

# 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

# RESULTS

## PERFORMANCE HIGHLIGHTS

	2018	2019	2020	2021
<b>General information</b>				
Total Parking Facilities (PFs)	≈ 2,500	2,556	3,076	3,308
Owned, Concession + Long-Leased (O+LL) PFs	635	688	689	710
Short-Leased PFs	180	172	107	90
Managed PFs	138	151	209	283
Total Parking Spaces (PSs)	≈ 454,000	547,481	571,166	649,189
O+LL PSs	281,801	282,008	286,870	291,920
Short-leased PSs	44,297	36,161	36,873	33,974
Managed PSs	71,216	150,668	148,315	217,797
O+LL PFs (kWh measured)	547	544	517	518
O+LL PSs (kWh measured)	208,708	226,773	221,396	222,880
<b>Financial information</b>				
Underlying net revenue (x EUR million)	652.8	674.0	486.6	520.0
Underlying operating result (x EUR million)	204.5	216.3	54.4	81.6
Cash flow (x EUR million)	-34.7	220.8	-45.5	100.2
Total capital investment (x EUR million)	109.0	147.2	78.3	84.9
Net revenue from parking activities (x EUR million)	602.0	616.3	420.3	450.1
Net revenue from short-term parking (x EUR million)	475.5	479.0	282.0	319.7
Net revenue from long-term parking (x EUR million)	126.5	137.3	138.3	130.4
<b>Non-financial information</b>				
Average carbon footprint (kg CO <sub>2</sub> ) per parking space	119	105	91	93
GWh consumed by O+LL PFs (measured)	89.3	87.5	70.6	71.1
kWh consumed per O+LL PS (measured)	428	386	319	319
Total GHG (tCO <sub>2</sub> )	28,088	27,040	22,647	23,472
Scope 1 (tCO <sub>2</sub> )	2,825	2,724	1,949	2,281
Scope 2 (tCO <sub>2</sub> )	25,026	24,065	20,443	20,944
Scope 3 (tCO <sub>2</sub> )	237	251	255	248
Car fleet e-cars	53	55	62	69
Car fleet diesels	300	292	270	290
EV charging points	534	956	1,190	2,114
Total number of employees	1,562	1,503	1,430	1,878

	2018	2019	2020	2021
Employees receiving regular general training	860	1,070	920	1,394
Employee training hours (average per year)	21.4	20.9	12.6	16.5
Employees with CLA	53%	47%	48%	37%
Number of work-related incidents	49	57	43	58
Number of work-related lost days	917	743	749	866
PFs offering 24/7 service	962	1,011	1,053	1,063
PFs offering online information	729	741	762	786
PFs offering online pre-booking		221	290	385
PFs offering PRM parking spaces	424	445	524	532
PFs offering lifts	284	370	437	450
PFs offering CCTV	250	285	301	308
PFs offering EV charging points	115	169	203	227
PFs offering access to public transport	110	160	204	209
PFs offering ANPR (PaSS enabled)			168	204
PFs offering bicycle parking	11	94	104	119
PFs offering car sharing schemes	32	32	28	33
PFs dedicated to energy-saving lighting (mostly LED)	97	278	342	350
PFs dedicated to hospital parking	56	57	59	67
PSs dedicated to PRMs	2,144	2,309	2,976	3,078
POIs listed online (excl. FR 2018 & 2019)	653	734	1,643	2,436
Cities with five or more PFs		42	53	56
Awards	133	125	88	79
Certifications	7	9	10	10
Customer satisfaction survey: season tickets				3
Customer satisfaction survey: pre-booking				5
Customer satisfaction survey: other				2
Number of Google reviews received	11,996	21,294	10,867	12,631
Average score of Google reviews	3.6	3.7	3.7	3.7