

WHO WE ARE

PROFILE

Q-Park is a leading off-street parking infrastructure owner and operator with well-managed commercial parking facilities across seven Western European countries. We operate off-street parking spaces we own, have under concession or with lease contracts from public and private landlords. We focus on off-street purpose-built parking facilities at strategic locations.

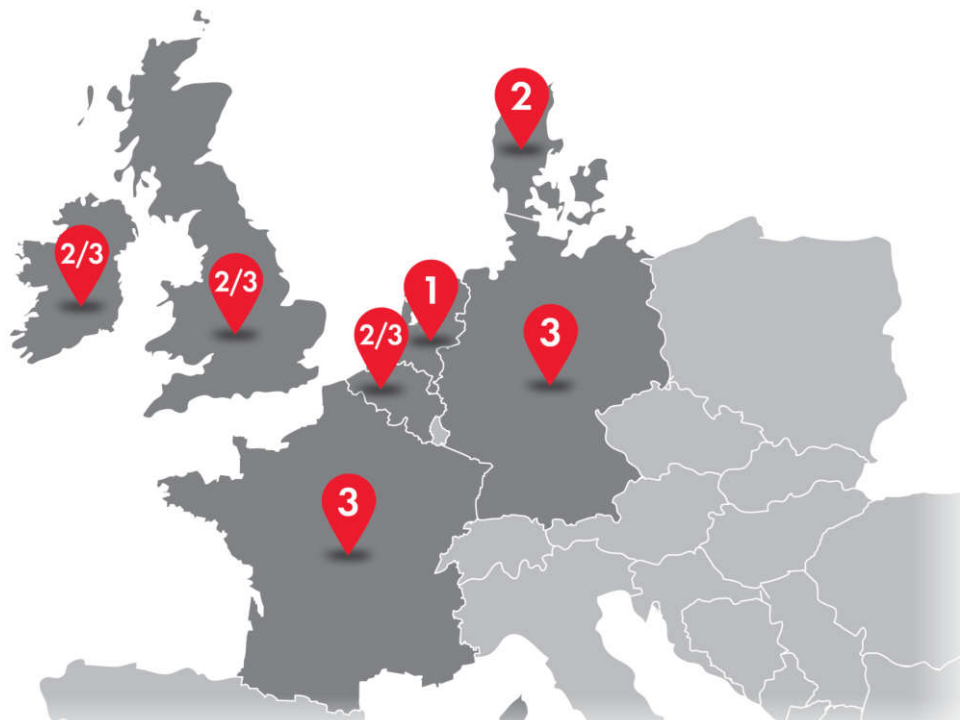
The seven countries in which we operate are the Netherlands, Germany, France, Belgium, United Kingdom, Ireland and Denmark. We are present in over 360 cities, have more than 5,300 parking facilities in our portfolio comprising over 1 million parking spaces. Based on publicly available industry data for

our competitors, we estimate that we are a top three player in terms of estimated off-street revenues in all the countries in which we operate.

Next to operating off-street parking facilities we offer:

- | Off-street parking management
- | On-street parking and kerbside management
- | EV charging points
- | Parking as a Smart Service (PaSS) platform
 - | an industry leading seamless parking service; and
 - | a fully integrated cloud-based digital infrastructure.

Q-Park market position



Based on (estimated) off-street revenues.

We demonstrate that effective regulated and paid parking combined with smart tariff plans, and pre-booking propositions along with digital access and payment services, makes an economic and sustainable contribution to cities and society. Effective regulated

and paid parking positively influences how people enjoy their urban visit, journey, shopping, commute or residence.

CORPORATE INFORMATION

GOVERNANCE

Q-Park stands for good corporate governance with proper supervision. The duties and responsibilities of executive directors, supervisory board members and shareholders are carefully defined. The Q-Park Governance is anchored in the articles of association.

Shareholders

KKR's Global Infrastructure fund invested in Q-Park in 2017 alongside a majority of European investors, including EDF. The fund is advised and managed by KKR, a global investment firm with a strong presence in Europe. More recently, also Pontegadea (family office of the founder of Inditex Group) and Interogo Holding, via its dedicated infrastructure fund, became significant shareholders in Q-Park.

General Meeting of Shareholders (GMS)

The highest governing body within Q-Park is the GMS. The agenda for the GMS is drawn up by the executive (EB) and supervisory boards (SB). Shareholders are also entitled to place items on the agenda.

Supervisory Board (SB)

The SB consists of ten members. The allocation of tasks, responsibilities, authorisations and the working practices of the SB are documented in regulations which are checked externally.

Executive Board (EB)

The EB consists of three members under the supervision of the SB. The SB has the authorisation to suspend EB members. The members of the EB fulfil the roles of:

- I CEO – chief executive officer
- I CFO – chief financial officer
- I CTO – chief transformation officer

EB committees

EB Committees are formed by at least one EB member and one or more Directors to advise on specific subjects.

Management committee

The management committee supports the EB on a weekly basis with tailored advice to execute the approved strategy effectively. CEO is chair.

Investment committee

The investment committee coordinates the new business process, analyses investment proposals on a weekly basis and supports the EB with recommendations. CFO is chair.

CSR committee

The Corporate Social Responsibility committee makes proposals and recommendations regarding corporate responsibility, policy and developments, reporting and stakeholder engagement. CEO is chair.

Works council

Q-Park follows the regulations for works councils applicable in each country where Q-Park is present. If these require a works council or social delegation, Q-Park will make the appropriate provisions.

Management

Q-Park has short lines of management and a flat consultative structure to ensure good communication within the organisation. Corporate management supports country management and its main tasks are:

- I Developing strategy
- I Overseeing:
 - I strategy implementation
 - I management of the countries
 - I performance of activities that serve the objectives of the business plan
 - I employee remuneration policy in the countries
 - I financing, ICT systems and taxation
- I Evaluating strategy performance
- I Managing risk and the relationship with investors
- I Monitoring house style and brand management
- I Reporting for shareholders and banks

Country management

Country Management consists of at least two directors who may only take material decisions together, thus always applying the four-eyes principle.

Corporate management

Together with the EB, corporate management discusses the medium to long-term corporate strategies and policies. Corporate management assigns responsibilities to oversee the performance of functional areas and progress of business projects.

Provision of information

Each month country management provides the EB with up to date operational and financial information.

The shareholders are informed regularly about the state of affairs.

Gender balance

A temporary provision in the Management and Supervision (Public and Private Companies) Act requires that large enterprises must balance the appointment of men and women or explain why there is no equilibrium and what measures the organisation intends to take to improve the balance.

At Q-Park, the EB members are men. The appointments are therefore not evenly distributed across the genders. We aim to reach at least 30% representation of women gender equality in our board(s) and our top senior leaders in our graduate recruitment.

Supervisory board

Executive board

Organisation chart