TABLE OF CONTENTS

ABOUT Q-PARK	4
l Performance highlights	5
l Key figures	6
Message from the board	8
l Profile	11
Quality in parking	13
STRATEGY	17
Value creation	19
Materiality analysis	20
l Trend analysis	30
l Risk management	38
RESULTS	46
l Sustainable value	47
l Six capitals	49
What we can do better	78
Looking ahead	80
POLICY	82
CSR Policy	83
Governance	84
Accounting framework	85
We value your feedback	87
OVERVIEWS	88
Performance indicators	89
l Stakeholders	106
Codes & standards	110
GLOSSARY	112

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 involve these aspects in the decisions we make. Q-Park offers openness over the consequences of what we do for people, society and the environment. Our CSR awareness focuses on sustainability performance within our chain: Q-Park as a whole, each of our country organisations, our customers and society.

For Q-Park, complying with legislation and prevailing standards is a minimum requirement. In our view, CSR is exactly that which an organisation does of its own volition.

People, Planet, Profit

Through its CSR policy, Q-Park endeavours to achieve a balance between the three Ps of the Triple P principle: the economical ('Profit'), societal ('People') and environmental ('Planet') consequences of its activities in the short and longer term. Here we distinguish between factors that Q-Park decides for itself, such as our own operating activities in the parking facilities we own or have in long lease, and the factors on which Q-Park can only exercise its influence. Examples of these factors include parking management in property owned by third parties, and the mobility habits of our customers.

Policy choices

The CSR policy forms part of the long-term business plan. The policy choices are based on our own quality promise and the 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 (Pls) we ensure that our performance can be compared from one year to the next. Only in this way can we take specific action and adjust direction where necessary.

Stakeholders

Stakeholders' opinions and expectations are essential input to Q-Park to evaluate and improve the quality and continuity of the services and operating activities. This is why we continually consult our country management teams, employees, partners and shareholders and why we involve them in our activities.

In addition, for each specific project we decide with which relevant stakeholders we will enter into dialogue. The communication with these stakeholders is also a good way to keep abreast of trends and developments, to share knowledge and experience, to build confidence and to prevent or resolve problems.

Reporting standards

We report according to the G4 guidelines at Core level and to the Transparency Benchmark criteria. The report contains standard disclosures according to the "GRI Sustainability Reporting Guidelines". The Construction and Real Estate sector supplement does not sufficiently reflect the nature of our business, which is why we do not apply this. However, we have taken note of the relevant points mentioned.

Q-Park's policy is based on the EU SDS, ISO 26000 self-declaration, OECD Guidelines and UNGC Principles, ICC Code and the Dutch Corporate Governance Code (2007). For our energy consumption, our greenhouse gas emissions and our CO₂ calculations we use the GHG Protocol.

For more information regarding our CSR policy we refer you to the CSR section on www.q-park.com.