

**We  
Develop  
Quality**

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



## RESULTS OVERVIEW

	2020 Target <sup>1</sup>	2017	2016	2015
<b>OUR FINANCIAL PERFORMANCE</b>				
Net revenue (EUR million)	>5%	854.5	825.0	809.1
Net result (EUR million)	↑	<sup>2</sup>	128.9	90.9
Operating cash flow (EUR million)	↑	<sup>2</sup>	202.8	193.9
<b>OUR PRODUCTS &amp; SERVICES</b>				
Owned and long-leased parking spaces within 300 m of a major public transport node	40%	114,221	112,970	108,993
Owned and long-leased parking spaces for car charging and car sharing	0.6%	1,969	1,551	1,349
Built, owned and long-leased parking facilities (PFs) with AEDs publicly accessible	70%	224	224	214
Publications and/or speaking engagements on fair parking tariff strategies in target cities	200 <sup>3</sup>	178	189	175
Owned and long-leased PFs able to provide dynamic info to a PRIS and/or to third party mobility 'phone/nav' applications	70%	409	392	393
Owned and long-leased PFs providing information on: 1) mobility options and/or 2) location/prices of alternative parking < 1 km (≈15 minute walk)	35%	289	263	253
<b>OUR ENVIRONMENTAL IMPACT</b>				
CO <sub>2</sub> (kg) emissions per parking space owned & long-leased	↓	140	149	153
Percentage hybrid and electric vehicles	↑	30%	26%	23%
Number of one-way plane tickets <sup>4</sup>	↓	2,197	1,865	1,397
<b>OUR PEOPLE</b>				
Employees trained in parking tariff strategies	15%	147	170	237
Employees trained in heart resuscitation (first time or refresh)	30%	435	547	536
Employees trained in conflict management (first time or refresh)	25%	632	558	638
<b>OUR SOCIAL ENGAGEMENT</b>				
Target cities with owned and long-leased PFs with active involvement in municipal parking policies	50%	44	44	47
Expense for societal activities expense in local communities: money, materials, food/beverages, etc. (EUR)	0,20% OPEX	403,429	411,501	335,913
Owned and long-leased PFs that collaborate with driving schools	10%	34	55	51

### Notes to results overview table

1. Percentage in relation to the reporting year.
2. On 11 October 2017, Byzantium Acquisition MidCo 2 B.V., acquired 100 percent of the Q-Park Group shares. If Q-Park had been acquired at the start 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 in the previous financial year.
3. The target for publications and/or speaking engagements is an absolute number, not a percentage.
4. The objective is to reduce the number of one-way plane tickets. However, air travel increased in some regions during 2017:
  - I France, due to new business in Toulon.
  - I UK and Ireland due to increased collaboration between UK & IE and the West Region roll out.
  - I Norway and Finland due to more meetings nationally and internationally.

We want to create sustainable value for our stakeholders and society and we do this with our core activities. Our parking facilities are a stable investment and our parking services provide a stable cash flow.

Parking facilities have a positive impact on the quality of life in large cities. After all, a city is more attractive if there are fewer cars on the streets. With our parking facilities and services, we contribute to the accessibility of vital functions, such as hospitals, airports, universities and city centres.

Reducing traffic searching for a place to park saves time and has a positive impact on air quality in the city. With this, we have an indirect influence on the well-being of people.

We also endeavour to take specific measures to reduce the negative impact that our own operating activities have on the environment. Our car fleet is slowly changing as we replace petrol and diesel cars with hybrid and electric cars.

In the following chapters we report on our 2017 performance in more detail, based on our integrated management framework.



## Our financial performance



On 11 October 2017, Byzantium Acquisition MidCo 2 B.V., through its subsidiary Byzantium Acquisition B.V., acquired 100 percent of the Q-Park Group shares.

This means that there are no comparative figures. However, if Q-Park had been acquired at the start of the financial year,

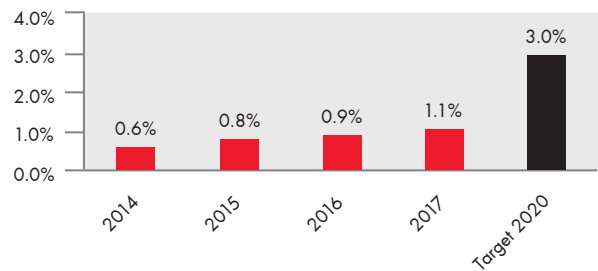
revenue contribution would have been EUR 854.5 million, which is an increase of 3.6 percent compared to the revenues reported in the previous financial year.

### Pre-booking improvements

Pre-booking a parking space online is becoming more important. There are many digital channels through which customers are informed about travel options. As customers are becoming more demanding when pre-

booking, we launched a digital platform to meet their expectations. The percentage of parking revenue generated by pre-booked parking spaces has been increasing since the launch.

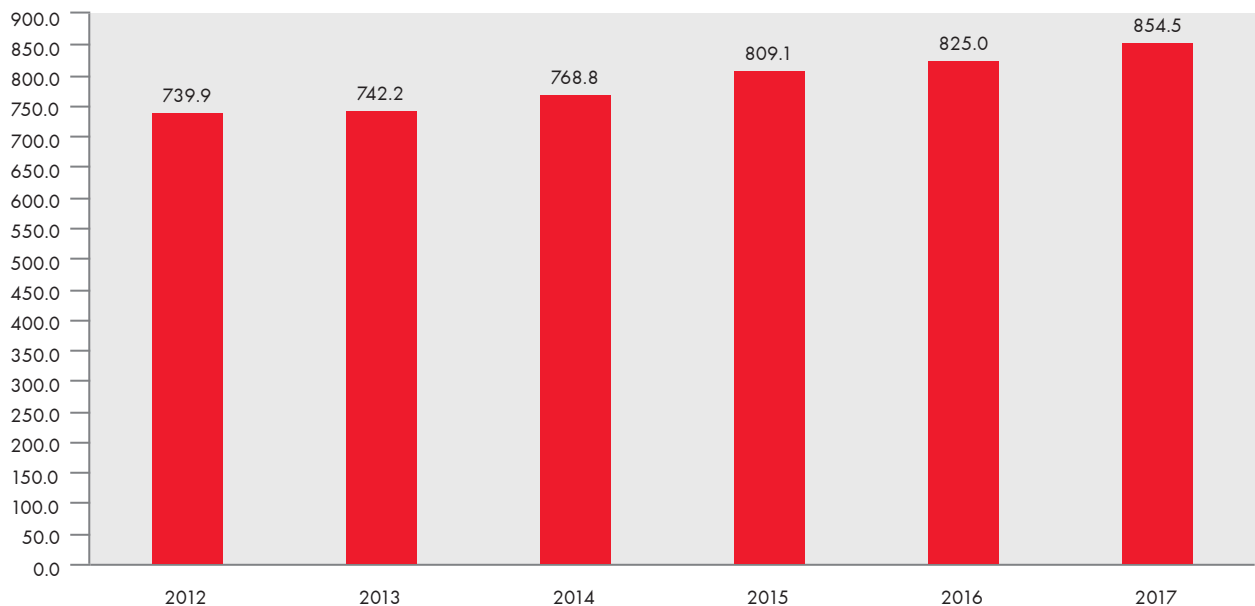
### Revenue generated by pre-booking



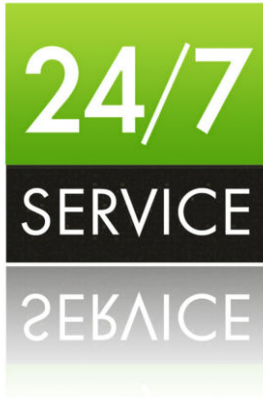
Pre-bookings increased in the Netherlands due to event parking. In Belgium, one parking facility offering pre-booking was added in 2017. A decrease was observed in Germany as two partnerships were discontinued. In Denmark pre-bookings decreased due to high dependency on Tivoli (an outdoor amusement park), the cold and wet summer resulted in fewer visitors.

### Net revenue

(x EUR million)



### Our products and services



Our aim is to foster mobility and enable access to essential urban functions in conjunction with sustainability concerns.

We want to play a role in ensuring sustainable freedom of movement and mobility options for citizens, which is why we offer parking facilities for

cars and bicycles at public transport nodes. For this, we seek active cooperation with local authorities. We support the use of more sustainable passenger cars by providing charging stations for electric and hybrid cars at many of our facilities. We offer reserved parking spaces for customers participating in car sharing initiatives. In doing this, we offer motorists plenty of choice and help ensure the smooth flow of traffic.

### What we have achieved

Integrated mobility issues are becoming more important to municipalities. Their primary concern is how to improve accessibility and, at the same time, reduce congestion and CO<sub>2</sub> emissions. Integrated on-street and off-street parking solutions with bicycle parking provide answers in the short and longer terms. Increasingly, easy access to public transport is a key factor in this equation.

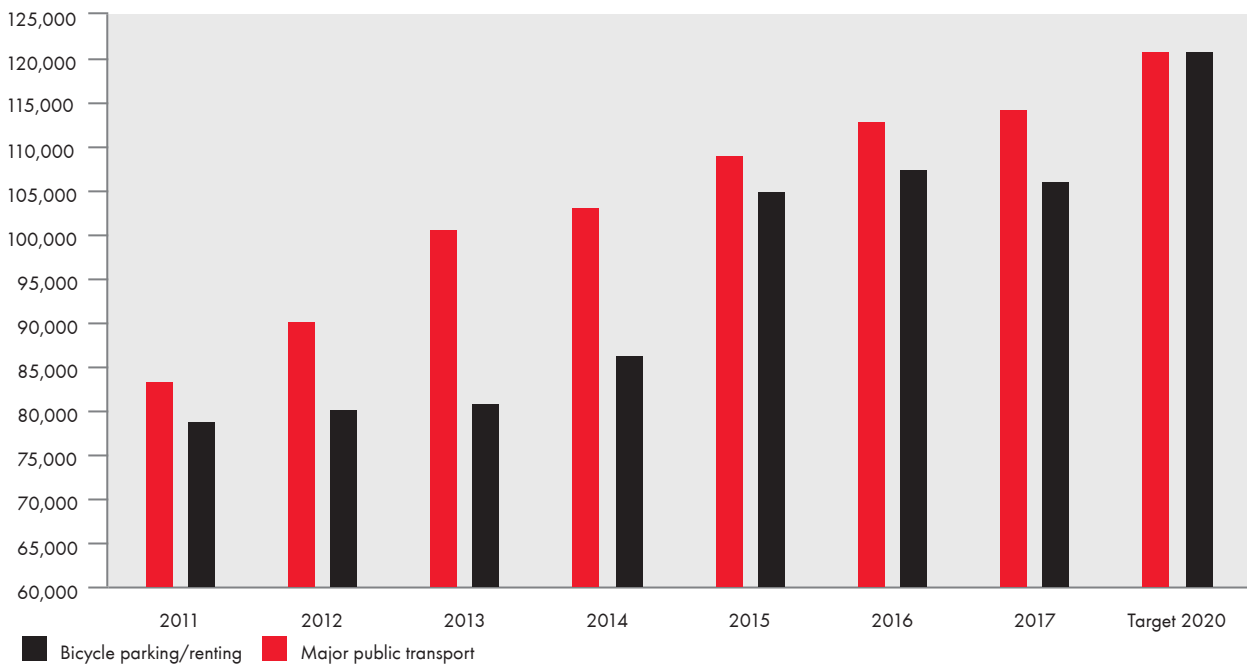


Our proximity to alternative mobility options has increased

further, particularly in France, Sweden and Norway.

We have achieved our 30 percent target in recent years and are right on track to achieve our new and ambitious 2020 target of 40 percent.

### Parking spaces near a public transport node and/or bicycle parking within 300 metres





There is considerable growth in the number of parking spaces with charging points.

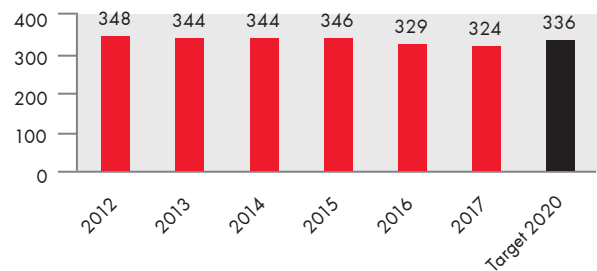
- | In the UK, the number of parking spaces allocated to car charging increased by 36 percent (from 152 in 2016 to 206 in 2017) due to an increase of charging stations at car parks across the North of England.
- | In France, parking spaces allocated to car charging increased by 50 percent (from 50 to 75 spaces).
- | In Norway it increased by 27 percent partly due to a law demanding additional charge stations.
- | In Ireland, car sharing propositions increased from 25 to 41, which is an increase of 64 percent



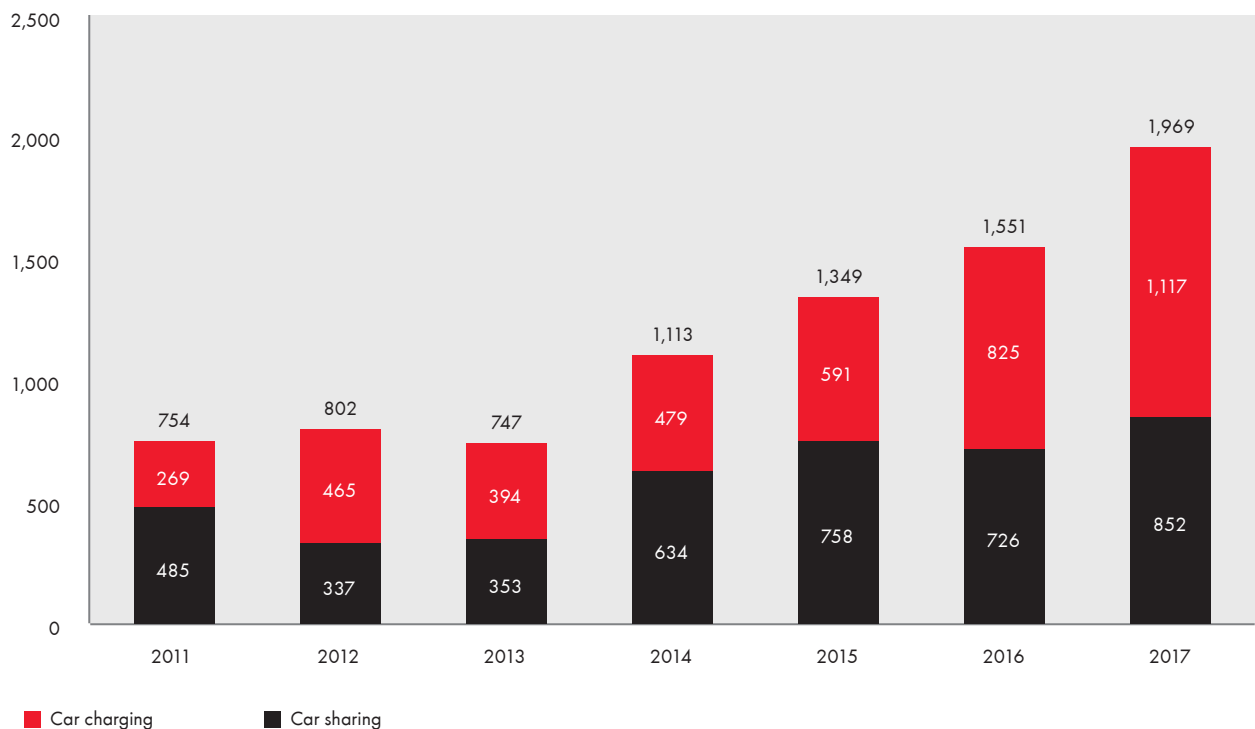
Recurring customer satisfaction surveys show that our customers appreciate the presence of toilets and AEDs the most. The AEDs should be located at a logical, secure and accessible place so they can be used by trained volunteers or medical personnel when needed.

The number PFs with publicly accessible AEDs decreased slightly to 324 in 2017. This is because at some PFs the AED is in the Parking Host's lodge and the lodge is not in use when the PF is served by a mobile team.

AEDs publicly accessible



Parking spaces reserved for electric and shared cars

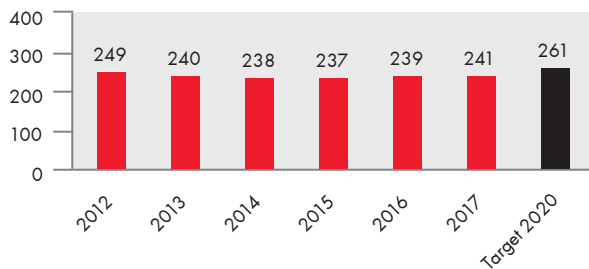






Toilets are present in the car park or there is signage directing people to the nearest toilets, for example in shopping centres. The number of owned or long-leased facilities with toilets has increased at a slow pace.

**PFs with toilet available**



Our targets for AEDs and toilets are based on 70 percent of the purpose-built, owned or long-leased PFs.

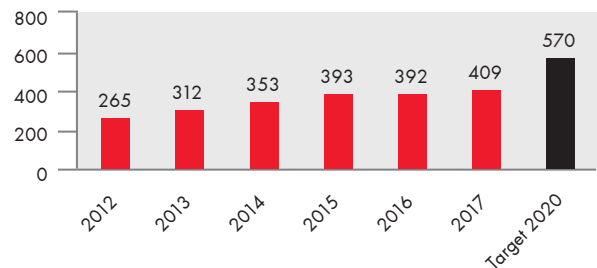


Another highly appreciated service is the presence of jump leads. The number of parking facilities with this service decreased from 380 in 2016 to 375 in 2017. This is mainly in Germany where jump leads are located in the Parking Host Lodge which means they are not always available to customers.

The target for 2020 is 90 percent of purpose-built parking facilities owned or long-leased. This percentage also includes jump leads that are present in the operational fleet and that are therefore available to customers via our mobile teams.

The number of owned or long-leased parking facilities (PFs) that provide dynamic information to motorists about parking tariffs and available spaces in the neighbourhood slightly increased. We expect to achieve our target for 2020 as we are progressing with our proprietary, integrated platforms.

**PFs that provide dynamic information**

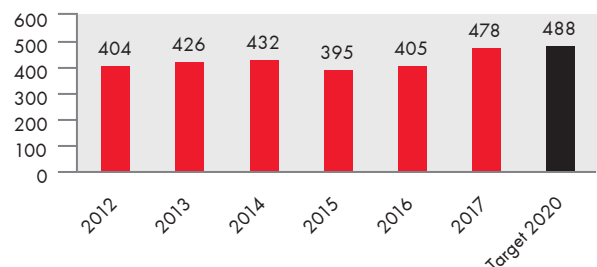


The number of owned or long-leased parking facilities where the parking tariff is adjusted according to supply and demand increased to 478 (2016: 405).

In the near future we expect this number to increase further when more parking facilities are connected to our online pre-booking system which makes it possible to offer different tariffs during the day and in the evening.

- | In the Netherlands differentiated parking tariff strategies were introduced at several parking facilities to better control supply and demand, mainly differentiating week and weekend tariffs.
- | Germany and Belgium also introduced new schemes.
- | The UK and Ireland work with special evening tariffs.

**PFs with tariffs differentiated to supply and demand**



The number of owned or long-leased parking facilities that were full on more than 25 days in a year increased from 118 in 2016 to 127 in 2017, mainly due to economic growth. Reducing the number of 'Full' days contributes to accessibility of vital amenities and also reduces the amount of traffic cruising to park.

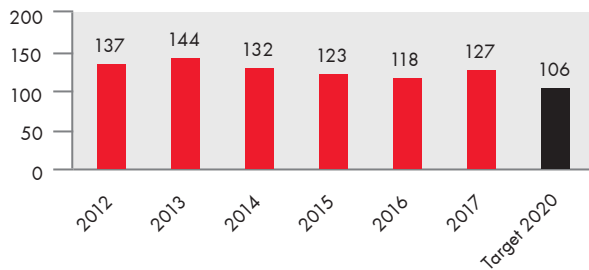
- | In the Netherlands the number of 'full' days increased by 5 (from 43 to 48).
- | France had an increase of 7 (from 35 to 42).
- | The UK reported a decrease of 3 (from 6 to 3).



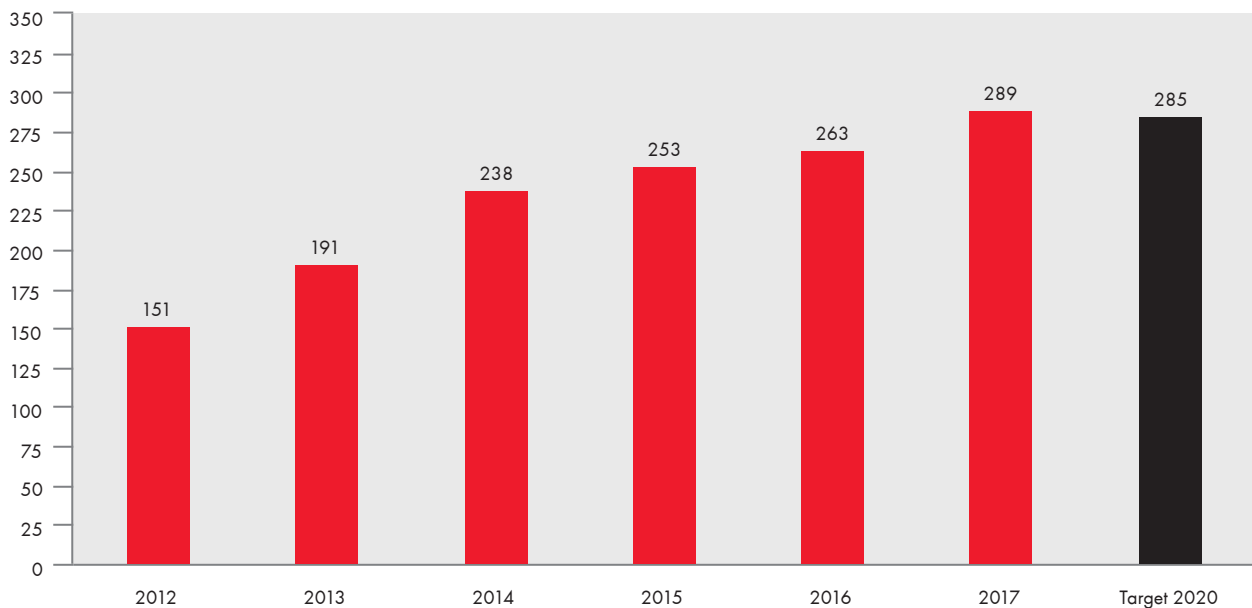
More and more of our owned and long-leased parking facilities provide information about mobility options. We continue to seek and provide relevant mobility information to our customers.

We achieved our target in 2017 due to an increase in France, and small increases in the UK and the Netherlands. France now accounts for more than 50 percent.

**PFs with 'Full' indication >25 days**



**PFs with info on options and/or alternative parking**





### Our environmental impact



Q-Park is a large consumer of electricity, both for lighting and operational equipment, and for charging electric cars.

We have an energy-saving programme to take measures to reduce consumption as well as our CO<sub>2</sub> footprint.

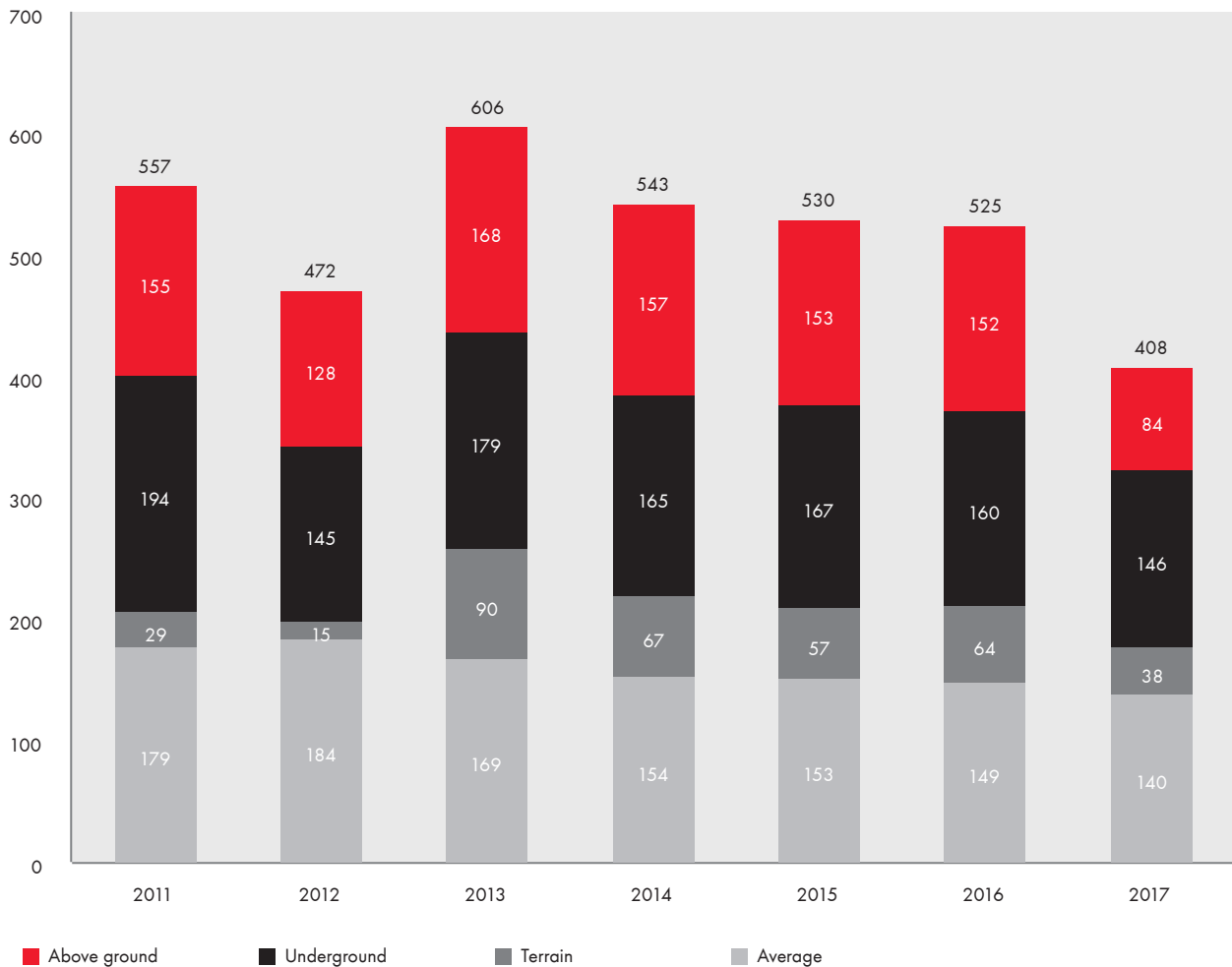
We express this footprint in terms of the CO<sub>2</sub> emissions per parking space in an owned or long-leased parking facility.

#### What we have achieved

The Q-Park energy-saving programme is demonstrating clear benefits – in financial terms as well as in our environmental impact. We procure our energy on a larger scale by means of a central purchasing policy and have operational action plans to consume fewer kWh ourselves.

Our average CO<sub>2</sub> footprint per parking space in owned or long-leased facilities decreased from an average of

### CO<sub>2</sub> footprint per parking space per type of structure



149 kg in 2016 to 140 kg per space in 2017, which is mostly due to more efficient operations and lighting installations. A comparison of emissions data per parking facility type is not possible as the data collection method and categorisation of the parking facilities in 2017 differs from previous years.



Our car fleet is slowly changing and becoming more sustainable as we replace petrol cars with hybrid and electric cars.

For example, the number of electric cars in the fleet rose to 70 (in 2016 we had 57), and in operations in the Netherlands, Ireland and Finland we deployed more electric cars. However, we also have more petrol vehicles as more team leaders in the Netherlands are now entitled to a company car. In Germany petrol cars are now preferred due to the negative image surrounding diesel vehicles in the country.

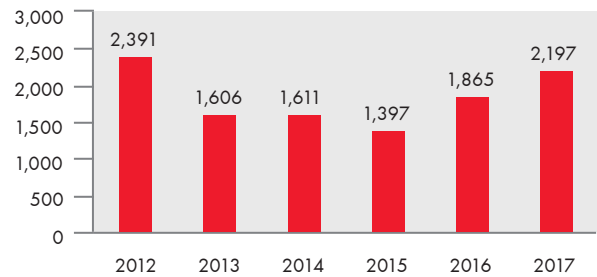


The number of flights increased again in 2017, by 18 percent. It is our objective to reduce travel and the number of one-way flights in particular. Wherever possible we conduct meetings by telephone or Skype and we

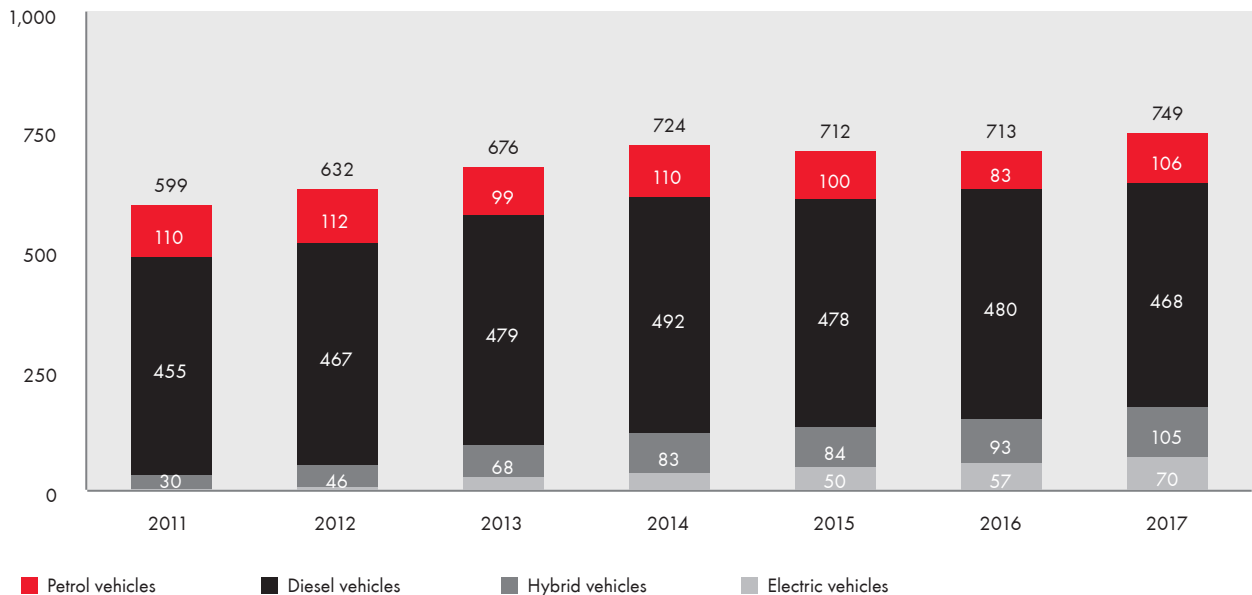
have conference call facilities in many of our meeting rooms. However, air travel increased in some regions during 2017 for various reasons:

- | In France, due to new business in Toulon.
- | In the UK and Ireland due to increased collaboration between the countries and the West Region roll out.
- | In Norway and Finland due to more meetings nationally and internationally.

Flights one-way



Our fleet is becoming more sustainable



## Our people



Our aim is to increase our employees' engagement as well as contribute to their health and safety.

Q-Park has 2,507 employees (2,152 FTEs). The majority of these people work in or near our parking facilities as Parking Hosts. Our social relevance for operational employees is

considerable. Together with the retail and cleaning sectors, we are committed to helping people who like to take a practical approach. We are a binding factor; we offer varied work and a certain status, so all colleagues feel appreciated.

Q-Park promotes the health and safety of customers and employees. We achieve this mainly by training our employees and equipping them for their work, and by creating a safe and healthy working environment. We


also offer our employees the opportunity to learn life-saving skills so that they can help someone both at home and at work.

Every year, we receive millions of visitors in our parking facilities at all hours of the day. Unfortunately, it is inevitable that our employees will encounter aggressive or inappropriate behaviour. We offer Parking Hosts training so they can learn to deal with such situations.

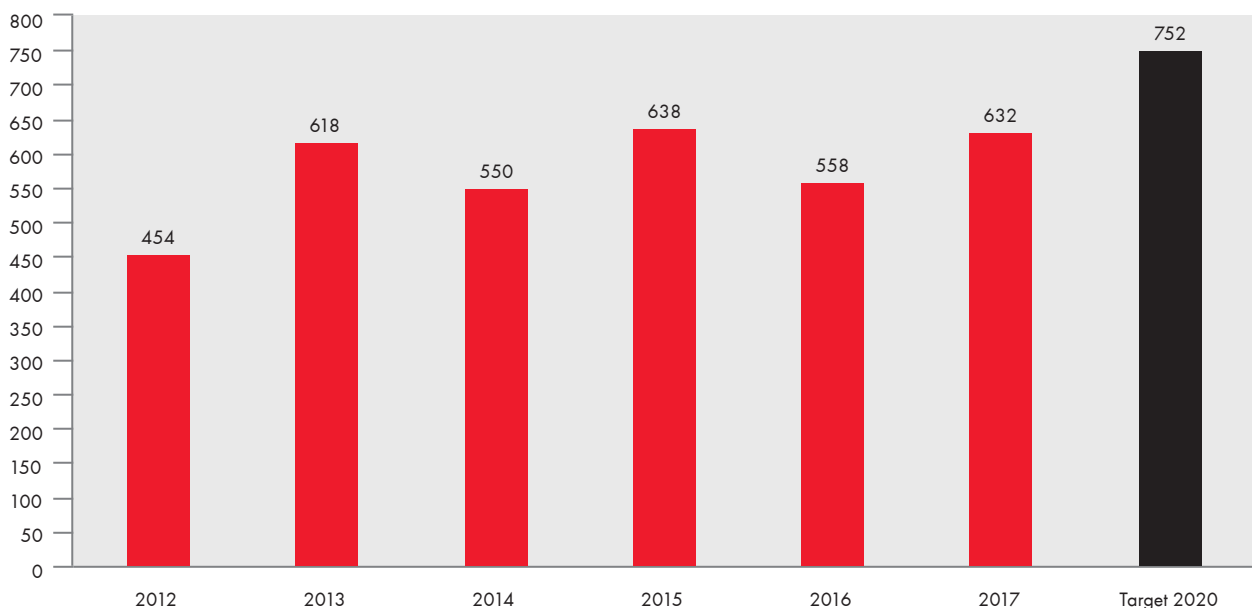
### What we have achieved

The number of employees we trained in resilience to aggression and violence has increased to 632.

In our materiality analysis, we found that anti-corruption was seen as material by our stakeholders. This year, there were no confirmed incidents of corruption. However, we will keep measuring this and include an anti-corruption training in the general training package for employees.

 In 2016 we conducted our tri-annual international employee satisfaction survey. For more information we refer to you the Human section in our CSR Report 2016.

### Employees trained in conflict management



## Our social engagement



Q-Park endeavours to be part of local mobility policy as well as being involved in relevant community activities, such as supporting local charities.

Q-Park is in favour of fair parking tariffs that contribute to the quality of life in urban areas. It is in the interest of municipalities as well as Q-Park to tune parking tariffs for different facilities and distances, such as parking on the street or in car parks, and in the city centre or on the outskirts of the city. By engaging municipalities in dialogue on this matter, we want to use our expertise to make a contribution to the sustainability of cities. We seek collaboration with local authorities, so that regulated and paid parking become an integral part of urban mobility.



We are always nearby for motorists. We deploy our mobile teams in the city to ensure that customers who are in need of help get the assistance they need, and that our customers feel safe and welcome. Our Parking Hosts are proud of what they mean to our customers. They are welcoming and can make the difference for Q-Park. This also applies to our call centre employees, who are ready to answer questions and offer assistance to customers 24/7.

### What we have achieved

We want to serve the communities in which we operate. Not just by providing parking services to assist mobility and make the urban area more liveable, we want our projects and contributions to benefit society as whole.

So it is particularly fitting that our projects in the 2017 EPA categories 'innovative schemes in parking' and 'marketing & communication on parking' were winners.

### EPA Awards

In 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.

The five Q-Park finalists shortlisted were:

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

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:

- | Prevent Smash & Grab
- | Cashless & Contactless

You can read more about these and our other award winning parking facilities and projects in the showcases section of our website.

### Customer Performance Index

For the first time, we surveyed multiple customer groups at the same time, in the countries where we operate. The results reveal a rich seam of information on what our customers expect from us, how they make their decisions to park or do business with Q-Park, what we are doing well and – just as important – what we can do better.

The survey was conducted in Q3 2017 and we started to process the results in November 2017. For the purposes of this report it is still too early to detail what actions we are/will be taking, but we can summarise the methodology, main conclusions and preliminary points for action.

**Methodology**

We surveyed a representative sample of our four main customer groups: short-term parkers, medium-term parkers, long-term parkers and public/private landlords. We asked customers to score us on indicators such as:

- | Easy to contact customer service / Parking Host
- | Quick and correct answers to questions
- | Sense of safety and security
- | It is easy to find a vacant parking space
- | Smooth/satisfactory contract & negotiations phase

For season ticket or value card users and pre-bookers:

- | The access device works well
- | Usage of value cards or other products ordered

**Main conclusions**

Overall, Q-Park received positive scores on loyalty and added value. Customers consider Q-Park to be the best or one of the best in comparison to our competitors on quality, safety and brand image.

Questions which specifically related to parking facilities revealed that customers feel secure and safe, and

experience Q-Park as well-lit with a good atmosphere and clear signage. We also received positive scores on the efficiency of our payment, access and exit systems.

The main area for improvement identified is our complaints handling process. In the coming year we will be focusing on achieving real changes in this area.

**Spending for community activities**

Q-Park's spending for community activities in local communities remained stable at EUR 403,429 compared to 2016.

**Spending for community activities in local communities**

(in EUR)

