
CONTENTS

PREFACE	4
ABOUT Q-PARK	6
Profile	6
Quality in parking	7
Review of business	8
Review of sustainability	12
Review of activities	14
Future outlook	21
STRATEGY	23
How we create value	23
Materiality analysis	26
Targets	27
Sustainable development goals	28
RESULTS	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
OTHER INFORMATION	61
Risk management	62
What we can do better	70
OVERVIEWS	71
GRI Content Index	71
Stakeholders	77
GLOSSARY	80

OUR FINANCIAL PERFORMANCE

We capture value for our stakeholders with our financial performance.

The 2021 financial year was again impacted by the coronavirus and the measures and mobility restrictions imposed to contain its spread.

Long-term parking revenues remained fairly stable throughout 2021 despite the mobility restrictions imposed to contain the coronavirus. However, the impact on short-term parking revenues varied depending on the level of mobility restrictions imposed by governments. We noticed a strong recovery of short-term parking when coronavirus measures were eased.

Q-Park Brand and Software

Q-Park Brand (trade name) is valued at EUR 58.5 million (2020: EUR 62.2 million) and Q-Park Software is valued at EUR 29.4 million (2020: EUR 27.5 million).

Investments

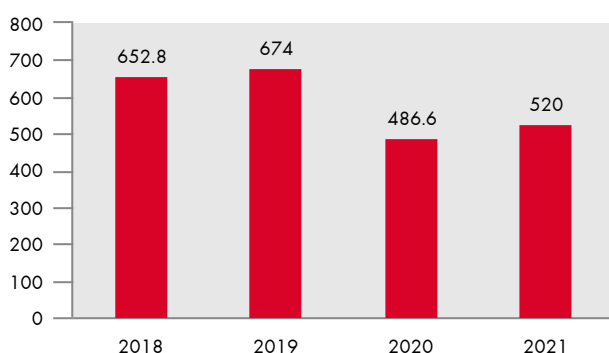
Adjusted for divestments, capital investment amounted to EUR 84.9 million (2020: EUR 78.3 million). Acquisition and expansion investments amounted to EUR 44.5 million (2020: EUR 40.8 million).

Underlying net revenue

The underlying net revenue is EUR 520.0 million (2020: EUR 486.6 million).

Chart 4: Underlying net revenue

(x EUR million)

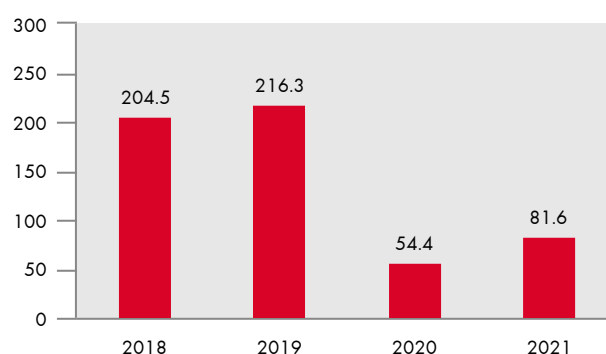


Underlying operating results

The underlying operating result amounts to EUR 81.6 million compared to EUR 54.4 million in 2020.

Chart 5: Underlying operating result

(x EUR million)

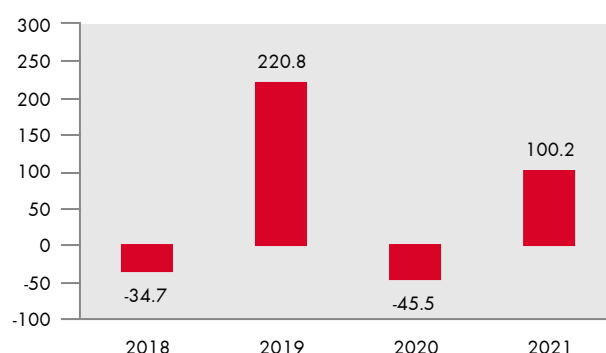


Cash flow

In 2021, total cash flow amounted to EUR 100.2 million compared to EUR -45.5 million in 2020.

Chart 6: Cash flow from operating activities

(x EUR million)



Taxation

The total tax result in 2021 amounted to EUR 14.9 million (2020: EUR -0.2 million) representing a tax pressure on the result for the year of 12% (2020: 0%). Excluding the effect of incidental items and

permanent differences, the effective tax rate for 2021 would be approximately 23%.