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FOREWORD

Dear All,

I'm sure you remember one of the highlights of this summer: an orange stadium floating on the Hofvijver in The Hague. How could anyone forget? Images from the finals of the 2015 Beach Volleyball World Championship were broadcasted all over the world. It was a project that Dutch companies played a big part in. Think of the Tour de France also. At the finish line of each stage, two special mobile units were built for race reporters – again, with the involvement of Dutch companies.

During a sporting event, the focus is on the performance of the top-level athletes, naturally. After all, they've trained hard for it with the support of many people: family, friends, coaches and medical staff. They've benefited from the best sports facilities. And as a result the performance of our elite athletes inspires everyone, and inspiration often turns into sporting participation. Everyone has their own level of course – exercise is also about having fun and staying healthy.

The year 2016 will be another great Olympic year, with the Games in Rio de Janeiro, Brazil. That will be a great occasion for athletes and fans alike. In the Netherlands, we also take pride in putting on attractive sporting occasions – events that are hosted in great locations with good visibility and easy access. We will see a great example of this expertise at the 2016 European Athletics Championships in Amsterdam. One exciting innovation is the decision to hold the javelin heats at the Rijksmuseum, right in the centre of the city. There will also be fringe events, including a schools' tournament where young people will experience the power of sport for themselves. The social value of this kind of activity is immense.

It is also a good example of what can be achieved with cooperation between a large number of stakeholders. That includes the cities of Amsterdam, The Hague, Eindhoven, Rotterdam and Utrecht, the Ministry of Health, Welfare and Sport, the sports umbrella organisation NOC*NSF, and the Netherlands Board of Tourism and Conventions. The website www.holland.com will also be putting its weight behind the event from early 2016. Sharing knowledge, supporting one another and showcasing Dutch expertise in hosting sporting events. That's what it's all about.

Sports events offer great opportunities not just for the wider sports and leisure industry, but also for government and the business community of the Netherlands. It is exciting that Orange Sports Forum is issuing this second edition, allowing Dutch companies to present themselves. I sincerely hope that it will lead to some great trade opportunities and even more fantastic events to inspire athletes and spectators alike.

Edith Schippers

Minister of Health, Welfare and Sport



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FOREWORD OSF

Dear reader,

We are proud to present the 2016 Holland Sports & Industry Yearbook. Once again, we have issued it in Dutch, English and digitally.

A copy of our yearbook will be sent to all foreign embassies and consulates in the Netherlands, and to all Dutch consulates and embassies abroad. Furthermore the yearbook will be received by all members of the Orange Sports Forum, major municipalities, ministries, sports federations and last but not least our international athletes.

This makes it an interesting and important reference guide for the sports industry at a national and international level. It will give our readers a good idea of the enormous diversity of the Orange Sports Forum (OSF) members, Dutch sports and the Dutch sports industry in general.

The year 2015 was a fantastic year for Dutch sports, with superb results of our F1 rookie Max Verstappen, sprinters Dafne Schippers and Marlou van Rhijn, the Dutch dressage and jumping riders, the national men's hockey team and many others.

In 2015 the OSF network grew steadily. Meanwhile it is comprised of more than 300 sports-related organisations, ranging from public authorities to private companies and sports federations. This year a total of 13 member meetings were organised of which you will find a short resume in this yearbook.

OSF celebrated its fifth anniversary in 2015 and managed to expand its international network, with new partners in India, China and Qatar.

We thank our members and endorsement partners for their trust and are confident that we will be able to support and represent them worldwide in an excellent way in 2016.

Enjoy reading!

Marcel de Rooij

Chairman Orange Sports Forum Foundation



Board of OSF, left to right: Camil Smeulders, Hans Bakker, Marcel de Rooij (chairman), Ronald Kramer, Rick Slegers and John van de Laar



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Yearbook Holland Sports & Industry is a publication of OSF in cooperation with Hazenberg Hoefsloot

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(Hazenberg Hoefsloot)

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Coverphoto Ronald Hoogendoorn

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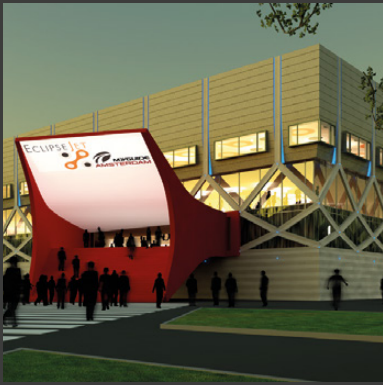
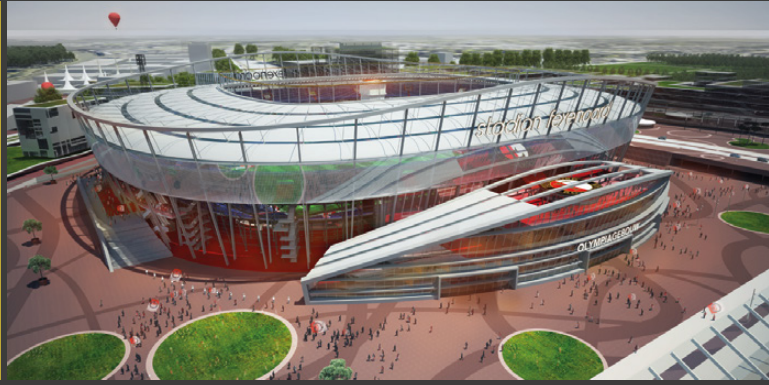
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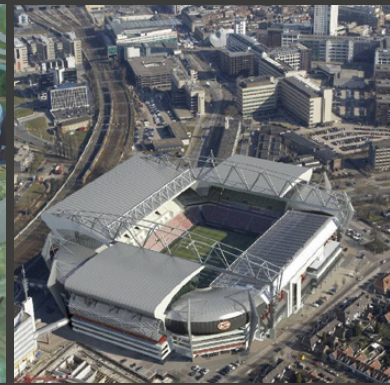
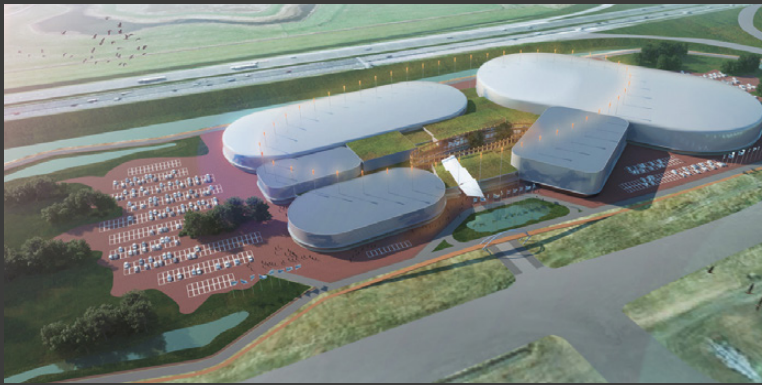
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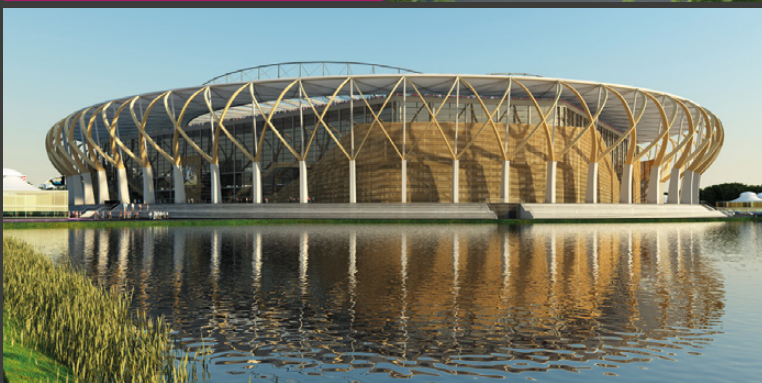
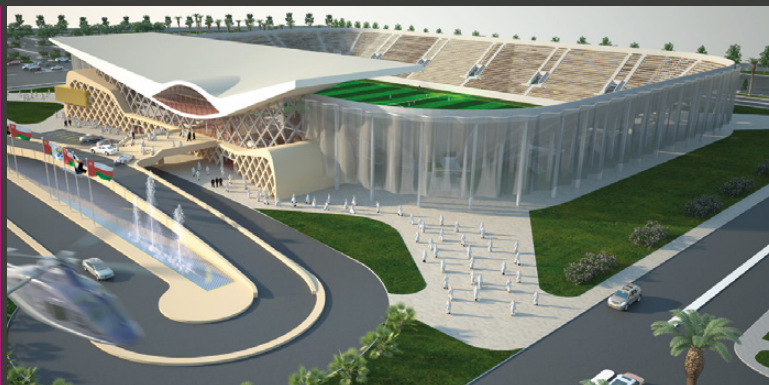
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Dafne Schippers sprints from one extraordinary year to another...

SPRINTER WANTS TO SHINE

AGAIN AT THE EC IN AMSTERDAM

Dafne Schippers has had a very special year and is about to experience another one. The 23-year-old athlete won the gold medal for the women's 200 metres at the World Championships in Beijing, and silver for the women's 100 metres. For many sports fans, this has increased their level of interest in the 2016 European Athletics Championships in Amsterdam (6 - 10 July) and in the 2016 Olympic Games in Rio.

Schippers' success in Beijing was not a matter of luck. In August 2014, she made her name as a sprinter by winning both the women's 100 metres and 200 metres at the European Championship in Zurich.



For the first time in 52 years, the Dutch national anthem *Wilhelmus* was played at a European athletics championship. Once again, the Netherlands are a major player, and it is thanks to this jovial young sprinter (and heptathlete) that we have re-joined the ranks of the world's best. Next summer, Schippers (23) will do it again, but this time in her home country.

Who did you measure yourself against when you started athletics at age 9? Who was your inspiration, in the Netherlands or abroad?

'I never really had an example, but when I first trained with the junior national team at Papendal - I was 16 at the time - heptathlete Karin Ruckstuhl was also there. I thought that looked fun and interesting.'

Do you think the Netherlands is becoming more enthusiastic and interested in athletics due to your success and that of others?

'Absolutely. I can tell athletics is becoming more and more popular in the Netherlands. We currently have more heroes who perform well at international level. We get more and more coverage in newspapers and can be seen and heard frequently on TV and radio. You can tell that, as a country, we are starting to play a more important role in a sport that is huge everywhere in the world. That is an interesting development.'

As a face of Dutch athletics, do you play an active role in promoting the sport among young Dutch people?

'I think the best way to appeal to young people is by performing well. If you win, you become a hero to children, and they want to do athletics too. It just happens automatically. But I do give workshops as well.'

Are you affected by the atmosphere when you compete?

'Yes, I have to say that it matters greatly to me where I run. I like running in packed stadiums with enthusiastic crowds - I just love it. It gives you so much positive energy. Of course, you don't let yourself get too distracted by the environment during the race itself - I don't really hear what the people are shouting and I usually only see the banners after the race - but an excited crowd can sometimes really make the difference. I often have a brief moment with my family if they are in the stands. It might only be a quick glance, but I always know where to find them, even in a stadium filled with 80,000 spectators.'

This year you have definitely stepped out into the spotlight in the Netherlands, and maybe even abroad. How does that feel?

'I do get recognised in the street by people, and I'm asked for photographs and autographs more

often. I enjoy it, really, but it took some getting used to at the start. Sometimes there's hardly any time for things like seeing your parents after a victory. I just think it's funny when I see two people grabbing each other and looking in my direction - as if I wouldn't notice that, haha. I consider it a positive thing.'

The European Championships in Amsterdam starts barely a month before the Olympic Games. Is that a good thing?

'I think the championships are the ideal preparation - an important race in the build-up to Rio. By then, I hope to really have my form. So, yes, I think the 2016 EC Athletics will be a great stepping stone.'

Source: EK Magazine (Koen van der Velden)



Location Museumplein where the qualification rounds for javelin and discus throw will be held

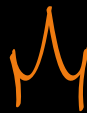






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Dutch Skating Association
recruits talent with
their Regional Talent Centers

ON THE LOOKOUT FOR A NEW STAR

When you think of skating, you most probably think of long track skating. Which makes sense, because this is where the Netherlands have dominated the victory stand for many years now. However, due to the successes of the national short track team over the past years, this skating discipline is gaining more and more attention. There is currently a Dutch short track team that is strong enough to be competitive in the international field, with stars such as Sjinkie Knegt and Jorien ter Mors. But what is the story with newcomers?

Regarding the development of new talent, there is much to be done in short track as compared to long track speed skating. Good coaching, training hours and facilities, plus links with schools are all required.

It is important that the talented youngsters receive proper guidance at Regional Talent Centres (RTC), as it takes at least 8 years to move from beginner to winner.

At this moment, the KNSB (Royal Dutch Skating Federation) is focusing on regional recruitment programmes – something that is common to all federations. In 2014, RTC 'Noord' and RTC 'Noord-West' were officially certified by the KNSB as talent centers. RTC 'Oost' joined them this year, and the expectation is that several more RTCs will follow next year. According to Hugo Ouwehand, short track promoter at RTC 'Noord-West', this is a big step in the right direction. "We try to guide talented youngsters as well as possible at the RTC, and we also involve talented skaters from the provinces of Noord Brabant and Utrecht. The RTC takes steps to provide them with

proper guidance too. That is why Wilma Boomstra, the short track trainer at RTC 'Noord-West', will be visiting the skating academy in Tilburg, where many talented youngsters from the region receive training. It helps if we can reduce the amount of travel the young people have to do."

Multi-disciplinary skating matches

"We organise multi-disciplinary skating matches to bring more and more youngsters into contact with short track. Skating rinks have picked up on this," says Ouwehand. "The short track experience is there for the taking. All you have to do is join us at training."

Emiel Kluin, RTC Programme Manager and responsible for Talent Development at the KNSB, is of the opinion that ice rinks and clubs could take it all one step further. "Young people who join a skating club should first practice all skating disciplines. This will enable them to choose that section of the skating sport for which they have the most talent and which skating discipline appeals to them most. In this way you create better long track skaters and an increased inflow of talents in other disciplines, such as short track and inline skating.



Short track discipline manager Wilf O'Reilly emphasises that we are heading in the right direction, and that a solid long-term plan is in place. "You cannot change the Dutch long track culture in one go, nor should you want to. The biggest step forward is that long track coaches no longer see short track as something that will have a 'bad' influence on the development of the youngsters. What we would like to have are multi-disciplinary RTCs where both long track and short track trainers come together and are able to strengthen one another. That would be great for the long track talent, because there is a lot they could learn from short track technique. A good structure and patience are important factors in short track skating."

"Clubs must be able to handle the inflow of members," O'Reilly explains. "The basics have to be good too. Currently, we can see a healthy growth in short track." This is mostly due, he suggests, to the investment and faith of the main



sponsor, KPN, as well as NOC*NSF and the KNSB. "Combined with the successes of the current

Dutch short track team, this will ensure more media attention and more youth appeal!"

Text Eric de Jager / Photos iSkate

iSKATE: TRANSFERRING KNOWLEDGE

After the Winter Olympics in Sochi, where the Netherlands won 23 long-distance track medals, the calls for 'development aid' were louder than ever before. With more than 10 years of experience in training Dutch skating talent, iSkate took this call to heart. In addition to a flourishing skating academy in Groningen and the KNSB accredited Regional Talent Center for the North of the Netherlands, we have top skating teams with several foreign team members and we run training programs in China and Norway.

Some critics fear that the Netherlands will place itself at a disadvantage by allowing foreign athletes and coaches a frequent look behind the Dutch scenes. "That could certainly be the case if we, as Dutch nationals, were to stop striving to improve ourselves. However, the level really goes up when you are pushed by the competition," says Yuri Solinger, founder and General Manager of iSkate. "We saw this happen with sprinting in the Netherlands, where two large teams kept pushing each other. Also previously, when the Americans forced us to change our approach because of the impressive performances of Shani Davis and Chad Hedrick. Moreover, skating can only have a future as a professional and Olympic sport if it enjoys global support."

One thing they do know at iSkate is that no sport can flourish without competition, "which would make it a bit short-sighted not to look beyond your own backyard or your own skating team," says Solinger. iSkate,



with its head office in Groningen, certainly takes excellent care of its backyard and the seven skating teams under its management. The best known team is Team Beslist.nl, which includes Olympic success stories such as Coach Gerard van Velde and the brothers Mulder and Stefan Groothuis. But it also nurtures young and talented skaters like Daidai Ntab, Thomas Krol and Kai Verbij.

Team AfterPay has been up-and-coming recently. This talent team, this year with Annette Gerritsen on board, qualified last year three skaters to the Dutch World Cup team. Floor van den Brandt represented the team at the World Single Distances Speed Skating Championships. The latest team added is Team Koopjesdrogisterij.nl. The team is comprised of some experienced hands, like Jorien Voorhuis, Diane Valkenburg and Linda de Vries, as well as young talents like Peter Groen and trainee Marcel Bosker.

In other words, there is heaps of Dutch talent and truckloads of experience in the Netherlands. They work together and complement each other in a beautiful way. "This is the iSkate

philosophy," says Solinger. "At iSkate, training and top level performance mean more than just learning to skate. iSkate will also give sportsmen and women guidance while they're at school, in their everyday life and in their interaction with sponsors and the media. That, combined with the best trainers in Dutch skating, will give the ideal conditions to perform. "However, Solinger stresses in this case it is key that there is a viable circuit to compete in – preferably crowned by an Olympic qualification. "In the past ten years it has become clear that our philosophy works. So why keep everything to yourself? That is so short-sighted. The sport will obviously benefit from a professional and efficient approach. But let's not forget that sport does not work like a business. In sport, a monopoly is the beginning of the end. Without competition, without tension and excitement, there would, in the end, be no reason at all to watch a sporting event. And there would be no reason for athletes to improve themselves either."

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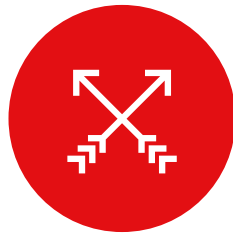
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SPORT: AN AID TO DIPLOMACY AND POLITICS

Her personal hero is Marco van Basten and she claims that her job at the Ministry of Foreign Affairs is the best in the world. As a policy worker in the International Enterprise Department, Eva Kernkamp is responsible for international sports policy: "I connect sport to economic and social opportunities abroad."



King Willem-Alexander and Queen Máxima, together with Edwin van der Sar of Ajax in China

"Our role is to make policy and to structure instruments such as subsidies and calls", explained Kernkamp. "The government serves the economic interests of Dutch businesses located abroad. Sport is a great way of making politics and diplomacy more accessible. A good example would be the Sport for Development programme. It is a collaboration between NGOs, science institutes and public and private companies, with the aim of strengthening communities in problem areas through sport. For instance, sports fields can be equipped in places where Dutch businesses play an important role. The same goes for the Light Up Your World programme - a collaboration between Philips and the Royal Dutch Football Federation. Not only do they illuminate the fields using LED lighting, they also provide the local community with lighting. The activities that spring from the sports field work also serve an economic purpose. The day literally becomes longer, so those learning to read and write at schools will benefit, and the same applies to businesses. In this way, a sports field can serve multiple interests, and provide links with the trade agenda and issues such as clean drinking water, health and solar energy. The combination of sport and business does actually work."

"Sport can be appealing in other ways – for example in relation to trade missions. Because of their experience and professional eminence, Guus Hiddink in South Korea and Van Hooijdonk in Turkey have connections within those countries that extend far beyond politics, diplomacy and the economy. This can strengthen trade

relations. In countries such as India and Kazakhstan, a trade mission can create links between economic activity and social or sports activities, as well as sports infrastructure – meaning everything around a football stadium – the organisational side of sport, training and recreation. In this way, SMEs can play a role in trade missions and economic diplomacy. The Dutch business world has a lot to offer in this regard."

"Holland Branding is an important part of economic diplomacy and trade relations. We want to firmly establish the Sustainable Urban Delta theme concept, which is a comprehensive marketing programme encompassing everything the Netherlands stands for. Delta refers to our knowledge and expertise with water. Sustainable refers to the smart cities we are building, and to our food, water and logistics practices. I would also like to reflect this through sport. We are good at sport, we know how to build the stadiums and the surrounding infrastructure. You name it, we can do it. We are good at organising sports, sports training, we know what recreational sport entails. There are clubs and sports fields throughout the country that link into economic objectives and Holland Branding. And when I talk about Holland Branding, I'm not referring to the traditional cheese girls, treacle waffles and tulips. No, I'm talking



Lilianne Ploumen, Minister for Foreign Trade and Development Cooperation

about sustainability, creativity and innovation. In that sense, I'm done with clogs."



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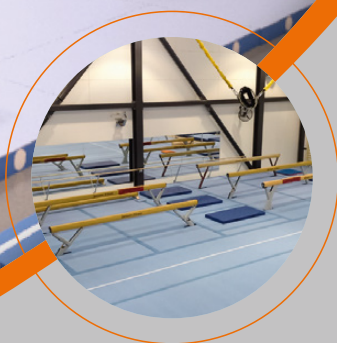
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So, what is Spring all about? Spring is a worldwide solution for any and all types of shipment. Around the world, we provide people who use mail services with the attention they deserve. That means really listening to questions and collecting information from the customer. Spring employees always make sure they have the whole picture before they take action. That is what distinguishes us from other providers. Listening is the basis of everything we do. What kind of information do we usually need? Obviously we need to know the destination, but also the dimen-

sions of the parcel, how many items there are in total and when they need to be delivered. Spring will fully discuss all these issues so that they can provide excellent service. We understand our customers and enjoy doing our utmost to help them.

In addition to listening and understanding the customer's needs, here at Spring we pride ourselves on bringing a personal touch. For example, we try to find inspiring and creative ways of responding to the many different questions we receive. We also make a point

of living up to our promises. This personal way of doing business is only possible through direct contact with the customer. Popping a letter into a letterbox is definitely a thing of the past. The arrival of the Internet and online retailers has given mail delivery a completely new dimension, and Spring has risen to the challenge. Our service now encompasses shipping, packaging and delivery of items with diverse sizes, shapes, weights and handling requirements. The keyword is delivery – from A to B, and then back when necessary, every single day. Because Spring is up for it!



GOLF IS.... "MORE"!

Golf is much more than a sport, "experience", a way of living! Outside, nature/natural, enjoyment and athletic atmosphere. From a historic perspective, the Netherlands has a long tradition of playing golf as a sport. But the Scottish have appropriated the name "The Home of Golf", which is extremely smart from a marketing point of view!

Golf in the Netherlands is a sport that is now accessible to everybody.



In 1914, the Dutch Golf committee was founded to further the interests of golf. Nowadays, there are 276 golf courses in the Netherlands. Golfers are members of the Dutch Golf Federation, the NVG Dutch Organisation of Golf course accommodations, Organisations with golfers without a home course and another large group of free golfers who have not yet registered. This brings the total to 380,000 golfers, "practitioners".

Golf courses are created and fitted into the landscape. Dunes and the higher sandy grounds are a perfect place to play golf, where the grass grows and the accessibility is good. Now they are created at places in our very divers landscapes: The Southern hills, in polders, in the river area, on agricultural land and in the heaths and forests. In comparison, there are a lot of golf courses in the varied country of the Netherlands. From the capital of Amsterdam, it is possible to reach all corners of the country within 2 ½ hours. Almost

all golf courses can be played and enjoyed. A number of golf courses don't allow greenfee players because of policy and exclusivity.

"Unique", with enormous variation

(inter)nationally, our tiny country has already been put on the athletic golf map with some 5 golf courses that are even in the Top 10 of the high ranking of the Top 100 golf courses in Europe. There are many golf courses in a radius of 50 kilometres around Amsterdam and also High Ranked International Golf Courses. You can also visit "Burgundian Maastricht", with more than 15 golf courses in close proximity! The Netherlands is a very attractive destination for tourists who want to play golf during their stay. Apart from sports, there are many other possibilities to enjoy: remarkable cities, art and exhibitions, the coast, stunning nature in the national parks and estates, special elements like the "Keukenhof", the Delta Works, the "Afsluitdijk" with an extra special experience of playing golf on the Frisian Islands.

Globally, the variation of golf (courses) is even larger with real 'wow effects', special terrains when it comes to sight and landscape, in large cities and with special "Lifetime experiences".

In the Netherlands, golf talents are trained in a broad and varied programme. Selections of Seniors, Oranje, Jong Oranje, Oranje B and Oranje C are trained individually and as a team. A specialised professional team with at least a swing and mental coach and a physical trainer works with programmes in order to improve technique and technical aspects of the game. The goal is to win national and international competitions, as individuals and as a team! Unique within the golf sport is the difference between the amateur and professional status. There is a large difference with regard to the applicable rules and the financial merits. The amateur plays golf for different values, relatively little prize money and "honour" while professionals (male and female) sometimes play for millions of euros in prize money.



During Rio 2016, golf will return to the Olympic podium. This doesn't revolve around the "big bucks", but the honour of becoming "Olympic champion"! Let's see if we can win a medal on the newly created golf course! It will be an inspiration for the young golfers to score in Tokyo 2020.

Golf is also called the "Fairest" sport. You make your own score, every shot counts and there is no jury. Golf is a "cool" sport, where you can "play", "practice" and "experience" with others. Everybody plays at their own level and it's accessible to "young and old alike". Go play golf and have fun!



FEYENOORD, PARTNER IN PROGRESS



In the Netherlands, Feyenoord is known as the club of the people. Our youth development program, the Feyenoord Academy, is one of the finest football academies in the world having produced more players than any other club for the 2014 FIFA World Cup.

We aim to provide young football players around the globe with a window of opportunity: the chance to show off their talent, to learn more about the beautiful game of football and to interact with both their peers and our qualified Feyenoord coaches. Similarly we want to contribute to the progress of football worldwide: by sharing our knowledge and expertise with coaches everywhere. We believe in delivering a fun and quality learning experience for participants in any of our international programs and where possible, in providing potentially life changing experiences and opportunities. That's Feyenoord! Over the past years Feyenoord has engaged in

activities to contribute to the progress of football worldwide. We have been active in/with the USA, Canada, the Caribbean, India, South Africa, Poland, Spain, Nigeria, Kazakhstan, the United Kingdom, Japan, New Zealand and Australia.

What Feyenoord is able to offer:

- Comprehensive meaningful partnership
- Fully serviced European football experience trips for teams
- Economic model in order to capitalize on youth player development
- Player development programs
- Coaching development programs

- Training camps for elite teams
- Scouting events
- Clinics and soccer schools
- Summer Camps





Passion for sport

Rotterdam is a city you have to experience for yourself. It is a young, dynamic, international city with a passionately beating heart. The city keeps reinventing itself at a rapid pace, redefining and expanding its already impressive skyline every time you visit and presenting new sports events to surprise and delight.

Besides top class sports events and clubs, thousands of people in Rotterdam train at least once a week in or at one of 400 sports clubs. Sports clubs that contribute to their social environment by means of special activities on safety, education, health and participation.

The city has high ambitions and keeps working on an optimal sports climate.

2016

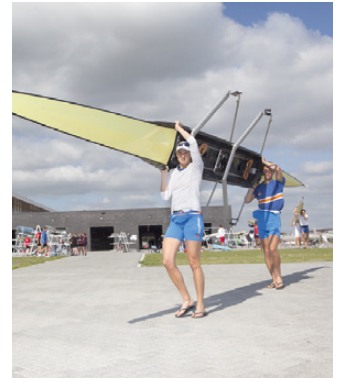
08/02 - 14/02
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10/04
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Royal Dutch Swimming Federation (KNZB)

SWIMMING IS HEALTHY,

FOR YOUNG AND OLD ALIKE

Erik van Heijningen, chairman of the KNZB, has a resume with positions in local politics, at the Council of State and as a prosecutor in Rotterdam. In addition, he has been the chairman of the Royal Dutch Swimming Union (KNZB) since 2001. He is married and has three children. "A busy life takes proper planning and healthy living. Swimming is healthy!"

"I was a fanatic football player at a high amateur level until I was nineteen. I used to swim laps to recover, which is how I ended up playing water polo. I moved to Dordrecht in 1994 and started playing water polo at swimming club Merwede. I soon became chairman and contributed to the merger with swimming club Nautilus. After I became the city council member of Finance in Dordrecht and no longer held the position of chairman, I was approached for the board of the KNZB. After several meetings, I became KNZB chairman in 2001.

In addition to my paid job, I spend a lot of time on this executive position. It's a serious additional job for me. And yes, with a family of three it's a way of life. I have to plan everything well and am a strong advocate of working as efficiently and effectively as possible. I also promote that at the KNZB. Here in the Netherlands, swimming belongs to the absolute top. There is a long tradition of competitive swimming. And we are exceptionally good at it. In a country surrounded by water, we all recognise the importance of a swimming certificate. But that doesn't mean we can rest on our laurels as a swimming union.

Professionalisation

Swimming has become considerably more professional. The differences swimming have become smaller and smaller, up to a difference of one hundredth of a second or the length of a hand on the 25 kilometre distance. Which is no difference at all. We excel at the short

distances. History proves that the Dutch women are stronger than the men. Male Dutch water polo is luckily on the rise again, thanks to the initiative taken by the people in water polo themselves. The synchronised swimmers and the competitive divers have to work extremely hard to get to the top. In short: we are at the top when it comes to swimming. But we do have weak spots and we have to continue the professionalisation, both in technique and organisation.

Events

Last decade we started to organise large events in the Netherlands. The European Aquatics Championships of 2008 were held in Eindhoven. Since then, more and more international events are staged in the Netherlands. Apart from that, we can also score points with the way we organise our business, projects and events here in the Netherlands. That also makes organised swimming a beautiful export product.





Organising as an export product

While abroad, I also learned that meetings are held a lot differently than in the Netherlands. In the Netherlands we have a culture of debating that has room for reactions. In other countries, the chairman usually has the floor and the rest keeps quiet. That results in unhealthy organisations which makes cooperation difficult. When you realise that things get discussed outside of meetings instead of during meetings, something is wrong. Few people are actually participating. This is the unhealthy situation I encountered at the European swimming association LEN. I think people from the Netherlands can contribute to a new meeting culture in international sports organisations, for example by showing that there is nothing wrong with responding during a meeting, that it has nothing to do with a lack of respect for the chairman. Transparency is a part of good governance. Slowly but surely, people are starting to realise this. We can only start thinking more seriously about the substantive cooperation at a European level after this is organised properly.

Dutch ambitions

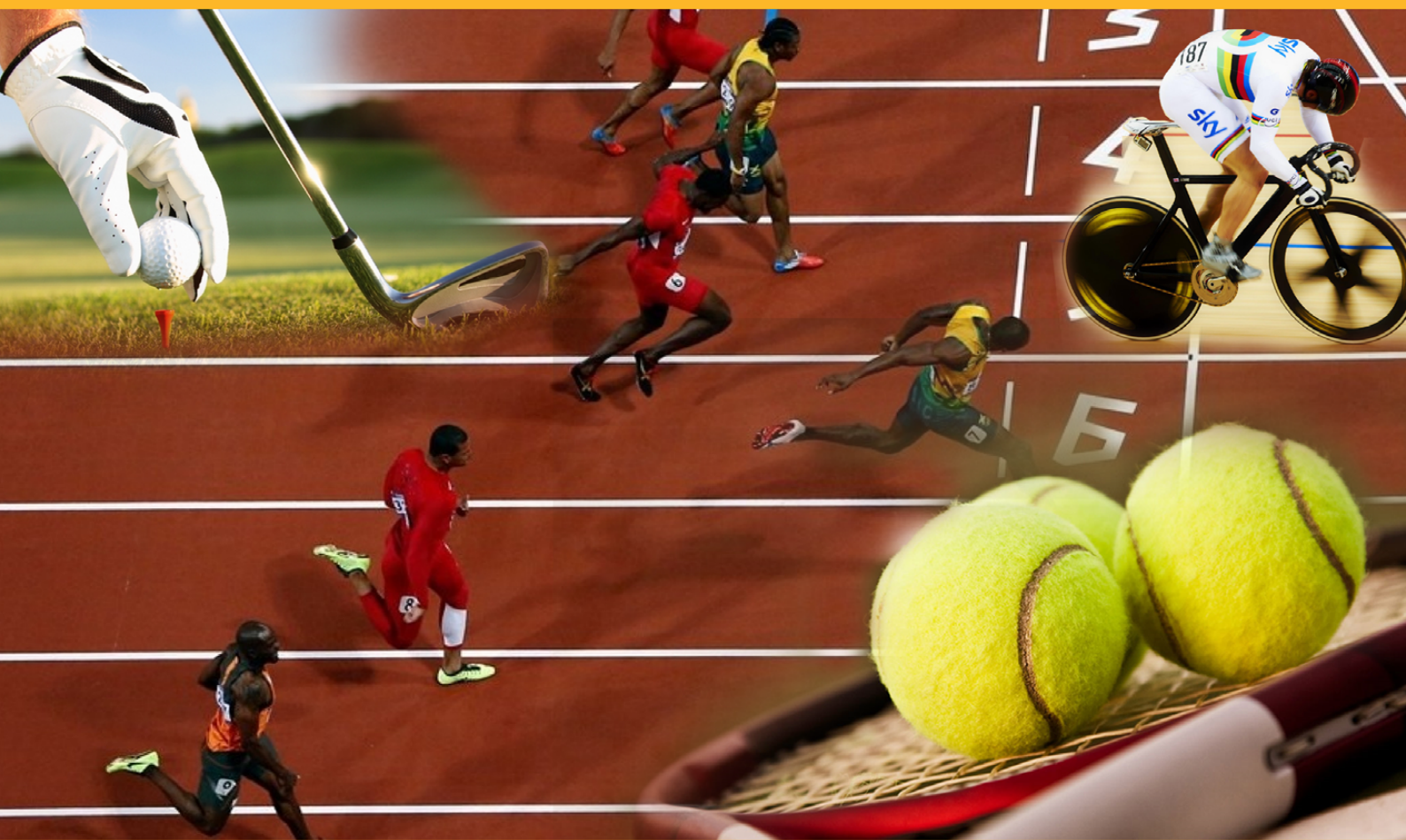
Do we still have ambitions in the Netherlands? Enough! We continue to organise large events. Next year, we are staging the Olympic qualifications for water polo in Gouda. We are also planning the European Championships open water in Hoorn and the European youth championships water polo. In addition to that, we want to further develop swimming lessons and to really put mijnzwemcoach.nl (English: myswimmingcoach.nl) on the map. This way, we publicise that swimming is healthy for everybody, young and old alike. And by developing smart, multifunctional competition pools under the banner of 2521 Just Swimming, we make swimming as accessible as possible for everybody."





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HIGHLIGHTS

DUTCH SOCCER 2015



Luckily the stadiums are crowded, the youth teams are very talented and successful in the international competitions and tournaments, PSV players Memphis Depay and Georginio Wijnaldum earned a transfer to the Premier League, Arjen Robben is still one of the best players in the world and the Dutch women's football teams are closing in to the international top.



And important as well, is the return of Dirk Kuyt to Feyenoord, which makes Feyenoord a serious candidate to win the Dutch national league, for the first time since 1999.



ELF VOETBAL

EEN BLAD MET BALLEEN!



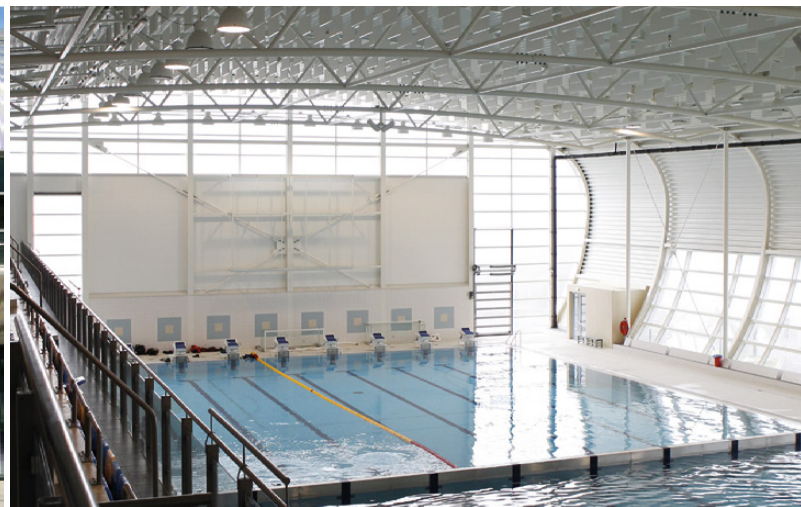
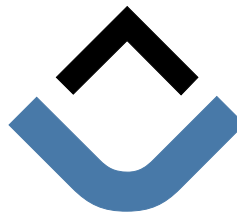
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GET READY –

INDIA IS ON THE WAY UP!

Roelant Oltmans has been a passionate hockey player for fifty-three years. He turned his hobby into his profession. After a successful term as coach of the Dutch Women's and Men's Hockey teams he moved to professional football and joined NAC in Breda. Through the NOC-NSF, he returned to hockey, but this time in India.



During the 2012 Olympic Games in London, Roelant Oltmans was approached by India. He went there for a trial period and was subsequently asked to give new impetus to Indian hockey as their high performance director. He accepted, and is currently the national coach and technical director.

India

"When I was little, Indian hockey was the bees knees", Oltmans told us. "They have lost that status now, and it is my job to put them back there. Currently, India is at number eight in the world rankings, so we are definitely heading in the right direction. I do understand that it will take longer

than a year to achieve this. It is a gradual process, and in my opinion we are not doing badly at all."

"As a country, India is not the easiest of places to cope with. It is hot and there is organised chaos everywhere. At times the language is an issue, but I'm lucky to have a great assistant, an ex-international, whose command of the English language is excellent and who provides highly reliable translation for me. My command of Hindi is almost non-existent. The people here are incredibly hospitable and I've made some great contacts."



"With regard to infrastructure and training, India needs improvement. They don't play on artificial grass here, but mostly on small clay fields. That requires different hockey techniques. In any case, not every town or village has its own hockey field. The nearest field might be 100 kilometres away, in fact. This has a negative impact on performance at competition level. India has no sports culture in terms of clubs. Here, sport takes place in schools and academies. That is why the Indian Hockey Organisation collaborates closely with



schools and academies to give form and structure to hockey. Regarding training, there is much to be done. Coaches are not always up-to-date on training and development. So, yes, there is still plenty to do here!"

The business world

"When I'm in contact with the Dutch business world I really have to watch what I say. Dutch entrepreneurs – for example our artificial grass manufacturers – have good contacts in India.

The problem is that, in India, things revolve around large and lengthy tenders, and it is not always clear to me exactly what the selection criteria are. Obviously, I have an opinion regarding the types of artificial grass that are suitable for India, but my main interest is in establishing appropriate agreements for the maintenance of fields. India is a dusty country, and you could lengthen the life of an artificial grass field substantially by maintaining it properly and regularly. This would be my absolute recommendation to manufacturers. What I also want to avoid, is having my opinion facilitate corruption."

Preview

Indian men's hockey is on the rise. I'm very confident that the national men's team will return to the top of the table. It is a young team – many of the players are between 19 and 22 years old. That means we have to take a long view, because, in a few years' time, they will be older and more developed. So, looking at the Olympic Games in Rio, I won't be expecting a gold medal. But if I look a few years further down the road, the Dutch team had better watch its back! We will be playing at the World Hockey League finals in Raipur at the end of 2015, and, for me, that will be a good calibration point to see where we are."

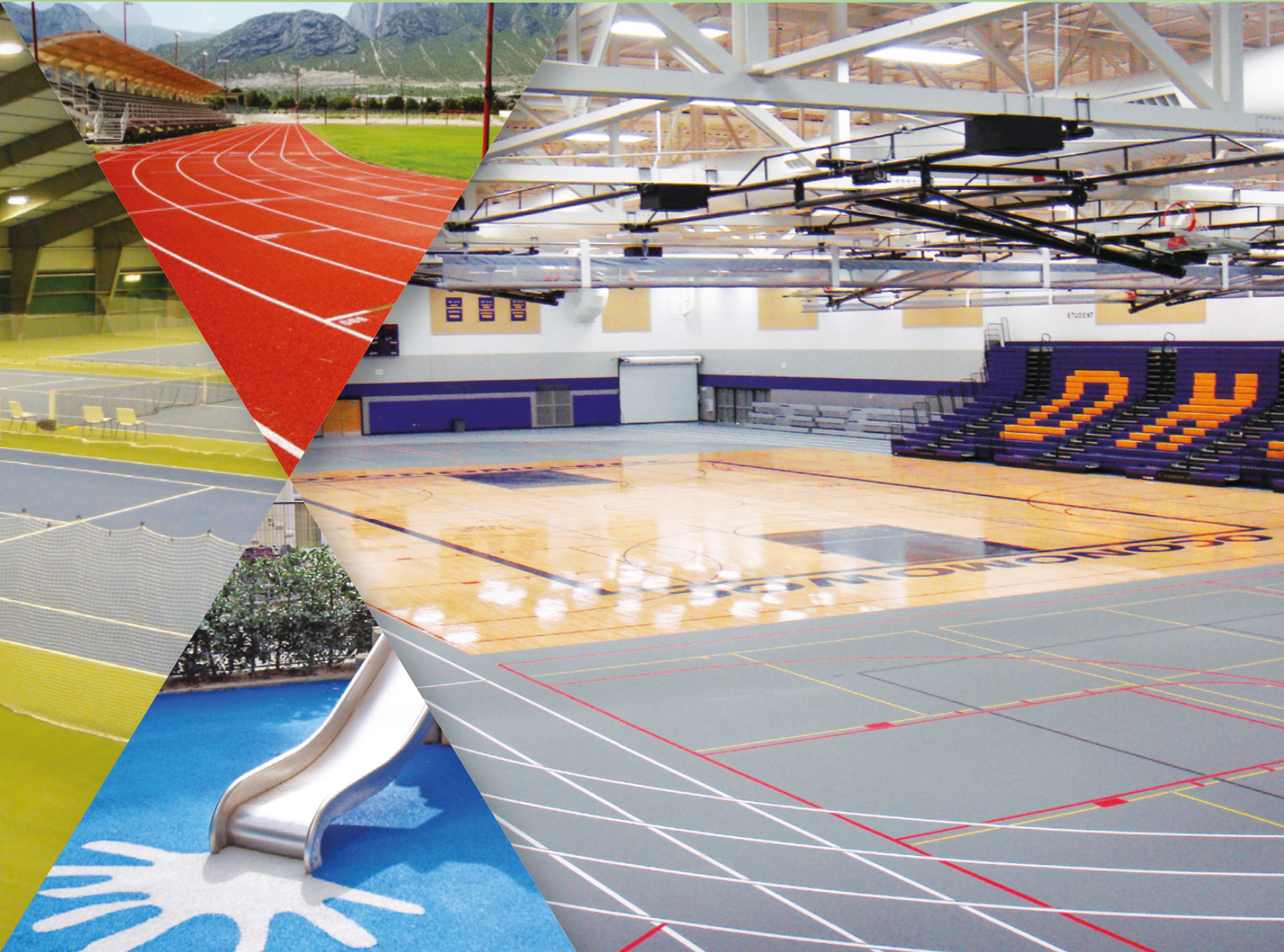


Orange Sports Forum active in India since 2011

Since 2011, Orange Sports Forum is working together with a trusted partner in Mumbai, Walnut Sports & Media (www.walnutsportsmedia.com), managing Director of Walnut Sports & Media is Mr. Anuj Pandey. The contracts with the AIFF (All India Football Federation) were established after mediation by Walnut sports & Media. Also in the master plan that was designed by Mr. Rob Baan (Technical Director AIFF) and Mr. Wim Koevermans (National Coach 2012-2014), Walnut Sports & Media and Orange Sports Forum played an initiating and supporting role.

An important milestones was the opening of the first Indo-Dutch Football Academy in Mumbai in 2013, in the presence of the former Indian Minister of Heavy Industry, Mr. Praful Patel and the Dutch Minister of Sports, Mrs. Edith Schippers. Another highlight was the winning bid of the AIFF for the 2017 WC Football U17 in India. OSF used all its expertise to support the AIFF bid team. The WC will be staged at 6 different cities in India.





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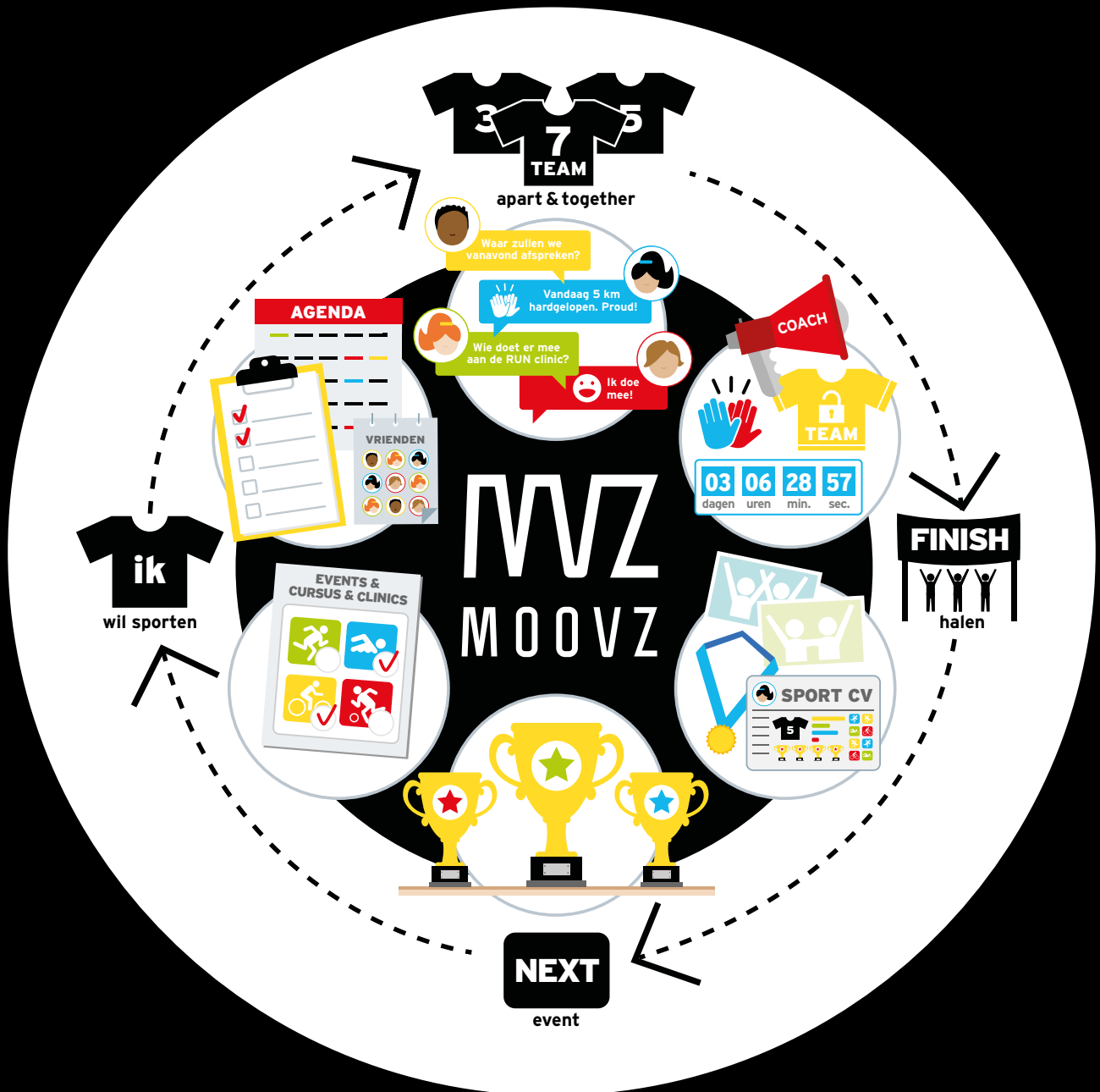
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In this sector entrepreneurs compete primarily on price. Profitz chooses a different approach. They make a scan of your current business and focus on improvement and growth opportunities. They are also experienced in working with startups, from idea to strategy, complete with a financial substantiation.

Profitz relies on expertise, market knowledge and the knowledge that this approach is extremely effective outside the Netherlands in close collaboration with the network of Orange Sports Forum.



THE ECONOMIC PERSPECTIVE OF SPORT HAS A STRONG POSITION WITHIN THE AMSTERDAM UNIVERSITY OF APPLIED SCIENCES.

WITH THE GROWTH OF THE SPORTS INDUSTRY AS A WHOLE, THE ECONOMIC IMPACT OF SPORTS IS ALSO GROWING. WITHIN THE FACULTY ECONOMICS AND BUSINESS OF THE AMSTERDAM UNIVERSITY OF APPLIED SCIENCES, THE BACHELOR SPORTS MARKETING HAS A CONTINUES ATTRACTIVENESS FOR STUDENTS WHO WISH TO PURSUE A CAREER IN THE BUSINESS OF SPORTS.



SPORT MARKETING

As a derivative from Marketing Sales & Trade within the Faculty Economics and Business the bachelor Sport Marketing (SPM) has a strong curriculum to offer to those students seeking career opportunities in the area of sport business, sport marketing, commercial sports and other related business.

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MINOR MARKETING AND MANAGEMENT FOR ORGANIZED SPORTS

The Dutch sports sector is supported by 75 national federations, 26.000 different sport clubs and over 1 million volunteers. Social trends, changing sports and advancing technologies influence the sport

structure. A unique structure worldwide. But can this structure adapt to the current changes of society? This and other relevant issues are topics within the Minor Marketing and Management for organized sports (MMSV).

MINOR THE BUSINESS OF SPORTS AND EVENTS

With a unique combination of positioning students as Jr. Consultants working for real-life clients and a strong up-to-date curriculum with expert lecturers, the Minor the Business of Sports and Events (BSE) has attracted many students from all over the world. This minor gives students and advanced insight in the business of sports and entertainment with a focus on sport events and music events.

THE AMSTERDAM UNIVERSITY OF APPLIED SCIENCES

has over 49.000 students on several locations in Amsterdam. Sport Marketing, Johan Cruyff University, the Minor MMSV and the Minor BSE are open to partnership opportunities contributing to the sports industry as well as the education of future professionals in sports.



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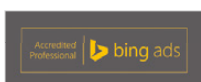
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|  Virtual Medal Table | | | | | |
|---|---|---|---|---|-------|
| R | NOC |  |  |  | Total |
| 1 |  USA | 40 | 24 | 31 | 95 |
| 2 |  CHN | 34 | 29 | 21 | 84 |
| 3 |  RUS | 26 | 21 | 23 | 70 |
| 4 |  GER | 18 | 13 | 16 | 47 |
| 5 |  AUS | 15 | 14 | 9 | 38 |
| 6 |  GBR | 14 | 19 | 14 | 47 |
| 7 |  FRA | 13 | 11 | 14 | 38 |
| 8 |  JPN | 11 | 7 | 20 | 38 |
| 9 |  KOR | 11 | 3 | 10 | 24 |
| 10 |  NZL | 9 | 7 | 7 | 23 |

Last update: 06 OCT 2015

9

Hosts Brazil are predicted to win nine gold medals in Rio, almost twice as many as their current record of five at the 2004 Games in Athens.

34

Netherlands are expected to win 14 medals more than their amount of 20 at London 2012, the biggest increase of all countries since London.

6

Kazakhstan are forecast to win six gold medals in Boxing, the third country to achieve this after Cuba (6 in 1980, 7 in 1992) and United States (7 in 1904, 9 in 1984).

23

New Zealand are set to win 23 medals at the 2016 Games in Rio, beating their current record of 13 medals at the 1988 and 2012 Olympic Games.

About Infostrada Sports

Infostrada Sports manages the world's largest sports database, covering close to 250+ sports worldwide; live and historically. Over the past 20 years a central data platform has been developed in order to centralise in one place and in a single format, the storage of sports results and biographical data of athletes, which can be exchanged through a universal protocol. From this platform Infostrada Sports provides turn-key solutions to clients in professional sports, such as International Federations, National Olympic Committee, Event Organisers and Media Publishers.

OSF EVENTS:

1. Presentation yearbook 2014/2015 at Infostrada Sports Group (December 2014)



André Bolkhuis & Marcel de Rooij



2. OSF meeting at the ISU World Cup Distances Speed Skating (February 2015)



3. World Cup Ambassador Conference, during World Cup Ice Hockey (April 2015)



H.E. Mr. Jonghyun CHOE & Mr. Ruud Vreeman



4. OSF meeting with Topsport Amsterdam at the Ladies Sevens Rugby in Amsterdam (May 2015)



5. Business program with the LFF, including the football match Latvia - the Netherlands (June 2015)



6. WDM, World Dressage Masters in Munich (June 2015)



7. Mission Chad "Sports & Development" with UNICEF, the KNVB worldcoaches, Cordaid and Honorary Consul for Chad in the Netherlands, Solange Domaye (June 2015)



8. EEN Matchmaking event at the Grand Départ, with the Dutch Chamber of Commerce, Netherlands Enterprise Agency, Sports and Technology and InnoSportNL (July 2015)



Dutch Minister of Economic Affairs, Mr. Henk Kamp and his French colleague Mr. Emmanuel Macron

9. Launch Executive MBA Sports Management in Maastricht (August 2015)



John van de Laar, Ger Koopmans, Geert Ruijgrok, Hans van Breukelen & Wim Naudé

10. Workshop Digital Marketing in sports (September 2015)



11. OSF Meeting at Bilderberg Hotel, with a Chinese delegation from Titan Media Group (October 2015)



12. Aspire4Sports in Berlin (October 2015)



Camil Smeulders, Mr. Ali Abdulatif Alimnadh (CEO Al Baida Group, Qatar) & John van de Laar



13. OSF Meeting at the TU Delft – Sports Engineering Institute (October 2015)



Camil Smeulders, Mr. Jerry Chen, Mr. Jeffy Wang, Rick Slegers, Pieter Nieuwenhuis, Mr. Wan Lihua, John van de Laar

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Aon Risico Management

Paalberglaan 2-4, 1105 AG, Amsterdam www.aon.com

APP All Remove

Wijtschotbaan 3, Unit 10, 2900, Schoten (B) www.appallremove.be

Aspire Academy

Aspire Tower, Doha, Qatar www.aspire.qa

Avyna - In- and Outdoor Products

9405 TE, Assen, 7606 JA, Almelo www.avyna.nl

Ballast Nedam

Ringwade 71, 3439 LM, Nieuwegein www.ballast-nedam.nl

BAM Utiliteits Advies

Postbus 54, 3980 CB, Bunnik www.bamutiliteitsbouw.nl

Bilderberg Hotels

Beukenlaan 52, 6871 CL, Renkum www.bilderberg.nl

Busis Group

Postbus 1008, 2280 CA, Rijswijk www.busisgroup.com

Certus Management

Lek 37, 2911 GB, Nieuwekerk a/d IJssel www.home.kpn.nl/bo8er7

Coaches Betaald Voetbal

Postbus 1, 8000 AA, Zwolle www.coachesbv.nl

Commercial Doctor Ltd

30 Upland Road, B29 7JS, Birmingham (GB) www.commercialdoctor.com

Compra

Haagweg 4F10, 2311 AA, Leiden www.compra.nl

Consulates of the Kingdom of the Netherlands

Bezuidenhoutseweg 67, 2594 AC, Den Haag www.government.nl

General Consulate in Hong Kong

3 Harbour Road, Wanchai, Hongkong www.hongkong.nlconsulaat.org

Content4Media

Ossenmarkt 6, 1398 AP, Muiden www.content4media.nl

Coresta Sports

Science Park Eindhoven 5008, 6592 EA, Son www.coresta.nl

Creative Technology Holland

Rucphensebaan 52, 4706 PJ, Roosendaal www.holland.ct-group.com

creazi sportivo

Sint Jacobstraat 19, 1811 BN, Alkmaar www.creazi.nl

Crown Licensing Holding B.V.

Postbus 75800, 1118 ZZ, Amsterdam-Schiphol www.crownlicensing.com

Cruyff Foundation

Olympisch Stadion 5, 1076 DE, Amsterdam www.cruyff-foundation.com

Cruyff Institute

Laan der Hesperiden 118, 1076 DX, Amsterdam www.cruyffinstitute.nl

Datawiresport

Randstad 2250, 1316 BZ Almere www.datawiresport.nl

DAV Producties

Edelgasstraat 58, 2718 TH, Zoetermeer www.dav-producties.nl

DBT HOLLAND

Papehof 24, 1391 BG, Abcoude www.dbt.nl

Descol sports surfaces

Duurstedeweg 7, 7418 CK, Deventer www.descol.nl

Designgoed

Cornelis Ketelstraat 47, 2806 SL, Gouda www.designgoed.com

Desso Sports BV

Postbus 215, 5340 AE, Oss www.dessosports.com

Digifit BV

Achterburgwal 55-1, 1012 DB, Amsterdam www.digifit.eu

Drenthe Runs

De Haar 9, 9405 TE Assen www.TT-run.nl

DRK Interim Management & Consultancy

Kroeskarpelaar 90, 2215 XR, Voorhout www.drk-management.nl

Dutch Cycling Embassy

Trans 3, 3512 JJ, Utrecht www.dutchcycling.nl

Dutch Embassy San José, Costa Rica

P.O. Box 10.285-1000, San José (USA) www.costarica.nlambassade.org

EA Media

Sint Willibrordusstraat 5-II, 1074 XH, Amsterdam www.eamedia.nl

Edak B.V.

Boteyken 309, 3454 PD, De Meern www.edak.nl

Edel Grass B.V.

Fabrieksstraat 13, 8281 BW, Genemuiden www.edelgrass.com

EGG International B.V.

Saturnusstraat 15, 2516 AH, Den Haag www.egghelmets.com

Embassies of the Kingdom of the Netherlands

Bezuidenhoutseweg 67, 2594 AC, Den Haag www.government.nl

Embassy of the Kingdom of the Netherlands in Doha

Al Dafna, Doha www.qatar.nlambassade.org

Embassy of the Kingdom of the Netherlands, Kyiv

Kontraktova Ploshcha 7, 01901, Kiev www.oekraine.nlambassade.org

Embassy of the Netherlands in Brazil

Quadra 801, 70405-900, Brasilia - DF www.brazilie.nlambassade.org

Embassy of the Netherlands in Jordan

Abu Bakr Siraj Al-Din Street 3, Amman www.jordanie.nlambassade.org

Embassy of the Netherlands in Russia

Kalashny Pereulok 6, 115127, Moskou www.rusland.nlambassade.org

Embassy of the Netherlands in the United Kingdom

38 Hyde Park Gate, SW7 5DP, Londen www.verenigdkoninkrijk.nlambassade.org

Embedded Fitness

Kapelweg 11, 5756 AJ, Vierden www.embeddedfitness.nl

Emergomed

G.D.Jordensplein 21, 7417 ZR, Deventer www.emergomed.nl

E-Sites

Reduittlaan 29, 4814 DC Breda www.e-sites.nl

Eurobrasl Ltda.

www.eurobraslcomercio.com.br

Everaert Immigration Lawyers

Udlok 23 1013 MM Amsterdam www.everaert.nl

Exo Ligament B.V.

Molengraafsingel 12, 2629 JD, Delft www.exoligament.com

Export Support

Berkenoord 60, 8172 AW, Vaassen www.exsup.nl

Fagus Projectmanagement & Advies B.V.

Laan van Zuid Hoorn 15, 2289 DC, Rijswijk www.fpma.nl

Fan Engagement

www.fanengagement.nl

Feyenoord Rotterdam

Van Zandvlietplein 3, 3077 AA, Rotterdam www.feyenoord.nl

Flexotels BV

Zessprong 14, 5684 NV, Best www.flexotels.com

Fontys

De Lis mortel 25, 2512 AR Eindhoven www.fontys.nl

FootGolf Holland

Het Jaagpad 16, 3461 HB, Linschoten www.footgolffholland.com

Gemeente Amsterdam

Postbus 202, 1000 AE, Amsterdam www.amsterdam.nl

Gemeente Rotterdam Dienst Sport en Recreatie

Postbus 33100, 3005 EC, Rotterdam www.rotterdam.nl/sportenrecreatie

Glevmo Mobility Management

Graf-Adolf-Platz 15, 40213, Düsseldorf (D) www.glevmo.com

G3 Presents

Sarphatistraat 706, 1018 AV, Amsterdam www.g3presents.com

GetBusyInc

De Moriaan 89, 5688 ER, Oirschot www.getbusyinc.com

Global Dressage Analytics

PO Box 86, 5490 AB, Sint-Oedenrode www.globaldressageanalytics.com

GP Smart Stadium

De Scheper 312, 5688 HP, Oirschot www.gpsmartstadium.com

Grass Valley

Bergschot 69, 4817 PA Breda www.grassvalley.com

Greenfields BV

Nylonstraat 7, 8281 JX, Genemuiden www.greenfiels-kunstgras.nl

Grouve Sports Management Group

Postbus 40, 7468ZG, Enter www.grouve-sport.com

Grupo Eurobrasil / Hollabrazil Ltda.

Lauwers 3, 5032 ZD, Tilburg www.hollabrazil.com.br

Hafkon

Schimmink 18, 5301 KR, Zaltbommel www.hafkon.nl

Han van den Wijngaard Motorsports Consultancy

Dokter Bauerstraat 5, Gorinchem www.linkedin.com/in/hanvandenwijngaard

Happy Idiots

Keizersgracht 2A, 5611 GD Eindhoven www.happyidiots.nl

Hazenberghoefsloot

Esschebaan 25, 5282 JK Boxtel www.hazenberghoefsloot.nl

HEG Consult

Oeverpad 480, 1068 PM Amsterdam www.hegconsult.com

Herculan Sports Surfaces

Postbus 46, 4230 BA, Meerkerk www.herculan.com

Hogeschool van Amsterdam

Postbus 22575, 1100 DB, Amsterdam www.ha.nl

Holland Brazil

Coolsingel 104, 3011 AG Rotterdam www.hollandbrazil.com

Holland Brazil Business Consulting Group

Strawinskylaan 3051, 1077 ZX, Amsterdam www.hollandbrazil.com

Holland Sport Systems B.V.

Industrieweg Noord 6A, 3958 VT, Amerongen www.hollandsportssystem.com

Holland Sports & Industry

www.hollandsportsindustry.com

Hypercube Business Innovation

Kromme Nieuwegracht 11-A, 3512 HC Utrecht www.hypercube.nl

Ice-World International

Weteringpad 7, 3762 EN Soest www.ice-world.com

Impeco Sport & Events Logistics B.V.

Ratio 24, 6921 RW, Duiven www.impeco.nl

INCONTROL Simulation Solutions

Papendorpseweg 77, 3528 BJ, Utrecht www.incontrolsim.com

Indoor Golf Arena

Pedro de Medinalaan 7, 1086 XK, Amsterdam www.indoorgolfarena.eu

Indu-Con BV

Jister 11 9001 XX Grou www.indu-con.com

Infostrada Sports Group

Binnenwal 2, 3432 GH, Nieuwegein www.infostradasports.com

ING Commercial Banking

Postbus 1800, 1000 BV, Amsterdam Zuid-oost www.ingcb.com

Inmotio Object Tracking

Hettenheuvelweg 8, 1101 BN, Amsterdam Zuid-oost www.inmotio.eu

InnoSportNL

Papendallaan 60, 6816 VD, Arnhem www.innosport.nl

Invest Korea

www.investkorea.org

iVentions Event Architects

Paseo de Gracia, 8-10, 1-1, Barcelona www.iventions.com

Janssen - Fritsen

Berkveld 1, 5709AE Helmond www.janssen-fritsen.nl

Kaal Masten BV

Gasstraat Oost 7, 5349 AH, Oss www.kaal.nl

KAEP Sport BV

www.peak-sport.nl

Kienbaum

Kingsfordweg 151, 1043 GR Amsterdam www.kienbaum.nl

KIIP Körösy Import Innovative Products

Dorpsstraat 33, 1657 AA, Abbekerk www.ecotemp.nl

King Of The Rivers

Postbus 1020, 6501 BA, Nijmegen www.stichtingaquarius.nl

KNBLO Wandelsportorganisatie Nederland

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| Kupan b.v. Dames Jolinkweg 46, 7051 DL, Varsseveld KVLO Postbus 398, 3700 AJ, Zeist | www.kupan.com www.kvlo.nl |
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| Learning Solutions De Run 5503, LB, Veldhoven | www.learning-solutions.nl |
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| Leerkotte BV Asveldweg 4-6, 7556 BP Hengelo | www.leerkotte.nl |
| Lerenhardlopen.nl Korenveld 9, 5236 WL, 's-Hertogenbosch | www.lerenhardlopen.nl |
| Lifestylesoft BV Schimminck 1, 5301 KR, Zaltbommel | www.biofit.nl |
| Lighthouse Russia BV Kleine Houtweg 16-B, 2012 CH, Haarlem | www.lighthousegroupe.ru |
| Linsen joins Hamelink Zaanstraat 18, 4534 GK, Terneuzen | www.ljh-mtb.nl |
| Loontjens Biljarts Dam 21, 4331 GE, Middelburg | www.loontjens.com |

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| Maastricht School of Management Endepolsdomein 150, 6229 EP, Maastricht | www.msm.nl |
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| Marree & Dijkhoorn advocaten (attorneys) Zonnehof 31-35, 3811 ND, Amersfoort | www.mend.nl |
| Marvin and Miles Westerdoksdijk 40, 1013 AE, Amsterdam | www.marvinandmiles.com |

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| Match Sport Media Solutions Veldzicht 3, 3454 PW, De Meern | www.match-sms.nl |
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| Mazoun Establishment for General Trading & Contracting P.O. Box 545, 118, Sultanate of Oman | www.mazoun.com |
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| MB Promotions Ekkersrijt 7316, 5692 HH Son | www.mbpromotion.com/ |
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| MBI Beton BV Taylorweg 10, 5466 AE, Veghel | www.mbi.nl |
| Meijer Equestrian Surfaces Industrieweg 18, 7844 NV, Veenoord | www.meijerspb.nl |
| Merford Noise Control bv Franklinweg 8, 4207 HZ, Gorinchem | www.merford.com |

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| Middenduyn Corporate Finance Langestraat 37, 3861 BM Nijkerk | www.middenduyn.nl |
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| Ministry of Foreign Affairs Bezuidenhoutseweg 67, 2594 AC, Den Haag www.rijksoverheid.nl/ministeries/bz | |
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| Ministry of Health, Welfare and Sport Rijnstraat 50, 2515 XP, Den Haag www.rijksoverheid.nl/ministeries/vws | |
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| Ministry of Infrastructure and the Environment Plesmanweg 1-6, 2597 JG Den Haag www.rijksoverheid.nl/ministeries/ienm | |
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| MoederscheimMoonen Architects Weena-Zuid 132, 3012 NC, Rotterdam www.moederscheimmoonen.nl | |
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| MOOVZ Hannoverstraat 11, 7418 BL, Deventer | www.moovz.nl |
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| MP Game Company De Schep 312, 5688 HP, Oirschot | www.mpgamecompany.nl |
| Municipality Haarlemmermeer Raadhuisplein 1, 2132 TZ, Hoofddorp | www.haarlemmermeer.nl |
| NBSO Lyon 55 Place de la Republique, 69002, Lyon (FR) | www.nbso-lyon.nl/fr |
| Nedap Security Management Parallelweg 2, 7174 DC, Groenlo | www.nedapsecurity.com/nl |
| Netherlands Embassy London 38 Hyde Park Gate, London SW7 5DP, Verenigd Koninkrijk www.unitedkingdom.nlembassy.org | |

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| NEK Logistics bv Prestwickweg 26, 1118 LB, Schiphol-Amsterdam www.nekgroup.com | |
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| Netherlands Business Support Office in Nanjing No. 1 Hunan Road, Nanjing, 210009 www.china.nlabassade.org | |
| Netherlands Business Support Office Manchester 129 Deansgate, M3 3WR, Manchester (GB) www.nbso-manchester.co.uk | |
| Netherlands Embassy Berlin Klosterstraße 50, 10179, Berlin (D) | www.duitsland.nlabassade.org |
| Nijha BV Postbus 3, 7240 AA, Lochem | www.nijha.nl |
| NLcoach Wattbaan 31-49, 3439 ML, Nieuwegein | www.nlcoach.nl |

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| NL Kanospel Uburglaan 634-K, 1087 CE, Amsterdam | www.nlkanospel.nl |
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| NOC*NSF Papendallaan 60, 6816 VD, Arnhem | www.nocnsf.nl |
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| Octane Fitness International Rivium Westlaan 15, 2909 LD, Capelle a/d IJssel www.octanefitness.com | |
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| Octatube Rotterdamseweg 200, 2628 AS, Delft | www.octatube.nl |
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| One Million Hockey Legs Koningin Astridboulevard 23, 2202 BJ, Noordwijk aan Zee www.onemillionhockeylegs.com/ | |
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| Online Golf Systems Oranjeboomstraat 9, 4812 EJ, Breda | www.onlinegolfsystems.nl |
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| Orange Sports Forum Torenallee 3, 5617 BA, Eindhoven | www.orangesportsforum.com |
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| Ortec Postbus 490, 2800 AL, Gouda | www.ortec.nl |
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| Paliwigo Hazeleger 74, 5431 HL, Cuijk | www.paliwigo.com |
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| Philips Ekkersrijt 4303 Build HSB, 5692 DJ, Son en Breugel www.lighting.philips.nl | |
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| Pluijms Polsar Klimelementen BV Bieskemaar 3, 9735 AE, Groningen | www.pluijms.com www.polsar.nl |
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| PostNL Prinses Beatrixlaan 23, 2595 AK, Den Haag | www.postnl.nl |
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| Profitz Torenallee 3, 5617 BA Eindhoven | www.pro-fitz.biz |
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| Prolyte Group Industriepark 9, 9351 PA, Leek | www.prolyte.com |
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| PSV Postbus 886, 5600 AW, Eindhoven | www.psv.nl |
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| Randstad Holding Postbus 12600, 1100 AP, Amsterdam | www.randstad.nl |
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| ReadSpeaker Dolderseweg 2A, 3712 BP, Huis ter Heide | www.readspeaker.com |
| Releaz Zeevinde 3-11A, 9738 AM, Groningen | www.releaz.nl |

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| Repucom Nederland B.V. Overschiestraat 182, 1062 XK Amsterdam | www.repucom.com |
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| Rio de Janeiro football Rijksdienst voor Onderneming Nederland Prinses Beatrixlaan 2, 2595 AL Den Haag | www.riofootballtour.com www.rvo.nl |
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| Royal HaskoningDHV Laan 1914, no 35, 3818 EX Amersfoort | www.royalhaskoningdhv.com |
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| S&L Job Solutions Tobias Asserlaan 7, 2662 SB, Bergschenhoek | www.sljobsolutions.nl |
| SABA Dinxperlo Industriestraat 3, 7091 DC, Dinxperlo | www.saba.nl |

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| Schmitz Foam Products Productieweg 6, 6045 JC Roermond | www.schmitzfoam.com |
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| Sidijk BV Pluto 1, 8448 CM, Heerenveen | www.sidijk.com |
| Siebe Terband Catering Concepts bv Koninginneweg 11-13, 1217KP, Hilversum | www.siebe-terbrand.nl |

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| Slangen + Koenis Architects Swammerdamweg 11, 3401 MP, IJsselstein | www.slangenkoenis.nl |
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| Sohar Port and Freezone PO Box 9, Postal Code 327, Sohar, Sultanate of Oman www.soharportandfreezone.com | |
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| Spier & Co. Spierings & Swart Architectenbureau Gestelsestraat 258, 5654 AM, Eindhoven | www.spierandco.com www.spierings-swart.nl |
| Sport & Health Strategy Consultants Berlageplein 38, 2728 EG, Zoetermeer | www.sahsco.com |
| Sport2B J.P. Sweelinksingel 45, 2132 KM, Hoofddorp | www.sport2b.nl |
| SportAan Smitjesland 20, 6663 KH, Nijmegen | www.sportaan.nl |

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| SportBizz Postbus 86, 5490 AB, Sint-Oedenrode | www.sportbizz.nl |
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| Sporters United Rijnkade 192, 1382 GT, Weesp | www.sportersunited.nl |
| Sportivation Mondriaanstraat 15, 5151 WE, Drunen | www.sportivation.nl |
| Sportlegal 9. maja 15, 917 02 Trnava, Slovakia | www.sportlegal.com |

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| Sportlife Management Johan de Wittlaan 12 2517 JR, Den Haag www.sportlifemanagement.com | |
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| Sport-Netwerk.nl Torenallee 3, 5617 BA, Eindhoven | www.sport-netwerk.nl |
| Sports Alliance Nederland bv Seinpoststraat 49, 2586 HB Den Haag | www.sportsalliance.com |

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| Sports and Technology Theo Koomenlaan 7, 5644 HZ, Eindhoven www.sportsandtechnology.com | |
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| Sports Pitch Engineering Anne Aleidalaan 56, 3832 KT, Leusden www.sports-pitch-engineering.com | |
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| Sports Travel & Hospitality Group BV Paavo Nurmipad 4, 1034 WJ, Amsterdam | www.st-hg.nl |
| Sportservice Nederland BV Postbus 338, 2000 AH, Haarlem | www.sportservice.nl |
| SportSquare B.V. Postbus 3322, 1001 AC, Amsterdam | www.sportsquare.com |
| Sportunieek Hemdijk 10, 8601 XH, Sneek | www.sportunieek.com |
| StateCore BV Veldzicht 3, 3454 PW, De Meern | www.statecore.nl |

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| SuperSub Sportbases Produktieweg 52, 2382 PD Zoeterwoude www.supersub-sportbases.com | |
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| svikaworks Tweede Hogerwoerddarsstraat 31, 2023 VK, Haarlem www.svikaworks.nl | |
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| Swedice BV Postbus 1239, 5200 BG, 's-Hertogenbosch | www.swedice.com |
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| The Bridge business innovators Stationsplein 1, 3818 LE, Amersfoort | www.thebridge.nl |
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| The Stadium Consultancy BV Postbus 154, 1400 AD, Bussum | www.stadiumconsultancy.com |
| Tickets.com Polakweg 10, 2288 GG, Rijswijk | www.tickets.com |

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| TLS - BOCA Systems Europe Rochussenstraat 291 B, 3023 DE, Rotterdam | www.tlseurope.com |
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| TMR Sports CREF 5652 P/R5, Florianopolis SC (BR) | www.tmrssports.com |
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| Topsport Limburg Postbus 384, 6130 AJ, Sittard | www.topsportlimburg.nl |
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| Topsport Amsterdam Olympisch Stadion 14, 1076 DE, Amsterdam www.topsport.amsterdam | |
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| TRANSFER Latin Business Consultancy Puntegaalstraat 179, 3024 EB, Rotterdam | www.transfer-lbc.com |
| TRIADA Postbus 56, 8181 EV, Heerde | www.triada.nl |

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| Triple Double Torenallee 3, 5617 BA Eindhoven | www.tripledouble.nl |
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| Twynstra Gudde Stationsplein 1, 3818 LE, Amersfoort | www.twynstragudde.nl |
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| United Postbus 2202, 1200 CE, Hilversum | www.United4all.com |
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| Van den Wall Bake Consult bv Postbus 643, 1200 AP, Hilversum | www.vdwbconsult.nl |
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| Vekoma Schaapweg 18, 6063 BA, Vlodorp | www.vekoma.com |
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| Volans Rowing Molengraafsingel 12, 2629 JD, Delft | www.volansrowing.com |
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| Von Orange Stationdwarweg 49, 7461 AS, Rijssen | www.vonorangesup.com |
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| Wagner Group Postbus 1332, 9701 BH, Groningen | www.wagnergroup.com |
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| World Dressage Masters PO Box 86, 5490 AB, Sint-Oedenrode | www.worlddressagemasters.com |
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| WeDoWow Akkerwinde 38, 6663 GE, Lent | www.wedowow.nl |
| Well Done Cool Down Postbus 526, 8070 AM, Nunspeet | www.welldonesportspa.nl |
| willem4 Postbus 402, 2100 AK, Heemstede | www.willem4.eu |

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| Winning Mood Waterwolf 1, 6681 TH, Bommel | www.winningmood.com |
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| Wittlijn.nl Honderdland 239, 2676 LV, Maasdijk | www.wittlijn.nl |
| Wordwizards Texts & Translations Bonenkruisstraat 38, 3544 CL, Utrecht | www.wordwizards.nl |
| World Tang Soo Do Association 2436 Hanford Road, NC 27215, Burlington www.worldtangsoodo.com | |

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| WTS World Tax Service BV Postbus 19201, 3001 BE, Rotterdam | www.wtsnl.com |
| Yalp Nieuwenkampsmaten 12, 7472 DE, Goor | www.yalp.nl |

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| You.FO Spuistraat 12, 1012 TS, Amsterdam | www.youfo |
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| ZOPFI BV sustainable business development Versantvoortstraat 28C, 5615 AR Eindhoven | www.zopfi.eu |
| Zuyd Hogeschool, opleiding Biometrie Nieuw Eyckholt 300, 6419 DJ, Heerlen | www.zuyd.nl |

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| Zwarts en Jansma architects Postbus 2129, 1000 CC, Amsterdam | www.zja.nl |
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*Eric Metgod, policy advisor at the Municipality of Haarlemmermeer,
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15

THE NEARLY ZERO-ENERGY SPORTS FACILITIES PROJECT

Relatively speaking, a lot of energy is consumed at sports facilities. Of the premises classified as utility buildings in Europe, 4% are sports facilities, but they account for 6% of total energy consumption.

In 2008, the Municipality of Eindhoven expressed their ambition to be energy neutral by 2045. To achieve that, the current municipal climate policy needs to be intensified. There is a need for projects that can yield energy savings and help create a sustainable city.

Within the framework of its climate goals, the Municipality of Eindhoven has already realised various developments in the field of sport. For example, the installation of two bio-power stations at the municipal swimming pool, the introduction of LED lighting at two sports parks and an HCS (Hot Cold Storage) installation at a municipal sports park.

participation by stakeholders such as municipalities, agencies, the business world and operators of sports facilities.

The Lead Partner in this European project is the Municipality of Florence in Italy. The Municipality of Eindhoven is one of the 6 project partners.

The objectives of this project are to build up expertise and to develop a package of measures in the fields of renovation, new technology, energy saving methods and the deployment of alternative energy sources.

This includes the following activities:

- Building up knowledge and awareness of the potential for climate-neutral sports facilities.
- Offering practical and tested technical solutions in the field of energy efficiency and systems for reuse of residual energy.
- Developing systems to monitor and evaluate new technological applications.
- Making long-term recommendations to the relevant policymakers.
- Setting up an intensive communication system to encourage a wide implementation of new technology and systems.

The Municipality of Eindhoven established a steering committee at the start of this year. The committee began cooperating closely with the Orange Sports Forum, the Municipality of Eindhoven, the Eindhoven University of Technology (Energy Technology Dept.) and Avans Hogeschool Tilburg (Environmental Science) also participate in the steering committee.

More information: www.n0esport.eu



Based on the 'Intelligent Energy Europe' programme, which is part of the 'Energy Efficiency and Renewable Energy in Buildings' initiative, the 'Nearly-Zero-Energy Sports Facilities' project, or n0e-sport, was developed. This project develops expertise in energy saving at sports facilities.

There are seven European countries that participate in n0e-sport project. In addition to the Netherlands, Italy, Denmark, Croatia, Cyprus, the United Kingdom and Portugal are also taking part. Collaborating partners include 3 cities and 4 energy agencies.

The use of energy in sports facilities is an important issue in all seven countries. They all have a relatively large number of sports facilities, and greater than average expertise in the field of energy saving measures and renewable energy. In recent years, a large network has been established to enable



LOOKING FOR AN EDGE,

THE DUTCH MAKE A NEW BET

ON INNOVATION IN SPORT

by John Mahnen

When it comes to remarkable performances in sport in the Netherlands, some of the latest highlights have come from the ladies. Dafne Schippers made a big name for herself and country at World Athletics Championships this past summer in Beijing; the Dutch women made a tremendous showing in the recent spectacle that was the European Championship for volleyball and when it comes to soccer, the Dutch women are currently outperforming their male counterparts on the world stage. So it should have come as no surprise that Edith Schippers, the Minister of Health, Welfare and Sport announced a new stimulus for sport innovation in this country.



The Dutch are well known for innovations in agriculture, trade and water management but less so for advancements in sport. What has become apparent over the past decades is that the Dutch punch well above their weight in international athletic endeavors. However, the level of funding for elite sport in the Netherlands has been under pressure, a situation that most likely not improve once the monopoly status of the main benefactor, the Lotto, is lifted. In order to maintain a high level of performance and to gain a competitive advantage, Minister Schippers has decided to double down on the government's bet that Dutch scientists and entrepreneurs can provide tools, training and technology to not only maintain the Dutch edge in the world of sports but also the world of sport innovation.

In fact the Dutch enjoy an accomplished track record when it comes to ingenuity and sports. Perhaps the best known innovation is the Clap Skate. Unlike traditional skates where the blade is rigidly fixed to the boot, clap skates have the blade attached to the boot by a hinge at the front. This allows the blade to stay in contact with the ice longer and therefore the skater is able to transfer the energy from their body more efficiently. The design itself dates from the 19th century, but was re-invented by Gerrit Jan van Ingen Schenau in 1980 at the Vrije Universiteit in Amsterdam. It actually took quite a while for him to sell the Dutch skaters on the idea. Even when the Dutch national women's team started using them

in the 1996-97 season, most skaters still considered them only useful for "technically inferior" skaters. It was in 1998, at the Winter Olympic Games in Nagano, that only the North Koreans were skating their laps on the old fixed skates.

Shortly before the Nagano Games, the Dutch team announced another technological improvement. Their suits were equipped with aerodynamic "strips", which were said to give an advantage of up to one second per lap. Other countries appealed to the ISU to declare the strips illegal, but the governing body approved them just before the Games, leaving other countries to hastily copy the Dutch invention, some even by taping hand-made strips to their suits. Due to the new equipment, especially the skates, all existing World Records were re-written within one season.

Dutch universities have been very instrumental in leading the way to technological innovation in sport. In addition to the motion scientists at the VU in Amsterdam, the engineers of the Technical Universities of Delft and Eindhoven have found exciting ways to convert brainpower into muscle power employing scientific principles such as aerodynamics to yield better times, more points and hopefully more medals and trophies.

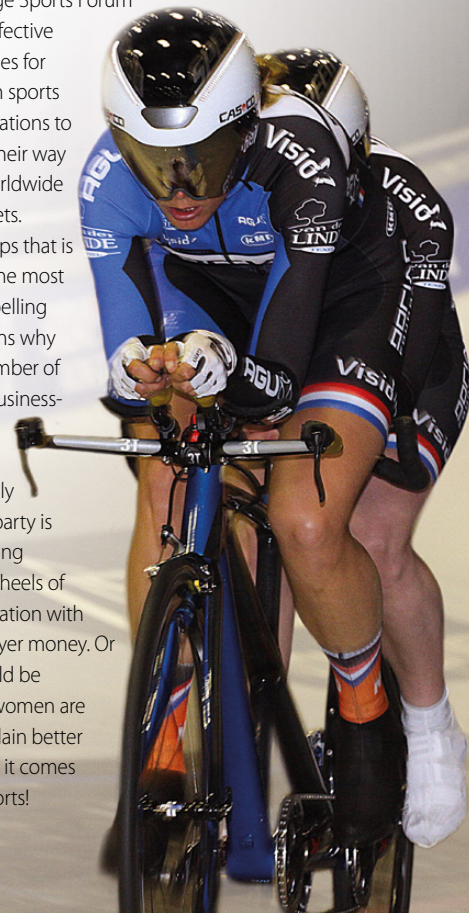
Sport innovation also flourishes within Dutch industry. Greenfields, a division of Ten Cate has become an important supplier of artificial athletic grass surfaces. MyLaps, based in Haarlem has become a world standard when it comes to timing chips. Their now ubiquitous devices allow for highly accurate timing and have migrated from humble origins atop running shoes to the chassis of racing cars. Even the venerable lighting firm Philips has contributed much to the state of the sports-illumination art and continues to improve the existing technology with innovations in LED lighting.

However, not every project has yielded the desired results. In 2006, The Netherlands Organisation for Applied Scientific Research (TNO) was involved in the ground-breaking project to equip cycling sprinter Theo Bos with a Koga bike that would deliver gold on the Beijing Olympic track. Bos did not advance beyond the qualification stages and the bike, which had cost an estimate half million euros to develop, was relegated to his attic and history.

But the odds are still very much in favor of gains rather than losses with Minister Schipper's measured one million Euro wager. The money from the government coffers in the Hague will fund a number of project proposals submitted in October from throughout the country. There is an established infrastructure in place to provide the pathway from lab to stadium. Organisations such as the National Sport Innovation Platform, the foundation for Sport and Technology and Innosport all play roles in matching research and development to practical sporting applications. Of course the Dutch would not be Dutch if they would ferret away their marginal gains to only behoove their own athletes and competitors. Business promotion platforms like the Orange Sports Forum

are effective vehicles for Dutch sports innovations to find their way to worldwide markets. Perhaps that is one the most compelling reasons why a member of the business-

friendly VVD party is greasing the wheels of innovation with taxpayer money. Or it could be that women are just plain better when it comes to sports!



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HERAS AND THE KNVB WORLD

COACHES – QUITE A PAIR



Worldcoaches
Beyond Football

Heras sees the World Coaches programme of the KNVB (Royal Dutch Football Federation) as a wonderful opportunity to fine-tune their CSR policy. It will also give Heras a chance to further develop their security concepts. Rudy Janssens is an International Account Manager at Heras. He plays tennis, he runs and was once a rugby player. This is his view of the collaboration between Heras and World Coaches.

"Our link with sport? We have been involved in the area of sports grounds and sports infrastructure since the 80s," said Janssens, kicking off the conversation. "It started with fencing and gates around sports fields, but currently it is all about integrating our security knowledge, our detection work – including cameras – and, where possible, automation. We are also far more engaged with segmentation inside stadiums and with the infrastructure outside. One of the things we do is advise our customers on an efficient and safe access flow at the entrances.

Because we do more than just fence off fields, the KNVB asked us to have a think about the World Coaches programme. The programme focuses on laying out and maintaining football fields in less developed parts of this world – often in slum areas. At the same time, it connects sport to the cultural and personal development of local populations via a life-skills component. I think it's a fantastic programme!

"There are three elements that are crucial to World Coaches: the effect, the safety and the reliability of deliverables. And, of course, the price.

It's our view that fencing is a playing field's business card. In other words, it has to look good all the time – be without holes and protruding wires, and preferably it should be sound-suppressing too. Fencing is frequently put to the test by footballs or hockey pucks hitting it extremely hard. As soon as the welds

deteriorate, the effect is compromised. In addition, protruding wires could pose a serious risk to kids playing on the field. All this can mean the field loses its appeal. At the KNVB's request, we gave a lot of thought to the question of durable fencing. Fencing that is ball-proof or puck-proof. The result was a child-friendly and





durable fence mat, made of U profiles. These fences have no welds, so we avoid the problem of protruding steel wires that comes with deteriorating welds. This technique also suppresses sound. The World Coaches playing fields are typically placed in highly populated areas. That is why sound-suppression is an absolute must. The mats are assembled in such a way that a detection line can be fitted, which is connected to an alarm system."

"This new technology was specifically developed for the sports sector, which makes it highly suitable for World Coaches playing fields. We could even increase our cooperation with the various parties involved in the World Coaches programme, such as Philips and Ten Cate. Philips is working on LED-based sustainable lighting and Ten Cate is working on the concept of having water purification beneath the artificial grass. It's all very innovative. We enjoy taking part in the thinking process."

The World Coaches programme perfectly matches the Heras policy. "Corporate social responsibility is in our genes", explained Janssens. "We have a super-modern coating facility, and our fleet consists of electric vehicles. As regards CO2 footprint, we have been up there with the best for many years. All our waste is upcycled and used for design lamps and Newaste furniture. I could go on – there's no shortage of examples. For Heras, a programme like World Coaches is a match made in heaven."



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Olympic ambitions

WOMEN'S ICE HOCKEY & THE DUTCH HOCKEY ASSOCIATION (NIJB)





'Last year, we won silver, so we can certainly take the gold,' says Savine Wielenga, a player in the Dutch Women's Team.

The qualifying heats for the 2018 Olympic Games in South Korea (which we most certainly want to attend) will begin in late 2016. It's quite a challenge, but certainly not impossible. We currently have a 'golden generation', which contains a mix of experienced players, including an extremely talented goalie who plays in the Dutch premier league, and a lot of young talent. These players took up ice hockey for various reasons. It is still quite rare in the Netherlands, although that is surprising, given that the Dutch are among the world's best at hockey and skating. We really ought to be champions in sport that combines those two! By achieving success, we hope to make the ice hockey more visible and encourage young girls to take up the sport. At a time when traditional sports like football are becoming less popular, there is an opportunity for a small sport like ice hockey. But it all starts with success, and we are working hard to achieve just that.

Currently there is no professional-level women's ice hockey. As a result, all women from the national team train and play in various men's championships. Moreover, the Dutch Women's Team has been playing in the first division - a men's championship - to prepare for the World Cup.

This means that every weekend you can see a match characterised by determined defence, hard work and big hits (both physically and mentally). But above all, these matches are important to gain experience. Although the Dutch Women's Team plays against men's teams during the season, they will have to adapt their game when playing against women during the World Cup. The female game is completely different, since it is less physical. It will certainly take some getting used to at the World Cup.

They are trying to make the necessary adjustments by organising test matches against the national women's teams of other countries, including England, who they will meet twice in February. However, this is very expensive, and that kind of money is simply not around at the moment. It is one of the biggest challenges: trying to prepare properly for the World Cup with very limited means. The players already pay for everything themselves. To this end, the Dutch Women's Team is looking for sponsors, and they have even formed a sponsorship foundation with the help of private investors who want to help. The goals are clear: the Dutch Women's Team is currently 17th in the world rankings, and are aiming to win the upcoming World Cup. That would mean promotion to division IA (second highest), making them one of the top 14 countries in the world. It would be one major step towards a top sport qualification status awarded by the Dutch National Olympic Committee (NOC*NSF), which in turn would open a lot of other doors.

At the World Cup in April 2016, they will face off against the host country Italy. They will also play Hungary, Latvia, Kazakhstan and China.



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OMAN AND HOLLAND SHARE

ONE PASSION: FOOTBALL

Once a sleepy fishing village on the coast of Oman, a few hundred kilometres north of the capital city Muscat, SOHAR is now home to one of the world's fastest growing maritime success stories. SOHAR Port and Freezone was set up in 2001, as a joint venture between the government of the Sultanate and the Port of Rotterdam. The Dutch-Omani joint venture has flourished and even in a region that is used to phenomenal growth stories, has broken all records. The long established expertise of Rotterdam, combined with the enthusiasm and determination of the people of Oman, has created an unbeatable team and great opportunities for international trade and commerce. As well as sharing expertise across many areas of business, SOHAR and Rotterdam also share a common passion for football...a sport that like no other has the power to cross borders.



This past summer, SOHAR Port and Freezone held its annual football tournament with a mammoth thirty-two teams from companies located in the SOHAR Port and Freezone areas taking part. The players were an eclectic mix of Omanis and expats from countries across the globe, including Brazil, China, Spain, and, of course, the Netherlands. It was fascinating to watch the mix of international playing styles you might otherwise find only in a European Champions League Club. SOHAR Chief Executive Andre Toet was on hand to welcome the players to their first game, including defending champions Oman International Container Terminal, part of Hong Kong's Hutchison Whampoa group, who won last year's competition.



The tournament coincides with the region's holy month of Ramadan, which this year ran from mid-June to mid-July, where adult Muslims refrain from eating and drinking during daylight hours. With daytime temperatures in the Arabian Peninsula reaching to the upper-forties Celsius, the matches take place late in the

evening once players have broken their daytime fast with a traditional Iftar supper, and nighttime temperatures have dropped to the mid-thirties. The tournament aims to promote teamwork and a healthy lifestyle among staff, and a total of 63 seven-a-side games took place over the space of three weeks, with the final held late in the evening on 13th July this year. After a tense forty-five minutes, Sohar Aluminium beat the national oil refiners Orpic by one goal to nil to take home the 2015 SOHAR Cup.

The winner's trophy and runner-up prizes were presented by His Excellency Sheikh Said bin Humaid Al Harthy, the Wali, which is the title given to local community leaders, the equivalent of a Mayor in the Netherlands. After the Cup presentation, SOHAR Freezone CEO Jamal Aziz handed out individual talent awards to the best outfield player, best goalkeeper and top scorer of the tournament. Aziz was full of praise for the players: "We are extremely proud of all the players here — they have shown tenacity and selflessness in the way they've come together with their workmates to compete as one team. The SOHAR Cup is testament to the fact that our employees and those of our tenants are our biggest assets, both on and



off the pitch." And SOHAR CEO, Andre Toet summed it up: "There is no other game with the power to cross cultures and inspire passion, unite people and transcend social boundaries in the way that football can. Football teaches invaluable skills: teamwork, dedication and competition, all attributes which have helped us to build our business and sustain double-digit growth, right here in SOHAR."

Maastricht School of Management:

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BETWEEN THE WORLD

AND AZERBAIJAN

Maastricht School of Management (est 1952) is one of the oldest business schools in the Netherlands. The School is also one of the most global business schools, with its programmes offered by partner institutions throughout the world, and specifically in prime emerging market locations such as China, Peru, Vietnam, Kazakhstan, Russia, Poland, and others.



In 2013 Maastricht School of Management (MSM) started its Executive MBA programme in Baku, Azerbaijan, in partnership with the ADA University. This Executive MBA offers specialisations in International Business, and also Energy Management. It is the only AMBA (Association of MBAs) accredited MBA degree currently in Azerbaijan (only 2% of business schools in the world carry the AMBA accreditation). The first students from this programme graduated in September 2015, and enrolments are open for the next start of the programme in October 2017.

The format of the Executive MBA is a flexible, modular degree that can be completed over 24 months. Lectures take place through seven ten-day sessions roughly every three months. These sessions are conducted both in Baku, Azerbaijan, and Maastricht, the Netherlands. The first 6 modules cover the foundation and the core of the MBA.



Fuad Iskandarov and René van der Linden

MSM works closely with ADA University and partners in the Azerbaijan government and Dutch government to promote business relations in general between the countries. In 2014 MSM lead a business delegation from the Netherlands to Azerbaijan, and in 2015 organised an Azerbaijan-Netherlands Business Forum in

Maastricht that was attended by the Ministers of Economic Affairs of both countries.



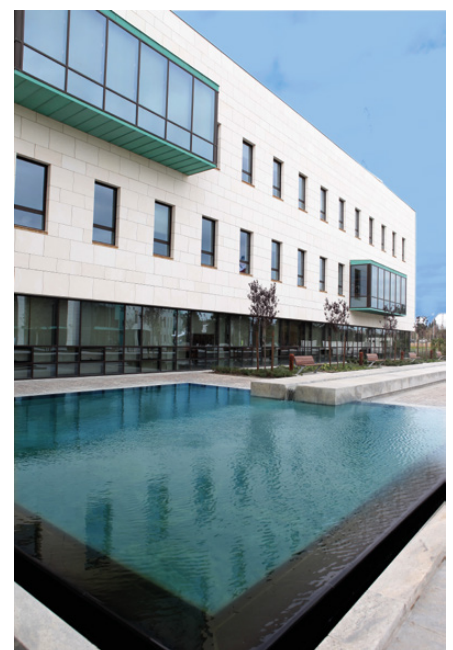
One of the key areas of further business and educational interest is in Sports Management, given that Azerbaijan is fast becoming a premier destination for major international sporting events. In this respect MSM is offering an exciting 24-month Executive MBA in Sports Management that will start on 15 January 2015. This novel MBA that will be offered in Maastricht is fully NVAO accredited and hence fully recognised by the Dutch government, and is offered with full support of the local sports industry, including TopSport Limburg, the Orange Sports Forum and SportBizz.



Left to right: Wim Naudé, René van der Linden, Rector Hafiz Pashayev ADA University, Minister of Economy and Industry of the Republic of Azerbaijan Mr. Shahin Mustafayev, Dutch Ambassador in Azerbaijan Robbert J. Gabriëlse



Hans van Breukelen, ambassador of the program stresses the need for good leadership in the growing sport industry: "Nelson Mandela once said 'Sport has to power to change the world'. I strongly believe in this myself. But this starts with good leadership, because good leaders can make a difference. I am convinced that this Executive MBA in Sports Management will contribute to this."



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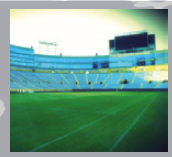
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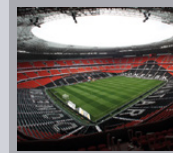


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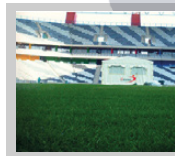
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Gold medal, Team Holland, Van Slifhout Diederik, Van der Meer Patrick, Gal Edward, Minderhoud Hans Peter, Ernes Wim, chef d'Equipe European Championships - Aachen 2015 © Hippo Foto - Dirk Caremans



Gold medal, Team Netherlands, Vrieling Jur, Schröder Gerco, Van der Vleuten Maikel, Dubbeldam Jeroen, Ehrens Rob Chef d'Equipe Individual competition round 3 and Final Team, FEI European Championships - Aachen 2015 © Hippo Foto - Dirk Caremans

The entire equestrian sector is located at the Nationaal Hippisch Centrum in Ermelo: the KNHS, the KWPN and the FNRS.

A ONE-LOCATION STRATEGY WORKS FOR THE EQUESTRIAN SECTOR

KNHS, the Dutch Equestrian Sports Federation, is the sports body for all horse lovers in the Netherlands. It covers all disciplines: dressage, driving, endurance, eventing, trick riding, etc. Theo Ploegmakers became a member of the board in 2009, and chairman in 2011. He has just entered his second term. Prior to that, he was a board member of Indoor Brabant from 2001 to 2011.

The FNRS is a sector association for professional equestrian entrepreneurs. They act as a focal point for riding schools, sport stables and breeding establishments. The FNRS stands for quality, safety and enjoying the company of horses. Haike Blaauw has been at their helm since 1 September this year.

The KWPN represents approximately 24,000 Dutch breeders, and was founded more than 100 years ago. For the past three years, Siem Korver has been the chairman of the board: "All our members share the same passion: horses and the breeding of horses. We all feel closely connected to equestrian sport."

The new director of the FNRS has a background in hotel management. That doesn't mean he is clueless about horses. He enjoyed telling us about his Honorary Cavalry Escort membership. The Honorary Cavalry Escort accompanies the head of state on horseback, for example on the day of the King's Speech, or for inaugurations, weddings and interments of members of the Royal Family.



Haike Blaauw, FNRS

Haike Blaauw is just as thrilled about his new job at the FNRS. "We want to enthuse as many people as possible to take up horseback riding. We do this, for example, by offering special children's programmes in collaboration with schools. In addition, we are organising more and more competitions. The equestrian world was hit by the economic crisis just like other businesses. What we have learned, however, is that an intense love for horses can overcome this. As a sector association, we look

after the interests of our equestrian entrepreneurs. Our influence isn't restricted to the Netherlands, but extends to the rest of Europe as well. We keep a close eye on neighbouring countries, taking note of any innovative developments, and we are always on the lookout for collective benefits that our members can take advantage of. Moreover, this organisation is a living encyclopaedia when it comes to issues that are of concern to our members, including financing, training, animal diseases, safety and quality care."

Theo Ploegmakers is convinced that Dutch equestrian sport is ready to step up to the next level. He does have some concerns, however. "Although we are a financially healthy organisation, equestrian sport is under a lot of pressure in general. In recent years, the knowledge level has decreased. That means training must be given lots of atten-



Theo Ploegmakers, KNHS



Siem Korver, KWPN

tion. In addition, there are more and more people in the Netherlands with something to say about the ups and downs of our noble sport. Those comments often lack any nuance. What we need to make sure of is that the horse's welfare is at the top of the list. Here at KNHS, we are always watchful in that regard."

Siem Korver describes the same development: "A new generation of horses will have to meet greater demands than the current generation. The sector and its people often forget where horseback riding came from. It has its roots in agricultural horses, then hitched horses, dressage, jumpers and so on... We must also realise that we are dealing with a sector of national economic importance, but also one that has contributed greatly to Dutch exports."

Objectives and ambitions

"Have I set objectives for the coming years?" asks Haike Blaauw. "Absolutely. We will be focusing on innovation. That is why we want to take the implementation of corporate social responsibility even further in our sector. Many of our members have large riding schools with huge expanses of roof. If a riding school owner were to install solar panels on their roof, they could make their business energy-neutral. We will be assisting with applications for grants."

Siem Korver sees great opportunities in new sales areas such as China, India, Turkey and Mexico: "Not just as an export destination for KWPN horses, but for the entire Dutch equestrian business, including the building of stables, supplying the sand based arena floors for riding schools, veterinary support, training and feed. The Netherlands is an



export country, and we are known worldwide for the quality of our horses. That is why we founded the Holland Horse Foundation. The foundation is comprised of fifteen stakeholders who collaborate closely to sell equestrian sport and associated products abroad. Together, we contribute to something that we can genuinely be proud of in the Dutch economy."

A One-location strategy

There is no shortage of ambition at the KNHS. Theo Ploegmakers explains: "Together with the FNRS, we offer various rider training courses, so that children can learn to ride safely and enjoyably at a very young age. Together with the KWPN, we discuss the type of horses that equestrian sport is going to need in the long term. If remain successful in, for example, eventing, we will definitely need horses that are suitable for that type of discipline. An eventing horse has different capabilities than a dressage horse. These can be bred. At the same time, training would require a different dimension. For that, we confer with the FNRS."

Haïke Blaauw addresses the issue of youth development: "As well as promoting innovation, we can make use of the Youth Sports Fund and encourage youngsters to take riding lessons, in particular those kids whose parents can't afford it. Also children with disabilities. Horse riding is very therapeutic. That has been proven in practice. The trick is to enthuse horse lovers at a very young age and keep them enthused. Working with the KNHS, we can achieve a lot, and in time we expect the number of riders and horse lovers to increase."

The successes

Korver is positive about the future: "We are, of course, very happy with the successes we have seen in equestrian sport over the last year. Those successes have a direct impact on the entire equestrian sector."

The 'one-location strategy' of the KNHS and the KWPN is slowly starting to pay off. In this connection, we have managed to bring the Young Dressage Horses World Championship to Ermelo for the next three years and that is a great source of pride for everyone!

In addition, more Dutch riders are appearing on television, which has a positive effect on the Dutch people. Children are now saying they want to take riding lessons instead of playing football, and adults who used to ride are starting to take it up again. Horseback riding is not unique in this. The same phenomenon is seen in relation to any successful sport.

There will also be a spin off effect associated with the Olympic Games in 2016. "If we win there, the Netherlands will warm to riding again, and so will the sponsors," Korver concluded. "The more successful we are, the more standing we have and the more benefit the entire sector feels."

Equestrian Sport & Business: SportBizz

"SportBizz, an international sports marketing agency and co-founder of Orange Sports Forum, has over 25 years of experience in the equestrian world. As a former co-founder and owner of the Global Champions Tour, SportBizz is also the initiator of the 'Champions League' for dressage, called the World Dressage Masters (WDM, worlddressagemasters.com). The prize money of the WDM shows totals a dazzling € 3.5 million since its inception in 2008. Thanks to the partnership with Eurosport, WDM was able to reach millions of households with their shows. WDM 2015 was comprised of 8 legs including the first ever leg in the Netherlands. At the inaugural show in the Netherlands a unique auction was staged for the good of the Dutch foundation Parapaard, called Auction4Good, auction4good.info.

SportBizz supports innovation in dressage amongst others with its venture Global Dressage Analytics (GDA, globaldressageanalytics.com). One of the shareholders in GDA are dressage enthusiasts Jerry Yang, who you probably know as the founder of Yahoo! and his wife Akiko Yamazaki".



Award ceremony WDM Finals 2015 München



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“TO GET A MANAGERIAL POSITION IN SPORTS YOU MUST COME WELL EQUIPPED”

Former professional football player Ronald Waterreus will in January 2016 start an Executive MBA in Sports Management at Maastricht School of Management (MSM). This nationally and internationally accredited part-time MBA course is offered in collaboration with SportBizz, Orange Sports Forum and Topsport Limburg.



Ronald Waterreus believes that you must have a solid education in sports management if you want to fulfil an executive position in sports: “As a football analyst I have frequently criticised the fact that club managers are often people who either don't come from the world of sports or who have a background in sports but do not or hardly have any sports education. If you aspire to fulfil such a position, you must come well equipped. This means having a solid education as a basis”.

Waterreus points out however that he does not have any specific goals in mind yet. “My main reason for enrolling in the Executive MBA course is to gather knowledge and exchange experiences. As a former top sportsman I have gained a lot of experience and insights in the various countries I have played in and in the various cultures I have come across. What I hope to learn in this course are the things you don't get to learn as a sportsperson and to gain insights from people

who look at things in a completely different way. I think that it is also important to look and listen to people who come from other sports disciplines or from the business world, and to get a broader perspective on how to run a sports organization in the future.”

These views are supported by the practice-oriented approach that characterises the Executive MBA programme offered at Maastricht School of Management. Thanks among others to the efforts and the network of the Orange Sports Forum, various sports federations and companies such as KPMG, Royal HaskoningDHV and

Impeco have endorsed this education programme. These partners will complement the academic content of the course with practical case studies. Former field hockey coach Marc Lammers has also offered to contribute to the Executive MBA in Sports Management. During his career as field hockey coach he has learned a lot about team building, innovation and optimising team performance. Lammers: “I was able to use this knowledge during my term as the coach of the Netherlands' national women's field hockey team who won the gold medal at the Beijing Olympic Games in 2008. Now I would like to share this knowledge and experience with the new generation of top managers in sport.”





The two-year part-time Executive MBA in Sports Management will be offered at Maastricht School of Management from January 2016, in collaboration with Sportbizz, Topsport Limburg and the Orange Sports Forum. The programme is internationally accredited by AMBA, IACBE and ACBSP as well as by NVAO, the Accreditation Organisation of the Netherlands and Flanders. Maastricht School of Management (MSM) scores high in various international rankings and has acquired a solid reputation in high quality management education worldwide over more than 60 years. Maastricht School of Management is a top international business school in the Netherlands with more than 1000 students from 30 countries worldwide graduating each year in one of the school's training programmes, whether in Maastricht or abroad at one of MSM's partner institutes. The Executive MBA offered in Maastricht prepares (top) sports people and professionals to take up management positions in the sports sector in an international and multicultural context. The flexible and modular structure of the programme can be easily combined with a (full-time) job.

A unique programme in the Netherlands, according to Waterreus: "When it comes to this type of programmes, choices are few and far between. You can find many courses that are served with a sports management sauce, but they cannot be compared with this Executive MBA programme."

Hans van Breukelen, ambassador of MSM's Executive MBA in Sports Management, has emphasised on many occasions that sports requires good leadership. Ronald Waterreus agrees: "Look at FIFA, for instance: it is too absurd for words that the largest sports organisation in the world cannot be managed properly." According to Waterreus, the main problem in sports in general, but in football specifically, lies in short-term thinking: "Not a single sports organisation is prepared to take a close look at itself after becoming champion five times in a row, because 'they're obviously doing everything right'. Which is often not the case."

During his football career Ronald Waterreus came into contact with many different cultures. Having played in England, Scotland and the US, he noticed many differences with the Dutch sports culture. However, according to Waterreus,

you don't have to look beyond the borders to recognise the necessity of having multi-cultural management skills: "Take a look at our current youth teams and compare them for example with the youth teams of 30 or 40 years ago. You can hardly see that there are people in professional football clubs who come from other cultures and who actually fulfil managerial positions or who are helping young players from other cultures to adjust when they join our youth teams. Sooner or later this is something we will really have to take into account in football, and other sports disciplines where this change will also happen will need to get ready for it as well. In my opinion, this will really be a way to distinguish yourself."





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collaboration with companies By means of interdisciplinary

collaboration between faculties within TU Delft and collaboration with companies, we aim to reach the unique international position as the most engineering oriented university in the field of sports research and education. Sports research offers the opportunity for national and international exposure of the excellent Delft research capabilities and innovations to a broad audience,

and it is appealing for students in for example MSc assignments and Dream Teams. Challenges in elite sports are well defined. Thus, elite sports offers a great environment to test new ideas and principles. The TU Delft Sports Engineering Institute aims to create valuable spin-off to both business and society through its research on the well-defined challenges in elite sports.

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FORMULA 1 ROOKIE

MAX VERSTAPPEN AND EXACT

ANNOUNCE PARTNERSHIP

Max Verstappen, the talented Toro Rosso Formula 1 team driver, has signed a personal partnership agreement with Exact, a global frontrunner in cloud-based business software for small-and medium-sized enterprises (SMEs). The partnership underlines a match on drive, mentality and ambition between the Dutch driver, whose sights are set on a top podium finish, and the Dutch software company that is focused on becoming a global top three player in business software in the cloud for SMEs.

The 17-year old driver is the youngest in the history of Formula 1 to have scored championship points in a race, but his ambitions are aimed higher. These winning ambitions symbolize the same desires that Exact holds for its software portfolio, to enable its customers and their accountants to grow to the



max through better insights and control over their business. Exact supports over 230,000 companies around the globe.

Never stop improving

Erik van der Meijden, CEO Exact, commenting

on the agreement, said: "The partnership with Max Verstappen is very exciting for the team at Exact. Max's mentality matches our approach to our customers. Just as our technology enables businesses and their accountants to grow and succeed, Max is dedicated to winning the highest possible award in Formula 1 and is pushing to achieve this. Success in sport and success in business requires a process of continuous improvement. This is something we will be highlighting in Exact's global marketing campaigns in which Max will play a leading role.

Max Verstappen said: "I am delighted and very proud to be partnering with Exact. The company already has a history with the world of Formula 1, including supporting my father when he was driving. With its relentless focus to never stop improving, the partnership with Exact is a perfect fit from my career perspective in Formula 1. We both want to reach the top of the global stage. Yes, that can be challenging,

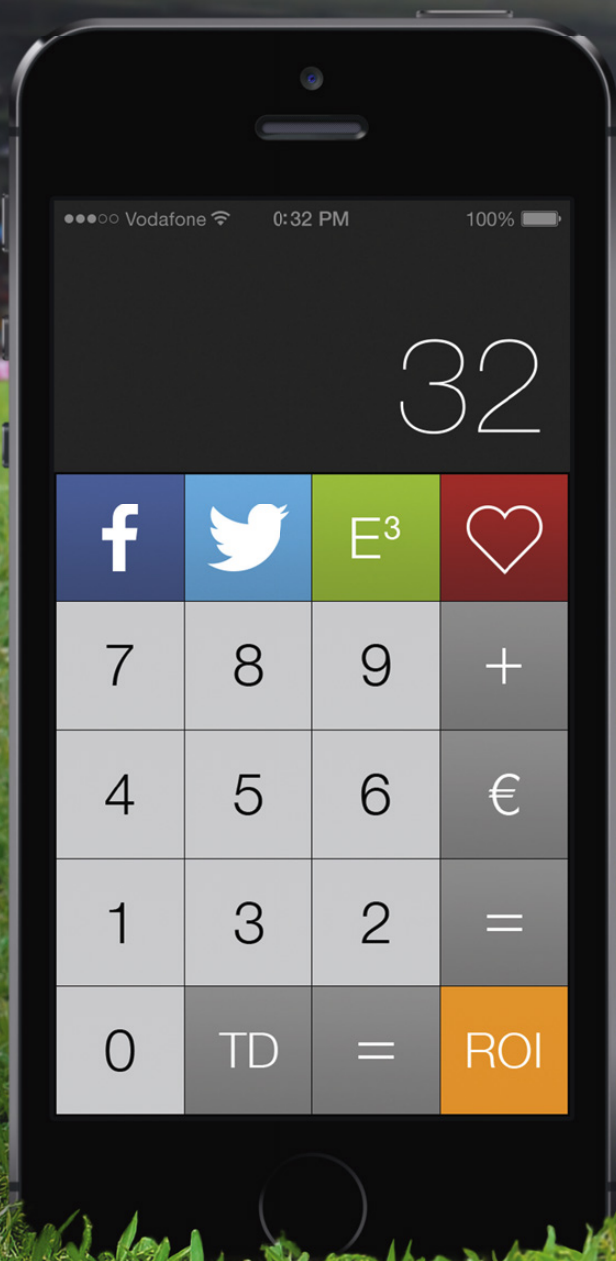
but we both know that you cannot force success. You just need to keep following the right path."



Results Max Verstappen debut season F1:

| Date | Race | Pos. | Pts. |
|---------------|------------------|------|------|
| 29 Nov 2015 | GP Abu Dhabi | 16 | 0 |
| 15 Nov 2015 | GP Brazil | 9 | 2 |
| 1 Nov 2015 | GP Mexico | 9 | 2 |
| 25 Oct 2015 | GP United States | 4 | 12 |
| 11 Oct 2015 | GP Russia | 10 | 1 |
| 27 Sep 2015 | GP Japan | 9 | 2 |
| 20 Sep 2015 | GP Singapore | 8 | 4 |
| 6 Sep 2015 | GP Italy | 12 | 0 |
| 23 Aug 2015 | GP Belgium | 8 | 4 |
| 26 July 2015 | GP Hungary | 4 | 12 |
| 5 July 2015 | GP Great-Britain | 16 | 0 |
| 21 June 2015 | GP Austria | 8 | 4 |
| 7 June 2015 | GP Canada | 15 | 0 |
| 24 May 2015 | GP Monaco | 18 | 0 |
| 10 May 2015 | GP Spain | 11 | 0 |
| 19 April 2015 | GP Bahrain | 18 | 0 |
| 12 April 2015 | GP China | 17 | 0 |
| 29 March 2015 | GP Malaysia | 7 | 6 |
| 15 March 2015 | GP Australia | 13 | 0 |





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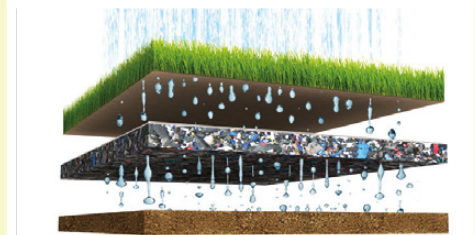
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NIEUWS OVER DE STICHTING PANTEREUS



THE FOUNDATION PANTEREUS COMMITTED TO SAFEGUARD THE ENDANGERED WILD CAT SPECIES

TOGETHER WITH THE WORLD WIDE FUND FOR NATURE IN THE NETHERLANDS



WHO?

It was only by accident that the Pantereus Foundation originated in 1999. How? Up until today that remains unclear. We do know the moment was companionable. "Would it be a good idea to ... Yeah, nice! ... But how ...? Well, I have to admit I really have something to do with felines."

WHAT?

Since the founding year Pantereus Foundation is committed to safeguard the wild cat species from which most are critically endangered. The Foundation works in such way that it tries to make explicit, to some maybe less popular, choices to support projects where extra funding is genuinely needed. The Foundation works closely together with the World Wide Fund for Nature (WWF) in the Netherlands to achieve this decision making. WWF Netherlands has the expertise, the network and above all they know exactly which routes to take. Their comprehensive network also ensures that our (humble) contributions end up in the right places.

WHICH PROJECTS?

Over the past years Pantereus Foundation committed itself to put effort in supporting one of the most critical endangered and therefore very infrequent wild cat species, namely the Iberian lynx. The Foundation is very pleased to ascertain that the situation

has improved and, as a result of, the number of Iberian lynxes has increased. These developments are endorsed by the latest figures of the International Union for Conservation of Nature (IUCN). Since 2014 Pantereus Foundation seeks funding for a new project: the Amur tiger in the far (Russian) East.

FUNDING

The Foundations contribution will always be spent on a significant part of the conservation programme. We have specifically requested for this construction with WWF Netherlands to enable us to inform our donors clearly where their donations are spend on.



In case of the Iberian lynx, our contributions were mainly used to realize fences around areas where rabbits, the most important food source for the Iberian lynx, were restocked. An epidemic disease among the rabbit population was one of the reasons

the population of the lynx declined in the past.

One of the objects purchased from our first donation to the Amur tiger project was a 4-wheel drive automobile for the purpose of the anti-poaching team. This team fights the illegal hunting on tigers in the area.



HOW?

Pantereus Foundation strives to seek attention for the projects in different ways. The most important activity of the Foundation is organizing an annual Golf tournament. Over the years, we have achieved quite a nice reputation which ensures us a strong inner circle of donors. The latter, of course, makes us very proud, because without these committed donors we wouldn't be able to realize our personal and Foundations vision.

Ronald Waterreus



Check our website for more information:
www.pantereus.com

A lab disguised as a sports field that is going to help PSV players perform to the best of their abilities.

FIELDLAB: TO MEASURE IS TO KNOW

What is the PSV FieldLab? Essentially, it's a sports field that is totally at the service of players and staff involved in development and analysis. Located at De Herdgang training centre, it's also a facility, where football club PSV, innovative sports companies and universities work together in an extensive laboratory disguised as a football field.

FieldLab Objective

PSV naturally wants its players to perform to the best of their abilities, and they encourage player development with technology that is co-developed and tested by the PSV FieldLab. The starting point for the FieldLab is whatever the football player and his coach want to achieve. So, a great deal of experience has been gained in the tracking of field positions, movement and the speed of players during training.



Each step is registered using radio communications between base stations around the field and transponders worn by the players under their shirts. The number of metres a player covers, how much of that is sprinting or accelerating, the number of key football

actions, heart rate, position, direction, the distance between players in a certain formation, and just about anything else you can think of is recorded and mapped. All this gives a fairly comprehensive picture of the condition and capabilities of a football player. The purpose is to help create measurement techniques that can be used to improve football players' performance.

PSV Fieldlab measures and analyses fairly anything

The Cooper test and bicycle tests might have been state of the art for football back in the early days, but that has been replaced by advanced measurement systems like the PSV FieldLab. Today it is all about creating detailed personal profiles based on extensive analysis – not only for the first team players, but also for the juniors. Young players can now immediately compare their performance to that of the first team players, thanks to the PSV FieldLab. It can tell them in detail what would be required to produce a better performance. The system also helps PSV understand what their junior players need to focus on. That information feeds into their monitoring and guidance.

Encouraging the flow of young talent

Talent recognition and talent development are two areas where the PSV FieldLab can be a particularly powerful tool. PSV is



focused more than ever on maintaining the flow of junior players through to the first team, and they understand that the FieldLab has a huge contribution to make, providing new insights and support for existing programmes.

DL Groep

axian

VOLG PSV OF

"At PSV we meet with our trainers on a weekly basis to discuss scientific questions," explains Art Langelier, PSV Academy director. He gives an example to illustrate the way in which the PSV FieldLab helps PSV develop talent: "How does this technology help us? We talk to the junior players about their development each year. If you ask boys of 17, 18 years old how they compare to Young PSV or the first team, one of them will usually say something like: 'I can do what Wijnaldum does in the first team. It's a piece of cake.'"

"We already have Wijnaldum's training data in our database. We collected it last season. So, now we can show our juniors exactly what Wijnaldum does and how much effort he puts into it. So many actions per minute, so many sprints at maximum power, etc. And at the same time, we can show them their profile. So, young man, you've got some work to do before you're at Wijnaldum's level. What we hope is that juniors will think, 'Okay, this tool can tell me where I'm lacking, so I'll work on those things and ask our scientist to help me.' This is just one of the many advantages of the PSV FieldLab."





Sports and Technology

Cluster for sports innovation



Located in the heart of the top-technology region Brainport Eindhoven, Sports and Technology provides access to a wide (inter) national network of top businesses, enthusiastic and renewing start-ups, designers, sports organisations, excellent knowledge institutions and public authorities.

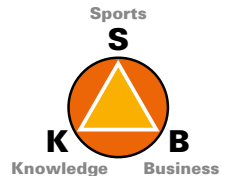


Within this cluster different parties are assembled to share knowledge and experiences, in an ethos of open innovation and co-creation. Through meetings and gatherings in real life, but also online through a business community. Where guidance is needed Sports and Technology will prevail.



CREATING VALUE THROUGH SMART CONNECTIONS

The cluster of Sports and Technology is a network of businesses, knowledge institutions, SportFieldLabs, closely connected to the government. They are linked to create social and technological innovations in the domain of sports and vitality.



SPORTS

Important nodes within the network of Sports and Technology are the SportFieldLabs. These research and development locations in a real-life sports settings, give a unique possibility to invent, develop and test new products and services. SportFieldLabs are a breeding place for innovation and business creation. Within the cluster multiple SportFieldLabs are working together and sharing their knowledge and experiences.



KNOWLEDGE

Knowledge institutions provide the knowledge which is needed for new innovations. Teaming up with business and sports they are the partners for demand driven research, transfer of knowledge, project development and involvement of students. Sports and Technology cooperates with universities and colleges to e.g. develop new research programs, projects and to put PhD's inside their own organisation, SportFieldLabs and businesses.



BUSINESS

The Sport and Technology Business Club (S&T-BC) arose out of the business network of Sports and Technology. Members of this S&T-BC are companies that contribute to the domain of sports and vitality by developing, production and sales of products. The S&T-BC is the place where businesses collaborate informally to create smart connections, anticipate business opportunities and work on innovation an business creation.



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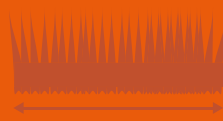
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365 days a year
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Team LottoNL-Jumbo:

ONE BIG DUTCH TEAM THAT THE NETHERLANDS ARE GETTING EXCITED ABOUT



It is the first team to combine the two major sports of a country. Team LottoNL-Jumbo brings together skating and cycle racing under one roof, and, as such, is unique in the world. Richard Plugge, the team's General Manager, looks back favourably on the first year of this special collaboration.

Plugge: "We recently launched the new skating team. It became clear during the launch that we would not be two separate teams sharing a name. We would actually work together. That not only happens on a commercial level, but also where training is concerned and in the field of medical care. For example, when one of our skaters, Douwe de Vries, broke his collarbone, we sent him to the cycling team's physician who specialises in broken collarbones – that's a common phenomenon in cycle racing. When you look at the training, skaters can learn a lot from cyclists about endurance. Our cyclists, in turn, make use of the skaters' knowledge of power training.

There are also good things happening in the commercial field. Our sponsor M Line, the mattress company, is a good example of a great collaboration. Top class sportsmen often sleep in hotels where the quality of the beds is variable. Thanks to M Line, all athletes travel with

their own mattress. You really do sleep best in your own bed! This is crucial for sportsmen – and for their results. Tour de France winner Joop Zoetemelk said as much: 'You win the Tour in bed'. And that is why we take our own mattresses to major cycle races, including the Tour de France. It is the same now for the skating team. I could also mention Jumbo's (editor: big Dutch supermarket)

yellow jersey activities and the sponsored bicycles from Bianchi – the Italian bicycle manufacturer. From a commercial perspective, we are one team. Working together and being there for one another – that's what it's all about. The results will follow automatically."

"We have, of course, received varying reactions. It's quite a departure from the way things are normally done in sport, and it takes some getting used to. Thankfully, our sponsors want to continue with the arrangement, up to and including 2018. There's a positive vibe throughout the team. The atmosphere is good. We had a great example of how

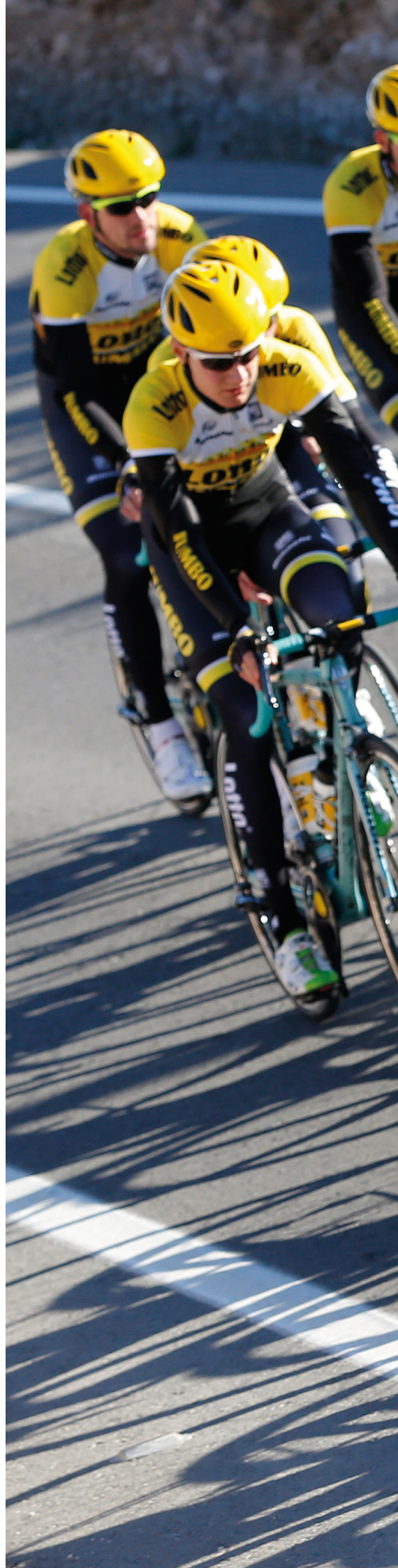




sportsmen can be there for one another during the Alpe d'Huez stage of the last Tour de France. Sven Kramer stood at the side of the road, cheering our riders on with heart and soul. Now that's the atmosphere we want! As regards the training schedule, the cycling and skating seasons are not aligned at all. So it wouldn't really work to train together. But we definitely belong together, and Sven made that perfectly clear."

"Our ambitions for 2016? To win as many races as possible! At this moment, the cycling team for 2016 is almost complete. Step two is winning. The commitment of our sponsors enables us to really put something together. The longer the contract, the more you can work on a long-term vision. Currently, many riders have contracts up to and including 2017 or even 2018. That gives us something to work with. A good example is Bert-Jan Lindeman. He performed very well and won a stage in the Vuelta a España, and he has now been given an extra year. We have also looked at strengthening support for our leaders, Robert Gesink, Wilco Kelderman, Steven Kruijswijk and Sep Vanmarcke. In addition, we contracted four foreign riders: ex-ski jumper Primož Roglič, the Italian Enrico Battaglin, the Belgian Victor Campenaerts and the young American Alexey Vermeulen.

The results show that we are already making progress. Just look at last summer's Tour de France, where Robert Gesink was among the best in the world, coming in sixth. And Steven Kruijswijk achieved seventh place in the Giro d'Italia. Don't forget Wilco Kelderman either. He can compete with the best of them, time and time again. As Team LottoNL-Jumbo, we are growing steadily, and that is our focus for 2016. But first things first: the skating season is coming and we want to win on ice too."







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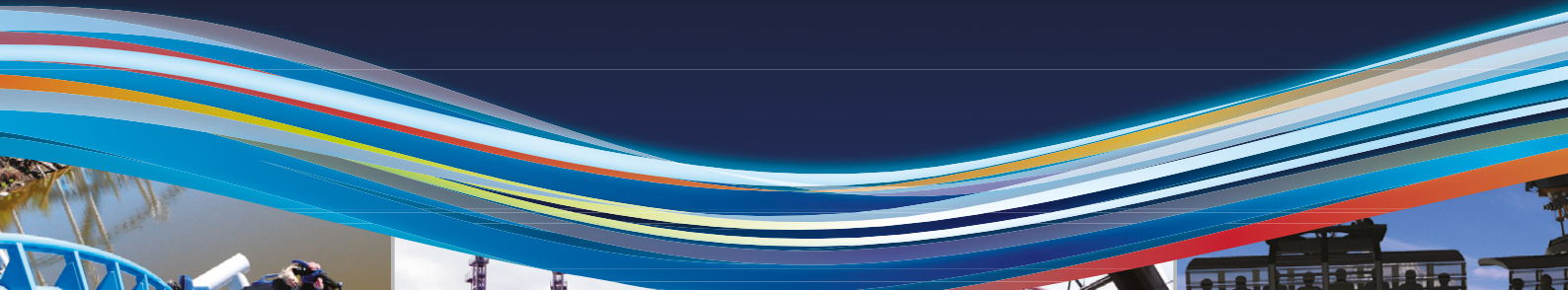
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All preparations have been made so that TeamNL can score

TeamNL.....!

A personal, sportsmanlike interview with Maurits Hendriks, TeamNL's Chef de Mission during the 2016 Olympic Games in Rio de Janeiro, that yields some great sports information and insights.

Each edition of the Olympic Games has its own specific circumstances because of the different cities and sports facilities. As a result, every Olympic tournament has its own specific preparations and challenges.

Maurits Hendriks and his team's experiences acquired during the Olympic Summer and Winter Games of Vancouver 2010, London 2012 and Sochi 2014 are indispensable for proper preparations for Rio 2016. 'We already started preparations for TeamNL for Rio 2016 in the Olympic year 2010,' Maurits Hendriks explains.

Important practical matters are, among other things, how to deal with travelling and different time zones as well as acclimating during the stay. The Olympic Games in Rio de Janeiro have a different logistics service in terms of hygiene, hospital facilities for sports injuries and social security on the streets. And what about digital communication? Additional attention has been paid to housing the early and late athletes and the peak times of the athletes and the times of the matches are taken into account, for example. Clean and safe drinking water is specifically guaranteed and facilitated with an innovative Dutch water provision system. Sports that take place elsewhere in the city, such as sailing, wind surfing or beach volleyball each have their own local circumstances.

After the London 2012 Olympic Games, additional attention has been paid to reinforcing the competitive sports with a higher medal potential. The current mission, vision and goals create the foundation of the performance orientation of TeamNL. This results in more medal opportunities and representation of more athletes and sports federations, which gives a massive boost to the Dutch sports climate. There have also been some changes in the qualifiers. The goal was to immediately gain more clarity for the athletes in terms of when and how you can be sent to the Olympic Games. 'Top-level athletes who qualified for the Olympic Games will truly represent the TeamNL that my team and myself really wants to present. We truly believe that together we are stronger. Our athletes' motto is: 'I'll help you get a medal, you'll help me get mine,' states Chef de Mission Maurits Hendriks!

Countries, sports organisations and individual athletes love to get a behind the scenes look at Dutch sports. Our unique ingredients such as associations with team efforts and persistent individual sports programmes complemented with solid Dutch pride and respect for the opponent is the right combination for success. A broader sports delegation with sports such as athletics, basketball and handball, boxing, water sports, archery and shooting, women's water polo, women's and men's hockey, women's volleyball, wrestling, turning, weightlifting, swimming, judo, badminton, taekwondo, table tennis and tennis, equestrian sports, fencing, triathlon or the cycling competitions, such as BMX and cycling, but also golf that has finally returned as an Olympic sport.

According to Maurits Hendriks, we created a very solid base for the upcoming 2016 Olympic Games. 'As professionals, we really want to show this and show how proud we are of the fact that we represent the Netherlands.'



Maurits Hendriks 'Chef de Mission' has one primary goal. 'TeamNL will use the sports and the top-level performances of individuals and teams to ensure that 'Orange' will once again be put on the global sports map. And we hope to inspire the Netherlands. Every day we want to be better than the day before; that lies at the core of an athlete's existence. We hope that everyone in the Netherlands supports this. It will result in a great sportsmanlike atmosphere that we the Dutch can be proud of. The world will witness our 'orange support', let's do it!'

Interview and text: Peter Klerkx Paliwigo

The boundaries of sport, nutrition, exercise and healthy living are becoming increasingly blurred. All now are part of a broad 'wellness' market. At the same time the speed and scope of business innovation has increased while markets have become globalized and hyper-competitive. Therefore the challenges of nurturing successful new businesses have increased – especially for companies who need early stage support and investment.

However this environment can also represent a tremendous opportunity for Dutch companies, who are recognized internationally for their experience, products and services within the sports and health industry. Now they have a chance to expand on a global level.

This is the context in which The Bridge business innovators and SportBizz have joined forces. We are co-founders of the Orange Sports Forum – a unique collaboration designed to help increase the chances of commercial success for innovative Dutch companies in the sports business.

Our collective goal is to assist Dutch companies in accelerating their business growth based on new technologies and services. Together we have a wide and diverse network in the domains of 'sport' and 'health', and so can help our clients build strong foundations for expansion through new products, business models or services.

Our two organizations complement each other, and collectively make us a very strong partner in the field of sports innovation. We help our clients focus on a range of critical elements in new business success including:

- Identifying new opportunities for growth
- Developing the right combination of 'winning' products and services
- Attracting critical important funding and finding effective business partners
- Expanding in foreign markets.

Overall we help shorten the time to new commercial success for the companies with whom we work.

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The word 'Bridge' in **The Bridge business innovators** is a deliberate metaphor: we build bridges between people, companies, skills and insights into new markets and technologies. Between what companies need to do today and what they need tomorrow.

Together with clients in industry and services we discover, create and realize new business.

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SportBizz is an international sports development agency that is active in Innovation, Education, Internationalization and New Ventures in sport.

A key characteristic of SportBizz is its personal and hands-on approach. Our customers are located in a wide range of sports organizations, government agencies and corporations.

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A TOTALLY WILD BEACH

VOLLEYBALL WORLD

CHAMPIONSHIP



The 2015 World Championship Beach Volleyball exploded on Sunday the 5th of July in The Hague when a Dutch team played the final. The first World Championship ever held on Dutch sand was more than just a big and well-organised event. The tournament, that was played on idyllic locations like a floating stadium in front of the Prime Ministers office in The Hague, and at the Dam square in the heart of our capital Amsterdam, the city center of Apeldoorn and on the quay in front of cruise ship SS Rotterdam, was an unprecedented success.

Booming Beach Volleyball

The Beach Volleyball World Championship exceeded the wildest expectations of the Dutch Volleyball Federation, who organised this tournament in collaboration with promoter TIG Sports. Everything fell in place, gorgeous weather, sold-out stadiums, hours and hours of airtime in national and international media and a Dutch team playing the finals. What more could Dutch volleyball wish for? Ary Graça, president of the World Volleyball Federation FIVB, said that the World Championship in the Netherlands was 'the best organised beach volleyball tournament ever under the flag of the International Volleyball Federation.'

110,000 Visitors, Millions of Viewers

The Beach Volleyball World Championship sold 110,000 tickets. Thanks to the live broadcast of host broadcaster NOS millions of fans could enjoy the matches on a daily basis. The amazing images appealed to everyone's imagination.

Approximately 1.1 million people watched the men's final with Reinder Nummerdor and Christiaan Varenhorst. At the climax 1.5 million

Dutch viewers tuned in to watch the final live. The event also had a super international following. Over 20 million Brazilians watched the finals on TV and witnessed how their fellow countrymen Alison and Bruno became world champions.

The World Championship also had a huge impact on social media. During and after the men's final hashtag #WKBeach2015 was the trending topic on Twitter. The total number of tweets hit a high of about 30 million.



Organisation Beach World Championship

The Beach Volleyball World Championship was organised by Nevobo in collaboration with TIG Sports. The innovative approach of the Amsterdam based sport marketing agency guaranteed the event's success. What also ensured the event's success, were the more than 1000 volunteers who made everything run like clockwork.

European Women's Championship; Boost for Volleyball

The great volleyball feast that started with the Beach Volleyball World Championship continued with the DELA European Women's Volleyball Championship at the end of September 2015.

After reaching the finals unbeaten, the Dutch team played the Russian team on Sunday the 4th of October for the gold medal in a sold-out match at the Ahoy arena. And although the Dutch did not become European Champions, the women volleyball players still wrote history. This final was the best attended

volleyball match ever in the Netherlands with more than 11,000 people in the stands. Tournament Director Peter Blangé: "On Saturday, when the Dutch team led 2 sets to nil against Turkey, it took less than ten minutes to sell the last 1,500 tickets for the final!"

4 Host Cities

The European Championship was held in four cities to enable as many people as possible to attend this event. The Dutch team played its group matches in the Omnisport arena in Apeldoorn, where the cycle track was converted into a volleyball arena. All the Dutch matches were sold out and the international matches in Rotterdam, Eindhoven and Antwerp (Belgium co-organised this tournament) were well attended. A grand total of almost 100,000 visitors

experienced the European Championship live on site. Those at home could enjoy the event via the sports channel of NOS, that broadcasted all the Dutch team matches live with daily reports during their evening programme. The final, was watched live by more than 1 million people.

The European Championship also drew a lot of attention in the social media. The European Championship hashtag #eurovolley was a regular trending topic during the European Championship as was the Dutch team hashtag #voorelkaar and this during the 3 European Championship days. The total number of tweets totalled a dazzling 24 million.



Organisation European Women's Championship

The 2015 DELA European Women's Volleyball Championship was organised by Nevobo in collaboration with promoter Shivers. A team-oriented promotional campaign resulted in all Dutch matches being sold out. During the European Championship as well, the help of many hundreds of volunteers proved essential.

Join volleyball: World Record & Clinics

For as many Dutch people to get in touch with volleyball, many side events were organised prior and during the World and European Championships under the campaign header 'Join Volleyball'. Students were

involved in the World and European Championships in the five host cities as well as elsewhere in the Netherlands. More than 85,000 children were offered a volleyball clinic in 2015. 'Join Volleyball', an initiative intended to encourage recreational sports among the young, put almost 150,000 children in touch with volleyball in the past year in one way or another.

The Join Volleyball Tour, which consisted of a pimped up volleyball bus filled with inflatable attractions to be set up in school yards, was booked and used 180 times. During the programme 'Back to school' all the current Dutch Team internationals (volleyball, beach and sitting volleyball) paid their old primary school a visit. From the initiative 'Volleyball Toppers on Tour', various former internationals gave lectures or presentations at 200 events and the organising clubs received a subsidy for nearly 340 clinics.

On Saturday the 27th of June, during the World Championship, a new Guinness World Record 'biggest beach volleyball tournament in the world' was established on the beach of Scheveningen. On that day a total of 2,355 volleyball players played a match.



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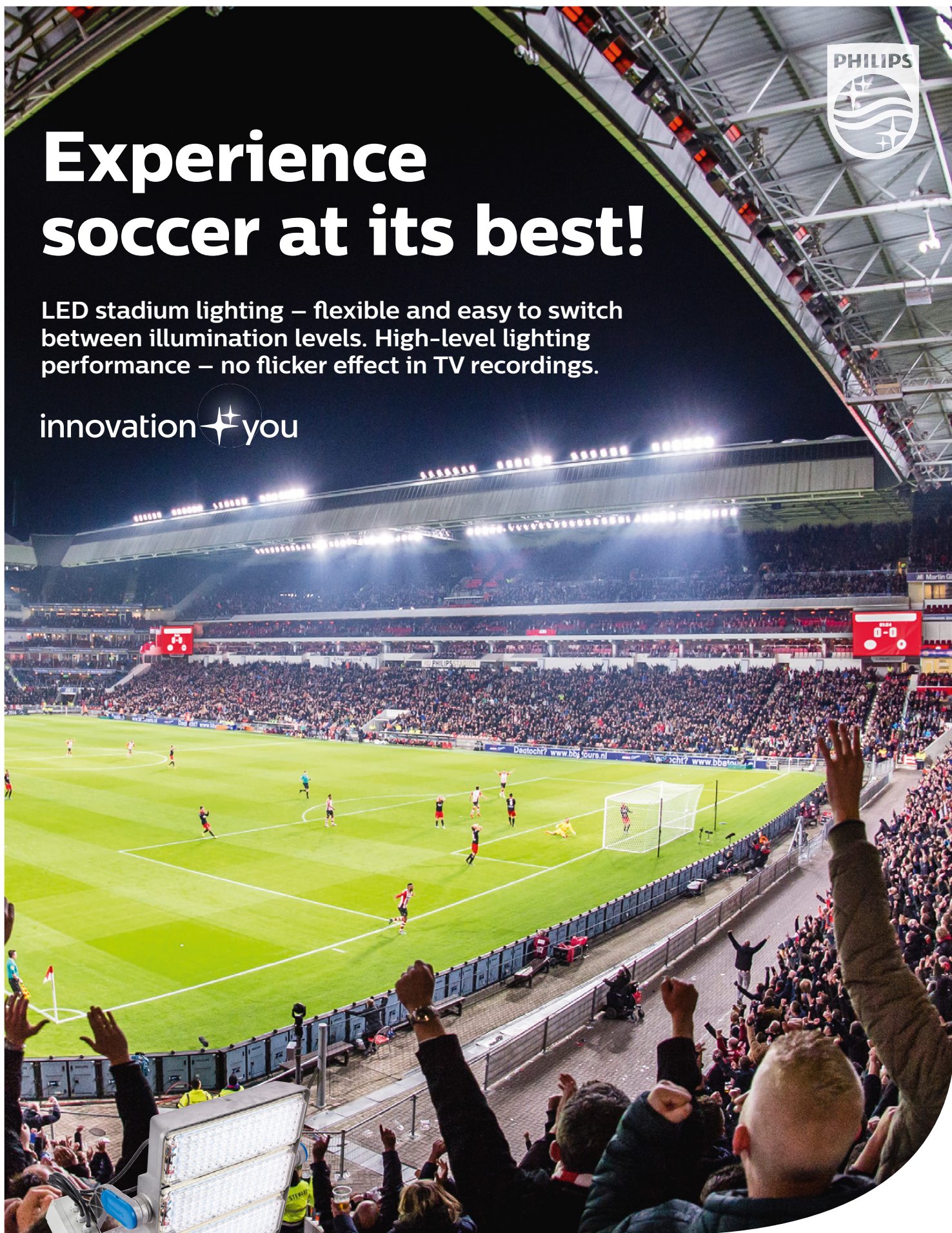
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