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REGIONAL Round-Up
Facts & figures at
your fingertips

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ctPark NETWORK
CEE National Parks
& Nature reserves

Allow me to introduce myself!

I am the new CTP! Well actually not exactly the new CTP, more of a repackaged, re-presented, restructured CTP. We've had an overhaul you see, a face-lift, an update, a refurbishment, a re-brand, a relaunch — call it what you will — but the new-look CTP much better represents where we are now and where we want to go in the future. On the one hand we have grown up and are more mature, but on the other hand we still like to have fun and enjoy our work. **That's because CTP is a bit different.**

Yes, CTP is serious, corporate, secure, responsible, highly successful, and getting bigger and stronger all the time. But CTP is also modern, approachable and cheeky, socially aware and active, involved in the community. Big, but agile and responsive to the needs of our clients and the communities where we operate. CTP cares about its results, but it also cares about the quality of its products and services, the communities it works within, and the environments and workplaces we build. Industrial and office park development is more than just a job for us, it's a passion, a love. **The difference at CTP? We do care!**

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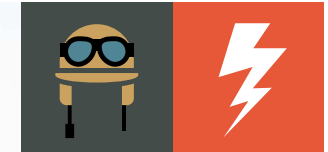
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Just IN!
CTP newcomers

Enjoy GRID 05



year in review
VIDEO
OUT NOW

*“Being on the
podium isn’t enough.
We’re in it to win.”*

Record Year...

2019 was another record-breaking year for CTP. We not only achieved the financial and development goals we set out in 2014 over one year early, we also set new goals and embarked on a number of initiatives which will take us to the next level. During 2019 we grew our portfolio by nearly 500,000 m² to 5.5 million m², and increased NOI to over EUR 275 million—a 7% increase, reflecting the sale at end-2018 of three of our income-producing parks to DEKA.

We started 2020 with an 8.4 million m² land bank on which we can build 3.4 million m². With 740,000 m² under construction we expect to grow over 1 million m² in 2020, a large step on our way to achieve a 10 million m² portfolio by 2023.

During 2019 we continued to grow the portfolio throughout the region, with 66% of overall growth taking place outside of the Czech Republic. In Slovakia we acquired a new park in Košice and developed a high-tech distribution facility for C&A at CTPark Trnava. We welcomed new clients to our facilities in Serbia, where we have 100% occupancy. In Hungary, we are the only developer on the market with an active pipeline. Between Q4 2019 and March 2020, we signed new leases covering nearly 450,000 m² of space across the region—including some very large leases at CTPark Bucharest West. During the quarter we closed on four of the top seven leases in the Bucharest region, covering over 160,000 m² of space.

We delivered on other key KPIs, with occupancy increasing slightly to over 95% across the portfolio, and WAULT stabilising at 5.4 years for our core industrial portfolio.

Finally, to achieve our growth targets, in Q1 2020 we began to seek like-minded investors who can help us get to the next level. We are seeking joint-venture partners to purchase 30% of CTP Property, which holds our core industrial & logistics assets. CTP will remain

as the 70% shareholder as well as the park manager, so there will be no disruption for our clients, whom we consider our most important part of our business.

In parallel with our strong development programme, during 2019 we began a number of new sustainability initiatives. We launched the only full-portfolio BREEAM certification project in the industry and will certify all our existing buildings by mid 2020, with most achieving "Very Good" or better. We launched a new target to get our property operations carbon neutral by 2023, with part of the plan to purchase for preservation in the markets where we operate 1 m² of forest land for every 1 m² of built-up area in our portfolio. In November, we purchased our first forest outside of Mladá Boleslav in the Czech Republic and continue to look for appropriate forests across CEE.

These new sustainability initiatives, which you can read more about in this issue of GRID, and the fact that we are entering a new growth phase, played a major role in demanding our new brand. CTP stays true to its core values, and our new identity demonstrates our renewed focus on sustainability, the communities we serve and better explains the values we hold: entrepreneurial, responsive to our clients, and committed to quality and the long-term development of our communities—all at full speed.

Enjoy!

Remon L. Vos, FRICS
CEO



Preliminary Financial Results 2019

Gross Rental Income

278 EUR million

Average Growth

15% per year

Profit Before Tax

496 EUR million

Total Asset Value

5.6 EUR billion

Total Investment Property

5.2 EUR billion

Net Valuation Result

405 EUR million

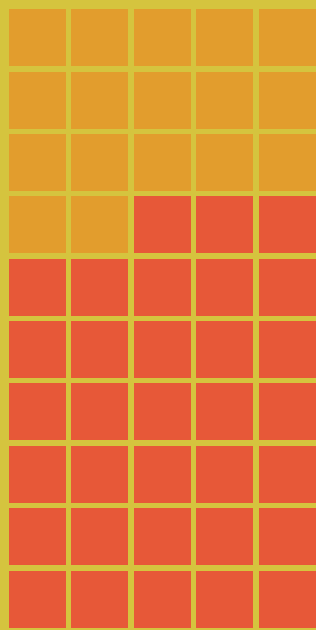
Total Financing

2.7 EUR billion

LTV Ratio

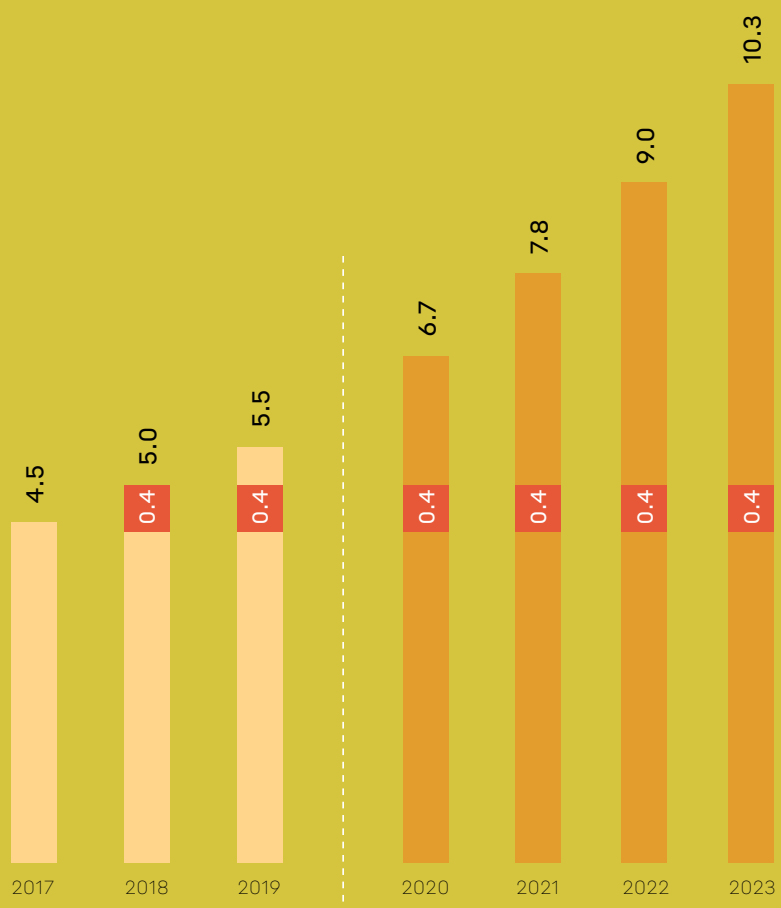
51%

Big year, big numbers
2019 saw us achieve both our operational and financial goals, which taken together produced record-breaking yearly KPI's on all fronts, while laying the groundwork for future growth on the way to achieving our next goal: 10 million m² by 2023.



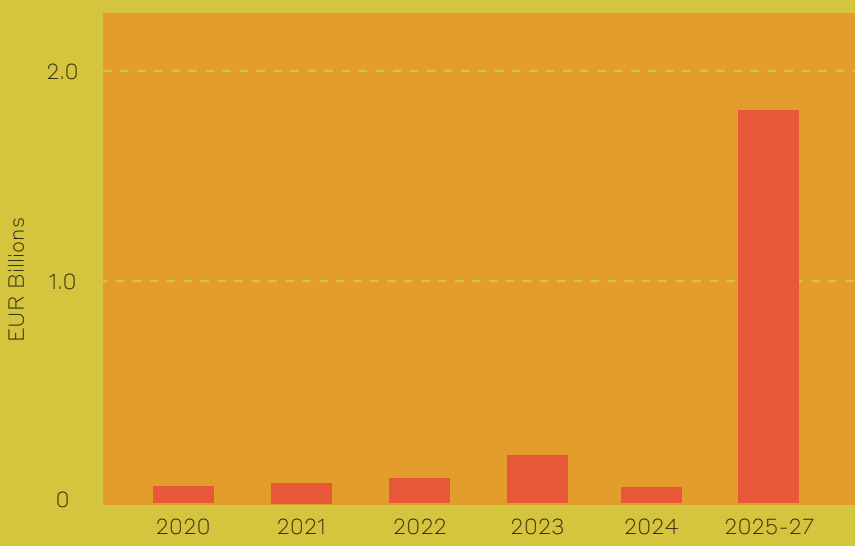
Acquisitions 34%
Own Construction 66%

Results 2019



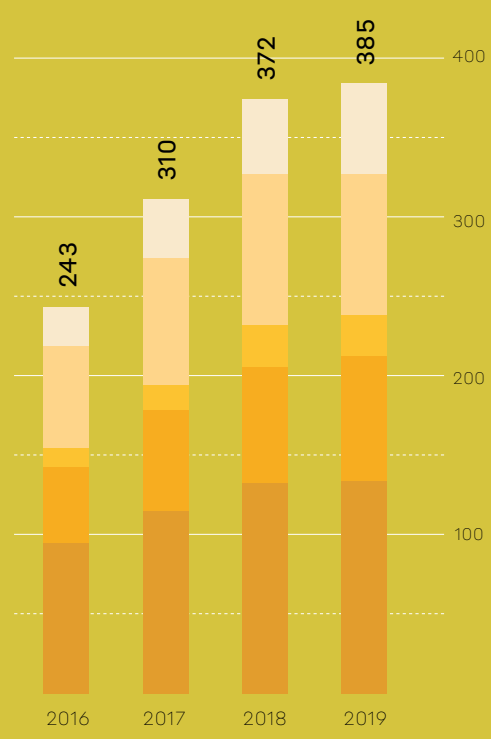
LETTABLE AREA DEVELOPMENT (IN MILLION m²)
CTP's plan is to grow the portfolio by 15% annually, primarily through organic growth with our current clients.

Actual Under management only Projected

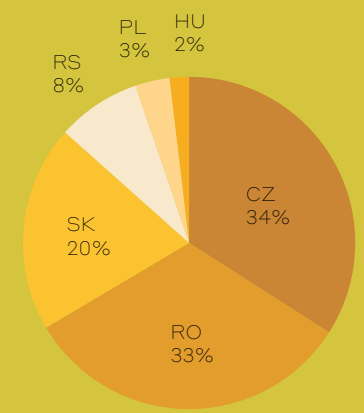


RESIDUAL MATURITY OF BANK LOAN FINANCING
In 2019, CTP completed the largest financial transaction in the real estate sector in CEE history, refinancing our entire Czech portfolio with a consortium of our banking partners, which provides a stable foundation for growth in the coming years.

Property Management
Accounting Legal
Construction / Procurement / Design
Business / IT / Management Support



CTP EMPLOYEE COUNT BY DEPARTMENT, 31.12.2019
Due to continuous investment into both our people and our processes, CTP was able to grow the company approximately 15%, while only modestly increasing headcount.



PORTFOLIO GROWTH BY COUNTRY (%)
In 2019, though we continued to grow strongly in the Czech Republic, the majority—66%—of our overall portfolio growth came outside our core market.

Big Numbers...

2019 was a banner year for finance at CTP. We took an innovative approach and refinanced our entire Czech industrial portfolio in June 2019, which represented the largest refinancing in CTP history and also marked a benchmark transaction for the CEE real estate industry. The package secured the mid-term financing of existing assets and developments through 2020. It also allowed us to reduce loan administration costs and benefited our banking partners by enabling them to reduce the risk profile of their loans. CTP continues to work with our banking partners to refinance our portfolio on a country-by-country basis throughout the region.

In August, CTP Hungary finalised the refinancing of the Budapest West portfolio with Erste Bank, securing EUR 87 million of long-term funding. In January 2020, we signed a further loan facility with UniCredit Hungary for EUR 58 million. In Slovakia, refinancing negotiations are in the later stages and are expected to be completed in Q2 2020. With the country refinancing agreements expected to close during this year, CTP is well-prepared to meet our 2023 growth plan.

As part of our overall corporate structure strategy, CTP restructured the entire company clarifying the underlying holding company and business arms. This simplification and modernisation of the corporate structure makes CTP a more capital-markets friendly company, and streamlines our ability to take on further investment, whether it comes through a JV partner, bonds mid-term, or even an IPO.

Total financing now stands at EUR 2.7 billion and we ended the year with an LTV ratio of 51%, a slight increase over last year, as planned. Total investment property grew over 18% to EUR 5.2 billion, with profit before tax growing to EUR 496 million.

With the growth of our portfolio and our successful financial results, in 2019 we invested into the company to prepare it for further scale, increase operational efficiency and to improve the performance of our key asset: our people. During 2019, we completed the implementation of a single financial reporting and

tracking system that not only allows us to get better real-time insight into our operations, but also provides the basis from which we can grow to new markets easily. This increase in efficiency allows us to scale the company without a 1:1 increase in headcount.

In 2019, we began a number of additional HR initiatives to foster personal improvement and growth aimed at attracting the best and retaining the talent we have. We sponsored a number of our employees in their education with MBAs and other educational opportunities. In 2020, we launched a new long-term incentive program designed to allow all people in CTP to benefit from the company's success.

CTP's continued growth is underpinned by the growth of our team, which at year's end numbered 385, split nearly 50/50 male to female and averaging 37 years of age.

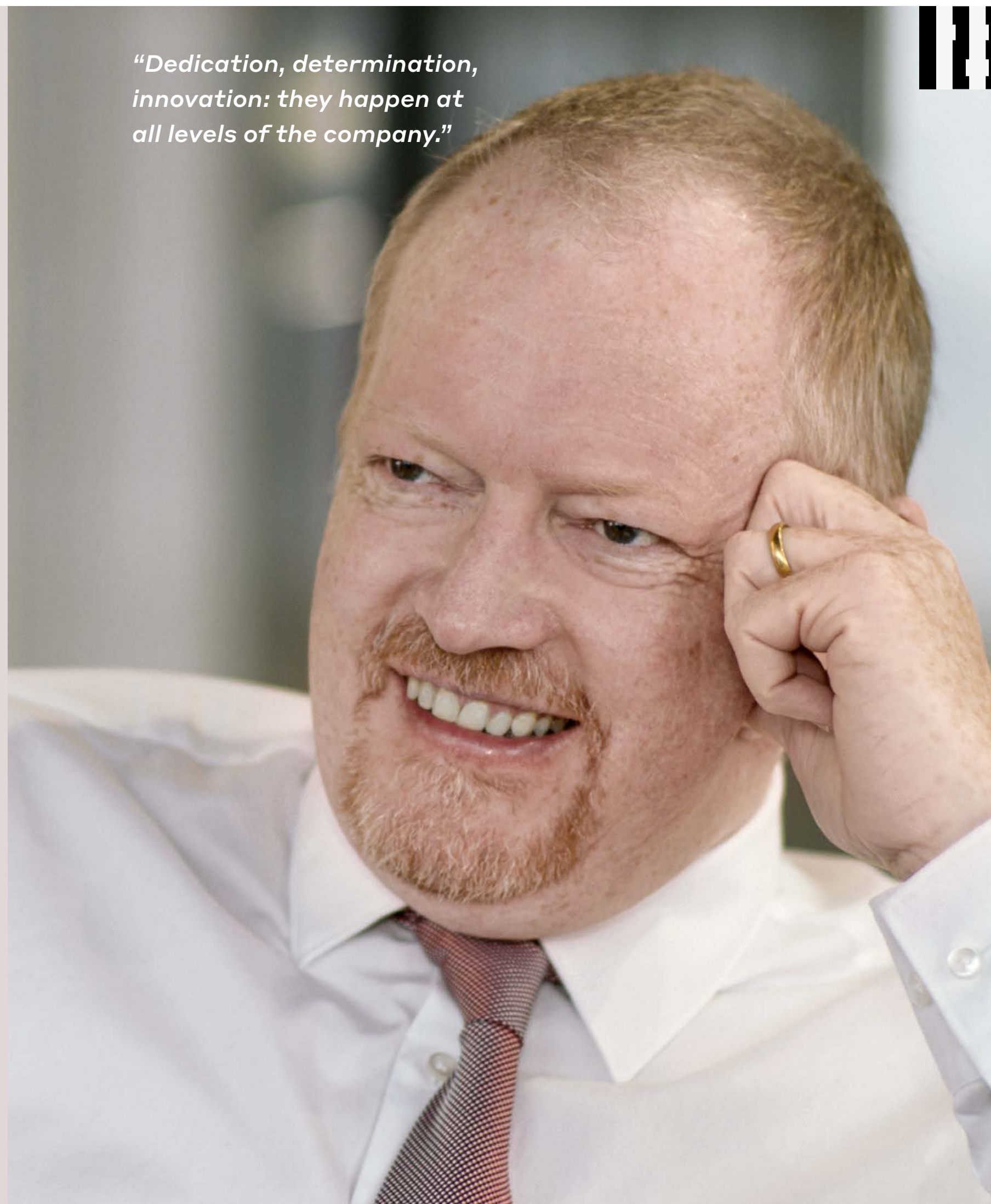
Looking forward to another big year ahead, making good on our plans and promises and thriving in whichever new market we enter.

Big numbers.....



Richard Wilkinson
CFO

“Dedication, determination, innovation: they happen at all levels of the company.”



6 COUNTRIES

96 LOCATIONS

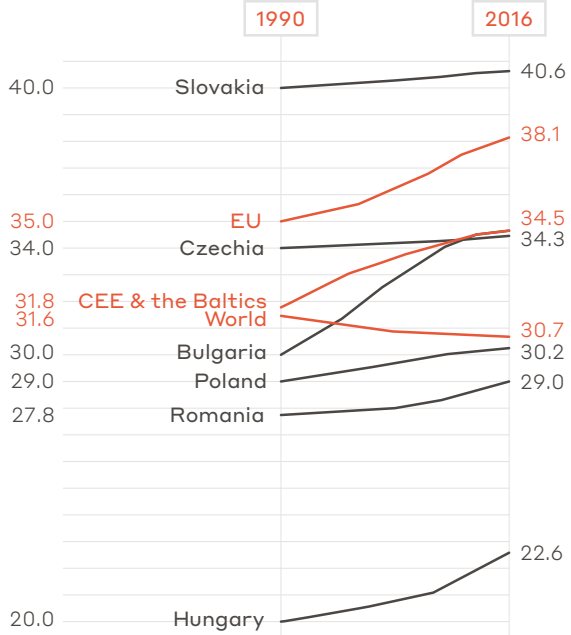
5.5 MILLION M² GROSS LETTABLE AREA

500 TENANTS

95% OCCUPANCY

FOREST AREA, AS % OF LAND AREA

While forests are in decline on a global basis compared to 1990, Europe and CEE in particular have increased forest cover during the same period.



- Czech Republic**

 - Aš
 - Blatnice
 - Blučina
 - Bor
 - Brno
 - Brno Líšeň
 - Brno South
 - Cerhovice
 - České Budějovice
 - Česká Lípa
 - České Velenice
 - Cheb
 - Divišov
 - Hlubočky
 - Holubice
 - Hradec Králové
 - Hranice
 - Hrušky
 - Humpolec
 - Humpolec II
 - Jihlava
 - Kadaň
- Karviná**

 - Kralupy nad Vltavou
 - Kutná Hora
 - Kvasiny
 - Liberec
 - Lipník nad Bečvou
 - Louny
 - Lysá nad Labem
 - Mladá Boleslav
 - Mladá Boleslav II
 - Modřice
 - Most
 - Nošovice
 - Nový Jičín
 - Okříšky
 - Ostrava
 - Ostrava Poruba
 - Pardubice II
 - Planá nad Lužnicí
 - Plzeň
 - Podbořany
 - Pohořelice
 - Prague Airport
- Prague East**

 - Prague North
 - Prague West
 - Přestice
 - Stříbro
 - Teplice
 - Teplice II
 - Ústí nad Labem
 - Zákupy
 - Žatec
 - Žatec II

Hungary

 - Arrabona
 - Budapest East
 - Budapest South
 - Budapest West
 - Győr
 - Komárom
 - Székesfehérvár
 - Szombathely
 - Tatabánya
- Romania**

 - Arad
 - Arad II
 - Bucharest ZIP
 - Bucharest Chitila
 - Bucharest North
 - Bucharest West
 - Cluj
 - Deva
 - Deva II
 - Ineu
 - Pitești
 - Salonta
 - Sibiu
 - Timișoara
 - Timișoara II
 - Turda

Poland

 - Łódź
 - Opole
 - Zabrze
- Slovakia**

 - Bratislava
 - Hlohovec
 - Košice
 - Krásno nad Kyscou
 - Nitra
 - Nové Mesto nad Váhom
 - Prešov
 - Trnava
 - Voderady
 - Žilina

Serbia

 - Belgrade North
 - Belgrade West
 - Kragujevac
 - Novi Sad

ctHubs

 - Ponávka
 - Vlněna
 - Spielberk
 - IQ Ostrava



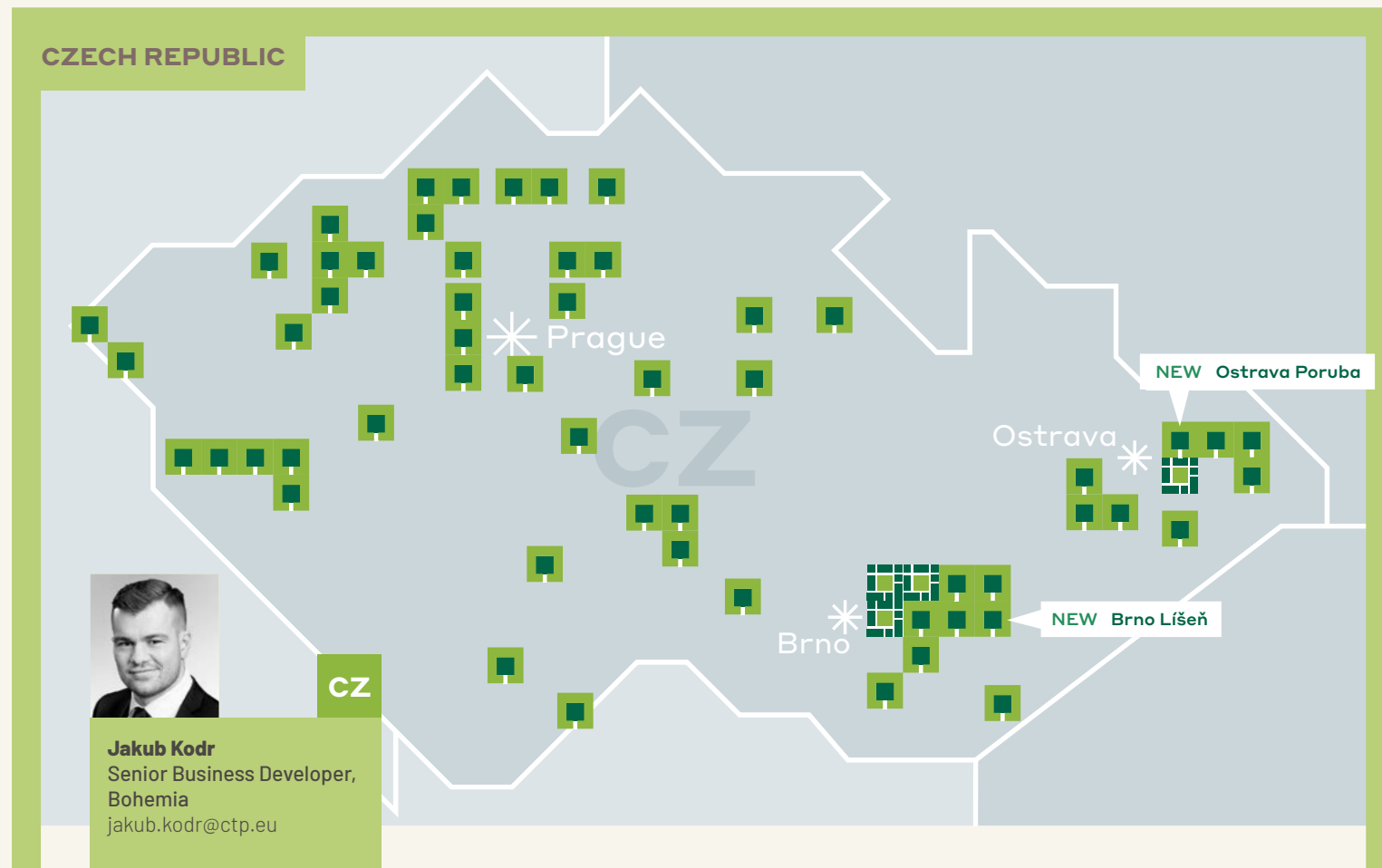
Bert Hesselink
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INT

NATIONAL PARKS & NATURE RESERVES

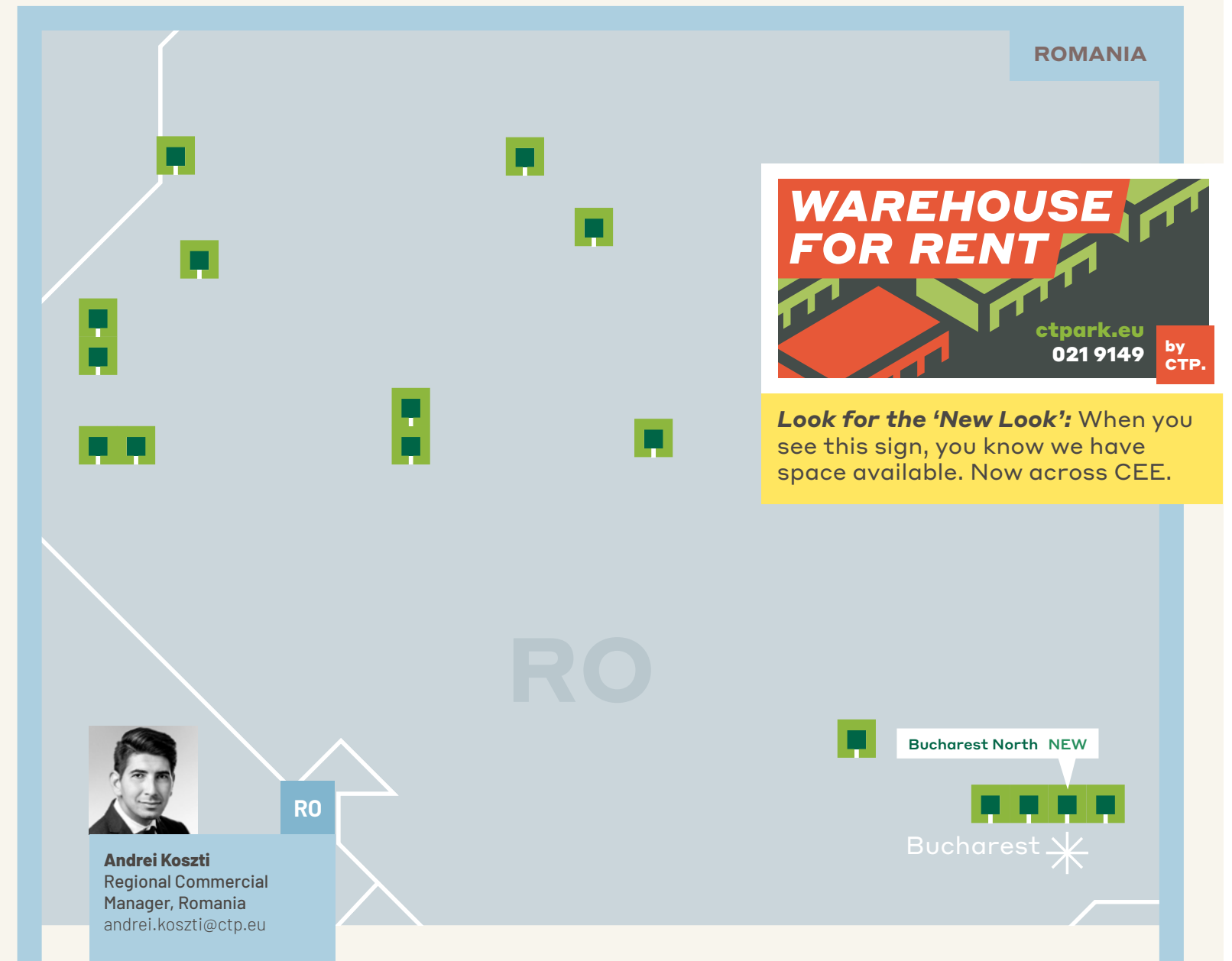
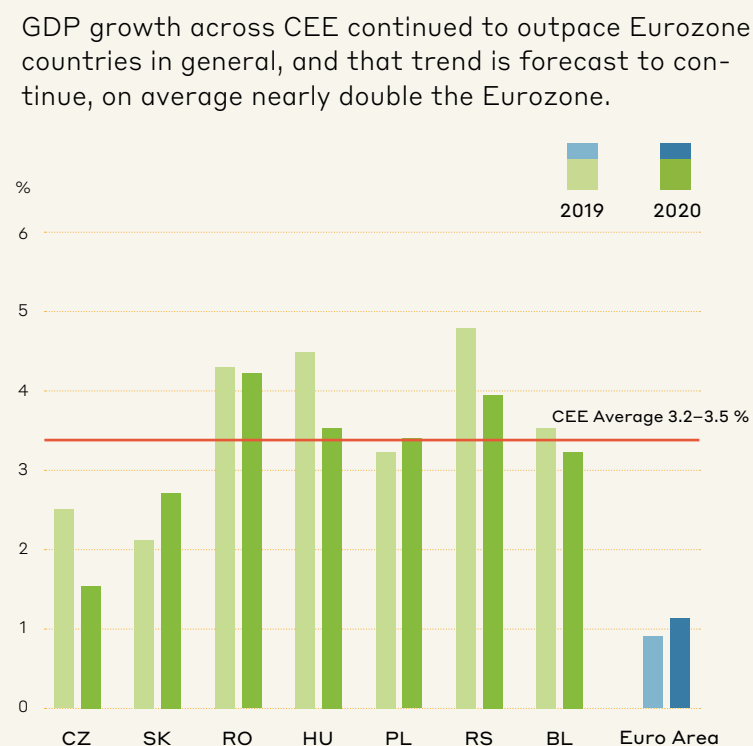
	Total Area	Nature Reserves (km ²)	Nature Reserves (#)	Protected Landscape/parks (km ²)	Protected Landscape/parks (#)
PL	312,696 km ²	16,446 km ²	23	26,100 km ²	121
	14%				
CZ	78,866 m ²	1,195 km ²	4	10,761 km ²	26
	15%				
SK	49,035 m ²	3,179 km ²	9	12,200 km ²	14
	31%				
HU	93,030 m ²	4,806 km ²	10	3,480 km ²	35
	9%				
RS	88,361 m ²	6,502 km ²	5	3,160 km ²	45
	11%				
RO	238,397 m ²	3,223 km ²	14	5,492 km ²	17
	4%				
TOTAL	35,351 m ²	35,351 km ²	65	61,193 km ²	258
	14%				
Average					

Regional Round-Up



GDP Growth 2019-2020

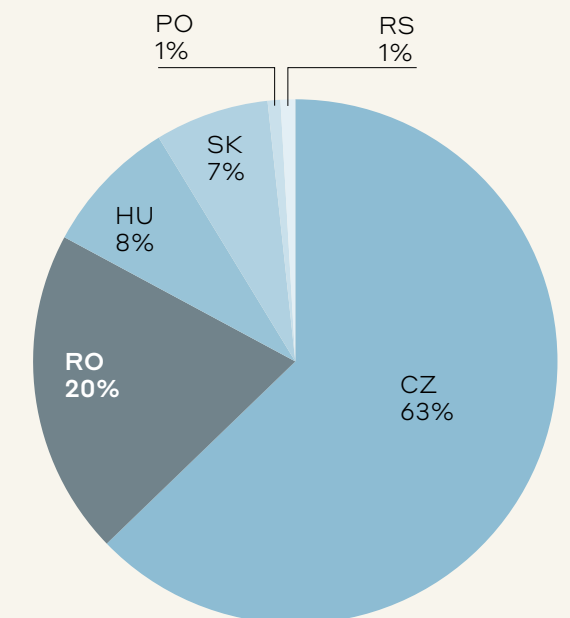
- Launched 2 new parks: CTPark Ostrava Poruba, CTPark Brno Lišeň.
- CTPark Mladá Boleslav became fully leased.
- Over 70,000 m² space leased in Q4 2019, with 190,000 m² under construction.
- Western Bohemia is still a hotbed of activity and we plan to hand over nearly 50,000 m² to Primark and LSG Sky Chefs at CTPark Bor. We will start land works at CTPark Aš and finalise 33,000 m² at CTPark Stříbro. We welcomed new clients at both CTPark Kadaň and CTPark Most.
- In the Prague market we are constructing at all three major parks comprising 50,000 m² of new space.



Look for the 'New Look': When you see this sign, you know we have space available. Now across CEE.

- In 2019, CTP leased approximately 250,000 m² across the market and grew to 1.1 million m².
- Between November and February, CTP agreed new leases with two clients covering 142,000 m² at CTPark Bucharest West.
- CTP introduced a new unit on the Bucharest market aimed at smaller businesses, the Premium Business Unit concept, with sizes ranging from 1,000-3,000 m².
- CTP had over 160,000 m² under construction at the beginning of the year.
- According to research by JLL, by the end of 2020 the country is expected to be the second-largest economy in CEE.

Portfolio by Country



SLOVAKIA

SK

Košice NEW

Bratislava

Ivan Pastier
Senior Business Developer,
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- CTP became the largest developer in SK with the acquisition of CTPark Košice, near the city's airport
- At the beginning of the year CTP had a strong pipeline with 50,000 m² under construction. The 2021 target is to achieve a portfolio of over 500,000 m²
- CTP has invested in land in Prešov, and has opportunities in all strategic locations throughout the country.
- 7,000 m² leased to Hydratech at CTPark Žatec and 8,300 m² signed with NVH at CTPark Česká Lípa.

HUNGARY

HU

Budapest

Istvan Pozderka
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- Hungary remains our 3rd largest market and finished the year with a portfolio of over 450,000 m².
- 2020 plans in Hungary are to grow nearly 50%. Currently there are over 160,000 m² under construction.
- In early February, building BIA2 at CTPark Budapest West became the first industrial property rated BREEAM In-Use Excellent in the country.
- CTP Hungary will host the second ArtWall competition in Q2 2020, with the wall being painted by a winning local artist before the end of the year.
- Around the Budapest market, where vacancy is a meagre 1.85%, CTP is poised to absorb demand with 60% of all projects under construction.

SERBIA

- At end 2019, CTP Serbia welcomed Yanfeng Automotive Industries to CT Park Kragujevac and has additional land available for our client's expansion.
- At the beginning of the year, the Serbian portfolio stood already at 49,000 m², with 100% occupancy, and we plan to develop to over 20,000 m² during 2020.
- In Q1 2020, CTP began works at its first development at CTPark Novi Sad where the first phase is planned a 24,300 m² to be handed over in Q2 2020.
- CTP purchased 15.3 ha of land in 2019 with the aim to further develop one of the largest logistic – distribution center will comprise of three separate buildings, totaling over 70.000 m² at CTPark Belgrade North.

RS

Belgrade

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POLAND

- In Poland, we have big plans for 2020 and expect to grow our portfolio in the country to nearly 70,000 m² in the coming year.
- During 2019 and early 2020 we made key hires in Project Management and Business Development to ramp up on our now three projects in Łódź, Opole and Zabrze where we have over 210,000 m² build opportunity.

PL

Warsaw

Zabrze NEW

Katowice

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Sustainability 13

Sustainability

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the Need to green

A year of unprecedented heat waves, droughts, floods, hurricanes, earthquakes and wildfires: this became nature's new normal in 2019. While natural disasters have always been a part of the history of our planet, their scale, force and frequency have entered uncharted territory. The cost of these increasingly destructive natural calamities are enormous: tragic loss and suffering for communities around the globe, the destruction of priceless ecosystems, and billions of dollars in damage to property and infrastructure each year. In 2019, the phrase 'climate emergency' became a common term.

The science on this is rock-solid: the Earth's climate is warming because of the enormous volumes of greenhouse gases released into the atmosphere—much of it man-made. Experts warn that the natural disasters we are experiencing now are harbingers of what the future world will be like—if humanity doesn't take action now.

It is not alarmist but pragmatic to see the writing on the wall: 2019 was Europe's warmest year on record, ending the warmest decade ever recorded. Globally, the last five years have been the hottest five years that humanity has ever experienced. Following the trend of the last decades, the amount of carbon dioxide and other greenhouse gases in the atmosphere continued to rise in 2019 and are at their highest levels in at least three million years.

The broad-based consensus is that, in order to avoid the worst impacts of manmade climate change, we have until the end of this decade to drastically decrease carbon emissions and to radically ramp up efforts to sequester CO₂ from the atmosphere.

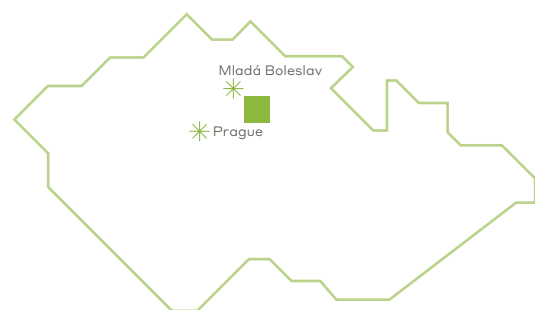
At CTP, we are doing our part to make 2020 the year in which all of society's stakeholders, including business, start to take a collective stand to mitigate the



worst effects of climate change and build a prosperous and sustainable future.

This is why we are taking steps to make our company carbon neutral by 2023. This includes making changes to our building processes to ensure the use of low-carbon materials, increasing the use of solar power and having our entire portfolio of industrial buildings certified under the BREEAM standard to ensure the long-term sustainability of our properties.

Going green also means doing our part to preserve the natural world. That's why in 2019 we purchased 100 hectares of forest land in the Czech Republic, the first step in our ambitious plan to acquire forest land to match the size of our industrial portfolio, which currently totals 580 hectares. One of the best ways to reduce carbon emissions and other greenhouse gases is to preserve natural ecosystems. Mother Nature remains the best technology we have to halt the destructive potential of the climate crisis. There's no more time for talk: it's time to take action. And at CTP, taking action is what we do best.











1,000,000 m²

"... in 2019 we purchased 100 hectares of forest land in the Czech Republic: the first step in our ambitious plan to acquire forest land to match the size of our industrial portfolio."

ctForest: tree planting plan 2020



	Linden	5,000		Common Fir	1,000
	Common Oak	50,000		Caucasian Fir	1,000
	Beech	20,000		Nordmann Fir	1,000
	Sycamore Maple	5,000		Norway Maple	5,000

A few words with our gardener

GRID met with CTP Gardener Jakub Teplý to learn more about CTP's plans for its Czech forest.

What is the overall plan? In your words what will we be doing specifically at the forest near Mladá Boleslav ?

We will plant new small indigenous trees in line with the Natura 2000 European habitat document. Planting native forests allows diverse plant-life to take root, which is the best way to keep water in the soil and to support the largest possible biodiversity in the forest.

Many forests in the Czech Republic are planted as if they were cornfields: one large monoculture of a single species, in particular *Picea abies* (spruce) forests, which do not support much plant or animal diversity.

We will also restore a small pond and create several new ponds to help boost biodiversity. Overall we plan to invest nearly EUR 250,000 this year in forest preservation.

How do you 'preserve' a forest?

The forest has to be an independent community able to defend itself. Biodiversity is the best weapon against an unstable climate. Long dry periods with thunderstorms bring lots of water in a short period, which is not ideal. The problem is water. We need to keep water in the ground. This is why we are diversifying the types of trees in our forest, to strengthen the forest's overall resilience.

What is the origin of the beetle problem? Why does it affect the Czech Republic so badly?

The dead spruce forests in the Czech Republic are a catastrophe. For the past three years there has been a lack of water in the soil, which is the start of the problem. Spruce trees do not root deeply but rather just below the surface. Without water the trees do not have the ability to resist beetle infestation. In a normal situation the tree repairs any insect damage with resin and the tree is protected. But today the situation is not normal. The longer, hotter summers also give the beetles time to reproduce more frequently in one season. Therefore, in a situation where trees do not have enough water and the beetle population is growing, the trees start dying quickly, and so do whole forests.

Do you expect good results even if surrounding forests are not maintained in a similar way?

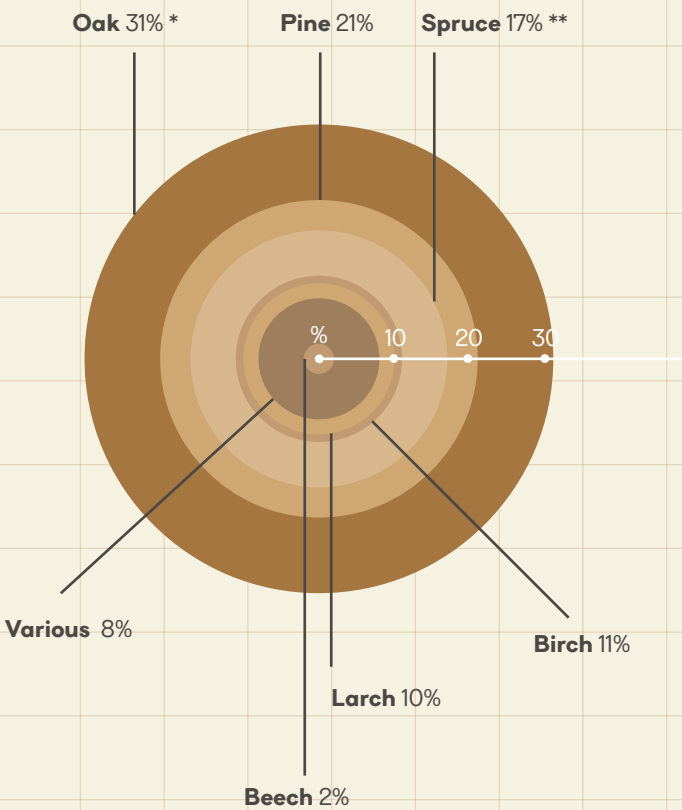
I believe that soon all forests will be planted in a similar way. We can see this for example in state-sponsored projects. In any event, if forest owners continue to plant spruce forests they will face the same problems as today. We will be fine with our concept.



Jakub Teplý
CTP Gardener



CTP forest facts at your fingertips
Tree types by species and percentage at end 2019



* native part of the forest, ecologically valuable

** to be replanted with native trees

40
mature forests are
better at sequestering carbon
than forests exploited for
commercial purposes

See the Forest and the Trees

It is hard not to love a forest. The majestic crowns of trees towering above, the special silence that forests contain, broken only by birdsong, the sound of wind through the trees, or an unseen animal calling out in the distance. This is nature's call. Europe before industrialisation was covered with old-growth forests—the stuff of fairy tales and legends. Today the reality is less lyrical: only four per cent of all forests in the European Union are in a wild, natural state. The situation is the same across most of the world. Globally, according to a 2015 study by the Intergovernmental Panel on Climate Change (IPCC), only around 9% of the Earth's ice-free surface is covered by primary or intact forests with no or minimal human usage. Around 22% of the earth's ice-free terrain is covered by managed and/or commercially exploited forests. Although Europe's old-growth forests have been diminished, European woodlands (including commercially managed forests and orchards) have increased moderately in recent years and currently cover around 43% of the European land-mass, which translates to around 182 million hectares of trees. (Woodlands account for slightly more of Europe's ground cover than agriculture, which makes up around 41% of European land use.) However, not all forests are equal. The centuries-long tradition in many parts of Europe of planting monoculture forests for timber and fuel have left many of Europe's woodlands vulnerable to drought, disease and infestation. This is particularly true in the Czech Republic and others parts of the CEE region. While science has shown that young trees absorb more carbon in their early years as they are growing than more mature trees, overall, mature forests are a whopping 40 times better at sequestering carbon than forests exploited for commercial purposes. This is because mature forests are complex ecosystems where carbon is captured and stored not just in tree trunks and roots but in the vast array of ground vegetation, fungi and microorganisms that make up the forest environment. Why do these forest facts matter? Because forests are the most effective technology we have to sequester carbon dioxide from the atmosphere.



only about
9%
of the earth's ice-free
surface is covered by primary
or intact forests with no
or minimal human usage



Reforestation to the rescue

According to the International Union for Conservation of Nature, the world's forests capture around 2.6 billion tonnes of carbon dioxide each year through photosynthesis, or around one-third of annual manmade emissions. The world's oceans are currently absorbing around 40% of manmade CO₂ emissions, which is contributing to the acidification of the seas and the loss of marine life, and which still leaves a net increase in atmospheric greenhouse gas emissions caused by human activity.

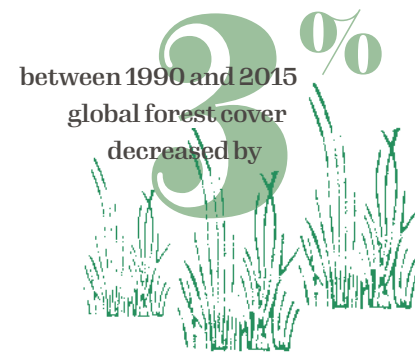
The verdict of the experts is clear: it is crucial to halt and reverse deforestation to keep global temperatures from rising above 1.5 degrees Celsius—the internationally agreed target seen as necessary to mitigate the worst effects of a warming world. Both the IPCC and European Commission are calling for major efforts to ramp up both reforestation (revitalising forests where they have traditionally been) and afforestation (planting new trees and woodlands where they were not previously).

There are encouraging signs that reforestation and preservation are taking root in many parts of the world. According to in-depth research published in the international journal Nature in 2018, global tree cover increased by about 7% between 1982 and 2016.

While at first glance that seems like good news, the true picture is more complicated. According to the above-mentioned report, between 1990 and 2015 global forest cover decreased by 3%, i.e., the pace of deforestation, particularly in vital tropical rainforests, is on the rise.

Deforestation has numerous negative impacts, both for the local communities where it occurs and for the world as a whole. According to the UK-based non-profit Carbon Disclosure Project (CDP), deforestation and forest degradation currently account for up to 15% of the world's greenhouse gas emissions.

Halting and reversing deforestation is an essential part of the comprehensive action needed to prevent the worst impacts of the changing climate. To put it simply: We need the trees.





estimated value of damage
caused by bark beetles in 2019
in the Czech Republic
1.7
billion

amount of spruce timber
affected last year
30 m³
million



Barking up the wrong tree: Czech forests are under threat

Chances are that the “pristine” forest that you see driving through the Czech Republic—or perhaps where you go for a hike or where you hunt for mushrooms—is in fact a monoculture tract of European spruce trees. Over half of Czech forests are made up of this species of spruce, which is a staple of the European timber industry.

However, in the last few years Czech forests, together with large swathes of woodlands across Central Europe, have fallen victim to an infestation of the European spruce bark beetle. Normally a natural part of the lifecycle of conifer forests, the longer, hotter and drier summers have led to a population explosion of the insect, which are now able to produce three generations in one season. The result is a natural process of deforestation driven by climate change.

The Czech Ministry of Environment cautions that half of the country’s spruce trees, around 500,000 hectares, are under threat and could be lost to the infestation. Environmental groups warn that up to 80% of low- and mid-lying spruce forests in the Czech Republic could disappear. Last year in the Czech Republic, the spruce bark beetles are estimated to have caused over USD 1.7 billion dollars in damage, and 2020 is pre-

dicted to be as bad or worse. Some 30 million cubic metres of spruce timber were affected last year, nearly double the amount in 2018, out of a total of around 480 million cubic metres of spruce timber, with over 66,000 hectares affected.

Deforestation in the Czech Republic brings a cascade of negative impacts including loss of carbon sequestering, loss of biodiversity, soil erosion and loss of ground water retention. The increased cutting of trees in recent years (before trees succumb to infestation) has had the effect of driving down the price of timber, making it financially harder for landowners to reforest affected areas. Clearcutting could also be having the unintended consequence of worsening the situation by further weakening the forests’ natural ability to resist infestation and by further damaging ground-water retention.

The situation is drastic and calls for increased efforts to halt deforestation by planting new, diverse species of broad-leafed trees and to plant them in stages to allow new, natural forests to take root. Not only will this help the Czech Republic ensure that it meets its climate targets, it will help preserve the forest life that it is so integral to Czech culture, history and identity.

Europe is going Green. Are you?

The challenges for businesses in Europe today are greater than they have ever been. In December 2019 the European Commission announced the European Green Deal, which calls for a total transformation of Europe's economy over the coming decades and a net-zero carbon economy by 2050. At CTP we believe that it is better to lead than to follow. That's why with the start of this new decade we are ramping up our long-standing efforts to build our business sustainably. We've set 2023 as our target to achieve operational net carbon neutrality. We think that it's not only good for Europe and the world, but that it's also good for business.

Europe needs to do more before it's too late

In December last year, the European Environment Agency (EEA) issued its "State of the Environment" report (SOER 2020) with a sobering message: Europe will not achieve its 2030 climate goals without unprecedented and urgent action to address the alarming rate of biodiversity loss, the increasing impacts of climate change, and the overconsumption of natural resources.

SOER 2020 is the most in-depth environmental assessment of Europe to date. While the report notes that progress has been made over the last two decades in areas such as reducing greenhouse gas emissions, reducing air and water pollution, and steps toward promoting a circular economy,

the bottom line is that changes have thus far been incremental and are not going far enough or fast enough to meet the EU's own targets for 2020, 2030 and beyond.

In particular, the report finds that Europe's efforts to protect and conserve European biodiversity and nature are falling short, resulting in a further deterioration of the biosphere and increasing levels of air, water and soil pollution.

The EEA has also warned that although European greenhouse gas emissions decreased slightly in 2019 compared to 2018, not enough is being done and at the current trajectory the EU will fall significantly short of its 2030 goal to reduce greenhouse gases by 40% compared to 1990 levels. Meanwhile there is a growing call within the EU to raise this target to 55%—so clearly much work needs to be done.

The good news is that the report highlights increasing public awareness of climate issues and the need to take strong action to shift the European economy toward a sustainable future.

...where economic growth is decoupled from resource use.

The European Green Deal: the idea whose time is now

The need to accelerate efforts to combat the climate crisis and halt environmental degradation outlined by the EEA have been enshrined in the European Green Deal announced in December 2019 by the newly elected European Commission, led by President Ursula van der Leyen.

The European Green Deal is intended to meet the challenges of the climate crisis head-on and has committed the EU to reach net carbon neutrality by 2050. It's worth taking a moment to read the motivation behind the Green New Deal in the Commission's own words:

"The atmosphere is warming and the climate is changing with each passing year. One million of the eight million species on the planet are at risk of being lost. Forests and oceans are being polluted and destroyed. The European Green Deal is a response to these challenges. It is a new growth strategy that aims to transform the EU into a fair and prosperous society, with a modern, resource-efficient and competitive economy where there are no net emissions of greenhouse gases in 2050 and where economic growth is decoupled from resource use."

These are not just noble sentiments or political hot air. Legislation is on the way to enshrine these targets, and companies that don't lead the way are going to get left behind. The Commission's report continues: "To set out clearly the conditions for an effective and fair transition, to provide predictability for investors, and to ensure that the transition is irreversible, the Commission will propose the first European 'Climate Law' by March 2020. This will enshrine the 2050 climate neutrality objective in legislation. The Climate Law will also ensure that all EU policies contribute to the climate neutrality objective and that all sectors play their part."

The launch of the European Green Deal is nothing short of a call to radically transform the nature of the European economy. If it succeeds—and it must—it will be only by all of us working together with the common goal of a sustainable, prosperous and peaceful future.

How to achieve carbon neutrality

CTP has always been committed to sustainability —it's part of our DNA. We built the first BREEAM Outstanding building outside the UK in 2013 and since then have continued to certify not only our office buildings according to BREEAM standards, but also our industrial properties. Last year, CTP was the leader in the Czech Republic, having certified over 20% of all buildings certified in the country.

As our company has grown, so has our impact on the environment. Worldwide, the effects of climate change are becoming more and more apparent. In December 2019, the European Commission announced the European Green Deal, outlining guidelines to achieve net carbon neutrality.

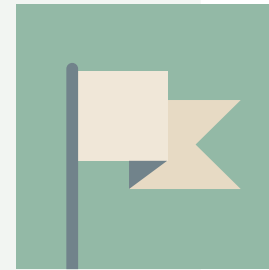
During 2019, CTP redoubled its efforts on sustainability, introducing a number of initiatives that will affect our entire company. The aim is not only net carbon neutrality but to positively affect the communities where we operate.

To demonstrate our commitment, we created a new position, Group Sustainability Officer, and appointed Stefan de Goeij to the new job. Having strong leadership in this position underscores our focus on sustainability.



Stefan de Goeij
Group
Sustainability
Officer

Ambition



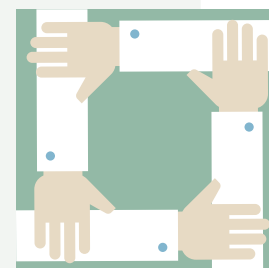
Transparency



Integrity



Solidarity



Sustainable CTP



Initiatives

Get to Carbon Neutral

The overarching goal of all CTP’s sustainability efforts is to get the company to net carbon neutrality. To do this we are taking a two-step approach. As it is imperative to understand what the current carbon footprint is, the first step in the process is to measure the company’s carbon output. CTP has outsourced this task to Arcadis in order to provide a baseline on what actions the company will need to take. We are looking at both our operations—what we do in the running of our business—as well as the construction process. Understanding that the construction process is much more difficult to both measure and affect due to the need to create new supply chains and source new materials and suppliers, we have set our first goal of getting our operations to net carbon neutral by 2023.

We are taking steps within all areas of the company and innovating new ways to achieve it. What follows are the steps we are currently taking to reduce our overall carbon footprint.

Portfolio Certification:

In September 2019, we approached BRE, the organisation responsible for overseeing and setting BREEAM standards, to find a way to certify our entire built portfolio. A first for any European developer, the plan will be the largest certification process ever undertaken—certifying nearly 300 buildings across six countries by June 2020. This requires the coordination of three agencies to assess and certify the entire portfolio according to BREEAM In-Use. Additionally, CTP has committed to certifying all new buildings according to BREEAM New Construction going forward.

Because BREEAM certification of buildings already in use requires CTP to assess a building’s energy use over time, CTP will have to continually invest in new technologies to ensure low operational costs and lower energy use and waste as the building ages. Constructing new buildings to the BREEAM New Construction standard requires more investment up front to achieve high ratings, including into technology for water reclamation and reuse, low-carbon materials and green, people-friendly and eco-friendly parks. All of this will help to lower our company’s overall carbon footprint.

Circular Economy

As a pilot project, CTP began in August 2019 to assess the daily operations of our Spielberk Office Centre to discover what we could do to get to zero waste. By January the results of the assessment provided clear options on what we can do to make Spielberk zero waste by incorporating circular economy principles. We discovered that simply putting air dryers in all bathrooms would prevent nearly 90 tonnes of paper waste being dumped into landfills, not to mention reducing the annual CZK 500,000 expenditure on paper towels. Other initiatives include investing in better recycling containers and creating systems to enable our clients to easily recycle their office waste, including paper, printer toner, and bio waste. In spring 2020, CTP plans to invest in these new systems to achieve zero waste at Spielberk. Best practices from the pilot project will be transferred to our other office projects in Brno and Ostrava in addition to our industrial portfolio wherever possible.

Investing in Forests

One of the strategies outlined in the European Union’s Green Deal for companies to reduce their carbon footprint is to create carbon sinks. The most effective carbon sinks are unspoiled forests, wetlands and grasslands. To this end, CTP has committed to investing in forest preserves across CEE on a 1:1 ratio to our built portfolio. In October 2019, CTP purchased our first forest preserve outside Mladá Boleslav in the Czech Republic. The entire 100-hectare forest will be preserved in its natural state and will be managed by expert staff to encourage biodiversity, which will also protect against the bark beetle infestation that is ravaging the country’s coniferous forests. CTP will plant a variety of trees to both offset our carbon footprint, but also to provide genetic diversity to help battle the bark beetle. The bark beetle infestation, is a direct result of low biodiversity, resulting from mono-culture planting and overforestation.

CTP continues to seek other, old-growth forests to preserve as they are the best type of carbon sink: wild, biodiverse, mature forests are up to 40 times more effective at capturing carbon than any new-growth, managed tree farm.

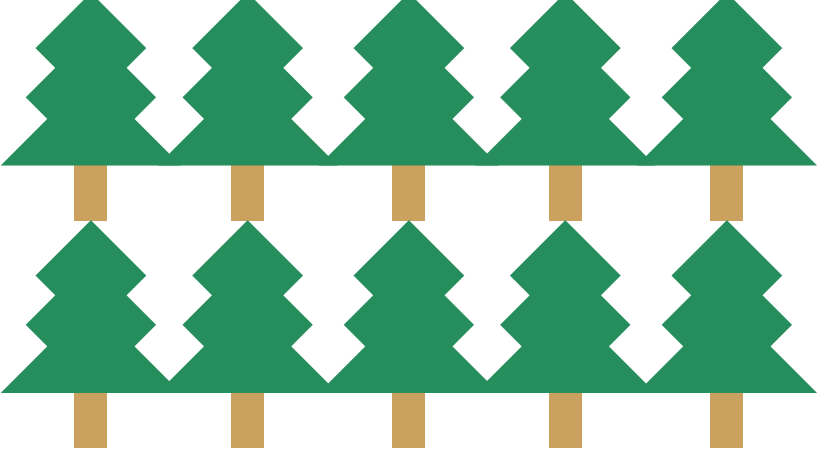
Solar and Sustainable Energy

Over the years, CTP has installed many solar plants on the rooftops of our buildings where and when we could. Currently, CTP has eight functioning solar farms in the Czech Republic, which even now—many years after installation—are generating 116% of originally planned energy output.

Starting in 2020, all of CTP’s new buildings will be constructed ‘solar ready’, meaning either that the roofs will be built to allow the creation of a solar farm on each building by incorporating the necessary hookup technology, or they will be built with solar panels already installed.

Currently our target is to develop 20MW of electricity capacity in the Czech Republic during 2020 alone. This will allow CTP to offer renewable energy to our clients in those parks that have it, lowering their operational costs while at the same time, providing them with viable renewable energy for their own sustainability goals.

In January 2020, CTP began a partnership with Nano Energies—a company that sources and resells 100% renewable energy—which will allow our clients to be able to purchase 100% renewable always-on energy, at costs rivalling or below standard utility charges. This will be a boon for our clients and is only possible due to the scale and scope of the CTPark Network



Solar plants



16%

more energy produced than planned

Total Output

5.8

million kWh



Spielberk

In August, CTP launched a study to assess how we can transform Spielberk into a modern circular economy. The assessment took place through November and recommendations for action were released in January. Top priority was given to reducing the amount of paper towels used in the community as well as a new system for collecting recyclable waste, such as office trash and biomass recycling from our on-site restaurants. CTP will be implementing a host of measures through the year. Watch this space!



Spielberk - Halloween

At the end of October we made our work day more pleasant for our clients in the form of a small food festival. Invited foodtrucks prepared a Halloween-style menu and gave out free pumpkin cappuccino. In the afternoon we continued with a workshop for parents and children, where we carved pumpkins together and decorated gingerbread.

ABSL Conference 2019

In November 2019 we became a partner of the Annual ABSL Conference, which was held at Spielberk at the Marriot Hotel. The conference provided an opportunity for experts and other stakeholders in the business services sector to meet, exchange knowledge and build partnerships. We had a chill-out corner at the Marriott hotel for the conference participants and we guided them through Vlněna and the Bochner Palace.

Zero Waste Project

Following the pilot project Circular Office from the Institute of Circular Economics (INCIEN), in which we are trying to transform our offices into circular economies, we decided to organise a zero waste event for our clients. The aim of the event is to educate clients and their employees about the principles of zero waste, recycling, and the reduction of water or energy consumption through workshops and lectures.

In February 2020 we are planning to launch ENMON – a system that handles complex energy management. This software will allow clients to get an overview and all the information and insight into current energy consumption in their offices.

What's all the hubbub in the Urban Hubs



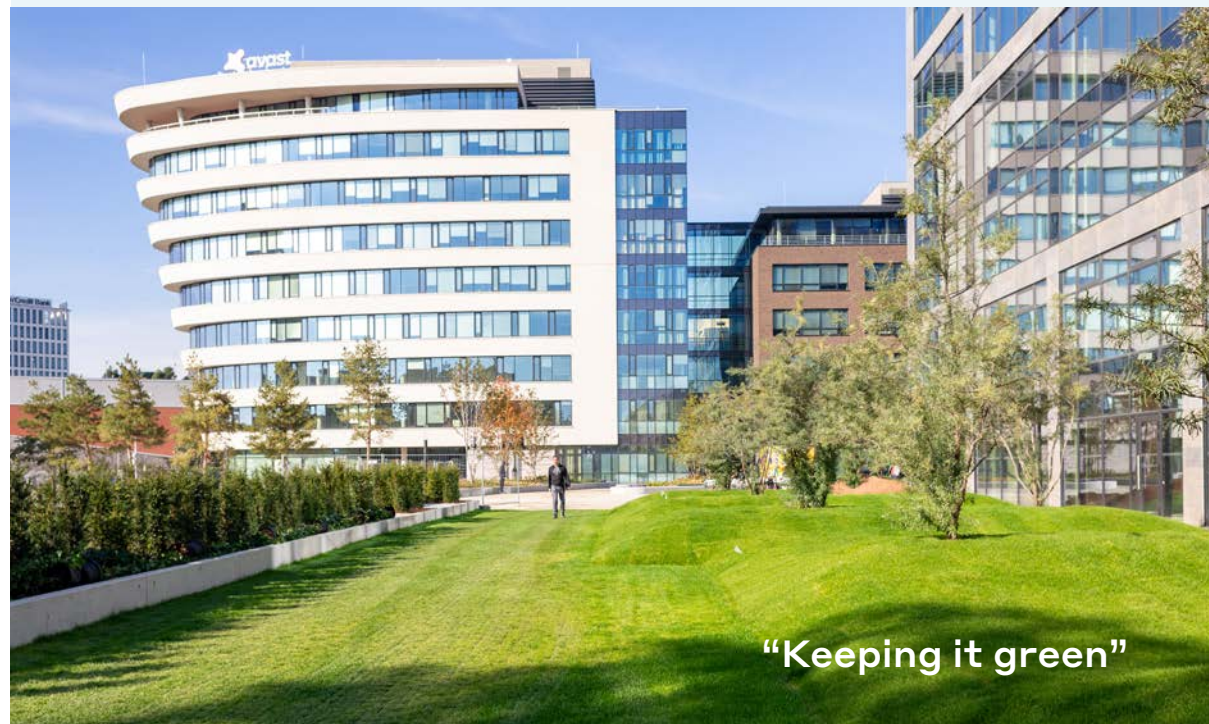
The Hubsters Dream Team:
Barbora,
Jakub, Eliška



Brno remains a hot spot for technology companies and is known as an incredibly innovative city. Our inner-city Urban Hubs were designed to appeal to this exact clientele, and we continue to innovate to keep pace with market demands. We've rolled out a number of new initiatives since August 2019 at all of our Brno Urban Hubs and will continue to offer new products and services at each of these unique parks.

Progress at Vlněna is in full swing, with the first phase of the park fully occupied. Buildings C, D and the 'chimney' house are well underway with completion planned in Q2-3 2019. New plans for connecting the Vlněna and Ponávka developments with a completely new bike path on the embankment of the Ponávka Stream are in full swing, and with our new bike-sharing agreements with Rekola, anyone who parks a bike at any of our parks gets a free ride.

In August we launched a new range of services by creating a whole new Community Manager team to organise activities, on-site events and bring new energy to all our parks. The 'Hubsters' have been active developing programs, getting better food options and keeping our clients happy and active.



"Keeping it green"



The Market

The Hubster team brought a number of improvements to Vlněna including food trucks, which supplement the on-site cafes and restaurants and create a lively outdoor dining experience in good weather.

Bochner Palace



In 2019 we became a partner of the Brno Design Days cultural event, which we hosted in the Bochner Palace at Vlněna. Over 500 people, including designers from all over the Czech Republic and abroad, met at the event to share their ideas and know-how. Activities included practical workshops, lectures focusing on various areas of design and business, fashion shows and countless opportunities for networking and inspiration.

Chimney House



The famous 'chimney house' at Vlněna will be transformed into a thriving community centre and will feature art installations and paintings from one of the most significant artists from the Czech graffiti scene, Michal Škapa (aka TRON), see p. 36.





It's brown Brno no more, my friend

Previously an industrial 'dead zone', CTP's redevelopment of Vlněna—an old brownfield site—continues to transform this section of the city.

Plans are underway to connect Ponávka to Vlněna through the revitalisation of the Ponávka Stream, adding a bike and footpath.

We recently started ground works on DOMEQ II & III, which build on the successful DOMEQ model, but which will be more like apartments for young professionals for short- to medium-term living. We are currently looking into transforming some of the older buildings into spaces for night life, while adding additional LED lighting to the park to ensure the living community feels safe at all times. In September 2019, we added a much-requested outdoor sports/exercise park, where residents and locals alike can play football or enjoy an afternoon of exercise. CzechITas officially opened their new offices at Ponávka—CzechITas House—where they run an educational centre focusing on IT literacy for women and girls, but open to all.



CTP welcomes new clients to our Brno ctHub Parks

Infosys took almost 9,000 m² of space at Vlněna where they will provide consulting, technology, engineering and outsourcing services to more than 30 countries. Move-in is scheduled in Q1 2020.

ČPP (Česká podnikatelská pojišťovna) is the third-largest provider of car insurance on the Czech market and is active in life, accident, civil property, and business insurance. They occupy 828 m² at Vlněna starting from February 2020.



CarTec Olomouc, an authorised dealer of new and used BMW cars, provides warranty and post-warranty service from their nearly 1,500 m² premises at Ponávka from February 2020.

Trust Logistics is a Czech transportation company offering international truck transport services throughout the European Union that is not only reliable and safe, but also environmentally friendly. They moved into a small office at Spielberk in December 2019.



Children's Day at Ponávka

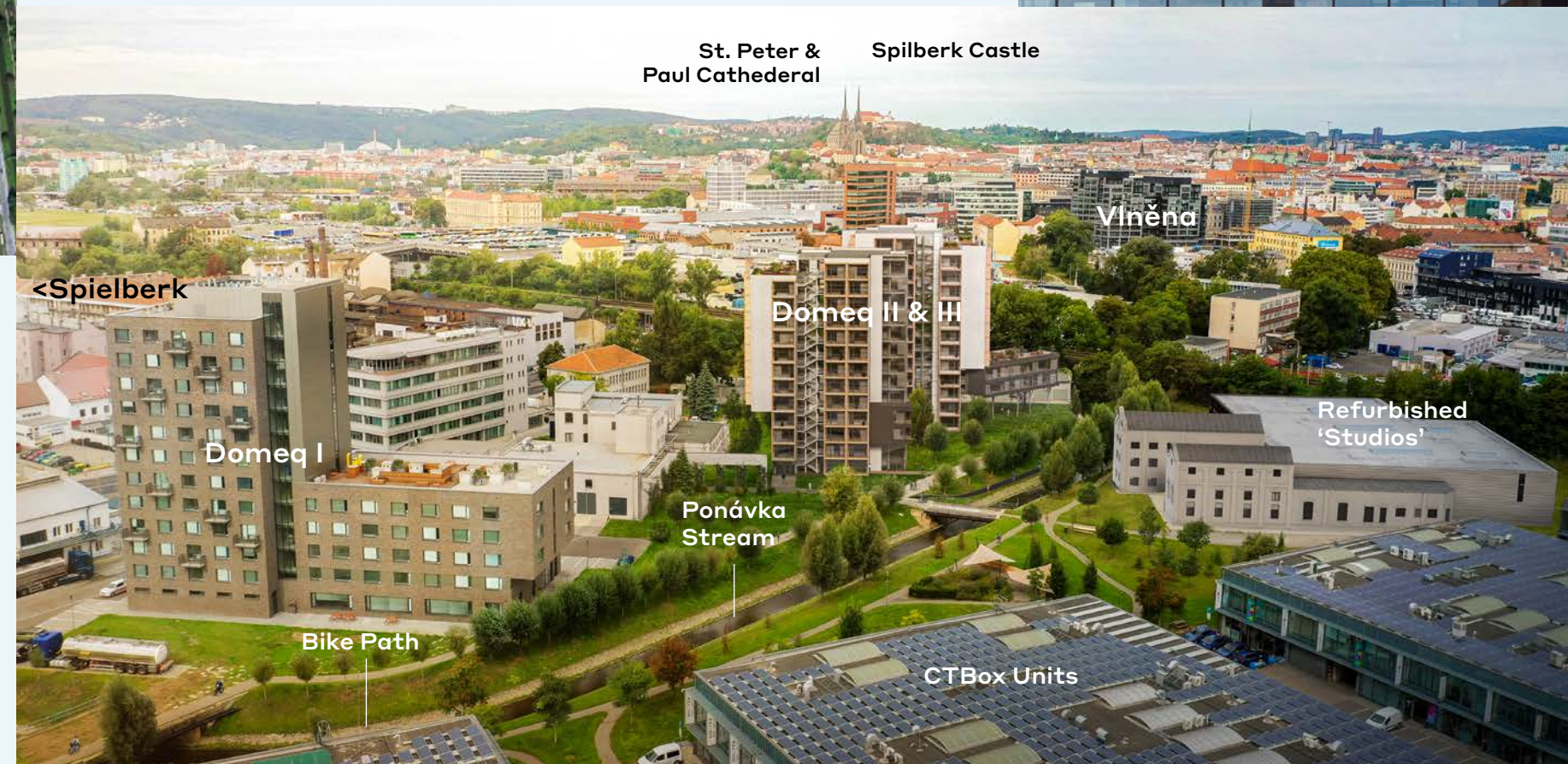
Together with the NGO CzechITas, we organised a children's day for clients and their kids at Ponávka. The event began with a program at the newly-opened CzechITas Community and Education Center, where children helped find the robot Robin, who was kidnapped by a bad bug. The event continued at our outdoor sports ground, where various activities were prepared for the children. The event ended by sitting by the fire, where we all roasted sausages together.



Bike Path

CTP began the Ponávka development—an old brownfield—in order to transform it into the modern eclectic park. CTP decided that rehabilitating the stream was key to success: it would provide a placid place, lined with trees and grass for people to enjoy. Now, CTP will connect Ponávka to Vlněna with a new foot&bike path along the shores of a revitalised Ponávka stream. Through this, CTP is restoring, modernising and returning to the people of Brno a part of the city's storied history.

The Domeq population is comprised of 150 people representing 41 different nationalities



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Michal Škapa is an up and coming Czech artist. GRID met Michal a few years ago when he won the first CTP ARTWALL competition with his entry for CTPark Prague Airport. We liked his work so much CTP’s CEO commissioned him to further develop installation and painting projects at Vlněna, as well as at a selection of our parks. Be on the lookout this spring as Michal brings his magic to these places. In December, we met him in his studio to talk about his work and his cooperation with CTP. :-)



In 2017 you won the CTP Art Wall competition with your Mandala designs at CTPark Prague Airport. Why did you choose the mandala designs for this location? Describe the mandalas, what they mean, why you use them so often in your various works.

Mandalas have been the subject of many of my works since 2013. In my work I also often deal with fonts, encryption and code. I created my own alphabet, which is based on our Latin alphabet and draws inspiration from runic script. I write the script into concentric circles—as an analogy to modern writing techniques, for example onto an LP, CD or an HD drive. The four “mandalas” that I originally designed for the CTP warehouse building were intended to function as abstract symbols, with their four-element colours, dynamics and hidden messages. The texts written inside circles were about traveling, getting to know new regions and places, about relationships, parting and return.

In 2019, you updated the design at CTPark Airport to something new. Describe the new design, what does it mean to you?

The concentric circles were difficult to realise and had to be abandoned due to technical reasons. As my work evolves, I am focusing on detailed examinations of various topics—at the moment these are urban landscapes. I found this descriptive style more suitable for the locality. Overall, the new proposal works with topics such as vision, ecology, nature and human reason, which is able to handle and work with the planet and its resources. We see here natural motifs, plants, trees, birds and other animals, falling water, the sun and moon. Occasionally a face flashes between them, the face of Mother Nature, Gaia. In the centre of the picture we can see a prominent eye with a fixed and exploring look. An eye in a circle, an elementary shape, which also emphasises dynamics and refers to the nearby airport. On the left side of the mural we see a human head, around which spread the rays of a kind of printed hyperlink. Thoughts meld into digital messages. This type of design also allows me to improvise and to paint the wall more intuitively.

How do you plan to 'paint' this on the actual facade? What are the production techniques you will use? How many people will be involved? How long will it take?

The facade is immense and it is definitely a big challenge. After the initial planning and measurement, I will sketch directly on the facade with one basic colour. Then we will start to paint each section. I suppose we will work in a group of about five people using at least two forklifts. In total it will take about a month, depending on the weather.

Have you ever painted a wall / facade this large before? What is the total area you expect to cover?

The total area of the facade is quite large. However, the height is standard, so it looks manageable. Another challenge will be the entrances for trucks that occupy a lot of space on the facade and complicate the surface, but we will deal with it. The total area is 5,250 m², and the expected painted area is 3,750 m², which represents about two-thirds of the total facade. We will intentionally leave some places empty to make the overall impression a little more airy.

You have agreed to do a number of other paintings and installations for CTP over the coming months. Can you describe these, their current phase, what we can expect to see when finished, and why you chose the particular painting / installation?

Not long ago I completed an entire sketch package for other projects as part of what CTP is preparing. I also designed a solution for the background of containers located near the D8 road and Úžice north of Prague. Here I worked with cut metal plates that would appear on different parts of the cladding. In the next phase of the design, I worked with spray paint directly on the building shell. I added a sketch of decorated self-adhesive foils that would stick to the windows of cells. I use motifs and fragments from my paintings and work here with transparencies so that you can still see out through the covered window and so that light can get in.

For Vlněna I made a whole range of proposals from which we will gradually choose. A container background is also planned. Here I designed the painting directly on the surface of the containers in combination with neon elements. Neon tubes are one of the materials I use a lot lately, either in combination with my canvases or alone to create neon signs and objects. When designing

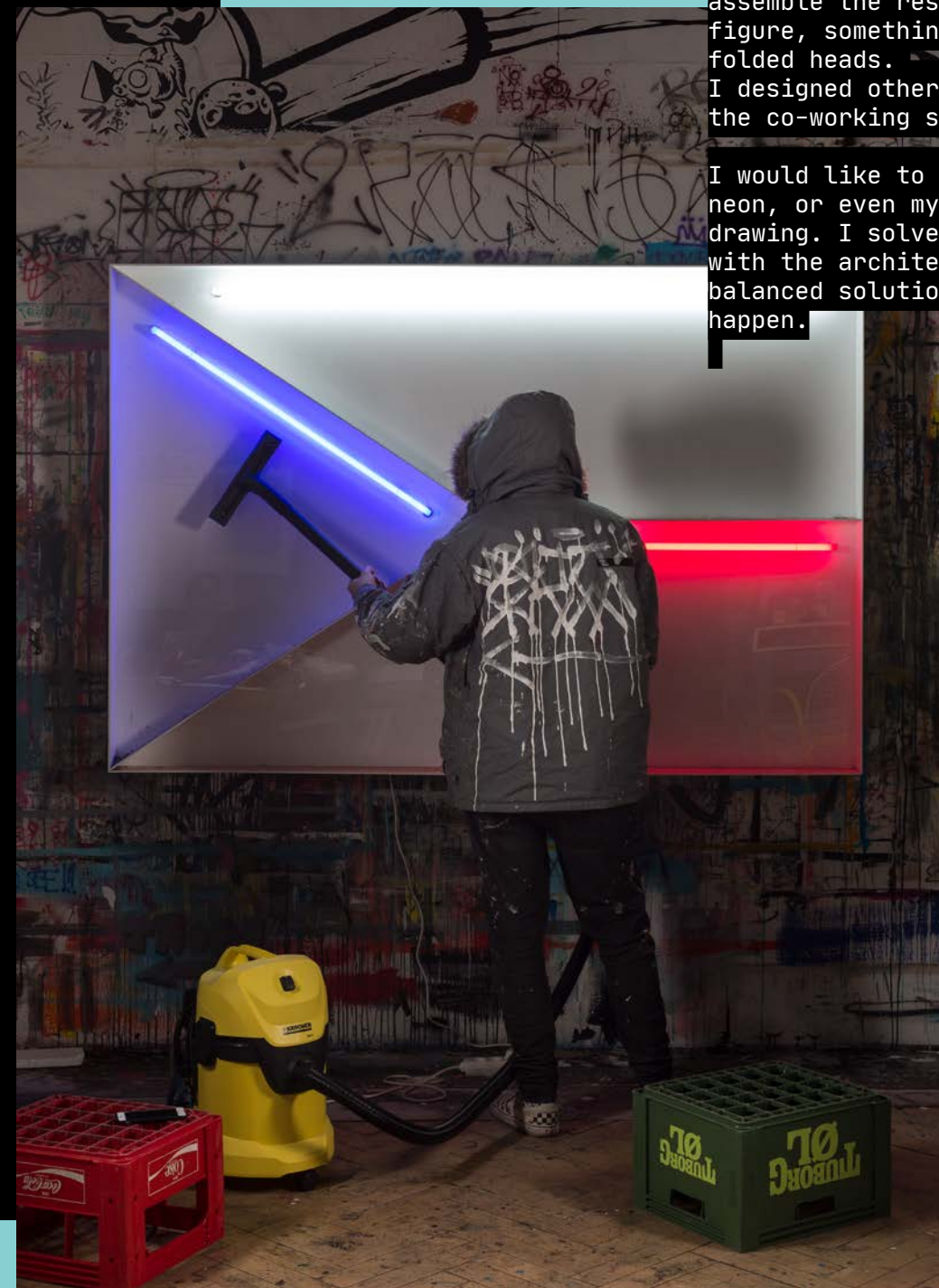


neon installations for Vlněna, I was inspired by the elements I discovered at the site, and the technique also refers to parts of the original Vlněna logo, which also features neon tube elements. A beautiful original sign exists onsite and will be used within the building.

We took another approach for the facade of the original "boiler room" at Vlněna. The facade, which faces the complex and is visible from many points, encourages large-format colour painting. The motif will consist of many smaller fragments that assemble the resulting image, face, or human figure, something in the style of Arcimboldo's folded heads.

I designed other installations and paintings for the co-working space and other places.

I would like to work here again with painting, neon, or even my own version of "scraped" drawing. I solve everything by mutual agreement with the architects, and we are looking for balanced solutions. I am curious to see what will happen.



What's brand got to do with it?

Branding is everywhere. It's long been an intrinsic part of how companies and brands communicate who they are to the world. While our modern understanding of branding and its impact began in the early 20th century, the practice of using brands or proto-brands goes back to the earliest days of mankind. Some argue that our cavemen ancestors were the first to use signs and symbols to signify identity, while others say that cowherds in Ancient Egypt were the first to use what we could call brands. No one really knows.



What we do know is that archaeology tells us that, depending on local circumstances, forms of branding or proto-branding emerged independently at different times in early human history throughout Africa, Asia, Europe and the Americas. Pottery and farm tools were among the first branded objects. The first urban societies in Mesopotamia and the Mediterranean region used different sizes and shapes of amphorae for different types of goods to signify their contents. Maker's marks were added to communicate the origin and quality of goods—a simpler but not much different system than we have today.

Another early example of “proto-branding” can be seen on medieval European heraldry, where families and clans would express their identity—what we today would call values—on their crests and shields. One could also argue that over time the world's religions have also contributed much to the power of brands, with their use of iconography and colour to communicate meaning and emotion. Branding, it turns out, is nothing new.

Over the centuries, the use of branding, and our understanding of it, evolved alongside developments in manufacturing, which accelerated during the Industrial Revolution. As manufacturing expanded, so too did branding's importance in

communicating to consumers. For example, certain names like Swarovski or Wedgewood signified the superior quality of the product. For the vast majority of people, goods were purchased based solely on need, and things like quality and durability were valued for their utilitarian advantages.

Fast-forward to the early 20th century for the birth of what we call modern branding. As manufactured goods began to standardise, it became more difficult for companies to distinguish themselves and their products from their competition. They needed something more to connect with consumers beyond identity. They needed to tell a story.

Let's get metaphysical

History is made at the intersection of big ideas and big forces in society. Just as manufacturers were realising the need to differentiate themselves from their competitors, breakthroughs in modern psychology and psychoanalysis—led by preeminent thinkers like Sigmund Freud and Carl Jung—were opening the door to whole new ways of understanding branding: its power, its roots, and the means for its expression.

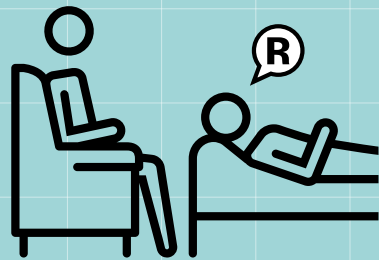
Freud laid the groundwork with his theory of the unconscious and dream analysis. With its insight into human emotion and behaviour, Freud's research would—largely through the efforts of his nephew Edward Bernays—form one of the pillars of modern advertising and public relations. Understanding how the agents of the human psyche defined by Freud—the id (instinctive, often irrational desire), the ego (rational, reality-based action) and the super-ego (introspection and moral reflection)—could be used to communicate to consumers transformed branding and advertising in radically new ways.

Another major pillar in the development of branding is Freud former's student Carl Jung. Jung's exploration into psychoanalysis led him to develop his theory of the collective unconscious and shared human archetypes, including personality archetypes, which he categorised as 12 mythic characters that reside within the human psyche. Jung's 12 archetypes would have a profound impact on the world of branding.

Some of the most successful earlier adapters of branding, such as Coca-Cola, Procter & Gamble, and Quaker Oats, had already tapped into the power of archetypal branding even before the Freud/Jung revolution in the first part of the 20th century. Armed with these new psychological insights, many more companies and advertisers began to pattern branding on Jung's 12 mythic archetypes to enhance the ability of their brands to speak to people on deeper levels.

All of this was aided, of course, by the rapid development of mass media and communications. For example, Procter & Gamble—an early forerunner in the power of branding—was among the first companies to underwrite daytime dramas for radio in the 1930s—creating the term “soap opera” and, in effect, drafting the blueprint for the format of much of the world's multimedia entertainment today.

It was during that post-war decade that major consumer packaging companies



like P&G, General Foods, and Unilever perfected the art of brand management. As consumer packaged goods began to be nearly equal in terms of quality and ingredients, the game-changer was the power of brand to win consumer trust and loyalty. Terms like “brand proposition” entered the lingo.

These companies were among the first to understand that to create a powerful brand requires understanding your target consumer by offering a product that provides not only functional but also emotional value over time. Understanding the archetypes of the human psyche to create brand identity empowered advertisers to speak to people on more visceral levels and to build relationships between brands and consumers based on trust, loyalty, identity and values.

Brand heroes

It's no mistake that most of the world's most familiar and successful brands are attached to the world's most financially successful companies. According to *Forbes* magazine, the world's top-50 most valuable brands are companies with some of the world's most iconic and familiar branding—names like Apple, Google, Microsoft, Amazon, Facebook, Coca-Cola, McDonalds, Intel, Nike, GE, IBM, Mercedes-Benz, BMW, Visa, Pepsi and Starbucks. All these diverse companies share one thing in common: they have all tapped deeply into the power of the brand.

The most successful companies, large or small, understand that brand is the story behind your product or service that makes people love what you do and what you offer. They understand that brand reflects ideas, values and lifestyle. As such, brands are not static: like the companies and products that they represent, brands grow and change over time.

Sooner or later, even the most iconic brands need a face-lift. McDonald's familiar “golden arches” are still the golden arches, but the logo design has changed quite significantly over the decades. The best brands know that branding has to keep pace not only with company growth but also with the growth and evolution of its customers and clients.



To rebrand or not to be?

Rebranding, even for iconic brands, becomes seen as necessary by many companies for many reasons. Some are seeking to reach out to new markets or consumers, while others are reflecting organisational or value-based changes. There are no strict rules guiding if and when a company should rebrand: in the end it is a business decision, and like any other business decision, it doesn't come without risk. There is a long history of companies whose rebranding missed the mark.

A good case study for successful brand evolution is Starbucks. The company launched in 1971 with one store in Seattle. Named after the first-mate in Herman Melville's novel *Moby Dick*, Starbucks was smart to have its logo reflect the maritime history of Seattle. The company's iconic two-tailed mythical siren, or mermaid, was originally taken from a 16th

century Norse woodcut. Brand colour was brown, presumably to suggest roasted coffee beans and the colour of old shipping crates and barrels. Often forgotten is the fact that Starbucks did not start out as a coffeehouse but as a place in Seattle to buy whole roasted coffee beans, tea and spices (which were part of the original logo tagline).

In 1987, following a change in ownership, the Starbucks that so many know and love was born with the launch of their coffeehouse concept. Also born was the company's new logo, which featured a similar but slightly more modest mermaid and introduced the now-globally recognised Starbucks green, which was meant to symbolise the new start and growth of the company. The words “Starbucks Coffee” now simplified the word-mark to reflect the company's new focus. In 1992 Starbucks became a publicly traded company, and the change was announced with a new, more corporate logo design, which modernised and simplified the now-iconic siren figure.

In 2011, Starbucks celebrated its 40th anniversary with the launch of new, somewhat radical departure from its previous logo, featuring an enlarged and streamlined siren as the only visual element, without the previous black background and word-marks. As is often with changes to something familiar, customer reaction at the time was mixed, but Starbucks stuck by its decision. The verdict? Since changing its logo in 2011, the company has more than doubled both its annual earnings and the number of its locations worldwide.

Rebrand rejects

Not all company rebrandings go well. What follows is just a short sampling of rebrand plans that went awry.

EY: In 2013, the iconic Ernst & Young name was shortened to its initials, EY. The company's logo was redesigned to reflect the change, retaining only the lightening bolt element from the previous logo. All was well, until someone realised that a very similar EY! logo already existed—for a gay soft-porn magazine in Mexico. Oops!

Cardiff City: The world of sport is far from immune to the subtle bonds of loyalty built by brand. One example is the Cardiff City Bluebirds. For years the team had a blue logo featuring a bluebird mascot, and their kit colour was, not surprisingly, blue. A new owner took over and decided that bluebirds weren't fearsome enough for the team's opponents.



His idea was to change the mascot for a dragon and the team's colour from blue to red. Despite all these changes, the team's name remained the Bluebirds. This led to much fan confusion and declining ticket sales—not to mention the immense cost, estimated at GBP 100 million, to undertake the rebranding that most fans never wanted. After three seasons wearing red, the team returned to its blue branding with prominent bluebird mascot in move widely seen as taken to unite its fans.

The Gap: During the Christmas shopping season of 2010, the American consumer retailer The Gap took a big risk by rolling out a new, and not very attractive logo, unannounced. The reaction was swift and negative. The company at first replied that it was all part of crowd-sourcing campaign to help it rebrand and build customer dialogue, but the dialogue they got was not the kind they had hoped for: customers and designers were vocal in their criticism of the new look and how the roll-out was handled. Within one week, the company had reverted back to its original logo.

What's your archetype?

The ideas of Swiss psychoanalyst and psychiatrist Carl Jung (1875–1961) have left lasting impacts on contemporary society—and the world of branding and advertising is certainly no exception. In fact, Jung's concept of archetypes is one of the foundations of modern brand theory.

What are archetypes? According to Jung, these are shared, universal patterns and images that come from what he termed humanity's collective unconscious. Jung argued that all beings of the same species share a common unconscious level of mind. The human collective unconscious, according to Jung, contains instincts and universal symbols that he termed “archetypes”—which in ancient Greek means “original pattern.” He argued that human beings use symbolism to understand the world around them, and that all humans share certain archetypal symbols and stories. Archetypal symbols include things like the “The Great Mother,” “The Wise Old Man,” “the Trickster”, and “the Tree of Life.”

According to Jung, archetypes also have a direct and profound influence on human personality. He identified 12 basic personality archetypes and argued that each person is most strongly influenced in their unconscious mind by one of these 12 types.

The world of branding and advertising quickly understood that they could apply Jung's concept of personality archetypes to better understand their customers and to target branding to speak directly to these unconscious archetypal motifs.

So, which archetype are you?



Brand guru **Tomáš Hrivnák** contributed on this article. Tomáš has over 30 years experience on the Czech and Slovak markets. "A linguist originally, I acquired most of my marketing/advertising experience in the developing markets of CEE in the last 30 years. My clients ranging from the little local guy selling knife-sharpening services out of his garage to P&G regional HQ. Happy to help, even if you just need to adapt your toothpaste commercial for the Czech market."

www.hrivnak.cz

The Magician
Goal: transform the world
Strategy: use knowledge as catalyst for change
Talent: intellect, intuition
Fear: doubt, consequences
Brand examples: Disney, Coca-Cola, Dyson

The Innocent
Goal: happiness
Strategy: wholesome virtue
Talent: faith, optimism
Fear: deceit, negativity
Brand examples: Dove, Innocent, Aveeno

The Explorer
Goal: experience as much as possible
Strategy: embrace the journey
Talent: autonomy, ambition, bravery
Fear: confinement, caution
Brand examples: Lonely Planet, Jeep, The North Face

The Sage
Goal: enlightenment
Strategy: follow the path of wisdom
Talent: wisdom, intelligence
Fear: ignorance, powerlessness
Brand examples: Audi, Google, BBC

The Creator
Goal: realise a vision
Strategy: unlock the imagination
Talent: creativity, independence
Fear: stagnation, indifference
Brand examples: Lego, Apple, Adobe

The Ruler
Goal: wealth and power
Strategy: create and preserve prosperity
Talent: responsibility, leadership
Fear: failure, insignificance, poverty
Brand examples: Mercedes-Benz, Rolex, IBM

The Caregiver
Goal: helping others
Strategy: others before self
Talent: compassion, generosity
Fear: helplessness, neglect
Brand examples: Johnson & Johnson, Unicef, Volvo

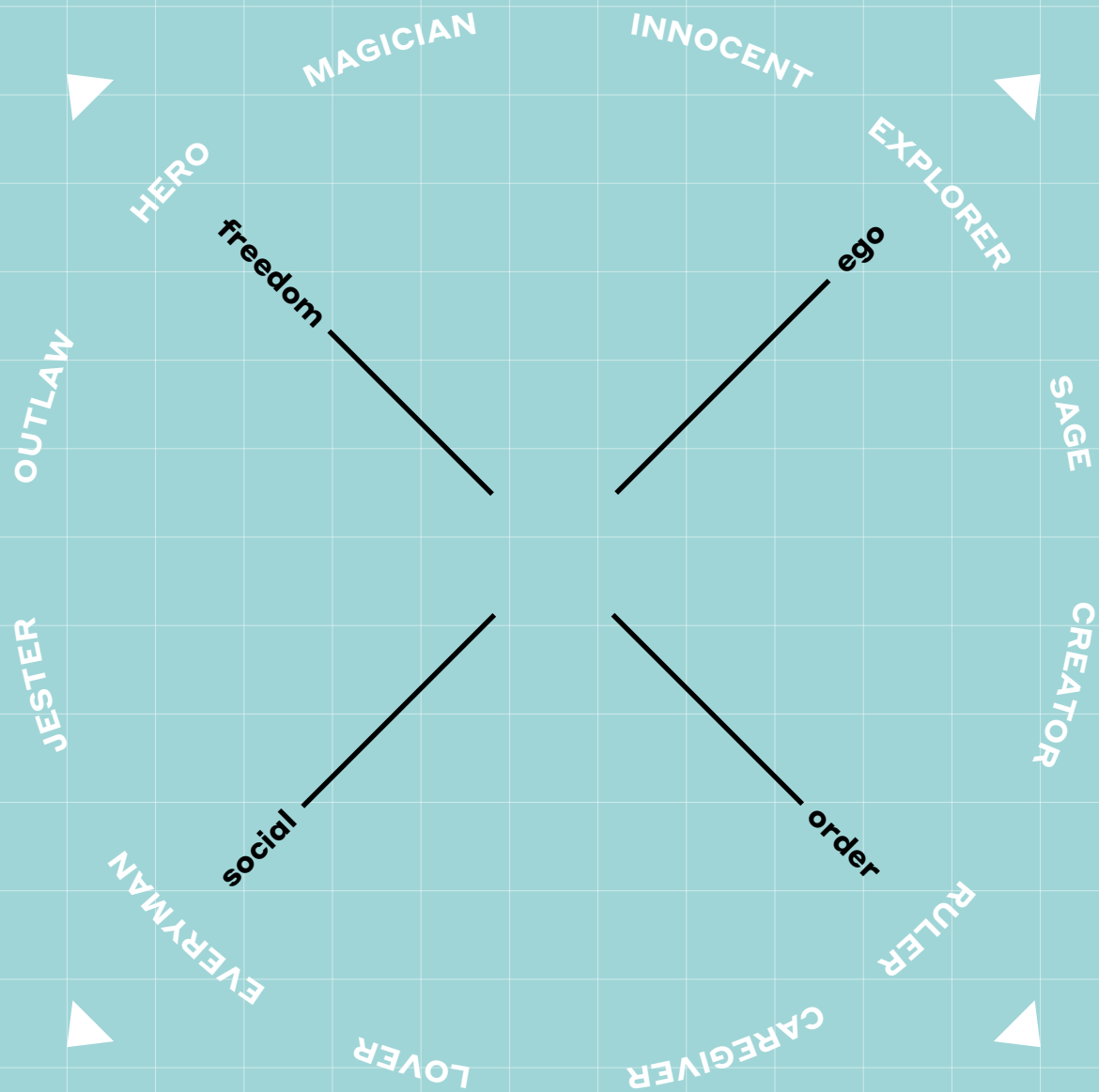
The Lover
Goal: share affection with others
Strategy: physical and emotional attractiveness
Talent: passion, gratitude, commitment
Fear: rejection, loneliness
Brand examples: Victoria's Secret, Alfa Romeo, Chanel

The Everyman
Goal: belonging
Strategy: align with common values
Talent: realism, empathy, inclusiveness
Fear: exclusion, standing out
Brand examples: IKEA, Target, Walmart

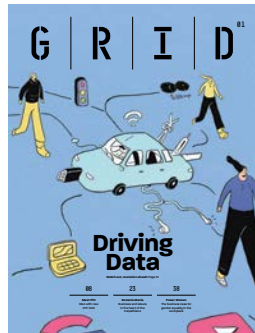
The Jester
Goal: use humour to entertain and challenge
Strategy: satire, self-depreciation, comedy
Talent: humour, insight, empathy
Fear: boredom, depression
Brand examples: M&Ms, Old Spice, Ben & Jerry's

The Outlaw
Goal: liberation, freedom
Strategy: disrupt the status quo
Talent: bravery, self-reliance
Fear: conformity, servitude
Brand examples: Virgin, Harley Davison, Diesel

The Hero
Goal: expert mastery to improve the world
Strategy: self-improvement
Talent: competence, courage
Fear: cowardice, incompetence
Brand examples: Nike, FedEx, Adidas



All change please!

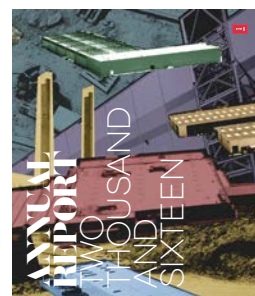


GRID | 2018

Maybe it's because Remon is Dutch, but he enjoys design and marketing and is willing to invest in it. He innately understands its ability to communicate ideas, messages, and positions in a way that makes the company stand out. CTP has an established tradition of great design.



CTP News | 2016



Annual Report | 2016



When Tom [Kostelac, CTP Marketing Director] approached me to work on GRID last summer I leapt at the chance, because I know CTP and its design history and because I liked very much what CTP's previous in-house designer had done with the newsletter, Annual Reports and GRID. It was fresh and punchy and non-corporate—everything I love about corporate graphic design :-). I also felt it was a challenge, a tough act to follow, maybe I could tighten it a bit, but I also wanted it to retain the fun.

When we spoke of the possibility of working on a brand update, which also enthused me, I was warned that the process had started many times before but had not reached its intended goal.

Redesigning or creating brands and identities is the Premier League of graphic design, and the bigger the company, the bigger the challenge. A brand requires you to use the full range of your skillset, some clearly apparent and others less so. People often think it's just about a designer making a new logo—in fact many think that is all an identity is. They might expect to see a change in colour, typeface, a new business card and website. What they perhaps don't know is that during branding, or a re-branding, a designer has to consider the overall brand values, the plans of the company going forward and integrate that into a new visual language—visually, textually, semiotically. This is manifested through the use of language, types of images used, the semiotic communicators or, as discussed in the previous article, the visual links to the brand's archetypes. Is the brand serious, fun, ground-breaking, conservative, etc.

A rebrand in many ways can be harder because you are working with pre-existing elements, pre-conceived ideas of what the brand already is, should and might be. Clients, employees and stakeholders already have cemented relationships (good and bad) with the existing brand and values—and may be unwilling or unable to embrace any change.

Anyway, I was excited, optimistic as always by the sight of a relatively clear canvas, and with the knowledge that Remon would want something of quality, different; something that would say something—not just a conservative new coat of paint.

The Dutch are worldwide leaders in corporate identity and graphic design. They were pioneers because companies realised as early as the 1920s the benefits of working with designers (then commercial artists) to communicate their identity. Names such as Piet Zwart and later Gert Dumbar are considered design gods. Dutch design combines Northern European clean line Modernism with a unique touch of visual wit and style.

Identity Evolution



1998



2004



2010



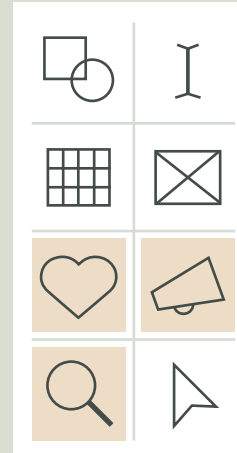
2014



2019

September October

Evaluation



First sketch This was just a fun first sketch idea about the network / constellation from early September.



Brand Values

Through discussion and presentations, working with Bert from BizDev we whittled down our values and searched hard for our real USPs. At the same time we were looking for our archetype, brand attitude and personality. This led to ideas for slogans and descriptors. We ran through many and came up with a group that cover different aspects. We looked at whether the brand was simply an **Explorer**, or was it also a **Creator**, perhaps it was a bit of both. The attitude and personality is more Jester and certainly Remon and CTP can be seen as upstart outsiders—an **Outlaw**. After a lot of discussion and lot of patience from the management team (there were no logo visuals at this stage) we asked ourselves some key questions:

What do we do?

Above all we do Parks; we build Parks, ctParks. Simply put:

We are PARKMAKERS

How we do it?

We do quality:

We build high-quality buildings incorporating high-quality materials that will last, because as long-term owners we know it's better to invest up-front to avoid repairs later; we are **long-term investors**.

We do innovation:

We continually seek new methods, new materials and new ideas, we are willing to take calculated risks. We offer **5 product types including the unique ctBox** concept for smaller businesses.

We do responsive:

We really listen to what our clients want and do all we can to meet their requirements; we are agile and are hands-on, so can react quickly to client or market changes.

We do sustainable:

We build efficient buildings to reduce utility consumption—electricity, water—always to **BREEAM standards**; our **1:1 forest/portfolio goal** will help to offset our company's carbon footprint.

We do community:

Our parks are full of people: our people, our clients, their employees and families. We encourage healthy networks between all stakeholders and surrounding towns and cities with the goal of improving the **quality of life** for all involved.

We do care

We take responsibility for our actions through **attention to detail**, the charity work we do and by going the extra-mile.

The Brief

It was sometime mid-September during our weekly Monday Morning Marketing Meeting with Remon that it all started. He said he was thinking about rebranding. But we were not sure how big he was going to go. Silly, thinking back—everything Remon does is big.

We agreed to approach the rebrand as if we were an outsourced studio and go through the process of clarifying the underlying brand values, set the tone of the new voice in words, get it verified with the key decision makers, then move into design.

We began a weekly 'brand meeting' in addition to our regular marketing discussion to focus only on this. Working with Remon, the CFO, and with invaluable input from Bert Hesselink, we identified the core values that underpin the company, got specific on what we consider the company's USP's on the marketplace and put together a working 'manifesto' defining CTP's values, mission and strategy.

We discovered that our core values aren't changing and chose to push them to the forefront. CTP has always said it is responsive to its clients; it is committed to high-quality buildings and excellent park environments; it plays a significant role in its communities and supports them wherever it can; it has for a long time been influenced by Remon's Dutch heritage to be environmentally conscious; and it is uniquely driven to exceed in its goals—by doing and trying things that others will not: CTP is an entrepreneurial company.

So we shuffled these cards together to restate these core values in a simple way, and in a way that would show where our focus is going forward. Based on that we would come up with an update, a revamp, or a complete redesign—even possibly with a new name?!?! Vos s. r. o!

Tom Kostelac, Simon Gray, and the Marketing team

Slogans & taglines

Depending on context and usage

1 Business descriptor
PARKMAKERS

Business slogan
We build Space
We make Parks

2 Values descriptor
It's what we do...
It's who we are...

Values slogan
We do Care.
Other core values can be used in place of care: innovation, sustainability ...

3 Attitude slogan
a bit different

The Team

Our internal team has many years experience in branding and rebranding companies. As support, we brought in **Dima Strapchev** who specialises in identity and digital design, and he played a role throughout. With input from key top management, the pace was fast and fun. While in the end, it is Remon's company, and it's his vision of the company that we needed to convey, he wanted a new identity that looked forward, not back.

Tone & Personality

There's no doubt that CTP, being Remon's private company means that the brand personality is heavily influenced by him, thus 'Full Speed' was the first attribute that came to mind. We agreed this was too aggressive, so 'Full Speed' was turned into a symbol & personal icon for Remon. Overall, there were two key areas that interested us most. **Directness and humour.** Selling warehouse space is a relatively simple set of choices once you break it down, and this is conveyed in the **five property types** and newly, the **three park types**. It doesn't need to be that serious. CTP is full of energy and gets things done and the tone needed to reflect that—agile, witty, a little curt but above all fun. The use of slogans, icons, animations and tongue portraits show the beginnings of this in practice.





Key design stages

Here are some of the key design elements presented during November. Some were—others were not—incorporated into the final brand.



Freight nostalgia

The type choices were relatively quick. Dima suggested the slightly monospaced and extended **Styrene** as the logo typeface and it stuck. It has a slightly nostalgic Mid-Century feel which works well in an ironic way, as we move towards the end of that era. This typeface is supported by **Gotham/Atten New** for body text and **Barlow** for other displays, especially numbers. **Carbon**, a monospaced font is planned for technical data.

AaBbCcXx123450/,:;"'@#\$%&'

Styrene A Light

AaBbCcUj123450/,:;"'@#\$%&'

Styrene B Light

AaBbCcJj123450/,:;"'@#\$%&'

Barlow Semi Condensed Medium

AaBbCcJj123450/,:;"'@#\$%&'

Atten New Book

AaBbCcJj123450/,:;"'@#\$%&'

Carbon Reg

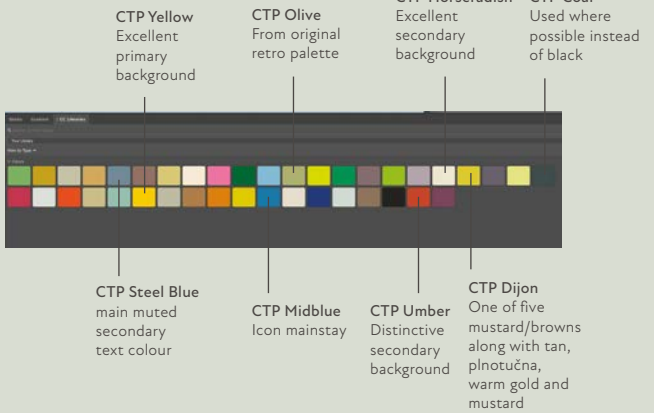


Colour palette

This colour palette is combined from various sources. I started with our slightly retro marketing palette from autumn 2019, which was based on old postcards and financial ledgers. This was combined with mid-century tones and punchy pop-art 60s brights, which were added from our original icon range. Overall the palette is very wide and possibly repetitious but has been invaluable in the start-up process.

"I often use colours using the eyedropper from images I find—like old postcards. But I also look for specific colour combinations that I feel are appropriate for the brand. Also I like looking at the colours people are wearing because they often combine in very soft ways, not hard graphic ways. For instance winter sports jacket colours inspired the use of the mustards, autumnal ochres, browns, tans and oranges."

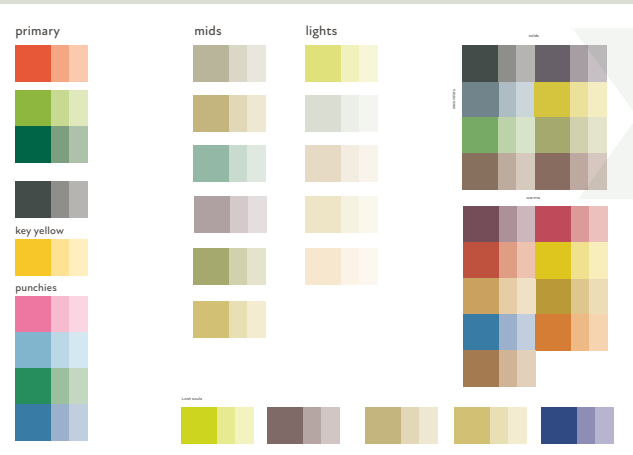
SOME FAVS I really like or we have used certain combinations already ...



Imagery

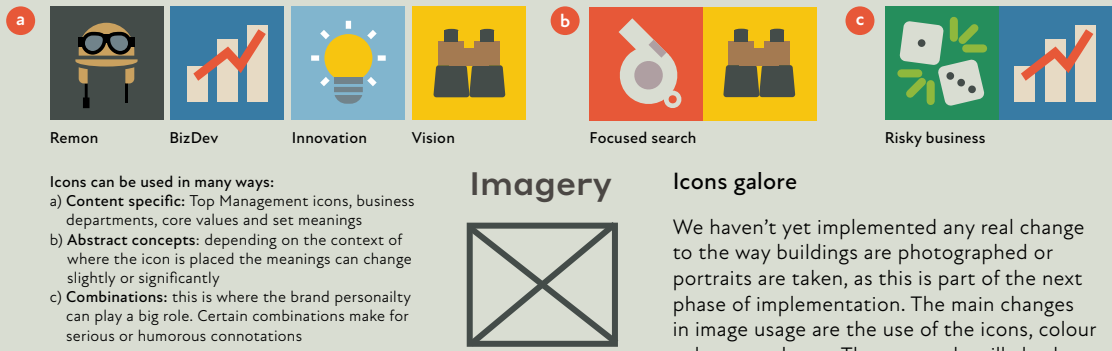


The palette allows for quiet mid- and light tones to be combined with the punchy primaries, warms and colds. This allows for a sombre investment memorandum at the same time as a punchy GRID layout and web page.



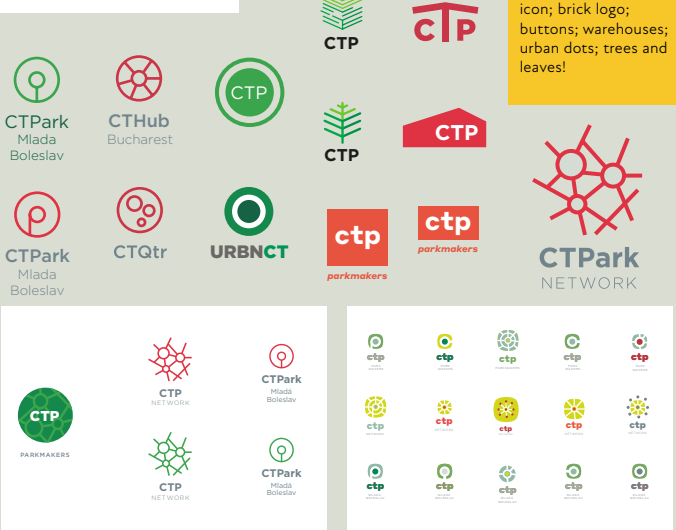
Icons galore

We haven't yet implemented any real change to the way buildings are photographed or portraits are taken, as this is part of the next phase of implementation. The main changes in image usage are the use of the icons, colour palettes and map. The map style will also be implemented in the site plan, elevation styles, and other business documents.

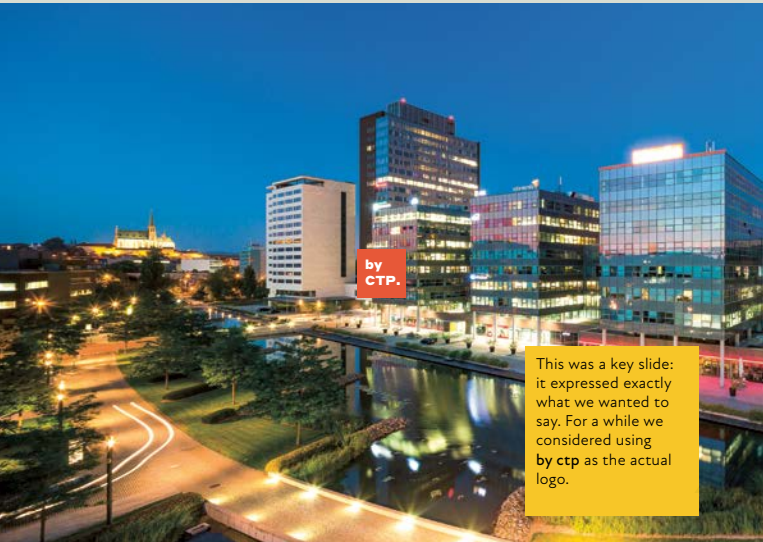


Icons can be used in many ways:
a) **Content specific:** Top Management icons, business departments, core values and set meanings
b) **Abstract concepts:** depending on the context of where the icon is placed the meanings can change slightly or significantly
c) **Combinations:** this is where the brand personality can play a big role. Certain combinations make for serious or humorous connotations

Process ...



Some sketches below were key to adapting the concept: network icon; brick logo; buttons; warehouses; urban dots; trees and leaves!

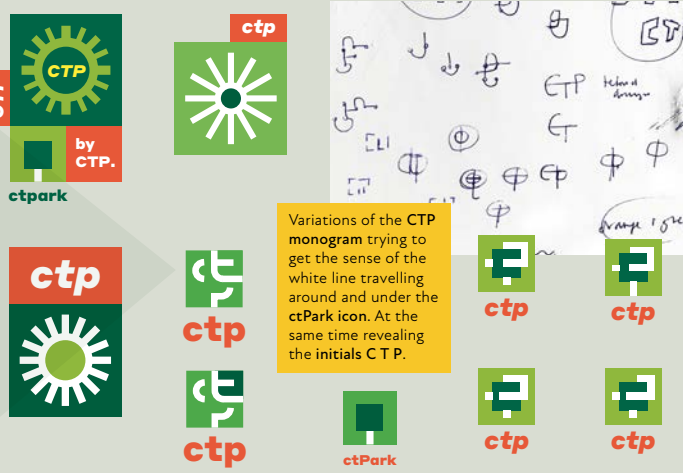


This was a key slide: it expressed exactly what we wanted to say. For a while we considered using by ctp as the actual logo.



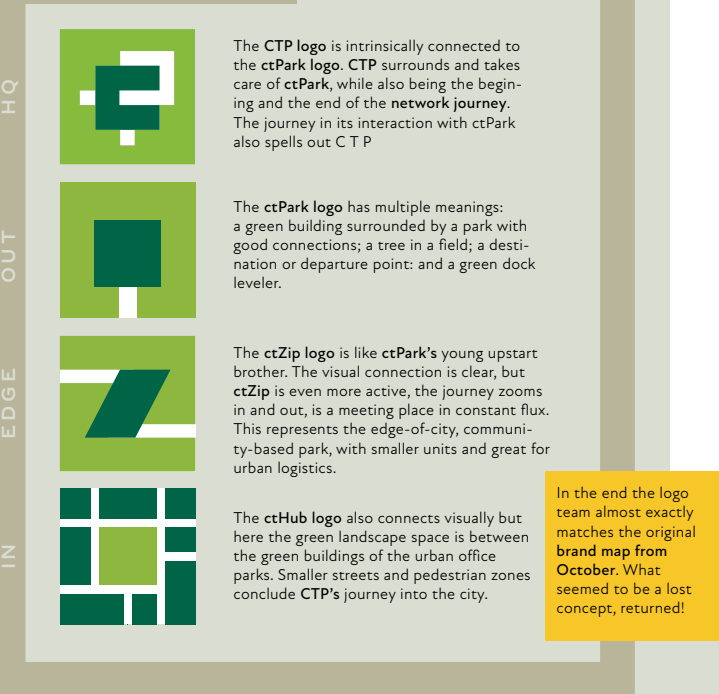
By mid December, this logo seemed destined to be the winner. However it was deemed to similar to a Hungarian bank and we had to adapt it further.

So we revisited the CTP and ctPark icon and tried to rework the squares and circles. This resulted in the square version of ctPark icon but did not resolve the CTP icon. We looked at other possibilities such as suns, flowers, cogs, wheels, and hubs. We also returned to the monogram idea ...

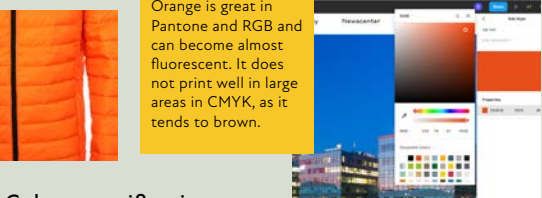


Variations of the CTP monogram trying to get the sense of the white line travelling around and under the ctPark icon. At the same time revealing the initials C T P.

What does it all mean?



In the end the logo team almost exactly matches the original brand map from October. What seemed to be a lost concept, returned!

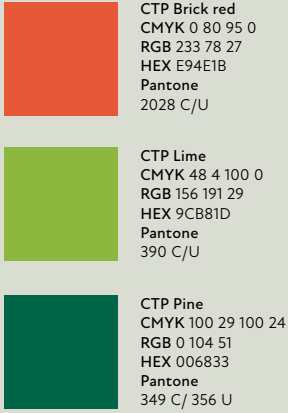


Colour specification

Once you have your general palette you need to specify the specific colours for various media. This is one of the lesser-known tasks of design and is more complicated than it looks. You need to specify:

- **CMYK** for general print but this can have different specifications when printing digital or offset.
- **Pantone** swatches are the colour system standard for coated and uncoated papers.
- **RGB** and **HEX** specification for digital screens.
- **RAL** for paint, plus other specifications for foils and industrial purposes.

When choosing your primary colours you need to be sure they are reproducible in all outputs and will not differ wildly from format to format.

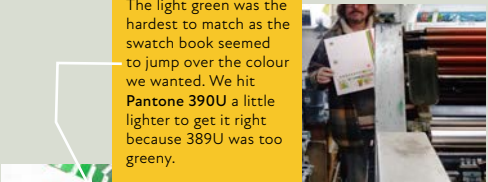


"We had planned to choose a punchier red from the beginning and consolidate the two reds used in the previous identity. As we progressed, the CMYK 80/95 red kept coming up in designs and it stuck. It is punchier, younger, brickish and supports the Dutch aspect of the company. It's not a classic orange so we called it **CTP Brick Red**."

"Normally with a logo design you start with a Pantone but in the digital age RGB and CMYK are probably more important. In fact we only really use Pantone for stationery. The greens in combination with an orange-red is not common but that is another way to set the brand apart. We found a slightly red-yellowish lime green and a dark pine green that complement each other and didn't overly clash with the red. We also had to be careful about competitors, colours and not to infringe on them. I had been skeptical about overusing green in the new look but think we found the right balance of usage—think green BREEAM building in a landscaped environment."

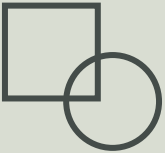


We had to change the orange at the last minute to P2028 and it works really well on coated and uncoated papers. There are very few Pantones that look similar on different paper stocks.



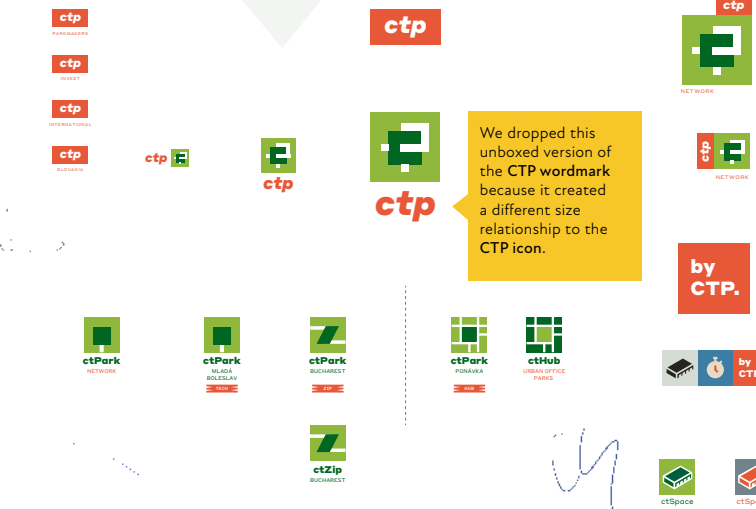
"I still get almost the same buzz from print checks as I did thirty years ago. The combination of smell and sound and the contrast between the slick modern lines of a Mac computer and the oily machine and wet process that produces the final work is fascinating. The art of wet printing is sadly dying out, but some of the old pros are still working, whether in silkscreen, offset or special heat-based techniques. Embossing and the letterpress remind us that print has been a mechanical and industrial vocation for centuries. Just remember that your newspapers used to be set up to print with all the hot-metal type ranged backwards."

Wonderful old typographic terms are still used in design, related to how type and image used to be printed: leading, kerning, tracking, drop caps, reversed out, ranged left and right, and mind your p's and q's ..."



Final logo sign-offs

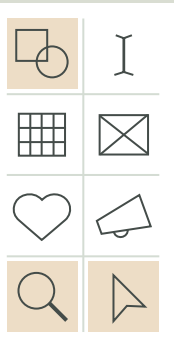
On Monday 6 January we agreed the final logo (signing ceremony at left). There were still some question marks about the colour on ctZip and ctHub, but overall we felt we got it. We weren't completely comfortable with the final CTP icon. We liked it visually and it had good connotations but it didn't feel unique enough. It needed to belong more to CTP!



We dropped this unboxed version of the CTP wordmark because it created a different size relationship to the CTP icon.



CTP is basically a sustainable building in a landscaped park, powered by the network, company, and brand values. It's as simple as that.:-)



Full CTP logo comprises the CTP Brick label and CTP monogram



The CTP full logo is not normally used with a tagline

final testing & feedback

CTP brick label is the foundation stone of the brand. It links through colour and shape with the previous identity and is the building block on which all other elements are based. It is often used alone in more corporate environments and can be tagged onto other icons and objects. It can be rotated and is often used with the descriptor tagline and other slogans.



'byCTP' signature icon is an integral part of the identity and one of the more complicated elements to use properly. It allows smart, witty and direct communication of the brand values, tone and attitude. Simply, it visually states the slogans: It's what we do! It's who we are!

The team



ctPark Network logo is used to summarise the whole brand activity of all the CTParks (Industrial and Office).



ctPark is the classic brand for out-of-town Industrial and Logistics parks.



ctParks can be classified further in subgroups such as ALFA / TECH / MEGA



NEW ctZip Parks are edge-of-town last-mile logistics centres complemented with extra amenities and services, and includes smaller units and flexibility built in.



NEW ctHub Parks aren't new but newly classified. The individual office parks will retain their existing identities, while the new ctHub icon can be used to describe these developments in general.



Final design

The results

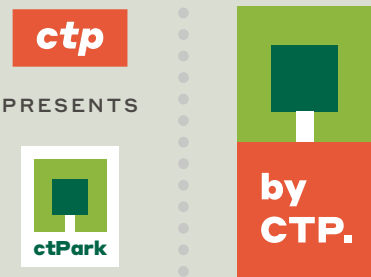
"Often at the end of a project there is a sense of relief alongside the joy. There is also often a sense of 'what-ifs' and 'what-might-have-beens'. With this process I was more satisfied than normally. Not just with the final product, but with the way it answered the brief and with its potential for further evolution. It has a lot of room and ability to shift itself, both fundamentally and in the details. It has rejuvenated the feel of the company, made it younger, more in-line with the digital world. But most of all it has personality. It is cheeky, different, agile, fresh, but smart, confident and able. It has the right tone and is flexible, allowing it to become more serious or more fun as needed. It provides a broad structure for additional elements or adaptations and can lose parts should they lose their relevance as the market changes without losing its core structure.

Within its own market I think it has a different quality, is innovative and responsive, sustainable, sociable and communicates with attention to detail and nuance.

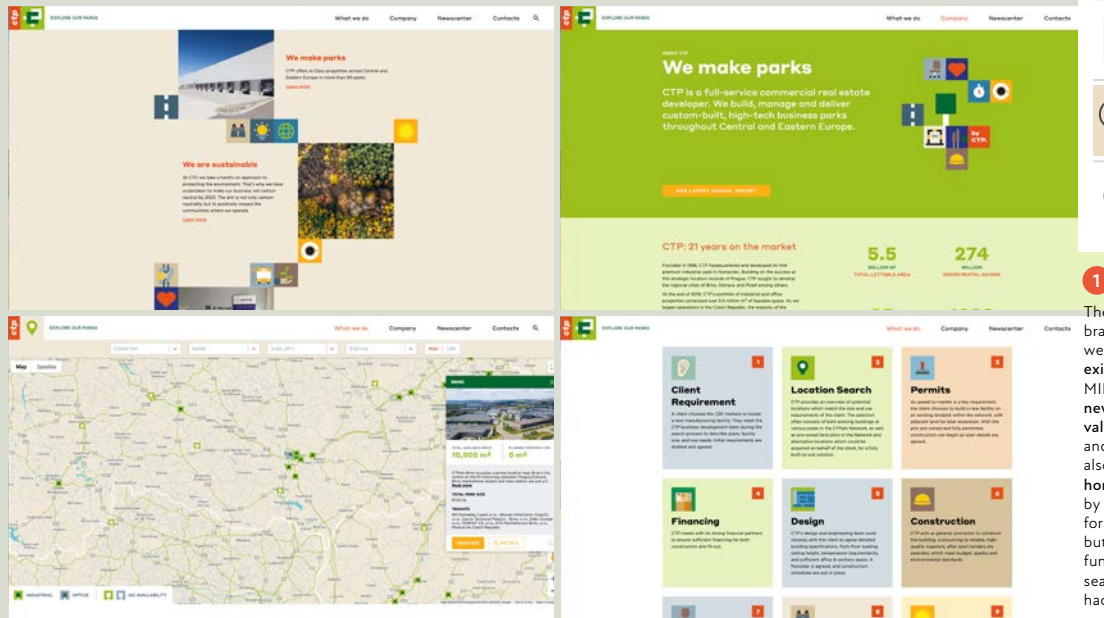
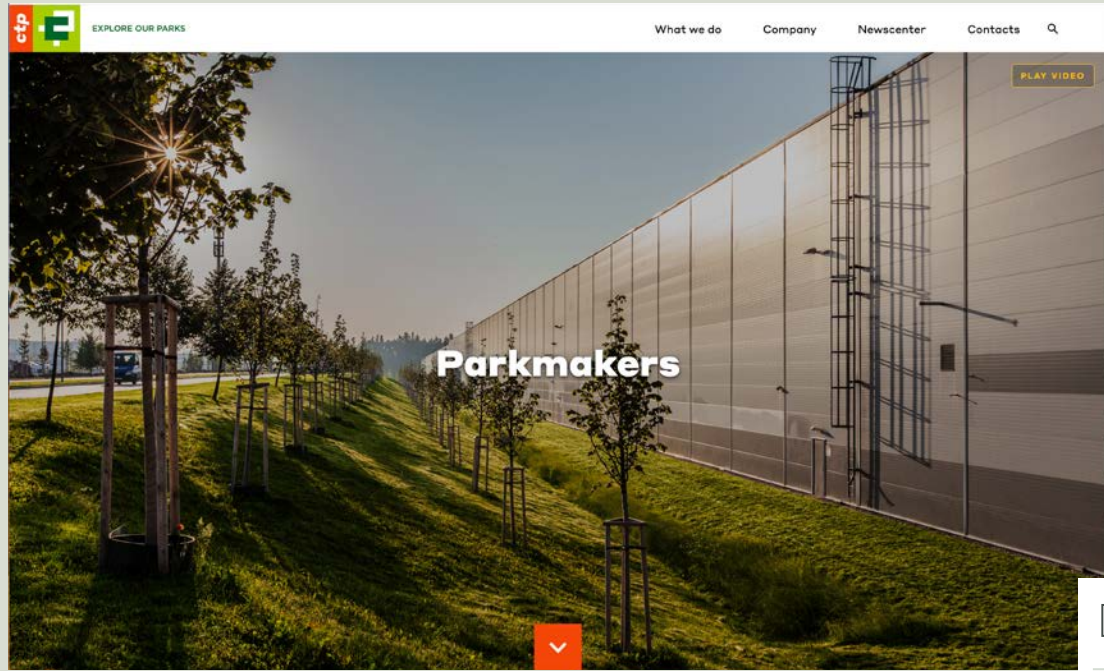
We hope you think so too! You'd better because it's here to stay :) And remember — **We do care!**

Important usage difference!

They mean the same thing but have a subtle difference in nuance and are used depending on the context.



Implementation

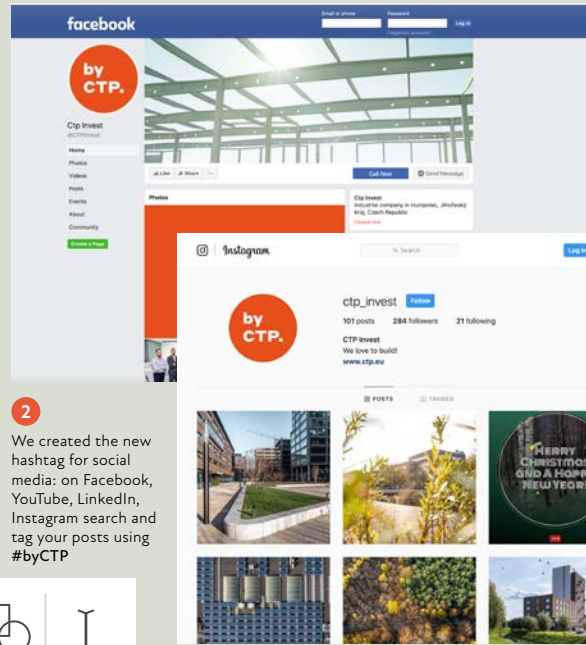


Signage

The signage is the main focus of roll-out. The plan is for minimal intervention, also because not all the buildings are CTP-built. The focus will be on the use of sustainable materials, and minimal signage with maximum effect. We will design new totems, ctPark signs and orientation systems potentially using the icons as a naming system. New and very unique leasing banners are already on-site!



Pre-Launch!



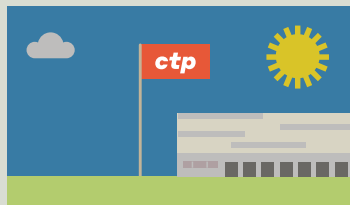
Pre-launch digital

The original deadline for the new website and social media was brought forward by three weeks due to the release of an investor-focused document which needed to carry the new brand.

1 Web site: Launched 21 January

2 Social media: needed to be re-branded and will continue to evolve.

3 Motion graphics, animations and video will be issued to increase brand-awareness in- and externally.



3 We produced three teaser animations to show the new brand and communicate the brand values. From top: Change is in the air: Meet the new CTP: explanation of new brand architecture; Hi! I'm Remon Vos: a more detailed overview of the new brand values.

Launch!

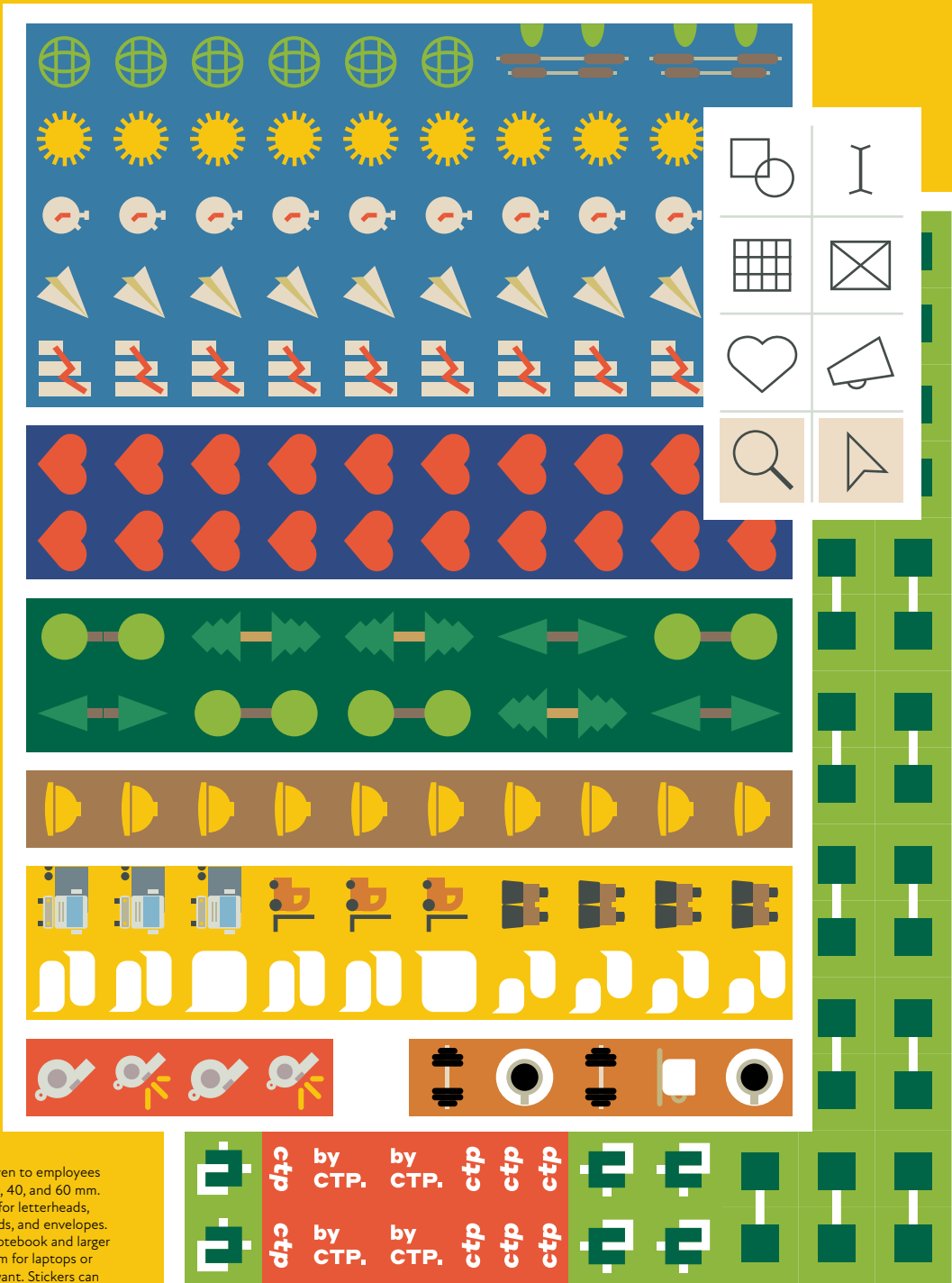
1 Each business card has a place for office location code (including the international team). You will also find the new #byctp hashtag and stickers to personalise the cards or send a message.



Launch pack

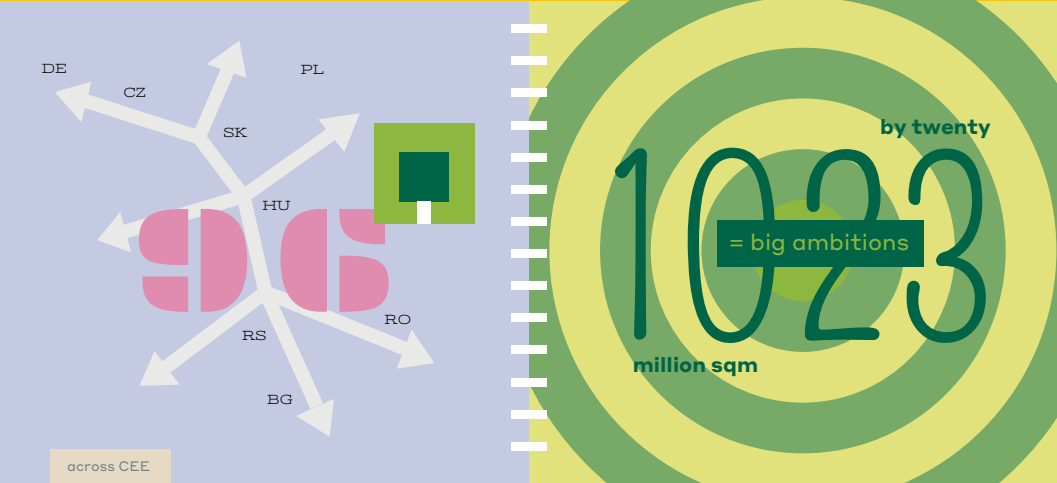
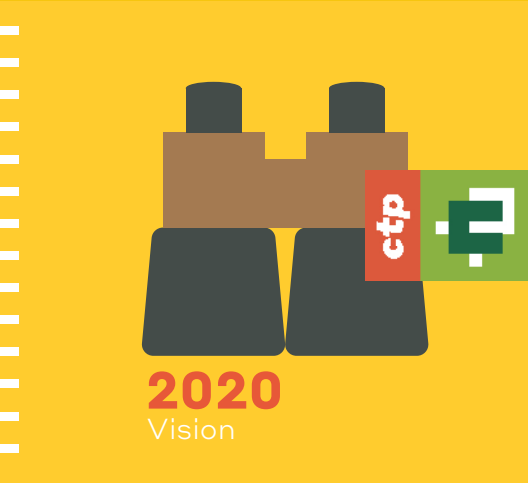
Originally planned as a small launch in each regional office coordinated to take place at the same time, but that proved to be logistically impossible. We sent all print materials to each office in time together. The office could then do an event when handing out the materials to the employees. Each office received:

- 1 New stationary: business cards, letterheads, compliments cards, and envelopes
- 2 Small personalisable notepad with various sticker packs for each employee
- 3 20 mm, 40 mm, and 60 mm square icon sticker packs
- 4 Mini ring-bound 2020 Vision launch booklet
- 5 Small We do care plant, pot and label



3 Stickers were given to employees in three sizes: 20, 40, and 60 mm. 20 mm are ideal for letterheads, compliments cards, and envelopes. 40 mm for the notebook and larger envelopes. 60 mm for laptops or anywhere they want. Stickers can also be given away to clients, family and friends. **Stick the word!**

Implementation

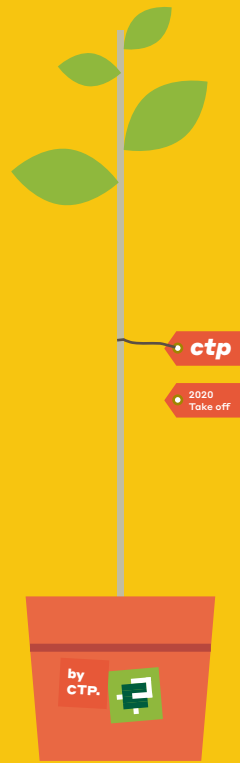


4 Each employee will receive a 2020 Vision booklet, an adaptation of Remon's vision speech, explaining the company's aims and goals through 2023, and at the same time further introducing the new brand and its components. Employees should keep this at all times on their desk so they remember what we are shooting for and why :-)



3 The Top (9) Management will receive their own sticker designs, all done in consultation with the individual. The icons represent their personality, interests or business activities. It adds another and more personal level of brand communication, that can be extended to more people later. **Become an Icon!**

2 Each employee will receive a branded notebook along with their sticker pack. They can personalise it with whichever stickers they want. By combining icons you can create short messages such as I love CTP-Parks above, or silly money below :-)



5 Each office will receive a plant and a 'Sustain Me' label that they can plant in their own branded ctPot with stickers. The plant should be grown in the office and later replanted outdoors.

Just in!

A New Branch of Tree lovers



Senior Office Manager, RS

When I was a little kid my dad convinced me that there is a type of tree that naturally grows treehouses. But it's rare and hard to find. It was a little disappointing to realise there is no such tree...

Bojana Milićević



AMERICAN SYCAMORE



Jakub Matoušek



LINDEN

Head of Coworking and Community Management, CZ



Balint Vecsy



SILVER BIRCH

Senior Controller, CZ

My father built for my niece and nephew a treehouse around one of the trees in his big garden. Nothing big, but the kids love to spend time up there. It is really nice to see them play there. Of course no harm to the tree...



Simon Gray



OAK

Creative Director, INT



Jaroslav Valtr



THE TREE AT PONÁVKA

Project Manager, CZ

Right now, my favourite tree must be the one we have on the construction site of Domeq II and III. Even though this 100 year-old little boy does not fit into our plans at all, we are taking good care of him. Once we are done with the project, we all want him to become an indispensable part of the Ponávka community.

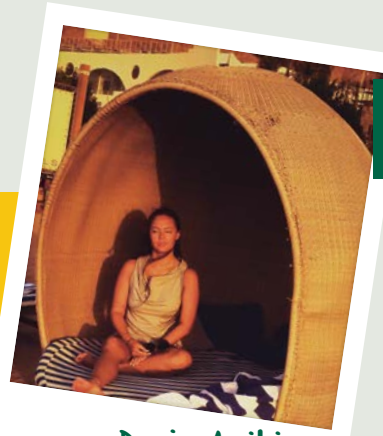


Martin Vaidiš

Head of Design and Development Team, CZ



LINDEN



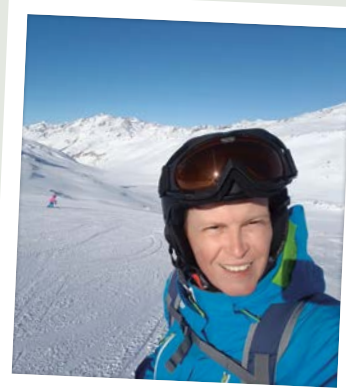
Daria Anikina



APPLE

Business & Marketing Support, INT

Little Apple tree
In the garden grows
Flourishing, abloom
Wear I a dress
With a snow-white frill
Little Apple tree
please protect me

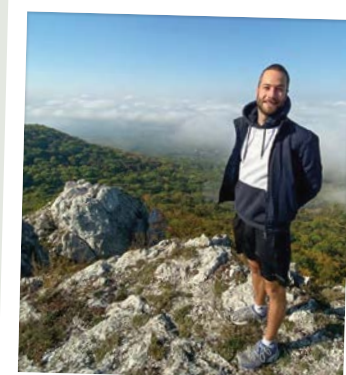


Marek Herbski

Senior Project Manager, PL



HORSE CHESTNUT



Radim Vídeňský



PINE

Junior Business Developer, CZ

Once when I was free-skiing in the woods, I needed to avoid the tree in my way. I did my best and did not crash into it. But since the surrounding snow was very powdery, I finished upside down imprisoned in the snow nearby the tree. The enlightenment is: "Beware of a tree, it can get you even if you do not crash into it!"



Lucie Michalířková

Chief Procurement Property & Facility Manager for CZ and SK



BAOBAB IN AFRICA



Eliška Pustějovská



JULIE

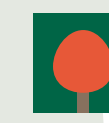
My favourite tree is this pine at Viněna. I call her Julie. I only remember some song lyrics related to the trees that bear the fruit from which Czech spirits are made hruškovice, slivovice, etc.

„V tej naší aleji, švestky se válejí, já dneska nehlídám, já dneska nehlídám, oči mě pálejí.“



Maciej Feliks

Regional Development Director, PL



MAPLE

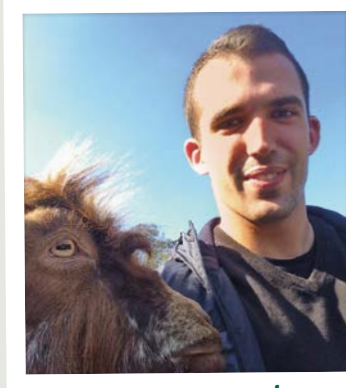


Cristian Vladescu



WHITE FIR

Business Development Manager, RO



Jovan Dobric

Junior Business Developer, RS



WILLOW



Péter Farkas

Project Manager, HU



PLANE



Václav Tomec

Permitting & Land Acquisition Manager, CZ



LINDEN

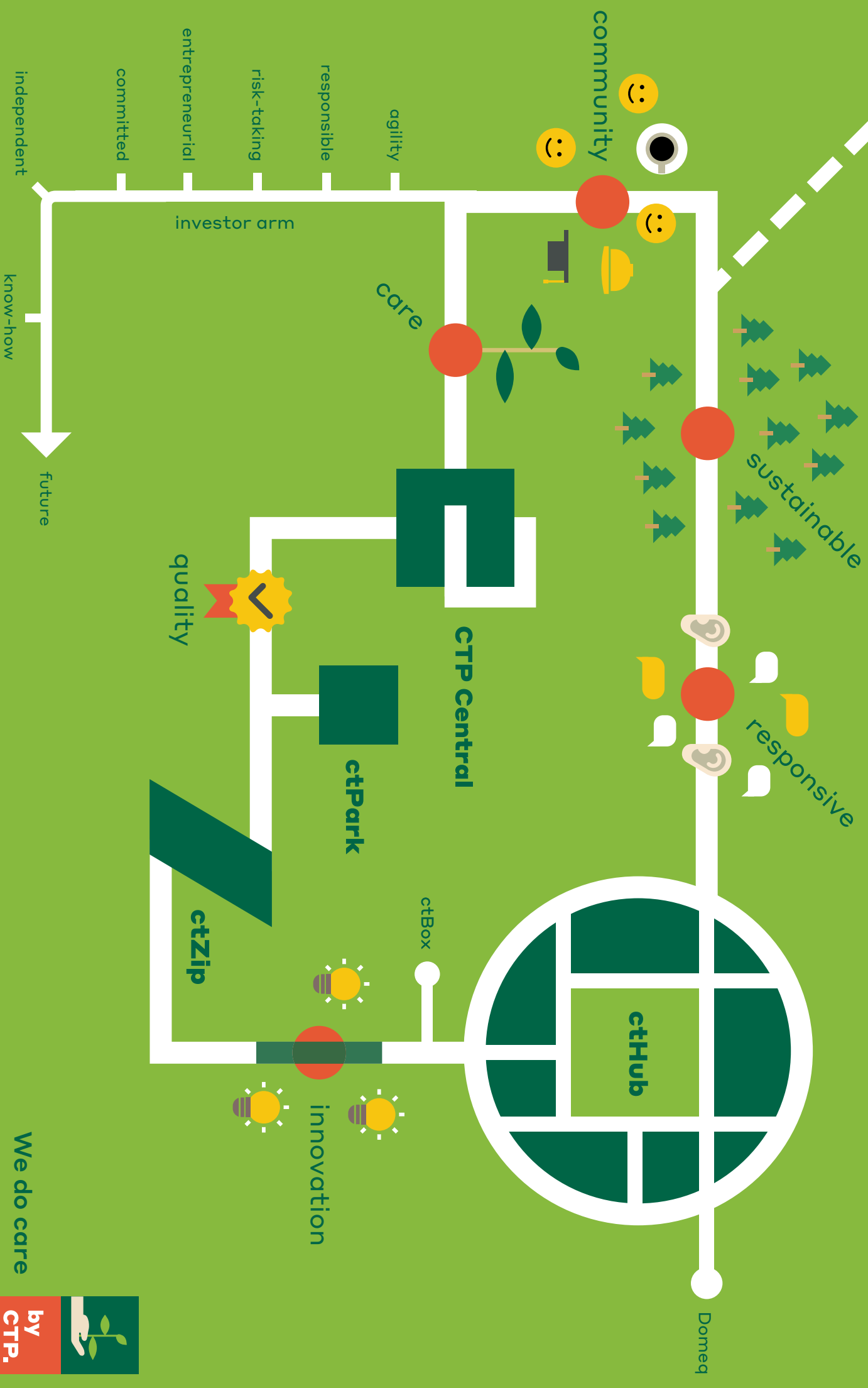
Living & working



by
CTP.

back to
content

future markets
extension (2020-2030)



ctp constellation

We do care



by
CTP.