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VALUE CAPTURING



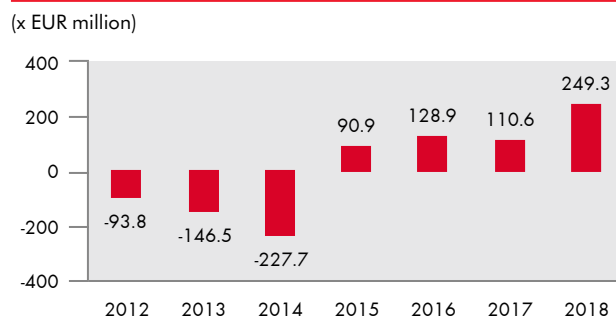
Our financial performance

In 2018, Q-Park continued to perform well financially. All major financial indicators show an improvement.

The operating result before depreciation and amortisation came out at EUR 277.5 million (2017: EUR 261.5 million). This excellent performance is driven by a strong increase in total revenue of 2.7% from EUR 854.5 million in 2017 to EUR 877.9 million in 2018. This increase is supported by the like-for-like portfolio with a revenue growth of 2.2% and the good performance of new business.

The cash flow from operating activities in 2018 also shows healthy growth from EUR 110.6 million in 2017 to EUR 249.3 million in 2018.

Chart 4: Cash flow from operating activities



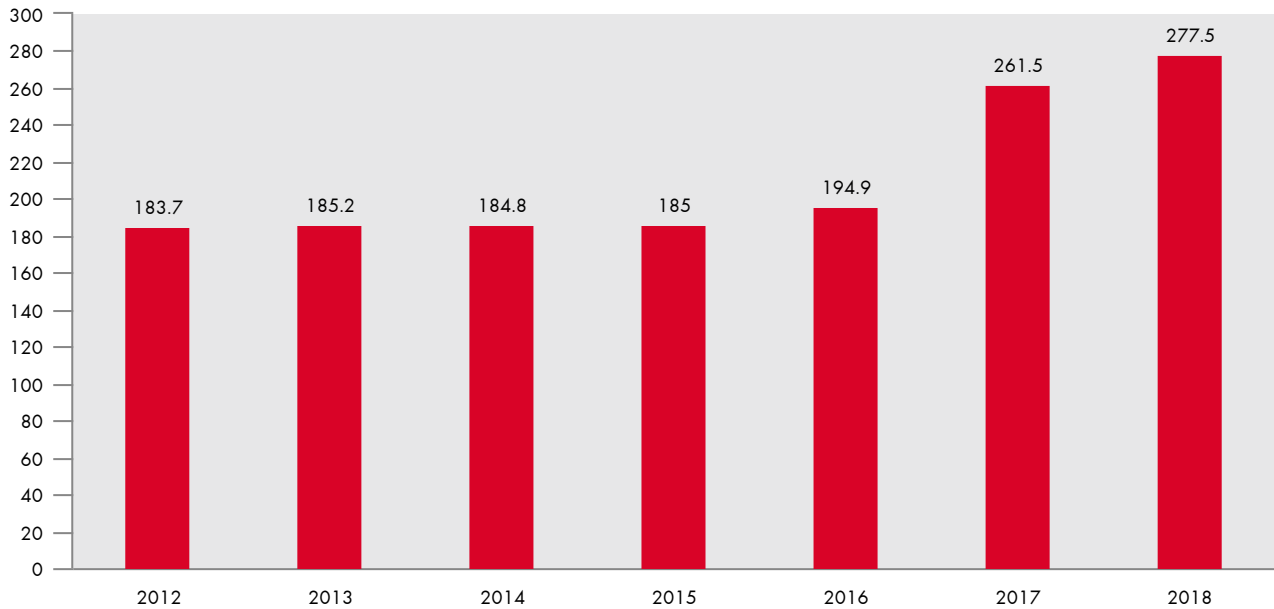
Parking revenue

Of our total revenue, about 90% (EUR 787.9 million) comes from short-term and long-term parking activities. Our total parking revenue consists of:

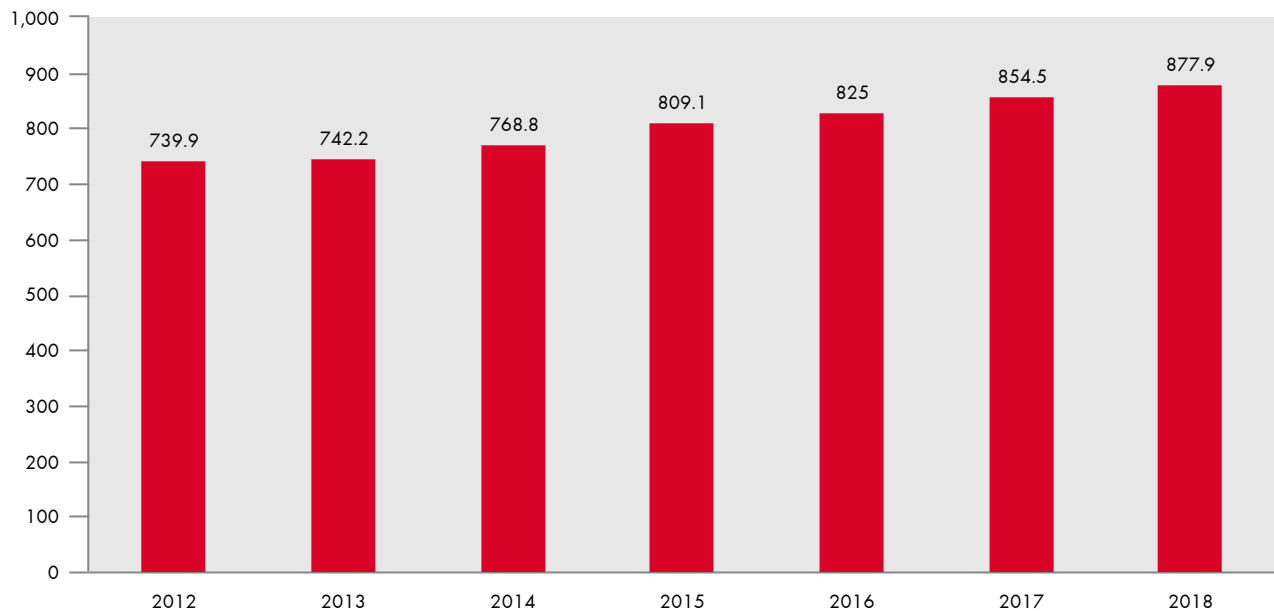
- | 75% short-term parking i.e. EUR 593.6 million;
- | 25% long-term parking i.e. EUR 194.3 million.

Chart 5: Operating result

(x EUR million)

**Chart 6: Net revenue**

(x EUR million)



Smart contracts

We capture value for public and private landlords by offering a range of contract types and value propositions. We operate parking facilities that we own, have in concession, lease or under a management contract.

Results

Of the 3,425 owned, in concession, long-lease, short-lease and management contracts:

- | 770 (22.5%) owned, concession or long-lease
- | 2,120 (61.9%) short-lease
- | 535 (15.6%) management

Strategic locations

We capture value for all our stakeholders through our portfolio of purpose-built and off-street parking facilities at strategic locations: in or near multifunctional inner-city areas, at public transport interchanges, and at hospitals.

In cities where we operate a certain number of car parks, we become a highly efficient parking operator and profound mobility partner. We can then engage in meaningful dialogue with other parking and mobility partners, including:

- | providers of parking route information systems;
- | urban planners regarding capacity of parking spaces needed and routing traffic;

Figure 15: Offering a range of smart contracts - ownership, concession, lease or management

