

# Amsterdam Airport Area

Study tour

**Madrid**

**Programme &  
Delegation**

16-18 October 2024

I amsterdam.

# Amsterdam Airport Area (AAA)

Amsterdam Airport Area (AAA) is a public-private partnership of organizations who are all involved in the development of business locations in the greater Amsterdam region. AAA offers its members a platform to work together and join forces for the international marketing and promotion of the region. The underlying aim is to improve the international competitiveness of the region by attracting new international companies and investors. For this, AAA has developed an extensive range of marketing activities to present the region and its specific strengths successfully to prospective clients. Amsterdam Airport Area is specialized in the Logistics, Aerospace, and Datacenter Industry in the Amsterdam Metropolitan Area.

In addition to its international promotion activities, AAA aims to provide her members and stakeholders

with a perspective on developments in international metropolitan city regions worldwide. To see them not only as competition, but also to serve as inspiration, to learn from related developments and to explore mutual interests. For this purpose, AAA has organized previous study tours to Berlin (2012), Manchester & Liverpool (2013), Stockholm (2014), Istanbul (2015), Frankfurt (2016), London (2017) Paris (2018), Dublin (2019). In 2020 and 2021, we were unable to schedule the study tour due to covid-19 restrictions. In 2022 we visited Copenhagen and last year (2023) we went to Hamburg.

This year, AAA took the opportunity to organize a study tour to Madrid. The delegation for this study tour consists of representatives from the Amsterdam Metropolitan Area business community among which local government officials and representatives from public and private organizations, who are all involved in either the harbor of Amsterdam, airport development, urban planning, logistics, and/or development of business parks and real estate.







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# Programme

## Wednesday October 16

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<b>07.30 - 08.00</b>	Gather at Amsterdam Schiphol Airport
<b>09.30 - 12.05</b>	Flight KL 1503 Amsterdam – Madrid
<b>12.05 - 13.30</b>	Collecting luggage + travel time to Dutch Embassy
<b>13.30 - 15.30</b>	Program at Dutch Embassy + lunch at restaurant Élkar
<b>15.30 - 16.00</b>	Travel time to Madrid City Hall
<b>16.00 - 17.00</b>	Program at Madrid City Hall
<b>17.00 - 17.30</b>	Travel time Estadio Santiago Bernabéu
<b>17.30 - 18.30</b>	Meeting with Real Madrid
<b>18.30 - 20.15</b>	Tour Estadio Santiago Bernabéu
<b>20.15 - 22.30</b>	Dinner at Restaurant Puerta 57
<b>22.30 - 23.00</b>	Travel time to Hotel Catalonia Atocha

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## Thursday October 17

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<b>07.45 - 08.45</b>	Breakfast at Hotel Catalonia Atocha
<b>08.55 - 09.25</b>	Travel time to IIM
<b>09.30 - 10.30</b>	Presentation Invest in Madrid
<b>10.30 - 11.00</b>	Travel to Madrid Nuevo Norte
<b>11.00 - 12.00</b>	Presentation Madrid Nuevo Norte
<b>12.00 - 13.00</b>	Travel time to IoT Cluster
<b>13.00 - 14.00</b>	IoT Cluster
<b>14.30 - 15.30</b>	Lunch break
<b>15.03 - 16.00</b>	Travel to AENA
<b>16.00 - 18.00</b>	Program at AENA
<b>18.00 - 19.30</b>	Travel time to Hotel Atocha + freshen-up time
<b>19.30 - 20.00</b>	Walk to restaurant
<b>20.00 - 22.30</b>	Dinner at Restaurant El Sobrino de Botin

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## Friday October 18

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<b>07.30 - 08.15</b>	Breakfast and check-out Hotel Atocha
<b>08.30 - 09.00</b>	Travel time to Economy, Finance and Employment Minister
<b>09.00 - 09.30</b>	Meeting with Ms. Rocío Albert, Economy, Finance and Employment Minister of the Madrid region
<b>09.30 - 10.00</b>	Travel time to UNO,CTC,CDP
<b>10.00 - 12.00</b>	Presentation UNO, CTC Walking tour Costlade Dry Port
<b>12.00 - 12.30</b>	Travel time to CEL
<b>12.30 - 13.30</b>	Meeting Centro Español de Logística (CEL)
<b>13.30 - 13.45</b>	Travel time to restaurant
<b>13.45 - 14.45</b>	Lunch at restaurant La Gran Pulpería
<b>14.45 - 15.15</b>	Travel time to International Airport Adolfo Suárez Madrid-Barajas
<b>15.15 - 16.15</b>	Check in + security
<b>16.15 - 17.10</b>	Walk to gate + spare time
<b>17.10 - 19.45</b>	Flight Madrid Airport – Amsterdam Schiphol KLM KL 1506
<b>19.45</b>	Arrival Amsterdam Schiphol Airport

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# Madrid Region a value-driven investment

Rich heritage and a bright future: Madrid today stands as a hub for global opportunities.

In the heart of Spain, the Madrid region emerges as a beacon of opportunities for investors worldwide. An international reference, Madrid is now an open and welcoming region with a robust economy, cutting-edge infrastructure, and a talented and diverse labour market. Its geostrategic position as a gateway between Europe and Latin America also provides an unparalleled strategic platform for business expansion.

The Spanish capital region takes pride in its ability to combine a rich cultural heritage with an ambitious business mindset. This unique balance creates a predictable, dynamic business environment open to innovation and international collaboration, where economic and personal growth go hand in hand. This is supported by a community that values freedom in every aspect of life.

With a thorough understanding of investor needs, the Madrid region has consistently implemented policies for over two decades to promote entrepreneurial freedom. These include a broad range of measures, such as tax incentives and robust legal support, designed to simplify investment processes and ensure security and confidence for investors.

Madrid is an attractive investment hub for companies of all sizes and sectors, from tech start-ups to industrial



conglomerates. The region's clear vision is to remain a top destination for foreign investment, offering a fertile ground for diverse businesses. The Madrid region stands out as more than just an excellent business centre; it is also a secure, stable, and invigorating environment for individuals aspiring to prosper. For investors looking for opportunities in Europe, Madrid is a compelling choice.

**Madrid is the top choice for foreign investors. We take pride in our leadership, while the scale is in the hands of the investors.**

Over the past five years, the Madrid region has averaged €24.40 billion in annual gross flows of foreign direct investment (FDI), accounting for 71% of the total flows received in Spain.

The stock of employment associated with foreign investments in the region reached 569,948 by the end of 2021, making up 18% of the employed population. Madrid has consistently been the leader in this aspect in Spain, contributing to 32% of the country's employment derived from foreign direct investment. This leadership has been maintained since the inception of recorded data.





In 2021, the investment position or stock in the region amounted to €363.06 billion, equivalent to 155% of regional GDP. Madrid concentrates 68.5% of the total FDI stock in Spain. Madrid also leads in fixed tangible assets, with €34.39 billion, marking a significant 18% increase compared to 2020.

These companies have investors from 104 different countries, with significant contributions from the United Kingdom (14.0%), France (11.6%), the United States (11.3%), Luxembourg (9.6%), the Netherlands (9.4%), and Germany (8.8%).

Together, these businesses employ over 1.5 million people. Last year, they generated a total revenue exceeding €524.5 billion.

### **Economic Powerhouse of Spain**

Madrid serves as both the political and cultural hub of Spain and is a crucial centre for economic activities. Over the past years, it has established itself as the economic powerhouse of Spain, ranking as one of the most appealing markets in Europe (holding the 4th position in terms of GDP within the EU). Its size makes it well-suited for the adoption of new technologies and the development of various industrial activities.

Contributing significantly to the national GDP (19.4%), the Community of Madrid is among the top five regions with the highest GDP in the European Union.

With a per capita GDP of 38.435 euros, surpassing the EU average, Madrid boasts the highest Regional Competitiveness Index (RCI) among Spanish regions and stands out as one of the foremost regions in Europe.

### **Leader in automotive, Major automotive manufacturers in Madrid**

#### *mobility and logistics*

Madrid offers a unique proposition for automotive and mobility companies: a rich industrial legacy, a commitment to sustainable and smart mobility solutions, highly qualified

professionals, competitive costs, a strategic location, and a collaborative innovation ecosystem. For companies in these sectors, Madrid is not just a destination but a partner in driving the future of mobility.

### ***Rich history as an industrial powerhouse***

The Madrid region has a long tradition in vehicle production and a clear vision for the future of mobility, with manufacturers on its territory such as IVECO and Stellantis. With state-of-the-art facilities, local manufacturers are well-integrated into a strategic industry that nationally ranks as the second-largest vehicle producer in Europe and the ninth globally. The automotive sector is the region's second-largest industrial sector, following the food industry. Commitment to sustainable and smart mobility solution Madrid, with its Strategic Plan for Sustainable Mobility, is dedicated to sustainable and smart mobility solutions. Initiatives such as electrification, mobility sandboxes, the creation of urban mobility ecosystems, and the integration of smart cities in several of its key urban centres demonstrate the region's commitment to innovative and environmentally friendly mobility solutions.

### ***Export logistics platform***

Madrid serves as a privileged hub for exporting to international markets, thanks to its strategic location and investments in infrastructure and logistics platforms. More than 80% of vehicles manufactured in Spain are already exported to over 100 countries.

### ***Research and collaboration ecosystem***

Spanish production plants are among the most efficient and automated in Europe, with one of the highest investment rates in automation and R&D within industrial sectors. The automotive industry boasts a flexible and comprehensive value chain. The collaborative ecosystem connects traditional automotive companies, technology start-ups, research centres, and institutions through the key coordination of the MCA Madrid Automotive Cluster.



### *Growing market*

As the automotive fleet undergoes renewal, coupled with changing population dynamics, there is significant growth potential in the market. This extends to both the sales of electric vehicles, with 40% of electric and electrified vehicles in Spain registered in the Community of Madrid in 2022, and the installation of charging points.

### *Top-level logistics hub*

The Community of Madrid stands as a premier logistics hub with 23 logistics parks. It manages 55% of the air cargo entering Spain, playing a strategic role, contributing to 7% of the GDP, and providing employment for over 200,000 individuals. Furthermore, the regional government is initiating the Madrid Logistics Agency to enhance administrative capabilities and promote the region as a well-connected logistics hub.







# Projects and businesses

## Dutch Embassy

The Embassy of the Netherlands in Madrid is a bilateral mission in Spain and is involved in promoting Dutch interests in Spain.

The embassy also plays an important role in development cooperation, cultural affairs, and contacts with the local press.

The Dutch Embassy in Madrid is headed by Roel Nieuwenkamp - Ambassador of the Netherlands to Spain.

### Address

Pº de la Castellana 259-D  
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28046 Madrid  
Spain  
[www.nederlandwereldwijd.nl](http://www.nederlandwereldwijd.nl)



## Madrid City Hall

The current City Hall of Madrid is the Communications Palace ("Palacio de las Comunicaciones" in Spanish). It is a magnificent building situated along the south side of the Cibeles Square. In 2007 the building was transformed into the new home of Madrid's city council.

Even though Madrid's city hall looks like a high-gothic cathedral, it was originally built in the early 20th century as the main office of the Spanish postal service, hence its name Communications Palace. It continued to serve that purpose for about a century until November 2007 when it took over the function of city hall from the much less impressive "Casa de la Villa" at the Plaza de la Villa Square.

Its architecture is a combination of the gothic style with neoclassical elements. The building's facade is elaborately decorated with cartouches and pilasters. Long pinnacles adorn the top of the towers, the tallest of which reaches a height of about 40 meters.

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C. de Montalbán, 1  
Retiro  
28014 Madrid  
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[madrid.es](http://madrid.es)



## Estadio Santiago Bernabéu

### THE JOURNEY TO BECOMING A SPORTING TEMPLE

In 1943, Santiago Bernabéu was named president of Real Madrid and soon set about launching one of his major projects: the construction of a stadium to meet the demands of an increasingly popular sport and a club that was in continual growth. With the support of club members and fans, who bought season tickets, and with an extraordinarily forward-thinking approach, the club began to build the new Estadio de Chamartín, which opened its doors on 14 December 1947.

Since then, the Santiago Bernabéu has been transformed to become an iconic venue within world sport. In 1952, further development work was undertaken to increase the stadium's capacity and modernise the arena. In 1955, the club members unanimously voted that the stadium should be named after the president. In 1957, it became the best-lit stadium in the world, whilst in 1965, the club's offices were moved to the arena.

### A new century

Florentino Pérez's arrival as president in 2000 saw the launch of major plans to develop the Santiago Bernabéu. This phase would result in the modernisation of the facility and the construction of an office building on the façade of calle Padre Damián, whilst the project also revolutionised



the concept of stadium use by turning it into an asset for the club on non-matchdays with the new Tour Bernabéu, several restaurants and the greatest sports store in the world.

### Expansion and redevelopment

In June 2012, the club announced the launch of an international competition for the architectural concept for the extension of Estadio Santiago Bernabéu. Renowned studios from around the world were invited to participate in the competition. On September 30, 2012, at a general meeting of the club's members, Pérez presented four concepts, from which the vision prepared by gmp Architekten, L35 Arquitectos and Ribas & Ribas Arquitectos was selected (the selection was announced on January 31, 2014).

The realization of the project was delayed by problems over land ownership around the stadium. In the meantime, the details of the architectural concept were considered. The final design lacked a hotel and a shopping center, and the shape of the stadium's façade on the east side took a more simplified form. Further changes to the design were announced after the project had already started, the most important of which was the addition of a system for folding the turf into segments and retracting them underground.

The redevelopment of Estadio Santiago Bernabéu is set to significantly change its external appearance. The venue will noticeably widen its outline and gain a completely new futuristic facade with distinctive metal slats, as well as a roof that will cover all the stands and be equipped with an opening/closing section above the pitch. A panoramic video screen will be installed under the roof.

The building will be extended to the east and west, gaining new usable space. The existing interiors will also undergo upgrades. The external spiral towers on the west side will be replaced by new ones; while all four corner towers will be obscured by a new façade.

The layout of the stands will be largely retained. The biggest changes will take place in the eastern stand, where an additional floor will be created. The two side towers on the sides of the upper part of the stand will also be removed. The space created by the removal of the towers will be used to slightly extend the third floor of the stand.

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Av. de Concha Espina, 1  
Chamartín  
28036 Madrid  
Spain  
[bernabeu.realmadrid.com](http://bernabeu.realmadrid.com)



## Invest in Madrid

### PROFESSIONALISM and CONFIDENTIALITY

We guide you during the creation, establishment and expansion of your company in Madrid.

### What do we do at Invest in Madrid?

We guide and accompany individual or corporate investors throughout the entire lifecycle of the project, with professionalism, confidentiality, and at no cost. We support companies throughout their investment project in our community, from requesting information about opening a company to its installation and subsequent expansion.

To achieve the objectives set by the Community of Madrid regarding the attraction of foreign investment, Invest in Madrid has designed a 2023 – 2027 strategic plan that revolves around the following axes of action:

### Strong commitment to sectoral and territorial specialization

The Strategic Plan aims to establish a sectoral and territorial vision to offer specialized support and advice tailored to the needs of investors.

- Evolution and analysis of the investor's roadmap
- Adaptation of the service portfolio
- Contribution to high-tech industry

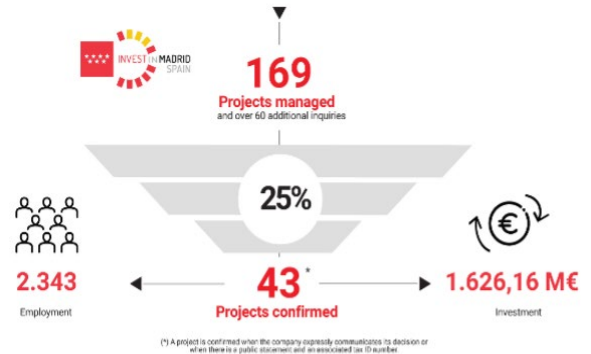
### Organization and leadership of the FDI ecosystem

Invest in Madrid must lay the groundwork to become a reference agent in the foreign direct investment ecosystem; in this sense, the plan should lead to the definition of a series of actions to guarantee this leadership

- Fundraising for the FDI ecosystem in the Community of Madrid
- Reinforcement, leadership, and organization of institutional relationships and the stakeholder ecosystem
- Relevance of relationships and collaborations

**Boosting communication and dissemination around FDI**  
Communication is particularly important in Invest in Madrid's activity, as it seeks to promote the dissemination of its own actions and foreign direct investment.

- Brand presence, visibility vectors, and promotion of corporate identity
- Boost communication and dissemination of foreign investment milestones and Invest in Madrid's activity
- Planning and promotion of the international agenda of the president and the counselor of Economy, Finance, and Employment



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## Madrid Nuevo Norte

**Madrid Nuevo Norte is the big project of 21st-century Madrid.**

It's the most significant urban transformation project that Spain's capital city will undergo, and one of the most important in Europe, designed to improve citizens' life quality and create a more efficient, sustainable, and prosperous Madrid.

The project came from the need to integrate Chamartín Station, and all of its railway installations, into the city. For more than 50 years, this infrastructure has created a huge rift that divides northern Madrid, with many drawbacks for millions of citizens. This urban regeneration project will not only heal this wound by solving problems related to mobility, security, and a lack of public services, but will also position Madrid in the group of cities that are will best respond to the enormous social and economic changes of the decades to come.

### Location and scale

The size and, especially, the location where Madrid Nuevo Norte will be developed, represent a historic opportunity for Madrid.

The enormous scale of the project, which will regenerate more than 2.3 million square metres of disused land, makes it possible to carry out a project that extends beyond its own limits and becomes a project for the entire city.

But, it is its prime location that will make Madrid Nuevo Norte a truly unique project. As Chamartín Station is at the heart of the project and Adolfo Suárez Madrid Barajas international airport is just 15 minutes away, the project's location is unique in Europe due to its potential for local, regional, national, and international accessibility.



### Madrid Nuevo Norte creates a new city model based on the best sustainable urban planning practices

A dense, compact people-centred city, public spaces, sustainable mobility, in which housing, offices, retail spaces, green areas, and public facilities are mixed together to complement each other, which creates the best environment for living, working, and enjoying free time. It maintains the essence that makes our city so attractive, but still strengthens its innovative and cosmopolitan nature.

A city model that takes everyone into account and was designed through participative processes that made it possible to listen to citizens and understand their different needs and ways of using their city.

#### Address

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28046 Madrid  
[creamadridnuevonorte.com](http://creamadridnuevonorte.com)



## IoT Cluster

The Internet of Things (IoT) is a concept that refers to the digital interconnection of everyday objects with the internet. The objective of this interconnection is to allow the sharing of information about the use and performance of devices and objects, so that patterns can be detected, recommendations can be made, actions can be executed, efficiency can be improved and, therefore, the user experience.

A simple example of this concept is the connection between a smartphone and the various smart home devices, to control lighting or air conditioning.

IoT devices use a set of technologies encompassed within the M2M concept, which refers to the exchange of information between machines. To do this, they can use any type of connectivity (cable, WIFI, bluetooth, etc.), to communicate without any human intervention. The devices connected in this way have various sensors and specific chips, which allow them to collect information that they will share between them and the IoT platform itself.

The IoT platform collects, processes and analyzes data, carrying out direct actions on those devices that allow it or suggestions to users, in order to improve their experience. Some of the most widely used IoT devices by society as a whole are smart speakers. These are connected to the internet to obtain information and interact with other devices that we have configured, so that we can control them through voice commands.

In our daily lives, we already interact with a large number of connected objects, which are part of the Internet of Things. It is estimated that by 2025 there will be more than 41,600 million connected devices, which serves to give an

idea of the impact of this innovative trend. One of the most important milestones expected in this area in the coming years is autonomous driving, where the different vehicles in circulation will be connected to the traffic network in real time to circulate at all times and thus avoid accidents.

### Highlighted Cluster Features

- The establishment and carrying out of research, studies, analyses and projects in IoT and any activity of this concept that the cluster understands constitutes a contribution to sectors or productive areas of the Community of Madrid, with special attention to those of agriculture, health, logistics, tourism and industry; also to the citizens as the main beneficiary.
- To improve the quality of life of the citizens of the Community of Madrid thanks to access to the new automated experiences that the IoT context offers.
- Promote the culture of decision-making supported by information that, with a preventive or proactive nature, interconnected devices offer us. Also the use of new opportunities for access to specific data and services.
- Promote the implementation, standardization and use of IoT-related technologies and solutions.
- Outreach campaigns for the understanding of the Internet of Things and its benefits.
- Participation in seminars, congresses, conferences and similar events.
- Respect and disseminate that the appropriate ethics are ensured in the development and use of the Internet of Things, as well as compliance with the rules regarding its research or innovation.
- In general, the development of any activity necessary for the fulfilment of these purposes.

### Address

Calle Kalamos, 32 – Las Rozas  
**comunidad.madrid**





## AENA

Aena Aeropuertos SA, commonly abbreviated as AENA (Aeropuertos Españoles y Navegación Aérea), is a Spanish company responsible for the management and development of airports in Spain. It also holds interests in airports in Latin America and Great Britain. AENA previously managed air traffic control in Spanish airspace, but this function has been separated and is now managed by Enaire, a state-owned company that also manages the Spanish government's shareholding in AENA.

### Activities

AENA remains one of the largest airport operators in the world by passenger volume. In 2023, AENA processed over 283 million passengers and has a maximum capacity of estimated 347 million. The first half of 2024 has been very successful with 144 million passengers recorded, with an increase of 11.4% in comparison with this period last year. In addition, AENA has transported 1,080,098 tons of cargo in 2023 and the company manages 46 airports in Spain and several airports abroad.

### AENA Internacional

The AENA Internacional division holds minority stakes in several companies that manage airports. For example, it has a 33% stake in Aeropuertos Mexicanos del Pacífico (AMP). AMP is the strategic shareholder with a 15% stake in Grupo Aeroportuario del Pacífico, which manages 12 airports in Mexico and one in Jamaica. Additionally, it has interests in two airports in Colombia. The only exception is London Luton, where AENA holds a majority stake. Together with Abertis, AENA acquired the British company TBI in 2005, in which it held a 10% stake. TBI managed several airports in Europe and North America. In 2013, TBI was sold. The buyer, ADC & HAS Airports Worldwide, took over the management of Stockholm Skavsta and the airport near Orlando.

### Shareholders

In February 2015, the company went public on the Madrid Stock Exchange. The initial share price was 58 euros per share, giving the company a market value of 8.7 billion euros. The Spanish government sold 49% of the shares. As of the first half of 2024, AENA reported a profit of 808.6 million euros.

### Recent Developments

AENA is currently undertaking a major expansion project for Adolfo Suárez Madrid-Barajas Airport, with an investment of 2.4 billion euros.

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Calle Peonías, 12  
28042 Madrid  
aena.es





## UNO, CTC, CDP

### UNO, the Spanish Logistics and Transport Business Organization

FUNO represents the interests of companies that design, organize, manage and control the processes of one or more phases of the supply chain: logistics operators, parcel companies, national and international couriers, transport, storage, distribution, final packaging, air freight, urban distribution of goods, logistics departments of manufacturers and distributors and, in short, any player that values transport and logistics as a key element in your business strategy.

It has more than 350 members who are committed to improving their competitiveness, within a framework of legal certainty and free competition.

Among its associates are the most important companies in the sector, national and international, which represent a high market share, both in total turnover and in volume of shipments and in human capital. Along with these, there are medium and small companies that grow hand in hand

with UNO, constituting their entity and gaining weight and relevance in the market.

### Coslada Transport Centre

Centro de Transportes de Coslada SA, "CTC", is a Public Company, owned by the Community of Madrid, the Official Chamber of Commerce and Industry of Madrid and the City Council of Coslada. A publicly owned company, whose corporate purpose is the construction, management and operation of a Transport Centre in the Municipality of Coslada. It has 1,238,000 m2, equipped with the best infrastructures and services to respond to the Logistics Companies in the area.

### Costlada Dry Port: The centre connected to the main ports of the Peninsula

The Dry Port of Madrid has established with the ports of Algeciras, Barcelona, Bilbao and Valencia, a regular, efficient, reliable and high-capacity railway connection that allows a smooth and ongoing relationship with all the countries of the world, while contributing to the sustainability of freight transport.

### Wide range of services

The operating company of the Dry Port of Madrid offers numerous services to operators such as container handling, home delivery, loading and unloading of intermodal units, customs service, refrigerated container depot or container cleaning and repair.

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Calle Luxemburgo, 2  
28821 Coslada  
[unologica.org](http://unologica.org)  
[ctc-coslada.com](http://ctc-coslada.com)



## Centro Español de Logística (CEL)

The Centro Español de Logística (CEL) in Madrid is a leading organization dedicated to improving logistics processes and supply chain management in Spain. CEL plays a crucial role in promoting efficiency and innovation within the logistics sector by offering a wide range of services and activities.

One of the main pillars of CEL is the provision of education and training. These programs are designed to upskill professionals in the logistics sector and enhance their capabilities. Through various courses and workshops, participants have the opportunity to deepen their knowledge and stay updated on the latest developments and best practices in the industry.

In addition, CEL offers extensive consultancy services. Companies can turn to CEL for tailored advice to optimize their logistics operations. This can range from improving internal processes to implementing new technologies that increase the efficiency and effectiveness of the supply chain.

Research and development are another key aspect of CEL's activities. The organization continuously conducts research on the latest trends and technologies within the logistics sector. This research not only helps in identifying innovative solutions but also contributes to the overall progress and modernization of the sector.

Networking is also a core part of CEL's mission. The organization regularly hosts events and conferences where logistics professionals can meet, share knowledge, and explore collaboration opportunities. These gatherings provide a platform for exchanging ideas and building valuable business relationships.

### Address

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Centro de Excelencia Empresarial CEXCO  
28821 Coslada  
[cel-logistica.org](http://cel-logistica.org)





# Delegation

## Province of Flevoland

Delegation leader

**Jan de Reus**

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PROVINCIE FLEVOLAND

## Municipality of Haarlemmermeer

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Vice Chairman**

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gemeente  
Haarlemmermeer

## AM Real Estate Development

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# Municipality of Amstelveen

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# Municipality of Amsterdam

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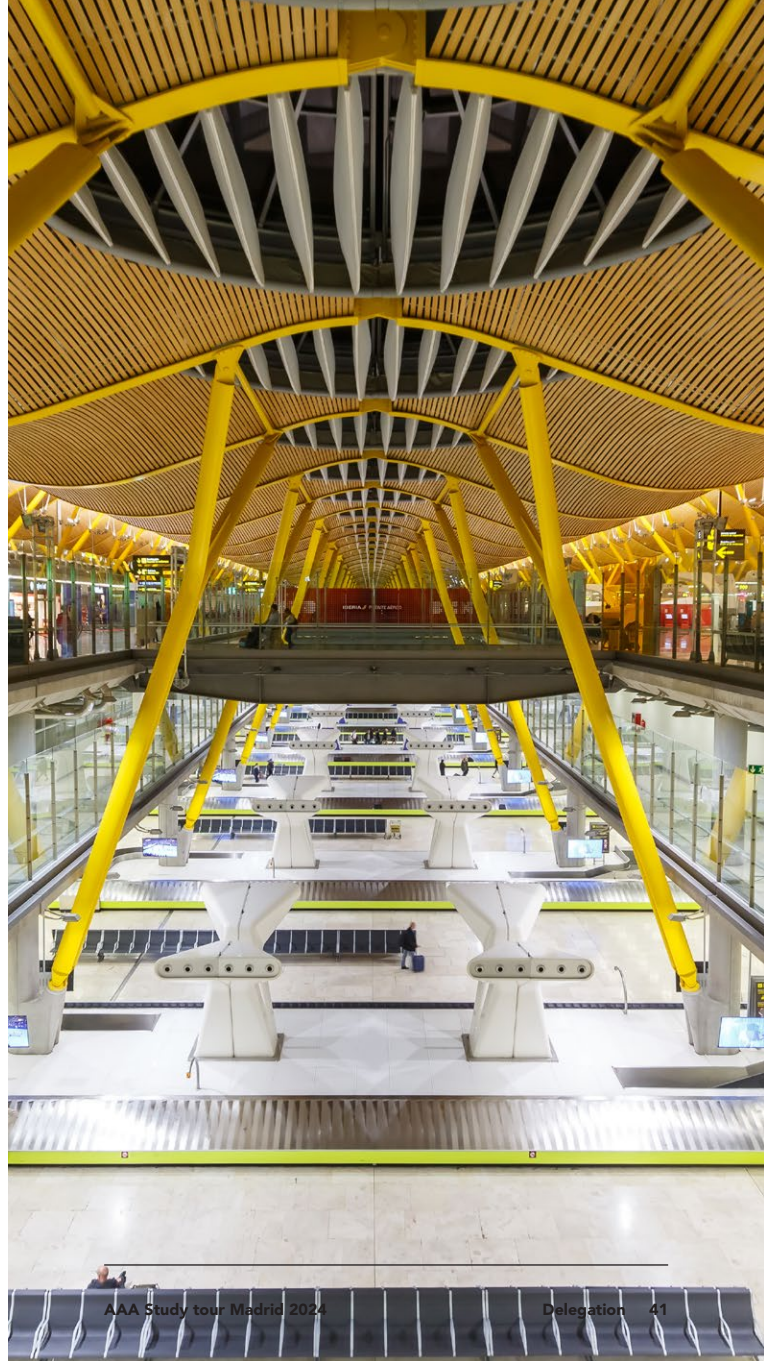
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