



ANNUAL REPORT 2014-2015



DUTCH
CHAMBER

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Foreword by the Chairman

Dear Fellow members,

During the member year 2014-2015 we have performed in line with expectations and we have done well in many areas. We enjoyed the work. As an Executive Board we are proud to have been elected to represent you and manage the value of our joint network.

In an ever changing dynamic world, we need to make sure our network stays relevant and delivers value in many ways:

- Up-to-date digital communication channels to stay in contact.
- Events with relevant subjects that increase our knowledge and helps our business.
- Networking with fellow businessmen from different nationalities and in different stages of their business life cycle.
- Tangible benefits, linked to a loyalty program built up by contributions from members.
- Partners that enlarge the network and its dynamics by making resources and capabilities available that otherwise would not be accessible for individual members.
- And not in the least generate business.

We are working hard on these challenges and as you can see we are also adding new ways to fulfill the Dutch Chamber's main objectives:

- Add Value
- Professionalize
- Grow the base

While we see continuous progress in the first two objectives, we feel that the base has not grown as we had anticipated at the start of the year. We are in contact with more companies and people and are clearly more known among stakeholders in the market of regional

business promotion, but we have not been able to materialize on this. Member acquisition will have our focus in the coming year and you as a member are invited to participate. Invite friends or colleagues to an event or give input on how the Chamber can be attractive to potential new members.

With the year coming to an end we also have to say goodbye to some people who have been active in different ways. Judith van der Doelen, Calle Wellenius and Fredrik Lange as part of the Executive Board and Ambassador Flip de Heer as our Patron. Judith, Calle and Fredrik have been instrumental to the positive development of national and regional events over the last few years. A great thank you for your efforts!

A warm thank you also to Flip. From the day he stepped off the plane in Stockholm he has promoted the Chamber and contributed to its cause. He spoke in business terms of 'sunk costs', though I'd rather call it hospitality or joint interest: The embassy became a member, they supplied us with an office and have opened up the embassy and the residence for several events.

From the regions Sven, Neel, Suzanne, Marije, and Monique should not be forgotten. The Dutch Chamber is rather unique with its presence outside Stockholm and you have made that possible. Thank you for your efforts!

But even those who remain should be thanked, committed to continue to serve you, the Chamber's members. Els, Hans, Suzanne, Celesta, Christian, Lara and Saskia, thank you for your dedication. Looking forward to take on another year with you.

The Dutch Chamber has managed member contributions well and has even built up a financial reserve. This is now suggested to be used to grow and professionalize the association over the next few years and consequently

lift it to the next level. With the help of a part-time resource we are planning to realize what has been difficult to achieve with volunteers only. An intern from Yrkeshögskolan last autumn has also proven that with the right spirit this is possible at a manageable cost. The new Executive Board will make sure this will strengthen the Chamber and bring positive results in terms of number of members, event quality and information availability.

Following the celebrations of 400 years of diplomatic relations between Sweden and the Netherlands, which resulted in numerous great events, the upcoming year has a number of exciting opportunities that can help us as well. The Netherlands will hold the EU presidency for 6 months, starting 1 January 2016. This may put 'breaking down remaining barriers of the

internal market, in particular for e-commerce' on the agenda. And a new Regional Business Developer for the Nordic-Baltic region underlines that there is interest in The Hague for the opportunities this region has to offer. In Sweden we see business regions eager to reach out to (foreign) entrepreneurs to show their attractiveness and uniqueness. They want to help and the Chamber can be the intermediate to bring the parties and their interests together.

We have an exciting and challenging year ahead of us and I hope you will help us by being an active member to bring our Chamber to the next level together.

Maarten Merckx

*Chairman of the Executive Board 2014-2015
Dutch Chamber of Commerce in Sweden*



Word from our Patron

Dear Members of the Dutch Chamber of Commerce in Sweden,

One of the negative sides of the, on the whole, very rewarding job of being a diplomat is that from time to time one is transferred to a new position in another country. Or, as in my case, that you are retiring from the service and thus having to leave a country, a town and a group of people you have come to like very much.

When I will look back in the years to come on my sojourn in Sweden- and pensionados have plenty of time to do so when they are not barnbarnvakt-ing ! –, I am certain that my contacts with the Chamber and its Members will figure prominently in these ruminations.

During the past 30 plus months there have been quite a number of events, meetings, seminars, mingles, visits to companies, that have been inspiring for my staff and myself. The more so, since the embassy's work centers on the economic side of things; - helping Dutch business, helping Dutch in business in Sweden, helping Swedes doing business with Dutch, here or in The Netherlands; those were my instructions I received three years ago and those I followed with pleasure.



Being able to do this in a professional manner, has been made all the more easy by the presence of the Chamber, which celebrated its 10th birthday in a spectacular way three years ago, just after my arrival in the autumn of 2012. I will not enumerate all the other big Chamber-events that followed. But as a diplomat with 42 years of service, I do want to stress that for an organization that is basically run by volunteers, it has done an awesome job. It sounds so simple: - find a speaker, call a meeting, serve a few beers afterwards and everybody will be happy. Well, it takes more than just that. So I want to make use of this opportunity to compliment Maarten and his board-colleagues for all the fine work they have done for the Members, who deserve all the support they need, and the Chamber can give, for the hard work doing business always is.

I know that my successor, Ines Coppoolse, is looking forward to getting acquainted with the Chamber and its Members as soon as she arrives early August. She is keen on continuing the support the Embassy gives by providing a "home" for the Dutch Chamber at Götgatan 16. She may be new, but continuity is assured by the deputy Ambassador Karen van Stegeren and her closest colleagues, Eva Blom and Sigrid Westman. They stood and stand always ready to work together with your organization, which can look back on a good year behind us and an even better twelve months ahead.

Flip de Heer
h.t. ambassador

Word from the Advisory Board

Dear member,

Change is the law of life. And those who look only to the past or present are certain to miss the future.

– John F. Kennedy

It might not be that humble to open with a quote of a famous president. And, at the same time, I figured it to be relevant since I now for the third time as member of the Advisory Board reflect on the year that lies behind us.

Again, the Chamber can be proud of a successful year with many activities which have been appreciated by numerous members and non-members. As networking and interaction is the main reason of existence for a chamber like ours, we can be proud of what we have achieved up to now.

I would like to thank all Executive Board members for their dedication and enthusiasm. Especially Judith van der Doelen, Calle Wellenius and Fredrik Lange whom have been part of the EB for quite some time and have now, for different reasons, decided to engage other responsibilities and challenges.

Appreciation and recognition for our patron, ambassador Flip de Heer, is also something I would like to emphasize. Ambassador De Heer will end his impressive diplomatic career this year and we would like to thank him for his great support in word and deed. We wish you all the best and good luck with your new phase in life.

When it comes to being grateful to those who support the Chamber I would also like to thank Deputy-Ambassador Karen van Stegeren and her team. The 400 year anniversary of diplomatic relations between the Netherlands and Sweden was a celebration well used in creating exposure and support in general and was highly appreciated.

I could go on in stating all the highlights of 2014/2015 but will not do that in this letter since there are many and also in line with what we have achieved the years before.

So, why the quote and why the little bit different approach?

No matter what, the Chamber is here for its members and that is where value has to be perceived. From that perspective I would like you to join me in thinking and reflecting on how we can improve our level of satisfaction today towards a level that succeeds the current state.

You can do this by joining us at the Annual General Meeting or you can contact one of the board members. They are here for you and more than willing to listen to your ideas and reflections.

From the perspective of the Advisory Board an even brighter future starts simply with more members. Participants coming from different companies and with different backgrounds do add value to all who engage within our Chamber. Somehow it is difficult to increase the number of members simply because of expats leaving the country or members with changing priorities. It is absolutely clear that we cannot get more members without you. We can arrange very enthusiastic and professional support as soon as first conversations take place but the bottleneck is to get those first conversations with potential members.

This is exactly where you as a respected member can be an enormous asset. With your network and chain of contacts it would be very valuable to inform your environment about the existence and value of the Dutch Chamber. It is not rocket science; if each and every one of us would bring in 1 member a year we would double in size... Sounds not too difficult but it is about taking that step. Like it is on a network event the Chamber organizes. Sometimes it might feel a bit difficult to interact but as soon as you start it becomes easy.

The executive board is ready to support and have thought about an organizational structure that will be of help. Therefore they will propose a solution at the coming AGM, supported by the Advisory Board, which I hope you will appreciate.

On behalf of the entire Advisory Board,

With best regards,

Jeroen Tiel



Organisation

Executive Board

With Hans van Driel moving from Secretary to Treasurer and Suzanne Kaufmann joining to take over Communication & Marketing the Executive Board was quickly up to speed. Fredrik Lange took on the role as Secretary besides his regional coordination duties, though member administration and IT-related matters remained with Hans.

Executive Board Members:

Maarten Merckx, Chairman (Olingo Consulting)
Hans van Driel, Treasurer (Freelance interim manager)
Fredrik Lange, Regional Coordination (Randstad)
Judith van der Doelen, Events Lead (JD Interim)
Els Berkers, Member Relations (Berkers & Company)
Suzanne Kaufmann, Communications (Nordea)
Calle Wellenius, Stakeholder Relations (Randstad)



Patron

Philip de Heer, Ambassador to the Netherlands in Sweden, has for almost 3 years been a strong advocate of not only commercial diplomacy but also by contributing to business promotion between the Netherlands and Sweden in all its shapes and forms. Making the embassy, the residence and himself available for events and gatherings.



Advisory Board

Support from the Advisory Board remains strong. The companies represented make sure to always participate in our meetings.



Jeroen Tiel,
Randstad



Pär Boman,
Svenska Handelsbanken



Henk van Dieren,
Van Dieren Sweden



Ronnie Leten,
Atlas Copco

Regional Offices

Local added value is the key driver in our regional approach. We are proud to have the network we have throughout Sweden, with presence in Gothenburg (West), Malmö (South), Stockholm and in Dalarna. We want to be close to our members and have a good dialogue with potential new members, therefore we have a huge variety of different events to have something for everybody. Of course in our mind is always the core of the chamber to promote, stimulate and facilitate Dutch business in Sweden.

Our Regional Directors together with event managers have put in their heart and soul in providing an interesting event schedule for the Chamber and for that I am grateful. We have had some challenges this year regarding continuity of events in the regions, but I am glad to see that we have upcoming new events in all regions and that we can continue to grow our network for the coming years.

The regional teams have been the following during 2014-2015.

West



Celesta Jansen, Regional Director and Monique Smit, Event Manager (KLM)

Stockholm



Calle Wellenius, Regional Director (Randstad)



Saskia Otten, Event Manager (Blåjeans Språk och Juridik AB)

Dalarna



Christian van Dartel, Regional Director (VD Sport & Konsult)



Lara Feller, Event Manager

South



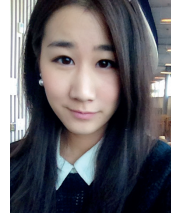
Sven van Dijkman (Regional Director), Marije Borghart (Event and Communications Manager), Marjon Windén (Event and Communications Manager), Suzanne Neleman (Event and Communications Manager) and Neel Hermansson (Event and Communications Manager).

Organisation *continued*

Back Office & Support

This year for IT we continued the excellent support from Pontus Testad. He has amongst others set up new functionality for us members on our website. He has occasionally also helped us with editorial tasks related to our website. He has again been of great value for the Chamber.

In the 2nd half of 2014 we were fortunate to have Grace Hung as an intern to take care of many administrative tasks. As indicated last year we were hopeful to find a resource via a so called Yrkeshögskola and so we did. As part-time resource she has worked with event management, communication and member relations. She has simply done a perfect job and we will miss her.



Grace Hung



Pontus Testad

Nominating Committee

The same team as last year is supporting us in finding new candidates for the Executive Board.



Olle Jansson,
CERTA Law



Jeroen Tiel,
Randstad

Stakeholders & Partners

Cooperation with for example other foreign Chambers and Business Regions bring dynamics to the network and representatives of the Dutch Chamber can be spokespersons and contact points, capturing all kinds of opportunities they can forward to the members.

Royal Dutch Embassy in Sweden

We are thankful for the cooperation with the embassy's Trade Council which under the leadership of deputy ambassador Karen van Stegeren has developed further. The 2 local Trade Officers Eva Blom and Sigrid Westman are engaged and help with contacts, information and input to our events.

The embassy has on several occasions also invited our members to their events or events endorsed by the embassy. Of course a great added value for members.

SweCham in the Netherlands

Our cooperation has been fruitful for many years. The association under the leadership of Kerstin Gerlach remains a benchmark and a solid partner in many events.

Honorary Consul of Sweden in Northern Netherlands

While based in the Netherlands Lukas Joel is one of our most active members and does not seize the opportunity to bring business interests between Sweden and the Netherlands together.

Consuls of the Netherlands

Håkan Friberg organised with help of the Dutch Chamber "the Knowledge Economy" in Gothenburg, one of the key events of the 400 year celebration. Magnus Dahl is always keen to support the Chamber.

Business Regions

In particular the cooperation with Stockholm Business Region and Business Region Gothenburg is very good and gives us access to valuable information and events. They have resources we should make sure to make use of.

Other foreign Chambers in Sweden

We see a great member benefit in cooperating with other foreign Chambers as we share similar interests, while we can lift the network from a bilateral level to a multilateral one. While other Chambers also recognise this benefit it has shown to require more work than initially anticipated.



Karen van Stegeren, Sigrid Westman and Eva Blom.



Kerstin Gerlach



Lukas Joel



Håkan Friberg



Magnus Dahl

Member Relations

The Dutch Chamber considers it as its primary task to keep in contact with Dutch professionals working permanently or temporarily in Sweden, Swedes and other stakeholders with a professional interest in doing business with the Dutch. To succeed in this the Dutch Chamber stimulates and organizes relevant and interesting activities to enhance meetings between current and potential members.

Members

In 2014-2015 we saw have seen a normal growth in memberships. We acquired 14 new members and 8 members left. With a few new memberships pending at the moment we consider this as quite a natural increase.

Reasons for cancellation were various, but one left us very sad. One of our most loyal members, not only in number of membership years but also as an attendee of many events Hélène Biesheuvel passed away in September last year, too young, too early. We still miss her in many ways.

Word of mouth promotion from members to potential members and a pro-active approach helped to cope with the cancellation of memberships. Very successful was the offer around the Annual Dinner which led to at least 3 new memberships, some starting in the coming year.

Taking care of and staying in touch with current members and the ones leaving the Chamber, gives valuable input for the strategy and execution in the coming year. A lot of effort is put in managing expectations by meeting and talking to as many members possible and adapting the course of our actions when necessary.

One of the challenges we face is to have a good balance between Swedish and Dutch memberships. We also see that the value difference for SME members and Associates needs more attention.

We thank the Embassy and the Swedish Chamber in the Netherlands for the contribution to our goal of establishing new memberships and their support towards our members in all kinds of ways.

NEW MEMBERS

Corporate	Elekta Instrument	Maurits Wolleswinkel
Corporate	Rituals	Eduard van Santen
SME	We Travel	Gloria de la Parra
Associate	AstraZeneca PLC	Maarten Kraan
Associate	Darner Asset Management	Leif Darner
Associate	Independent consultant	François Beaufrière
Associate	Independent interim manager	Hans van Driel
Associate	Journalist	Ingrid Koning
Associate	Marketinghouse	Annica Thorberg
Associate	Nordea	Suzanne Kaufmann
Associate	SKF	Hans de Vries
Associate	Studio BOJO	Chris Jonkers
Associate	The Carbage Run	Bram Eigenraam
Associate	Regional Director	Celesta Jansen



Member benefits and loyalty program

As we believe that the membership base of the Dutch Chamber can be of help to promote a product or service, we were pleased to be able to continue this programme with Sheraton for nicely priced hotel rooms and we are about to add some new benefits to it. Philips kindly offered a generous discount on its products through their webshop. New member Rituals started its membership with supply of give-aways at the Annual Dinner.

It is a start of a new approach of the idea of how members can inspire other members with products and services and promote their business this way.

From input we received last year we learned that it would be appreciated if loyalty towards the Dutch Chamber would be rewarded.

This year we made a modest start thanking our most loyal members for their fidelity towards the Dutch Chamber by rewarding them with a gift, the book 'The Swedes and the Dutch were made for each other'. It is our intention to inspire our loyal members with more of these kinds of incentives.

Ambassador Programme

This year we made a modest start with developing an Ambassador Programme. Aim is to involve and engage former (advisory) board members in the Dutch Chamber network after their resignation. It is a work in progress project, first results will be communicated in the coming months. The purpose is to extend our network internationally in order to be of service to our members.

Endorsements

I love the mingles and hope you will continue with these... And of course any and all having to do with the differences between Sweden and Holland, mostly business-related but sometimes also in our personal lives.

– Nanda Jansson - Kendor - associate member

...to have a good platform to enhance and strengthen our business network with other companies operating in the Swedish market.

– Jeroen van der Neut - Grontmij - corporate member

Dutch Chamber on its way to become an interesting network with inspiring people!

– Henk Bremer - LDPE - associate member



Activity Overview

Below a sample of events that represent what the Executive board and Regional Offices have organized from May 2014 until April 2015.

Gothenburg's International Gateway Landvetter

May 15, Landvetter Airport, Gothenburg

Gothenburg Landvetter Airport is western Sweden's international airport with 90 direct flights around the world. The development of Landvetter Airport is very important for the international attractiveness of West Sweden. On the 15th of May the Dutch Chamber of Commerce Region West organized a very inspiring lunch for 21 guests at Landvetter Airport.

Lisette Klomp Bueters from Air France KLM kicked off with KLM's Social Media Strategy. It started actually with the eruption of the Iceland's volcano in 2010. Since then KLM has taken their Social Media Strategy to a higher level and has been awarded for it two consecutive years as best in the industry. She gave some examples of what KLM does and most guests were positively surprised by how engaged KLM is in creating new services within the field of social media.

Roel Huinink from ASDC continued and explained Schiphol Group interests in Arlanda and Landvetter Airport. ASDC has put in a lot of effort to modernize both airports and offer qualitative and innovative services. A short video about an Arlanda streetfood truck in

Stockholm and the new feature to shop-and-collect at Landvetter were good examples.

The event was made complete with a delicious lunch at O'Learys in the gate area.



Annual General Meeting

June 4, Embassy of the Kingdom of the Netherlands in Sweden, Stockholm

In the presence of our members we shared the highlights of last year and looked forward to the Chambers main objectives for the coming year. The year to come looked promising with most of the Executive Board continuing and new motivated members to fill the few vacancies.

After the AGM Heineken's sommelier taught us that beer is as good a company during dinners as wine. After sniffing, tasting and guessing a few beers during the blind tasting, we were invited to try out several Heineken brands from around the world. Thank you Heineken for increasing our beer knowledge and introducing us to a world of choice and taste.

Back to Work Mingle

September 3, Clarion Hotel, Stockholm

It has become a tradition in the Region Stockholm to kick off the "new year" with a Back to Work Mingle. With a stunning view on south going motorways and Globen the bar at Clarion Hotel on Ringvägen offered a nice atmosphere to chill down after a day's work and mingle with familiar and new faces.



Sweden and the Netherlands – friends for the future: "The Knowledge Economy"

September 24-25, Handelshögskolan, Gothenburg

With the support of the Dutch Chamber Håkan Friberg organised a 2-day seminar to commemorate the 400th year anniversary of diplomatic relations between Sweden and the Netherlands. Almost 400 years ago the Dutch played an important role in the town planning of Gothenburg and in city politics.

After opening by the ambassador of the Kingdom of the Netherlands Phillip de Heer the first keynote speaker of the seminar, Patrik Ström (Gothenburg's Handelshögskolan and President of RESER) gave an introduction to the theme of the event with some insights on the re-industrialization of services. Innovation in services is driven by complexity and possibilities and the private and public sector plays an important role in it.

Then representatives of the private sector continued with giving examples of what they do on this area. Niek Stapel from AkzoNobel spoke about the importance of sustainability in everything they do. Rob Kuis from A Blue World gave several examples of innovative applications of bacteria. Katarina Ljungqvist and Mikael Sørensen from Handelsbanken gave us insight in how they overcome complexity and see possibilities: they grow

branch by branch, never losing sight of their private and cooperate customers.

After the panel debate the governor and his wife welcomed all at their residence for a reception. The first day was concluded with a dinner in restaurant Palace.

The 2nd day included presentations from Per Cramér (Dean of the Handelshögskolan), Annika Hult (Stena line) and Professor Ron Boschma (University of Lund and Utrecht and Director of CIRCLE) who made the circle complete by presenting how recent research into the dynamics of regional economies shows that the inter-linkage of different sectors in clusters is of major success factor in the new knowledge economy.

The moderation of the seminar was done by the well-known journalist Fredrik Belfrage. He and all contributors were thanked by Håkan Friberg.



Activity Overview *continued*

Breakfast Seminars - Digital Marketing

November 12, January 21 and March 25, Sheraton Hotel, Stockholm

Today Digital marketing is important for all companies, big or small. So the Dutch Chamber decided to organize a series of breakfast seminars on the theme. Discussing the possible content with some members showed that the legal aspects behind this new digital social world was fast and would be a good starting point.

For the first session we invited Anna Faber, member, lawyer, data protection specialist and owner of Validata Legal, as our key-note speaker. She started by presenting some of the key terminology and then explained how regulation may vary internationally with examples from the Netherlands Sweden and Germany. This led to so many questions that Anna could not finish her presentation and was asked to come again in January.

The second part of the legal do's and don'ts of Digital Marketing focused on the different solutions connected to so-called Behavioral Advertisement. The audience learned about what other solutions than cookies are

available for digital marketers to capture the digital behavior of potential customers and how to treat the information this generates with respect to EU law. Anna concluded with practical tips how we as participants could avoid leaving too many digital crumbs and fingerprints on internet.

Then Annica Thorberg, member and owner of Marketing House, continued in March telling the audience what to think of from a business point of view, with particular focus on setting up a strategy for what is called inbound marketing. This means working consciously with target groups to create a pull (inbound) rather than a push (outbound) with your digital marketing strategy, using different kinds of social media. Annica shared a wealth of experience, which resulted in a vivid mingle afterwards.

We would like to thank the Sheraton Hotel for hosting these breakfast seminars in a very professional way.

International Business Networking Event Gothenburg

November 12, Chalmerska Huset, Gothenburg

Gothenburg is one of European cities facing the largest city center development in the coming years.

Following the successful annual event of Stockholm Business Region, The Dutch Chamber of Commerce was one of the initiators to bring the event to Gothenburg. As a result, Business Region Göteborg, along with the Dutch, British, French, Norwegian, German, American, and Icelandic Chambers of Commerce, organized for the first time an International Networking Event at the historical "Chalmerska Huset".

Petra Sedelius, Head of Establishment & Investment at BusinessRegion Göteborg opened the event by welcoming all the international guests. Agneta Hammer, City Planning Director in Gothenburg, followed by giving



us an insight in all the major infrastructural plans of this city region, for example; River City, a new bridge and a skyscraper. Magnus Björnsne, Executive Director at AZ BioVentureHub, spoke over how Gothenburg is perceived by their new international employees. AstraZeneca BioVentureHub is a new and unique business model for the life science industry. Arvid Guthed, Vice President Port Development Port of Gothenburg, finished by emphasizing the importance of the port for the economic future of Gothenburg.

In the workshops the focus was on the obstacles companies have experienced in attracting international competences and what can be done to make Gothenburg more attractive for foreign-owned companies.



Annual Dinner 2015

March 13, Stallmästaregården, Stockholm

The Annual Dinner 2015 was held on the 13th of March at the beautiful location Stallmästaregården in Stockholm.

The special location captured the magnificent scenery of the Stockholm nature while the city pulse was just around the corner. Stallmästaregården is located at the edge of the ancient hunting grounds and the Royal Haga Park. The building's historical features are emphasized by an elegant modern touch and contemporary design classics. A great ambiance for an enjoyable Annual Dinner.

The evening started with a welcome drink and hereafter we had a delightful dinner with time to meet and catch up with fellow members, friends and business partners



and live musical entertainment by Jam Station. With charm our moderator Ingrid Koning held the evening up in spirits. Further our key note speaker Fredrik Lundberg, writer of the book Happy Hunting, shared his experience in the hunting sport.

After a great social and festive evening, guests went home with a delicious goody bag of Rituals!

Activity Overview *continued*

Lunch Seminar - Trends on Digital Marketing

April 23, Privata Rum, Gothenburg

The theme of Digital Marketing was also picked up by Celesta Janssen, Regional Director of Region West. At the private lunchroom "Privata Rum" an inspiring lunch with orange accents and digital trends was served.

Celesta welcomed all and mentioned the relaunch of the Dutch Chamber's LinkedIn site in the near future. After lunch and over coffee key-note speaker Nicola Stockmann-Tannerfors, founder and CEO of Lasting, a company working with digital marketing, started her

presentation about "Trends in Digital Marketing". Nicola finished up by enlightening us about "MobileGeddon", the introduction of a new Google algorithm which favors mobile-friendly websites. A Q&A finally rounded up the event.



Overview of events

Below the events that were organized by or with help of the Dutch Chamber. Members have also been invited to additional events, which are made available to the association via e.g. the Dutch Embassy, other foreign chambers and business regions.

LOCATION	EVENT	MONTH
Region West	Gothenburg's International Gateway Landvetter	May
National	Annual General Meeting followed by beer tasting with Heineken	June
Region Stockholm	Back to Work Mingle Stockholm	September
Region West	400Y - The Knowledge Economy	September
Region Dalarna	Back to Word Mingle Dalarna	October
Region Stockholm	Breakfast Seminar – Digital Marketing 1: Legal issues	November
Region West	International Business Networking Event-Gothenburg	November
Region Stockholm	Rituals in Store Event	December
Region Stockholm	Stockholm International Networking at the City Hall	December
National	Open seminar-The future of cross-border e-commerce	December
Region South	Pre-holidays Network mingle	December
Region Stockholm	New Year's Mingle	January
Region Stockholm	Breakfast Seminar Digital Marketing: Legal Issues, Part 2	January
Region South	Opening Cargo Shuttle Coevoorden - Malmö	January
National	Annual Dinner 2015	March
Region Stockholm	Breakfast Seminar-Digital Marketing: Strategy	March
Region Stockholm	Brainstorming with members	April
Region West	Lunch seminar-Trends in Digital Marketing	April

Communications

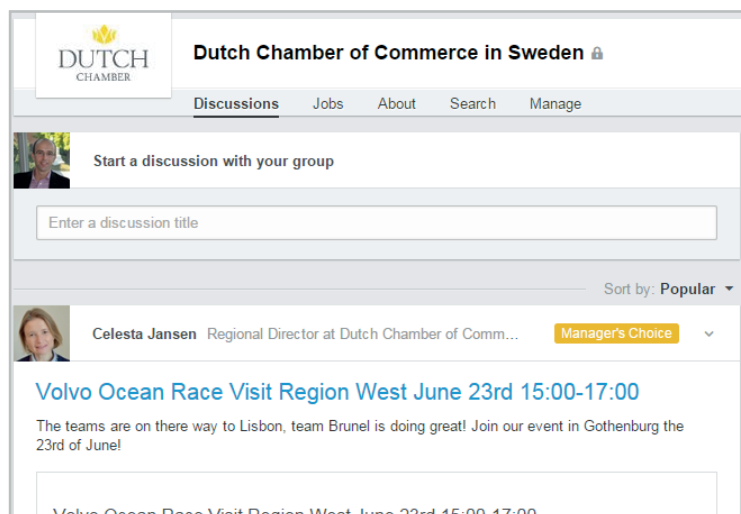
During this year, the Board wanted to continue further strengthening of its main communication platform, the Dutch Chamber website. The website has been upgraded and the home page is alternated. With these changes news, spotlight articles and events are shown in one overview. Moreover it improved the site for mobile users according to the digital marketing trend.

Regarding event management a strong need was identified for professionalizing our event communication and booking possibilities. Therefore one of the main website upgrades last year was installing an online booking tool for events. Not only does this enable everyone to sign up directly online, other elements improve your experience here as well. Main points are receiving a timely confirmation, reminders and being able to add the event to your agenda. Furthermore event managers can keep a better track of the registrations in one central place and changes to the bookings are now enabled by guests themselves saving time from both sides and having more accurate guest lists. Altogether the booking tool enhances user experiences and enables our events to be managed more professionally towards the members.

Our Linked-In community is on its way to be blown back to life. On the background we have been working on using this platform in the best way so it will be of added value for chamber members to be a part of. We will have

our community on Linked-In up and running in the next year and will announce that by inviting you to join us on this digital platform.

Our news letters have also been updated visually and content wise. First of all we introduced all the Board Members to you in the welcome word. This instead of having the chairman writing this every time we provided you with more insight in the work and activities of all the Board Members. Our idea is that regional directors should also get a more active role in the newsletter, sharing their thoughts about the regions and feature more pictures than before. Further we focused on putting members in the spotlight and reminding you of your member benefits. With six newsletters, we have kept the same frequency of communication last year. The Mailchimp mailing system is now also more consistently used for event invitations, event reminders and other official communication thereby creating a more unified image of the Dutch Chamber.



Finances

The Dutch Chamber showed a positive financial result of SEK 121.351 this year. A detailed overview of the Chamber's P&L and Balance Sheet is given in the Appendix. A short description of the main items follows below.

Income

The main sources of income are membership fees and sponsorships. Membership and service fee levels were kept unchanged for the 7th consecutive year.

Total income amounted to SEK 471.676 which was slightly higher than last year, but less than budgeted. Although the number of members increased over the past year, the lower income compared to budget was related to less new members than expected and, to a lesser extent, canceled memberships. Also sponsorships were less than budgeted, but due to efficient organization of events the Dutch Chamber had less need for contributions from members and sponsors.

Membership fees

During the year we saw a decrease in the fees for Premium members because of a cancellation and a membership change from Premium into Corporate. This was compensated by higher Associate, SME and Corporate membership fees. We welcomed 2 new Corporate members, 1 SME and 12 Associates. In total, the membership fee income slightly increased from SEK 428.250 to SEK 434.150 this year.

Sponsorships

During the year we have had multiple events like the Annual Dinner where sponsors delivered a substantial contribution. However many other events took actual place at the location of member firms whereby the premises were free of charge and thereby substantially reducing the need for additional sponsoring.

Expenses

Due to effective budget and expense management, we have been able to keep total costs in line with income received. Our total expenses amounted to SEK 350.325, an 8% decrease compared to last year (SEK 380.245). This decrease was mainly thanks to lower event costs. The Annual Dinner was less expensive this year, but this was partly compensated by costs related to the 400-year celebrations. The operating costs went down by 5,5% to SEK 129.277.

Results

A positive result of SEK 121.351 was generated and will be added to the reserves. This result is higher than the budgeted amount of SEK 1.500 mainly because of an underspend on events. As mentioned before, the Annual Dinner was less expensive than budgeted, but also all other events remained well under budget due to effective cost management.



Future Outlook

Over the last few years we have celebrated some historical facts which the Chamber has also used as a platform for its operations. The Executive Board suggests now that the Chamber takes the initiative to take hold of the future and invests to reach another level of professionalism and added-value for the members. The Chamber has a sound base that allows us to hire a part-time resource. This resource will not only allow us to maintain and further develop our current duties and interests, but also enhance them.

The resource will bring continuity and allow the Executive Board to focus on and free up time for where it adds most value: Keeping the dynamics in the network and enlarging the network. This means more benefits for the members like:

- More professionally set-up events, addressing hot topics
- Even closer cooperation with stakeholders like the embassy and Business Regions
- More active contribution in trade promotion by attracting new members
- A loyalty program

The increased focus on Scandinavia thanks to a new Trade Officer from the Netherlands also confirms that there is a trade promotion potential in the region's largest country. We want to be a part of developing this for existing and new members.

Below additional information on what the Executive Board suggests should be undertaken next year to achieve the objectives of the Dutch Chamber.

The part-time resource mentioned in the introduction will become the Back Office and will perform administrative duties linked to member relations, communication and events. We intend to hire a young professional with education in the area of event and communication management. He/she will be hired on an hourly basis either through Randstad or as a self-employed. We plan for max 0,5 FTE. While out-tasking has been done for many years this is a commitment for all parties for at least 2 years.

For the rest the operational organizational structure will remain the same with a central Executive Board and Regional Offices.

Events

With the new administrative resource in place the Executive Board believes it can increase its ambitions on timeliness, accuracy and quality of events.

Organizing events on hot topics partnering with members and other stakeholders will remain a focal point. We are amongst others excited about the initiative to organize some joint events with DHCS.

With respect to trade promotion Sweden and the Netherlands share many similar interests which will guide us in finding interesting and current topics.

Members Relations

To be able to hire a part-time resource permanently we need to increase our member base. The new resource will therefore initially focus on supporting the acquisition of new members.

To be able to hire a part-time resource permanently we need to increase our member base. The new resource will therefore initially focus on supporting the acquisition of new members. We plan to focus on Swedish companies and business people with a link to the Netherlands.

We intend to assess the membership structure and improve perceived membership value.

Future Outlook continued

Motivated by positive feedback on our loyalty program, we plan to enlarge it. We see a win-win-win by helping members to use the Dutch Chamber to promote their businesses, products and services in a more active way. It can bring immediate and tangible benefits to all members and loyalty can be awarded even more.

Communication & Marketing

As a virtual organisation digital communication channels are vital to the Chamber and an upgraded website and relaunched LinkedIn site are expected to help to keep the network dynamic.

To assist in filling these and other channels with relevant content is another duty of our new resource.

For the coming year we will plan to have the graphical design of our brand freshened up and make sure our mailing solution is fit for use.

Partners & Stakeholders

We look forward to the opportunities that the new function of a Trade Officer for Scandinavia creates. Through the Regional Offices we want to tighten the relations with the Business Regions, in particular in the regions of Stockholm, Gothenburg and Malmö. We will work selectively with other foreign Chambers in Sweden and work closely with a few stakeholders, like SweCham in the Netherlands.

Finance

Hiring a part-time resource means we are prepared to make an investment and may need to use some of the Chamber's reserves to pay for the costs. We intend to hire a young person at a moderate cost, which we will expect to grow somewhat in line with the experience of the resource.

This means expenses for Operations will go up considerably, while we expect event costs to be stable.

At the same time the new resource will contribute to member acquisition and we expect to grow the member base. The upcoming year moderately, but next year even more.

Also Handelsbanken, AkzoNobel and Randstad have agreed to support the Executive Board's ambitions and hiring of a resource. This resulted in a conditioned and earmarked special income of 50.000 SEK (yearly) for the next 3 years.



Audit report

Audit report

17th of May, 2015

To the Annual General meeting of:

The Dutch Chamber of Commerce in Sweden

Organization-number: 802411-6082

I have audited the accounting records, the financial statements as well as the management by the Executive Board in The Dutch Chamber of Commerce in Sweden for the book year ending on April 30th 2015.

The Executive Board's responsibility

The Executive Board of the Chamber is responsible for the preparation of the financial statements and the management of the Chamber.

Auditor's responsibility

It is our responsibility to perform an audit in accordance with good auditing practice, and to express an opinion on the financial statements and on the report of the Executive Board.

The audit was performed in accordance with good audit practice in Sweden. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion about the Financial Statements

In my opinion, the consolidated financial statements give a true and fair view of the financial position, financial performance and cash flows of the Chamber.

Recommendation to discharge

According to my opinion, the members of the Executive Board have not violated the statutes of the Chamber. Hence I recommend the Annual General meeting to discharge the Executive Board for the period covered by the audit, i.e. May 1st 2014 until April 30th 2015.

Hjo, 17th of May 2015,



Siebren M. de Boer

Appendix A - Member List

Netherlands Business Support Office	Jasper van Dorrestein	Honorary member
Embassy of the Kingdom of the Netherlands	Philip de Heer	Patron

Premium members and primary contacts

Akzo Nobel	Niek Stapel
Atlas Copco	Ronnie Leten
De Lage Landen Finans	Susanne Glykofrydis
Grant Thornton Sweden	Patrik Hild
Handelsbanken	Håkan Sandberg
Philip Morris	Danny Touw
Philips	Jeroen Hoogland
Samskip Van Dieren Multimodal	Henk van Dieren

Corporate members and primary contacts

Air France KLM	Ryanne van der Eijk
Deloitte	Anne-Marie Sängér
Elekta Instrument	Maurits Wolleswinkel
Grontmij	Jeroen van der Neut
Randstad	Jeroen Tiel
Rituals	Eduard van Santen
Royal Netherlands Embassy	Karen van Stegeren
Sheraton Stockholm Hotel	Lars van der Most
Vopak Sweden	Ard Huisman
Wincor-Nixdorf	Bart Penris

SME members and primary contacts

Adding Value Consulting	Derkjan Swart
Advokatfirman Delphi	Leif Ramberg
Arlanda Schiphol Development Company	Vita Andrews
Aspekta	Magnus Dahl
Better Business International	Elisabeth Brage
Bonamat	Wess Algra
Cernelle	Ferdinand van Duijvenbode
Consulate General of Sweden	Lukas Joel
CorpNordic Sweden	Jolande Svensson-Klijn
Doecision Management	Heike van Doesburg
Enact Sustainable Strategies	Ruben Brunsveld
Foodlab Stockholm	Gunnar Frykfors
Götessons industri	Frank Cleeren
Happify	Carl-Johan Look
HintTech	Bart Omlo
Hotel PerOlofGården	René Rijns
Kiwa Sverige	Marco van Brink
Leadership Development processes and enablers BV	Henk Bremer
Ordvinnarna	Helene Biesheuvel
We Travel	Gloria de la Parra

Associate members

AstraZeneca PLC	Maarten Kraan
BDO	Bianca Mali
Berkers & Co	Els Berkers
Blåjeans	Saskia Otten
CBRE Global Investors	Menno Verhoeff
CERTA Advokatbyrå	Olle Jansson
Consultant	François Beaufrère
Darner Asset Management AB	Leif Darner
Dröge Produktion	Armin Dröge
ESRI S-GROUP	Camilla Mattsson
Evolution Talent Management	Chris van der Schoor
Firefly	Nanda Jansson
Former Treasurer Swedish Chamber Netherlands	Folke Lundberg
Heatex	Sven van Dijkman
IGIG	Gigi de Groot
Ikano	Chantal Jonkergouw
Independent interim manager	Hans van Driel
International Idea	Sam van der Staak
JD Interim	Judith van der Doelen
Journalist	Ingrid Koning
Market Link Scandinavia	Callette Terhaerd
Marketinghouse	Annica Thorberg
Mästerbo Consulting	Ingela Mästerbo
Nordea	Suzanne Kaufmann
Olingo Consulting	Maarten Merckx
Peters & CO	Mike Peters
PRSPR Consulting	Frank Hennekens
Relocation Service Sweden	Marijke van Savooyen
Saint-Gobain Weber	Wim Berkers
Salesforce	Michèl Annink
SKF	Hans de Vries
Södertälje Kommun	Alice Horsman
Streetlife	Lukas Hatzmann
Studio BOJO	Chris Jonkers
Tech Data	Siebre de Boer
The Cabbage Run	Bram Eigenraam
Tomesen HRM	Jeroen Tomesen
Uppsala University	Jolanda van Rooijen
Validata Legal Consulting and Training	Anna Faber
	Celesta Jansen
	Ronald Kok
	Rex Schothorst

Appendix B: Financial Overview 2014-2015

Profit & Loss Statement 2014-2015

All amounts in SEK unless stated differently

INCOME			
	Actual 14-15	Budget 14-15	Actual 13-14
Memberships			
Premium	260 000	290 000	280 000
Corporate	79 050	80 000	60 000
Small-Medium	60 000	72 000	58 250
Associate	35 100	40 000	30 000
Memberships total	434 150	482 000	428 250
Sponsorships			
Annual Dinner	23 908	40 000	9 150
10th Anniversary DCC			
Other			
Sponsorships total	23 908	40 000	9 150
Misc Income			
Interest	2 018	3 000	1 745
Annual dinner paying guests	11 600	10 000	19 250
Other event paying guests			
Other			10 311
Misc Income total	13 618	13 000	31 306

EXPENSES			
	Actual 14-15	Budget 14-15	Actual 13-14
Events			
Annual Dinner	143 642	190 000	176 383
Young professional Events		10 000	3 193
Mingels	6 582	30 000	14 440
Companyvisits		5 000	3 792
Premium/Corporate/Executive event	22 393	60 000	18 728
10th anniversary/400 yrs	14 301	30 000	-
Workshops/Seminars	6 300	30 000	800
Other events (AGM, etc)	27 830	20 000	26 037
Events total	221 048	375 000	243 372
Operating costs			
Back Office Services	28 749	60 000	27 588
IT Support	53 065	30 000	56 043
Executive Board meetings	2 761	10 000	411
Representation costs	13 105	11 000	5 258
Travel expenses	7 326	15 000	20 857
Marketing costs	20 919	30 000	19 913
Other operating costs	3 352	2 500	6 804
Operating costs total	129 277	158 500	136 873

TOTAL INCOME	471 676	535 000	468 706
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TOTAL EXPENSES	350 325	533 500	380 245
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RESULT	121 351	1 500	88 460
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Balance Sheet 2014-2015

ASSETS			
	Actual 14-15 sek	Movement 14-15 sek	Actual 13-14 sek
Receivables			
Unpaid invoices	7 850	-13 550	21 400
Transit assets	-	-	-
Receivables total	7 850	-13 550	21 400
Cash & Bank			
SEB & HB Checking Accounts	154 369	88 307	66 062
SEB Savings Account	356 281	29 593	326 688
Cash & Bank total	510 650	117 900	392 750

EQUITY & DEBTS			
	Actual 14-15 sek	Movement 14-15 sek	Actual 13-14 sek
Short term debts			
Unpaid invoices	3 412	-457	3 869
Accrued costs/Prepaid memberships	2 000	-16 543	18 543
Short term debts total	5 412	-17 000	22 412
Equity			
Starting Capital	391 737	88 460	303 277
Result	121 351	32 891	88 460
Equity total	513 088	121 351	391 737

TOTAL ASSETS	518 500	104 350	414 150
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TOTAL EQUITY & DEBTS	518 500	104 351	414 150
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Budget 2015-2016

All amounts in SEK unless stated differently

INCOME				
	Budget 15-16	Actual 14-15	Actual 13-14	Actual 12-13
Memberships				
Premium	300 000	260 000	280 000	270 000
Corporate	100 000	79 050	60 000	54 000
Small-Medium	72 000	60 000	58 250	66 000
Associate	45 000	35 100	30 000	31 500
Memberships total	517 000	434 150	428 250	421 500
Sponsorships				
Annual Dinner	25 000	23 908	9 150	34 650
10th Anniversary DCC				352 990
Other events/Sponsoring 400 yrs				-
Sponsorships total	25 000	23 908	9 150	387 640
Misc Income				
Interest	2 000	2 018	1 745	4 884
Annual dinner paying guests	12 000	11 600	19 250	3 800
Other event paying guests				-
Other	50 000		10 311	-2 395
Misc Income total	64 000	13 618	31 306	6 289
TOTAL INCOME	606 000	471 676	468 706	815 429

EXPENSES				
	Budget 15-16	Actual 14-15	Actual 13-14	Actual 12-13
Events				
Annual Dinner	150 000	143 642	176 383	157 553
Young professional Events	20 000		3 193	
Mingels	15 000	6 582	14 440	61 779
Companyvisits	5 000		3 792	-
Premium/Corporate/Executive event	30 000	22 393	18 728	28 571
10th anniversary/400 yrs	-	14 301	-	639 998
Workshops/Seminars	10 000	6 300	800	-
Other events (AGM, etc)	30 000	27 830	26 037	24 687
Events total	260 000	221 048	243 372	912 588
Operating costs				
Back Office Services	250 000	28 749	27 588	8 713
IT Support	20 000	53 065	56 043	57 274
Executive Board meetings	10 000	2 761	411	367
Representation costs	20 000	13 105	5 258	-
Travel expenses	10 000	7 326	20 857	1 756
Marketing costs	40 000	20 919	19 913	26 938
Other operating costs	3 000	3 352	6 804	4 771
Operating costs total	353 000	129 277	136 873	99 819
TOTAL EXPENSES	613 000	350 325	380 245	1 012 407
RESULT	-7 000	121 351	88 460	-196 978



Premium members:



Handelsbanken



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