



GOVERNANCE, POLICIES, AND CODES

We have moved all the static information about or governance, policies and codes from the report to our corporate website as this information does not depend on the reporting year.

CSR Governance

- For information about our CSR governance we refer you to the CSR governance section on www.q-park.com.
- For information about our CSR policy we refer you to the CSR policy section on www.q-park.com.
- For information about our CSR remuneration we refer you to the CSR remuneration section on www.q-park.com.
- For information about our CSR accounting framework we refer you to the CSR accounting framework section on www.q-park.com.
- For information about our CSR reporting principles we refer you to the CSR reporting principles section on www.q-park.com.

Changes in CSR reporting

On 11 October 2017 Byzantium Acquisition MidCo 2 B.V., through its subsidiary Byzantium Acquisition B.V., acquired 100 percent of the shares in the Q-Park Group. If Q-Park had been acquired as of the beginning of the financial year revenue contribution would have been EUR 854.5 million, which is an increase of 3.6 percent compared to the revenues reported by Q-Park in the previous financial year. Even though there are no comparative figures, the results show an upward trend.

In 2017 we also changed the way we collect data about energy consumption and our CO_2 footprint. Due to improved data quality procedures we have more accurate data for 2016 and 2015. Therefore, we have restated the figures for both years.

Corporate governance

- For information about our Governance we refer you to the Governance section on www.q-park.com.
- For information about our Code of Ethics we refer you to the Code of Ethics section on www.q-park.com.
- For the most up-to-date organisation chart we refer you to the Organisation chart section on www.q-park.com.
- For the most up-to-date personal profiles of the Executive Board members we refer you to the Executive Board section on www.q-park.com.
- For the most up-to-date personal profiles of the Supervisory Board members we refer you to the Supervisory Board section on www.q-park.com.

We value your feedback

We value your feedback on our CSR report as this will help us to further improve its quality. Should you have any questions or comments, we would like to hear from you by e-mail: cmc@q-park.com. You may also post your response to us at the address given in the contact details. We will endeavour to respond within five working days.

You can also get in touch with us using the contact form on our website www.q-park.com.

OVERVIEWS

PERFORMANCE INDICATORS

Performance and targets

OUR FINANCIAL PERFORMANCE Commonic performance	PI	Description	0015	001/	0017	2020	AA. 12
Economic vertormance G4-EC1 Direct economic value generated and distributed (x EUR million)³ 185.0 P34.9 P35.0 P34.5 194.9 P35.0	OUR FINE	ANCIAL PERFORMANCE	2015	2016	2017	larger	Mtrl ²
Direct economic value generated and distributed (x 185.0 194.9 194.0							
G4-EC1 EUR million)³ - net revenue 809.1 825.0 854.5 - net result 90.9 128.9 n/a - operating cash flow 193.9 202.8 n/a G4-EC4 EUR 1,000) 673 873 452 G4-EC4 EUR 1,000) 0.8% 0.9% 1.1% 3.0% QEC-7 Total capital investment (x EUR million) 46 59 65 QSO-9 Expense for societal activities in (local) communities: and societal activities and societal	Economic	•	105.0	1040	- /-		+4
- net result 90.9 128.9 n/a - operating cash flow 193.9 202.8 n/a Financial assistance received from government (x 673 873 452 G4-EC4 EUR 1,000) QFA-5 Percentage of parking revenue which was pre-booked 0.8% 0.9% 1.1% 3.0% QEC-7 Total capital investment (x EUR million) 46 59 65 QSO-9 Expense for societal activities in (local) communities: 335,913 411,501 403,429 0,20% money, materials, food/beverages, etc. (EUR) Compliance with laws and regulations G4-S08 Significant fines and sanctions for non-compliance with lows G3-Significant fines and sanctions for non-compliance with environmental laws and regulations G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 metres: - of major public transport nodes - of bicycle parking and/or bicycle rental Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically Owned and long-leased parking spaces specifically 1,349 1,551 1,669 0.6% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,669 0.6% GA-6 allocated to: - electric cars, with electric charging station 591 825 1117	G4-EC1		165.0	174.7	n/a		+
- operating cash flow 193.9 202.8 n/a Financial assistance received from government (x 673 873 452 64-EC4 EUR 1,000) QFA-5 Percentage of parking revenue which was pre-booked 0.8% 0.9% 1.1% 3.0% QEC-7 Total capital investment (x EUR million) 46 59 65 QSO-9 Expense for societal activities in (local) communities: 335,913 411,501 403,429 0,20% money, materials, food/beverages, etc. (EUR) OPEX Compliance with laws and regulations G4-SO8 Significant fines and sanctions for non-compliance with laws with laws and regulations 0 0 0 G4-SO9 Significant fines and sanctions for non-compliance with environmental laws and regulations 0 0 0 G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% allocated to: - electric cars, with electric charging station 591 825 1117		- net revenue	809.1	825.0	854.5		+
Financial assistance received from government (x 673 873 452 G4-EC4 EUR 1,000) QFA-5 Percentage of parking revenue which was pre-booked 0.8% 0.9% 1.1% 3.0% QEC-7 Total capital investment (x EUR million) 46 59 65 QSO-9 Expense for societal activities in (local) communities: 335,913 411,501 403,429 0,20% money, materials, food/beverages, etc. (EUR) OPEX Compliance with laws and regulations G4-SO8 Significant fines and sanctions for non-compliance with laws 0 0 0 G4- Significant fines and sanctions for non-compliance EN29 with environmental laws and regulations 0 0 G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% allocated to: - electric cars, with electric charging station 591 825 1117		- net result	90.9	128.9	n/a		+
G4-EC4 EUR 1,000) QFA-5 Percentage of parking revenue which was pre-booked 0.8% 0.9% 1.1% 3.0% 3.0% 0.9C-7 Total capital investment (x EUR million) 46 59 65 QSO-9 Expense for societal activities in (local) communities: 335,913 411,501 403,429 0,20% money, materials, food/beverages, etc. (EUR) OPEX Compliance with laws and regulations G4-SO8 Significant fines and sanctions for non-compliance with laws with laws and regulations 0 0 0 G4- Significant fines and sanctions for non-compliance with environmental laws and regulations 0 0 0 G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% allocated to: - electric cars, with electric charging station 591 825 1117		- operating cash flow	193.9	202.8	n/a		+
QEC-7 Total capital investment (x EUR million) QSO-9 Expense for societal activities in (local) communities: 335,913 411,501 403,429 0,20% money, materials, food/beverages, etc. (EUR) Compliance with laws and regulations G4-SO8 Significant fines and sanctions for non-compliance with laws of exit laws and regulations of significant fines and sanctions for non-compliance with environmental laws and regulations of significant fines and sanctions for non-compliance EN29 with environmental laws and regulations of significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	G4-EC4		673	873	452		+
QSO-9 Expense for societal activities in (local) communities: 335,913 411,501 403,429 0,20% money, materials, food/beverages, etc. (EUR) 335,913 411,501 403,429 0,20% OPEX Compliance with laws and regulations G4-SO8 Significant fines and sanctions for non-compliance with laws 0 0 0 G4- Significant fines and sanctions for non-compliance with environmental laws and regulations 0 0 G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	QFA-5	Percentage of parking revenue which was pre-booked	0.8%	0.9%	1.1%	3.0%	++5
Compliance with laws and regulations G4-SO8 Significant fines and sanctions for non-compliance with laws and regulations of significant fines and sanctions for non-compliance with environmental laws and regulations of significant fines and sanctions for non-compliance environmental laws and regulations of significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	QEC-7	Total capital investment (x EUR million)	46	59	65		+
G4-SO8 Significant fines and sanctions for non-compliance with laws 0 0 0 G4- Significant fines and sanctions for non-compliance EN29 with environmental laws and regulations 0 0 G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	QSO-9	, ,	335,913	411,501	403,429		++
with laws G4- Significant fines and sanctions for non-compliance EN29 with environmental laws and regulations G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	Complian	ce with laws and regulations					
EN29 with environmental laws and regulations 0 0 G4-PR9 Significant fines and sanctions for non-compliance with the provision and use of products and services OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	G4-SO8	-		0	0		+
OUR PRODUCTS & SERVICES Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117		•		0	0		+
Mobility modes and integrated parking Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes - of bicycle parking and/or bicycle rental Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station	G4-PR9			0	0		+
Owned and long-leased parking spaces within 300 QMO-1 metres: - of major public transport nodes - of bicycle parking and/or bicycle rental Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station Owned and long-leased parking spaces specifically - electric cars, with electric charging station	OUR PRO	DUCTS & SERVICES					
QMO-1 metres: - of major public transport nodes 108,993 112,970 114,221 40% - of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	Mobility n	nodes and integrated parking					
- of major public transport nodes - of bicycle parking and/or bicycle rental 108,993 112,970 114,221 40% 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117		Owned and long-leased parking spaces within 300					
- of bicycle parking and/or bicycle rental 105,099 107,531 106,226 40% Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	QMO-1	metres:					
Facilitating cars with enhanced environmental performance Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117		- of major public transport nodes	108,993	112,970	114,221	40%	++
Owned and long-leased parking spaces specifically 1,349 1,551 1,969 0.6% QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117		- of bicycle parking and/or bicycle rental	105,099	107,531	106,226	40%	++
QFA-6 allocated to: - electric cars, with electric charging station 591 825 1117	Facilitating	g cars with enhanced environmental performance					
- electric cars, with electric charging station 591 825 1117	QFA-6		1,349	1,551	1,969	0.6%	++ +6
			591	825	1117		
environmental performance programmes		- car sharing propositions and other enhanced	758	726	852		