

<div>7%</div> <div>growth in real Luxembourg's GDP for 2021, and then 3.5% in 2022.</div>	<div>+3.3%</div> <div>salaried employment over 12 months.</div>	<div>+9.4%</div> <div>in residential construction prices in Luxembourg in 2021. The annual rate of change thus reaches its highest level since October 1980.</div>	<div>Up to €1 trillion</div> <div>(or 7.9% of GDP) in value and 20 million jobs created in Europe thanks to 5G by 2025.</div>
---	---	--	---

LUXEMBOURG

OFFICIAL

Sam Tanson, Ministry of Culture

Developing and Professionalizing the Luxembourg Cultural Sector

“Luxembourg, despite its small size, has an abundant and rich cultural scene”, says Sam Tanson, Minister of Culture. According to her, the sector has two challenges that the ministry supports: Its professionalization and its development on the international scene. Explanations.

POLITICAL ITINERARY
After studying law and political science, Sam Tanson’s career began at RTL Radio Lëtzebuerg where she worked as a journalist. She then practiced as a lawyer at the Luxembourg Bar before entering politics and occupying several positions within the déi gréng political party. Starting as a member of the Council of State, she became a member of the Chamber and then a councilor and alderman of the City of Luxembourg. She entered the government following the legislative elections of 2018 as Minister of Culture and Housing. Most recently, she traded the latter ministerial portfolio for that of Justice during the government reshuffle of 2019.

CULTURAL CHALLENGES
“The sector has been particularly affected by the Covid-19 crisis because the virus spreads from exchange and contact with the public. The restrictions and closure of cultural venues at the start of the pandemic had a considerable impact on artists and the scene in general,” she says. At the same time, the cultural sector is faced with the challenge of professionalization, which has been going on for years and is deeply transforming it. In addition, networking and international outreach are among the development priorities.

MINISTRY SUPPORT
“We strive to have a participatory approach; to listen to the

cultural sector and to include the recommendations and ideas they provide. During lockdown, we supported the sector by triggering the Neistart Lëtzebuerg – Culture aid scheme that endowed €5 million and aimed, among other things, to compensate for the shortfall resulting from the cancellation of events. We were also among the first countries in Europe to reopen cultural venues,” explains the Minister of Culture. Since 2016, the ministry has been organizing Cultural Conferences in order to include the sector in all political reflections and to better identify its challenges. These reflections are the basis of the Kulturentwécklungsplang 2018-2028, the development and



professionalization plan for the sector. She adds: “The ministry has also ordered reports from several experts to build its future cultural policy.” In terms of professionalization, the Kultur | lx

promotes and accompanies the international approaches of artists to enable them to find audiences abroad. This association is intended to become a public institution.

Pascal Rapallino, LAFO

Supporting Private Wealth Businesses



“Participating in the promotion of Luxembourg at the international level by supporting local players in order to contribute to their professional excellence.”

Since his arrival, the new President of LAFO, Pascal Rapallino, has given himself two priorities: To strengthen and revitalize his network. By uniting the largest number of private wealth players around the association, LAFO intends to create a focus for private wealth professions with its ecosystem in the Luxembourg financial center and abroad.

Can you describe LAFO in a few words?
LAFO (Luxembourg Association of Family Offices) was created in June 2010 on the initiative of the outgoing President and current Honorary President, Serge Krancenblum and its former President, Jean Fuchs. It aims to actively contribute to the recognition of the profession of family office professionals by the authorities of the country. The association carries out three main missions: It interacts with

the Ministry of Finance and regulators, protects the interests of the professions represented by its members and offers continuous training to the sector. Training takes place through the production of studies and content and organizing conferences and seminars. Until the end of 2021, no professional association or federation existed in Luxembourg to represent and defend the interests of local private heritage professionals. Private wealth was unregulated and had no professional representation despite its strong development and its current significant contribution to the Luxembourg economy. The last General Assembly in December 2021 ratified a modification of the statutes allowing LAFO to be more inclusive and to go beyond the sole professions of the family office by opening up to those managing private wealth. This major development will enable LAFO to contribute

to the promotion of Luxembourg as a financial center at the international level as well as supporting and promoting the excellence of its private wealth players.

What are your priorities as the new President of LAFO?
My action will obviously be an extension of that of Serge Krancenblum. However, my priority will be to implement the openness strategy of our ecosystem voted for last month. As such, I want to make the association known to new eligible players and revitalize the existing network through events such as conferences, thematic breakfasts - around subjects such as art, responsible investment or some new asset classes. We will also rely on cocktail parties, exclusive visits and other formats dedicated to networking. This desire will be subject to the vagaries of the health situation. Similarly, I will

dedicate myself to strengthening the network of major associative and institutional partners in order to pool our initiatives and create disciplinary synergies.

What challenges and opportunities do LAFO members face?
Our businesses face many challenges, particularly in terms of digitalization, responsible investment and continuing education. Macroeconomic elements such as inflation and the possible rise in interest rates are also sources of risk for private equity and real estate businesses. Thus, we will best support our members on these questions so as to transform these risks into opportunities through exchanges with recognized players, training and the development of synergies between members. Together we can face these economic but also structural changes in our private heritage.

10 Years of Insurance Brokerage Support

“The need to deal with several insurers to find relevant insurance solutions continues to grow,” says Catherine Lesourd, President of the professional association of insurance brokers of Luxembourg (APCAL). She also explains how APCAL supports its members in the face of the challenges and opportunities they encounter.

Can you describe APCAL in a few words?

The professional insurance brokerage association will celebrate its 10th anniversary this year. We represent more than 83 life and non-life insurance brokers who comprise the majority of active players. Our association focuses on three core businesses: Information, training and consultation. It also ensures the representation of the profession at a national and international level to defend the interests of brokerage and its members vis-à-vis the supervisory authorities. APCAL offers professional mediation support and is responsible for promoting the brokerage profession.

How are the needs of your members changing?

They are constantly evolving according to regulatory requirements and developments in the brokerage business. Digitalization is a major development in the insurance sector - amplified by the Covid crisis. It is essential, in a constantly changing context, to support our members, and more particularly smaller brokers, by pooling resources. With this in mind, we have strengthened our collaboration with law and consultancy firms to create guidelines and procedures for our members. We also offer training covering all current topics. This includes tailor-made training according to the needs identified by certain actors. Communication is also a key factor in the proper functioning of the organization. It is imperative to communicate with our members but also with our peers and the various national and international public institutions. Communication ensures we benefit from their support and that we are always aware of future developments that may impact our profession.

What challenges and opportunities do you identify for insurance in Luxembourg?

In general, the duty to advise is constantly reinforced. However, this duty to provide maximum transpar-



© IOR

“Digitalization is a major development in the insurance sector - amplified by the Covid crisis.”

ency for client protection can lead to administrative burdens that clients must indirectly bear. The “hard market” cycle is also affecting the awarding of contracts. However, this challenge can turn into opportunities for brokerages as the need to deal with several insurers to find relevant insurance solutions continues to grow. The recognized expertise of brokers is essential. Finally, in Luxembourg, as in many countries, competition between brokers is intensifying and all must demonstrate their ability to face new challenges while providing customers with quality service and advanced technical expertise.

Local Player for International Clients

For Emmanuel Roque, Business Development Director, SOGELIFE draws the best from the alliance between its roots at the heart of the Luxembourg ecosystem and the strength of a large group. On the occasion of the 25th anniversary of the company, he looks back on the path taken and reveals his ambitions.

What is SOGELIFE's position in the market?

SOGELIFE ranks among the benchmark life insurers in the market and has all the expertise necessary to meet the most sophisticated needs of high-net-worth individuals (HNWI) and ultra-HNWI. As a local player, we operate at the heart of the Luxembourg ecosystem, while belonging to a leading group on a European scale: This hybrid identity is our greatest strength and is part of our DNA. One of the keys to our success is based on the co-construction of innovative solutions, in open architecture, with leading players in European private management including private banks, wealth managers, family offices, brokers and independent advisers. These close partnerships offer complementarity across the entire wealth management value chain. We also know how to adapt perfectly to

the local and cross-border contexts of our clients. We cover nine markets: France, Italy, Monaco, Switzerland, Spain, Belgium, United Kingdom, Czech Republic and Luxembourg, where we have been established for 25 years. The growth in our assests bears witness to the relationship of trust that we maintain with our partners and clients. In 2021, we exceeded €13 billion in assets, with an organic increase of €4 billion in three years. More than ever, SOGELIFE is one of the key players in the Luxembourg market.

How do you improve the experience of HNWI customers?

By combining expertise with digital: We streamline processes and improve the experience of our partners and end customers. The health crisis has made it possible to give a boost to this theme,



© SOGELIFE

“We manage to simplify customer and partner journeys while taking into account the complexity of our environment.”

to simplify customer and partner journeys, while taking into account the complexity of our environment. We thus guarantee more autonomy and transparency. For example, our recently launched mysogelife.com space is dedicated to allowing cus-

tomers to consult their contracts in real-time, wherever they are.

On the 25th anniversary of SOGELIFE, what is your assessment?

Our adaptability is the strength of

our model. Thanks to it, we have been able to take advantage of the various regulatory changes and meet the new expectations of our customers. It has given us a solid base to look forward to the next 25 years with serenity. Such a pro-

jection also necessarily brings us back to our fundamental values as a life insurer: Our vision is of long-term investments with their protection and transmission to future generations. With this in mind, SOGELIFE this year launched a

100% SRI (Socially Responsible Investment) which makes it possible to reconcile conviction and performance. The company intends to play a growing role in the theme of social and environmental responsibility.

A Bridge Between Blockchain and Finance



© IOR

“In three to five years, our standards will be used for most issuances of financial securities”, explains Luc Falempin. The ambitions of Tokeny's CEO are at the height of the success encountered by the fast-growing company. Interview.

CAN YOU INTRODUCE TOKENY IN A FEW WORDS? Tokeny defines itself as a software publisher enabling financial institutions to issue, manage and transfer financial assets and products on blockchain.

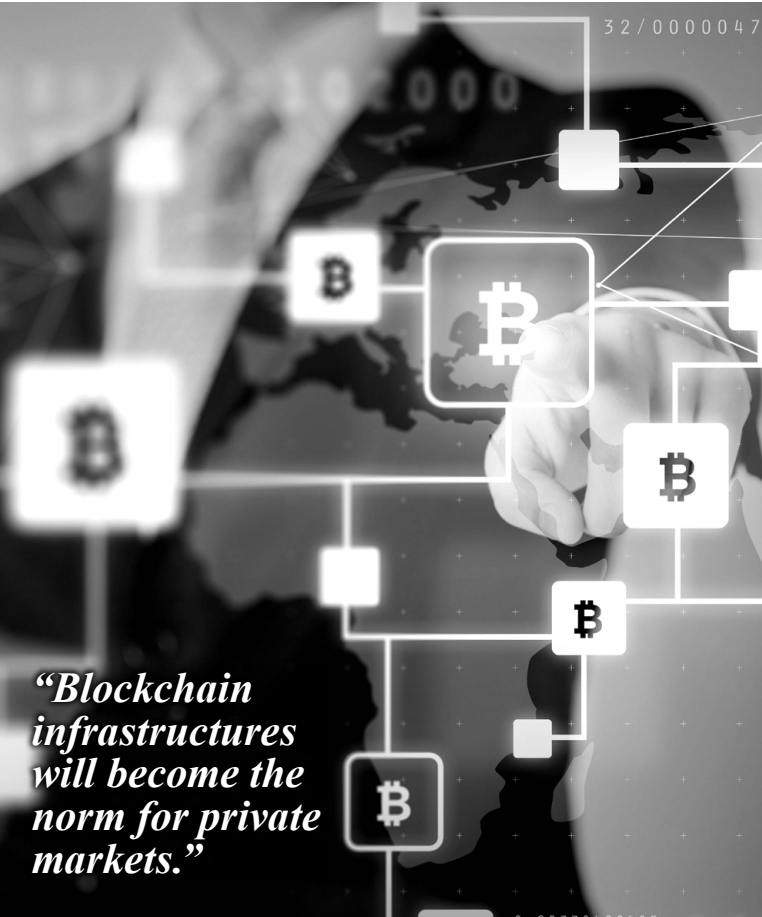
HOW ARE YOUR CUSTOMERS' NEEDS CHANGING?

Year after year, we observe that the benefits brought by blockchain are better understood by the financial industry. Initially, our solutions were primarily used to facilitate investor onboarding and to create proof of ownership with blockchain. Now our clients can carry out all the operations necessary for the life of a financial security. Whether issuers, agents or distributors, our white label solutions enable full control of digital securities management. New services are provided to their investors who can now discover investment opportunities on digital marketplaces, trade P2P on the

secondary market and easily manage their portfolio of tokenized securities. Many possibilities are emerging with decentralized finance. We are gradually trying to open up new uses while automating compliance with investor and consumer protection rules.

WHERE DO YOU SEE TOKENY IN THREE TO FIVE YEARS?

Tokeny wants to be the blockchain infrastructure access provider for financial institutions. We want to be the bridge between the technical and secure infrastructure and the operational needs of financial players in activities such as compliance, transfers and corporate actions. In three to five years, our standards will be used for most issues of financial securities. Blockchain infrastructures will become the norm for private markets and Tokeny will enable easy access by providing a set of necessary technical, legal and operational solutions.



“Blockchain infrastructures will become the norm for private markets.”

Supporting the Future of FinTechs

“We are developing LHoFT 2.0's strategy to anticipate the next five years in relation to evolving challenges, opportunities and innovation such as crypto-currencies, tokenization, DeFi and blockchain technology”, says Nasir Zubairi, CEO of Luxembourg House of Financial Technology (LHoFT). Interview.

This year the LHoFT turns 5. What's your assessment?

The initiative has achieved a great deal, but there is still much more to be done – we are running a marathon, not a sprint. Five years marks a great milestone to look at strategy revisions for the next five years and LHoFT 2.0. We will mark our five years anniversary later this year with a celebration and launch the next phase of our strategy to drive digitalization for the Luxembourg financial services center.

What are the trends you identified in the FinTech world for 2022?

The major focus in Fintech is on crypto-currencies, tokenization, DeFi, and the underlying technology, blockchain.

More mainstream, there is also a trend in “buy now, pay later” solutions. From the Luxembourg and broad EU perspective, the LHoFT concentrates on B2B and specifically on RegTech; solutions that reduce costs for incumbent institutions. European Banking is the worst performing banking sector in the world; In 2020, the average across performance across Western Europe was Return on Equity (RoE) 2.75%, Return on Assets (RoA) 0.16%, Return on Capital (RoC) 3.1%. Costs need to be addressed through automation in order to ensure the survival of many institutions and their continued competitiveness.

Could you share some Luxembourgish FinTech startups success stories ?

Certainly. Next Gate Tech, focusing on data harmonization within Asset Management, is growing incredibly fast and has attracted some impressively senior-level finance executives to their team. HQLAx continues to build and gain traction with its blockchain-based collateral mobility solution for the securities lend-



© IOR

“European Banking is the worst performing banking sector in the world; costs need to be addressed through automation.”

ing market. Tokeny and Stokr, both active in the tokenization arena, impress with the increasing number and scale of token offerings they are facilitating. Riverbank,

a regulated credit institution providing debt solutions to businesses, has built a team of over 60 in Luxembourg, is well-funded, and is scaling quickly.

European Treasury in Full Transformation

“The treasury function, as we know it today, is a relatively recent development – it is 40 to 50 years old, at most,” explains François Masquelier, President of the Association of Corporate Treasurers of Luxembourg. Treasurers are indispensable to any business. Interview.

COULD YOU DESCRIBE ATEL IN A FEW WORDS?
ATEL, the association of treasurers, was created in 1994. It has 300 members, representing the largest companies, including Ferrero, Aperam, Arcelor, Cargolux, SES Global, RTL, Amazon, PayPal, and Koch Chemical. It defines itself as a founding member of the European association, which I now chair, with 14,000 members throughout Europe. Our mission focuses on several actions: Defending the interests of treasurers; “influencing” (European) financial regulations that may impact them; networking with our colleagues; informing our members of new technologies and techniques; training them and discussing these topics. We also try

to share our expertise with other associations whose members – for example, hedge funds – need treasurers or to understand how multinationals manage cash optimally. Finally, ATEL promotes Luxembourg as a center of expertise specializing in centralized management of cash internationally. For various obvious reasons, the Luxembourg ecosystem makes it a prime location for a European treasury center.

HOW WOULD YOU DEFINE THE FUNCTION OF A CORPORATE TREASURER?
The treasury function as we know it today is a relatively recent innovation – it is 40 to 50 years old, at most. The treasurer corresponds in the company to a kind of internal banker serving all the operational subsidiaries with financial services. It manages banking relationships; ensures the creditworthiness and solvency of the group; manages surplus liquidity; covers exchange risks for inflows and outflows in foreign currencies and manages all financial risks by mitigating or hedging them. It

handles all “front-office” operations, where accounting is akin to a kind of “back-office” and translates financial operations into accounts. Companies can survive for years making book losses, but if they cannot ensure the payments, they will immediately fall into bankruptcy. Treasury is ultimately the key function at the heart of finance and the most technically and technologically developed of the entire finance department.

BUT ISN’T CASH ONLY RESERVED FOR VERY LARGE COMPANIES?
The essential cash function is not confined to companies of a certain size. For example, in Luxembourg, some funds of moderate size have the capacity and would benefit from dedicated and professional cash management using the appropriate tools. Many substantial companies, with turnovers of several hundred million, do not employ a dedicated treasurer. Even if the company can survive without a treasurer, it’s like driving a bus without a suitable



©360Crossmedia

“Even if the company can survive without a treasurer, it’s like driving a bus without a proper license.”

license, risks are taken. Thanks to technological developments and “native SaaS” solutions, firms have access to professional tools without excessive costs or long implementation. Firms can access Formula 1 technology while driving an everyday car. Hiring the resource with the cash expertise or outsourcing to experts can be a problem according to the context. We can “Uberize” cash and in this way earn a lot of money while reducing risk.

Francoise Thoma, Spuerkeess
Luxembourg cornerstone
Françoise Thoma, Chief Executive Officer and Chairman of the Management Committee of Spuerkeess presents the technological and commercial challenges for traditional financial players. Interview.

Could you present Spuerkeess in a few words?
Spuerkeess was founded in 1856 and is wholly owned by the Luxembourg State. Spuerkeess is a universal and systemic bank, i.e. directly supervised by the European Central Bank. Its main statutory missions are to promote savings, to facilitate access to housing and to support the development of the national economy. Today, Spuerkeess is the leader in both the retail banking and domestic SME markets, well recognized at delà within the borders of the GrandDuché of Luxembourg. The international rating agencies have been giving Spuerkeess décerné for many years the AA+ (Standard & Poor’s) and Aa2 (Long term Deposit Rating, Moody’s) ratings respectively. The magazine Global Finance ranks Spuerkeess among the safest banks in the world and regularly awards it the “Safest Bank Award - Luxembourg”. Global Finance has also just named Spuerkeess “Best Bank - Luxembourg 2020”.

What challenges and opportunities do you identify for the banking sector?
In a highly competitive context marked by rapid technological and commercial developments, the main challenge for the more traditional financial players will be to anticipate and understand the expectations and needs of their customers in order to provide them with optimal support throughout the different stages of their lives. In this context, the banking sector will have to intensify the digitalisation of both internal processes and front-end tools for communicating with customers, at a time when customer behaviour is tending more and more towards remote contact with their banking advisers. At the same time, this challenge represents an unprecedented opportunity for banks to accelerate innovation in terms of both the products and services they offer and the channels of communication with customers.



©360Crossmedia.C.N

“We can really claim to contribute to the advancement of research at the international level to improve the well-being of populations,” says Aline Muller, CEO of the Luxembourg Institute of Socio-Economic Research (LISER). Explanations.

TELL US ABOUT YOUR BACKGROUND IN A FEW WORDS
After a doctorate in international finance at the University of Maastricht almost twenty years ago, I had an academic career at universities in the Netherlands, Belgium and finally here in Luxembourg. My area of specialization and my commitment to university development cooperation very quickly emphasized the international character of my career.

Aline Muller, LISER

Supporting societal transformations with its socio-economic players and citizens

This led me to spend most of my time outside Europe. Very early on I had the chance to be involved in the strategic development of research management. Above all I worked in close collaboration with very inspiring figures driven by a desire to make institutions evolve. Throughout my career, I have been educated, trained. I have grown to become an instrument for the blossoming and promotion of research: Blossoming to create the conditions for the development of researchers; blossoming to allow research to have the means to push back the frontiers of our knowledge. I have helped contribute to the tenfold increase in the impact research has had on society through innovations that enrich its transformation.

HOW DO YOU DEFINE LISER’S MISSIONS?
LISER’s mission focuses on the development and promotion of fundamental and applied research in the social sciences. It aims to meet societal challenges and provide tangible and concrete answers

to meet the social and economic needs of our society. LISER seeks to contribute to sustainable socio-economic development based on knowledge, but it does not wish to do so in isolation, locked in an ivory tower. We are convinced that the transformations of society must be co-created with society’s citizens and actors. By collecting, analyzing and exploiting information provided by our fellow citizens we aspire to improve the quality of life of the population and to support society in its evolution. LISER thus aims to enlighten and inform society, as well as to inform the actions of public authorities and socio-economic actors, at national and international levels.

WHAT IS THE FUTURE FOR PUBLIC RESEARCH IN LUXEMBOURG?
Public research in Luxembourg has distinctive assets. These must be exploited to produce tangible and concrete impacts for the economy. More broadly, these assets also mean that Luxembourg can forge

its identity on the international scene. The close links between public research and the political and socio-economic actors of the country offer us the possibility of moving forward more quickly and coordinating ourselves more effectively. Luxembourg also offers us many opportunities to advance to the forefront of our European partners by offering us a particularly rich field of observation in the heart of Europe. We can combine these strengths with our ever-increasing ability and agility to coordinate research among institutions. In this way we can combine complementary skills in an unprecedented and innovative way (see what happened through the Luxembourg Research Task Force during the Covid-19 crisis). We can also contribute to the advancement of research at the international level to improve the well-being of the population. This is especially the case as all these distinctive elements are attracting more and more talent to Luxembourg! In my view, a virtuous circle can be set in motion.

BE THE PUBLISHER

FUN, FAST, FREE

ANDY A LUXEMBOURG

DUKE CORNER

CHAMPIONS DE LA TRANSFORMATION

360Crossmedia

ENTRETIEN

UNIE ET FORTE

LUXEMBOURG OFFICIAL

Conception & coordination: 360Crossmedia. Publisher: Jérôme Bloch. Editor in Chief: Martina Cappuccio. Texts: 360Crossmedia. Artistic Director: Franck Widling. www.360Crossmedia.com www.luxembourgofficial.com