

**CYBER SECURITY
COALITION**_{BE}

• Belgium's largest network
of cyber security experts
• Cross-sector cooperation
on a trust based platform

**General Assembly
28 March 2024**

A blue-tinted cityscape at night, featuring several skyscrapers and buildings. A hand wearing a striped shirt sleeve is holding a magnifying glass over a building in the foreground. A white circular callout with a double border is positioned in the upper left corner.

Welcome

Agenda

	Agenda item
9:30 AM	Welcome
9:35 AM	1. Approval of the minutes of the General Assembly of 30 March 2023
9:40 AM	2. Presentation of the Management Report 2023
	3. Report of the account controller
	4. Approval of the Financial Statement 2023
9:50 AM	5. Approval of the Budget 2024
10:00 AM	6. Discharge to the directors
	7. Discharge to the account controller
10:05 AM	8. Modification of the articles of association
10:15 AM	9. Extension of the mandate of directors
	10. Appointment of new directors
	11. Overview of changes in membership
10:25 AM	12. Wrap-up & closure of the meeting

Voting procedure

Keep your voting form at hand.

We require your vote for each draft decision:



Proxyholders should vote twice

- for their own organization and
- the organization they represent as a proxyholder.

No voting for associate members.

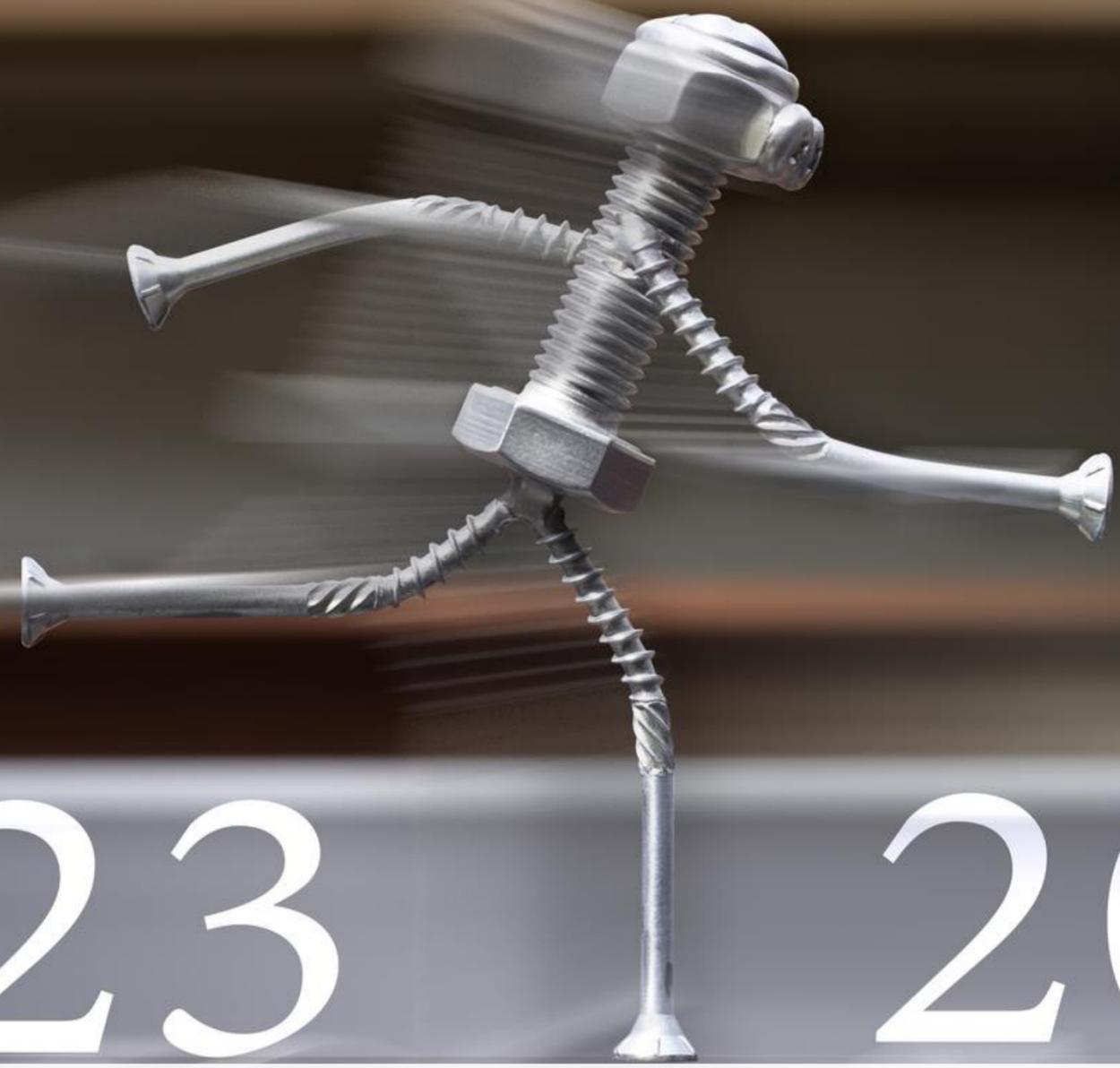




Agenda item 1

**Draft meeting
minutes
30 March 2023**

2023

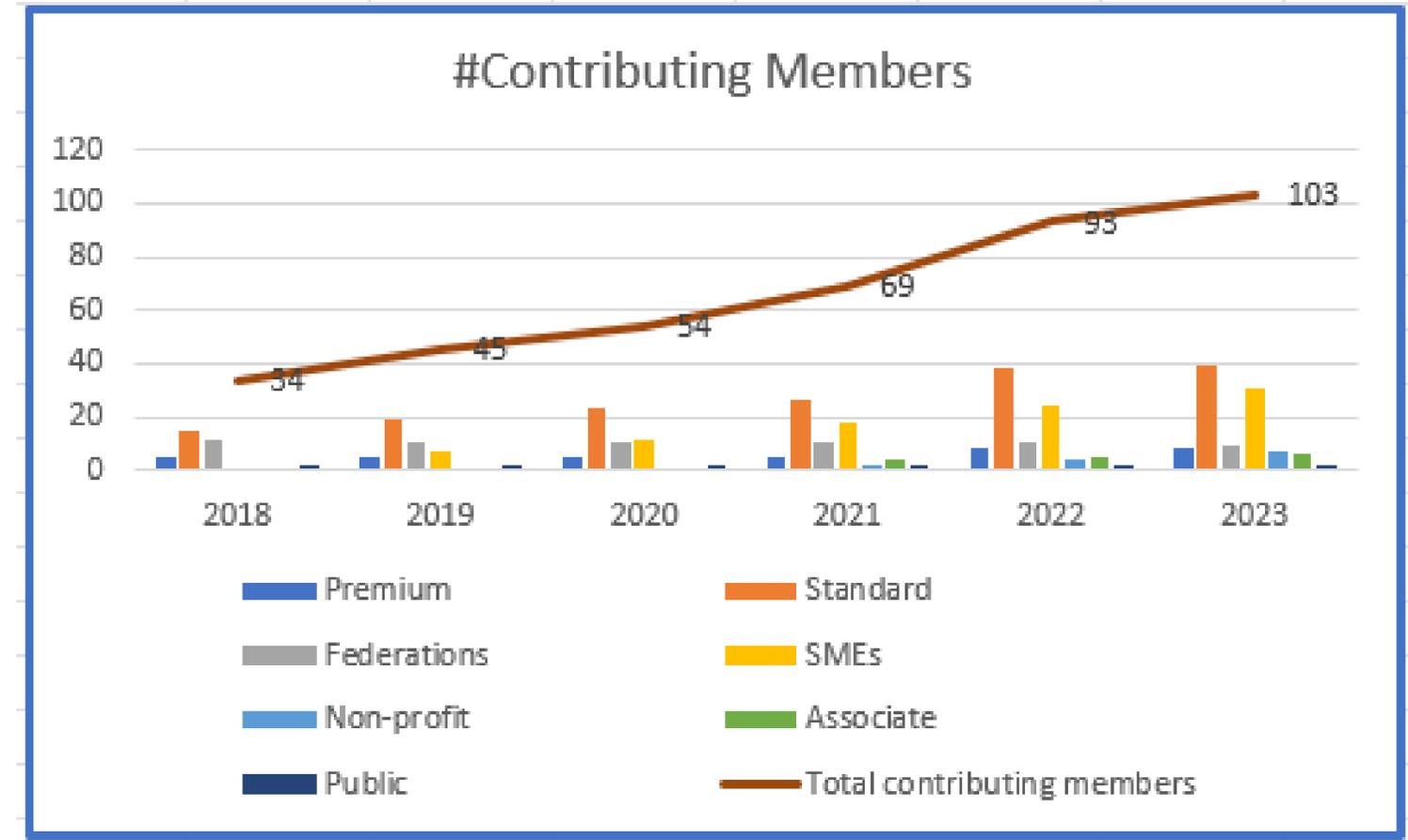
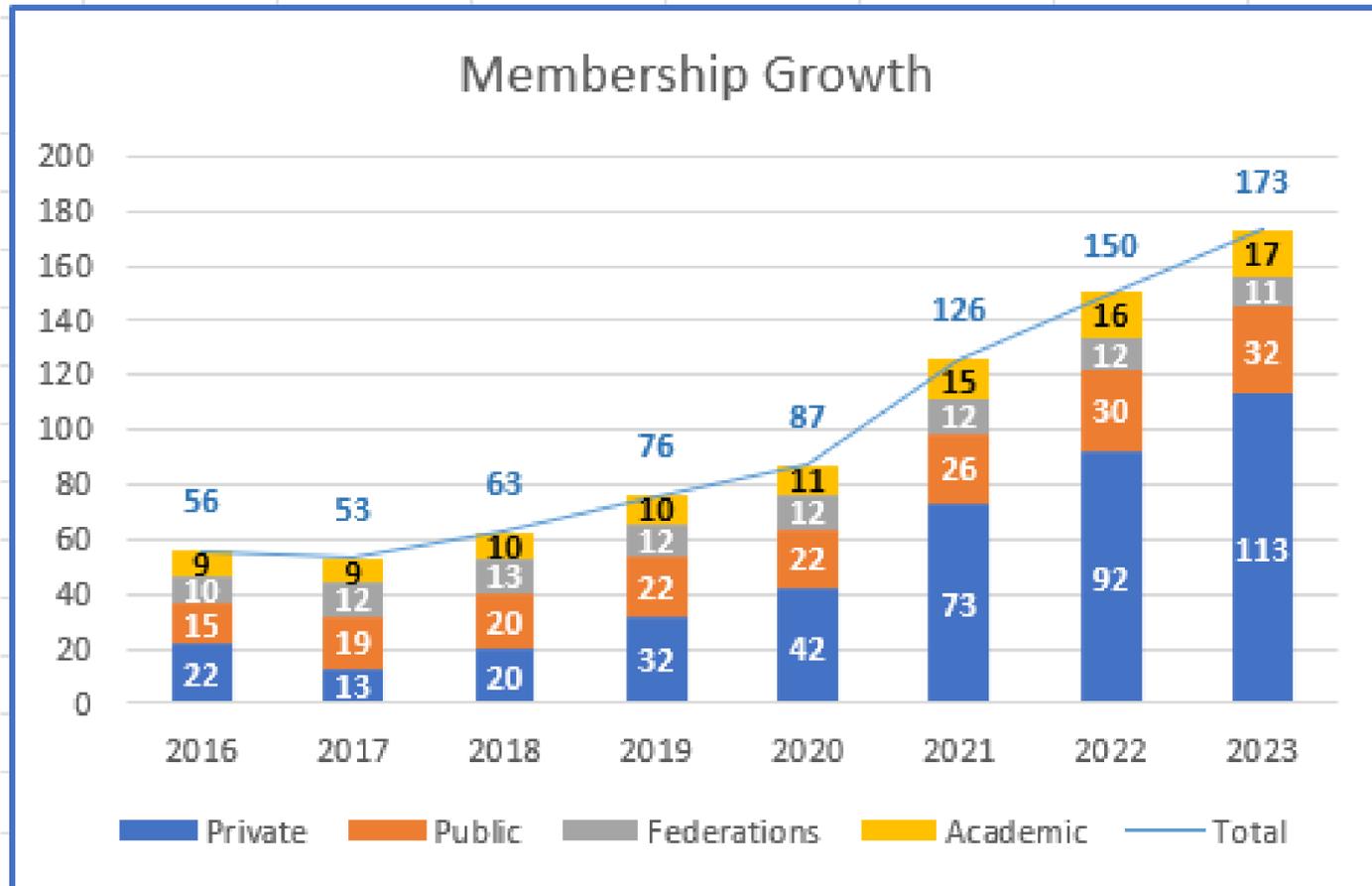


2024

**Agenda item 2:
Management Report 2023**

Management Report 2023

Membership growth



Management Report 2023

Membership growth



173 members
103 contributing
members



Highlights:

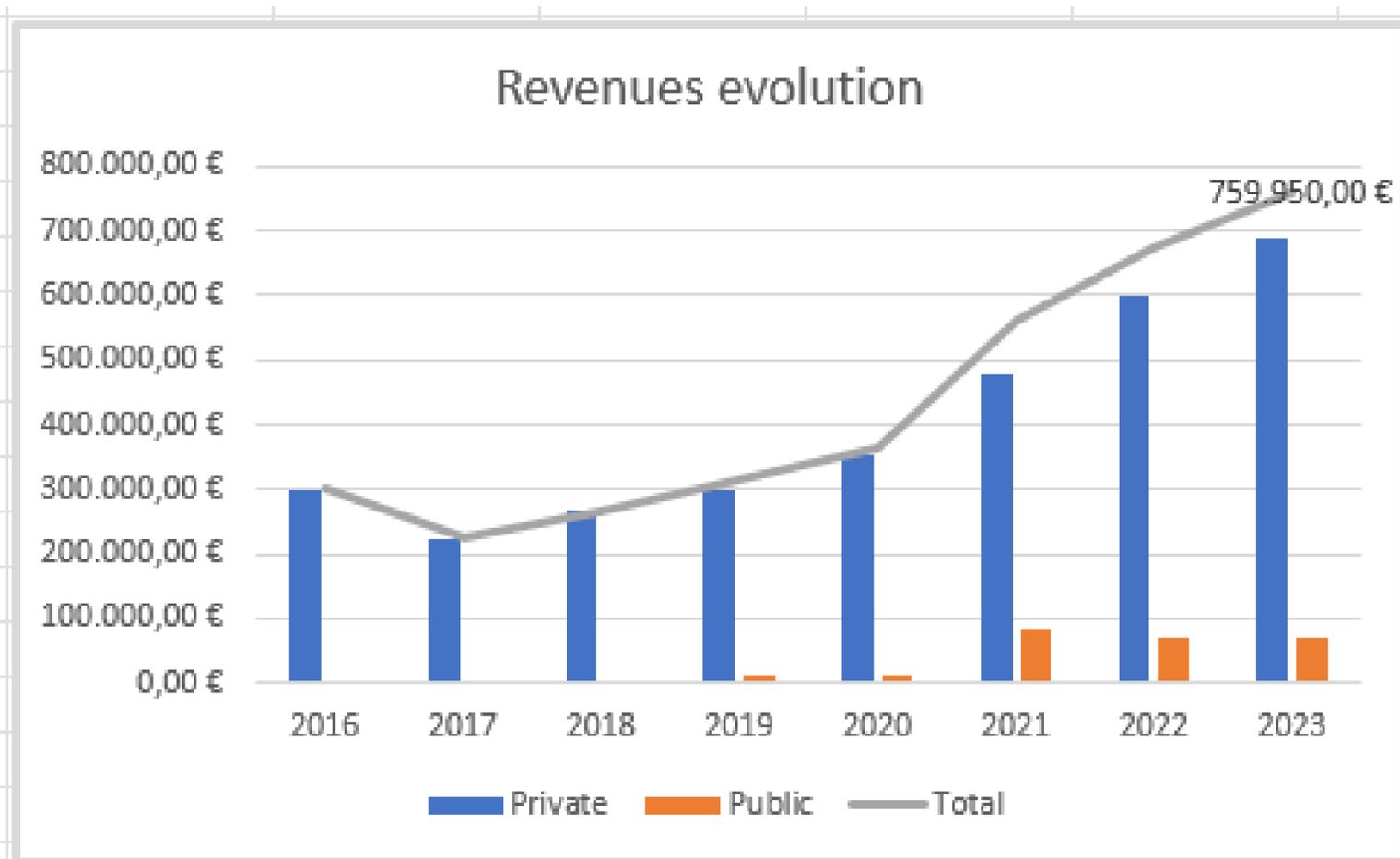
- **173 members**
- **103 contributing members** (97 legal entities; 6 associate members)
- Strong growth last year, especially in the private sector:
 - **SMEs**: from 24 to 31 entities;
 - **11 healthcare** institutions joined, making total of 22 health care members.
- As from 2024, Bow Tie Security will become **Cronos Security** and upgrade its membership to **Premium**.
- 6 institutions will not renew their membership:
 - Standard: ATOS, Kroll Associates
 - SMEs: Brand Compliance, nextAuth (Itsme), Proscima (Easi), SecWise
 - Associate: Joost Rommelaere

Management Report 2023

Revenues



Almost €760k funding
9.5% public –
90.5% private



Highlights:

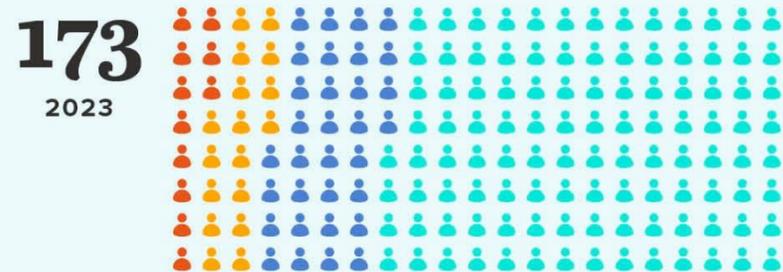
- Continuous growth in private funding.
- Growth especially in segment of **privately-owned companies**.
- 9.5% of funding derived from **public** sources thanks to federal subsidy of €72k, a small increase compared to last year (€71k). The subsidy is not acquired: a new application must be submitted every year.

	2016	2017	2018	2019	2020	2021	2022	2023
Private	299.432,00 €	223.796,00 €	267.500,00 €	301.200,00 €	351.200,00 €	477.200,00 €	600.783,00 €	687.950,00 €
Public	0,00 €	0,00 €	0,00 €	12.143,00 €	12.143,00 €	82.143,00 €	71.000,00 €	72.000,00 €
Total	299.432,00 €	223.796,00 €	267.500,00 €	313.343,00 €	363.343,00 €	559.343,00 €	671.783,00 €	759.950,00 €

Infographics

31-12-2023

MEMBERS



113 PRIVATE | **32** PUBLIC
11 FEDERATIONS | **17** ACADEMIC

FOCUS GROUPS

12 FOCUS GROUPS - 2023



766 **38** PLENARY MEETINGS
PARTICIPATIONS IN PLENARY MEETINGS

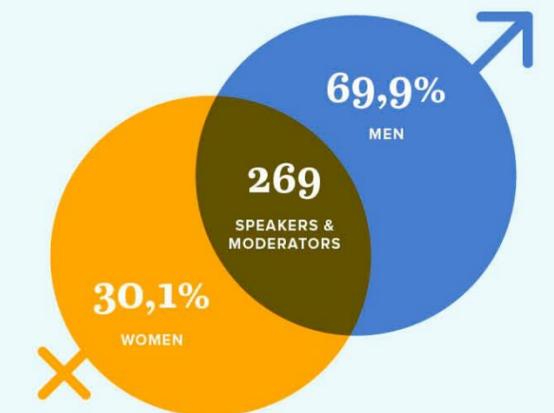
EVENTS

1040

TOTAL PARTICIPATIONS IN EXPERIENCE SHARING EVENTS 2023



GENDER DIVERSITY





8 Events
1,040 Participations

Management Report 2023

Strategic pillar – Experience Sharing Events

Application Security
Awareness
Cloud Security
Crypto
Cyber Incident Detection & Response
Cybersecurity for Hospitals
Enterprise Security Architecture
Identity & Access Management
Governance, Risk & Compliance
OT/ICS Security
Privacy & Data Protection
Regulations & Standardizations

Application Security
Awareness
Cloud Security
Crypto
Cyber Incident Dete
Cybersecurity for H
Enterprise Security
Identity & Access M
Governance, Risk &
OT/ICS Security
Privacy & Data Prot
Regulations & Stan

Our big events in 2023



1. **GRC: Be Connected!** (30/3) co-organized with **ISACA Belgium** and supported by **Solvay Lifelong Learning** in the KBR-Royal Library of Belgium (Brussels)
2. **Application Security** (15/6) in partnership with **SecAppDec.org** in the Faculty Club (Louvain)
3. **Goodbye Summer Event** (14/9) co-organized with **Cegeka** in Corda3 (Hasselt)
4. **BE-CYBER** (26/10) co-organized with **Bitstream** in BluePoint (Brussels)





International Women's Day
#EmbraceEquity

Management Report 2023 Sponsored Events



BELGIUM

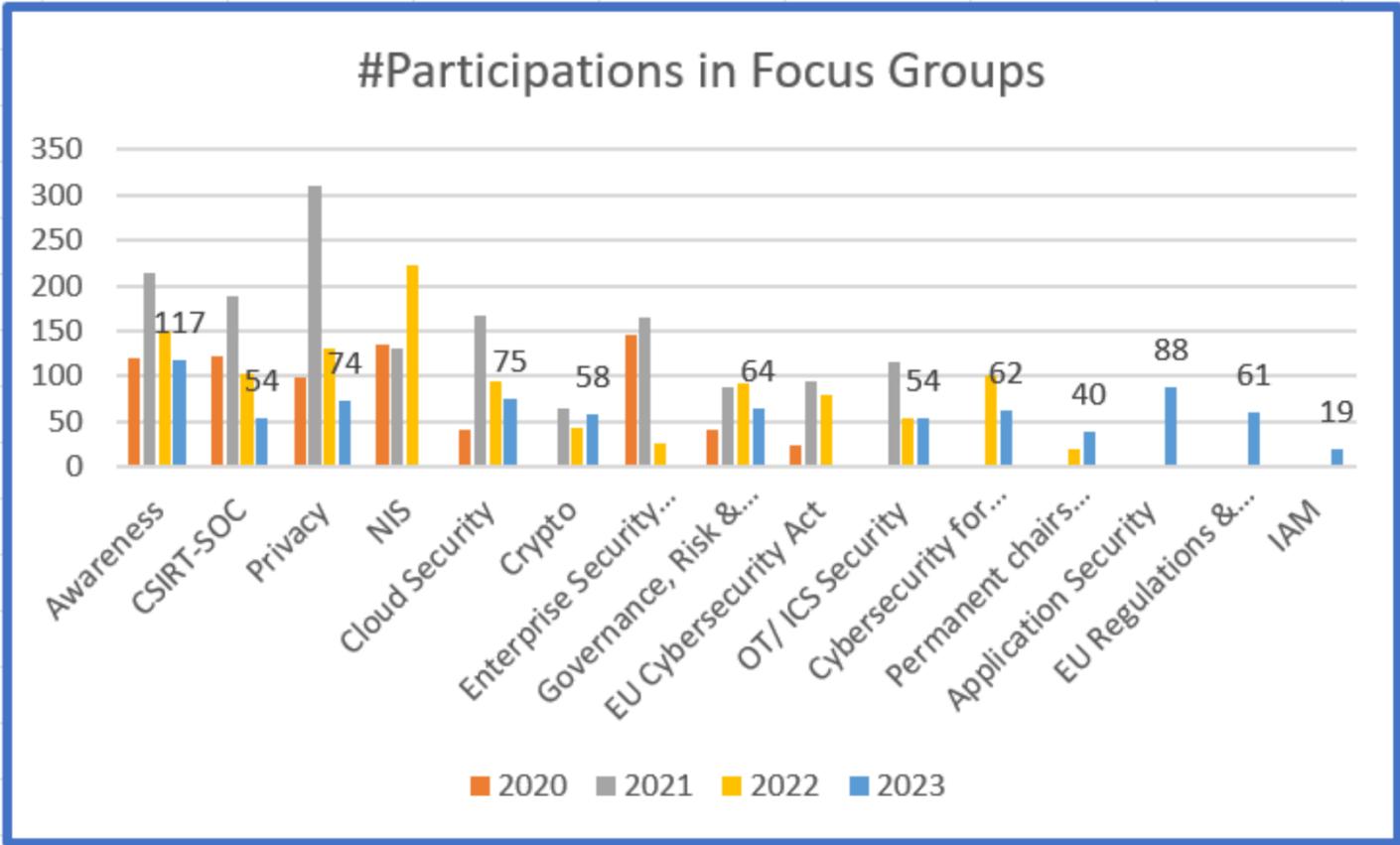
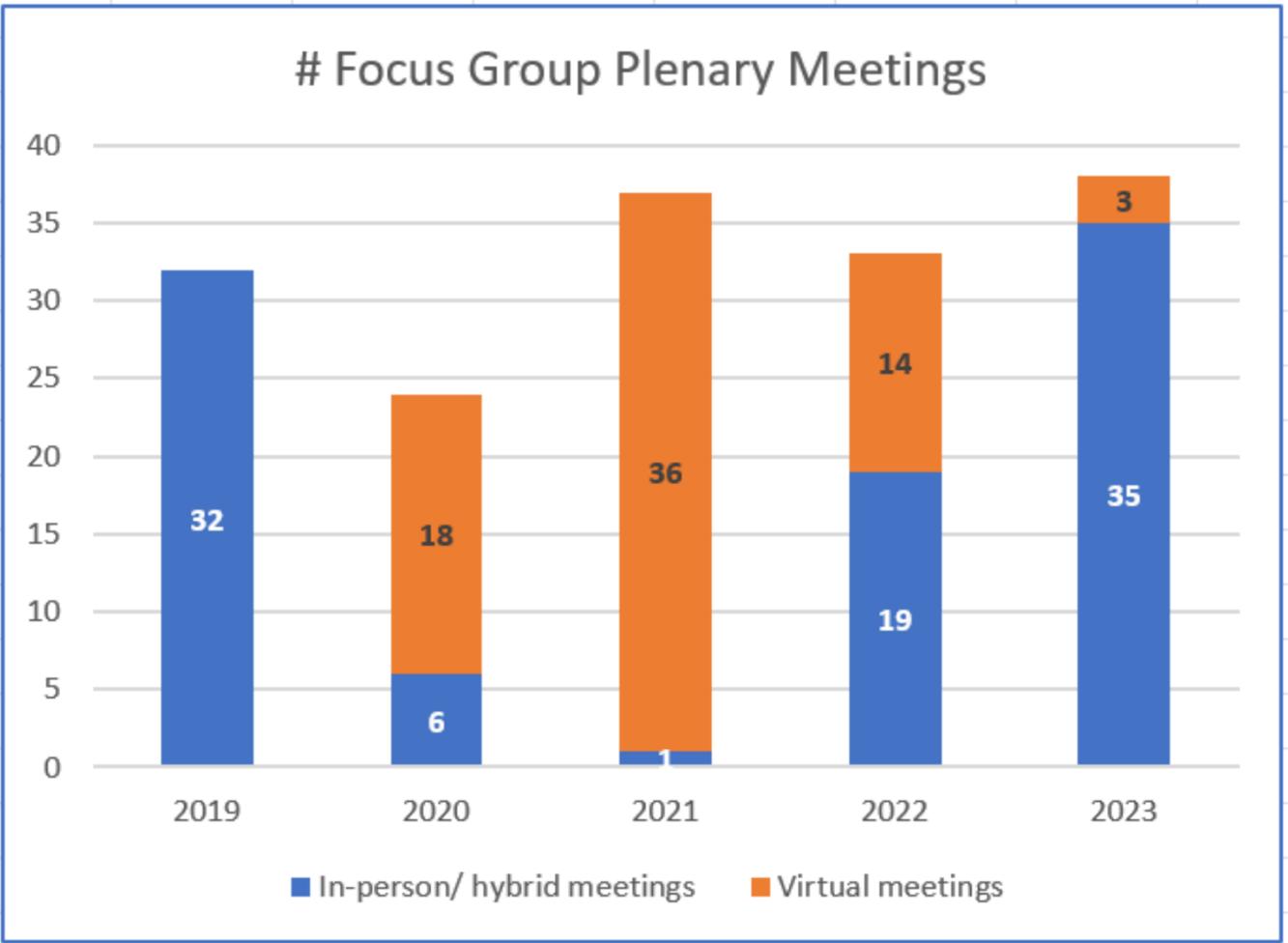


Management Report 2023

Strategic pillar – Operational Collaboration

38 Meetings
766 Participations

2 new Focus Groups: **Application Security & Identity & Access Management**
NIS & EU Cybersecurity Act Focus Groups have been merged into the **EU Regulations & Standardization Focus Group**.



Management Report 2023

Strategic pillar – Awareness Raising

www.pecule_vacances.org

Le phishing, ça se joue dans les détails !

Vérifiez toujours l'URL d'un site web avant de cliquer.

Installez l'extension de navigateur Safeonweb
via safeonweb.be

België kondigt het einde van phishing aan



Safeonweb.be
Trainingsmodules

Kies een trainingsmodule

Meer info op



In samenwerking met



Surfer sans soucis

Regarde où tu vas !



Surfer sans soucis

Vérifie avant de transférer de l'argent

Module 1: Kijk waar je naartoe gaat (2/2/2024 – NL/ FR/ EN/ DE)

73,000 x used

9,100 reviews

4.49 / 5 evaluation score

Module 2: Controleer voordat je geld overmaakt (2/2/2024 - NL/ FR/ EN/ DE)

12,500 x used

2,300 reviews

4.62 / 5 evaluation score

Management Report 2023

Education

Visibility Sponsor in 2023



Local Capture-the-Flag



ULYSSIS CTF
een hackwedstrijd voor beginners @ KU Leuven & UCLL

dinsdag 25 april 2023
19:30 - 01:00
quadrivium 01.100

ctf.ulyssis.org

prijzen voor top 3 teams
prijs voor beste bachelorteam

beginnerfriendly
25 teams van 3-4 studenten

wat is een CTF?
een capture the flag wedstrijd is een hackwedstrijd waarbij teams proberen in applicaties in te breken, puzzels op te lossen en beveiligingsproblemen te vinden om vlaggen te bemachtigen en punten te scoren.

Logos: KU LEUVEN ICTS, emweb, MASTER OF SCIENCE IN CYBERSECURITY, CYBER SECURITY COALITION, mind, GUARDSQUARE.

A poster for the Ulyssis CTF event. It features a dark background with a grid pattern and various icons. The text provides details about the event, including the date, time, location, and prizes. It also includes a QR code and a brief explanation of what a CTF is.



Management Report 2023

Visibility Partner other Ecosystems

**Cyber
Security
Awards
2023**



Management Report 2023 Operations

**3.6 FTEs since July 1st, 2022 –
no changes in staff in 2023**

**Christian Mathijs
Pascal Champagne
Guy Hofmans
Cathy Suykens**



Management Report 2023

Operations

Administrative support	Content support	Financial Management
<ul style="list-style-type: none"> • Identification and reservation of venues for events & meetings 	<ul style="list-style-type: none"> • Agenda development Focus Groups 	<ul style="list-style-type: none"> • Budget planning & monitoring
<ul style="list-style-type: none"> • Scheduling meetings, logistics support (catering, badging, etc.) 	<ul style="list-style-type: none"> • Programme development experience sharing events 	<ul style="list-style-type: none"> • Accounts payable & receivable
<ul style="list-style-type: none"> • Maintaining records & data (MIS) 	<ul style="list-style-type: none"> • Liaison with speakers, moderators, panellists 	<ul style="list-style-type: none"> • Expense tracking & reporting
<ul style="list-style-type: none"> • Overseeing office management 	<ul style="list-style-type: none"> • Programme Committee Cybersec Europe 	<ul style="list-style-type: none"> • Financial audit
IT support	Strategic planning & project coordination	Corporate governance
<ul style="list-style-type: none"> • 1st Line helpdesk for members using Teams 	<ul style="list-style-type: none"> • Preparation of the strategy workshop attended by Board members & Premium members 	<ul style="list-style-type: none"> • Corporate Secretary Board of Directors & General Assembly
<ul style="list-style-type: none"> • Troubleshooting technical issues with M365 & Website hosting 	<ul style="list-style-type: none"> • Collaboration with partners for implementing strategic objectives 	<ul style="list-style-type: none"> • Legal documentation & filings
<ul style="list-style-type: none"> • Selection of providers: a new IT provider was selected: About IT. 	<ul style="list-style-type: none"> • Project coordination (e.g., Cyber Security Awards, “Surfen zonder zorgen/ Surfer sans soucis” project, etc.) 	<ul style="list-style-type: none"> • Development of policies & monitoring their compliance

LinkedIn
10,784
X (ex-Twitter)
482
Followers

BRANDING AND MARKETING



CYBER SECURITY
COALITION.be

BELGIUM'S
CYBER SECURITY
Awards



BE-CYBER
Cyber Security Coalition

Marketing & Communication 2023



Marketing	Communication
<ul style="list-style-type: none"> Promotion of upcoming experience sharing events on social media and via mail campaigns (e.g., Star Trek campaign for BE-CYBER event) 	<ul style="list-style-type: none"> Development & publication of general Coalition brochure
<ul style="list-style-type: none"> Content development for various websites 	<ul style="list-style-type: none"> Development & publication of Focus Group brochure
<ul style="list-style-type: none"> Promotion of the Cyber Security Awards campaign including the Awards ceremony 	<ul style="list-style-type: none"> Update of the Code of Conduct for Focus Groups, approved during the permanent chairs meeting of November 2023
<ul style="list-style-type: none"> Digital cards & social media posts for finalists & winners 	<ul style="list-style-type: none"> Monthly articles for the 'Member in the Picture' session on the Coalition website.
<ul style="list-style-type: none"> Support of the national awareness campaign 2023 	<ul style="list-style-type: none"> Development of the digital Annual Gazette 2023 with member contributions
<ul style="list-style-type: none"> Development and promotion of the International Women's Day awareness campaign (central theme: #EmbraceEquity) 	<ul style="list-style-type: none"> Development and broadcast of 2 new podcasts featuring Miguel De Bruycker (CCB) & Pascal Steichen (ECCC). The podcast can be listened to on Spotify, Apple & Google Play.
<ul style="list-style-type: none"> Development of a logo for BE-CYBER 	<ul style="list-style-type: none"> Further enrichment of our blog website with content (video/articles) derived from our experience sharing events and other (member) sources
<ul style="list-style-type: none"> Promotion of the EDUbox Cybersecurity at Safer Internet Day and on social media 	<ul style="list-style-type: none"> Development & release of Cyber Pulse newsletters
<ul style="list-style-type: none"> Booth representation at different fairs (cf. next slide) 	<ul style="list-style-type: none"> Development of articles for press
<ul style="list-style-type: none"> New marketing materials (e.g., beach flags, roll-ups, lanyards, branded gifts for BE-CYBER, etc.) 	<ul style="list-style-type: none"> Member satisfaction survey in partnership with Profacts





Security Forum - Nivelles



Cybersec Europe - Bruxelles



Food Security - Bruxelles



ABISS - Kortrijk

Strengths

- Fostering environment for experience and knowledge sharing
- Robust networking opportunities
- Diverse topics
- High quality relationship management
- Event organization

Areas for Improvement

- Curating more relevant content for the Cyber Pulse newsletter
- Website needs modern look & feel
- Services tailored to specific segments having similar needs

Satisfaction Survey by Profacts

INFO

STRATEGY =



Strategy Review Workshop
18 September 2023

Strategy Review Workshop attended by Board members & most premium members

Key insights:

- ✓ Mission statement and strategic pillars are still valid
- ✓ Skills development becomes a strategic area
- ✓ No need to create own content but orient members to relevant content
- ✓ Make Coalition's added value more explicit in communication
- ✓ Approach SMEs through their suppliers (IT, accountants)

Actionable Takeaways:

- ✓ Getting missing sectors onboard
- ✓ Activities bringing CISOs together
- ✓ Activities geared towards students
- ✓ Smaller-scaled, regional events allowing a more individualized approach
- ✓ Reach out to peer associations in neighbouring countries (source relevant content)
- ✓ Increase awareness among (new) policymakers to support better decision making



Outlook 2024

Experience Sharing Events

Timeline 2024



28/03/ **2024**

GRC: Be Connected!

In-person event

Partner: **ISACA Belgium**
Supported: **Solvay Brussels School**

Target audience:
CSC & ISACA members & SBS
students/ alumni



6/06/ **2024**

Application Security Event

In-person event

Partners: **SecAppDev**

Target audience:
CSC members & SecAppDev
participants

20/06/ **2024**

Solstice Event

In-person, more social event

Partner: **Premium member(s)**

Target audience:
CSC members



General Assembly 2024
(hybrid)

Experience Sharing Events

Timeline 2024-2025



BE-CYBER
Cyber Security Coalition

8/10/ **2024**

**BE-CYBER
Signature Event**

In-person event
Partner: TBC

Target audience: Coalition members

BELGIUM'S
CYBER SECURITY
Awards



4/12/ **2024**

Awards Ceremony

In-person event
Partner: TMAB

Target audience: members
+ external people

Cyber Security Awards



20/2/ **2025**
(tentatively)

**10th Anniversary
Celebration**

In-person event
Partners: TMAB

Target audience: members
+ partners

Cybersecurity Convention Outlook 2024

Cybersec Europe 29 & 30 May 2024

VIP CISO meeting
with Bjorn Watne
WEDNESDAY 29 MAY 2024
from 12:00 until 14:00



SHIELD YOUR CORE



CYBERSEC EUROPE
Brussels Expo Hall 5
(Heizel metro & large parking)



Cybersecurity strategy



Human Firewall



Hybrid IT Protection



Data Protection & Privacy



Identity & Access Management



Resilience & Recovery



Cyber Compliance



Web3 Security

Cyber Security Conventions Outlook 2024

INCYBER FORUM EUROPE

MARCH 26-28, 2024

INCYBER FORUM 2024

Ready for AI?

Participate to the 16th InCyber
Forum at Lille Grand Palais

[register](#)

Participation in
Belgian booth of
Agoria at FIC
Forum in Lille

Participation
with own booth
at ABISS in
Kortrijk



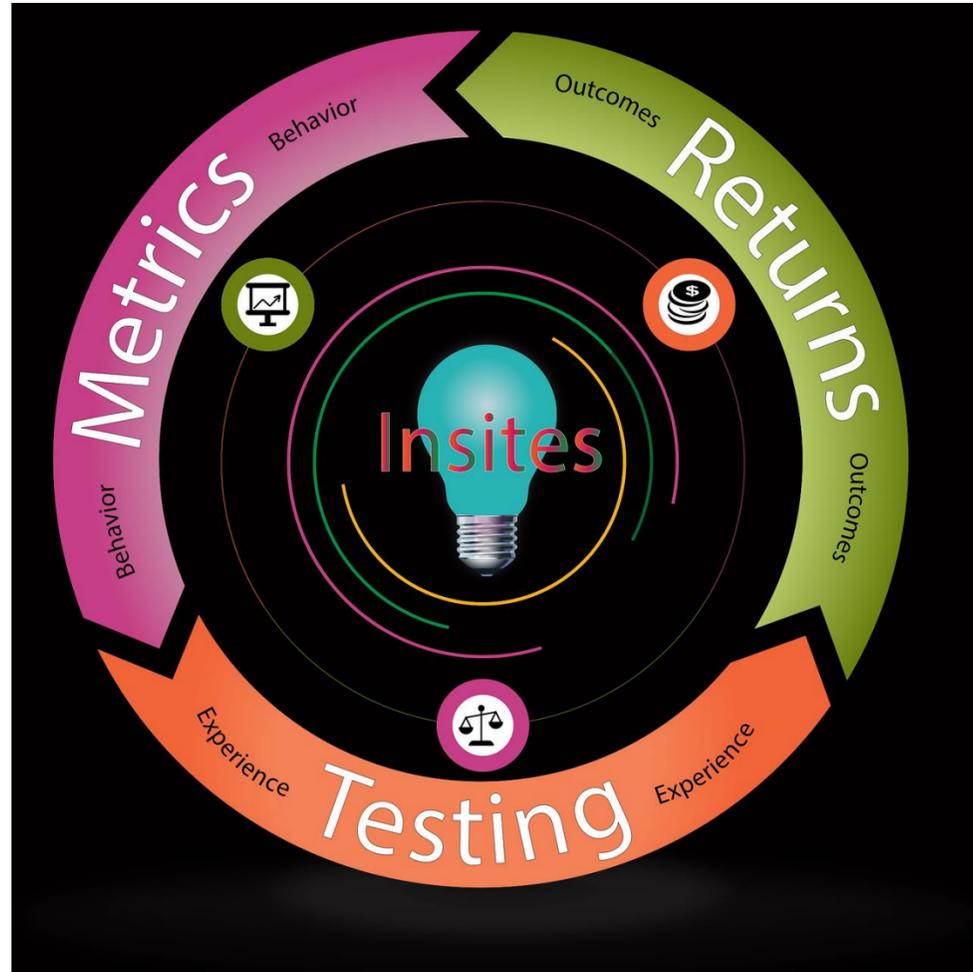
Skills development



The Coalition has joined the Cyber Talents initiative launched by Agoria-CMiB:

The business group **Cyber Made in Belgium (CMiB)** is the voice for the Belgian cyber industry and groups together the companies that develop and offer cybersecurity technology in Belgium and/or related services for individuals, companies or governments and several partner organizations.

Awareness raising projects



Project: Behavioural Metrics on Cyber Security Awareness



Belgium announces the end of phishing

I participate

More info on  Safeonweb.be In collaboration with  CYBER SECURITY COALITION

Project: Safe-on-Web Awareness Modules

- 2 modules are LIVE
- 4 modules are planned:
 - Transferring money to strangers?
 - Is this your online identity?
 - Are your online accounts protected?
 - Shouldn't we protect the Internet together?

Marketing & Communication Outlook 2024

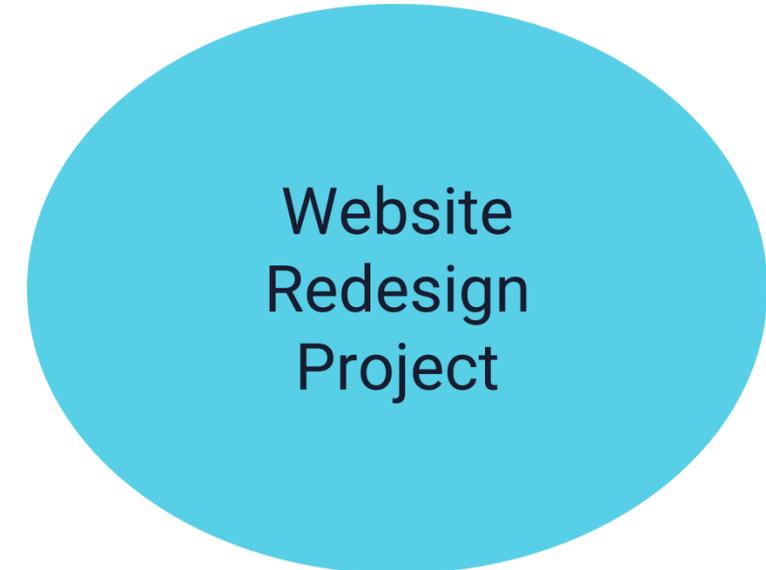


[Home](#) [About Us](#) [Members](#) [Tools](#) [Calendar](#) [Blog](#) [Gallery](#)



Bolster Belgium's cyber security resilience

Our Mission is to bolster Belgium's cyber security resilience by **building a strong cyber security ecosystem** at national level. We do so by bringing together the skills and expertise of the **academic world**, the **private sector** and **public authorities** on a trust-based platform aimed at fostering information exchange and implementing joint actions.





Financial Statement 2023



Agenda item 3: Report of the account controller



Monsieur Jan De Blauwe
Président du conseil d'administration
de la Cyber Security Coalition
Rue des Sols 8
1000 Bruxelles

BMO

Le 21 février 2024

Monsieur le Président,

Audit des comptes 2023 de la Cyber Security Coalition

Je vous confirme avoir examiné les comptes de la Cyber Security Coalition sur base des documents qui m'ont été transmis avant et après la téléconférence tenue le 14 février dernier.

Après examen attentif des documents relatifs aux comptes 2023, j'ai à cette occasion reçu tous les compléments d'information, explications et éléments de preuve souhaités.

Je vous confirme que sur base de ceux-ci, les comptes tels que présentés à l'Assemblée Générale sont selon moi, exactes et conformes aux décisions et engagements pris par les organes dirigeants.

Je vous prie d'agréer, Monsieur le Président, l'expression de mes sentiments distingués.

Benoît Montens
Conseiller



Report of Account Controller

Agenda item 4: Financial Statement 2023

Assets

Balance Sheet	2022	2023
Current assets	€874,070	€932,564
Amounts receivable < 1 year (1)	€160,647	€207,225
Investments (2)	€712,768	€702,337
Accruals (3)	€656	€19,702
Total Assets	€874,070	€932,564

(1) VAT to be recovered (€89,184); Federal subsidy (€72k); outstanding invoices for membership fees 2023: SecWise (€3,025); Zetes (€12,100 - **paid**); Brainwire BV (€1,452); YPTO-NMBS (€12,100 - **paid**); Euranova (€3,025 - **paid**); Computacenter (€6,050 - **paid**); Trustbuilder (€1,513 - **paid**); Cetic - **paid** (€726); Fortinet Belgium (€6,050 - **paid**)

(2) Cash amount on the Coalition's account in the books of BNP Paribas Fortis on 31 December 2023.

(3) Accruals: expenses made in 2023 for services rendered in 2024: insurance policies (€1,682); EDUbox Data & Privacy VRT invoice (€3,000); Cybersec Europe booth (€1,848); ECSO membership fee (€2,400); Intigrity bug bounty programme (€6,500); Silversquare rental office January 2024 (€1,155); Support January 2024 & hosting 1Q2024 'Surfen zonder zorgen' modules (€910); InviteDesk event tool license (€2,207)

Agenda item 4: Financial Statement 2023

Liabilities

Balance sheet	2022	2023
Equity (Reserves)	€743,338	€817,018
Amounts payable (4)	€130,732	€115,546
Total liabilities	€874,070	€932,564

Amounts payable (4) – Invoices outstanding on 31 December 2023

Provider	Description	Amount	Current status
• Combell	• Dedicated hosting cost March 2024	€277	Paid
• KBC Group	• Consultancy fees November 2023	€16,126	Paid
• MailJet	• License cost November 2023	€18	Paid
• Inigriti	• Managed services 2024	€7,865	Paid
• The Content Company	• Copywriting	€557	Paid
• VRT	• Sponsoring EDUBox Data & Privacy	€18,150	Paid
Total		€42,992	

Agenda item 4: Financial Statement 2023

Liabilities

Amounts payable (4) – Provisions made for invoices not yet received on 31 December 2023			
<i>Provider</i>	<i>Description</i>	<i>Amount</i>	<i>Current status</i>
• Proximus	• Consultancy fees 4Q 2023	€36,117	Paid
• Proximus	• Administrative cost CIT return FY2023	€800	/
• KBC Group	• Consultancy fees December 2023	€13,327	Paid
• The Content Company	• Development Annual Gazette 2023	€8,800	Paid
• TMAB Business Events	• Cyber Securities Awards Ceremony	€2,730	Paid
• Silversquare	• Room & Office rental & catering costs	€2,310	Paid
• NOYB.EU	• Speaker's fee	€3,500	/
• WeAreTheWords	• Awareness Focus Group Metrics Project	€4,970	Paid
Total		€72,554	

Agenda item 4: Financial Statement 2023

Expenditures

Findings:

- **Operational expenses & IT expenditures** were in line with the budgeted costs for these items.
- The budget for Membership Engagement was exceeded by almost 23 per cent.
 - **Experience Sharing Events:** The budget was exceeded by 44 per cent. This is mainly to be ascribed to the organization of the BE-CYBER event: we had to rent extra rooms and the no-show rate was higher than the one we applied for the catering. A lesson learned is that we should apply a default no-show rate of 45 per cent for free events.
 - **Focus Groups:** spent circa 70 per cent of the budgeted amount.
 - **Marketing:** Almost double of the budgeted costs were spent. The excess is due to the marketing costs for the Cyber Security Awards campaign. The cost of the logos, certificates, digital badges, gifts were borne by the Coalition.
 - **Content management:** The budget was only slightly exceeded (8%).
 - **Conventions:** We rented and decorated a booth at the ABISS fair, which was not planned during the 2023 budgetary role. Motivation is the networking with the OT community.
 - **Educational initiatives:** We sponsored additionally a Capture-the-Flag competition organized by Ulyssis – KU Leuven.

Agenda item 4: Financial Statement 2023

Expenditures

- **Project costs remain far below the approved budget (only 35 per cent used):**
 - The budget reserved for the **national awareness campaign** was not used.
 - **Member projects:** We spent less on the create cost for the **Awareness modules** 'Surfen zonder zorgen/ Surfer sans soucis' than anticipated but the recurring monthly hosting costs are quite high (cf. 2024 budget), and the CSC Operations staff is exploring alternatives.
 - **Member projects:** We took part of the sponsoring cost for the **EDUBox Data & Privacy** in account of the 2023 Financial Statement. The EDUBox will be released in 1Q2024. We also invested in the development of the **Enterprise Security Architecture White Paper**, which will also be released in 2024.
 - There was only a limited use of the budget for change requests for our **CRM Dynamics** environment.
 - Generally, the budget reserved for internal & member-generated projects remained largely unused.
- We spend much less on **financial costs** since we changed bank.

Agenda item 4: Financial Statement 2023

Expenditures - Experience Sharing Events

Experience Sharing Events	Date	Location	# Participants	% No-shows	Budgeted Amount (incl. marketing cost)	Actuals (incl. marketing cost)	Cost-sharing with Partners
GRC: Be Connected!	30-03-23	Brussels	106	42%	€10,600	€11,989	€4,829 borne by ISACA Belgium
Application Security	15-06-23	Leuven	91	42%	€14,000	€14,659	N/A
Goodbye Summer	14-09-23	Hasselt	50	40%	€9,000	€8,155	Venue offered by Cegeka
IAM	21-09-23	Brussels	50	45%	€9,000	€9,476	N/A
BE-CYBER	26-10-23	Brussels	255	39%	€56,000	€99,900	N/A
Awards	6-12-23	Tervuren	169	3%	€6,000	€21,432	TMAB
Total					€98,600	€144,179	

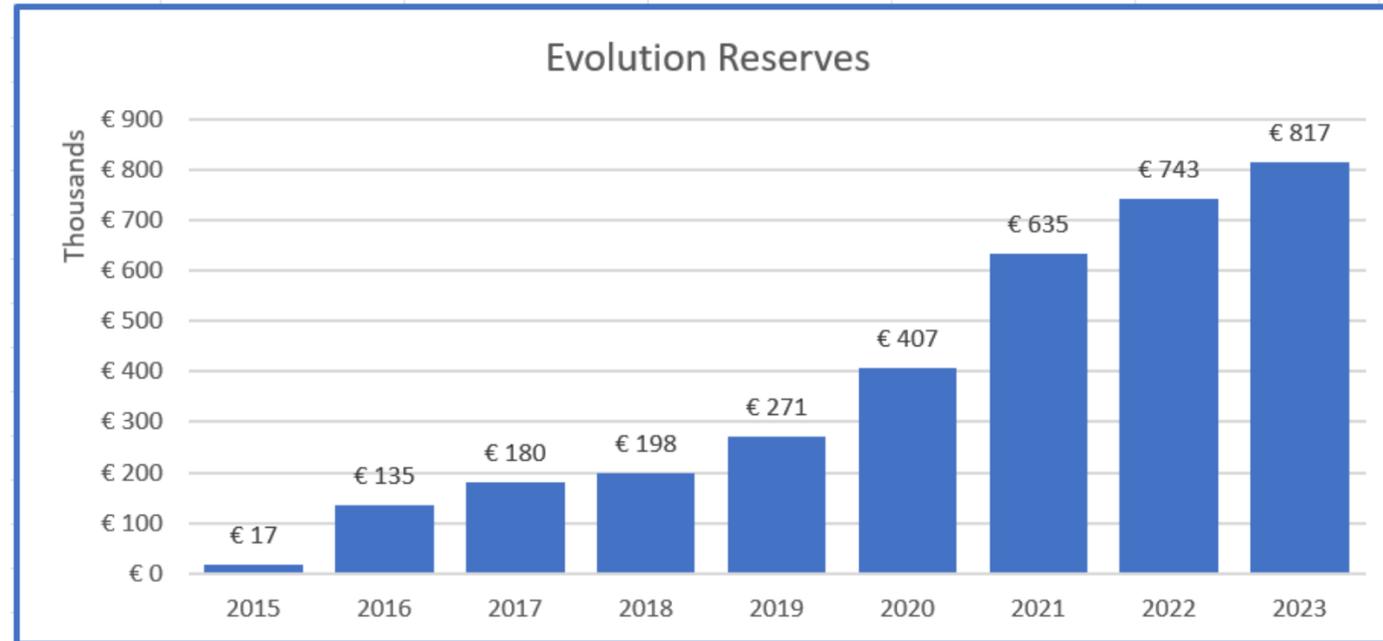
Agenda item 4: Financial Statement 2023

Expenditures - Sponsored Events

Experience Sharing Events	Date	Location	# Participants	% No-shows	Budgeted Amount	Actuals	Cost-sharing with Partners
Safer Internet Day	7-02-23	Brussels	191	N.A.	€10,000	€6,145	Venue offered by FPS Economy
W4C Belgium	8-03-23	Brussels	128	30%	€10,000	€13,585	Venue offered by FPS Economy, which bore the streaming cost (€6,350)
DPO Pro Event	25-05-23	Brussels	N.A.	N.A.	€0	€1,500	
Total					€20,000	€21,230	

Agenda item 4: Financial Statement 2023

Reserves



Operational reserve targets 2023:

- Minimum target (6 months) : €467k
- Maximum target (12 months) : €933k

- The 2023 budget approved by the General Assembly in April anticipated €35k federal subsidy,
- In December, a €72k federal subsidy was granted to the Coalition. The subsidy was credited to the Coalition account in February. Expenses made in the course of 2023 are charged to this subsidy.
- If the €73,679 surplus is charged to the reserves, they will increase to €817k.

Agenda item 4: Financial Statement 2023

Income Statement

Income Statement	2022	2023
Fee income + grants	€675,551 (incl. €71k subsidy)	€771,445 (incl. €72k subsidy)
Goods & Services	€564,679	€697,164
Operational result	€110,872	€74,281
Financial costs	€2,102	€602
Result	€108,771	€73,679

Draft decision:

The General Assembly approves the 2023 Financial Statement for the year ended 31 December 2023, including the allocation of the surplus of €73,679 to the reserves.



Agenda item 5: Budget 2024



Budget 2024 - Revenues

Budget Revenues	Description	Approved Budget 2023	Budget 2024	Repartition	% Change
Membership fees		€717,100	€761,900	95.61%	6.25%
	Premium (9)	€160,000	€180,000		
	Standard (39)	€390,000	€390,000		
	Federations (11)	€22,500	€27,500		
	SMEs (31)	€77,500	€92,500		
	Non-profit (7)	€11,100	€13,500		
	Associate (7)	€6,000	€8,400		
	TTVA	€50,000	€50,000		
Project Subsidies		€0	€0	0%	
Public funding		€35,000	€35,000	4.39%	0.00%
Total		€752,100	€796,900	100.00%	5.96%



Budget 2024 - Revenues



- No change in pricing strategy.
- **No change in membership fee** amount.
- The revenue budget takes account of the current number of contributing members, member churn and a TTVA of €50k to be realized by the business development managers by the end of the year.



- It is likely that the **federal** government (Centre for Cyber Security Belgium) launches a new tender for a **subsidy** later this year.
- In the budget we take account of an amount of €35k as possible subsidy.

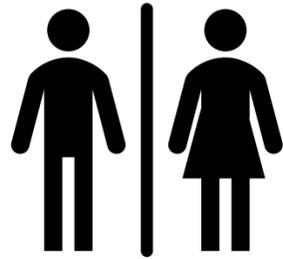
New OIT in 2023	TTVA in 2023
€102,300	€53,975

New OIT in 2024 (forecast)	TTVA in 2024 (forecast)	Recurrent revenue in 2025
€80,000	€50,000	€80,000

Budget 2024 - Expenses

Budget Expenses	Description	Approved Budget 2023	Budget 2024	Repartition	% Change
Operational Expenses	Contractors, accountancy services, insurance, stationary, official publications, office rental	€338,226	€383,045	48.12%	13.25%
ICT Infrastructure	Webhosting, M0365 licenses, IT support	€34,253	€37,284	4.68%	8.85%
Membership Engagement	Events, Focus Groups, branding & website content management, educational initiatives	€237,595	€297,950	37.43%	25.40%
Projects	National campaign, Certified awareness training & various projects	€137,823	€75,280	9.46%	-45.38%
Other costs	Membership other associations	€2,310	€2,510	0.32%	8.66%
Total		€750,207	€796,069	100.00%	6.11%

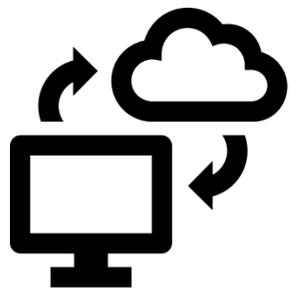
Budget 2024 - Expenses



- Contractors at subsidized rate through Experience@Work (55+).
- 3.6 FTE. **We foresee budget for an additional FTE to be recruited through Experience@Work as part of the OPS staff succession planning (6 months in 2024).**
- 3.38% indexation applied to contractors' expenses in 2024 (cf. KBC info) but contractors' cost (€360k) remains below 60% of membership fee revenues (= target ratio) (47.28%).
- **Accounting & VAT & income tax declarations** performed by Proximus (€7,932)
- **Insurance premia** (D&O liability, professional liability & Cyber Plan) (€1,820)



- CSC Operations has an **office in Silversquare North** in downtown Brussels.
- Office space remains unchanged as teleworking is a well-established practice in the Operations team.
- We anticipate an indexation of 4.84% for office rental & parking costs.



- Cost for **web hosting** with Combell, domain names registered, bug bounty programme with Intigriti, Security Scan hosting (Liquid) & Matomo Analytics (€10,714). This includes a recurred cost is also the Combell hosting of the **Awareness modules for SafeonWeb**: €2,881 & the €587 maintenance cost of the developer Webdoos.
- Licenses for **social media management**: Hootsuite planner, MailJet (for Cyber Pulse newsletter), Kahoot e-learning, InviteDesk event tool. (€6,538)
- **M365 license costs** for contractors and members accessing the Coalition M365 tenant (€10,845).
- Leasing & purchase computers contractors & additional **hardware** components (€2,851).
- **Desktop support desk** for contractors (€6,336).

Budget 2024 - Expenses



- Budget of circa €95k for **4 experience sharing events**. We take account of the cost incurred in 2023. The budget does not include the marketing costs for these events, which are included in the general marketing costs.
 - **GRC: Be Connected! & General Assembly**: €12k. (Part of the cost is borne by ISACA Belgium)
 - **Application Security** including the cost of speakers' fees borne by the Coalition: €13.5k.
 - **Solstice Party** (with sponsoring by Premium member): €9k.
 - **BE-CYBER**: €60k to account for the cost of member participation.
- **10th Anniversary Celebration**: preparation will start in the course of 2024. We estimate the cost pax at €220 and 200 participants (members + partners). We propose to take 1/4 of the total cost (€44k) in the 2024 budget, i.e. €11k.
- Meetings permanent chairs (twice a year) budgeted at €3,500 based on 2023 actuals.
- In-person Board meetings & Programme Committee meetings budgeted at €6,300.
- 2 mini-Meet & Greet events for new members (€6k).
- **Cyber Security Awards** ceremony: even though we use TMAB as a business partner who bears the financial risk, certain expenses remain with the Coalition. We include a €20k budget based on the 2023 actuals (e.g., certificates, gifts, trophies, etc.).
- We propose to organize the **member satisfaction survey** every 2 years. Hence, no budget in 2024.



Budget 2024 - Expenses

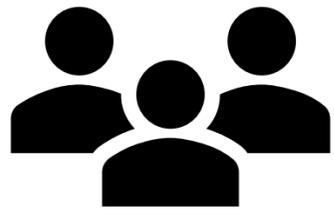


- We foresee a €49k budget for supporting the **focus groups** (catering, room rental). This is 27% less than in 2023 but based on the 2023 actual use of the budget.



- **Marketing & Content Development:** We work with WeAreTheWords communication agency for marketing purposes, development of brochures and other marketing materials and webmastering and use the copywrite services of both WeAreTheWords and The Content Company to feed our website and social media with relevant content. The budget includes more investments in **inbound marketing** for lead generation, member engagement and impact increase.
 - Marketing budget (€19,160) for webmastering services, and marketing of the experience sharing events (including badges, visuals, brochures, etc.).
 - Content development budget (€54,320) for the Annual Gazette publication, press articles, blog posts, content for newsletters, update brochures, new brochures, startup kit for new members.

Budget 2024 - Expenses

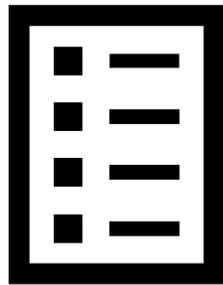


- The Coalition will increase its presence at various **conventions & fairs** (€16,645):
 - **Cybersec Europe**: the important appointment in Belgium for cybersec experts. We will have a fully-fledged booth & Christian Mathijs is member of the Programme Committee: €5,195.
 - **ABISS**: Presence at this fair to boost the OT/ICS Focus Group: €3,900.
 - **FIC Lille**: Sponsoring of Belgian booth (e.g., organization of cocktail reception): €6,250.
 - **Flanders Food fair**: small sponsoring to create goodwill with our longstanding member FEVIA: we get a booth in return: €1,300.
- **Sponsored events**: We propose to sponsor one event of **Women4Cyber Belgium**: €4,000. No Safer Internet Day involvement in 2024.
- **Sponsoring of educational initiatives** (€13,400): Cyber Security Challenge Belgium; CTF Ulissys KU Leuven, Infogroup VUB, etc. We also sponsor (partly) the W4C Foundation scholarship for the Master programme organized by Solvay Brussels School of Economics & Management.

Budget 2024 - Expenses



- In 2021 & 2023 the budget reserved for the **national awareness campaign** was not used. Considering the extraordinary expenses planned for the 10th Anniversary celebration, we propose not to reserve any budget for the national awareness campaign this year, the more so as the CCB has sufficient financial resources to support the campaign. However, we will continue contributing to the content development and distribution of the campaign.



- We foresee €6k for the second phase of the **Behaviour Metrics Framework** of the Awareness Focus Group. The first phase (€5k) was approved by the Board in November and will be taken in the Financial Statement 2023.
- We integrate the €15k budget approved by the Board for the development of the **EDUBox on Privacy**.
- We foresee a €15k budget for the **redesign of the Coalition website**. The first phase is an absolute necessity to mitigate a detected vulnerability.
- We intend to develop a **10th Anniversary Trend Book** for our anniversary on 26 January 2025 (€20,800) in partnership with WeAreTheWords.
- We foresee a €16k **budget for member projects**, which is much less than the previous year but then the budget usage was very limited in 2023.
- Small budget for change requests for our **CRM Microsoft Dynamics** (€2,480).



- Membership of other associations (ECSO, VSDC); ECSO fee has increased by €200 to €2,400.

Budget 2024 - Conclusions

- **Revenues increase by almost 6%** taking account of renewed public funding (4.4% of total funding) and the increase in **the forecast expenditures** is in line with the revenues increase.
- **Operational Expenses** increase by 13% due to the cost of an additional resource contracted in the course of 2024. The cost of 6-month employment has been included in the budget.
-
- We foresee a 9% increase of **ICT Infrastructure cost**. Additional element in this year's budget are the recurrent costs for the SafeonWeb awareness modules.
- The budget for **Membership Engagement** will increase by 25%. This is due to the inclusion of part of the cost of the 10th Anniversary celebration and the successful growth of our signature BE-CYBER event. The first cooperation with TMAB has shown that we still must set a budget aside for the Cyber Security Awards Ceremony. Other budget increases are due to our enhanced visibility on relevant conventions and a greater contribution to student initiatives. Greater focus on inbound marketing for lead generation & member engagement justify the 87% increase of the content development budget. An important delivery is the creation of a LinkedIn newsletter.
- Next year there will be less available funds for **projects** (-45%). This is due to a greater usage for Membership Engagement activities. Largest projects are internal: the website redesign is a security requirement and we want to create a 10th Anniversary Trend book.

Budget 2024 – Income Statement

Income Statement	Approved budget 2023	Budget 2024
Revenues	€752,100	€796,900
Expenses	€750,207	€796,069
Operational Result	€1,893	€831
Financial Cost	€1,800	€700
Result	€93	€131



Draft decision:

The General Assembly approves the 2024 budget with a break-even result (€131).

Agenda item 6: Discharge of the Board of Directors



Draft decision:

The General Assembly discharges the directors of the Board for the financial year 2023.

- Mr. Jan De Blauwe (NVISO), Chair
- Prof. Georges Ataya (Solvay Brussels School of Economics & Management), Vice-chair
- Mrs. Phédra Clouner (Centre for Cyber Security Belgium), Vice-chair
- Mrs. Nathalie Ragheno (VBO-FEB)
- Mr. Fabrice Clément (Proximus)
- Prof. Bart Preneel (KU Leuven)
- Mr. Bart Steukers (Agoria) (1JAN-30MAR23)
- Mrs. Saskia Van Uffelen (Agoria) (1APR-31DEC23)
- Mrs. Séverine Waterbley (FPS Economy)

Agenda item 7: Discharge of the Account Controller



Draft decision:

The General Assembly discharges **Mr. Benoît Montens (Assuralia)** in his capacity as account controller for the financial year 2023.

Corporate Governance



Agenda item 8: Modification of the Articles of Association

Agenda item 8: Modification of the Articles of Association

- **Alignment of various articles of association to the Code on companies and associations (CCA).**
- **Integration of current practices :** election of new directors on the recommendation of the Board, and the legal practice to coopt a director.
- **Integration of good governance practices:** limitation on duration of a director's mandate, conflicts of interest handling, signing of the meeting minutes by the chair and one director present/ represented.
- **Other changes:** possibility of indexing the membership fees.



Draft decision:

The general meeting approves the changes to the articles of association of the Cyber Security Coalition vzw/ASBL including the proposed amendments by DNS Belgium.

Agenda item 8: Modification of the Articles of Association

Artikel Article	Samenstelling van het bestuursorgaan Composition de l'organe d'administration
13.3	<p><i>Proposed change (cf. decision document distributed in advance):</i> NL: Zij oefenen hun mandaat <i>gratis</i> uit. FR: Ils exercent leur mandat à <i>titre gratuit</i>.</p>
	<p><i>Proposed amendment by DNS Belgium:</i> NL: Zij oefenen hun mandaat <i>onbezoldigd</i> uit. FR: Ils exercent leur mandat <i>sans rémunération</i>.</p>
	<p>The proposed amendment does not change the governance but is a better expression of what the very purpose is. Hence, the Board of Directors recommends accepting this amendment.</p>

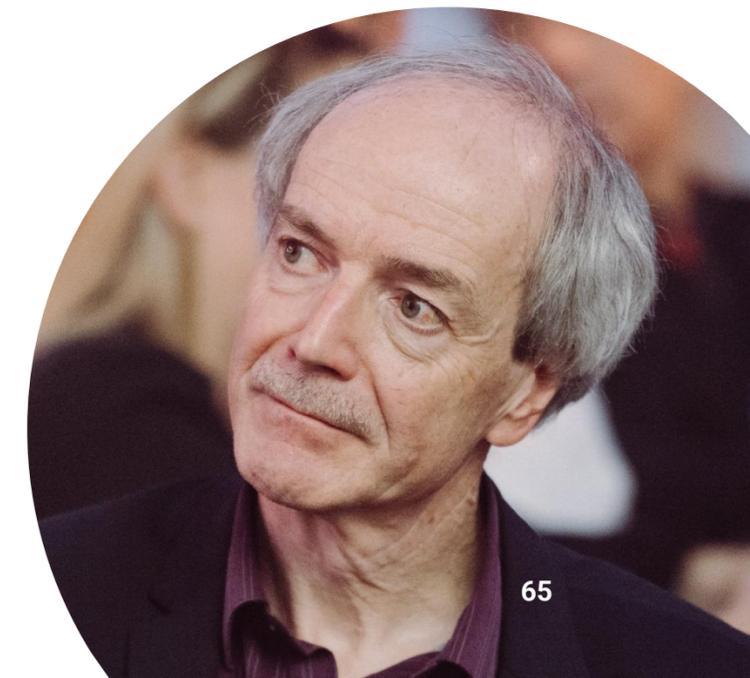
Agenda item 8: Modification of the Articles of Association

Artikel Article	Duur van het mandaat Durée du mandat
14.1	<p><i>Proposed change (cf. decision document distributed in advance):</i> NL: Bestuurders worden benoemd voor een periode van drie jaar, waarbij hun mandaat maximaal tweemaal verlengd kan worden. De maximumperiode waarin zij in de raad mogen zetelen, bedraagt 12 jaar. FR: Les administrateurs sont nommés pour une durée de trois ans, avec possibilité de deux renouvellements de leur mandat au maximum. La durée maximale de représentation dans le conseil est de 12 ans.</p>
	<p><i>Proposed amendment by DNS Belgium:</i> NL: Bestuurders worden benoemd voor een periode van drie jaar. Vanaf 1 januari 2026 geldt bovendien dat het mandaat van een bestuurder maar maximaal tweemaal hernieuwd kan worden. FR: Les administrateurs sont nommés pour une durée de trois ans. A partir du 1^{er} janvier 2026 le mandat d'un administrateur ne peut être renouvelé que deux fois au maximum.</p>
	<p>The proposed amendment does not change the governance but is a better expression of what the very purpose is. Hence, the Board of Directors recommends accepting this amendment.</p>

Agenda item 8: Modification of the Articles of Association

Artikel Article	Organisatie van de algemene vergadering Organisation de l'assemblée générale
22.1	<p><i>Proposed change (cf. decision document distributed in advance):</i></p> <p>NL: Wanneer de algemene vergadering bijeengeroepen wordt op vraag van minstens een vijfde van de leden, moet ze binnen de eenentwintig dagen na het verzoek tot bijeenroeping plaatsvinden; de algemene vergadering wordt ten laatste de veertigste dag na het verzoek gehouden en de voorgestelde agendapunten moeten in de oproeping vermeld staan.</p> <p>FR: Lorsque l'assemblée générale est convoquée à la demande d'un cinquième des membres au moins, elle doit être tenue dans les vingt et un jours de la demande de convocation, et l'assemblée générale se tient au plus tard le quarantième jour suivant la demande et les points proposés à l'ordre du jour doivent figurer dans la convocation.</p>
	<p><i>Proposed amendment by DNS Belgium:</i></p> <p>NL: Als minstens één vijfde van de leden het vraagt, roept het bestuursorgaan een algemene vergadering bijeen binnen de eenentwintig dagen na het verzoek tot bijeenroeping, en de voorgestelde agendapunten moeten in de oproeping vermeld staan. De algemene vergadering wordt uiterlijk gehouden op de veertigste dag na dit verzoek.</p> <p>FR: Lorsque au moins un cinquième des membres en fait la demande, l'organe d'administration convoque une assemblée générale dans les vingt et un jours de la demande de convocation et les points proposés à l'ordre du jour doivent figurer dans la convocation. L'assemblée générale se tient au plus tard le quarantième jour suivant cette demande.</p>
	<p>The proposed amendment does not change the governance but is a better expression of what the very purpose is. Hence, the Board of Directors recommends accepting this amendment.</p>

Agenda item 9: Renewal of the mandate of directors



Agenda item 9: Renewal of the mandate of directors



Draft decision:

The general meeting approves the board of directors' proposal to renew the term of office of **Professor Georges Ataya** (Solvay Brussels School of Economics & Management) for a period of three years.



Draft decision:

The general meeting approves the board of directors' proposal to renew the term of office of **Mr. Fabrice Clément** (CISO Proximus) for a period of three years.



Draft decision:

The general meeting approves the board of directors' proposal to renew the term of office of **Professor Bart Preneel** (KU Leuven) for a period of three years.



Agenda item 10: Designation new directors of the association

Agenda item 10: Designation of new directors of the association



Stéphane VINCE

DIRECTEUR

Pôle Technologie et Administration
numérique



Karine Goris

Head of IT Security, IT Risk & DRP
Belfius

Agenda item 10: Designation of new directors of the association



Draft decision:

The general meeting approves the board of directors' proposal to appoint Mrs. Karine Goris (Belfius) as the new director of the non-profit association for a period of three years.



Draft decision:

The general meeting approves the board of directors' proposal to appoint Mr. Stéphane Vince (Agence du Numérique) as the new director of the non-profit association for a period of three years.

**Agenda item 11:
Changes in membership**



MEMBERSHIP ROLL

Private (16)

AZ Groeninge

AZ St Lukas Brugge

Cetic

Check Point Software Technologies

Cliniques Universitaires Saint-Luc

Cronos Security

CSM Cybersecurity Management

Elimity

Imelda

Jarviss

Netskope

Passwerk TRPlus

Sirius Legal

Solvay

The Key 2 IT

Trustbuilder

Federations (2)

Santhea

FedNot

Non-profit (2)

Miris

Shield

Academic (1)

Technofutur TIC

Public (3)

CPAS Bruxelles

FIA-FAI

FPS Social Security

Associate (4)

Nathalie Claes

Doshi Shreeji

Iva Tasheva

Clarence Pinto

**28
New
Members**

**Thank
you!**

Please, do not
hesitate to
connect with us!



info@cybersecuritycoalition.be
www.cybersecuritycoalition.be

New office:
Boulevard Roi Albert II – 4, 1000 Brussels