

---

# CONTENTS

<b>PREFACE</b>	4
<b>ABOUT Q-PARK</b>	6
Profile	6
Quality in parking	7
Review of business	8
Review of sustainability	12
Review of activities	14
Future outlook	21
<b>STRATEGY</b>	23
How we create value	23
Materiality analysis	26
Targets	27
Sustainable development goals	28
<b>RESULTS</b>	30
Performance highlights	30
Our financial performance	32
Our products and services	34
Our innovations	42
Our employees	50
Our social engagement	52
Our environmental impact	57
<b>OTHER INFORMATION</b>	61
Risk management	62
What we can do better	70
<b>OVERVIEWS</b>	71
GRI Content Index	71
Stakeholders	77
<b>GLOSSARY</b>	80

## EV charging programme

The Q-Park EV charging programme is all about realising an EV charging infrastructure in our car parks. The programme has three focus areas:

- I commercial demand;
- I national legislation;
- I local requirements.

We intend to increase the number of publicly accessible EV charging points in our portfolio as it supports our overarching growth strategy, generates additional revenue and enables sustainable mobility choices.

We also need to respond timely to obligations arising from legislation and commercial demand. We are addressing the various challenges involved, such as available power capacity and fire safety. For this, we've developed an integrated approach, enabling us to match demand with different types of users and EV charging point types.

Currently, the largest market demand for EV charging points is from residents, commuters and fleet owners who are well-served with regular charging (4 kW to 22 kW) as they are parked for several hours. We are also exploring rapid and ultra-rapid charging (50 kW to 350 kW) for those parking for shorter periods, as this group may present opportunities in the future.

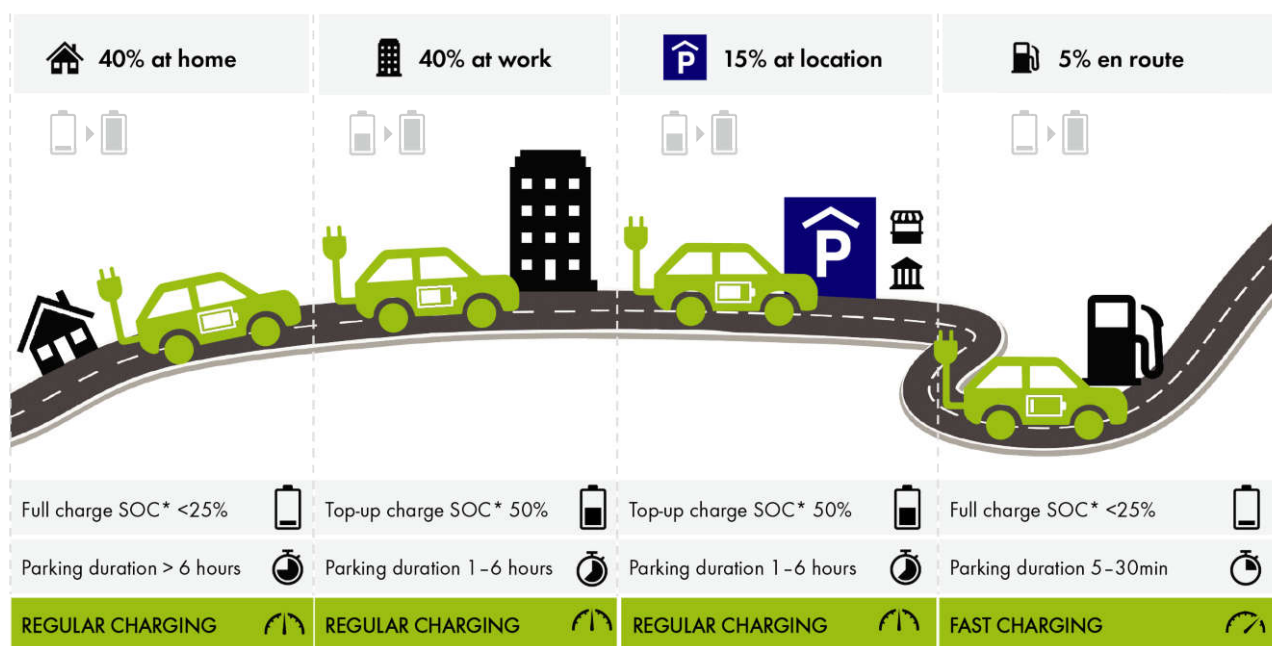
### EV charging locations

Q-Park has strategic urban locations where cars park. This enables us to play a key infrastructural role in facilitating EV charging.

### Charging considerations

- I The appropriate charging strategy depends on the length of stay.
- I The average parking transaction lasts 2 to 3 hours, which makes regular charging at 7.4 or 11 kW the most suitable for destination charging.
- I The average time to refuel a car which consumes fossil fuel is about 5 minutes, this makes rapid charging suitable for en-route charging.

Figure 22: EV charging – needs and locations



\* SOC = State Of Charge (battery condition)

## Commercial & Digital programme

Customers truly appreciate the convenience of planning for their trip, whether for leisure or business, from the comfort of their home or office before they start their journey.

Over the past few years we have invested considerably in our digital services. Our Commercial & Digital programme has enabled us to focus on developing the most impactful commercial digital pillars that support our business today.

Supported by our digital platform PaSS, which provides all relevant options for visitors to a car park, including pre-booking options and tailored propositions as well as information regarding parking tariffs and payment options, car park capacity, navigation, availability of EV charging and other services.

Our Commercial & Digital programme helps:

- | reducing the hassle of parking with a seamless, contactless, queue-less customer journey;
- | reducing search effort and search traffic during a customer's physical journey and close to their destination;
- | reducing paper tickets and receipts, plastic access cards, and cash;
- | reducing queues at access and exit barriers;
- | highlighting off-street parking options and enabling urbanisations to reduce inner-city congestion.

### PaSS is our key

PaSS is the foundation of our digital services. It incorporates relevant information for our business, partners and customers, automatic number plate recognition (ANPR) and cashless and contactless payments.

Figure 23: Q-Park PaSS – our digital platform

