



Pré des Pêcheurs, Antibes, France, winner of the EPA 2015 special jury prize

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## LOOKING AHEAD

Our primary task for 2016 is to consistently implement the plans we drew up and initiated in 2014 and 2015. After two good years we have demonstrated that the new financial policy is effective. The formation of the regions is complete, and the initial signals from the new collaboration model are positive. If we continue to share the successes with each other and show that this model we have created works in practice, this will give our plans a welcome boost.

In addition to the practical collaboration models, we will be conducting a widely supported and internationally comparative employee satisfaction survey intended to help us discover where we can make improvements for our staff and, indirectly, how we can further improve our services and customer satisfaction.

Work has also begun on optimising the customer satisfaction survey and aligning this to the latest developments and strategic choices. Being consistent with national customer satisfaction survey requirements is vital, as is making use of the information to forge valuable and specific improvement plans.

We are cautiously optimistic about the economic outlook. The mood is volatile, particularly on the stock markets, but also in society in general. This is due to the many uncertainties that dominate the news, such as geopolitical tensions, the falling oil price, the low inflation in the eurozone, the refugee crisis, and the fear of terrorism.

However, our underlying business economic and social values show a different picture: they are stable. This emphasises our conviction that the strategic direction Q-Park is following is indeed correct. Municipalities and business partners that wish to enter into long-term relationships with a parking service provider are looking for a reliable, financially sound party such as Q-Park. We are a sustainable partner in all respects for shareholders as well as for other stakeholders. With our relentless drive to improve our operations and the return on our investments, we can only strengthen this position.

In 2016, we will once again conduct a materiality study and determine whether the non-financial issues we have presented in recent years are still relevant and valuable to our stakeholders and whether they are sufficiently in line with our

strategic plans. We will base this on the principles of the framework for integrated reporting, as published by the IIRC.

Our non-financial data assurance and processes are still not as highly automated as those for the financial information. We want to improve this so that we can report as efficiently and reliably as possible and so we can monitor the improvement projects.

It goes without saying that we keep a close eye on developments that influence the car parking market such as the need for accessible inner cities, growth of online sales, the autonomous car, and car-sharing concepts. Together with various experts, shareholders and senior management we will continue to explore these developments and apply the relevant insights.

