

ABN AMRO Issue Management



Managing Cultures and Issues on a Global Level

**“Chefsache Issues Management:
Die neuen Meinungsmacher”**

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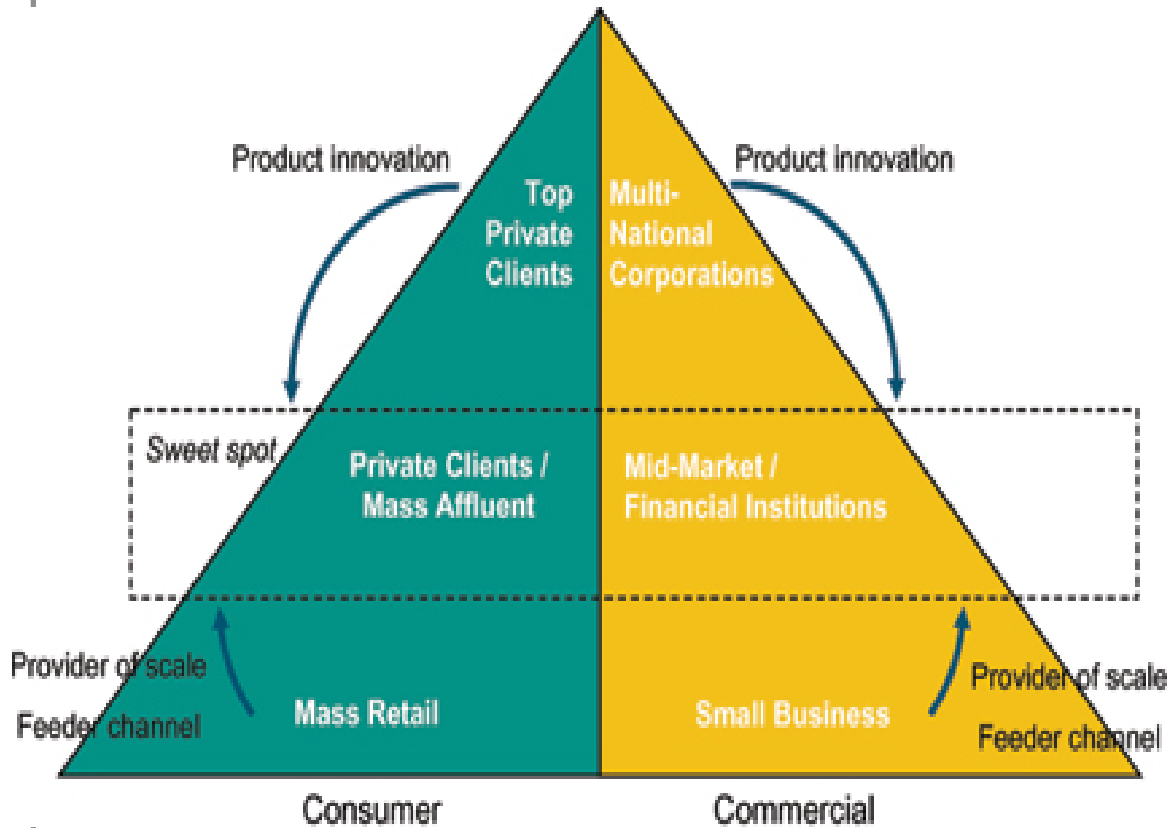
September 8, 2006

History of ABN AMRO

- On 29 March 1824, King Willem I issued a royal decree creating the Nederlandsche Handel-Maatschappij (NHM) with the aim of reviving trade between the Netherlands and the Dutch East Indies.
- In 1964, NHM merged with De Twentsche Bank to form Algemene Bank Nederland (ABN) while Amsterdamsche Bank and Rotterdamsche Bank joined to become Amsterdam-Rotterdam (Amro) Bank.
- In 1991, these two banks merged as ABN AMRO.



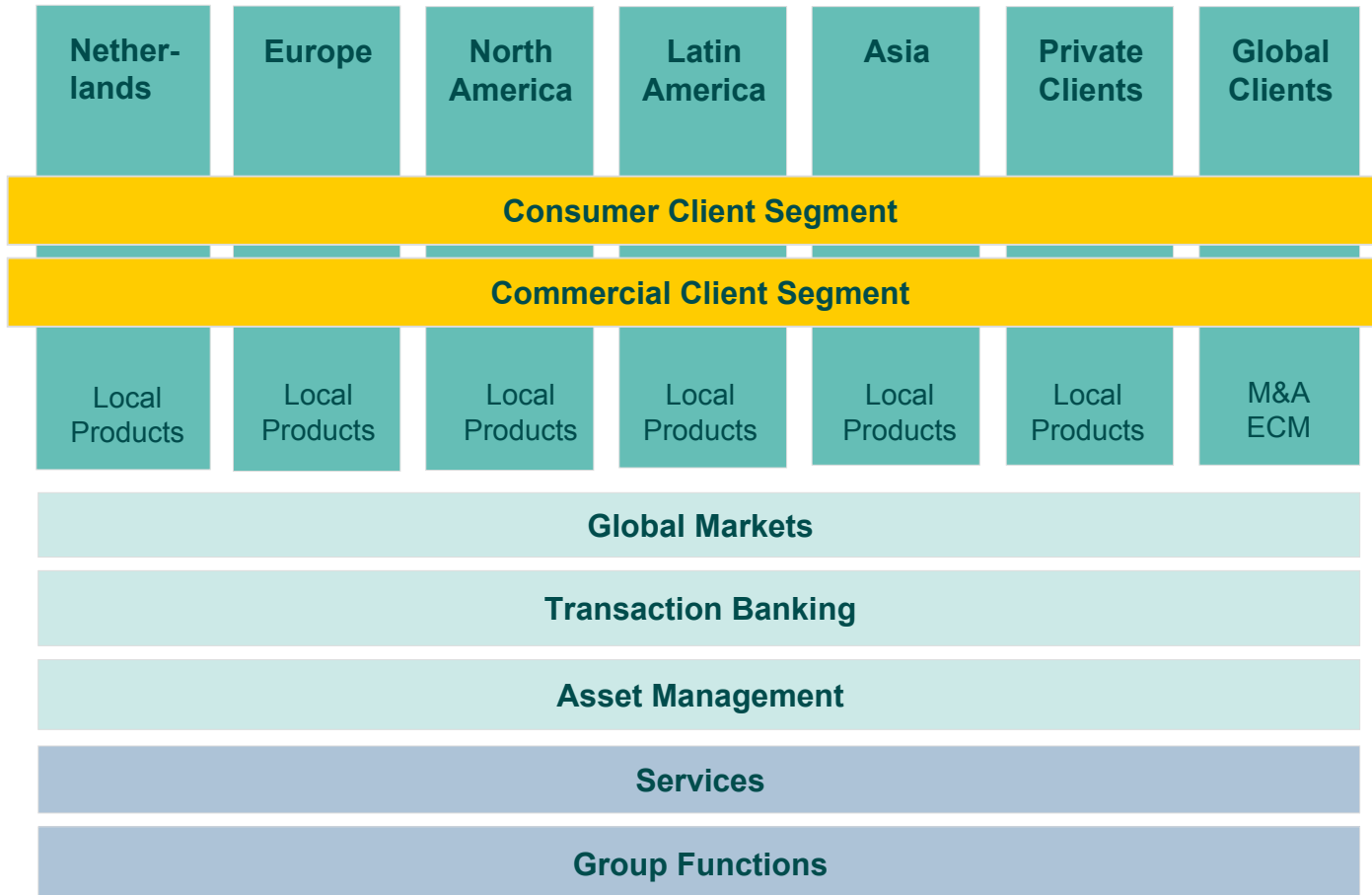
Focus on sweet spot will lead to profitable revenue



Clients in our other segments are essential to providing sufficient scale and ensuring product innovation.

The success of our focus on the mid-market depends on our continuing presence at the top end of the market and the mass-market segment.

Organisation ABN AMRO



In retrospect

April 2005

- “An issue Management department will be set up within Corporate Communications. Issue Management will focus on the protection of ABN AMRO's reputation, by (pro-)actively preventing an issue from becoming a crisis... .. Issue Management will work in partnership with the businesses, Group Sustainable Development, the Public Affairs department, as well as Press Relations...”

October 2005

- “To be able to identify, analyze and prioritize issues in an appropriate way, it's essential to understand - or even better, to be part of - the markets and business involved. I therefore would like to ask you to appoint someone from your staff to act as my counterpart within your organization.”

In retrospect

January 2006

- “It’s with great pleasure that I herewith present to you the first edition of the ABN AMRO Issue Book.”

April 2006

- Issue Management Conference

July 2006

- Third edition Issue Book, first one ‘new style’

Reporting issues

Issue Book

- 4 times per year
- Most important issues
- All reported issues
- Distributed to senior management

The network

Issue managers appointed

- At Group level
- Per BU
- Counterparts within other functions like:
 - Legal
 - Compliance
 - Risk Management
 - Sustainable Development

In Practice

Challenges

- Cultural differences
 - Willingness to share
 - How to deal with your reputation
- Legal systems
 - Highly legalistic societies vs ‘consensus societies’
- One Bank. No Boundaries (The Matrix)
 - Group interest vs BU interest
- Territorial instinct
 - Risk, Compliance and Sustainable Development

In Practice

Our Way of Working

- Focus on trends instead of single incidents
- Stakeholder mapping
- Monthly bilaterals, quarterly network meetings (calls)
- Multi-stage reporting
- Business remains responsible as long as possible on a local level, commitment of local management
- Cross BU issues managed globally
 - Group IM maintains the network
 - Group IM manages Group Issues

Examples

Islamic Banking

Over indebtedness

Slavery

Avian Flu

As early as possible

Threats as well as opportunities

Before it enters the mainstream-media

Stakeholder mapping

New Media

New ?? media

Global Internet Issue Landscape

- Regularly scanning irregular media
 - Websites of targeted audiences
 - Newsgroups and discussion boards
 - Blogs
 - Mailing lists

Difference with the 'old' media

- Speed
- Emotional
- The potential of N=1

Impact on the perception of our stakeholders towards US...

... because Issue management is all about perception

