



Flanders  
State of the Art



# THE ECONOMY OF ARIZONA

FLANDERS INVESTMENT & TRADE MARKET SURVEY

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**THE ECONOMY OF ARIZONA**

March 2022

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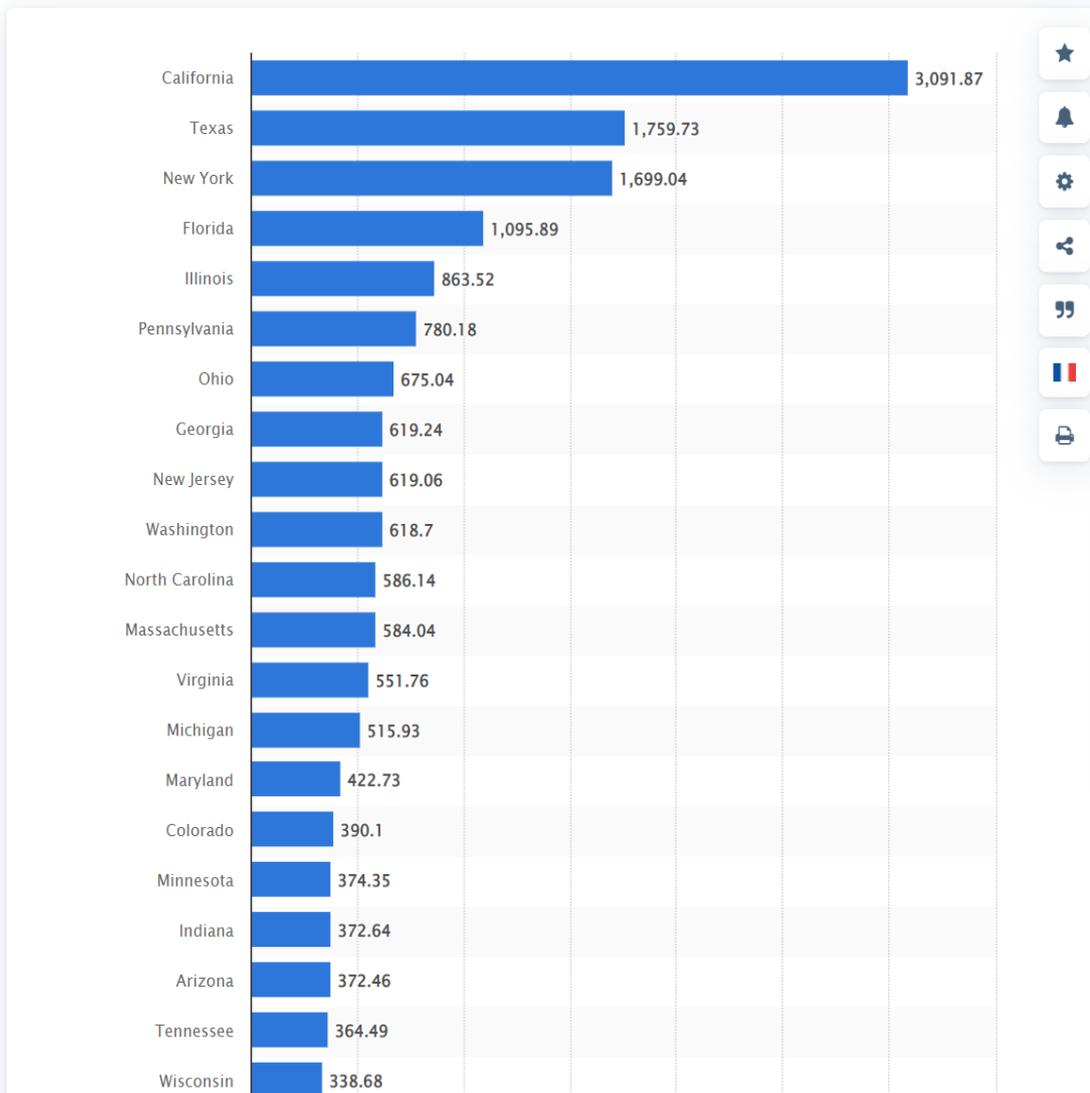




# 1. GENERAL ECONOMIC OVERVIEW

With a nominal Gross Domestic Product of \$372.46 billion (in current dollars), Arizona ranked 19th among the 50 states in 2020<sup>1</sup>, as the table here below shows.

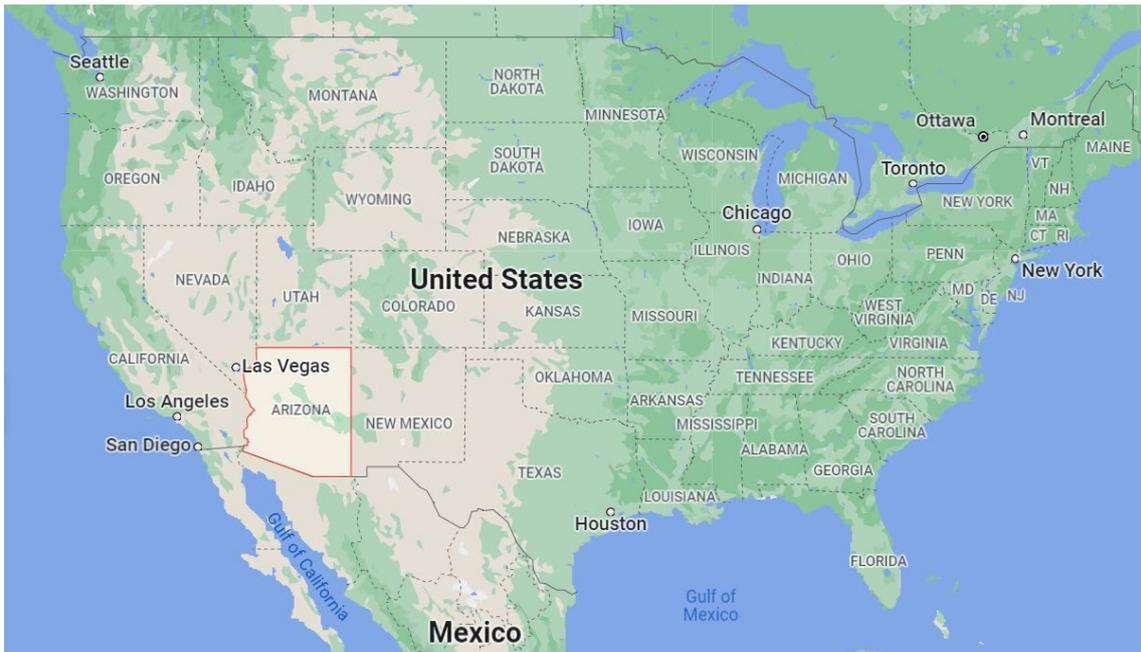
**Gross Domestic Product (GDP) of the United States in 2020,**  
*(in billion current U.S. dollars)*



<sup>1</sup> <https://www.statista.com/statistics/248023/us-gross-domestic-product-gdp-by-state/>

Calculated in the more common way of presenting and comparing such figures, the inflation-adjusted “real GDP” (expressed in chained dollars of 2012) arrived at roughly \$320.66 billion in 2020. That’s up a remarkable 54.3% since 2000.

Currently, Arizona’s GDP stands at \$338.77 billion (annualized figure, based on the data for the 3rd quarter of 2021). The figures for the full year 2021 are released on March 31, 2022.



## 1.1 HIT BY COVID-19

Due to the impact of the Covid-19 pandemic, Arizona saw a negative GDP growth in 2020 just like the rest of the states and the nation as whole, but it decreased at the third lowest rate, behind Utah and Washington state, at 0.9%, whereas the U.S. GDP growth was -3.5%<sup>2</sup>.

Figures of the U.S. Bureau of Labor Statistics show that the state’s unemployment rate was on a steady decline, until the COVID-19 pandemic hit. From 4.9% in February 2020, just before Covid “exploded” in the US, unemployment rocketed to 14.2% two months later, in April, but then gradually descended again, to 6.6% in July 2021<sup>3</sup> - slightly higher than the national average of 5.4% at that time.<sup>4</sup>

<sup>2</sup> <https://www.bizjournals.com/phoenix/news/2021/03/29/azs-gdp-growth-down-in-2020-still-outpaced-nation.html>

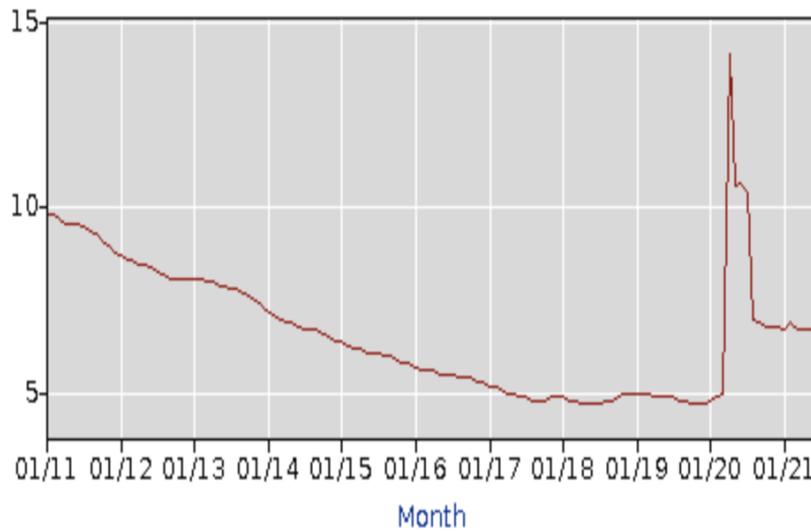
<sup>3</sup> [https://data.bls.gov/timeseries/LASST0400000000000003?amp%253bdata\\_tool=XGtable&output\\_view=data&include\\_graphs=true](https://data.bls.gov/timeseries/LASST0400000000000003?amp%253bdata_tool=XGtable&output_view=data&include_graphs=true)

<sup>4</sup> (graph) <https://www.azeconomy.org/>



Arizona is projected to see 1.9% annual job growth over the next eight years, compared to the national projected 0.4% annual job growth<sup>5</sup>.

### unemployment rate



For a glimpse of incomes in Arizona and in the United States, looking at per capita income is most helpful. Real personal income per capita is income per person adjusted for state price level differences and national inflation, according to the [Bureau of Economic Analysis](#). Thus, real personal income per capita is a more accurate measure than using just personal income per capita, which is nominal and doesn't account for inflation or cost of living differences in each state.

Real U.S. per capita income in 2020 was \$53,504, representing a 12.8% increase since 2015, when it stood at \$47,414.

Arizona is among the 10 states with the lowest real per capita income in 2020. Compared with its richer neighbor California the figures were as follows:

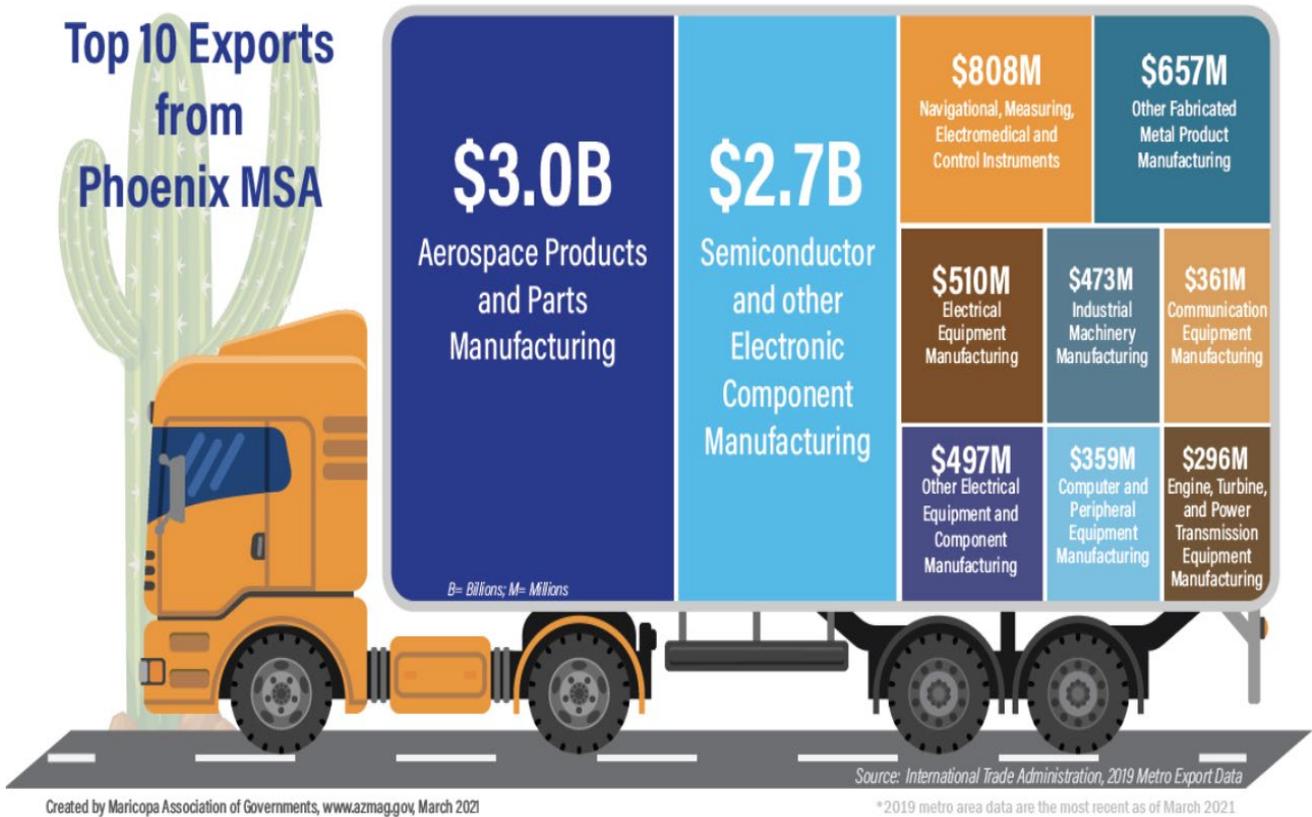
- Arizona
  - Real per capita income: \$45,193
  - Nominal per capita income: \$49,648
- California
  - Real per capita income: \$57,347
  - Nominal per capita income: \$70,192

<sup>5</sup> <https://www.bizjournals.com/phoenix/news/2021/05/07/arizona-job-growth-to-outpace-nation.html>





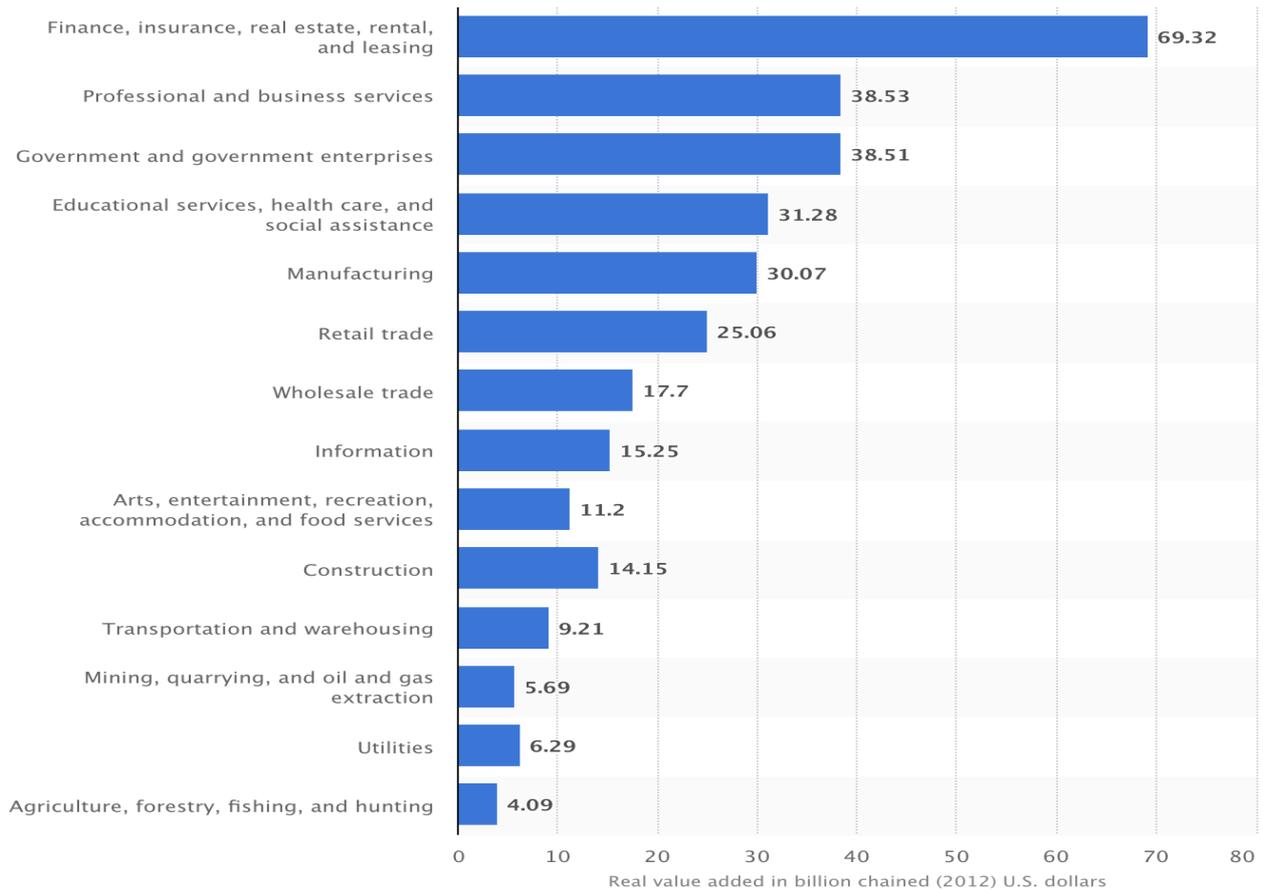
Magazine's list of top 10 cities to start a business in in 2020<sup>13</sup>. And the greater Phoenix area is home to over 1,000 foreign companies.



<sup>13</sup> <https://www.bizjournals.com/phoenix/news/2019/12/15/phoenix-cracks-top-10-for-best-cities-to-start-a.html>

## 2. MAIN SECTORS AND INDUSTRIES

In terms of real value added to the state’s GDP, Arizona’s biggest sectors are finance, real estate and insurance services, professional and business services, government and related enterprises, educational, health care, and social services, and manufacturing, as can be seen on the graph below.



The industries that offer the most employment in the state, however, include aerospace and defense, electronics, and semiconductor manufacturing.

Because of its climate and attractions, including Monument Valley and Grand Canyon National Park, tourism is also one of the larger sectors.

The **tech industry** is growing rapidly, with more STEM graduates from major universities in the state staying in the state than before, and it has a 40% higher job growth rate in the industry than the U.S. overall<sup>14</sup>. The most important part of the tech industry in Arizona is semiconductor manufacturing, with globally known

<sup>14</sup> <https://www.bizjournals.com/phoenix/news/2019/12/15/phoenix-cracks-top-10-for-best-cities-to-start-a.html>





Ranked by employment, **the healthcare industry** is very essential to Arizona with over 250,000 health care workers. The industry boomed significantly after the introduction of the 'competitiveness package' signed into legislation in 2011 by Governor Jan Brewer. In 2018, hospitals contributed \$29.8 billion to the economy<sup>17</sup>, and hospital workers accounted for 7% of the total workforce in the state. The largest private employer in Arizona is Banner Health, operating 30 hospitals across six states.

In **finance and insurance** Greater Phoenix has the sixth largest cluster in the United States by employment. The region has added nearly 55,000 jobs in finance and insurance in the last decade.

Following an example set by the United Kingdom, on March 22, 2018 Arizona became the first state in the U.S. to create a Regulatory Sandbox Program (RSP) where financial services companies can test innovative products and technology in market for up to 24 months without obtaining a license or other authorizations that might otherwise be required.

It encourages the development of emerging industries like FinTech, blockchain and cryptocurrencies throughout the state.

**Autonomous or self-driving vehicles** are a promising industry for the state, with Greater Phoenix leading the way. Governor Doug Ducey signed an executive order in 2015 allowing for the testing of self-driving vehicles on public roads in Arizona, and research is underway to expand the use of the autonomous vehicles. A report by Intel estimated that autonomous vehicle technology will allow for a new economy, worth around \$7 trillion globally by 2050. This industry works closely with the semiconductor industry, as it provides the necessary technology for the self-driving vehicles.

Among the companies innovating and testing autonomous driving technology in Greater Phoenix are giants like Ford, GM, Chrysler, Toyota, Lucid Motors, Intel, NXP Semiconductors, ON Semiconductors, and Waymo, the former Google self-driving car project that is now a separate subsidiary of Google-parent Alphabet. Phoenix is the only market where Waymo is currently operating its self-driving ride-hailing service, Waymo One, to the general public.

**Electric and hydrogen-fueled vehicles** are another developing segment of the Arizona economy. Nikola Motors (in trucks) and Lucid Motors (in cars) both have factories in Arizona.

The **real estate and construction industries** are also booming in Arizona as a result of the growing population and especially the influx of people moving to the Phoenix area.

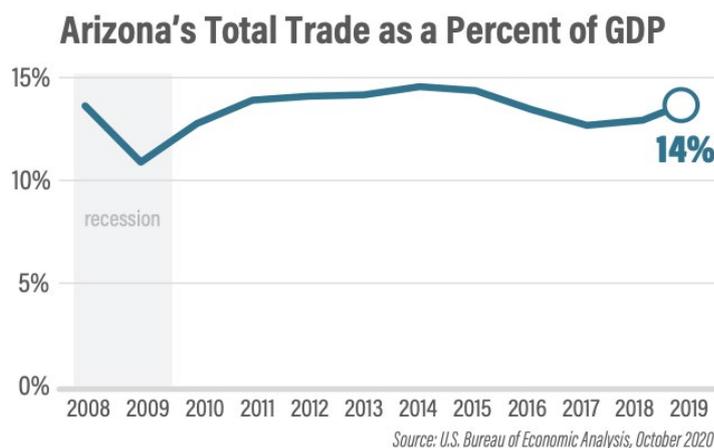
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<sup>17</sup> <https://azbigmedia.com/business/how-arizonas-healthcare-industry-serves-as-key-economic-driver/>



### 3. ARIZONA’S TRADE FIGURES

Arizona’s international trade (imports and exports) accounts for 14% of the state’s GDP. That may seem little - to the Belgian eye – but one needs to keep in mind that the state has an enormous *intra*-national or domestic market: the USA, with their 330 million consumers.



#### 3.1 EXPORTS VOLUME, COMPOSITION AND DESTINATIONS

Little wonder then that exports only account for less than 10% of Arizona’s GDP. To compare: in Belgium, with its small domestic market of 11.5 million people, exports account for a little over 80% of its GDP.

In the past, Arizona’s primary exports were the so-called “Four C’s” : copper, cotton, cattle, and citrus. Some authors write about “Five C’s”, adding “climate”, which refers to Arizona’s more than 300 days of sunshine per year that help bring tourists to its natural wonders like the Grand Canyon and Monument Valley, and attract people from out of state to have a second residence in Arizona and spend the winters there.

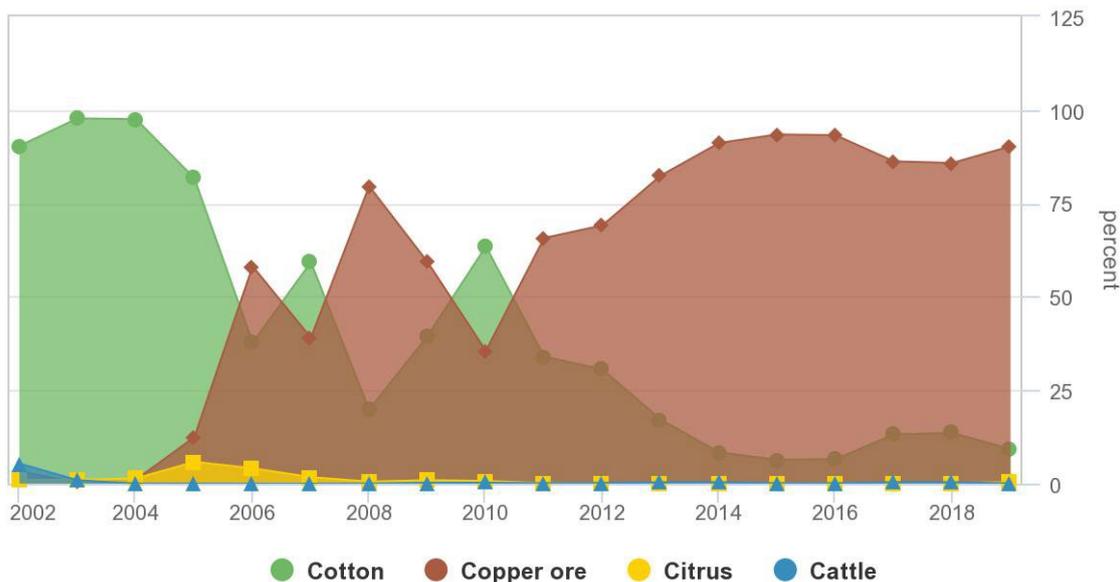
But several decades ago Arizona started shifting towards more manufacturing exports. Today, the Five C’s represent a more modest impact on Arizona’s economy. (But they still play a strong “cultural” role.) Only copper still accounts for a sizeable chunk of the state’s exports.

Most of the Five C’s sales outside Arizona can not be considered “exports” because they are mainly sold within the United States. But they are still significant contributors to the economy. Copper ore is the highest contributor, with “real” exports mainly heading to Mexico, while cattle and citrus exports have remained quite low in the past few decades. The United States is the fourth largest producer of copper ore in the world, and Arizona accounts for two thirds of the nation’s copper production<sup>18</sup>.

<sup>18</sup> <https://chamberbusinessnews.com/2021/03/08/azeconprospect/>



Composition of World Exports of Arizona's 4C's (%)



Arizona’s total exports of goods were 19.7 billion USD in Covid-year 2020, a significant decrease from the 24.7 billion registered in 2019. In 2021 exports slightly firmed to \$19.8B, making it the 21<sup>st</sup> largest exporting state in the USA.<sup>19</sup> (Note that Arizona has no seaports, it is landlocked.)

Of the 19.7 billion USD exports of Arizona, some 15.1 billion originated from the Phoenix Metropolitan area. The exports produced by the greater Phoenix area increased by 62% from 2010 to 2019<sup>20</sup>.

In 2021 the top export destinations of Arizona were Mexico (\$8.18B), Canada (\$2.27B), China (\$1.49B), Ireland (\$844M), and the Netherlands (\$806M). Further below in this report we’ll have a closer look at Arizona’s exports to Belgium and to the EU-27.

### 3.2 IMPORTS VOLUME, COMPOSITION AND ORIGINS

In 2021 the top exports of Arizona were Aircraft parts (\$3.25B), Electronic integrated circuits, processors and controllers (\$1.69B), Copper ores and concentrates (\$1.69B), Electronic integrated circuits (\$705M), and Instruments, appliances for medical and science (\$465M).

Arizona’s imports in goods were 25.7 billion USD in covid-year 2020, down from 26.6 billion in 2019. In 2021 Arizona imported \$25.6B, making it the 24<sup>th</sup> largest importing state in the USA.

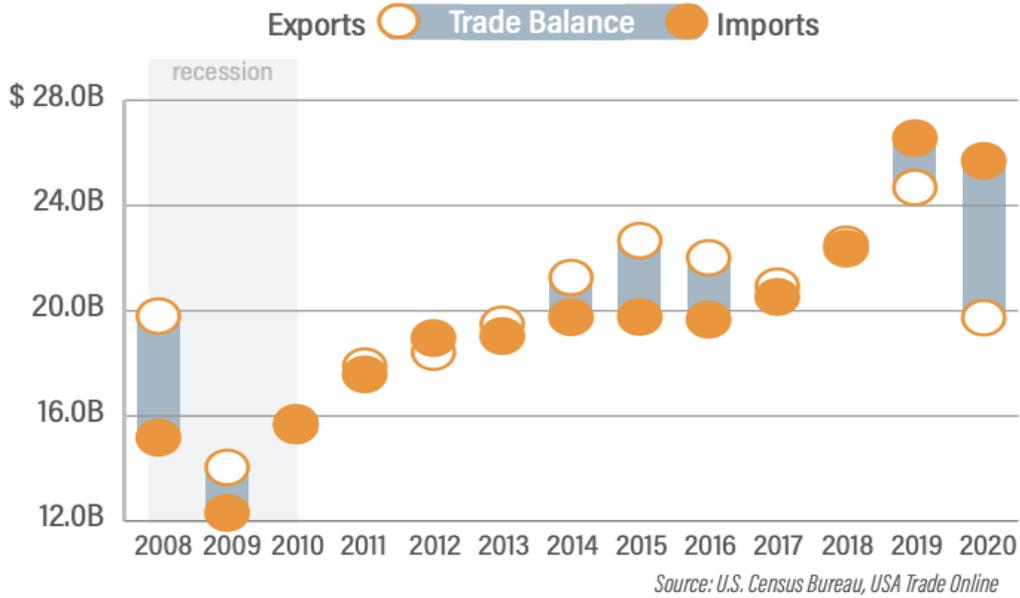
<sup>19</sup> [https://oec.world/en/profile/subnational\\_usa\\_state/az?redirect=true&subnationalTimeSelector=timeYear#exports](https://oec.world/en/profile/subnational_usa_state/az?redirect=true&subnationalTimeSelector=timeYear#exports)

<sup>20</sup> <https://www.azmag.gov/Programs/Maps-and-Data/Employment/Exports>



## Arizona's Foreign Trade Balance

In 2020 Arizona had a trade balance deficit of \$6 billion, with \$19.7 billion in exports and \$25.7 billion in imports.

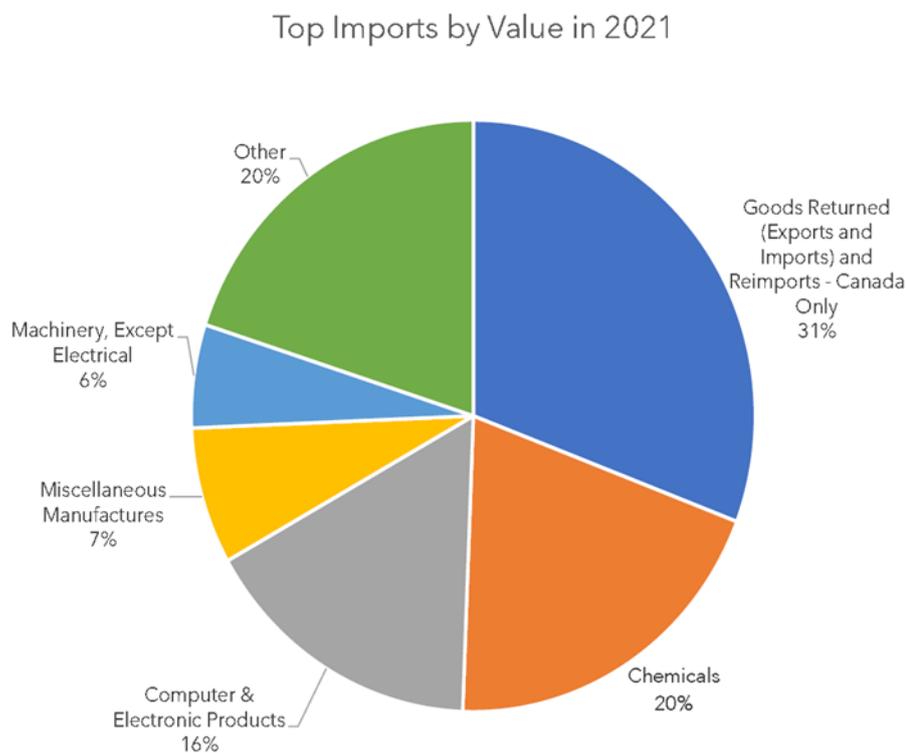


### 3.3 ARIZONA'S TRADE WITH BELGIUM

Belgium is Arizona's 26<sup>th</sup> export destination, and its 32<sup>nd</sup> source of imports.<sup>21</sup> The Netherlands rank much higher on both counts: 4<sup>th</sup> export destination, and 13<sup>th</sup> source of imports.

#### Arizona's imports from Belgium

The graph below shows the top imports in 2021 from Belgium into Arizona.<sup>22</sup>



(Source: Greater Phoenix Economic Council (GPEC), "Belgian Trade & Investment Profile", March 2022)

<sup>21</sup> <https://globaledge.msu.edu/states/arizona/tradestats>

<sup>22</sup> The first category in the table, "Goods Returned (Exports & Imports) and Reimports (Canada only)" is a little strange, as it concerns items that, after having been exported from the USA, returned with no extra value added, e.g. for repair, or for other reasons. But the category – based on HTS code 9801 - is basically a 'black box' with goods that can pertain to all kinds of sectors. One possible explanation could be that some US and/or Canadian companies arrange their "returns" from the European market through a logistical hub in Belgium and to their headquarters or subsidiaries in Arizona. And that this leads to its high relative weight in a rather low total amount of Arizona's imports from Belgium. (We were not able to get a precise explanation from several sources that we contacted.)



The table below shows top imports into Arizona from Belgium and their percentage change from 2016 to 2021 .

Imports	2016	2021	Percent Change
Goods returned (exports and Imports) and Reimports Canada only <sup>23</sup>	\$9,364,157	\$13,702,089	46.3%
Chemicals	\$2,083,902	\$8,798,687	322.2%
Computer and electronic product	\$4,778,465	\$7,226,640	51.2%
Misc. Manufactured commodities	\$860,254	\$3,329,574	287%
Fabricated metal products	\$3,104,014	\$2,804,695	-9.6%
Machinery, except electrical	\$2,189,313	\$2,512,087	14.7%
Electrical equipment, appliances, components	\$8,848,675	\$2,432,326	-72.5%
Transportation equipment	\$574,736	\$1,007,598	75.3%
Printed Matter and Related Product,	\$5,187	\$625,424	11957.5%
Textile and Fabrics	\$135,870	\$540,223	297.6%
All other	\$2,682,341	\$1,777,867	-33.7%
<b>Total</b>	<b>\$34,626,914</b>	<b>\$44,757,210</b>	<b>29.3%</b>

<sup>23</sup> Same explanation as footnote 22, on the previous page.



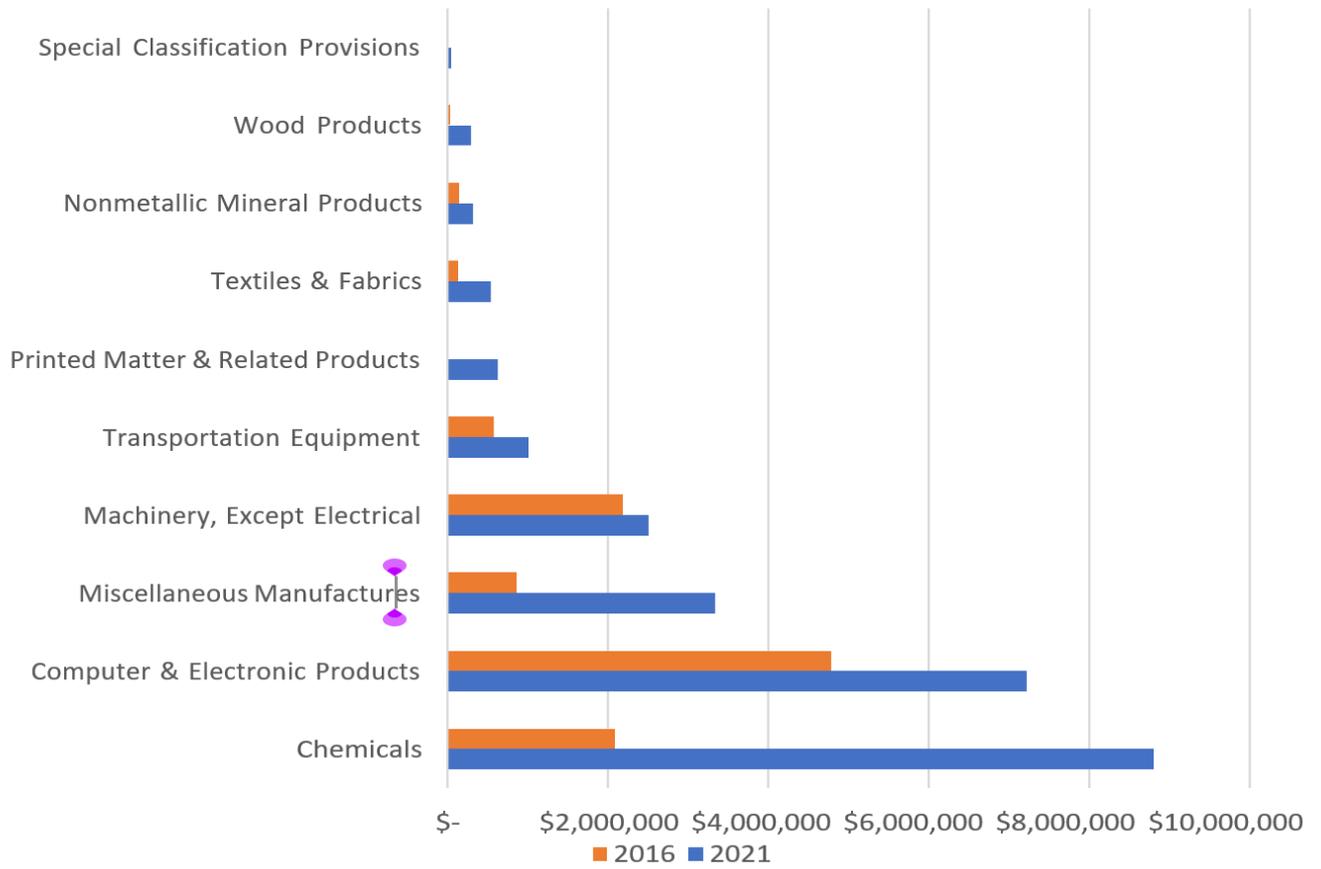
The table and graph below show the top growing categories in imports from Belgium into Arizona, by percent change from 2016 to 2021.

Imports	2016	2021	% Change
Printed matter & related products	\$5,187	\$625,424	11957.5%
Wood products	\$33,280	\$294,010	783.4%
Special classification provisions	\$5,730	\$43,892	666.0%
Chemicals	\$2,082,902	\$8,798,687	322.2%
Textile & fabrics	\$135,870	\$540,223	297.6%
Misc. Manufactured commodities	\$860,254	\$3,329,574	287.0%
Non-metallic mineral products	\$148,218	\$319,938	115.9%
Transportation equipment	\$574,736	\$1,007,598	75.3%
Computer and Electronic Products	\$4,778,465	\$7,226,640	51.2%
US Goods Ret & Reimps; Goods Ret to CA (EXP)	\$9,364,157	\$13,702,089	46.3%
<b>Total</b>	<b>\$34,474,239</b>	<b>\$44,734,747</b>	<b>29.8%</b>

(Source: GPEC, March 2022).



## Growing Imports from Arizona to Belgium



(Source: *GPEC*, March 2022).



### Arizona’s Exports to Belgium

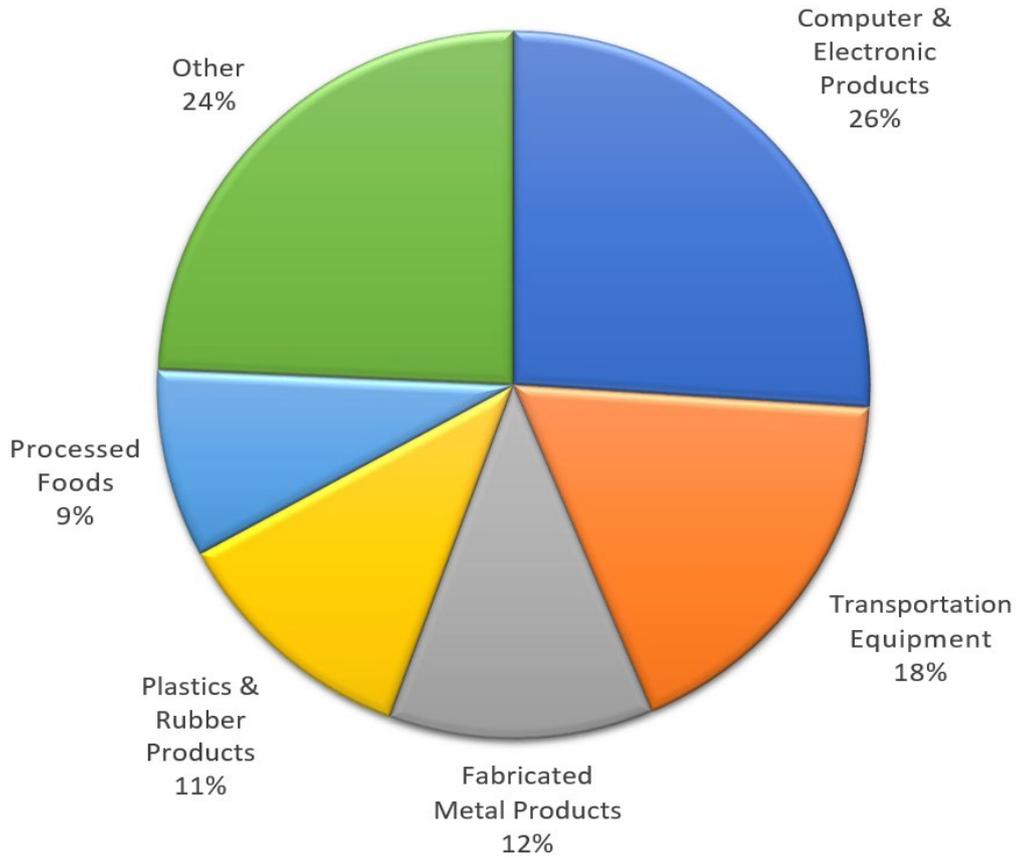
The table below shows the top export categories from Arizona to Belgium and their percentage change from 2016 to 2021.

AZ Exports	2016	2021	% Change
Computer & electronic products	\$137,939,595	\$33,312,769	-75.8%
Transportation Equipment	\$5,813,252	\$22,542,571	287.8%
Fabricated Metal Products	\$26,734,033	\$15,386,266	-42.4%
Plastic & Rubber Products	\$9,824,323	\$14,637,059	49%
Processed Foods	\$293,575	\$11,021,120	3,654.1%
Chemicals	\$11,669,781	\$9,409,222	-19.4%
Machinery Except Electrical	\$4,014,571	\$8,314,200	107.1%
Miscellaneous Manufactures	\$15,375,836	\$4,518,673	-70.6%
Electrical Equipment, Appliances, Components	\$6,560,617	\$4,214,747	-35.8%
Other Special Classif. Provisions	\$303,931	\$1,431,513	371%
All Other	\$5,877,461	\$3,222,332	-63.5%
<b>Total</b>	<b>\$224,406,975</b>	<b>\$128,010,472</b>	<b>-43%</b>



The graph below shows the top export categories from Arizona to Belgium in 2021.

### Top Exports by Value in 2021



(Source: GPEC, March 2022).







### 3.4 ARIZONA'S TRADE WITH EU

#### Arizona's Imports from the EU-27

The table below shows the main categories of imports into Arizona from the EU-27 and their percentage change from 2016 to 2021.

Imports	2016	2021	% Change
Computer & electronic products	\$887,670,995	\$1,111,916,637	25.3%
Transportation equipment	\$393,856,466	\$890,866,792	126.2%
Machinery, except electrical	\$685,433,594	\$544,542,911	-20.6%
Goods returned (Exports and Imports) and Reimports (Canada only)	\$518,276,326	\$436,651,645	-15.7%
Chemicals	\$175,119,611	\$167,341,608	-4.4%
Electrical equipment, appliances & components	\$151,722,218	\$152,333,938	0.4%
Fabricated metal products	\$72,878,638	\$90,417,754	24.1%
Beverages & tobacco products	\$56,486,410	\$75,932,093	34.4%
Miscellaneous manufactures	\$63,540,509	\$58,129,485	-8.5%
Primary metal manufactures	\$54,074,326	\$52,202,439	-3.5%
All other	\$131,341,266	\$196,679,545	49.7%
<b>Total</b>	<b>\$3,190,400,359</b>	<b>\$3,777,014,847</b>	<b>35.9%</b>

(Source: GPEC, March 2022).



### Arizona's Exports to the EU-27

The table below shows the main categories of exports from Arizona to the EU-27 and their percentage change from 2016 to 2021.

Exports	2016	2021	% Change
Computer & Electronic Products	\$630,925,137	\$1,356,396,280	115.0%
Transportation Equipment	\$853,392,724	\$799,512,724	-6.3%
Machinery, Except Electrical	\$171,907,101	\$268,390,592	56.1%
Minerals & Ores	\$68,772,128	\$209,383,317	204.5%
Electrical Equipment, Appliances & Components	\$154,558,019	\$173,813,678	12.5%
Fabricated Metal Products	\$202,275,253	\$164,752,723	-18.6%
Chemicals	\$116,343,842	\$162,957,720	40.1%
Miscellaneous Manufactures	\$156,864,640	\$153,427,859	-2.2%
Special Classification Provisions	\$62,403,102	\$62,585,864	0.3%
Agricultural Products	\$67,116,227	\$56,288,817	-16.1%
All Other	\$138,498,276	\$157,891,513	14%
<b>Total</b>	<b>\$2,623,056,449</b>	<b>\$3,565,401,087</b>	<b>35.9%</b>

(Source: GPEC, March 2022).

## 4. RANKINGS OF LARGE AND/OR FAST GROWING COMPANIES IN ARIZONA

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### 4.1 DELOITTE FAST 500 COMPANIES FROM ARIZONA (2020)

Every year consultancy Deloitte presents a ranking of the 500 fastest growing technology companies in North-America.<sup>24</sup> In 2020 the following tech firms from Arizona made it to the list:

Fast 500 #	Company Name	Sector	Location
31	Freestar	Digital Content, Media, Entertainment	Phoenix
47	Accelerate Diagnostics	Medical Services	Tucson
103	Iota Communications	Software & SaaS	Phoenix
119	Centauri Health Solutions	Software & SaaS	Scottsdale
122	AudioEye	Software & SaaS	Tucson
137	CampusLogic	Software & SaaS	Chandler
361	HTG Molecular Diagnostics	Biotechnology, Pharmaceutical	Tucson

<sup>24</sup> <https://www2.deloitte.com/content/dam/Deloitte/us/Documents/technology-media-telecommunications/us-tmt-fast-500-2020-winners-list.pdf>



## 4.2 FASTEST GROWING FIRMS IN ARIZONA (INC. 2021)

Business magazine Inc. publishes an annual ranking of fastest growing companies in the USA, called the Inc. 5000. It covers all industries, not just the technology sector. In 2021 these were the 10 Arizona companies with fastest growing revenues<sup>25</sup> (with the first column indicating their rank in the list of 5000 US firms):

Rank ↓	Company ↓	Growth ↓	Industry ↓	State ↓	City ↓
6	Brander Group 	27,096%	IT Management	AZ	Scottsdale
47	Clutch Solutions	6,999%	Computer Hardware	AZ	Mesa
138	Arizona Custom Blends Manufacturing	2,975%	Manufacturing	AZ	Tempe
146	Icon Power	2,823%	Construction	AZ	Tempe
148	BIM Designs	2,800%	Construction	AZ	Phoenix
175	Kayo Energy	2,402%	Energy	AZ	Tempe
221	Pomchies	1,987%	Retail	AZ	Tempe
224	Paradigm Laboratories	1,961%	Health	AZ	Phoenix
225	Paradox	1,941%	Software	AZ	Scottsdale
323	RallyUp	1,431%	Software	AZ	Phoenix

<sup>25</sup> <https://www.inc.com/inc5000/2021>

### 4.3 BIGGEST EMPLOYERS HQ'D IN ARIZONA (ZIPPYA, 2022)

The jobs and careers website Zippia.com each year ranks the largest employers in the different states of the USA. For Arizona they looked at the companies headquartered there and having at least 100 employees.<sup>26</sup> This resulted in 557 companies. Here below we list the first 25:

RANK	COMPANY	CITY	EMPLOYEES	SECTOR
1	<a href="#">Kyocera Solar</a>	Scottsdale	70153	Renewables & Environment
2	<a href="#">PetSmart</a>	Phoenix	56000	Retail
3	<a href="#">Banner Health</a>	Phoenix	50000	Healthcare
4	<a href="#">Circle K</a>	Tempe	40000	Convenience stores
5	<a href="#">ON Semiconductor</a>	Phoenix	36000	Semiconductors
6	<a href="#">Republic Services</a>	Phoenix	35000	Waste management
7	<a href="#">Sprouts Farmers Market</a>	Phoenix	30000	Supermarkets
8	<a href="#">Freeport-McMoRan</a>	Phoenix	30000	Mining
9	<a href="#">Amkor Technology</a>	Tempe	29300	Manufacturing
10	<a href="#">Apollo Education Group</a>	Phoenix	28000	For-profit education
11	<a href="#">Discount Tire</a>	Scottsdale	21790	Tire & wheel retail
12	<a href="#">Benchmark Electronics</a>	Tempe	20000	Electronics manuf. services
13	<a href="#">U-Haul</a>	Phoenix	18000	Truck rental
14	<a href="#">HonorHealth</a>	Scottsdale	17000	Non-profit hospitals
15	<a href="#">Arizona State University</a>	Tempe	15950	Education
16	<a href="#">Avnet</a>	Phoenix	15700	Electronics
17	<a href="#">International Cruise Excursions</a>	Scottsdale	15000	Travel agency
18	<a href="#">Microchip Technology</a>	Chandler	14230	Semiconductors
19	<a href="#">The University of Arizona</a>	Tucson	12120	Education
20	<a href="#">Southern Copper</a>	Phoenix	12000	Mining
21	<a href="#">Carlisle Companies</a>	Scottsdale	12000	Manufacturing
22	<a href="#">Massage Envy</a>	Scottsdale	11280	Wellness chain
23	<a href="#">ASARCO</a>	Tucson	11100	Mining & metals
24	<a href="#">Insight Enterprises</a>	Tempe	11000	IT services
25	<a href="#">Magellan Health</a>	Scottsdale	10700	Hospitals

<sup>26</sup> <https://www.zippia.com/advice/largest-companies-in-arizona/>



## 5. USEFUL CONTACTS

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### 5.1 ECONOMIC DEVELOPMENT

With regard to economic development, the **Arizona Commerce Authority (ACA)**, a public-private partnership between industry, academia, and government, is one of the main players in the state, and aims to recruit quality businesses and jobs to Arizona. Arizona Governor Doug Ducey is its Chair of the Board.

- Arizona Commerce Authority (ACA)
  - 100 N 7th Ave #400, Phoenix, AZ 85007
  - Tel. +1 (602) 845-1200.
  - [info@azcommerce.com](mailto:info@azcommerce.com)
  - <https://www.azcommerce.com/>
  - President & CEO: Ms. Sandra Watson

The **Greater Phoenix Economic Council (GPEC)** is another one of the main players. GPEC too is a public-private partnership established in 1992 between Maricopa County, its 22 communities, and over 200 private companies. GPEC is an economic development organization helping businesses expand and relocate to the Greater Phoenix area<sup>27</sup>.

- Greater Phoenix Economic Council (GPEC)
  - 2 North Central Ave. Suite 2500, Phoenix, Arizona 85004
  - Tel. +1 (602) 256-7700
  - [www.gpec.org](http://www.gpec.org)
  - [info@gpec.org](mailto:info@gpec.org)
  - President & CEO: Mr. Chris Camacho

At the state level the **Arizona Chamber of Commerce and Industry** is the main voice representing businesses and entrepreneurs. As one of its initiatives the Chamber publishes a business agenda each year outlining the business climate in Arizona, including public policies that are of interest to employers and investors. The agenda comments on tax reform, infrastructure, environment, regulatory and environment issues; as well as short- and long-term goals and ways to achieve them for each major sector.

- Arizona Chamber of Commerce and Industry:
  - 100 N 7th Ave #400, Phoenix, AZ 85007
  - Tel. +1 (602) 248-4430
  - <https://azchamber.com/>
  - [info@azchamber.com](mailto:info@azchamber.com)
  - President and CEO: Mr. Daniel Seiden

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<sup>27</sup> <https://www.gpec.org/services/>



- **Honorary Consul of Belgium:**  
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- **'Vlamingen in de Wereld'**, a network for Flemish families and individuals living abroad, has an active chapter in Arizona.  
Representative: Ms. Katrien Vanderheyden  
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