

Your Connection to the Dutch Sports Industry



Holland Sports & Industry



2024

2025



TEAMNL HOUSE IN PARIS 2024

Papendal operated the TeamNL House during the Olympic and Paralympic Games in Paris on behalf of NOC*NSF (National Olympic Committee). The TeamNL House was the heart of Dutch sports, providing a home for athletes, support staff, fans, family, friends, and partners within the Dutch sports. At the TeamNL House, Dutch fans could watch all competitions featuring Dutch athletes live and of course, the traditional festive medal ceremonies took place in the evenings.

Papendal also contributed in other ways at the TeamNL House, including managing a sustainable (and largely vegetarian) restaurant called the **Olympic Club**, where mostly organic and local products were used. The House also had a sustainable energy setup. The Netherlands finished 6th on the medal table during the Olympics and 4th on the medal table during the Paralympics. What an achievement! Looking forward to Milan in 2026!

Jochem Schellens, director of Papendal: "We are very proud to have been able to bring the home base that we represent for TeamNL in the Netherlands to life here in Paris with all involved parties."



OLYMPIC CLUB NOW OPEN AT PAPENDAL

With a nod to the healthy eating principles of the high-performance sports restaurant at Papendal, this unique restaurant connects sports, nutrition, and flavor. Every dish is prepared with a dose of energy, using only the best organic ingredients sourced from our own garden. Local suppliers bring the passion and authenticity of the region to your plate, and with each bite, you help us support sustainability by minimizing food miles. Olympic Club Papendal strives to make each creation not only naturally organic but also irresistibly delicious. Expect dishes full of athletic flair and bold flavor combinations that leave a lasting impression — all inspired by the countries hosting upcoming Summer and Winter Olympic Games. Reservations can be made at [Olympicclub.com](https://olympicclub.com).

PROUD OF THE NETHERLANDS!

I notice the positive impact of this summer's Olympic and Paralympic Games in Paris, remains present. Even as we transition into autumn, the enthusiasm continues to surface in conversations everywhere. Of course, the remarkable performances of TeamNL are a big part of this, with a sixth-place at the Olympic medal ranking and a fourth-place at the Paralympics. Beyond the medal tally, the vibrant atmosphere in Paris, and the unparalleled attention the Games received in France, left a profound impression.

The TeamNL Houses during the Games were a central gathering spot for fans, families, and athletes—an extraordinary tribute to the achievements of our athletes. But more than that, these venues became a vital networking hub for our stakeholders. We saw partners, civil society leaders, captains of industry, knowledge institutions, media (including our national news channel reporting live from the scene), influencers, and even the Royal Family, the Prime Minister, and his cabinet. Ambassadors and international delegations, including from Los Angeles, came to experience the Dutch spirit. Even the French Minister of Sports stopped by to witness the "orange" energy firsthand. This dynamic, created when the Dutch unite around their athletes, was unforgettable.

For Dutch athletes, the Games were the culmination of four years of relentless dedication, but their success was shared by countless others. Elite sport at the highest level is impossible without cutting-edge technology, digital tools, and innovative solutions—a truth especially evident in Paralympic competition. The Dutch business community played a key, though sometimes unseen, role. From app developers to the architect of the sustainable Olympic swimming stadium, from equestrian cooling systems in Versailles to the ultralight boats that powered our rowing team to victory, Dutch expertise was everywhere. Another eye-opener: Dutch water management technology, which ensured the Games' venues were at their best.

It's no surprise that this has sparked significant international interest. Both in how such a small country delivers such big sporting success and in the entrepreneurs behind these innovations. With Los Angeles on the horizon, followed by Brisbane, there's a hunger for Dutch innovation—whether it's the super-light boats or the high-performance blades that turn athletes into flying champions. Plenty of opportunities!

I'm incredibly proud of what the Netherlands has accomplished—including OSF participants, with TeamNL and NOC*NSF as enthusiastic ambassadors. We look forward to welcoming the world again in our TeamNL Houses in Milan, Los Angeles, and Brisbane, opening doors to even more success and collaboration.

Marc van den Tweel,
Managing Director NOC*NSF



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CREATING SPACE



STRATEGY ORANGE SPORTS FORUM

2034



The Netherlands boasts a dynamic and evolving sports landscape, characterized by a robust commitment to both professional and grassroots development. Orange Sports Forum (OSF) plays a central role in this vibrant ecosystem within sports and vitality. The past 14 years OSF positioned itself as a pivotal organization that has significantly influenced the private sector of the nation's sports and vitality industry. Through innovative initiatives and strategic collaborations, OSF has not only enhanced the domestic sports environment but also elevated its global reputation together with partners from the private and public sector, positioning the Netherlands as a leading force in sports and vitality worldwide.

Orange Sports Forum and its members are leading the effort to enhance the international presence of Dutch companies in the sports and vitality sector. The Netherlands stands out as a prominent hub in Europe, housing a comprehensive ecosystem comprising companies, research institutions, sports associations, and governmental bodies. This ecosystem fosters collaboration and innovation across various facets of sports and vitality, underscoring the Dutch dedication to innovation and global trade engagement. A recent report from CBS Statistics Netherlands in 2024 highlights the increasing significance of international trade for the Dutch economy. In the past 14 years, OSF's contribution from an economic angle is ever clearer. Every euro spent within the international projects OSF lead, culminated to a staggering 10x return in the first three years, running into the millions.

The evolving global landscape of sports and vitality poses numerous challenges, including geopolitical cohesion, sustainability, security, privacy, healthcare systems, and social cohesion, demanding innovative solutions. The Dutch Sports and Vitality ecosystem is well-positioned to address these challenges, not only domestically but also on a global scale.

Aligned with this vision, the Orange Sports Forum International Strategy 2034 is designed to maximize the impact of the Dutch Sports and Vitality ecosystem globally while enriching it with international knowledge and best practices. Central to this strategy is the identification of six strategic themes: digital sports technology, sports medical technology, high-tech sports equipment and facilities, sustainable sports infrastructure, sports performance and sport for all. These themes are inclusive, ensuring all Sports and Vitality companies find relevance within at least one, with many operating across multiple themes.

Moreover, these strategic themes are linked to Orange Sports Forum Hubs across the world, which will be the focus of bilateral collaboration in the coming years. Orange Sports Forum, will continue to foster collaboration domestically, emphasizing the interconnectedness within the Dutch ecosystem. This positioning will be complemented by thematic narratives, providing a comprehensive framework for international engagement.

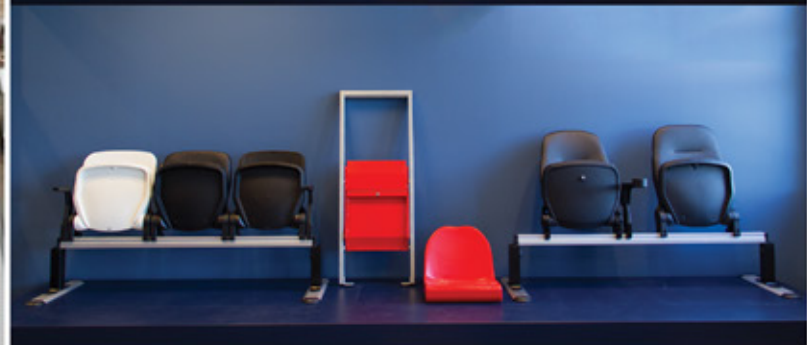
Orange Sports Forum is committed to contributing to the Dutch sports community's ambition of achieving a top 10 medal ranking, emphasizing excellence and competitiveness on the global stage. Additionally, recognizing the significance of sports in society, Orange Sports Forum is dedicated to the concept of Sport for All, utilizing the power of sports to drive positive social change.

Online communication, primarily through platforms like LinkedIn, email, and websites, will play a pivotal role in reaching the Sports and Vitality ecosystem directly. Strategic conferences will remain high priorities, offering valuable opportunities to showcase Dutch expertise in the Sports and Vitality sector.

To facilitate informed decision-making, priority will be given to data on trade, innovation, and investments, including key indicators and market studies for target countries. This will assist companies and public entities in identifying opportunities abroad and selecting optimal markets for expansion.

Please use this QR-code to read the complete OSF 2034 strategy:





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STRENGTH THROUGH COOPERATION

FOREWORD

Dear Members, Dear Friends of Sport,

We are proud to be able to offer you the new edition of the Holland Sports & Industry yearbook. The 1st copy was launched on December 12th, presented during a festive gathering at Sportbedrijf Arnhem where we also welcomed four Olympians on the podium, namely Marit Bouwmeester, Diede de Groot, Jetze Plat and Duco Telgenkamp. Good for no less than five gold medals and one silver medal at the Games in Paris!

In this Olympic year, we have all experienced a wonderful summer of sports. The Orange fan walks during UEFA EURO 2024 in Germany went all over the world and were an example of the Dutch sports and fan experience. Many Dutch people have been able to experience this event up to and including the semi-finals in Dortmund and various Dutch companies have been able to make a nice contribution to the realization of the tournament.

The Olympic and Paralympic Games in Paris were a worldwide advertisement for the sport and achieved unprecedented media coverage. The authentic and iconic locations in Paris combined with top sport resulted in unique images. The Netherlands has also presented itself excellently on this podium by achieving a 6th place on the global medal ranking of the Olympic Games and a 4th place at the Paralympic Games! In addition to the sports performances, the TeamNL house was also one of the eye-catchers during both the Olympic and Paralympic Games! In the TeamNL house, athletes, fans and companies came together to experience sports, celebrate our athletes and also attend interactive and inspiring business sessions.

On the sporting front, the summer of sports was a great success. On the business side, Dutch companies and organizations have also been able to make a great contribution to these mega-events. Several OSF members have been involved in UEFA EURO 2024, the Olympic and Paralympic Games, as well as many other sporting events that took place this summer. A few examples are stadium lighting, ticketing, fan zones, water management, and more!

OSF itself has also been able to organize many great events to facilitate the Dutch business community on their way to foreign success. For example, the Hosts and Federations Summit in Lausanne was once again on the agenda, as well as the Caribbean Sports Week and a total of more than 15 events and OSF meetings at the VDL Groep, Shimano Experience Center and Signify, among others.

OSF is also delighted to have opened the first Orange Sports Hub (OSH) this year in the heart of international sport, Lausanne. OSH was initiated by OSF and founding partners AAA-LUX, Share Logistics, Sorama and local partner bloomUp. The Hub offers a flexible workspace and local support for Dutch sports organisations in order to gain access to a global network of sports professionals and organisations. This reinforces our mission to support Dutch sports organisations in their international ambitions.

Over the past year, OSF has also been working on its new strategy and vision up to and including 2034. It looks back on 14 years of OSF and the impact it has achieved, and in particular looks ahead to the next 10 years. Various strategic choices will be made and explained that will continue to support OSF and its members in their international ambitions in the sport in the future.

In the coming years, there will continue to be enormous opportunities for the Dutch sports sector abroad, such as developments and major international sporting events in the United States, Australia, the Winter Olympics, the Middle East, China and much more. OSF is working hard to work together with its members and partners abroad in order to take advantage of these opportunities.

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



Arun SwamiPersaud



Camil Smeulders



John van de Laar



Rick Slegers



Marielle Wiegmans



GRAND HOTEL HUIS TER DUIN

ENJOY HOLLAND'S FINEST BEACH

Grand Hotel Huis ter Duin has a long-standing bond with the world of sports, serving as a trusted retreat for athletes and teams. Whether preparing for a big event or celebrating victories, the hotel provides an ideal setting.

With prestigious venues like the Keizerzaal for strategy sessions and Breakers Beach House or La Terrasse for fine dining, the hotel provides the perfect setting for focus and relaxation. At Grand Hotel Huis ter Duin, athletes find not just a place to stay, but a trusted partner in their journey to success.

- A unique family owned and operated business;
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- 19 multifunctional spaces, all with natural daylight and air conditioning. The largest room features a ceiling height of 5.7 meters and can accommodate up to 500 people in cabaret style with back projection;
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- Located directly on the beach, making it perfect for incentives and social activities;
- Only 20 minutes from Schiphol Airport and 30 minutes from Amsterdam and The Hague;
- Free Wi-Fi in rooms, meeting spaces, and public areas.



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COLOPHON

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COLLABORATION

SPORT INNOVATION PARTNERS

FOR MORE POWERFUL

ECOSYSTEM STARTUPS

In 2023, several leading organizations within the Dutch sports joined forces to strengthen the ecosystem for sports and vitality startups. Under the banner of the "One Single Hub" program of the Netherlands Enterprise Agency (RVO), a two-year partnership was started between AISS (Amsterdam Institute of Sport Science), imec.istart.nl, Innovation Lab Thialf, National Sports Center Papendal and Orange Sports Forum. The goal: to set up a pre-accelerator program, called SportUp Boost NL, based on the successful Flemish SportUp Boost program.

Pre-accelerator for Sports Start-ups

The project is partly supported by the "One Single Hub" (OSH) program of RVO. Through this OSH program, the successful SportUp Boost support program from Belgium is being prepared to be rolled out in the Netherlands to four accredited Sport innovation and -business centers.

- Amsterdam Institute of Sport Science (AISS) – Amsterdam
- Innovation Lab Thialf – Heerenveen
- National Sports Centre Papendal – Arnhem
- Stichting Orange Sports Forum – Eindhoven

The support and upscaling is provided by SportUp Boost Belgium and by the imec.istart program of imec Netherlands. With the participation of imec Netherlands, the imec.istart support program, the number 1 university business accelerator in the world (UBI Global ranking March 2024), will also be involved.

The SportUp Boost NL program focuses on recruiting and guiding sports startups with an early-stage business idea. These startups go through a pre-accelerator phase in which they develop and validate their future business and business model together with experts from the field. Also, the participants are prepared to participate in a full accelerator program, like the imec.istart.nl support program. Start-ups that are selected for the imec program will receive support in the development and scaling up of

their sports and vitality propositions. Financing is also available from €100,000 to a maximum of €250,000.

The international character of the program, thanks in part to the Start-up Facilitator Program of Orange Sports Forum, offers foreign start-ups the opportunity to establish themselves in the Netherlands. This creates fertile ground for international growth and collaboration, which offers many opportunities for the participants.



Pilot Boost program AISS

The very first SportUp Boost pilot in the Netherlands took place at the Amsterdam Institute of Sport Science (AISS) and focused on startups in the sports, vitality and health sectors. This three-month program provides essential guidance and creates valuable networking opportunities to help entrepreneurs develop and validate their ideas within these specific sectors.

Out of more than a dozen applications, four promising startups were selected to participate. During the program, the entrepreneurs received intensive guidance, and were involved in various themes that helped them to further test and improve their business ideas.

The final event took place during the international rowing championship, the Holland Cup, a prestigious rowing championship. Here, the startups presented their optimized concepts to a wide audience, sharing not only their business plans, but also their passion. The event also provided excellent opportunities to make new contacts and gain inspiration from other entrepreneurs and experts.

The pilot has provided valuable insights to further improve the SportUp Boost program and forms a solid foundation for future editions in the Netherlands.

The startups that completed the SportUp Boost Program were:

1. **X-Skills** - Personalized training for athletes based on data
2. **ONE2ONE Run** - AI-driven social hub for outdoor activities
3. **The Head Coach** - improve personal issues by helping individuals change their current behaviors.

Scan the following QR Code for the aftermovie of the closure event.



Sport as a Technological Incubator

The Netherlands is one of the world's leaders in the field of sports technology and innovations. Top-level sport, with its high standards and attention to detail, acts as a breeding ground for technological innovations. Besides that, the Netherlands also has one of the highest sport participation rates, which makes recreational sports an important pillar in the Dutch sports market. The partners involved are therefore of the opinion that the SportUp Boost NL program will give a significant boost to the sports and vitality startup ecosystem in the Netherlands.



In March 2024, the first SportUp Boost program started at AISS in Amsterdam. Four start-ups from the sports, vitality and health sectors were given the opportunity to further develop and test their ideas within a three-month trajectory. During the closing event at the international rowing championship, the Holland Cup, the startups presented their optimized concepts to a wide audience.

Shortly after, in October 2024, Innovation Lab Thialf in Heerenveen also started the second SportUp Boost program in the Netherlands. Nine promising startups from all over the country have started working on their innovative sports ideas. This programme will conclude with a major pitch event on 10 January 2025, at the same time as the European Speed Skating Championships. See boxes.

With the first programs already in full swing, the partners expect to lay a solid foundation for a sustainable ecosystem for sports startups in the Netherlands. Innovation lab Thialf has



already announced that it will continue with the SportUp Boost program in 2025.

Stay up to date with the developments via sportupboost.nl.



Boost program Innovation Lab Thialf

In October 2024, the second SportUp Boost program in the Netherlands started at Innovation Lab Thialf in Heerenveen. Nine promising start-ups started the three-month programme, in which they work intensively on their innovative ideas. The program includes five workshops, company visits and various break-out sessions, during which the participants are guided in depth in developing and refining their sports, vitality and health propositions. The workshops are provided by Sportinnovator together with Forty.

Interest in the program exceeded expectations, with applications coming from all corners of the country. What makes this programme special is the full focus on start-ups within sports, vitality and health – a domain in which the Netherlands is increasingly distinguishing itself.

The program at Thialf is supported by a strong network of partners, including Thialf, Sportstad Heerenveen, the Municipality of Heerenveen, Heerenveen 'n Gouden Plak, AnteaGroup, Sport Science and Innovation Groningen, Founded and Sportinnovator. Together, they create a fertile environment in which innovative sports companies can grow and develop further.

The nine startups that have started the program are:

1. **4t2 Sport Solutions** – offering instant video feedback
2. **Coach in Control** – Online monitoring platform for coaches
3. **Fitycal B.V.** – 3D bodyscan and Fitness App
4. **Growing Gold** – Online platform for mental development of the athlete
5. **SensUR Sport** – Accessible blood tests with personalised advice.
6. **Social Fitness** – Online interactive Fitness classes
7. **Recharge BV** – AI driven 'Wellness Pod' for recovery and relaxation
8. **SenTech AI BV** – AI driven monitoring of mental performance
9. **SuperStar Academy** – Digital Support Tool for Youth Football Academies

On 10 January, the final pitch event of this batch of startups was combined with the European Skating Championships. Contact us via sportupboost.nl for more information and the possibilities around the pitch event!



About Amsterdam Institute of sport Science (AISS)

AISS is a network organization of knowledge and private partners. We stimulate the health, performance and vitality of people and society. For that reason also the slogan: 'High performance, Vital people'.

The AISS network creates, strengthens and catalyses collaboration between sports practice, healthcare, government, business and science. By jointly putting projects on the agenda and initiating them, we make it possible to effectively develop knowledge and innovations with various practitioners.

About Imec.istory

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

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

About Innovation Lab Thialf

Innovation Lab Thialf is a collaboration between Thialf, Sportstad Heerenveen and Topsport NOORD, who jointly invest in sports innovations for top-level sports, recreational sports and fan experience.

Innovation Lab Thialf initiates, executes and markets innovation projects in collaboration with partners from sports, business, science and government. Innovation Lab Thialf is Sportinnovator's certified innovation cluster.

About Sports Centre Papendal

Papendal Sports Centre is the largest elite sports training centre in the Netherlands. Today, more than 400 top athletes use the top facilities on a daily basis. Papendal is Sportinnovator's certified innovation cluster.

About Orange Sports Forum

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

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



About SportUp Boost Flanders

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



The SportUp Boost support program consists of three parts:

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

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



Congratulations to OSF, Zpress, Sparta, ADO Den Haag, THC Hurley, Brug8, GIDDS, Coaches Betaald Voetbal, Fleuren Sportsupport, and the Parkhotel Valkenburg Cycling Team on the launch of the online learning platform SPORT14! We are proud to have contributed to the funding of this innovative platform for board members, volunteers, sports professionals, and active members of sports associations.



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Dik Bijl, Head of Events
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SHARE LOGISTICS



SHIMANO EXPERIENCE CENTER

Since the beginning of this year, a refreshing wind has blown through the Shimano Experience Center. With a renewed focus on inclusivity, we aim to become a "home" for every outdoor enthusiast. Our mission is clear: to inspire people to cycle more and improve their physical and mental well-being. We believe that increased movement is essential for a healthier society. By keeping our doors wide open for cyclists of all levels, we create a warm and inviting environment where everyone feels welcome to start or continue their cycling adventures.

Spontaneous Outdoor Experiences

The threshold for outdoor activities is low here. We embrace spontaneity and encourage visitors to enjoy the outdoors under the motto *"now that we are here."* Therefore, we offer the opportunity to hop on a bike right on site or relax by the pond. For those who prefer not to cycle or fish, a visit to our Experience Center is always worthwhile. The cycling museum showcases unique bicycles, and there's a chance to enjoy coffee with Limburg pie or find the perfect souvenir for those who stayed behind. Whether you visit Valkenburg in your free time or for business, the Shimano Experience Center is always open for an unforgettable outdoor experience.

Vibrant Event Calendar

The Shimano Experience Center buzzes with activity all year round, hosting no fewer than 200 small and large events annually. These events aim to get people moving and keep them active. From prestigious competitions like the Amstel Gold Race and Gravel Fondo Limburg to corporate outings where teams explore the beautiful Limburg Hills by bike, there's something for everyone. Our events not only offer sporting challenges but also the opportunity to experience the beauty of the surroundings and connect with like-minded individuals.





Inspiring Event Location

The Shimano Experience Center is a versatile event venue perfect for both small and large gatherings. Our center features a spacious outdoor area with a festival meadow, three inspiring event spaces, and a cozy lounge where guests can organize their events creatively and energetically. For cycling enthusiasts, it is a true paradise in the green hills of South Limburg. The Experience Center is equipped with modern facilities, including showers, changing rooms, and even a special area for cleaning bikes. With over 500 kilometers of MTB and gravel routes nearby and the famous hills of South Limburg close at hand, there's plenty of challenge for every cyclist.

Bike Test Center

Another beloved feature of our Experience Center is the Bike Test Center. Purchasing a bike is an important decision influenced by many factors. Typically, test rides at bike shops are limited to a short loop in the parking lot, but we understand this is insufficient for making an informed choice. Therefore, we offer the unique opportunity to test your dream bike for an entire day in the beautiful Limburg hills. This allows you to fully experience how the bike performs under various conditions and over longer distances. Our knowledgeable staff is ready to provide you with independent and neutral advice tailored to your personal needs and preferences.

Experiences Offered

The Shimano Experience Center also offers an attractive package of experiences. The Amstel Gold Experience allows cycling fans to ride the famous Amstel Gold Race route with a carefully curated arrangement. For gravel enthusiasts, we have organized a unique multi-day trip from Valkenburg to Hellenthal. During this adventurous journey spread over two or three days, participants can focus solely on enjoying the ride and scenery while we take care of all logistical concerns regarding accommodation. Finally, the Limburg 200 rounds out our list of experiences, ensuring that every cycling trip is special!





OLYMPIC GOLD: THE JOURNEY OF FRÉDÉRIQUE MATLA AND MARIJN VEEN TO PARIS

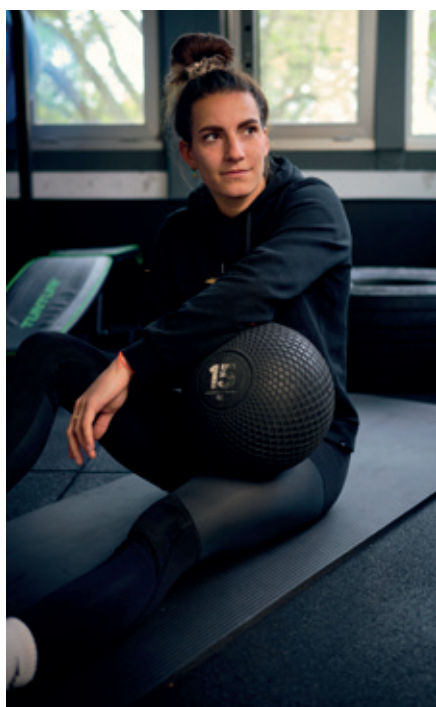


Playing in an Olympic hockey final at the Games in Paris and returning home with a gold medal – that was the dream of Dutch hockey players Frédérique Matla and Marijn Veen. This summer, that moment finally arrived.

The Dutch hockey players won the gold medal at the Olympic Games last summer. It was a unique experience and an achievement they had been working towards since their youth. This story has an added layer, as Frédérique and Marijn are also the inspiration behind their brothers, Laurens Matla and Bertram Veen, founding TalentEmpowerment, which now supports over 50 other top sports talents alongside their sisters.

The friendship between Frédérique and Marijn began during the Youth Olympic Games in 2014, where they became inseparable as roommates on the Young Oranje team. Exactly ten years later, their shared dream became a reality: playing together at the Olympic Games in Paris. Yet, this was far from inevitable. Despite both playing at the same level for rival teams – Amsterdam (Marijn) and HC Den Bosch (Frédérique) – Frédérique now has two Olympic medals, while Marijn has one. Marijn missed the Tokyo 2020 Games due to the lingering effects of a concussion that resurfaced after a collision in a match. *"In the end, it wasn't really a choice, but I had to tell the national coach I couldn't participate. That was really tough,"* says Marijn.

Participating in the Olympics together this year made it feel all the more special. Marijn: *"How cool is it to be at the Olympics, and with your best friend too! That's so special."* The final against China was decided by shoot-outs, a moment that still gives Marijn goosebumps. *"I loved it! When we walked onto the field with that music, and the stadium was packed with orange... and then you see the medal you've worked so hard for; it was just beautiful."* Frédérique adds: *"And then comes the national anthem – it's truly the most beautiful 'Wilhelmus' of your life. It's a real moment of realization that here we stand as the best team in the world."*



Participating in the Olympic Games is the result of years of hard work. Frédérique: *"It's such a long road to get there. Sometimes you have to pinch yourself to realize you're really there. I've always spent as much time as possible on the field, doing everything to bring out the best in myself with a great team. That's why the national team and top clubs stay at the top; because you're critical of yourself and the team, always looking at what can be improved."*



To perform at your best, you need more than just talent; the right support is crucial, both physically and mentally. Good partners, experts, and coaches are essential. As a talented top athlete, there is a lot you need to arrange yourself. It's not a given that you'll have a mental coach, sports psychologist, or representative for partners and sponsors. This was also the case for Frédérique and Marijn. Until their brothers, Bertram Veen and Laurens Matla, met during a dinner at Marijn's parents' home after the Youth Olympics. That's when the idea to support athletes was born, so they could fully focus on their sport. *"Their goal was to help us reach the Olympics, by making sure we had all the guidance, coaching, and support needed to perform on and off the field,"* says Frédérique.

Laurens: *"We saw that athletes in their talent development almost always needed extra guidance and support. Our initial focus was only on guidance in hockey, but we soon realized that many other sports could benefit from additional guidance and support. From that point on, we decided to support athletes in other disciplines as well, helping them fully realize their talents. Today, we support over 50 top athletes in 25 different sports."*

The mission of TalentEmpowerment is clear: they want to give talent in top sports a platform. They do this by creating a win-win-win for businesses, athletes, and society. The first "win" is for businesses, who promote talent development within their organizations through inspiring sessions, events, and programs on leadership, teamwork, and culture development. *"What sets us apart is that the win for businesses comes first: not because it's our mission, but because business is crucial to create the second win. Because only when we create added value for businesses, can we achieve the win for top sports. As a social enterprise, we allocate half of our profit to sports. This way, companies can make a bigger impact with the same budget."*

TalentEmpowerment's focus is on these three wins, also emphasizing the importance of creating role models and facilitating athletes in their societal contributions. Frédérique: *"TalentEmpowerment also provides the opportunity to connect with companies and share your story. That's ultimately good for our personal development too."*

According to Frédérique, TalentEmpowerment has been a tremendous support on their road to the Games. *"They really take a lot off our plate, allowing us to focus on what we do best: becoming Olympic champions."*

Bertram: *"We're a one-stop shop for talent development in top sports and business. We're proud to have been a part of the Olympic journey of numerous Olympians and to work with various large and small companies."* Laurens adds: *"But our ambition goes further. Our goal for 2028 is to double our impact: twice as many athletes, twice the budget, and a continuously growing network of companies that want to provide a platform for talent in their own organization and in top sports."*





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MAXIMISING PERFORMANCE: THE PARALLELS BETWEEN TOP-LEVEL SPORT AND INNOVATIVE HR MANAGEMENT





The right conditions to excel

Top-level sport and successful HR management have more in common than might first appear. Just the same as a cycling team works closely together to achieve a common goal, building strong teams within companies is essential for achieving success. SD Worx understands this like no other and has therefore embraced Team SD Worx - Protime, the best women's cycling team in the world, as a proud sponsor.

Mark Bloem, managing director of SD Worx in the Netherlands: *'This partnership is more than just a logo on a shirt; it is a reflection of the values that are decisive for success in sport as well as in business. As in sport, SD Worx stands for making maximum use of human talent and creating the right conditions to excel. We help both organisations to achieve top performance, and their employees to realise their full potential.'*

The parallels between cycling and HR

In sports and business, success never comes by chance. It is the result of careful planning, collaboration and harnessing the strengths of each individual within a team. Within Team SD Worx - Protime, the interplay of talents is crucial. Each rider has her own role, from the sprinters who attack at the right time, to the climbers who tear apart the peloton in the mountains. The domestiques play a crucial role by keeping their leading rider out of the wind and closing gaps to put her in the ideal position for the final sprint.

Building and managing such a cycling team can be compared to forming a successful corporate team: each individual brings unique qualities, but it is the synergy within the team that ultimately makes the difference.

In HR terms, collaboration is therefore essential too. Companies that pay attention to team development and collaboration often see their employees perform better. Developing employees, helping them use their talents and creating the right team dynamics is crucial to achieving business goals. This calls for a strategic HR approach, in which companies continuously work to develop their employees and pay attention to mutual cooperation.

The strength of different talents

Within Team SD Worx - Protime, we see a mix of different riders with diverse backgrounds, nationalities and talents. This diversity allows the team to excel in different races. In sport, diversity often means that a team can be more flexible and innovative, as different perspectives and experiences come together.

For companies, this is no different. Diverse teams often perform better because they bring different points of view and come up with more creative solutions to complex problems. Inclusive leadership and a diverse workforce act as a catalyst for innovation and make organisations more resilient in times of change. A strong HR strategy takes diversity and inclusion into account. This goes beyond attracting diverse talent; it is also about creating an inclusive culture where everyone feels welcome and can contribute optimally. Research shows that companies that actively work towards an inclusive culture have more engaged employees, less turnover and better business results.

Just like within a cycling team, where each rider has his or her own strengths, companies need to harness these strengths to perform better as a whole. Diversity is not an end in itself, but a means to achieve business goals more effectively.



Health and vitality are the basis for sustainable performance

Top athletes invest a lot in their physical and mental health. For cyclists, this means intensive training schedules, good nutrition and attention to recovery. Health is the key to success in sport, but also in business.

In recent years, there has been an increasing focus on the health and well-being of employees. Employees who are physically and mentally healthy perform better, are more creative and take less time off work. In short: vitality in the workplace is becoming increasingly important, and HR plays a crucial role in this. Promoting a healthy working environment, offering programmes aimed at well-being and encouraging a good work-life balance are essential for sustainable performance.

In companies, we increasingly see programmes focusing on physical health, mental resilience and job satisfaction. This calls for a strategic approach to HR, with companies actively supporting their employees in keeping body and mind healthy.



Innovation and technology: data as a driver for improvement

Cycling has changed a lot in recent years due to technological innovations. Data analytics plays an increasingly important role in optimising performance. Cycling teams use data to monitor the fitness of their riders, determine optimal race conditions and make strategic decisions during races. Innovation plays a key role in Team SD Worx - Protime's success.

In HR management, we see a similar development. Data and technology are becoming increasingly important to optimise employee performance, streamline processes and make better decisions. For example, HR analytics helps organisations better understand employee engagement, training effectiveness and team productivity. Data-driven HR decisions allow companies to plan strategically and respond faster to changes in the market.

Just like in cycling, where small improvements based on data can have a big impact on performance, HR technology can also make a difference. Innovation within HR means that companies not only work more efficiently, but can also better support and develop their employees.

Successful leadership: steering teams towards success

Leadership is crucial, both in sport and in business. In cycling, the team leader is responsible for strategy and motivating the team. The right leader can make the difference between winning and losing.

In business, we see the same pattern. Leadership is not only about achieving goals, but also about inspiring employees, guiding them in their development and creating a



positive working environment. Leadership has a direct impact on employee engagement and motivation. HR plays an important role in developing leadership programmes and supporting managers in their role as leaders.

Good leadership within organisations helps teams work together, achieve goals and continuously improve. As in cycling, where leadership can make the difference between winning and losing, effective leadership within organisations can create a culture of success, commitment and growth.

The foundation for success

In both sports and business, achieving success depends on collaboration, perseverance, innovation and leadership. At SD Worx, we believe that the values that make Team SD Worx - Protime so successful are also applicable to any organisation. By supporting companies with innovative HR solutions, we help them lead their teams to peak performance.

Just as a cycling team relies on their strategy and support to reach the top, companies can rely on SD Worx as their strategic HR partner. Together, we set the course for success, always striving to maximise performance, both in sport and in the workplace.





▲ Fotograaf: Robert Verboon

HEROES DEN BOSCH: MORE THAN JUST AN ELITE SPORTS TEAM

With over 160 companies in its Business Club, Heroes Den Bosch is not just a powerhouse in sports, but also an organization that focuses on victories off the court. With 17 national titles, the trophy cabinet is far from shabby, but the club's ambitions run deeper. Heroes Den Bosch serves as a platform where sports, business, and social impact come together.

Vincent Nguyen, commercial manager and former player at the club, enthusiastically talks about the future plans. *"We want to relive the glorious days, like the Europecup 2 final with Nashua as the main sponsor. Currently, we have our sights set on becoming a Champions League organisation. We have a strong foundation of partners and sponsors, allowing us to grow sustainably as a business platform and sportsclub."*

The Heroes Den Bosch Business Club hosts 160 companies from various sectors. The credo 'Connect, Entertain, and Strengthen' is central to the network the club has built.

Connect, Entertain, and Strengthen

"Those are our core values," Nguyen explains. *"In addition to the games, we also organize knowledge sessions and business events for our members, where they can grow their network. The way we help Business Club members connect with each other is both professional and friendly. What I love the most is when our members actually do business with one another, because that's an important success metric for us."*

Not only is the business side flourishing. In terms of sports, Heroes Den Bosch has a strong reputation in the Netherlands. Nguyen says, *"The energy of the team, fans, and in the Business Club is the result of a great sense of togetherness. It's fantastic to be a part of that."*

On average the club welcomes 250 business guests in the Business Club. These gatherings lead to valuable business connections. *"The enthusiasm during the games strengthens the interaction between our sponsors. This leads to successful collaborations and a stronger network."*





Heroes Foundation: Social impact

In addition to on-court and business success, Heroes Den Bosch is increasingly focusing on its social responsibility. This year, the Heroes Foundation will be launched with a celebratory event, giving the club a structured way to fulfill its social role. *"We want to give back to society,"* says Nguyen. *"With the foundation, we aim to make basketball more accessible, especially for young people and the underprivileged."*

Partnerships with schools and regional clubs play a significant role in this. *"Various partners from the Business Club support us in intensifying these activities. We work with about 40 local basketball clubs and schools in the region, organizing clinics where students can get acquainted with basketball. We also invite them to games and arrange transportation with the Heroes team bus to truly involve them in the sport, bring them together, and enhance the experience."*

These initiatives show that Heroes Den Bosch is not just a club for basketball fans but also a key player in the community. *"More and more of our Business Club members appreciate our social engagement,"* says Nguyen. *"They value the impact we make on the city and its youth. This strengthens the relationship with our sponsors and contributes to our success."*



A diverse audience

Nguyen emphasizes that Heroes Den Bosch reaches a broad audience. *"We see both young and old people finding their way to the arena to enjoy our games. It's great to see how basketball connects generations. Young people are drawn to the dynamic action, while older fans carry the club's history with them."*

The social impact the club has by involving young people in the sport is very fulfilling. *"It's not only good for the sport itself, but it also contributes to the development and well-being of the next generation."*

For Heroes Den Bosch, the future lies not only in winning games but also in building a new generation of fans and players. *"We want young people to feel welcome in our arena and identify with the club's values. This is essential for our success, both in sports and business."*

Entertainment and experience

Besides social engagement, the entertainment factor during games remains a focal point for Heroes Den Bosch. Nguyen explains: *"We provide a show that is almost NBA-like. Everything has to be perfect, from the technology to the atmosphere in the arena. We want our games to be an unforgettable experience for our Business Club members*

and their guests, even if they aren't huge basketball fans."

The game experience is crucial, according to Nguyen, not only to retain existing fans but also to attract new audiences. *"Even people attending a game for the first time should immediately feel the energy and passion that are part of our club."*

Nguyen concludes, *"At Heroes Den Bosch, we strive to win together. Whether it's on or off the court, we are building a stronger and tighter community together. That's something I'm always proud of."*



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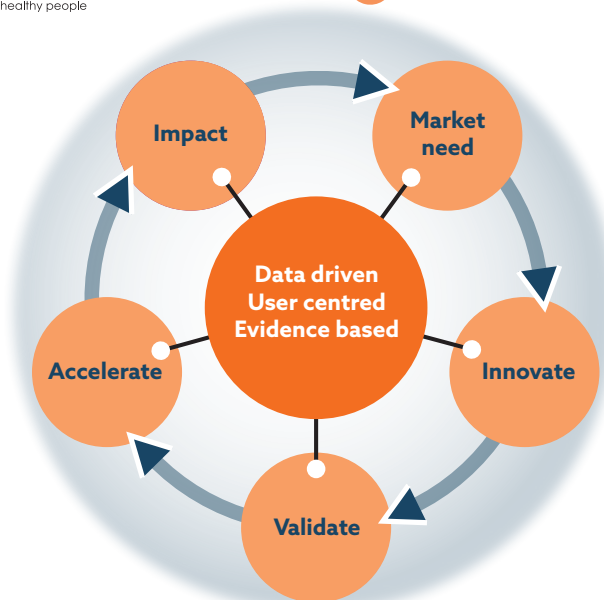
The Cluster Sports & Technology is an open network organisation in which a growing group of Companies, Knowledge Institutions, SportFieldlabs and Governments have been successfully collaborating for years on innovations for an active, healthy and vital society. Innovations with social, economic and individual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

Innovating with impact: ELIS Innovation Hub for Active Healthy People

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

Borderless innovation

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



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SPORT14: THE LEADING ONLINE LEARNING PLATFORM FOR SPORTS CLUB VOLUNTEERS



Sport14 is revolutionizing how volunteers in sports clubs can develop their skills and knowledge. Launching by the end of 2024, this groundbreaking online platform will serve over a million volunteers across 22,500 sports clubs in the Netherlands. Designed to empower volunteers, Sport14 offers the flexibility to learn from anywhere—be it from home

or on holiday. "In the Netherlands, there hasn't been a comprehensive online resource for sports club management, leadership, and governance—until now. Volunteers can learn at their own pace, without the need to travel for courses on topics like sponsorship or volunteer policy," says Daniel Klijn, co-founder of Sport14.





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Diverse Learning Opportunities

Sport14 provides a wide array of modules tailored to the specific needs of sports clubs. From policy-making to mergers, creating a welcoming environment to future-proofing your club, the platform covers it all. In addition to club management modules, Sport14 offers personal development training in areas like coaching, communication, negotiation, and public speaking. *"When volunteers grow, the entire club grows, benefiting everyone involved,"* says Klijn.

Maximizing Volunteer Time

One of the platform's key goals is to make learning accessible, centralizing valuable knowledge in one place. This not only saves time but allows volunteers to focus on what really matters within their clubs. Instead of attending in-person meetings or searching endlessly for information, volunteers can now access practical, relevant content whenever they need it. *"While some training, like peer discussions, is best done in person, modules on topics like policy creation or meeting leadership no longer require physical attendance,"* Klijn explains.

Insights from Sporting Legends

Imagine receiving leadership advice directly from Ronald Koeman or learning about organizational culture from Guus Hiddink. Through Sport14's engaging video modules, well-known figures like Koeman and Hiddink share their insights, making learning both inspiring and fun. Ronald Koeman discusses team-building, while Guus Hiddink draws on



his international experience to explore cultural dynamics. Former Minister and Rotterdam Mayor Ivo Opstelten also shares his expertise on governance and board leadership. *"Bringing in renowned experts adds an extra layer of inspiration and makes the learning experience enjoyable for volunteers,"* says Klijn.

Free Access for the First Year!

Volunteers can access Sport14 by joining the Register for Club Administrators (RVVB). Normally priced at €100 annually, the first year is fully sponsored by the VriendenLoterij, allowing clubs to explore the platform at no cost. After a year, clubs can decide whether to continue their membership. Each RVVB-affiliated club can offer its volunteers unlimited access to Sport14. *"With around 180,000 volunteer sports administrators in the Netherlands, RVVB is committed to their development, ensuring they can easily find the information they need to excel in their roles,"* says Klijn.

A Platform Built on Collaboration

Sport14 was born from a collaboration initiated by the Ministry of Social Affairs, driven by the belief that empowering the one million sports volunteers in the Netherlands would benefit society as a whole. The concept was spearheaded by Orange Sports Forum (OSF), an Eindhoven-based company, and developed in partnership with football clubs like Sparta and ADO Den Haag, as well as hockey and cycling teams. *"With extensive experience working alongside sports clubs, we knew the current needs and themes within the volunteer community, which helped shape Sport14 into what it is today,"* Klijn concludes.

For more information about Sport14, visit www.RVVB.nl





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

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THE CARIBBEAN MISSION

OF THE ATLETIEKUNIE



In recent years, the Netherlands has made a name for itself as an athletics nation. The Olympic athletics team for Paris consisted of a record number of 47 athletes, resulting in six medals. Since athletes from the Caribbean consistently form a part of the national selection, the Atletiekunie is determined to contribute to the development of athletics on the islands in the Dutch Kingdom.

With two gold medals, one silver, and three bronze, the Netherlands was the best European athletics country at the Paris Olympic Games last summer. The phenomenal performance of Sifan Hassan stood out, as she crowned herself Olympic champion in the marathon and also

won bronze medals in the 5,000m and 10,000m. However, the Netherlands is not necessarily a country that excels in long-distance running. The diversity of the national athletics team is striking. Athletes qualified in sprint, hurdles, long jump, (pole) high jump, shot put, discus throw,

hammer throw and the decathlon/heptathlon. In addition to the variety of disciplines, the diversity of ethnic backgrounds stands out. Athletes of Caribbean descent are particularly well represented – and the Atletiekunie is determined to invest even more in this.



Source of talent

Athletes with a Caribbean background have always been part of the national relay teams in recent years. The orange jersey was worn by athletes such as Churandy Martina, Liemarvin Bonevacía, Taymir Burnet, Terrence Agard, Ramsey Angela and Hensley Paulina – all athletes with family ties in the Dutch Caribbean.

“The Caribbean islands are an important source of talent,” says Vincent Kortbeek, technical director of the Atletiekunie. *“These athletes often have a lot of potential, but they lack the right guidance and facilities to fully develop that potential.”*

Athletes from the Dutch Kingdom who meet the qualifying standards for international tournaments automatically qualify to compete in the orange jersey. While the special municipalities of Saba, Sint Eustatius and Bonaire fall under Dutch law and regulations, the islands of Curaçao, Sint Maarten and Aruba have an autonomous status. However, neither Curaçao nor Sint Maarten are recognized as such by the IOC and World Athletics, meaning that these athletes can only compete for the Netherlands (or Aruba) in international athletics tournaments. *“As a federation, I believe that we must therefore take responsibility to help develop athletics on the islands,”* says Kortbeek.

Inadequate facilities

Athletics is a popular sport choice for young people on the islands. However, it is not as easy as in the Netherlands to find an athletics club nearby. *“In St. Eustatius and Saba, you can’t even find an athletics track at all,”* says Richard Jacobs, manager of recreational sports at the Athletics Union. *“The barrier to travel to Sint Maarten for training is, of course, incredibly high. Finding suitable coaches for the various disciplines is also challenging on the islands. Not to mention the training facilities, as well as their maintenance, which often leave much to be desired.”*



Due to the lack of suitable training facilities for technical disciplines, the focus on the islands is mainly on sprinting. *“That’s not necessarily a bad thing, but we may be missing out on talent in the technical disciplines as a result,”* says Jacobs. *“It’s a shame, because athletics is by nature a sport that finds its strength in diversity; for every talent, there is a suitable discipline. With better offerings, we could serve to more talent.”*

Investing in recreational sports

In September 2022, the Atletiekunie signed a cooperation agreement with the Curaçao Athletics Federation and in June 2024 a cooperation agreement with Sint Maarten followed. The goal on both islands is to create a sustainable sports infrastructure through coaching education, broadening the range of sports available, and developing sports facilities. Also talent identification and development are points of attention.

The ultimate goal of Atletiekunie is to raise the level of athletics on the islands. How this is achieved varies per island. *“We try to support the athletics federations by providing knowledge and equipment,”* says Jacobs. *“On Bonaire, for example, it’s about supporting the local athletics club in establishing a solid foundation*

to be future-proof, while on Curaçao we mainly focus on training trainers and expanding the range of training courses.”

The projects are partly supported by subsidies from the Ministry of Health, Welfare and Sport. The aim is to increase sports participation on the islands and thus improve the vitality of the residents. *“We want to contribute to a healthy society in the Dutch Caribbean,”* says Jacobs. *“Sport also helps children to develop social skills, self-confidence and discover their performance limits.”*

Investing in recreational sports should eventually bear fruit in elite sports as well. *“A larger pool to fish from increases the chance of attracting talent,”* says Jacobs. *“In addition, we focus on talent identification and development, so that young athletes are more likely to come onto the radar of the elite sports department. This gives them the opportunity to develop their skills further, either locally or in the Netherlands.”*

Athletics can offer a future perspective for those looking for an opportunity to leave the island. *“But it is not our intention to poach talent from the islands,”* says Kortbeek. *“We would like to strengthen the foundation on the islands and increase competition both on and between the islands. It would be great if we could set up a structural competition with several partners, allowing athletes from different islands to participate. Unfortunately it costs money to achieve that, particularly for the travel of athletes between various islands.”*





Raising the level

The stronger ties with the overseas islands were evident during the Dutch Athletics Championships for juniors and seniors last summer, where twenty athletes from the Caribbean participated. Eighteen athletes from Curaçao, one from Sint Maarten and one from Bonaire. *“There is little competition for athletes on the islands. Participating in the Dutch Championship is a way for athletes to push themselves towards a higher level of competition. Moreover, it is a an opportunity to showcase themselves.”*

Talented athletes growing up on the Caribbean islands often have the choice to pursue their sports career in either the United States or the Netherlands. While the Athletics Union used to take a more passive approach, it is now trying

to be more actively involved in this decision-making process. *“It is important that athletes know what we can offer them in the Netherlands: a professional environment where they can focus on elite sports,”* says Kortbeek. *“We want to make those facilities more visible. For example, by training with the Dutch sprint selection on Curaçao – as we did this year in preparation for the World Relay Championships in the Bahamas. It was an advantage to be in the same time zone and a similar climate, while at the same time, it was a great opportunity to strengthen ties with athletes and coaches on Curaçao.”*

Although the Atletiekunie has already made significant progress, Jacobs and Kortbeek agree that it is essential to involve a larger group of people in their mission. *“We cannot develop*

athletics on the islands as a federation alone. We need local driving forces for that,” says Kortbeek. *“The challenge for the coming period is to find partners who want to work with us to structurally further develop athletics in the Dutch Caribbean. Everyone within the Kingdom of the Netherlands deserves the same opportunities and possibilities.”*



About Atletiekunie

With over 300 affiliated athletics clubs, 80 running groups and almost 2200 running events per year, Atletiekunie is one of the largest sports federations in the Netherlands. Its goal: to encourage as many people as possible to get moving, thereby contributing to a healthy society. Atletiekunie focuses on the quality, development, and organization of athletics for all ages, at recreational, competitive, and elite levels. In this way, a wide audience is served and vitality is promoted. This approach helps to reach a wide audience and promote vitality. Moreover, it lays the foundation for the most active generation of the future!

The Athletics Union is located at the Papendal Sports Centre in Arnhem. Every day, around 50 motivated and enthusiastic colleagues are committed to facilitating and motivating as many people as possible to get moving.



Go for Gold with DB Schenker

DB Schenker Fairs, Events & Special Logistics is a major player in the field of sports events. Sporting events are becoming larger, more important and more complex. The wishes and requirements of sports associations, sponsors, media and suppliers are also increasing.

As a logistics partner with offices and own people in over 130 countries, we know the complexity of the event industry like no other. Where most people only see the front of the sporting event, we make ourselves strong at the back.

The implementation of security systems and complex customs formalities, order picking/packing and providing just-in-time delivery at the venue is part of our services. Not only do the athletes go for gold, but also our employees at Fairs, Events & Special Logistics.

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NLinBusiness.com: The Smart Way to Find Your Perfect Match for International Business

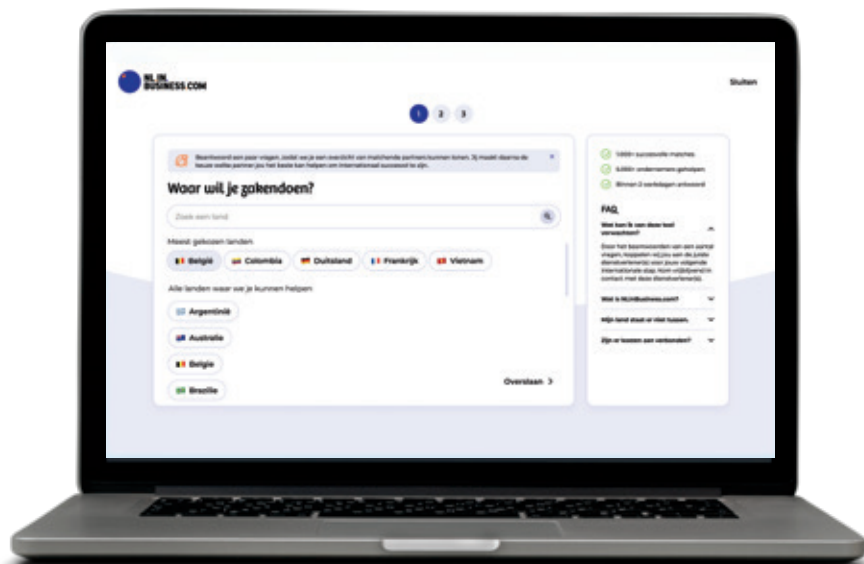
INTERNATIONAL BUSINESS IS A TOP-LEVEL SPORT

Dutch entrepreneurs often think beyond the borders of the Netherlands, but taking the step abroad remains a challenge, even with years of experience. The sports industry, in particular, is dynamic, innovative, and constantly seeking new opportunities, including international ones. Whether it's about sporting events, technology, nutrition, or infrastructure—doing business globally offers great opportunities. But it also brings several questions: How do you find reliable partners in a new market? How do you make the right connections in countries where you're not yet active? How do you deal with legal obstacles or a lack of market knowledge? Doing business in Warsaw is quite different from doing business in Westland, let alone in the U.S., Brazil, or China. Don't worry, NLinBusiness.com is here to help.

The Power of Matchmaking in the Sports Sector

Whether you provide sports facilities, run a sports technology company, or are involved in international sporting events, finding the right partner abroad is a crucial step in growing your business. NLinBusiness.com was established to smartly connect Dutch entrepreneurs with international contacts. Finding the right partner for collaboration, distribution, or production abroad is vital for your success. With our matchmaking tool, you can quickly and easily find the perfect partner for your international ambitions.

Game, set, match!



Entrepreneurial Success Stories

Antonia Wormer, Co-founder and Director of Blade-Made:

"Don't just focus on direct clients in your target country—think broader. I recommend entrepreneurs looking to expand internationally to get in touch with NLinBusiness.com. Their expertise and network are invaluable. We also participated in their workshop on branding and marketing in France. Not only did we gain more knowledge on how to enter that market, but we also expanded our network with other Dutch entrepreneurs who are (or want to be) active in France."

Harm Jansen, Founder and Owner of Kinti Coffee:

"First, consult people with proven experience. NLinBusiness.com has a vast network and knows exactly who you need for a specific question. It saves a lot of time. There's a jungle of consultants where the meter starts running immediately, and it's often unclear if you're getting value for money. It's important to know what you're getting into and that there are a few players you can really count on to help."

Werner Roest, Co-founder and Co-owner of Rotterdam-based technology company EasySecure:

"NLinBusiness.com provided us with valuable information upfront. We were able to test ideas with their experts and understand the aspects of doing business in a new market that we hadn't considered. It saves a lot of unnecessary costs and mistakes when you speak with people who've already been through the process. ... I felt like I wasn't alone, and I didn't have to reinvent the wheel."

The Strength of a Reliable Network

NLinBusiness.com is an initiative of VNO-NCW and MKB-Nederland, working closely with the Ministry of Foreign Affairs, the Ministry of Economic Affairs and Climate, and various industry associations. Through our digital marketplace, we connect entrepreneurs directly with hundreds of experts and advisors both in the Netherlands and abroad. In the Netherlands, we collaborate with over 50 service providers ready to assist you. Across borders, we match entrepreneurs with our network of NL Business Hubs and Business Councils in more than 40 countries. These Hubs have extensive knowledge of local market opportunities and can help you with practical questions like: How do you establish a GmbH? How do you recruit the right salespeople? Or how do you find the best distributor? They possess a large business network and work closely with (local) service providers, the Dutch embassy, and local governments to support Dutch companies entering new foreign markets.

The NL Business Hub Network has boundless knowledge and practical experience. Within three clicks, for example, you could be in contact with a sports event organizer in the United States or a sportswear distributor in Japan. NLinBusiness.com takes the complexity of finding the right contacts off your plate so you can focus on what you do best: running your business. Since 2018, we've helped more than 5,000 entrepreneurs and facilitated over 2,000 successful matches.

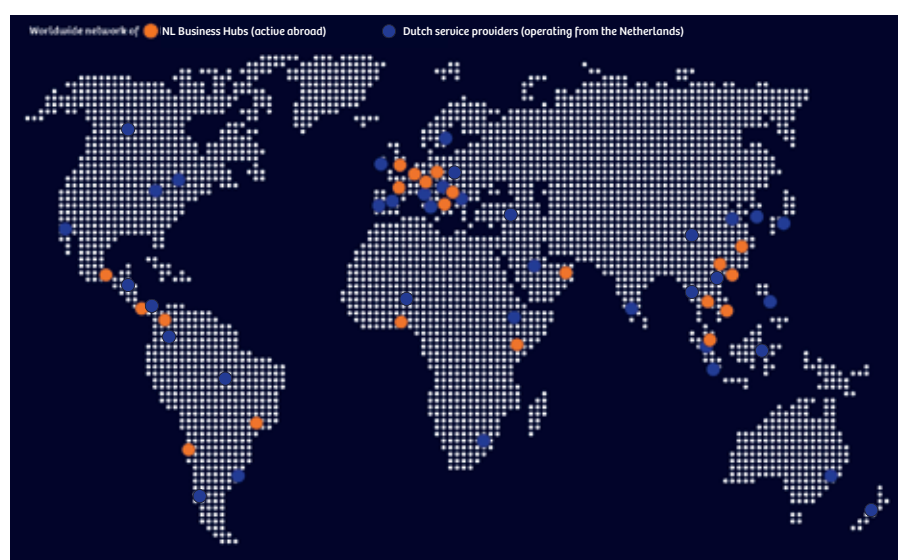
Get Ready for the 2026 World Cup

Major international sporting events like the 2026 World Cup and the 2028 Olympics may seem far off, but preparations are already in full swing. If you want to seize the opportunities these events offer, a long-term strategy is essential. Now is the time to plan, make connections, and strengthen your market position so that you're ready to maximize your chances when the time comes.

NLinBusiness.com: The Kickoff for Your International Success

Are you ready to realize your international growth ambitions? At NLinBusiness.com, we're here to help you find the perfect match. With our Matchmaking-tool, you can quickly connect with the right partners to take your step across borders. Whether you're looking for local experts, reliable distributors, or new collaboration opportunities—we'll guide you through every step of the process.

Try our Matchmaking-Tool and gain insights for your international expansion.





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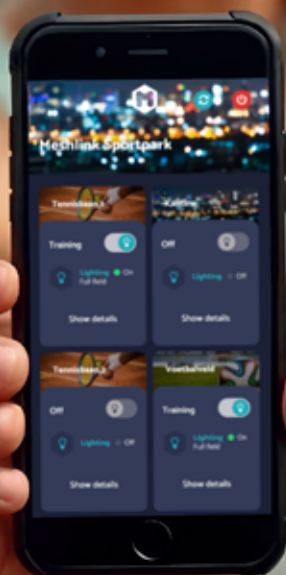
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CEO



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About Polyned

We have been breathing energy, craftsmanship and innovation since 1972. A showcase of Dutch craftsmanship, based in the Netherlands. From air domes to canopies, all designed for the international sports and leisure sector, braving the harshest weather conditions.

Each environment requires its own touch. Whether it is the heat of the Caribbean or the stormy Dutch autumn, we offer and realise tailor-made solutions, from design to complete realisation on site. Polyned enables outdoor sports all year round.

Polyned.nl

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*World Cup or Tour de France?
We turn it into an unforgettable team-building experience!*



What do we actually do?



For major events like the Tour de France and the World Cup in the USA, Canada, and Mexico, we create custom predictions. This way, your customers or staff can easily join in, instantly creating a strong connection. Have another event in mind? Let us know!



Full Service

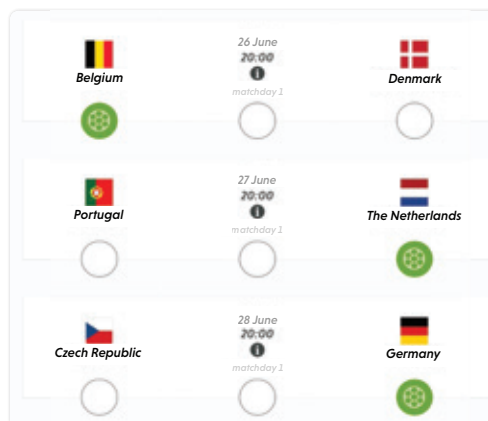
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Our reviews are outstanding. Clients like Deloitte, Volvo, and Renson keep coming back year after year. Founded in 2017, now with over 300 clients in 2024.

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Predictions tailored to your company, including your logo and branding.



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Our platform is simple and intuitive, perfect for both beginners and experts. Need help? We're always here to assist.

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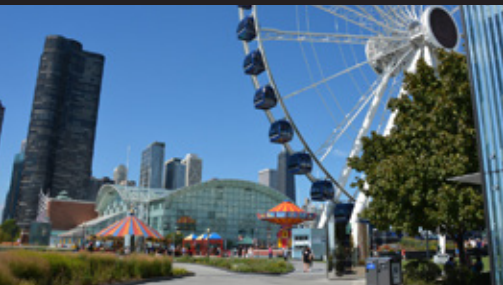
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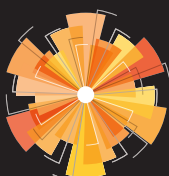


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EXPO 2025 OSAKA: PARTNERING UP FOR A HEALTHIER FUTURE



Just like in 2021, sports will again be part of the program at the Netherlands Pavilion at the World Expo. This time, the Expo will take place in Osaka in 2025 and sports will be integrated in the Life Sciences & Health track at the Netherlands Pavilion. This track will take place from June 23rd – June 28th 2025.

Since the early years of industrialization, life expectancy has drastically increased in some parts of the world. However, health inequalities between the lowest and highest socioeconomic groups have become more apparent. Fast forward 200 years and these inequalities still exist between people living in different parts of the world. Facing shared challenges like ageing populations and rising healthcare costs, Japan and the Netherlands stand united on common ground to find a path towards healthier, more resilient futures.

Digitalization: Powering the healthcare revolution

The Netherlands is a pioneer in cutting-edge digital health solutions, from AI-powered diagnostics to telemedicine services. Imagine a future where personalised healthcare is readily available at home, powered by seamless data integration and intelligent medical tools. At the Expo, we will showcase these innovations and explore synergies with Japan's advanced technological landscape. Together, we can accelerate the digital health revolution and make accessible, personalised care a reality.



Regenerative medicine: Caring and curing

Regenerative medicine holds immense promise to transform healthcare by repairing damaged cells, tissues, and organs. The Netherlands fosters a robust ecosystem in this field, where translational research merges with the innovative endeavours of industry. For example, through platforms like RegMed XB. Japan boasts top-class researchers with a history of ground groundbreaking discoveries, including the technology to develop stem cells from adult human cells in the laboratory. By uniting our expertise, we can accelerate research, knowledge implementation, and ultimately, patient care. Imagine a future where chronic diseases are not just managed, but cured.

Healthy ageing: A longer life in good health

Both Japan and the Netherlands are facing the burden of an ageing society. In coming decades, healthcare delivery is predicted to increase tremendously. While the healthcare sector already faces staffing issues, the increase in healthcare demand stresses the urgency to seek transformative solutions for a sustainable, accessible and affordable, future of healthcare. Healthy aging transcends mere longevity, encompassing vitality and overall well-being. While the Netherlands explores initiatives such as age-friendly urban design and biomedical research, Japan leads in addressing the needs of an ageing society. By sharing our best-practices with each other, we can inspire solutions that enhance the quality of life for elderly populations worldwide.



Sports: A vital society

The Netherlands, renowned for its achievements in sports, shares Japan's passion for sports and has produced world-class athletes. In the dynamic realm of life, sports serve as a vital catalyst for community vitality. Beyond mere competition, they infuse communities with energy and resilience. Driven by a shared commitment to innovation, technical excellence, and inclusivity, the Dutch sports ecosystem champions smart solutions. Ultimately, sports play an important role in disease prevention and constitutes a winning strategy for promoting a stronger, healthier and more vibrant society. The 'Sports & Vitality Track' will be organized in collaboration with various partners, such as the Netherlands Baseball Federation (KNBSB), AFC Ajax, the Game Changer Project and several local partners. One of them is soccer club Gamba Osaka, the partner club of AFC Ajax which is owned by Panasonic, the main sponsor of EXPO 2025

Osaka. This offers the Dutch delegation an excellent opportunity to get in touch with the right local parties.

We believe that global health issues can only be solved through international collaboration and knowledge exchange. The Netherlands, as Europe's Life Sciences & Health metropolis encourages sharing know-how, as learning from each other drives change forward. Having a high concentration of cross-sectoral LSH initiatives in a relatively small geographic space, combined with the Dutch cultural DNA of proactive collaboration, situates us in a unique position to solve global challenges together. Beyond borders, the Netherlands is committed to fostering broader collaboration with Japan. Through joining forces, we can leverage our complementary strengths to address global health challenges and create a healthier, more sustainable future for all.



About the EXPO 2025 Osaka

Expo 2025 Osaka is the upcoming World Expo, held in Osaka from 13 April to 13 October 2025. The theme of EXPO 2025 Osaka is 'Designing Future Societies for Our Lives.' It aims to bring together people and innovations from around the world, in an effort to address the most urgent challenges of our times, such as climate change, energy transition and global health. That's why the Netherlands Pavilion is intended as a place where people can share their ideas, knowledge and expertise and get inspired to create innovative solutions together.

For more information visit:
www.NLexpo2025.nl



NL Sports Week @ Expo Dubai 2021

In 2021, Orange Sports Forum has therefore taken the initiative to organize a NL Sports Week at the Expo in Dubai. Many partners were involved in this project, like the Ministry of Foreign Affairs, the Netherlands "Expo team", the Consulate General in Dubai, the Netherlands Enterprise Agency (RVO) and various private partners, like Sportinnovator, NLinBusiness and Knowledge Center for Sports & Physical Activity.

The program gave Dutch participants the opportunity to present themselves during business meetings, matchmaking, seminars, demonstrations / clinics, workshops and company visits. Also, several companies showed and demonstrated their products at the Netherlands Pavilion during the NL Sports Week.



The delegation met with many relevant stakeholders from sports, but also with many other international parties, which made it an excellent opportunity to meet many federations, clubs, competitions, companies, governments and other sport stakeholders in just one week. For some companies it was the first step towards the Middle East, but for other companies this week resulted in MOU's and the opening of an office in Dubai.

Scan the QR Code for the aftermovie.



ORANGE PAGES

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The Future of International Sports Development:



ORANGE SPORTS HUBS

AS A CATALYST FOR

DUTCH COMPANIES

The Dutch sports and vitality sector has played an important role in promoting health and well-being, both nationally and internationally, for many years. In addition, the sector contributes to the many successes and medals that Dutch athletes achieve worldwide, thanks in part to the excellent facilities, materials, knowledge and innovations that the athletes can use. In this way, the sector not only contributes to sport and vitality, but it has also a significant importance to the Dutch economy. To further strengthen and expand the position of the Dutch sports and vitality sector, Orange Sports (OSF) has set up an ambitious strategy for the period 2024-2034. A core part of this strategy is the establishment of the Orange Sports Hubs in key international "sports hotspots".



About Orange Sports Hubs

Orange Sports Hubs are physical office locations that are established by OSF in collaboration with Dutch sports companies and local partners. These hubs offer a flexible workplace, local support and business services for affiliated Dutch companies. The idea is that through a physical presence in strategic markets in Asia, Europe, the Middle East and the Americas, companies can identify market opportunities faster, form partnerships and gain valuable experience within the local sports ecosystems.

By joining an Orange Sports Hub, companies can gain access to a wide range of services that increase their clout in foreign markets. This includes introductions to relevant sports networks and events, joint project development, and access to market information and funding opportunities. In addition, companies can make use of a so-called 'soft landing' in new markets, in which they enter the market step by step and with local guidance.

OSF acts as an orchestrator within the Orange Sports Hubs, ensuring coordination between the various partners, facilitating local partnerships and co-management with the local partner. Together, OSF and the local partner are responsible for implementing the hubs' long-term strategy and annual plans. In order to further grow the Orange Sports Hubs and strengthen the ecosystem around these hubs, the Orange Sports Hubs are open to new organizations. In the future, OSF aims to increase the number of hubs and expand its services in order to support more Dutch companies in their international ambitions.

Ambition Orange Sports Hubs

Het belangrijkste doel van de Orange Sports Hubs is om het Nederlandse The main goal of the Orange Sports Hubs is to strengthen the Dutch sports ecosystem by building a bridge to foreign markets. Some of the key benefits of these hubs include:

1. *Faster identification of market opportunities:* By being present in foreign markets, Dutch companies can respond more quickly to opportunities that arise, for example in the form of tenders, major sporting events or new regulations.
2. *Together you go further:* By being part of a joint network of Dutch companies within the hub, participants can benefit from shared costs, joint focus and a greater impact on the local market.
3. *Collaboration with local partners:* The support of local partners and the local community within the sports industry makes it easier for companies to form partnerships, for example when bidding for tenders or developing joint projects.
4. *Learning from local communities:* The hubs also provide valuable learning opportunities for businesses. By participating in the local sports community, companies can gain new insights, develop innovative ideas and learn from best practices that can then be implemented in the Netherlands.
5. *Growth potential:* In the medium term (2-4 years), Dutch companies should be able to achieve significant revenue growth through their participation in an Orange Sports Hub, or at least have the prospect of such growth potential.



Locations Orange Sports Hubs

The success of the Orange Sports Hubs depends to a large extent on the choice of locations in combination with the local partner. Each hub must meet a number of criteria in order to function effectively. Firstly, there must be a strategic sports agenda in the region, with a clear policy and the presence of major sports and leisure events. Furthermore, the local sports community must be open to cooperation with foreign companies, and there must be a strong local partner with a broad network in the sports industry.

In addition, the cooperation of the local Dutch Government (embassy, consulate general, NBSO, etc.) is essential to support the hub. A suitable location for a shared office and clear regulations are also crucial conditions. Finally, at least five Dutch partners must be willing to work together and commit to the Orange Sports Hub for at least 3 years.

OSF has identified a number of focus countries and regions for the establishment of new Orange Sports Hubs. After the opening of the first Orange Sports Hub in the heart of international sport: Lausanne, countries such as the United States (Los Angeles and Dallas), Spain (Barcelona), Australia (Brisbane), China and the Middle East may be interesting locations. By opening hubs in these regions, OSF aims to respond to the growing demand for sports and vitality services in these markets and support Dutch companies in their international expansion.

In June 2024, the first Orange Sports Hub opened at Maison du Sport International in Lausanne, Switzerland. This joint office houses 25 sports federations and 25 sports-related organisations. An ideal location for Dutch companies to have a flexible workplace in the heart of the international sports world, as well as local support from the partner bloomUp.

Future

The establishment of the Orange Sports Hubs is a promising step towards the sustainable and structural strengthening of the Dutch sports and vitality ecosystem on an international level. By providing businesses and organizations with access to local networks, expertise, and market opportunities, the hubs can act as a catalyst for growth and innovation. With a strong focus on collaboration, knowledge sharing and identifying market opportunities, the Orange Sports Hub concept offers a unique platform for Dutch companies to achieve international success.

Opening Orange Sports Hub Lausanne

During the participation in the Hosts and Federations Summit in Lausanne, the Dutch Ambassador to Switzerland, Mrs. Karin Mössenlechner opened the Orange Sports Hub at Maison du Sport International. More than 50 international sports federations and organisations are located within this shared office building. The Orange Sports Hub Lausanne is a collaboration between OSF, AAA-LUX, Share Logistics, Sorama and local partner bloomUp.



In October 2024, the Orange Sports Hub organized a participation in The Spot in Lausanne. The Spot brings together experts from different fields to share their perspectives and solutions for sustainable transformation within sport. In addition, a networking event was organized to activate the local network around the Orange Sports Hub. Every year, various events and activities will be organized from the Orange Sports Hub.



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CARIBBEAN SPORTS WEEK CURACAO, 2024

PROGRAM CARIBBEAN SPORTS WEEK

Day 1 - 15th of November

Time	Program
Afternoon	Flight Amsterdam - Curaçao
Evening	Arrival at Curaçao International Airport
20:00h	Welcome drinks

Day 2 - 16th of November

Time	Program
08:00h	Breakfast at accommodation
10:00h	Discover FDDK Sport Facilities Curaçao
14:00h	Network Lunch
16:00h	Discover Healthy Curaçao (visit to Curaçao Aloë)
18:00h	Happy Networking Hour

Day 3 - 17th of November

Time	Program
Whole Day	Island & Leisure Tour

Day 4 - 18th of November

Conference Day @ Amazia
(Ministerie van Economische Zaken)

Time	Program
09:00h	Opening by Kim Rossen, FDDK, OSF & Minister OCSW
09:30h	Keynote Speaker: Dr. Rog (Curaçao Towards a Healthier Future)
10:00h	Interactive Session
10:20h	Break
10:30h	Keynote Speaker: Muryad de Bruin (Sport Tourism)
11:00h	Sports & Health Session: LabdeMed
11:30h	Promo Session: Marcelien Bos - de Koning (Wavemakers)
12:00h	Lunch Break
13:00h	Promo Session: Rigo Selassa (ILUSTRE) & Rob van Steensel (Share Logistics)
13:30h	Keynote Speaker
14:00h	Promo Session: Hans Sanders & Kumar Snijders (Lumosa)
14:30h	Promo Session: Velitt
14:50h	Break
15:00h	Keynote Speaker: Churandy Martina (Curaçao Topsport Athlete)
15:30h	Round Table: The importance of Sport and Investment
16:00h	Closing Conference Day
19:00h	Visit Football Game Curaçao - Saint Lucia

Day 5 - 19th of November

Conference Day @ Amazia
(Ministerie van Economische Zaken)

Time	Program
09:00h	Opening by Kim Rossen, FDDK & OSF
09:30h	Keynote Speaker: Peter Sprenger (NEVOBO)
10:00h	Round Table (OSF, Vissers Legal & KNBSB)
10:30h	Break
11:00h	Debate Session: "Top Sports within the Kingdom"
11:30h	Promo Session: Merit Cloquet (Sportinnovator)
12:00h	Lunch Break
13:00h	Keynote Speaker: Niels Cannegieter (Thinc Ahead) - Special Olympics
13:30h	Promo Session: TenCate
14:00h	Keynote Speaker: Clifton Pardo
14:30h	Promo Session: Velitt Moving Section
15:00h	Round Table: "Emerging Voices: Youth Perspectives in Sports"
15:30h	Round Table: "The Importance of Sport and Investment"
16:00h	Closing Conference Day by FDDK



Kick-off Curaçao International Sports Week bij het Curaçaohuis in Den Haag

After successful previous editions on Curaçao and Bonaire, Orange Sports Forum organized a 3rd edition of the Caribbean Sports Week in November 2024 in collaboration with various Dutch and Caribbean organizations, this time back in

Curaçao! The conference was once again entirely dedicated to sports in the Caribbean and the aim of the event was to transfer knowledge, expand contacts and collaborations and position the Caribbean part of the Kingdom as an ideal hub to South, Central and North America. The Caribbean Sports Week is part of the Curaçao International Sports Week, organized by the Fundashon Desaroyo Deportivo Korsou (FDDK)

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

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





In addition, there are various plans for upgrading sports facilities on the islands. Curaçao, for example, is working on the renovation of their national football stadium. A development that contributes to the ambition to qualify for the FIFA World Cup 2026 in Mexico, the United States and Canada. On a technical level, this ambition is fulfilled by Cor Pot, Kees Jansma and Casper van Eijck under the guidance of head coach Dick Advocaat. Part of the program was a visit to a game of the national team of Curaçao.

This development provides many opportunities for more intensive cooperation with each other, but also with public and private parties from the Netherlands. In this way, sport can play an increasingly important role in the Caribbean and both recreational and top-level sports can benefit from this. The Caribbean Sports Week fits in perfectly with this and has resulted in many new conversations, collaborations and initiatives.

The Caribbean Sports Week made it clear that there is a need for a lot of knowledge, structure and good facilities on the islands. In the coming months, the valuable discussions and themes at various levels will be followed up. It will also be examined what role Dutch companies and public parties may be able to play in this. The participating parties from the Netherlands and the Caribbean have already expressed the ambition to organize a fourth edition of the Caribbean Sports Week in 2025 and to make it an annual event!

Scan the QR code for the aftermovie of the Caribbean Sports Week Bonaire, 2023!



Foreword by Minister van Heydoorn



region. Here, there are ample opportunities for innovation, investment, and a lasting impact on our sports culture. I believe in the power of collaboration. When we join forces, we can set new standards and pave the way for developments that further strengthen our sports community.

I would like to express my sincere gratitude to the Orange Sports Forum for their commitment and dedication to this event. Your partnership contributes to promoting sports on Curaçao as a whole.

Sport has an incredible power to transform lives. It shapes not only our youth but also our society as a whole. When we look at the impact of sports on Curaçao, we see how it connects people, fosters values such as teamwork and discipline, and creates a sense of pride and unity. It is inspiring to see families come together to actively participate in sports, developing not only healthy habits but also stronger bonds.

The Caribbean Sports Week 2024 offers us a wonderful opportunity to reinforce this message. It is a moment where we position Curaçao as the ideal hub for sports in the

Let us seize this unique opportunity to strengthen the future of sports in Curaçao and lay a solid foundation for sustainable growth and development. Together, we are stronger and can create a lasting impact.

*Ministry of Education, Science,
Culture and Sport*

Minister Sithree van Heydoorn



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CULTUUR EN SPORT

Foreword Vergilly Winklar



As Fundashon Desaroyo Deportivo Korsou, FDDK, we were thrilled to host the inaugural Curaçao International Sports Week in November 2023, among other things, inspired by a successful visit of the Orange Sports Forum to Curacao in November 2022.

As a continuation of this momentum, we're excited to announce the second edition of the Curaçao International Sports Week, taking place from November 16th to 23rd, 2024. Our goal remains the same, to raise awareness about the numerous benefits of active sports and exercise, including health and socioeconomic advantages, to increase the amount of people in the Curacao Community that actively participates in sport and exercise.

We're honored to have collaborated with Orange Sports Forum on this year's event. Together, we expanded our conference to attract more OSF members and foster business opportunities between Curaçao and international stakeholders. The conference was a resounding success. The overwhelming response and attendance exceeded our expectations, demonstrating the shared commitment to sports and its potential for growth.



We extend our sincere gratitude to Orange Sports Forum for their belief in Curaçao's sports potential. This partnership has laid the groundwork for long-term collaboration between our local sports community and OSF members.

As we look ahead, we're committed to working together to promote sports and exercise for a healthier, more vibrant future.

Fundashon Desaroyo Deportivo Korsou (FDDK)
Vergilly Winklar - Managing directeur



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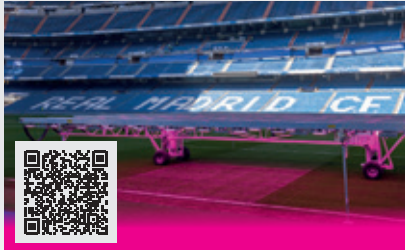
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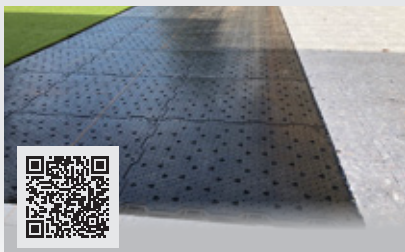
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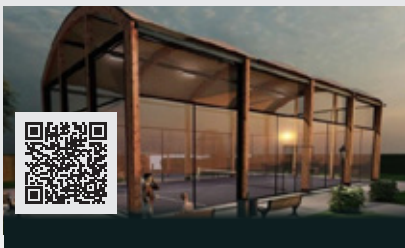
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EUROPEAN PARTNERSHIPS FOR REMOTE MONITORING OF SPORTS & PREVENTIVE HEALTHCARE



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

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

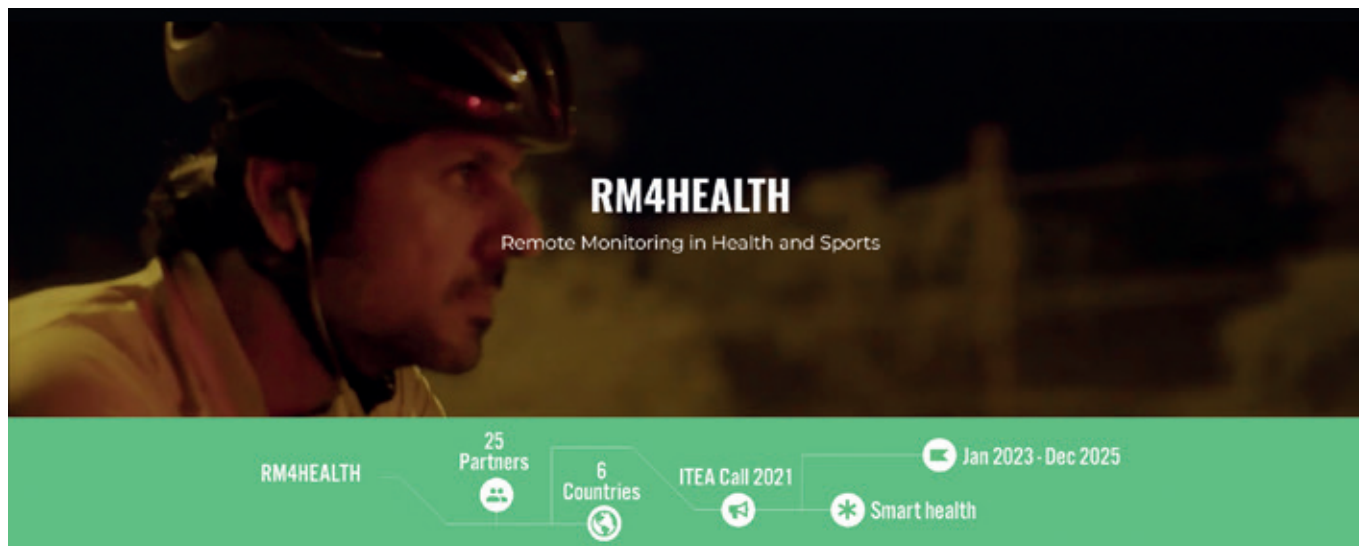


Ultimately, continuous monitoring of the health of patients and athletes is extremely important in order to be able to use medical equipment more efficiently. The end goal of Inno4Health and RM4Health is to maximize the potential of wearables, smart body patches and the technology to monitor patients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

Since 2020, Sportbizz BV (co-founder of Orange Sports Forum) has been involved in a number of European initiatives to improve the monitoring of the physical and mental health of patients and athletes around surgery or top sports performance. The projects are partly realised thanks to funding from RVO (Netherlands Enterprise Agency). The Inno4Health project finished in 2023 and in 2022 RM4Health (Remote Monitoring 4 Health) started as a follow up on Inno4Health.

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





Inno4Health

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

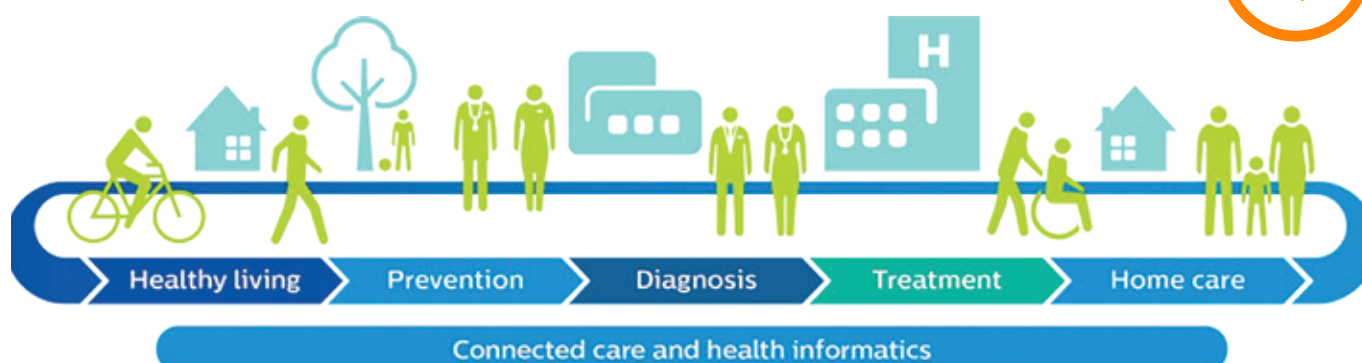
The Dutch partners from the Inno4Health project strive for continuous innovations for monitoring the physical and mental health of patients, in order to inform and prepare them for surgeries and other medical interventions. In sports, the same technology will be used to monitor the physical and mental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



during competitions. Ultimately, the project contributes to managing the health of patients, before and after a medical procedure and risks in patients and athletes can be mapped out in time, before complications actually occur.

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

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





RM4Health

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

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

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

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



▲ Award Ceremony ITEA Awards of Excellence 2024 Category Innovation

ITEA Awards of Excellence 2024

From September 10 – 12 the ITEA PO Preparation Days (ITEA PO Days) 2024 took place in Antwerp, Belgium. This event is a stepping stone for many to start preparing a PO, to learn and discuss about new project ideas, meet and partner up with consortium members and find out more about the Call details.

During this event the ITEA office awarded several prizes and we're honored that Inno4Health was awarded with the ITEA Awards of Excellence 2024 in the Innovation category. A huge compliment to all the partners and other stakeholders involved!

the long-standing relationship of these existing partners with additional new partners with expertise in remote monitoring at home.

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

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

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

▼ Review Meeting Inno4Health



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THE SPORTS FACILITY OF THE FUTURE WITH NEXTGEN4SPORTSFACILITIES!

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

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

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

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

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

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





NextGen4SportsFacilities

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

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

The outreach events will try to maximize the impact across partner countries and potentially beyond. With the involvement of

three universities, three urban sports venues, an online platform expert, and the NOC*NSF from the Netherlands as a sports stakeholder, a major outreach can be expected in the involved countries and beyond.

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

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

Winners first project round NGSF

In June 2024, the first results of the Erasmus+ project NextGenSportsFacilities were presented. Students from different backgrounds worked on redevelopment projects for Sportcenter Beja (Portugal), Sportpark Cuijk (Netherlands) and ITÜ Sportcomplex (Istanbul, Turkey). In the end, *“The Green Track: The Movements of Human and Habitat”* from Breda University submitted the best design!

Scan the QR code for the winning proposal.



In the next phase, the existing designs will be further developed, with future scenarios and worldviews as central. How will we play sports in our sports parks in 2040? Within this future vision, themes such as design, sustainability, inclusivity, sportsmanship, technology, et cetera will be considered. We expect to be able to present these images by the end of 2025.

Interested in staying involved? Then contact OSF. More information on this project can be found via www.nextgensportsfacilities.eu.



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UNIEK SPORTEN (UNIQUE SPORTS): THE KEY TO GREATER PARALYMPIC SUCCESS



The Paralympic Games in Paris 2024 have been a tremendous success for the Netherlands, showcasing impressive performances and a growing number of medals. Nike Boor, director of Fonds Gehandicaptensport (Disabled Sports Foundation), is proud of these results and believes that the approach of TeamNL continues to contribute to this success. However, he emphasizes that there is still a significant challenge in grassroots sports. *"While elite sports are thriving, many people with disabilities remain on the sidelines. We need to invest in a broad base, as it guarantees future success."* Through the Unique Sports platform, which focuses on athletes with disabilities, he sees ample opportunities for growth. *"By getting more people moving, we can also create the next generation of elite athletes."*

Experience during the games

During the Games in Paris, Nike Boor attended various events, allowing him to experience the atmosphere in the stadiums. *"It's fantastic*



to be so close to home with so many Dutch supporters around. The energy from both the athletes and the audience was special," he says. The atmosphere reminded him of the London 2012 Games, where the intensity and emotions were unforgettable.

Inspirational role models

Boor focuses on the ambassadors of the fund: Jetze Plat, Fleur Jong, Diede de Groot, Kimberley Alkemade, Noah Mbuyamba, and Tristan Bangma. These top athletes not only exemplify success but also serve as important motivators for grassroots sports. He strongly believes in the principle that *"seeing sports leads to participation."* However, he notes that not all athletes with disabilities aspire to be elite competitors. *"We need role models to show what is possible. Our ambassadors demonstrate that sports and physical activity provide both physical and mental strength, without the pressure to become an elite athlete."*

Growth in respect and attention

Boor observes that respect for Paralympic athletes in society is increasing. More and more sponsors are launching expansive campaigns for and during the Paralympic Games, with commercials on television and ads in newspapers. *"This is a fantastic development,"* he says. *"It's important that the focus is not only on performance but also on participation. Many potential athletes may think, 'I can never be a Diede or Jetze,' while they too started small, just like everyone on that podium."*

The Role of Unique Sports

During the Games, Uniek Sporten Thuis (Unique Sports at Home) initiative was launched, which helps people with disabilities get active at home. Nike Boor has a clear mission: *"By 2030, a societal organization like the Fund for Disabled Sports should no longer be necessary."* His goal is to increase sports participation among people with disabilities from approximately



34% to 60%, matching the level of participation among able-bodied athletes.

"About one-third of the 1.7 million people with disabilities engage in regular sports, one-third do not, and we want to actively get the remaining third moving," he explains. Unique Sports not only provides a platform but also a network of sports offices and advisors to help people with disabilities take their first steps into the sports world. *"This way, we can not only get more people active but also discover and develop more talent in sports,"* Boor enthusiastically states.

Sport Fund Parapaard

During the Paralympic Games in Paris, Dutch equestrian sports achieved remarkable success, with Sanne Voets winning gold in individual dressage, solidifying her status as a world-class athlete. These achievements illustrate how far parasports can go. However, it's crucial to emphasize that the future of parasports depends not only on elite sports but primarily on grassroots initiatives that make sports accessible for everyone with a disability.



Sports funds like Parapaard actively work to strengthen grassroots sports. *"In 2013, Mariëlle Wiegman initiated a sports fund to provide financial and operational support for equestrian projects for people with disabilities. The progress made since then is wonderful,"* says Boor. *"But our ambition goes further: we want grassroots sports to become a structural part of the KNHS, with ongoing attention and support."*

Putting the Paralympic Games on the map

Media attention for parasports plays a crucial role, according to Boor. *"There is increasing attention for disabled sports, but we still miss opportunities. While media coverage is greater than four years ago, the Paralympic Games should have received more airtime on television. More broadcasting time, rather than just streaming, would reach a much larger audience and further increase awareness of parasports."*

Boor points out that public broadcasting could have easily replaced regular daytime programming with live broadcasts of the Paralympic Games. *"I expect that viewership would not have been disappointing compared to regular programming. This would have significantly boosted the visibility of parasports,"* he adds.

One idea to enhance the prominence of the Paralympic Games is to organize them closer to the Olympic Games, for example, immediately before or after, without a long break. *"This way, we can avoid sports fatigue at the end of summer and draw more attention to the Paralympic Games,"* Boor suggests.

The Future of Unique Sports

Unique Sports lays the foundation for further development of parasports in the Netherlands. By focusing on participation, talent recognition, and social engagement, the Netherlands can continue to excel in international disabled sports. Thanks to these initiatives and growing media attention, the opportunities for future generations of athletes with disabilities are greater than ever.



Boostyourvitality empowers organizations & employees
to create a culture of health in the workplace

MAKING THE HEALTHY CHOICE

THE EASY CHOICE

boostyour
vitality

A new initiative pioneered in the Netherlands and Switzerland is helping organizations to act on the growing understanding of the importance of a holistic and personalized approach to employee vitality and well-being. Boostyourvitality is dedicated to fostering a culture of health in the workplace. It focuses on vitality, disease and illness prevention through improved immunity and mental resilience and helps create an environment where employees feel connected to their health and can thrive at work.

Put simply, any organization is only as healthy as its employees. Healthy employees are more engaged, productive and satisfied. Ensuring employee health is valued and promoting long-term health and immune functioning consequently contributes to sustainable employability and organizational success, as well as the wider societal issues of easing the strain on healthcare systems.

and gamification to ensure that making the right decision is engaging, straightforward and, most importantly, rewarding.

Employees are provided with targeted and easily accessible advice and resources on their desktops or through a smartphone app, allowing them to manage their health anytime, anywhere, ensuring the benefits extend beyond the walls of the workplace.

Expert-written health advice and insights on areas such as exercise, nutrition, mindset and lifestyle are available in multiple languages, with all content customizable, providing a personalized experience with flexible options tailored to each user's unique health goals and needs. Furthermore, an exclusive integrated web store offers access to Just2Bfit dietary supplements and sports nutrition products made with ingredients from leading health, nutrition and beauty company dsm-firmenich, as well as the latest health monitoring devices.

Raising health awareness: measuring is knowing

Boostyourvitality offers a personalized lifestyle assessment, giving employees the tools to measure their health in real time and become more aware of their health status. Expert analysis gives individual participants comprehensive feedback and nutritional and lifestyle advice to ensure they can take control of their health accurately and effectively.

Working towards a world of prevention in the workplace and beyond

Lessons from the COVID-19 pandemic highlight the vital role of immunity in safeguarding individual and public health as well as organizational resilience. Unhealthy lifestyle behaviors can weaken immune function, leading to increased rates of absenteeism and presenteeism. Moreover, according to the World Health Organisation, more than 40% of chronic diseases take place before the age of 70, approximately one-third of cancers can be prevented, and up to 80% of deaths from heart disease, stroke and type 2 diabetes are preventable by a healthy lifestyle.

Digital health platforms like boostyourvitality are creating new avenues by which individuals can take control of their health without the need for direct healthcare institution intervention, reducing the strain on public health systems. With life expectancy around the globe continuing to rise, health self-management - and platforms in support - are set to become an increasingly important pillar for affordable and effective preventive health.

Empowering informed decisions for long-term health & well-being

Developed by the Swiss-Dutch team at Interactive Vitality, boostyourvitality offers a holistic approach to health management that can be implemented on every level of an organization. It empowers employees with the tools, resources, and science-backed knowledge to make informed decisions for their long-term health and well-being. The platform helps with lifestyle optimization, including encouraging physical activity, promoting balanced nutrition and supporting mental resilience, contributing to enhanced immunity.

Making the healthy choice the easy choice

While good health is a universal right, implementing the right lifestyle decisions can be time-consuming and challenging. Boostyourvitality provides professional support and utilizes aspects of nudge theory

Interview with Muriël Thijssen-Vermijs



Vitality Boost

**“I’m proud to work
for a company that
‘walks the talk’
on employee vitality”**



As Senior Director Global Vitality and company doctor at leading health, nutrition and beauty company dsm-firmenich, Muriël Thijssen has overseen the implementation and subsequent growth of boostyourvitality, which is now being offered to over 28,000 employees worldwide in support of their vitality and health.

“At dsm-firmenich, we know that fulfilling our purpose as a company – bringing progress to life – starts with our own colleagues and their health and wellbeing. The Global Vitality Office is on a mission to create a culture of health at work for everyone at dsm-firmenich, where the healthy choice is the easy choice. We do this through science-backed programs and campaigns, as well as by making a link to our own health and nutrition products, emphasizing the importance of proteins, vitamin D and (vegan) omega 3. These products are also made available to employees through the boostyourvitality web shop.”

We recently launched a new campaign to take boostyourvitality global and inspire and encourage all colleagues across the company to ‘Make Vitality their Priority’ and – literally – join

our movement. This included a new mobile app, which has been a great way to make knowledge, insights and effective actions in support of long-term health even easier to access. Users really appreciate having the full range of resources around nutrition, exercise, mindset and lifestyle at their fingertips. We backed this up with lifestyle challenges to encourage people to put behavioral change into action – starting with sitting less and moving more!

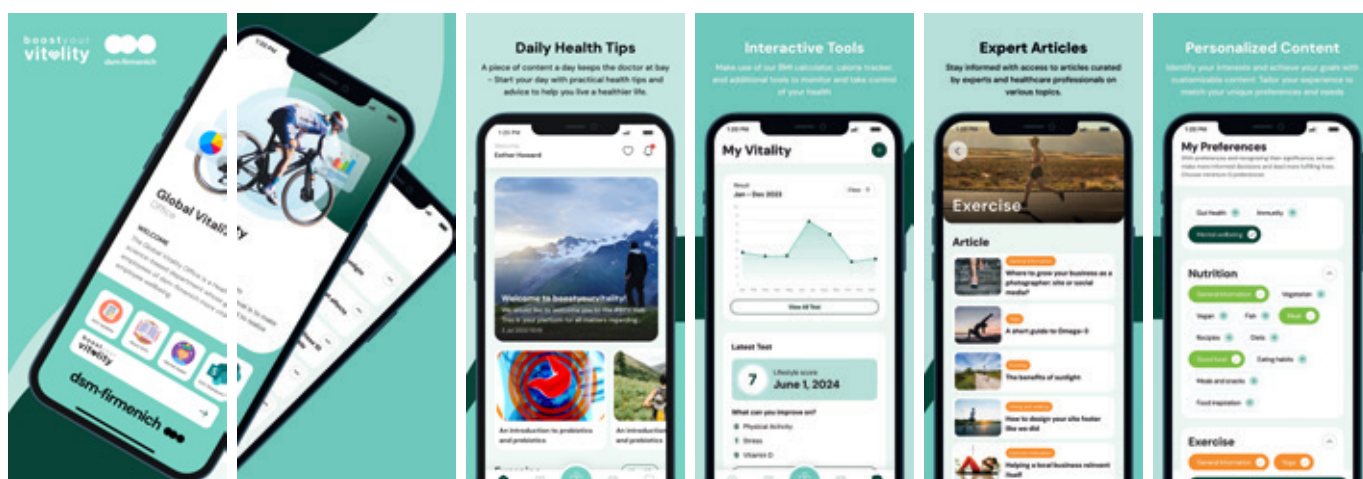
Since dsm-firmenich is a science-based company with a savvy workforce, including around health and nutrition, it’s important that the information and resources provided through boostyourvitality are robust and reliable. We have even involved some of our own expert scientists in developing and validating the program.

I’m proud that dsm-firmenich is prepared to ‘walk the talk’ and invest in providing all employees with easy-to-use, accessible tools in support of health and wellbeing. As an occupational health practitioner, I’m convinced that it’s essential to collectively shape a culture of health at work.

**There’s a shared
responsibility
between employer
and employee to not
just provide resources,
but also to make use
of them and own the
outcome, together.**

I feel passionately that boostyourvitality, along with our global campaign and new tools, are important steps in this direction at dsm-firmenich. It’s nice to take this journey together with Interactive Vitality.”

www.dsm-firmenich.com



SPORTBEDRIJF ARNHEM:

GET THE CITY MOVING

Exercise is healthy: whether you are young or old, staying active is vital for everyone. At Sportbedrijf Arnhem we strive for a healthy society every day. Activating people, literally by getting them moving.

The power of movement

That is why we stimulate and facilitate different sports and exercises for a healthy lifestyle. Whether it concerns managing sports facilities, providing swimming lessons for school children, organising walking groups for seniors and cycling lessons for refugees or hosting high-level national and international sporting events: the power of movement is part of our DNA.

Together with partners

As an independent entity, Sportbedrijf Arnhem plays a crucial social role in Arnhem, actively engaging with communities and neighbourhoods to ensure our services are accessible to all residents of Arnhem. Of course our success cannot be achieved alone. We work closely with multiple social partners, providing support by sharing our insights into the local sports, exercise, and health market. Together, we work to identify and seize new opportunities and developments.

Looking Ahead

We like to look ahead and are always looking for new opportunities to entice people to get moving. Through collaboration with partners, we innovate and introduce new concepts, drawing on the extensive network in Arnhem encompassing educational institutions, associations, and sports providers. We focus on supporting and leveraging the strengths of others, while enhancing existing initiatives. And where desired and possible, we introduce new products and activities, all with the shared objective of promoting physical activity in the city. Intrigued? Read on to discover how we achieve this goal...

Arnhem: a city full of energy

Energy, fashion, and sports serve as essential pillars in Arnhem. The city thrives on a common thread of technology, creativity, and a widespread passion for sports. The key principle is connectivity: residents of Arnhem have a remarkable ability to come together and unite. That is where the energy is made - if you connect with each other, it starts to flow everywhere.

Arnhem is a city full of energy. This is not only reflected in the presence of great companies in the energy sector, but also in their love for sports. This is largely due to the city's status as the home of the National Sports Centre Papendal, NOC*NSF, and numerous national sports associations. The strong bond between Arnhem and Vitesse, a dedicated football club that holds special significance for the city socially and culturally, further amplifies this sporting spirit. In addition, the city has many appealing, innovative initiatives, such as the 2+1+2 exercise concept which promotes 5 hours of physical activity during the school week. Sportbedrijf Arnhem plays a pivotal role in fostering these connections. By actively bringing sports and fitness opportunities to all corners of the city, whether through recreational sports programmes, community exercise development, or the organisation of premier sporting events: together we can make it happen.

Arnhem has a rich history as a hub for electricity and energy innovation. Notably, the city is home to renowned companies including TenneT, KEMA, Alliander, Allego, DNV, and Wattsun, which provide stackable batteries for major events like Coldplay's World Tour. This expertise extends to the sustainability efforts within our sports facilities. In addition to a strong energy cluster, Arnhem is committed to nurturing a sustainable and ethical fashion ecosystem. The city's creative spirit and emphasis on fashion are exemplified by institutions like ArtEZ University of the Arts, where expertise in areas such as sustainability and circular design can be leveraged to revolutionise sportswear practices.

Energy in the city

Energy only starts flowing when everything is connected. And that produces wonderful results. A good example is the TeamNL-house, during the Olympic Games in Paris. The Dutch Olympic Committee (NOC*NSF) sought young volunteers to operate this beacon of Dutch hospitality in Paris. A wonderful assignment, where you could immediately see how partners such as Papendal, Presikhaaf University, Scalabor and Sportbedrijf Arnhem united forces to train, educate and inspire young people from different backgrounds and neighbourhoods in Arnhem for this exceptional adventure. That diverse group of young Arnhem residents made an unmissable impression on Paris. Showcasing the power of teamwork, in action every day. This is the essence of the energy we have in Arnhem.



Contact

Do you want to know more about the opportunities for sports in Arnhem? Whether you are seeking support for a sporting event, organising a corporate function, addressing social causes, making a positive impact on Arnhem and its surroundings, or implementing a vitality programme for your organisation, Sportbedrijf Arnhem is here to get you moving!

www.sportbedrijfarnhem.nl

Sportbedrijf Arnhem Communication, Sales & Marketing email to:

marketing@sportbedrijfarnhem.nl

Sportbedrijf Arnhem Events email to:

events@sportbedrijfarnhem.nl



The facilities from Sportbedrijf Arnhem

Sports company Arnhem employs more than 220 people.

We use the knowledge and enthusiasm of about 100 permanent volunteers, community workers, ambassadors and interns. In addition, we can draw on a large pool of volunteers for events.

Each year there capacity for 70 long-term internships and approximately 200 short (project focused) internships at sports activities in the neighbourhood, in the swimming pool or at our headquarters.

We manage two indoor swimming pools: the Grote Koppel and the Valkenhuizen.

We manage six large sport halls and 12 sport parks with a total of 85 fields, in addition we manage 25 smaller sport halls, gymnasiums and games rooms spread across the city.

We also manage sports and exercise facilities in the local area, such as Cruijff Courts, Krajicek Playgrounds, skate parks, boot camp and outdoor fitness facilities. These are part of our extensive portfolio, as are squash courts, paddle courts, an athletics track, beach volleyball courts, gymnastics halls, etc.

Sportbedrijf Arnhem also has various catering facilities and meeting rooms.



NK Cycling: a success story

A Dutch championship: spanning the city, crossing the beautiful Posbank and the beautiful surroundings of Arnhem: the NK Cycling is a textbook example of an event that the entire city enjoys. Mark Debets of Sportbedrijf Arnhem Events looks back on a very successful championship.

"The Dutch cycling elite, comprising men, women, and promising young athletes, congregated in large numbers on a beautiful summer Sunday at the Markt in Arnhem for an exhilarating NK event. The outcome was

a resounding success. Together with our colleagues and partners, including of course, the Municipality of Arnhem, we were able to make a significant impact, not only on the day of the event itself but also through numerous activities designed around the event for residents and interested individuals. The Circuit of Arnhem, the Specialized Cycling Cafe, a cycling festival, fat tyre races and many other initiatives, attracted large numbers of visitors to the Markt in Arnhem, showcasing how major sporting events can engage many people."

From 60 to 600 children: the Airborne Freedom Mini Run



This year, Sportbedrijf Arnhem played a key role in organising the Airborne Freedom Mini Run, a fantastic event designed specifically for primary school children. And how did they go about doing that? Sport Arnhem employee Dirk Leenders explains it to us.

Dirk, together with athlete and co-worker Frank Futselaar dedicated themselves, along with numerous colleagues and volunteers, to ensuring the resounding success of the Minirun. Leenders comments: *"In order to*

attract as many participants as possible, this year we linked the minirun to our existing neighbourhood runs. With these competitions you could fill your stamp card and then participate in the finale of the season- the Airborne Freedom Mini Run. That was a great success: this year the event grew from 60 to 600 children! There were also great prizes available for the children to win and that really turned out to be a winning strategy. The atmosphere at the event was fantastic and the turnout was very high. In the future this could easily grow even more."

"Happy with her BMX!"

Significant effort was dedicated to the meticulous planning of the event. A green carpet was rolled out to warmly welcome all participants. The Markt in Arnhem was transformed with new banked turns, a bouncy castle, water bike-carriers, and a range of tasty and nutritious 'speedy bites'. The highlight of the day for Dirk: *"During the stamp card award ceremony of the neighbourhood runs, a girl won the main prize. She walked away with a beautiful BMX bike and was so happy with it! She couldn't believe that she had won such a bike. It was a beautiful moment."*



SPORTBEDRIJF ARNHEM:

At Sportbedrijf Arnhem, our mission is: 'Together with pleasure in movement, as inclusive and sustainable as possible.' A mission that we want to put into practice every day.

A positive contribution to society starts with really seeing, engaging and including people. Our volunteers are indispensable in this: they make the difference. Meet Jerjos and Bert, two heroes who are fully committed to getting Arnhem residents moving.



'I make the world smaller for myself'

Basketball was high on the agenda for Syrian Jerjos; he trained at a high level himself and also taught children. Until the war threw a spanner in the works. Jerjos decided not to wait for a mandatory service in the Syrian army and fled to the Netherlands via Greece and Spain. Now he coaches fellow refugees to have a positive outlook on life and seize opportunities when they come along. He is also committed to Sportbedrijf Arnhem. "Doing sports is positive and gives you energy. I try to show that to others."

"When you flee, you literally have to start all over again. In Aleppo, the city where I lived, I was very active in sports, especially basketball. I made it to the first team as a young player and also coached children. Unfortunately, I couldn't stay any longer because of the war. I would have had to join the army and that's just not right: I don't believe in violence, I believe in the power of positivity and helping people."

Contact with Sportbedrijf Arnhem

"After many detours I finally ended up in the Netherlands, first in the asylum seekers' centre in Ter Apel, then Budel and finally Arnhem. You have to surrender to the system and that is quite difficult. In Syria I had already achieved a lot and here you start all over again. But by making friends and staying busy, I managed to build something up again here too. With the people around me, but also with others. That is how I met Joanne Hendriksen, from Sportbedrijf

Arnhem. She came to our boat to invite refugees to the Airborne Nightwalk. I immediately approached Joanne, requesting to join the walk, and then I extended the invitation to my friends on the ship to join as well. Joanne also did her best to introduce me to the basketball club, the Arnhem Eagles. I now help out there too and I can play again myself. You know, the power of movement is so important. Refugees often have little to do, that makes you very depressed. By moving you come together and positivity arises naturally from there."

How can I help others?

"I can't change the world, but in my life I have learned to make the world small, to focus on the people around me. In this way you can definitely make a difference. If I compare my life now with my first month in the Netherlands, it is really 10,000 steps better. I have also consciously been working on the question: how can I feel better

here? What can I do to find a connection? How can I also help others with this? And a natural solution is working with volunteers and sports, these connect us all.

At the moment I am helping to help refugees with their swimming skills. We live on a boat, so that is of course very important. I also try to get people enthusiastic about sports on the Rijnkade. It is wonderful to see how something as beautiful as the sports boulevard is organised. And it's great to see how you can also make a difference on a personal level: I always try to get people from the boat outside and will always remain involved with youth and sports. Because sports are incredibly important for positivity and happiness. I know very well how that can make a difference, even when everything else is against you."

REAL PEOPLE, REAL IMPACT



'You have the best conversations on the road'

Put on your shoes and get outside: for many seniors in Arnhem, it is the best way to stay healthy and fit. Anyone who likes to walk with others, or wants to be surprised by a special route through the area, can join Wandel je Fit. Participation is free and you will find a walking group in every neighbourhood. Volunteer Bert Maas has been committed to Wandel je Fit in the Malburgen and Geitenkamp neighbourhoods for 10 years and knows better than anyone how good walking is for you: 'After such a morning walk, I always come home feeling cheerful.'

Every Wednesday and Thursday morning, Bert is ready to go out with a group of walkers in Geitenkamp and Malburgen. Only in exceptional cases does he leave the guidance to someone else, because for Bert, walking is really a fundamental need. Ten years ago, in the waiting room at the doctor's he came across a brochure of a walking group in the area and was immediately sold on the idea.. He says: *"I had just moved to Malburgen and I signed up immediately. At that time, there was increasing awareness of the dangers of obesity and the need to keep moving. I was immediately attracted to the idea of going for a walk with a group, also for the fun."*

Mapping out routes

It didn't stop just at walking, Bert soon became active as a guide and route-maker. *"I turned out to be quite handy in putting together and remembering routes. It's a nice job to create an attractive route, preferably via unpaved footpaths and a good dose of nature. I have developed about 15 different routes for both Malburgen and Geitenkamp. They are all put together in such a way that you can walk for about an hour, with a maximum extension of 10 minutes. We walk at a good pace and stay together as a group under the motto 'Out together, home together'. Participation is free and without obligation: you are not obliged to do anything. We do ask participants to take a number of rules into account, for safety. For example, we all walk on the same side of the road and we don't just cross at random. The route is not fixed, so that's also why we stay together. That way, no one can get lost."*

Amongst people

Staying healthy and fit is an important reason to go walking, but Bert also notices that for many people it is a great way to maintain social contact. *"You often have the best conversations along the way. That is also so nice about walking, you have the time to get to know each other well and there are always participants who can share interesting facts about the neighbourhood. Many participants have been walking for years and new participants bring their own stories. By the way, you are not obliged to do anything, if you want to walk in silence, that is of course also possible. We often hear that the participants like not having to think about a route themselves and we as guides love to take that off their hands. This way you can enjoy the surroundings even more. And if you want to walk with a group from another neighbourhood? That is all possible. Are you able to walk for an hour? Then you are certainly welcome to join us!"*

Valkenhuizen Sports Centre: a perfect location for outdoor sports.

From elite sports at Papendal to a diverse range of sports activities at one of over 60 sports facilities managed by Sportbedrijf Arnhem, sports and physical activity are high on the agenda in Arnhem! The Valkenhuizen outdoor sports facility stands out as a flagship venue in Arnhem's expansive sports landscape, catering to the needs and interests of every resident in the city.



Whether you want to play padel, football, beach volleyball, spinning or race your BMX on the pump track, you will always be in action on the outdoor terrain of Sportcentrum Valkenhuizen. This unique location is not only suitable for sports in

general, but is also used for corporate and major sporting events, such as this year's Dutch Pump Track Championship. We also get companies moving and offer various customised programmes for active and fun corporate events.



What is there to do at Valkenhuizen?

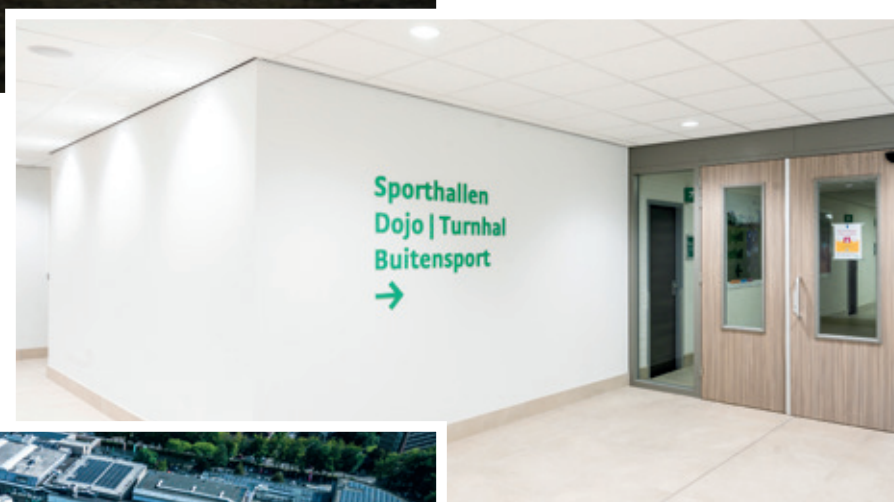
3x3 Basketball
Pumptrack & BMX
Outdoor fitness



Padel
Athletics
Speedsoccer



MTB
Baseball and softball
Beach volleyball



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New appearance, same quality!



Development



Production



Assembly

BRABANTSPORT EXPANDS UPON INTERNATIONAL ELITE SPORTS EVENTS

BrabantSport leverages elite sports and high-profile sporting events as a catalyst to inspire and engage people in sports participation. We believe that top-tier sports events transcend the pursuit of medals and trophies; they provide a powerful platform for driving economic, social, and athletic impact.

In collaboration with our partners, we strive to bring as many international-level sports events as possible to the province of North Brabant. BrabantSport serves as the key link between the worlds of sports, government, and business. Robert van den Hoogenband, our Events Manager, acts as the primary point of contact for the Province of North Brabant, the Ministry of Health, Welfare and Sport, local municipalities, event organizers, national and international sports federations, and the business community.

Brabant, the place to host international sports events

With major international elite sports events including the Women's Champions League final 2022, La Vuelta Holanda 2022, the Cyclo-cross World Cup 2023, the Women's Water Polo European Championship 2024 and upcoming events such as the UEC European BMX freestyle 2025, Women's Handball World Cup 2025 and the Solheim Cup 2026, Van den Hoogenband has built an excellent track record. All these events were or will be organized in at least one city in Brabant. Van den Hoogenband further explains his role: *'International federations (e.g. FIFA, European Aquatics, FIH, ed.) do not always automatically think of Brabant as the host of their event. It is my job to bring our province to the attention. I therefore make it known to the national sports federations which city or cities from Brabant are interested in hosting the sports event in question. Then the national federations share that desire with the international federations and things get moving.'*

Rush hour

Then an important fase begins for Van den Hoogenband with writing an official bid for Brabant's candidate city. This sometimes presents a challenging puzzle. *'As the province's executive partner, BrabantSport is a catalyst in the process: we collect needs from stakeholders, link the right parties together, create support among government agencies, accelerate matters and partly finance the event. When I start writing the bid book, it is rush hour. As BrabantSport, we are the spider in the web and try to take into account the interests of all parties involved. When the Women's Champions League final came to Eindhoven, we made the appointment with the management of Eindhoven Airport to coordinate everything together with the KNVB. BrabantSport arranges everything from A to Z. It is very special that a single party takes on all those roles at the same time. I dare say that this sets us apart enormously.'*



▲ Robert van den Hoogenband,
manager events BrabantSport
Credits: Willeke Machiels

**"Here in Brabant we have
short lines of communication,
we get things done
and do things together."**

Thousands of fans from Spain and Germany
visit the Philips Stadium in Eindhoven
for the Women's Champions League final match
between FC Barcelona and VfL Wolfsburg
Credits: UEFA





▲ Profesional swimmer Marrit Steenbergen dives off the starting block during EQM 2024 at the Pieter van den Hoogenband Swimming Stadium
Credits: Studio Robert Sanders

The distinctive character of Brabant

In the battle to host top-tier international sporting events, Van den Hoogenband has to compete against big rivals. Nationally, cities like Amsterdam, Rotterdam, The Hague and Utrecht often have large(r) budgets available. Internationally, the competition with countries like Germany, England and sometimes the United States and Brazil is fierce. Yet Van den Hoogenband believes enormously in the distinctive character of Brabant: *'We have the best event locations in Brabant. For example, after the renovation which will be fully ready in a year, the Pieter van den Hoogenband Swimming Stadium is the most modern swimming stadium in Europe and the international equestrian event The Dutch Masters takes place annually in 's-Hertogenbosch for a reason. Moreover, international and national federations always enjoy working with BrabantSport and our partners. Here in Brabant we have short lines of communication, we get things done and do things together. When a major sporting event takes place in one city in Brabant, we also involve other cities in the province. Something that doesn't happen so often in other Dutch provinces and countries. We make sure the whole province benefits from a single event.'*

"By bringing the best sports events to Brabant, we inspire homegrown talent to dream big."

Want to know more about BrabantSport?

Visit www.brabantsport.nl or follow us on socials:

Instagram  @brabantsportnl

LinkedIn  @BrabantSport



▲ Cycling fans come from far and wide for the 2023 cyclocross World Cup in Hoogerheide
Credits: UEFA

The impact of sports events on the region

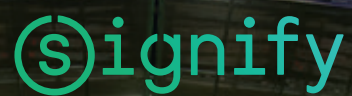
The impact of a sports event on a city and the surrounding region is huge. That is why BrabantSport pursues major elite sports events to create economic, social and sports added value.

Van den Hoogenband elaborates: *'In addition to our role as connector and catalyst, BrabantSport expands upon sports events. Economically, a sports event is of course very interesting for a city. Just think of the revenue a city acquires from hotel stays, food and beverages and ticketing. We always try to let our Brabant business community benefit as well. In fact, BrabantSport has a business club of more than 120 companies from Brabant, which we link to the sporting event whenever possible. BrabantSport also manages its own TeamNL centre (one of five TeamNL centres in the Netherlands) where future elite athletes get trained. By bringing the best sports events to Brabant, we inspire homegrown talent to dream big, because there is nothing better than winning medals and trophies in your own country. We also link social projects to sporting events. For example: Game Of Your Life as a link to the Champions League final women to inspire vulnerable young girls and give them more self-confidence. We also connected SwimFUN to the Eindhoven Qualification Meet to draw more attention to the issue of swimming safety and we got the elderly moving with OldStars during tennis event Libéma Open. Finally, we are forging ahead in the field of sustainability with the deployment of a battery pack that provides green energy to several sports events that are hosted in Brabant.'*

All to make Brabant stronger through sports!

▼ Former women's NBA basketball star Chatilla van Grinsven inspires young girls as part of the Game Of Your Life programme
Credits: Wim Hollemans





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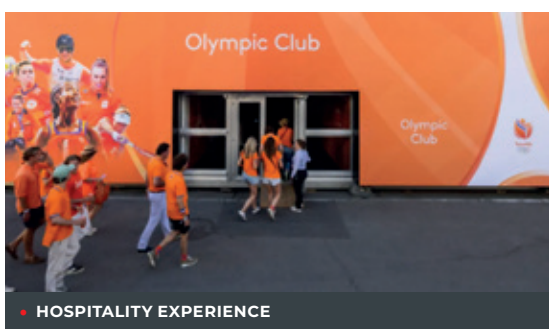
Enhancing experiences is at the core of our approach and is embedded in our DNA.



• BRAND SPONSORSHIP

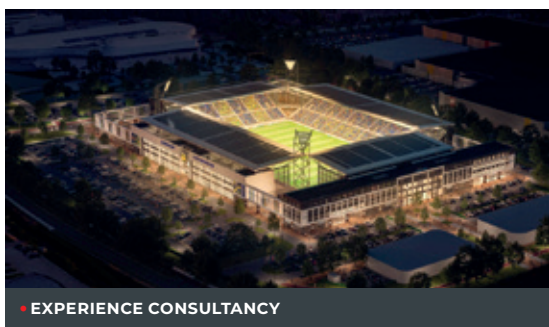
Therefore, we strive for unique and innovative combinations of sports sponsorship activation, experience design and socially relevant themes.

We design and build experience environments such as skyboxes, restaurants, fan shops, business lounges, supporter homes, (temporary) fan zones and pavilions in and around sports stadiums and sports events.



• HOSPITALITY EXPERIENCE

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• EXPERIENCE CONSULTANCY



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At UPCOURT, we're driven by the belief that sports should be accessible to everyone, anytime, anywhere. This inspires us to create innovative solutions that move people, connect communities, and redefine possibilities. We strive to make an impact through innovation, a sublime design, and exceptional service. We see ourselves as innovators in the sports world, redefining how space, materials, time, and money are used.

We specialize in providing portable padel courts, from urban parks to open fields. We handle all the logistics of our pop-up installations, ensuring a seamless and hassle-free experience, by offering a comprehensive service package, taking care of everything from setup to maintenance, making it easy for you to offer padel at your location. This flexibility allows us to create opportunities for people to engage in sports wherever they are. By making padel courts more accessible, we are helping to lower the barriers to entry and encouraging more people to get active.

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TEAMNL

EXPANDS ITS FANBASE

WITH DATA-DRIVEN FAN

ENGAGEMENT TOOLS FROM CM.COM



Fan Experience Supplier TeamNL



TeamNL, the face of NOC*NSF, represents Dutch top athletes at an international level, from promising talents in athletics to elite swimmers. This makes TeamNL the sports team that represents the Netherlands 365 days a year at European Championships, World Championships, and the Olympic and Paralympic Games.

TeamNL was determined not only to increase the visibility of athletes but also to create a deeper, lasting connection with fans. Watching together and celebrating together—sports are an experience for everyone!

From followers to true Orange Fans

TeamNL had a large following but lacked a personal connection and deeper engagement. The challenge was to transform these followers into passionate fans: people who not only feel connected to TeamNL's achievements but also truly feel part of the "Samen Oranje" (Together Orange) and the sports experience, no matter where they are. In addition to increasing engagement around top athletes, TeamNL also aimed to contribute to grassroots sports in the Netherlands. "NOCNSF's strategic goal for 2032 is to make the Netherlands the most athletic country in the world. TeamNL inspires and motivates the Dutch people by delivering international top sports performances, which contributes to NOCNSF's goal," says Jasper, interim Partnership Strategist. By making sports more accessible, TeamNL aims to encourage people to get active and participate in the country's sports culture. To achieve this, a sustainable relationship with sports fans must be built, with fan data and profiles playing a crucial role.



CM.com as Strategic Technology Partner

NOC*NSF needed a reliable and professional partner to help achieve these ambitious goals. CM.com provides the right technology to optimize the fan experience and allows data to be collected and leveraged to deepen and personalize the fanbase. CM.com not only provided the tools but also contributed to the strategy and customer journey of the fans. *"It really felt like a joint project,"* says Suuz Boven, Campaign Manager of TeamNL House. *"CM.com took us by the hand and showed us what was possible, allowing us to lay a solid foundation together to build upon for an optimal fan experience."*

For TeamNL, this was the first time they worked on this scale with fan profiles and personalized communication. Thanks to CM.com's tools, TeamNL could operate from a single centralized platform, where everything—from email campaigns and ticketing to WhatsApp campaigns, customer service, and data—was managed. This made the team's workflow more efficient and simpler overall.

"With the TeamNL House, we were able to make a valuable contribution to TeamNL's strategy of turning followers into true fans," said Suuz. *"We had full control over all communication because, for the first time this year, we had our own TeamNL House. As a result, we were able to provide over 250,000 fans with unique offers and relevant information."*



The Success of TeamNL House in Paris

The first major test of the collaboration took place during the 2024 Paris Olympics, where TeamNL House was held. This was not only a physical location where fans gathered to celebrate their favorite athletes' performances but also a digital experience that brought fans closer to each other and the event. TeamNL began building profiles early on through a pre-registration campaign, where fans could express their interest in specific sports, athletes, and preferred communication channels. This data formed the basis for targeted communication campaigns. Fans received personalized emails, push notifications, and WhatsApp messages to keep them informed about events in and around TeamNL House.

Additionally, using location-based technology, TeamNL was able to send push notifications from the TeamNL app to fans near the house who didn't yet have a ticket. This not only increased engagement but also ensured that last-minute tickets were sold quickly. For fans unable to use their tickets, TeamNL offered a convenient resell option through CM.com's platform, allowing ticket holders to easily resell their tickets and giving other fans the chance to attend TeamNL House. This flexible ticket service perfectly matched the event's dynamic nature and maximized the fan experience.

More Engagement and Stronger Fan Relationships

The collaboration with CM.com not only ensured success during the Olympics but also laid the foundation for long-term fan engagement. Thanks to CM.com's tools, TeamNL could approach their fans in a more personalized and targeted way, making them feel more connected to the TeamNL experience—no matter where they were. Fans who couldn't attend the event in person didn't miss a thing, thanks to the constant flow of personalized messages and updates.

The TeamNL House app, developed with CM.com, played a crucial role in collecting data and maintaining contact with fans. Push notifications were sent to engaged fans to keep them connected to their favorite sports and athletes. Fans could set their preferences in the app, receiving updates about game times, when athletes were in action, and when new videos or exclusive content became available. The app also provided a daily overview of all sports and competitions and included information about TeamNL House, such as an in-app merchandise store. This ensured fans not only received information but could also directly engage with the activities and products they were interested in.

"We guide fans from the moment they pre-register, supporting them throughout their entire journey with relevant information and exciting activities in collaboration with our TeamNL House partners," says Suuz.

A key benefit was how TeamNL could offer their partners additional exposure through the TeamNL app. Through push notifications and activations within the app, partners were given a valuable platform, further strengthening the connection between fans, TeamNL, and their partners. Tickets were mobile-only and could be stored exclusively in the app wallet, making the app an essential tool for all visitors, leading to many downloads.





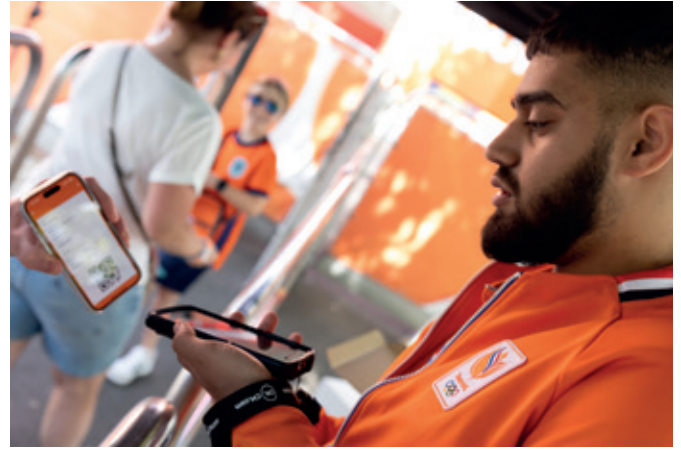
The Future: Ongoing Fan Engagement and Sports Experience

Although the TeamNL House during the Olympics was a great start, this is just the beginning. TeamNL is now ready to continuously build its fanbase and deepen the relationship with fans. The success of the Olympics has shown what is possible when technology and sports come together. Now that all fan profiles and data are centrally managed on one platform, TeamNL has the ability to keep fans engaged year-round. The goal is to activate fans not just around major events like the Olympics but to keep them feeling connected to TeamNL and the Dutch sports experience throughout the year.

"The Olympics were just the beginning," says Marloes Wesselink, project manager for TeamNL House. *"We're now able to keep our fans informed and engaged all year long with everything related to TeamNL. Thanks to CM.com, we can offer truly tailored fan experiences that bring fans closer to their sports heroes."*

More Than a Supplier, a Partner for the Future

TeamNL and CM.com are expanding their fanbase with data-driven fan engagement. The constant interaction between the two parties ensured the project's success during the Games, while also laying the foundation for further growth and innovation in the future. During the Olympics, CM.com's team was even physically present in Paris, strengthening the collaborative nature of the project. *"CM.com really felt like an extension of our team,"* says Marloes. *"They weren't just a supplier but a partner who helped us achieve our ambitions and continue building a unique fan experience."*



The partnership between TeamNL and CM.com has unlocked new opportunities for data-driven fan engagement. With the use of advanced technology, data, and a carefully designed customer journey, both have established a strong basis for lasting fan relationships. TeamNL fans are now more connected than ever, with even greater potential for innovation and growth ahead. TeamNL and CM.com are ready to continue building a year-round, powerful sports experience that will elevate Dutch sports to new heights.

Scan the QR code and discover more about how TeamNL uses CM.com's tools to leverage technology and data for an improved fan experience.





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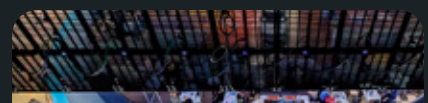
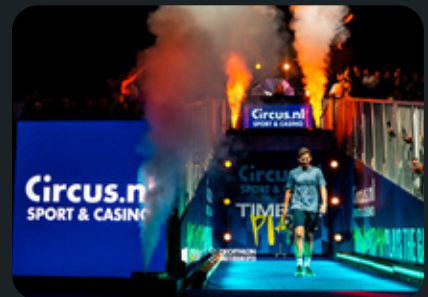
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OVERVIEW OSF EVENTS IN 2024

1 STIB-US visits PSV Eindhoven



January 23

2 OSF Business Network Meeting at VDL Groep in Eindhoven



Orange Sports Forum
11:00 vorigen
4 min

Last week, OSF organised a business network meeting in collaboration with VDL Groep, dedicated around the theme 'Innovation in the Netherlands'.

The event started with a warm welcome from **Frank van der Velden** (Chair of Directors VDL Groep), with over 15,000 employees and 110 business units. VDL Groep stands as one of the Netherlands' premier family-owned enterprises.

Following this, the day was dedicated to the 'Innovation in the Netherlands' theme, highlighting the role of VDL Groep's operations, highlighting its significant contributions not only in business but also in sports, including successful social enterprises. Peter (Chairman VDL Groep) shared his vision and the role of VDL Groep's business units.

The program continued with **Major van den Broek** presenting updates regarding the construction progress of the **Centraal stadion**, a project in which numerous OSF members, including VDL Groep, are actively involved.

Finally, **Arjan van den Broek** shared insights into **Sporting**, a joint accelerator program designed for sports-related startups. This initiative aims to maximize the opportunities of sports-related projects and opportunities across the 110 business units.

OSF members, including VDL Groep, are actively involved.

Finally, **Arjan van den Broek** shared insights into **Sporting**, a joint accelerator program designed for sports-related startups. This initiative aims to maximize the opportunities of sports-related projects and opportunities across the 110 business units.

OSF members, including VDL Groep, are actively involved.

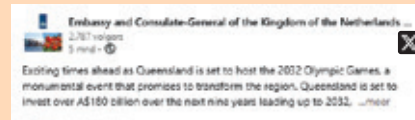
March 21

3 OSF visit to Hong Kong & Cyberport



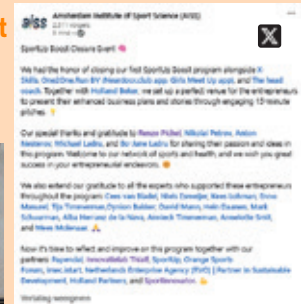
9-11 April

4 Factfinding visit to Brisbane towards the Brisbane Olympics 2032



19-23 May

5 SportUp Boost Closure Event at AISS at the International Rowing Championships Royal Holland Beker



June 1

6 OSF Business Network Meeting Shimano Experience Center



Jun 13

7 Participation Hosts and Federations Summit Lausanne with a Dutch delegation



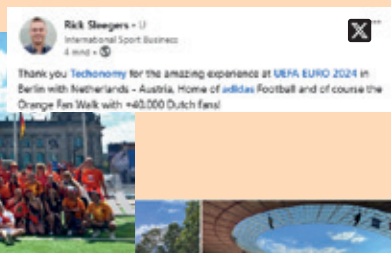
17-20 June

8 Opening Orange Sports Hub in Lausanne



June 18

9 Techonomy Sponsor UEFA EURO's Trip to Netherlands - Austria in Berlin



June 27

10 Incoming visit of Happy Sports China to Eindhoven



July 1

OVERVIEW OSF EVENTS IN 2024

11

Kick-off Curaçao International Sports Week at the Curaçao House in The Hague



July 29

12

Participation in the Sports4All Innovation Summit of Sportinnovator in the TeamNL house during the Paralympic Games in Paris



September 5



13

OSF Business Network Meeting Signify



September 25



14

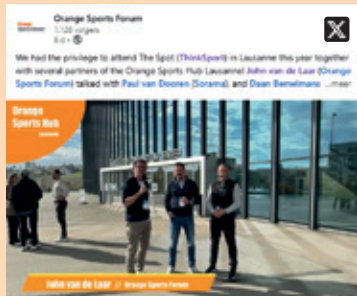
Kick-off SportUp Boost at Thialf



October 9

15

Participation The Spot Lausanne with the Orange Sports Hub



16-17 October

16

SportsTech Networking Lunch in Barcelona in collaboration with NBSO Barcelona



October 28

17

Meeting Founding Partners Orange Sports Hubs



November 3

18

Launch Sport14 at National Sports Trade Fair in Gorinchem



November 6



Orange SportsForum©

19

Participation SportsNL @ Soccerex in Miami



13-14 November



20

Caribbean Sports Week Curaçao



15-20 November



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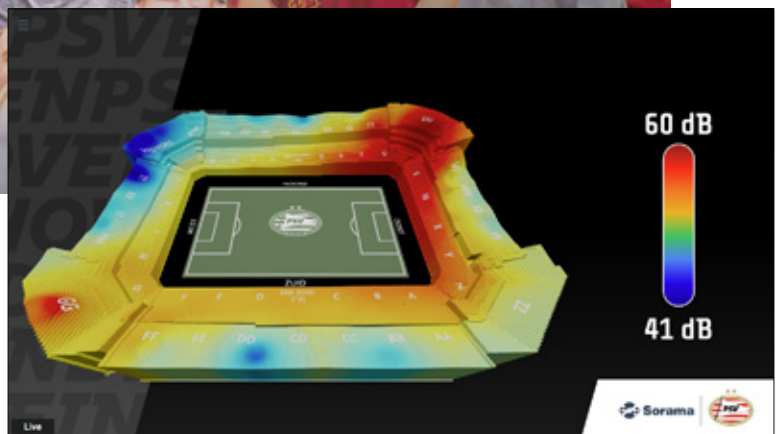
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OLYMPIC AND PARALYMPIC MEDALLISTS PARIS2024



▲ Jetze Plat
Source: Soenar Chamid sportfotografie



▲ Duco Telgenkamp
Source: ANP

Olympic and Paralympic medallists who received the first copy of the Holland Sports & Industry yearbook on December 12, which are Diede de Groot, Jetze Plat, Marit Bouwmeester and Duco Telgenkamp.



▲ Marit Bouwmeester
Source: ANP



Diede de Groot & Aniek van Koot
Source: Soenar Chamid sportfotografie



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OLYMPIC GAMES

Ranking Medal Table	6
Gold	15
Silver	7
Bronze	12



PARALYMPIC GAMES

Ranking Medal Table	4
Gold	27
Silver	17
Bronze	12

