

ANNUAL CSR REPORT 2025



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PREFACE

Corporate Social Responsibility

Corporate Social Responsibility (CSR) is strongly connected with sustainability principles: economy, society and the environment.

For Q-Park, this Annual CSR Report shows results on financial and operational factors, and our progress regarding the social and environmental impacts of our business.

Q-Park has been reporting annually on sustainability since 2008. We benchmarked ourselves and ensured we were doing the right things in the right way.

We engaged with stakeholders, enhanced the transparency of our governance, and our impact on environmental and social issues.

This year, due to developments regarding the EU Omnibus I directive, we chose not to stop our efforts and remained focused on our core materiality topics, strengthening our data infrastructure. In this report, we present the progress we have made on our focus areas and their material topics.

Focus areas

In our **Urban Liveability** focus area we have outlined our efforts regarding renewable energy procurement, production and storage, which support Europe's energy transition. This means moving away from fossil fuels to greater use of renewable energy, thereby reducing greenhouse gas emissions.

Our **Sustainable Mobility Solutions** focus area demonstrates our ambition to play our part in Europe's mobility transition. With our Mobility Hubs, off-street parking facilities, EV charging points, and sustainable mobility partnerships – such as car sharing/rental providers, public transport, and urban logistics operators – we are an essential part of a sustainable urban mobility infrastructure.

In our **Seamless Parking Services** focus area we ensure that our parking facilities and digital services function to a high standard. Our physical parking facilities are easy and safe to use, and with our digital services – PaSS platform, pre-booking and the Q-Park App – we provide digital access for partners, businesses and customers, transforming search traffic into destination traffic.

Focus areas

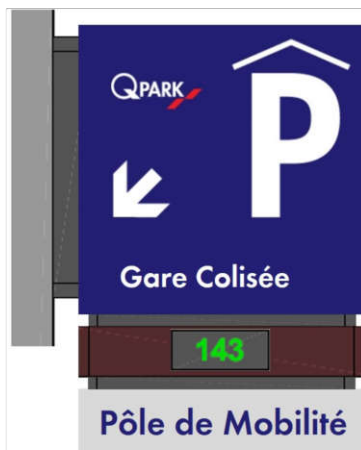
Urban Liveability

Climate change mitigation and energy



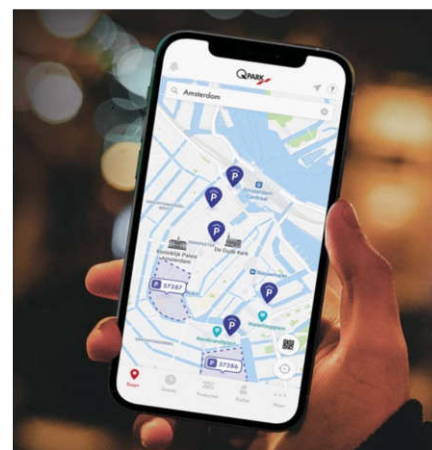
Sustainable Mobility Solutions

EV charging and mobility hubs



Seamless Parking Services

PaSS platform and pre-booking



ABOUT Q-PARK

PROFILE

Overview

We are a leading parking infrastructure owner and operator in the Western European market, with a large and diversified portfolio of owned, leased and managed parking facilities (PFs) across seven Western European countries. We mainly operate purpose-built off-street parking spaces (PSs), owned by us as well as PSs under concessions and long-term leases from public and private landlords, at strategic locations.

We started our operations in the Netherlands in 1998, and expanded to Belgium, Germany and the United Kingdom in the early 2000s. We have consistently secured long-term contracts and built a portfolio of prime parking locations in seven Western European countries and over 500 cities (including control fee contracts we are present in over 700 cities). Our diversified portfolio includes multifunctional PFs near inner-city areas, public transport nodes, airports and hospitals.

As at 31 December 2025, we operate over 5,500 PFs providing over 1,237,000 PSs in the Netherlands, Germany, France, Belgium, the United Kingdom, Ireland and Denmark.

We have defined revenue groups based on the service we provide to our customers as follows:

- | **Parking revenues:** revenue from short-term parking (single transactions with post-paid profiles) and season tickets (multiple transactions with pre-paid profiles).
- | **Control fees:** income arising from enforcement of paid parking (parking fines) on-street or in parking facilities owned by us and/or by third parties.
- | **Management fees:** the fixed and variable allowance for operating parking facilities for third parties.
- | **Rental income:** rent from parking facilities owned by us but operated by third parties, as well as income from renting out specific areas in parking facilities to third parties.

- | **Electric Vehicle (EV) charging revenues:** revenue from selling electricity by our electric vehicle charging points that are owned by us.
- | **Other revenues:** all other income not included in the categories defined above.

Strengths

We believe we have several competitive advantages in the car parking sector in Western Europe. These include leading positions in our local markets, a high-quality real estate portfolio and long-term cash flow visibility. Our business is diverse and resilient with strong asset locations, geographical spread, and a scalable platform offering tangible growth opportunities across our core parking business, digitalisation, EV charging and mobility solutions.

We demonstrate that effective regulated and paid parking – combined with smart tariff plans, pre-booking propositions, digital access and payment services – makes an economic and sustainable contribution to cities and society. Effective, regulated and paid parking has a positive influence on how people enjoy their time in the city, whether they are visiting, travelling, shopping, commuting or living there.

Our operations are supported by a growing customer base, well-established presence and favourable pricing dynamics. As an established market player, we have consistently grown our total revenue for the past 25 years, except during the COVID-19 period.

In addition, our long-standing relationships with municipalities enable an ongoing dialogue with public sector stakeholders, allowing us to be a key partner in discussions to improve local and regional mobility solutions.

Thanks to these strengths, the key infrastructure features that underpin our business model, and the continuing regulatory shift in favour of off-street parking, our business generates stable, predictable and recurring cash flows.

Trends

We continue to benefit from the following key trends:

- | **Urbanisation** – growing population driving demand for parking.
- | **Mobility mix** – increasing personal car ownership and private journeys.
- | **City visits** as an experience – inner-city off-street parking ideally suited for longer stays.
- | **Liveability** – transitioning parking from on-street to off-street.
- | **Paid parking** expansion – parking operators are important partners in creating accessible city centres.
- | **Digitalisation** – enabling seamless parking services for off-street parking, such as pre-booking.
- | **Energy transition** – off-street parking facilities are ideally positioned suited to offer EV charging and energy management at scale.

Strategic framework

Purpose & Vision

Our **purpose** is to enhance urban liveability and connect communities by providing sustainable mobility solutions and seamless parking services.

Our **vision** is to be the most preferred sustainable mobility hub partner by 2030.

Strategy

Our strategies focus on value creation and are aligned with our purpose and vision. We have a disciplined approach to investment.

We intend to drive sustainable growth and sustained business performance through revenue and portfolio growth.

To respond to external events and market trends, our plans are founded on five core strategies:

- | **Scalable growth** – in assets and at prime locations throughout the seven countries in which we operate.
- | **Operational excellence** – with our digital platform Parking as a Smart Service (PaSS), commercial reach and efficient remote solutions.
- | **Incremental value** – EV charging points and sustainable mobility solutions at unique urban locations.
- | **Long-term value** – with our CSR Programme, quality brand, and Sustainable Mobility Partnership (SMP) Programme, including mobility hubs.
- | **Functional quality** – supported by data analytics, compliance, real estate, ICT and our mobility partners.

Value drivers

Our proven value drivers are:

- | Off-street sustainable parking solutions as cities move to create more space for people.
- | Smart parking tariffs differentiated according to car park profile and sales channel.
- | Digital transformation with customer facing solutions such as pre-booking, Q-Park App, Q-Park Business Portal (for fleet and visitor management) and third-party connections.
- | Lean and mean operations supported by data-driven decision making.
- | On-street parking management to assist cities with kerbside regulations.
- | EV charging and energy management.
- | Portfolio expansion.

By offering a substantial portfolio of parking facilities in urban areas throughout Western Europe, we contribute to the sustainable urban mobility plans (SUMPs) of cities, by balancing individual and societal needs.

 [More information on www.q-park.com](http://www.q-park.com).

QUALITY IN PARKING

Quality in parking: what Q-Park delivers

At Q-Park, quality in parking is more than a tagline, it underpins the value we create for customers, businesses, partners, public and private landlords, cities, and society.

Quality in parking represents a commitment to operational excellence, seamless digital experiences, sustainable mobility, and high-quality infrastructure.

Quality through our infrastructure and assets

Q-Park manages an extensive portfolio of high-quality parking facilities (PFs) in the Netherlands, Germany, France, Belgium, the United Kingdom, Ireland and Denmark. Our PFs are strategically located to enhance urban vitality, accessibility, and liveability.

Each PF is designed and maintained to exceed market standards, with a strong emphasis on safety, cleanliness, smart lighting, clear signage, modern design, and ease of access for all customers including families and people with reduced mobility.

Offering EV charging points and connectivity with public transport and shared mobility, positions our PFs as genuine Mobility Hubs. Through continuous investment, we ensure that our portfolio remains resilient, efficient, easily accessible and future-ready.

Quality through digital excellence

Front-office: a seamless digital customer journey

Customers expect parking to be seamless. Our digital PaSS platform enables this by providing:

- | Intuitive online pre-booking.
- | Real-time availability information.
- | Smooth on-site access and exit thanks to Automatic Number Plate Recognition (ANPR).
- | Smooth online access through Q-Park channels, and third-party apps.

This seamless experience strengthens customer trust and supports the shift from transactional parking to proactive mobility planning.

Back-office: reliable, scalable, and data-driven

Behind the scenes, our advanced back-office systems ensure operational continuity through:

- | Central monitoring and control systems to optimise performance and uptime.
- | Data analytics and predictive modelling that support demand forecasting, maintenance planning, and pricing strategies.
- | Connections to administrative systems and customer service colleagues.
- | Secure and scalable ICT infrastructure that supports millions of transactions every day.

These back-office systems enable consistent service quality, efficient operations, and effective interfaces.

Our people make the difference

Q-Parkers remain the strongest ambassadors of our quality in parking foundation. Their customer-focused mindset, operational precision, and rapid response capabilities keep our PFs safe, functional, and welcoming.

Whether supporting municipalities, developers, or mobility partners, their expertise strengthens our reputation across Western Europe. And their commitment and expertise elevates the customer experience and ensures a consistently high standard of service everyday.

Our PaSS platform and Mobility Hubs

Innovation drives our strategy. With the proprietary Parking as a Smart Service (PaSS) platform at the heart of our mobility ecosystem, we enable frictionless ANPR-based access, end-to-end digital journeys, and scalable integration with third-party apps, municipalities, and project developers.

Building on PaSS, we continue to develop Q-Park Mobility Hubs. These multimodal PFs also welcome urban logistics offerings. Our Mobility Hubs provide parking for all kinds of vehicles, and embrace connectivity with shared mobility and public transport.

Figure 1: PaSS – Parking as a Smart Service



PARKING AS A SMART SERVICE

Powered by Q-Park

Q-Park Mobility Hubs contribute directly to the sustainable urban mobility plans (SUMP) and objectives of cities by offering:

- | Secure off-street parking.
- | EV charging.
- | Shared mobility options.
- | Logistics and last-mile solutions.
- | Proximity to public transport.

Together, these innovations support more sustainable, efficient, and accessible urban mobility.

Quality through commercial partnerships

Quality in parking extends beyond our own assets and systems. We collaborate with a broad network of businesses, mobility providers, and technology partners to enhance the end-user experiences and expand our value proposition.

These partnerships include:

- | Navigation providers, guiding motorists to PFs and thus reducing search traffic.
- | Mobility platforms and apps, enabling digital access and payment.
- | Shared mobility operators, facilitating last-mile solutions in our Mobility Hubs.
- | Electric vehicle charging providers, improving sustainable options for customers.
- | Municipalities and project developers, shaping future-proof mobility infrastructure.

Together, we create a connected mobility network that makes urban travel more predictable, sustainable, and user-friendly.

A trusted partner to cities

Cities across Europe face significant challenges: growing populations and increasing demands on mobility and infrastructure. Cities are also under pressure to reduce emissions, enhance urban liveability, and maintain economic activity.

Q-Park plays a crucial role in helping municipalities address these challenges by contributing our expertise and knowledge when developing and executing Sustainable Urban Mobility Plans (SUMP), and with high-quality parking infrastructure that supports cleaner, more efficient, and economically vibrant urban centres.

Our PFs enhance public spaces, keep key destinations accessible, and enable modal shifts through multimodal integration. Through data insights and close collaboration on long-term mobility strategies, we help cities to optimise their mobility strategies.

Conclusion

In 2025, quality in parking continued to define who we are, how we operate, and the value we bring to society.

With strong digital capabilities, resilient infrastructure, engaged colleagues, and strong partnerships, Q-Park remains committed to shaping the future of urban mobility in a responsible and sustainable way.



REVIEW OF BUSINESS

General

In the financial year 2025, once again we delivered another very strong performance, building on the solid results of 2024. We achieved further growth in our existing business and our portfolio development activities. A key highlight was the completion of two strategic acquisitions in Germany, significantly expanding our footprint in the country, particularly in the Bavaria region. These companies had long been on our target list as they operate in several German cities and represent a substantial addition to our portfolio.

Our strong performance drove total underlying net revenues up by 15.0% versus last year, marking an important milestone as we surpassed the EUR 1.0 billion revenue threshold. This success was supported by our ongoing pricing initiatives, positive like-for-like volume growth, and another record year for our digital performance. Our digital strategy continues to pay off, with pre-booking revenues and accelerated adoption of the Q-Park App, both enabled by our PaSS platform, achieving new all-time highs. Revenues from our digital solutions increased by 24% for pre-booking and 80% for the Q-Park App. The Q-Park App performed particularly well in the Netherlands where we experienced a surge in demand, resulting in more than 1.0 million unique registered users.

In line with our commitment to sustainability and innovation, we continued to expand our electric vehicle (EV) charging infrastructure. Our EV Charging Programme generated a 45.6% increase in revenues compared to the previous year. Our parking facilities now include around 9,400 charging points (2024: 6,800), of which more than 7,300 are owned and operated by Q-Park (2024: 4,700), underlining our long-term dedication to supporting the energy transition.

On the costs side, inflationary pressures and market volatility persisted, driven mainly by Consumer Price Index-linked lease indexations and wage increases. Nevertheless, these cost increases were more than offset

by our proactive pricing strategies and rising volumes, as reflected in our strong overall performance.

Despite continued geopolitical challenges, including US trade sanctions, changes in US international relations, military conflicts and ongoing inflation volatility, Q-Park has remained resilient and delivered robust results. We continue to navigate these challenges with agility, leveraging operational excellence accompanied by our digital and pricing strategies to sustain our positive momentum.

Significant portfolio developments

2025 was again an outstanding year for portfolio development. As previously mentioned, we completed two significant acquisitions in Germany: on 9 April 2025, we acquired 100% of the shares of Park One GmbH, and on 30 June 2025 we acquired 100% of the shares of Bavaria Parkgaragen GmbH. Together, these companies add a substantial portfolio of leased parking facilities in several German cities, with a strong focus on the Bavaria region.

Further to these acquisitions, we secured 30 new contracts and renewals to our portfolio in 2025:

- I In **Ireland**, we acquired the IFSC parking facility in Dublin, which was previously operated by us under a lease agreement. We also renewed the lease agreements for the Cruises Street facility in Limerick and the St Finbarr's facility in Cork.
- I In **France**, we acquired the Breteuil parking facility in Marseille, also previously operated under a lease agreement. We also purchased the new Celeno parking facility in Annemasse. Furthermore, we secured three new concession and lease contracts for operating the Palais des Congrès facility in Antibes, the Saint Denis and De Gaulle facilities in Colombes, and the Meriden facility in Paris. On top, contracts were renewed for: the two Edouard VII facilities in Paris, the La Vache Noire facility in Arceuil and the Daumesnil facility in Paris.
- I In **Germany**, our lease portfolio was strengthened with seven new lease contracts,

including the Forum Köpenick facility in Berlin, the Yorcks facility in Düsseldorf, the Sky Hub facility in Heidelberg, the Werther Carré in Wuppertal, Am Strandkai in Hamburg, Dom Aquaree in Berlin, NordWestZentrum in Frankfurt and the Kö Galerie in Düsseldorf. Additionally, we acquired the Westspange parking facility, which we previously operated under a lease agreement.

- | In **Belgium**, we acquired the Duinenwater facility in Knokke and won the prestigious contract for developing two new facilities in Zwijnaarde, Gent. Furthermore, we renewed the existing lease agreement for the Leuven Centrum facility, and extended the management contract in Tournai.
- | In the **United Kingdom**, we secured the lease contract for the Rose Street facility in Inverness and renewed the management contract for the Wellington Street facility in Leeds and the Trafalgar facility in London.
- | In the **Netherlands**, we added a new contract for the Mares facility in Scheveningen and renewed the lease for the Koopgoot facility in Rotterdam.
- | In **Denmark**, we successfully renewed the lease contract for the Fog Huset facility in Lyngby.

These strategic additions reinforce our commitment to growth and operational excellence, ensuring a stronger presence across key Western European markets. As a

result, we expanded our portfolio to over 5,500 parking facilities (2024: 5,300) and increased the number of parking spaces to over 1.2 million (2024: over 1.0 million).

Revenue and operating result

The reported net revenue amounted to EUR 1,079.5 million (2024: EUR 943.0 million) with a reported operating result before depreciation, amortisation and impairments of EUR 376.2 million (2024: EUR 302.0 million).

These figures are not fully comparable as they are impacted by non-operating and incidental items and financial lease accounting for certain lease contracts. For comparison purposes the revenue and operating result have been adjusted for:

- | Other non-operating and incidental items.
- | Fixed lease expenses related to financial leasing which, based on Dutch GAAP, are recorded as interest expenses and repayment on financial lease debt.
- | Underlying constant exchange rate adjustments with respect to our UK and Danish operations to enhance the comparability of the financial figures.

The following tables show the comparable underlying net revenue and operating result before depreciation, amortisation and impairments.

(x EUR million)	2025	2024
Reported net revenue	1,079.5	943.0
<i>Adjustments:</i>		
Other non-operating and incidental items	-1.4	-3.0
Underlying constant exchange rate adjustments	5.0	2.2
Underlying net revenue	1,083.1	942.2

Reported net revenue increased by EUR 136.5 million (+14.5%) to EUR 1,079.5 million (2024: EUR 943.0 million). This growth was primarily driven by strong like-for-like performance and contributions

from new business, with the SAGS, Britannia, Park One and Bavaria Parkgaragen acquisitions in 2024 and 2025 delivering the most significant impact. Underlying net revenue amounted to EUR 1,083.1 million,

representing an increase of EUR 140.9 million (+15.0%) year-on-year.

Like-for-like parking revenues were up 4.8% compared to 2024. Like-for-like short-term parking revenues (STP) increased by 5.5% thanks to pricing initiatives and a volume increase. Like-for-like long-term parking

revenues (LTP) increased by 2.7% versus 2024, primarily as a result of pricing.

Our ongoing investments in electric vehicle (EV) charging infrastructure resulted in total EV charging revenues of EUR 13.1 million, an increase of EUR 4.1 million (+45.6%) compared to 2024.

(x EUR million)	2025	2024
Operating result before depreciation, amortisation and impairments	376.2	302.0
<i>Adjustments:</i>		
Other operating income	-	-
Other non-operating and incidental items	7.5	33.0
Adjustment of fixed lease amounts finance leases to operating result	-76.9	-77.2
Underlying constant exchange rate adjustments	0.8	0.2
Underlying operating result before depreciation, amortisation and impairments	307.6	258.0

The operating result before depreciation, amortisation and impairments increased to EUR 376.2 million, up from EUR 302.0 million in 2024. This EUR 74.2 million (+24.6%) increase reflects the rise in reported net revenue, partially offset by the cost developments outlined below. The underlying operating result before depreciation, amortisation and impairments amounted to EUR 307.6 million, an increase of EUR 49.6 million (+19.2%) compared to 2024.

Adjusted non-operating and incidental items amounted to EUR 7.5 million compared to EUR 33.0 million in 2024. In 2025 these items were largely attributable to shareholder management fees and incidental costs associated with integrating recent acquisitions. In 2024, non-operating and incidental items also included EUR 21.0 million of costs related to the minority stake sale process.

Reported lease expenses increased by EUR 32.8 million, primarily due to higher fixed lease expenses (EUR 26.2 million) resulting from contractual lease indexations in combination with the new business additions, mainly the 2024 and 2025 acquisitions.

Variable lease expenses rose by EUR 6.6 million due to improved revenue performance in 2025 as well as the contributions from SAGS and the German acquisitions. These increases were partially offset by lower lease expenses from expiring contracts, predominantly in Germany and Ireland.

Reported operating expenses of parking facilities increased by EUR 14.6 million, largely attributable to the 2024 and 2025 acquisitions as well as the Amsterdam on-street management contract. On a like-for-like basis, operating expenses increased due to annual cost indexation, partially offset by the reduction in costs related to expired contracts, mainly in Ireland and France.

Reported wages and salaries, social security premiums and pensions increased by EUR 18.4 million. This is mainly attributable to higher staffing levels following the 2024 and 2025 acquisitions. Higher annual salary increases in line with market developments and minimum wage increases also contributed. These cost increases were partly offset by cost reductions related to the further integration and optimisation of the

Amsterdam on-street contract. Furthermore the 2024 figures included the non-operating and incidental items related to the minority stake sale process of 2024.

Other operating expenses decreased by EUR 3.5 million compared to 2024, primarily due to non-operating and incidental costs related to the minority stake sale process included in the previous year. Excluding these items, other operating expenses increased in line with annual cost indexations and the impact of the 2024 and 2025 acquisitions. These cost increases were partly offset by the cost reductions related to the further integration and optimisation of the Amsterdam on-street contract.

Cash flow

In 2025, total cash flow amounted to EUR -2.6 million versus EUR -2.0 million in 2024.

Cash flow from operating activities amounted to EUR 321.1 million versus EUR 288.7 million in 2024. This improvement was primarily due to the higher operating result before depreciation, amortisation, and impairments. The positive impact was partially offset by increased tax payments and a negative impact of working capital movement. In 2024, working capital benefited from settling incidental items related to implementing the Amsterdam on-street management contract in early 2024. In contrast, the working capital movement in 2025 was negatively affected by the payment of outstanding one-off advisory fees associated with the minority equity stake sale in the first quarter of 2025.

Cash flow from investment activities amounted to EUR -251.7 million versus EUR -234.3 million in 2024. Investments in existing facilities amounted to EUR -89.7 million (2024: EUR -84.3 million). The increase in existing business capex was primarily driven by larger refurbishment projects and timing differences in regular maintenance. The acquisition and expansion investments amounted to EUR -162.2 million (2024: EUR -150.0 million) and are primarily driven by the earlier mentioned acquisitions and parking facilities purchased during 2025.

Cash flow from financing activities came in at EUR -72.0 million (2024: EUR -56.4 million). In June 2025, new fixed rate notes were issued for a total amount of EUR 300 million. The proceeds were primarily used to repay borrowings under the revolving credit facilities (EUR 130 million) and to finance the German acquisitions. Additionally, EUR 23.0 million was repaid on bilateral facilities, mainly in Ireland and France. Shareholder distributions were made for an amount of EUR 175.0 million (2024: EUR 110.0 million). The interest paid on loans and bank balances amounted EUR -72.4 million (2024: EUR -50.7 million) which was primarily driven by impact of the 2024 and 2025 notes issuances on the total outstanding debt and the increased interest rate payable on these notes. The interest and repayment component on financial lease obligations amounted to EUR -94.4 million versus EUR -77.2 million in 2024. The increase of EUR 17.2 million is related to early settlement and lease prepayments on two financial lease contracts in the United Kingdom.

Financing

At year-end 2025, the Group financing agreements primarily consisted of senior secured notes of EUR 1,910 million and RCFs of EUR 335 million. The bonds are listed on The International Stock Exchange (TISE) in Guernsey and comprise of four tranches:

- | EUR 630 million senior secured fixed rate notes due in 2027 with an interest rate of 2.0%.
- | EUR 430 million senior secured fixed rate notes due in 2029 with an interest rate of 5.125%.
- | EUR 550 million senior secured fixed rate notes due in 2030 with an interest rate of 5.125%.
- | EUR 300 million senior secured fixed rate notes due in 2030 with an interest rate of 4.25%.

At year-end 2025, the total outstanding loans with credit institutions amounted to EUR 220.6 million and included the drawn part of the RCF of EUR 55.0 million and corporate bank loans of EUR 105.0 million. The remaining amount of EUR 60.6 million relates to bilateral loan facilities in primarily France and Denmark.

The total net debt position excluding restricted cash and the shareholder loan at year-end 2025 was EUR 2,020.7 million versus EUR 1,737.4 million at year-end 2024. The total financial expenses on bonds and loans amounted to EUR -81.9 million (2024 EUR -64.5 million), resulting in an average interest percentage on loans of 4.1% which is higher compared to 2024 (3.8%) due to higher interest rates on recently refinanced bonds.

Taxation

As the Group is present in seven Western European countries, it is subject to different tax regimes. The total tax expense in 2025 amounted to EUR -37.2 million representing an average tax rate on the result for the year of 169% (2024: EUR -21.6 million and 96%). This average tax rate is impacted by the effect of permanent differences related to goodwill amortisation, non-deductible interest expenses and other non-deductible costs. Furthermore, the tax pressure is affected by incidental items with an impact of EUR -11.7 million (2024: EUR -1.7 million), primarily related to the movement in deferred tax assets on valuation differences on assets in the United Kingdom. Excluding the effect of incidental items and permanent differences, the effective tax rate for 2025 would be approximately 24%, which reflects the average of the applicable tax rates in the countries where we operate.

REVIEW OF CSR

Q-Park has always had a strong commitment to sustainability and social responsibility and this is embedded in everything we do. We developed our first CSR strategy more than 15 years ago. From its inception, our CSR strategy has underpinned major management decisions, new programmes, projects and engagements with the communities in which we operate.

Strategy

In 2023 we developed a forward-looking CSR strategy including a double materiality assessment (DMA) from which we defined key materiality topics, our ambition and three focus areas. Our CSR strategy is based on five guiding principles:

- | Meet the needs of today's society without compromising those of future generations.
- | Align with our purpose, vision, ambitions and activities.
- | Evolve over time to take us closer to our desired goals.
- | Engage our stakeholders to share ambitions and clarify efforts.
- | Prioritise our activities that most significantly benefit the environment and society.

Our CSR strategy encompasses requirements of the EU Green Deal, the Corporate Sustainable Reporting Directive (CSRD) and the European Sustainable Reporting Standards (ESRS). It ensures we are properly prepared to disclose necessary non-financial information, and guides us as we work with partners and stakeholders to contribute to urban liveability.

Focus areas

Drawing on our purpose, vision and DMA, we identified three focus areas, each with its own ambition:

- | **Urban liveability** – supporting urban liveability by reducing GHG emissions, increasing renewable energy consumption, and deploying smart renovation and maintenance activities.

- | **Sustainable mobility solutions** – connecting communities with our ecosystem of sustainable mobility solutions.
- | **Seamless parking services** – enhancing seamless parking with our digital access and payment services.

Navigating the CSRD developments in 2025

This year marked a transitional phase from the EU Omnibus I proposal to a refreshed CSRD. While the overarching ambition of the directive – to drive transparency, comparability and accountability in sustainability performance – remained clear, the practical implications for us were still unfolding.

Interpretations of scope, data requirements, assurance expectations and implementation timelines continued to evolve throughout the year, creating a landscape in which definitive choices were not always possible.

Against this backdrop, we adopted a deliberate and responsible approach: to continue acting where impact was clear and material, while avoiding premature decisions in areas where regulatory direction was still uncertain.

Maintaining focus on clearly material topics

In a context of regulatory uncertainty, we consciously prioritised sustainability topics that were already well understood, measurable and undeniably material to our business and to society.

Energy consumption and carbon footprint reduction remained central pillars of our sustainability agenda in 2025. As a parking and mobility services provider, our environmental impact is closely linked to energy use in parking facilities and the emissions associated with our operations. During the year, we continued to:

- | Improve energy efficiency.
- | Increase the share of renewable energy.
- | Support low-emission mobility, including charging infrastructure for electric vehicles.

What we didn't do and why

While we made progress on our core environmental topics, 2025 was not the year to finalise all aspects of our future CSRD-aligned reporting or target-setting.

In particular, we deliberately refrained from:

- | Locking in definitive key performance indicators (KPIs) or targets for topics where data definitions, value chain boundaries or methodological guidance were still under debate.
- | Over-engineering data collection processes for social and governance topics without sufficient clarity on future assurance and comparability requirements.
- | Making public commitments that could later require significant revision due to regulatory reinterpretation.

This restraint was intentional. We believe that credibility in sustainability reporting is built not only on ambition, but also on accuracy, consistency and reliability.

In areas where the risk of rework or misalignment was high, we prioritised learning, testing and internal alignment over premature disclosure.

Looking ahead

Towards the end of 2025, the next CSRD implementation phase became clear and we decided we would update our existing double materiality assessment (DMA) at the beginning of 2026 based on the latest ESRS guidance. We will map and assess the identified ESRS datapoints and gaps, and update existing policy documents based on the DMA update.

As we are working towards CSRD compliant reporting over the financial year 2027, this includes continuing to develop our datapoint dictionaries, reporting manual and to create an environment in which we can verify accuracy and completeness of the relevant data.

After year-end 2025

Prior to finalising this report, the Council of the European Union finalised approval of the EU Omnibus I Directive (amending CSRD/CSDDD) on February 24, 2026.

- | Published in the Official Journal on 26 February 2026, and comes into force on 18 March 2026.
- | EU Member States have 12 months to transpose the amendments into national law, likely by March 2027.
- | For the Corporate Sustainability Due Diligence Directive (CSDDD) the thresholds are raised to companies with more than 5,000 employees and EUR 1.5 billion in revenue. As a result, the CSDDD does not apply to Q-Park.

Diversity policy and reporting

When selecting new members of the Management Board or other key management positions, we aim to appoint the most suitable person. In this, we consider the balance between relevant experience, theoretical background, gender and age.

Throughout 2025 and as at December year-end, the Management Board consisted of four members: two men and two women. In March 2026, one female member was replaced by a male member due to her absence.

Key management is defined as other formal registered directors within the Group. Our key management team consists of ten persons, eight males and two females, all with permanent employment contracts.

The target is to increase the number of females to at least one third by adding another female once a position becomes available and a suitable candidate is found. As no position became available during 2025 the target has not yet been met.

KEY RESULTS SUMMARY

During 2025, we acquired 67 parking facilities with 36,088 parking spaces, bringing our total portfolio to 5,573 parking facilities with 1,237,940 parking spaces (2024: 5,506 and 1,201,852 respectively).

Note: We have adjusted the reported portfolio numbers for 2024 to now include the SAGS acquisition which was completed in December 2024.

Mobility transition and liveability services include transforming search traffic into destination traffic by our 619 parking facilities offering online pre-booking (2024: 510).

And we have identified more than 150 parking facilities which fit our Mobility Hub definition.

For Q-Park, a **Mobility Hub** is a parking facility which offers parking for all kinds of vehicles, charging for all kinds of vehicles, booking to transform search traffic to destination traffic, and sharing mobility options such as public transport and/or car and bicycle rental.

Of our defined Mobility Hubs, 52 are recognisable with our Mobility Hub house style. The rest will follow in the years to come.

Figure 2: Q-Park Mobility Hub house style



We also support the electrification of the car fleet by significantly increasing the number of EV charging points installed in our parking facilities. We now have:

- | 398 parking facilities offering EV charging (2024: 261).
- | 9,416 EV charging points (2024: 6,854), an increase of 37%.

In 2025 we facilitated 106.0 million zero-emission kilometres (2024: 77.7) a 36% increase.

Chart 1: Parking facilities offering EV charging

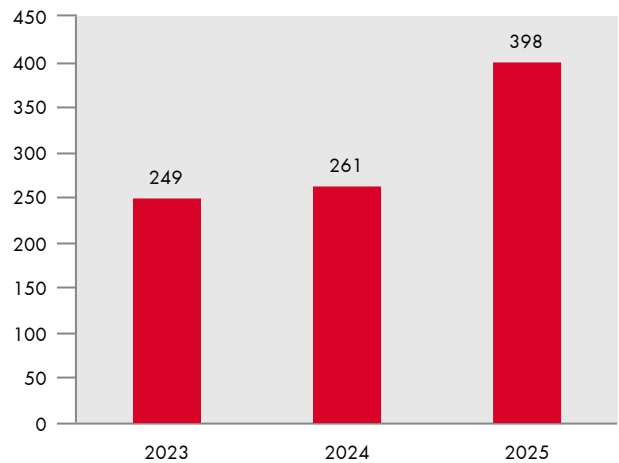
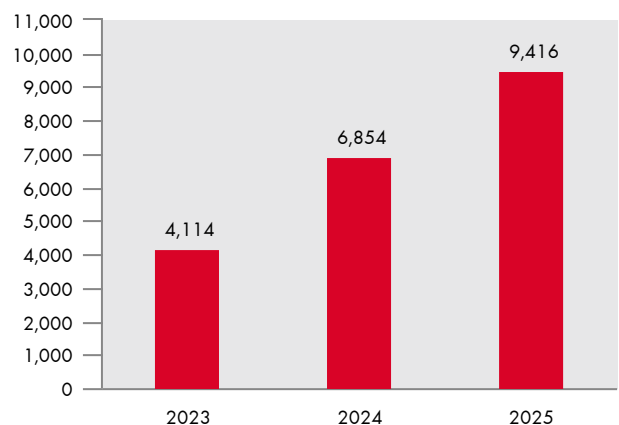


Chart 2: Total EV charging points



The **total energy consumed** in our operated parking facilities (PFs) amounted to 108.8 GWh compared to 97.0 GWh in 2024, an increase of 12%. The rise can be attributed to our expanded portfolio of operated PFs.

This total excludes the energy consumed by the 7,310 operated EV charging points (2024:4,708): 21.2 GWh (2024:16.0 GWh), an increase of 32%. The increase can be attributed to the growth of operated EV CPs in our portfolio and the upsurge in EV charging point usage by our customers.

The carbon footprint per operated parking space is much lower compared to 2025.

- | In 2025, we calculated the average kg CO₂ per parking space to be 10.5 (2024: 14.2), a reduction of 26%. This is thanks to the efforts we've made by sourcing on average 76% (2024: 74%) renewable energy for parking facilities and EV charging points.
- | Since we started measuring our emissions in 2010, we have achieved a 94% reduction in our carbon footprint per parking space.

Chart 3: GWh consumed by operated PFs and CPs

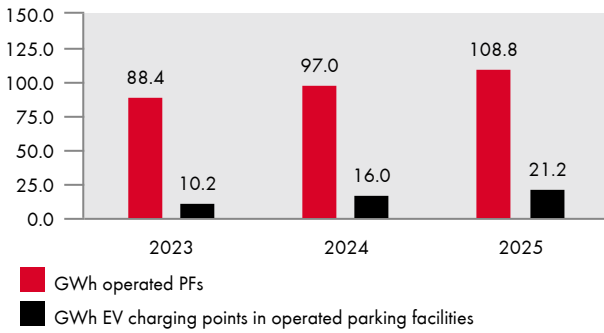
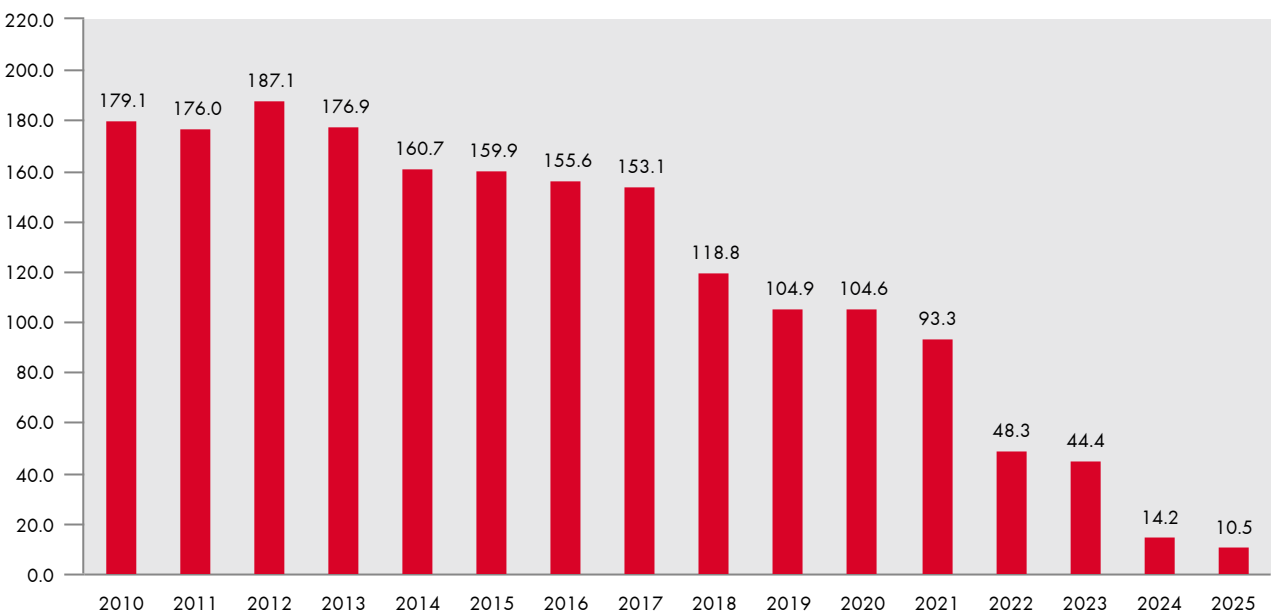


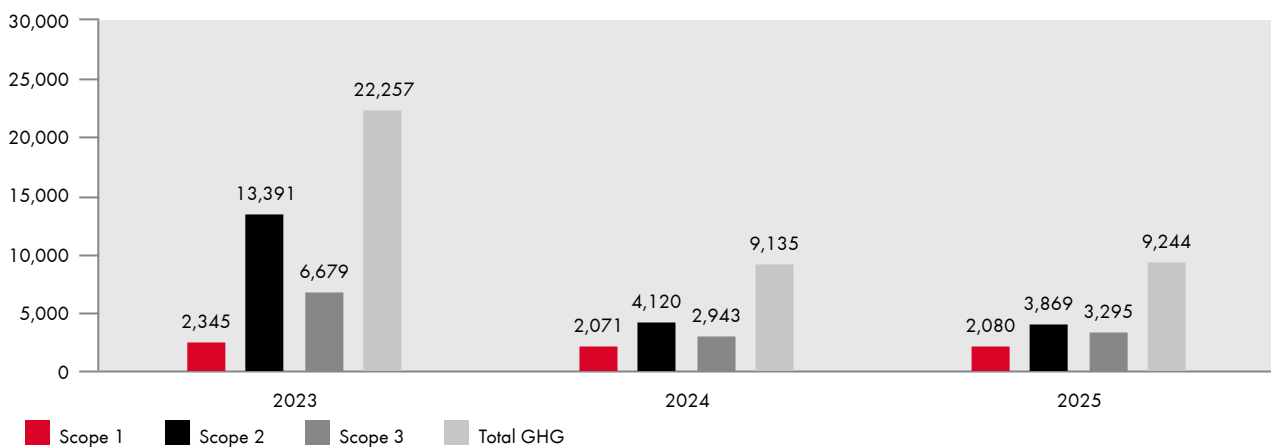
Chart 4: Average CO₂ footprint (kg CO₂) per parking space (market based as of 2020)



The following chart shows the greenhouse gas emissions (GHG) per Scope, and the total GHG emissions in tons CO₂. The considerable reductions in Scopes 2 and 3 (market based) from 2023 to 2024 are thanks to Q-Park Netherlands sourcing all its electricity from renewable sources and Q-Park France increasing its percentage of renewable energy from 25% to 50%.

Note that the emissions in Scope 3 originate from upstream fuels (tCO₂ 527), upstream electricity (tCO₂ 947), transmission and distribution (T&D) losses (tCO₂ 1,128), EV charging points (tCO₂ 629) and business flights (tCO₂ 64).

Chart 5: Total greenhouse gas emissions (GHG) in tons CO₂ – market based



REVIEW OF ACTIVITIES

Awards

Q-Park's commitment to quality and innovation continues to shine. In 2025, Q-Park Netherlands, Q-Park Belgium and Q-Park UK were nominated for and/or received various awards.

EPA Awards

The European Parking Awards, established by the European Parking Association (EPA) in 1997, recognise excellence in parking design, management, innovation, and customer service across Europe.



Held biennially, the awards aim to highlight outstanding contributions that enhance the quality and efficiency of parking facilities and services, promoting sustainable urban mobility and improved urban environments.

The 2025 EPA Awards were granted during the 21st European Parking Conference & Exhibition which took place in Brussels, Belgium on 17-18 September 2025.

Q-Park won EPA awards in two categories

Category 1 – Best New Parking Structure for Q-Park Belgium, Q-Park Zuiderdokken in Antwerp.

The 'Best New Parking Structure' award for the Q-Park Mobility Hub at the Gedempte Zuiderdokken in Antwerp recognises its clear mission: to create an environment reminiscent of Central Park, with added parking capacity.

What was once a concrete parking wasteland has been transformed into a multifunctional urban park with city gardens, sports, and play facilities.

Underground, the Mobility Hub offers an integrated solution for urban mobility, with a focus on accessibility and liveability.



Q-Park Mobility Hub Zuiderdokken, Antwerp, Belgium



Q-Park Mobility Hub Centrum, The Hague, The Netherlands

Category 6 – Best Approach to Smart Mobility for Q-Park Netherlands, Q-Park Centrum in The Hague. In the Netherlands, Q-Park won in the category ‘Best Approach to Smart Mobility (a new category)’. In The Hague, Q-Park transformed an existing parking facility into an impressive Mobility Hub.

In addition to (fast) charging points for electric vehicles, the site now offers a kiosk, dry cleaning and laundry services, parcel pick-up points, and shared mobility options. The open façade on Amsterdamse Veerkade provides a visual upgrade and enhances the building’s integration into the streetscape.

Nominated

Category 6 – Best Approach to Smart Mobility for Q-Park UK for the Port last-mile delivery solutions located in three central London Mobility Hubs.

Q-Park’s prominent place in the EPA awards reaffirm our leading role in developing smart, sustainable, and future-proof parking solutions.

ESPA Awards

The European Parking Standard Award (ESPA) was established by the EPA to improve the quality of service provided. It defines a set of minimum standards for good basic quality in structure and services.

The checklists are updated regularly to include new services and functionality such as EV charging, digital payments, mobility hubs and sustainability aspects. The ESPA Gold award recognises exceptional standards for the structure, materials used and outstanding service.

We are delighted that two of our premium projects received ESPA Gold Awards in 2025: Q-Park Frontenpark and Q-Park Gare Colisée.



Green cities award 2025

The Green Cities Award recognises outstanding European urban greening projects that improve climate resilience, biodiversity and quality of life in cities.

Antwerp’s Zuidpark won the prestigious *Green Cities Europe Award 2025* (GCEA). Q-Park was instrumental in the Zuidpark development with our Zuiderdokken Mobility Hubs, and we are proud to have contributed to Antwerp's success.



The multifunctional area covers some 8 hectares of public space, created by moving parking underground, providing space for 2,000 cars and 300 bicycles. The above-ground space now serves as a park, a square, and a garden. The project focused on climate adaptation, restoring the area's historic character, and providing a 'green lung' for the surrounding urban area.

More than 500 new trees were planted to help reduce heat stress in the summer months, and an underground water buffering system stores up to 1,500m³ of rainwater for irrigation and municipal cleaning.

According to Good News, the perceived cooling effect is currently estimated to be about 1.2°C on hot days compared to when the site was a car park. When the new trees mature, the cooling effect is estimated to be about 4.6°C lower.

These cooling effects contribute to **heat stress reduction**, **improved outdoor comfort** and enhanced resilience against urban heat: a key reason the project was recognised at the Green Cities Europe Award 2025.

British Parking Awards

The British Parking Awards (BPA), established in 2002 by Parking Review magazine, were quickly recognised as the premier benchmark for excellence within the UK parking industry. Their awards celebrate outstanding achievement in parking management, car park design, and parking innovation, setting the standard for quality and creativity across the sector in the UK.

At the awards ceremony Q-Park won the EV Charging Award, a recognition for EV charging excellence. The jury praised Q-Park UK for its innovative approach to developing and delivering EV charging infrastructure, systems and services in built parking facilities.

With more than 500 EV charging points conveniently located in city centres, Q-Park UK ensures that customers can always park and charge with confidence. Setting the standard for the parking industry while embracing the latest trends and technological advancements.

The infrastructure offers EV customers a seamless journey and a charged car for their onward journey.



Annual Student Award and Thought Leader Event



The Q-Park Student Award is organised by the Erasmus University Rotterdam and Q-Park, and is open to students from European colleges and universities. The 11th edition was held in The Hague at the Nieuwe Kerk. The theme was **Perspectives on urban mobility: then, now and tomorrow.**

Keynote speakers focus on the future of mobility

Emile Jutten, Manager Mobility in The Hague talked about how The Hague is adapting the city to create space for people and mobility. With the sea on one side and neighbouring municipalities, The Hague has nowhere to expand.

It's the most densely populated Dutch city and also has the most cars per square metre, and growing mobility needs. Bicycles too, need proper lanes to ensure safe travel. By 2040, the city wants to achieve a mindset shift that will reduce the number of short car journeys (less than 5 km) by 20% and replace these trips with walking and cycling.

Carlo van de Weijer, General Manager of the Eindhoven AI Systems Institute at Eindhoven University of Technology (TU/e), gave a thought-provoking presentation.

He challenged attendees to question traditional policies designed to encourage people to use public transport rather than individual mobility.

In his vision of the future of parking, he expects:

- | More rather than fewer cars will need to park.
- | A shift from on- to off-street parking as cities declutter streets.
- | Parking will become more costly, but the alternatives may be even more expensive as people are mobile by design.

Q-Park Student Award 2025

Giuliano Mingardo, senior researcher at Erasmus University Rotterdam and specialised in parking policy and mobility management, introduced the students and praised the high scientific standard of their research.

The winners presented their work:

- | **Cas Oudijk**, TU Delft: Relocation strategies for shared electric vehicles to transport energy and provide vehicle-to-grid services.
- | **Julien Petat**, Erasmus University Rotterdam: Assessing the perceived value of mobility solutions, a quantitative study in Germany.
- | **Merijn van Elk**, Vrije Universiteit Amsterdam: The impact of reducing on-street parking on house prices, evidence from Amsterdam.



Winners of the Q-Park Student Award 2025

A summary of these three theses, and the winning entries from previous years are available online.

 [Visit the Q-Park Student Award website for details.](#)

Connecting communities

Enriching public space with art

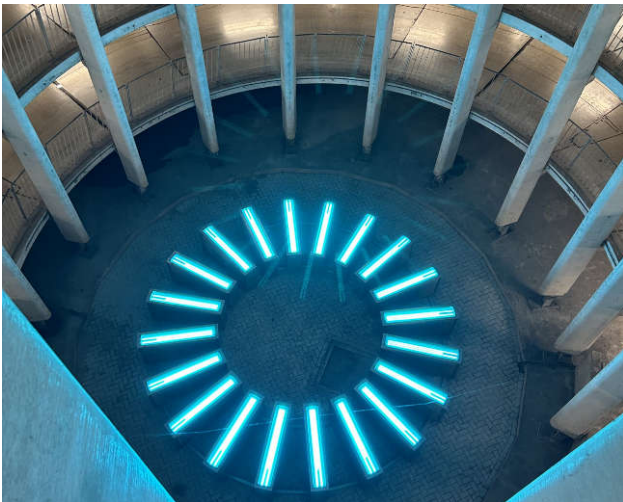
As Q-Park strengthens its position as a sustainable urban mobility partner, our mission extends beyond simply operating parking facilities. We actively contribute to urban liveability and strengthen the visual quality of public space. Art has the power to link infrastructure with its surroundings – not only for our customers, but for everyone in the neighbourhood.

By giving art a prominent place in and around our parking infrastructure, we transform functional spaces into meaningful environments that enrich the visitor's experience and contribute to the local community and their surroundings.

In 2025 three significant art projects were realised:

- | Peter Struycken, Ossenmarkt, Groningen (NL)
- | Hands, Heerlen (NL)
- | Godefriduskaai, Antwerp (BE)

Peter Struycken, Ossenmarkt, Groningen (NL)



Light artwork by Peter Struycken in Q-Park Ossenmarkt

Q-Park Ossenmarkt in Groningen, the Netherlands is an exceptional parking facility. The circular structure is located beneath the historic market square, formerly home to the regional cattle market.

When the parking facility was completed in 2001, the municipality of Groningen commissioned an artwork by the Dutch artist and sculptor Peter Struycken. As the structure lacks natural daylight, it's an ideal setting to play with light. The installation consists of twenty light boxes at the base of the parking facility, situated to illuminate the concrete construction and programmed to vary the colours.



Q-Park Ossenmarkt, Groningen. Municipality of Groningen transfers ownership of artwork to Q-Park Netherlands.

Struycken developed the computer software himself, creating an algorithm which generates colour variations without repetition. The timing and colour sequencing is based on the average speed at which cars drive around the central void, allowing visitors to experience gradual colour changes without the disorienting effect of rapid changes.

As the artwork is located within the parking facility and is therefore not of the public domain, the municipality decided in 2025 to transfer ownership.

Given the strong connection between the light artwork and Q-Park Ossenmarkt, we chose to incorporate it into our portfolio. By doing so, we ensure that the artwork remains accessible and continues to contribute to Groningen's cultural identity

Hands, Heerlen (NL)



Mural: 'Hands' by Chaim van Luit
Photo: Luc Lodder

In recent years, the municipality of Heerlen has been rejuvenating/redeveloping the city centre. This has created many opportunities to strengthen the community through art and culture and Heerlen particularly wants this to be accessible to young and old and people from all walks of life.

The municipality realised the project in partnership with SCHUNCK, which acted as cultural advisor and commissioning partner. SCHUNCK invited Chaim van Luit to develop a site-specific installation for the Plaarstraat.

In commissioning the work as part of its public art programme, the work has upgraded this transitional urban space. The artwork is a neon mural depicting hands which transforms the rear facade of Q-Park De Putgraaf in the city centre.

Visual artist Chaim van Luit, born in Heerlen, and known for his graffiti and street art installations, drew inspiration from the prehistoric hand stencils in Argentina's *Cueva de los Manos*, some of the oldest known wall paintings in the world.

In Van Luit's mural, hands help each other, representing how people connect and need each other to get somewhere, in this case, to the 'green crown' roof garden on top of Q-Park Putgraaf.

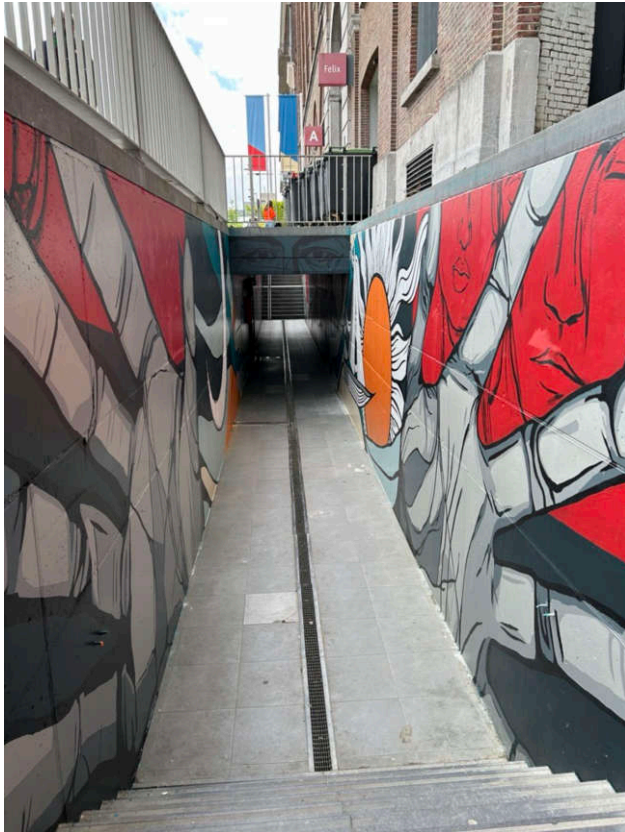
This installation differs from other street art in Heerlen as it uses neon: a dying craft as neon signage has had to make way for versatile LED installations.

The mural can best be viewed from a narrow alleyway that leads from the main square. Since the unveiling in August 2025, this previously dark and dismal back street is now cheerfully illuminated and the place to be in Heerlen.

It adds a new layer to Heerlen's cultural landscape and reinforces the importance of the Plaarstraat as a small but vital connector between streets and people.

(Source: Museum Schunck, Heerlen)

Godefriduskaai, Antwerp



Urban flow mural by Sam Billen, Treepack

To enhance the visitor experience at Q-Park Godefriduskaai, we commissioned art collective Treepack to bring its vision of art in the public space to life.

The mural is not only a visual asset to the location, it also reflects the core values of social interaction, connection and urban integration.

A work of art that moves with the city

The mural, entitled Urban Flow and designed by artist and Treepack art director Sam Billen, is an ode to the dynamism of Antwerp's dock area.

Two open hands on either side symbolise the connection with the city and how the parking facility welcomes visitors.

Between the abstract lines and powerful colours, we can see faces, urban birds, a sailing boat, the moon and the rising sun – all elements that reinforce the lively atmosphere of this location.

The design also includes architectural references to the MAS museum building, which means that the mural not only fits in perfectly with the surroundings, but actively strengthens the ties.

From now on, visitors will experience the pedestrian access route as more than a functional corridor: it has become a location that speaks, moves and connects.



Urban Flow mural lining the walkway between Q-Park Godefriduskaai and Felix Pakhuis and MAS museum.

Data protection and cybersecurity

At Q-Park, we aim to detect security issues so that we can respond quickly to incidents. We do this through a Security Operations Centre (SOC) that is on standby 24/7, and a team of specialists who respond quickly to cyber threats.

The SOC centre uses a range of specialist tools to support ICT security, protect data and mitigate cyber risks as follows:

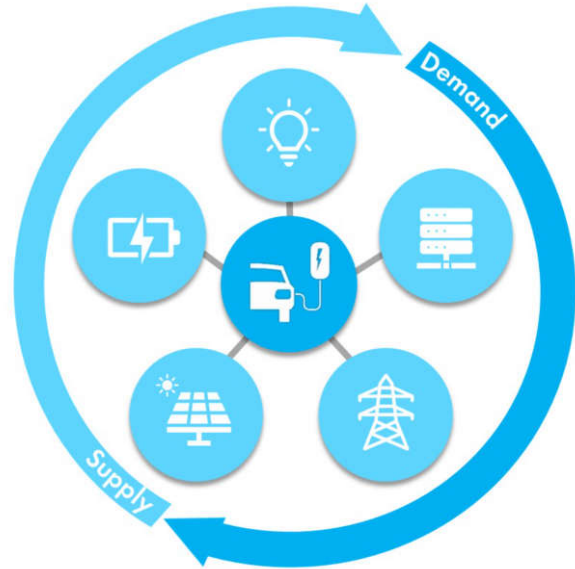
- | network and infrastructure security:
 - | firewalls
 - | intrusion detection and prevention
 - | perimeter security
- | endpoint and threat protection
- | communication and web security
- | identity and access management
- | employee awareness training

In addition, we configure our systems and networks so they are less susceptible to cyber attacks.

We also offer data protection and cybersecurity training to all employees. Each year more than 90% participate, helping to keep their knowledge up to date.



Energy services



We aim to create a future-ready energy ecosystem in which near real-time data, intelligent control, and predictive insights empower us to actively manage our energy performance, structurally optimise costs, unlock additional business opportunities and develop initiatives for sustainable energy opportunities.

By implementing a scalable and dynamic energy management system, we are building transparency, control, efficiency, flexibility and sustainability at the core of our operations.

Energy is no longer a cost item, but a strategic lever for resilience, innovation and impact.

To focus our efforts and drive results, we have structured our energy services around five pillars:

- | Energy portfolio management
- | EV charging
- | Energy procurement policy
- | On-site renewable energy
- | Energy management systems

Energy portfolio management

We are developing initiatives to capitalise on the growing demand for sustainable energy. Our ambition is to establish an additional growth engine and create new revenue streams that empower us for the future.

Our energy network hubs will focus on energy optimisation, flexibility and value creation with the following building blocks:

- | **Battery storage:** balance peak and off-peak demand, and increase peak capacity.
- | **Dashboards:** measure and balance supply and demand, enable forecasting.
- | **Monitor energy trends:** track market developments and price movements.
- | **Market responsiveness:** maintain flexibility to respond to market dynamics and operational changes.

EV charging

We continue to expand our EV charging infrastructure across our parking facilities, supporting the transition to electric mobility.

Given increasing grid constraints, we coordinate grid upgrades and actively manage connection capacity through our 'Grip-on-Grid' approach, ensuring reliable and scalable deployment.

Grip-on-Grid

Grid capacity constraints continue to cause connection delays and limit the available capacity across the countries in which we operate. If we are to continue expanding our EV charging point offering in our parking facilities, we need to upgrade our electricity supply.

This can be complex and time-consuming. To address these issues, we have developed a structured approach 'Grip-on-Grid' with targeted action plans per geographical area.

Energy procurement policy

Our energy procurement policy is designed to be flexible and mitigate risks in a volatile and complex energy market. We will help our country organisations excel by sharing information on the following topics:

- | **Procurement:** secure flexible supply contracts and offer local procurement decision-making guidelines.
- | **Risk management:** apply a balanced approach by varying procurement timing and price fixation.
- | **Ensure cost efficiency:** secure competitive pricing and long-term cost predictability.
- | **Harmonise procurement practices:** ensure consistency, transparency, and accountability.
- | **Enhance sustainability:** prioritise procuring electricity from renewable sources.

On-site renewable energy

We invest in generating renewable energy on site, primarily through solar installations at our locations.

- | **Solar generation:**
 - | develop business cases and investment assessments
 - | support project engineering
 - | generate renewable solar energy
- | **Plan and size installations:** prioritise self-consumption, with battery storage and load balancing

Energy management systems

We deploy scalable energy management systems to improve efficiency and control in all our operations. By reducing our baseload consumption, implementing proven energy-efficient technologies and enabling data-driven optimisation, we enhance operational performance and reduce our environmental impact. Our energy management priorities include:

- | **Dashboards:** to measure, enable forecasting and data-driven energy optimisation.
- | **Savings:** reduce baseload energy consumption.
- | **Energy assets:** by actively steering energy assets in our PFs, we are able to optimise grid connections and increase EV charging offering.

SMP Programme

In 2025 we further developed our Sustainable Mobility Partner (SMP) Programme of which the Q-Park Mobility Hubs are the cornerstone. They align with European and local sustainable urban mobility plans (SUMP) to:

- | improve accessibility to city centres by:
 - | promoting sustainable mobility and modal shift
 - | reducing congestion
- | enhance liveability by creating:
 - | safer and more inclusive environments
 - | more space for pedestrians, cyclists, and green infrastructure
- | support urban equity, climate adaptation and water storage
- | encourage collaborative planning with municipalities

We support cities in reclaiming public space for greenery, culture, and active mobility by helping them move vehicles from on-street to off-street parking.

The Mobility Hub label certifies that these parking facilities offer more than car parking, they offer essential mobility services including:

- | public transport within walking distance
- | pre-booking to convert search traffic to destination traffic
- | EV charging
- | mobility sharing solutions such as bicycle sharing and car rental

Our Mobility Hubs are setting the European standard and in 2025 three were recognised as premium examples in the parking industry.

- | Mobility Hub: The Hague Centrum (NL)
- | Mobility Hub: Antwerp Steendok (BE)
- | Mobility Hub: London Park Lane (UK)

See the Awards section for further information.

Smart tyre pump is a win-win

Customers at Q-Park Frontenpark in Maastricht can now check and pump up their tyres free of charge using the new smart tyre pump because supporting the correct tyre pressure improves road handling, shortens braking distances, and improves fuel efficiency.

The smart tyre pump, an initiative of Groene Garage, contributes to a safer and cleaner urban environment.

The bright yellow tyre station is located near the exit. After entering the vehicle number plate, the pump automatically sets the recommended tyre pressure. When the nozzle is engaged, the screen shows what’s happening and then displays potential savings on fuel (in euros) and reduced CO₂ emissions.



Smart tyre pump at Q-Park Frontenpark

While small in scale, initiatives like this smart tyre pump illustrate how practical, everyday solutions can meaningfully support more sustainable mobility and promote responsible driving behaviour.

Sustainable mobility initiatives are welcome

Q-Park actively welcomes initiatives that promote sustainable mobility in practical and user-focused ways. We encourage partners, innovators, and municipalities to explore with us how we can implement similar solutions within our parking facilities to help make everyday mobility cleaner, safer, efficient and more sustainable.

FUTURE OUTLOOK

Economy

Looking ahead, the European Union and the euro area are expected to experience modest but stabilising economic growth, supported by improving household incomes, recovering investment, and gradually easing financial conditions.

The euro area economy is proving to be resilient despite the challenging global environment. Domestic demand should remain the main driver of euro area growth, bolstered by rising real wages and employment, in the context of resilient labour markets with record low unemployment rates.

Additional government spending on infrastructure and defence announced in 2025, especially in Germany, alongside improved financing conditions stemming from monetary policy rate cuts since June 2024, is also expected to support the domestic economy.

The European Central Bank (ECB) projects euro area GDP growth of 1.2% in 2026, 1.4% in 2027 and 1.4% in 2028, alongside headline inflation declining to just below 2% in 2026–2027 as wage pressures and services inflation ease. And the Harmonised Index of Consumer Prices (HICP) inflation excluding energy is expected to fall from 2.5% in 2025 to 2.2% in 2026 and to 2.0% in 2027 and 2028.

Wage growth should continue to moderate through 2026, before stabilising at around 3%, underpinned by a resilient labour market and productivity growth just slightly below 1%.

From an expenditure perspective, private consumption is projected to grow robustly throughout the horizon, providing the largest contribution to real GDP growth. The strengthening of households' spending is expected to be underpinned by their increasing purchasing power, reflecting robust wage and employment growth amid continued labour market resilience.

Business investment is projected to continue to rise in 2026–2028, amid increasing profit growth, supportive

financing conditions, strengthening domestic and foreign demand, declining uncertainty and spillovers from defence and infrastructure spending.

The unemployment rate is expected to decline over the medium term and to reach a historically low level of 5.8% by the end of 2028, in the context of rather stable projected growth in total employment in 2026–2028 and declining labour force growth.

In 2026 the governments' overall budget position is projected to loosen, mainly on account of higher public investment. This reflects primarily large defence and infrastructure spending in Germany, over 2026–2028.

(Source: ECB projections December 2025)

Geopolitical

The European Union (EU) is evolving from an economic union into a geopolitical actor focused on strategic autonomy, security, more coordinated defence investments by 2030, and defending a rules-based order. The EU projects power through enlargement, trade agreements, and regulating global standards, while increasingly managing security, migration, and economic coercion.

- I Key areas of influence include aiding Ukraine, promoting green energy, and strengthening defence cooperation, although its effectiveness often relies on unity of member states.
- I Key challenges include navigating an unpredictable administration in the US, mitigating risks from China, and addressing high energy costs and internal economic fragmentation.

The recent escalation of the conflict in Iran underscores that geopolitics remains one of the major factors shaping the economic outlook. While the current conflict has substantial impact on the Middle East, its global economic repercussions are likely to be limited – it is estimated that a temporary increase in energy prices, weaker business and consumer sentiment, and some trade disruptions could raise euro area inflation by 0.3

pp in 2026 and reduce GDP by 0.2%. However, the situation remains fluid, and further escalation could lead to more severe consequences. If the Strait of Hormuz is blocked, triggering a persistent surge in energy prices, euro area GDP could be about 1.3% lower by 2027 relative to a no-escalation scenario, while HICP inflation could rise to around 5%. (Source: EY European economic outlook March 2025)

Q-Park performance impact

Despite these macro-economic and geopolitical developments, we do not expect the short-term uncertainties to significantly impact the overall performance of our parking business. We will continue rolling out our strategic agenda and portfolio expansion as planned.

Management agenda

Q-Park will continue to leverage its competitive advantages with technological leadership, a strong brand, diversified portfolio with local scale and predictable long-term cash flows combined with our ability to embrace and adapt to a constantly changing world.

And we will actively pursue merger and acquisition (M&A) opportunities across Western Europe to strengthen our leadership position in the parking market industry.

By selectively integrating high-value assets, building on recent acquisition momentum highlighted in our annual reporting, we aim to further diversify and reinforce our portfolio while leveraging operational efficiencies that scale across countries and city environments.

Through targeted M&A, we not only enhance our commercial capabilities but also accelerate our contribution to more sustainable, accessible, and well-organised urban mobility ecosystems.

These investments allow us to support the cities and societies we serve with smarter infrastructure, improved services, and long-term value creation.

Our sustainable mobility solutions and seamless parking serve a dynamic economy. We ensure quality in parking for our partners and customers with our:

- I **Sustainable Mobility Partnership (SMP) Programme**, we support urban mobility plans with an increasing number of mobility hubs and access to public transport and micro-mobility services.
- I **EV (electric vehicle) Charging Programme**, we significantly increase the number of EV charging points to serve the growing EV fleet.
- I Investments in our **Parking as a Smart Service (PaSS) platform**, we digitalise parking services to create a seamless and efficient experience for customers and mobility partners. This involves implementing advanced technologies that facilitate easy and secure parking and payment transactions.
- I Integration of **artificial intelligence (AI) powered camera surveillance systems**, we aim to enhance health and safety across our owned and operated parking facilities.
- I Investments in our **information security programme**, addressing the 'people', 'process' and 'technology' dimensions, we enhance our information security maturity with a focus on proactive end-to-end security. We also prioritise security monitoring and containing security incidents.
- I **Investments in parking facilities** such as:
 - I renovation and maintenance
 - I parking management systems
 - I mechanical and electrical equipment, including lighting, ventilation and safety systems.

We are confident that we are able to meet our future internal and external obligations as we continue to pursue our focused strategy, maintain a robust liquidity position and apply disciplined capital allocation to drive long-term growth and value for stakeholders and society as a whole. Furthermore, we continue to monitor potential expansion opportunities in the parking market, including bolt-on mergers and acquisitions.

Financing

In the coming years, the fixed rated notes maturing in 2029 will be up for refinancing. Refinancing discussions will be initiated timely and based on market conditions, liquidity needs and financial results. Furthermore, we will analyse how best to optimise the balance sheet between available cash and debt funds.

Employees

We aim to be an employer of choice with an open inclusive culture, a place where talents from around the world can thrive. We expect stable employee retention, with no significant fluctuations in our workforce. This stability ensures continuity in our operations and maintains high performance standards, which positions us well for future growth and expansion, reinforcing our commitment to excellence and quality in parking.



RESULTS

PERFORMANCE HIGHLIGHTS

	2023	2024	2025
Portfolio information			
Total Parking Facilities (PFs)	3,616	5,506	5,573
Operational portfolio	768	786	930
Management portfolio	310	941	956
Control fee portfolio	2,538	3,647	3,687
Total Parking Spaces (PSs)			
Total Parking Spaces (PSs)	706,223	1,201,852	1,237,940
Operational portfolio	347,518	346,085	423,310
Management portfolio	230,689	514,909	628,452
Control fee portfolio	128,016	177,858	186,178
Financial information			
Reported net revenue (x EUR million)	831.1	943.0	1,079.5
Reported operating result (x EUR million)	303.2	302.0	376.2
Cash balance (x EUR million)	105.2	103.8	100.8
Total capital investment (x EUR million)	129.3	234.3	251.7
Net revenue from parking activities (x EUR million)			
Net revenue from parking activities (x EUR million)	759.5	825.3	908.8
Net revenue from short-term parking (x EUR million)	553.1	603.9	660.1
Net revenue from long-term parking (x EUR million)	181.5	191.2	214.5
Net revenue from control fees (x EUR million)	24.9	30.2	34.2
Environmental information			
Average kg CO ₂ per parking space – market based	44.4	14.2	10.5
GWh consumed by operated PFs	88.4	97.0	108.8
GWh consumed by operated EV CPs	10.2	16.0	21.2
Scope 1 (tCO ₂)	2,345	2,071	2,080
Scope 2 market based (tCO ₂)	13,391	4,120	3,869
Scope 2 location based (tCO ₂)	12,888	13,680	15,549
Scope 3 market based (tCO ₂)	6,679	2,943	3,295
Total GHG market based (tCO ₂)	22,257	9,135	9,244
Total GHG location based (tCO ₂)	22,415	24,568	28,530

	2023	2024	2025
Percentage of renewable energy			
Parking facilities	33%	72%	74%
EV charging points	22%	88%	86%
Total	26%	74%	76%
Sustainable mobility			
PFs offering access to public transport	225	215	364
PFs offering bicycle parking	75	83	136
PFs offering car sharing/rental schemes	57	68	70
Social information			
Total number of employees	2,203	2,832	3,535
Employees female diversity	21.1%	21.6%	22.1%
Number of work-related incidents	93	118	171
Number of work-related lost days	1,006	875	3,850
Q-Park information			
PFs offering 24/7 service	1,078	1,727	1,886
PFs offering online pre-booking	506	510	619
PFs offering ANPR (PaSS enabled)	459	786	816
PFs offering EV charging points	249	261	398
Total EV charging points	4,114	6,854	9,416
Operated EV charging points	2,996	4,708	7,310
Zero-emission kms enabled (millions)	48.6	77.7	106.0
Car fleet EVs	104	200	211
Car fleet diesels	219	203	166
Cities where Q-Park is present (excl. control fee contracts)	320	368	549
Cities with three or more PFs (excl. control fee contracts)	88	89	138
Cities with five or more PFs (excl. control fee contracts)	52	51	77

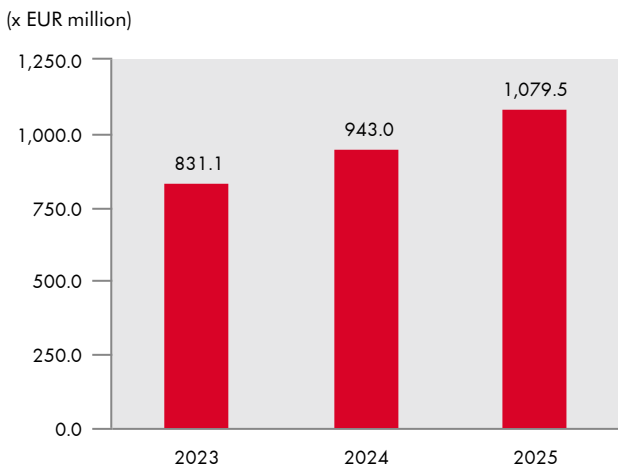
FINANCIAL PERFORMANCE

Group performance in 2025 was robust, with noteworthy increases in revenue and operating results compared to 2024.

Reported net revenue

The reported net revenue in 2025 amounted to EUR 1,079.5 million (2024: EUR 943.0 million).

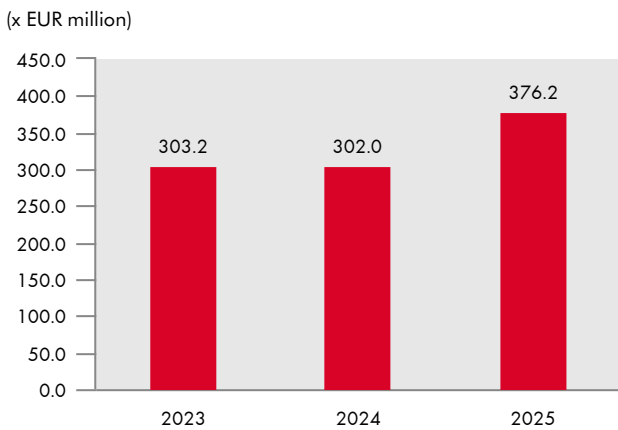
Chart 6: Reported net revenue



Reported operating result

The reported operating result in 2025 amounts to EUR 376.2 million compared to EUR 302.0 million in 2024.

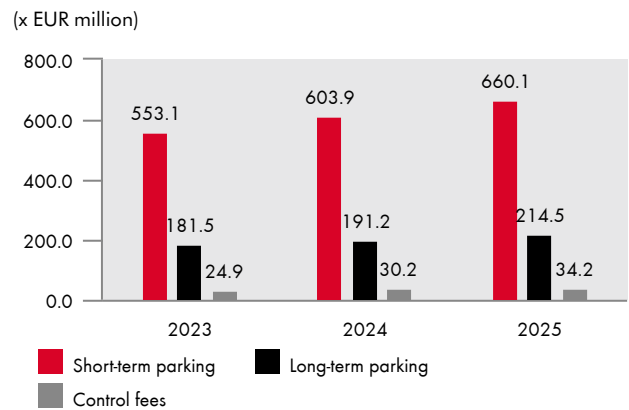
Chart 7: Reported operating result



Parking revenue

In 2025, parking revenue increased across the board. Short-term parking (STP) revenue increased to EUR 660.1 million (2024: EUR 603.9 million).

Chart 8: Revenue from parking activities



Long-term parking (LTP) revenue, i.e. season ticket revenue, increased to EUR 214.5 million, up from EUR 191.2 million in 2024. Revenue from our control fee business increased to EUR 34.2 million (2024: EUR 30.2 million).

Short-term parking accounts for 73% of our total revenue from parking activities, long-term parking accounts for 24%, and our control fee business accounts for 4% of parking revenue.

Q-Park brand and software

The Q-Park brand (trade name) is valued at EUR 43.6 million (2024: EUR 47.4 million) and our proprietary software is valued at EUR 39.8 million (2024: EUR 37.1 million).

Investments

Capital investments amounted to EUR 251.7 million (2024: EUR 234.3 million), including acquisition and expansion investments at EUR 162.2 million (2024: EUR 150.0 million).

URBAN LIVEABILITY

Climate change mitigation

Q-Park reduces its CO₂ emissions as it mitigates the effects of climate change, which, in turn, has a positive cascade effect on public health, and plant and animal diversity. Moreover, these efforts support economic resilience and stimulate innovation, leading to solutions that are more energy-efficient, low-carbon, and resource-conscious.

There is, however, a challenge.

- | On the one hand we reduce our kWh consumption through our Energy Portfolio Management, by sourcing renewable energy and taking energy-saving measures.
- | On the other hand we install more EV charging points for our customers and increased EV charging transactions, resulting in more kWh consumption.

Results

We report on our operational portfolio and market-based emissions as these reflect our initiatives to source renewable energy. We also report

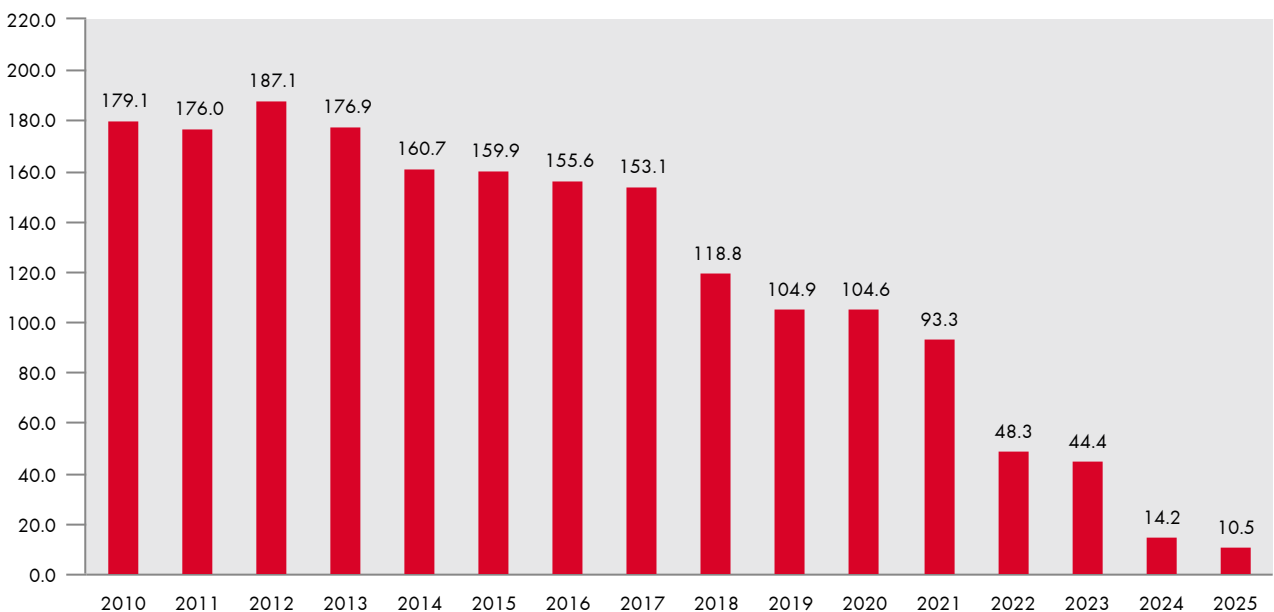
location-based emissions to demonstrate the impact of our decisions.

In 2025 we were able to further reduce our GHG emissions as follows:

- | **Scope 1** emissions decreased marginally, consolidating on changes made in previous years.
- | **Scope 2 – market-based** emissions decreased by 6%, mainly due to sourcing more renewable energy.
- | **Scope 2 – location-based** emissions increased by 14%, reflecting higher electricity consumption, mainly attributable to the expansion of our portfolio.
- | **Scope 3 – market-based** emissions rose by 12% mainly due to operated EV charging point portfolio growth and increased use of these EV CPs.

The Scope 2 reductions are also reflected in the lower average carbon footprint per parking space in operated parking facilities (PFs). The average kg CO₂ per parking space is now 10.5 (2024: 14.2), a decrease of 26%.

Chart 9: Average CO₂ footprint (kg CO₂) per parking space (market based as of 2020)

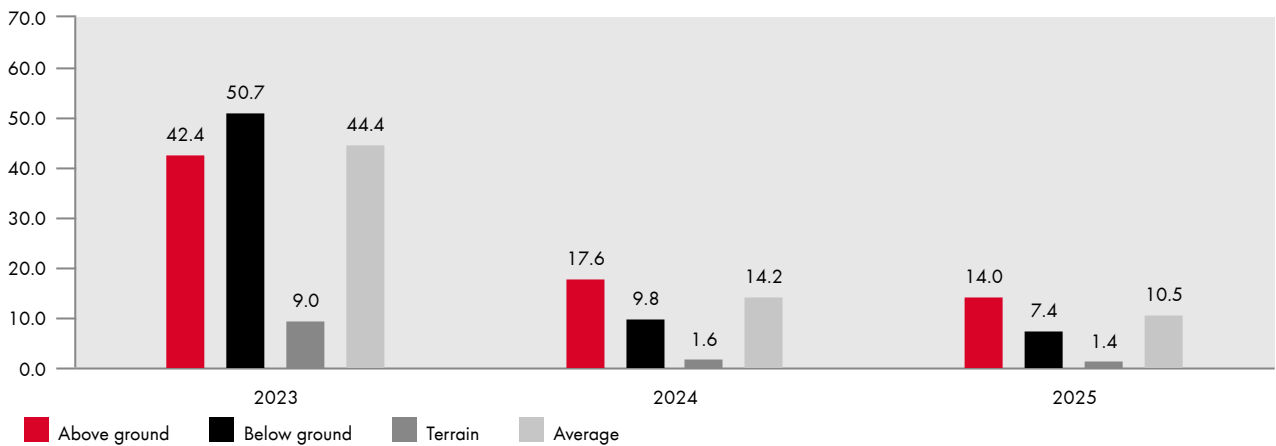


Since we started measuring our emissions in 2010, we have achieved a 94% reduction in our carbon footprint per parking space.

The following chart shows the breakdown of emissions per parking space per type of car park structure. Emissions per parking space in above ground PFs

remain higher than emissions per parking space in below ground PFs. This is mainly because we have a large share of above ground PFs in the UK and Ireland, countries with high emission factors: UK (135 gCO₂e/kWh) and Ireland (366 gCO₂e/kWh). However, renewable-energy contracts for UK and Ireland are planned for 2026.

Chart 10: CO₂ footprint (kg CO₂) per parking space per type of structure – market based

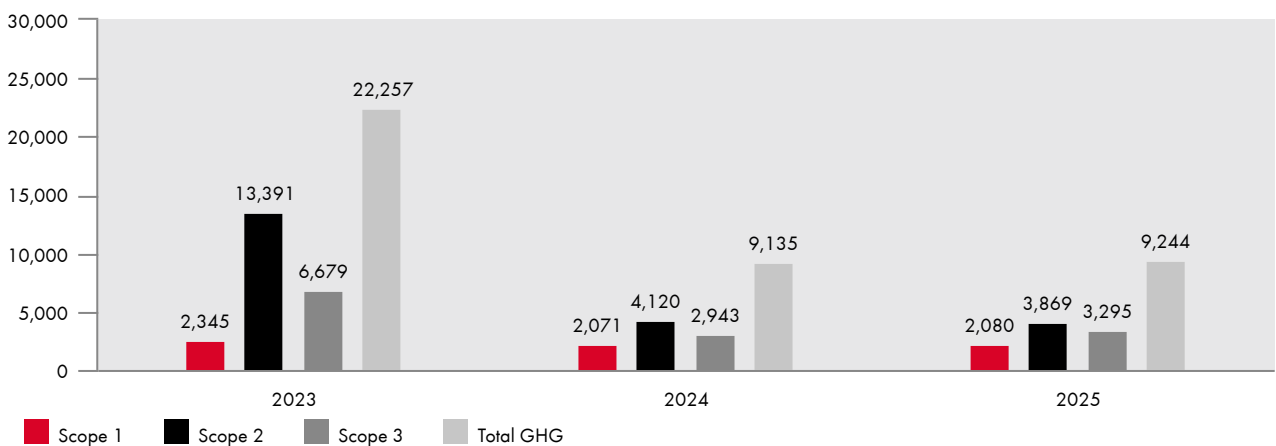


The following chart shows the total GHG emissions and emissions per Scope, calculated with market-based data for Scopes 2 and 3. The emissions in Scope 3 originate from upstream fuels (tCO₂ 527), upstream electricity (tCO₂ 947), transmission and distribution losses (tCO₂

1,128), EV charging points (tCO₂ 629) and business flights (tCO₂ 64).

Potential differences reported in previous reports can be attributed to updating extrapolated data with actual data.

Chart 11: Total greenhouse gas emissions (GHG) in tons CO₂ – market based



Energy

Q-Park is a large consumer of electricity, for lighting, ventilation, safety and operational equipment. We have deployed and continue to deploy renewable energy to reduce our carbon footprint, as well as implementing energy-saving measures for financial savings.

For example, lights are automatically dimmed and switched to brighter lighting when pedestrian or car movement is detected. We also take simple operational measures to decrease energy consumption, such as temporarily closing a parking deck when not in use.

For our growing portfolio of EV charging points, and growing EV charging transactions by our customers, we also deploy a vast amount of renewable energy.

Results

In 2025, we continued to add to the number of operated EV CPs in our portfolio, and our customers increased their transactions per EV CPs.

Expansions in our portfolio meant that the total energy consumed (excluding EV charging) measured in GWh, in our operated parking facilities (PFs) increased by 12% and the energy consumed by our operated EV CPs increased by 32%.

In 2025, we continued to source renewable energy in our operated PFs, and this percentage increased slightly to 76% (2024: 74%).

Of the energy consumed in our operated PFs, 74% was renewable energy (2024: 72%) and of the energy consumed by operated EV CPs, 86% was renewable energy (2024: 88%).

Chart 12: Percentage of renewable energy consumed by operated PFs & CPs

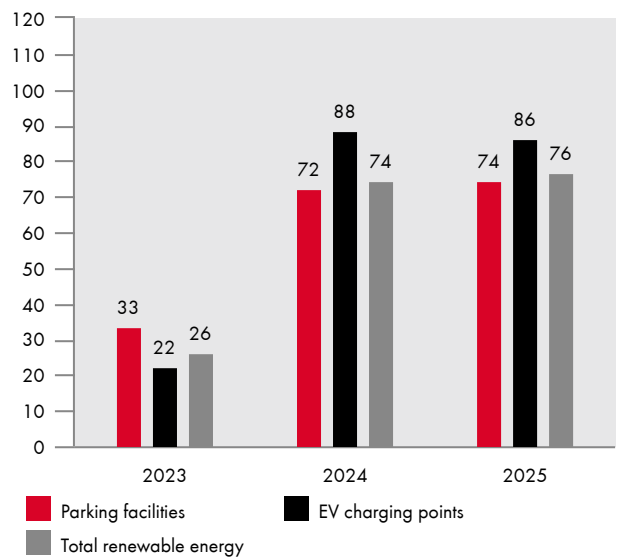
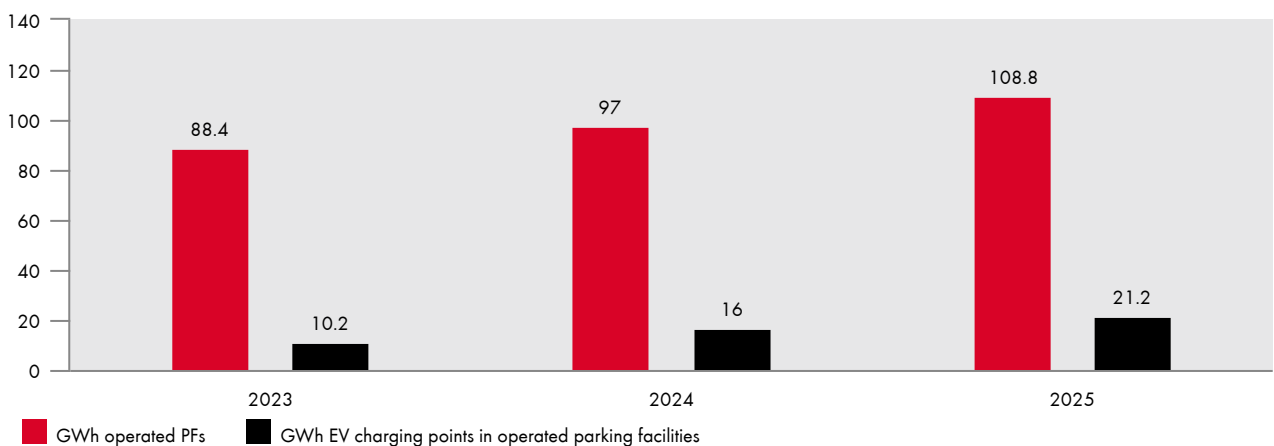


Chart 13: GWh consumed by operated PFs and CPs



SUSTAINABLE MOBILITY SOLUTIONS

EV charging

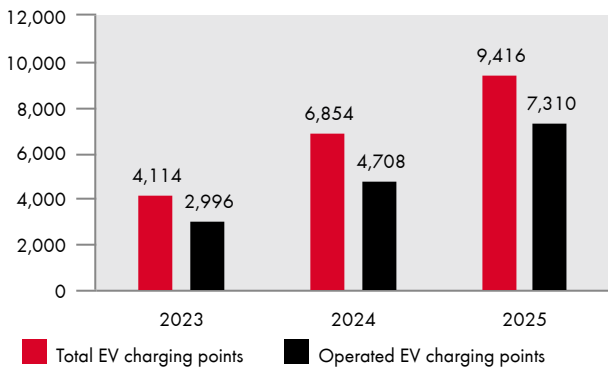
Electric vehicles (EVs) need to park just as petrol and diesel fuelled cars do. The difference is that some motorists want to recharge their vehicle's batteries while parking.

The EV not only occupies a parking space, but it may also occupy an EV charging point (EV CPs) even when it is fully charged. Offering seamless parking means allowing our customers to leave their EV where it is parked even though the battery is topped-up. This creates an operational as well as a commercial challenge as we need to have ample EV CPs available for our EV customers.

Results

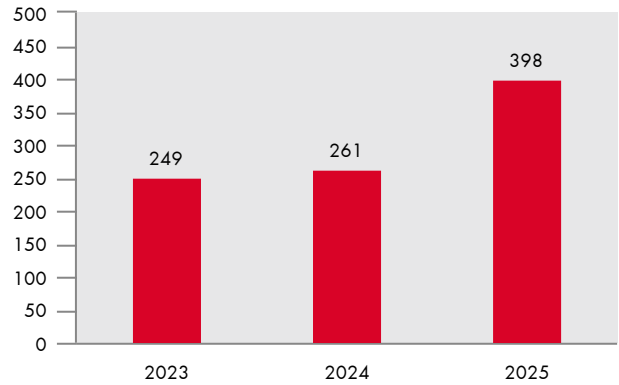
We continue to expand the number of EV CPs for our customers with EVs. The total number of EV CPs available is now 9,416 (2024: 6,854), an increase of 37%. The total number of EV CPs we operate is now 7,310 (2024: 4,708) an increase of 55%.

Chart 14: Total EV charging points



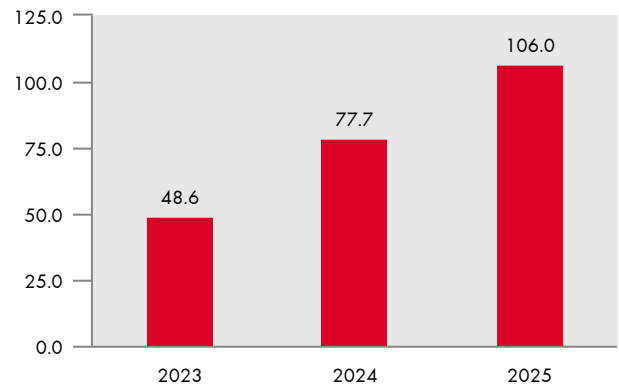
We now have 398 PFs offering EV charging (2024: 261) an increase of 52%.

Chart 15: Parking facilities offering EV charging



Each year our EV CPs facilitate more zero-emission kilometres, which we calculate using an average of 5 kilometres per kWh¹. In 2024, our EV CPs enabled about 106.0 million (2024: 77.7) zero-emission kilometres, a 36% increase.

Chart 16: Zero-emission kms (in millions) enabled



¹ The kilometres per kWh is a measure of the distance an EV is averaging for each kWh of energy from its battery. Some efficient EVs might manage a higher performance and some larger EV models may be lower, that's why we work with an average of 5 kilometres per kWh.

Mobility Hubs keep cities moving

Mobility Hubs are busy places where travellers arrive and depart by different modes of transport, such as bicycle, car, train, or plane. Mobility Hubs help urban areas to be accessible and liveable, and enable people to easily switch transport mode to continue their journey.

Our Mobility Hubs offer sustainable mobility solutions for urban accessibility and liveability:

- | Enabling passenger cars, motor scooters and bicycles to park off-street.
- | Enabling EVs to charge off-street.
- | Transforming search traffic to destination traffic with pre-booking options.
- | Embracing (micro-)mobility providers with share concepts in our assets.

Some Mobility Hubs also offer additional amenities such as urban logistic services, locker walls, retail and/or office spaces for meetings and work.

By offering multimodal options, we encourage people to make all or part of their journey by sustainable transport. Travellers can choose to continue their journey by means of public transport or ride a (shared) bicycle to their final destination.

Results



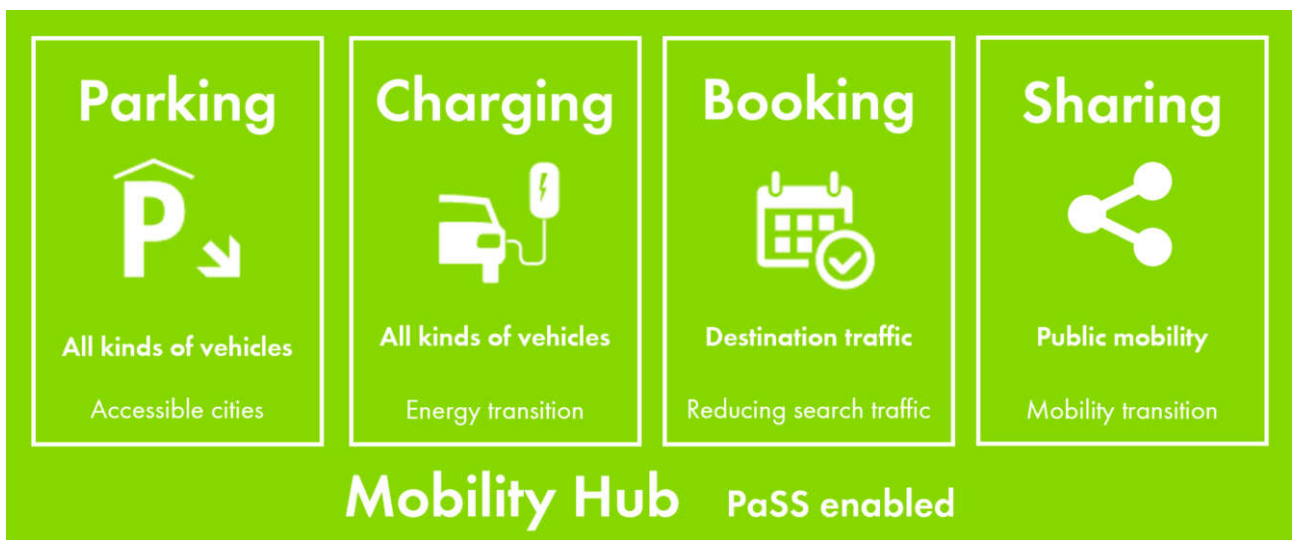
Q-Park Mobility Hub signage

In 2025, we identified over 150 parking facilities (PFs) in our portfolio which qualify as a Q-Park Mobility Hub.

We also developed special Q-Park Mobility Hub house style to distinguish our Mobility Hubs from our other PFs. This clear signage ensures our Mobility Hubs are easily recognisable for motorists, cyclists, pedestrians, local authorities and mobility partners.

In 2025, we fitted 52 Q-Park Mobility Hubs with this dedicated signage.

Figure 3: Mobility Hubs are part of our SMP strategy



Micromobility

By moving car parking from on-street to off-street, cities free up public space for pedestrians and cyclists. Many cities and towns now also wish to move bicycle parking off the streets too. We include bicycle parking in large renovation plans and new build plans wherever feasible.

There are clear advantages to both municipalities and cyclists in moving bicycle parking off-street:

- | Public space becomes available for pedestrians, markets and other street activities.
- | Dry and secure bicycle parking for cyclists with optional lockers for helmets and batteries.
- | Charging facilities are available for e-bicycles.

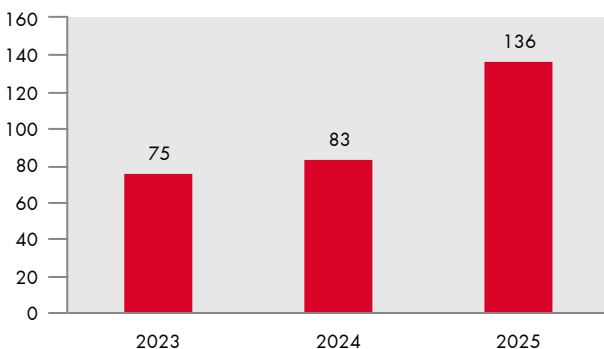


[More information about bicycle parking solutions.](#)

Results

We now have 136 operated PFs offering bicycle parking (2024: 83).

Chart 17: PFs offering bicycle parking



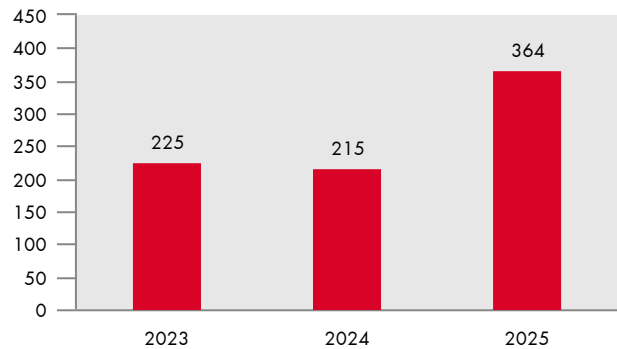
Public and shared mobility

Results

Our proximity to public transport grew in 2025, we now have 364 operated PFs registered at or near major public transport stations.

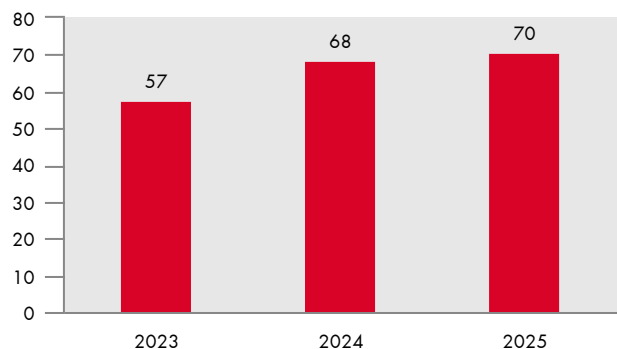


Chart 18: PFs at or near public transport stations



We now have 70 PFs offering car sharing/rental schemes, compared to 68 in 2024.

Chart 19: PFs offering car sharing/rental schemes



Accessibility

Parking in urban areas

Off-street parking facilities (PFs) have a positive impact on the quality of life in urban areas and in large cities in particular. After all, a city is more attractive if it is easily accessible while having fewer cars parked on streets and town squares. With our PFs and services, we contribute to the accessibility of vital functions.

Some visitors prefer to travel as close as possible to their final destination by car and are willing to pay for that service, others opt for a more economic journey including Park+Ride or Park+Walk.

Inner-ring purpose-built PFs particularly enhance accessibility while maintaining mobility and access for all. They reduce inner-city search traffic and on-street parking which, in turn, improves the liveability for residents and visitors alike.

With purpose-built PFs at varying distances from the city centre and with varying parking tariff schemes, Q-Park contributes to:

- | accessibility to amenities such as public transport, hospitals, shops and events
- | decreasing traffic searching for a place to park
- | freeing up public space for urban parks and town squares
- | creating opportunities to reduce on-street parking
- | nudging motorists to make informed choices
- | creating sustainable parking solutions
- | decreasing subsidised parking, by pursuing the 'user pays' principle

We select strategic locations

We capture value through our portfolio of purpose-built and off-street PFs at strategic locations: in or near multifunctional inner-city areas, at or near major transport stations, and at hospitals.

In cities where we operate three to five or more car parks, we become a highly efficient parking

operator and effective mobility partner. Engaging in meaningful dialogue with other parking and mobility partners, including:

- | providers of parking route information systems
- | urban planners on capacity and routing traffic
- | shared mobility and public transport providers
- | landlords to efficiently operate their car parks
- | parking tariff policy makers

With our integrated and connected expertise, municipalities can take multiple measures to:

- | reduce traffic searching for a place to park
- | improve air quality and reduce emissions
- | provide for sufficient parking capacity and proper usage, both on- and off-street
- | create a more liveable urban environment

Multiple contract types

We work with a range of contract types to provide value for our stakeholders.

- | We capture value for public and private landlords by offering a range of contract types and value propositions.
- | We operate PFs that we own, have in concession or lease contract, and we manage PFs under management contracts too.
- | We also have control fee contracts in our portfolio, ensuring that parking capacity is used according to set rules and regulations.

Results

We operate in seven Western European countries: Netherlands, Germany, France, Belgium, UK, Ireland and Denmark where we are present in 549 cities (2024: 368), excluding the cities where we only have control free contracts.

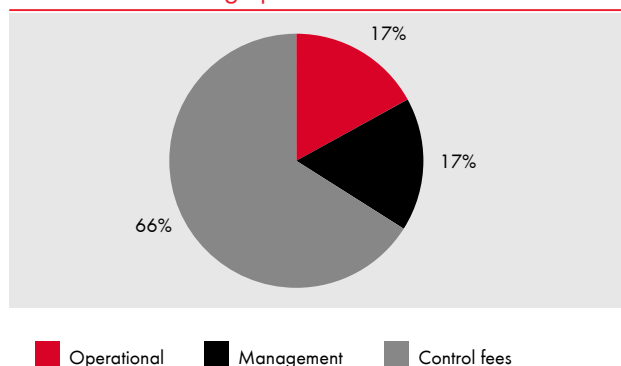
Following several acquisitions in 2025, we now have a total of 5,573 PFs with 1,237,940 PSs in our portfolio, compared to 5,506 PFs with 1,201,852 PSs in 2024.

Note: We have adjusted the reported portfolio numbers for 2024 to now include the SAGS acquisition which was completed in December 2024.

We manage more than 3,687 control fee contracts, serving more than 186,178 PSs which are regulated by private or public parking rules and regulations, and controlled by our Parking Attendants.

The following chart visualises our portfolio of PFs between operational, management and control fee business.

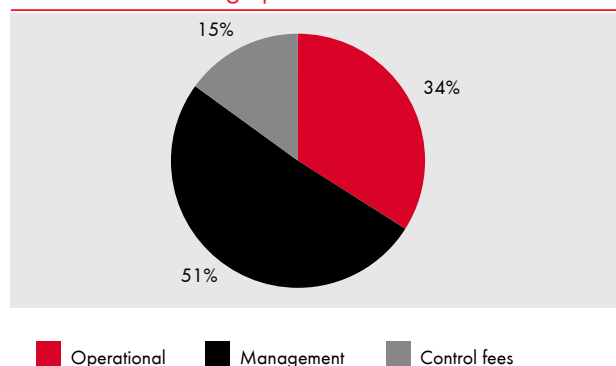
Chart 20: Percentage portfolio distribution PFs



While the control fee portfolio accounts for the largest share of PFs in our total portfolio (66%), analysing the number of PSs, shows our operational and management portfolio to be 85% of our parking spaces.

The following chart visualises our portfolio of PSs between operational, management and control fee business.

Chart 21: Percentage portfolio distribution PSs



We continue to consolidate our presence in the cities in which we operate. We now have three or more PFs in 138 cities and five or more in 77 cities compared to 89 and 51 respectively in 2024.

The table shows the numbers of PFs and PSs in the various contract forms.

Table 1: Q-Park portfolio in contract types

	2023	2024	2025
Total Parking Facilities (PFs)	3,616	5,506	5,573
Operational portfolio	768	786	930
Management portfolio	310	941	956
Control fee portfolio	2,538	3,647	3,687
Total Parking Spaces (PSs)	706,223	1,201,852	1,237,940
Operational portfolio	347,518	346,085	423,310
Management portfolio	230,689	514,909	628,452
Control fee portfolio	128,016	177,858	186,178

SEAMLESS PARKING SERVICES

PaSS

Digitalisation of many of our business activities is a true enabler for the future development of our operations, including providing innovative services for landlords, partners and customers.

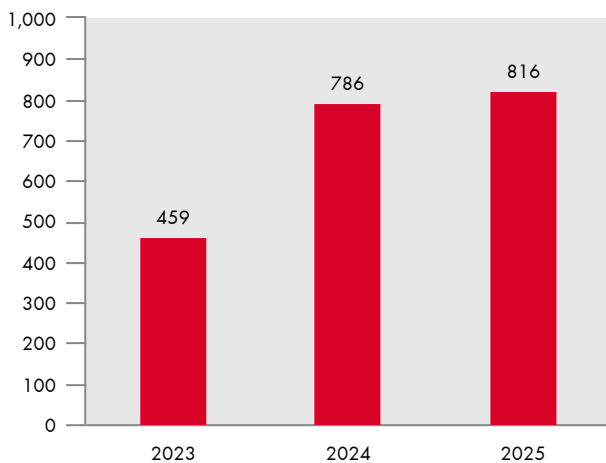
Our proprietary platform and portals enable us to facilitate a seamless customer journey, in both the virtual and physical sense, from the comfort of the home to the final destination.

Our back-office operations run on an extensive digital infrastructure which perfectly integrates with our front office (websites, apps and parking facilities) where we interact with partners and customers.

For example, to find parking services online, order a season ticket, pre-book a parking space, access and pay through automatic number plate recognition (ANPR), or open a pedestrian door with a QR code.

We implemented the first iterations of PaSS in 2020 and can now consider our PaSS platform mature. It forms the basis of all our parking products, from season tickets to pre-booking and event parking.

Chart 23: PaSS enabled parking facilities



Parking products

We are always looking for ways to improve the customer journey to and from our parking facilities. For customers who prefer to plan in advance, their main source of information are the country websites.

Customers can enter their destination and find a Q-Park parking facility nearby. The website indicates how many EV charging points are available, and provides information about other services, including pre-booking and season tickets.

Pre-booking

Pre-booking is a smart and responsible choice for motorists who wish to make sure a parking space is available for them when they arrive, or for those looking for an economic parking option near their destination.

Pre-booking converts search traffic into destination traffic, allows customers to take advantage of favourable parking tariffs, and nudges parking at P+R locations which decreases traffic in inner-cities.

We offer a variety of pre-booking propositions to customers via our websites and we offer pre-booking solutions to commercial partners so they can serve their customers via their sites and sales channels. With pre-booking options for theatres, concerts and festivals, it is easier to manage peak traffic flows while allowing audiences to enjoy a variety of events in urban areas.

Short-term parking

We serve thousands of customers every day and most of them just take a parking ticket or use their bank card to access and exit our parking facilities. As part of our efforts to create a better customer experience, increase parking convenience and enable customer interaction:

- | our partners provide access to our car parks through their apps
- | our own Q-Park App provides customer access based on ANPR

When short-term parking (STP) customers use these apps, they enjoy a seamless parking experience whenever and wherever they park at Q-Park. No more tickets, no more going to the payment machine, and seamless access and exit thanks to automatic number plate recognition (ANPR) and automatic payment.

Long-term parking

We offer a wide variety of season tickets for our customers who park with us frequently. As well as the traditional season tickets, we also offer a wide range of flexible solutions for offices, city-wide access, EV charging as well as parking propositions for residents and students.

In principle, all our season ticket customers are known customers and access our parking facilities by means of their number plate. They use the Q-Park App to manage their parking rights, number plates and payment methods when needed.

The **Q-Park Business Portal** creates a seamless parking experience for employees, suppliers, students, patients, customers and visitors. The portal empowers organisations to take control of parking access and payments for their customers and staff.

 [More information on the Q-Park Business Portal.](#)

Results

Our total revenue from parking activities comes mostly from short-term parking (STP) and long-term parking (LTP) transactions. In 2025, the distribution was:

- | 73% STP
- | 24% LTP

In 2025, transactions from known customers, i.e. those using the Q-Park App, pre-booking their parking space, or with with a season ticket accounted for 37.3% of all STP parking transactions (2024: 34.5%).

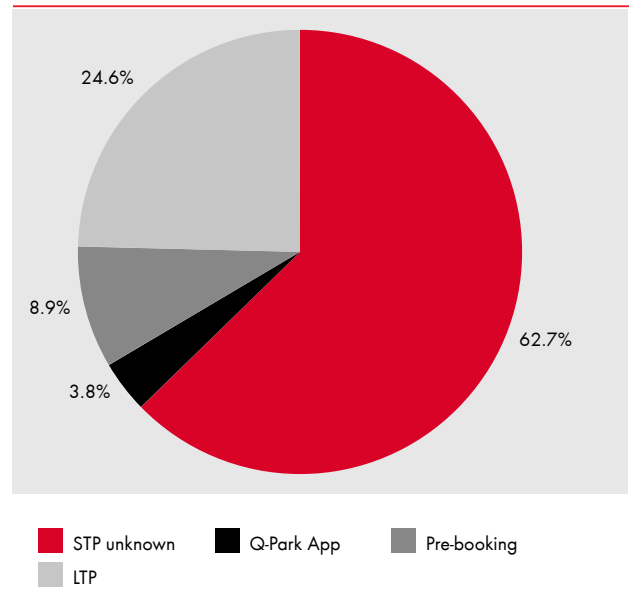
Overall, we can see a shift towards transactions from unknown to known customers:

- | STP unknown customers account for 62.7% of all parking transactions (2024: 65.5%).
- | Q-Park App and pre-booking transactions now account for 12.7% of all parking transactions (2024: 10.4%).
- | LTP now accounts for 24.6% of all parking transactions (2024: 24.1%).

The following chart shows the distribution of transactions across:

- | STP unknown
- | Known
 - | Q-Park App
 - | Pre-booking
 - | Long-term parking

Chart 24: Transactions per parking product (%)



Parking services

24/7 availability + Help desk



All our parking facilities (PFs) and operational help desks are open 24/7. Customers can access and exit our PFs and those needing assistance use the call button at the payment machine or barrier.



Our help desks provide customers instant access to multi-lingual Parking Hosts who provide help and support with queries relating to the payment system or accessing or exiting the PF.

When needed, on-site employees and/or service technicians are dispatched.

Security



We use closed-circuit television (CCTV) for security purposes and for automatic number plate recognition (ANPR). Where we install cameras, we make it clear to people that they and their cars are on camera.

Sustainable mobility solutions



Mobility partners offering sustainable and shared mobility concepts are welcome in our PFs. Customers can easily find these providers by following directions indicated by the connected three-dot icon.



Popular sharing concepts include shared cars and car rental services, with easy access, collect and drop-off options, and more often than not electric vehicles.



Sharing concepts include micromobility concepts too, including bicycles, e-bikes and motor scooters.



All our parking facilities are at a walking distance from one or more points of interests (POIs). Nearby POIs are listed online per parking facility and often offer special parking deals too.



The number of parking facilities with EV charging points, and the number of EV CPs, are growing steadily. EV customers can top-up their battery for their onward journey. And, most of our EV charging points are powered with renewable energy.

Seamless parking services



The parking facilities in our operational portfolio are PaSS-enabled, granting customers access via their number plate (ANPR). These customers don't need to take a ticket or go to the payment machine before they leave.



Known customers access our parking facilities via their number plate. These customers also need to use the secure pedestrian access, so we provide a QR code in the parking app of their choice.



Many of our operational parking facilities allow customers to pre-book a parking space and this often means they can take advantage of parking deals. Pre-booking transforms search traffic into destination traffic, a win-win for the environment, society and the customer.



For fleet managers and office managers we have the Q-Park Business Portal available, allowing them to manage parking rights and parking access themselves. In a quick and easy way, ensuring insights in usage and availability of season tickets and welcoming their guests with a pre-paid and seamless parking solution nearby.

SOCIAL

Employee information

At the end of 2025, Q-Park had 3,535 employees (2024: 2,832) corresponding to 2,949 full-time

equivalents (FTEs) (2024: 2,248). The increase in employee numbers is mainly due to acquisitions.

Table 2: Employee contract information

	2023	2024	2025
Number of full-time contracts:	1,258	1,605	2,249
- temporary contracts (m)	52	83	127
- temporary contracts (f)	14	21	25
- permanent contracts (m)	997	1,243	1,683
- permanent contracts (f)	195	258	414
Number of part-time contracts:	945	1,227	1,286
- temporary contracts (m)	356	488	473
- temporary contracts (f)	121	152	130
- permanent contracts (m)	334	405	472
- permanent contracts (f)	134	182	211
Total number of employees	2,203	2,832	3,535
Percentage of employees covered by a CBA	31%	32%	36%

In accordance with updated reporting requirements, we now report on employee demographics, including

employee turnover, attrition and numbers due to retire within the next 5 years.

Table 3: Group-wide employee demographics

	2023	2024	2025
Employees head count	2,203	2,832	3,535
FTEs	1,875	2,248	2,949
Employees left vs head count (turnover)	7.7%	8.1%	8.4%
Employees retire* in next 5 years	14.2%	14.8%	15.2%
Employees with Q-Park for 5 or more years (tenure)	42.4%	25.3%	31.0%
Maturity of headcount			
- Age under 30	461	640	737
- Age between 30-50	985	1,204	1,554
- Age above 50	757	988	1,244

The following table shows employee male / female numbers per employment category.

Table 4: Group-wide employees male / female

	2023	2024	2025
Employees male	1,739	2,219	2,755
- Full-time	1,049	1,326	1,810
- Part-time	690	893	945
Employees female	464	613	780
- Full-time	209	279	439
- Part-time	255	334	341
Employees female diversity			
- Total	21.1%	21.6%	22.1%
- Full-time	16.6%	17.4%	19.5%
- Part-time	27.0%	27.2%	26.5%



Health & Safety

Q-Park promotes the health and safety of customers and employees. We achieve this mainly by offering safe parking facilities, training employees and by creating a safe and healthy working environment.

Every year, we receive millions of visitors at all hours of the day. Unfortunately, it is inevitable that our employees will encounter aggressive or inappropriate behaviour. We do everything we can to ensure their wellbeing.

- | We offer conflict management training.
- | We have CCTV monitoring and direct links with the police if intervention is needed.
- | Parking Attendants who issue control fees wear a device to alert the police when needed.
- | Initiatives with bodycams are being evaluated.

We monitor and report on the number of incidents involving employees as well as the resulting lost days. By analysing the nature of incidents and their frequency we can put relevant prevention and training programmes in place to help our employees respond appropriately and cope with the consequences.

Results

The number of incidents reported fluctuates from year to year. Following the many acquisitions in 2025, the number of group-wide employees increased by 25%. A corresponding increase in the number of incidents reported was to be expected. Although the number of incidents reported has increased, the ratio of incidents per employee remains stable at around 5%.

However in 2025, the average number of lost days per incident increased to 22.5 (2024: 7.4). This is mainly due to a few long-term absences following psychosocial events related to customer aggression.

Chart 28: Average lost days per incident

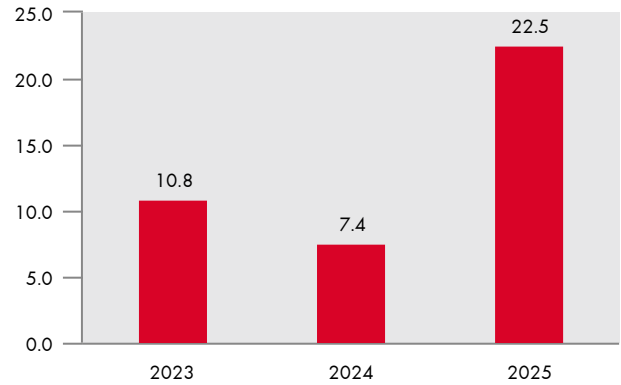
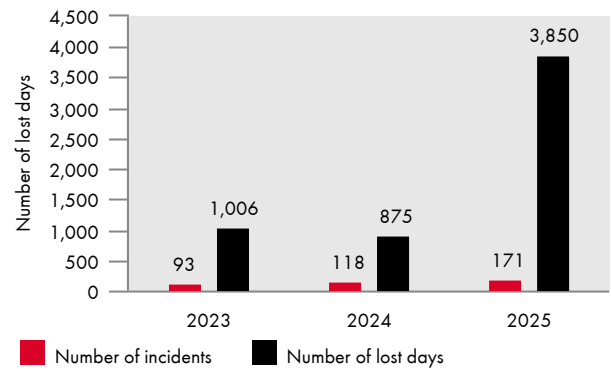


Chart 29: Number of incidents and lost days



Please note that Health & Safety risk assessments are always the starting point for preventing avoidable incidents and lost days. We conduct different risk assessments for parking facilities, as well as for Parking Hosts and Parking Attendants who issue control fees. The assessments help us to prioritise relevant actions aimed at preventing and reducing risks. We inspect equipment, and employees receive relevant information, training and when needed, psychological support.

Customer satisfaction

Google reviews

For the past few years, all Q-Park countries have been using a platform designed to improve online visibility and customer relationships. It gives customers the opportunity to leave a Google review of the parking facility they visited.

A Google review includes giving a score from one star (poor performance) to five stars (excellent service). Google reviews can be a useful customer feedback tool, as they:

- | improve search ranking and online exposure
- | increase trust, credibility and provide feedback
- | influence purchase decisions, improve click-through rates and convert more customers

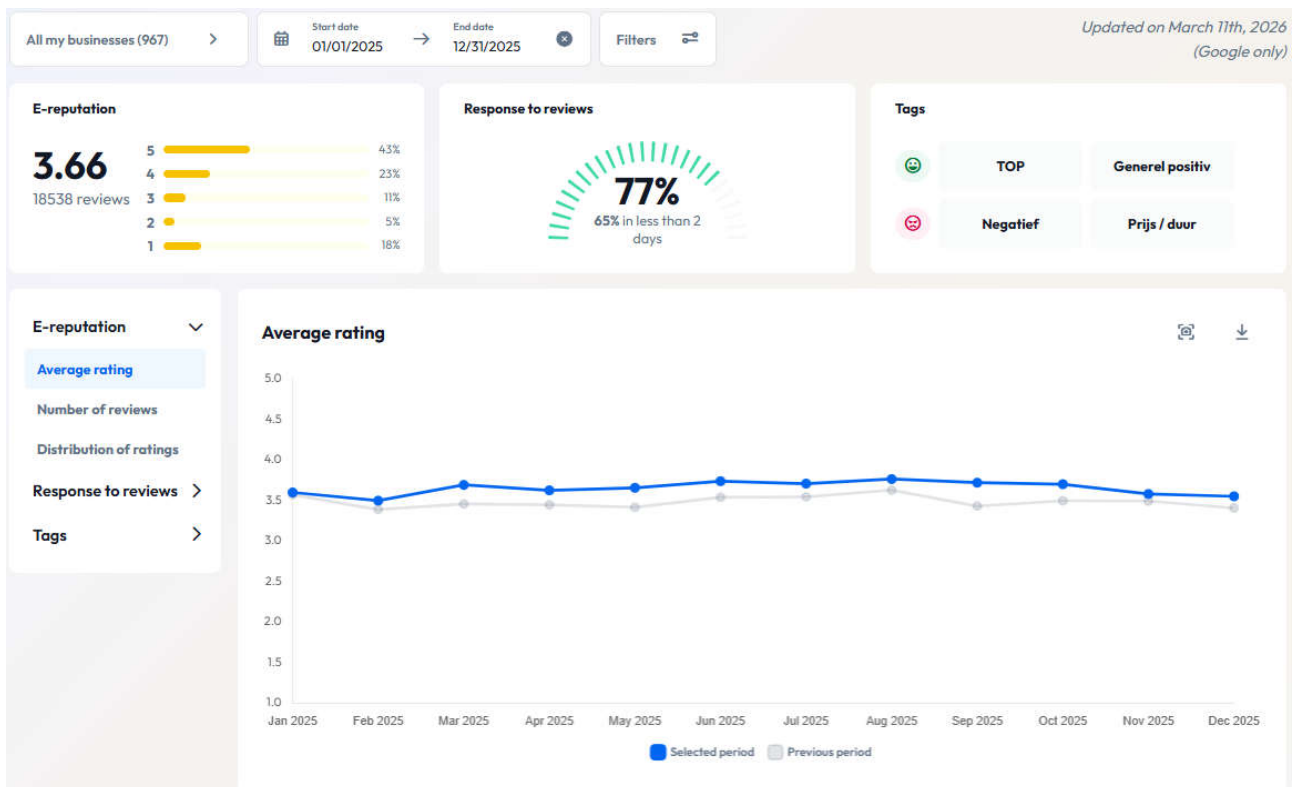
By definition, paid parking triggers some overall customer dissatisfaction, so we are well aware that obtaining a 5-star rating is unrealistic.

In 2025, we achieved an average rating of 3.66.

Results

- | 5-star rating given in 43% (2024: 40%) of customer reviews
- | 3.66 (2024: 3.48) average rating
- | 15.2 million customer actions served, of which 11.5 million were requests for directions
- | 62.8 million customer queries answered
- | 96.5 million customer views (clicks on business listings) recorded

Figure 4: Google review overview



OTHER INFORMATION

GOVERNANCE

Good governance includes risk management and compliance to regulations and legislation as well as proper supplier relationship management and policies to counter corruption and bribery.

Compliance

Compliance for continuity

Compliance is important to any organisation and at Q-Park we take all aspects of compliance seriously.

- I Our Compliance Programme covers the most relevant compliance areas for Q-Park. It helps us structure our approach to compliance and is therefore designed to minimise risks to the continuity of our business.
- I Our Compliance Programme ensures that actions taken as part of the risk control cycle are performed based on a clearly defined plan with clear roles and responsibilities.

Compliance areas

Our priority compliance areas are:

- I Information security, including PCI DSS
- I Ethics and Integrity
- I Employment and pensions policy
- I Tax, per country and at corporate level
- I GDPR
- I Risk Control framework

Ethics and integrity

We have the Q-Park Integrity Policy and Trade Sanctions Policy in place. A training and awareness programme is scheduled every two years to raise awareness of the importance of this compliance area and to make improvement actions sustainable.

 [Click here for our Integrity Policy.](#)

 [Click here for our Trade Sanctions Policy.](#)

Governance, policies and codes

All static information regarding Q-Park governance, policies and codes can be found on our corporate website.

 [Click here for our Corporate information.](#)

HRM Portals

All employees have access to our HRM Portals. This is where they can access all relevant HRM policies and services, and can find information about their salary, holiday entitlements, benefits and pension as well as their training programme.

HRM policies include:

- I Equal treatment and opportunities for all
- I Working conditions
- I Whistleblower policy
- I Integrity policy

RISK MANAGEMENT

A business must take risks to create value. Having a risk management assessment in place allows a company to take risks in a managed and controlled manner. Strategic, operational, financial, and reputational risks are made manageable by carefully weighing risks and returns against each other. Effective risk management is integrated into our daily operations.

Q-Park deploys a top-down risk management assessment in which strategic risk management is executed at corporate level. Responsibility for operational risk management lies primarily with local country management. The Management Board and key management bear ultimate responsibility for managing the risks the Group faces.

Risk management and internal control

Ongoing identification and assessment of risks is part of our governance and periodic business review. Our Enterprise Risk Management (ERM) assessment and Compliance Programme are designed to provide management with an understanding of the key business risks. These also provide methods and processes to manage risks that might hamper the business in delivering on our strategy.

Q-Park is averse to the risk of non-compliance with relevant laws and regulations, our own codes, contractual agreements and financial covenants. As legislation and other formal guidelines cover various functional areas and can be very extensive, and even country specific, we manage compliance in a structured way, ensuring:

- I The tone at the top regarding the importance of compliance.
- I That actions per risk control cycle step are executed based on a clearly defined plan with clear roles and responsibilities.
- I That implementing relevant legislation and internal guidelines within the organisation is assured.

The Management Board and key management periodically review the risks and related mitigation

controls and procedures of the ERM assessment and reconsider the priorities identified. Furthermore, they provide complementary insights into existing and emerging risks that are subsequently included in the policy. The ERM assessment determines the controls and procedures, as well as the focus of business planning and performance process.

In 2025, the most significant developments in our risk priorities were:

- I We continued to closely monitor our financial structure and broader economic developments. In this context, we completed a new bond issuance and prepared for refinancing the Notes maturing in 2027. This refinancing was successfully finalised in January 2026, extending our next major refinancing event to 2029.
- I We further implemented our information security programme, addressing the people, process and technology dimensions to enhance our information security maturity. After consolidating our ICT infrastructure (hosting platform, connectivity platform, end-user equipment), ICT organisation and related processes, we have shifted our focus towards cyber resilience, without losing the protect and identify capabilities. As part of this approach, we identified three priority tracks which we rolled out and which we will continue to pursue in 2026:
 - I **Detect and respond:** Enhancing detection tooling and extending our continuous monitoring of the Q-Park ICT landscape, and reducing the time it takes to detect security incidents.
 - I **Segmentation:** Enabling effective containment of security incidents at the level of individual assets or small groups of assets in the event of a security incident (e.g. malware infection).
 - I **Attack surface management:** Reducing external and internal attack surfaces and improving risk management for our online presence.

Risk appetite

Factors determining our risk appetite include the international footprint of the business, the robustness of the balance sheet, long-term contract duration, strength of cash flows, and our commitment to conservative financial management. Our risk appetite varies per objective and risk category:

- | **Strategic:** Taking strategic risks is an inherent part of how we do business. In pursuing growth as a strategic ambition, we are prepared to take risks in a responsible way, taking account of our stakeholders' interests.
- | **Operational:** Depending on the type of operational risk, we take a cautious to averse approach. We give the highest priority to ensuring the safety of our employees and customers, to delivering the desired level of service, and to protecting the Group's reputation.
- | **Financial:** We pursue a conservative financial strategy, including a balanced combination of self-insurance and commercial insurance coverage.
- | **Compliance:** We are averse to the risk of non-compliance with relevant laws or regulations (e.g. GDPR), or non-compliance with internal codes, contractual agreements, and financial covenants. We continuously monitor relevant areas of compliance and intervene where necessary.
- | **Fraudulent and unethical behaviour:** We are committed to act with honesty, integrity, and respect. We apply a zero-tolerance policy to fraudulent behaviour. Fraud awareness and anti-corruption, compliance and integrity training are key priorities within our Ethics & Integrity compliance framework.

Main risks

The following risk overview highlights the main risks which might prevent us from achieving our strategic, operational, and financial objectives. This list is not exhaustive and there may be additional risks that do not constitute a direct threat in the short-term that management deems immaterial or otherwise common to most companies in the parking sector, however additional unmentioned risks could at some time have a material adverse effect on our financial position, results, operations, or liquidity.

Strategic

Risk description	Q-Park risk management measures
<p>Regulatory changes</p> <p>National or local governments could implement measures which could potentially be unfavourable to the parking sector (e.g. Introducing low-emission zones, electric vehicle charging requirements, banning of traffic within inner-city boundaries and implementing reduced parking fees in designated areas).</p>	<ul style="list-style-type: none"> <li data-bbox="678 539 1442 607"> Play an active role in our industry associations, such as Vexpan and EPA. <li data-bbox="678 607 1442 719"> Create sufficient presence in cities and regions to have a seat at the table and cooperate with governments, NGOs, and businesses on mobility needs. <li data-bbox="678 719 1442 831"> Ensure geographic diversification of Q-Park's portfolio in the different countries but also within cities to avoid large dependencies on specific regions or locations. <li data-bbox="678 831 1442 987"> Invest extensively in online platforms and value-added services to become a proactive business partner for local authorities and to help them develop sustainable mobility solutions. <li data-bbox="678 987 1442 1099"> Invest in electric vehicle charging solutions to respond to the growing demand for additional inner-city EV charging facilities.
<p>Economic environment</p> <p>Factors that potentially influence parking revenues (prices and/or mobility) include pressure from the general public and retailers, political changes, high inflation or a material decrease in GDP. Lower parking revenues could significantly impact Q-Park's profitability and cash flows, particularly in situations where lower parking prices will not result in more transactions.</p>	<ul style="list-style-type: none"> <li data-bbox="678 1149 1442 1216"> Cooperate with governments, NGOs, and other businesses on mobility solutions. <li data-bbox="678 1216 1442 1328"> Highlight the relevance of regulated and paid parking to society through clear communication through a variety of channels. <li data-bbox="678 1328 1442 1440"> Maintain commercial functions that analyse different tariff schemes, simulate the effects of changes, and align prices with the local circumstances and market situations. <li data-bbox="678 1440 1442 1552"> Strengthen our commercial, customer, and market intelligence organisation by establishing Group-wide teams and actively sharing knowledge and experiences.
<p>Competitive environment and economic conditions</p> <p>The parking market (new business) is characterised by competition between a relatively limited number of primarily established players. In addition, technology is used increasingly in the parking market, resulting in new competitors.</p>	<ul style="list-style-type: none"> <li data-bbox="678 1641 1442 1753"> Ensure geographic diversification with sufficient presence in different regions and cities to ensure operational efficiency and competitiveness in tenders. <li data-bbox="678 1753 1442 1865"> Offer a variety of (long-term) business propositions ranging from full ownership to ground leases, concessions and/or lease contracts. <li data-bbox="678 1865 1442 2000"> Invest in Q-Park's digital transformation to meet customer needs with up-to-date technology that provides efficient access and payment solutions (i.e. pre-booking propositions and the Q-Park App).

-
- | Closely monitor developments in digital solutions created by existing and new competitors.
 - | Invest in offering other or additional services to our customers such as EV charging or leasing excess space/ capacity in our facilities to third parties.
 - | Invest in business development teams and knowledge to deliver business proposals in line with market requirements and needs.

Dependency on other businesses and local developments

Car parking is an indirect service which depends on external factors (e.g. offices, shopping centres, leisure amenities). New customer behaviour (e.g. online shopping, working from home) or changes in the popularity of certain stores, locations or areas pose a risk of a decrease in parking demand and, hence, a decrease in Q-Park's business and revenue.

- | Maintain geographic diversification of Q-Park's portfolio and a further spread across multiple indirect markets and attractive cities.
 - | Manage a portfolio with focus on strategic locations (i.e. healthcare or travel) and/or multifunctional locations instead of monofunctional locations.
 - | Adapt products to changing market demands (i.e. by offering more flexibility and new digital products such as our pre-booking propositions and the Q-Park App).
 - | Invest in offering other or additional services to our customers such as EV charging or leasing of excess space/ capacity in our facilities.
-

Operational

Risk description	Risk management measures
<p>Pandemic outbreaks</p> <p>A pandemic outbreak in combination with government measures that restrict mobility of people can significantly impact our business and financial results as we are dependent on the availability and accessibility of the amenities in the vicinity of our parking facilities.</p>	<ul style="list-style-type: none"> Ensure geographic and contractual diversification of Q-Park's portfolio. Manage a portfolio with focus on large multifunctional locations instead of monofunctional locations. Maintain a healthy and solid liquidity position to be able to absorb a temporary loss of income and related cash flow. Apply a high standard of health and safety measures in our parking facilities to provide customers and employees a safe parking experience under all circumstances.
<p>Safety and liability</p> <p>The safety of our customers and employees is a top priority. If an employee or a customer sustains injury while at work or while visiting one of the Q-Park parking facilities, this could also impact our reputation.</p>	<ul style="list-style-type: none"> Adhere to health and safety procedures relating to employees and customers. Periodic inspection of parking facilities to monitor and assess maintenance condition. Invest in maintenance and security tools (i.e. CCTV monitoring) to ensure clean and safe parking facilities with proper instructions for visitors. Encourage non-cash payments and outsourcing cash handling to specialised third parties to reduce risks of theft. Report and monitor incidents and provide training and development programmes focusing on personal safety and safety measures in and around our parking facilities.
<p>Dependency risks, interruptions, and business continuity</p> <p>Continuity of the Company and its business is crucial and depends on a number of factors, including suppliers. We are potentially vulnerable to Parking Management Systems (PMS), ICT, and infrastructure which are mainly provided by third-party suppliers.</p>	<ul style="list-style-type: none"> Business continuity and data recovery are a crucial components of our Information Security Programme. Use different systems from independent suppliers where operational efficiency is one of the key objectives. Conduct preventive maintenance and conclude service level agreements (SLAs) with suppliers to ensure corrective interventions within agreed time frames. Connect parking facilities to the Q-Park Control Room (QCR) to assist in the event of business interruptions and operate a 24/7 service desk.
<p>Staffing and retention</p> <p>Good, experienced, and knowledgeable people are the foundation of our Company and its success. The Group must ensure that it is able to employ and retain the right people.</p>	<ul style="list-style-type: none"> Continuously work on employer branding in the job market and have competitive employment conditions. Develop training and development opportunities for employees. Maintain a system for performance measurement and annual reviews.

Anti-corruption, compliance and integrity

Anti-corruption, compliance and integrity are important conditions for confidence in the Company. Behaviour deemed to be unethical could lead to loss of revenue and reputation.

! Maintain an anti-corruption, compliance and integrity policy including a whistleblower policy in line with the EU whistleblower directive and organise periodic training sessions to ensure awareness and have proper systems in place to detect irregularities.

! Ensure that the Management Board and key management demonstrate tone at the top.

! Apply a zero-tolerance policy.

Financial

Risk description	Risk management measures
<p>Valuation of fixed assets and goodwill</p> <p>The Company owns a considerable amount of property and goodwill. If the economic climate deteriorates this could result in a permanent reduction in the value of assets. If potential impairment indicators are not identified, determined, or communicated in a timely fashion, the Company could incur reputational and financial damage.</p>	<ul style="list-style-type: none"> █ Evaluate the existence of impairment indicators annually. █ Monitor performance against prior periods and budgets to identify risk areas for potential impairments. █ Employ an independent valuation expert to conduct periodic valuations when necessary.
<p>Financing</p> <p>Given that the nature of the business is capital-intensive, access to external financing is crucial for continuity. A liquidity risk could arise if external financing is not available to the Company when refinancing is required.</p>	<ul style="list-style-type: none"> █ Continually monitor financial covenants and other relevant KPIs. █ Proactively consult with our external debt providers to discuss the ongoing business, strategy, results, and financing needs. █ Periodically evaluate the appropriateness of the financing structure and adjust if needed.
<p>Interest rate risks</p> <p>The external debts can be subject to variable interest rates, thereby exposing the Company to fluctuations in interest rates. A significant increase in variable interest rates would have a negative impact on results.</p>	<ul style="list-style-type: none"> █ Include a mix of fixed and variable interest rates for financing operations, combined with interest rate instruments if needed. █ Adopt an interest rate policy in which at least 70% of the variable rated debt is covered by interest rate derivatives (interest rate swaps and interest caps).
<p>Currency risk</p> <p>The Company's functional currency is the euro. Given that the Group also operates in the United Kingdom and Denmark, we are exposed to fluctuations in the GBP and DKK exchange rates.</p>	<ul style="list-style-type: none"> █ Monitor and report periodically on currency risk exposure. █ Optimise currency risk through natural hedges (i.e. revenue and costs in the same local currencies, external debt in foreign currency) which reduces the risk on the net cash flow from these operations. █ Manage a centralised cash pool overlay in which an excess or shortage of GBP or DKK can be effectively managed and translated with our EUR accounts.

Compliance and reporting

Risk description	Risk management measures
<p>Financial statement does not give a true and fair view</p> <p>If misstatements are made such that the financial statements do not give a true and fair view of the Company's financial position, financial performance, and cash flows, users of the financial statements would be incorrectly informed.</p>	<ul style="list-style-type: none"> Maintain common and consistent accounting policies, reporting processes, and standard chart of accounts. Monitor critical access and segregation of duties and perform compensating controls if necessary. Periodic audits on both consolidated and local statutory financial statements. Actively involve relevant stakeholders.
<p>ICT and information security</p> <p>Given the increasing use of online communication and the professionalism of cybercriminals, the Group must focus constantly on continuity of ICT systems and on ensuring the security of crucial information and sensitive customer data (e.g. payment card details, passwords). A successful attack or hack by cybercriminals could cause reputational and financial damage and impact business continuity.</p>	<ul style="list-style-type: none"> Implement the Q-Park Information Security Programme based on a Cybersecurity Maturity Assessment and execute it within a formal governance structure. Key components of this programme include: <ul style="list-style-type: none"> Conducting periodic reviews and updates to the programme to remain aligned to emerging developments and potential new risks and threats. Embedding and monitoring our information security policies to secure data confidentiality and integrity, including continuity measures in conjunction with outsourcing partners. Enhancing user awareness and behaviour to reduce cybersecurity risks by offering training programmes to our employees. Proactively managing ICT Asset risks. Continuously improving our incident response, disaster recovery and business continuity processes. Ensuring compliance to common standards such as PCI DSS, GDPR and ISO 27001. Using automation and artificial intelligence (AI) to automate handling of security incidents. Centralising ICT systems so we can enforce security measures centrally. Continually improving our Secure Software Development Life Cycle programme for our applications in collaboration with our main supplier. Our CISO (Chief Information Security Officer) coordinates the execution of the Information Security Programme and manages the cybersecurity risks.

Non-compliance with European and national laws

Changes in the legal and regulatory environment tend to increase the risk of non-compliance with local, national, and international laws and regulations, as well as tax legislation. Failure to comply with applicable regulations could lead to fines, claims, and reputational damage.

- | Having corporate functions in place to monitor local risks and challenges from a Group perspective (e.g. compliance, tax, finance, and legal).
 - | Involve external specialists where necessary to analyse impact, risks and actions needed on regulatory changes.
 - | As GDPR is a key priority within information security, we closely monitor GDPR legislation and specifically when related to data exchange with non-EU companies.
-

STAKEHOLDERS

Q-Park has a large number of stakeholders. The following overview shows how we engage with and involve our key stakeholders in our policy.

Stakeholders	Requirements	Activities	Resources
Capital market - Shareholders - Bond investors - Banks	Benchmarking Financial health and insensitivity to risks Innovation, research, and development Transparency and communication Good reputation Ethical operating activities and compliance Privacy and data security Clarity about the relationship between financial and sustainability reporting	Strategy, policy, risk management, and calculating financial results Relationship between financial and sustainability reporting Reporting according to guidelines, as basis for comparison with other organisations Reputation management Compliance with legislation and interpretation of responsibilities Information over consequences of investments and divestments Information over future opportunities and product innovations	General meeting of shareholders, quarterly investor calls and meetings with banks Website, press releases, annual reports Compliance Relationship management Corporate information
Customers - Private - Business	Fair competition and prices Accessible parking facilities Security practices Quality and good parking services Privacy and data security Good complaints processing	Quality management Information regarding liability Health and safety measures Product development and environmental management	Website, press releases, annual reports Compliance Customer Service Desk Information at the location

Stakeholders	Requirements	Activities	Resources	
Employees - Existing	Job security and correct remuneration	Inform about Q-Park's plans and intentions	Consultation between management and employees Performance and appraisal interviews Internal reputation and communication Corporate information	
	Ethical business operations	Work policy and HRM		
	Safe working conditions	Health and safety measures and prevention of incidents, emergencies, and accidents		
	Good reputation	Education and training		
	Diversity	Prevention of fraud and undesirable behaviour		
	Transparency and communication	Risk and reputation management		
	Ethical business operations	Inform about Q-Park's plans and intentions		Annual reports Negotiations Position papers and showcases Collaboration (on innovation) and consultation Corporate information Participate in knowledge platforms
Business partners - Suppliers - Commercial parties	Partnerships	Quality control and information about liability		
	Quality	Health and safety measures		
	Chain responsibility	Prevention of fraud and undesirable behaviour		
	Transparency and communication	Production conditions (also in the chain)		
	Innovation, research and development	Product development and care for the environment		
		Sharing 'best practices'		
Drafting standards				
		Comply with voluntary agreements within sector		

Stakeholders	Requirements	Activities	Resources
Municipalities - Local authorities - Communities	Benchmarking Employment Ethical operating activities and compliance Integration of transport modes Viable, accessible, and economically flourishing cities Cooperation and support for social projects	Design and implementation of the policy Sharing 'best practices' Own regional initiatives Modify design of parking facilities to suit the surroundings Sustainable construction, maintenance and renovation Public Private Partnerships (PPPs)	Website, press releases, annual reports Collaboration and consultation Corporate information
Governments, politics and society as a whole - National governments - EU - International institutes	Safe, healthy, pleasant and social living environment Countering climate change Economical use of raw materials, energy and water Ethical business operations	Initiatives for sustainable urban mobility Prevention and reduction of damaging environmental impact Contribution to transparency of sector	Website, press releases, annual reports Consultation groups Corporate information

REPORTING CHANGES

Energy consumption

We use energy consumption from our measured operated parking facilities, and extrapolate comparable known information to derive the total energy consumed by our entire operational portfolio. We have calculated our energy consumption and GHG emissions from 2022 onwards accordingly.

This methodology has been progressively refined over time to improve both the coverage of parking facilities included in scope and the accuracy of the reported energy consumption data.

In 2025, the number of parking facilities in scope increased by 37% compared with 2024, rising from 676 to 929 PFs. This increase is mainly explained by recent acquisitions in Germany, as well as a refinement of the PFs included within the reporting scope.

Emissions

We report on our operational portfolio from 2023 onwards. Our management portfolio and control fee portfolio are not included in our emissions reporting.

Location-based emissions were calculated using emission factors from the 2024 AIB European Total Supplier Mix for all countries which is the most recent dataset available at the time of the calculations.

Market-based emissions were calculated using the 2024 AIB Residual Mixes for countries sourcing untracked or grey electricity, specifically France and Ireland. For the United Kingdom, a supplier-specific method was applied, using the emission factor provided by the energy supplier, EDF. We applied zero emissions for countries sourcing 100% renewable electricity.

For Category 3.3 – Fuel- and Energy-Related Activities, the methodology has been updated to align with best practices.

- | Upstream emissions of purchased fuel (Category A) continue to be calculated using well-to-tank emission factors from DEFRA.
- | Upstream emissions of purchased electricity (Category B) continue to be calculated using a dual approach, reflecting Q-Park's ongoing efforts to procure renewable electricity. For the location-based approach, the IEA dataset has been used to account for the extraction, production, and transport of fuels used in electricity generation. The market-based approach applies zero emissions for countries sourcing 100% renewable electricity, while the IEA dataset is used for countries consuming grey electricity.
- | Transmission and distribution losses (Category C) continue to be calculated using IEA T&D emission factors for all countries, applying a consistent approach for both renewable and non-renewable electricity.
- | Emissions from EV charging points (Category D) are also calculated using a dual (location- and market-based) approach and include both upstream emissions and emissions from the combustion of purchased electricity.

Potential differences compared with datapoints published in previous Annual CSR Reports mainly reflect the progressive replacement of extrapolated estimates with actual data, together with ongoing improvements in data coverage and methodological robustness.

SUPPLY CHAIN

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.

As we deliver a service, our supply chain mainly consists of PMS suppliers, EV charging infrastructure, real estate and operational maintenance suppliers. We also invest substantially in ICT systems and business intelligence to prepare Q-Park for further digitalisation and other developments. Most, if not all of our suppliers are located in Western Europe.

WHAT WE CAN DO BETTER

Although Q-Park strives to improve its performance in all areas of its operations, sometimes things may go wrong or the initiatives taken may not have the desired effect. This section summarises the most important aspects in 2025 that did not go as expected and which need to be looked at carefully in the future.

External verification

External verification increases the confidence stakeholders have in our accountability and has a disciplining effect on our internal organisation. External verification of relevant non-financial information will follow CSRD compliance rules and regulations and is expected for the sustainability statement as of the Annual Report 2027.

Data validation

Our back-office systems are an excellent source of relevant data, however, it is possible that data may be incorrect or incomplete. In some cases, we rely on data provided by colleagues on a quarterly or annual basis. Ensuring the auditability of this data is challenging, but we continue to improve the quality, verifiability and comparability of our data over time.

Reporting processes and data quality

We continually endeavour to simplify our reporting processes and make these more efficient. Extra effort on quality and maturity of non-financial data continues means of Performance Management rigour including a reporting manual and KPI dictionary sheets. This will ensure that reliable and auditable data can be extracted from our back-office systems and other data sources.

We value your feedback

We value your feedback on our Annual CSR Report 2025 as this will help us to further improve its quality. Feedback can be addressed to Q-Park BV, Head of CSR, P.O. Box 1166, NL-6201 BD Maastricht.

GLOSSARY

AIB

Association of Issuing Bodies – develops, uses and promotes a European, harmonised and standardised system of energy certification for all energy carriers: the European Energy Certificate System – EECs.

ANPR

Automatic Number Plate Recognition

CBA

Collective Bargaining Agreement

CCTV

Closed-circuit television

CO₂

Carbon dioxide is an important heat-trapping gas, also known as a greenhouse gas, that comes from the extraction and burning of fossil fuels (such as coal, oil, and natural gas), from wildfires, and natural processes like volcanic eruptions.

CSDDD

Corporate Sustainability Due Diligence Directive

CSR

Corporate Sustainable Responsibility

CSRD

Corporate Sustainability Reporting Directive

DEFRA

UK government body issuing emission conversion factors for use by UK and international organisations to report on 2024 greenhouse gas emissions.

DMA

Double Materiality Assessment

EPA

European Parking Association

ERM

Enterprise Risk Management

ESRS

European Sustainability Reporting Standard

EU Omnibus I Directive

The Omnibus I proposal, released on 26 February 2025, is a legislative package aimed at streamlining and simplifying EU sustainability reporting and due diligence requirements, specifically targeting the Corporate Sustainability Reporting Directive (CSRD), the EU Taxonomy Regulation, and the Corporate Sustainability Due Diligence Directive (CSDDD). It seeks to reduce the administrative burden on companies by narrowing the scope of reporting, aligning definitions, and postponing deadlines, all designed to boost EU competitiveness. The European Parliament adopted the Omnibus I agreement on 16 December 2025.

EV

Electric vehicle

EV CPs

Electric Vehicle Charging Points

GDPR

General Data Protection Regulation

GHG

Green House Gas. Greenhouse gases (GHGs) are the gases in the atmosphere that raise the surface temperature of planets such as the Earth.

Source: https://en.wikipedia.org/wiki/Greenhouse_gas

GHG Scope 1, 2 and 3

Scope 1 covers direct emissions from owned or controlled sources. Scope 2 covers indirect emissions from the purchase and use of electricity, steam, heating and cooling. Scope 3 includes all other indirect emissions that occur in the upstream and downstream activities of an organisation.

GWh

Gigawatt hours

HRM

Human Resources Management

IEA

International Energy Agency

KPIs

Key Performance Indicators

kWh

Kilowatt-hour, the energy delivered by one kilowatt of power for one hour.

LED

Light Emitting Diode

LTP

Long-term parking, i.e. season tickets

MFA

Multi-factor authentication

P+R

Park + Ride – a car park with public transport connections that allows motorists to transfer to a bus, rail system or carpool.

PaSS

Parking as a Smart Service

PCI DSS

Payment Card Industry Data Security Standard

PFs

Parking Facilities

PMS

Parking Management System

PSs

Parking Spaces

QCR

Q-Park Control Room – the international central control room which is linked to the parking facilities via intercom.

QR code

Quick Response code

SAGS

Société d'Assistance et Gestion du Stationnement, a French based parking company acquired in 2024.

SMP

Sustainable Mobility Partnership

STP

Short-term parking i.e. single parking transactions

SUMP

Sustainable Urban Mobility Plan

VEXPAN

Platform for parking in the Netherlands

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