



RDW

09

IN MOTION...

It's in our genes to
spread our wings

2009 in 2:14 minutes

Who are we?

The RDW has been the central link in the vehicle chain between the automotive sector, government and members of the public since 1949. The RDW is focused on safety, technical reliability and a cleaner environment. Under the ultimate accountability of the Netherlands government, the RDW participates in the development of international laws and regulations, organises the issue and registration of number plates and driving licenses. The RDW also grants permits for the admission of vehicles.

Mission RDW

The RDW is the professional and reliable partner for all parties in the vehicle chain.

Tasks RDW

Licensing: admitting vehicles and vehicle components to the Dutch and European market on the basis of technical regulations.

Inspection and control: supervising companies accredited by the RDW and monitoring the technical state of vehicles in connection with safety and environmental requirements.

Registration and information provision: gathering, storing, updating and managing data about vehicles, their owners and vehicle documentation and providing information about this data.

Issuing documents: Issuing documents related to vehicles and their owners or keepers.

Where do we operate?

As the Dutch vehicle authority, the RDW inspects new vehicles and vehicle parts. Our clients include car manufacturers and importers from all over the world. The RDW also shares its knowledge in advisory and joint venture projects related to road safety abroad. In addition, the RDW works with sister organisations in the field of European regulations.



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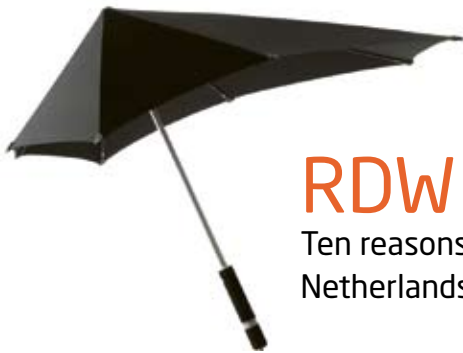
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It's in our genes to spread our wings



Of course, the worldwide recession did not bypass the RDW. Nevertheless, the year closed on a better note than previously thought, in part due to forceful measures. In fact, a greater number of international and national certificates was issued than the year before. 'We will have to continue to work on our efficiency and keep costs stable,' says Johan Hakkenberg, General Manager. 'Indeed, together with quality, safety and speed these ultimately determine RDW's unique position.'



Immediate intervention

Whereas 2008 was a year with two faces, 2009 had but a single face: economic decline. Johan: 'The decline in car sales starting at the end of 2008 was immediately noticeable by us, particularly in the number of registrations. We therefore immediately adjusted our budgets in 2009 and cut back on costs. This enabled us to close off the year with a smaller deficit than originally estimated.' In the area of Category Certification, the recession also had less of an impact than originally thought. 'In fact, we even issued more international and national certificates in 2009 than in

2008,' says René Labordus, Vehicle Technology Division Manager.

Structural thinking

The European car market includes a great variety of brand names and as such is considered to be one of the leading markets internationally. The fact that the Netherlands, in contrast to other European countries, does not have a national automotive industry strengthens RDW's position. René: 'The Netherlands is represented on UN platforms in Geneva and EU bodies in Brussels by a large team of experts. The lack of a national industry underlines the fact that our contribu-

tion is independent and reliable. On this basis we contribute structural thinking about European regulations, for example about higher safety standards and lower CO2 emissions.'

Unique in Europe is the fact that the RDW groups testing and certification under a single roof with vehicle technology, registration and the issuance of documents. 'That results in quality, flexibility, effective administrative handling and above all, speed,' says Johan. 'A car manufacturer of course benefits in that once developed, a car can be quickly introduced to the marketplace. In 2009, we also issued the certificate for the first completely electric car in Europe, the THINK from Norway. We succeeded in doing this, simply because we were the fastest.'

Gateway to Europe

'The fact that the Netherlands is the Gateway to Europe has everything to do with our quality,' says Johan. 'We are assisted in this respect by the Dutch infrastructure – physically in the form of the harbour and airport, but also in terms of knowledge. The level of education is high and the Dutch almost all speak one, two or more foreign languages.' A category certification carried out by the RDW is valid for all EU countries. René: 'The



RDW's quality and safety, combined with modest rates - indeed, we do not have a profit motive as a public body - attracts the interest of international partners.' It is for good reason that more than 90 percent of the certification of engines are performed by the RDW.

'We specifically speak about international partners,' explains Johan. 'Indeed, our philosophy is that it is not necessary for us to do everything ourselves.'

'The fact that the Netherlands, in contrast to other European countries, does not have a national automotive industry strengthens RDW's position'

We like to contribute to the thinking process in order to share knowledge and limit costs. And partners provide you with greater leverage in terms of your influence on regulations.' René: 'A full category certification consists of approximately 65 certificates. But a vehicle always includes parts that have already been certified. We contribute to the thinking process to avoid duplicate costs, while at the same time providing optimal safety. A different form, for example, is a government

body in a certain country that issues its own certificates. We can periodically test those certifications. That too can save costs.'

Social role

Aside from safety, the environment plays an important role in RDW's service delivery. 'We have an extended database that includes all data about vehicles, for example, CO2 emissions,' says René. 'Based on this data we can contribute to the thinking process

concerning standards in a national and European context. This way we fulfil our social role. In 2009, we were involved in a number of initiatives, including the elaboration of a distance driven pricing system. In addition, we extensively contribute to thinking processes involving mobility-related issues with other social partners.'

Another highlight in 2009 was the significant improvement in RDW's online services. Via a state-wide

secured application, members of the public, garages and dealers can access all of their own data. Furthermore, the RDW now provides access to the trading stock available in garages. Johan: 'Increased digitisation enables us to keep our rates and costs stable. Furthermore, we expand our service delivery this way, because we are accessible online '24/7''.

2009... and beyond

What does the world look like beyond 2009? René: 'No doubt the standards for safety and the emission of hazardous substances will be tightened. In addition, it will be a matter of priority for us to keep working on improving our efficiency. This has in fact been incorporated into our strategy. We are always looking at new ways of doing things as a means of improving ourselves. Today, everyone is sent a letter when their car requires an APK inspection. In the future, it will probably be easier and cheaper to do this by e-mail. Fortunately, the inclination to take a good look around us and to spread our wings is in our genes.' Johan echoes that: 'The world is becoming increasingly open and digitisation is proceeding ever further. That, combined with cost efficiency, defines our future.'



Delta works flood barrier



Stratingh's first electric car



Dutch landscape

The Netherlands. A puny little country in West Europe, barely a speck on a terrestrial globe, hardly visible. Yet this tiny country is known throughout the world. Whoever thinks about the Netherlands thinks of tulips, cheese, painters, the Delta Works and more.

But there is more. The Netherlands is a country with business at its core. Conducting business with the Netherlands provides certainty in many respects. Doing business with the RDW is not any different.

RDW and the

Five reasons for doing business with the Netherlands

Business acumen

As a small country we are used to looking beyond our borders. Since early times we dealt in the trade of goods on a worldwide basis. Import and export are still our driving force.

Your Gateway to Europe

The Netherlands is geographically favourably located in Europe. This location is further strengthened by the Rotterdam and Schiphol main-ports. Add to this the Rhine shipping route and the transportation routes to Belgium and France and you can literally go in any direction from the Netherlands.

Creative

Many people in a small area.... that is the Netherlands. And a large portion of the country's surface area is below sea level. The fight against the water calls on our creativity. Using smart solutions we dried out our polders and we created the IJsselmeer. Creativity is in our genes. We are also renowned in the field of architecture, art and industrial design.

Technology and innovation at the highest possible level

The Netherlands is characterised by age-long technological and innovative developments. For example, Cornelis Drebbel invented the submarine in the 17th century. The first electric car is also a Dutch invention. It was

developed in the 19th century by Si-brandus Stratingh. New master achievements of course include the Delta Works, as well as the Nuna, a racecar that runs on solar energy. Finally, the wind resistant storm umbrella is another typical creative example of how the Dutch outsmart the elements.

Unique position in the automotive industry

The Netherlands occupies a unique position in the automotive industry: we do not have our own car brand. In earlier days this was DAF, but that is now an American brand. On the other hand, you can find almost any existing brand name on the road in the Netherlands.



Nuna, solar powered car



Senz, a wind resistant storm umbrella

Netherlands

Five reasons for doing business with the RDW

Without the RDW, there would be no driving

Zonder Without the RDW there are no certified vehicles, no safety and environmentally friendly inspections, no plate numbers, no driving licenses, no vehicle information..... In short, the RDW makes driving possible. We track vehicles from design to the scrap yard. The RDW is the only organisation that accommodates all of these aspects under a single roof.

Safety, the environment and mobility

Safety, the environment and mobility are our spearheads. We monitor vehicles to ensure that they are safe and comply with environmental re-

quirements. And we register vehicles and their owners. This way everyone can drive safely and clean.

International orientation

The RDW looks well beyond the Netherlands' borders, something that is second nature in the Netherlands. We are involved in consulting, testing, certification and inspections throughout the world.

Creative and innovative

The RDW is creative and innovative, for example in the area of ICT. Vehicle owners are provided with increasing convenient online access, while governments are grateful that they can use our accessible databases. Furthermore, the RDW issued

the first European category certification for a fully electric car, the Think City.

Committed

The RDW is right at the forefront when it comes to product innovations and new laws and regulations. Technical trends are closely monitored. In addition, the RDW contributes to the thinking processes related to the EC/ECE regulations and their interpretation in Brussels and Geneva. Furthermore, the RDW also contributes to the thinking processes related to the development and update of international vehicle requirements in Geneva and Brussels and therefore is aware of what changes are coming down the road.

2009 in 2:14 minutes

The Netherlands international experimental site for electric engines

The future belongs to electric vehicles. This is why the RDW wants to be the authority for this type of vehicle as well. Already in May we issued the first European category certification in Europe for the Think City. It is the first entirely electrically propelled car produced by a Norwegian manufacturer. The RDW is also active in Geneva and Brussels in the area of developing and updating international vehicle requirements.



Belgium uses RDW Register

Pursuant to new European regulations, each member state is obliged to report the CO2 emission of new vehicles sold. Manufacturers that exceed a standard value for all of the EU are fined. The RDW has a complete database, as well as the software required to make information about this available. Belgium consequently decided to use the information in the RDW Register.



International network

The RDW received delegations from all corners of the world in 2009. Delegations often visit the RDW as a 'best practice' organisation, to learn from its experiences. This includes areas related to vehicle technology, licensing, periodic inspections, as well as registration and document issuance. The RDW was also active in advisory and joint venture projects in Bulgaria, Curacao and Serbia in 2009.

Upgrade of RDW test facilities

In addition to regular maintenance, major work was also performed on RDW Test Centrum Lelystad's test course in 2009. The course was upgraded so that the test facilities meet the latest test specifications.

CQC agreement

The RDW is obliged to monitor the production process of manufacturers with a category certification (Conformity of Production). Many Chinese manufacturers have been granted category certification by the RDW. For this reason, the RDW entered into a partnership with CQC, a major Chinese certification body, in 2009. CQC performs part of the audits. The RDW, on the basis of CQC reporting, decides whether the system certificate will be extended.




The first European category certification

The introduction of the new European Framework Directive 2007/46/EC will result in simpler and more modern European regulations. All vehicle categories can now obtain a European category certification. This means greater efficiency and lower costs for manufacturers. In other words not only passenger cars, but for example, trucks and caravans as well. The Netherlands was the first in Europe. DAF Trucks was the first to obtain a European category certification for one of its vehicles. This honour fell to KIP Nederland when it comes to caravans.

Collaboration with Russian certification body

The RDW issues certificates for the European market and for countries that have signed the Geneva Convention. Many manufacturers supply their products not only to the European market, but to the Russian market as well, which requires a different certificate. In 2009 a Russian certification body asked the RDW for permission to use the test reports issued by the RDW for its certifications. In this way, for a small amount of additional work, manufacturers have access to not only the European market, but the Russian market as well. Use can be made of this arrangement over the course of 2010.

A man with short grey hair and glasses, wearing a white shirt and a green tie, is holding a tablet. He is looking towards the camera with a slight smile. The background is a large, colorful world map. The text 'The human touch in a technical world' is overlaid on the left side of the image.

The human touch in a technical world

Category Certification is all about testing vehicles, and certification and registration. It is all about facts, reason and technology. Nevertheless, it is precisely the human, emotional factor that is decisive, thinks Peter Striekwold, Manager, Category Certification. 'Being personal, committed and flexible is how our employees gain the loyalty of customers.'

Brought quickly into the picture

‘When a manufacturer wants to have a category certification performed, in an ideal situation we are involved as early as possible, already during the design phase so to speak,’ says Peter. ‘In many cases this does not really happen, definitely not when a somewhat smaller company is involved. Still it is better for RDW to be brought into the picture at the earliest possible stage in a category certification. That makes it possible to properly incorporate all tests and certifications into the plans. When the plans include the timely certification-related aspects we can in principle carry out all of the testing work and certifications within approximately two months. This speed is often important

‘I am happy that with all the efficiency and standardisation initiatives, we have been able to preserve the human touch’

for the ‘time-to-market’ strategy of the manufacturer. In the meantime we are in the process of making our processes increasingly efficient, for example through the digitisation of information.

‘I have no hesitation in saying that the RDW is unique: nowhere else is everything related to vehicles centralised to the same extent. Testing, certification, administration, registration, everything seamlessly fits together because it is all part of a single organisational unit. The ICT is optimally structured to match this. In concrete terms it means that with a relatively small number of people

– and therefore at modest rates – we can offer exceptional customer friendly service. It may sound like bragging, but the RDW is a textbook example of an efficiently operating government institution.’

Emotional experience

Those are the facts. But what exactly do customers think about all this? Peter: ‘In 2009, the Category Certification division asked an external party to conduct a customer satisfaction survey. We scored quite well on a rational basis, but what I consider far more important is that we scored high in terms of the emotional experience. Our employees often know our customers personally. They work in a flexible and committed way together with our customers. To cite a concrete

example: if an RDW employee notes something prior to or at the start of a test that could or must be improved, he/she won’t put the customer through additional expense by fully completing the test. That is the emotional factor that creates customer loyalty. I am happy that with all the efficiency and standardisation initiatives, we have been able to preserve the human touch.’

Ship’s engineer

‘Not only customers have a bond with RDW, our employees do as well. Generally speaking our employees have a great deal of experience and a long service record. It rarely happens that

one of our testers leaves us. That’s fortunate, because our employees initially follow an internship of approximately a year and a half before they can begin to operate independently, and even then there still remains a great deal to be learned. If I were asked to typify an RDW employee, I would characterise him/her as a type of ship’s engineer who ‘no matter what’ ensures that the ship keeps sailing.’

Aside from the testing, certification and registration, the Category Certification division is responsible for ensuring that recalls operate smoothly. ‘On the one hand we monitor,’ says Peter, ‘while on the other hand we offer support in this respect. The RDW has accurately recorded, at the plate number level, which person has what vehicle pertaining to what production series. We are therefore in a position to supply a complete address file for a recall action to the manufacturer. In this respect, we do first assess the nature of the complaint to ensure that the manufacturer is indeed entitled to have access to this file. There are easily a few hundred recalls every year. Sensitive considerations often play an important role in this regard.’

The Future: sustainability

‘The future of category certifications? It all started with safety, but sustainability is increasing in importance. With electronics in cars, communication among cars and with the infrastructure. Technical requirements will change as a result, as well as laws and regulations. With all of our knowledge and experience, we would very much like to contribute to the thinking process.’

Core activities

Licensing

Before vehicles are admitted onto the public roads as well as subsequent to potential modifications, the RDW determines whether the laws and regulations have been complied with. The RDW is the national authority responsible for monitoring the safety and environmental aspects of vehicles in the Netherlands. This is one of the RDW's core activities.

Category certification

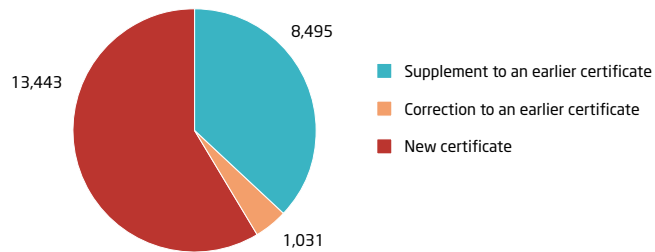
As the Dutch certification authority, the RDW performs these category inspections for manufacturers and importers from all over the world. The RDW performs this statutory duty in competition with other European inspection and certification authorities.

Category certification	2009	2008	'09-'08 Variance
International category certifications (Certificates)	22,969	20,963	+10%
Dutch category certifications	7,981	7,275	+10%
Test reports	4,910	5,637	-13%

In 2009, the RDW once again issued a greater number of certificates. The Chinese market in particular is still subject to growth. Furthermore, the introduction of the new European Framework Directive resulted in a greater number of European category certifications. The total number of tests is declining. This trend is expected to persist, because the national certificates will be dropped over time.

The RDW operates globally in the area of testing and certification.

Certificates issued (Whole Vehicle Type Approval)	2009	2008
Two and three-wheeled motor vehicles (L)	661	788
Passenger cars (M1)	122	127
Busses (M2,3)	7	N/A
Delivery vans (N1)	5	N/A
Trucks (N2,3)	25	N/A
Semi-trailers and trailers (O)	47	N/A



Certificates Issued 2009

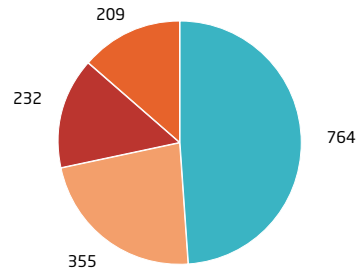
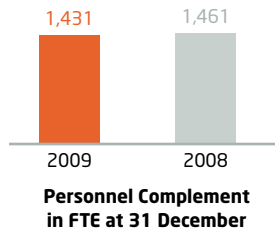
The total category certification for a vehicle can in principle be completed within two months. This does however assume that all required test reports and other source materials are in proper order and that the vehicle does indeed meet all the required directives.

The RDW occupies a prominent place in the area of category certifications in the world:

- Nr. 1** worldwide in the area of issuing certificates
- Nr. 1** worldwide in the area of the category certification of engines
- Nr. 5** worldwide in the area of the category certification of passenger cars

Employees

In 2009, 32 new employees were appointed (2008: 150). 62 employees left the RDW (2008: 90), of which one employee had a dual function. Not all vacated positions were staffed. Each vacancy was subjected to a critical review to determine whether it should be staffed or not. In fact, the RDW performs a greater volume of activities with fewer people.



Personnel Complement in Persons 2009

- Vehicle Technology Division
- Registration & Information Division
- ICT
- Others

In 2009, the average age of RDW employees was 46.3. This represents an increase of 0.9 years in comparison to 2008. The average period of employment at the RDW is 15.1 years. In 2009, 31% of the employees were women.



Everything for the customer

At RDW the customer is king. But how do they themselves feel about this and how do they like working with the RDW. Where are the services headed in the future?

A survey of customers and partners...

Michèle Blom

Deputy Director-General, Mobility
Ministry of Transport, Public Works
and Water
Management



'The RDW and we as a ministry are aware that customers have nowhere else to go with their questions. We must therefore help them to the best of our ability. This is the starting point for our service delivery.'

Yongping Chen

Sales Manager, Europe,
BYD Auto Co. Ltd

'We deal with the RDW in the area of Whole Vehicle Type Approvals (WVTAs). The RDW is quick, flexible and proactive. It would however be nice for us if the RDW had its own office in China.'

Pieter Gabriels

Director, Business Development,
AutoBinck Holding NV



'The RDW provides us with advice concerning the probability that automotive products will successfully pass the inspection approval process. The RDW is very proactive and results-oriented in this respect. In recent times, the RDW has become even more entrepreneurial, flexible and results-oriented.'

Elly Plooij-Van Gorsel

RDW Supervisory Board,
Portfolio Holder Consumer/
Industry Sector



'The RDW is a very customer-oriented, innovative government organisation within the traffic, driving license and transportation chain. This is demonstrated by the increasingly more efficient way of working in different areas, including inspections and certifications, special transports and the import of vehicles, the decline in the percentage of complaints, and above all by the cost control measures. From a European/international perspective, the RDW also plays a leading role as a coordinator in the mobility, safety and environment chain, with the goal of ensuring that the tasks of various governments are better coordinated.'

Henk Graafland

National Coordinator Vehicle Crime,
Police Force / Liaison Coordinator
Foundation for Tackling Vehicle
Crime (AVc)



'I frequently consult with the RDW in both of my functions. At a strategic and operating level. It is a reliable organisation. At the present time we are reviewing how the Mobile Objects Register can be improved. This is because it must also be possible for us to track down vehicles without number plates. This is currently difficult, because the data is often incomplete.'

Maarten Balk

Certification Manager, RDW



'In recent years, the RDW has put the customer even more at the centre of its activities. Through less internally focused thinking and greater customer-focused thinking, we are able to apply our expertise on behalf of the customer even more effectively. By proactively adopting this approach we are the partner for the future, nationally as well as internationally.'

Balance sheet as at 31 December 2009

All amounts are in € 1,000's

	Balance as at 31 december 2009	Balance as at 31 december 2008
Assets		
Fixed assets		
Intangible fixed assets	7,460	8,885
Tangible fixed assets	42,335	44,074
	49,795	52,959
Current assets		
Stocks	1,246	1,126
Receivables	9,148	7,635
Prepayments and accrued income	12,242	10,909
Cash at bank and in hand	21,972	30,935
	44,608	50,605
Totaal activa	94,403	103,564
Liabilities		
Reserves		
Long-term reserve	18,758	20,728
Contingency reserve	6,579	9,100
Appropriation reserve for driving licences	7,101	4,558
Appropriation reserve for APK/import inspections	-	2,969
Support policy reserve	6,300	6,300
Policy initiative reserves	2,600	3,536
Statutory reserve for intangible fixed assets	2,676	2,153
	44,014	49,344
Provisions	7,442	9,506
Long-term debt	-	12,000
Current liabilities		
Accounts payable	9,046	10,451
Other liabilities	17,515	16,091
Amounts owed to credit institutions	12,000	-
Accruals and deferred income	4,386	6,172
	42,947	32,714
Total liabilities	94,403	103,564

2009 Operating account

All amounts are in € 1,000's

	Realised 2009	Budgeted 2009	Realised 2008
Operating income			
Turnover	176,199	174,584	180,417
Subsidy for new driving licences	1,842	1,549	1,134
	178,041	176,133	181,551
Operating expenses			
Wages and salaries	71,079	71,174	67,930
Pension charges	8,701	8,391	8,009
Social security costs	6,971	5,995	5,722
Depreciation and amortisation	10,598	10,270	9,452
Transaction fees	14,361	15,500	15,192
Other operating costs	74,664	72,359	82,566
Financial income and expenses	(2,548)	-	1,143
	183,726	183,689	190,014
Result from ordinary operations	(5,685)	(7,556)	(8,463)
Financial income and expenses			
Interest income	795	1,500	1,806
Interest charges	(440)	(412)	(415)
	355	1,088	1,391
Net result	(5,330)	(6,468)	(7,072)

Category inspections

The Category Inspections task cluster's turnover (€ 14.6 million) declined by only 3% or € 0.5 million in comparison to 2008 in spite of the global recession. This is due to the maintenance activities at the Test Centrum Lelystad (TCL). The production numbers increased during the recession as well. Rates on average rose by 2% in comparison to 2008.

A reserve in the amount of approx € 12 million was established in 2006 to cover a number of operating risks. When these risks were eliminated in 2007, a decision was taken to return this surplus reserve to RDW's customers via the rates charged. This caused planned operating deficits to be created in 2008 and 2009. The surplus reserve was depleted in 2009, in part due to the

economic crisis. This is why the rates were slightly increased in 2010, to once again make the operation cost-effective in a few years time. The RDW is legally obliged to work on the basis of a cost-effective operation.

The financial information in this Annual Report relating to the 2009 financial year was audited by KPMG. The full statutory 2009 Annual Report, including the complete 2009 Financial Statements and the auditor's report are available at www.rdw.nl. The Supervisory Board approved the statutory Annual Report during its meeting on 05 March 2010. The Supervisory Board is accountable for its work to the Minister of Transport, Public Works and Water Management in a separate report, which is also available at www.rdw.nl.

Five questions for... Michiel van Ratingen Secretary General of Euro NCAP

Do you often drive yourself?

Well, not all that much. I live in a reasonably central location in Brussels and use public transportation whenever I can. For greater distances from A to B, a car is indispensable, however!

How would you characterise yourself as a driver?

I am a reasonably calm driver, a bit like my own personal character.

Safety and driving safely are of course a high priority for me.

If you were in the 'driver's seat' at the RDW, what would you change?

The RDW has a unique combination of in-house practices and regulations and unlike many others knows its way around Europe. The RDW could market this knowledge very well in other parts of the world. However, in

terms of its structure, the RDW is a very modest organisation compared to other countries and I understand that international expansion could only be achieved one step at a time.

2009 was a turbulent year in the automotive industry. What are your expectations for 2010?

I only expect improvements on a limited scale in 2010. The events of recent times have left indelible marks on the manufacturers and suppliers network. It is not possible to repair something like that in just a few months.

RDW's customers are increasingly in the 'driver's seat' (for example, RDW offers increasingly more online services, such as online suspension and online access to the commercial fleet by authorised agents). What do you think about this?

That seems to be a good trend to me. The consumer of today has an insatiable need for information and would much prefer to formulate the service himself. Online services provide precisely that opportunity. If you can settle your banking affairs online, why not those concerning your car?

