



PRACTICAL GUIDE

INTERNATIONALISATION

Developing business beyond Luxembourg's borders



ENGLISH

CHAMBER
OF COMMERCE
LUXEMBOURG
POWERING BUSINESS



GO INTERNATIONAL

CONQUER NEW MARKETS ABROAD



Exploring new business opportunities in international markets can be a challenge for any company. Our International Affairs team can help you in identifying and accessing your target markets.

**CHAMBER
OF COMMERCE
LUXEMBOURG**
POWERING BUSINESS

**LUXEMBOURG
TRADE & INVEST**
EXPAND YOUR BUSINESS

   @ccluxembourg

T (+352) 42 3939-310 E international@cc.lu www.cc.lu



CONTENTS

- 03 – Introduction
- 04 – Facts and Figures
- 05 – Opportunities and challenges of internationalisation
- 06 – Steps involved in developing an international presence
- 08 – Tools at the disposal of companies
 - Trade Fairs, Economic Missions, ...
- 10 – Preparing your participation before departure
- 12 – Strategies for internationalisation
- 14 – Regulations for exporting from Luxembourg
- 16 – Contacts
- 18 – Stakeholders
- 20 – Who can help me?
- 22 – Testimonials

Disclaimer

This document is destined to be an informative overview for professionals concerning the opportunities offered by internationalisation. It is not intended to be exhaustive and does not replace the necessary consultation of specialists and applicable legal provisions on the subject.

A Chamber of Commerce publication in partnership with **MindForest**
March 2026

INTRODUCTION

In a world that is constantly evolving, internationalisation offers companies exceptional opportunities to broaden their horizons, boost competitiveness and diversify their outreach. It is also a way to showcase their expertise to diverse audiences, gain visibility and strengthen brand recognition.

Thanks to its central geographical location and economic openness, Luxembourg is naturally outward-looking. Internationalisation is embedded in its DNA. Given Luxembourg's limited domestic market, internationalisation is not just an opportunity but a necessity.

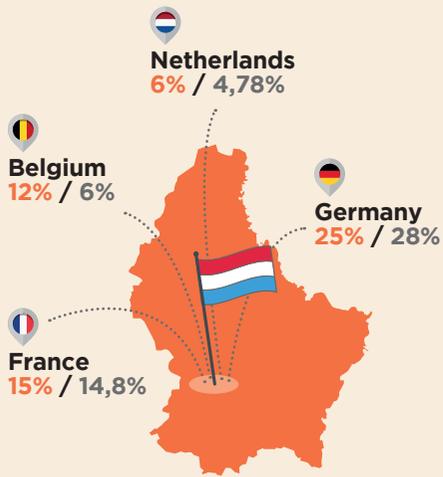
But how do you choose the right market? What strategy should you adopt to stand out? Should you adapt your offering or standardise it? Where do you start? How can you navigate the regulations? These are all key questions for international success, which this guide proposes to address.

Supporting companies in their internationalisation journey is one of the core missions of the International Affairs of the Chamber of Commerce. Together with its partners, it aims to foster the internationalisation of companies through a wide range of services and support initiatives. This includes: organising trade missions, visits and national pavilions at trade fairs, thematic conferences and country seminars, hosting foreign delegations and facilitating international networking. A tailored consulting service is also available to meet the specific needs of companies.

This guide provides companies with the essential information to approach international markets with confidence whilst providing practical tools to accompany them in their internationalisation journey. Going international requires meticulous preparation that demands not only reflection, planning and follow-up, but also intuition and strong interpersonal skills.

Happy reading!

FACTS AND FIGURES



Key destinations for the export of Luxembourg's goods/services
Percentage of total global exports ⁽¹⁾.

Luxembourg: An International Multimodal Hub

- Luxembourg Airport:** 6th largest cargo airport in Europe (nearly 1 million tonnes/year) ⁽²⁾.
- Access by rail and road to the key European markets.**
- Inland port dedicated to trimodal logistics** with connections to the North Sea.
- Development of the multimodal logistics flux:** towards Turkey, China and more than 12 European countries and linked to major ports such as Marseille as well as Antwerp from the Bettembourg-Dudelange terminal ⁽²⁾.

⁽¹⁾ Statec, Luxembourg in figures, 2025 (figures 2024)

⁽²⁾ Single Window for Logistics

⁽³⁾ Luxembourg Trade & Invest brings together the main organisations involved in promoting Luxembourg's economy, prospecting for new business opportunities, and expanding foreign trade: the Ministry of Foreign and European Affairs, the Ministry of the Economy, the Chamber of Commerce, and Luxinnovation



61% of its production is exported (goods and services combined) ⁽¹⁾.

85% of exports mainly consist of services, amounting to €158 billion compared to €28 billion for goods.

+6% increase in trade with Asia over the last 3 years (10% of the export value).

Accelerator of International Opportunities

The Chamber of Commerce, in collaboration with its partners of the Luxembourg Trade & Invest, organises every year on average:
10 trade missions
12 national pavilions at international trade fairs
8 foreign delegations hosted
A wide range of seminars and networking events.

The Chamber of Commerce supports between **1,600 and 1,800 companies** through its events every year.

(See p.10/Trade Fairs, Economic Missions,...)

DID YOU KNOW?

- The steel used in the One World Trade Center in New York** comes from the ArcelorMittal's Differdange plant (the only facility capable of producing giant steel beams from recycled steel).
- The 600,000 m² of glass used for the Burj Khalifa in Dubai** was produced by Guardian Luxguard.

OPPORTUNITIES AND CHALLENGES OF INTERNATIONALISATION

In an increasingly globalised economy, understanding both the opportunities and challenges of going international is essential to fostering an informed and constructive debate.

OPPORTUNITIES

- Increase turnover and achieve economies of scale.
- Access new customers and suppliers, establish new partnerships and target niches.
- Reduce dependence on the local market and mitigate risks through diversification into international markets.
- Strengthen the innovation process by integrating advanced technologies available in the target country.
- Enhance credibility and visibility on a global scale while benefiting from access to talent.
- Access a different regulatory framework that may offer complementary advantages compared to the domestic market.

CHALLENGES

- Carefully select target markets based on competition analysis and market trends.
- Be mindful of cultural and linguistic differences and specific customer expectations.
- Be vigilant about relying on local partners requiring control mechanisms and facing new types of competitors.
- Be aware of the complexity of the foreign environment: regulations, product standards, supply chain, customs, data protection, intellectual property.
- Choose the right timing based on maturity, competition and market trends.
- Being confronted with ESG requirements (compliance with social and environmental standards, human rights) and increased risks linked to geopolitical context.

STEPS INVOLVED IN DEVELOPING AN INTERNATIONAL PRESENCE

Internationalisation is a process that requires a well-defined strategy, careful planning, and rigorous follow-up.

Here are key steps and best practices that will guide you in successfully carrying out your project.

1 DEFINE YOUR INTERNATIONAL AMBITIONS

- Identify your motivations: expanding to other promising markets, diversifying your activities, finding new clients, increasing your turnover?
- Define measurable objectives: Set up performance indicators and monitor them.
- Define your target market(s) according to your motivation and objectives.

3 UNDERSTAND AND ANALYSE TARGET MARKETS

- Study the economic, political, and geopolitical environments as well as local infrastructure.
- Analyse the needs and behaviours of target customers.
- Confirm the existence of demand for your solution and determine the position it could occupy in the target market.
- Assess the competitive landscape, including competitor positioning and the sector trends.
- Identify potential barriers to entry.
- Evaluate potential risks: human rights, political or climate-related risks, asset security issues, etc.
- Determine the implications in terms of investments, human resources and administrative requirements.

2 ASSESS THE COMPANY'S INTERNAL MATURITY

- Analyse the company's structure: is it suited to pursue international expansion?
- Conduct a thorough inventory and assessment of the company's key resources and core competencies (marketing, sales, logistics, digital, legal, financial, and human resources etc.).
- Identify the company's strengths/competitive advantages (brand image, patents, GDPR compliance etc.).
- Review current production and distribution methods and their capacity to support an internationalisation strategy.
- Assess the IT framework (cross-border invoicing, e-commerce, etc.).
- Measure the level of innovation protection and the rules related to intellectual property.
- Identify any weaknesses that should be addressed before moving forward.

4 ADAPT YOUR OFFER TO THE TARGET MARKET(S)

- Identify local standards and certifications, regulatory adaptations, and any cultural, social, and linguistic specificities.
- Assess the need to adapt or standardise your product(s)/service(s).
- Identify the differentiating elements of your offer: quality, innovation or sustainability...

6 DEVELOP AN OPERATIONAL AND FINANCIAL PLAN

- Familiarise yourself with the local legal framework (taxation, labour law, etc.) and customs regulations (See p.14/Regulations for exporting from Luxembourg).
- Ensure that the product, its packaging, and labelling comply with local requirements, and list the certificates and documents required for export.
- Define your supply chain, distribution network, marketing plan, and build your customer support.
- Allocate human resources: local recruitment or relocation.
- Develop a financial plan: direct and indirect costs, realistic projections (sales, break-even point) and take into consideration the available aid.
- Test your solution in the market, collect feedback, and adapt your offering.
- Define your pricing strategy.

5 DEFINE YOUR MARKET ENTRY STRATEGY

- Choose an entry mode: direct export, local partners, marketplaces, establishment of an entity, licensing, joint venture... (See p.12/Strategies for internationalisation).
- Select potential partners: expand your network, multiply contacts and build a solid base of prospects that can be converted into partners or clients.

7 RELY ON THE SUPPORT OF THE CHAMBER OF COMMERCE

- Inform the Chamber of Commerce about your internationalisation project and your needs.
- Consult the available market studies and take part in trade fairs and economic missions organised in the target countries (See p.10/Trade Fairs, Economic Missions... Preparing your participation before departure).
- Request personalised support from the International Affairs Advisors.
- Benefit from key contacts through the Trade & Invest network (Embassies, Trade Offices, Bilateral Chambers) (See p.20/Who can help me?) and from networking opportunities (See p.08/Tools available to companies).

TOOLS AT THE DISPOSAL OF COMPANIES

For any inquiries regarding these tools, please contact: services-int@cc.lu

GUIDANCE AND SUPPORT



Individual consulting

Meet with an International Affairs Advisor from the Chamber of Commerce (on site or online) to prepare your internationalisation strategy.



Webinars, conferences

Information sessions and exchanges of best practices to approach internationalisation.



Country sheets

Economic data, sectoral information, local contacts, recent and upcoming events.



Go International Gateway

A platform that centralises the key players, contacts and services for the internationalisation of companies in Luxembourg.



Your Europe

A comprehensive portal offering European companies with advice on starting a business, legislation, VAT, customs, etc.



National Pact "Business and Human Rights"

Support tool to accompany companies in implementing due diligence throughout their value chain.

EXPLORE MARKETS, BUILD PARTNERSHIPS AND FIND NEW CLIENTS



Partnership Opportunity Database (POD)

Platform of the Enterprise Europe Network to identify commercial, technological or industrial partners.



Hosting business delegations

A unique opportunity to discover a country without travelling, while offering a platform for dialogue and knowledge exchange.



Tender Alert Service

Identification of international public tenders tailored according to your activities.



Visits and National Pavilions at international trade fairs

Discover the latest trends, promote your activities and create new contacts.



Trade missions in Europe or around the world

Market exploration, establishment of local contacts and new partnerships. (See p.10/Trade Fairs, Economic Missions... [Preparing your participation before departure](#))

EXPORT PROCEDURES



Access2Markets

A portal with detailed information for international trade (e.g. customs duties, rules of origin and procedures) for each product / service and for each destination country.



ATA Carnets

Online procedure allowing the temporary export of goods abroad without duties or taxes (trade fairs, professional equipment, samples).



Certificate of origin

Document certifying the origin of a product required by customs authorities that accompanies goods during export to apply the correct tariffs according to the regulations.



Free trade agreements

Agreements concluded by the European Union to facilitate trade by reducing import/export duties with partner countries.



Label Made in Luxembourg

Certification of origin for products and services that are made in Luxembourg.

INSURANCE & FINANCING



Office du Ducroire (ODL)

Insurance, guarantees and financial support to promote, secure your international activities and transactions.



Business Partnership Facility (BPF)

Financing sustainable commercial projects in developing countries.



SME PACKAGES

Grant covering 70% of the investment amount (digitalisation, strategy, sustainability, artificial intelligence, cybersecurity).

For information on financing, see the dedicated pages in the guides "[Becoming an entrepreneur](#)" and "[Developing your business](#)."

NETWORKS



Enterprise Europe Network

Support network for SMEs of the European Commission, present in around sixty countries.



Luxembourg Trade & Invest

Embassies and Luxembourg Trade & Investment Offices in target countries to support companies in pursuing their international expansion.



Accredited Chambers of Commerce & Business Clubs

A network of bilateral / trilateral chambers of commerce and business clubs that serve as strategic platforms to strengthen economic ties, support the international expansion of Luxembourg companies, and facilitate market and partnership exploration abroad.



Strategic Collaboration with Belgian Partners

In markets where Luxembourg does not have a direct presence, the country relies on its strong partnerships with the Wallonia Export & Foreign Investment Agency, Flanders Investment & Trade, and hub.brussels to ensure effective support for Luxembourg companies.



TRADE FAIRS, ECONOMIC MISSIONS, PREPARING YOUR PARTICIPATION BEFORE DEPARTURE



There's no better way to understand a market than by going there in person, meeting prospects and potential partners. But how do you enter a new market, who should you meet, and how can you make the most of your visit? The International Affairs supports companies by providing its expertise in target counties, organising Trade Missions and participating in international Trade Fairs, thereby increasing opportunities for networking while optimising costs.

Have a turnkey booth at an international Trade Fair to showcase your products and services on the global stage.

SEVERAL MONTHS BEFORE THE EVENT

Choose the right Trade Fair

Consult the GO International Agenda and explore the website of the trade fair.



Agenda Go International

Express your interest

Send an email to tradefairs@cc.lu.

Plan your participation early

Book your travel and accommodation early.



Attention: for certain destinations, a passport valid for at least 6 months and a travel visa are required. Please verify the obligations with the advisors at the Chamber of Commerce.

A FEW WEEKS BEFORE THE EVENT

Prepare your marketing kit

Send your promotional materials (brochures, flyers in various languages, PowerPoint presentations) to the Trade & Invest team. Schedule onsite meetings ahead of time.

AFTER THE EVENT

Follow up

Reconnect with contacts established on site to establish potential partnerships.

Put in place a short-term action plan.

Share photos and impressions with your network.

DURING THE EVENT

Engage actively during the fair

Participate in events and other networking opportunities during the fair while ensuring a presence at your stand.



In addition to the meetings held on site, do not overlook the business opportunities that may emerge with the other participants. Sharing daily experience with peers can foster strong connections!



A FEW DAYS BEFORE THE EVENT

Plan your onsite meetings

Use the fair's networking platform to identify potential clients and arrange meetings in advance.

Boost your visibility

Promote your participation on social media and other channels to attract attention before the event.

For more information, contact: tradefairs@cc.lu

Participate in a Trade Mission abroad to develop an in-depth understanding of the market and establish new partnerships.

Trade Missions include a rich program of activities such as business forums, official receptions, company visits, and often exclusive visits of innovation hubs and research centres in the host country. They also provide a unique opportunity to network with other participants.



BEFORE THE MISSION



Define your Objectives

Finding new clients? Exploring partnerships? Understanding the local market?



Study the Market

Learn more about the economic environment, key sectors, business dynamics and culture of the target country.



It is recommended to attend the information session organised by the International Affairs team shortly before the mission.



Engage with the Chamber of Commerce

Contact the advisor for the respective market to obtain information and personalised recommendations to prepare your participation. ([See p. 16/Contacts](#))



Prepare your promotional material

Ensure your company presentation, brochures, and pitch are up to date and adapted to the local market requirements.



Familiarise yourself with the e-brochure platform

The Connect2Business platform allows you to present your company profile, access the list of participants and connect or schedule meetings with local businesses before and during the event (for selected missions).



Perfect your pitch

Prepare a concise and compelling presentation of your company's activities and value proposition ready to be deployed during key moments of the mission.



Plan Your Budget & Logistics

Book your travel and accommodation in advance. Verify the validity of your passport and visa requirements.



DURING THE MISSION



Remain flexible

Trade missions often involve dynamic schedules. It is important to keep an open mind to participate in spontaneous meetings or events.



AFTER THE MISSION



Follow-up

Ensure to follow-up your contacts established to convert them into contracts!



For more information, contact: markets@cc.lu

STRATEGIES FOR INTERNATIONALISATION

The market entry strategy will depend on the desired level of control and the investment the company is prepared to make.

Below are different strategies companies can adopt while entering a market.



	Description	Benefits	Points of vigilance
CONTROLLED IMPLEMENTATION (INVESTMENT)			
 Direct sales via digital marketing or marketplaces	<ul style="list-style-type: none"> Suitable for companies wishing to maintain relationships with their customers. 	<ul style="list-style-type: none"> Rapid access to multiple markets at relatively low entry costs. Use of digital tools enabling targeted and marketing data analytics, automated sales processes, and international payment solutions. 	<ul style="list-style-type: none"> Increased complexity with <ul style="list-style-type: none"> customs and tax regulations (VAT, HS codes ⁽¹⁾). compliance requirements (data, products). management of returns and international logistics.
 Business representative	<ul style="list-style-type: none"> A local representative that promotes the company locally and develops the client portfolio. Suitable for rapidly entering a market without heavy investment. 	<ul style="list-style-type: none"> In-depth knowledge of the market, business practices, and key players. 	<ul style="list-style-type: none"> Careful selection of a trusted representative. Requires a detailed contract (potential exclusivity, objectives, reporting obligations, and regulatory compliance).
 Branch/ Subsidiary ⁽²⁾	<ul style="list-style-type: none"> Establishing a local presence either a branch (same legal entity as parent) or a subsidiary (separate legal entity). Suitable for strategic markets requiring a close local presence. 	<ul style="list-style-type: none"> Very high level of operational and strategic control across the value chain. 	<ul style="list-style-type: none"> Requires significant investment and strict compliance with local regulations (tax, social, and regulatory). Subject to non financial reporting obligations.
 Acquisition	<ul style="list-style-type: none"> Purchasing an existing company to access its assets, operations, and capabilities. Suitable to gain quick presence in the market and activate resources directly. 	<ul style="list-style-type: none"> Immediate access to the market and new customers. 	<ul style="list-style-type: none"> Cultural misalignment leading to integration issues or talent loss. Operational complexity in merging systems, teams, and processes. Strategic mismatch if synergies or long term value do not match.

	Description	Benefits	Points of vigilance
SUBCONTRACTED ESTABLISHMENT			
 Indirect export	<ul style="list-style-type: none"> Using intermediaries or resellers in the local market. Suitable in a context of market diversification or high international volatility. 	<ul style="list-style-type: none"> In-depth knowledge of the market and distribution channels. Limited initial investment. Enables market testing without a physical presence. 	<ul style="list-style-type: none"> Careful selection of the partner or reseller. Define clear performance monitoring and tracking mechanisms.
CONTRACT			
 Licence agreement	<ul style="list-style-type: none"> Using a local company to use a brand, know-how, or product in exchange for financial compensation. Suitable for companies seeking rapid international expansion without establishing a local structure. 	<ul style="list-style-type: none"> Limited direct investment while accelerating product dissemination. 	<ul style="list-style-type: none"> Need for strong quality control mechanisms and intellectual property protection. Risk of brand dilution or misuse.
 Franchise	<ul style="list-style-type: none"> A contract allowing a franchisee to operate using the franchisor's brand process and business model. Suitable for sectors where the concept and customer experience are central to the value proposition. 	<ul style="list-style-type: none"> Rapid expansion into foreign markets with lower operational burden through a standardised and proven model. 	<ul style="list-style-type: none"> Requires structured transfer of know-how and strict compliance with standards ⁽³⁾. Risk of putting the brand reputation at stake.
 Portage	<ul style="list-style-type: none"> Agreement with a locally established company to market the hosted company's products. Suitable for testing a market or starting commercial activities without a local structure. 	<ul style="list-style-type: none"> Fast market access with limited cost and risk. 	<ul style="list-style-type: none"> Dependence on the local partner's performance and compliance ⁽³⁾.
 Joint venture	<ul style="list-style-type: none"> Creation of a shared entity with a local partner involving equity participation. Suitable for markets requiring strong local anchoring, specific expertise, or access to regulated networks. 	<ul style="list-style-type: none"> Shared risks and investments. Benefiting from the knowledge, and cultural understanding of the local company. 	<ul style="list-style-type: none"> Clear governance and strategic alignment ⁽³⁾.

(1) HS Code (Harmonized System): international product classification used in global trade.

(2) Branch: extension of the parent company without separate legal personality. Subsidiary: local entity legally independent from the parent company / sales and/or production subsidiary.

(3) Compliance by the partner with ESG and regulatory standards (labor law, environment, product compliance). Integrate sustainability, compliance, and data sharing clauses into contracts.

REGULATIONS FOR EXPORTING FROM LUXEMBOURG

The requirements and key aspects to consider while exporting vary whether trade is within the European Single Market or outside the EU.

However, there are a few basic legal requirements to keep in mind:

- ▶ Being established in Luxembourg,
- ▶ Having a VAT number,
- ▶ Having an RCS number (Trade and Companies Register),
- ▶ Having an EORI number (Economic Operators Registration and Identification).

INTRACOMMUNITY TRADE



The principle of the Single Market:

- Free movement of goods, services, capital and people
- Harmonised legislation for quality and safety standards
- Common customs tariffs applicable to third countries.

CHECK THE FOLLOWING BEFORE EXPORTING WITHIN THE EU

Intrastat declarations to Stacac

- Declare the movements of goods between Member States.
- Declare shipments from Luxembourg (exemption if < €150,000).

International Taxation

- Check the VAT rules (for exported goods and services).
- Declare VAT to the Registration Duties, Estates and VAT Authority (AED).
- Single Market does not mean single taxation — check the tax regimes (goods and services).

Summary Statements of Goods and Services

- Submit summary statements (goods or services) to the AED.

Focus services

- Comply with staff mobility formalities for the export of services.

TRADE WITH COUNTRIES OUTSIDE THE EU



The European Commission negotiates trade agreements

in order to facilitate exchange with third countries (Canada, Japan, Singapore, Turkey, Vietnam, Monaco, San Marino, Andorra, Switzerland, the United Kingdom, etc.).



Union Transit: Customs procedures for goods in transit. Avoids multiple taxation.



Find all the links to the services mentioned here.

ASPECTS TO VERIFY BEFORE EXPORTING GOODS OUTSIDE THE EU

Are there any export restrictions?

- ▶ For your target country?
- ▶ For your product?

Consult the [Access2Markets platform](#).

Export conditions

Does the EU have a trade agreement with the destination country?

- ▶ If YES: tariffs or export barriers may be reduced/eliminated.
- ▶ If NO: consult the [WTO](#) or [Access2Markets](#).

Can the Chamber of Commerce issue certificates of origin?

Have you checked:

- ▶ Local taxes and other fees?
- ▶ The sanitary, safety and technical requirements?
- ▶ The packaging and labelling rules?
- ▶ Intellectual property rights protection?

Do you need a specific export licence for your goods?

Are your goods dualuse items?

- ▶ If YES: licences may be required, consult the [OCEIT](#).

Preparation for sale and transportation

- Does the contract include the transport and insurance?
- Is the buyer responsible for the import?
- Is the exporter/seller responsible for the customs formalities for exporting from the EU?

Consult the [Incoterms](#) ⁽¹⁾

Preparation of documents for customs clearance for export from Luxembourg

- Export declaration for electronics
- Transport documents, lists of packaged products, and certificates
- Documentation for the product
- Presentation of the goods at the customs
 - ▶ Keep all documents for inspections after customs clearance.
 - ▶ After export: declare the exports (via [eDouane Import/Export](#)).

ASPECTS TO VERIFY BEFORE EXPORTING SERVICES OUTSIDE THE EU

Is the service authorised to enter the targeted market?

- Are there any restrictions on exporting the service?
 - ▶ In the target country?
 - ▶ For the service?

Export conditions

Does the EU have a trade agreement with the destination country?

- ▶ If YES: it may reduce/eliminate barriers and obstacles to foreign direct investment.
- ▶ If NO: consult the standard rules on the [WTO](#) website, [Access2Markets](#) and check local taxes and additional duties.

Specific requirements depending on how you wish to export

To provide services across borders, check

- ▶ Licensing requirements (e.g. an EU auditor may not be authorised to audit the accounts of a foreign company outside the EU).
- ▶ The requirements for exporting services (to be consulted on the [Access2Markets](#) platform).

To establish a presence in a foreign market, verify

- ▶ The types of legal entities authorised,
- ▶ The local presence requirements,
- ▶ The investment restrictions.

If one of your employees accompanies the service, check

- ▶ Staff mobility or secondment obligations,
- ▶ Recognition of diplomas,
- ▶ Work permits,
- ▶ Nationality requirements.

(1) Incoterms: standardised contractual terms that define the responsibilities of sellers and buyers in international sales contracts. Objective: to clarify the sharing of costs, risks and formalities related to the delivery of goods (transport, insurance, customs clearance).

CONTACTS

A network of Trade Offices, coordinated by the Ministry of Foreign and European Affairs (☘), is at the disposal of Luxembourg companies to assist them in their international development. This includes tailored assistance in approaching new markets, providing commercial information, and facilitating networking opportunities to find new partners.

In addition to this network, four representative offices, coordinated by the Ministry of Foreign and European Affairs in collaboration with the Chamber of Commerce (☘), are located in the capitals of priority countries, which are Luxembourg's main trading partners: Germany, Belgium, France, and the United Kingdom. Each office is associated with a business club that brings together local economic stakeholders and fosters cross-border development between the two countries.

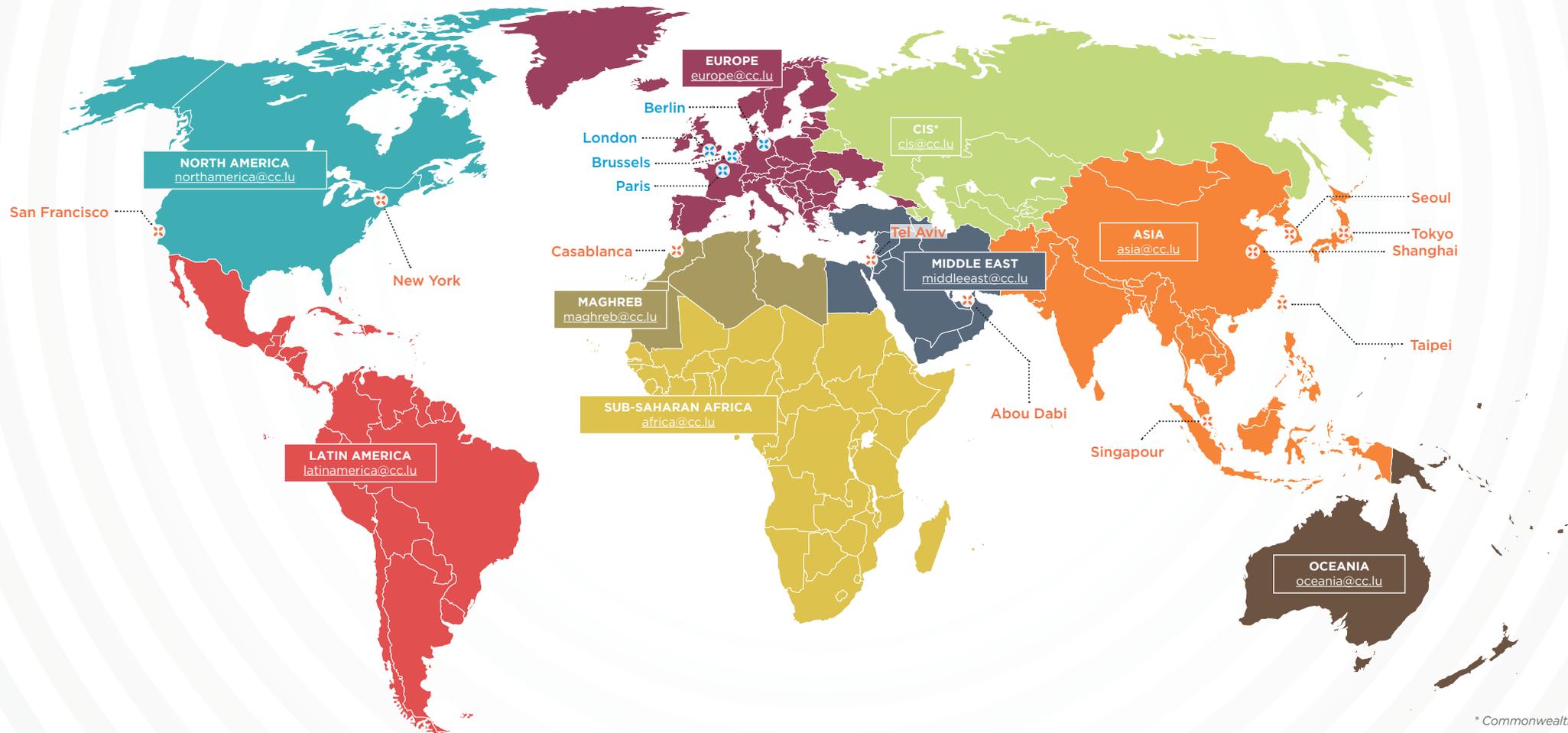
DID YOU KNOW?

The Enterprise Europe Network (EEN) is the largest European business support network for SMEs, created by the European Commission. It brings together more than 600 partner organisations across over 60 countries worldwide, offering companies unique support to innovate, grow, and access new markets een@cc.lu

Legend

GEOGRAPHIC AREA
email

For interest in specific markets, our International Affairs team is at your disposal.

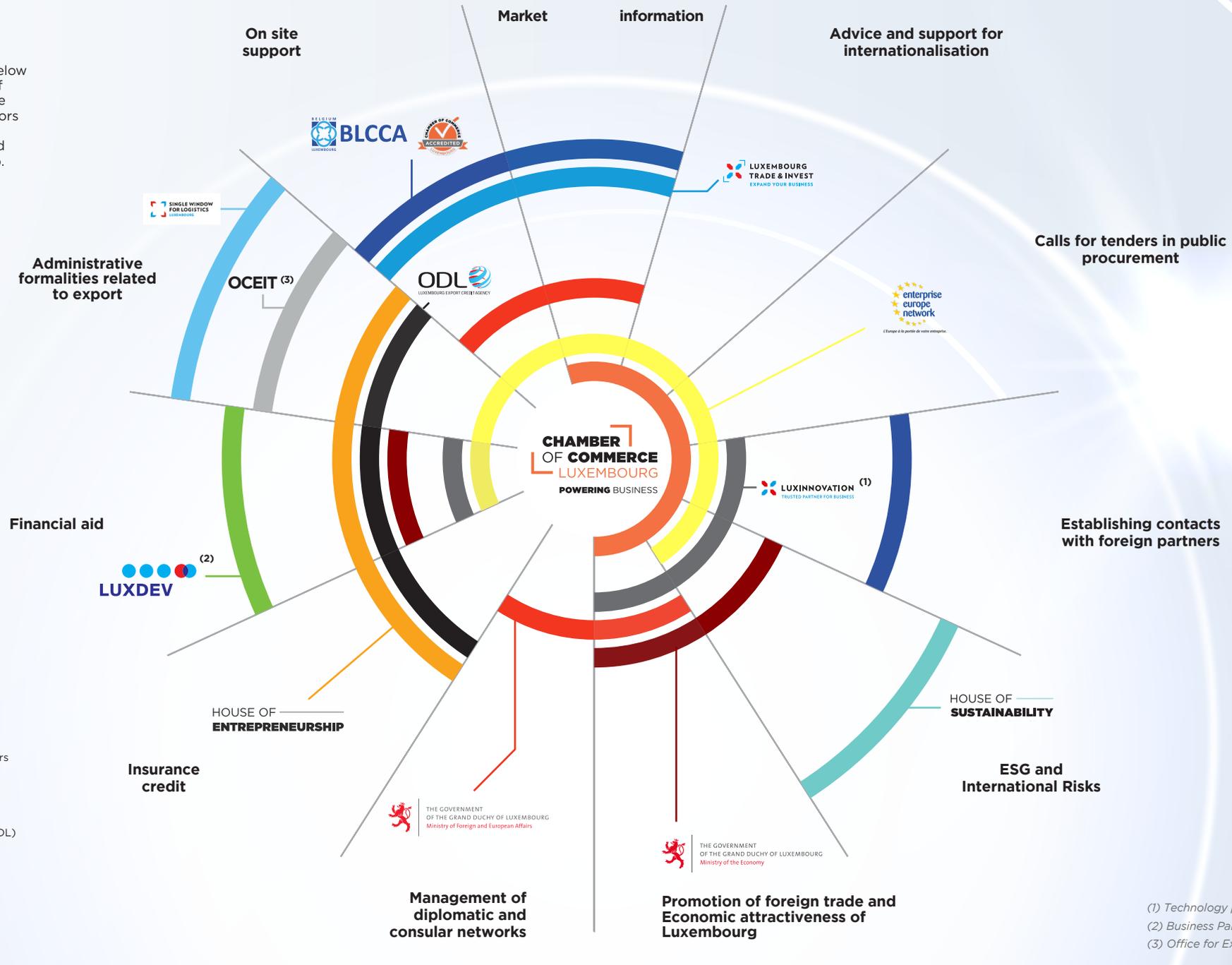


* Commonwealth of Independent States

STAKEHOLDERS

Together, the stakeholders listed below support the international growth of Luxembourg companies, attract the most relevant and beneficial investors to Luxembourg to reinforce the country's economic ecosystem, and strive to promote entrepreneurship.

(See p. 20/Who can help me? for a detailed description of each actor.



WHO CAN HELP ME?



The **Luxembourg Chamber of Commerce and its International Affairs** aim to foster the internationalisation of companies through a wide range of services and initiatives including organising trade missions, visits and national pavilions at trade fairs, thematic conferences and country seminars, welcoming foreign delegations and facilitating international networking. A tailored consulting service is also offered.

www.cc.lu/gointernational



The **Ministry of Foreign and European Affairs** enhances Luxembourg's global presence, and showcases the country's dynamic economy, vibrant culture and institutions. It ensures support and protection for all Luxembourg nationals worldwide.

www.maee.lu



The **Ministry of the Economy** is responsible for the country's economic policy, making strategic choices and implementing the necessary instruments for the dynamic and sustainable development of the national economy.

www.meco.gouvernement.lu



Luxinnovation offers services to companies and public research organisations to foster innovation. The agency also ensures to attract international investment, companies, and skills perfectly adapted to Luxembourg.

www.luxinnovation.lu



Luxembourg Trade & Invest brings together the expertise of Ministry of Foreign and European Affairs, the Ministry of the Economy, the Chamber of Commerce and Luxinnovation to promote Luxembourg as an attractive business destination for innovative companies, foster their growth and internationalisation. The members of this network facilitate the establishment and development of activities in the countries in which they operate.

www.tradeandinvest.lu



Enterprise Europe Network supports SMEs in their European and International development. It eases access to markets, funding, and business partnerships, and promotes sustainability, digitalisation, and innovation. In Luxembourg, the consortium is a strategic partnership between the Chamber of Commerce, the Chamber of Skilled Trades & Crafts and Luxinnovation.

www.een.lu



The **BLCCA** (Belgian-Luxembourg Chambers of Commerce Abroad) is a network of Chambers of Commerce that represent Belgium and Luxembourg in markets around the world. They support companies in exploring new markets and connecting with potential partners.

www.belgianchambers.be

In parallel, the Luxembourg Chamber of Commerce operates an accreditation programme for **bilateral chambers of commerce** and business clubs that foster Luxembourg's economic relations with international markets.

www.cc.lu/bilateral



The **Single Window for Logistics** platform brings together all the key information relevant to economic operators active in the fields of logistics and international trade.

www.swl.lu



ODL offers a wide range of credit insurance solutions to protect against economic and political risks, coverage for credit lines and bank guarantees related to foreign investments as well as financial support for advertising campaigns, trade fairs, and international consulting services.

www.odl.lu



LuxDev, the Luxembourg Development Cooperation Agency, is responsible for implementing development cooperation projects on behalf of the Ministry of Foreign and European Affairs, Defence, Development Cooperation and Foreign Trade. In this context, LuxDev manages the Business Partnership Facility (BPF), which co-finances innovative and sustainable business projects between enterprises registered in the European Union and entities based in developing countries.

www.luxdev.lu



House of Entrepreneurship provides companies with the official documents required for export, such as ATA carnets and certificates of origin. Companies can also have their documents legalised and activate LuxTrust certificates, making international procedures easier and more secure.

www.houseofentrepreneurship.lu



House of Sustainability supports companies in implementing due diligence processes and ESG risk management, particularly to enhance security and transparency within their international value chains.

www.sustainability.lu

Batimentsmoinschers.com

Vincent Lyonnet
Deputy CEO, Marketing & Sales

Batimentsmoinschers.com designs customised metal buildings that can be configured online and delivered in the form of a kit for agricultural, industrial or storage purposes. The company was founded in 2001 in Luxembourg, initially targeting the Greater Region and Europe. The internet enabled connections with African businesses.

A first trade mission to Côte d'Ivoire allowed Vincent Lyonnet to appreciate the pragmatic approach of the Chamber of Commerce. It was not a mere representation exercise, but a genuine tactical initiative with a clear intent to deliver results. The targeted meetings organised with qualified local contacts during the mission led to contracts as well as a better understanding of how businesses operate in Africa.

Understanding the culture of the destination country is essential to capture local needs. The African market cannot be approached in the same way as Europe: the sales arguments differ, as do the applications and the nature of the buildings.

However, building trust is universal. In this respect, being a Luxembourg-based company and having the Made in Luxembourg label helped to gain the credibility of clients. This is crucial especially for companies that sell online.

Developing a market in an unfamiliar territory also carries risks. The company was able to seek coverage from the Luxembourg's Export Credit Agency for unpaid invoices.

Key recommendations:

- **Go on-site and prepare** by leveraging the Chamber of Commerce's networks to open doors.
- **Do not arrive as a conqueror**, remain humble and focus on the solution.
- **To do business in Africa**, read Jeune Afrique and listen to RFI - it helps!

Artec 3D

Sergey Sukhovey
Chief Experience Officer

Artec 3D is a company specialising in the design of 3D scanners, used notably in industry, research and design. The company gradually expanded its global reach, which exposed them to diverse and often complex formalities that vary by country.

Artec 3D received valuable support from the ecosystem—including the Customs and Excise Agency, the International Affairs and the House of Entrepreneurship of the Chamber of Commerce who helped the company navigate the complexity of these procedures.

Thanks to tools such as Access2Markets, procedures were streamlined, enabling the entire export process to be managed by only one or two staff members.

According to Sergey Sukhovey, these tools provide real added value: instant access to up-to-date a regulations, better anticipation of documentary requirements, combined with EU free trade agreements that have simplified exchanges and reduced certain customs costs. Additionally, the support provided by the Chamber of Commerce during economic missions and other events helped Artec3D facilitate its entry into key markets such as the United States, China, and Saudi Arabia.

"Obtaining a certificate of origin now takes only a few hours and can be ordered online."

Key recommendations:

- **Rely on customs services** - they are truly responsive and helpful.
- **Anticipate procedures** as soon as a potential non-EU market is identified.
- **Appoint a dedicated person for export activities**, who is meticulous in preparing the documents accompanying the goods.
- **And above all: never compromise on the quality of documentation.** Clear files speed up procedures and strengthen trust with authorities and foreign partners.

Rafinex

André Wilmes
Chief Executive Officer

Rafinex specialises in providing advanced digital models for complex engineering applications across sectors as diverse as automotive, aerospace, space, and household appliances.

Originally based in Luxembourg, Rafinex is now also established in Germany and the United Kingdom and continues its growth by leveraging the support of the Chamber of Commerce to explore new markets.

Economic missions help identify trends that are impossible to detect remotely and provide privileged access to key contacts that a company would not have been able to approach on its own. For Rafinex, participation with a "turnkey" stand on the Luxembourg pavilion at prestigious international trade fairs, that would otherwise be out of reach for a small business. It offers direct contact with the local market while benefiting from the Chamber of Commerce's logistical support.

These trips abroad directly contribute to accelerating the company's strategic decision-making, in a context where any international expansion represents a significant human and financial commitment.

Key recommendations:

- **Preparation:** Define a clear objective of what you want to achieve from each meeting.
- **Follow-up after the trip:** Make sure not to lose the potential of these encounters.
- **Do not overlook the impact of discussions** with other participants on the mission.

Cebi

Lynn Elvinger and Raymond Mohrbach
Members of the Executive Committee

Cebi is a Luxembourg-based group specialised in the development and production of electromechanical and electronic components for the automotive and household appliance industries. It operates factories in many countries, including Switzerland, Italy, Spain, Poland, Mexico, Brazil, and China.

The company's international growth has been built both through acquisitions of competitors and the establishment of new sites to meet market and customer demand for local production. The Chamber of Commerce plays a crucial role by facilitating connections that provide fast access to qualified local networks, while optimising both the cost and time invested in prospecting.

Very concretely, a trade mission to Morocco organised by the Chamber of Commerce and in collaboration with the Luxembourg Trade & Investment Office enabled two days of back to back meetings with potential partners, visits to automotive plants, and an understanding of the local industrial ecosystem. This resulted in the selection of a subcontractor with whom Cebi is currently collaborating.

In Brazil, the involvement of the Chamber of Commerce made it easier to access the right institutional contacts and select the most suitable location for establishing operations. Relying on the Chamber of Commerce provides access to contacts and opportunities that CEBI would not have been able to obtain otherwise and helps address key questions related to a new establishment (labour costs, land costs, infrastructure, etc.).

Key recommendations:

- **Inform the Chamber of Commerce early about the target markets** to fully benefit from its network and support services.
- **Take advantage of the Chamber of Commerce's initiatives** to participate in international trade fairs, which provide visibility and opportunities (consult the GO International agenda).
- **Attend the briefings organised before each mission** to understand the local culture and the essential "dos and don'ts."

Data Design Engineering



Ben Kim

Head of Business Development

Data Design Engineering (DDE) is a company of South Korean origin, established in Luxembourg since 2022. The company develops foundational AI models that are lightweighted and embedded directly on chips and integrated into drones and robots. Its applications can be used in the domains of defense, space, logistics, healthcare, railway and autonomous mobility.

Following a connection at a conference in Canada, the company equips the ultra-light structures of Luxembourg-based Gradel (maintenance and handling machines for nuclear, space, and industrial sectors), which became its first European client and played a key role in its establishment in Luxembourg.

This first partnership served as a springboard for expansion across Europe from Luxembourg, which has now become the company's global headquarters.

"A healthy ecosystem is where you can grow with confidence. Here, action speaks louder than words."

Data Design Engineering has participated in several economic missions organised by the Chamber of Commerce in Europe, the United States, and Asia, providing immediate access to key decision-makers.

"Being a part of the business delegation instantly positions us as a trusted and credible partner in the eyes of foreign stakeholders."

Key recommendations:

- **Do not move forward alone:** economic missions drastically reduce the time needed to reach the right contacts.
- **Capitalise on the Luxembourg ecosystem**, which is supports innovative and ambitious tech companies.
- **Rely on a strong first client** to test your offer and accelerate internationalisation.

APC International



Nadia Disselhoff

Head of Business Development

APC International, founded in 2004 in Luxembourg, is an engineering-driven company that supports complex industrial projects deployed across multiple countries. Starting in the automotive sector, the company later expanded its activities into aeronautics, defence, and aerospace.

APC's international development is fully embedded in its business model and is organic, as projects are generally carried out in multinational environments involving different cultures, partners, and markets.

In this context, the driver of expansion relies primarily on trust rather than on local commercial structures.

Since 2019, APC International has drawn on the expertise of the Chamber of Commerce and its International Affairs team to grow internationally. Thanks to the ongoing support, APC has been able to understand how to expand in certain countries, identify relevant trade missions and international fairs in those markets to create contacts and explore opportunities. Furthermore, through the Partnership Opportunity Database of the Enterprise Europe Network, APC has secured qualified, long-term business partnerships.

Key recommendations:

- **Do not underestimate the human and cultural dimension of internationalisation.** While regulatory compliance is fundamental, remember that international growth is above all about people, trust, and decision-making processes specific to each environment.
- **Practical experience outweighs theoretical market entry plans.** Building and learning through action is more effective than waiting for ideal conditions.
- **Relying on institutional support, such as that provided by International Affairs,** helps reduce uncertainty, validate assumptions, and save valuable time.