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*The Mobility Issue*



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# Message from the Chairman & CEO

*Welcome to the Winter issue of the AMCHAM news magazine, Connexion.*

*This issue of Connexion is the first paperless version of our magazine! We are proud to be following the lead of LuxAir and demonstrating our environmental consciousness by launching an electronic-only issue. Please send your comments to [info@amcham.lu](mailto:info@amcham.lu).*



In this issue, we report on our American Thanksgiving with the Minister of Finance, Pierre Gramegna, and our American Ambassador, J Randolph Evans, along with coverage of other Fall AMCHAM events, news about future AMCHAM events and a special focus on Mobility challenges and solutions.

Thanksgiving this past year was a great event with a sold-out crowd of 200 guests that included the head table, a full table of ambassadors, eight corporate-sponsored tables, three tables of the alumni from American universities and seven tables of individual members and couples. The Double Tree Hilton presented a terrific traditional Thanksgiving turkey dinner with all of the trimmings of pumpkin soup, roasted vegetables, dressing, gravy, cranberry sauce and apple pie à la mode. The U.S. Ambassador gave a moving welcoming speech and was followed by Minister Gramegna's accepting the 2019 AMCHAM Economic Prosperity and Freedom Award. He expressed his appreciation of the contributions of the American and international communities to the success of Luxembourg and extolled the good relations between the government and people of Luxembourg and its international residents. This was followed by the announcement of 28 tombola prizes that included an original work of art donated by the

2019 ArtFair which AMCHAM is proud to support. The evening ended in the early hours of Saturday morning after a long night of dancing provided with enthusiasm and style by Marco Bossen and his musical colleagues. Enjoy the article and photos in this issue.

We are also pleased to present post-event reporting on our partner, the American stand at the International Bazaar. We compliment the American stand for its many years of leadership and service to the good cause of helping those in need around the world.

This Connexion Winter issue is specially focused on mobility. We are pleased to include an interview with Minister of Transportation François Bausch. We thank him for the time he spent with us explaining his vision to improve the lives of those living and working in Luxembourg through a national mobility plan. His comprehensive, thoughtfully-developed vision puts people at its center. We were impressed and compliment Minister Bausch and his team on what they are trying to do and how they are doing it. We hope you both enjoy and benefit from this informative mobility coverage.

Our 2020 AMCHAM year will start with a February 4th New Year reception hosted by Spuerkeess. Please save the date and see our website for further details.

2020 will also be the 25th anniversary year of AMCHAM in Luxembourg and the 75th anniversary year of the American business community established at the end of World War II. We will celebrate both with 300 guests at a very special Gala Thanksgiving at Cercle Cité on November 13, 2020. Join us!

Over the past 25 years, AMCHAM has grown from a small, bilateral chamber of commerce into the largest and most active private chamber of commerce in Luxembourg, with a membership approaching 400 members. We have gradually transformed ourselves into a Luxembourg-centric, English-speaking international business organization that welcomes all international and local companies. With 189 committees, we have the experts to analyze and propose solutions for any problem which faces the business community. We provide four services:

- Networking in English
- Information about how to do business and live in Luxembourg
- Problem solving to identify optimal solutions to business challenges
- Lobbying with the government to promote the best interests of the business community and international residents living and working in Luxembourg.

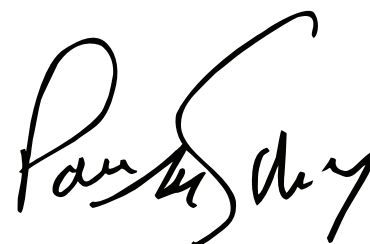
Our 2020 program will include approximately 30 events, with lunches, evening committee events and larger all-AMCHAM events. Four copies of our AMCHAM magazine Connexion will be issued during the year along with a fifth edition of our comprehensive, award-winning book, *Doing Business in Luxembourg*. The volume explains everything you need to know to set up and run a business in Luxembourg. The new edition will be published in English, Mandarin, Russian, Farsi and Arabic. We are also developing new versions of our Languages of Luxembourg learning application, which can be found at [www.languagesofluxemborg.lu](http://www.languagesofluxemborg.lu) and on our website, [www.amcham.lu](http://www.amcham.lu).

AMCHAM in Luxembourg exists to promote, serve the needs of and support the international community of English-speaking companies and their employees here in Luxembourg, help them connect with the right people and ensure their voices and needs are heard and addressed. We are very proud to be a melting-pot organization composed of 30% of U.S. companies, 20% of Luxembourgish companies and 50% of companies from around the world. All of our members are treated with great respect and appreciation regardless of their countries of origin. We warmly welcome new members. For more information, please contact us at [info@amcham.lu](mailto:info@amcham.lu) or call us at +352 431756.

With respect and kindest regards,

---

***Paul Michael Schonenberg***  
***Chairman and CEO***







*Minister of Mobility and Public Works  
François Bausch*

# Interview with François Bausch, Minister of Mobility and Public Works

Meeting the minister in his offices on the top floor of the place de l'Europe, one has a view not only of Kirchberg's modern buildings, but also of the verdant forests stretching beyond. This is appropriate, as Minister Bausch is a member of Luxembourg's Green party (déi Gréng) and vocal about his concern for the environment.

## **Multimodal Mobility**

Minister Bausch is justly proud of the free public transport scheme that will go into effect on March 1st. "People will be able to 'jump on, jump off,' without worrying about tickets or cost." He sees the new approach to mobility as being "multimodal." "People can take a train to the funicular to the tram," he enthuses.

In reorganizing individual transport, the quality of the individual's experience cannot be compromised. Convincing people to change their behavior - from relying solely on a car for commuting to using alternatives means of transport - requires that the alternative be competitive with the existing solution. Combining a train with the tram offers a commute on an independent system where delays are rare. "We expect the trams to run every four minutes at peak hours."

Minister Bausch is convinced that arguing will not influence change. "You have to demonstrate that the alternative is better. A reduced carbon footprint is a side effect."



## **ChargeY**

The ministry is encouraging people to "go electric." In addition to a substantial subsidy when purchasing an electric vehicle, the government is addressing the most frequent concern that stops people from getting an electric car—a lack of charging stations.

ChargeY's goal is to have 1,600 public charging stations located throughout the Grand Duchy. There are already stations in 90 municipalities and 800 are foreseen by the end of 2020. Half of the stations will be installed at Park & Ride car parks and the rest will be in municipal car parks. Every municipality will have at least one station with two charging points at a convenient location.

ChargeY stations are accessed by the ChargeY mKaat

which is issued by the charging service provider. All energy used by Chargy is renewable - from solar or wind power. The MyChargy app allows the Chargy user to monitor consumption, find charging stations and make a reservation.

### Transport for those with Special Needs

For residents who are blind, in wheelchairs, or otherwise restricted in mobility, the ministry offers the Adapto scheme ([www.adapto.lu](http://www.adapto.lu)). These are specially equipped transport vans that can be ordered in advance for travel between the hours of 07:00-22:00 from Sunday to Thursday and from 07:00-24:00 on Saturdays and Sundays. A medical certificate from the Ministry of Mobility is required. As of March 1st, the service will be free of charge.



### Cycling

Minister Bausch, himself a committed cyclist, is enthusiastic about the benefits of bicycling. “It’s good for your health, it’s fun, and you can stop and talk to people, which you can’t do in a car or a train.” Foldable bikes can be taken on other forms of transport, while mBoxes allow for secure storage.

Minister Bausch started the Ve’loh! bike rental program in 2007. It now has more than 10,000 subscribers and the original fleet has been upgraded to ebikes to make it easier to navigate Luxembourg’s far-from-flat terrain. If someone wants a bike of his own, the government offers a subsidy of a maximum of €300 per family, calculated as 25% of the cost of the cycle,

### mBoxes

mBoxes are secure areas where people can leave bikes without worries about theft or vandalism. There are more than 40 mBoxes in the Grand Duchy, located near public transportation hubs. They make it easy to combine cycling with taking the bus, train, or tram. mBoxes can be accessed at any time, 24/7, with an mKaat. For more information, visit <https://www.mobiliteit.lu/en/services-en/mbox/>

### Future Transport Plans

The government has allocated €400 million for new trains to be put into service between 2021 and 2024, which will double current capacity. €300 million has also been budgeted for the renovation of the Bettembourg train station in 2021



Other major road infrastructure improvements funded by the government include the transport hub at Cloche d’Or, redevelopment of the Pontpierre junction on the A4 motorway, the Micheville junction, a new segment of the N3, the construction of a bypass in Clervaux and a new road between Ettelbruck and Diekirch. An extension of the A3 motorway is also planned for 2021, with work expected to take five years.

The Ministry’s website is:

<https://mmtg.gouvernement.lu/fr.html>

The Ministry has created a portal providing information relating to transport at <https://transports.public.lu/fr.html>



# The Tram



and ends at 23:47. Saturdays it goes from 05:34 to 23:54 and Sundays from 06:04 to 23:54. The tram is free on Saturdays, otherwise normal rates apply (until free public transport comes into effect on March 1).

The Ministry of Mobility and Public Works and the City of Luxembourg established Luxtram S.A. to undertake the planning, development, construction and operation of the tram. Its share capital is €6 million, which is held

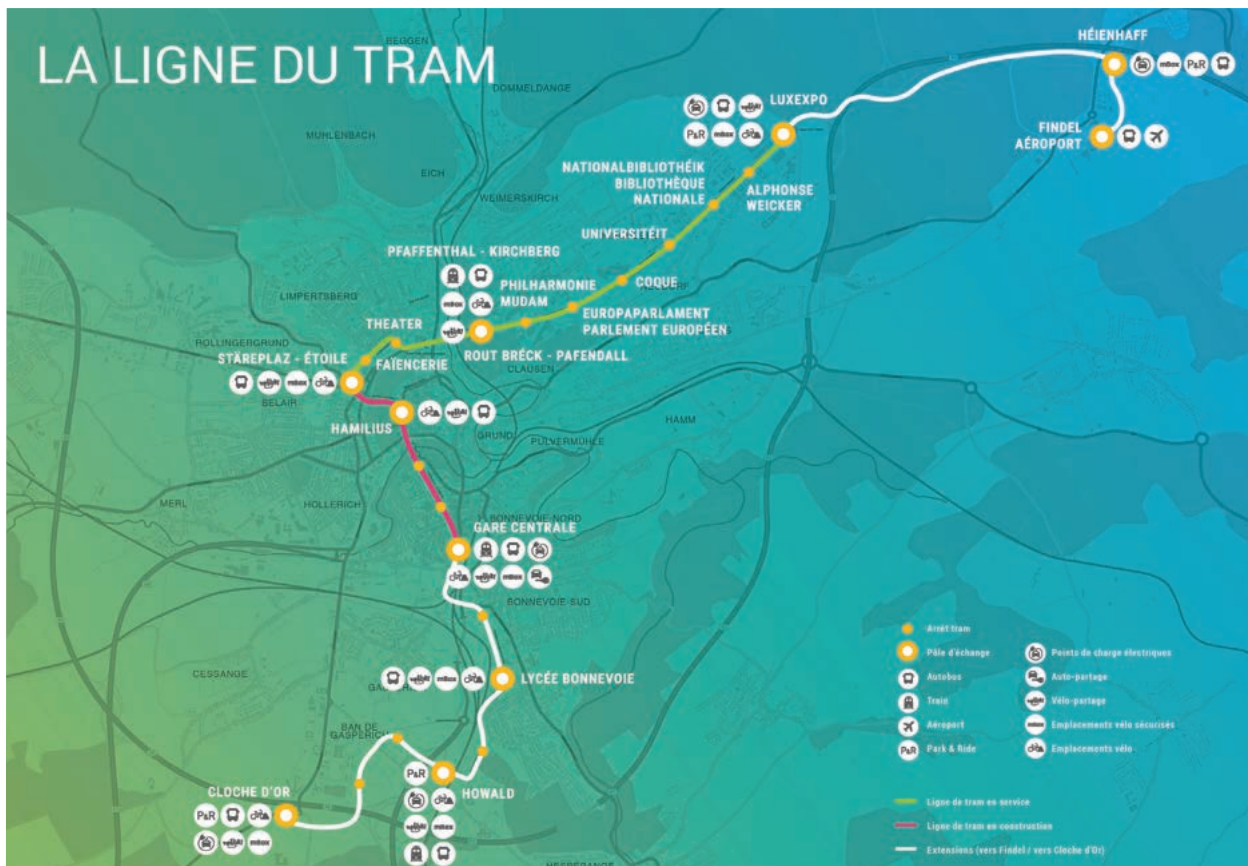
The first section of Luxembourg’s tram runs from LuxExpo in Kirchberg to Stäreplaz/Place Etoile where it connects with eight bus lines. Along the way, it stops at eleven stations and, as of December 2019, carries an average of 30,000 passengers each day. When the newest section between Stäreplaz/Place Etoile and the Gare Central/Central Station opens in December 2020, passenger traffic is expected to increase to 50,000-60,000 per day.

The tram runs every day. Weekdays it starts at 04:47

entirely by the Luxembourg government (€4 million) and the City of Luxembourg (€2 million).

The map below shows the current tram line and the route of its future development. When completed in 2021, it will run from Findel Airport to the Cloche d’Or business district, a total of 16 km, with 24 stations and 10 interchanges. The project is expected to cost €565 million.

For more information, see <http://www.luxtram.lu/fr/> and <https://www.vdl.lu/en/getting-around/other-transport/tram>





# FREE Public Transport



In December 2018, Luxembourg made headlines around the world when the government announced it would make all public transport free of charge. All tickets would be abolished, with savings on ticket sales, fare collection and ticket purchase policing. The Grand Duchy is the first country in the world to do this.

Free public transport comes into effect on March 1, 2020. Any person in Luxembourg, whether a resident or visitor, can use buses and trains - and the tram - at no charge. (First class travel is excluded.) Cross border travel fares have also been reduced.

There is no reimbursement for annual cards purchased previously that extend beyond March 1, 2020 (i.e., if an annual travel card was purchased on May 1, 2019). If a card expires before March 1, a user can purchase a card for the period not covered up until March 1, 2020.

More information is available at <https://www.mobiliteit.lu/fr/billets/gratuite-des-transport/> and <https://www.vdl.lu/fr/actualites/introduction-de-la-gratuite-des-transport-publics-au-luxembourg-le-01032020>

## The Funicular

The funicular at Pfaffenthal-Kirchberg brings together trains, buses and the tram. The hub is located at the Red Bridge and provides travelers with transport between the train platform and the bus and tram stops in Kirchberg.

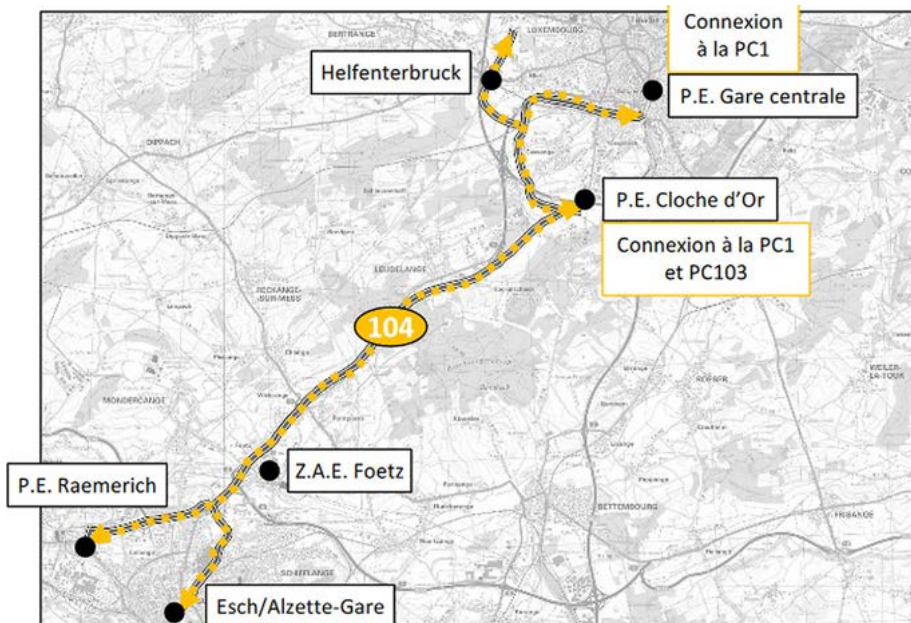
Unique in Luxembourg, the funicular is free. Around 6,000 people use it each day. It is 200 meters long and takes 63 seconds to climb (or descend) 40 meters.





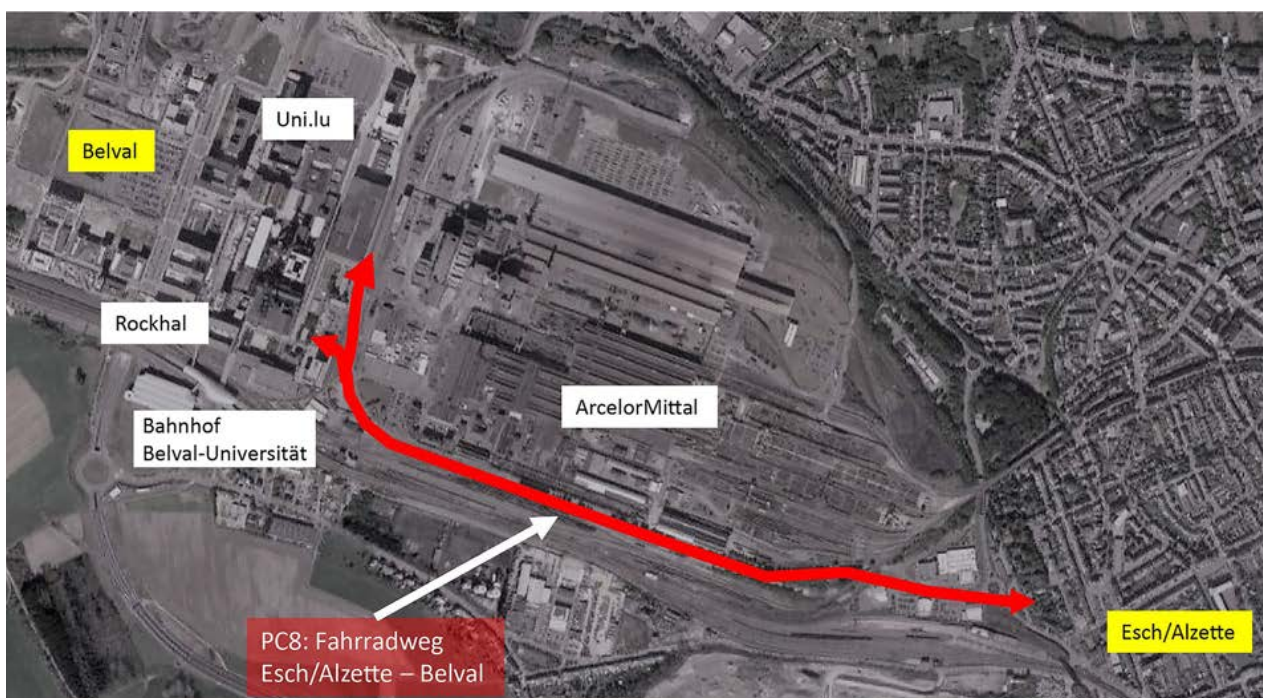
In December, 2019, the Ministry of Mobility and Public Works (Ministère de la Mobilité et des Travaux Publics) announced that a 28 km bike path would be built between Luxembourg Ville and Esch-sur Alzette, the country's second largest city. The route will parallel the A4 motorway. Minister François Bausch, himself an avid cyclist, promised that the route will have a gradient no steeper than 6%.

# New Bike Paths



A second 2 km path for bikers and pedestrians will be built between Esch-sur-Alzette and Belval, home to the University of Luxembourg. The path will be 7.5m above ground and will be the longest cyclist and pedestrian bridge in Europe, Minister Bausch said. The project is expected to be complete by the end of 2022 and is part of the plan to create a total of 1,102 km of cycling routes in the Grand Duchy.

[https://mmtp.gouvernement.lu/fr/actualites.gouvernement%2Bfr%2Bactualites%2Btoutes\\_actualites%2Bcommuniqués%2B2019%2B12-decembre%2B06-pc8-veloexpresswee.html](https://mmtp.gouvernement.lu/fr/actualites.gouvernement%2Bfr%2Bactualites%2Btoutes_actualites%2Bcommuniqués%2B2019%2B12-decembre%2B06-pc8-veloexpresswee.html)





# Automobiles

*People in Luxemburg love their cars. In 2019, a record-breaking 55,000 new cars were registered in the Grand Duchy, a 4% increase from the previous year. Best-selling brands were BMW, Volkswagen, and Mercedes. The 496,326 vehicles currently registered work out to 0.8 cars per resident.*

*For this mobility issue, Connexion talked to three leading car dealerships about trends and their visions for the future.*



*BMW 3 Series – XS - i8*

## BILLA-EMOND BMW

“What is it to be green?” muses Olivier François, responsible for marketing at Billa-Emond BMW and Mini. “We have a variety of engines to offer our customers. Petrol. Diesel. Hybrid. Fully electric. The right engine for someone depends on how the car will be used. Is it for a congested commute? City shopping? A long vacation trip on an autoroute? In Luxembourg, we find more and more people are thinking hybrid.”

Hybrid is the first step to going fully electric. The question everyone asks, of course, is where to recharge. Companies, which often provide employees with cars, do not think enough about green mobility and fail to offer adequate numbers of charging stations, if any. Billa-Emond will be moving to a new garage in Gasperich in the future and one of its priorities will be to optimize charging places.

What about self-driving cars? François sees five steps to having fully autonomous vehicles. First, foot off. The car will brake by itself. He notes that many models already have this feature. Then, hands off. Sensors will allow the car to steer itself. Next is eyes off, followed by mind off.

Ultimately the driver is simply a passenger. The issue for François is that many people enjoy the process of driving. “A car is the definition of freedom.”

BMW already has a full range of hybrid models: 225xe Plug-in Hybrid Active Tourer; 330e Berlin Plug-in Hybrid; 330e Touring Plug-in Hybrid; 530e Berin Plug-in Hybrid; 745e Plug-in Hybrid; X1 xDrive25e Plug-in Hybrid; X3 xDrive30e Plug-in Hybrid; X5 xDrive45e Plug-in Hybrid. Finally, there are the incomparable i8 Coupé and i8 Roadster hybrids with a petrol engine driving the back wheels and a 131 HP electric engine with a 37 km range driving the front. The i8’s acceleration rivals the Porsche 911 while remaining environmentally attractive.



*BMW 3 series Hybrid*





*The BMW Electric Range*



*The electric MINI*

Then there are the fully electric i3 and i3s with ranges of 359 km and 45 minutes to 80% charge. Meanwhile, BMW will have a fully electric SUV within a year and an electric MINI in March, 2020.

The overall trend in new car sales remains the SUV, although 50% of companies are concerned with having low emission vehicles. Another notable trend is the increasing number of individuals leasing their own cars. “Whatever car the customer chooses, given BMW’s commitment to the environment, he can be assured that the engine has been engineered for maximum fuel efficiency and the minimum of emissions,” François concludes.

**NISSAN**

At the Nissan/Infiniti dealership in Alzingen, Christophe Greff, in charge of marketing, admits that many of their customers do not know what to do when looking for a new car. While the Nissan LEAF is Europe’s most popular electric car, and the Luxembourg government offers a €5,000 rebate on purchases of electric vehicles, people worry about the range of an electric car and being able to find a place to charge it. Still, for someone committed to having an emission-free vehicle, Nissan’s electric offering comes in two models, the LEAF and the LEAF E+. The range of the former is 270 km, while the E+ can go for 385 km. When recharging at home using a domestic recharger, the LEAF completely recharges in 7.5 hours, while the LEAF E+ takes 11.5 hours. Using a rapid recharge, the LEAF goes from 20% to 80% charge in 60 minutes, while the LEAF E+ takes 90 minutes. Greff is proud that Nissan takes responsibility for the proper recycling of the batteries of its electric vehicles.

In addition to the LEAF, Nissan has two other best-selling models--the Micra and the Qashqai SUV. The Micra is a perfect city car. It is famous for its reliability and comes in a variety of models to suit taste and budget. Equally popular is the Qashqai, which offers eight different models from which to choose and which Nissan calls ‘an urban SUV.’ Nissan’s cars boast “intelligent mobility,” with sensors and screens



*Nissan Leaf e+*

that provide driving assistance. NissanConnect provides route planning and real time traffic information, as well as car location. Other features include cruise control, parking assistance, emergency braking with pedestrian recognition, line crossing alerts, traffic sign recognition and blind spot warning.

Greff has also identified the growing trend for personal, rather than only corporate, leasing. “Leasing is the future. Cars will become a utility, with drivers replacing their vehicles at the end of each leasing period.”

Nissan is part of the CAR Avenue group. Founded in 1920, CAR Avenue is a network of 104 car dealerships in Luxembourg, Belgium, Lorraine and Alsace.





Autopolis in Bertange is notable for being the first U.S.-style multi-brand dealership in Luxembourg. On the Monday before Christmas, AMCHAM sat down with Autopolis' Kevin Colas to talk about the strategy of the dealership, along with current and future trends.

First the basics. Autopolis is the largest dealership in Luxembourg in terms of square meters. Its premises is huge, covering three full floors of a large, modern building just off the autoroute in Bourmicht. It is a visible and easy-to-get-to location with a convenient bus stop immediately in front of the building.

Autopolis offers sales and service for eleven car brands including Abarth, Alfa Romeo, Cadillac, Chevrolet, Corvette, Fiat, Hyundai, Jeep, Opel, Suzuki, and Volvo. There are synergies and complementarities rather than competition among the brands. The SUVs offered by Fiat, Jeep, Suzuki, and Volvo are not direct competitors to each other in price, image or capabilities, but rather variations on a theme. The same applies to the four convertibles/cabriolets on offer from different companies or the multiple vans, city cars and luxury vehicles. Autopolis aims to offer a vehicle for the interest, taste and budget of each potential customer, with individual sections organized for each car brand gently flowing from one to another.

In addition to this broad automotive selection, Autopolis also has a restaurant, a café, meeting rooms, full WIFI access and a beauty institute. Its goal is to create a client-centric, full-service, welcoming and interesting

experience where guests enjoy themselves. The dealership carefully monitors customer satisfaction, tracks the direction of customer evolution, and notices upcoming trends.

At Autopolis, as for the other dealers interviewed, SUVs remain the vehicle of choice in Luxembourg, with the Volvo XC-40 and XC-60 being the most widely sold cars at the dealership. Autopolis also acknowledges a growing interest in more eco-friendly vehicles, partly driven by customer tastes and partly by new regulatory standards.

There is interest in accompanied by nervousness about electric vehicles. Customers like the rapid acceleration and quietness of electric cars, but are concerned about the availability of charging network facilities, especially for holiday or other long-distance travel. Therefore, pure electric vehicles are most interesting as city cars, especially when company-funded rather than personally purchased/leased. Customers undertaking high mileage, long-distance travel prefer either hybrids or diesel.

Another interesting trend is leasing, as opposed to outright vehicle purchase. Previously, owning a vehicle was a sign of success. Now, having easy access to the mobility options of the customer's choice is increasingly preferred. This is especially true when accompanied by full-service maintenance as part of the leasing contract.

When the auto festival starts at the end of January, Autopolis hope they will be among the places you visit. And soon you can visit Autopolis to see the new Corvette and the new, smaller Cadillac SUV.

# Luxair G R O U P

## Interview with Adrien Ney, Luxair's CEO

"You must remember, Luxair is a group. It includes four different business activities. The *airline Luxair Luxembourg Airlines. LuxairTours. LuxairCARGO* and *LuxairServices*," begins CEO Adrien Ney.

Luxair Luxembourg Airlines is probably the company best known to the public. It is a regional airline that flies to twenty-one destinations in Europe that include its largest cities, business centers and international hubs. It prides itself that baggage is included in the ticket price and that a beverage and snack are offered on all flights. There are no hidden charges. In 2019, Luxair Luxembourg Airlines safely carried 1.4 million passengers to their destinations, the most popular of which were Munich, Paris, and London.



*Luxair CEO Adrien Ney*

inflight meals, which in 2018 totaled nearly 2.3 million, while other divisions handle Passenger Assistance and maintain LuxairGroup's airport's service vehicles.

LuxairGroup employs 3,050 people. It's known for employee longevity. In 2019, 72 people celebrated 25 years with the company. "The jobs are good. They are local. And they require a range of qualifications. We treat all employees with dignity and respect. That results in workforce stability," Ney says proudly.

The bottom line: Luxair is a great place to work as well as a great airline to fly.

Luxair has a very young fleet, with an average age of 6.5 years. This means they have a lower carbon footprint than airlines with older planes. As a comparison, British Air's average fleet age is 13.5 years, Air France's is 13.4 years, KLM's is 11.5 years, American Airlines is 10.8 years, and United Airlines is 15.1 years.

The fleet consists of 11 De Havilland Q400s, which seat 76, 4 Boeing 737-700s, which seat 141, and 4 Boeing 737-800s, which seat 186. The De Havilland is "the most modern turboprop available on the market and the most efficient aircraft for operating our European destinations, with less CO2 emissions compared to other jets of its kind."

Luxair is also concerned with sustainability in all areas of its operations. The airline is committed to using less plastic and paper and to reducing trash. This is shown in a move to non-plastic utensils and offering downloadable e-newspapers rather than paper copies. Its catering division uses local, natural products and has developed healthy menu offerings.

Luxair enjoys 45-46% market share. It is one of the few European regional players left. "We are proud to serve Luxembourg and the Greater Region," asserts Ney. "Our goal is to remain independent and to be socially responsible to our passengers, to our employees, and to the environment."



*Luxair De Havilland Q400*

LuxairTours flies to 45 destinations and offers high quality holidays that include hotel accommodation. Packages cater to a wide variety of interests, including the popular City Break offerings. Most popular destinations are the Canary Islands, Portugal and the Balearic Islands. About 700,000 vacationers enjoyed the tours in 2019.

LuxairCARGO takes advantage of Luxembourg's airport's being one of the busiest in Europe in terms of air freight volume and its CargoCenter's being one of the most active freight distribution centers that takes advantage of air and motorway links.



*Meal prepared by LuxairServices*

Finally, LuxairServices offers a range of services to the other entities in the LuxairGroup as well as to other airlines using the Luxembourg airport. Its Catering division provides



*Luxair Boeing 737-800*



Luciano Fratini knows firsthand about the needs of someone with limited mobility, having been badly injured in a motorcycle accident 34 years ago. However, he has not let the tragedy define him. He represented Luxembourg in the Rio Paralympics in 2016 in the handbike event, which is for athletes who lack leg function.



*Luciano Fratini*

Fratini's latest venture is LFP Mobility, a showroom in Bonnevoie that offers state-of-the-art products for those of limited mobility, from wheelchairs and walkers to handbikes, tricycles, and even electric scooters. Fratini works with a number of Italian manufacturers who design products of marvelous design and cutting-edge materials. Wheelchairs are light and highly navigable. "The right wheelchair can give someone freedom. I have known people who were confined to their homes become mobile and independent by getting a more maneuverable wheelchair."



*the LFP Mobility Showroom*



*Triride*

LFP also offers Triride products, an accessory that motorizes wheelchairs and dramatically increases mobility. There are also Zoomability chairs, which are designed for "off-road" adventures.

# Special Needs Mobility

*"There is no giving up, there is always a way to do it better."*

Fratini provides "pimp your ride" services, customizing wheelchairs with specialist wheels and accessories. "It's a question of quality of life," he explains.



*Zoomability*

Finally, fitness for those of limited mobility is as important as it is for the fully abled, if not more so. Fratini founded wheelchair basketball team the Lux Rollers in addition to his handbike achievements. The showroom features impressive Maddiline handbikes, which incorporate F1 technology. Luciano provides expert advice on handbike selection and configuration.



*Luxembourg Handbike Team, Rio Olympics*

LFP Mobility is located at 27, rue Pont Remy in Bonnevoie. It is open Mondays, Wednesdays, Fridays, and Saturday morning.

Website: <http://www.lfpmobility.lu/>

Facebook: <https://www.facebook.com/lfpmobility/>

# Your safety behind the wheel

By Jérôme Wiwinius

## Compulsory car insurance

Owning a car in Luxembourg is tied to a certain number of administrative obligations. Every vehicle circulating in Luxembourg must be insured with third party liability insurance (responsabilité civile). This type of insurance covers someone else's expenses if you cause an accident, including bodily injury and property damage. But be aware that this insurance does not cover the damages to your car nor any injury caused to the driver.



## Protect your car

Since damages to your car are not covered by your public liability, you should think about taking out specific insurance to protect you from any financial consequences due to damages to your vehicle. Theft, fire and glass breakage are basic options, but you can also subscribe to a comprehensive insurance that also covers total loss, vandalism, fuel error or any other material damage to your vehicle, called Casco. According to your insurance company, you can choose between different formulas that offer flexible policies adapted to your needs, your means and vehicle. This option can be interesting, especially if your car is brand new and expensive.

Your car is brand-new? Ultra-complete Casco coverage like easyPROTECT-Auto Performance by LALUX Assurances guarantees a full reimbursement

of the new replacement value if your car has been stolen, destroyed or deemed irreparable during the first three years.

Even your personal belongings that are damaged or stolen from your car are insured via the "Luggage and Personal Effects" cover.

## Protect yourself

Are you as well insured as your car? The driver is the only person that is never protected by its own third-party liability! Specific "driver insurance" is thus an essential complement as it addresses this shortcoming and covers any bodily injuries sustained by the driver, including treatment fees, medical care, loss of income in the event of inability to work, disability or even death.

According to the different formulas offered by insurance companies, you can either opt for a "car" formula, where every authorised driver of the vehicle is insured or a "person" formula that only covers the person mentioned in the specific conditions of your insurance contract.

## Protection against all kinds of accidents

An accident is always unexpected and can be life changing. Suddenly, there are numerous constraints: permanent disability, re-education programs, psychological support, loss of income, need of assistance and care staff. It's comforting to know that there is a specific insurance that covers you at any time: during transport, your daily life and leisure activities in- and outside of Luxembourg.

The accident insurance covers medical expenses that are not reimbursed by social security. Further, in the event of a permanent or temporary working incapacity, the insurance policy will offer you compensatory financial compensation. Finally, in the event of your death, your family will be provided with a death benefit.

Other than medical reimbursement, death and disability, the coverage may also be extended to loss of income, aesthetic damages, loss of amenity and moral damage.

## Good to know

- Once you receive the car insurance slip, called the green card (carte verte), it must be kept in your car at all times as proof of insurance. It also covers you for other European countries.
- All insurers provide drivers with an Accident Report Form (constat amiable d'accident), which is valid in all European countries. In case of an accident, both parties must fill out the form, sign it, and send it to their insurance companies.
- Luxembourg car insurance has a system of no-claims bonuses, known as the Bonus-Malus system. Annual



# Your safety behind the wheel

By Jérôme Wiwinius

rates increase if a claim is made when an accident is the driver's fault. If the driver has no accidents in consecutive years, the rates will decrease. Thanks to this reward system for "good" driving, you can get a reduction of up to 55% on your annual premiums. LALUX Assurances even offers a unique formula where your Bonus is not at stake if the damage on the vehicle does not involve a third party.

## GOOD TO KNOW

### Vehicle Sharing

There are two schemes in Luxembourg for car sharing and one for bicycles.



Carloh

Carloh is a car-sharing service that operates at sixteen locations in Luxembourg Ville. Carloh estimates that every car in its fleet is able to replace 8-12 personal cars. Its vehicles are chosen for their low emissions and are available through an annual subscription fee plus per use charges. Additional insurance to limit charges in case of accident is also available.

Full information in English is available at <https://www.carloh.lu/en/>

Flex car sharing is operated by the CFL. It offers car



Jérôme Wiwinius

#### About the author

Jérôme Wiwinius started his career in 2003 at LALUX-Vie after having successfully completed his studies in physics and general management. After he worked for several years in the team handling the occupational pension scheme business, with a special focus on investment funds, he entered the management team of LALUX-Vie. As of 2017, Jérôme became Head of Corporate Sales at the LALUX Group, expanding his responsibilities to non-life insurance business. Jérôme has been president of the Fédération des Jeunes Dirigeants d'Entreprise de Luxembourg and is currently Vice-President of the Economist Club Luxembourg.

sharing at 43 locations for travel in Luxembourg and the Grand Region. Rates include fuel, insurance, cleaning (internal and external), revisions and the 24/7



Flex

Flex-Servicecenter. Basic service is available at per use charges. Gold service has a monthly fee but lower use charges. Voyages can be booked as round trip or one way, for which an additional fee is charged. Corporate use for employee trips is supported and students are offered a special discount. Cars can be booked via a mobile app or by phone.

Full information in English is available at <https://www.flex.lu/en/front-page/>

# SPECIALTY VEHICLES

# The Lotus Club



Enthusiasts of the legendary sportscar in Luxembourg have the opportunity to take advantage of the Lotus Club Luxembourg (LCL). The club was founded by two owners of Lotus Elans M100 who met at an outing of the Lotus Club of Germany. Meeting again at an event organized by the Belgian Lotus Club, they decided to form a Luxembourg-based organization. The club was formally launched on May 1 1994, a date infamous in automotive history for the death of Ayrton Senna in an F1 race.



Lotus owners are well provided for in Luxembourg by the Arnold Kontz Group's Lotus Luxembourg, which sells the new models, offers pre-owned cars, and services the vehicles, which require the normal inspections at Sandweiler. Kontz also provides the opportunity for club members to test drive the Lotus range.



Celebrating its 25th anniversary last year, the club has grown to approximately 50 members who proudly drive their cars in a range of events and outings, often in concert with neighboring national clubs. Annual events include weekends in Champagne, the Ardennes, and the Black Forrest. Members can also try their cars on racetracks, take courses in driving skills, and enjoy karting in Lexy and Beaufort.

While many members have older cars, new models continue to be launched. In addition to the Elise, the Exige, and the Evora, the latest Lotus model is the all-electric Evija. The Evija has a top speed of over 200mph (320km/h), a range of 400 km and, at 2000PS and 1680kg, is the most powerful and lightest hypercar to ever enter production.



For more information, visit the Lotus Club Luxembourg's website: <https://www.Lotusclub.lu/>

To check out a Lotus for yourself, see <http://arnoldkontz-group.com/Lotus-luxembourg.html>





Vel'OH! is a bike rental program with more than 100 stations in the City of Luxembourg and adjacent neighborhoods. All bikes feature an electric pedal-assist system, with a range of 30-40 km. The system is activated at a certain level of torque, i.e., at low speed, providing gentle acceleration. It decreases as the maximum speed of 25 km/hr is attained. The current bikes are lighter and more comfortable than the original offerings, with three gears and an adjustable saddle.

Bikes have multi-function handlebars that allow the bike to be removed from the dock using a contactless bank card. They also have a U.S.B port that allows a smartphone to charge while riding. For safety, bikes have front and rear lights that are on day and night, as well as front and rear brakes.

Bikes are rented by subscription, with three subscription plans: annual; short-term; business. Apps are available in the Apple App Store and the Google Play Store.

For more information, see <https://myveloh.lu/home>

### Transport Info

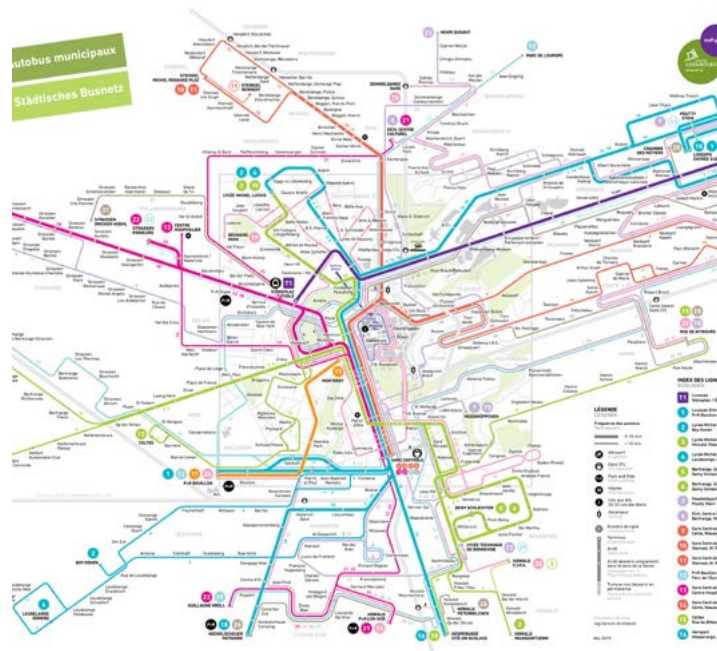
Transport info-routes, schedules, trip planning - is available through several websites.

City buses: <https://www.vdl.lu/en/getting-around/bU.S.>

Trip planning: <https://www.mobiliteit.lu/en/> There is also a smartphone app.

Trains: CFL.lu

Findel Airport, including arrival and departure information: <https://www.lux-airport.lu/>





# ACL

By Ing. Antonio da Palma Ferramacho

# Your Mobility Club



Because mobility today is more important than ever before, automobile clubs are evolving from roadside assistance providers to mobility clubs that offer their members better mobility solutions.

Traffic and congestion have become an increasing everyday problem. As a result, considerable time and resources are wasted every day during peak hours for commuting to work or for driving kids to school. Everywhere in Europe, cities are facing this situation but still congestion keeps increasing. So what can we do to solve this?

On the one hand, governments have set congestion reduction objectives for societal and environmental reasons while struggling to implement efficient and sustainable mobility policies. Their typical “carrot-and-stick” instruments, i.e., restrictions and taxation, are not really working, as people carry on making personal choices based on their own habits and interests. Indeed, these measures are not sufficient to solve mobility issues and people are more and more stressed on the roads and less and less efficient at work. On the other hand, we, as individuals can make some effort by considering other means for commuting such as car-pooling, public transportation, cycling or even walking when distance allows it. Unfortunately, the number of people adopting such measures is still marginal and inconsistent mainly because leadership is lacking. The result is disappointing!

The fact is that governments contract mobility specialists to perform surveys and develop mobility programs, but they often fail on the implementation phase because the message is not properly passed on, executed, and reviewed by the main players - governments, communes, companies, communities, and individuals. In general governments and communes deal with infrastructure and public transportation, which leaves companies and individuals responsible for adapting their behaviours to fit with the transportation means at their disposal. Moreover, there is no direct link between policy makers, companies, and individuals other than the usual press and media communication path. Therefore, the key points rely on the accurate communication between these parties to implement the appropriate mobility measures while verifying

their efficiency by closing the loop and applying the lessons learned. This is how the Mobility Manager can act as a catalyser.

The Mobility Manager’s role is to inform and advise groups of individuals about tailored mobility solutions. He performs the implementation of solutions, monitors the progress and closes the loop by identifying the gaps and the clues to achieve the identified goals. Because it touches large audiences, this function can be particularly efficient when applied to companies or communities such as estate areas, activity zones, or municipalities. This is the reason why ACL has created the Mobility Management Training (MMT) program in collaboration with the University of Luxembourg. It targets the understanding and the identification of community and company mobility problems and teaches ways of systematically looking for potential solutions while analysing their impact on individuals.

MMT targets the people in companies responsible for employee logistics such as parking management, accessibility, car leasing, etc., through an intense, interactive, tailored three-day course.

ACL believes that automobile clubs have a role to play in modern mobility and that a mobility manager can contribute to improving mobility in our society. ACL aims to create a corporate **Mobility Manager Association** that will meet on a regular basis to share experiences, good practices and lessons learned.

#### **ACL Mobility Loft: a new service powered by ACL**

How to choose the right powertrain from petrol, diesel, hybrid, plug-in hybrid or electric? The Automobile Club of Luxembourg helps its members by answering tough questions through its newly inaugurated Mobility Loft.

The mission of the Mobility Loft is to offer free, “neutral and objective” advice on the type of powertrain according to the use of the vehicle, the location of use, and the mileage envisioned.

In association with most of the major car brands, the Mobility Loft features new models throughout the year and has its own fleet of electric vehicles. ACL members can try electric vehicles and e-bikes by renting for a half day or even several days.

More details can be found at <https://www.acl.lu/en-U.S./tests-conseils/conseils/acl-mobility-loft>



# The Luxembourg tax landscape for individuals is largely unchanged

By Laura Foulds, Analie Tax and Consulting



*Laura Foulds*

For the majority of taxpayers, 2020 is largely unchanged from 2019. The main provisions regarding taxation of income and available deductions remain the same as in 2019, although it is possible that we will see further changes to minimum wage or a wage indexation during the coming year. For residents, the primary focus is whether or not taxes are optimized, and if individuals are taking advantage of all possible deductions. This is particularly important during “life-events” such as change in marital status, children, changing jobs, becoming an entrepreneur, purchasing real estate and investments, inheritance, etc., all of which can change the tax landscape for an individual taxpayer.

For non-residents and cross-border workers, the changes introduced by the 2017 tax reform have been in force for two years and remain unchanged. The 2018 tax return filings processed in recent months have been the first declarations filed under the new regime and it is only now

being seen how any elections for the “resident regime” and “joint filing” are impacting individual cases.

Q1 2020 will be a key timeframe for non-resident taxpayers and married taxpayers who do not wish to file jointly and those wishing to make or change certain elections should do so by March 31, 2020. Taxpayers should also receive the 2020 tax cards in Q1 and should ensure that these accurately reflect their specific situation.

## **A recap on Luxembourg taxable income and deductions**

**Income.** Each category of income (commercial, independent, agriculture, employment, pension, rental, investment, other, including capital gains) applies deductions and specific exemptions to that particular category of income e.g., fixed commuting costs against salary or mortgage interest expenses against rental income etc. Resident taxpayers are required to report worldwide income and non-resident taxpayers only Luxembourg sourced income. If a non-resident taxpayer elects to be treated as a resident, they are required to report worldwide income in the same manner as a resident taxpayer.

**Deductions.** In addition to income-specific deductions, there are some additional deductions available for all resident taxpayers. These are primarily:

- Mortgage interest
- Social security
- Alimony
- Debit interest and insurances
- Personal pension premiums
- Employer pension premiums
- Home savings scheme
- Charitable donations
- Childcare/cleaner expenses
- Purchase of an e-bike/e-car
- Expenses for support provided to children living outside household.

Most deductions are limited and the ceiling often depends on family size: the larger the family, the more you can deduct. There are conditions to be met for many deductions, but most local plans are designed to take

<sup>1</sup> Actually reported as negative rental income

<sup>2</sup> Including new pension scheme for self-employed from 1/1/2019

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advantage of the available deductions.

## Most couples have continued with the default joint filing position

The main decisions faced by married couples resident in Luxembourg will continue to be whether to file jointly or to elect for separate filing. In practice, most couples have continued with the default joint filing as there is, generally, no overall tax benefit of an alternative election.

For non-resident married couples, the option to file jointly, including worldwide income of both spouses, continues to cause many questions. Is the tax rate calculated via the tax card accurate? What if the anticipated situation changes during the year? It is vital for non-residents to review their position during the year to ensure they have the correct elections in force. Making the wrong election during the year could result in large tax payments at yearend.

## French residents employed in Luxembourg face some of the biggest changes in 2020

With the newly-ratified French tax treaty coming into force on January 1, 2020, many French residents who are employed in Luxembourg will experience significant changes.

To date, for a Luxembourg employee, income arising from Luxembourg and French working days was taxed in Luxembourg, while income from days worked in third countries was taxable in France. From January 2020, all employment income will be taxed in Luxembourg as long as the individual does not work more than 29 days outside of Luxembourg. If this limit is breached, income from all non-Luxembourg working days will be taxed in France.

This new position is largely in line with the OECD model treaty albeit with a cross-border provision similar to those introduced in the Belgium-Luxembourg and Germany-Luxembourg tax treaties in recent years.

French residents will be required to report global income in France and double taxation will be avoided by virtue of foreign tax credits claimed in France. A foreign tax credit will only be available where the income has been

subject to taxation in Luxembourg, so it is possible that tax could be due in France for income that has been treated as exempt in Luxembourg, e.g., redundancy pay, interest subsidies, etc.

Alongside the above changes, the treaty also introduces potentially onerous additional obligations on the Luxembourg employer and the taxpayer. When an individual breaches the 29 days there are two additional requirements:

- a) the Luxembourg employer will be required to remit French withholding taxes to the French tax authorities in relation to income earned on French working days
- b) the individual will be required to enter a direct debit arrangement with the French tax office to facilitate payment of French taxes due on any third country (non-Luxembourg/non-French) working days.

## Brexit, the continued unknown

The impact of Brexit on taxpayers with UK income or UK residents working in Luxembourg continues to be unknown. As the Luxembourg-UK double tax treaty will remain in force we anticipate minimal impact to the income tax position of taxpayers.

The same cannot to be said for social security and the impact will depend on whether or not the UK exits with a deal or not. A deal and a transition period will mean minimal changes in the short term and time for individuals to determine how to operate under the post-transition rules. A no-deal Brexit could result in changes in affiliation for many employees. Under a no-deal scenario, A1 certificates would expire on February 1, 2020 and could result in dual affiliation with social security taxes becoming due in both the UK and Luxembourg

Another area that would be immediately affected by a no-deal Brexit is immigration: the obligation to obtain work permits and/or residency permits adds another administrative burden.

## In the U.S., the impact of the Tax Cuts and Jobs Act continues to be felt

U.S. citizens resident in Luxembourg continue to be

<sup>3</sup> As long as < 183 working days in France and costs not borne by a French entity



# The Luxembourg tax landscape for individuals is largely unchanged

By Laura Foulds, Analie Tax and Consulting

plagued by the seemingly ever-increasing onerous tax-reporting obligations imposed on them by the IRS. Most U.S. citizens are used to the annual tax return filings and FBAR reporting, but the number of U.S. citizens looking to renounce their citizenship continues to rise often due to ongoing administration costs/reporting obligations as well as an inability to be able to invest outside the U.S. (as many financial institutions limit investments for U.S. citizens) or in the U.S. (as they no longer have a U.S. address/telephone number).

## **GILTI is here...**

The one area causing significant additional reporting obligations for U.S. citizens are the GILTI provisions which came into force in 2019 and are complex, burdensome and therefore restrictive to many Americans living overseas looking to set-up their own business in a “normal” way. It is easiest to understand using an example, so let’s take Joe, a U.S. person living in Luxembourg looking to realize a lifelong dream of being his own boss. Joe decides to set up an S.à.r.l. to provide IT consulting services to private clients, something that is done by thousands of people every year. Joe’s business goes much better than he anticipated and, even in year 1, he turns a healthy profit. He paid himself a salary and a little extra before Christmas but leaves some working capital in the S.à.r.l. to expand, buy premises, take on staff, etc. He dreams big!

The GILTI provisions, in very simple terms, seek to tax the profit remaining in the company that has not been distributed on an annual basis. So the amount that Joe has left in the S.à.r.l. is taxable in the U.S. by way of GILTI. Now the good news is that, when Joe takes the profit out in the future he will not have to pay U.S. tax on it at that point as it has already been taxed. Go forward three years and we are now in 2023 and Joe’s company pays him a dividend out of the profit that has been taxed under GILTI and no additional U.S. tax arises. The bad news is that Luxembourg taxes the dividend when it is paid. So now Joe has paid U.S. tax in 2020 and Luxembourg tax in 2023. Will Luxembourg give a credit for GILTI tax paid in 2020? No. Will the U.S. give a credit for Luxembourg tax paid in 2023? No. And there you have it. Double taxation.

## **But there are ways to mitigate the impact of GILTI**

Now, it’s not all doom and gloom. There are some ways to minimize the impact of GILTI. By dusting off some 50-year-old tax code, it is quite often possible to fully mitigate the impact of GILTI for shareholders of Luxembourg companies. But it makes an already ridiculously complex situation even more complex, and there is always the possibility that the IRS will change the law and eliminate the ability to utilize the currently available elections.

The reality is that we are a world away from the promised “filing your tax return on a postcard” and compliance costs for U.S. citizens living overseas continue to increase.

## **An increasing number are considering expatriation**

In late 2019, the IRS issued new procedures aimed at individuals renouncing their citizenship to “exit” more easily, particularly where they have no U.S. Social Security number. There are conditions to be met and forms to be filed but we are seeing an increasing number of people considering expatriation.

## **Looking forward to 2020**

Brexit is the most imminent change due to affect taxpayers in early 2020, so we watch the UK political circus closely and remain prepared, particularly in the event of a no-deal exit.

In Luxembourg, the primary anticipated change is looking a little further ahead with the move towards individual taxation for all in 2021 and we await further information from the Luxembourg tax office in this regard.

Given the impending U.S. elections, any changes on the horizon are likely to depend on whether the Republicans or Democrats are victorious and so, not unlike Brexit, taxpayers will have to wait and see what the future brings.

[www.analietax.com](http://www.analietax.com)



# Digitalization has nothing to do with technology. It is all about culture!



Despite digital transformation risk being the number one concern of CEO's and executives, more than 70% of such digital change projects fail or settle for dilution of value and mediocre performance.

With this in mind, why and how are digital change projects so different? Are IT experts the right people to lead a such an initiative? What impact do they have on a company's culture and employees?

## Change keeps getting faster

Historically, one can argue that change used to come about gradually. However, today every technical evolution takes a quarter of the time allotted to the last one to advance

Back in the 17th century, it took over 50 years from the first invention of a power station generating electricity by Thomas Edison till industrial steam engines were replaced. Today, looking at the digital evolution of platforms such as Facebook and Twitter, it can take less than a year for a significant change to occur.

## Change in social behavior

With the speed of change today, humans need to be capable of adapting and changing behavior much faster than used to be the case.

Here digital solutions and our constant connectedness, where AI has become part of daily business, are clear proof of the rapid behavior changes we experience.

Just think of the branding and marketing of some products. Where it took airlines 68 years to gain 50 million users, it only took Twitter two years and Pokémon Go 19 days to reach this goal.

Another clear sign of societal behavior is the way people shop, book and spend their holidays today. Consider the traditional hotel sector, which is an industry that has gone through considerable transformation and development. Today traditional hotels are facing competition from online booking sites, Airbnb and other more modern competitors.

## Are organizations ready to face this fast-paced digital change?

We cannot predict the future, yet what we know for sure is that change is the only constant.

As mentioned in the introduction; despite great efforts, the vast majority of digitalization projects fail. Even if the will is there, often a project is tackled purely from a digital perspective without taking the history of the business, its customers, products (or services), procedures, or employees into account. Many companies work in closed silos, with the result functional areas and business units struggle to communicate, coordinate, and collaborate in relation to the change initiative and substantial time is lost in the frustrating "shadow work" of trying to navigate the seams within and across silos while carrying out cross-team work. Therefore, before starting a digital transformation project, companies should plan ahead for far-reaching change and revisit their entire ecosystem,

<sup>4</sup> Bain risk history survey 2017; Digital 360 Barometer survey 2017

<sup>5</sup> MF Essentials, p.3: [https://www.mindforest.com/wp-content/uploads/2019/10/Essentials-21\\_EN.pdf](https://www.mindforest.com/wp-content/uploads/2019/10/Essentials-21_EN.pdf) [04.12.2019]



including customer needs, organizational flexibility, preparing for incremental change, skills and competences, and awareness of and openness to new technology.

### The culture issue

When comparing “traditional cultures” with digital and innovative cultures, a recurring conflict is the differences in working methods. While there is little margin for initiatives and creativity in traditional company cultures, innovative and digital companies promote a culture of proactivity and agility. Furthermore, traditional companies tend to be compartmentalized and segmented with a typical hierarchical setup, whereas digital leaders foster a collaborative and engaging work culture open to the risk of failure and acceptance of several attempts to test and optimize new methods.



Within companies it is said that the ratio between formal and informal culture systems is 30% to 70%, meaning that only 30% is formally defined by strategy, structure and processes. The other 70% represents the hidden or informal cultural dimension relating to informal “rules,” power and relations, beliefs and opinions, attitude and values of the company and employees, motivation and engagement.

Even though it appears logical that leaders should pay particular attention to this hidden dimension, and while many studies show that there is a direct correlation between a healthy, productive culture and a company’s bottom line, the majority of companies spend little time thinking about, let alone doing anything about, this topic. This is true even when they are spending a significant amount of time thinking about their business strategy, processes, and organizational structure.

To emphasize the importance of preparing and executing digital change projects carefully and thoroughly, especially with regard to digital change projects, the well-known statement by Peter Drucker--“Culture eats Strategy for Breakfast”--can be extended to “Organizational Culture eats Strategy for Breakfast, Lunch and Dinner.”

In other words, if you do not take care of your DNA, you cannot succeed and you should never forget that your

strategy is your guiding path to your ambition, while corporate culture is your driving path, your enabler. Keeping this in mind, any company disconnecting the two are putting their success at risk.

When considering digital transformation, the trio “strategy, capabilities, and culture” needs to be reviewed, designed and aligned in order to create true organizational change.

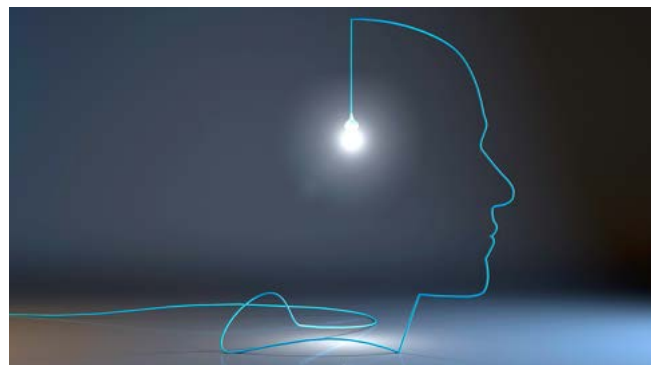
Here the three factors define where the company is heading and how the company intends to become a winner and differentiate itself from competition as well as defining the required capabilities - both existing and those necessitating further development plus the cultural imperatives required to enable the change, differentiation and success.

### How can you ensure the success of a digital change project?

According to Monique Shivanandan, the CIO of Aviva, “the biggest part of our digital transformation is changing the way we think,” (Forbes, 2016). This statement is supported by the findings of the French Digital Transformation Barometer, eCAC, which emphasizes that the most successful digital leaders have all invested in human resources to accompany their change projects.

In other words, this means that first you have to focus on the mindset of the stakeholders involved, then on building a digital culture, before you can finally take your business to the next level of digitalization and decide on which tools to use and implement and how they should be used.

### Digitalization is not about technology.



While intuitively one would think that a digital change project should be led by the company’s IT experts, the wiser choice is putting a motivated insider with a proven track record of taking challenges on board to lead the project. The reason behind this can be summarized in four key factors:

#### 1. Figure out your business strategy before you invest in anything

You shouldn’t start with a tool in mind but be open to all options and ensure clarity on the question of where you want to go - the ambition of the company and the strategy, the path to get there.

Here it is imperative to be honest about the maturity of

<sup>6</sup> <https://hbr.org/2019/03/digital-transformation-is-not-about-technology> [04.12.2019]



your company for the change and to (re)design customer experience from the outside in in order to gain clarity on your capabilities to drive the change. Define what you can do yourself within your organization as well as in which areas you need external consulting, support, and guidance.

### **2. Leverage insiders**

No one understands your business better than your employees, which is why in order to lead a successful digital transformation, the focus should be on the people working within the organization.

It is important to identify the “champions” among the employees - the ones who have intimate knowledge and experience about what works and what doesn’t work. These key-players need to be involved, trained, and positioned to lead and help with the change project including re-engineering company processes.

### **3. Recognize employees’ fear of being replaced**

A digital transformation inevitably has an impact on the entire structure of the company and all stakeholders. Therefore, everyone needs to be considered. The typical employee’s “fear of being replaced” needs to be recognized, considered and dealt with.

By communicating openly about the impact on all levels and all staff, this fear can be reduced and/or eliminated. Furthermore, in order for the project to be successful, the employees’ ability to change has to be evaluated and supported at an individual as well as at a team level.

This can be encouraged by onboarding them on the digital journey and considering an “inside-out” process. A great example here, is that if you want to innovate your product or service line successfully, ask the “front people” what the customers want. They know the customers’ requests better than anyone; in 99% of the cases they are better informed than management or board members.

### **4. Bring Silicon Valley’s start-up culture inside**

Last, but not least, people need room to think and develop. This means developing agile decision making, considering a flat structure, and allowing employees to experiment and become creative, like many start-up companies in Silicon Valley.

By being open to suggestions from all levels in the company, ideas can often be vetted by teams, who are able to assess the potential impact of these issues

regarding implementation and/or are able to address and review certain challenges in order to obtain optimal transformation before the new technologies are fully adopted by the entire organization.

Here an important take-away from many start-ups is the belief in diversity, because a diverse, open-minded, and agile workforce is open for challenging one another; it represents a wide variety of opinions and more often than not finds the best and most creative solutions by respectfully drawing attention to them.

### **The paradoxes of digital transformation**

To conclude, despite change traditionally having been gradual, today it keeps evolving faster and faster and, together with the digital evolution, organizational awareness needs to speed up and become more agile and proactive to meet tomorrow’s demands. This in itself is highly challenging, as it requires a deep, yet rapid, understanding followed by the right transformation choice taking all areas of the organization into consideration, from customer relationships to processes and competencies.

These factors are not based on the chosen technology. They all rise and fall on the motivation and commitment of stakeholders and the informal dimension of the company’s culture. Therefore, no matter the type of digital change, even though a clear strategy is key, the culture is the DNA of the company, the ground in which the leaders want the change to flourish. This said, it may be a digital revolution, but it is also a cultural evolution.

### **MindForest - Managing Change**

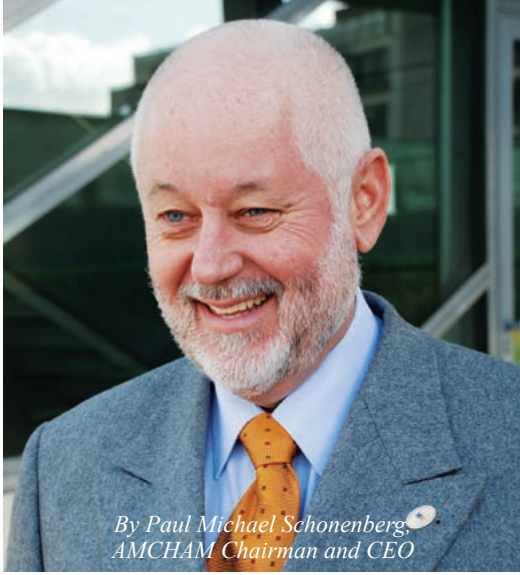
Founded in Luxembourg, MindForest is a consulting firm specialized in change management, operating both in Luxembourg and in an international context.

The combination of our expertise in change management and organization with our multi-disciplinary team makes U.S. the right partner to accompany you no matter the challenge:

MindForest places the human at the center of its consulting activities, not only by putting special emphasis on social and cultural aspects, but also by highlighting relevant and essential factors such as commitment, values, communication, emotions, skills, and creativity.

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By Paul Michael Schonenberg,  
AMCHAM Chairman and CEO

# New Year Resolutions New ideas for an old tradition

By Paul Michael Schonenberg, AMCHAM Chairman and CEO

*At the end of every year, many people make commitments to better themselves for the New Year: live a healthier lifestyle, lose weight, be kinder to friends and family, learn a new language or skill. You know the drill and you also know that by March, most of these great aspirational ideas are on the road to being slowly forgotten. Until next year.*

Still this is a good exercise and you never know. Perhaps this year will be the year where it all works out as we dream.

With these thoughts in mind, over the holiday period I interviewed a reasonable number of friends and colleagues. I wanted to see if there was commonality in what people aspired to improve and I wanted to see if it might be possible to identify a magic bullet, a doable New Year's resolution that had a decent chance of being something we mortals could actually achieve.

Just before Christmas, I put my notes aside to rest for a week, then one day after the start of the New Year, I have pulled out my notes to look them over and see what the consensus has to say and to make you all, dear readers, a gentle action plan of a proposal. Here goes with the consensus of thought about New Year Resolutions 2020:

1. New Year resolutions should focus on individual actions promoting self-improvement rather than on grand dreams requiring collective effort.
2. The resolutions likely will focus on bettering your health and wellness (with special mention of dieting and fitness), acquiring new knowledge and skills, improving your financial well-being and promoting strengthened, positive, and happy personal relations with colleagues, family and friends.
3. The net result of all of these actions should be to make you a more successful and attractive person, better liked and appreciated by colleagues, family and friends alike.

Here are some New Year's suggestion which got a positive response:

1. Losing weight is a difficult task, especially keeping the lost weight off. The best way to do this requires some measure of a life style change and the best of the current diets is the 16-8 diet, especially if combined with an hour of exercise a day, preferably alternating from one day to the next between cardiovascular aerobic activities (like walking) and anaerobic activities (like weight training).
2. Both your mental and physical health will benefit from moving more. Try to use public transportation more, and your car less. You will reduce your carbon footprint while getting more exercise. Do this during your working week and on weekends. City breaks with lots of exploring on foot are great physical and mental exercises. The same for visiting the beach or mountains.
3. Reduce the amount of pre-prepared processed goods and especially reduce your sugar intake.
4. Find music you like and listen to it every day.



5. Learn a new language with a few new words and expressions every day. Reinforce your learning by listening to music representative of the language you are learning. And when you go to the movies, go to see the film in that language.
6. Meet, cultivate, and make new friends outside of your normal social set, both older and younger friends as well. Learn about them and their cultures while also sharing and teaching them about yours. Both you and they will expand your horizons of understanding and trust.
6. Learn to cook for both yourself and your friends or, if you already cook, find and try some new recipes.
7. Research and find 12 books you feel are worth reading and read one a month. Make sure the book list is varied by subjects and includes both fiction and non-fiction, with occasionally some poetry too. Books not only inform with facts, but also help you understand other points of view, which is especially important to understand different cultures and world views. Consider joining a book club where you can present and discuss the books you are reading with others.
8. Make a habit of looking for small random acts of kindness which you can do as an opportunity presents itself during your normal day. Undertake these random actions without looking for payback and do them to the benefit of strangers as well as those you know.
9. When engaging with other people, make a point to actively participate by focusing on listening rather than talking. Ask questions to clarify rather than focus on selling. You learn more by listening than by talking and people will appreciate and like you more if they feel you are attuned to their needs and listening to them.
10. Take small, manageable steps and have the resolve to follow through.

*We at AMCHAM wish you good success with your New Year's resolutions. Let me know how you do.*

# AMCHAM Event Thanksgiving Gala

By Paul Michael Schonenberg, AMCHAM Chairman and CEO



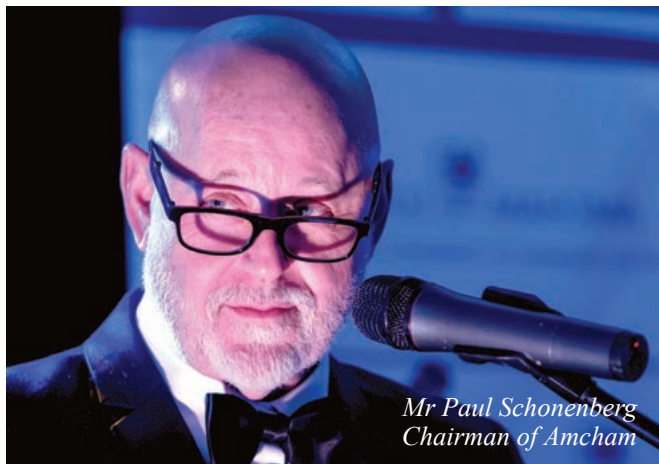
AMCHAM.lu

Thanksgiving Dinner

November, 15th 2019

*DoubleTree by Hilton Hotel, venue*

On Friday, November 15, AMCHAM Luxembourg celebrated its annual American Thanksgiving with 200 attendees including our guests of honor Luxembourg Minister of Finance Pierre Gramegna and U.S. Ambassador J. Randolph Evans and their wives, along with six Ambassadors, eight corporate-sponsored tables, and seven tables of members and friends including three tables of alumni from Harvard, Cornell and Stanford, and a table of representatives of the American stand at the International Bazar.



*Mr Paul Schonenberg  
Chairman of Amcham*

At this sold out event, we honored Minister Gramegna for his leadership and service to Luxembourg by presenting him with a Swarovski Crystal Statue award, listened to him and U.S. Ambassador Evans speak in support of the ties between America and Luxembourg, and the joint commitment and contributions of all the attendees in support of freedom, fairness, equality and promoting prosperity for all of us and for everyone around the world. It was a joyous. night of good food, drinks, dancing, and entertainment, filled with comradery, friendship, sharing and reinforcing the ties that bind us together as colleagues, partners, and friends.

Then on Saturday, I had the pleasure to take two dear friends who had come to join us for Thanksgiving to visit



*Turkey. Pierre Gramegna, Ambassador  
Evans and Paul Schonenberg + chefs*

the Luxembourg American Cemetery and Memorial in Hamm. We walked the ground overcome by the quiet and solemn beauty of the place and absorbed the last resting places of 5,076 men and women who gave the ultimate sacrifice of their lives to liberate Luxembourg.

On Sunday, I took the occasion to re-read the address given by President Lincoln at Gettysburg on November 19, 1863, on the occasion of the opening of that cemetery honoring those who gave their lives during the American Civil war. I was struck by how that address was still so relevant to us today.

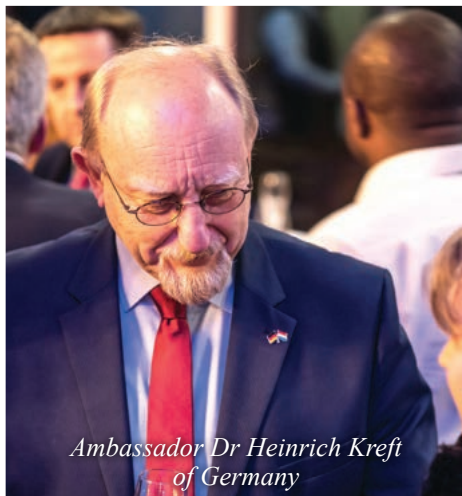
We who are so fortunate to be blessed with such material success and personal freedom must not take these things for granted. It is, as Lincoln said, rather for us to remember that our blessings and opportunities have been earned for us by those who came before. It is only right and fair that we remember their sacrifices and dedicate ourselves to continue to fight for and serve to deliver the dream of a better world. A world where all people, regardless of gender, color, religion, nationality or circumstances of birth, are created equal and have the opportunity to make the best of and for themselves, a world where we all work together in support of both collective and individual liberty, freedom, happiness, and prosperity.



# AMCHAM Event Thanksgiving Gala



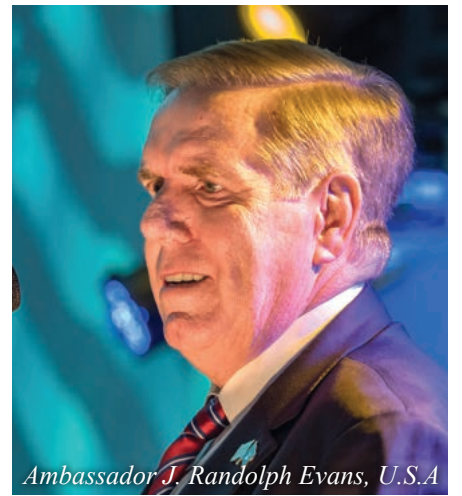
*Banqueting room before the event*



*Ambassador Dr Heinrich Kreft  
of Germany*



*Minister of finance Pierre Gramegna  
our guest of Honour*



*Ambassador J. Randolph Evans, U.S.A*



*Ambassador Suzuki of Japan*



*An attentive guest*



*Ambassador John Marshall  
of the United Kingdom*



*A full house of guests*



*Mr Guy de Muyser and Ambassador Marshall*





# AMCHAM Event Thanksgiving Gala

*Paul Schonenberg, Pierre Gramegna, Marton Fülöp and some of the guests*



*Networking amongst guests*



*Minister of Finance Pierre Gramegna receiving his Amcham award*



*Having fun in the photo booth*



*Various guests*



*Tombola winners*



*Tombola winners*



*Winner of the first prize tombola award with the Artist Yrak and Melante Delannoy*



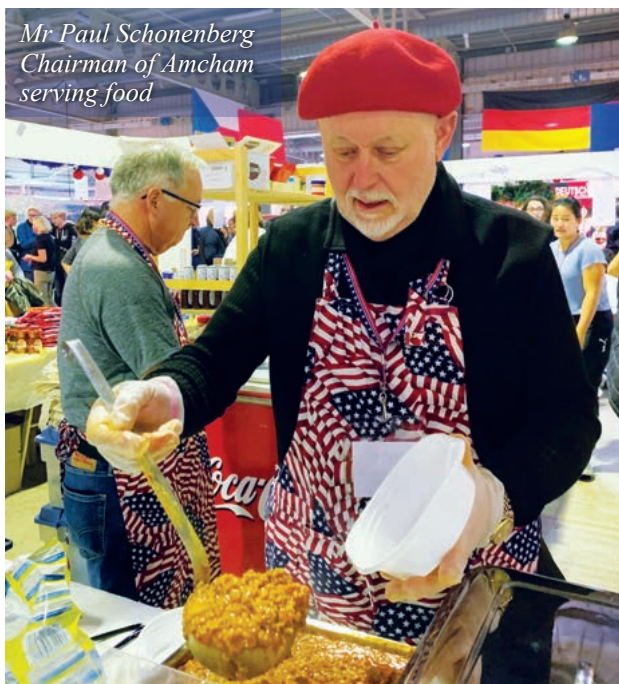
*Tombola winner with Paul Schonenberg and Ambassador Evans*



# The American Stand

The first of December saw the successful conclusion of the 59th annual Bazar International, Luxembourg’s largest charitable fundraising event, which in 2018 drew more than 28,000 attendees and raised €600,000 for charity. We are hoping for even more in 2019.

The first official International Bazaar was held in 1960 under the joint patronage of the American and British Ambassadors, with the United States, Great Britain, Belgium, Italy, France, Germany, the Netherlands, and Sweden represented. The event has since grown to see more than 61 countries participating in this 100% volunteer-run event, now held under the patronage of the Grand Duchess, with more than 1,500 volunteers overall including an all-volunteer steering committee.



As one of its founding members, the American Food and Merchandise Stands continue to be a popular draw, buzzing with activity from the start of the Bazar until minutes before closing. Special thanks to The American Stand committee members and the 100+ volunteers who helped make this a successful and memorable event, including our very own AMCHAM Chairman and CEO, Paul Schonenberg, who joins the stand every year to serve American-style chili to the throngs of festival goers.



We would also like to recognize our American Stand sponsors and partners - CargoLux, AMCHAM Luxembourg, Maybe Not Bob’s, and Artisan’Ale - for their generous contributions and support of The American Stand and the Bazar’s many worthy charities this year. We thank these generous organizations for their philanthropic support of our local and global community.

This year, the Bazar’s Principal Project is an association in Nepal called “Free a Girl,” whose objective is to prevent the sexual exploitation of underage girls: to protect them from this scourge, to bring to justice those responsible for the human trafficking, to treat and rehabilitate the victims, and to raise awareness and involve families and the public in this fight against sexual exploitation of minors and human trafficking ([www.freeagirl.com](http://www.freeagirl.com)).

More than 70 other charities in Luxembourg and around the world will also benefit from the funds raised by the Bazar, including the American Stand’s chosen charity, “Living Hope” in Odessa, Ukraine ([www.hope4kids.com.ua](http://www.hope4kids.com.ua)). Living Hope is a local Ukrainian NGO that helps at-risk children and youth as well as their families. The main goal is to prevent children and at-risk youth from dropping out of school and society by offering them a healthy, long-term environment for developing life skills and a sense of well-being.

While we’re still wrapping up our accounts, the American Stand has consistently been in the top third of countries for funds raised each year and we hope to do as well this year. The official, final numbers will be announced at the American Stand Volunteer and Sponsor Thank You Party at the end of January. The Stand is also looking for new volunteers to step into leadership positions next year, as several of our current committee are moving away. We are an international group - you don’t have to be American to volunteer. In keeping with the great “melting pot” principles of our nation, everyone is welcome at the American Stand! For more information or if you’d like to join the committee, please visit the American Stand webpage (under “Stands” on the Bazar website) and contact American Stand Co-Chairs Jade Greene or Arnita Hallerstrom ([www.bazar-international.lu](http://www.bazar-international.lu)).



# International contemporary art fair

**Luxembourg**  
**ART FAIR**  
**#4** 90 international galleries

**5<sup>th</sup> > 8<sup>th</sup> Dec. 2019**  
**LUXEXPO THE BOX**

change your art

PAPERJAM  
BUSINESS ZU LETZEBUERG



BUSINESS CLUB  
FRANCE-LUXEMBOURG

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[www.luxartfair.com](http://www.luxartfair.com)



The 4th edition of the International Contemporary Art Fair, the Luxembourg ART FAIR, hosted 90 international galleries at LUXEXPO THE BOX on December 5-8, 2019. AMCHAM was an event sponsor.

The galleries present gave visitors the opportunity to discover original works of renowned artists, as well as emerging young talents. From painting to sculpture to photography or ceramics, all the genres were represented, as well as a wide spectrum of contemporary art from the 1950s to today: expressionism, abstraction, art brut, naive art, kinetic art, pop art, minimalism, new realism, bad painting, graffiti, post graffiti...

“We are trying to move the lines of the traditional contemporary art trade shows by adding a warm and human touch to such cultural events. The Luxembourg ART FAIR was a clever mix between “Coup de Coeur” art, affordable art and the most beautiful artistic representation of the moment”, explained Serge Beninca, director of the Luxembourg ART FAIR.

In 2019, the fair rolled out the red carpet with the presence of the Swiss gallery WOS and its original works by Picasso.

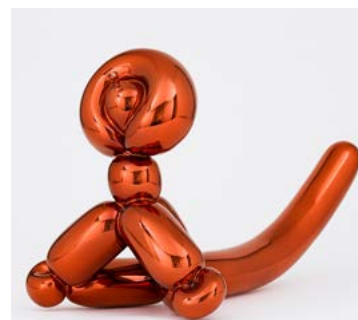
The special exhibition included original drawings, prints, unique prints and ceramics, as well as old photographs of the artist, made by his friends Edward Quinn and René Burri.

“Pablo Picasso is one of the only artists of the twentieth century who considered the production of prints or lithographs as an art in its own right,” says Claudius Ochsner, one of the three gallery owners at the head of the WOS gallery and a specialist in Picasso. Some lithographs were printed in only two or three copies.

### Private collection of Jeff Koons

The fair also rolled out the red carpet with the presence of the Bel Air Fine Art Gallery - Knokke and its private collection of Jeff Koons.

Born in 1955 in New York, Jeff Koons is famous for his giant sculptures, his paintings and his undisputed taste for provocation. His work expresses positive messages of acceptance and humanity, themes that resonate universally. His work Balloon Dog (orange) was auctioned in 2013 by Christie’s in New York and sold for \$58.4 million. This historic sale made this sculpture the most expensive work done by a living artist.





# Battle of the Bulge 75th Anniversary Commemorative Ceremony at the Luxembourg American Cemetery and Memorial

On December 16, 2019, distinguished representatives of the Allied countries who fought together during World War II came together at the Luxembourg American Cemetery and Memorial at Hamm in the City of Luxembourg to pay tribute to the thousands of soldiers who lost their lives during the Battle of the Bulge. The action, also called “the Ardennes Counteroffensive,” was fought from December 16, 1944 to January 25, 1945 to stop the last German offensive campaign on the Western front following the invasion of Normandy.

Commemorative events had already taken place in Belgium and Luxembourg, all attended by high-level delegates and individual soldiers who fought in the battle which raged across the Grand Region in the bitterly cold winter of 1944-45.

Almost 2,000 guests attended the ceremony at the Hamm cemetery. The Grand Duke of Luxembourg was joined by the King and Queen of Belgium, Luxembourg Prime Minister Xavier Bettel, and an American contingent led by U.S. Speaker of the House of Representatives Nancy Pelosi and U.S. Ambassador J Randolph Evans. The President of Luxembourg’s Chamber of Deputies led a significant contingent of Luxembourg ministers and representatives. Almost the entire international diplomatic corps was in attendance, along with an EU institutional delegation that included former EU Commission President Jacques Santer. Representatives of civic society included the Chairman of the American Chamber of Commerce and the President of the American Women’s Club.

A significant contingent of U.S. and allied militaries included 17 survivors of the Battle of the Bulge itself along with airmen, soldiers, sailors and marines from privates to flag rank officers and admirals. U.S. Army and Luxembourg military bands played moving tributes throughout the ceremony.

The event began with a flyover by Luxembourg’s new military/police helicopter, followed by a flyby of four F16 fighter aircraft from the U.S. airbase at Spangdahlem in Germany.



U.S. Ambassador Evans and the Deputy Head of the U.S. Battle Monuments Commission were followed by the U.S. Secretary of Defense, Dr. Marc Esper, Prime Minister Bettel, and Grand Duke Henri. All of the speakers focused on the themes of fellowship and sacrifice and acknowledged the 5,026 soldiers who gave their lives and how important it is that we do not forget. It was also moving for the Grand Duke to acknowledge the presence of the former President



*Luxembourg Prime Minister Xavier Bettel, Grand Duke Henri, U.S. Speaker of the House of Representatives Nancy Pelosi, U.S. Ambassador J Randolph Evans*

of Germany and present German ambassador and to acknowledge that, as we move forward, past enemies have become good friends.

Following the presentation of floral tributes by the Grand Duke, the King of the Belgians, Prime Minister Bettel, Secretary of Defense Esper and Ambassador Evans, the small number of battle survivors in attendance were recognized.

# about

# AMCHAM

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*Paul Michael Schonenberg*  
*Chairman and CEO*  
*AMCHAM Luxembourg*



AMCHAM is an independent and self-funded English speaking ASBL, the largest private Chamber of Commerce in Luxembourg. We provide four services to our approximately 350 members:

- **Networking** in English. We connect the right people to the right people;
- **Information** about how Luxembourg works, whom to see and how to get things done;
- **Problem solving** to find better solutions when our members have issues with current policies and practices;
- **Lobbying** with the government to ensure Luxembourg remains business friendly, attractive and profitable for international companies and their employees.

## **Tell me more**

Eighteen committees make sure every field of commercial activity has a group of experienced experts keeping an eye on the sector's activities and promoting global best practices

Thirty events a year offer a mix of business, informational and social occasions. Connexion magazine is published four times each year and Doing Business in Luxembourg, the gold standard for how to create and run a business in the Grand Duchy, is reissued every five years.

Affiliated with the U.S. Chamber of Commerce and the Federation of American Chambers of Commerce in Europe, AMCHAM.LU has a global network and

works every day to protect and promote the interests of international businesses in Luxembourg.

We are completely Luxembourg-focused and dedicated to ensuring Luxembourg remains the best place in Europe for international companies and their employees to be located and thrive.

## **Who are AMCHAM's members and how can I join?**

Our members comprise many of Luxembourg's leading businesses. 30% are companies of U.S. origin; 20% are Luxembourgish and the remaining are companies from all around the world. All nationalities are welcome and all members are treated equally and with respect.

- Call us at: **(352) 431756**

- Email us at **info@amcham.lu**

- Or visit our website, **www.amcham.lu**.

We welcome the opportunity to serve your company, your employees, the business community and the Grand Duchy of Luxembourg.



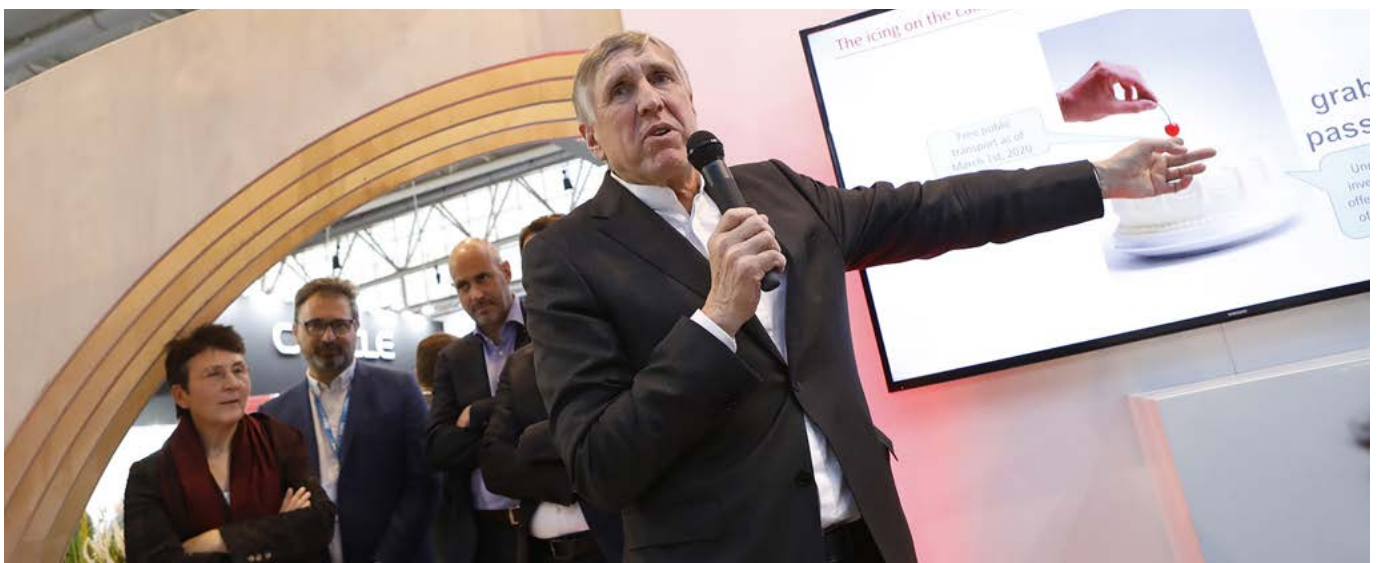
# AMCHAM UPCOMING EVENTS

- **Workplace Culture with Allen & Overy, February 12. At Allen & Overy, the Infinity Complex, Kirchberg.**

#Metoo, #speak up, harassment, mental health, discrimination, gender equality, tolerance: all of these keywords relate to one common topic: workplace culture.

André Marc (Partner), Gilles Dall’Agnol (Counsel), and Sabrina Bodson, Maurice Macchi, and Nathaël Malanda (Senior Associates) will present the legal environment, notably the gaps between stringent obligations and the reality in the field, and how these gaps can be closed pragmatically. A focus will be on the conduct of internal investigations in the case of suspected issues as harassment, discrimination, etc. A panel discussion will follow, moderated by the two co-chairs of the AMCHAM HR Group, Petra Silber-Leroux, Head of Human Resources Europe at Lombard International Assurance, and Gilles Dall’Agnol, Employment Law Counsel at Allen & Overy

- **ABAL Lunch with Minister of Mobility François Bausch. March 2. At the Cercle Munster**



- **International Women’s Day AMCHAM and PWC. March 5**

As in previous years, the event will be held on March 5, 2020 at the PWC building at Crystal Park in the Cloche D’Or Industrial area. More details to follow.



# Membership Application

The American Chamber of Commerce in Luxembourg (AMCHAM) is an international English-speaking business association committed to providing four things: Networking, Information, Problem solving and Lobbying with the Government authorities on behalf of its members. AMCHAM is the largest private chamber of commerce in Luxembourg and very proud of its demographic mix of 30% companies of U.S. origin, 20% companies of Luxembourgish origin and 50% membership by companies from throughout the rest of the world. AMCHAM offers an international platform for companies interested in being part of a collective voice while promoting Luxembourg as the ideal place to work and live. To apply for membership in the American Chamber of Commerce in Luxembourg, please fully complete and return this form. Feel free to call us at (+352) 43 17 56 if you have any questions or need any help.

## Company Details

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_ Postal Code & City: \_\_\_\_\_

Telephone: \_\_\_\_\_ Fax: \_\_\_\_\_

Website: \_\_\_\_\_

## Company Representative Details

First name: \_\_\_\_\_ Last name: \_\_\_\_\_

Position: \_\_\_\_\_ E-mail: \_\_\_\_\_

Telephone: \_\_\_\_\_ Nationality: \_\_\_\_\_

## Company Information

Total employed in Luxembourg: \_\_\_\_\_ Parent Company Name & Location (Country): \_\_\_\_\_

**Please provide the contact information for the key decision makers in your company.** We request that you fill in information for the key titles we have already listed below (when applicable), but feel free to mention additional key employees with their titles and contact information within your organization. Individuals listed below will be added to our database and will receive updates on AMCHAM news, events, updates and more.

Position	Name	Email	Telephone
1. CEO			
2. Head of Diversity			
3. Head of Finance/CFO			
4. Head of HR			
5. Head of IT			
6. Head of Marketing/Communication			
7. Head of Operations			
8. Head of Tax			
9.			
10.			

\* For additional representatives, please add a separate sheet.

## News Magazine Connexion (4 issues/year)

We would like to receive a bulk delivery of  5 -  10 -  20 -  30 magazines

## Industry Affiliations (please check all applicable):

- |  |  |
|--|--|
| <input type="checkbox"/> Banking, Insurance, & Asset Management  | <input type="checkbox"/> Metals & Metal Fabrication      |
| <input type="checkbox"/> Consulting & Service Providers          | <input type="checkbox"/> Automotive Systems & Components |
| <input type="checkbox"/> Financial Transportation & Distribution | <input type="checkbox"/> Information Technology          |
| <input type="checkbox"/> Other – please specify: _____           | <input type="checkbox"/> Multimedia & Communications     |
| <input type="checkbox"/> Education & Health Care                 |  |
| <input type="checkbox"/> Other - please specify: _____           |  |



**Membership Category:** There are 5 levels of Membership presented below, please check the one applicable.

### Chartered Membership

Chartered Members constitute a special privileged business group. They are recognized as the Luxembourg and the Greater Region's business community leaders (no matter their size) who are dedicated to making a substantial commitment to the interests and welfare of the Luxembourg business community. Chartered Members receive special recognition with:

- A directorship on the Board of Directors, the company name displayed in AMCHAM's media packets;
- Being eligible to participate in the Special Purpose Committees (ABAL, Audit & Compliance, Diversity, Education, Executive Advisors, Corporate services, Finance Sector, Fintech, HR, Insurance, IT, Legal, Marketing, New Business & Entrepreneurship, Real Estate, Seniors, Tax, Tools4Lux, Young Professionals) that engage in advocacy on issues that may affect the specific business and social environment of the company;
- Benefit from proprietary information as well as access to exclusive events, briefings and meetings with prominent representatives of American, European and international bodies and institutions;
- ½ page recognition in AMCHAM's *Connexion* magazine as a new member (one time only);
- Optional ½ page free ad in AMCHAM's *Connexion* magazine (one time only);
- Free entry to all AMCHAM events (with the exception of paid lunches or dinners).

An initial capitalization fee of EUR 2,500 is required via three annual installments of **EUR 2,500** during each of the **first 3 years**, thereby confirming the firm's extensive commitment to community service and support. This will be followed starting the **4th year** by an **annual fee of EUR 1,100**.

### Corporate Membership

Corporate Members are the backbone of the AMCHAM Luxembourg. They are recognized as the significant and active participants in the Luxembourg and the Greater Region's business community. **Businesses with 11+ employees** benefit from the support and networking activities of AMCHAM through:

- Being eligible to participate in the Special Purpose Committees (ABAL, Compliance/Risk, Diversity, Education, Executive Advisors, Fiduciaire, Finance Sector, Fintech, HR, Insurance, IT, Legal, Marketing, New Business & Entrepreneurship, Real Estate, Seniors, Tax, Tools4Lux, Young Professionals) that engage in advocacy on issues that may affect the specific business and social environment of the company;
- ¼ page recognition (with logo) in AMCHAM's *Connexion* magazine as a new member (one time only);
- Free participation in all AMCHAM events (with the exception of paid lunches or dinners) for all employees.

**Annual fee is EUR 850.**

### Small Business Membership

Small Business Members have the same basic rights as Corporate Members. The Small Business Members are start-ups or small independent **businesses with 10 or fewer employees**. Generally Small Businesses grow into full Corporate Membership as their business activities expand over time. The benefits are:

- Free entry to all AMCHAM events (with the exception of paid lunches or dinners) for all employees;
- Name recognition in AMCHAM's *Connexion* magazine as a new member (one time only).

**Annual fee is EUR 425.**

### Entrepreneurial Micro-company Membership

Companies with **3 employees or fewer** which have been in existence for less than 5 years, are stand-alone organizations and not subsidiaries of larger entities. Application requires proof of existence via the published Memorial announcement. This type of membership is offered by AMCHAM to encourage entrepreneurship and to help/support all such companies during the first 5 years after their creation has been published in the Luxembourg Memorial. Micro-companies enjoy all the rights and benefits of AMCHAM membership except the right to vote:

- Free entry to all AMCHAM events (with the exception of paid lunches or dinners) for all employees;
- Name recognition in AMCHAM's *Connexion* magazine as a new member (one time only).

**Annual fee is EUR 100.**

### Academic, Government, EU or Senior Membership

Academic, Government, EU or Senior Membership category includes individuals who are either:

- Students, Professors or researchers actively affiliated to an Academic Institution
- Government, EU institutions employees or officials
- Individuals who are at least 60 years of age and not engaged in full-time employment

Academic, Government, EU and Senior members enjoy all the rights and benefits of AMCHAM membership except the right to vote.

**Annual fee is EUR 100.**

The fiscal year of the American Chamber of Commerce in Luxembourg starts the first of January of each year. An Annual General Meeting is usually held within three months of the close of the fiscal year to renew the Board of Directors, review the previous year's performance and set goals for the new fiscal year. Membership is automatically annually renewed. A member wishing to resign must send notice in writing by post, fax or email. Notification of resignation must be received no later than the last day of the first month of the new membership period (31 January). If such notification of registration is not received, the member will remain on the membership list and will be liable for payment of dues for that year.

**If accepted as a member of the American Chamber of Commerce in Luxembourg, the company agrees to abide and be bound by AMCHAM's rules and regulations. The appropriate first annual membership dues will be immediately transferred to the BGL BNP Paribas bank account number IBAN LU66 0030 7231 2322 0000.**

Signature of the Company Representative

Date: \_\_\_\_ / \_\_\_\_ / \_\_\_\_

**Please return completed form to [info@amcham.lu](mailto:info@amcham.lu) or fax to (+352) 26 09 47 04. Thank you!**

# Diederich

avocat à la cour

## ÉTUDE DIEDERICH AVOCAT À LA COUR DE LUXEMBOURG

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*Diederich is an independent law firm specialized in business law and related areas of law.*

*The firm assists its clients in providing legal advice and support in their project work, and acts both in contentious and non-contentious matters.*

*The firm's core values are integrity, independence and excellence in providing legal services to its clients.*



Know how Know you

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**Christian Heinen - Managing Director**

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**T:** +352 46 61 11 27 28

**www.iqeq.com**

412 Route d'Esch, L-1471 Luxembourg

*IQ-EQ is a leading investor services group that combines global expertise with an unwavering focus on client service delivery. With a team of 2,450+ people operating across 23 jurisdictions, the group supports fund managers, global companies, family offices and private clients operating worldwide.*

*The group strongly believes in the power of duality and that valuing both IQ and EQ is essential for its people, its clients and its business.*

## JTI INT COMP. NETH. BV BELG BRANCH

**Mathilde Basseur**

**Corporate Affairs Manager**

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**T:** +32 487 27 43 02

**www.jti.com/europe/belgium**

Boechoutlaan 55, B-1853 Strombeek-Bever Belgium

*JTI is a world leading tobacco company, making some of the world's best-known brands such as Camel & Winston.*

*JTI was formed in 1999 when our parent company JT Group acquired the non-US operations of R.J. Reynolds. Since then, our international workforce has driven two decades of growth. Today, we have more than 45,000 employees driving our success all over the world - including in Luxembourg. Our mission is to nurture our internationally recognized brand roster while leading the way in Reduced-Risk Products and new ways of doing business.*



## RANDSTAD LUXEMBOURG

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**Managing Director**

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**www.randstad.lu**

5, rue des Primeurs, L-2361 Luxembourg

*Randstad is the leading players worldwide in the area of recruitment, temporary work and human resources services. Randstad has been operating in Luxembourg since 1995 and works for most of the important companies of the country.*

*We know how important a job is in anyone's life, and we put a lot of effort into helping people and businesses to realise their full potential. That's the role of Randstad in society. Each of us commits day after day to do more for the success of our candidates and our clients. That's what motivates us.*



## NEW MEMBERS - CORPORATE

 **NORTON ROSE FULBRIGHT**

**NORTON ROSE FULBRIGHT  
LUXEMBOURG SCS**

**Stéphane Braun - Head of Office**

**E:** stephane.braun@nortonrosefulbright.com

**T:** +352 28 57 39 1

**[www.nortonrosefulbright.com/en-lu/locations/Luxembourg](http://www.nortonrosefulbright.com/en-lu/locations/Luxembourg)**

18 Boulevard Royal, L-2249 Luxembourg

*Norton Rose Fulbright Luxembourg is a global law firm focusing on Investment Funds, real estate, banking and finance, mainstream corporate, M&A, commercial and cross border tax planning, litigation and employment.*

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