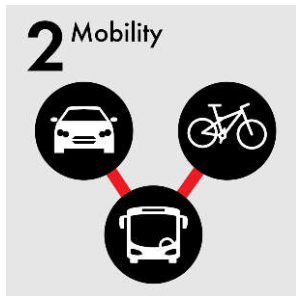

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Smart contracts



We deploy smart contracts to capture value for our stakeholders. This contributes to two of the topics considered most material in our 2020 Materiality Analysis.

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 have under a management contract.

We also have control fee contracts in our portfolio, ensuring that parking capacity is used according to set rules and regulations.

Results

Of the 3,076 contracts in our portfolio, 1,005 (32.7%) parking facilities are purpose-built:

- | 689 (68.6%) owned, concession or long-leased
- | 107 (10.6%) short-leased
- | 209 (20.8%) managed.

Of the 571,166 parking spaces in our portfolio, 472,058 (82.6%) are purpose-built:

- | 286,870 (60.8%) owned, concession or long-leased
- | 36,873 (7.8%) short-leased
- | 148,315 (31.4%) managed.

Strategic locations

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

In cities where we operate five or more 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:

- | providers of parking route information systems;
- | urban planners on capacity and routing traffic;
- | landlords to efficiently operate their car parks;
- | shared mobility and public transport providers;
- | parking tariff policy makers.

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

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

Results

We now have 53 (2019: 42) cities with five or more parking facilities.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



We capture value for our stakeholders with our financial performance, range of smart contracts and selection of strategic locations. With these activities we contribute to SDG 9 and SDG 11.