

---

# TABLE OF CONTENTS

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

## PERFORMANCE HIGHLIGHTS

### Financial



**EUR 825**

(xEUR million)

**Net revenue**

**EUR 128.9**

(x EUR million)

**Net result**

**EUR 202.8**

(x EUR million)

**Operating cash flow**

### Manufactured



**+ 40%**

More parking spaces  
for e-loading (825)

**225**

AEDs publicly  
accessible

### Intellectual



**+ 3%**

More car parks with  
dynamic parking  
tariffs

**+ 8%**

More publications and/or speaking engagements  
on fair parking tariff strategies

### Human



**PPI: 72**

Employee satisfaction survey weighted score, which  
is above average on ICMA People Performance  
Index

**+ 2%**

More employees  
trained in heart  
resuscitation

### Social



**55**

Collaborations with  
driving schools

**+ 23%**

More spending for  
local community  
activities

**44**

Target cities with  
parking policy  
involvement

### Natural



**+ 33%**

More flights (1,865)

**- 3%**

Less CO<sub>2</sub> (kg) footprint  
per parking space

**- 17%**

Fewer petrol vehicles  
in our fleet (83)