

EUROPE'S EVOLVING TOLL INFRASTRUCTURE:



INTRODUCTION

Toll roads are public or privately-owned roads in which payment is required for usage. The first European toll motorway was constructed near Milan, Italy, in the 1920s. The purpose of the Milan toll road was to finance the maintenance and construction of the 50 km of motorway. Following the success of the Milan motorway, many other European countries recognized this as a method to finance transportation costs. Currently, most European countries have large, modern tolling networks which vary considerably in payment collection methods, technology and regulations. Tolling systems also differ depending on vehicle type. Tolling for Heavy Goods Vehicles (HGVs) has already advanced by creating and solidifying barrier-free options for a streamlined experience. Light Vehicle (LV) solutions have emerged in recent years, opening more

opportunities for network growth and changes in implementation.

With the current state of tolling in Europe, users sometimes have to maintain multiple accounts with various tolling authorities to seamlessly pass through the tolls.

Toll processes and policies range in complexity from country to country, with variable prices based on a vehicle's weight or Euro class, which is influenced by CO2 emissions. Additionally, tolling technologies differ from motorway to motorway, and sometimes payment methods change

within a single country. Without an electronic transponder installed in a vehicle, tracking and reconciling toll payments is a significant challenge. With the current state of tolling in Europe, users sometimes have to maintain multiple accounts with various tolling authorities to seamlessly pass through the tolls. The not-so-convenient alternative requires the user to stop and pay with either cash or credit card at each toll location. This adds another layer of complexity for the end user and an increasingly congested road network results in costly delays. This is especially complex for frequent travelers, fleet owners, operators and managers who need to be vigilant in monitoring the multiple tolling accounts to ensure payments are fulfilled on time to avoid late fees, penalties and administrative stress.

France is leading the way in free-flow tolling, with new systems already operational and further locations set to launch by the end of 2024. The A13-14 between Paris and Normandy is a prime example of this shift, aligning with French legislation that mandates free-flow technology for any new tolling projects. The A79, managed by APRR,

became the country's first free-flow motorway in 2022. In Croatia, the government has committed to implementing a nationwide free-flow tolling system by 2026, marking a significant shift from traditional toll booths to electronic tolling. In Italy, free-flow technology has been operational around Milan's Autostrade Lombardia, with the potential for further expansion across the country's large toll road network. Meanwhile, Spain has a more fragmented road infrastructure, with several toll roads throughout the country. This fragmentation is largely due to the recent expiration of several tolling concessions, but still presents challenges for drivers, especially for travelers in some regions like the Basque Country.

While more convenient for drivers, barrier-free tolling will make it more difficult for fleet managers and operators to manage disparate toll accounts, track on-time payments, manage the risk of violations and avoid fees.

There are more variables to consider when fleet managers and operators plan routes and rental car customers use toll roads, especially with the current decentralization of toll road management throughout Europe. As European countries look to update the technology of their tolling systems to automate administration and lessen the costs of the governments' internal toll operations, commercial fleets and rental car companies will need to adapt their toll management processes and navigate the varying degrees of

complexity of each country's systems.

Fleet operators and managers of large fleets, including rental car companies, must consider current and future toll collection systems, rules and regulations throughout each European country so drivers and renters can enjoy the conveniences of seamless travel without the burden of violations, long lines to collect toll payments or remembering to pay collection fees.

Verra Mobility's goal is to alleviate the burden of toll management from fleet operators, in particular rental car fleets, by providing toll solutions that reduce operational costs, avoid violations, and enhance the overall driver experience. High operational expenses of toll violations, negative driver experiences, and the challenge of maintaining dynamic fleet enrollment with multiple authorities, highlight the need for an efficient toll management solution. Verra Mobility's scalable Toll Management products address these needs by automating transaction processing and ensuring interoperability for international travelers, particularly in markets with electronic tolling.

PRIMARY TOLLING SYSTEMS FOR LIGHT VEHICLES

The **barrier toll system** and **barrier-free system** are the main two tolling methodologies.

BARRIER TOLL SYSTEM

The barrier toll system requires travelers to stop on the motorway at a collection toll booth to pay, in cash or by card, to a booth attendant or via an automatic payment machine. Alternatively, drivers can use an active transponder **On** Board Unit (OBU) to complete payments. Transponders allow drivers to pay tolls automatically by transmitting toll transaction data electronically, so there is no need to stop for the barrier to go up on the lanes dedicated to electronic payments.

on the amount of time spent on the road rather than the distance traveled on the road. Vignettes can be paid for an entire year or for short-term use. Vignette roads and toll roads are not exclusive, meaning a vignette road may have tolls on it, wherein the driver must have a valid vignette and make a payment for passage. In some countries, paper vignettes are replaced with e-vignettes that are purchased via the website and associated with the license plates. In this case, enforcement is arranged through license plate recognition by cameras on the



BARRIER TOLL SYSTEM

Collection is possible via an active OBU, or requires travelers to stop



BARRIER-FREE TOLL SYSTEM

Free-flowing motorway, collection is possible via an active OBU, pre- or post-payment



ON BOARD UNIT (OBU)

Electronic tag, placed on the windscreen that facilitates payment with an account



VIGNETTE

Sticker, placed on the windscreen that denotes toll payment

European governments plan to gradually transition from barrier tolling methodologies into cashless barrier-free systems to charge road users.

BARRIER-FREE TOLL SYSTEM

The barrier-free toll system is a free-flowing system. Collection of toll payments on such motorways is possible via an active OBU installed in the vehicle, by registering a bank account against the license plate on the dedicated platforms, or by paying the tolls directly to the tolling authorities before or within a certain timeframe after incurring the toll. If none of these methods is utilized, the driver becomes subject to fines that have a progressive scale.

In addition to these two tolling systems, there is another toll collection method that is used widely throughout Central and Eastern Europe called **vignettes**. A vignette is a sticker placed on the windscreen of a vehicle to signal the appropriate road tax has been paid. Vignette roads differ from normal road tolls in that vignette fees are based

European governments plan to gradually transition from barrier tolling methodologies into cashless barrier-free systems to charge for road usage. Charges of heavy goods motor vehicles are of particular interest due to their direct impact on roads and pollution. Barrier-free systems reduce the cost of maintaining toll infrastructure for governments, reduce the amount of congestion on the road and reduce the amount of CO2 being released into the air to positively impact the environment. Challenges for road users include processing paperwork, increased risk for violations and penalties, managing unpaid tolls, registering fleets, maintaining compliance with toll service providers and matching and allocating toll costs. Commercial and rental fleet managers must have a strategy in place to stay on top of the new laws, regulations and fees that come with barrier-free toll systems.

SUMMARY

Although European governments remain committed to the use of toll roads to proportionally allocate road usage fees based on actual use and fund future infrastructure projects, there is a certain level of variability and unpredictability from country to country based on local needs or challenges.

With tolls in Europe modernizing and stepping into an electronic future, rental and other commercial fleets must take into consideration the administrative complexities that will come along with free-flow electronic tolling systems, such as license plate registration with every motorway, account management, processing fines, driver identification, driver matching, reconciliation, and administration consistency.

Spain plans to rehaul and digitize its barrier toll roads to barrier-free systems by 2024. Parts of France will upgrade existing barrier tolls to barrier-free motorways in 2022 between the Auvergne—Rhône–Alpes and Bourgogne–Franche–Compté regions. Commercial and rental fleets that operate in the EU need to consider the business implications and administrative complexities that accompany toll changes and new regulations in order to avoid future complications and fees.

Verra Mobility makes navigating electronic tolling technology easy for fleet operators and rental car companies by continuously updating Light Vehicle toll management solutions to anticipate the changes in regulations and infrastructure, driver matching and identification, payment processing and centralizing all tolling information onto one platform.

BACKGROUND

HISTORY

While tolling has been around for hundreds of years, modern tolling in Europe has only been around since the 1920s. The first motorway in Europe to use the barrier toll method to tax motorized vehicles was a 50 km stretch of roadway surrounding Milan, Italy.

Surrounding European governments and private entities adapted this methodology to their roadways as a way of paying for the construction and maintenance of roads. From the 1920s to the 1960s, toll roads became a popular way to generate revenue and maintain infrastructure. Since the first modern toll road, almost every past and present EU Member has introduced some form of a road user charging schema.

BARRIER TOLLS

Currently, some European countries use barrier tolls for Light Vehicles toll collection. Barrier tolls are operated by a mix of toll booth attendants, automatic coin and card machines, and **Electronic Toll Collection (ETC)** technologies on dedicated lanes.

A majority of barrier tolls utilize On Board Units (OBUs) which are electronic tags that stick to the windscreen and communicate data to the barrier's transponders. Transponders at the barrier transmit tolling data to sensors attached to the barrier toll collection system and allow vehicles with valid OBUs to pass through the barrier, sending a fee notice to the user or immediately charging an automatic fee.

RISING OPERATING COSTS

Barrier toll systems are familiar, convenient and standard for private companies and governments to establish and operate. However, the rising operating cost, environmental considerations and congestion caused by barrier toll systems have prompted governments to search for new ways to reduce toll road management costs. One of the major criticisms for barrier tolls are that the technology is outdated and they impede the flow of traffic, increase congestion and cause costly delays for commercial fleet operators and managers.

THE FUTURE OF TOLLING

The Purpose of the EETS Directive is to ease the transition to electronic toll collection for local governments while ensuring cross-country interoperability

European Commission has introduced a European Electronic Tolling Service (EETS) Directive. The purpose of the EETS Directive is to ease the transition to electronic toll collection for local governments while ensuring cross-country interoperability. Most of the European member states have already introduced the changes to their tolling governance process and become EETS compliant. As a consequence of the EETS Directive being introduced, governments all over Europe are optimizing their current tolling systems to electronic tolling for the emerging Light Vehicles (LV) structure.

While this commitment to free-flow tolling in Europe is not a concern for individual vehicle owners, fleet operators and managers may experience increased complications managing the variable level of changes throughout Europe. This is especially true for rental car companies and pooled fleets because there are no designated drivers associated with vehicles. It presents fleet managers with a challenge of identifying who is liable for the tolls incurred.

Additionally, there is an increased number of considerations and administrative burdens that come with managing the different payment methods, regulations and costs for fleets traveling across borders.

As European governments look to update the barrier road

toll management systems, commercial and rental fleet managers are left to navigate the complexities of managing payments to both established barrier road toll systems and new electronic road toll technologies. These complexities include, but are not limited to, decentralized toll management, complex toll laws and regulations that vary from country to country, difficulty identifying drivers for fleet operators and fleet managers like those for rental car companies, and an increased potential for overpaying for tolls due to fines.

For example, a rental car operator may incur over thirty (30) toll charges amongst four (4) different renters on a single vehicle in one week. Across a large fleet of vehicles, those charges will multiply and increase the administrative burden of driver identification and reconciliation tenfold. Not only does the administrator have to determine who is responsible for the toll fees, but they also carry the bad debt risk and need to bill each driver accurately.

RENTAL AND SHARED VEHICLES

Administrative burden to accurately identify and reconcile toll payments for multiple drivers of one vehicle

One-Week Rental Example

1 600

Vehicle

4 O

30+
Toll Charges

RISKS AND CHALLENGES OF TOLL MODERNIZATION

Understanding the challenges that lie ahead will enable fleet managers and rental car companies to prepare and mitigate risks.

Consider that Europe is composed of multiple countries with many cultural and operational differences. In regards to toll management, fleet managers must consider infrastructure and operation, currency and language, technology platforms, toll operators, business processes and different tolling systems.

There is no guarantee that methodology will be centralized alongside gradual toll management system upgrades. Likely, there will be stalls in updating all toll operations, as not all toll collection systems are operated by the country's government (The World Bank, 2021). Therefore, complex integration considerations must be made.

The European Association of Operators of Toll Road Infrastructures (ASECAP),

which is an organization that represents toll concessionaires, has made promises that barrierfree toll roads under their control will utilize the same software. ASECAP wants to make toll management easier for future road toll payers to centralize their tolls into one system. ASECAP works to assist with implementing the EETS Directive. It is unlikely that this and other tolling integrations will take effect for years to come, adding an increase in complications with decentralized toll management for fleet managers and operators (Murcia Today, 2022).

Challenges that arise from decentralized toll management include, but are not limited to:

- 1. Managing customer/driver toll fees
- 2. Avoiding violation charges
- 3. Customer (driver) experience

OVERPAYING FOR TOLLS

With multiple tolling systems on the road, it is important to consider the potential human error that may occur when tolling solutions are altered. Traditional barrier tolling methods require a cash or credit card transaction to allow passage. With these methods, drivers cannot pass the tolls without paying. Hence, there is little to no financial risk for commercial and rental fleet drivers to forget a payment and incur violations.

Free-flow toll technology does not stop traffic. As European countries transition to free-flow toll methods, drivers may forget to pay a toll, resulting in violation fees. Ultimately, the vehicle owner will be held responsible for all fees and costs. For example, drivers often utilize GPS and

navigation devices. Without even knowing, these drivers may find themselves on a toll road. With the introduction of barrier-free tolling systems, there is an increased possibility of drivers accidentally passing through tolls and not recognizing the signage along the road. These drivers may not even know they are required to pay a fee or know where to go to pay the fee, which can result in overpayment for use of these roads due to fines.

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ADMINISTRATIVE BURDEN

Electronic toll collection (ETC) methods paired with barrier-free tolls allow for more variation due to human and technological errors. Human error may include forgetting payments, overlooking routes when paying fees and fines online, and mismanaging decentralized invoices. Each scenario results in time-sensitive fines or penalties that add to administrative costs.

Technological errors that occur due to OBU devices and ETC upgrades may be just as costly for fleet managers and operators, causing increased fees and payments for commercial and rental car fleet managers, operators and drivers.

DRIVER IDENTIFICATION & RECONCILIATION

Currently, driver identification presents a challenge for fleet managers. This may not be an issue for some commercial fleets, however, it is a large issue for pooled fleets, specifically rental car companies. When rental car companies receive a notice that a vehicle in their fleet has gone through a toll, the company is responsible for identifying the vehicle and the driver so payment can be made. This can be time-consuming and complicated and can result in unhappy customers, increased fees and penalties, and administrative burdens.

TOLL MANAGEMENT CHALLENGE

Car rental companies will have to overcome these challenges or risk poor driver experiences negatively affecting brand image.

FRANCE

France poses a unique challenge for fleet managers and operators. These challenges stem from the high-density toll infrastructure. France currently has a network of more than 90 toll roads that are a combined 9,170 km and some of road operators have committed to making their most popular toll roads free-flow by 2024.

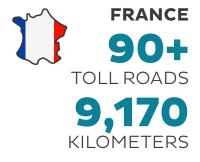
France has already implemented free-flow tolling, with the A79 (88 km) being operational since November 2022 and the A4 (Exit 36 Boulay) in service since 2019. Looking ahead, several new freeflow motorways are planned, including the A13/14 (210 km between Paris and Normandy) opening in phases between 2024 and 2025, with the A69 (53 km between Toulouse and Castres) scheduled to open in 2025, and the planned A40 near Geneva with an unannounced date in the near future. In total. 404 km of free-flow motorway projects are planned, covering 3.82% of the country's toll network.

ITALY

The tolling landscape in Italy is one of the largest in Europe, with over 4,600 km of tolled motorways generating more than €4.8 billion of annual revenue. Italy has introduced free-flow tolling with Autostrada Pedemontana Lombarda, which spans 41.5 km of a major transportation corridor. Additionally, the historic center of Milan, Area C, operates tolling schemes for congestion and low-emission zone management. With over 130 million annual tourists, the Italian rental car market faces a breadth of challenges for short term rental operators and some companies have introduced programs to manage the payment complexity and simplify the overall experience for their customers.

SPAIN

The tolling landscape in Spain consists of over 2,300 km of tolled motorways, managed by 18 different tolling authorities, with several key motorways now operating without physical toll booths. For example, the A636 motorway in the Basque Country, which covers a total of 15.5 km, is a free-flow route for light vehicles, with roadside cameras installed to capture license plate images for enforcement purposes. If a vehicle is not equipped with a proper toll tag and the toll is not paid, the driver risks incurring a fine. The Spanish Government still hasn't approved the proposed plans for further modernization of its tolling systems.







VERRA MOBILITY IS EQUIPPED TO HANDLE THESE UPCOMING CHANGES

With operational readiness and product deployment at the forefront, Verra Mobility has made a significant impact on rental car toll management operations in both Spain and Italy over the past two years. In collaboration with major rental car companies, Verra Mobility has developed and implemented customized solutions to offer ancillary toll payment services to renters across these regions. These solutions are tailored to the specific tolling infrastructures of each country, allowing seamless integration into existing systems. Verra Mobility supports fleet customers with seamless product integration with custom marketing and training tools to ensure program adoption, making toll management solutions easy to implement for any rental car company operating in Ireland, Spain, France, Italy and Croatia.

With each country presenting similar, but unique tolling challenges, in 2021 Verra Mobility was selected to deploy a similar toll management solution in Ireland for a leading global rental car corporation. The program's goal is to enable electronic toll payments for renters on both barrier and barrier-free toll roads with assurances that tolls will accurately be paid. This fully custom solution protects the rental car company from the liability of unpaid tolls in their vehicles and ensures that their customers are accurately billed for corresponding toll charges.

In 2023, Verra Mobility deployed toll management programs to enable electronic tolling for two global rental car companies in Spain and Italy. Each of the custom programs was designed to enable safer, faster, and seamless tolling for renters. By enabling electronic tolling, renters can use "fast lanes" where tolls are charged electronically, creating a barrier-free experience.

HOW DO WE DO IT?

We leverage our 15 years of experience with rental car and car-sharing companies, and aim to launch renter-friendly solutions that look toward the future of free-flow tolling motorways. These solutions include integration with key concessionaires to enable electronic payments, OBU device management for entire rental fleets with training to assist in the counter staff and development of customer communication materials.

THE VERRA MOBILITY SOLUTION

With tolls all throughout Europe transitioning to the use of updated tolling technologies, commercial and rental fleet managers and operators are challenged to stay on top of the toll management responsibilities of their fleet. Verra Mobility has already launched toll management solutions for various needs of fleet operators and managers in France, Spain and Ireland. Among other partners, rental car companies trust Verra Mobility to reduce the administrative burden and generate additional benefits by setting up tolling programs.

Verra Mobility currently provides industry-leading toll management solutions to Europe. A certified EETS provider, Verra Mobility has proven knowledge and ability to create solutions that look toward the future of tolling in Europe. Before arriving in Europe, Verra Mobility established itself in North America first by strategically partnering with the top rental car companies and fleet management companies with over six (6) million vehicles utilizing toll management solutions. With the natural expansion to Europe, Verra Mobility is looking to positively enhance the future of tolling for clients around the world.

Rental Car Toll Management Program Barrier + Barrier-Free







Spain



France



Italv

HOW WE HELP

Fleet management operators, especially rental car companies, already experience challenges that vary country by country within the existing tolling structures. These challenges are not going to go away with the movement to ETC barrierfree technologies in European countries, as new challenges arise with the increased use of technology. Fleet managers and operators benefit from the convenience and cost saving measures provided by Verra Mobility's centralized endto-end mobility management technology solutions.

Verra Mobility has established office locations throughout Europe. By establishing key office locations in countries that aim to update their toll roads, Verra Mobility is positioned to set up local operations and stay on top of local tolling system developments in upcoming years. By being hyper-local to the European tolling market, Verra Mobility offers responsive, flexible toll management solutions to mitigate the risks associated with toll transitions from barrier to barrier-free tolling systems. This benefits renters and fleet operators, and alleviates administrative issues through the use of Verra Mobility's proactive proprietary technology.

Drivers and customers of fleet managers, operators and rental car companies benefit from advanced solution-based toll management technology. Verra Mobility provides OBUs and maintains proprietary technology that reduces the potential for violations and

fees on free-flow motorways. The software identifies the toll transaction, along with the driver of the vehicle and the responsible payer party. This triggers the payment collection process and reconciliation process with the responsible payer party in real-time with little room for error, allowing for better customer service and an increase in retention for all customers.

Verra Mobility takes on the burden of toll management so fleet management companies do not have to. Our proprietary technology benefits renters with a simplified approach to tolling while creating new revenue opportunities for rental car companies. Verra Mobility gives renters the flexibility to be billed at the start time of the rental or post-rental. This gives rental car companies the ability to generate additional revenue from ancillary program offerings.

For all fleet managers and operators, Verra Mobility has introduced advanced analytics to refine and improve performance reporting.

This is made possible with a

sophisticated data platform that has the capability to further optimize solutions to reflect changes in driver behavior.

CONVENIENCES

Verra Mobility increases efficiency by using proprietary software programs and an experienced mobility solutions team to manage local tolls and achieve cross-border interoperability. This effect is felt by drivers of fleet management companies and rental car companies. Our proprietary software has the capability to integrate with local tolling authorities, which enhances the driver's experience. This makes it easier for drivers to use fast lanes, make payments, have less frequent stops to pay tolling fees and enjoy faster, easier travel with no post-payments.

INNOVATION

Focused on simplifying and enhancing the complexity of the toll management industry in Europe, Verra Mobility strives to bring innovation into toll management for fleet managers and operators, rental car drivers and toll road operators.

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Due to the high volatility of regulations and technology solutions, it is a challenge to stay up-to-date with all tolling rules and regulations. For fleet managers and operators, maintaining mobility technology is labor-intensive, time-consuming and increases cost. Verra Mobility provides a singular integration for these companies so they can have convenience and peace of mind with an accurate database that is regularly maintained by Verra Mobility. Toll management delegation frees up staff time to work on customer accounts and improves customer experience. especially as related to toll fees and violation processing.

As Europe looks to upgrade its tolling system to barrier-free in the coming years, Verra Mobility is a key player in the field by offering technology solutions that help companies better manage their mobility on all fronts. This innovation is not limited to tolling. Verra Mobility provides violation data and processing services for 350+ issuing agencies in Europe and has strategic relationships to facilitate collections and payments.

COST REDUCTION

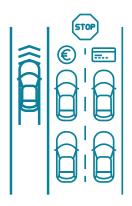
Delegating toll management responsibilities to the Verra Mobility team saves companies money, increases their efficiency and removes the administrative burden of managing complex system integrations and requirements, especially for car rental fleets.

For car rental fleets, the benefit of modernizing mobility payment services will be felt by end-users. Whether traveling for work or pleasure, the convenience of easy toll entries are a benefit to both fleets and rental car drivers. Giving drivers choice is a competitive offering and makes the rental experience easier, while protecting fleets from expensive fines and penalties.

POSITIVE ENVIRONMENTAL IMPACT

Governments are thoughtfully looking at the modernization of their toll networks for all the obvious benefits of barrier-free toll lanes and equally important, the notable environmental benefits. In many cases, where barriers are in place, motorway congestion is a common issue. A long queue of vehicles develops as drivers must wait for other motorists to make payments while their vehicles needlessly idle and expel concentrated emissions. Toll roads are generally less congested travel routes and provide the most efficient, and therefore, environmentally friendly journey. Barrier-free tolling promotes the free flow of vehicles at highway speeds without creating needless congestion and reducing the concentrated emission of vehicle pollutants.

Many fleet operators and rental car companies invest in programs that diminish their carbon footprint. A toll management program that promotes the use of freeflow motorways reduces the number of stops along toll roads and the formation of long vehicle queues - the benefit is that vehicle greenhouse gas emissions are decreased. Unlocking the ability of freeflow tolling is a tangible demonstration of corporate enviromental policy in action.



FREE-FLOW MOTORWAYS

Faster, easier travel with automatic toll payment. Reduction of vehicle idle time and emissions.

For fleet managers and operators, maintaining mobility technology is labor-intensive, time-consuming and increases cost.

CONCLUSION

Governments in Europe have plans to modernize their barriered tolling technologies to reduce congestion in traffic, reduce cost and increase infrastructure maintenance budgets. Portugal, Italy and Spain already have established toll infrastructures, with partial free-flow systems currently in place. As European countries progressively transition from traditional barrier toll systems to open free-flow systems, France has already initiated plans to convert their roads to barrier-free tolling for Light Vehicles. Meanwhile, Croatia is aiming for implementation by 2026. This commitment is an attempt to increase convenience for business and leisure drivers and eventually simplify and centralize toll payments.

The change from barrier tolls to ETC barrier-free will be gradual and not instantaneous or unified throughout European countries. This lack of unification within laws, regulations and technology adds to the complexities of toll management for fleet managers, operators and rental car drivers.

With presence in key locations around Europe, Verra Mobility has the knowledge, ability and experience to provide end-to-end complete local solutions. By establishing offices in key locations and integrating with local tolling authorities around Europe, Verra Mobility develops, implements, and maintains innovative solutions for fleet operators and managers. Mobility management solutions provided by Verra Mobility include, but are not limited to, connecting with local tolling authorities in offices around Europe, maintaining a mobility database, monitoring international tolling laws and regulations, providing customer service regarding tolling fees and fines, and reducing costs of fines and penalties for rental car consumers. Verra Mobility's experienced mobility team provides fleet managers, operators and rental car companies with convenient, innovative and cost-reductive solutions - now and in the future.

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