

---

# CONTENTS

<b>ABOUT Q-PARK</b>	5
Review of business	6
Profile	9
Quality in parking	10
Notable projects in 2018	12
<b>STRATEGY</b>	19
Sustainable development goals	20
GHG Reporting	22
How we create value	23
Materiality analysis	24
Redefined CSR strategy	27
Risk management	30
<b>RESULTS</b>	36
Performance highlights	36
Value Creation	39
Value Capturing	49
Value Sharing	62
Value Retention	70
<b>OTHER INFORMATION</b>	79
Governance, policies, and codes	80
What we can do better	81
Future outlook	82
<b>OVERVIEWS</b>	83
General information	83
Stakeholders	88
<b>GLOSSARY</b>	92

# RESULTS

## PERFORMANCE HIGHLIGHTS

	2016	2017	2018
<b>General information</b>			
Owned, Concession + Long-Leased (O+LL) PFs	604	676	770
Short-Leased PFs	2,765	3,410	2,120
Managed PFs	179	841	535
O+LL parking spaces (kWh measured)	187,637	197,899	221,841
O+LL parking facilities (kWh measured)	393	561	547
<b>Financial information</b>			
Net revenue (x EUR million)	825.0	854.5	877.9
Net result (x EUR million)	194.9	261.5	277.5
Cash flow from operating activities (x EUR million)	128.9	110.6	249.3
Total of capital investment (x EUR million)	58.9	64.7	110.1
Net revenue from parking activities (x EUR million)			787.9
Net revenue from short-term parking (x EUR million)			593.6
Net revenue from long-term parking (x EUR million)			194.3
<b>Non-financial information</b>			
Average carbon footprint (kg CO2) per parking spaces	149	144	113
GWh consumed by O+LL PFs	97.5	98.0	96.4
Total GHG (tCO2)	31,914	32,205	29,892
Scope 1 (tCO2)	3,274	3,062	4,158
Scope 2 (tCO2)	28,274	28,740	25,461
Scope 3 (tCO2)	366	403	280
Car fleet e-cars	57	70	71
Car fleet diesels	480	468	448
E-charging stations	825	1,117	1,322
Employees	2,507	2,521	2,378
Employees receiving regular general training	1,660	1,574	1,406
Employee training hours (average per year)	15.3	15.4	17.2
Health & Safety number of incidents	151	219	158
Health & Safety number of lost days	1,835	1,522	1,002
Total PFs offering 24/7 service			3,425
Total PFs offering online information			1,861

	2016	2017	2018
Total PFs offering onsite services information			1,612
Total PFs offering online pre-booking services			385
Total PFs dedicated to hospital parking			63
O+LL PFs with disabled parking spaces			472
O+LL PFs underground			427
O+LL PFs with elevators			352
O+LL PFs in energy-saving LED project			260
O+LL PFs with CCTV			259
O+LL PFs with e-charging stations			130
O+LL PFs near public transport hub			119
O+LL PFs offering car sharing schemes			36
O+LL PFs with bicycle parking			16
Strategic cities with five or more PFs			58
Total PSs dedicated to PRMs (excl. BE, DK, NL, NO, SE)			2,421
Total POIs listed online (excl. FR)			1,333
Developed strategic PaSS Platform			yes
Developed strategic Q-Park Liveability Model			yes
Developed strategic Compliance Programme			yes
Developed strategic Thought Leader / Expertise Programme			yes
Developed strategic LED Transformation Project			yes

