

## Bijlage 1 – Contacten van ministers, staatssecretarissen en topambtenaren met Uber

### Inhoudsopgave

Bijlage 1 – Contacten van ministers, staatssecretarissen en topambtenaren met Uber.....	1
<b>Bijlage 1.1:</b> .....	<b>1</b>
Mailverkeer tussen StartupDelta, ministerie van Financiën en de Belastingdienst.....	1
Bijlage Mailverkeer tussen StartupDelta, ministerie van Financiën en de Belastingdienst –.....	7
Vragen StartupDelta aan staatssecretaris Financiën.....	7
<b>Bijlage 1.2:</b> .....	<b>9</b>
Mailverkeer tussen Neelie Smit-Kroes en ministerie van Financiën.....	9
Mailverkeer tussen Neelie Smit-Kroes en ministerie van Financiën – Notitie DG Concurrentie.	11
<b>Bijlage 1.3:</b> .....	<b>13</b>
Mail Neelie Smit-Kroes aan diverse bewindspersonen n.a.v. overdragen taken StartupDelta..	13
Bijlage Mail Neelie Smit-Kroes aan diverse bewindspersonen n.a.v. overdragen taken StartupDelta – StartupDelta: The Netherlands ‘Europe’s West Coast for Awesome Startups’..	13

Bijlage 1.1:

Mailverkeer tussen StartupDelta, ministerie van Financiën en de Belastingdienst  
Op 16 jun. 2016 om 10:10 heeft [Persoonsgegevens] (P-DGBEL) <

[Persoonsgegevens] @minfin.nl> het volgende geschreven:

Dag allen,

Via de stas zijn er door mevr. Kroes namens Uber vragen gesteld.

Om vanuit ministerie en Belastingdienst één lijn richting Uber uit te zetten is er voor gekozen om de vragen te beantwoorden in het overleg tussen Uber en het behandelteam. De antwoorden worden niet rechtstreeks verzonden naar de vraagsteller, mevr. Kroes. Zij wordt op de hoogte gebracht van het feit dat beantwoording in het overleg plaatsvindt en dat dit afgestemd is met het ministerie.

Bij deze ontvangen jullie namens DG-bel de antwoorden op de vragen, zie bijgevoegd document.

Met vriendelijke groet,

[Persoonsgegevens]  
[Redacted]

---

Ministerie van Financiën

Directoraat-generaal Belastingdienst

Cluster Fiscaliteit

Korte Voorhout 7 | 2511 CW | Den Haag

Postbus 20201 | 2500 EE | Den Haag

---

M [Persoonsgegevens]

E [Persoonsgegevens] @minfin.nl

<Uber questions and answers 16062016.

Van: [Persoonsgegevens] (BJZ/BBO)  
Verzonden: donderdag 9 juni 2016 14:50  
Aan: [Persoonsgegevens] (FISCALITEIT)  
CC: [Persoonsgegevens] (FISCALITEIT);  
[Persoonsgegevens] (FISCALITEIT)  
Onderwerp: RE: Mails Uber

Het [Persoonsgegevens]

Het lijkt mij een goed voorstel om de vragen gewoon mee te nemen in het reguliere overleg van Uber met de belastingdienst. Ik zal dit ook zo overbrengen naar Neelie Kroes.

Jullie hoeven dus verder niet te werken aan een reactie wat mij betreft.

Op 20 juni is er een afvaardiging van Uber in NL begreep ik, zij zouden dan graag overleggen met de belastingdienst. Ik wist uiteraard niet dat er op 22 juni ook al een afspraak tussen BD en Uber stond.

Is het een idee dat het behandelteam dit even afstemt met Uber? Het is aan Uber wie ze graag willen afvaardigen, maar 2 gesprekken in korte tijd met de belastingdienst met 2 verschillende Uber-groepjes lijkt mij niet handig. De contactgegevens die ik heb doorgekregen voor het Uber-groepje van 20 juni is:

[Persoonsgegevens]

Global Head of Tax

[Persoonsgegevens]

[Persoonsgegevens]@uber.com

Zou het behandelteam contact met hem kunnen opnemen om te overleggen wat handig is?

Dank!

Groeten, [Persoonsgegevens]

Van: [Persoonsgegevens] (FISCALITEIT)  
Verzonden: donderdag 9 juni 2016 13:31  
Aan: [Persoonsgegevens] (BJZ/BBO)  
CC: [Persoonsgegevens] (FISCALITEIT);  
[Persoonsgegevens] (FISCALITEIT)  
Onderwerp: FW: Mails Uber

Hallo [Persoonsgegevens]

Via [Persoonsgegevens] ontvang ik je onderstaande bericht over Uber. Uit navraag binnen de BD blijkt dat regelmatig overleg plaats vindt tussen het 'behandelteam' en Uber en dat daarbij allerhande fiscale kwesties aan de orde komen. Het volgende overleg staat gepland op 22 juni a.s. We stellen voor dat het behandelteam tijdens dat overleg mondeling op de gestelde vragen in gaat, waarbij het behandelteam vooraf onze input ontvangt. Op deze manier houden we het contact via de reguliere kanalen, zonder uitzonderingspositie oid, waarbij het behandelteam uiteraard wel kan aangeven dat eea is afgestemd met het ministerie zodat toch sprake is van enige 'extra aandacht'. Richting mw. Kroes kan dan worden aangegeven dat de gestelde vragen zijn uitgezet binnen MvF en BD en dat er tijdens het reeds geplande overleg op wordt ingegaan. Als je wilt kunnen we een voorzet maken voor zo'n bericht. Als jij/stas er de voorkeur aan geeft om zelf richting Uber te reageren dan is dat natuurlijk ook prima. In dat geval kunnen we een concept reactie aanleveren waarin op de vragen wordt ingegaan. Tussenvorm kan zijn dat [Persoonsgegevens] richting Uber reageert.

Laat maar even weten wat jouw voorkeur heeft.

Gr [Persoonsgegevens]

-----Original Message-----

From: [Persoonsgegevens] (BJZ/BBO)  
Sent: Monday, June 06, 2016 12:21 PM W. Europe Standard Time  
To: [Persoonsgegevens]  
Subject: Mails Uber  
Re: [Persoonsgegevens]

In de bijlage twee mails vanuit Uber, vraag van eric of jullie er naar zouden willen kijken en wellicht contact met ze zouden willen opnemen?

Uiteraard gewoon voor de technische vragen, niet voor een uitzonderingspositie of wat dan ook. Ze moeten gewoon behandeld worden als ieder ander, maar misschien kunnen jullie ze van de gevraagde informatie voorzien?

[Persoonsgegevens] geeft dit ook aan bij Kroes: hij mag zich niet bemoeien met individuele belastingplichtige, maar hij zal kijken of er contact kan worden opgenomen vanuit de BD om ze te helpen met hun vragen.

Zou jij er eens naar willen kijken en bekijken of het zin heeft om contact met Uber op te nemen?

Dankje!

Groeten,

[Persoonsgegevens]

op Persoonsgegevens [@startupdelta.org](mailto:@startupdelta.org)> Bericht van Persoonsgegevens -----  
----- Wed, 25 May 2016 12:23:29 +0000

:Aan

> "Wiebes, ED (Eric) (AL)"

Persoonsgegevens [@minfin.nl](mailto:@minfin.nl)

Onderwerp

:

Vragen dhr. Persoonsgegevens

Geachte Staatssecretaris Wiebes,

Namens Mw. Kroes stuur ik u (bijgevoegd) de lijst met vragen door

van dhr. Persoonsgegevens

Vriendelijke groet

Persoonsgegevens

Website: [www.startupdelta.org](http://www.startupdelta.org)

Twitter: [@startupdelta](https://twitter.com/startupdelta)

New adress: visit us at Spaces, Vijzelstraat 68, 1017 HL, Amsterdam, The Netherlands

[bijlage "QuestionsforDutchFM.docx" is verwijderd door Persoonsgegevens

Persoonsgegevens

Bijlage Mailverkeer tussen StartupDelta, ministerie van Financiën en de Belastingdienst –  
Vragen StartupDelta aan staatssecretaris Financiën  
ATTORNEY CLIENT PRIVILEGED

Questions to consider for the Dutch Finance Minister:

**VAT**

- Persoonsgegevens of Consumption Tax Unit Centre for Tax Policy and Administration  
OECD Uber would like join the working committee and can the Dutch Government help?

*The OECD Working Party 9 on Consumption Taxes deals with VAT/GST. Participants in Working Party 9 are governments (OECD Member States, Associated Countries, Key Partners), the European Commission and the IMF. Through the Technical Advisory Group to Working Party 9 (TAG), business is closely involved with the work of Working Party 9. In the TAG, governments and business work together in for instance preparing and drafting International VAT/GST Guidelines as well as their implementation in practice. Businesses that want to participate in the TAG should contact the Business and Industry Advisory Committee to the OECD (BIAC). The VAT/GST Persoonsgegevens Persoonsgegevens informed us that recently Uber has been added as a participant to the TAG. On behalf of Uber, Persoonsgegevens will attend the next meeting of the TAG in September 2016.*

- **Certified taxable person - how can Uber get more involved in the One-Stop-Shop initiative that the EU is working?**
- **Uber is interested in joining the EU VAT expert group - can the Dutch Government help supporting that?**
- **Are there any other working groups on the digital economy / sharing economy Uber could join to share its views with the Dutch government?**

*Membership of the EU VAT Expert Group (VEG) is dealt with by the European Commission. Members are mandated for a period of two years, starting October 1<sup>st</sup> 2014. This means that as of October 1<sup>st</sup> 2016, memberships will be revised. For applications, businesses should contact the European Commission. Governments have no influence on the procedures for admittance.*

*For ease of reference please find a link to the VEG, with the decision for setting up the VEG as well as a list with the current participants.*

[http://ec.europa.eu/taxation\\_customs/resources/documents/taxation/vat/key\\_documents/expert\\_group/dg\\_decision.pdf](http://ec.europa.eu/taxation_customs/resources/documents/taxation/vat/key_documents/expert_group/dg_decision.pdf)

*For more information on the VEG as well as on the One-Stop-Shop initiative (e.g. the VAT Action Plan by the European Commission), Uber should contact the European Commission and/or Persoonsgegevens Persoonsgegevens who attends the meetings of the VEG for Business Europe. He is also more than willing to inform Uber about any further business-initiatives on the digital economy. To our knowledge there is no other working group on the digital economy that deals with VAT/GST but that topic is covered by the Ministry of Economic Affairs in a broader context. Finally, Uber can also contact VNO-NCW.*

- **What is the Dutch Government's position on CV/BV structure in light of the ongoing EU state aid investigations?**

*The European Commission did not open any state aid investigations in relation to the CV/BV structure. The Dutch Tax Authorities act according to the current rules and regulations in force.*

As you are most certainly aware both in the OECD BEPS project as well as in the Anti Tax Avoidance Package of the EU, hybrid mismatch arrangements have been subject to discussion.

- **Who can help Uber as a privately owned company to keep company and Partner-Drive data under confidentiality in light of CbC reporting and the potential public reporting that is being suggested at the EU level?**

*Criteria which are relevant for application of the CbC-legislation are whether or not Uber is a group with two or more entities who are resident in different states and the group has a consolidated revenue exceeding an annual threshold of € 750 million. If Uber meets this criteria, the CbC-legislation will apply. If the parent of this multinational group is seated in the Netherlands, the CbC report must be filed according to Dutch law.<sup>1</sup> The CbC report requires for each jurisdiction information such as revenues, profit before tax and income tax paid. In principal confidential business information shouldn't fall under the scope of the CbC report.*

*Transparency is a topic that is highly listed on the international political agenda. Besides the CbC reporting as mentioned above, last April the European Commission adopted a proposal for a Directive which imposes on EU and non-EU multinational groups the publication of a CbC report. If this draft Directive will be adopted, this will lead to adjustments in the national law. These reports will include the income tax paid within the EU, the tax paid outside the EU and additional information e.g. the nature of the activities and the number of employees. In principal confidential business information shouldn't fall under the scope of the mandatory disclosure based on this proposed Directive.*

- **Uber would like to learn more / share views on the NDAS (Netherlands Data Analytics System) that is currently in the making as a potential system for the Dutch and other tax authorities to digitalize taxpayer's data and exchange information. What would be the best way to do this?**

*If you would like to learn more about the NDAS please contact our specialists in this field within the tax administration:*

*Personen Persoonsgegevens [@belastingdienst.nl](mailto:belastingdienst.nl) or  
Persoonsgegevens  
Personen Persoonsgegevens [@belastingdienst.nl](mailto:belastingdienst.nl). These specialists are able to share views on the latest developments in this field of expertise.*

<sup>1</sup> *The CbC report requires for each jurisdiction the following information: revenues, profit before tax, income tax paid, income tax accrued, stated capital, accumulated profits, number of employees and the tangible assets other than cash and cash equivalents. Moreover, the report must contain a description of the constituent entities of the multinational group resident in each jurisdiction, and, if different from the jurisdiction of residence, the jurisdiction of incorporation. Of each constituent entity the main business activities must be reported.*

*The first report must be filed at the end of 2017, for tax years beginning on or after the first of January 2016.*

*The Dutch Tax Authorities use these reports to analyze potential transfer pricing risks and other risks that relate to base erosion and profit shifting.*

*The CbC reports will be automatically exchanged. This automatic exchange is based on the Mutual Administrative Assistance in Tax Matters Treaty (WABB Treaty) and by signing a multilateral agreement between competent authorities.*

*Although the information in the CbC reports will be exchanged with other tax authorities, the confidentiality of these reports is granted because of the obligation to secrecy based on the national tax law of the states involved.*



Bijlage 1.2

Mailverkeer tussen Neelie Smit-Kroes en ministerie van Financiën

From: "Neelie Kroes" [Persoonsgegevens]  
To: "Eric Wiebes" [Persoonsgegevens]  
Subject: Fwd: State Aid tax rulings

Hierby een notitie van een voormalig medewerker van dg competition over State aid

Mi interessant voor jullie activiteiten op belastinggebied en positie Nederland

Groet neelie

Uber vragen worden separaat gestuurd

---

Begin forwarded message:

**From:** "Neelie Kroes" [Persoonsgegevens]  
**To:** "Neelie Kroes" [Persoonsgegevens]  
**Subject:** Fwd: State Aid tax rulings

Bericht van [Persoonsgegevens] met info over state aid tax cases.

[Persoonsgegevens]  
[Persoonsgegevens]

Visit us at the SPACES, Vijzelstraat 68, 1017 HL Amsterdam, The Netherlands

----- Forwarded message -----

From: [Persoonsgegevens] <[Persoonsgegevens]@apple.com>  
Date: Mon, May 23, 2016 at 5:31 PM  
Subject: Fwd: State Aid tax rulings  
To: [Persoonsgegevens]

\* [Persoonsgegevens] [Persoonsgegevens] Apple [Persoonsgegevens]  
[Persoonsgegevens] <[Persoonsgegevens]@apple.com>  
[Persoonsgegevens] <mailto:[Persoonsgegevens]@apple.com>

---

Begin forwarded message:

From: [Persoonsgegevens] <[Persoonsgegevens]@apple.com>  
Subject: State Aid tax rulings  
Date: 23 May 2016 at 17:30:05 GMT+2  
To: [Persoonsgegevens]

Dear Neelie,

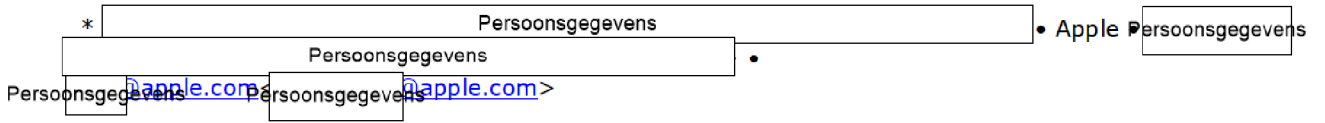
Please see enclosed as a background to the state aid tax cases, a draft letter with some points of concern.

I also mentioned the Commission's recent Communication on the notion of state aid, which in para 172-173 sets out the new theory on state aid (derived directly from Art 197 of the Treaty, irrespective of national tax law). I understand both the cases and this guidance document will be discussed at a high-level meeting on state aid modernisation on 3rd of June.

Let me know if you need any further information.

regards,

Persoonsgegevens



## Mailverkeer tussen Neelie Smit-Kroes en ministerie van Financiën – Notitie DG Concurrentie

We would like to express our concerns over the European Commission's current State aid investigations into tax rulings granted by the fiscal authorities of Member States to companies pursuant to their national legal system. We are concerned about these developments for a number of reasons:

1. Tax rulings have created the necessary legal certainty as to the fiscal treatment of major investment projects undertaken all over Europe by companies both based in Europe and outside Europe. These rulings have been granted by the tax authorities of the Member States in full compliance with applicable national and international tax law. They have allowed investors to create hundreds of thousands of jobs, to develop innovative product and service offerings, they have contributed to creating wealth as well as economic and social development, and they have played a crucial role in shaping Europe into one of the most important global hubs for innovation and technical and economic progress. The EC's investigations, both the completed and the on-going ones, pour uncertainty over the legality of tax rulings, putting at risk the attractiveness of investment in Europe. This uncertainty stems from the lack of clarity and predictability in the approach of the Commission.
2. We deem it important to recall that in the absence of harmonisation at EU level, jurisdiction in matters of direct taxation lies with the Member States. The Member States have the sovereign right to legislate in this area and to implement administrative practices as they deem fit. We also consider that the Lisbon Treaty and the principle of subsidiarity have rather strengthened the position of the Member States vis-à-vis interference by the Commission in this area. Through the theories of State aid enunciated by the Commission in the published final decision regarding the Belgian Excess Profit scheme and reflected in the recently published updated Commission Notice on the notion of State aid, it is seemingly apparent that the Commission is intending to achieve harmonisation through the back door by imposing its own taxation principles on Member States, regardless of their own legal systems.
3. We recognise the need for certain reform of direct taxation. However, this reform should properly respect the sovereignty of the Member States. Indeed such reform is under way, with initiatives like the OECD/G20 Base Erosion and Profit Shifting (BEPS) project, which has garnered international support. Reforms such as BEPS should be facilitated and should not be undermined by the retroactive examination of tax rulings imposing an unknown and unclear legal standard of the Commission's own making. Equally, the Commission has focused on the fact that profits of US-based companies are not subject to immediate taxation in the US but instead to deferred taxation. Again, the need for US tax reform is a very live issue and is being addressed. As noted by US Treasury officials, the Commission should not pre-empt this process by retroactively taxing profits of US companies in Europe, which are properly attributable to the US.
4. From the opening decisions of the investigations into fiscal State aid, it was clear that, *inter alia*, the Commission intended to use the arm's length principle as set out in Article 9 of the OECD Model Tax Convention as the legal benchmark for any finding of State aid. Now it seems that the Commission is intending to rely on an arm's length principle derived from Article 107(1) TFEU without any proper explanation or justification. Furthermore, the fact this shift in legal standard has only come to light

in the final decisions of the investigations means that potentially interested third parties, such as US companies with tax rulings in Europe, never had the opportunity to comment on this major shift in the Commission's theory. It is of great concern that the Commission is proceeding in such a way disrespecting basic procedural fairness.

5. This shift to a Treaty derived arm's length principle of unknown contours is a worrying development to our members as there is no guidance on how a company can comply with this 'arm's length principle'. This is most unfortunate as transfer pricing lies at the heart of any multinational company's tax affairs and there should be no uncertainty about how transfer prices need to be set. In the Belgian Excess Profit decision, the Commission expressly rejects the arm's length principle as set out in Article 9 of the OECD Model Tax Convention, which has clear rules and guidance, as the arm's length principle it is relying on. Therefore, it is clear that satisfaction of this internationally accepted arm's length principle is not enough and the Commission may still find State aid based on its own arm's length principle. By imposing this heretofore unknown arm's length principle, the Commission is enforcing a rule it is the sole arbiter of. Such behaviour is regrettable and, as noted earlier, is a clear attempt to harmonise direct taxation.
6. Furthermore, we are very concerned about the potential retroactive effect that the current investigations will likely have on companies, which have relied on tax rulings many years, and built their development and investment plans on what they could legitimately consider to be solid ground. Both legally as economically and politically, the retroactive destruction of wealth created in good faith by investors for the benefit of European citizens, would seriously undermine the faith of investors from within and outside Europe in due process in the EU, and put a serious question mark on the EU as an investment destination, at the detriment of European consumers and professionals seeking employment. The position the Commission is taking in its investigations could have a devastating impact on the ability to achieve the ambitious goals set by the European Commission in its Agenda 2020.
7. Finally, we are particularly concerned about the fact that the investigations are disproportionately focused on US-based companies that have taken good faith investment decisions based on the tax rulings lawfully obtained. Of the individual companies against which investigations are ongoing or have been concluded, all but one are US based and the other company is half-European and half-American. To make a comparison, in the listings published by LuxLeaks, only some 20-35% of the companies are US-based. It is thus of concern that (80% if not 100%) of the individual aid investigations target US-based companies. To this end, we also support the comments made by persoonsgegevens in his letter to Commission President Juncker of 11 February 2016.

In conclusion, we continue to hope that the European Commission will swiftly put an end to these politically driven investigations that unduly taints US and other corporations having in good faith brought jobs and wealth to Europe, as alleged tax evaders. Furthermore, we urge the Commission to support the ongoing international tax reforms by desisting from following its own harmonisation agenda undermining national sovereignty. We remain available to discuss these issues further with you.

Bijlage 1.3

Mail Neelie Smit-Kroes aan diverse bewindspersonen n.a.v. overdragen taken StartupDelta

From:

Subject: Resultaten StartupDelta

Date: 24 June 2016 at 15:55:05 GMT+2

Beste

Na anderhalf jaar mij met veel genoegen te hebben ingezet voor de versterking van het Nederlandse startup ecosysteem, stuur ik jullie een overzicht van de resultaten die zijn behaald samen met de vele partners uit de startupwereld, bedrijfsleven, universiteiten, investeerders, overheden en het team StartupDelta.

Ik wil jullie bedanken voor de bijzondere steun die ik heb ervaren om StartupDelta tot een gezamenlijk succes te maken.

zal ons werk met minstens zo veel elan en commitment voortzetten. Ik heb er dan ook alle vertrouwen in dat het Nederlandse startup ecosysteem de komende jaren een nog hogere kwaliteit en intensiteit van samenwerking zal bereiken.

Met vriendelijke groeten,

Neelie Kroes,

*Visit us at the SPACES, Vijzelstraat 68, 1017 HL Amsterdam, The Netherlands*

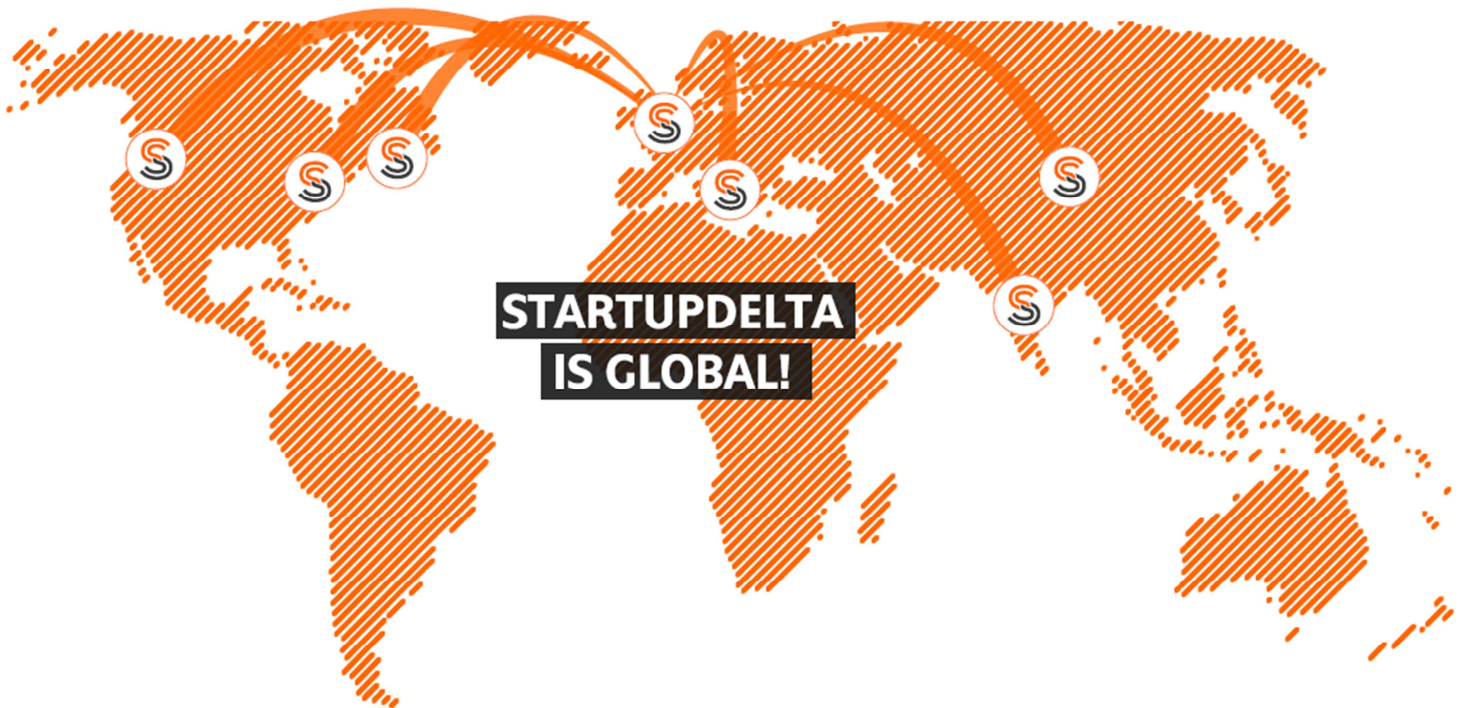
Bijlage Mail Neelie Smit-Kroes aan diverse bewindspersonen n.a.v. overdragen taken StartupDelta – StartupDelta: The Netherlands ‘Europe’s West Coast for Awesome Startups’



# StartupDelta

The Netherlands

'Europe's West Coast for Awesome Startups'



For more information, please visit our website at: [www.startupdelta.org](http://www.startupdelta.org)



## ‘Welcome to Europe’s West Coast for Awesome Startups.’

The Netherlands is part of the champions league of European startup ecosystems. In one and a half years’ time, the StartupDelta ecosystem is topping the charts for competitive startup hubs. Out of nothing we’re ranked #4 in the EU according to Compass (2015). And we’re proud to be #1 on the Startup Nations Scoreboard, underlining the competitive advantage of the Netherlands for startups that want to grow fast.

And this is just the beginning. We’re gaining traction, fast! We are the 5<sup>th</sup> faster growing ecosystem in the world and Amsterdam is not only Innovation Capital of Europe but also the numbers 1 and 2 for both startups and scale-ups on the Digital Cities Index. Not to mention that we’re in Europe’s

top 3 for Venture Capital investments (2015) and that we’re the only ecosystem with two incubators in the top 10 of the UBI index.

Fantastic scores, but what’s probably even more striking is the positive energy of all these fantastic startups, scale-ups, corporates, universities, investors and our government. Every ecosystem is as strong as the cooperation between the partners.

Just to remind you: the StartupDelta initiative started this journey in January 2015, after the Prime Minister of the Netherlands and the Minister of Economic Affairs approached me to become the Special Envoy and gave me their confidence. Together with my director Sigrid Johannisse and her team, I developed a clear vision on how to do things differently, based on a startup state of mind, with the goal to strengthen the Dutch startup ecosystem and reaching a top 3 position within Europe. By linking up the innovation hubs nationally into one ecosystem and to leading hubs abroad; starting initiatives to change the system into the most competitive breeding ground for startups and scale-ups and creating impact together with all the stakeholders, we aimed to give a maximum push to the Dutch ecosystem in an unconventional way.

Here, you can grow fast and obliterate all boundaries. Here, you can be extraordinary.

**Neelie Kroes**

Special Envoy for startups and scale-ups The Netherlands

# StartupDelta: the strategy

The StartupDelta initiative has successfully positioned the Netherlands in EU top league of attractive startups ecosystems. Headed by special envoy Neelie Kroes and in close cooperation with partners in the startup world, government, corporates, universities, financial world and many others, StartupDelta's strategy is about linking up, changing the system, and creating impact.

In our actions we're also looking at culture like confronting the stigma on failure, enhancing diversity, addressing necessary skills for future jobs, but most importantly, doing 'the actual work' to create a supportive environment for founders and their startups. That is exactly what our way of working is: To go where the energy is and challenging people and organizations in the Dutch ecosystem to work together and improve the entire growth climate for startups. There is a role for everyone to play!

Our strategy encompasses three levels:

## Linking Up

Linking up the Dutch ten innovative tech hubs into One Single Hub. Together they form Europe's largest and best-connected startup ecosystem. All our hubs have one single point of contact; they make their qualities visible; they share their agenda, network, ideas and opportunities with the ultimate goal to give startups the best climate to grow. Furthermore, we have linked up the Dutch ecosystem to the major startup hubs in the world and have formed a Circle of Influencers from across the globe to receive their vision and hear the trends. We also asked a group of Dutch startup founders to give us advise on what they see as necessary changes.

## Changing the System

The system was never made for startups. So we made it our goal to look at necessary changes on a systemic level, so have the best environment to grow and expand their business models and flourish. To accomplish this, we worked together with government, politics, corporates, academia and many others. Our focused actions are aimed at Talent, Capital, Networks and Communication.

## Creating Impact

Our approach was based on choosing a limited timeframe to create maximum speed and commitment on board level of academia, government and industry. StartupDelta works together with all possible partners to create a dynamic ecosystem which – within one and a half year – will remain growing and evolving.

“

*StartupDelta has made a broad audience aware of the importance of an inclusive startup ecosystem.*

*With their enormous drive and passion they have also mobilized many other people to jointly work towards*

”

*that goal.*

Janneke Niessen, CIO Improve Digital



# Results on focus areas Talent, Capital, Network and Communication

## TALENT

The key factor which contributes to a vibrant startup ecosystem is talent. We developed several initiatives to make our climate more attractive to talent. The Netherlands also has a unique proposition as 'testbed' and 'launch pad' for startups and scale-ups. In this testbed a startup can find his problem-solution fit and test how well their product lands with its future customer base. The Netherlands is an early adopter for new technology and our small market size makes it an attractive scale for a test market. Therefore, founders and talents from all over the world come to the Netherlands.

### European Startup Visa for founders

The Netherlands offers a Startup Visa for founders. Under the Dutch EU Presidency Neelie Kroes launched a proposal for a **European Startup Visa**, which the European Commission and all 28 Member States are exploring. This will make it possible for founders from outside the EU, to choose residency in one member state and from there on expand into Europe without going through the same procedure 27 times. The European Council has adopted the conclusion that European Commission and Member States are exploring opportunities.

### Orange Carpet; ensuring a soft landing for startups and talent

We want to make it as easy as possible for startups to start their business in the Netherlands. Therefore we have created an Orange Carpet for a smooth take-off. This is a 7-step walkthrough for a smooth start of your business in the Netherlands, including registering the company and opening bank accounts. Here, you can register your business within 24 hours! The Chamber of Commerce has additionally set up one single 'point of entry' for all the questions raised by startups.

But that's not all, StartupDelta participates in the **City Deal: Warm Welcome for Talent** to ensure a soft landing in the Netherlands for foreign entrepreneurial talent.

### StartupDelta.org; the portal for all startups

When it comes to technology, talent, infrastructure, government policy, VC's, events, and in particular outstanding startups, we have much to offer the world. To highlight this, the [www.startupdelta.org](http://www.startupdelta.org) web portal was launched, on which these activities and stakeholders can profile themselves. This is an excellent initiative by the Ministry of Economic Affairs, IBM, and DutchBasecamp, giving stakeholders the opportunity to show what they can offer. We have actively contributed to the visibility and success of

this portal by posting articles about the role models in our startup ecosystem and by posting a weekly blog, covering startup developments in the Netherlands and results of the StartupDelta initiative. What's more, we've consolidated everything a startup could need to set-up business and grow into a single website. This website is powered by Ondernemersplein; a network of fourteen public-sector support organizations, like Ministry of Economic Affairs, Chamber of Commerce, Tax and Custom Administration, Immigration and Naturalisation Service and Netherlands Patent Office.

## MOOC; stimulating entrepreneurship

The Netherlands is one of the most entrepreneurial countries in the world. To further build on this, we've connected our four technical universities to improve the position of entrepreneurship within the curriculum. Together we will launch a **Massive Online Open Course (MOOC)** on startup entrepreneurship. Furthermore, StartupDelta cooperated on the **White Paper Entrepreneurship** commissioned by our Ministry of Education in which we share our perspective on the future of entrepreneurship education.

“ *Startups are now part of the **dinner table** as well as **the boardroom** conversation.* ”

Robert Verwaayen, founding partner Keen Venture Partners

## CodePact; bringing coding to all kids

We firmly believe that coding should be part of the curriculum so all kids can learn this 21<sup>st</sup> century skill and we can prevent creating a future generation with a gap between the 'haves and have nots'. That is why we initiated **CodePact**; a consortium of 32 corporates, NGO's, local governments and SME's, offering a diverse range of coding lessons, teacher trainings and in class materials. Their ambition is to turn all Dutch children into critically independent thinkers by teaching them to code. Codepact aims to reach around 400.000 children. Furthermore we're lobbying with the State Secretary Sander Dekker to make digital skills, including coding part of the future curriculum.

StartupDelta brought this to the attention by promoting **Mega Coderdojo** in Ziggo Dome in which 1000 kids learned to code simultaneously. We also visited schools in the UK with State Secretary Dekker to explore the possibilities of having coding in the curriculum and Neelie Kroes took a **coding class with Prime Minister Rutte and Minister Kamp** in which the kids taught them how to code. We co-launched **Project Prep** a bestselling book about ICT and entrepreneurship for young girls. With this project we managed to reach an important target audience, which can offer huge potential for the Netherlands. And we actively participated in the **Girls in Tech Day**.

“ *When I came into this job I almost **immediately** contacted StartupDelta to investigate how the startup community can make use of our **scientists, facilities and patents**.* ”

Paul de Krom, Chairman and CEO TNO

## Inspiring Fifty; stimulating diversity in tech

On the second day of Startup Fest, May 25<sup>th</sup>, we've helped to organize the **Inspiring Fifty** event where fifty leading European women in tech gathered in order to take on a leading role in the quest of bringing more diversity in tech. This is just one example of the numerous events, such as Fortune's Most Powerful Women Summit, Neelie Kroes participated in to enhance the position for women and their participation in the field of technology. The goal is to strengthen female networks to support diversity, which leads to better business results and gender equality.

# CAPITAL

**StartupDelta spotted two deficiencies in the Dutch system: very early stage 'high risk' funding and growth capital to support scaling up. Furthermore: the fiscal system had a systemic failure, which needed to be resolved.**

## Improving fiscal and investment climate

In supporting the goals of StartupDelta the Cabinet will make **€50 million available** each year to improve the fiscal framework for startups by adapting the usual taxation of the salary scheme and improve the investment climate in the early stage. From 2017 startup founders can apply for a special startup treatment in which case their minimum salary will be the minimum wage of the Netherlands for a period of three years. With the remaining part (€23 million) of the €50 million the Cabinet is preparing to introduce a **co-investment scheme** for 2017, in which the government co-invests with a business angel in a startup.

We have set the agenda with corporates and institutional investors to more actively participate and invest in startups and scale-ups. Corporates have **set up venture funds** for investments in startups, for instance at DSM, Randstad, Eneco, KPN, Sanoma, RTL, Liberty Global, Port of Rotterdam Authority, a.o. And also the Ministry of Healthcare made a budget of €20 mln available for eHealth startups.

By making the government more aware of the importance of startups they've reviewed the early-stage financing regulation and **shortened the processing time** of the R&D tax credit. Another advantage for startups is that the **Dutch Tax Authority is developing a single point of entry for startups** where they can get tailor made advise.

## Startup Box

The **Startup Box** has been launched by the Ministry of Economic Affairs in the fall of 2015. The Startup Box highlights the most relevant government instruments for startups. In the toolbox you can find information and application forms for the Founders Visa, financial instruments to stimulate private investments in startups and the R&D tax credit (WBSO). The R&D tax credit supports startups who develop R&D projects by lowering their labor costs substantially.

“

*I love how you chase your objectives with such heart and passion whilst still being very focused on getting*

”

*things done, achieving real results.*

Steven Schuurman, CEO Elastic

## Access to capital

In the Netherlands we have an abundance of private capital. But this money has been largely absent in the financing of startups and scale-ups. StartupDelta has provided a clear **overview of venture capitalists** and available subsidies via our web portal's Investors Page. We're also in the process of **developing a growth fund together with institutional investors, the Ministries of Finance and Economic Affairs and other investors**. The idea is first of all to provide startups the capital to be able to scale up and that they don't have to go to the US to find funding. Secondly such a fund will attract founders from Europe and beyond to come to the Netherlands.

StartupDelta has strengthened the network of business angels in the Netherlands. In addition, business angels are made better accessible and promoted through the online web portal and set up a business angel academy. We have also facilitated Business Angels to take up the role of mentor for foreign startups who apply for the Dutch Startup Visa.

## NETWORK

**StartupDelta has brought together the regional hubs to exchange their networks and calendars in order to develop a common approach to the 'One Single Hub' mindset. With this mindset we managed to reach and penetrate the top in business, politics, global knowledge and investors. In addition, we have linked up hundreds of parties (startups, VC's and corporates) on national and international level.**

### One Single Hub: linking up the hubs

We have connected **10 innovation hubs** in the Netherlands and encouraged stakeholders to cooperate, be less modest in showing their world class qualities, increase international ambitions and cultural change: dare to fail! Every other week all innovation hubs gathered in Amsterdam to share agenda's, networks and ideas.

### Missions Abroad: connecting with international hubs

StartupDelta was present at important **Tech Conferences**, like CES Las Vegas, Slush Helsinki, Mobile World Congress Barcelona, Warsaw, DLD Tel Aviv and Munchen, Startup Nations Summit Mexico and the

Startup Europe Summit in Berlin. We also **traveled** to New York, Boston, San Francisco, London for connecting our startups with Dutch mentoring networks in those hubs. And **connected with international startup hubs** like Boston, New York, San Francisco, Toronto, Helsinki, Tallinn, Paris, Tel Aviv, Berlin, London and Dublin.

During the visit to North America by the King and Queen of the Kingdom of the Netherlands, we've signed an **Memorandum of understanding with MaRS Discovery District in Toronto**, together with the Presidents of the Universities of Utrecht and Twente. When visiting the US, StartupDelta stimulated the settlement of the **Cambridge Innovation Center** in Rotterdam. And, together with Jaunt, Palo Alto Networks, Google and Salesforce we've set up an **intern programme** for Dutch students in Silicon Valley, run by the Dutch Consulate General.

We have shared our approach with **Aruba** and **Curacao**.

StartupDelta has become an active member of **Startup Nations** and aspiring member of the **European Startup Network**.

## **ICI, Advisors and Special Envoy FinTech: connecting innovators**

StartupDelta has established an **International Circle of Influencers** and an **Advisory board for Startups** and has held regular meetings on startup topics. We identified FinTech as a high potential area for the Netherlands. **Therefore we've proposed to install Mr. Willem Vermeend as Special Envoy for Fintech**. He was appointed in February 2016 by the Minister of Finance and the Minister of Economic Affairs. The Minister of Finance proposed to arrange a testbed environment for FinTech startups with a lighter regulatory regime.

“

*StartupDelta has been Injecting a considerable amount of social capital in to the startup ecosystem. That means people know where to find each other, they are connecting in much more meaningful ways with each other, collaborating where as people were mostly operating in silo's before StartupDelta.*

”

Robert Verwaayen, founding partner Keen Venture Partners

## **COSTA: Connecting corporates and startups**

Together with the Dutch innovation hubs, in November 2015 we have organized the **'How to Get There summit'** with 2,500 attendees, 400 speed dates and a Captains Meetup. Topics included; how corporates can become 'startup ready' and how startups can become 'corporate ready' and how the regional hubs should be involved.

StartupDelta has **united the Netherlands' largest corporates** to strengthen cooperation with startups, in a programme by the name COSTA, which stands for collaboration between Corporates and Startups. The CFO of KPN, JanKees de Jager is leading this initiative. KPN, Shell, Philips, AkzoNobel, Port of Rotterdam Authority, Eneco, ING, KLM, DSM and Thales Nederland share their 'best and worst practices' at C-level and together will look closely how to turn collaboration into a smarter, more innovative and sustainable success. Together they will speed up the learning curve. When startups and corporates work together, innovation can be accelerated, new business models developed and products and services enter the market at a faster pace. Startups and corporates are of great importance to each other.

Nesta and Startup Europe Partnership (SEP) have published the **Europe Top 25 Corporate Stars**, a list of 'startup friendly corporates'. It provides an overview on how the corporates contribute to the startup climate in terms of investments, guidance, collaborations and competitions. **The Netherlands is well represented**, featuring Rabobank (#2), Unilever (#3), KPN (#9), Eneco (#14), KPMG (#11) and KLM (#18).

“

*You've reached an impressive achievement putting the Netherlands on the map both globally as well as here*

”

*in the Netherlands.*

Jan Kees de Jager, CFO of KPN

## TekDelta; using intellectual property

Startup Delta and TNO have launched the **TekDelta** initiative to make patents, laboratories and research facilities easily available to startups. Research institutes like TNO and universities, corporates as KPN, Philips and NXP and startup accelerators will cooperate closely in the TekDelta consortium. TekDelta makes it easier for startups and scale-ups to grow and by doing so, bring Dutch scientific knowledge faster to the market. The Ministry of Economic Affairs expressed their support to this concept.

In November 2015 a meeting with the **StartupDelta Advisors** took place about Intellectual Property. StartupDelta has incorporated their advice in its follow-up proposal presented to the Ministry of Economic Affairs and Ministry of Education, Culture and Science in concurrence with their '**Technopolis report**'.

## Intellectual Property guidelines for academic startups

Together with the Ministry of Education, Culture and Science and the Ministry of Economic Affairs StartupDelta has gathered VSNU, NFWO, KNAW and NWO to conjointly develop guidelines for licensing academic intellectual property, such as patents, between universities and startups, in order to make IP more rapidly and consistently available for startups. This so called '**Richtsnoer academisch intellectueel eigendom**' (Dutch) is expected to be launched in July 2016. This will make the whole procedure on IP faster and more transparent for both academic startups, universities, TTO's and investors.

## Startup Fest Europe; connecting the global top in tech

StartupDelta initiated and partnered in **Startup Fest Europe, together with our regional hubs**. This was one of the highlights during the Dutch EU Presidency and unites startups from all over the world with tier 1 corporates, VC's and the global tech leaders like Tim Cook (Apple), Nathan Blecharczyk (Airbnb), Eric Schmidt (Alphabet), Travis Kalanick (Uber), Gillian Tans (Booking.com), Pieter van der Does (Adyen), Andrus Ansip (Vice-president of the European Commission), Reshma Sohoni (Seedcamp), the Minister of Economic Affairs, Henk Kamp and Prime Minister of the Netherlands Mark Rutte.

Startup Fest Europe was a European festival of events that helped startups grow faster by bringing together founders, investors, business leaders and developers around specific themes (or verticals). The events were all around The Netherlands from 24 – 28 May 2016. The regional innovation hubs of the Netherlands hosted world class events on specialized topics such as Food & Agri, FinTech, High Tech, Water Tech, Energy, Health Tech, Hard Science, Web/Mobile and Smart Cities. All events were about helping startups raise money, attract talent and connect with peers, founders, leading scientists, venture capitalists, corporates and policy makers.

## Sessions with the Prime-Minister

The International Circle of Influencers advised to organize session between our heads of state and startups. So we did. StartupDelta organized **three sessions with the Prime-Minister** and Neelie Kroes and promising startups to discuss the potential and identify roadblocks in the fields of Cyber Security, Health and Fintech.

## Innovative procurement by the government

With the **5 largest municipalities** in the Netherlands we've proposed to our parliament a new policy for innovative procurement, based on best-practices. When the government proposed a **new law on innovative procurement** we approached MP's, leading to a resolution being passed in parliament emphasizing the opportunities for new models in innovative procurement and stimulating setting up test labs with governments to speed up the learning curve.

By showing best practices on local level, StartupDelta stimulated a change of mindset within the local government, leading to a more inclusive public procurement system for startups and reducing barriers for governments to buy products and services from startups. Governments acting as launching customer enhance innovation, create jobs and boost growth.

The Minister of Economic Affairs agreed to set up an evaluation of best practices for better public procurement outcomes and together with PIANOO, the Dutch Public Procurement Expertise Centre, we're working on a publication showing examples of governments being (launching) customer for startups to inspire more government bodies to follow the example.

# COMMUNICATION

One of the achievements of the communication strategy by StartupDelta is establishing "StartupDelta" as a solid brand in the Netherlands and internationally. Through the leadership role of the Special Envoy, we have been able to put the topic high on the agenda on both boardroom level and in the Dutch living rooms. This active strategy included introducing topics like failure, modesty, dare to show your success and take risk into the Dutch regular narrative. Talking openly about things is the first step to changing it!

## Press and media

Considerable effort has been put into our press approach, as a result of which StartupDelta has featured in the Dutch and international press and media almost every week - from NOS, FD, Volkskrant, Algemeen Dagblad to NRC and Telegraaf, as well as the Financial Times, Forbes Magazine, TechCrunch, the Shanghai Daily, Israeli-, French- and Korean media. We had interviews with De Wereld Draait Door, BNR, RTL Nieuws, Jinek, Buitenhof, CNBC, Bloomberg, Globes and Fortune. In total we counted 12.992 publications in the Dutch newspapers during StartupDelta.

Next to these publications, we counted the word startup in the media, comparing the 18 months before StartupDelta, with the 18 months that StartupDelta was active. This resulted in a number of 4.945 mentions in the first 18 months compared to 9.343 during StartupDelta. Almost a doubling, which emphasises the maturity of the notion 'startup'.

## Social Media

During StartupDelta we have witnessed an absolute increase in social media activity. Twitter has proven to be the most powerful social media tool and for startups it is even the most used news service in combination with online websites and blogs. In total the StartupDelta account has over 10.8k followers. During the past 18 months we have placed over 1.900 tweets.

From the 24<sup>th</sup> of May until the 28<sup>th</sup> of May #StartupFestEU was even a trending topic on Twitter. Some of our top-rated tweets have been:

- **StartupDelta** Mar 4 Read Blog by @NeelieKroesEU about Future of Healthcare on your Doorstep @JoeBiden @BillGates bit.ly/1RMEdG8 pic.twitter.com/5O2b52gLtS  
**With 23,648 impressions! (retweets, likes, media clicks etc.)**
- **StartupDelta** Mar 23 'Students do not use programming as a goal, but as a means to tackle the problems' says: @MinPres #onderwijs2032 pic.twitter.com/f0O8rxV2vF  
**With 19,950 impressions!**
- **StartupDelta** May 9 Tomorrow we visit #Eindhoven with @NeelieKroesEU where we'll be shown the progress and results of #startup ecosystem pic.twitter.com/Dzyk1h6HDr  
**With 24,370 Impressions!**
- **StartupDelta** May 21 Great News: 87% says Dutch #Startup Climate has been improved due to #StartupDelta @FD @FD\_Entrepreneur pic.twitter.com/Ad3rVolJfh  
**With 15,975 impressions!**



In sum the StartupDelta twitter account earned over 1.5 million impressions worldwide. With an average of 16.7k impressions per day. Interestingly our twitter audience existed of 88% business news and Tech news, topics which are directly linked to startups.

## Speeches and presentations

Special Envoy Neelie Kroes and Director Sigrid Johannisse have given dozens of speeches and presentations in the Netherlands, Berlin, London, Dublin, Tallinn, Warsaw, New York, Boston, Helsinki, Las Vegas, Barcelona, Tel Aviv, Munchen, Mexico, San Francisco, Toronto and Paris.

They have also visited many founders of startups, CEOs of businesses and banks, university chancellors, government ministers, and other key players. This communication has resulted not just in a prominent profile in a short time and stimulated a change in culture (dare to fail, no more room for modesty, collaboration), but also resulted in hundreds of offers of collaboration from the Netherlands and beyond.

## Some trending articles in the media

- 7 January 2016, Rutte en Kroes naar Silicon Valley' [Artikel Telegraaf](#)
- 8 January 2016, Neelie Kroes Panelist on CES SuperSession on Global Innovation - Articles in [The Guardian](#), [Volkskrant](#), [BNR](#), [Businesswire](#), [CES Press Release](#), [Yahoo Finance](#)
- 4 February 2016, Dutch PM Rutte and Neelie Kroes in Silicon Valley [Diplomat Magazine](#)
- 12 February 2016, Neelie Kroes's involvement in setting a quota for women in top [Trouw](#)
- 16 February 2016, Launch Nextdoor: 'Exclusive: Nextdoor Expands to First Market Outside U.S.' [Fortune Magazine](#)
- 8 April 2016, "Amsterdam named innovation capital of Europe" with direct involvement of StartupDelta [NOS](#)
- Broadcast Startup Visum, RTL Z Toekomstmakers <http://www.rtlz.nl/programma/toekomstmakers>

## The Hubs

### 'There is even more.'

#### Rotterdam

- ECE based startup Declaree finds a successful collaboration with EY, in which EY rolls out their product throughout the entire organization.
- Erasmus University started as the first university with a Student Entrepreneur Excellence Programme (StEEP) to make it possible for students to combine their startup with their study.
- Cambridge Innovation Center opens their doors in Rotterdam.
- First edition of the How To Get There Summit, organized by ECE, with over 2500 visitors to exchange knowledge between startups, corporates on how to innovate faster together.
- Corporate entrepreneurship professor Justin Jansen (Erasmus University) ranked in the top 200 of the most influential scientific minds worldwide by Thomson Reuters.

#### Groningen

- Groningen University, GasTerra and Hanzehogeschool launched StartupFasttrack for energy startups.
- Groningen University, Hanzehogeschool have also teamed up with UMCG (Groningen Medical Center) to form a Health Hub for health startups.
- The Big Building was initized by two startup founders and has grown into Groningen's largest startup co-workingspace.
- The Province of Groningen and NOM have developed a programma to match startups with several clusters, including healthy ageing, energy, agri, chemie en HTSM. Several hackathons and startup festivals, as Hacked in Groningen and InnoFest have been organized.
- And, De Noordelijke Online Ondernemers, the collective of fast growing companies in Groningen (snelst groeiende bedrijven van Groningen) have started a mentoring programme for startups.

#### Utrecht

- The [www.startuputrecht.nl](http://www.startuputrecht.nl) portal has been launched.
- An investor network has been brought together, mobilizing investors and encouraging them to collaborate with startups and invest accordingly.

- The media sector joined forces to start the Media Matters incubator. And additionally, an incubator for startups in the field of sustainability, 'The Garage' was launched.
- Incubator Utrecht Inc ranked #6 in the European UBI (University Business Incubator) index
- The Jaarbeurs, a major conference location in Utrecht, has created the Innovation Mile, combining initiatives for health, Life Sciences and education.

## Twente

- The Twente education and knowledge institutes are a major contributor to the startup ecosystem: More than 2.000 spin-offs coming from University of Twente and Saxion University of Applied Sciences. Record number of 814 student entrepreneurs at Saxion Enschede. UT spin-off Kite Robotics launches first autonomous window washer-robot.
- Many prestigious prizes were awarded: Athom wins ING Starter of the Year-election. Tide Microfluidics wins prestigious Axon Innovation for Health Award 2015. GoalGorilla wins Dutch Interactive Award. Vastari and Printr win TheNextWomen Startup Awards. Caase.com wins Microsoft Country Partner of the Year Award. Innovative material Flexiramics® from Eurokite awarded "Most Impactful Technology" at LOPEC 2016 in Munich
- And there are many high rankings for startups and initiatives from the Twente region: Second place in Main Software 50 confirms growth strategy of UT spin-off Fortes Solutions. RingCredible in Red Herring Top 100 of most promising startups. Elsevier Ranking: UT is the most entrepreneurial university of the Netherlands in 2015, again.
- And multiple startups, investors and initiatives chose Twente as their home: Cottonwood Technology Fund, the #1 performing early stage fund in the US, locates European Head Quarters in Twente. Startup of the year Undagrid locates in Twente. First Student Investment Fund in NL launched in Twente.
- Just a few mentions of investments: Rocket Internet and Prime Ventures invest €8 million in Dealerdirect. Athom received €1 million in financing during investment round. Cottonwood Euro Technology Fund invests €1.6 million in Clear Flight Solutions. SciSports received 1,35 million euro for unique MRI-scan of football matches. Startup SolarFreezer received million investment. Mondygo Travel Group gets funded for €1 million via crowdfunding. Second Twente investment for Cottonwood: Eureka received funding for a million euros.

## Delft

- Intensified collaboration between startups and corporates have led to the Delft Manifesto with concrete actions for enhanced cooperation, resulting in the first edition of the How To Get There Summit and the Techilicious event during Startup Fest Europe.

- The local ecosystem expands rapidly with the addition of partners like Cambridge Innovation Center and Venture Café, Port Innovation Lab and PortXL, YES!Delft Labs, the launch of HUBspot Leiden and the development of The Hague Security Delta cluster & campus
- Improved regional collaboration across multiple verticals; clean tech, med tech, robotics, Internet of Things, big data, (cyber)security, quantum computing

## Arnhem/Nijmegen

- Rockstart has launched its first accelerator program for digital health startups, aiming to make a sustainable impact on global health systems. The Nijmegen-based program helps startups get access to the healthcare system itself.
- AstraZeneca announced that it has completed the transaction to acquire a majority equity stake in Acerta Pharma. ( \$2.5 billion up front and a further unconditional payment of \$1.5 billion)
- Van Andel Research Institute and ParkinsonNet today took the first steps toward broadening an initiative that will benefit people with Parkinson's disease in West Michigan and across the U.S.
- SingularityU opens its door in the Netherlands. It has announced its first Exponential Regional Partnership (ERP) with The Netherlands, and the establishment of SingularityU The Netherlands.
- MDxHealth announced that it has entered into an agreement to acquire NovioGendix, a privately-held molecular diagnostics company focused on the development of a non-invasive liquid biopsy test for prostate cancer at a total of \$8.8 million acquisition cost.
- The nation-wide hackathon 'Dutch Hacking Health' is organized by 4 university medical centers in the Netherlands (Nijmegen, Groningen, Leiden, Maastricht), bringing together the knowledge and skills of developers, designers, entrepreneurs, healthcare professionals and patients.

## Wageningen

- StartLife launched new Incubation Programme for Food and Agri startups
- F&A Next attracts largest list of Food and Agri investors ever in het Netherlands
- StartLife accredited as full member of EBN, the European Innovation Network
- Start-up In2Care attracts with partners \$10.2 million for a study to test a new malaria-prevention method
- StartLife organised the first start-up week for students at Wageningen Campus with over 35 participants
- Cerescon, developer of an automated asparagus harvester, first start-up to pass through the entire StartLife Incubation Program for agriculture and food startups.

## Amsterdam

- TechConnect Amsterdam; Working together with large tech companies we re-direct overflow of talent to other startups.
- Amsterdam Capital Week; Connecting capital and startups in 25+ events.
- Corporate Partner Programme; Involving corporates in our startup ecosystem, activating them to join in on the initiatives of StartupAmsterdam.
- Startup In Residence Local government incubator: 7 startups tackling social challenges in the City of Amsterdam.
- Founders Network; Mentor network is launched where experts and CEO's mentor startup founders.
- Launchpad network & Meetups; Creating a network of launching customers who host Launchpad Meetups to connect with startups.
- 2<sup>nd</sup> place in EDCi 2<sup>nd</sup> place as startup city and 3<sup>rd</sup> place as scale-up city in the European Digital City index.
- 3<sup>rd</sup> place Innovation Cities Index Amsterdam takes 3<sup>rd</sup> place in Europe and 7<sup>th</sup> place in the world in the global innovation economy.
- 5<sup>th</sup> place in CITIE report Amsterdam 5<sup>th</sup> out of 40 cities worldwide on ranking of city initiatives for technology, innovation and entrepreneurship

## Eindhoven

- Hardware accelerator Startupbootcamp HighTechXL from High Tech Campus Eindhoven and Eindhoven University of Technology ranks 4<sup>th</sup> on the World High Impact Incubation Programs 2015 ranking of UBI Global.
- Amsterdam-StartupDelta, geographically defined by the Amsterdam-The Hague-Eindhoven triangle, enters as only European newcomer The Global Startup Ecosystem Ranking 2015 of Compass at #19 with more than 1,900-2,600 tech startups and the 5<sup>th</sup> highest Growth Index of the top 20.
- Brainport Region Eindhoven has achieved phenomenal scores in the Foreign Direct Investment (fDi) ranking 'Cities & Regions of the future 2014 – 2015'. The region is #1 in Europe for innovation strategy and is on its way up in the top three in the overall category of the most attractive European cities in which to invest. Eindhoven shares third position with London and Helsinki.
- Brainport Region Eindhoven is ranked first on the Foreign Direct Investment Index of the Financial Times for small European regions of the future 2016/17.

- Máxima Medical Centre launched a new incubator, MMC Incubator, on the Health Innovation Campus offering space for 30 healthcare startups.
- Brainport region Eindhoven has four high-tech business centres where 108 (startup) companies are located: Bèta and Mu at the High Tech Campus Eindhoven and Twinning and Catalyst at the TU/e Science Park. In 2015, there were 19 new businesses in these incubators.
- New partnership 'Next Move, realize your success' has been launched to help startups, growing companies and established MSEs to succeed, located at the TU/e campus.
- In 2015 the first so-called 'parenting sessions' took place, a collaboration between startups and established companies in the region.
- In collaboration with TU/e, 200 startups were selected from which 167 received additional support and 33 startups received funding.
- 'Bright Move' valorization program aimed at startups is a best practice for the Netherlands with a total of subsidies of €4,5 million, followed by a private commitment of €32 million.
- Opening of the Singularity University.

## Partners

### 'Collaboration is in our DNA'

3D Kanjers	Code Avengers	Gemeente Eindhoven	Luris
500-startups	CodeCult	Gemeente Groningen	Maastricht University
Accenture	Codeforsu Foundation	Gemeente Rotterdam	Makerschool
ACE Amsterdam	Connectis	Gemeente Utrecht	Malmberg
Adyen	Consulaat-Generaal New York	Gevolmachtigd Minister Curacao (plv.)	Marc Andreessen
AkzoNobel	Consulaat-Generaal San Francisco	Girls love to code	MARS district, Toronto
Allied for Startups	Cork Innovate	Google	MDLinking
Alphabet	Corporate Venturing Network	Green Soil Investments	Media Matters
Ambassade Berlijn	Cottonwood Ventures	Haagse Hogeschool	Microsoft Nederland
Ambassade Dublin	Cubiss	Health Valley	Ministerie van Financiën
Ambassade Estland	Curacao	High Tech Campus	Ministerie van Algemene Zaken
Ambassade Helsinki	CVN	Holland Fintech	Ministerie van Buitenlandse Zaken
Ambassade Lissabon	Dealroom	Hong Kong Chamber of Commerce	Ministerie van Economische Zaken
Ambassade Londen	DeBeurs ICT	IBM	Ministerie van Onderwijs, Cultuur en Wetenschap
Ambassade Parijs	Deloitte	Immigratie- en Naturalisatiedienst	Ministerie van Veiligheid en Justitie
Ambassade Stockholm	DNW	Improve Digital	Ministerie van Volksgezondheid, Welzijn en Sport
Ambassade Tel Aviv	DSM	ING	MKB-Nederland
Ambassade Washington	Dutch Basecamp	InnoLeaps	Mobile World Congress
Amolf	Dutch Game Garden	Innovatie attache netwerk (RVO)	Nederland ICT
Amsterdam Economic Board	E-bay	InnovationQuarter	Nesta
Amsterdam Science Park	ECN	Inspiring Fifty	New Enterprise Association
Amsterdam University College	ECP	IT Randsteden	Next Stage
ANWB	Embassy of Israel	JVP israel	NFIA
Apple	Eneco	Kabelnoord	NIA
ASML	Erasmus Center for Entrepreneurship	Kamer van Koophandel	NLII
B.Amsterdam	Erasmus Universiteit-Rotterdam School of Management	Kauffman Foundation	NLR
BANN	ESA BIC	Kennispark Twente	Norwegian Federation of Norwegian Professional Associations
Belastingdienst	Eureeca.com crowdfunding	KLM	NS
BioArt Laboratories	European Commission	KplusV	NVB
BioSciencePark Leiden	European Digital Forum	KPMG	NVP
Bol.com	European Investment Fund	KPN	Ondernemersplein.nl
Bomberbot	European Startup Network	LabForRent	ONL
Booking.com	Expat Centers	Land Life Company	OostNV
Brainport	Facebook	Launch Café Groningen	
Brightlands Chemelot	Flexport	LeapFunder	
Cambridge Innovation Centre	Gemeente Amsterdam	Like to Share	
Catawiki	Gemeente Den Haag	LUMC	
CED-Groep			
Cisco			

Palo Alto Networks  
Parkinsonnet  
Philips  
Planet Labs  
Port of Rotterdam Authority  
PPM Oost  
Q42  
Quest  
QuTech  
Rabobank  
Radboudumc  
Randstad NL  
RDM  
Rijksdienst voor  
Ondernemend Nederland  
Robo Valley  
Rockstart  
Rotterdam Partners  
Salesforce  
Saxion  
SEO  
Shell  
SIDN Fonds  
Spaces  
Special Envoy Fintech Willem  
Vermeend  
Squla  
Startup Amsterdam  
Startup Aruba  
Startup Fest Europe  
Startup Juncture  
Startup Nations  
Startup Utrecht  
Startupbootcamp  
Stichting Codeuur  
SVX - Toronto  
Techniekpact  
Technion  
Technische Universiteit Delft  
Technische Universiteit  
Eindhoven  
Technopolis  
Teleport  
Tesla  
Thales Nederland  
The Hague Security Delta  
The Knowledge Mile

The Next Web  
The Next Women  
The Talent Institute  
THNK  
Tilburg University  
TNO  
TomTom  
Topsector Creatieve Industrie  
Topsector Life Science &  
Health  
TotalSavageTech  
TviLight  
Uber  
Universiteit Leiden  
Universiteit Utrecht  
Universiteit van Amsterdam  
Utrecht Economic Board  
Utrecht Science Park  
UtrechtInc  
V4  
Venture Café  
Veecee  
VHTO  
VNG  
VNO-NCW  
Wageningen University  
Wasabi Venture Capital  
Web Summit  
Yes!Delft  
Ziggo

### **With special thanks to our advisors**

Marelle van Beerschoten  
Kees van Bochove  
Christian Branbergen  
Koen Dechering  
Jeroen van Duffelen  
Guido van Gageldonk  
Bas de Haas  
Ramon Haken  
Sebastiaan Heijne  
Marjolein Helder  
Victor Henning  
Steinar Henskens  
Yori Kamphuis

Steven Lammertink  
Boaz Leupe  
Django Lor  
Danny Mekić  
Chokri Mousaoui  
Steijn Pelle  
Thijmen de Schipper  
Serena Scholte  
Chintan Shah  
Thijs Sondag  
Eline Vrijland-van Beest  
Cecile van der Waal  
Victoria Martinez  
Bas Zalmstra  
Korstiaan Zandvliet  
Bastiaan Zwanenburg

### **With great gratitude to the members of the International Circle of Influencers**

Chua Sock Koong  
Clare Johnston  
Constantijn van Oranje  
Eberhard van der Laan  
Eric Ries  
Feike Sijbesma  
Henk Kamp  
Kees Koolen  
Mattias Ljungman  
Michal Hubschmann  
Paddy Cosgrave  
Peter Wennink  
Pieter van der Does  
Reshma Sohoni  
Rob van Gijzel  
Robbert Dijkgraaf  
Robert Verwaayen  
Ron Mobed  
Sherry Coutu  
Steffi Czerny  
Taavi Kotka  
Werner Vogels

### **Many thanks to the StartupDelta team**

Neelie Kroes  
Sigrid Johannisse  
Virendya Battja  
Joost Dieleman  
Paulien Dirkzwager  
Robin van Ijperen  
Rick Janse Kok  
Angelita Kappers  
Mariëlle Kruijs  
Coos Santing  
Caroline Tempel  
Leonie Timmermans  
Lieke Vollenbroek  
Fancy van de Vorst  
Mijke Vriens  
Katrien Westendorp

Our apologies if we have left  
anyone out!