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.

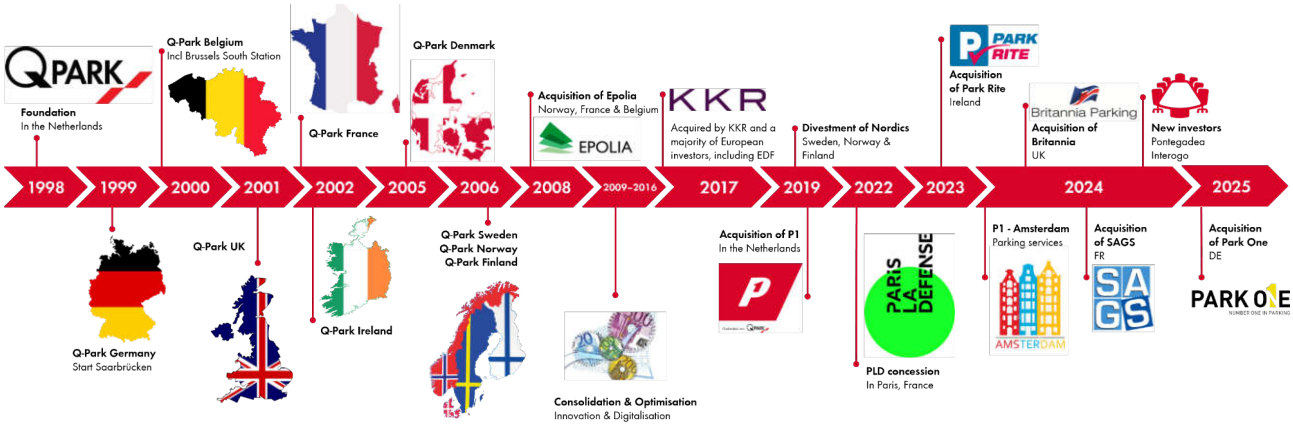
We have a strong portfolio of quality assets at prime locations, stable financial performance with proven resilience, and multiple levers for scalable value creation. We're highly predictable and have shown dependable revenue and reliable EBITDA growth over decades, together with accretive portfolio expansion.

Together with key parking and digital infrastructure features underpinning our business model and the continuing regulatory shift in favour of off-street parking, our business benefits from a high level of stable and recurring cash flows.

Timeline

We started our operations in the European market in the Netherlands in 1998. We expanded to Belgium, Germany and the United Kingdom in the early 2000s. Further European expansion and additional details can be found in the our timeline from 1998 onwards.

Q-Park timeline



STRENGTHS & TRENDS

We distinguish ourselves from competition with our quality portfolio of predominantly owned and long-leased off-street parking facilities in prime western European city centre locations, with our local market leadership positions, with our proprietary digital platform PaSS (Parking as a Smart Service), with our value-added EV charging propositions, with the longevity of our cash flow and a scalable parking-infrastructure platform which has tangible growth opportunities across our core parking business.

Together with key parking and digital infrastructure features underpinning our business model and the continuing regulatory shift in favour of off-street parking, our business benefits from a high level of stable and recurring cash flows.

Trends

We expect to benefit from the following key trends;

- urbanisation - growing urban congestion driving the shift from on-street to off-street parking;
- mobility mix - personal car ownership and private journeys continue to grow;
- city as an experience - inner-city off-street parking ideally suited for longer stays;
- liveability - shifting parking from on-street to off-street;
- growth of paid parking - parking operators are important partners in creating accessible city centres;
- digitalisation - off-street parking can offer smart digital solutions which customers want such as pre-booking, and
- energy transition - off-street parking facilities are ideally suited to offer EV charging and energy management at scale.

Strengths

We are well positioned to take advantage of these trends given our;

- continued focus on off-street parking;
- strategically located parking assets to capture continued demand;
- highly-developed and mature PaSS platform providing a digital parking ecosystem and seamless customer services, and
- EV charging programme which substantially increases the number of EV charging points in our owned and long-leased parking facilities.

PURPOSE & VISION

Purpose

Our purpose is to enhance urban liveability and connect communities by providing sustainable mobility solutions and seamless parking services.

Vision

Our vision is to be the most preferred sustainable mobility hub partner by 2030.

STRATEGY & VALUE DRIVERS

Our strategies focus on value creation and are aligned with our purpose and vision. We have a disciplined and conservative approach to investment. We intend to drive sustainable growth and sustained business performance through revenue growth and portfolio growth.

To provide a response to external events and market trends our plans are founded on five strategic pillars:

- Scalable growth – in assets and in prime locations in the seven countries in which we operate.
- Operational excellence – with our digital platform PaSS, commercial reach and efficient remote solutions.
- Incremental value – EV charging points and shared mobility solutions at unique urban locations.
- Long-term value – sustainable development with our CSR programme and our mobility hubs.
- Functional quality – supported by our data analytics, quality brand, compliance, Parking Hosts, mobility partners, real estate and ICT.

Q-Park strategies

Value drivers

Our proven value drivers are:

- Off-street parking solutions as cities move towards more space for people.
- Smart parking tariffs differentiated according to car park profiles and sales channels.
- Digital transformation with pre-booking, Q-Park app and third-party connections.
- Lean and mean operations and data-driven decision making.
- On-street parking regulations control to assist cities with kerbside management.
- EV charging and energy management.
- Portfolio expansion.

By offering a substantial portfolio of parking facilities in urban areas throughout western Europe, we contribute to the sustainable urban mobility plans (SUMPs) of cities by balancing individual and societal needs.

On the one hand, there is an individual need to travel for educational, economic, social, living and leisure purposes – whenever possible and without hassle. On the other hand, there is a societal need to improve the liveability of cities, increase safety for pedestrians and cyclists, provide access to green and public spaces, support economic development, and to offer affordable and equitable access for all.

Value for customers

With our portfolio of parking facilities in or near inner-city areas, we serve customers who wish to park near their destination. With an increasing number of EV charging points, we also offer our customers the opportunity to top-up their electric vehicle while parked.

Value for partners

As a sustainable mobility partner, we know the value of partnering with a variety of sustainable mobility providers to offer complementary mobility solutions to residents, commuters and visitors of urban areas, encouraging active travel and public transport use.

Value for landlords

For public and private landlords, we offer a range of contract types and value propositions, which are supported by our business intelligence and our proprietary digital platform PaSS.

Value for society

We operate with a long-term perspective and from a solid financial basis. Our Corporate Social Responsibility (CSR) report provides insight into our social and environmental impacts and how we enhance urban liveability and connect communities for years to come.

QUALITY IN PARKING

Contribution to quality of life

Q-Park wants to increase its presence in cities with attractive market dynamics as the population in urban conurbations continues to grow. This growth affects the number of passenger cars and the demand for parking spaces. The drift towards urban areas coincides with the trend towards more environmentally-friendly cars and the challenges to keep cities liveable.

We work together with project developers and local governments to create parking solutions that integrate in the mobility chain, limit impact on the environment, make room for people (not cars) and thus improve the quality of life for all stakeholders.

Q-Park off-street parking

People above ground - cars and bicycles under ground

Innovation

Information technology is a true enabler for our future development and for implementing new and innovative services for landlords, partners and customers. Our proprietary ecosystem, platforms and portals enable us to facilitate the customer's journey, in both the virtual and physical sense, from the comfort of their home to their final destination.

Our back-office operations run on a profound digital infrastructure which seamlessly integrates with our front office (websites, apps and parking facilities) where we interact with partners and customers. For example, to find parking solutions online, order a season ticket, pre-book a parking space, access and pay for parking based on automatic number plate recognition (ANPR), or open a pedestrian door with a QR code.

Our employees

Q-Park recognises that our goals can be met only with the dedicated input of committed and well-trained employees who share our passion for quality and customer service. We continuously invest in the development of our people.

Our commercial partners

We serve millions of customers every year. With the cash flows we generate from this, we continue to invest in future-focused parking solutions which add value for our public and private landlords, partners who offer mobility services, and for motorists.

Our activities

A large proportion of our revenue comes from single parking transactions, our short-term parking (STP) customers. Revenue is also generated from season ticket sales, our long-term parking (LTP) customers.

Through our country websites, we also offer customers the opportunity to pre-book parking spaces.

In addition, we offer services such as monitoring compliance to regulations applicable to parking on-street and on private property. We operate parking facilities for public and private landlords, and because of our scale, we do this efficiently and effectively.

QPARK Quality in parking

HOW WE ARE DIFFERENT

PARKING AS A SMART SERVICE

PARKING AS A SMART SERVICE

Powered by Q-Park

Q-Park Parking as a Smart Service (PaSS) is an evolutionary innovation combining ANPR technology with digital payment solutions, a quick-response code (QR code), Q-Park's proprietary Back Office Calculation (BOC) and Parking Management System (PMS) at access and exit points.

Q-Park PaSS enhances seamless parking services with digital access and automatic payment. It integrates payment options and is available to any customer using a parking or payment app which is part of our ecosystem. Customers register their number plate and link it to a bank account. Their number plate then forms their key to access Q-Park car parks. And with their QR code they can open pedestrian doors.

Q-Park PaSS is capturing value from innovation with a variety of business partners. Together we consider how to:

- simplify the various steps a parking customer needs to take (literally and figuratively) and we innovate to make these steps as simple as possible;
- connect the various sales & service channels a customer uses and we innovate for transparency, flexibility and freedom of choice;
- plan adaptively for businesses who wish to offer parking as part of their service and ensure seamless integration with their backoffice systems.

Portals

Q-Park PaSS enables businesses to manage access rights for their fleet by means of the **Fleet Portal** and for their visitors by means of the **Visitor Portal**. With the **Event Portal** we can manage access rights for VIPs, guests and operational crews at specific locations with specific date(s) and timing.

Q-Park PaSS Infographic

Q-Park enhances seamless parking services with digital access and automatic payment

PaSS = Parking as a Smart Service

Independent of city, car park or parking system

Access & Payment

- ANPR
- QR code
- Automatic payment

Access Portals

- Online sales channels (Smart value propositions Season tickets & Pre-booking)
- Customised sales channels (Linked customer journeys – APIs & URLs)
- Parking & Payment apps (Q-Park, KBC, 4411, ...)
- Fleet portal (Manage parking rights for colleagues)
- Visitor portal (Manage parking rights for guests)
- Event portal (Manage parking for VIPs, guests & crew)

Partner Interfaces

- Mobility Providers (Charging, Sharing, Public Transport, Micro-mobility, ...)
- Municipalities (Liveability & Mobility)
- Public & Private Landlords (Sustainable assets)
- Data & Dashboards

SUSTAINABLE MOBILITY PARTNER

With our Sustainable Mobility Partnership (SMP) Programme, we aim to be part of the European Mobility Transition. We help cities implement their sustainable urban mobility plans (SUMPs) and address transport and mobility related challenges such as congestion, air and noise pollution, climate change, alternatives to fossil fuels, urban expansion and decreasing public budgets.

With our **mobility hubs** we offer urban solutions for accessibility, liveability, housing, sustainability and mobility equality, and transform search traffic into destination traffic and enable kerbside management optimisation.

Together with our **mobility partners** we seek ways to make sustainable mobility successful. Measures we can help introduce include:

- transitioning from on-street to off-street parking;
- transforming search traffic to destination traffic with smart navigation and pre-booking;
- facilitating EV charging and shared mobility;
- adding logistics services, bicycle parking and lockers in our parking facilities.

Sustainable mobility planning for the wider urban area involves focusing on communities, liveability and on individuals' mobility needs rather than accommodating traffic. And as the need for sustainable mobility increases, the focus is now shifting:

- from cars to people (space & greenery);
- from cars to active mobility (walking & cycling);
- from owned to shared (car sharing & public transport);
- from fossil fuels to emission-free transport (EV cars & EV logistics).

We have over 170 mobility hubs which provide access to a variety of sustainable mobility solutions. Supporting urban accessibility, sustainability and liveability.

Mobility transition
Mobility transition is a set of social, technological, political and partnership processes of converting traffic (including urban logistics) and mobility to sustainable transport with renewable energy resources, and an integration of several different modes of private transport and local public transport.

Q-PARK CONTROL ROOM

The Q-Park Control Room (QCR) is an international help desk, available 24/7. It gives customers instant access to multi-lingual Parking Hosts in our central control room who can provide help and support with queries relating to the payment system or accessing or exiting the parking facility.

QCR employees also have direct access to onsite employees, service technicians and the customer service department. If customers have a query when they are in one of our parking facilities, the QCR will be able to help.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is strongly connected with the principles of sustainability - economy, society and the environment. For Q-Park, our Annual CSR Report shows our strategy, focus areas, ambitions and results not only on financial and operational factors, but also on the social and environmental impacts of our business. It shows our commitment to grow responsibly while meeting the interests of our stakeholders.

Q-Park Quintessence, developed in 2007, was our first sustainability showcase with a broad perspective on urban challenges. Linking mobility and parking policy, even claiming that parking policy is the most important instrument in regulating mobility in urban areas - explaining the logic behind regulated and paid parking.

Q-Park's first Annual CSR Report was published in 2008 and we've been reporting annually on sustainability, based on the GRI Standards, since 2011. In the early years, it was all about raising awareness and integrating sustainable development in our day-to-day business. We benchmarked ourselves and ensured we were doing the right things in the right way. We engaged with stakeholders, enhanced the transparency of our governance and our impact on environmental and social issues.

From 2017 onwards, we focused more on developing and implementing shared solutions. We identified how we can contribute to achieving the UN Sustainable Development Goals (SDGs), and our role in helping society progress towards Europe's aim to be climate neutral by 2050.

CSR Progress & Plan

CSR Progress 2007 - 2023

2007

- Quintessence showcase
- The logic of paid parking

2008 – 2010

- Annual reports
- Serving tenders & Benchmarks

2011 – 2012

- GRI disclosures
- Goals, CSFs & KPIs

2013-2016

- Online & Control
- Five year targets

2017 – 2020

- Value Creation Model
- SDGs & Materiality matrix

2021 – 2023

- ESG & Investor Relations
- CSR Strategic Framework

CSR Plan 2024 - 2050

2024 – 2025

- 2024 Material KPIs & Targets
- 2025 CSRD Compliance

2030 – 2050 (EU targets)

- CO_2 reduced >55% by 2030
- Net zero emission by 2050

In 2023 we have worked on our CSR Strategic Framework, based on a double materiality analysis. From this exercise we redefined our Purpose, Vision & Sustainability matters to focus on. From here we can progress to establishing roadmaps with relevant initiatives and set targets for 2025 to 2050. The framework also supports our process to being CSRD Compliant over the Annual Report 2025.

CSR Strategic Framework

Purpose: Enhance urban liveability and connect communities by providing sustainable mobility solutions and seamless parking services.

Vision: By 2030 we are the most preferred sustainable mobility hub partner.

Focus area	Urban liveability	Sustainable mobility solutions	Seamless parking services
Ambition	Supporting urban liveability by reducing GHG emissions, increasing renewable energy usage, and smart renovation and maintenance activities.	Connecting communities with our ecosystem of sustainable mobility solutions.	Enhancing seamless parking with our digital access and payment services.
CSR Matters	(1) Liveability (2) Energy (4) Renovation & Maintenance (5) Climate change mitigation (7) Climate change adaptation	(1) Mobility transition Vision & (9) Strategic partnerships	(3) Digitalisation and innovation (6) Personal safety of end-users (8) Customer satisfaction (11) Information-related impacts of end-users (15) Social inclusion of end-users

Other sustainability matters: (10) Working conditions (12) Equal treatment and opportunities for all (13) Supplier relationship management (14) Corruption and bribery

Energy & Mobility transition

Within our focus area '**Urban liveability**' we have listed our efforts on renewable energy procurement, production and storage, supporting Europe's energy transition. This means moving away from fossil fuels to greater use of renewable energy, thereby reducing greenhouse gas emissions.

Our focus area '**Sustainable mobility solutions**' demonstrates our ambition to play our part in Europe's mobility transition. Firstly, because our mobility hubs, parking facilities (PFs) and EV charging points are an essential part of a sustainable urban mobility infrastructure. And secondly, because we offer a variety of alternative modes of transportation in or close by our PFs through substantial partnerships with public transport providers, micromobility sharing/rental providers and car sharing/rental providers.

And with our focus on '**Seamless parking services**' we ensure that our digitalisation and innovation efforts are geared towards a seamless parking experience for our customers. Providing digital access and payment services, via our tools or payment services of our partners.

A strong sense of corporate social responsibility (CSR) is embedded in everything that Q-Park does as a company. It underpins every major management decision, every new project, and every engagement we have with our community of users. It's part of our Quintessence, which is how we bring together all of our ideas about regulated and paid parking, and about how we work with our partners and stakeholders to contribute to the quality of life in our cities.

Please click here for the Annual CSR Report 2024.

Quintessence

Cities are the undisputable engines of Europe – and these engines are increasingly becoming choked. Regulated and paid parking are therefore logical choices for cities faced with the following five challenges: Mobility – Facility – Society – Economy – Environment.

The Q-Park Quintessence is about regulated and paid parking as a solution for these five urban challenges as it is a particularly effective instrument for influencing mobility and keeping the urban engine from ticking over.

Quintessence – literally - fifth essence, the **idea**.
Our Quintessence is to guide those who are interested along the way of understanding 'the logic of regulated and paid parking'. As a mnemonic, Quintessence is illustrated as a five point guiding star, where each point in itself is a good reason to regulate or pay for parking.

Quintessence - The logic of regulated and paid parking

SHOWCASES

EXPERTISE

NEWS

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 nine 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:

- CEO – chief executive officer
- CFO – chief financial officer
- 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:

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

POLICIES & CODES

INVESTOR RELATIONS

Q-Park seeks to provide appropriate facts and figures to shareholders, capital providers, rating agencies and analysts.

To apply for access to the Investor Relations Portal, click here.

More information on the KKR Infrastructure Fund, click here.

BRAND IDENTITY

The Q-Park Brand Identity is all about how we present ourselves and how we want to be recognised and perceived by stakeholders. In essence it is a promise of what people can expect from us.

The online manual describes the Q-Park Brand Identity in detail and contains digital references, downloads and interaction options. Click here for the Q-Park Brand Identity manual.

GLOSSARY

ANPR
Automatic Number Plate Recognition

SMP
Sustainable Mobility Partner

SUMPs
Sustainable Urban Mobility Plans

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Quality in parking

Q-Park B.V.
PO Box 1166
6201 BD Maastricht

T +31 433 297 171
I www.q-park.com