



2016

ANNUAL REVIEW



Swedish Chamber
of Commerce

“Top-performing packaging can help your products reach the top but it all starts with the paperboard.”

*Chris Cookson
Service Application Manager, Iggesund Paperboard*

Truly top-selling products demand innovative and top-performing packaging. No matter whether they are electronics, pharmaceuticals or perfume. Functionality is as important as appearance. But it all starts with the paperboard. Let us at Iggesund explain how.

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CARE BY IGGESUND Our care for our customers and their businesses goes far beyond offering two of the world's leading paperboard brands, Invercote and Incada.



“To catch the best business opportunities,
use better paperboard.”

*Vaidas Petronis
Technical Engineer, Iggesund Paperboard*

The appearance, visual impact and tactile impression of a product's packaging make all the difference on the retail shelf. This is where Invercote and Incada really shine. We have helped hundreds of premium brand owners from all over the world to sell their most prestigious products. Today's consumers buy luxury items like champagne, chocolate and jewellery as well as everyday items like frozen food, sports articles and electronics in packaging made of paperboard from Iggesund.

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CARE BY IGGESUND Our care for our customers and their businesses goes far beyond offering two of the world's leading paperboard brands, Invercote and Incada.

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COLOFON

SWEDISH CHAMBER OF COMMERCE | De Ruijterkade 5 |
1013 AA Amsterdam | Tel: +31 (0)20 320 32 26 | Fax: +31 (0)20 624 07 77
| info@swedishchamber.nl | yp@swedishchamber.nl |
www.swedishchamber.nl [f](#) [in](#) [t](#) [v](#)

OFFICE HOURS Monday – Friday 08.30 – 12.00, 13.00 – 17.00

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HOUTLIMITEERDE TOEGEPASTEN

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SMART
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WORDS OF THE CHAIRMAN

NEVER HAS OUR alertness towards the global world been so intense.

Wherever you turn there is a feeling of importance and discomfort. The eagerness of reading twitter accounts early in the morning, just to find that the status of the political field has rapidly changed overnight. A political harshness and a tone we have not heard before. We are not even sure these days of what we read and if it is to be considered as facts anymore.

Therefore, it was with great sadness we were informed about the Swedish Professor Hans Rosling's death. He gave us and the rest of the world the joy of facts. His message to the world was that population growth is slowing rapidly, many more girls are getting an education and the number of people in extreme poverty fell by a billion between 1980 and 2013. All surprising facts.

So, there is light in the tunnel, almost ten years after the most severe financial crisis since the Depression, a broad-based economic upswing is at last on its way.

The Netherlands breathes a sigh of relief after the recent election and we hope that the Dutch will serve as political bellwethers when it comes to the rest of Europe. Social changes often find political expression quicker in the Netherlands than in other countries.

The Netherlands has today a thriving startup scene. The surge of successful entrepreneurial endeavors has made the region one of Europe's hottest startup hubs. The Chamber has since last year started a great cooperation with Maria Rankka and The Swedish Chamber in Sweden. Last year we listened to Deputy Mayor in Amsterdam, Kajsa Ollongren where she talked about her strong belief in making Amsterdam the new Silicon Valley.

Nevertheless, if you look closer at the new world of the startups, it is male dominated. The reasons underlying this are fascinating and difficult to understand against a background where the gender gap in education continues to narrow globally. It is difficult not to think that equal opportunities for women are like the stone in the myth of Sisyfos, where it always seems to roll back to the beginning of the mountain.



Electric cars are set to arrive far more speedily than anticipated. The speed of developing better batteries, solar roofs, robots and cars is truly amazing. Tesla taxis are already a familiar sight when you arrive at Amsterdam airport. Beijing, which has one of the most important taxi fleets in the world, has become the latest municipality to announce plans to convert all its taxis to electric cars. The municipality of over 20 million people is covered by a fleet over 70,000 taxis.

The technology drive we see in all areas is of course generating business, with full speed ahead. It is with pride, for us working in the forest industry, that Holmen was recognized and ranked 21st on the Global list of the world's most sustainable companies.

Holmen's operations bring major climate benefits by reducing the amount of carbon dioxide in the atmosphere by over two million tons per year. This can be seen as one step on the way towards meeting the commitments made in the global climate agreement.

In closing the comments for the year 2016 and opening the eyes for 2017, I hope that our members find in the Chamber a solid base for interacting, networking and at the same time having the possibilities to listen to leaders in our program who try to steer their business in these rapid changing times.

The platform that the Swedish Chamber of Commerce aims to offer all our members is focused on business intelligence, and our ambition is to continue in the same successful way during 2017.

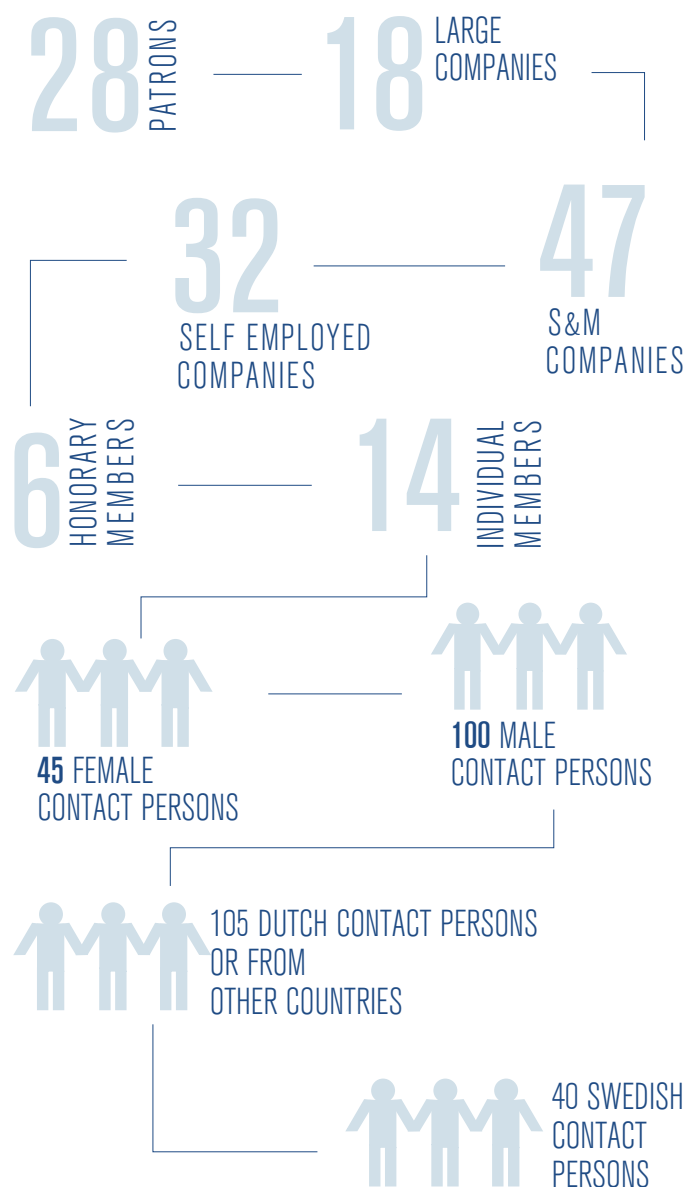
Ann-Charlotte Runn



MEMBER LIST

AIMS International	Hotel De L'Europe	Mr. Hans Duijn	TeekensKarstens
AKD	Hotels van Oranje	Mr. Folke Lundberg	Tele2
Akzo Nobel N.V.	Hyannis Performance Consultance	Mr. Gerard Perik	Telia Sonera International Carrier Netherlands B.V.
Amsterdam Business Support B.V.	IF P&C Insurance Ltd	Mr. Jan Lindhout	Tetra Pak B.V.
Amsterdam Inbusiness	Iggesund Paperboard Europe B.V.	Mr. Jules Hellendoorn	TIE Kinetix
Anticimex B.V.	IKEA B.V. Nederland	Mr. Peter Gunnar Ollongren	Toyota Material Handling Nederland
Are you Swedish?	IKEA Services B.V.	Mrs. Elena Biesma	Tuff Ledarskapsträning
Atlas Copco Nederland	InnovationQuarter	Mr. Kees van den Ende	UIRi4You
Atlas Copco Tools Nederlands	Inter IKEA Systems B.V.	Niham Delft BV	Undutchables Recruitment Agency B.V.
ATLAS Tax Lawyers	Intertrust	Nordholm Design & Communication	*Up There, Everywhere
Bavak Beveiligingsgroep B.V.	Intrum Justitia B.V	Nordlok Management B.V.	Van der Steeg Finance
Belvar	International SOS	Northern Delight	Verschuur Advocatuur
Benify B.V.	Jironet In Transition	Noviflora Holland BV	Visit Sweden
Beran BV	Joel Beheer Groningen B.V	Nuon Energy N.V	Vodor Farsta
Bex Legal	KGH Customs Service	Oriflame Holdings BV	Voerman International
BillerudKorsnäs	Kinnarps Office Furniture	P3plus B.V.	Volvo Cars Nederland
BOM Foreign Investments	Klarna B.V.	WePayroll	War Child
Bufab Benelux B.V.	Kneppelhout	Peerformance	Your Special Delivery Service
Buro Kif	KPMG Meijburg & Co Tax Lawyers	Poet Farmer	Zumflow
Business Sweden	Labelprint B.V.	Polygon Nederland B.V.	
Cicerone Noordwijk	Leadership Development processes and enablers B.V.	PriceWaterhouseCoopers BV	
Coreness	Lean Marketing and Administration AB	Qvalia BV	
CSMART	Loading DDdesign	Renthouse International B.V.	
Digital Captains	Loyens&Loeff	Rock PR, Marketing & Communication	
Ducatus Management B.V.	Lundin Netherlands B.V.	Ruda Consulting	
Earth Integrated Archaeology	Marit Kramer - Scandinavische vertalingen	Samskip Van Dieren Multimodal B.V.	
Eikenzande BV	Market Explorer	Sandler Training Amsterdam	
Electrolux Home Products BV	Marketing House	Scandinavian Business Seating B.V.	
Elekta BV	Mazars Paardekooper Hoffman NV	SCA Hygiene Products Zeist B.V.	
Enact Sustainable Strategies	MediaMedics	Scandinavian Airlines Systems	
Ericsson Telecommunicatie B.V.	Medius Benelux	Scania Nederland B.V.	
Ernst & Young Accountants LLP	Mercuri Urval B.V.	Scania Production Zwolle B.V.	
Eurocommercial Properties NV	MH Leadership	Securitas	
Euroflorist Europe B.V.	MRG Wines Benelux	SKF B.V.	
EQT Partners AB Dutch Brand	Mrs. Anette Broberg	Skogsgreven	
Filippa K BV	Mrs. Birgitta Slot	Stena Line B.V.	
goTO Nordics	Mrs. Vendela Eklund	Studio Mokum	
GMS Sweden AB	Mr. B. S. Hummel	Svea-Ned Communicatie	
Grote Spui Interim Management Consultancy Investment B.V.	Mr. Ben Vree	Sveatrans	
Gunnebo Doetinchem B.V.	Mr. Bo Lindgren	Sweco Nederland B.V.	
Handelsbanken Nederland	Mr. C.I. Schultz	SWEEDS	
Heussen		Swedish Finance	
HEX Travel B.V.			

MEMBER RELATIONS 2016/2017



70 YP YOUNG PROFESSIONALS MEMBERS



51 SWEDISH CONTACT PERSONS

19 DUTCH PERSONS OR FROM OTHER COUNTRIES

42 FEMALE CONTACT PERSONS

28 MALE CONTACT PERSONS

21 Young Professionals members working at Members Companies of the Swedish Chamber of Commerce

The Swedish Chamber of Commerce has an active network of 143 companies in 2016 – 2017 from various sectors. Our ambition is to continue to be your business network partner in the Netherlands and to grow the member base. We will continue to focus on Member Relations and to build on our strategy for a more targeted approach. If you come across companies in your network who you feel can add value or could benefit from a Swedish Chamber of Commerce membership, you are welcome to invite them

to one of our events or contact the office and we will be happy to book a meeting with them to introduce them to the Chamber. We will continue to provide our members with an excellent business network platform in the Netherlands and to connect our members with other business networks of interest. Becoming a member of the Swedish Chamber of Commerce should be an obvious choice for building your Swedish – Dutch business network and for new business opportunities.



Sustainable Productivity

We stand by our responsibilities towards our customers,
towards the environment and the people around us.
We make performance stand the test of time.
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WORDS OF THE HONORARY CHAIRMAN

A CHALLENGING YEAR lies behind us. 2016 was the year of Brexit, a new administration in the US, and continuous unrest in the Middle East and elsewhere in the world. 2016 was also the year when the free trade agenda was increasingly questioned with more people demanding that the doors now be closed to both people and trade with the rest of the world. But 2016 was not only a year of challenges. Last year the Paris climate agreement and the agreement on the 2030 Agenda on Sustainable Development both entered into force. We also managed to conclude a free trade agreement with Canada. Those are just a few signs of positive developments.

I am proud to represent a Government that is standing up for free and fair global trade with the multilateral trade system as its backbone. Sweden will continue to push for the EU to conclude progressive free trade agreements that safeguard social rights, our environmental and human health.

As most of you know, Sweden is one of the most competitive countries in the world and our exports employ almost one and a half million people. Seventy-one per cent of Swedish exports go to the EU. We are thus contributing to deepening the EU single market. We want to dismantle trade barriers, benefit from the free movement of goods and services and join the opportunities offered by the increasingly digital economy.

In this regard, the Swedish Government's export strategy is continuing to guide our work. For its implementation in the Netherlands I can safely rely on the trade promotion partners in "Team Sweden", the excellent cooperation between the Swedish Chamber of Commerce, Business Sweden, Visit Sweden and the Embassy and our honorary consuls.

In May last year Sweden emphasised the importance of trade by establishing a new Minister in the cabinet. Early September we were happy to welcome our new Minister for EU Affairs and Trade, Ann Linde to The Hague. The visit to the Netherlands was her first bilateral visit to another EU-country as a Minister – indicating the importance of the relationship with the Netherlands. When in the Netherlands she met with Ministers

Koenders; Kamp and Ploumen as well as took part in trade related activities.

Later on in the autumn, Minister Linde took the initiative for a "Digital 9"- group with the aim to push the agenda on digitalization and creating a digital single market within the EU. The Dutch Government is a natural ally in this work and takes part in the group of nine EU member states.



But open markets and free trade should also be pursued to benefit all. That is why also the social aspects of the EU, and fair conditions on the labour market should be safeguarded. In November Sweden together with the EU-Commission will host a social Summit for Fair Jobs and Growth in Gothenburg.

So, what else will the year 2017 bring? In addition to being a "super election year", with elections in the Netherlands, France and Germany - this will be the year of more sustainable, innovative and progressive Swedish fashion in the Netherlands. 2017 will also be the year when The Embassy with its Team Sweden Partners promotes free speech; the Global Goals for Sustainable Development (agenda 2030); space cooperation and elderly care, among other things.

Swedish fashion is doing very well in the Netherlands, and among Swedish fashion companies the Dutch market is one of the most popular one. In addition, Swedish fashion companies are far ahead when it comes to sustainability and sustainable solutions. 2017 we will intensify the activities that we initiated last year. Together with Business Sweden we proudly opened our Pop-up store in Amsterdam on February 1st with a number of Swedish brands selling their garments and accessories. In addition to this we also arranged an exhibition about Swedish fashion, seminars and a clothing swapping day (RE-DRESS Amsterdam edition) - at the same location. I hope you had the chance to visit the shop and the exhibition and I look forward to welcoming you to other fashion related activities during this year!

H. E. Per Holmström, Ambassador of Sweden



Swedish Chamber of Commerce

MEET THE BOARD MEMBERS

THE SWEDISH CHAMBER of Commerce founded in 1960, is a not-for-profit organization explicitly dedicated to its Members. Our mission is to inspire, promote, and extend the commercial and industrial relations between individuals and companies in Sweden and the Netherlands. The Chamber's main role is to provide a forum for Members to exchange business ideas, experiences and to explore new business

opportunities. We promote trade relations between Sweden and the Netherlands and deliver a unique network based on the combination of Swedish and Dutch cultures. Please feel very welcome to participate in our events and networking possibilities to enlarge your Swedish – Dutch business network.

Welcome to the Swedish Chamber of Commerce in the Netherlands!

The Swedish Chamber of Commerce is governed by the Board of Directors representing both Swedish and Dutch companies in the Netherlands. The Swedish Ambassador the Netherlands, H.E. Mr. Per Holmström is appointed Honorary Chairman of the Board. The Chairman is nominated by the Board and approved by the Members.



Hanne Kroes
SKF



Peter Smink
NUON part of Vattenfall

H.E. Per Holmström
Honorary Chairman
Ambassador of Sweden

Wilma Buis
Mercuri Urval

Rob Wolters
Ericsson
Telecommunicatie

Ruud Joosten
Akzo Nobel

Bert Heikens
AKD

Roland van Pooij
Handelsbanken

Kerstin Gerlagh
General Manager
Swedish Chamber of
Commerce

Annika Hult
Stena Line

Ann-Charlotte Runn
Chairman
Iggesund Paperboard
(Leaving)

Kathy Dolk
Treasurer
Amsterdam Business Support

Ehsan Turabaz
Vice Chairman
Inter IKEA Systems

New Board Member Candidates



Kees van Oosten
Teekens Karstens



Maria Karlström
Scania

The Committees

The Executive Committee	The Finance Committee	The Patron and Member Committee	The Nomination Committee	The YP Young Professionals Committee
<p>The Executive Committee outlines the work and decisions for the Board and supports the General Manager of the Chamber. The Chairman of the Chamber heads the Committee.</p>	<p>The Finance Committee oversees the financial administration of the Chamber, including the budget setting on behalf of the Board.</p>	<p>The Patron and Member Committee develop (new) member strategies, including the acquisition of new members and (new) Patron Companies.</p>	<p>The Nomination Committee is responsible for the nomination of Board Members, Committee members and functions within the Board.</p>	<p>The YP Committee outlines the work and activities, as well as member acquisition and communication for the Young Professionals of the Chamber. The Chairman reports to the Chamber's Board of Directors at the regular Board Meetings.</p>
<p><i>Ehsan Turabaz</i> <i>Kathy Dolk</i> <i>Peter Smink</i> <i>Kerstin Gerlagh</i></p>	<p><i>Ehsan Turabaz</i> <i>Kathy Dolk</i> <i>Kerstin Gerlagh</i></p>	<p><i>Bert Heikens</i> <i>Kerstin Gerlagh</i></p>	<p><i>Wilma Buis</i> <i>Ehsan Turabaz</i> <i>Kerstin Gerlagh</i></p>	<p><i>Elin Hellqvist</i> <i>(Chairman)</i> <i>Arnout van Ee</i> <i>Sophie Hansson</i> <i>Henrik Enkel Larsson</i> <i>Magnus Nolgren</i></p>

Board of Recommendation

The following persons from trade, industry and diplomacy acknowledge the importance of a Swedish – Dutch business network and they therefore support and endorse the activities of the Swedish Chamber of Commerce for the Netherlands:



Maria Rankka
CEO Stockholm Chamber of Commerce



Björn Skala
Former Ambassador of Sweden in the Netherlands



Michael Treschow
Former Chairman of the Board/Director, Unilever NV, Director, ABB Ltd



Jeroen van der Veer
Chairman of the Advisory Board ING, Chairman of the Supervisory Board of Koninklijke Philips Electronics N.V., until end of June 2009 Chief Executive Officer of Royal Dutch Shell plc.



Hans de Jong
CEO of Philips Benelux



Mikael Ohlsson
Non-Executive Director of Volvo Car Corporation, Ikano S.A, Tesco plc and Lindengruppen AB, Former CEO and President of the IKEA Group



The Patrons

6 NEW PATRONS IN 2016!

THE PATRONS OF the Swedish Chamber of Commerce are of great importance for the Chamber's activities. Founded in 2004, the group of Patrons consists of companies close to the Swedish Chamber who are supporting the Chamber's mission and activities by contributing supplementary financial funding. Today the Swedish Chamber of Commerce is very proud and honoured to present 28 Patron companies ranging from the financial sector to the flower industry.

Patrons of the Chamber receive additional visibility through its various marketing channels, such as the website,

Annual Review, the Swedish Chamber Patron Banner and social media platforms. Furthermore, Patrons receive invites to exclusive events. These include, amongst others, a Patron Dinner which is held at the Swedish Ambassador's residence and aims to bring together leading individuals within the industrial companies and the largest corporates within the network. Fundamentally, the patronship offers additional marketing and networking opportunities. The ability to sponsor and organize events together with the Swedish Chamber of Commerce is an important benefit both for the Patron Members and for the Chamber.

Joining the exclusive Patron group is possible after consultation with the Swedish Chamber of Commerce and by approval from the Patron Committee and Executive Committee. The Swedish Chamber is very grateful for confidence and additional support from the Patron companies which enable further development and promotion of Swedish – Dutch trade and business.



Our Six New Patrons - Welcome to the Swedish Chamber of Commerce!



AKD is one of the largest law firms in the Netherlands. With a team of 220 committed lawyers, civil-law notaries and tax lawyers, AKD delivers high quality legal services

and tax matters in nearly all legal fields, based on a full-service approach. Our client base varies from very large multinational companies to stock-listed Dutch entities, from large corporates to family owned businesses, from financial institutions to municipalities and hospitals. Recognized for its ability to solve complex legal and tax challenges creatively and successfully and driven by the ambition to consistently seek proactive ways to add value to our legal and tax services, AKD prides itself on professional excellence and dedication to its clients.

AKD is a place where people of all backgrounds, races and cultures work together and thrive. In order to meet the needs of the variety of clients we serve from different backgrounds, our legal team consists of people who speak the same language as our clients and are sensitive to cultural differences in outlook or work processes. AKD has a Swedish desk, an Asia desk, a Turkish desk, a German desk and an US desk. AKD has top-class specialists who look across borders and beyond the confines of their own disciplines to ensure seamless end-to-end service. Outside the Benelux, AKD partners with an extensive network of highly reputable law firms to form fully integrated teams who comprehensively assist our clients in doing business around the globe.

Swedish Chamber of Commerce contact person and Member of the Board of the Swedish Chamber of Commerce: Mr. Bert Heikens



Anticimex - the modern pest control company. Anticimex's vision is to be the global leader in preventive pest control.

Since we were founded in Sweden in 1934 we have been at the forefront of our field, offering the best solutions available in order to give our customers peace of mind. At the heart of Anticimex, are our people and our mutual values. By offering excellent service we build long relationships based on trust and respect. We continuously look at how we can improve our offering to give our customers a competitive advantage in their business. We are passionate about what we do and enjoy sharing our knowledge to help others. With this as a base, we are proud to be the modern pest control company, offering modern solutions for a modern society. Our definition of modern is in our approach and how we operate. We work with prevention, using our in-depth knowledge and experience, to minimise the risk of problems occurring.

We embrace new technology, enabling us to offer our custom-

ers a more efficient, accommodating and environmentally friendly service. We also strive for sustainable solutions so that our customers can be assured that what we provide is aimed to last.

Swedish Chamber of Commerce contact person: Managing Director Dick Bisschop



At **EY**, we are committed to building a better working world — with increased trust and confidence in business, sustainable growth, development of talent in all its forms, and greater collaboration. We want to build a better working world through our own actions and by engaging with like-minded organizations and individuals. This is our

purpose — and why we exist as an organization. Running through our organization is a strong sense of obligation to serve a number of different stakeholders who count on us to deliver quality and excellence in everything we do. We want to use our global reach and scale to convene the conversation about the challenges facing economies and the capital markets. When business works better, the world works better.

Swedish Chamber of Commerce contact persons: Ola Larsmon, Senior Manager and Niels Noort Partner



KPMG is at the “DNA” of Meijburg & Co. Taxation is an everyday phenomenon. Tax affects everybody, whether corporate income tax, personal income tax,

VAT, customs duties or other taxes. The Dutch Revenue's slogan is “We cannot make it more fun, but we can make it simpler”. Tax legislation nevertheless remains very complex and, without the correct tax advice, you could be paying too much tax or encounter difficulties in dealing with the authorities and other stakeholders. It is also possible that you are not fully benefiting from savings opportunities. That is why it is important to have a committed tax advisor to provide you with high-quality advice. By engaging that kind of advisor from Meijburg & Co, taxation could even start to become fun!the forefront of an evolving tax landscape.

Welcome to read our interview with Jan Hollemans, Tax Manager KPMG Meijburg & Co tax Lawyers on page 48.



Samskip Van Dieren Multimodal (SVDM) has been offering high frequency rail services

between Scandinavia and continental Europe since 2003, having introduced the first through operation on the routes in 2008.



Today, SVDM operates 46 high frequency rail shuttles per week to Scandinavia. We are committed to cost-effectiveness, operational excellence and best practice in sustainable transport. High frequency services connect destinations across Europe, both door-to-door (including collection) and terminal-to-terminal, transported using a wide range of (mega) trailers, containers, trucks, and owned trains. In all cases shippers can make real choices based on frequency of service, transit times, freight rates and sustainability. Swedish Chamber of Commerce contact person CEO Henk van Dieren.



Sweco. The future may seem remote to others, but it is very much present at Sweco. Our building service systems consultants are currently working on the indoor

environment for a new hospital that will be admitting patients in five years' time. Our traffic engineers are currently analysing a new underground metro line that will open to passengers in ten years. Our architects are currently designing what will be a vibrant, dynamic new city district in around 15 years. It is Sweco's job to be one step ahead. For most people, the results of our work become reality in the future. Welcome to read the interview with Eugene Grüter, Managing Director Sweco Nederland BV on page 24.

2017 PROSPECTS

By: Björn Skala

IN MY COMMENTS 2015, I was cautiously optimistic about world economic developments. And, indeed, from the purely economic angle, things have stabilized after the preceding financial turmoil. Seen in isolation, this should give reason to hope for a good year 2017.

BUT, on the political side the situation, as this is written, appears chaotic with possible far-reaching negative consequences for existing structures of international cooperation and stable economic progress. A totally reckless and incompetent president has taken over in the US with the avowed goal of uprooting central parts of bilateral and multilateral cooperation. The UK has voted to break away from the EU, thus completing its abdication from a glorious past, slowly sinking into the Atlantic and forcing the EU to long and fruitless negotiation of a new relationship. Similarly, in several EU states strong reactionary and xenophobic forces threaten national and EU cohesion and stability and might gain wide support in upcoming elections. Add to this a revanchist and aggressive Russia under Putin and an ever more assertive and repressive China under Xi. And Erdogan in Turkey and, worst of it all, the never ending atrocious war in Syria with its worldwide repercussions. Furthermore, the year 2016 saw alarming indications that the world's environmental degradation is accelerating.

Paradoxically, the globalization of the last decades which has brought such great benefits to untold millions around the globe is now being questioned for having been unequally shared and for destroying the security and wellbeing of traditional and uncompetitive industrial areas in the west.

On top of this, the world, and the EU in particular, is under heavy strain from the enormous influx of refugees from war torn, dysfunctional and overpopulated states in the Middle East, Africa and Asia. Some EU members closed their borders, others such as Germany, the Netherlands and Sweden have been more generous but gradually forced to realize that new ways must be found to stem this overwhelming tide of suffering and desperate refugees. It is an open question whether the EU and the larger world community can find a satisfactory answer to this tragedy. It is hard to escape the conclusion that the world is facing a crisis or several crises of rare magnitude.

In the light of all this, the best we can hope for this year is probably that problems can be contained and not get even worse. That countervailing forces, both domestic and foreign, will reign in Mr. Trump's destructive action plans; that Brexit can be handled in a constructive fashion; that national elections in EU member states will not be catastrophic;

that the real estate bubble in China will not burst and that Russia abstains from further aggression against its neighbors AND that in the face of all these challenges, the EU can pull itself together to remain a leading actor for international peace and stability.

The Netherlands and Sweden should stay closely together and do whatever they can to protect and save the web of European and world economic and political cooperation created over the past 70 years. As trading nations with a large proportion of GDP and national wealth dependent on exports and open borders, including the free movement of persons, our national interests are strongly involved. Through active involvement and debate the Swedish Chamber of Commerce in the Netherlands can play an important role in shaping the political and intellectual environment to promote our common interests.

*Björn Skala
Former Ambassador of Sweden
to the Netherlands
Member of the
Swedish Chamber
of Commerce Board
of Recommendation*



Swedish Chamber of Commerce

THE OFFICE



Kerstin Gerlagh



Mathilda Lindström



Eva Eriksson



Kristina Larsson



Josefin Wallberg



Victoria Gutenberg

THE OFFICE IS responsible for the day-to-day business of the Swedish Chamber and lead by General Manager Kerstin Gerlagh. During 2016 the Swedish Chamber of Commerce was very pleased to host 5 interns from universities in Sweden. We would like to thank Eva Eriksson, Mathilda Lindström, Victoria Gutenberg, Josefin Wallberg and Kristina Larsson, for their great support to the Swedish Chamber of Commerce during their internships.

In 2016, we welcomed more than 1200 guests to our events and activities. With an average of 3 events per month this makes us one of the most active Chambers in the Netherlands. We are constantly looking for new programs, topics and co-operation networks of interest for our members and by doing that we try to have in mind the diverse demands by the different type of members in our network. That is why we have a wide range of programs for the inspiration and business advantage of our members whether you are a Young Professional or a Patron, Entrepreneur or Global Enterprise or both. A big thank you to everyone who so generously shared their ideas and expertise at our events. We are looking forward to further broaden the opportunities for co-operations in 2017 and to extend the business value of the membership for our members.

We hope you have already visited the new website of the Swedish Chamber of Commerce proudly produced together with our member company Poetfarmer and layout by Niels Datema. We will continue to build our communication and social media strategy for easy access and interaction with our members.

Last year The Swedish Chamber of Commerce in the Netherlands was elected to become a member of the Board of the Swedish Chambers International (SCI) which represents a significant part of the Swedish business community, outside of Sweden. SCI, earlier The Swedish Chamber of Commerce Association, has existed since decades and the Swedish Chamber of Commerce in the Netherlands is a member almost from the start. SCI consists of Swedish Chambers of Commerce in

38 key locations where companies with Swedish connections do business. Our Swedish partner is the Stockholm Chamber of Commerce and Maria Rankka, CEO Stockholm Chamber of Commerce, is chairman of SCI. The criteria for a Swedish Chamber of Commerce abroad is the well-known and recognized criteria of our own Chamber here in the Netherlands. A non-profit organization serving its corporate members. Large and small Swedish companies come together to work on issues that concern everyone. The Chambers strive to be a meeting platform for business contacts and social interaction. Our aim is to highlight and define growth potential for businesses around the world. We work with public bodies and other organizations - with the joint goal to expand the bilateral trade and economic exchange, essential for prosperity and development in our respective countries. Contributing to the SCI Board makes it possible to meet regularly with Chamber colleagues from other parts of the world to exchange experiences and to discuss trends and policies for the benefit of all our members.

Board of directors - Swedish Chambers International

Maria Rankka, Stockholm Chamber of Commerce, Chairman
Anders Fogelström/Gita Paterson, France
Kerstin Gerlagh, the Netherlands
Sara Larsson, India
Jonas Lindström, Brazil
Renee Lundholm, SACC New York
Ulla Nilsson, United Kingdom
Karin Roos, China
Thomas Ryberg, Germany

The Swedish Chamber of Commerce is looking forward to continue our prosperous co-operation in 2017 with Team Sweden, with our Nordic colleagues for the #NordicTalks Seminar, European Chambers in the Netherlands, The Dutch Embassy in Stockholm, Municipality of Amsterdam, Expat Center Amsterdam, Ministry of Economy and government in the Netherlands and the many excellent trade relations.



FINANCE

Balance Sheet / Profit and Loss

BALANCE SHEET	2016-12-31		2015-12-31
	Actual		Actual
	EUR		EUR
<i>Assets</i>			
Intangible fixed assets	15 839		-
Bank	1 738		21 808
Debtors	15 303		6 676
Prepaid cost	5 658		194
Total Assets	38 538		28 678
<i>Liabilities and Equity</i>			
Creditors	7 273		62
Prepaid income	7 448		2 859
Other liabilities	4 612		6 224
Equity opening balance	19 533		19 549
Result	(328)		(16)
Total Liabilities and Equity	38 538		28 678
 PROFIT AND LOSS	2016	2016	2015
	Actual	Budget	Actual
	EUR	EUR	EUR
<i>Income</i>			
Membership Fee	50 314	61 538	65 311
Patronships	53 555	52 405	37 500
Advertisements	11 517	9 067	9 235
Other income	1 825	1 500	-
Activities	35 580	30 000	31 841
Total income	152 791	154 510	143 887
<i>Expenses</i>			
Office costs & salaries	100 112	96 642	95 331
Depreciation	546	-	-
Activities	43 954	34 600	37 580
Marketing	8 810	8 900	7 195
Web Page & IT	(303)	14 350	3 797
Total expenses	153 119	154 492	143 903
 Result	(328)	18	(16)

Amsterdam 4 April 2017

Ann-Charlotte Runn
Chairman

Kathy Dolk-Hesper
Treasurer

Treasurer Report 2016

The Swedish Chamber had a diverse and interesting program in 2016 as usual. Basically, the annual report of 2016 is in line with the budget. The income from member fees was less than taken up in the budget, mainly because the launch of the new website was delayed, which was intended to generate more company members.

The general income was higher than expected, mainly thanks to the sale of advertisements to our members. The activities and office costs were however also higher than taken up in the budget, which all results in a loss of 328.- Euro for 2016.

Overall our cash position and equity is adequate, so we can state that our financial position is sound. The budget for 2017 was approved by the Board in November 2016.

Kathy Dolk-Hesper
Treasurer

FINANCE

CASH COMMITTEE REPORT

In the capacity of Cash Committee of The Swedish Chamber of Commerce, we hereby render the following audit certificate for the year 2016.

We have examined the accounts of the Swedish Chamber of Commerce, checked other documents giving information about the Chamber's financial position and administration, and performed such other auditing procedures as we considered necessary under the circumstances.

Our examination has revealed no reason for criticism of the accounts, the accounting procedures or the administration of the Swedish Chamber of Commerce.

We recommend, that the Profit and Loss account for 2016 and the balance sheet as per December 31, 2016 should be approved and that the Board of Directors should be discharged from further responsibility as regards the management for 2016.

Amsterdam, April 4, 2017



Mr. J. E. C. Evers



Mr. R. Peterusma

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P3Plus

ANDERS RENGEFORS

P3PLUS IS A specialized ICT service operating company for the care & health sector, semi-government and service sector. P3plus specializes in consultancy, training and implementation of client registration systems as well as providing reporting and Business Intelligence solutions in complex IT environments.

"We make it easier for our clients to reach their goals by connecting people and software products in their daily processes" says Anders Rengefors General Manager P3Plus since 2010 and member of the Swedish Chamber of Commerce since many years. "P3Plus is an IT company in a small niche. We provide solutions for our customers to access data from their databases and present it so they can make decisions based on the information. Our customers are mainly from the public and private sector within social services in the Netherlands and Belgium. Anders Rengefors is an experienced business manager and entrepreneur with a solid international commercial and business management background and fluent in Swedish, Dutch, English and Italian. He is particular proficiency in business development and strategic marketing together with people management. He is the only Swede within the company who has 8 employees in total. The international side of the company therefore must be represented by the programs they are using which comes from Finland, Sweden, USA and the Netherlands.

Do you experience a difference in business culture between Sweden and the Netherlands? "There are many similarities, but there are also differences. In the Netherlands they are very direct, and they like to bring up the money question early on in business discussions."

How long have you been in the Netherlands? "26 years in April."

What brought you here? "I worked for an American corporation in Sweden,



which had their European headquarters in the Netherlands where I was offered a position. Later I was headhunted by a large Dutch company to rebuild their sales organization worldwide, so I traveled around the world for three years. After that, in 2003, I developed a Startup company to develop car computers together with a partner but it did not work out that well so I continued as a consultant for business development. In 2005, I was hired by an American company to develop their product launch of a tablet computer in Europe and in 2010 we founded P3Plus."

Do you feel Dutch? "No I don't, I feel Swedish. I live in the Netherlands and I like it very much but Sweden is where my heart is."

Do your children feel Dutch or Swedish? "They are both born in Sweden, but they were five and seven when they moved to the Netherlands so they grew up here and are totally integrated in the Dutch society. Jeanette feels both Swedish and Dutch while Christian is almost completely Dutch, and he chose for the Dutch citizenship when he turned 18."

Is the Netherlands or Sweden home for you? "This is our home, I sometimes feel like a tourist when I am in Sweden. But we have a wonderful summer house in Sörmland where we go at least every summer."

What do you miss the most from Sweden? "Filmjölk". And the nature is what I miss most about Sweden, without doubt. That is what I dislike the most

about this country, the lack of nature. It is nice to have the opportunity to go to Sörmland to an island in the middle of nowhere and just breathe."

What is the best thing about Holland? "It is very dynamic and international, and the Dutch have a pragmatic way of figuring things out and a liberal attitude."

Why did you join the Swedish Chamber of Commerce? "It is very important to support the Chamber in its work to help Swedish companies that come here. None of the Chamber's members are my clients, but the events give me inspiration and a fantastic network that can always be of value for my business."

Would you recommend the Swedish Chamber of Commerce to your business relations and friends?

"Yes, without question, if you have any relationship with Sweden or Scandinavia. It is the only business organization with relevance. I am very happy to be a part of the Swedish Chamber."

Do you have any advice for the Swedish Chamber for the future?

"I think the most important thing is to be flexible and adapt to the market. That means that many small sized companies will become members rather than only large corporations, and therefore it is important to organize events and activities for their needs as well."

You are participating in the Swedish Chamber of Commerce and Young Professionals Mentorship Program 2016. What do you gain from the Mentorship Program and why are you a mentor?

"I think I have a lot of experience to share as an international business man. I had an informal mentor during some years myself who helped me and I want to do the same for someone else. To be part of the Mentorship Program is a win/win situation. You get as much back as you give."

www.swedishchamber.nl

Handelsbanken

THE CLIENT COMES ALWAYS FIRST

By: Hans Duijn

ESTABLISHED IN 1871, Handelsbanken is one of the oldest and largest banks in Sweden.

Handelsbanken is active in more than 20 countries with 12,000 staff. The bank has identified 6 countries as home markets: Sweden, Denmark, Finland and Norway in Scandinavia, the United Kingdom and the Netherlands. The number of offices in the 6 home markets amounts to more than 800.

Handelsbanken is very cost efficient with a cost/income ratio of 41.2% (Q3 2016), one of the best cost/income ratio's in the international banking industry.

Paired with a low risk profile and strong balance sheet the bank belongs to only a select number of banks in the world with the highest credit rating (AA).

Handelsbanken entered the Dutch banking market relatively late: it opened its first branch in the Netherlands in 2002. Where other foreign banks retreated from the tough to penetrate banking market in the Netherlands, Handelsbanken expanded in the first 15 years of its Dutch presence to 25 branches in 2016. The architect of this growth was Mikael Sørensen, who was named CEO of Handelsbanken United Kingdom in September 2016. In October 2016 the appointment of Jens Wiklund (41) as the successor of Sørensen was announced. Jens has the Finnish nationality, has been working for Handelsbanken in various positions for 20 years and was formerly CFO of Handelsbanken UK.

The relationship between Handelsbanken and the Swedish Chamber of Commerce in the Netherlands has always been very close. Handelsbanken was one of the first Patrons of the Swedish Chamber and Mikael Sørensen has been serving as a Member of the Board of Directors of the Swedish Chamber for eight years, to be

succeeded in 2016 by Roland van Pooij, Chief Operating Officer at Handelsbanken in the Netherlands. Good reasons to interview Jens Wiklund in his new job at the beginning of 2017.

We meet Jens in the headquarters of Handelsbanken in the Netherlands at WTC Schiphol Airport. -"Although I have been here only a very short period, my first impressions are very positive", tells Jens enthusiastically. "The atmosphere is quite open and friendly and touring several of the branches in the country I am impressed by the level and potential of our business."

In the meantime Jens' family has come over, they found housing to their liking in Amsterdam Oud-Zuid and the children have entered the international school in Amstelveen.

One of the main reasons of the success of Handelsbanken is that they put the customer at the centre point of their business model. This business model was already introduced in the early seventies of the last century and has never been changed. Focal point is a strongly decentralised organization in which the local branches have a lot of decision power to serve their customers in the best possible way. At Handelsbanken they say: 'the branch is the bank'. In practice this means that all Head Office and Regional functions focus on supporting the branches in giving the customer a world-class service.

Handelsbanken has no sales targets and no bonuses. The bank extends only products and services, which are relevant and beneficial for the client. The positive effect is reflected in the high client satisfaction rates the bank receives in all home markets, both from private and commercial customers.



When asked about Handelsbanken's plans for further growth in the Netherlands, Jens responds: "The Netherlands is one of six home markets of Handelsbanken. Keeping our long term business view always in mind, we will continue to build a universal bank in the Netherlands. Last year Handelsbanken completed its services to private customers with a full service offering for payments (including a debit and credit card), savings, and online and mobile banking. And we will open new branches where and when the appetite in the market meets our criteria."

In September 2016 Handelsbanken completed the acquisition of Optimix Vermogensbeheer.

Optimix has 3 offices in Amsterdam, Groningen and Vught and around € 2 billion in client assets under management. The acquisition is rather unique as Handelsbanken normally prefers organic growth above growth by acquisition. Jens Wiklund explains: "With the growth of our private clients portfolio in the Netherlands there is an increasing demand for high quality wealth management services. Optimix provides the complementary asset management services

we were looking for and has a long term client focus and service level similar to Handelsbanken.”

In response to the question on Handelsbanken’s position on sustainability issues, Jens responds: “Sustainability is a core value for Handelsbanken. Our business culture is based on taking a long term view in everything we do, not in the last place in building long term relationships with our customers. We have implemented strong ethical guidelines and subscribe to all major international sustainability statutes, amongst others to the UN Principles for Responsible Investments. Handelsbanken was one of the first banks to endorse the Equator Principles on environmental and social risk management for projects. In our customer selection process we adhere to sustainability criteria, including the critical carbon footprint of our customers.”

Looking ahead in the relationship with the Swedish Chamber of Commerce in the Netherlands, Jens Wiklund is keen to follow the course of his predecessor Mikael Sørensen: “The Chamber is an important platform for stimulating the Dutch-Swedish contacts and networking and building relationships is part of our DNA.”

One of the highlights in the annual events calendar of the Swedish Chamber is the Global Macro Outlook Seminar with the Chief Economist of Handelsbanken as keynote speaker. Handelsbanken and the Chamber share the idea to continue this successful tradition.

With this positive note we conclude the interview with Jens Wiklund by wishing him a lot of success in his job in the Netherlands and looking forward to a fruitful co-operation with the Swedish Chamber!





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EARTH Integrated Archaeology

THE EARTH IS FULL OF SURPRISES

By: Carolina de Klerk Nordholm

DID YOU KNOW that the Batavi bred horses for the Roman legions near Arnhem some 2000 years ago? And did you know that the young city of Almere about 12 000 years ago was a vast hilly delta landscape with settlements from the stone age? When you enter the office of EARTH nothing betrays that the company deals with archaeology. The office is light, minimalistic and clean. But behind the scenes is a lot of hidden heritage. Just like in the earth.

To prevent building project developers from being surprised by the presence of archaeological remains in the soil, EARTH comes in early in building and reconstruction projects. EARTH examines the building site from the perspective of both the property developer and the archaeological heritage management. The Swedish Eva Kars is the founder and general manager of EARTH Integrated Archaeology.

Heritage risk assessments at building sites

EARTH serves the Dutch building and infrastructure sectors with archaeological risk analysis early in construction projects. Eva Kars and her team of physic geographers, geophysicians, paleoecologists and archaeologists, execute heritage risk assessments, in situ preservations, and post excavations on building sites, using the latest technologies. They have been early involved in e.g. the on-going restructuring of the junction Hoevelaken, the construction of the ReGen Villages housing project of Almere Oosterwold, the monitoring of the nature development of the Eastern Vechtplassen, the reconstruction of the Roman bath in the Thermenmuseum in Heerlen.

In 2007, following the Valetta treaty from 1992, the new law "Archaeological Heritage Management Act 2007" was



issued, regulating the responsibility for preserving ancient monuments for future generations and communicating the knowledge to the public. Any building project developer is forced to include an archaeological research of the building ground before starting. EARTH examines the landscape as a whole to provide the customer with a complete picture of the local archaeological situation. They use, amongst others, geophysical techniques and coring to understand the subsoil. Samples are taken and investigated in order to reconstruct the ancient environment.

Influenced by Sweden

The conditions of the Valetta treaty and the new law in the Netherlands were established in a law in Sweden already in the 1960s. Eva Kars has worked this way for years and has implemented it in EARTH, giving her company a strong competitive advantage. -"We are strongly influenced by the Swedish way of working in the business sector. That is, we examine the building site as a

whole, whereas most Dutch companies concentrate on the excavation of the site and interpreting the finds. That's a huge challenge for us", she explains. She travels a lot to Stockholm also, for discussions and possible customer projects. For instance, all the carbon datings for EARTH are done at the university of Uppsala.

Just like Pippi Longstocking, Eva goes her own way and never gives up, strongly influenced also by her own 90 years old mother who goes to the gym every week. Being strong and stubborn helps her a lot when doing business with the Dutch.

EARTH has eight employees that form the core of the business. Outside that, they work with other companies, self employed specialists and universities on contract basis. Eva Kars applies a Swedish influenced management, though she has learned that managing her Dutch employees requires her to adopt some of the relatively hard and unpersonal Dutch characteristics.



Cultural differences

Team work is organised differently here compared to Sweden. In Sweden you work on a project together and give each other feedback during the process. When the report is presented you're seldom exposed to unexpected opinions or feedback. In the Netherlands it's often the other way around. Everyone works on his own, reports his results and then comes the feedback and criticism.

"In Sweden I can be both vulnerable and strong at the same time. If you show you're vulnerable here in the Netherlands, people will lose respect for you. Or do they become unsure? I don't know. The only thing I know is that the success of my business relies on me leaving my feelings at home".

Eva has been here since the early 1990s, brought here by love for a Dutch geologist. Eva loves the Dutch river landscapes and she is very impressed by the Dutch water management system. And she says it's great to be so close to the main European cities.

"But when I become old maybe I'll move back. I certainly miss the Stockholm inlet, the mentality of the inhabitants and, not the least, the Swedish fishballs!"

Archaeologist and business director

Though educated as an archaeologist, starting EARTH in 2008 was a great challenge for Eva, both financially and culturally. She has worked at the Culture Heritage Agencies of both Sweden and the Netherlands and later became the director of the private company Archeospecialisten. To finally take the step to start from scratch on her own was challenging, but turned out to be a success. EARTH started in the financial crisis, is doing very well and looking forward to a bright future.

Inspiration, exchange and perspective

Eva joined the Swedish Chamber of Commerce because she wanted to exchange experiences and learn from other companies. She is a mentor in the Mentorship program. "It's really inspiring to meet those young people!", she exclaims. The network also brings her good contacts with e.g. international legal advisors. "It's great to be part of this network of people with a broad perspective and international experience! I certainly recommend it to anyone who is eager to learn and meet people".



Are you Swedish? OR OTHER COOL BRANDS

By: Carolina de Klerk Nordholm

CAN MERELY A passion for Sweden and books lead to a successful business with products you didn't know anything about? It sure can. Are you Swedish? is a proof of it if nothing else.

Hanneke de Boer went from being a lawyer to being a successful entrepreneur in her own Swedish fashion brand agency. Here she shares the story behind her success and how books play a big role in her life.

Hip, modern and cool

It all started some 10 years ago. Hanneke had seen all these Swedish films and she really liked the hip and modern Sweden that she saw there. She decided to learn the language, then paid the country a visit, and discovered the brand Dagmar, being very much on the rise at that moment. She thought it would be great if she could bring Dagmar to the Netherlands. She prepared herself and got in touch with Dagmar who was very positive. She quickly got presented a contract. After spending the journey home to Amsterdam and a couple of working hours, and realising she didn't know anything about fashion, sales or PR, she still decided that same day that she would go for it and quit her job.

She later launched her business with two brands. Not knowing much about the fashion business, marketing or PR, she was open to all information and made sure people got to know that she was out there. An e-mail to Het Parool resulted in an article and from there it went on. Today she does PR as if she's never done anything else. She's convinced that sales and PR go hand in hand and that sales always come with service.

Are you Swedish? is today the PR and sales agent for ten fashion brands, of which eight are Swedish, one Danish and one Dutch. The latter two were simply too cool to say no to. Her choice of brands very much reflects what she personally likes. Long lasting quality is very important to her. Using a ten year old jacket is eco if anything!

The fashion she represents is sold to about 300 shops, and through her own consumer oriented "Cool department store". The B2B sales go through the online B2B department store and personal meetings with shops. She has one person working with the sales and distribution



and one with the B2B, both on a contract basis. Having too many employees and being a manager is not her thing. She prefers working on her own, cooperating with other self employed people.

Her office is also her showroom. A simple table of raw wood is Hanneke's desk. The rest is showroom with everything from clothes and sun glasses to jewelry, iPhone cases and shoes.

What's in a name?

The name of her company came about pretty quickly in the beginning when Hanneke travelled to Sweden to a fashion fair. To prepare herself she had imagined what the people would ask when they met. Certainly they would ask "Are you Swedish?". So, there was the name.

A healthy entrepreneurship

Hanneke's business success brought her to events where she was asked to speak about entrepreneurship, to organise fashion shows, to hold workshops. She is also a mentor in and outside the Swedish Chamber Mentorship Programme. She was even interviewed for the Dutch version of the marketing guru Kotler's latest book!

To make her busy life possible, she makes sure she has enough time for herself planned every day. She manages

her time very carefully and always includes time for a bath, a walk along the water, a moment sitting in the sun with a book. "My bad days are my good days", Hanneke says. She experiences days when she's not inspired in the office and nothing comes out. Then she stops, she takes a book with her and goes to sit in the sun or at a café. Then the energy and ideas start to flow again instantly. The bad day becomes a very good day for herself in the short run and for her business in the long run.

She has no kids and a boyfriend living in Rotterdam, which makes it easier to reserve time for herself. "I'm not very often stressed. I think it's because I give enough time to myself".

To Hanneke money is freedom. After the first years of pulling herself too far for too little money, she now has learned to delegate. The cooperation with other self employed works very well.

A bookworm

Hanneke has learned most of what she knows from all the books she has read. She's an avid book reader, a real bookworm. Books are her source of knowledge of how to run a business, do marketing, what PR is and how to handle it. They give her peace.

She prefers paper to digital. She administers a list to keep track of the books she has read and the ones she still wants to read. Except from business books of all kinds, she reads anything from the history of hip hop to the Japanese art of organising and tidying up.

Networking

Hanneke quickly became a member of the Swedish Chamber of Commerce for the pure sake of networking within a Swedish environment in the Netherlands. "It's important for me to be in touch with the general business world, outside of the specific fashion world".

She had a business card with her before her company was even registered. She strongly recommends that to anyone who wants to start their own business. "It becomes real in your head and forces you to actually start".

Reliable

Hanneke's passion for Sweden brought her far and taught her a lot. Her experiences with doing business in the fashion industry in the two countries are quite similar. The Swedes are just as direct as the Dutch. They're personal and open. She has never had an experience in Sweden of being cheated or treated in an unfair way. "The Swedes are very reliable", she concludes.



Sweco

DEVELOPING THE SMART CITIES OF THE FUTURE

By: Hans Duijn

UNTIL RECENTLY the name 'Sweco' was relatively unknown in the Netherlands, except with experts in the engineering & architecture consultancy business and the construction industry. That changed, however, overnight, when Sweco acquired Grontmij in 2015.

We went to the stately head office of Sweco Nederland, formerly Grontmij, situated on the beautiful historical estate of Houdringe in De Bilt, to meet with the new Managing Director of Sweco Nederland, Eugene Grüter.

Sweco Group

The Sweco Group is Europe's leading consultancy firm for the development of future communities and cities. The Group has a very strong position in Northern and Western Europe.

The Group has 14,500 employees and is active in more than 70 countries. In 2015 annual net sales amounted to SEK 16 billion (€ 1.7 billion). The primary focus is urban development: 'creating smarter cities'. This comprises not only area development and infrastructure but also mobility, communications, water management and energy.

The Group has grown considerably in recent years, partially through acquisitions, of which the take-over of Grontmij was the largest.

Sweco Nederland

Sweco Nederland is the new name of Grontmij. Grontmij had a history of more than 100 years, established in 1913 to help farmers with water management problems and the development of new agricultural land. After the Second World War the company developed more and more into a multiform international consultancy firm with a top-3 position in the Netherlands and a strong presence in Western and Central Europe. The acquisition of the French Ginger Group in 2010, however, was not the expected success. The acquisition claimed too much management capacity and had also negative effects on the financial results. In 2014 Grontmij started to look out for a strategic partner, which resulted in 2015 in the successful take-over bid by the Sweco Group.

New Management

After the acquisition by Sweco, Grontmij went through a transition period towards full integration in the Sweco Group. When

the process was successfully completed under the existing management, Sweco decided that it was time for a new leadership at Sweco Nederland. Eugene Grüter (57) was appointed to Managing Director of Sweco Nederland in September 2016. Mr Grüter previously held management positions inter alia at engineering & consultancy group Royal Haskoning/ DHV and construction company Heijmans and its subsidiary Stork Infratechniek.

"No roots in either Grontmij or parent Sweco, I was able to approach my new job here with a completely open mind. With the first proverbial 100 days in function now behind me I can only conclude to be very proud on the professionalism and knowledge in this organization, but simultaneously that we have to adapt our working culture to be able to maintain and strengthen our position in the market. With the ever growing complexity in all areas the client increasingly looks for guidance and partnership in defining his needs and the appropriate solutions."

The strengths of Sweco Nederland

Sweco Nederland has a professional history of more than 100 years. The company has 1700 employees working from 9 offices throughout the country.

"Because of our local presence in all parts of the country, we have not only large infrastructural projects, such as the tunneling of the A2 highway in Maastricht, but many small and medium sized projects for public entities and private companies", explains Mr Grüter. "And with these projects all our expertise in areas such as infrastructure, water management, energy efficiency and mobility is frequently tapped by our customers. Quite important, with our offices smartly spread over the country, our experts are never more than one hour travelling from the customer."

Large diversity of Sweco projects

Projects of the Sweco Group comprise the whole landscape of urban development, transportation, water, energy and industry. A brief selection of eye catching projects:

- The Swedish city of Kiruna commissioned Sweco to plan the relocation of the entire city of Kiruna to provide more space for mining. The project includes designing the infrastructure, energy supply and water access for the entire city.

- The new 30,000 square meter psychiatric building that Sweco is creating for Linköping University Hospital in Sweden will feature record-setting energy performance, reducing energy consumption to half the size of an average hospital. A substantial share of the energy will come from solar panels on the roof, and particularly robust insulation.
- In Poland Sweco is providing consulting services in projects, co-financed by the World Bank, to improve flood protection for people living in the areas of Wrocław and Szczecin.
- Sweco has partnered with the Dutch construction company BAM to provide design and construction services for the modernisation of the research facilities of the British Antarctic Survey Research Station on Antarctica.

Smarter communities and cities

The pace of urbanisation is increasing throughout the world. Tomorrow's cities need more of everything. Attractive places to live and work require smart innovations for housing, transport systems, energy and water. Moreover, society is increasingly connected and interconnected, presenting opportunities to use resources more efficiently and to optimise, amongst others, traffic and energy flows.

Sweco plans and designs buildings and city districts with the aim of being aesthetically pleasing, energy efficient and safe, as well as having a comfortable atmosphere.

"Creating smarter communities and cities has been made part of the DNA of Sweco", Mr Grüter points out enthusiastically.

"I am always captivated when Sweco Group's CEO Tomas Carlsson unfolds his vision on Sweco's primary role in working closely with our customers to develop and realise sustainable, integrated solutions for the cities of the future."

A sustainable organization

When we ask Mr Grüter on Sweco's position on the issue of sustainability, he responds: "Actually this is so self-evident for Sweco as sustainability is an essential part of all the projects of the Sweco Group. Not only do we check all our solutions for our clients on sustainability, we also help our clients to reach their sustainability goals. For example, we advise ProRail how their tracksides more sustainable. We are frontrunner where it comes to implement safety measures on behalf of our cus-



tomers and to substantially decrease the CO2 footprint of our customers."

Relationship with the Swedish Chamber of Commerce

Shortly after the acquisition of Grontmij by the Sweco Group and the name change to Sweco Nederland, the company became a member of the Swedish Chamber and joined the much appreciated special support group of Patrons of the Chamber. Mr Grüter is looking forward to get more acquainted with the Chamber and its members in the near future.

"And from our part we will be pleased to tell more about Sweco and its vision on the development of smart cities at an event of the Chamber in the near future", concludes Mr Grüter. With this prospect we thank Mr Grüter for the interview and wish him and Sweco Nederland a successful 2017!



BUSINESS WOMEN PROGRAM 2017

Increase and Sharpen Your Leadership Skills

Four seminars moderated
by Malin Hedlund, MH Leadership

February 2 • April 11 • September 28 • November 16

Time: at 18.30 - 21.00

Venue: Swedish Chamber of Commerce, De Ruyterkade 5, Amsterdam

Participation fee: 25 Euro p. p. per seminar

Registration: click here or send an email to info@swedishchamber.nl

THE SWEDISH CHAMBER of Commerce exclusive Business Women Program 2017 presents four seminars for the empowering and support of women business leaders. The seminars are designed to increase and sharpen your leadership skills and to help yourself to a higher level of efficiency, awareness, and success. Moderator is Malin Hedlund, MH Leadership.

We welcome women from the Swedish Chamber, Young Professionals of the Swedish Chamber and their relations with a focus to expand leadership intelligence and strengthen the inner power. You can follow any number of seminars you prefer. If you attend all four, the Swedish Chamber will offer you the last one for free!

February 2, 2017 Leadership Identity – Reaching my goals



We are all
leaders and we
affect ourselves
and our surround-

ings, both intentionally and unintentionally. The challenge is to develop and increase awareness about what it is that you want to affect, and from that create a vision and goals that colligate with your identity. Questions and discussion topics that will be raised are; How do I describe myself and how do I see myself? Is this how I want to identify myself? If not – what do I want and what can I do about it? What tools do I need in order to reach my vision, my goals and my identity, and what do I need to change?

April 11, 2017 Business Empowerment – Act now



Our mindset
is an important
and powerful
tool when it

comes to empowering yourself and the business. The mindset can be the difference between success and failure. We need a larger understanding of what our mindset is capable of and how we can use it to act. If we develop our mindset, we can face our fears and step out of our comfort zones.

September 28, 2017 Fit to lead – Facing the challenges



Leadership
can be tough
on both body
and mind, and

to cope in the long run with good health and a high quality of life we might need to make changes in our daily life. In this part of the Business Women Program, we will discuss tools for healthy leadership and raise questions about energy. What is energy? Where does energy come from and how can we produce and have more energy every day?

November 16, 2017 My Business Network – Team up with my peers



Having a
fruitful and
rewarding
network is key

in today's business environment. We need to develop our skills when it comes to building our network and learn how to use our network and optimize it. Questions will be raised about creating mastermind groups within our network, in order to reach our goals more efficiently and with more joy.

STUDIO MOKUM

PARTNER AND CREATIVE DIRECTOR KLAS BENNERGARD



"FOR THE PAST 20 years I have acquired experience as Art Director/designer for creative agencies, In-house as well as freelancer. I've lived and worked in Sweden, US, Italy and I'm now living in Amsterdam where I run my own design studio, Studio Mokum.

Studio Mokum is a full service concept and design studio creating brand identities, interiors and architecture. The studio was founded to bridge the gap between brand design and architecture. Our work sits on the sweet spot between branding, communication and architectural design.

With our 360-degree approach means that Studio Mokum has an holistic, multi-disciplinary approach that offers fully integrated solutions which are both meaningful and engaging. Since then we have been working on concepts, store formats, interior design, architecture, brand identities, graphic design, strategy for both large multinational brands as well as local heroes.

Studio Mokum consists of three partners and we work with a large network of freelancers.

How do you experience the work climate in the Netherlands?

It is very good, I would say. I did years of freelancing before I started Studio Mokum, and to be a part of the creative industry here in Amsterdam has been great for my career. Amsterdam has

become a very central place in the world of creativity and the mix of Dutch people and foreigners who comes here for work makes Amsterdam a very exciting city to live and work.

Would you say that you are a Swedish or a Dutch company?

I would say that we are a very Dutch-international company. We try to keep everything international because we want to be able to offer our service to clients with global ambitions.

Has it been an advantage that you are from Sweden when you have travelled and lived abroad?

I have lived in USA, Italy and The Netherlands and I have travelled the world, and as a Swede you are always greeted friendly and it has opened many doors.

Why did you come to the Netherlands?

After a few years in Italy, I got a job in Amsterdam at a retail design bureau. I really liked the job as well as Amsterdam, which led me to stay here. After a few years I met my wife who is Dutch and we have two children together.

Where is home to you?

I often say that I'll go home to Sweden for the summer, but home is here. I have my family here and more and more I come to realise that home is where my family is.

Do your children feel themselves Swedes?

David is 3.5 years and Sarah is seven, so Sara has experienced Sweden much longer. I would not say that she feels Swedish, but Sweden, is a big part of her.

Do you think it is important that your children speak Swedish?

Yes, because I want them to be able to communicate with their Swedish part of the family. I speak Swedish to my children because it feels natural. When we go to Sweden it may take a couple of days before they dare to open up, but then you hear my father and Sarah at the breakfast table one morning, speaking to each other and being able to communicate, and then you realise its all worth it.

Do you miss anything from Sweden?

The food sometimes and Swedish summer. It is often the memories you miss. In my childhood I spent every summer in the Swedish archipelago and those are the kind of memories I want to give to my children.

Why did you become a member of the Swedish Chamber?

Because the Swedish brand is something that helps all Swedish companies, and we thought it could be a way to connect to Swedish companies that need help to enter the EU and global arena.

Do you have any advice for us?

Simplify match making and speed dating during events, for example through an app. Make a place for people connect with each other easier.

Would you recommend the Swedish Chamber to your business relations?

Yes I would. It is not only about the business relations, but it's a great help for people who have just moved here and need a network.



DE NIEUWE VOLVO V90 CROSS COUNTRY

THE GET AWAY CAR

Ontsnappen aan de hectiek van de dag is een ultieme luxe. Bewust kiezen voor zaken die écht belangrijk zijn. De nieuwe V90 Cross Country biedt u de perfecte balans tussen avontuur en ontspanning.

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DE NIEUWE V90 CROSS COUNTRY
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BOEK EEN PROEFRIT OP VOLVOCARS.NL
OF KOM LANGS BIJ DE VOLVO-DEALER



Maria Rankka

STOCKHOLM MEETS AMSTERDAM



IN JANUARY, the Swedish Chamber of Commerce was very pleased to invite Maria Rankka, CEO Stockholm Chamber of Commerce and Member of the Swedish Chamber of Commerce Board of Recommendation as keynote speaker at our January Chamber Luncheon to talk about the Globalization of Stockholm.

At her visit, Maria was also introduced to parts of the Startup ecosystem in Amsterdam. Together with the Swedish Chamber she visited Amsterdam Expat Center A-Lab and had inspiring meetings with the Swedish Ambassador and Kajsa Ollongren, Deputy Mayor of Amsterdam. "Stockholm and Amsterdam have much in common and are very much alike when it comes to size, vibe and economy", says Maria. "Furthermore, both Amsterdam and Stockholm have a lot of global companies head offices and a booming and dynamic tech startup scene. The entrepreneurial spirit in Stockholm is tremendous and we have more so called unicorns per capita than any other city outside Silicon Valley. However, Amsterdam feels even more international and there are many interesting areas for us to consider. I liked the service for expats by the one-stop-shop that Expat Center Amsterdam is offering a lot. Another good example is the 180 nationalities project facilitated by Amsterdam Marketing and their partners where the diversity

of the city is presented in a very positive way and explaining why Amsterdam is such a vivid global environment to work and live in. The infrastructure and development around the Schiphol area are also interesting topics for us and I am looking forward to my Skype meeting with the Night Mayor when I get back to Stockholm. A lot of new great impressions to deal with. Collaborating and competing cities increase each other's competence and it is very stimulating and inspiring to exchange ideas and get new views".





Volvo Car Nederland

MANAGING DIRECTOR

RICHARD SNIJDERS

THE FIRST MASS-PRODUCED Volvo car rolled off the production line in Gothenburg in 1927. Since then, Volvo Car Group has delivered a steady stream of Volvo models equipped with world-leading innovations. Today, Volvo is one of the most well-known and respected car brands in the world with sales in about 100 countries. Volvo Car Group (Volvo Cars) has been under the ownership of the Zhejiang Geely Holding (Geely Holding) of China since 2010. Volvo Cars formed part of the Swedish Volvo Group until 1999, when the company was bought by Ford Motor Company. In 2010, Volvo Cars was acquired by Geely Holding. Volvo cars are marketed and sold by regional market companies and national sales companies through approximately 2,300 local dealers in about 100 countries. Most of the dealerships are independent companies. As of December 2015, Volvo Cars had almost 29,000 employees around the globe.

How has the ownership by Geely Holding affected Volvo Cars?

"I have been with Volvo for 30 years, but can say that this period has been our most successful period so far and believe it will only continue. We operate and act as truly independent company now. We are also more Swedish than ever before, using the Swedish identity in our advertisement. We are the only car brand from Sweden, so now we are standing for Sweden and all the good things about the Swedish Brand name. Geely has been a dream owner, motivating us to become better and more focused but also enabling us of entering the Chinese market, the biggest car market in the world. And on the back of that success we were able to introduce ourselves to the capital market and get even more financial support from investors.

The Volvo XC90 became the business car of the year in 2016.

In the Netherlands, we have a dream position, where Volvo is well regarded. The award for our new XC90 is an example of that. We were the first Premium brand in the Netherlands with a Plug-in Hybrid ; our first step towards full electric cars. By 2025 we want to sell 1 million electric cars. We think the impact on the environment in the long term needs to be minimized, and this is something we don't compromise.

But our nearest goal is our Vision 2020; it stands for that no one will get seriously injured or killed in our cars. To achieve that goal we have started testing autonomous driven cars in Gothenburg.

Who are your customers?

Our customers are usually well educated and very much have

a view of the world that goes in line with our core values of safety, environment and quality. People are becoming more willing to pay for safety, environmental awareness and care. We call it a development from common good to personal good.



Largest competitors?

The three German premium brands, Audi, BMW, Mercedes.

What is your largest market?

From a volume perspective China and the US. But Sweden is very close to the but US in terms of volume but has with 20% by far the biggest market share in the world. In the Netherlands we are in the top 10 of volume market with close to 4 % market share.

Do you recognize a trend that the young generation do not feel the need to own a car of their own?

Yes, that surely is the case. For that purpose we launched Volvo Private Lease last year. We were one of the first ones, especially compared to other premium brands. And with around 1000 sold leases in 2016 one of the more successful. The attraction is that with Private lease means you can drive a Volvo V40 already for a monthly payment of 369 Euro in which all expenses such as insurance and maintenance are included. You only need to pay for your petrol.

You are Dutch and you came back to the Netherlands in 2012 after more than 20 years abroad.

Indeed. My last assignment was in China, and before that I was in Japan, Sweden, Australia, US, UK Germany and Belgium. But I started with Volvo 30 years ago when we were still building cars here in the Netherlands. I always was very keen on traveling and to combine work with seeing the world in the same company has been a tremendous experience.

Was there a reason they wanted such an experienced person like you in the Netherlands?

Our presence in the Netherlands is very solid and mature, hence a good base of experience was required. And I was obviously interested in returning to Netherlands after such a long time.

Would you like to move again?

We enjoy being back home and being close to friends and family again. But we have not lost the travelling bug. Seeing the world and living in it makes life interesting. I have always been flexible and able to move for work, but we are not in a hurry.

Did you see any changes in the Dutch society since you have been away?

Yes of course, and a lot for the better. It is a well-run and very much arranged country, but it is also less progressive than we tend to have as our image. One of the things I noticed that compared to China we seem to have less women in the work force in the Netherlands. Especially in the car business there are very few women in management or sales positions. That is different in most countries where I lived. What I found interesting when living in Sweden is how well integrated immigrants. Many with their own shops or restaurants. Clearly something Sweden was very good at motivating this giving it a great openness to these new cultures and cuisines.

Challenges for the future?

Obviously we have a very challenging agenda. Besides our Vision 2020 and our ambition on Electric cars, we are also keen to develop our concept further on how to give people more back in quality time travelling by our cars in fully autonomous way.

The Swedish Chamber Export Prize 2016

This year Volvo Car Netherlands was the proud winner of the Swedish Chamber Export Prize 2016. We have been winning a lot of prizes and awards during the years but it is always nice to be recognized as brand and it makes us proud every time. The company's corporate and brand strategy "Designed Around You" puts people at the centre and is a foundation and a guide for the business, the products and the corporate culture.

The winner of the Swedish Chamber Export Prize 2016 VOLVO CAR NEDERLAND



VOLVO CAR REPRESENTED in the Netherlands by Volvo Car Nederland, has been awarded the Swedish Chamber Export Prize for their innovative and sustainable "Designed Around You" concept where every innovation made is designed to simplify and improve people's life, excellent represented by the Drive-E, Connected Car and IntelliSafe innovations. In addition, Volvo Cars "Made by Sweden" campaign significant and in an excellent way contributes to strengthen the Swedish Brand name abroad.

The Award Ceremony took place at the Swedish Chamber of Commerce Lucia Dinner & Dance on December 10, 2016

Members of the Jury:

H.E. Ambassador of Sweden, Mr. Per Holmström, Mrs. Hannie Kroes, Swedish Chamber of Commerce, Mr. Andreas Rentner, Trade Commissioner Benelux, Business Sweden, Mr. Thijs van Bommel, Business Unit Manager Benelux Elekta B.V.

Photos: Richard Snijders, Managing Director Volvo Car Nederland receives the Prize from Hannie Kroes, Jury Member, Swedish Chamber of Commerce in the presence of H.E. Ambassador of Sweden, Mr. Per Holmström





2016 CHAMBER EVENTS

Women's Day March 8



Annual General Meeting May 18



Visit Voorman March 17



Crayfish party September 3



Luncheon September 13



Global Outlook November 17



Entrepreneur's Café October 4



Golf Tournament June 11





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attorneys-at-law and civil law notaries

Sweden Desk

Nils van Dijkman
Tel.: +31 20 312 2800

www.heussen-law.nl

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**AMSTERDAM – BERLIN – BRUSSELS – CONEGLIANO – FRANKFURT
MILAN – MUNICH – NEW YORK – ROME – STUTTGART**

2016 NORDIC TALKS




On 22 September 2017, the Swedish Chamber of Commerce, the Danish Dutch Business Club, The Finnish Dutch Chamber of Commerce and the Norwegian Embassy organized the fourth joint Nordic Event together. This year's topic "Times of Transition – The role of the

game changer" attracted more than 100 guests who came to Lab111 in Amsterdam to listen to the very interesting and inspiring keynote speakers: Robin Teigland, Professor Stockholm School of Economics, Jan Rotmans, Professor Erasmus University, Wolfgang Hackenberg,







Vice President Nokia, Malin Holmberg, CEO Tele2 Netherlands, Mikael Nilsson, CEO and Founder November First, Fredrik Mowill, CEO OPRA Turbines and contributions from all the Ambassadors from the Nordic countries.



EVENT OVERVIEW 2016

	14 January	New Year's Reception hosted by H.E. Ambassador of Sweden Mr. Per Holmström generously supported by Handelsbanken and SKF
	18 & 19 January	Most feedback has no effect Leadership Training by Carl Eric Herlitz Tuff Leadership Training
	18 February	Seminar Presentation International SOS How to keep your travelers safe and secure a global business travelers outlook 2016.
	8 March	Women's Day Business Luncheon Keynote Speaker Jacqueline Prins, Director Gender and Equality Ministry of Education, Culture and Science
	8 March	Mentorship Program By Mercuri Urval supported by Tuff Leadership Training
	17 March	Voerman International Company Visit Who takes care of your relocation and what about the logistics?
	22 March	Entrepreneurs Café Business Coach and Trainer Malin Hedlund
	18 May	Annual General meeting and Chamber Luncheon Keynote Speaker: Kajsa Ollongren, Deputy Mayor and Alderman of the city of Amsterdam
	11 June	Annual Golf Tournament in co-operation with Svenska Golfklubben i Nederländerna
	18 June	Midsummer Celebration In co-operation with Svenska Klubben
	3 September	Crayfish Party In co-operation with Svenska Klubben and SWEA
	13 September	Chamber Luncheon Keynote Speakers: Vivienne van Eijkelenborg Difrax and Jesse Kuijper Kinnarps Nederland

EVENTS OVERVIEW 2016

	22 September	#NordicTalks – Meet the Game Changers In co-operation with DDBC, FDCC, Nordic Embassies
	4 October	Entrepreneurs Café Keynote Speaker Marijn Bijnen Tony's Chocolonely
	12 October	Mentorship Program By Mercuri Urval supported by Tuff Leadership Training
	13 October	Breakfast Workshop Getting Recruitment Right by Dick Swart, Sandler Training
	2 November	Company Visit Elekta
	9 November	European Chambers' USA election Breakfast In co-operation with European Chamber's and Business Club's
	17 November	Global Macro Outlook Seminar Hosted by Handelsbanken Keynote Speaker Jimmy Boumediene
	28 November	Swedish Chamber Patron Dinner Hosted by H.E. Ambassador of Sweden Mr. Per Holmström Keynote Speaker: Jeroen van der Veer, Chairman of the Supervisory Board of ING
	7 December	Mentorship Program By Mercuri Urval supported by Tuff Leadership Training
	10 December	Annual Lucia Dinner and Dance Hotels van Oranje, Noordwijk



Meijburg & Co
Belastingadviseurs

BELASTINGADVIES MET VISIE



**Jan Hollemans is
namens Meijburg & Co
contactpersoon bij de
SCC. Voor alle vragen op
fiscaal gebied kan met
hem contact worden
opgenomen.**

T. 088-909 2711

E. Hollemans.Jan@kpmg.com

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Inter IKEA Systems

MANAGER INTERNATIONAL SALES EHSAN TURABAZ

How long have you been working for Inter IKEA Systems?

For 26 years, I started as a trainee in September 1991. After that I started as a group leader for IKEA market hall and then I became service manager at IKEA Slidrecht. Later I moved to Delft and became sales manager IKEA Business at IKEA Delft. My passion is to build bridges and connect people to each other and that is what I am doing for Inter IKEA Systems today, branding the IKEA all over the world and being a good ambassador for IKEA.

IKEA is facing a huge transition

We strongly believe the changes will create even better conditions for IKEA to continue to grow and expand on today's solid base, leading to a Better IKEA, designed for the future. If we look back it is fair to say that we have come a long way since Ingvar Kamprad founded the first IKEA business in 1943. IKEA are today one of the most successful home furnishing brands in the world. Present in 48 different countries, represented by 12 franchisees, with a total turnover exceeding EUR 30 billion. The INGKA group is the biggest contributor with 60% of all markets and over 90% of the sales. But we see faster growth and expansion among other franchisees today representing a turnover of more than 3 billion euro and being present in 40% of all IKEA markets. And still - we are only in the beginning. In most markets where IKEA is present we are small – and on most markets in the world IKEA we have not even started.

At the same time, there are many changes going on in the world and society around us. The retail landscape looks very different already today and continues to evolve as we speak with multichannel as a major driver. Sustainability, digital development and the way people interact with each other and just some examples of areas that are going through a major transformation.

IKEA is a brand and not one company. The IKEA Concept holds a value chain together within a franchise system. IKEA build on a franchise system. In the early 80's IKEA was divided in two parts – INGKA (today known as the IKEA Group) and Inter IKEA Systems. Inter IKEA became the owner of the IKEA Concept and the franchisor. For practical reasons, it was decided to have "outsourcing" agreements for the range and the supply part of the IKEA Concept. Companies in INGKA were assigned to set the IKEA product range and manage the supply chain

under agreements with Inter IKEA Systems B.V. The franchise system was chosen as it provides a good platform to grow internationally, keeping a concept together and to nurture an entrepreneurial spirit.

In order to continue this successful journey, and make sure that Ingvar's clear ambition of a strong and successful IKEA in the future remains, we have now decided to take next steps. The timing is good as we have a positive development in the IKEA business worldwide and can continue to build from strengths in people, performance and plans. The changes aim to simplify and improve the IKEA franchise system. We do it with a long term long-term perspective, to create best possible conditions for increasing customer focus and to continue to grow successfully and sustainably, for the next 10 to 20 years and beyond."

These changes will also enable the different IKEA companies to focus on their respective task while working better together. For Inter IKEA Systems we will increase our focus on continuously developing the IKEA Concept, now with a stronger integration in the value chain – providing best possible conditions for the IKEA franchisees.

What attracts you with the Swedish concept of IKEA?

If you look at the values we have at IKEA, they are a part of my life and they are applicable everywhere and are very easy to work with. They are one of the reasons I stayed with the company for such a long time. They allow me to develop myself and my role as an ambassador for the company. And if you have this support from your colleagues and your management then you can work much better. It is a very flat organization, you can talk to my CEO without an appointment. It is good that we get a lot of new and young people with new ideas combined with the older management that can guide them.

Where do you see IKEA in 5 or 10 years?

We should look at a different way to sell the IKEA products to the new generation. We should adapt ourselves to their needs. Nothing is for granted, we need to have a customer focus the coming years. Our common ambition is to create better conditions for increasing customer focus and future expansion, by simplifying and improving the IKEA franchise system.

What is the logic behind this change?

The new structure will allow us to focus more on customers



Inter IKEA Systems Serv

SUSTAINABILITY MA

JONATHAN NORTH

across all channels. For example, today INGKA Group have e-commerce in 13 of 28 markets. The 12 other groups of franchisees have e-commerce in 14 of 24 markets. We are together increasing speed in transforming into true multichannel retailing. INGKA Group have the assignment from the global franchisor, Inter IKEA Systems B.V. to develop a multichannel platform for all IKEA retailers. INGKA Group will roll out e-commerce in all markets in the next few years. In a rapidly changing retail landscape this is a challenging and exciting agenda requiring our full attention. The new structure will also enable a better focus to improve existing as well as new stores.

Why have these changes been initiated now?

The IKEA franchise system was built in a different era and different size. There are many companies operating under the IKEA Brand all over the world, with many different tasks. All IKEA companies and each IKEA co-worker share the IKEA vision: to create a better everyday life for the many people. All of us are part of and contribute within the IKEA franchise system, where we are all connected and depend on each other to be successful!

We see an opportunity to improve and simplify the franchise system, creating even better conditions for increasing customer focus and future expansion. We believe it is a good time to do this change as we have a positive development in the IKEA business worldwide.

Why is the Swedish Chamber important?

There are a lot of Swedish companies in the Netherlands, and you need an organization to keep them together and here the Swedish Chamber is contributing a lot. The Swedish Chamber is also helping the Swedish Embassy a lot with the relationship between the two countries. The Inter IKEA Systems will definitely continue to support the Swedish Chamber. The Chamber brings all the companies, small and big, together to learn from each other.

Do you have an advice for the Swedish chamber?

To work with the other Chamber of Commerce's in the Nordics is very important.

How long have you been working for IKEA?

I have been working for Inter IKEA for almost 10 years, and I have been in Europe now since 2008. For the last two years I have had the job title Sustainability Manager, but I have worked with sustainable and responsible business throughout my entire career, including product development, purchasing, manufacturing and supply chain.

How has the topic of sustainability changed during the past few years?

The awareness has been raised by business, government and the general public, and the expectations have increased. Technology and innovation have always been key drivers in driving and supporting more sustainable businesses. Recent development of the renewable energy sector has seen improvements in efficiency and reductions in price making investments more accessible. You see more technology and equipment that supports better opportunities to use recycled materials than before, which will enable IKEA to increase its use of recycled material, and enable to transition towards a more circular business model. The current model is very traditional and linear; we take resources, we make products and we sell those products. At the end of their lifetime those same products are typically then discarded. Now at IKEA we are looking into ways to extend the life of those products and then at the ultimate end of life, recognizing the value in the materials and finding ways to incorporate that material into future IKEA products. A few years ago this would not have been possible due to limitations in the recycling and manufacturing industries. Technology and innovation is now making this possible and affordable.



ices NAGER

Are you making the customers aware to use more sustainable products or are the customers demanding more sustainable products?

A little of both I think. We try to communicate about the raw materials that have been used to create our products, and to explain about our ambition to use more and more responsibly sourced raw materials. Our customers are also more demanding when it comes to sustainability and we see many more customers choosing to buy products that have been more responsibly sourced rather than those that have not. Today, purchasing sustainable products does not mean having to compromise on form, function or quality. It also does not mean having to pay a premium price; we hope to democratize sustainability making it affordable for the many people. Also, our customers are more demanding of us to provide products and services that enable them to live more sustainable and healthier lifestyles, so today we have a range of products, 500-600 in total, that allow customers to save water, save energy, reduce waste and enable them to recycle and live a healthier life style.

This means you have to be very aware of technical developments and how you can implement them in your sustainability strategy.

Our sustainability strategy at IKEA is all inclusive, it goes from the cotton fields and the forests through the design of the products and the factories that produce them, and then through the distribution systems and retail operations. We integrate sustainability throughout all those touch points so that we deliver something meaningful to the customers. Our

job at inter IKEA Systems is to find the common denominator to enable all IKEA franchisees to become more sustainable.

What is your drive in your work?

I was attracted to come to work for IKEA in the first place due to the values and the vision of creating a better everyday life for the many people, and I think the work we do in and around sustainability really supports that vision. We are as interested in making the everyday life better for the people working in our cotton fields as we are in the people working in our stores, and our customers. IKEA also has the possibility to have long term perspectives and that is what inspires me.

How much of your time do you spend travelling?

Probably 40% of my time. It is interesting, you meet many people at IKEA, from Iceland to Saudi Arabia to Australia, all equally committed to the vision. Regardless of where I travel it's always inspiring to meet IKEA co-workers and to get a warm reception and to be made to feel at home.

What are the biggest challenges in achieving all of this?

I believe the biggest challenge ahead is the transition from a linear business model to a circular business model, because that really is revolutionary for manufacturing and retailing. So, I think that is challenging because it is changing a mindset of an established way of working, that has taken many decades to establish. We will be challenged to develop longer term relationships with our customers where we take responsibility for the products after the customers take them home. If it is damaged we will help them repair it, if they do not have the money to buy it, we will lease it, and we will encourage the sharing of products. We will ultimately take back the products when they are damaged to the point they cannot be used anymore and we will repurpose them into new IKEA products.

In 2025/2027, what have you achieved?

By that time, we would be more affordable, more accessible to many more people both physically and digitally and considered more sustainable, and the growth between now and 2025 does not come at the expense of consuming much more raw material. A significant amount of our products will have been manufactured from material that will have had at least have had one life beforehand. The future BILLY bookcase bought by a student in Germany could have been a table sold to a family in France, and before that, my son's bed bought at IKEA in Delft in the Netherlands. That would be a great place for us to be.





**Swedish Chamber
of Commerce**



THE SWEDISH CHAMBER of Commerce in the Netherlands is a non-profit organisation founded in 1960. Our mission is to inspire, promote and extend the commercial and industrial relations between Swedish – Dutch individuals and companies. Our vision is to create business opportunities between Swedish and Dutch companies and talents and to deliver a unique network based on the combination of Swedish and Dutch cultures. We love to connect people on a personal level and to connect individuals and businesses in key sectors. We invite you to participate at the Swedish Chamber network

platform to grow your business network and for innovative and creative knowledge exchange.

The Swedish Chamber of Commerce network consists of decision makers from Swedish and Dutch global companies, creative and innovative people, entrepreneurial start-ups, investors, insurance agencies, lawyers, and banks. We offer a wide range of useful business contacts for Swedish companies establishing their businesses in the Netherlands and for Swedish and Dutch companies who want to extend their business network.

Welcome to join the Swedish Chamber and to participate in our events and networking possibilities to connect and enlarge your Swedish – Dutch business network.

For young professionals aged 23 – 36 we are very proud to present our Young Professionals of the Swedish Chamber (YP). YP organizes a wide range of business and social activities and in 2017 they are celebrating their 10th anniversary!

www.swedishchamber.nl | info@swedishchamber.nl



**Young Professionals
Swedish Chamber**

THE YOUNG PROFESSIONALS of the Swedish Chamber of Commerce (YP) celebrates its 10 years anniversary in 2017. As a sub-organisation of the Swedish Chamber of Commerce, the YP has become a well-known business and social organisation for young professionals with an interest in Swedish – Dutch society. It is a dynamic and inclusive network organisation with a varied agenda aimed to meet the members' interests. Currently, the YP boasts around 100 members aged from 23 to 36 years.

The YP meets its objectives by organising a wide range of business, social and cultural events such as:

Crayfish Party
Lucia Celebration
The Swedish National Day
Midsummer Celebration
Entrepreneurship Café
Business Women Program
Mentorship Program
Company Visits
After Works
Pub Quiz

As a YP member you get access to the YP as well as the Swedish Chamber of Commerce events, a free subscription to the Swedish Chamber digital newsletter and the possibility to apply to The Swedish Chamber Mentorship Programme and other trainings.

Visit our website or send us an email today to join the Young Professionals of the Swedish Chamber!

www.swedishchamber.nl | yp@swedishchamber.nl



Nordholm Design & Communication

CAROLINA DE KLERK NORDHOLM

AFTER 10 YEARS in international marketing of home storage solutions, I started my own business in graphic design and communication. In 2016 I added photography. Today, I offer graphic design, communication, proofreading, translations and photography, working in Swedish, English, Dutch, Italian, and German. A lot of my work is within the Swedish community here, including the Swedish Chamber and the Embassy of Sweden. Other customers are in the IT, archaeology, church communities, law, solar energy, management consulting.

In 2014, I was asked by the Embassy to design the logo and identity for the 400 years' celebrations. In 2015, my sister-in-law published a book about the Italian region Emilia-Romagna for which I did design and photography.

Tell us about how you ended up in the Netherlands?

My work at the home storage company Elfa brought me to Voorschoten in 2001, after having worked for them in Västervik and Lyon. In 2009, I left Elfa and started my company.

I was born and raised in Sweden. During my university studies I went to Rome. After that I was shortly back to Örebro, then moved to Munich, Västervik, Lyon, and Leiden. There my life stabilised. I met my neighbour, fell in love and here I am, 16 years and two kids later, still in the Netherlands. We now live in Voorburg, outside the Hague.

Do you experience a difference in business culture between Sweden and the Netherlands?

The social part of the workplace is different. I was used to social fika twice a day from Sweden and the French long social lunches. Coming here was nothing like it. Jobwise it was fine, but socially it was a challenge.

Do you feel Dutch?

No, not really. I speak fluent Dutch and I understand the culture, but I'm still very Swedish inside. Which is a good thing for me, since being Swedish is my competitive advantage on the Dutch market.

How about your two children?

They consider themselves Dutch, but their Swedish is fluent and we're in Sweden about 8-10 weeks a year. I've raised them very Swedish, I think.

What do you miss the most?

The supermarkets for sure. And the trust that the Swedish society builds on. And how you can hear the quietness.

What is the best thing about the Netherlands?

It's very international, I like that very much. And it's easy to

visit other European countries. And of course, I love the Waddeneilanden. Ameland - what a haven!

What do you do when you don't work?

I like spending time with my family, reading books about Rome and her history, trying out a new cooking or baking recipe, taking long walks with my camera.



Why did you join the Swedish Chamber of Commerce?

When starting my business I figured it would be the easiest networking group to start with. It ended up being my most important network, as I realised that my niche is indeed the Swedishness.

Would you recommend the Swedish Chamber of Commerce to your business relations and friends?

Yes, certainly! For me the Chamber network is mainly three things: It develops me, it's social, and it brings me business value.

The last 4 years I've been involved with the Chamber by designing and producing their invitations and annual reviews. We work closely together all through the year and I'm almost considered an intern. Since a year I'm also their photographer at certain events, which is a fantastic addition to my business and gives me even more opportunity to network! I really appreciate being part of Kerstin's team.

Apart from the business with the Chamber, their networking events brought me in contact with other great customers as well. One of them even located in Sweden, without in fact much connection to the Netherlands.

Do you have any advice for the Swedish Chamber for the future?

Do continue what you're doing, it works very well. If I would wish for something, it would be for even more networking opportunities with the other European chambers, and breakfast seminars in the Hague area. And perhaps a wine tasting?



Klarna

DIRECTOR COMMERCIAL NETHERLANDS ROBERT BUENINCK



KLARNA WAS FOUNDED in Stockholm in 2005 with the idea to simplify buying. Klarna first launched the product where you could pay with invoice online in Sweden, which really took off. Then the Nordics followed, the Netherlands and Germany, Austria, the UK and now US as well. It still follows the same concept, only now different products are being made, all with the goal of making buying online easier. Today, we're one of Europe's fastest growing companies. In 2014 we joined forces with SOFORT and formed Klarna Group, the leading European payment provider. Klarna Group has more than 1,600 employees and is active on 18 markets. We serve 45 million consumers and work with 65,000 merchants. Our goal is to become the world's favorite way to buy. The average age at our company is 29 years.

Which is your target group?

We work mostly with retail, so fashion, home and garden are primarily the merchants we try to service. We are less present in tickets or online gaming.

How often do you go to Sweden?

At least once a month.

Do you experience a difference in business culture between Sweden and the Netherlands?

Yes of course, a lot of subtle differences. There are a lot of similarities too of course. One of the similarities is the fact that Sweden companies are often meritocracies, just like many Dutch companies. Both Dutch and Swedes like to have a lot of meetings to align and talk. I think a big difference of course is that Swedes are much less direct than Dutch people, especially when it comes to talking about more heavy subjects, such as problems, issues or bad performance.

Is Klarna becoming as established in the Netherlands as they are in Sweden?

As established as in Sweden is difficult to accomplish but we are second on the Dutch market as a payment method, so we're bigger than the PayPal and credit cards.

How long have you been on the Dutch market?

Since 2010. Now we have a smaller and more senior team and focus on the larger companies. The top 200 stores in the Netherlands make 95 % of our volume and last year we grew by 80 %.

How is the balance between women and men at Klarna?

It is a real topic of conversation within Klarna. In my team we receive a bonus for keeping it 50/50. It is however difficult to find women programmers.

Why did you choose to work for Klarna?

I was always an entrepreneur myself so I wanted to work at a young startup company where I could be more myself, rather than in a large company. It was a positive thing that it was a Swedish company, because Swedes have a good reputation. Dutch people seem to do well in Swedish business culture.

What do you think about Stockholm?

It is a cool city. But what I find amazing in Stockholm is that you go 20 minutes outside the city and you have the lakes with the pine trees and the fantastic landscape and on the other side you have the archipelago.

Do you have a family?

Wife and kids, 7 months and 7 years old.

Hobbies?

I play tennis, travel, music. I spend a lot of my free time with family since I am away a lot for work.

Do you get a direct business value from the Swedish Chamber?

I don't think I get business directly from the network, but I think the Chamber organize a lot of great events and interesting trainings. And amazing crayfish parties. One day it may be of business value, but it is already great for Klarna to be among the other well-known Swedish companies, that will eventually create real business value.

Do you have an advice for us?

Keep doing what you are doing and keep focusing on Stockholm as a great place to work and live.

Would you recommend the Swedish Chamber to your business relations?

Yes of course. You build a great business community. There are a lot of events that you organize that are of value so I think it's a great organization to be connected with.

European Network Event Co-operation USA ELECTION BREAKFAST



 **American breakfast:**
Post election discussion panel. Who is the new president and how will he or she influence the relations between the US and Europe?

9th November 2016
7:30 - 9:30
Amsterdam

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Swedish Chamber of Commerce's

MENTORSHIP PROGRAMME

A one-year programme that will help you develop your career and enrich your personal development.

WHAT MAKES THE difference between a career that thrives and one that stalls? For many in the business world, it's a mentor.

In addition to helping you define your career path, a mentor can help you deal with the everyday concerns in the daily job life. While one should never blindly follow in the footsteps of others, the lessons learned from others' experiences and missteps, can prove invaluable.

The Swedish Chamber of Commerce and YP are very pleased to invite you as a mentor or mentee to a unique opportunity to connect the young professionals to create long lasting business relations and to exchange experience and share each other's views.

The mentor program provides the opportunity to make a positive difference to young professionals. During one year a relationship between the mentor and the mentee is formed and guided by Mercuri Urval and the Swedish Chamber supported by Tuff Leadership Training.



Program Coach:
Wilma Buis,
Mercuri Urval

After her masters in Dutch Language and Literature, Wilma Buis took various courses in the

areas of marketing, communication, business and organizational administration and coaching. She has worked at Mercuri Urval since 1988 and has built up extensive experience in consultancy in many sectors of the business world on the interface of human behaviour and organization results, executive search, selection and development, and the guidance of strategy implementation. She is the sparring partner of the executive and management teams for cultural and organizational change, employer branding and the building up of consistent talent management.

Mercuri Urval is an international consultancy with offices in 21 countries, and focuses on improving results of organizations and people. Mercuri Urval has the strong belief that people are defined by their potential and not by their past.

Services of Mercuri Urval are Search, Selection and Development, including individual coaching, team coaching and leadership development programs. Clients are from all business sectors and the public sector. In the Netherlands, Mercuri Urval has 3 offices. www.mercuriurval.com



Program Contributor and Sponsor:
Karin Tenelius,
Tuff Leadership Training

Tuff Leadership Training has, during 2015, found a home away

from home at the Swedish Chamber of Commerce for the Netherlands. Tuff has attracted major international companies as clients, and together with them, we have seen the need for our international expansion. During the past year, we have successfully hosted a number of seminars and courses together with the Chamber, in order to introduce our leadership training to the Dutch and European market.

Mercuri Urval

tuffleadershiptraining



KPMG Meijburg & Co

TAX ADVISOR

JAN HOLLEMANS



IN 2016, the Swedish Chamber of Commerce was very honored to among 5 other new Patron Companies also welcome KPMG Meijburg & Co Tax Lawyers. A very good reason to visit Jan Hollemans, Tax Advisor at Meijburg & Co at his inspiring office at the Weena in Rotterdam and ask a few personal questions.

Jan Hollemans is an experienced tax lawyer in the area of national and international corporate income taxation, particularly in assisting medium and large corporates in restructurings, obtaining tax rulings and providing assistance in tax audits. He is responsible for the tax compliance units of Meijburg Tax Lawyers in Rotterdam and The Hague and Office manager Meijburg in The Hague. He is a member of the Sweden desk at Meijburg.

What is your relation to Sweden?

I have both a personal connection and a business connection to Sweden. On the personal side, I have a house in Sweden and therefore travel there a lot. On the business aspect, I am part of Sweden desk, which are the tax lawyers of the KPMG Meijburg & Co who travel frequently to Sweden for business.

Why did you join the Swedish Chamber of Commerce?

For the network. It is the place where you meet other people and business with connection to Sweden. The atmosphere of the Chamber is very nice and the events organized are always

good. I also have a good relationship with Nils van Dijkman who was the chairman for 8 years. If you are interested in Swedish-Dutch business networking you should be a member of the Swedish Chamber.

Do you have or see any direct business value for your business or in general of being a member?

Certainly. I am able to meet a lot of companies who also have business relations with Sweden, and you have to be a member of the Chamber to get that kind of network.

Do you have any advice to the Swedish Chamber how to be prepared for the future?

Business as usual and keep doing what you do. Continue with the events organized by the Chamber and your company visits.

Would you recommend the Swedish Chamber of Commerce to your business relations and friends?

Yes! For the above-mentioned reasons. If you are interested in doing business with Sweden and in meeting people who are interested in Swedish business it is the only network which provides that.

YOUNG PROFESSIONALS



I'M ELIN HELLQVIST and I've had the great opportunity to take over the chairmanship this year from Carl Kars. I would like to start to thank Carl for his professional chairmanship the last year, and we all wish him the best of luck on his offshore adventure. As a new chairman of the YP I really appreciate to be a part of such competent, and entertaining group of young talents. Especially it is an honor to join the YP as chairman the year of 2017, since YP is celebrating its 10 years' anniversary. We, as YP will therefore celebrate this special moment with all our young talented professionals the 22nd of September. We will provide you with an inspiring program which will be

in context of entrepreneurship and innovation - the two values we foster as Young Professionals this year. Next to the 10 years' anniversary celebration we have a busy program this year with many social and professional events. So, keep your ears and eyes open and I hope you will join us on these inspiring events.

It's on behalf of the whole YP Committee that I say that we really are very much looking forward to seeing you at the upcoming social and professional events this year!

The Committee



Heidi Liedberg
Chairman until June

Occupation: Analytics Consultant
Company: Acando



Carl Kars

Occupation: Analyst Vendor Management
Company: Stolt-Nielsen Limited



Magnus Nølgren

Occupation: Consultant
Company: Launch! HCM



Henrik Enkel Larsson

Occupation: Product Engineer
Company: JCDecaux



Sophie Hansson

Occupation: Customer advisor and stylist
Company: Suitsupply



Linnea Rungård

Occupation: Product maker
Company: TravelBird



Arnout van Ee

Occupation: Treasurer
Company: Handelsbanken

"YP is a fantastic opportunity to attend business presentations and to gain a wide network. YP is a great way to meet other people with links to Sweden."



2016 YP EVENTS



During 2016 the YP Committee has succeeded in delivering a valuable social as well as professional program for our members. We have facilitated networking, new friendships, and new business relations. We have celebrated typical traditions together and also arranged new attractive trainings and business events.



The Swedish Chamber and Young Professionals' Mentorship Program has proved to be a truly successful initiative and over 100 persons have already participated during the years.

SAVE THE DATE September 22, 2017 YP 10 year's anniversary!



Entrepreneurship and Startups continue to be important topics. In our very valued Entrepreneurs Café we address topics of common interests and share ideas and experiences.



Midsummer, Crayfish party, Lucia and King's Day are nice traditional events that YP celebrates together!



Young Professionals is a Swedish-Dutch **business network** in the Netherlands and a sub-organisation of the Swedish Chamber of Commerce.



Young Professionals gives you the opportunity to **develop your career skills** by meeting people in top positions or by participating in business and social events such as leadership trainings, mentorship programmes and company visits.



Young Professionals allows you to **achieve valuable business relations**, exchange experiences and get in contact with inspiring companies in the Netherlands.



The Annual Swedish Christmas Julbord & Lucia Celebration



The Swedish Chamber of Commerce is delighted
to welcome you together with your business
relations to the Annual Swedish Christmas Julbord
& Lucia Celebration.

Date

December 15, 2017

Time

18.30 Welcome Reception

19.30 Seating

00.00 End of Program

Location

Hotels van Oranje, Noordwijk

Christmas Julbord

Swedish Smörgåsbord by
La Cuisine Scandinave

St. Lucia Performance

Entertainment & Dance

Dresscode

Black Tie



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