

ANNUAL REPORT 2016



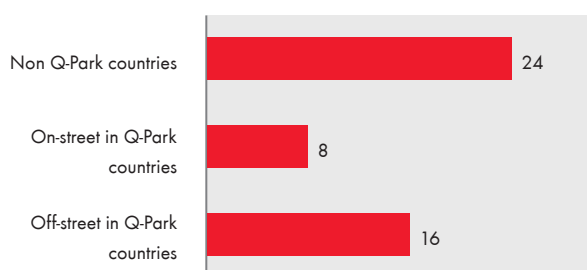
Competitive analysis

Competitive environment

The European car parking market is a large and growing market of 48 million regulated parking places. One third of these are off-street in the countries in which Q-Park operates. The large urban conurbations and cities which are Q-Park’s key focus represent over 50% of the total market value at this time.

European car parking market

(x million)



Fragmentation

The large European car parking market is still highly fragmented and undifferentiated. Municipalities hold around 40% of the market while numerous small local private operators hold another 40% between them, with little consistency in quality or brand differentiation.

The seven large private international operators typically represent a market share of between 10% and 20% depending on the country. In turn these seven players operate on three different models: Owner/Operator (Q-Park, Indigo) Concessionary (Interparking, Saba, Empark) and Operator only (Apcoa and NCP).

Q-Park

Q-Park is one of Europe’s leading players in the field of paid and regulated parking, with 871,449 parking spaces in 6,343 secure, clean, and well-managed parking facilities across ten stable Northwest European countries. In four of these we are the indisputable market leader.

OUR STRATEGY



The car parking market is a fragmented growth market which offers opportunities for the large parking companies such as Q-Park. We can benefit from economies of scale and can spread the considerable investments which are necessary for providing digital services, making installations more sustainable, and for facilitating local and central support across multiple parking facilities.

Ambition

Q-Park’s strategic ambition is to be the strongest European car parking operator that best understands and seizes car parking market opportunities. Our strategic focus is to create value for all stakeholders: shareholders, landlords, municipalities, motorists, and employees.

To provide a dynamic response to external events and market trends our strategy is built on five pillars: strong locations, differentiated propositions, digital and pricing capabilities,

operational excellence, and becoming a proactive learning organisation.

Our continuous focus on innovation underpins these five pillars.

Portfolio of strong locations

Q-Park has achieved leading market positions across North-Western Europe. Responding to and anticipating urbanisation and mobility trends, we focus on countries with attractive market dynamics where we can build a portfolio of strong locations.

