

**We
Develop
Quality**

**We create car parks to fit in
with their surroundings and
serve the local community.**



QUALITY IN PARKING

Q-Park stands for 'Quality in parking'. This fundamental choice for quality forms the core of economic value and our corporate social responsibility.

With our parking facilities and associated services for our parking customers, Q-Park wants to be an integral part of the mobility chain and of making freedom of movement more sustainable.

Regulated and paid parking, preferably in clean and safe parking facilities, offer an answer to current and future challenges posed by the urban environment. It is on these topics that we initiate dialogue with local authorities and other stakeholders.

Our vision on paid parking implies that we not only add financial value; with our activities, we also add societal value for a multitude of stakeholders.

We focus on the areas where we and our stakeholders believe we can have the biggest impact. These are underpinned by our values and behaviours.

No such thing as free parking

The user, the purpose partner, or the local community pays for the parking facilities which are essential to an attractive, accessible and viable city. But it is the shops, cafés and restaurants, culture, nightlife, centres of education and good hospitals that attract people.

And people are prepared to pay for convenience, for parking near their destination.

However, some cities consider or have already implemented free parking, and are therefore granting a subsidy, but this is neither a fair nor a sustainable solution.

 More about this in our Vision Paper; No such thing as free parking.

Value creation

We create value through our portfolio of parking facilities at key locations. We offer public and private landlords a range of contract types and value propositions supported by our unique digital platform and our capacity, revenue and pricing optimisation functionality.

We contribute to societal value with our parking products: they improve the quality of life in urban areas and help reduce air pollution generated by traffic cruising for a place to park. We enhance our employees' job satisfaction and their competences by providing relevant training.

And for the parking customer, we add value by providing functional products and services and by involving them in our activities.



Contribution to quality of life

Q-Park wants to grow in cities with attractive market dynamics and sees good opportunities for this strategy. Urbanisation is continuing: population is declining fast in rural areas. This affects the number of passenger cars and the demand for parking spaces, both of which will continue to grow in large cities.

This drift to urban areas coincides with the trend towards increasingly autonomous and more environmentally friendly cars. One of the accompanying challenges for municipalities is to maintain a liveable city.

We work together with urban planners to create parking solutions that integrate in the mobility chain, and thus improve the quality of life for all stakeholders.

Innovation

ICT plays a crucial role in standardisation as well as enabling a flexible response to in-market requirements. Development is ongoing and we are continually improving and expanding the functionality of our systems.

ICT is a true enabler for our future development and implementation of new and innovative services for landlords, partners and customers.

We are already reaping the benefits of our ICT developments. Our proprietary system and landlord portal enable us to facilitate the customer's journey, in both the virtual and physical sense, from the comfort of the customer's home to their final destination.

Our back-office operations run on a profound digital infrastructure which seamlessly integrates with our front-office – our websites and parking facilities – where purpose partners and customers can interact.

For example, to find parking solutions online, order value cards or a season ticket, or pre-book a parking space.

Customer satisfaction

At Q-Park we want our customers to be satisfied with the facility where they park and with the services we provide. We want them to feel safe and secure in a clean and efficiently run car park.

Which is why we participate in projects to raise awareness about theft from cars. Read more (click here) in the EPA Award 2017 section.

We also undertake innovative projects to make entering and exiting from car parks easier, such as our cashless and contactless payments project, which is fast becoming an industry standard. Read more (click here) in the EPA Award 2017 section.

We are also available to our customers 24/7 via our Parking Hosts, web care and control room. We listen to feedback and will continue to make improvements in our services to promote customer satisfaction.



Our employees

Q-Park recognises that our goals can be met only with the dedicated input of committed and well-trained employees who share our passion for quality and customer service. We invest heavily in induction training and the continuous development of our people.

Our customers

One million motorists use our parking facilities every day. With the cash flows we generate from this, we can continue to invest in future-focused parking solutions that add value for our **public & private landlords** and customers.

We identify two groups of customers: **motorists** who come to park, and **purpose partners** who offer parking as part of their own service offering, such as theatres, shopping centres, universities, hospitals, as well as fleet owners.

Our activities

A large proportion of our revenue comes from single parking transactions, our short-term parking customers. About one fifth comes from multiple parking transactions, our season ticket holders.

Our parking services mainly consist of providing parking spaces in purpose-built parking facilities or in off-street car parks. This can be pay-on-exit parking behind barriers, or parking paid by means of Pay & Display parking tickets, or via a parking service app. We also offer customers the opportunity to pre-book a parking space.

In addition, we offer services such as monitoring compliance to parking regulations applicable on street and on private property. For public & private landlords, we are happy to operate their parking facility, and because of our scale, we can do this efficiently and effectively.

EPA Awards 2017

No less than five of the entries Q-Park submitted for the 2017 EPA Awards were shortlisted from the 28 projects from 13 different European countries of which the quality was very high.

We were pleased to have so many of our projects shortlisted, the most we have ever achieved. And we were delighted to hear during the award ceremony at the 18th EPA Congress held in Rotterdam, the Netherlands, that two of our entries were winners in their categories:

- I Prevent Smash & Grab
- I Cashless & Contactless

The five Q-Park finalists shortlisted were:

- I Category 1 – Tapiola Park, Espoo, Finland
- I Category 2 – Queen Square, Liverpool, UK
- I Category 4 – Cashless & Contactless payments
- I Category 5 –
 - I Prevent Smash & Grab campaign, Amsterdam, the Netherlands
 - I Q-Park Blogs - a pragmatic knowledge-sharing platform



CEO Frank De Moor talked to the congress about Q-Park's vision on A Bright Future for Parking.

Cashless & Contactless payments

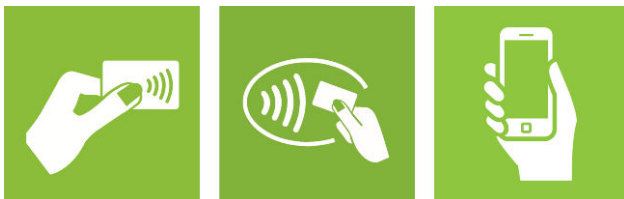
Cashless & Contactless payments enable motorists to access and exit a parking facility using their payment card, just as they would check in and out of public transport. Customers now consider card payments intuitive and often prefer contactless, because it's quick, safe and easy.

This contemporary way of paying for parking enhances the customer experience; at the same time, it makes our payment transaction systems future-proof. Naturally, on accessing the parking facility, a motorist can still take a traditional paper ticket and pay by cash or card at a Pay-on-Foot machine before driving to the exit.

Top 3 advantages for the customer:

- | Customers use their debit or credit card, fuel card or phone to enter and exit car park
- | Customers save time as they don't have to go to the Pay-on-Foot machine
- | No paper ticket to lose

Customers clearly like paying by card. Since we implemented cashless and contactless payments at our parking facilities in the Netherlands, the ratios have shifted from 80 percent cash to more than 80 percent card transactions.



Top 3 advantages for the landlord and car park operator:

- | All payment options open
- | Safer – less cash at the car park
- | Fewer breakdowns and reduced maintenance costs for barriers and machines

 More information can be found in our Showcase section on www.q-park.com.

Prevent Smash & Grab

Q-Park recognises that municipalities want to promote their cities as safe and attractive places to visit. Low theft from parked cars enhances a city's reputation and contributes to the enjoyment of the visit. This is important because it is number 3 in the top 10 concerns about criminality.

In a public-private partnership (PPP) with the Municipality of Amsterdam, the Amsterdam Police Department and behavioural psychology experts, we developed a 'Prevent Smash & Grab' campaign. The campaign is flexible and delivers the message to motorists at the right time and place and makes prudent use of cognitive moments.



Three seconds to make a difference

The behavioural psychology experts recommended the messaging be placed on walls and pillars at eye height to remind people to take their valuables with them as they get out of their car. Within the crucial three seconds before they think ahead to the reason that they are parked.

The campaign's four key messages

- | A huge range of items attracts car burglars, even items that you might not consider valuable.
- | Items hidden from sight in the car, does not mean they are safe and unreachable.
- | Car break-ins happen faster than people can imagine, even in car parks considered 'safe'.
- | It is easy to prevent a car break-in: do not leave valuables in your car!

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A Bright Future for Parking

CEO Frank De Moor was invited to speak at the 2017 EPA congress held in Rotterdam. In his entertaining presentation, entitled ‘A Bright Future for Parking’ he explained Q-Park’s vision on the future of urban mobility and parking.

Mobility experts expect that technology around autonomous vehicles (AVs) will continue to develop, and car sharing will become increasingly popular. However, as Evgeny Morozov says ‘*Technology changes all the time; human nature, hardly ever.*’ Even though reason says that car sharing and active transport, such as walking and cycling, are smart, people like to drive and they value the independence that having and using their own car gives.

He continued by examining the percentage of AVs needed to reap benefits and how soon that is likely to be reached. Q-Park thinks it will take longer than current predictions to reach the 80% penetration required so that motorists can let go of the wheel. Perhaps this tipping point will be reached by 2045 on highways and 2085 in city centres.

AVs will need somewhere to park for their next journey. Q-Park does not expect AVs to park on the outskirts of town, because people will not want to wait more than a few minutes for their ride, so these vehicles will want to park nearby.

What’s more, when autonomous and shared vehicles start to combine, it’s expected that many people will leave public transport in favour of personalised transport options. This implies that there will be a substantial increase in numbers of vehicles on our already congested urban streets.

Off-street parking capacity is a key infrastructure asset for smart cities and will be the solution for long-term and short-term parking as well as for residents and city guests.

As an urban partner, Q-Park will continue to engage with municipalities and planners to encourage P+R and P+W facilities. With a strategy focusing on partnership in place to support cities today for a bright future tomorrow.



STRATEGY

We
Develop
Quality

The right service
at the right time.

