



ANNUAL REPORT

2016-2017





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FOREWORD BY THE CHAIRMAN



Dear fellow members,

Together with the Executive Board, Regional Directors and numerous other volunteers we have concluded a successful year that I believe delivered on our promise to enrich your professional life.

In March 2016 we updated our vision and mission and supported them by formulating 3 ambitions for the member year 2016-2017:

- **№** Better Network Facilitation
- Improve Our Value Proposition
- ★ Simplify what we do

Below are a few highlights on how these ambitions were achieved in our daily operations. You can read more about them later in this Annual Report.

EVENTS

- The International Chamber Regatta as a company kick-off after the summer attracted over 60 participants, 10% more than last year.
- The Orange Table concept has developed further, with all-time high attendance numbers with support from members and new partners.
- The Annual Dinner, judging by the feedback, was again a great success and also the first event to allow online payment.

MEMBER RELATIONS

Our member base is more volatile, but also more active, as we have a much higher attendance on our events. Our members clearly appreciate the joint events with partners, like e.g. local partners and bilateral chambers.

COMMUNICATION

- Our event communication is much smoother with a better event management tool
- We have more contacts (followers, likes) via social media

PARTNERS/ — STAKEHOLDERS

Start-Up Stockholm is added as one of our partners. Knowing that 30% of all startups in Sweden are owned by entrepreneurs with a non-Swedish background

BACK OFFICE

 Our administration works smoother with better integrated cloud services from front to back.

The transition over the summer to a new package of cloud services has been critical for all 3 ambitions. We were in particular happy to find a solution with a very good fit to our needs for support of membership and event management.

Our office at the embassy remains a valuable "front door" and has also allowed us to engage in internships, which we did the second half of 2016, as well in events like the Orange Tables. These are just examples of the many appreciated aspects in the wide range of support we get from the embassy. Furthermore with the embassy's Trade Council and the new Regional Business Developer in Göteborg we have a fruitful corporation to supply content and participants to our joint events.

I also like to take the opportunity to thank some members that have been active to support the cause of the Dutch Chamber.

A special thanks to Jeroen Tiel from Randstad who for almost ten years in countless ways, but in particular in the Advisory Board and Nominating Committee, supported the development of the chamber. We are very grateful for his efforts and advice and wish him all the best heading Randstad in Eastern Europe. Within the Executive Board we have a few members leaving as well. Ralph Kraaveveld, who during his 2-year term has worked hard and successfully with connecting the Dutch Chamber to Swedish companies, has decided to move back to the Netherlands. Marjorie Claushuis will unfortunately move from Sweden sooner than expected. Her experience of and thoroughness in organising events have been very useful in the chamber. As Warchild is now in an intensive launching phase Emilia Molin has decided to focus on that. Over the year Emilia has contributed to our communication and marketing with her expertise. I like to thank all of them for the time and dedication they have put into the chamber. Good luck on your new endeavours!

Juliann Veeger has decided to focus on her new job at IKEA and has helped to hand over her role of Regional Director in Region South to Annetje van der Sluis. We are very thankful for Juliann's efforts to promote and activate the chamber in Malmö and surroundings. Also our intern Reinout Korpershoek deserves a thank you as he has manned our office and single-handed performed a lot of different duties. He has done so with curiosity, being eager to learn, taking initiative and proving determination. Thanks to his research he has learned us a few things about social media as well. Good luck with finalising your studies! And those who remain also deserve a warm thank you. And I am happy that we have an experienced core team that has decided to continue to represent you, our co-members. Rex, Els, Jacques, Sari, Annetje and John.

The management of this association is built on volunteers and we want to keep it that way. Though at times this can be a real challenge and we will need to find a sustainable way to make sure the management can focus on realising the vision and mission of the Dutch Chamber. A special thanks in this respect goes to Handelsbanken and Akzo Nobel, who have contributed with additional funds to make this journey to more a more sustainable organisation possible. You can read more on this and our ambitions for the coming year in the Future Outlook.

On behalf of the Executive Board, thank you for your trust for the last year.



Maarten Merckx Chairman of the Executive Board 2016-2017 Dutch Chamber of Commerce in Sweden











The only thing that doesn't change is the fact that we will keep changing. Nowadays even more and faster than ever before. Most organizations will recognize this and will feel the need to ensure they are "keeping up with the Joneses". The Dutch Embassy is no exception: we have opened up our workspace in order to enhance easier and quicker 'on the spot' coordination within the team, we have said goodbye to two colleagues and welcomed two new ones, and our team will be enlarged with an innovation advisor as per 1st June this year. We have been provided with tools that will enable us to work independently with access to the secured Foreign Affairs files and shared digital working environment. Which is quite practical, since we need to cooperate closely not only with our Business Development Officer in Gothenburg, but also our Regional Business Developer and Agricultural officer in Copenhagen, and our Defense Attaché in Oslo. Having said all that, we have to be aware that change in itself is not the goal, but rather the instrument to do our work more efficiently and make maximum use of inspiration outside our own bubble.

We have welcomed an ever increasing number of visiting delegations from the Netherlands. It seems there is more and more interest in intensifying cooperation between Sweden and the Netherlands. As the United Kingdom now prepares itself for negotiations on exiting the EU, the Netherlands and Sweden both lose a strategic partner. So no wonder that both countries have a mutual interest in stepping up the bilateral contacts. Of course, the EU project is not 'ready' (will it ever be?) but the results of the Dutch and French elections will ensure that the EU27 will stay on track. Which is good news for business!

With the board of the Dutch Chamber we have had inspiring talks, leading to a substantial number of interesting events. To name just a few: round table talks on health care, where our two networks have been successfully mixed; and two "Executive working-dinners" in Gothenburg and Stockholm on the consequences of EU-related changes for the private sector. The Dutch Chamber has kept up

the much-appreciated tradition of "Orange Tables", and has initiated an international networking event in Gothenburg together with other Chambers and 'Business Region Göteborg'. It really is a pleasure cooperating with the Chamber, and I admire how they manage to do all this extra work in combination with professional careers. With their efforts, they create platforms for business people to connect and get inspired by others. All in all, the Embassy and the Chamber have a shared goal, which is to foster business relations between Sweden and the Netherlands. And yes, we do succeed: the export from the Netherlands to Sweden has seen an increase of more than 10% last year!

The Dutch Chamber will remain an important partner to the Embassy and we are looking forward to a continued development of our cooperation for the years to come. Together, we will keep changing!



Ines Coppoolse Ambassador of the Kingdom of the Netherlands Patron of the Dutch Chamber







WORD FROM THE ADVISORY BOARD



Dear Member,

On Behalf of the Advisory Board I have the pleasure to reflect on The Chambers year 2016 – 2017. Another very substantial and fruitful year for the Chamber and I must say, also for me as a member of the Advisory Board. To me a Chamber of Commerce has three cornerstones:

MEMBERSHIP

 which ensures us all participation in the Swedish – Dutch business community

EVENTS

which provides considerable personal networking and educational opportunities, as well as giving you a chance to raise your company's visibility. In other words, a great forum for professional and personal development.

BUSINESS SERVICES

distinguishes the Chamber as a leader in knowledge sharing and consulting services to Swedish businesses seeking a Dutch presence and vice versa.

This done by members networking, helping, finding business. An excellent venue for encouraging and fostering trade but also for increasing the understanding between the two countries.

The Dutch Chamber in Sweden represents all this to me. A well-run and organized meeting place. Well-run by small means, by dedicated Board members, by hard working Directors, by enthusiastic hard working Committees and Members, by appreciation by Supporters and of course by recognition and support from Ambassador Ines Coppoolse.

The Chamber is and shall be a place where members meet members and therefore we all need to be members. We all need to help the Chamber grow by actively seeking new members to the Chamber. The more members, the more you participate in different events, the merrier and more successful will the Chamber be. The more you will grow and develop.

After all – is it not companies that do business – no matter the size of the company – it is the people.



Stefan Nilsson Chairman of subsidiaries Group Management Svenska Handelsbanken







ORGANISATION



The chamber has been managed by 2 formal bodies:

Executive Board Regional Directors/Offices

These have been supported by a team of volunteers and an intern for duties related to communication and event management.

Other formal bodies of the chamber are

Advisory Board Nominating Committee

EXECUTIVE BOARD

This year the team worked hard to fulfill the 3 ambitions of the chamber. For each ambition a smaller work group, with support from other volunteers, has been responsible to take appropriate actions.















From left to right: Maarten Merckx, Chairman (Olingo Consulting), Rex Schothorst, Treasurer (Paylo Solutions), Jacques Pellis, Secretary (Vattenfall), Marjorie Claushuis, Els Berkers, Board Member (Berkers & Company), Emilia Molin, Board Member (Tell the People/War child), Ralph Kraayeveld, Board Member

REGIONAL OFFICES

We are pleased that our regional offices are staffed again. With new energy we now focus on Malmö/South and Göteborg/West and Stockholm. They will continue to develop our presence and seek for partnerships with different local players, as they have proven to be valuable in Stockholm.

THE REGIONAL OFFICES HAVE LOOKED AS FOLLOWS DURING 2016-2017.

WEST

Sari van Poelje, Regional Director (since 1 December 2016)



STOCKHOLM

Rex Schothorst, Regional Director (until 28 February 2017) John Dekker, Regional Director (from 1 March 2017) Michael de Lange, Event Support (KTH)







SOUTH

Juliann Veeger, Regional Director (until 14 March 2017) Annetje van der Sluis, Regional Director (from 15 March 2017) Anna Richter, Communication & Marketing (from 15 March 2017)







NOMINATING COMMITTEE

The same team as last year is supporting us in finding new candidates for the Executive Board. A replacement for Jeroen Tiel will have to be found.

Olle Jansson (Certa Law) Jeroen Tiel (Randstad)









ADVISORY BOARD

Support from the Advisory Board remains strong. Jeroen Tiel left for a new challenge in Poland in December and was succeeded by Anki Elken. While Håkan Sandberg already in June introduced his successor Stefan Nilsson, who gladly accepted to join the Advisory Board. Henk van Dieren remains a loyal supporter of many of our activities.

Anki Elken (Randstad) Stefan Nilsson (Svenska Handelsbanken) Henk van Dieren (Van Dieren Sweden)







PATRON

Ines Coppoolse, Ambassador of the Netherlands in Sweden, has been a frequent visitor, supporter and contributor to the chamber's events. We value her support greatly.



BACK OFFICE & SUPPORT

This year we continued to use Pontus Testad for his the excellent IT support. He has also assisted in the transition to the new cloud services.

During the autumn Reinout Korpershoek as an intern from Netherlands supported our activities in event management and communication, while at the same time compiling a Marketing Communication Plan as a special assignment.

From January on Remco van der Leeuw has been assisting us with the organisation of some events, in particular the upcoming International Chambers Regatta.













MEMBER RELATIONS



The Dutch Chamber has a primary focus on building the Swedish-Dutch business network in Sweden. We believe that besides broadening the network, creating dynamics between members, potential members and stakeholders also adds value. We do this with co-organised events and by being pro-active when we see that members could use help of other members.

The most heard, primary motivation to join the Dutch Chamber is that it is a way to share working experience and knowledge with each other. Another reason why a membership enriches your professional life.

Of course do we see that members leave and new ones join. It is the task of the Executive Board and Regional Directors to ensure a healthy growth in Stockholm, Malmö and Göteborg region. We actively follow up meetings with potential members at our events and take contact with those who might be interested to join us.

MEMBER RELATIONS

In the membership year 2016-2017 the Dutch Chamber lost as well as gained members: three Premium-, three Corporate-, three SME- and 18 Associate members were lost. The good news is that we were able to welcome five new Corporates and six SME's as well as ten new Associates.

Reasons for cancellation were various. As usual a few members cancelled membership as they left Sweden or stopped their business activity in Sweden.

Word to mouth promotion from members to potential members and a pro-active approach towards potential members helped to cope with the cancellation of memberships.

We are very happy to welcome one new premium member and three corporate.

MEMBER BENEFITS AND LOYALTY PROGRAM

This year we were happy to participate in the Philips Christmas offer for the third year in a row. It is an example of how both members and businesses can be of added value towards each other. It is our intention to provide our members with more of these kind of programs.

From this stand I would like to give a very special thank you to the Embassy and the Swedish Chamber in the Netherlands for the contribution in our goal to establish new memberships and their support towards our members in all kind of ways. Cooperations like this are invaluable to us.



MEMBERSHIP 2016-2018				
	01 May 16	Lost	Gained	30 Apr 17
Premium	7	2	0	5
Corporate	10	3	4	11
SME	14	3	6	17
Associates	56	18	10	48
Services/free	6	0	1	7
Total	93	26	21	88





STAKEHOLDERS AND PARTNERS



As an aspect of increasing value to our members time and effort has been put into maintaining and establishing relations with different stakeholders and even formalising partnerships. These cooperations widen the network, inspire and offer real business opportunities.

NETHERLANDS EMBASSY & BUSINESS DEVELOPMENT TEAM

Not only through its membership and the patronship of the Ambassador, but also through the practical support, advice and facilities the whole team at the embassy is engaged in the delivery of the Dutch Chamber's ambitions. The new Business Development Team for the Nordics and Baltics has come in place. Daniel Malmgren Oliviera is in charge for the Swedish market, operating from Gothenburg. He is engaged in preparing some chamber events in Gothenburg for the coming year.

CONSULS OF THE NETHERLANDS IN SWEDEN

Operating from Gothenburg and Malmö it is Håkan Friberg respective Magnus Dahl who support the Chamber's activities in those regions.

SWECHAM AND CONSUL OF SWEDEN IN THE NETHERLANDS

Among different Chambers we cooperate with the SweCham in the Netherlands which continues to play a key role. Kerstin Gerlagh has always involved the Dutch Chamber where possible and vice versa.

The honorary consul of Sweden in Northern Netherlands, Lukas Joel, remains an endless source of ideas and contacts. His efforts are much appreciated.

BUSINESS REGIONS, LOCAL AND FOREIGN CHAMBERS

We continue to extend and deepen our cooperation with other foreign Chambers in Sweden; The French, American, Swiss and Southern-Africa ones in particular. The Dutch Chamber has been the driver of setting up a cooperation between these and other Chambers and defining coming goals. We are now also in contact with the local Chambers as well as Invest Sweden for the regions Stockholm, Malmö and Gothenburg. These are valuable partners for expanding the network and hear about future business opportunities, e.g. with respect to city infrastructure.

START-UP SCENE

We have initiated a partnership with Start-up Stockholm and plan to do so for the other regions. Start-up Stockholm offers a wide range of services and wants to get in contact with more non-Swedish entrepreneurs. We plan to establish similar contacts in Gothenburg and Malmö.



WAR CHILD

The Dutch Chamber supports War Child and has been proud to be able to support War Child Netherlands in their establishment in Sweden. We look forward to many more ways to make sure that the business community knows about this good cause.









EVENTS AND ACTIVITIES



During 2016 - 2017 we have organised more events than ever before. More than 20! In average with a much higher attendance-rate: Almost 30 attendants in average. We have attracted new audiences with help of our members and partners.

With the easy payment on-line we see more people choosing to pay for an event, prior to or instead of becoming a member.



Malmö, 25 May 2016

An executive event in Malmö with the Dutch ambassador to Sweden, Ines Coppoolse as host. The event took place in an art gallery in the center of Malmö with 25 guests attending.

INTERNATIONAL CHAMBER REGATTA

Stockholm, 31 August 2016

In this years regatta we had over 60 participants in 12 teams, from four International Chambers participating in a day of excitement, intense team work and lots of fun! Helped by some great weather, all conditions where there for a really great event.

Starting with a light teambuilding workshop, 12 crews prepared for a series of ten round robin races, trying to master the newest design FAREAST 28 R sailing boats in an intense competition. At times with subtle sailing and fine trimming, at times with exciting fast paced tags when the wind would be picking up.

Closing off with sauna, bubbles and a relaxed Skärgårds dinner at Bullandö Krog, everything was there for a unforgettable event.





ORANGE TABLE: A DUTCH BITCOIN ENTREPRENEUR IN SWEDEN

Stockholm, 14 September 2016

Frank Schuil, CEO of Safello, introduced us the the in's and out's of the world of Bitcoins, which in fact were created in part as a protest movement to discredited existing Banking World following the 2008 crash. Blockchain is a clever and smart technology supporting a transparent distributed uncompromisable ledger of any transaction that takes place between parties in the virtual world. Something that could change our real lives, in many still unforeseen ways, as much as the internet has done with us over the last 30 years.



ROUND TABLE: A YOUNG DUTCH ENTREPRENEUR IN SWEDEN -BOOK A BOAT

Malmö, 15 September 2016

On Thursday the 15th of September we enjoyed a private boat tour through the Malmö waters. The weather was absolutely perfect

for this time of year, and the trip was made complete with drinks and refreshments on board. The speaker for the evening was René Heunen who took us through his journey in creating the Book a Boat business together with his co-founder Gustav Wilderström. About eight persons attended this event.

INTERNATIONAL BUSINESS MEETING

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Göteborg, 10 November 2016

With inspiring speakers and more than 100 participants the event was a great success. Gothenburg is one of the most rapidly expanding regions in Europe, with residents, jobs and the level of investment all on the rise.

Major urban development and infrastructure projects costing 100 billion euros are also underway. This growth presents many opportunities for companies, and a key ingredient for success is attracting the best talent available – both local and international.

Business Region Göteborg in cooperation with various foreign Chambers of Commerce and Embassies organized an inspiring event, where speakers presented and discussed how Gothenburg wants to attract (foreign) companies and talent.



EXECUTIVE LUNCH HANDELSBANKEN

Stockholm, 14 November 2016

The Dutch Chamber of Commerce in Sweden is looking back on a very well-organized and highly appreciated Executive Lunch on November 14, that was hosted by the Chamber's premium member, Svenska Handelsbanken, with a line-up of very distinguished speakers:

Mr. Stefan Nilsson (Chairman of Subsidiaries) opened the luncheon with warmly welcoming the participants, and addressing the Ambassador of the Netherlands to Sweden, H.E. Mrs. Ines Coppoolse. Mr. Anders Bouvin (Group CEO) held an inspiring speech about Handelsbanken's many differentiators and corporate values. Mr. Claes Måhlén (Chief Strategist Capital Markets) elaborated on the main geo-political events of the recent past with potential impact on the world economy. Mr. Jens Wiklund (newly appointed CEO Handelsbanken Netherlands) highlighted the bank's corporate success in the Netherlands and its further growth ambitions in this relatively new home market of the bank.







ORANGE TABLE: GOING DIGITAL IN FASHION

Stockholm, 23 November 2016

Wendy Heijne shared her story with 45 participants about how her start-up is building on new technological possibilities allowing the final customer to participate directly in the design process. Just like it was before the industrial revolution where standard size low cost confectionary was first introduced. Anna Hedlund (journalist, blogger and cofounder of Stil och Technik), Anna Zofia Rzewuska (Bird & Bird law firm's commercial and IP practice) and Sarah Pehrsdotter (former CEO of a children's wear company and start-up consultant) participated in the panel-discussion and shared their (very different) perspectives.

Second up to take the stage was Jonathan Bulkeley, an active investor in the field of neuroscience, who had flown in from New York to share his knowledge on how you can train your brain. These presentations opened up for very energetic and hopeful discussions among our guests.





INTERNATIONAL NETWORKING -'THE WORLD STARTS IN MALMÖ'

Malmö, 15 March 2017

This event highlighted why the Malmö and Öresund region is great for business. More than 50 members from different local and foreign Chambers gathered in the newly opened United Spaces. Speakers for the evening were Joel Eklund, CEO of TePe and Prudence Persson, founder and CEO of Industry Frontiers.

ROUND TABLE -START THE NEW YEAR WITH US

Malmö, 20 January 2017

28 Members and friends were invited to kick off the new year with two very inspiring speakers at the beautiful Wellness Room in the heart of Malmö. Under a friendly and lighthearted atmosphere the first speaker, Rick Bjelk, an experienced physiotherapist talked to us about training and nutrition in the new year.

ANNUAL DINNER

Stockholm, 17 March 2017

At Grodan, a beautiful location in the Östermalm area, the Chamber celebrated the 10th edition of the Annual Dinner. Approximately 100 guests enjoyed a tremendous evening with high quality of wining and dining, storyteller Peter Lilliehöök and live-band Stardust. The guests appreciated the opportunity to catch up with each other and some even enjoyed the dance floor. This event was partially made possible by our sponsors, Samskip van Dieren, Centric, Stjarblom.se (flowers) and Chris from Bojo Studio (photos).



Besides the above described events we organised the following as well, in chronological order:

- Gothenburg, 12 May 2017: Mingle
- Stockholm, 27 May 2016: Orange Table -Location-based marketing
- Stockholm, 2 June 2016: AGM
- Stockholm, 25 August 2016: Back 2 Work mingle
- Stockholm, 6 September 2016: Seminar with Joris Luyendijk
- Stockholm, 25 October 2016: Networking International Business Meeting
- Malmö, 17 November 2016: Mingle -Nordic Organic Food Fair
- Malmö, 8 December 2016: Mingle -Sinterklaas meets Lucia
- Stockholm, 12 January 2017: Greeting the New Year with the Ambassador
- Malmö, 29 January 2017: joint event with BBCS - BNP Paribas Economic Outlook 2017
- Stockholm, 30 March 2017: International Networking at the Stockholm Chamber of Commerce



Besides our own events and activities we were happy to support several events which were organized by our members and partners, for example by usage of our different communication channels.











COMMUNICATIONS



Improving our communication, both internally and externally. This was, is and will be in focus for us as Executive Board. In general we all have to deal with an overload of information, both privately as well as work related. Therefore we do not focus on quantity but on quality of our communication.

Already last year we have improved our internal ways of working by the implementation of MS Office 365, giving us the opportunity to become more effective and efficient in our communication and collaboration. Coming year we like to continue with this, not only within the board (where we started) but definitively also in the regions with the new regional directors.

We have continued the use of our standard channels and a short evaluation of this, including a look out into the future you can find below.

- Website: A stable factor in our portfolio, giving us the opportunity to communicate clearly towards our (potential) members. The functionality of the website has increased tremendously, making it more easy for our members to apply for an event, to find other members or to present themselves with a short profile. We would like to have more members online to use our new functionalities and coming year we will aim for this.
- Facebook: We use Facebook mainly to draw people to our website, for example when new events or a news item is online. We try also to share other interesting topics, although we are aware that we do not have the continuity in the usage of Facebook as we would like. At the start of the new boar year we will evaluate on how we can improve. Our followers on Facebook have slightly increased since last year, going from 140 towards 186 followers today.

- LinkedIn: This year we have restricted the LinkedIn group for members only. Our idea is that with an only members group we create an environment where members will more easily reach out to each other or present themselves more easily. Focus of the LinkedIn group is to connect our members, for them to find each other on potential business but as well on sharing of knowledge or experience. We have worked out a plan to energize the LinkedIn group more in the coming year.
- Newsletter: One of our most important channels is the newsletter, with a standard lay-out which is easily read on mobile. The aim of the newsletter is to give an overview of our agenda, events and member developments with direct links to our website to increase both traffic there as well as to make it easy for members to enlist for coming events. We will continue with the newsletter on a bimonthly basis in the coming year.
- **Event mail:** We have set a standard on our event mail which works well for different types of events, in different regions. No need for changes in this concept.









FINANCES



The Dutch Chamber showed a positive financial result of 138.357 SEK this membership year. A detailed overview of the Chamber's Profit & Loss and Balance Sheet is given in the Appendix, and a short description of the main items follows below.

INCOME

The main resource of income are Membership fees and sponsaorships. Membership and service fee levels were kept unchanged for the 9th consecutive year. The total income amounted to SEK 335.450 which was 15% below last year, and 30% below our budget.

In the membership year 2016-2017 the Dutch Chamber lost as well as gained a large amount of members. In particular the loss of 3 premium members and 3 corporate members had a significant adverse impact accounting for 120.000 SEK of lost membership income. Still we were able to welcome 5 new Corporates, 6 SME's as well as 10 new Associates, making up for over 50% of the loss and we hope to be able to continue the growth next year.

Event sponsorships appear below what was budgeted, but in reality were significantly higher, because of direct sponsoring of e.g. the Annual Dinner and the 2016 Chamber Regatta by members. For the second year in a row the Dutch Chamber received extra-ordinary temporary contributions of 50.000 SEK in total from Premium Members AkzoNobel and Handelsbanken, as means to support the chamber's administrative duties with a part-time hired resources.

EXPENSES

Event costs have been less than half of the budget or actuals from last year. This despite a record number of events and attendees in 2016-2017. In part this is explained by direct sponsoring of events that is not shown in our books (approx. 60.000 SEK) but also because an increased number of joined events with other Chambers of Commerce where we have received direct contributions from other participating chambers. For the sailing Regatta

alone this represented a saving of another 60.000 SEK compared to the year before.

Our new IT services have been an important facilitator for finding new contacts, while simplifying the administrative duties. The mentioned extra-ordinary contribution was allocated in the first place to support these simplification efforts and has not been used for a resource as initially intended. The Executive Board judged the value of investing in simplification far greater than paying a resource to do poorly structured work. This initiative has resulted in a.o. a brand new mobile ready & user-friendly website, an integrated enhanced digital membership & event management platform, online payment capability, a new accounting and invoicing platform, as well as migration to a cheaper and more user-friendly cloud-based collaboration platform from Google. Member feedback has been very positive as well as the financial impact: online event payments reaching 50.000 SEK and halving the IT platform and support costs with expected benefits in 2018 to be over 50.000 SEK.

RESULTS

The results for the 2016 - 2017 membership year have been a surplus of 138.357 SEK compensating the deficit of 70.444 SEK we made in 2015 - 2016 and leaving us with a reserve to finance the projected deficit for the budget year of 2017 - 2018 (50.000 SEK).









FUTURE OUTLOOK



For the coming year we proceed in line with the vision and mission that were formulated last year.

VISION

The Dutch Chamber of Commerce enriches your professional life

MISSION

We facilitate a vibrant networking platform for professionals, entrepreneurs and enterprises with a Dutch connection in Sweden, to share ideas, experiences and business opportunities.

With this and the achievements of the last 12 months in mind, we formulate our ambitions as follows:

- Further improve the quality of the network
- Set up a sustainable organisation

FURTHER IMPROVE THE QUALITY OF THE NETWORK

We have done well over the past years, the network has more contact points than ever before and it is more active. Still we believe we can do more for our members on facilitating the network and making it more accessible and tangible. This ambition is in a combination of last year's ambition "Better network facilitation" and "Improve Value Proposition". For the coming year we aim therefore to:

- Build on people. The network is built up by individuals, with different interests/needs.
 We want to be more relevant for both entrepreneurs and senior managers
- Attract more Swedes to connect and become members
- Make it easier to connect and strengthen the ties between people
- Create more interaction between members, for example by continuing, developing and expanding the concept of Orange Tables into the other regions, with help from our members
- Make more use of Social media when it can help us to get in contact with new target groups and promote our events and members

- Make sure to accommodate those who prefer to pay per visit, instead of becoming a member
- Schedule events well in time and share the event calendar through appropriate channels

SET UP A SUSTAINABLE ORGANISATION

While the Board members, Regional directors and other volunteers really like what they do for the chamber and its members, it is clear that certain duties are vital to long-term success of the Dutch Chamber. Continuity and consistency need to be secured to be a sustainable and trustworthy chamber, for its members and the increasing number of partners. Last year we have simplified some of these vital duties, so we believe hiring an external resource can guarantee the sustainability we look for. This will be the core of our Secretariat.

We also experience that motivation and energy of volunteers is best nurtured by letting them help out on more specific tasks, sometimes for a shorter period of time. We therefore strive to work with more Committees/Teams and keep the Executive Board to a small group of people that will work more on a strategic level and govern the resources and funds with support of the Secretariat.

We expect to change our business year to a calendar year and plan to do so as of 1 January 2018. Thanks to the simplification efforts with respect to the Treasurer duties, this step is now possible and will make internal work (e.g. tax declaration) as well as external work (e.g. business members' planning cycles) easier.

MEMBERS

It is every year a challenge to increase the network in both quantity and quality.

The growth of our membership base has our continuous focus as members leave Sweden and/or there is no longer a relevance or need for a membership. The increase of number

of members will be managed by an active approach of (potential) members and follow-up of guests on our numerous events.

Above that other employees and clients of our current members can be part of the active network as well. This implies a close contact with our members and initiatives from Member-Relations' side to identify potential members.

For the coming year the Dutch Chamber will focus on attracting more Swedes to the Dutch Chamber. This will influence the perceived quality of the network.

Another priority is restructuring the membership offering and structure. The value of membership should reflect the level of activity in the specific regions. At the same time we want to create flexibility to welcome potential members and one-time visitors for a reasonable fee.

EVENTS

The Dutch Chamber events are the core of our value proposition and as we state in our ambitions we intend to improve them further. We also want to give our Regions the support they need.

The partnerships with embassy, other foreign and regional chambers have been valuable for the members and we will explore those as well as new partnerships further in the coming year.

COMMUNICATION & MARKETING

Our website is our digital home and we plan to enhance its functions to support networking for members. Social media with business orientation, like LinkedIn, we use to reach out to a broader audience and we are determined to make more use of it. To communicate our Value proposition and introduce the Chamber to potential members we plan to produce a leaflet.

ORGANISATION

As indicated we will seek to engage more people who want to contribute in a certain areas of expertise or interest. This could be for events, social media, digital marketing or member relations.

Still as a professional organisation certain vital functions need to be secured and we continue to look for a more sustainable solution for duties within communication and event management. Besides the Secretariat we will have a Dutch intern during 2H2017.

FINANCIAL BUDGET

For the budget for next year we are planning with a modest net growth of members aiming to bring at least 1 new Premium member on board. With our nearly complete transformation of our IT and process landscape we believe it is the right time to aim once again at finding and hiring a high quality long term secretarial support, possibly on a shared basis. We have put an budgeted amount of 200.000 SEK for this in the budget.

We firmly believe that this is the right thing to do to make the high quality delivery of services more sustainable. The projected budget deficit for next year, we believe we will be able to compensate in the years to come with a growing number of corporate and premium members recognising the value the Dutch Chamber is able to bring.

With a membership base of 88 members on April 30th, we continue to aim for a member base of 100+.











APPENDIXES



APPENDIX A: MEMBER LISTING

ACCOUNT NAME	MEMBERSHIP	ACCOUNT NAME	MEMBERSHIP
AkzoNobel	Premium	Gigi de Groot	Associate
De Lage Landen	Premium	Chantal Jonkergouw	Associate
Grant Thornton	Premium	Sari van Poelje	Associate
Handelsbanken	Premium	Nanda Jansson	Associate
Samskip Van Dieren	Premium	Peter Lamers	Associate
Accountor	Corporate	Callette Terhaerdt Losic	Associate
Centric	Corporate	Geert van den Boogaard	Associate
Deloitte	Corporate	Maarten Merckx	Associate
Elekta	Corporate	Mike Peters	Associate
Heineken	Corporate	Kaying Lau	Associate
Scania	Corporate	Wim Berkers	Associate
Randstad	Corporate	Michèl Annink	Associate
KLM	Corporate	Gilles van Nieuwenhuyzen	Associate
Netherlands Embassy	Corporate	Wendy Heijne	Associate
Törngren Magnell	Corporate	Henk Hatzmann	Associate
CaseWare IDEA	Corporate	Michael de Lange	Associate
Warchild	Corporate	Maria Hansson Groenen	Associate
Lukas Joel	SME	Siebren de Boer	Associate
Adding Value Consulting	SME	Bram Eigenraam	Associate
Better Business International	SME	Jacques Pellis	Associate
Delphi	SME	Ronald Kok	Associate
Enact	SME	Fred van Batenburg	Associate
Götessons	SME	Erik Hooft	Associate
Happify	SME	Alice Horsman	Associate
Rituals	SME	Ric Roetering	Associate
PerOlofGården	SME	Jolande Svensson	Associate
Kiwa	SME	Anna Richter Olsson	Associate
LDpe	SME	front V consultancy	Associate
Pink Mango	SME	Maarten Kraan	Associate
Opticom	SME	Leif Darner	Associate
BookaBoat	SME	Sam van der Staak	Associate
Undutchables	SME	Marjorie Claushuis	Associate
Twinnovate B.V.	SME	Bonamat	Associate
Heussen	SME	Juliann Veeger	Associate
Chris Jonkers	Associate	Ralph Kraayeveld	Associate
Remco van der Leeuw	Associate	Jasper van Dorrestein	Honorary
Gloria de la Parra	Associate		
Tom van Altena	Associate		
Kathelijne Balfoort	Associate		
Ilse Wicherts	Associate		
Magnus Dahl	Associate		
Bianca Mali	Associate		
Els Berkers	Associate		
Saskia Otten	Associate		
Olle Jansson	Associate		
Louise Dellström	Associate		
Camilla Mattsson	Associate		
Chris van der Schoor	Associate		
Rex Schothorst	Associate		
John Dekker	Associate		
Manuel Harmsen	Associate		



APPENDIX B: FINANCIAL OVERVIEW

P&L membership year 2016-2017

All amounts in SEK

INCOME			
	Actual	Budget	Actual
	16-17	16-17	15-16
Memberships			
Membership fees			
Premium .	150,000	240,000	225,000
Corporate	105,000	120,000	16,875
SME	25,700	51,000	36,750
Associate	44,750	65,000	48,500
Memberships total	335,450	476,000	397,125
		61,675.00	
Sponsorships			
Event Sponsoring	5,244	20,000	28,638
Sporsurship other	50,000	50,000	30,000
Sponsorships total	55,244	70,000	78,638
Misc income			
Interest	121	2,000	
Event fees	50,076	12,000	25,625
Other	1000	2000	37635
Misc income total	50,199	14,000	25,625
TOTAL INCOME	440,893	540,000	501,388

EXPENSES			
	Actual	Budget	Actual
	16-17	16-17	15-16
Events			
Annual Dinner	110,589	150,000	190,104
Orange Tables and similar events	17,541	30,000	16,440
Mingles	8,294	15,000	1,998
Premium/Corporate/Excessitive events	3,985	50,000	42,739
Other events (AGM)	3,548	80,000	66,522
Events total	144,160	325,000	121,833
Operating costs			
Secretariat Services*	22,004	94,000	61,563
Office, print & other **	36,574	27,500	33,708
IT Platform & support ***	48,731	55.500	92,967
Executive Board meetings	9,548	10,000	10,317
Representation	8,507	15,000	1,988
Travel	14,070	10,000	10,394
Marketing	16,237	20,000	31,250
Bank & payment fees	2,705	3,000	1,803
Operating costs total	158,375	235.000	250,009
TOTAL EXPENSES	302,535	560,000	571,832
DELICATION DE PORTUGADO	******		-

- Previously refered to as Admin support, excluding if support (80 679 5(K in 15-16)
 Excludes software licenses how included in if platform & support (12 500 50K
 Includes if support formerly under Admin support (80 579 5(K in 15-16)

Balance Sheet membership year 2016-2017

All amounts in SEK

ASSETS			
	Actual 30 Apr 2017	Movement 2015-16	Actual 30 Apr 2016
Receivables			
Unpaid member involces	5,036	-4,214	9,250
Transit assets			59
Receivables total	5,036	-4,214	9,250
Cash and Bank			
HS Checking Account	289,832	184,928	104,904
HB Savings Account	356,134	123	356,011
Cash and Bank total	643,965	185,050	460,915
TOTAL ASSETS	651,001	180,836	470,165

EQUITY AND DESTS			
	Actual	Movement	Actual
	30 Apr 2017	2015-16	30 Apr 2016
Short term debts			
Unpaid supplier invoices	20,000	5,543	14,457
Accrued costs/Prepaid memberships	50,000	36,936	13,064
Short term debts total	70,000	42,479	27,521
Equity			
Netained earnings	442,544	-70,444	513,088
Kesult	138,357	208,801	-70,444
Equity total	581,001	138,557	442,644
TOTAL EQUITY AND DESTS	651,001	180,836	470,165

Budget membership year 2017 -2018

All amounts in SEX

INCOME						
	Budget	Actual	Budget	Budget	Budget	Actual
	17-18	16-17	16-17	15-16	14-15	15-16
Memberships	100000					
Membership fees					5.000.000.000	
Premium	172,500	150,000	243,000	300,000	290,000	225,000
Corporate	115,000	105,000	123,000	100,000	80,000	86,875
9VE	43,500	35,700	51,000	72,000	72,000	36,750
Antociate	42,000	44,750	65,000	45,000	40,000	48,500
Memberships total	873,000	335,450	476,000	\$17,000	482,000	397,125
Sponsorships						
Event Sporsoring	5,000	5,244	20,000	25,000	40,000	28,538
Sponsorship secretarial services	50,000	50,000	50,000	50,000	100000	50,000
Sponsorships total	55,000	55,244	70,000	75.000	40,000	78,538
Misc income						
Interest		123	2,000	2,000	3,000	
Event fees	30,000	50,076	12,000	12,000	10,000	25,625
Other						
Misc income total	30,000	50,199	14,000	14,000	13,000	25,625
TOTAL INCOME	458,000	440,893	560,000	606,000	535,000	501,888

EXPENSES			
	Sudget	Actual	Actual
	17-58	16-17	15-16
Dwests			
Annual Dioner	120,000	110,689	190,104
Drunge Tables and similar events	35,000	17,541	16,440
Megies	10,000	8,291	5,998
Premium/Corporate/Excelutive events	10,000	8,988	42,759
Other events (ASM)	5,000	3,648	66,522
Denvita total	180,000	144,160	321,823
Operating costs			
Secretarist Services*	200,000	22,004	61,548
Office, print & other **	36,500	36,574	85,708
IT Platform & support ***	40,000	45,731	92,967
Decurive Source meetings	10,000	9,348	10,117
Representation	10,000	8,507	5,988
Travel	12,500	14,070	10,194
Marketing	15,000	16,237	31,250
Back & payment fees	4,000	3,709	1,801
Operating costs total	129,000	158,176	250,000
TOTAL EXPENSES	508,000	302,536	571,830
SURPLUS / DEPICIT	NC.000	130,117	20,444

- Previously refered to us Admin support, eachading (F support IRC 679 MK in 15-38)
 Taclades software ficenses new included in IT platform 6 support (IZ 500 SKK
 Includes IT support formerly under Admin support (80 679 SKK in 15-36)









AUDIT REPORT



Audit Report 2017

25 May 2017

To the Annual General Meeting of the Dutch Chamber of Commerce in Sweden Organisation nr 802411-6082

I have audited the accounting records, the financial statements, as well as the management by the Executive Board of the Dutch Chamber of Commerce in Sweden for the book year ending on April 30th 2017.

The Executive Board's responsibility

The Executive is responsible for the preparation and the management of the chamber.

Auditor's responsibility

It it the auditor's 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 that 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 flow 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 2016 until April 30st 2017.

Tyresö, 25th May 2017

Mimi Eriksson







Handelsbanken





