

In collaboration with

Forbes

Luxembourg: A European Destination Punching Above Its Weight in Innovation

Positioned at the heart of Europe, Luxembourg aligns stability with innovation across its economy, research ecosystem & incredibly dynamic tourism sector. Guided by long-term policy & international collaboration, the country continues to translate strategic vision into measurable outcomes that support competitiveness, resilience & sustainable growth.

Wanderlust?

Leaving the capital, in less than half an hour you can reach any of Luxembourg's five touristic regions – each with its own character, landscapes, and adventures. Ideal for a change of scene, and, of course, to get moving!

Who's up for a long-distance hike? The Mullerthal Trail stretches an impressive 112 kilometres. Among Europe's top-rated trails, it is known for its rocky passages, steep climbs, and majestic forests. Many camping spots along the way invite you to stay at one with nature.

High standards, stunning views, and boundless variety. Could you imagine all this splendour in one small country?

Imagine falling asleep to the sound of a brook, waking to bird

**VISIT
LUXEMBOURG**

www.visitluxembourg.com



© Sabino Parente



Accessible cities enabled by Luxembourg's free public transport system. ©LMIH Sabino Parente

Aligning Stability with Growth

Luxembourg's role in Europe has long been shaped by its ability to combine stability with forward momentum. As a founding member of the European Union and a consistent advocate of cooperation across borders, the country has developed a governance model that values predictability while remaining open to change. At the core of this positioning is a long-term approach to economic development. Luxembourg has steadily diversified beyond its traditional strengths, expanding into areas such as health technologies, clean mobility, space-related activities and digital services. This evolution is supported by a highly skilled, multilingual workforce and a regulatory environment designed to give companies the confidence to plan ahead. Predictability in policy, combined with openness to innovation, has reinforced Luxembourg's reputation as a reliable base from which businesses can access the wider European market of more than 400 million consumers. Prime Minister Luc Frieden has emphasized the importance of continuity in this process, noting that "policies remain stable across governments, and institutions function with professionalism and transparency." This consistency has helped

foster investor trust while allowing the country to adapt its frameworks to new economic realities, from digital finance to green investment. Tourism reflects this same philosophy of balance. Rather than pursuing scale for its own sake, Luxembourg has focused on quality, accessibility and authenticity. Investments in mobility, including free public transport nationwide, have reshaped how visitors experience the country, making it easier to move between cultural sites, natural landscapes and ur-

ban centers. Sustainability has become a defining feature of this approach, guiding how tourism evolves while protecting the very assets that make it attractive. Innovation forms the third pillar of this positioning. Public and private actors work in close alignment to translate strategy into execution, ensuring that research, entrepreneurship and infrastructure reinforce one another. Long-term investment in secure data environments, high-performance computing and digital infrastructure has enabled innovation in highly regulated and data-intensive sectors. At the same time, targeted support for startups and scale-ups has helped build critical mass in areas such as artificial intelligence, space technologies and sustainable industry, strengthening Luxembourg's role within European value chains.

Minister of the Economy Lex Delles has described this model as one where "technology, sustainability and entrepreneurship reinforce each other," highlighting the importance of competitiveness that remains responsible and inclusive. Taken together, these elements reveal a country positioning itself for the next phase of European growth. By aligning stability with adaptability, and openness with trust, Luxembourg continues to shape a model of development that is both European in outlook and firmly anchored in practical execution. ●



Wind energy contributing to transition toward a low-carbon future. ©LMIH

Frieden on Shaping Luxembourg

How does Luxembourg ensure its voice is heard among larger economies?

There are not small and large countries, only countries. As a founding member of the EU, UN, IMF, and NATO, Luxembourg sits at the table where decisions are taken, and every argument matters equally. Our strength lies in being actively engaged in shaping European policy and in thinking cross-border. For us, the market is not only domestic but European and global, especially in financial services. Luxembourg's pro-business approach ensures a balance between economic progress, innovation, and social development.

What makes Luxembourg a "bridge builder" in Europe?

Geography and culture play key roles. We are situated between Germany, France, and Belgium, and share close ties with all. Our people are fluent in the languages of our neighbors, and language is not only a tool of communication but also of understanding. Luxembourg has traditionally played the role of mediator, helping find compromises that serve our national interests as well as those of our neighbors.

How does Luxembourg balance stability with innovation in finance?

Businesses need stability and predictability. Investors in Luxembourg know that policies do not change abruptly and that our government is committed to lowering taxes and cutting red tape. We actively support EU efforts to reduce administrative burdens, giving companies clarity and confidence. At the same time, we adapt legal and



"Strong social cohesion among many nationalities is our strength."

LUC FRIEDEN

Prime Minister, Luxembourg

regulatory frameworks to foster innovation, whether in financial services, digital assets like cryptocurrencies, or sovereign European cloud infrastructure. This combination of stability, clear rules, and forward-looking regulation makes Luxembourg attractive for companies establishing European headquarters. •



EU Single Market

+400M consumers across Europe.



Population Diversity

+170 nationalities.

How does Luxembourg inspire investor trust?

Predictability is essential for business. Policies remain stable across governments, and institutions function with professionalism and transparency. Our pragmatic approach, rooted in trust and continuity, ensures that companies can plan long-term. This environment gives investors the confidence to expand from Luxembourg into Europe while reinforcing our reputation as a reliable and forward-looking partner in the global economy and a model of good governance within the EU.

What is your vision for the future?

I want Luxembourg to remain peaceful, pro-European, modern, and innovative; a country with a high quality of life and strong social cohesion among people of many nationalities. Sustainability is part of this vision. We follow a pragmatic approach: instead of imposing new obligations, we incentivize green choices, support investment in digital and green transitions, and leverage tools such as the Luxembourg Stock Exchange's leadership in green bonds. By combining stability, innovation, and sustainability, we aim to offer future generations a country that thrives in global competition while remaining cohesive and open. •



European Role

Founding member of EU, UN, IMF & NATO.

Minister Delles: Building a Future-Ready Economy

How is Luxembourg accelerating economic diversification beyond finance?

Luxembourg's strength lies in its agility and long-term vision. We are expanding into sectors such as health tech, automobility and the space economy, supported by strong research, data-driven innovation and global partnerships. Projects like the Automobility Campus and our thriving space ecosystem show how sustained commitment and collaboration create entire industries. With political stability, strategic foresight and world-class talent, we ensure balanced growth where technology, sustainability and entrepreneurship reinforce each other.



"Our strength lies in the connections we build between people, ideas & nations."

H.E. LEX DELLES

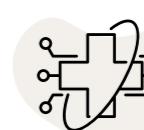
Minister of the Economy, SMEs, Energy & Tourism

energy production by 2030 and is investing €150 million to expand and modernize the national grid. With over €1.1 billion invested in green projects since 2018, including hydrogen and offshore energy collaborations with Benelux and Germany, we are securing long-term supply while helping businesses reduce costs and emissions. Sustainability, resilience and competitiveness must progress together. •



Economic Diversification

+600 new jobs in 5 years in health tech sector.



SME Competitiveness

In 2024, 88.5% of all approved aid applications came from SMEs.

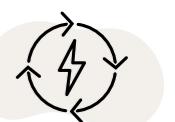
What are Luxembourg's priorities for sustainable & high-quality tourism?

Tourism reflects our culture, creativity and values. We focus on authenticity, sustainability and economic value through our "People, Regions, Economy" strategy. Luxembourg offers a compact mix of nature, heritage and gastronomy, supported by thematic tourism such as industrial heritage, World War II history and European integration. Business tourism is expanding through the Luxembourg Convention Bureau, while the five regions and several UNESCO heritage sites highlight distinctive experiences that strengthen our

international reputation and support local communities.

Ahead of the WEF, what message would you share with global investors?

Luxembourg stands for stability, innovation and openness. Our country offers a pro-business environment, a highly skilled and multilingual workforce, and a government committed to sustainability, research and digital progress. We see our role in Europe as a connector linking business, academia and policy to create growth that is both competitive and responsible. The message we bring to Davos is simple: Luxembourg is small in size but global in vision, trusted in its partnerships and ready for the future. •



Energy Transition

€150M grid investment.

Luxembourg Tourism: A Cohesive Vision

Luxembourg's tourism strategy is gaining recognition across Europe for its clear sense of direction and its emphasis on visitor experience. Rather than chasing volume, the country focuses on creating conditions that make travel feel effortless and rewarding. The national tourism framework rests on three connected pillars, centered on

people, regions and the economy, which together reinforce a coherent approach to development. Public services, cultural institutions and regional partners work toward this shared objective, giving Luxembourg a unity of purpose that many destinations struggle to achieve. Mobility has become one of the strongest elements of the visitor experience. Free

public transport encourages exploration and removes cost and planning barriers that often shape travel choices. It is no surprise that 18% of overnight visitors mention it as a reason for choosing Luxembourg. Trains and buses reach even the furthest corners of the country, allowing travelers to move from urban museums to riverside villages with little effort. Distances between regions are short, and another 23% of visitors appreciate being able to experience a wide range of settings in a single trip, a trait that has become one of Luxembourg's defining advantages.

Sustainability adds another dimension to the national offer. The government recently introduced a long-term framework that guides how tourism evolves, ensuring that natural and cultural landscapes are protected while regional economies benefit from increased visibility. This approach is already reshaping perceptions abroad. During Q3 2025 Luxembourg was rated among the top five destinations in Europe for sustainability, a recognition that reflects both policy direction and everyday practice across the sector. The strategy also reflects a commitment to promote only what Luxembourg authentically offers, focusing on visitors who are genuinely seeking culture, gastronomy, nature and active travel experiences.

How visitors perceive the country provides additional insight. In recent surveys, "welcoming" emerges as the strongest characteristic associated with Luxembourg by overnight visitors (58%),

followed closely by its international and multicultural atmosphere (56%).

Half of respondents also point to the country's natural environment, while nearly as many recognize its growing commitment to sustainability. Rather than leaning on one defining trait, Luxembourg offers a balanced mix of qualities that leave visitors feeling both at ease and genuinely welcomed.



Live music at Neumünster Abbey highlights Luxembourg's vibrant cultural scene.



Free public transport at the heart of Luxembourg's accessible urban experience.

©twins.2geo-Visit-Luxembourg



Active & sustainable tourism connecting nature, heritage & everyday life.

©LFT Gregor Lengler



The Moselle region's viticulture at the heart of local tourism experiences.

Experiences across the regions reinforce this impression. In the Moselle valley, visitors can pair wine tasting with river walks and cycling paths. The Mullerthal attracts hikers seeking dramatic sandstone formations and forested trails. In the south, former mining sites have been reimagined as cultural spaces that highlight the region's industrial history, while Éislek in the north offers lakes, forests and viewpoints that appeal to travelers looking for calm, open landscapes. These areas increasingly feature in the

country's approach to memory tourism, which highlights industrial heritage, the legacy of the Second World War and Luxembourg's role in the development of the European Union. Luxembourg City complements these settings with a cultural agenda that continues to grow. Museums such as Mudam and the National Museum of History and Art are widening their programming with exhibitions that range from contemporary installations to archaeological discoveries. The city's festival calendar has also

become a draw, from the Luxembourg City Film Festival in early spring to the Summer in the City program that animates parks and historic squares. Guided tours now extend beyond the Old Town into neighborhoods like Pfaffenthal, where the panoramic lift has transformed access to the valley, and Bonnevoie, where restoration projects have created new cafés, studios and creative spaces. Mobility improvements mirror this cultural momentum. The expanding tram network has made it easier to move between the Gare district, Kirchberg and the city center, and a new pedestrian and cycling bridge under development will link Cents and Neudorf with the plateau above, offering a car-free route that encourages exploration on foot or by bike.

Across the country, tourism partners are preparing for future shifts in travel. Educational programs now connect visitors with local history, craftsmanship and nature conservation efforts, while regional initiatives continue to develop thematic hiking and cycling experiences that reveal the cultural and natural diversity of each area. Culinary events featuring local producers are gaining visibility, and digital trip-planning tools like the VisitLuxembourg App allow travelers to personalize their itineraries with real-time information. Together, these efforts deepen engagement and distribute visitor activity more evenly across seasons and regions, strengthening the long-term sustainability of the sector.

Luxembourg's ongoing challenge is to maintain this sense of balance as tourism grows. The country is not aiming for mass tourism. Its strength lies in the quality of its landscapes, the reliability of its infrastructure and the cultural depth found across its regions. As travelers become more selective and more aware of the impact of their choices, destinations that offer clarity, sustainability and ease will stand out. Luxembourg is already moving in that direction and shows how thoughtful planning can secure lasting value for visitors and communities alike. ●

Luxembourg for Tourism: Transforming Experiences

How is Luxembourg shaping its brand for today's traveler?

Luxembourg's tourism strategy is built on people, regions and the economy. It focuses on quality of life for visitors and residents alike, ensuring that investments in tourism infrastructure also benefit local communities. The national brand, Visit Luxembourg, highlights diversity across five regions and a vibrant capital, each with distinct appeal. Twenty-three percent of overnight visitors cite the ability to enjoy varied experiences in close proximity, underscoring how regional diversity strengthens the brand. Germany remains the top market, followed by neighboring countries, the Netherlands, the UK and Switzerland, with Austria, Italy, Spain and the Nordics showing growing potential. Recognition of the Visit Luxembourg brand has grown significantly, enhancing tourism visibility and the country's wider reputation.

How are sustainability & innovation transforming the visitor experience?

For us, sustainability means quality over quantity. We aim for balanced visitor flows across seasons and regions, encouraging longer stays and deeper engagement. Luxembourg's free public transport, unique worldwide, sets a benchmark for sustainable accessibility, and 52% of overnight visitors already use soft mobility to move around the country. Our VisitLuxembourg App integrates weather data, event listings and crowd updates to enhance trip planning. Through products such as the LuxembourgPass, which promotes discovery across regions, and gamified "Luxembourg Challenges," we link sustainability with engagement, helping travelers explore responsibly while discovering the country's many layers.



"Tourism in Luxembourg is about experiences that enrich both visitors & locals."

DR. SEBASTIAN REDDEKER

CEO, Luxembourg for Tourism

How is Luxembourg diversifying its profile?

Luxembourg is broadening its offer beyond urban sightseeing to emphasize nature, gastronomy and culture. The country is now recognized as a leading hiking destination in Europe and is building niches in gravel biking, educational tourism and retro travel. Each region has its own identity, from the vineyards of the Moselle to the rock formations of the Mullerthal, making

the country both compact and varied. This diversification ensures that visitors always find new, authentic experiences that encourage return visits and longer stays.

How are culture & identity shaping tourism?

Luxembourg's identity balances tradition and transformation. We call it a story of "transforming experiences." Visitors can explore the nation's journey from fortress city to financial hub, from industrial heartland to European center. Through collaborations with cultural institutions, events and storytelling, we present Luxembourg as both deeply rooted and forward-looking. Its

multicultural spirit, openness and creativity define a modern destination that remains proudly authentic while embracing change.

Ahead of the WEF, what message do you wish to share?

At Davos and beyond, our goal is to show Luxembourg's story of innovation, diversity and quality of life. Tourism plays a vital role in reflecting the nation's values, including openness, sustainability and ease of experience. We work closely with partners under the "Let's Make It Happen" brand initiative to ensure coherence across all sectors. Ultimately, Luxembourg's message is simple: it is welcoming, genuine and effortlessly enjoyable, a place where innovation meets serenity in the heart of Europe. •



Visitor Impact

3.7M overnight stays
(+16% vs. 2019)



Sustainability Leadership

Nationwide free public transport



VisitLuxembourg App

+100,000 active users

LUXAID
BRIDGES

Science for global good.
Partnerships for lasting impact.

A joint call by FNR,
the Ministry of Foreign Affairs
and LuxDev supporting
transdisciplinary research
partnerships for sustainable
development and
humanitarian action.

Who will you partner with next?

View current calls and funding opportunities at fnr.lu

 Luxembourg
National
Research Fund

THE GOVERNMENT
OF THE GRAND DUCHY OF LUXEMBOURG
Ministry of Foreign and European Affairs,
Defence, Development Cooperation
and Foreign Trade
Directorate of Defence

 LUXDEV
Luxembourg
Development Agency

Innovation: From Strategy to Execution

Innovation in Luxembourg has taken shape as a practical, outcome-driven process rather than an abstract policy ambition. The country's approach emphasizes execution, with national strategies designed to translate into activity that companies and institutions can apply directly. A central role in this process is played by Luxinnovation, which operates at the intersection of public strategy and private initiative. Its proximity to companies keeps innovation policy anchored in operational reality. By working alongside firms as they assess readiness and direction, Luxinnovation helps ensure that strategic priorities evolve into projects that can be implemented, adjusted and scaled.

This applied orientation is visible across the innovation ecosystem. In artificial intelligence, for example, Luxinnovation's ecosystem mapping has identified around 700 active actors, spanning startups, established companies, service providers and research units. Rather than forming a closed cluster, these actors operate within a dense network that encourages collaboration and practical experimentation. As a result, AI development is shaped as much by use cases and market needs as

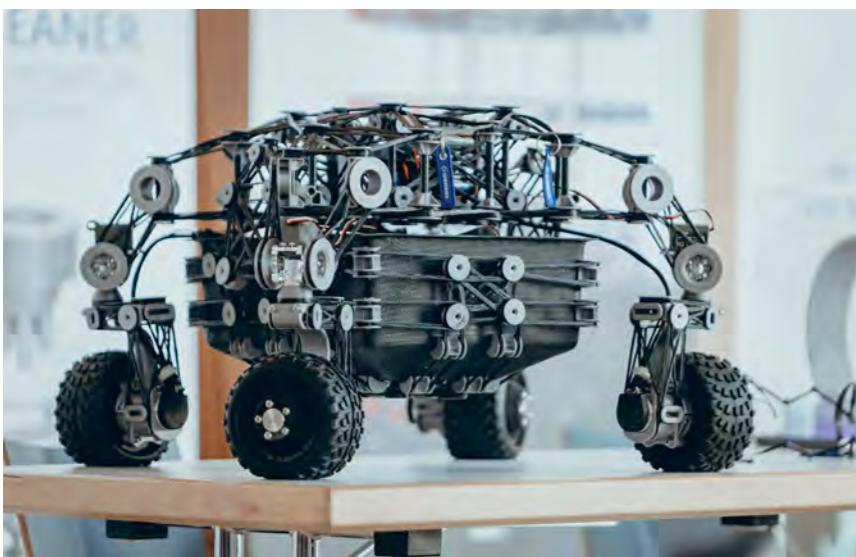


Precision engineering meets hands-on innovation through advanced 3D printing.

by technical capability. Infrastructure has reinforced this momentum. Long-term investment in secure data environments and high-performance computing has created conditions suited to innovation in regulated and data-intensive fields. Companies developing digital solutions can operate within trusted frameworks that support compliance, reliability and security, reducing friction

between development and deployment. Entrepreneurship continues to strengthen the system. Startup activity has expanded steadily, supported by targeted acceleration and international outreach. Currently, more than 700 startups are active in Luxembourg, helping to build critical mass rather than isolated success stories. This concentration has improved access to venture capital and cross-border partnerships, allowing young companies to scale while remaining connected to European value chains.

Sustainability increasingly shapes how innovation is applied. Resource efficiency and low-carbon solutions are being integrated into business transformation, particularly in sectors facing regulatory and cost pressure. By aligning competitiveness with environmental performance, innovation responds to market realities while preparing companies for future expectations. Taken together, these dynamics point to an innovation system defined by execution rather than rhetoric. Luxembourg's strength lies in its ability to connect strategy with action and research with application, creating an environment where ideas are not only developed, but effectively brought into use. ●



Prototype robotic system designed for space exploration.

FNR: A Coherent Approach to Research & Innovation

Luxembourg's research ecosystem has evolved with a clear sense of direction, shaped by sustained public commitment and a shared understanding of how knowledge contributes to long-term development. Rather than advancing through isolated initiatives, the country has built an environment where research is treated as a structural asset, supported by institutions designed to reinforce continuity and credibility. Within this framework, the Luxembourg National Research Fund plays a central role by deploying its funding schemes as instruments of the National Research & Innovation Strategy, ensuring that competitive funding aligns with national research priorities defined at policy level. Over the past 25 years, this approach has helped establish a system in which scientific quality is anchored in transparent evaluation and internationally recognized standards. During the last decade alone, more than €726 million has been invested in research across a wide range of disciplines, complementing the core budgets of public research institutions, which continue to be financed primarily through direct governmental allocations. This sustained funding re-

flects a long-term political commitment to research, supported by steadily rising public investment in R&D, which reached €371.9 million in 2021, €418.3 million in 2022, and €440.7 million in 2023. Collaboration sits at the heart of this model. Universities, public research institutions, ministries and industry actors operate in close alignment, creating a setting where cooperation is built into the structure of the system. More than 100 joint academia-industry projects have emerged through this framework, connecting scientific inquiry with applied challenges in areas ranging from digital technologies to health and sustainable development. Partnerships involving organizations such as Luxinnovation illustrate how research evaluation, public policy and economic application intersect, allowing ideas to move from laboratories into broader use without fragmenting the research landscape.

stability into practice by maintaining consistent evaluation frameworks that researchers and partners can rely on. As a result, growth has been gradual but cumulative, with capacity expanding in a way that remains manageable and aligned with national priorities. The international character of the research community adds another dimension to this environment. Researchers from many backgrounds contribute to a shared culture shaped by common standards rather than uniform traditions. The FNR provides a reference point within this diversity, ensuring that evaluation remains comparable and expectations remain clear. This consistency allows openness to function without dilution, supporting collaboration while maintaining scientific rigor. As research increasingly intersects with societal priorities and economic transformation, Luxembourg's approach highlights the importance of governance that is patient, credible and forward-looking. By reinforcing coherence and trust across the system, the FNR continues to help turn research activity into collective capability, supporting a framework designed to deliver value not just in the present, but over the long term. ●



High-magnification imaging of material microstructures studied in applied research.



Land surface temperature research informing climate adaptation and resilience.

FNR: Research to Real-World Impact

How has the FNR shaped Luxembourg's research & innovation landscape?

Over the past 25 years, the FNR, in close collaboration with the Ministry of Research & Higher Education and the public research institutions, has transformed Luxembourg into an internationally recognized hub for research excellence. We fund both bottom-up scientific discovery and mission-driven programs that build national capabilities in key fields. Flagship initiatives such as CORE, PEARL and ATTRACT foster top research talent, while PRIDE trains the next generation of scientists. By aligning national strategies and catalysing collaboration across academia, government and industry, the FNR acts as a strategic engine for innovation and impact.

How do you collaborate with other institutions & the private sector?
We work closely with the Ministry of Economy, the Ministry of Higher Education & Research, Luxinnovation, the University of Luxembourg and national research centers to create a coherent ecosystem. Through programs like Bridges and Industrial Fellowships, we connect academia and industry so PhD candidates and companies can collaborate on applied research. While FNR cannot directly fund firms, we provide scientific evaluation for



"Our mission is to turn knowledge into real-world impact through science & partnership."

DR. ANDREEA MONNAT

Acting CEO, Luxembourg National Research Fund (FNR)

joint projects, ensuring excellence and transparency. This joined-up approach maximizes impact and avoids duplication across public and private initiatives.

How does the FNR ensure scientific excellence & global competitiveness?

Excellence is at the core of all our activities. Every FNR project undergoes rigorous

international peer review, benchmarked against global standards. We fund only proposals that demonstrate clear scientific merit and impact. Strategic clustering in areas such as AI, quantum technologies, data science, health and finance helps concentrate expertise and critical mass. Through mobility schemes, international collaborations and transparent evaluation, we ensure Luxembourg's research community competes confidently worldwide.

How are you aligning research with sustainability & societal needs?

FNR funding follows the National Research Priorities,

including Sustainable and Responsible Development. We support research on climate resilience, smart energy, circular economy and green finance, as well as open-science practices that make results accessible. Our LuxAid Bridges program channels joint funding with the Ministry of Foreign Affairs to promote research partnerships with developing countries. In every project, the goal is to create knowledge that supports sustainability, inclusion and long-term societal progress.

As the world meets in Davos, what message would you share?

Science is a global public good and the foundation of progress. To tackle shared challenges from climate to health, we must enable trusted data infrastructures and foster open collaboration across borders. Luxembourg's research system shows how excellence, transparency and partnership can build resilience and trust. By uniting scientists, industry, policymakers and citizens, we can turn knowledge into solutions that drive innovation, strengthen societies and shape a sustainable global future. •



Research Investment

€400M invested in research over the past decade.



Industry Collaboration

100+ joint academia-industry projects via Bridges & Fellowships.



Sustainability Focus

€25M dedicated to green innovation & circular economy research.

Luxinnovation: Powering Smart Growth

How is Luxinnovation strengthening Luxembourg's position as a global innovation hub?

Luxinnovation acts as the national innovation agency, bridging policy & enterprise. Its board unites the Ministry of the Economy, Ministry of Research, the Chamber of Commerce, the Chamber of Skilled Crafts and business association FEDIL, ensuring that public policy aligns with private-sector needs. We inspire companies to innovate through events, assess their readiness, connect them to the right partners & help them access funding. From artificial intelligence to quantum technology, our mission is to translate national strategy into tangible projects that enhance competitiveness & sustainable growth.

How do you connect international investors with local opportunities?

It begins with deep knowledge of the ecosystem. We map key actors across priority sectors such as AI, defence, healthtech & manufacturing. For example, Luxembourg now counts around 700 active players in AI, ranging from startups to research centers. With this insight, we match global investors with the right local partners & facilitate access to venture capital networks across Europe. Our approach combines strong domestic relationships with European



"Innovation is the bridge between ideas, strategy & competitiveness."

MARIO GROTZ

CEO, Luxinnovation

partnerships, allowing Luxembourg to attract high-value projects that strengthen both industry & research.

How does Luxinnovation support startups & SMEs as they scale globally?

Luxinnovation supports companies at every stage, from early ideas to international expansion. Our flagship Fit 4 Start program selects 20 promising startups twice a year



Startup Growth

700+ active startups supported.



Innovation Ecosystem

700 AI actors mapped across tech landscape.



Sustainability Focus

Helping 100+ firms integrate circular practices.

from hundreds of global applicants, providing funding & mentoring over six months. The program has helped create a critical mass of 700 startups in Luxembourg, attracting venture capital & strengthening the startup ecosystem. We also work closely with the Ministry of Foreign Affairs & the Ministry of the Economy to identify synergies between trade missions, research cooperation & foreign investment.

What initiatives are advancing the green & digital transformation?

We focus on competitiveness through sustainability. Programs such as Fit 4 Sustainability help companies assess

their environmental impact & build actionable roadmaps. In construction, we promote circular economy models that reuse materials & extend product lifecycles. In manufacturing, we guide firms toward low-carbon production using electricity & hydrogen. These initiatives combine environmental responsibility with economic performance, proving that sustainable practices can also improve competitiveness, efficiency & long-term profitability.

What is Luxembourg's message ahead of Davos?

Luxembourg offers a unique value proposition built on trust, technology & collaboration. The country hosts world-class data centers, high-performance computing & a developing sovereign cloud infrastructure, all certified to the highest standards of data security. Luxinnovation's role is to connect these assets with global innovators who value reliability & data integrity. Our message at Davos is clear: Luxembourg is a trusted European hub where ideas turn into innovation, research drives competitiveness & technology serves society responsibly. •

Chamber of Commerce: Empowering Business

How does the Chamber strengthen entrepreneurship?

A dynamic business environment is the foundation of progress. Our role is to support resilience and competitiveness by fostering entrepreneurship and innovation. The Chamber coordinates a full ecosystem through four “Houses”: The House of Entrepreneurship, which supports businesses from creation to succession; the House of Startups, which provides incubators and mentoring; the House of Training, which offers life-long skills development; and the House of Sustainability, which guides companies on ESG integration. Together, these one-stop shops simplify processes, empower entrepreneurs, and drive growth in an increasingly complex environment.

What role does the Chamber play in advocacy?

We represent over 100,000 companies and produce more than 350 legal and economic opinions each year. This enables us to influence legislation and push for reforms that enhance competitiveness, from modern insolvency laws to simplified procedures. By combining feedback from members with international benchmarks, we help ensure that the legal framework



“Our mission is to act as a catalyst linking businesses, government & partners.”

CARLO THELEN

Director General, Luxembourg Chamber of Commerce

remains agile, business friendly and supportive of innovation and growth.

How do you promote internationalisation?

For Luxembourg, internationalisation is a necessity. Our GO International programme, run with the Ministry of the Economy, the Ministry of Foreign Affairs

and Luxinnovation, provides trade missions, national pavilions at fairs, B2B networking and public tender monitoring. The DACH region, with a combined GDP of 6 trillion dollars, is a natural partner due to its proximity and shared values. A major mission to Switzerland is planned for 2026, while Business Clubs in Berlin, Brussels, Paris, London and Zurich offer platforms to deepen ties and expand networks.

How does the Chamber help businesses stay competitive in a digital world?

We focus on preparing companies for tomorrow's economy by promoting up-skilling, digital adoption and

sustainability. Through close dialogue with government, we help modernise regulation, foster innovation, and ensure Luxembourg remains a leading, future-ready business hub that combines competitiveness with responsible growth and long-term resilience.

Looking ahead to Davos, what is your vision for Luxembourg as a business hub?

Luxembourg's appeal rests on political stability, sound finances and quality of life, reinforced by its AAA credit rating and EU capital status. Public debt is just 26 percent of GDP, well below the European average. With a multilingual workforce and strong international networks, the country offers entrepreneurs a safe and dynamic base. At Davos, where global leaders set the agenda for growth and resilience, our message is clear: Luxembourg is a forward-looking hub where entrepreneurship, innovation and international connectivity thrive, and where business and policy work hand in hand to shape long-term prosperity. •

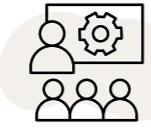
Global Standing

3rd worldwide in IMD Talent Ranking 2025.



Advocacy Impact

350+ legal & economic opinions each year.



Training Support

+10K participants trained each year.

faces of change

Leaders Making a Change in Luxembourg

PROF. JENS KREISEL

Rector, University of Luxembourg



How does the university drive innovation in Luxembourg?

Founded in 2003, the University of Luxembourg is a young, research-intensive institution deeply embedded in the national innovation ecosystem. With around 7,000 students, including 1,000 PhDs, it closely links education, research and societal impact. 70% of graduates remain in the country, strengthening talent retention, while strong public-private partnerships ensure that research excellence translates into real economic and social value.



DR. BETTINA BUNGE

CEO, Luxembourg Convention Bureau

Why does Luxembourg excel as a meetings destination?

Luxembourg combines accessibility, efficiency and quality in a compact setting. Located at the heart of Europe, it offers fast connections to major cities while free nationwide public transport supports smooth and sustainable travel. A multilingual and highly professional ecosystem brings venues, hotels and services close together, helping delegates save time, collaborate easily and deliver world-class international business events.



LUC PROVOST

CEO, B Medical Systems

How do you combine innovation with global health impact?

B Medical Systems develops ultra-reliable cold chain solutions designed for use anywhere in the world, including regions with limited or unstable energy access. Its R&D focuses on robustness, solar-powered technologies and real-time monitoring. Supported by Luxembourg's innovation ecosystem, the company reduces total cost of ownership, extends product lifecycles and helps health systems deliver resilient, sustainable care worldwide.



MARIE-CHRISTINE MARIANI

CEO, MCM Steel S.A.

How are you modernizing through sustainability & innovation?

MCM Steel is modernizing its operations by embedding sustainability into decision-making. Investments in energy-efficient machinery, rail-based logistics and digital tools reduce emissions while improving productivity. Supported by Luxembourg's innovation ecosystem, we focus on valorizing materials, sourcing greener steel and developing specialized solutions that strengthen competitiveness while aligning with long-term environmental responsibility.



OMAR QAISE

CEO, OQ Technology

How are you strengthening Luxembourg's role in global connectivity?

OQ Technology is pioneering satellite-enabled 5G IoT to extend cellular connectivity beyond terrestrial networks. By positioning satellites as flying cell towers, the company connects devices where coverage does not exist. Supported by Luxembourg's space and innovation ecosystem, it uses the country as a launchpad for sovereign, secure and scalable connectivity solutions serving governments, enterprises and communities worldwide.

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This report was created by Elite Reports
for various editions of Forbes

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