value where their market value was in excess of the carrying amounts recognised on their consolidated statements of financial position and which enjoy a similar accounting treatment to the Group's equivalent assets.
- If they are attributable to non-contingent liabilities, by recognising them in the consolidated statement of financial position, if it is likely that the outflow of funds to settle the obligation will include economic benefits, and their fair value can be measured reliably.
- If they can be allocated to specific intangible assets, it is explicitly recognised in the consolidated statement of financial position, provided the fair value at the date of acquisition can be reliably measured.

The remaining differences are recognised as goodwill.

Changes in the stake in Subsidiary that do not give rise to a loss of control are recognised as equity transactions. Additional investments in Subsidiary made after the acquisition of control and decreased holdings with no loss of control do not entail changes to goodwill. At the time of loss of control over a subsidiary, the respective amounts of the assets, liabilities, and external shareholders' interests are de-registered from the accounts (including goodwill), recognising the fair value of the consideration received and any stake in the subsidiary retained. The resulting difference is recognised as a profit or loss in the income statement for the financial year.

The assets and liabilities acquired are measured provisionally at the date on which the investment is acquired and the related value is reviewed within a maximum of one year following the acquisition date. Therefore, until the definitive fair value of the assets and liabilities has been established, the difference between the acquisition price and the carrying amount of the company acquired is provisionally recognised as goodwill.

Goodwill is considered as an asset of the company acquired and therefore, in the case of a subsidiary with a functional currency other than the euro, it is valued in that subsidiary's functional currency and translated to euros using the exchange rate prevailing at the date of the consolidated statement of financial position.

At the end of each reporting period goodwill is reviewed for impairment (i.e. a reduction in its recoverable amount to reduce its carrying amount) and, if there is any impairment, the goodwill is written down with a charge to "Impairment or Gains or Losses on Disposals of Non- Current Assets" in the consolidated statement of profit or loss. Under IAS 36, Impairment of Assets, an impairment loss recognised for goodwill must not be reversed in a subsequent period.

4.4 Property, plant and equipment

Assets included under the heading "Property, plant and equipment" that are used internally by the Group are valued at acquisition cost, less accumulated depreciation and any recognised impairment losses, according to the criteria described in Note 4.5.

Upkeep and maintenance expenses are taken to the consolidated statement of profit or loss in the year in which they are incurred. Conversely, amounts invested in increasing capacity or efficiency or that extend the useful life of the assets are recognised as an increase in the cost of the said assets.

The Group depreciates its tangible assets on a straight-line basis, distributing the costs of assets over their estimated useful life from the time that they come into service, or over the term of the lease contract for the buildings in which they are installed, whichever is shorter, as per the following table:

	Years of estimated useful life
Furniture	10
Computer equipment	4
Other property, plant and equipment	10
Other facilities	10

The Group carries out its business activity in leased buildings. The costs incurred in adapting the property leased by the Group are basically renovation work and investment in fixed installations that are definitively attached to these properties and depreciated on a straight line basis distributing them over the estimated useful life of the assets or the term of the lease contract, whichever is shorter, from the moment activity commences in each of the properties. These are itemised according to their nature, in the "Property, plant and equipment" section of the consolidated statement of financial position.

In 2019, the Group moved its headquarters to a new location. In that context, the Group incurred in capital expenditures for an amount of EUR 3,142 thousand related to the refurbishment works carried out in such new location. In addition, in 2019 the Group wrote off the assets related to the prior location that it had not been able to transfer, for a net book value of EUR 164 thousand.

The depreciation of property, plant and equipment in 2020 amounted to EUR 2,096 thousand (EUR 1,789 thousand in 2019).

4.5 Impairment of property, plant and equipment and intangible assets

At the date of each consolidated statement of financial position, the Group reviews the carrying amounts of its property, plant and equipment and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). Where the asset does not generate cash flows that are independent from other assets, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs. Intangible assets with an indefinite useful life are subject to impairment testing once a year.

An asset's recoverable amount is the higher of its fair value less costs to sell or value in use. In assessing value in use, estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (cash-generating unit) is reduced to its recoverable amount. An impairment loss is immediately recognised as an expense, in which case the impairment loss is recognised as a decrease to the revaluation reserve.

When an impairment loss is subsequently reversed, the carrying amount of the asset (cash-generating unit) is increased to the revised estimate of its recoverable amount, but in such a way that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (cash-generating unit) in prior years. Such reversals are recognised in profit or loss unless the asset is carried at its revalued amount, in which case the reversal is treated as an increase in the revaluation reserve.

Covid situation

Although the situation is still uncertain and a clear lack of visibility of Covid-19 impact exists, the Group has done its best to include Covid-19 impact in the intangible assets recoverability and has performed an impairment test for each contract. One relevant factor considered is the fact that the servicing agreements expire in more than three years, so that it is expected that the decrease in the Group's activity during the pandemic might be compensated within the remaining contracts lives. In addition, during 2020 the Group has implemented cost cutting measures (such as reduction in direct cost, saving in operating expenses and the restructuring labour process carried out in Q1'20) which are expected to improve the contracts margins in the future years. Nonetheless the Group has registered an impairment of EUR 5,496 thousand for the Liberbank contract as a result of the impairment test performed (see note 5).

4.6 Operating leases

The assets and liabilities arising from all leases (except for the short-term leases and leases of low-value assets) in which the Group acts as the lessee, under a contract, or part of a contract, which conveys the right to control the use of an identified asset for a period of time in exchange for consideration are recognized in the consolidated statement of final position.

4.7 Financial assets and liabilities

Financial instruments are recognized when the Group becomes an obligated party of the legal contract or business in accordance with its provisions. At 1 January 2020, the Group classifies its financial assets as developed in IFRS 9 "Financial Instruments".

The criteria for classifying financial assets will depend both on the way in which an entity manages its financial instruments (its business model) and on the existence and characteristics of the contractual cash flows of financial assets. Based on the foregoing, the asset will be measured at amortized cost, at fair value through changes in other comprehensive income or at fair value with changes in profit or loss, as follows:

- If the objective of the business model is to maintain a financial asset in order to collect contractual cash flows and, according to the terms of the contract, cash flows are received on specific dates that exclusively constitute principal payments plus interest on said principal, the financial asset will be valued at amortized cost.
- If the business model is aimed both at obtaining contractual cash flows and their sale and, according to the terms of the contract, cash flows are received on specific dates that exclusively constitute payments of the principal plus interest on said principal, the financial assets will be valued at fair value through changes in other comprehensive income (equity).

Outside of these scenarios, the rest of the assets will be valued at fair value with changes in profit and loss. All equity instruments (for example, stocks) are valued by default in this category. This is because their contractual flows do not comply with the characteristic of being only payments of principal and interest. Financial derivatives are also classified as financial assets at fair value through profit or loss, unless they are designated as hedging instruments.

For the purposes of their valuation, financial assets must be classified in one of the following categories, with the accounting policies of each of them being the following:

1. Financial assets at amortized cost: these assets are recorded after their initial recognition at amortized cost according to the effective interest rate method. Said amortized cost will be reduced by any impairment loss. They will be recognized in the consolidated profit and loss account for the period when the financial asset is derecognized or has been impaired, or due to exchange differences. Interest calculated using the effective interest method is recognized in the consolidated statement of profit or loss under the heading of "Finance income".
2. Financial assets at fair value through profit or loss: Financial assets at fair value through profit or loss are recognized initially and subsequently at fair value, without including transaction costs, which are charged to the consolidated statement of profit or loss. Gains or losses arising from changes in fair value are presented in the consolidated statement of profit or loss under "Changes in the fair value of financial instruments" in the period in which they originated. Any dividend or interest is also carried to financial results.

Impairment of financial assets

The impairment model is applicable to financial assets valued at amortized cost that include the item "Current financial assets" and "Non-current financial assets" of the consolidated statement of financial position.

The impairment model is based on a dual valuation approach, under which there will be a provision for impairment based on the expected losses over the next twelve months or based on the expected losses over the entire life of the asset. The fact that determines the passage from the first approach to the second is that there is a significant worsening in the credit quality.

Financial liabilities

The main financial liabilities held by the Group companies are financial liabilities at maturity that are valued at their amortized cost. The financial liabilities held by the Group companies are classified as:

1. Debt with credit institutions, bonds and other securities: Interest-bearing bank loans and debt securities are recognised at the proceeds received, net of the costs incurred in the transaction.

Subsequently, the financial debts are valued at amortized cost. Any difference between the income obtained (net of the transaction costs) and the reimbursement value is recognized in results over the life of the debt according to the effective interest rate method.

The financial debt is eliminated from the consolidated statement of financial position when the obligation specified in the contract has been paid, canceled or expired. The difference between the carrying amount of a financial liability that has been canceled or assigned to another party and the consideration paid, including any assigned asset different from the cash or liability assumed, is recognized in the consolidated statement of profit or loss as other finance income or expenses.

The exchange of debt instruments between the Group and the counterparty or the substantial modifications of the liabilities initially recognized, are accounted for as a cancellation of the original financial liability and the recognition of a new financial liability, provided that the instruments have substantially different conditions. The Group considers that the conditions are substantially different if the present value of the discounted cash flows under the new conditions, including any commission paid net of any commission received, and using the original effective interest rate to make the discount, differs at least at 10 percent of the discounted present value of the cash flows that still remain of the original financial liability.

If the exchange is recorded as a cancellation of the original financial liability, the costs or fees are recognized in the consolidated income statement forming part of its profit or loss. Otherwise, the modified cash flows are discounted at the original effective interest rate, recognizing any difference with the previous carrying amount in profit or loss. In addition, the costs or commissions adjust the carrying amount of the financial liability and are amortized by the amortized cost method during the remaining life of the modified liability.

The Group recognizes the difference between the carrying amount of the financial liability or a part of it that is canceled or assigned to a third party and the consideration paid, including any assigned asset different from the cash or liability assumed in profit or loss.

2. Trade payables and other accounts payable: Trade payables are not interest-bearing and are stated at their nominal value, which does not differ substantially from their fair value.

The Group derecognizes financial liabilities when the obligations that generated them are extinguished.

4.8 Equity instruments

Equity instruments are classified in accordance with the relevant contractual agreements. An equity instrument is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities.

Equity instruments issued by the Parent are recognised in equity at the proceeds received, net of direct issue costs.

4.9 Valuation techniques and assumptions used to measure fair value

The fair values of financial assets and financial liabilities are determined as follows:

- Fair values of financial assets or liabilities with standard terms and conditions traded on active liquid markets are determined by reference to their quoted market price.
- The fair values of other financial assets and financial liabilities (excluding derivative instruments) are determined in accordance with generally-accepted valuation models on the basis of discounted cash flows using the prices of observable market transactions.

Financial instruments measured subsequent to their initial recognition at fair value are categorised into levels 1 to 3, based on the extent to which the fair value is observable.

- Level 1: measurements derived from (unadjusted) quoted prices in active markets for identical assets or liabilities to which the entity has access at the measurement date. The most reliable evidence of fair value is the quoted price in an active market, used unadjusted to measure the fair value whenever available.
- Level 2: measurements derived from "inputs" other than quoted prices included within Level 1 that are observable for the asset or liability, either directly (i.e., as prices) or indirectly (i.e., derived from prices).
- Level 3: valuation techniques that include inputs for the asset or liability that are not based on observable market data (unobservable inputs).

At the end of 2020 and 2019, the Group does not hold financial assets or liabilities that are measured at fair value on a recurring basis.

4.10 Termination benefits and other obligations to employees

Under current legislation, the Group is required to pay termination benefits to employees terminated under certain conditions. Therefore, termination benefits that can be reasonably quantified are recognised as an expense in the year in which the decision to terminate the employment relationship is taken.

As at 31 December 2020, the Group has recognised a total of EUR 85 thousand under "Current liabilities - Other current liabilities" on the accompanying consolidated statement of financial position for outstanding compensation pending settlement (EUR 36 thousand as of 31 December 2019).

A company related to the Sole Shareholder of the Parent has established a specific incentive plan with part of the Company's workforce in order to remunerate these employees in cash for their service to the Group over a certain period of time, and for other employees, for meeting their performance targets over the specified time. This remuneration is conditional on complying with a determined minimum internal rate of return with respect to the initial investment made by the Sole Shareholder, and is indexed to the aforementioned cash returns in a percentage agreed with each employee adhering to the plan. The right to receive this remuneration arises once the minimum internal rate of return has been surpassed, and will remain in force until the investors withdraw, as defined in the plan (Note 10.4).

4.11 Provisions

In preparing the consolidated financial statements, the Parent's directors drew a distinction between:

- Provisions: balances payable covering obligations existing at the date of the consolidated statement of financial position arising as a result of past events which could give rise to liabilities for the Group that are specific in nature but which require estimations as to their amount and/or timing; and
- Contingent liabilities: possible obligations arising from past events, whose existence will be confirmed by the occurrence or non-occurrence of one or more future events not wholly within the control of the Group.

The consolidated financial statements include all the provisions with respect to which it is considered more likely than not that the obligation will have to be settled. Contingent liabilities are not recognised in the consolidated financial statements, but rather are disclosed in the notes, unless they are considered remote.

Provisions are stated at the present value of the best possible estimate of the amount necessary to cancel or transfer the obligation, taking into account the information available regarding the event and its consequences, and

recognising those adjustments that arise from the restatement of those provisions as a financial expense as they accrue.

As of 31 December 2020, "Long-term Provisions" on the accompanying consolidated statement of financial position included a total of EUR 3,324 thousand, (EUR 2,644 thousand and EUR 2 thousand under "Long-term Provisions" and "Short-term Provisions" respectively, as of 31 December 2019) mainly for ongoing litigation proceedings and contingencies.

In October 2020, the Parent Company received a request for arbitration from its client Bankia, relating to services provided to Bankia and a third party in the sale of a portfolio. Haya has filed its response to the arbitration request, but the procedure is in an early stage, as the lawsuit from Bankia has not yet been received. The initial amount claimed by Bankia in the request for arbitration is EUR 9 million. At the date of these consolidated financial statements, it is not yet possible to estimate the amount, if any, or the probability of this potential contingency.

4.12 Revenue and expense recognition

Revenue is measured at the fair value of the consideration received or receivable and represents the amounts receivable for the goods and services provided in the normal course of business, net of discounts, VAT and other sales-related taxes. In general, expenses are recognised on an accrual basis, i.e. when the actual flow of the related goods and services occurs, regardless of when the resulting monetary or financial flow arises.

Volume servicing fees and other revenues are recognised according to the stage of completion of the transaction at the date of the consolidated statement of financial position. In this regard, it is considered that a service has been fully rendered when all the associated milestones have been met. Concretely the volume servicing fees are recognized when the assets under management, property of the Group's clients, have been sold in the case of REOs or recovered in the case of REDs. At that moment, the Group applies to the sale price of the REO, or to the appraisal value in case of a REO conversion process, or to the amount repaid of a RED under management, the corresponding percentage fee depending on the nature of each REO, REO conversion or repayment of RED, respectively, according to the conditions established in the management service agreement contracts governing their activity.

The "Other" revenues mainly includes the revenue recognized for the provision of funds securitization management services through the subsidiary Haya Titulización, for advisory and valuation services related to portfolios of real estate assets, for management services of rentals and other value-added services that complement the Group's core business.

In addition, the Group recognises on a monthly basis the management fees related to the assets included in the management perimeters agreed with its clients, applying the relevant commission fee to the reference value, contractually defined, of the assets under management. The nature of the basis taken into account to contractually determine the reference value of the assets under management in the different SLAs, varies according to the SLAs, and may match with their gross book value in the client's books, or with a value defined when entering into the agreement, or with other values that were then agreed with the clients.

4.13 Income tax and deferred tax assets and liabilities

Income tax expense is recognised in the consolidated statement of profit or loss, unless it arises as a consequence of a transaction the result of which is recognised directly in equity, in which case the income tax expense is also recognised in equity.

Income tax expense is the sum of the current income tax expense for the period and changes in recognised deferred tax assets and liabilities.

Income tax expense for the year is the sum of current tax, calculated by applying the tax rate to taxable income for the year, after recognising any allowable tax deductions, plus any changes in deferred tax assets and liabilities, including unused tax losses and credits.

Deferred tax assets and liabilities include temporary differences measured at the amount expected to be payable or recoverable on differences between the carrying amounts of assets and liabilities and their tax bases, and tax-loss carry forwards and unused tax credits. These amounts are measured by applying to the corresponding

temporary difference or tax asset the tax rate at which the asset is expected to be realised or the liability is expected to be settled.

Deferred tax liabilities are recognised for all taxable temporary differences, unless the difference arises from initial recognition of goodwill. Deferred tax assets on deductible temporary differences are only recognised to the extent that it is probable that the consolidated entities will have sufficient taxable profit in future against which the deductible temporary differences can be applied. Other deferred tax assets (unused tax losses and credits) are only recognised if it is considered probable that the consolidated companies will have sufficient future taxable profits against which they can be applied.

Deferred tax assets and liabilities are reviewed at the end of each reporting period to verify that they remain current, and the appropriate adjustments are made on the basis of the results of the review.

Deferred tax assets and liabilities are offset only if they refer to an income tax applied by the same tax authority and the Group intends to settle its current tax assets and liabilities on a net basis.

Until 2019 the Parent and its subsidiary filed consolidated income tax returns as part of consolidated tax group 0275/18 together with two sister companies. In 2020, the conditions for the incorporation of one sister company in the consolidated tax group was no longer fulfilled (see Notes 18 and 20).

4.14 Foreign currency transactions

The Group's functional currency is the euro. Accordingly, transactions denominated in currencies other than the euro are considered foreign currency transactions and are recognised accordingly at the rates of exchange prevailing at the transaction dates.

As of 31 December 2020 and 2019, the functional currency of all of the companies included in the consolidation scope is the Euro.

In 2020 and 2019, there were no transactions in foreign currencies recognised by the Group. As a result, no specific information is included in the notes to these consolidated financial statements.

4.15 Transactions with related parties

The Group's transactions with related parties are all carried out at arm's length (see Note 20). Additionally, supporting documents on transfer prices are currently being updated according to applicable tax regulations and are expected to be completed within the established deadline (before the filing of corporate income tax for 2020). The Group Management believes there are no significant risks associated with this matter that could give rise to material liabilities in the future.

4.16 Consolidated statement of cash flows

The consolidated statement of cash flows was prepared by using the indirect method and the terms used are defined as follows:

- Cash flows: inflows and outflows of cash and cash equivalents; defined as highly liquid, short-term investments with low risk of experiencing significant fluctuations in their value.
- Operating activities: regular activities engaged in by companies that belong to the consolidated Group, in addition to other activities that do not fall under the categories of investing or financing activities.
- Investing activities: the acquisition and disposal of non-current assets and other investments not included in cash equivalents.
- Financing activities: activities that result in changes in the size and composition of equity and borrowings that are not part of the operating activities.

4.17 Uniformity

To ensure a consistent presentation of the items included in the accompanying consolidated financial statements, the valuation rules and standards used by the Parent have been applied to all the consolidated entities in aspects that could have a significant effect, in the preparation of these financial statements.

The financial year of all consolidated companies ends on 31 December.

4.18 Classification of balances as current or non-current

In the accompanying consolidated statement of financial position, balances are classified as current and non-current. Balances are classified as current when the Group expects to sell, consume, realise or settle them in its normal course of business; if they do not meet these criteria, they are classified as non-current.

5. Intangible assets

Changes in "Intangible assets" and accumulated amortisation for 2020 and 2019 were as shown below:

2020

	Thousands of euros			
	Balance as at 31/12/2019	Additions	Disposals	Balance as at 31/12/2020
Cost:				
Patents, licences, trademarks and similar items	37	-	-	37
Computer software	47,855	13,201	-	61,056
Other contract intangible assets-				
Management business - Bankia group	125,932	-	-	125,932
Management business - Cajamar group	224,692	-	-	224,692
SAREB contract	229,034	-	(229,034)	-
Management business - Liberbank group	84,800	-	-	84,800
Total cost	712,350	13,201	(229,034)	496,517
Accumulated amortisation:				
Patents, licences, trademarks and similar items	(19)	(4)	-	(23)
Computer software	(29,451)	(5,532)	-	(34,983)
Other contract intangible assets-				
Management business - Bankia group	(36,312)	(7,911)	-	(44,223)
Management business - Cajamar group	(123,495)	(22,461)	-	(145,956)
SAREB contract	(229,034)	-	229,034	-
Management business - Liberbank group	(29,050)	(12,113)	-	(41,163)
Total accumulated amortisation	(447,361)	(48,021)	229,034	(266,348)
Impairment				
Management business - Bankia group	(23,781)	-	-	(23,781)
Management business - Liberbank group	-	(5,496)	-	(5,496)
Total impairment	(23,781)	(5,496)	-	(29,277)
Net book value:				
Patents, licences, trademarks and similar items	18	(4)	-	14
Computer software	18,404	7,669	-	26,073
Other contract intangible assets-				
Management business - Bankia group	65,839	(7,911)	-	57,928
Management business - Cajamar group	101,197	(22,461)	-	78,736
SAREB contract	-	-	-	-
Management business - Liberbank group	55,750	(17,609)	-	38,141
Net book value	241,208	(40,316)	-	200,892

2019

	Thousands of euros				
	Balance as at 31/12/2018	Additions for business combination	Additions	Disposals	Balance as at 31/12/2019
Cost:					
Patents, licences, trademarks and similar items	37	-	-	-	37
Computer software	37,861	226	9,962	(194)	47,855
Other contract intangible assets-					
Management business - Bankia group	125,932	-	-	-	125,932
Management business - Cajamar group	224,692	-	-	-	224,692
SAREB contract	229,034	-	-	-	229,034
Management business - Liberbank group	84,800	-	-	-	84,800
Total cost	702,356	226	9,962	(194)	712,350
Accumulated amortisation:					
Patents, licences, trademarks and similar items	(14)	-	(5)	-	(19)
Computer software	(19,567)	(44)	(10,034)	194	(29,451)
Other contract intangible assets-					
Management business - Bankia group	(25,545)	-	(10,767)	-	(36,312)
Management business - Cajamar group	(101,037)	-	(22,458)	-	(123,495)
SAREB contract	(183,837)	-	(45,197)	-	(229,034)
Management business - Liberbank group	(16,937)	-	(12,113)	-	(29,050)
Total accumulated amortisation	(346,937)	(44)	(100,574)	194	(447,361)
Impairment					
Management business - Bankia group	-	-	(23,781)	-	(23,781)
Total impairment	-	-	(23,781)	-	(23,781)
Net book value:					
Patents, licences, trademarks and similar items	23	-	(5)	-	18
Computer software	18,294	182	(72)	-	18,404
Other contract intangible assets-					
Management business - Bankia group	100,387	-	(34,548)	-	65,839
Management business - Cajamar group	123,655	-	(22,458)	-	101,197
SAREB contract	45,197	-	(45,197)	-	-
Management business - Liberbank group	67,863	-	(12,113)	-	55,750
Net book value	355,419	182	(114,393)	-	241,208

Computer software

Additions in 2020 under "Computer software" are mainly due to the investments being made by the Parent in computer software to manage its clients' real estate and credit assets (mainly for the work load in relation to BBVA and Divarian systems and assets migration to the Group technological platform). As at 31 December 2020 there are capitalised cost of investments on computer software still under development, therefore not in use, for the amount of EUR 3,363 thousand (EUR 3,047 thousand as at 31 December 2019). At 31 December 2020, additions of computer software pending payment to the relevant suppliers amount to EUR 4,774 thousand (EUR 4,202 thousand in 2019) and are recognised under "Current liabilities - Other financial liabilities" on the accompanying consolidated statement of financial position.

In 2020 the Group has reviewed the useful life of its Computer software related to the investments made to manage its clients' real estate and credit assets and has extended from 3 to 5 years the useful life of these investments based on its analysis performed (see note 4.1).

Other intangible assets - Management business - Bankia group

The purchase agreement for the Bankia group's asset management business and the assets of SAREB, managed by the Bankia group until the date of the business combination arranged in 2013, implied the Group's acquisition of the exclusive management of the assets of the Bankia group and SAREB (see Note 1.a).

The acquisition price established in the purchase agreement and subsequent amendments comprised a fixed amount of EUR 39,170 thousand, to be paid according to a calendar of payments, the last of which took place in 2015, and a variable amount of up to EUR 12,500 thousand.

Following the Purchase Price Allocation process performed in 2013, the Group recognised an intangible asset for the amount of EUR 38,932 thousand corresponding to the value of the asset management business acquired. This figure was registered according to the best estimate of the current value of the projected revenue from the management services provided, in accordance with the baseline scenarios of the investors' business plans and with a minimum expected term of ten and three years for the management of the assets owned by Bankia and SAREB, respectively.

As a result of the transfer, in late 2014, of the service agreement for the management of SAREB's assets, the Group derecognised, with a charge to the consolidated statement of profit or loss for 2014, the cost and accumulated amortization assigned originally to the Sareb asset management activity, which totalled EUR 20,627 thousand and EUR 8,668 thousand, respectively.

On 27 April 2018, the Parent Company entered into a new contract with Bankia which replaced the previous one signed in 2013. Such new contract modified the terms of the original contract, adding to the current REOs under management, a new perimeter of REOs coming from the merger between Bankia and Banco Mare Nostrum (BMN), and settling that the servicing term is indefinite, with a period of exclusivity of 10 years, starting on 1 May 2018. Likewise, such new contract resolved the provision by the Parent of any service under the initial SLA dated 3 September 2013, in relation with Bankia's REDs, managed by the Parent under the initial SLA. The total price agreed to be paid for the new contract amounted to EUR 107,687 thousand (see Note 1-a). As a result of this transaction, the Group in 2018 recognized an intangible asset for 107,687 thousand corresponding to the value of the asset management contract acquired, and fully amortized the remaining net book value of the intangible asset recorded for the original contract, for EUR 9,945 thousand.

In 2019, Bankia sold through a portfolio sale a significant portion of the real estate assets managed by Haya (30% measured in GBV) as well as a portfolio of non-performing loans, for which Haya earned its corresponding sale fees in excess of EUR 20 million. The accelerated recoveries under such contract, which is amortized under the straight-line method, forced the Group Management to evaluate the recoverability of the net book value associated to this contract and registered an impairment of EUR 23,781 thousand.

Other intangible assets - Management business - Cajamar group

In 2014, the Group acquired the exclusive management business for the real estate and credit assets of the financial institution Cajamar and certain related entities (see Note 1.c). The acquisition price of the business was set as a fixed portion in the amount of EUR 225,000 thousand and a variable portion if new entities of the Cajamar group subscribed to the contract, which has not occurred since the date of signing.

Following the Purchase Price Allocation process carried out in 2014, the Group recognised an intangible asset for the amount of EUR 224,692 thousand corresponding to the value of the asset management business acquired. This figure was estimated according to the best estimate of the current value of the projected revenue generated by the business acquired, in accordance with the baseline scenarios of the investors' business plans and with the contract term of ten years for the management of the assets owned by the Cajamar group.

Other intangible assets - SAREB contract

As described in Note 1.b, on 30 December 2014 the Parent entered into a service agreement with SAREB for the management of specific credit assets owned by SAREB (assets originally from Bankia, as transferor), by paying an amount of EUR 235,100 thousand. During 2015, there was a reduction in the perimeter under management, which involved the return by SAREB of an amount of EUR 6,066 thousand.

As the SLA expired on 31 December 2019 (see Note 1.b), the intangible asset was fully amortised in 2019.

On 30 October 2019, after a tender process, the Parent Company entered into a new servicing contract (SLA) with SAREB to service a portfolio of loans and Real Estate Owned assets with effective date from 1 January 2020 until June 30, 2022. The new SLA did not require any upfront payment from the Parent Company and hence no intangible asset was recognised.

Other intangible assets - Management business - Liberbank group

In 2017, the Group entered into certain agreements with the Liberbank group to acquire the real estate asset management business for assets owned by the Liberbank group, for a total price of EUR 85,000 thousand. The asset management agreement gives the Group exclusive rights, for a period of seven years, extendable for further one year periods, over the management of these assets and establishes that additions of new assets may occur as the Liberbank group identifies and includes in its scope of consolidation assets with the same characteristics as those in the initial scope.

Following the Purchase Price Allocation process carried out in 2017, the Group recognised an intangible asset for the amount of EUR 84,800 thousand corresponding to the value of the asset management business acquired. This figure was estimated according to the best estimate of the current value of the projected revenue generated by the business acquired, in accordance with the baseline scenarios of the investors' business plans and with the contract term of seven years for the management of the assets owned by the Liberbank group. The application of this criterion did not significantly differ from the application of the cash flow updating criterion based on the Group's business.

Due to the pandemic situation and considering the remaining life of the contract, the Group Management has evaluated the recoverability of the net book value associated to Liberbank contract at 2020, according to the method detailed below, and has registered an impairment of EUR 5,496 thousand.

Impairment test

At least annually, the Group evaluates the carrying amount of its intangible assets and, if there is an indication that those assets have suffered a significant change in its fair value, performs an impairment test of those intangible assets affected, which involves calculating the value in use of these assets according to the cash-generating unit's discounted cash-flows methodology.

As of December 31, 2020, the Group has performed impairment tests for the three management business assets held in the consolidated financial statements at that date. For that purpose, Group management prepares a business plan covering the term of exclusivity of the contracts described in Note 1, based on projections on what constitutes the Group's main business activities. The main elements of this plan, are as follows:

- Projections of the assets under management inflows (REOs and REDs).
- Projections on REO conversions.
- Projections of the assets under management outflows: REOs sales and REDs recoveries, taking into account the units sold or recovered and the corresponding price.

Projections of the assets under management inflows, conversions and outflows are based on historical experience gathered from the Group's activity and estimates of future evolution of Non-Performing Loans, and are determined taking into account each client's profile. With respect to inflows, Group Management estimates future evolution of Non-Performing Loans, which will depend on loan default rates, in client's books and how those would be managed or converted into REOs. In this sense, an increase of loan default rate is assumed based on Covid-19 impact on economy. As a consequence, inflows (both NPLs and REOs) are expected to increase along the projections. With respect to outflows, the Group Management estimates the outflow volumes on the basis of (i) the trends observed by operating over the last years, (ii) the level of clients' willingness in concluding transactions, according to their own budgets and objectives, (iii) other exogenous factors such as regulatory changes or consolidation processes that may impact its clients. In addition, Group Management estimates the outflows' price based on its historical experience and considers a moderate growth of the real estate industry.

Due to the situation created by COVID-19, volumes projected at the end of 2019 for 2020 have not been achieved. Therefore, assets under management at the end of 2020 are higher than expected a year ago. Given that Bankia and Cajamar servicing contracts expire in more than three years, Group management expects that total projected volumes of outflows will be achieved before the expiration of the contracts. Furthermore, Group Management has not considered in its impairment exercise any terminal value for the three management business assets, although Bankia's servicing contract term is indefinite.

In assessing value in use, estimated future cash flows, calculated for each one of the management business assets over the life of the respective SLA contracts, are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Specifically, based on the methodology previously described, Group Management has performed the impairment test on Liberbank's management business and registered an impairment of EUR 5,496 thousand in the consolidated statement of profit or loss for the year ended December 31, 2020. In 2019, after performing a similar impairment test to the Bankia's management business, the Group registered an impairment of EUR 23,781 thousand. With respect of the other intangible assets, the Group has determined that there is no sign of impairment for such assets.

With respect to the sensitivity analysis of the impairment tests of the intangible assets which recoverability amount is higher than the net book value (Bankia and Cajamar), Group Management carried out a sensitivity test of the outputs of the impairment tests by stressing, according to the uncertainty situation because of the Covid-19, the following variables:

- Increase by 100 basis points of the discount rate.
- Decrease by 10% of the projected free cash flows.

Such sensitivity tests jointly performed, assuming the rest of variables to be constant, would lead to an impairment for such assets. For Liberbank contract, Group Management has performed its best estimates, nonetheless any change in futures projections could impact in the impairment calculation.

6. Goodwill

The breakdown of Group goodwill as of 31 December 2020 and 2019 was as follows:

	Thousands of euros	
	2020	2019
Haya Titulización	4,265	4,265
Haya Property Management cash-generating unit	1,814	1,814
Divarian cash-generating unit (note 1-f)	253	253
Total	6,332	6,332

In 2019 on the basis of the analysis of the price paid for the fair value of the business purchase agreement signed with Divarian for the integration of Divarian's servicing business in the Parent Company in the present period (see Note 1-f), the Group recognised a Goodwill of EUR 253 thousand as at December 31, 2019.

At year-end, or whenever there are signs of impairment, the Group proceeds to estimate, through an impairment test, the potential existence of permanent losses in value that reduce recoverable goodwill value to an amount lower than the recognised net cost.

For the purpose of impairment testing, goodwill is allocated to one of more of the Group's cash-generating units. The recoverable amount of each cash-generating unit is determined to be the higher of the value in use and the net sale price that would be obtained from the assets associated with the cash-generating unit. The recoverable value of the main cash-generating units to which goodwill has been assigned is their value in use.

Value in use was calculated on the basis of estimated future cash flows-prepared by the Group management. These estimations include the best available estimated income and costs of the cash-generating units, using

industry forecasts and future prospects. These estimations have been performed taking into consideration the COVID-19 context although these cash generating units have hardly been impacted in 2020 so that the Group Management has discarded any future relevant impacts for that situation.

These future forecasts cover the next five years, including a suitable residual value for each business, in which a constant expected growth rate near zero applies.

In order to calculate the net present value of these cash flows, they are discounted at a rate that reflects the weighted average cost of the capital employed, adjusted for the country risk and business risk corresponding to each cash-generating unit.

Haya Titulización

The main variables used by the Group Management to establish the value in use of the securitisation fund management business at Haya Titulización are the following:

- Volume of securitisation fund managed: the Group Management has not taken into account new securitisation funds to be managed, and has only considered the cash flows associated with the portfolio under management as at 31 December 2020.
- Fee income evolution: The Group Management has only considered fee income from the management of securitisation funds, ignoring potential ancillary income from its management activity. It has not considered any increase in the percentage fee.
- A discount rate according to the industry in which the subsidiary operates and the characteristics of the subsidiary.

On the basis of this analysis, the Group Management has concluded there is no impairment in the goodwill associated with the Haya Titulización business unit, in the years 2020 and 2019.

Haya Property Management cash generating unit

The Haya Property Management (HPM) cash-generating unit engages in the management of leased properties, which was carried out by the subsidiary Gesnova Gestión Inmobiliaria Integral, S.L.U., before its merger by acquisition by the Parent in 2016.

The main variables used by Group Management to determine the value in use of the leased property management business are the following:

- Volume of managed real estate assets: the Group Management has considered the addition of new properties to be managed, considering the expected flow of the conversion of financial assets managed by the Parent into real estate assets, even though these additions do not imply a significant impact on total projected cash flows.
- Fees: The Group Management has only considered fee income from the management of leased buildings, ignoring potential ancillary income from its management activity. It has not considered any increase in the percentage fee.

On the basis of this analysis, the Group Management has concluded there is no impairment in the goodwill associated with the cash-generating unit Haya Property Management.

7. Financial assets

Changes in “Non-current financial assets” and “Current financial assets” during the years 2020 and 2019, in the accompanying consolidated statement of financial position are as follows:

Non-current and current financial assets

Year 2020

	Thousands of euros				
	Balance as at 31/12/2019	Additions	Transfers	Withdrawals	Balance as at 31/12/2020
Upstream loan to the Sole Shareholder	88,090	-	5,225	-	93,315
Other financial assets	943	-	-	(23)	920
Total non-current financial assets	89,033	-	5,225	(23)	94,235
Interest on loan to the Sole Shareholder	647	5,264	(5,225)	-	686
Other financial assets	25	5	-	(7)	23
Total current financial assets	672	5,269	(5,225)	(7)	709

Year 2019

	Thousands of euros				
	Balance as at 31/12/2018	Additions	Transfers	Withdrawals	Balance as at 31/12/2019
Upstream loan to the Sole Shareholder	88,090	-	2,547	(2,547)	88,090
Other financial assets	585	383	-	(25)	943
Total non-current financial assets	88,675	383	2,547	(2,572)	89,033
Interest on loan to the Sole Shareholder	647	5,210	(2,547)	(2,663)	647
Other financial assets	9	17	-	(1)	25
Total current financial assets	656	5,227	(2,547)	(2,664)	672

On 27 November 2017, the Parent extended a loan of EUR 88,090 thousand to its Sole Shareholder ("upstream loan"), maturing at the end of November 2022. Such loan accrues interest at arm's length, which is settled on a semester basis or capitalized, at the sole discretion of the Sole Shareholder. On May 2020 the Sole Shareholder decided to capitalise interest for an amount of EUR 2,561 thousand (EUR 2,547 thousand on May 2019). On November 2020 the Sole Shareholder decided to capitalise interest for an amount of EUR 2,664 thousand. At 31 December 2020 accrued and unpaid interest amounted to EUR 686 thousand (EUR 674 thousand at 31 December 2019). The Group Management considers that the carrying amount of financial assets at 31 December 2020 and 2019 does not differ significantly from their fair value.

8. Leases

8.1 Right-of-use assets

The Group leases several offices, whose lease terms are between 3 – 5 years.

The movement of the right-of-use assets related to such leases, in 2020 and 2019, is as follows:

	Thousands of euros			
	Balance as at 31/12/2019	Additions	Disposals	Balance as at 31/12/2020
Cost	6,698	-	(295)	6,403
Amortization	(1,597)	(1,706)	172	(3,131)
Net book value	5,101	(1,706)	(123)	3,272

	Thousands of euros		
	Balance as at 01/01/2019	Additions	Balance as at 31/12/2019
Cost	5,794	904	6,698
Amortization	(47)	(1,550)	(1,597)
Net book value	5,747	(646)	5,101

The main movement in 2020 corresponds to the early cancellation contract of the lease of one floor in Valencia's office (no penalty was assumed for the Group for the aforementioned cancellation). In 2019 the main movement corresponded to the lease of a new office entered into force at the beginning of 2019 and for a minimum period of 3 years.

As at 31 December 2020 the Group has lease contracts that are in force at year-end and have non-cancellable terms of more than 12 months and whose underlying assets are not considered as "low-value". These leases have been recognised as an expense in 2020 for an amount of EUR 687 thousand (EUR 1,048 thousand in 2019).

8.2 Lease liabilities

The detail of payment obligations derived from the Group's leases as of 31 December 2020 and 2019, based on their maturity, is as follows:

2020

	Thousands of euros			
	2021	2022	2023	Total
Lease liabilities	1,637	1,207	588	3,432
Total lease liabilities	1,637	1,207	588	3,432

2019

	Thousands of euros				
	2020	2021	2022	2023	Total
Lease liabilities	1,701	1,724	1,207	588	5,220
Total lease liabilities	1,701	1,724	1,207	588	5,220

The interest expenses recognised in 2020 for the lease liabilities amounted to EUR 231 thousand (EUR 282 thousand in 2019).

The total cash outflow for leases amounted to EUR 1,659 thousand in 2020 (EUR 1,470 thousand in 2019).

9. Other current financial assets

Cash and cash equivalents

As of 31 December 2020, and 2019, the heading "Cash and cash equivalents" in the accompanying consolidated statement of financial position includes the Group's cash, which is pledged to secure the funding received (see Note 11).

The Group Management considers that the carrying amount for this item at 31 December 2020 and 2019 does not differ significantly from its fair value.

Trade and other receivables

The breakdown of the heading "Trade and other receivables" in the accompanying consolidated statement of financial position at 31 December 2020 and 2019 is as follows:

	Thousands of euros	
	2020	2019
Trade receivables	94,651	155,039
Trade provisions	(2,320)	(1,583)
Staff	217	131
Sundry debtors	37	39
Other tax receivables (Note 18.2)	1,027	921
	93,612	154,547

As at 31 December 2020 and 2019, virtually all of the accounts receivable presented in "Trade receivables" in the accompanying consolidated statement of financial position are with six clients, SAREB, Bankia, Cajamar, Liberbank, Divarian and BBVA. The balance of the heading "Trade receivables" in the table above corresponds to invoices issued (EUR 55,081 thousand as at 31 December 2020 and EUR 73,108 thousand as at 31 December 2019) and provisions for invoices pending to be issued (EUR 39,570 thousand as at 31 December 2020 and EUR 81,931 thousand as at 31 December 2019), according to the frequency agreed in the service agreements with those clients (see Note 1), not existing any defaulting item additional to those provisioned for by the Group on 31 December 2020 and 2019, respectively (see Note 15).

Of the accounts receivable presented under "Trade and other receivables" in the accompanying consolidated statement of financial position at 31 December 2020, an amount of EUR 64,320 thousand (EUR 125,835 thousand at 31 December 2019) has been pledged to secure the financing received by the Group(Bankia, Sareb, Cajamar and Liberbank)

In the opinion of the Group Management, the carrying amount of trade and other receivables as of 31 December 2020 and 2019 does not differ significantly from their fair value.

10. Equity

10.1 Share capital

As described in Note 1, the Parent was incorporated in 2013 with a share capital of EUR 3,010 divided in 3,010 shares with a face value of EUR 1 each.

On 1 August 2013, Promontoria Holding 62, B.V. purchased all 3,010 shares at a price equal to the face value of the shares, becoming the Sole Shareholder of the Parent.

In a public deed dated 10 October 2013, Promontoria Holding 62, B.V. (Sole Shareholder) fully subscribed a capital increase in the Parent, for the amount of EUR 830 thousand with a share premium of EUR 7,470 thousand, through a cash contribution of EUR 8,300 thousand. The capital increase was registered in the Mercantile Registry on 24 October 2013. It was carried out with the objective of strengthening the equity structure of the Parent and providing it with greater balance. It was formalised through the creation of 830,000 shares, each with a face value of EUR 1 and a share premium of EUR 9.

In a public deed granted on 3 July 2014, the Sole Shareholder fully subscribed a share capital increase in the Parent for the amount of EUR 5,400 thousand, with a share premium of EUR 48,600 thousand, through a cash contribution of EUR 54,000 thousand. The capital increase was registered in the Mercantile Registry on 8 August 2014. This capital increase was carried out in order to provide the Parent with sufficient resources to purchase the shares and to increase the share capital of its subsidiary Laformata Servicios y Gestiones, S.L.U. (see Note 1), and was formalised through the creation of 5,400,000 shares each with a face value of EUR 1 and a share premium of EUR 9.

Likewise, in a public deed granted on 30 December 2014 the Parent performed another capital increase, fully subscribed by the Sole Shareholder on 29 December 2014, for the amount of EUR 3,000 thousand, with a share premium of EUR 27,000 thousand through a cash contribution of EUR 30,000 thousand. This capital increase,

formalised through the creation of 3,000,000 shares each with a face value of EUR 1 and a share premium of EUR 9, was registered in the Mercantile Registry on 26 January 2015. The purpose of this increase was to partially finance the payment associated to the contract signed with SAREB (see Note 1.b).

On 3 July 2015, the Sole Shareholder fully subscribed an increase of EUR 450 thousand in the Parent's share capital, with a share premium of EUR 4,050 thousand. The capital increase was funded by a non-cash contribution consisting of the delivery of 100% of the shares of Haya Online, S.A.U and Gesnova, Gestión Inmobiliaria Integral, S.L.U. This capital increase, formalised through the creation of 450,000 new shares each with a face value of EUR 1 and a share premium of EUR 9, was registered in the Mercantile Registry on 3 August 2015.

The share capital as of 31 December 2020 and 2019 is therefore represented by 9,683,010 company shares, each with a face value of EUR 1, all of the same class, fully subscribed and paid up, with Promontoria Holding 62, B.V. holding 100% of the shares in the Parent.

The shares of the Parent are pledged in full as collateral for the financing obtained on 27 November 2017 (see Note 11). This pledge extends to all new shares of the Parent and any element replacing those shares in the event of a merger, spin off, dissolution, liquidation, capital increase or decrease, conversion, change or transformation of the shares, or any similar event involving the Parent or its shares. Further, this pledge shall extend to all amounts deriving from refunds, interest, dividends or distributions deriving from the shares or corresponding to them.

10.2 Share premium

In accordance with current regulations the Parent has recognised the share premium linked to the aforementioned capital increases described in the previous section. In 2015 and 2017, such share premium was partially paid back through dividend for respective amount of EUR 35,294 thousand and 5,995 thousand respectively. The nominal unit value of the share premium is EUR 4.7 per share at 31 December 2020 and 2019.

10.3 Reserves

At 31 December 2020 and 2019, reserves by type and company are broken down as follows:

2020

	Thousands of euros			
	Restricted reserves	Unrestricted reserves	Other reserves	Total
Haya Real Estate, S.A.U. (Parent)	1,937	(28,445)	624	(25,884)
Haya Titulización, Sociedad Gestora de Fondos de Titulización, S.A.U. (Subsidiary)	200	435	-	635
Total	2,137	(28,010)	624	(25,249)

2019

	Thousands of euros			
	Restricted reserves	Unrestricted reserves	Other reserves	Total
Haya Real Estate, S.A.U. (Parent)	1,937	9,646	544	12,127
Total	1,937	9,646	544	12,127

Restricted reserves

Under the Consolidated Text of the Spanish Limited Liability Companies Law, 10% of net profit for each year must be transferred to the legal reserve until the balance of this reserve reaches at least 20% of the share capital.

The legal reserve may be used to increase capital in an amount equal to the portion of the balance that exceeds 20% of capital after the increase.

Otherwise, until it exceeds 20% of share capital and provided there are no sufficient available reserves, the legal reserve may only be used to offset losses. At 31 December 2020 and 2019 this reserve had been fully constituted in Parent's books.

As at 31 December 2020 and 2019 the affiliated company Haya Titulización S.G.F.T.A., S.A.U presents in its separate financial statements legal reserves of EUR 200 thousand. The legal reserve may be used to increase capital in an amount equal to the portion of the balance that exceeds 20% of capital after the increase. This legal reserve as at 31 December 2020 had been fully constituted.

Unrestricted reserves

On 15 November 2019, the Parent's Sole Shareholder approved the distribution of a dividend in kind through the offset of the interests accrued (capitalized and not capitalized) of the Loan Agreement subscribed on 27 November 2017 between the Parent Company, as Lender, and its Sole Shareholder, as Borrower, with a charge against "Unrestricted reserves" of the Parent for amount of EUR 5,210 thousand.

At year-end 2020 and 2019, there are certain restrictions on the distribution of dividends deriving from agreements signed by the Group, in the context of the financing obtained (described in Note 11).

Other reserves

"Other reserves" in the table above correspond mainly to the cumulative effect of certain differences in the accounting treatment of goodwill between the regulatory frameworks for the individual and consolidated financial information of the Parent.

10.4 Other shareholder contributions

The amount of EUR 3,900 thousand recognised under "Other shareholder contributions" on the accompanying consolidated statement of financial position at 31 December 2020 and 2019 corresponds to the amount fully vested in prior years to some directors, eleven senior management personnel and fifty-two employees of the Group, in relation to an incentive plan designed in 2013 and arranged with a company related to the Sole Shareholder of the Parent, remunerating these members of staff for their service to the Group for a certain period of time, and in some cases for meeting specific economic or financial targets.

In case new distributions would be made to the Sole Shareholder, through dividends in cash, shares sale or other operations with the Parent's equity instruments, the employees granted with the plan would receive their respective percentage of such distributions. As of the date of these consolidated financial statements, it is not possible to assess the amount, if any, of any future distributions under such plan.

10.5 Capital management

The Group manages its capital to ensure that its entities can continue to comply with the going-concern principle while at the same time maximising profitability for the Sole Shareholder by optimising the balance between debt and equity.

The Group's capital structure consists of net debt (bonds, broken down in Note 11, offset by cash and liquid financial assets) and the Group's equity (consisting of its share capital, share premium, reserves and undistributed profits, as itemised in this Note).

The Group's strategy in 2020 focused on maintaining sufficient and necessary financing to meet its financial obligations, considering the contractually established interest payments under its senior notes. The Group also ensures that the financial ratios established under its revolving financial agreement is upheld (see Note 11) and that the business plan for the forthcoming financial years will allow them to be met in each measurement period.

Financial indebtedness

Financial indebtedness at year end 2020 and 2019 was as follows:

	Thousands of euros	
	2020	2019
Debts with credit institutions, bonds and other securities (Note 11) ^(*)	426,760	471,541
Cash and cash equivalents	(54,025)	(64,282)
Net debt	372,735	407,259
Equity	15,154	34,165
Indebtedness (Net debt/Equity)	24.60x	11.92x

(*) Lease liabilities are not computed

The Group calculates its debt ratio defining net debt as total financial debt, defined as the sum of the nominal value of its current and non-current loans, bonds and other debts and accrued interest payable, less current deposits, guarantees and sight deposits and cash.

11. Non-current and current debts

The details of the long-term debt for bonds issued and non-current and current borrowing with banks and Group companies as of 31 December 2020 and 2019, according to their composition and maturity, are as follows:

31 December 2020

	Thousands of euros			
	Nominal	Current	Non-current	Total
Senior secured notes	423,950	-	420,034	420,034
Super senior revolving credit facility	14,400	3,900	-	3,900
Accrued interest (notes)	-	2,811	-	2,811
Accrued interest (Credit facility)	-	15	-	15
Total debts	438,350	6,726	420,034	426,760

31 December 2019

	Thousands of euros			
	Nominal	Current	Non-current	Total
Senior secured notes	475,000	-	468,413	468,413
Super senior revolving credit facility	14,400	-	-	-
Accrued interest (notes)	-	3,114	-	3,114
Accrued interest (Credit facility)	-	14	-	14
Total debts	489,400	3,128	468,413	471,541

The detail of the variation existing in year 2020 in the total amount of financing received is as follows:

	Thousands of euros			
	Balance as at 31/12/2019	Cash flows	Transfer to profit or loss	Balance as at 31/12/2020
Senior secured notes	468,413	(43,373)	(5,006)	420,034
Super senior revolving credit facility	-	3,900	-	3,900
Accrued interest (notes)	3,114	(24,776)	24,473	2,811
Accrued interest (Credit Facility)	14	(270)	271	15
Other	-	(361)	361	-
Total debts	471,541	(64,880)	20,099	426,760

The detail of the variation existing in year 2019 in the total amount of financing received is as follows:

	Thousands of euros			
	Balance as at 31/12/2018	Cash flows	Transfer to profit or loss	Balance as at 31/12/2019
Senior secured notes	466,086	-	2,327	468,413
Super senior revolving credit facility	-	-	-	-
Accrued interest (notes)	3,114	(24,818)	24,818	3,114
Accrued interest (Credit Facility)	8	(160)	166	14
Other	5	(527)	522	-
Total debts	469,213	(25,505)	27,833	471,541

Senior secured notes

The Group carried out a notes issue in the Euro MTF market in Luxembourg on 15 November 2017. This comprised a EUR 250 million tranche with a fixed annual coupon of 5.25%, to be settled half-yearly, and a EUR 225 million tranche with a floating coupon of three month Euribor (subject to a floor of 0%) plus a spread of 5.125% per annum, reset quarterly. The bonds mature in November 2022 and all or part of them can be redeemed at the Group's discretion in accordance with, and at the prices set forth in the terms of the notes. Moody's and Standard & Poor's have rated the notes B3 and B-, respectively. The amount effectively received by the Group amounted to EUR 468,920 thousand, being this amount the one offset by the bank fees up to EUR 6,080 thousand, deducted at the issue.

As of 16 November 2020, the Parent Company announced a tender offer for an amount up to EUR 60 million and 80% minimum price. The transaction was settled on 24 November 2020 and the Parent repurchased a total nominal amount of EUR 51.1 million (EUR 43.4 million in cash) which was comprised by EUR 35.1 million of the principal amount of the fixed rate note (with a purchase price of 85%) and EUR 16 million of the principal amount of the floating rate note (with a purchase price of 84.9%). The difference between the price paid by the Parent Company and the nominal amount reduction of the bond (which amounted to EUR 7.7 million) has been recognised as a finance income in the consolidated statement of profit or loss for 2020.

The debt deriving from the notes issue is accounted for at amortised cost, considering the costs incurred in the arrangement of the financing, including the arrangement fee and consultants and notary fees totalling EUR 11,379 thousand (of which EUR 3,916 thousand are still pending to recognize in the profit and loss as at 31 December 2020). The amount of such costs recognized in the consolidated statement of profit or loss for 2020 was EUR 2,671 thousand (EUR 2,327 thousand in 2019).

To obtain this funding, the Group arranged the following guarantees:

- Pledge on the shares representing the share capital of the Parent (Note 10).

- Pledge over equity instruments representative of the share capital of the subsidiary, Haya Titulización, Sociedad Gestora de Fondos de Titulización.
- First ranking pledge over the credit rights deriving from certain servicing agreements with its clients (see Notes 1.a, 1.b, 1.c, 1.d and 9).
- Pledge of credit rights held by the Parent owed by the Sole Shareholder (see Notes 7 and 20).
- Pledge of bank accounts: first ranking pledge on the credit rights deriving from bank accounts in the Parent's name (see Note 9).
- Pledge over the credit rights deriving from certain insurance policies.

In addition to these of pledges, the subsidiary Haya Titulización acts as joint and several guarantors in the funding agreements.

The bond indenture also established certain limits that are generally applied in this kind of financing and affect the availability of new credit facilities, of the assets and of the equity items of the Group.

Super Senior Revolving Credit Facility

On 27 November 2017, the Parent, with its subsidiaries acting as guarantors, arranged a credit facility with certain financial institutions for a maximum amount of EUR 15,000 thousand to finance its working capital. This funding is guaranteed by the same pledges as those extended for the bonds, with determined priorities, and accrues interest at market rates.

As at 31 December 2020 and 2019 the Group provided a guarantee of EUR 600 thousand for the new lease of Madrid's office through the Revolving Credit Facility, reducing the nominal amount up to EUR 14,400 thousand.

On March 18, 2020 the Group fully drew the Revolving Credit Facility (EUR 14,400 thousand) to reinforce the cash position as a result of the COVID-19 situation (see note 13). On May 18, 2020 the Group repaid EUR 10,500 thousand of the amount drawn reducing the outstanding balance to EUR 3,900 thousand at 31 December 2020.

The funding under this facility is conditional on a specified consolidated debt ratio being tested each quarter, when the amount drawn under it exceeds 40% of its notional amount. As of 31 December 2020, the amount drawn under the RCF is below 40% of its available amount and thus no covenant is required to be met. This credit facility expires in May 2022.

12. Payables and other current liabilities

Trade payables

The balance under the heading "Trade payables" of the accompanying consolidated statement of financial position as of 31 December 2020 and 2019 includes payables resulting from the Group's ordinary trade transactions.

In the opinion of the Group Management, the carrying amount of trade payables does not significantly differ from their fair value.

Following are the disclosures required for 2020 and 2019 pursuant to additional provision three of Law 15/2010 of 5 July (amended by final provision two of Law 31/2014, of 3 December) prepared in accordance with the ICAC resolution of 29 January 2016 on information to be disclosed in the notes to financial statements on the average payment period in commercial transactions.

	Days	
	2020	2019
Average period of payment to suppliers	77	63
Ratio of transactions paid	77	62
Ratio of transactions pending payment	70	71

	Thousands of euros	
	2020	2019
Total payments made	117,126	141,875
Total payments outstanding	10,088	18,479

The figures shown in the foregoing table in relation to payments to suppliers relate to suppliers that because of their nature are trade creditors for the supply of goods and services and, therefore, they include the figures relating to "Trade payables" under current liabilities in the accompanying consolidated statement of financial position. At year-end 2020, the Group had recognised provisions for pending invoices amounting to EUR 19,827 thousand (EUR 33,544 thousand at year-end 2019) under these headings of the accompanying consolidated statement of financial position. These provisions correspond to services received during 2020 and 2019 for which the invoices corresponding to 31 December 2020 and 2019, had not been received.

"Average payment period to suppliers" means the time elapsed between the date of receipt of the goods or services by the Parent and the date of actual payment. The Parent Company has an online supplier platform where the maximum payment term applicable is thirty days for unless another date or payment term is established in the contract (as in the agency services contracts where the maximum payment term is 45 days), without this term exceeding sixty days under any circumstances. The payment term for suppliers is significantly influenced by the speed of the suppliers and creditors in invoicing for their services and/or, to a lesser extent, delivery of their products and also in the speed of the approval of the invoice by the respective department responsible. Currently, the Parent Company is working on streamline the invoice approval process at each respective department, which has been drawn out during 2020 due to structural changes. The Group applies a procedure known to its suppliers and creditors under which most payments are made on the 5th and 20th day of each month.

Other current liabilities

The breakdown of this heading of the consolidated statement of financial position at 31 December 2020 and 2019 is as follows:

	Thousands of Euros	
	31/12/2020	31/12/2019
Personnel, remuneration payable (Note 16.1)	794	13,255
Amounts payable to Public Administrations (Note 18.2)	4,329	7,534
Current accruals	349	292
Total	5,472	21,081

In 2019 the "Personnel, remuneration payable" heading included a total of EUR 12,621 thousand in connection mainly with variable remuneration pending payment. As at 31 December 2020 due to the COVID-19 situation, no variable remuneration has been accrued as at 31 December 2020.

13. Information on the nature and level of risks

Management of the Group's financial risks is centralised in the Finance Department of the Group, which has the mechanisms necessary to control exposure to interest rate fluctuations and to credit and liquidity risks. The main financial risks to which the Group is exposed are outlined below:

a) Credit risk:

In general, the Group holds its cash and cash equivalents in financial institutions with high credit ratings.

There is a high level of concentration, as the Group's activity stems from the contracts with six clients. However, these clients are highly solvent, and the contracts all include clauses to mitigate the risk of the client cancelling the contract, covering all financial damage from lost profit that might result from cancellation for causes not attributable to the Group. Further, since its incorporation, the Group has proven itself capable of arranging service agreements with new clients in addition to expanding the range of services it offers to the market, underpinned by the development of software applications that are able to incorporate the asset bases of any company. Therefore, the Group Management considers that this range of services and outstanding technology factor offset the high level of concentration.

The Haya Group's revenues stem mainly from volume-servicing and management fees from clients. Any delay or default on such payments by clients could have a material adverse impact on the Group's operating profit. These deferred payments sometimes happen, although the Group works actively to manage and resolve any delay efficiently.

b) Liquidity risk:

In order to guarantee liquidity and be able to deal with payment commitments relating to its normal business, the Group has cash and cash equivalents as shown on its consolidated statement of financial position, and credit and financing lines as described in Note 11. Additionally, the Group Management has prepared cash flow projections based on prudent assumptions from which it is evident that the Group is able to meet its current and forecast financial commitments for 2021. In addition, the Group Management expects to reduce net leverage (impacted in 2020 by COVID-19 situation) through and improvement operating cash.

The detail of payment obligations derived from the Group's financial liabilities as of 31 December 2020 and 2019, based on their maturity, using undiscounted amounts, is as follows:

31 December 2020

	Thousands of euros		
	2021	2022	Total
Senior secured notes	-	423,950	423,950
Super senior revolving credit facility	3,900	-	3,900
Accrued interest (notes) ^(*)	22,000	22,000	44,000
Accrued interest (Credit facility)	15	-	15
Total debts	25,915	445,950	471,865

^(*) Estimated based on current interest rates for the floating rate notes

31 December 2019

	Thousands of euros			
	2020	2021	2022	Total
Senior secured notes	-	-	475,000	475,000
Accrued interest (notes) ^(*)	25,000	25,000	25,000	75,000
Accrued interest (Credit facility)	14	-	-	14
Total debts	25,014	25,000	500,000	550,014

^(*) Estimated based on current interest rates for the floating rate notes

c) Market risk (including interest rate risk, exchange rate risk and other price risks):

Changes in interest rates modify the fair value of those assets and liabilities that accrue a fixed interest rate, as well as the future flows of the assets and liabilities referenced to a variable interest rate.

In accordance with the information requirements of IFRS 7, the Group has carried out a sensitivity analysis in relation to possible fluctuations in interest rates that may occur in the markets in which it operates. Based on these requirements, the Group Management estimates that an increase in the 3-month Euribor of 25 basis points, to which the variable tranche of the bonds issued during the year 2020 is referenced (see Note 11), would imply an increase in the Group's financial expense of EUR 523 thousand in 2020 (EUR 563 thousand in 2019).

As of 31 December 2020, and 2019, the Group does not have any accounts receivable in a currency other than the euro.

d) Business risk:

The Spanish banking sector is going through a market consolidation process, with multiple mergers being contemplated or discussed, and expected to be completed during 2021. This consolidation could potentially impact the real estate servicing sector as well and could adversely affect our future revenues if the newly merged entities decide to renegotiate their existing servicing contracts. Regarding to this situation, our clients Bankia and Liberbank are going through two different merger processes which are expected to be finalized in 2021 (being both clients the acquired part). The strategy of the new merged institution is uncertain. If contracts under which Haya paid upfront (and corresponding intangible assets are recognized in the attached consolidated statement of financial position) are terminated early as a result of the above, Haya would be entitled to receive compensation as a result of the early termination.

Similarly, our clients may decide to sell a significant part of or the entire portfolio we manage to another institution, which would decrease our fees. If this were to occur we would receive as compensation a single, lump sum payment with no future management or volume fees on the portion sold. Furthermore, if one or more of our clients or potential clients decide to sell a substantial portion or the portfolio we manage for them to institutional investors or investment firms that are competitors of Cerberus Capital Management, L.P., it may be difficult for us to renew or enter into new servicing contracts to manage those portfolios, given that Cerberus is the indirect sole shareholder of the Group. Failure to renew existing contracts or enter into new servicing contracts with these potential new clients may have a material adverse effect on our business, results of operations or financial condition.

Concentration in the financial sector or the sale of portfolios by our clients could also imply opportunities for the Group to compete for the bidding of future new servicing contracts for both financial institutions and institutional investors which would have a positive impact in the Group's future revenues. On the other hand in 2021 Sareb could launch a tender public offer for its entire portfolio which could affect to the Group's position with this. Likewise, the evolution of the Spanish real estate sector will affect the future activity of the Group as part of its revenues are linked to the commercialization of real estate assets and the recovery of loans of loans with RE collateral.

In addition, due to the Covid-19 situation the Government has implemented and extended to 2021 temporary measures in relation to the moratoriums of Residential mortgages, bankruptcies, and squatted assets which could have an impact in the Debt recovery activity of the Group.

e) COVID 19 risk:

The emerging spread of the global Coronavirus COVID 19 in the early months of 2020 has caused a general decrease in Spanish economic activity, including the Group's real estate and debt recovery activity. The Group's revenues for 2020 have been impacted and future impacts from this situation will depend to a great degree on the evolution and the extension of the pandemic in the upcoming quarters. Economic activity in the first quarter of 2021 has been severely impacted by the reinforced health protection measures in Spain.

The Group's management continues to assess the situation according to the best information available and take proactive and reactive measures where possible. Highlighted below are the measures the Group has taken to manage the following risks:

- Liquidity risk: The Group entered into this global health crisis with a strong cash position, but nonetheless decided on March 18, 2020, at the beginning of the crisis in Spain, to fully draw on its revolving credit line ("RCF") to provide a further liquidity buffer. On May 18, 2020, the Parent Company, in light of the evolution of collections from clients, decided to partially repay the RCF (for an amount of EUR 10,500 thousand) reducing the outstanding balance to EUR 3,900 thousand (see Note 11). Furthermore, the Group does not have any short term financial obligations other than the interest due on its existing senior secured notes and the drawn RCF. The Group has ended the year 2020 with a positive working capital position of EUR 100,338 thousand. Such position would have been even more positive if the Group had not decided to repurchase part of the bonds (see Note 11).
- Operational risk: The Group's volume activity has seen a significant decrease since the beginning of the COVID crisis, with a sharp reduction in REO sales, loan recoveries and low REO conversions due to temporary closing of judicial courts in Spain. However, part of the Group's revenue comes from a contracted asset management fee which is calculated as a % of assets under management, and the Group has a relatively high percentage of variable costs, which decrease proportionally with a decrease in volumes/sales transacted. In addition, this situation entails that the level of assets under management at 2020 year-end is higher than expected a year ago and, given that the main servicing contracts expire in more than three years, the Group management expects that the worse performance recorded in 2020 might be compensated within the remaining life (expiration) of the such contracts if the pandemic is controlled as expected in first half of 2021 and economic situation normalizes. The Group has implemented a contingency plan focused on cost-cutting measures to mitigate part of the lost revenues expected in the year. In that context, although prior to the COVID-19 crisis, the Group has implemented a labour restructuring process to create a more agile, efficient and customer-focused organization (see Note 16.1), which is expected to improve the operating margin of the Group in the next years.
- Recoverability asset risk: as mention above, the decrease in the Group's activity in 2020 as a result of the Covid-19 might be compensated within the remaining life (expiration) of the contracts. Furthermore, the Groups' main clients are bank institutions with proven financial solvency, thus the Group has not identified any default risk from them. In addition, the Group has evaluated the recoverability of the deferred tax assets based on its best estimation about Group's performance in a post COVID context and has concluded their recoverability is probable within the deadlines established by applicable legislation.

The losses of the Group for the year 2020 amount to EUR 19,011 thousand which have decreased the Group's net equity to EUR 15,154 thousand. Nonetheless the Group is focused on maintaining sustainable business margins for 2021 and subsequent years with a gradual recovery in revenues and implementing cost reduction measures which should bring the Group back to profit. However, potential Covid-19 impact on general economy and the Group activity, could make these initiatives carried out by the Group not enough to achieve profit in 2021 and subsequent years.

Taking into considerations the factors above, the Group's Management considers the going concern principle in the preparation of these consolidated financial statements is still applicable.

14. Operating segments

The Group provides global and interrelated asset management services to its clients in the real estate sector. As a result of the services rendered to its clients through service agreements (SLA) that establish the terms and conditions of the services offered, the information prepared and analysed by the Parent's directors, who take all decisions relating to the distribution of resources and assess the Group's results, refers mainly to the transaction volumes associated with the assets under management. Therefore, internal financial information does not include information by segment, as defined in IFRS 8 Operating Segments. However, the Group's Management evaluates performance based on the following income segmentation:

	Thousands of euros	
	Volume servicing fees	
	2020	2019
RED	13,648	37,939
REO Conversion	10,899	18,808
REO	60,543	97,808
Total	85,090	154,555

15. Income

The breakdown of the "Revenue" heading of the accompanying consolidated statement of profit or loss for 2020 and 2019 is as follows:

	Thousands of Euros	
	2020	2019
Volume servicing fees	85,090	154,555
Management fees	63,816	98,493
Other	28,116	40,571
Total	177,022	293,619

All of the revenue recognised by the Group in the years 2020 and 2019 have been registered for operations carried out in Spain and 90% corresponds to the revenue derived from the management contracts held with six clients, Bankia, SAREB, Cajamar, Liberbank, BBVA and Divarian (91% over the total revenues in 2019). Furthermore, practically all of the accounts receivable presented in the "Trade and other receivables" section of the accompanying consolidated statement of financial position are held with the aforementioned clients (see Note 9).

Certain SLAs entered into by the Group establish certain service level indicators, to be met periodically by the Group. These service level indicators in general include operational requirements, reporting obligations and fulfilment of milestones or dates related to the management of the assets. A breach in the required service levels would lead to different types of consequences. For minor breaches, the Group may be forced to assume an economic penalty, usually determined as a percentage of the revenues generated in the month of non-compliance. In case of certain serious and recurrent breaches, the client could terminate the contract without compensatory payment for the lost future income. Given the performance levels achieved in 2020 and the ongoing dialogue with the clients regarding the results of these indicators, the Group has not paid any amount in relation to penalties and the Group Management considers that at 31 December 2020 there are no significant liabilities that should be recognised as associated with these.

16. Expense

16.1 Personnel expenses

The breakdown of the "Personnel expenses" heading of the consolidated statement of profit or loss for 2020 and 2019 is as follows:

	Thousands of euros	
	2020	2019
Salaries and wages	41,772	60,692
Social security	11,906	12,877
Termination benefits	7,972	2,807
Other social charges	961	973
Contributions to pension plans	1,538	1,592
Total	64,149	78,941

In 2019 the “Salaries and wages” heading included a total of EUR 12,621 thousand in connection mainly with variable remuneration pending payment as at 31 December 2019. In 2020, due to the COVID-19 situation, no variable remuneration has been accrued as at 31 December 2020 (see Note 12).

Labour Restructuring Process

On January 20, 2020 the Parent Company announced to employees, union representatives, bondholders and other stakeholders its intention to launch a labour restructuring process with the objective to create a more agile, efficient and customer-focused organization. The negotiation period with the employee representatives began on February 10, 2020 and lasted until March 10. On March 10, 2020 the Parent Company and the employee representatives reached an agreement in which they defined the total number of dismissals, the severance package and a voluntary period for the adherence to the labour restructuring process. This labour restructuring process has been completed on 30 April 2020 with total employee exits of 136 and restructuring costs amounting to EUR 6.4 million, included in the caption “Termination benefits” of the above table.

In addition, in 2020 the Group has implemented a new organization chart which merges several categories based on the level of experience, qualifications, responsibilities in terms of economic and human resources level, etc., mainly impacting and reducing the Senior Management category.

The number of employees in the Group, is detailed by professional categories and gender in the tables below:

2020

	Number of employees as at year-end			Average number of employees	Disabled employees (a)
	Men	Women	Total		
Senior Management	8	3	11	17	-
Directors and qualified staff	31	19	50	132	-
Clerical staff and department heads	392	439	831	803	4
Total	431	461	892	952	4

(a) Average number of employees in the consolidated companies with a degree of disability greater than or equal to 33% (or equivalent local classification).

2019

	Number of employees as at year-end			Average number of employees	Disabled employees (a)
	Men	Women	Total		
Senior Management	14	6	20	20	-
Directors and qualified staff	105	51	156	147	-
Clerical staff and department heads	439	531	970	902	3
Total	558	588	1,146	1,069	3

(a) Average number of employees in the consolidated companies with a degree of disability greater than or equal to 33% (or equivalent local classification).

One employee included in Senior Management also exercised duties as director in the year 2020 (two people in 2019).

16.2 Other operating expenses

The breakdown of “Other operating expenses” in the accompanying consolidated statements of profit or loss for 2020 and 2019 was as follows:

	Thousands of euros	
	2020	2019
Professional services	55,963	97,385
Marketing and Contact Center	4,153	5,991
Travel and other general expenses	2,792	4,272
Leases and royalties	687	1,048
Insurance premiums	682	891
Supplies	271	297
Repair and maintenance	77	145
Banking and similar services	57	138
Losses, impairment and changes in provisions for trade receivables and provisions for litigation	1,387	3,838
Other charges	266	389
Other current operating expenses	795	518
Total	67,130	114,912

The balance of "Professional services" in the accompanying consolidated statements of profit or loss for 2020 and 2019 included the following:

	Thousands of Euros	
	2020	2019
Intermediation cost of real estate agents in the sale of REOs (channel costs)	21,623	32,722
Cost of agencies for the management of REOs	17,031	15,069
Subcontracting costs to Divarian under BBVA contract	-	7,244
Valuation services on assets under management	141	1,416
Prevention of money laundering activities in relation to asset sales	759	1,773
Asset maintenance performed on client assets	1,954	11,510
Litigation and external recovery agency costs for REDs	4,394	6,506
IT Operating expenses	4,875	6,564
Other professional services	5,186	8,534
Non-recurring costs	-	6,047
Total Professional services	55,963	97,385

"Asset maintenance performed in client assets" relates to costs incurred for the maintenance of REOs under management and has a corresponding impact in revenue recognized in "Other revenues" as the Parent Company is acting as a central maintenance agency on behalf of some of its clients. The decrease with respect to 2019 is mainly related to the scope changes between the former and current SLA with Sareb (see Note 1.b).

"Non-recurring costs" presented in the table above for 2019 includes mainly cost associated with non-recurring transactions, including potential M&A and contract renewal costs (i.e. Sareb renewal) or advisory work on the Divarian integration transaction, which have not been incurred in 2020.

"Other professional services" presented in the table above for 2020 includes mainly advisory works on the transformation plan and labour restructuring process (in 2019, it included mainly advisory works on the Divarian integration transaction, business process outsourcing costs, as well as other HR related consultancy services).

Audit fees

During 2020 and 2019, the amounts of fees charged relating to auditing services and other services provided by the Group auditor, Deloitte, S.L. or by other companies related to the auditor through control, shared property, or management, were the following:

	Thousands of euros	
	2020	2019
Audit services	156	154
Other assurance services	24	22
Total audit services and related	180	176
Other services	362	605
Total other professional services	362	605

Other services provided in 2020 and 2019 consisted mainly of advisory services provided to the Group to assist in the integration of Divarian and in the post integration period (see Note 1-f).

17. Contribution to profit and loss

The contribution of each of the companies included within the scope of consolidation to consolidated profit and loss after income tax and consolidation adjustments is as follows:

	Thousands of euros	
	2020	2019
Haya Real Estate	(19,894)	(38,011)
Haya Titulización	883	635
Total profit or loss for the year	(19,011)	(37,376)

18. Tax situation

The Group files consolidated income tax returns as part of consolidated tax group 0275/18, for which Haya Real Estate, S.A.U. is the representative Company but not the Parent. The Parent is the non-resident Company Promontoria Holding Haya Coöperative UA. Therefore it is Haya Real Estate, S.A.U. that recognises any tax debt that the Group might have and recognises the related accounts receivable from or payable to the other tax group companies on the basis of the tax base contributed by each company to the consolidated tax base and of each company's share of any net tax payable. In 2020 the entities included in the consolidated tax group, together with the Parent Company, are: Haya Real Estate Servicing, S.A.U. and Haya Titulización S.G.F.T.A., S.A.U. In January 2021 the entity Haya Real Estate Servicing S.A.U. has been liquidated. The entity Housell Inmo Online Services, S.L has been excluded during 2020 from the consolidation tax group, not been part of the consolidation tax group as at 31 December 2020 (see Note 4.13).

Also, the Group opted for taxation under the special consolidated tax regime for VAT purposes (IVA82/16), for which Haya Real Estate, S.A.U. is the Parent, and in which the company Haya Titulización S.G.F.T.A., S.A.U., is included. As a result of applying this tax regime, the Parent recognises any VAT payable of refundable that the Group might have, as well as the related accounts receivable from or payable to the group companies on the basis of the results of the individual tax assessments performed by each of these companies.

18.1 Financial years open to inspection

Under current legislation, taxes cannot be deemed to have been definitively settled until the tax returns filed have been reviewed by the tax authorities or until the four-year statute of limitations period has expired. At 31 December 2020, the Parent has 2016 and subsequent years open to inspection by the tax authorities for corporate income tax and VAT, and 2016 and subsequent years for the rest of taxes.

The Group Management considers that the settlements of all the non-prescribed taxes have been carried out adequately. Even if discrepancies arise in the interpretation of existing legislation on the tax treatment of the operations, any possible liabilities that might result would not significantly affect these consolidated financial statements.

Regarding to the verification procedures and requirements activities in relation to the Group are detailed as follow:

a) On January 2021 the Parent Company received the notification from the Tax Administration State Agency in which the Parent Company was notify about the initiation of verification and investigation proceedings in relation to the following tax items: Corporate Income Tax for financial the financial years 2016 and 2017; withholding taxes of non-resident income tax for the period December 2016 to December 2017. At the date of these consolidated financial statements the verification and investigation proceedings is still in process.

b) On 26 January 2016, the tax authorities made the Parent aware of the beginning of verification and investigation activities with respect to Value Added Tax and Corporate Income Tax for 2013 and 2014. The aforementioned verification procedure ended during 2016. With respect to Value Added Tax, a certificate of compliance was signed for the two aforementioned years, without any regularisation taking place. With respect to Corporate Income Tax for both financial years, a settlement agreement was received on 28 November 2016 in relation to the inspection certificate issued in this inspection procedure and signed in disagreement by the Parent. From the aforementioned settlement agreement, appealed by the Parent before the Tax Appeal Board, a payable in the amount of EUR 2,276 thousand and interest on arrears in the amount of EUR 97 thousand derived, both of which were paid by the Group in January 2017. The said payment was principally the consequence of a difference in criteria of the tax authorities with respect to the Parent concerning the accounting distribution of the acquisition cost of a particular asset (see Note 5), involving a difference in the timing of the deductibility of the amortisation associated with this asset. This payment was also the consequence of a difference in criteria between the Parent and Tax Authorities on relation to the deduction of labor cost resulted of senior management's labor contract termination. As a consequence of this, in 2016 the Parent recognised: an amount of EUR 2,373 thousand charged against "Other current liabilities" on the consolidated statement of financial position; "Deferred tax assets" for a temporary difference and deductions pending application in the amounts of EUR 2,120 and EUR 14 thousand, respectively; and expenses in the amount of EUR 239 thousand.

On November 21, 2019 the Parent received the notification of the resolution agreement of the Tax Appeal Board, in which it resolved the following:

- a) Dismiss the claim presented by the Parent against the settlement agreement issued by the Tax Authority (AEAT), and which amount was already deposited by the Parent in January 2017.
- b) Partially estimate the claim presented by the Parent against the Penalty Agreement resulting from the procedure previously referred. In this sense, the Tax Appeal Board has ruled that the sanction imposed on the Parent was inappropriate in the part associated to the tax liability not deposited related to a difference in criteria with respect to the accounting distribution of the acquisition cost of a particular asset (see Note 5), involving a difference in the timing of the deductibility of the amortisation associated with this asset. While confirming the part of the given penalty resulting from a difference in criteria in relation to the deduction of labour costs associated with the termination of a senior manager labour contract.

As a consequence of that resolution, the Penalty imposition agreement appeal has been cancelled. At year end, The Parent was waiting for the Tax Authority to notify the new penalty imposition agreement and has meanwhile recorded a provision for this concept for an amount of EUR 195 thousand, as its best estimate of the penalty to be confirmed by the Board resolution.

Finally, in January 2020 the Parent has filed an administrative appeal against the Court resolution referred to above, limiting the scope of the referred appeal to the tax treatment of the severance packages paid out as a result of the extinction of Senior Management's labor contracts and the related penalties. Currently, the aforementioned administration appeal is awaiting a ruling from the National High Court.

As a result of the above, the Parent has to file the rectification of the Corporate Income Tax return from 2015 to 2018 in order to align the amortisation criteria of the relevant asset with the Tax Authority. The tax credit associated to this (EUR 2,120 thousand) is recognised in the balance sheet as a deferred tax asset.

On July 23, 2020 the Parent has filed the request for the rectification of the abovementioned Corporate Income Tax return for 2015. The tax refund resulting from this request will be executed during the years 2021 and 2022.

The rectification of the Corporate Income Tax for 2016 and 2017 will result from the aforementioned verification and investigation proceedings performed by Tax Administration State Agency currently ongoing.

18.2 Balances with Public Administrations

The consolidated statement of financial position at 31 December 2020 and 2019 includes the following balances with Public Administrations:

	Thousands of euros			
	2020		2019	
	Current	Non-current	Current	Non-current
Receivables:				
Amounts receivable from tax authorities for				
Other	39	-	4	-
Corporate Income Tax	988	-	917	-
Deferred tax assets	-	30,702	-	29,647
	1,027	30,702	921	29,647
Payables:				
Amounts payable to tax authorities for:				
VAT	2,442	-	4,519	-
Withholdings	734	-	1,468	-
Amounts payable to social security	1,153	-	1,547	-
	4,329	-	7,534	-

18.3 Reconciliation of accounting profit/(loss) to taxable profit/(tax loss)

The corporate income tax settlements for 2019 was filed based on the corresponding financial statements of the companies that make up the Group and the accounting policies then applied. Presented below is the reconciliation of the 2020 and 2019 periods between the expense for the income tax and the expense recorded for the aforementioned tax is presented.

2020

	Thousands of euros		
	Increase	Decrease	Total
Accounting profit/(loss) in period			(19,011)
Corporate income tax expense (benefit)			(7,627)
Permanent differences			
Non-deductible expenses and non-computable revenues	332	-	332
Consolidation Adjustment	-	(165)	(165)
Other permanent differences	-	(88)	(88)
Temporary differences			
Arising in the year			
Differences between depreciation and amortisation for accounting and tax purposes	210	-	210
Bad debt provisions	516	-	516
Impairment of contract intangible assets (note 5)	5,496	-	5,496
Arising in previous years			
Tax deduction limit for depreciation of fixed assets	-	(370)	(370)
Impairment of contract intangible assets	-	(2,857)	(2,857)
Differences between depreciation and amortisation for accounting and tax purposes	-	(71)	(71)
Bad debt provisions	-	(1,292)	(1,292)
Taxable base			(24,927)
Tax base corresponding to the Consolidated Tax Group			(24,929)

2019

	Thousands of euros		
	Increase	Decrease	Total
Accounting profit/(loss) in period			(37,376)
Corporate income tax expense (benefit)			(13,337)
Permanent differences			
Non-deductible expenses and non-computable revenues	330	-	330
Consolidation Adjustment	-	(80)	(80)
Temporary differences			
Arising in the year			
Differences between depreciation and amortisation for accounting and tax purposes	6,258	(6,258)	-
Bad debt provisions	1,292	-	1,292
Impairment of contract intangible assets	23,781	-	23,781
Arising in previous years			
Tax deduction limit for depreciation of fixed assets	-	(373)	(373)
Differences between depreciation and amortisation for accounting and tax purposes	-	(23,849)	(23,849)
Taxable base			(49,612)
Tax base corresponding to the Consolidated Tax Group			(62,260)

“Tax base corresponding to the Consolidated Tax Group” includes tax bases of the company Haya Real Estate Servicing, S.A.U, which is out of the scope of financial consolidation of Haya Group as at 31 December 2020 (in 2019, it included also the tax bases of Housel Inmo Online Services, S.L. which has been excluded from the tax group in 2020, see note 4.13). In January 2021 the entity Haya Real Estate Servicing, S.A.U has been liquidated.

The main temporary differences of year 2020 and 2019 are as follows

- a) An amount of EUR 370 thousand (EUR 373 thousand in 2019) corresponds to part of the amount of the amortisation not deducted in the years 2014 and 2013 due to the special tax measures on limitation of tax deductibility of the accounting amortisation existing in these financial years. The accounting amortisation not deducted for tax in the years 2013 and 2014, is deductible from the year 2015 for some elements during the useful life remaining for the element in question and for others, in ten years.
- b) Positive temporary differences include EUR 5,496 thousand in relation to the impairment of the Liberbank’s intangible asset (see note 5) which is not deductible in 2020 for tax purposes according to the tax regulation but will be deductible during the remaining contract life.

In this sense, in 2020 an amount of EUR 2,857 thousand corresponds to a negative temporary difference in relation to the partial tax reversal of the impairment registered in 2019 for the Bankia contract of 23,781 thousand which was not deductible in 2019 and will be during the remaining contract life.

- c) EUR 516 thousand in 2020 relates to trade provisions recognized in the year. This provision is not deductible in 2020 for tax purposes according to the tax regulation but will be deductible in 2021. In this sense in 2020 a negative temporary difference has been included for an amount of EUR 1,292 thousand in relation to the trade provisions of 2019 which have been reversed in 2020.
- d) In 2019 an amount of EUR 6,258 thousand corresponded to the amortisation and depreciation for accounting purposes and for tax purposes of the former Sareb intangible asset deriving from the former asset management contract arranged by the Parent Company. Since the acquisition of the contract the Parent registered an accounting amortisation not deducted for tax purposes, arising a positive temporary difference. In December 2019 as a result of the Sareb’s contract resolution, the aforementioned temporary

difference registered over the last and current years was reversed resulting in a negative difference of EUR 30,107 thousand in total.

As at 31 December 2020 the Parent Company has capitalized the tax credit arising from the tax losses generated in 2020, offset by the amount of the positive tax base generated by the subsidiary Haya Titulización S.G.F.T.A., S.A.U. in accordance with the consolidated income tax as part of consolidated tax group. The Group recognizes deferred tax assets associated to unused tax losses and credits only if it is considered probable that the consolidated companies will have sufficient future taxable profits against which they can be applied (see Note 18.6).

18.4 Calculation of corporate income tax

The calculation of corporate income tax for 2020 and 2019 is as follows:

	Thousands of euros	
	2020	2019
Accounting profit before tax	(26,638)	(50,713)
Permanent differences	332	330
Consolidation adjustments	(165)	(80)
Total	(26,471)	(50,463)
Tax rate	25%	25%
Tax charge	(6,618)	(12,616)
Deductions for technological innovations	(988)	(679)
Other deductions	(21)	(41)
Other	-	(1)
Total corporate income tax expense (income) recognised in consolidated profit and loss	(7,627)	(13,337)

The heading “Deductions for technological innovation” in the table above corresponds to the deductions for technological innovation through the development of a new technological tool for the comprehensive management of the real estate services of property valuation services and credit recovery processes corresponding to 2018. This deduction was accredited and applied by the Parent for the corporate income tax in 2019 on the basis of the informative reports issued by the competent authorities and decided to apply the monetisation of this tax credit in full. The difference with the amount registered in the corporate income tax provision for the year ended 31 December 2019 amounted EUR 988 thousand and has been registered in the consolidated statement of profit or loss for the year ended 31 December 2020.

18.5 Breakdown of Corporate Income Tax expense

The breakdown of the corporate income tax expense for 2020 and 2019 is as follows:

	Thousands of euros	
	2020	2019
Current tax:		
Continuing operations	-	-
Deferred tax:		
Continuing operations	(6,639)	(12,658)
Adjustments to corporate income tax	(988)	(679)
Total (income) tax recognised in consolidated profit and loss	(7,627)	(13,337)

18.6 Deferred tax assets

The breakdown of deferred tax assets in 2020 and 2019 is as follows:

2020

	Thousands of euros			
	Beginning balance	Additions	Disposals	Closing balance
Non-deductible amortisation and depreciation of fixed assets	402	15	(93)	324
Impairment of contract intangible assets	5,945	1,374	(714)	6,605
Pension insurance contract	166	-	-	166
Trade provisions	323	129	(323)	129
Differences between depreciation and amortisation for accounting and tax purposes	129	53	(18)	164
Deductions	235	7	-	242
Inspection regularisation (Note 18.1)	2,120	-	-	2,120
Tax losses carryforward	20,327	6,232	(5,607)	20,952
Total	29,647	7,810	(6,755)	30,702

2019

	Thousands of euros			
	Beginning balance	Additions	Disposals	Closing balance
Non-deductible amortisation and depreciation of fixed assets	487	-	(85)	402
Impairment of contract intangible assets	-	5,945	-	5,945
Pension insurance contract	166	-	-	166
Trade provisions	-	323	-	323
Differences between depreciation and amortisation for accounting and tax purposes	6,087	1,602	(7,560)	129
Deductions	564	43	(372)	235
Inspection regularisation (Note 18.1)	2,120	-	-	2,120
Tax losses carryforward	4,837	15,566	(76)	20,327
Total	14,261	23,479	(8,093)	29,647

The Group Management has performed its best estimation of taxable income for a ten years period and has prepared a tax plan during the first months of 2021. In such plan the Group has estimated the future cash flow generated from its servicing contracts and new potential businesses and has decided to capitalise the tax losses carryforward of 2020 together with the tax losses carryforward capitalised in previous years and the rest of the deferred tax assets. According to the tax plan the Group has considered that the recoverability of the deferred tax assets is probable within the next ten years, nonetheless any potential change in futures projections could impact in the recoverability of these assets.

In addition, the entity Housell Inmo Online Services, S.L has been excluded in 2020 from the consolidation tax group and the Parent Company has written off the tax losses carryforward generated by this entity in previous years, for an amount of EUR 5,607 thousand.

Tax loss carryforwards

Some Tax Group companies have tax losses that can be carried forward and offset against taxable income of individual companies in subsequent years.

Unused tax losses carryforward at 31 December 2020 applicable in future years and considered recoverable (and capitalized in the consolidated statement of cash position) are broken down as follow:

Thousands of euros		
Year generated	Amount	Cumulative
2018	8,576	8,576
2019	49,704	58,280
2020	24,929	83,209
	83,209	

In addition, as at 31 December 2020 the Parent Company has unused tax losses carryforward for an amount of EUR 599 thousand previously to the constitution of the consolidation tax group.

Deductions pending application

The breakdown of deductions pending application in 2020 and 2019 is as follows:

2020

	Thousands of euros			
	Beginning balance	Additions	Disposals	Closing balance
Donations	81	6	-	87
Art. 37 of Corporate Income Tax Law	154	-	-	154
Other deductions from subsidiaries	-	1	-	1
Total	235	7	-	242

2019

	Thousands of euros			
	Beginning balance	Additions	Disposals	Closing balance
Technological innovation	238	-	(238)	-
Donations	38	43	-	81
Art. 37 of Corporate Income Tax Law	154	-	-	154
Other deductions from subsidiaries	134	-	(134)	-
Total	564	43	(372)	235

In 2020 and 2019 the Group carried out technological innovation activities that may entitle it to apply the deduction established in article 35 of Royal Legislative Decree 4/2004, of 5 March, which approved the Consolidated Text of the Corporate Income Tax Law and article 35 of Law 27/2014, of 27 November, on Corporate Income Tax, insofar as they imply a technological advance and a substantial improvement of existing products and production processes, which will be demonstrated pursuant to the applicable legislation. These deductions can be deducted

in a period of eighteen years after their generation. These deductions are capitalised by the Parent in the moment of the reception of the informative reports issued by the competent authorities and the Parent decides whether apply the monetisation or not.

19. Distribution of the profit or loss of the Parent

The Parent Directors' proposition of distribution of the 2020 losses recorded in the Parent's separate financial statements, and pending approval by the Sole Shareholder, is the following:

	Thousands of euros
Prior year losses account	(20,060)
Total	(20,060)

20. Related-party transactions

Transactions and amounts between the Parent and its Subsidiary have been eliminated on consolidation and are not disclosed herein. These transactions and amounts are disclosed in each of the companies' separate financial statements.

20.1 Related party transactions

Related party transactions for 2020 and 2019, which were all at arm's length, are as shown below:

2020

	Thousands of euros		
	Sole shareholder	Group companies and associates	Other Related parties
Revenue			
Finance income from upstream loan to the Sole Shareholder (Note 7)	5,264	-	-
Total revenue	5,264	-	-
Expenses			
Non-executive Directors expenses (Note 21.1)	-	-	504
Total expenses	-	-	504

2019

	Thousands of euros		
	Sole shareholder	Group companies and associates	Other Related parties
Revenue			
Finance income from upstream loan to the Sole Shareholder	5,210	-	-
Total revenue	5,210	-	-
Expenses			
Non-executive Directors expenses	-	-	370
Total expenses	-	-	370

The amount included under “Revenue – Finance income” in 2020 and 2019, with the Sole Shareholder, are related to the interests accrued by a loan granted by the Parent to its Sole Shareholder (“upstream loan”) on 27 November 2017, for an amount of EUR 88,090 thousand, fully drawn down at 31 December 2019 and 2018 and with maturity in November 2022. Such accrued interests are at arm’s length, and are settled on a semester basis or capitalized, at the sole discretion of the Sole Shareholder (see Note 7).

20.2 Related party balances

Balances with related parties in the consolidated statement of financial position at 31 December 2020 and 2019 were as follows:

2020

	Thousands of euros	
	Sole shareholder	Other related parties
Upstream loan granted (Note 7)	93,315	-
Interest accrued on loan granted (Note 7)	686	-
Other payables to related parties	-	(246)
Total	94,001	(246)

2019

	Thousands of euros	
	Sole shareholder	Other related parties
Upstream loan granted (Note 7)	88,090	-
Interest accrued on loan granted (Note 7)	647	-
Other payables to related parties	-	(5,839)
Total	88,737	(5,839)

As at 31 December 2019 “Other payables to related parties” to “Other related parties” related to income tax balances with Housell Inmo Online Services, S.L. The decrease in 2020 with respect to 2019 is mainly related to the exclusion of such entity from the consolidation tax group (see note 18).

21. Remuneration of the Board of Directors and Senior Management

21.1 Remuneration of the Board of Directors and Senior Management

On January 7, 2020, the former executive chairman, Juan Hoyos, resigned from his position and Carlos Abad, former chief executive officer, was appointed as non-executive Chairman. In addition, Enrique Dancausa has been appointed as Chief Executive Officer and director of the Parent Company.

During 2020, the functions corresponding to directors of the Parent were performed by five men and one woman (six men and one woman during 2019). Also, at 2020 year-end, the functions corresponding to senior management of the Parent are performed by eight men and three women (fourteen men and six women at 2019 year-end), one of which (man) is an executive director of the Parent (two men at 2019 year-end). The nature and amount of the remunerations received by the people who have formed part of the Board of directors and the senior management (those who are not directors) of the Parent in the years 2020 and 2019, is as follows:

2020

	Thousands of euros						
	Fixed remuneration	Variable remuneration	Remuneration in kind	Compensation	Severance	Total	Pending
Directors	1,012	488	1	210	-	1,711	488
Senior Management	2,774	-	17	100	300	3,191	-

2019

	Thousands of euros						
	Fixed remuneration	Variable remuneration	Remuneration in kind	Compensation	Severance	Total	Pending
Directors	1,190	1,789	1	-	-	2,980	711
Senior Management	3,026	1,649	14	1	84	4,774	1,572

In 2020 the Variable remuneration presented in the table above relates to the vested amount for a 3 year long incentive plan 2019-2021 based on the achievement of the Group activity's performance. Due to the Covid-19 no additional variable remuneration has been accrued as at 31 December 2020. Only the executive members of the Board of Directors are entitled to receive variable remuneration.

The commitments of the Parent in 2020 for pensions for senior management personnel amount to EUR 118 thousand (EUR 97 in the year 2019) and EUR 24 thousand for Directors (no commitments of this kind were made in 2019). In 2020, obligations were also assumed for life insurance for senior management personnel for a total of EUR 17 thousand (EUR 19 thousand in the year 2019), and EUR 1 thousand for Directors (no commitments of this kind were made in 2019).

In the year 2020, a total of EUR 34 thousand was paid for the civil liability insurance premium of the Parent's directors (EUR 35 thousand in 2019).

21.2 Other information on the Parent's directors

In accordance with prevailing legislation, at year-end 2020, the Parent's directors have communicated to the secretary of the Board that neither they or persons related to them, as defined in the Spanish Companies' Act, have been engaged in any conflict, direct or indirect, with the interests of the Group in 2020, except Sr. Jose María Aznar Botella who has communicated that he has the position of shareholder of Siroco Real Estate S.L., which presents a similar company object to the Parent's one.

22. Earnings per share

Basic earnings per share are calculated by dividing the net profit attributable to the Group by the weighted average number of ordinary shares outstanding during the year, excluding the average number of treasury shares held in the year, where applicable. At 31 December 2020 and 2019, basic earnings per share are as follows:

	2020	2019
Profit/(loss) for the year (thousands of euros)	(19,011)	(37,376)
Weighted average number of ordinary shares outstanding (Note 10)	9,683,010	9,683,010
Basic earnings (loss) per share (in euros)	(1.96)	(3.86)

At 31 December 2020 and 2019, diluted earnings per share coincide with basic earnings per share.

23. Guarantees and surety

As of 31 December 2020, and 2019 there were no guarantees or surety other than as referred to in Note 8 and Note 11 of these notes to the consolidated financial statements.

24. Events after the reporting period

On February 18, 2021 the Group has repaid the amount drawn for the RCF for an amount of EUR 3.9 million.

25. Explanation added for translation to English

These consolidated financial statements are presented on the basis of the regulatory financial reporting framework applicable to the Group in Spain (see Note 3.1). Certain accounting practices applied by the Group that conform with that regulatory framework may not conform with other generally accepted accounting principles and rules.

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**Haya Real Estate, S.A.U.
and subsidiary
(Haya Group)**

**Consolidated Management Report
for the year ended
31 December 2020**

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Pursuant to the provisions of article 262 of the Spanish Limited Liability Companies Law, we are pleased to present a true and fair view of the business performance and situation of the Group during the year ended 31 December 2020.

1. Situation of the entity

Haya Real Estate, S.A.U. (hereinafter, the Parent) was incorporated for an indefinite duration on 28 May 2013 as Cornalata Servicios y Gestión, S.L, and is duly registered in the Mercantile Registry of Madrid in Volume 1547, General, Book 31,153, Folio 10, Section 8, Sheet No. M-560,663, Entry 1 with VAT Registration No. (CIF) B-86744349.

The entity's name was changed on 1 August 2013 to Promontoria Plataforma, S.L.U., before being changed to its current name on 21 April 2014.

On 25 April 2018, the Sole Shareholder agreed to modify the Parent's bylaws to become a public limited company, changing its company name to Haya Real Estate, S.A.U. (Sole Shareholder Company). The transformation was effective on 7 May 2018.

Its registered office is at Calle Medina de Pomar 27, Madrid (Spain).

The corporate structure of Haya Real Estate, S.A.U. and subsidiary ("Haya" or the "Group") at 31 December 2020 is shown below:



The Parent is a sole shareholder company wholly owned by Promontoria Holding 62, B.V. (the sole shareholder). Cerberus Capital Management L.P. ("Cerberus") advises funds that indirectly own 100% of the shares of the Parent, through the sole shareholder.

All of the Group's business activity is carried out in Spain, and mainly involves the following comprehensive services:

- Debt management and recovery: The Group actively manages and monitors its clients' portfolios of outstanding loans. For performing loans, the Group monitors the debtor's financial situation to anticipate a future default. It manages payments from debtors and performs necessary administrative functions. For NPLs, the Group assists in the analysis and implementation of a number of recovery strategies, including pre-legal recovery processes such as discounted pay-offs ("DPOs"), standstill payoffs, short sales, loan sales and portfolio sales. In addition, it manages legal recovery processes, such as foreclosure and insolvency processes and deeds in lieu ("DILs")

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- **Real estate asset management:** The real estate asset management activities are centred on REO management activities such as asset onboarding activities (including reception of the assets and registration in IT systems), payment of taxes and debt cancellation. Once the asset is onboarded, the Group assists in analyzing any development work required, for example, construction or obtaining relevant urban planning permits, with the help of urban planning lawyers, architects and contractors. The Group also performs detailed appraisal analyses, and manages necessary repairs and incidents, where required.
- **Real estate asset commercialization:** The Group manages a number of commercialization activities on behalf of its clients, including the rental and sale of REOs, through a broad network of real estate brokers, its clients' bank branches, its internal salesforce and its own online platform. Its activities incorporate the management of rentals, implementation of marketing campaigns, contacting clients and arranging site visits, as well as the sale of asset portfolios. The Group also assists in the formalization of private contracts and public deeds and performs ongoing monitoring and reporting activities.
- **Advisory and underwriting:** The Group has a cross-functional advisory team that assists in managing the clients' portfolio through a variety of activities. The Group provides asset valuation services through a combination of automatic and manual valuation, performs extensive market research and offers extensive data analytics and statistical modeling.
- **Value-added services:** The Group's value-added services complement its core servicing business and consist of portfolio advisory services, securitization management and property management. The Group also leverages its direct contact with end customers to offer related products, such as mortgages, insurance, utilities and refurbishment services. It has a team that manages and assists in the development of land and projects under construction.

The Group's revenues in 2020 and 2019 derive mainly from servicing contracts (SLAs or Service Level Agreements) setting down the terms and conditions for the services. These contracts have similar fee structures, but different fee percentages, which accounts for most of the Group's revenue:

- **Volume-servicing fees:** the percentage fee contractually agreed with the clients for each asset transaction or recovery managed by the Group on their behalf, based on its nature (i.e. the recovery or sale of debt, the conversion of REDs to REOs or the commercialization of a REO).
- **Asset management fees:** the percentage fee contractually agreed with the clients charged on the amount of assets under management (AuM).

In addition, the Group derives its revenues from other business such as advisory, securitization and property management.

The main servicing contracts contributing to revenues in 2020 and 2019 are:

- **Bankia Group:** The Group has been providing management services for real estate assets of the Bankia Group under an SLA signed in April 2018, for an exclusivity period of ten years even though the agreement is for an indefinite period, which replaced a previous SLA signed in October 2013. In addition to volume-servicing and management fees, the SLA also establishes a success fee that the Group earns if certain benchmarks are achieved for the assets managed during the year. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- **Cajamar Group:** The Group has been providing management services for the real estate and credit assets of the Cajamar Group since July 2014, under the SLA signed on 10 June 2014 for a period of ten years. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- **SAREB:** The Group has been providing management services for the real estate and credit assets of the Sociedad de Gestión de Activos Procedentes de la Reestructuración Bancaria, S.A. (hereinafter, "SAREB") since January 2015, under an SLA that had a term of five years. This agreement expired on 31 December 2019. On 30 October 2019, the Parent Company entered into a new servicing contract (SLA) with SAREB to service a portfolio of loans and Real Estate Owned assets with effective date from 1 January 2020 until June 30, 2022. The new SLA did not replace the original one signed in 2014 and did not require any upfront payment from the Parent Company. The new SLA establishes certain service levels the Group has to achieve, which are measured regularly.

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- **Liberbank Group:** The Group has been providing management services for the real estate assets of the Liberbank Group since August 2017, under an SLA signed on 8 August 2017 for a period of seven years. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- **BBVA:** in October 2018, the Group signed an agreement for the servicing of the BBVA Group's Spanish real estate assets, for a period of eight years and a potential renewal up to 2 additional years. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- **Divarian:** in April 2019, the Parent Company signed a business purchase agreement with Divarian Propiedad, S.A. («Divarian»), the former internal servicing unit of BBVA acquired by Cerberus, for the integration of Divarian's servicing business in the Parent Company, including employees and other resources (mainly IT). The transaction was effective on 31 May 2019. At the same time, the Parent Company entered into a Service Level Agreement (SLA) with «Divarian Propiedad, S.A.» and «Divarian Desarrollos Inmobiliarios, S.L.» for the management of their REOs for a period of eight years. The Service Level Agreement did not require any upfront payment from the Parent Company, and the servicing business was acquired for 1 euro. The SLA establishes certain service levels the Group has to achieve, which are measured regularly.
- **Apple:** During 2019, the Group added one additional contract with Promontoria Manzana, S.A. and its affiliates, Global Licata, S.A. and Global Pantelaria, S.A. (owned through a JVCo 80% by Cerberus and 20% Banco Santander) for the management of real estate assets for a period of eight years.

The Group has expanded its activity since 2013, through acquisitions of asset management businesses from other financial institutions and of companies specialising in value-added services that complement its core business. The majority of the existing servicing contracts have required upfront payments in exchange for the exclusivity. The Parent is also the sole administrator of a few small portfolios of guaranteed real estate assets acquired by Cerberus.

Business performance and results

Key indicators

The nature of the Group's business requires it to use key indicators and alternative performance measures, which are regarded as essential for monitoring the development and performance of the business. These measures are defined and reconciled in the consolidated financial statements as explained in section 10 «Other relevant information»:

Key Indicators	Years ended December 31,	
	2020	2019
Assets Under Management (GBV)	32,287	41,099
Transaction volumes (in € million)	2,384	5,025
Average Volume Servicing Fee	3.57%	3.08%
Average Management Fee	0.17%	0.24%
EBITDA (in € million)	45.8	99.7
Adjusted EBITDA (in € million)	52.2	105.7
EBITDA Margin	25.9%	34.0%
Adjusted EBITDA Margin	29.5%	36.0%
Net Debt (in € million)	372.8	407.2
Leverage Ratio	7.1	3.8
Adjusted Capital Expenditures (in € million)	(13.5)	(16.4)
Adjusted Changes in working Capital (in € million)	22.5	(18.0)
Free Cash Flow (in € million)	61.2	71.3
Cash Conversion ratio	117.2%	67.5%

Environmental and human resources

As explained in Note 1 to the consolidated financial statements, in view of the Group's business activities, it does not have any environmental liabilities, expenses, assets, provisions or contingencies that might be material with respect to its consolidated equity, financial position and results.

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The number of employees in the companies comprising the Group as of 31 December 2020 amounted to 892, 22% lower than in 2019.

Payments to suppliers

"Average payment period to suppliers" means the time elapsed between the date of receipt of the goods or services by the Parent and the date of actual payment. The Parent Company has an online supplier platform where the maximum payment term applicable is thirty days for unless another date or payment term is established in the contract (as in the agency services contracts where the maximum payment term is 45 days), without this term exceeding sixty days under any circumstances. The payment term for suppliers is significantly influenced by the speed of the suppliers and creditors in invoicing for their services and/or, to a lesser extent, delivery of their products and also in the speed of the approval of the invoice by the respective department responsible. Currently, the Parent Company is working on streamlining the invoice approval process at each respective department, which has been drawn out during 2020 due to structural changes. The Group applies a procedure known to its suppliers and creditors under which most payments are made on the 5th and 20th day of each month.

Pursuant to the final provision two of Act 31/2014, of 3 December, amending the Spanish Limited Liability Companies Law, and the ICAC Resolution dated 29 January 2016, the average payment period (APP) for suppliers in 2020 was 77 days.

2. Liquidity and capital resources

Notes 10.5 and 13 of the consolidated financial statements describe the Group's capital management and liquidity risk policies.

Our liquidity requirements consist mainly of debt servicing requirements, capital expenditures and working capital. Historically, our principal sources of liquidity have been our net cash generated from operating activities and borrowings under the former syndicated facility or existing senior secured notes, and our revolving credit facility.

As of December 31, 2020, our outstanding debt is a senior secured bond of €423.95 million signed in November 2017 and a Revolving Credit Facility (RCF) of EUR 3.9 million which was signed in 2017. This credit facility was fully drawn on 18 March 2020 for an amount of €14.4 million in order to have a further liquidity buffer as a result of the COVID-19 situation and as of 18 May 2020 was partially repaid for an amount of EUR 10.5 million

As of December 31, 2020, cash and cash equivalents amounted to €54 million. We believe we have sufficient liquidity and capital resources to meet our current operating requirements. Our ability to generate cash depends on our future operating performance, which is in turn dependent, to some extent, on a variety of factors, many of which are beyond our control, including COVID19 and its related impact on the Spanish real estate sector.

The Group has no off-balance-sheet transactions.

3. Main risks and uncertainties

The Parent has analysed the organisation's procedures and has identified and quantified potential sources of risk, taking appropriate measures to stop them from crystallising.

The main operational risks are as follows:

Regulatory risk

As a company authorised to set up, administer and act on behalf of securitisation funds and bank asset funds of various types, the subsidiary Haya Titulización operates in a highly regulated sector. The legal and regulatory provisions it is subject to at the European, national and local levels are constantly evolving, influencing the course of the Group's commercial operations. Specifically, Haya Titulización is required to comply with the provisions of Act 5/2015, of 27 April, on supporting business financing. In addition to ensuring that the interests of the creditors of the funds it manages are protected, Haya Titulización must also comply with various organisational and procedural requirements. Any failure to comply with these regulations could result in fines or other penalties. It is difficult to predict future changes to applicable laws and regulations. These changes may lead to additional, unexpected costs, or might interrupt commercial activities, negatively impacting Haya Titulización and its business, results and financial situation.

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In addition, due to the Covid-19 situation the Government has implemented and extended to 2021 temporary measures in relation to the moratoriums of Residential mortgages, bankruptcies, and squatted assets which could have an impact in the activity of the Group.

Client concentration

All of the Group's revenues and accounts receivable are mainly derived from service level agreements with a small number of clients (SAREB, the Bankia Group, the Cajamar Group, the Liberbank Group, BBVA Group, and Divarian). These core contracts accounted for 90% of the Group's revenues in 2020. This degree of concentration, entails a number of additional risks, which are discussed below.

There is also a risk that the Group's clients might decide to sell a substantial part, or all, of the asset portfolio managed by the Group to a third party, or might experience a change of control. If this were to occur, the majority contracts signed include clauses under which the Haya Group would receive compensation for any such sales or for early termination of the contract, mitigating the agreement cancellation risks. Depending on the date of an hypothetical cancellation, some losses may arise as a consequence of the difference between the termination fee and the book value of the upfront payments (accounted as intangible assets). Furthermore, the amount the Group would receive as compensation would be a single, lump sum payment with no future management or volume fees on the portion sold unless the Group is provided with the opportunity to service the portfolio for the new owner.

Since it was created, the Group has demonstrated its capacity to sign service provision agreements with new clients while expanding the portfolio of services it offers to the market, underpinned by development of IT applications that can integrate the asset databases of any entity. The high level of concentration is mitigated by the Group's leading technological offering and the diversity of its services.

Business risk

The Spanish banking sector is going through a market consolidation process, with multiple mergers being contemplated or discussed, and expected to be completed during 2021. This consolidation could potentially impact the real estate servicing sector as well and could adversely affect our future revenues if the newly merged entities decide to renegotiate their existing servicing contracts. Regarding to this situation, our clients Bankia and Liberbank are going through two different merger processes which are expected to be finalized in 2021 (being both clients the acquired part). The strategy of the new merged institution is uncertain. If contracts under which Haya paid upfront (and corresponding intangible assets are recognized in the attached consolidated balance sheet) are terminated early, Haya would be entitled to receive compensation as a result of the early termination.

Similarly, our clients may decide to sell a significant part of or the entire portfolio we manage to another institution, which would decrease our fees. If this were to occur we would receive as compensation a single, lump sum payment with no future management or volume fees on the portion sold. Furthermore, if one or more of our clients or potential clients decide to sell a substantial portion of the portfolio we manage for them to institutional investors or investment firms that are competitors of Cerberus Capital Management, L.P., it may be difficult for us to renew or enter into new servicing contracts to manage those portfolios, given that Cerberus is the indirect sole shareholder of the Group. Failure to renew existing contracts or enter into new servicing contracts with these potential new clients may have a material adverse effect on our business, results of operations or financial condition.

Concentration in the financial sector or the sale of portfolios by our clients could also imply opportunities for the Group to compete for the bidding of future new servicing contracts for both financial institutions and institutional investors which would have a positive impact in the Group's future revenues. On the other hand in 2021 Sareb could launch a tender public offer for its entire portfolio which could affect to the Group's position with this client. Likewise, the evolution of the Spanish real estate sector will affect the future activity of the Group as part of its revenues are linked to the commercialization of real estate assets and the recovery of loans with RE collateral.

Financial Risks:

a. *Market risk (including interest rate risk, exchange rate risk and other price risks):*

The Group's cash balances and borrowings are exposed to interest rate risk, which could have an adverse effect on its financial performance and cash flows. Some of the Group's debt is at variable interest rates, exposing it to changes in these rates. Any increase in these interest rates would increase the Group's debt servicing obligations.

The Group's variable interest-rate bonds and draw downs on its credit facility are subject to an interest rate indexed to the Euribor and periodically adjusted, plus a margin, which is also periodically adjusted. The Euribor

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may increase in future, which would result in additional interest costs, reducing the cash flow available for the Group's investments and limiting its capacity to meet the requirements generated by its debt.

Changes in interest rates modify the fair value of those assets and liabilities that accrue a fixed interest rate, as well as the future flows of the assets and liabilities referenced to a variable interest rate.

The Group's exposure to exchange rate risk is almost non-existent, as it has hardly any exposure to markets outside the eurozone.

b. Credit risk

In general, the Group holds its cash and cash equivalents in financial institutions with strong credit ratings.

The Haya Group's revenues stem mainly from volume-servicing and management fees from clients. Any delay or default on such payments by clients could have a material adverse impact on the Group's operating income. These deferred payments sometimes happen, although the Group works actively to manage and resolve any such delay efficiently.

c. Liquidity risk

The Group needs a significant volume of cash for its operations and to meet its financial obligations, given its level of indebtedness.

Its capacity to pay principal and interest to third parties and finance its operations and other payments that arise in the course of its activities depends on its future performance and ability to generate cash. This is, to an extent, subject to a wide range of economic, financial, competitive, legislative, legal, regulatory and other factors, many of which are outside its control.

To ensure its liquidity and capacity to meet the payment commitments that arise in the normal course of its business, the Group holds cash and cash equivalents as stated in the consolidated statement of financial position and has a EUR 15 million super senior revolving credit facility, which at year has drawn an amount of EUR 3.9 million.

The senior secured bonds issued in 2017 imposes certain restrictions for the Group to incur in additional indebtedness and pay dividends to the Sole Shareholder until the maturity or cancellation of the bonds.

d. COVID 19 Risk

The emerging spread of the global Coronavirus COVID 19 in the early months of 2020 has caused a general decrease in Spanish economic activity, including the Group's real estate and debt recovery activity. The Group's revenues for 2020 have been impacted and future impacts from this situation will depend to a great degree on the evolution and the extension of the pandemic in the upcoming quarters. Economic activity in the first quarter of 2021 has been severely impacted by the reinforced health protection measures in Spain.

The Group's management continues to assess the situation according to the best information available and take proactive and reactive measures where possible. Highlighted below are the measures the Group has taken to manage the following risks:

- **Liquidity Risk:** The Group entered into this global health crisis with a strong cash, but nonetheless decided on March 18, 2020, at the beginning of the crisis in Spain, to fully draw on its revolving credit line to provide a further liquidity buffer. On May 18, 2020, the Parent Company, in light of the evolution of collections from clients, decided to partially repay the RCF (for an amount of EUR 10,500 thousand) reducing the outstanding balance to EUR 3,900 thousand. Furthermore, the Group does not have any short term financial obligations other than the interest due on its existing senior secured notes and the drawn RCF. The Group has ended the year 2020 with a positive working capital position of EUR 100,338 thousand. Furthermore, the Group would have ended with a stronger working capital position in case of bond buy back transaction had not occurred.

- **Operational risk:** The Group's volume activity has seen a significant decrease since the beginning of the COVID crisis, with a sharp reduction in REO sales, loan recoveries and low REO conversions due to temporary closing of judicial courts in Spain. However, part of the Group's revenue comes from a contracted asset management fee which is calculated as a % of assets under management, and the Group has a relatively high percentage of variable costs, which decrease proportionally with a decrease in volumes/sales transacted. In addition, this situation entails that the level of assets under management at 2020 year-end is higher than

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expected a year ago and, given that the main servicing contracts expire in more than three years, the Group management expects that the worse performance recorded in 2020 might be compensated within the remaining life (expiration) of the such contracts if the pandemic is controlled as expected in first half of 2021 and economic situation normalizes. The Group has implemented a contingency plan focused on cost-cutting measures to mitigate part of the lost revenues expected in the year. In that context, although prior to the COVID-19 crisis, the Group has implemented a labour restructuring process to create a more agile, efficient and customer-focused organization, which is expected to improve the operating margin of the Group in the next years.

- Recoverability asset risk: as mention above, the decrease in the Group's activity in 2020 as a result of the Covid-19 might be compensated within the remaining life (expiration) of the contracts. Furthermore, the Groups' main clients are bank institutions with proven financial solvency, thus the Group has not identified any default risk from them. In addition, the Group has evaluated the recoverability of the deferred tax assets based on its best estimation about Group's performance in a post COVID context and has concluded their recoverability is probable within the deadlines established by applicable legislation.

The losses of the Group for the year 2020 amount to EUR 19,011 thousand which have decreased the Group's net equity to EUR 15,154 thousand. Nonetheless the Group is focused on maintaining sustainable business margins for 2021 and subsequent years with a gradual recovery in revenues and implementing cost reduction measures which should bring the Group back to profit. However, potential Covid-19 impact on general economy and the Group activity, could make these initiatives carried out by the Group not enough to achieve profit in 2021 and subsequent years.

4. Significant events after the reporting period

On February 18, 2021 the Group has repaid the amount drawn for the RCF for an amount of EUR 3.9 million.

5. Information on the Group's outlook

The Haya Group's objective is to become the flagship real estate servicer in the Spanish market.

To this end, it is seeking to improve its efficiency while maintaining its effectiveness in the short term by focusing on improving its performance and operational stability, and exploiting its recently rolled out IT systems, which will enable it to integrate information from client asset portfolios directly into its systems.

The Group's strategy also includes increasing the ancillary services it offers to complement the core services that currently comprise its business, exploring all of the opportunities offered by its direct relationship with final clients in the developer and real estate sectors.

The objective also involves developing a number of strategic lines:

- A commercial focus on the key areas for the Group's clients.
- Improvement of internal procedures and further investment in sophisticated management systems to offer outstanding service to current and future clients.

The Group considers that the current situation in the Spanish economic activity as a result of the pandemic could present in the future an increase in credit defaults generating new NPLs inflows from its banking clients.

6. R&D+i Activities

The Group has invested heavily in developing its own IT systems for asset management, which are adapted to its needs and the needs of its clients. Full IT independence from its clients was achieved in 2017, a strength that sets it apart from its competitors. During 2020 and 2019, the Group has invested EUR 13,201 thousand and EUR 9,962 thousand, respectively, and will continue to invest within the next years in order to obtain competitive strength, reduce costs and improve the quality of our services.

7. Treasury shares

The Parent currently holds no treasury shares and held no treasury shares during 2020.

8. Use of financial instruments

The Group did not have any financial derivative in 2020.

9. Other relevant information

Alternative Performance Measures (APMs)

As indicated in Note 3 to the consolidated financial statements, the Group draws up its consolidated financial statements in accordance with the International Financial Reporting Standards adopted by the European Union (IFRS-EU). In addition to the accounting information under IFRS-EU, the Group deems it appropriate to present a range of Alternative Performance Measures (APMs) to facilitate assessment of its performance. Users should use these APMs to complement - but not replace - the financial information presented in accordance with the presentation bases for the consolidated financial statements.

The key indicators used by the Group and its sector to describe its activities and performance are: Assets under Management (by total and by client), Transaction Volumes (by total and by type of transaction), Average Volume Servicing Fees and Average Asset Management Fees, EBITDA and Adjusted EBITDA, EBITDA Margin and Adjusted EBITDA Margin, Net Debt, Leverage Ratio, Capital Expenditures, Changes in Working Capital, Free Cashflow and Cash Conversion. The Group uses these measurements when planning its strategy, preparing budgets, reporting to the sole shareholder and reviewing the Group's performance.

The Group's management considers that these measures are commonly used among its peers in the industry. It considers measures based on EBITDA to be useful as they eliminate potential differences in operating income between the periods and companies being compared, due mainly to factors such as amortisation and depreciation, historic costs, the age of the assets, capital structures and tax regimes.

Details of the definitions, calculation and reconciliation of these APMs with the Group's consolidated financial statements are shown below:

Assets under Management (by total and by client)

The Group defines Assets under Management (AuMs) as the total contracted assets under management on which asset management fees are earned and which are comprised of REDs and REOs, generally at the gross book value reflected in the client's balance sheets, or agreed upon reference price. The AuMs we manage can change for a specified period as a result of "inflows" (increases in AuMs resulting from new servicing contracts or additional AuMs from existing servicing contracts), "outflows" (decreases in AuMs resulting from the recovery or sale of REDs or the commercialization of REOs) and RED conversions into REOs. The total amount of Assets under Management in a period forms the basis of our commissioning and is confirmed periodically with our clients.

This APM is used because it is understood to be a key measure to analyse and track our performance as it shows the base on which we earn our asset management fees and illustrate the volume of assets that we currently manage for our clients.

Given its nature we cannot reconcile this APM to either our or our clients' financial statements.

	In € million:	
	December 31, 2020	December 31, 2019
Assets under Management (by client)		
<i>Bankia</i>	2,909	2,866
<i>Cajamar</i>	4,677	4,873
<i>Sareb</i>	13,322	20,881
<i>Liberbank</i>	2,101	2,287
<i>BBVA</i>	1,924	2,002
<i>Divarian (1)</i>	4,288	4,759
<i>Apple(1)</i>	1,493	1,569
<i>Other Cerberus Portfolios(1)</i>	1,541	1,739
<i>Other clients(1)</i>	32	123
Assets under Management (total)	32,287	41,099

(1) Asset under Management indicated at "outstanding balance" for REDs and "appraisal value" for REOs

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As of December 31, 2020 the AuMs decreased by €8.8 billion compared to December 31, 2019 mainly as a result of the new servicing contract signed with SAREB in 2019 which entered into force on January 1, 2020 with a new perimeter of ~€14 billion. The decrease in AuMs in the rest of clients is due to the natural evolution of recoveries under existing contracts.

Transaction Volumes (by total and by type of transaction)

The Group defines Transaction Volumes as the volume transacted on AuMs on behalf of clients and on which volume fees are earned. Transaction Volumes comprise:

- Transaction Volumes derived from the recovery or sale of REDs, measured at the amount of cash recovered on the loan for our clients;
- Transaction Volumes derived from the achievement of certain milestones in connection with the conversion of REDs into REOs (REO conversion) through foreclosures or bankruptcy proceedings, measured at the established amounts for such milestones in the applicable servicing contract;
- Transaction volumes derived from the commercialization of REOs, measured at sale price for our clients.

The total amount of Transaction Volumes transacted on a period forms the basis of our commissioning and is confirmed periodically with our clients.

This APM is used by the Group as a useful and relevant measure to show the base on which we earn our volume servicing fees and illustrate the volume of the transactions that we generate and manage for our clients in a given period by rendering our services.

Given its nature we cannot reconcile this APM to either our or our clients' financial statements.

	In € millions	
	2020	2019
Transaction Volumes (by type of transaction)		
<i>RED</i>	366.6	1,189.8
<i>REO Conversion</i>	700.7	1,198.6
<i>REO</i>	1,316.9	2,636.9
Transaction Volumes (total)	2,384.2	5,025.3

For the year 2020 compared to 2019, transaction volumes decreased by € 2,641 million (or +53%).

RED volumes decreased by 69% (or €823 million) compared to 2019 mainly due to two large portfolios of NPLs sold in Bankia during Q3'19 and Q4'19 and lower performance in Sareb as a result of the new SLA contract which entered into force in 2020 and involved a reduction in REDs perimeter. REO Conversion volumes decreased by 42% (or €498 million) when compared to 2019 mainly due to a lower activity in Sareb as a result of the new SLA contract where the litigation process management on foreclosures has been excluded from its scope, and a lower activity in both bankruptcies and DILs impacted by the COVID-19 where courts have been temporarily closed. REO volumes decreased by 50% (or €1,320 million) compared to 2019 impacted by two large portfolios sold in Q3'19 and Q4'19 in Bankia and by COVID-19 across all clients, which has been partially offset by a positive contribution from new portfolios.

Average Volume Servicing Fees, and Average Asset Management Fees

The Group defines Average Volume Servicing Fees, as volume servicing fees as per the consolidated financial statements divided by Transaction Volumes for a specified period.

Likewise, the Group defines Average Asset Management Fees as asset management fees as per the consolidated financial statements divided by the average Assets under Management for a specified period (such average being calculated using the AuMs at the beginning and the end of the relevant period as confirmed periodically with our clients).

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These averages are relevant for the Group as they give an overall average for the fees received in terms of the volume of client activity and total assets managed by the Group, irrespective of the terms and conditions of the contract with each client.

Because of their nature, including information reported by our clients, these APMs cannot be reconciled directly with the Group's consolidated financial statements, but they provide a useful and relevant measure of the Group's performance and the overall trend in its revenues.

These averages were calculated as follows for 2020 and 2019:

	In € millions, other than ratios	
	2020	2019
Volume servicing fees	85.1	154.6
Volume of transactions in the period ⁽¹⁾	2,384.2	5,025.3
Average Volume Servicing Fees	3.57%	3.08%
Asset management fees	63.8	98.5
Average Assets under Management in the period ⁽²⁾	36,693.0	40,375.5
Average Asset Management Fees	0.17%	0.24%

⁽¹⁾ According to the definition of this APM provided before.

⁽²⁾ Calculated using the AuMs at the beginning and the end of the relevant period as confirmed periodically with our clients.

In relation to volume servicing fees as a % of volume there was an increase from 3.08% to 3.57% in 2020 when compared 2019 due to the large portfolio sale of NPLs and REOs in Q3'19 in Bankia (excluding this portfolio the % volume servicing fee in 2019 would amount to 3.48%).

In relation to Asset Management Fees as a % of assets under management there was a decrease from 0.24% to 0.17% in 2020 when compared to 2019 as a result of the new SLA signed with Sareb where there is no asset management fee but rather a minimum fee to cover structural costs.

EBITDA and Adjusted EBITDA

The Group defines EBITDA as the sum of net profit, corporate income tax, net financial expense, impairment and results on the sale of fixed assets, and depreciation and amortization. The Group defines Adjusted EBITDA as the sum of EBITDA minus non-recurring costs for the labor restructuring process that the Parent Company carried out in 2020 and the non-recurring costs incurred in connection with M&A in 2019.

The Group uses EBITDA and adjusted EBITDA as objective and comparable performance measures for assessing its payment and cash flow-generation capacity. The Group considers that it will continue using Adjusted EBITDA as long as there are isolated transactions that represent income or expense for the Group without an associated cash flow or transactions that are non-recurring in nature, and therefore need to be adjusted to ensure the usefulness and comparability of this indicator.

The reconciliation of this APM with the consolidated financial statements as follows:

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	Years ended December 31, (in € millions) (<i>unaudited</i>)	
	2020	2019
Profit (loss) for the period	(19.0)	(37.4)
Income tax (benefits)/ expenses	(7.6)	(13.3)
Finance income	(12.9)	(5.2)
Finance expenses	28.0	27.8
Depreciation and amortisation charge	51.8	103.9
Impairment and gains or losses on disposals of non-current assets	5.5	23.9
EBITDA	45.8	99.7
Non-recurring costs	6.4	6.0
Adjusted EBITDA	52.2	105.7

In 2020, EBITDA was €45.8 million, a 54% decrease from EBITDA 2019. This variance is explained by the reduction of revenues of 40%, as a consequence of the lower volumes and management fees previously explained, that could not be offset by the reduction of 42% in operating expenses and of 19% in personnel costs. In particular, personnel costs evolution is explained by: (i) a decrease in FTEs due to the workforce restructuring process carried out in early 2020, (ii) unearned variable compensation as 2020's financial targets were not met, and (iii) a significant increase in labour restructuring costs.

EBITDA and Adjusted EBITDA Margin

The Group defines the EBITDA Margin as EBITDA divided by revenues as per the consolidated financial statements. The Group defines the Adjusted EBITDA Margin as Adjusted EBITDA divided by revenues as per the consolidated financial statements. These APMs reflect the marginal return for the Group on each euro received, without considering costs that do not represent cash outflows, interest or tax.

These APMs arise from direct calculation based on one APM previously reconciled with the Group's consolidated financial statements the Group's revenues. These APMs were calculated as follows for 2020 and 2019:

	In € millions, other than ratios	
	2020	2019
EBITDA	45.8	99.7
Revenues	177.0	293.6
EBITDA Margin	25.9%	34.0%
Adjusted EBITDA	52.2	105.7
Revenues	177	293.6
Adjusted EBITDA Margin	29.5%	36.0%

Net Debt

The Group defines Net Debt as Debts with credit institutions, bonds and other securities, including accrued interests, less cash and cash equivalents, as shown in our consolidated statement of financial situation. This measure offers an objective view of the Group's net leverage. Lease liabilities applied under IFRS 16 are not computed in the Net Debt calculation.

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The reconciliation of this APM with the consolidated financial statements is as follows:

	In € million:	
	2020	2019
Debts with credit institutions, bonds and other securities	426.8	471.5
Cash and cash equivalents	(54.0)	(64.3)
Net Debt	372.8	407.2

Leverage Ratio

The Group defines the Leverage Ratio as Net Debt divided by Adjusted EBITDA. This APM illustrates the Group's reliance on external funding, rather than own funds.

This APM arises from direct calculation of two APMs previously reconciled with the Group's consolidated financial statements. This APM was calculated as follows for 2020 and 2019:

	In € millions, other than ratios	
	2020	2019
Net Debt	372.8	407.2
Adjusted EBITDA	52.2	105.7
Leverage Ratio	7.1x	3.8x

Capital Expenditures

The Group defines Capital Expenditures as the sum of all the payments made for the tangible and other intangible assets in our consolidated statement of cash flows (excluding contract intangible assets). Payments for the right-of use assets are not included. The Group considers such indicators as relevant to measure the level of capital expenditures incurred to service its clients, particularly the capital expenditures incurred to develop the independent management IT platforms used to service its clients.

The reconciliation of this APM with the consolidated financial statements is as follows:

	In € millions	
	2020	2019
Payments due to investments in:		
Other intangible assets	(12.6)	(9.4)
Tangible assets	(0.9)	(5.3)
Capital Expenditures	(13.5)	(14.7)

Change in Working Capital

The Group defines Change in Working Capital as the sum of increase/decrease in current assets plus increase/decrease in current liabilities plus the increase/decrease in other current assets and liabilities as shown in the operating cash flows section of our consolidated statement of cash flows. These APMs are presented as measures of the Group's capacity to continue the normal course of its business over the short term.

This APM reconciles with the consolidated financial statements as follows:

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	In € millions	
	2020	2019
(Increase)/decrease in current assets	60.2	(35.0)
Increase/(decrease) in current liabilities	(37.7)	17.0
Change in Working Capital	22.5	(18.0)

Free Cash flow

The Group defines Free Cashflow as Adjusted EBITDA minus Capital Expenditures plus Change in Working Capital. This measures the cash available after operational needs have been met and after investment in fixed assets.

Because of its nature, this APM cannot be directly reconciled with the Group's consolidated financial statements, but provides a useful and relevant measure of the Group's performance and cash generating capacity.

This APM was calculated as follows for 2020 and 2019:

	In € millions	
	2020	2019
Adjusted EBITDA	52.2	105.7
Capital Expenditures (-)	(13.5)	(14.7)
Changes in working capital (+)	22.5	(18.0)
Free Cash Flow	61.2	73.0

Cash Conversion

The Group defines Cash Conversion as Free Cashflow divided by Adjusted EBITDA. The Group considers this indicator as relevant given that it shows in which proportion the Adjusted EBITDA is converted into cash in each period.

This APM arises from the direct calculation of two APMs previously reconciled with the Group's consolidated financial statements. This APM was calculated as follows for 2020 and 2019:

	In € millions, other than ratios	
	2020	2019
Free Cash Flow	61.2	73.0
Adjusted EBITDA	52.2	105.7
Cash Conversion	117.2%	69.1%

10. Non Financial Information Statements

This non-financial information has been drawn up in accordance with the requirements laid down in Law 11/2018, of 28 December, which modified Spanish Commercial Law, the revised text of the Law on Capital Companies approved under Royal Legislative Decree 1/2010, of 2 July, and Law 22/2015, of 20 July, on the Auditing of Accounts, regarding non-financial reporting and diversity.

10.1. Business

The business activity of the Group involves mainly the debt management and recovery, real estate assets management and commercialization, and advisory and valuation services for the administration of the portfolios of

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clients, through diverse activities. Group revenues derive mainly from four main service contracts (SLAs or Service Level Agreements) which establish the commission charged on the services, and which are different in each contract, since the services provided vary. Furthermore, The Group has expanded its activity since 2013 through the acquisition of the asset management businesses from other financial institutions, and of other companies specialised in certain value-added services which complement their main business. The Group is also the sole administrator of a few portfolios of guaranteed real estate portfolios acquired by Cerberus.

In 2020 and 2019, the Group has carried out its activity in Spain generating revenues of EUR 177.022 thousand and 293,619 thousand, respectively.

The most relevant aspects for the Group have been defined as follows:

- Corporate Governance: transparency, ethics and integrity, risk management, prevention of corruption and bribery, and regulatory compliance.
- Environmental: sustainable use of resources, circular economy and climate change.
- Labour: equality and diversity, reconciliation, training and talent management and retention, health and safety and human rights
- Social: social commitment.
- Economic: sustainability of the business and tax contribution.
- Service management: customer relationships.

Group's risks

Given its activity, the Group has no significant environmental responsibilities, expenses, assets, provisions or contingencies with regard to the equity, financial situation or results of the Group.

With regard to social risks and personnel questions, the Group has identified and assessed the risk related to succession in key posts. Although there is currently no documented succession plan for key posts within the Group, the Compensation and Nominations Committee is actively involved in ensuring proper succession plans of key senior management, as has been the case with the changes in Chairman and Chief Executive Officer in early 2020. Furthermore, the Group has in place a management appraisal process for talent management and career development to manage the succession of key positions at all levels of management.

With regards to human rights, there are no relevant risks deriving from the Group's commitment to the principles of ethical business and transparency in any of its areas of action as a result of the implementation of a set of principles and standards of conduct aimed at guaranteeing the ethical, responsible behaviour of all the professionals in the Group in the performance of their work.

The Group has identified and analysed possible sources of risk related to the activity of the Group, which have been quantified and the opportune measures have been taken to ensure that they do not occur. These risks are described in note 3 of the attached management report.

10.2. Environmental information

10.2.1. Group policy, management, environmental performance, sustainable use of resources and the circular economy

The Group is immersed in the implementation of waste separation policies. These have already been implemented in the centres in Madrid, Valencia, Almería, Barcelona, Sevilla and Málaga, where separate bins have been installed on each floor for plastic, paper, glass and other waste. Individual waste bins at each post which hinder the separation and appropriate treatment of waste have been eliminated. This implementation will apply in all the Group's centres.

The Group has signed a contract with a specialised company for the destruction of confidential documents and the management of batteries, toner cartridges and computer waste at all of its main workplaces. In the remaining smaller workplaces, this waste is collected on the request of the workplaces themselves with the same specialised company of destruction of confidential documents.

Additionally, an agreement has been signed with a specialised supplier for the collection of toner cartridges from the head office in Madrid.

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The Group has a staff canteen at its main offices in Madrid, run by a reputable company, a company which meets the highest quality standards in its production and elaboration of meals, and in waste management. It has a scheme to avoid excess food waste by offering it to Group employees at cost price under the “takeaway dinner” programme.

The Group also has a policy to restrict hard-copy printing through the preferential use of electronic formats (practically 100% of management information is available in electronic format) and all printing is in black-and-white and double sided (the print must be confirmed physically).

10.2.2. Contamination and climate change

Through its activity, the Group has no special climate change impact or carbon emissions. It does not have its own or a leased vehicle fleet and the buildings which house its corporate offices are all rented, and so responsibility for energy efficiency lies with the respective owners of the buildings.

The Group is gradually implementing sustainable use policies in all of its workplaces. Some of the main indicators of this policy are:

- ✓ Replacement of conventional lighting with sustainable LEDs in the main workplaces: completed in the Madrid, Almería and Barcelona offices and in progress in the Valencia office.
- ✓ Lighting managed by presence detection in main areas with façade lighting control for better efficiency of interior lighting.

In accordance with the applicable regulation, the Group has carried out energy audits by the company Eurocontrol in the 3 main workplaces of the Group (Madrid, Valencia and Almería) where the accumulated consumption exceeded 85% of the Group’s total consumption. In all of them, it was highlighted that energy consumption is very low, being below average, with no serious incidences to report.

The following tables show the main indicators of electricity consumption for the years 2020 and 2019 of the three main workplaces of the Haya Group:

MADRID	Consumption Kwh 2020	Consumption Kwh 2019	VALENCIA	Consumption Kwh 2020	Consumption Kwh 2019	ALMERIA	Consumption Kwh 2020	Consumption Kwh 2019
TOTAL	739,342	852,830	TOTAL	289,173	361,722	TOTAL	76,574	101,310

TOTAL	2020	2019
Consumption (kwh)	1,105,089	1,315,862
Mean Workforce	952	1,069
Efficiency Ratio (kwh/employee)	1,161	1,231
CO ₂ emissions (tons)	159	279
Kg CO₂/employee	167	261

10.2.3. Protection of biodiversity.

Group activity has no significant impact on biodiversity.

10.3. Social and personnel information

10.3.1. Group policy

The human resources culture of the Group is based on equality, endeavour, collaboration and commitment to the interests of our clients. The values that inspire the human resources policy of the Group are:

- ✓ **EQUALITY IN SELECTION AND PROMOTION:** The Group believes in and actively implements equal opportunities policies. Equality protocols have existed for both selection and promotion processes practically

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since the foundation of the Company, and they are applied in internal actions and in the Company. In 2020 the Group's Equity Plan is still under negotiation with the employee representatives although a preliminary analysis has been carried out.

- ✓ **STABILITY:** The Group offers stable, quality jobs, with fixed contracts and salaries above the average for the sector.
- ✓ **RECONCILIATION:** The Group offers special working hours to adapt the working day to different paternity, maternity and family care responsibility situations, and has been recognised as a Baby-Friendly company by babyfriendlycompanies.com. In addition the Group offers a lactation room in its Madrid office to support women who wish to continue breastfeeding after their maternity leave during the period.
- ✓ **TRAINING:** The Group has a permanent policy of ongoing training for its workers, with annual Training Plans which are presented to the workers' union representatives.
- ✓ **OCCUPATIONAL HEALTH AND SAFETY:** The Group has an in-house Prevention Service and a prevention policy to guarantee the health and safety of the entire workforce, with annual medical examinations and risk assessments at all of its workplaces.
- ✓ **TRANSPARENCY AND INFORMATION:** The Group has a policy of transparency and information with respect to the workers' union representatives. The permanent provision of information and a fluid relationship with the workers is the basis of a track record of significant labour agreements with the workforce, and long-term harmonious labour relation. This transparency has been noticed in the 2020 in relation to the labour restructuring process where some employment regulation measures have been implemented with the employee representatives which are periodically monitored..

In addition, during 2020 the Group has been working on a HR Transformation plan, in which the main measures to be taken are:

- New organizational structures focused on the definition of current job positions and the definition of a remuneration model adapted to the new structures and benchmarked to the market which will allow for transparency and employee development.

For the implementation of the new organisational model, work has been done on the description and assessment of all the company's jobs based on criteria of experience, training, responsibility for financial and personal resources, organisational processes, level of decisions, relationship with customers. etc. Based on this information, the Group's job map and the different organisational levels have been defined, which allows the Group to more effectively manage professional development and other talent management processes

- Actions to expand remote working options as a measure to reconcile professional activity and the personal environment, as well as the safeguarding of the health of workers in environments linked to the COVID-19 pandemic, with various options and plans for returning to the work centres adapted to the circumstances and measures adopted by the health authorities.
- Other actions aimed at improving the work environment of employees (psychological care and support during the pandemic and lockdown situations and forced remote working due to health measures, improvement of the conditions of the health policy that provides coverage to employees, promotion of solidarity and collaborative actions, provision of personal protection equipment and additional safety measures for carrying out activities in work centres in a Covid-19 environment, among others).

10.3.2. Social performance and management

10.3.2.1. Employment

As at 31 December 2020, the Group had 892 employees in its workforce, all of whom were based at the 19 workplaces in Spain (1,146 in 2019 all of them based at the 28 workplaces in Spain). The tables below offer information on the management of human resources in the Group.

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In 2020 the Group has implemented a new organization chart which merges several categories based on the level of experience, qualifications, responsibilities in terms of economic and human resources level, etc., mainly impacting and reducing the Senior Management category.

10.3.2.1.1. Employees by type of contract

As at December 2020, all Group employees have a permanent employment contract (in 2019: 1,137 employees with a permanent employment contract and 9 with temporary contract). Temporary contracts, which are used for special projects, temporary peak working periods or to cover IT leave, are managed through duly authorised Temporary Employment Agencies. The number of employees in the Group as at 31 December 2020 and 2019 is detailed by sex, age and functions in the tables below:

31 December 2020

Permanent contracts

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Men	31	132	184	82	2	431
Women	30	182	192	57	-	461
Total permanent contracts	61	314	376	139	2	892

Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Men	392	31	8	431
Women	439	19	3	461
Total permanent contracts	831	50	11	892

31 December 2019

Permanent contracts

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Men	54	180	241	75	5	555
Women	59	233	236	53	1	582
Total permanent contracts	113	413	477	128	6	1,137

Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Men	436	105	14	555
Women	525	51	6	582
Total permanent contracts	961	156	20	1,137

Temporary contracts

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Men	3	-	-	-	-	3
Women	3	3	-	-	-	6
Total permanent contracts	6	3	-	-	-	9

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Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Men	3	-	-	3
Women	6	-	-	6
Total permanent contracts	9	-	-	9

10.3.2. 1.2. Employees by type of working day

There are no part-time or permanent seasonal employment contracts as at 31 December 2020 either 2019. All contracts are full-time, though some employees have opted to reduce the working day as a reconciliation measure, as established under applicable regulations:

31 December 2020

Breakdown by sex	Men	Women	Total
Full-time	429	429	858
Reduced working day	2	32	34
Total	431	461	892

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Full-time	61	300	357	138	2	858
Reduced working day	-	14	19	1	-	34
Total	61	314	376	139	2	892

Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Full-time	797	50	11	858
Reduced working day	34	-	-	34
Total	831	50	11	892

31 December 2019

Breakdown by sex	Men	Women	Total
Full-time	554	547	1,101
Reduced working day	4	41	45
Total	558	588	1,146

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Full-time	119	396	454	126	6	1,101
Reduced working day	-	20	23	2	-	45
Total	119	416	477	128	6	1,146

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Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Full-time	925	156	20	1,101
Reduced working day	45	-	-	45
Total	970	156	20	1,146

10.3.2. 1.3. Number of terminations employment during the year

Labour Restructuring Process

On January 20, 2020 the Parent Company announced to employees, union representatives, bondholders and other stakeholders its intention to launch a labour restructuring process with the objective to create a more agile, efficient and customer-focused organization. The negotiation period with the employee representatives began on February 10, 2020 and lasted until March 10. On March 10, 2020 the Parent Company and the employee representatives reached an agreement in which they defined the total number of dismissals, the severance package and a voluntary period for the adherence to the labour restructuring process. This labour restructuring process has been completed on 30 April 2020 with total employee exits of 136.

In total, 311 employees left the Group in 2020 (226 in 2019):

2020

Breakdown by sex	Men	Women	Total
Number of dismissals	77	86	163
Number of resignations	33	28	61
Number of terminations for other reasons (retirement, death, etc), including employees with a right to return to their previous company.	51	36	87
Turnover (including all terminations) (% calculated over total number of employees)	18.05%	16.82%	34.87%

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Number of dismissals	15	52	81	6	9	163
Number of resignations	19	28	13	1	0	61
Number of terminations for other reasons (retirement, death, etc), including employees with a right to return to their previous company.	3	14	50	18	2	87
Turnover (including all terminations) (% calculated over total number of employees)	4.15%	10.54%	16.15%	2.80%	1.23%	34.87%

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Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Number of dismissals	149	13	1	163
Number of resignations	55	4	2	61
Number of terminations for other reasons (retirement, death, etc), including employees with a right to return to their previous company.	70	14	3	87
Turnover (including all terminations) (% calculated over total number of employees)	30.72%	3.48%	0.67%	34.87%

2019

Breakdown by sex	Men	Women	Total
Number of dismissals	23	19	42
Number of resignations	96	54	150
Number of terminations for other reasons (retirement, death, etc), including employees with a right to return to their previous company.	19	15	34
Turnover (including all terminations) (% calculated over total number of employees)	12.04%	7.68%	19.72%

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Number of dismissals	1	7	19	13	2	42
Number of resignations	15	50	42	42	1	150
Number of terminations for other reasons (retirement, death, etc), including employees with a right to return to their previous company.	4	16	12	2	-	34
Turnover (including all terminations) (% calculated over total number of employees)	1.75%	6.37%	6.37%	4.97%	0.26%	19.72%

Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Number of dismissals	36	5	1	42
Number of resignations	126	22	2	150
Number of terminations for other reasons (retirement, death, etc), including employees with a right to return to their previous company.	32	2		34
Turnover (including all terminations) (% calculated over total number of employees)	16.93%	2.53%	0.26%	19.72%

10.3.2.1.4. Mean remuneration

In 2020 and 2019 the mean remuneration in the Group is partly influenced by the origin of the workforce, as around 60% of employees are from companies acquired at its constitution or during its subsequent growth (mainly banks

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and real estate companies related to those banks), with those employees continuing to receive the same salaries as in their companies of origin. The growth of the workforce throughout the evolution of the Group has allowed this initial differential to be moderated and to become more closely adjusted to the real estate market, as well as the gradual reduction of the gender wage gap, on which the Group is currently working on. In 2020 and 2019 the ratio between the minimum mean remuneration paid by the Group and the minimum mean remuneration established by law has been 1.32 (1.5 in 2019).

The mean remuneration includes the fixed and variable salary, mobility compensation and the financial cost of social benefits, such as company insurance schemes (CIS), life insurance and medical insurance, among others for the employees, excluding the executive directors of the Parent (detailed in note 10.3.2.1.6 of this report):

2020

Breakdown by sex	Men	Women
Mean remuneration (in Euros)	52,053.81	38,856.08

Breakdown by age	21-31	31-41	41-51	51-61	61-71
Mean remuneration (in Euros)	32,223.29	39,555.24	46,819.35	58,869.82	79,927.53

Breakdown by function	Clerical staff and department heads	Directors	Senior Management
Mean remuneration (in Euros)	40,693.99	90,300.69	196,405.48

2019

Breakdown by sex	Men	Women
Mean remuneration (in Euros)	63,336.56	44,875.90

Breakdown by age	21-31	31-41	41-51	51-61	61-71
Mean remuneration (in Euros)	32,484.40	44,339.23	60,339.28	78,963.38	100,560.19

Breakdown by function	Clerical staff and department heads	Directors	Senior Management
Mean remuneration (in Euros)	44,023.99	93,864.33	236,447.26

10.3.2.1.5. Salary gap

As mentioned previously, a large part of the gender salary gap is due to the historical salaries in the Group, which are influenced by the origin of the workforce, proceeding from different companies acquired by or merged with the Group, since one of the precepts in all corporate operations has been respect for pre-existing remuneration. For this reason, a large part of the salary gap is not due to the policies of the Group, which has been determined and active in the promotion of equality in both the composition and remuneration of its workforce:

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2020

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Salary Gap ⁽¹⁾	29.05%	22.54%	22.41%	24.84%	-*	25.35%

*No women for the age range

Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Salary Gap ⁽¹⁾	21.82%	13.32%	6.92%	25.35%

(1) Calculated as follows: $\frac{(\text{average gross salary for men} - \text{average gross salary for women})}{\text{average gross salary for men}}$

2019

Breakdown by age	21-31	31-41	41-51	51-61	61-71	Total
Salary Gap ⁽¹⁾	18.62%	28.20%	25.49%	26.89%	63.40%	29.15%

Breakdown by function	Clerical staff and department heads	Directors	Senior Management	Total
Salary Gap ⁽¹⁾	22.56%	10.95%	10.85%	29.15%

(1) Calculated as follows: $\frac{(\text{average gross salary for men} - \text{average gross salary for women})}{\text{average gross salary for men}}$

10.3.2.1.6. Remuneration of the Board of directors and Senior Management

There is an Appointments and Remuneration Committee of the Board of Directors which periodically reviews both the general policies for variable remuneration in the Group and, annually, the remuneration of board members and the upper management.

In 2020, the functions corresponding to directors of the Parent were performed by five and one woman (six men and one woman in 2019). Also, the functions corresponding to senior management of the Parent as at 31 December 2020 has been performed by eight men and three women (fourteen men and six women as at 31 December 2019), one of which (man) is an executive director of the Parent (two men at 2019 year-end). The nature and amount of the remunerations received by the people who have formed part of the Board of directors and the senior management (those who are not directors) of the Parent in the years 2020 and 2019, is as follows:

2020

	Thousands of euros						
	Fixed remuneration	Variable remuneration	Remuneration in kind	Compensation	Severance	Total	Pending
Directors	1,012	488	1	210	-	1,711	488
Senior Management	2,774	-	17	100	300	3,191	-

2019

	Thousands of euros						
	Fixed remuneration	Variable remuneration	Remuneration in kind	Compensation	Severance	Total	Pending
Directors	1,190	1,789	1	-	-	2,980	711
Senior Management	3,026	1,649	14	1	84	4,774	1,572

In 2020 the variable remuneration presented in the table above relates to the vested amount for a 3 year long incentive plan 2019-2021 based on the achievement of the Group activity's performance. Due to the Covid-19 no additional variable remuneration has been accrued as at 31 December 2020. Only the executive members of the Board of Directors are entitled to receive variable remuneration.

In 2020 the mean remuneration of the Directors (men), excluding the compensation amount and considering the executive functions performed by the Chairman and Executive Director, amounted to EUR 295 thousand (EUR 488 thousand in 2019). The mean remuneration of the Senior Management for men and women in 2020 (thirteen men and six women), excluding the compensation and severance amounts, amounted to EUR 139 thousand and EUR 179 thousand, respectively (in 2019 amounted to EUR 254 thousand and EUR 210 thousand, respectively).

The commitments of the Parent in 2020 for pensions for senior management personnel amount to EUR 118 thousand (EUR 97 in the year 2019) and EUR 24 thousand for Directors (no commitments of this kind were made in 2019). In 2020, obligations were also assumed for life insurance for senior management personnel for a total of EUR 17 thousand (EUR 19 thousand in the year 2019), and EUR 1 thousand for Directors (no commitments of this kind were made in 2019).

In 2020, a total of EUR 34 thousand was paid for the civil liability insurance premium of the Parent's directors (EUR 35 thousand in 2019).

The Appointments and Remuneration Committee has approved in 2020 the equal remuneration for men and women for the year 2020 for the members of the Board of Directors. In addition, on June 2020 the Board of Directors has approved to reduce 25% the non-executive Directors remuneration for the year 2020 in the framework of the COVID-19 pandemic.

10.3.2.1.7. Implementation of measurement to disconnect from work

In line with article 88 of Organic Law 3/2018, dated 5 December, on the Protection of Personal Data and Guarantee of Digital Rights, the Group has implemented a policy of Digital Disconnection of measures regarding to the exercise of the right to digital disconnection, to favour the reconciliation of personal, family and professional life, expressly recognising the right of the workers that make up the Group, regardless of their rank, to disconnect digital devices. The aforementioned policy has been approved and communicated to the entire Group after informing and consulting the workers' representatives.

This policy, which is applicable to the Group workers and is managed by the Human Resources area, includes the following measures:

ONE

The Group recognises and guarantees the right to digital disconnection of its workers once their working hours have ended, in accordance with the provisions of the applicable regulations at all times. Said disconnection guarantees the right not to respond to any work communication received by any means (mail, telephone, SMS, WhatsApp ...) once the working day is over. This right is also recognised in periods of rest, weekends, vacations and sick leave. This right will be exempted due to urgency, necessity or force majeure that may cause serious or imminent damage to the business or activity of the Group.

TWO

The Group employees must make a consistent and responsible use of technological means in order to make the right to digital disconnection effective, be that their own and that of their colleagues. Compliance with this Policy must be observed in a particularly scrupulous way by the people who have teams under their supervision.

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THREE

Whenever it is necessary to contact a Group worker outside of their working hours for exceptional and urgent reasons, the communication will preferably be done by telephone.

FOUR

The Group expressly recognises the right to digital disconnection, in the terms established in the applicable legislation. Employees may, if they deem it appropriate, carry out computer communications outside of their working hours, with priority of, as already indicated, scheduled communication. Any employee who makes communications outside of working hours will bear in mind that it may not be answered until the beginning of the receiver's working day.

FIVE

The Group will carry out specific awareness, training and information campaigns to guarantee the understanding and proper exercise of the right to digital disconnection. It will be specifically the responsibility of the people responsible for equipment to ensure the awareness of the people under their supervision, promoting, guaranteeing and setting an example of the responsible use of technological means in order to uphold the right to digital disconnection.

SIX

The exercise of the right to digital disconnection may not negatively affect the career development of the Group's employees. There will be no disciplinary or sanctioning measures derived exclusively from the correct exercise of this right.

10.3.2.1.8. Employees with disabilities

As at 31 December 2020, there were 2 employees with disabilities in the workforce (3 employees in 2019) . As a complementary measure approved by the labour authorities, there is recurrent collaboration with the Adecco Foundation for the integration of employees with disabilities, and the Group made a contribution in 2020 of a total amount of EUR 169 thousand (EUR 121 thousand in 2019). In addition, the Group has entered into an agreement with a Special Employment Centre, which has the purpose of providing employment for people with disabilities , to provide reception services for the Group in its headquarter.

10.3.2.2. Organisation of work

10.3.2.2.1. Organisation of working time

Annual working hours are those established in the applicable Collective Agreement, namely 1,772 hours. However, the general timetable of the company requires the effective performance of fewer hours per year, unless it is essential to work extra hours due to exceptional peaks of work, without exceeding, in any case, the applicable annual working time.

The generally applicable working timetable is:

Winter Timetable (from 16 September to 14 June):

- Monday to Thursday: Flexible starting time between 08:30 h and 09:30 h, finishing, depending on the starting time, between 18:00 h and 19:00 h, with one and a half hours unpaid rest period. *
- Friday: Flexible starting time between 08:00 h and 09:00 h, finishing, depending on the starting time, between 15:00 h and 16:00 h.

* Lunch break, between approximately 14:00 h and 16:00 h.

Summer Timetable (from 15 June to 15 September):

- Monday to Friday: Flexible starting time between 08:00 h to 09:00 h, finishing, depending on the starting time, between 15:00 h and 16:00 h.

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10.3.2.2.2. Number of hours of absence from work

2020

Hours of absence 2020	71,075
Absence rate 2020	4.40%

2019

Hours of absence 2019	62,083
Absence rate 2019	3.39%

10.3.2.2.3. Measures to facilitate reconciliation and encourage joint exercise of the measures by both parents

The Group applies different measures over and above those which are legally required:

- **Temporary sick leave:** The Social Security benefit is complemented up to 100% of the salary until the 18th month of leave and 87.5% from the 18th month onwards.
- **Timetables**
 - ✓ Timetable on the eve of public holidays: the same working hours as Fridays, with an uninterrupted working day.
 - ✓ Employees with children under 14: the employees may reduce their lunch break by 30 minutes, provided the service is covered.
 - ✓ Employees with children under 8, with disabilities or with serious illness (affecting themselves, their spouse or partner, or family members up to the second degree of consanguinity or affinity) or who care for dependent family members, and who have seniority of at least three years in the company:

Winter Timetable (uninterrupted working day):

Monday to Thursday: from 08:30 h to 16:30 h.

Friday: Flexible starting time between 08:00 h and 08:30 h, finishing, depending on the starting time, between 15:00 h and 15:30 h.

- **Maternity and paternity support programme:** A support programme is available for employees who are expecting a child. They are given an informative book when they communicate to the company the pregnancy or future paternity. Some months before the birth, the HR team provides them with information regarding their employment situation and the procedures to follow. When the baby is born, they receive a personalised layette and, finally, when they return to work, they receive another gift for the baby. This programme has received the bronze award from the babyfriendlycompanies.com website. The Group has also set up a lactation room in its Madrid office to support women who wish to continue breastfeeding after their maternity leave during the period recommended by the World Health Organization.

The following table gives some indicators of the exercise of parental leave in 2020 and 2019:

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2020

	Men	Women
Total number of employees who have had the right to parental leave	35	35
Total number of employees who have chosen to use their parental leave	35	35
Rate of return to work and retention of employees after enjoying parental leave	100%	100%

2019

	Men	Women
Total number of employees who have had the right to parental leave	31	30
Total number of employees who have chosen to use their parental leave	31	30
Rate of return to work and retention of employees after enjoying parental leave	100%	100%

10.3.3. Health and safety

The business of the Haya Group is the management and commercialization of real estate assets and the management of the debt of credit promoters (management of both performing and non-performing debt) and the recovery process (recovery and cancellation of the guarantee, collection, refinancing, sale), and as such it has a prevention policy which is a basic element of a prevention management system, allowing the implementation of a culture of prevention at all organisational levels of the company and in all of its workplaces, progressively increasing the levels of well-being and protection of the personnel with respect to the occupational risks which might exist in the sector and in the workplace.

The Group has a mixed preventive modality, the Self Prevention Service was established in 2016 and takes on the technical specialities of Safety and Ergonomics and Psychosociology, and the Industrial Hygiene and Health Surveillance specialities are in coordinated through a third-party prevention service.

The main preventive actions of the Prevention Service during 2020 have been:

- ✓ Occupational Risk Prevention Plan, carried out in 2016 and last updated in January 2021. The Prevention Plan contains and embodies the Prevention Policy approved by the Board of Directors on 26/03/2019.
- ✓ Annual Report 2020 and Annual Program 2020 of the Group's Prevention Service.
- ✓ Health Insurance Coverage for Employees: employees have medical insurance, with the main coverage of medical assistance, with in addition dental coverage, pharmaceutical expenses and psychological care.
- ✓ Regular meetings with the Health and Safety Committees of the Madrid, Valencia, Almería and Barcelona work centres:
- ✓ Evaluation of Occupational Risks and Planning of Preventive Activity. In 2020, the reports of eight new work centres of the company have been prepared, as well as those of the "remote working" modality.
- ✓ Emergency management: during 2020, emergency brigades of the company's work centres were set up and updated, the Emergency Plans for eight new company work centres have also been drawn up and two drills were organised.
- ✓ Compliance with the Coordination of Business Activities, for which the following means of coordination were carried out with concurrent suppliers in the company's work centres:

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- Coordination meetings.
- Exchange of information on occupational risk prevention and emergency measures. During 2020 an online platform was launched to carry out this documentary exchange. Through this platform, suppliers are registered so that they can access the information provided by Haya, and in turn can provide the documentation required of them, depending on the activity and the risks involved.
- Continuous review of the validity of the documentation provided by suppliers.

The incidence of accidents at work and sick leave is particularly low in comparison with the sector. The following table gives some indicators of Accidents at Work in 2020 and 2019:

2020

	Men	Women
Number of accidents leading to leave	1	-
Number of days lost due to accidents leading to leave	20	-
Number of real hours worked by employees	788,409	815,527
Frequency rate	1.27	-
Severity index	0.03	-

2019

	Men	Women
Number of accidents leading to leave	1	3
Number of days lost due to accidents leading to leave	27	77
Number of real hours worked by employees	897,880	934,748
Frequency rate	1.11	3.21
Severity index	0.03	0.08

Health and safety measures against the COVID

During 2020, the Group's Prevention Service carried out complementary actions in accordance with the pandemic situation caused by COVID-19, including:

- Preparation of Contingency Plans for the company's work centres.
- Information sheets on the prevention of occupational risks caused by COVID-19.
- Action Protocol in case of infected employees, close contacts and suspected cases of COVID-19.
- Group return plan, organised by phases (pre-return phase, phase 1 and phase 2).
- Indications for the reinstatement of employees into the work centres for each of the phases of the return plan.
- Monitoring of employees affected by COVID-19 (confirmed cases, suspected cases, close contacts in work and personal spaces).
- Adaptation of work centres (hygienic measures, signage, fitting out of positions, rotation of return times, dining room time reservation app).
- Delivery of masks and gloves.
- Medical and emotional care service (April - December with continuity in 2021 with the health care policy).

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10.3.4. Labour Relations

The Collective Agreement applicable in the Group is the Real Estate Management and Mediation Sectoral Agreement, which is applied to ~100% of the employees in the workforce. The Collective Agreement applicable in the subsidiary company Haya Titulización is the Office collective Agreement for Madrid.

Dialogue and the exchange of information between the Group and the workforce, through their different representatives, is fluid, with full respect for freedom of unionisation and representation. Over the history of the company, there have been six significant employment agreements with the employees' union representatives, which are applied to the entire workforce or whose effects have been extended to all of the employees even though they did not fall within their scope of application.

In 2020, it was necessary to implement employment regulation measures for economic, organisational and productive reasons, which resulted in the dismissal of more than 200 workers, measures whose definition and application were carried out after negotiation and agreement with workers' representatives, without the application of said measures having resulted in collective claims against them, having been accompanied with relocation measures with a specialised company whose effectiveness is periodically monitored with the workers' representatives themselves.

There are 37 union representatives in the Group, sitting on Company Committees or as Personnel delegates representing the 5 main centres of work and 8 representatives of the 3 Company Trade Union Sections accredited in the Group.

There are no notable situations of conflict or judicial actions under way with the unions.

10.3.5. Training

The Group has an Annual Training Plan which is revised and designed specifically each year in order to adapt it to the needs of the employees, company strategy and regulatory requirements.

The employees' trade union representatives are informed of the Training Plan, making any adaptations that are requested by the representatives if they are feasible within the Annual Plan.

The methodology seeks a balance between classroom, online and mixed training, in line with the effectiveness, flexibility and accessibility of the training programmes.

In 2020, 184 training actions were undertaken, with 5,030 trainees and 20,132,9 hours of training given (most of the training hours were for Clerical staff and department heads), of which 15,863 hours have been online. This training actions have been impacted by the COVID-19 situation. In 2019, 111 training actions were undertaken, with 5,819 trainees and 20,045 hours of training given (most of the training hours were for Clerical staff and department heads), of which 13,544 were online.

2020 PROJECTS	Trainees		Total Hours	
1. High-performance teams	-	-	-	-
2. Real estate training	346	6.9%	3131	15.6%
3. Corporate tools	587	11.7%	1994	9.9%
4. Business continuity plan	377	7.5%	188.5	0.9%
5. Regulation/Compliance	960	19.1%	1745	8.7%
6. Prevention of Occupational Risks	328	6.5%	1098	5.5%
7. Debt Recovery Management				
8. English Language	371	7.4%	3858.4	19.2%
9. Management Development skills	654	13.0%	4202	20.9%
10. Business Model	102	2.0%	1632	8.1%
11. Other	1305	25.9%	2284	11.2%
TOTAL	5,030	100%	20,132.9	100%

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2019 PROJECTS	Trainees		Total Hours	
1. High-performance teams	108	2%	1,512	8%
2. Real estate training	24	0%	944	5%
3. Corporate tools	114	2%	577	3%
4. Business continuity plan	105	2%	105	1%
5. Regulation/Compliance	4,301	74%	7,217	36%
6. Prevention of Occupational Risks	43	1%	128	1%
7. Debt Recovery Management	2	0%	16	0%
8. English Language	439	8%	2,080	10%
9. Management Development skills	456	8%	6,225	31%
10. Business Model	40	1%	183	1%
11. Other	187	2%	1,058	4%
TOTAL	5,819	100%	20,045	100%

10.3.6. Accessibility

In accordance with regulatory requirements, all of the Group's workplaces are completely accessible to persons with disabilities. In particular, at the central offices in Madrid, additional measures over and above the legal minimum have been applied, improving access by persons with disability to the entire building, including four specially adapted bathrooms and a changing room with an accessible shower.

10.3.7. Equality

In the field of equality, the Group has internal regulations and protocols which meet the most rigorous standards. Specifically:

- Since 2014, and regularly updated since then, there has been a rigorous Code of Conduct regarding respect for Human Rights and labour rights, with special reference to non-discrimination and the reporting of conduct contrary to the Code.
- Since 2014, Human Rights Management has had a protocol for action in the field of Selection and Professional Development oriented especially towards equality. This protocol is permanently available on the corporate intranet.
- Also since 2014, the Group has had a Protocol for the Prevention of Sexual Harassment, Mobbing and Gender-Based Harassment with a confidential procedure to address situations of conflict, with the strictly confidential involvement of Human Resources Management and Audit and Compliance Management.
- The Group has also joined the CEO partnership for the Diversity, promoted by the CEOE Foundation and ADECCO Foundation as a platform to boost diversity, equality, and inclusion on businesses and society.
- During 2020 the Group has participated in three campaigns promoted by *Asindown Foundation* conveying our commitment to help vulnerable groups, in particular:
 - o "K pasa con mi Kasa" campaign which goal is to educate Down Syndrome people so they could have an independent life.
 - o Cooperating in the purchase of charity annual calendars and solidarity cups.
 - o "GENETICAMENTE REBELDES" run which goal is to raise funds to help Down Syndrome People and people with intellectual disabilities to fully develop and integrate in society.
- Despite of the COVID-19 situation, during 2020, the Group has initiated the negotiation process with the employee representatives for the Equality Plan, although a preliminary analysis has been carried out.

In 2020 the protocol against discrimination, sexual harassment or mobbing has not been activated because there were no cases to do such activation (in 2019 the protocol was activated resulting in one disciplinary sanction).

10.3.8. COVID19

In relation to the situation created by the COVID19 spread in Spain in early 2020, and the actions enacted by the Government, the Group activated in March 2020 actions planned in its Business Continuity Plan ("BCP"). After a detailed analysis of the situation, the Committee designated within the BCP decided to activate the established protocols against pandemics and activate the corresponding actions in relation to the highest levels of unavailability of work locations, as the lock-down situation in Spain has made impossible to activate alternative work centres for critical and non-critical personnel. From then on, all employees have been working from home.

From 2018, the Group established a 100% work position mobility policy, providing to all critical employees' mobile devices, as well as for communication (Phones) as for work station (laptops). This policy was also extended to the majority of the non-critical employees according to the BCP. All communication devices including teleconference, land line phones and other devices were installed with mobile equipment, achieving 100% of company mobility. Thereon, internet capacity was increased, as well as alternative lines for all work location and data processing centres.

This preparation has allowed the activation of 100% teleworking scenario for the employees in a record time with no need for additional resources. Only in the case of non-critical employees, additional laptops were provided to allow teleworking in this specific situation (<10% of the total workforce). Currently almost all the Group's employees are in teleworking mode, as well as all service providers which need connection to the Group systems and processes. All of them can access safely and in a controlled manner (VPN), following the Group safety policies.

10.4. Information with respect to human rights

10.4.1. Group policy

Due to the type of activity undertaken by the Group, there are no human rights risks. Despite this, the company continuously endeavours to guarantee respect for such essential matters as Human Rights. An example of this can be found in the Code of Ethics of the company and in the creation of an Ethics and Compliance Committee to manage the system for promotion, vigilance and compliance with the Code.

10.4.2. Application of due diligence procedures in human rights matters and the prevention of the risk of the breach of human rights and, if applicable, measures to mitigate, manage and repair possible breaches committed

It is a priority principle that everyone working in the Group should know, comply with and require compliance with both the spirit and the letter of the Code of Ethics of the Haya Group.

Internally, the Group requires employees to be familiar with and to comply with the Code, which expressly devotes one of its points to respect for Human Rights. In this way, the Group and its employees take on board the principles of the United Nations Global Compact on human rights, among others. All of the Group's professionals thereby support and respect the protection of fundamental human rights within their area of influence, avoiding the possibility of being an accomplice to the breach of those rights. To record the commitment of the employee to this basic principle, new employees hired by the Group are provided with a Copy of the Code of Ethics and sign a clause of adhesion in their contract or in an annex. In addition, Compliance department sends a yearly communication to all employees attaching the Code of Conduct to which all employees may comply with periodically with the purpose of the reiterate the commitment of all employees to the principles expressed on it.

Externally, and understanding that respect for human rights is a primordial question, it should be underlined that contracts with suppliers and external professionals must include a clause of adhesion to the Code of Ethics, unless they have equivalent public codes of ethics. In this way, we extend our human rights clauses to the organisations with which we work and we require maximum respect for human rights.

10.4.3. Reporting of cases of the breach of human rights

All persons subject to the Group's Code of Ethics are obliged to report any possible breach of the Code and, thereby, to report any breaches of human rights of which they become aware. To report breaches, there is a "Whistleblower's Mailbox" on the corporate intranet and on the public website of the Group <https://www.canaldedenuncias.com/es/haya>. The reports made through this mailbox are periodically sent by the Compliance Department to the Ethics and Compliance Committee together with information on the investigations made. The whistleblower's mailbox is managed by an independent third party specialised in this type of service.

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In 2020 and 2019, no human rights breaches have occurred.

10.4.4. Promotion of and compliance with the provisions of the fundamental conventions of the ILO

Respect for labour rights, as part of the Universal Declaration of Human Rights, is a priority aspect of day-to-day work in the Haya Group. Proof of this is the inclusion of a specific point in our Code of Ethics which states that the Group and its employees shall avoid any type of discrimination in employment, harassment or any violent or offensive behaviour with respect to the rights and dignity of persons and they shall be obliged to report any behaviour of this type of which they are aware. Likewise, they must support the elimination of child labour, forced or coerced labour, and they must respect the rights to free association and collective bargaining.

This point is completed by the Protocol for the Prevention of Sexual Harassment, Mobbing or Gender-Based Harassment, in force in the Group since 2014.

10.5. Information on combating corruption and bribery

10.5.1. Group policy

As laid down by law, the Code of Ethics of the Group provides for the development of a system for the prevention of offences, by means of rules and internal control systems designed to guarantee compliance with the Code and to prevent the involvement of the company in operations or transactions in which there may be indications of criminal activities such as money-laundering, the financing of criminal activities, fraud or any form of corruption, including bribery or extortion, among others.

This system has been developed through a Money Laundering Prevention Manual and Financing of terrorism, a Protocol applicable to manage the conflict of interest and commercial irregularities, an Offence Prevention Manual, an Antibribery Policy and Corruption Prevention and the Haya Whistleblower's Channel. All of them are updated to the legal requirements, on top of the voluntary updates to reinforce the commitment of the Group to the current legislation.

During the procedure for the approval of suppliers, the suppliers are checked against the Factiva database and the internal Group's list in order to meet the requirements of the prevention of money laundering and financing of terrorism policies, and to avoid possible conflicts of interest and risk to reputation that might be derived from collaboration.

As an evidence of this commitment, the Group has obtained the AENOR certification in their Criminal Compliance system. By doing so, on December 19, 2019, the Parent Company obtained the UNE 1901 Certification issued by AENOR, which recognize the implementation of best practices related to Criminal Compliance and validates that the Health and Safety Module for Criminal Risks complies with the requirements demanded., recognizing with that the Company's efforts to prioritize and adopt the Compliance, corporate government and professional ethics best practices. In addition, on December 1st, 2020, the Group has obtained the certificate of maintenance of the UNE 19601 certification after the continuing audit of the criminal Compliance management system.

10.5.2. Management of anti-corruption and anti-bribery actions

As well as the different mechanisms for the prevention of money laundering, criminal offences, financing of terrorism, conflicts of interest, and the whistleblower's channels, the Group has an active policy of providing regular information on the manuals, which are permanently available on the corporate intranet, and through communication reminders to all of the workforce.

As a complementary measure approved by the labour authorities, specific training is provided on the Regulations for the Prevention on money laundry and terrorism financing, Data protection regulation, conflict of interest and whistleblower channel, criminal compliance and crime prevention) on which in 2020 more than 1,400 hours were employed (6,400 in 2019). It worth mention that the Audit report provided by AENOR for the release of the UNE 19601 certification, it was highlighted as main strength the high degree of implication with the Compliance policies, due mainly to the exhaustive training about the topic provided by all Group's professionals.

During 2020 the Group has received four complaints in its Whistleblower Channel in relation to one corruption action carried out by two employees. The Group has taken the corresponding actions to solve the situation and to apply corrective measures in order to mitigate future risks (in 2019 no significant complaints were received in relation to the actions explained in this section).

10.6. Information about the Company

10.6.1. Group policy

In our relationship with society, we rigorously apply current legislation in all matters concerning different interest groups, in addition to our own in-house policies and codes drawn up by the company and which go beyond legal requirements, such as the Data Protection Policy, among others.

10.6.2. Group commitment to sustainable development

10.6.2.1. Impact of Group activity on employment, local development, the local population and the territory

The Group has 19 work centres of its own and a network of approx. 1,800 collaborators distributed throughout Spain (28 work centres and a network of over 2,000 collaborators in 2019). For this reason, this report considers Spanish territory to be local. Therefore in 2020 and 2019, 99% of our suppliers are local and 1% are located abroad.

10.6.2.2. Relationships and dialogue with players in local communities

With respect to the local community, the Parent company is generally a leading player in dialogue. Though it is true that our suppliers and financier clients are an interest group with which we maintain an ongoing dialogue by means of meetings and regular calls in our day-to-day activity, at the Haya Group we endeavour to ensure that wider society is generally aware of our activity:

- We regularly send press communications to inform of the company news and promotional campaigns that we launch together with our clients, helping citizens to benefit by publicising those campaigns.
- Our Internet portals (www.haya.es, www.haya.es/activos-singulares and <http://www.haya.es/corporate>) are constantly updated so that any citizen can learn of the company's news and the new assets that we are selling. Furthermore, they are reciprocal communication channels, as we offer users different ways of contacting us with their suggestions and queries.
- Our social networks: Facebook, Instagram, Twitter and LinkedIn are the most active online platforms and are updated constantly, so any citizen can learn of the company's news and the new assets that we are selling. In addition, these social networks are communication channel where the users can contact us to any query related to the Group's activity.

10.6.2.3. Partnerships and relationship

Within the *Haya Contigo* programme, the following contributions have been made to non-profit organisations in 2020:

- ✓ *Asindown Foundation in Valencia*: The Group has participated in three campaigns promoted by Asindown Foundation which are detailed in note 10.3.7 of this report.
- ✓ *Volunteers for Africa Association Foundation*: solidarity campaign to help needy families in the community of Gebisa-Chituu in Ethiopia
- ✓ *Association and sponsorship events*:
 - Food collection campaign on Christmas in cooperation with Caritas and Cruz Roja NGOs
 - Sodexo campaign with *Ayuda en Acción*: raise funds from the employees' meal vouchers to help people in vulnerable situation as a result of the pandemic.
 - Celebration of the disability awareness day in collaboration with *Adecco Foundation* to impulse our commitment with the vulnerable groups.
 - Bone marrow donation: the Group encourages the employees to donate bone marrow in the Bone marrow donation campaign managed by Donamedula.org.
 - Celebration of the International Women Day throughout the distribution of pink bracelets and the broadcasting of speeches made by certain female employees .

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- Padel tennis lead: the Group has participated in the Padel tennis tournament.
- E-sport business league: The Company has participated in the 3rd Tournament EBL: FIFA 20

The Group contributed EUR 9,850 in 2020 to the above causes (EUR 6,100 in 2019). Furthermore, the Group is engaged in ongoing collaboration with the Adecco Foundation for the integration of employees with disabilities, having made a contribution in 2020 of a total amount of EUR 169 thousand (EUR 121 thousand in 2019).

The Group also manages the social housing rentals of its main clients.

10.6.2.4. Inclusion of social, gender equality and environmental questions in procurement policy

For the selection of suppliers, the Group has its own in-house Corporate Manuals on Procurement and the Approval of Suppliers which expressly establishes that the application of the criteria of Corporate Social Responsibility must be applied to Procurement and the Supply Chain.

In this way, all suppliers who are awarded contracts must sign a document confirming their knowledge and acceptance of the Code of Ethics of the Haya Group and of the Whistleblower's Channel. In the case of Real Estate Agents, in addition to the above, they must also sign a document confirming their knowledge and acceptance of the Prevention of Money Laundering Manual. In this way, the Group establishes the basic criteria so that our suppliers are aware of and meet our environmental and human rights requirements.

Furthermore, in all supplier selection processes, plurality and competition are encouraged, and it is obligatory to have a minimum number of tenders, which depends on the aggregate annual amount of purchases (for the specific purchase of a good or service). In addition, and in order to supervise the performance of suppliers of the work contracted by Group companies, the Areas requesting the service must complete an evaluation form for the quality of service once it has been provided, or, if the service contracted is still active, the evaluation is made annually and is sent to the Procurement Team for future contracts.

10.6.2.5. Consumers

10.6.2.5.1. Measures for the health and safety of consumers

Given the activity of the Group and the business model, this aspect is not considered relevant in this report.

10.6.2.5.2. Systems for claims and complaints and their resolution

Within our responsibility for real estate asset management, we act as intermediaries with the clients who acquire the real estate assets (our client's final clients).

Client's final client satisfaction is also our priority. We therefore keep different channels of communication open with our clients' final customers, facilitating their suggestions as well as their complaints, if any:

- Social networks: we mainly use Facebook, Instagram, Twitter and LinkedIn to resolve doubts and address the needs of our clients' final customers.
- Internet contact forms: all our websites (www.haya.es, www.haya.es/activos-singulares and <http://www.haya.es/corporate>) include contact forms to facilitate communication with the company.
- Call Centre: our customer service team receives questions and complaints by telephone.

In 2020, we handled a total of 4,830 complaints, all of which have been replied (4,928 complaints in 2019 and all of them replied). In addition, we handle 242 complaints throughout the social networks, of which 95% have been replied.

During the first months of 2021 the Group has done an aftermarket satisfaction questionnaire for 2020 clients where 37% of the survey respondents has evaluated their experience very positive (rating 4 or 5 out of 5).

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10.6.3. Tax information

The Group revenues in 2020 amounted to EUR 177.0 million (EUR 293.6 million in 2019). The operating profit (loss) of the Group amounted to EUR (11.6) million and EUR (28.1) million in 2020 and 2019 respectively, and the profit /(loss) for the year in 2020 and 2019 were EUR (19.0) million and EUR (37.4) million, respectively.

In 2020 and 2019 the Group has not paid amount in relation to Corporate Income Tax . As mentioned in note 18 of the attached consolidated financial statements, the Group belongs to Consolidated tax group 0275/18, of which Haya Real Estate, S.A.U. is the representative Company. In 2020 and 2019 there have been no payments related to Corporate Tax Income, and the Group applied deduction for the development of the new IT system for an amount of EUR 988 thousand in 2020 (EUR 679 in 2019).

In 2020 and 2019, the Group has not received public subsidies of any type.

10.7 Significant events after the reporting period

No relevant events occurred after year end.

10.8. Tables

Content	Pages	Reporting Criteria
Business model - Description of the business model - Objectives and strategies - Main factors and trends affecting future evolution	10.1	GRI 102-2 GRI 102-7 GRI 102-15
Social and personnel questions - Management focus - Employment • Number and breakdown of employees by country, sex, age and professional category • Breakdown of types of contract and annual average by sex, age and professional category • Number of terminations of employment by sex, age and professional category • Mean remuneration by sex, professional category and age • Salary gap • Mean remuneration of board members and upper management • Percentage of employees with disability - Organisation of work • Organisation of working time • Absences from work • Measures to facilitate reconciliation - Health and Safety • Health and safety at work • Accident rates - Labour relations • Organisation of dialogue with the workforce • Balance of agreements in the field of health and safety - Training • Training policies implemented • Training indicators - Universal accessibility for persons with disability - Equality	10.3.1 10.3.2.1 10.3.2.1.1 10.3.2.1.2 10.3.2.1.3 10.3.2.1.4 10.3.2.1.5 10.3.2.1.6 10.3.2.1.8 10.3.2.2 10.3.2.2.1 10.3.2.2.2 10.3.2.2.3 10.3.3 10.3.4 10.3.5 10.3.6 10.3.7	GRI 103-2 GRI 102-8 GRI 102-9 GRI 401-1 GRI 405-2 GRI 405-2 GRI 102-35 GRI 405-1 GRI 401-3 GRI 403-2 GRI 401-3 GRI 403-1, GRI 403-3 GRI 403-2, GRI 403-5, GRI 403-6, GRI 403-7, GRI 403-9, GRI 403-10 GRI 103-2, GRI 402-1, GRI 403-1 GRI 403-4 GRI 404-2 GRI 404-1 GRI 405-1 GRI 405-1, GRI 405-2
Environmental questions - Management focus - Environmental management - Contamination prevention measures - Circular economy, sustainable use of resources and the prevention of waste • Consumption of raw materials • Measures to improve energy efficiency • Direct energy consumption • Use of renewable energies - Climate change • Greenhouse gas emissions - Biodiversity	10.2.1 10.2.1 10.2.2 10.2.1 10.2.2 10.2.3	GRI 103-2 GRI 102-11, GRI 307-1, GRI 305-1 GRI 305-2 305-3 GRI 306-2 GRI 301-1 GRI 302-4, GRI 302-5 GRI 302-3 GRI 302-1 GRI 305-5 GRI 304

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Content	Pages	Reporting Criteria
Respect for human rights		
- Management focus	10.4.1	GRI 103-2
- Application of due diligence procedures	10.4.2	GRI 102-17
- Measures for the prevention and management of possible abuses	10.4.2	GRI 412-1, GRI 410-1
- Reporting of breaches of human rights	10.4.3	GRI 102-17, GRI 411-1, GRI 419-1
- Promotion of and compliance with ILO provisions	10.4.4	GRI 407-1, GRI 409-1
Anti-corruption and anti-bribery questions		
- Management focus	10.5.1	GRI 103-2
- Measures to prevent corruption and bribery	10.5.2	GRI 205-1, GRI 205-2, GRI 201-1
- Measures to combat money laundering	10.5.2	GRI 102-16 GRI 102-17 GRI 103-2
- Contributions to non-profit foundations and organisations	10.6.2.3	GRI 201-1 GRI 413-1
Social commitment		
- Management focus	10.6.1	GRI 103-2
- Commitment of the company to sustainable development	10.6.2.1	GRI 102-43 GRI 413-1 GRI 413-2
- Responsible management of the supply chain	10.6.2.4	GRI 308-1 GRI 308-2
- Customer relations management	10.6.2.5	GRI 416-1, GRI 416-2, GRI 417-1
- Tax information and transparency	10.6.3	GRI 207-1 GRI 201-4
• Company tax paid		GRI 201-7

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INDEPENDENT LIMITED ASSURANCE REPORT ON THE 2020 CONSOLIDATED NON-FINANCIAL INFORMATION STATEMENT OF HAYA REAL ESTATE, S.A.U. AND SUBSIDIARY

To the Sole Shareholder of Haya Real Estate, S.A.U.:

In accordance with Article 49 of the Spanish Commercial Code, we have performed the verification, with a scope of limited assurance, of the Consolidated Non-Financial Information Statement (“NFIS”) for the year ended 31 December 2020 of Haya Real Estate, S.A.U. and subsidiary (“the Group”), which forms part of the accompanying Consolidated Directors’ Report of the Group.

The content of the Consolidated Directors’ Report includes information, additional to that required by current Spanish corporate legislation relating to non-financial reporting, that was not the subject matter of our verification. In this regard, our work was limited solely to verification of the information identified in the “Non-Financial Information Statement Table of Contents” in the accompanying Consolidated Directors’ Report.

Directors' Responsibility

The preparation and content of the NFIS included in the Group’s Consolidated Directors’ Report are the responsibility of the directors of Haya Real Estate, S.A.U. The NFIS was prepared in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected Global Reporting Initiative Standards (GRI Standards), as well as other criteria described as indicated for each matter in the “Non-Financial Information Statement Table of Contents” of the aforementioned Consolidated Directors’ Report.

These responsibilities of the directors also include the design, implementation and maintenance of such internal control as is determined to be necessary to enable the NFIS to be free from material misstatement, whether due to fraud or error.

The directors of Haya Real Estate, S.A.U. are also responsible for defining, implementing, adapting and maintaining the management systems from which the information necessary for the preparation of the NFIS is obtained.

Our Independence and Quality Control

We have complied with the independence and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA), which is based on fundamental principles of integrity, objectivity, competence and due care, confidentiality and professional behaviour.

Our firm applies International Standard on Quality Control 1 (ISQC 1) and, accordingly, maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Our engagement team consisted of professionals who are experts in reviews of non-financial information and, specifically, in information about economic, social and environmental performance.

Our Responsibility

Our responsibility is to express our conclusions in an independent limited assurance report based on the work performed. We conducted our review in accordance with the requirements established in International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements other than Audits or Reviews of Historical Financial Information, currently in force, issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC), and with the guidelines published by the Spanish Institute of Certified Public Accountants on attestation engagements regarding non-financial information statements.

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement and, consequently, the level of assurance provided is also substantially lower.

Our work consisted in requesting information from management and the various units of the Group that participated in the preparation of the NFIS, reviewing the processes used to compile and validate the information presented in the NFIS, and carrying out the following analytical procedures and sample-based review tests:

- Meetings held with Group personnel to ascertain the business model, policies and management approaches applied, and the main risks relating to these matters, and to obtain the information required for the external review.
- Analysis of the scope, relevance and completeness of the contents included in the 2020 NFIS based on the materiality analysis performed by the Group and described in the “Business” section, taking into account the contents required under current Spanish corporate legislation.
- Analysis of the processes used to compile and validate the data presented in the 2020 NFIS.

- Review of the information relating to risks and the policies and management approaches applied in relation to the material matters presented in the 2020 NFIS.
- Verification, by means of sample-based tests, of the information relating to the contents included in the 2020 NFIS and the appropriate compilation thereof based on the data furnished by information sources.
- Obtainment of a representation letter from the Parent’s directors and management.

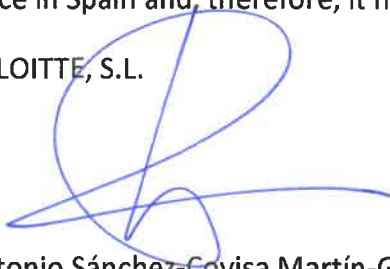
Conclusion

Based on the procedures performed in our verification and the evidence obtained no matters came to our attention that might lead us to believe that the NFIS of Haya Real Estate, S.A.U. and subsidiaries for the year ended 31 December 2020 was not prepared, in all material respects, in accordance with the content specified in current Spanish corporate legislation and with the criteria of the selected GRI standards, as well as other criteria described as indicated for each matter in the “Non-Financial Information Statement Table of Contents” of the Consolidated Directors’ Report.

Use and Distribution

This report has been prepared in response to the requirement established in corporate legislation in force in Spain and, therefore, it might not be appropriate for other purposes or jurisdictions.

DELOITTE, S.L.



Antonio Sánchez-Covisa Martín-González

24 March 2021

Formulation of the consolidated financial statements and consolidated management report, which includes the consolidated statement of non-financial information

Pursuant to article 253 of the Spanish Limited Liability Companies Law, the signatories hereto, being the directors of HAYA REAL ESTATE, S.A.U., have agreed the formulation of the consolidated financial statements of HAYA REAL ESTATE, S.A.U. for the year ended 31 December 2020, comprising the consolidated statement of financial position, consolidated statement of profit or loss, consolidated statement of changes in equity and the consolidated statement of cash flows, and the notes to the consolidated financial statements and the consolidated management report, which includes the consolidated statement of non-financial information, and which were drawn up by the Board of Directors on 23 March 2021.

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