

# techleap

## 2024 Techleap Annual Report

- Introduction
- A. Outcomes
- B. Planned activities
- C. Annual Accounts



## Introduction

Our annual report follows closely after the State of Dutch Tech 2025. While the event was a major success for Techleap, the report highlighted persistent challenges in the ecosystem—startup formation is slowing, scaleup success rates remain lower than expected, and global competition is intensifying. Are we on the right path?

This report captures Techleap's efforts in 2024, tracking our progress across community growth, deeptech interventions, policy influence, and financial sustainability. Throughout the year, we strengthened our scaleup community, expanding support through RISE, SHINE, and international engagements. We enhanced deeptech venture mapping, secured stronger ties with policymakers, and helped shape interventions in AI, talent, and capital access. The shift towards a more structured data strategy, including the expansion of our ecosystem insights, has positioned Techleap as a key source of intelligence for Dutch tech.

Scaleup success stories such as Protix's international expansion and Archipel's rapid growth reinforce the impact of our work, but the urgency to accelerate remains. Our investor network grew, yet access to capital remains a challenge for many founders. Our interventions in policy gained traction, but regulatory hurdles still slow innovation. While we made significant strides, there is a shared understanding that we must push harder, move faster, and take bolder action in 2025.

Financial sustainability was also a key focus in 2024. We strengthened our partnership model, exceeded our private funding target, and laid the groundwork for long-term financial resilience. The development of our membership model and industry partnerships will be critical in securing Techleap's future beyond its current mandate.

We remain deeply committed to Dutch innovation and the founders driving it forward. And while this report reflects on the past, our focus is on what comes next—scaling our impact, strengthening our interventions, and ensuring the Netherlands remains a top hub for tech growth. If 2024 was formative, 2025 will be decisive.



Team Techleap at the October Offsite

Maarten Cleeren  
Managing Director

## A. Outcomes

This section provides the outcomes of our activities in 2024. The year report includes activities done in Q4 that have not been separately split out.

### A.1 Techleap Community

In 2024, our community started with 317 companies. Throughout the year, 72 companies joined while 8 were offboarded, bringing our final total to 381 companies.

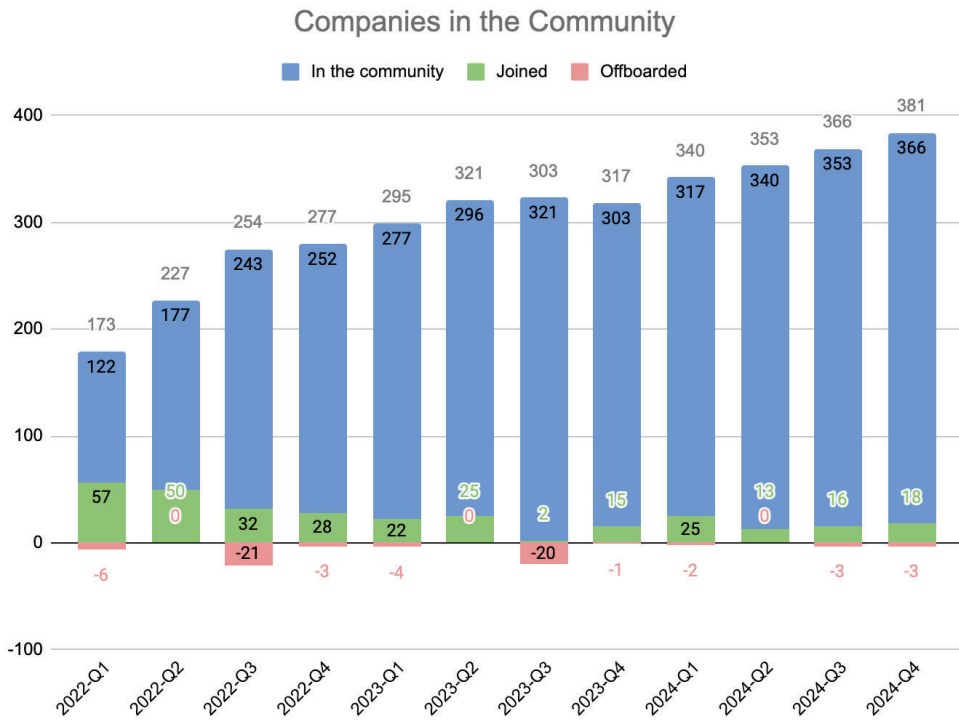


Figure 1: Activity in the community over the years

We started 2024 with 698 members in our community. Over the year, we welcomed 98 new members while offboarding 183, bringing our total to 605 by year-end.

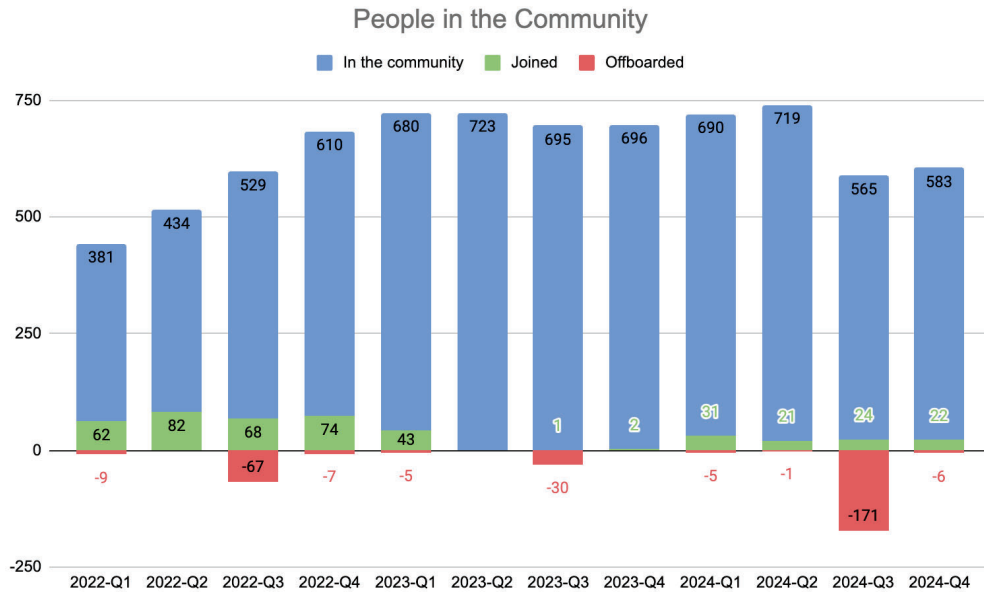


Figure 2: The graph displays the number of active community members per quarter over the years. This group of people refers to founders and CEO-focused individuals

In Q3, we faced a challenge with multiple contacts missing offboarding dates. To ensure consistency, we set July 13th as the official offboarding date for 172 individuals, leading to a significant drop in numbers. However, their companies remained part of the community, as some team members continued to be active.

## A.1.1 Venture progress

Many companies have participated in our programs over the years. The following table tracks their development since joining our programs.

Batch	Start Date	Companies	Data Available	Operational	Funding Rounds
Rise #10	2023/02/08	10	10	90%	3
Rise #11	2023/05/16	9	9	100%	0
Rise #12	2024/01/18	10	10	100%	2
Rise #13	2024/04/25	9	9	100%	0
Rise #14	2024/09/26	7	7	100%	0
Pole Position #4	2023/05/08	8	8	100%	5
Pole Position #5	2023/10/09	10	10	100%	4
Pole Position #6	2024/04/24	9	9	100%	1
Pole Position #7	2024/11/05	9	9	100%	0

Table 1: Companies' development track since they join our programs. Data source: Dealroom

**Note:** The funding round count excludes grants, exits, and rounds where the total amount raised is unknown.

## A.1.2 Meet and LET Award

The following tables present numerical data on Meet and Let Award, comparing the figures from 2024 with those from 2023.

MEET - 18 April	Target 2023	Actual 2023	Target 2024	Actual 2024	2023 vs 2024
# Registrations	-	262	350	369	107
# Attendees (without speakers)	200	184	250	230	46
# Speaker	-	25	30	30	5
# Cancellations	-	78	90	97	19
% No show	-	-	10	43	-
% Female attendees	-	-	55	57	-

Table 2: Techleap for Scale MEET event

LET - 18 April	Target 2023	Actual 2023	Target 2024	Actual 2024	2023 vs 2024
# Registrations MEET and LET	400	452	400	556	104
# Attendees ONLY FOR LET	100	130	-	121	-9
# Cancellations	-	164	-	175	11
% Female attendees	-	-	80	94	-
# Publications	20 publications	-	15-25 publications	18 publications	-

Table 3: Leading Entrepreneur in Tech (LET) awards

### A.1.3 Rise Program

Batch 12 started 17 January and comprised of 10 companies. Batch 13 started 7 May 2024 and comprised of 9 companies. Batch 14 started 1 October 2024 and comprised of 7 companies.

RISE Alumni continue to engage with the community through dedicated sessions and open forums. The outcomes of these engagements can be seen in the Community Gatherings section.

Batch	NPS
Rise Batch 12- wrap up session	94
Rise Batch 13 - wrap up session	81
Rise Batch 14 - wrap up session	100

Table 4: Rise program wrap-ups throughout the year, and NPS

### A.1.4 Shine Sessions

Session	Date	Registrations	Actual Attendees	NPS
AMA - Frank Slootman	30/05/2024	33	32	-
Shine Session #2	30/05/2024	9	10	90
Shine Session #3	19/09/2024	12	11	100
Shine Session #4	28/11/2024	10	8	75

Table 5: Shine attendees over the year and NPS.

Prior to Shine Session #2, an AMA (Ask Me Anything) session was held with Frank Sloodman. This session is listed separately in, as it was not part of the regular Shine Sessions but still contributed to overall engagement.

## A.1.5 Quarterly Community Gatherings

### A.1.5.1 Boost Community Gathering

Event	Date	Registrations	Actual Attendees	NPS	% female
Boost - Mastering Board Meetings	25/01/2024	23	14	92	35.7 %
Boost - Perfecting Your Series-A Pitch	29/02/2024	11	14	100	28.5 %
Boost - Talent Open forum session on People & Talent	14/03/2024	10	10	100	50 %
Boost - Determine Your Ideal Customer Profile	21/03/2024	22	13	30	7.6 %

Table 6: Boost events data Q1.

To enhance attendance, the monthly **BOOST** sessions and **Drinks** were merged into Quarterly Community Gatherings.

### A.1.5.2 Summer Community Gathering

- Feedback: target 40% response rate, actual 48%
- Event NPS: 73

Community Gathering 2 July (Sessions)	Target Attendees	Actual Attendees	Session rating
Rise Alumni Open Forum	20	15	8.7
Building Exceptional Businesses with a partner or family	20	21	7.9
Scaling Your Business to the UK	8	10	7.7
Rise Batch 13 Wrap Up	18	16	-
Just AMA, community BBQ & Drinks only	10	14	-
TOTAL including guests	80	81	-
<b>TOTAL members only</b>	<b>76</b>	<b>76</b>	-

Table 7: different sessions during Summer Community Gathering

### A.1.5.3 Fall Community Gathering

- Feedback: target 40% response rate, actual 45,94% (excluding Shine)
- Event NPS: 61 (excluding Shine)

Community Gathering 19 September - sessions	Target Attendees	Actual Attendees	Session rating
Rise Alumni Open Forum	15	13	8.1
Perfect your Pitchdeck	10	14	8.3
Talent Session	20	12	9
Deeptech Session - 180 days	10	8	8.5
AMA, Dinner & Drinks	20	26	9
Shine	10	11	8.91
<b>TOTAL Attendees</b>	<b>85</b>	<b>84</b>	

Table 8: different sessions during Fall Community Gathering

The talent session was managed in partnership with a partner. The topic proved more niche than expected.

### A.1.5.4 Winter Community Gathering

- Feedback: target 40% response rate, actual 52,11%
- Event NPS: 54 / Shine NPS 75

Community Gathering 28 November - sessions	Target Attendees	Actual Attendees	Session rating
Mega Boost - Shine Session	10	8	8.25
Mega Boost - Rise Alumni Open Forum	10	9	9.17
Mega Boost - NTS champions session	6	7	
Mega Boost - Capital Partner session	10	17	8,75
Mega Boost - Dealterms with Kees Aarts	8	10	9.67
Mega Boost - M&A Partner Session [Deloitte]	10	20	8.1
<b>TOTAL Attendees</b>	<b>54</b>	<b>71</b>	
Heroes Dinner (incl. AMA & community meetup)	100	93	NA
Community Meetup (AMA & Drinks)	70	71	NA

Table 9: Different sessions during winter community gathering

We consistently observe lower NPS ratings for partner-led sessions compared to other expert-led sessions. However, they remain within a healthy NPS range of 30–50 and continue to receive strong ratings (7–10) along with positive feedback.

## A.2 Techleap for Deeptech

### A.2.1 Deeptech Capital Expedition

Deeptech Programs	Date	Target Attendees	Actual Attendees	Overall Rating	NPS actual
Deeptech Capital Expedition	23/01/2024	120	125	8.4	46

Table 10: Captital Expedition data

### A.2.2 Hello Tomorrow 2024

Hello Tomorrow, especially the Dutch Deeptech Drinks is becoming one of the main events for Deeptech.

Hello Tomorrow Global Summit - March 2024	# Founders	# Supporters	# Investors	Target Attendees	Actual Attendees	Overall Rating
Hello Tomorrow Booth	60	32	31	90	124	8.6
Hello Tomorrow Deeptech Drinks	44	43	107	160	194	8.7

Table 11: Hello Tomorrow data

### A.2.3 Meet your Co-founder XL



Event	Date	Registrations	Actual Attendees	Overall Rating	NPS	# Follow up meetings
#3 at Leiden	24/04/2024	91	61		40	
#4 at LevelUp Eindhoven	30/09/2024	107	53	8.8		250+

Table 12: Meet your Co-founder XL.

The attendee registration rates for the first two editions under Techleap's ownership exceeded 70%. However, following the event's transfer to Incubators United in 2024, efforts to drive actual attendance have not yet reached the same level.

## A.2.4 Academic Startup Competition

### A.2.4.1 ASC '23-'24 edition

Event	Date	Registrations	Actual Attendees	Overall Rating	NPS
Kick-off Start Program ASC	22/01/2024	40	41		17
ASC Challenge 1 Mindset Transition	06/02/2024	36	31		17
ASC Challenge 2 Dare to think Big	29/02/2024	34	23		90
ASC Challenge 3 Build your team	24/04/2024		19	8,5	-
ASC - US Trip	10 - 17 /05/2024	12	12	8,2	88
ASC Wrap-up	11/06/2024	40	33	-	67

Table 13: ASC data '23-'24 edition

### A.2.4.2 ASC '24-'25 edition

Event	Date	#
Start nomination phase	12/09/2024	23 organisations
Nomination	15/11/2024	55 startups nominated
Selection top 40	10/12/2024	40 startups selected

Table 14: ASC data '24-'25 edition

## A.2.5 Pole Position Program

### A.2.5.1 Batch 6 - Health

Pole Position	Date	Target Attendees	Actual Attendees	Overall Rating
Kick-off Days	15-16 /04/2024	18	16	8,00
Session 1 - Market Access Advantage	14/05/2024	16	16	9,00
Session 2 - Scaleable Business Model	21/05/2024	16	14	8,40
Session 3 - Leadership & Team Composition	04/06/2024	16	15	8,92
Session 4.1 - Capital & Funding (founders perspective)	11/06/2024	16	09	9,11

Pole Position	Date	Target Attendees	Actual Attendees	Overall Rating
Session 4.2 - Capital & Funding (investors perspective)	18/06/2024	16	14	8,82
Wrap-UP Session	<b>2/07/2024</b>	<b>16</b>	<b>12</b>	8,02

Table 15: Pole Position data Batch 6.

### A.2.5.2 Batch 7 - Future of Compute

Pole Position	Date	Target Attendees	Actual Attendees	NPS	Overall Rating
Kickoff Days	5-6 /11/2024	18	18	77	9,00
Session 1 - Market Access	26/11/2024	18	11	44	8,67
Session 2 - Scalable Business Model	03/12/2024	18	13	45	8,27

Table 16: Pole Position data Batch 7.

The drop in attendance for Sessions 1 and 2 is mainly due to unforeseen international client and investor meetings. Since most ventures have small leadership teams, they often can't attend or are represented by just one person.

## A.3. Ecosystem Change and Governmental Affairs

### A.3.1 State of Dutch Tech

State of Dutch Tech met its attendance goal - and overshot substantially. We added 49 companies from Techleap for Scale to the engagement for 2024. The timely ASML discussion substantially increased media attention for the event.

	Target 2023	Actual 2023	Target 2024	Actual 2024	2023 vs 2024
# Registrations	360	403	550	612	+209
# Attendees	300	305	400	481	+176
% No show		24%	25%	21%	-3%
% Female attendees	30%	39%	30%	35%	-4%
# Publications	10	27	20	190	+163
# Journalist attendees		11	10	22	+11
# Report downloads			2000	1915	-

Table 17: SoDT event data Q1

We also saw substantially more attention from start and scaleup - expressly invited to take part in government-founder discussions.

	2023 #	2023 %	2024 #	2024 %
# Startup/Scaleup	32	10%	113	23%
# Investor	78	26%	85	18%
# Government	54	18%	65	14%
# Education	19	6%	16	3%
# Incubator/Accelerator	46	15%	45	9%

	2023 #	2023 %	2024 #	2024 %
# Corporate	16	5%	41	9%
# Service Provider	10	3%	6	1%
# Research/Knowledge institute	11	4%	18	4%
# Non-Profit	17	6%	27	6%
# Media	11	4%	22	5%
# SME	1	0%	4	1%
# Other	10	3%	39	8%
<b>Total</b>	<b>305</b>	<b>100%</b>	<b>481</b>	<b>100%</b>

Table 18: SoDT attendance split

## A.5 DLiT

- Event NPS: 74
- Feedback responses: 19

Community Meetup	Date	Registrations	Actual Attendees
Creating Safe Havens	29/08/2024	50	30
Embracing Cultural Diversity	26/09/2024	52	25

Table 19: Diverse Leaders in Tech Community Meetup

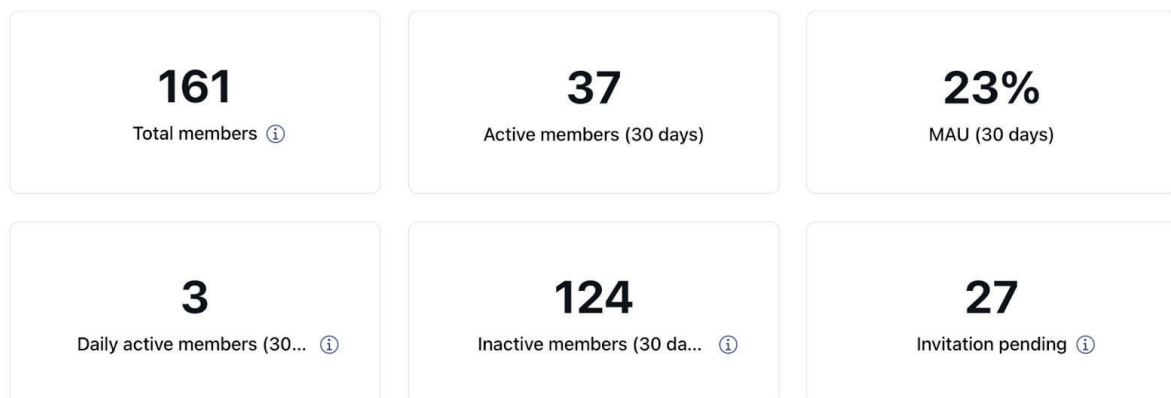


Figure 3: Diverse Leaders in Tech Community

## B. Planned activities

This section gives an overview of the Techleap activities in 2024 and how they relate to the expectations set out in the year plan for 2024. We split out activities according to our main focus areas.




### B.1. Techleap Community

In 2024, we set out to strengthen the Techleap Scaleup Community by increasing engagement, refining program structures, and ensuring long-term sustainability. Below is an assessment of our key commitments and how we performed against them.

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#### Community Engagement & Growth

What we promised:

-  80% of members attend at least one event (vs. 50% in 2023).
-  50% of members attend two or more events (vs. 25% in 2023).
-  Community growth of 20%.

What we delivered:

- 57% of founders attended at least one event, falling short of the 80% target but showing significant improvement from 50% in 2023.
- 38% attended two or more events, exceeding the 25% benchmark but below the 50% goal.
- The community grew with 100 new founders, bringing the total to 500 active members. However, 75 inactive founders were removed, leading to a net recalibration rather than a full 20% increase.

- Slack engagement averaged 100 Weekly Active Users (WAU), with increased peer-to-peer discussions.



**Conclusion:** Engagement and retention improved significantly, with a strong increase in participation from core founders—25% attended three or more events, and many engaged in six or more. While overall event attendance fell slightly short of ambitious targets, proactive community curation kept the member base stable.

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## Flagship Events & Programs

### MEET & LET

What we promised:

-  Establish MEET as the key Techleap event, growing its scale and impact.
-  Strengthen LET as a premier recognition platform for Dutch founders.

What we delivered:

- MEET 2024 hosted 414 participants, up from previous years, solidifying its position as a must-attend event.
- 20 content sessions and 25 speakers, featuring high-profile discussions on growth, leadership, and scaling challenges.
- LET Awards successfully celebrated three leading Dutch founders, attracting 121 non-founder guests (investors, government, ecosystem players).
- 6 partners contributed financially or in-kind, supporting Techleap's sponsorship model.



**Conclusion:** MEET & LET successfully expanded in size and recognition, reinforcing Techleap's role in the Dutch scaleup ecosystem.

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## Programs & Peer Learning Initiatives

### BOOST (Now Quarterly Community Gatherings)

What we promised:

-  Run 12 BOOST sessions throughout the year.
-  Strengthen structured peer learning.

What we delivered:

- The program evolved into Quarterly Community Gatherings, merging BOOST and Drinks.
- Larger, more structured sessions, with over 70 attendees at the final 2024 gathering.
- Guest speakers included CEOs of Swapfiets and Backbase.



**Conclusion:** While the format shifted from monthly to quarterly, engagement increased, making this a valuable change.

**Note:** As Techleap tests new community formats, NPS scores vary, with partner sessions scoring lower (but still positive) and familiar formats maintaining higher ratings. A strict 75 target may not suit all activities—adopting 75 for established programs and a lower benchmark for experiments could better support innovation.


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## RISE

What we promised:

-  Run three RISE cohorts in 2024.
-  Maintain high participant satisfaction and engagement.

What We Delivered:



- Successfully ran three RISE cohorts (Batch 12, 13, and 14).
-  Adjusted cohort sizes to 9 scaleups per batch for better engagement.
- NPS Scores:
  - Batch 12: 94
  - Batch 13: 81
  - Batch 14: 100 (highest ever)
- Strengthened RISE alumni engagement, introducing dedicated follow-up gatherings.

**Conclusion:** The program remained a cornerstone of Techleap's scaleup support, with strong participation and outstanding feedback.

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## SHINE

What we promised:

-  Expand SHINE to six sessions per year (vs. four in 2023).
-  Improve diversity and engagement from high-growth scale founders.

What we delivered:



- Six SHINE sessions successfully executed.
- Secured first female founder in the program ([Gain.pro](#)).
- Exclusive Q&A session with Frank Sloatman at Miro HQ drew 32 advanced founders.
- Final session had 8 companies in attendance, NPS of 75.

**Conclusion:** SHINE grew in frequency and reach, but engagement among members outside of SHINE remains a work in progress.

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## Online Platform & Expert Finder

What we promised:

-  Implement a community hub connected to the Techleap CRM.
-  Strengthen Slack engagement and launch an Expert Finder tool.

What We Delivered:

- New community website launched, with 4.7K users in Q1.
- 70% of members registered, integrating with the CRM.
- 23 resident experts onboarded, actively supporting scaleups.
- Slack engagement stable at ~100 WAU, with strong peer-to-peer discussions.

**Conclusion:** Digital engagement improved significantly, with strong early adoption of new tools.

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## Final Assessment

Overall, Techleap made strong progress in 2024, successfully executing major programs, deepening founder engagement, and refining its community model.

### Exceeded expectations:

- MEET & LET growth and recognition.
- RISE program engagement and satisfaction (NPS of 100).

### Met goals with room for improvement:

- Community engagement increased but fell slightly short of ambitious event participation targets.
- SHINE program diversified but requires stronger integration with other initiatives.

#### **Needs further refinement:**

- Financial sustainability models for the community beyond subsidy funding.
  - Further strengthening alumni engagement across programs.
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## Looking Ahead

Techleap enters 2025 with strong momentum, a growing and engaged founder community, and a refined program offering. The key challenge moving forward is securing sustainable funding while continuing to deliver high-value initiatives for scaleups in the Netherlands.

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## B.2. Techleap Deeptech

Techleap's **Deeptech initiatives in 2024** focused on improving ecosystem mapping, increasing capital access, strengthening founder support programs, and enhancing international collaboration.

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### Deeptech Venture Mapping & Ecosystem Development

What we promised:

-  Shift from event-based scouting to comprehensive venture mapping.
-  Build a national database of Dutch deeptech startups.

What we delivered:

- Developed and shared the Academic Venture Monitor with universities, policymakers, and ministries.
- Integrated data-driven clustering to define Deeptech themes, though dataset limitations delayed full implementation.



**Conclusion:** Significant progress was made in mapping the ecosystem and building a shared definition set, but data inconsistencies remain a challenge.

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### Academic Startup Competition (ASC)



What we promised:

-  Elevate ASC into a national flagship competition.
-  Secure long-term stakeholder engagement and funding commitments.

What We Delivered:





- Successfully ran the 2023/2024 edition, including international exposure through ScaleNL.
- Finalized a transition plan with Preneurz to make ASC independent.
- Secured partial funding commitments for the 2024 and 2025 editions.
- Changed the open application process into a nomination process for more engagement with all Universities and an more efficient application phase.

**Conclusion:** The transition is on track, but further work is needed to brand ASC as a “must-join” competition and secure long term partner commitment and funding.

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## VC Connector & Deeptech Capital Initiatives

What we promised:

-  Transition the VC Connector to a more efficient, event-driven platform.
-  Expand the investor network from 55 to 79 (+44%).
-  Expand the founder network from 34 to 82 (+140%).
-  Increase deal success from 35 to 75.

What we delivered:

- Successfully transitioned VC Connector to a leaner, event-driven model.
- Investor network grew to 79, founder network expanded to 82.
- Matchmaking increased from 1,673 to 2,500, and closed deals rose from 35 to 75.
- Hosted a Deeptech Capital Expedition with 60+ founders and investors.

**Conclusion:** The new event-driven model improved deal flow, but investor engagement must be sustained.

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## International Expansion & Ecosystem Collaboration

What We Promised:

-  Strengthen Dutch presence at Hello Tomorrow 2024.

- ● Build long-term partnerships with Invest-NL, TNO, 4TU, and incubators.

What we delivered:

- Hello Tomorrow 2024 had a strong Dutch delegation with 170+ attendees and an expanded Dutch Deeptech Drinks event.
- Secured Invest-NL, TNO, and 4TU as core partners for Hello Tomorrow 2025.

**Conclusion:** International positioning improved, but stronger cross-border funding initiatives are needed.

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## Deeptech 2035 Vision & Policy Alignment

What we promised:

- ● Align the Deeptech 2035 plan with national policy and funding strategies.
- ● Secure ongoing government funding for deeptech initiatives.

What we delivered:

- Drafted and validated the Deeptech 2035 subsidy proposal with key stakeholders.
- Finalized a Valorisation Proposal in collaboration with the Ministry of Economic Affairs and Ministry of Education.

**Conclusion:** Strong policy groundwork was laid, but securing sustainable government support remains a priority for 2025.

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## Looking Ahead

Deeptech will need to accelerate its efforts as we enter 2025, backed by key ecosystem players. Priorities include establishing the Future of Compute scaling track as a proof of concept and securing sustainable funding from the Ministry of Economic Affairs. We are also developing the National Valorisation strategy as a joint effort with the Ministries of Education and Economic Affairs within the *Regeerprogramma*.

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## B.3. Diverse Leaders in Tech



In 2024, Diverse Leaders in Tech (DLiT) successfully transitioned into an independent impact venture outside of Techleap, focusing on fostering a more inclusive Dutch tech ecosystem. Starting September 2024, Techleap stepped down

as Founding member of the DLiT Cooperative, becoming a normal paying member. With that, DLiT is formally spin off from Techleap.

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## Community Growth & Engagement

What we promised:

-  Build an engaged community of 300+ members by September 2024.
-  Host monthly leadership meetups sponsored by tech companies.

What we delivered:

- Established DLiT as an independent cooperative in March.
- Hosted monthly meetups, including sessions with 25–55 attendees.
- Organized thematic working groups to address DEI challenges.
- Community suffered some slowdown due to pivot in the model when spinning out - reaching only 161 engaged members.

**Conclusion:** The community foundation was successfully established, but sustained participation in working groups needs improvement.

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## B.4. Ecosystem Change and Governmental Affairs

Techleap's Ecosystem Interventions team focused on driving policy changes, supporting government engagement, and launching strategic initiatives to strengthen the Dutch tech ecosystem. These interventions often required close collaboration with policymakers, ministries, and industry stakeholders. Below is an assessment of key commitments and achievements in 2024.

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### Game-Changing Interventions & Policy Influence

What we promised:

-  Drive policy change on employee participation and early-stage investment incentives to improve the startup climate; address deal terms and bottlenecks for scaling deeptech ventures.
-  Support the Ministry of Economic Affairs (EZ) in defining key "gamechanger" interventions for startup and scaleup growth.

- ● Increase direct engagement between founders and policymakers to ensure better representation of startup challenges.

What we delivered:

- Progress was made with EZ, FIN and SZW towards a more competitive employee participation regime, but further improvements are still needed.
- Techleap successfully connected 10 NTS founders to key policymakers, ensuring startup challenges were considered in strategy development.
- While EZ did not fully deliver on the gamechangers, Techleap achieved success through other ministries, notably I&K, with strong progress on the NTS intervention and the talent gamechanger, including addressing the lending loophole.
- Organized stakeholder workshops and direct engagements with policymakers, ensuring tech entrepreneurship remained central in government discussions.
- Provided briefings and policy recommendations to members of Parliament, with founders from energy transition, healthcare, and chip industry sectors directly contributing insights, including two manifestos that are handed to the minister of Economic Affairs and members of parliament.

No Progress Documented On:

- Finalizing a formalized "gamechanger" framework for long-term policy interventions as the Ministry decided to scale down on this approach.

**Conclusion:** Progress was made in influencing policy and engaging government stakeholders, but realigned priorities in the government meant some planned activities did not materialize as planned.

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## National Growth Fund & Startup Ecosystem Development

What we promised:

- ● Finalize and implement the Deltaplan Valorisation - Startups proposal under the National Growth Fund.
- ● Strengthen the National Support Organization (NSO) and establish Impact Booster programs.
- ● Use State of Dutch Tech 2024 as a platform to align stakeholders and drive policy action.

What we delivered:

- Deltaplan Valorisation - Startups: Continued collaboration with consortium partners, aligning entrepreneurship and startup development within the larger initiative in Q1-2. After rejection of the plan, start creating an alternative proposal for valorisation - startups
- National Support Organization (NSO) Development: Actively contributed to the governance framework and structural planning for NSO operations in Q1-2, but discontinued because of the rejection of the plan.
- Reintroduced possibility of applying for subsidy on part of the valorisation efforts in the Deltaplan valorisation.

**Conclusion:** Strong engagement in the Deltaplan Valorisation initiative, but NSO execution and long-term Deltaplan valorisation was not successful. Created a opportunity to explore another option to make a proposal to accelerated valorisation in the Netherlands.

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## Government Affairs & Regulatory Advocacy

What we promised:

- ● Provide public affairs advisory services to founders, helping them navigate regulatory challenges.
- ● Secure exemptions for highly skilled migrants to ensure startups and scaleups retain critical talent.
- ● Influence startup taxation policies to improve conditions for investments and stock options.
- ● Strengthen international investor relations and domestic funding mechanisms.

What we delivered:

- Launched a Tech Champions initiative, aligning startup regulatory needs with government priorities.
- Successfully secured a payroll exemption for startups and scaleups, allowing continued access to international talent under tightened migration rules.
- Provided policy recommendations to EZ and FIN, advocating for exemptions on capital accrual taxes that impact employee stock options and angel investments.
- Hosted three knowledge-sharing events with Parliament members, covering topics such as European funding, economic security, and the role of innovation

in policy development.




- Investor Engagement & Funding Advocacy:
  - Held investor networking events at Slush and London, connecting Dutch startups with top-tier global investors.
  - Hosted an investor dinner with 40+ participants, focusing on domestic and international investment strategies.
  - Engaged with Invest-NL and pension funds on increasing their role as limited partners (LPs) in the Dutch startup ecosystem.

**Conclusion:** Major wins in startup-friendly taxation, talent retention, and investor relations, but a structured roadmap toward ambitious startup business conditions embedded in the new industrial policy remains a work in progress.

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## State of Dutch Tech: 2024 Outcomes

What we promised:

-  Establish State of Dutch Tech as the premier annual policy and ecosystem event.
-  Align industry leaders and government on priority interventions for startups and scaleups.
-  Expand media coverage and ecosystem engagement around key challenges.

What we delivered:

- State of Dutch Tech 2024 hosted a record attendance of 350+ ecosystem leaders.
- State of Dutch Tech 2024 report, downloaded over 1900 times
- Plenary discussions with government officials, founders, and investors on scaling challenges and policy barriers.
- Techtable XL roundtable provided direct founder feedback, ensuring real-world startup challenges were addressed.
- Extensive media coverage, particularly highlighting concerns around ASML and Dutch competitiveness.

**Conclusion:** State of Dutch Tech successfully positioned itself as a key intervention moment, fostering engagement between the government, industry leaders, and the startup community.

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## Looking Ahead

In 2025, Techleap will focus on adjust its government affairs strategy more directly to the strategy for the Techleap Community and Deeptech 2035 program, ensuring policy interventions translate into tangible improvements for startups and scaleups. The State of Dutch Tech event will remain a key platform for aligning industry leaders, investors, and policymakers on actionable solutions for the future of Dutch tech.

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## B.5. Techleap Data

In 2024, Techleap significantly expanded its data capabilities, refining its strategy under a new Head of Data. This allowed us to accelerate key initiatives, particularly for State of Dutch Tech and the build out of the Techleap Community, leading to a more structured and mature approach to data management. Below is an assessment of our key commitments and how we performed against them.

---

### Building the Techleap Data Function

What we promised:

-  Secure a strong data team to execute our vision.
-  Develop a comprehensive data warehouse strategy.
-  Improve internal Techleap data operations for better decision-making.
-  Strengthen external collaborations with ecosystem partners.

What we delivered:

- Hired a new Head of Data and Product Manager refining our overall approach and accelerating initiatives.
- Standardized community application processes, revamped founder selection workflows, and selected Attio as the new CRM for improved efficiency.
- Formalized agreements with Dealroom, Gain.Pro, and university partners, improving ecosystem data tracking.
- The data warehouse strategy evolved throughout the year but requires further refinement in 2025 to optimize integrations across platforms.

**Conclusion:** With a strengthened team and strategy, Techleap's data function now operates at a more advanced level, though further refinement is needed to ensure seamless data consolidation across all systems.

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## Data & Insights for the Dutch Tech Ecosystem

What we promised:

- 🟡 Establish Techleap as the clearing house for Dutch tech data, integrating multiple sources.
- 🟢 Deliver key ecosystem reports, including: State of Dutch Tech with improved insights, A structured spin-off report on academic startups, A quarterly funding report in partnership with external organizations.
- 🟢 Improve DEI Benchmarking with a scalable methodology.

What we delivered:

- Developed the most data-driven and comprehensive edition of State of Dutch Tech to date, integrating Dealroom, Gain.Pro, and survey data from The State of European Tech.
- Successfully launched the first structured taxonomy for academic startups, classifying them into IP-based spin-offs, science-based startups, and student ventures.
- Delivered regular investment tracking reports, ensuring consistency across definitions and methodologies.
- Redesigned the DEI Benchmark into a maturity assessment tool, lowering barriers for participation and aligning with European benchmarking standards.
- ⚠️ The data integration process for the clearing house model is still in progress, requiring further automation and scaling in 2025.

**Conclusion:** Techleap significantly improved its ecosystem reporting and data capabilities, delivering high-impact reports that shaped public and policy discussions. However, more work is needed to establish real-time data integration across platforms.

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## Developing the Techleap Data Platform

**What We Promised:**

- 🟢 Build an internal data platform - the Techleap Data Platform - to support analytics and decision-making.
- 🟢 Integrate multiple data sources into a single business intelligence (BI) tool.
- 🟡 Provide automated KPI tracking for Techleap's core initiatives.

**What We Delivered:**



- Delivered version 1.0 of the Techleap Data Platform: Integrated Dealroom, Airtable, and HubSpot data, standardizing ecosystem analytics.
- Selected Steep as our internal BI tool, allowing teams to self-serve insights and make faster, data-driven decisions.
- Developed a structured KPI methodology, ensuring standardized tracking across programs.
- Full KPI automation is still in progress and will be finalized in early 2025.

**Conclusion:** The Techleap Data Platform has transitioned from concept to execution, creating a scalable infrastructure for ecosystem insights. Further automation will enhance usability and impact in the coming year.

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## Final Assessment

### Exceeded expectations:

- Strengthened the Techleap data team and strategy, enabling accelerated execution.
- Delivered a high-impact State of Dutch Tech report, setting a new standard for ecosystem insights.
- Improved founder and scaleup data tracking, integrating multiple external sources.

### Met goals with room for improvement:

- Established Techleap's data platform, but real-time integration of ecosystem data requires further development.
- Enhanced Techleap's internal data operations, but automated KPI tracking is still being finalized.

### Needs further refinement:

- The Techleap clearing house model for Dutch tech data requires stronger external partnerships for full implementation.
  - Further optimization of our DEI Benchmark is needed to ensure broad adoption across tech companies.
- 

## Looking Ahead

As we move into 2025, the Techleap data team is positioned for continued impact. The focus will be on automating KPI tracking, integrating more external data

sources, and improving real-time ecosystem insights. With a mature strategy and a high-performing team, we are well on track to solidify Techleap's role as the leading data hub for Dutch tech.

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## B.6. Partnerships & Fundraising

In 2024, Techleap focused on securing long-term financial sustainability by expanding partnerships and diversifying revenue streams. This involved transitioning the BOLD and DLiT communities towards self-sufficiency, engaging corporate sponsors, and implementing new membership and partnership models. Below is an assessment of our key commitments and how we performed against them.

---

### Fundraising & Financial Sustainability

What we promised:

- Secure €785k private funding, including 241k covering production costs for the DLiT and the Techleap Community in 2024.
- Implement a membership model to support long-term community sustainability.

What we delivered:

- €1.08M in secured funding, exceeding the €785k target.
- Google and Booking.com onboarded as major funding partners for DEI and scaleup initiatives.
- Initiated plans for Industry Partnerships, with ASML and AWS exploring collaboration on AI and Future of Compute.

**Conclusion:** The funding target was exceeded, with significant traction among corporate partners. The next priority is to transition towards financial self-sufficiency by 2026.

---

### Partnerships

What we promised:

- Expand Strategic Partnerships focused on scaling challenges.
- Launch Industry Partnerships allowing major corporates to "own" specific verticals like deeptech and AI.

What we delivered:

- Expanded Industry Partnerships with discussions involving ASML (Future of Compute) and AWS (AI scaling).
- Strategic Partnerships established with Remote, Booking.com (talent strategies), and Google.

**Conclusion:** The partnership model is proving successful, with major partners committing multi-year funding. The Industry Partnerships initiative will be a key focus in 2025 to align corporate sponsorship with sectoral expertise.

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## Looking Ahead

Techleap made significant progress in securing funding and expanding partnerships in 2024. The focus for 2025-2026 will be:

- Membership model launch & adoption, ensuring community sustainability.
- Industry partnerships expansion, aligning corporates with high-growth tech verticals.
- Techleap Platform development, monetizing data and services.
- Investor engagement growth, solidifying Dutch scaleup access to capital.





With a €750k funding base secured and projected breakeven by 2026, Techleap is on track to become a self-sustaining organization.


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## B.8. Marketing & Communications

In 2024, Marketing and Communications was established as a function of Techleap to reduce silos and create a strong and cohesive brand.

What we delivered:

-  A cohesive narrative unifying Techleap under a common brand strategy.
-  A social media strategy that increased engagement and expanded our audience reach.
-  Mailing streamlining processes that enhanced communication efficiency and effectiveness.
-  A strong team of senior profiles that bring diverse expertise and insightful leadership to our initiatives.

-  Reduced marketing costs for flagship events, like State of Dutch Tech, allow us to allocate resources more effectively.
- 

## Looking Ahead

we aim to build on these foundations by:

- Developing targeted campaigns for key technologies like AI and the Future of Compute that drive actionable engagement with our stakeholders.
- Optimizing Techleap communication channels according to the organization's priorities.
- Supporting program and event acquisition through compelling storytelling and in-platform communications.

Through these efforts, we are committed to strengthening Techleap's brand presence and deepening founders' connection to our community.




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## B.7. Operations & Organizational Development

In 2024, Techleap underwent further restructuring to improve efficiency, enhance cross-team collaboration, and align with strategic priorities. While the Q4 2023 transition created a streamlined structure, operational challenges led to additional refinements throughout the year.

### Organizational Transition & Leadership Structure

What we promised:

-  Implement a leaner, more efficient structure
-  Improve cross-team collaboration
-  Ensure leadership alignment across all strategic initiatives

What we delivered:




- Entered 2024 with a three-pillar structure:
  - Communities & Programs (founder-focused initiatives)
  - Ecosystem Interventions (policy and ecosystem development)
  - Operations (HR, finance, IT, and Marcom)

- Further restructuring in August after the departure of the Director of Communities & Programs
  - Leadership team expanded to seven key leads for clearer accountability
  - Stronger links between Partnerships & Techleap Community and Ecosystem Change & Deeptech

**Conclusion:** The leaner structure improved efficiency, but cross-functional collaboration remains a challenge. Further integration and structured coordination mechanisms are needed.

## Resourcing & Workforce Optimization

What we promised:

-  Shift from freelance-based roles to permanent staff
-  Ensure team stability while maintaining flexibility
-  Improve workforce allocation to align with strategic goals

What we delivered:

- Reduced reliance on freelancers, transitioning key roles to full-time positions
- Workforce adjustments over the year:

	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Internal Headcount	29	31	34	32
Internal FTE	27.1	28.6	31.2	28.8
External Headcount	12	5	5	4
External FTE	6.8	2.2	2.6	2.25
<b>Total Headcount</b>	<b>41</b>	<b>36</b>	<b>39</b>	<b>36</b>
<b>Total FTE</b>	<b>33.9</b>	<b>32.4</b>	<b>33.8</b>	<b>31.05</b>

Table 20: Techleap Headcount and FTE movements over the year.

- Diversity & inclusion progress:

	Q1 2024	Q2 2024	Q3 2024	Q4 2024
Female Representation	63.4%	57.9%	56.4%	58.3%
Male Representation	36.6%	42.1%	43.6%	41.7%
Native Dutch	56.1%	52.6%	51.3%	52.8%
Non-Native Dutch	43.9%	47.4%	48.7%	47.2%

Table 21: Techleap Diversity & inclusion over the year.

Conclusion: Workforce stability improved, but further refinement in resource allocation and cross-team integration is needed.

## Team Culture & Employee Engagement

What we promised:

- Strengthen team engagement and alignment
- Conduct regular Employee Engagement Surveys to track improvements
- Improve onboarding and professional development programs

What we delivered:

- Employee engagement surveys conducted in January, June, and December

Metric	January 2024	June 2024	December 2024
Participation Rate	78%	86%	89%
Engagement Score	72%	83%	82%
Employee Net Promoter Score (eNPS)	64	76	77



Table 22: Employee Engagement Surveys, Participation, Engagement and ENPS

**Conclusion:** Engagement levels improved, reflecting stronger internal culture and alignment.

## Key Operational Achievements

What we promised:

- Optimize HR & payroll operations

-  Improve internal efficiency through better IT and infrastructure
-  Finalize long-term office relocation planning


What we delivered:

- Migrated HR and payroll services to Remote, reducing administrative overhead and increasing efficiency
- Introduced centralized processes for finance, HR, and IT, ensuring smoother workflows, but information management across the organization should improve.
- Explored office relocation options, but finalizing the move was delayed


**Conclusion:** Major efficiency improvements were achieved, but office relocation remains unresolved and requires further progress in 2025.

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## Final Assessment

 Exceeded expectations:

- Flattened organizational structure improved efficiency
- Workforce stabilization reduced reliance on freelancers
- Employee engagement and satisfaction increased across all metrics

 Met goals with room for improvement:

- Cross-functional collaboration remains a challenge, requiring structured coordination mechanisms
- Office relocation planning stalled, requiring resolution in Q1 2025

 Needs further refinement:

- Deepening alignment between Deeptech, Techleap Community, and Commercial teams
  - Improving resource allocation to prevent misalignment across initiatives
  - Implementing more structured leadership coordination to drive strategic priorities
- 

## Looking Ahead

As Techleap moves into 2025, the focus will be on:

- Strengthening cross-team collaboration to maximize program impact

- Finalizing office relocation, ensuring a workspace aligned with operational needs
- Enhancing leadership coordination mechanisms to improve alignment between Deeptech, Techleap Community, and Partnerships

With a stronger team structure, improved employee engagement, and optimized internal processes, Techleap is well-positioned to build on 2024's achievements and drive operational excellence in 2025.

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## **C. Annual Accounts**

Below you will find a detailing of our annual accounts for Techleap program supported by the RVO for 2024, including the balance sheet and the income statement. The accounting principles are also included as always for completeness sake.

### **C.1 Accounting Principles**

Techleap, a publicly funded non-profit, supports Dutch startups by improving access to capital, markets, and talent. It drives ecosystem growth through programs and initiatives. This annual report will be published on the foundation's website.

#### **C.1.1 General principles**

- The accounts are prepared on a continuity basis.
- No changes were made to the valuation basis in 2024 compared to 2022.
- References to the balance sheet and income statement are provided in the notes below.

#### **C.1.2 General principles for valuation of assets and liabilities**

- Assets and liabilities are valued at acquisition price unless stated otherwise.
- Cash and cash equivalents, assessed at nominal value, are fully available for the foundation and dedicated to the Techleap program.
- The General Reserve is unrestricted.

- All deferred revenue is allocated to execute Techleaps mission.

### **C.1.3 General principles for valuation of the income statement**

- The balance reflects the difference between income and expenses, allocated to the relevant period. Unbilled 2024 expenses are accrued based on goods received.
- No post-date developments resulted in material changes for 2024.
- All amounts are gross; the Techleap program under RVO is non-taxable, with any taxable activities reported separately.
- Advance payments are recorded as income and reported in the next program period.
- Costs and expenditures are based on historical value.

## **C.2 Techleap Program 2024**

### **C.2.1 Balance Sheet**

This is the 2024 balance sheet of the Foundation DutchStartHub, seated in Amsterdam.

	31/12/2024	31/12/2023
<b>Assets</b>		
Fixed assets		
<b>Fixed assets</b>		
Cash and cash equivalents	81.496	1.741.943
Accounts receivable	42.700	163.955
Other receivables	25.828	25.828
Accrued Income	515.334	
<b>Current assets</b>	<b>665.358</b>	<b>1.931.726</b>
<b>Total assets</b>	<b>665.358</b>	<b>1.931.726</b>
<b>Liabilities</b>		
General reserve	14.354	14.354
<b>Equity</b>	<b>14.354</b>	<b>14.354</b>
Accounts payable	8.955	196.044
Deferred Revenue	137.319	1.526.317
Other payables	97.302	3.633
Other Liabilities	22.768	
Accrued expenses	384.660	191.378
<b>Current liabilities</b>	<b>651.004</b>	<b>1.917.372</b>
<b>Total liabilities</b>	<b>665.358</b>	<b>1.931.726</b>

Table 24: Balance Sheet

## C.2.1.1 Notes to the balance sheet

Regarding the 2024 balance sheet:

### Assets

- The foundation holds no fixed assets.
- Cash and cash equivalents represent remaining funds.
- Accounts receivable consist of expected sponsorship income.
- Other receivables include the rental deposit for the Techleap office.
- Accrued income reflects subsidy funds from the Ministry of Economic Affairs and Climate for 2024 activities that have yet to be disbursed. This is

due to a clause by the Ministry of Economic Affairs and Climate in the subsidy decision that 10% of the full subsidy amount will be distributed after the subsidy determination at the end of the program. This was discussed in 2024 and amended moving forward.

## Liabilities

- A small surplus from Startup Delta in 2019 resulted in the *General Reserve*, which remains freely accessible to the foundation.
- The *deferred revenue* is fully allocated to Techleap's objectives, as outlined in the subsidy grant decision by the Ministry of Economic Affairs and Climate on September 15, 2023. The Techleap program runs for three years, starting from that date.

Deferred Revenue	2024	2023
<b>Opening</b>	<b>1.526.317</b>	<b>1.025.518</b>
<b>payments current year</b>		
Subsidy	4.486.042	8.137.238
Sponsorships	12.681	0
Donations	1.121	1.000
In-Kind	2.686	0
<b>Total</b>	<b>4.502.530</b>	<b>8.138.238</b>
<b>payments for next year</b>		
Subsidy	0	1.350.888
Sponsorships	137.319	135.500
Donations	0	18.578
<b>Total</b>	<b>137.319</b>	<b>1.504.966</b>
<b>Less: Program Expenses</b>	<b>6.028.847</b>	<b>9.142.405</b>
<b>Closing</b>	<b>137.319</b>	<b>1.526.317</b>

Table 25: Deferred Revenue breakdown

- Accounts payable includes invoices booked in 2024 for events and activities, with due dates extending beyond 2024.
- Other payables cover December 2024 payroll tax costs and a salary correction for an employee.
- Accrued expenses include pension and holiday allowances, outstanding invoices for 2024 costs, and an advance reimbursement for the 2025 Academic Startup Competition.
- Other liabilities consist of internal cost transfers recorded in a suspense account.

## C.2.2 Income Statement

Below find the income statement for 2024 for the Techleap program:

	ACTUAL	BUDGET	DELTA
	2024	2024	2024
<b>Income</b>			
Subsidy	5.858.281	6.180.869	-322.588
Sponsorships	148.181	240.909	-92.728
Donations	19.698	-	19.698
In-Kind	2.686	-	2.686
<b>Total Income</b>	<b>6.028.847</b>	<b>6.421.778</b>	<b>-392.932</b>
<b>Expenditure</b>			
<b>Staff and general cost</b>			
Staff cost	3.007.351	3.610.892	-603.541
Freelance staff	903.924	417.989	485.935
general cost (incl. office rent)	398.657	392.691	5.966
<b>Total staff and general cost</b>	<b>4.309.933</b>	<b>4.421.572</b>	<b>-111.639</b>
<b>Out of Pocket cost Domains and Programs</b>			
IT costs	225.044	169.230	55.814
Participation exhibition / network event	52.761	86.860	-34.099
Data / research costs	218.719	308.100	-89.381
Consultancy	460.449	472.406	-11.957
Events - speakers, venue, catering	529.152	674.151	-144.999
Marketing / Communication costs	169.445	244.830	-75.385
Travel & Accomodation	62.454	44.630	17.824
<b>Total Out of Pocket cost Domains and Programs</b>	<b>1.718.025</b>	<b>2.000.207</b>	<b>-282.182</b>
<b>Other Costs</b>			
Credit rent	-493	-	-493
Bank Costs	1.162	-	1.162
Other foundation costs	220	-	220
<b>Total Other Costs</b>	<b>889</b>	<b>-</b>	<b>889</b>
<b>Total Expenditure</b>	<b>6.028.847</b>	<b>6.421.779</b>	<b>-392.932</b>
<b>Result: Income - Expenditure</b>	<b>-</b>		
<b>Difference: Actuals vs Budget 2024</b>			<b>-392.932</b>

Table 26: Income Statement

### C.2.2.1 Notes to the Income statement

This was the first full year of Techleap 2.0 In line with the subsidy decision from the Ministry of Economic Affairs and Climate, we secured income from sponsorships and donations. Techleap ended 2024 with a **6.1% underspend\***.

Key budget-actual differences for 2024 are:

- **Staff and freelance costs** – Hiring took longer than expected, leading to temporary reliance on freelancers. An overestimation of payroll taxes also contributed to the underspend.
- **ICT costs** – Despite plans to phase out Airtable, its deep integration in operations made it necessary to retain. An unexpected shift in data strategy also increased data tool costs.
- **Participation in exhibitions/network events** – Initially budgeted for greater international exposure, but later deprioritized. Savings were offset by higher-than-expected travel and accommodation costs.
- **Data/research** – Underspend due to the deeptech analysis project not materializing.
- **Event costs** – Cost savings in Scale programs, including Rise. Budgeted incubator and founder matchmaking events did not take place, and a deeptech capital event was less costly than expected. Some costs originally classified as event expenses for State of Dutch Tech were later reallocated to marketing.
- **Marketing & communication** – Delays in hiring a marketing lead resulted in an underspend. Once the role was filled, the team began executing a new strategy.

**Note:** The sponsorship income on the statement is 148k as opposed to 285k because 137k (seen in table 25 under sponsorship payments for next year) is being deferred for use on the Techleap program for 2025. Meaning in 2024, 285k was raised in sponsorship income but only 148k was realized.

Also, Techleap overspent in Q4 of 2023 (see section C.3), which is compensated in the underspend in 2024.

## C.3 Techleap Program Q4 2023

Below you will find a detailing of our annual accounts for Techleap program supported by the RVO for Q4 2023, including the balance sheet, income statement.

## C.3.1 Balance Sheet Q4 2023

This is the Q4 2023 balance sheet of the Foundation DutchStartHub, seated in Amsterdam.

	31/12/2023	14/9/2023
<b>Assets</b>		
Fixed assets		
<b>Fixed assets</b>		
Cash and cash equivalents	1.741.943	704.751
Accounts receivable	163.955	30.000
Other receivables	25.828	3.410.230
<b>Current assets</b>	<b>1.931.726</b>	<b>4.144.981</b>
<b>Total assets</b>	<b>1.931.726</b>	<b>4.144.981</b>
<b>Liabilities</b>		
General reserve	14.354	14.354
<b>Equity</b>	<b>14.354</b>	<b>14.354</b>
Accounts payable	196.044	548.444
Deferred Revenue	1.526.317	3.450.312
Other payables	3.633	13.956
Accrued expenses	191.378	117.914
<b>Current liabilities</b>	<b>1.917.372</b>	<b>4.130.627</b>
<b>Total liabilities</b>	<b>1.931.726</b>	<b>4.144.981</b>

Table 27: Balance Sheet Q4 2023

### C.3.1.1 Notes to the balance sheet

Regarding the balance sheet for Q4 2023 we note the following:

#### Assets

- The foundation does not hold fixed assets on its balance.
- Cash and cash equivalents are remaining funds
- Accounts receivables are expected sponsorship income

- Other receivables includes: The rental deposit for the Techleap office

## Liabilities

- A small surplus in 2019 from Startup Delta has led to the balance in *General Reserve*. These funds are freely accessible to the foundation.
- The deferred revenue is completely dedicated towards Techleap’s goals as described in the decision to grant a subsidy by the Ministry of Economic Affairs and Climate on 15th September 2023. The Techleap program runs for three years, starting 15th September 2023.

Deferred Revenue	2023 TL 2.0	2023 TL 1.0
<b>Opening</b>	<b>3.450.312</b>	<b>1.025.518</b>
Advance payments current year	0	6.114.126
Advance payments for next year	154.078	3.375.000
Less: expenses program	2.078.073	7.064.332
<b>Closing</b>	<b>1.526.317</b>	<b>3.450.312</b>

Table 28: Deferred revenue breakdown

- Accounts payable are invoices that were booked in 2023 and are related to 2023 events and activities, but have a due date beyond 2023.
- Other payables is due to correction for overpayment to an employee with their salary.
- Accrued Expenses is the accrual for the Pension, Holiday allowances and invoices which were expected but yet to be received for costs in 2023.

## C.3.2 Income Statement

Below find the income statement for 2023 for the Techleap program:



	ACTUAL	BUDGET	DELTA
	2023 Q4	2023 Q4	2023 Q4
<b>Income</b>			
Funding Techleap.nl program	2.078.073	1.952.733	125.340
<b>Total Income</b>	<b>2.078.073</b>	<b>1.952.733</b>	<b>125.340</b>
<b>Expenditure</b>			
<b>Staff and general cost</b>			
Staff cost	585.370	564.250	21.120
Freelance staff	821.242	714.637	106.605
general cost (incl. office rent)	114.007	115.460	-1.453
<b>Total staff and general cost</b>	<b>1.520.619</b>	<b>1.394.347</b>	<b>126.273</b>
<b>Out of Pocket cost Domains and Programs</b>			
IT costs	62.561	54.945	7.616
Participation exhibition / network event	1.886	14.500	-12.614
Data / research costs	77.193	65.000	12.193
Consultancy	37.780	32.890	4.890
Events - speakers, venue, catering	246.753	338.700	-91.947
Marketing / Communication costs	113.525	47.851	65.674
Travel & Accomodation	17.435	4.500	12.935
<b>Total Out of Pocket cost Domains and Programs</b>	<b>557.133</b>	<b>558.386</b>	<b>-1.253</b>
<b>Other Costs</b>			
Bank Costs	320		320
<b>Total Other Costs</b>	<b>320</b>		
<b>Total Expenditure</b>	<b>2.078.073</b>	<b>1.952.733</b>	<b>125.340</b>
<b>Result: Income vs Expenditure</b>			<b>-</b>
<b>Difference: Actuals vs Budget Q4 2023</b>			<b>125.340</b>

Table 29: Income Statement

### C.3.2.1 Notes to the Income statement

After Techleap was confirmed to continue past 15th of September we created a budget that we believed would become the base of the organisation for the new subsidy period in the coming 3 years. For Q4 2023 we were still finding the core of what the organisation would become. Due to this we overspent by EUR 125k versus budget mostly in staff costs due to needing to retain freelancers to continue building this core.

These are the main budget-actual deltas explained:

- **Staff and Freelance Costs:** While transitioning to the new organisation we were still building out the core which meant needing to hang on to certain freelancers longer than we anticipated.

- **Participation exhibition / network event cost:** These costs were reallocated to Travel & accomodation as the costs for tickets to network events were less than anticipated.
- **Data/Research:** This delta is due to an unexpected cost towards 30% ruling report.
- **Events Costs:** Underspend due to DEI Summit costing less than anticipated.
- **Marketing & Communication:** Overspend because of marketing for the election debate and an overspend for the DEI summit. The overspend for the DEI summit is covered by the underspend in events.