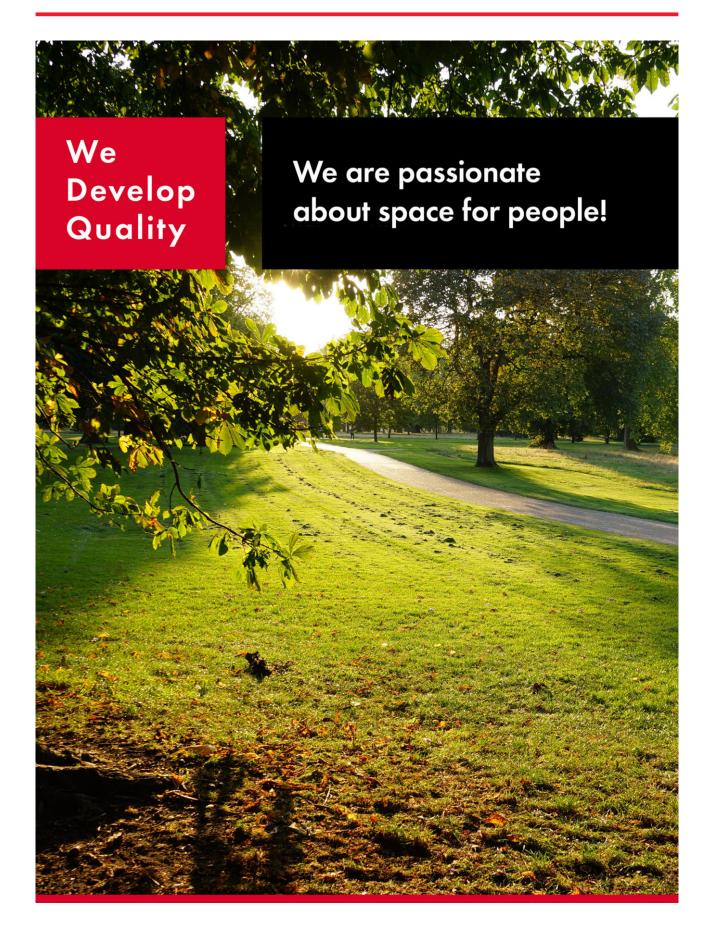
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Smart contracts

We capture value for public and private landlords by offering a range of contract types and value propositions. We operate parking facilities that we own, have in concession, lease or under a management contract.

Results

Of the 3,425 owned, in concession, long-lease, short-lease and management contracts:

- I 770 (22.5%) owned, concession or long-lease
- 2,120 (61.9%) short-lease
- 535 (15.6%) management

Figure 15: Offering a range of smart contracts - ownership, concession, lease or management



Strategic locations

We capture value for all our stakeholders through our portfolio of purpose-built and off-street parking facilities at strategic locations: in or near multifunctional innercity areas, at public transport interchanges, and at hospitals.

In cities where we operate a certain number of car parks, we become a highly efficient parking operator and profound mobility partner. We can then engage in meaningful dialogue with other parking and mobility partners, including:

- I providers of parking route information systems;
- urban planners regarding capacity of parking spaces needed and routing traffic;
- I public and private landlords to efficiently integrate and operate their car parks in our portfolio;
- I mobility providers such as public transport, shared cars and bicycles providers;
- I parking tariff policy makers.

With our integrated and connected expertise, municipalities can take multiple measures to:

- reduce traffic searching for a place to park;
- I improve air quality and reduce emissions;
- I provide for sufficient parking capacity and proper usage, both on- and off-street;
- I create a more liveable urban environment.

Figure 16: Strategic locations



Results

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Cities where we have five or more purpose-built offstreet parking facilities, increasing our operational efficiency significantly (in alphabetical order):

- Belgium Antwerp and Brussels
- Germany Berlin, Darmstadt, Düsseldorf, Hagen and Saarbrücken
- Denmark Aarhus, Kopenhagen and Odense
- I Finland Espoo, Helsinki, Tampere, Turku and Vantaa
- France Aubagne, Brest, Chalon sur Saône, Chambéry, Colombes, Marseille, Montigny le Bretonneux, Paris, Saint-Étienne, Toulon and Valence
- I Ireland Cork and Dublin
- Netherlands Amersfoort, Amsterdam, The Hague, Eindhoven, Groningen, Heerlen, Maastricht, Roermond and Rotterdam
- Norway Bergen, Drammen, Kristiansand,
 Lillestrøm, Oslo and Stavanger
- I Sweden Falun, Gävle, Göteborg, Helsingborg, Malmö, Örebro, Stockholm, Uppsala and Västerås
 - UK Glasgow, Leeds, Liverpool, London, Manchester and Sheffield