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2023
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FOREWORD DAFNE SCHIPPERS

Dear Sports Fan,

When I was recently approached by the board of OSF to write the foreword for this jubilee edition of Holland Sports & Industry and to receive the 1st copy at the Olympic Training Centre Papendal, I was very positive. Throughout my career, I have seen and experienced that top-level sport cannot exist without the active involvement of the business community. This is not only about the sponsorship contracts, but also about a commitment based on passion and the further development of sport.

In September of this year, I decided to put an end to my active top-level sports career. The main reason for my decision lies in the many injuries that have plagued me in recent years and that unfortunately made a return to the top level impossible. And I wanted to compete for the highest places in the world or make the decision to do something else.

In 2008 I arrived here in Papendal as a teenager and in 2013 I won my first World Championships medal as a heptathlete. After European titles in the 100 and 200 meters in 2014 and a knee injury that plagued me with high jumps, I decided to fully focus on the sprint. Then, in 2015, I ran to gold in the 200 meters at the World Championships in Beijing, followed by Olympic silver in 2016 in the 200 meters in Rio de Janeiro. I won my 2nd World Championship gold at the 2017 World Championships in London. At the 2015 and 2017 World Championships, I also won a medal in the 100 meters. They don't come up as often in performance overviews, but that's also a huge pride for me. The 100-meter dash is perhaps the most competitive discipline in athletics.

The love for my sport was and is great. It is an indescribable feeling to run at your very best in a stadium with tens of thousands of people. That's absurd. Or to hear the national anthem because you are the best in the world, that is so unique that I was willing to give everything for it for many years.

My greatest strength was perhaps also my pitfall, wanting to win, ruthlessly. Maybe I have sold myself short because of that, but that attitude has also brought me a lot. Because if I had had a little less of that, I don't think I would have gotten to the top of the world. I can now slowly start to enjoy that. There were so many special moments in my career and I notice that all of that is only now coming in. My career has been a rollercoaster.

Fortunately, the cover of this yearbook also illustrates that the role of the Netherlands in global athletics will certainly not be played out in the coming years, on the contrary. I think the performances of the athletes in Budapest show that Dutch athletics is at a strong level, that we are really competing in the world and that we have a bright future ahead of us.

At the moment, I don't have a specific plan for the future, but coaching certainly appeals to me. This can be in athletics, more on a mental level, or simply to get more people moving.

I also really appreciate initiatives such as the Orange Sports Forum Foundation, which has been successfully bringing together Dutch companies with business in or affinity with sports for years and trying to support them in their activities. The close cooperation between the worlds of sports, government and business contributes to lasting successes in the future.

Sporty greetings,

Dafne Schippers





OLYMPIC EXPERIENCE IN PARIS BUT ALSO AT PAPENDAL!

Papendal will set up the TeamNL House during the Olympic Games in Paris on behalf of NOC*NSF. This house will be the heart for all Dutch athletes, coaches, fans, family and friends. But also for all valuable partners in sports. Here you will be able to watch all our Dutch athletes in action via livestreams, shall all sporting achievements be festively celebrated and is it possible to enjoy culinary treats in the sustainable restaurant with a focus on organic and local products.

The TeamNL House will be set up at 'Le Zénith' situated in Parc de la Villette; the largest park within the Paris ring where also other several Olympic houses are being built. The Paralympic Games will also have their own TeamNL House in this park for the first time. You will soon be able to pre-register your tickets for the TeamNL House.

OLYMPIC VIBES AT PAPENDAL

Not going to Paris, but still want to experience the Olympic Games in an environment that breaths sports? Then you are welcome at Papendal: the olympic training center of our Dutch athletes. A year prior to the Olympic Games, you can immerse your stay/meeting or teambuilding activity completely in a (French) Olympic atmosphere. At Hotel Papendal, you can inspire your team, relations, clients or guests in so many different ways because the road to great performance and success starts here! Whatever your goal is; Papendal is where you start!

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FOREWORD

Dear OSF members, dear Friends of Sport,

We are proud to present you the 10th anniversary edition of the yearbook Holland Sports & Industry!

What started as a spontaneous initiative in 2010 during the World Championships Field Hockey in Delhi has now developed into a cluster with 300 members from sports, business, institutions and government. We are delighted that we can successfully represent the interests of our members during many international trade missions and conferences, in which the support of the ministries in The Hague and the foreign embassies and consulates is also indispensable.

In recent years, we have been able to realize many great projects, including the public-private partnerships with a consortium of our members in China, the Middle East and the United States. The collaboration within the OSF cluster has guaranteed many interesting contacts and contracts for corporates, knowledge institutions, SMEs and start-ups.

In addition, this year we have introduced our own OSF Academy in which we offer our members a free accessible digital learning environment. We will expand this own Academy even further in the coming years. In 2023 we also started the project "*SportUp Boost NL*" that we are currently further developing with Innovation Lab Thialf, AISS (Amsterdam Institute of Sport Science), Olympic Training Centre Papendal and imec.istart.nl and in which we hope to further stimulate the Dutch ecosystem for start-ups in sports and vitality.

Next, we would also like to draw attention to the Erasmus+ project "*NextGen4SportFacilities*" in which Orange Sports Forum will act as lead partner with NOC*NSF (Netherlands Olympic Committee) and Breda University as the Netherlands project partners, as well as partners from Portugal and Türkiye. In this 3-year collaboration, various initiatives will be developed, in which international students work together to contribute to the design of the sustainable sports facility of the future.

And of course, there is the Caribbean Sports Week, organized on Curaçao in 2022 and in 2023 this special event will take place on Bonaire. As OSF, we are pleased to support this special event.

The above topics and much more, such as information about our members, can be found in this anniversary edition of the yearbook. As a board, we are highly motivated to continue to contribute to the international success of our members and the Dutch sports sector in general in the coming years. Of course, we hope to receive your unwavering support!

The yearbook will be officially presented this year in THE centre of the Dutch sports ecosystem, Papendal. It is important that our initiatives continue to contribute to the ecosystem around sport in the Netherlands and abroad, as has been the case in recent years. In this way we can together increase the economic and social impact of sport, for everyone!



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COLOPHON

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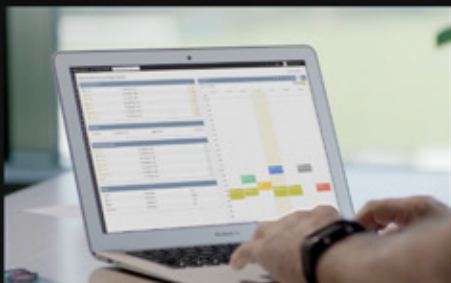
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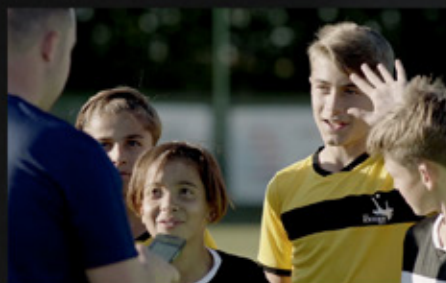


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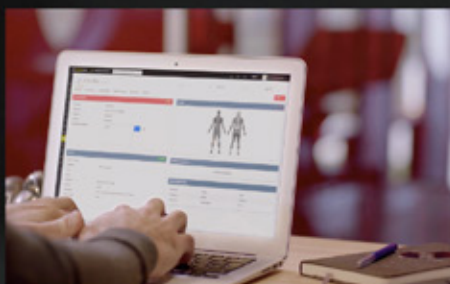
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THE YOU.FO RING

IS FLYING HIGHER THAN EVER

WITH ITS OWN WORLD CUP

On Sunday, June 18th, 2023, the first official YOU.FO World Cup took place at field hockey club 's-Hertogenbosch. With an exciting final between Japan and Canada, hundreds of spectators embraced this new innovative and unique sports game as it showed to be very dynamic and entertaining. Almost 40 teams competed in YOU.FO's first official World Cup, making this relatively young sports game bringing together players and teams from Japan, USA, Canada, Korea, Ireland, Belgium, Czechia, and more.

It all started in the Netherlands; with the basic idea of throwing away a rubber dog's ring with a wooden stick. But, almost a decade later, YOU.FO is much more than this initial idea. YOU.FO has won multiple national and international innovation awards for its patented products and concepts. The aerodynamic ring that can be launched and caught with the specially designed stick is developed with the help of a professor aerodynamics, designers, and physical education professionals.

Playing YOU.FO requires concentration, strength, flexibility, and cooperation. But the versatility of the game makes it inclusive and playable by all (young and old). The game is developed for inclusivity and designed after conducting research on young (non-) sporting pupils and students. This evolved in the award-winning concept as it was played at the World Cup and embraced in already 35+ countries all over the world.





YOU.FO is played 3 against 3, in mixed gender teams, as an invasion game (meaning you need to score in the end zone of the opponent's team). It is non-contact and self-regulated (meaning there is no referee, and players need to solve situation themselves based on respect and fair play), but the most important rule is that YOU.FO is played without out-of-bounds and players continue playing at all times. Making it a completely new and unique game that can be played everywhere at any time. It does not require new sporting facilities and can be played on each surface using existing sporting facilities or public parks and grounds.

This plug-and-play principle, combined with the highly innovative products, showed to be a great success with lots of potential. YOU.FO has even been described by the Dutch National Olympic Committee as: "High potential for global sports participation." With the game being played from Australia to Canada, Uganda to Finland, and Hong Kong to Spain, it shows that the new kid on the block is finally becoming part of the globally accepted sporting culture and landscape.

At the World Cup, the youngest player was 14 and the oldest 57 years old. Among the players that competed at the World Cup, there were students from Canada, P.E. teachers from USA, multi-athletes from Japan, but also a team that consisted of disabled youngsters from the Netherlands. With great respect teams competed against each other, after whatever the results the game had, both teams celebrated the outcome together. This culture of sportsmanship and fair play makes it transcending cultures and backgrounds, in which it has shown to be the perfect activity for local community groups or schools.

For that reason, the biggest flight that the YOU.FO ring has taken was within the institutional market (schools and local communities). Because of the unique culture of fair play and sportsmanship, combined with the verticality and plug-and-play principle, it shows to be perfectly suitable for physical education standards all over the world. Although the basic skills are easy to learn, YOU.FO will continue to challenge players to improve their skills and keep playing. YOU.FO

can be played one-on-one or in teams, freestyle or competitive, in city parks, on sports fields, at the beach, and even indoors in a gymnasium.

YOU.FO's next step and challenge is connecting with global brands and partners to be able to create a bigger (social) impact in local communities and markets. With the help of partnerships or sponsor deals with A-brands, YOU.FO can be brought to even more households, to inspire and activate families to live a healthy lifestyle and enjoy doing sports with others. With the next World Cup's being played in Belgium (2024) and Japan (2025), it is the perfect momentum for potential partnerships with this award-winning and innovative sports and leisure game YOU.FO. Specially now has been announced that the 2024 Open World Cup YOU.FO will take place at 't Zand, the largest public square in the middle of the historic city center (UNESCO World Heritage) of Bruges, Belgium.





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Dik Bijl, Head of Events
events@sharelogistics.com



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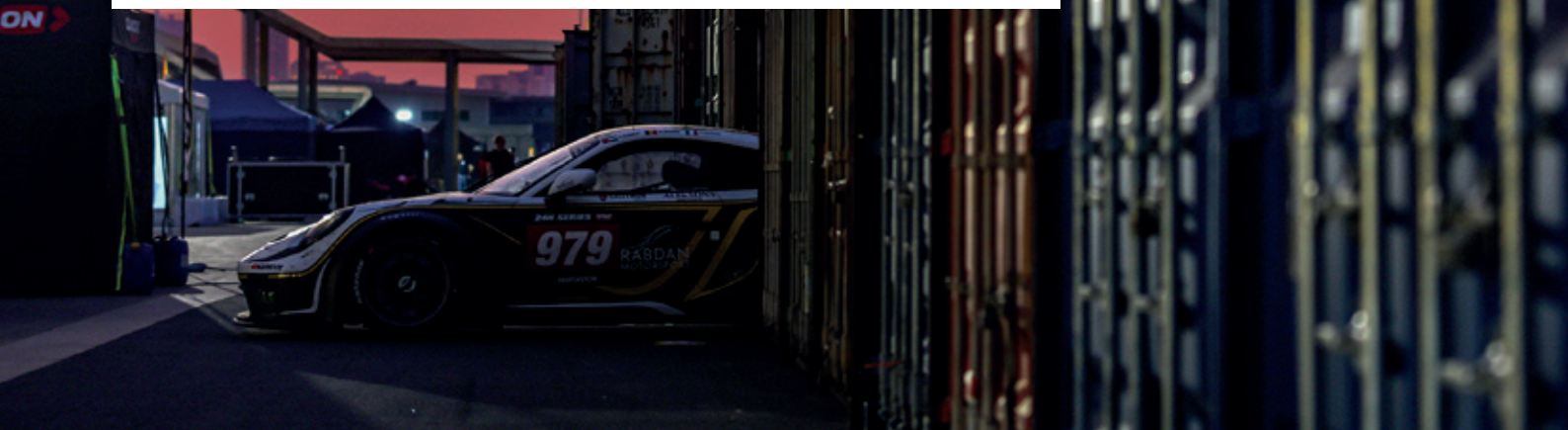
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Taking a look behind the scenes:

THE SUPPLY CHAINS OF THE EVENTS INDUSTRY DEMAND 'PERFECTION'



The Events industry is growing as more and more people are giving preference to experiences over material consumptions these days. This is especially true after the COVID-19 period. As a result, a lot of investments are flowing into the (events) industry. Whether it is companies investing in event sponsorship to promote their brand and products, or sovereign wealth funds and other financial institutions investing in different types of sports to make investor returns. These trends increase the supply and demand for events. Artists are touring more often and for longer periods, the amount of sports teams is increasing, they are playing more frequently and get more TV time, and the number of fairs & exhibitions hit an all-time high. With all of this the need for something that happens behind the scenes increased as well: the supply chain services that make sure that all the goods needed for the events get there on time.

A global supply chain services provider, specialized in serving the Events industry

Share Logistics, a Groupe BBL company, is a global supply chain services provider. The company supports customers on the design, management and execution of their global supply chains. Through its highly specialized and dedicated staff, backed by leading edge technology, Share Logistics offers innovative and seamlessly integrated solutions across a wide variety of industries. One of those is the events industry, where Share Logistics serves customers in the entertainment (e.g., live music, theatre, arts, etc.), sports (incl. e-sports), broadcasting, fairs & exhibitions, and special events market segments.

Dik Bijl, Head of Events at Share Logistics, explains: *'We really serve the entire value chain of the Events industry, from the companies or (local) (governing) parties organizing the events, to all the different kinds of suppliers of these events. Think of the stage and production equipment for concerts, mobile water infrastructures for large festivals, decorations for theatres, merchandize for sporting events, sports cars and spare parts for races, etc. We handle it all.'*

Other industries Share Logistics serves are, among others, energy, chemicals, automotive, aviation, maritime, relocation, food & beverage, and pharmaceuticals & healthcare. Share Logistics currently has 250 highly specialized and dedicated staff worldwide.





Demanding 'perfection'

When it comes to supply chains, the events industry can be a high pressure and unpredictable business. The team at Share Logistics is often working towards a tight deadline, and despite the extensive preparation there is always something that goes wrong.

'When we say 'perfection', what we mean is that no matter what happens, we ensure everything arrives on time for the event. Our team prepares for all the different scenarios, and has the right knowledge and network in place, not only to handle the different types of goods for these events but also to be able to solve problems quickly if and when they arise.'

Dik Bijl continues, *'a good example is when we shipped stage equipment to Australia for a well know singer. Shortly after the vessel (carrying the goods on board) left the port of origin, the shipping line announced it would switch to a longer sailing route and implement a 'slow steaming' policy. This would have caused the goods to arrive too late at the transshipment port, miss the connecting vessel and hence not make it to Australia in time for the event. Upon hearing the announcement, we quickly reached out to our contacts, and we managed to have the shipping line both change the entire routing of the vessel (i.e., back to the original routing) and remove its slow steaming policy. This way all cargo arrived on time and the fans were able to enjoy their concert as planned!'*

Another example was when for a car racing event the equipment of the TV crew was delayed. This was due to issues with the customs authority in Saudi Arabia, and subsequently meant it missed the transport to Kuwait. In close discussion with the customer we decided to ship the back-up equipment. During the weekend we picked-up the equipment in Germany, drove it down to Amsterdam (Schiphol) and flew it out on Sunday. The equipment made it to Kuwait just in time and ensured that fans were able to watch the entire race!'

We have numerous examples like this. Given the increasing size and complexity of events, it's not a question if something, somewhere will go wrong, but rather how fast you can solve it when it does'



More than just a service provider

Although Share Logistics provides global supply chain services to a wide variety of customers, it sees itself as more than just a service provider. Tristan Bierenbroodspot, Group CEO of Share Logistics, conveyed: *'We think of ourselves as a long-term strategic business partner (for our customers). Yes, we provide global and local supply chain services, whether this means we provide a fully integrated solution or support them on a single shipment, and yes, we are always at their disposal no matter what the time, but we also open our personal network (in the respective industries that we serve) for the benefit of their businesses. Given our teams are specialized in, and dedicated to, the various industries, they hold valuable insights and a vast network. We use this to help our customers grow their business. This is the DNA that is rooted in our culture'*

Share Logistics has been making significant investments in growing their team and network that is dedicated to serving the Events industry, thereby further enhancing their global 24/7/365 offering across the different Events market segments.

Tristan concludes, *'We are making these investments because we want to be able support our customers on all their global and local supply chain needs. Allowing them to focus on what they do best, and that's to create best-in-class events'*

'Share the Love of the Game', 'Share the Love of the Race',

Share Logistics started a campaign earlier this year to support the Events industry. For sports it looks to 'Share the Love of the Game', 'Share the Love of the Race', etc. Through this campaign it wants to help grow the industry, and the teams from the various global, regional or national leagues, federations and more.

Tristan explains: *'Sports have united people for millennia and Share Logistics wants to play an active role in ensuring that the global sports industry can grow in a sustainable way'*

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SPECIAL OLYMPICS KINGDOM GAMES

A LEGACY THAT ECHOES FOREVER



In February 2023, a remarkable journey commenced, one that would lead to a historic milestone in November the same year. It was a journey filled with dedication, collaboration, and the shared dream of creating a platform for individuals with intellectual disabilities in the Dutch Caribbean. The Special Olympics Kingdom Games had its inaugural edition, and the results were nothing short of extraordinary.

A Visionary Initiative

Niels Cannegieter, owner of Thinc ahead and the director and initiator of the Special Olympics Kingdom Games, summed up the essence of this extraordinary journey: *"It was a fantastic adventure. We started in February. Together with the Ministry of Health Welfare and Sports, we created a springboard for people with an intellectual disability in the Dutch Caribbean. Over the past months, we garnered the support of the Ministry of Health Welfare and Sports, Special Olympics Inc., Special Olympics Bonaire, Indebon, Openbaar Lichaam, TCB, FKPD, Zw Groep, Bon Bida, Hofi Kultural, Captain Don's Habitat, numerous sports organizers, and partners from the Netherlands, such as Fiore Projecten, Scheepens and Tricorp, who played a significant role in making this event a reality."*

A united kingdom of Athletes

In June, official invitations were sent out, and the enthusiasm and support from the participating delegations were inspiring. The event brought together delegations from Curacao (48 members), Aruba (38), Sint Maarten (21), Sint Eustatius (18), Saba (10), and Special Olympics Bonaire (34). This diverse assembly was the heart and soul of the Special Olympics Kingdom Games, representing a united kingdom of athletes.





A Multisport Spectacle

The months leading up to the event were characterized by meticulous planning and collaboration with local partners on Bonaire. The effort invested was evident in the multisport spectacle that unfolded during the weekend. With the support of a variety of organizations, Beach Volleyball (thanks to Indebon and the Ministry) saw the creation of a brand-new Special Olympics field of play. Soccer, Swimming, Bocce (the largest of all sports), Baseball5 (backed by the Royal Dutch Baseball and Softball Federation), and Athletics (with support from the Royal Dutch Athletics Federation and the introduction of Framerrunning to the people of Bonaire) constituted a fantastic lineup for the inaugural Special Olympics Kingdom Games.

A Spectacular Opening

The opening ceremony was nothing short of spectacular. It radiated with overwhelming energy, showcasing the fervor and enthusiasm of the participants. With the Law Enforcement Torch Run, the official Athletes Oath, and a vibrant music backdrop, the event kicked off in grand fashion. The symbolism and unity on display set the tone for a weekend filled with exceptional achievements and moments of sheer joy.



Sports, Friendship, and Tears of Joy

Over the course of the weekend, all sports took place, with athletes demonstrating remarkable dedication and skill. Beyond the competition, the event was a celebration of friendship, camaraderie, and the creation of lasting legacies. The Friends & Family Forum and Healthy Athletes programs added depth and meaning to the event, ensuring a holistic experience.

A Legacy of Transformation

As Niels Cannegieter aptly stated, *"When we look back, our legacy will be as follows: there are participants who came from their Island for the first time, had their first passport or ID, slept for the first time in a hotel with friends, and we created an event that makes this possible. We hope that the local Special Olympics Organizations will build a structure where the athletes can train and will participate in the next event. The invitation is there that everyone can join the Dutch National games in 2024. But we already have our goal for the second Special Olympics Kingdom Games in 2025. We changed the lives of people and will continue to do so. That... and that foremost I'm personally more than proud of... It makes me humble and fuels me for more legacy to come."*

The impact of the Special Olympics Kingdom Games extended beyond the athletic arena. As athletes received their well-deserved medals, tears of joy flowed. Friendships flourished, and a legacy was born, one that will continue to inspire and pave the way for future generations.



A Special Recognition

The coverage of this historic event extended to local sources. Websites like Bonaire.nu and the live broadcasts on local radio station Live 99.9 shared the spirit and enthusiasm that permeated the Special Olympics Kingdom Games.

The first Special Olympics Kingdom Games was a testament to the power of unity and inclusivity. It wasn't just about sports; it was about realizing the potential of every individual, irrespective of their abilities. The dedication of their organizers, the unwavering support of the participating delegations, and the collaboration of numerous organizations and partners turned a dream into a reality. This inaugural edition will be remembered as the beginning of a legacy, an event that celebrated the strength of the human spirit and the indomitable nature of the athlete.

As we look ahead, the Special Olympics Kingdom Games promise to be a shining example of what can be achieved when communities come together to support and uplift each other. It's not just a competition; it's a celebration of the incredible abilities within each of us.



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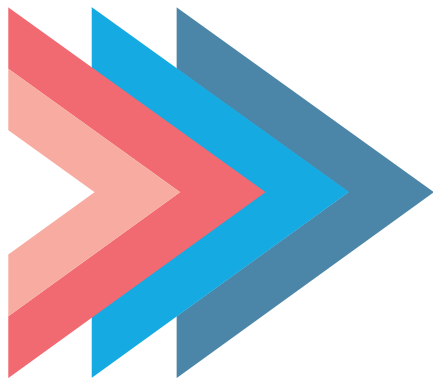
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Whether it is about monitoring performance, optimising training, stimulating a healthy active lifestyle or motivating people to sport and exercise, we can realise solutions through innovation and use of smart technology. Solutions, with which we not only meet these challenges, but also create new business opportunities.

Cluster Sports & Technology: proven effective in innovative collaboration

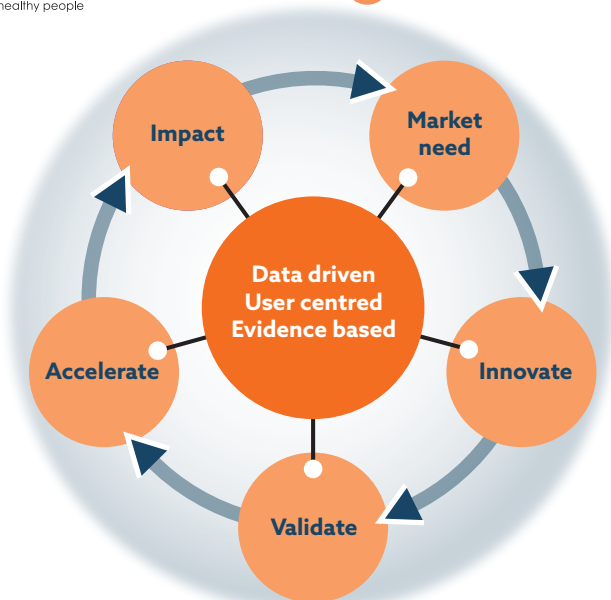
The Cluster Sports & Technology is an open network organisation in which a growing group of Companies, Knowledge Institutions, SportFieldlabs and Governments have been successfully collaborating for years on innovations for an active, healthy and vital society. Innovations with social, economic and individual impact. We do this with technology and open innovation as the driving force, building on the strengths of the Brainport region in South Netherlands.

Innovating with impact: ELIS Innovation Hub for Active Healthy People

From the Cluster Sports & Technology, the ELIS Innovation Hub has been established. In the ELIS Innovation Hub, a core group of partners from the Cluster Sports & Technology work together to bring innovative ideas to market-ready products and services in the practice of @work, @public space and @sport through the innovation cycle and with smart use of data.

Borderless innovation

Open innovation knows no borders, neither do market opportunities. The Sports & Technology Cluster and the ELIS Innovation Hub are part of a strong European innovation network. This allows us to successfully create new cross-border collaborations and innovation projects.



Your path to success in sports and vitality?

- Do you also want to make an impact with your innovation idea in sports and vitality?
- Do you want to realise the road from idea to market impact with greater success?
- Are you looking for cooperation and funding?
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The Olympic and Paralympic Games in Paris (2024) and Los Angeles (2028) are an excellent platform to show the world what the Netherlands has to offer in the field of sports and exercise innovations. Sustainability and inclusivity play an important role. With NL Expo LA'28 and the Sports Tech Innovation Bridge to the United States, the Netherlands is emphatically seeking the spotlight. Paul van der Kolk is innovation advisor at Sportinnovator and responsible for Business and Internationalization. He has 'great expectations'.

OLYMPIC GAMES AS A SPRINGBOARD FOR DUTCH INNOVATIONS

The Games in Paris and especially those in Los Angeles have been high on his agenda for several years. He immediately kicks off. Van der Kolk: *"With innovations in the field of water recycling, energy extraction from sports fields and the use of circular sports materials, we in the Netherlands are a frontrunner when it comes to sustainable innovations in the sports sector. We are going to build our story around that, we want to make maximum use of the opportunities."*

Sustainable mobility

Much is being developed to make sports more sustainable more quickly, for example in the field of sustainable mobility. Paul van der Kolk : *"Events do their best to become*

more sustainable in all kinds of ways, but not everything has the same effect. From a sustainability perspective, there is nothing wrong with offering vegan burgers to visitors to a sports match or festival, but 80% of the emissions at events like that come from the transport movements of people and materials. If you can do something about that, it will have by far the most impact."

That is why Sportinnovator in collaboration with NOC*NSF (Dutch Olympic Committee and Dutch Sports Federation) and the Ministry of Infrastructure and Water Management is working on a concrete plan which allows Dutch fans and athletes to travel to the upcoming Olympic Games in Paris in the most sustainable

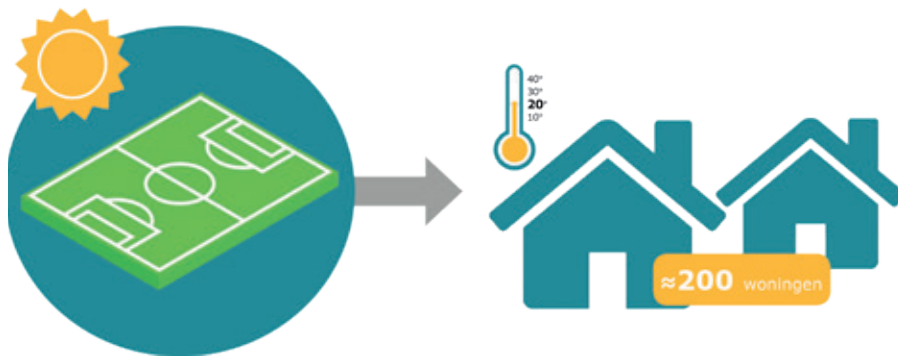
way possible, preferably zero-emission. Van der Kolk: *"How can we tempt people to leave the car at home and take the bus or train? Or to share car rides more often? These are important challenges and we want to actually offer various options for this. We see Paris as a test case to learn from, also for our own large-scale Dutch elite sporting events."*

The Netherlands already has the necessary experience and best practices in this area. In recent years, 95% of Formula 1 visitors to the Dutch Grand Prix traveled to the Zandvoort Circuit by public transport and bicycle. *"The knowledge gained there will certainly be used during the upcoming Olympic Games."*



Hydraloop

Hydraloop collects, cleans and reuses water from showers, baths, sinks and air conditioning units. The disinfected water can be used for, for example, irrigating sports fields, flushing toilets and refilling swimming pools. The recycling system reduces CO₂ emissions and reduces water and electricity costs.



Aendless Energy

Method to generate heat from artificial grass sports fields. This produces energy that can be used to heat homes and (club) buildings in the area.

Social innovations

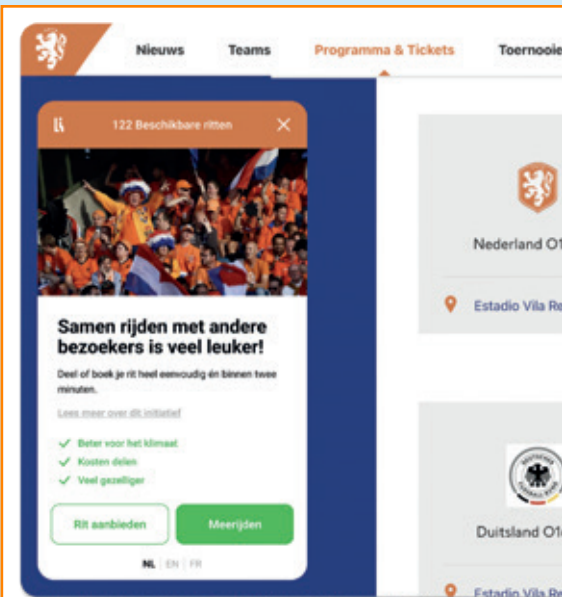
In addition to becoming more sustainable more quickly, motivating more people to take up sport and active exercise is an important theme for Sportinnovator. Van der Kolk: *"It is crucial that everyone can participate in sports and exercise activities. With Sportinnovator we therefore stimulate innovations that contribute to making sports and physical exercise self-evident for everyone. That it forms a natural part of everyone's day-to-day routine and is accessible to all population groups in the Netherlands."*

Research by NOC*NSF into sports participation in the Netherlands shows that young people between the ages of 13 and 18 in particular are clearly lagging behind. Just like people with a lower and secondary level of education. *"We are committed to reducing those differences through social innovations, for example. One of the reasons why the Netherlands is in the Top 10 of the Olympic medal table is - in addition to the wide range of sports that we have in the Netherlands - that we are so inclusive. This is partly because the women elite sports program in the Netherlands has been brought into line with that of men. That's why our women perform so well. We would like to showcase our inclusive approach and the innovations that come with it, especially during the Olympic Games in LA."*

Olympic Games Los Angeles (2028)

"Different lines come together at the Olympic Games in Los Angeles," says van der Kolk. *"First of all, a historical one. LA 2028 is exactly 100 years after the 1928 Olympic Games were held in Amsterdam."* Another notable parallel is the private funding of the Games. The Olympic Stadium in Amsterdam received no government subsidy at the time and was made possible by a fundraising campaign that raised one and a half million guilders. Van der Kolk: *"The guiding principle in LA is also that as little public money as possible should be spent on the event."*

There are also similarities in other areas. For example, Los Angeles and Amsterdam both have very multicultural populations and the sports landscape is constantly changing. Classic club sports increasingly has to compete with new, more individually oriented urban sports. *"Los Angeles is a bit ahead of us in this, so we like to be inspired by that. LA and the Netherlands have the potential to strengthen each other in various areas."*



Slinger-app

Going to a stadium or festival in a sustainable way? Ride together and share the fun with like-minded people. Contact is easily made with the Slinger-app. Free, green and cozy.

Sustainable bucketseat SC Cambuur

The new stadium of professional soccer club SC Cambuur will be the most sustainable stadium in the Netherlands. This is partly due to the sustainable stadium seat, developed together with VDL Seating Systems and VDL Kunststoffen.





NL Expo LA'28

To properly highlight Dutch innovations in the field of sustainability and social innovations in Los Angeles, plans for a NL Expo LA'28 have been being worked on for two years together with Reinout Oerlemans, honorary consul in Los Angeles. Van der Kolk: *"The aim of this Dutch Expo is to create a physical place of connection and global impact, where innovative entrepreneurs and sports, governments and knowledge partners come together and collaborate on creating a sustainable blueprint for the future of sports and sporting events. We are convinced the Netherlands can make an important contribution to this."*

Sports Tech Innovation Bridge to the United States

To establish international connections, Sportinnovator works closely with SportsNL, a public-private initiative coordinated by the Netherlands Enterprise Agency (RVO) that connects parties from the Dutch sports sector. The platform wants to make optimal use of the power of sports for international trade, diplomacy, innovation and knowledge exchange and social programs.

In view of the Olympic Games in Los Angeles, SportsNL has designed a program that aims to accelerate the entry of Dutch sports technology companies into the American sports industry: the Sports Tech Innovation Bridge to the United States. Van der Kolk: *"The program is an initiative of the Consulate General of the Kingdom of the Netherlands in Miami, in collaboration with, among others, the KNVB, Sportinnovator and the Johan Cruyff Arena."*



It's my life-app/Fitcoins

The app is all about encouraging healthy behavior with a focus on sitting less and moving more (walking). With this exercise behavior we try to gain insight into our daily activity and the app rewards you for performing healthy exercise behavior.



Taalbom

Taalbom combines learning the Dutch language with aerobics. The ten-part course has been specially developed for immigrant women who have little knowledge of the Dutch language and is offered in community centers.

SPORTINNOVATOR

Sportinnovator is the Netherlands' leading sports innovation network. Its mission is to drive and implement innovative solutions for a lifetime of enjoyment playing sport and taking exercise. The Sportinnovator ecosystem consists of Sportinnovator centres, sports organisations, businesses, knowledge institutions and municipalities. They work together on groundbreaking innovations. Sportinnovator also supports innovations that contribute to

performance improvement in elite sport and that accelerate the process of making sport and sports facilities more sustainable.

Sportinnovator is an initiative of the Ministry of Health, Welfare and Sport and is supported by ZonMw, The Netherlands Organisation for Health Research and Development.

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TEN SINO-DUTCH WEPARKS IN CHINA

In 2017, Orange Sports Forum, together with 10 Dutch companies and the government, started a public-private partnership in China, called PIB Football Development. Various activities have been organized through this partnership, including trade fair participation and trade missions. One of the concrete results from this partnership are the WeParks. This is a public sports and exercise park for Chinese children. About 8 Dutch organizations contribute to the realization of each WePark. In 2022, a partnership was also concluded with the Johan Cruyff Foundation to integrate Cruyff Courts into the WeParks. The 10th WePark has now been opened and it is expected that 50 WeParks will be realized throughout China within five years.

1 WePark Chengdu



● Opened in 2019

2 WePark Chongqing



● Opened in 2020

3 WePark Wuhan



● Opened in 2020

4 WePark Foshan



● Opened in 2021

5 WePark Linze County



● Opened in 2021

6 WePark Ganzhou



● Opened in 2021

7 WePark Shuangliu, Chengdu



● Opened in 2022

8 WePark Dingzhou



● Opened in 2023

9 WePark Chengdu Qingyang District



● Opened in 2023

10 WePark Yuanshi County



● Opened in 2023



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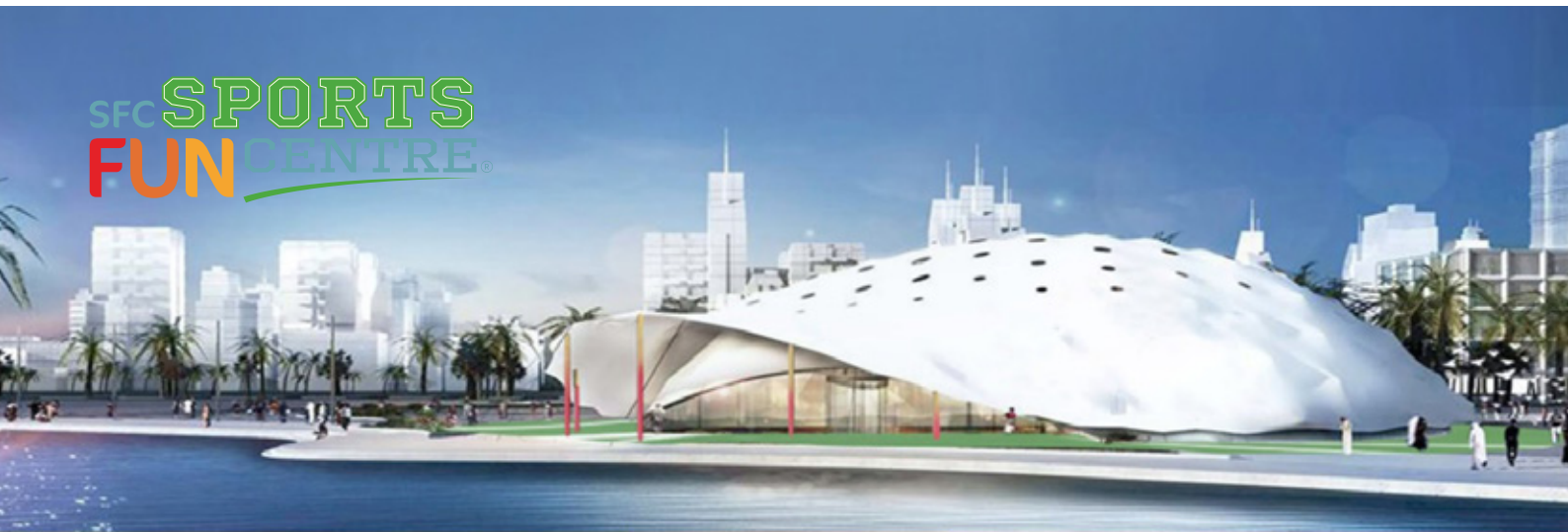
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The Feyenoord Academy is known worldwide as one of the best football development systems, having produced many talented players. Feyenoord International offers programs for ambitious players and coaches to experience youth football at the highest level. We do this by sharing and applying the methodology used within the Feyenoord Academy. The new Feyenoord Academy facilities were officially opened in August 2019. This new accommodation contributes to the professional training environment that Feyenoord wants to offer its youth players.



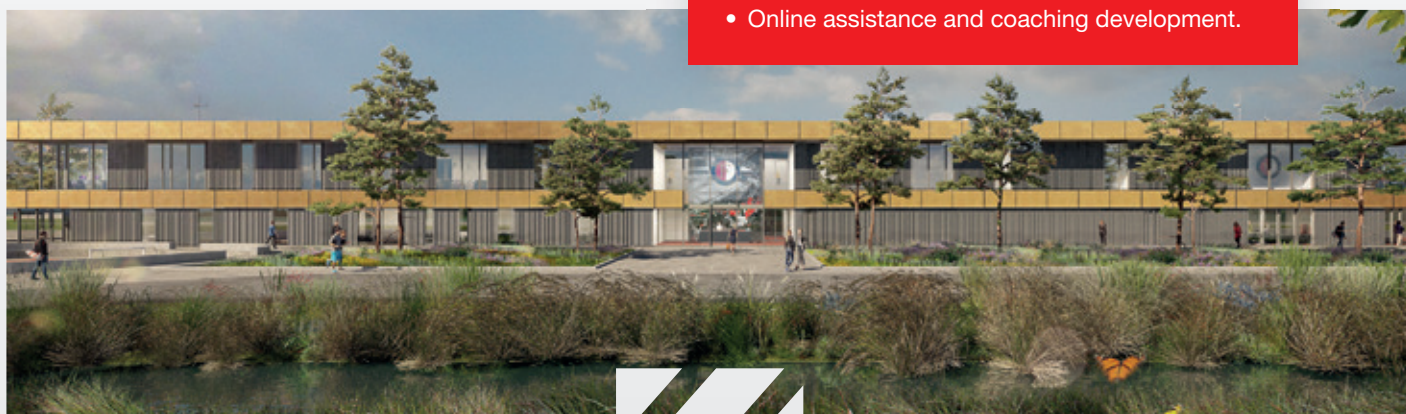
Feyenoord International stands for a high-quality learning experience for participants in all our international programs. With these programs we aim to provide both coaches and youth players with unique opportunities. Feyenoord offers them the opportunity to showcase their talent, to learn more about the beautiful game of football and to communicate with both their peers and our qualified International Development Coaches.

The main goal is to contribute to the development of global football. We do this by making our knowledge and experience available to our partners. Our international programs are designed to provide academy staff with the right tools to boost their personal development as well as the development of the academy curriculum and the development of their players.

Feyenoord is structurally active on five continents. In addition, Feyenoord Camps are organized annually in many different countries while we welcome teams, coaches as well as other delegations at our academy in Rotterdam.

WHAT FEYENOORD CAN OFFER:

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- Clinics and workshops on location;
- Internship opportunities for talented players and coaches;
- Curriculum and coaching consultancy;
- Online assistance and coaching development.





FANGAGE FOR FOOTBALL

Pilot with smart technology against discriminatory chants

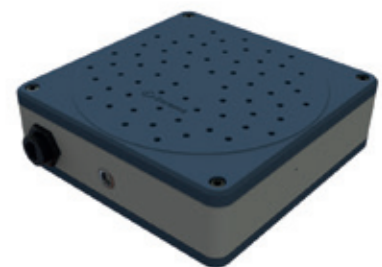
With the aim of combating discriminatory chants in stadiums, a pilot has been launched with smart technology. Until now, available video images in combination with sound recordings too often fell short as evidence in court. In the context of the project 'Our Football Belongs to Everyone', a joint plan of the Dutch government and Dutch football, the business community has been challenged to come up with concrete solutions in collaboration with professional football clubs. With the pilot, this challenge enters a new phase.

Marianne van Leeuwen,
director professional football at the KNVB:
"Visiting football should be a party for everyone. Encouragement and rivalry are part of a competition and the experience of it, but there is also a very clear lower limit to what one can say: there is no place for discrimination. This pilot with new and smart technology is an important part of the 'Our Football Belongs to Everyone' plan and with this we are taking another step in the fight against discrimination."

Rick Scholte,
CEO of Sorama:

"Sound is one of the most important factors in creating an atmosphere in the stadium. To positively influence the atmosphere, it is important to map the sound and give that information back to the fans in an interactive way so that they increase the atmosphere with positive sounds and fulfill the role of the 12th player."

A total of five project plans were submitted to Sportinnovator, which supervises the challenge. The initiatives comply with Dutch privacy laws and regulations and should contribute to a more positive sports culture in football stadiums. After the evaluation by an independent jury, three proposals were selected. With a co-financing from the Ministry of Health, Welfare and Sport of a total of more than 1 million euros, pilots have started at Feyenoord, PEC Zwolle and PSV Eindhoven. In these three stadiums, various solutions are (further) developed and tested. After one year, it should become clear whether and in what way this smart technology supports the detection of racism and discrimination and/or contributes to identifying people involved. Orange Sports Forum is participating together with Sorama, Bosch, Eindhoven University of Technology and PSV Eindhoven in one of the three projects.



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supporters to encourage the club in a positive way and to sing along more: 'fan engagement'. The technology can be used simultaneously to use artificial intelligence to signal anomalous sound (anomaly detection). A human 'operator' can then listen live or afterwards and act if necessary.

The system has already been tested several times and the positive approach of the project is appreciated by both the fans and the other stakeholders. There is also a strong international interest, and the system is being further developed for use in stadiums in Europe and the United States, including the American NBA.

Fangage for Football

In this project, Sorama's sound cameras will be used in the stadium to measure and locate the involvement and enthusiasm of the fans. By presenting this information back to the fans in realtime, via sound map on the stadium screens, the consortium wants to motivate the



Our Football Belongs to Everyone

'Our Football Belongs to Everyone' is the joint plan of the national government, KNVB, Eredivisie CV (first league), Keuken Kampioen Divisie (second league) and Azerion Women Eredivisie to fight against racism and discrimination in football. The plan has twenty parts. One of them is making (smart) technology available in football stadiums. The central government has commissioned

Sportinnovator to set up this challenge. In the meantime, at the request of the Ministry of Health, Welfare and Sport, the state attorney (Pels Rijcken) has carried out a legal exploration into the privacy law frameworks for the use of (smart) technologies in football stadiums. The report that has been drawn up on this subject can be found on the website of the national government.

*Conny Helder,
Minister for Long-Term Care and Sport:
"Discrimination has no place in sport and in football stadiums. I am pleased that these companies, in cooperation with the clubs, are working hard to keep discrimination and hurtful chants out of the stadiums. Everyone, athletes, volunteers and spectators, should be able to enjoy sports and exercise unhindered and in a safe environment, now and in the future."*

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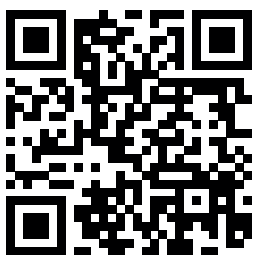
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NK ROAD CYCLING 2023

The 2023 National Road Cycling Championship was back in Limburg after years. Watersley Sports & Talentpark in Sittard-Geleen was proud to have served as the finish location.

Sittard-Geleen



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Dylan van Baarle
Dutch champion with the pros

Pepijn Reinderink
Dutch champion with the U23rds

Tom Vermeer
Dutch champion with the elite without contract

Demi Vollering
Dutch title for elite women

Anne Knijnenburg
Dutch title for elite women without a contract



Dutch elite men's title

Dylan van Baarle

Dylan van Baarle has become 2023, Dutch champion among the pros. The Jumbo-Visma rider soloed to victory in Sittard-Geleen.

Van Baarle soloed away from a group of leaders that included both riders who remained from an early breakaway - including Olav Kooij - and riders like himself and Mathieu van der Poel.

Five riders colored this championship: Robert Gesink, Olav Kooij (Jumbo-Visma), Timo de Jong, Jasper Haest (VolkerWessels) and Jochem Kerckhaert (BEAT). The former in particular was the engine of this race, whose minimal goal was to get Kooij as far as possible in the final. After De Jong lost the role earlier, the remaining four held on. At about forty kilometers from the finish Bart Lemmen, Ide Schelling and Frank van den Broek managed to make the connection. Not much later, Mathieu van der Poel and Dylan van Baarle, among others, also came to the front. After Schelling and Teunissen dropped out at the front due to equipment failure, it was the strong riding Van den Broek who managed to break away from the favorite group first. With ten kilometers to go, Van Baarle attacked and soloed to the win. Van der Poel had Kooij as his guard and was unable to close the gap.

Van Baarle was proud of his title. *"This is very special for me to be able to go to the Tour de France in the red-white-and-blue. I knew beforehand that I was in shape, but also that Mathieu van der Poel would definitely be there. In the end, we did well as a team today."*

Dutch U23 title

Pepijn Reinderink

Pepijn Reinderink became Dutch champion in Sittard.

The rider from the Soudal-QuickStep training formation crossed the finish line solo, outsmarting the strong blocks from Jumbo-Visma and A Bloc. Luke Verburg came second on behalf of A Bloc, Jesse Kramer finished third on behalf of Jumbo-Visma.



Dutch title elite-without-contract

Tom Vermeer

Tom Vermeer has become Dutch champion among the elite without a contract.

In the closing stages he outsmarted Casper van der Woude and Jeroen van Krimpen.





Dutch title elite women

Demi Vollering

Demi Vollering became Dutch champion on the road for the first time in her career.

The SD Worx rider soloed to the gold. Behind her, Watersley resident Lorena Wiebes came a distinguished second in the sprint for this spot, Marianne Vos came third.

This NK was colored by an attack by Eva van Agt (Jumbo-Visma) and Esmee Peperkamp (DSM), who managed to take a four-minute lead. Going into the final lap, hardly any of that was left. Mischa Bredewold tried to go it alone, but it was the subsequent attack by top favorite Demi Vollering that really paid off. *"I heard from the girls that I had to push through. It certainly didn't come naturally today, but you know what you're doing it for when you're heading to the finish line. I wanted that red-white-and-blue jersey and I got it."*

Dutch elite women's without-contract title

Anne Knijnenburg

Anne Knijnenburg has become Dutch cycling champion among the elite women-without-contract.

The rider of WV Schijndel won the sprint of a first group at the expense of Elisa Serné and Noa Jansen of De Jonge Renner.



Watersley Sports & Talentpark

Sports is what drives Watersley. It is the glue between everything the area has to offer. We do this for *everyone* who finds sports interesting. Whether you practice it or enjoy watching it. Watersley is a unique place in that it is directly connected to *nature*. Everyone gets *energy* from that. It is also an ideal base because it lies at the foot of the *Limburg hills* and in the middle of the *Euregion*. The range of *facilities* and (sports) *knowledge* ensures a carefree stay.

Sports & Talentpark - Watersley Sports & Talentpark is a residential campus for both international and national top sports talents. A unique location where living, studying, working and recreation are connected. We guide and facilitate talents based on housing, development and competing.

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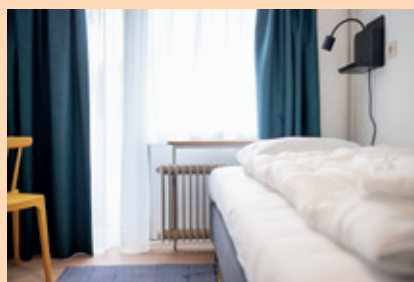
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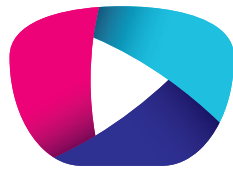


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STARTUPS IN SPORTS

Four partners join forces for a stronger ecosystem

In 2023, a number of organisations within Dutch sport have joined forces to improve the ecosystem around start-ups and scale-ups in sport. Thanks to the "One Single Hub" program of the Netherlands Enterprise Agency, AISS (Amsterdam Institute of Sport Science), imec.istart, Innovation Lab Thialf, Olympic Training Centre Papendal and Orange Sports Forum have started a 2-year partnership to develop a pre-accelerator program in sports. This pre-accelerator program, SportUp Boost NL, is based on the successful SportUp Boost program from Flanders, Belgium.

The project is partly supported by the "One Single Hub" program of the Netherlands Enterprise Agency (RVO). Through this program, the successful SportUp Boost program from Belgium is being prepared to be rolled out in the Netherlands to four accredited Sports Innovation and Valorisation Centres.

- Amsterdam Institute of sport Science (AISS) – Amsterdam
- Innovation lab Thialf – Heerenveen
- Olympic Training Centre Papendal – Arnhem
- Orange Sports Forum Foundation – Eindhoven

The guidance and upscaling takes place by SportUp Boost Belgium and by the imec.istart programme. The imec.istart support program is the number 1 university business accelerator in Europe and the number 4 in the world on the UBI Global ranking.

The innovation centres will recruit and guide start-ups with an early-stage business idea. The startups go through a pre-accelerator phase supported by SportUp Boost NL and are prepared to participate in the imec.istart.nl support program. If they are selected for this program, they can work on the development, roll-out and upscaling of their sports & vitality business proposition. They can also immediately valorise their proposition in an innovative sports environment. Finally, funding from €100,000 to €250,000 is available for the selected start-ups.

Through OSF's Start-up Facilitator Program, the program will also be accessible to foreign start-ups. The international character that this adds to the programme creates a suitable environment for an early international strategy among the participants and this offers many opportunities with regard to scaling up the business abroad.

The Netherlands is one of the frontrunners in the field of sports technology and sports innovations. The demanding nature of professional sport and the extreme attention to details that make a difference in professional sport, makes it a breeding ground for technological innovations. The project partners expect to be able to give a huge boost to the startup ecosystem in the Netherlands with the introduction of the successful SportUp Boost program from Flanders, linked to the Sportinnovator Centres and imec.istart.nl.



About Orange Sports Forum

OSF is a platform for the (international) promotion of companies, organizations and institutes that are affiliated to Dutch sport. One of OSF's most important roles is to identify opportunities abroad and to create a platform where Dutch companies, organisations and institutes can come into contact with foreign countries.

OSF brings Dutch companies and institutions into contact with potential partners and customers abroad and vice versa. OSF now has a network consisting of more than 300 companies and institutions. In addition, OSF works closely with Dutch governments and foreign posts (embassies and consulates) and is recognized by RVO as a startup facilitator. Through the OSF Start-up and Scale-up Innovation Program, OSF guides international startups that want to establish themselves in the Netherlands.

About Innovation Lab Thialf

Innovation lab Thialf is a collaboration between Thialf, "Sportstad Heerenveen" and Topsport NOORD, who jointly invest in sports innovations for top sport, grassroots sports and fan experience.

Innovation lab Thialf initiates, executes and markets innovation projects in collaboration with partners from sports, business, science and government. Thialf is a certified innovation cluster of Sportinnovator.

Thialf is one of the innovation clusters within the project that will work on the upscaling of the program and implement it after the project

About Amsterdam Institute of Sport Science (AISS)

Amsterdam UMC is a leading academic medical center that combines high-quality complex patient care with innovative scientific research and education for the next generation of healthcare workers. We believe that healthcare, research and education belong together, shape each other and feed each other. The Amsterdam UMC houses eight research institutes: informal networks of research groups and departments working on different aspects of the same research theme. Several of the research institutes are joint institutes with other faculties of the University of Amsterdam and/or the Vrije Universiteit Amsterdam. The Amsterdam Movement Science Sport is the research institute that are partners of AISS (Amsterdam Institute of Sport Science).

AISS is one of the innovation clusters within the project that will work on the upscaling of the program and implement it after the project.



About Olympic Training Centre Papendal

Olympic Training Centre Papendal is the largest top sports training centre in the Netherlands. Today, more than 400 top athletes use the top facilities every day. Papendal is a certified innovation cluster of Sportinnovator.

Papendal is one of the innovation clusters within the project that will work on the upscaling of the program and implement it after the project.

About Imec.istart

IMEC Netherlands' mission is to develop targeted innovations with a real impact on people's lives. IMEC joins forces with research institutions, governments and companies to use its world-leading R&D for impactful innovation projects.

IMEC NL will support the introduction and supervision of the SportUp Boost program from Belgium in the Netherlands. After the project will work closely with SportUp Boost NL. Teams that have completed the SportUp Boost program can apply for imec.istart.nl.

About SportUp Boost Flanders

SportUp Boost was set up in 2018 as the community and (pre-)accelerator for Flemish sports startups in Flanders, it is a collaboration between UGent-Victoris and imec.istart, with the support of Sport Vlaanderen. The SportUp Boost support program consists of three parts:

1. SportUp Meet for generating innovation ideas and attracting talent
2. SportUp Boost is a pre-incubator aimed at early-stage start-ups
3. SportUp Start is the incubator program for mid-stage start-ups in collaboration with imec.istart.

SportUp Boost Flanders is an important partner within the project and will form the basis for the Dutch program SportUp Boost NL.



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Sporters United Rijnkade 192, 1382 GT, Weesp	www.sportersunited.nl
SportExperience Torenallee 3, 5617 BA, Eindhoven	www.sportexperience.org
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Sport Technologies Cavalier 1, 3897 AA, Zeewolde	www.sport-technologies.nl
Sports & Technology Torenallee 3, 5617 BA, Eindhoven	www.sportsandtechnology.com
Sports Pitch Engineering Anne Aleidaalaan 56, 3832 KT, Leusden	www.sports-pitch-engineering.com

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svikaworks Tweede Hogerwoerdstraat 31, 2023 VK, Haarlem	www.svikaworks.nl
Sweep6 Juliana van Stolberglaan 161, 2595 CD, Den Haag	www.sweep6.nl
TDE Torenallee 3, 5617 BA, Eindhoven	www.tde.nl
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SINO-DUTCH SPORTSTECH HUB

Sino-Dutch SportsTech Hub, the first state-to-state SportsTech industry platform, has launched and was successfully selected into Hong Kong Cyberport's world-class incubation program in 2023.

"Sino-Dutch SportsTech Hub" is a state-to-state professional business platform for SportsTech industry, jointly initiated and owned by AquaBloom International Sports Technology Group ("ABSG") and its Dutch partner Orange Sports Forum ("OSF"), a top-notch sports industry organization in the Netherlands. The Hub was recently launched and successfully selected into the Hong Kong Cyberport Incubation Programme. The Hub will bring digital, intelligent professional services and many related benefits to the Cyberport community, Hong Kong sports and sports technology industry of China and the Netherlands.



The Netherlands is the world's traditional sports power, both in competitive sports and sports industry. The country's vision is that by 2030 the Netherlands will be seen globally as an inclusive, sustainable and innovative sports nation. In terms of competitive sports, the Netherlands ranked sixth on the Beijing 2022 Olympic medal list and seventh on the Tokyo 2020 Olympic medal list, which is a very outstanding achievement with a total population of only over 17 million. In the Netherlands, there are almost 100 sport organizations linked to the Netherlands Olympic Committee (NOC*NSF), of which 77 sport federations. 55% of Dutch people exercise every week, and 59% of Dutch adults watch professional sports competitions through social media or television. The Netherlands has 40,000 sports companies and institutions, as well as 22,000 sports facilities.

Founded in 2010, OSF is a powerful platform to promote sports-related businesses, organizations and institutions in the Netherlands. OSF has a network of over 300 Dutch sports-related companies and organizations and focuses on three areas: building sports-related organizations networks; To support, represent and advise on international operations; Promote Dutch sports-related companies and organizations worldwide.

ABSG and OSF have worked together to support each other's SportsTech activities, share information about the sports industry in each other's countries, referring top-notch sports and sports technology companies and projects to China and Europe markets, establishing joint ventures and co-creating world-class sports projects.

The establishment of Sino-Dutch SportsTech hub is the first landing project of SportsTech UN-one of the core global strategies of ABSG, and also a historic initiative in the global sports technology industry. In the future, we will work with the top international partners of ABSG from more than 20 other sports powers to realize the landing of professional platforms and the integrated development of business and industry among countries.





Sino-Dutch SportsTech Hub has been strongly supported by many official organizations, government departments, investment institutions and other aspects. Mr. Nico Schietekatte, Health, Welfare and Sports Counsellor of the Dutch Embassy in China, and officials of the Consulate General in Hong Kong congratulated on the establishment of the China-Netherlands Sports Science and Technology Hub platform and will strongly support its development.

Secretary Mr. Kevin Yeung and his delegation from the Bureau of Culture, Culture and Tourism of the Government of Hong Kong SAR of China visited the Netherlands in April. He listened to the OSF team's sharing and introduction, and expressed his great interest and praise for the cooperation and planning between ABSG and OSF in Hong Kong, as well as his support for the establishment of Sino-Dutch SportsTech Hub and its related projects and cooperation.

The Hub will also develop a powerful digital platform to present core functions including industry information, enterprise and organization database, project resources, investment and business matching, trade missions, contract management and other core functions through big data, artificial intelligence and other key technologies, bringing together the best talents, technologies, companies and other resources from China and the Netherlands. To enable cooperation in the sports technology industry. The digital and intelligent platform will greatly help the digital transformation and upgrading of the sports industry, reduce costs, improve quality and efficiency, and promote the efficient integrated development of the Chinese and Dutch industries and the global industries.



At the same time, the Hub is committed to bringing Dutch/European projects with significant business and ecological value to Hong Kong and mainland China through a high standard of top IP screening mechanism and obtaining exclusive ownership/business rights in Greater China. For example, Inno4Health, which is an EU project led by Philips, and involving 34 scientific innovation companies and research institutions from 7 countries, is committed to creating top solutions that can be applied to health management, sports performance and other fields. As well as the world's top sports industry partner projects listed on NASDAQ. Sino-Dutch SportsTech Hub brings great value and vitality to the sports industry in Hong Kong and the mainland by carrying out high-quality industrial exchanges, helping SportsTech companies and corporates to land and develop, and creating projects together with high commercial value.

Sino-Dutch SportsTech Hub, with its unique positioning, rich resources, powerful service system and professional team, has been successfully selected for the Hong Kong Cyberport's world-class incubation program. The Hub will receive funding, space, professional services provided by Cyberport, as well as high-end resources and value from the entire Hong Kong ecosystem. Here, ABSG and its Global SportsTech Cluster partners sincerely thank the senior leadership of the core base partner Cyberport and professional teams from various departments for their strong support to the sports technology industry. We look forward to continuous and close cooperation between both parties to contribute to the integrated development of the global sports technology industry.

Mr. Mike Yang, the Founder & CEO of ABSG, and his team based in China and the United States have made many historic initiatives in the global sports industry in the past 30 years, including but not limited to: Hired to create new product areas for world top brand NIKE's Innovation Kitchen at its world headquarters in Portland; When the national brand Li Ning first entered the North American market, he worked as one of the core founding directors to lay a solid foundation for the development of the North American market, and led the national team to carry out promotion and marketing in North America. He built the pioneering and innovative chain of sports clubs in the San Francisco Bay Area, with up to 10,000 members, and leading an emerging industry segment that has generated GDP of more than \$1 billion; As the only Asian to obtain license from Nike and Nike Sports Camp headquarters, he's the founder of Nike Sports Camp in Asia; He also created the first and only SportsTech platform in the Asia Pacific region that has been recognized by SportsTechX Global SportsTech Report for three consecutive years, has landed SportsTech ecosystem, business system and many major projects with global influence, he has also be selected as one of the 30 global innovation leaders. In the future, we will continue to explore and provide unique value and make further contributions to the global sports technology industry!

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CARIBBEAN SPORTS WEEK BONAIRE

PROGRAMMA CARIBBEAN SPORTS WEEK

Day 1: Sunday, 5 November

Local time Program

09:00h	Island Tour to visit the sport facilities and the Special Olympics Kingdom Games
10:30h	Visit Baseball 5 and medal ceremony
11:00h	Unified clinic baseball 5 for delegation and athletes Special Olympics by the KNBSB
12:30h	Lunch with athletes, staff and organization Special Olympics
13:30h	Break / free time
14:00h	Demonstration & Clinic Wind surfing @ Sorobon
18:00h	Welcome drinks with Public Entity Bonaire (OLB) and Tourism Corporation Bonaire (TCB) and delegation PSV Eindhoven

Day 2: Monday, 6 November

Local time Program

Plenary program: Sports and a Healthy Lifestyle

09:00h	Opening & Welcome speeches
09:45h	Setting the Scene: Caribbean Sports and Prevention Agreement
10:15h	Presentation Sports in Public Places
10:45h	Coffee break
11:00h	Round Table about Special Olympics
11:30h	Presentation Professional Sports Mindset at the Workplace
12:00h	Presentation ILLUSTRÉ and beyond
12:30h	Network lunch, powered by BMW NV
13:30h	Presentation about SkillCourts
14:00h	Presentation Hutten Catering, zero-waste voeding
14:30h	Presentation Kingdom Talent Funds
15:00h	Small group sessions, three tables with specific topics: 1. Sports & Nutrition 2. Sports & Education 3. Sports & Public Spaces
16:00h	Recap Day 1 and closing remarks
16:15h	Network drinks

Day 3: Tuesday, 7 November

Local time Program

Plenary program: Sports, Economy, Tourism and Entrepreneurship

09:00h	Opening & Welcome PSV Eindhoven
09:30h	Round Table: Setting the Scene
10:15h	Presentation XXL Nutrition, E-Commerce and Entrepreneurship
10:45h	Coffee break
11:00h	Presentation Accelerating Startups & New Business
11:30h	Q&A
11:45h	Presentation Water, Sports and Sustainability
12:30h	Network lunch & Matchmaking
14:30h	Recap Day 2 and closing remarks
14:35h	End of Day 2
19:00h	Cultural night, including local food, music and dance

Day 4: Wednesday, 8 November

Local time Program

Plenary program: Caribbean Sports Agenda

09:15h	Opening & Welcome Berend Rubingh (Back2Basics)
09:30h	Breakout sessions: Sports & Movement in the Caribbean part of the Kingdom
10:15h	Coffee break
10:30h	Plenary session: Sports & Movement in the Caribbean part of the Kingdom
11:15h	Coffee break
11:30h	Drafting a Caribbean Sports & Movement Agenda
12:00h	Lunch
13:30h	Opening gym San Luis Bertran and site visit National Stadium of Bonaire and Cruyff Court
14:30h	Site visit National Stadium of Bonaire and Cruyff Court
15:00h	Presentation InnoBeweegLab: monitor playgrounds San Luis Bertran
15:00h	Clinic Frame Running
16:00h	Viewing Party Champions League: PSV Eindhoven – RC Lens at Konekta @Business Incubator Bonaire
18:00h	Konekta @Business Incubator Bonaire Meet & greet Dutch and local entrepreneurs and students with drinks and snacks

Day 5: Wednesday, 9 November

Local time Program

09:00h	Brief review of the past days Breakfast session sponsored by KVK including Top 3 Shark tank presentations
11:00h	End of the breakfast session

After a successful first edition on Curaçao, Orange Sports Forum, in collaboration with various Dutch and Caribbean organizations, organized a 2nd edition of the Caribbean Sports Week in November 2023, this time on Bonaire! The conference was once again entirely dedicated to sports in the Caribbean and the goal of the event is to transfer knowledge, expand contacts and partnerships and position the Caribbean part of the Netherlands Kingdom as an ideal hub to South, Central and North America.

The Caribbean Sports Week was organized in collaboration with the Ministry of Health, Welfare and Sport, PSV Eindhoven, Indebon, Public Entity Bonaire (OLB), Tourism Corporation Bonaire (TCB) and various sports associations and local (sports) organizations.

Thanks to the rising economy and increasing tourism in this region, the Caribbean offers plenty of opportunities for Dutch (sports) organizations. Various seminars were held on topics such as innovation, sports development and sports facilities. Economic cooperation between Caribbean and Dutch companies was also an important focus of the Caribbean Sports Week. The days were divided into three themes:

- Sports and a Healthy Lifestyle
- Sports, Economy, Tourism and Entrepreneurship
- Caribbean Sports Calendar





▼ Panel Atilay Uslu (Corendon), Nick de Graaf (PSV Eindhoven) & Clark Abraham (Gedeputeerde Bonaire)



The Caribbean islands within the Kingdom of the Netherlands have developed strongly in recent years, partly thanks to increasing tourism and the rising economy. Sports also play a major role in this and the Caribbean produces many professional athletes who play in top leagues such as the MLB (Major League Baseball) or the Olympic Games.

Bonaire has also developed strongly in the field of sports. Several new sports facilities have been realized, including gyms and various football pitches. Various facilities will also be realized in the coming years, such as a swimming pool, gyms, and more.

This development provides many opportunities for more intensive cooperation with each other, but also with public and private parties from

the Netherlands. In this way, sport can play an increasingly important role in the Caribbean and this can benefit both in recreational and top-level sports. The Caribbean Sports Week fits in perfectly with this and has resulted in many new conversations, partnerships and initiatives.

The Caribbean Sports Week made it clear that there is a need for a lot of knowledge, structure and good facilities on the islands. In the coming months, the valuable discussions and themes at various levels will be followed up. It will also be examined what role Dutch companies and public parties may be able to play in this. The participating parties from the Netherlands and the Caribbean have already expressed the ambition to organize a third edition of the Caribbean Sports Week in 2024 and to make it an annual event!



‘Let’s turn the future into a win-win situation.’

Welcome to Bonaire

It’s always a joy to utter these words, especially so right now. It is truly a pleasure to extend a warm welcome to all the participants, organizers, and esteemed guests of the Caribbean Sports Week. This event is a unique blend of sports, networking, and business opportunities, showcasing the incredible potential that sports offer within the Kingdom of the Netherlands.

Sports possess a unique power to bring people together and create opportunities that extend far beyond the confines of a stadium. The Caribbean Sports Week is a living testament to this, as it brings athletes, business leaders, and sports enthusiasts into one vibrant community that understands the role of sports in driving economic growth. This week isn’t just about sporting achievements; it’s about building connections, fostering collaborations, and exploring avenues to success. It’s about turning the future into a win-win situation.

Bonaire, an island where sports have always been deeply ingrained in our culture, is honored to host this event. Our island boasts a rich tradition as a windsurfing and diving paradise. We take pride in these distinctions... We know for a fact that sports can play a vital role in stimulating the economy and creating business opportunities. The Caribbean Sports Week underscores the potential of sports as a catalyst for economic growth, inviting all participants to explore opportunities beyond our pristine beaches and vibrant coral reefs. As Acting Lt. Governor of Bonaire, I firmly believe that this event is not just a competition; it’s a celebration of collaboration. It’s a platform for nurturing innovation, forming partnerships, and discovering the unique synergy between sports and business. Through meaningful dialogues, we can collectively unlock fresh prospects, elevate our industries, and contribute to the prosperity of our communities.

I extend my sincere appreciation to the organizers, sponsors, athletes, and all those who have invested their hard work to make this event a reality. Your dedication to this endeavor is greatly valued, and I am confident that the connections forged during this week will be enduring and mutually beneficial.

May the Caribbean Sports Week 2023 celebrate the power of sports in forging connections, opening doors to business opportunities, and uniting our communities. And, while you’re here, I invite you to take in the natural beauty of our island. Immerse yourself in the wonders of Bonaire, from the graceful flamingos and crystal-clear waters to the balmy temperatures in November and the charming presence of our wild donkeys. Enjoy everything that our island has to offer, both in and outside of the event.

*Nolly Oleana,
Acting Lt. Governor of Bonaire*



ALEXANDRA VAN HUFFELEN, ABOUT THE CARIBBEAN SPORTS WEEK

This year, athletes from the Caribbean part of the Kingdom made a lasting impression on the international stage. They could be seen in action all over the world. For example, Liemarvin Bonevacía had an impressive showing at the Athletic World Championships in Budapest, and Xander Bogaerts' homerun for the San Diego Padres in Mexico City made him the first player in MLB history to hit homeruns in four different countries. Achievements that delighted sports fans all over the globe.

But these athletes also showed something else: that sports isn't just about the superstars. Bonevacía was clearly very supportive to the less experienced athletes on the Dutch team. And Bogaerts, who this year signed the biggest contract ever for a Dutch baseball player, participated in the World Baseball Classics, together with players from teams in the Nederlandse Hoofdklasse who aren't professional athletes. As Dwayne Kemp, who plays in Rotterdam for the team Curacao Neptunus, told Nu.nl: *'It feels like I'm reunited with my friends. We are one big family, I can't*

describe it any better. We trust each other blindly. That makes this team unique. And very strong (...) there are real superstars on this team, but you wouldn't know it.' While his teammate Tom de Blok said: *'To play together with big stars from the MLB now is fantastic. You learn so much from them. I see so many things that make me better. Baseball is talked about at a different level; we become better players because of that.'* There is an emphasis here on the team, on working together and learning from each other, that I think is very inspiring.

As this year's second edition of the Caribbean Sports Week coincides with the first ever Special Olympics of the Kingdom, I believe that same spirit of inclusivity and companionship will make a real difference. Both events offer opportunities to shine a light on those athletes who do not necessarily receive the same attention and admiration. With over 200 athletes from all over the Kingdom participating in the Special Olympics, it is very important that we improve access to and participation in sports for people with intellectual disabilities.

After Curacao hosted a wonderful first edition of the Caribbean Sports Week, it is now up to Bonaire to show the Kingdom and the rest of the world what sports in the Caribbean are all about. And this year's program promises to be just as good, with an interesting mix of both experiencing and discussing the essence of sports in this part of the Kingdom. I hope the various panel discussions and networking opportunities will strengthen collaboration and improve opportunities for all kinds of athletes. So that they may one day become a star in the Major League Baseball – or just be happy to participate.

I wish you all much enjoyment and inspiration during this second edition of the Caribbean Sports Week – and I hope there will be many more editions to follow!

Alexandra van Huffelen
State Secretary for Kingdom Relations





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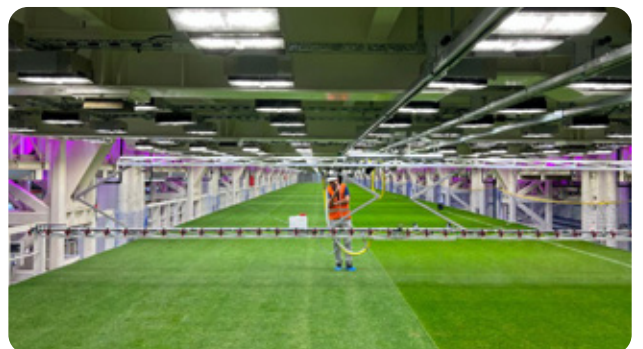
Rhenac Sports LED has manufactured a unique system for the natural grass growth lighting in the underground of the Santiago Bernabeu stadium.

The CLS technology is the only grass growth technology in the world that is capable of delivering the full light spectrum. It is capable of exactly replicating normal daylight. This capability will help the grass to germinate, to grow or to recover and at minimum cost. The RSI SPORTS Rhenac LED grass growth solution helps to maintain a good and safe surface, even in areas or venues that lack the requirements for good grass growth.

The technology draws from the results of an 8-year study of the relationship between light and grass health for which RSI SPORTS Rhenac LED closely cooperated with scientists at the Bio Centre of the Ludwig-Maximilian University in Munich (Germany).

Thanks to the technology, the Santiago Bernabéu stadium maintains the prime football surface required by its anchor tenant, Real Madrid FC, in times when the stadium bowl is used for non-sports events. Despite being stored in an underground greenhouse, RSI SPORTS Rhenac LED guarantees the grass the dose of natural light and light intensity it requires.

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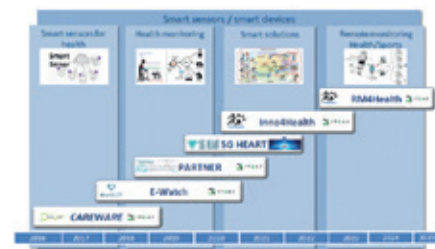
EUROPEAN PARTNERSHIPS FOR MONITORING SPORTS & HEALTH

Since 2020, Sportbizz BV (co-founder of Orange Sports Forum) has been involved in a number of European initiatives to improve the monitoring of the physical and mental health of patients and athletes around surgery or top sports performance. In November, partly thanks to funding from RVO (Netherlands Enterprise Agency), the Inno4Health project started and in 2022 RM4Health (Remote Monitoring 4 Health) started as a follow up on Inno4Health.

The consortia for this project consist of more than 20 organisations from 6 European countries and Canada. Among others, SportBizz, Philips Electronics Netherlands, PSV Eindhoven, Maxima Medical Center, IMEC, TU/e, Thunderbyte and TNO Holst Centre are involved from the Netherlands.

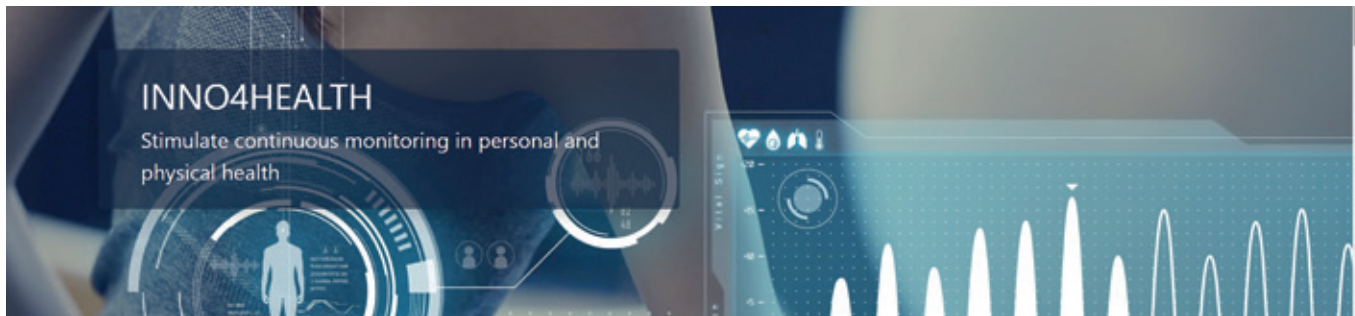
Due to the ageing population, the number of surgeries and medical interventions is also increasing rapidly. At the same time, the risk of complications in this vulnerable target group increases, partly because the patients often have to deal with multiple disorders. In parallel, it is also essential in top sport to monitor the physical and mental health of athletes, so they can optimally prepare for top sports performance and reduce the risk of injuries and medical accidents. When training is poorly tailored to the physical and mental health of athletes, both top and recreational athletes are at increased risk of injuries or other medical issues, such as cardiac arrest.

At the moment, doctors and sports coaches determine on the basis of very limited data whether a patient is fit enough for surgery and whether a top athlete is fit enough to deliver a top performance. A few hospital tests, a questionnaire and a short interview are the main sources to determine this. In order to improve and professionalize this decision-making process, patients and athletes must be continuously monitored, so that the physical and mental health of the patient or athlete can also be determined remotely. This provides a lot of data and makes the final treatment plan more efficient and reliable.



Ultimately, continuous monitoring of the health of patients and athletes is extremely important in order to be able to use medical equipment more efficiently. The end goal of Inno4Health and RM4Health is to maximize the potential of wearables, smart body patches and the technology to monitor patients and athletes at home. Based on this, an open platform will be created in which data-driven and personalized solutions are offered. In this way, Inno4Health responds to the contemporary challenges of healthcare and the sports market. RM4Health will focus more on the hardware, like the wearables.





INNO4HEALTH

Stimulate continuous monitoring in personal and physical health



Inno4Health

The innovations developed by Inno4Health will be an asset to the participants and they will expand the company portfolio to be able to monitor patients outside the hospital walls. Philips is currently undergoing a transformation to become a service provider of various solutions and with this they are using new business models. This approach consists of offering a total package of products, software and services with a focus on data analysis and care coordination. This strategy enables Philips to positively impact healthcare based on four key goals: cost savings, improving treatment outcomes, increasing staff safety and improving the patient experience. Together with the innovation partners of Inno4Health, Philips can extend the care beyond the hospital. Leveraging Philips' experience and reputation in healthcare, Philips will leverage the innovations from Inno4Health to provide solutions to monitor patients and athletes.

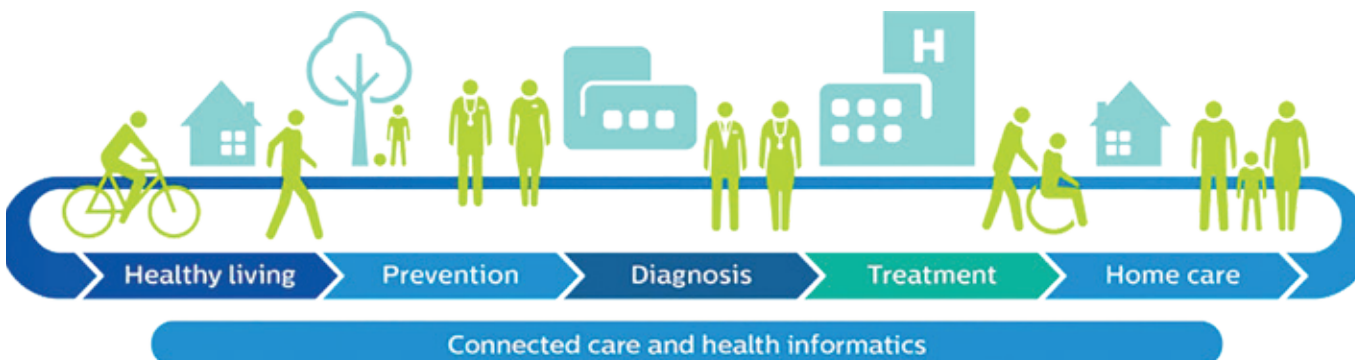


The Dutch partners from the Inno4Health project strive for continuous innovations for monitoring the physical and mental health of patients, in order to inform and prepare them for surgeries and other medical interventions. In sports, the same technology will be used to monitor the physical and mental fitness of athletes, allowing athletes and coaches to achieve optimal performance during competitions. Ultimately, the project contributes to managing the health of patients, before and after a medical procedure

and risks in patients and athletes can be mapped out in time, before complications actually occur.

Inno4Health is a groundbreaking project in the field of data collection and data analysis outside hospitals or sports fields. Inno4Health strives to build a platform that includes various components and technical possibilities, such as algorithms and decision support systems, which can be used for both healthcare and sports applications.

On 20 September 2023, Inno4Health joined forces with the annual Brainport Innovation Event, the ELIS Innovation Summit. The event was attended by 200 professionals, who are active or interested in the world of innovation, sports, healthcare and R&D in tech and come from the government and the (sports) industry.





RM4Health

Following the Inno4Health project, the RM4Health project started in 2022. The objectives of the project are to make use of existing wearables and develop new wearable solutions for selected measurements (including blood pressure and core body temperature) and use them as data sources for further innovations in data integration and algorithm development to convert these physiological measurements into clinical insights to support the selected use cases.

In addition, the project aims to promote the external monitoring platforms so that partners can use them as a solution for continuous data collection of wearables and devices used by patients and athletes, for developing advanced algorithms and data models, and for connecting to apps and dashboards for specific use cases, patient groups and athletes.

During the project, digital twins are created for patients and athletes who can continuously monitor the status of their physiological performance. The data-driven insights are then used to develop care and training programs, including dashboards, alerts and recommendations to participating patients and their caregivers, or athletes and their coaches.

As can be seen in this image, RM4Health builds on the success and results of Inno4Health. Where ITEA projects CAREWARE, E-Watch, PARTNER and 5G-HEART focused on hardware (sensorics) for health monitoring, and where Inno4Health continued with smart solutions and algorithms in the digital domain, RM4Health is making progress in these results by expanding the value chain to a full ecosystem to enable remote monitoring solutions in health and sports. RM4Health beyond Inno4Health by promoting monitoring to the management of patients and athletes through dedicated care and sports programs derived from population data, yet tailored and individualized through more accurate AI-based digital twin models. The consortium is built on the long-standing relationship of these existing partners with additional new partners with expertise in remote monitoring at home.



ELIS Innovation Summit

The event provided the perfect setting to showcase Inno4Health's innovations and progress over the past three years of this ITEA project. First of all, an interactive session was held with state-of-the-art solutions for continuous monitoring of personal and physical health. In addition, several demonstrators were presented to the visitors:

1. The first demonstrator came from SRDC Software from Turkey and showed a *'Standards-based health data interoperability pipeline for Machine ZLearning'*.
 2. The second demonstrator was presented by Lipse from Lithuania and was about *'cognitive training to improve performance in mental abilities and in sports'*.
 3. A third demonstrator received a message from Philips about their *'Healthcare study kit'*.
- Finally, several international project partners were invited to give a keynote speech.

While the business potential and impact may vary by targeted use case, RM4Health stands out by offering complete ecosystem solutions as we enable the data-driven solution-as-a-service and subscription models with recurring revenue more strongly than the more traditional single-instance transactional business models.

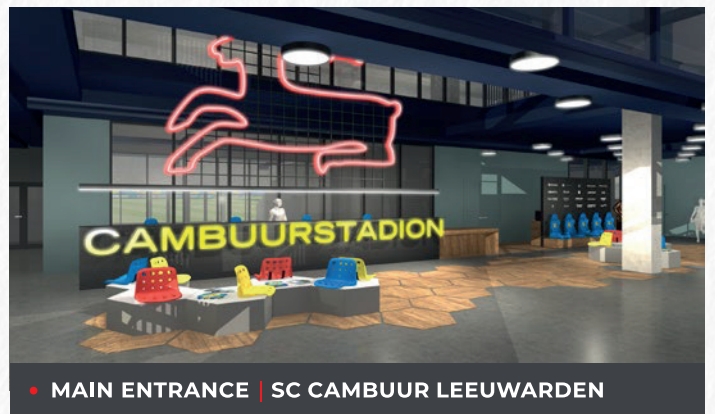
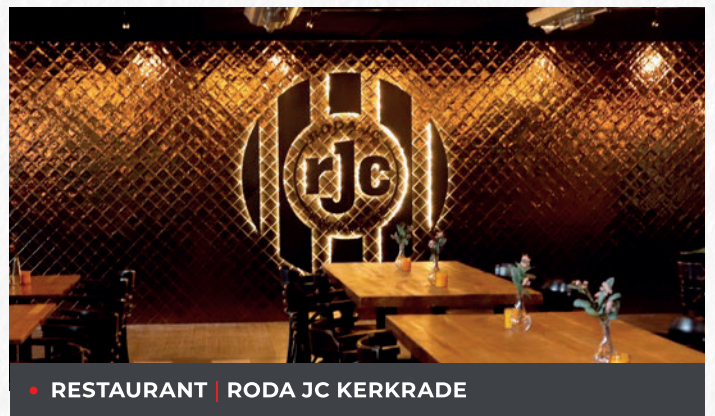
RM4Health consists of industry leaders in healthcare and sports and various SME, academic, clinical and sports partners. The added value of this consortium is that it covers a broad spectrum in the technical and market value chain, with direct access to patients and athletes.

More information about both projects can be found via www.inno4health.eu and www.rm4health.eu.



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Erasmus+

In 2023 the project NextGen4SportsFacilities was approved by the EU and funded by their Erasmus+ programme. This project works together with partners from three different countries to develop and validate sustainable sports facilities. From the Netherlands, the NOC*NSF (Netherlands Olympic Committee), Breda University and Orange Sports Forum are involved in the project. The Portuguese partners within the project are Instituto Politecnico de Beja and QXote and from Turkey the Istanbul Teknik Universitesi. The project will start in October 2023 and will run for two years.

In the EU, we recognize the significance of sport particularly for its role in forging identity and bringing people together. Governments are increasingly utilizing sport to influence city development and more comprehensively combine economic, social, and environmental concerns. In both urban and rural areas, municipal authorities are often committed to creating sports infrastructure for their citizens to realize greater goals for inclusivity and public service provision.

In Europe, a very diverse sports and exercise landscape exists. Throughout Europe, formal sports accommodations, sports centres, and

leisure areas are created by governments or private parties. And, much of the general public space is being used for sports. This enables two in five Europeans (40%) to exercise or play sport at least once a week.

The diverse cultural and physical landscape of Europe means that each region has its manner of planning and building sports centres. Local preferences for certain types of sports, how sports are organized, the spatial planning, and construction traditions are often influencing how the sports and recreational infrastructure has taken shape.

According to the Eurobarometer 472 Sport and physical activity (2018), most of the respondents (74%) agreed that in their local area there are many opportunities to be physically active. A similar proportion of them (73%) think that their local sports clubs and other providers offer such opportunities. There are mixed views as to whether local authorities do enough to provide their citizens with opportunities to be physically active: 39% of respondents think that they do not do enough, while 49% think they do.



Trends in European sports infrastructure in Europe

- Depopulation in the countryside and a scarcity of land in urban regions. Both trends reveal a clear need to rethink how sports parks are developed.
- The periphery and rural regions are seeing membership numbers at sports clubs in decline, resulting in financial struggle for these organizations. While in urban areas, land for green and recreational areas is scarce and in high demand.
- Many sports parks are mono-functional and are not used much of the time. Better organization of multiple functions may keep facilities around sports and exercise economically sustainable and encourage increased activity in citizens.
- There has been growing attention on how new sports centres in the neighbourhood and rural areas can contribute to inclusivity, social cohesion, mutual respect, and sportsmanship.
- Finally, when constructing and renewing sports facilities, there is continual attention to sustainability in all spaces - including sports centres - when it comes to energy, water, and material use. Incorporating sustainability into design and maintainability is an important part of future-proofing the facilities and creating value for the next generation.



NextGen4SportsFacilities

With NextGen4SportsFacilities, the aim is to capitalize on the creativity and cooperation of universities and students that know how “*design thinking*” can help overcome the challenges. The plan is to create an overview of exciting new ideas, concepts, and designs from the next generation for future sports centres in Europe. The ideas, concepts, and new designs will be shared with an international panel of (public and private) developers and owners of sports infrastructure. The goal is to realize some of these new designs together with this panel of sports infrastructure developers and owners—creating sports centres which match the needs of their specific community, but also embody the inclusivity and sustainability that are essential in every context.

There are six participants from three different countries: Turkey, the Netherlands, and Portugal. This project will include research, analysis, program experimentation, refinement, design, implementation of design techniques, and outreach.

The outreach events will try to maximize the impact across partner countries and potentially beyond. With the involvement of three universities, three urban sports venues, an online platform expert, and the NOC*NSF from the Netherlands as a sports stakeholder, a major outreach can be expected in the involved countries and beyond.

The project will contribute to the priorities in the field of sport via encouraging the participation in sport and physical activity. Through designing more accessible sport facilities, more people from all demographics will be able to participate in physical activity. This project aims to take away barriers often imposed by the sport infrastructure.

Also, the project will contribute to promoting integrity and values in sport. Multi-functional and multipurpose sport facilities encourage the coming together of different target groups with different demographic and social cultural backgrounds. This strengthens social inclusion and sportsmanship. Design will be used to foster interactions and multiuse opportunities.



The timeline of the project will be 18 months and the project is expected to start end in April 2025.

More information on this project can be found via www.hollandsportsindustry.com.



'IN 2030,

THE DISABLED SPORTS FOUNDATION

SHOULD NO LONGER BE NEEDED'

The mission of Nike Boor, director of the Disabled Sports Foundation (Fonds Gehandicaptensport), can be summed up in one sentence: to increase sports participation among people with disabilities from approximately 34% to 60%, the same level as that of people without disabilities. "The Netherlands has about 1.7 million people with disabilities. Approximately one-third of them participate in sports about once a week. One-third do not participate in sports and never will, just as is the case with able-bodied individuals. Research indicates that the remaining third is willing to participate in sports but has not yet done so. That is my primary target audience, to get them involved in sports."

A pivotal moment

"In 1991, I joined the Dutch Disability Sports Association (Nederlandse Invaliden Sportbond, NIS) as a financial manager. I do not have a disability myself. I played korfbal, participated in cycling, and, despite my job at the association, I hardly engaged with disabled sports. That changed when I visited SailWise, an organization that offers water sports for people with disabilities. I spoke to a man with a severe spinal cord injury who was lifted onto a

boat with a hoist and operated the boat with his child. He told me he had been in a motorcycle accident and used to do a lot of sailing. 'This is the only week of the year when I am the captain of my own life,' he said. He sailed with a rescue boat nearby, but otherwise, he was completely independent. At home, in his normal life, he needed help for everything. As a result of these encounters, disability sports have become much more personal to me."



Rock-solid concept

As the director of Disabled Sports Foundation in Badhoevedorp (Netherlands), Boor is in charge of an organization with nineteen full-time employees, equally distributed across various departments with responsibilities in education, fundraising, and sports resource allocation. "We operate with an annual budget of approximately 6.5 million euros. One million comes in through the 1% FairShare® platform that we established in 2008. At that time, we approached the top one hundred Dutch sports sponsors and said, 'If you provide an additional one percent of funding, you make disabled sports in the Netherlands possible.' We now have 39 partners, including major entities such as Nederlandse Loterij, Rabobank, ING, Louwman Group, Nationale Nederlanden, and KPN. We also generate funds through our own events, such as our annual golf tournament and charity dinner, as well as through private fundraising via collecting associations. We also receive funds through inheritances, from donors, and even from Rotary clubs."





Unique Sports

Almost ten years ago, Boor went through a career slump and considered exploring a different field of work. This was mainly due to the integration of disabled sports into a single sports association in 2000. While the integration had advantages, it also had a significant drawback: sports associations and clubs were no longer allowed to categorize individuals based on their disability; everyone was just considered as a regular member. This made athletes with disabilities not only fragmented but also invisible. During that period, Boor got in touch with Arjo Wijnhorst, who had developed a digital platform Gelderland, called Unique Sports (Uniek Sporten), which brought together the supply and demand for athletes with disabilities. *"It was a brilliant idea. I asked Arjo to join our Disabled Sports Foundation and expand his concept nationally."* Unique Sports turned out to be a tremendous success and gave a significant boost to disability sports as a whole. Boor says, *"Since its launch in September 2017, the platform (website and app) has been visited by more than three million unique visitors."*

Boor: *"We have nationwide coverage, with 334 municipalities connected, so nearly one hundred percent of the national sports offer is available on Unique Sports. In total, there are more than 4,300 initiatives from clubs, foundations, and so on. In recent years, more products and services have been added to Unique Sports. Athletes with disabilities can not only search for sports activities in their vicinity and receive sports advice, but can also use the platform to request sports equipment, including borrowing and financing assistance."* Boor explains, *"And our most recent product, Unique Sports at Home (Uniek Sporten Thuis), is a free app launched during the COVID-19 pandemic, featuring over 4,000 exercises and video workouts for athletes with disabilities, developed by expert rehabilitation trainers. With this app, you can easily exercise at your own pace and level."*

Personalized Sports Foundation

Disabled Sports Foundation is active in all sports. Boor says, *"With us, it is possible to start your own Personalized Sports Foundation (Sportfonds op Naam). As founder of a personal foundation, you decide, insofar as it is in line with the objectives of the foundation, where your financial support goes. A successful Personalized Sports Foundation is ParaPaard (ParaHorse). In 2013, Mariëlle Wiegman took the initiative to establish an organization that provides financial and operational support to organizations offering activities with horses to people with disabilities. It's fantastic to see the progress made since the inception of this fund."*

Another example is the Five Five Out sports foundation. A joint initiative with Robin Imthorn, this sports fund aims to make initiatives in the field of sports and physical activity possible for uniformed professional groups, including the military, where post-traumatic stress disorder (PTSD) is more prevalent.





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Discover opportunities in the French sports sector with help from the Dutch government



OLYMPIC

AND PARALYMPIC GAMES

2024 IN PARIS

In the summer of 2024, the Olympic and Paralympic Games will take place in Paris. The ambitions are sky-high: the organization wants to make these Games the most sustainable ever. This provides an excellent opportunity for Dutch businesses and knowledge institutions to present themselves in France and seek cooperation with French parties.

The most sustainable Olympic Games ever also aim to leave a lasting 'legacy' in the Paris region. One that every resident will enjoy and benefit from in the long term. This will include investment in digitisation, a step towards becoming a smart and future-proof city.

Over the past few years, the organizations involved - the French government, the city and Paris metropolitan region, the Olympic Delivery Authority and Paris2024 - have been working hard on these goals, and in the coming months, they will enter the concluding phase.

Trade mission to Paris organized by the Netherlands Enterprise Agency and The Embassy of the Kingdom of the Netherlands in France, with support from Handelsroute. The participating companies: Oxycom Fresh Air, Lumiforte Line Marking, Beewan Sports Experience, VDL Mast Solutions & VDL Seating Systems, DrainTalent, Orange Sports Forum, Sorama, Movico, Sanitronics International and Nijhuis Saur Industries.





French sports sector very promising for Dutch business

In recent years, RVO, the Ministry of Foreign Affairs and the embassy in Paris have focused - in the context of the Games - on supporting Dutch business in the field of the sustainable cities (innovative construction, IoT in the city, sustainable mobility). With trade missions, trade fair participations and informative webinars, as well as with visits from the French organizations to the Netherlands. In the 'last mile' to the Games, the focus will be mainly on sports and opportunities for Dutch innovative solutions.

The Netherlands is internationally known as a country where sustainability and technology are part of sport. The Netherlands is home to many private associations, sports federations and commercial collaborations. Here, the government supports this industry by opening doors to international markets and organizations. All with the aim of positioning the Netherlands as a (top) sports country and partner.

In November, the Dutch embassy together with RVO, Green Wave and Olbia Conseil organized a 'fan engagement' and 'fan mobility' sports mission in Paris. Several Dutch companies got in touch with French sports organizations and partners for sports projects in matchmaking sessions and company visits during this mission.

For business, the key is to convert the Netherlands' strong image into business opportunities. Even after the Olympics (and this year's Rugby World Cup), France will remain a country hosting major sporting events. For Dutch companies, this is an ideal time to enter the French market and seek cooperation with French parties.

Curious about the opportunities in the French sports sector? In cooperation with RVO and Olbia Conseil, the Dutch embassy has published a market report on 'Sport and Innovation in France'. This examined the market opportunities for Dutch companies in France. It looked specifically at green and smart sports venues, innovative fan involvement, better sports performance and sport for all. You can request the market report via RVO.

Dutch embassy & SportsNL

The Dutch embassy in Paris works in cooperation with SportsNL to create optimal framework conditions for Dutch companies. They visualize business opportunities by organizing webinars, conducting market studies and organizing working visits. There are also 'boots on the ground' in the form of French consultants. The embassy helps companies that want to do business around the Games, but also beyond them and beyond. Dutch companies wanting to enter the French sports sector can therefore use the embassy's network and activities to become active or more active in France.

Dutch successes

So far, the activities carried out by the Netherlands have paid off. For example, two paths along the Eiffel Tower have been redesigned by Vogt Landscape Architects in collaboration with Treebuilders, with the innovative underground structures allowing the trees to grow better, providing more shade for the millions of visitors and a better (urban) climate. In addition, with French partners Ateliers 2/3/4, Bouygues Batiment Île de France, Récréa and Dalkia, architectural firm VenhoevenCS succeeded in winning the contract for the design and construction of Aquatics Centre. The facility is designed for multi-purpose use. During the Olympics, it will host the water polo, diving and synchronized swimming competitions. The building will then be used as a training facility during the Paralympics, after which it will function as a center for various (sports) events for the neighborhood. The design contributes to the experience of the Games as well as the 'legacy' for the Paris metropolitan region.

In addition, many other Dutch companies also managed to win important contracts in Paris. Products and services from companies such as Signify, Movico, AAA Lux, MTD-Water, ENS Clean Air, Arcadis and Randstad will help make the Paris Games - and their preparations - possible.

NOC*NSF

During the Olympic Games in Paris, NOC*NSF is organizing the TeamNL House. The TeamNL House is a physical place where sports fans can experience the Games together with the athletes. For the first time, there will also be a TeamNL House during the Paralympic Games. All fans are welcome to join in celebrating the athletes' achievements. Both houses will be located in the Parc de la Vilette, where many countries establish their homes. This makes it the perfect place for a truly international Games experience for fans and athletes.

Both TeamNL Houses will have similar programming, focusing on entertainment and sports experiences. In addition, the house will be a stage for business and social meetings. The Dutch embassy in Paris and RVO are supporting the NOC*NSF in all preparations for the Games. See also: <https://teamnl.org/huis>

NOC*NSF is also committed in Paris to give something back to the Games' 'host location' through social projects. In September, a cooperation agreement was signed with the city of Paris, NOC*NSF and the Dutch embassy and, among other things, a project was launched to allow girls in underprivileged neighborhoods to play more sports in public spaces.

Stay informed?

Interested and ready to hear about opportunities for Dutch companies during the Games in Paris, or a general question about entering the French sports market? We regularly send out a newsletter with commercial opportunities. It contains the latest tenders around the Games.

Sign up by emailing par-os2024@minbuza.nl, where you can also get general help on doing business in the French sports market.

Contact details of the Dutch embassy in Paris:

<https://www.nederlandwereldwijd.nl/contact/ambassades-consulaten-generaal/frankrijk/ambassade-parijs>



LA SPORTS CAPITAL

In Los Angeles, sports are more than just entertainment.

In 2028, Los Angeles will host the Olympic and Paralympic Games, and the city is already quite experienced in this regard. This will be the third time (having hosted in 1932 and 1984) that LA is taking on this significant task of organizing one of the biggest sporting events in the world. It demonstrates how important sports are in this city, which is primarily known for Hollywood, palm trees, and fancy cars.





SportsNL Mission to Los Angeles

Last fall, the Netherlands organized a trade mission in the field of sports to Los Angeles. During this mission knowledge exchange and network opportunities benefited Dutch entrepreneurs. The sports mission took place during the Sport Innovation Conference, a conference where approximately 400 attendees (representatives of sports clubs, associations, venues, and the sector) gathered. The Netherlands had a visible presence with its own stand.

Trade missions repeatedly prove to be an excellent opportunity to deepen and strengthen relationships. *"It is a very efficient way for Dutch entrepreneurs to make dozens, if not hundreds, of contacts in a week,"* says Peter Post. *"Companies meet important stakeholders and visit world-renowned stadiums, training facilities, universities, and sports clubs. I rarely encounter entrepreneurs who couldn't derive follow-ups from a mission."*

In addition to organizing missions, NBSO Los Angeles is also on the ground for Dutch entrepreneurs. *"They can come to us with questions about subsidies or permits in Los Angeles or find out about relevant events and conferences they can participate in. Through intakes and targeted questions, we offer tailor-made assistance to companies."*

Los Angeles offers many opportunities for sports entrepreneurs. *"Developments here move quickly, in true American fashion. It's very inspiring to be a part of it and learn from it. I urge all Dutch entrepreneurs to see where their opportunities lie. NBSO is here to help them with that."*

Contact Details NBSO Los Angeles

6060 Center Drive, floor 10
 Los Angeles CA 90045
 E: info@nbsola.com

Opportunities for the Netherlands

In short, a sustainable and inclusive goal that aligns closely with Dutch ambitions in the field of sports and sustainability. NBSO LA, together with the Consulate General in San Francisco, SportsNL, and honorary consul Reinout Oerlemans, is working to build the right relationships to position the Netherlands effectively.

Peter Post: *"The expertise of Dutch companies and knowledge institutions are well-received in the sports industry in Los Angeles, which is continuously seeking various solutions, services, and products. This includes sustainable sports infrastructure, fan engagement, sport enhancement technologies, sports collaborations & marketing, sport & innovation, community involvement, inclusivity, vitality & healthy living, and broader societal impact."*

Los Angeles is also known as the sports capital of the West Coast of the United States. The city is home to 11 professional sports teams with significant international appeal (think of the Lakers, Dodgers, and LA Galaxy), which have together won more than 30 championships. Los Angeles' identity as a sports capital will only be strengthened in the coming years with the 2026 World Cup and the 2028 Olympics on the horizon.

The Netherlands Business Support Office (NBSO) located in the heart of Los Angeles supports Dutch companies looking to do business in the region, and sports is one of its primary sectors. *"With a market value of 550 billion USD, the U.S. covers one-third of the total sports market worldwide, and LA plays a central role here,"* says Chief Representative Peter Post. *"Actually, LA is already prepared for the Games and could, figuratively speaking, start tomorrow. All sports infrastructure is already in place in this mega metropolis. LA's goal and ambition are to host the most sustainable and inclusive Games ever and create a legacy that benefits its nearly 20 million residents."*

"Sport here is much more than just entertainment," says Peter Post. *"For Americans, it's a lifestyle where healthy living, media, business, and ambition come together. They dare to dream big here: a whole subway network is being built for the Olympic Games, something that was unthinkable in car-centric LA. And all residents of the city should benefit from the Games."*





2026 WINTER GAMES IN ITALY



a catalyst for innovative investments in sports

The 2026 Olympic and Paralympic Games will be held in Milan and Cortina d'Ampezzo .. Organizing such a large event in Europe is a challenge with the tight new guidelines from both IOC and from the Italian organization in terms of sustainability and cost reduction.

With the Winter Games on the program, Italy is investing a lot of money in the venues where the Games will take place, and also in the infrastructure around them. Existing sports facilities will be renovated and the Olympic villages will be used even after the Games. It represents also a boost for new solutions like (e-)mobility and water and waste reuse.

Sustainable solutions

Sustainability is an important theme in the organization of the Games. For example, 13 of the 14 facilities (stadiums, tracks, etc.) will be reused. The organization is looking at sustainable solutions such as electric buses, but even adjacent sectors such as hospitality, clothing or food can become more innovative and sustainable. In addition, the organization is always interested in innovative solutions for the "fan experience" or digital solutions for security.



Sports infrastructure involves more than construction or logistics. At the facilities, there will be a need for lighting, special ice technology, waste disposal, etc.. Here it is important to liaise with project developers or participate directly in tenders.

The whole country will be involved in the Games. Therefore, companies that focus on inclusivity with food, for example, can set up social projects with schools ensuring that the legacy of the Games continues even after the Games are over.. Italy is a country that breathes sports and innovation. With 60 million inhabitants it can be an important market for those companies developing sports products. Italian knowledge in this field is vast and many SMEs are world leaders in their niches. These can be excellent partners for Dutch companies when it comes to R&D in sports materials.

Dutch Consulate General in Milan

The presence of a Dutch diplomatic representation close to the Games, in Milan, offers Dutch entrepreneurs an extra stimulus. In Milan, the economic capital of Italy, the Consulate is already focusing on trade; after all, 75% of Dutch trade with Italy takes place in northern Italy and most Dutch companies in Italy have a branch close to Milan.

The Games provide an additional opportunity, after the 2015 World Expo in Milan, to give the economy a significant boost.

Together with RVO and SportsNL, the Milan Consulate General commissioned a report to highlight the opportunities for the Winter Games, but also to look at the entire sports sector in Italy. The Games alone stretch over 450 kilometers between Milan and Cortina in 4 different regions, also in terms of language. As a result, there are infrastructural challenges, there will be multiple Olympic villages and all venues must also be suitable for the Paralympic Games. With focused visits to institutions and potential business partners, Dutch companies will be given the opportunity to present themselves optimally for the 2026 Winter Games.

Contact details

Dutch Consulate General in Milan:

<https://www.nederlandwereldwijd.nl/contact/ambassades-consulaten-generaal/italie/consulaat-generaal-milaan>

About SportsNL

SportsNL is a network platform that connects international sports, business and social programs. It provides general branding for Dutch public-private partnerships with international ambitions in the field of sport and aligns the Dutch international agenda between different stakeholders. SportsNL is not a stand-alone entity or organisation and has the pure purpose of combining forces from different corners of the sports sector.

SportsNL has been developed in collaboration with the following public and private partners: NOC*NSF, KNVB, the Ministry of Health, Welfare and Sport, the Ministry of Economic Affairs and Climate, Johan Crujff Arena, Signify, the Netherlands Enterprise Agency (RVO), Association of Sports and Municipalities, Sport Innovator, Knowledge Center for Sport and Exercise, VNO-NCW and MKB-Nederland.

SportsNL also supports and initiates other events. Do you, for example, want to know more about the possibilities surrounding the 2026 World Cup in the US, the 2024 Summer Games in Paris?

**Visit our website
by scanning the QR code.**



▼ Wavemakers United ambassador Mina Guli ran 200 marathons worldwide towards the UN2023 Water Conference to raise water awareness.



CREATING WATER AWARENESS THROUGH SPORTS

When does a boring topic become sexy? In 2017, Wavemakers United was at the start of a challenge: how do we ensure the application of more professionals into the water sector? The challenges of too much, too little and too dirty water require knowledge, skills and manpower. Founder Tilly Stroo joined forces with former Water Envoy Henk Ovink. Supported by the Ministry of Infrastructure and Water Management, they embarked on a new journey: teams of professional athletes and top students to raise water awareness. The connection with professional athletes, who in a personal and positive way explain the story of water, resulted in a breakthrough. To present a sports metaphor: we're reaching for a gold medal.

Wavemakers United started in 2017/2018 by connecting a sustainability program to the largest sailing race in the world: the Volvo Ocean Race (now: the Ocean Race). The goal? Make primary and secondary school children enthusiastic about water. By sailing, SUPing and canoeing, the next generation is introduced to water sports. The water laboratory added to the sports introduces youth to the wonderful world of science. Started from a young age, Wavemakers United has the ambition to inspire young people to choose a study and a career in the water sector.

Professional water athletes in for example surfing, sailing and rowing are ambassadors for Wavemakers United. Forming teams with

top students, who have already started a study or career in water. Together they give guest lectures on for example clean drinking water and sanitation, water safety and the sustainable development goals. The athlete is a figurehead, but also has an inspiring story to tell. *'Did you know I once lost a sailing race because a large piece of plastic was stuck to the fin of my boat?'* is an example of an athlete's presentation on how plastic pollution in the ocean impacts humans and nature alike. Mirthe Akkerman, part of the Dutch national sailing team, has earned the peculiar nickname *'trashcan'*, as when she returns from a training out at sea, her boat is filled with plastic she collected. Win-win, as she gains strength as well as cleans up the ocean.

▼ Mirthe Akkerman, sailor for the Dutch National Team and Ambassador for Wavemakers United. Foto: Sander van der Borch.





▲ Athletes, students, young professionals, team Wavemakers United & partners giving a presentation on water, sport and sustainability.

Water is a global challenge. Just as water doesn't stop at the border, Wavemakers United looks beyond the Dutch horizon in raising water awareness. The organization connects young people worldwide with a passion for water. This not only concerns today's water activists, but the organization is building a bridge to today's CEOs, managers, and directors. By giving young people an active role in the current water discussion, the next generation gets a voice about its future. Due to the ambitious goal of clean, sufficient and safe water by the year 2030 - the goal set by the United Nations as goal 6 of the 17 sustainable development goals - innovative ideas and new perspectives cannot come to the decision-making table quickly enough.



▲ Special Envoy of International Water Affairs Henk Ovink, Special Envoy on Water of Tajikistan Sulton Rahimzoda, Rector of IHE Institute of Water Education Delft Eddy Moors and Founder of Wavemakers United Tilly Stroo, launching the UN2023 Gamechanger Challenge during the World Water Week in Stockholm.

What if we look at the Sustainable Development Goals through the eyes of a professional athlete? Should we wait until other organizations start taking action? Or are we ready at the starting blocks to ensure that we are the first, best and fastest one to achieve the goals and leave the world a little better than when we found it? With the attitude 'we're going for gold!' Wavemakers United, together with IHE Institute for Water Education in Delft, started a global competition for the best water innovation in 2022, called the UN 2023 Gamechanger Challenge. More than 200 student teams from 62 different countries took part in the competition. The five finalists took the stage in New York in March 2023 during the United Nations Water Conference. In a total of 3 minutes, they presented their gamechanger high from a skyscraper to the jury and the audience. Meinke van Oenen and her team were the winners. The idea: algae that contribute to the conversion of salt water into fresh water in a nature-friendly way.

The water challenges remain and are expected to increase further. To ensure there are enough bright minds and golden hands in the water sector, Wavemakers United is working to expand the youth community. A new challenge invites students and young professionals to submit and further develop their innovation for the water sector towards the Olympic and Paralympic Games in Paris and the World Expo in Osaka. Once again looking for the real game changer for clean, sufficient, and safe water. Do you wish to make a difference in the water community? Register with an innovation as a participant, support a team as a coach or adopt an idea.

For more information:

<https://wavemakersunited.com/gamechanger-challenge/>

Keep on making waves!

◀ Team Algaenius after their winning pitch at the UN 2023 Water Conference in New York City.



▼ World and Olympic Windsurfing Champion and Ambassador of Wavemakers United Kiran Badloe. Photo: Sailing Energy / Team Allianz

THE PHIL

BOTTLE REFILL STATIONS



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These bottle refill stations ensure that visitors stay hydrated by having access to free drinking water.

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The Phil water station has a solar panel on top; no power is needed for evening visibility.

Attractive subsidy for

Entrepreneurs with export plans

Entrepreneurs who have a good plan to start exporting or who want to invest abroad can receive an attractive subsidy from RVO as financial support. The subsidy is for entrepreneurs who want to export a product or service abroad. The subsidy amounts can be as high as € 200,000.

Three types of export subsidies from RVO

RVO has three types of subsidies to stimulate the export of Dutch companies. The subsidy reimburses the costs incurred by an entrepreneur, such as the hours of employees, travel expenses, airline tickets and the hiring of consultants. Holland Partners helps entrepreneurs with maximum subsidy and minimum time effort for the entrepreneur.

1. Demonstration project

A demonstration project demonstrates that a product or service is effective and profitable abroad. The product or service must be innovative for the country for which the export plans are. In addition, there should be reasons why the product or service should be demonstrated in the exporting country concerned. For example, because local conditions demand it, because there is a lack of local knowledge or because there are legal and political barriers to an exporting country.



2. Feasibility study

If a potential customer wants to invest abroad in a product, technology or service of a Dutch company, a subsidy can be obtained to convince the potential customer of the technical and financial feasibility by means of a feasibility study. The feasibility study examines whether the project can be financed and whether the customer can recoup the investment within the desired time frame. In addition, it can be mapped out which specifications and design the intended project must meet.



3. Investment Preparation Study

For entrepreneurs who want to invest abroad themselves, for example by setting up a foreign production facility or establishment, a subsidy can be obtained for carrying out an investment preparation study. Such a study provides a business plan in which all the details of the proposed investment abroad are worked out and helps with the investment decision in a specific country. Following on from this subsidy, there are interesting financing possibilities from the Dutch government.



More information

Applications for export subsidies can be made all year round. Members of OSF can make use of the cooperation with Holland Partners. Holland Partners specialises in this export subsidy. All activities relating to the application for a subsidy can be carried out entirely by Holland Partners on the basis of a no cure no pay fee. If you have any questions or are interested, please contact OSF, the Holland Partners team or visit hollandpartners.nl.

TEAM JAJO: LOOKING BACK ON THE OCEAN RACE VO65 SPRINT CUP



▲ Photograph © European Union 2021

The Ocean Race. For years known as one of the most prestigious sailing events in the world with a huge focus on sustainability and circularity. JAJO has committed itself as main sponsor to the Dutch registration under the name Team JAJO

Inspire and connect

A new trophy has been created in 2022-2023: The Ocean Race VO65 Sprint Cup. This is a full part of The Ocean Race in which five VO65s sail race legs 1, 6 and 7 of The Ocean Race. This race enables the next generation of sailors, many supported by well-known and experienced names, to gain valuable experience within The Ocean Race. Edition 2022-2023 includes races to host cities such as Alicante, Cape Verdi, Aarhus, The Hague and Genoa.

Ivo van der Mark - CEO JAJO: *"Sailing and certainly The Ocean Race inspires and connects. It is a wonderful platform with and towards our relations and fits perfectly with our own circular ambitions. But also internally to our employees it works as a beautiful metaphor for the daily business on the work place. With this sponsorship we enable young people to make their dreams come true. At the same time, the boat was used for team building and the race helped enormously in loading our new name JAJO (launched in January) and our mission Closing the circle, together."*

There are many parallels with sailing, Van der Mark says. *"Cooperation within the team on board is necessary. This also applies to JAJO, cooperation is the only way we can overcome the sustainable challenges in the construction and real estate sector. When building a sailing team, the focus is on diversity and inclusiveness. Sailors and crew they come from diverse continents and come from all kinds of backgrounds. What binds them together is the love of sailing. Change the word sailing into construction and you understand why we get out of bed every day with so many different colleagues in all parts of the world. And last but*

not least: on a relatively small sailboat, about 11 people have to be innovative every day to achieve the best result as well as to adapt to the circumstances. This also applies at JAJO. It is not without reason that we have been sailing for a long time, We are big enough to matter, but small enough to really do it!"

Team JAJO

Jelmer van Beek is skipper of Team JAJO. At 28 years old, he is the youngest skipper in The Ocean Race. "For me personally this is an incredibly beautiful challenge," says Jelmer. "As skipper you have an important role towards the team and sponsors and you are also busy preparing for the races," Jelmer explains. In preparation for a race leg, there is a lot of training and final technical preparations have to be made on the boat."

A day on the boat never really ends. There is a four-hour watch system. You spend four hours on deck and then four hours off deck. In those four hours off deck you have to eat, sleep, clean, things like that. And sometimes you are also called on deck to help. "I often manage to sleep about two hours three times a day," Jelmer says. Then in the second week you sometimes sleep so deeply that you don't know where you are when you wake up. But luckily then we have our navigator Max Deckers on board," Jelmer says. "You do what you love. And if you want to sleep a lot, this is not the right sport. I always tell them before I go to sleep that they should wake me up if the wind turns a certain direction."



Tough weather conditions

During the first stage on the Mediterranean Sea, the team was immediately put to the test. A day after the start they encountered severe weather conditions. Then it is good that everyone knows where they stand, what the plan is and how they keep the boat intact. These were so-called "boat wrecking conditions," though. One boat suffered significant damage there. Jelmer: "You are in control, but you are on your toes. As a skipper you also look at the long term. Sailing is an endurance sport. If you break everything on the first night, then you also have problems for the legs after that."

As in business, risk management is important in preparing for a race. All scenarios are carefully reviewed in advance so that everyone knows how to act during unexpected, severe conditions. Jelmer: "We have scripts ready. If things break down, we know what spare equipment is available on board. Can we solve it ourselves, or do we have to look for help? That's how we try to prepare ourselves. Because once things go wrong, there is little time to think."



Start of stage The Hague to Genoa
Photo: Sailing Energy / The Ocean Race



Team JAJO on the VO65 boat.
Photo: Sailing Energy / The Ocean Race

▼ Team JAJO off Strait of Gibraltar in contact with orca
Photo: Brend Schuil



Encounter with orcas

Team JAJO has a total of ten sailors on board and one reporter, who records everything. That this creates spectacular images was evident when Team JAJO was visited by three orcas just before the Strait of Gibraltar. At that moment Team JAJO was second in the leg from The Hague to Genoa. Jelmer: *"After 15 minutes the incident was over; the orcas, the crew as well as the boat were unharmed. It was very impressive to see the orcas. Really beautiful animals, but we also realized very well that it was dangerous. Sails down and speed out of the boat. Fortunately, they then left and we were able to continue our way to Genoa."* On-board reporter Brend Schuil captured footage of this encounter. These have gone viral worldwide.



Proud of the final result

Team JAJO finished in second place in the final ranking behind Polish Team WindWhisper. Ivo van der Mark: *"Together with sailing enthusiasts, relations and colleagues, we were able to enjoy the performance of Team JAJO. I am enormously proud of the team. These young and driven people have shown what perseverance is all about. They handle setbacks flexibly, think*

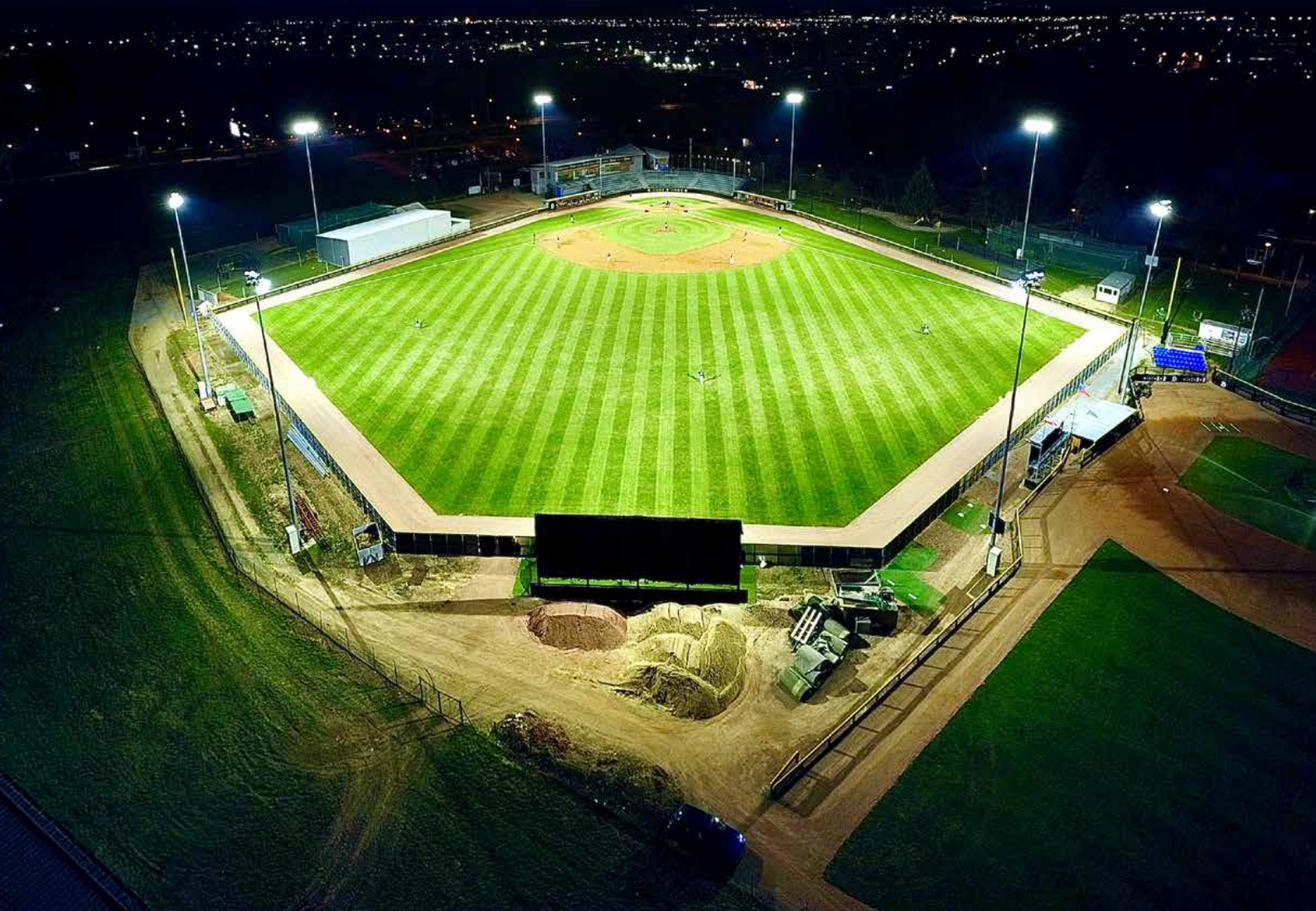
out of the box, are driven and passionate and always think in solutions. They finished second in Cape Verde, third in The Hague, second in Genoa and won the In-Port Race at home in The Hague. An very impressive achievement that all involved should be proud of!"

▼ Arrival of Team JAJO in The Hague
Photo: Sailing Energy / The Ocean Race



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EUROHOCKEY INSTITUTE

The EuroHockey Institute was presented to the hockey public for the first time on August 17th, with a clear mission to deliver world class education to support national growth for our stakeholders. The Institute was formally launched in Monchengladbach to delegates of the 35th EuroHockey General Assembly.

It is co-funded by the Erasmus+ Programme of the European Union and is the culmination of 30 months' work from initial set-up to this date. EuroHockey will now sustain the institute and the programmes as the co-funded element comes to an end at the close of 2023.

The EuroHockey Institute is formed across seven strategic pillars with over 40 programmes able to be accessed by national associations and their members, ultimately working towards the global impact in tandem with the FIH Academy.

The seven strategic pillars are:

- Athletes
- Coaching
- Governance
- Innovation
- Officiating
- Sustainability
- Workforce

The EuroHockey Institute will enable the societal role of sport to be presented by encouraging, promoting, developing and supporting growth of hockey through education in Europe at all levels.

This will be done by sharing knowledge through teaching, mentoring and facilitating the correct programmes and environments to maximise understanding, implementation and application.

Marijke Fleuren, President of EuroHockey stated: *"The institute will enhance governance standards through leadership and management. It will enable an athlete centred approach to dual careers and academic support. The provision of career guidance and support via academic and business opportunities for athletes' dual careers."*

Angus Kirkland, Director General of EuroHockey added: *"Creating this framework addresses support on a national, regional and continental level. The strategic intent is to create tools and resources that provide transparent and accessible learning for people at all levels of the sport."*

Tom Pedersen-Smith, Head of National Associations who has managed the project since inception, is delighted to see the Institute come to fruition: *"The project has built on and enhances good practice structures by developing the EuroHockey Institute strategic pillars to facilitate sustainable, high quality national growth across member national associations in Europe."*

Nathan Kipp, Expertise Manager of the KNHB, is a key element in the Institute's development; he added: *"The project has established the EuroHockey Institute with an educational structure that will now form a bridge between national qualifications and the European Qualifications Framework."*

"It will, therefore, allow easy freedom of movement for coaches across nations. The development of this pathway for member national associations develops coaching and ensures the correct structured, qualified workforce to deliver against training needs."





Strategic support

The EuroHockey Institute project partners have strategically supported the formation of these pillars and programmes over the three-year term of the co-funded partnership by the European Union.

This was done in conjunction with The University of Copenhagen (DK), Hockey Magic (NL), Orange Sports Forum (NL) and the various national hockey associations from the Netherlands, France, Belgium, Germany, Slovenia and Switzerland.

During this time, the partnership has also delivered nine intellectual outcomes that have allowed the institute to be formed via strategic and academic reviews.

Highlighting the importance of education, learning and skills transference in sport has been an integral focus in the project alongside the analysis of key findings to enable a sustainable business model. All the findings will be published towards the end of 2023 on the new EuroHockey website.

Intellectual Outcome 1: Led by Copenhagen University

Title: International Sports Federation Frameworks for Education

Description: An insight report on the education programmes and processes used in international sports federations

Intellectual Outcome 2: Led by Copenhagen University

Title: Educational Framework for the Teaching and Learning of Good Governance

Description: A resource and training information pack for national associations to adopt and implement good governance policy.

Intellectual Outcome 3: Led by EuroHockey

Title: European Hockey Leadership and Management

Description: A platform for the development of skillsets to create purposeful learning for those in decision making roles within hockey.

Intellectual Outcome 4: Led by Belgium Hockey and the Orange Sport Forum

Title: Athlete Dual Career Development

Description: Implementation of a duty of care pillar for athletes, in sports or business across administration, marketing and communications

Intellectual Outcome 5: Led by KNHB

Title: Coach Development Pillar for Europe

Description: Developing a fit for purpose coaching framework that supports national growth (and new) access to coach education across national hockey associations.

Intellectual Outcome 6: Led by DHB

Title: Creating the Future Fit for Purpose Workforce

Description: Development of standardisations across workforce needs for educational pillars of the European Institute for Hockey

Intellectual Outcome 7: Led by EuroHockey

Title: Global and Public Launch of the European Institute for Hockey (EIH)

Description: The formal launch campaign for the opening of the European Institute for Hockey

Intellectual Outcome 8: Led by Copenhagen University

Title: Findings of the European Hockey Frameworks for Educational Output

Description: An insight report on the education pillars created for the EIH; which processes should and can be used in international sports federation educational development

Intellectual Outcome 9: Led by EuroHockey

Title: Legacy and Future Impact

Description: A deep dive review on the sustainability and transferability of the intellectual outputs of the EIH

The EuroHockey Institute coordinator:

About EuroHockey: The continental governing body for the sport of hockey in Europe. Founded in 1969, and today has 42-member National Associations.

For more information, www.eurohockey.org

The EuroHockey Institute project partners:

The University of Copenhagen (DEN), Hockey Magic (NED) and Orange SportsForum (NED) are joining forces with EuroHockey member National Associations from the Netherlands, France, Belgium, Germany, Slovenia and Switzerland.

The EuroHockey Institute project supporters:

About the Fédération Internationale de Hockey (FIH): The international governing body of field hockey and indoor field hockey. Its headquarters are in Lausanne, Switzerland. FIH is responsible for field hockey's major international tournaments, notably the Hockey World Cup and FIH Academy which certifies global learning and education in Hockey.





KNOWLEDGE EXCHANGE WITHIN THE DUTCH SPORTS AND BUSINESS LANDSCAPE

Within the Dutch sports and business landscape, there is a lot of knowledge and experience in the field of innovation, international business, business development, marketing, and much more. That's the reason that OSF started developing an OSF Academy in 2022. With this initiative, OSF wants to bundle their network's knowledge and share it with its members. To this end, a partnership was started at the beginning of 2022 within the framework of the SLIM programme of the Ministry of Social Affairs and Employment. At the end of 2022, a second project was started, namely the Club Academy and in 2023 the third initiative was approved, the Orange Leisure Alliance. The first modules of the OSF Academy are now online and will eventually become accessible to the entire Dutch sports industry!

Together with training institute Technicom as technical and educational partner, OSF started in 2022 with the development of the digital platform and the didactic aspects for the OSF Academy. In addition, several OSF members with various specialisms are part of the different project groups, in order to create representative modules for the academies.

The initiative makes learning and development possible for a large group of employees in the industry at various SMEs and fits in well with the theme of Lifelong Learning. The OSF Academy is seen as a long-term project, where more relevant content for the sports and events sector will become available in the coming years.

Thanks to the project, a foundation is laid for the OSF Academy, in which a digital learning environment has been created. Within the initial project, a total of 8 modules will be developed, which can be expanded thanks to the other projects. OSF and the project partners have the ambition to continue creating more content for the OSF Academy in the coming years. In this way, the OSF Academy remains up-to-date and is filled with more relevant modules that connect even better with the OSF network. This allows OSF participants to share knowledge in a simple, yet efficient way!

Several employees can use the OSF Academy. There will be one coordinator per company, who can also follow the progress of the employees. The new platform is flexible and also offers the possibility to add internal onboarding modules or e-learning to the OSF Academy and make them exclusively available within your own company. There are already some OSF members who make their internal onboarding through the OSF Academy available to their employees.

Companies interested in working on modules for the OSF Academy can contact OSF.

More information via: <https://www.orangesportsforum.com/osf-academy/>





About the OSF Academy

The OSF Academy aims to create a learning environment for companies and their employees in the sports and events industry. This industry has developed strongly in recent years and this requires a lot from the employees. The characteristic developments in this sector are scaling the organization, professionalization, internationalization and digitization. The aim is to create an accessible platform with the OSF Academy so employees in the industry are stimulated in a positive way and continue to develop.

The learning modules are divided into four themes:

1. Scaling up & Professionalization
2. Internationalisation
3. Digital Transformation
4. Project management at events



About the Club Academy

The project focuses on creating a learning environment for (paid) employees within sports clubs and young professional athletes. At sport clubs, employees do not always have the opportunity to develop themselves and are therefore vulnerable on the job market. In addition, there are also many volunteers active in local sport clubs, who could move on to paid work with the support of a good learning environment.

The focus is very practical on expanding the skillset of employees and volunteers, based on their existing capabilities. By allowing employees to learn new, related positions, they become more widely employable for the employer, and they gain a better position on the labour market. Think of a steward at a professional football team who is following a training course to become a traffic controller. The most important themes within the learning environment are:

- Social training for young ambitious athletes
- Professionalization of the sport club manager
- Broader development of club employees
- Gender equality and inclusivity
- Team building and professionalization
- Digitisation

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About the Orange Leisure Alliance

The project focuses on the so-called "leisure" sector, with an emphasis on venues, such as stadiums, concert halls, amusement parks, et cetera. These sectors are characterised by a number of specific factors in terms of their position on the labour market. The sector is largely seasonal, there are many flexible and parttime employees, there is a difference in training and education between permanent and flexible employees, et cetera. The job changes in the sector are also high compared to other sectors because there is still too little career prospects offered.

The aim of the project is to create a digital learning environment focussed on both permanent and temporary/flexible employees in the Leisure sector, and to create relevant content for this learning environment that is compatible with existing learning environments. The focus is on the following themes:

- Management of temporary workers by permanent staff
- Responsibility in complex situations
- Safe and responsible behaviour
- Organizing ability
- Hospitality
- Task broadening and multi-employability
- Combat racism and promote inclusivity
- Durability

About the SLIM grant

It appears that small and medium-sized enterprises (SMEs) do not focus enough on the learning and development of employees. Due to seasonal work, the pandemic and the fast-moving market, it is difficult to develop an educational working environment. With the SLIM Program for Life Long Learning and Development in SMEs (SLIM scheme), the government wants to make learning and development in SMEs self-evident.

The SLIM grant is aimed at learning and development for all kinds of new ideas. Entrepreneurs can apply for a subsidy for the following 4 activities:

- Screening of the company, for example to engage an external advisor to have your company screened.
- Career and development advice for employees.
- The scheme allows for initiatives aimed at methods that encourage employees in their development.
- Third learning path, for example for job seekers and employees who want to make a career change.



Ministerie van Sociale Zaken en Werkgelegenheid

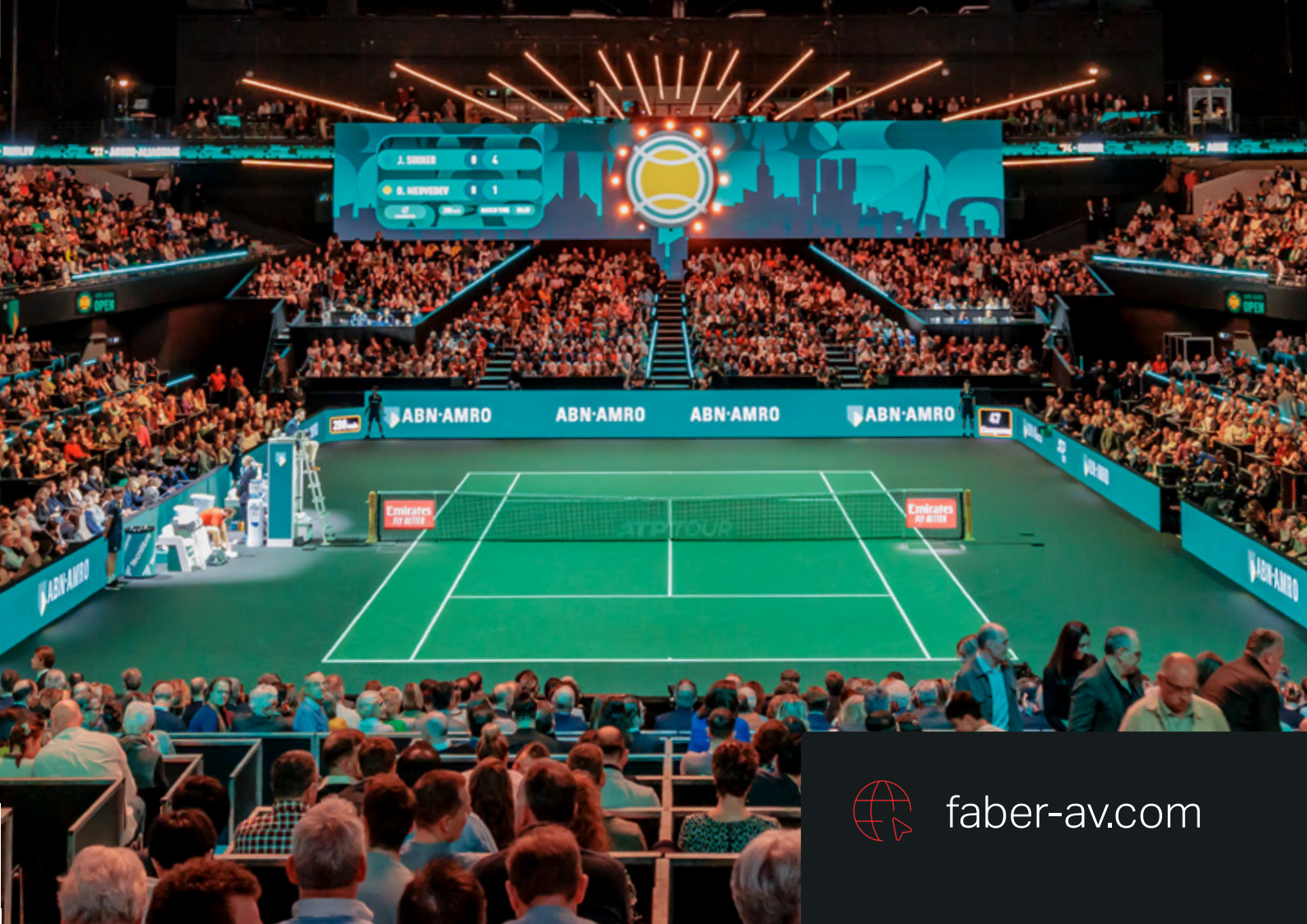


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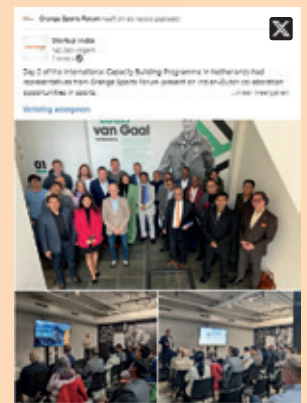
OVERVIEW OSF EVENTS IN 2023

1 PIB Sports Mission to Austin, SXSW and Dallas in Texas



● 13-17 March

2 OSF Network meeting with incoming delegation from India



● 14 March

3 Incoming visit from Mr. Kevin YEUNG, Secretary Culture, Sports and Tourism Hong Kong



● 30 March

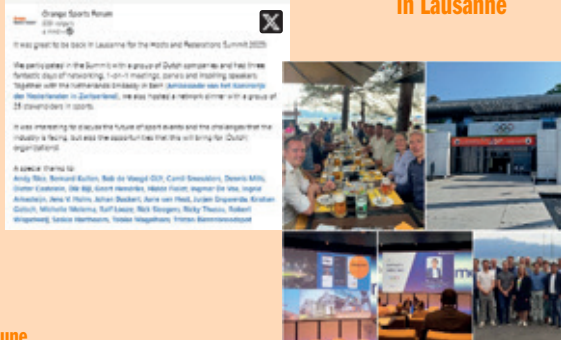
Orange Sports Forum[©]

4 EuroHockey Business Club meeting at the EuroHockey League



● 7 April

5 Participation at the Hosts & Federations Summit 2023 in Lausanne



● 12-15 June

6 OSF Network meeting during the Ocean Race in Scheveningen



● 14 June

7 OSF Network meeting at the National Championships Cycling, together with Watersley



● 24 June

8 Incoming visit Happy Sports China & Jiading Government, Shanghai



● 7 July

OVERVIEW OSF EVENTS IN 2023

9 General Assembly EuroHockey, launch EuroHockey Institute and EuroHockey Business Club Meeting at the EuroHockey Championships in Monchengladbach.



● 18 August

10 Launch Sino-Dutch SportsTech Hub during the DELF Event in Hong Kong



● 26 August

11 Keynote speeches and demonstrations at the ELIS Innovation Summit



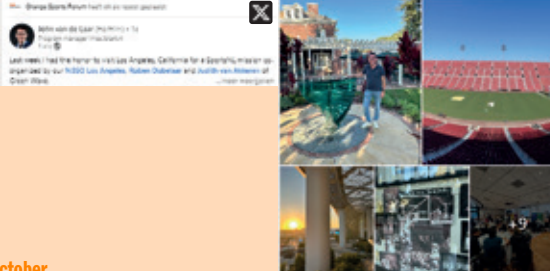
● 20 September

12 Webinar Roadmap Brisbane 2032



● 5 October

13 Participation Sports Mission to Los Angeles



● 15-19 October

14 Opening Cruyff Courts & WeParks in Yuansi County and Dingzhou in China



● 25 October

15 Caribbean Sports Week Bonaire



● 5-9 November

16 PIB Sports Mission to Miami, Soccerex and Tampa



● 13-17 November

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17 Participation ISPO München



● 28-30 November

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THE ULTIMATE FAN EXPERIENCE WITH CM.COM AT THE FORMULA 1 HEINEKEN DUTCH GRAND PRIX

The Formula 1 Heineken Dutch Grand Prix is considered one of the most beloved, innovative, and well-known sports events in the Netherlands. This is, of course, due to the immense popularity of motorsport and the Dutch hero Max Verstappen, but it is also thanks to the overall fan experience at the event, which radiates far beyond the gates. Communication with fans plays a crucial role, both in terms of content and technology. The Formula 1 Heineken Dutch Grand Prix has found the ideal technological partner in CM.com to achieve its ambitious goals and elevate the fan experience to unprecedented heights. CM.com has been responsible for the digital customer platform and the customer journey since the return of the Formula 1 Heineken Dutch Grand Prix to Zandvoort.

A Unique and Magical Event

The Formula 1 Heineken Dutch Grand Prix is a unique event in many ways. It is, above all, a world-class sporting event, but with the addition of numerous musical performances and other programming, it can rightfully be considered a festival as well. With so many activities happening simultaneously, it is crucial to guide visitors throughout the entire journey, from ticket purchase to long after the event, and provide them with the ultimate fan experience. *"This event has a certain magic, one that appeals to a very diverse audience,"* says Teun Verheij, Head of Marketing Communications at the Formula 1 Heineken Dutch Grand Prix.

"We want to preserve that magic in everything we do because the expectations of the visitors are exceptionally high. That's why we emphasize strong fan engagement through personalized communication with our visitors. Offering the right content at the right moment is essential, and with CM.com, we have a very powerful partner that allows us to tailor the content accurately to individual fans at the perfect time."

Fan Experience

The visitor process begins with the Formula 1 Heineken Dutch Grand Prix's ticket purchase through CM.com's ticketing system. After the sales process, the exciting buildup to the race begins. During this phase, there are numerous touchpoints between the visitor and the organizer. To support and guide fans throughout each phase of their journey, CM.com provided the "Race Engineer"

chatbot, exclusively designed for the Formula 1 Heineken Dutch Grand Prix. This advanced, pre-programmed chatbot seamlessly operated through WhatsApp, allowing fans to obtain advice and information on various aspects, including travel to and from the event, access to exclusive content, and much more. *"Previously, we deployed a generic chatbot as part of this phase,"* says Colinda Leemans, Lead Professional Services at CM.com. *"Last year, we introduced the Conversational AI Cloud. This technology enables the Formula 1 Heineken Dutch Grand Prix to deploy self-learning AI chatbots that can communicate even more accurately and personally with visitors."* The Conversational AI Cloud now powers the Race Engineer, the event chatbot available 24/7 on the event website, dynamically displaying frequently asked questions alongside the conversation. Leemans adds, *"What makes this technology so special is that it grows and learns, both during the event and in the years to come. This means that optimization is not only invaluable during the event but that the experience will only get better in the coming years."*





Direct Communication and Fan Engagement

The Formula 1 Heineken Dutch Grand Prix places a strong emphasis on direct communication with visitors, not only leading up to the event but also during the event itself. For this purpose, the official 'Heineken Formula 1 Dutch Grand Prix app' is used, built using CM.com's Appmiral event app. This app includes an interactive map of CM.com Circuit Zandvoort, a complete race schedule, information about the fan zone, entertainment program, and much more.

For the Formula 1 Heineken Dutch Grand Prix, it is essential not only to enrich the visitor experience but also to enable efficient crowd control. During the race weekend, various performances and activities take place at different locations, such as the Arena and the Fanzone. It is crucial to guide the right visitors to the right activities, and this can be efficiently done through targeted communication. Colinda Leemans adds that this one-on-one communication with visitors was also employed in the entry process. *"At some point, some entry gates were very crowded, while others had more capacity. Visitors were informed about this, resulting in better dispersion and a smoother entry procedure for all visitors."* Real-time heatmaps continuously tracked the movement of people behind the scenes, allowing visitors to be efficiently directed to various entrances and locations on the circuit. This also resulted in a continuous improvement in overall safety on and around the circuit.



Cashless Event

In creating the ultimate fan experience, CM.com played a crucial role in making the Formula 1 Heineken Dutch Grand Prix a fully cashless event. From online payments for ticket sales to on-site transactions for food, beverages, and parking, all payments were seamlessly powered and processed by CM.com's advanced software. On-site, all orders were efficiently processed and recorded using cash registers, fixed terminals, and mobile POS terminals.

The Formula 1 Heineken Dutch Grand Prix also recognizes the need for sustainability. In response to this, CM.com's cash register system includes a deposit module that supports a recycling system, providing insight into the sale and return of various deposit products. An impressive 70 percent of the drink cups used at the Formula 1 Heineken Dutch Grand Prix are highly recycled. This is an excellent practical example demonstrating that a recyclable cup system works well at large (sports) events.

CM.com and the Formula 1 Heineken Dutch Grand Prix: Innovative Partners for the Future

The combination of all the solutions deployed ensures a stable and high-quality customer experience. *"In this area, we have truly found the right match,"* says Colinda Leemans. *"CM.com and the Formula 1 Heineken Dutch Grand Prix are innovative parties that both strive for high-quality performance and have the ambition to continually improve, so that visitors will have an even better experience next year and in the future."*

Verheij agrees. *"It's great that we can meet the high expectations of our visitors from the moment they purchase the ticket in this way. The challenge we have now is to continue growing in the area of fan engagement, and for that, we have the perfect technical partner."* The partnership of CM.com as an Event Supplier with the Formula 1 Heineken Dutch Grand Prix has been extended for the next two years.

Curious about how CM.com's solutions optimize the customer journey in every phase of the Formula 1 Heineken Dutch Grand Prix? Scan the QR code for more information about our products.





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