

# General Assembly 27 March 2025



Chair Jan De Blauwe

# Welcome



# Agenda



- ✓ Welcome
- ✓ Voting procedure
- ✓ Approval draft meeting minutes previous General Assemblies
- ✓ Management Report 2024
- ✓ Outlook 2025
- ✓ Approval of Financial Statement 2024
- ✓ Approval of Financial Plan 2025
- ✓ Discharge to the Directors
- ✓ Discharge to the accounts controller
- ✓ Extension of the mandate of directors
- ✓ Appointment of new directors
- ✓ Appointment of new accounts controller
- ✓ Overview of changes in membership
- ✓ 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 organisation and
- the organisation they represent as a proxyholder.

No voting for associate members.



# Draft decision #1: Meeting minutes



The General Assembly approves the draft meeting minutes of the General Assembly dated:

- 28 March 2024
- 15 May 2024 (amendments of the articles of association)

# Management Report 2024

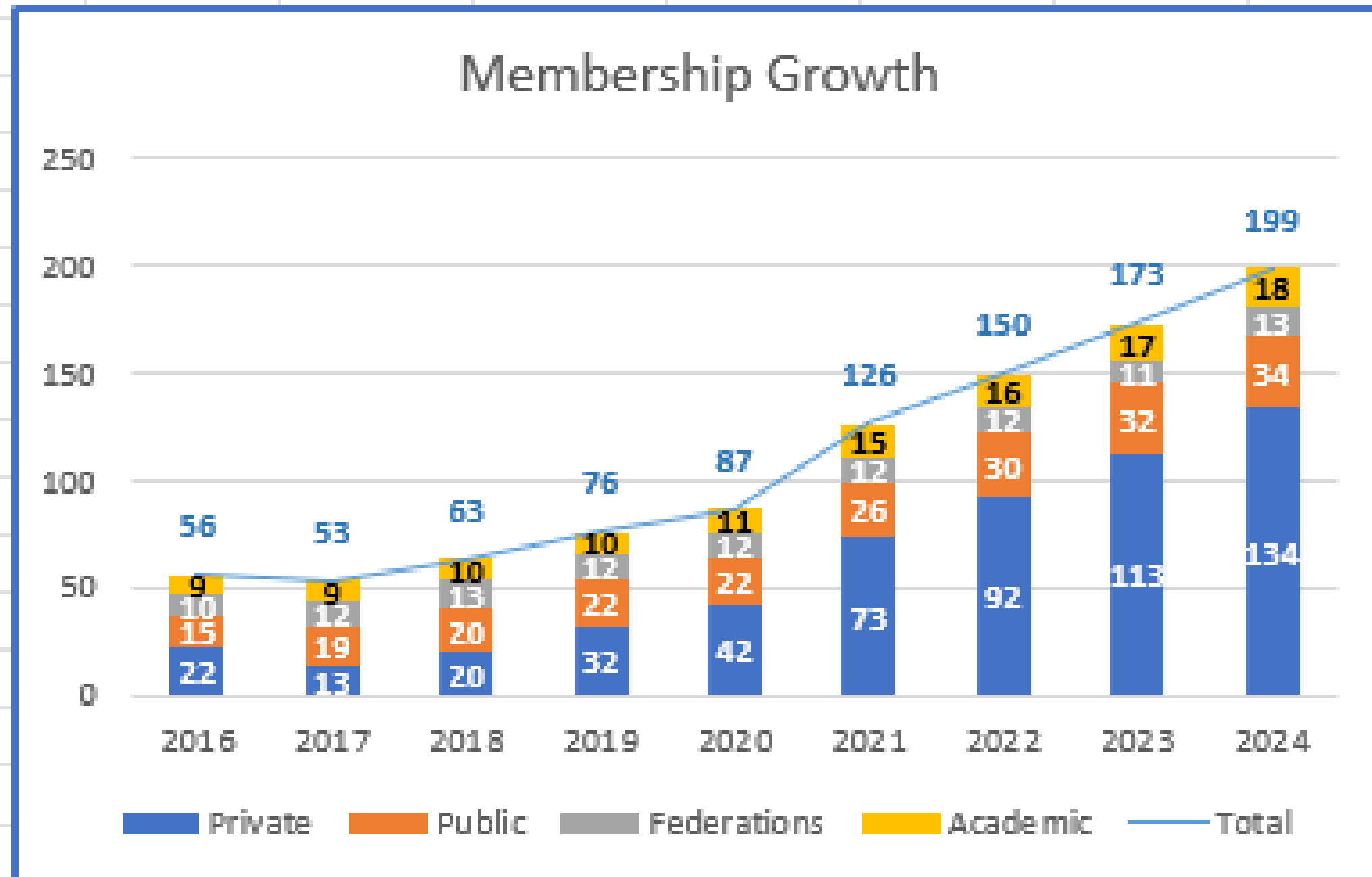


- ✓ Membership growth
- ✓ Revenues
- ✓ Strategic pillar: Experience Sharing
- ✓ Strategic pillar: Operational Collaboration
- ✓ Strategic pillar: Awareness Raising
- ✓ Strategic pillar: Policy Recommendations
- ✓ Education
- ✓ Belgium's Cyber Security Awards
- ✓ Operations team
- ✓ Branding & Marketing
- ✓ Strategy Review Workshop

# Membership growth

## # Members

199 members at year-end,  
15% growth compared to 2023



### Private sector:

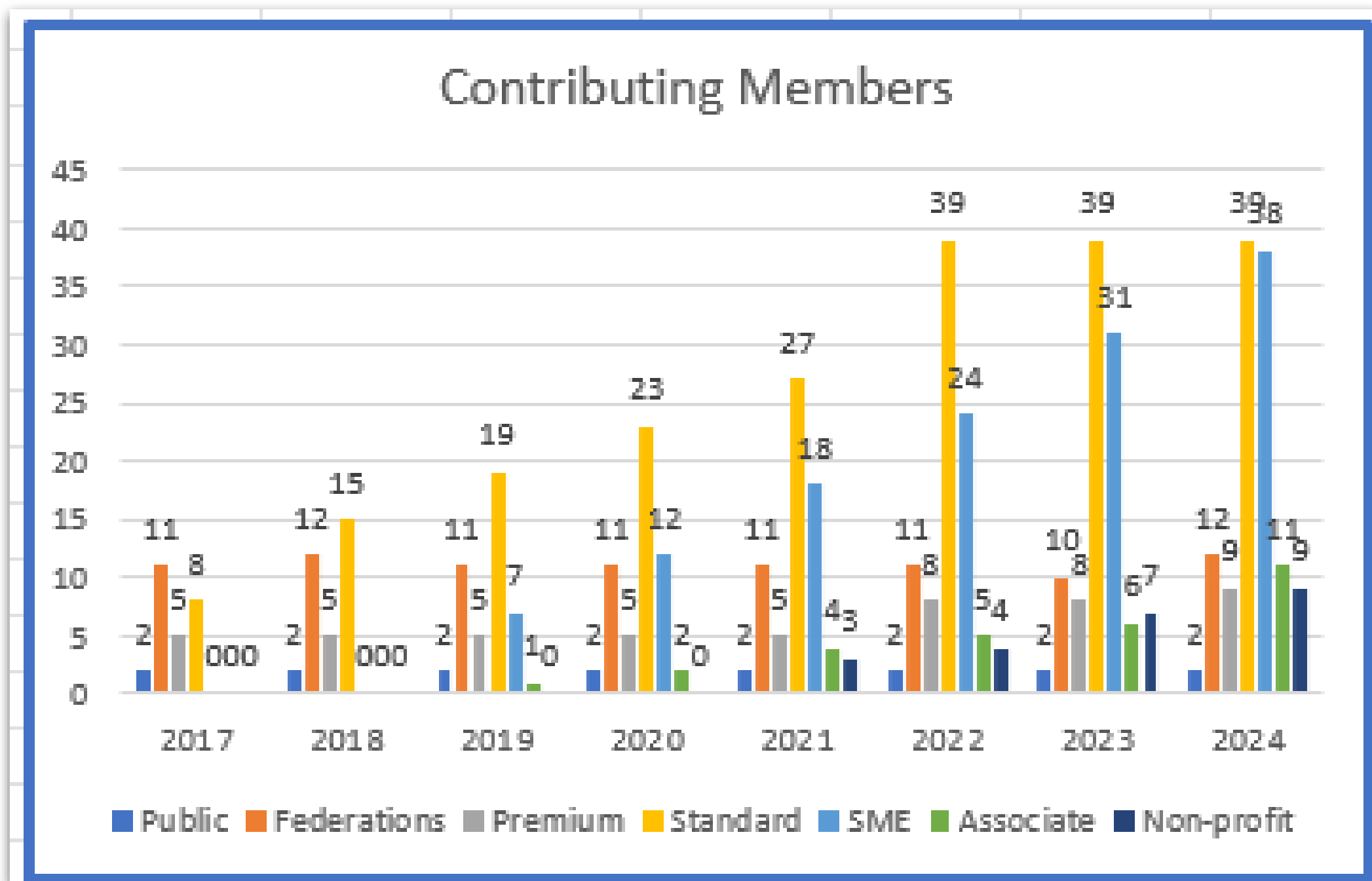
- In 2024, we acquired one additional **Premium** member – **Cronos Security** (total: 9).
- No growth in **Standard** memberships (total: 39, idem as in 2023)
- The **SME segment** experienced the biggest growth compared to 2024 (total: 38, compared to 31 in 2023).
- **6 new hospitals** adhered to the Coalition (total: 28).
- **2 federations** joined (FEDNOT & FABFA) (total 13)
- **5 associate members** joined (total: 11)
- **2 new non-profit members** joined (Shield & Flux50)

Small increase in the **public** (+2) & **academic** (+1) sectors.

# Membership growth

## # Contributing members

120 contributing members at year-end



### Private sector:

- Steady growth from 103 contributing members in 2023 to 120 in 2024.
- Membership fees remained unchanged (no indexation).

Only 2 contributing members from the **public sector**:

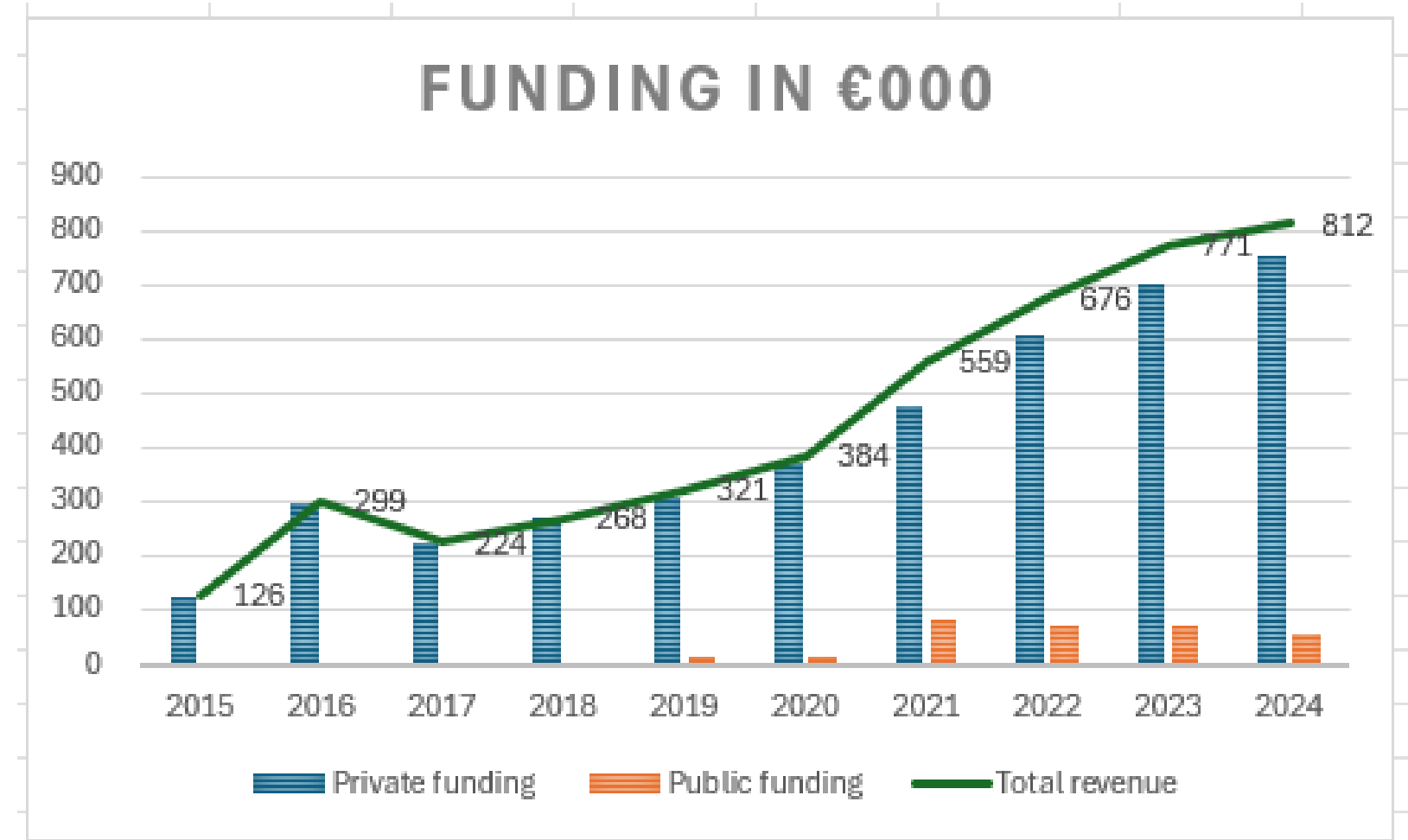
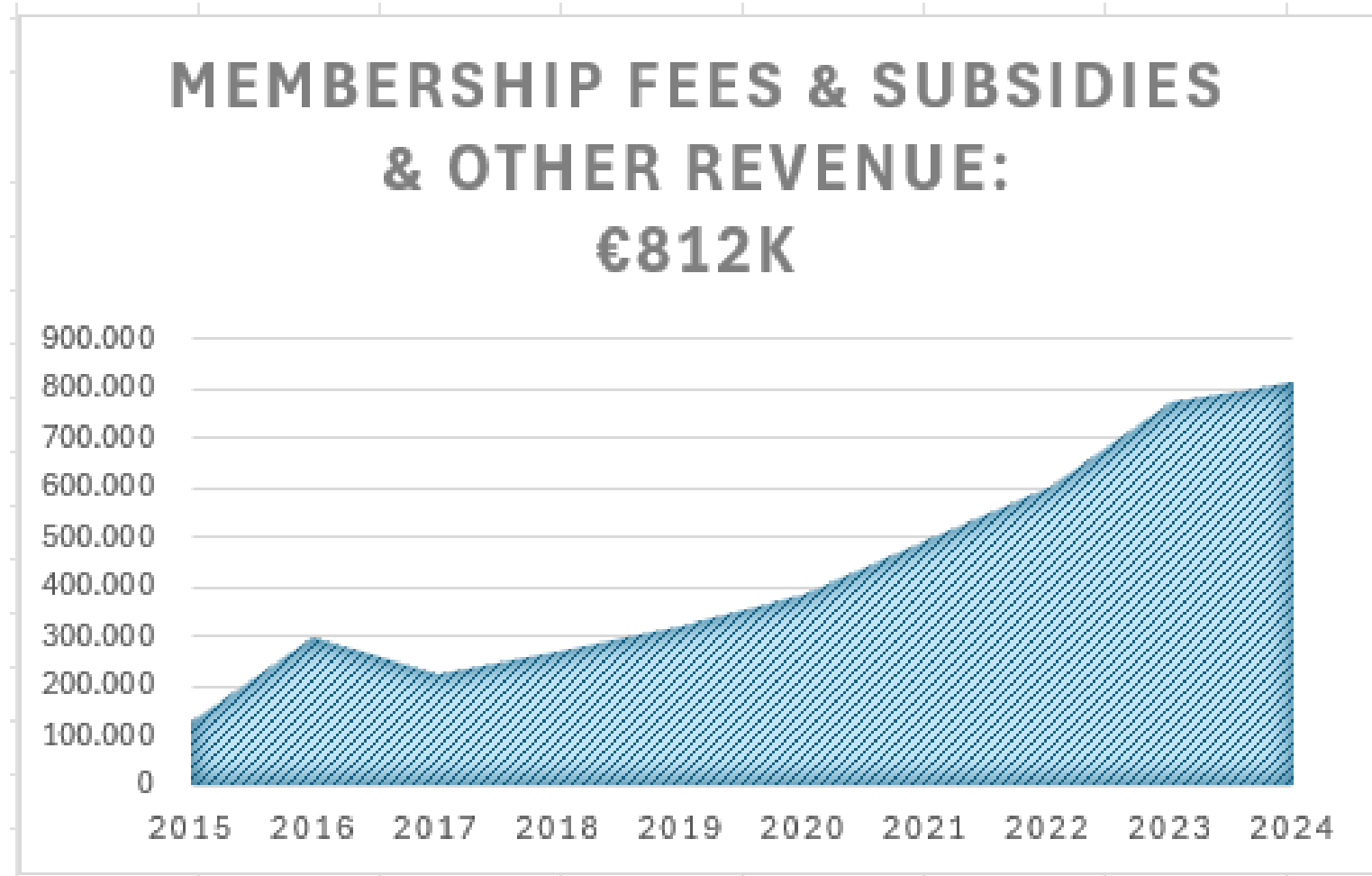
- NMBS-SNCB (YPTO) & STIB-MIVB

Contribution from the **federal government** through participation in tender for a subsidy (cf. infra)



# Revenues

€812k funding – circa 7% public funding



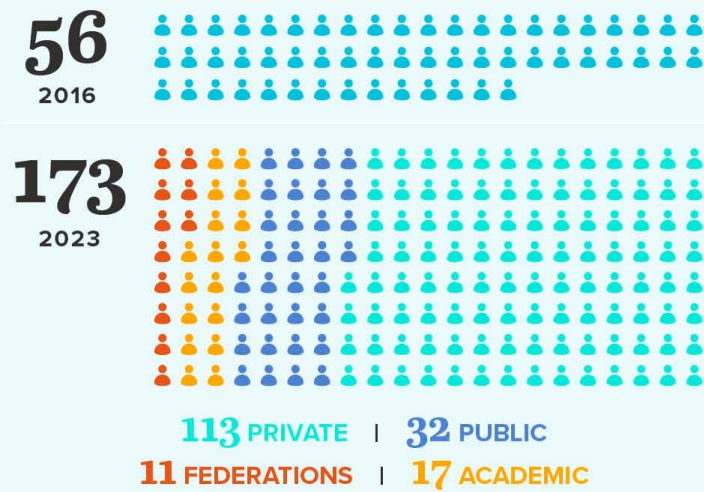
Membership fees	126.000	299.432	223.796	267.900	308.700	371.700	477.200	600.783	694.617	749.175
Cost sharing with ISACA (private)	0	0	0	0	0	0	0	3.768	4.828	5.683
Federal subsidy (public)	0	0	0	0	0	0	70.000	71.000	72.000	46.748
Project subsidy (public)	0	0	0	0	12.143	12.143	12.143	0	0	0
BE-CYBER sponsoring (public)	0	0	0	0	0	0	0	0	0	10.000
<b>Total revenue</b>	<b>126.000</b>	<b>299.432</b>	<b>223.796</b>	<b>267.900</b>	<b>320.843</b>	<b>383.843</b>	<b>559.343</b>	<b>675.551</b>	<b>771.445</b>	<b>811.606</b>

# Infographics

## 2023

## 2024

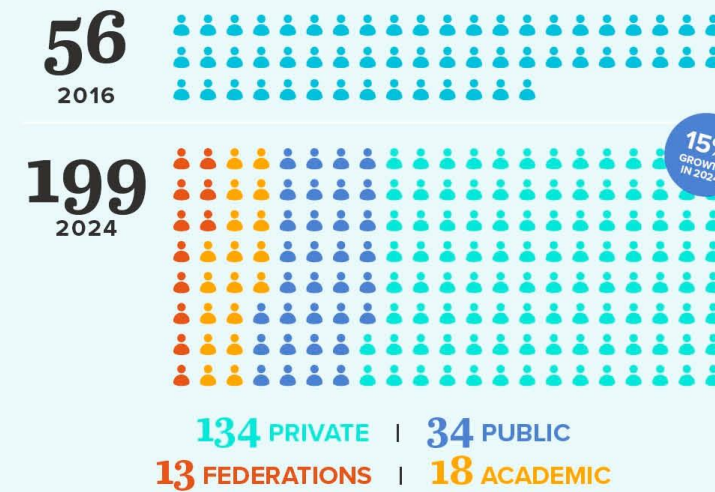
### MEMBERS



### FOCUS GROUPS



### MEMBERS



### FOCUS GROUPS



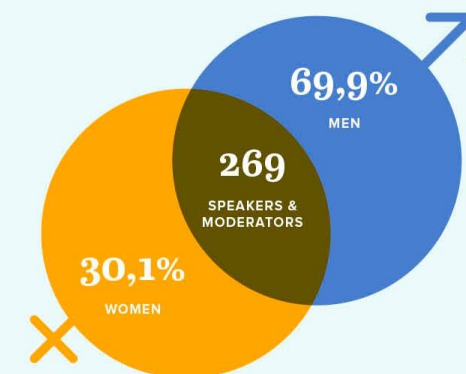
### EVENTS

**1040**

TOTAL PARTICIPATIONS IN EXPERIENCE SHARING EVENTS 2023



### GENDER DIVERSITY



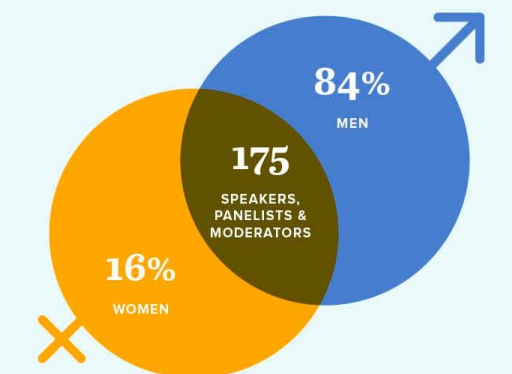
### EVENTS

**775**

TOTAL PARTICIPATIONS IN EXPERIENCE SHARING EVENTS 2024



### GENDER DIVERSITY



# Experience Sharing – Anniversary Celebration

## 20 February 2025



277 participants  
7 speakers including Minister of Belgian Defence Theo Francken  
CCB, KU Leuven, SANS Institute, Mastercard, NATO NCIA



Performance by the Interfak Big Band KU Leuven  
Conducted by Professor Bart Preneel

# Experience Sharing: 3rd edition BE-CYBER



## Audience:

- 364 attendees (+ 42% compared to 2023)
- 28% absentees/pre-registered (39% in 2023)
- 10 booths

## Speakers:

- 13 Presenters
- 3 Moderators & 15 Panellists
- 9 international speakers

## Evaluation:

- 41 Net Promoter Score

**Relaunch of Programme Committee**, which provided valuable input for the programme

# Experience Sharing



## GRC: Be Connected!

- Co-organized with ISACA Belgium
- Supported by Solvay Brussels School
- 162 attendees (2023: 107)
- 35% No-shows (2023: 42%)



## Application Security

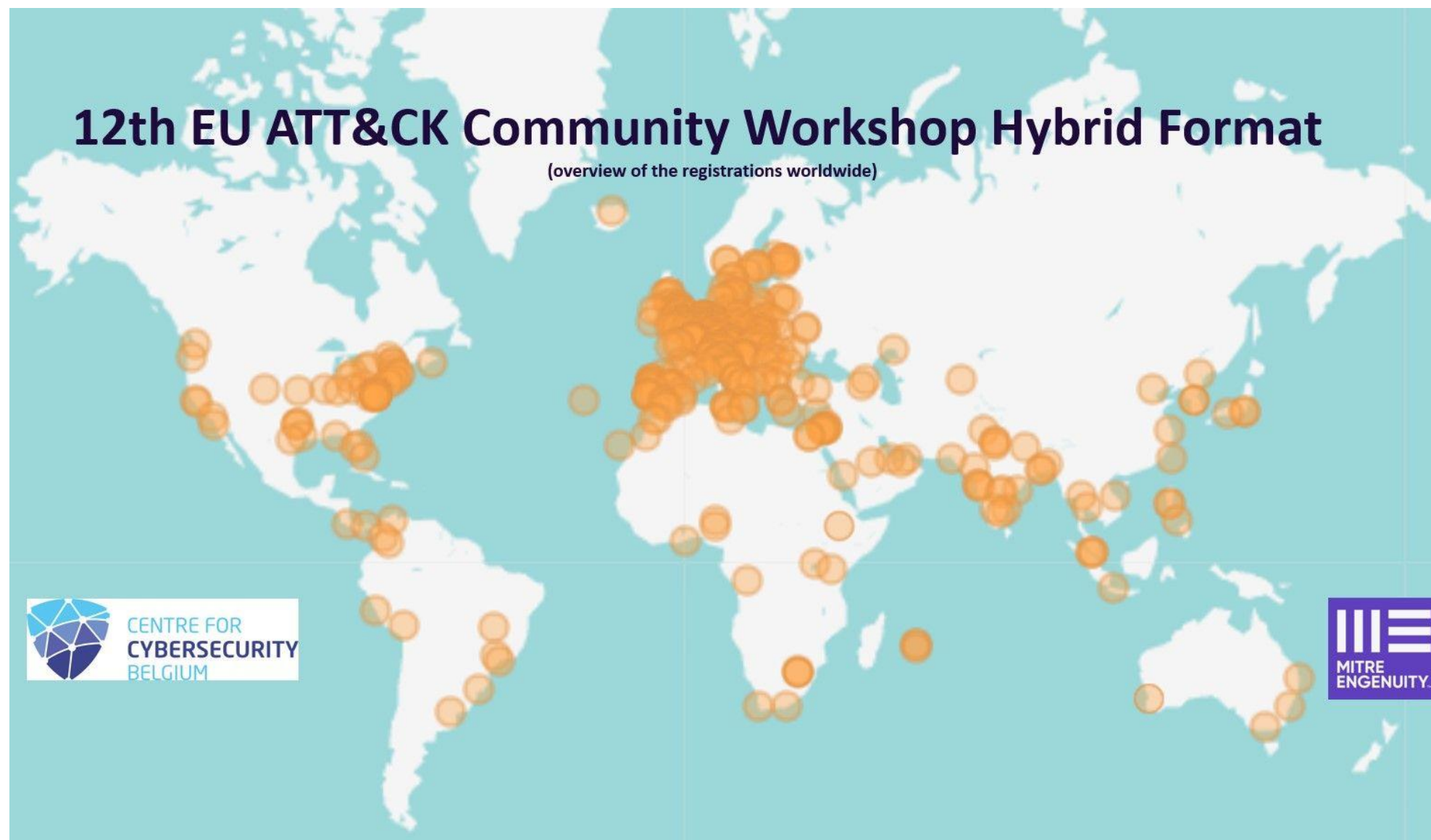
- In partnership with SecAppDev
- 94 attendees
- 3% No-shows



## Solstice Event

- Co-organized with Premium member Accenture
- 80 attendees
- 11% No-shows

# Experience Sharing - Sponsored Events



**12<sup>th</sup> EU ATT&CK Community Workshop  
(hybrid), organised by the CCB**

**17 May 2024:**

1,844 people registered for the event:

\* 1549 for the online event

\* 295 for the on-site event

\* Registrations from 78 different countries

27 top notch guest speakers

# Experience Sharing - Sponsored events

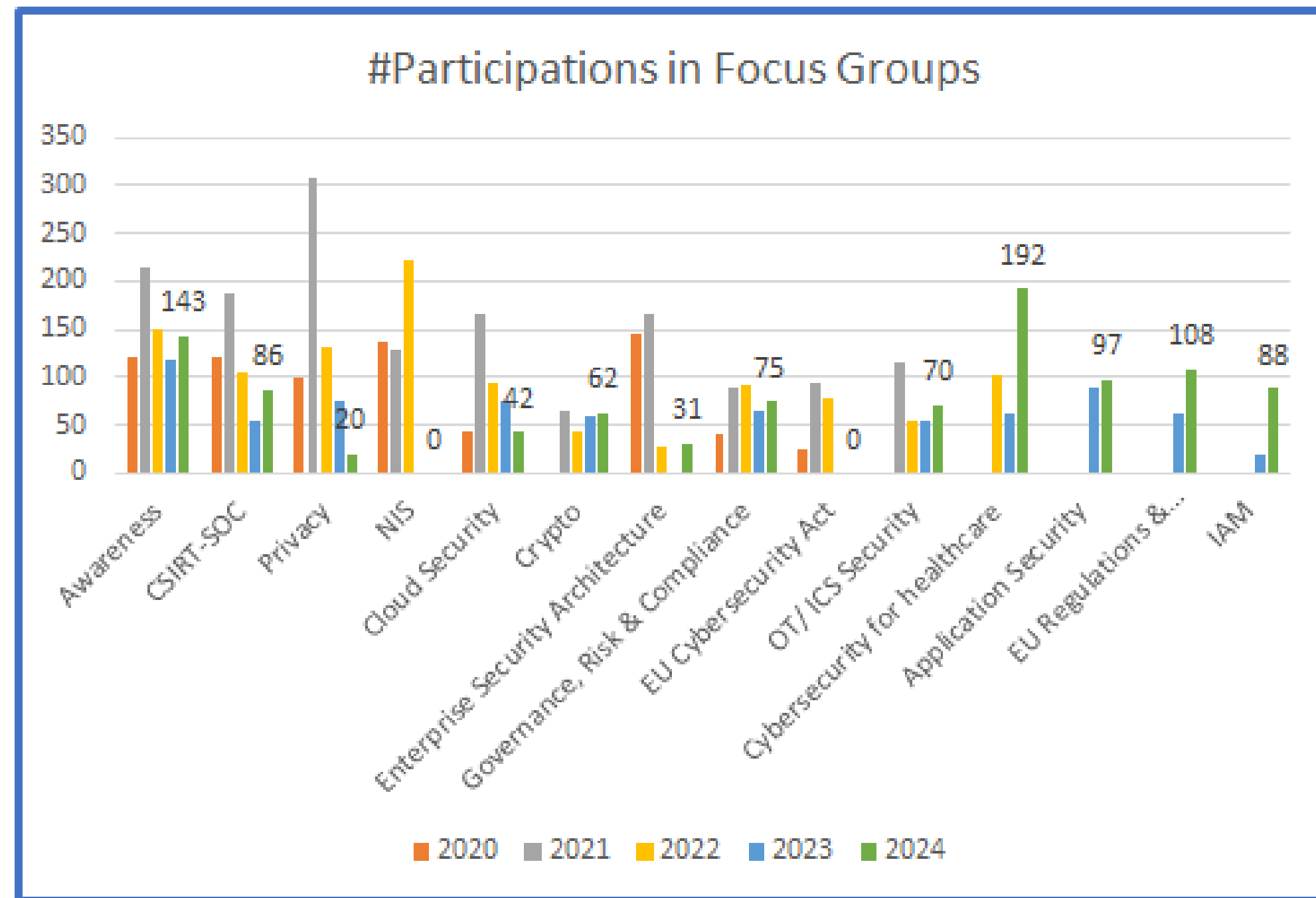


**Agoria-CMiB Third Anniversary Event**  
3 December 2024



**DPO Pro Annual Event**  
28 May 2024

# Operational collaboration

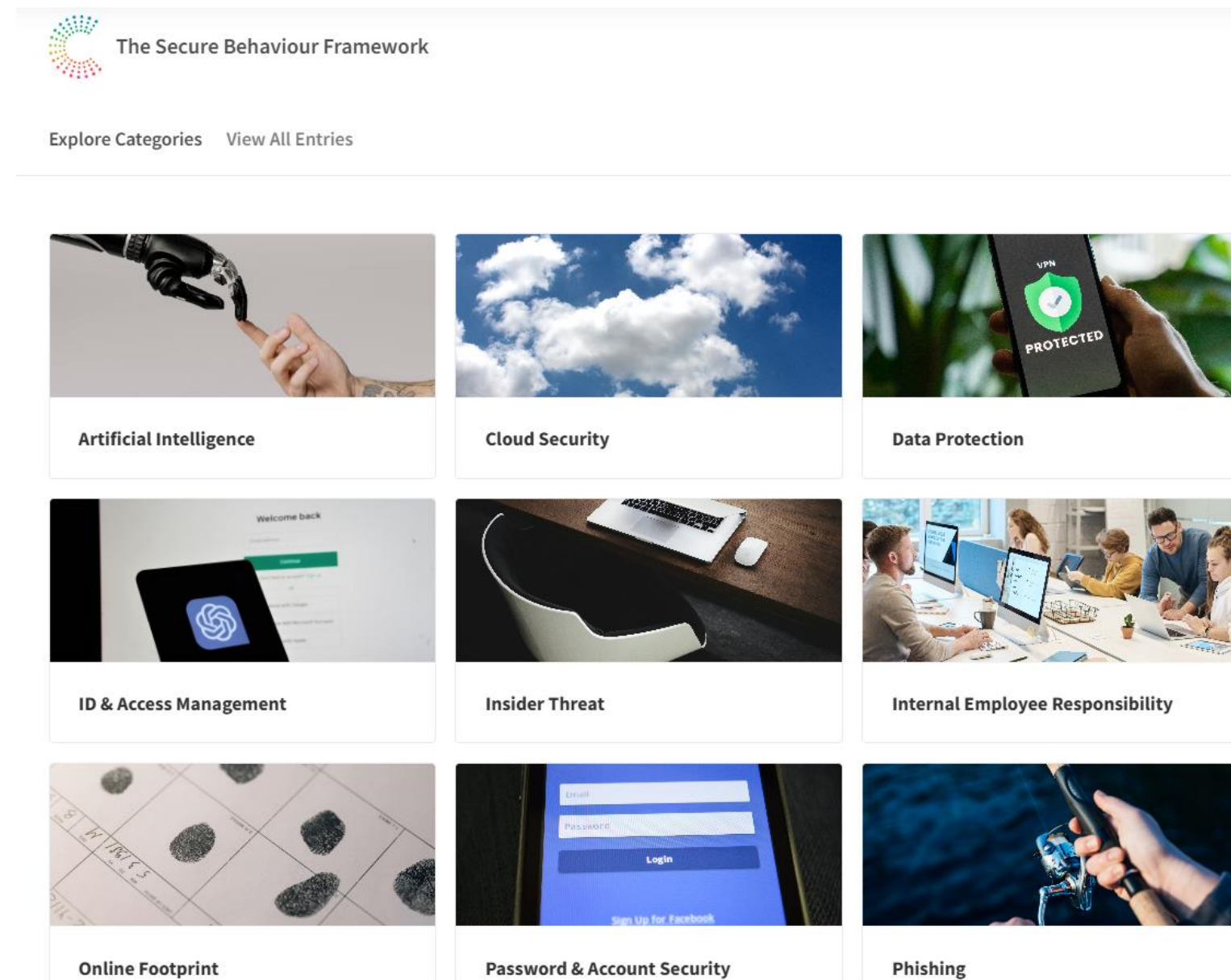




# Operational collaboration



Enterprise Security Architecture White Paper  
ESA Focus Group



The Secure Behaviour Framework  
Awareness Focus Group

# Awareness

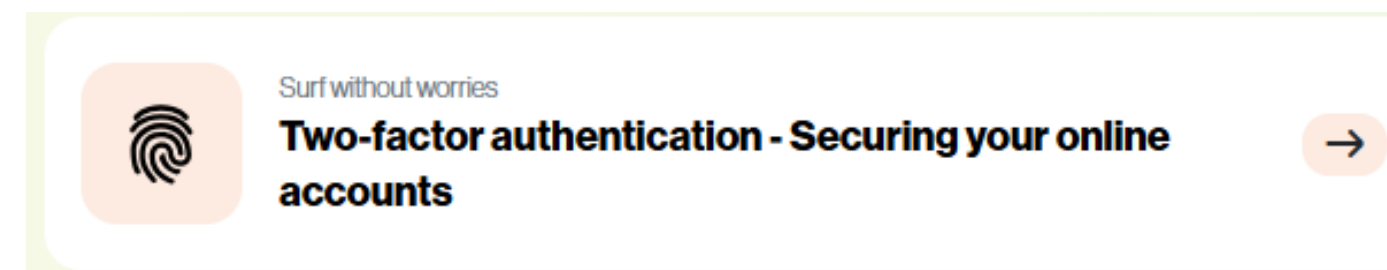
9<sup>th</sup> National Awareness Campaign

Strategic Partnership with the Centre for Cybersecurity Belgium

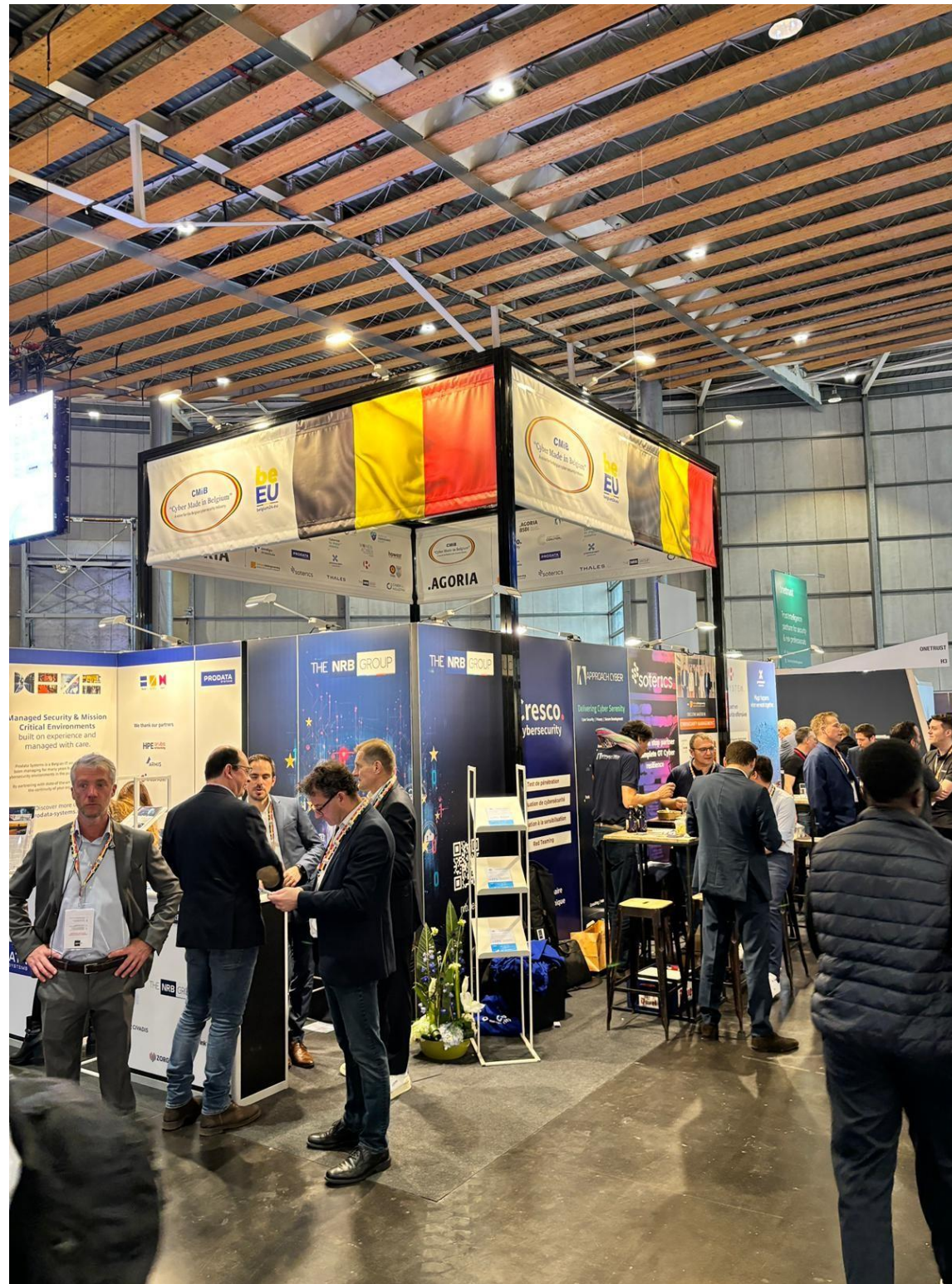


**Will your business  
be as safe as Herstappe?**

Surf quickly to [atwork.safeonweb.be](https://atwork.safeonweb.be)



# Conventions



👉 Digital Wallonia Cyber Week  
Mons October 2024

👉 InCyber (FIC) Agoria booth  
Lille  
April 2024



👉 Security Forum Nivelles  
October 2024

👉 ABISS Kortrijk  
October 2024

# Belgium's Cyber Security Awards



New award launched in 2024:  
Privacy Professional of the Year



Award ceremony (4 December) in the presence of  
**Minister Annelies Verlinden &**  
**Minister-President Matthias Diependaele**

# Talent Development



## Data en privacy

De balans tussen delen  
en beschermen



EDUbox Data & Privacy with VRT & other partners  
Financial & Content support

### Website Visits:

- The interactive website was visited 2,147 times in 2024.
- Assuming students visit the website in groups of four, this means 8,588 young people worked with this format.

### PDF Downloads:

- The PDF was downloaded by 70 teachers.
- With an average class size of 20 students, this indicates that 5,400 young people engaged with the PDF.

### Interactive Video Lesson:

- The interactive video lesson featuring VRT NWS journalist Tim Verheyden was viewed 612 times.

### Teacher Feedback:

- A survey of 223 teachers gave the EDUbox a score of 4/5, which is considered a high distinction.
- 89% of teachers believe the EDUbox helps students better understand what is happening in the world.

# Talent Development



**Cyber Security Challenge Belgium (10<sup>th</sup> edition)**  
Visibility Partner (Financial support)



## Infogroep CTF 2024

[Register](#)

[Login](#)

**Capture-the-Flag VUB Infogroup**  
Main Sponsor (Financial support)

# Talent Development



## Sponsoring of scholarships

- Granted to 4 women applying through Women4Cyber Foundation
- For Executive Master in Cybersecurity programme organized by the Solvay Brussels School of Economics & Management



# Advocacy



NEWS

## Manifesto: Actioning Baseline Cloud Security by Default

Jun 25, 2024

The Coalition has signed the Baseline Cloud Security by Default Manifesto.



NEWS

## DigitAll: Lettre ouverte: Pas de prospérité sans inclusion numérique

Jun 28, 2024

The Coalition has become a member of DigitAll and has signed the Open Letter addressed to future policymakers in the wake of the elections.



# Communication & Branding



- [Home](#)
- [About Us](#)
- [Focus Groups](#)
- [Stay Tuned](#)
- [Resources](#)
- [Join Us](#)

🔍 Start typing to search...

## The Place to be for Cyber Security Experts

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.

LET'S SHARE KNOWLEDGE

WHAT'S NEWS ↪



New website launched in September 2024



# Communication & Branding



Launch of new podcast series in Dutch & French:  
5 episodes realised in 2024

# Communication & Branding



## Cyber Pulse newsletter:

- Revamped & migrated to LinkedIn Channel
- 6 newsletters
- 5,736 subscribers at the end of 2024
- 18 blog articles
- 12 Member in the Picture articles
- 1 report
- Webcasts covering BE-CYBER & GRC: Be Connected! events

## NEWSLETTERS

### So long 2024: What a year!

Dec 12, 2024



# Communication & Branding



## 👉 Mission and objectives

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.

## Development of an onboarding kit In Mailjet



13,430 Followers



Anniversary Trends Book  
(can be downloaded from  
Coalition website (Info hub))



# CSC Operations



FTE: 4.6



**New CEO: Henk Dujardin**

*Business Development:*

- Christian Mathijs (will retire in 2027)
- Pascal Champagne

*Operations & Projects:*

- Guy Hofmans

*Communication & Marketing:*

- Cathy Suykens (will retire in 2027)



# Outlook 2025



# Experience Sharing Events 2025



20/02/ **2025**

10<sup>th</sup> Anniversary Celebration!

In-person event

Partner: **TMAB**

Target audience:  
CSC & Partners



27/03/ **2025**



GRC: Be Connected!

In-person event

Partner: **ISACA Belgium**

Supported: **Solvay Brussels School**

Target audience:  
CSC & ISACA members, SBS alumni

**General Assembly 2025**



5/06/ **2025**

Application Security Event

In-person event

Partners: **SecAppDev**

Target audience:  
CSC members & SecAppDev participants

# Experience Sharing Events 2025



**BE-CYBER**  
Cyber Security Coalition

**BELGIUM'S**  
CYBER SECURITY  
*Awards*



19/06/ **2025** (tbc)

7/10/ **2025**

1/12/ **2025**

## Solstice Event

In-person, more social event

Partner: **Premium member (Mastercard)**

Target audience: CSC members

## BE-CYBER Signature Event

In-person event

Partner: Huzaar

Target audience: Coalition members + External people

## Awards Ceremony



In-person, more social event

Partner: TMAB

Target audience: members + external people



# Partner events 2025



6/03/ **2025**

## International Women's Day

In-person event

Organiser: **W4C Belgium & CSC**  
Partners: **FPS Economy**

Target audience:  
W4C & CSC members



21/05/ **2025**

## Cybersec Europe VIP CISO Roundtable

In-person event

Organisers: **CSC, SAI**  
Partners: **CCB, ECISO, ISACA Belgium**

Target audience:  
CISOs



27/11/ **2025**

## 25th Anniversary of the Belgian Basic Law on Cybercrime

In-person event

Organisers: **FPS Justice & CSC**  
**BNP Paribas Fortis**

Target audience:  
Academia, practitioners, industry

# Bridging the academic, private & public sectors



The Coalition is a **dissemination partner** for several university research projects and commits actively to disseminate and communicate about the projects and their results:

- Through the Cyber Pulse newsletter
- Through the Coalition website
- Through our social media channels
- Through our experience sharing events (in-person/ virtual)
- Through relevant Focus Groups



**Vlaio Tetra:** Secure Smart Buildings  
**Vlaio/ Coock+:** Embedded Security Testing and Automation



**UNIVERSITY COLLEGE**

**Vlaio Tetra:** Security & Privacy van LLM Integraties (LLASER)



The Coalition is represented in the evaluation committee of Research projects (Prof. G. Ataya).

# Cybersecurity study 2025

## Context

The study is framed within a context of increasing geopolitical tensions and digital threats, including military conflicts and cyberattacks. Cyberattacks are no longer just criminal but also serve political and strategic purposes, such as disrupting supply chains or launching disinformation campaigns. The rise of artificial intelligence and sophisticated cybercrime tactics has significantly raised the stakes in the digital security landscape.

## Objectives

The primary goals of the study are:

- **Analyze Cyber Threats:** To assess how companies and government agencies are targeted by cyberattacks and the tactics used by attackers.
- **Assess Cybersecurity Preparedness:** To evaluate how businesses and organizations are defending against these threats, focusing on ransomware, phishing, and disinformation campaigns.
- **Promote Collaborative Defence:** To highlight the need for a collective approach to cybersecurity involving public-private partnerships and regulatory frameworks like NIS2 and DORA.



**Kick-off:**  
**GRC: Be**  
**Connected!**  
27 March 2025

**Presentation of**  
**results during**  
**BE-CYBER**  
7 October 2025

To be repeated  
every year (Trends  
Analysis)

**Target reach:**  
150 to 200  
participants

# Cybersecurity Study 2025



## Why should you participate?

The participants of the **2025 Cybersecurity Study** will benefit from valuable insights into the Belgian cybersecurity landscape, allowing them to gauge their own cybersecurity readiness compared to industry peers. Key values include:

- **Benchmarking:** Participants can compare their cybersecurity practices and maturity with other Belgian organizations across various industries, which helps identify areas for improvement. It will also be possible to compare the results with Austria.
- **Awareness of emerging threats:** By engaging in the study, participants gain knowledge about evolving cyber threats, including advanced persistent threats (APTs), ransomware, social engineering, and the increasing use of deepfakes. This helps them stay informed about the latest trends in cybercriminal activities.
- **Regulatory alignment:** The study provides participants with guidance on how to comply with new regulatory frameworks, such as NIS2 and DORA, ensuring they meet legal requirements and strengthen their resilience against cyberattacks.
- **Access to expert analysis:** Participants receive expert insights on effective cybersecurity strategies, including technological tools, incident response plans, and best practices for mitigating human errors that contribute to breaches.

By participating, companies also contribute to a national conversation on cybersecurity, which helps improve the overall security ecosystem in Belgium. This shared knowledge fosters collaboration and better preparation for future threats .



# Operational Collaboration



## Cyber Incident, Detection & Response Focus Group

A set of 4 comprehensive, standardized playbooks addressing key cybersecurity incident scenarios.

Each playbook will include step-by-step response guidance, tailored recommendations for organizations, and alignment with industry best practices.

- Phase 1 (Q1 to Q2 2025): first playbook on Ransomware.
- Phase 2 (Q3 to Q4 2025): second playbook on Third-Party breaches

Project budget of €10k in 2025.

If positive evaluation, project will be continued:

- Phase 3 (Q1 to Q2 2026): 3rd playbook on Data breach.
- Phase 4 (Q3 to Q4 2026): 4th playbook on DDoS.

# Operational Collaboration



**Anastasiya Tretyak** (EY Advisory) & **Jan Populaire** (Psybersafe),  
the driving forces behind the Secure Behaviour Framework

## Secure Behaviour Framework

- Addresses 15 security categories and approximately 400 corresponding secure behaviours expected from end users to safeguard the confidentiality, integrity, and availability of information, assets, and people.
- This user-friendly tool allows easy access to behaviours and metrics, making it straightforward to download and implement.
- In 50% of the documented behaviours, methods for measurement have been identified.

**“Work in progress” : Phase 2 in 2025**

# Call for Member-driven Projects



# Member Satisfaction Survey 2025



## RESEARCH CONTEXT

- The Cyber Security Coalition wishes, by means of a member satisfaction survey, to gain insight into:
1. Members' general satisfaction with the services provided by the Cyber Security Coalition
  2. Understand the key priorities in order to maintain and even further increase member satisfaction



### METHODOLOGY

Quantitative research, consisting of a combination of online and telephonic



### SAMPLE DESCRIPTION

N = 93 interviews with members, including 43 key contacts



### FIELD WORK PERIOD

May 26 – June 29, 2023



# Your feedback matters !



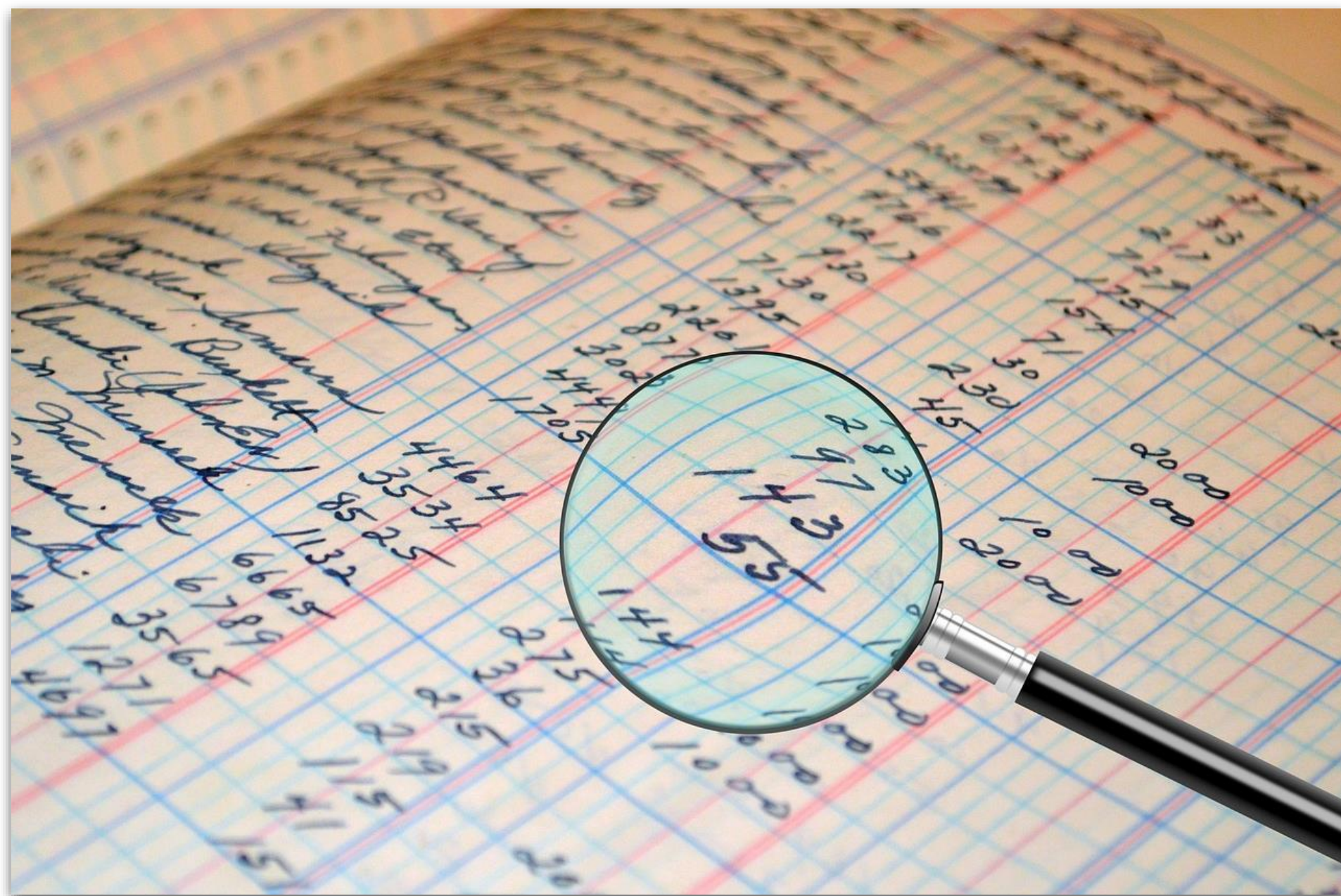
# Financial Statement 2024

## Highlights:

- ✓ Steady growth of membership fee revenues.
- ✓ For the fourth consecutive year the Coalition received a federal subsidy albeit for a lower amount than the previous year.
- ✓ Total assets have grown to €1,014k.
- ✓ Reserves to increase to €900k.
- ✓ Reinforcement of staff through recruitment of a CEO.
- ✓ However, the ratio contractors' cost divided by membership fees remains below the target of 60% (circa 43%).
- ✓ Budget for Membership Engagement almost fully used.
- ✓ IT infrastructure costs under control.
- ✓ Budget for Project Portfolio underutilised. **Call to action!**
- ✓ Slightly higher positive result (+€10k) than in 2023, and certainly higher than the budgeted amount (€131).



# Financial Statement 2024: Report of the Accounts Controller



Benoît Montens, Anti-fraud Advisor at Assuralia, has verified the Financial Statement 2024 and analysed the budget 2025.

Audit meeting with Henk Dujardin, CEO, and Guy Hofmans, Senior Project Manager of CSC Operations team on February 14th, 2025.

# Financial Statement 2024 Report of the Accounts Controller

BMO

Le 20 février 2025

Monsieur le Président,

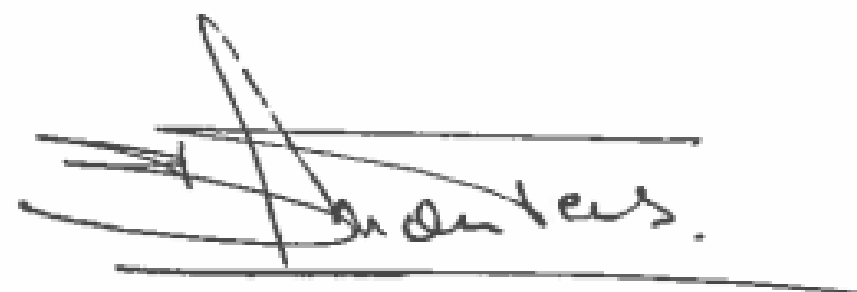
## **Audit des comptes 2024 de la Cyber Security Coalition**

Je vous confirme avoir examiné les comptes de la Cyber Security Coalition sur base des documents qui m'ont été transmis avant la téléconférence tenue le 17 février dernier.

Après examen attentif des documents relatifs aux comptes 2024, 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

# Financial Statement 2024

## Assets

Balance Sheet	2023	2024
<b>Fixed assets</b>	<b>€3,300</b>	<b>€3,300</b>
<b>Current assets</b>	<b>€929,264</b>	<b>€1,010,217</b>
Amounts receivable < 1 year (1)	€207,225	€179,847
Investments (2)	€702,337	€799,473
Accruals (3)	€19,702	€30,897
<b>Total Assets</b>	<b>€932,564</b>	<b>€1,013,517</b>

(1) VAT to be recovered (€87,192); Federal subsidy (€46,748); outstanding invoices for membership fees 2024: Trustbuilder (-€6,050) - **paid**; Argenta (-€12,100) - **paid**, Sam Van Hauwaert (-€1,452) - **paid**, Huawei Technologies Belgium (-€12,100) - **paid**, Fox&Fish Cyberdefense (-€1,512) - **paid**, E-Solutions (-€756.26), Nextensa (-€12,100) - **paid** (transferable revenue to 2025), VAT Adjustments Brainwire (€52.92) & Secwise €110.25),

(2) Cash amount on the Coalition's account in the books of BNP Paribas Fortis on 31 December 2024.

(3) Accruals: expenses made in 2024 for services rendered in 2025: insurance policy (€655.50); DigitAll membership (€500); Flux50 membership (€600); Advance payment HI! Rental (€1,500); InviteDesk license (€2,229); Silversquare rental office January 2024 (€1,197); W4C Foundation scholarships sponsoring (€4,000); Advance payment event organizer TMAB for anniversary event (€20,000); Webdoos support January (€215)

# Financial Statement 2024

## Liabilities

Balance sheet	2023	2024
Equity (Reserves)	€817,018	€900,022
Amounts payable (4)	€115,546	€103,495
<b>Total liabilities</b>	<b>€932,564</b>	<b>€1,013,517</b>

### Amounts payable (4) – Invoices outstanding on 31 December 2024

Provider	Description	Amount	Current status
Euroflorist	Flowers	€50	Paid
Eurosprinters	Transport Awards ceremony	€142	Paid
TMAB	Cyber Security Awards – Tables	€5,316	Paid
Atelier bij Berlo	Crypto Focus Group meeting	€192	Paid
Lydian	Trademark monitoring	€569	Paid
about it	Purchase IT equipment	€346	Paid
Coolblue	Purchase IT equipment	€399	Paid
HI! Site	Room rental BE-CYBER 2025	€1,815	Paid
MailJet	License subscription December 2024	€18	Paid
<b>Total</b>		<b>€8,847</b>	

# Financial Statement 2024

## Liabilities

### Amounts payable (4) – Provisions made for invoices not yet received on 31 December 2024

<i>Provider</i>	<i>Description</i>	<i>Amount</i>	<i>Current status</i>
Proximus	Consultancy fees 4Q 2024	€55,524	Not paid
KBC Group	Consultancy fees December 2024	€17,417	Paid
NOYB.eu	Speaker's fee	€3,500	Not paid
Proximus	Admin cost CIT return FY2024	€800	Not paid
Think, Plan, Do	Copywriting	€1,063	Paid
The Content Company	Annual Gazette	€7,470	Paid
365 Added Value	Adjustments to CRM Dynamics	€217	Paid
Agoria	Sponsoring CMiB event	€5,000	Paid
Silversquare North	Room rental	€857	Paid
Pryzm	Photographer	€1,800	Not paid
Furnified	Gift cheque	€1,000	Paid
<b>Total</b>		<b>€94,647</b>	

# Financial Statement 2024

## Revenues

- ✓ **Private funding:** 2024 budgeted amount almost achieved (98.82%)
- ✓ **Public funding:** exceeded the budgeted amount by 34%:
  - The 2024 budget approved by the General Assembly in April anticipated €35k federal subsidy,.
  - In September 2024, a €46k federal subsidy was granted to the Coalition. The available funds (€73k) were divided between the Coalition and another applicant.
  - The subsidy was credited to the Coalition account in January 2025. Expenses made in the course of 2024 are charged to this subsidy.
  - In the course of 2024, the CCB made a transfer of €10k to support the BE-CYBER event. (Agoria also supported this event by offering a discount on the venue rental & catering.)



# Financial Statement 2024

## Operational Expenses

### ✓ **Contractors:**

- New CEO's contract started on 16 October 2024 only, while we had budgeted a cost for a 6-month employment.

### ✓ **BE-CYBER settlement agreement:**

- Negotiations of a settlement agreement regarding the use of the Be-Cyber Community trademark by L. Minne with the support of law firm Lydian. Satisfactory outcome for both parties.

- **Other costs** (insurance, external consultancy, stationary, postal services, office/ parking rental) are in line with the approved budget.

- **Conclusion: Overall operational expenses were in line with the budget.**





# Financial Statement 2024

## IT expenses

### ✓ **Webhosting:**

- All Coalition websites were migrated from Combell to Microsoft Azure hosting with the support of our IT provider *about it*.
- *Proximus* performed penetration testing of new website at no cost.

### ✓ **Social media licenses:**

- Licence costs of InviteDesk (event management tool) and Hootsuite (planning of social media posts) have substantially increased compared to previous years.

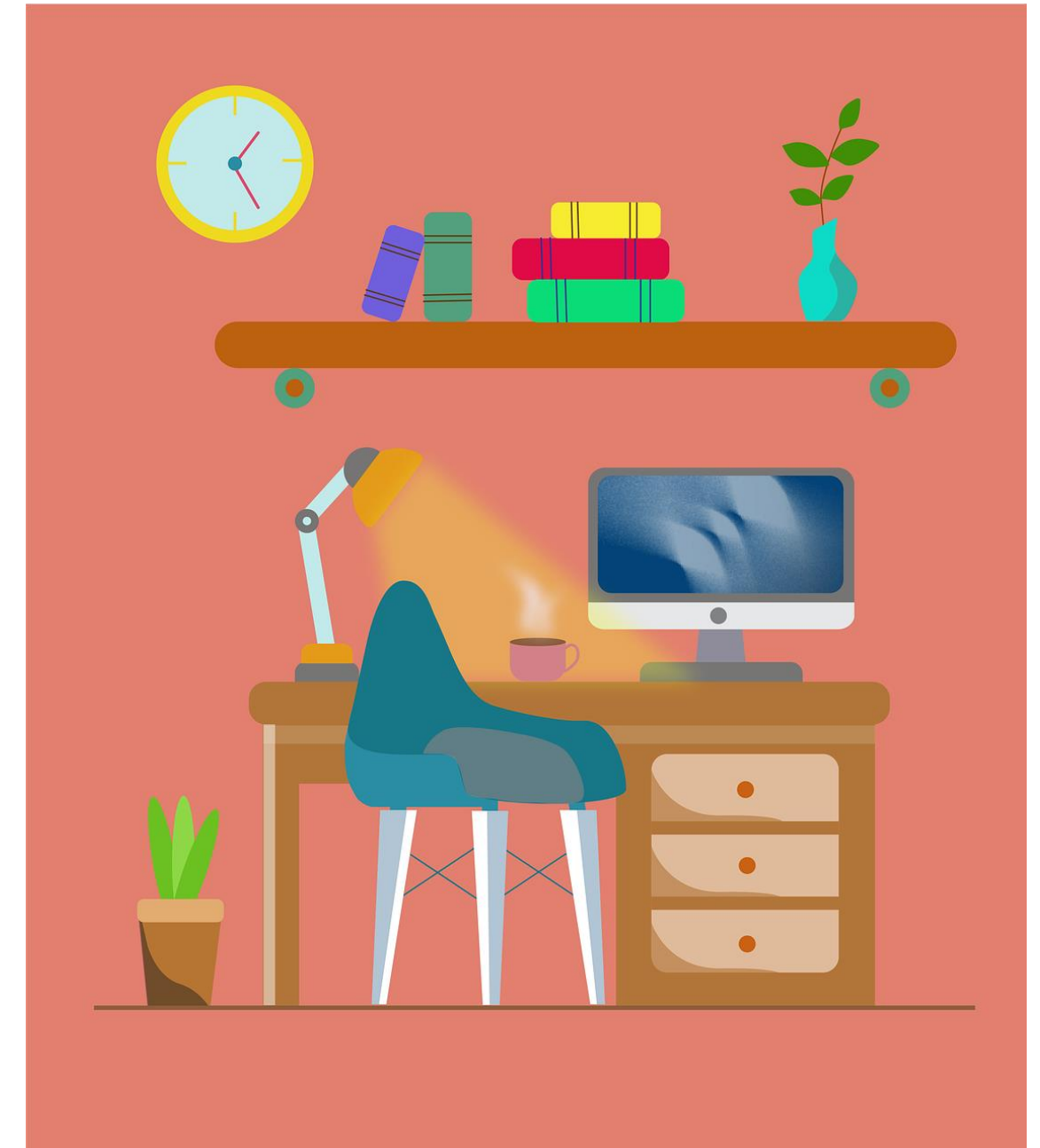
### ✓ **Microsoft M365 licenses:**

- The accrual licenses cost slightly exceeded the budgeted amount.

### ✓ **Support desk:**

- The actual desk support cost slightly exceeded the budgeted amount.

### ✓ **Conclusion: Overall IT expenses were in line with the budget.**



# Financial Statement 2024

## Membership Engagement

### ✓ Experience Sharing Events:

- The budget for Experience Sharing Events was exceeded by 24%.
- Our signature **BE-CYBER** is by far the most expensive event (€71k). However, taking account of the sponsorship from the CCB and Agoria, the actual cost (minus sponsored amounts) remained within the budgeted amount.
- ISACA Belgium shared in the cost of the **GRC: Be Connected!** Event (€5,683).
- The budget for the **Application Security** event was exceeded by circa €3,500 due to the development of an after-movie of the event.
- The budget for the successful **Solstice event** was exceeded by €1,000.
- We organized an unplanned event for the visit of **David Hickton** to Europe (€5k).
- The first **Meet&Greet event** for new members was also more expensive than anticipated (+€1,800). Venue & catering were too expensive for this type of event.



# Financial Statement 2024

## Membership Engagement

- ✓ **Event sponsoring:**
  - We sponsored some additional events which were not planned during the budgetary round (Agoria-CMiB anniversary event , Mitre Attack Workshop, annual DPO Pro event)
- ✓ **Belgium's Cyber Security Awards:**
  - The actual cost was circa 20% higher due to the introduction of a new award 'Privacy Professional of the Year' generating extra costs (trophy, certificates, table for finalists, extended task force/ jury).
- ✓ **Conclusion: Overall cost for Membership Engagement slightly exceeded the budgeted amount (by 5%).**



# Financial Statement 2024

## Project portfolio & other association costs

### ✓ Member projects:

- The Focus Groups delivered the following projects for which funding was requested: EDUbox Data & Privacy (Privacy Focus Group), the Behaviour Metrics Framework (Awareness Focus Group), ESA White Paper (ESA Focus Group)

### ✓ Internal projects:

- The most important internal project was the launch of a new Coalition website (€18k). The website not only needed a modern look and feel, but an upgrade was essential to eliminate some vulnerabilities detected through our bug bounty programme with Intigriti.
- Another project is the development of the Trends book for the 10<sup>th</sup> anniversary of the Coalition.

### ✓ Membership of other associations:

- For several years, the Coalition has been a member of ECSO and VSDC. In 2024, the Coalition also became member of FLUX50 and DigitAll. This caused a 68% excess of this small budget item.

✓ **Conclusion: Only 63% of the budget for projects was used last year.**



# Draft decision #2: Financial Statement 2024

## Income Statement

Income Statement	2023	2024
Fee income + grants	€771,445 (incl. €72k subsidy)	€811,605 (incl. €46k subsidy)
Goods & Services	€697,164	€727,996
<b>Operational result</b>	<b>€74,281</b>	<b>€83,609</b>
Financial costs	€602	€604
<b>Result</b>	<b>€73,679</b>	<b>€83,005</b>

### Draft decision:

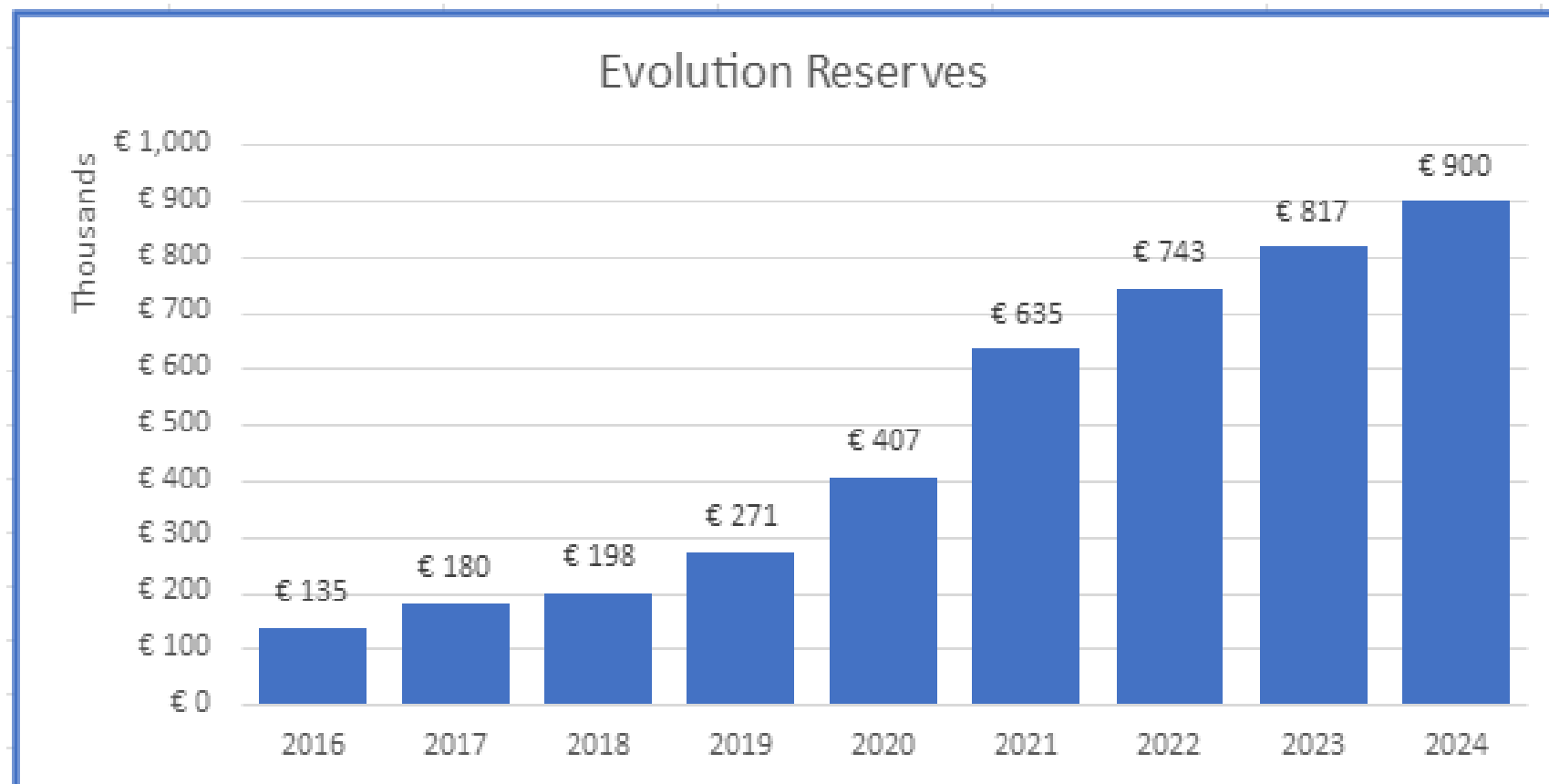
The General Assembly approves the 2024 Financial Statement for the year ended 31 December 2024, including the allocation of the surplus of €83,004.83 to the reserves.



# Financial Statement 2024

## Reserves

If the €83k surplus is charged to the reserves, they will increase to €900k.



### Operational reserve targets 2025:

- Minimum target (6 months) : €444k
- Maximum target (12 months) : €888k

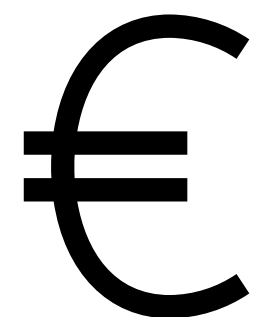
# Financial plan 2025



Financial Plan Revenues	Description	Approved Budget 2024	Budget 2025	Repartition	% Change
<b>Membership fees</b>		<b>€761,900</b>	<b>€798,680</b>	<b>90.79%</b>	<b>4.83%</b>
	Premium (8)	€180,000	€160,000		
	Standard (35)	€390,000	€350,000		
	Federations (13)	€27,500	€32,500		
	SMEs (39)	€92,500	€115,000		
	Non-profit (8)	€13,500	€14,700		
	Associate (13)	€8,400	€15,600		
	TTVA	€50,000	€110,880		
<b>Project Subsidies</b>		<b>€0</b>	<b>€10,000</b>	<b>1.14%</b>	
<b>Public funding</b>		<b>€35,000</b>	<b>€45,000</b>	<b>5.12%</b>	<b>28.57%</b>
<b>Other funding</b>			<b>€26,000</b>	<b>2.96%</b>	
<b>Total</b>		<b>€796,900</b>	<b>€879,680</b>	<b>100.00%</b>	<b>10.39%</b>



# Financial Plan 2025 - Revenues



- Membership revenues increase by 6% to €799k, despite higher churn rate. This higher churn rate is offset by more than doubling TTVA (€111k), supported by a finetuned pricing strategy that enables to reach-out to new sectors.
- The revenue budget takes account of the current number of contributing members, member churn and TTVA.

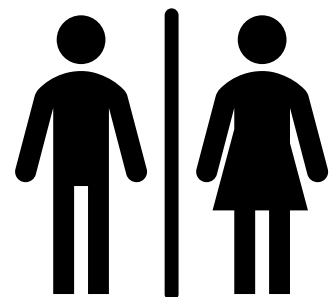


- It is likely that the **federal government** (Centre for Cyber Security Belgium) launches a new tender for a **subsidy** later this year. We conservatively estimate €35k to be granted to the Coalition.
- A complementary €10k budget has been added to the 2025 financial plan by exploring other means of public funding
- We forecast a similar €10k subsidy as 2024 by CCB for BE-CYBER.
- We consider monetizing BE-CYBER and have included a conservative €20k target as a new revenue stream. Monetizing includes both payable access for non-members and commercial sponsoring.
- Total revenues increase by 7.9% to €880k

# Budget 2025 - Expenses

Financial Plan Expenses	Description	Approved Budget 2024	Budget 2025	Repartition	% Change
Operational Expenses	Contractors, accountancy services, insurance, stationary, official publications, office rental	€383,045	€431,680	48.60%	12.70%
ICT Infrastructure	Webhosting, M0365 licenses, IT support	€37,284	€44,845	5.05%	20.28%
Membership Engagement	Events, Focus Groups, branding & website content management, educational initiatives	€297,950	€364,565	41.04%	16.84%
Projects	Member & internal projects	€75,280	€41,555	4.68%	-11.81%
Other costs	Membership other associations	€2,510	€5,604	0.63%	123.25%
<b>Total</b>		<b>€796,069</b>	<b>€888,249</b>	<b>100.00%</b>	<b>11.58%</b>

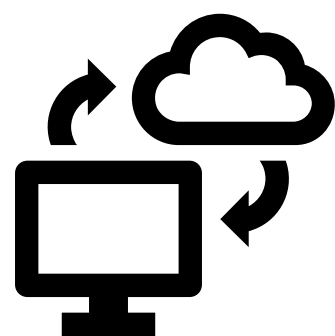
# Financial Plan 2025 - Expenses



- Full-year effect of an additional resource brings our **headcount to 4.6 FTE**. These resources are at subsidized rate through Experience@Work (55+).
- €410k contractors' cost /membership fee revenues ration remains with 51% below the maximum target ratio of 60%.
- **Accounting & VAT & income tax declarations** performed by Proximus (€8.2k)
- **Insurance premia** (D&O liability, professional liability & Cyber Plan) (€1.9k)



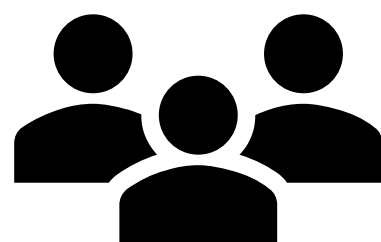
- CSC Operations has an **office in Silversquare North** in downtown Brussels.
- Office space remains unchanged as teleworking is a well-established practice in the Operations team.
- We anticipate an indexation of 3.52% for office rental & parking costs (15.7k€)



- Cost for registered domain names, bug bounty programme with Intigriti, Security Scan hosting (Liquid), Matomo Analytics, maintenance cost of the developer Webdoos (€9,989). Bug Bounty programme increased to 9,000€, but extra cost is offset by increased membership fee of Intigriti (large SME fee).
- Licenses for **social media management**: Hootsuite planner (social media planner), MailJet (for mail campaigns), Kahoot e-learning, InviteDesk event tool. (€7,349)
- **Azure hosting and M365 license costs** for contractors and members accessing the Coalition M365 tenant (€17,510)
- Leasing & purchase computers contractors & additional **hardware** components (€2,076).
- **Desktop support desk** for contractors (€7,920).

# Financial plan 2025 - Expenses

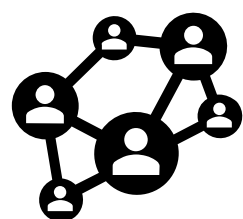
- Budget of €128k for **4 experience sharing events**. The budget includes the marketing costs for these events:
  - GRC: Be Connected! & General Assembly: €23k. (Part of the cost is borne by ISACA Belgium)
  - Application Security including the cost of speakers' fees borne by the Coalition: €21k.
  - Solstice Party (with sponsoring by Premium member): €12k.
  - BE-CYBER: €77k to account for the cost of member participation. Part of the cost is offset by the decision to monetize BE-CYBER through paying access for non-members and sponsoring by commercial partners.
- Other events:
  - 10th Anniversary Celebration: preparation has started in the course of 2024. Estimated cost €54.5k
  - CyberSec VIP CISO event: €5k
  - Live event W4C Belgium: €3k
  - 25-year anniversary Basic Law on Information Crime (marketing & communication): €9k
- Meetings permanent chairs (twice a year) budgeted at €6k based on 2024 actuals.
- In-person Board meetings budgeted at €6.5k based on 2024 actuals.
- Meet & Greet event for new members (€2k)
- **Cyber Security Awards ceremony**: even though we use TMAB as a business partner bearing the financial risk, certain expenses remain with the Coalition. We include a €25k budget based on the 2024 actuals (e.g., certificates, gifts, trophies, paid seats by Coalition, etc.).
- 2-yearly **customer satisfaction survey**: €13,.5k



# Financial Plan 2025 - Expenses

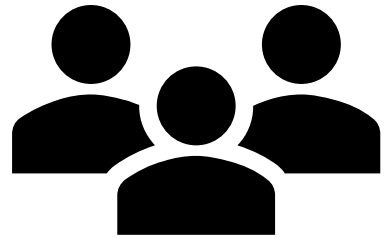


- We foresee a €34k budget for supporting the **focus groups** (catering, room rental). This is 13% less than 2024 actuals, thanks to evolution of optimized cost for catering.

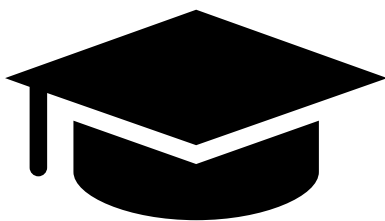


- **Marketing & Content Development:** We work with WeAreTheWords communication agency for marketing purposes, development of brochures and other marketing materials and webmastering and use the copywrite services of both Think, Plan, Do and The Content Company to feed our website and social media with relevant content. The budget includes more investments in **inbound marketing** for lead generation, member engagement and impact increase.
  - Marketing budget (€10k) for webmastering services, and marketing of the experience sharing events (including badges, visuals, brochures, etc.).
  - Content development budget (€29.5k) for the Annual Gazette publication, press articles, blog posts, newsletters, update brochures, new brochures, etc.

# Financial Plan 2025 - Expenses

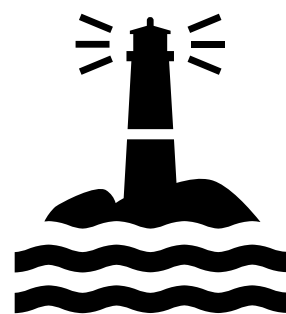


- The Coalition will ensure targeted presence at various **conventions & fairs** (€9,295):
  - **Cybersec Europe**: the important appointment in Belgium for cybersec experts. We will have a fully-fledged booth & Christian Mathijs is member of the Programme Committee: €5,395.
  - **ABISS**: Presence at this fair to boost the OT/ICS Focus Group: €3,900
  - In return for free presence at other fairs, we will provide social media attention for other organizations.
- **Sponsored events**: We propose to sponsor the event which W4C Belgium is organising for International Women's Day, the annual DPO Pro event and the celebration of 25-Year Basic Law on Information Crime (€11.5k)

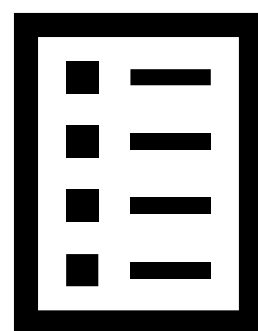


- The Coalition will contribute to educational initiatives that support development of new talents in cyber security:
  - Competition sponsorship of Cyber Security Challenge Belgium: €11k
  - Sponsoring of Capture the Flag events: €2.5k
  - Sponsoring Scholarship installed by Solvay Brussels School for the Women4Cyber Foundation: €4k

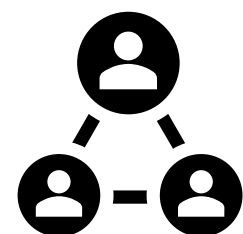
# Financial Plan 2025- Expenses



- Like 2024, 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 target to deliver 3 member projects, supported by project management of the operations team and content writers. These will be subject to a business case before proceeding: €30k
- We foresee a small budget for change requests for our **CRM Microsoft Dynamics** (€5k)
- We anticipate the need for initiation for a project for a members-only access solution (€5.5k)



- Membership of other associations (ECSO, VSDC, Flux50, DigitAll): €5.6k

# Financial Plan 2025 - Conclusions

- **Revenues increase by almost 8% to €880k, despite higher churn rate.** This high churn rate is offset by
  - more than doubling TTVA (€111k), supported by a finetuned pricing strategy
  - conservative target for monetizing BE-CYBER
- Revenue takes into account both renewed and new public funding (5% of total funding)
- The revenue increase is insufficient to cover **the expense increase to €888k (15.8% growth)**, leading to an anticipated **slightly negative operational result (-8k€)**
  - **Operational expenses** increase by 17.5% due to the full-year impact of an additional resource contracted in the course of 2024.
  - We foresee a 22% increase of **ICT Infrastructure cost**, to a big extent linked to additional licenses, hardware leasing and support of the additional resource.
  - The budget for **Membership engagement** will increase by 17%. This is mainly due to the costs of one-off events (10<sup>th</sup> Anniversary celebration, 25-Year Basic Law on Information Crime). External financing has been foreseen for BE-CYBER (considered part of revenues). Additionally, we foresee again a Membership Survey.
  - Other budget increases are due to increased investment in educational initiatives, supporting the mission of the Coalition. Alternatively, we are addressing cost optimisation of conventions and meeting costs.
  - There will be a focus on content delivery. Nevertheless, project portfolio will decrease by 12%, driven by lower internal project cost.
- **Considering the anticipated negative operational result, CSC Operations team will carefully assess the need of underlying costs while seeking opportunities to increase the monetizing ambition.**



# Personal Plan 2025 – Income Statement

## Draft decision #3

Income Statement	Approved budget 2024	Budget 2025
Revenues	€796,900	€879,680
Expenses	€796,069	€888,249
<b>Operational Result</b>	<b>€831</b>	<b>-€8,569</b>
Financial Cost	€700	€700
<b>Result</b>	<b>€131</b>	<b>-€9,269</b>



### Draft decision:

The General Assembly approves the 2024 budget with a negative result of €9,269.

# Draft decision #4 : Discharge of the Board of Directors



## Draft decision:

The General Assembly discharges the directors of the Board for the financial year 2024.



- 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)
- Mrs. Saskia Van Uffelen (Agoria)
- Mrs. Séverine Waterbley (FPS Economy)
- Mrs. Karine Goris (Belfius) (as from 28 March 2024)
- Mr. Stéphane Vince (Agence du Numérique) (as from 28 March 2024)

# Draft decision #5: 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 2024.

# Renewal of mandates of Directors



Jan DE Blauwe  
NVISO  
Chair



Phédra Clouner  
CCB  
Vice-Chair



Nathalie Ragheno  
VBO FEB



Séverine Waterbley  
FPS Economy, SMEs,  
Middle Classes & Energy

# Draft decisions #6 & 7: Renewal of the mandate of directors



## Draft decision:

The General Assembly approves the board of directors' proposal to renew the term of office of **Mr. Jan De Blauwe** (Managing Director & COO, NVISO) for a period of three years.



## Draft decision:

The General Assembly approves the board of directors' proposal to renew the term of office of **Mrs. Nathalie Ragheno** (Conseiller premier VBO FEB) for a period of three years.

# Draft decisions #6 & 7: Renewal of the mandate of directors



## Draft decision:

The General Assembly approves the board of directors' proposal to renew the term of office of **Mrs. Phédra Clouner** (Deputy Director General Centre for Cybersecurity Belgium) for a period of three years.



## Draft decision:

The General Assembly approves the board of directors' proposal to renew the term of office of **Mrs. Séverine Waterbley** (President FPS Economy, SMEs, Middle Classes & Energy) for a period of three years.

# Appointment of new Directors



## Catherine Van de Heyning

*Representing the public/academic sector*

- **Public prosecutor** in the cybercrime division of the public ministry of Antwerp
- **Professor European Fundamental Rights University of Antwerp**
- Her research focuses on the impact of digitalisation on fundamental rights, in particular in criminal law and justice
- Expert Advisory Committee UN Human Rights Council: co-rapporteur on the report on disinformation and the report on cyberviolence against women and girls.
- She is a member of academic journals in criminal and human rights law, and author of several articles on the topic.
- Cyber Security Personality of the Year 2024

# Appointment of new Directors

## Xavier Paulus

### *Representing the private sector*

- With over 18 years of experience in cybersecurity, Xavier has held a variety of roles, from developer and system engineer to IT architect, cybersecurity consultant, and CISO. He has gained extensive expertise across industries such as banking and manufacturing, tackling complex cybersecurity challenges along the way.
- Today, he is **Chief Information Security Officer at Solvay**, where he is responsible for protecting digital assets and operations. Previously, he served as Head of Cyber Security Operations and Cyber Security Advisor at Solvay, further solidifying his reputation as a cybersecurity leader.
- Beyond his professional career, Xavier is passionate about education and mentorship. He regularly gives lectures at ICHEC and HE2B-ESI, sharing his knowledge with the next generation. He holds degrees in Networks & Telecommunications and Business Management & Commercial Sciences, along with additional certifications in Digital Transformation from Vlerick and the SANS Institute.





# Draft decisions #8 & 9: Designation of new directors of the association



## Draft decision:

The General Assembly approves the board of directors' proposal to appoint Mrs. **Catherine Van de Heyning** (Prosecutor's Office/ UAntwerpen) as the new director of the non-profit association for a period of three years.



## Draft decision:

The General Assembly approves the board of directors' proposal to appoint Mr. **Xavier Paulus** (CISO Solvay) as the new director of the non-profit association for a period of three years.

# Appointment of new Account Controller

## Draft decision #10



### Essentials of Jan Populaire's resume:

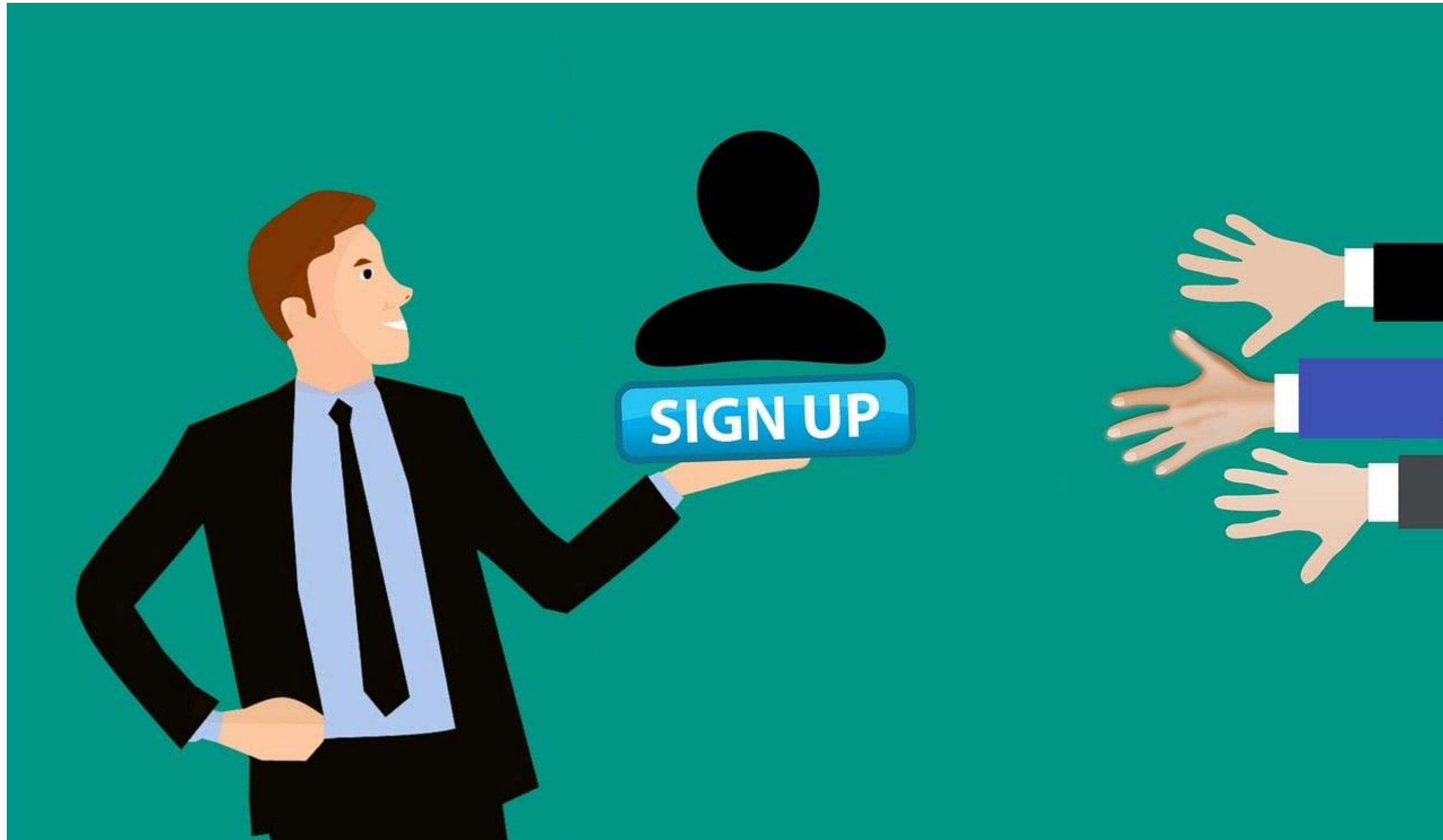
- Creative internal and external communication expert and coach
- Entrepreneur, eager to learn and to deliver: director Psybersafe
- Since 2016 engaged in Cyber Security Awareness Training
- Knows the world of Marketing & Sales Retail Banking (Bank for Entrepreneurs at BNP Paribas Fortis)
- Expertise in project management

### Draft decision:

The General Assembly approves the board of directors' proposal to appoint Mr. Jan Populaire (CISO Psybersafe) as the new accounts controller of the non-profit association for the fiscal years 2025-2026-2027.



# Changes in membership



# New members since March 2024

## Private (19)

Doccle  
AZ Turnhout  
Psybersafe  
Peopleware  
Delaware  
AZ Middelares  
KPMG Advisory  
ESET Belux  
Crimson7  
E-Bo Enterprises  
H.U.B.  
Secudea  
Fox&Fish  
Cyberdefense  
E-Solutions  
Ataya & Partners

Capyx  
Nextensa  
Clinique Saint Jean  
L&S Registered  
Auditors  
**Associate  
members (8)**  
Olivier de Visscher  
Jeroen Hoof  
Matthias Neuville  
Leila Abajadi  
Patrick Bochart  
Filip Herman  
Pepijn Brasseur  
Rubon Tronçon

## Federations (1)

FABA

## Public (1)

Province de Namur

## Academic (1)

Hogeschool Gent

## Non-profit (1)

Flux 50



# Members who changed/ terminated their membership

## Changed

Cegeka (from Premium to Standard)

## Terminated

Argenta

Check Point Software Technologies Belgium

Fortinet Belgium BV

SOCIALware ASBL

T.C.R. INTERNATIONAL

Vanbreda Risks & Benefits

Westcon Group

DKV Belgium

Nick Van Haver



## ANNUAL REPORT 2024

# Stay in touch!



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Christian Mathijs: 0495/ 59 24 51

Guy Hofmans: 0495/ 59 84 48

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[www.cybersecuritycoalition.be](http://www.cybersecuritycoalition.be)