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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

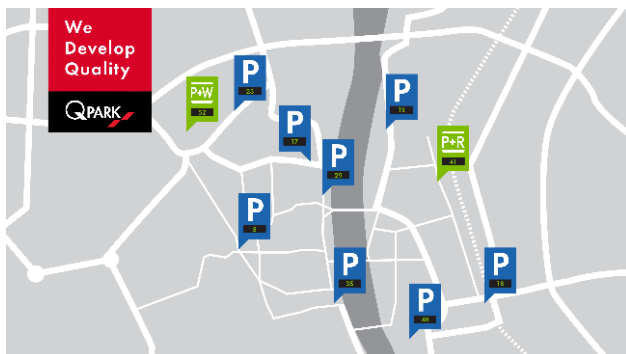


- I public and private landlords to efficiently integrate and operate their car parks in our portfolio;
- I mobility providers such as public transport, shared cars and bicycles providers;
- I parking tariff policy makers.

With our integrated and connected expertise, municipalities can take multiple measures to:

- I reduce traffic searching for a place to park;
- I improve air quality and reduce emissions;
- I provide for sufficient parking capacity and proper usage, both on- and off-street;
- I create a more liveable urban environment.

Figure 16: Strategic locations



Results

Cities where we have five or more purpose-built off-street parking facilities, increasing our operational efficiency significantly (in alphabetical order):

- I Belgium – Antwerp and Brussels
- I Germany – Berlin, Darmstadt, Düsseldorf, Hagen and Saarbrücken
- I Denmark – Aarhus, Copenhagen and Odense
- I Finland – Espoo, Helsinki, Tampere, Turku and Vantaa
- I France – Aubagne, Brest, Chalon sur Saône, Chambéry, Colombes, Marseille, Montigny le Bretonneux, Paris, Saint-Étienne, Toulon and Valence
- I Ireland – Cork and Dublin
- I Netherlands – Amersfoort, Amsterdam, The Hague, Eindhoven, Groningen, Heerlen, Maastricht, Roermond and Rotterdam
- I Norway – Bergen, Drammen, Kristiansand, Lillestrøm, Oslo and Stavanger
- I Sweden – Falun, Gävle, Göteborg, Helsingborg, Malmö, Örebro, Stockholm, Uppsala and Västerås
- I UK – Glasgow, Leeds, Liverpool, London, Manchester and Sheffield

Environmental footprint

Q-Park aims to reduce its environmental footprint for all its operations. We express our environmental impact in terms of CO₂ emissions per parking space in owned and long-leased facilities.

We manage our environmental impact by reducing energy consumption and by introducing energy-saving technology such as LED lighting with smart switching controls in our parking facilities.

Our lighting systems switch to brighter lighting when movement of cars or pedestrians is detected. In addition, when no cars are present in part of the car park, lighting is automatically dimmed to emergency levels.