

Annual Report (summary)

The year 2007 proved to be another challenging year for the Royal Dutch Touring Club ANWB. The decision to change the structure of our organization resulted in a thorough transformation the year before, and this process was concluded in January 2007. Our new approach focuses on ANWB's working processes and became operational as of 1 February 2007.

After we had moved away from our former structure of business units, a new balance had to be found. We are very proud that our employees were able to meet this challenge with resilience, despite initial difficulties. We started reaping the benefits of our efforts in the course of 2007, when both turnover and the number of members started to increase significantly. As a result, we were able to close the year on a note of optimism and confidence, and make a fine start in the anniversary year 2008.

Financial Results

In 2007 we paid a lot of attention to restructuring ANWB Group's portfolio of Financial Affairs, carefully preparing that process during the reorganization of 2006. All financial aspects of our enterprise are now centrally organized, which not only allows for a thorough streamlining but also promotes a greater synergy of know-how and expertise within the financial discipline.

Membership

After a troublesome period dominated by increased competition and member losses, the ANWB succeeded in turning the tide. The year 2007 was concluded with a gain of about 30,000 members, resulting in a member total of 3.9 million at the start of our anniversary year 2008.

The upswing in member numbers proved an important stimulus for our employees – after all, our members are the very people we work for. Moreover, it showed that our reorganization was starting to pay off. However, these encouraging developments do not mean that we can now lean back. On the contrary: many challenges still have to be met, especially in the areas of assistance and insurance. An innovative, alert and decisive approach will be of the utmost importance in finding suitable answers.

Organisation and HRM

Once our new organizational structure became effective on 1 February 2007, we faced yet another challenging period. The transition to three portfolios (Members and Marketing, Operations, and Financial Affairs) had laid the foundations for our new approach, the subsequent challenge being to establish close cooperation among the individual portfolios in order to achieve the essential readiness to act. To effectively support these collaborative efforts, a special programme was developed by HRM. In addition, the job market was energetically tapped to fill the number of vacancies that had resulted from Drive 8. This approach was reinforced by the introduction of a management development programme.

Agreement was reached with the labour unions on a new collective employment contract for the staff of the Battery Service, a new unit within our Road Services department, offering specific battery-related support to our members. Road Services also tested a new scheduling system (Scheduling by Agreement).

Major changes occurring at our Signposting Department as well as the integration of the call centres of Road Services and the Emergency Centre required a lot of attention and were carefully supervised. Finally, our former administrative units were joined and transferred to HRM Support, which puts us on the threshold of a complete digitalisation of processes.

Public Affairs

Integrity and Transparency

Mobility in the Netherlands remains a matter of concern.

The ANWB has been closely following the events in this area from the very start and has seen many initiatives come and go.

As a major player in the platform *Anders Betalen voor Mobiliteit* we were able to present the opinion of our members in a highly influential context.

The government's decision to adopt the principle of mileage tax, which we have advocated for years as the only way out of the traffic jam, is obviously an important milestone. It was very satisfying to see that our Minister of Transport, Public Works and Water Management, Mr Camiel Eurlings, followed much of the platform's

advice on the matter. The resulting plan meets our members' call for 'integrity and transparency', the criteria for which will also be included in further elaborations of the plans. Therefore, we will retain our position as watchdog and continue to remain very alert with respect to this issue.

Heading towards an Unpolluted Future

2007 was the year in which Al Gore and his film 'An Inconvenient Truth' brought about a worldwide focus on environmental issues and global warming. The issues addressed by Gore are also important to our members, who expect us to render our own contribution to the quality of life and sustainability.

In accordance with previous practice, this resulted in a number of activities. In 2007, we actively lobbied for measures like subsidised soot filters. Additionally, we continued our surveys of the most economical passenger cars on the market. This initiative was started in 2006 together with the environmental foundation "Stichting Natuur en Milieu" and the World Wildlife Fund, and has enjoyed high consumer appreciation ever since. Owing to the publication of these Top 10s, which provide detailed information about fuel consumption and emission rates, members can make a conscious choice when buying a new car. In 2007, the Top 10s were downloaded no less than 40,000 to 50,000 times a month. At the same time, the surveys challenge car manufacturers to further reduce the fuel consumption of their cars - a highly desirable side effect. As a result, the cars presented in the surveys have become more economical by 5% within just a couple of years. The market share of these cars rose to 21% in 2007, compared with 12% one year earlier.

Beyond the Borders

Effective representation of the interests of our members reaches well beyond the borders of the Netherlands. The ANWB stays in close touch with its sister clubs and lobbies at the European level. This is done from a collective office in Brussels which is supervised by the FIA EuroBoard, in which the ANWB also participates. Additionally, a wide variety of products and services is tested in a European context by the ANWB and its sister clubs. These tests often result in adjustments to the standards for safety, quality, and the environment.

Spearheads

In 2007 we continued our spearhead actions ‘Sustainable Mobility’, ‘Children and Traffic Safety’ and ‘A Habitable Vicinity’, which resulted in the development of three campaigns meant to expressly emphasize our long-standing involvement in safety, the quality of life, and sustainability during our anniversary year 2008.

Kind Verkeersveilig (Children and Traffic Safety)

Since its founding, the ANWB has consistently promoted traffic safety and we have always considered this to be one of our core tasks. We obviously represent the interests of the youngest traffic participants as well, and pay special attention to increasing children’s traffic awareness. Our campaign *Kind Verkeersveilig* calls upon both children *and* their parents to point out dangerous traffic sites as encountered on their way to and from school. The results will be offered to our Minister of Transport, Public Works and Water Management by means of a petition.

Mooi Dichtbij (A Habitable Vicinity)

The desire to be able to enjoy an unspoiled natural environment close to home has remained unchanged. That is why we make continuous efforts for sufficient and appealing recreational areas for our members. In the spring of 2008, members will be able to render a contribution to a large-scale leisure time study and inform the ANWB about the recreational possibilities in their own municipalities. Any obstacles encountered can also be reported.

Slimmer Mobiel (Smart Mobility)

Our third campaign, *Slimmer Mobiel*, addresses the problem of the congestion that has plagued the Netherlands for years. Although more and more initiatives can be observed that are focused on finding an adequate solution, we feel that the motorist’s awareness should be given extra consideration as well. Working with a number of other parties, we are preparing a queue-free day on 9 October 2008 to stimulate a creative approach to mobility patterns among the inhabitants of our country.

Actively Involved Members

Nowadays fewer and fewer people are involved in clubs and volunteer organisations, a trend which has also been observed in previous years. In view of this development, we are very pleased that the number of actively involved ANWB members has remained stable at almost 20,000. In 2007 these volunteers contributed to many different areas, ranging from digital communication on anwb.nl to the national light campaign for cars and bikes *Goed Licht, Beter Zicht*. They were also involved in the safety assessment of 30-km zones and the Show your Card! promotional campaign in 2007.

In addition, these highly committed members took part in annually recurring activities such as the road users' impressions surveys and the inspection of marinas, bicycle route markers, and walking and cycling routes. About 400 members participated in ANWB *Vrijbuitens*, combining outdoor holidays and nature preservation. And finally, some 8,600 members made a contribution to the discussion pages on our website (www.anwb.nl).

Road Services

Member appreciation for our Roadside Assistance remains high. As many as 75% of the members who had been helped by our patrols rated the service provided as very good or excellent, and our repair-on-the-spot rate remained stable at 90%.

Slightly less assistance was actually provided compared to previous years (20,000 below the usual amount of 1.3 million).

Member stabilization as well as the favourable reception and ensuing expansion of our specialized Battery Service prevented the reduction of the number of patrols as anticipated earlier. In May 2007 the RIO project (Schedules by Agreement) was initiated in order to further improve the coordination of available manpower and breakdown incidents.

Battery Service

Just one year after the trial period of Roadside Assistance's Battery Service, it was decided to expand this service to all of the Netherlands in 2008. Specialised Battery Service staff will work in the urban areas of Amsterdam, The Hague, Rotterdam, and Utrecht; in the rest of the country, Battery Service will be provided by the

attendants of Roadside Assistance. This approach allows for an improved service to members who encounter battery problems.

Roadside Assistance in Italy and France

At the request of the Emergency Centre, a number of patrols were again sent to Italy and France in the summer of 2007 to help stranded Dutch vacationers. Owing to close cooperation with our sister clubs AA from England, ADAC from Germany, and TCB from Belgium, our members received prompt assistance despite the busy summer holiday season.

Business Breakdown Cover

Competition in the business-to-business environment has greatly increased. Nevertheless, the ANWB has succeeded in stabilizing the number of customers at both the national and the international levels. In fact, the segment of lease, fleet, and rental vehicles even showed a substantial customer growth. Moreover, turnover was increased by expanding mobility programmes in the customer segment of importers and manufacturers.

The markets in which the ANWB operates remain in flux. In the world of health insurance a shift can be detected from providing assistance to active support, while in the automotive market the competition for the final customer has become even more fierce. These trends will substantially impact our assistance programme.

Logicx

Since its foundation in 2002 ANWB subsidiary Logicx has grown considerably, with respect to both personnel and turnover as well as results. Moreover, the company's activities were greatly expanded. In the summer of 2007, good results were attained in the segment of Replacement Vehicles, while Transport also showed favourable results. Together this led to an 8% increase in turnover.

In the Replacement Vehicle segment, the new digital supply system ResWeb was developed. This enables customers not only to view the Logicx vehicles available, but also to specify their wishes for a replacement vehicle. The next step will be to provide customers with the possibility to reserve vehicles online. In the coming years, Logicx will concentrate on further improvement of both quality and service.

Emergency Centre

The ANWB Emergency Centre faced a great challenge in 2007. The integration of the call centres for incidents abroad and Roadside Assistance had to be finalized, while at the same time an increased demand – ensuing from the successful introduction of our Roadside Assistance Europe Services - had to be met.

The integration was successfully completed by the end of the year. As of 1 January 2008, requests for assistance are received at a central location and processed by our office in The Hague. Our call centre in Badhoevedorp was closed on 15 November. Despite significant turmoil, the Emergency Centre was able to provide our members with a good service level. In the course of 2008, the introduction of new technology (ECS) will make it possible to link a request for assistance directly to the most appropriate staff member.

The Emergency Centre Network

In 2007 the international network ARC adopted a new system of assistance, enabling ANWB members to receive free Roadside Assistance from participating clubs abroad when they show their International Letter of Credit or the Roadside Assistance Europe membership card. This approach was adopted from the FIA to improve the quality of services provided. The Emergency Centre was actively involved in developing this system.

Insurance

ANWB's insurance subsidiary Unigarant succeeded in extending its successes of previous years to 2007. The year in which it celebrated its 35th anniversary was concluded with a 4.4% increase in turnover. This growth in turnover as well as the relative decrease in the amount of damage compensation led to positive returns, especially in travel and recreational products.

Unigarant's excellent achievements were confirmed by the TNS Nipo study of non-life insurers. In 2007, Unigarant climbed from third to second place, a magnificent achievement!

The newly introduced digital settlement of damages enables intermediaries to provide their clients with a decisive answer about coverage and payments within just a few minutes. And since August

2007, the call centre at Unigarant has been running a new e-mail system designed to automatically answer as many e-mails as possible.

ANWB Travel Services

It is ANWB Travel Service's ambition to achieve a 10% growth for its own tour operators in a market that is otherwise rather flat. The reported 16% growth in 2007 proved a tremendous achievement that more than met its targets. The number of holiday trips booked via the Internet continues to increase at the expense of sales via traditional travel offices. However, this does not apply to ANWB Travel Services: sales in the shops increased by 6%.

Retail

Our Retail department focused on further upgrading both our shops as well as the Contact Centre. In 2007, our shops welcomed about 10 million visitors, resulting in a total of 3.4 million transactions. The distribution centre for maps, books, and guides (located in Voorschoten) was closed in 2007 and completely integrated into the logistics of Telstar Trading in Harderwijk. Our selection of gift vouchers was expanded and the number of Human Nature clothing collections increased from two to four per year. Additionally, two new shops were opened, one in Hoofddorp, and one in Delft.

Contact Centre

Optimising communications with customers, both on the phone and via e-mail, has the undivided attention of our Contact Centre. Processing over 1,000,000 phone calls and 400,000 emails per year, the Contact Centre proves a valuable facility for our members to get in touch with the organisation. Putting the customer first remains the key focus at the Contact Centre and has resulted in the so-called 'Apollo to the Moon' project. Careful analysis of the subjects and questions recurring frequently in phone calls and e-mails allows for an adequate anticipation of our members' needs for information. This approach has led to important cost reductions.

Publishing

The Multimedia Publishing department (MMU) remained operational as well, notwithstanding extensive rearrangements. In accordance with the targets aimed at by our reorganisation, important changes were made to the structure of the MMU, shifting

to an approach defined by its target groups. This resulted in new products and services (a.o. via the Internet) as well as new ways to reach our target groups, such as our free weekly newspaper anwbAuto.

ANWB Online

ANWB Online reported yet another successful year. The number of visitors to the website rose to 86 million, an increase of 16%. An average of four pages was viewed at a time, and visitors surfed the website for 7 minutes on average. Turnover increased by 29% to 29 million euros. The most important peaks were generated by insurance (+30%), Roadside Assistance (+59%) and Webshop special products (+22%).

In 2007 a new Car portal was launched that can compete with the biggest players in the area of car information in the Netherlands. The traffic in this portal doubled, partly because frequent use was made of the new option to determine the value of a car on the basis of its licence number. In addition, the pages for winter sports were entirely redesigned, as was the biggest incentive for visitors, the Route Planner Europe, which was expanded with expected travelling times. In fact, the traffic portal achieved the distinction of Website of the Year 2007! The ANWB Route Planner received the highest scores for Content, Navigation, and Design, and was designated best website of 2007 in the navigation category.

By implementing a dynamic question-and-answer module on anwb.nl, ANWB Online successfully increased its efficiency even further.

Signposting

Signposting in the Netherlands is among the best in the world. This is because the ANWB was able to centrally direct these activities over the course of many years. However, as a result of new laws and regulations as well as new players on the market, this is no longer possible.

In order to retain this central supervision and ensure the quality of Dutch signposting, two foundations were established in 2007 in which both road managers and the ANWB are represented. This will enable an effective dialogue to which the ANWB can contribute its expertise. The municipality of Amsterdam was the first to welcome

this new approach to signposting and signed a declaration of intent clinching cooperation with the new foundations.

Medical Air Assistance

In cooperation with the ADAC, ANWB Medical Air Assistance (MAA) operates the trauma helicopters on behalf of the university hospitals in Amsterdam, Rotterdam, Nijmegen, and Groningen. With 19 pilots and 5 helicopters, all of the Netherlands can be covered within the set time limit. Although flights with the trauma helicopter are made primarily during the day, a test was started in 2007 to analyse the effects of a 24-hour availability of the mobile medical team for each helicopter. This experiment proved successful and provides the basis for further decisions to be taken in 2008.

In 2007 the trauma helicopter was called upon 3,900 times and help was actually rendered in 2,400 of those instances, which clearly demonstrates that the trauma helicopter has become an essential part of daily trauma care.

Legal Services

The number of first-line calls for ANWB Legal Services (information and advice by phone and email) fell to just under 30,000 in 2007. The number of e-mails processed remained under 5,000. However, the number of hits on the legal services pages on anwb.nl increased by more than one third to almost 1.5 million.

In 2007 our Legal Services were removed from the international letter of credit. They will subsequently be positioned as an independent product.

Collective Legal Assistance

The work done last year at Legal Services was related especially to traffic victims. Agreement was reached with our sister clubs on an advanced settlement of damages and accidents abroad. In the Netherlands, an important contribution was made to the transparency of damage settlements resulting in the definition of new market guidelines. In addition, legal information on various subjects was provided to the public on several occasions. In 2007 our legal monthly *Verkeersrecht* published a practical book about the liability of road managers.

ANWB Driving Lessons

In the past year, our driving school ARO primarily aimed at increasing its market share. Focused marketing allowed for a successful approach to its

target groups, which resulted in a 10% increase in the number of intake tests (potential customers who follow a test lesson in order to assess their driving ability). In 2007, 8,000 people attended ARO's driving lessons, a growth of 18% compared to the previous year. To maintain its high quality level, ARO works to keep the percentage of complaints below 1% of the driving exams. This goal has been successfully achieved as well. To adequately prepare potential drivers for the future, driving with navigation was introduced in the instruction vehicles in the municipality of Eindhoven. In the course of 2008, all of the ANWB instruction vehicles will be equipped with navigation systems.

Drive Confidently

Some drivers develop a fear of driving, for example after having been involved in an accident. To improve their self-confidence and repair their mobility, ARO developed a special training programme in 2007 that will be marketed in 2008.

ANWB Petrol Stations

In the first few months of 2007, negotiations with the new owner of ANWB's petrol stations resulted in an extended cooperation in accordance with the existing contract. However, no new locations were opened in the past year. The total amount of litres sold fell slightly in comparison with 2006, which was largely due to the price wars on the fuel market.

Show your Card!

Our Show Your Card! programme provides exclusive advantages that are highly appreciated by our members. One in ten members used Show your Card! at least once in 2007, while member awareness of the advantages remained the same as in 2006 (57%). Although our Show your Card! programme is well received, we find that members prefer a lower discount all year to a high but temporary discount. We were able to welcome several new partners to our programme in 2007, including the appealing Bonnefanten Museum in Maastricht.

ICT

In 2007 our ICT departments, which used to be decentralised, were joined and integrated into one organisational unit. The ICT unit currently employs about 160 employees who are assigned among the departments of Software Development, Application Management, Infrastructure, and Consultancy & Service Management. Their keen

focus on costs and continuity had a favourable outcome: ANWB's total ICT costs were reduced considerably while the availability of the systems supported by ICT was especially high. Important progress was also made in the consolidation and management of servers and applications, which provided us with a clear idea of potential prospects for outsourcing. In December 2007, ICT was awarded the ISO certificate for information protection.

Prospects

Nothing stays the same. Society is becoming more complicated every day and increasingly characterised by an information overload. This is a challenging climate that requires a well-considered approach and clearly defined targets. The ANWB has provided for both. Our new organizational structure as attained with Drive 8 proves adequate preparation for the challenges ahead, and we have defined our future course in a solid strategic plan.

Like before, our future focus will be on helping our members. After all, we are highly experienced in providing support, both by means of practical advice as well as actual assistance. These are our core assets, which will allow us to stand out in the future, too.

Innovation

In 2008, the ANWB will concentrate on innovation, particularly with respect to membership content and perception. We will explicitly communicate membership advantages by means of our campaigns, Show your Card! activities, and our commercials. In addition, we want to expressly highlight our social role in this anniversary year. With this purpose in mind, three large-scale campaigns were launched: Children and Road Safety (*Kind Verkeersveilig*), a Habitable Vicinity (*Mooi Dichtbij*) and Smart Mobility (*Slimmer Mobiel*). Each of these campaigns will reaffirm the ANWB's involvement in safety, the quality of life, and sustainability.

Moreover, we will strengthen the ties with our (actively involved) members. After all, we highly appreciate and value their contributions, and their ongoing commitment to our organization is essential. We will make decisions, define our viewpoints, and prepare public affairs activities in close cooperation with our members. This approach is referred to within our organization as

co-creation. In this process, we will actively pursue joint ventures with both our domestic relations and our international contacts.

Anniversary Present

On the occasion of its 125th anniversary, the ANWB wishes to offer the Netherlands an original gift. This has taken the form of 125 traffic signs with tourist information, which will be erected near national parks and landscapes of special interest along national trunk roads. This will be achieved in close cooperation with the Department of Public Works and the Ministry of Agriculture, Nature Management and Fisheries.

We sometimes forget that our country is simply lovely, and that it offers a great many interesting and unique landscapes. That is precisely what we wish to point out to motorists passing by. Presenting the Netherlands with these new traffic signs confirms our long-standing involvement in the development of the Dutch landscape and its recreational value.

ANWB's View on Recreation

Five years ago, we evaluated the wishes of our members with respect to their leisure time by means of a comprehensive study. The results were presented to both the local and national authorities as well as other enterprises in order to secure the follow-up required. In 2008, we will proceed with this approach and update our inventory in an attempt to define both short-term and long-term objectives in this field. The results will be incorporated in our View on Recreation which aims at increasing and improving the recreational possibilities in our country.

Of course, we would like our members to participate in this process. This is why we will invite them to provide us with their perception of recreational possibilities and the obstacles encountered as well as suitable solutions and suggestions regarding our position. Contributions may be submitted as of 25 May 2008, the day on which we will celebrate our national Day of the Park. The outcome of our study will be presented in the course of 2008.

Robust Motorway Network

Following the aims of our anniversary campaigns, the ANWB wants to stimulate both mobility and accessibility in the Netherlands by further defining and advocating the construction of a robust motorway network. Such a network of motorways continues to fulfil its functions at all times, even in case of increased traffic, accidents, construction works, and bad

weather. This improvement of network reliability will allow for a more accurate prediction of travel times, both under 'normal' circumstances and in case of 'calamities'.

Logo

A modern, future-oriented club must carry a contemporary logo. The present design has been in use for 25 years now and we feel it no longer represents our current identity. The new logo must depict the ANWB's future role as the logical and leading partner in the areas of traffic, transport, recreation, and tourism. This spring, members will be involved in choosing a definitive design which will be presented on 2 July 2008.

125 Years of History

In 2008 we are very proud to be celebrating the 125th anniversary of our organization which was founded on 1 July 1883. Preparations were begun in 2007 for celebrations that will include all sorts of activities. We will emphasize our ongoing social role in this anniversary year. This role remains a constant factor in an otherwise highly-variable environment. In 2007, an anniversary emblem was developed that shows our identity at a single glance, featuring a bicycle wheel at the centre as a powerful symbol of mobility. The wheel is spinning, an appealing and typically Dutch representation of movement and progress. All of our anniversary activities will carry this emblem in the coming year.

Goals

The ANWB enters its anniversary year as a healthy company. We are firmly established in the present, consider our past with respect, and regard the future with anticipation and confidence. It is now time for us to reap the benefits of all our prior investments. In 2008 we will focus our efforts on member consolidation and further financial growth.

The Hague, 27 March 2008

Board of Directors ANWB Group

G.H.N.L. van Woerkom (President)

W. van der Laan

R.J.X. Wanders