

Rapportage missies TK over de 2e helft 2017.

Daarnaast zullen we op uitzonderingsbasis, gezien de demissionaire status van het kabinet, kort benoemen (paar regels, geen verslag) de hoogambtelijke reizen, te weten:

- VAE, SA -> Economische missie -> aanloop in het kader van Dubai 2020 -> § 5.1.2e 5.1.2e  
5.1.2e

5.1.2e
5.1.2e
buiten verzoeken 5.1.2e
5.1.2e

KSA:

- Het bezoek aan KSA was gericht op positionering van NL'se bedrijven en kennisinstellingen binnen economische hervormingsagenda 'Visio 2030', die goede aanknopingspunten biedt om met gerichte NL'se kennis en expertise bij te dragen aan de diversificatie en verduurzaming van de Saoedische economie, waaronder het bevorderen van arbeidsparticipatie door vrouwen.
- In Dammam sprak § 5.1.2e met vertegenwoordigers van de Kamer van Koophandel over samenwerking op het gebied van water en hernieuwbare energie. § 5.1.2e bezocht tevens een aantal NL'se bedrijven actief in KSA die actief IMVO-beleid uitdragen door middel van aanbieden van trainingsprogramma's en aandacht voor duurzaamheid.
- § 5.1.2e opende in Riyad een conferentie over de voedsel-water-energie nexus, waaraan vertegenwoordigers van de Saoedische én NL'se overheid, evenals private sector en kennisinstellingen deelnamen. § 5.1.2e had een gesprek met 5.1.2e van Princess Noura University (vrouwelijke universiteit) over mogelijke kennissamenwerking met NL'se universiteiten, en met SABIC 5.1.2e over investeringen en werkgelegenheid van het petrochemie concern in Nederland.





**From:** [redacted] 5.1.2e  
**Sent:** vrijdag 29 september 2017 18:57  
**To:** [redacted] 5.1.2e <[redacted]@minbuza.nl>; [redacted] 5.1.2e <[redacted]@minbuza.nl>; [redacted] 5.1.2e  
 <[redacted]@minbuza.nl>; [redacted] 5.1.2e <[redacted]@minbuza.nl>; [redacted] 5.1.2e <[redacted]@min-  
 buza.nl>; [redacted] 5.1.2e <[redacted]@minbuza.nl>; [redacted] 5.1.2e <[redacted]@minbuza.nl>; [redacted] 5.1.2e <[redacted]@min-



**To:** 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Tue 11/16/2021 3:45:25 PM  
**Subject:** RE: VRAAG: uitnodiging bezoek NL viceminister KSA  
**Received:** Tue 11/16/2021 3:45:00 PM

5.1.2e

Dank voor jouw snelle en positieve antwoord. Zie hieronder in rood mijn reactie op jouw vraag en opmerking.

We gaan langs deze weg (moedig) voorwaarts.

5.1.2e

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**From:** 5.1.2e <5.1.2e @minbuza.nl>  
**Sent:** dinsdag 16 november 2021 11:28  
**To:** 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl 5.1.2e <5.1.2e @minbuza.nl> 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>  
**Subject:** RE: VRAAG: uitnodiging bezoek NL viceminister KSA

Goedemorgen 5.1.2e

In principe akkoord met een paar kanttekeningen/vragen:

- Ik leid uit feit dat 5.1.2e KSA bezoekt af dat mijn uitnodiging in die lijn zou passen. Is dat expliciet met regiodirectie besproken? > ja.
- Eind februari is prima. Let wel graag op samenloop met uitgaande economische consultatie Zuid-Korea rond diezelfde tijd. > prima, zullen evt. bezoek afstemmen op jouw agenda.

Groet,

5.1.2e

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**From:** 5.1.2e <5.1.2e @minbuza.nl>  
**Sent:** maandag 15 november 2021 20:59  
**To:** 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>  
**Subject:** VRAAG: uitnodiging bezoek NL viceminister KSA

5.1.2e

Komende woensdag spreekt 5.1.2e met de Saoedische viceminister voor Handel Al Mutairi (AM). Jij had in augustus een bilat met AM. In een eerdere bijeenkomst met de post en mede n.a.v. jouw bilat met haar, heeft AM laten weten graag NL te willen bezoeken om de huidige bilaterale economische relaties te verdiepen. Zij wil inspiratie opdoen m.b.t. startups, incubators, vrouwelijk ondernemerschap en ook omgang in de praktijk met IMVO (mede in relatie tot concurrentievermogen). Zij hoopt ook KSA en zijn hervormingsagenda op de kaart te zetten bij NLse bedrijven en kennisinstellingen. Een soortgelijk bezoek heeft AM niet al te lang geleden aan Zweden afgelegd.

5.1.2a

5.1.2e

5.1.2a

In jouw bilat met AM in augustus reageerde jij onverbindend op haar uitnodiging om naar KSA te komen, ook met oog op de vorming van een nieuw kabinet. Een (voorbereiding op een) bezoek van AM aan NL zou helpen om het vuurtje gaande te houden op hoogambtelijk niveau en minder gevoelig liggen dan een uitgaand bezoek. Het zou ook een mooie opvolging zijn van jouw bilat met AM en het recente bezoek aan KSA van 5.1.2e die eveneens met AM sprak, o.a. over IMVO –, evenals een goede opmaat naar het bezoek van 5.1.2e aan KSA volgende week. Een bezoek zou ook concreet verder vorm en inhoud geven aan onze economische bilaterale relatie en de zojuist goedgekeurde Meerjarige Landenstrategie van de post (met een stevige economische component).

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een andere kant van KSA dan we normaal zien.

Om bovenstaande redenen adviseren wij en DAM graag positief op een uitnodiging van jou aan AM om begin 2022 naar NL te komen. We zouden dan een economisch programma voor haar kunnen opzetten, incl. een ontmoeting met jou. Vanwege capaciteit aan onze kant (EXPO) zouden we inzetten op een bezoek na medio februari 2022. Dat zou ook nog gelegenheid bieden om (een nieuwe?) R t.z.t. te laten besluiten over evt. een korte courtesy call met AM.

Hoe kijk jij hier tegenaan? Alternatief is dat 5.1.2e AM mondeling laat weten dat we positief aankijken tegen een inkomend bezoek, maar dat we pas een uitnodiging kunnen uitdoen na de vorming van een nieuw kabinet. Voorbereidingen kunnen we dan pas starten na die uitnodiging.

Hoor graag jouw reactie. Fijn als dat lukt voordat 5.1.2e komende woensdag met AM spreekt.

Dank bij voorbaat en groet,

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+31 (0)70 5.1.2e / +31 (0)6 5.1.2e

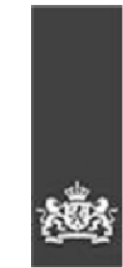
To: 5.1.2e 5.1.2e @minbuza.nl  
From: 5.1.2e  
Sent: Mon 2/21/2022 6:24:49 PM  
Subject: RE: Terugkoppeling Sabic  
Received: Mon 2/21/2022 6:25:26 PM

Nee alleen MP en ondergetekende, dat was ook oorspronkelijk het plan.

Van: 5.1.2e 5.1.2e @minbuza.nl  
Verzonden: maandag 21 februari 2022 17:35  
Aan: 5.1.2e  
CC: 5.1.2e  
Onderwerp: RE: Terugkoppeling Sabic

Fijn, dankjewel voor snelle terugkoppeling. MinEZK was er ook bij, toch? Zullen ook kort MinBHOS informeren.

5.1.2e



5.1.2e 5.1.2e 5.1.2e  
Directoraat-generaal Buitenlandse Economische Betrekkingen (5.1.2e)  
Directie Internationaal Ondernemen (DIO)  
Rijnstraat 8, 2515 XP Den Haag  
T: +31 70 5.1.2e E: 5.1.2e @minbuza.nl

From: 5.1.2e @minaz.nl>  
Sent: maandag 21 februari 2022 17:19  
To: 5.1.2e <5.1.2e @minbuza.nl> 5.1.2e <5.1.2e @minezk.nl>; 5.1.2e  
5.1.2e <5.1.2e @minezk.nl> 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minezk.nl>  
Cc: 5.1.2e <5.1.2e @minaz.nl>  
Subject: Terugkoppeling Sabic

Telefoongesprek is zojuist geweest, het liep vlotjes. Enkele hoofdlijnen:  
Kort stil gestaan bij Corona. 5.1.2e. Positieve 'intro'  
woorden over en weer over relatie en contact. Hopen elkaar weer snel fysiek te zien bv tijdens WEF. MP vroeg naar realiteit van  
berichten over mogelijke sluiting naftakraker nr 3 5.1.2e 5.1.1c 5.1.1c  
5.1.1c  
5.1.1c Dat werd bevestigd. Afgesproken om indien nodig weer contact te hebben.

Vrgr 5.1.2e

Iedereen veel dank voor de input. Bij vragen ben ik morgen bereikbaar.

5.1.2e  
5.1.2e

Ministerie van Algemene Zaken  
Binnenhof 19| 2513 AA Den Haag  
Postbus 20001 | 2500 EA Den Haag  
..00005

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This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

**To:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
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**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Fri 9/22/2017 9:26:51 AM  
**Subject:** RE: Jemen MRR resolutie: passieve woordvoering richting NL bedrijven  
**Received:** Fri 9/22/2017 9:26:52 AM

Ok 5.1.2e, zal meteen ook DAM-collega's inkopiëren voor informatievoorziening aan 5.1.2e / bewindspersonen. Cc ook aan 5.1.2e 5.1.2e

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**From:** 5.1.2e  
**Sent:** vrijdag 22 september 2017 10:08:48  
**To:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
**Cc:** 5.1.2e 5.1.2e  
**Subject:** RE: Jemen MRR resolutie: passieve woordvoering richting NL bedrijven

Ik begrijp dat veel NL bedrijven zijn of worden aangesproken door 5.1.2a. Had zelf gisteren 5.1.2e Fugro aan de telefoon.

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**From:** 5.1.2e  
**Sent:** donderdag 21 september 2017 17:43  
**To:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** FW: Jemen MRR resolutie: passieve woordvoering richting NL bedrijven

Ter info: inmiddels is er een NL's bedrijf (A. Hak), dat door Saoedische opdrachtgever 5.1.2a is aangesproken op Jemen.

5.1.2e

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**From:** 5.1.2e  
**Sent:** donderdag 21 september 2017 16:12:33  
**To:** 5.1.2e  
**Cc:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
**Subject:** Jemen MRR resolutie: passieve woordvoering richting NL bedrijven

Beste 5.1.2e

Graag je visie op het volgende. We stellen voor om het later vandaag aan M/R te sturen. Onderstaand is afgestemd met DIO en RIY.

- Vandaag kreeg NL ambassade Riyad vraag van NL bedrijf A. Hak welke kant NL zal kiezen in wrijvingen tussen KSA en Jemen.

Is eerste signaal dat NL bedrijf iets merkt van spanningen rondom Jemen MR-resolutie, zonder dat daadwerkelijk sprake is negatieve maatregelen.

Hak is al lange tijd actief in KSA (en niet in Jemen) waar het momenteel een groot waterleidingproject uitvoert in opdracht van 5.1.2a

A. Hak heeft een eigen vestiging in Al-Khobar.

- DAM en DIO stellen voor om in eerste instantie neutraal te reageren op dit soort vragen: (passieve woordvoering om bedrijven a la Hak te kunnen antwoorden vanuit DH of posten)

5.1.2i

5.1.2a

5.1.2a

Daarbij kanttekening dat M tot op heden terughoudend is en negatief besloten heeft op actieve benadering NL bedrijfsleven in aanloop naar MRR Geneve.

- 5.1.2a

Groeten,

5.1.2e en 5.1.2e



Van: 5.1.2e  
Aan: DAM via 5.1.2e  
Kopie: 5.1.2e  
Datum: 22 maart 2017  
Onderwerp: Advies m.b.t. uw mogelijke reis naar KSA, (buiten verzoek. 22-25 april)  
Nummer: ENV-2017.2041

Reactie M:

"Ik beslis hierover na installatie van de nieuwe TK en na mijn reis naar de VS. Liever later"



Aan  
Van  
Via  
Kopie aan  
Afgestemd met

M  
5.1.2a  
5.1.2e  
5.1.2e  
RIY, buiten verzoek. DIO

*Ik ben hier  
na instelling  
van de minne TK  
na nyr  
Reis naar de VS  
hier later*

TER BESLISSING

Datum  
20 maart 2017  
Onze Referentie  
MINBUZA-2017.431491  
ENV-2017.2041

Opgesteld door  
5.1.2e  
5.1.2e

# memo

Advies m.b.t. uw mogelijke reis naar KSA,  
(22-25 april)

buiten verzoek.

## Aanleiding

- Het voorstel om op politiek niveau een bezoek te brengen aan een aantal Golfstaten (KSA, buiten verzoek.

## Gevraagd besluit

- Uw akkoord met reisschema, deliverables en delegatie.
- Na uw akkoord zullen de afspraken worden aangevraagd. Vanwege eerdere reis- en ontmoetingsvoornemens die door omstandigheden niet plaats konden vinden zullen sondages zonder uiteindelijk bezoek - m.n. door KSA, buiten verzoek, niet goed begrepen worden.

## Kern/samenvatting

- Het is vooral van belang om nu KSA, buiten verzoek, bezoeken (eerdere pogingen tot bezoeken over-en-weer mislukten wegens agendatechnische redenen).
- Bezoek beoogt aantal bilaterale deliverables (zoals door ondertekening MoU's in KSA, buiten verzoek, en biedt tevens mogelijkheid om Golfstaten te engageren op voor NL belangrijke onderwerpen als mensenrechten, buiten verzoek.

buiten verzoek.

5.1.2a

Persoonlijke contacten in en bezoeken op hoog niveau in KSA van groot belang om als NL effectief te opereren in het land.

5.1.2a

- Vooralsnog weinig 'fall-out' van Ballast-Nedam zaak. KSA heeft niet gereageerd, media-aandacht is weggefallen; alleen set korte Kamervragen van PVV. Procedures rechtshulpverzoeken zijn correct gevolgd; geen noodzaak voor follow-up richting KSA.
- Zoals u toelicht in de Kamerbrief over de situatie in Saoedi-Arabië (14 maart 2016), "behartigt het kabinet de Nederlandse belangen richting Saoedi-Arabië via de weg van kritische dialoog".

- Daarnaast gaf u aan dat het kabinet er aan hecht dat Nederland gedeelde belangen en verschillen van inzicht in een rechtstreekse dialoog met Saoedi-Arabië kan blijven bespreken. Deze kabinetslijn is verwerkt in de deliverables.

**Datum**

20 maart 2017

**Onze Referentie**

MINBUZA-2017.431491

ENV-2017.2041

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buiten verzoek.

- Met COM wordt – n.a.v. contact met DAM - overleg gevoerd over de communicatiemogelijkheden voor deze reis.
- Indien u niet akkoord gaat met de reis zal voor KSA worden ingezet op politieke consultaties op 

5.1.2e

 op 10 april in NL. Het MoU politieke consultaties zal tevens dan getekend worden.

## Toelichting

5.1.2i

5.1.2e

buiten verzoek.

buiten verzoek.

5.1.2e

5.1.2e

## Deliverables

KSA:

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buiten verzoek.

- Versterken van de bilaterale dialoog met KSA; ondertekening MoU politieke consultaties die ons kanaal geven om ook over moeilijke onderwerpen gesprek aan te gaan;

- buiten verzoek.
- Spreken met verschillende vertegenwoordigers Saoedische regering en samenleving mede in kader Vision 2030 (positieve agenda);
- buiten verzoek.
- Belangstelling tonen voor positie van vrouwen;
- Boodschap uitdragen van wens verdere verdieping van de economische betrekkingen.

**Datum**

20 maart 2017

**Onze Referentie**

MINBUZA-2017.431491

ENV-2017.2041

buiten verzoek.

**Voorgestelde delegatie**

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# Implementation Memorandum

## Drawing Rights on Program Budgets

Dutch contribution less than € 25.000

### I REQUESTED DECISION CONCERNS

<b>Program Fund</b>	Small Program Fund non-ODA
<b>Application number</b>	RIY-SH-2018-01
<b>Funds centre</b>	0502U050400**
<b>Short name application</b>	Female entrepreneurship mission to the Netherlands
<b>Long name application</b>	
<b>Description application</b>	
<b>Budget holder</b>	<div>5.1.2e 5.1.2e</div>
<b>Name individual activity</b>	
<b>Amount in foreign currency</b>	
<b>Corporate rate</b>	0,227
<b>Amount in euro</b>	14,868 EURO
<b>Start date</b>	May 6, 2018
<b>End date</b>	May 10, 2018
<b>Business Partner</b>	KLM-airfrance
<b>Number business partner</b>	
<b>Legal relationship</b>	Contract
<b>Responsible policy officer</b>	<div>5.1.2e 5.1.2e</div>
<b>Correspondence language</b>	English
<b>Contact business partner</b>	<div>5.1.2e</div>
<b>E-mailadres contact business partner</b>	<div>5.1.5.1.2e minbuza.nl</div> <div>5.1.2e @airfrance.fr</div>
<b>Special pledges made by the Minister or State Secretary / and/ or special marks</b>	Indicate that an activity has sensitive information.

regarding sensitive information	Indicate that an activity can be related to a special pledge which is made by the Minister or State Secretary.
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## **II RESULTS ACTIVITY**

*Saudi Arabia's blueprint for diversification, Vision 2030, has plans to increase the female labor force participation rate to 30 percent by 2030. The Dutch government encourages policies that strengthen women's economic independence. Increasing female labor force participation rates will boost women's position in society and will contribute to more inclusive and sustainable economies.*

*Against this backdrop, the Dutch Ministry of Foreign Affairs and our embassy in Saudi Arabia and our colleagues in Abu Dhabi will organize an incoming mission to the Netherlands on the topic of female entrepreneurship in the Gulf region. The delegation will consist of female entrepreneurs and officials who work to promote female entrepreneurship. The program aims to support candidates' professional and personal development and will include the following elements:*

- *Capacity building;*
- *Tailor made visits;*
- *Meetings with pioneers from the Netherlands;*
- *Networking expansion and matchmaking counterparts;*
- *Promoting KSA in NL, and creating awareness to the Dutch side.*

*Long term results:*

- *6 selected candidates, from the private and public sector, working on realizing the importance of woman in the changing era in KSA;*
- *Positioning the Netherlands, as one of the main MS contributing to the Saudi 2030 vision;*
- *Strengthening the bilateral relationship between the 2 Kingdoms;*
- *Strong contact base, that the embassy can rely on when needed. For instance, as a resource persons during visits of Ministers, members of Parliament.*

## **III PROGRAM CRITERIA**

*Based on the Theory for Change as well as economic diversification, and under the policy 3.2.1 this project focuses on the citizens especially female entrepreneur, by creating opportunities that will lead to building bridges between the 2 Kingdoms on woman empowerment and entrepreneurship. The selected candidates are successful woman with leading positions in the private and governmental sector. This mission was held in 2017, and based on the positive outcome, it became a recurrent event. The policy of this program lies under the Saudi 2030 when it comes to gender equality and women integration in the workforce. Under article 3.2.2 we have selected candidates from different social participation. Some has businesses supporting social causes, and others are playing key roles in the execution process(*

*5.1.2e*

*5.1.2e). This mission also emphasize on strengthening the bilateral ties between the countries, the selected candidates are willing to cooperate with their counterparts in the Netherlands, by franchising, consulting or combining businesses. As an embassy, we are first giving the opportunities to Saudi women, to promote their businesses and country. Also, we create awareness at the Dutch side on the available opportunities now in KSA, and the businesses they can capitalize on. On a short term, this mission will allow the "hand shake" between the Dutch and Saudi culture. On a long term it aims to improve the position of female entrepreneurs in KSA. **IV***

## **IMPLEMENTING ORGANISATION**

*This program will be funded by Shiraka Program, and as a cooperation between Riyadh, Abu Dhabi and DIO.*

**V RISK ANALYSIS**

5.1.2i

**VI REPORTING REQUIREMENTS (basically not required)**

- o No reports are required when the risks are acceptable. The activity may be selected for the VIC. The administrative officer/ RSO will decide on this in consultation with the policy officer.
- o When risks have been established in the risk analysis the organisation is required to submit information in support of performance assessment. This can be a report or other means of evidence. The contribution must be paid in 2 instalments (80% - 20%).

**VII FINANCING**

5.1.2i

**VIII PAYMENT (basically 100%)**

5.1.2i

**IX APPROVAL**

Position	Name	Date	Initials
Policy Officer	5.1.2e	15/04/18	5.1.2e
Administrative Officer/ RSO	Activity budget is acceptable/ realistic	YES/NO	5.1.2e
	Select activity for the VIC	YES/NO	
Budget holder			



## Glossary

<b><u>Business Partner</u></b>	<p>Party with which a legal relationship is entered into.</p> <p>If the contract party is not yet shown in SAP as a supplier, arrange for it to be entered on the basis of the necessary documents.</p>
<b><u>Corruption risk</u></b>	<p>The offering, promising, giving or demanding – directly or indirectly – of a bribe or other undue advantage, with the object of obtaining or keeping contracts or other illicit advantage.</p> <p>Below you can find the points of particular interest which can be of assistance when describing the corruption risks:</p> <ol style="list-style-type: none"> <li>1. Describe the degree of corruption in the country concerned (and if applicable in the branch concerned). Refer to the following documents , if available: <ul style="list-style-type: none"> <li>• The country analysis and the risk analysis of the MASP</li> <li>• Analyses of NGO's like Transparency International (<a href="http://www.transparency.org">www.transparency.org</a>) and Global Integrity (<a href="http://www.globalintegrity.org">www.globalintegrity.org</a>).</li> </ul> </li> <li>2. Answer the following questions: <ol style="list-style-type: none"> <li>a. Does the country have anti-corruption laws?</li> <li>b. Does the government have an independent body that enforces the anti-corruption laws?</li> <li>c. Does the judicial system provide legal independence, justice and access to civil rights for all inhabitants?</li> <li>d. Does the violation of the anti-corruption laws actually lead to punishment? Are there examples?</li> <li>e. Do judges get in trouble in judging on corruption cases?</li> <li>f. Are journalists free to report on corruption cases?</li> </ol> </li> <li>3. Determine the consequences of the corruption risks for the implementation of the activity.</li> </ol>
<b><u>Fraud</u></b>	<p>Any deliberate action taken by a person to benefit himself while disadvantaging someone else. To be more precise: fraud is a more complex variant of theft or embezzlement.</p>
<b><u>Legal relationship</u></b>	<p>This concerns the type of legal contract. To make sure you choose the right type of contract you can use the decision tree '<b><u>legal relationship</u></b>' on Rijksportaal.</p>
<b><u>Special pledges made by the Minister or State Secretary</u></b>	<p>Activities marked with 'Special pledges' are financed from earmarked disbursement ceilings which are not part of the regular budget. Special pledges are often the result of international requests for funds after disasters or agreements made on a national or international conference in which Netherlands participates.</p>



	<p>The purpose of this marker is to facilitate monitoring and reporting on special programs and ministerial pledges. By definition multiple budget holders are involved and central reporting to the parliament is mandatory. For markers which are only of interest the budget holder, the 'Own marker' field is used.</p> <p>Typical examples are:</p> <ul style="list-style-type: none"> <li>- Tsunami</li> <li>- Schokland</li> </ul>
--	---



**To:** [5.1.2e] [5.1.2e]@minbuza.nl]  
**Cc:** [5.1.2e] [5.1.2e]@minbuza.nl]  
**From:** [5.1.2e]  
**5.1.2e** Tue 10/27/2020 3:11:36 PM  
**Subject:** RE: INFO: handelswerk KSA megaprojecten  
**Received:** Tue 10/27/2020 3:11:38 PM

Eens [5.1.2e], dit is gewoon bread and butter werk van de economische afdeling en natuurlijk moeten ze zich rekenschap geven van politieke gevoeligheden (bedrijven ook). Er is geen reden voor geheimzinnigheid [5.1.2i]  
[5.1.2i] Steun jullie lijn kortom en goed dat we 'aligned' zijn. Ben vooral benieuwd wat eea gaat opleveren zeker in licht van ED stoel!

Kind regards,

[5.1.2e]



[5.1.2e]

[5.1.2e] | DG Foreign Economic Relations | Ministry of Foreign Affairs  
| Rijnstraat 8 | 2515 XP The Hague | The Netherlands | Cell: +31 [5.1.2e] | [5.1.2e]@minbuza.nl

---

**From:** [5.1.2e] <[5.1.2e]@minbuza.nl>

**Sent:** dinsdag 27 oktober 2020 14:04

**To:** [5.1.2e] <[5.1.2e]@minbuza.nl>

**Cc:** [5.1.2e] <[5.1.2e]@minbuza.nl>

**Subject:** INFO: handelswerk KSA megaprojecten

[5.1.2e]  
2e

Vanochtend spraken wij met ambassade Riyad ([5.1.2e] [5.1.2e] en [5.1.2e]) over het handelswerk op de post t.a.v. de zgn. megaprojecten: de bouw van smart cities, entertainment steden, toeristenbestemmingen etc. in het kader van de implementatie van Vision 2030.

De functies van [5.1.2e] [5.1.2e] en [5.1.2e] zijn specifiek gericht op het ontwikkelen van kansen voor NLse bedrijven op deze megaprojecten. Met het aantreden van [5.1.2e] en [5.1.2e] krijgen nu ook de concrete activiteiten op de megaprojecten inhoud. Dit betekent bijv. dat de ambassade gerichte outreach doet naar NLse partijen om hen te informeren over de megaprojecten. Daarnaast organiseren zij activiteiten, zoals webinars, om NLse partijen aan Saoedische partijen te koppelen. Corona maakt het noodzakelijk en mogelijk (iedereen is nu digitaal) om hier proactief in op te treden.

Mede in licht van het proces rondom de PIBs wilde de post in het gesprek dubbelchecken of hun proactieve houding op het terrein van de megaprojecten past binnen de Haagse kaders voor handelsbevordering in KSA.

[5.1.2e] en ik hebben in onze reactie het volgende meegegeven:

- Actieve, gerichte inzet op megaprojecten valt ons inziens binnen de reguliere handelsbevordering op KSA en volgt logisch uit de aanstelling van twee medewerkers op dit specifieke dossier.

00009.1.2e en de Kamer hebben geen aanwijzingen gegeven dat reguliere handelsbevordering op KSA onwenselijk of onm1336249

5.1.2i

- In eerdere memo's aan 5.1.2e over PIBs op KSA is expliciet opgenomen dat 1) NLse bedrijven die zaken willen doen in KSA gebruik kunnen maken van het RVO-handelsinstrumentarium, 2) ambassade Riyad aan reguliere economische dienstverlening en belangenbehartiging voor NLse bedrijven doet en 3) deze reguliere handelsbevordering buiten de motie-Ploumen valt en 4) deze reguliere handelsbevordering past in het gebalanceerde beleid van NL richting KSA, incl. kritische inzet op mensenrechten.
- 5.1.2e 5.1.2i
- Advies om met enige regelmaat te rapporteren in berichtenverkeer over (noemenswaardige) economische activiteiten van de ambassade, zodat betrokkenen op het departement zijn geïnformeerd (en de activiteiten later geen verrassing kunnen zijn).
- Goed als 5.1.2e n de gesprekken die zij komende weken heeft met 5.1.2e (4/11) en 5.1.2e (10/11) inzet van ambassade voor voetlicht brengt.

Waren blij met de outreach van de post. Goed dat zij dubbelchecken en oog hebben voor de politieke context waarin zij opereren.

5.1.2i

Juist in een

tijd waarin we op politiek vlak de banden met KSA aanhalen (ref politieke consultaties morgen, maar ook bezoek van KSA M aan EU en start van EU-KSA mensenrechtendialoog) kunnen we onze economische activiteiten gelijk laten oplopen.

Mocht je nog op/aanmerkingen hebben, let us know.

5.1.2e

5.1.2e

5.1.2e

5.1.2e

+31 (0)70

5.1.2e

/ +31 (0)6

5.1.2e

**To:** 5.1.2e 5.1.2e @iro.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e @minbuza.nl; 5.1.2e @iro.nl; 5.1.2e 5.1.2e @iro.nl; 5.1.2e 5.1.2e  
**From:** 5.1.2e  
**Sent:** Thur 4/6/2017 12:27:31 PM  
**Subject:** RE: follow up meeting AOC yesterday  
**Received:** Thur 4/6/2017 12:30:55 PM  
[2017-04-04 IRO Event - AOC PLCD.pdf](#)  
[2017-04-04 IRO Event - AOC TED.pdf](#)  
[2017-04-04 IRO Event - SAEV.pdf](#)

Dear 5.1.2e,

On behalf of our management, I would like thank your organization for hosting this excellent event, much appreciated.

With regard to our presentations, three are available and attached, i.e. the presentations from 5.1.2e 5.1.2e and 5.1.2e, see the attachments. Two are not available, i.e. the presentations from 5.1.2e and 5.1.2e, however the contents of their presentations can be found on the URL's below:

<http://saudiaramco.com/en/home/news-media/publications/corporate-reports/facts-figures-2015.html>  
[www.iktva.sa](http://www.iktva.sa)

Please keep us updated on the trade mission, good luck.

Dear 5.1.2e

On behalf of our management, I would also like to thank your organization for your participation. Please send our special thanks to 5.1.2e

Best regards,

5.1.2e

Strategic Sourcing

Aramco Overseas Company B.V.

5.1.2e  
[www.aramcooverseas.com](http://www.aramcooverseas.com)  
LN: [linkedin](#) FB: [facebook](#) TW: [twitter](#)

**From:** 5.1.2e <mailto:5.1.2e@iro.nl>

**Sent:** Wednesday, April 5, 2017 10:42 AM

**To:** 5.1.2e <5.1.2e@aramcooverseas.com>; 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e <5.1.2e@iro.nl>; 5.1.2e <5.1.2e@iro.nl>; 5.1.2e @minbuza.nl

**Subject:** [EXTERNAL] follow up meeting AOC yesterday

Goodmorning 5.1.2e & 5.1.2e

Thank you for a very informative session yesterday, I think everybody was enthousiastic about the information shared.

@5.1.2e - special thanks to all AOC people, very much appreciated.

@5.1.2e - special thanks to 5.1.2e

We have just now sent out an e-mail with request for serious interest for the scheduled mission in May.

Hopefully we will have feedback end of this week.

Keep you all informed.

00010

1336250

Met vriendelijke groet / Kind regards,

5.1.2e

**IRO - The Association of Dutch Suppliers in the Oil and Gas Industry and Offshore Renewable Industry**

Boompjes 40

3011XB Rotterdam

The Netherlands

tel.: +31 5.1.2e

Mob.: +31 6 5.1.2e

E-mail: 5.1.2e@iro.nl

Internet: [www.iro.nl](http://www.iro.nl)

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**To:** 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
**Sent:** Thur 9/7/2017 9:28:36 AM  
**Subject:** FW: concept gespreksnotitie MinEZ - 5.1.2e re Jemen Resolutie MRR 070917  
**Received:** Thur 9/7/2017 9:28:00 AM  
Spreekpunten bilat minister Kamp 5.1.2e EW.docx

Beste 5.1.2e

Bijgaand vind je een schone versie van de gespreksnotitie voor minister Kamp met daarin de punten van DAM verwerkt.

5.1.2a

CC ook aan 5.1.2e

Hartelijke groet, 5.1.2e

---

**From:** 5.1.2e  
**Sent:** donderdag 7 september 2017 09:09  
**To:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Subject:** RE: concept gespreksnotitie MinEZ 5.1.2e

Bij deze.

---

**From:** 5.1.2e  
**Sent:** woensdag 6 september 2017 19:34  
**To:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Subject:** concept gespreksnotitie MinEZ 5.1.2e

Beste 5.1.2e

Bijgaand de concept gespreksnotitie voor het gesprek tussen MinEZ en 5.1.2e vrijdagochtend.

Graag jullie input via track changes voor half tien morgenochtend. Excuus voor de krappe deadline, fiche gaat pas na jullie reactie bij EZ de lijn in.

5.1.2a

Bij voorbaat dank.

Hartelijke groet, 5.1.2e

---

**From:** 5.1.2e  
**Sent:** woensdag 6 september 2017 13:13  
**To:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Subject:** concept gespreksnotitie 5.1.2e Jemen MRR resolutie \*uiterlijk 15 uur reactie\*  
**Importance:** High

Beste collega's,

00011 link naar SWR waar concept notitie staat tbv gesprek tussen 5.1.2e en 5.1.2e buiten verzoek NSA, buiten verzoek en 5.1.2e 1336253  
buiten verzoek (et bekend geworden).

Graag om uiterlijk 15 uur jullie aanvullingen en opmerkingen.

Veel dank,

5.1.2e

DAM uiten verzoek.





**To:** 5.1.2e 5.1.2e @minbuza.nl]  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e Mon 1/10/2022 5:27:15 PM  
**Subject:** RE: VRAAG: kandidaturen EXPO2030  
**Received:** Mon 1/10/2022 5:27:00 PM  
Scan van MinBuZa Multifunctional.pdf

5.1.2e

Zie ajb hieronder berichtje van 5.1.2e over EXPO-kandidatuur van Saoedi-Arabië en in bijlage de brief die is overhandigd. Demarche bij 5.1.2e is dus niet meer nodig.

Wil jij de brief opslaan in jouw archief en/of delen met ambassade Parijs? Mocht je nog verdere vragen/opmerkingen hebben, laat het mij 5.1.2e en of 5.1.2e (DAM-collega, op cc) weten.

5.1.2e

+++

“Op de valreep in 2021 overhandigde 5.1.2e mij de brief van KSA M aan M om de kandidatuur voor de expo 2030 bekend te maken.

Zie bijlage. We zullen zorgen dat het origineel naar het M-secretariaat gaat. Heb onverbindend gereageerd. Stemming in 2023 met voorlopige concurrentie van Rusland, Zuid-Korea en Italië begrijp ik. “

---

**From:** 5.1.2e

**Sent:** dinsdag 21 december 2021 09:16

**To:** 5.1.2e <5.1.2e @minbuza.nl>

**Cc:** 5.1.2e <5.1.2e @minbuza.nl>

**Subject:** RE: VRAAG: kandidaturen EXPO2030

Dank voor snelle reactie en info. Nuttig.

Overzicht van kandidaten voor EXPO2030 zat bij mijn vorige mail, nogmaals in bijlage.

Dat DMM niet wil coördineren snap ik, maar denk wel dat je bij steun wilt kijken naar uitruil tussen andere kandidaturen. En dat overzicht ligt bij DMM. Laat ik verder bij jou.

Wij zullen verder schakelen met ambassade over demarche van 5.1.2e.

Fijne feestdagen als ik je niet meer spreek!

5.1.2e

---

**From:** 5.1.2e <5.1.2e @minbuza.nl>

**Sent:** maandag 20 december 2021 16:31

**To:** 5.1.2e <5.1.2e @minbuza.nl>

**Cc:** 5.1.2e <5.1.2e @minbuza.nl>

**Subject:** RE: VRAAG: kandidaturen EXPO2030

Ha 5.1.2e

Coördinatie is een groot woord. Het is meer af en toe iets doorgeven aan Parijs als er iets speelt (vooral in het kader van NL belang-Floriade). Parijs stemt met mij af (en ik weer met landenmedewerker) als NL stem gaat uitbrengen. In geval dat ambassade langs wil komen bij de BEB is het wel aan de landenmedewerker om het gesprek voor te bereiden.

Wij hebben vanuit de BEB geprobeerd om coördinatie bij DMM te leggen maar vanuit DMM was hier geen interesse hierin. snap dat ook wel omdat het vooral over Expo's gaat en dat is geen DMM terrein.

00013

1336255

Ik heb tot nu toe nog geen verzoeken gekregen m.b.t. EXPO2030. Ik kan aan [5.1.2e] vragen of hij al meer info heeft over proces m.b.t. EXPO 2030 en over welke landen hier kandidatuur voor willen indienen. Indien ambassade al snel wil langskomen-sowieso aanhoren. Kan denk ik ook wel op afdelingsniveau.

Groet,

[5.1.2e]

**From:** [5.1.2e] <[5.1.2e]@minbuza.nl>

**Sent:** maandag 20 december 2021 16:04

**To:** [5.1.2e] <[5.1.2e]@minbuza.nl>

**Cc:** [5.1.2e] <[5.1.2e]@minbuza.nl>

**Subject:** VRAAG: kandidaturen EXPO2030

[5.1.2e]

[5.1.2e] kreeg bericht van de ambassade van Saoedi-Arabië (KSA) over hun kandidatuur voor EXPO2030. In bijlage het overzicht van de andere kandidaten. De [5.1.2e] wil hier ook graag over spreken met [5.1.2e]. Nu weet ik dat a.g.v. de zetel van het BIE in Parijs, post Parijs, [5.1.2e] zich bezighoudt met EXPO en ook naar jou/DIO kijkt voor coördinatie. Graag de volgende vragen:

1. Klopt het dat jij idd de coördinatie verzorgt rondom de EXPO-kandidaturen? Zo ja...
2. Is het niet veel logischer om die kandidaturendiscussie over EXPO neer te leggen bij DMM, waar alles rondom kandidaturen wordt gecoördineerd?
3. Zou [5.1.2e] idd de aangewezen persoon zijn voor [5.1.2e] om mee te spreken over EXPO2030 of heb jij een ander advies?

Hoor graag!

Thanks,

[5.1.2e]

**To:** [5.1.2e] [5.1.2e @minbuza.nl]; [5.1.2e] [5.1.2e @minbuza.nl]  
**Cc:** [5.1.2e] [5.1.2e @minbuza.nl]; [5.1.2e] [5.1.2e @minbuza.nl]  
**From:** [5.1.2e]  
[5.1.2e] Thur 9/21/2017 2:46:20 PM  
**Subject:** RE: Mail DIO aan DAM over passieve woordvoering NLse bedrijven re Jemen MRR resolutie  
**Received:** Thur 9/21/2017 2:46:22 PM

Dankje [5.1.2e] - ziet er goed uit.

Denk doel mail aan [5.1.2e] tweeledig:

- 1. Voorstel aan M voor passieve woordvoering om bedrijven a la Hak te kunnen antwoorden vanuit DH of posten.

5.1.2a

Paar suggesties nog:

5.1.2i

Verder prima. Dank voor afstemmen.

[5.1.2e]

**From:** [5.1.2e]  
**Sent:** donderdag 21 september 2017 14:54:23  
**To:** [5.1.2e] [5.1.2e]  
**Subject:** RE: Jemen MRR resolutie: passieve woordvoering NLse bedrijven

[5.1.2e] dank. Zou het stuk korter houden. Zie voorstel.

[5.1.2e]

5

5.1.2i

00014

1336257

From 5.1.2e

Sent: donderdag 21 september 2017 14:04

To: 5.1.2e <5.1.2e@minbuza.nl> 5.1.2e <5.1.2e@minbuza.nl>

Subject: Jemen MRR resolutie: passieve woordvoering NLse bedrijven

Importance: High

Hierbij concept email aan 5.1.2e. Hij is hele dag in overleg dus vandaar maar even via de email.

Graag jullie commentaar, dank!

5.1.2e

\*\*\*\*\*

5.1.2i

5.1.2e

5.1.2i

\*\*\*\*\*

**To:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e  
5.1.2e @rvo.nl]  
**From:** 5.1.2e 5.1.2e  
**Sent:** Thur 2/15/2018 11:42:07 AM  
**Subject:** DTIF aanvraag De Jonge Saoedi Arabie Jubail  
**Received:** Thur 2/15/2018 11:42:28 AM  
[Jubail view 01.jpg](#)  
[Jubail view 02.jpg](#)  
[Jubail view 03.jpg](#)  
[Jubail view 04.jpg](#)  
[Brochure met juridische structuur.pdf](#)

Hoi 5.1.2e 5.1.2e

Graag jullie aandacht voor dit interessante initiatief in de Golf regio.

Recent is 5.1.2e RVO benaderd door De Jonge B.V. die in Saoedi Arabië willen gaan uitbreiden. Voor deze investering hebben ze hun huisbankier ABN AMRO benaderd die echter aangeeft vanwege het land deze niet te kunnen financieren. Via hun netwerk relatie buiten verzoek.

buiten verzoek. ) zijn ze bij ons terecht gekomen met het verzoek of RVO deze uitbreiding kan financieren.

De Jonge B.V. [www.jdejonge.nl](http://www.jdejonge.nl) is een familiebedrijf (opgericht in 1954) dat naast in Nederland vestigingen heeft in Duitsland en Saoedi Arabië. Het bedrijf legt zich toe op een drietal kernactiviteiten: Mechanical (engineering), Specialties (loading technology) en International (flowsystems). De Jonge is met name actief in de petrochemische industrie/sector. Wij moeten de cijfers en investeringsbegroting etc. nog krijgen om het krediet technisch etc. te beoordelen en of aanvraag binnen het investeringsbeleid van DTIF past. Voor dat dit proces ingang gezet wordt willen we bij jullie checken of er politieke c.q. diplomatieke gevoeligheden/issues zijn waar wij rekening mee moeten houden. Er is geen sanctie beleid op Saoedi Arabië.

Om een impressie te krijgen wat ze gaan neerzetten en wat zij doen zie de bijlagen maar kijk zeker ook op hun site.

Ik neem ter informatie 5.1.2e en 5.1.2e mee. 5.1.2e is de 5.1.2e die de aanvraag onder zijn hoede heeft.

Omdat de aanvraag nog een begin stadium verkeerd graag niet extern communiceren hierover.

Graag jullie reactie.

Groet,

5.1.2e

De Rijksdienst voor Ondernemend Nederland (RVO.nl) stimuleert Duurzaam, Agrarisch, Innovatief en Internationaal ondernemen.

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is gezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen.

De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

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Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.





**To:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
**Sent:** Wed 9/26/2018 12:13:41 PM  
**Subject:** FW: Contacts of the REPDO - Havens- Haven Rotterdam bezoek 5.1.2e vertrouwelijk  
**Received:** Wed 9/26/2018 12:14:58 PM  
180921 Saudi Arabia Analysis PoR-revised for NL-Embassy.pdf  
Verocy ColorBlast201801.pdf

5.1.2e 5.1.2e

5.1.2f

Heb wel duidelijk zie hieronder bij Verocy opgevraagd op welk niveau bij de haven dit stuk bekend is.

Zag dat 5.1.2e haven Rotterdam een Shell achtergrond heeft. Mocht dit niet lukken dan zag ik op internet nog een interessante benoeming bij Haven Rotterdam namelijk die van 5.1.2e 5.1.2e opnemen in de delegatie wellicht een optie) maar misschien ook niet: <https://www.portofrotterdam.com/nl/nieuws-en-persberichten> 5.1.2e

Groet,

5.1.2e

---

**From:** 5.1.2e <5.1.2e@verocy.com>  
**Sent:** maandag 24 september 2018 11:57  
**To:** 5.1.2e <5.1.2e@minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e@verocy.com  
**Subject:** Re: Contacts of the REPDO - Havens  
**Importance:** High

Beste 5.1.2e

Naar aanleiding van de meeting met 5.1.2e afgelopen week in Riyadh, bijgevoegd een aangepaste versie van de Landscape Analysis die we eerder dit jaar voor het Havenbedrijf Rotterdam hebben uitgevoerd. Gelieve deze informatie alleen intern te gebruiken.

Daarnaast ondersteunen we het Nederlandse tech-bedrijf Kameleon Solar dat unieke Solar PV-gevelpanelen produceert. Via hun technologie is het mogelijk om het exterieur van gebouwen te voorzien van elke kleur (behalve wit) zonnepaneel waarbij de PV-cellen nauwelijks zichtbaar zijn. Daarnaast kunnen ze ieder soort print of textuur afdrukken in hun PV-panel. We denken dat deze technologie belangrijk kan zijn voor de SaudiVision 2030 Green Building Initiatives in KSA. Ik heb de brochure van Kameleon Solar toegevoegd.

We hebben als doel om, tijdens FII, kroonprins Mohammed bin Salman een PV Solar Portret van zichzelf te overhandigen. Deze wordt inmiddels gemaakt. Nu begrijpen we dat er een mogelijkheid is dat Min. van Financiën, Woppe Hoekstra, ook naar de FII komt?!

Het zou natuurlijk geweldig zijn, als we dit portret samen met Woppe Hoekstra aan MBS kunnen aanbieden. Wat vinden jullie?

Met vriendelijke groeten / Yours sincerely / والتقدير الاحترام فائق بقبول وتفضلوا

5.1.2e

VEROCY B.V.

5.1.2e

Skype: 5.1.2e

F: 5.1.2e@verocy.com

00017 verocy.com

1336268

---

**Van** 5.1.2e

**Verzonden:** vrijdag 21 september 2018 14:09

**Aan:** 5.1.2e

**Onderwerp:** RE: Contacts of the REPDO - Havens

Dear 5.1.2e

Een verzoek, zou je de informatie over de haven van Rotterdam op korte termijn kunnen toesturen, dit ivm inkomende bezoeken in KSA.

Met dank en hartelijke groet,

5.1.2e

---

**From:** 5.1.2e

**Sent:** woensdag 19 september 2018 17:38

**To:** 5.1.2e 5.1.2e@verocy.com 5.1.2e@verocy.com>

**Cc:** 5.1.2e 5.1.2e@minbuza.nl>

**Subject:** Contacts of the REPDO

Dear 5.1.2e

It was great having you here at our offices this morning. As discussed, I would like to share with you the contact email of 5.1.2e 5.1.2e and 5.1.2e i (he was in NL) 5.1.2e@meim.gov.sa 5.1.2e@meim.gov.sa

Also, in regards to Saudi Build, four companies will share a space of 21 square meters from 22<sup>nd</sup> till 25<sup>th</sup> of October. More information on the fair can be found at <http://saudibuild-expo.com/> It would be nice to present one of the household solar panels there to promote the Dutch manufacturer.

If you have any questions, please let me know.

Regards

5.1.2e

---

Help save paper! Do you really need to print this email?

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

1336274



**To:** 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e Wed 11/18/2020 11:48:46 AM  
**Subject:** RE: INFO: keuze 1.2e Golfmissie feb. 2021  
**Received:** Wed 11/18/2020 11:48:00 AM

Thanks. Ramadan begint rond 12/4, 5.1.2e buiten verzoek.

---

**From:** 5.1.2e 5.1.2e @minbuza.nl>  
**Sent:** woensdag 18 november 2020 11:34  
**To:** 5.1.2e 5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl> 5.1.2e 5.1.2e @minbuza.nl> 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** RE: INFO: keuze 1.2e Golfmissie feb. 2021

Dank voor de uitvoerige terugkoppeling. Ik ben het eens met de gekozen lijn (inclusief keuze niet te snel opnieuw voorleggen). Zal opzoeken wanneer de Ramadan is. Groet, 5.1.2e

---

**From:** 5.1.2e 5.1.2e @minbuza.nl>  
**Sent:** woensdag 18 november 2020 10:22  
**To:** 5.1.2e 5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** INFO: keuze 1.2e Golfmissie feb. 2021

5.1.2e

FYI en met oog op jouw betrokkenheid in het voortraject: n.a.v. ons memo heeft R gekozen voor digitale handelsmissie naar de Golf in februari 2021 met focus op VAE, Qatar en Oman en dan "heel compact qua politieke deelname". Ons advies was digitale missie naar gehele Golf, incl. KSA, maar zij heeft dus gekozen voor de alternatieve optie. V.w.b. een missie naar de Golflanden die nu buiten de boot vallen (naast KSA ook Koeweit en Bahrein) heeft R laten weten "na Ramadan TBC overige landen (indachtig motie-Ploumen)". Zie reactie in bijlage.

Heb nog overlegd met 5.1.2e en hij liet weten dat keuze voortkomt uit interpretatie van R van motie-Ploumen. Hij zei nog dat R had verwacht dat wij met interpretatie van die motie waren gekomen in het memo. Ik heb hierop geantwoord dat we dat zo goed en kwaad als kon hebben gedaan (en dus uitkwamen op advies voor gehele Golf, incl. KSA), maar dat het uiteindelijk politieke keuze is of zaak-Khashoggi in NLse ogen is afgerond, motie dus is afgedaan en we bladzijde kunnen omslaan. 5.1.2a

5.1.2a

---

5.1.2e 5.1.2i  
5.1.2i We gaan ons nu dus concentreren op de kleinere missie in februari. Die tweede missie, incl. KSA, zullen we waarschijnlijk onder een nieuw kabinet/minister moeten bezien. Onze inschatting nu dat we dit niet snel na de verkiezingen aan deze 5.1.2a moeten voorleggen, tenzij er significante nieuwe ontwikkelingen zijn.

Mocht je nog vragen/opmerkingen hebben, dan hoor ik dat graag.

5.1.2e

5.1.2e 5.1.2e 5.1.2e  
+31 (0)70 348 5.1.2e





5.1.2e

5.1.2e

5.1.2a

Voor nu,

5.1.2e

Best Regards / مع خالص تحياتي

5.1.2e

5.1.2e

.....  
Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307  
Riyadh 11693 | Saudi Arabia  
.....

T: +966 5.1.2e

M: +966

E: 5.1.2e@minbuza.nl

W: www.netherlandsworldwide.nl

Twitter: 5.1.2e



**To:** 5.1.2e <5.1.2e@minbuza.nl>  
**Cc:** 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>  
**From:** 5.1.2e <5.1.2e@minbuza.nl>  
**Sent:** Tue 9/12/2017 9:59:47 AM  
**Subject:** RE: Achtergrondinformatie tbv gesprek 5.1.2e VNO NCW met 5.1.2e KSA  
**Received:** Tue 9/12/2017 9:59:49 AM  
[A HRC 36 33 visual summary.pdf](#)  
[Human Rights Council Resolution Yemen 2017 0-draft.docx](#)  
[argumenten lijst National commission.docx](#)  
[03.17 xxx FS Jemen.docx](#)

Hierbij alvast nog enkele achtergrondstukken voor zover nog nuttig:

- Visual summary
- Concept tekst resolutie zoals gisteravond in Geneve VN breed gedeeld door NL & CAN
- Argumenten lijst National Commission
- Factsheet Jemen

---

**From:** 5.1.2e  
**Sent:** maandag 11 september 2017 17:53  
**To:** 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>  
**Cc:** 5.1.2e <5.1.2e@minbuza.nl>  
**Subject:** Achtergrondinformatie tbv gesprek 5.1.2e VNO NCW met 5.1.2e KSA

Beste 5.1.2e en 5.1.2e,

Graag jullie input via track changes op bijgaande achtergrondinformatie t.b.v. gesprek tussen 5.1.2e en 5.1.2e  
5.1.2e a.s. woensdag. Deadline voor jullie input is morgenmiddag 13.00.

Bij voorbaat dank en excuus voor de krappe deadline.

Met vriendelijke groet,  
5.1.2e

5.1.2e  
Directie Internationaal Ondernemen (DIO)  
Ministerie van Buitenlandse Zaken  
T 0031 70 5.1.2e  
5.1.2e@minbuza.nl

**To:** 5.1.2e 5.1.2e @minbuza.nl; 5.1. 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e  
5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1. 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Tue 9/12/2017 11:53:52 AM  
**Subject:** RE: verzoek 5.1.2e Philips ontmoeting 5.1.2e bin Salman en marge AVVN 12 september 2017  
**Received:** Tue 9/12/2017 11:53:53 AM

5.1.2e

1. Nog even specifiek nav aanvraag gesprek 5.1.2e Philips met Mohamed bin Salman.

5.1.2a

2. Iets anders: morgenochtend willen we een (select) aantal NL'se bedrijven met belangen in KSA - vertrouwelijk en op hoofdlijnen - informeren over ontwikkelingen in MRR.

Dit ook tegen achtergrond van gesprek 5.1.2e met 5.1.2e morgenmiddag.

Denken zelf aan in elk geval Philips, Strukton en Shell, die we vanuit Den Haag kunnen informeren - maar afhankelijk van wat volgens post effectief is evt (ook) vanuit Riyadh. Welke andere bedrijven zouden eveneens gebeld moeten worden?

Cc ook aan collega's in Abu Dhabi / Dubai voor hun suggesties.

Om de juiste en dezelfde communicatieboodschappen richting bedrijfsleven aan te houden, stel ik me voor dat DIO en DAM enkele spreeklijnen afstemmen en met jullie delen.

Laat maar weten of dit nuttig is.

5.1.2e

---

**From:** 5.1.2e  
**Sent:** Tuesday, September 12, 2017 8:36:48 AM  
**To:** 5.1.2 5.1.2e 5.1.2e 5.1.2e  
**Cc:** 5.1.2e  
**Subject:** RE: verzoek 5.1.2e Philips ontmoeting Mohammed bin Salman en marge AVVN

Beste 5.1.2e  
Dank voor het delen.

Wij overwegen om deze week een aantal Nederlandse bedrijven te informeren over de huidige situatie rond de Jemen-resolutie. Denk aan Shell, Philips, Unilever en Strukton. We hebben nog geen beslissing genomen, mede omdat onze inzet in Geneve nog niet definitief is bepaald. Jouw mail geeft zeker aanleiding om hierover op korte termijn een beslissing te nemen in overleg met DAM.

Voor jullie goed te weten dat 5.1.2e morgen een gesprek heeft met 5.1.2e en vrijdagochtend met 00022- Kamp. Wij staan in nauw contact met VNO-NCW en EZ m.b.t. beide gesprekken. 1336290

Cc ook aan [5.1.2e] en ons nieuwe afdelingshoofd [5.1.2e]

Hartelijke groet, [5.1.2e]

---

**From:** [5.1.2e] [5.1.2e]

**Sent:** dinsdag 12 september 2017 08:03

**To:** [5.1.2e] <[5.1.2e]@minbuza.nl>; [5.1.2e] <[5.1.2e]@minbuza.nl>; [5.1.2e] <[5.1.2e]@minbuza.nl>

**Subject:** verzoek [5.1.2e] Philips ontmoeting MbS

Beste [5.1.2e] [5.1.2e] en [5.1.2e]

Nog ter info. Wij hebben vorige week op verzoek van Philips een NV om voor [5.1.2e] een afspraak met MbS in NY te bepleiten, aan MOFA verzonden. Een verzoek om zo'n afspraak maakt normaalgesproken niet heel veel kans (of we krijgen gewoon geen reactie), maar [5.1.2e] (grote investeringen Lighting en Health) [5.1.2a]

[5.1.2a]

[5.1.2a]

MVGR,

[5.1.2e]

**To:** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
**From:** [redacted]  
**Sent:** Wed 10/3/2018 5:24:28 AM  
**Subject:** FW: Future Investment Initiative in Riyadh | 23 – 25 October 2018 | Speaker session | Wopke Hoekstra, Minister of Finance, NL  
**Received:** Wed 10/3/2018 5:25:10 AM  
[181001\\_FII18\\_Matters of state.pdf](#)  
[181001\\_FII18\\_Narrative program.pdf](#)

---

**From:** [redacted] [redacted] [redacted]@richardattiasassociates.com>  
**Sent:** dinsdag 2 oktober 2018 20:29  
**To:** [redacted] [redacted]@richardattiasassociates.com>; [redacted] (BFB/IEFI) [redacted]@minfin.nl>; [redacted]  
[redacted] [redacted]@minfin.nl>  
**Cc:** [redacted] [redacted]@minbuza.nl>; [redacted] [redacted]@minfin.nl>; [redacted]  
[redacted] [redacted]@richardattiasassociates.com>; [redacted] [redacted]@richardattiasassociates.com>  
**Subject:** Future Investment Initiative in Riyadh | 23 – 25 October 2018 | Speaker session | Wopke Hoekstra, Minister of Finance, NL

Hi [redacted]

Thank you for this follow-up.

With regards to the **Matters of state** session on **Thursday, 25 October** - do you know when you will have final confirmation, update on that?

The program has been officially confirmed by the senior leadership of the Public Investment Fund, at this point. Along with the Narrative Program, I've attached the slide for the session - pending only Minister Hoekstra's confirmation.

For the **Energy** session also on **Thursday, 25 October** - this is an extended, interactive breakout session co-curated and led the McKinsey team. We know there was previous interest in joining this session, given both his background in this area and with McKinsey, and we would be delighted to have him join in an active role - if he would be game to do so.

Do let us know soonest possible, on all fronts.

Many thanks.

Regards,  
[redacted]

[redacted] [redacted] | **Richard Attias & Associates** Part of WPP  
555 Madison Avenue, NY, NY 10022 | [redacted]  
[redacted]@richardattiasassociates.com | [www.richardattiasassociates.com](http://www.richardattiasassociates.com)

---

?On 10/2/18, 2:27 AM, '[redacted] (BFB/IEFI)' [redacted]@minfin.nl> wrote:

Hi [redacted]

One follow-up question; the session you refer to on energy hosted by McKinsey - would you foresee an active role for our minister or would he join to listen?

Hope to get feedback for you quickly on the "matters of state".

All the best,  
[redacted]

Datum: vrijdag 28 sep. 2018 6:02 PM

Aan: [redacted] (BFB/IEFI) [redacted]@minfin.nl [redacted] >> [redacted] (BFB/IEFI)

<[redacted]@minfin.nl<mailto:[redacted]@minfin.nl>>

Kopie: [redacted]@minbuza.nl <[redacted]@minbuza.nl<[redacted]@minbuza.nl>>,[redacted]

[redacted] (BFB/IEFI) <[redacted]@minfin.nl<mailto:[redacted]@minfin.nl>>,[redacted]

[redacted]@richardattiasassociates.com<mailto:[redacted]@richardattiasassociates.com>>,[redacted]

<[redacted]@richardattiasassociates.com<mailto:[redacted]@richardattiasassociates.com>>,[redacted]

[redacted]@richardattiasassociates.com<mailto:[redacted]@richardattiasassociates.com>>

Onderwerp: Re: Future Investment Initiative | Wopke Hoekstra, Minister of Finance, NL

Hi [redacted]

Thank you for the follow-up - fingers crossed, indeed.

On an unrelated side note, I'm recalling that there had also previously been interest expressed from your team, with regards to Minister Hoekstra potentially also joining the McKinsey-led Energy session - given his prior professional background and tenure with McKinsey. This would also on that Thursday, 25 October - if he were still keen to partake in that, too.

Looking forward to hearing from you after the weekend. We're standing by...

Many thanks, again.

Regards

[redacted] Richard Attias & Associates Part of WPP

555 Madison Avenue, NY, NY 10022 | +1 917 [redacted]

[redacted]@richardattiasassociates.com<[redacted]@richardattiasassociates.com> |  
[www.richardattiasassociates.com](http://www.richardattiasassociates.com)

From: [redacted] (BFB/IEFI) <[redacted]@minfin.nl>

Sent: Friday, September 28, 2018 11:05:20 AM

To: [redacted] (BFB/IEFI)

Cc: [redacted]@minbuza.nl; [redacted] (BFB/IEFI); [redacted]

Subject: RE: Future Investment Initiative | Wopke Hoekstra, Minister of Finance, NL

Hi [redacted]

Many thanks – will come back to you after the weekend. Fingers crossed!

All the best,

Van: [5.1.2e]@richardattiasassociates.com]

Verzonden: vrijdag 28 september 2018 16:02

Aan: [5.1.2e] (BFB/IEFI); [5.1.2e] (BFB/IEFI)

CC: [5.1.2e]@minbuza.nl; [5.1.2e] (BFB/IEFI); [5.1.2e] [5.1.2e] [5.1.2e]

Onderwerp: Re: Future Investment Initiative | Wopke Hoekstra, Minister of Finance, NL

Hi [5.1.2e]

Thank you for this follow-up.

But, very sorry to hear about the scheduling difficulty - was hoping to catch your team pre-flights plans as I had just confirmed with [5.1.2e] yesterday afternoon and the change came a little later that day.

With regards to timing, there is always the possibility of more shifts, but we do not anticipate further changes for this particular session. The change came via a program review yesterday - in order to give this session what we believe will be the more prominent placement and thematic relevance.

Let us know if there is any possibility to accommodate this shift to the Thursday morning timing - we are very much hoping so.

Many thanks, again.

Regards,

[5.1.2e]

[5.1.2e]

| Richard Attias & Associates Part of WPP

555 Madison Avenue, NY, NY 10022 | +1 917 [5.1.2e]

[5.1.2e]@richardattiasassociates.com<mailto:[5.1.2e]@richardattiasassociates.com> |

[www.richardattiasassociates.com](http://www.richardattiasassociates.com)

---

From: [5.1.2e] (BFB/IEFI) <[5.1.2e]@minfin.nl>

Sent: Friday, September 28, 2018 5:46 AM

00023 [5.1.2e] [5.1.2e] (BFB/IEFI)

1336293

Cc: [5.1.2e]@minbuza.nl; [5.1.2e] (BFB/IEFI); [5.1.2e] [5.1.2e] [5.1.2e]  
Subject: RE: Future Investment Initiative | Wopke Hoekstra, Minister of Finance, NL

Dear [5.1.2e]

I am stepping in as [5.1.2e] is out of office. Thanks for your message. That 's unfortunate as we just scheduled our flights to be there at Wednesday. I will need to check with my minister and will get back to you after the weekend. May I ask, how certain is the data and timing?

Best regards,

[5.1.2e]

Thursday, October 25 | 10:00-10:45

# Matters of state: How is global leadership changing in an era of rapid transformation?

As the Kingdom of Saudi Arabia prepares to host the G20 Summit in 2020, world leaders are focused on the social, economic, and technological changes that are causing widespread transformations to the global economy and disrupting the global order in both the developed and developing worlds.

- What new frameworks are today's most innovative heads of state using to manage in this era of rapid transformation?
- What new policies can tackle urgent global challenges? And what are the opportunities for partnerships across developed and developing economies to promote large-scale global progress and prosperity?

## Moderator:



**Maria Bartiromo**, Fox Business, USA

## Speakers:



**H.E. 5.1.2e Al-Jadaan**, Minister of Finance, KSA



**The Rt. Hon. Liam Fox**, Secretary of State for International Trade & President of the Board of Trade, Government of the United Kingdom, UK



**H.E. Wopke Hoekstra**, Minister of Finance, Ministry of Foreign Affairs, Netherlands



**H.E. Bruno Le Maire**, Minister of Economy and Finance, Ministry of Economy and Finance, France



**Gen. David H. Petraeus**, Chairman, KKR Global Institute, USA



**To:** [redacted] [redacted]@minbuza.nl  
**Cc:** [redacted] [redacted]@minbuza.nl; [redacted] [redacted]@minbuza.nl  
**From:** RIY-LNV  
**Sent:** Wed 11/1/2017 9:05:59 AM  
**Subject:** Invitation to the 1st Saudi-Dutch Water-Energy-Food Nexus Conference on 16 November  
**Received:** Wed 11/1/2017 9:06:16 AM  
[IEF Location Map.pdf](#)  
[Booklet Water-Energy-Food Nexus Conference.pdf](#)  
[Invitation Card Nexus.pdf](#)

Dear Mr. [redacted]

On behalf of [redacted] I would kindly like to invite you to **the 1st Saudi-Dutch conference on the Water-Energy-Food Nexus**. The conference will take place on **Thursday 16 November** and is organized by the Embassy of the Kingdom of the Netherlands and in cooperation with the International Energy Forum (IEF).

Please find attached your invitation, and the digital conference booklet including the program and speaker profiles. A map of the **location of the IEF** in the Diplomatic Quarters in Riyadh is included as well.

Seating at the conference will be assigned to your name, so it would be highly appreciated if you can confirm your attendance **before the 8th of November** by replying to this e-mail.

Apart from the assigned seating interested visitors are welcome to attend the conference as audience, please let us know if you would like to add anyone to the audience list.

Please don't hesitate to contact us in case of any questions,

Kind regards

[redacted]  
5.1.2e

Agricultural Office to the GCC Countries  
Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307 Riyadh 11693 | Saudi Arabia

✉: [redacted]@minbuza.nl

☎: +966 [redacted]

\*: +966 [redacted]

[www.dutchagrofood.com](http://www.dutchagrofood.com)

[www.agroberichtenbuitenland.nl/landeninformatie/golfstaten](http://www.agroberichtenbuitenland.nl/landeninformatie/golfstaten)

[www.netherlandsandyou.nl](http://www.netherlandsandyou.nl)



@NLagrofoodGCC



Aan  
Van  
Via  
Kopie aan  
Afgestemd met

5.1.2e  
DIO 5.1.2e  
5.1.2e  
M 5.1.2e 5.1.2e 5.1.2e  
DAM, ABU, RIY, DOH, KWE

**TER BESLISSING**

**Datum**  
09-01-2017

**Onze Referentie**  
MINBUZA 2018.19376

**Opgesteld door**  
5.1.2e

5.1.2e

# memo

Voorstel economisch bezoek Golfregio in week 23 – 26/4.

## Aanleiding

- Verzoek 5.1.2e voor uitwerking van twee reisopties 23-26 april 2018 n.a.v. uw eerdere wens VAE te bezoeken, en mede in het licht van uitnodiging 5.1.2e om samen met u, uiterlijk begin mei, naar Oman te reizen.

## Gevraagd besluit

- Uw instemming met combi VAE met Saoedi-Arabië (optie 1), dan wel VAE – via tussenstop / kort programma in Koeweit – met Qatar (optie 2).

Buiten verzoek

## Kern/samenvatting

- U gaf eerder aan graag een voorstel te ontvangen voor de combinatie van bezoek aan VAE met een andere Golfstaat (*ref.* ENV-2017.7048). N.a.v. eerder overleg RS / DIO, treft u hieronder een tweetal voorstellen aan:
- Optie 1: combinatie VAE (Abu Dhabi/Dubai) met Saoedi-Arabië (KSA).
  - U combineert een bezoek aan de belangrijkste Nederlandse exportbestemming (VAE) met de grootste economie (KSA) in de Golfregio.

5.1.2a

5.1.2a

5.1.2e

Buiten verzoek

5.1.2e

buiten verzoek.

**Datum**  
9-1-2018

**Onze Referentie**  
MINBUZA 2018.19376

## Toelichting

- Buiten verzoek
- KSA is de grootste economie in de regio** en enig Arabisch G20-lid. KSA is G20-gastheer in 2020 en Nederland wil graag uitgenodigd worden. Economisch hervormingsprogramma 'Vision 2030' biedt aanknopingspunten om met Nederlandse kennis en expertise bij te dragen aan diversificatie en verduurzaming van de Saoedische economie, wat gestalte krijgt via de privatisering van Saudi Aramco en bevordering van arbeidsmarktparticipatie door vrouwen.
- Wat dit laatste betreft: Er is nu **momentum voor versterking van de positie van de Saoedische vrouw**: vrouwen mogen gaan autorijden, het voogdijsysteem wordt aangepast en het aantal vrouwen op de arbeidsmarkt neemt snel toe. Bezoek aan KSA kan daarom mede in teken staan van bevorderen vrouwelijk ondernemerschap: o.m. via meereizende vrouwelijke ondernemers, ronde tafel op Princess Noura University (voor vrouwen) en een *business lunch* met ondernemers ge-cohost door onze 5.1.2e 5.1.2e Tijdens uw bezoek zal plek zijn om mensenrechten en het Jemen-conflict te bespreken.
- buiten verzoek.



**Datum**  
9-1-2018

**Onze Referentie**  
MINBUZA 2018.19376

Buiten verzoek

Bijlage:

- Memo RS n.a.v. 'Voorstellen buitenlandse reizen t/m juni 2018' (ENV-2017.7048).

5.1.2e

5.1.2e 5.1.2e

5.1.2e

5.1.2e

Buiten verzoek



# Ministerie van Buitenlandse Zaken

Aan  
Van  
Via  
Kopie aan  
Afgestemd met

8

BIS DIC

5.1.2e

5.1.2e

5.1.2e 5.1.2e COM

DGIS, DAF, DAM, DAO, DSH, DIE-EX, DMM, DSO, IMH

## TER BESLISSING

**Datum**  
1 november 2017

**Onze Referentie**  
ENV-2017.7048  
MINBUZA-2017.1164979

**Opgesteld door**

5.1.2e

Voorstellen buitenlandse reizen t/m juni 2018

## Aanleiding

buiten verzoek.

## Gevraagd besluit

buiten verzoek.

## Kern/samenvatting

buiten verzoek.

5.1.2e

To: 5.1.2e 5.1.2e @minbuza.nl]  
From: 5.1.2e  
Sent: Tue 10/31/2017 12:53:31 PM  
Subject: The Green Generators. Saudi Arabië restricties export KSA dual use goederen  
Received: Tue 10/31/2017 12:54:33 PM  
Maru Systems International company..pdf  
IMG\_0175.jpg  
Letter 5.1.2e Saudi Arabia. Smart & Simple.pdf  
Leaflet DGA NL LR.pdf  
BONL20170929001.pdf  
Maru Systems International company..pdf

Dag 5.1.2e

Zoals telefonisch besproken stuur ik je informatie toe over ons bedrijf en het recente bezoek aan Saudi Arabië.

5.1.2a

- Bijlage 1; Uitleg over bedrijf en hybride aggregaat
- Bijlage 2; Foto van ons contact persoon 5.1.2e en onze vertegenwoordiger 5.1.2e, genomen in Jeddah afgelopen oktober
- Bijlage 3; Brief van 5.1.2e die distributeur wil worden in Saudi Arabië
- Bijlage 4; Flyer van hybride unit
- Bijlage 5; Bedrijf publicatie in het Enterpice europe network
- Bijlage 6; KVK Maru Systems International

Bedrijf impressie The Green Generators; <https://www.youtube.com/watch?v=csg8OajzfFg>

Graag hoor ik of er voor ons in het midden oosten restricties zijn en zo ja welke.

Alvast dank voor uw medewerking

Met vriendelijke groet, Kind regards, Saludos cordiales

5.1.2e

M +31(0) 5.1.2e  
T +31(0)  
E 5.1.2e @maru-systems.com  
I [www.thegreengenerators.com](http://www.thegreengenerators.com)





Maru Systems International B.V. | M.C. van Voordenstraat 20 | 1483 GB De Rijp | The Netherlands



**To:** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
**Cc:** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
**From:** [redacted]  
[redacted] Wed 9/13/2017 6:58:27 AM  
**Subject:** FW: Aanwijzing [redacted] bedrijfsleven niet proactief informeren over Jemen resolutie 130917  
**Received:** Wed 9/13/2017 6:58:29 AM

Collega's,

Zie hieronder aanwijzing [redacted]

Graag bedrijfsleven niet proactief informeren.

We wachten af wat uit gesprek bij VNO-NCW komt, en toetsen dan evt follow-up bij M.

Thanks alvast.

[redacted]

---

**From:** [redacted]  
**Sent:** Tuesday, September 12, 2017 11:50:57 PM  
**To:** [redacted]; [redacted]  
**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]  
**Subject:** RE: Bulletin Jemen MRR resolutie

Dank [redacted] Heb jouw input en argumenten met M gedeeld. Hij wil niet dat bedrijven worden ingelicht voordat het gesprek met [redacted] plaats heeft gevonden, "en misschien ook daarna niet".

Hij heeft liever dat [redacted] actief ingelicht wordt. Dat daarbij aangegeven wordt dat [redacted] zich niet onder druk moet laten zetten, dat er een brede consensus in het NLse parlement is, en dat ook Canada en Europese landen ons steunen.

Groet,  
[redacted]

---

**From:** [redacted]  
**Sent:** dinsdag 12 september 2017 20:57:40  
**To:** [redacted]; [redacted]  
**Cc:** [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]; [redacted]  
**Subject:** RE: Bulletin Jemen MRR resolutie

Hi [redacted]

Bedrijven zijn nog niet geïnformeerd.

Dat zou eerst morgenochtend gebeuren.

Overigens gaat het om een klein aantal bedrijven [redacted] 5.1.2a  
in Saudi-Arabië of VAE.

Als M geen heads-up richting deze bedrijven wenst, moeten we ermee rekening dat dit alsnog via [redacted] gebeurt nav  
z'00028:ek met [redacted] morgenmiddag. 1336300



## Gesprekken met Arabische groep

5.1.2a

5.1.2e

## Belangrijke momenten

- DIO zal op woe 13/09 een (select) aantal **NL'se bedrijven met belangen in KSA** (Shell, Philips, Strukton) vertrouwelijk en in hoofdlijnen informeren over de NL'se inzet tijdens de MRR. Dit ook tegen achtergrond van gesprek 5.1.2e met **VNO-NCW** dezelfde dag.
- Do 14/09 ontvangt 5.1.2e DAM 5.1.2e
- Do 14/09 gesprek M en MinBZ KSA Jubeir.
- Do 14/09 brengt de **minister voor Mensenrechten Jemen** een bezoek aan NL. Heeft een ontmoeting met u en een gesprek met 5.1.2e 5.1.2e
- 5.1.2e wordt vrijdagochtend 15/09, voorafgaand aan de Ministerraad, ontvangen door **MinEZ**.
- **Bezoek** 5.1.2e aan KSA volgende week gaat vooralsnog gewoon door.

## Krachtenveld

5.1.2a

**To:** 5.1.2e 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e  
5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl;  
5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
**Sent:** Mon 9/18/2017 9:02:46 AM  
**Subject:** FW: Inzicht in economische belangen en risico's Jemen resolutie 180917  
**Received:** Mon 9/18/2017 9:02:48 AM  
Recente cijfers buiten verzoek handel.docx

buiten verzoek.

Groet,  
5.1.2e

---

**From:** 5.1.2e  
**Sent:** zondag 17 september 2017 03:03  
**To:** 5.1.2e 5.1.2e <5.1.2e @minbuza.nl> 5.1.2e <5.1.2e @minbuza.nl> 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl;  
5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>;  
5.1.2e @minbuza.nl> 5.1.2e 5.1.2e @minbuza.nl> 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** FW: Inzicht in economische belangen en risico's KSA bij Jemen resolutie

Collega's,

Zien jullie - nav onderstaand verzoek M - kans een aantal bullets aan te leveren over:

2. NL'se bedrijven met substantiële activiteiten / presentie in KSA **buiten verzoek** en ook Saoedische **buiten verzoek** bedrijven in NL;

3. opdrachten / kansen NL'se bedrijven, **5.1.2a**

**5.1.2a**

Hoeft niet uitgebreid. Belangrijker is goede onderbouwing van evt impact op onze economische positie in KSA en **buiten verzoek**.

**5.1.2e** **5.1.2i**

Gelet op AVVN, wordt een reactie uiterlijk maandagochtend 10u op prijs gesteld.

Dank ook voor in loop houden van **5.1.2e** en **5.1.2e** (cc), die coördinatie bij DAM doen.

**5.1.2e**

**From:** **5.1.2e**  
**Sent:** vrijdag 15 september 2017 17:30:51  
**To:** **5.1.2e**  
**Cc:** **5.1.2e**; **5.1.2e**; **5.1.2e**; **5.1.2e**  
**Subject:** Inzicht in economische belangen en risico's KSA bij Jemen resolutie

**5.1.2e**

Vanmiddag in terugkoppeling MR bij M werd uitgebreid gesproken over inzet om tot aanname Jemen-resolutie te komen en mogelijke consequenties NL bedrijfsleven. Een en ander ook nav gesprekken bij MEZ en met M en **5.1.2e**

**5.1.2a** M

**buiten verzoek.** Niet alleen voor NL bedrijven maar ook wat evt implicaties voor KSA ondernemingen zijn.

Neem aan dat we daarover al wat op rijtje hebben, maar zou jij kunnen opstellen/updaten. In eerste instantie op hoofdlijnen. Niet nodig/gewenst om bij bedrijven zelf te gaan polsen, dus vooralsnog op basis van beschikbare gegevens. Maandag even kijken in overleg met DAM/DMM wat handigste wijze is om bij M te leggen. Zal veelvuldig contact met M over resolutie zijn (ook in NY/AVVN), vandaar ook meteen even cc aan **5.1.2e**

Insteeke MEZ helder blijkt uit verslag gesprek met KSA en JMN **5.1.2e**

Fijn weekend,

**5.1.2e**



UITERLIJK BIJ BIJ

Aan  
Van  
Via  
Kopie aan  
Afgestemd met

R  
DIO  
5.1.2e  
5.1.2e  
5.1.2e  
5.1.2e  
5.1.2e  
5.1.2e  
DAM, ZMA Riyad,  
buiten verzoek.

TER BESLISSING

Datum

12 maart 2018

Onze Referentie

MINBUZA 2018.402929

Opgesteld door

5.1.2e

5.1.2e

# memo

Ontvangst deelnemers missie vrouwelijk  
ondernemerschap in Saoedi-Arabië en buiten verzoek.

## Aanleiding

Als follow-up van uw KSA-bezoek en tevens in het licht van uw voorgenomen handelsmissie naar KSA en buiten verzoek vindt op 7-9/5 een inkomende missie vrouwelijk ondernemerschap uit KSA en de plaats.

## Gevraagd besluit

Uw instemming met een korte ontvangst van deze delegatie op 7 of 8 mei.

## Kern/samenvatting

- De NL'se inzet is om met kennis en expertise - publiek en privaat - bij te dragen aan de (voorgenomen) diversificatie en verduurzaming van de economie in KSA en de verzoek. De KSA heeft KSA hervormingsagenda Vision 2030 en buiten verzoek. opgesteld, waarin bevordering van vrouwelijke arbeidsmarktparticipatie en ondernemerschap aandachtspunten vormen.
- Het belang van vrouwelijk ondernemerschap kwam aan bod tijdens uw gesprekken in Riyad met vrouwelijke 'influentials' en 5.1.2e 5.1.2e GloWork.
- Door een inkomende missie gericht op vrouwelijk ondernemerschap in KSA en de verzoek sterkt NL de voorbeeldfunctie die van deze vrouwen uitgaat. Mede daarom wordt bij dit initiatief samengewerkt met het Shiraka programma (DAM), waarin economische en sociale gelijkheid belangrijke speerpunten zijn.
- Een ontvangst op uw niveau biedt de gelegenheid om de bredere NL'se inzet op het gebied van gendergelijkheid uit te dragen en de deelnemers, 5.1.2a te ondersteunen en aan te moedigen op de ingeslagen weg door te gaan. Tegelijkertijd versterkt deze delegatie het economisch netwerk van de Ambassades in Riyad (buiten verzoek.) waardoor via Saoedische (buiten verzoek) influentials de (kritische maar constructieve) dialoog met lokale counterparts verdere invulling krijgt.
- Uw eventuele ontvangst wordt ingebed in een breder (economisch) bezoekprogramma met betrokkenheid van onder meer de gemeente Amsterdam en de Netherlands - Middle East Business Council.

Env. 2018.1469


- BZ organiseerde vorig jaar voor het eerst een missie vrouwelijk ondernemerschap KSA (BZ-2017.3880). Tijdens deze missie ontving uw voorganger de delegatie.

**Datum**

12 maart 2018

**Onze Referentie**

MINBUZA 2018.402929

- buiten verzoek.

**Bijlage:**

- *Rijksbericht verslag missie vrouwelijk ondernemerschap KSA.*



5.1.2e

5.1.2e

5.1.2e

5.1.2a



5.12e

5.12e

5.1.2e

5.1.2e

5.1.2e  
5.1.2a

5.1.2a

**To:** [5.1.2e] [5.1.2e] [5.1.2e] @minbuza.nl; [5.1.2e] [5.1.2e] @minbuza.nl  
**Cc:** [5.1.2e] [5.1.2e] @minbuza.nl; [5.1.2e] [5.1.2e] @minbuza.nl; [5.1.2e] [5.1.2e]  
[5.1.2e] [5.1.2e]  
[5.1.2e]  
**From:** [5.1.2e]  
[5.1.2e] Tue 8/24/2021 5:26:59 PM  
**Subject:** OP VERZOEK: fiche + bijlagen bilat KSA  
**Received:** Tue 8/24/2021 5:26:00 PM  
Gespreksfiche bilat [5.1.2e] - KSA [5.1.2e] commerce and investment.docx  
CV [5.1.2e] pdf  
KSA - Factsheet handel en investeringen.docx  
20210126 Verslag overleg DAM, DIO, RIY handelsbevordering KSA.docx  
FW: Bilat KSA M en marge anti-ISIS  
BZ-V Vision 2030.pdf  
BZ-V gesprek [5.1.2e] pdf

[5.1.2e]  
A.s. donderdag om 1500u heb je een virtueel kennismakingsgesprek met [5.1.2e] in Saoedi-Arabië, [5.1.2e]  
[5.1.2e] Vind ajb in attachement jouw gespreksfiche + bijlagen.

- Vier logistieke punten:
- 1.Het gesprek vindt plaats via MS Teams. Vind ajb hieronder de MS Teams-link. Deze is ook gedeeld met onze Saoedische gasten. @ [5.1.2e] zou jij deze link in de agenda van [5.1.2e] willen zetten?
  - 2.[5.1.2e] zal donderdag ook inbellen. Mocht je behoefte hebben aan een vooroverleg met [5.1.2e] dan kun je haar mobiel bereiken op +966 (0) [5.1.2e]
  - 3.Jij, [5.1.2e] en onze Saoedische gasten kunnen vrij inbellen via de MS Teams-link. Mocht er onverhoopt iets mis gaan met de techniek, laat het mij dan ajb weten op 06 [5.1.2e] Ik heb de mobiele nummers van de deelnemers en zal standby staan zodat ik evt. kan helpen met het opzetten van een reguliere telcall.
  - 4.Mocht je graag willen dat ik aansluit bij het virtuele gesprek, dan hoor ik dat graag.

Vragen/opmerkingen? Let me know.

Groeten, fijne avond,

[5.1.2e]  
[5.1.2e] [5.1.2e] [5.1.2e]  
+31 [5.1.2e]  
+++

Microsoft Teams meeting

Join on your computer or mobile app

[5.1.2i]

## Saoedi-Arabië – Factsheet handel en investeringen

Update: augustus 2021

### Economie Saoedi-Arabië

- In 2020 was het Bruto Binnenlands Product (BBP) van Saoedi-Arabië (KSA) \$700 mld. Dit is een daling t.o.v. 2019 toen het BBP \$793 mld bedroeg.
- Het BBP per capita (naar koopkrachtpariteit) van KSA is sinds 2015 redelijk stabiel tussen de \$45.000 en \$50.000. Qatar heeft het hoogste BBP per capita (naar kkp) in de regio (ca. \$90.000 in 2020).
- De Saoedische economie is het grootst van alle zes Golflanden. De economische groei liep aan het begin van het vorige decennium terug tot -0,7% in 2017, maar vanaf toen tot 2020 was sprake van groei. De teruggelopen economische groei in 2020 is een gevolg van de COVID-19-pandemie i.c.m. de lage olieprijs (waar KSA als voornaamste olieproducent en *kingmaker* binnen OPEC zelf de hand in heeft gehad). Het IMF verwacht dat de Saoedische economie in 2021 met 2,4% zal groeien.
- Het begrotingstekort is de afgelopen jaren gedaald tot 4,5% van het BBP in 2019. In 2020 wordt een tekort van 10% verwacht (a.g.v. de COVID-19-pandemie), maar daarna zal het tekort weer dalen tot naar verwachting 0,2% in 2024.
- KSA beschikt over aanzienlijke buitenlandse reserves (\$450 mld in 2020), maar de staatsschuld zal het komende jaar flink oplopen tot 48% in 2021 (t.o.v. 9% in 2014), onder andere doordat KSA blijft investeren in o.a. de megaprojecten (zie hieronder).
- KSA staat op plek 36 van de concurrentie-index. Op de 'Ease of Doing Business'-index van de Wereldbank staat KSA op plek 62 (op een totaal van 190).
- De inkomende directe investeringen waren in 2019 \$4,6 mld. Na een kleine afname in 2020 zullen deze investeringen naar verwachting weer groeien tot \$7,1 mld in 2024.

### Bilaterale handelsrelatie

- NL heeft een lange handelsgeschiedenis met KSA. KLM behoorde tot de eerste luchtvaartmaatschappijen die commerciële vluchten aanboden naar KSA (sinds 1950). De *Nederlandsche Handelmaatschappij/Netherlands Trading Society* richtte in 1926 de eerste bank op; deze is uitgegroeid tot de Saudi Hollandi Bank, tegenwoordig bekend als Alawwal Bank.
- Het bilaterale handelsvolume (goederen) bedroeg in 2019 €5,3 mld, waarvan €2 mld. invoer uit KSA (2012: €4,7 mld) en €3,4 mld. uitvoer naar KSA (2012: €2,2 mld).
- Binnen de Golfregio voert NL het meest in vanuit KSA. KSA is samen met de VAE (€2,7 mld) de belangrijkste bestemming van NLse goederenexport in de Golfregio.
- De export van NLse diensten naar KSA bedroeg in 2019 €3,5 mld. De import van diensten uit KSA bleef steken op €218 mln.

- In 2019 bestond de goederenexport naar KSA voornamelijk uit goederen op het gebied van ruwe aardolie en aardolieproducten, medicinale en farmaceutische producten en instrumenten en apparaten voor beroepsuitoefening. De import vanuit KSA bestaat hoofdzakelijk uit ruwe aardolie en aardolieproducten, organische chemische producten en kunststof in primaire vormen.
- De NLse agro export naar Saoedi-Arabië in januari tot en met april 2020 bedroeg €144,1 mln. De exportwaarde van het eerste kwartaal 2020 was 5,3% hoger dan het eerste kwartaal van 2019.
- De NLse directe buitenlandse investeringen (FDI) in KSA (outflow stock) bedroegen eind 2016 €3,3 mld. Hiermee staat NL op plek 38 uit 136 landen waarvan data beschikbaar is. (Dit is data zonder Bijzondere Financiële Instellingen wat betekent dat brievenbusfirma's geen onderdeel van genoemde data vormen. De omvang van KSA FDI in NL is niet publiekelijk beschikbaar (i.v.m. herleidbaarheid tot individuele bedrijven).
- In NL is een aantal grote bedrijven uit KSA gevestigd: het mondiale hoofdkwartier van Aramco Overseas Company en het Europees hoofdkantoor van SABIC. Saoedische bedrijven in NL zorgen volgens cijfers van het Netherlands Foreign Investment Agency (NFIA) voor meer dan 4,000 arbeidsplaatsen, waarvan een belangrijk deel zich concentreert in Limburg (en Bergen op Zoom) en wordt gecreëerd door Aramco en SABIC.

### **Vision 2030**

- Om de economie minder afhankelijk van olie-inkomsten te maken en te verduurzamen presenteerde kroonprins Mohammed bin Salman (MbS) in april 2016 'Vision 2030'.
- Vision 2030 behelst plannen om de overheidsinkomsten te diversifiëren en de werkeloosheid terug te dringen. Het bevorderen van transparantie en rechtszekerheid en tegengaan van corruptie zijn andere belangrijke thema's en essentieel als KSA meer (westerse) investeringen wil genereren.
- Een belangrijke rol is weggelegd voor het staatbeleggingsfonds dat \$2.000 mld. aan vermogen beheert, wat deels gefinancierd is uit de verkoop van 1,73% van de aandelen in staatsoliebedrijf Saudi Aramco in december 2019. Dit heeft \$29 mld opgebracht, de grootste beursgang ooit.
- Hoewel Vision 2030 vooral een economisch programma is, biedt het ook ruimte voor maatschappelijke hervormingen waardoor burgers meer vrijheden krijgen binnen door de overheid gestelde perken. De economische hervormingen pakken met name voor de positie van de vrouw goed uit. De afgelopen jaren zijn honderdduizenden

Saoedische vrouwen toegetreden tot de arbeidsmarkt en 52% van de studenten in het land is vrouw.

- Onder de paraplu van Vision 2030 zijn een aantal megaprojecten aangekondigd. NEOM, smart city met budget t.w.v. \$500 mld; Qiddiya, entertainment stad in wording 40 km buiten Riyadh (\$8 mld); Red Sea Developments, eco-tourism project langs de kustlijn (\$4 mld). De projecten dienen voor een groot deel private investeerders aan te trekken, daarnaast faciliteren de initiatieven tienduizenden banen op de lange termijn.

## Reisagenda

### *Uitgaand*

- Juni 2021: Bilat M MinBZ KSA 5.1.2e (en marge anti-ISIS)
- Februari 2020: Bezoek M aan KSA. M sprak o.a. met Minister of State for Foreign Affairs Al-Jubeir en MinBZ Bin Farhan
- November 2019: Bilat M MinBZ KSA 5.1.2e (en marge G20)
- Mei 2019: Bilat MinLNV met KSA minister Water and Environment (en marge G20)
- April 2019: Gesprek R met 5.1.2e (en marge van het WEF)
- Februari 2019: Gesprek MP met Koning Salman (en marge EU-LAS top)
- Februari 2019: Bilat M met Minister of State for Foreign Affairs Al-Jubeir (en marge anti-ISIS)
- September 2018: Bilat M met MinBZ Al-Jubeir (en marge AVVN)
- Mei 2018: Vaste Kamercommissie BZ brengt een werkbezoek aan KSA
- Mei 2018: Bilat M met MinBZ Al-Jubeir (en marge van G20)
- Februari 2018: Bezoek van Kaag in de hoedanigheid van M aan koning Salman, en sprak verder met de Minister of State for Foreign Affairs Madani (met wie ook het MoU bilaterale relaties ondertekend werd), de Minister of Economy & Planning Al-Tuwaijri en 5.1.2e van de Human Rights Commission (HRC) 5.1.2e
- Januari 2018: Bilat R en KSA Minister for Energy Industry and Mineral Resources (en marge WEF)
- November 2017: Economische missie o.l.v. 5.1.2e
- November 2017: Olie- en gasmissie naar Dammam en Jubeil door leden van de IRO (brancheorganisatie voor toeleveranciers in de olie- en gasindustrie)
- November 2016: Economische fact finding missie o.l.v. 5.1.2e
- November 2015: Economisch werkbezoek minister Kamp. Kamp sprak op een conferentie over CO2 opslag op uitnodiging van de minister van Energie. Hij sprak tevens met de ministers van Energie en Landbouw
- November 2015: Werkbezoek 5.1.2e namens de gemeente Rotterdam

- Januari 2015: Condoleancebezoek Koning Willem 5.1.2e en minister Koenders na overlijden van wijlen koning 5.1.2e

#### *Inkomend*

- November 2019: Bilat M met Minister of State for Foreign Affairs Al-Jubeir.
- Juni 2018: 5 5.1.2e ontvangt onderminister voor EZ Abdulaziz Alrasheed
- Oktober 2017: Economisch werkbezoek Deputy Minister of Municipal Affairs Al Juhaimi
- Mei 2017: Werkbezoek Minister of Education Al Issa
- Mei 2017: Missie vrouwelijke ondernemers uit KSA (ontvangst door 5.1.2e)
- Januari 2017: Bilat R en minister van Handel Al Kassabi (en marge WEF)
- September 2016: Bilat minister Kamp en minister van Energie Al Falih (in Algiers en marge International Energy Forum)
- Juni 2016: Bilat R en minister van Handel Al Kassabi (en marge G20)

To: 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
From: 5.1.2e  
5.1.2e Wed 9/27/2017 8:59:16 AM  
Subject: FW: Jemen MRR resolutie: passieve woordvoering NL bedrijven  
Received: Wed 9/27/2017 8:59:17 AM

Ter info, 5.1.2e

From: 5.1.2e  
Sent: woensdag 27 september 2017 09:56  
To: 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e @minbuza.nl>; M 5.1.2e @minbuza.nl>  
Cc: 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
Subject: RE: Jemen MRR resolutie: passieve woordvoering NL bedrijven

Goedemorgen 5.1.2e

Zoals net ook door 5.1.2e met jou telefonisch besproken.  
MinEZ wil graag door M rechtstreeks worden geïnformeerd over stavaza mede gezien Volkskrant artikel, gesprek AZ met 5.1.2e etc.  
Daarnaast heeft VNO NCW vanochtend met DIO/5.1.2e gebeld, was mede nav artikel Volkskrant.  
5.1.2e wil daarom graag weten of M de passieve woordvoering inmiddels heeft goedgekeurd?

groeten,  
5.1.2e

From: 5.1.2e  
Sent: maandag 25 september 2017 14:39  
To: 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>; M 5.1.2e @minbuza.nl>  
Cc: 5.1.2e <5.1.2e @minbuza.nl>  
Subject: Jemen MRR resolutie: passieve woordvoering NL bedrijven

Dag 5.1.2e en 5.1.2e

Zouden jullie nog onderstaande passieve woordvoering van DAM en DIO (en afgestemd met 5.1.2e) nog aan M kunnen voorleggen tbv zijn akkoord?  
Deze was afgelopen vrijdagavond ook al meegestuurd in de Jemen update (zie emails hieronder).

5.1.2i

Groeten,  
5.1.2e

From: 5.1.2e  
Sent: vrijdag 22 september 2017 20:48  
To: 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>; M 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>  
Cc: 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e  
00033' @minbuza.nl> 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>1336319

5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e  
< 5.1.2e @minbuza.nl> 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e < 5.1.2e @minbuza.nl> 5.1.2e  
5.1.2e < 5.1.2e @minbuza.nl> 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>;  
5.1.2e < 5.1.2e @minbuza.nl> 5.1.2e @minbuza.nl> 5.1.2e @minbuza.nl> 5.1.2e @minbuza.nl>;  
5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e  
< 5.1.2e @minbuza.nl>; 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>

Subject: RE: Update Jemen MRR resolutie 22/09

5.1.2e, veel dank. M geïnformeerd, ik verwacht later reactie. Voor nu:

5.1.2e

5.1.2i

NB ik heb 5.1.2e was en can aan de lijst toegevoegd.

**From:** 5.1.2e  
**Sent:** vrijdag 22 september 2017 20:24:42  
**To:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e M; 5.1.2e  
**Cc:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
5.1.2e 5.1.2e  
**Subject:** Update Jemen MRR resolutie 22/09

Beste 5.1.2e

Hierbij namens GEV/DAM/DMM weer een update Jemen MRR resolutie.

Groeten,  
5.1.2e

buiten verzoek.



5.1.2e

buiten verzoek.

5.1.2e

5.1.2e

5.1.2e

5.1.2e

5.1.2a

- VNO-NCW nam vandaag contact op met DIO i.v.m. zorgen van individuele bedrijven.

5.1.2a

5.1.2a

• Zo kreeg 21/09 NL ambassade Riyad vraag van NL bedrijf A. Hak welke kant NL zal kiezen in wrijvingen tussen KSA en Jemen. Lijkt eerste signaal dat NL bedrijf iets merkt van spanningen rondom Jemen MR-resolutie, zonder dat daadwerkelijk sprake is negatieve maatregelen. Hak is al lange tijd actief in KSA (en niet in Jemen) waar het momenteel een groot waterleidingproject uitvoert

5.1.1c

5.1.1c

A. Hak heeft een eigen vestiging in Al-Khobar.

• DAM en DIO stellen voor om in eerste instantie neutraal te reageren op vragen NL bedrijfsleven: (passieve woordvoering om bedrijven a la Hak te kunnen antwoorden vanuit DH of posten)

5.1.2i

5.1.2i



## Ministerie van Buitenlandse Zaken

Aan de Voorzitter van de  
Tweede Kamer der Staten-Generaal  
Binnenhof 4  
Den Haag

**Ministerie van Buitenlandse  
Zaken**

Bezuidenhoutseweg 67  
2594 AC Den Haag  
Postbus 20061  
Nederland  
[www.rijksoverheid.nl](http://www.rijksoverheid.nl)

Datum 21 maart 2017

Betreft Beantwoording vragen over een interventie door het ministerie van  
Buitenlandse Zaken in een onderzoek naar een smeergeldaffaire waarin  
het Saoedisch koningshuis betrokken zou zijn

**Onze Referentie**

BZDOC-1081320984-28

**Uw Referentie**

2017Z03421

**Bijlage(n)**

0

Hierbij bieden wij de antwoorden aan op de schriftelijke vragen gesteld door de leden De Roon en Helder over een interventie door het ministerie van Buitenlandse Zaken in een onderzoek naar een smeergeldaffaire waarin het Saoedisch koningshuis betrokken zou zijn. Deze vragen werden ingezonden op 1 maart 2017 met kenmerk 2017Z03421.

De Minister van Buitenlandse Zaken,

De Minister van Veiligheid en Justitie,

5.1.2e

Bert Koenders

Stef Blok

**Antwoorden van de ministers van Buitenlandse Zaken en van Veiligheid en Justitie op vragen van de leden De Roon en Helder (PVV) over een interventie door het ministerie van Buitenlandse Zaken in een onderzoek naar een smeergeldaffaire waarin het Saoedisch koningshuis betrokken zou zijn.**

Ministerie van Buitenlandse  
Zaken

Onze Referentie  
BZDOC-1081320984-28

**Vraag 1**

Kent u de berichtgeving waaruit zou blijken dat na interventie door het ministerie van Buitenlandse Zaken een onderzoek in een smeergeldaffaire zou zijn gestaakt omdat leden van het Saoedisch koningshuis daarin voorkwamen?<sup>1</sup>

**Antwoord**

Ja.

**Vraag 2**

Klopt het dat het verhoor van een Saoedische getuige in dat onderzoek naar de smeergeldbetalingen aan het koningshuis van Saoedi-Arabië door Ballast Nedam is afgeblazen door tussenkomst van het ministerie van Buitenlandse Zaken? Zo neen, wat is dan wel de bemoeienis door dat ministerie geweest? Op welke grond(en) is dat onderzoek gestaakt?

**Vraag 3**

Deelt u de mening dat een strafrechtelijk onderzoek niet verhinderd mag worden alleen maar om de diplomatieke en economische verhoudingen met een land niet te verstoren? Zo neen, waarom niet?

**Antwoord vraag 2-3**

Internationale samenwerking in strafzaken is een aangelegenheid tussen staten. Rechtshulpverzoeken aan andere landen worden namens Nederland gedaan door de Minister van Veiligheid en Justitie, tenzij een verdrag voorziet in rechtstreekse toezending door justitiële autoriteiten. Er kan aanleiding zijn om voorafgaand aan het verzenden van een rechtshulpverzoek, dat door de buitenlandse autoriteiten moet worden uitgevoerd, stil te staan bij de eventuele gevolgen die daaruit kunnen voortvloeien. Met het toezenden van een rechtshulpverzoek wordt immers inhoudelijke informatie verstrekt aan buitenlandse autoriteiten over strafbare feiten gepleegd door bepaalde verdachten. Dit kan het risico van een mensenrechtenschending opleveren, bijvoorbeeld wanneer de detentieomstandigheden in de desbetreffende vreemde staat uitzonderlijk slecht zijn, of personen anderszins in gevaar kunnen komen als gevolg van het rechtshulpverzoek.

Bij de afweging of zwaarwegende belangen zich tegen het inzenden van een rechtshulpverzoek verzetten, laat de Minister van Veiligheid en Justitie zich adviseren door de Minister van Buitenlandse Zaken. Deze adviezen zijn niet bindend en het uiteindelijke besluit of een rechtshulpverzoek wordt ingediend is aan de Minister van Veiligheid en Justitie. In dit geval heeft het ministerie van Veiligheid en Justitie advies gevraagd aan het ministerie van Buitenlandse Zaken betreffende de gevolgen voor de rechtshulprelatie en de veiligheidssituatie van de in Saoedi-Arabië te horen getuige. Anders dan in de vragen wordt gesuggereerd, zijn verhoudingen met het aan te zoeken land niet van doorslaggevend belang bij de afweging of een rechtshulpverzoek wordt ingediend. Veiligheidsrisico's voor in

<sup>1</sup> <http://m.telegraaf.nl/binnenland/article/27696465/saudisch-koningshuis-genoemd-in-fiod-onderzoek>

het verzoek genoemde personen zijn dat wel, alsmede een inschatting of het verstrekken van gevoelige persoonlijke en/of strafrechtelijke informatie gerechtvaardigd is, gelet op de zeer geringe kans dat een rechtshulpverzoek ook daadwerkelijk wordt uitgevoerd. Op basis van dit samenstel van overwegingen is in dit geval besloten geen rechtshulpverzoek in te dienen bij de Saoedische autoriteiten.

**Ministerie van Buitenlandse  
Zaken**

**Onze Referentie**  
BZDOC-1081320984-28

**Vraag 4**

Bent u bereid een onderzoek in te stellen naar het afblazen van het verhoor van deze Saoedische getuige? Zo neen, waarom niet?

**Antwoord**

Het kabinet ziet geen aanleiding om een onderzoek in te stellen, aangezien in onderhavig geval de gebruikelijke procedure rondom rechtshulpverzoeken is gevolgd.

To: [5.1.2e] [5.1.2e]@minbuza.nl] [5.1.2e] [5.1.2e]@minbuza.nl]  
From: [5.1.2e]  
[5.1.2e] Thur 9/7/2017 11:31:14 AM  
Subject: FW Emailwisseling [5.1.2e] en [5.1.2e] over belet KSA [5.1.2e] bij VNO NCW  
Received: Thur 9/7/2017 11:31:15 AM

Ter info. [5.1.2e]

From: [5.1.2e] [5.1.2e]  
Sent: donderdag 7 september 2017 12:30  
To: [5.1.2e] <[5.1.2e]@minbuza.nl>; [5.1.2e] <[5.1.2e]@minbuza.nl>  
Subject: RE: Voorbereiding gesprek MEZ - [5.1.2e] KSA hts

Prima, kunnen jullie ook beter beoordelen. Dus volg graag jullie advies.

Ciao, [5.1.2e]

From: [5.1.2e]  
Sent: donderdag 7 september 2017 12:25  
To: [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>; [5.1.2e] <[5.1.2e]@minbuza.nl>  
Subject: RE: Voorbereiding gesprek MEZ - [5.1.2e] KSA hts

[5.1.2e] is niet echt gebruikelijk.

Mss beter VNO-NCW de juiste boodschappen mee te geven, en afstemming n.a.v. uitkomsten gesprekken [5.1.2e] [5.1.2e] te verzorgen.

VNO-NCW kent [5.1.2a] en zal zich goed rekenschap geven van gevoeligheden die we bij hen signaleren.

Daarbij goed om te kijken of we dat zelf, qua onderlinge verhoudingen, moeten willen – het is toch de private sector.

[5.1.2e] 5.1.2i

Dat zou tenminste mijn insteek zijn.

[5.1.2e]  
From: [5.1.2e] [5.1.2e]  
Sent: donderdag 7 september 2017 12:08  
To: [5.1.2e] <[5.1.2e]@minbuza.nl>; [5.1.2e] <[5.1.2e]@minbuza.nl>  
Subject: RE: Voorbereiding gesprek MEZ - [5.1.2e] KSA hts

Thx!

Ik bedoelde idd aanwezigheid bij gesprek met [5.1.2e]. Ik weet niet of het gebruikelijk is, [5.1.2a]  
[5.1.2a]

From: [5.1.2e]  
Sent: donderdag 7 september 2017 10:57  
To: [5.1.2e] [5.1.2e] <[5.1.2e]@minbuza.nl>; [5.1.2e] <[5.1.2e]@minbuza.nl>  
Subject: RE: Voorbereiding gesprek MEZ - [5.1.2e] KSA hts

Staan in nauw contact met VNO, mede ook op hun verzoek.

Zullen achtergrondinput aanleveren - nadat gesprekken met 5.1.2e 5.1.2e zijn geweest.

Uiteraard in afstemming met jullie, zoals ook gedaan voor aantekening 5.1.2e

Vwb aanwezigheid bij 5.1.2e gaf aan EZ dat ze dit tot 5.1.2e willen beperken.

Aanwezigheid bij 5.1.2e mss minder opportuun, maar weet niet of je dat bedoelde?

Laat maar weten.

5.1.2e

**From:** 5.1.2e 5.1.2e  
**Sent:** Thursday, September 07, 2017 10:39:47 AM  
**To:** 5.1.2e 5.1.2e  
**Subject:** RE: Voorbereiding gesprek MEZ - 5.1.2e KSA hts

Thx. Zijn wij betrokken bij zijn aantekening en evt bij het gesprek? Lijkt me goed, ref ook opmerking gisteren.

Ciao 5.1.2e

**From:** 5.1.2e  
**Sent:** donderdag 7 september 2017 09:38  
**To:** 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>  
**Subject:** FW: Voorbereiding gesprek MEZ - 5.1.2e KSA hts

**From:** 5.1.2e  
**Sent:** Thursday, September 07, 2017 9:35:42 AM  
**To:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
**Cc:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
**Subject:** RE: Voorbereiding gesprek MEZ - 5.1.2e KSA hts

Beste 5.1.2e

Volgens mij vindt het gesprek tussen 5.1.2e en 5.1.2e volgende week woensdag plaats (13 september).

Hartelijke groet, 5.1.2e

**From:** 5.1.2e [mailto:5.1.2e@minez.nl]  
**Sent:** donderdag 7 september 2017 09:25  
**To:** 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e@minez.nl 5.1.2e <5.1.2e@minbuza.nl>  
**Subject:** RE: Voorbereiding gesprek MEZ 5.1.2e KSA hts

Is er duidelijkheid of en zo ja wanneer gesprek met VNO plaatsvindt?  
5.1.2e

**Van:** 5.1.2e 5.1.2e@minbuza.nl  
**Verzonden:** dinsdag 5 september 2017 18:36  
**Aan:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
**c00035e** 5.1.2e 5.1.2e 5.1.2e  
**Onderwerp:** RE: Voorbereiding gesprek 5.1.2e KSA hts

Dankje 5.1.2e – goed om te weten dat 5.1.2e inmiddels ook belet bij VNC 5.1.2e heeft aangevraagd. Dus druk wordt ws ook via die band nog wat opgevoerd. 5.1.2e

From: 5.1.2e ([mailto:5.1.2e@minez.nl])

Sent: dinsdag 5 september 2017 17:51

To: 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>

Cc: 5.1.2e 5.1.2e 5.1.2e 5.1.2e@minez.nl

Subject: Voorbereiding gesprek MEZ - 5.1.2e KSA hts

5.1.2e 5.1.2e 5.1.2e 5.1.2e

Nota aan MEZ is de lijn in. Zie bijgaand laatste versie. 5.1.2e gaf aan dat zij graag de minister begeleidt tijdens dit gesprek. Zij zal zorgen voor een goede terugkoppeling van het gesprek.

Hoewel we nog geen akkoord wil ik jullie wel alvast vragen om te zorgen voor voorbereiding van het gesprek. Ik denk dan aan volgende twee zaken:

- Resolutie; spreeklijnen en achtergrond
- Economische relatie NL-KSA; spreeklijnen en achtergrond

Vwb de resolutie graag aandacht voor het feit dat situatie in Jemen en de MRR bij MEZ nog onbekend is. Hij heeft daarbij graag zoveel mogelijk feiten ter achtergrond. Ik denk dan aan:

- Situatie in Jemen; wie zijn betrokken, wat is er aan de hand, hoe is eea ontwikkeld in laatste jaar etc
- MRR / Resolutie; wat is inzet van internationale gemeenschap tot nog toe geweest (eerdere resoluties), hoe is dat toen gelopen, wie zitten er nu in MRR en wat is actuele stavaza tav krachtenveld / steun voor NLse resolutie etc

Zouden jullie de bijdragen uiterlijk **woe eind van de dag** aan ons kunnen sturen. Dan kunnen wij dossier donderdagochtend direct afronden en lijn in doen.

Graag ontvangen we natuurlijk ook zsm het verslag van gesprek met 5.1.2e, maar dat mag als nakomend stuk ;-).

Ik ben morgen niet aanwezig maar bij evt vragen kunnen jullie contact opnemen met 5.1.2e (zie cc)

Alvast veel dank!

5.1.2e

5.1.2e

.....  
**Directie Europa**  
**Ministerie van Economische Zaken**  
Bezuidenhoutseweg 73 | Den Haag  
Postbus 20401 | 2500 EK | Den Haag

5.1.2e

.....  
<http://www.rijksoverheid.nl/ez>  
.....

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De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

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00035

1336330



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**To:** 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl 5.1.2e  
**From:** 5.1.2e  
**Sent:** Tue 10/31/2017 11:21:48 AM  
**Subject:** FW: Ontmoeting 5.1.2e en DM Al Juhaimi Saoedi-Arabië november 2017  
**Received:** Tue 10/31/2017 11:22:41 AM  
[PPT Circular Economy Saudi visit Nov 1st 2017.pdf](#)  
[Voorbereiding gesprek 5.1.2e Deputy Minister Al Juhaimi 1nov2017.docx](#)  
[BDC Waste Management 2017 programmaboekje.pdf](#)

Collega's,

Ter info de voorbereiding voor 5.1.2e voor zijn gesprek met KSA-delegatie olv VM.

5.1.2e

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is gezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen.

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# Plastics in a Circular Economy

*... new approaches to safeguard the value and prevent leakages of plastics in the environment*

Saudi delegation, Nov 1st, 2017

5.1.2e

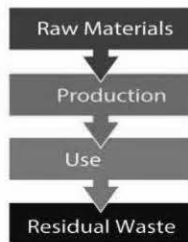
*The Netherlands*



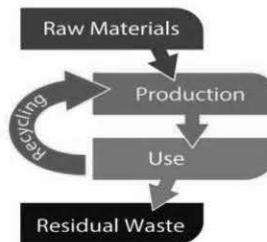
# NL goals for Circular Economy

- In 2050 100% circular, in 2030 half way
- Focus on three developments:
  - High quality use raw materials in existing value chains
  - Use of sustainably produced, renewable and generally available raw materials
  - Fundamental change in production and consumption

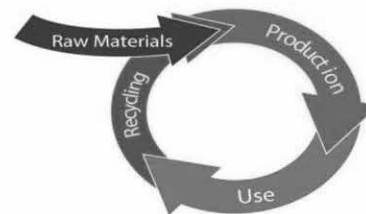
Lineair economy



Economy with recycling



Circulair economy





# Why Circular Economy?

- Drivers: climate change, eutrophication, plastic soup, throw-away culture, innovation
- Closing the loop by:
  - Efficient use raw materials, energy, water
  - Making value out of recycled materials (redesign, repair)
  - Circular design
  - Better quality of materials
  - EPR for whole cycle
- Focus on biomass & food, manufacturing industry, building & construction, consumer goods, plastics





# Circular Economy a chance for Saudi Arabia

- Less dependency on import fertilizers & water (nutrients, clean water from waste water)
- Transformation plastics industry into chemical recycling of plastics (CO<sub>2</sub> as resource)
- International knowledge hub for plastic materials
- Circular Design: design for next use, design with recycled content



# **WASTE MANAGEMENT**

High Level incoming visit Kingdom of Saudi Arabia

*October 29<sup>th</sup> until November 2<sup>nd</sup>, 2017*



# Welcome

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# Welcome

On behalf of the Dutch Ministry of Foreign Affairs and the Dutch Ministry of Economic Affairs, we would like to welcome you to the Netherlands! We hope you have had a pleasant journey.

Please find herewith the programme of your visit. Enclosed, you will also find some other information which might be interesting for your stay in the Netherlands. If you need any more information, please feel free to contact us at any time.

Last but not least, just in case you would already like to practice a little Dutch:

Hello	= hallo
Good morning	= goedemorgen
Good afternoon	= goedemiddag
Thank you	= bedankt
See you later	= tot ziens

Best regards,

5.1.2e

5.1.2e

5.1.2e

# Hotel



00038

1336559

## Hotel information



### Hotel Mitland Utrecht

Ariënslaan 1

3573 PT Utrecht

T +31 (0)30 271 58 24

E [info@mitland.nl](mailto:info@mitland.nl)

W [www.mitland.nl](http://www.mitland.nl)

## Prayer times

	October 29	October 30	October 31	November 1	November 2
<b>Fajr</b> الفجر	05:48	05:50	05:51	05:53	05:54
<b>Shuruk</b> الشروق	07:29	07:31	07:33	07:35	07:37
<b>Zuhr</b> الظهر	12:23	12:23	12:23	12:23	12:23
<b>Assr</b> العصر	14:47	14:46	14:45	14:43	14:42
<b>Magreb</b> المغرب	17:16	17:14	17:12	17:11	17:09
<b>Ischa'a</b> العشاء	18:46	18:44	18:42	18:41	18:39

# Contacts



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1336559

## Contacts

5.1.2e	5.1.2e
	Netherlands Enterprise Agency (RVO.nl)
	M +31 (0)6 5.1.2e
	5.1.2e@rvo.nl

5.1.2e	5.1.2e
	Netherlands Enterprise Agency (RVO.nl)
	T +31 (0) 5.1.2e
	E 5.1.2e@rvo.nl

5.1.2e	5.1.2e
	5.1.2e
	Netherlands Enterprise Agency (RVO.nl)
	T +31 6 5.1.2e
E 5.1.2e@rvo.nl	

5.1.2e	5.1.2e
	Embassy of the Kingdom of The Netherlands
	T +966 5.1.2e
	E 5.1.2e@minbuza.nl

5.1.2e	5.1.2e
	5.1.2e
	Netherlands Enterprise Agency (RVO.nl)
	T +31 6 5.1.2e
E 5.1.2e@rvo.nl	

### Netherlands Enterprise Agency (RVO.nl)

Netherlands Enterprise Agency (RVO.nl) encourages entrepreneurs in sustainable, agrarian, innovative and international business. The aim is to improve opportunities for entrepreneurs and strengthen their position. RVO.nl implements the several Visitors' programmes on behalf of the Netherlands Ministry of Foreign Affairs.

**W** [www.english.rvo.nl](http://www.english.rvo.nl)



# Delegation

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## Delegation

**H.E. Mr. Ibrahim Al Juhaimi** – Ministry of Municipality and Rural Affairs, Deputy Minister of Municipal Affairs

5.1.2e – Ministry of Municipality and Rural Affairs, 5.1.2e

5.1.2e

5.1.2e – Ministry of Municipality and Rural Affairs, 5.1.2e

5.1.2e

5.1.2e – Ministry of Economy and Planning, 5.1.2e

5.1.2e

5.1.2e – Al Yamama Group, 5.1.2e

5.1.2e – Al Yamama Group, 5.1.2e

5.1.2e – Sepco Environment, 5.1.2e

5.1.2e – ENTEC Environmental Technology, 5.1.2e

5.1.2e – City Cement, 5.1.2e

5.1.2e – SABIC, 5.1.2e

5.1.2e – SABIC, 5.1.2e

An aerial, black and white photograph of a Dutch landscape. The image shows a series of long, rectangular polders separated by narrow water channels. In the lower right, a traditional Dutch windmill stands on a small island, with a path leading to it. The water reflects the light, creating a shimmering effect. The overall scene is a classic representation of Dutch land reclamation and water management.

# About the Netherlands



The Dutch – all 17 million of them – live in 41,528 square kilometres, little more than half the size of Scotland. This makes the Netherlands one of the world's most densely populated countries.

The Netherlands is best known for its tulips, windmills and clogs. And for its low altitude and vulnerability to flooding. Less well known is that the Netherlands has the sixteenth largest economy in the world, and ranks tenth in GDP per capita. Equally little known is that the Dutch have won Nobel prizes for chemistry, physics, medicine, economics and peace or that the world's planners and architects flock here to learn about Dutch solutions for this crowded country.

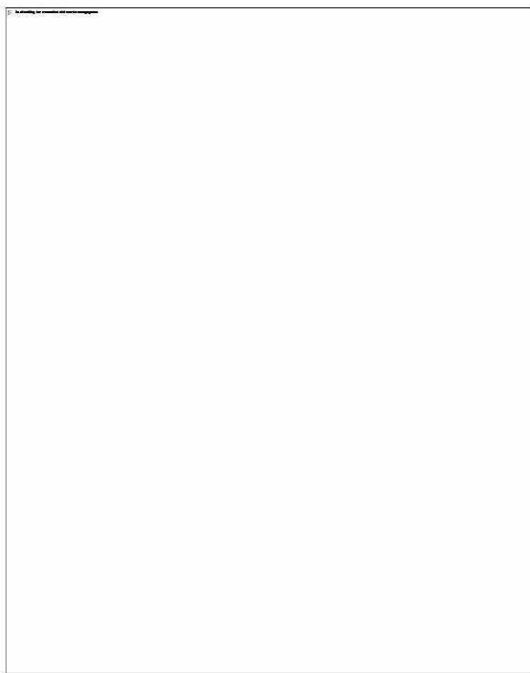
So what kind of people are the Dutch? What about their government and politics, economy, history, religion, the climate, their customs and etiquette, and particular ways of celebrating holidays and special occasions? We hope to introduce you to many of these aspects of our country during your visit.

### **The country**

The Netherlands is a constitutional monarchy with a parliamentary system. It forms part of the Kingdom of the Netherlands. The Kingdom of the Netherlands consists of the Netherlands itself and three other countries located in the Caribbean: Aruba, Curacao and Sint Maarten. Furthermore there are three extraordinary municipalities of the Kingdom of the Netherlands: Bonaire, Saba and Sint Eustatius, located southeast of the Virgin Islands.

The Netherlands is sometimes called 'Holland'. Holland is part of the names of the two western coastal provinces, North and South Holland, which have played a dominant role in the country's history.

Situated between the North Sea, Belgium and Germany, the Netherlands is roughly 300 km (+/- 190 miles) from north to south, and about 200 km (+/- 120 miles) from east to west. The capital city is Amsterdam, while the government is located in The Hague. Amsterdam is also the largest city, with a population of approximately 750,000.



### **Struggle against the sea**

The Netherlands is a low-lying country, with about 27% of its area and 60% of its population below sea level. Some 60% of the country is either under sea level or at risk of regular flooding from the North Sea or the Rhine, Meuse and Scheldt rivers and their tributaries. Most of the country is very flat, except the foothills of the Ardennes in the southeast and a hilly region in the centre. Significant areas have been gained through land reclamation and preserved using an elaborate system of polders and dikes. Polders are flat stretches of land, surrounded by dikes, where the water table is controlled artificially. From the sixteenth century onwards windmills were used not just to keep the land dry, but to drain entire inland lakes. The Netherlands' unique appearance is characterised by large numbers of bridges, dikes, windmills and pumping stations.

The crowning achievement of Dutch water management is the Delta Project, a chain of dams protecting the provinces of Zeeland and South Holland from the North Sea. Work on the project began after the disastrous floods in 1953, and ended in 1997 with the completion of a storm surge barrier in the Nieuwe Waterweg. The barrier has two enormous hinged gates that can be lowered in severe weather to close off the 360-metre-wide waterway. It protects greater Rotterdam's one million inhabitants from flooding without harming the environment. The North Sea Protection belongs to one of The Seven Wonders of the Modern World.



### **The Dutch**

The Dutch are the native inhabitants and dominant ethnic group (81%) of the Netherlands. They are also the tallest people in the world: the average Dutchman stands at 1.82 metres (just over 6 feet), while women average nearly 1.69 metres (almost 5 foot 7).

Winning the struggle against the sea has created a can-do attitude that is typically Dutch. And since controlling water requires many parties to meet and plan together, it has forced them to learn how to work as a team and adopt pragmatic solutions. European partners and the broader international community regard the Dutch as bridge builders and often ask them to serve as such.

The dominant religious identification of the Dutch is Christianity (both Catholic and Protestant). Dutch society used to be strictly organised along religious or ideological lines with every grouping having its own schools, newspapers, trade unions, clubs and so on. Although modern Dutch society has become increasingly secular, traces of the old system can still be seen today in the media, interest groups and the education system.

Dutch society is egalitarian, individualistic and modern. Education, hard work, ambition and ability are valued; things considered non-essential or excessive are not. Furthermore, the Dutch are proud of their cultural heritage: a rich history in art, architecture and technological advancements, and involvement in international trade and affairs.

### **The Dutch economy**

The Dutch economy is the fifth-largest economy in the Eurozone. The Netherlands is noted for its stable labour and industrial relations, its moderate unemployment and inflation, a sizable trade surplus, and its important role as a European transport hub. Thanks to a high employment rate and a high labour productivity, the Dutch GDP per capita is one of the highest in the European Union. The Netherlands, along with 11 of its EU partners, began circulating the euro currency on 1 January 2002.

The Netherlands has traditionally had an open economy and through the centuries it has been a strong trading nation. Today, it is the sixth largest exporter of goods in the world. According to research carried out by the Netherlands Bureau for Economic Policy Analysis (CPB), the Netherlands earns about 30% of its income from the export of goods and services. In 2013, the value of exports was 88% of the Netherlands' GDP.

Industrial activity is predominantly in food processing (FrieslandCampina, Heineken, Unilever), health care & life science (Crucell, DSM, Philips), chemicals (AKZO Nobel, DOW Benelux, OCI Nitrogen), petroleum refining (Shell), electrical machinery (ASML) and transport equipment (DAF Trucks, Fokker, VDL).

A highly mechanised agricultural sector employs only 2% of the labour force but provides large surpluses for the food-processing industry and for exports. The Netherlands is the world's second-largest exporter of agri-food products.

The government of Prime Minister ~~5.1.24~~ Rutte started implementing fiscal consolidation measures in early 2011, mainly reductions in expenditures. This resulted in an improved budget deficit. According to the CPB the budget deficit will amount to 2.1% of GDP in 2015; this will be the third consecutive year on row below the 3% level of the Maastricht Treaty. Moreover, the CPB forecasts a government debt level of 70.3% of GDP in 2015, which is moderate in comparison to other Eurozone countries. Furthermore, the unemployment rate will remain relatively low at 6.8 % of the labour force.

### **Internationalism**

The Netherlands is a founding member of the EU, NATO and the OECD, and has signed the Kyoto Protocol. The Hague area is home to more than 80 international organisations (including NGOs) working in the fields of peace, justice and security. The Netherlands also hosts five international courts in or near The Hague: the Permanent Court of Arbitration, the International Court of Justice, the International Criminal Tribunal for the former Yugoslavia, the International Criminal Court and the Special Tribunal for Lebanon. This has led to the city being dubbed 'the legal capital of the world'.

People have been migrating to the Netherlands for centuries, from French Protestants (Huguenots) in the seventeenth century to twentieth-century immigrants from former Dutch colonies Indonesia and Suriname, and the Caribbean parts of the Kingdom. In the 1960s and 1970s a labour shortage attracted many migrant workers from southern Europe, Turkey and Morocco. The total Dutch population is close to 17.2 million, 19% of whom are

immigrants and/or belong to ethnic minorities. People with a foreign ethnic background tend to live in the larger cities: Amsterdam, Rotterdam, Utrecht, and The Hague. Here, they make up approximately 30% of the inhabitants.



# Programme



## Sunday, October 29<sup>th</sup>

### Arrivals & Informal Welcoming Dinner

Note: it is mandatory to bring your passport (ID) at all times by Dutch law!

---

#### 8.35 Arrival flight in The Netherlands on flight AF1240

Pick up by [5.1.2e], [5.1.2e] and [5.1.2e]  
& transfer to Hotel Mitland. Address: Ariënslaan 1, Utrecht. Contacts: [5.1.2e]  
[5.1.2e] T +31 6 [5.1.2e] [5.1.2e] T +31 6 [5.1.2e] Travel time: 40 minutes.

10.30 Arrival in hotel Mitland

11.30 Meet [5.1.2e], and [5.1.2e] in the lobby for excursion Soestdijk  
Palace. Address: Amsterdamsestraatweg 1, Baarn. Contact: [5.1.2e]  
T +31 (0) 6 [5.1.2e]. Travel time: 17 minutes.

#### 12.00 Lunch at Soestdijk Palace

*Informal introduction round by all delegates, the embassy and the RVO representatives.*

#### 13.30 Guided tour around Royal Palace Soestdijk in Baarn

14.45 Transfer back to Hotel Mitland (Ariënslaan 1, Utrecht).

15.15 Leisure time at hotel.

18.15 Meet [5.1.2e], [5.1.2e] and [5.1.2e] in the lobby for short walk (10  
minutes) to Restaurant Goesting. Address: Veeartsenijpad 150.  
Contact: T +31 (0) [5.1.2e]

#### 18.30 Informal welcoming dinner at restaurant "Goesting" in Utrecht.

Welcome by [5.1.2e] of the Ministry of Infrastructure  
and Environment [5.1.2e], and [5.1.2e] of the  
Netherlands Enterprise Agency [5.1.2e]

20.30 Short walk back to the hotel (10 minutes).

*End of the programme for today*

## Further information

### **Soestdijk Palace**

Soestdijk Palace is a former palace of the Dutch Royal Family. It consists of a central block and two wings.

Although named after the village of Soestdijk, which is largely in the municipality of Soest, the Soestdijk Palace is just north of the border in the municipality of Baarn in the province of Utrecht. It was the home for over six decades of Queen Juliana and her husband, Prince Bernhard until their deaths in 2004.



**Monday, October 30<sup>th</sup>**

**Waste Management: national and regional policy in The Netherlands**  
**Utrecht & Amsterdam**

Note: it is mandatory to bring your passport (ID) at all times by Dutch law!

---

09.00 *Transfer by bus to Rijkswaterstaat Utrecht. Address: Westraven, Griffioenlaan 2, Utrecht –*

5.1.2e Contact: 5.1.2e T +31 (0) 6 5.1.2e 5.1.2e  
5.1.2e T +31 (0) 6 5.1.2e Travel time: 15 minutes.

**09.30 Morning Seminar on national and regional waste policy in The Netherlands.**

09.30 Official welcome by 5.1.2e  
5.1.2e at Rijkswaterstaat

09.45 Introduction of the delegation & the 2030 Vision

10.15 5.1.2e  
5.1.2e at Rijkswaterstaat will explain the National  
Waste Management Plan of The Netherlands.

11.00 Short break

11.15 Presentation by 5.1.2e 5.1.2e  
5.1.2e at Municipality Amsterdam, on Dutch regional waste  
management.

12.00 *Transfer by bus to Raïnarai. Address: Polonceaukade 40, Amsterdam. Contact: T +31 (0)20  
4867109. Travel time: 45 minutes.*

**13.00 Lunch at Raïnarai.**

Present at lunch are 5.1.2e and 5.1.2e of the Waste  
Transformers and 5.1.2e from the Municipality of Amsterdam East

14.30 *Walk (5 minutes) to Amsterdam Installation of Waste Transformers. Address: Gosschalklaan  
10, Amsterdam. Contact: 5.1.2e T +31 (0) 6 5.1.2e*

**14.45 Waste Transformers Installation & Demonstration.**

Presentation and demonstration by 5.1.2e, 5.1.2e The Waste  
Transformers and 5.1.2e

15.45 *Transfer by bus to Hotel Mitland. Travel time: 50 minutes.*

16.45 **Leisure time and fresh up at hotel.**



18.45      *Transfer by bus to Restaurant Wilhelminapark. Address: Wilhelminapark 65, Utrecht. Contact: T +31 (0)30 5.1.2e . Travel time: 10 minutes.*

**19.00      Dinner at Restaurant Wilhelminapark with branch organization ENVAQUA**

21.00      *Transfer by bus back to the hotel & end of the programme for today.*

## Further information

### Rijkswaterstaat

The role of the waste department of Rijkswaterstaat - the executive body of the Dutch Ministry of Infrastructure and the Environment - is to implement (European) policy and to implement programs aimed at preventing and reducing waste streams through prevention, re-use and recycling and at minimizing the environmental impact of product chains and waste management through a life-cycle approach (resource efficiency). The policy to achieve effective waste management is outlined in the National Waste Management Plan. The future challenge is to achieve a circular economy. Resources are becoming scarcer and more expensive and need to be used less, and more efficiently. Rijkswaterstaat therefore promotes sustainable consumption and production inside and outside the Netherlands.



Rijkswaterstaat  
Ministry of Infrastructure and the  
Environment

**W** <http://www.rijkswaterstaat.nl/english/index.aspx>

### The Waste Transformers

#### The Waste Transformers

waste and to establish a business model able to balance financial, social and environmental returns. Today, the Waste Transformers are a recognized partner of choice for those with the ambition and courage to realize real, circular economies around waste.

Organic waste contains anywhere between 40 – 70% organic matter that mostly consists of dirty water. Currently, waste management consists of transporting this dirty water on dirty diesel and then either dumping it or burning it. What a waste! We process waste on site, in modular installations, the size of one or more sea containers. Our proprietary technology® is plug and play and complies to the highest safety standards. We adjust the amount of sea containers to the amount of waste you have. In this way, your community, hospitals, airports, farms, hotel resorts, islands, shopping centres all get to power their own future.

**W** <http://www.thewastetransformers.com/>

The Waste Transformers was started in 2012 by  had one goal: to create a flourishing business that inspires others to change the way that they deal with

**Envaqua – Dutch Environmental & Water Technology Association.**



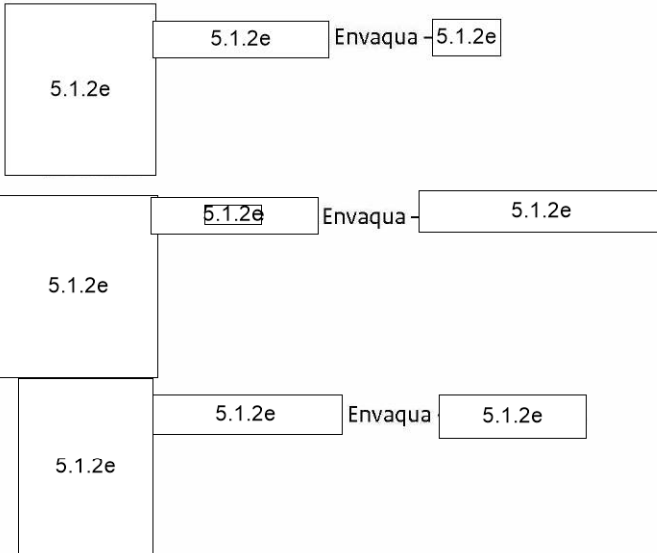
**ENVAQUA**

Dutch Environmental & Water Technology Association

Envaqua is the Dutch trade association for suppliers and producers of environmental and water technology. ENVAQUA represents 125 leading member companies that are

active worldwide with combined sales of 3,5. billion Euro and 20.000 employees.

**W** [www.envaqua.nl/home-eng/](http://www.envaqua.nl/home-eng/)



**Tuesday, October 31st**

## **Electric Waste and Dangerous & Hazardous Waste**

**Dordrecht & Moerdijk**

Note: it is mandatory to bring your passport (ID) at all times by Dutch law!

- 
- 8.20 Transfer by bus to Wecycle. Address: Grevelingenweg 3, Dordrecht. Contact: 5.1.2e  
+31 (0)6 5.1.2e Travel time: 70 minutes.
- 09.30 Managing electric waste and household equipment: ReneWi and Wecycle.**  
Focus of the visit is on the organization of recycling process by producers and importers, an aspect the Netherlands are famous for. 5.1.2e  
5.1.2e of Wecycle will give a presentation on this subject.  
Moreover, a site visit of Coolrec and explanation of the operation, which is part of ReneWi, will also be a part of this visit.
- 11.45 Transfer to Villa Augustus for lunch. Address: Oranjelaan 7, Dordrecht. Contact: T +31 5.1.2e  
5.1.2e Travel time: 10 minutes.
- 12.30 Lunch in Dordrecht at Villa Augustus.**
- 13.50 Departure for Afvalstoffen Terminal Moerdijk. Address: Vlasweg 12, Moerdijk. Contact: 5.1.2e  
5.1.2e T +31 5.1.2e Travel time: 30 minutes.
- 14.30 Recycling dangerous and hazardous waste material ATM.**  
Focus during the visit is on the treatment of contaminated sludge, hazardous waste (paints) and liquid waste (tanker cleaning in a fully integrated plant through pyrolysis, rotary kiln and a water treatment plant.
- 16.00 Departure to Rotterdam, Coolsingel 40, Rotterdam. Contact: 5.1.2e  
T +31 (0) 5.1.2e
- 17.00 Municipality Rotterdam**  
Meeting with Mr. A. Aboutaleb, Mayor of Rotterdam
- 17.45 Transfer to restaurant at Cammingha Castle "De Landgoederij" (Camminghalaan 30, Bunnik  
T +31(0) 5.1.2e
- 19.00 Networking dinner with Dutch companies in Waste Management**  
Hosted by 5.1.2e 5.1.2e at RVO
- 21.00 Transfer back to the hotel

## Further information

### Coolrec



#### Part of Renewi

Coolrec is a leader in the recycling of electrical and electronic equipment into high-quality recovered plastics, metals and other secondary raw material. From display screens to fridges and from ICT equipment to small household appliances. Coolrec has eight specialist sites in four different countries and is therefore able to offer an integrated, international network for the processing of Waste Electrical and Electronic Equipment (WEEE) at the highest level. What is more, Coolrec uses the highest standards for safety and sustainability. That is how Coolrec manages to use 98% of old fridges usefully as new raw material or fuel. With major (international) manufacturers and a variety of leading compliant schemes behind it, Coolrec proves to be the right partner for all e-waste issues: from safe and efficient collection through to sustainable processing and the use of recovered materials in production processes.

W [www.coolrec.com](http://www.coolrec.com)

### Wecycle



In The Netherlands producers and importers have the statutory duty to collect and process used appliances. Producers that market the same or comparable products have banded together in an attempt to achieve a better result. These foundations work together in the Association NVMP (Dutch Foundation Disposal Metalelectro Products) and attempt in this way to be even more effective. To arrange the actual collection and recycling, the producers have established an implementation organisation called Wecycle. Wecycle is a management organisation: it does not have its own vehicles or its own recyclers. In principle, (almost) all the functions are subcontracted on the Dutch market. The logistic service providers and the recycling partners are selected based on periodic tenders.

Wecycle has six main tasks: acquisition of waste collectors, processing (recycling), logistics, administration and reporting, communication and acting as a knowledge centre.

W [www.wecycle.nl/#](http://www.wecycle.nl/#) (Website in Dutch only)

### Afvalstoffenterminal Moerdijk (ATM)



#### Part of Renewi

ATM, founded in 1981 and located in the Moerdijk Port and Industrial Park, treats hazardous waste. With 210 employees they treat approximately 1.9 million tons of waste annually 24/7 of which 95% is made suitable for reuse. With 4 locations, including sales offices in Belgium, Germany and Spain, they are part of the Shanks Group plc. The waste streams that they treat primarily consist of the following: Contaminated soil; Packaged chemical waste; Oily sludge; Wastewater. To treat these waste streams, ATM has a thermal remediation plant, a pyrolysis plant, a sludge treatment plant and a wastewater purification plant. The waste is supplied via trucks and ships, given that ATM is located at the Hollandsch Diep (a key waterway connecting the ports of Rotterdam and Antwerp). In addition to treating hazardous waste, they also accommodate tankers at their jetty which they then clean and degas in their ship cleaning and degassing unit.

W [www.atm.nl/web/Home-31.htm](http://www.atm.nl/web/Home-31.htm)



### Mayor Aboutaleb's Bio

Ahmed Aboutaleb (born 1961 in Beni Sidel, Morocco) has been Mayor of Rotterdam since 2009.

Previously, he represented the PvdA (Labor Party) as State Secretary for the Ministry of Social Affairs and Employment in the fourth Balkenende cabinet (2007-2008) and as an alderman in Amsterdam (2004-2007). At the age of fifteen, Aboutaleb came to the Netherlands for family reunification. The family resided in The Hague, where Aboutaleb successively attended Junior Technical School, Intermediate Technical School and Technical College, graduating in Telecommunications in 1987. Ahmed Aboutaleb is a poetry enthusiast.

**1985 - 2007** In the mid-1980s, Aboutaleb started his career in journalism. He was a discussion leader for RVU Television, made programs for Radio Stad Amsterdam and Radio Noord-Holland, and reported for Veronica Radio, NOS Radio and RTL News.

In 1991, he moved to public services, holding positions with the Ministry of Welfare, Health and Culture, the Social and Economic Council of the Netherlands (SER) and Statistics Netherlands (CBS). In 1998 he became an administrator for the Forum institute for multicultural development, and in 2002 he became director of the City of Amsterdam's sector of Social, Economic and Cultural Development (MEC).

**Rotterdam** Mayor Aboutaleb strongly advocates the values enshrined in the Dutch Constitution: freedom of religion, freedom of speech and the principle of non-discrimination. In his view, obtaining Dutch citizenship entails a responsibility to respect and uphold those values and to take part in building the *We Society*. The more people take part in which, the stronger and more resilient that society will be, both in good and bad times. He'll regularly take neighborhood strolls throughout Rotterdam to have talks with residents about what concerns them.

In 2015, Aboutaleb published two books: an HJ Schoo Reading (published by *Elsevier* magazine) titled *De roep van de stad* ("The City's Call"), covering the leading role cities and urban regions can play at the national and international level, and *Droom & Daad* ("Dream & Deed"), which was published for the History Week of the Collective Promotion of the Dutch Book foundation (CPNB). In *Droom & Daad*, he tells a Rotterdam war story to present how to ensure a stable, peaceful society.

### Cammingha Castle

Cammingha exists of two parts, a stone tower house called De Beesde and the 17<sup>th</sup> century manor called Cammingha. The first buildings, a stone house and the large farm, date from the end of the 14<sup>th</sup> century. In 1707, the property was named after Wytze van Cammingha. Throughout time, the castle has been owned by different parties, which expanded the castle and surrounding buildings until what they are today.

Cammingha is a state monument, an officially proclaimed national heritage site of the Netherlands.



### Host networking dinner

5.1.2e

at

the Netherlands Enterprise Agency (RVO.nl) of the Ministry of Economic Affairs and Climate.

5.1.2e

5.1.2e

## Participants networking dinner

5.1.2e	<div>5.1.2e - BreAd B.V.</div> <p>Bread B.V. is a private service provider in the field of waste management, water treatment and site remediation.</p> <div>5.1.2e</div>
5.1.2e	<div>5.1.2e - Geesinknorba</div> <p>Geesinknorba is a leading manufacturer of refuse collection vehicles, portable and static compactors, with its operation headquarter in the Netherlands. Focus is on the development, production, sale and service of innovative premium refuse collection vehicles and portable and static compactors.</p> <p><b>W</b> <a href="http://www.geesinknorba.com/">www.geesinknorba.com/</a></p>
5.1.2e	<div>5.1.2e - Hyva Nederland</div> <p>Hyva is a global multinational company founded in the Netherlands in 1979. The company is committed to the development, production, marketing and distribution of components for the commercial vehicle industry. Customers are found in construction-, water-, recycling- and waste transportation</p> <p><b>W</b> <a href="http://www.hyva.com/co/en/">www.hyva.com/co/en/</a></p>
5.1.2e	<div>5.1.2e - TOMRA Sorting Recycling</div> <p>TOMRA Sorting Solutions continues provides sensor-based sorting in the waste and metal recycling industries. They use their established and renowned industry expertise to provide state-of-the-art machines and exceptional service throughout the entire process.</p> <p><b>W</b> <a href="http://www.tomra.com/en/sorting/">www.tomra.com/en/sorting/</a></p>
5.1.2e	<div>5.1.2e - Van Schijndel Maasbracht b.v.</div> <p>Van Schijndel B.V. provides revolutionary waste collection systems which are among the best available on the market. They also provide spare parts, maintenance and inspection services.</p> <p><b>W</b> <a href="http://www.royalhaskoningdhv.com">www.royalhaskoningdhv.com</a></p>
5.1.2e	<div>5.1.2e</div> <p>Royal HaskoningDHV is an international, non-listed engineering consultancy firm with headquarters in Amersfoort, Netherlands. It has offices in 30 countries, employing 6,000 professionals worldwide. Royal HaskoningDHV is active in aviation, buildings, energy, industry, infrastructure, maritime, mining, rural and urban development and water.</p> <p><b>W</b> <a href="http://www.royalhaskoningdhv.com">www.royalhaskoningdhv.com</a></p>



5.1.2e	5.1.2e - SMICON B.V. SMICON B.V. provides equipment (machinery) for procession and recycling of organic waste streams. Their clients can be found in the food industry, biogas, and animal feed sector. They deliver their products both nationally as internationally. W <a href="http://www.smicon.nl/en/">www.smicon.nl/en/</a>
5.1.2e	5.1.2e - Adverio Engineering Adverio is a network company focusing on Engineering, Procurement, & Construction Management (EPCM) of bio-bases product and energy production facilities. Rooted in project development, design, engineering, construction and project management. Adverio offers leading edge know-how and skills to customers throughout the world. W <a href="http://www.adverio.eu">www.adverio.eu</a>
5.1.2e	5.1.2e - VDL Translift VDL Translift is a company specialising in innovative side loader systems, has more than half a century's experience as a manufacturer of waste collection vehicles. VDL translift has an extensive range of side loader solutions, making waste collection hugely efficient and improving safety and productivity. Innovative side loader systems improve working conditions and safety. In addition to that, a special chain system and an IES container can be used to separate the collection and transportation of compacted waste. This IES collection system has evolved into the international standard on the waste collection and transport market. W <a href="http://www.vdtranslift.nl">www.vdtranslift.nl</a>
5.1.2e	5.1.2e - GICOM Composting As well as climate control technology for mushroom growing, the GICOM composting is specialised in composting technologies. Over the years GICOM has evolved into a multi-faceted metal work company and now serves as a leading supplier for various engineering companies. Craftsmanship, high-tech engineering and advanced production systems ensure that every product meets the highest quality requirements from design to delivery. W <a href="http://www.gicomcompostingsystems.com">www.gicomcompostingsystems.com</a>
5.1.2e	5.1.2e - Stone Cycling StoneCycling develops and makes unique building materials from waste. In 2013 StoneCycling was founded together with Ward Massa. Ever since, StoneCycling has made big steps forward and is now one of the pioneers in designing, developing and producing unique building materials from waste. Personal approach and love for making beautiful sustainable and tailor-made products are celebrated aspects of StoneCycling's approach. W <a href="http://www.stonecycling.com">www.stonecycling.com</a>

**Wednesday, November 1<sup>st</sup>**

**Innovation: Creating new energy from waste**

**Amsterdam**

Note: it is mandatory to bring your passport (ID) at all times by Dutch law!

---

08.45    *Transfer by bus to AEB Amsterdam. Address: Australiëhavenweg 21, Amsterdam.  
Contact:  Travel time: 50 minutes.*

09.30    **Afval Energie Bedrijf Amsterdam (AEB).**  
*AEB provides waste solutions for a clean society, converting waste into sustainable electricity, district heating and high-quality construction materials.*

09.30    Welcome & Introduction

09.45    Presentation on AEB by  (Strategic Advisor Business Development)

10.40    Safety Instruction & safety clothing followed by guided tour through the operation

11.45    *Transfer by bus for boarding canal boat at Central Station. Travel time: 20 minutes.*

**12.15    Lunch & Canal Tour the Stan Huygens boat in Amsterdam.**

14.15    *Free time in Amsterdam.*

*End of the programme*

## Further information

### Amsterdam Energiebedrijf (AEB)



The history of AEB goes back to the beginning of the twentieth century. As Amsterdam expanded, household waste posed an ever growing problem. Vuilverbranding Amsterdam Noord, a waste incineration plant, provided the solution.

AEB provides waste solutions for a clean society, now and in the future. At present they are doing this by converting waste into sustainable electricity, district heating and high-quality construction materials. In the coming years we will be recovering more and more raw materials for re-use, as well as continuing to generate the maximum electricity from the remaining waste. We are a hub in smart cities and biobased economies

**W** <http://www.aebamsterdam.com/about/>



### Canal Cruise in Amsterdam

For an entirely different perspective, Amsterdam has got to be seen from the water! Amsterdam has 165 canals with a total length of 100 km. The canals of Amsterdam are famous. They have been praised and immortalised in numerous songs, poems and stories and some of Amsterdam's best-known events take place in the canal district. And now Amsterdam's canal district has been added to the UNESCO World Heritage List. Many of Amsterdam's canal houses were built during the 17th century at the height of Amsterdam's Golden Age. These town houses served as homes as well as workplaces. Canal houses are often typified by their striking gables and dual entrances. The well-to-do used the doors above the stairs while trades people and servants scurried in through the door underneath. Space was at a premium which meant that canal houses were usually long and narrow, with a hook at the top to pull furniture and goods up and in through the windows.



**Thursday, November 2nd**  
**Departure**  
*Schiphol International Airport*

Note: it is mandatory to bring your passport (ID) at all times by Dutch law!

---

*Transfer to Schiphol for departure – different times*

# Notes

1336559

00038





**To:** 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minienm.nl 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl  
5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
**Sent:** Tue 11/24/2020 12:21:28 PM  
**Subject:** RE: luchtvaart Nederland - SA  
**Received:** Tue 11/24/2020 12:22:14 PM  
MoU Signed and Sealed.pdf

Dear 5.1.2e,

Please find enclosed signed and sealed MoU. We posted a picture on our Twitter account @NLinkSA.

Special regards from 5.1.2e 5.1.2e

Best,

5.1.2e

---

**From:** 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>  
**Sent:** maandag 23 november 2020 12:17  
**To:** 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl 5.1.2e 5.1.2e @minienm.nl 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>;  
5.1.2e @minbuza.nl; 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** RE: luchtvaart Nederland - SA

Dear 5.1.2e

I checked the new text and in my view it is perfect. I have no further comments. I am looking forward receiving a copy of the signed version at a later stage.

Kind regards,

5.1.2e

5.1.2e 5.1.2e

Directie Juridische Zaken / Department of Legal Affairs  
Ministerie van Buitenlandse Zaken / Ministry of Foreign Affairs  
M+31.6 5.1.2e  
5.1.2e @minbuza.nl

---

**From:** 5.1.2e <5.1.2e @minbuza.nl>  
**Sent:** zondag 22 november 2020 12:27  
**To:** 5.1.2e 5.1.2e <5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minienm.nl; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>;  
5.1.2e @minbuza.nl; 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** RE: luchtvaart Nederland - SA

Dear 5.1.2e

5.1.2e 5.1.2e will be signing the MoU with GACA this Tuesday 24<sup>th</sup> of November. Please have a look at the final text (we adjusted the names and the sequenced numbers) and let us know if anything needs to be changed.

00039

1336333

Regards

5.1.2e

Met vriendelijke groeten, / With kind regards, / مع أطيب التحيات

5.1.2e

5.1.2e



Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter  
P.O. Box 94307  
Riyadh 11693  
Saudi Arabia  
Tel: +966 5.1.2e  
Fax: +966 5.1.2e  
[www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)



From: 5.1.2e <5.1.2e@minbuza.nl>

Sent: dinsdag 27 oktober 2020 18:05

To: 5.1.2e <5.1.2e@minbuza.nl>

Cc: 5.1.2e@minbuza.nl; 5.1.2e <5.1.2e@minienm.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>

Subject: luchtvaart Nederland - SA

Beste 5.1.2e

5.1.2a

5.1.2a

Besloten is dat wekelijks 6 extra vluchten (all cargo) met 3<sup>e</sup> en 4<sup>e</sup> luchtvaartvrijheid tussen Saoedi Arabië en Amsterdam mogen worden uitgevoerd. Deze in aanvulling op de bestaande 6 wekelijkse vluchten met 3<sup>e</sup> en 4<sup>e</sup> luchtvaartvrijheid any type (dwz. passagierstoestellen, vrachttoestellen of combi) en de 6 wekelijkse all cargo vluchten.

De op afstand gevoerde besprekingen hebben geleid tot overeenstemming over een tekst van een memorandum of understanding waarin de afspraken zijn neergelegd (bijgevoegd). Onder normale omstandigheden zou het MoU getekend worden door de hoofdenhandelaar, maar deze ziet a.g.v. de huidige situatie zijn reis 5.1.2a door de neus geboord. 00039 5.1.2a e.e.a. graag via diplomatieke kanalen afgehandeld zien worden lijkt het mij opportuun dat 1336333



door jullie ter plekke wordt getekend. Aan het einde van de tekst moet dan de geel gearceerde door jullie worden aangepast. Kan ik in deze een beroep op jullie doen?

Met vriendelijke groet,

5.1.2e

5.1.2e 5.1.2e

Directie Juridische Zaken / Department of Legal Affairs  
Ministerie van Buitenlandse Zaken / Ministry of Foreign Affairs

M+31 6 5.1.2e

5.1.2e@minbuza.nl

**To:** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
**Cc:** [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
[redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted] [redacted]  
**From:** [redacted]  
**Sent:** Mon 9/18/2017 8:15:52 AM  
**Subject:** RE: Inzicht in economische belangen en risico's KSA bij Jemen resolutie  
**Received:** Mon 9/18/2017 8:16:02 AM

[redacted]

Antwoorden hieronder. Gevoelige info, dus beperkte distributie.

Vr groet,

[redacted]

1. *Omvang bilaterale economische relaties (cijfers CBS over 2016)*

Import uit KSA: € 1.7 mld (m.n. olie, gas en petrochemische prod.)  
Export naar KSA: € 2.2 mld (m.n. landbouw, water, medische techn., transport)

2a. *KSA bedrijven in NL*

[redacted]

[redacted]

2b. *NL bedrijven in KSA*

- Shell: o.m. productie en distributie smeerolie, raffinaderij (50% joint venture met Aramco).
- Unilever: productie en distributie vanuit Jeddah; omzet \$ 0,6 mld. (ook export naar Jemen).
- Philips Healthcare: sterk stijgende omzet laatste jaren tot enkele honderden miljoenen euro's. [redacted]
- [redacted] bezoekt KSA/Golf regelmatig.
- Philips Lighting: drie fabrieken te Riyadh, groot marktaandeel.
- Air France – KLM: (AF 3 vluchten/wk, KLM 5), daarnaast nauwe samenwerking/code-sharing met Saudia (Skyteam-alliantie).
- Friesland Campina: melk, productiefaciliteit te Jeddah.
- Strukton: [redacted]
- Royal Haskoning-DHV: engineering, design, project management/logistiek.
- Arcadis: diverse grote projecten in Riyadh/Jeddah.
- Fugro: geotechnieken, div. vestigingen in KSA.
- A.Hak: pijpleidingen, projecten voor o.a. Saudi Aramco.
- AkzoNobel: verf/coatings, vestiging in Dammam.
- Van Oord: baggerbedrijf, div. projecten in GCC, vestiging in Dammam.
- Boskalis: baggerbedrijf/maritieme infrastructuur, vestiging in Al-Khobar.
- Jac Rijk: mijnbouw/goudwinning nabij Taif.
- Van Aarsen, Jansen Poultry, VDL Agrotech, Meyn: kippenslachterijen
- 00040 Agrico, HZPC, Meijer: pootaardappelen

- RijkZwaan, Bom Group: tuinbouw
- Tolsma, FrieslandCampina, etc.: landbouw
- Intervet: veterinaire dienstverlening
- Royal IHC: zeewier/voeding
- Aviko, VanDrie groep: voeding
- Rabobank: consultancy

5.1.2a

Saudi Agriculture Exhibition (okt): 37 bedrijven

Saudi Build & Stone (okt): 7

Conferentie Water Food Energy Nexus (nov): 8 bedrijven/kennisinstellingen (WUR, Kubo, TNO, Shell, etc: ook: 5.1.2e )

Oil & Gas Mission (nov): >7 (ism IRO en FME)

Verder: Waste Management missie KSA (olv 5.1.2e ) naar NL (okt) met RSO.

From: 5.1.2e

Sent: zondag 17 september 2017 02:03

To: 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl> 5.1.2e <5.1.2e@minbuza.nl>

Cc: 5.1.2e <5.1.2e@minbuza.nl> 5.1.2e 5.1.2e <5.1.2e@minbuza.nl> 5.1.2e <5.1.2e@minbuza.nl>;

5.1.2e <5.1.2e@minbuza.nl> 5.1.2e 5.1.2e @minbuza.nl 5.1.2e <5.1.2e@minbuza.nl>

5.1.2e @minbuza.nl 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>

5.1.2e @minbuza.nl 5.1.2e <5.1.2e@minbuza.nl>

Subject: FW: Inzicht in economische belangen en risico's KSA bij Jemen resolutie

Collega's,

Zien jullie - nav onderstaand verzoek M - kans een aantal bullets aan te leveren over:

1. omvang bilaterale economische relaties;
2. NL'se bedrijven met substantiële activiteiten / presentie in KSA (5.1.2e ) en ook Saoedische (5.1.2e ) bedrijven in NL;

5.1.2a

Hoeft niet uitgebreid. Belangrijker is goede onderbouwing van evt impact op onze economische positie in KSA (5.1.2e ) zodat M (en 5.1.2e ) dit kan meenemen in z'n eindafweging.

G00040 AVVN, wordt een reactie uiterlijk maandagochtend 10u op prijs gesteld.

1336335

Dank ook voor in loop houden van 5.1.2e en 5.1.2e (cc), die coördinatie bij DAM doen.

5.1.2e

**From:** 5.1.2e  
**Sent:** vrijdag 15 september 2017 17:30:51  
**To:** 5.1.2e  
**Cc:** 5.1.2e; 5.1.2e; 5.1.2e; 5.1.2e  
**Subject:** Inzicht in economische belangen en risico's KSA bij Jemen resolutie

5 5.1.2e

Vanmiddag 5.1.2i werd uitgebreid gesproken over inzet om tot aanname Jemen-resolutie te komen en mogelijke consequenties NL bedrijfsleven. Een en ander ook nav gesprekken bij MEZ en met M en 5.1.2e  
5.1.2a. M verzocht om inzicht in welke commerciële belangen voor NL exact in geding zijn. Zowel in de bilaterale relatie met KSA maar ook als er breder binnen Golfregio implicaties zullen zijn. Niet alleen voor NL bedrijven maar ook wat evt implicaties voor KSA ondernemingen zijn.

Neem aan dat we daarover al wat op rijtje hebben, maar zou jij kunnen opstellen/updaten. In eerste instantie op hoofdlijnen. Niet nodig/gewenst om bij bedrijven zelf te gaan polsen, dus vooralsnog op basis van beschikbare gegevens. Maandag even kijken in overleg met DAM/DMM wat handigste wijze is om bij M te leggen. Zal veelvuldig contact met M over resolutie zijn (ook in NY/AVVN), vandaar ook meteen even cc aan 5.1.2e

InsteeK MEZ helder blijkt uit verslag gesprek met KSA en JMN 5.1.2e

Fijn weekend,  
5.1.2e

Veel dank **5.1.2e** goed dat het gesprek plaatsvond en dank ook voor snelle terugkoppeling.

5.1.2e

5.1.2a

Mvg, 5.1.2e

Met dank voor de goede voorbereiding een korte terugkoppeling van mijn gesprek met

00041	...2e	@minbuza.nl>	5.1.2e	<	5.1.2e	@minbuza.nl	5.1.2e	<	5.1.2e	@minbuza.nl>	5.1.2e	1336337
-------	-------	--------------	--------	---	--------	-------------	--------	---	--------	--------------	--------	---------

Subject: Bilat 5.1.2e 5.1.2e

Beste 5.1.2e

Morgen (donderdag 27 mei) staat het kennismakingsgesprek met de 5.1.2e gepland. Graag deel ik de volgende documenten ter voorbereiding:

1. Het gespreksfiche, 5.1.2e
2. Het verslag van het overleg handelsbevordering KSA (n.a.v. motie Ploumen)
3. Het economische factsheet KSA
4. Dit recente BZ-V bericht

We hebben in de spreekpunten ook het verzoek voor een vervolgesprek van jou met de Saoedische vice-Minister van Handel opgenomen. Dit verzoek komt voort uit het overleg DIO/DAM/RIY over handelsbevordering KSA (zie bijlage) en de wens om op hoogambtelijk niveau in gesprek te blijven met Saoedi-Arabië over economische onderwerpen nu hoogambtelijk of door 5.1.2e geleide handelsmissies en bilaterale gesprekken op ministerniveau niet mogelijk zijn. Hieronder nogmaals de argumentatie daarvoor die wij eerder met jou deelde (in ons verzoek aan jou om kennismakingsgesprek te hebben met 5.1.2e). Indien gewenst, ben ik uiteraard graag bereid dit verzoek nader toe te lichten.

Van 5.1.2e begreep ik dat jij het kennismakingsgesprek morgen alleen zal voeren. Mocht je toch nog ondersteuning nodig hebben, dan hoor ik het graag.

Met vriendelijke groet,

5.1.2e

5.1.2e 5.1.2e

Directoraat-generaal Buitenlandse Economische Betrekkingen (5.1.2e)  
Directie Internationaal Ondernemen (DIO)  
Rijnstraat 8, 2515 XP Den Haag

5.1.2e | E: 5.1.2e@minbuza.nl

+++

In het licht van de bredere relatie met Saoedi-Arabië zou je in het gesprek met de 5.1.2e kunnen voorstellen om in het voorjaar (na de handelsmissie o.l.v. 5.1.2e naar VAE, Oman en Qatar van 22/3-1/4) een virtuele kennismaking te organiseren met jouw collega in Riyad. Dit zou mooi volgen op de politieke consultaties die in oktober 2020 onder leiding van 5.1.2e voor het eerst hebben plaatsgevonden. In onze ogen en in die van DAM en ambassade Riyad zou een dergelijke kennismaking met jouw recht doen aan ons gebalanceerde beleid richting Saoedi-Arabië, waarin we zowel aandacht hebben voor de politieke gevoeligheden als de economische kansen. Een dergelijke kennismaking op hoogambtelijk niveau is in onze ogen ook nuttig om de economische relatie warm te houden zonder strijdig te zijn met de eerdere aanwijzing van 5.1.2e om voorlopig geen virtuele handelsmissie te ondernemen naar Saoedi-Arabië.

## Verslag overleg DAM, DIO, ZMA Riyad

### Aanleiding gesprek

- Interne reflectie over aangenomen TK motie van Ploumen na de moord op Jamal Khashoggi. De motie vraagt het Kabinet "alle bezoeken en handelsmissies uit te stellen, totdat er duidelijkheid is over de betrokkenheid van Saudi-Arabië bij de verdwijning van en de vermoedelijke moord op Khashoggi". Missies die destijds gepland stonden werden opgeschort.
- Wat is de impact van deze motie op de huidige bilaterale relatie en wat zouden volgende stappen moeten zijn richting nieuw Kabinet en TK? De bilaterale relatie met KSA is goed. Economisch staat het handelsinstrumentarium open voor NLse ondernemers die geïnteresseerd zijn in zakendoen in/met KSA en levert de ambassade reguliere economische diensten. NLse ondernemers weten hun weg te vinden en KSA ziet NL als belangrijke handelspartner (in top 3 van landen met wie zij willen samenwerken in de grote projecten / uitwerking Vision2030).
- Toch is het aannemelijk dat er kansen worden gemist. Vergeleken met 5.1.2a 5.1.2a is NL minder actief en zichtbaar als het gaat om handelsbevordering. Dergelijke landen gebruiken wel het instrument van hoog geleide handelsmissies om hun bedrijven duidelijker op de kaart te zetten en deals binnen te halen. Op termijn creëert dit een 'unequal level playing field' voor NLse bedrijven en worden serieuze handel- en investeringskansen gemist.

### Status motie Ploumen c.s.

- Motie moet worden gezien in context van oktober 2018 (directe nasleep moord Khashoggi, veel onduidelijk over toedracht, grote economische missie onder leiding van R die destijds gepland stond). Formeel is motie afgedaan via Kamerbrief<sup>1</sup>, de aandacht voor de moord Khashoggi evenwel niet 5.1.2a 5.1.2a
- Sinds de motie hebben aan NLse zijde 5.1.2a 5.1.2a geen economische bezoeken en/of handelsmissies plaatsgevonden. Wel zijn inmiddels politieke bezoeken geweest (M in feb 2020; diverse ambtelijke werkbezoeken), politieke consultaties 5.1.2e zijn opgestart, evenals mensenrechtendialogen (bilateraal en in EU-verband). NL brengt het MR dossier (inclusief de zaak van Khashoggi) in ieder relevant gesprek, op elk niveau onder de aandacht.
- Toekomstig (economisch) beleid richting KSA zal afhangen van politieke besluiten van een nieuw kabinet en nieuwe bewindspersonen.
- In advisering richting een volgende bewindspersoon moeten gevoeligheden van economische samenwerking met Saoedi-Arabië goed worden meegenomen, waarbij motie Ploumen onderdeel uitmaakt van het breder plaatje. Tegelijkertijd is het belangrijk om KSA niet te isoleren of ervoor te waken KSA anders te behandelen dan landen waar eveneens spanning bestaat tussen mensenrechten en economische samenwerking. Ook positieve ontwikkelingen die in KSA gaande zijn moeten benoemd en meegewogen worden (zowel in interne communicatie als extern), als ook de positie van gelijkgezinde landen.

### Mogelijkheden kortere termijn

- Onder het huidige (demonstrair) kabinet is geen (virtuele) handelsmissie onder leiding van R naar KSA voorzien.
- DAM, DIO en ZMA Riyad bespraken wat wenselijk en mogelijk is in/met KSA in de huidige, demonstraire periode.
  - o Hoog-ambtelijke contacten, bv ontvangst KSA 5.1.2e door 5.1.2e evt. gevolgd door virtueel gesprek 5.1.2e met 5.1.2e KSA evenknie (in navolging op politieke consultaties 5.1.2e).

<sup>1</sup> Kamerstuk 32 735, nr. 212 met o.a. zin: "Daarbij geldt dat economische bezoeken – waaraan de motie van het lid Ploumen (PvdA) (Kamerstuk 21 501-20, nr. 1373) eveneens refereert – helpen om juist deze onderwerpen waarover Nederland en Saoedi-Arabië met elkaar van mening verschillen te bespreken. Toekomstige bezoeken zullen op basis van de dan actuele situatie worden afgewogen."

- o Samenwerking in multilateraal verband, bijvoorbeeld via (virtueel) bezoek van GCC-experts alvorens een fysiek bezoek.
- o Virtueel bezoek van NLse bedrijven aan megaproject(en), georganiseerd en gefaciliteerd door ZMA Riyad.

#### Mogelijkheden langere termijn

- Aantal mogelijkheden voor verdere economische samenwerking met KSA onder een nieuw kabinet:
  - o (Fysiek) bezoek 5.1.2e mogelijk i.c.m. bezoek Dubai EXPO. ZMA Riyad inventariseert 'haakjes' of activiteiten waar dit bezoek op zou kunnen aansluiten.
  - o (Fysiek) bezoek 5.1.2e aan KSA, voor politieke consultaties. Bij bezoek kan economisch element worden meegenomen in het programma.
  - o (Fysiek) bezoek 5.1.2e in 2022, al dan niet met bedrijven.
  - o (Fysiek) bezoek 5.1.2e met LNV-team aan KSA.
  - o Inzet op inkomende economische missies naar NL.
- ZMA RIY wijst nog op feit dat in 2022 de diplomatieke betrekkingen tussen NL en KSA 150 jaar jubileum hebben.

#### Proces way forward

- Stand van zaken economische relatie met KSA zal onderdeel uitmaken van inwerkdossier nieuwe R.
- Afhankelijk van politieke ontwikkelingen en 'haakjes' die ZMA Riyad identificeert, zal een nieuwe R opties worden voorgelegd voor toekomstige economische samenwerking met KSA.
- Ten behoeve van het te schetsen krachtenveld, zal ZMA Riyad komende periode overzicht houden over de economische relatie van 5.1.2e Ook houdt ZMA Riyad voeling met stemming actieve NLse bedrijven.



### Economie Saoedi-Arabië

- Het Bruto Binnenlands Product (BBP) van Saoedi-Arabië (KSA) is tussen 2016 en 2019 gestegen van \$644,9 mld. naar \$793 mld. Het BBP van 2019 wordt geschat op \$792 mld. Hiermee beschikt KSA over het grootste BBP van de Golfregio.
- Het BBP per capita (naar koopkrachtpariteit) van KSA is sinds 2015 redelijk stabiel tussen de \$45 en \$50. Het hoogste BBP per capita (naar kkp) in de regio is dat van Qatar (\$92,324, 2020). Echter heeft KSA met 35 mln. inwoners een omvangrijkere bevolking dan Qatar (2,9 mln).
- De economische groei liep aan het begin van het vorige decennium terug tot -0,7% in 2017, maar sinds 2018 is er weer sprake van groei. Door de coronacrisis wordt in 2020 een economische krimp van 5,2% verwacht. De teruggelopen economische groei is een gevolg van de lage olieprijs waar KSA als voornaamste olieproducent en *kingmaker* binnen OPEC zelf de hand in heeft gehad. Vanaf 2021 is weer een groei van ongeveer 2(+)% voorzien.
- Het begrotingstekort is de afgelopen jaren steeds kleiner geworden. In 2019 bedroeg het tekort 4,5% van het BBP. In 2020 is er een dip zichtbaar en wordt er een tekort van 10% verwacht, m.n. door effecten COVID-19 crisis. Daarna zal het tekort weer dalen, tot naar verwachting 0,2% in 2024.
- KSA beschikt over aanzienlijke buitenlandse reserves (\$450 mld. in 2020), maar de staatsschuld zal het komende jaar flink oplopen tot 47,8% in 2021 (t.o.v. 9,2% in 2014), onder andere doordat KSA blijft investeren.
- KSA staat in 2019 op plek 36 van de concurrentie-index. Op de Gemak van Zakendoen Index van de Wereldbank staat KSA op plek 62 (op een totaal van 190).
- De inkomende directe investeringen waren in 2019 \$4,6 mld. Na een kleine afname in 2020 zullen deze investeringen naar verwachting weer groeien tot \$7,1 mld. in 2024.

### Bilaterale handelsrelatie

- Bilaterale handelsvolume bedroeg in 2019 EUR 5.4 mld, waarvan EUR 2 mld. goederenexport naar NL en EUR 3,4 mld. goederenimport uit NL.
- NL'se goederenimport vanuit KSA is volgens het CBS afgenomen van €3,9 mld. in 2011 naar €2 mld. in 2019. Ondanks de afname importeert NL binnen de Golfregio het meest uit KSA.

- NL'se goederenexport naar KSA is tussen 2011 en 2019 toegenomen van €1,7 mld. naar €3,4 mld. (CBS). Samen met de VAE (€2,7 mld.) is KSA daarmee de belangrijkste bestemming van NL'se goederenexport in de Golfregio.
- De dienstenexport in 2019 bedroeg €3,5 mld. De dienstenimport bleef steken op €218 mln.
- In 2019 bestond de goederenexport naar KSA voornamelijk uit goederen op het gebied van ruwe aardolie en aardolieproducten, medicinale en farmaceutische producten en instrumenten en apparaten voor beroepsuitoefening. De import vanuit KSA bestaat hoofdzakelijk uit ruwe aardolie en aardolieproducten, organische chemische producten en kunststof in primaire vormen.
- De Nederlandse agro export naar Saoedi-Arabië in januari tot en met april 2020 bedroeg €144,1 mln. De exportwaarde van het eerste kwartaal 2020 was 5,3% hoger dan het eerste kwartaal van 2019.
- NL heeft een lange handelsgeschiedenis met KSA. KLM behoorde tot de eerste luchtvaartmaatschappijen die commerciële vluchten aanboden naar KSA (sinds 1950).
- De *Nederlandsche Handelmaatschappij/Netherlands Trading Society* richtte in 1926 de eerste bank op; deze is uitgegroeid tot de Saudi Hollandi Bank, tegenwoordig bekend als Alawwal Bank.
- De NL'se directe buitenlandse investeringen (FDI) in KSA (outflow stock) bedroegen eind 2016 €3,3 mld. Hiermee staat NL op plek 38 uit 136 landen waarvan data beschikbaar is. (Dit is data zonder Bijzondere Financiële Instellingen wat betekent dat brievenbusfirma's geen onderdeel van genoemde data vormen. De omvang van KSA FDI in NL is niet publiekelijk beschikbaar (i.v.m. herleidbaarheid tot individuele bedrijven).
- In NL is een aantal grote bedrijven uit KSA gevestigd: het mondiale hoofdkwartier van Aramco Overseas Company en het Europees hoofdkantoor van SABIC. Saoedische bedrijven in NL zorgen volgens cijfers van het Netherlands Foreign Investment Agency (NFIA) voor meer dan 4,000 arbeidsplaatsen, waarvan een belangrijk deel zich concentreert in Limburg (en Bergen op Zoom) en wordt gecreëerd door Aramco en SABIC.

### **Vision 2030**

- Om de economie minder afhankelijk van olie-inkomsten te maken en te verduurzamen presenteerde kroonprins Mohammed bin Salman (MbS) in april 2016 'Vision 2030'.

- Vision 2030 behelst plannen om de overheidsinkomsten te diversifiëren en de werkeloosheid terug te dringen. Het bevorderen van transparantie en rechtszekerheid en tegengaan van corruptie zijn andere belangrijke thema's en essentieel als KSA meer (westerse) investeringen wil genereren.
- Een belangrijke rol is weggelegd voor het staatbeleggingsfonds dat \$2.000 mld. aan vermogen beheert, wat deels gefinancierd is uit de verkoop van 1,73% van de aandelen in staatsoliebedrijf Saudi Aramco in december 2019. Dit heeft 29 miljard dollar opgebracht, de grootste beursgang ooit. Het opgehaalde bedrag viel echter lager uit dan verwacht, mede doordat een kleiner deel van het bedrijf naar de beurs werd gebracht dan aanvankelijk voorzien. Momenteel staat het aandeel lager dan bij de beursgang.
- Hoewel Vision 2030 vooral een economisch programma is, biedt het ook ruimte voor maatschappelijke hervormingen waardoor burgers meer vrijheden krijgen binnen door de overheid gestelde perken. De economische hervormingen pakken met name voor de positie van de vrouw goed uit. De afgelopen jaren zijn honderdduizenden Saoedische vrouwen toegetreten tot de arbeidsmarkt en 52% van de studenten in het land is vrouw.
- Onder de paraplu van Vision 2030 zijn een aantal megaprojecten aangekondigd. NEOM, smart city met budget t.w.v. \$500 mld.; Qiddiya, entertainment stad in wording 40 km buiten Riyadh (\$8 mld.); Red Sea Developments, eco-tourism project langs de kustlijn (\$4 mld.). De projecten dienen voor een groot deel private investeerders aan te trekken, daarnaast faciliteren de initiatieven tienduizenden banen op de lange termijn.

### Reisagenda

#### Uitgaand

- Februari 2020: Bezoek M KSA. M sprak o.a. met Minister of State for Foreign Affairs Al-Jubeir en MinBZ Bin Farhan.
- November 2019: Bilat M MinBZ KSA Bin Farhan (en marge G20).
- Mei 2019: Bilat MinLNV met KSA minister Water and Environment (en marge G20).
- April 2019: Gesprek R met 5.1.2e SABIC 5.1.2e (en marge van het WEF).
- Februari 2019: Gesprek MP met Koning Salman (en marge EU-LAS top).
- Februari 2019: Bilat M met Minister of State for Foreign Affairs Al-Jubeir (en marge anti-isis conference).
- September 2018: Bilat M met MinBZ Al-Jubeir (en marge AVVN).
- Mei 2018: Vaste Kamercommissie BZ brengt een werkbezoek aan KSA.

- Mei 2018: Bilat M met MinBZ Al-Jubeir (en marge van G20).
- Februari 2018: Bezoek van Kaag in de hoedanigheid van M aan koning Salman, en sprak verder met de Minister of State for Foreign Affairs Madani (met wie ook het MoU bilaterale relaties ondertekend werd), de Minister of Economy & Planning Al-Tuwaijri en de 5.1.2e Human Rights Commission (HRC) 5.1.2e
- Januari 2018: Bilat R en KSA Minister for Energy Industry and Mineral Resources (en marge WEF).
- November 2017: Economische missie o.l.v. plv 5.1.2e.
- November 2017: Olie- en gasmissie naar Dammam en Jubeil door leden van de IRO (brancheorganisatie voor toeleveranciers in de olie- en gasindustrie).
- November 2016: Economische fact finding missie o.l.v. plv 5.1.2e.
- November 2015: Economisch werkbezoek minister Kamp. Kamp sprak op een conferentie over CO2 opslag op uitnodiging van de minister van Energie. Hij sprak tevens met de ministers van Energie en Landbouw.
- November 2015: Werkbezoek burgemeester Aboutaleb namens de gemeente Rotterdam.
- Januari 2015: Condoleancebezoek Koning Willem Alexander en minister Koenders na overlijden van wijlen koning Abdullah.

### Inkomend

- November 2019: Bilat M met Minister of State for Foreign Affairs Al-Jubeir.
- Juni 2018: Plv. 5.1.2e ontvangt onderminister voor Economische Zaken Abdulaziz Alrasheed.
- Oktober 2017: Economisch werkbezoek Deputy Minister of Municipal Affairs Al Juhaimi.
- Mei 2017: Werkbezoek Minister of Education Al Issa.
- Januari 2017: Bilat R en minister van Handel Al Kassabi (en marge WEF).
- September 2016: Bilat minister Kamp en minister van Energie Al Falih (in Algiers en marge International Energy Forum).
- Juni 2016: Bilat R en minister van Handel Al Kassabi (en marge G20 top Shanghai)

## Factsheet economie en handel Saoedi-Arabië

### Economie Saoedi-Arabië

- Het bbp van Saoedi-Arabië (KSA) is volgens cijfers van het International Monetary Fund (IMF) tussen 2006 en 2014 gestegen van \$376,4 mld. naar \$756 mld. Mede als gevolg van de lage olieprijs is het bbp de afgelopen jaren gedaald naar \$639,6 mld. in 2016. Hiermee beschikt KSA over het grootste bbp van de Golfregio. Het bbp van de VAE (\$371,4 mld.), Qatar (\$156,7 mld.) en Koeweit (\$109,9 mld.) volgen op gepaste afstand.
- Tussen 2009 en 2014 is het bbp per capita van KSA gestegen van \$16.095 naar \$24.580. Deze stijging heeft zich niet voortgezet tot 2016, waarin het bbp per capita \$20,150 (est.) bedroeg. Het hoogste bbp per capita in de regio is dat van Qatar (\$94.000 in 2014). Echter heeft KSA met 30,8 mln. inwoners (waarvan 20,7 mln. Saoedische staatsburgers en 10,1 mln. buitenlandse expats) een veel omvangrijkere bevolking dan Qatar (2,6 mln., waarvan ongeveer 300.000 Qatarese staatsburgers).
- In 2015 groeide het bbp van KSA met 4,1%, in 2016 groeide het bbp met 1,4%. In 2011 was de economische groei aanzienlijk hoger (ruim 9%). De teruggelopen economische groei is een gevolg van de lage olieprijs waar KSA als voornaamste olieproducent en kingmaker binnen OPEC zelf de hand in heeft gehad.
- Het overheidstekort in 2016 bedroeg USD \$83 mld. (13% van het bbp). Ondanks de lage olieprijs wordt er door de overheid nog op grote schaal geïnvesteerd, onder meer in defensie, gezondheidszorg en onderwijs.
- Het begrotingstekort zal op de korte termijn kunnen worden gedekt door het aanspreken van de buitenlandse reserves die een omvang hebben van rond de \$535 mld. (vgl. SA Monetary Authority), hoewel ook deze een dalende trend vertonen. De staatsschuld wordt voor 2016 geschat op 22% van het bbp (t.o.v. 9,5% in 2012). Mede door de lage olieprijs en verwachte bezuinigingsmaatregelen van KSA verwacht de EIU een gemiddelde groei van 1,3% voor de periode 2016-2020.
- KSA scoort met plek 29 goed op de concurrentie-index, maar komt op de Gemak van Zakendoen Index van de Wereldbank niet verder dan plek 94 (op een totaal van 190).
- De economie van KSA is sterk afhankelijk van olie gerelateerde inkomsten – overheidsinkomsten komen voor 90% uit de export van olie. Diversificatie is van groot belang voor de duurzaamheid van de economie. In april 2016 presenteerde kroonprins Mohammed bin Salman 'Vision 2030' om het aandeel van de private sector in de economie te vergroten van 40 naar 60 procent en de werkloosheid terug te brengen van 11 naar 7,6 procent.
- Een belangrijke rol is weggelegd voor het staatbeleggingsfonds dat \$2.000 mld. aan vermogen moet gaan beheren, wat deels gefinancierd moet worden uit de verkoop van 5% van de aandelen in staatsoliebedrijf Aramco. Daarnaast bestaan plannen om de overheidsinkomsten te diversifiëren door btw in te voeren op luxegoederen, toerisme te bevorderen en overheidsuitgaven terug te brengen. Afgelopen jaar zijn de benzineprijzen met 50% verhoogd. Tevens staan er een versoering van subsidies op elektriciteit en water gepland.

### Bilaterale handelsrelatie

- NL'se goederenimport vanuit KSA is volgens het CBS afgenomen van €3,9 mld. in 2011 naar €1,7 mld. in 2016. Ondanks de afname importeert NL binnen de Golfregio (inclusief Irak en Iran) veruit het meest uit KSA. (Ter vergelijking, de goederenimport in 2016 uit Koeweit bedroeg €0,9 mld.)
- NL'se goederenexport naar KSA is tussen 2011 en 2016 toegenomen van €1,7 mld. naar €2,2 mld. (CBS). Samen met de VAE (€2,9 mld.) is KSA daarmee de belangrijkste bestemming van NL'se goederenexport in de Golfregio (inclusief Irak en Iran).

- In 2016 bestond de goederenexport naar KSA voornamelijk uit goederen op het gebied van landbouw, water, machines, medische technologie, transport, chemie en petrochemie. Als exportpartner staat NL op een magere 27<sup>ste</sup> plaats. De import vanuit KSA bestaat hoofdzakelijk uit ruwe olie, gas en verschillende petrochemische producten.
- De Kamerbrief van 14 maart 2016 over KSA stelt dat het aandeel van KSA in de NL'se export lager is dan op basis van de omvang van de Saoedische economie en NL potentieel verwacht kan worden.
- Een oorzaak van de bescheiden positie van NL als handels- en investeringspartner kan worden gezocht in de slechte beeldvorming over KSA in NL, soms ook onder bedrijven. 5.1.2a

5.1.2a

- NL heeft een lange handelsgeschiedenis met KSA. KLM behoorde tot de eerste luchtvaartmaatschappijen die commerciële vluchten aanboden naar KSA. De *NL'sche Handelmaatschappij* richtte in 1926 de eerste bank op; deze is uitgegroeid tot de Saudi Hollandi Bank.
- De NL'se directe buitenlandse investeringen (FDI) in KSA bedroegen eind 2013 €2 mld. Hiermee had NL een aandeel van circa 1% in de totale FDI in KSA. De omvang van de KSA FDI in NL is volgens DNB te gering om te publiceren (i.v.m. herleidbaarheid tot individuele bedrijven).
- In NL is een aantal grote bedrijven uit KSA gevestigd: het mondiale hoofdkwartier van Aramco Overseas Company en het Europees hoofdkantoor van SABIC. Saoedische bedrijven in NL zorgen voor meer dan 4,000 arbeidsplaatsen waarvan een belangrijk deel zich concentreert in Limburg.
- In KSA zijn momenteel meerdere NL'se bedrijven gevestigd dan wel werkzaam waaronder Shell, Philips Medical, ABN-Amro, Air France-KLM, Friesland Foods, Strukton en NACO-DHV.

### Lopende Zaken/Knelpunten

- NL'se bedrijven zijn succesvol actief op de Saoedische markt. 5.1.1c
- 5.1.1c
- 5.1.1c
- 5.1.1c
- 5.1.1c
- Vanwege de forse daling van de olieprijs worden grote projecten uitgesteld of opgeknipt in kleine projecten die vervolgens gefaseerd worden uitgevoerd.
- 5.1.1c

5.1.1c

5.1.2a

## Reisagenda

### Uitgaand

- Economische missie o.l.v. 5.1.2e (november 2017)
- Olie- en gasmissie naar Dammam en Jubeil (november 2017)
- Economische fact finding missie o.l.v. 5.1.2e (november 2016)
- Economisch werkbezoek minister Kamp (november 2015). Kamp sprak op een conferentie over CO2 opslag op uitnodiging van de minister van Energie. Hij sprak tevens met de ministers van Energie en Landbouw.
- Werkbezoek burgemeester Aboutaleb namens de gemeente Rotterdam (november 2015).
- Condoleancebezoek Koning Willem Alexander en minister Koenders na overlijden van ~~5.1.2e~~ koning 5.1.2e (januari 2015).

### Inkomend

- Economisch werkbezoek Deputy Minister of Municipal Affairs Al Juhaimi (oktober 2017)
- Werkbezoek Minister of Education Al Issa (mei 2017)
- Bilat minister Kamp en minister van Energie Al Falih (september 2016 in Algiers en marge International Energy Forum)
- Bilat R en minister van Handel Al Kassabi (juni 2016 en marge G20 top Shanghai en januari 2017 en marge World Economic Forum)

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3. Cadeaulijst
4. Steering note
5. Scene setter

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6. Ontmoeting met 

5.1.2e
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, Kamer van Koophandel Eastern Province
7. Ontmoeting met 

5.1.2e	5.1.2e
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 Aramco
8. Lunch en presentatie bij A. Hak in Jubail
9. Bedrijfsbezoek SASREF in Jubail

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10. Opening van de nexus conferentie
11. Bezoek aan Princess Noura University
12. Ontmoeting met 

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14. Diner met Saoedische en Nederlandse zakenlieden

## Achtergrondinformatie

15. Factsheet Handel en Investeringsen
16. Nederland in de Golf
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18. Country report



<b>Programma</b> <span>5.1.2e</span> <span>5.1.2e</span> <b>SAOEDI ARABIE</b> <b>14-17 november 2017</b>			
<b>Tuesday 14 November</b>			
<b>Time</b>	<b>Program</b>	<b>Venue</b>	<b>Delegation/ accompanied by</b>
21.55 hrs	Arrival of flight EY325 at airport Dammam Transfer to Meridien hotel	Dammam Airport	<span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span>
22.45 hrs	Arrival at Meridien hotel	Khobar	
<b>Wednesday 15 November</b>			
09.00 hrs	Departure to Chamber of Commerce for Eastern Province	Dammam	
09.30 hrs	Meeting with <span>5.1.2e</span> <span>5.1.2e</span> / CONFIRMED		
10.30 hrs	Departure to Aramco	Dhahran	
11.30 hrs	Meeting with Board Member <span>5.1.2e</span> <span>5.1.2e</span> is afwezig) <b>TBC</b>	Aramco compound Dhahran	
12.15 hrs	Departure to Jubail		
13.30 hrs	Lunch and presentation at A. Hak	Jubail	
14.30 hrs	Departure to SASREF		
15.00 hrs	Site visit to SASREF Refinery, meeting with <span>5.1.2e</span> <b>TBC</b>	Jubail	
17.00 hrs	Departure to airport Dammam		
18.00 hrs	Arrival airport	Dammam	
19.25 hrs	Departure of flight SV1163 to Riyadh		
20.40 hrs	Arrival at airport Riyadh, transfer to Marriott hotel		
21.30 hrs	Arrival at hotel	Riyadh	
<b>Thursday 16 November</b>			
09.00 hrs	Check out from Marriott hotel and departure to International Energy Forum (IEF)	Diplomatic Quarter (DQ)	<span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span>
09.30 hrs	Opening session Nexus Conference	IEF	
11.00 hrs	Departure to Princess Noura University	Riyadh	
11.45 hrs	Meeting with <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> and Visit of University and UMC eXpert project <b>TBC</b>	University	
13.15 hrs	Departure to MoFA – lunch in the car	Riyadh	
14.00 hrs	Meeting with <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <b>TBC</b>	MoFA	<span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span>
15.00 hrs	Departure to the General Entertainment Authority	Riyadh	
15.45 hrs	Meeting with Chairman <span>5.1.2e</span> the General Entertainment Authority <b>TBC</b>	General Entertainment Authority	<span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span> <span>5.1.2e</span>
16.30 hrs	Departure to IEF	Riyadh	
17.15 hrs	Network reception IEF	IEF	
18.00 hrs	Departure to residence	Riyadh	
18.15 hrs	Down time		

19.30 hrs	Informal dinner at residence with Saudi and Dutch businessmen and signing MoU <b>TBC</b>	Residence			
22.00 hrs	Departure for airport	Riyadh	5.1.2e	5.1.2e	5.1.2e
22.45 hrs	Arrival at airport				
Friday 17 November					
00.45 hrs	Departure flight LH623 to Frankfurt		5.1.2e	5.1.2e	5.1.2e
05.30 hrs	Arrival at Frankfurt airport				
07.05 hrs	Departure flight LH986 to Amsterdam				
08.15 hrs	Arrival at Schiphol Amsterdam airport				

5.1.2e

5.1.2a

#### Kansen en uitdagingen economie KSA

- KSA heeft de grootste economie van de regio (bbp van \$646 mld. in 2016) en beoogt via diversificatieagenda 'Vision 2030' het aandeel van de private sector in de economie te vergroten, werkloosheid terug te dringen en meer vrouwen op de arbeidsmarkt te krijgen.
- Mede door de lage olieprijs en verwachte bezuinigingsmaatregelen van KSA verwacht de *Economist Intelligence Unit* een gemiddelde groei van 1,3% voor de periode 2016-2020.
- Ondanks de economische tegenwind, investeert KSA nog miljarden in gezondheidszorg, infrastructuur (metroaanleg Riyad en aankondiging bouw megastad Neom) en upstream olie- en gasprojecten. Om geld op te halen worden privatiseringen voorbereid en een beursgang van staatsoliebedrijf Aramco.

#### Doel bezoek

5.1.2a

- Positioneren van NL'se kennis en expertise op het snijvlak van voedsel-water-energie, waaronder ondersteuning van (meereizende) 'nexus' bedrijven en kennisinstellingen.
- Belang uitdragen van IMVO, waaronder met name bevordering vrouwenrechten en arbeidsmarktparticipatie door vrouwen.

#### Delegatie en hoofdlijnen programma

- U wordt vanuit NL vergezeld door vertegenwoordigers van DAM 5.1.2e en VNO-NCW 5.1.2e. In gesprekken zult u, al naar gelang het onderwerp, vergezeld worden door

5.1.2e

- 5.1.2a

Verder staan gesprekken gepland met de Kamer van Koophandel in Dammam en een bezoek aan de Princess Noura University, de grootste vrouwelijke universiteit ter wereld. Ten slotte brengt u in Jubail Industrial City een bezoek aan A. Hak en Shell, twee Nederlandse bedrijven die al lang in KSA actief zijn.

5.1.2a

#### Recente contacten (uitgaand + inkomend)

##### Uitgaand

- Economische fact finding missie 5.1.2e (november 2016)
- Bezoek MinEZ (november 2015)
- Bezoek burgemeester Aboutaleb (november 2015)
- Bezoek 5.1.2e (april 2015)
- Condoleancebezoek Koning Willem Alexander en M (januari 2015)

##### Inkomend

- Bezoek deputy minister of Municipal Affairs Al Juhaimi (oktober 2017)
- Bezoek 5.1.2e (mei 2017)
- Tentatief: Bezoek plv Minister Jindan (uitgenodigd door 5.1.2e voor politieke consultaties)

##### Overige recente contacten

- Gesprek M – minister Al Jubeir (september 2017)
- Gesprek R – minister Al Kassabi (juli 2016 en januari 2017)
- Bezoek 5.1.2e DAM (oktober 2016)
- Gesprek MinEZ - minister Al Falih (september 2016)



5.1.2e		(Shell)
5.1.2e	2e	(Philips)
5.1.2e		(Vopak)
5.1.2e	5.1.2e	(Havenbedrijf Rotterdam)
5.1.2e		(Fugro)
5.1.2e		(VNO-NCW)
5.1.2e	.1.2e	(MENA BC)

## Evaluation form BPA

BPA Reference number: RVO-CCD001 – Energy Transition Mission	
Date: 30.1.2023-2.2.2023	
Author:	5.1.2e
Mission: Riyadh	
Name of project: Energy Transition Mission	
Date and place: 30.1 to 2.2.2023 Riyadh and Khobar.	
Project description: The Embassy in Riyadh organized an Energy Transition Mission with IRO for 15 Dutch companies in the renewable energy industry. The mission started in Riyadh with meeting with key stakeholders from the renewable energy business and regulators such as Ministry of Energy and Energy Efficiency Department. Also, meetings with R&D centers such as King Fahad University (on hydrogen) and KAPSARC (on energy efficiency). The mission also met with the Chambers in both cities and held bilateral meetings with energy companies active in solar, wind and hydrogen. The mission also traveled to Al Khobar and participated in Aramco's iktva conference and exhibition.	
Aim: The aim of this mission is to provide a solid platform for Dutch companies active in the energy transition to promote their technologies in the Saudi market. Also to meet with key stakeholders in regulations, research centers and legislative parts on the energy transition chain.	
Target group: Dutch and Saudi companies, contacts and government officials in multiple industries and projects.	
Participants: 22 participants of the mission, 15 companies.	
Course of project, particulars, results, best practice: None.	
Expenditure from BPA-budget: various invoices such as transportation, 2x networking reception and others. Total of 13,800,-EUR.	

To be sent to 

5.1.2e
--------

 @rvo.nl

## Evaluation form BPA

BPA Reference number: RVO-CCD002 – Business Promotion Event	
Date: 19 <sup>th</sup> of September	
Author:	5.1.2e
Mission: Riyadh	
Name of project: Networking seminar, reception themed in creative industry and responsible business conduct.	
Date and place: 19 <sup>th</sup> of September in Riyadh,	5.1.2e
Project description: This is a thematic networking reception to present and position the Netherlands as one of the leading countries in creative industry. The event was flavored by a Responsible Business Conduct outlines. The event hosted both Saudi and Dutch business men and women.	
Aim: The aim of thematic networking reception is to position the Netherlands in the local market, give the right exposure to Dutch companies and enhance trade relations between both countries.	
Target group: Dutch and Saudi companies, contacts and government officials in all industries.	
Participants: 50 participants.	
Course of project, particulars, results, best practice: None.	
Expenditure from BPA-budget: 4000,-SAR + 850,-SAR (total of 4850,-SAR = 1287,-EUR)	

To be sent to: 5.1.2e @rvo.nl



uniting water energy food

# NEXUS

IN THE KINGDOM OF SAUDI ARABIA

OPPORTUNITIES FOR DUTCH COOPERATION



**DUTCH**  
Dutch connection in Saudi Arabia  
**GULF**

00051

 **Holland.**  
1346305



# NEXUS

IN THE KINGDOM OF SAUDI ARABIA

## ACKNOWLEDGEMENTS

This report was commissioned by the Embassy of the Kingdom of the Netherlands in Saudi Arabia to Ernst & Young. EY's Sustainability and Climate Change team in MENA carried out the detailed research and analysis.

Contributors: Netherlands Enterprise Agency (RVO)

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# INTRODUCTION

## UNDERSTANDING AND MANAGING THE COMPLEX INTERACTIONS BETWEEN WATER, ENERGY AND FOOD

Together water, energy and food represent the most vital resources needed for living species to flourish. These resources will become ever more important in the coming years due to environmental changes and the growing world population. Whereas demand grows, new opportunities arise and new fields have to be studied.

The Water-Energy-Food Nexus forms a new field of study. The concept examines how an integrated approach can create sustainable solutions for enduring issues faced on a global and regional scale. This unique approach utilizes multidisciplinary features to create an approach that addresses issues from an integrated point of view. When combined, a realistic analytical framework can be created in order to better understand the effect of human activities' on our natural environment. This could eventually help increase efficiency concerning the use of natural resources across sectors and opens up ways towards a more coordinated management.

The abovementioned Nexus approach contributes to issues concerning hunger, clean water and sanitation, affordable and clear energy, sustainable cities and communities, climate action and responsible consumption and production. The Nexus approach will open up new ways to reach sustainability goals.

A solution towards the challenges of today can only be reached by collective, multi- or bilateral operations. Therefore, The Embassy of the Netherlands in Riyadh initiated the examination of the current status and opportunities in Saudi Arabia concerning the sectors water, energy and food. In the report, findings suggest that the knowledge of the Netherlands – including expertise in the sectors: water, energy and food – can be connected to the demands in the area.

Seeking sustainable solution in an ever changing environment is necessary in order to create an environment in where all species flourish. Let the Netherlands and Saudi Arabia join forces to take the next necessary steps towards achieving sustainable development.

Sincerely,

Joost Reintjes  
Ambassador

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- This first version was produced in March 2019 -



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## 1. Abbreviation List

CAT	Climate Action Tracker
CCGT	Combined Cycle Gas Turbine
CSP	Concentrated Solar Power
ED	Electrodialysis
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GFSI	Global Food Security Index
GMOs	Genetically Modified Organisms
GW	Gigawatts
IMTA	Integrated multi-trophic aquaculture
IoT	Internet of Things
K.A.CARE	King Abdullah City for Atomic and Renewable Energy
KPIs	Key Performance Indicators
MD	Membrane Distillation
MED	Multi-Effect Distillation
MEE	Multi-Effect Evaporator
MEIM	Ministry of Energy, Industry and Mineral Resources
MEWA	Ministry of Environment, Water and Agriculture
MSF	Multiple Stage Flash
MVC	Mechanical Vapour Compression
NREP	National Renewable Energy Program
NTP	National Transformation Program
NPK	Nitrogen-Phosphorus-Potassium
NWS	National Water Strategy
PME	Presidency of Metrology and Environment
PV	Photovoltaic
RIFD	Radio-frequency identification
RO	Reverse Osmosis
SAGIA	Saudi Arabian General Investment Authority
SWRO	Seawater Reverse Osmosis
WEF	Water-Energy-Food
WWTP	Waste Water Treatment Plant



## 2. Introduction

### 2.1. Report objective

Achieving water, energy and food security has become an increasingly important part of the Kingdom of Saudi Arabia's (KSA's) national agenda. It features in many national initiatives including Vision 2030, the National Transformation Program (NTP), the National Renewable Energy Program, the National Water Strategy 2025 and the National Strategy for Food Security. Recognizing this development, this report was commissioned with the aim of supporting both the national government and the private sector deliver on this agenda by (i) identifying possible areas of opportunity, and (ii) linking potential business collaborators to engage on the agenda.

The Saudi and Dutch governments have previously collaborated in this area when they held the first WEF Nexus conference in 2017 entitled "Towards sustainable synergy between water, energy and food". The Embassy of the Netherlands in Riyadh used the occasion to share details of the opportunities that existed whilst also exploring policies in KSA that could support nexus initiatives.<sup>1</sup> A second meeting and workshop was subsequently held in May 2018 entitled the "Contribution of seaweed culturing and manufacturing in achieving sustainability of water, energy and food in the kingdom". Building on these events, the Embassy of the Netherlands in Riyadh and the Saudi Aquaculture Society have now signed a memorandum of understanding regarding seaweed cultivation within the country<sup>2</sup>.

This report starts by reviewing the current state of the WEF Nexus in KSA in relation to the availability of primary freshwater, energy and food resources, and looks to identify the main challenges that have been faced to date. It then provides a snapshot of the national strategies that exist to support the agenda and identifies what technologies/practices are implemented across each intersect of the Nexus, with a particular focus on food. The report concludes by highlighting some of the possible investment and business opportunities for Dutch companies in KSA, along with suggested engagement channels.

### 2.2. Summary

An understanding of KSA's Water-Energy-Food (WEF) Nexus situation helps with the identification of the type of initiatives and investment opportunities that are applicable and a priority for the country. Figure 1 provides a summary overview, including its different resources: power and water mix, food production and acquisition. It also highlights some of the investment opportunities with respect to different aspects of the WEF Nexus: Water-Food, Water-Energy and Food-Energy. A more comprehensive list of investment opportunities can be found in chapter 4.

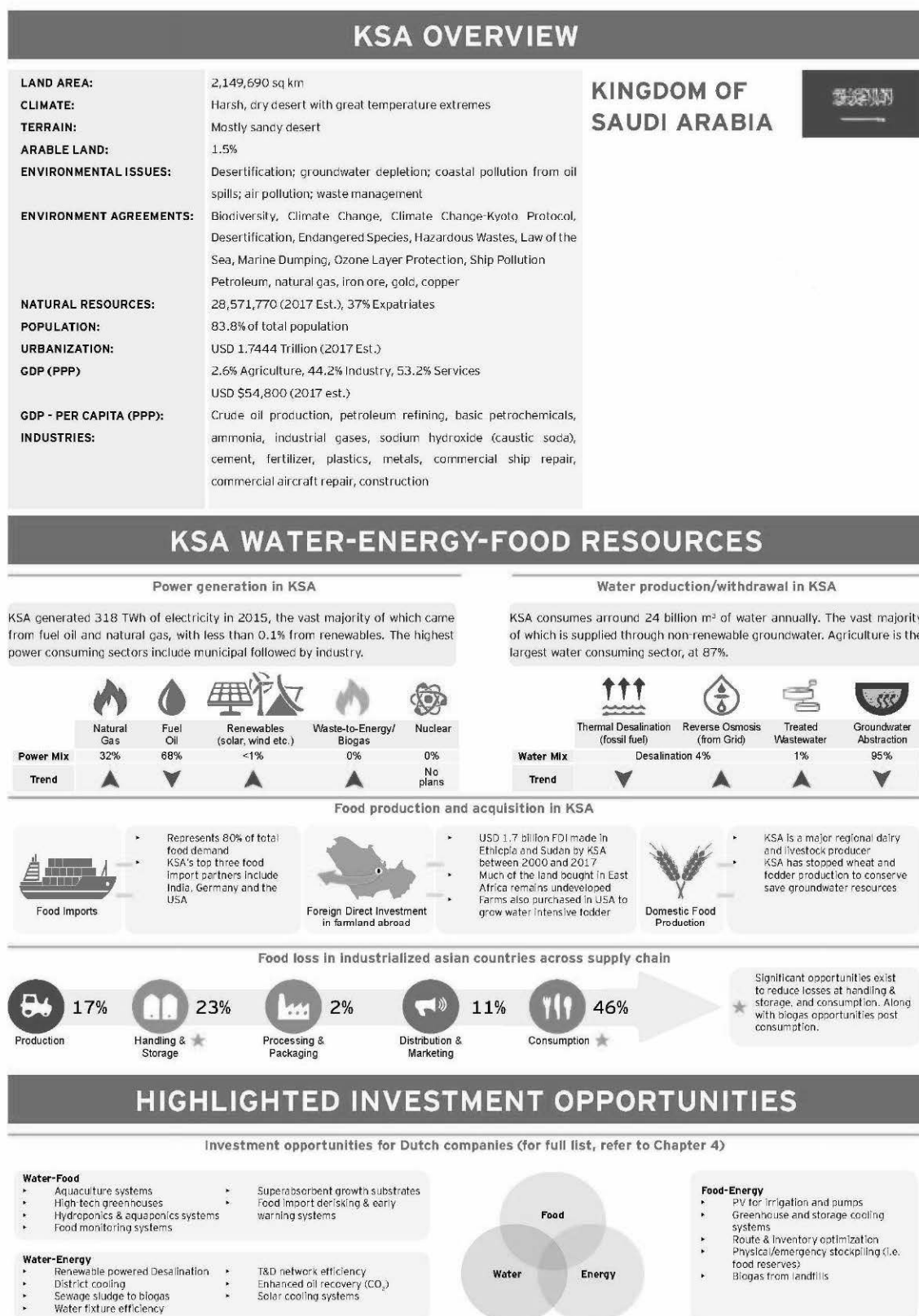
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<sup>1</sup> IEF, *1<sup>st</sup> conference on the water-energy-food nexus in the GCC between Saudi Arabia and the Netherlands*, 2017.

<sup>2</sup> Saudi Aquaculture Society, *Cooperation between the Kingdom of Saudi Arabia and the Kingdom of the Netherlands*, 2018



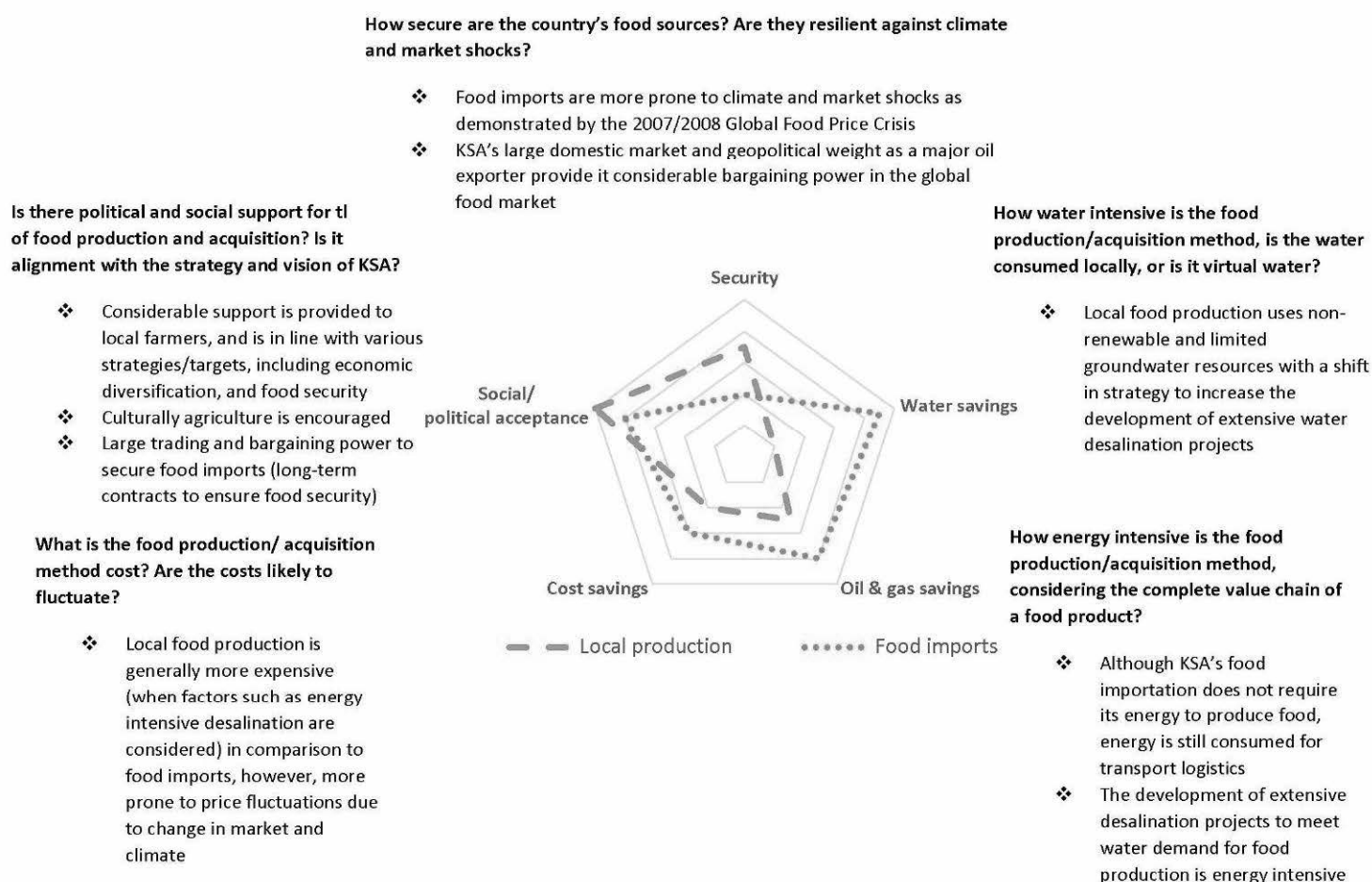
Figure 1 KSA summary



## 2.3. The Water-Energy-Food Nexus

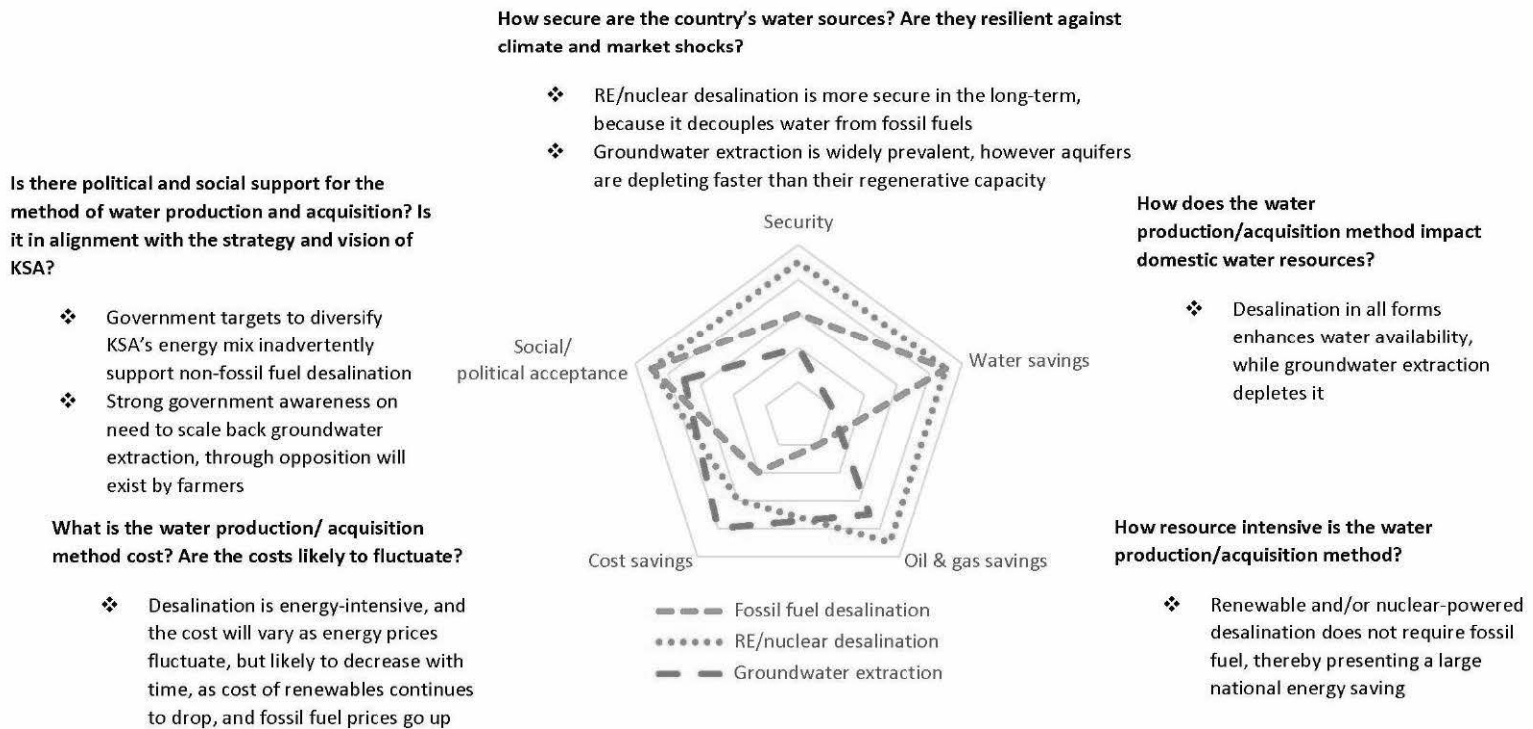
The Water-Energy-Food Nexus is a term commonly used to describe the link between, water, energy and food, with actions in one area often having an impact on the other areas. This linkage has resulted in the WEF-Nexus approach gaining significant traction over the years as a holistic method of resource management and sustainable development. Figure 2 and Figure 3 illustrate some of the common food and water security tradeoffs for all Gulf Cooperation Countries . Information specific to KSA's market and resources has also been presented where available. What the figures illustrate is the different factors that could affect various supply side interventions in the GCC with respect to food and water security. Due to the region's similarities, the tradeoffs are almost the same across the Gulf countries.

Figure 2: Food security tradeoffs in KSA<sup>3</sup>



<sup>3</sup> Figure 2 is based on EY internal analysis

Figure 3: Water security tradeoffs in KSA<sup>4</sup>



Local food production refers to the food produced on farms within KSA, using both standard and advanced farming practices. Food imports refer to food products predominately from abroad that are then shipped to KSA for local consumption. When analyzing food security, there is always a need to look at fundamental tradeoffs associated with different food security strategies. In general, a strategy of local food production relative to food importation is significantly more water intensive and energy intensive, as local brackish aquifers require some level of desalination. Consequently, while local food production provides greater security and potential cost savings, energy and freshwater are major constraints that need to be addressed. With regards to KSA, the extensive development of desalination projects requires a significant amount of energy. The use of desalinated brackish water for irrigation is very costly where as energy for logistics is an area of main concern in terms of food importation.

In the case of water security, a strategy of renewable powered desalination relative to traditional cogeneration is more expensive at face value. However, when factors such as long term water security and the freeing up of fossil fuels for export or petrochemical production are considered then the cost comparison shifts significantly..

As KSA looks to expand its local food production capacity, it must address the associated constraints between food, water and energy. Details of the strategies, technologies and initiatives that are currently being implemented, following the earlier announcement of targets and policies in prior years to tackle such constraints, are explored further in Chapter 3.

<sup>4</sup> Figure 3 is based on EY internal analysis

## 2.4. Background context

With the discovery of oil in 1938, KSA transformed from a basic trade economy to an important oil exporting nation. This transformation resulted in major socio-economic and environmental changes, which continue to this day. The growth in population and economic capacity that followed, depicted in Figure 4 and Figure 5<sup>5</sup>, led to an increase in demand for resources that far exceeded the country's natural resources (Population and GDP data for KSA up to 2017 obtained from the World Bank). KSA's General Authority for Statistics places the country's 2018 population at 33.4 million<sup>6</sup>. As the population continues to increase, we can expect further pressure on the country's scarce natural resources.

Figure 4: Population growth in KSA since 1960<sup>5</sup>

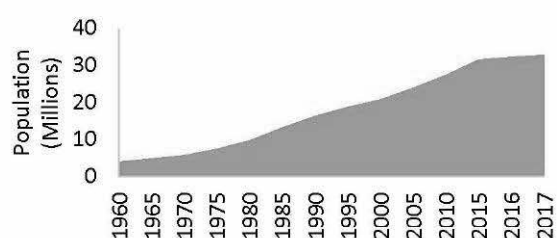
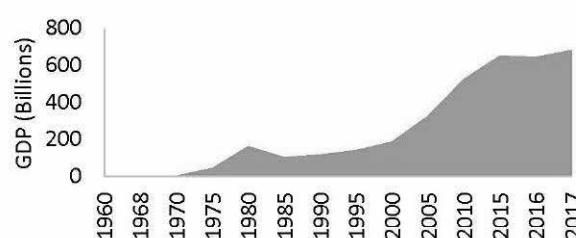


Figure 5: GDP in KSA since 1968 in USD current<sup>5</sup>



Historically, KSA has relied extensively on exploiting its groundwater resources to meet the dry and arid country's potable water needs. KSA's vast energy resources (21.9%<sup>7</sup> of the world's proven oil reserves) has enabled the country to also produce water through energy intensive seawater desalination. The oil revenues derived from being a major oil exporter have traditionally been used and invested in structures and supply chains that enable greater food security supply.

The net result is that KSA is heavily reliant on its fossil fuel and fossil aquifer resources for maintaining its current energy, water and food security. This makes it vulnerable to stresses like fluctuating oil prices and demand, population growth, changing lifestyles and climate change. Although fossil fuel and food price linkages are a global phenomenon, the interdependence of the two is even more severe and critical in KSA and highlights the importance of adopting a broader water-energy-food nexus approach when considering and addressing the country's future development.

Saudi Arabia is the largest country in the Arabian Peninsula with a total surface area of about 2.15 million km<sup>2</sup>.<sup>8</sup> Established in 1932, the government structure is an absolute monarchy<sup>9</sup> consisting of 13 regions and a total of 118 governorates. Each region has a designated capital and governorates which are also further divided into sub-governorates.<sup>10</sup> KSA's major cities include Riyadh, Jeddah, Mecca, Hofuf, Ta'if, Medina, Dammam, Khobar, Khamis Mushait and Burayada. The capital of KSA, Riyadh was estimated by KSA's GASTAT to have a population of 8.2 million inhabitants in 2017.<sup>6</sup>

<sup>5</sup> The World Bank, *Population growth and GDP in KSA*, 2018.

<sup>6</sup> General Authority for Statistics, *KSA Population Estimates*, 2017.

<sup>7</sup> OPEC, *World Share of Crude Oil Reserves*, 2017.

<sup>8</sup> Aquastat, *Saudi Arabia*, 2008.

<sup>9</sup> Holland + You, *Opportunities for Dutch Businesses in the Gulf Region Agriculture & Food*.

<sup>10</sup> World Population Review, *Population of Cities in Saudi Arabia*, 2018.

## 2.5. KSA resources

### 2.5.1. Freshwater

#### 2.5.1.1. Current State

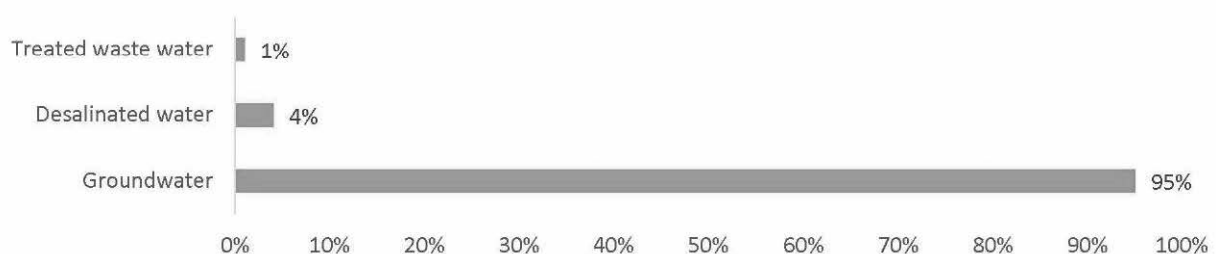
Historically, KSA relied almost entirely on two types of groundwater resources. Its shallow aquifers, recharged via rainfall, were the only source of renewable freshwater. Its deep aquifers were formed thousands of years ago<sup>11</sup> and are largely considered “fossil” or non-renewable. In the eastern region of the Kingdom, lies one of the largest and oldest oasis in the Arabian Peninsula, Al-Hassa Oasis. The region’s irrigation, industrial and domestic water needs is met through the groundwater from the aquifers. The main sources of groundwater in the Oasis comes from three aquifers: Neogene, Dammam and Umm er Radhuma.<sup>12</sup>

The total water consumption in KSA is estimated to be around 24 Bcm annually, with the agricultural sector consuming the greatest share, at 88% of total consumption<sup>14</sup>. This is the largest water consumption rate amongst the countries in the GCC region. It is not surprising therefore that the desalination capacity in KSA has been increasing over the last 35 years, with cumulative installed capacity in 2014 amounting to approximately 12.5 Mcm/day.

Water consumption by breakdown is demonstrated in Figure 6 while Figure 7 illustrates KSA’s agricultural water consumption by food type.<sup>13</sup> The composition of the water consumed by the industrial and municipal sectors includes 65% groundwater resources and 35% desalinated water. Comparing KSA to the other GCC countries, it has the lowest wastewater reuse rate of 41% in which the remaining 59% tends to be discharged into the Arabian Gulf or into Wadis – where it infiltrates into shallow aquifers.<sup>14</sup>

As illustrated in Figure 6, KSA’s water supply mix is composed of 95% groundwater, 4% desalinated water and 1% recycled water which is inclusive of the water used for irrigation and landscaping purposes.<sup>15</sup> KSA attains 70% of its potable water from the fresh water produced from desalination in which the desalination processes commonly used are Multi-stage flash (MSF) and Reverse Osmosis (RO)<sup>16</sup>.

Figure 6: KSA's water supply mix<sup>11</sup>



<sup>11</sup> Saif et al., *Water Security in the GCC Countries: Challenges and Opportunities*, 2014.

<sup>12</sup> Ahmed Al-Naeem, *Evaluation of Groundwater of Al-Hassa Oasis, Eastern Region of Saudi Arabia*, 2011

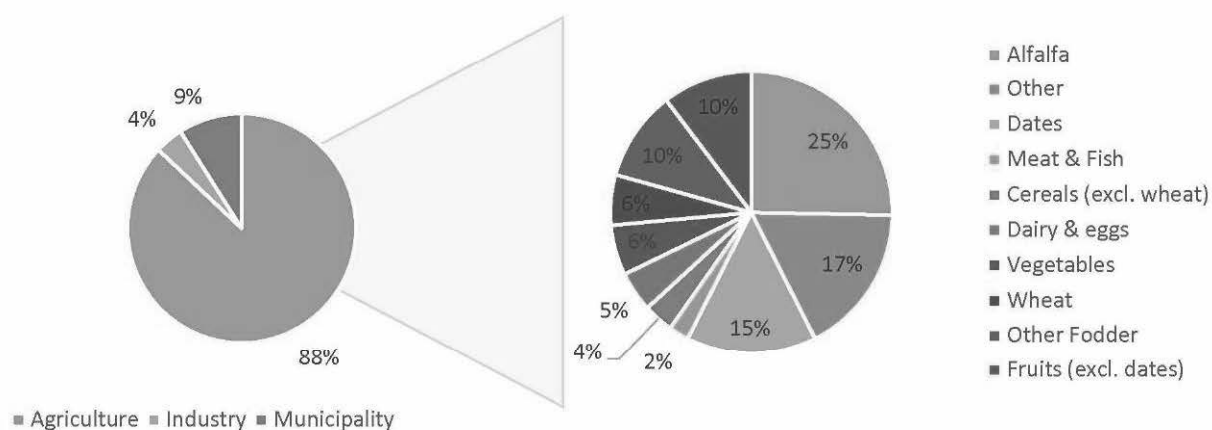
<sup>13</sup> KAPSARC, *Policy options for reducing water for agriculture in Saudi Arabia*, 2016.

<sup>14</sup> Omar Ouda, *Towards assessment of Saudi Arabia public awareness of water shortage problem*, 2013.

<sup>15</sup> Al-Zahrani and Baig, *Water in the Kingdom of Saudi Arabia: Sustainable Management Options*, 2011.

<sup>16</sup> Sood et al., *Water, water everywhere: meeting the demands of Saudi Arabia's water needs*, 2014.

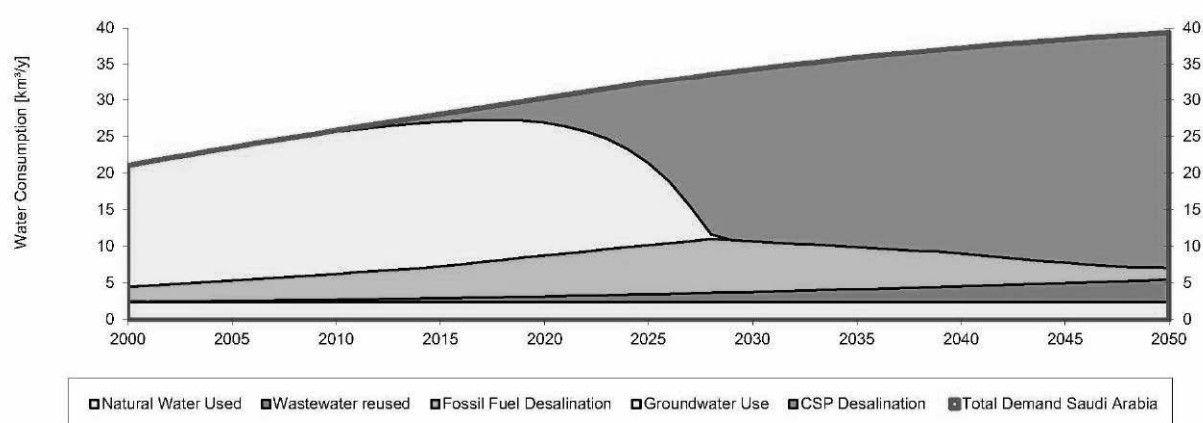
Figure 7: KSA's water consumption by sector and food product<sup>13</sup>



### 2.5.1.2. Future Outlook

KSA's water demand has been growing significantly and is expected to increase to around 40 Bcm by 2050, a 67% increase compared to the 2013 baseline of 24 Bcm<sup>11</sup>. Figure 8 forecasts water demand, presenting a potential water mix that shifts away from groundwater and fossil fuel desalination to focus more on renewable powered desalination and waste water reuse<sup>11</sup>.

Figure 8 Project scenario of water demand by source<sup>11</sup>



To ensure water security in the future, it will be important for KSA to adopt a combination of the measures and initiatives outlined below to overcome the existing and anticipated future challenges.



### How will KSA maintain its water security in the future?

**Supply:** As the demand for domestic and agricultural water increases, renewable-powered desalination will be considered as a replacement for current fossil fuel powered technologies. The desalination technology of choice will shift from thermal based desalination to membrane based desalination, in an effort to decouple water and power generation and reduce energy requirements.

Water security will be enhanced by increasing the share of wastewater reuse (40% to over 65% by 2020 as per the National Water Company's water security plan). Additionally, the existing water transmission and distribution networks will be further enhanced in terms of redundancy, efficiency and automation/monitoring.

**Demand:** Increasing demand for water resources in KSA will result in greater investments in demand side management strategies for a decrease in consumption rates and increase in water conservation practices. . Efforts to limit the depletion of groundwater will increasingly be employed including the replacement of water intensive crops with higher value and more water efficient ones. Behavioral changes, application of new technologies, removal/phasing out of subsidies and increasing tariffs will also reduce the overall demand for water. In addition to supply and demand side initiatives, KSA will also continue to improve their management of water sanitation, water quality, flash floods and various climate change impacts.

Furthermore, the focus on sustainable agriculture practices for an increase in water efficient crop selection, such as drought-tolerant crops, will continue and amplify. Other initiatives include optimizing irrigation schedules, the use of effective irrigation techniques for water consumption conservation and diversification of the water resources used in irrigation.

## 2.5.2. Energy

### 2.5.2.1. Current State

The primary energy produced by KSA is oil and natural gas. In 2016, the production mix consisted of 65% oil and 35% natural gas. Both sources are used to produce electricity within the country at a generation mix of 41% oil and 59% natural gas<sup>17</sup> and provides the country with the capability of meeting its domestic power demand. However, to maintain its energy security in the future, the country's recent visions and national strategies, discussed further in Section 2.6, are centered on diversifying its energy mix<sup>18</sup>. As such, the country is looking to invest and develop projects in nuclear, solar PV, CSP, wind and waste to energy.

---

<sup>17</sup> International Energy Agency, *Saudi Arabia Statistics*, 2016.

<sup>18</sup> IRENA, *Remap Map 2030*, 2018.

<sup>19</sup> IEA, *Energy balance*, 2015.

Figure 9 KSA 2030 energy mix<sup>18</sup>

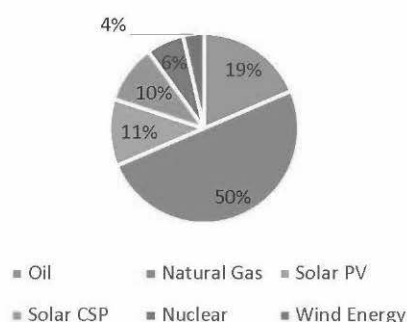
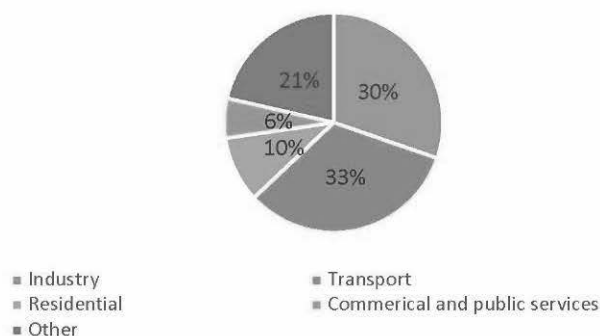


Figure 10 KSA Electricity consumption by sector in 2015<sup>19</sup>



As KSA continues to develop key industrial, commercial and public service sectors, it's electricity consumption will increase accordingly. Currently, the transport and industry sectors are the largest power consumers, as highlighted in Figure 10. KSA has the highest oil consumption per capita recorded worldwide at about 40 barrels of oil per capita, with some predictions fearing the Kingdom may begin importing oil by 2038.<sup>20</sup> In order to reduce the heavy demand on KSA's oil reserves, the government has set its target for 17 GW of nuclear capacity by 2040, this would represent 15% of KSA's future power mix.<sup>21</sup>

#### 2.5.2.2. Future Outlook

Based on the current electricity generation infrastructure, the increase in energy demand will also result in greater greenhouse gas emissions. Figure 11 displays the expected projection up to 2030 by the Climate Action Tracker (CAT) which rated KSA as critically insufficient (warming would exceed 4°C) in meeting the expected targets for keeping global warming below 2°C or limiting it to 1.5°C as per the Paris Climate Change Agreement.<sup>22</sup>

Figure 11 Projected GHG Emissions until 2030 in KSA<sup>22</sup>



For KSA to ensure energy security in the future, adoption of a combination of the below measures and initiatives is suggested to overcome existing and anticipated future challenges.

<sup>20</sup> Salam and Khan, *Transition towards sustainable energy production- a review of the progress for solar energy in Saudi Arabia*, 2018.

<sup>21</sup> World Nuclear Association, *Nuclear Power in Saudi Arabia*, 2018.

<sup>22</sup> Climate Action Tracker, *Saudi Arabia*, 2017.



### How will KSA maintain its energy security in the future?

**Supply:** Over time, nuclear and solar power will steadily increase their contribution to KSA's energy mix. Currently a number of projects are either complete or in the pipeline. In KSA's Vision 2030, the National Renewable Energy Program (NREP) aims to increase KSA's energy security by increasing its share of renewable energy in the total energy mix (a target of 3.45 GW by 2020 and 9.5 GW by 2023).

**Demand:** KSA is undergoing major revisions and changes to its tariffs, subsidies, policies and laws that will encourage greater demand side management efforts across all sectors – with much private sector involvement and investment required to deliver on the Kingdom's goals. DSM initiatives will accelerate in the form of distributed energy resources (i.e. solar systems, electric water heaters etc.), mandatory green building codes, ESCO markets, along with a greater adoption of energy saving smart technologies and systems across sectors. Behavioral changes, brought on by awareness and tariff reform will also, over time, reduce the overall demand for energy.

### 2.5.3. Food

#### 2.5.3.1. Current State

Achieving food independence in KSA for its growing population is difficult due to a combination of an arid climate and a lack of arable land. At times, KSA has been largely self-sufficient in meeting its food needs, having been the largest producer of wheat in the GCC. The country used to export food products such as wheat, fresh milk, milk products and potatoes to the GCC and MENA countries. However, between 2008 and 2015, it reduced its wheat production significantly due to the depletion of its non-renewable groundwater aquifers.<sup>23</sup> Figure 12 displays the reduction in the production of wheat in KSA with efforts of increased production of other cereal products such as sorghum.<sup>24</sup>

As such, the country has leveraged its economic stability and wealth to import food, and today food imports currently account for 80% of the country's food demand<sup>25</sup>. According to the Global Food Security Index (GFSI), KSA has a relatively high ranking of 32<sup>nd</sup> globally with a score of 71%<sup>26</sup>, which compares KSA's food index across different factors: affordability, availability, quality and safety.

Figure 13 presents KSA's dependence on food imports in 2015 with the breakdown available based on the type of food. What is clear is that KSA is highly dependent on a number of core food types and countries from which it imports. As a result, its food security is at significant risk especially with regards to crops such as wheat and barley due to the increased impacts of climate change in the exporting countries. A lack of action to diversify KSA's food imports now would result in increased future risks to the country's food security.

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<sup>23</sup> Holland + You, *Opportunities for Dutch Businesses in the Gulf Region Agriculture & Food*.

<sup>24</sup> Fiaz et al., *Achieving food security in the Kingdom of Saudi Arabia through innovation: potential role of agricultural extension*, 2016.

<sup>25</sup> Arab News, *Kingdom imports 80% of food products*, 2018.

<sup>26</sup> EIU and The Economist, *Global Food Security Index*, 2018.

Figure 12 Cereal production in 2013 compared to the baseline of 2010<sup>24</sup>

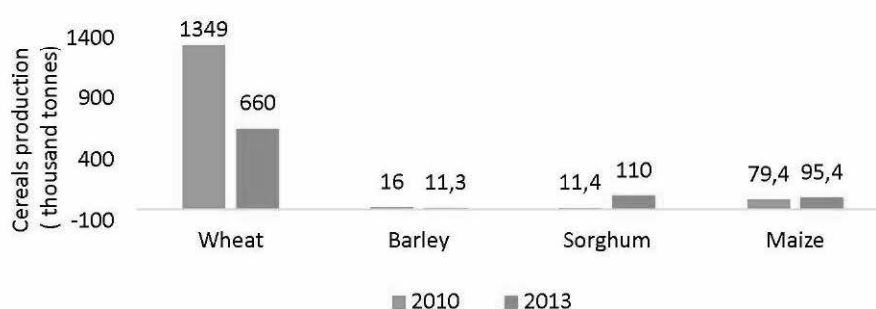
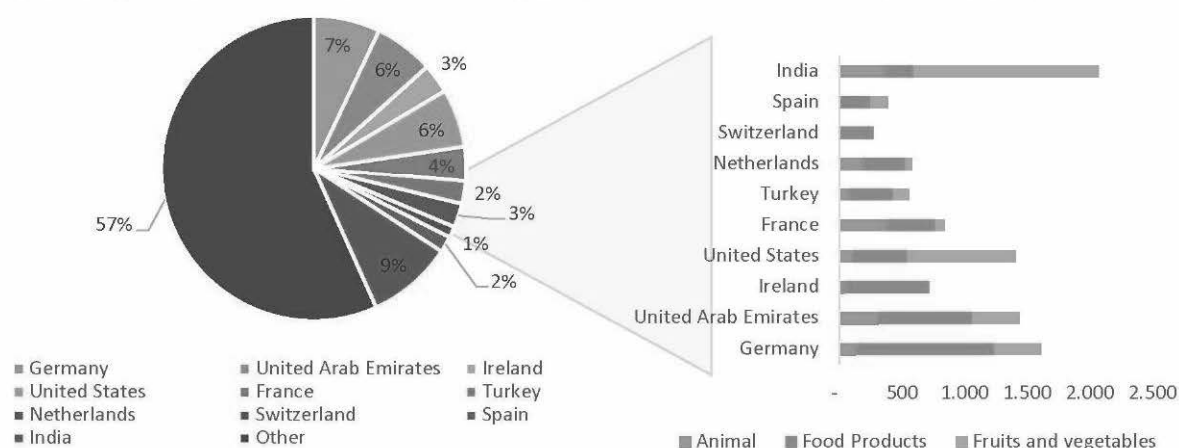


Figure 13: KSA's food import mix and import breakdown of the top 10 trading partners in 2015 (thousand USD)<sup>27</sup>



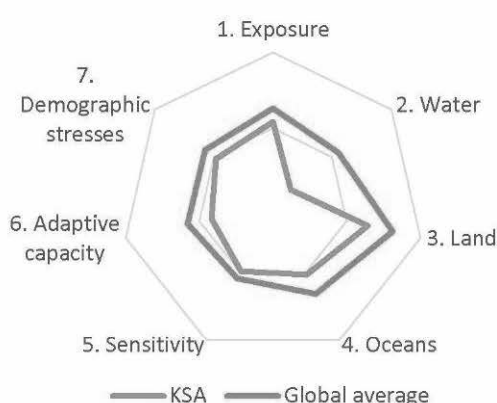
Whilst Figure 13 would suggest that the KSA's food imports are well diversified, specific crops tend to be dominated by specific food exporting countries. Figure 13 shows that, in 2015, food imports to KSA totaled USD 22.78 million and 3% of this came from the Netherlands. These imports amounted to approximately USD 577,000 and consisted of food products, and then in smaller quantities animal products, fruits and vegetables.

Despite its current relatively high Food Security Index score, KSA is very much prone to food insecurity in the future. The food security pressures highlighted in Figure 14 show that KSA's resilience to food security pressures is below the global average, particularly with respect to water.

The food security of a country is affected by certain external pressures including changes in the exposure towards climate variables, water, land, oceans, sensitivity, adaptive capacity and demographic stresses. KSA's resilience towards these pressures determines the country's future state of food security. For instance, KSA's large water consumption has reduced the availability of water for agricultural practice. As a result, the resilience of KSA's food security towards water pressure is low thereby making KSA highly prone to food insecurity in the future.

<sup>27</sup> WITS-World Bank, *Saudi Arabia Food imports*, 2016.

Figure 14: KSA Food Security Index pressures<sup>26</sup>



Pressure	Food Security pressure components
1. Exposure	Temperature rise, sea level rise, drought, flooding, storm severity
2. Water	Agricultural water availability, water quality
3. Land	Soil erosion, soil salinity
4. Oceans	Eutrophication/hypoxia, marine biodiversity and protected areas
5. Sensitivity	Food import dependency, disaster risk management, natural capital dependence
6. Adaptive capacity	Early warning measures, climate smart agriculture, National agricultural risk management system
7. Demographic stresses	Population growth, urbanization

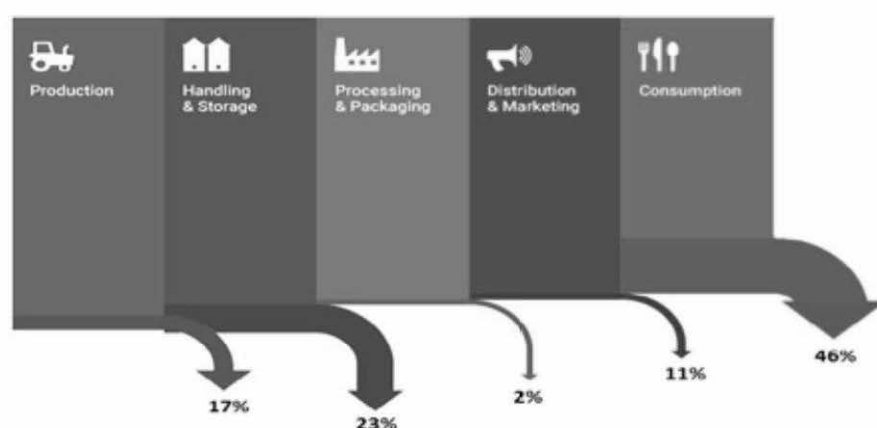
On the demand side, KSA has the highest ranking worldwide in terms of its food waste and loss. Estimated at USD 13 billion per year, this translates into approximately 30% of food ending up as waste. Some initiatives to manage food waste are now beginning to emerge.<sup>28</sup>

Figure 15 highlights the percentages of food waste across the different stages in the supply chain. This shows that most of the waste occurs at two stages: handling and storage (23%), and at consumption (46%)<sup>28</sup>. As per the National Transformation Program 2020 and Vision 2030, the Ministry of Environment, Water and Agriculture has launched an initiative for food waste reduction focusing on wheat, rice, dates, fruits and vegetables as well as red and white meat.<sup>29</sup> Other food waste initiatives include diverting food waste from landfills to fertilizer production plants. Waste to energy facilities are also being considered as the annual potential energy yield from a biogas process in KSA would theoretically produce 2,961,090 MWh. This analysis was based on KSA's annual organic waste generation and renewable energy commitments set by the National Renewable Energy Program by 2032.

<sup>28</sup> Saudi Gazette, *Saudi Arabia ranks number one in food waste*, 2018.

<sup>29</sup> Saudi Gazette, *National initiative to reduce food waste launched*, 2018.

Figure 15 Food waste across supply chain in industrialized Asia<sup>30</sup>



### 2.5.3.2. Future Outlook

As KSA's population continues to increase, meeting growing demand will come up against the lack of sufficient arable land for growing fruits and vegetables domestically. To ensure future food security and to overcome the existing and speculated future challenges, adopting a combination of the measures and initiatives outlined below is proposed.

#### How will the KSA maintain its food security in the future?

**Supply:** Food imports, supplemented by agricultural Foreign Direct Investment (FDI) projects, will remain pivotal in KSA's food security strategy. KSA will continue to ensure its food security through food import as well as the further development of its aquaculture industry. KSA will look to consider climate and market risks more rigorously in its international food import strategy and adopt national risk management strategies such as early warning systems and physical stockpiling. KSA will work to secure a wide range of trading partners globally for a variety of shipping routes to avoid any future restrictions with regards to food imports. Furthermore, domestic food production will shift away from animal feed and significantly modernize and leverage smarter and more efficient technologies. It will also be necessary to consider more climate suitable crop variations because of depleting aquifers.

**Demand:** Efforts to curb food wastage and loss will continue through better education/awareness and diversion of food waste from landfills to more productive uses in fertilizer production and waste to energy facilities and composting. KSA's Agricultural Development Fund provides financial support for small commercial farmers and agribusinesses in the production of high-value crops, processing, distributing and exporting of agricultural products. Furthermore, the focus on sustainable agriculture practices through energy and water conservation practices will continue to grow. This includes initiatives such as water efficient crop selection, optimizing irrigation schedules, the use of effective irrigation techniques for water conservation and diversification of the water and energy resources used in irrigation.

<sup>30</sup> M. Kummu et Al., *Lost food, wasted resources: Global food supply chain losses and their impacts on freshwater, cropland, and fertilizer use*, 2012.

## 2.6. National strategies, visions and objectives

The run up to 2030 will witness the implementation of a series of reforms and investments aimed at putting into place the myriad KSA visions and strategies. Although these strategies target different sectors, they all share similar overarching components: sustainable use of resources, diversification of the economy and sources of water, energy and food security, innovation, education and awareness.

Federal level, strategies, visions and objectives are detailed in section 2.6.1. Strategies/visions pertinent to the Nexus are explored in greater detail and often consist of both supply side and demand side elements. WEF security is ultimately about building resilience. This requires diversifying the supply and demand strategies that complement one another and engaging the population in a meaningful way to change their current behaviors.

### 2.6.1. Governmental level

Figure 16 summarizes the main strategies, visions and plans at the governmental level within KSA developed to support the goals of KSA's Vision 2030. The country is moving towards researching and implementing initiatives to reduce its water consumption, increase the national energy mix and continue to provide to its nationals currently and in the future. This strategy and direction falls in line with evaluating the water, energy and food Nexus for the country and would support initiatives in line within the KSA WEF Nexus Snapshot.

Figure 16 Governmental level strategies and visions



#### 2.6.1.1. Paris Agreement (INDCs)

KSA, among other parties to the UN Framework Convention on Climate Change (UNFCCC), have formally submitted their Intended Nationally Determined Contributions (INDCs). This document outlines their national circumstances and climate actions they tend and plan to take, to achieve mitigation co-benefits ambitions of up to 130 million tons of CO<sub>2</sub>eq avoided by 2030<sup>31</sup>. The INDCs came in advance of the Paris Agreement, which is a universal climate change agreement that required all parties to put forward their best efforts through nationally determined contributions and to strengthen these efforts in the coming years. The main objective of the Paris Agreement is to strengthen the global response to the threat of climate change by keeping a global temperature rise for this century well below 2 degrees Celsius above pre-industrial levels, and to pursue efforts to limit the temperature increase even further to 1.5 degrees Celsius.

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<sup>31</sup> The Intended Nationally Determined Contribution of the Kingdom of Saudi Arabia under the UNFCCC, *Saudi Arabia*, 2015

#### 2.6.1.2. Agenda 2030 and the SDGs

The UN Agenda 2030 for Sustainable Development is the central UN action plan that embeds 17 Sustainable Development Goals and 169 targets that are critical for humanity and the planet. The successful implementation of Agenda 2030 is founded on efficient peer learning and knowledge sharing between nations.

KSA's strong commitment towards Agenda 2030 for Sustainable Development is reflected through the country's support towards the food security of low-income countries. Other SDGs identified per the Saudi Agenda include economic diversification, efficiency improvement of government services and the improved participation of women and youth in the Saudi labor market. In July 2018, KSA reported their progress as part of the first Voluntary National Review (VNR) submission to the High-Level Political Forum. The VNRs provide a platform for partnerships and are intended to accelerate the implementation of the Agenda 2030 worldwide.<sup>32</sup> In their VNR report, KSA reported their progress towards the SDGs with a focus on the goals related to water, energy and responsible consumption and production.

#### 2.6.1.3. Saudi Vision 2030<sup>33</sup>

Saudi Vision 2030 aims to represent the unique competitive advantage of the country. The vision identifies three pillars/ national priorities that represent the key focus sectors of government action in the coming years. These are identified as a vibrant society, a thriving economy and an ambitious nation. One of the strategic priorities of the vision include the protection of vital resources with focus on natural and renewable water sources used for agricultural production as well as strategic partnerships amongst countries for the promotion of aquaculture as a means of food security.

#### 2.6.1.4. National Transformation Program 2020<sup>34</sup>

The National Transformation Program (NTP) was developed to ensure that the commitments of Saudi Vision 2030 are fulfilled, in which efficient spending is in line with the strategic priorities/initiatives identified by the vision. This program aims to measure the performance towards these strategic objectives by 2020. Key performance indicators (KPIs) such as the percentage completion of the National Strategy for Food Security are used to ensure the alignment with the strategic objectives of Vision 2030.

#### 2.6.1.5. National Policy for Science, Technology and Innovation<sup>35</sup>

This national policy looks to develop a knowledge based economy and society in the longer term through the advancement of science, technology and innovation. Programs and technologies aligned with national strategic objectives are being established to shift the oil-based Saudi economy into more of a knowledge-based one.

#### 2.6.1.6. National Renewable Energy Program<sup>36</sup>

The long-term National Renewable Energy Program (NREP) managed by the Ministry of Energy, Industry and Mineral Resources (MEIM) supports Saudi Vision 2030 as well as NTP 2020. This program was initiated in 2017 where it aims to increase the share of renewable energy in the overall energy

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<sup>32</sup> UN Sustainable Development Knowledge Platform, *Saudi Arabia*, 2018.

<sup>33</sup> Kingdom of Saudi Arabia, *Vision 2030*.

<sup>34</sup> *The National Transformation Program 2020*.

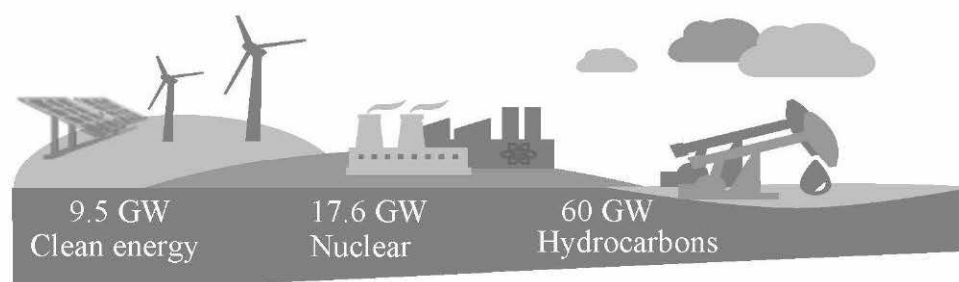
<sup>35</sup> MCST, *Saudi National Science, Technology and Innovation Plan*.

<sup>36</sup> Kingdom of Saudi Arabia, *National Renewable Energy Program*, 2016.



mix of KSA by 2020 and 2023. King Abdullah City for Atomic and Renewable Energy (K.A.CARE) announced the targeted energy mix by 2023 that is presented in Figure 17. Initially, the plan was set for 2032 with a clean energy target of 54 GW. However, this plan was reiterated due to Saudi's Vision 2030 where renewable energy plans were revised to 9.5 GW by 2023.

Figure 17 Targeted make-up of energy sources in KSA by 2023<sup>37</sup>



#### 2.6.1.7. National Water Strategy 2025

KSA's National Water Strategy (NWS) focuses on the improvement of water resource management in the country. The aim is to reduce the total amount of groundwater withdrawals by 2025 to a point where a significant portion of the water supplied to KSA will be from renewable sources (18.9% from desalinated water and 15.8% from treated wastewater). The strategy also aims to reduce the amount of water used in irrigation by phasing out water intensive crops such as wheat, cereals and green fodders while supporting higher value crops such as fruits, vegetables and dates.<sup>38</sup>

#### 2.6.1.8. National Strategy for Food Security

The Ministry of Environment, Water and Agriculture (MEWA) in KSA has set strategic objectives for The National Strategy for Food Security by 2020. MEWA aims to ensure sustainable food security for KSA using practices of disease monitoring and control, use of renewable energy resources in agriculture and efficient production systems for crops and livestock. The national program focuses on six main topics with regards to food security: animal disease and pest control, water, poultry, aquaculture, horticulture and building a green city.<sup>39</sup>

<sup>37</sup> The Oxford Institute for Energy Studies, *Saudi Arabia's Vision 2030, Oil Policy and the Evolution of the Energy Sector*, 2016.

<sup>38</sup> Two visions permaculture, *KSA Water III: National Water Strategy 2025*, 2015.

<sup>39</sup> Kingdom of Saudi Arabia, *Vision 2030*.

### 3. KSA WEF Nexus Snapshot

This chapter aims to provide a snapshot of the current state of the WEF Nexus within KSA. The chapter is structured according to the Nexus intersects of Water-Food, Water-Energy and Energy-Food. Table 2, Table 3 and Table 4 outline the various technologies and approaches currently utilized in KSA for each Nexus intersect in detail, coupled with corresponding initiatives and programmes within the past 5 years. The references for the initiatives can be found in Appendix A.

*Table 1: Scoring criteria of WEF Nexus approaches/technologies*

Approach/technology maturity		Approach/technology growth potential	
Score	Description	Score	Description
1	Non-existent	1	Declining growth
2	Interest/awareness present	2	No growth
3	Pilot project or significant research on the area exists	3	Low growth
4	Emerging in the market	4	Medium growth
5	Well established	5	High growth

The strengths and limitations of each approach/technology are outlined and scored as per the criteria in Table 1. The criteria are based on maturity level and growth potential. Maturity level relates to how well-established a particular approach/technology is in the country while growth potential considers strengths and limitations (i.e. environment, laws and regulations, consumer preferences etc.). The scoring for each criterion were based on extensive research of the different initiatives and programs carried out across KSA. The scores are presented in Table 2, Table 3 and Table 4.



### 3.1. Water-Food

Table 2 highlights KSA's initiatives in relation to the Water-Food Nexus in which various food production/acquisition methods are captured, including: livestock and dairy, aquaculture, agriculture and food imports. These categories are further broken down by practice of production. The required input resources include the material used in food production such as fodder, feed, fertilizer and water. Water resources were covered as a separate section due to the extensive consideration of water resources ranging from irrigation methods, wastewater, seawater desalination and groundwater.

Table 2: KSA Water-Food Nexus Initiatives

SN	Category 1	Category 2	Approach/technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
WF-1	Livestock, Poultry & Dairy	Livestock (cow, sheep, goat and camel)	Livestock protection & development	- Improved licensing and monitoring of veterinary products/medicine results in higher product quality, lower disease outbreaks and therefore higher yields	- New upcoming regulations from the KSA government stating that milk production is limited to the use of KSA and is not allowed for export (NL Embassy in Riyadh)	4	2	- RFID intelligent animal tracking & management system (Pilot) - Dr Wafi camel health program, ARASCO
WF-2			Sustainable breed selection	- Particular breeds can be less resource intensive (i.e. water) and more heat tolerant	- Consumers may prefer particular breeds based on quality - Farmers are inclined to raise those with the highest profit margins	1	4	- No initiatives
WF-3			Production systems	- Design and choice of particular production systems (meat or dairy production) can reduce costs, disease outbreaks, environmental impact and resource requirements	In KSA, certain production systems are constrained by: - Climate (i.e. temperature, rainfall etc.) - lack of natural shrub/vegetation for grazing	1	4	- No initiatives
WF-4			GMOs	- Opportunities to improve yields through disease resistance, saline water tolerance and heat tolerance	- Public hesitation/resistance towards GMOs	3	2	- Research on producing crop breeds of high productivity, quality and limited water consumption through genetic modification, KACST
WF-5	Agriculture	Poultry	Farming of poultry	- Suitable for the climate conditions - Less resource intensive than livestock - Relatively low maintenance costs	- Prone to disease outbreaks due to poor ventilation - Low profit margin on poultry	5	5	- Poultry farms are widespread throughout KSA such as Al-Watania Poultry, Al-Fakieh Poultry, Almarai and Arasco with various setup types (i.e. commercial farmed eggs vs. free-range organic eggs)
WF-6		Crop Selection	Native and climate compatible species	- Salt and heat tolerant crops - Reduced need for freshwater - Synergy with voluntary and mandatory green building standards	- Limited variety of crops - Legal challenges in registering new crop varieties	3	5	- Salt water potatoes research, KACST

SN	Category 1	Category 2	Approach/ technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
WF-7			Macro-algae farming for animal feed	<ul style="list-style-type: none"> <li>- Low input requirement</li> <li>- High in nutrients</li> </ul>	<ul style="list-style-type: none"> <li>- Requires controlled conditions</li> <li>- May prove difficult to scale up</li> </ul>	2	5	- Study on the potential use of green macroalgae as a feed supplement, King Saud University
WF-8			Domestic production of Fodder and feed	<ul style="list-style-type: none"> <li>- High demand for fodder</li> <li>- Reduced reliance on imports</li> <li>- Emergence of fodder irrigated by saline waters</li> </ul>	<ul style="list-style-type: none"> <li>- Fodder cultivation competes with other crops for water resources</li> <li>- Fodder crops are generally water intensive (such as Rhodes grass)</li> </ul>	5	1	<ul style="list-style-type: none"> <li>- The Saudi government began reducing subsidies for fodder in animal production &amp; dairy farms in favor of high-protein manufactured feed</li> <li>- KSA to phase out fodder by 2019</li> </ul>
WF-9			Artificial Selection & GMOs	Opportunities for improved yields, and disease, draught, heat and salt resistance	- Public hesitation/resistance towards GMOs	1	4	- No initiatives
WF-10		Greenhouses and Hydroponics	High-tech greenhouses	<ul style="list-style-type: none"> <li>- Increased crop productivity</li> <li>- Improved water and energy efficiency</li> <li>- Increased crop variety</li> </ul>	<ul style="list-style-type: none"> <li>- Does not facilitate pollination of tomatoes by bumblebees</li> <li>- High energy consumption</li> <li>- High skills needed</li> </ul>	3	5	<ul style="list-style-type: none"> <li>- Desert Agriculture greenhouse program</li> <li>- Saudi Greenhouses Management &amp; Agri. Marketing Co. develop high-tech greenhouses, Desert Growing</li> <li>- Protected horticulture research center in Riyadh with Wageningen University analyzed 3 levels of greenhouses</li> <li>- Development of technologies that contribute to water consumption of greenhouses, KACST</li> </ul>
WF-11			Seawater greenhouses	- Creates ideal growing conditions for crops while producing fresh water for irrigation	<ul style="list-style-type: none"> <li>- Fine tuning of complex system</li> <li>- Potential aquifer contamination from seawater</li> </ul>	2	4	- Study on achieving agricultural sustainability through seawater, KAUST
WF-12			Bio-domes	<ul style="list-style-type: none"> <li>- Energy &amp; cost efficient</li> <li>- Synergies with voluntary &amp; mandatory green buildings standards</li> <li>- Can serve for educational purposes</li> </ul>	<ul style="list-style-type: none"> <li>- Systems need to be thoroughly designed and fine-tuned</li> <li>- Significant maintenance is required</li> </ul>	2	4	- King Abdullah International Gardens project
WF-13			Hydroponic farming	<ul style="list-style-type: none"> <li>- High irrigation efficiency compared to traditional methods</li> <li>- Increased crop productivity</li> <li>- Reduced use of pesticide &amp; fertilizer</li> </ul>	<ul style="list-style-type: none"> <li>- High CAPEX</li> <li>- Risk of water microorganisms contamination</li> <li>- Does not facilitate pollination</li> <li>- In most organic certification schemes (including the Netherlands), vegetables grown in hydroponic systems cannot be sold as "organic"</li> </ul>	2	5	<ul style="list-style-type: none"> <li>- King Saud University cooperated with Kingpeng on developing Hydroponic Farming in KSA</li> <li>- Arab Authority for Agricultural investments and development: has a Hydroponic project for KSA</li> <li>- Hydroponic production of barley, KACST</li> <li>- High quality hydroponics systems saving 95% water</li> </ul>

SN	Category 1	Category 2	Approach/technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
								compared to traditional methods, Desert Agriculture - Research on different farming methods including, Estidamah horticulture Research Center in KSA
WF-14			Aquaponics	- Reduced water consumption - No addition of fertilizer required - When combined with hydroponics, reduces overall water requirements of system	- High CAPEX - Needs to be coupled with hydroponic systems, which may be difficult or not feasible at times	2	5	- Trial on integrated technology on the culture of fish and plants in closed water recycling aquaponics systems, Riyadh 2014, KACST & Saudi Aquaculture society
WF-15		Farming	Urban Farming	- Controlled growing environment - Maximize resource efficiency - Increased variety of crops - Synergies with voluntary & mandatory green building standards	- High CAPEX - Maintenance of systems may be more complicated than traditional farming	1	3	- No initiatives
WF-16			Vertical Farming	- Less demand for land - less water intensive - high yield	- cost of pollination - dependency on technology	1	5	- No initiatives
WF-17			Surface Water Farming	- Extensive coastline and access to sea	- Uncontrolled conditions - Dependent on availability of salt and heat tolerant crops - End user of products	1	5	- Surface water farming research, King Abdullah City for Science and Technology
WF-18			Honey Farms	- Opportunities for coupling for pollination Strong cultural interest & demand	- Weather conditions, including temperatures, dust and humidity	5	3	- Research on the challenges of beekeeping in KSA, Abdulla Baqshan Center for Bee Research, KSA - Importing foreign bees to be banned by 2021, MEWA - KSA has more than 14,000 beekeepers
WF-19			Organic Fertilizers	- Reduced environmental damage caused by eutrophication and leaching into aquifers	- Potentially more expensive - Potentially more difficult to collect and process	3	4	- Protein Factory for Organic Fertilizers in KSA
WF-20			Organic Farming	- Reduced environmental damage and wide public/commercial appeal	- Could result in reduced yields and higher disease outbreaks if not properly managed	5	4	- 145 organic farms existing in KSA - Organic farming action plan & allocation \$200 million, MEWA
WF-21			Fly Farming	- Decreased dependency on the traditional animal feed - higher yields using a fraction of the resources (land and water)	- scalability - managing inputs (quality of food waste)	3	4	- Saudi Technology hub Sajt signed a deal with AgriProtein to set 3 fly farms for animal feed
WF-22	Aqua-culture	Integrated multi-	Land-based	- Usage of existing brackish water	- Temperature may be too harsh for certain species	2	5	- Ongoing project by (National Aquaculture Group,

SN	Category 1	Category 2	Approach/technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
		trophic aquaculture (IMTA)		<ul style="list-style-type: none"> <li>- Utilization of brine discharge from onsite brackish water reverse osmosis</li> <li>- Declining fish stocks</li> <li>-Recirculating Aquaculture System</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of disease and contamination in closed systems, if not properly managed</li> </ul>			Saudi Fisheries Company, Arabian Shrimp Company, National Prawn Company, Asmak, Tabuk Fisheries Company, Jazan Development Company, Fish Farming Center, Jeddah Fisheries Research Center, KAUST)
WF-23			Sea-based	<ul style="list-style-type: none"> <li>- Extensive coastline available for coastal aquaculture</li> <li>- Declining fish stocks</li> </ul>	<ul style="list-style-type: none"> <li>- Heat and salinity threat</li> <li>- Risk of invasive species</li> </ul>	2	5	<ul style="list-style-type: none"> <li>- \$ 10.6 billion into long term aquaculture projects, Ministry of Agriculture</li> <li>- Seaweed farming potential in climate change mitigation and adaptation, KAUST</li> <li>-SAMAQ certification program, MEWA &amp; Saudi Aquaculture Society</li> <li>-Aquaculture biosecurity public private partnership 2018, MEWA, FAO, World Bank &amp; Mississippi State University</li> </ul>
WF-24	Landscaping & Forestry	Landscaping & Forestry	Landscaping	<ul style="list-style-type: none"> <li>- Opportunities for improvements in soil, irrigation efficiency and crop selection (water, heat and salt tolerance)</li> <li>-Wastewater use</li> </ul>	<ul style="list-style-type: none"> <li>- Landscaping directly competes for food production water resources unless properly managed and maintained</li> </ul>	5	3	<ul style="list-style-type: none"> <li>- Landscaping practices are widespread throughout all of KSA with various set ups and irrigation methods</li> <li>- Tree planting initiative (planting 100,000 trees), Authority of the Eastern Region of Saudi Arabia</li> </ul>
WF-25			Forestry	<ul style="list-style-type: none"> <li>- Strong support with the recent Royal Decree</li> <li>- Opportunity for eco-tourism</li> <li>- Supports local biodiversity and conservation</li> <li>-Wastewater use</li> <li>-New water saving techniques</li> </ul>	<ul style="list-style-type: none"> <li>- High water use with no tangible benefit towards food security</li> </ul>	4	3	<ul style="list-style-type: none"> <li>- Establishment of the Council of Royal Reserves to help promote natural landscapes as tourist destinations</li> <li>-Plant 1 million native trees to KSA by 2025, Aramco</li> </ul>
WF-26	Water Resources	Smart Irrigation	Drip irrigation	<ul style="list-style-type: none"> <li>- High water efficiency</li> <li>- Smart monitoring and scheduling</li> <li>-Submerged needed</li> </ul>	<ul style="list-style-type: none"> <li>- Relatively high maintenance and replacement cost</li> </ul>	2	5	<ul style="list-style-type: none"> <li>- Local Governments are encouraging the use of drip irrigation for the growth of orchard and fruits</li> <li>-Research on irrigation efficiency, KFU</li> </ul>
WF-27			Spray irrigation	<ul style="list-style-type: none"> <li>- Ease of installation, use and maintenance</li> <li>- Smart monitoring and scheduling</li> </ul>	<ul style="list-style-type: none"> <li>- Less water efficient than some other irrigation methods (high evapotranspiration)</li> </ul>	5	3	<ul style="list-style-type: none"> <li>- Widespread irrigation method used in KSA</li> </ul>

SN	Category 1	Category 2	Approach/technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
WF-28			Super absorbent materials	-Reduction in the use of water resources -Reducing the quantity of NPK fertilizers per crop	-Finding the optimum mixing ratio in the soil	2	4	- Environmentally friendly super absorbent materials used in agriculture to maximize water conservation during irrigation, KACST -Soil monitoring systems
WF-29		Cooling	Misting fans for animal cooling	- Easy to integrate and install within any farm	- High water use	4	3	-All major dairy farms use misting fans for animal cooling
WF-30		Wastewater	Treated/ recycled wastewater	- Conservation of freshwater sources - Reduced use of synthetic fertilizer - No tertiary treatment of wastewater required - Current policies promoting usage of treated wastewater in agriculture	- Risks of heavy metal contamination to soil, crops & groundwater - Some cultural/public backlash to practice	4	3	- Wastewater department established for the management of wastewater services across KSA, MEWA - Strategic Transformation Plan for public-private partnerships, MEWA - Wastewater management projects by the NWC in Riyadh, Jeddah, Makkah and Taif across all sectors
WF-31			Aquaculture effluent	- Use effluent with salt tolerant crops - Cultivation of otherwise barren lands	- Salt tolerant crops are not widespread	2	4	- Salt water potatoes research, KACST
WF-32			Brine	- Potential for redirection towards aquaculture - Potential for mining of minerals in brine through Solar ponds, WAIV, brine concentrators, ohmic evaporators, MD & ZLD - Availability of technologies for dealing with the environmental impacts of brine discharge to sea	- Brine discharge is a byproduct of the desalination process in KSA, which can negatively impact marine ecosystems and fisheries through thermal, chemical and saline pollution.	2	4	-Identifying brine disposal as a main challenge in seawater desalination, Water Tech Conference
WF-33	Food imports	Food import	International trade partnerships	- Ability to import food from various countries based on quality, price, availability etc. thereby constantly balancing the KSA's supply-demand gap - Reduces stress on local natural resources such as water	- Significant market and climate risks associated with over dependence on imports	3	4	- Food imports requirements, SFDA -Kingdom imports 80% of its food requirements, ArabNews
WF-34		Food monitoring systems	Food safety monitoring systems	- Ability to track and monitor the value chain of food products from "farm to fork", thereby protecting public health and safety from possible foodborne disease outbreaks - Reduce food loss and wastage through monitoring	- Not well established yet, and will require significant stakeholder buy in across the food supply chain.	3	5	- Red Date Palm Weevil, RPW collaborated project between KACST and MEWA to monitor and protect the production of date palms
WF-35			Early warning systems	- Ability to monitor and forecast market and climate related risks of major food import partners, offering resilience in case of price shocks, droughts, natural disasters etc.	- Will require government support and buy in - Requires dedicated task force to own the early warning system.	1	5	- No current systems in place, or research into the matter

### 3.2. Water-energy

Table 3 highlights the initiatives in relation to the Water-Energy Nexus. This was developed based on two main aspects: the use of energy for water production and treatment and the use of water in energy generation. The use of energy in water production/treatment was classified based on two main areas of use, the transmission and distribution of water and the treatment of different sources of water. The sources included were groundwater, wastewater and desalinated water (segmented by technology type). The water used in the energy value chain was classified based on its predominant areas of consumption, namely power generation, industry/ oil and gas activities and wastewater treatment facilities. The different forms of water used are also identified, be it for steam, cooling, cleaning or as a raw material.

Table 3: KSA Water-Energy Nexus Initiatives

SN	Category 1	Approach/ technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
WE-1	Waste to Energy	Wastewater sludge to methane based biogas	<ul style="list-style-type: none"> <li>- Significant sewage generated across KSA</li> <li>- Anaerobic digestion of sludge is a net energy producing process, in the form of biogas</li> <li>- Nutrient recovery (phosphate and nitrogen) can be used in agriculture/industrial applications</li> <li>- Local climate favorable to technology</li> </ul>	<ul style="list-style-type: none"> <li>- High investment cost for anaerobic digestion tanks and system</li> </ul>	1	4	<ul style="list-style-type: none"> <li>- Research on biogas from Wastewater sludge by King Abdulaziz University</li> <li>- Waste to Energy Potential: A case study of KSA</li> <li>- In 2016, SEC signs MoU to produce energy from waste</li> </ul>
WE-2	Renewable energy powered desalination	MED/MSF/MEE with solar thermal	<ul style="list-style-type: none"> <li>- High solar irradiance in KSA</li> <li>- Solar thermal has the potential to be integrated into existing systems (providing steam alongside gas turbines), thereby avoiding investment in new desalination infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>- High energy requirement</li> <li>- Solar thermal systems (such as CSP) are yet to be integrated with desalination commercially</li> <li>- Higher CAPEX of systems (MSF/MED compared to RO and CSP compared to PV)</li> </ul>	3	4	<ul style="list-style-type: none"> <li>- Ras Al Khair Desalination Plant (Combines MSF &amp; RO)</li> <li>- Al Khafji Solar Saline Water Reverse Osmosis (Solar SWRO) Desalination Plant</li> <li>- Concentrating solar power for seawater desalination, German Federal Ministry for the Environment)</li> </ul>
WE-3		Reverse Osmosis with PV/nuclear/storage	<ul style="list-style-type: none"> <li>- High solar irradiance in KSA</li> <li>- RO has lower CAPEX compared to thermal desalination and is gaining market share in total installed capacity</li> <li>- Combining PV directly with RO addresses the intermittency issue as it allows for addition of RE into energy mix without the associated challenges</li> </ul>	<ul style="list-style-type: none"> <li>- Reduced RO membrane lifetime due to high salinity and high temperature of Arabian gulf and Red Sea seawater</li> <li>- High OPEX (associated with membrane replacement)</li> <li>- PV is yet to be directly combined with RO</li> </ul>	2	5	<ul style="list-style-type: none"> <li>- Viability of different desalination approaches, KAPSARC</li> <li>- Green Duba integrated solar combined cycle plant, KAPSARC</li> </ul>
WE-4	Cogeneration	GT/ST - MSF/MED	<ul style="list-style-type: none"> <li>- Availability of coastline makes power and water generation coupling easy</li> <li>- Low natural gas costs</li> <li>- Use of by-product steam from power generation for thermal desalination</li> <li>- Energy storage (i.e. batteries), can be used to optimize the cogeneration process, thereby reducing the energy requirements for thermal desalination</li> </ul>	<ul style="list-style-type: none"> <li>- Inherent risks associated with coupling water supply to fossil fuels</li> <li>- High CAPEX</li> <li>- Cogeneration facilities are designed for an optimal MW to MGD generation ratio, which often don't match water and electricity demand, leading to inefficient burning of fossil fuels</li> </ul>	5	3	<ul style="list-style-type: none"> <li>- The majority of KSA's power and water needs are met through cogeneration plants across the country</li> </ul>

SN	Category 1	Approach/ technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
WE-5	Industrial water discharge	Water discharge management	- Availability of technologies for managing the environmental impacts (i.e. chemical, thermal and saline pollution) associated with water use for industrial, power and desalination processes	- Current regulations on discharge may not be conducive to technology/solution adoption - Cost of systems - Technical challenges related to the Arabian Gulf and Red Sea (depth, high temperature and salinity)	2	4	- Industrial wastewater regulations, Royal Commission Environmental Standards
WE-6	RE powered WWTP	Solar powered WWTP	- High solar irradiance in KSA	- Intermittency, unless a hybrid system - Currently, higher cost than grid connection	2	4	- No existing projects or research looking at combining solar with WWTP
WE-7		Wind powered plants	- High wind potential in some regions in KSA (ex: Turiaf)	- Bird migration in the Eastern Region - Changing of seasons	2	4	- No existing projects or research looking at combining wind with WWTP
WE-8	Water pumping and transport	Solar water pumps	- High solar irradiance in KSA - Off-grid usage makes system mobile, and avoids electrification costs	- Intermittency, unless a hybrid system	1	5	- Research on using solar water pumps in a deep well in Madina, Taibah University
WE-9		Biofuel water pump	- Algae biofuel production and application being researched in KSA	- Dependent on maturity of biofuel technology	1	3	- Ministry launched research and development on algae production techniques - Algae production technologies workshop held at KAUST
WE-10		Piping efficiency and T&D monitoring	- Water system savings - Identification of system nodes requiring maintenance and/or replacement through monitoring system (i.e. SCADA)	- Pipe replacement and/or maintenance can be costly and disruptive - High marginal cost of improvement due to existing high network efficiency	3	4	- Assessment of Advanced Corrosion Monitoring Technology for Pipeline Integrity, Saudi Aramco - Improving water distribution, SWEF & MEWA
WE-11	Water heating & cooling	Solar-water heaters	- High solar irradiance in the KSA well suited for technology - High cost savings and quick ROI - Emerging supporting regulations at national level - High growth market	- Higher installation costs than conventional water heating systems - High requirement for proper insulation	3	4	- Solar water heater pilot project in Princess Noura bint AbdulRahman University for women
WE-12		Solar-Cooling systems	- High solar irradiance in KSA - High cooling load in KSA - Dropping PV and other solar technology costs	- Intermittency, unless a hybrid system	1	5	- Qassim University to install solar cooling systems in summer of 2018
WE-13	Cooling	District Cooling	- District cooling reduces energy consumption to about 40% compared to traditional cooling - Strong market growth and interest, with well-established regional players	- Highly linked to booms and busts of real-estate sector	3	5	- 3 <sup>rd</sup> Annual Conference on District cooling aiming at green economy leading to vision 2030 - District cooling scheme contract, SNC Lavalin, Makkah - District cooling plants, Saudi Tabreed (in Saudi Aramco, King Khalid International Airport, King Abdullah Financial district, Ra'idah Digital city

SN	Category 1	Approach/ technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
							and Qurrayah Independent power plant)
WE-14	Water fixtures	Water fixture efficiency	<ul style="list-style-type: none"> <li>- Market adoption of existing voluntary green building codes such as LEED</li> <li>- Emerging green building codes</li> <li>- Increasing water tariffs and changing tariff structures</li> </ul>	- No significant constraints	4	5	<ul style="list-style-type: none"> <li>- Evaluating building energy efficiency investment options for KSA, KAPSARC</li> <li>- Saudi Building Code requirements, MOMRA</li> <li>-Saudi to underline green building credentials</li> </ul>
WE-15	Water use in Oil & Gas	Fossil fuel extraction	<ul style="list-style-type: none"> <li>- Water steam savings from EOR process by CO<sub>2</sub> injection substitution</li> <li>- Reduced aquifer pollution compared to using produced water</li> <li>- Form of carbon sequestering</li> </ul>	- Risk of CO <sub>2</sub> contamination into aquifers	3	3	<ul style="list-style-type: none"> <li>- Carbon capture agreement with KSA, Rick Perry</li> <li>-SABIC hosts regional meeting of carbon sequestration leadership forum</li> <li>- Carbon Capture and Utilization Project, SABIC</li> <li>-Aramco launches the first carbon capture and sequestration project and CO<sub>2</sub> enhanced oil recovery in 2015 (Uthmaniyah and Hawiyah NGL Facilities)</li> </ul>
WE-16		Monitoring systems	- Ability to monitor and analyze water and energy consumption and losses across Oil & Gas value chain	- Challenges in data collection and integration of assets across value chain	1	4	- No initiatives



### 3.3. Energy-Food

Table 4 which highlights KSA's initiatives in relation to the Energy-Food Nexus. This was developed based on two main aspects: the use of energy for food production and the use of organic material in the generation of energy. The use of energy in food production was categorized based on inputs of energy and resources required for production. The energy inputs were categorized based on the energy used to operate water treatment and irrigation systems, machinery, cooling systems as well as the transport and distribution of the energy to produce food. The organic material used in energy generation was classified into two types: organic waste and grown food. For the organic waste, the different sources of waste, i.e. food-waste, agricultural waste, animal waste and waste from landfills are presented. On the other hand, grown food was grouped based on method of production (i.e. seawater grown or freshwater irrigated). Seawater grown includes microalgae and seagrass production while irrigated includes the cultivation of date palms and mangroves to produce bioethanol.

Table 4: KSA Food-Energy Nexus Initiatives

SN	Category 1	Category 2	Approach/technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
FE-1	Biofuels	Grown biofuels	Biomass from halophytes and algae	- Salt tolerant (use of Salicornia Halophyte) - Wide availability of seawater and avoided use of freshwater - Potential seaweed	- Commercialization and scaling up - More expensive than conventional fuels	2	4	- Research on biodiesel production from halophytes seeds, King Saud University  - Research on the potential of an algae bio-refinery in KSA
FE-2			Bioethanol	- Strong market interest in sustainable fuels	- Unless resulting from a waste stream, process will be water intensive - Limited number of native species that can be used at commercial scale - More expensive than conventional fuels	4	3	- 40,000 MT/year biodiesel plant agreement Inc Bio & BREF, 2014 - Research on bioethanol by fermentation, Sustainable Energy Technologies center
FE-3		Biofuels from Waste	Biogas from animal waste	- Animal waste is a significant and un-utilized waste stream in KSA	- Biomass yield is dependent on the kind of bio-waste (e.g. cattle or camel manure, chicken droppings etc.) - Not feasible for all farms given size	3	4	- NADEC plans to build a power generation plant using cow dung - Biogas production from trees and animal wastes, University of AL-Baha
WE-1			Biogas from sewage sludge	Please refer to WE-1 for the details of this approach as it is categorized under Water-Energy as well as Food-Energy				
FE-4			Biogas from Landfills	- Large potential of landfill gas in KSA	- Large infrastructural investments required	3	5	- Jeddah landfill recovery gas bundled project, CDM
FE-5			Biodiesel from food waste	- Significant food waste exists in the KSA, such as waste cooking oil	- Limited by ability to collect food waste at commercial scale - More expensive than conventional fuels	2	5	- Estimating biodiesel production from fat fraction of MSW in Makkah, Center of

SN	Category 1	Category 2	Approach/technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
				- Hotels are a major source of food waste in the country, offering potential food waste collection partnerships				Excellence for Environmental Studies, KAU - Research Biogas production through the anaerobic digestion of date palm tree wastes, King Saud University
FE-6	Onsite energy inputs for food production	Smart Cooling Technologies	Cooling of animal farms	- Large number of farms (cow, camel, goat, sheep) in the country - High energy requirement for cooling to maintain optimal range for animals	- Lack of proper cooling can result in loss of livestock, disease or decreased output	4	4	- Al Watania implements a fully integrated climate control system & energy savings module -A comparison of two evaporative cooling systems on a commercial dairy farm by Korral Kool, KSA
FE-7			Cooling of greenhouses	- Large consumers of energy for cooling Opportunities exist for more energy efficient cooling technologies, coupled with smart systems for monitoring and process optimization	- Cooling systems may present high initial investment cost with a long ROI - Inherent tradeoffs of some cooling systems (i.e. high-water efficiency but high energy or vice versa)	3	5	- Pad and fan systems for greenhouse cooling are widespread across KSA greenhouse farms
FE-8			Cooling of storage			1	5	- Unaizah Food City tender proposal by a consortium of Dutch Companies
FE-9		Greenhouses	Reducing cooling load through design and materials	- Greenhouses consume significant amounts of energy for cooling - Opportunities for synergies with other technologies and setups (i.e. aquaculture)	- Materials must be tolerant to harsh KSA climate - Potentially higher cost	3	4	- Designing and testing closed system greenhouses in which water can be recycled for the protected agriculture project, KACST
FE-10		Fertilizer	Synthetic fertilizer production	- Improves crop yields - Haber process is net CO2 consuming	- Can result in eutrophication of water bodies - Haber process is natural gas consuming	5	3	- SR 18.9 billion to fund the development of Ma'aden wa'ad al shamal phosphate company's phosphate project
FE-11		Onsite renewables	PV for irrigation & pumps	- Off-grid solution for water pumps, reducing maintenance and electrical connection	- Intermittency, unless a hybrid system	3	3	- Pilot irrigation project by First Solar company, KSA
FE-12			PV for water treatment	- Off-grid solution for water treatment -Reduce dependency on fossil fuels	- Intermittency, unless a hybrid system	1	4	- No initiatives
FE-13			Biodiesel for equipment	- Renewable source of fuel that can be generated from onsite agricultural waste streams and byproducts	- More expensive than conventional fuels if purchased	1	4	- No initiatives
FE-14	Energy inputs for transport & distribution of food	Stockpiling	Virtual Stockpiling	- Utilization of warehouses abroad avoid infrastructure investment domestically - Enhanced energy saving initiative for reduced cooling requirements - Cost saving (buying during low prices) - Added food security (emergency preparedness)	- Cost of storage/stockpiling abroad	1	4	- No initiatives

SN	Category 1	Category 2	Approach/ technology	Approach strengths	Approach limitations	Maturity	Growth opportunity	Initiative(s)/Programme(s)
FE-15			Physical/ emergency stockpiling	- Strategic storage reserves allow for release of stockpiles during emergencies or price hikes	- Investment cost and maintenance - Cooling and humidity control	1	5	- GSFMO grain storage reserves, across KSA
FE-16		Local distribution	Route & inventory optimization	- Route optimization can reduce energy cost of transport and lengthen freshness and lifetime of food products - Reduced inventory time can reduce food wastage and costs for businesses - Emerging technology (i.e. IoT) can enable the above solutions in a cost effective and integrated way	- No significant constraints	3	4	- Unaizah Food City tender proposal by a consortium of Dutch Companies

### **Case Study:**

#### ***“ESTIDAMAH: Successful Cooperation and Deployment of Dutch Expertise in Saudi”***

The ESTIDAMAH project is a partnership-based project between public and private entities in Saudi Arabia that collaborated on the development of this Sustainable Agriculture Research Center. This project was established through the collaboration between the MEWA and SABIC (the Saudi Basic Industries Company which is ranked among the largest petrochemical companies in the world) and King Saud University (KSU). This center of expertise addresses the Netherlands- Saudi Arabia cooperation in developing a sustainable strategy where the main focus is on the horticulture sector. Furthermore, this center emphasizes on scientific and applied research for bio-control, renewable energy use in agriculture, food safety and chemicals, pesticides, irrigation and protected cultivation.

The Estidamah project is a greenhouse complex that has been developed by the Bom Group in the Riyadh Techno Valley with an area of 8500 m<sup>2</sup>. Different technologies are tested across this research center in cooperation with Wageningen UR consultants. This includes the examination of all existing and new cooling techniques, from low-tech to high-tech, to understand which technique results in the most efficient use of water and energy in the cultivation of various crops. This project aims to identify the most suitable method for achieving a sustainable way of growing crops in the warm climate of the Arabian Peninsula.

## 4. Investment and Engagement Opportunities

Investment/engagement opportunities related to the Water-Energy-Food nexus in KSA were identified for Dutch companies based on the technologies and approaches outlined in Table 2, Table 3 and Table 4 of the previous chapter. The maturity and growth opportunity scoring of each technology/approach was used to identify the most suitable opportunities.

Table 5: Investment/engagement opportunity type for Dutch companies

Opportunity Category	Category description	Maturity	Growth opportunity
Category 1	High growth potential and mature market, ready for entry	$> 3$	$\geq 4$
Category 2	High growth potential market, but requires knowledge partner(s)	$\leq 3$	5

The technologies/approaches identified in the previous chapter are categorized into two opportunities; Category 1 or Category 2 as per Table 5. Category 1 represents well established technologies/approaches with good growth potential, as such Dutch companies can engage with those markets directly as technology/solution providers.

Category 2 technologies/approaches demonstrate high growth potential but are considered less mature commercially (still in research/ testing phase in KSA). For Dutch companies, Category 2 presents good growth potential, but will require knowledge partner(s) (Dutch and/or local) to further develop such markets in KSA. Knowledge partnerships can include more than one local or Dutch partner. The WEF stakeholder groups in KSA identified in **Fout! Verwijzingsbron niet gevonden.** are to be considered for these potential partnerships. Applying the criteria in Table 5 to the technologies/approaches in the previous chapter yields a prioritized list of investment opportunities for Dutch companies.

It is worth noting that such opportunities often comprise of two parts which Dutch companies can contribute towards. Such opportunities consist of technical solutions and complimentary knowledge sharing/expertise. Taking sea-based aquaculture as an example, Dutch companies can deliver technical solutions with respect to financials for a startup system, processes, achieving specific yields, harvesting and collecting seaweed. Furthermore, Dutch companies can provide knowledge sharing/expertise on best practices in system maintenance, analysis of data and so forth. The latter can be delivered via training, consulting, joint research projects etc.

Table 6: Category 1 approaches and technologies

Nexus Code	Category	Approach/Technology	Scoring	
			Maturity	Growth Opportunity
WF-1	Livestock	Livestock protection & development	4	4
WF-5	Poultry	Farming of Poultry	5	5
WF-20	Farming	Organic Farming	5	4
WE-14	Water Fixtures	Water Fixture Efficiency	4	5
FE-6	Onsite energy inputs for food production	Cooling of Animal Farms	4	4

Table 7: Category 2 approaches and technologies

Nexus Code	Category	Approach/ Technology	Scoring	
			Maturity	Growth Opportunity
WF-6	Agriculture	Native and climate compatible species	3	5
WF-7	Agriculture	Macro-algae farming for animal feed	2	5
WF-13	Agriculture	Hydroponic farming	2	5
WF-14	Agriculture	Aquaponics	2	5
WF-17	Agriculture	Surface water farming	1	5
WF-22	Aquaculture	Land-based	2	5
WF-23	Aquaculture	Sea-based	2	5
WF-34	Food Imports	Food safety monitoring systems	3	5
WF-35	Food Imports	Early warning systems	1	5
WE-3	Renewable powered desalination	Reverse Osmosis with PV/nuclear/storage	2	5
WE-8	Water pumping and transport	Solar water pumps	1	5
WE-12	Water heating & cooling	Solar cooling systems	1	5
WE-13	Cooling	District cooling	3	5
FE-4	Biofuels	Biogas from landfills	3	5
FE-5	Biofuels	Biodiesel from food waste	2	5
FE-7	Onsite energy inputs for food production	Cooling of greenhouses	3	5
FE-8	Onsite energy inputs for food production	Cooling of storage	1	5
FE-15	Energy inputs for transport & distribution of food	Physical/emergency stockpiling	1	5

The success of the Netherlands in the area of food production has placed them as the second largest global exporter of food in terms of dollar value after the United States, with the Netherlands being 3<sup>rd</sup> in the Global Innovation Index 2017 and KSA at 55. When assessing the potential of 70 countries against climate change risks in the agricultural sector, KSA ranked 15<sup>th</sup> in the emerging and fixed markets to withstand climate change risks<sup>40</sup>. This highlights the many existing opportunities for the Netherlands to share their technical expertise and knowledge with KSA.

Furthermore, KSA has an opportunity to grow its agricultural sector in line with the National Transformation Program 2020 and Vision 2030. Technological advancements in KSA's water efficiency management and technologies is therefore an essential aspect of the country's strategy to enable it to achieve its future water and food security. The country can benefit from its human and financial capital to drive innovative research and development in addition to attracting foreign investments. KSA can also focus on creating an environment for achieving water security through technology innovation. As a final comment, one of the main areas KSA can adopt from the Netherlands is their Dutch Triple Helix approach that strengthens synergies between Knowledge institutions, governments and businesses.

<sup>40</sup> HSBC, *Fragile Planet Commodities: From Climate Risks to Agriculture*, 2018.

## 5. Success through engagement

For Dutch companies looking to enter KSA's WEF market, engaging with the right stakeholders is pivotal. Doing business in KSA and the wider region requires a certain level of adaptiveness and fluidity – brought on by sharp climatic, regulatory and cultural contrasts when compared to Europe and other regions. In KSA, the Ministries are driving the strategies on resource conservation and diversification linked to the WEF Nexus. While WEF security is high on the government agenda in KSA, Dutch companies will also need to showcase their best practices, solutions and expertise – by actively engaging with local entities and cultivating those relationships in the long term.

Based on stakeholder interviews with experts from REPDO, for companies looking to enter the KSA market with respect to renewable projects, there are certain stakeholders they can engage with depending on their technology's maturity. KASC and KAPSARC would be the right stakeholders for companies wanting to partner in research and development. For startup companies Monsha'at would be the right stakeholder to engage with. KACARE also provides funding for projects that are in their pilot stage. For companies and organizations outside of KSA looking to invest within the country, SAGIA<sup>41</sup> offers advisory solutions to help business needs in developing solutions for implementing locally. To obtain licenses for implementation within the country, SAGIA is the primary legislative government entity for foreign investors.

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<sup>41</sup> SAGIA: Advisory Services

### 5.1. Direct engagement with local entities

Though by no means exhaustive, Table 8 illustrates some of the key WEF stakeholders in KSA through which Dutch companies can engage with. Each of the numbers denote a stakeholder that lies within the Water-Energy-Food Nexus area. The names of the entities can be found in **Fout! Verwijzingsbron niet gevonden.** whereas, briefs about the entities and website links can be found in Appendix B. The level to which they should be engaged with will vary dramatically from company to company, based on the support required, value proposition etc.

Figure 18 KSA Water, Food, Energy Nexus Map – Stakeholder Mapping

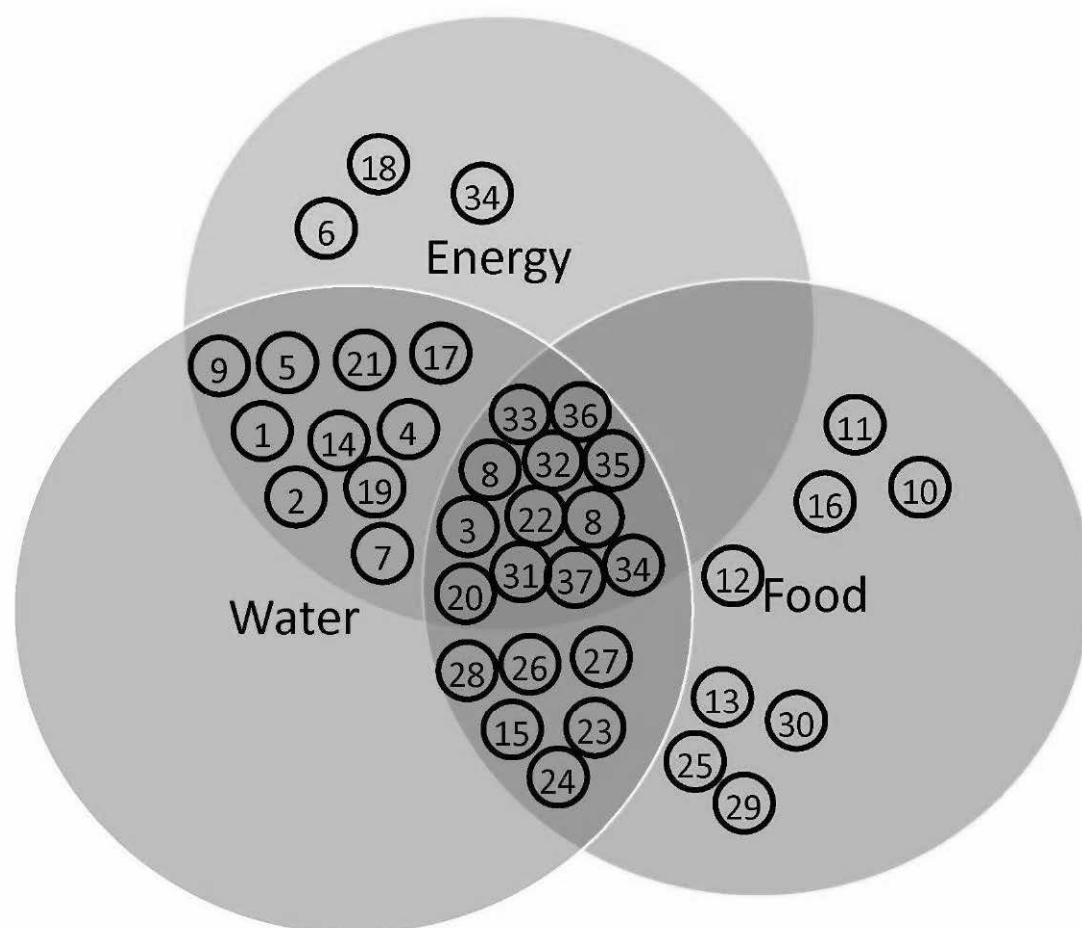




Table 8 identifies high level engagement strategies by stakeholder group.

### Key Stakeholders in KSA

Entity Type		Engagement Strategy
<b>Government operator entities</b>		<ol style="list-style-type: none"> <li><b>Information collection:</b> Dutch Companies need to form a solid understanding of the strategies, objectives and operations of the various government operators in KSA if they wish to collaborate successfully</li> <li><b>Involve senior management:</b> Dutch companies need to utilize the information collected in their research to connect with government operators based on their most pressing issues. Dutch companies should employ their senior management to connect with government operators and capitalize on KSA-Dutch diplomatic channels (i.e. the Dutch embassy, Majlis) for introductions where relevant/possible.</li> <li><b>Share insights:</b> Dutch Companies need to share their insights and experiences with government operators. This is best done in an interactive manner that emphasizes demonstration. This may include: meetings, conferences, workshops and invitations to see leading best practices abroad etc.</li> </ol>
1	Eastern Province Municipality	
2	Jeddah Municipality	
3	Riyadh Municipality	
4	Water and Energy Company	
5	National Water Company	
6	Saudi Electricity Company	
7	Saline Water Conversion Corporation	
8	Altaaqa	
9	ACWA power	
10	Saudi Agricultural & Livestock Investment Company	
11	Saudi Aquaculture Society (SAS)	
12	Grain Silos & Flour Mills Organization (GSFMO)	
13	Saudi Organic Farming Association (SOFA)	
<b>Government regulator entities</b>		<ol style="list-style-type: none"> <li><b>Establish focal point:</b> Dutch companies need to establish a key focal point within their organization that will regularly engage with KSA government regulator entities to improve communications and access to information. This can be complemented with meetings in person to establish key contact points within priority departments in KSA government entities to build a trust-based relationship. Dutch companies can capitalize on KSA-Dutch diplomatic channels (i.e. the Netherlands embassy) for introductions where relevant/possible.</li> <li><b>Consult regularly:</b> Regular consultations are important and should be followed up at regular intervals to help KSA government regulators familiarize themselves with new information. As the KSA is a dynamic environment in which regulations are regularly updated, Dutch companies can benefit from consistent consultations to remain up to date with regulatory changes.</li> <li><b>Share insights:</b> Dutch entities can share their experience and insights with KSA regulators with respect to which regulatory enablers would support agricultural sector growth and innovation in the KSA. This will allow Dutch entities to play a proactive role in the KSA as envisioned by the signed MoU. This is best done in an interactive manner that emphasizes demonstration. This may include: meetings, conferences, workshops and particularly invitations to see leading best practices abroad etc.</li> <li><b>Awareness building:</b> As Dutch companies look to introduce novel ideas and solutions to the KSA, awareness building will play a key part of any engagement strategy. Developing promotional material for regulators is key to refresh memories of officials who are aware of on-going discussions and provide introductory information to those who are not.</li> </ol>
14	Electricity and Cogeneration Regulatory Authority	
15	Ministry of Environment, Water and Agriculture	
16	Saudi Food and Drug Authority	
17	Ministry of Municipal and Rural Affairs	
18	Ministry of Energy, Industry and Natural Resources	
19	The General Authority of Meteorology and Environmental Protection	
<b>Industry</b>		<ol style="list-style-type: none"> <li><b>Identify industry drivers:</b> Dutch Companies should research and understand the scope and operations of the industries they wish to engage with to identify the key challenges and drivers before engaging.</li> <li><b>Establish focal point:</b> Companies should nominate a focal point to directly engage with key industry personnel to establish a trust based relationship and maintain an open line of communication.</li> </ol>
20	Saudi Arabia Basic Industries Corporation (SABIC)	
21	Saudi Aramco	
22	Agribusinesses	
23	Arabian Agricultural Services Company (ARASCO)	

24	Almarai	3. <b><u>Share insight:</u></b> Dutch Companies should focus on personalizing all pitches to KSA industry leaders to increase their chances of success. Sharing new insight might be challenging as KSA companies might initially resist change. However, interactive strategies that emphasize demonstration often work well. This may include: meetings, conferences, workshops and particularly invitations to see leading best practices abroad. Additionally, pilot projects and key collaborations opens the way for greater market acceptance/adoption of new technologies and practices.
25	Savola Group	
26	Al-Watania Poultry	
27	Saudi Fisheries Company	
28	National Agricultural Development Company (NADEC)	
29	Saudi Agricultural and Livestock Investment Company (SALIC)	
<b>International organizations and NGOs</b>		1. <b><u>Signing a MoU:</u></b> Companies can establish effective partnerships with international organizations by signing a Memorandum of Understanding (MoU) to develop further cooperation in different areas. For instance, companies can share their know-how but also improve oversight of the KSA market which could support companies in their engagement with government operators/regulators.
30	Arab Authority for Agricultural Investment & Development	
31	IRENA	
32	Food and Agriculture Organization	
<b>Universities and Research Institutes</b>		1. <b><u>Building local relationships:</u></b> Dutch companies may want to engage with local universities and research institutes to gain country/region specific context, which will help them tailor their solutions when engaging with stakeholders such as government regulators/operators and local companies etc. This can be achieved through direct partnership, or by bringing in Dutch universities as well.  2. <b><u>Nominate a key contact:</u></b> Companies should ensure there is a champion within the university/research institute who understands the importance of the collaboration to guarantee endorsement for the project and help in securing legitimacy and access to resources.
33	King Abdullah University of Science and Technology	
34	King Abdullah City for Atomic and Renewable Energy	
35	King Abdullah Petroleum Studies and Research Center	
36	King Abdulaziz City for Science and Technology	
37	Sustainable Agriculture Research and Development Center (ESTIDAMAH)	

## 5.2. Dutch Economic Network in the Gulf

The Dutch Economic Network in the Gulf Region, including Riyadh, is a useful channel of entry for Dutch companies looking to enter KSA's WEF market. It is established to help Dutch businesses in identifying business opportunities within the Gulf Countries<sup>42</sup>. The embassy and its economic department is the first point of entry for Dutch businesses. The embassy has a large network in Saudi Arabia including two Saudi honorary consuls in the cities of Jeddah and Dammam. The economic network has an agri-food team for Dutch companies that want to do business in KSA and the rest of the Gulf. The agricultural counsellor is based in Riyadh and is assisted by colleagues in KSA and the UAE.

Another channel identified for the Embassy is the National Foreign Investment Agency<sup>43</sup>, NFIA, and the Regional Business Development Team<sup>44</sup>, RBD that can be used to identify business partners and investment opportunities for Dutch companies in KSA. Other identified channels include the Saudi Arabian General Investment Authority (SAGIA) which is used to attract investments for the diversification of KSA's economy. Dutch companies can bridge through any of the Business Center networks created by SAGIA across KSA including Riyadh, Jeddah, Dammam, Hali, Al Madina, Jizan, Tabuk and Abha.<sup>45</sup>

For more information on the Dutch Economic network in the Gulf region kindly visit our website [www.dutchgulf.com](http://www.dutchgulf.com) or <https://www.netherlandsworldwide.nl/doing-business-in-the-gulf-region>.

<sup>42</sup> Kingdom of the Netherlands, *Dutch Economic Network in the GCC*, 2018.

<sup>43</sup> National Foreign Investment Agency

<sup>44</sup> Regional Business Development Team for the GCC region

<sup>45</sup> *Ambitious "Saudi Vision 2030", with promising economic and investment prospects for the Dutch*.

## 6. Appendix A

The tables below include the sources of all the initiatives cited in chapter 3, and are listed by initiative number, mirroring Table 2, Table 3 and Table 4.

SN	Initiative(s)/Programme(s)	Links
WF-1	- RFID intelligent animal tracking and management system - Dr Wafi camel health program, ARASCO	- <a href="http://www.essenrfid.com/Mailer/Saudi_Bovina.pdf">http://www.essenrfid.com/Mailer/Saudi_Bovina.pdf</a> - <a href="http://arascofeed.com/en/innovative-research/">http://arascofeed.com/en/innovative-research/</a>
WF-2	-No Initiatives	-Not applicable
WF-3	- No initiatives	-Not Applicable
WF-4	- Production of crop breeds of high productivity, quality and limited water consumption through genetic modification, KAUST	- <a href="https://cda.kaust.edu.sa/pages/Salt%20Lab.aspx">https://cda.kaust.edu.sa/pages/Salt%20Lab.aspx</a>
WF-5	- Poultry farms are widespread throughout KSA such as Al-Watania Poultry, Al-Fakieh Poultry, Almarai and Arasco with various setup types (i.e. commercial farmed eggs vs. free-range organic eggs)	- <a href="https://www.al-watania.com/">https://www.al-watania.com/</a> - <a href="http://fakiehfarms.com/">http://fakiehfarms.com/</a> - <a href="https://www.almarai.com/en/">https://www.almarai.com/en/</a> - <a href="http://www.arasco.com/">http://www.arasco.com/</a>
WF-6	-Salt water potatoes research, KACST	- <a href="http://admission.kau.edu.sa/GetFile.aspx?id=52782">http://admission.kau.edu.sa/GetFile.aspx?id=52782</a>
WF-7	- Study on the potential use of green macroalgae as a feed supplement, King Saud University	- <a href="https://ac.els-cdn.com/S1319562X15002806/1-s2.0-S1319562X15002806-main.pdf?_tid=4e4cea48-516b-49a2-a3c0-4198fb436f57&amp;acdnat=1531806237_0df35d1bafb9ea6d638683d1c11a9871">https://ac.els-cdn.com/S1319562X15002806/1-s2.0-S1319562X15002806-main.pdf?_tid=4e4cea48-516b-49a2-a3c0-4198fb436f57&amp;acdnat=1531806237_0df35d1bafb9ea6d638683d1c11a9871</a>
WF-8	-The Saudi government began reducing subsidies for fodder in animal production & dairy farms in favor of high-protein manufactured feed -KSA to phase out fodder by 2019	- <a href="https://repository.library.georgetown.edu/bitstream/handle/10822/1050168/CIRSOccasionalPaper19Kim_VanDerBeek2018.pdf?sequence=5">https://repository.library.georgetown.edu/bitstream/handle/10822/1050168/CIRSOccasionalPaper19Kim_VanDerBeek2018.pdf?sequence=5</a> - <a href="http://www.fao.org/gIEWS/countrybrief/country.jsp?code=SAU">http://www.fao.org/gIEWS/countrybrief/country.jsp?code=SAU</a>
WF-9	- No initiatives	Not Applicable
WF-10	- Desert Agriculture provide greenhouses  - Saudi Greenhouses Management & Agri. Marketing Co. develop high-tech greenhouses, Desert Growing  - Protected horticulture research center in Riyadh with Wageningen University analyzed 3 levels of greenhouses  - Development of technologies that contribute to water consumption of greenhouses, KACST	- <a href="http://desertagri.com/">http://desertagri.com/</a>  - <a href="http://www.saudi-greenhouses.com/activities/">http://www.saudi-greenhouses.com/activities/</a>  - <a href="http://www.desertgrowing.com/">http://www.desertgrowing.com/</a>  - <a href="https://www.wur.nl/en/newsarticle/New-research-greenhouse-in-Riyadh-shows-30-90-water-saving-possibilities.htm">https://www.wur.nl/en/newsarticle/New-research-greenhouse-in-Riyadh-shows-30-90-water-saving-possibilities.htm</a>
WF-11	- Study on achieving agricultural sustainability through seawater, KAUST	- <a href="https://www.kaust.edu.sa/en/news/achieving-agricultural-sustainability-through-seawater">https://www.kaust.edu.sa/en/news/achieving-agricultural-sustainability-through-seawater</a>
WF-12	- King Abdullah International Gardens	- <a href="http://www.kaig.net/03_Masterplan/3B_01.asp">http://www.kaig.net/03_Masterplan/3B_01.asp</a> - <a href="https://www.arabianbusiness.com/saudi-arabia-build-world-s-biggest-botanical-gardens-540321.html">https://www.arabianbusiness.com/saudi-arabia-build-world-s-biggest-botanical-gardens-540321.html</a>
WF-13	- King Saud University cooperated with Kingpeng on developing Hydroponic Farming in KSA -Arab Authority for Agricultural investments and development: has a Hydroponic project for KSA - Hydroponic production of barley, KACST - High quality hydroponics systems saving 95% water compared to traditional methods, Desert Agriculture - Research on different farming methods including, Estidamah horticulture Research Center in KSA	- <a href="http://www.kingpengintl.com/news/cooperation-between-kingpeng-and-king-saud-uni-9941938.html">http://www.kingpengintl.com/news/cooperation-between-kingpeng-and-king-saud-uni-9941938.html</a> - <a href="https://www.aaaid.org/en/hydroponic-project-%E2%80%93-kingdom-saudi-arabia">https://www.aaaid.org/en/hydroponic-project-%E2%80%93-kingdom-saudi-arabia</a> - <a href="https://www.kacst.edu.sa/eng/RD/Pages/content.aspx?dID=92">https://www.kacst.edu.sa/eng/RD/Pages/content.aspx?dID=92</a> - <a href="http://desertagri.com">http://desertagri.com</a> - <a href="http://www.hortidaily.com/article/6014566/new-advanced-research-greenhouse-to-improve-saudi-arabia-s-ag-potential/">http://www.hortidaily.com/article/6014566/new-advanced-research-greenhouse-to-improve-saudi-arabia-s-ag-potential/</a>
WF-14	- Trial on integrated technology on the culture of fish and plants in closed water recycling aquaponics systems, Riyadh 2014, KACST & Saudi Aquaculture society	- <a href="http://www.sas.org.sa/en/news/details/93/2014-11-27">http://www.sas.org.sa/en/news/details/93/2014-11-27</a>
WF-15	-No initiatives	-Not Applicable
WF-16	-No initiatives	-Not Applicable
WF-17	- Surface water farming research, King Abdullah University for Science and Technology	- <a href="https://www.kacst.edu.sa/eng/RD/pages/content.aspx?dID=92">https://www.kacst.edu.sa/eng/RD/pages/content.aspx?dID=92</a>

SN	Initiative(s)/Programme(s)	Links
WF-18	<ul style="list-style-type: none"> <li>-Research on the challenges of beekeeping in KSA, Abdulla Baqshan Center for Bee Research, KSA</li> <li>- Importing foreign bees to be banned by 2021, MEWA</li> <li>- KSA has more than 14,000 beekeepers</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://www.researchgate.net/publication/277616855_Beekeeping_in_the_Kingdom_of_Saudi_Arabia_Past_and_Present_Practices">https://www.researchgate.net/publication/277616855_Beekeeping_in_the_Kingdom_of_Saudi_Arabia_Past_and_Present_Practices</a></li> <li>- <a href="http://www.arabnews.com/node/1234156/saudi-arabia">http://www.arabnews.com/node/1234156/saudi-arabia</a></li> <li>- <a href="https://www.thenational.ae/uae/environment/arab-beekeepers-association-to-tackle-threats-to-local-honey-bees-1.701055">https://www.thenational.ae/uae/environment/arab-beekeepers-association-to-tackle-threats-to-local-honey-bees-1.701055</a></li> </ul>
WF-19	<ul style="list-style-type: none"> <li>- Protein Factory for Organic Fertilizers in KSA</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://www.giz.de/en/downloads/giz2012-organic-agriculture-saudi-arabia-en.pdf">https://www.giz.de/en/downloads/giz2012-organic-agriculture-saudi-arabia-en.pdf</a></li> </ul>
WF-20	<ul style="list-style-type: none"> <li>- 145 organic farms in KSA due to government initiatives, KSA</li> <li>- organic farming action plan &amp; allocation \$200 million, MEWA</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="http://www.arabnews.com/saudi-arabia/news/876586">http://www.arabnews.com/saudi-arabia/news/876586</a></li> <li>- <a href="https://www.eyefriyadh.com/news/details/200m-organic-farming-plan-unveiled-by-saudi-arabia">https://www.eyefriyadh.com/news/details/200m-organic-farming-plan-unveiled-by-saudi-arabia</a></li> </ul>
WF-21	<ul style="list-style-type: none"> <li>- Saudi Technology hub Sajt signed a deal with AgriProtein to set 3 fly farms for animal feed</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://thefishsite.com/articles/fly-farms-set-for-saudi-arabia">https://thefishsite.com/articles/fly-farms-set-for-saudi-arabia</a></li> </ul>
WF-22	<ul style="list-style-type: none"> <li>- Ongoing project by (National Aquaculture Group, Saudi Fisheries Company, Arabian Shrimp Company, National Prawn Company, Asmak, Tabuk Fisheries Company, Jazan Development Company, Fish Farming Center, Jeddah Fisheries Research Center, KAUST)</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="http://www.sas.org.sa/en/news/details/105/2015-04-06">http://www.sas.org.sa/en/news/details/105/2015-04-06</a></li> <li>- <a href="http://www.naqua.com.sa/inkdeal-news.php">http://www.naqua.com.sa/inkdeal-news.php</a></li> <li>- <a href="https://www.innovasjon Norge.no/contentassets/eea93bbba18a4a4cb955a36c84159a02/saudi-arabia-aquaculture.pdf">https://www.innovasjon Norge.no/contentassets/eea93bbba18a4a4cb955a36c84159a02/saudi-arabia-aquaculture.pdf</a></li> </ul>
WF-23	<ul style="list-style-type: none"> <li>- \$ 10.6 billion into long term aquaculture projects, Ministry of Agriculture</li> <li>- Ongoing project by (National Aquaculture Group, Saudi Fisheries Company, Arabian Shrimp Company, National Prawn Company, Asmak, Tabuk Fisheries Company, Jazan Development Company, Fish Farming Center, Jeddah Fisheries Research Center, KAUST)</li> <li>- Seaweed farming potential in climate change mitigation and adaptation, KAUST</li> <li>- SAMAQ certification program, MEWA &amp; Saudi Aquaculture Society</li> <li>- Aquaculture biosecurity public private partnership 2018, MEWA, FAO, World Bank &amp; Mississippi State University</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="http://www.fao.org/in-action/globefish/fishery-information/resource-detail/en/c/338614/">http://www.fao.org/in-action/globefish/fishery-information/resource-detail/en/c/338614/</a></li> <li>- <a href="http://www.naqua.com.sa/">http://www.naqua.com.sa/</a></li> <li>- <a href="http://www.saudi-fisheries.com/Media.html#">http://www.saudi-fisheries.com/Media.html#</a></li> <li>- <a href="https://rsr.kaust.edu.sa/Pages/Home.aspx">https://rsr.kaust.edu.sa/Pages/Home.aspx</a></li> <li>- <a href="https://www.frontiersin.org/articles/10.3389/fmars.2017.00100/full">https://www.frontiersin.org/articles/10.3389/fmars.2017.00100/full</a></li> <li>- <a href="http://samaq-sa.com/the-samaq-certification-program/">http://samaq-sa.com/the-samaq-certification-program/</a></li> <li>- <a href="http://www.fao.org/fishery/static/news/MultistakeholderConsultation/Item15.pdf">http://www.fao.org/fishery/static/news/MultistakeholderConsultation/Item15.pdf</a></li> </ul>
WF-24	<ul style="list-style-type: none"> <li>- Landscaping practices are widespread throughout all of KSA with various set ups and irrigation methods</li> <li>- Tree planting initiative (planting 100,000 trees), Authority of the Eastern Region of Saudi Arabia</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://www.abouthether.com/node/13526/people/features/women-and-men-get-together-plant-100000-trees-various-cities-across-saudi">https://www.abouthether.com/node/13526/people/features/women-and-men-get-together-plant-100000-trees-various-cities-across-saudi</a></li> </ul>
WF-25	<ul style="list-style-type: none"> <li>- Establishment of the Council of Royal Reserves to help promote natural landscapes as tourist destinations</li> <li>- Plant 1 million native trees to KSA by 2025, Aramco</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://aawsat.com/english/home/article/1288541/saudi-natural-reserves-will-become-touristic-destinations">https://aawsat.com/english/home/article/1288541/saudi-natural-reserves-will-become-touristic-destinations</a></li> <li>- <a href="https://www.oilandgasmiddleeast.com/article-18779-aramco-to-plant-one-million-trees-native-to-saudi-arabia-by-2025">https://www.oilandgasmiddleeast.com/article-18779-aramco-to-plant-one-million-trees-native-to-saudi-arabia-by-2025</a></li> </ul>
WF-26	<ul style="list-style-type: none"> <li>- Local governments are encouraging the use of drip irrigation for the growth of orchard and fruits</li> <li>- Research on irrigation efficiencies, KFU</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://www.ics-agri.com/ics-farming-projects-saudi-arabia-middle-east.html">https://www.ics-agri.com/ics-farming-projects-saudi-arabia-middle-east.html</a></li> <li>- <a href="https://www.kfu.edu.sa/en/centers/waterstudies/pages/res-studies.aspx">https://www.kfu.edu.sa/en/centers/waterstudies/pages/res-studies.aspx</a></li> </ul>
WF-27	<ul style="list-style-type: none"> <li>- Widespread irrigation method used in KSA</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://svs.gsfc.nasa.gov/11290">https://svs.gsfc.nasa.gov/11290</a></li> </ul>
WF-28	<ul style="list-style-type: none"> <li>- Environmentally friendly super absorbent materials used in agriculture to maximize water conservation during irrigation, KACST</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://www.kacst.edu.sa/eng/RD/Pages/content.aspx?dID=92">https://www.kacst.edu.sa/eng/RD/Pages/content.aspx?dID=92</a></li> </ul>
WF-29	<ul style="list-style-type: none"> <li>- All major dairy farms use misting fans for animal cooling</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://www.dailytrust.com.ng/news/feature/almarai-milking-the-desert/152867.html">https://www.dailytrust.com.ng/news/feature/almarai-milking-the-desert/152867.html</a></li> </ul>
WF-30	<ul style="list-style-type: none"> <li>- Wastewater department established for the management of wastewater services across KSA, MEWA</li> <li>- Strategic Transformation Plan for public-private partnerships, MEWA</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="https://www.researchgate.net/publication/286360092_Treated_wastewater_use_in_Saudi_Arabia_challenges_and_initiatives">https://www.researchgate.net/publication/286360092_Treated_wastewater_use_in_Saudi_Arabia_challenges_and_initiatives</a></li> <li>- <a href="https://www.researchgate.net/publication/286360092_Treated_wastewater_use_in_Saudi_Arabia_challenges_and_initiatives">https://www.researchgate.net/publication/286360092_Treated_wastewater_use_in_Saudi_Arabia_challenges_and_initiatives</a></li> </ul>

SN	Initiative(s)/Programme(s)	Links
	- Wastewater management projects by the NWC in Riyadh, Jeddah, Makkah and Taif across all sectors	- <a href="http://www.constructionweekonline.com/article-45391-saudi-arabia-to-establish-three-wastewater-treatment-plants/">http://www.constructionweekonline.com/article-45391-saudi-arabia-to-establish-three-wastewater-treatment-plants/</a> - <a href="https://www.nwc.com.sa/English/OurCompany/MediaCenter/NewsandEvents/News/Pages/nwc_11052015.aspx">https://www.nwc.com.sa/English/OurCompany/MediaCenter/NewsandEvents/News/Pages/nwc_11052015.aspx</a> - <a href="https://repository.library.georgetown.edu/bitstream/handle/10822/1050168/CIRSOccasionalPaper19Kim_VanDerBeek2018.pdf?sequence=5">https://repository.library.georgetown.edu/bitstream/handle/10822/1050168/CIRSOccasionalPaper19Kim_VanDerBeek2018.pdf?sequence=5</a>
WF-31	-Salt water potatoes research, KACST	- <a href="http://admission.kau.edu.sa/GetFile.aspx?id=52782">http://admission.kau.edu.sa/GetFile.aspx?id=52782</a>
WF-32	- Identifying brine disposal as a main challenge in seawater desalination, Water Tech Conference	- <a href="https://www.germanwaterpartnership.de/fileadmin/pdfs/lf_golfstaat/en/Water_Tech_Saudi_Arabia.pdf">https://www.germanwaterpartnership.de/fileadmin/pdfs/lf_golfstaat/en/Water_Tech_Saudi_Arabia.pdf</a>
WF-33	- Food imports requirements, SFDA -Kingdom imports 80% of its food requirements, ArabNews	- <a href="https://www.sfda.gov.sa/en/food/about/administration/mangement_food/Pages/EDOIFC-FoodImportReq.aspx">https://www.sfda.gov.sa/en/food/about/administration/mangement_food/Pages/EDOIFC-FoodImportReq.aspx</a> - <a href="http://www.arabnews.com/news/558271">http://www.arabnews.com/news/558271</a>
WF-34	-Red Date Palm Weevil, RPW collaborated project between KACST and MEWA to monitor and protect the production of date palms	- <a href="https://gpurc.kacst.edu.sa/Docs/Red_Palm_Weevil_Research_Grant_Program.pdf">https://gpurc.kacst.edu.sa/Docs/Red_Palm_Weevil_Research_Grant_Program.pdf</a>
WF-35	- No current systems in place, or research into the matter	-Not applicable

SN	Initiative(s)/Programme(s)	Links
WE-1	- Research on biogas from Wastewater sludge by King Abdulaziz University - Waste to Energy Potential: A case study of KSA - In 2016, SEC signs MoU to produce energy from waste	- <a href="http://medcraveonline.com/IJH/IJH-01-00007.pdf">http://medcraveonline.com/IJH/IJH-01-00007.pdf</a> <a href="https://s3.amazonaws.com/academia.edu.documents/45249954/1-s2.0-S1364032116300223-main.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&amp;Expires=1531642165&amp;Signature=LZ91UiszBcKlnUpgsVX1B4H7%2BZE%3D&amp;response-content-disposition=inline%3B%20filename%3DWaste_to_energy_potential_A_case_study_o.pdf">https://s3.amazonaws.com/academia.edu.documents/45249954/1-s2.0-S1364032116300223-main.pdf?AWSAccessKeyId=AKIAIWOWYYGZ2Y53UL3A&amp;Expires=1531642165&amp;Signature=LZ91UiszBcKlnUpgsVX1B4H7%2BZE%3D&amp;response-content-disposition=inline%3B%20filename%3DWaste_to_energy_potential_A_case_study_o.pdf</a> - <a href="http://www.arabnews.com/node/943166/saudi-arabia">http://www.arabnews.com/node/943166/saudi-arabia</a>
WE-2	- Ras Al Khair Desalination Plant (Combines MSF & RO) - Al Khafji Solar Saline Water Reverse Osmosis (Solar SWRO) Desalination Plant	- <a href="https://www.water-technology.net/projects/ras-al-khair-desalination-plant/">https://www.water-technology.net/projects/ras-al-khair-desalination-plant/</a> - <a href="https://www.water-technology.net/projects/al-khafji-solar-saline-water-reverse-osmosis-solar-swro-desalination-plant/">https://www.water-technology.net/projects/al-khafji-solar-saline-water-reverse-osmosis-solar-swro-desalination-plant/</a>
WE-3	- AQUA-CSP study analyzes the potential of CSP in the Middle East (Commissioned by German Aerospace Center) (Concentrating solar power for seawater desalination, German Federal Ministry for the Environment) -- A Framework for comparing viability of different desalination approaches (Viability of different desalination approaches, KAPSARC)	- <a href="https://www.dlr.de/tt/Portaldata/41/Resources/dokumente/institut/system/projects/aqua-csp/AQUA-CSP-Full-Report-Final.pdf">https://www.dlr.de/tt/Portaldata/41/Resources/dokumente/institut/system/projects/aqua-csp/AQUA-CSP-Full-Report-Final.pdf</a> - <a href="https://www.kapsarc.org/wp-content/uploads/2015/12/37_KS-1521-DP015A-A-Framework-for-Comparing-the-Viability-of-Different-Desalination-Approaches.pdf">https://www.kapsarc.org/wp-content/uploads/2015/12/37_KS-1521-DP015A-A-Framework-for-Comparing-the-Viability-of-Different-Desalination-Approaches.pdf</a>
WE-4	- Green Duba integrated solar combined cycle plant, KAPSARC	- <a href="https://aawsat.com/english/home/article/1065411/saudi-arabia-launch-largest-solar-power-plant-next-month">https://aawsat.com/english/home/article/1065411/saudi-arabia-launch-largest-solar-power-plant-next-month</a>
WE-5	- Industrial wastewater regulations, Royal Commission Environmental Standards	- <a href="https://www.slideshare.net/sudeebkumar/royal-commission-jubail-environmental-regulations-2015volume-i">https://www.slideshare.net/sudeebkumar/royal-commission-jubail-environmental-regulations-2015volume-i</a>
WE-6	- No existing projects or research looking at combining solar with WWTP	- No existing projects or research looking at combining solar with WWTP
WE-7	- No existing projects or research looking at combining wind with WWTP	- No existing projects or research looking at combining wind with WWTP
WE-8	- Research on using solar water pumps in a deep well in Madina, Taibah University	- <a href="http://repository.taibahu.edu.sa/bitstream/handle/123456789/17580/Performances%20of%20solar%20water%20pumping%20system%20using%20helical%20pump%20for%20a%20deep%20well.pdf?sequence=1&amp;isAllowed=y">http://repository.taibahu.edu.sa/bitstream/handle/123456789/17580/Performances%20of%20solar%20water%20pumping%20system%20using%20helical%20pump%20for%20a%20deep%20well.pdf?sequence=1&amp;isAllowed=y</a>
WE-9	- Ministry launches research and development on algae production techniques - Algal production technologies workshop held at KAUST	- <a href="http://saudigazette.com.sa/article/524484/SAUDI-ARABIA/Ministry-launches-algae-production-techniques-project">http://saudigazette.com.sa/article/524484/SAUDI-ARABIA/Ministry-launches-algae-production-techniques-project</a> - <a href="https://www.kaust.edu.sa/en/news/algal-production-technologies-workshop">https://www.kaust.edu.sa/en/news/algal-production-technologies-workshop</a>



WE-10	- Assessment of Advanced Corrosion Monitoring Technology for Pipeline Integrity, Saudi Aramco - Improving water distribution, SWEF & MEWA	<a href="http://www.saudiaramco.com/content/dam/Publications/Journal-of-Technology/2016_winter/Assessment-of-Advanced.pdf">http://www.saudiaramco.com/content/dam/Publications/Journal-of-Technology/2016_winter/Assessment-of-Advanced.pdf</a> - <a href="http://saudiwaterenvironment.com/all-days/">http://saudiwaterenvironment.com/all-days/</a>
WE-11	- Solar water heater project in Princess Noura bint AbdulRahman University for women	- <a href="https://www.power-technology.com/projects/princessnouraunivers/">https://www.power-technology.com/projects/princessnouraunivers/</a>
WE-12	- Qassim University to install solar cooling systems in summer of 2018	- <a href="https://fahrenheit.cool/en/first-adsorption-solar-cooling-project-in-saudi-arabia/">https://fahrenheit.cool/en/first-adsorption-solar-cooling-project-in-saudi-arabia/</a>
WE-13	- 3 <sup>rd</sup> Annual Conference on District cooling aiming at green economy leading to vision 2030 - SNC-Lavalin awarded district cooling scheme contract in Makkah - Saudi Tabreed operates district cooling plants in Saudi Aramco, King Khalid International Airport, King Abdullah Financial district, A; Ra'idah Digital city and Qurayyah Independent power plant	- <a href="https://fleming.events/district-cooling-arabia/">https://fleming.events/district-cooling-arabia/</a> - <a href="http://www.snclavalin.com/en/media/press-releases/2018/snc-lavalin-awarded-district-cooling-scheme-contract-makkah-saudi-arabia.aspx">http://www.snclavalin.com/en/media/press-releases/2018/snc-lavalin-awarded-district-cooling-scheme-contract-makkah-saudi-arabia.aspx</a> - <a href="http://www.sauditabreed.com/news.php">http://www.sauditabreed.com/news.php</a>
WE-14	- Evaluating building energy efficiency investment options for KSA, KAPSARC - Saudi Building Code requirements – MOMRA - Saudi to underline green building credentials	- <a href="https://www.kapsarc.org/wp-content/uploads/2016/10/KS-1655-DP049A-Evaluating-Building-Energy-Efficiency-Investment-Options-for-SA.pdf">https://www.kapsarc.org/wp-content/uploads/2016/10/KS-1655-DP049A-Evaluating-Building-Energy-Efficiency-Investment-Options-for-SA.pdf</a> - <a href="https://www.momra.gov.sa/general/serv/pub/code/files/%D9%85%D8%AA%D8%B7%D9%84%D8%A8%D8%A7%D8%AA%20%D8%AA%D8%B1%D8%B4%D9%8A%D8%AF%20%D8%A7%D9%84%D8%B7%D8%A7%D9%82%D8%A9.pdf">https://www.momra.gov.sa/general/serv/pub/code/files/%D9%85%D8%AA%D8%B7%D9%84%D8%A8%D8%A7%D8%AA%20%D8%AA%D8%B1%D8%B4%D9%8A%D8%AF%20%D8%A7%D9%84%D8%B7%D8%A7%D9%82%D8%A9.pdf</a> - <a href="https://www.thebig5hub.com/news/2018/april/saudi-to-underline-green-building-credentials/">https://www.thebig5hub.com/news/2018/april/saudi-to-underline-green-building-credentials/</a>
WE-15	- Carbon capture agreement with KSA, Rick Perry - SABIC hosts regional meeting of carbon sequestration leadership forum - SABIC Carbon Capture and Utilization Project - Aramco launches the first carbon capture and sequestration project and CO <sub>2</sub> enhanced oil recovery in 2015 (Uthmaniyah and Hawiyah NGL Facilities)	- <a href="https://www.triplepundit.com/2017/12/rick-perry-signs-carbon-capture-agreement-saudi-arabia/">https://www.triplepundit.com/2017/12/rick-perry-signs-carbon-capture-agreement-saudi-arabia/</a> - <a href="https://www.sabic.com/en/news/7491-sabic-hosts-regional-meeting-of-carbon-sequestration-leadership-forum">https://www.sabic.com/en/news/7491-sabic-hosts-regional-meeting-of-carbon-sequestration-leadership-forum</a> - <a href="http://www.globalccsinstitute.com/projects/sabic-carbon-capture-and-utilisation-project">http://www.globalccsinstitute.com/projects/sabic-carbon-capture-and-utilisation-project</a> - <a href="http://korea.aramco.com/en/home/news-and-media/news/Launching-the-Kingdoms-first-carbon-capture-project.html">http://korea.aramco.com/en/home/news-and-media/news/Launching-the-Kingdoms-first-carbon-capture-project.html</a>
WE-16	-No initiatives	- Not applicable

SN	Initiative(s)/Programme(s)	Links
FE-1	- Research on Biodiesel Production from halophyte seeds, King Saudi University - Research on the potential of an algae bio-refinery in KSA	- <a href="https://www.pakbs.org/pjbot/PDFs/48(6)/40.pdf">https://www.pakbs.org/pjbot/PDFs/48(6)/40.pdf</a> <a href="https://www.researchgate.net/publication/315099495_Development_of_algae_biorefinery_in_Saudi_Arabia_a_source_of_bioenergy_and_bioproducts">https://www.researchgate.net/publication/315099495_Development_of_algae_biorefinery_in_Saudi_Arabia_a_source_of_bioenergy_and_bioproducts</a>
FE-2	- 40,000 MT/year biodiesel plant agreement Inc Bio & BREF, 2014 - Sustainable Energy Technologies center: research on bioethanol by fermentation	- <a href="http://www.incbio.com/news28jan2014.html">http://www.incbio.com/news28jan2014.html</a> - <a href="https://set.ksu.edu.sa/en/Biomass-energy">https://set.ksu.edu.sa/en/Biomass-energy</a>
FE-3	- NADEC plans to build a power generation plant using cow dung - Biogas production from tree and animal wastes, University of AL-Baha	- <a href="https://www.nadec.com.sa/NewsPress/FullPressRelease/tabid/343/articleId/241/articlesListTabId/341/articlesListModId/848/articleDetailsModId/851/listType/gridWithContent/language/en-US/Default.aspx">https://www.nadec.com.sa/NewsPress/FullPressRelease/tabid/343/articleId/241/articlesListTabId/341/articlesListModId/848/articleDetailsModId/851/listType/gridWithContent/language/en-US/Default.aspx</a> - <a href="http://english.alarabiya.net/en/features/2017/01/18/Saudi-professor-produces-biogas-from-trees-and-animal-wastes.html">http://english.alarabiya.net/en/features/2017/01/18/Saudi-professor-produces-biogas-from-trees-and-animal-wastes.html</a>
WE-1	Please refer to WE-1	-
FE-4	Jeddah landfill recovery gas bundled project, CDM	<a href="https://cdm.unfccc.int/filestorage/e/t/1YPXGTN3MJLVS9ZI7QE4B0058ADHFU.pdf/6802%20PDD%2024%20Jul%2012.pdf?t=OVp8cGNhNGJxfDCT9fceGtuMbUGbZDpn8atd">https://cdm.unfccc.int/filestorage/e/t/1YPXGTN3MJLVS9ZI7QE4B0058ADHFU.pdf/6802%20PDD%2024%20Jul%2012.pdf?t=OVp8cGNhNGJxfDCT9fceGtuMbUGbZDpn8atd</a>

FE-5	<ul style="list-style-type: none"> <li>- Estimating biodiesel production from fat fraction of MSW in Makkah, Center of Excellence for Environmental Studies, KAU</li> <li>-Research Biogas production through the anaerobic digestion of date palm tree wastes, King Saud University</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0171297">http://journals.plos.org/plosone/article?id=10.1371/journal.pone.0171297</a></li> <li>- <a href="https://bioresources.cnr.ncsu.edu/BioRes_09/BioRes_09_2_3323_AJuhaimi_HAOAA_Biogar_Prodn_Anaerobic_Digestion_Date_Palm_Waste_5339.pdf">https://bioresources.cnr.ncsu.edu/BioRes_09/BioRes_09_2_3323_AJuhaimi_HAOAA_Biogar_Prodn_Anaerobic_Digestion_Date_Palm_Waste_5339.pdf</a></li> </ul>
FE-6	<ul style="list-style-type: none"> <li>- Al Watania implements a fully integrated climate control system &amp; energy savings module</li> <li>- A comparison of 2 evaporative cooling systems on a commercial dairy farm in KSA</li> </ul>	<ul style="list-style-type: none"> <li>- <a href="http://www.thepoultrysite.com/poultrynews/34005/saudi-giant-alwatania-selects-smartpro/">http://www.thepoultrysite.com/poultrynews/34005/saudi-giant-alwatania-selects-smartpro/</a></li> <li>- <a href="https://www.researchgate.net/publication/282248788_A_comparison_of_2_evaporative_cooling_systems_on_a_commercial_dairy_farm_in_Saudi_Arabia">https://www.researchgate.net/publication/282248788_A_comparison_of_2_evaporative_cooling_systems_on_a_commercial_dairy_farm_in_Saudi_Arabia</a></li> </ul>
FE-7	- Pad and fan systems for greenhouse cooling are widespread across KSA greenhouse farms	<ul style="list-style-type: none"> <li>- <a href="https://repository.library.georgetown.edu/bitstream/handle/10822/1050168/CIRSOccasionalPaper19Kim_VanDerBeek2018.pdf?sequence=5&amp;isAllowed=y">https://repository.library.georgetown.edu/bitstream/handle/10822/1050168/CIRSOccasionalPaper19Kim_VanDerBeek2018.pdf?sequence=5&amp;isAllowed=y</a></li> </ul>
FE-8	- Unaizah Food City proposal by a consortium of Dutch Companies	- NL Embassy in Riyadh
FE-9	- Greenhouses project for design and testing closed system for recycled water condensation, KACST	- <a href="https://www.kacst.edu.sa/eng/RD/Pages/content.aspx?dID=92">https://www.kacst.edu.sa/eng/RD/Pages/content.aspx?dID=92</a>
FE-10	- SR 18.9 billion to fund the development of Ma'aden wa'ad al shamal phosphate company's phosphate project	- <a href="https://www.maaden.com.sa/en/news_details/147">https://www.maaden.com.sa/en/news_details/147</a>
FE-11	- Pilot irrigation project by First Solar company, KSA	- <a href="https://www.pv-tech.org/news/first-solar-installs-pilot-irrigation-project-in-saudi-arabia">https://www.pv-tech.org/news/first-solar-installs-pilot-irrigation-project-in-saudi-arabia</a>
FE-12	- No initiatives	-Not Applicable
FE-13	- No initiatives	-Not Applicable
FE-14	- No initiatives	-Not Applicable
FE-15	GSFMO grain storage reserves	- <a href="http://www.sago.gov.sa/Texts/Get/?id=685F909C-CE84-4C20-9259-8D0D903BBEE0">http://www.sago.gov.sa/Texts/Get/?id=685F909C-CE84-4C20-9259-8D0D903BBEE0</a>
FE-16	- Cold chain cluster project for Unaizah food city	- NL Embassy in Riyadh

## 7. Appendix B

The table below elaborates on the stakeholder entities identified in Chapter 5, providing entity descriptions and links.

Entity Type		Entity Responsibility	Link
Government operator entities			
1	Eastern Province Municipality	Responsibilities include achieving effective communication, applying the best practices and global standards, and implement a community outreach strategy	<a href="https://www.eamana.gov.sa/">https://www.eamana.gov.sa/</a>
2	Jeddah Municipality	Responsibilities development and implementation of strategic plans and cooperation with all related government agencies, civil societies, private sector and Jeddah inhabitants and visitors	<a href="http://www.jeddah.gov.sa/English/index.php">http://www.jeddah.gov.sa/English/index.php</a>
3	Riyadh Municipality	Responsibilities include management, environmental protection and reducing the risks associated with flooding	<a href="https://www.alriyadh.gov.sa/en/municipality/">https://www.alriyadh.gov.sa/en/municipality/</a>
4	Water and Electricity Company	To tender desalination plans and projects as well as water purification, sewage water treatment and co-generation for the private sector	<a href="http://www.wec.com.sa/PageContentDetails.aspx?menuId=6">http://www.wec.com.sa/PageContentDetails.aspx?menuId=6</a>
5	National Water Company	To provide exceptional water and wastewater services to the community that is credible, sustainable and cost-effective	<a href="https://www.nwc.com.sa/English/Pages/default.aspx">https://www.nwc.com.sa/English/Pages/default.aspx</a>
6	Saudi Electricity Company	Committed to delivering world class power services to its customers and society	<a href="https://www.se.com.sa/en-us/Pages/home.aspx">https://www.se.com.sa/en-us/Pages/home.aspx</a>
7	Saline Water Conversion Corporation	Aims to meet water and electricity needs in the Kingdom through sea water desalination processes and power production	<a href="https://www.swcc.gov.sa/english/Pages/Home.aspx">https://www.swcc.gov.sa/english/Pages/Home.aspx</a>
8	Altaaqa	Main provider of total utility solutions, water, energy and cooling across the Kingdom	<a href="http://altaaqa.com/about.html">http://altaaqa.com/about.html</a>
9	ACWA Power	Delivering reliable power and desalinated water at low cost	<a href="http://www.acwapower.com/en/about-us/introduction/">http://www.acwapower.com/en/about-us/introduction/</a>
10	Saudi Agricultural & Livestock Investment Company	Investments in agricultural and livestock production to contribute to the production of selected food goods including wheat, barely, poultry and aquaculture	<a href="http://www.salic.com/English/Pages/default.aspx">http://www.salic.com/English/Pages/default.aspx</a>
11	Saudi Aquaculture Society (SAS)	Aims to develop a sustainable and competitive global aquaculture industry in KSA	<a href="http://www.sas.org.sa/en">http://www.sas.org.sa/en</a>
12	Grain Silos & Flour Mills Organization (GSFMO)	Aims to provide food products such as flour, wheat, poultry and livestock feed to Saudi citizens	<a href="http://www.sago.gov.sa/Site/DownloadStudies.aspx?ID=8">http://www.sago.gov.sa/Site/DownloadStudies.aspx?ID=8</a>
13	Saudi Organic Farming Association (SOFA)	Aims to provide organic products to the market of KSA	<a href="http://sofa.org.sa/en/">sofa.org.sa/en/</a>
Government regulator entities			
14	Electricity and Cogeneration Regulatory Authority	KSA's regulator of the electricity and water industry	<a href="http://www.ecra.gov.sa/en-us/Pages/default.aspx">http://www.ecra.gov.sa/en-us/Pages/default.aspx</a>
15	Ministry of Environment, Water and Agriculture	Contributes to the water and food security and the overall improvement of the quality of life in KSA	<a href="https://www.mewa.gov.sa/en/Pages/default.aspx">https://www.mewa.gov.sa/en/Pages/default.aspx</a>
16	Saudi Food and Drug Authority	Ensures the safety of food products used for human and animal consumption	<a href="https://www.sfda.gov.sa/en/Pages/default.aspx">https://www.sfda.gov.sa/en/Pages/default.aspx</a>
17	Ministry of Municipal and Rural Affairs	Supervises all municipal affairs of the Kingdom and develops the resources and municipal services	<a href="https://www.momra.gov.sa/">https://www.momra.gov.sa/</a>
18	Ministry of Energy, Industry and Natural Resources	The ministry ensures the sustainable development of the oil, gas and minerals industry resulting in the highest economic value for the nation	<a href="http://www.meim.gov.sa/">http://www.meim.gov.sa/</a>
19	The General Authority of Meteorology and Environmental Protection	Aims towards maintaining natural resources, environmental protection, provides meteorological services and the use of early warning systems	<a href="https://www.pme.gov.sa/En/pages/default.aspx">https://www.pme.gov.sa/En/pages/default.aspx</a>
Industry			
20	Saudi Arabia Basic Industries Corporation	Manufactures diversified chemicals for products including agri-nutrients on a global level	<a href="https://www.sabic.com/en">https://www.sabic.com/en</a>



21	Saudi Aramco	KSA's state-owned oil company	<a href="http://www.saudiaramco.com/en/home/about.html">http://www.saudiaramco.com/en/home/about.html</a>
22	Agribusinesses	To provide world-class agricultural products	<a href="http://www.saudi-agrofood.com/ar">http://www.saudi-agrofood.com/ar</a>
23	Arabian Agricultural Services Company (ARASCO)	To provide agricultural services working towards addressing KSA's food security and the food gap in the Middle East	<a href="http://www.arasco.com/">http://www.arasco.com/</a>
24	Almarai	Worldwide dairy company	<a href="https://www.almarai.com/">https://www.almarai.com/</a>
25	Savola Group	Food group established in KSA	<a href="https://www.savola.com/">https://www.savola.com/</a>
26	Al-Watania Poultry	Largest poultry company established in the Middle East	<a href="http://www.al-watania.com/">http://www.al-watania.com/</a>
27	Saudi Fisheries Company	Saudi company responsible for fishing, fish-farming and marketing	<a href="http://www.saudi-fisheries.com/">http://www.saudi-fisheries.com/</a>
28	National Agricultural Development Company (NADEC)	Agriculture and food processing company in the Middle East and North Africa	<a href="https://www.nadec.com.sa/en-us/aboutnadec/nadecgroup.aspx">https://www.nadec.com.sa/en-us/aboutnadec/nadecgroup.aspx</a>
29	Saudi Agricultural and Livestock Investment Company (SALIC)	Saudi investment company committed to produce more sustainable food supplies	<a href="http://www.salic.com/English/Pages/default.aspx">http://www.salic.com/English/Pages/default.aspx</a>
International organizations and NGOs			
30	Arab Authority for Agricultural Investment & Development	KSA is a Member State contributing towards AAAID for the achievement of food security in the Arab World.	<a href="https://www.aaaid.org/en">https://www.aaaid.org/en</a>
31	IRENA	To provide data on renewable energy and promote economic, social and environmental benefits of renewables	<a href="http://www.irena.org/">http://www.irena.org/</a>
32	Food and Agriculture Organization	To contribute to the sustainable production of agriculture and fisheries to combat poverty	<a href="http://www.fao.org/countryprofiles/index/en/?iso3=ARE">http://www.fao.org/countryprofiles/index/en/?iso3=ARE</a>
Universities and Research Institutes			
33	King Abdullah University of Science and Technology	Research focuses on addressing global challenges in the areas of food, water and energy	<a href="https://www.kaust.edu.sa/en">https://www.kaust.edu.sa/en</a>
34	King Abdullah City for Atomic and Renewable Energy	Focuses on the future of energy of KSA towards a sustainable energy mix that includes atomic and renewable energy	<a href="https://www.kacare.gov.sa/en/Pages/default.aspx">https://www.kacare.gov.sa/en/Pages/default.aspx</a>
35	King Abdullah Petroleum Studies and Research Center	Research focuses on energy efficiency solutions for economic and social development, regionally and globally	<a href="https://www.kapsarc.org/">https://www.kapsarc.org/</a>
36	King Abdulaziz City for Science and Technology	Government institution focusing on supporting and enhancing applied research that includes food security	<a href="https://www.kacst.edu.sa/eng">https://www.kacst.edu.sa/eng</a>
37	Sustainable Agriculture Research and Development Center (ESTIDAMAH)	Center of expertise aimed at the development of sustainable strategy in the horticulture sector	<a href="https://www.estidamah.sa/">https://www.estidamah.sa/</a>

## 8. Endnotes

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## Saudi Health Mission Evaluation Report

### **Health Sector in Saudi Arabia:**

Saudi Arabian health sector's transformation is being guided by the National Transformation Plan 2020 (NTP) and the Vision 2030, along with the Ministry of Health's National Healthcare Project and National e-Health Strategy. This is in line with the economic reform to remove dependency on oil and diversify the economy.

Saudi Arabia is set to privatize many state-owned assets which bring opportunities for Dutch companies and investors. The Saudi healthcare market, is the largest in the GCC, and is set to grow by 69% from \$16 billion in 2015 to \$27 billion by 2020.

### **Embassy's Engagement:**

The Embassy decided to organize an incoming mission [5.1.2e] and a country pavilion as well at Saudi Health exhibition in May 8-10, to set up meetings with [5.1.2e] and site visits to five top hospitals in the capital during the day and attends the exhibition in the evening. This compact plan was set for the reason to maximize the results.

### **The Delegation:**

A delegation of 11 companies and 11 businessmen and businesswomen joined the intensive programme of the mission. ADMC, TOPIC, Royal Ahrend, CareForce, MILabs, Van [5.1.2e], Aramex, Royal Acker, Halal Vital, YesWeCan Clinics and FIT International participated with the mission.

### **Visits to [5.1.2e] Hospitals:**

Together with [5.1.2e] [5.1.2e] and [5.1.2e] of the embassy, the mission visited Kingdom Hospital, dr. Abdulrahman Al Mishari hospital, dr. Sulaiman Al Habib Hospital, Specialized Medical Center and King Fahad Medical City. The delegation met with [5.1.2e] of the hospitals. Riyadh Chamber of Commerce and Industry also organized a B2B meeting session for two hours. Networking event on the 9th of May organized by the Embassy at the residence, brought along 50 businessmen and businesswomen together with other related healthcare companies.

### **The Pavilion:**

The designed pavilion, walls type with logos, gave a special space to each company for presentation and discussion with potential business partners. Royal Ahrend placed some of their furniture at the pavilion for demonstration. The welcoming design and the orange color with Holland+You marking made the pavilion an "eye-catcher". Water & juice bottles, coffee, tea, dates and chocolate with Holland+You branding were served during the fair to share hospitality to potential business partners.

### **Invitations:**

The Embassy's team sent out electronic invitations to participate at Saudi Health in the middle of January to hundreds of companies, thanks to Achilles. The Embassy included companies which participated at Arab Health in Dubai. Reactions were immediately received and selection process began. At some point the mission was overbooked which gives an idea of a growing interest from the Netherlands in the Saudi Health market.

### **Difficulties & Challenges:**

The size of the pavilion was relatively small (6x6). We were able to host a very limited number of companies. In short period, the pavilion was fully booked. Other companies with promising products and services, which received the invitation, were unable to join.

5.1.2a

One cancellation occurred just two weeks before the departure date; MMedical B.V for family reasons and one case of no-show for Royal Haskoning.

### **Taskforce Healthcare & PIB:**

The project was powered by the Partners in International Business (PIB), a project for three years by the Taskforce healthcare unit at RvO from 2017-2019. Taskforce Healthcare's media team,

5.1.2a

### **PIB Budget:**

Allocated budget for this project this year is 32,000,-EUR. Below table is what has been spent so far

Space allocation at Saudi Health 6x6m2	59,400,-SAR	14,732,-EUR
Pavilion, design and build + Complete Service	45,800,-SAR	11,359,-EUR
Transportation Toyota Coaster Bus for 3 days	5000,-SAR	1240,-EUR
Holland+Y logo & Health Guide printing 100pcs	5060,-SAR	1255,-EUR
Lunches	1800,-SAR	447,-EUR
Networking event, dinner reception +50ppl	11,000,-SAR	2728,-EUR
<b>Total Spending</b>	<b>128,060,-SAR</b>	<b>31,759,-EUR</b>

### **Results:**

This intensive programme has generated enormous business leads to all participants allowing them to fact find the market, sense the need of technology in healthcare and have a complete overview of the health system in the Kingdom. The programme was rated 4.5 out of 5 on the Embassy's evaluation survey. Later on, the Embassy received a very good feedback from all companies.

### **Recommendations:**

Few points that should be improved for next mission; implementation of a cancellation and no-show fee, delegates must be prompt; Company's brochure should be ready enough time before the start of the mission, use of high quality pitches and the use of a unified format on a common USB drive for easy access to each presentation. More advertising is needed before any B2B at the Chamber and

5.1.2a

### **Next Mission:**

The Embassy strongly recommends a larger mission next year on the occasion of Saudi Health 22-24 of April 2018. The Ministry of Health will be as well launching a conference during the fair, expecting at least 35,000 attendees among them, doctors and decision makers. The mission can include visits to large companies working in healthcare as well as medical suppliers and major hospitals. Perhaps include visits to companies and hospitals in Jeddah city, the second largest city in Saudi Arabia.





***Draft Programme of  
Saudi Health Mission  
8 -10 May 2017***

**Monday 8/5**

- 08:00 Network Breakfast with Dutch mission at TIARA Hotel
- 09:30 Departure to Riyadh Chamber of Commerce
- 10:00 B2B meeting at Riyadh Chamber of Commerce
- 12:15 Light lunch at the Chamber
- 12:30 Departure from Riyadh Chamber of Commerce to SMC Hospital
- 13:00 Visit to Specialized Medical Center Hospital
- 14:30 Departure to hotel Tiara
- 14:30 Refresh at hotel Tiara
- 15:00 Departure to Riyadh Exhibition Center
- 15:10 Arrival at Saudi Health, preparation of the pavilion
- 16:00 Start of the exhibition Saudi Health
- 17:00 Official opening ceremony by Minister of Health Dr. Tawfiq Al Rabiah
- 22:00 Closing time of the exhibition
- 22:05 Walk or Taxi back to hotel

## **Tuesday 9/5**

- 09:30 Meeting at the lobby hotel Tiara and departure to KFMC
- 10:00 Meeting with officials of King Fahad Medical City
- 11:30 Departure from KFMC to the Embassy
- 12:00 Lunch at the Embassy, Orange Hub
- 13:30 Departure to Tiara Hotel
- 14:00 Free time
- 15:50 Departure from Tiara hotel to Exhibition center
- 16:00 Saudi Health
- 20:45 Departure to 

5.1.2e
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- 21:00 Network reception at 

5.1.2e
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- 22:30 Departure to Tiara hotel

## **Wednesday 10/5**

- 08:30 Meeting at Tiara hotel lobby
- 08:45 Departure to Al habib Hospital
- 09:30 Visit to Habib Hospital
- 11:00 Departure Habib Hospital
- 11:30 Light lunch tbc.
- 12:30 Departure to Kingdom Hospital
- 13:00 Visit to Kingdom Hospital
- 14:00 Departure to Meshari Hospital
- 14:30 Visit to Meshari hospital
- 15:30 Departure to Exhibition center
- 16:00 Saudi Health
- 20:30 Wrap up, packing
- 21:00 End of the fair
- 21:05 Walk or Taxi back to Tiara hotel/ Transfer to airport



***Draft Programme of the Netherlands***

5.1.2e

5.1.2e

***to the Kingdom of Saudi Arabia of 15 -16 November 2017***

**(Very Tentative)**

**Tuesday 14/11**

23.05                      Arrival King Khalid International Airport Terminal 2, SV573, SAUDIA  
23.20                      Departure for hotel Marriott Courtyard

**Wednesday 15/11**

08.00                      Departure from hotel  
08.30                      Breakfast presentation at Jadwa Investment  
*Presentation on the economic outlook and the progress of the Vision 2030*  
Location: Jadwa Investment Building, Olaya x Oruba st.  
09.30                      Departure to SME Authority  
10.00                      meeting with SME 5.1.2e and presentation  
Location: King Fahad Street x Olaya  
11.00                      Departure to Philips lighting production facility  
Location: 2<sup>nd</sup> Industrial City, Al Kharj Road  
12.00                      Meeting with 5.1.2e and presentation, factory tour.  
13:00                      Lunch  
14.00                      Departure to Al Rasheed Greenhouses ( Built by Dutch Companies)  
Location: Al Kharj ( 30min drive )  
14.30                      Meeting with 5.1.2e and Tour  
15.30                      departure to the old city of Diryia

Location: Old City of Diriya ( 1 hour 40 minutes' drive)

17.30 Tour in old city

18.30 Departure to residence ( Dinner Dutch Business Group )

20.00 Departure to hotel

**Thursday 16/ 11**

08.30 Check-out hotel and departure International Energy Forum

09.00 Opening the Nexus forum

Location: IEF Building, Diplomatic Quarter

10.00 Side meeting with Minister of Energy, Water and Agriculture

10.30 Departure to Ministry of Health

11.00 Meeting with Deputy Minister of Health

Location: Ministry of Health building Nasriya

11.30 Departure to Sulaiman Al Habib Hospital

12.00 Meeting/presentations 5.1.2a & tour

Location: Hospital building Suwidi District.

13.00 Departure for Lunch ( Restaurant/?)

15.00 Departure to Musmak Fort

16:15 Departure back to IEF

16:40 Conclusion, wrap up of the Nexus Forum

19.30 Network reception on the occasion of Nexus/ Locations: Residence

22.00 Departure to King Khalid International Airport Terminal 1, flight  
Lufthansa LH 623 to Frankfurt Departure on 17.11 at 00:45

**Version 10.8.2017**

Meet the Dutch Delegation  
**Trade Mission eHealth to Qatar & Saudi Arabia**  
28 May — 2 June



**NL** Netherlands

# Preface

Dear all,

It is my great pleasure to welcome the Dutch e-Health mission to the Kingdom of Saudi Arabia from May 31<sup>st</sup> until June 2<sup>nd</sup>. This mission is considered to be an excellent opportunity for the Dutch and Saudi stakeholders to exchange knowledge within the field of e-Health, to be able to connect and also share best practices.

Relations between the Kingdom of Saudi Arabia and the Kingdom of the Netherlands are deeply rooted and longstanding. 2022 is the year that will mark 150 years of opening the first Dutch Consulate in Jeddah in 1872; since that time, our ties and cooperation further unfolded in many areas.

Health innovations are part of the Dutch DNA. The microscope was invented in the Netherlands four hundred years ago and we are still pioneering in areas like Preventive Care, Nano Medicine and Image-Guided Therapy Research. The Netherlands is home to more than 2200 Life Science and Health Companies, research organizations and excellent universities, which creates a fertile environment for innovations that benefit people's daily lives.

The Netherlands is an international front-runner in eHealth solutions and has the highest ICT penetration in hospitals and clinics. Furthermore, The Netherlands ranks in the top ten of patent applications and among top five countries offering excellent market conditions for mobile health app companies in Europe.

Patients in the Netherlands can choose from several options to monitor their own health, both online and through apps devices or mobile apps that keep track of physical activity. Digitalization of the healthcare system has long been a priority of the Dutch Ministry of Health, Welfare and Sport.

Since the COVID-19 pandemic has accelerated transformation of the digital health sector, we have experienced that many of today's global challenges require international collaboration. I hope this mission will allow participants to solidify existing ties and establish new connections resulting in long-term mutually beneficial partnerships.

5.1.2e

5.1.2e

# Preface

Dear participants,

I am very pleased to welcome the Dutch eHealth mission to the State of Qatar on 29 and 30 May. The mission provides an excellent opportunity for Dutch and Qatari stakeholders in the field of eHealth to connect and share best practices. It offers Dutch participants the chance to inform Qatari health care institutions about innovations in the Dutch healthcare system and key success factors for Dutch digital health solutions.

Health care is a main objective in Qatar's National Vision 2030 as the government aims to ensure a comprehensive world-class health care system accessible to the whole population. Qatar is one of the fastest growing healthcare markets in the region. Delivering a world-class health care system requires adopting innovative approaches and eHealth solutions.

Health innovations are part of the Dutch DNA. The microscope was invented in the Netherlands four hundred years ago and we are still pioneering in areas like preventive care, nanomedicine and image-guided therapy research. The Netherlands is home to more than 2200 healthcare companies, research organizations and excellent universities, which creates a fertile environment for innovations that benefit people's lives. The Dutch health sector is an international front-runner in e-Health and has the highest ICT penetration in hospitals and clinics. The Netherlands ranks in the top ten of patent applications and among top five countries offering excellent market conditions for mobile health app companies in Europe.

The COVID-19 pandemic has reminded us that many of today's global challenges require international collaboration. Against this backdrop, I hope this mission will allow participants to solidify existing ties and establish new connections resulting in long-term mutually beneficial partnerships.

The Dutch government expects Dutch companies operating abroad to conduct business responsibly. This means that companies should take into account the impact of their activities on people and the planet.

5.1.2e





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# Introduction eHealth market in Qatar

**Ongoing local initiatives**—Qatar has a long history of eHealth, with several eHealth strategies that have been developed on a national level. There is a dedicated eHealth strategy that is embedded in the National Health Strategy. Additionally, the National Health Strategy has a focus on areas that can benefit from eHealth: prevention and wellbeing, preventing hospital admissions (especially for chronic diseases) and healthy ageing. Generally speaking, eHealth initiatives are available to the entire population, not just the Qatari citizens

## **Integrated EHR (Cerner)**

based on the health card's unique patient identifier Qatar has digitized all medical records and has put substantial effort into implementing one integrated EHR across the public healthcare providers (PHCC, HMC and the Ambulance service). This has not been fully integrated, but the basic functionalities are in place.

## **Disease registries**

Qatar has adopted and implemented various registries across the healthcare system. Based on the health card ID, patients for every specific disease can be selected. And based on the specific needs, registries can be designed that fulfil the needs. There already is a registry for communicable diseases and plans for a cancer registry and a diabetes registry are in the making.

## **National health strategy initiatives**

The national health strategy is the driving force of many of the realized and planned changes in Qatar's healthcare landscape. The national health strategy is divided into seven priority patient groups and five cross-cutting systemwide areas. The strategic plans for these patient groups may require the introduction of new eHealth technologies. These opportunities arise and are either awarded directly or publicly tendered. This happens not on an ad-hoc basis, but such specific opportunities are usually not planned several years in advance.

## **Droobi (<https://www.droobihealth.com/>)**

Droobi is a privately owned start-up that has been started to promote care for diabetes. Droobi is a digital therapeutics program (an App that leverages data analytics and artificial intelligence) that focuses on delivering outcomes. Droobi is the first Arabic Digital Therapeutic service used to manage Diabetes through behavioral change, established to empower people to manage chronic diabetes. It offers educational material, tracking tools and real health coaches. eSupport ePublichealth eCare Process User group Provider Patient Other (government, employers, public) Health Information Exchange Provider <> Patient Unified master patient index Disease registries Integrated EHR Meddy – appointment planning Droobi – diabetes health coach.

## **Meddy.com (<https://www.meddy.com/>)**

Meddy is a privately owned tool to help planning of consultations, in Qatar it is used by certain private hospitals.

# Introduction eHealth market in Saudi-Arabia

**Ongoing local initiatives**—KSA is spending a large amount on health services to provide better services to its citizens. The central health program in the Saudi Vision 2030 project is the eHealth system. At present, healthcare providers are adopting eHealth services and technologies, including electronic medical coverage (EMC), electronic medical records (EMRs), electronic health records (EHRs), picture archiving and communication systems (PACSs) and telemedicine.

The COVID-19 pandemic has exposed weaknesses in health and care systems and global public health responses, some of which can be addressed through data and digital science. The Riyadh Declaration on Digital Health was formulated during the Riyadh Global Digital Health Summit in Aug 11–12, 2020, a landmark forum that highlighted the importance of digital technology, data, and innovation for resilient global health and care systems. The declaration articulates 7 key priorities and 9 recommendations for data and digital health that need to be adopted by the global health community

Especially during the pandemic, the MOH made big efforts to gather and store clinical data from patients and ensure all new medical records are digitally stored. The public sphere of EHR is under the banner of:

- **Takasi Platform:** An online platform allowing healthcare workers to enter patient data and organize mass testing, active target surveillance and contact tracing for COVID-19.
- **Automated Laboratory Medicine Workplace:** All Laboratory Medicine services within the Ministry of National Guard Health Affairs (MNGHA) hospitals are automated through a centralized Laboratory Info System (LIS).
- **Filmless Radiology Department:** A fully integrated picture archiving and communication system (PACS) allowing the information to be shared between MNGHA facilities.

Moreover, various Health Information Exchange (SHIE) projects are underway.

- **Etada Enquiry Service:** an online portal for e-verification of the delivery of expats' screening results to the Passports Authority.
- **Treatment Orders Enquiries Service:** an online portal to inquire about the status of his/her transaction submitted to the Medical Commission and Health Attaché General Department.
- **Taji Project:** a cardiovascular information system (CVIS) across the Kingdom.

Besides, various teleconsultation platforms are being developed:

- **E-prescription services:** an online portal that allows users to dispense medication from commercial pharmacies through consulting MOH's remote channels.
- **Seha for doctors app:** a smart Phone App designed to provide online medical consultation services through MOH's accredited doctors.
- **Okadoc:** an instant doctor appointment booking platform.
- **Phillips & Saudi Telecom Company (STC):** TeleHealth solutions powered by Artificial Intelligence that allows hospitals and clinics anywhere in Saudi Arabia to be connected to command centers, through which doctors in other locations can treat patients remotely.
- **STC, Dictum, DAL Digital Information Technology & MOH:** The focus of this partnership will be to deliver specialty medical consultations from expert physicians at major hospitals to remote primary healthcare clinics throughout Saudi Arabia.

Also, healthcare platforms are being developed in KSA, most under the banner of:

- **Interactive Maps:** an online portal using geographical coordinates to search for healthcare facilities by name or distance.
- **Vaccinations Reminder Service:** an online portal to remind parents of the deadlines of the basic vaccinations against diseases targeted by immunization according to the MOH new vaccinations schedule.
- **Visitor Service:** an online portal that enables health practitioners to join the (Visitors) Program to temporarily provide their medical services across regions and governorates. This will be according to the need for such health practitioners with scientific and practical skills to work at MOH's hospitals.
- **TeleHealth Portable Clinic & TeleHealth Virtual Clinic:** an online platform focused on offering advanced virtual healthcare services using standard technology like WebRTC.

Finally, various mobile applications have recently been by different Saudi Arabia Government players, e.g. Tabaud, Tawakkalna, Tetamman Rest Assured, Mawid, Best Care and the Heart Safe City Project. Besides various manpower management and licensing platforms are being developed

# Introduction eHealth market in the Netherlands

The Netherlands is a front-runner in eHealth solutions and has the highest ICT penetration in hospitals and clinics. Every hospital in the Netherlands keeps electronic medical records, and a considerable number of hospitals are on their way to becoming completely paperless. There is also a focus on electronic data exchange between healthcare providers (e.g. around medication usage between primary and secondary care providers) but this is still limited (e.g. there is no national EHR). Furthermore, patients in the Netherlands can choose from several options to monitor their own health, both online and through apps. Devices or mobile apps that keep track of physical activity, like step counters, are most commonly used. In the past 5 years, many digital decision aids have been developed to assist in decision making between treatments. A lot of practical matters can also easily be arranged online or through apps. Examples are setting up a doctor's appointment, going through one's personal medical file (although <10% of primary care practices offered this in 2019) or getting a prescription renewed. The availability of consultations via app or email is on the rise as well.

## Government policies and strategies

Digitalization of the healthcare system has long been a priority of the Dutch Ministry of Health, Welfare and Sport (VWS). The central mission for the societal theme 'Health and Care' developed by the Ministry of VWS is that by 2040, all Dutch citizens will live at least five years longer in good health.<sup>6</sup> This mission is to be realized by achieving underlying missions such as decreasing the burden of disease from an unhealthy lifestyle and living environment (prevention) and organizing care more (often) in one's own living environment instead of in healthcare institutions. These developments require (low-tech, high impact) technology.

The government supports knowledge sharing and close cooperation and collaboration between companies and research institutions, private and public organizations. In general, there is a focus on prevention.

The Ministry of VWS formulated three objectives for eHealth back in 2014.

- The first objective concerns the digital release of medical data to the patient: 'online access'. This includes access to, e.g., medication information, vital functions, and test results. Due in part to various incentive programs, such as VIPP and MedMij, there has been an increase in the amount of healthcare providers that offer online access through patient portals and/or personal health environments (PHEs) over the course of the years. Effective 1 July 2020, every Dutch citizen has the right to access their medical data electronically or to be provided with an electronic copy.
- The second objective concerns 'self-monitoring and telemonitoring'. In 2019, four out of ten patients with a chronic condition were self-monitoring health values. Medical specialists also say that the use of telemonitoring is on the rise, and general practitioners in the Netherlands used telemonitoring more often than in other countries in 2019.<sup>5</sup> Self-monitoring, telemonitoring as well as apps and websites enable patients to be more self-sufficient, they are convenient and they improve the quality of patient care.
- The third objective concerns 'telemedicine and home automation'. The purpose of these is to enable people to live independently and safely and stay in their own homes longer. This includes video communication with a healthcare professional as well as monitoring technology and robotics. There has been an increase in the use of monitoring technologies (such as motion sensors and personal alarms), medicine dispensers, digital medication double-checks, and care robots.

To achieve these objectives, the government has set up the initiative 'Zorg van Nu' to highlight eHealth possibilities and providers, which includes a website ([zorgvannu.nl](http://zorgvannu.nl)) and an information team that visits healthcare providers. Furthermore, the Ministry promotes eHealth during the annual national eHealth week, which has this year been transformed to the 4-week long 'Slimme Zorg Estafette' and will be held in February 2021. Financially, the Ministry of VWS encourages eHealth initiatives by investing in SME entrepreneurs with impactful eHealth applications. Furthermore, the Ministry provides health innovators that want to create a new digital application with advice and information on options for financial support at [zorgvoorinnoveren.nl](http://zorgvoorinnoveren.nl).

In 2014, the Minister of VWS set up the Citrine Fund to help university medical centers (UMCs) develop sustainable and widely applicable improvements in healthcare. The theme eHealth is one of the themes chosen by VWS and the UMCs to improve health care.

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# Ancora Health

Ancora health is a digital therapeutics platform that provides both a baseline assessment of health risks and translates that assessment into an health engagement program rooted in behavioural science. Identified health risks such as pre-diabetes and mental stress are translated into a series of micro-habits for sustained engagement and adherence. Health outcomes are achieved by guiding motivated users through time bound actions across relevant micro-habits. The lifestyle pathways are enabled by a combination of tracking tools, digital nudging, and human coaching.



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**ANCORA1346349**

# CareBuilder | Fully Integrated Care Ecosystem

CareBuilder has worked with organisations providing award-winning care and support to the elderly and people with a range of disabilities, including learning difficulties, dementia and other cognitive as well as physical disabilities. "We are on a journey with Carebuilder that has transformed our customers lives, increased our business and allowed us to innovate in areas we didn't think possible" - *Colin Foskett, Head of Innovation, Blackwood Group.*

CareBuilder is the first ever fully integrated care ecosystem in the world. CareBuilder offers SaaS-based apps, smart devices and intelligent matching of caregivers and care receivers to enable effective (remote-first) support, increase efficiency and teamwork, optimise the primary care processes and improve quality of life.

The CareBuilder platform enables caregivers to work in a task oriented way. Every task that needs to be performed will be received by available qualified caregivers based on our Uber Matching Protocols. The caregivers receive all the relevant information to perform the task. The CareBuilder platform supports three kinds of tasks:

1. Re-Active Tasks: All alarms & requests that are sent after an action / reaction (f.e. alarm-button has been pressed)
2. Pro-Active Tasks: All tasks that are planned to be done at a specific time (f.e. hourly night-check)
3. Pre-Active Tasks: All alerts that are being sent after a suspected emergency (f.e. no activity detected)

Use CareBuilder to deliver & enhance your current service and create new services that are designed around your stakeholders. Contact us to experience the CareBuilder platform in your organisation.



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## CareBuilder

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# Diabeter / Medtronic

Diabeter is a certified center dedicated to providing comprehensive and individualized care for children and young adults living with type 1 diabetes. Originally based in The Netherlands and now with presence in Saudi Arabia, we are one of the largest diabetes specialist centers in Europe, currently managing thousands of patients.

Diabeter aims to decrease the burden of type 1 diabetes for patients and their families. We deliver individualized and comprehensive care, helping our patients to achieve superior outcomes and to live a better life with fewer complications. We do this by empowering patients through self-care, offering a warm, motivating non-clinical experience with 24/7 expert support. We ensure excellence through measuring, tracking and analyzing outcomes for every type 1 diabetes patient.

By making use of the latest technologies and cutting-edge clinical research, we can help patients towards a complication free future

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# Incision Group

## About us

Incision is a fast-growing platform for improving surgical performance and online training, founded in Amsterdam by Prof. Theo Wiggers and a number of other entrepreneurial professionals — with the mission to improve surgical care. Its team believes strongly in sharing surgical skills and making high-quality surgical knowledge accessible to everyone. Every day, the team is searching for new ways to support the efforts of the surgical team and make their challenging work run more smoothly.

## Academy

A portfolio of over 100 anesthesia and perioperative care courses offers a highly intuitive, efficient and progressive approach to education and training for all members of the perioperative team. A portfolio of more than 400 surgical procedures—explained using a validated step-by-step approach— is used to enhance surgical learning and prepare trainees for operating in a way that is efficient, up-to-date and reliable.

## Assist App

Incision Assist is the “digital assistant” for the OR — a mobile app that helps members of the surgical team to learn visually, prepare, and align with one another on their daily work. Providing them with logical sets of visual instructions, such as setting up the operating theatre, positioning the patient and listing what supplies and equipment are required.

### Incision's performance & learning platform



- 1 Fast onboarding & structured training
- 2 Better OR prep with a digital assistant
- 3 Establish a consistent way of working
- 4 Unlock internal & external best practice



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# NOWATCH

NOWATCH is an Amsterdam based health tech company on a mission to give people the tools to navigate the world of technology. It offers a new method for preventative healthcare by continuously monitoring stress, sleep and activity.

NOWATCH has developed the first sustainable wearable in the world that measures your physical and mental health using 6 sensors simultaneously, including the most innovative technology that predicts stress by following cortisol 24/7. Due to the partnership with Philips, NOWATCH uses unique algorithms that predict the cognitive zone up to 60 minutes in advance. Our prevention programs backed by leading scientists and coaches support living a more balanced life. The iOS & Android app that connects to NOWATCH shows all the relevant insights, recommends activities to restore balance, and brings back control over to the NOWATCH wearer to get most out of life.



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Ryberg combines the latest in computer vision, robotics and medical science to deliver intelligence and efficiency in disinfection.

Safeguarding buildings and facilities in healthcare and beyond. Our UVC technology is proven to kill up to 99,99% of viruses and bacteria without the use of chemicals.



## LEADERSHIP

Experienced leaders in technology, business development and integrated services.

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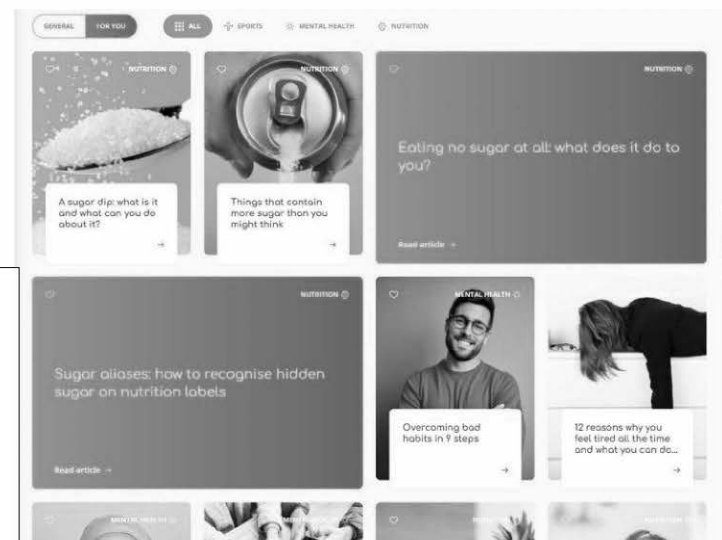
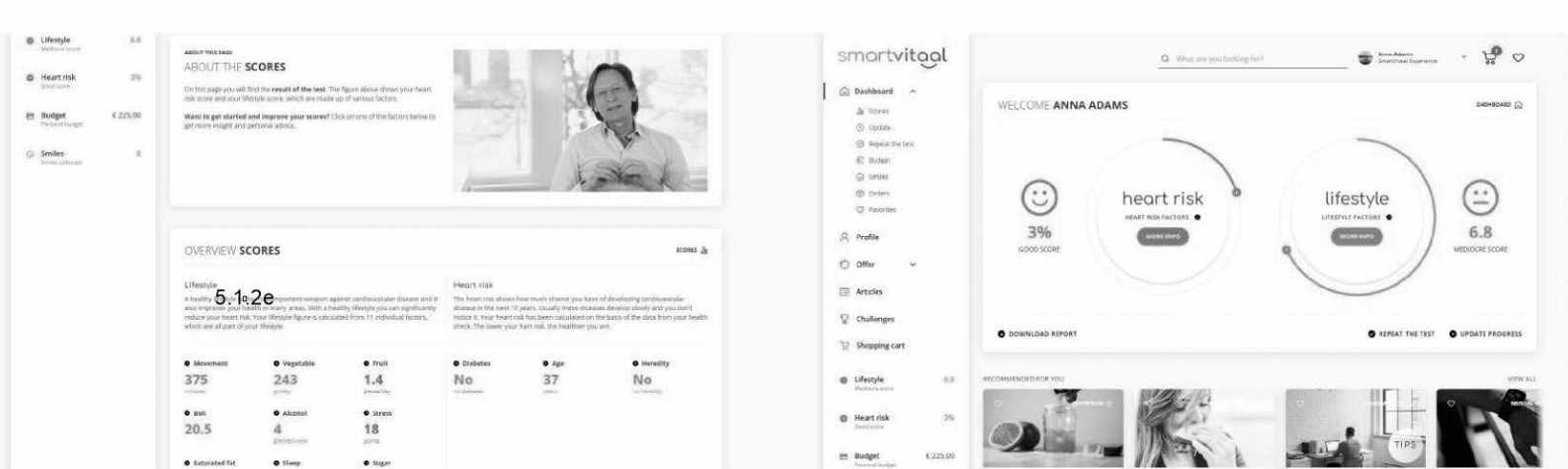
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SmartVitaal

SmartVitaal is an online health platform that combines a health test with a personal vitality program. As a personal vitality assistant, SmartVitaal stimulates everyone to get started with a healthy lifestyle themselves.

The technology and science driven solution offers a scalable solution at a low cost. In the scenario of a company, will be offered to all employees of the particular company. First, all employees can do the assessment of health and vitality, based on scientifically robust and validated questionnaires. These validated questionnaires cover sleep, stress, diet, exercise, smoking and alcohol. These are exactly the same lifestyle factors that are almost entirely responsible for the chance of developing stroke, heart attacks, diabetes and cognitive decline. Also, several types of cancer are strongly related to these lifestyle factors.

Secondly it delivers the outcome of the lifestyle scores plus 10 years heart risk on a personalized dashboard. Third, the algorithms provide the best possible advice and tips, for every individual citizen in her or his personalised dashboard. And last, the best possible lifestyle solutions will be offered to the individual employee, localized to the area where she or he lives. These solutions are a mix of free online challenges, online training, fitness schools, mental coaches etc. The current platform has been deployed in various large companies (TomTom, Spar, Zeeman etc) for a total of 50.000 employees.



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Smart Vitaal B.V.

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smartvitaal

1346349

# Synappz Digital Healthcare

Synappz is one of the first players in the field of digital healthcare in The Netherlands. Already for a decade we have been building digital health solutions with a clear vision: make healthcare accessible for everybody. Mobile and digital technologies have the potential to make this happen.

Scalability, privacy and usability are three key areas in digital healthcare. Synappz has been working hard to tackle this complicated matter: build a secure, easy to use digital health platform that can scale to any patient, any healthcare professional in any hospital. For any condition.

We are proud to present our digital health platform 'Clinicards', specifically created for the three most important use cases in digital healthcare: remote monitoring, educating and coaching patients to their desired health outcome. Through a unique modularity we are able to configure and implement Clinicards for any kind of condition. Clinicards has been, and is developed in 100% co-creation with healthcare professionals and patients. Versatility, ease of use and a secure environment are key features of our platform.

We are on our way to have Clinicards implemented in one third of the Dutch hospitals. Because of the versatility we are now present in 15 clinical domains, varying from neonatal care, pregnancy, rehabilitation, post-operative recovery, oncology and clinical research and serving thousands of patients and healthcare professionals. With our continued dedication to have the best platform available we are looking forward to explore possibilities in the Middle East region and line up with local HCPs and partners.



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Synappz

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W. [www.clinicards.info](http://www.clinicards.info)

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# Tekle Holographics

Tekle Holographics creates and develops custom Holographic solutions that allow socially immersive and interactive experiences where one can visualize any 3D model, digital twins, Gis information or simulation with the assistance of our Holographic metaverse portals.

Holographic "technology is already available in different forms, but it is expensive, time consuming and often inaccurate.

Tekle Holographics addresses these issues with the introduction of its cross-platform Holographics solution and the world's first Holograms that actually float in mid-air.

3D data can be quickly and accurately converted to Holographics and at low costs. This makes the metaverse possible today in a never-before-seen social immersive way.



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## Tekle Holographics

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## About Tergooi Medical Center

Tergooi MC is located in Hilversum and Blaricum in the middle of The Netherlands, 30 km from Amsterdam en 20 km from Utrecht. Our hospital has an important function in the region, with 70% of the (aging) population going to Tergooi for hospital care.

## How is Tergooi MC organized?

Tergooi MC has a dual management system: in addition to the executive board with ultimate responsibility there is a medical specialist council with representatives from the medical staff.

## Our strategic purpose is threefold:

1. We deliver value to people
2. We deliver the right healthcare at the right place
3. We deliver care with satisfaction

The leading idea is that delivering care outside of the hospital, at home or in an environment closer to home, stimulates patient self-management of care and contributes significantly to prevention of expensive hospital care. Tergooi Medical Center is one of the leading hospitals in The Netherlands when it comes to deploying e-health on a large scale.

## Building the future

The construction of a brand new hospital with state of the art equipment in Hilversum is almost ready; the relocation is planned for May 2023. We are building a hospital for emergency and intensive health care, a building for the hospital related -however less complex healthcare activities- as eye care, plastic surgery and dermatology and a parking garage.

## This mission

Tergooi MC participates in this mission because we believe that healthcare innovation transcends borders. We're looking forward to share our experiences and hope to be inspired by healthcare organizations and suppliers with who we share the same goal: *high-quality, accessible and affordable care for everyone.*



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## Tergooi MC, location Hilversum

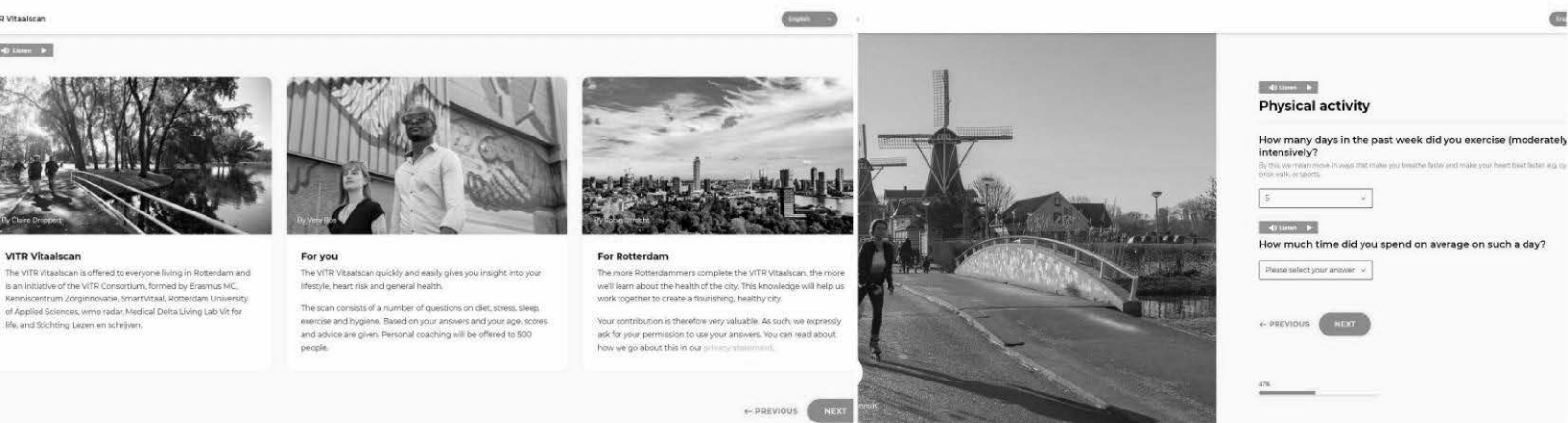
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VITR is an initiative of the VITR Consortium. This consortium is formed by Erasmus MC, Kenniscentrum Zorginnovatie, SmartVitaal, Hogeschool Rotterdam, wmo radar, Medical Delta Living Lab Vit for Life, Stichting Lezen en Schrijven and the municipality of Rotterdam. They are joining forces and knowledge to make Rotterdam healthier and more vital in an accessible and effective way with the help of smart technology.

Worldwide, unhealthy lifestyle has shown a steep increase, with escalating obesity and diabetes rates as a result. The consequences are unsustainable pressure on health care and societal costs. Healthy lifestyle is the most powerful weapon to turn this negative momentum around, and to combat the development of debilitating diseases, such as stroke, myocardial infarction and cognitive decline. VITR presents a unique blueprint to improve the lifestyle and vitality of entire cities, using a smart health infrastructure, designed by SmartHealth.

The SmartHealth infrastructure is able to assess the health and fitness of large numbers of citizens, provides personalized advice based on its algorithms and links the user to the best possible local and online solution to improve substantially on lifestyle and health. The results are presented on an attractive and comprehensive dashboard, proving immediate insight into the major lifestyle issues and the best possible solution. What the central nervous system works for our bodies, is done by SmartHealth for the health of citizens. Large scale implementation of SmartHealth in ecosystems, such as companies and city neighbourhoods, has demonstrated increased health and productivity and decreased economic burden of disease. The Health scan and the platform are available in the Arabic language.



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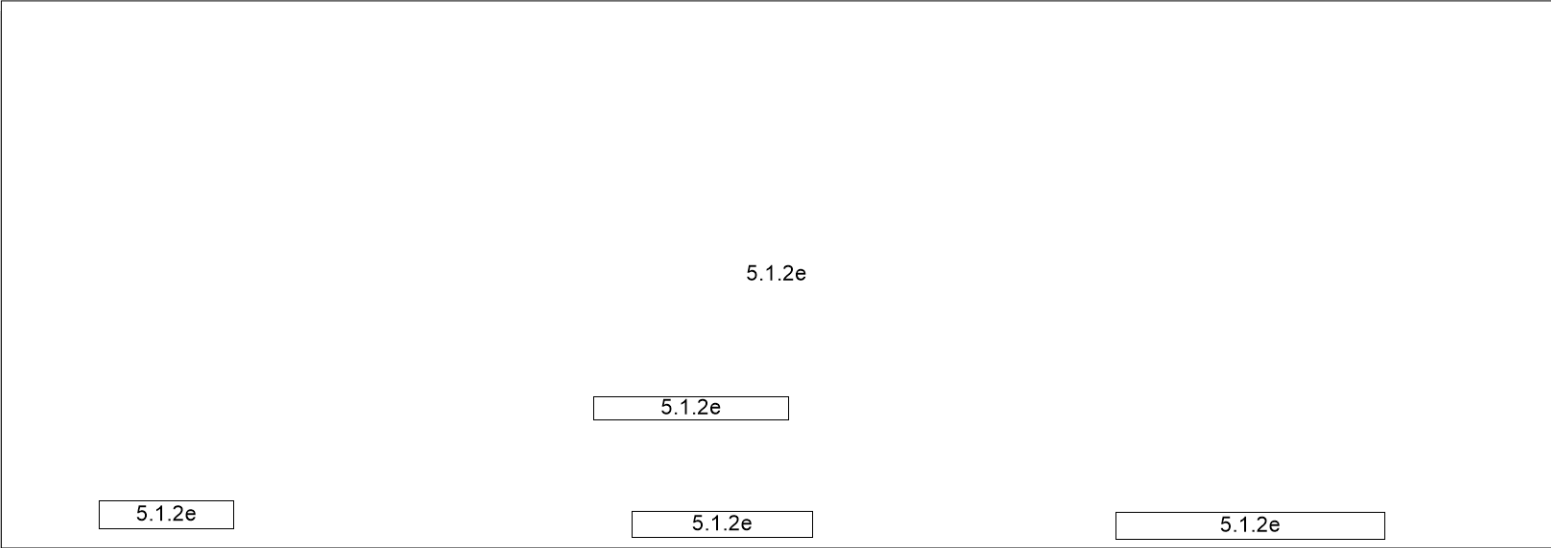


# Embassy of the Kingdom of the Netherlands

The eHealth market developing rapidly. To make the best use of the opportunities in Qatar and Saudi Arabia, the team at the Embassy of the Kingdom of the Netherlands in Qatar and the Embassy of the Kingdom of the Netherlands in Saudi Arabia are at your service. They are the pivot of the Dutch economic network in both countries.

As an independent partner with a large local network and specialist knowledge of the Qatari and Saudi Arabian market, they are more than happy to help you on your way in regards of advice and contacts within the eHealth & health sector.

From establishing contacts to advice on trade, investment, export, research and cooperation: our network offers Dutch cooperation: our network offers Dutch entrepreneurs and companies tailor-made support. Do you Dutch entrepreneur need practical help with your activities in Qatar and/or Saudi Arabia? The staff at the Embassy is here to help.



**Embassy of the Kingdom of the Netherlands in Qatar**

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**Embassy of the Kingdom of the Netherlands in Saudi Arabia**

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(Diplomatic Quarter)  
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# Netherlands Enterprise Agency (RVO)

## Netherlands Enterprise Agency

The Netherlands Enterprise Agency supports entrepreneurs, NGOs, knowledge institutions and organizations. We aim to facilitate entrepreneurship, improve collaborations, strengthen positions and help realize national and international ambitions with funding, networking, know-how and compliance with laws and regulations. We are a government agency which operates under the auspices of the Ministry of Economic Affairs and Climate Policy. Its activities are commissioned by the various Dutch ministries and the European Union.

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## Netherlands Enterprise Agency

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Netherlands Enterprise Agency

# Export Partner B.V. (NEC)

As the Netherlands' largest export consultancy, Export Partner has been serving companies that want to expand internationally since 2002. This is done through different services; new business development, online marketing, market research and trade exhibitions & missions. Export Partner provides advice and support within various sectors and industries, and establishes contact with potential international customers e.g. distributors, retailers, wholesalers and OEM's. A variety of export specialists with knowledge and experience in different markets are active within Export Partner. They help ambitious companies realizing structural export growth. Not only through expertise and effective working method, but even more so through their solid business acumen and Dutch hands-on mentality.

For the trade missions Export Partner builds upon the knowledge and experience of NEC (Nederlandse Export Combinatie – Netherlands Export Combination), which is part of Export Partner B.V. as of 2019. NEC has been organizing trade missions as early as the 1950s. Starting as a one-men organization, growing to a membership organization with more than 550 members. These missions are often organized in close cooperation with Dutch Ministries, the Netherlands Enterprise Agency (RVO), (Dutch) embassies abroad, our local partners and branch organisations. For almost 10 years already, NEC carries out trade missions and trade shows on behalf of the Dutch government after obtaining the framework contract of the RVO. In 2019 NEC and Export Partner joined forces and from then onwards operate under Export Partner B.V.

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## Notes

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## Notes

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# Saudi Arabia E-Health Sector Report



# 2020

## Sector Report



Sesam  
Connect



Government of the Netherlands

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KSA	Kingdom of Saudi Arabia
GCC	Gulf Cooperation Council
UAE	United Arab Emirates
MENA	Middle East and North Africa

MOH	Ministry of Health
NTP	National Transformation Program
MISA	Ministry of Investment of Saudi Arabia
SCHS	Saudi Commission for Health Specialties
MNGHA	Ministry of National Guard Health Affairs
NHTC	National Health Technology Company
SAMA	Saudi Arabian Monetary Agency
KAMC	King 5.1.2e Medical City
KFH	King 5.1.2e Hospital

GDP	Gross Domestic Profit
ICT	Information & Communications Technology
PPP	Public Private Partnership
SME	Small and Medium-sized Enterprises
FSR	Financial Stability Report
HESN	Health Electronic Surveillance Network
GIS	Geographic Information System
HIS	Health Information System

ICU	Intensive Care Unit
CVIS	Cardiovascular Information Systems
PPE	Personal Protective Equipment
ECG	Electrocardiogram

## Preface

This report is a targeted overview of the current market in the Healthcare and E-Health Sector, based on the interests and requirements of the Government of the Netherlands. More specifically it will highlight the Kingdom of Saudi Arabia (Saudi Arabia) market in terms of the healthcare system, E-Health and the associated market opportunities.

It will focus on the most prominent cities of Saudi Arabia: Riyadh, Dammam, Jeddah, Mecca and Medina while looking at various market players, strategies and opportunities.

To keep the report concise and focused we included the Saudi Healthcare Public & Private Players as well as an exhaustive list of current E-Health Initiative, Major Regional Healthcare Tradeshows and the Healthcare Stake Holders interviews as separate appendices in this report.

## Chapter 1 – Current Saudi Arabia Healthcare Market

Healthcare in the Kingdom remains a top priority for the government. This is evident in the prominence it is given in the over-arching Saudi Vision 2030 and National Transformation Plan, along with the Ministry of Health's National Healthcare Project and National E-Health Strategy. The rapidly-growing Saudi health care market is the largest in the GCC and is set to spend US\$71 billion over five-years ending in 2020. Amid the volatility in oil prices and dampened global economic growth due to the outbreak of COVID-19, the Kingdom's healthcare market is still expected to grow to \$16.1 billion in value at 8.8% in 2020. Health and social development is the key sector in the Saudi Arabia government, as it holds 16.4% of the country's budget expenditure, the third-largest share in 2020 after education and military. There has been a relative decrease in the allocation of healthcare budget which can be attributed to the increase in private player participation and the focus on preventive care through various awareness programs.

The government is working towards unlocking value in the health system and fast-tracking healthcare reform with an increase in Public Private Partnerships (PPP). They are set to increase private sector contribution in total healthcare spending to 35% by 2020. The private sector's contribution to The private sector will be seeing some lucrative opportunities as the sector is being encouraged to play an increasing role in meeting the healthcare demand. That being said they will also face some difficulties, such as high capital costs, problems in attracting quality doctors and nurses, and funding constraints for new entrants. To overcome the shortage in human resources, both the private and public sectors are looking to establish more locally-based medical and nursing colleges as a strategy to retain knowledge. The PPP opportunities are also creating advances in digital healthcare innovation. We are seeing lucrative partnerships especially when it comes to software and digital technology. The increase in investments in enterprise healthcare IT solutions and connected medical devices with AI capabilities that drive efficiencies will play a major role in the shift to a performance-based value system.

The Kingdom's population and health ailments are both on the increase. This with the rebounding oil prices has helped to maintain healthcare market development and expansion. The World Bank estimates the Saudi Arabia population will reach 45.1 million by 2050 the demand for healthcare services is expected to grow exponentially. GDP will rise from the current 40% to 65% in 2030. The current emphasis is on cost-containment and protectionist policies towards the local pharmaceutical industry. However the lagging regulatory procedures will remain a challenge. The size of the market and the trend towards raising medicine access will continue to drive business there regardless. The Saudi Arabia market for medical equipment is estimated at just under US\$2 billion and is growing annually at roughly 10%. The government is recognizing the need for further investment to ensure coverage in the healthcare sector. Thus the budget allocation has increased and is taking precedent over other prevalent sectors. Healthcare is the third highest allocation of budget, after education and military.

Chapter 1.1 – Saudi Arabia Fact Sheet & Market Overview

Saudi Arabia Fact Sheet:

The Kingdome of Saudi Arabia (Saudi Arabia) is a member of the Gulf Cooperation Council (GCC) encompassing most of the Arabian Peninsula, with Red Sea and Persian (Arabian) Gulf coastlines. Arabic is the official language.

<b>2.15</b> million sq km Area	<b>32.8</b> million Population (2020)	<b>UCT</b> <b>+03:00</b> Time Zone	<b>US\$745</b> billion GDP (2020)	<b>US\$ 1</b> = 3.75 SAR Exchange Rate	<b>31.8</b> years Median Age
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Economy

The economy will contract by 7% in 2020, reflecting the severe impact of the pandemic, flagging demand for oil and the hit to the non-oil sector. Real GDP will move back into positive territory from 2021 assuming a recovery of global economy.

Saudi Arabia General Market Overview

Saudi Arabia has one of the fastest-growing industrial sectors in the GCC region. The country has been heavily reliant on oil in the past but have since made a major shift to diversify their economy. Still as they are the largest exporter of petroleum in the world, their exports of the commodity account for 85% of the government’s revenues. The Vision 2030 was announced in 2016 as a package of economic and social reforms designed to diversify the economy away from oil, attract foreign capital, and create jobs for citizens. In line with its Vision 2030, the Kingdom has launched multiple government initiatives in cooperation with private players (PPP model) to spur entrepreneurship and innovation in order to become the hub for entrepreneurship in the region.

As with all global economies, 2020 looks a bit different due to the COVID-19 pandemic. The Saudi Arabian government is in the midst of a difficult balancing act in attempting to contain mounting fiscal pressures caused by the COVID-19 pandemic and plunging oil prices, it increases the VAT from 5% to 15% in July 2020. This measure is advertised temporary till summer 2021. Essentially the government pumped money into the economy and issued circulars in order to help the private sector, including small and medium enterprises. The government has had to reprioritize things such as the health sector in order to ensure the necessary funds for this and the wellbeing of its residents and citizens. Thus, the economy will contract by 7% in 2020, reflecting the severe impact of the pandemic, flagging demand for oil and the hit to the non-oil sector. Real GDP growth will resume from 2021 in line with an expected global economic recovery.

Chapter 1.2 – Government Players & Regulatory Authorities

The health law in the Kingdom of Saudi Arabia aims to provide comprehensive health care for all people in a fair and accessible manner. The Kingdom, represented by the **Ministry of Health**, provides an integrated network of health care services covering all regions of the Kingdom. The Ministry, in cooperation with the region’s councils, identifies the needs, locations, healthcare requirements according to the geographical and demographic situation and patterns of prevalent disease in the region. It also provides health care services based on the fact that the patient is the core of the health system and not just a part of it.

The health services system is all about meeting the patient’s health needs at the right time and place, starting with primary health care, to specialized treatment services. The health care in the government medical facilities is provided for citizens for free and based on a new health care law that meets the needs of the health sector. It is worth mentioning that the National Transformation Program (NTP), which is one of the 12 executive programs in the Saudi Vision 2030, has been developed to identify the challenges faced by government agencies and to build the institutional capacity necessary to meet the ambitious vision goals.

The Ministry of Investment of Saudi Arabia (MISA) who governs foreign direct investment and provides licenses to investors. It is important to know that the healthcare sector is not fully open to foreign investment as foreign investors are only permitted to invest in hospitals with at least 100 beds. Nonetheless, investors can own the 100% of the company they invested in.

Also, MOH is working with MISA to coordinate a strategy to create an effective regulatory system and cultivate a favorable atmosphere to attract foreign investors/ private health providers from abroad. In short, this is one of the goals Saudi Vision 2030 is trying to achieve.

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## Chapter 1.3 Healthcare Insurance Framework in Saudi Arabia

As part of the Saudi Vision 2030, the Crown Prince of Saudi Arabia Mohammed bin Salman is seeking to diversify the Saudi economy by encouraging tourism and offering shares of the biggest oil producer in the world and state-owned company Saudi Aramco on the stock exchange. The diversification of Saudi Arabia's economy is anticipated to lead to opportunities in the insurance sector both on a consumer level and through rising investor interest in the region. To achieve the targets laid down in Vision 2030, the Saudi insurance market has been going through a structural evolution with the introduction of more targeted and developed regulations, reforms and other major trends.

Saudi Arabia's **private health insurance market** was launched in 1991. Then, in 1999, the passage of the Cooperative Health Insurance Law created the Council of Cooperative Health Insurance (CCHI) as the regulatory body with authority over regulation of health insurance companies and of health insurance products provided by general insurance companies. Health insurance was made mandatory by law in 2005, gradually for companies with over 100 employees, later it was extended to **all employers, including private companies**. The law also ensured the provision of cooperative health insurance coverage to expatriates and their families, putting into place the requirement of proof of insurance for sponsored expatriates to receive residence permits.

In 2003, the Cooperative Insurance Companies Control Law was enacted, which gave the Saudi Arabian Monetary Authority (SAMA), the country's central bank, responsibility for regulating and supervising the entire insurance industry. CCHI is the regulatory authority for the health insurance segment, and regulates insurance companies, healthcare service providers and businesses that provide healthcare. Then, in 2009, the Implementing Regulations of the Cooperative Health Insurance Law were enacted, which extended compulsory private health insurance to Saudi national private-sector workers.

As previously mentioned, in Saudi Arabia the insurance market as a whole, is governed and regulated by the **Saudi Arabian Monetary Authority (SAMA)** which was established in 1952, is the central bank of the Kingdom of Saudi Arabia and it was previously known as Saudi Arabian Monetary Agency. The fund is the third largest sovereign wealth fund in the world, with assets of over US\$700 billion. ([www.sama.gov.sa](http://www.sama.gov.sa))

Nonetheless, the health insurance framework in Saudi Arabia is regulated by the unpublished internal policies of SAMA. These health standard term policies represent the minimum coverage that may be offered by an insurer in Saudi Arabia. Furthermore, the healthcare insurance framework is specifically regulated by the **Council of Cooperative Health Insurance (CCHI)** is a Saudi governmental body with an independent legal personality established under **Article 4 of the Council of Ministers Resolution No. (71) dated 27/4 / 1420H** corresponding to 11/8/1999 which stipulates the establishment of the Cooperative Health Insurance Council to supervise the implementation of the cooperative health insurance system which aims to provide health care and organize it to all private sector employees and their families. The Board of Directors is headed by the Minister of Health and membership of some government ministries in the State.

Until 2005, the Saudi Arabian Government provided free medical healthcare to nationals and expats alike. However, the Government found the free healthcare system unsustainable and revoked free facilities for expats and visitors. Since then, the healthcare system has been divided in 3 pillars:

### 1. Public:

Healthcare is free for all citizens -that is, Saudi nationals- irrespective of their employment status. Individuals working in the public sector, citizens or expats, can use the public healthcare facilities without any out of pocket payment. Although expats may have access to free healthcare due to the nature of their employment (in the public sector), every non-Saudi national must have private health insurance. The public healthcare system is funded and controlled by the Ministry of Health (MOH) and Ministry of Interior (MOI) hospitals for members the Ministry of the Interior, including the police and customs officers, and their families.

### 2. Private:

The private healthcare system is mainly accessed by expats and other foreign nationals.

### 3. Military:

The military healthcare system can only be used by the military, the royal army personnel and their families. Separate hospitals are dedicated for their medical service controlled and managed by the Ministry of Defense and Aviation (MODA) and the Ministry of National Guard Health Affairs (MNGHA).



### Health insurance framework for Saudi Nationals:

All Saudi citizens have free public health insurance. This grants them access to comprehensive care, including hospitals, clinics, and outpatient services. It also includes dentists, pharmacies, and rehabilitation centers. However, expats in the Kingdom do not have access to these services. The services in the public sector are offered by MOH's facilities or Ministry of Interior health facilities (i.e *Security Forces Hospital in Riyadh and Mecca*) and if the employee or patient holds a position in the military or the royal army for example, the healthcare facilities available for such individuals and their dependents will be under:

- Ministry of Defense (MODA) and their affiliated healthcare facilities
- Ministry of National Guard Health Affairs (MNGHA) and their affiliated healthcare facilities

### Health insurance framework for expats:

In the case of expats, its mandatory by law for them to have a health insurance provided by their employees that is, its an **employer provided health insurance**. Many expats moving to Saudi Arabia for work will be provided with a health insurance policy by their employer. This is generally accepted as being the most cost-effective solution, however there are a few caveats to be aware of.

Firstly, the care provided by many Saudi hospitals is best described as a **co-payment system** meaning that even with employer-provided insurance the individual will still normally need to pay a subsidized fee for care or prescriptions. Secondly, expats should carefully inspect the fine-print of any employer-provided health insurance policy for Saudi Arabia. The reason for this is that you should be certain to understand what procedures are, and are not, covered by such a policy.

However, health insurance companies do offer several coverage options, e.g. at the top end, some companies provide a VIP insurance policy with complete coverage requiring no pre-payments from the employees. The reality is that many such employer-provided policies provide only basic care. As a result, many expats opt to make use of private expat health insurance for Saudi Arabia in order to extend their coverage. In order to satisfy the Saudi immigration rules, an expats health insurance policy must include at least the following elements:

- Medical expenses resulting from illness or injuries.
- Preventive medical expenses (e.g. vaccinations).
- Hospital in-patient care, including delivery and surgeries.
- Repatriation to your home country if death should occur in Saudi Arabia.

### Health insurance framework for visitors/ tourists:

The country, in September 2019 5.1.2a in its attempt to tap into this highly lucrative non-oil economy. Since tourists are currently allowed to visit Saudi Arabia, the Government introduced the mandatory health insurance scheme for tourists as part of the E-visa process. For people applying for a visa, the eVisa to Saudi Arabia includes a mandatory insurance policy that is linked to the eVisa for entry into the country.

The Saudi Government has announced that, so far, the eVisa is available to citizens from any of the 49 countries announced. The eVisa is pitched by the government and associated agencies as a quick and easy way of applying for a visa to Saudi Arabia. This visitor health insurance scheme was passed by **Ministers Resolution Saudi No. (180)** judge to compel all applicants for a visa of entry to Saudi Arabia for the purpose of the visit or extended or for the purpose of traffic and their companions provide a valid insurance certificate in the Kingdom covering disease states of emergency medical and emergency evacuation.



Chapter 1.4 Ministry of National Guard

The Saudi Arabia Ministry of National Guard Health Affairs (MNGHA) comes under the auspices of the Ministry of National Guard Health Affairs section and its mandate is the health affairs of all MNGHA’s personnel and dependents.

Ministry of National Guard Health Affairs (MNGHA) <https://ngha.med.sa/>

Do note that the Electronic Medical Records (EMR), also known as Electronic Health Records (EHR) is the base of MNGHA’s digital E-Health Transformation and is known as the “BESTCARE” initiative.

Here are the current E-Health initiatives from the MNGHA:

<b>BESTCare</b>	Centralized Electronic Medical Records (EMR/EHR) system is operational across all MNGHA’s healthcare facilities. and the medical records are stored in the EMR system.
<b>Filmless Radiology Department</b>	A fully integrated picture archiving and communication system (PACS) allowing the information to be shared MNGHA facilities. MNGHA’s King Abdul Azziz Medical City in Riyadh was the first site in the world to be granted the Digital Imaging Adoption Model (DIAM) Stage 6 award.
<b>Automated Laboratory Medicine Workplace</b>	All Laboratory Medicine services within MNGHA are automated through a centralized Laboratory Info System (LIS). Through this interface, MNGHA is able to ensure patient safety by documenting accurate readings and educe operational cost by eliminating manual documentation.
<b>King Abdullah Bin Abdulaziz Arabic Health Encyclopedia</b>	Launched in 2012 it is the largest electronic Arabic health encyclopedia in the world.

Chapter 1.5 Johns Hopkins Aramco Healthcare (JHAH)

Launched in 2014, Johns Hopkins Aramco Healthcare is a joint venture between Saudi Aramco and John Hopkins Medicine that serves Saudi Aramco employees and their dependents, numbering about 350,000 total. Johns Hopkins Medicine provides clinical program development, research, training, safety and quality, and health care administration expertise.

Part of the mandate of JHAH was to create an Electronic Health Record (HER) for every Aramco employee and dependents in collaboration with American health IT provider, Epic Systems (www.epic.com).

JHAH E-Heath systems is accessible via online portal:

- “My Chart” - booking an appointment with a Johns Hopkins Aramco Healthcare (JHAH) Primary Care physician, to looking up your test results, or requesting medication refills.

Chapter 1.6 Existing MOH Policies, Strategies & Initiatives

Government Policies

The Ministry of Health provides health care, public health promotion, and diseases prevention. It also formulates rules and regulations governing the public and private health sector, monitors its performance, with interest in research, academic training, and health investment areas. They have based their national agenda on their Vision 2030. It outlines that the vision is based on the following three pillars: a vital society, a thriving economy, and an ambitious nation. These pillars are integrated to achieve the objectives of the Kingdom.

The Ministry of Health strategy has adopted the integrated and comprehensive health care approach as a method of providing services, and implemented it through the MOH’s Integrated and Comprehensive National Healthcare Project.

Government Strategies

In implementation of its health initiatives and projects, the Ministry of Health (MOH) depends on an obvious strategic plan representing its vision for the future. This plan has taken into account the fair distribution of medical projects to all parts of the Kingdom, in concordance with unified and well-known criteria, including hospitals and health and specialized centers. This comes as part of the MOH’s goal of deploying all medical specialists all over the Kingdom’s regions.

The MOH strategy includes other important aspects, such as health insurance, and the programs dedicated to study the role of cooperative health insurance, and considering including new segments of the community in it. It also includes the need to conduct studies on MOH hospitals in the future in terms of privatization, the best management and operation practices, in accordance with the principles of economics, cost calculation, diversification of funding sources, and the optimal use of resources.

1 <sup>st</sup> Objective	Increase planning efficiency at sector level.
2 <sup>nd</sup> Objective	Increase coordination among institutions to achieve common national goals.
3 <sup>rd</sup> Objective	Ensure the speed of completion In projects and initiatives.
4 <sup>th</sup> Objective	Achieving sustainability at work.
5 <sup>th</sup> Objective	Periodic review for the level of implementation and performance evaluation.

The Digital Health Strategy is overarching strategy that creates the right conditions for the MOH digital health ecosystem to enable the vision but allows organizations freedom to act. Digital health Ecosystem describes the complex network of interactions between the individuals, organisations, technologies, information and resources within the health sector. It includes all people, carers, healthcare professionals, policy makers and the environment in which they interact. While the scope of this strategy is the MOH Digital Health Ecosystem it must be able to interact with all of the Saudi Arabia Digital Health Ecosystem.

Government E-Initiatives

The MOH E-Services initiatives can be divided into three areas:

- 1 Smart Phone Apps
- 2 Services for Companies
- 3 Services for Individuals



## 1. Smart Phone Apps

**Tabaud App:** is one of technical solutions, developed to track Corona virus spread. The App allows its users to know if they had contact with people confirmed to be infected with Corona virus.

**Tawakkalna App:** is developed to show the health status of its users through colored codes. The App also allows individuals to report infected cases or gatherings that violate the adopted precautionary measures.

**Takasi Platform:** a single system to be the only source of truth for COVID-19 suspected and confirmed cases in the Kingdom.

**Tetamman Rest Assured App:** designed to provide protection and health care for citizens and residents in domestic isolation or quarantine.

**Seha App:** is designed to provide online medical consultation services through MOH's accredited doctors. It enables patients to get these consultations via chat, voice or video calls, in addition to the option of evaluating the user's experience at the end of the medical consultation.

**Ashanak App:** provides several services to MOH's staff, including promotions, registration in trips, as well as follow-up of activities, events and registration in them.

**Mawid App:** enables patients to book their appointments in primary healthcare centers resulted in 26 million appointments booked in 2019, rising from 8 million in 2018

**Mawared App:** serves as the single official channel to apply for all types of leaves, including annual, sick and casual.

## 2. Services for Companies

**Etada Inquiry Service** - e-verification of the delivery of expats' screening results to the Passports Authority.

**E- Prescription Services** - allows users to dispense medication from commercial pharmacies through consulting MOH's remote channels. The user can call 937-Service Center or use Mawid App to get an e- prescription that can be dispensed from the nearest pharmacy without the need to see a doctor.

**Healthcare Licensing Services** - It is a unified and comprehensive system of all healthcare licensing services, which are characterized by direct technical integration with all relevant government bodies:

- **Preliminary Approval for Health Facility Licensing Service:** This service enables investors to obtain the initial approval from the Ministry of Health (MOH) to start any health activity automatically.
- **Final Approval for Health Facility Licensing Service:** This service enables investors and existing health facilities to issue, renew, cancel, and transfer ownership, as well as modifying data for health facility licenses automatically.
- **Health Professions Licensure Service:** This service enables health facilities in the Kingdom to issue, renew and cancel health practitioners license electronically within only 30 seconds.
- **Health Practitioner Secondment Service:** This service enables health facilities of the private sector to assign their health practitioners from a place to another through an integrated e- system, without the need to attend the Ministry of Health (MOH) or its affiliates. Hence, the private sector practitioner can legally assume his new tasks and responsibilities, after the secondment request is approved through the system.

**Identification Certificates Verification Service** - verifying the financial and administrative identification certificates for all employees of the Ministry of Health (MOH), as well as enabling its various sectors all over the Kingdom to check the accuracy of data and the validity of the identification certificates via the MOH Portal.

**Self Assessment Service** - this service, through «Seha» platform, documents the facility's commercial registration through the Ministry of Commerce (MOC), as well as documenting the medical license data through the Medical Licensing Service offered by MO.

**E-Sick Leave Service** - aims to issue electronic sick leaves, by means of linking the relevant bodies, namely: the Ministry of Health (MOH), the Ministry Interior (MOI), the Saudi Commission for Health Specialties, and the Ministry of Civil Service (MCS).

**Transaction Enquiry Service** - aims at helping the beneficiaries of the Ministry of Health (MOH), to check the status of their transactions submitted online via the MOH Portal.

**3. Service for Individuals**

**Employment Services** - MOH Employment Portal

**Haj Visiting Manpower Participating Service** -This service enables medical and technical staff specialized to apply for participation as part of MOH's hajj visiting manpower.

**Interactive Maps** - using geographical coordinates to search for healthcare facilities by name or distance.

**Mawid Service** - enables patients to book, cancel or reschedule their appointments at primary health care centers, as well as managing their referral appointments.

**Treatment Orders Enquiries Service** - This service enables the user to inquire about the status of his/her transaction submitted to the Medical Commission and Health Attaché General Department, through the local medical public commissions, the health attaché abroad, the Royal Court or other entities. Besides, it includes query on the status of treatment abroad requests, their approval or extension, in addition to non- Saudis' requests for treatment in the referential hospitals inside the Kingdom.

**Vaccinations Reminder Service** - to remind parents of the deadlines of the basic vaccinations against diseases targeted by immunization according to the MOH new vaccinations schedule.

**Visitors Service** - enables health practitioners to join the (Visitors) Program to temporarily provide their medical services across regions and governorates. This will be according to the need for such health practitioners with scientific and practical skills to work at MOH's hospitals.

**Summary**

The most popular services across all #2 & #3 are: Employment, Haj Visiting Manpower Participation Services, Interactive Maps, Mawid Service, Treatment Orders Enquiry Service & Vaccinations Reminder Service.

# Chapter 1.7 National E-Health Strategy & Objectives

## National E-Health Strategy

The Ministry of Health (MOH) has a vision to improve the equability, standards, availability and quality of care in the Kingdom of Saudi Arabia. The MOH has developed a business strategy and 5 year plan to realize this vision, and has positioned E-Health as a primary transformation agent and enabler.

To enable the vision, MOH, working with national and international advisors and IBM, has developed an E-Health Strategy and 5 year Roadmap. The E-Health strategy supports the primary MOH business goals:

- To Care For Patients.
- To Connect Providers at all levels of care.
- To Measure the Performance of healthcare delivery.
- To Transform Healthcare Delivery to a consistent, world-class standard.

These business goals are the core of the multi-dimensional E-Health vision. The E-Health vision statement: “A Safe, Quality Health System, based on Patient Centric Care guided by standards, enabled by E-Health” conveys the importance, and need for E-Health in the MOH.

## National E-Health Objectives

The E-Health Strategy can only succeed, with a concentrated, disciplined approach to standardizing information and processes. The heart of Patient centric systems is sharable data, and this can only be achieved by standardizing the systems being used, and the information exchange standards that allows them to inter- operate. A significant E-Health benefit, is the immediate availability of complete data, for clinical decision making, health system management, and research and trend detection. This benefit too, depends on the standardization of information management.

The E-Health strategy focuses on enabling key integration points, which span facilities and regions (and potentially other health delivery organizations) to enable data exchange and sharing across of a diverse range of data.

By applying standards in these areas, including clinical terminologies and secure communication standards, accurate automated communications between systems, facilities and regions will be possible, providing the foundation for an interoperable electronic health record, as well as contributing to the ability of the MOH to perform data mining, knowledge management and health sector management and research analytics.

### The key focuses/objectives include:

- |  |  |
|--|--|
| • Admissions and demographic data for patients       | • Clinical documentation (progress notes, discharge) |
| • Orders for ancillary departments (lab/radiology)   | • Summarized health history (with past diagnosis)    |
| • Reports for diagnostic tests (pathology/radiology) | • Medication prescribing and dispensing              |
| • Radiology and other images                         | • Allergies, immunizations                           |



2010 MOH E-Health Strategy

Some Stand Alone Systems  
Limited Functionality  
No Interoperability  
Focus: 2010-2020 Roadmap  
Systems Focus: Administrative and Patient Master Index



2015 MOH E-Health Strategy

Some Stand Alone and Centralized Systems  
Extended Functionality  
No Interoperability but Integrating Healthcare Enterprise (IHE) profiles available

Focus: National E-Health Strategy & Change Management Office (SCMO) Systems  
Focus: Administrative for Centralized, Radiology Info System (RIS) Picture Archive & Communication System (PACs), Hospital Info System (HIS), Enterprise Resource Planning (ERP), Portal Services, Infrastructure, Standards, Health Electronic Surveillance Network (HESN).



2017 MOH E-Health Strategy Update

Commenced Rollout of Cloud/Opex model systems Full  
Functionality being developed  
Planning Interoperability for Cloud Based Solutions

Focus: 2017 – 2021 Roadmap, Organization Transformation  
Systems Focus: HIS Rollout, Primary Healthcare (PHC) Rollout, Imaging, ERP for MOH, Infrastructure, HESN, Mawed



2018 MOH Digital Health Strategy Update

Rollout of Cloud/Opex systems  
Full Functionality being rolled out  
MOH Cloud based solutions interoperable

Focus: Governance, Cluster enablement, Enablers  
Systems Focus: HIS Rollout, PHC Rollout, Imaging, ERP for Clusters, Mawed, Regional Labs, Infrastructure, Saudi E-Health Exchange (SeHE).



2020 MOH Digital Health Strategy Planned All

Facilities have access to eMR and SeHE Full  
Functionality available  
Expanded interoperability via SeHE

Focus: ITSS & Clusters Roadmaps  
Systems Focus: SeHE, Telemedicine, Cybersecurity, System Certification,  
Advanced functionality:  

- Artificial Intelligence
- Analytics
- Models of Care

Global Benchmarks

Global Benchmarks were **Canada, UK, Singapore and Australia**



Current State as of end 2018

- **Unified Digital Medical** - 0% but standards are pending to be approved and tested so the maturity is realized immediately on systems that are ready to plug into the Health Exchange
- **EMR Solution** - 39% of MOH Hospitals in the Saudi Arabia have an EMR Solution implemented.
- **Other Gov. Healthcare Facilities** in the Saudi Arabia that have EMR Solutions Implemented – 100%
- **Number of Primary Healthcare Centers in MOH with EMR Solutions Today** – yet to be implemented. Many people in rural areas rely on Primary Health Care Centers as the only health facility within driving distance.
- **Tele-Health at Home the solution** – 51% across 69 Jurisdictions in total, including Tabuk, Asir, Jazan, Northern Border, Najran, AlJouf, and Al Baha regions, as well as Al Qunfudhah, Hafer Albatan and Bisha jurisdictions.



## Chapter 2 – Saudi Arabia E-Health Introduction

In this chapter, we will address the E-Health digital health ecosystem and its interactions between the individuals, enterprises and government institutions within the health sector with the ultimate goal of being able to interact with all of the Saudi Arabia Digital E-Health ecosystem.

Currently there are more than 70 projects identified to achieve the E-Health vision, each with different priorities and phases of completion; some projects require the completion of other projects before they can begin; the scope of some projects, such as automating all 2,000+ Primary Healthcare Centers will take years depending on the availability of skilled Healthcare IT resources.

However, to obtain a clearer perspective we also need to incorporate the recent Riyadh Declaration on Digital Health that was formulated during the Riyadh Global Digital Health Summit, Aug 11–12, 2020. The declaration recommended seven key priorities and nine recommendations for data and digital health.

### Recommendations from the Riyadh Global Digital Health Summit

1. Implement data-driven and evidence-based protocols for clear and effective communication with common messaging to build citizens' trust.
2. Work with global stakeholders to confront propagation of misinformation or disinformation through social media platforms and mass media.
3. Implement a standard global minimum dataset for public health data reporting and a data governance structure tailored to communicable diseases.
4. Ensure countries prioritise digital health, particularly, improving digital health infrastructure and reaching digital maturity.
5. Enable health and care organisations by providing the necessary technology to collect high-quality data in a timely way and promote sharing to create health intelligence.
6. Cultivate a health and care workforce with the knowledge, skills, and training in data and digital technologies required to address current and future public health challenges.
7. Ensure surveillance systems combine an effective public health response with respect for ethical and privacy principles.
8. Develop digital personal tools and services to support comprehensive health program (in disease prevention, testing, management, and vaccination) globally.
9. Maintain, continue to fund, and innovate surveillance systems as a core component of the connected global health system for rapid preparedness and optimal global responses

**The resulting 9 recommendations from the Riyadh Global Digital Health Summit, resulted with 7 priorities being identified:**

1. Adopt applied health intelligence . Health intelligence represents a systematic approach and comprehensive methodology applied to the collection, linkage, analysis, and use of appropriate health data.
2. The healthcare digital technologies need to be secure, scalable, and cost-effective.
3. Support the adoption of artificial intelligence (AI). Use of AI in health systems demands rapid access to various data types, often not possible in health-care settings with slow data flows. AI also requires vast amounts of high-quality data to achieve acceptable accuracy and validity. Health-care organisations and systems need to provide the necessary technology to collect and share high-quality data.
4. Effective communication about public health crises and risk; with seamless digital integration of case reports and deaths; and effective data visualisation tools such as map-based dashboards.
5. Health data governance, quality, policy, regulation, and use. Passively generated digital location data from mobile phones and internet services provide crucial information about human mobility and interactions. However, ethics and privacy are essential and must be adhered to when using these ubiquitous data.
6. Digital health systems should be designed and implemented to maximise data quality and access for clinicians and patients and these systems should be interoperable.
7. Research and innovation to translate life-saving innovations in digital health into widespread applications, collaboration across the best of research and innovation in health and technology is essential.



## Chapter 2.1 Electronic Healthcare Records (EHR)

An Electronic Health Record (EHR) also referred to as Electronic Medical Records (EMR), is a digital version of a patient's medical records. This is the fundamental base for all Saudi Arabia's E-Health initiatives. EHRs are real-time, patient-centered records that make information available instantly and securely to authorized users. While an EHR does contain the medical and treatment histories of patients, an EHR system is built to go beyond standard clinical data collected in a provider's office and can be inclusive of a broader view of a patient's care. EHRs are a vital part of health IT and can:

- Contain a patient's medical history, diagnoses, medications, treatment plans, immunization dates, allergies, radiology images, and laboratory and test results.
- Allow access to evidence-based tools that providers can use to make decisions about a patient's care.
- Automate and streamline provider workflow.

The EHR strategy in Saudi Arabia's healthcare system has been proactive and expansive triggering a wide array of health mobile applications.

**Public:** Especially during the pandemic, the MOH has made big efforts to gather and store clinical data from patients and ensure all new medical records are digitally stored. The public sphere of EHR is under the banner of:

- *"Takasi Platform"* – is an online platform allowing healthcare workers to enter patient data and organize mass testing, active target surveillance and contact tracing for COVID-19.
- *"Automated Laboratory Medicine Workplace"*: All Laboratory Medicine services within the Ministry of National Guard Health Affairs (MNGHA) hospitals are automated through a centralized Laboratory Info System (LIS).
- *"Filmless Radiology Department"*: A fully integrated picture archiving and communication system (PACS) allowing the information to be shared between MNGHA facilities.

## Opportunities presented by Electronic Health Records(EHR):

- Enhancement opportunities for the EHR initiative in collaboration with the MOH to ensure all medical records are only accessed by authorized personnel and offering an EHR solution with embedded AI features (i.e face recognition) for security purposes.
- Data Protection & Governance schemes: With the implementation of EHR there will be a discussion on who manages the EHR, how is it managed, where is the data stored and what are the protection mechanisms in place to protect patients and healthcare payers (ie. Insurance companies). These aspects will be a matter of concern at a Government Authority level as well as a healthcare provider level.
- Value of accurate data organization and archiving files, which facilitate better documentation of medical cases and hence, data reading accuracy.
- EHR contributes to better patient management and medical decision making.
- Although there is currently no specific data protection legislation in place in
- Saudi Arabia, personal data and privacy are somewhat protected in other sectorial laws, particularly in the context of technology and electronic communications.
- Involvement on smart hospital initiatives directly with healthcare providers.
- Clinical opportunities: 24/7 accessibility to medical records by authorized practitioners.
- Medical data anonymization or limitation in case the information needs to be accessed by non-practitioners or authorized physicians in case it requires to be published or shared for societal, law enforcement or assessment purposes (statistical reports, case studies, education purposes, relative cross-checking of hereditary diseases, crime investigation).

## Challenges presented by Electronic Health Records(EHR):

- Periodic assessment of EHR status should be performed in addition to or part of an encouraging/ enforcing policies that can significantly increase the rate of adoption of EHR systems.
- Under-utilization of EHR systems there, physicians - nor patients- do not benefit from all the services provided.
- Tracking of historical medical records per patient from all healthcare facilities in Saudi Arabia to ensure complete data integration per patient record.
- Security confidentiality of patient information, workflow and privacy remain issues for many physicians.
- Therefore, some hospitals hesitate to offer remote access to EHR because of concerns about legal liability and privacy issues.
- Loss of access to medical records transiently if computer crashes or power fails (ie. Cloud systems become more and more necessary).
- Additional time for data entry affect utilizing the EHR system ("archiving").
- Complexity of technology affect utilizing EHR system.
- Lack of belief in EHRs adoption, especially by the elderly population.
- Lack of customizability of the system according to users' needs
- Lack of continuous training/support from information technology staff in hospital (Need of skilled workforce for the use of such technologies)

In the case of patient enhancement solutions, the EHR could have the following options:

- Lack of drug alert system (e. g., drug interactions, drug allergy, etc.).
- Lack of pregnancy alert system

**Considerations on Saudi Arabia’s EHR Initiative:**

- The process of EHR adoption should be treated as a change project, and led by implementers or change managers, in medical practices. The quality of change management plays an important role in the success of EHR adoption.
- Physicians in Saudi Arabia are not resistant to technology, yet they are hesitant to adopt systems that might interfere with their workflow and might consume more time away from patient care.
- A national EHR system needs to be designed and implemented to meet the individual and organizational needs. Therefore, a holistic view of the situation should be adopted as an integral part of the national plan for the development of the health system, utilizing the potential of information and communication technologies.
- The adoption of a national EHR would trigger the existence of a Summary Care Record (SCR) which is an electronic health record summary of the patient such as an encounter, admission, discharges, electronic clinical records, medications which could be shared among the different healthcare facilities in the Kingdom.
- There is no Federal Data Protection legislation. However, personal data and privacy are somewhat protected in other sectorial laws. In the medical field, we can find the *Law of Practicing Healthcare Professions of 2005 (Royal Decree No. M/09 of 2005) ('the Healthcare Professionals Law')* sets out regulations on how healthcare professionals may practice in Saudi Arabia. The Healthcare Professionals Law states that '*a healthcare professional shall maintain the confidentiality of information obtained in the course of his practice and may not disclose it*' except in certain limited circumstances.
- Even though “confidentiality”, “not disclose” expressions are used in several sectorial laws, there is no Saudi law which directly addresses data protection scenarios or sets up a list of rights for patients nor conditions to protect PHI or medical data in general. The existence of a Data Protection Law -only if applicable for the medical sector – would serve as a starting point to regulating and creating awareness amongst professionals.

**Parties involved in Saudi Arabia’s EHR Strategy:**

**Public Entities:**

Ministry of Health  
Ministry of National Guard Health Affairs (MNGHA)

[www.moh.gov.sa](http://www.moh.gov.sa)  
[www.ngha.med.sa](http://www.ngha.med.sa)

**Chapter 2.2 Saudi Health Information Exchange (SHIE)**

Saudi Health Information Exchange (SHIE) allows doctors, nurses, pharmacists, other health care providers and patients to appropriately access and securely share a patient’s medical records electronically improving the speed, quality, safety and cost of patient care. Appropriate, timely sharing of vital patient information can better inform decision making at the point of care and allow providers to:

- Avoid readmissions.
- Avoid medication errors.
- Improve diagnoses.
- Decrease duplicate testing.

Saudi Arabia’s Ministry of Health has published a suite of policies relating to the Saudi Health Information Exchange (“SHIE”) initiative (may also be referred to as Saudi eHealth Exchange “SeHE”, the organization managing the implementation of the HIE system), which is broadly aimed at the use of health information, including patient data, in the context of the increased adoption of technology and digitalisation in the health system. While the exact legal status of the policies and the program is not entirely clear, the policies provide a good indication of what the Ministry of Health expects in terms of the use of data in a healthcare context.

Under the SHIE framework, the implementation of ongoing technological improvements to the healthcare system is contemplated on two main fronts:

- The first is the adoption of secure technology solutions to enable streamlined patient care via online health records.
- The second is making available de-identified patient data that can inform research. This can be used by both the public sector, for example, by guiding public health policy responses (e.g. containment and prevention of epidemics, or targeting health awareness program), and by the private sector, for example, by developing new treatments and pharmaceuticals. Researchers in both the public and private sector can also benefit.

Broadly speaking, the SHIE policies contemplate the use of the SHIE system, for certain required purposes as well as certain permitted purposes, by participating healthcare subscribers (being healthcare providers that have executed a participation agreement with SHIE), their business associates and sub-contractors, and SHIE infrastructure providers.

It may be permitted to use the SHIE system for research, education, market studies and payment administration, but it is not permitted to use the system for legal or forensic investigations, or for purposes that are not disclosed. The sphere of the SHIE system is under the banner of several extension features to the HIE which ultimately enhance the patient care and allow more interoperability between healthcare facilities on very specific medical areas:

**Under the Public sphere, we can find the following:**

- *"Etada Enquiry Service"* is an online portal for e-verification of the delivery of expats' screening results to the Passports Authority. The test results are conducted in MOH's authorized medical examination centers;
- *"Treatment Orders Enquiries Service"* is an online portal to inquire about the status of his/her transaction submitted to the Medical Commission and Health Attaché General Department, through the local medical public commissions, the health attaché abroad, the Royal Court or other entities. Besides, it includes query on the status of treatment abroad requests, their approval or extension, in addition to non-Saudis' requests for treatment in the referential hospitals inside the Kingdom.

**Under the Private and Public Partnership (PPP) model, we can find the following:**

*"Taji Project"* is a cardiovascular information system (CVIS) across the Kingdom. Patient medical information will be available on demand at the point of care in each one of the connected hospitals to help improve quality access to cardiology care managed by a network of specialists. In the delivery of such HIE service, Philips is collaborating with the Ministry of Health since March 2019.

**Uses of the SHIE system that are specifically permitted include:**

- Patient treatment (including informing patients of their own interests) and the support of that treatment by the healthcare provider.
- Operational purposes, involving health service management and quality assurance.
- Public health purposes, such as public health surveillance for disease control, public safety emergencies, and for providing information to policymakers.

It may be permitted to use the SHIE system for research, education, market studies and payment administration, but it is not permitted to use the system for legal or forensic investigations, or for purposes that are not disclosed.

The sphere of the SHIE system is under the banner of several extension features to the HIE which ultimately enhance the patient care and allow more interoperability between healthcare facilities on very specific medical areas

**Opportunities presented by Health Information Exchange Initiatives (SHIE):**

**Challenges presented by Health Information Exchange Initiatives (SHIE):**

- Participating healthcare providers are required to have comprehensive policies in place to ensure that health information is protected from misuse. These include policies relating to access control, audit logs, and encryption, therefore, data security is certainly an area worth of investment.
  - Room for improvements on surveillance and threat detection involving automated, real-time access to electronic health records and conduct ad hoc queries (including the flexibility to query for elements that may arise in a disaster).
  - Use Health Information Exchange Initiative as a primary/essential tool to improve public health
  - Improved monitoring of patient movement and disease management.
  - Ensuring Data Protection & Governance, establishing accessibility barriers to non-authorized personnel while providing an efficient and trustworthy healthcare system.
  - Need for a unified and harmonized medical patient portal which personal credentials, historic medical data;
  - Predictive analytics, artificial intelligence and natural language processing technologies could help to better direct resources efficiently during disaster situations;
- Minimum information security policies must be followed when implementing SHIE (i.e infrastructure needs to be managed in accordance with ISO 27000 or SAS70/SSAE 16, relating to access and core secure management practices)
  - Implementing manpower training costs: personnel handling health information involved in the support of SHIE systems need to receive proper training in privacy and confidentiality, and a sanctions policy for inappropriate use, transmission, copy or disclosure of data needs to be implemented.
  - Ensuring the security of patient rights: Healthcare providers are required to provide patients with a clear notice relating to the impact of the use of the SHIE system on their patient health information.
  - Patient consent: Authorization by the patient is one of the biggest challenges in health information exchange and it can also entail legal risks if the data is shared without the patient's consent despite the lack of existence of data protection laws. Nonetheless, the SEHE policies must be followed.

**Considerations on Saudi Arabia's SHIE Strategy:**

- Building an EMR foundation will make the SHIE simpler to implement for the Saudi Arabian Ministry of Health.
- Healthcare technology providers seeking to introduce their solutions to the Saudi market need to familiarize themselves with the legal and regulatory framework relating to the use of patient data.
- The main concentration of the HIE system in Saudi Arabia is mainly in the emergency care unit.
- Through the use of Lean thinking and the use of quality tools, the HIE system will be able to change and increase the reliability as well as effectiveness of Urgent Care in the country.

Saudi Commission for Healthcare Specialities is responsible for supervising and evaluating training programs, as well as setting controls and standards for the practice of health professions

**Parties involved in the SHIE Initiative:**

**Public Entities:**

Ministry of Health  
Saudi Commission for Healthcare Specialities

[www.moh.gov.sa](http://www.moh.gov.sa)  
[www.scfhs.org.sa](http://www.scfhs.org.sa)

**Private Entities:**

**Philips** [www.philips.sa](http://www.philips.sa)  
Philips in collaboration with the Ministry of Health of the Kingdom of Saudi Arabia, launched the "Taji Project" focused on providing a first of its kind integrated Cardiovascular Information System (CVIS) across multiple facilities throughout the Kingdom of Saudi Arabia.



## Chapter 2.3 Teleconsultation Platforms (TP)

Teleconsultation Platforms (TP) are telehealth software systems that are either installed on a medical practice's in-house servers or a cloud-based solution. Other types of solutions, include mobile Apps (M-health) that allows physicians to practice telemedicine via a smartphone. The teleconsultation platform is basically a telehealth App platform that needs to be installed on a mobile medical device or a desktop platform. From a general perspective, a telehealth platform has a variety of features such as: Real time videoconferencing, chat function, store-and-forward technology, e-Prescription, EMR integration, integrated billing, medical device integration as well as reporting and analytics. In the case of the teleconsultation platform the main features are real-time videoconferencing, chat function, EMR integration and store-and-forward technology.

Since the COVID-19 pandemic, healthcare providers in the country have been striving to offer a safe, reliable and trustworthy teleconsultation platforms especially for the elderly population. The goal of these teleconsultation solutions is to allow patients to continue to receive expert and uninterrupted medical care and treatment amidst the pandemonium, by initiating virtual or remote outpatient service allowing patients to connect to their doctors from any place in the world in a safe and comfort manner. With regards to the telemedicine solutions in Saudi Arabia, there has been a growing demand for teleconsultation solutions not just to receive healthcare services but also to enquire prescription medicines after having an online teleconsultation, follow up on COVID-19 isolated patients in their homes, monitor them when they have mild symptoms and register every positive COVID-19 case. What the specialists in the sector have observed is that the main issue is not the existence of teleconsultation solutions but rather their use, their correct implementation & integration, reaching the right public of interest, being reluctant to physical contact which has essentially signified a behavioral change and lastly, having sufficient workforce to manage those solutions.

The Teleconsultation Platforms in Saudi Arabia's healthcare system are gradually taking place usually following a public model in which the public sector has made big efforts to ensure quality of care of the residents. The teleconsultation platforms are under the banner of the following projects:

**Under the Public sphere, we can find the following:**

- *"E-prescription services"* is an online portal that allows users to dispense medication from commercial pharmacies through consulting MOH's remote channels. The user can call 937-Service Center or use «Mawid» app to get an e-prescription that can be dispensed from the nearest pharmacy without the need to see a doctor (24/7 Online pharmacy).
- *"Seha for doctors app"* is a smart Phone App designed to provide online medical consultation services through MOH's accredited doctors. It enables patients to get these consultations via chat, voice or video calls, in addition to the option of evaluating the user's experience at the end of the medical consultation. The reason why the SEHA App is classified as a Teleconsultation Platform even though it's a Mobile Application is because of the **purpose** for which it was created which is essentially, for teleconsultation. There are other Mobile Applications available however, they're not intended for the same teleconsultation purposes.

**Under the Private and Public Partnership (PPP) model, we can find the following:**

- *"Okadoc"* is an instant doctor appointment booking platform. Okadoc fast tracked the release in response to the growing need for patients to access specialist and general healthcare throughout the COVID-19 pandemic. The telemedicine solution will give patients peace of mind, easy access to doctors, and a facility to make payments online for any consultations received.

### **And Two white label teleconsultation**

A.- Philips & Saudi Telecom Company (STC): Telehealth solutions powered by Artificial Intelligence that allows hospitals and clinics anywhere in Saudi Arabia to be connected to command centers, through which doctors in other locations can treat patients remotely.

B.- STC, Dictum, DAL Digital Information Technology & MOH: The focus of this partnership will be to deliver specialty medical consultations from expert physicians at major hospitals to remote primary healthcare clinics throughout Saudi Arabia.

**Opportunities presented by Teleconsultation Platforms (TP):**

- Extension of the objectives created by TPs: Used not just for teleconsultation purposes but for the home delivery of drugs.
- Saudi Arabia is lifting a ban on voice and video calling apps such as Skype, in a move aimed at boosting productivity and economic growth. Therefore, more room for growth for TPs.
- The quality of the videoconference & the connection are areas subject to improvement when providing a teleconsultation service in remote areas (ie. Hospital or field hospital located in the middle of the desert).
- Broad possibilities in the features a teleconsultation solution can offer.
- The Government’s decision to partner up with software companies/ health IT providers in a PPP model to ensure efficiency, quality and growth of the healthcare market.
- Teleconsultations (ie. GP/ family medicine) are covered by the insurance companies.
- Health financial services growth to coordinate and ensure medical transaction flows between healthcare providers, patients and insurers.

- Teleconsultation platforms regarded as a business continuity tool.
- Embedded AI solutions becoming a stronger feature for teleconsultation platforms to detect the patient and allow authorized physicians to share their knowledge and carry out a consultation or for intelligent prescription.
- Major presence of store-and forward technology in which scans, pictures, prescription and medical notes are shared live between the patient and the physician.

**Challenges presented by Teleconsultation Platforms (TP):**

- Lack of trained or skilled workforce to operate all the disruptive teleconsultation platforms;
- Payment parity: Reimbursement and coverage for telemedicine services comparable to those of in-person services.
- Lack of HER and SHIE interoperability can cause substantial issues when using teleconsultation platforms.
- In some cases, providing medical advise without a physical examination which can lead to malpractice or wrong judgment on medical condition of the patient and administering an incorrect E-prescription.

**Considerations on Saudi Arabia’s Teleconsultation Platforms:**

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 Therefore, Teleconsultation Apps with an e-Prescription feature would lower the costs at healthcare facilities.
- Teleconsultation Apps would avoid unnecessary trips to hospital emergency rooms.
- Due to COVID-19, teleconsultation platforms are emerging as an effective and sustainable solution for prevention and treatment to contain the spread of the Coronavirus.
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- Teleconsultation platforms do not allow a full physical examination of the patient and therefore, can give way to an incomplete or wrong clinical assessment of the patient
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- The fact that health insurance is mandatory for all residents, should be an incentive for patients to use telemedicine services as its common to find insurance companies cover the cost of the teleconsultation.

**Parties involved in the Teleconsultation Platforms:**

**Public & Private Entities**

Ministry of Health	<a href="http://www.moh.gov.sa">www.moh.gov.sa</a>
STC	<a href="http://www.stc.com.sa">www.stc.com.sa</a>

**Private Entities:**

Philips	<a href="http://www.philips.sa">www.philips.sa</a>
Dictum Health	<a href="http://www.dictumhealth.com">www.dictumhealth.com</a>

Dictum is collaboration with DAL and STC have created a partnership to deliver specialty medical consultations from expert physicians at major hospitals to remote primary healthcare clinics throughout Saudi Arabia.

<b>Dal Digital Information Technology</b>	<a href="http://www.dal-digital.com">www.dal-digital.com</a>
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AL DIGITAL Advanced IT Solutions, Saudi Arabia Co. Ltd. is a private company with limited liability under Saudi commercial law specializing in Digital Solutions and Multi-channel communications for government & enterprises.

**Chapter 2.4 – Healthcare Platforms (HP)**

Healthcare platforms are telehealth software systems that are either installed on a medical practice’s computers and live in their servers (data storage) or a cloud-based solution that lives entirely online. The main difference between a Healthcare Platform and Teleconsultation platform is essentially the fact that healthcare platforms provide more features and options and just not a teleconsultation service. Some examples of the features can be: Real time videoconferencing, chat function, store-and-forward technology, e-Prescription, EMR integration, integrated billing, medical device integration, reporting and analytics, appointment management, medical staff management. In the case of the teleconsultation platform the main features are real-time videoconferencing, chat function, patient virtual examination, virtual medical support, EMR integration and store-and-forward technology. That is, the healthcare platform is a go to tool for any healthcare provider or professional.

In Saudi Arabia, we have observed that healthcare platforms can be provided by an IT health provider or instead, a while label healthcare platform subject to customization and design by the final client/user. The Healthcare Platforms (HP) section is under the banner of:

- *“Interactive Maps”* is an online portal using geographical coordinates to search for healthcare facilities by name or distance.
- *“Vaccinations Reminder Service”* is an online portal to remind parents of the deadlines of the basic vaccinations against diseases targeted by immunization according to the MOH new vaccinations schedule;
- *“Visitor Service”* is an online portal that enables health practitioners to join the (Visitors) Program to temporarily provide their medical services across regions and governorates. This will be according to the need for such health practitioners with scientific and practical skills to work at MOH’s hospitals.
- *“Telehealth Portable Clinic & Telehealth Virtual Clinic”* is an online platform focused on offering advanced virtual healthcare services using standard technology like WebRTC. This HIPAA-compliant, browser-based, real-time voice and video workflow solution needs no apps or software to be downloaded or installed by doctors, nurses, or patients. All services are accessible through standard web browsers that are pre-installed on all mobile devices, tablets, and PCs.



**Opportunities presented by Healthcare Platforms (HP):**

- Expansion on the offering of e-medical services apart from family medicine (ie. Medical specialization & specialized examinations can be carried out virtually).
- Stronger role of specialized professionals.
- Smoother hospital processes & enhanced patient service.
- Positive impact on governance matters for healthcare providers.
- Avoiding patient data to be housed in multiple databases.
- Harnessing enterprise technology for the benefit of consumers.
- Stronger presence in the launching of such telehealth solutions by Government players (i.e MOH).
- Inclusion of added value features to improve the well being of patients (reminder services, online scheduling, geolocation of healthcare facilities).

**Challenges presented by Healthcare Platforms(HP):**

- Investment in new skills needed to deliver on the promise of digital technology.
- Data protection and privacy.
- Setting a standardized compliance scheme.
- Integration with existent EMR, EHR and HIE system.
- Implementation of AI for patient recognition and enhanced digital medical services.
- Reluctancy of geo-location for COVID-19 patients vs. privacy breach.

**Parties involved in the Healthcare Platforms (HP) Initiative:**

**Public Entities:**

Ministry of Health	<a href="http://www.moh.gov.sa">www.moh.gov.sa</a>
Saudi Commission for Healthcare Specialties	<a href="http://www.scfhs.org.sa">www.scfhs.org.sa</a>

**Private Entities:**

<b>Kaizen Medical Technology</b>	<a href="http://www.kaizen-mt.com">www.kaizen-mt.com</a>
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Main areas of expertise of Kaizen: Telemedicine, Critical team communications, Feedback solutions and Digital Hospital Solutions.

**Chapter 2.5 – Mobile Application (MA)**

**Mobile Application (MA):** Patients use smart phones to access medical data, connect with healthcare facilities, review medical history, etc.

A Mobile Application is a type of application software designed to run on a mobile device, such as a smartphone or tablet computer. Mobile applications frequently serve to provide users with similar services to those accessed on PCs. The MA initiative is the Saudi Arabia Government’s –with the particular emphasis of the MOH’s role- strongest effort in accelerating digital transformation in the healthcare sector and ensure the healthcare solutions are conveniently accessible to patients at all times to create a more value- based healthcare system. MA solutions are the practical aspect of the **M-health trend**, in which patients use smart phones to access medical data, connect with healthcare facilities, book medical consultations, review their medical history and virtually engage with physicians.

The MA Initiative is under the banner of the following M-health solutions launched by different Saudi Arabia Government players:

- *"Tabaud App"* in June 2020, The Saudi Data and Artificial Intelligence Authority (SDAIA) launched a smart Phone App developed to track COVID-19 spread. The App allows its users to know if they had contact with people confirmed to be infected with COVID-19. Also, it sends proactive notifications to users, if any confirmed cases are detected through the App during the past fourteen days, while maintaining data confidentiality. The detection of Covid-19 positive cases is possible thanks to the geolocation feature installed in the App. Its UAE equivalent would be **Al Hosn App** (<https://www.alhosnapp.ae/en/home/>) tracking Covid-19 patients and ensuring positive cases carry out the required quarantine period and precautionary measures.
- *"Tawakkalna App"* in May 2020, May 2020, The Saudi Data and Artificial Intelligence Authority (SDAIA) in close cooperation with the MOH launched the *Tawakkalna App* developed to facilitate the issuance of movement permits electronically during the curfew period for government and private sector employees. The app allowed users to obtain permits during the curfew period, such as: humanitarian cases, medical emergencies, and permits for food supplies purposes. The app worked as an enabler to human movement, while the 24/7 and restriction measures were imposed in the Kingdom. Its UAE equivalent would be the **Movement Permit** issued by the Government of Dubai and Dubai Police (<https://dxbpermit.gov.ae/home>), the **Move Permit** issued by Abu Dhabi Police (<https://es.adpolice.gov.ae/en/movepermit>) and the **Movement Permit Service** at the National Level issued by the Ministry of Interior (<https://portal.moi.gov.ae/eservices/>).
- *"Tetamman Rest Assured App"* in April 2020, the MOH launched the Tetamman a smart phone app designed to provide protection and health care for citizens and residents in domestic isolation or quarantine. Some of the services of the App are the following: Educational library, Examination results, Updated data on contacts of confirmed cases, Daily health status follow-up, Links to epidemiological investigation support, the option to contact 937-Service Center and ask for help, Countdown indicator for health isolation and SMS notifications. The App is mainly focused for Covid-19 positive cases in which a 14- day quarantine is a necessary requirement while the patient receives support and medical access to the healthcare system, virtually.
- *"Mawid App"* in May 2019, the MOH launched the Mawid App a smart phone App that enables patients to book, cancel or reschedule their appointments as well as managing their referral appointments in primary healthcare centers with the aim of reducing healthcare costs.
- *"Best Care App"* in 2017, the Ministry of National Guard- Health Affairs launched the Best Care App, featuring a unified database, smart phone application with e-consent features, in addition to improving communication between doctors and patients and providing educational tools for physicians, trainees and patients. Most importantly, BESTCare promotes "smart hospital" approach by electronically exchanging clinical documents, electronic services to support decision-makers of health-care providers towards patient-centered care.
- *"Heart Safe City Project"* launched in January 2019 by Philips and Ministry of Health, is a mobile application used by healthcare professionals which assist them to map AEDS (Automated External Defibrillators) and also contains an alerting feature to guide the professionals on the nearby lay first responders to significantly strengthen the chain of survival before any patient reaches a healthcare facility.

## Opportunities presented by Mobile Applications (MA):

- Investment in new skills needed to deliver on the promise of digital technology.
- Use of blockchain solutions to record the medical history of patients, and store them electronically, in an encrypted form, that cannot be altered or hacked into. Therefore, ensuring the retention of patient data.
- Clinical opportunities: 24/7 accessibility to medical records by authorized practitioners & patients.
- Involvement on smart hospital initiatives with Government bodies (primarily MOH).
- Use of different technology trends to create different types of applications with various customer segments: hospitals, patients, insurance companies.
- Integration of mobile applications with SHIE or SeHe and existent EHR systems.
- Medical data anonymization or limitation in case the information needs to be accessed by non-practitioners or authorized physicians in case it requires to be published or shared for societal, law enforcement or assessment purposes (statistical reports, case studies, education purposes, relative cross-checking of hereditary diseases, crime investigation).
- Accessibility management and comprehensive security scheme when accessing sensitive PHI (personal health information) such as mental and sexual health.

## Opportunities presented by Mobile Applications (MA):

The challenges faced by healthcare service providers and healthcare Mobile App developers arise from both internal and external sources. Some of them include:

- Data security/protection breaches (cyber-attacks).
- Complexity in integration and implementation: Mobile healthcare applications which are difficult to integrate and implement with the existing systems and complicated to use, defeat the purpose of efficiency.
- Patient engagement: Transparency in the interaction between healthcare providers/doctors and patients is the pulse of mobile healthcare services. If the app fails to enhance the medical experience of the individuals through vital information and data, it fails the purpose.
- Health awareness and literacy: A big challenge for healthcare providers is to think from the perspective of the users (especially in the case of the elderly who require more home care and access to doctors from the comfort of their home). While the medical fraternity is health literate, the patients may or may not come with a reasonable medical understanding.
- Patient's concern over data privacy: Particularly when the healthcare app contains mental and sexual health data.
- Hospitals have legacy EMR and EHR platforms that are not easily integratable with new Mobile App solutions;

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- The continuous creation of medical data allows patients to keep constant track of their health and become more aware about health conditions.
- Some of the technological trends which help to create healthcare mobile apps & wearables are available in the Saudi Arabia market. Dutch SMEs could help enhance the medical services offered by creating a medical solution with an embedded technological aspect, such as:
  - **Blockchain:** This technology allows to record the medical history of patients, and store it electronically, in an encrypted form, that cannot be altered or hacked into.
  - **The Internet of things (IoT):** The IoT assists medical professionals in gaining access to valuable patient information so that doctors can monitor the progress of their patients. This makes treatment of the patient easier, and more closely monitored, as doctors can access the patient’s current profile anywhere and suggest treatment, medicine, and dosages. Examples already available in Saudi Arabia E-health landscape: *Tetamman Rest Assured App*.
  - **Augmented reality:** This kind of technology is used by doctors and surgeons as a training experience. It stimulates a real-world experience of diagnosis and surgery, and by doing so, enhances the knowledge and its practical application that all doctors must necessarily possess.
  - **Big data analytics:** This technology is used in the development of mobile applications that store all patient data, thus again, eliminating the need for excessive paperwork. This allows medical professionals to focus more on attending and treating the patients, rather than managing database. Example: *Tabaud App*.
  - **Telemedicine:** An example is an on-call physician on telemedicine duty. A mobile application will allow the physician to be available for a patient consult without having to operate via PC. Example: *Okadoc*.
  - **Enhanced patient management:** There are mobile applications that place all patient data – from past medical history to performance metrics, patient feedback, changes in the treatment patterns and schedules, at the push of a button on the smartphone application for the medical professional to consider and make a decision on the go. Since all data is recorded in real-time, it makes it easy for doctors to change shifts without having to explain to the next doctor the condition of the patient in person.
  - **Easy access to medical facilities:** There are a number of mobile applications that allow patients to search for medical professionals in their area, read their reviews and feedback by other patients, and then make an online appointment if they are satisfied with the information that they find. Apart from these, they can also download and store their medical lab reports, and order medicines online at affordable prices. Example: *Mawid App, E-prescription services*.
  - **Easy payment of bills:** Patients or their family members, no longer need to spend hours waiting in the line to pay the bills. They can instantly pick a payment plan and pay bills immediately or add reminders to be notified when a bill is due.
- Digital tools are empowering patients to take charge of their health and interact with the system on their own terms.
- Since the acceptance of health mobile apps is so accepted in the Saudi society, healthcare providers will need to weave digital capabilities into the core of their business model so that it becomes embedded in everything they do.

Parties involved in Mobile Application (MA) Initiative:

Parties Public Entities:

Ministry of Health	<a href="http://www.moh.gov.sa">www.moh.gov.sa</a>
Ministry of National Guard Health Affairs (MNGHA)	<a href="http://www.ngha.med.sa">www.ngha.med.sa</a>
Saudi Data & AI Authority	<a href="http://www.moh.gov.sa">www.moh.gov.sa</a>

Private Entities:

GE Digital	<a href="http://www.ge.com/digital/">www.ge.com/digital/</a>
GE and MOH have deployed <i>Mawid App</i> , a digital solution leveraging GE’s application platform for the Industrial Internet of Things, Predix, which has the potential for enormous impact. It is a centralized appointment booking system that is streamlined across various kinds of facilities in the patients’ journey of care, ranging from primary care centers, to hospitals, and specialty units.	
Philips	<a href="http://www.philips.sa">www.philips.sa</a>

## Chapter 2.6 – Manpower Management Platform (MMP)

A Manpower Management Platform is an online platform for authorized Government employees and related stakeholders for HR and admin related queries such as sick leaves, permits, promotions, trips, group activities, obtain certificates etc. It's also a management system designed specifically to provide managers with information to make HR decisions. Some of the MMPs even though they're not directly linked to E- health, do have a connection with Health matters such as the "Sick Leave Platform" in which MOH employees type in data of their medical conditions, symptoms and their medical certificates to be exempted from work. The existence of these HR and admin related platforms available for Government employees allow HR incidents to be tackled smoothly and digitally allowing healthcare professionals to focus more on patient care rather than their own HR scenarios which can be virtually addressed.

The MMPs usually focus on 3 main areas:

- **Employee Information:** Maintains a database of information on past and present employees, including such data as pay rates, department, raises and personal information.
- **Employee performance:** MMPs systems may track performance reviews and performance issues as part of its management of employee information. Higher-grade systems may also conduct mathematical functions related to this data in order to rate employees based on performance abilities. This information can then be used to make business decisions such as whether to offer an employee a promotion or a boost in pay.
- **Payroll:** MMP software does at least some basic form of payroll processing. Payroll begins with tracking the time spent on certain activities, usually as reported by the employee him or herself.

Nonetheless, the practical aspect of this is, Saudi Arabia's healthcare ecosystem relies on several disruptive Manpower Management Platforms to process HR queries, identify professionals, obtain permits and leaves for Government employees therefore, it goes far beyond the usual HR management solutions.

The MMP Initiative is under the banner of the following virtual HR solutions launched by different Saudi Arabian Government players:

- **"Mawareed App"** in April 2020 the MOH launched the Mawareed App; designed to provide official self-services to MOH's staff. The App serves as the single official channel to apply for all types of leaves, including annual, sick and casual. Through this App, MOH's staff will be able to submit their applications for office resumption, assignments. Therefore, it serves as a centralized HR platform.
- **"Identification Certificates Verification Services"** in July 2019, the MOH launched this service aimed at verifying the financial and administrative identification certificates for all employees of the Ministry of Health (MOH), as well as enabling its various sectors all over the Kingdom to check the accuracy of data and the validity of the identification certificates via the MOH Portal.
- **"E-Sick Leave Service"** launched in July 2019, the service automates the procedures among different Government bodies in an integrated manner through e-connectivity; thus, enabling the health **service** provider to issue such **sick leaves** and share them with beneficiaries electronically.
- **"Haj Visiting Manpower Participating Service"** in June 2014, the MOH launched this service to enable medical and technical staff specialized in some delicate specialties to apply for participation as part of MOH's hajj visiting manpower. This service targets health practitioners required from inside and outside the kingdom to benefit from them during hajj season for operating MOH's health facilities in the holy sites, as well as enhancing some hospitals in Makkah and Madinah.
- **"Ashanak App"** Smart Phone App that has several services to MOH's staff, including promotions, registration in trips, as well as follow-up of activities, events and registration in them. The App Also provides (UR Worth) services to share the events of MOH's staff - such as having new baby - congratulate them and offer gifts. The App also advertises MOH's mandate jobs, circulars, thus, enabling all staff to view them.
- **"Ministry of National Guard- Health Affairs, Employee Services"** is comprehensive and centralized HR and Admin portal that is accessible via smartphone by employees working in any of the healthcare facilities under the ownership of MNGHA.



**Opportunities presented by Manpower Management Platform (MMP):**

- Smooth flow of HR queries and MOH and other Government employees’ petitions.
- Possibility of creating embedded technological solutions for existent MMP systems to enhance the employee experience and therefore, the care granted to patients.
- Need for a centralized system of MMP under a single name, specifically specifying the type of queries addressed online, the authorized accessibility to certain personnel and which links all healthcare facilities in Saudi Arabia.
- Data governance and privacy protection: Different MMP systems have been launched, therefore data of some individuals might be fragmented, therefore not fully protected. Data storage regulations are not existent, this poses certain questions to Government employees.
- Opportunity to create AI-empowered MMP solutions to increase the employee experience & ensure the person’s valid identification.
- Use of blockchain and cloud-based solutions to track all MMP records and check employee history.

**Challenges presented by Manpower Management Platform (MMP):**

- Smooth flow of HR queries and MOH and other Government employees’ petitions.
- Cost of implementing the MMPs; Staff training: Prior to deploying the MMP systems, the staff needs to be given thorough training about the new workflow. Requirement to adapt to innovation.
- Lack of governance and data protection regulations when Government employee integrates personal data onto the different MMPs.
- Lack of embedded AI solutions to verify the identification of the Government employee before any data is updated in the MMP system (ie. Avoid identification fraud, credentials are not enough).
- Necessity of a comprehensive security program when utilizing MMP to protect systems and the data stored.
- Constant management changes might affect the MMP procedures and the main objective of all the systems. Need for a standardized, streamlined, online and centralized HR tool and HR policies to avoid confusion amongst Government employees & avoid additional training costs.

**Considerations on Saudi Arabia’s MMP Initiative:**

- The existence of MMP solutions is beneficial for the healthcare system in order to keep a record on the available manpower and attain workforce productivity.
- Digital and data technologies, have a role in promoting the coordinated development of shared global public health policies and resilient health and care systems.
- MMP platforms will work and become efficient when a group of companies belonging to the same healthcare provider, have a centralized HR management database that allows employees to access to apply for a query or check their employment history.
- The existence of MMPs can help create better workforce productivity and an enhanced healthcare system in which the main focus is the treatment of patients.
- The Saudi Nationalization scheme also known as *Nitaqat* has addressed manpower issues by bringing nationals into mainstream employment in the healthcare sector, both on the clinical and non-clinical side.

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**Public Parties involved in Manpower Management Platform (MMP) Initiative:**

Ministry of Health	<a href="http://www.moh.gov.sa">www.moh.gov.sa</a>
Sadui Commission for Healthcare Specialties	<a href="http://www.scfhs.org.sa">www.scfhs.org.sa</a>
Ministry of Interior (MOI)	<a href="http://www.moi.gov.sa">www.moi.gov.sa</a>
Ministry of Civil Service	<a href="http://www.mcs.gov.sa">www.mcs.gov.sa</a>

Chapter 2.7 – Healthcare Licensing Platform (HLP)

An HLP is the way in which the Saudi Arabia Government standardizes, channels and streamlines the licensing of medical stakeholders both, corporates and individuals. Under the banner of the HLP, the platforms launched by the Government are the following:

- “Healthcare Licensing Services” is an online portal that is a unified and comprehensive system of all healthcare licensing services applicable to Healthcare investors & public and private healthcare professionals.
- “Self-Assessment Service” is an online portal through «Seha» platform, documents the facility's commercial registration through the Ministry of Commerce (MOC), as well as documenting the medical license data through the Medical Licensing Service offered by MOH and is applicable to private healthcare institutions& private pharmacies.

**Opportunities presented by the Healthcare Licensing Platform Initiative (HLP):**

- Merger of all Health Licensing Platforms under one Government portal to enhance the health licensing procedure.
- Online inspection and control of medical services in Saudi Arabia by health Government.
- Integration of an AI embedded feature and security checks to ensure the person submitting the documents is an authorized individual and the identity is valid. In need for a comprehensive due diligence protocol.
- Acceleration in obtaining health licenses, positively impacting the healthcare system by having more medical stakeholders available in a more promptly manner.
- The existence of HLP is aimed towards a more value-based healthcare ecosystem.
- Stronger relationship and engagement with Saudi Arabia’s health Government bodies .

**Challenges presented by the Healthcare Licensing Platform Initiative (HLP):**

- New models require new talent, new organizational charts and new responsibilities for everyone involved.
- The license platform model may outpace the healthcare services if model not standardized and managed correctly.
- Promotion and creation of awareness so new healthcare investors have knowledge on the licensing protocols to follow.
- Investment on a comprehensive and enhance security scheme to ensure no cyber-attacks and the risk for the data contained in the HLP to be exposed to unauthorized individuals.

**Considerations Saudi Arabia’s HLP Initiative:**

- The implementation of the mandatory insurance for expats in Saudi Arabia has triggered the existence of more private healthcare players therefore, more licensing requests are taking place.
- The healthcare digitalization era will require strict security and data protection standards.
- The digitalization of medical services might trigger a substantial increase of well-structured and coherent compliance laws at a federal applicable to the healthcare sector.

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- The existence of HLP provides the healthcare Government bodies to have a full spectrum of the medical activities regulated and conducted in Saudi Arabia’s healthcare system.

**Parties involved in Healthcare Licensing Platform (MMP) Initiative:**

**Public Entities:**

Ministry of Health  
Ministry of Commerce & Investment

[www.moh.gov.sa](http://www.moh.gov.sa)  
[www.mci.gov.sa](http://www.mci.gov.sa)

## Chapter 2.8 – Opportunities

### E-Health Sub Sector Opportunities for Dutch SME's

The starting point in the E-Health scheme is: All medical records must be electronically or digitally stored in services before any digital telemedicine service is offered, what is known in healthcare informatics as EMR (Electronic Medical Records). This term differs slightly to EHR. EMR are digital records pertaining and only made available in one healthcare facility whereas EHR involves the medical data pertaining to several healthcare facilities, it's a more general term used to express how medical data is made available online and therefore, becomes a substantial commodity. In this regard, the MOH is working with trustworthy third- parties whose mandate is to ensure all physical records are now digitally available such as the Takasi Platform.

However, wherever there is a challenges there also lies opportunity. From this report we have identified 5 E- Health verticals opportunities that Dutch E-Health SME's can engage with as their entry points into Saudi Arabia E-Health sector.

#### Opportunity 1:

##### Electronic Health Records(EHR)

This is supposed to be the bedrock of all the federal and emirate level entities. There is one initiative: "Takasi" Platform. The opportunity here is to provide EHR solutions that will speed up the process of compiling the EHR of every citizen and resident in Saudi Arabia but will also integrate seamlessly with the current EHR system and cross talk ie HIE with all entities. In the process the EHR solution need to successfully address data protection and governance and their various offshoots. There is also a shortage of local skilled workforce who are capable of managing this transformation; this opens up an additional opportunity for SME's with E-Health EHR staff trainingsolutions.

#### Opportunity 2:

##### Health Information Exchange(HIE)

As the HIE is compiled and uploaded they need to be integrated with both private and public healthcare providers.. These initiatives are "*Etada Inquiry Service, Taji Project* (between Philips & MOH). By successfully integrating the HIE, the aim is to reduce re- admission, medical errors, duplicate testing and improve diagnosis. Once again the opportunities lie in system integration, with platforms that are linked with each other in public and private healthcare providers including the all important health insurance providers and brokers.

In the process the solutions need to successfully address data protection and governance and their various offshoots. There is also a shortage of local skilled workforce who are capable of managing this transformation; this opens up an opportunity for SME's with E-Health staff HIE training solutions.

From a data protection perspective, health technological solutions should incorporate data accessibility limitations to ensure only the MND or Mininum Necessary Data is accessed and that also, by an authorized individual. Together with a comprehensive data protection scheme, a security scheme should be implemented in parallel to ensure medical data privacy.

#### Opportunity 3:

##### Teleconsultation Platforms(TP)

The main difference between a Healthcare Platform and Teleconsultation platform is essentially that healthcare platforms provide more features and options and just not a teleconsultation service. There are currently a wide range of HP's being used by different healthcare providers with various degrees of penetration. None have emerged a clear winner.

The opportunity lies with providing a platform that will integrate with HIE, EHR and TP platforms that are currently being used in healthcare facilities across the country. Or technology that helps integrate the platforms with each other. Once again the opportunity is to provide solutions for data protection, integration, governance and up skilling the local workforce.



#### **Opportunity 4:**

##### **HealthCare Platforms (HP)**

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#### **Opportunity 5:**

##### **Manpower Management Platform (MMP)**

As the technological world advances, we have more tools available which can present efficiency in our daily lives. That's why, several Government bodies in Saudi Arabia have preferred to channel employee queries, questions and HR or admin related activities through an online platform. The pioneers in implementing such type of manpower management platforms have been the MOH, Saudi Commission for Health Specialties and the Ministry of Interior and the aspect which they all have in common is their role and positive impact in Saudi Arabia's healthcare ecosystem in some way or the other.

The opportunities lie in:

- Smoother upload of HR related documents..Existence of a unified portal in which all issues and topics related to a Government employee are stored in the same platform which an employee can easily access from any device.
- Need for specific regulations pertaining to health data and data governance in general, policies and clear transparency on the use of such employee data regardless of the type of data, it must be regulated.
- Once regulation and policies are implemented, any tech-software or solution must comply with the local regulations. That is ethics and privacy are essential and must be adhered to when using these ubiquitous data.
- E-training solutions to ensure skilled workforce and the seamless use of such MMP platforms by Government employees.
- Maintain and continue to implement and innovate surveillance and security systems as a core component of the connected global health system and to ensure the data is stored securely .

#### Opportunity 6:

##### Mobile Applications(MA)

Tremendous digital health acceleration in Saudi Arabia's healthcare system due to the positive acceptance of mobile apps & wearables as a means to obtaining transparency and accessibility to any sort of data, not strictly medical data. Dutch SMEs could help enhance the medical services offered by creating a medical solution with an embedded technological aspect, such as:

- **Blockchain:** This technology allows to record the medical history of patients, and store it electronically, in an encrypted form, that cannot be altered or hacked into.
- **The Internet of things (IoT):** The IoT assists medical professionals in gaining access to valuable patient information so that doctors can monitor the progress of their patients. This makes treatment of the patient easier, and more closely monitored, as doctors can access the patient's current profile anywhere and suggest treatment, medicine, and dosages. Examples already available in the Saudi Arabia E-Health landscape: *Tetamman Rest Assured App*
- **Augmented reality:** This kind of technology is used by doctors and surgeons as a training experience. It stimulates a real-world experience of diagnosis and surgery, and by doing so, enhances the knowledge and its practical application that all doctors must necessarily possess
- **Big data analytics:** This technology is used in the development of mobile applications that store all patient data, thus again, eliminating the need for excessive paperwork. This allows medical professionals to focus more on attending and treating the patients, rather than managing database. Example: *Tabaud App*
- **Telemedicine:** An example is an on-call physician on telemedicine duty. A mobile application will allow the physician to be available for a patient consult without having to operate via PC. Example: *Okadoc*.
- **Enhanced patient management:** There are mobile applications that place all patient data – from past medical history to performance metrics, patient feedback, changes in the treatment patterns and schedules, at the push of a button on the smartphone application for the medical professional to consider and make a decision on the go. Since all data is recorded in real-time, it makes it easy for doctors to change shifts without having to explain to the next doctor the condition of the patient in person.
- **Easy access to medical facilities:** There are a number of mobile applications that allow patients to search for medical professionals in their area, read their reviews and feedback by other patients, and then make an online appointment if they are satisfied with the information that they find. Apart from these, they can also download and store their medical lab reports, and order medicines online at affordable prices. Example: *Mawid App, E-prescription services*.
- **Easy payment of bills:** Patients or their family members, no longer need to spend hours waiting in the line to pay the bills. They can instantly pick a payment plan and pay bills immediately or add reminders to be notified when a bill is due.

#### Opportunity 7:

##### Health Licensing Platform(HLP)

HLP are a very efficient way for the Government to carry out the necessary due diligence of the different health providers and medical professionals, ensure they all have a valid practicing license and check whether all stakeholders comply with the local rules aimed towards a value based and excellent quality healthcare system.

The opportunities lie in:

- Blockchain to connect all the licensing data and documents of the same medical group, should the entity have a great deal of medical facilities.
- Lack of data governance & storage regulations.
- E-training solutions to ensure skilled workforce and the use of such platforms.
- Enhancing the HLP e-portal experience between medical investors & Government.
- Existence of the Healthcare Investor Licensing available in different languages to increase FDI (Its only available in Arabic).
- Security and document detection systems to ensure compliance with medical standards and rules and avoid unlawful licensing documents using AI to verify the individual submitting the documents.



# Saudi Arabia E-Health Sector Report

# 2020

## Sector Report



Sesam  
Connect



Government of the Netherlands

# Life Sciences and Health Mission Saudi Arabia

Riyadh—Jeddah

9–13 September 2018



**HOLLAND**  
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Sources: Holland Compared, CBS, World Bank, IMF, OECD, WTO, UNCTAD, EIU, IMD Business School

# Introducing The Netherlands



Photo: Rijkswaterstaat

A country that the Dutch created in the delta of three large rivers, flowing into the North Sea. Where two-thirds of GDP are earned below sea level. Where there used to be a lake almost two million acres wide where Amsterdam Airport Schiphol is today. Where innovative and daring solutions for water control protect half of the country against the risk of being flooded. It earned us a worldwide reputation.

**We know water.**

A country that was in need of more land for agriculture. Where land was reclaimed from the sea and kept dry: the famous 'polders'. A country supposedly too cold to grow certain vegetables and flowers. Where greenhouses were invented as a solution to this problem. Where Dutch farmers now produce 2.5 times more food per acre than EU farmers produce on average. **We know food & flowers.**



Photo: Tomato World



Photo: Europe Container Terminals BV,

A country that is the gateway to Europe. Connecting nearly half a billion consumers in the European hinterland to the world's producers. Thanks to the world-class Port of Rotterdam, the internationally praised Amsterdam Airport Schiphol, an extensive network of waterways, Europe's strongest road transport sector and an extensive network of rail links. **We know logistics.**

A country with an open and cooperative attitude. Whose residents have always felt the need to explore what lies beyond its borders. Where the world's first multinational corporation originated in the 17th century. A country where, today, 87% of people who are 15 years or older speak English. **We know international business.**



# A Dutch perspective on Life Sciences & Health

The Netherlands is home to a vibrant, concentrated Life Science & Health cluster of more than 2.500 healthcare companies and research organisations, all within a 200-kilometre radius. The Netherlands is considered to be the most concentrated region in the world when it comes to creating economic and social value to healthcare. It all started in the 16th and 17th century, when the Dutch invented the microscope and pioneered in microbiology. Nowadays, the Netherlands faces challenges, but through innovation it is able to deal with increasing health care costs.

The Dutch Life Science and Health sector (LSH) has a very strong reputation. The industry has a broad spectrum ranging from medical devices, mobility & vitality, high-tech and eHealth to hospital building and public health. It also includes education & communication, nutrition, bio-medical and pharmaceuticals.

Taking into account the global and national challenges of healthcare, the Dutch LSH sector is working on enhancing healthcare through innovation. Through efficient, effective, accessible, comfortable and high-quality healthcare solutions, costs can be reduced while capacity increases and the quality of care improves.

## What are Global Healthcare Trends & Challenges?

Each country is geographically, demographically, politically and economically different. Therefore each country faces different healthcare challenges. Nevertheless, some global trends seem to affect all of us now or in the near future. First of all, we see an ageing society in which more people are confronted with chronic diseases. Whereas in The Netherlands it is estimated that seven million people will be chronically ill by 2030, it is believed that half of the world's population is chronically ill by 2050 estimated to be 450.000 workers by 2025.

In addition, our world population, and especially the middle class, is growing rapidly. This leads to an increase in the demand for healthcare. Even today there is already a global shortage of health workers, both nurses and physicians.

In The Netherlands, the shortage is estimated to be 450.000 workers by 2025.

Moreover, a third trend is the negative impact that unhealthy lifestyles have on our healthcare. A change in lifestyle increases the load on our healthcare systems. Our use of tobacco, alcohol, and fast food combined with less exercise leads to obesity, diabetes, cardiovascular diseases and cancer. These diseases increase the demands on our healthcare professionals and on the infrastructure around them.

Last of all, in our society patients become more demanding as they have access to more information through the internet. We have to deal with medical technological developments, such as eHealth, telemedicine and personalised medicine.







## Dutch Smart Solutions

The world of healthcare interventions is in constant flux – new and emerging infectious diseases, changing disease patterns, demographic changes, rising costs of healthcare; all of which add complexity to the already considerable challenges. At the same time, innovative answers to these challenges have emerged in the Dutch LSH sector. Through efficient, effective, accessible, comfortable and high-quality healthcare solutions, costs can be reduced while capacity increases and the quality of care improves. Addressing these shared challenges the Dutch set up three main objectives for the Dutch healthcare system: Quality of care (effective, safe and patient-centred), Accessibility to care (reasonable costs for individuals, reducing travel distance and waiting times) and Affordability of care (overall cost control). With this broad commitment to the stimulation of healthcare innovations, the Dutch government holds the interest of the patient in mind. The positive shift in ranking (from the 8th towards the 5th place) regarding the most competitive economies worldwide, shows that successful innovation contributes to economic growth.

For the Dutch LSH sector, knowledge-sharing and close cooperation and collaboration between companies and research institutions, with full support of the government, is what drives this success. Most of the Dutch know-how on Life Sciences and Health is available for all. Over the last centuries, Dutch companies & organisations see a global market where they can put their expertise to work in order to innovate and improve healthcare systems.

## The Netherlands has a long lasting history in the Life Sciences & Health domain:

- **Andreas Vesalius** (1514 – 1564) was an anatomist, physician, and author of one of the most influential books on human anatomy, *De humani corporis fabrica* (On the fabric of the Human Body). Vesalius is often referred to as the founder of modern human anatomy
- Spectacle makers **Hans Lippershey** (1570 – 1619) and **Zacharias Janssen** (1585 – pre-1632) in Middelburg, and the instrument-maker and optician **Jacob Metius** (1571 – 1631) of Alkmaar
- **Antoni van Leeuwenhoek** (1632 – 1723) is known as 'the Father of Microbiology' and considered to be the first microbiologist. He is best known for his work on the improvement of the microscope
- **Herman Boerhaave** (1668 – 1738) "the father of physiology", founder of clinical teaching and modern academic hospital
- **51.2.1.2. Leewammerdam** (1637 – 1680) was the first, in 1658, to observe and describe red blood cells
- **Jacobus Henricus van 't Hoff** (1852 – 1911) First winner of the Nobel Prize in Chemistry and known for his discoveries in chemical kinetics, chemical equilibrium, osmotic pressure, and stereochemistry
- **Willem Einthoven** (1860 – 1927) Winner of the Nobel Prize in Medicine in 1924 for his invention of the electrocardiogram
- **Willem Kolff** (1911 – 2009) developed and applied the first functioning artificial kidney in 1943, and was involved in breakthrough development such as the heart-lung machine and artificial heart

# Healthcare for all!

The Dutch healthcare system is renowned for its excellent standard of service. In fact, the Netherlands has been consistently ranked in the top three of the EuroHealth Consumer Index (EHCI) and even took the number 1 position for the last five years (2012, 2013, 2014, 2015, 2016). The Swedish independent Health Consumer Powerhouse (2015) states that: "Health systems based on social insurance, with a multitude of insurance organisations, who are organisationally independent of healthcare providers, are called Bismarck systems. There are also systems where financing and provision are handled within one, integrated organisation (Beveridge systems). EHCI finds that generally Bismarck style countries, such as The Netherlands, provide superior care."

## Facts & figures on developments in Dutch healthcare

The Netherlands is well aware of the increasing costs of healthcare which was set at 14.5% of GDP in 2014 (95 billion euros). For this reason, the Dutch Ministry of Health, Welfare and Sports' highest priority was- and is to sustain and even reduce the costs of healthcare. This year, numbers are set on approximately 10% of GDP in 2016 (74.6 billion euros).

## Healthcare spending in The Netherlands

With almost 17 million inhabitants and a geographical size of 41.500 km<sup>2</sup>, The Netherlands is a small country with a high population density compared to its close neighbours Germany (349.223 km<sup>2</sup>) and France (643.801 km<sup>2</sup>). The government has a high focus on its healthcare investments. For example, the average price of a house in The Netherlands is € 280.000, this equals the healthcare costs of a person's entire life in our country.

## Jobs in the Dutch healthcare sector

In 2015 the country had 85 hospital organisations at 131 locations of which 8 are University Medical Centres. Next, there are 112 outpatient clinics. The current trend shows a decrease in the number of hospital organisations and a change from general towards specialised hospitals, but an increase of accessibility of healthcare due to healthcare delivery at more locations or homecare. Correspondingly, in 2015 approximately 1,1 million people worked in the healthcare sector (this excludes volunteers). In almost any field the number of workers is below the OECD average which already might indicate a capacity shortage and need for innovative solutions.

### Jobs in the Dutch healthcare sector:

- 2.525 pharmacists
- 2.852 midwives
- 8.775 dentists
- 8.865 GPs
- 17.082 physiotherapists
- 22.585 specialists

### Spending on healthcare in The Netherlands:

- € 5.075 per adult per year
- € 12.750 per family per year
- € 71 billion total per year

### Total healthcare expenditure in The Netherlands:

Approx. 10% of GDP, EUR 74,6 billion (2016):

- 47.7 billion: Basic / General Healthcare
- 25.6 billion: Long term care and nursing
- 1.3 billion: Miscellaneous





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Dear visitors and participants,

On the 9<sup>th</sup> of September, a substantial group of prominent Dutch companies specializing in health care and life sciences will be in Riyadh. I am very pleased to host these enterprises, which are leading in regard to quality, innovation and technology. I hope they will be able to cooperate with existing Saudi Arabian initiatives, to contribute to the quality of health care in the country.

The nationwide Vision 2030 programme, launched in Saudi Arabia, has set ambitious goals for different areas of development, including Health care and life sciences. Average life expectancy needs to be raised from 74 to 80 and the health care market is set to have almost doubled in size by 2020, surpassing a value of 100 billion SAR. Furthermore, Health Minister Tawfiq Al-Rabiah estimates that the sector will need investments totaling 250 billion SAR by 2030. I believe that Dutch companies have an important part to play in this developmental process and I would like to use available means to promote Dutch-Saudi cooperation in this area.

The reason Dutch companies are well-positioned to assist in reaching the Vision 2030 goals, is the way in which research is linked to product and business creation. This occurs through collaboration, cooperation and coalition building between businesses, research institutes and universities, supported by government. The Netherlands is a major player in the global Life Sciences and Health industry, with a strong technological position in for example medical informatics, biopharmaceuticals, vaccines and health infrastructure. These areas of expertise are especially relevant in relation to the goal of further increasing specialization and the use of advanced technologies in the Saudi health care industry, as put forward by the Vision 2030 programme.

I hope and believe this week will be a fruitful endeavor and I look forward to contributing to similar cooperative efforts in the future.

Yours Sincerely,

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# The Delegation

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**Asc Academics** supports healthcare companies and organizations in improving health and life expectancy globally, through people, products and processes.

Asc Academics operates within three pillars:

**Market Access and Health Economics**

Our consultancy combines academic rigor, business insights and creativity to uncover the economic and societal value of healthcare innovations, and communicates this value to decision makers. We offer specialized services such as market access strategies, training governments in health economics, and designing healthcare systems.

**Implementing Diagnostic Advancements**

Asc Academics will be the premier organization leading the global implementation of the highly anticipated lung cancer screening protocol that was under development for 20 years.

**Privatization and commercialization**

Working with a diversity of healthcare companies, institutions, academic medical centres and universities, Asc Academics frequently encounters disruptive ideas and opportunities within the healthcare sector that could have a significant impact on the health and life expectancy of the population. In the right hands – these theoretical ideas could lead to practical solutions, prevent disease, and improve quality of life world-wide.

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**Bayards Heliport Solutions** is one of the world's leading companies in regards to designing, engineering, manufacturing and installing aluminium heliports. We have installed over 600 helipads worldwide and all our helipads have three essential things in common: they provide safe, easy and fast access.

Due to the lightweight property of aluminium, we are able to develop helipads that are up to 50% lighter than the more common, high maintenance steel helipads (one can only imagine the weight saving when compared to concrete helipads). Therefore, it is possible to install our helipads on any existing building without, or with very limited structural reinforcements being required. In addition, our helipads are resistant to the urban environment, which means that they have an extremely long lifespan without the need for an expensive maintenance plan.

Even though every situation is unique, we are always able to develop the optimal solution to suit our client's most demanding requirements. We achieve this by combining the excellent properties of aluminium with our design, engineering expertise and cutting edge production technology.

This results in helipads that are:

- Lightweight
- Cost-effective
- Extremely durable
- Easy to install

## **Bayards Aluminium Constructions**

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**Clinical Science Systems** develops clinical software for use in ICU and OR, which focuses on EEG monitoring. We provide novel and innovative EEG analysis, easy to interpret and act upon, even by non-neurologists. We complement our software by providing state-of-the-art amplifiers and mobile setups, to easily integrate in the ICU.

#### **NeuroCenter EEG**

Our flagship product for monitoring critical patients in the ICU, NeuroCenter EEG makes it easy for both neurologists and ICU doctors to interpret and act upon changes in the EEG. Thanks to novel analyses to handle the difficult to understand EEG signal, ICU staff are able to monitor and respond quickly. Easy classification and prognostic markers wrapped in a robust and intuitive interface are key features of the product.

#### **MDOrganizer**

MDOrganizer is your work-flow management solution for the neurological department and interfaces with the HIS and the department specific devices and analysis equipment. It presents all neurological data in an easy to use work-flow, independent of manufacturer specific solutions. It inter-operates with the NeuroCenter EEG system.

#### **EEG.services Cloud Platform**

The EEG.services Cloud Platform provides secure and convenient access to all your EEG related data and gives you the possibility to analyze your EEG's using the latest analysis tools. Using an Android or iOS app, you can easily analyze data in the cloud and share EEG's with other experts.

#### **Partners**

We are looking for technically skilled and commercially oriented distribution partners with focus on ICU and neurology and who wish to sell, support and maintain our products in the field.

#### **Clinical Science Systems**

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**Dörr Kampen BV** is a leading Dutch manufacturer of hospital (medical) devices in stainless steel. Our mission is to make our equipment 'Solid and reliable'. All our products are designed, developed and manufactured in our factory. This is why we are most flexible in finding the best customized solution for your unique situation.

Dörr is specialized in:

- CSSD pre-cleaning equipment for pre-cleaning surgical instruments with:
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  - manual cleaning position with many options
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  - customized solutions;
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  - Automatic mixed water filling in two levels.
- CSSD packing tables
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For the Middle-East Region we are looking for distributors.

Dörr Kampen BV, established in 1926, is a ISO 9001:2015 certified company.

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**EIN Healthcare** Originating from the Netherlands, EIN Healthcare is committed to improve the quality of healthcare by means of cutting edge technology and know-how. We are committed to develop patient centric healthcare delivery systems and enhancing quality of care. Towards this end, EIN is working in the fields of mobile healthcare, disaster management and automated image analysis and reporting systems.

We, at EIN, strive to be trusted partners for our clients by focussing on functional analysis, design, engineering, integrating advanced technologies and technology support while

- Providing total solutions to meet healthcare challenges
- Supporting development of remote areas through public healthcare
- Developing technologies for automated analysis and reporting of x-ray and medical images.
- Developing patient-provider interface solutions
- Aligning government needs and business needs

Our mobile healthcare products are of high quality and are manufactured in the Netherlands and the USA. EIN Healthcare has a long-standing track record with more than 20 mobile unit deliveries in the Middle East in the recent years.

**Mobile healthcare solutions include:**

Mobile mammography, MRI, PET-CT, CT and Cathlab solutions  
Dialysis and visa screening  
Trailer & expandable trailer types, trucks & buses  
Moveable modular hospital facilities

**Disaster Management Solutions include:**

CBRNE decontamination units  
Emergency field hospitals

**Image Analysis and Diagnostic Solutions include:**

CAD4TB for automated analysis and reporting for tuberculosis X-rays.

RetCAD 1.3.0 for macular degeneration and diabetic retinography

EIN Healthcare engages deeply with a healthcare organisation's program management in mobile healthcare. We help realise their objectives deploying different sets of mobile units in primary care, diagnostics, ambulatory surgery, dialysis, transfusion medicine, disaster management and large mobile hospitals as an alternative to fixed hospitals. This enables the healthcare organisation provide the best possible healthcare where it did not exist previously, reduce short-term and long-term costs while increasing their reach.

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Our company provides web-based, digital solutions — among them ScienceDirect, Scopus, Evolve, Knovel, Reaxys and ClinicalKey — and publish over 2,500 journals and more than 33,000 book titles. Elsevier is a global company, headquartered in Europe in Amsterdam, employing more than 7,000 people spread over 66 offices in 24 countries. In the Middle East we have offices in Cairo, Amman, South Africa and Dubai, where our coverage includes the Middle East and Africa (MEA).

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**In MEA we leverage our services to public and private healthcare providers as well as to medical universities.**

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**Forcare** is a Dutch software company providing software products and services for healthcare clients. The company was founded in 2006 and focuses on interoperability between healthcare IT systems. Its standards-based software provides solutions to interconnect information systems, share and exchange patient data and offer secure and reliable access to digital health information for medical staff and patients. As a result, physicians are able to better collaborate and contribute to the safety and health of patients, while allowing healthcare institutions to reduce costs.

Forcare provides a complete, modular software product portfolio to create solutions for reliable and secure health information exchange. Solutions can be delivered on-premise or via the cloud. Forcare's products are based on open, international standards created by IHE (Integrating the Healthcare Enterprise). Forcare operates an ISO 13485 quality system and invests continuously in product certifications and conformance (e.g. ISO 27001 security and IHE conformance assessment).

Forcare's solution strengths are:

- Seamless exchange of data between systems
- Easy and fast access to clinical information
- Streamline and improve your workflow
- Supports all types of medical images and documents
- Fully compliant with open standards
- Patient privacy guaranteed

Since December 2017, Forcare is part of **Philips**. We are active in Europe and North America and are looking to expand. We have a network of international business partners and are looking for partnerships and business opportunities in Saudi Arabia.

**Forcare Holding BV - a**

Philips company

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#### **Your Gateway to Dutch Healthcare**

International Patient Center the Netherlands (IPC) is the leading medical travel company in the Netherlands. We offer full-service support to overseas patients and referring physicians seeking a consultation, second opinion or medical treatment in the Netherlands. We assist you with travel arrangements, residence and access to Dutch healthcare providers.

#### **Exclusive partnerships**

To meet all your expectations we have an exclusive partnership with Erasmus Medical Center, Royal Schiphol Group and KLM Health Services.

Our focus is on overseas patients with clinically complicated diagnoses and in search of highly complex and innovative treatments.

Erasmus MC being the first and preferred affiliated hospital.

#### **International patient journey**

We understand the anxiety associated with illness. The preparations for an overseas medical treatment might feel like an extra burden.

Rest assured, a personal care coordinator, your single point of contact, will support you throughout your patient journey.

Many patients from 90 different countries visit Erasmus MC every year. They get direct access to clinical expertise in diagnosis, treatment and world-leading research. They benefit from the latest findings and extensive scientific background of healthcare professionals.

The Dutch healthcare system was once again, ranked as # 1 by the European Health Consumer Index in 2017.

#### **International Patient Center**

Dr. Molewaterplein 40  
3015 GD Rotterdam  
The Netherlands

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5.1.2e @ipc.nl  
info@ipc.nl

www.ipc.nl

5.1.2e

**Ofichem** has been working for over 40 years Ofichem to improve health for humans and animals by providing high quality Active Pharmaceutical Ingredients. APIs that not only meet our client's needs but also comply with stringent health and safety regulations.

Our mission is to help improve health in humans and animals and to do so we work in close collaboration with our clients, developing and manufacturing APIs and distributing them across the globe. Throughout the whole of the process, our emphasis is on producing quality products in collaboration with our clients and partners. Our teams work with our clients so that they can respond to market demands, meet country-specific regulations and develop their products for their specific purposes. We take our clients through the complete process of bringing an API to market, from development and production to regulation and distribution, so that in the end, together, we can make a difference to the health of humans and animals.

Ofichem B.V.  
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T |  
M |

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5.1.2e @ofichem.com

[www.ofichem.com](http://www.ofichem.com)

# LOGEX

الشرق الأوسط

## HEALTHCARE ANALYTICS

5.1.2e

**LOGEX** is a Dutch healthcare analytics company. Better and affordable care, that is our mission. Our solutions provide meaningful information on healthcare quality, processes and costs through advanced analytical models. Our actionable analytics based on data and technology provide you with better insight into the performance of your healthcare institution. This is how we help providers, governments, payers, life science and healthcare consumers make objective, data-driven decisions.

### *Who are we?*

LOGEX & Value2Health are an international group based in The Netherlands, Europe and the Middle East. **ICHOM, Michael Porter and the World Economic Forum** publicly acknowledge the Netherlands and our one-stop-shop solutions as being front-runners in value-based healthcare.

### *What do we offer?*

We add value to all levels of the healthcare industry. We offer different solutions adjusted to the needs of our client and type of data registered. We work with individual public hospitals or private hospital groups interested in their improvement potential, clusters assessing their relative performance and government bodies who aim to restructure the industry by aligning patient outcomes with financial incentives for providers!

### *Our solutions*

**Physician performance model** - We provide man-power planings for better performance of hospital's most critical resources. Together with medical doctors, we developed an integral methodology to objectively assess, quantify and benchmark the performance of medical doctors.

**Financial control for hospitals** - The Financial control model supports hospitals to gain more grip on their operational and financial performance with advanced analytical firepower. Advanced software to enable hospitals to plan, analyze and benchmark operational processes and financial performances.

**ValueBase** - ValueBase is a modular platform that is specifically designed to bring value-based healthcare to daily practice. Our platform provides the possibility to collect and process data to report meaningful information on patient-reported outcomes and experiences, clinical data, processes, and costs.

### LOGEX

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**SPECTATOR**  
VIDEO TECHNOLOGY

## Spectator Video Technology

For more than 15 years Spectator Video Technology develops and commercializes worldwide service centres with fully integrated video. The solution reaches a wide range of applications in Security, Healthcare and Communication.

Through advanced technologies and a sustainable business model based on long-term partnerships, Spectator helps Healthcare organisations to increase efficiency and reduce costs.

The company supports improving Healthcare access and the Quality-of-Life for clients, independent of gender, religion, social status or geographical location.

**The state-of-the-art Spectator Communication Platform (SCP)** is THE future-proof eHealth, mobile Care and Tele-medicine Solution for remote Primary Care, Chronic Care and Elderly Care services.

The SCP receives, manages, records and distributes mobile personal alarm calls, patient data and video consultations in one secure environment.

Connected products and services:

✓ Traditional personal alarm systems

✓ Spectator's BiDiApp for mobile devices

✓ Video supported personal alarm systems (VAS)

✓ Biosensors for diagnostic and clinical solutions

5.1.2e

### Spectator Video Technology Holding

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www.spectator-video.com

5.1.2e

**Timpel** is a leading provider of Electrical Impedance Tomography (EIT). Timpel's goal is to provide tools for Healthcare Professionals (HCPs) to increase their focus on patient care, to spend less time making treatment decisions based on assumptions, and to protect the patient from the hidden dangers and unwanted side effects caused by mechanical ventilation.

Timpel innovative technology Enlight 1800 is an advanced EIT system, compatible with all ventilators, designed to support physicians, nurses and respiratory therapists in the mechanical ventilation of patients (neonatal, pediatric and adults).

The system enables real-time, bedside lung function visualization. It is radiation free, only applying an imperceptible electrical current. The resulting impedance variation is measured through electrodes placed around the patient's thorax. Clear and functional images are generated, representing regional distributions of ventilation and perfusion.

Enlight 1800 tools and information enable the HCP to develop an individualized, targeted and timely ventilation strategy based on patient needs.

Using the system, HCPs can easily visualize and understand the impact of ventilation on the patient. The system enables the HCPs to use data to provide on time, individualized ventilation.

All information can be stored and retrieved for documentation and offline analysis.

**Timpel Medical**  
High Tech Campus 9  
Postbus 775  
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[www.timpelmedical.com](http://www.timpelmedical.com)

5.1.2e

### Improving Healthcare Together

The Task Force Health Care (TFHC) is a public-private platform with over 100 partners founded in 1996. Our mission is to improve healthcare and wellbeing internationally with the use of Dutch expertise and in a sustainable and demand-driven manner.

The TFHC network consist of partners from industry, knowledge institutes, NGO's, healthcare providers and the government, all active in the Dutch Life Sciences & Health sector. Our partners provide smart solutions to various healthcare challenges.

To accomplish our mission, we organise all kinds of activities to (I) stimulate cooperation and knowledge-sharing in order to combine forces within the Dutch healthcare sector and (II) present and position The Netherlands abroad in order to be involved in the global and local healthcare challenges.

In the last decade, the TFHC visited and maintained relationships with more than 30 countries. With the use of country platforms, the TFHC continues to build and maintain sustainable international relations.

#### **Task Force Health Care**

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[www.tfhc.nl](http://www.tfhc.nl)



SAVE THE DATE!

27 September 2018

Rotterdam RDM

Submarine Wharf

The Netherlands

MORE INFORMATION &  
TICKETS?

[www.wohc.nl](http://www.wohc.nl)

## World of Health Care 2018

*Congressival for key stakeholders in the Life Sciences & Health sector with a global view.*

The World of Health Care (WoHC) is one of the largest and most inspiring 'congressivals' in the Netherlands.

The main goal of the WoHC is to network, to share knowledge and to be inspired. As a visitor you will learn about global & local health trends, challenges and opportunities in an interactive manner.

1000+ LSH key stakeholders

100+ c-level decision-makers  
from 12+ countries

Inspiring keynotes, John Mattison (Kaiser Permanente)  
and many more

World Cafes | Co-create sessions

Individual Matchmaking'

SCAN THE QR  
TO RELIVE  
WOHC 2017



## Notes

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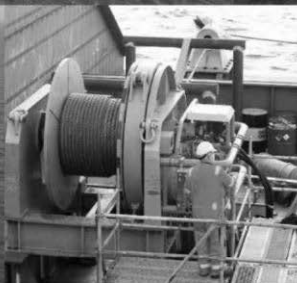


# Company visit to Saudi Aramco and Sharqiya Chamber of Commerce

11 November 2018



aramco



Kingdom of the Netherlands

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1346388





Kingdom of the Netherlands

5.1.2e

The ties between Saudi Arabia and the Netherlands date back to 1872, when a Dutch consulate was established in Jeddah. As time passed, bilateral relations between the two Kingdoms have strengthened, with growing economic opportunities, also in the oil and gas sector.

Recently, in line with Vision 2030 and the National Transformation Program 2020, Saudi Arabia has outlined the urge of moving towards a more sustainable and diversified economy, but with a major role for the energy sector, and a major role for the private sector in the Eastern Province.

It is with great honor and pride that I can introduce to you 8 companies participating in this company visit to Aramco & The Chamber of Commerce, either already established in Saudi Arabia or with an interest in entering the market.

I firmly believe that increased use of both Saudi and Dutch expertise as well as fostered cooperation between companies from both countries can contribute to the objectives of Vision 2030.

I would like to thank our Saudi hosts and the participating companies for all their efforts, and I am looking forward to an interesting and fruitful day.

5.1.2e

Netherlands Embassy Riyadh

# IRO - The Association of Dutch Suppliers in the Oil and Gas Industry and Offshore Renewable Industry



IRO

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**[www.iro.nl](http://www.iro.nl)**

**The Oil, Gas and Offshore Renewable supply industry in the Netherlands belongs to the Top 5 of the world.**

Established nearly half a century ago, the association IRO is an independent non-profit organization that supports and promotes the interests of its nearly 450 member companies. Acting as the gateway to Dutch suppliers in the energy industry, the IRO mission is ultimately aimed at maintaining and strengthening the position of the Dutch Oil, Gas and Offshore Renewable industry by creating a level playing field for its members. A sharp focus on cost efficiency, innovation and sustainability within the Dutch supply industry are instrumental to achieve this goal.

The IRO members consist of a wide variety of both multinationals and SMEs. They represent the entire supply chain within the upstream Oil, Gas industry and Offshore Renewable industry (wind and marine energy).

The association focuses on three important topics that are vital for the continuity of the industry: Trade & Export Promotion, Innovation & Technology and Human Capital & Education. The range of services that IRO provides to its members varies from maintaining government & NGO relations and facilitating networking opportunities within the IRO community to participating in international trade missions and exhibitions as well as providing Business Intelligence and training courses.

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## **PARTICIPANTS**

- **AMPELMANN**
- **BAYARDS ALUMINIUM CONSTRUCTIONS**
- **BREMAN MACHINERY**
- **EMCÉ WINCHES**
- **HATENBOER-WATER**
- **HEEREMA MARINE CONTRACTORS**
- **iPS - POWERFUL PEOPLE**
- **VAN OORD OFFSHORE**





## Ampelmann

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**Ampelmann is the industry leader in providing safe Walk to Work services and solutions for the global offshore energy industries.**

Headquartered in the Netherlands, the company currently operates a fleet of more than 60 operational systems in Europe, Middle East, Africa, Asia Pacific, and the Americas. Its innovative and reliable transfer and cargo solutions are designed and tailored to meet the needs of the ever changing offshore industry.

Founded in 2007, the company has a proven track record of more than four million safe people transfers, more than nine million kg cargo transfers and 250 projects worldwide.



5.1.2e

# BAYARDS ALUMINIUM CONSTRUCTIONS

**BAYARDS®**  
solutions in aluminium

**Bayards Aluminium Constructions**

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**[www.bayards.com](http://www.bayards.com)**

Bayards has been designing, engineering, manufacturing and installing complex aluminium structures for over 55 years. Aluminium is the core of what we do, and thanks to our extensive knowledge and accumulated expertise we have been able to contribute to prestigious Offshore projects all over the world for clients such as BP, Statoil, Shell and ExxonMobil.

For these and many other clients we have successfully developed and supplied Offshore structures, including:

- Safedecks
- Helidecks
- Stair towers
- Living Quarter structures
- Hand railing
- Firefighting systems
- Heating systems
- Wind and heat shields
- Antenna towers
- Gangways
- Support structures
- Lighting systems

Our structures meet the highest quality standards (ISO9001). In addition, all of our structures are built in accordance with the latest international safety (OHSAS18001) and environmental (ISO14001) requirements.

5.1.2e





**Bremman Machinery**

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**[www.bremman-machinery.com](http://www.bremman-machinery.com)**

## Extreme Precision

Bremman Machinery B.V. has the experience to make your wishes become reality. Our team of 130 well-experienced employees has the knowledge to create workpieces of extreme sizes with maximum precision.

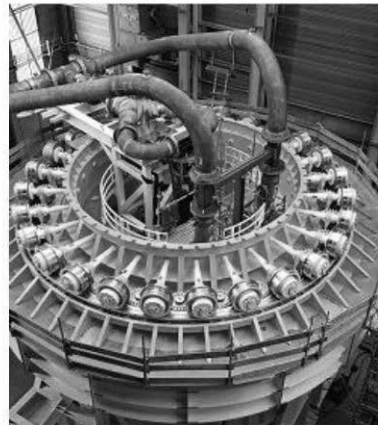
We have a good record of projects for Oil and Gas companies, Mechanical Engineers, Aerospace companies and Industrial firms. We do not turn down any challenge.

## Capacity

The welders of high-quality steel, like S460-S690, Duplex etc, are qualified by Lloyd's Register or DNV for all welding positions. With 30 milling, boring and turning machines we have the possibility to offer unique services. Our largest boring machine has a range of X=26.500, Y=10.000 and Z=2.500 and the largest turning machine can handle a length of 16.000 mm. Our preservation department can protect your projects with different painting systems. The workshops in Genemuiden have a surface of 21.000 meters with a height of 25 meters. The crane capacity is up to 320T. Our location is beside open water, which means we have a direct connection to the international ports.

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## EMCÉ Winches

Middle East office

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Manama, Kingdom of Bahrain

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[www.emce.com](http://www.emce.com)

EMCÉ Winches is a creator and manufacturer of winches and related equipment. With a history spanning well over 80 years, EMCÉ products can be found the world over.

These range from offshore and onshore activities like oil and gas, marine, renewables, fishing, construction, manufacturing and mining, both in the Middle East and the world over.

Furthermore, many government organizations rely on EMCÉ products at sea, on land and in the air.

EMCÉ has gained a sterling reputation for finding creative and reliable solutions for the movement of goods, objects and people. We take our customers further, and help them realize their ambitions.

Thanks to our Bahrain office, EMCÉ has a firm regional presence enabling us to operate close to the market with experienced staff completely familiar with the industry and the region.

EMCÉ is a fully family owned company, which takes great pride in long lasting and loyal relationships. Be it with customers, suppliers and staff, sometimes spanning many decades. This and the quality of our products tells the story.



Lloyd's Register  
LRQA



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5.1.2e



**HATENBOERWATER**

*Fresh in water since 1906.*

**Hatenboer-Water**

Mercuriusweg 8

3113 AR Schiedam

The Netherlands

T +31 (0)10 5.1.2e

E [info@hatenboer-water.com](mailto:info@hatenboer-water.com)

**Offices in The Netherlands and Singapore**

**[www.hatenboer-water.com](http://www.hatenboer-water.com)**

Hatenboer-Water has a long history in the field of water. For over one hundred years, the privately owned company is an internationally renowned full service player in the water treatment market. Hatenoer-Water designs, constructs and supplies fresh water systems, comprising all relevant components.

### Scope of supply

- Oil & Gas fresh water systems (injection water and dilution water)
- Fresh water systems (reverse osmosis water makers, distribution and treatment packages)
- Disinfection solutions with chlorine, UV and copper/silver ionization
- Dosing systems (chlorination, pH correction, etc.)
- Water quality services: courses, sampling, audits, water management plans
- Spares and consumables

### Your benefits

- Proven heavy duty designs
- Built to specification (hazardous area, enclosures, shock proof)
- Experience with international standards like: ABS, Lloyds, NORSOK, DNV-GL and more
- All disciplines and facilities under one roof
- A worldwide network of agents

### Organisation

Manufacturing RO desalination systems since the 1970's, Hatenoer-Water is proud to have a track record of thousands of maritime and Oil & Gas water treatment units worldwide. Hatenoer-Water has been certified ISO 9001, ISO 14001 and ISO 45001\*.

5.1.2e





# HEEREMA MARINE CONTRACTORS



## Heerema Marine Contractors

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The Netherlands

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E [5.1.2e@hmc-heerema.com](mailto:5.1.2e@hmc-heerema.com)

**[www.heerema.com](http://www.heerema.com)**

Heerema Marine Contractors (HMC) is a world leading marine contractor in the international offshore oil & gas and renewables industry. HMC excels at transporting, installing and removing offshore facilities. These include fixed, floating and subsea platforms/structures in shallow waters, deep and ultra deep waters.

HMC manages the entire supply chain of offshore construction, from design through to completion. Headquartered in Leiden, our services encompass engineering, planning, logistics, project management and execution of offshore projects all over the world.

We are proud of our excellence in engineering and project management, our passionate workforce and a fleet that includes formidable heavy lift and construction vessels such as semi-submersible crane vessels SSCV Thialf, SSCV Balder, SSCV Sleipnir and HLV Aegir.

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**IPS Dubai**  
Tameem House  
Suite 1203 & 1204  
Barsha Heights - DUBAI

T +971 5.1.2e  
P.O. Box 391131  
Dubai - United Arab Emirates

**[www.ipspowerfulpeople.com](http://www.ipspowerfulpeople.com)**

### Who is IPS?

Since 1988 IPS is the key source for personnel solutions regarding all aspects of the Maritime, Energy and Civil industries. IPS recruits highly trained and experienced personnel, from a single specialist to a full crew. The in-house consultants are able to attract, select and deploy qualified personnel worldwide.

### What can you expect from IPS?

Qualified staff and crew, flexible and professional personnel solutions, complete payroll services, global services, personal attention and 24/7 responsiveness.

### IPS' Payroll Solutions

IPS has the complete knowledge of all tax and social security issues that might arise in your organization. IPS does not only take away the worries of complex (international) tax and social security issues, but also ensure you are fully compliant with all aspects of the law and regulations.

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## Van Oord Offshore

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E [area.off@vanoord.com](mailto:area.off@vanoord.com)

**[www.vanoord.com](http://www.vanoord.com)**

Van Oord is a family-owned global maritime contractor, focusing on dredging, oil & gas infrastructure and offshore wind.

### Offshore activities

Our dedicated offshore division is a niche specialist in two services:

- **Subsea Rock Installation**

We are market leader in the seabed intervention technique Subsea Rock Installation. Our fleet of flexible fallpipe vessels enables us to stabilise and protect pipelines, cables and other installations

- **Nearshore Pipeline Installation**

We provide integrated solutions for the installation of nearshore pipelines, cables and offshore constructions. With over fifty years of experience in this niche market, Van Oord offers the best specialists on the job

### Our services include:

pipeline shore approaches, shallow water pipeline installation, offshore dredging, trenching and backfilling, buoy installation, GBS (Gravity Based Structure) installation and subsea rock installation.

5.1.2e

5.1.2e



# Embassy of the Kingdom of the Netherlands in Saudi Arabia



Kingdom of the Netherlands

Embassy of the Kingdom of the Netherlands

Diplomatic Quarter

Riyadh 11693 - Saudi Arabia

[www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)

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**HOLLAND**  
**+YOU** GENERATING  
CONNECTING  
CREATING

توليد  
اتصال  
توليد



# Company visit to Kingdom of Saudi Arabia and Kingdom of Bahrain 23-26 February 2020



Kingdom of the Netherlands



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The Association of Dutch Suppliers in the Offshore Energy Industry



Kingdom of the Netherlands

5.1.2e

The ties between Saudi Arabia and the Netherlands date back to 1872, when a Dutch consulate was established in Jeddah. As time passed, bilateral relations between the two Kingdoms have strengthened, with growing economic opportunities. Certainly, also in the oil and gas sector.

Recently, Saudi Arabia has outlined the urge of moving towards a more sustainable and diversified economy, but with a major role for the energy sector, and a major role for the private sector in the Eastern Province.

It is with great honor and pride that I can introduce to you 19 companies participating in this company visit to Saudi Aramco and the Eastern Province Chamber of Commerce, either already established in Saudi Arabia or with an interest in entering the market.

I firmly believe that increased use of both Saudi and Dutch expertise as well as fostered cooperation between companies from both countries can contribute to the objectives of Vision 2030.

Also, on behalf of 5.1.2e and my team, I would like to thank our Saudi hosts and the participating companies for all their efforts, and I am looking forward to an interesting and fruitful day.

5.1.2e

5.1.2e of the Kingdom of the Netherlands

**NL** Netherlands



Kingdom of the Netherlands

5.1.2e

**At first glance, the Netherlands and Bahrain may seem to be stark opposites and far away from each other.**

**However, he who digs a little deeper will discover many similarities between our two kingdoms: both countries have a long and proud tradition as seafaring nations, they are both outward-looking, multi-lingual, business friendly and tolerant societies.**

**However, perhaps the most important similarity is that in the Netherlands as in Bahrain, a business friendly climate is welcoming innovative entrepreneurs.**

**It is my great honour to welcome the Oil and Gas Mission 2020 from the Netherlands to Bahrain. This mission is a stepping stone towards connecting with the \$1.5 trillion GCC market:**

- **Bahrain is the natural gateway to the Gulf, with particularly favorable access to Saudi Arabia, the region's single largest market and economy**
- **Bahrain ranks globally as one of the best places to live, regarded highly for its job opportunities and career satisfaction**
- **Bahrain has a friendly culture that eases settling in**

**I expect that this mission will further enhance the already strong ties between the two countries.**

5.1.2e

5.1.2e

**Netherlands Embassy Kuwait**

**NL** Netherlands



# The Association of Dutch Suppliers in the Offshore Energy Industry



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The Netherlands

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**[www.iro.nl](http://www.iro.nl)**

**IRO** is delighted to be a partner in organising this trade mission to Saudi Arabia.

As the linking factor we aspire to connect the Dutch energy sector with Saudi Arabia and Aramco to encourage partnerships between both countries.

Collaboration is very useful for the Dutch energy industry as well as for Saudi Arabia, in terms of contributing to the goals of Vision 2030. Saudi Arabia has emphasized the importance of investing in the future in which a diversified and sustainable economy is vital.

Established nearly half a century ago, the association IRO is an independent non-profit organisation that supports and promotes the interests of its more than 400 member companies.

Acting as the gateway to Dutch suppliers in the energy industry, the IRO mission is ultimately aimed at maintaining and strengthening the position of the Dutch Oil, Gas and Offshore Renewable industry by creating a level playing field for its members. A sharp focus on cost efficiency, innovation and sustainability within the Dutch supply industry are instrumental to achieve this goal.

**We wish all participants an inspiring and valuable mission.**

5.1.2e



# PARTICIPANTS

- **AMPELMANN**
- **ANAMET MIDDLE EAST**
- **BAYARDS ALUMINIUM CONSTRUCTIONS**
- |       |
|-------|
| 5.1.5 |
|-------|
- **EIN ENTERPRISE**
- **EMCÉ WINCHES**
- **FMTC SAFETY**
- **FRAMES**
- **H2M OFFSHORE ACCOMMODATIONS**
- **IPS - POWERFUL PEOPLE**
- **J. DE JONGE**
- **MAMMOET**
- **SDC VERIFIER**
- **SHELL SAUDI ARABIA**
- **SILICON**
- **VALVETIGHT**
- **VAN OORD**
- **VLENTEC**
- **VOPAK**

**Ampelmann Operations**

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**Ampelmann** is an offshore access provider delivering innovative, safe and reliable Walk to Work systems and services to the offshore energy industries globally. With a track record of more than 5 million safe people transfers, over 12 million kg cargo transfers and 350 projects worldwide, the company operates in Europe, Africa, Asia Pacific, the Americas and the Middle East.

Ampelmann maintains a fleet of 60 operational gangway systems used for transferring crews and cargo to offshore structures. It works with a full-service rental business model and provides clients with trained operators. Ampelmann's services are tailored to the needs of different market segments, sea states, cargo and crew loads, and are used by key players in the global industry.



5.1.2e



### Anamet Europe

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**Anamet Europe BV**, the manufacturer of the well-known Anaconda Sealite conduit, offers a broad range of standard and specialist hoses and connectors for the BtB market for the protection of electrical cables and transportation of liquids and gases.



Our Electrical product line focuses on the development, manufacture and supply of flexible conduits, fittings and heat protection products for the protection of cabling and wiring.

Our Industrial product line focuses on engineering, developing, manufacturing and supplying corrugated flexible metal hoses and expansion joints for the transportation of fluids and gases.

Our solutions are a part of critical systems and must therefore fulfil the highest quality requirements.

Therefore, many of our products as well as our personnel and methods are certified to meet and comply with many international standards and requirements like UL, CSA, IECEx-ATEX, EN 45545-2 and Lloyds Register, to name just a few.

5.1.2e

# BAYARDS ALUMINIUM CONSTRUCTIONS

**BAYARDS®**  
solutions in aluminium

**Bayards Aluminium Constructions**

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**Bayards Aluminium Constructions** is a leading company in engineering, design, fabrication and installation of complex aluminium structures for the offshore industry.

With over 56 years of experience, Bayards specializes in developing structures and products with substantial weight reduction, which require little to no maintenance.

Bayards manufactures a range of lightweight, maintenance-free, corrosion resistant, cost efficient and durable aluminium structures for the Offshore Industry:

- Living Quarter Units
- Helidecks
- Stair Towers
- Link Bridges
- Handrail & Safety systems
- Service Platforms
- Wind and heat shields
- Antenna towers
- Gangways



All construction includes design and engineering, procurement, prefabrication, transport, installation and commissioning on site are delivered according to all international codes and standards.

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5.1.5

## EIN ENTERPRISE – DUTCH ENERGY SOLUTIONS



Avenue Ceramique 221

6221 KX Maastricht – NL

Fairmont Sheikh Zayed Road, Suite 712

P.O. Box 65886, Dubai - UAE



**[www.einenterprise.com](http://www.einenterprise.com)**

**[www.dutch-energysolutions.nl](http://www.dutch-energysolutions.nl)**

**Dutch Energy Solutions** is a collaboration of energy solution suppliers, R&D institutes and associations, supported by governmental bodies. The objective of the cluster is to establish on-going exchange of information, knowledge and business relations with partners in the Gulf region through missions, seminars and other executive interactions. The cluster is operated by **EIN enterprise**, a high level niche player and opinion leader in the energy industry in Northwestern Europe and the Gulf region.

The Energy Vision of Dutch Energy Solutions contains the following themes relevant for Saudi Arabia:

- Implementing Innovation
- Sustainable Processes & Energy Efficiency
- Offshore, Logistics and Transport
- Circularity in Industry
- New Energies for Industry



5.1.2e



## EMCÉ Winches

Middle East office

P.O. Box 20705

Manama, Kingdom of Bahrain

T +973 17502730

E [info@emce.com](mailto:info@emce.com)

[www.emce.com](http://www.emce.com)

**EMCÉ Winches** is a creator and manufacturer of winches and related equipment. With a history spanning well over 80 years, EMCÉ products can be found the world over. These range from offshore and onshore activities like oil and gas, marine, renewables, fishing, construction, manufacturing and mining, both in the Middle East and the world over.

Furthermore, many government organizations rely on EMCÉ products at sea, on land and in the air.

EMCÉ has gained a sterling reputation for finding creative and reliable solutions for the movement of goods, objects and people. We take our customers further, and help them realize their ambitions.

Thanks to our Bahrain office, EMCÉ has a firm regional presence enabling us to operate close to the market with experienced staff completely familiar with the industry and the region.

EMCÉ is a fully family owned company, which takes great pride in long lasting and loyal relationships. Be it with customers, suppliers and staff; sometimes spanning many decades. This and the quality of our products tells the story.



Lloyd's Register  
LRQA



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5.1.2e





**F M T C**  
*a unique experience*

**FMTC Safety Netherlands HQ**

Sloterweg 527  
1171 VG Badhoevedorp  
The Netherlands  
T +31 (0)85 1307461

**FMTC KSA**

3149 Prince Nayef Bin Abdulaziz St  
Al Faihaa  
Ras Tanura 32817  
Saudi Arabia

**[www.fmtcsafety.com](http://www.fmtcsafety.com)**

**FMTC (Fire and Medical Training Centre)** is the newest safety training centre for Maritime training (STCW), Offshore training (OPITO & NOGEPa), Wind training (GWO) and Industry / Fire training (JOIFF).

You can find us at the most convenient places around the world:

- Schiphol Airport Amsterdam (The Netherlands)
- Dordrecht (The Netherlands)
- Dunkirk (France)
- Houma (USA)
- Ras Tanura (KSA)

FMTC delivers the highest standard of (accredited) training for the various industries together with esteemed and recognized partners in the industry:

- Certified OPITO, NOGEPa, GWO and STCW courses
- Unique location at the most convenient places around the world
- Training when it suits you
- Flexibility is paramount
- Training always continues
- Full-service (hotel, transport, medicals)

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**Frames**

Eikenlaan 237

2404 BP Alphen aan den Rijn

The Netherlands

T +31 (0)172461600

E [info@frames-group.com](mailto:info@frames-group.com)**[www.frames-group.com](http://www.frames-group.com)**

**Frames** is a process control and system integrator that has served the international energy market since 1984. Together, we design, build, and deliver oil & gas processing equipment, separation technologies, flow control & safeguarding systems, renewable energy and water solutions. Our core competence is process and control system integration. At Frames, we convert your process and control concepts into skid-mounted solutions.

We are headquartered in the Netherlands and have 7 international offices worldwide. Our people are educated, experienced and qualified with all relevant certificates. At Frames, we work directly, one-on-one, with each client for the best results. Sharp. Together. Committed.

Our vision is to be the first choice partner in energy challenges. We will achieve this by utilizing our know-how and core values to understand the needs of our customers. Thus, we continue to develop ourselves to fulfill expectations, continuously striving to create sustainable added value for our customers.

**We are Frames, together we energize the world**

5.1.2e

## H2M OFFSHORE ACCOMMODATIONS



**H2M Offshore Accommodations**

Willeskop 94

3417 ME Montfoort

The Netherlands

T +31 (0)348 76 37 28

E [info@h-2m.com](mailto:info@h-2m.com)

**[www.h-2m.com](http://www.h-2m.com)**

**H2M** is a global supplier which provides a wide range of high quality, comfortable and lightweight offshore accommodation and workspace modules to the oil & gas, maritime and renewable energy industries.

We manufacture all our modules in-house to the highest industry standards; DNV 2.7-1, EN 12079 and ATEX, including compliance with IMO/SOLAS regulatory requirements for A60 fire protection.

Safety monitoring systems are incorporated, including an integrated fire and gas, pressurization and emergency shutdown system suitable for Safe Zone and optional Zone 2 hazardous area applications.

Besides offshore modules H2M offers various types of Blast Resistant Units for onshore plants. This enables customers to house personnel in a blast zone at a Turnaround or during a special project. This results in an important improvement in efficiency. For example, there are units with sanitary and shower facilities, which enables H2M to provide both living and working space.



5.1.2e

**iPS KSA**

3240 Ad Dhahran  
Al Aqrabiyah District | Unit no. 603  
Al Khobar 34446 – 6398  
Saudi Arabia

**iPS - POWERFUL PEOPLE****iPS Dubai**

Tameem House  
Suite 1203 & 1204  
Barsha Heights (TECOM)  
Dubai  
T +971 44509600

**[www.ipspowerfulpeople.com](http://www.ipspowerfulpeople.com)**

**Who is iPS?**

Since 1988 iPS has been the key source for personnel solutions regarding all aspects for the Maritime, Energy and Civil industries. iPS is your recruitment partner and recruits highly trained and experienced personnel. From crewing to Executive Search, from skilled labour to management level requirements. Our consultants and recruiters are able to attract, select and deploy qualified personnel worldwide.

**What can you expect from iPS?**

Recruitment of qualified staff, flexible and professional solutions, complete payroll services, crewing services, nationalisation support services, visa outsourcing services (Saudi Arabia and Bahrain), personal attention and 24/7 responsiveness.

**iPS' knowledge and compliancy**

iPS has in depth knowledge of worldwide tax and social security issues that may arise in your organisation. iPS does not only take away the worries of complex (international) tax and social security issues, but also ensures you are fully compliant with all aspects of the law and regulations. iPS is ISO 45001, MLC:2006 and OHSAS certified.

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**J. de Jonge LLC Saudi Arabia**

Lot 4, Block 01, Section G,

Zip-35729-Additional No. 7737

Jubail 2, Kingdom of Saudi Arabia

T +966

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**[www.jdejonge.nl](http://www.jdejonge.nl)**

**J. de Jonge LLC** manufactures end customers key loading/unloading export/import installations for oil and gasses in at their location in Al-Jubail in terms of facilities, including assembly and functional testing.

J. de Jonge LLC is a full subsidiary of J. de Jonge Group in the Netherlands.

Total product and services package which is provided by J. de Jonge in Al-Jubail:

- Manufacturing new loading / unloading installations for sea vessels, tanker trucks and trains
- Overhauling loading / unloading installations of all manufacturing brands
- The EPC Jetties concepts
- Heat exchanger manufacturing and overhaul works
- Hydraulics systems manufacturing and overhaul works



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**Mammoet Saudi Arabia**

King 5.1.2a Road (West)

Berri Gas Plant Road

Al Jubail-31951

Kingdom of Saudi Arabia

T +966 5.1.2e

E [salesmiddleeast@mammoet.com](mailto:salesmiddleeast@mammoet.com)**[www.mammoet.com](http://www.mammoet.com)****Mammoet, your trusted partner in engineered heavy lifting and transport.**

We offer solutions for lifting, transporting, installing and decommissioning large and heavy structures in the petrochemical, offshore, power and civil industries. Our long-standing operational expertise and engineering insights, complemented by our state-of-the-art fleet and continuous thrive for innovations, allow us to combine techniques to meet each specific project's requirements and help clients improve construction efficiency, optimizing the uptime of plants and installations.

We have been present in Saudi Arabia for over 40 years, with our first project carried out in the 1970s. Since then Mammoet has handled a wide range of prestigious projects in the Kingdom, such as Saudi Aramco's Fadhili, Yanbu, Riyadh Refineries, Sadara, Jazan IGCC, Shaybah NGL, Hasbah & Arabiyah offshore gas fields to name a few.

**Our services comprise:**

- Heavy lifting & transport
- Turnaround / Shutdown Management
- Site-wide construction
- Modular construction
- Factory-to-Foundation / logistics
- Equipment rental



5.1.2e

**SDC Verifier**

Zijlvest 25  
2011VB Haarlem  
The Netherlands

**SDC Verifier UA**

Lviv Fedkovycha 60  
Ukraine

E [support@sdcverifier.com](mailto:support@sdcverifier.com)

T +31(0)153010310

**[www.sdcverifier.com](http://www.sdcverifier.com)**

**SDC Verifier** is an engineering company on a mechanical and structural design that provides engineering consultancy services and tailor-made code checking software.

The SDC Verifier software is a powerful standard checking tool that works within different FEA solutions such as ANSYS, Femap, Simcenter 3D. It helps to automatically verify your FEA results according to multiple industry standards as DIN, EN, Eurocode, FEM, AISC, Norsok, ISO, DNVGL, ABS.

Contact SDC Verifier when need of consultancy on FEA, design review according to standards or specialized extra software needs related to FEA or industry standards.



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**Shell Overseas Services Ltd.**

Building A4, 10th Floor, Granada  
Business Park

PO Box 16996, Riyadh 11474

Kingdom of Saudi Arabia

T +966 11 5117050

**[www.shell.sa](http://www.shell.sa)**

- **Royal Dutch Shell** has been in The Kingdom of Saudi Arabia for more than 75 years, a journey that began with the refuelling of the late King Abdulaziz's first airplane. We are active in the blending and marketing of lubricants:
  - JOSLOC – Al Jomaih and Shell Lubricating Oil Company Limited (50% Al Jomaih / 50% Shell)  
Established in 1985, JOSLOC manufactures and distributes Shell-branded lubricants in Saudi Arabia. It has a fully automated lubricants blending plant. We work together with the Al Jomaih family since 1956.

**Social Investment:**

- Shell Intilaaqah, supports Saudi Arabia's Vision 2030 by providing guidance to both male and female Saudi citizens to establish business start-ups. Active since 2009, Shell Intilaaqah has trained more than 12,800 Saudi youngsters (~55% women), establishing 4,500 businesses and have created over 7,500 jobs.
- In 2015, Saudi universities participated in the global Shell Eco-marathon competition. KSU clocked an impressive 99 km on one litre of fuel while the Al Faisal University scooped the coveted "Perseverance Award." In 2019, Alfaisal University participated with a full female team for the first time. Four Saudi teams participated.

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**SILICON Refractory Anchoring Systems**

Monsterseweg 2  
2291 PB Wateringen  
The Netherlands

E [info@silicon.nu](mailto:info@silicon.nu)

T +31 (0)174 225522

**[www.silicon.nu](http://www.silicon.nu)**

Based in Wateringen and already 35 years the leading company in Refractory Anchor development, design, production and supply.

We operate worldwide with offices in The Netherlands, The UK and The USA, as well as many Sales-agents worldwide

Our core activity is the design and manufacturing of Refractory Anchors used in the Petrochem/Chemical Industry, Steel Industry, Cement Industry, Civil construction and Shipbuilding, as well as Powerplants, Nuclear plants and all other high-temperature related production processes. Our products are renowned and recognized by all major players like SHELL, MOBIL, HEIDELBERG, LAFARGE, SAUDI ARAMCO and many many others.

Next to the above we have developed and produce our own welding technology to install anchors fabricated by us. Our state-of-the-art machines ensure a fast installation, safe working-space and improved life-span of our anchors, thus reducing downtime, costs and installation-capacity.

5.1.2e



**Valvetight**

Zandhaarweg 5  
7595 KM Weerselo  
The Netherlands

T +31 853012888

**[www.valvetight.com](http://www.valvetight.com)**

**Valvetight** is a company specialized in mitigation the negative effects of passing isolation valves.

Valvetight has developed the DBB-SAVER tool. This tool 100% mitigates any valve in-line leakage towards the safe working area without any modifications, grease or sealants to the valve. While doing this, it continuously monitors the bleed and measures the leak rate. The technology is based on a vacuum lock that is created in the bleed section and works with both Double Block & Bleed as well as Single Valve configurations. It reverses the flow direction over the second block valve.

Valvetight is based in The Netherlands, where our products are developed and built. There is also an office in Abu Dhabi and agents in various regions in the world: Saudi Arabia, UAE, Oman, The Americas, Western Africa and Asia Pacific. Service is delivered worldwide by an experienced service organisation, both onshore and offshore.

**We are proud winners of the Best New Technology Awards on the OTC Asia.**

**5.1.2e**

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**Van Oord**  
Schaardijk 211  
3063 NH Rotterdam  
The Netherlands

T +31 88 8265010

E [info@vanoord.com](mailto:info@vanoord.com)

**[WWW.VANOORD.COM](http://WWW.VANOORD.COM)**

**Van Oord** is a family-owned international marine contractor. Marine ingenuity is characteristic of Van Oord. By using innovative, smart and sustainable solutions, we wish to contribute to a better world for future generations.

In 2018, the company celebrated its 150th anniversary and was granted the title 'Royal'.

#### **Fields of expertise**

**Dredging and Reclamation** is our signature talent. We design and construct large and complex projects worldwide. Our dredging capabilities include land reclamation, coastal protection and expanding ports and waterways.

**Offshore oil & gas** activities provide integrated trenching and backfilling solutions for nearshore pipelines, cables & offshore constructions. We are market leader in the seabed intervention technique subsea rock installation for the stabilisation and protection of offshore infrastructure.

**Offshore wind** Van Oord is leading the way in the energy transition towards renewable energy. As EPC contractor for offshore wind, we focus on Balance of Plant and transport and installation Projects.

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**Vlentec International B.V.**

**T +31 (0)591394720**

Roald Amundsenstraat 31

NL-7825AP Emmen

The Netherlands

**[www.vlentec.com](http://www.vlentec.com)**

**Vlentec** is considered as one of the leading companies in manufacturing and supplying of vacuum pipe lifting equipment around the globe.

Vlentec's focus to be "Leading the way in vacuum lifting equipment" is expressed in its technical expertise and constant strive to improve the reliability, safety and efficiency of the engineered equipment.

Vlentec is currently introducing a wide range of electric power vacuum pipe lifting equipment in all capacity classes. This innovation leads to less maintenance and equipment downtime whilst improving the site safety due to the silent electric motor.



5.1.2e

**Vopak Middle East (Dubai office)**

22E Almas Tower  
Jumeirah Lakes Tower Dubai  
United Arab Emirates

**Headquarter**

Royal Vopak  
Westerlaan 10  
NL-3016 CK Rotterdam

**[www.vopak.com](http://www.vopak.com)**

**Royal Vopak** is the world's leading independent tank storage company.

We operate a global network of terminals located at strategic locations along major trade routes. With a history of over 400 years, and a strong focus on sustainability, we ensure safe, clean and efficient storage and handling of bulk liquid products and gases for our customers.

We handle vital products ranging from chemicals, oil, gases and LNG to biofuels and vegoils.

Vopak is listed on the Euronext Amsterdam stock exchange and is headquartered in Rotterdam, the Netherlands.

Through our global network of terminals, Vopak connects the supply of and demand for vital products and resources. This requires that we respond to constantly changing markets and product flows as a result of various major developments, such as ambitious climate policies, geopolitical shifts and the development of new energy sources and cleaner fuels.



**Our purpose: Storing vital products with care**

5.1.2e

# Embassy of the Kingdom of the Netherlands in Saudi Arabia



Kingdom of the Netherlands

Embassy of the Kingdom of the Netherlands

Diplomatic Quarter

Riyadh 11693 - Saudi Arabia

[www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)

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# Embassy of the Kingdom of the Netherlands in Kuwait



Kingdom of the Netherlands

**Embassy of the Kingdom of the Netherlands**

Jabriya, Block 6, Str. 11, House 7

Safat 13079, State of Kuwait

**[www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)**

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# Embassy of the Kingdom of the Netherlands in the Gulf region (GCC)



Kingdom of the Netherlands

**Embassy of the Kingdom of the Netherlands**

Centro Capital Centre, Building 11, 14th floor

Al Khaleej Al Arabi Street (ADNEC area)

Abu Dhabi, UAE

**[www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)**

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**NL** Netherlands





Riyadh - Jeddah

23-27 January 2023



**PROGRAM**  
**Visit of MENA** 5.1 5.1.2e  
**23 – 27 January 2023**  
**RIYADH - JEDDAH**

**Netherlands Embassy Riyadh**

**Address hotel Riyadh**

**RADISSON BLU**  
 7826 Umro Adhamry Street,  
 Diplomatic Quarter,  
 Riyadh 12512, Saudi-Arabië

Telephone: 5.1.2e  
 General Manager: 5.1.2e

**Hotel Jeddah**

**SHERATON**  
 Ash Shati,  
 Jeddah 21424, Saudi-Arabië

Telephone: +966 5.1.2e  
 General Manager: 5.1.2e

**Delegation:**

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**Driver Jeddah**

5.1.2e

**MONDAY 23 JANUARY**

Time	Programme	Venue	Delegation / Accompanied by	Responsible
23:00	Arrival airport and drop-off hotel	Radisson Blu		Pick-up by 5.1.2e

**TUESDAY 24 JANUARY**

Time	Programme	Venue	Delegation / Accompanied by	Responsible
08:30	Breakfast (three generations)	Residence		5.1.2e
10:00	Visit Embassy and meeting colleagues	Embassy – Orange Hub		5.1.2e
11:30	5.1.2e 5.1.2e	King Faisal Centre for Research and Islamic Studies		5.1.2e
13:00	Lunch			5.1.2e

14:00	MoFA – 5.1.2e 5.1.2e 5.1.2e (T.B.C.)			5.1.2e
15:30	Mensenrechten onderdeel			5.1.2e
17:00	Back to hotel			
20:30	Diner with CEOs at Riyadh Boulevard			5.1.2e

### WEDNESDAY 25 JANUARY

Time	Programme	Venue	Delegation / Accompanied by	Responsible
	Breakfast hotel	Radisson Blu		
10:00	Programme GCC-EU	GCC		
14:30	Programme EU	Al-Diriyah etc.		
18:30	Reception 5.1.2e 5.1.2e	EU HOM residence		

### THURSDAY 26 JANUARY

Time	Programme	Venue	Delegation / Accompanied by	Responsible
08:00	Flight Jeddah			
10:30	Visit to KAEC (Port) (T.B.C.)			5.1.2e
12:00	King 5.1.2e University of Science and Technology (KAUST) (T.B.C)			5.1.2e
13:30	Lunch			5.1.2e
16:00	Check-in hotel	Sheraton		
17:00	Tour old city	Al-Balad		5.1.2e
18:00	Event Beit Holanda	Al-Balad		5.1.2e
20:00	Dinner	Meez		5.1.2e

### FRIDAY 27 JANUARY

Time	Programme	Venue	Delegation / Accompanied by	Responsible
14:00	Lunch Nashwa with thinktanks	Home 5.1.2e		5.1.2e
	buiten verzoek.			

**To:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e 5.1.2e @minbuza.nl]  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e @minbuza.nl]; 5.1.2e @minbuza.nl]; 5.1.2e @minbuza.nl]; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
**Sent:** Thur 1/26/2017 3:41:54 PM  
**Subject:** Concept-MoU en NV zoals naar KSA ambassade verzonden  
**Received:** Thur 1/26/2017 3:41:55 PM  
2017-01-26 scan ondertekende nv en draft MoU naar KSA.pdf

Beste allemaal,

Zojuist is aangehecht NV met de MoU tekst naar de KSA ambassade hier gestuurd. De tekst is daarvoor nog ter controle aan 5.1.2e  
voorgelegd, die 1 ding heeft toegevoegd (zie rood gearceerd):

5.1.2a

Hier nog geen bericht over de datum. Heeft de post al witte rook of 22 maart gaat lukken voor 5.1.2e ?

Alvast bedankt en groet,

5.1.2e  
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5.1.2e  
Cluster Gulf states



**Ministry of Foreign Affairs**  
Department Middle East-North Africa  
Bezuidenhoutseweg 67 | 2594 AC | The Hague  
Postbus 20061 | 2500 EB | The Hague  
T + 5.1.2e  
M 5.1.2e @minbuza.nl

Day	Time	Activity
<b>Day 1</b>		
<b>Sunday 13 March 2022</b>		Arrival at Schiphol Airport and transfer to the hotel
	05.00 pm - 08.00 pm	Kick off briefing + welcoming dinner
<b>Day 2</b>		<b>Theme: Circular</b>
<b>Monday 14 March 2022</b>	07.00-08.00 am	Breakfast at your own convenience at hotel
	08.30 am	Departure after breakfast
	09.00 - 12.30 am	<p>09.00-09.15 Welkom <span>5.1.2e</span></p> <p>09.15-09.45 Introduction into the Dutch perspective on Sustainable Building by <span>5.1.2e</span></p> <p>09.45 -10.00 Q&amp;A</p> <p>10.00-10.15 Coffee</p> <p>10.15 -11.00 Aectual tour + presentation by <span>5.1.2e</span> <span>5.1.2e</span></p> <p><span>5.1.2e</span> DUS architects: Topic: 3D printing as Circular Building Solution</p> <p>11.00 - 11.15 <span>5.1.2e</span> Department of Engineering @ City of Amsterdam</p> <p>11.15-12.00 Bus to 2 Physical projects  The first site is the blue green garden at Orly Square in front of train station Sloterdijk . The second site is building Mannoury. Here we will explain all about the TKI innovation project Urban Photo Synthesis. The real estate developer and owner of the building <span>5.1.2e</span> will provide a tour through this unique building. See: <a href="https://mannoury.nl/project-synthesis/">https://mannoury.nl/project-synthesis/</a>. If it suits in the time we have the opportunity to show, as third project, <span>5.1.2e</span></p> <p><span>5.1.2e</span> at Wageningen Environmental Research) is the main innovator and researcher in these tree project and therefore the excellent guide for the delegation.</p> <p>12.00-12.30 transfer to C Beta</p>
	12.30 am	Holland Circular Hotspot presentation + 3-4 Short presentations followed by a networking lunch and the opportunity to connect and exchange ideas TBC
		Networking lunch
	03.15 pm	Departure to Hotel
<b>Day 3</b>		<b>Theme: Smart water &amp; energy</b>
<b>Tuesday 15 March 2022</b>	07.00-08.00	Breakfast at your own convenience at hotel
	08.00 am	Departure after breakfast
CONFIRMED	09.00	<u>Priva</u>

	11.15 am	Viessmann - BGrid - Company visit Priva - Welcome - Smart energy systems for residences, commercial real estate, hotels, lodges and more. - Presentation by [5.1.2e] and by bGrid about human centered smart buildings
	12.00-15.00	Short presentations followed by a networking lunch and the opportunity to connect and exchange ideas at the <u>NUTS huis</u> with water companies/ experts <u>bluecon</u> , <u>hydraloop</u> (tbc), NWP,
	03.15 pm	Departure to Hotel
<b>Day 4</b>		<b>Theme: Build and design</b>
<b>Wednesday 16 March 2022</b>	07.00-08.00 am	Breakfast at your own convenience at hotel
	08.30 am	Departure after breakfast
TBC	09.00-10.00 am	Visit to <u>AMSTERDAM INSTITUTE</u> for advanced metropolitan solutions, presentation and tour of the Institute by [5.1.2e] [5.1.2e] of AMS institute and [5.1.2e] [5.1.2e] @ City of Amsterdam
	11.00 am	Visit to <u>MVRDV</u> with a presentation by [5.1.2e] [5.1.2e] played an integral role in high profile MVRDV projects including the Museum Boijmans Van Beuningen Depot, the refurbishment of the Lyon Part Dieu shopping center, and a visionary project for revitalizing New Delhi's sanitation and infrastructure: Barapullah Springs. [5.1.2e] is part of the [5.1.2e] team, an in-house R&D group that focuses on development and implementation of cutting-edge technologies in MVRDV's projects. [5.1.2e] will share the innovation and vision of Depot and will also introduce the used technical solutions to built this future proof construction.
	12.00	Visit the MVRDV project Boijmans van Beuningen <u>depot</u>
	01.15 pm	<u>Urban Mobility Systems</u> - enabling the zero emission building site <u>Gradyent</u> - energy systems <u>Superimpose</u> - well living lab <u>Sidcon</u> - Sustainable waste collection
	03.15	Departure to Hotel
<b>Day 5</b>		
<b>Thursday 17 March 2022</b>	07.00-08.00 am	Breakfast at your own convenience at hotel
	08.30 am	Check out & Departure after breakfast
	09.15	Boat tour Amsterdam and visit to 3D printed bridge

	am	
	01.45 pm	Time for individual appointments and return trip



		Health Reception			
Name	Title	Organization	Email	Mobile	
5.1.2e		Al-Gosabli - Healthcare IT Division			
		SAP			
5.1.2e		Philips			
		MOH			
5.1.2e		Mesned Pharma Consultancy			
		Medical Solutions Services			
		Scin Pharma			
		Philips			
		MedServ			
		MOH			
		Abdullah Healthcare Supply Co.			
		SMC Hospital			
		Dr Abdul Rahman Al-Mishari Hospital			
		Obekan Investment Group			
		Dr Abdul Rahman Al-Mishari Hospital			
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		Riyadh Chamber of Commerce & Industry			
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		Ministry of Health - Virtual Hospital			
		Specialized Medical Center			
		KFSH			
		Dr Suliman Al-Habib Medical Group			
		Dr Abdul Rahman Al-Mishari Hospital			
		Ministry of Health			
		Virtual Medical Center - MOH			
		Habib Hospital			
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		Oger Systems	
		Elm	
		SMC Hospital	
		Habib Hospital	
		Saudi Telecom Company STC	
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		Ministry of Defense , Medical Services Dept. (MSD),	
		Lean	
		SFDA	
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		Philips	
		Global Health Co / Whites Pharmacy	
		Dr Abdul Rahman Al-Mishari Hospital	
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		Riyadh Chamber of Commerce	
		EU Delegation	
		ELM Healthcare	

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		SFDA
		SAP
		UK Embassy
		US Embassy
		Ministry of Investment (MISA)
		UK Embassy
		PIF
		Philips
		OSHCO
		Riyadh Military Hospital (DMH)
		Abu Nayyan Holding
		Al-Gosaibi - Healthcare IT Division
		STC
		Saudi Telecomm Company
		STC
		Scin Pharma
		Elm
		Ministry of Investment (MISA)
		Ministry of Health - Deputy Minister for E-Health and Digital Transformation
		STC
		Philips
		Saudi Telecom Company – Health Technologies Department (STC)
		Saudi AZM
		Ministry of Investment (MISA)
		Lean
		Wound Care Products
		Obeikan Investment Group
		FMS
		SDAIA
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		Ministry of Health
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Dr Suliman Al-Habib Medical Group			
Elm			
Lean			
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MediServ			
Metronics - Diabeter			
Ministry of Defense , Medical Services Dept. (MSD),			
Ministry of Health			
Ministry of Health			
Ministry of Health - Dept. of International Cooperation			
Ministry of Health - Deputy Minister for E-Health and Digital Transformation			
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Riyadh Chamber of Commerce & Industry			
Riyadh Military Hospital (RMH)			
Saudi Telecom Company – Health Technologies Department (STC)			

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Saudi Telecom Company STC	
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Specialized Medical Center	
Kingdom Hospital	
National Guard Hospital - Health Affairs	
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Virtual Medical Center - MOH
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Consultative Assebmaly
Abu Nayyan Holding
ELM Healthcare
ELM Healthcare
Habib Hospital
Habib Hospital
Kingdom Hospital
Mesned Pharma Consultancy
SMC Hospital
SMC Hospital
Obeikan Investment Group
Obeikan Investment Group
Inaya Medical Colleges
SDAIA
PwC

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PARTICIPANTS LIST & CONTACT DETAILS					
Company	Participant	e-mail	Phone number		
Teckle Holographics	5.1.2e 5.1.2e (just Qatar)	5.1.2e			
Tergooi MC	5.1.2e				
Diabeter	5.1.2e (Qatar) 5.1.2e Saudi-Arabia)				
NOWATCH	5.1.2e				
Synappz Digital Health care	5.1.2e				
Ancora Health					
Ryberg					
Incision Group	5.1.2e (just Qatar)				
CareBuilder Saas	5.1.2e				
VITR + Smartvitaal					
ORGANISATION					
Export Partner	5.1.2e				
Export Partner	5.1.2e				

Company	Brief	Website	Strength	Specialization	End Consumer
<b>SmartVitaal</b>	Healthy employees are at the heart of any successful organisation. They have more energy and are more productive, happier and sick less often, which reduces costs and increases profits. In order to keep your employees healthy and committed, it is important to invest in prevention and vitality. Thanks to SmartVitaal, the practical health platform for companies and their employees, it's easier than ever. SmartVitaal is the health technology partner of companies. With our online medical examination (PMO), a wide range of online health tests and a personal vitality programme for each employee, we not only make prevention easy, but also fun. As a digital vitality assistant, SmartVitaal increases sustainable employability within every organisation.	<a href="https://www.smartvitaal.nl/over-smartvitaal">https://www.smartvitaal.nl/over-smartvitaal</a>	E-Health portals, E-Health analysis systems, Medical Record systems, E-Health analysis systems.	Creating a personal dashboard, to advice services and products based on personal data.	Companies and employees, residents in a city/neighborhood
<b>NOWATCH</b>	NOWATCH measures stress, temperature, heart rate, movement and sleep, plus a range of other factors to help you become healthier, achieve focus and restore balance.	<a href="#">NOWATCH - TIME IS NOW</a>	E-Health Portals, Medical record systems, E-Health analysis systems.	The first wearable watch in the world to offer unique and accurate technology to measure and predict stress.	Caregivers and citizens
<b>VITR</b>	We developed a Vitality Scan for measuring lifestyle and heart risk. VITR helps to improve their health with the VITR Vitaalscan. The VITR Vitaalscan is an online questionnaire that measures the personal lifestyle of individuals. This scan also calculates your personal heart risk. The heart risk is the chance that you will develop cardiovascular diseases within ten years. Once you have completed the Vitaalscan, you will receive personal, tailor-made lifestyle advice. This advice is based on an algorithm developed by medical scientists.	<a href="https://www.vitr.nl">https://www.vitr.nl</a>	E-Health Portals, Medical record systems, E-Health analysis systems.	Tailor made / personal advice for our clients to support them in their daily healthy lifestyle. Our platform is based on science and AI.	Caregivers and citizens

<b>DIABETER / MEDTRONIC:</b>	Diabeter is the specialized treatment center for type 1 diabetes in children and young adults. Not only does it want to provide good diabetes care, it also wants to make diabetes care better. We're working on a future without diabetes complications for all of our patients. The way we work leads to remarkable results even now: 58% of our insulin pump users in the Netherlands reaches an HbA1c*) lower than 7.5%. A very good result, also in international perspective. And important too, because better diabetes regulation means much less hospitalization (only 3% of our patients per year in the Netherlands). This means that the young people who receive treatment from us grow up healthier in the long run. Diabetes complications are prevented as much as possible.	<a href="https://diabeter.nl/en/about-diabeter/who-we-are">https://diabeter.nl/en/about-diabeter/who-we-are</a>	E-Health portals, Medical record systems, E-Health analysis systems, Video communication, sensors and devices focused on digital health, Systems for secure exchange of health information or patient information	Products, therapies, services AND new ways to optimise efficiency in hospitals together with partners in healthcare.	Companies and hospitals
<b>Ryberg</b>	Ryberg combines the latest in computer vision, robotics and medical science to deliver intelligence and efficiency in disinfection. This to safeguard buildings and facilities within healthcare and beyond. Our technology is proven to kill up to 99.9% of bacteria and viruses without the use of chemicals.	<a href="https://www.ryberg.nl/">https://www.ryberg.nl/</a>	E-Health robotics or AI solutions	Intelligent and efficient disinfection at scale.	Infection prevention departments
<b>SYNAPPZ DIGITAL HEALTHCARE</b>	We believe in reinventing healthcare with mobile technologies and we are dedicated to play a significant role in this. We bring back sense in patient-owned information because we believe that the healthcare consumers should understand their own health. Passionately we design, develop and market award-winning mobile solutions that truly add value for health consumers and healthcare professionals.	<a href="https://www.synappz.nl/?lang=en">https://www.synappz.nl/?lang=en</a>	E-Health portals, E-Health analysis systems, E-Health robotics or AI solutions .	Building mobile applications to improve the insight of patients and caregivers.	Caregivers and patients alike.

<b>Incision Group</b>	Incision Assist facilitates better OT preparation, better risk management and better team collaboration. Incision Assist is a performance support tool which is a content management system (CMS) that allows you to easily create, edit, update and share protocols for key procedures (including the pre-operative instrument and device prep instructions) and the intra-operative and post-operative steps (for example, if you have a rapid recovery after surgery protocol).	<a href="https://www.incision.care/">https://www.incision.care/</a>	E-Health portals, E-Health analysis systems, E-Health robotics or AI solutions, Video communication, sensors and devices focused on digital health, Systems for secure exchange of health information or patient information.	improving surgical performance.	Hospitals and caregivers
<b>CAREBUILDER 1. SAAS</b>	CareBuilder is the first ever fully integrated care ecosystem in the world. CareBuilder offers SaaS-based apps, smart devices and intelligent matching of caregivers and care receivers to enable effective (remote-first) support, increase efficiency and teamwork in care & housing and improve quality of life. patients per year in the Netherlands). This means that the young people who receive treatment from us grow up healthier in the long run. Diabetes complications are prevented as much as possible.	<a href="https://www.carebuilder.com/">https://www.carebuilder.com/</a>	E-Health portals, Medical record systems, E-Health analysis systems, E-Health robotics or AI solutions, Video communication, sensors and devices focused on digital health, Systems for secure exchange of health information or patient information	With CareBuilder's care platform, you can improve your processes, services and management throughout your organisation without requiring ICT skills.	Caregivers, care receivers, families and third-parties use CareBuilder to perform the primary care task.
<b>Ancora Health</b>	Ancora Health is a digital therapeutics company offering preventive lifestyle programs across a range of therapeutic domains. We help people prevent and reverse chronic conditions by gaining deeper insights into their health and behavior, and translating these insights into a set of micro-habits for sustained coaching (digital & human) to achieve positive outcomes.	<a href="https://ancora.health/">https://ancora.health/</a>	E-Health portals, E-Health analysis systems, Medical Record systems, E-Health robotics or AI solutions .	Our scalable technology platform and application uniquely integrates the most comprehensive set of data, from biomarkers and genetic susceptibility scores to physical and lifestyle assessments, to help determine where an individual's future health risks might be. This information is translated to a set of lifestyle adjustments and guidance to prevent people from	Companies and hospitals

				slipping into a chronic condition.	
<b>TerGooi MC</b>	Tergooi MC is one of the leading hospitals in the Netherlands when it comes to organizing sustainable and future-proof care. Together with (regional) partners and the support of healthcare insurers, Tergooi MC is currently implementing over 80 use cases to transform the future of healthcare.	<u>Welcome to Tergooi MC - Tergooi MC (www-tergooi-nl.translate.google)</u>			Hospitals & MOH
buiten verzoek.					





*On the occasion of the visit of the Netherlands e-Health Trade Mission to Riyadh,*

5.1.2e

*requests the pleasure of your company  
at a networking dinner reception  
on Wednesday 1<sup>st</sup> of June, 2022 from 19:00 to 21:00*

Venue :

5.1.2e

Diplomatic Quarter, Riyadh

***This invitation is personal***

Please confirm your attendance on:

5.1.2i @minbuza.nl

Dress code: business attire

# NL Netherlands



**Saudi Arabia**  
*16-18 October 2022*

**Saudi  
Agriculture** 

**EXPORT  
PARTNER**

00067

**NWP** | Netherlands  
Water Part   
1376207



## Preface

### **‘Water-Agrifood challenges in arid regions: innovative solutions from The Netherlands’**

This is the time to act. We are ready to forge partnerships and solutions on the crossroads of water management, agriculture, clean energy and circular economy. Together, we can cocreate solutions that suit the local situation. Join us in our mission to secure a sustainable future. Groundwater is invisible, but its impact is visible everywhere. Out of sight, under our feet, groundwater is a hidden treasure that enriches our lives. In the driest parts of the world, it may be the only water people have. Almost all of the liquid freshwater in the world is groundwater, supporting drinking water supplies, sanitation systems, farming, industry and ecosystems. In many places, human activities overuse and pollute groundwater. In other places, we simply do not know how much water is down there. Groundwater will play a critical role in adapting to climate change. We need to work together to sustainably manage this precious resource. Groundwater may be out of sight, but it must not be out of mind.

In the Netherlands, companies, knowledge institutions and government organisations work closely together to develop the technologies and solutions of the future. We work across sectors and ‘connect minds’ to find solutions to current and future societal challenges. And for us, cooperation does not stop at the border. As a small country, we are always looking to team up with like-minded partners active on the crossroads of water, energy and food. Both on land and at sea. These collaborations allow us to develop the technologies and solutions of the future, maximise our impact, and shape a more sustainable world. Modern societies depend strongly on water, energy and food. But for millions of people worldwide, these resources are scarce. Many people do not have access to a secure food supply and have only limited access to clean water or energy. All this leads to large-scale migrations and even conflict.

So, to build stable and sustainable societies we need to focus on where the three resources intersect: the water-energy-food-nexus. That’s where the solutions lie.

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**Saudi Arabia**  
*16-18 October 2022*

# PROGRAM

**Saudi**  
**Agriculture** 

## Program

### Sunday 16<sup>th</sup> of October 2022

- Field visit Saline Water Conversion Corporation
- Field visit Green Riyadh Project
- Trade show booth inspection
- Collective diner

### Monday 17<sup>th</sup> of October 2022

- Field visit Saudi Water Partnership Company
- Show visit NEOM
- Trade show visit/participation Saudi Agriculture
- Network reception Dutch Embassy Saudi Arabia

### Tuesday 18<sup>th</sup> of October 2022

- Match Making at Riyadh Chamber of Commerce
- Trade show visit/participation Saudi Agriculture
  - Official opening by 5.1.2e and Saudi Arabia Minister of Agriculture

**Saudi Arabia**  
*16-18 October 2022*

# DUTCH DELEGATION

**Agriculture** Saudi 

## ROYAL EIJKELKAMP B.V.

Royal Eijkelpark is driven by a mission and vision that inspire us to do better each day. To leave the world in a better shape for future generations than we inherited it in, we continue to develop techniques, products and services to provide new and better alternatives.

The history of Royal Eijkelpark is not a standard one: a small local forge, established at the beginning of the previous century, grew into a group of companies that develop and supply equipment for research of the earth worldwide. You could call that unique. Eijkelpark has been active in the Netherlands since 1911 and in 2011 was awarded the title 'Royal': the crown on our 100th anniversary. This title is only awarded to companies that meet a strict number of requirements.

### Mission

Royal Eijkelpark wants to make a continuous contribution to a safe and healthy living environment. More than 100 years' experience and expertise in soil and water research helps us achieve this.

### Vision

Royal Eijkelpark wants to become the world's preferred supplier of solutions - including one-stop solutions - for soil and water research. We're always able to provide our clients and partners with sustainable added value through close cooperation and knowledge sharing. And we'll continue responding innovatively to fast-changing client demands in the future.

### Royal Eijkelpark B.V.

Nijverheidsstraat 9

6987 EN Giesbeek

T +31 313 880200

[www.royaleijkelpark.com](http://www.royaleijkelpark.com)

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## GREENMAX

(part of Treenovations)

In an increasing world of concrete, pavement and buildings, GreenMax's mission is to create a sustainable, green living environment. We strive for a healthy balance between green, grey and blue.

Trees are alive, are our lungs and also serve as an air conditioner in the built environment. Planting provides shade, cooling and fresh oxygen. It is increasingly being confirmed that the contribution of trees to the vitality of urban areas is invaluable. Therefore, trees will always be needed in the urban environment, just as cables, pipes, sewers and roads are indispensable.

This need calls for targeted applications that practically realize the desire for green and blue among the grey within existing structures. With knowledge, insight and the right resources, GreenMax contributes to the livability of every urban environment. With the deployment of sustainable products, made from recycled plastics, the growth and development of trees is promoted from the roots to the tips of the leaves.

### **Sustainable and innovative green solutions**

GreenMax offers sustainable and innovative green solutions specifically for the design of the planting area and the protection of infrastructure in our environment. With our sustainable materials, we ensure that green and infrastructure go hand in hand and at the same time provide great savings for the future.

**GREENMAX**  
connecting green and infrastructure

 **TreeNovations**

**GreenMax**

De Morgenstond 16  
5473 HG Heeswijk Dinther  
T: +31 735 431000  
[www.greenmax.eu](http://www.greenmax.eu)

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## TREEBUILDERS

(part of Treenovations)

Sustainable landscapes are essential for our cities to remain liveable and combat urban challenges. Mature, functional trees are the most nature-based urban solution to limit the impacts of climate change in public spaces. Unfortunately, the life expectancy of the average urban tree is only ten years.

### Effective urban tree planting systems

Effective urban tree planting systems address all issues concerning the planting of trees in the urban environment. The right root growth capacity, water management and managing heavy traffic loads while integrating existing and new utilities.

### Creating cities to live in

TreeBuilders specialises in the best possible growth conditions for urban trees by collaborating closely with local authorities, contractors and landscape architects worldwide. We help increase the life expectancy of urban trees. Only then can we reap the environmental benefits healthy trees have to offer us. Our urban tree planting system allows trees in the urban environment to grow while also providing the best method for sustainable urban water management.

By connecting blue, green and grey urban infrastructures we create sustainable urban landscapes and future-proof cities.



Urban tree solutions



**Treenovations**

### Treebuilders

De Morgenstond 16  
5473 HG Heeswijk Dinther  
T +31 735 431000  
[www.treebuilders.eu](http://www.treebuilders.eu)

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## DEN OUDEN

(part of Treenovations)

Den Ouden Group is an international and service-oriented, family company with approx. 300 FTEs, where expertise, sustainability, service and partnership form key pillars. With our 6 divisions we create solutions that contribute to a sustainable living environment. We do this with smart infrastructure, healthy soil and circular, biobased products and services.

Green public spaces contribute to a sustainable living environment. And thereby, to a climate-proof and future-proof country. They benefit our health and wellbeing. They enhance social cohesion. They help reduce crime. They increase real estate prices. But they also ensure better water management and with it, the level of climate resilience of an area, more bio-diversity and cleaner air. Every day, the Den Ouden Group works on innovative solutions that have great environmental impact.

**DEN OUDEN**



**Den Ouden**

Zuiderkruis 37

5215 MV Den Bosch

T: +31 735 431000

[www.denoudengroep.com](http://www.denoudengroep.com)

5.1.2e

## VGE B.V.

UV-C; the difference is clear. We combine our passion for UV-C and sustainability. Clean and safe water is vital. Sustainable developments in the field of water disinfection is therefore an important theme worldwide. VGE B.V. is aware of this as a manufacturer of UV-C equipment. As a company, we are therefore focused on new sustainable developments in the field of water disinfection for the private, recreational and industrial sector. We are also developing air and surface disinfection. We do this by combining our passion for technology and knowledge of water, which results in products and innovations in our field of UV-C disinfection.

### Export to more than 70 countries

As a producer of UV-C equipment, VGE supplies high-quality products for a fair price from a modern location in Schijndel in the south of the Netherlands. We export products to more than 70 countries worldwide. VGE's customer base consists of wholesalers, chain stores, installers and private label customers. Innovation is our top priority. That is why we have our own Product Development department. Existing products are also continuously critically examined and further developed where necessary. Our product developers ensure that the products meet the wishes and needs of the current market and the safety standards. Sustainability, energy saving and environmental friendliness are central to the development and production process.



### VGE B.V.

Nieuwe Eerdsebaan 26  
5482 VS Schijndel  
T +31 882 221999  
[www.vgebv.nl](http://www.vgebv.nl)

5.1.2e

## TAKS HANDLING SYSTEMS

Taks Handling Systems is based in Etten-Leur the Netherlands. We develop, make and assemble innovative packing hall solutions and transport systems that are both modular and custom-built. Every one of our solutions is distinctive in terms of quality and service and has a guaranteed long lifespan. Our systems can process produce such as vegetables and fruits fast and efficiently and will save you a significant amount of labor. When it comes to the automation of your packing hall or logistic system, TAKS Handling Systems has the perfect solution for every situation. With our solutions, we do not only realize maximum efficiency in your workplace but also increase the return on your investment. Our 'Blueprint for Efficiency' covers the following processes:

- (internal) transport
- Weighing
- Packing
- Palletizing
- Complete packing halls
- System integration
- Software
- After sales and service

The design of TAKS Handling Systems' comprehensive solutions fits every segment of the market. The design is adjustable, so they can be used for the automatic processing of (greenhouse) vegetables and fruits or for transporting boxes and crates. Our engineers design innovative solutions with quality and maximum efficiency as starting points. Discover our versatile modular products and custom-fit solutions.



### Taks Handling Systems

Munnikenheiweg 58  
Etten-Leur  
T +31 885 552000  
[www.taks.nl](http://www.taks.nl)

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## ATRADIUS

Atradius Dutch State Business, is the official export credit Insurance agency (ECA) of the Netherlands. It is part of the Atradius Group, whose head office is located in Amsterdam. We have fulfilled the ECA-role since 1932, first via NCM, Atradius' predecessor. On behalf of and for account of the Dutch state, we can cover financial risks related to export transactions and investments in enterprises abroad.

### Our Mission

Helping Dutch enterprises do business abroad is the reason why we exist. Our mission is to add value to the Dutch economy by enabling Dutch enterprises to offer their export products and services on the most competitive terms and conditions. We do this by providing insurance and guarantees which protect the balance sheets of Dutch enterprises and enable them to obtain financing for their export transactions and foreign direct investments.

### Green label

Especially to transactions in capital goods or projects that help to reduce the carbon footprint, we can attach a green label. This label allows us to provide additional support, such as softer acceptance criteria, or in some cases better policy conditions. In this way we can add a key element to the competitiveness of green international trade. In other words: enabling trade and creating impact.



### Atradius Dutch State Business N.V..

David Ricardostraat 1  
1066 JS Amsterdam

T +31 205 532026

[www.atradiusdutchstatebusiness.nl](http://www.atradiusdutchstatebusiness.nl)

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**Saudi Arabia**  
*16-18 October 2022*

# ORGANISATION

**Saudi**  
**Agriculture** 

## NWP

NWP is a network of more than 180 of the most entrepreneurial and innovative companies, knowledge institutes, NGOs and governmental organisations from the Netherlands. NWP enables the Dutch water sector to have an even greater impact internationally. We organise trade missions, networking events, matchmaking and promote the Dutch water sector. NWP is the point of call for anyone who wants to get in touch with the Dutch water sector.

Products: NWP membership offers collaboration opportunities, networking, visibility, knowledge exchange, access to market information, influence, and participation in various matchmaking events. NWP's members are involved in various water-related projects all over the world relating to water management, water governance, flood prevention, engineering, reliable supply, and safe drinking water and sanitation. NWP promotes their work and the Dutch water sector as a whole.

### NWP

Netherlands Water Partnership  
Bezuidenhoutseweg 2  
2594 AV The Hague  
T: +31 70 304 3700

[www.netherlandswaterpartnership.com](http://www.netherlandswaterpartnership.com)

5.1.2e

## Export Partner

As the Netherlands' largest export consultancy, Export Partner has been serving companies that want to expand internationally. This is done through different services; new business development, online marketing, market research and trade exhibitions & missions. Export Partner provides advice and support within various sectors and industries and establishes contact with all kinds of potential international customers for our clients. A variety of export specialists with knowledge and experience in different markets are active within Export Partner. We help ambitious companies realizing structural export growth. Not only through expertise and effective working method, but even more so through their solid business acumen and Dutch hands-on mentality.

For the trade missions Export Partner builds upon the knowledge and experience of NEC (Nederlandse Export Combinatie – Netherlands Export Combination), which is part of Export Partner B.V. as of 2019. NEC has been organizing trade missions as early as the 1950s. These missions are often organized in close cooperation with Dutch Ministries, the Netherlands Enterprise Agency (RVO), (Dutch) embassies abroad, our local partners and branch organizations.

### Export Partner

Leusderend 8

3832 RC Leusden

T: +31 33 4330 131

[www.exportpartner.com](http://www.exportpartner.com)

5.1.2e

# NL Netherlands



**Saudi Arabia**

**Saudi  
Agriculture** 



Company	Company profile	Website	Specific Experience	Specialization	Contact	Job position
Hubert Stavoren BV	Hubert is a major player on the global markets for water treatment equipment, focussing on water intake systems for cooling, drinking and process water. Applications can be found in major public facilities, supplying utilities like drinking water & electricity and industries requiring screened (process) water.	<a href="http://www.hubert.nl">http://www.hubert.nl</a>	mechanically clean water extracted from the sea, rivers or lakes.	t for water treatment for cooling, drinking and processed	5.1.2e	
Cool Separations BV	Treatment of high salinity water streams such as brine. We provide technology and installations for Zero Liquid Discharge processing options	<a href="http://www.coolseparations.nl">http://www.coolseparations.nl</a>	based as cooling and process water in	Treatment of Brine, Zero liquid Discharge		
Royal Eijkkelkamp	Royal Eijkkelkamp's companies produce and supply products and services for soil and water research. In this way we contribute to a more durable use of our earth. Eijkkelkamp Soil & Water makes a difference worldwide by developing, producing and delivering solutions for soil and water projects. Eijkkelkamp Soil & Water is involved in soil and water projects worldwide within the themes Land Degradation, Food Security, Urbanisation, Pollution, Land Development and Natural Resources.	<a href="http://www.eijkkelkamp.com">http://www.eijkkelkamp.com</a>	delivering solutions for soil and water projects. Royal Eijkkelkamp is involved in soil and water projects	Soil & Water research mostly in Agri applications		
PBS People's Business Support BV	Peoples Business Support (PBS) provides flexible solutions to meet your capacity demand in an unstable and ever changing market. PBS specialises in providing project support from individual experienced project staff up to complete project teams on an interim or project basis. PBS has taken recruitment and posting to a new dimension, giving you the option of hiring an employee for a short term contract up to providing a dedicated project team.	<a href="http://www.pbs.nl">http://www.pbs.nl</a>	exporting experience to this market Supply Technical managers for infrastructure company	HR, Providing Project Staff & Teams		
SmartFarmingTech	We are an Agritech Company with specific Online/Offline products on Coffee, Potato, Cotton, Sugarcane and a White Label Application. We increase the production growth by 30%, reduce the cultivation cost by 20%, reduce technology-driven carbon footprints by 30%, water conservation, and the tools are designed in local languages and are easy to use.	<a href="http://smartfarmingtech.com">http://smartfarmingtech.com</a>	has exporting experience but not to this particular market	Water conservation for Agriculture purposes		

HydroVolta B.V.	Water desalination by using sustainable technologies. Patented water desalination technology and solution, which is the first equipment combining traditional Electrodialysis Reversal (EDR) with special membranes and Ultrasound, which has the capacity to replace conventional desalination with a 60% higher efficiency, while reducing the environmental impact in CO2, chemical use, and plastic waste.	<a href="http://www.hydrovolta.com">http://www.hydrovolta.com</a>	Company has exporting experience but not to this particular market	Water Desalination with new technologies	5.1.2e
Axionomic	Consultancy firm, specialized in digital transformation challenges: unlocking the potential of new digital technologies, define new business models and implement solutions within processes and organisations. Key markets: water industries, manufacturing and supply chain	<a href="http://www.axionomic.com">http://www.axionomic.com</a>	Company does not have any previous exporting experience	Consultancy in Digital Transformation Challenge	
Colubris Cleantech	Environmental technology supplier and consultancy. Collective of specialised brands with over 36 years' experience in environmental technologies. Committed to purifying industrial wastewater, separating a wide range of waste flows and a variety of bioresource solutions. Work towards a circular economy.	<a href="https://www.colubriscleantech.com/int/">https://www.colubriscleantech.com/int/</a>	Company has exporting experience to this market	Environmental technologies for Industrial	
PureBlueWater	PureBlue Water is a watertechnology company with the focus on decentralised wastewater treatment and re-use. We are specialised in MBBR technology and AOP technology for decentralised and centralised wastewater treatment installations	<a href="http://www.pureblue.nl">http://www.pureblue.nl</a>	Company has exporting experience to this market	water treatment and Water recycling technology	
Process Design Center	Water stress is putting tremendous pressure on the process industry. The demand for efficient process water management, re-use, recycling, and waste-water treatment is at an all-time high. PDC with their proprietary PROSYN® Water technology changed the traditional approach of handling those demands. We adopt a decentralized Artificial intelligence -based management of process streams by targeting them individually to maximize direct recycle and re-use suitability and overall treatment efficiency. PROSYN® Water is built on 40 years of industrial experience. Besides design rules, models, and heuristics, the system contains an extensive database of the current best available technologies.	<a href="https://www.process-design-center.com/home.html">https://www.process-design-center.com/home.html</a>	Company has exporting experience to this market	Process water management, re-use, recycling, and waste-water treatment	

Van der Hoeven	Water management and treatment is becoming increasingly important for each of our greenhouse designs as water scarcity is increasing. At the R&D department, water is a specific topic, both on technical level (developing treatment technologies for e.g. irrigation water of different crops) and on conceptual level (integrating the greenhouse in a larger overarching concept, e.g. using treated industrial wastewater for cooling). Several water treatment technologies, such as UV, and water recirculation systems are developed in-house.	<a href="https://www.vanderhoeven.nl/nl/">https://www.vanderhoeven.nl/nl/</a>	Company has exporting experience to this market	er recycling for cooling and many other Agri applications. Treatment technologies for	5.1.2e
Terranauta BV	Design and project management of water treatment and desalinisation plants. Regeneration and valorization of sewage water and by-products i.e. sludge into high added value soil amendments and fertilizers.	<a href="https://www.terranaauta.bio/">https://www.terranaauta.bio/</a>	has exporting experience but not to this particular	Desalinati on plants Managem ent & DesignDe sign	
Hydraloop Systems BV	Hydraloop is an internationally recognized, multi-award-winning venture that empowers people and organizations to save up to 45% on water and wastewater, reduce their carbon footprint and keep full comfort of living with low maintenance, decentralized greywater recycling solutions. Hydraloop has installed hundreds of its innovative systems in countries throughout Europe, the Middle East and Africa and gained international recognition for its sustainable approach while growing its network of 120 partners worldwide.	<a href="http://www.hydraloop.com">www.hydraloop.com</a>	Company has exporting experience to this market	Water technologies	

# Trade mission water management

## Saudi-Arabia and Oman

Participant seminar 10.1.22 programme 10:00 - 12:00, speakers

Moderators: 5.1.2e

Time	Subject	Speaker
10:00 – 10:05 (5min)	Welcome. short introduction about the mission. Goals/ objectives etc.	BDC/RVO: 5.1.2e 5.1.2e psp DIO/RVO: 5.1.2e
10:05 – 10:20 (15min)	Introduction   1 minute pitch companies	Participants
10:20 – 10:30 (10 min)	Sector study: facts about water and waste water in the Gulf region	5.1.2e Enar Technologies, Dubai
10:30 – 10:35 (5min)	Experience in Gulf region - PIB Horti	5.1.2e 5.1.2e Dutch Greenhouse Delta
10:35 – 10:40 (5min)	Solar track factfinding: Encouragement to companies to participate.	5.1.2e 5.1.2e 5.1.2e RVO
10:40 – 10:50 (1 x 7,5 min)	Experience in region	Witteveen + Bos, 5.1.2e 5.1.2e
10:50 – 11:05 (10min)	Break	
11:05 – 11:25 (2 x 10min)	Doing business in region	Saudi-Arabia: 5.1.2e Oman: 5.1.2e 5.1.2e
11:25 – 11:45 (2 x 10min)	Logistics, programme, and Q/A	5.1.2e psps
11:45 – 11:50 (5min)	Finance and insurance (ADSB)	5.1.2e
11:50 – 11:55 (5 min)	Close-out	

# Together for a water-secure world

NL Business Development Mission  
Watermanagement Oman & Saudi Arabia  
22 - 27 January 2022

NL

Netherlands



Netherlands

# Solving water- related challenges together

# Water & the Netherlands

For the Netherlands, the constant threat of too much water has marked our history and culture. We can contribute as a reliable partner in solving water challenges in an integrated way through:

- Integrated, nature-based solutions for climate adaptation and coastal management;
- Enabling water technologies for wastewater treatment and drinking water
- Water management and technologies for efficient water use to secure food production
- Urban water solutions for resilient cities

The Dutch apply an integrated water management and multi-disciplinary approach to climate adaptation projects, with long-term solutions in mind. The Netherlands offers expertise in hydraulic engineering, flood control, flood protection, foundation technology and infrastructure, water resource management.

## Water Challenges

Water stress is widely recognised as a major global risk by various organisations, including the World Economic Forum. The challenges include:

- Intense water use - in agriculture, energy and industry which cause toxicity and eutrophication leading to algae blooms, depletion of aquifers, land subsidence and salinisation;
- Climate change - leading to increased weather events and sea level rise, which heightens the risk of floods and droughts;
- Rising pressures on water resources from global population growth; and
- Increasingly, the threat of conflict over water resources.

The Netherlands, the Kingdom of Saudi Arabia and Oman are facing similar challenges.

## Solving water-related challenges together

KSA and Oman have both developed strategies for using water more efficiently and finding new sources of water. Also, they are keen to invest in new technologies that make agriculture more sustainable.

A powerful approach to these challenges is to look at solutions that recognise the interconnectedness between water, energy and food security. The Netherlands makes a great partner when it comes to integrated solutions for water, energy and food. The Dutch participants to this mission offer;

- Energy and water efficient greenhouse design
- Innovative water technologies for energy efficient and circular waste water treatment and desalination (and brine management)
- Water management solutions; process design, censoring, irrigation systems, digital technology, piping systems and human capital

**So let's join forces and work on these water challenges together!**



**Netherlands**

Oman

It is a great pleasure to welcome the water sector business delegation to the Sultanate of Oman. For the past years the Netherlands Embassy in Oman has focused its economic diplomacy efforts on this sector. In this context, we established a Government to Government Strategic Water Taskforce to discuss the cooperation in water management between our countries.

While the Netherlands and Oman might seem like polar opposites when it comes to water, there are more similarities than you would expect. Although the Netherlands often has too much water whereas Oman has too little, both also face similar challenges, such as flooding and water pollution. In the more recent years, warm summers have even caused droughts in the Netherlands.

Efficiency and adaptation offer solutions to both countries water problems. By building bridges of cooperation between the Netherlands and Oman in the water sector, both countries can make use of best practices, lessons learned and develop new innovative solutions together.

I am looking forward to receive the delegation in Muscat in January to strengthen the cooperation in the water sector between the Sultanate of Oman and the Kingdom of the Netherlands.

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Embassy of the Kingdom of the Netherlands in Oman



# A word from

5.1.2e

## Saudi Arabia

Dear all,

It is with great pleasure to welcome you, as the water management delegation, to the Kingdom of Saudi Arabia. You arrive in a special year, when we 5.1.2e in 2022, 150 years of diplomatic footprint in this region: In 1872, we first opened a Netherlands consulate in Jeddah. Since then, our relationship further developed and apart from being called 'historic' (we also established the first commercial bank in Saudi Arabia as well as its first commercial flight) it is also divers in many ways and suitable to contribute – with our many pillars and our unique skills & expertise – to the implementation of the Saudi reform and diversification agenda, also known as Vision 2030. In this regard, the Netherlands unique knowledge, expertise and networks are particularly relevant in the field of Energy Transition; Sustainable Food Security; Circular Economy; and Lifesciences & Health.

Water management is at the core of our Circular Economy priorities for Saudi Arabia. Being a world leader in water management, the Netherlands – often referred to in Saudi Arabia as Holland – is known for its expertise to deal with water challenges in other countries – such as producing greenhouses in desert type countries by using as little water as possible, or help other countries with their water supply and treatment challenges. Water is in our genes, is often said but also acknowledged by our Saudi partners. You will find interested counterparts, eager to learn from your experiences, ready to make quick – but sustainable – contacts.

The complexity of global water challenges, particularly in this day and age in the context of climate change, makes knowledge exchange, learning from experiences and working together on different solutions essential. By joining forces with global counterparts, particular with countries that have scarce water resources but high ambitions, I hope that we and the Netherlands' water sector can contribute towards a more sustainable, inclusive and livable world collectively.

Kind regards,

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Embassy of the Kingdom of the  
Netherlands in Saudi Arabia

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Delegation



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# Axionomic

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[www.axionomic.com](http://www.axionomic.com)



AXIONOMIC

## The Challenge

Drought – flooding – leaks – pollution – ageing infrastructure - climate resilience: some of the major challenges water authorities and utilities face. It is vital to safeguard the production and distribution of drinking water, meanwhile optimizing operating costs, rationalizing resources and managing unexpected events. Digital solutions are key to improve the reliability of the physical water infrastructure.

## Our Solution

The digitalization of water resource management means smart end-to-end water network solutions. By automating previously manual processes and the use of Internet of Things (IoT) devices and data analytics the efficiency and reliability can be improved, while enhancing customer service and satisfaction.

We help companies and organisations that embark on the digital transformation path by providing consultancy services and the development of digital solutions, such as:

- The creation of a digital twin of water utility infrastructure
- The implementation of water data and information management
- Software platforms which incorporate machine learning and artificial intelligence capabilities for predictive maintenance purposes

- Hyper automation of administrative processes using robotic process automation software
- Smart systems using IoT devices,
- AR/VR technologies
- Additive manufacturing for maintenance, repair and operations spare parts

## Looking for:

- Connect with water authorities and utilities to discuss the challenges they face and the way they envision how digitalization can be used to optimize and safeguard the production and distribution of water
- Partners to further develop smart solutions for the water industry
- Companies that are already active in the field of additive manufacturing



# Colubris Cleantech

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<https://www.colubriscleantech.com/int/>



## The Challenge

Colubris Cleantech is a combination of three divisions, each specialists who work independently for selected issues, but also collaborate to create big impact with smart solutions. To ensure the best quality from idea to realisation, we fabricate all our equipment in our own Colubris production factory in the Netherlands.

## Our Solution

Our aim is to considerably decrease the costs associated with your waste issues. In this regard, we have been a reliable partner in the industrial sector for over 35 years. We are an exceptional organisation with solutions in three segments:

- **Water Solutions**  
Solutions for reducing wastewater problems, re-using water and purifying water. Solutions to recover energy from wastewater.
- **Waste Solutions**  
Solutions that allow waste flows to be separated so they can be re-used and upgraded.

- **Bioresource Solutions**  
Solutions for upgrading residual flows from the food and vegetable processing industry

## Looking for:

- Positioning in the Market by creating awareness through B2B opportunities and meetings. This will help expose Colubris Cleantech by getting more connections and open more business collaborations in the region.
- Connect and network with public and private sectors/companies responsible for the treatment of industrial wastewater. This would enable opportunities to share our technologies and expertise for complex issues in the industry.



# Cool Separations

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[www.coolseparations.nl](http://www.coolseparations.nl)



**COOLSEPARATIONS**

The experts in low temperature crystallization

## The Challenge

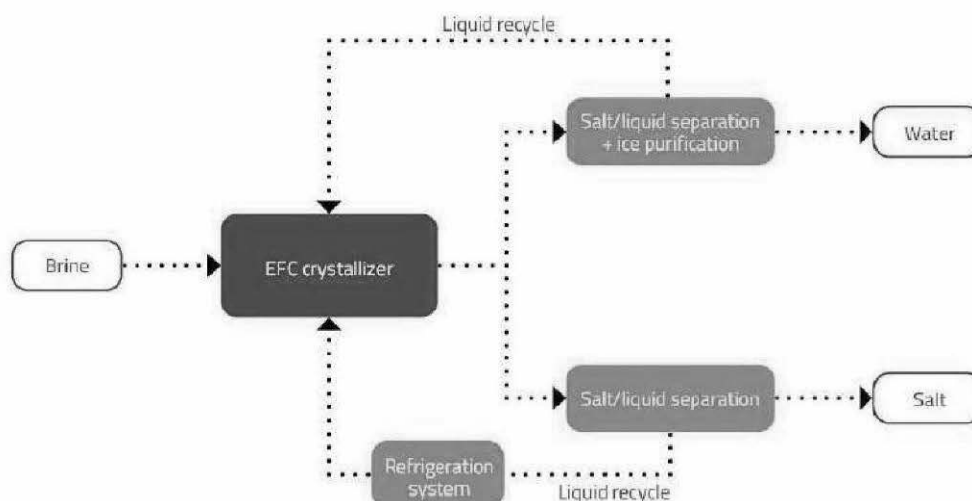
Brine management to zero liquid discharge, reduction of high salinity water disposal, recovery of salt and re-use of water are a great challenge for the oil, gas, refining and petrochemicals industry, agriculture and drinking water production. Current technologies such as evaporation and membrane treatment fall short in energy, operability and do not achieve zero liquid discharge.

## Our Solution

Cool Separations has successfully scale up eutectic freeze crystallization technology and can treat high salinity waters to separate these into salt and water. The water can be re-used, the salts can be a valuable resource. Cool Separations technology has low energy consumption, all electrical, requires no heat and requires no chemicals for anti-scaling or anti-fouling. Cool Separations can treat very corrosive streams not suitable for evaporators or membrane technologies.

## Looking for:

- Connect with local sales, assembly and operating partners
- Investors for the company to support market growth and expansion



# Hubert Stavoren

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[www.hubert.nl](http://www.hubert.nl)

**HUBERT**  
water treatment installations

## The Challenge

Hubert is specialized in water intake systems, used for mechanically clean water extracted from the sea, rivers or lakes. Water intake screening systems are used as cooling water for power plants and process water for industrial production processes, like petrochemical plants & refineries but also potable water production plants.

Products: stopgate, damran, trashgripper, travel bandscreen, drum screen, fine screen, micro screen. Aerator, thickner, clarifier. High end welding constructions

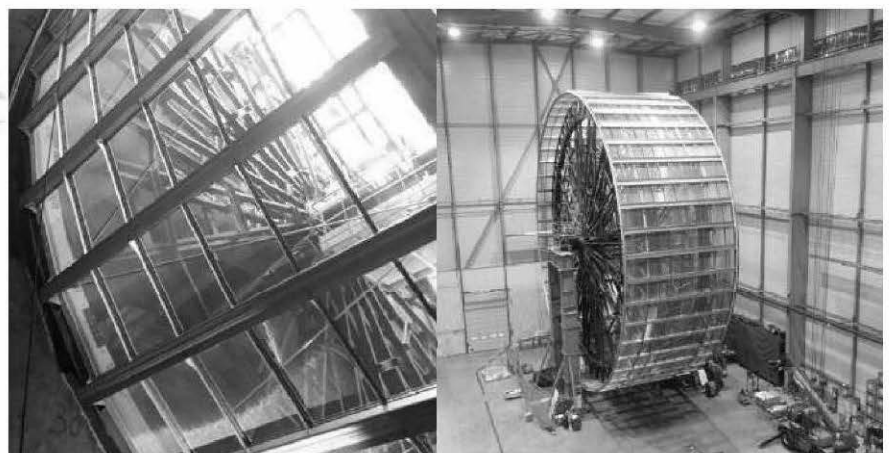
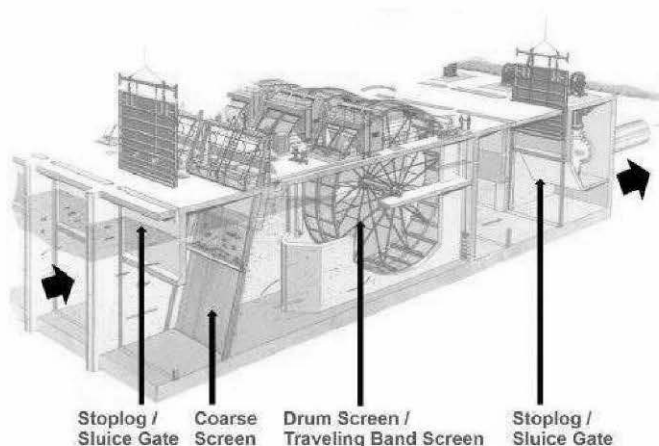
## Looking for:

Looking for local agents/ partners who can represent us locally and have good connections with the contractors/ vendors.

## Our Solution

Hubert is specialized in water intake systems, used for mechanically clean water extracted from the sea, rivers or lakes. Water intake screening systems are used as cooling water for power plants and process water for industrial production processes, like petrochemical plants & refineries but also potable water production plants.

Hubert supplies waste water treatment machinery & (sub)installations applied in municipal and industrial waste water treatment plants. Our installations are of high quality and offer a long service life.



# HydroVolta

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[www.hydrovolta.com](http://www.hydrovolta.com)

**HYDROVOLTA**  
Water Desalination and Reuse

## The Challenge

Sustainable water desalinate brackish / seawater with low energy, low fouling, low water discharge, and less chemicals.

## Our Solution

Our final solutions are ready to use containers.

### Sea Water Container:

- Capacity: up to 15m<sup>3</sup> /h/container
- Inlet salinity up to 45,000ppm.
- Water recovery: up to 70% treated water
- 30% lower OPEX
- Suitable for drinkable water, islands & resorts, Agriculture, and offshore platforms

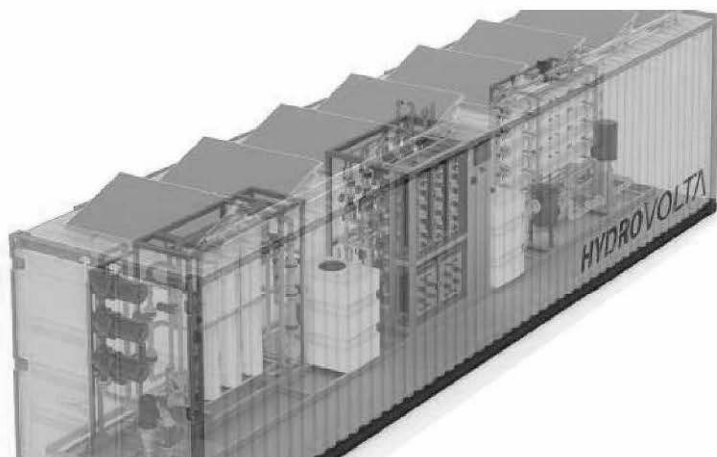
### Brackish Water Container

- Capacity: up to 20m<sup>3</sup> /h/container.
- Inlet salinity: <18,000 ppm.
- Water recovery (reuse): > 95%  
40% lower OPEX.
- Applications are Cooling towers, Industrial waste, and Mining

All containers are ready-to-use, integrates with remote monitoring tools and powered by renewable energy.

## Looking for:

- Positioning in the market, creating awareness, getting feed-back for business model B2C, B2B etc.
- Connect with potential (foreign) partners such potential customers, partners, distributors
- Networking with partners as universities, development agencies, sustainable water organisations like Water Desalination and Reuse Center WDRC (King 5.1.2e University of Science and Technology), Haya Water in Oman, etc.





# People's Business Support

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[www.pbs.nl/en](http://www.pbs.nl/en)



## The Challenge

We provide C level Technical Project Managers for infrastructural and Development projects.

## Our Solution

Due to the fact that we are a Dutch agency we are situated in Western Europe. From here we are more accessible for European people.

## Looking for:

- Direct contact with NEOM, Qiddiya, Al-Ula, Red Sea Development Company.

# Process Design Center

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[www.process-design-center.co](http://www.process-design-center.co)



## The Challenge

Water stress is putting tremendous pressure on the process industry. The demand for efficient process water management, re-use, recycling, and waste-water treatment is at an all-time high. PDC and its novel technology (PROSYN® Water) change the traditional approach of handling those demands to help companies close their water cycles efficiently.

## Our Solution

PDC leverages PROSYN® Water to revolutionize process water optimization and circular water management. It adopts a decentralized Artificial Intelligence -based management of water-containing process streams. It targets these streams individually, meaning contaminants are less mixed and present at higher concentrations. Thus, it maximizes the recovery of valuable components, the overall treatment efficiency, and the ease of direct water re-use.

It investigates a wide variety of possible solutions and determines an optimized configuration through structured design. It enhances decision-making early in the design process by estimating operating and capital costs.

PROSYN® Water is built on 40 years of industrial experience, and it also contains an extensive database of the current best available technologies.

## Looking for:

- Connect with potential clients and partners such as oil & gas companies, petrochemical companies, food companies and industrial sites & harbor authorities.
- Creating brand awareness and positioning of PDC in the GCC market.
- Getting feed-back to understand the specific needs of the potential clients and partners.
- Networking with knowledge partners

# PureBlueWater

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[www.pureblue.nl](http://www.pureblue.nl)



## The Challenge

PureBlue is a gamechanger when it comes to sustainable sanitation concepts and the recovery and reuse of water and other resources to regenerate healthy soils and green environments. Our goal is to turn wastewater into clean water, free of medicine residue and micro-organisms and reduce the water treatment footprint of CO<sub>2</sub> dramatically

## Our Solution

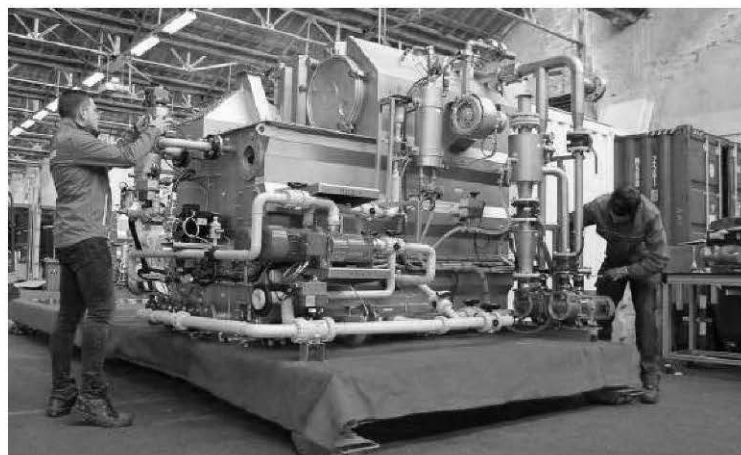
All our products and innovations are designed, engineered, and assembled in-house. Our expertise lays in biologically driven wastewater treatment installations, which are modular and applicable on municipalities, agriculture, industry as well as in the maritime sector. Flexibility, cost efficiency and user friendliness are the key factors of our installations. Additionally, the PureBlue installations have the lowest CO<sub>2</sub>-footprint on the market.

Our awarded Advanced Oxidation Process (AOP) technologies are a game changer when it comes to human and environmental

health. We can remove medicine residue and eliminate resistant micro-organisms in the most sustainable way.

## Looking for:

- We are looking for companies and partners willing to team up in innovative and sustainable water solutions. Such as governments, urban planning agencies, sustainable builders
- Connect with potential (foreign) partners that have an interest in on can bring our decentral installation to market.
- Networking with knowledge partners as universities, development agencies, sustainable building organisations etc. To share information about green city solutions and the reuse of water.
- Awareness for new innovations and a new vision on the water future.



**Returning water to its natural state.**

# Royal Eijkelpkamp

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[www.eijkelpkamp.com](http://www.eijkelpkamp.com)

**ROYAL Eijkelpkamp**  
*Meet the difference*

## The Challenge

Royal Eijkelpkamp makes a difference worldwide by developing, producing and delivering solutions for soil and water projects. Royal Eijkelpkamp is involved in soil and water projects worldwide within the themes Land Degradation, Food Security, Urbanisation, Pollution, Land Development and Natural Resources

## Our Solution

Personal attention and a unique range of solutions: for more than 110 years, this has been our trademark at Royal Eijkelpkamp. Royal Eijkelpkamp has been devising, developing, producing and delivering smart solutions for soil and water projects worldwide since 1911.

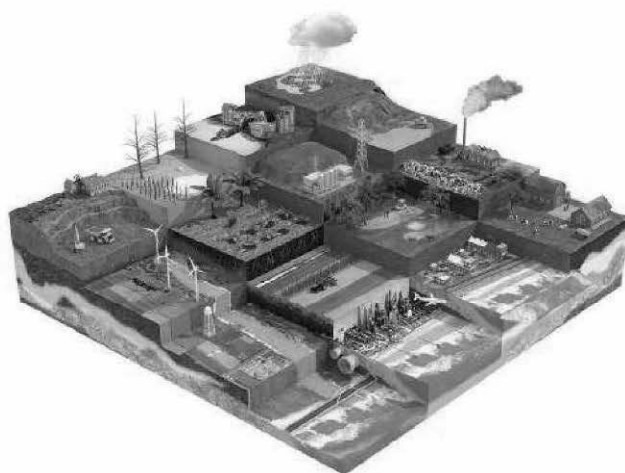
These innovative solutions, together with the existing knowledge and expertise of our soil and water specialists, have served to raise projects to a higher level. From field measurement equipment to smart sensing & sampling and from Edelman augers to cpt and sonic drilling machines, Royal Eijkelpkamp has quite a range on offer.

Royal Eijkelpkamp is involved in soil and water projects worldwide within the themes Land Degradation, Food Security, Urbanisation, Pollution, Land Development and Natural Resources. Specially selected partners in 5 continents and in more than 90 countries represent Royal Eijkelpkamp. These are the first points of contact for the local Royal Eijkelpkamp customers and they know all there is to know about our product range.

The difference is being made, both literally and figuratively, in the Netherlands. To be sure and to guarantee that the customer gets the absolute best, all Royal Eijkelpkamp equipment is made in Giesbeek in The Netherlands. Royal Eijkelpkamp has a production department where quality products are produced by skilled workers on a daily basis: products that are making the difference in soil and water projects worldwide.

## Looking for:

- Positioning in the market, creating awareness
- Connect with potential (foreign) partners
- Networking with for example knowledge institutes as universities, governmental institutes, development agencies, etc.
- Development partners. Hydrology, Geology, Watermonitoring / management.
- Potential distributor/agent.



# SmartFarmingTech

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<http://smartfarmingtech.com>



SMARTFARMING

## Our solution

We can't survive without water, and we need it to produce food and energy. But how we manage water is a big problem.

Three-quarters of the Earth's surface is covered in water, yet the global supply of clean, fresh water is steadily decreasing, causing major impact on the agricultural business.

## Our Solution

SmartFarming offers a full Agri-tech service that provides farmers with practical knowledge and supports organizations to increase their impact. We are an Agritech Company with specific Online/Offline products on Coffee, Potato, Cotton, Sugarcane and a White Label Application. We increase the production growth by 30%, reduce the cultivation cost by 20%, reduce technology-driven carbon footprints by 30%, water conservation, and the tools are designed in local languages and are easy to use.

## Looking for:

- Connect with potential partners such as NGOs, Agriculture input companies and Universities
- Networking with for knowledge partners as universities, development agencies, sustainable agricultural organisations
- Looking to close contracts and/ or investors in the market

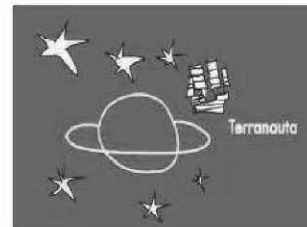


# Terranauta

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[www.terranauta.bio](http://www.terranauta.bio)



## The Challenge

Water regeneration and its fully reuse in the context of an increase in world's populations and water scarcity. Water regeneration technical solutions are generally old-fashioned and undersized and not tailored to a safe reutilization. Sound engineering and design and cutting-edge microbiological treatments are needed.

## Our solution

TERRANAUTA works with the most suitable calculation platforms for each facility, and provides solutions adapted to regulations, always emphasizing the circular economy. TERRANAUTA offers the following services:

- Water supply, sanitation and regeneration facilities (residential and industrial buildings, hotels, commercial premises, agricultural facilities, etc.).
- Irrigation Installations and regeneration strategies.

In particular we offer the engineering, design and project management of:

- Water supply studies.
- Underground and surface water catchment projects.
- Water treatment facilities. Water treatment plants. Desalination plants.
- Wastewater treatment facilities.
- Wastewater treatment plants.
- Reuse of regenerated water in agriculture.
- Microbiological pre-treatments to reduce the solids present in water.

- Studies to improve efficiency in the use of water.
- Irrigation network projects.
- Water distribution network projects.

## Looking for:

We are looking for getting acquainted with the water problem and its potential solutions and apply our experiences in other countries with similar problems.

Our objective is to meet public servants and private companies dealing with water sanitation and regeneration and exchange problematics and possible solutions. We are an engineering company looking for apply our knowledge in EMEA countries in Saudi Arabia and Oman.





## The Challenge

There is a growing need for locally produced high-quality crops, such as tomatoes, lettuce, bell pepper, strawberries and cucumber. For arid and water-scarce regions this can be extremely challenging, as the amount of water required for crop growth can be extensive, and the climate doesn't allow for (year-round) production.

## Our Solution

*"Growing high-quality crops in any climate, with minimum use of water – all year round."*

We design and build turnkey greenhouses that allow for crop production in water-scarce regions that were previously considered too harsh to grow in. To achieve this, water recycling and reuse are indispensable components of our projects. With the right combination of sustainable design and our innovative water technologies, we reduce the water demand for the cultivation of fresh produce to an absolute minimum – significantly lower than with open-field crops or other greenhouses. In addition, Van der Hoeven greenhouses can be integrated as a link in a circular and

overarching concept, generating spin-off benefits across several sectors, for example by reusing domestic and industrial wastewater as irrigation and cooling water, an approach already implemented for our projects in water-scarce areas.

## Looking for:

- Potential partners: parties that have domestic or industrial wastewater and are open to combine this with horticultural purposes, those that have an interest in local crop growth with min. use of water resources, the switch from agriculture to horticulture due to water use, or an interest in less dependence on imported food.
- Networking and synergizing with development agencies, universities or development partners that are interested in water use and crop cultivation in arid regions through horticultural innovations, and cross-sectoral benefits such as reusing wastewaters for irrigation water.
- Potential clients
- Potential investors

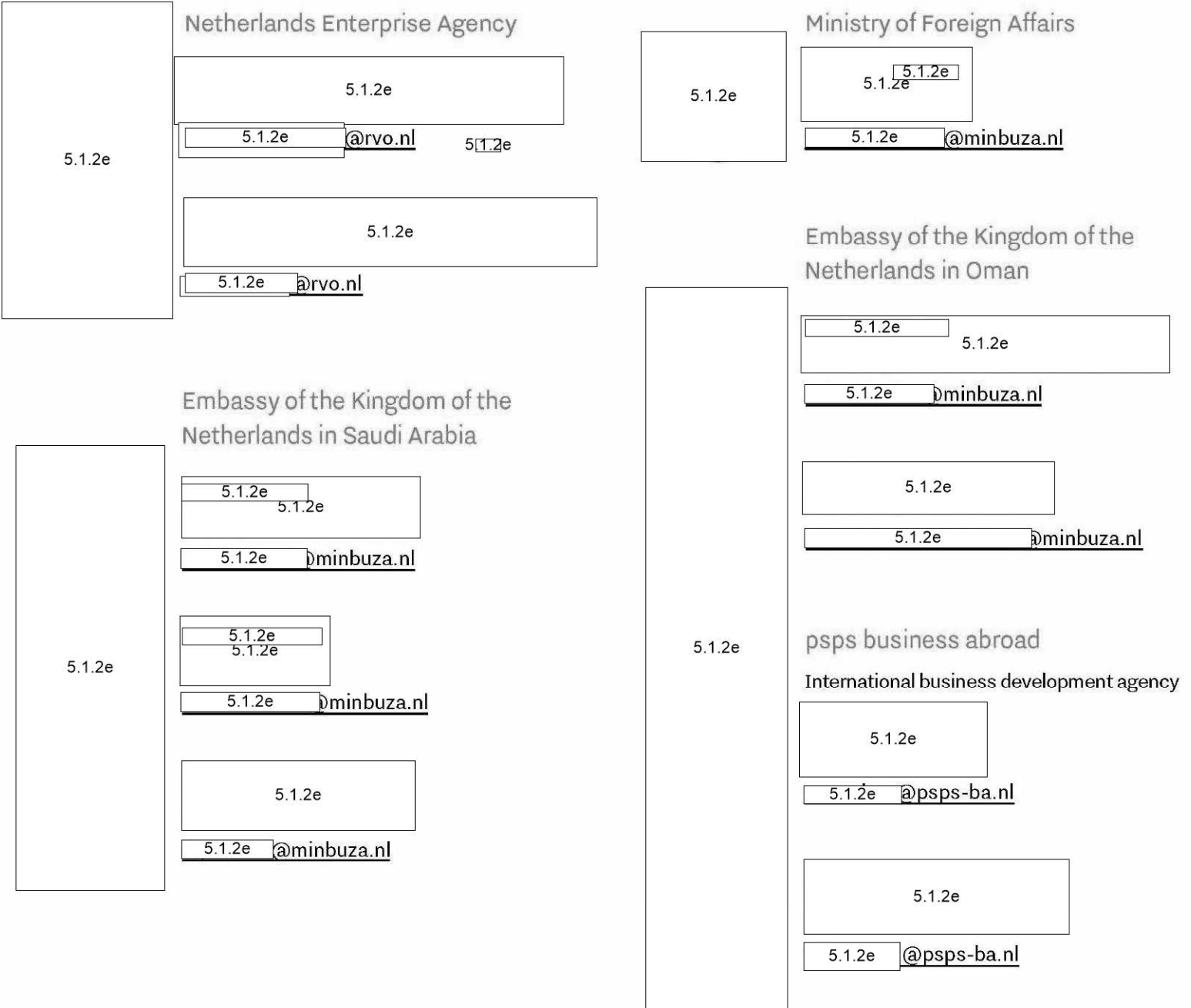


# Team overview





# Mission organisation





# Netherlands

This mission is organised by:

Netherlands Enterprise Agency (RVO)

Pr. Beatrixlaan 2  
2595 AL The Hague

psps business abroad

Parkstraat 83  
2514 JG Den Haag



Rijksdienst voor Ondernemend  
Nederland



psps business abroad  
leads to growth

## This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

NL

Netherlands

Program May 31 <sup>st</sup> till June 2 <sup>nd</sup> , 2022 – Saudi Arabia – KSA			
Day 1 program – Tuesday, May 31 <sup>st</sup>			
8:15 – 9:00	<ul style="list-style-type: none"> <li>Breakfast &amp; Kick-off meeting for the delegation with Dutch Embassy in Riyadh including:               <ol style="list-style-type: none"> <li>1. <span>5.1.2e</span> <span>5.1.2e</span></li> <li>2. <span>5.1.2e</span></li> <li>3. <span>5.1.2e</span></li> </ol> </li> <li>Take a group picture <span>5.1.2e</span> &amp; team</li> </ul>	Marriott Courtyard – Main restaurant	Confirmed *
9:00 - 09:30	Leave hotel and travel to Ministry of Investment	Al-Hada	
09:30 – 10:30	Ministry of Investment – MISA, Meeting with <span>5.1.2e</span> <span>5.1.2e</span> and the following team members: <span>5.1.2e</span> <span>5.1.2e</span> During the meeting, the delegation will have brief presentations on the e-Health and investment in KSA	Imam Saud Road	Confirmed
10:30 – 11:00	Leave to the next appointment		
11:00 – 12:00	Riyadh Chamber of Commerce B2B meetings with different Saudi e-Health companies, organized by <span>5.1.2e</span>	Dhabab St, RCOC building Gate # 2	Confirmed
12:00 - 12:30	Meeting with the health committee at the Riyadh Chamber of Commerce <span>5.1.2e</span> <span>5.1.2e</span> committee at the Chamber and <span>5.1.2e</span> of Specialized Medical Center Hospitals in Riyadh	Dhabab St, RCOC building Gate # 2	Confirmed
12:30 – 13:00	Leave to the next appointment		Confirmed
13:00 – 14:30	Philips Company, meeting with <span>5.1.2e</span> <span>5.1.2e</span> and the following team members: <span>5.1.2e</span>	Anas Bin Malek Street	Confirmed *
14:30 – 15:00	Leave to the next appointment		

15:00 – 16:30	Cloud Solutions Company, A subsidiary of 5.1.2e 5.1.2e AlHabib Group, meeting with 5.1.2e 5.1.2e and the following team members: 5.1.2e	Oruba Street	Confirmed *
16:30 – 17:00	Drive back to the Hotel		
18:30 – 19:00	Drive to a restaurant		
19:00 – 20:30	Have dinner at <b>Al-Koofiyah Restaurant</b> – Traditional food - Mediterranean Food		Confirmed
20:45 – 21:00	Drive back to the Hotel - End of the 1 <sup>st</sup> day		

Day 2 program – Wednesday, June 1 <sup>st</sup>			
7:30	Breakfast at own convenience		
9:00 – 9:30	Leave hotel and travel to Obeikan Investment Group		
09:30 – 11:00	Obeikan Investment Group, meeting with 5.1.2e		Confirmed *
11:00 – 11:30	Leave to the next appointment		
11:30 – 12:00	Visit the Virtual Hospital at Ministry of Health – MOH 5.1.2e	Digital City	Confirmed *
12:00 – 12:30	Ministry of Health (MOH), meeting with: 5.1.2e	Digital City	Confirmed *
12:30 – 13:00	Leave to the next appointment		
13:00 – 14:00	Saudi Data & AI Authority (SDAIA), meeting with 5.1.2e 5.1.2e	Digital City	Confirmed *
14:00 – 14:30	Leave for lunch		
14:30 – 16:00	Lunch at <b>Najd Village Restaurant</b> – Traditional (Local Saudi Food)	Takhasusi	Confirmed *
16:00 – 17:00	Abdul Rahman Al-Mishari Hospital, meeting with	Olaya	Confirmed *

	<div>5.1.2e</div> <div>and the following team members:</div> <div>5.1.2e</div> <div>Followed by a tour around the Hospital</div>		
<b>17:00 – 17:30</b>	Drive back to the Hotel		
<b>18:30 – 18:45</b>	Drive to the Netherlands Embassy		
<b>19:00 – 21:00</b>	Reception & Dinner at the Netherlands Embassy	DQ	Confirmed *
<b>19:30 – 20:00</b>	Kick-off of the reception by Deputy Ambassador		
<b>21:45 – 22:00</b>	Drive back to the Hotel – End of the 2 <sup>nd</sup> day		

Day 3 program – Thursday, June 2 <sup>nd</sup>			
<b>8:00</b>	Breakfast at own convenience		
<b>9:00</b>	Checkout from Hotel		
<b>10:00 - 10:30</b>	Leave to LEAN Company		
<b>10:30 - 11:30</b>	<div>LEAN Company, meeting with 5.1.2e</div> <div>5.1.2e and the following team members:</div> <div>5.1.2e</div>	Digital City	Confirmed
<b>11:30 – 12:00</b>	Leave to the next appointment		
<b>12:00 – 13:00</b>	<div>Elm Company, meeting with 5.1.2e</div> <div>5.1.2e he following members:</div> <div>5.1.2e</div>	Digital City Elm Company - Innovation Lounge - Thuraya-F2	Confirmed
<b>13:00 – 13:30</b>	Drive back to the Embassy		

<b>13:30 – 14:30</b>	Have lunch and Wrap up the KSA visit- Mission ends	Dutch Embassy	Confirmed *
<b>14:30 – 15:00</b>	Transfer to the airport		



# E-Health snapshot Kingdom of Saudi Arabia (KSA)

5.1.2e

# Ongoing local initiatives:

- KSA is spending a large amount on health services to provide better services to its citizens.
- The central health program in the Saudi Vision 2030 project is the eHealth system.
- At present, healthcare providers are adopting eHealth services and technologies, including electronic medical coverage (EMC), electronic medical records (EMRs), electronic health records (EHRs), picture archiving and communication systems (PACSs) in addition to telemedicine.
- The COVID-19 pandemic has exposed weaknesses in health and care systems and global public health responses, some of which can be addressed through data and digital science.

# During C-19

MOH made big efforts to gather and store clinical data from patients and ensure that all new medical records are digitally stored based on:

- Takasi Platform: An online platform allowing healthcare workers to enter patient data and organize mass testing, active target surveillance and contact tracing for COVID-19.
- Automated Laboratory Medicine Workplace: All Laboratory Medicine services within National Guard Health Affairs (MNGHA) hospitals are automated through a centralized Laboratory Info System (LIS).
- Filmless Radiology Department: A fully integrated picture archiving and communication system (PACS) allowing the information to be shared between MNGHA facilities.

# Continued: During C-19

Various mobile applications have recently been introduced by different Saudi Arabia Government players, e.g. Tabaud, Tawakkalna, Tetamman (Rest Assured), Mawid, Best Care and the Heart Safe City Project. Besides various manpower management and licensing platforms are being developed

# Teleconsultation platforms being developed:

- E-prescription services: an online portal that allows users to dispense medication from commercial pharmacies
- Seha for doctors app: a smart Phone App designed to provide online medical consultation services
- Okadoc: an instant doctor appointment booking platform.
- Philips & Saudi Telecom Company (STC): TeleHealth solutions powered by Artificial Intelligence that allows hospitals and clinics anywhere in Saudi Arabia to be connected

# Healthcare platforms being developed in KSA

- Interactive Maps: an online portal using geographical coordinates to search for healthcare facilities by name or distance.
- Vaccinations Reminder Service: an online portal to remind parents of the deadlines of the basic vaccinations
- Visitor Service: an online portal that enables health practitioners to join the (Visitors) Program to temporarily provide their medical services across regions and governorates.

# Opportunities

In KSA, the Saudi Data & AI Authority (SDAIA) has been established to drive the national agenda for Data & AI. To capitalize on Data & AI for the Kingdom economically and socially through national combined efforts by all stakeholders, SDAIA has developed the National Strategy for Data & AI. Many opportunities tie into this strategy.

# Major eHealth opportunities identified for Dutch eHealth as entry points into the KSA eHealth sector:

1. Electronic Health Records (EHR)
2. Health Information Exchange (HIE) HIE, system
3. Teleconsultation Platforms (TP)
4. HealthCare Platforms (HP)
5. Manpower Management Platform (MMP)
6. Mobile Applications (MA)
7. Health Licensing Platform (HLP)



5.1.2a

# Thank You

**To:** [5.1.2e] [5.1.2e] @minbuza.nl]; [5.1.2e] [5.1.2e] @minbuza.nl]  
**Cc:** [5.1.2e] [5.1.2e] [5.1.2e] [5.1.2e] @klm.com]; [5.1.2e]  
[5.1.2e] [5.1.2e] @minbuza.nl]; [5.1.2e] @minbuza.nl]  
**From:** [5.1.2e] - KLM  
**Sent:** Thur 4/29/2021 12:48:21 PM  
**Subject:** DELFT Blue plate  
**Received:** Thur 4/29/2021 12:48:51 PM

Dear [5.1.2e]

Good afternoon.

Noted . Will to place the order with the manufacturer.

Kind regards

Dear [5.1.2e]

Good afternoon.

Indeed will schedule a meet and make a visit to Riyadh during the 4<sup>th</sup> week of MAY.

Thank you.

Kind regards

[5.1.2e]

---

**From:** [5.1.2e] [5.1.2e] @minbuza.nl]

**Sent:** Thursday, April 29, 2021 2:28 PM

**To:** [5.1.2e] [5.1.2e] @minbuza.nl> [5.1.2e] KLM <[5.1.2e]@klm.com>

**Cc:** [5.1.2e] [5.1.2e] @klm.com> [5.1.2e]

<[5.1.2e]@minbuza.nl>; [5.1.2e]@minbuza.nl>

**Subject:** RE: DELFT Blue plate

Plate looks very nice!

Sent with BlackBerry Work

([www.blackberry.com](http://www.blackberry.com))

---

**From:** [5.1.2e] [5.1.2e] @minbuza.nl>

**Date:** Wednesday, Apr 28, 2021, 11:13

**To:** [5.1.2e] [5.1.2e] @klm.com>

**Cc:** [5.1.2e] [5.1.2e] [5.1.2e] @klm.com> [5.1.2e] [5.1.2e] @minbuza.nl> [5.1.2e]

Yamen <[5.1.2e]@minbuza.nl>, [5.1.2e]@minbuza.nl>

**Subject:** RE: DELFT Blue plate

Dear mr [5.1.2e]

Thank you very much! I think it looks very beautiful but it is of course up to our [5.1.2e]

We will come back to you this week. We would still like to meet you in Riyadh before your next adventure, until when will you be in KSA/Dammam?

Best regards,

[5.1.2e]

---

**From:** [5.1.2e] [5.1.2e] @klm.com>

**Sent:** maandag 26 april 2021 15:24

**To:** [5.1.2e] [5.1.2e] @minbuza.nl>

**Cc:** [5.1.2e] [5.1.2e] @klm.com>

**Subject:** DELFT Blue plate

Dear [5.1.2e]

Good afternoon,

Trust well and doing fine

I revert to you, subsequent to eventual response received form the plate manufacturer.

Below is proposed design of the plate, for your approval.

One change I suggest we can do is that of the image of the plane.

Replace the one showing presently , with an Airbus 330, that currently serves KSA.

we should do , I suggest is the image of the plane.

Will await to hear from you respond to the manufacturer an place the order .

Many thanks in advance

Brgds

[5.1.2e]

PS: Ofcourse, error of KLM Royal Dutch Airplanes will be rectified to read as KLM Royal Dutch Airlines.

00073

1389642



The only change is the date of the first flights which should be changes to 11<sup>th</sup> January 2021.



**From:** 5.1.2e 5.1.2e @minbuza.nl]

**Sent:** Sunday, February 28, 2021 10:09 AM

**To:** 5.1.2e - KLM 5.1.2e @klm.com>

**Cc:** 5.1.2e KLM 5.1.2e @klm.com>

**Subject:** RE: Thank you

Perfect many thanks!

**From:** 5.1.2e - KLM 5.1.2e @klm.com>

**Sent:** donderdag 25 februari 2021 20:34

**To:** 5.1.2e 5.1.2e @minbuza.nl>

**Cc:** 00073 5.1.2e KLM 5.1.2e @klm.com>

1389642

Subject: Re: Thank you

Dear 5.1.2e

Good evening

Have forwarded to our marketing colleagues to liaise with the provider / manufacturer and adv  
While wishing you a good weekend, I look ahead to update you early next week.

Brgds

5.1.2e

Get Outlook for iOS

From: 5.1.2e 5.1.2e@minbuza.nl>

Sent: Thursday, February 25, 2021 15:52

To: 5.1.2e - KLM

Cc: 5.1.2e 5.1.2e KLM

Subject: RE: Thank you

Dear 5.1.2e

Can you please prepare an example of what the new plate based on the old one would look like (a design) which can be shared  
with our 5.1.2e for final approval?

Many thanks,

5.1.2e

Best Regards / Met vriendelijke groet/ مع خالص تحياتي

5.1.2e

Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307  
Riyadh 11693 | Saudi Arabia

5.1.2e

5.1.2e

E: 5.1.2e@minbuza.nl

W: [www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)

Workweek Sunday till Thursday

NL **هولندا** uniting water energy food

5.1.2e

From: 5.1.2e@klm.com>

Sent: donderdag 25 februari 2021 15:26

To: 5.1.2e 5.1.2e@minbuza.nl>

Cc: 5.1.2e@klm.com>

Subject: Thank you

Dear 5.1.2e

Thank you for the call and the update

Indeed positive news from GACA and ministry of tourism on the planned actions to stimulate travel and enhance tourism .

As an airline we look ahead to the specila program takng shape and beign implemented.

Meanwhile regarding the plate, below is the suggestion of 5 5.1.2e via mail dated 14<sup>th</sup> January.

Quote

On the plate, I will send you via What's app the one we have at our Embassy of 1999. I think the text / wording is ok, but you will  
see on the other plate that the drawing is much nicer and basically the logo or a KLM plane was engraved in the plate. Can you  
liaise with 5.1.2e on the final plate?

00073 1389642

Unquote  
We could coordinate with each other to finalize on the design and the wordings ( our suggestion is mentioned below )  
Pls let me know your availability to discuss and finalize, thus enabling us to place the order .  
Many thanks again  
Brgds

5.1.2e

---

**From:** 5.1.2e  
**Sent:** Wednesday, January 13, 2021 4:16 PM  
**To:** 5.1.2e 5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e @airfrance.fr>; 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e @klm.com)  
<5.1.2e @klm.com>  
**Subject:** Thank you  
Dear 5.1.2e

At the onset thank you for the exceptional support and assistance extended that was instrumental in the start of KLM's operations to Riyadh.

Also sincere thanks for your presence and that of Embassy team for the inaugural flight event.

Pertaining to the topic of 'Delft plate', commemorating the start of Riyadh operations, is a sample of a customized Delft plate., we did for Boston.

The plate is 18 cms in diameter and they can paint a text on the plate and logo too depending on the space.

The proposed wordings would be  
'Amsterdam to Riyadh, Commemorating service, January 11, 2021.'

And of-course, the aim is to incorporate the logo too.

We shall initiate ordering for a customized as stated above .

Can you pls let me now if would prefer to add or modify the contents.

Many thanks in advance

Best regards

5.1.2e

\*\*\*\*\*

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**To:** [5.1.2e]@nfia.com]  
**From:** [5.1.2e]  
[5.1.2e] Fri 10/14/2022 1:33:15 PM  
**Subject:** RE: gezamenlijke IR SABIC / Aramco 14/15 nov a.s. - [5.1] [5.1.2e] zou willen aansluiten in NL  
**Received:** Fri 10/14/2022 1:33:15 PM

Hi [5.1.2e]

Ik zal sowieso langs [5.1.2e] gaan, hij is een goed contact, hoeft niet perse met EZK als zij vinden dat het te vaak is.

Wg!

Verzonden met BlackBerry Work  
(www.blackberry.com)

---

**Van:** [5.1.2e]@nfia.com>  
**Datum:** vrijdag 14 okt. 2022 3:29 PM  
**Aan:** [5.1.2e] [5.1.2e]@minbuza.nl>  
**Onderwerp:** RE: gezamenlijke IR SABIC / Aramco 14/15 nov a.s. - [5.1] [5.1.2e] zou willen aansluiten in NL

Eventueel kunnen vragen om een andere insteek van het bezoek: meer de verduurzaming / renewable / waterstofkant toegelicht krijgen?

Jij ideeën?

Dank [5.1.2e]

---

**From:** [5.1.2e]  
**Sent:** Friday, October 14, 2022 4:25 PM  
**To:** [5.1.2e] [5.1.2e]@minbuza.nl>  
**Subject:** RE: gezamenlijke IR SABIC / Aramco 14/15 nov a.s. - [5.1] [5.1.2e] zou willen aansluiten in NL

Ha [5.1.2e] mijn collega [5.1.2e] geeft aan dat je afgelopen Februari Aramco in NL bezocht hebt. Wellicht is een tweede bezoek dit jaar te veel?

Hoe denk jij hierover?

Groet [5.1.2e]

---

**From:** [5.1.2e]  
**Sent:** Thursday, October 13, 2022 2:59 PM  
**To:** [5.1.2e] [5.1.2e]@minbuza.nl>  
**Subject:** FW: gezamenlijke IR SABIC / Aramco 14/15 nov a.s. - [5.1] [5.1.2e] zou willen aansluiten in NL

Ha [5.1.2e] update maar nog gene uitsluitsel. Bezoek Sabic op 14/15 nov. is nog pending.

Aramco nog geen reactie, maar ben er mee bezig.

Groet [5.1.2e]

---

**From:** [5.1.2e] [5.1.2e]@rvo.nl>

500074rsday, October 13, 2022 2:47 PM

1389643



To: [5.1.2e]@nfia.com>; [5.1.2e] [5.1.2e]@rvo.nl>  
Cc: [5.1.2e] [5.1.2e]@rvo.nl>  
Subject: RE: gezamenlijke IR SABIC / Aramco 14/15 nov a.s. [5.1.2e] zou willen aansluiten in NL  
Ha [5.1.2e]

Ter info, helaas geen antwoord meer gehad van [5.1.2e]  
Dus ga er maar vanuit dat we nergens tussendoor lopen.

Heb het voorgelegd aan [5.1.2e] bij Sabic.  
Maar wacht nog op antwoord.

Groet,  
[5.1.2e]

---

**Van:** [5.1.2e]@nfia.com>  
**Verzonden:** dinsdag 4 oktober 2022 16:27  
**Aan:** [5.1.2e] [5.1.2e]@rvo.nl>; [5.1.2e] [5.1.2e]@rvo.nl>  
**CC:** [5.1.2e] [5.1.2e]@rvo.nl>  
**Onderwerp:** RE: gezamenlijke IR SABIC / Aramco 14/15 nov a.s. - [5.1.2e] zou willen aansluiten in NL

Ha [5.1.2e] your/HQ call, lopende & inhoudelijke zaken moeten we zeker niet verstoren.

Wellicht dat een lichter bedrijfsbezoek mogelijk is en/of dat juist de aanwezigheid van [5.1.2e] andere deuren opent.  
Nogmaals, het is aan jullie & EZK.

Een account update van de EZK-contacten met beide bedrijven is sowieso nuttig.

Hartelijke groet,  
[5.1.2e]

---

**From:** [5.1.2e] [5.1.2e]@rvo.nl>  
**Sent:** Monday, October 3, 2022 6:28 PM  
**To:** [5.1.2e]@nfia.com>; [5.1.2e] [5.1.2e]@rvo.nl>  
**Cc:** [5.1.2e] [5.1.2e]@rvo.nl>  
**Subject:** RE: gezamenlijke IR SABIC / Aramco 14/15 nov a.s. [5.1.2e] zou willen aansluiten in NL

Ha [5.1.2e]

Het toeval wil dat we al een IR bezoek (digitaal) hebben staan met Sabic op 15 november.  
Het was extreem lastig om een geschikt moment met hen in de agenda's te vinden.

Dit lijkt me echter niet het geschikte gremium om met [5.1.2e] op bezoek te gaan.  
Ik stem het even af met EZK en kom erop terug. Dan leggen we het ook meteen bij Sabic en Aramco voor.

Groet,  
[5.1.2e]

---

**Van:** [5.1.2e]@nfia.com>  
**Verzonden:** maandag 3 oktober 2022 15:12  
**Aan:** [5.1.2e] [5.1.2e]@rvo.nl> [5.1.2e] [5.1.2e]@rvo.nl>  
**CC:** [5.1.2e] [5.1.2e]@rvo.nl>  
**Onderwerp:** gezamenlijke IR SABIC / Aramco 14/15 nov a.s. [5.1.2e] zou willen aansluiten in NL

Ha [5.1.2e] begreep ik het nu goed dat je terug bent? Ik hoop dat je een goede tijd achter de rug hebt!!)

Gister ontving ik bericht van onze [5.1.2e] op 14/15 nov (ook) in NL is en tijd heeft om gezamenlijk SABIC en Aramco te bezoeken. Indien jullie dit kunnen faciliteren uiteraard.

Ik had haar gevraagd de accounts in december in Saudi te bezoeken en toen kwam ze met dit bericht.

00074t. 2022 om 14:53 heeft [5.1.2e] [5.1.2e]@minbuza.nl> het volgende geschreven:

Gezamenlijk bezoek aan SABIC en Aramco, lijkt mij een prima idee – bespreek ik even met [5.1.2e] oor week van december. Anderszins, ik ben t/m 17 november in NL, we zouden dat ook in NL kunnen doen (in week van 14 november).

Tbc,  
[5.1.2e]

Laat even weten of jullie hier iets in zien en of & wie er actie gaat nemen. [5.1.2e] is nu nog beschikbaar en ik kan nu nog zonder meerkosten mijn ticket omboeken.

Hartelijke groet,  
[5.1.2e]

---

From: [5.1.2e]  
Sent: Monday, September 26, 2022 4:18 PM  
To: [5.1.2e] <[5.1.2e]@rvo.nl>; [5.1.2e] <[5.1.2e]@rvo.nl>  
Subject: gezamenlijke IR SABIC / Aramco 14/15 nov a.s.

Ha [5.1.2e]

Is het een idee om op ma 14 nov of di 15 nov a.s. gezamenlijk de strategische accounts SABIC en Aramco te bezoeken? Ik plak dan twee dagen aan mijn trip naar de NFIA week en wil graag een aantal (strategische) accounts bezoeken. Het is dan ook een jaar geleden dat jullie SABIC bezochten en 9 maanden sinds bezoek aan Aramco.

Benieuwd of er een update is vanuit directie Topsectoren over Sabic. En hoogstwaarschijnlijk zullen ze ook wel contact hebben met Aramco \*

Mijn idee is 1<sup>e</sup> helft december de hoofdkantoren in Saudi te bezoeken met [5.1.2e]

Als het jou/jullie ook een goed idee lijkt dan kunnen we de bezoeken inhoudelijk voorbereiden, aanvragen en hopelijk vastzetten.

Alvast dank en groet,

[5.1.2e]

**NETHERLANDS FOREIGN INVESTMENT AGENCY**  
Consulate-General of the Kingdom of the Netherlands  
Al Habtoor Business Tower | 31<sup>st</sup> [5.1.2e] | Dubai | United Arab Emirates  
[5.1.2e]@nfia.com | M [5.1.2e]  
[Invest in Holland](#) | [Twitter](#) | [Me on LinkedIn](#) | [NFIA on LinkedIn](#)



De Rijksdienst voor Ondernemend Nederland (RVO.nl) stimuleert Duurzaam, Agrarisch, Innovatief en Internationaal ondernemen.

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is gezonden, wordt u verzocht dat aan de afzender te melden en het bericht te vernietigen.

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Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is gezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen.

De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message.

The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

**To:** [5.1.2e] [5.1.2e]@minbuza.nl]  
**From:** [5.1.2e]  
[5.1.2e] Mon 4/19/2021 3:12:57 PM  
**Subject:** FW: NL companies in KSA  
**Received:** Mon 4/19/2021 3:12:00 PM  
[List of Companies Operating in Saudi for EU.pdf](#)

---

**From:** [5.1.2e] <[5.1.2e]@minbuza.nl>  
**Sent:** maandag 19 april 2021 17:02  
**To:** [5.1.2e] [5.1.2e]@minbuza.nl>  
**Subject:** NL companies in KSA  
[5.1.2e]@eeas.europa.eu  
[5.1.2e]

Herewith you receive the list of NL companies that are active in KSA. It is not an extensive list, because many SME's and start-ups are also active in projects in KSA.

[buiten verzoek.]

The economic department has contacted the Dutch companies and due to Dutch privacy regulations they could not share all the requested information.

The list is for use of the EU delegation only and not to share with [5.1.2a]

## Oil & Gas

- **Mammoet:** The company is specialized in heavy lifting cranes. Mammoet opened a branch in Jubail in 2018, currently work with several sub-contractors for projects related to Saudi Aramco.
- **Bayard:** Aluminum Construction: construct light weight helipads.
- **Anshushu:** Or also known as Van Mouric, it is a partially Dutch company that has been established since 1983 in Jubail industrial city. The company manufacture necessary equipment for the oil and gas industry, such as gas exhaust flares.
- **Fugro Alauhaime:** Fugro formed a JV with Alauhaime group, whose one of the owners is also the Dutch Honorary Consul. They have many contracts with Saudi Aramco. Fugro's main activities are, marine and land assets management, geoconsulting for both, marine and land.
- **IPS Powerful People:** IPS has recently joined a local businessman and established a presence in the Eastern Province. They provide qualified staff in the petrochemical industry.
- **Van Oord:** With a small office in Dammam, the company provides few services to Aramco's contractors via their head office in the region, Dubai.
- **Royal Shell:** Shell has a strong presence in Saudi. Together with Aramco, it owned one of the largest refineries Saudi Aramco Shell Refinery SABREF. It also has a JV with local business group Al Jomaih, producing petrochemical products (lubricants) for auto industry under the brand name of HILIX. (28 staff members).
- **J. De Jonge Flow Systems:** Recently established, the company works with sub-contractors of Saudi Aramco to manufacture onboard lifting/loading arms and cranes for boats and ships.
- **Royal Vopak:** Located in Jubail industrial city, Vopak has a JV with SABIC for chemical storage.
- **CUSTO MSC:** The company recently signed a contract with International Maritime Industry to design and build Jack ups for Saudi Aramco.

## Construction & Infrastructure

- **Royal Boskalis Westminster:** The company's head quarter is located in Bahrain but with small mobile offices with a local partner in the eastern province. Main activity is development of onshore and offshore sites (dredging) They are also working for the Oil and Gas industry (number of people working is 63)
- **Strukton:** The company is part of the consortium FAST, building some lines in Metro Riyadh since 2013. (number of people working is 19).
- **Royal Haskoning DHV:** Royal Haskoning has over 30 years presence in Jeddah, with a local Saudi businessman. The company has finalized the design for many projects with the government as well as with local contractors (number of people working is 20).
- **ABCADUS:** It is a Dutch design and project management company located in Jeddah, they work on several projects for example Jeddah Tower and King Abdullah Economic City.
- **Van Der Lande:** Specialized in baggage and parcels handling systems, the company has successfully supplied baggage handling systems to Jeddah, Riyadh and Dammam airports.
- **Hertel:** Through a local business partner, Hertel produces different type of paints that serve multiple purposes including marine paints and protective coatings, they have a factory in Jubail.

## Life Science & Healthcare

- **Philips Healthcare:** Philips recently stepped out of a JV with Al Faisaliya Group and now has their own offices. Their main work is with Ministry of Health supplying medical equipment to newly built hospitals in Riyadh and in Mecca to serve pilgrims. (Number of people working is 110)
- **Hospitainer:** The company produces mobile (field) hospitals that can be easily relocated across Saudi Arabia.
- **Bayard Aluminum Construction:** Bayard is also mentioned in the oil and gas section. They have supplied a helipad to King Faisal Hospital and now bidding for King Fahad Medical City.

- Elsevier is a global information analytics company that helps institutions and professionals progress science, advance healthcare and improve performance.

#### Consumer Products:

- Signify (Philips Lighting): Signify manufactures most of their products locally. It supplies lighting products to households and also on municipal level, for infrastructure, roads and buildings. (Number of people working 107)
- Royal Ahrend: Through their local business partner, the company supplies modern office furniture to ministries, banks, and hospitals.
- Unilever: Their headquarters and factory are in Jeddah. They produce personal care products of different kinds. (number of people working is 320)
- 

#### Maritime:

- Damen Shipyards: Damen for a quite long time supplies the Saudi market with small and medium size boats used for fishing and other non-military purposes. They have no permanent representation in Saudi Arabia.
- Versus: is consulting company working in the field of maritime and sometime in the oil and gas industry. They have no permanent representation in Saudi Arabia.

#### Entertainment and Tourism:

- Losberger De Boer is a Dutch company but belongs to a German Group. Their Middle East Office is located in Dubai with plans to open up a branch in Riyadh. They work closely with the Entertainment Authority to install temporary structures for festivals and events.
- Jura Vision is a Theme designers company, they often visit Saudi Arabia and are in talks with Qiddiya Theme Parks for a possible theme designs.

#### AgriFood

- FrieslandCampina Saudi Arabia Ltd  
Is a subsidiary of one of the world's leading and largest dairy cooperatives Royal FrieslandCampina. FrieslandCampina Saudi Arabia was established in 1975 as manufacturer and distributor of dairy products including milk, cheese, and cream. The company's widely popular brand Rainbow was launched in 1955 as one of the first multinational brands in the Arab region. In 1975 Rainbow production plant in Jeddah started operation, producing long life milk, Flavoured milk, yoghurt and fresh cream. FrieslandCampina Saudi Arabia has 150 employees in Saudi Arabia.
- ABCE Arabian Agriculture Consulting & Engineering  
Arabian Agriculture Consulting & Engineering is a service co-ordinating entity from the Netherlands founded in 1985. ACCE provides consulting and solutions for poultry, meat and fish processing companies in Saudi Arabia.

To: 5.1.2e @minbuza.nl  
Cc: 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
From: 5.1.2e  
Sun 1/31/2021 9:48:38 AM  
Subject: RE: Gesprek met 5.1.2e Saudia  
Received: Sun 1/31/2021 9:48:00 AM

5.1.2e  
Dank je wel, nuttig.  
5.1.2a 5.1.2a  
5.1.2a 5.1.1c  
5.1.1c buiten verzoek.  
Ik zal uiteraard terugkoppelen van het gesprek met 5.1.2e  
Groet, 5.1.2e  
Best Regards / مع خالص تحياتي  
5.1.2e  
5.1.2e

Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307  
Riyadh 11693 | Saudi Arabia

T: 5.1.2e  
M: 5.1.2e  
E: 5.1.2e @minbuza.nl  
W: www.netherlandsworldwide.nl  
Twitter: 5.1.2e  
From: 5.1.2e 5.1.2e @minbuza.nl>

Sent: zondag 31 januari 2021 09:24  
To: 5.1.2e 5.1.2e @minbuza.nl>  
Subject: Gesprek met 5.1.2e Saudia

Goedemorgen 5.1.2e  
Mooi dat je de 5.1.2e van Saudia gaat ontmoeten deze week!  
Ik heb niet veel punten mee te geven eigenlijk. Wat goed is om te weten is dat het momenteel echt de goede kant uit gaat met de Amsterdam vluchten.

buiten verzoek.

Kan je hier wat mee?  
Groeten,  
5.1.2e

**To:** 5.1.2e <5.1.2e@minbuza.nl>  
**Cc:** 5.1.2e <5.1.2e@minbuza.nl>  
**From:** 5.1.2e <5.1.2e@minbuza.nl>  
**Date:** Wed 7/13/2022 12:45:09 PM  
**Subject:** RE: VOPAK  
**Received:** Wed 7/13/2022 12:45:00 PM

Ha 5.1.2e,

Alles goed, blij dat 5.1.2a voorbij is \*\*  
Dank voor je bericht, het team hier is goed bekend met 5.1.2e die ik helaas zelf nog niet ontmoet heb. Ik begrijp dat zowel hij als ook collega's van hem regelmatig webinars hebben bijgewoond (ondermeer het webinar waarin we spraken met partijen / bedrijven over het opzetten van een regionaal hoofdkantoor in KSA) die wij georganiseerd hebben maar dat ze minder happig zijn geweest tot dusver om deel te nemen aan andere (netwerk gerichte) activiteiten die wij afgelopen jaren hebben georganiseerd inclusief deelname aan missies waarbij ook bezoeken zijn gebracht aan MiSA. 5.1.2i  
In any case, op alle drie vragen kunnen wij leveren en actuele informatie aanleveren (zoals over het GPCA Forum dat niet in het Ritz Carlton zal plaatsvinden maar in het Hilton). Mag ik jou of jouw collega vragen mij aan hem voor te stellen per mail, dan pakken we het hier verder op.

Veel dank vast,

5.1.2e

**From:** 5.1.2e <5.1.2e@minbuza.nl>

**Sent:** woensdag 13 juli 2022 13:18

**To:** 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e <5.1.2e@minbuza.nl>

**Subject:** VOPAK

Beste 5.1.2e,

Hoop dat alles goed gaat.

Wij hebben vorige week een goed gesprek gehad met 5.1.2e Vopak 5.1.2e  
Hij gaf aan dat er veel interesse is vanuit Vopak voor KSA en dat ze graag een aantal zaken verder bespreken met jullie.

Hieronder een paar punten met wat meer informatie:

5.1.1c

- will be bringing a senior delegation to this year's GPCA Forum which for the first time ever will be hosted at the Ritz Carlton Riyadh. Our 5.1.2e is also expected to attend. Will be nice to do an event with the Embassy

5.1.1c  
5.1.1c We understand the Kingdom has a national champions program and it is our ambition to play a leading role in the supply chain space, building on our 20+ years of presence in the Kingdom.

Als je wil kunnen onze economische medewerkers verder praten hierover. Ik doe 5.1.2e in de cc.

Met vriendelijke groet,

Dr. 5.1.2e

5.1.2e

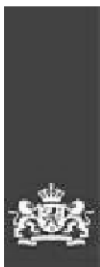
5.1.2e Expo 2020 Dubai

**Consulate General of the Netherlands in Dubai**

Al Habtoor Business Tower, 31<sup>st</sup> 5.1.2e, Dubai

Marina

P.O. box 7726, Dubai, United Arab Emirates



5.1.2e @minbuza.nl

M 5.1.2e

W [www.dutchdubai.com](http://www.dutchdubai.com)



Follow us:



**To:** [redacted]  
**Cc:** [redacted]  
**From:** [redacted]  
**Subject:** Thank you letter SABIC  
**Received:** Tue 12/20/2022 3:24:00 PM  
Thank You Letter SABIC Tracks [redacted]0122022.docx

[redacted]  
[redacted]  
F +966 [redacted]  
E [redacted]@minbuza.nl

.....  
**Embassy of the Kingdom of the Netherlands**  
Diplomatic Quarter | P.P. Box 94307 Riyadh 11693 | Saudi Arabia  
<https://www.netherlandsandyou.nl>  
.....



Kingdom of the Netherlands

5.1.2e

Riyadh

Embassy of the Kingdom of the  
Netherlands  
P.O. Box 94307  
Riyadh 11693 (D.Q.)  
Kingdom of Saudi Arabia

**Contact**

5.1.2e

T  
F

5.1.2e

5.1.2e@minbuza.nl

Date 12 December 2022

Dear 5.1.2e

After a successful visit to Riyadh and Jeddah, I would like to sincerely thank you and your team once more for your warm reception of myself and my colleagues from the Netherlands diplomatic network in the Gulf Region.

It has been a great opportunity to visit the Home of Innovation and observe SABIC's growth initiative that bridges the gap between research and the marketplace by combining Technology, Marketing and Innovation. This way creating demand in the downstream industry and enhance local content.

I look forward to continuing our dialogue and cooperation.

Sincerely,

5.1.2e

5.1.2e

**To:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl]  
**From:** [redacted] 5.1.2e  
[redacted] 5.1.2e Wed 1/26/2022 5:39:34 PM  
**Subject:** FW: Sabic  
**Received:** Wed 1/26/2022 5:39:35 PM

Ik zal hem vanavond een appje sturen.

Verzonden met BlackBerry Work  
(www.blackberry.com)

---

**Van:** [redacted] 5.1.2e [redacted] 5.1.2e @minezk.nl>  
**Datum:** woensdag 26 1.2e 2022 7:30 PM  
**Aan:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>  
**Onderwerp:** Sabic

Beste [redacted] 5.1.2e 2e

Mijn naam is [redacted] 5.1.2e ministerie Economische Zaken en Klimaat. In die hoedanigheid nauw in contact met onder andere Sabic en de Chemelot site. Ik zou graag op hele korte termijn even met je spreken over recente ontwikkelingen en hoe wij met Sabic hierover [redacted] 5.1.2a kunnen spreken.

Dank alvast, ik ben bereikbaar op [redacted] 5.1.2e

Met vriendelijke groet,

[redacted] 5.1.2e

Verstuurd vanaf mijn iPad

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is gezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen.

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**To:** [5.1.2e] [5.1.2e] @minbuza.nl]; [5.1.2e] [5.1.2e] @minbuza.nl]  
**From:** [5.1.2e]  
[5.1.2e] Tue 3/8/2022 2:17:10 PM  
**Subject:** RE: Bullets ontmoeting tussen [5.1.2e] en [5.1.2e] (Public Investment Fund, PIF), 3 Maart 2022, PIF HQ  
**Received:** Tue 3/8/2022 2:17:00 PM

Kleine nuance: het was een courtesy, maar ik had hem natuurlijk al paar keer privé ontmoet, misschien kan je hier paar woordjes over aan toevoegen. Neem jij mee in mail? Dank!

**From:** [5.1.2e] [5.1.2e] @minbuza.nl>  
**Sent:** dinsdag 8 maart 2022 13:00  
**To:** [5.1.2e] [5.1.2e] @minbuza.nl>  
**Cc:** [5.1.2e] [5.1.2e] @minbuza.nl>  
**Subject:** RE: Bullets ontmoeting tussen [5.1.2e] en [5.1.2e] (Public Investment Fund, PIF), 3 Maart 2022, PIF HQ

Dankje [5.1.2e] - zie hieronder enkele tekstsuggesties in geel (toevoegen) en rood (achterwege laten). Graag ook PIF-codebericht in PDF meesturen, evenals mediabericht oid van [5.1.2a] [5.1.2e] om nog 's de sense of urgency te onderstrepen. Heb [5.1.2e] en [5.1.2e] overigens over de laatste ingeseind. Qua verzendlijst, kun je in elk geval denken aan [5.1.2e] [5.1.2e] EZK [5.1.2e] @minezk.nl), [5.1.2e] [5.1.2e] [5.1.2e] Thanks, [5.1.2e]  
[5.1.2e]  
[5.1.2e] | Counsellor  
[5.1.2e]  
E [5.1.2e] @minbuza.nl

.....  
**Embassy of the Kingdom of the Netherlands**  
Diplomatic Quarter | P.P. Box 94307 Riyadh 11693 | Saudi Arabia  
<https://www.netherlandsandyou.nl>

**From:** [5.1.2e] [5.1.2e] @minbuza.nl>  
**Sent:** zondag 6 maart 2022 14:51  
**To:** [5.1.2e] [5.1.2e] @minbuza.nl>  
**Subject:** Bullets ontmoeting tussen [5.1.2e] en H.E. [5.1.2e] (Public Investment Fund, PIF), 3 Maart 2022, PIF HQ  
Dag [5.1.2e]

Hierbij een aanzet voor bullets PIF. Zie graag je op-/aanmerkingen tegemoet. Binnen welke kring willen jij en [5.1.2e] deze verspreiden?  
Groet,  
[5.1.2e]

Embassy of the Kingdom of the Netherlands to Saudi-Arabia, Riyadh  
+++  
**Ontmoeting tussen** [5.1.2e] **Public Investment Fund, PIF), 3 Maart 2022, PIF HQ**  
**Aanwezig:** [5.1.2e]

[5.1.2e]

[5.1.2a]





**To:** [5.1.2e] [5.1.2e]@minbuza.nl]  
**From:** [5.1.2e]  
**Sent:** Sun 2/28/2021 8:09:10 AM  
**Subject:** FW: Thank you - KLM bord  
**Received:** Sun 2/28/2021 8:09:11 AM

Work in progress.....

[5.1.2e]

[5.1.2e]

AI beoordeeld: 1389642

[5.1.2e]



5.1.2e

5.1.2e

5.1.2e

5.1.2e

5.1.2e

5.1.2e

AI beoordeeld: 1389642

AI beoordeeld: 1389642

**To:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e  
[redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e  
[redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl; [redacted] 5.1.2e  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl  
**From:** [redacted] 5.1.2e  
**Sent:** Tue 5/25/2021 4:26:45 PM  
**Subject:** RE: Sessie met Amnesty - RE: Riyadh, bullets EU [redacted] 5.1.2e met KSA Minister van Handel Al Qassabi  
**Received:** Tue 5/25/2021 4:26:48 PM

Ha [redacted] 5.1.2e

Kan op dat punt nog toevoegen: bedrijven waren allemaal vooral vol lof over steun en rol van de ambassade. Er werd inderdaad 1 opmerking gemaakt dat ze meer informatie over mensenrechten zouden willen ontvangen, heb daarop geantwoord dat we daar uiteraard graag toe bereid zijn en gezegd dat ze desgewenst ook altijd met mij contact konden opnemen, maar werd daarna niet meer op in gegaan. Just FYI!

Groet,

[redacted] 5.1.2e

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**From:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>  
**Date:** Tuesday, 25 May 2021, 4:32 PM  
**To:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>, [redacted] 5.1.2e  
<[redacted] 5.1.2e >, [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e  
[redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e  
<[redacted] 5.1.2e @minbuza.nl>  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>  
**Subject:** RE: Sessie met Amnesty - RE: Riyadh, bullets EU [redacted] 5.1.2e met KSA Minister van Handel Al Qassabi

Veel dank [redacted] 5.1.2e nuttige uitwisseling lees ik.

[redacted] buiten verzoek.

[redacted] buiten verzoek.

Groet, [redacted] 5.1.2e,

Sent with BlackBerry Work  
(www.blackberry.com)

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**From:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>  
**Date:** Tuesday, May 25, 2021, 14:52  
**To:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>, [redacted] 5.1.2e  
<[redacted] 5.1.2e >, [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e  
[redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e  
<[redacted] 5.1.2e @minbuza.nl>  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>  
**Subject:** RE: Sessie met Amnesty - RE: Riyadh, bullets EU [redacted] 5.1.2e met KSA Minister van Handel Al Qassabi

Beste [redacted] 5.1.2e, beste allen,  
Bijgaand vinden jullie het verslag van de ronde tafel met Amnesty afgelopen week. De sessie was vertrouwelijk, dus het verslag graag niet verder verspreiden.

Hartelijke groet,

[redacted] 5.1.2e

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**From:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>

**Sent:** dinsdag 25 mei 2021 10:23

**To:** [redacted] 5.1.2e  
[redacted] 5.1.2e >; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>; [redacted] 5.1.2e  
<[redacted] 5.1.2e @minbuza.nl>; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e  
00085 [redacted] 5.1.2e @minbuza.nl>; [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl>

1389667

**Cc:** 5.1.2e 5.1.2e @minbuza.nl>  
**Subject:** Sessie met Amnesty - RE: Riyadh, bullets EU- 5.1.2e met KSA Minister van Handel Al Qassabi  
Collega's,  
Hoop dat jullie allemaal fijne Pinksterdagen hebben gehad!  
Ik had afgelopen zondag een EU- 5.1.2e buiten (bij jullie regen, maar hier > 40 graden: dito hardship ☹) en dan krijg ik standaard in hard-kopie alle verslagen die EU del naar Brussel heeft gestuurd. Bijgaand nog het EU-del verslag van gesprek met de Minister van Handel, altijd goed om terug te lezen.  
5.1.2e kan jij of een collega iets zeggen over de sessie met Amnesty? Ik ben benieuwd hoe het ronde tafel gesprek gelopen is.  
Hoor graag, wg,  
5.1.2e  
**From:** 5.1.2e >

**Sent:** donderdag 29 april 2021 18:53  
**To:** 5.1.2e 5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e >; 5.1.2e 5.1.2e @minbuza.nl> 5.1.2e  
< 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>  
**Subject:** RE: Riyadh, bullets EU- 5.1.2e met KSA Minister van Handel Al Qassabi  
Late reactie, excuus. Dankjewel, heel nuttig (ook i.c.m. verslag van 5.1.2e 23/4). Show and tell zou ik zeggen, waarbij ik ook  
buiten verzoek. Dank voor opbrengen van punt  
van regionaal hoofdkantoor en interessant dat dit dan geen onderdeel is van Al Qassabi's pakket om de business environment  
drastisch te hervormen. Houd mij aanbevolen voor updates. En punt van contacten i.v.m. like-minded is genoteerd. Blij dat gesprek  
met 5.1.2e lig staat en we ons plan hebben voor mogelijk volgende stappen onder een nieuw kabinet.  
Fijn weekend daar!  
5.1.2e  
**From:** 5.1.2e 5.1.2e @minbuza.nl>

**Sent:** woensdag 21 april 2021 11:06  
**To:** 5.1.2e 5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e  
5.1.2e >; 5.1.2e 5.1.2e @minbuza.nl> 5.1.2e 5.1.2e @minbuza.nl>  
**Subject:** RE: Riyadh, bullets EU- 5.1.2e met KSA Minister van Handel Al Qassabi  
Dank voor verslag 5.1.2e geeft een kleurrijk beeld van deze Al Qassabi. 5.1.2a  
5.1.2a  
5.1.2a Anyway, yes ik zal punt over  
meenemen voor MOG!  
Groet 5.1.2e  
**From:** 5.1.2e 5.1.2e @minbuza.nl>

**Sent:** dinsdag 20 april 2021 19:29  
**To:** 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e  
5.1.2e >; 5.1.2e 5.1.2e @minbuza.nl> 5.1.2e  
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5.1.2e @minbuza.nl>  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e @minbuza.nl>;  
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< 5.1.2e @minbuza.nl>; 5.1.2e @minbuza.nl>  
**Subject:** Riyadh, bullets EU- 5.1.2e met KSA Minister van Handel Al Qassabi  
Collega's,  
Afgelopen zondag spraken EU 5.1.2e met Saoedische Minister van Handel, Majed al Qassabi.

5.1.2a

5.1.2e

5.1.2e

Voor nu,

Wg, 5.1.2e

Best Regards / مع خالص تحياتي

5.1.2e

5.1.2e

Embassy of the Kingdom of the Netherlands

Diplomatic Quarter | P.O. Box 94307

Riyadh 11693 | Saudi Arabia

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F. 5.1.2e @minbuza.nl

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www.netherlandsworldwide.nl

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To: 5.1.2e 5.1.2e @minbuza.nl  
Cc: 5.1.2e 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl  
From: 5.1.2e  
5.1.2e Sun 8/22/2021 9:28:03 AM  
Subject: RE: VRAAG: fiche bilat 5.1.2e  
Received: Sun 8/22/2021 9:28:00 AM  
Bilat 5.1.2e - KSA 5.1.2e docx

Ha 5.1.2e 2e

Zie retour, 2 track's.

5.1.2a

Dank voor terugkoppeling (en compliment ☺ maar die incasseer ik natuurlijk voor het hele team) gesprek met 5.1.2e heel goed dat jullie dit rechtstreekse contact hebben!

Wg,

5.1.2e 2e

**Saudi Arabia plans FTA with Pakistan, 10 other countries:** Saudi Arabia is looking for more trading partners under free trade agreement (FTA) as the country aims at increasing non-oil exports share in its gross domestic product (GDP). Target countries are China, India, Pakistan, Australia, New Zealand, Britain, Indonesia, the Philippines, Bangladesh, Sri Lanka, and the United States of America. The Kingdom aims to export services including transport, distribution, professional and financial services, communication services, postal services as well as express mail, media, hotel, construction and contracting, education and training, travel and tourism, environmental, and entertainment. [Dailytimes](#)

**Saudi Arabia files WTO complaint over EU measures:** Saudi Arabia has filed a World Trade Organization complaint over EU anti-dumping duties on imports of a chemical compound used to make synthetic fibers and plastic bottles, according to a document published on Thursday. In the complaint, dated Aug. 17 but circulated to WTO members on Thursday, Saudi Arabia charges that the EU unfairly imposed provisional anti-dumping duties on imports of mono-ethylene glycol. [Arabnews](#)

From 5.1.2e >

Sent: vrijdag 20 augustus 2021 18:19

To 5.1.2e 5.1.2e @minbuza.nl>

Cc 5.1.2e 5.1.2e @minbuza.nl> 5.1.2e 5.1.2e @minbuza.nl>

Subject: VRAAG: fiche bilat 5.1.2e e

5.1.2e

Vind ajb in bijlage het fiche dat ik maandag naa 5.1.2e wil sturen voor haar bilat met 5.1.2e Jij belt ook in. Mede om die reden: mocht je nog op/aanmerkingen hebben bij het fiche, zou je deze dan willen delen uiterlijk maandag 1200u NLse tijd? Dan rond ik eea maandagmiddag af en kan het naar 5.1.2e

Qua logistiek:

- Ik begrijp dat aan Saoedi zijde 5.1.2e zal deelnemen 5.1.2e pp vakantie). Bevestiging volgt.
- Bilat zal plaatsvinden via MS Teams. Uiterlijk woensdag zal ik de link delen, ook met de Saoedische ambassade in Den Haag.
- Ik heb Saoedische ambassade ook gevraagd om de telefoonnummers van de Saoedische deelnemers in geval de techniek jou en 5.1.2e onverhoopt in de steek laat. Ikzelf ben dus niet uitgenodigd voor de bilat, maar zal wel standby staan. Mochten jullie mijn hulp nodig hebben, bijv. bij het opzetten van een reguliere conference call, dan moeten jij of 5.1.2e mij even bellen/appen/mailen.

Tot slot en ongerelateerd: dinsdag hadden 5.1.2e een aangename lunch met 5.1.2e en zijn 5.1.2e Uitgebreid gesproken over waste management in KSA 5.1.2e liet weten heel graag bereid te zijn het cluster onder aandacht te brengen van decision-makers in KSA), maar ook over zijn loopbaan, NL, onze bilaterale relatie en... buiten verzoek.

buiten verzoek. Verder is 5.1.2e natuurlijk een zeer plezierige, relaterende en kundige 5.1.2e waar we ook voor ons economisch werk ons voordeel mee kunnen doen (hij wilde bijv. ook graag kennis maken met de leden van het PIB-cluster horti). Fijn om dat contact nu ook zelf te hebben. Ik hoor dus graag of je nog commentaar hebt op het fiche of anderszins vragen/opmerkingen over de bilat.

Voor nu: fijn rest van jouw weekend!

5.1.2e

5.1.2e

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5.1.2e

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**To:** 5.1.2e @theredsea.sa 5.1.2e @theredsea.sa 5.1.2e @theredsea.sa 5.1.2e @theredsea.sa  
**Cc:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e @minbuza.nl];  
5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e Tue 3/23/2021 10:45:04 AM  
**Subject:** Thank you + overview expertise for future cooperation  
**Received:** Tue 3/23/2021 10:44:00 AM  
[Overview expertise for future cooperation, NLS Embassy.pdf](#)  
[NLS stakeholders Food Sector.pdf](#)

Dear 5.1.2e dear 5.1.2e

Apologies for a belated follow up, but thank you once again for your time last week. It was great to hear about TRSDC's open door policy, and impressive to see The Red Sea Projects and Amaala are moving ahead at such speed. I would have liked to talk longer to you, but had to rush that day to present 5.1.2e In meantime, back in NL for 3 weeks – and in quarantine – so time to follow up.

As discussed, the team and I are eager to set up **virtual meetings/webinars** to introduce NLS stakeholders to TRSDC and Amaala (see attachment). Kingdom of the Netherlands, Dutch enterprises and knowledge institutes are as you know worldwide leaders in the field of water/marine life, the circular economy, renewable energy, and being also the second biggest exporter of sustainable and innovative agricultural products in the world, I believe that you will find a good overview in the attached document of interested stakeholders we could introduce to RSD and Amaala Project.

Also, we agreed during the meeting that you would share with us the **contacts of the focal points for sectors** such as 'green mobility', 'environment', 'renewable energy & Water' and 'sustainable agriculture' and 'health & well-being'. I would sincerely appreciate your help in this, and get our teams moving to be in touch.

On a **visit to the area**, I have proposed tentatively to visit RSDP on the 28<sup>th</sup> of April. There is already contact with 5.1.2e on this visit, and hope that it can materialize also to meet with you. We will also prepare a diplomatic note to request officially for the meeting, so that it is all covered well.

Thank you again for your time, and I look forward to our continued collaboration!

Kind regards,

5.1.2e

Best Regards / مع خالص تحياتي

5.1.2e  
5.1.2e

.....  
Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307  
Riyadh 11693 | Saudi Arabia  
.....

T: 5.1.2e

M:

E: 5.1.2e @minbuza.nl

W: [www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)

Twitter: 5.1.2e

## Opportunities for Collaboration: TRSDC and Dutch Businesses

*The Embassy of the Kingdom of the Netherlands in Riyadh, March 2021*

"Many Dutch businesses are global market leaders in a variety of industrial niches useful to The Red Sea Developments. Redefining ideas of tourism and luxury development in a unique way, the Netherlands understands this archipelago of more than 90 pristine islands will be an exquisite sanctuary".

### General

The Netherlands may be a modest country in terms of land surface, but it certainly is not in impact. The country has the **17th** largest economy in the world, and the **7th** largest in the European Union. In its 2019 Global Competitiveness Index, the World Economic Forum (WEF) ranks the Netherlands the most competitive economy in Europe; **4th** most competitive economy in the world; and, **No. 1** in the world for macroeconomic stability.

This document elaborates on **several sectors** in which *Dutch businesses excel*, including examples of companies, platforms and important branch organizations. The Dutch government along with NGOs and businesses have signed a deal to realize a **100% circular economy** by 2050. Dutch businesses always look for ways to share expertise and learn from others, focusing on long-term partnerships and local expertise. Characterized by a strong track record of promoting corporate social responsibility and public-private cooperation, the Netherlands has extensive knowledge and experience in:

- Water
- Energy
- Food
- High-Tech Systems & Materials
- Smart Mobility & Infrastructure
- Circular Economy & Waste



Pioneering solutions  
to global challenges



## Water

With a considerable part of the Netherlands situated below sea level, the country is a major player in the international water sector. [NWP](#) is a network of 181 internationally oriented Dutch organizations working in the water sector. Members include private companies, NGOs, governmental organizations and knowledge institutes. The NWP website features all partners, amongst which [Deltares](#), an independent institute for applied research in the field of water and subsurface; [Royal Eijkelpamp](#), the world's preferred supplier of solutions – including one-stop solutions - for soil and water research; and, [IHE Delft](#) Institute for Water Education, the largest international graduate water education facility in the world. In collaboration with other organizations contributing to technologies such as [solar desalination](#), the NWP also brings together the expertise of the Dutch agriculture, horticulture and aquaculture sector where profitable.

The Netherlands is currently engaged in a successful water partnership with KAUST, whereby many Dutch water experts contribute to research as well as teaching practices. Dutch marine engineering practices could play a contributing factor to the Red Sea Developments. Prime examples of Dutch engineering are the [Delta Works](#), voted most prestigious hydraulic engineering project in the world several years ago, as well as the [Maasvlakte](#), built on reclaimed land from the North Sea and home to the world's most modern container terminals.

## Energy

The Dutch government wants to achieve zero carbon (CO<sub>2</sub>) emissions by 2050. The Netherlands is therefore one of the countries taking the lead in developing [alternative energy sources](#) (i.e. solar, wind, geothermal and (bio)chemical energy) and technologies (i.e. smart grids, energy efficiency technology). Due to the extensive Dutch horticulture industry, the country also leads innovative solutions such as CO<sub>2</sub> 'recycling' and waste heat utilization. [Cleantech Holland](#) is an export organization and platform for Dutch clean tech businesses, universities, governments, and nonprofit organizations. In addition to that, a new [NL Energy Technology Portal](#) is currently being built, making information about Dutch energy technologies easily accessible.

The Netherlands is the second largest producer of hydrogen in Europe. In the pilot project [HyStock](#), sustainably generated energy is converted into hydrogen at an underground gas storage facility using a 1-megawatt electrolyser. The Netherlands is also home to the first 'live' smart grid community in Europe ([PowerMatching City](#) in Groningen). Currently, numerous investments are made in electric driving as well as shipping (The Netherlands is no. 5 in the world when looking at the number of electric vehicles on the road). Good examples being the Vattenfall/TU Delft [solar car](#), and the electric container ship designed by [Port-Liner](#). The Netherlands has a strategic plan for the development of more [wind farms](#) in the North sea by 2030. Dutch energy companies could be a partner for The Red Sea Development Company in setting new standards in sustainable development.

## Food

The Netherlands, due to its innovative agrifood technology, is the [world's second largest exporters](#) of agricultural and food products. Its main policy is based on 'circular agriculture', translating to as little waste as possible and optimum use of all raw materials. Consequently, the Netherlands is home to 12 R&D centers from [the world's top 40](#) food and beverages companies.

Transforming traditional food systems, [Wageningen University and Research \(WUR\)](#), excels in food technology and sustainable efficient agriculture, and has been engaged with MEWA and Saudi universities. The Dutch greenhouse technology sector is international market leader in developing and providing cutting-edge solutions and materials for protected (indoor) agriculture. Techniques include close to 0% water use, advanced climate control systems, solar power and integrated robotics for harvesting. [Dutch Greenhouse Delta](#) represents the

Dutch horticulture sector, offering solutions for production of fresh food and flowers through technology, supplies, knowledge and services enabling common growth. Partners include [Certhon](#), expert in modern greenhouses and indoor farms, and [Priva](#), market leader in integrated greenhouse automation. Other good examples are [Bosman van Zaal](#), complete greenhouse and vertical farming solutions; [Debets Schalke](#), turnkey greenhouse builder; [Rijkswaarn](#), a worldwide leader in plant breeding and naturally produced seeds; [Bejo](#), a leading company in breeding, production and sales of vegetable seeds, [Koppert Biological Systems](#), solutions for improving crop health, resilience and production; and [Signify](#), leading technology in vertical farming and light systems.

The Netherlands is also market leader in food processing, such as machinery for processing poultry, red meat, cheese and bakery products. Notable examples are, [FrieslandCampina](#), known for famous brands such as Rainbow and al-Marai; [Meyn](#), technology for broiler farms; [Marel](#), animal friendly production of poultry and eggs; [VanDrie group](#), a worldwide exporter of veal. Other key global export products of the Netherlands are food hubs and supply chain systems. Famous developing auctions and logistics hubs for agriculture products are the [Flower Auction Aalsmeer](#) & [Rotterdam Food Hub](#). Last but not least, Dutch landscaping expertise and engineering will be showcased at [EXPO 2022 Floriade Amsterdam/Almere](#), which is designed by [Niek Roozen](#). Dutch landscaping architects have experience in creating green zones in GCC-countries, to be exhibited for instance in the [Dutch pavilion EXPO2021](#). Dutch food companies are keen to collaborate with The Red Sea Development Company in order to provide food security and technology for the various developments.

#### High-Tech Systems & Materials (HTSM)

The Netherlands is often referred to as a 'living lab', being a testing ground for robotics, with a solid High-Tech Systems and Materials (HTSM) sector. According to Bloomberg, the Netherlands is the 2<sup>nd</sup> most favored country in the world for high tech companies. The following link displays a [map of High-Tech and Materials](#) clusters in the Netherlands.

[Brainport Eindhoven](#) is Europe's leading innovative top technology region. The Brainport exhibits six prime sectors & technologies: ranging from energy, integrated photonics, automotive industry, 3D-printing and additive manufacturing such as foodtech and medtech. [FME](#) is an umbrella organisation for more than 2.000 Dutch companies in the technology industry, including small and medium-sized industrial enterprises, trading companies, as well as large industrial conglomerates. Members are active in manufacturing, trade automation and maintenance in the metal, electrical engineering and plastics sectors. Amongst FME's members are for instance, [ASML](#), an innovation leader in the semiconductor industry, providing chipmakers to mass produce patterns on silicon through lithography; [AkzoNobel](#), a renowned and innovative paints and coatings company.

Top HTSM research institutes in the Netherlands are the [Technical University Delft](#) and the [Netherlands Organisation for Applied Scientific Research \(TNO\)](#). TNO is an independent research organization, with international offices in the United States, Singapore and Japan. Last but not least, the Dutch gaming industry is highly innovative, especially in 'serious' gaming and simulation. A good example is [Grendel Games](#), providing a unique combination between entertainment and science. Dutch HTSM companies could contribute to the Red Sea Development's smart technology, delivering innovative and tailored services to visitors.



The [Port of Rotterdam \(PoR\)](#) is Europe's largest seaport, its international division offers broad consultancy for the development and management of ports and industrial areas. PoR's experts join clients for a longer period of time in order to exchange knowledge about port management (i.e. collaboration between PoR and Omani authorities in Port Sohar, Oman). Illustrative examples of leading dredging and marine experts are [Boskalis](#), [Van Oord](#) and [Smit Lamnalco](#).

[Royal Schiphol Group](#) is a Dutch airport management company, and the world's largest airport group following a 2008 strategic alliance with Aéroports de Paris. Schiphol's [development center](#) is building the future of travel, and shares data and data services with companies in the travel industry.

Partnering with clients to develop and design bridges, roads, and smart transport solutions, [Royal HaskoningDHV](#) is a top international engineering and project management consultancy; [Fugro](#) is the world's leading geo-data specialist; [Arcadis](#) offers expert master planning and sustainable urban development in a long standing partnership with Saudi Arabia; [Strukton](#) provides excellent rail and civil engineering works in technology-driven specialist fields. On the other hand, innovative small-scale initiatives in the Netherlands include start-ups such as [Plastic Road](#), allowing cities and public space to become circular and climate-proof.

The [Dutch Cycling Embassy](#) provides consultancy on how to structure urban environments tailored for walking, cycling and personal electric mobility devices. [VanMoof's](#) electric bikes form a role model for the bikes of the future. The Netherlands could bring in expertise, helping the different destinations within the Red Sea Developments to construct state of the art infrastructure and future-proof mobility.

[Holland Circular Hotspot](#) is the international gateway to the Dutch circular economy. A public- private platform allowing companies, knowledge institutes and (local) authorities to promote and support international collaboration and knowledge exchange on the Dutch circular economy. Holland Circular Hotspot also facilitates in finding partners in the Netherlands that are interested in the field of [circular economy](#).

The Dutch waste separation and recycling systems are amongst the most effective in the world. A cluster of Dutch companies will be engaging with the Saudi Recycling Company and Royal Commission of Jubail. The cluster focusses on integrated systems in three classes of waste (industrial, municipal, and construction), thereby respecting the principle of Extended Producer Responsibility (EPR) at all times.

[Amsterdam Smart city](#) is an innovation platform that brings together proactive citizens, innovative companies, knowledge institutions and public authorities to shape the city of the future. By sharing knowledge and by collaborating, the platform comes up with innovative solutions for metropolitan issues of a social, economic and ecological nature. The Netherlands best practices in circular economy and Dutch companies engaged with recycling systems, value the natural world and are eager to contribute to a clean future for The Red Sea Developments.

## PARTICIPANT LIST WORKSHOP NEOM (16/11/2020)



**Signify** is **world leader in lighting innovation**, pioneering the global market for LED lighting in horticulture. Signify masters the scientific understanding of the effects of light on plant growth and greenhouse management, a key contributor to safeguarding a steady supply of fruits, vegetables and flowers.



**Harvest House** is one of the Netherlands' **largest growers' associations for vegetables**, with all-year round production, specializing in a wide range from salads to tomatoes. The company serves as knowledge partner for both growers and retailers. Harvest House values innovation, evident in their growing methods and modern agro-park.



**BOM Group** is one of the world's largest and **most innovative greenhouse building companies**. Beside developing and producing different types of high-tech greenhouses, BOM group's expertise includes climate & screening systems. BOM Group's fully-fledged R&D department devises innovative solutions.



**Certhon** is a **world leading company** in design and construction of **turnkey greenhouses** for the **horticulture sector**. The company pioneers reliable techniques for indoor farming, enabling the cultivation of horticultural products worldwide. Connecting construction, climate control, and irrigation, Certhon offers customers complete solutions.



**Bosman van Zaal** **designs and develops complete horticultural projects and systems** for the production of food, floricultural products, starting materials and pharmaceutical crops. The company offers sustainable solutions for a growing global population through the latest developments in horticultural technology and use of integrated data techniques.



**Hoogendoorn** growth management delivers **sustainable automation solutions** by ensuring that resources are used as efficiently as possible through modular software, which minimizes costs and emissions and maximizes crop profitability. Hoogendoorn's integrated total solutions vary from management in **water, climate, energy and data**, to **production and quality management**.



**Priva** is a **prime high-tech company** developing **hardware, software** and services in the field of climate control, energy saving and optimal reuse of water. The company engages with horticulture projects, indoor and city farming, as well as utility buildings such as offices, retail, hotels and hospitals.



**Royal Brinkman** is an **expert supplier, installer and consultant** for the **horticultural industry**. The company's wide range of expertise varies from water-saving techniques such as hydroponics, to automation and climate control.



**Koppert Biological Systems** provides an **integrated system** of specialist knowledge **improving crop health**, resilience and production through the use of biological control. Koppert's holistic approach makes cultivation of food crops environmentally friendly and free of chemical residue inside indoor farms.

**To:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl [redacted] 5.1.2e  
[redacted] 5.1.2e KLM [redacted] 5.1.2e [redacted] @klm.com  
**From:** [redacted] 5.1.2e KLM  
**Sent:** Mon 2/22/2021 2:11:12 PM  
**Subject:** GACA  
**Received:** Mon 2/22/2021 2:28:36 PM  
[scan\\_20210221062108.pdf](#)

---

**From:** [redacted] 5.1.2e - KLM  
**Sent:** Sunday, February 21, 2021 2:32 PM  
**To:** [redacted] 5.1.2e <[redacted] 5.1.2e @klm.com> [redacted] 5.1.2e @airfrance.fr>; [redacted] 5.1.2e  
[redacted] 5.1.2e @klm.com>  
**Subject:** FW: GACA  
Dear [redacted] 5.1.2e

Good afternoon,

Attached is the response received from GACA to our letter that had been addressed to the president .

It is a standard but polite response to the concerns addressed.

We could leave it as is or just respond with a thank you.

Will coordinate with [redacted] 5.1.2e on his views too.

Meanwhile, FYI, the airport pass for the visiting station manager is being arranged by the airport security department.

I would like to once thank you and the Embassy team for their continued support towards KLM.

Kind regards

[redacted] 5.1.2e

---

**From:** [redacted] 5.1.2e @airfrance.fr>  
**Sent:** Sunday, February 21, 2021 09:34 ص  
**To:** [redacted] 5.1.2e @klm.com>; [redacted] 5.1.2e KLM  
[redacted] 5.1.2e @klm.com>  
**Cc:** [redacted] 5.1.2e KLM <[redacted] 5.1.2e @klm.com>  
**Subject:** GACA  
Dear [redacted] 5.1.2e

Please Fine the Reply from GACA ,  
Attachment .

Best Regards

[redacted] 5.1.2e

KLM Royal Dutch Airlines

[redacted] 5.1.2e

[Facebook](#)[Twitter](#)[LinkedIn](#)[Instagram](#)[YouTube](#)[Blog](#)

**AIRFRANCEKLM**  
GROUP

\*\*\*\*\*

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\*\*\*\*\*

**To:** [5.1.2e]@nfia.com]; [5.1.2e] [5.1.2e]@minbuza.nl]  
**From:** [5.1.2e]  
[5.1.2e] Wed 10/5/2022 1:00:34 PM  
**Subject:** RE: 'Chemische industrie valt deels stil door extreme gasprijzen ' | artikel gedeeld via FD.nl  
**Received:** Wed 10/5/2022 1:00:00 PM

Ha [5.1.2e]

Laat ik nu net geen abonnement op het FD hebben, kan je het artikel copy / paste naar mij sturen? Merci!

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

**From:** [5.1.2e]@nfia.com>  
**Sent:** woensdag 5 oktober 2022 13:34  
**To:** [5.1.2e] [5.1.2e]@minbuza.nl>; [5.1.2e] [5.1.2e]@minbuza.nl>  
**Subject:** 'Chemische industrie valt deels stil door extreme gasprijzen ' | artikel gedeeld via FD.nl

Ha [5.1.2e]

Zorgwekkende situatie in Nederland. Ik heb contact met NFIA collega's maar Directie Topsectoren EZK is in the lead. Of er een handreiking komt vanuit de overheid naar de industrie is de vraag.

Ik las dit FD-artikel en deel het graag met u: <https://fd.nl/bedrijfsleven/1453830/chemische-industrie-valt-deels-stil-door-extreme-gasprijzen>

Mocht SABIC op de lijn komen laat het dan weten.	[5.1.2i]
--	----------

Zien jullie dit anders, feel free to let me know.

Groet en tot snel, bij een update van mij DH collega's horen jullie me,

[5.1.2e]

**To:** [5.1.2e] [5.1.2e] @minbuza.nl]  
**Cc:** [5.1.2e] [5.1.2e] @minbuza.nl]; [5.1.2e] [5.1.2e] @minbuza.nl]  
**From:** [5.1.2e]  
**Sent:** Thur 2/2/2023 9:48:15 AM  
**Subject:** FW: Invitation to the panel event at the SABIC Home of Innovation - Feb.19th,2023  
**Received:** Thur 2/2/2023 9:48:18 AM  
[20230102 SABIC Hol Event Embassy Invitation.pdf](#)  
[20230102 SABIC Hol Event Brief.pdf](#)  
[20230119 SABIC Hol Event Invitee List.docx](#)

Dear [5.1.2e]

Kindly note that I have received the invitation for a panel discussion in the email below from [5.1.2e] [5.1.2e] from Hydraloop (Water Mission Organizers) which includes a supporting brief in addition to an informal list of the invitees, for [5.1.2e] [5.1.2e] and myself.

The title of the discussion : "Technology for combatting water scarcity and the role of regulators in line with the Vision 2030 objectives"

The program will be as following:

Date and time: 19th of February 2023 from 1:00 pm to 3:00 pm  
Venue: SABIC Home of Innovation, Riyadh, KSA  
Key stakeholders: developers, giga projects, regulators and government, investors from Saudi Arabia  
Format: Panel discussion  
Moderator: [5.1.2e]

As per our discussion this morning, I came to know that [5.1.2e] will be coming back on 19/2 evening. Also [5.1.2e] advised me yesterday that he will not be able to attend, accordingly I will be attending this event by myself.

Best Regards / Met vriendelijke groet / مع خالص تحياتي



[5.1.2e]

Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307  
Riyadh 11693 | Saudi Arabia

[5.1.2e]

[5.1.2e]

E: [5.1.2e] @minbuza.nl

W: [www.netherlandsworldwide.nl](http://www.netherlandsworldwide.nl)

Working week: Sunday to Thursday

---

**From:** [5.1.2e] [5.1.2e] @hydraloop.com>

**Sent:** Wednesday, February 1, 2023 4:00 PM

**To:** [5.1.2e] [5.1.2e] @minbuza.nl>

**Cc:** [5.1.2e] [5.1.2e] @hydraloop.com>; [5.1.2e] @eia.energy

**Subject:** Invitation to the panel event at the SABIC Home of Innovation - Feb.19th,2023

Hf [5.1.2e]

00093

1389680

As discussed, please find attached the invitation and supporting brief for you, I am also attaching an informal list of the invitees for your rinformation.

5.1.2e 5.1.2e

and 5.1.2e

Please let me know if you need any further detail from my side. We would be delighted for you all to be there with us.

All the Best,

5.1.2e

5.1.2e

[www.hydraloop.com](http://www.hydraloop.com)

5.1.2e

5.1.2e





Embassy of The Kingdom of The Netherlands  
Diplomatic Quarter, Abdullah Hizaif Asehmi Street,  
Al Safarat, Riyadh 12513, Saudi Arabia

Ref. Invitation to the panel event "technology's impact for combatting water scarcity and the role of regulators" on February 19<sup>th</sup>, 2023

Dear Sir/Madame,

I hope this letter finds you well.

As you are aware, water scarcity is a serious challenge related to Saudi Arabia's Vision 2030 ambitious development plans.

Hydraloop, along with EIA Energy and the SABIC Home of Innovation is organizing a multi-disciplinary, expert panel discussion, which will take place on the 19<sup>th</sup> of February from 1:00PM to 3:00PM at its KSU location. We warmly invite you to this event and welcome your valuable interaction with the panel members.

Saudi Arabia is undergoing a historic change driven by extraordinary vision from leadership and relentless drive by all the national stakeholders. As this fast progress continues and accelerates, the importance of efficiently managing the country's extremely valuable water resources comes to the forefront. It has become a serious challenge, but by working together, it can be overcome.

The objective of the event is to explore and discuss technology's impact for combatting water scarcity and the role of regulators in line with the Vision 2030 objectives.

The esteemed participants of the panel will be a mix of key stakeholders such as, government entities, international certification organizations, national and international water conservation organizations, project developers and academia, who will explore questions such as:

- What is the role of technology in the face of growing water scarcity?
- How can we create a dynamic symbiosis between regulators and innovators in light of the Vision 2030 objectives?
- How do we get to a win-win-win in a short time?
- How do we address water conservation and efficiency in light of the growing tendency toward urbanization in The Kingdom?
- How has this issue been addressed elsewhere?

**5.1.2e** a leading agent of sustainability in The Kingdom, will be moderating the panel enriching the event with his deep expertise in the subject matter.

The panel event will provide networking opportunities, including refreshment breaks and will be preceded by a tour of SABIC's recently remodeled smart, cutting-edge, LEED Platinum Certified Home of Innovation. It would be our honor to count on your presence as part of the illustrious, high-level invitees from Saudi Arabia and beyond. Attached is a brief description and key information.

We would appreciate your confirmation by replying to **5.1.2e** @hydraloop.com or please let us know if you have any further questions.

Kind regards,

**5.1.2e**

**5.1.2e**

To: [5.1.2e]@nfia.com]  
From: [5.1.2e]  
[5.1.2e] Wed 10/5/2022 1:58:42 PM  
Subject: RE: Bericht MP / [5.1.2e] SABIC  
Received: Wed 10/5/2022 1:58:00 PM

Goede vraag voor [5.1.2e] zie laatste!

From: [5.1.2e]@nfia.com>  
Sent: woensdag 5 oktober 2022 15:18  
To: [5.1.2e] [5.1.2e]@minbuza.nl>  
Subject: RE: Bericht MP / [5.1.2e] SABIC

Protocol gaat voor relatie, helaas ☹️  
Een topvoorstel van jou, je zult hem vast wel zelf gefeliciteerd hebben!

Groet [5.1.2e]

PS Heb je een idee wanneer de Saudi-NL business club het licht zou kunnen gaan zien? Of is de tijd er nog niet rijp voor...?

From: [5.1.2e] [5.1.2e]@minbuza.nl>  
Sent: Wednesday, October 5, 2022 4:07 PM  
To: [5.1.2e]@nfia.com>  
Subject: FW: Bericht MP / [5.1.2e] SABIC

....ik durf deze bijna niet door te sturen na het artikel dat je doorstuurde ☹️

From: [5.1.2e] [5.1.2e]@minbuza.nl>  
Sent: woensdag 5 oktober 2022 13:27  
To: [5.1.2e] [5.1.2e]@minbuza.nl>; [5.1.2e] [5.1.2e]@minbuza.nl>; [5.1.2e]  
[5.1.2e]@minezk.nl>; [5.1.2e] [5.1.2e]@minezk.nl>; [5.1.2e]  
[5.1.2e]@minezk.nl>; [5.1.2e] [5.1.2e]@minbuza.nl>  
Cc: [5.1.2e]  
[5.1.2e]>  
Subject: Bericht MP / [5.1.2e] SABIC

Beste allen,

[5.1.2a]

Nogmaals dank voor het voorstel. De proactiviteit werd door AZ gewaardeerd. We kijken weer naar mogelijkheden voor contact tussen de MP en [5.1.2e] van SABIC.

Mochten jullie nog vragen hebben, laat het gerust weten.

Hartelijke groet,  
[5.1.2e]

[5.1.2e] [5.1.2e]  
Directoraat-generaal Buitenlandse Economische Betrekkingen [5.1.2e]  
Directie Internationaal Ondernemen (DIO)  
Rijnstraat 8, 2515 XP Den Haag  
M: [5.1.2e] E: [5.1.2e]@minbuza.nl

---

Help save paper! Do you really need to print this email?

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

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**To:** [redacted] 5.1.2e @gaca.gov.sa) 5.1.2e @gaca.gov.sa];  
[redacted] 5.1.2e @gaca.gov.sa  
**Cc:** [redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl] 5.1.2e [redacted] 5.1.2e @minbuza.nl] 5.1.2e  
[redacted] 5.1.2e [redacted] 5.1.2e @minbuza.nl]  
**From:** [redacted] 5.1.2e  
[redacted] 5.1.2e  
Thur 1/14/2021 1:25:57 PM  
**Subject:** KLM flights to KSA - letter of concern  
**Received:** Thur 1/14/2021 1:25:00 PM  
Letter to GACA [redacted] 5.1.2e - Arabic -14JAN21.pdf

Dear [redacted] 5.1.2e

I trust this message finds you well.  
After the happy occasion of the inauguration of a direct KLM flight to Riyadh, there is one issue of problematic – and I belief easy solvable – nature I would like to raise with you.

[redacted] 5.1.2a

Looking forward to your response,  
Yours sincerely,

[redacted] 5.1.2e  
**Best Regards / مع خالص تحياتي**  
[redacted] 5.1.2e  
[redacted]

.....  
Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307  
Riyadh 11693 | Saudi Arabia  
.....  
T: +966 [redacted] 5.1.2e  
M: [redacted] 5.1.2e  
E: [redacted] 5.1.2e @minbuza.nl  
W: www.netherlandsworldwide.nl  
Twitter [redacted] 5.1.2e

**To:** [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e];  
[5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e] van [5.1.2e]; [5.1.2e],  
[5.1.2e]; [5.1.2e@minbuza.nl]  
**Cc:** [5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e];  
[5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e],  
[5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e],  
[5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e],  
[5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e],  
[5.1.2e]; [5.1.2e@minbuza.nl]; [5.1.2e]; [5.1.2e@minbuza.nl]  
**From:** [5.1.2e]  
[5.1.2e] Wed 10/19/2022 12:18:07 PM  
**Subject:** Gesprek MinKenE - KSA  
**Received:** Wed 10/19/2022 12:18:00 PM

Beste [5.1.2e], [5.1.2e], [5.1.2e] en [5.1.2e],

Graag deel ik ter informatie met jullie dat Saoedi-Arabië heeft aangegeven graag met minister Jetten te willen spreken over energiesamenwerking. Dit gesprek is vanmorgen bevestigd en staat gepland voor morgen, donderdag 20 oktober. DIO is betrokken bij de voorbereiding en zal (samen met DAM) ook betrokken zijn bij eventuele follow-up.

Het verslag van EZK zullen we, zodra ontvangen, in de vorm van een bulletin naar R en M sturen.

Mochten jullie vragen hebben, dan verneem ik het graag.

Met vriendelijke groet,

[5.1.2e]



[5.1.2e]  
[5.1.2e]

Directoraat-generaal Buitenlandse Economische Betrekkingen [5.1.2e]  
Directie Internationaal Ondernemen (DIO)  
Rijnstraat 8, 2515 XP Den Haag

| M: [5.1.2e] | E: [5.1.2e@minbuza.nl]

To: 5.1.2e @minbuza.nl]  
Cc: 5.1.2e @minbuza.nl]  
From: 5.1.2e  
5.1.2e Wed 11/16/2022 4:51:27 PM  
Subject: TER BESPREKING: reisvoorstel (5.1.2e) KSA  
Received: Wed 11/16/2022 4:51:00 PM

Beste 5.1.2e,

Zoals eerder besproken leggen we graag het voorstel aan 5.1.2e voor om eind januari KSA te bezoeken (NB 5.1.2e dan met verlof). Het voorstel is opgenomen in de reisagenda, ter bespreking maandag 21 november van 5.1.2e met 5.1.2e (direct aansluitend op MTDIO).

De volgende punten vormen aanleiding voor dit voorstel:

- Er is een eerder een voorstel gedaan voor een bezoek van 5.1.2e aan KSA in de tweede helft van 2022 5.1.2e 5.1.2e op het bezoek van de Saoedische viceminister voor Handel aan Nederland in mei 2022. Dit voorstel is afgevoerd, vanwege een volle reisagenda in de tweede helft van 2022;
- Inmiddels is de BHOS-nota vastgesteld. KSA is een prioriteitsmarkt in deze nota. Hoogambtelijke bezoeken vormen onderdeel van de inzet op een prioriteitsmarkt;
- Er heeft sinds de moord op Khashoggi geen hoogambtelijk economisch bezoek aan KSA meer plaatsgevonden, terwijl we communiceren dat de contacten op ambtelijk niveau onderhouden worden. Dit is ook opgenomen in de MLS;
- 5.1.2a
- 5.1.2e gaan verder en brengen (economische) bezoeken op hoger niveau 5.1.2e

Het voorstel is dat een bezoek bestaat uit twee componenten:

1. Een bilateraal deel, waarin 5.1.2e gesprekken voert over de economische relatie, IMVO, eventueel energiesamenwerking (afhankelijk van de follow-up van het bilaterale gesprek van minister Jetten) etc.;
2. Een aantal activiteiten met (een deel van) de private missie op hernieuwbare energie en eventueel *sustainable upstream* (zie punt hieronder), georganiseerd door de IRO met hulp van post. Hieronder valt een bezoek aan IKTVA, een door Saudi Aramco georganiseerde beurs (vergelijkbaar met ADIPEC) in Dammam met Nederlandse deelname. (5.1.2e) zal niet meegaan als missieleider, maar groene activiteiten met de gelijktijdige private missie vormen onderdeel van het bezoek.

De missie staat gepland vanaf maandag 30 januari, invliegen op zondag 29 januari. Voor het reisschema en programma van 5.1.2e zijn de volgende opties mogelijk (5.1.2e) heeft vanaf 27/1 verlof):

1. Invliegen op zaterdagmiddag 28/1 (directe vlucht) (voorkeursoptie)

- o Zondag 29/1 bilateraal programma in Riyad
- o Maandag 30/1 programma met bedrijven in Riyad OF programma in Dammam

Uitvliegen op dinsdagnacht 31/1 vanuit Dammam (directe vlucht) of Riyad (tussenstop), aankomst in NL dinsdagochtend 31/1

2. Invliegen op zaterdagmiddag 28/1

- o Zondag 29/1 bilateraal programma in Riyad
- o Maandag 30/1 bilateraal programma in Riyad en/of activiteiten met bedrijven in Riyad, reis naar Dammam
- o Dinsdag 31/1 programma met bedrijven in Dammam, inclusief een bezoek aan IKTVA

Uitvliegen op woensdagnacht 1/2 (tussenstop), aankomst in NL woensdagochtend 1/2

Tenslotte leg ik graag de separate vraag aan je voor of sustainable upstream 1) als thema voor de private missie past binnen het vergroeningsbeleid en dus kan worden ondersteund door de post of 2) 5.1.2e hier aandacht aan kan besteden tijdens een 100099 Een paar punten ter overweging:

1395027

- In principe past het vergroenen van de fossiele industrie binnen het beleid. Het blijft moeilijk te meten of daarbij een bijdrage wordt geleverd aan de instandhouding/verlenging van de fossiele industrie;
- In KSA is dit een belangrijk thema, waar ook klimaatwinst geboekt kan worden en waar de ambassade kansen ziet voor Nederlandse bedrijfsleven.

Het programma van de missie is nog niet in detail uitgewerkt. Mocht alsnog blijken dat de rol van [ 5.1.2e ] in relatie tot de thematiek van de missie en/of de Nederlandse inzet op IKTVA niet houdbaar is, dan kunnen we het hoogambtelijke bezoek geheel loskoppelen van de missie of uitstellen.

Het procesvoorstel is om, na jouw reactie, bovenstaand reisvoorstel mondeling te polsen bij [ 5.1.2e ] (wil/kan hij überhaupt maandag weg zijn uit Den Haag als [ 5.1.2e ] met verlof is?) en uiterlijk vrijdag te delen met [ 5.1.2e ] t.b.v. haar overleg met [ 5.1.2e ] over de reisagenda. Ik heb voor morgen moment in jouw agenda geboekt om dit door te spreken.

Mocht je nog vragen hebben, dan verneem ik het graag.

Hartelijke groet,

[ 5.1.2e ]



**To:** 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Fri 3/3/2023 1:38:19 PM  
**Subject:** FW: Draft MoU Hydrogen Cooperation | Saudi Arabia & Netherlands  
**Received:** Fri 3/3/2023 1:38:00 PM  
[Draft MoU \(1\) - KSA and NL.docx](#)

Beste Noortje,

EZK heeft afgelopen week bijgaand MoU met je gedeeld. We zijn dus bezig met het opstellen van een MoU over waterstof met de Saoedi's. Er is een eerste conceptversie gedeeld en we wachten nu op de feedback. Het MoU heeft ongeveer dezelfde opzet als het MoU met Oman, dat in november is getekend, maar voor de zekerheid is het denk ik toch nuttig als jullie ook op dit MoU meekijken. Zitten er in deze eerste versie al punten waar we op moeten letten?

Als er wijzigingen komen op basis van de input van de Saoedi's, dan komen we uiteraard bij je terug. We hebben afgesproken dit MoU ook aan M en R voor te leggen. Dat zullen we doen op hetzelfde moment dat EZK het aan minister Jetten voorlegt. Dit is mijn laatste werkdag bij DIO en ik draag het KSA-dossier over aan 5.1.2e. Hij is vanaf volgende week aanspreekpunt.

Alvast veel dank voor het meekijken!

Hartelijke groet,  
5.1.2e

---

**From:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>  
**Sent:** donderdag 2 maart 2023 13:54  
**To:** 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** FW: Draft MoU Hydrogen Cooperation | Saudi Arabia & Netherlands  
**Importance:** High

Beste 5.1.2e,

Mijn excuses, ik had het direct ook met jou willen delen. Hierbij!

Groet,  
5.1.2e

---

**Van:** 5.1.2e 5.1.2e 5.1.2e  
**Verzonden:** dinsdag 28 februari 2023 17:40  
**Aan:** 5.1.2e 5.1.2e @moenergy.gov.sa>  
**CC:** 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e  
<5.1.2e @moenergy.gov.sa>; 5.1.2e |' <5.1.2e @moenergy.gov.sa>; 5.1.2e  
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<5.1.2e @minbuza.nl>; 5.1.2e , 5.1.2e ) <5.1.2e @minezk.nl>  
**Onderwerp:** Draft MoU Hydrogen Cooperation | Saudi Arabia & Netherlands  
**Urgentie:** Hoog

Dear Mr. 5.1.2e,

Please find attached for your kind consideration, the first draft of the Memorandum of Understanding (MoU) between the Governments of the Kingdom of Saudi Arabia and the Netherlands on Cooperation in the Field of Renewable Hydrogen.

I look forward to your reply and suggestions to further develop the draft text of the MoU between our two countries.

With kind regards,  
00100

1395028



< 5.1.2e @moenergy.gov.sa>; 5.1.2e 1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e  
< 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e ( 5.1.2e ) < 5.1.2e @minezk.nl>; 5.1.2e , 5.1.2e ( 5.1.2e )  
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< 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e ) < 5.1.2e @minezk.nl>; 5.1.2e < 5.1.2e @minbuza.nl>;  
5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 1.2e  
< 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e  
< 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa>

Onderwerp: RE: Hydrogen Cooperation | Saudi Arabia & Netherlands

Dear Mr. 5.1.2e ,

I hope you and your team are enjoying the holidays and having a great time.

As discussed during the last meeting, please find the attached non-Paper for collaboration between Saudi Arabia and the Netherlands on Clean Hydrogen for commercial clean hydrogen shipment.

As of now, we are processing the MoU's draft and will share it shortly.

Best regards,  
5.1.2e

From: 5.1.2e < 5.1.2e @minbuza.nl>

Sent: 13 December 2022 14:14

To: 5.1.2e 1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>  
Cc: 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 1.2e  
< 5.1.2e @moenergy.gov.sa>; 5.1.2e 1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e  
< 5.1.2e @moenergy.gov.sa>; 5.1.2e , 5.1.2e 5.1.2e ) < 5.1.2e @minezk.nl>; 5.1.2e , 5.1.2e ( 5.1.2e )  
< 5.1.2e @minezk.nl>; 5.1.2e , 5.1.2e ) . 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e , 5.1.2e 5.1.2e )  
< 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e ) < 5.1.2e @minezk.nl>; 5.1.2e < 5.1.2e @minbuza.nl>

Subject: RE: Hydrogen Cooperation | Saudi Arabia & Netherlands

( هذا البريد مرسل من جهة خارجية، يرجى الحذر عند التعامل مع أي روابط أو ملفات مرفقة، في حال الاشتباه في البريد المرسل يرجى إعادة توجيه البريد الى: 5.1.2e@moenergy.gov.sa )

Warning: This email is sent from external entity, pay extra caution when dealing with any links or files attached, If suspicious please forward the email to ( 5.1.2e@moenergy.gov.sa )

Colleagues, just to inform you in advance that I have to leave the meeting around 2.40pm KSA time. So, I'll then try to disappear without you noticing... Thanks. 5.1.2e

5.1.2e  
5.1.2e

M 5.1.2e  
F 5.1.2e  
E 5.1.2e @minbuza.nl

Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.P. Box 94307 Riyadh 11693 | Saudi Arabia  
<https://www.netherlandsandyou.nl>

**From:** 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa>  
**Sent:** dinsdag 13 december 2022 11:34  
**To:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e @minezk.nl>  
**Cc:** 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e  
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< 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e ( 5.1.2e ) < 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e ( 5.1.2e )  
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< 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e < 5.1.2e @minbuza.nl>;  
5.1.2e < 5.1.2e @minbuza.nl>

**Subject:** RE: Hydrogen Cooperation | Saudi Arabia & Netherlands

Dear all,

We will stick to the Teams meeting link, which has been lately sent by 5.1.2e 5.1.2e for Saudi time 14:00-15:00 p.m. and Dutch time 12:00-13:00 pm. Here is the link again:

5.1.2e

Looking forward to meeting you

Best regards,

5.1.2e

---

**From:** 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>  
**Sent:** 06 December 2022 17:24  
**To:** 5.1.2e 5.1.2e @moenergy.gov.sa>  
**Cc:** 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e  
< 5.1.2e @moenergy.gov.sa>; 5.1.2e < 5.1.2e @moenergy.gov.sa>; 5.1.2e  
< 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e ( 5.1.2e ) < 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e ( 5.1.2e )  
< 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e  
< 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e < 5.1.2e @minbuza.nl>;  
5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

**Subject:** RE: Hydrogen Cooperation | Saudi Arabia & Netherlands

( هذا البريد مرسل من جهة خارجية، يرجى الحذر عند التعامل مع أي روابط أو ملفات مرفقة، في حال الاشتباه في البريد المرسل يرجى إعادة توجيه البريد الى: 5.1.2e@moenergy.gov.sa )

**Warning:** This email is sent from external entity, pay extra caution when dealing with any links or files attached, If suspicious please forward the email to ( 5.1.2e@moenergy.gov.sa )

Dear Mr. 5.1.2e

you are doing well. We are pleased to inform you that we agree to have our introductory meeting on on1395028



**To:** 5.1.2e 5.1.2e  
**Cc:** 5.1.2e 1.2e 5.1.2e 1.2e 5.1.2e |; 5.1.2e 5.1.2e 5.1.2e ( 5.1.2e ( 5.1.2e ); 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e 5.1.2e ); 5.1.2e  
**Subject:** RE: Hydrogen Cooperation | Saudi Arabia & Netherlands

( هذا البريد مرسل من جهة خارجية، يرجى الحذر عند التعامل مع أي روابط أو ملفات مرفقة، في حال الاشتباه في البريد المرسل يرجى إعادة توجيه البريد الى: 5.1.2e@moenergy.gov.sa )  
Warning: This email is sent from external entity, pay extra caution when dealing with any links or files attached, If suspicious please forward the email to ( 5.1.2e@moenergy.gov.sa )

Dear Mr. 5.1.2e,

In the hope this message finds you well, I am pleased to let you know that we look forward to have our first bilateral hydrogen-team meeting. For this first bilateral hydrogen team-meeting, we would like to propose the following draft-agenda:

1. Opening & introduction
2. State of play hydrogen strategy of the Kingdom of Saudi Arabia, policy and market-developments
3. State of play hydrogen strategy of the Kingdom of the Netherlands, policy and market-developments
4. Import strategy of the Netherlands
5. Exchange of thoughts: "how to develop hydrogen chains between Saudi Arabia and North-West Europe?"
6. Any other business
7. Arrangements for next meeting

Naturally, we are looking forward to your suggestions to complete the agenda, and would be pleased to plan the meeting as much as possible at your convenience.

With kind regards,

5.1.2e  
5.1.2e  
.....

Directorate-General Climate & Energy | Energy Department  
**Ministry of Economic Affairs & Climate Policy**  
Bezuidenhoutseweg 73 | 2594 AC | Den Haag | C-Noord 3  
POB 20401 | 2500 EK | Den Haag  
.....

**M:** 5.1.2e  
**Email:** 5.1.2e@minezk.nl  
**Website:** [www.minezk.nl](http://www.minezk.nl)

**Verzonden:** maandag 21 november 2022 14:29

**Aan:** 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e @minezk.nl>; 5.1.2e @minezk.nl>

**CC:** 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e @minezk.nl>

**Onderwerp:** RE: Hydrogen Cooperation | Saudi Arabia & Netherlands

**Urgentie:** Hoog

Dear Mr. 5.1.2e,

In the hope this message finds you in good health and spirit, I thank you so much for your message and request. Also on our side, we are preparing for bilateral cooperation, following the recent introductory meeting between our Ministers for Energy and Climate.

We would be very pleased to have a first meeting between the esteemed team of experts of the Kingdom of Saudi Arabia and our team with regard to hydrogen. I will contact our team and come back to you as soon as possible with a proposal for the way forward.

With kind regards,

5.1.2e

5.1.2e

5.1.2e

**Ministry of Economic Affairs & Climate Policy**  
Bezuidenhoutseweg 73 | 2594 AC | Den Haag | C-Noord 3  
POB 20401 | 2500 EK | Den Haag

**M:** 5.1.2e

**Email:** 5.1.2e @minezk.nl

**Website:** [www.minezk.nl](http://www.minezk.nl)

---

**Van:** 5.1.2e M <5.1.2e @moenergy.gov.sa>

**Verzonden:** donderdag 17 november 2022 10:34

**Aan:** 5.1.2e 5.1.2e 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e @minezk.nl>

**CC:** 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e 5.1.2e @moenergy.gov.sa>; 5.1.2e @moenergy.gov.sa>

**Onderwerp:** Hydrogen Cooperation | Saudi Arabia & Netherlands

Dear Mr. 5.1.2e and Mr. 5.1.2e,

I hope you are having a great week.

We seek your kind support to facilitate a meeting between your hydrogen esteemed team and our team to discuss collaboration on Clean Hydrogen exports.

Looking forward to your response and wish you both a pleasant day

Best regards,

00100



5.1.2e 5.1.2e

5.1.2e

Ministry of Energy

Phone: 5.1.2e  
Mobile: 5.1.2e  
Email: 5.1.2e @moenergy.gov.sa

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is gezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen.

De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

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Help save paper! Do you really need to print this email?

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verzenden van berichten.

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**To:** 5.1.2e, 5.1.2e, 5.1.2e, 5.1.2e @minezk.nl]  
**Cc:** 5.1.2e, 5.1.2e, 5.1.2e, 5.1.2e @minezk.nl]; 5.1.2e, 5.1.2e  
5.1.2e @minbuza.nl]; 5.1.2e, 5.1.2e, 5.1.2e @minezk.nl]  
**From:** 5.1.2e  
5.1.2e Thur 10/27/2022 1:44:57 PM  
**Subject:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy[WARNING : MESSAGE ENCRYPTED]  
**Received:** Thur 10/27/2022 1:44:58 PM

Hi 5.1.2e,

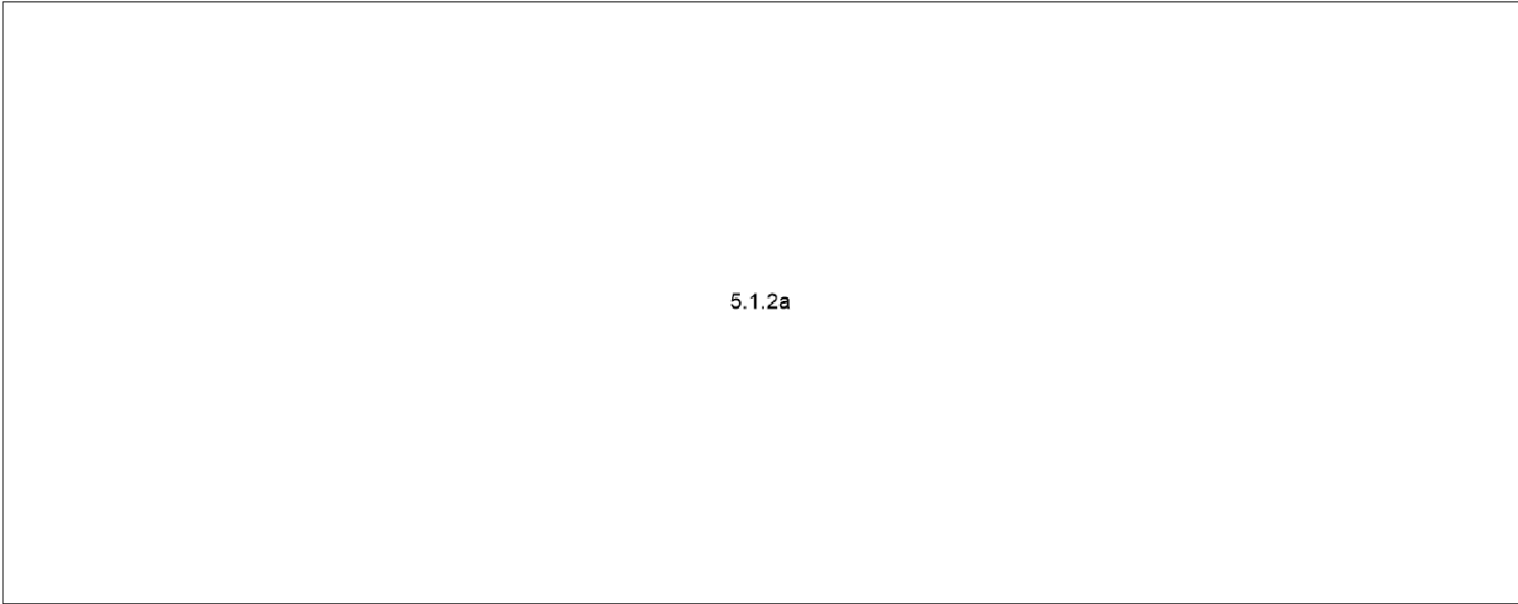
Zie onderstaand de bullets over mensenrechten en KSA.

Het gesprek van de minister duurt maar 15 minuten, dus goed om een vervolgesprek te hebben, denk ik. Daar kunnen dan meer details over eventuele energiesamenwerking besproken worden. We zullen een energiedialoog (o.i.d.) wel eerst aan minister Schreinemacher en wellicht ook minister Hoekstra moeten voorleggen.

Als je nog vragen hebt, laat het weten!

Hartelijke groet,  
5.1.2e

+++



5.1.2a

Verzonden met BlackBerry Work  
(www.blackberry.com)

**Van:** 5.1.2e, 5.1.2e, 5.1.2e <5.1.2e @minezk.nl>  
**Datum:** dinsdag 25 okt. 2022 3:11 PM  
**Aan:** 5.1.2e <5.1.2e @minbuza.nl>  
**Kopie:** 5.1.2e, 5.1.2e, 5.1.2e <5.1.2e @minezk.nl>, 5.1.2e, 5.1.2e <5.1.2e @minezk.nl>  
**Onderwerp:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy[WARNING : MESSAGE ENCRYPTED]

Beste 5.1.2e,

MKE heeft een nieuw moment voorgesteld aan zijn de Saoedische counterpart (3 november van 11:45-12:00 uur). Dit is echter nog niet bevestigd. We wachten nog op reactie. Zodra er een datum is bevestigd zal ik je dit meteen laten weten.

Nu we toch contact hebben hierover ook nog een klein verzoek aan jou eventueel. We hebben wat feedback van MKE gehad over de nota die is aangeleverd. Voor twee opmerkingen zou ik je hulp kunnen gebruiken.

1. MKE vraagt naar het doel van een eventuele sessie tussen experts op het gebied van energie. Je gaf heel terecht aan dat het goed is te richten op een deliverable tijdens het gesprek. Had je naast deze suggestie hier nog specifieke  
00101 ver? 1395029

2. MKE vraagt of er spreeklijnen zijn over de mensenrechtensituatie in KSA. Zou ik hier een paar korte bullets over kunnen opvragen bij jou?

Alvast bedankt weer voor je hulp en we houden contact!

Hartelijke groet,

5.1.2e

---

**Van:** 5.1.2e <5.1.2e@minbuza.nl>

**Verzonden:** dinsdag 25 oktober 2022 14:31

**Aan:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**CC:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e >

**Onderwerp:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy[WARNING : MESSAGE ENCRYPTED]

Beste 5.1.2e,

Is het gelukt om een nieuwe moment in de agenda te vinden voor het gesprek van minister Jetten met zijn Saoedische counterpart?

Hoor graag! Alvast veel dank.

Hartelijke groet,

5.1.2e

---

**From:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**Sent:** donderdag 20 oktober 2022 14:24

**To:** 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e >

**Subject:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy[WARNING : MESSAGE ENCRYPTED]

Dat zal met de beveiligingslabels te maken hebben. Hierbij een versie zonder label.

Groet,

5.1.2e

---

**Van:** 5.1.2e <5.1.2e@minbuza.nl>

**Verzonden:** donderdag 20 oktober 2022 14:07

**Aan:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**CC:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e >

**Onderwerp:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy[WARNING : MESSAGE ENCRYPTED]

Dankjewel! Ik kan het fiche alleen niet openen. Is er ook een niet beveiligde versie?

Dank, groet!

5.1.2e

---

**From:** 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**Sent:** donderdag 20 oktober 2022 13:48

**To:** 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e >

**Subject:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy[WARNING : MESSAGE ENCRYPTED]

Hi 5.1.2e,

Zoals net afgesproken aan de telefoon, hier de laatste versie van de stukken aan MKE. Je ontvangt ook nog een kopie met zijn op/aanmerkingen zodra hij een paraaf heeft gezet. Goed om even contact te houden en de nota eventueel te updaten aan de hand van de laatste ontwikkelingen.

00101

Nogmaals erg bedankt voor jullie hulp!

1395029

Hartelijke groet,

5.1.2e

**Van:** 5.1.2e <5.1.2e@minbuza.nl>

**Verzonden:** woensdag 19 oktober 2022 17:40

**Aan:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**CC:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e  
5.1.2e >

**Onderwerp:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy

Veel dank!

Hartelijke groet,

5.1.2e

**From:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**Sent:** woensdag 19 oktober 2022 17:34

**To:** 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e  
5.1.2e >

**Subject:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy

Beste 5.1.2e,

Bedankt voor de input. De nota is inmiddels de lijn in en als het goed is ontvangen jullie een kopie zodra deze is goedgekeurd door MKE (zo niet, laat het me dan even weten).

Er hoeft verder niemand van BZ aan te sluiten bij het gesprek. Ik ga mijn best doen om voor een korte terugkoppeling van het gesprek te zorgen morgen. Mocht dit niet lukken, dan laat ik het je weten.

Nogmaals bedankt voor de input van jullie kant!

Hartelijke groet,

5.1.2e

**Van:** 5.1.2e <5.1.2e@minbuza.nl>

**Verzonden:** woensdag 19 oktober 2022 17:03

**Aan:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e  
<5.1.2e>

**CC:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**Onderwerp:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy

Nog een nabrander: misschien nog goed om aan minister Jetten mee te geven dat we

5.1.2a

5.1.2a

Groet!

5.1.2e

**From:** 5.1.2e

**Sent:** woensdag 19 oktober 2022 15:13

**To:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e  
5.1.2e >

**Cc:** 5.1.2e 5.1.2e <5.1.2e@minezk.nl>; 5.1.2e 5.1.2e 5.1.2e <5.1.2e@minezk.nl>

**Subject:** RE: Factsheet KSA voor Bila MKE - KSA Minister of Energy

Beste 5.1.2e,

00101:loofd onderstaand en bijgaand de voorbereiding voor het gesprek van minister Jetten morgen. Een paar punten: 1395029

- Het lijkt me nuttig om bij 5.1.2e te checken of er nog updates zijn op het gebied van SABIC/Chemelot.
- Is het mogelijk om morgen meteen een (kort) verslag van het gesprek te delen, zodat wij onze ministers kunnen informeren? Vanwege 'same day reporting' en in het licht van de bredere actualiteit omtrent de Golfregio fijn als dat meteen morgen kan.
- Is het wenselijk als er namens BZ iemand aanwezig is bij het gesprek morgen. Graag bereid!

Mocht je nog vragen hebben, laat het gerust weten!

Hartelijke groet,

5.1.2e

+++

Algemene economische inzet KSA (zie ook factsheet handel en investeringen)

- Saoedi-Arabië (KSA) is een top-25 markt in de huidige BHOS-nota. KSA is de grootste handelspartner van NL in de Golfregio
- De NLse economische inzet in de bredere Golfregio richt zich op de sectoren water, duurzame energie en voedsel. In deze context en met oog voor de prioriteiten in de Saoedische Vision 2030 focust de economische inzet van NL in KSA zich op voedselzekerheid, circulaire economie, gezondheidszorg en de energietransitie.
- NL en KSA vieren in 2022 150 jaar diplomatieke betrekkingen. NL opende in 1872 het eerste consulaat in Jeddah (o.a. om de hadj van moslims uit toenmalig NLs Indië te faciliteren).

SABIC/Chemelot

5.1.1c

**From:** 5.1.2e 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>

**Sent:** woensdag 19 oktober 2022 10:14

**To:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>

**Cc:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>

**Subject:** Factsheet KSA voor Bila MKE - KSA Minister of Energy

**Importance:** High

00101

1395029

Beste collega's,

Zoals jullie misschien weten heeft MKE morgen een kort gesprek met de Saoedische Minister van energie over bilaterale samenwerkingen op het gebied van energie. Dit gesprek zal **morgen** (donderdag 20 oktober) van **14:00-14:15** Nederlandse tijd al plaatsvinden. De voorbereidingen moeten **vandaag uiterlijk 15:00** bij MKE liggen. Er zit dus enige haast achter de voorbereidingen en zou ik graag jullie om hulp willen vragen vwb een factsheet over KSA. Ik kan mij voorstellen dat deze al bestaat en zou hem dan graag zsm ontvangen.

Daarnaast heeft de minister ook gevraagd of er nog specifieke punten zijn mbt Sabic/Chemelot. Hebben jullie hier advies over, of zouden jullie mij naar de juiste persoon kunnen verwijzen hiervoor?

Alvast bedankt voor alle hulp op zo'n korte termijn!

Hartelijke groet,

5.1.2e5.1.2e

.....  
Directie Energiemarkt  
Ministerie van Economische Zaken en Klimaat  
Bezuidenhoutseweg 73 | 2594 AC | Den Haag  
Postbus 20401 | 2500 EK | Den Haag  
.....

M 5.1.2e  
E 5.1.2e@minezk.nl

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To: 5.1.2e [redacted]@nfia.com]; 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl]  
From: 5.1.2e [redacted]  
5.1.2e [redacted] Thur 6/2/2022 3:23:07 PM  
Subject: RE: urgent: woordvoeringslijn Saudi-related investments in NL in (new) Energy  
Received: Thur 6/2/2022 3:23:00 PM

Dank, interessant!  
Q&A's kom ik op terug, zoals beloofd.  
Groet!

5.1.2e [redacted]  
From: 5.1.2e [redacted]@nfia.com>  
Sent: donderdag 2 juni 2022 15:00  
To: 5.1.2e [redacted] <5.1.2e [redacted]@minbuza.nl>

Subject: RE: urgent: woordvoeringslijn Saudi-related investments in NL in (new) Energy  
Ja zal ik doen, excuus 5.1.2e [redacted]!

Van: 5.1.2e [redacted] >  
Verzonden: Thursday, 2 June, 2022 16:54  
Aan: 5.1.2e [redacted]@nfia.com>  
CC: 5.1.2e [redacted] 5.1.2e [redacted]@rvo.nl>; 5.1.2e [redacted] 5.1.2e [redacted] 5.1.2e [redacted] <5.1.2e [redacted]@minezk.nl>;  
5.1.2e [redacted] <5.1.2e [redacted]@minbuza.nl>; 5.1.2e [redacted] 5.1.2e [redacted] <5.1.2e [redacted]@minezk.nl>; 5.1.2e [redacted]  
<5.1.2e [redacted]@minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted]@minbuza.nl>

Onderwerp: RE: urgent: woordvoeringslijn Saudi-related investments in NL in (new) Energy  
5.1.2e [redacted]

Dank. Fijn dat gesprek goed ging. Graag in verdere mailwisseling 5.1.2e [redacted] (op cc) meenemen als 5.1.2e [redacted] bij  
DIO.

5.1.2e [redacted]  
5.1.2e [redacted] 5.1.2e [redacted] 5.1.2e [redacted]  
5.1.2e [redacted]  
Directoraat-generaal Buitenlandse Economische Betrekkingen (5.1.2e [redacted])  
Directie Internationaal Ondernemen (DIO)  
Rijnstraat 8, 2515 XP Den Haag  
T: 5.1.2e [redacted] E: 5.1.2e [redacted]



From: 5.1.2e [redacted]@nfia.com>  
Sent: donderdag 2 juni 2022 14:46  
To: 5.1.2e [redacted] 5.1.2e [redacted] <5.1.2e [redacted]@minezk.nl>  
Cc: 5.1.2e [redacted] 5.1.2e [redacted]@rvo.nl>; 5.1.2e [redacted] 5.1.2e [redacted] 5.1.2e [redacted] <5.1.2e [redacted]@minezk.nl>;  
5.1.2e [redacted] <5.1.2e [redacted]@minbuza.nl>; 5.1.2e [redacted] >

Subject: RE: urgent: woordvoeringslijn Saudi-related investments in NL in (new) Energy  
Ha 5.1.2e [redacted]  
Zojust gesprek met Air Products (AP) gehad in aanwezigheid van: 5.1.2e [redacted] 5.1.2e [redacted] (post  
Riyadh), 5.1.2e [redacted] een mijn persoon. Nog bedankt voor je input.

5.1.2e [redacted]  
5.1.2e [redacted]  
5.1.1c [redacted]  
5.1.2e [redacted]  
00102 1395030

5.1.1c

5.1.2e

Groet 5.1.2e

**Van:** 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

**Verzonden:** Monday, 30 May, 2022 17:52

**Aan:** 5.1.2e @nfia.com>; 5.1.2e >

**CC:** 5.1.2e 5.1.2e @rvo.nl>; 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

**Onderwerp:** RE: urgent: woordvoeringslijn Saudi-related investments in NL in (new) Energy

Ha 5.1.2e

Dank voor je bericht.

Ik kan me idd voorstellen dat dit onderwerp goede toelichting behoeft.

Voor zover ik kan overzien hebben wij als NLse overheid (en in ieder geval als EZK) direct contact met de KSA autoriteiten over dit project.

Wij hebben alleen contact met Air Products over de import en de mogelijke investering van Air Products in NL. en als ik het goed begrijp is het ook Air Products die alles regelt in Europa, dus in die zin zien wij dit als een project van Air Products.

Ik denk dat het belangrijk is om aan te geven dat het positief is dat juist zo'n grote producent van fossiele brandstoffen als KSA nu ambitieus inzet op duurzame energie, dat de h2 van dit project onderdeel is van een veel groter project waarvan de verduurzaming ten goede komt van het land zelf. Dit laatste is mijn aanname over NEOM, goed om dit ook te verifiëren. Dus ik kan me voorstellen dat de betrokken partijen ook goed uitleggen wat NEOM behelst, zijnde de link met KSA>

Stel voor dat tegen de tijd dat er een persbericht aankomt, er contact wordt gezocht met woordvoerders van EZK/BZ. Bij EZK zijn dat 5.1.2e 5.1.2e @minezk.nl en 5.1.2e 5.1.2e @minezk.nl

Mvg, 5.1.2e

**Van:** 5.1.2e @nfia.com>

**Verzonden:** maandag 30 mei 2022 14:23

**Aan:** 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e >

**CC:** 5.1.2e 5.1.2e @rvo.nl>

**Onderwerp:** urgent: woordvoeringslijn Saudi-related investments in NL in (new) Energy

**Urgentie:** Hoog

Ha 5.1.2e 5.1.2e,

(in CC 5.1.2e NFIA)

5.1.1c

Overigens is het Saudische ACWA-Power de producent van de waterstof in NEOM. Naast NEOM in Saudi hebben ze dit weekend eveneens een zeer groot soortgelijk project in Oman aangekondigd, ook een samenwerking van ACWA & Air Products.

Het Amerikaanse Air Products is de afnemer in Saudi/Oman en de leverancier aan Europa, via de haven van Rotterdam die faciliteert.

Als NL overheid zijn we zelf geen directe partij volgens mij (check? @ 5.1.2e 5.1.2e ). Anders dan dat we dit soort ontwikkelingen juist toejuichen (ook volgens mij \* ).

Mogelijke tegenreacties:

Waarom Saudi? Irt mensenrechten

Waarom (weer) Saudi? Irt eerst de olie en nu ook (weer) de waterstof. Hoe kunnen ontwikkelingslanden meer profiteren van de waterstofrevolutie? NB Namibië!

00102  
Verzamelijn:

1395030

5.1.2i

Ik stuur ook een mail naar 5.1.2e en team.

Groet,

5.1.2e

**NETHERLANDS FOREIGN INVESTMENT AGENCY**

Consulate-General of the Kingdom of the Netherlands

Al Habtoor Business Tower | 31<sup>st</sup> | Dubai | United Arab Emirates

5.1.2e@nfia.com 5.1.2e

[Invest in Holland](#)[Twitter](#)[Me on LinkedIn](#) | [NFIA on LinkedIn](#)



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**To:** [redacted] 5.1.2e [redacted]@rvo.nl  
**Cc:** [redacted] 5.1.2e [redacted]@rvo.nl; [redacted] 5.1.2e [redacted]@minbuza.nl; [redacted] 5.1.2e  
[redacted] 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl  
**From:** [redacted] 5.1.2e  
[redacted] 5.1.2e Fri 10/21/2022 9:17:16 AM  
**Subject:** RE: Doorst: Scan sport KSA  
**Received:** Fri 10/21/2022 9:17:17 AM

Beste [redacted] 5.1.2e

Dank voor het delen!

Hartelijke groet,  
[redacted] 5.1.2e

Verzonden met BlackBerry Work  
(www.blackberry.com)

---

**Van:** [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@rvo.nl>  
**Datum:** vrijdag 21 okt. 2022 10:13 AM  
**Aan:** [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl>  
**Kopie:** [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@rvo.nl>, [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl>, [redacted] 5.1.2e  
[redacted] 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl>  
**Onderwerp:** RE: Doorst: Scan sport KSA

Beste [redacted] 5.1.2e,

Ik zit in het team van [redacted] 5.1.2e

Op 11-10 heb ik [redacted] 5.1.2e telefonisch geïnformeerd ook heb ik deze mail gestuurd.

Dear [redacted] 5.1.2e

*Like mentioned on the phone I'm afraid I have bad news. DIO has looked into the matter, and informed us that the topics mentioned in the ToR do not fit in with the broader multi-year programming in the Gulf region and in Saudi Arabia. DIO has indicated that it does not support this; therefore we cannot approve the study. For possible questions you can contact your DIO counterpart ([redacted] 5.1.2e).*

Mocht je nog verdere vragen hebben kan je contact met me opnemen.

Met vriendelijke groet,

[redacted] 5.1.2e

.....  
Rijksdienst voor Ondernemend Nederland  
Prinses Beatrixlaan 2 | 2595 AL | Den Haag Postbus 93144 | 2509 AC | Den Haag

.....  
M [redacted] 5.1.2e  
[redacted] 5.1.2e [redacted]@rvo.nl  
[www.rvo.nl](http://www.rvo.nl)

---

**Van:** [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl>  
**Datum:** 20 oktober 2022 om 15:43:47 CEST  
**Aan:** [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@rvo.nl>  
**Cc:** 00104 [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl>, [redacted] 5.1.2e [redacted] 5.1.2e [redacted]@minbuza.nl>

Beste 5.1.2e

Eerder vandaag probeerde ik je telefonische te bereiken, maar ik kreeg geen gehoor.

We hadden eerder contact over de studie op sport in Saoedi-Arabië. Ik vroeg me af of je de ambassade in Riyad hebt geïnformeerd over het besluit om niet door te gaan met deze studie. Mocht dat nog niet het geval zijn, zou je hen dan alsnog willen informeren, met mij in cc?

Veel dank alvast!

Hartelijke groet,  
5.1.2e



5.1.2e  
5.1.2e  
Directoraat-generaal Buitenlandse Economische Betrekkingen (5.1.2e)  
Directie Internationaal Ondernemen (DIO)  
Rijnstraat 8, 2515 XP Den Haag  
M 5.1.2e E: 5.1.2e@minbuza.nl

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De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

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**To:** 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e  
5.1.2e 5.1.2e @rvo.nl 5.1.2e  
**From:** 5.1.2e  
5.1.2e Wed 10/5/2022 3:55:21 PM  
**Subject:** RE: Marktstudie Saoedi-Arabie  
**Received:** Wed 10/5/2022 3:55:00 PM

Hi 5.1.2e

Saoedi-Arabië is geen prioriteitsland in de sportopdracht en de onderwerpen, zoals genoemd in de ToR, passen niet in de bredere meerjarige inzet in de Golfregio en in Saoedi-Arabië. Het 5.1.2e 5.1.2e en 5.1.2e heeft aangegeven dit niet te steunen.

Hartelijke groet,  
5.1.2e

---

**From:** 5.1.2e 5.1.2e @minbuza.nl>

**Sent:** dinsdag 4 oktober 2022 12:54

**To:** 5.1.2e <5.1.2e @minbuza.nl>

**Cc:** 5.1.2e >

**Subject:** RE: Marktstudie Saoedi-Arabie

Ok!

---

**From:** 5.1.2e <5.1.2e @minbuza.nl>

**Sent:** Tuesday, October 4, 2022 12:53 PM

**To:** 5.1.2e 5.1.2e @minbuza.nl>

**Cc:** 5.1.2e >

**Subject:** RE: Marktstudie Saoedi-Arabie

Yes, we sturen het nog even langs 5.1.2e.

Groet!  
5.1.2e

---

**From:** 5.1.2e 5.1.2e @minbuza.nl>

**Sent:** dinsdag 4 oktober 2022 12:09

**To:** 5.1.2e <5.1.2e @minbuza.nl>

**Cc:** 5.1.2e >

**Subject:** RE: Marktstudie Saoedi-Arabie

Ha 5.1.2e,  
Begrijp dat je het druk hebt, maar vergeet je het advies niet?

Groet,  
5.1.2e

---

**From:** 5.1.2e <5.1.2e @minbuza.nl>

**Sent:** Monday, September 26, 2022 1:48 PM

**To:** 5.1.2e 5.1.2e @minbuza.nl>

**Cc:** 5.1.2e >

**Subject:** RE: Marktstudie Saoedi-Arabie

Dank voor de reminder 5.1.2e komt eraan!

---

**From:** 5.1.2e <5.1.2e @minbuza.nl>

**Sent:** maandag 26 september 2022 12:40

**To:** 5.1.2e <5.1.2e @minbuza.nl>

**Cc:** 00105 5.1.2e >

**Subject:** RE: Marktstudie Saoedi-Arabie

1395034



Ha 5.1.2e,

RVO kwam weer op de lijn over onderstaande en willen graag uitsluitel.

Kun jij jouw advies sturen?

Dank en groet,

5.1.2e

---

**From:** 5.1.2e

**Sent:** Tuesday, September 20, 2022 11:46 AM

**To:** 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e >; 5.1.2e <5.1.2e@minbuza.nl>

**Subject:** Marktstudie Saoedi-Arabie

Beste 5.1.2e,

Zojuist ontving ik een telefoontje van RVO met het verzoek om advies inzake een marktstudie in Saoedi-Arabie.

RVO wil daar een marktstudie laten uitvoeren mbt kansen voor NLse bedrijven op het terrein van sport en infrastructuur.

Hoe zie jij dit? 5.1.2i

Groet,

5.1.2e

**To:** 5.1.2e, 5.1.2e, 5.1.2e @minezk.nl, 5.1.2e, 5.1.2e @minbuza.nl, 5.1.2e  
(5.1.2e), 5.1.2e @minezk.nl, 5.1.2e, 5.1.2e @minezk.nl, 5.1.2e  
(5.1.2e), 5.1.2e @minezk.nl  
**Cc:** 5.1.2e, 5.1.2e @minbuza.nl, 5.1.2e, 5.1.2e @minbuza.nl, 5.1.2e  
5.1.2e, 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Mon 9/12/2022 7:18:21 PM  
**Subject:** RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands > VC as Maandag 12 Sept 14:15 NLse tijd  
**Received:** Mon 9/12/2022 7:18:22 PM

Dag allen,

Dank voor de call vanmiddag, met excuses voor de technische mankementen aan mijn kant.

Dank voor de toelichting. Zoals aangegeven prima om verkennende gesprekken te voeren om uit te zoeken wat de ideeën en wensen van de Saoedi's zijn. Ik blijf graag op de hoogte. Op die manier kunnen we zorgen dat andere communicatie in lijn is met het besprokene.

Mocht uit de gesprekken een wens tot verdere afspraken komen, dan verneem ik het graag, zodat we dit intern kunnen bespreken, afstemmen en, indien gewenst, kunnen voorleggen aan R.

Alvast veel dank!

Hartelijke groet,

5.1.2e

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(www.blackberry.com)

---

**Van:** 5.1.2e, 5.1.2e <5.1.2e @minezk.nl>  
**Datum:** vrijdag 09 sep. 2022 11:58 AM  
**Aan:** 5.1.2e <5.1.2e @minbuza.nl>, 5.1.2e, 5.1.2e <5.1.2e @minezk.nl>, 5.1.2e  
(5.1.2e) <5.1.2e @minezk.nl>, 5.1.2e, 5.1.2e <5.1.2e @minezk.nl>  
**Kopie:** 5.1.2e <5.1.2e @minbuza.nl>, 5.1.2e, 5.1.2e @minbuza.nl>, 5.1.2e  
<5.1.2e @minbuza.nl>, 5.1.2e <5.1.2e @minbuza.nl>  
**Onderwerp:** RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands > VC as Maandag 12 Sept 14:15 NLse tijd

Beste 5.1.2e,

Prima!

Met vriendelijke groet,

5.1.2e

.....

Directoraat-Generaal Klimaat & Energie | Directie Energiemarkt  
Ministerie van Economische Zaken & Klimaat  
Bezuidenhoutseweg 73 | 2594 AC | Den Haag | C-Noord 3  
POB 20401 | 2500 EK | Den Haag  
.....

Email: 5.1.2e @minezk.nl  
Website: www.minezk.nl

**Van:** 5.1.2e <5.1.2e @minbuza.nl>  
**Verzonden:** vrijdag 9 september 2022 11:04  
**Aan:** 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>;  
5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>  
**CC:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e  
<5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
**Onderwerp:** RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands > VC as Maandag 12 Sept 14:15 NLse tijd

Beste 5.1.2e en (EZK-)collega's,  
  
Dank voor bericht.

Zijn jullie beschikbaar **maandag 12 September om 14:15 NLse tijd**? Eventueel een tijdslot later in de middag (het is +1u in Riyad) – afhankelijk ook van agenda's van onze DIO/RBD collega's?  
  
Groet,

5.1.2e  
  
Tel. 5.1.2e  
Embassy of the Kingdom of the Netherlands to Saudi-Arabia, Riyadh

**From:** 5.1.2e 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>  
**Sent:** donderdag 8 september 2022 16:08  
**To:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>  
**Cc:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e >; 5.1.2e, 5.1.2e ( 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
**Subject:** RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Dank 5.1.2e!  
  
Vanuit de energiedirecties zouden 5.1.2e en ik graag aansluiten. Wij zouden maandag om 14:00 kunnen.

**Van:** 5.1.2e <5.1.2e @minbuza.nl>  
**Verzonden:** donderdag 8 september 2022 11:47  
**Aan:** 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e <5.1.2e @minezk.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e 5.1.2e 5.1.2e ) <5.1.2e @minezk.nl>  
**CC:** 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e >; 5.1.2e, 5.1.2e ( 5.1.2e ) <5.1.2e @minezk.nl>; 5.1.2e <5.1.2e @minbuza.nl>; 5.1.2e <5.1.2e @minbuza.nl>  
**Onderwerp:** RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Dag collega's,  
  
Hoop alles gezond en well  
  
Mss nuttig om eerst even een call DH / post op te zetten, ook met mn collega's 5.1.2e en 5.1.2e erbij?  
  
Voor zover we weten hebben 5.1.2e al een MoU of bilaterale dialoog over waterstof 00106\ lopen.

5.1.2a verwachten 23/9 een bezoek van 5.1.2a waarbij energiesamenwerking ongetwijfeld een plek krijgt.

5.1.2e 5.1.2e komt ws op 13/9 - en ook hij zal over energiesamenwerking spreken. Dit past bovendien ook goed in de enkele maanden geleden vastgestelde Gezamenlijke EU-mededeling over strategische samenwerking met de Golf. Duurzame energie belangrijke pilaar hieronder.

Al met al voldoende haakjes om hier (eerst intern) met elkaar over te spreken. Maar zou qua volgorde DH / post, en dan tussen beide Energieministeries doen, 5.1.2a

5.1.2a Later overigens wel.

Graag in correspondentie collega's 5.1.2e en 5.1.2e in de loop houden.

Laat maar weten of een call op maandag bijv. schikt en met wie van jullie kant, dan zetten we iets op?

5.1.2e

5.4.2e  
5.1.2e

E 5.1.2e @minbuza.nl

.....  
**Embassy of the Kingdom of the Netherlands**  
Diplomatic Quarter | P.P. Box 94307 Riyadh 11693 | Saudi Arabia  
<https://www.netherlandsandyou.nl>  
.....

**Van:** 5.1.2e, 5.1.2e <5.1.2e @minezk.nl>

**Datum:** donderdag 08 sep. 2022 11:36

**Aan:** 5.1.2e, 5.1.2e (5.1.2e) <5.1.2e @minezk.nl>, 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>, 5.1.2e  
<5.1.2e @minbuza.nl>, 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>

**Kopie:** 5.1.2e <5.1.2e @minbuza.nl>, 5.1.2e <5.1.2e @minbuza.nl>, 5.1.2e  
5.1.2e >, 5.1.2e, 5.1.2e 5.1.2e <5.1.2e @minezk.nl>

**Onderwerp:** RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Dag 5.1.2e et al.,

Misschien goed als de post iom BZ Den Haag een indruk kan geven van de wijze waarop de EU delegatie en andere EU LS omgaan met dit soort KSA interventies...

met vriendelijke groet,

5.1.2e 5.1.2e 5.1.2e

.....  
**Directie Europese en Internationale Zaken**  
**Ministerie van Economische Zaken en Klimaat**

T 5.1.2e  
E 5.1.2e @minezk.nl  
.....

**Van:** 5.1.2e, 5.1.2e (5.1.2e) <5.1.2e @minezk.nl>

**Verzonden:** donderdag 8 september 2022 10:32

**Aan:** 5.1.2e, 5.1.2e (5.1.2e) <5.1.2e @minezk.nl>, 5.1.2e <5.1.2e @minbuza.nl>, 5.1.2e 5.1.2e  
5.1.2e @minezk.nl>

00106 5.1.2e 5.1.2e <5.1.2e @minezk.nl>, 5.1.2e <5.1.2e @minbuza.nl>, 5.1.2e 1395035

< 5.1.2e @minbuza.nl>; 5.1.2e >

Onderwerp: RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Dank 5.1.2e, ik zal dat zo terugkoppelen aan KSA : Dank voor de outreach en daarbij een snelle reactie NLse zijde aankondigen. Dat geeft tijd om de eventuele berichten van BZ/post meenemen in de reactie. Ik hoor graag de reactie van BZ /post op onze vragen.

Het is overigens het ministerie van energie zelf die ons nu benaderd voor de energiedialoog in onderstaande mail. Mijn voorstel zou zijn om na onze reactie/informatie BZ, online met enkele collega/experts een paar onderwerpen te bespreken, zoals onze algemene inzet/beleid voor de energietransitie, en vervolgens meer specifiek enkele punten over voor waterstof, CCS ea. En aanhoren wat KSA voor ogen heeft en waar zij mogelijkheden zien voor een eventuele samenwerking. Vanuit NL kant nog eerst aanhoren op het punt van samenwerking. Stap voor stap.

Groet,

5.1.2e

Van: 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

Verzonden: donderdag 8 september 2022 10:01

Aan: 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

CC: 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e

Onderwerp: RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Ter info, ik heb vandaag bij de Bewindspersonen gemeld dat we ambtelijk gesprek aangaan met ambassade in Den Haag om beter te begrijpen/te horen waar men nadere mogelijkheden voor samenwerking ziet. Dat vonden de bewindspersonen goed/kwam geen verdere reactie op.

Groet, 5.1.2e

Van: 5.1.2e < 5.1.2e @minbuza.nl>

Verzonden: donderdag 8 september 2022 08:56

Aan: 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

CC: 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e

Onderwerp: RE: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Dag 5.1.2e,

Voeg bij deze graag BZ-collega's toe die e.e.a. kunnen toelichten. 5.1.2e, in navolging van de mail gisteren, fijn als je de vragen van 5.1.2e kan beantwoorden.

Dank en groet!

5.1.2e

5.1.2e

5.1.2e

From: 5.1.2e 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

Sent: woensdag 7 september 2022 22:44

To: 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>; 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

Cc: 5.1.2e < 5.1.2e @minbuza.nl>; 5.1.2e, 5.1.2e 5.1.2e < 5.1.2e @minezk.nl>

Subject: Antw: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Dank, goed dat je BZ hebt gesproken. Ik zou ze wel danken voor de outreach en dat je snel bij ze terugkomt	5.1.2a
5.1.2a	En inderdaad goed met 5.1.2a te overleggen en plus en min punten op een rij te zetten.

### 5.1.2a

### 5.1.2a

Ik kom uit de tijd dat KSA G20 voorzitter werd en we eerst banden aanhaalden (na hervormingen) maar na Kashogi heel snel banden bevroren

Hgr, 5.1.2e

Van: 5.1.2e, 5.1.2e, 5.1.2e) <5.1.2e@minezk.nl>

Datum: 7 september 2022 om 16:54:22 CEST

Aan: 5.1.2e, 5.1.2a ( 5.1.2e ) < 5.1.2e @minezk.nl>, 5.1.2e, 5.1.2a, 5.1.2e < 5.1.2e @minezk.nl>

CC:	5.1.2e	<	5.1.2e	@minbuza.nl>	5.1.2e	5.1.2a	5.1.2e	<	5.1.2e	@minezk.nl>
-----	--------	---	--------	--------------	--------	--------	--------	---	--------	-------------

**Onderwerp:** FW: Saudi Ministry of Energy - Collaboration meeting with Netherlands

5.1.2e, 5.1.2e,

2a KSA stuurt mij onderstaande mail, 5.1.2a over de toezegging om bilaterale gesprekken aan te gaan. Ik heb gezegd dat ik dit intern zou gaan bespreken en bij hen hierop terug zou komen. Ik wil dit schriftelijk ook zo bevestigen.

### 5.1.2a

Mijn voorstel is om nu ook schriftelijk op de mail te reageren dat ik eerst binnen het ministerie het verzoek om bilaterale samenwerking wil bespreken en daarna bij hen erop terug kom. BZ geeft aan dat op ambtelijk niveau er geen belemmeringen zijn om besprekingen met KSA aan te gaan. Het besluit ligt hiervoor bij de departementen. Ofwel, het is aan ons.

Wat vinden jullie? Zijn jullie het eens om eerst schriftelijk zo te reageren?

Groet,

5.1.2e

Van:	5.1.2e	A <	5.1.2e	@moenergy.gov.sa>
------	--------	-----	--------	-------------------

Verzonden: woensdag 7 september 2022 13:26

Aan: 5.1.2e, 5.1.2a 5.1.2e ) < 5.1.2e @minezk.nl>

CC: 5.1.2e 5.1.2a 5.1.2e @moenergy.gov.sa; 5.1.2e 1.2a 5.1.2e @moenergy.gov.sa; 5.1.2e 5.1.2e 5.1.2e @moenergy.gov.sa; 5.1.2e 1.2a 5.1.2e @moenergy.gov.sa; 5.1.2e 5.1.2a 5.1.2e @moenergy.gov.sa; 5.1.2a 5.1.2e @moenergy.gov.sa

**Onderwerp:** RE: Saudi Ministry of Energy - Collaboration meeting with Netherlands

Dear 5.1.2e,

It was a pleasure to virtually meeting you yesterday.

Below is the brief summary on what was discussed during the meeting:

### 5.1.2a

And as agreed, Saudi representative are awaiting the proposed areas of cooperation from Dutch side.

100400 forward to hearing back from you

00106

1395035

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is gezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen.

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To: 5.1.2e 5.1.2e @rvo.nl 5.1.2e  
From: 5.1.2e  
5.1.2e Mon 2/13/2023 9:39:31 AM  
Subject: RE: Kick-off incoming mission waste management  
Received: Mon 2/13/2023 9:39:00 AM  
Presentation WM.pptx

Goedemorgen 5.1.2e

Hierbij één slide voor de bijeenkomst zo meteen. Als het nog lukt om die op het scherm te krijgen, graag. Zo niet, ook geen man over boord.

Tot zo, hartelijke groet,  
5.1.2e

From 5.1.2e 5.1.2e @rvo.nl>  
Sent: donderdag 9 februari 2023 16:15  
To: 5.1.2e  
Cc: 5.1.2e <5.1.2e@minbuza.nl>  
Subject: FW: Kick-off incoming mission waste management  
Importance: High

Hi 5.1.2e

Zie het bericht hieronder, 5.1.2e kan er wel bij zijn.

Groet,  
5.1.2e

Rijksdienst voor Ondernemend Nederland (RVO.nl)  
Prinses Beatrixlaan 2 | 2595 AL | Den Haag  
Postbus 93144 | 2509 AC | Den Haag

M 5.1.2e  
E 5.1.2e @rvo.nl

www.rvo.nl/pib



Van: 5.1.2e <5.1.2e@minbuza.nl>  
Verzonden: donderdag 9 februari 2023 15:51  
Aan 5.1.2e @rvo.nl>  
CC: 5.1.2e 5.1.2e @rvo.nl>  
Onderwerp: RE: Kick-off incoming mission waste management

Hi 5.1.2e

In plaats van 5.1.2e zal ik deelnemen aan de openingssessie aanstaande maandag. Ik zal met 5.1.2e de inhoud van de bijdrage 00107 delen.

Tot maandag!

Hartelijke groet,

5.1.2e

---

From: 5.1.2e <5.1.2e@rvo.nl>

Sent: donderdag 9 februari 2023 14:09

To: 5.1.2e <5.1.2e@minbuza.nl>

Cc: 5.1.2e <5.1.2e@rvo.nl>

Subject: RE: Kick-off incoming mission waste management

Hi 5.1.2e,

We hebben het nogmaals besproken en komen erop uit dat een online sessie niet wenselijk is om een inkomende delegatie te verwelkomen en dat we dan dit onderdeel beter kunnen laten vervallen.

Het wordt dan meer een technisch/inhoudelijk programma ter voorbereiding op het verdere bezoekprogramma in NL. 5.1.2e gaat de Saudi ambassade (die ook aanwezig zal zijn) informeren, evenals de inkomende delegatie.

Hartelijke groet,

5.1.2e

---

**Rijksdienst voor Ondernemend Nederland (RVO.nl)**

Prinses Beatrixlaan 2 | 2595 AL | Den Haag

Postbus 93144 | 2509 AC | Den Haag

M 5.1.2e

E 5.1.2e@rvo.nl

---

[www.rvo.nl/pib](http://www.rvo.nl/pib)



---

Van: 5.1.2e <5.1.2e@minbuza.nl>

Verzonden: woensdag 8 februari 2023 16:55

Aan: 5.1.2e <5.1.2e@rvo.nl>

CC: 5.1.2e <5.1.2e@rvo.nl>

Onderwerp: RE: Kick-off incoming mission waste management

Hi 5.1.2e

Dank daarvoor. Ik snap dat het niet wenselijk is, maar begrijp ik dat het ook niet mogelijk is. Gezien de deelnemerslijst lijkt het me wenselijk dat er een MT lid bij is, al begrijp ik natuurlijk dat digitale deelname niet optimaal is.

Hartelijke groet,

5.1.2e

**Van:** 5.1.2e 5.1.2e @rvo.nl>

**Datum:** woensdag 08 feb. 2023 2:49 PM

**Aan:** 5.1.2e <5.1.2e@minbuza.nl>

**Kopie:** 5.1.2e 5.1.2e @minbuza.nl>, 5.1.2e  
<5.1.2e@minbuza.nl>

**Onderwerp:** RE: Kick-off incoming mission waste management

Hi 5.1.2e,

We hebben kort ruggenspraak gehouden nav jouw telefoontje vandaag en onze voorkeur gaat niet uit naar een online opening. Is het mogelijk dat iemand anders (jij?) het overneemt van 5.1.2e?

Ter info stuur ik je de laatste (hopelijk definitieve) versies van het programma en de deelnemerslijst. Deelname SIRC is nu ook bevestigd.

We horen het graag,

Groet,

5.1.2e

**Rijksdienst voor Ondernemend Nederland (RVO.nl)**

Prinses Beatrixlaan 2 | 2595 AL | Den Haag

Postbus 93144 | 2509 AC | Den Haag

M 5.1.2e

E 5.1.2e @rvo.nl

[www.rvo.nl/pib](http://www.rvo.nl/pib)



Ministerie van Buitenlandse Zaken

Op zoek naar financiering  
voor je buitenlandse  
project?  
*Check de Regelhulp*

**Van:** 5.1.2e <5.1.2e@minbuza.nl>

**Verzonden:** dinsdag 31 januari 2023 16:37

**Aan:** 5.1.2e <5.1.2e@minbuza.nl>

**CC:** 5.1.2e <5.1.2e@rvo.nl> 5.1.2e

**Onderwerp:** Kick-off incoming mission waste management

Dear 5.1.2e

Hope all is well!

5.1.2e 5.1.2e) is available to attend the kick-off of the incoming mission on Monday 13 February from 1000-1030h in Utrecht (Midland Hotel). He can give a short speech and maybe answer some questions. If you have other ideas, please let me know.

Would it be possible to share a programme for the kick-off?

00107you!

1395036

Kind regards,

5.1.2e

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# Bilateral Economic Flows



## **Import / Export:**

1.6B / 5.8

## **Services / Goods Export:**

Use intellectual property

Transportation services

Mineral fuels

Machines

## **Services / Goods Import:**

Transportation services

Mineral fuels

Chemical products

## **Dutch share of KSA import:**

1.5%

To: 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl]  
From: 5.1.2e [redacted]  
5.1.2e [redacted] Wed 9/28/2022 8:04:52 AM  
Subject: RE: 5.1.2e [redacted] nieuwe Minister van Onderwijs: idee korte felicitatie?  
Received: Wed 9/28/2022 8:04:00 AM

Is 12 ok? Zet ik het op de lijst voor dan.

---

From: 5.1.2e [redacted] >  
Sent: woensdag 28 september 2022 08:49  
To: 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>  
Subject: FW: CEO SABIC nieuwe Minister van Onderwijs: idee korte felicitatie?

5.1.2e [redacted] > lijkt mij iig iets wat we iom EZK (club 5.1.2e [redacted]) met positief advies kunnen voorleggen aan AZ. SABIC idd belangrijke partij in NL en MP heeft blijkbaar goede relatie opgebouwd met 5.1.2e [redacted] over de jaren heen. En politiek en economie natuurlijk nauw verweven in KSA. Eens? Zo ja...

5.1.2e [redacted] > heb jij dan tijd om op te pakken? Zo ja, laten we dan even bellen over weg voorwaarts.

5.1.2e [redacted]

---

From: 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>  
Sent: woensdag 28 september 2022 07:48  
To: 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>  
Cc: 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl> 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl>  
Subject: 5.1.2e [redacted] nieuwe Minister van Onderwijs: idee korte felicitatie?

5.1.2e [redacted],

We komen vandaag met nader BZV bericht over ontwikkelingen, maar goed te weten dat 5.1.2e [redacted] gisteravond benoemd is tot nieuwe Minister van Onderwijs. Ik zou 5.1.2e [redacted] 1 dezer dagen weer zien, maar kan mij voorstellen dat deze nu onhold staat, een nieuwe 5.1.2e [redacted] is nog niet benoemd.

Gelet op belang SABIC voor NL, en een goed contact van onze MP, idee om onze MP een felicitatie te laten sturen via app (of tel) aa 5.1.2e [redacted]

Wg,  
5.1.2e [redacted]

---

From: 5.1.2e [redacted] >  
Sent: dinsdag 22 februari 2022 18:03  
To: 5.1.2e [redacted] @minbuza.nl> 5.1.2e [redacted] 5.1.2e [redacted] >; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl> 5.1.2e [redacted] 5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>  
Cc: 5.1.2e [redacted] @minbuza.nl>; M 5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>; 5.1.2e [redacted] <5.1.2e [redacted] @minbuza.nl>  
Subject: INFO: bulletin SABIC

5.1.2e [redacted] 5.1.2e [redacted] 5.1.2e [redacted] 5.1.2e [redacted],

Vind ajb hieronder bulletin voor 5.1.2en M over het Saoedische SABIC en hun activiteiten in Sittard-Geleen.

Vragen? Let me know.

Groet,

5.1.2e

5.1.2e 5.1.2e 5.1.2e

5.1.2e

+++

5.1.2a



**To:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e Mon 8/29/2022 3:47:26 PM  
**Subject:** VRAAG: ambtelijk bezoek KSA  
**Received:** Mon 8/29/2022 3:47:00 PM

Beste 5.1.2e en 5.1.2e,

Vorige week tijdens de bijpraat hebben we het gehad over een uitgaand ambtelijk economisch bezoek aan KSA. 5.1.2e heeft besloten dit jaar niet af te reizen naar KSA. Dat laat onverlet dat het ons nog steeds een goed idee lijkt om een uitgaand ambtelijk economisch bezoek aan KSA te organiseren. Ik zou ergens de komende twee/drie weken een voorstel aan 5.1.2e en/of 5.1.2e voor willen leggen.

Zoals eerder besproken is het belangrijk dat er een goed inhoudelijk haakje is voor het bezoek. Vanochtend hadden we het over de Golf EA bijeenkomst begin december. Wellicht kan een combinatie gemaakt worden tussen die bijeenkomst en een bezoek. Zijn rond die datum beurzen of relevante evenementen gepland? Op welke manier heeft het NLse bedrijfsleven het meest aan een bezoek? Graag hoor ik jullie ideeën hierover. Op die manier kan ik nut en noodzaak van een bezoek het meest helder verwoorden.

Alvast veel dank!

Hartelijke groet,  
5.1.2e

**To:** 5.1.2e 5.1.2e 5.1.2e 5.1.2e @minezk.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e 5.1.2e 5.1.2e @minezk.nl; 5.1.2e 5.1.2e  
( 5.1.2e ) 5.1.2e @minezk.nl; 5.1.2e 5.1.2e 5.1.2e @minezk.nl  
**From:** 5.1.2e  
5.1.2e Thur 2/16/2023 5:27:04 PM  
**Subject:** RE: ACTIE: graag jullie commentaar op het ontwerp MoU KSA-NL inzake H2  
**Received:** Thur 2/16/2023 5:27:04 PM

Beste 5.1.2e,

Dank! Ik was begonnen met het position paper, maar vroeg me af of dat nog nodig is, nu we al werken aan een MoU.

Mocht dat nog wenselijk zijn, dan kunnen we er misschien het beste een NLs position paper naast zetten, in plaats van de huidige tekst aan te passen.

Vwb het MoU, ik begreep van de energiecollega's dat er met een redelijk vast format wordt gewerkt buiten verzoek. Ik kan nu niet overzien in hoeverre dat format verschilt van het voorgestelde MoU, maar ik vind het prima om alvast te retourneren naar de Saoedi's. Ik zal het delen met 5.1.2e en 5.1.2e voor hun blik en met 5.1.2e. Als er dan nog wijzigingen uitkomen, kunnen we altijd nog een keer teruggaan met een nieuw tekstvoorstel.

Het akkoord van M en R is vooral gericht op het idee van een MoU en in mindere mate op de inhoud, dat ligt vooral bij jullie.

(En dat geldt natuurlijk ook voor jullie waardering van de inhoud van het MoU.)

Dank alvast, wordt vervolgd!

Hartelijke groet,

5.1.2e

Verzonden met BlackBerry Work  
(www.blackberry.com)

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**Van:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>  
**Datum:** donderdag 16 feb. 2023 9:12 AM  
**Aan:** 5.1.2e <5.1.2e @minbuza.nl>  
**Kopie:** 5.1.2e <5.1.2e @minbuza.nl>, 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>, 5.1.2e 5.1.2e  
( 5.1.2e ) <5.1.2e @minezk.nl>, 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>  
**Onderwerp:** RE: ACTIE: graag jullie commentaar op het ontwerp MoU KSA-NL inzake H2

Beste 5.1.2e,

Is er al witte rook? Ik wil het concept MoU graag aan de Saudi's voorleggen zodat zij er wat van kunnen vinden. Ik heb in ieder geval al op basis van een advies van 5.1.2e de verwijzing naar 5.1.2a er al uitgehaald, omdat dat niet feitelijk is. Ik ben vanaf morgen een week met verlof, vandaar dat ik voordien alvast graag wat bij de Saudi's achterlaat.

Ik zie je reactie met belangstelling tegemoet.

Groet,  
5.1.2e

---

**Van:** 5.1.2e <5.1.2e @minbuza.nl>  
**Verzonden:** maandag 13 februari 2023 14:59  
**Aan:** 5.1.2e 5.1.2e 5.1.2e <5.1.2e @minezk.nl>  
**CC:** 5.1.2e <5.1.2e @minbuza.nl>  
**Onderwerp:** RE: ACTIE: graag jullie commentaar op het ontwerp MoU KSA-NL inzake H2

00111 5.1.2e

1395039



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Help save paper! Do you really need to print this email?

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**To:** 5.1.2e | 5.1.2e | @minbuza.nl]  
**Cc:** 5.1.2e | 5.1.2e | @minbuza.nl]; 5.1.2e | 5.1.2e | @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e  
**Subject:** VRAAG: reisvoorstel (5.1.2e) KSA  
**Received:** Thur 11/17/2022 6:05:00 PM

Beste 5.1.2e ,

Vanmiddag hebben we met 5.1.2e gesproken over het voorstel voor een bezoek van 5.1.2e aan KSA op 29 en 30 januari en marge van een private missie, georganiseerd door de IRO met hulp van de post. In het voorstel waren twee componenten opgenomen: 1) een bilateraal programma en 2) een programma met de bedrijven uit de missie. 5.1.2e heeft aangegeven vraagtekens te zetten bij een hoogambtelijk bezoek. Een paar punten ter toelichting:

- Thema's van de missie zijn hernieuwbare energie en *sustainable upstream*. 5.1.2e gaf aan dat *sustainable upstream* (CCS) niet past binnen het NLse concept van duurzaamheid (de fossiele brandstoffen worden nog steeds uit de grond gehaald en veroorzaken elders uitstoot);
- De beurs IKTVA neemt een centrale plaats in tijdens de missie. Dit is een door Aramco georganiseerde beurs, waar ook fossiel een thema is;
- Hoogambtelijke betrokkenheid bij deze missie lijkt 5.1.2e dan ook lastig;
- Daarnaast heeft 5.1.2e vanaf 27 januari verlof. Mocht 5.1.2e instemmen met een bezoek, dan zal er op maandag 30 januari niemand van 5.1.2e in Den Haag aanwezig zijn. Is dat überhaupt een optie?;
- Het voorstel is nog niet met 5.1.2e 5.1.2e besproken. Het voorstel is toegevoegd aan de concept reisagenda, die jij maandag bespreekt met 5.1.2e .

5.1.2e neigt ernaar, gelet op bovenstaande, het voorstel voor nu van de agenda af te halen. Ik hoor graag of je dat deelt. Mocht blijken dat de missie zich wel volledig richt op hernieuwbare energie en daarmee binnen de kaders van het beleid valt, dan kunnen we het voorstel opnieuw op de agenda zetten.

Alvast dank voor je reactie!

Hartelijke groet,

5.1.2e

**To:** 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e Thur 2/9/2023 4:55:50 PM  
**Subject:** FW: Email ter attentie van Minister Mickey Adriaansens en aan MT Member 5.1.2e  
**Received:** Thur 2/9/2023 4:55:00 PM  
[Mission to The Netherlands - Water Technology.pdf](#)  
[20230116 Water Efficiency Mission Invitation letter Final Draft.docx](#)

Ha 5.1.2e,

Onderstaande kwam via de start-up collega's tot mij. Het zegt mij helemaal niets, maar ik zie dat de brief door jou ondertekend is. Heb jij misschien meer info over de missie? Het ministerie staat genoemd als partner. Op welke manier zijn wij betrokken? Financieren wij de missie deels?

Dank alvast!

Hartelijke groet,  
5.1.2e

---

**From:** 5.1.2e van den <5.1.2e>  
**Sent:** donderdag 9 februari 2023 13:47  
**To:** 5.1.2e <5.1.2e@minbuza.nl>  
**Subject:** FW: Email ter attentie van Minister Mickey Adriaansens en aan MT Member 5.1.2e

Hi 5.1.2e,

Vraagje, ben jij bekend met onderstaande inkomende missie uit Saudi Arabië? Collega's vanuit EZK kwamen namelijk op de lijn dat zij een verzoek hebben gekregen om ook een financiële bijdrage te leveren aan deze missie. Heb jij enig idee in welke mate wij betrokken zijn, ook qua budget?

Groet,  
5.1.2e

---

**From:** 5.1.2e 5.1.2e 5.1.2e) <5.1.2e@minezk.nl>  
**Sent:** donderdag 9 februari 2023 10:45  
**To:** 5.1.2e van den <5.1.2e>  
**Subject:** FW: Email ter attentie van Minister Mickey Adriaansens en aan MT Member 5.1.2e

Hallo 5.1.2e,

goed elkaar gesproken te hebben vanochtend. En idd binnenkort een brainstorm over CES lijkt me waardevol.

Zoals beloofd, hierbij ter informatie het verzoek dat we onlangs hebben ontvangen van Hydraloop. Ze vragen bijdrage aan een inkomende missie uit Saudi Arabië. We zullen netjes beantwoorden langs de lijn dat we missies ondersteunen alleen via ons instrumentarium bij RvO, maar niet direct.

Hartelijke groet,  
5.1.2e

5.1.2e

5.1.2e

Email: 5.1.2e @minezk.nl

Phone: 5.1.2e

---

Van: 5.1.2e <5.1.2e@hydraloop.com>

Verzonden: zondag 29 januari 2023 01:53

Aan: 5.1.2e, 5.1.2e, 5.1.2e, C. (5.1.2e)

CC: 5.1.2e

Onderwerp: Email ter attentie van Minister Mickey Adriaansens en aan MT Member 5.1.2e

-----

Let op, in deze e-mail verzonden door 5.1.2e@hydraloop.com, zijn één of meerdere verdachte links gevonden die uit voorzorg aangepast zijn, zodat deze opnieuw gecontroleerd worden bij het aanklikken. Links kunnen misbruikt worden om malware op uw systeem te installeren. Klik alleen op nog aanwezige links als de e-mail afkomstig is van een door u vertrouwde afzender.

**Indien dit niet het geval is dient u deze e-mail direct te verwijderen.**

DICTU Servicedesk

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Beste 5.1.2e en 5.1.2e,

Hieronder heb ik een brief voor minister Adriaansens en ook voor 5.1.2e geschreven.

Ik hoop van harte dat jullie deze brief aan hen willen doorsturen.

Met dank en groet,

5.1.2e

-----

Geachte minister, beste Mickey,

We hebben elkaar oktober jongstleden persoonlijk gesproken in een lunchdebat tijdens CES Unveiled in de Beurs van Berlage in Amsterdam. Ik heb zojuist bericht gehad dat we op 16 februari dit debat gaan continueren. Ik ben daar heel graag bij aanwezig en ik kijk er naar uit om mijn bijdrage te leveren in dit gesprek.

Geachte mevrouw 5.1.2e, beste 5.1.2e,

Wij hebben elkaar ook tijdens CES Unveiled gesproken, maar ook recentelijk nog tijdens de CES2023 in Las Vegas, waar wij ons allernieuwste water recycle product - de Hydraloop Concealed - wereldwijd met succes hebben gelanceerd. We waren uiteraard zeer trots om als Nederlands bedrijf wederom een Innovation Award in de wacht te slepen, en hebben tijdens de beurs een belangrijke MOU ondertekend - in het bijzijn van Prins Constantijn - met Bowersox Investment Group voor het bouwen van woonwijken in de US waarin alle woningen 'net zero' op gebied van energie en water worden gebouwd. (Ik heb nog 2 foto's hiervan hieronder toegevoegd).

00113

**Ik schrijf jullie beide vandaag vanwege een verzoek:**

1395041

In samenwerking met het Ministerie van Buitenlandse Zaken, de Water Alliance en EIA Energy (uit Saudi Arabia) is Hydraloop Systems mede-organisator van een missie voor participanten uit Saudi Arabia, die een mix zijn van stakeholders zoals project ontwikkelaars, consultants en relevante overheidsinstellingen vanuit het Kingdom of Saudi Arabia. De missie naar Nederland zal zich focussen op **Nederlandse expertise in Water Efficiëntie** en zal plaats vinden tussen 27 februari en 2 maart 2023.

Tijdens dit bezoek worden meerdere Nederlandse bedrijven bezocht in heel Nederland die aspecten van water efficiëntie en technology implementeren. Daarnaast worden ook kennis events georganiseerd bij instituten zoals o.a. op de Water Campus in Leeuwarden bij Wetsus en de Water Alliance, en zullen een aantal Nederlandse bedrijven die 'state of the art' oplossingen en innovaties creëren op het gebied van water technologie worden bezocht. Nederland staat wereldwijd natuurlijk zeer hoog aangeschreven om zijn innovatieve water management en technologie, hetgeen voor deze top delegatie een belangrijke reden is om relevante expertise op te doen en mogelijke samenwerking met Nederlandse bedrijven zal bieden.

De kosten van deze missie worden deels gedragen door onze partner - EIA Energy - voor de vluchten van alle delegatieleden. De overige kosten in Nederland zelf, zoals bustransport, lunches, diners en overnachtingen zullen door alle Nederlandse organisaties en bedrijven die aan deze missie bijdragen moeten worden bekostigd. Mijn vraag is of uw Ministerie mogelijk een budget zou kunnen vrijmaken om zo ook een stuk financieel bij te dragen aan deze missie?

Ik stuur jullie hierbij de uitnodiging en het voorlopige programma toe.  
In afwachting van jullie antwoord verblijf ik.  
Met hartelijke groet,

5.1.2e

5.1.2e

5.1.2e

Hydraloop Systems  
[www.hydraloop.com](http://www.hydraloop.com)

Office: 

5.1.2e

  
Mobile: 

5.1.2e





5.1.2e

5.1.2e



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Ministry of Foreign  
Affairs

Date: Monday 16 January 2023  
RE: Mission to the Netherlands focusing on Water Efficiency.

Embassy of the Kingdom  
of the Netherlands in  
Riyadh, Saudi Arabia

5.1.2e Hizaf Asehmi Street  
Diplomatic Quarter  
11693 Riyadh  
[www.netherlandsandyou.nl](http://www.netherlandsandyou.nl)

Dear 5.1.2e

Contact  
5.1.2e  
Email: 5.1.2e@minbuza.nl

I hope this letter finds you well.

I would like to invite you for a mission to the Netherlands focusing on Water Efficiency which will take place from 27<sup>th</sup> of February to the 2<sup>nd</sup> of March.

There are many things that the Netherlands is working on within water sector, that can be relevant to the important work that your esteemed organization is doing currently.

Throughout this visit, you will be able to explore locations in Netherlands that are implementing aspects of water efficiency and technology, as well as conducting meetings with institutes at the *Water Campus (WETSUS, Water Alliance)* and some of the companies in the Netherlands that offer state-of-the-art solutions and innovations.

Participants of this mission will be a mix of stakeholders such as project developers, consultants and relevant government institutions from KSA.

Kindly take a look at the tentative program in the attached file and let us know if you are interested to participate or want to delegate a candidate from your esteemed organization, who is able to join this mission.

The hosting private sector stakeholders from the Netherlands will sponsor the cost of accommodation, food and logistics during the visit, whereas the participants from Saudi Arabia would have to pay for their visas and flights.

I would appreciate your response by emailing back to 5.1.2e at the Embassy (5.1.2e@minbuza.nl) and please let us know if any further details are needed.

Kind regards,

5.1.2e  
5.1.2e

M 5.1.2e  
F 5.1.2e  
E 5.1.2e@minbuza.nl

\*\*\*\*\*  
Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.P. Box 94307 Riyadh 11693 | Saudi Arabia,



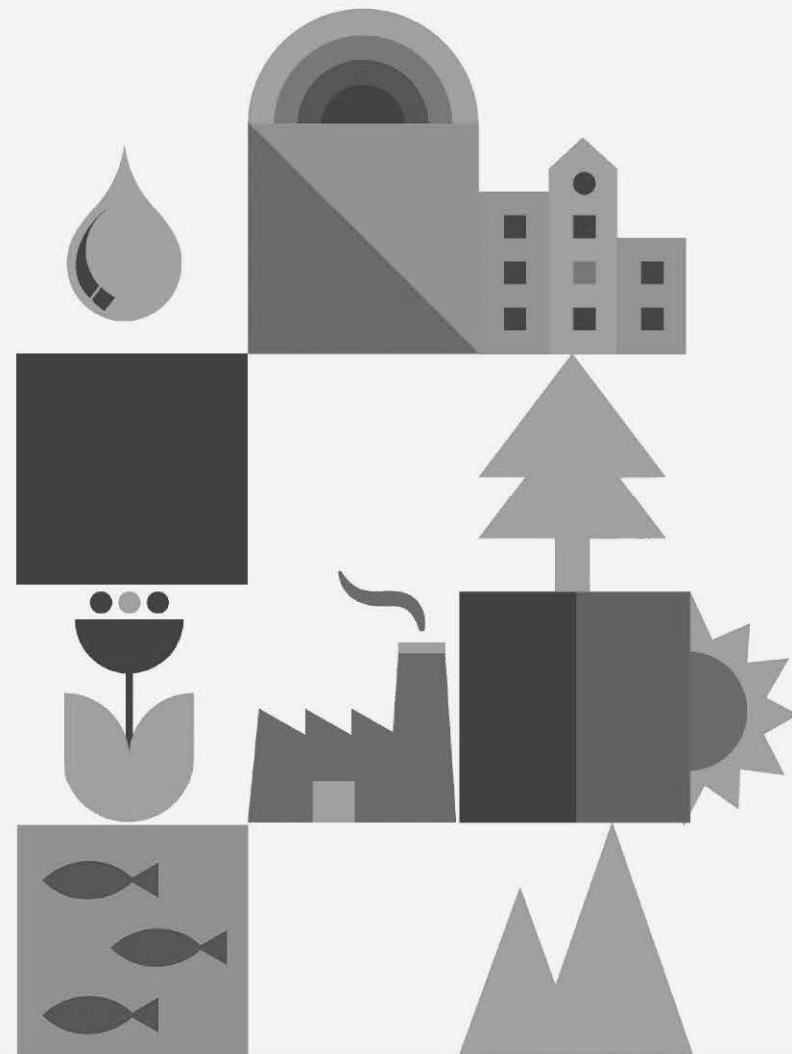
Ministry of Foreign Affairs of the  
Netherlands

# WATER TECH: THE ROAD TO VISION 2030

KSA water mission

27 February – 2 March 2023

The Netherlands.





# Introduction

Saudi Arabia water mission, 27 February till 2 March 2023 to the Netherlands focusing on water in the built environment including green and water smart buildings.

Throughout this visit, we would explore locations in Netherlands that are implementing aspects of water smart buildings and water sustainability, as well as conducting meetings with institutions such as Water Alliance, WETSUS and Dutch companies that offer state-of-the-art solutions and innovations.

# What will it address?

We aspire for you to return to KSA with a deeper knowledge of what the Netherlands water ecosystem can place at your organization's disposal in reaching Saudi Arabia's Vision 2030 objectives.



**Storm water and infrastructure**



**Decentralized treatment plants**



**Drinking water network monitoring**



**Ultrapure water treatment plant**



**Water safety in buildings and networks**



**Smart homes**



**Impact of technology on regulation**



**Water in the built environment**



**Recycle and re-use, for irrigation**

# Agenda



## Day 1

Arrival to Amsterdam airport and welcome



## Day 2

Visit / meetings in the Amsterdam area



## Day 3

Visit / meetings in the Leeuwarden area



## Day 4

Visit / meetings in the Emmen area



## Day 5

Departure from Amsterdam



# Water Campus

WaterCampus Leeuwarden is the physical core of the Dutch water technology sector and has the ambition to play a sector uniting role for the rest of Europe as well.

WaterCampus stimulates cooperation between (inter)national businesses, knowledge institutes and governments within the water technology sector, in order to create synergy for world class innovation, education and entrepreneurship. WaterCampus stimulates cooperation between (inter)national businesses, knowledge institutes and governments within the water technology sector, in order to create synergy for world class innovation, education and entrepreneurship.





# Wetsus

Wetsus, European centre of excellence for sustainable water technology is a facilitating intermediary for trendsetting know-how development.

Wetsus creates a unique environment and strategic cooperation for development of profitable and sustainable state of the art water treatment technology.



# Water Alliance

The Water Alliance is a unique partnership of public and private companies, government agencies and knowledge institutes involved in water technology in the Netherlands.

The Water Alliance focuses on innovative and sustainable water technology that can be used worldwide.



# Centre of Expertise Water

CEW, the Centre of Expertise Water Technology (CEW) is the dutch leading knowledge and innovation centre for applied research and product development in the field of water technology.



# Hydraloop

Hydraloop is an internationally recognized multi-award-winning venture that empowers people and organizations to save up to 45% on water and wastewater, reduce their carbon footprint, and keep full comfort of living with low maintenance, decentralized greywater recycling solutions.

With a Hydraloop device, you can recycle shower and bath water, as well as water from washing machines, and air conditioning units. The treated and disinfected water is suitable for toilet flushing, cleaning purposes, washing machines and garden irrigation. It is a modular, scalable, internet-connected, and made-to-measure solution that is easy to install. Hydraloop devices can be used in residential buildings, as well as in larger buildings such as training facilities, stadiums, sports fields, mosques, hotels, office buildings, shopping centers and more.



HOLLANDWATER

## Holland Water

Holland Water is a water tech company with smart & sustainable technological solutions for combating legionella. Over 700 systems of their systems have been sold and installed in Europe and the United Arab Emirates.

These systems are – for instance – applied in hospitals, care facilities, hotels, apartment buildings, luxury yachts and warmly welcomed by various governments across the globe. The company's mission is to keep water clean and safe; whilst not only reducing the waste of energy and water, but also reducing their customer's operational costs.



# Royal Eikelkamp

Personal attention and a unique range of solutions: for more than 110 years, this has been the trademark at Royal Eijkelkamp.

Royal Eijkelkamp has been devising, developing, producing and delivering smart solutions for soil and water projects worldwide since 1911.





# Nieuwater (NWTR)

NWTR produces 8200 m<sup>3</sup> /day ultrapure water using the effluent of a Sewage Water Treatment plant as a source. The water is used for steam production at the oil field in Schoonebeek, the largest onshore oil field in North-western Europe.

The production plant uses advanced technologies such as BODAC (biological active carbon filtration) as an innovative way to remove nutrients in order to avoid biofouling. BODAC also has been shown to remove medicine residues very well. Due to the innovative design the use of chemicals and generation waste are very low.



# Colubris Cleantech

privately owned Dutch company with over 35 years' experience in separation and purifying technologies. Colubris offers a complete range of products and processes for Water, Waste recycling and Bioresource solutions, among which the Metabolic Network Reactor (MNR). specializes in industrial wastewater treatment and decentralized municipal wastewater treatment. We design, manufacture, construct, commission and handover complete systems. From a simple screen to the integration of the most advanced technologies aimed to generate value from waste.





# Wavin

With 12.000 committed employees Wavin is global market leader in plastic pipe solutions for urban infrastructure and for buildings with a presence in more than 80 countries in 4 continents. With continuous investment in breakthrough innovations and new

Technologies Wavin enables its partners and customers to address scarcity of water, make cities climate resilient and develop energy efficient sustainable buildings. In this mission to create future proof buildings and cities, the development of data driven smart eco-systems is playing a key role with a fast growing number of pilots and reference projects in all parts of the world.



JoinThePipe

# JoinThePipe

JoinThePipe CityWater is the first affordable alternative for single use water bottles. A tapwater concept creating less plastic waste and a clean environment.

Our bottles are made from sugarcane, a CO2 negative material, and easy to recycle. Our refill stations can be provided with filtered, cooled and sparkling water.

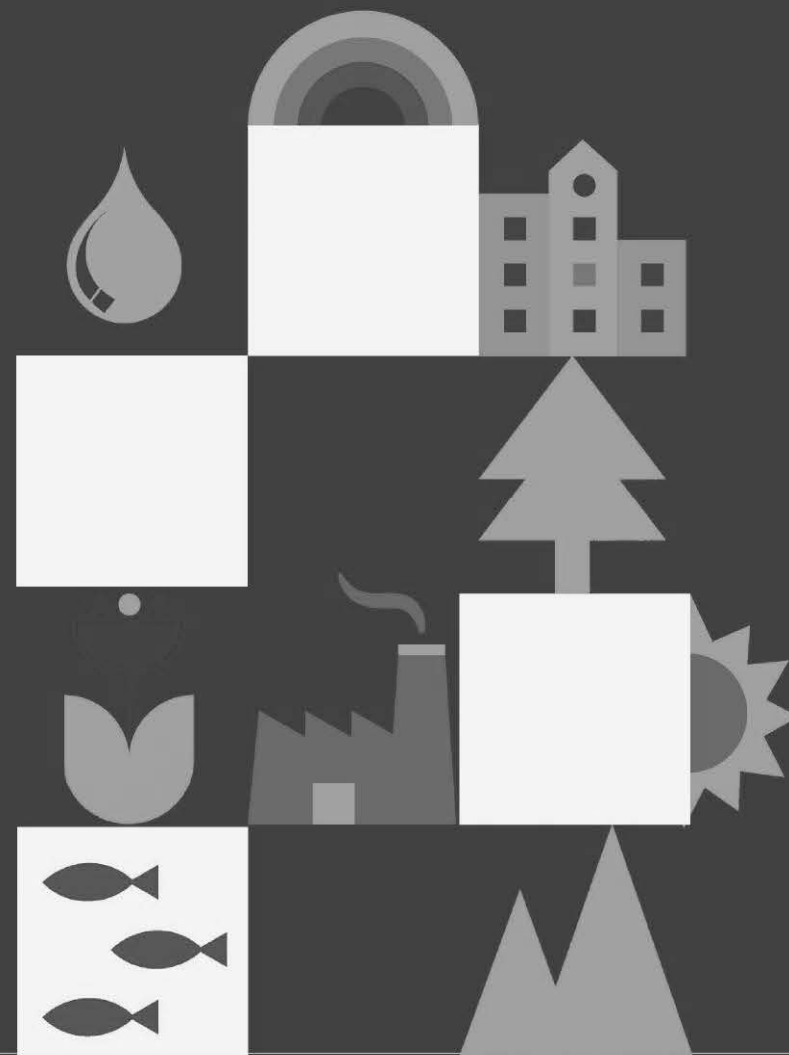
# We look forward to your participation!



Ministry of Foreign Affairs of the  
Netherlands

**wateralliance**  
accelerating business with WaterCampus

**EIA**  
ENERGY



Saudi Arabia water mission (27 February – 2 March 2023)

**To:** 5.1.2e 5.1.2e @minbuza.nl]  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]; 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e Thur 1/19/2023 12:00:11 PM  
**Subject:** VERZOEK: deelname opening PIB-missie  
**Received:** Thur 1/19/2023 12:00:00 PM  
[List of Candidates.docx](#)

Beste 5.1.2e,

Vanaf maandag 13 februari brengt een groep bedrijven en vertegenwoordigers uit KSA (zie bijlage) in het kader van de PIB waste management een bezoek aan NL. Het verzoek is of jij bij de opening aanwezig kan zijn om de delegatie welkom te heten. Aangezien KSA een top-25 markt is, is mijn inschatting dat 5.1.2e het juiste niveau is.

De opening staat gepland van 10.00-12.00 uur in Utrecht. Mijn suggestie is dat je 30 minuten aanwezig bent (bijvoorbeeld van 10.00-10.30). Ik zal dat met RVO bespreken.

Graag verneem ik of je akkoord gaat met dit voorstel.

Mocht je nog vragen hebben, laat het gerust weten.

Hartelijke groet,  
5.1.2e

List of Candidates

Name		Company	Position	Email	Phone	
Dr.	5.1.2e	King Abdulaziz University	5.1.2e	5.1.2e	5.1.2e	
Mr		MWAN				
Mr		MWAN				
Ms		MEWA				
Mr		Riyadh Municipality				
Mr		Red Sea Global				
Mr		Red Sea Global				
Dr.		Clean Environment Technologies CET				
Ms		Env. Compliance Center				
Ms		Omniya Co. Kuwait				
Ms		Omniya Co. Kuwait				
Mr		WASCO				
Mr		NL Embassy				5.1.2e
Mr		BreAD				
Ms		MWAN				

**To:** 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Sat 11/12/2022 8:31:06 PM  
**Subject:** RE: Lunch 14/11 - Meeting with 5.1.2e mid November?  
**Received:** Sat 11/12/2022 8:31:00 PM

Beste 5.1.2e,

Ter voorbereiding op de lunch aanstaande maandag met Aramco, hierbij de verslagen van twee gesprekken:

- 1. Een verslag van het gesprek dat op 15 februari jl. plaatsvond met 5.1.2e
- 2. Een verslag van het gesprek dat MP op 21 februari jl. had met vml. 5.1.2e Aanleiding voor dat gesprek waren berichten in de media over de mogelijke sluiting door SABIC van een naffakraker op industriecomplex Chemelot. Aramco is voor 70% aandeelhouder van SABIC, om die reden is dit wellicht relevant.

Daarnaast sprak minister Jetten vorige week met zijn Saoedische evenknie. De bal ligt nu bij EZK (i.s.m. de post), maar zeer waarschijnlijk volgt een bijeenkomst op ambtelijk niveau om eventuele mogelijkheden voor samenwerking op het gebied van energie te verkennen.

Naast 5.1.2e en 5.1.2e zal ook 5.1.2e (uitgenodigd door 5.1.2e) maandag aansluiten.

Mocht je nog vragen hebben, dan verneem ik het graag!

Fijne avond, hartelijke groet,

5.1.2e  
+++

Aanwezig NL: 5.1.2e 5.1.2e 5.1.2e 5.1.2e  
Aanwezig AOC: 5.1.2e

5.1.2a

5.1.2a

+++

5.1.2a

**From:** 5.1.2e <5.1.2e@minbuza.nl>

**Sent:** vrijdag 11 november 2022 18:17

**To:** 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e  
<5.1.2e@minbuza.nl>

**Cc:** 5.1.2e <5.1.2e@minbuza.nl>

**Subject:** RE: Lunch 14/11 - Meeting with 5.1.2e mid November?

Oops deze was blijven hangen. Stel voor dat ik ga

Kind regards,

5.1.2e



5.1.2e

| DG Foreign Economic Relations | Ministry of Foreign Affairs  
| Rijnstraat 8 | 2515 XP The Hague | The Netherlands | Cell: 5.1.2a 5.1.2e@minbuza.nl

---

**From:** 5.1.2e <5.1.2e@minbuza.nl>

**Sent:** donderdag 10 november 2022 08:52

**To:** 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e >

**Subject:** RE: Lunch 14/11 - Meeting with 5.1.2a mid November?

Dank 5.1.2i Maar belangrijkste inderdaad dat we aanschuiven. We hebben allebei 5.1.2e waar geef jij de voorkeur aan?

Hrgr,

5.1.2e

Verzonden met BlackBerry Work

([www.blackberry.com](http://www.blackberry.com))

---

**Van:** 5.1.2e <5.1.2e@minbuza.nl>

**Datum:** woensdag 09 nov. 2022 6:02 PM

**Aan:** 5.1.2e <5.1.2e@minbuza.nl>, 5.1.2e <5.1.2e@minbuza.nl>

**Kopie:** 5.1.2e >

**Onderwerp:** FW: Lunch 14/11 - Meeting with 5.1.2e mid November?

Beste 5.1.2e en 5.1.2e,

Naar aanleiding van ons gesprek vorige week over de lunch met 5.1.2e heeft DAM 5.1.2e aangegeven bij 5.1.2e dat één van jullie aanwezig zal zijn.

Hartelijke groet,

5.1.2e

---

**From:** 5.1.2e <5.1.2e@minbuza.nl>

**Sent:** woensdag 9 november 2022 17:39

**To:** 5.1.2e <5.1.2e@minbuza.nl>

**Subject:** FW: Lunch 14/11 - Meeting with 5.1.2e mid November?

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**From:** 5.1.2e <5.1.2e@minbuza.nl>

**Sent:** woensdag 9 november 2022 17:34

**To:** 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>

**Cc:** 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e

<5.1.2e@minbuza.nl>; 5.1.2a <5.1.2e@minbuza.nl>; 5.1.2e <5.1.2e@nfia.com>

**Subject:** Lunch 14/11 - Meeting with 5.1.2e mid November?

Ha collega's,

Hoop alles goed.

Ik ben 2 weken in NL, en heb voor volgende week enkele relatie management afspraken ingepland, inclusief met Aramco 5.1.2e waarover jullie meen ik ook over gesproken hebben met DAM.

Lunch met 5.1.2e (ook in aanwezigheid van 5.1.2e) staat nu gepland voor maandag 14/11, om 12:30 bij 5.1.2e. Ik heb hier een tafel gereserveerd en hoop zeer dat jullie (min 1 van jullie) aanwezig kan zijn. Deze lunch 001183en agenda, motto relatie management, en me dunkt genoeg te bespreken.

1395043



Hoor graag van jullie,

Hgr,  
5.1.2e

Verzonden met BlackBerry Work  
([www.blackberry.com](http://www.blackberry.com))

---

**Van:** 5.1.2e <5.1.2e@minbuz.nl>  
**Datum:** woensdag 09 nov. 2022 5:23 PM  
**Aan:** 5.1.2e@aramcooverseas.com>  
**Kopie:** 5.1.2e <edo@nfia.com>, 5.1.2e <5.1.2e@minbuz.nl>, 5.1.2e@aramcooverseas.com>, 5.1.2e <5.1.2e@minbuz.nl>, 5.1.2e <5.1.2e@minbuz.nl>  
**Onderwerp:** RE: Meeting with 5.1.2e - mid November?

Dear 5.1.2e

I reserved a table at 12:30 on Monday 14th at 5.1.2e (just around t Plein, under my name, hope this is agreeable for 5.1.2e (and also for you 5.1.2e).

With me will be:

- 5.1.2e, NFIA
- 5.1.2e, 5.1.2e

We are also in touch with the department of International Enterprise, and hope to welcome either 5.1.2e (5.1.2e 5.1.2e) or otherwise 5.1.2e 5.1.2e) for the lunch, tbd.

Looking forward to hear your confirmation.

Kindest,  
5.1.2e

Verzonden met BlackBerry Work  
([www.blackberry.com](http://www.blackberry.com))

---

**Van:** 5.1.2e@aramcooverseas.com>  
**Datum:** donderdag 20 okt. 2022 4:47 PM  
**Aan:** 5.1.2e <5.1.2e@minbuz.nl>  
**Kopie:** 5.1.2e@nfia.com>, 5.1.2e <5.1.2e@minbuz.nl>, 5.1.2e@aramcooverseas.com>  
**Onderwerp:** RE: Meeting with 5.1.2e - mid November?

Thank you for your reply, 5.1.2e

We confirm lunch on Monday 14<sup>th</sup> (any time after 13:00 hrs)

Best Regards,

5.1.2e

00118

Scheveningsweg 62 - 66  
2517 KX The Hague  
The Netherlands  
Tel: [redacted] 5.1.2e  
Mob: [redacted] 5.1.2e  
[redacted] 5.1.2e @aramcooverseas.com  
www.aramcooverseas.com  
LN: [linkedin](#) FB: [facebook](#) TW: [twitter](#)



please consider the environment before printing this e-mail

---

**From:** [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl>  
**Sent:** Thursday, October 20, 2022 3:52 PM  
**To:** [redacted] 5.1.2e @aramcooverseas.com>  
**Cc:** [redacted] 5.1.2e @nfia.com>; [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e @aramcooverseas.com>  
**Subject:** [EXTERNAL] RE: Meeting with [redacted] 5.1.2e mid November?

**WARNING:** This email originated from outside of Aramco. Click "Report Phishing" if the email contains any suspicious content.

Dear [redacted] 5.1.2e

My apologies for late reply, and happy to be acquainted!

Lunch on Monday 14<sup>th</sup>?

Kindest,

[redacted] 5.1.2e

---

**From:** [redacted] 5.1.2e @aramcooverseas.com>  
**Sent:** donderdag 20 oktober 2022 16:20  
**To:** [redacted] 5.1.2e <[redacted] 5.1.2e @minbuza.nl>  
**Cc:** [redacted] 5.1.2e @nfia.com>; [redacted] 5.1.2e @minbuza.nl> [redacted] 5.1.2e @aramcooverseas.com>  
**Subject:** RE: Meeting with [redacted] 5.1.2e mid November?

Good afternoon [redacted] 5.1.2e,

I hope you're well.

Just checking if November 14<sup>th</sup> is suitable to you and if you would be available for a lunch or dinner with [redacted] 5.1.2e

Thank you

Best Regards,



[redacted] 5.1.2e

Aramco Overseas Company B.V.  
Scheveningsweg 62 - 66  
2517 KX The Hague  
The Netherlands  
Tel: [redacted] 5.1.2e  
Mob: [redacted] 5.1.2e @aramcooverseas.com  
www.aramcooverseas.com  
LN: [linkedin](#) FB: [facebook](#) TW: [twitter](#)



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00118

1395043

From: 5.1.2e

Sent: Tuesday, October 18, 2022 2:47 PM

To: 5.1.2e @minbuza.nl' <5.1.2e @minbuza.nl>

Cc: 5.1.2e @nfia.com>; 5.1.2e @minbuza.nl' <5.1.2e @minbuza.nl> 5.1.2e  
<5.1.2e @aramcooverseas.com>

Subject: RE: Meeting with 5.1.2e - mid November?

Good afternoon 5.1.2e,

Nice to e-meeting you. My name is 5.1.2e and I am the new assistant to 5.1.2e

I am pleased to inform you that he will be happy to meet you and 5.1.2e on the 14<sup>th</sup> of November, preferably around lunch time (13:00 onwards) or dinner time (18:00 onwards).

Please let me know what time would suit you the most.

Thank you

Best Regards,



5.1.2e

Aramco Overseas Company B.V.

Scheveningseweg 62 - 66

2517 KX The Hague

The Netherlands

Tel: 5.1.2e

Mob: 5.1.2e

5.1.2e @aramcooverseas.com

www.aramcooverseas.com

LN: [linkedin](#) FB: [facebook](#) TW: [twitter](#)



please consider the environment before printing this e-mail

From: 5.1.2e <5.1.2e @minbuza.nl>

Sent: Monday, October 17, 2022 7:01 PM

To: 5.1.2e @aramcooverseas.com>

Cc: 5.1.2e @nfia.com>; 5.1.2e @minbuza.nl>

Subject: [EXTERNAL] Meeting with 5.1.2e mid November?

**WARNING:** This email originated from outside of Aramco. Click "Report Phishing" if the email contains any suspicious content.

Dear 5.1.2e

I hope all is well with you.

I shall be in the NL from 3 – 17 November, and would like to catch up again with 5.1.2e together with my colleague 5.1.2e from NFIA. Would it be possible to meet somewhere on 14<sup>th</sup> or 15<sup>th</sup>, either for a formal meeting or perhaps for a lunch we can invite him to? I would also like to see again 5.1.2e we could combine or leave things separately – I am welcome to any ideas.

Look forward hearing from you,  
Kindest,

5.1.2e

Best Regards / مع خالص تحياتي

5.1.2e

5.1.2e

Embassy of the Kingdom of the Netherlands  
Diplomatic Quarter | P.O. Box 94307  
Riyadh 11693 | Saudi Arabia

5.1.2e

E: 5.1.2e@minbuza.nl

W:www.netherlandsworldwide.nl

5.1.2e

Help save paper! Do you really need to print this email?

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

Help save paper! Do you really need to print this email?

Dit bericht kan informatie bevatten die niet voor u is bestemd. Indien u niet de geadresseerde bent of dit bericht abusievelijk aan u is toegezonden, wordt u verzocht dat aan de afzender te melden en het bericht te verwijderen. De Staat aanvaardt geen aansprakelijkheid voor schade, van welke aard ook, die verband houdt met risico's verbonden aan het elektronisch verzenden van berichten.

This message may contain information that is not intended for you. If you are not the addressee or if this message was sent to you by mistake, you are requested to inform the sender and delete the message. The State accepts no liability for damage of any kind resulting from the risks inherent in the electronic transmission of messages.

**To:** 5.1.2e 5.1.2e @minbuza.nl]  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl]  
**From:** 5.1.2e  
5.1.2e  
**Subject:** Tekst KSA RVO-website  
**Received:** Thur 3/2/2023 11:32:00 AM  
Zakelijke kansen in KSA - RVO website - 2.0.docx

Ha 5.1.2e,

Enige tijd geleden hadden we contact over de webpagina over KSA op de website van RVO. Dank nogmaals voor je input! Ik heb het verwerkt. Nog twee vragen: 1) is de factsheet waarnaar verwezen wordt wat jou betreft up to date? 2) In de tekst wordt circulaire economie genoemd en onder de kopjes staat ‘groene steden’. Zullen we daar ook circulaire economie van maken, zodat door de tekst heen dezelfde terminologie gebruikt wordt?

Dank alvast!

Hartelijke groet,

5.1.2e

To: 5.1.2e | 5.1.2e | @minbuza.nl]  
Cc: 5.1.2e | 5.1.2e | @minbuza.nl]; 5.1.2e | 5.1.2e | @minbuza.nl]  
From: 5.1.2e  
5.1.2e Fri 3/3/2023 4:36:29 PM  
Subject: Update IRO-missies Golfregio  
Received: Fri 3/3/2023 4:36:00 PM

Beste 5.1.2e,

Graag deel ik nog een terugkoppeling van de IRO-missie naar KSA en een update over de samenwerking met IRO.

De missie naar KSA eind januari is goed verlopen. We hebben de missie met de post geëvalueerd en deze was gericht op de energietransitie en waterstof. De post heeft hier ook actief over gecommuniceerd via Twitter (zie printscreen hieronder). De post in Riyad gaf nog aan dat het hen nuttig lijkt om IRO eerder te betrekken in discussies over de vergroening van het instrumentarium in relatie tot ondersteuning van de post. Al met al denk ik dat de missie als voorbeeld kan dienen voor volgende handelsmissies, evenementen en bezoeken met als thema energie, zeker in een regio waar fossiel een belangrijke rol speelt.



Naar aanleiding van je gesprek met 5.1.2e in januari jl. gaf je aan dat IRO mogelijk ook mee zou kunnen reizen in een delegatie met vertegenwoordigers uit de private sector naar KSA, samen met hoogambtelijk bezoek. Het lijkt me goed om de inzet van IRO helder te hebben, voordat we hen uitnodigen voor een mogelijke deelname aan een dergelijk bezoek. We houden een vinger aan de pols via RBD en 5.1.2e.

Ik heb het KSA-dossier inmiddels overgedragen aan 5.1.2e. Mocht je nog vragen hebben, dan kan hij e.e.a. nader toelichten.

Hartelijke groet,

5.1.2e



The Kingdom of the Netherlands in  ...  @NLink... · Jan 30 ...

NL #EnergyTransition Mission by IRO Offshore #Energy visits #Riyadh & Eastern Province. Yesterday, productive meetings with Ministry of #Energy, KAPSARC and MISA on #Hydrogen, #EnergyEfficiency and Business Climate. NL & KSA working together on #Sustainable Solutions. (1)



Netherlands Foreign Investment Agency-MENA region and 4 others

  4  6  1,112 

**To:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e  
5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl; 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Wed 9/14/2022 10:00:48 AM  
**Subject:** Energiedialoog KSA  
**Received:** Wed 9/14/2022 10:00:00 AM

Beste 5.1.2e en 5.1.2e,

Ter informatie: maandag spraken ik en ambassade Riyad met EZK (energieteam in DG van 5.1.2e) over een verzoek van het Saoedische ministerie van Energie aan EZK om een brede energiedialoog met Nederland op te zetten. Het zou gaan om een dialoog over zowel fossiele energie (olie/LNG) als hernieuwbare energie. De Saoedische minister van Energie had over deze samenwerking willen spreken met minister Jetten tijdens de G20 klimaat- en energiebijeenkomst op Bali begin deze maand, maar dit gesprek heeft niet plaatsgevonden.

5.1.2i

Dit is in lijn met mail die 5.1.2e over het weekend ook stuurde naar jou 5.1.2e. In het gesprek maandag hebben we afgesproken dat EZK op ambtelijk niveau verkennende gesprekken met het Saoedische ministerie van Energie zal aangaan om uit te zoeken wat de exacte wensen en ideeën van de Saoedi's zijn. Mocht op basis van deze gesprekken aanleiding zijn om structureler en/of op hoger niveau afspraken te maken met Saoedi-Arabië over energiesamenwerking, dan zullen we dit moeten wegen in het licht van de bredere inzet op energie en de politieke context 5.1.2i Ik zal jullie daar dan over informeren.

Mochten jullie in dit stadium meer informatie nodig hebben, dan verneem ik het graag.

Met vriendelijke groet,  
5.1.2e

**To:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e  
5.1.2e 5.1.2e @minbuza.nl  
**Cc:** 5.1.2e 5.1.2e @minbuza.nl; 5.1.2e 5.1.2e @minbuza.nl  
**From:** 5.1.2e  
5.1.2e Thur 1/19/2023 2:16:59 PM  
**Subject:** RE: Saudi / eenergietransitie / NL bedrijven  
**Received:** Thur 1/19/2023 2:16:00 PM  
Draft Programme Energy Transition Mission 2023 Version 17012023.docx

Beste 5.1.2e,

Dank voor je mail en fijn dat het een constructief gesprek was.

Bijgaand nogmaals het programma en de deelnemerslijst voor de missie. Bij een aantal activiteiten heeft de ambassade aangegeven de nadruk te leggen op de energietransitie (zie programma), maar de combinatie van bedrijven die actief zijn in de olie en gas sector (zie deelnemerslijst) en bezoeken aan bedrijven en organisaties die actief zijn in deze sectoren blijft lastig. Hoe zie jij dit, ook in relatie tot de vergroeningsbrief?

De suggestie is om aan de post mee te geven dat de actieve ondersteuning van de missie zich moet richten op de ‘groene’ activiteiten (verduurzaming, hernieuwbare energie) van bedrijven en om na de missie te bespreken of het goed gelukt is met dit deelnemersveld de gesprekken en bezoeken te richten op ‘groen’.

Dank alvast voor je reactie!

Hartelijke groet,  
5.1.2e

+++

company	name participant	position
Alleima EMEA		
Ampelmann		
DCN Diving		
DCN Diving		
FMTC Safety		
FMTC Safety		
GLOBE Airmotors		
GustoMSC  NOV		
H2Fuel		
Hydac		
Hydac		
HyET Solar Netherlands		
HyET Solar Netherlands		
00122 HyET Solar Netherlands		



IPS - Powerful People	5.1.2e
IRO	
Netherlands Foreign Investment Agency	
ODS Saudi Company	
TSS4U	
Van Oord Offshore	
Vopak Middle East	
Frames (TBC)	

From: 5.1.2e <5.1.2e@minbuza.nl>

Sent: woensdag 18 januari 2023 18:22

To: 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e  
<5.1.2e@minbuza.nl>

Cc: 5.1.2e <5.1.2e@minbuza.nl>; 5.1.2e 5.1.2e <5.1.2e@minbuza.nl>

Subject: Saudi / eenergietransitie / NL bedrijven

Beste 5.1.2e, 5.1.2e

Ik had vandaag tel contact met IRO / 5.1.2e op mijn verzoek. Ik had behoefte aan wat meer inzicht in de inzet van de IRO in Saudi-Arabie (referte IRO-missie eind volgende week). 5.1.2e stelde dat zwaartepunt van aanstaande missie op duurzame energie ligt (waterstof, zon, wind op zee). Leden die meegaan kunnen ook deals sluiten op fossiel terrein maar primaire doel is verkennen mogelijkheden voor duurzame energiekansen. Begrijp van hem dat zijn achterban serieuze kansen ziet rondom waterstof/solar/wind. De 70% local content vereiste is wel een van de punten waar ze op in zullen moeten spelen en waar deze missie hoopt tot meer duidelijkheid te komen. Verwachting is niet dat er nu deals rondom duurzaam nu tot stand gaan komen, wel hopelijk belangrijke stap in die richting. Heb hem bedankt en aangegeven dat (bij mij althans) eerder beeld was dat de missie gericht was op verduurzaming winning olie/gas, maar dat lag dus een stuk genuanceerder. Heb aangegeven dat dergelijke groene inzet goed aansluit bij BHOS-agenda. Hij stelde desgevraagd tevreden te zijn met samenwerking/ondersteuning door ambassade en een verhoging met een Haagse ambtenaar niet nodig te vinden. Heb hem verteld dat we mogelijkheid van een ambtelijk economisch bezoek aan KSA onderzoeken en (op persoonlijke titel) gevraagd of hij – na deze missie – eventueel geïnteresseerd zou zijn om daar onderdeel vanuit te maken mochten we hier echt toe besluiten. Hij reageerde daar positief op. We hebben afgesproken dat 5.1.2e met mij contact opneemt na de missie naar Saudi.

Mijn 'takeaway': belangstelling voor duurzame energiekansen in Saudi begint concreter tee worden. Als dat ook past in deliverable van onze BZ-EZK energiewerkgroep, kunnen we misschien een ambtelijk bezoek aan Saudi in 1<sup>e</sup> helft dit jaar in de stijgers gaan zetten en eventueel een paar partijen

waaronder IRO meenemen?|

Kind regards,

5.1.2e



5.1.2e

DG Foreign Economic Relations | Ministry of Foreign Affairs  
| Rijnstraat 8 | 2515 XP The Hague | The Netherlands | Cell: 5.1.2e 5.1.2e@minbuza.nl



***Draft Program of the NL Energy Transition Mission  
to the Kingdom of Saudi Arabia 29<sup>th</sup> January to 1<sup>st</sup> February 2023***

**Saturday 28/1**

Arrival at well to Riyadh (RUH) -Check in hotel Radisson Blu Diplomatic Quarters

**Sunday 29/1**

08:00 Breakfast and opening remarks, program briefing (5.1.2e), 5.1.2e

09:00 Departure to King Abdullah Energy Research Center KAPSARC

09:45 Arrival at KAPSARC

- Meet & Greet
- Presentation
- Latest development on energy transition, trends and projects

11:00 Departure to Ministry of Energy

11:30 Arrival Ministry of Energy, meeting with:

- Department of Renewable Energy (REPDO)
- Energy Efficiency Department – presentation & discussion

12:30 Departure to restaurant tbd

13:00 Arrival restaurant

13:45 Departure to National Competitiveness Center NCC

14:15 Arrival NCC

- Meet & Greet
- Roundtable on Energy Transition (IRO)
- General Discussion on future of hydrogen in the region

- Trends and Opportunities
- Tour at One Stop Shop Saudi Business Center

17:00 Departure hotel Radisson Blu

18:00 Arrival hotel – downtime

- For selected companies, there will be dinner hosted by 5.1.2e 5.1.2e at the residence at 18:30 with 5.1.2e 2e head of Energy Department at NEOM.

19:00 Walk to 5.1.2e

19:15 Arrival Residence

19:30 Word of welcome (5.1.2e + IRO) Networking reception

21:30 Walk back to hotel – end of day 1

### **Monday 30/ 1**

07:00 Check out hotel and departure to Dhahran (bus)

10:30 Arrival Dhahran International Exhibition Center

- Visit to igtva conference <https://forum.igtva.sa/> (all must register as **DELEGATE**)
- Timeslots for Speaker's Corner for companies

18:00 Departure to hotel le meridien

18:30 Arrival hotel, check in

### **Tuesday 31/1**

09:00 Departure to Dhahran Exhibition

09:30 Arrival igtva – timeslots for Speaker's Corner & individual meetings

14:00 Departure to King Salman Energy Park <https://www.spark.sa/>

15:00 Arrival SPARK, presentation and tour

17:00 Departure to hotel le meridien

18:00 Arrival hotel refresh

19:00 Departure to US Consulate in Dhahran

19:30 Arrival US Consulate, networking reception

21:00 Departure to hotel le meridien

21:30 Arrival hotel

### **Wednesday 1/2**

09:00 Departure hotel to Asharqiya Chamber of Commerce

09:30 Arrival Sharqiya Chamber, meeting, presentation and networking.

10:30 Transfer to iktva

11:00 Arrival iktva, Individual introduction for local companies, individual presentations

- Meeting with Saudi Aramco

18:00 Departure to hotel le meridien

18:30 Arrival hotel downtime

19:30 Networking reception hotel le meridien (Restaurant's terrace)

21:00 End of reception, end of official program

### **Thursday 2/2**

- iktva conference /day for individual meetings and visits

### **Contacts:**

- [5.1.2e], Embassy Riyadh: [5.1.2e]  
[5.1.2e]@minbuza.nl
- [5.1.2e] [5.1.2e]@iro.nl

### **Hotels:**

- Riyadh – Radisson Blu DQ [5.1.2e]  
[5.1.2e]@radissonblu.com
- Eastern Province – le meridien Al Khobar [5.1.2e]  
[5.1.2e]@lemeridien.com

Embassy will make a bulk reservation, participants must confirm reservation via a link which will be provided later.

## (Tentative) program for Incoming Mission Green Buildings

### PREPARATION FOR THE MISSION – FEBRUARY 2022

Date TBC 10.00 Briefing (online)  
**Online information meeting** for the participants about the trade mission.

### PROGRAM 13-17 MARCH 2022

<b>Sunday</b>	Arrival and transfer to the hotel 06.00 pm Kick off briefing 07.00 pm Welcoming dinner
<b>Monday</b>	<i>Theme: Circular construction</i> 08.30 am Departure after breakfast 09.15 am Guided tour at <u>CIRCL</u> 11.00 am Seminar at FME/Circular Hotspot ( <a href="https://hollandcircularhotspot.nl/">https://hollandcircularhotspot.nl/</a> ) <ul style="list-style-type: none"><li>• Welcome</li><li>• Large scale biobased building; building with nature</li><li>• Circular building and living; cradle to cradle construction</li></ul> 01.15 pm Networking lunch 03.15 Departure to Hotel
<b>Tuesday</b>	<i>Theme: Smart water &amp; energy usage</i> 08.30 am Departure after breakfast 09.15 am Company visits and presentations; <u>Hydraloop</u> , <u>Blue Elephant</u> , <u>Solar Solutions International</u> or <u>Exasun</u> <ul style="list-style-type: none"><li>• Welcome</li><li>• Practical solutions for water management; smart, innovative off grid water recycling products</li><li>• Smart energy systems for residences, commercial real estate, hotels, lodges and more.</li></ul> 01.15 pm Networking lunch with water experts like <u>NWP</u> (Netherlands Water Partnership) 03.15 Departure to Hotel
<b>Wednesday</b>	<i>Theme: Build and design</i> 08.30 am Departure after breakfast 09.15 am Company visits and presentations; <u>Floating Farm</u> and/or <u>Bluecity</u> <ul style="list-style-type: none"><li>• Welcome</li><li>• 3D printing of buildings and constructions</li><li>• eEquipment; zero emission construction equipment and building sites</li></ul> 11.15 am Designing for the future; the best of Dutch Smart City design with relevant industry association like BNA (association of Dutch Architects and its members including MVRDV <a href="https://www.mvrdv.nl/">https://www.mvrdv.nl/</a> and Superimpose ( <a href="https://superimpose.nl/">https://superimpose.nl/</a> ) or VMRG <a href="https://vmrg.nl/circulair">https://vmrg.nl/circulair</a> and other relevant parties. <ul style="list-style-type: none"><li>• Welcome</li><li>• The power of Facades</li><li>• Future cities</li></ul> 01.15 pm Matchmaking lunch with relevant industry partners; 3-5 Individual introductions based on your company profile 03.15 Departure to Hotel
<b>Thursday</b>	08.30 am Check out & Departure after breakfast 09.15 am Morning Cultural visit and early debriefing lunch 01.45 pm Time for individual appointments and return trip