

**Belgian  Chambers**

**Activity report**

**2023**

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## Accredited Belgian Chambers of Commerce

Beci – Kamer van Koophandel Brussel  
 Chambre de Commerce et d'Industrie du Brabant wallon  
 Chambre de Commerce et d'Industrie du Hainaut  
 Chambre de Commerce et d'Industrie Liège-Verviers-Namur  
 Chambre de Commerce et d'Industrie du Luxembourg belge  
 Chambre de Commerce et d'Industrie de la Wallonie Picarde  
 Industrie- und Handelskammer Ostbelgien  
 Voka – Kamer van Koophandel Antwerpen-Waasland  
 Voka – Kamer van Koophandel Limburg  
 Voka – Kamer van Koophandel Mechelen-Kempen  
 Voka – Kamer van Koophandel Oost-Vlaanderen  
 Voka – Kamer van Koophandel Vlaams-Brabant  
 Voka – Kamer van Koophandel West-Vlaanderen

## Accredited Belgian-Luxembourg Chambers of Commerce abroad

Arab-Belgium-Luxembourg Chamber of Commerce  
 Belgian Chamber of Commerce in South Africa  
 Belgian-Chinese Chamber of Commerce (BCECC)  
 Belgian-Luxembourg Chamber of Commerce in Barcelona  
 Belgian-Luxembourg Chamber of Commerce in Great Britain  
 Belgian-Luxembourg Chamber of Commerce in Ireland  
 Belgian-Luxembourg Chamber of Commerce in Japan  
 Belgian-Luxembourg Chamber of Commerce in Morocco  
 Belgian-Luxembourg Chamber of Commerce in Russia (CCBLR)  
 Belgian-Luxembourg Chamber of Commerce in Turkey  
 Belgian-Luxembourg Chamber of Commerce in Vietnam  
 Belgian-Luxembourg-Polish Chamber of Commerce  
 Belgian Luxembourg Romanian Moldovan Chamber of Commerce  
 Belgian Vietnamese Alliance  
 Belgo-Chilean Chamber of Commerce  
 Belgo-Indian Chamber of Commerce & Industry  
 Benelux Chamber of Commerce in China (Benchem Shanghai)  
 Chamber of Commerce Canada-Belgium-Luxembourg  
 Chamber of Commerce Europe-Central America  
 Chamber of Commerce, Industry & Agriculture Belgium-Luxembourg-Africa-Caribbean-Pacific  
 Chamber of Commerce of Belgium and Luxembourg in Spain  
 Chambre de Commerce Belge et Luxembourgeoise de Côte d'Ivoire  
 Chambre de Commerce Belgo-Congolaise-Luxembourgeoise  
 Chambre de Commerce Franco-Belgo-Luxembourg  
 Deutsch-Belgisch-Luxemburgische Handelskammer (debelux)  
 Nederlandse Kamer van Koophandel voor België en Luxemburg / Belgisch-Luxemburgse Kamer van Koophandel in Nederland  
 Pakistan-Belgium-Luxembourg Business Forum  
 Portuguese-Belgian-Luxembourg Chamber of Commerce

## Associated Belgian-Luxembourg Chambers of Commerce abroad

Belgian American Chamber of the South (BACoS)  
 Belgian-Armenian Chamber of Commerce  
 Belgian Canadian Business Chamber  
 Belgian-Luxembourg American Chamber of Commerce (Belwest)  
 Belgian-Luxembourg-Brazilian Chamber of Commerce in Brazil  
 Belgian-Macedonian Business Club (BMBC)  
 Belgian Mexican Business Chamber  
 Belgo Peru Chamber of Commerce  
 BeNeLux Chamber of Commerce in Kazakhstan  
 Benelux Indonesia Association  
 Chile-Belgium-Luxembourg Chamber of Commerce

In turbulent economic times, companies need to be able to count on a reliable partner that provides them with correct information, who knowledgeably helps them avoid pitfalls and seize opportunities, and who addresses their interests at the right level. The Chambers of Commerce are just such a partner. Since the very first Chamber of Commerce was established in Marseille in 1599, when pirates still ruled the waves in the Mediterranean, chambers have taken on a dual role: helping entrepreneurs protect themselves against external threats on the one hand and supporting businesses – and by extension the entire economic fabric of a region – in their expansion on the other.

Chambers of Commerce can be found all over the world. The way they are organised and the services they offer may differ greatly from one another, but they are members of one, large family. For companies, it is important that all members of this extended family share the same passion for entrepreneurship and respect the same quality standards. For their part, governments should be able to count on Chambers of Commerce to be the legitimate voice for business. With the introduction of an accreditation programme for the Belgian Chambers in the late 1990s, we explicitly reaffirmed this ambition: a clear local commitment, working closely with businesses, to act as their voice and support; to put our international network to work for the development of the Belgian economy; and to unequivocally aim to provide services of the very highest standard. Accrediting a chamber is not a frivolous decision. Nor is it simply an unlimited

*licence to operate.* In 2023, we subjected all local chambers to a thorough assessment, testing all principles outlined in the accreditation programme. This year, we will do the same with the network of Belgian Chambers abroad. More than evaluating a performance, an assessment is a tool to identify and disseminate good practices to other chambers. This way, we act as a learning network that Chambers themselves are keen to promote to their members. Globally, Belgian chambers of commerce are among the world's leaders. Not in terms of size,



**More than evaluating a performance, an assessment is a tool to identify and disseminate good practices**

but in terms of effectiveness and in terms of our service offering: extensive, with programmes at every stage of a company's life and fully in line with the challenges of the day. This was demonstrated once again during the World Chambers Congress in Geneva, where the Flemish chambers and its Talentcenter received a considerable amount of attention from foreign colleagues. There is also no doubt that by organising the Eurochambres Congress in June this year, the Antwerp Chamber will be an excellent ambassador for the Belgian chambers network.

« L'avenir n'est pas ce qui va arriver, mais ce que nous allons faire » as French philosopher Henri Bergson wrote, as early as 100 years ago. It is also the driving force of our chambers. We don't want to be subjected to the future, but to help shape it.



René Branders  
President

# A strong and reliable network

## Our members

13

Chambers of commerce in Belgium working to create an environment where free enterprise is encouraged as a source of prosperity and well-being and that supports businesses at every stage on their development path.

39

Belgian Chambers of Commerce Abroad (BLCCA) help companies internationalise and work to promote our commercial and economic relations abroad.

## Our international network

### ICC – World Chambers Federation

- is the voice of business on the international stage
- believes in open, fair and free trade as a basis for prosperity and peace
- unites and connects a network of 12 000 chambers of commerce around the world



### Eurochambres

- unites 1700 nationale, regional and local chamber of commerce in 43 European countries
- voices the interests of more than 20 million companies to European policy-makers in Brussels



## Accreditation, a hallmark for Belgian Chambers

In the economic landscape, chambers of commerce hold a special position. They advocate for the interests of businesses but also act as a trusted third party, bridging the gap between companies and the government. To ensure that chambers perform their duties in a high-quality manner, a set of principles was established years ago in an accreditation program. It is the Federation's mission to ensure that all chambers adhere to these accreditation principles. Over the years, the accreditation program has not only proven to be an important benchmark for the functioning of individual chambers, but it has also evolved into a benchmarking tool for comparing chambers, identifying, and spreading best practices.

Based on an extensive questionnaire and a visit to each chamber, the Federation conducted a thorough assessment of all local chambers in 2023. The results were discussed during a board meeting.



## Expansion of the bilateral chambers

Belgian chambers of commerce abroad are a first point of contact and sounding board for entrepreneurs taking their first steps into a new market. They also function as a meeting place for companies that have been operating abroad for some time. They are a valuable partner for local chambers to help their members with questions about foreign markets. The more bilateral chambers we can have under our umbrella, the better we can help Belgian exporters.

In 2023, we welcomed three new chambers. With addition of the Belgian Mexican Business Chamber, we have now covered almost all major economies in the Americas. In the Belgian Chamber of Commerce in South Africa and the Benelux Chamber of Commerce in Kazakhstan, we have two strong partners for our companies in countries that are not only important markets, but can also play a major role at a time when companies are diversifying their supply chains.



## BLCCA Academy

With the Francorchamps circuit, CCI Liège-Verviers-Namur colleagues provided a unique venue for the BLCCA Academy 2023, the annual two-day meeting of bilateral and local chambers.

It was a fruitful event: workshops to learn from each other's initiatives and discuss how we can strengthen each other further, a speed-dating session between the chambers to meet new colleagues and strengthen existing ties, company visits to Joskin and EVS, two leading international companies in Liège, and an



**A fantastic meeting place and reference tool for the chambers!**

*Ann Vanden Avenne, Belgian-Luxembourg-Brazilian Chamber of Commerce in Brazil*

introduction to Sirris, the innovation centre for technology companies.

With almost all local chambers present, the Chambre de Commerce de Luxembourg and 22 bilateral chambers on the docket, this was the best-attended edition ever.



## Presidents' dinner

As a Federation, we want to create as many networking opportunities as possible for our members to meet, and at all possible levels. Therefore, the Federation president invites the presidents of all local and bilateral chambers to an annual, informal dinner. The dinner's function is to build bridges between chambers, get information about what is going on beyond one's own chamber – whether at a neighbouring chamber or just across the language border, in neighbouring Germany and France or foreign countries further afield.

Inge Bernaerts, director of policy and strategy at the European Commission's Directorate-General for Competition was the guest speaker. She addressed the presidents on European competition policy and managed to successfully parry a barrage of questions on European competitiveness.



## A learning network

Learning from and with each other is in the DNA of the chambers. Just as chambers set up information sessions, workshops, training and learning networks for its members, the Federation organises numerous learning opportunities for chamber employees. Whether or not with an external speaker, there is always value in the experiences the participants bring to the table and in the openness to listen to each other and the desire to learn from each other. A small sample of the learning moments over the past year:

- Workshops on sustainability strategy and double materiality with CIFAL Flanders

- Session *Meet a BLCCA* with the bilateral chambers in Atlanta, Los Angeles and Vietnam
- Training on preferential origin and Incoterms
- Workshop on quality objectives and internal audits with chamber staff
- Workshop with on inclusion and diversity with chamber staff
- Workshop sur l'inclusion et la diversité avec les responsables du marché du travail
- Webinar with Overseas Social Security for bilateral chambers

# International entrepreneurship

## World Chambers Congress, Genève

At the ICC-World Chambers Federation's biennial congress in Geneva, our Belgian chambers were widely represented and managed to make their mark on the labour market and education theme. The moderation of the session "Getting and keeping the right people" focused mainly on diversity and inclusion in the workplace, an area on which chambers in Belgium are strongly committed. With a special session centred around the recently established Talent Centre in Technopolis in Mechelen, Voka managed to captivate the audience around a topic that is currently on everyone's mind: how to close the gap between education and the labour market and better guide young people in their choice of studies in line with their talents.

We took advantage of the Geneva congress to make fact-finding visits to the International Labour Organisation, the World Trade Organisation and the United Nations Institute for Training and Research. Each of these are international organisations whose activities are closely linked to the work of the chambers, as became clear more than once during the meetings.



## Customs Contact Days

Customs authorities are essentially an invisible hand in export transactions. Nevertheless, a good knowledge and command of customs matters is crucial for smooth importing and exporting.

With the online customs contact days, we have for many years offered companies an easy way to submit their questions to Belgian customs attachés. In 2023, 23 companies took advantage of this opportunity and held discussions with one or more of the customs attachés in Brazil, China, India and Indonesia.

### Customs Attachés Contact Days

16-17 OCTOBER 2023



## Customs Pro Award

Customs professional is certainly a candidate for the list of professions with a shortage of workers. ICC Belgium therefore organised the Customs Pro Award for the second time; as an initiative to highlight the role and importance of professionals in customs and trade compliance. On behalf of the Belgian Chambers, we fully supported this initiative.

## 6th European Parliament of Enterprises

By bringing 750 European business leaders together in the European Parliament and letting them debate and vote on issues that affect them directly, Eurochambres aims to bring the EU and businesses closer together. The focus during this sixth edition of the European Parliament of Enterprises was on the single market, international trade, energy and skills. Twenty-one Belgian entrepreneurs also participated in the EPE, brought together by several chambers. A breakfast session with Belgium's Permanent Representative to the EU allowed them to prepare for the real debates in the European hemisphere.



# Export formalities

## Chambers Export Day

The third edition of the speed dating event between businesses and bilateral chambers once again attracted quite a crowd. In total, over 100 meetings took place, in which companies had the opportunity to discuss their export questions with the experts from Belgian chambers abroad. The discussions mainly concerned market research, finding suitable partners and setting up a foreign office.



An easy formula to establish contacts in different countries where we need support.

Thomas Bietlot, HFCE

## Events with bilateral chambers

We want to offer chambers in Belgium and their members as many opportunities as possible to learn about interesting developments abroad. Numerous meetings are held with foreign ambassadors in Belgium, but even more important are the events held by our own bilateral chambers that we are pleased to support, especially when accompanied by an important trade delegation.

- A fact-finding trip by a Peruvian delegation to Port of Antwerp-Bruges was organised by the Belgo Peru Chamber of Commerce
- A trade mission of Romanian companies to West Flanders organised by the Belgian Luxembourg Romanian Moldovan Chamber of Commerce.
- A webinar on opportunities in Latin America and the Caribbean, in cooperation with the FPS Foreign Affairs and the bilateral chambers for Central and South America.

## Doing international business from the school benches



For several years now, we have organised an information evening on chambers of commerce for the students of international business and legal practice at the Karel De Grote Hogeschool in Antwerp. Together with Voka - KvK Antwerpen-Waasland, Eurochambres, ICC Belgium and several Belgian-Luxembourg chambers abroad, we introduce students to the wide range of activities and services offered by the chambers. From help in accessing new markets over the use of Incoterms to tackling trade barriers – whether as a future entrepreneur or as an employee in an international company – it is definitely useful for students to know what a chamber of commerce can do for them.

## Certificates of origin

The Belgian Chambers of Commerce issue non-preferential certificates of origin by order and under the supervision of the FPS Economy. These certificates may be requested by foreign customs authorities or in the context of documentary credits. Rules of origin determine the 'nationality' of a product. The country where the product was wholly obtained or underwent its last substantial processing or treatment determines its origin.

99,6%  
of COs were issued online via the DigiChambers application

357.581

certificates of origin were issued by the 13 Belgian Chambers of Commerce, down 7% compared to 2022

Origin determination seems simple, but in a globalised world with production chains spread across several countries, it is not always easy to determine the economic origin of a product. Therefore, not just any chamber employee can issue a certificate of origin. An employee is authorised to issue certificates after undergoing training and passing an exam. This authorisation remains valid for five years. In addition, the Federation organises regular workshops and information sessions to keep chamber staff abreast of new developments. Finally, all chambers are audited every year by the FPS Economy and the Federation, verifying that the certificates of origin issued comply with the legal provisions. Through training and audits, we aim to ensure that issuance is done uniformly across all chambers.

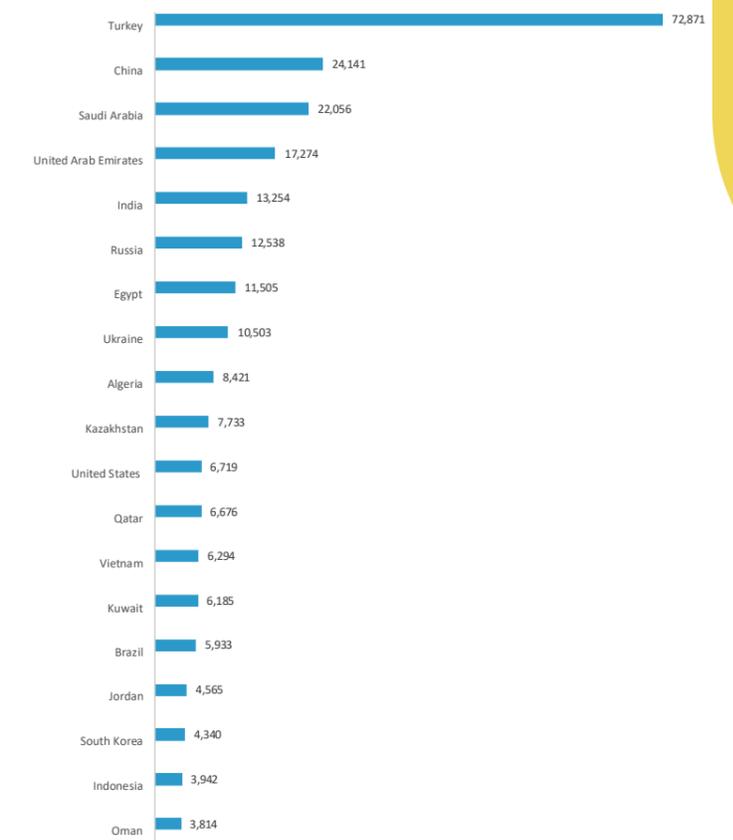
## Destination countries

For the second year in a row, issuance of certificates of origin declined sharply. The number of certificates in 2023 was 15% lower than in 2021 and was at the level of the years 2017–2018.

The decline is fairly widespread across all export destinations, with the sharpest decrease for Russia, Egypt and China. Only a few countries recorded increases, including Algeria, Kazakhstan, Kuwait, Oman, Tunisia and Ukraine.

We should exercise caution when interpreting the figures. The number of COs issued for a particular country is not necessarily proportional to a growth or decline in trade with that country. Other factors, such as the impact of trade policy measures or amended customs measures, also play a role, in some cases an even more important one. Overall, however, we can say that the decline in COs is linked to the worsened export figures.

## Countries of destination 2023

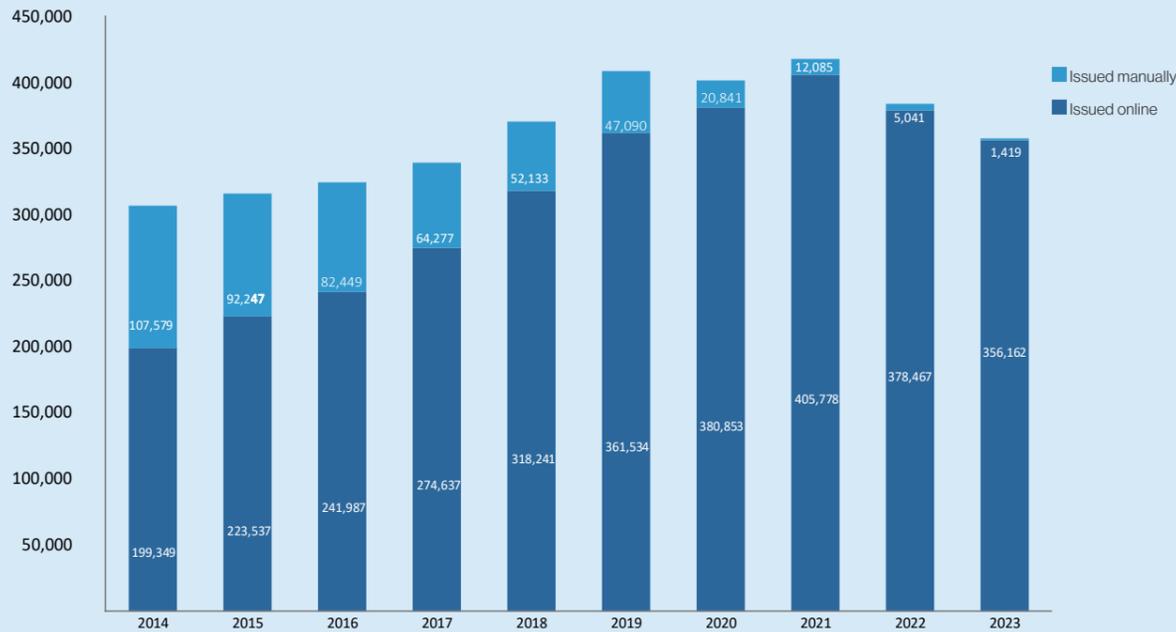


## 100% digitisation

In DigiChambers' 15-year history, the increase in digitisation rates has never ceased. We improved these rates every year, sometimes even by leaps and bounds – as with the introduction of the price advantage for digital COs, the ability to request COs via FTP directly from the company's ERP system, the launch of DigiChambers 2.0 and security measures during the COVID-19 crisis. Increasing investment in the user-friendliness of DigiChambers and the chambers' efforts to highlight the benefits of the digital issuing process won over the last remaining doubters this year: a 100% digitisation rate was achieved in November.



### Certificates of origin issued



## Partnership with the FPS Economy

Under the heading "Strengthening the competitiveness of Belgian companies in the global economy: creating the conditions for a competitive, sustainable and balanced functioning of the goods and services market in Belgium," the Federation and the FPS Economy have been working together for over 20 years in the interests of the international competitiveness of Belgian companies. A key element here is the ongoing search for further simplifications in the process of issuing certificates of origin. For instance, 167 companies currently benefit from so-called registered files (5 new ones in 2023).

For the FPS Economy, chambers of commerce are also an important channel for informing companies about Belgian trade policy and for keeping abreast of trade barriers encountered by companies. This is achieved through the consultation meetings for the sector federations and the information sessions for chambers of commerce, among others.

Market access issues  
Mediation et ADR  
Free trade agreements  
Foreign investment screening



The issuance of certificates of origin is subject to strict Chamber staff and an annual audit of each Chamber, the staff and an annual audit of each Chamber, the Federation and the FPS Economy ensure the proper issuance of the certificates.

## ATA carnets



# 2.363

Carnets delivered by the 13 Belgian Chambers of Commerce and the Chamber of Commerce of the Grand Duchy of Luxembourg (+8% compared to 2022).

# 756

Disputes on ATA Carnets handled by the Federation (of which 690 were new disputes).

# € 166 million

Merchandise value covered by ATA Carnets (+16% compared to 2022).

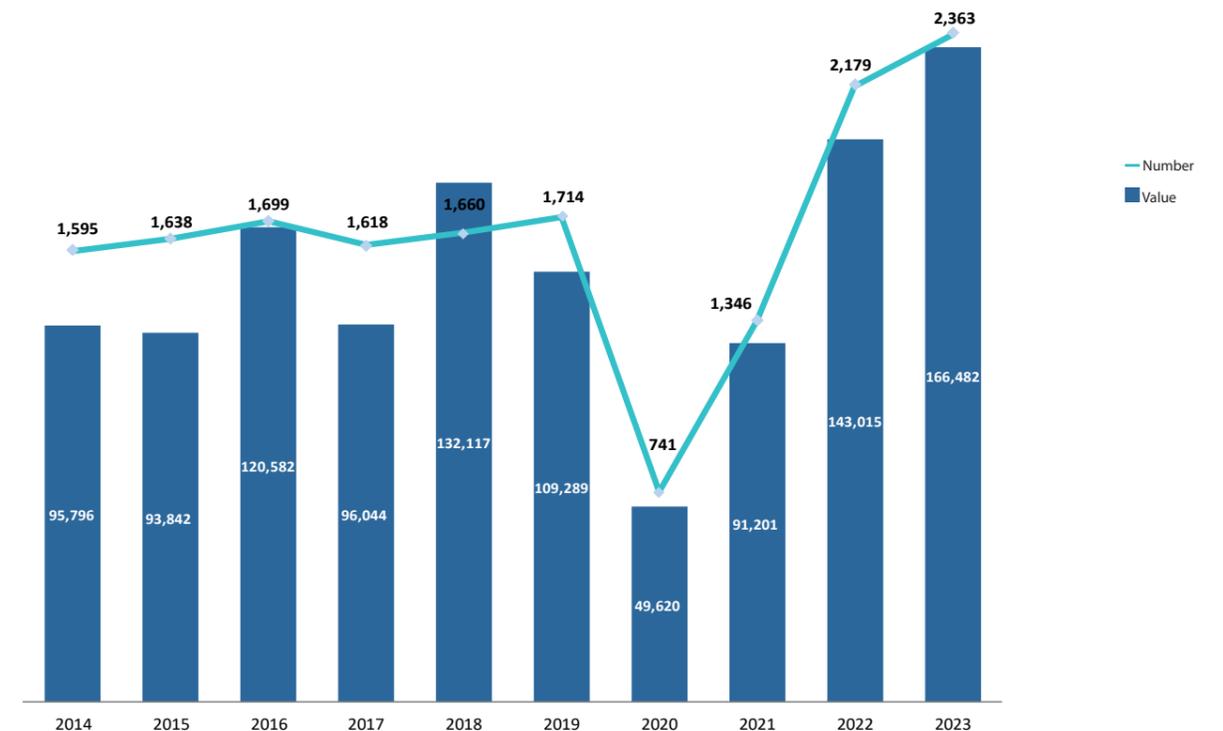
# € 164.294

Import duties, VAT and fines paid by the Federation on ATA Carnets.

The ATA Carnets system was created to simplify temporary importation internationally. Carnets allow for quick and smooth temporary imports into the 79 ATA member countries without payment of duties and taxes. Those travelling without an ATA Carnet are required to go through the individual customs procedures of each country concerned.

An ATA Carnet is valid for a maximum of one year and can be used for multiple trips. Carnets can be used by companies travelling with professional equipment as part of a foreign project, by companies wishing to display trade samples or prototypes to their customers, or by exporters participating in a trade fair, show or exhibition.

### Value (in thousands of euro) and number of ATA Carnets issued



# The SDGs as a guide

## Destination countries

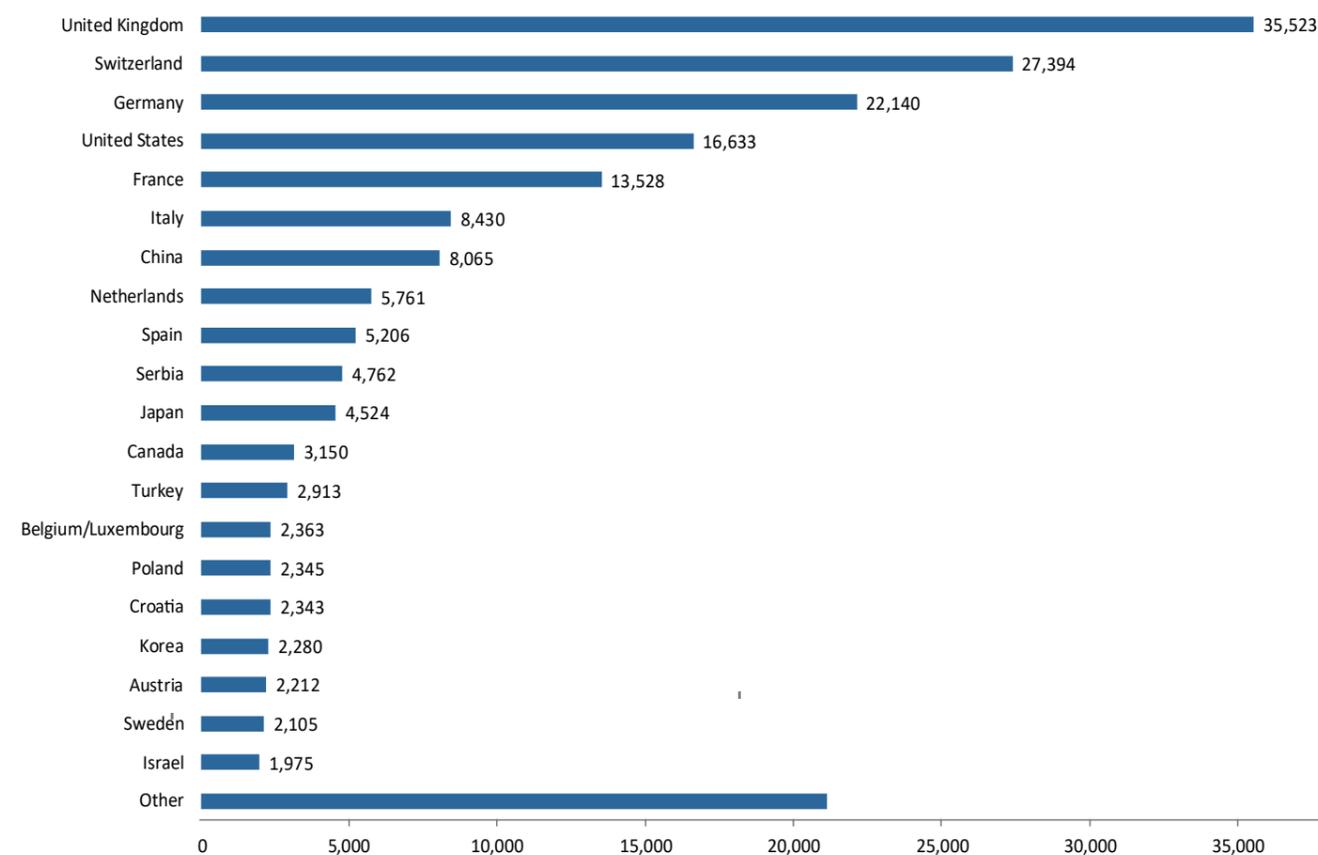
Unlike certificates of origin, the issuance of ATA Carnets did improve in 2023. An impressive 20% of Carnets had the UK as their destination. In second place was Switzerland (14%) which was by far the most important destination for ATA Carnets until Brexit. This is followed by Morocco, the United States and Norway. However, these figures are an underestimate because carnets can be requested for several countries at once or even for all countries in the ATA chain. This makes it more difficult to determine the exact destination countries.

## ATA carnets around the world

Globally, 194,788 carnets were issued in 2023, up 12% from 2022. This meant that, for the first time, issuance was higher than before COVID-19. In the ranking of biggest issuers, the Belgium-Luxembourg tandem moves up one place to place 14. In 2020, we still ranked outside the top 20.

With a rise of 8%, Belgium did less well than the global increase. In contrast, our country climbed out of the depression much faster than other countries. As a result, at the end of 2023, we were already 38% above the level of pre-COVID-19 2019. It is the third best performance of all countries, after the UK and the Netherlands.

## Total number of ATA Carnets issued worldwide (2023)



On 4 April 2023, the Federation was awarded the Voka Charter Sustainable Entrepreneurship (VCDO) by Voka – Chamber of Commerce Vlaams-Brabant. This ceremoniously concluded the second year of our participation in the VCDO. Together with all colleagues at the Federation, we implemented 15 concrete actions across 12 SDGs in 2022–2023. However, the work is not yet finished. We participate again in 2023–2024, with the ambition of achieving UNITAR's SDG Pioneer certificate at the end of our third year of participation.

## What actions did the Federation take and on which SDGs did we work in 2023?



### SDG 1 - Zero poverty

- For many years, we have been giving young people the chance to do internships with us as part of their education programmes. By collaborating with YouthStart Belgium, we are now looking to provide underprivileged young people a chance to take back control of their lives. Initial contacts have been made and will lead to concrete initiatives in 2024.



### SDG 4 - Quality education

- Globally, there is an ever-increasing interest in ESG. In collaboration with CIFAL Flanders, we organised a training programme for Belgian Chambers of Commerce abroad and for their members in which we bridged the gap between the SDGs, ESG and sustainable business models.



### SDG 6 - Clean water and sanitation

- As a result of our food and clothing consumption, our water footprint is many times larger than what we think. Together with all Federation colleagues, we calculated our footprint and discussed what individual actions we could take to reduce it.



### SDG 8 - Decent work and economic growth

- With a view to further personal development of employees and greater team effectiveness, we all attended a two-day Insights course. The objective was to connect better with colleagues starting from a better understanding of oneself.



## SDG 9 - Industry, innovation and infrastructure

- With DigiChambers, we have an online application that allows companies to request certificates of origin easily and, if desired, directly from their ERP system. However, we are also exploring to what extent, by using artificial intelligence, we can support chamber staff in the verification process.



## SDG 10 - Reduced inequalities

- We receive information regarding investment projects for which Belgian partners are sought through the network of Belgian Chambers of Commerce abroad. In a pilot project with the Chambre de Commerce Belge et Luxembourgeoise de Côte d'Ivoire, we circulated a number of such sustainable investment projects to the chambers in Belgium so that they could inform their members, and in particular the participants on the VCDO track.



## SDG 13 - Climate action

- Working with The Green Projects, we calculated the Federation's direct and indirect greenhouse gas emissions. Although our efforts around recycling, rational use of energy and frequent use of public transport for professional travel and commuting are clearly paying off, there are still above-average emissions associated with company vehicles and use of office supplies. Reducing these emissions will be a major focus in the future.
- By posting a short and simple sustainability tip every month, both in our mail signature and on the Federation website, we aim to raise awareness among our contacts regarding hidden energy guzzlers.



## SDG 16 - Peace, justice and strong institutions

- New whistleblowing legislation imposes new obligations on companies, but also offers them opportunities to become more quickly aware of potential abuses and breaches, to work more efficiently and to attract talent. Together with the Brussels and Walloon Chambers, we set up a digital platform where companies can create a reporting channel for safe and anonymous reports by whistleblowers. We have already created a channel on this for the staff of the Brussels and Walloon Chambers. In addition, we have issued a draft whistleblowing policy that companies can adopt and adapt to their context.
- The accreditation assessment thoroughly probed the extent to which sustainability is integrated into the strategy and operation of the local chambers.



## SDG 17 - Partnerships for the goals

- Thanks to our partnership with CIFAL Flanders, we are able to provide specific training to the staff of the chambers every year. In 2023, the focus was on developing a sustainability strategy and on double materiality.

# Board of directors

### President

René Branders\*

### Vice presidents

Philippe Barras, Président des Chambres de commerce et d'industrie de Wallonie\*  
 Johann Leten, Gedelegeerd bestuurder Voka – KvK Limburg\*  
 Bernard Dewit, Chairman Belgian-Chinese Chamber of Commerce

### General Manager

Wouter Van Gulck\*

### Administrators

#### Belgian Chambers of Commerce and Industry

Patrice Bakeroot, Directeur Alliantie Voka vzw  
 Kris Claes, Ged. bestuurder Voka – KvK Vlaams-Brabant  
 Joëlle Evenepoel, Secretaris-generaal Beci – KvK Brussel  
 Christophe Hay, Directeur général CCI Luxembourg belge  
 Volker Klinges, Directeur IHK Ostbelgien  
 Tom Laveren, Algemeen directeur Voka – KvK Mechelen-Kempen\*  
 Sylvie Lericque, Directrice CCI Wallonie Picard  
 Luc Luwel, Ged. bestuurder Voka – KvK Antwerpen-Waasland\*  
 Marie Martens, Bestuurder Beci - KvK Brussel  
 Geert Moerman, Ged. bestuurder Voka – KvK Oost-Vlaanderen  
 Bert Mons, Ged. bestuurder Voka – KvK West-Vlaanderen  
 Benoit Moons, Directeur CCI Hainaut  
 Christophe Naa, Administrateur délégué CCI Liège-Verviers-Namur  
 Céline Squelart, Directrice CCI Brabant wallon\*  
 Nadia Werkers, Admin. directeur Voka – KvK Antwerpen-Waasland

\* Member of the executive committee

#### Belgian-Luxembourg Chambers of Commerce abroad

Frédéric Agneessens, Chairman Chamber of Commerce Canada-Belgium-Luxembourg  
 Patricia De Backer, Directeur Chambre de Commerce Franco-Belgo-Luxembourgeoise  
 Pierre Declerck, Président Chambre de Commerce Belge et Luxembourgeoise de Côte d'Ivoire  
 Salma Rachhi, Directrice générale Chambre de Commerce Belgo-Luxembourgeoise au Maroc  
 Alain Schodts, Executive director Belgian Luxembourg Romanian Moldovan Chamber of Commerce  
 Tuğrul Şeremet, President Belgian-Luxembourg Chamber of Commerce in Turkey  
 Chantal Sohier, Board member Portuguese-Belgian-Luxembourg Chamber of Commerce  
 Marc Van Audekerke, Director Deutsch-Belgisch-Luxemburgische Handelskammer

### Federation Team



René Branders  
President



Wouter Van Gulck  
General Manager



Christophe Coulie  
Legal Affairs Manager



Lidia Pardo Arias  
Export Formalities Advisor



Cindy Peeters  
Export Formalities Advisor



Veerle Geeraerts  
Project & International Affairs Manager



Theodora Mbiye Mulomba  
Communications Officer



Brigitte Verkinderen  
BLCCA Co-ordinator



## Belgian Chambers

Federation of Belgian Chambers of Commerce

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