
CONTENTS

ABOUT US	4
I Performance highlights	6
I Key figures	8
I Profile	9
EXECUTIVE BOARD REPORT	12
I Message from the board	14
I External analysis	20
I Our strategy	24
I Review of business	28
I Corporate social responsibility	40
I Future outlook	43
CORPORATE GOVERNANCE	46
I Risk Management	48
I Codes & standards	55
SUPERVISORY BOARD REPORT	58
ANNUAL ACCOUNTS	64
I Consolidated balance sheet as per 31 December	67
I Consolidated income statement	69
I Consolidated statement of comprehensive income	70
I Consolidated statement of changes in shareholders' equity	71
I Consolidated statement of cash flows	73
I Notes to the consolidated annual accounts	74
I Company balance sheet as per 31 December	118
I Company profit and loss account	120
I Notes to the company annual accounts	121
OTHER INFORMATION	132
GLOSSARY	138

Society

Parking facilities are more expensive to build and maintain but are more sustainable than on-street and off-street parking. In return for the higher cost of construction, operation, and maintenance, multistorey and underground car parks contribute to pedestrian-friendly and high-quality public spaces.

Viable public space

A well-organised urban area offers ample public space and encourages people to move around on foot, by bicycle, or by public transport, which has a positive influence on their health and well-being.

Q-Park is not in favour of unnecessary car usage, but promotes good parking facilities that function as nodes. Squares and streets change from traffic areas to places where people can move informally, safely, and enjoy social contact.

In addition, a clean and safe parking facility seems to encourage responsible behaviour, not only in the facility but also in the surrounding area.

Jobs for practical people

As parking company, Q-Park offers interesting attractive work for people who like to take a practical approach. Our Parking Hosts and call centre employees are the local face and the familiar voice of Q-Park. They have direct contact with the customer and make the difference for Q-Park.

We ensure that our employees are well-trained and have customer focus. We also work on improving their resilience as they occasionally have to deal with aggression or violence.

Environment

Air quality

Paid parking helps reduce car usage in cities, thus also reducing CO₂ emissions and fossil fuel consumption. Informative systems help traffic flow and optimised

parking tariffs - based on supply and demand - channel car usage. Q-Park works with local authorities on mobility concepts supported by our expertise with optimised parking tariff structures.

Electric cars and shared vehicles

In an increasing number of Q-Park parking facilities, customers can recharge their electric car. We also reserve special parking spaces for partners who offer car sharing programmes.

Own operating activities

Q-Park endeavours to improve the environmental performance of its own parking facilities, its fleet, and its offices. In addition, we seek to influence the environmental performance of our major business partners in the value chain.

CSR Policy

For Q-Park, corporate social responsibility (CSR) means being prepared to include ethical, social and environmental aspects in our strategy. But we go further, we actually embed these aspects in the decisions we make.

Q-Park offers openness about the consequences of what we do for people, society, and the environment.

Policy choices

The CSR policy forms part of the long-term business plan. Policy choices are based on our own quality promise and CSR vision. These are in line with developments in the European economy and the car parking market, and with the European Union Sustainable Development Strategy (EU SDS).

Ambitions

Q-Park selects ambitions that fit in with our own strategy and that are applicable throughout the organisation. By defining specific goals, critical success factors (CSFs), and performance indicators (PIs) we ensure that our performance can be compared from one year to the