

# General Assembly

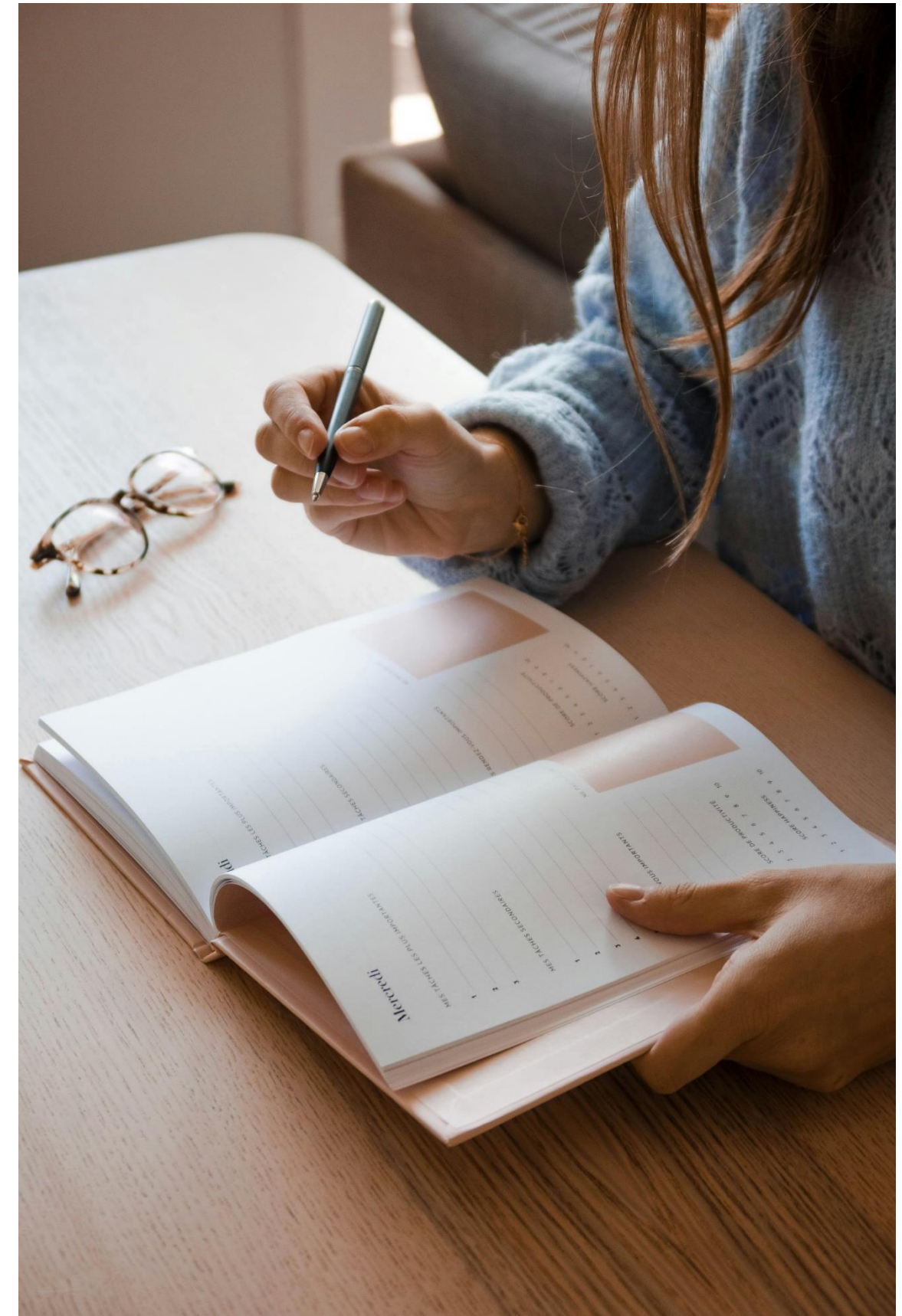
2 April 2026  
@VBO FEB





# Agenda

- ✓ Welcome
- ✓ Voting procedure
- ✓ Approval draft meeting minutes previous General Assembly
- ✓ Management Report 2025
- ✓ Future Forward
- ✓ Approval of Financial Statement 2025
- ✓ Approval of Financial Plan 2026
- ✓ Discharge to the Directors
- ✓ Discharge to the accounts' controller
- ✓ Extension of the mandate of a director
- ✓ Transfer of Chair of board of directors
- ✓ 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:



**Each organisation present/ represented can cast one vote only!**

**If applicable, proxyholders may have to 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:

- 27 March 2025

# Management Report 2025

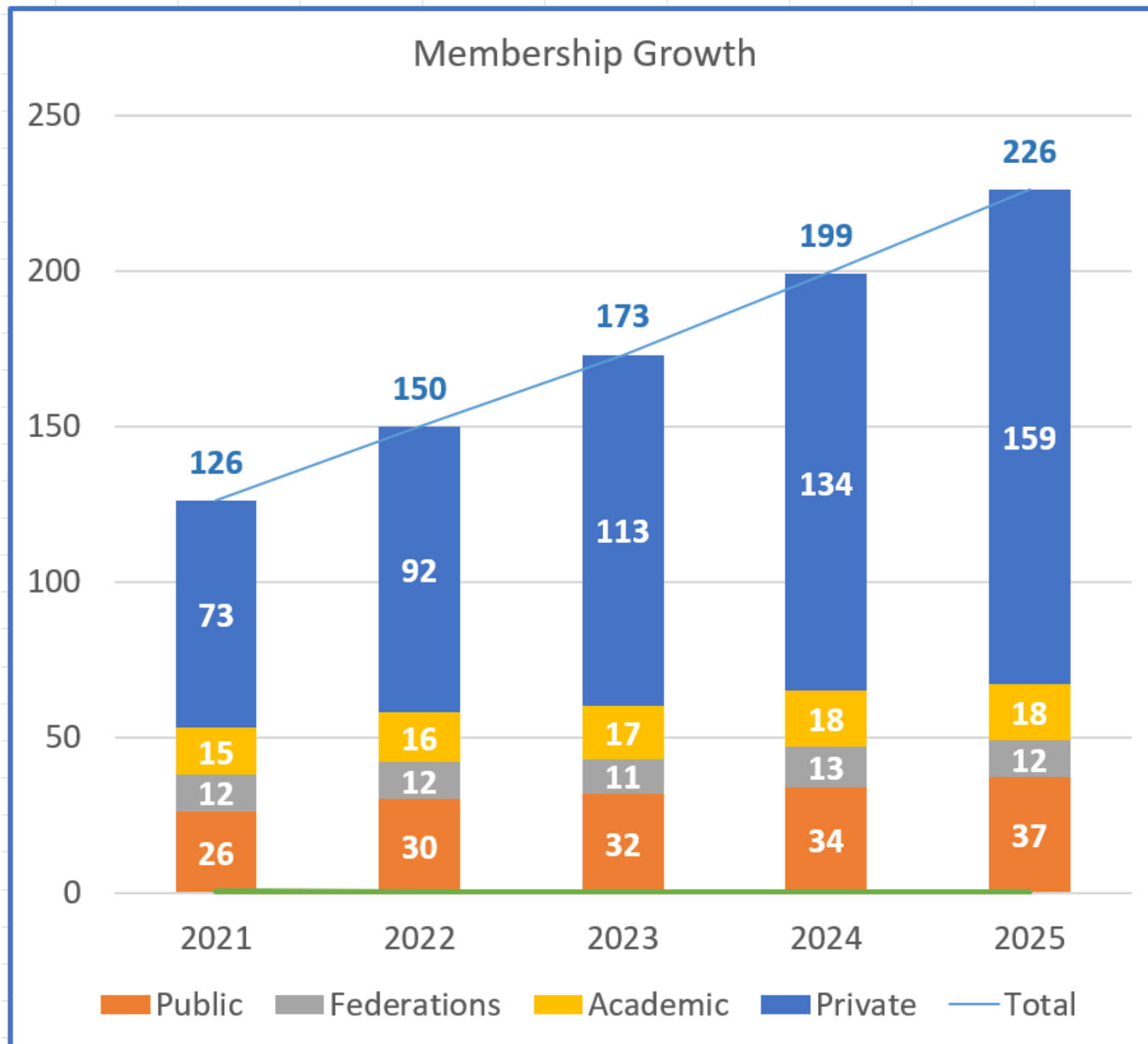


- ✓ Membership growth
- ✓ Revenues
- ✓ Strategic pillar: Experience Sharing
- ✓ Strategic pillar: Operational Collaboration
- ✓ Strategic pillar: Awareness Raising
- ✓ Strategic pillar: Policy Recommendations
- ✓ National Cyber Study
- ✓ Talent Development
- ✓ Belgium's Cyber Security Awards
- ✓ Communication & Branding
- ✓ New Partnerships
- ✓ New Publications
- ✓ Profacts Member Survey
- ✓ Operations Team

# Membership growth

## # Members

226 members at year-end,  
13.6% growth compared to 2024



### Private sector (159):

- In 2025, we had 8 **Premium** members (2024: 9)
- One new **Standard** memberships ; 2 Standard Limited memberships. Total 42, compared to 39 in 2024)
- The **SME segment** experienced the biggest growth compared to 2024 (total: 53 compared to 38 in 2024).
- **Increase in associate members** joined (total: 17, compared to 11 in 2024)
- **1 new hospital** adhered to the Coalition (total: 29).
- **1 new non-profit member** joined (total: 10)

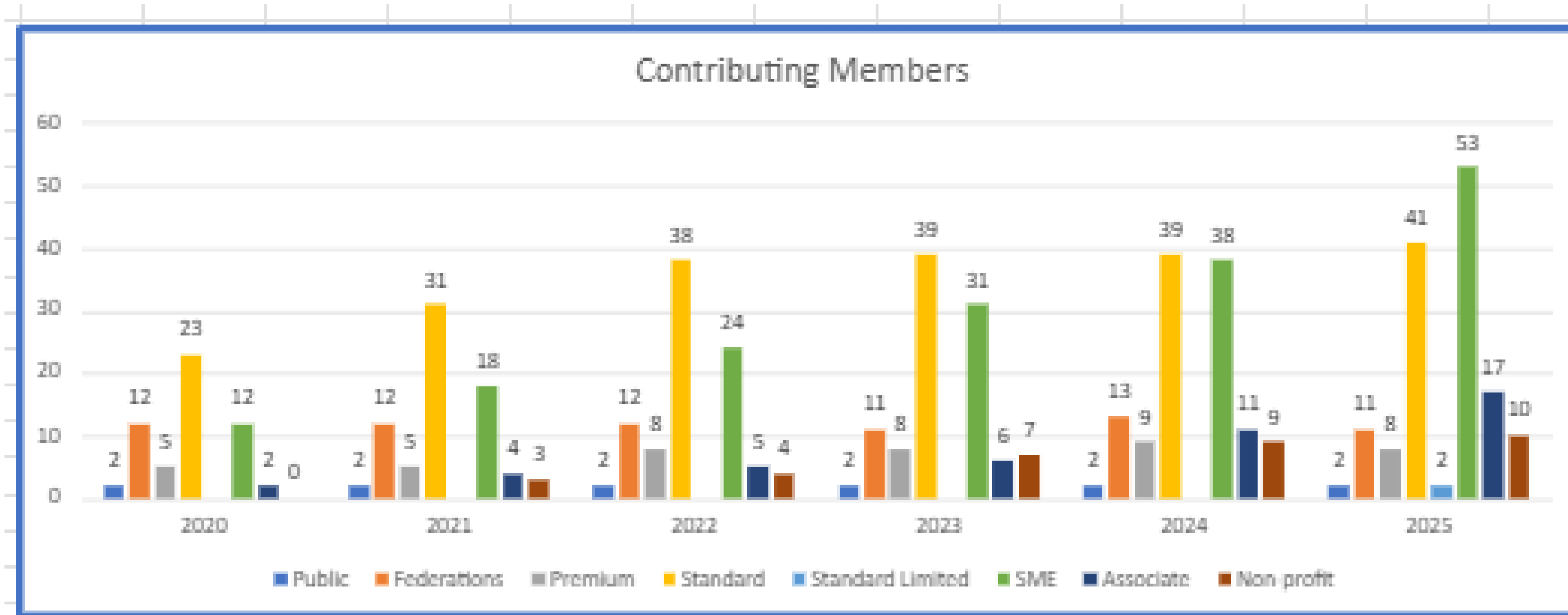
**Federations (12)** (-1)

**Public sector (37)** (+3) & **Academic institutions (18)** (status quo).

# Membership growth

## # Contributing members

144 contributing members at year-end



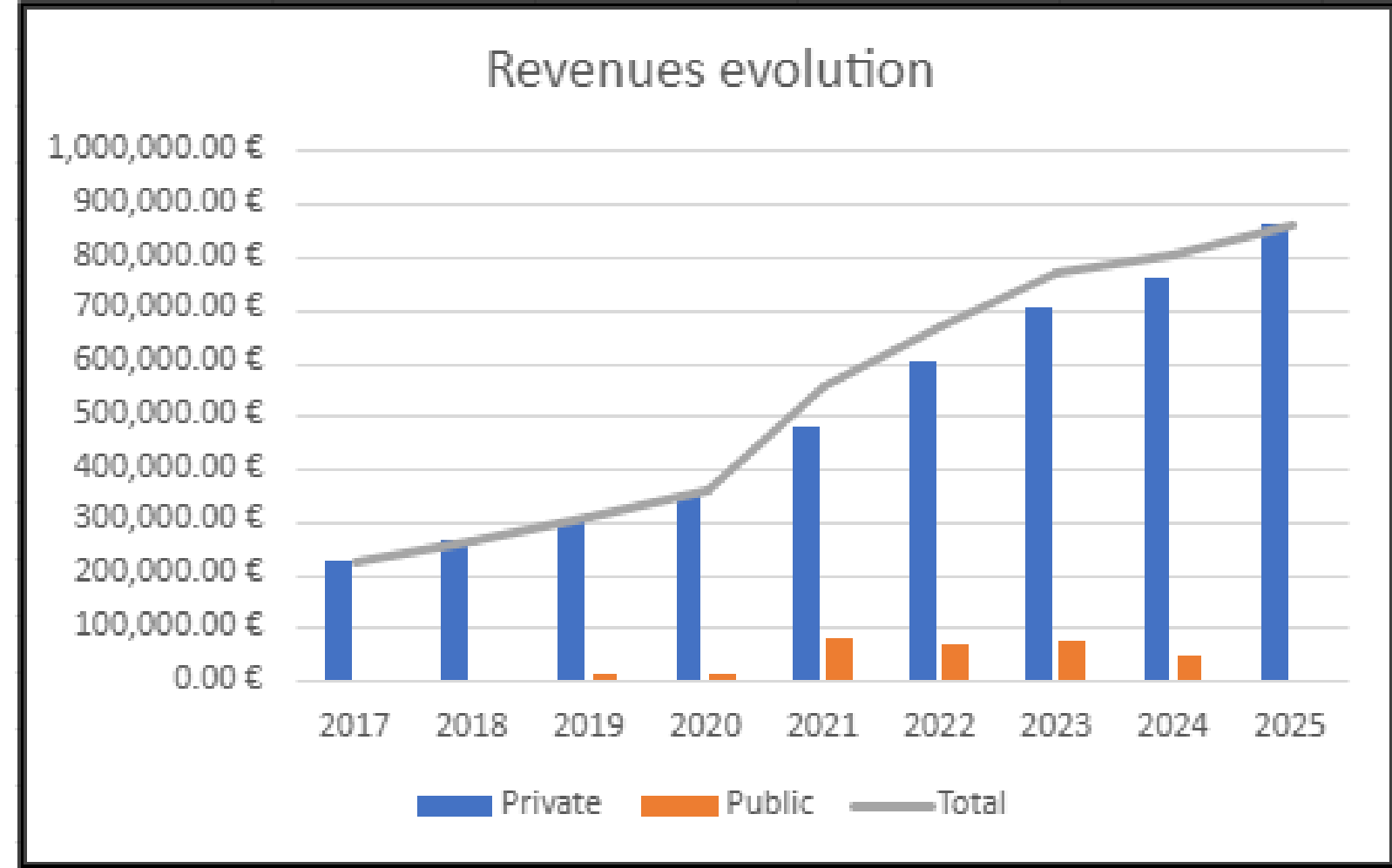
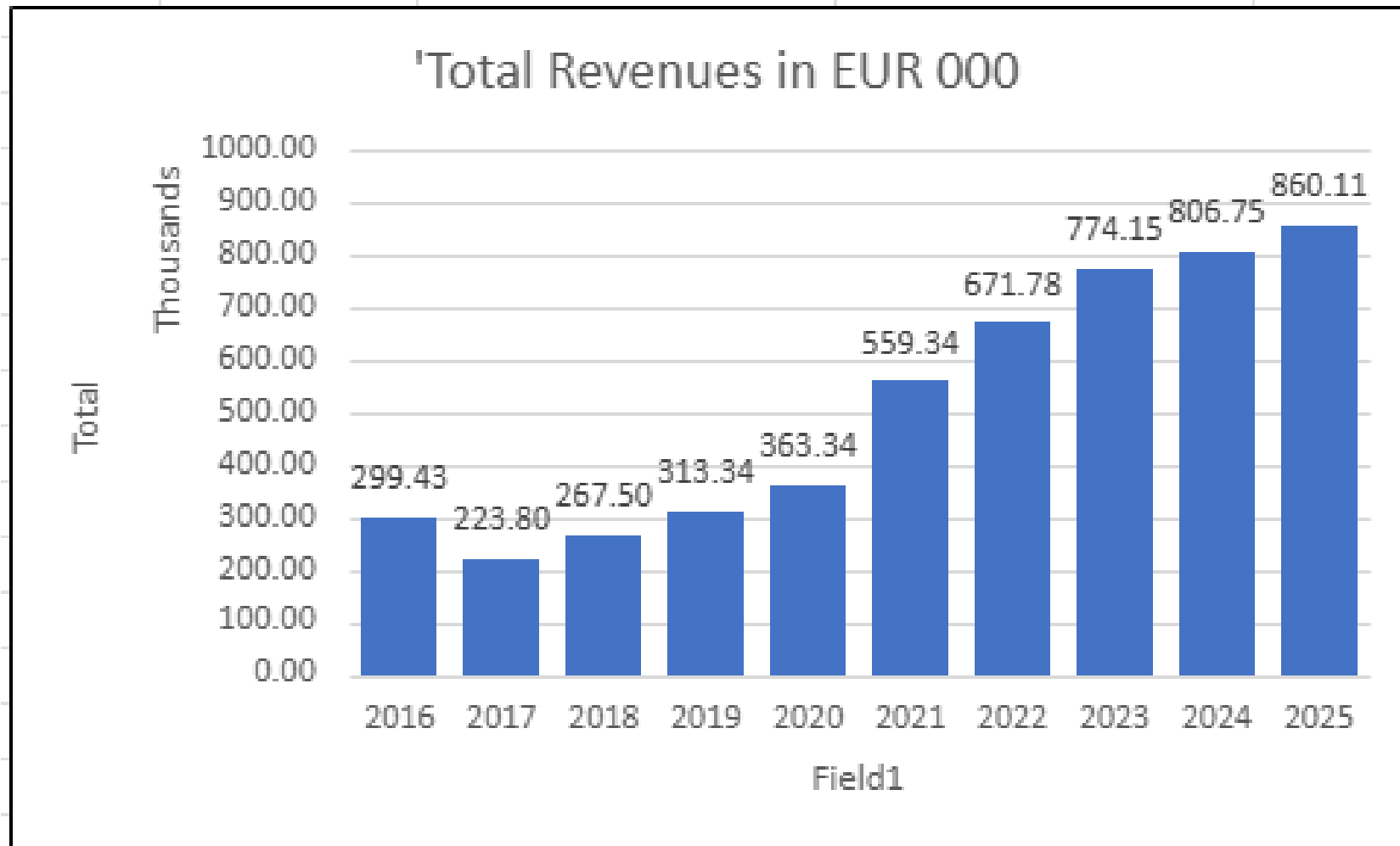
### Private sector:

- Membership fees remained unchanged (no indexation).
- Largest segments: SMEs & Standard.
- Steady growth of associates & non-profits

Only 2 contributing members from the **public sector**: NMBS-SNCB (YPTO) & STIB-MIVB

# Revenues

€860k funding – 0% public funding



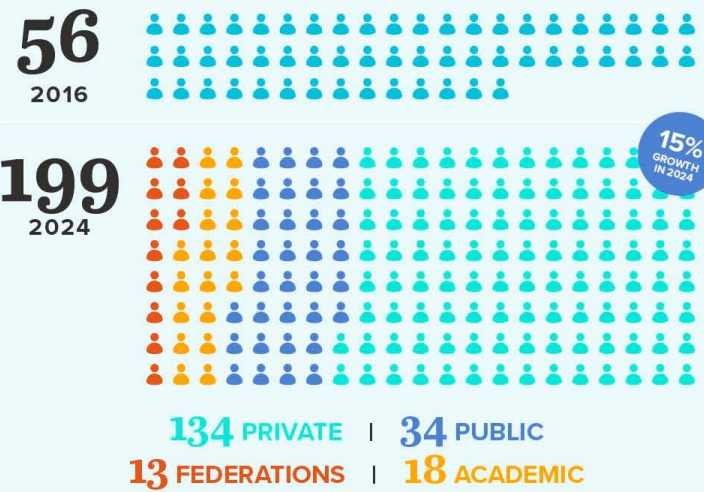
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Private	299,432.00 €	223,796.00 €	267,500.00 €	301,200.00 €	351,200.00 €	477,200.00 €	600,783.00 €	702,149.00 €	760,000.00 €	860,111.66 €
Public	0.00 €	0.00 €	0.00 €	12,143.00 €	12,143.00 €	82,143.00 €	71,000.00 €	72,000.00 €	46,748.00 €	0.00 €
<b>Total</b>	<b>299,432.00 €</b>	<b>223,796.00 €</b>	<b>267,500.00 €</b>	<b>313,343.00 €</b>	<b>363,343.00 €</b>	<b>559,343.00 €</b>	<b>671,783.00 €</b>	<b>774,149.00 €</b>	<b>806,748.00 €</b>	<b>860,111.66 €</b>

# Infographics

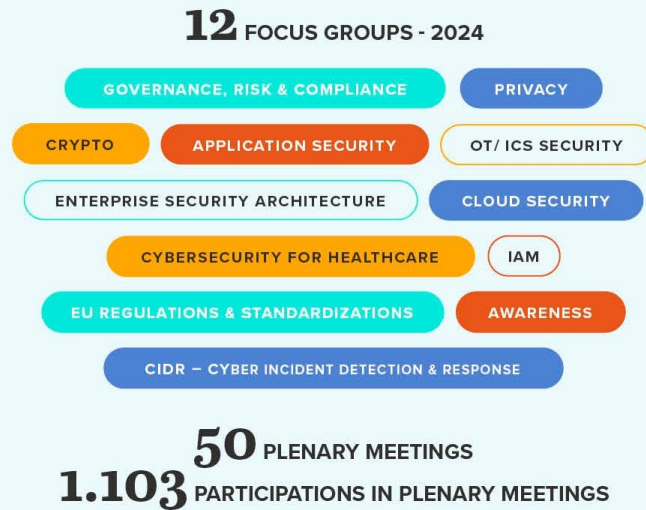
## 2024

## 2025

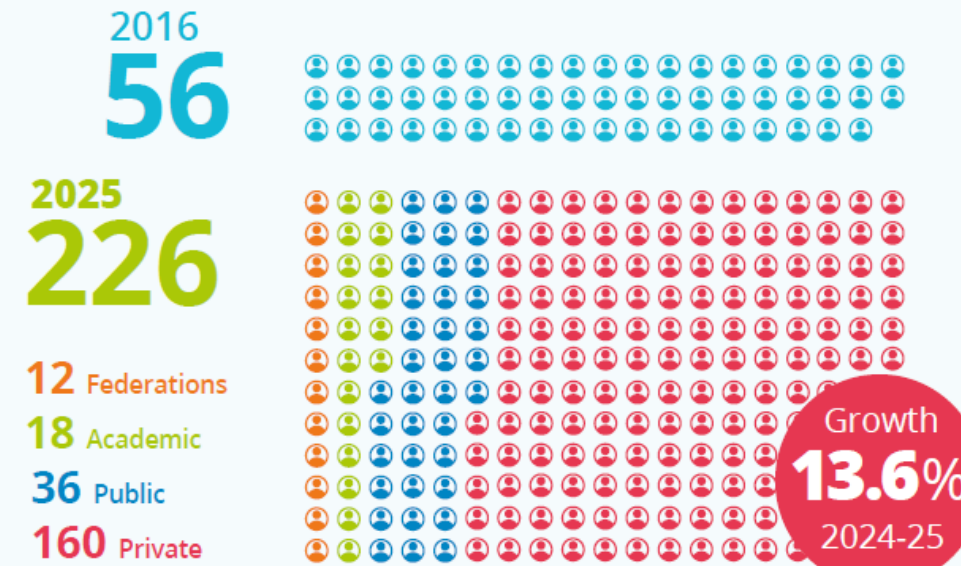
### MEMBERS



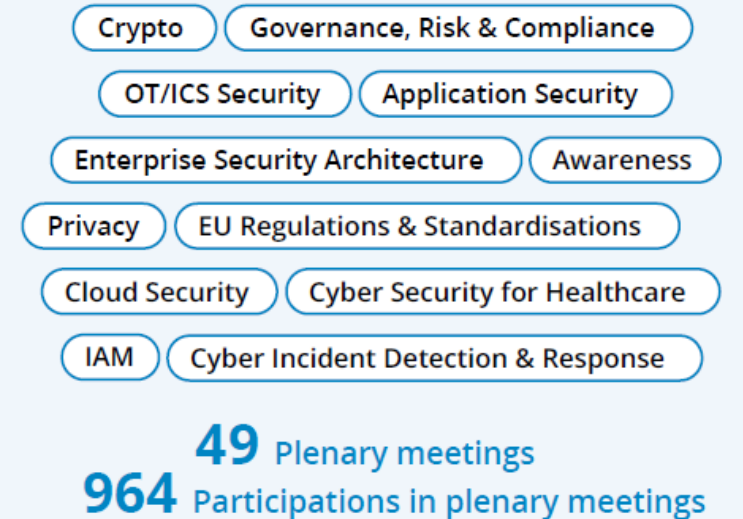
### FOCUS GROUPS



### Members



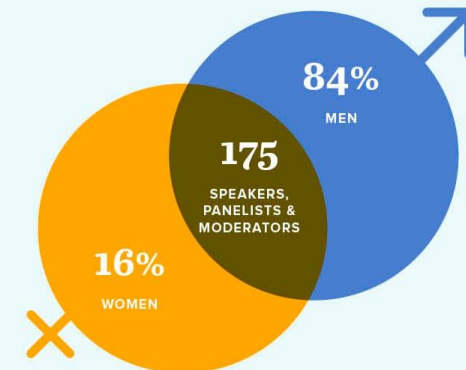
### 12 focus groups



### EVENTS



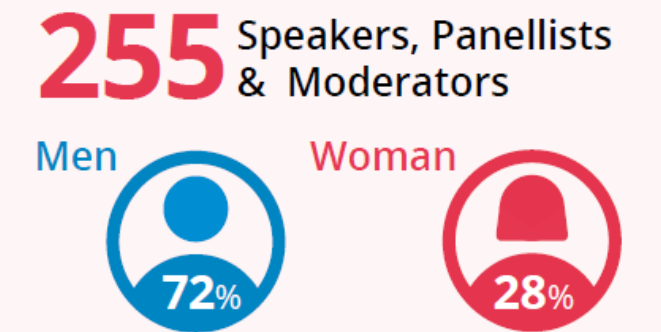
### GENDER DIVERSITY



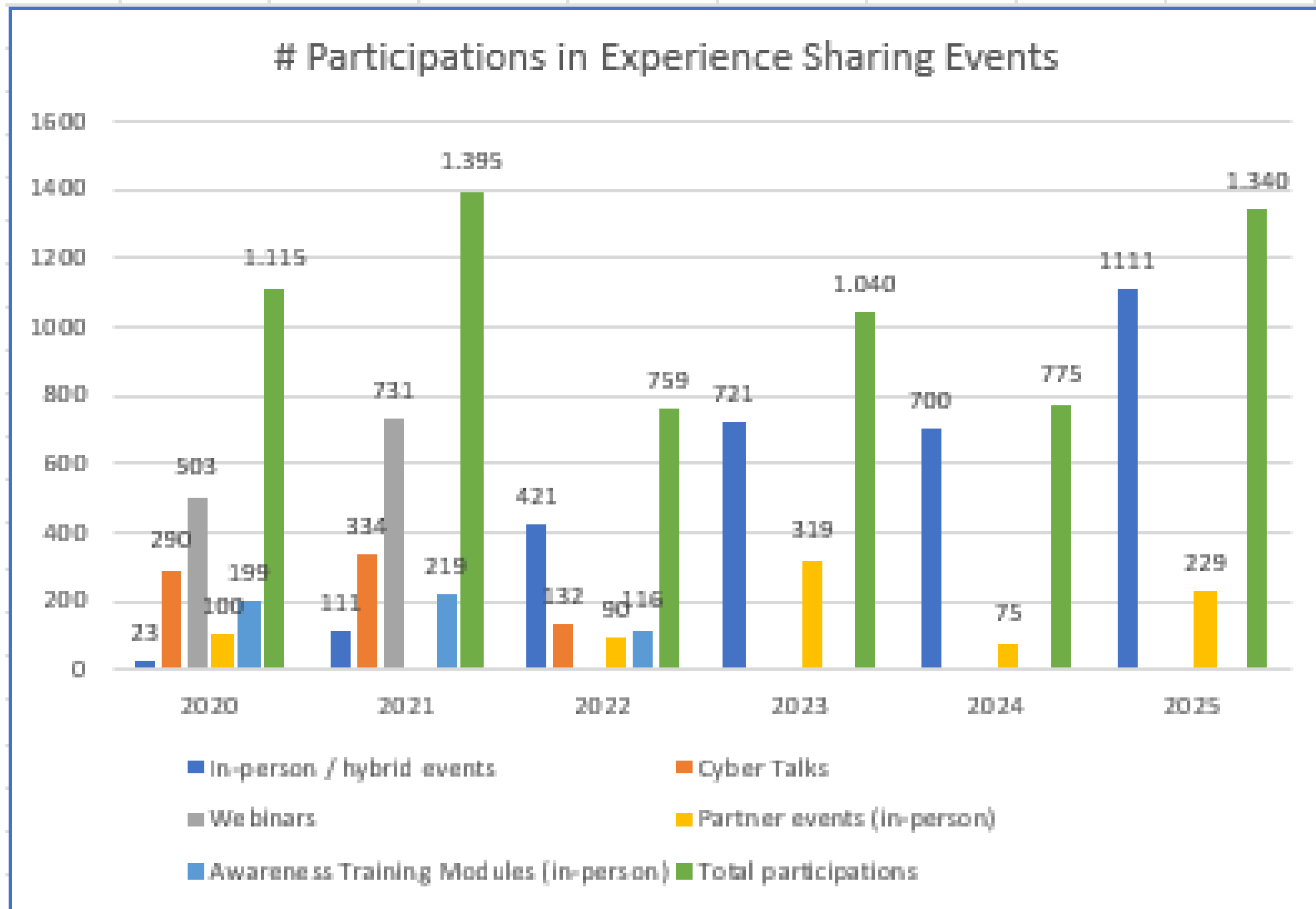
### Events



### Gender diversity



# Experience Sharing : 3 extra events in 2025



- 10<sup>th</sup> Anniversary event (TMAB) (20 February 2025)
- International Women’s Day (6 March 2025)
- 25 Years of Cyber Justice (27 November 2025)



12 events - 1,340 participations!

# Experience Sharing: 4th edition BE-CYBER



7 October 2025 – The Coffee Edition

## Audience:

- 342 attendees
- 16% No-shows (much lower than in 2024)
- 17 booths

## Speakers:

- 49 speakers
- 13 international speakers (26%)
- 15 female speakers (31%)

## Evaluation:

- Net Promoter Score: 62 (compared to 41 in 2024)

# Experience Sharing



## GRC: Be Connected!

- 27 March 2025
- Co-organised with ISACA Belgium
- Supported by Solvay Brussels School
- 150 attendees (2024: 162)
- 33% no-shows (2024: 35%)



## Application Security

- 5 June 2025
- In partnership with SecAppDev
- 96 attendees (2024: 94)
- 7 no-shows - very low (2024: 3%)



## Solstice Event

- 19 June 2025
- Co-organised with Premium member Mastercard
- 79 attendees (2024: 80)
- 38% No-shows (2024: 11%)

# Experience Sharing - Sponsored Events



## International Women's Day

6 March 2025

Co-organised Women4Cyber Belgium & Cyber Security Coalition

Hosted by:

FPS Economy, SMEs, Middle Classes & Energy

110 participants

*Picture:*

Prof. Dr. Catherine Van de Heyning talking about "AI: Empowering women or reinforcing bias?"

# Experience Sharing - Sponsored events



## Secure Bites CISO VIP Luncheon

21 May 2025

Cybersec Europe

43 attendees

22% no-shows



## 25-Year Cyber Justice

27 November 2025

BNP Paribas Fortis

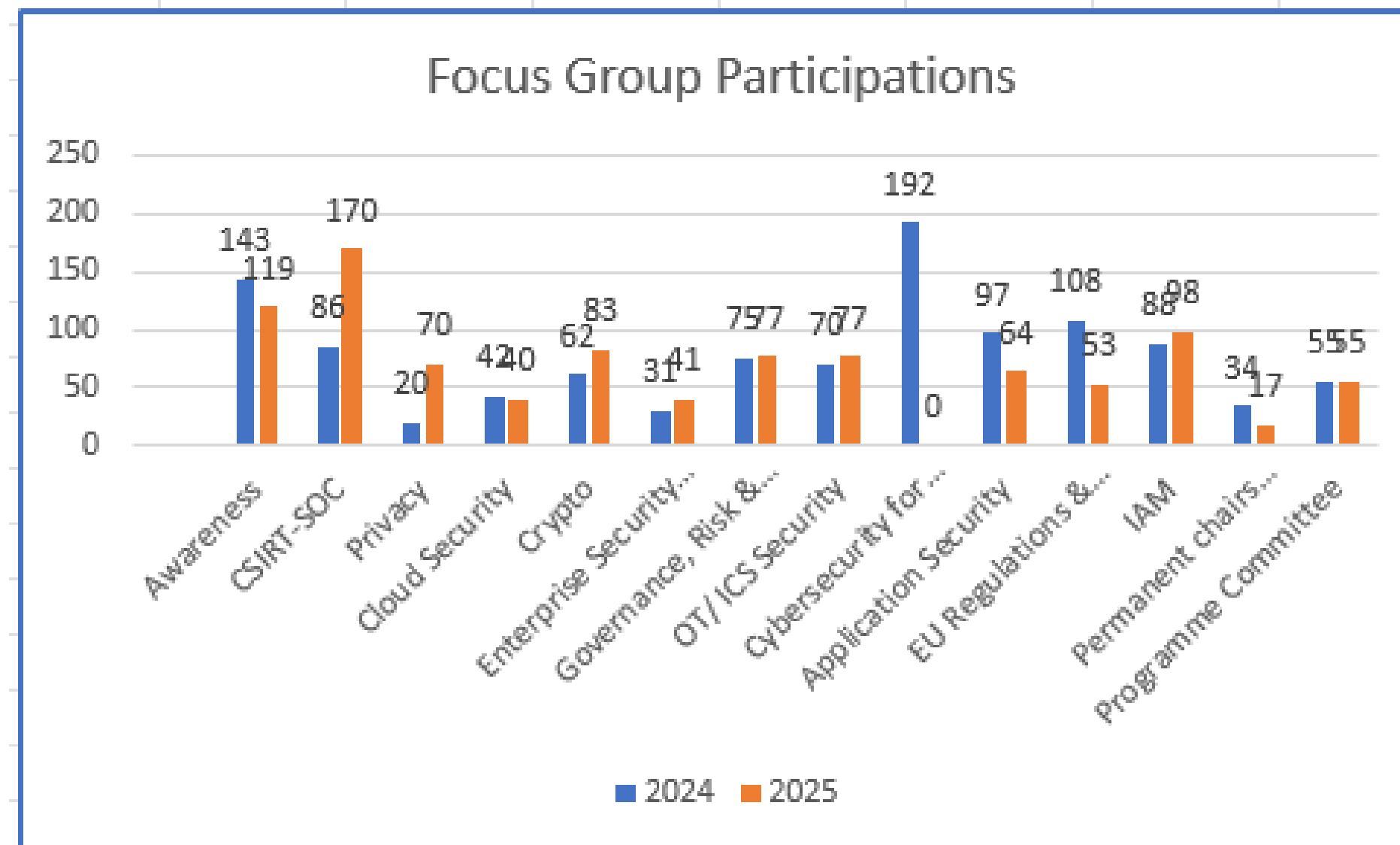
197 participants

38% no-shows

# Operational collaboration



Regulations & Standardisations Focus Group  
10 February 2025



49 plenary meetings - 964 participations!

# Awareness

10th National Awareness Campaign  
Strategic Partnership with the Centre for Cybersecurity Belgium



Safeonweb<sup>be</sup>

01 / 05

Surf without worries **Scam: Check before transferring money**

## Introduction



Activate videotranscript

### The 3 most common scams:

- Fake investment scam
- Love scam
- Fake friend scam

# National Anti-Fraud Coordination Board Overview

## Establishment and Evolution

Formed in 2023 to improve collaboration, evolving from informal discussions to a formal board chaired by the national cyber security center.

## Diverse Membership

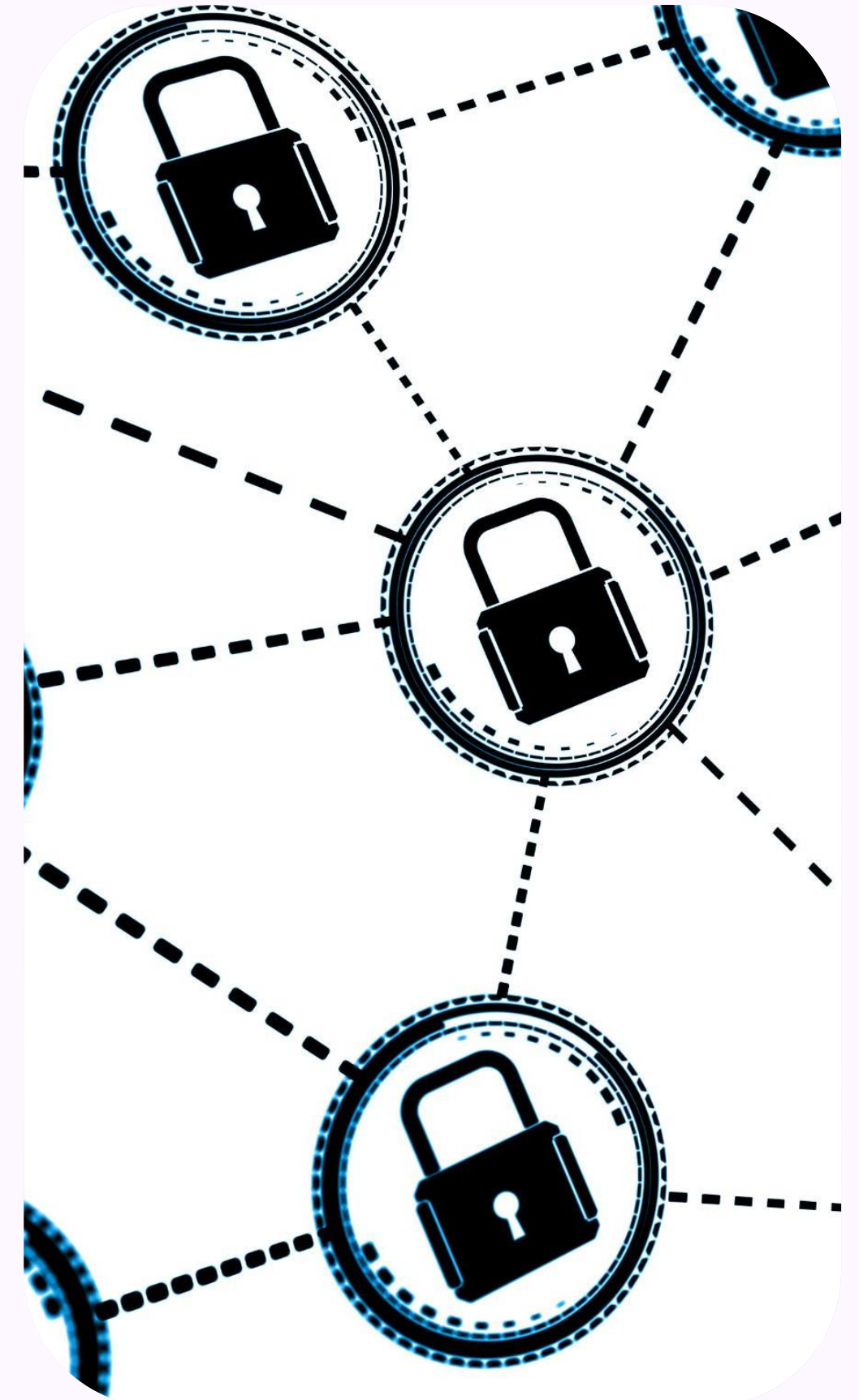
Encompasses banks, telecommunications, government, and space economy stakeholders, reflecting a broad collaborative approach to fraud prevention.

## Mission and Collaboration

Focuses on trust and intelligence sharing, crucial for coordinated anti-fraud initiatives and influencing policy decisions.

## Support and Achievements

FPS Economy supports logistics enabling national strategies, unified scam taxonomies, and monitoring dashboards for fraud reporting.



# National Anti-Fraud Coordination Board

## Key Achievements and Innovations



### **Improved Prosecution and Collaboration**

Higher prosecution rates and strengthened cooperation with major platforms enhance fraud prevention efforts.

### **National Strategies and Unified Taxonomy**

Development of national policies and a unified scam taxonomy standardises anti-fraud measures across sectors.

### **Innovative Tools and Real-time Monitoring**

Launch of 'Big Fish' data chain and dashboards enables real-time fraud reporting and intelligence sharing.

### **Trusted Partners Model**

Engaging banks, police, and stakeholders empowers swift actions against emerging fraud threats.

# National Anti-Fraud Coordination Board

## Challenges, Next Steps, and Success Factors



### **Persistent Fraud Challenges**

Fraud losses are rising, highlighting the need for stronger collaboration and more effective measures to combat fraud.

### **Transition to Formal Governance**

Next steps involve establishing a formal governance structure with clear deliverables and national coordination.

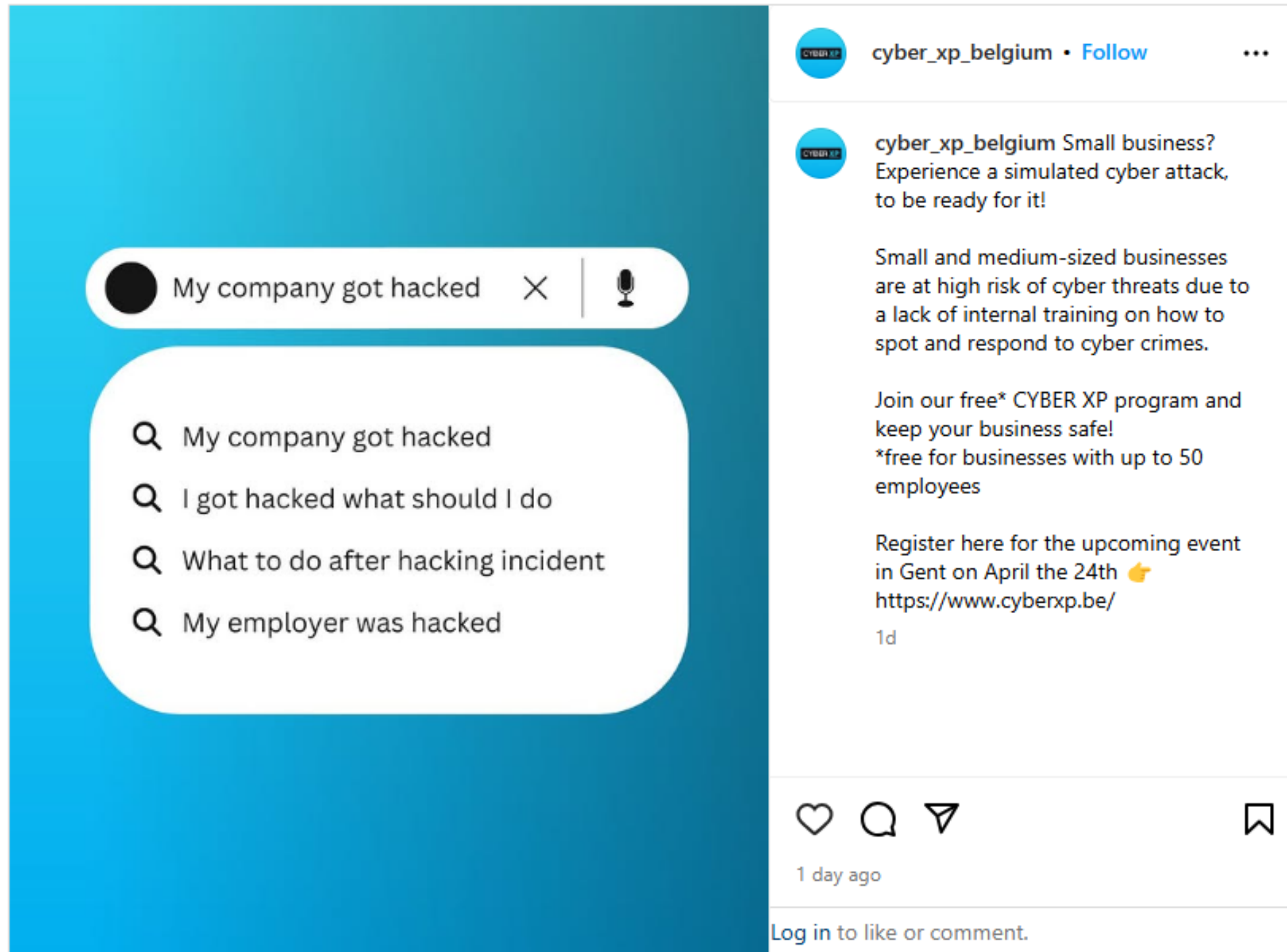
### **Branding and Recognition**

Preserving Coalition branding in joint initiatives through written agreement with CCB is critical for maintaining visibility.

### **Trust and Intelligence Sharing**

Sustained success depends on trust-based intelligence sharing, expanding membership, and fostering transparency.

# Cyber XP Belgium



My company got hacked

- My company got hacked
- I got hacked what should I do
- What to do after hacking incident
- My employer was hacked

cyber\_xp\_belgium • Follow

cyber\_xp\_belgium Small business? Experience a simulated cyber attack, to be ready for it!

Small and medium-sized businesses are at high risk of cyber threats due to a lack of internal training on how to spot and respond to cyber crimes.

Join our free\* CYBER XP program and keep your business safe!  
\*free for businesses with up to 50 employees

Register here for the upcoming event in Gent on April the 24th 🖱️  
<https://www.cyberxp.be/>

1d

1 day ago

Log in to like or comment.



- CyberXP is a **learning experience, using simulated cyber attack**
  - CyberXP is a crisis game, based on real-life cyber attack scenarios happening every day in Belgium
  - The simulation starts with a CEO of a company who's just been hacked, and is asking for your advice
  - At each step of the simulation, participants receive new information and are asked to reflect on how to respond
  - As a group, participants reflect on the question - and thereby, experience first hand what the implications of a cyber attack are on a business, its staff or its customers
- CyberXP is **designed for managers of small & medium-size businesses**
  - No IT expertise, or prior cyber experience is required
  - The game is a safe space: there are no wrong or right answers
  - Feedback is built in, to ensure participants learn at every step of the game
- CyberXP is a **fun experience that is played as a group**
  - CyberXP simulation have been built around gamification principles, while based on actual cyber attacks
  - Each participant brings their own experience: no previous experience is required to enjoy!
  - Each group is supported by a professional cyber coach

# Cyber XP Belgium

Member organisation	Coaches
Associate member	Leila Abajadi
Associate member	Nathalie Claes
AboutIT	Hugues Mertens
Capyx	Kurt Callewaert
Capyx	Brian Bota
DNS Belgium	Arnaud Recko
DNS Belgium	Kristof Tuyteleers
Guardiant	Jan Yskout
NRB	Vincent Ceriani
NVISO	Vincent Defrenne
Psybersafe	Jan Populaire



# Dissemination Partner for Academia



Savannah Eggers and Sam Van Rijn (PXL)

## **LLASER Project:**

Large Language Model Security & Enhanced Resilience

funded by the Flemish government VLAIO

Start date: 1/10/2025

Duration: 24 months

Academic Consortium:

**PXL Smart ICT and KU Leuven DistriNet**

## **DART Project:**

From detection to response: Intelligent Security Operations for SMEs

Academic consortium:

**VUB – KU Leuven DistriNet**

# Conventions

V-ICT-OR – CONNECT IT – 6 MAY 2025

Podcast discussion with:

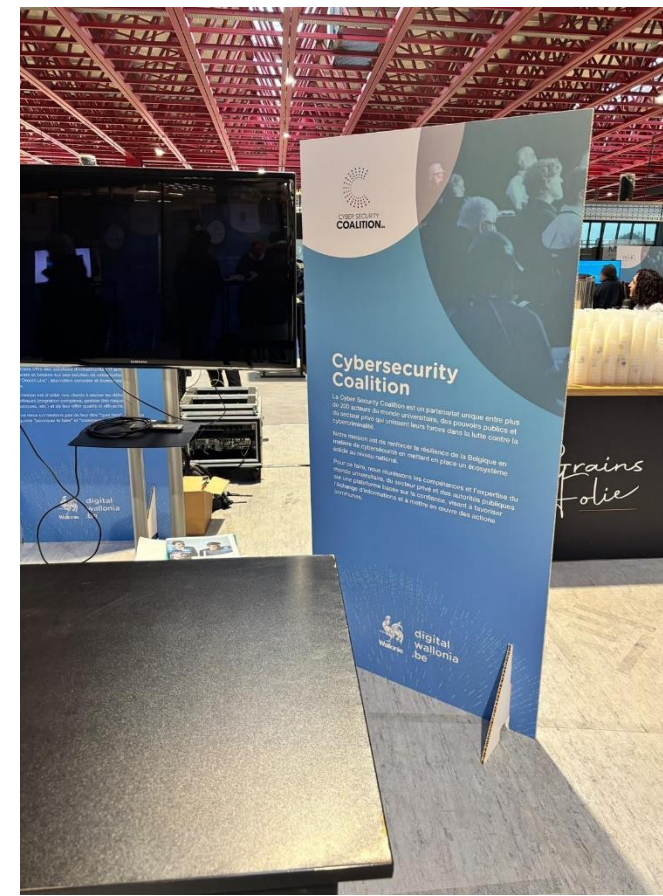
- Henk Dujardin CEO
- Leila Abajadi, Associate member
- Kameliya Stoeva, EY
- Reinaert Van de Cruys, Fox&Fish Cyberdefense



# Conventions



👉  
**ABISS**  
**Kortrijk**  
 9 October 2025

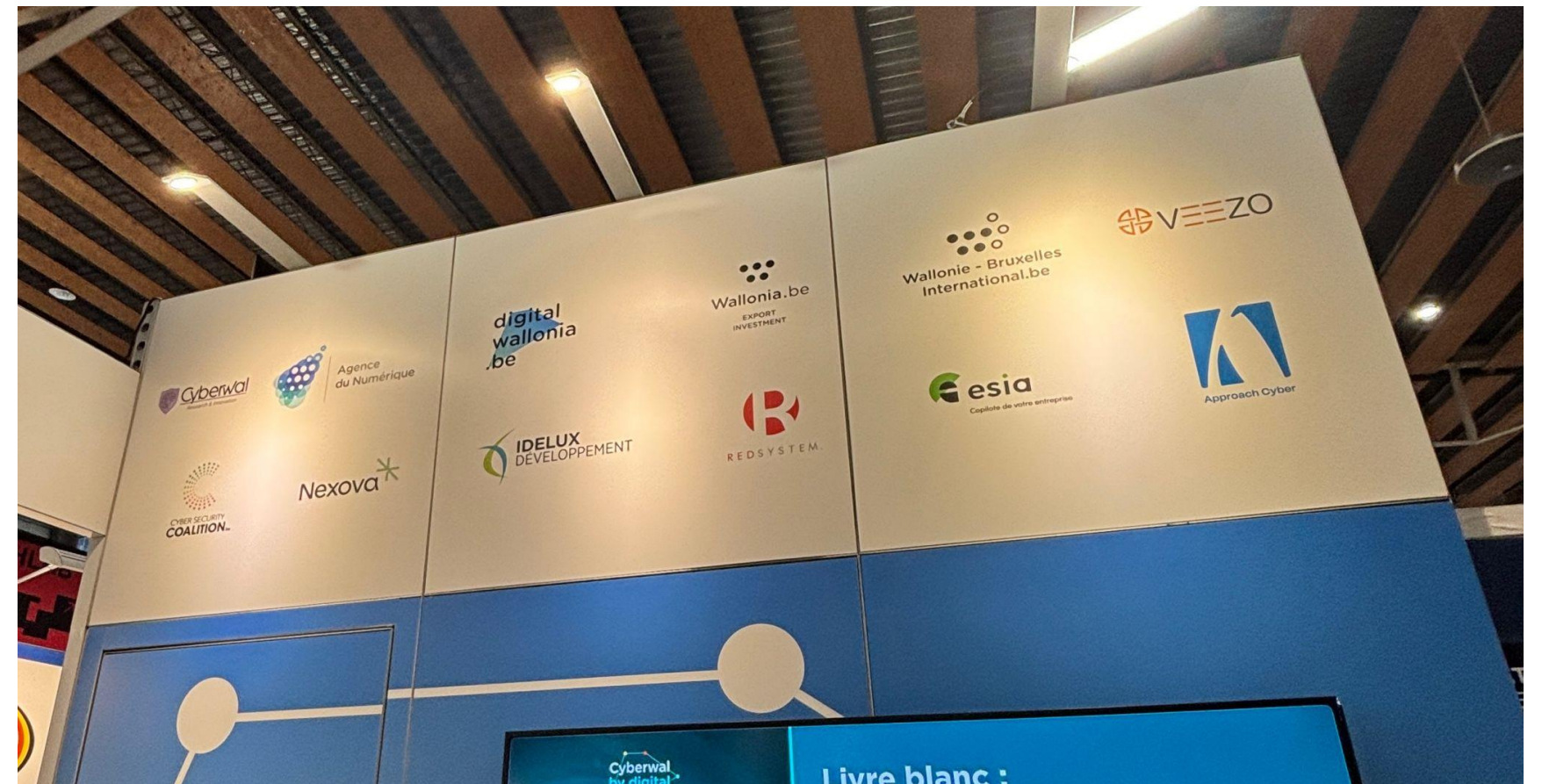


👉  
**Cyber Week 2025**  
**Digital Wallonia**  
**Charleroi**  
 28 November 2025



👉  
**Cybersec Europe**  
**Brussels**  
 21-22 May 2025

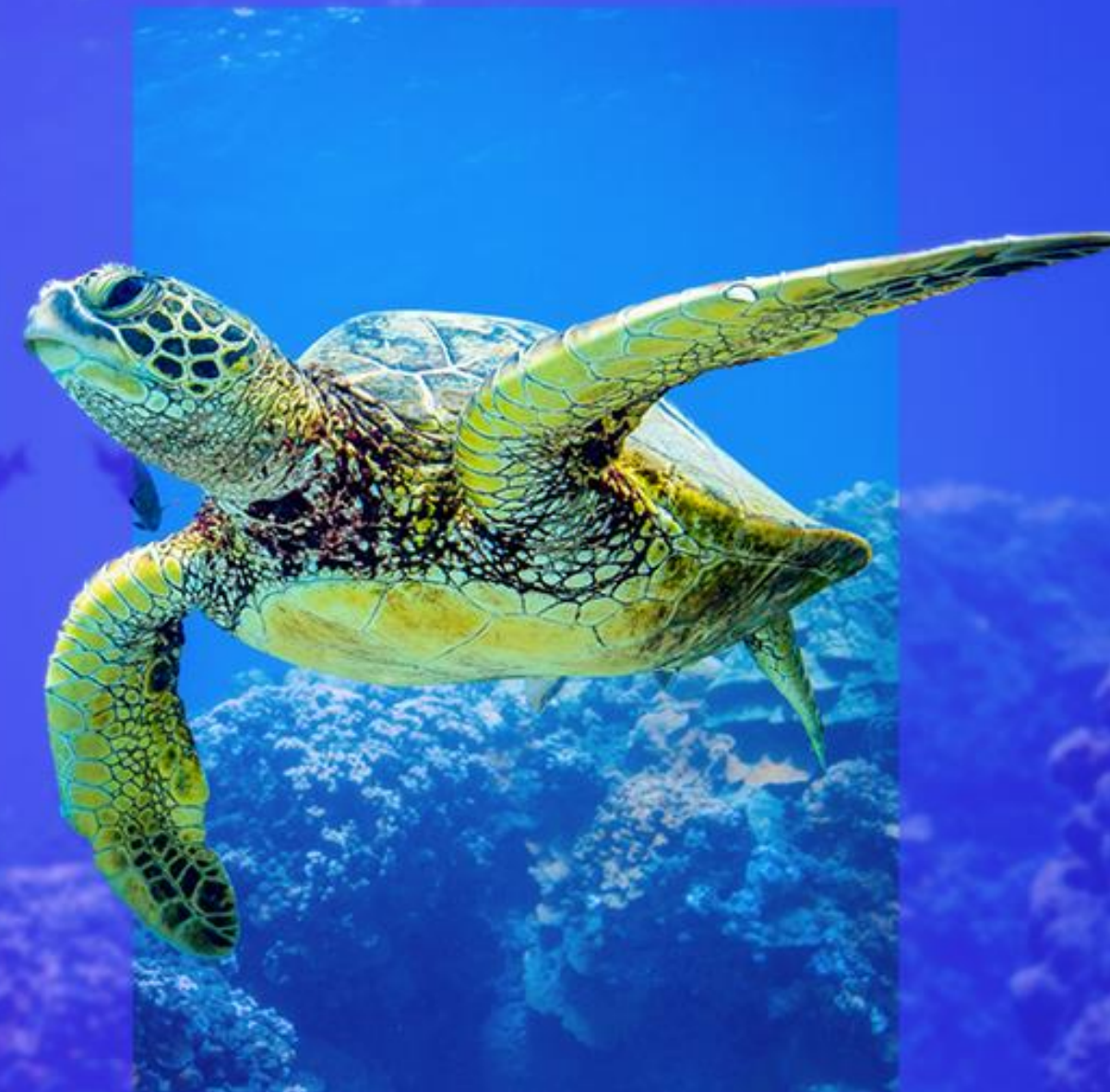
👉  
**InCyber Europe**  
**(FIC)**  
**Awex booth**  
**Lille**  
 1-3 April 2025



# A new reality – Cyber Survey 2025 Belgium 2<sup>nd</sup> edition in 2026

## Cybersecurity in Belgium 2025: Trust takes center stage.

The first Cyber Survey Belgium reveals  
a major shift from protecting data to  
protecting integrity.



# A new reality – Cyber Survey 2025 Belgium



# Talent Development



**Cyber Security Challenge Belgium (11<sup>th</sup> edition)**  
29 March 2025  
Visibility Partner (Financial support)



**Capture-the-Flag Ulyssis KU Leuven**  
22 April 2025  
Main Sponsor (Financial support)

# Belgium's Cyber Security Awards – Lustrum edition



Award ceremony (1 December) in the presence of **Major General Pierre Ciparisse**

# Talent Development



## Sponsoring of scholarships

- Granted to 5 women applying through Women4Cyber Foundation
- For Executive Master in Cybersecurity programme organized by the Solvay Brussels School of Economics & Management





## The Coalition signed the Declaration of the Women4Cyber Foundation – Five Pillars:

- Advocacy for gender diversity
- Education and training
- Networking and collaboration
- Recognition and awards
- Research and development

### W4C Belgium Chapter:

- Leila Abajadi, Chair Board of Directors
- Henk Dujardin, Vice-Chair Board of Directors

# Communication & Branding

BE-CYBER website integrated into Coalition website

**BE-CYBER**  
2025 COFFEE EDITION | GRIMBERGEN, 7 OCTOBER  
**Brewing Security  
in the Age of Disruption**

REGISTER NOW

55 : 16 : 13 : 27  
Days Hours Minutes Seconds

Overview Agenda Speakers Committee Exhibitors Sponsors Venue FAQ Do's & Don'ts

The **BE-CYBER** Experience Sharing Day is the highlight of the year for the Coalition community and cybersecurity enthusiasts alike. Our flagship event brings together a diverse audience to engage in cutting-edge discussions on cybersecurity, new technologies, regulatory challenges, and evolving threats.

The venue for this edition of BE-CYBER will be the **HI! site** in Grimbergen, located on the former grounds of coffee manufacturer Douwe Egberts. That is why this fourth edition will be a **coffee edition!**

The conference will be shaped by geopolitical developments, which will be the focus of our

161 Shares

f, Email, Print, in, WhatsApp, Email

# Communication & Branding



Our podcasters:  
**Alexandre Pluinage (FR)**  
**Danny Moerenhout (NL)**

## 2025 episodes:

- Inspiring leaders for a safe future
- Smart Office Security (only in NL)
- Data backups: Your digital lifeline
- Cyber safe or cyber prey? Identity management for smart entrepreneurs
- When the tap runs dry, and the lights go out
- Post-Quantum Cryptography: it's time to act!
- NIS2 One Year On: Where Policy Meets Practice
- Cyber Strength in Belgium: Growth, Threats & Collective Resilience

# Communication & Branding

**LinkedIn**

15,706 Followers

Cyber Pulse newsletter:

- 9 newsletters
- 7,204 subscribers at the end of 2025
- 23 blog articles published on website
- 10 Member in the Picture articles
- 14 Webcasts covering BE-CYBER events



NEWSLETTERS

Celebrating 10 Years of the Cyber Security Coalition

Feb 1, 2025



Graphic Charter



This Graphic Charter sets out the essential guidelines for applying and maintaining the visual identity of the Cyber Security Coalition, ensuring consistency across all uses and media.

2025 ©The Cyber Security Coalition.

# Communication & Branding

## Media Partnership

### MediaPlanet: Opinion Jan De Blauwe for Trends-Tendances

- « *Laten we focussen op het hoopvolle perspectief van AI* »
- « *Comment l'IA contribue à renforcer durablement la cybersécurité* »
- « *Géopolitique et cyberattaques : La coopération européenne doit empêcher l'escalade* »
- « *L'IA, élément constitutif d'une gestion optimale des risques et d'une croissance durable* »

### The Content Company: Article in Business Vlaanderen

- « *CYBER SECURITY COALITION VIERT ZIJN TIENDE VERJAARDAG* »
- *Trends Book 10th Anniversary – released during celebration event*

### Computable

- *Belgium's Cyber Security Awards Ceremony covered by Computable*



# Partnership ISACA Belgium & the Coalition



Announcement during lustrum event GRC: Be Connected!  
27 March 2025



# Partnership Guberna

Signing ceremony  
on 15 July 2025

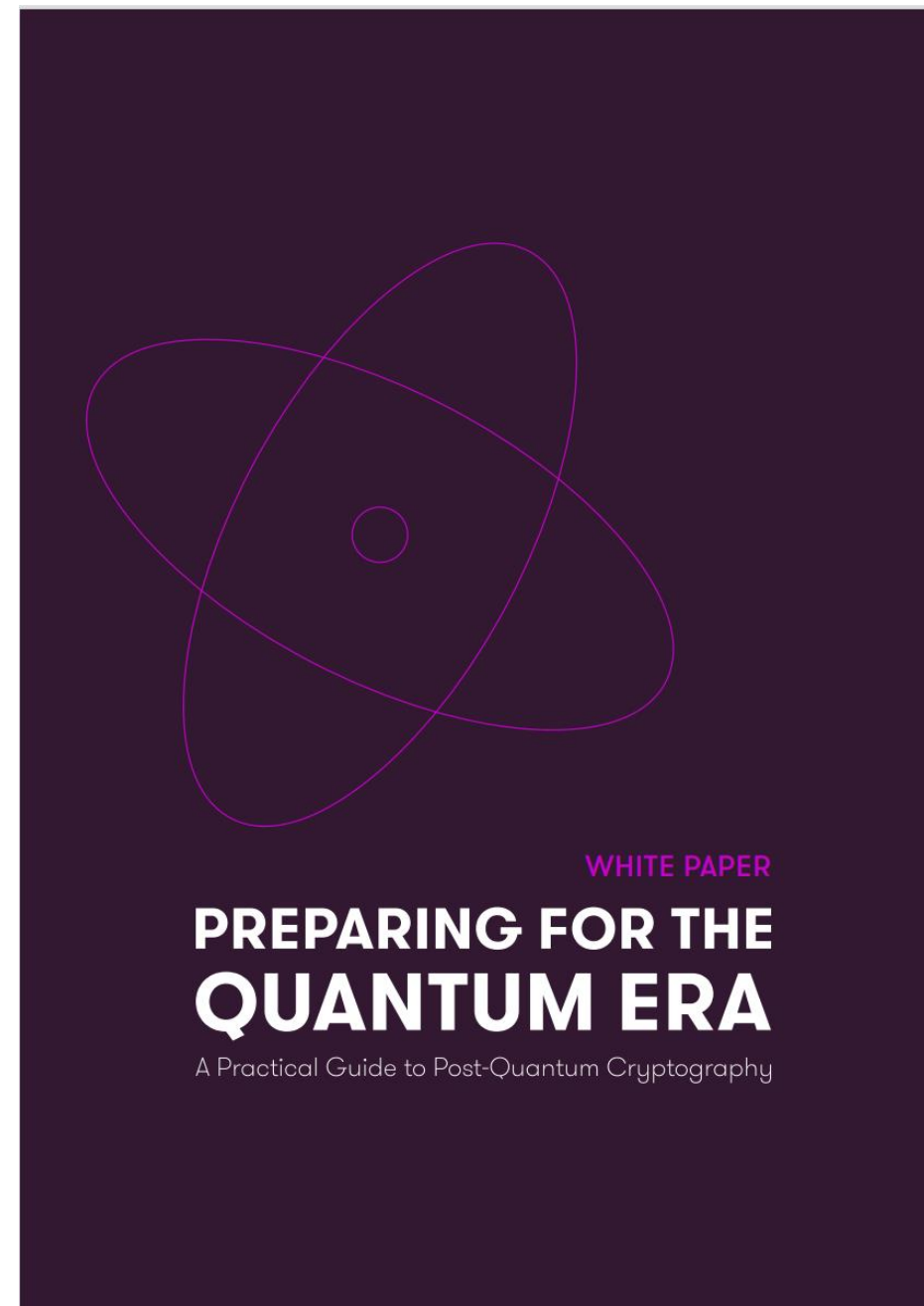
On the picture:  
Jan De Blauwe  
&  
Sandra Gobert



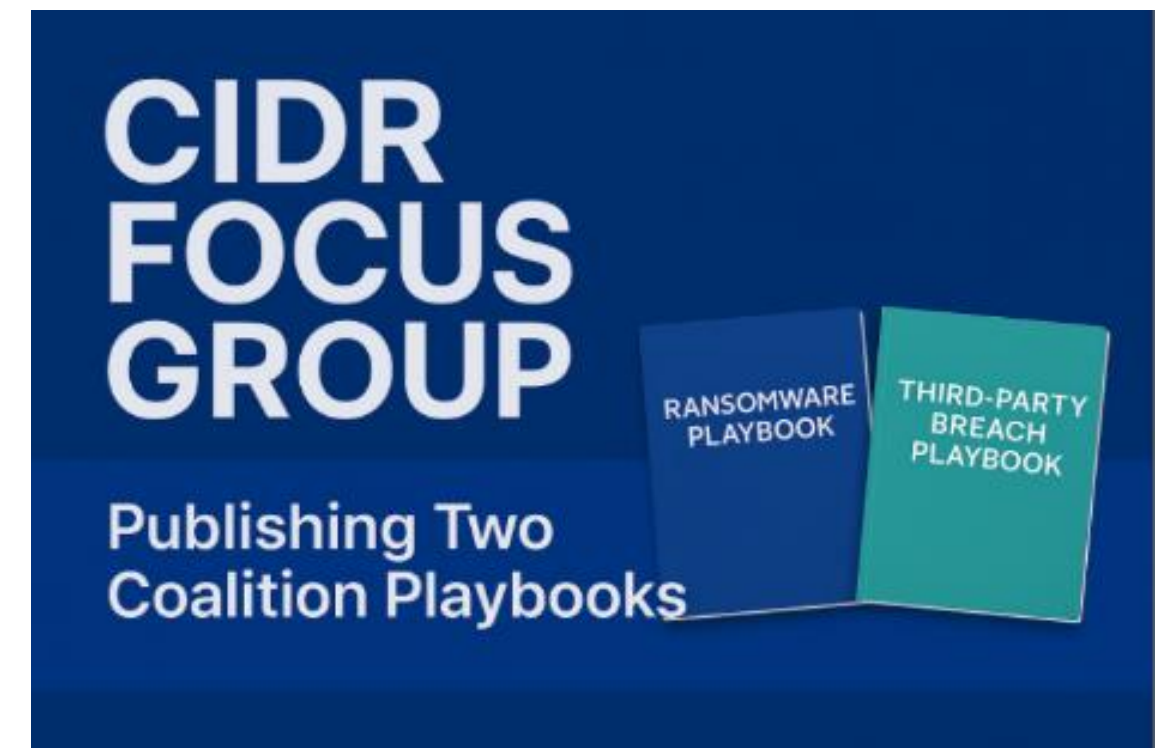
# Publications



In partnership with ISACA Belgium and ISACA Netherlands  
Release – September 2025



In partnership with Quantum Circle  
Release – October 2025



CIDR Focus Group Playbooks

# 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 interviews



### SAMPLE DESCRIPTION

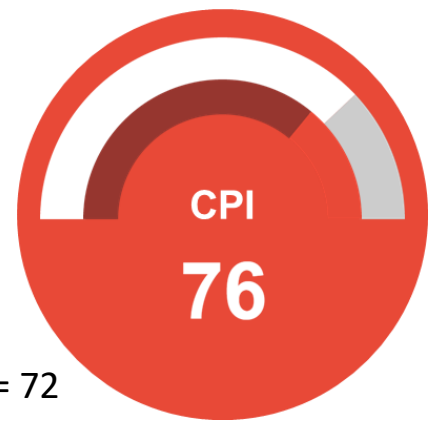
N = 90 interviews with members, including 54 key contacts

	Count
French	18
Dutch	65
English	7



### FIELD WORK PERIOD

31 March – 20 May 2025



Benchmark = 72

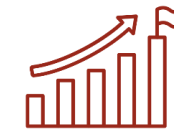
B

With a **Customer Performance Index (CPI)** score of **73%**, the Cyber Security Coalition achieves a better result than the **top 50% companies in Belgium**. This result is at par with 2023, although we do see a slight decline (-3pp). As in 2023, especially the Competitive Index is substantially higher than the benchmark (62% vs. 56%), but this lead did become smaller (-6pp).



## Key Strengths

- When asked spontaneously, members especially appreciate the fact that the Cyber Security Coalition offers them the possibility to **share experiences and knowledge** with other professionals in the sector, as well as the **many networking opportunities**.
- They recognize the **expertise** the Cyber Security Coalition has compared to other associations on the market, agree that the Cyber Security Coalition is **proactive** in providing them with information and feel that the Cyber Security Coalition **pays enough attention** to them as a member.
- On a more operational level, members are satisfied with the **relationship** they have with the Operations Team and especially with the way that the CSC **handles their questions** (which improved even further vs 2023). Members have the general feeling that it is **easy** and **pleasant** working with the Cyber Security Coalition.



## Attention points & areas for Improvement

- Although the possibility to share experiences and knowledge and the network opportunities are still highly appreciated, we find that in 2025 the Cyber Security Coalition stands out somewhat less from competitors than in 2023 when it comes to **sharing information and experiences among members** (-8pp vs 2023) and also in **stimulating peer-to-peer collaboration** (-14pp vs 2023).
- Furthermore, the Cyber Security Coalition also seems to have become somewhat less **effective** in fulfilling the members' needs than in 2023 (-8pp) and the extent to which the Cyber Security Coalition **helps achieve the members' objectives** continues to score below the benchmark. Only 1 in 4 members feel that the Cyber Security Coalition adapts easily and efficiently to their short-term needs or tailors its services to their organisation's specific needs.
- As in 2023, the satisfaction about the **Cyber Pulse newsletter** and the **website** remain lower (and even went down a bit further), but both have a relatively lower impact on the overall CPI score. The suggestions given about the newsletter and the website are limited, but a number of members feel it needs to be easier to find back certain information on the website.
- In order to increase the **value perception**, members would be interested in having more practical, hands-on workshops, have exclusive access to more reports, guides, white papers, ... on the website and free access to events. It's also clear that AI & cyber security is a topic that is on many members' mind today and where they are looking for more insights and guidance.

# CSC Operations



**FTE: 4.6**

*CEO:* Henk Dujardin

*Business Development:*

- Christian Mathijs
- Pascal Champagne

*Operations & Projects:*

- Guy Hofmans

*Operations, Communication & Marketing:*

- Cathy Suykens



Future  
Forward

# Experience Sharing Events 2026



02/04/ **2026**

20/05/ **2026**

4/06/ **2026**

## GRC: Be Connected!

**In-person event**

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

Target audience:  
CSC & ISACA members, SBS alumni

## VIP CISO Luncheon

**In-person event**

Partners: **ECSO, SAI, ISACA Belgium, CCB**

Target audience:  
CISOs operating in Belgium

## Application Security Event

**In-person event**

Partner: **SecAppDev**

Target audience:  
CSC members & SecAppDev participants



**General Assembly 2025**

**Cybersec Europe  
20-21 May 2026**

# Experience Sharing Events 2026



**BE-CYBER**  
Cyber Security Coalition

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



18/06/ **2026**

22/09/ **2026**

2/12/ **2026**

## Solstice Event

In-person, more social event

Partner: **Premium member (Cronos Security)**

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

# Internal Processes : Focal Areas 2026



**Capacity building:**  
Community Manager  
Account & Business  
Development Manager



**Collaboration Infrastructure  
Enhancement:**  
Feasibility Study  
Staged Implementation



**Member-driven Job Board:**  
Web-based platform

# Operational Collaboration - Focal Areas 2026



**Cyber Incident,  
Detection & Response  
Focus Group**



**OT/ ICS Security  
Focus Group**



**Enterprise Security  
Architecture  
Focus Group**

# Special activities 2026



## CyberNova 2026

Booth Representation –  
Breakfast Event with theme  
« How innovation and  
embedded security can go  
hand in hand »



## Belgium's Cyber Security Awards

New!  
Cyber Security Lifetime  
Achievement Award



International Women's  
Day:  
Social Media Campaign

# Call for Member-driven Projects



# Financial Statement 2025

## Highlights:

- ✓ **Total assets €980k**, a slight decrease vs previous year €1,013k.
- ✓ **Comfortable equity position** of €821k.
- ✓ The association remains **financially healthy**, with excellent liquidity and minimal debt exposure.
- ✓ The €78k negative result is **manageable** given the strong cash position but warrants careful monitoring of cost evolution.
- ✓ **Main expense drivers**: special celebration events (e.g., 10<sup>th</sup> Anniversary, 25 Years of Cyber Justice)
- ✓ Revenue composition confirms **high dependency** on membership-based income stream.
- ✓ **No federal subsidy in 2025**. Mitigating the lack of subsidies through diversified revenue streams (sponsorship and returns on low-risk short-term investments).



## Financial Statement 2025: Report of the Accounts Controller



**Jan Populaire**, Director Psybersafe, has verified the Financial Statement 2025 and analysed the budget 2026.

Audit meeting with

- Jan Populaire, Accounts Controller
- Henk Dujardin, CEO
- Guy Hofmans, Senior Project Manager
- Elvira Schaerlaeken, Accountant Proximus, on 9 February 2026.

# Financial Statement 2025 Report of the Accounts Controller



Mr. Jan De Blauwe  
President of the Board of Directors  
Cyber Security Coalition  
Rue des Sols 8  
1000 Brussel

Brussel, 11/02/2026

Dear President,

**Subject: Auditor's Report on the Financial Statements for the Year Ended 2025 – Cyber Security Coalition**

This audit was conducted in accordance with the documentation provided in advance of the online meeting convened on 09 February 2026. Throughout the course of this engagement, I was afforded full access to all information and supporting evidence requested, thereby enabling a thorough and transparent review of the accounts.

Based on the results of my audit procedures, I am able to confirm that the financial statements submitted to the General Assembly are free from material misstatement and are in full conformity with the decisions and commitments undertaken by the governing bodies. No significant discrepancies and omissions have been identified during the course of my review. The financial statements provide a fair and true view of the Coalition's financial position and performance.

In light of the foregoing, I respectfully recommend that the General Assembly grant its approval to the financial statements as presented.

Yours sincerely,

Jan Populaire  
Director Psybersafe BV

# Financial Statement 2025

## Assets

Balance Sheet	2024	2025
<b>Fixed assets</b>	<b>€3,300</b>	<b>€3,300</b>
<b>Current assets</b>	<b>€1,010,217</b>	<b>€976,845</b>
Amounts receivable < 1 year (1)	€179,847	€367,701
Short-term investments (2)	€0	€500,000
Cash (3)	€799,473	€98,081
Accruals – Prepaid expenses (4)	€30,897	€11,063
<b>Total Assets</b>	<b>€1,013,517</b>	<b>€980,145</b>

(1) VAT to be recovered (€189,053.74); outstanding invoices for membership fees 2025 (€178,647.36).

(2) Part of the cash has been converted into a short-term investment, which produced a nice yield (cf. income statement).

(3) Cash amount on the Coalition's account in the books of BNP Paribas Fortis on 31 December 2025.

(4) Accruals: expenses made in 2025 for services rendered in 2026: premia for insurance policies (€1,682.49); membership fees paid to other associations (€1,200); office rental cost January 2026 (€1,381.47); IT support (€183.33); InviteDesk annual licence fee (€2,340.50); accrued income interest from Term Deposit with BNP Paribas Fortis 06/25-12/2025 (€4,275.07)

# Financial Statement 2025

## Liabilities

Balance sheet	2024	2025
<i>Equity (Reserves)</i>	€900,022	€821,567
<i>Debts</i>	€113,495	€158,578
Amounts payable < 1 Year (4)	€103,495	€158,578
Accruals & deferrals	€10,000	€0
<b>Total liabilities</b>	<b>€1,013,517</b>	<b>€980,145</b>

# Financial Statement 2025

## Revenues

- ✓ **Private funding:** circa 2.5% below the 2025 budgeted amount of €799k. Actual amount is €779k.
- ✓ **Public funding:** below the budgeted amount of €45k. The 2025 budget approved by the General Assembly in April anticipated €35k federal subsidy. In 2025, the budgeted federal subsidy was not tendered by the CCB for lack of approval by the federal government and hence the Coalition could not apply for it. This was an important shortcoming in the revenues last year.
- ✓ **Project sponsoring:** the 2025 budget anticipated €36k sponsoring. **This amount was largely exceeded (€80.5k)** mainly to be ascribed to the BE-CYBER event, co-organisation of GRC & CISO events & co-creation of white papers (cost sharing).



# Financial Statement 2025

## Operational Expenses

- ✓ **Contractors:** 4.6 FTEs, all contractors are subsidised resources recruited through Experience@Work contracts with Proximus and KBC Group. No new contractors were recruited in 2025.
- ✓ **Other costs** such as insurance, external consultancy, stationary, postal services, office are in line with the approved budget. Parking rental expenses were higher than anticipated (x2)
- **Conclusion:**
  - Overall operational expenses were in line with the budget and remained below 50% of the total expenditures in 2025 (47%)
  - while 45.6% of total expenditures went to member engagement activities in 2025.



# Financial Statement 2025

## IT expenses

### ✓ **Webhosting:**

- Less expenditures than budgeted. Except for the Annual Report, all websites are hosted with Azure. The Annual Report website (still with Combell) will be discontinued and the concept reviewed for 2026.

### ✓ **Social media licenses:**

- Less expenditures than budgeted. We switched from the expensive Hootsuite licence (US) to the cheaper Swat.io (Austrian) for our social media posts planning.

### ✓ **Microsoft M365 licenses:**

- Less expenditures than budgeted.

### ✓ **Support desk:**

- The budget for IT support was slightly exceeded but still under control.

### ✓ **Conclusion: Overall IT expenses were below the budgeted amount (circa 15%).**



# Financial Statement 2025

## Membership Engagement

### ✓ Experience Sharing Events:

- The budget for Experience Sharing Events was exceeded by almost 23%. Overrun offset by higher-than-forecast sponsorship for BE-CYBER.

Event	Budget (in €)	Actuals (in €)	Sponsoring/ Cost sharing/Entrance fees (in €)
10th Anniversary	54,500	81,034*	
GRC: Be Connected!	23,150	21,206	6,597
VIP CISO @Cybersec	4,650	2,592	1,896
Application Security	21,350	16,034	
Solstice Event@MC	12,300	16,072	
BE-CYBER	76,700	100,492	60,500 + 5,827
Meet & Greet	2,000	10,010	
25 Years of Cyber Justice	14,200	20,198*	
Member Survey	13,500	13,122	
Committee meetings	6,500	3,846	
	<b>228,850</b>	<b>284,606</b>	<b>68,993</b>



\* Overrun due to higher-than-forecast participation rate at the event.

# Financial Statement 2025

## Membership Engagement

### ✓ Focus Groups

- Expenditures were slightly below the budgeted amount (circa 7%). They include the costs of catering and occasional room rental for the Focus Group meetings, if the meeting cannot be hosted by a member organisation.

### ✓ Event sponsoring:

- Biggest cost went to the sponsoring of the International Women's Day 2025 co-organised with W4C Belgium and the FPS Economy. Cost remained within the €5k budget.
- We also sponsored the annual DPO Pro event for Privacy Professionals (€1,500).

### ✓ Belgium's Cyber Security Awards:

- The financial cost and risk of the Awards ceremony is borne by TMAB, but the Coalition finances the marketing costs (trophies, certificates, gifts) and finances several tables at the Awards ceremony (at cost price) for board & jury members, finalists & members who contributed to our events and focus groups throughout the year.



# Financial Statement 2025

## Membership Engagement



### ✓ Content & Marketing

- The marketing costs almost doubled. This is explained by the support of WeAreTheWords for the events (visuals, brochures, badges) and webmastering, the adjustments made to the onboarding kit, the layout design of 2 white papers and the purchase of extra materials (lanyards, beach flags, roll-ups). Not all those items were budgeted.

### ✓ Conventions

- The budget was exceeded by almost 33%. Cost for booth decoration at ABISS and Cybersec Europe.

### ✓ Educational initiatives:

- Only 65% of the budget was used. Sponsoring of the Cyber Security Challenge Belgium, and Capture-the-flag of Ulyssis KU Leuven.

### ✓ Conclusion: The membership engagement budget was exceeded by 14%.

# Financial Statement 2025

## Project portfolio & other association costs

- ✓ **Membership of other associations:**
  - For several years, the Coalition has been a member of ECSO VSDC, FLUX50 and DigitAll. In 2025, the Coalition also became member of the Quantum Circle.
- ✓ **Member projects:**
  - The budget for member-generated projects was underutilised. The only expenditure relates to the copywriter cost for the Playbooks Ransomware & Third-Party Breach delivered by the CIDR Focus Group.
- ✓ **Internal projects:**
  - The budget for internal projects was slightly exceeded. We decided to update the Graphic Charter of the Coalition (not planned in the budget). The most important expenditure was the development of the BE-CYBER website.
- ✓ **Conclusion: Only 56% of the budget for projects was used last year.**



# Draft decision #2: Financial Statement 2025

## Income Statement

Income Statement	2024	2025
Fee income + grants	€811,605 (incl. €46k subsidy)	€781,175
Goods & Services	€727,996	€943,569
<b>Operational result</b>	<b>€83,609</b>	<b>-€83,457</b>
Financial income	€0	€5,787
Financial costs	€604	€786
<b>Result</b>	<b>€83,005</b>	<b>-€78,456</b>

### Draft decision:

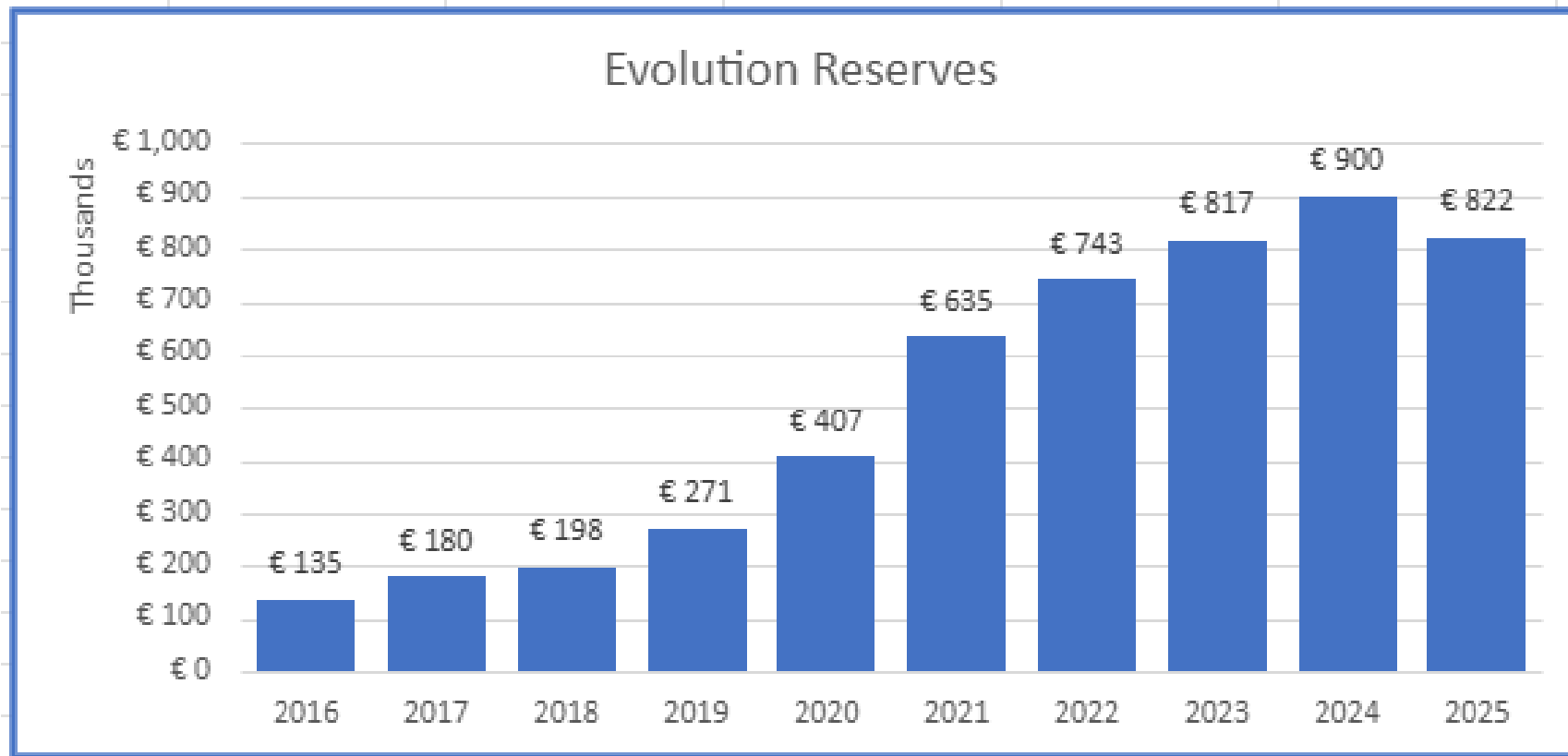
The General Assembly approves the 2025 Financial Statement for the year ended 31 December 2025, including the allocation of the negative result of €78,456 to the reserves.



# Financial Statement 2025

## Reserves

If the €78k negative result is charged to the reserves, they will decrease to €822k.



### Operational reserve targets 2026:

(Total Reserves / Annual Operating Expenses) x 12  
(€821,567/€953,877) X12 = 10.3355

# Financial plan 2026

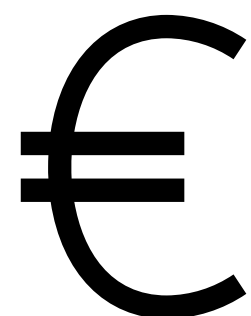


## Trends:

- The Coalition is holding steady: growing membership income, investing in people and digital tools, but keeping engagement/event costs in check
- The plan is prudent but tight – there is no cushion for surprises, so execution and risk management are critical.

Financial Plan Revenues	Description	Approved Budget 2025	Proposed Budget 2026	Repartition	% Change Budget 2025
<b>Membership fees</b>		<b>€798,680</b>	<b>€840,300</b>	<b>87.81%</b>	<b>5.21%</b>
	Premium	€160,000	€160,000		
	Standard	€350,000	€395,000		
	Federations	€32,500	€27,500		
	SMEs	€115,000	€145,000		
	Non-profit	€14,700	€17,200		
	Associate	€15,600	€15,600		
	TTVA	€110,880	€80,000		
<b>BE-CYBER</b>	Sponsorship/ income fee	<b>€20,000</b>	<b>€66,000</b>	<b>6.90%</b>	<b>230.00%</b>
<b>Public funding</b>	Federal subsidy	<b>€45,000</b>	<b>€35,000</b>	<b>3.66%</b>	<b>-22.22%</b>
<b>Project subsidies</b>		<b>€10,000</b>	<b>€0</b>	<b>0%</b>	<b>-100.00%</b>
<b>Other funding</b>	Other event sponsoring, co-creation publications/ investment yield	<b>€6,000</b>	<b>€15,600</b>	<b>1.63%</b>	<b>160.00%</b>
<b>Total</b>		<b>€879,680</b>	<b>€956,900</b>	<b>100.00%</b>	<b>8.78%</b>

# Financial Plan 2026 - Revenues



- **Membership revenues** increase by 5.21% to €840k compared to the 2025 budget,
- The revenue budget takes account of the current number of contributing members, member churn and TTVA.
- The forecast takes account of the churn reduction as a result of the positive effects of the regular account management meetings by the business development members, the full year impact of the new members acquired in 2025, and the lower growth of new member acquisitions compared to previous years. Growth remains concentrated in the SME segment.



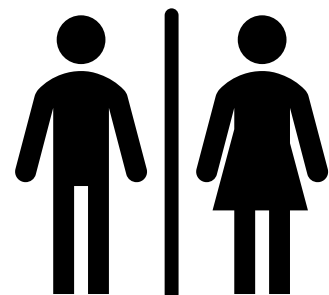
- **Public funding:** We assume that the **federal government** (Centre for Cyber Security Belgium) launches a new tender for a **subsidy** later this year. We conservatively estimate €35k to be granted to the Coalition.
- **BE-CYBER:** We will continue to monetise our flagship event and have set a target of €66k as an additional revenue stream. Monetisation will include both paid access for non-members and commercial sponsorship.
- **Other events:** As part of our partnership ISACA Belgium and SAI contribute to the co-organised events (GRC: Be Connected!; VIP luncheon meeting) (€8,100).
- **Investments:** The budget also factors in the yield generating from investing part of our cash reserves in secure instruments (€7,500).

- **Total revenues increase by 8.78% to €957k. The Coalition remains a member-funded association, membership fees constituting circa 88% of the funding.**

# Financial Plan 2026 - Expenses

Financial Plan Expenses	Description	Approved Budget 2025	Proposed Budget 2026	Repartition	% Change
Operational Expenses	Contractors, accountancy services, insurance, stationary, official publications, office rental	€431,680	€498,637	52.27%	15.51%
ICT Infrastructure	Webhosting, M0365 licenses, IT support	€44,845	€46,054	4.83%	2.70%
Membership Engagement	Events, Focus Groups, branding & website content management, educational initiatives	€364,565	€343,285	35.99%	-5.84%
Projects	Member & internal projects	€41,555	€60,500	6.34%	45.59%
Other costs	Membership other associations	€5,604	€5,400	0.57%	-3.64%
<b>Total</b>		<b>€888,249</b>	<b>€953,877</b>	<b>100.00%</b>	<b>7.39%</b>

# Financial Plan 2026 - Expenses

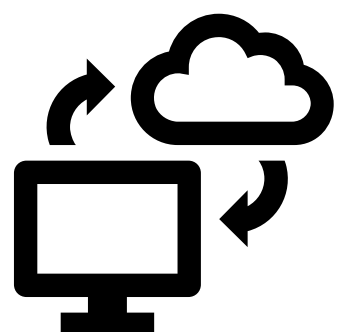


- **Contractors' costs:**
- **The 15% of operational expenses' increase is mainly explained by the succession planning for the Operations team.** 2 contractors will stop their contract early 2027 (retirement) and must be replaced.
- It is not obvious that the replacements can still be found through the Experience@Work pool of subsidised resources. Hence, the Coalition may have to revert to the regular labour market. The budget proposal takes account of this scenario and the additional costs (e.g., social secretariat).
- Vacancies have been opened for a Community Manager (100%) and an Account & Business Development Manager (100%).
- The budget 2026 assumes hiring by September 2026 (4 months employment this year), with an average full loaded monthly cost of €14,000 for the 2 resources. **Average FTE for 2026 will be 5.3 (4.6 in 2025).** FTE will decrease again to max. 5 FTEs in 2027 assuming full employment of the new contractors.
- **Contractors' cost constitutes 56.41% of membership fees (target ratio of 60%) and 51.41% if all funding from private sources is considered.**
- **Corporate governance expenses** (a.o. publications in Moniteur belge, UBO) performed by VSDC (€1.6k)
- **Accounting & VAT & income tax declarations** performed by Proximus (€8k)
- **Insurance premia** (D&O liability, professional liability & Cyber Plan) (€1.6k)

# Financial plan 2026 - Expenses

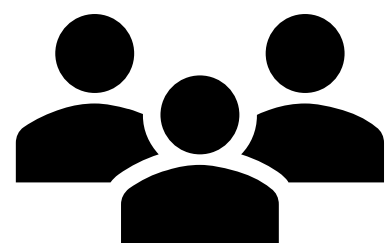


- The Coalition rents a **co-working place in Silversquare North, Brussels**. Rental expenses are estimated at €14,804 including index adjustment.
- We foresee some budget (€500) for occasional use of the paid parking in Silversquare North.
- An additional cost of €2,580 is foreseen for coffee consumption, prints, and an access package/IT Network/LAN (monthly cost of €150), which explains the substantial increase of this cost item.



- **Small increase of 2.70% of the budget for ICT infrastructure compared to the 2025 budget.**
- Cost for registered domain names, standard service & bug bounty programme with Intigrity, Security Scan hosting (Liquid), Matomo Analytics, maintenance cost of the developer Webdoos (€10k).
- Licenses for social media management: Swat.io (social media planner), MailJet (for mail campaigns), Kahoot e-learning, InviteDesk event tool. (€7k)
- Azure virtual desktop (€4,568) & Azure hosting (websites) (€ 2,843) and M365 license costs for contractors and members accessing the Coalition M365 tenant (€9,858)
- Leasing contractors' computers & additional hardware components (€2.5k).
- Desktop support desk for contractors (€9k).
- The infrastructure costs take account of the onboarding of 2 new resources as from September 2026.

# Financial Plan 2026 - Expenses



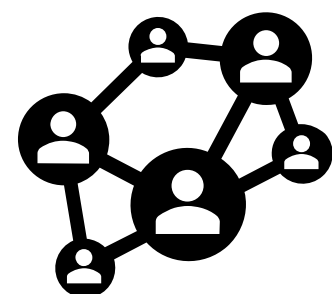
- The 16% decrease of the budget item for the Experience Sharing Events is explained by the absence of any special events (cf. 10<sup>th</sup> anniversary event in 2025).
- **6 experience sharing events will be organized in 2026 (€185,500):**
  - GRC: Be Connected! - cost sharing with ISACA Belgium (€22k)\*
  - Secure Bites VIP CISO – cost sharing with ISACA Belgium & SAI (€4,650)\*
  - Application Security - we contribute €5k to the speakers' fees borne by SecAppDev (€17,350)
  - Solstice Event in partnership with Cronos Security (€16,500)
  - BE-CYBER – partly financed with external funding (€115,000)\*
  - Meet & Greet Event for new members (€10k)
- *\* Above-mentioned figures do not include the costs borne by our partners.*
- The financial risk of the Awards ceremony is borne by our partner TMAB. Our costs are limited to marketing (cf. infra).
- A budget is foreseen for the organisation of meetings of the Board of Directors and Programme Committee (€4k).
- The Profacts member satisfaction survey is organized every two years (next survey in 2027).
- Certain expenses regarding the Belgian Cyber Security Awards campaign are borne by the Coalition.
- We include a €25k budget for items such as certificates, trophies, gifts, paid seats for Coalition members, etc.
- We replaced paid media partnership with Data News by free media partnership with Computable.



# Financial Plan 2026 - Expenses



- **Focus Groups:** we foresee an 8.62% increase of the budget for supporting the 12 Focus Groups (catering, room rental). Most of the times member organisations host the meetings, but at times groups are too big and we need to rent a commercial place.

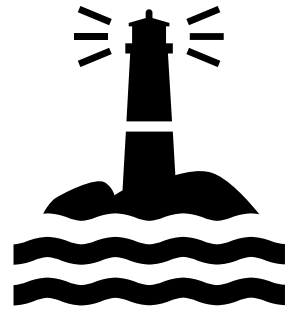


- **Marketing & Content Development:** we work with WeAreTheWords communication agency for marketing purposes, development of brochures and other marketing materials and webmastering and use the copywrite services of both Think, Plan, Do and The Content Company to feed our website and social media with relevant content. The budget includes more investments in inbound marketing for lead generation, member engagement and impact increase.
  - **Marketing budget** (€19k) for webmastering services (Coalition, awards, BE-CYBER websites), and marketing of the experience sharing events (including badges, visuals, brochures, etc.).
  - **Content development budget** (€37k) for the Annual Gazette publication, press articles, blog posts, newsletters, update brochures, new brochures, etc.

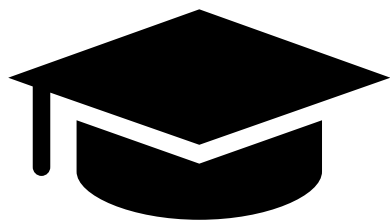
# Financial Plan 2026 - Expenses



- The Coalition has funded a **social media campaign for International Women's Day 2026**, which will be co-branded & distributed by **Women4Cyber Belgium Chapter** in the week prior and following March 8th (€5k).
- A small budget of €2k is foreseen should another sponsoring opportunity arise.

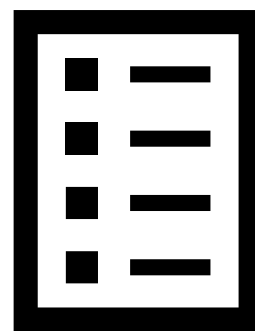


- **Conventions:** We anticipate booth representation at the following fairs and thus have foreseen a budget for booth rental & decoration (€11,250):
  - Cybersec Europe Brussels
  - FIC- Incyber Lille
  - Supernova Antwerp
- We will no longer rent a booth at ABISS Kortrijk.

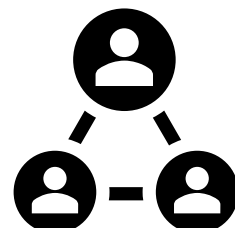


- The Coalition will contribute to **educational initiatives** that support development of new talents in cyber security:
  - Competition sponsorship Cyber Security Challenge Belgium – Visibility Partnership (€ 10k)
  - Competition sponsorship CTF (VUB, KU Leuven) (€2,500)
  - Sponsoring W4C Foundation scholarships installed by Solvay Brussels School (€4k)

# Financial Plan 2026 - Expenses



- Substantial increase of the Project Portfolio to €60,500, a 45.59% increase compared to the 2025 budget:
  - Small budget is reserved for CRM change requests through our IT provider About IT - €500
  - € 40k reserved for internal projects – we consider replacing our scattered IT landscape for member engagement by an integrated membership platform, bringing new features, increased user experience and operational efficiency.
  - € 20k reserved for member generated projects



- Membership of other associations (ECSO, VSDC, Flux50, DigitAll, Quantum Circle): €5,400.

# Financial Plan 2026 – Top Risks & Mitigation

- **Federal subsidy not secured**
  - **Risk description:** The budget assumes a €35k federal subsidy, but this funding is not yet confirmed. If it does not materialize, the plan shifts from a small surplus to a significant deficit.
  - **Mitigation:**
    - **Early action:** We have set the end of Q2 as a clear deadline for subsidy confirmation.
    - **Plan B:** We will identify discretionary expenses (e.g., project portfolio, marketing) that can be paused or reduced if the subsidy is not secured.
    - **Alternative funding:** We will proactively seek other public or private grants or increase efforts to attract new members to offset the gap.
- **BE-CYBER Event & sponsor income volatile**
  - **Risk description:** A large portion of sponsor/event income relies on the success of the BE-CYBER event (€66k). If sponsorship or attendance falls short, the financial result could quickly turn negative.
  - **Mitigation:**
    - We will build a broader sponsor pipeline and assign a dedicated contractor to track sponsor interest and commitments on a weekly basis.
    - We will leverage the Coalition members' network for introduction to new sponsors. .
    - Should the risk materialise, we will identify variable costs that can be reduced without impacting core objectives.

# Financial Plan 2026 – Key points & trends

- **Revenues: Modest growth, still membership-driven**
  - **Total income** is budgeted at €956.9k, up about 11% from 2025 actuals.
  - **Private funding** (mainly membership fees) remains the backbone, making up nearly 88% of all revenues.
  - **Public funding** (federal subsidy, €35k) is reintroduced after a gap in 2025 but is not yet secured – this is a key risk.
  - **Event and sponsor income** (notably BE-CYBER) is stable but concentrated, so any shortfall here would have a big impact.
- **Expenses: people costs rising, rebalance membership engagement preserving key events**
  - **Operational expenses:** People-related costs are the main inflationary driver. Contractors' costs are up 15% vs 2025, reflecting a planned increase in FTEs later in the year (succession planning)
  - **Membership engagement** (events) is down 16% for absence of extraordinary (anniversary) events.
- **Result: Break-even, with little margin for error**
  - The budget delivers a tiny surplus (€2.3k) – essentially break-even
- **Main risks:**
  - Federal subsidy is not guaranteed
  - Event/ sponsor dependency
  - Any shortfalls in those 2 items can swing the budget to a deficit.

# Personal Plan 2026 – Income Statement

## Draft decision #3

Income Statement	Approved budget 2025	Budget 2026
Revenues	€879,680	€956,900
Expenses	€888,249	€953,877
<b>Operational Result</b>	<b>-€8,569</b>	<b>€3,023</b>
Financial Cost	€700	€700
<b>Result</b>	<b>-€9,269</b>	<b>€2,323</b>



### Draft decision:

The General Assembly approves the 2026 budget with a result of €2,323.

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



## Draft decision:

The General Assembly discharges the directors of the Board for the financial year 2025.

- 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)
- Mr. Stéphane Vince (Agence du Numérique)
- Mrs. Catherine Van de Heyning (Prosecutor's Office/ University of Antwerp) (as from 27/3/2025)
- Mr. Xavier Paulus (Solvay) (as from 27/3/2025)



# Draft decision #5: Discharge of the Account Controller



## Draft decision:

The General Assembly discharges **Mr. Jan Populaire (Psybersafe)** in his capacity as account controller for the financial year 2025.

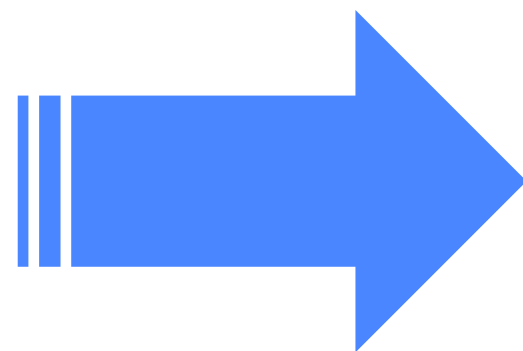
# Draft decision #6: Renewal of the mandate of a director



## Draft decision:

The General Assembly approves the board of directors' proposal to renew the term of office of **Mrs. Saskia Van Uffelen** (Manager Future Workforce & BeTheChange Agoria) for a period of three years.

# Transfer of Chair



**Jan De Blauwe** (NVIISO), Chair of the Board of Directors since 16 December 2016 (> 9 years)

**Karine Goris** (Belfius), Chair of the Board of Directors As from 2 April 2026

# Changes in membership

## New members since March 2025

### New Public Entities

Province de Hainaut  
Vlaamse Landmaatschappij  
VRT  
RVA-ONEM  
AWEX  
SPW  
Gemeente Pelt

### New Academic Institutions

UCLL  
Odisee

### New SMEs

Persistent Security Industries  
Yoursciencebe  
Nexuzhealth  
International Post Corporation  
NPS Consult  
Certi-Trust  
Guardiant Cyberdefense  
NOBI  
Liedekerke  
Defend-OT  
The Bayard Partnership  
Klarrio  
Blu3  
Agisko  
SoftCryptum



# Changes in memberships

## New Standard Members

Corilius NV  
Palo Alto Networks Belgium  
Vanbreda Risk & Benefits  
VDK Bank  
Ahold Delhaize Global Tech  
Marsh  
UCB  
BDO  
Armis  
ACIS

## New Associate Members

Paul Rollier  
Veerle Peeters  
Jaroslav Remen  
Mickey De Baets

## New non-profit

Quantum Circle

## Terminations in 2026

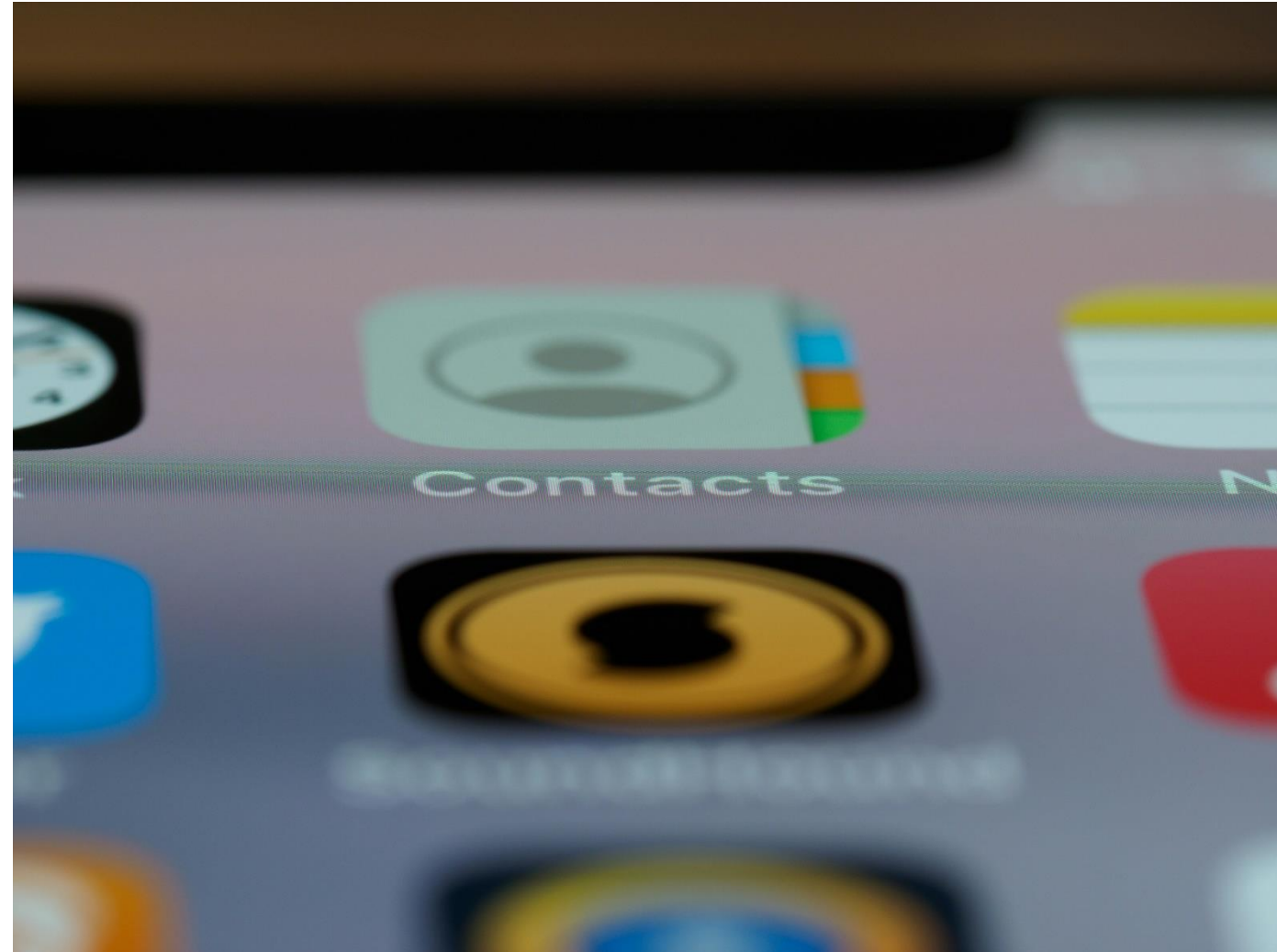
Cyber Security Management  
DigiTribe  
Matthias Neuville (ass.)  
Netskope SRL  
Olivier de Visscher (ass.)  
Pepijn Brasseur (ass.)  
STIB MIVB  
Devoteam



<https://cybersecuritycoalition.be/about/info-hub/>

Activity Reports

# Stay in touch!



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