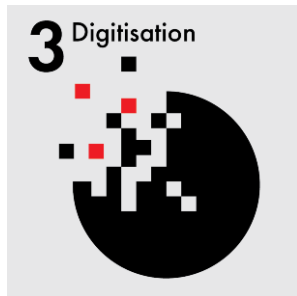

CONTENTS

PREFACE	4
ABOUT Q-PARK	6
Profile	6
Quality in parking	8
Review of business	9
Review of CSR	14
Notable projects	16
Future outlook	26
STRATEGY	28
How we create value	29
Sustainable development goals	32
Materiality analysis	34
CSR strategy	38
RESULTS	44
Performance highlights	44
Value Creation	46
Value Capturing	56
Value Sharing	64
Value Retention	70
OTHER INFORMATION	79
Supply chain	80
Governance, policies and codes	81
Risk management	82
What we can do better	90
OVERVIEWS	92
GRI Content Index	92
Stakeholders	98
GLOSSARY	102

Co-creation



3 Digitisation



4 Economic performance



10 Partnerships

We aim to create value through co-creating partnerships, growing our asset portfolio, our performance and our sales channels.

Co-creation contributes to

the material topics: digitisation, economic performance and partnerships.

Partnerships are vital

Strategic partnerships in which we pursue a form of agreement with mutually beneficial goals are important to our business. Naturally, we depend on the willingness of the other party to collaborate and achieve the desired results. For this reason we have defined partnership objectives to guide us.

Mobility Partners

Parking Payment Service Providers (PPSPs)

We work together with parking payment service providers (PPSPs) who want to combine their on-street parking and payment solutions with off-street parking, enabling their customers to:

- | park with the PPSP mobile app of their choice;
- | receive an overview of their parking transactions;
- | pay immediately or make a single payment at the end of the month.

Purpose Partners

Purpose Partners

We have developed parking deals for Purpose Partners, allowing them to share a bespoke URL with their customers which contains a relevant parking offer. This is a great solution for hotels and restaurants, cities and cinemas, offices and sports clubs, and whoever wishes to offer a parking deal to their customers without any hassle (digitally, operationally or administratively).

- | Customers pre-book with and pay Q-Park.
- | Purpose Partners focus on their business while increasing customer satisfaction levels by offering convenient and often economic parking.

We have also developed the Q-Park Event Management Portal, enabling event organisers and event locations to offer parking. A great option if you need a customised solution.

Other partnerships

Mobility hubs

In the Netherlands, Q-Park has a co-creation solution with the NS, the national railway operator. Q-Park manages the Park+Ride car parks at train stations and enables NS Business Card holders to use their public transport card for parking as well.

Infrastructure

We co-create with public and private landlords to provide underground bicycle parking and infrastructure solutions, to unlock existing parking capacity, to create urban parks, to free-up town squares and enable safe routes for pedestrians and cyclists above ground.

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



By partnering with other organisations in the mobility chain we are contributing to SDG 9.

Compliance

We aim to comply with national and European laws and regulations applicable to our industry. We are also averse to the risk of non-compliance with our own codes, contractual agreements, and covenants.

A compliance function is in place to define and implement the Q-Park Compliance Programme. A clear governance structure has been implemented to ensure that legislation, internal norms and guidelines are being respected on a continuous basis.

With external support using best practices related to our sector and a 'Risk / Compliance Universe Model' as reference, periodical risk assessment is performed to identify most relevant compliance areas, related challenges and risks.

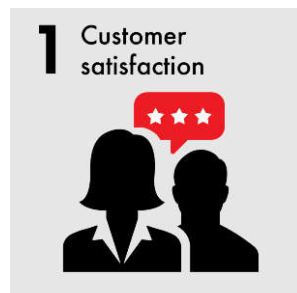
Results

- | In 2020 a lot of attention had been paid by dedicated teams to further mitigate risks related to the compliance areas 'Cyber Security', 'Privacy' and 'Ethics & Integrity'.
- | Training programmes have been implemented for these compliance areas to increase risk awareness and act accordingly.



One of their focus areas is cyber security - the sixth most material topic in the context of our sustainability impact.

Our expertise contributes to customer satisfaction and in our 2020 Materiality Analysis, customer satisfaction is considered the most material topic.



Expertise

We aim to retain value by sharing our expertise. We do this with our We Develop Quality (WDQ) campaign, Q-Park Student Award & Thought Leader events, and our contribution to parking industry bodies.

We participate in the following industry platforms:

- | Danish Parking Association
- | Board member at Vexpan, and Stichting Maatschappelijke Projecten Maastricht
- | Member of Communication Partners
- | Member of GBN platform
- | CROW
- | EPA

Research

The research we continually conduct helps us stay ahead of developments in the parking industry and to be a leader and proactive player. We follow digital trends and conduct research to develop our partnerships and benefit the customer experience.

Our research is designed to help us better meet the needs of our stakeholders: public and private landlords, partners and our customers.

We focus on topics to help improve the economic and societal performance of our parking facilities. Of the research topics we worked on during 2020, we report here about:

- | research into EV charging;
- | research into urban mobility plans.

EV charging

Our extensive research in 2020 into EV charging resulted in a draft EV charging policy. The Q-Park EV Charging Policy is designed to enable us to realise EV charging infrastructure in our parking facilities.

The policy will enable us to meet the EV charging challenges in the coming years. Aspects taken into account include:

- | legislation and regulations;
- | constraints to power capacity available;
- | fire safety;