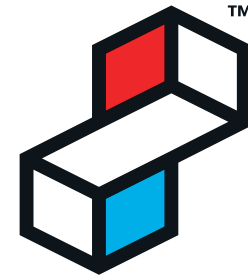


Activity Report 2017



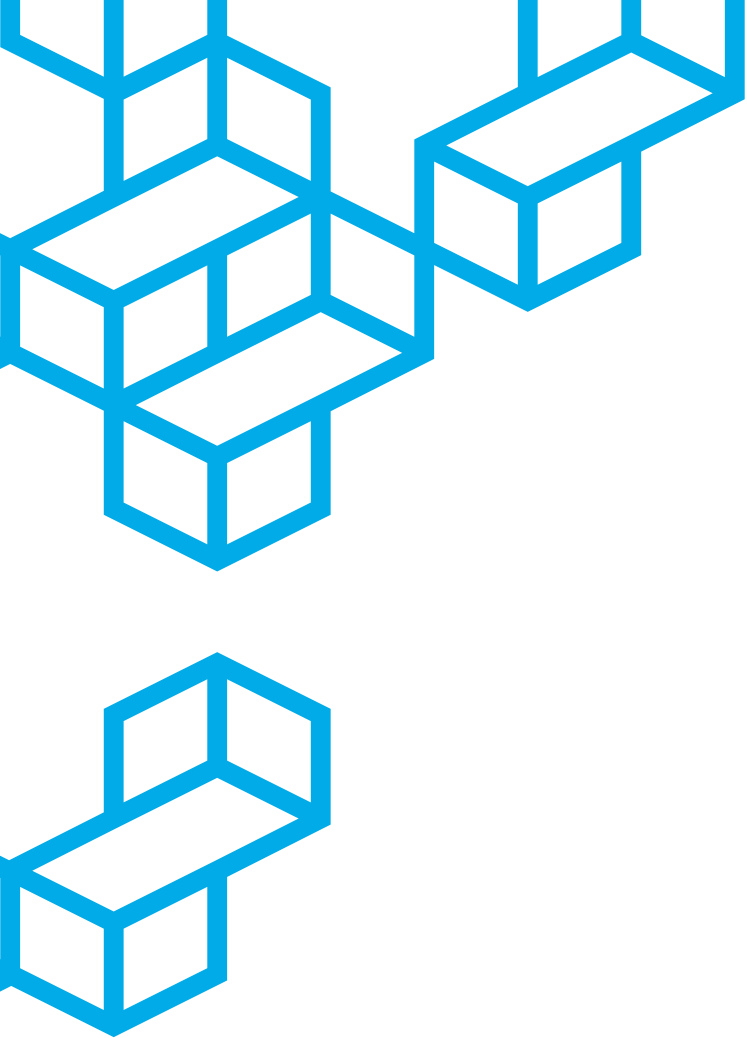
**CLUSTER
FOR
LOGISTICS**

LUXEMBOURG

ADDING VALUE IS THE KEY.







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1 Mission

Our mission is to serve, represent and promote the Luxembourg Logistics community and drive our members to innovate

The Cluster for Logistics gathers logistics operators from all transport modes, forwarders, carriers, service providers, research institutes and other organizations acting to develop Luxembourg as international logistics hub. In 2017, the Cluster for Logistics federated and represented more than 90 members of the Luxembourg logistics community. The Cluster endeavours to bring together as many players as possible and to bundle their logistics competencies. The ultimate goal is a continuous optimization of the customer benefit, which at the end is the shipper and increasingly with e-commerce the end-user.

To achieve its goal, the Cluster tracks the following missions:

- The Cluster serves all its members as a neutral coordination, information and communication platform.
- The Cluster represents the interests of all its members by expressing common positions in relation with the future development of Luxembourg as logistics hub.
- The Cluster drives its members to innovate and develop their logistics skills as a main factor of competitiveness.
- The Cluster acts to increase the recognition of logistics in Luxembourg and promotes Luxembourg as a logistics hub abroad.

In order to fulfil these missions, the activities of the Cluster focus on:

→ Serve:

- Arranging international matchmakings for members
- Inform members about relevant international events and issues
- Organising events to allow networking for members
 - Conferences
 - International Exhibitions
 - Workshops
 - Appoint teachers for the D.T. logistique
 - Company visits
 - Logistics day, 3rd Thursday in April
 - Speed dating for Logistics education apprentices

→ Represent:

- Managing workgroups to improve the competitiveness of the logistics sector
- Standing in for the interest of the logistics community
- Communicating recommendations to governmental authorities and international organisation (IATA, BENELUX Secretariat, BBR, ELA)
- Luxembourg in international logistics-oriented associations like BVL, CSCMP, ASLOG
- Participating in official trade missions organized in collaboration with the Chamber of Commerce and Ministry of Economy

→ Foster Innovation:

- Participation in dedicated projects in coordination with scientific institutions
- Support Luxembourg's education, research and development and universities

→ Promote:

- Meeting other international logistics organisations like VIL, LiW
- Attending at conferences and trade fairs
- Participating in economic missions with Chamber of Commerce, and ministries
- Awarding and promoting excellence in logistics

Aiming for the Top

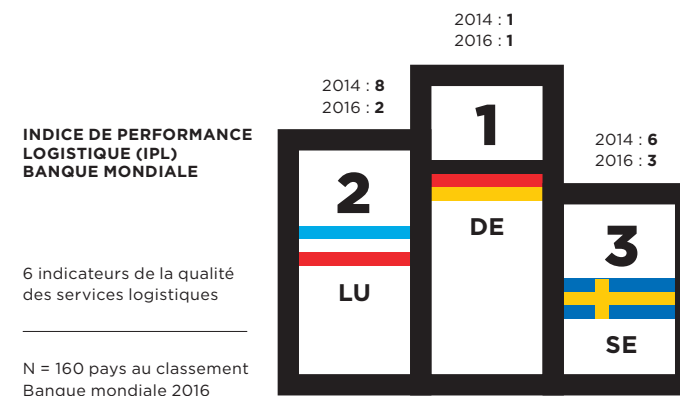
Luxembourg shows steady improvement in important rankings like the World Bank's Logistics performance index (voted biannually), where the national sector was ranked second in 2016.

The FMGlobal Resilience Index, comparing 12 drivers of operational resilience and is an important indicator for investors worldwide, places Luxembourg on second rank as well (among 130 countries).

Putting Luxembourg on the map is one mission of the Cluster and these benchmarks reflect the improvements and efforts of Luxembourg's economic model in general and its logistics sector.

	SWITZERLAND	LUXEMBOURG	GERMANY
OVERALL	1	2	5
ECONOMIC +	3	2	13
RISK QUALITY +	20	22	6
SUPPLY +	1	1	6

FM GLOBAL RESILIENCE INDEX



2 Board



The Board of administration of the Cluster has representatives from the 7 founding members and key companies from the sector. Different non-institutional members have been nominated to represent the sub-sectors, those company representatives of different modes of transport currently are Arthur Welter, DB Schenker, Cargolux, LuxairCargo, CFL multimodal and INL as administrators. New board members were approved at the General Assembly in April. The board regularly adapts its governance board with observers to be representative.

Membres effectifs: The Cluster introduced an enhanced membership for premium member companies. The effective members pay a fee of 3.600 € and are prominently highlighted on the Cluster's website and in the promotional presentations and preferably proposed as administrators to the board.

The C4L Board can invite observers and experts to Board meetings.

see: www.c4l.lu/board

Representative	Function	Organisation
Carlo Thelen	President	Chamber of commerce
Jean-Paul Schuler	Vice-president	Luxinnovation
Viviane Welter	Vice-president	Arthur Welter Transports
Ian Cresswell	Treasurer	Luxinnovation
François Benoy	Member	CFL multimodal
René Winkin	Member	Fedil
Romain Gaasch	Member	LIST
Benny Mantin	Member	UNI.lu
Fabrice Lemaire	Member	Cluster maritime Luxembourgeois
Laurent Jossart	Member	Luxair Cargo
Maxim Strauss	Member	Cargolux
Axel Quadt	Member	DB Schenker
Wim McLeanen	Member	Inland Navigation Luxembourg
Charles Gosselin	Member	Independent
Malik Zeniti	Secretary	Cluster for Logistics Luxembourg
Observers	Function	Organisation
Daniel Liebermann	Director logistics	Ministry of Economy and Commerce (MINECO)
Max Nilles	Director logistics	Ministry of Sustainable Development and Infrastructure (MDDI)

3 Business Plan

The Cluster for Logistics Luxembourg is involved in various projects as a neutral relay between the authorities and logistics operators to ensure that the decisions taken are in line with the needs of stakeholders. A first step in this direction has been achieved by gathering authorities and representatives of the stakeholders in the board of the Cluster.

This cooperation needs to be deepened and intensified to speed up the implementation of reforms upgrading the competitiveness of Luxembourg as international logistics hub. The logistics briefing addressed to 1,000 subscribers is a logistics blog to share relevant international and national information and events in a consolidated time-saving manner for friends of logistics.

The dynamics of the logistics market were excellent across 2017 and some records were achieved. Major investments went on-line like the Bettembourg Intermodal hub and are going on in road infrastructure and retail or logistics warehouses. The C4L continuously monitors strategic and operational developments, to adapt the plans of actions and measures to maintain a high competitiveness of the Luxembourg logistics hub. This can be achieved in close cooperation between stakeholders and the authorities during the board meetings and many events.

In 2017, the Cluster has been contacted by multiple companies in order to get information about Luxembourg or potential trade partners. In line with its mission, the Cluster acts as a first point of access, providing all relevant information and contacts avoiding any conflict of interest. Following its neutrality and compliance rules, the Cluster does not follow or involve itself in any subsequent business negotiations.

Finally, the Cluster plays an active role in the promotion and nation branding of Luxembourg as logistics hub by organizing joint economic missions with the MINECO, or the Chamber of Commerce and attending fairs and international congresses as reported in attachment.

2017 has been driven by advances in LEAN & GREEN, the Diplôme de Technicien en logistique (DT Log) and the Single Window for Logistics (SWL), after the Cluster signed conventions with the Ministry of Sustainable Development and Infrastructure (MDDI), the Ministry of Economy and Trade (MINECO) and as well as the Ministry of National Education, Children and Youth (MENJE).

The Master in Supply Chain Management of the University of Luxembourg and the MIT started September 2017.

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www.c4l.lu/briefing

4 Outlook 2018

The Cluster for Logistics will follow its business strategy in 2018, regrouping actors, promoting the sector and fostering innovation. The political support for the logistics sector is strong and with that political and institutional support, the Cluster will follow actions aiming to attract goods, flows and processes including contract manufacturing to Luxembourg preferably leading to value-added services by logistics companies.

The business plan for the period 2018 till 2021 takes in consideration the progress of the ongoing infrastructure works on the EUROHUB and airport/Contern platforms fully operated since July. Till 2014, the Clusters activities have focused on understanding and improving the competitiveness of the logistics sector for all stakeholders. Since 2015, the Cluster developed an ability and competence for international promotion of the logistics hub Luxembourg to support high performance logistics services from Luxembourg. The demand for new infrastructure, quality services, warehousing and educated people remains high. Be it Pharma, dangerous goods, perishables or last not least city logistics, Luxembourg must move quickly in order to occupy high-value niches. The Cluster for Logistics will assume its role as a mediator by highlighting the requests of the actors to stake holders and foster collaboration.

The projects Innovation & Sustainable Logistics, SWL and LEAN & GREEN and E-commerce will take a central role in the future activities of the Cluster. Especially the role of mediator between the public and private stakeholders is important in projects where the aims are not necessarily the same and competition fierce.

The strengthening of C4L staff in 2018 will allow an increased participation in projects that members support. This will include upskilling by providing continuous learning content, securing the education support for the Diplôme de technicien en logistique project and a stronger presence and contacts with foreign companies and associations.

The airport players will see additional focus on the Single Window for Logistics information site (www.swl.lu) and par temperature-sensitive products by attending the Fruit Logistica in Berlin with a common booth for the first time. Initial thoughts have been under consideration to

- inspire common Benelux projects like e-cmr and e-freight.
- build and support a Luxembourg shippers council that could propose a Luxembourg Logistics Award (Luxlog) as competent jury to select the best logistics and supply chain project and reward professionals for life-time achievement and exceptional impulses in Luxembourg.

5 Main activities and events 2017

January

Typically, January has a lot of new year's celebration that provide a good networking opportunity. The Maritime Cluster, fedil and Cargolux also have a well visited New Year's session.

Business meets Teachers - January 23rd

25 Teachers interested in Logistics attended a voluntary continuous learning opportunity at the CFL multimodal Terminal of Bettembourg and received an overview of logistics activities, which they can share with students. This initiative, in cooperation with the Chamber of Commerce, helps to spread awareness of education possibilities. Lynn Zoenen of the Chamber of Commerce and Malik Zeniti moderated the event that was concluded with a visit of the Bettembourg terminal, that was almost ready to start.

Meeting with Carole Dieschbourg to discuss sustainable logistics - January 31st

A meeting took place with Ministry of environment Carole Dieschbourg and her staff to discuss the new updated climate pact that Luxembourg needs to propose to the EU and the development of the Lean and Green program and sustainable logistics and transport.



February

February saw many member company visits and meetings with teachers as well as companies like Arthur Welter, K+N, that might seek apprentices to drive and further develop the DT en Logistique. The preparation of the Lean and Green program 2017 was also a major subject.

Dinner with Premium members - February 13th

The Cluster invited its Premium members to an exclusive dinner to allow networking, brainstorming and strategy Exchange in a relaxed informal manner.

The Event was held at Restaurant Elch in Bertrange and over 20 Premium members were present.



www.c4l.lu

OUR FOUNDING MEMBERS



OUR PREMIUM MEMBERS



Multimodal Hub February – February 16th Basel

The Cluster visited the Kanton Basel and the Logistics cluster for the canton and city of Basel. Basel has the highest logistics density in Switzerland and the Kanton and Land Basel are combining city planning and industry logistics. The visit showed interesting insights in regard of promotion and strategy.

5 pillars of development

• Infrastructure development

- Port, freight train allocations, areas for containers to decrease waiting time

• Education and knowledge

- Base education & lifelong learning (school & business, drawing book)
- Explain profession and jobs (modules)
- Drive innovation (Log chair)

• Dialogue

- Image campaign, port party (3y), exhibition transport & logistics
- **Logistics in dense areas** (task force city logistics, freight traffic roundtables)
- **Green logistics** (no projects)

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über Nacht am Fuss.

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an unserem Wettbewerb. Unter www.logistik-basel.ch



Ishikawa Students exchange - February 28th

Every year, Japanese province Ishikawa and the Chamber of Commerce Luxembourg organize a students' exchange. The Cluster for Logistics participated to the cultural and economic visit and prepared a dedicated Logistics programme on February 28th for three Japanese students and their teacher. Ishikawa and Luxembourg share a friendly relation since the start of Cargolux' activities at Komatsu Airport about 15 years ago.

The Cluster presented the logistics sector and the day included visits to La Provençale in Leudelange and the Port de Mertert and a visit to the new warehouse of KN hosting Fanuc robots.



March

In March, the traditional Journée de l'Economie from the Chamber of Commerce attracted many industrial and service companies that are customers for our sector.

BOR Chinalux event: Belt & Road - March 7th

With Chinalux and the Chamber of Commerce, the C4L co-organised an evening conference and debate about one-belt-one road co-moderated by the Cluster manager.

This seminar was the second in the event series on the OBOR initiative*, an intercontinental trade and infrastructure project focused on forging new economic corridors between China and Eurasia. Focused on the logistics sector, the event included a panel discussion to explore the potential opportunities for Luxembourg in that field. More than 120 participants attended the event that was highlighted by presentations of Transport Minister François Bausch and Daniel Liebermann, Director Logistics at Ministry of the Economy.

Malik Zeniti, Cluster Manager of the Luxembourg Cluster for Logistics moderated the panel discussion with 4 experts from the logistics sector in Luxembourg: Barbara Chevalier, Director Strategy & Business at CFL multimodal, Christoffel Niel, Vice-President of Sales at Cargolux, Axel Quadt, Managing Director at Schenker Luxembourg and Ludger Evrart, Managing Director at Creative Studio and China Digital Branding.





UECC Meeting in Vienna - March 9th & 10th

The C4L manager represented the Chamber of Commerce and our president during a meeting of the Union of European chamber of commerce (UECC) that have over 60 participants mostly from German-speaking counties with emphasis in Austria.

BVL Meeting Kronospan - March 14th

The BVL Chapter Luxembourg, in collaboration with the Cluster for Logistics,

presented another hidden champion of the Grand Duchy on March 14th. The wood processing company Kronospan opened the doors to 25 members of the BVL and the Cluster for Logistics. Laminate and wooden floors are the best-known products of this international company, but the portfolio is considerable and requires sophisticated logistics.

This meeting provided interesting knowledge about industry logistics and brought together members of the Cluster and BVL members from the Greater Region for an extended networking session.



Kick-off meeting Lean and Green March 27th

The third edition of the LEAN and GREEN programme started in March with a kickoff meeting at the Chamber of Commerce. Malik Zeniti and VIL Expert Peter Lagey presented the initiative and the modalities to reduce CO2 footprint and costs. Eventually, Panalpina, Webtaxi, Luxport/Lorang and Kronospan joined the program.



LE GOUVERNEMENT
DU GRAND-DUCHÉ DE LUXEMBOURG
Ministère du Développement durable
et des Infrastructures



Speed Dating - March 30th

The Cluster for Logistics invited companies to a speed dating event. Hosted by Cluster for Logistics, together with the ADEM, the Chamber of Commerce and the Ministry for Education, the Speed Dating DT Logistics hopes to match companies with around 30 apprentices who are planning to study for a diploma in logistics.

The diploma, which started in 2015, takes in about 30 to 40, 16 to 19-year-old students each year with the aim of preparing them for careers in transport administration and planning, warehouse management, transport service advisor, customs clearance or customer service. The course requires them to serve a 3-year apprenticeship as part of their training.

The speed dating took place at the Chamber of Commerce, from 14:30 to 17:00 on March with 15 companies.



April

The month of April is highlighted by the Cluster for Logistics General Assembly and the Open door event Logistics Day.

Logistics day Visits in cooperation with BVL Chapter Luxembourg – April 21st

The Logistics Day (Original D: Tag der Logistik) is an important event for the Cluster and is characterized by an open-door event and a professional conference every 3rd Thursday of April. We invited Luxembourg companies to participate in the International Logistics Day on April 27st, in order to increase the notoriety of the logistics sector. The Cluster appreciated the participation of 5 organizations Arthur Welter, Transalliance, KPMG & Cargolux/LuxairCargo with the Young professional Logistics (YPL2), IEE. The Event is an important catalyst to show the sector public and highlight the importance of the sector as the greater public is often unaware of the opportunities and the activities of the transport business. **See under www.c4l.lu/video**

The participants in 2017

IEE	Echternach
Arthur Welter Transports	Leudelange
Transalliance	Dudelange
KPMG Cargolux / LuxairCargo / YPL2 Group	Kirchberg Findel



May

The Cluster for Logistics attends the important trade fairs and joins the national Luxembourg stand in Munich, the most important global exhibition that is held every two years. May is also the preferred month for our yearly main conference at the Chamber of Commerce, dedicated this time to the Bettembourg Hub and intermodality.

Transport and Logistics exhibition in Munich - May 9th to 12th

From May 9th to 12th 2017, a delegation of over 20 Luxembourg companies of the Logistic sector took part at the world's leading bi-annual trade fair for logistics, mobility, IT, and supply chain management 'Transport Logistic' fair in Munich. Two Luxembourg national booths were jointly organized by the

Ministry of the Economy and the Chamber of Commerce. In the Hall B1 reserved for Air Cargo Europe 2017, the 8th exhibition and conference for air cargo and logistics, Arthur Welter Transport S.à r.l., Cargolux Airlines International S.A., Cluster for Logistics Asbl, DuPont de Nemours S.à r.l., Global Airlift Solutions Ltd., Innovative Software S.à r.l., LuxairCARGO, lux-Airport represented the Luxembourg air freight hub.

Hall B6 housed freight transport and logistics services with 7 additional Luxembourg companies, including CFL multimodal, Faymonville Distribution S.A., Luxembourg Institute of Science and Technology (LIST), Luxport S.A., INCO Logistics S.à r.l., Teralink Solutions - POST Lux. Group, Société du Port de Mertert S.A., Transalliance Europe and TÜV NORD Luxembourg S.à r.l.

Minister François Bausch visited the two Luxembourg booths with his staff and discussed the development of the companies in their respective fields.



Networking at the “Luxembourg Logistics Night” May 10th

For the third time the Luxembourg Logistics Night organised by the Cluster for Logistics was this time sponsored by lux-Airport, in the Augustiner Brewery and Restaurant on May 10th 2017, and attracted more than 120 people. The guests included Luxembourg logistics actors, their local partners or customers, who enjoyed typical Bavarian music, food and beer as well as the festive atmosphere. After the intensive day at the fair, this event offered a relaxing but important networking opportunity for the community.




**Join us to the
After Conference
Brauhaus Buffet**

Networking in relaxed surroundings

After a long day at the Transportlogistic, join the Cluster for Logistics Luxembourg to a casual buffet in a typical German Brauhaus.

The Augustiner Restaurant in the city centre has a room reserved for the delegation and its guests.

Invite your friends and Business Partners to German Beer and Specialties.

When: May 10th 2017 | **Where: Augustiner Restaurant**
Start at 18:00 | **Neuhauser Strasse 27**

Register at the Cluster for Logistics at info@c4l.lu or call us at +352 42 39 39 848

Logistics Spring Conference on Intermodality and collaboration – 30th May



Combining different modes of transport (rail, ship, truck or air) in order to find the best possible quality, speed and price is successful due to harmonized containers existing since 50 years in global trade. Current challenges for logistics service providers require a change of mindset where cooperation and innovative solutions are key. At this year’s Cluster for Logistics Luxembourg (C4L) Spring Conference on May 30th at the Chamber of Commerce, cooperation in intermodality and innovation were main topics with an international panel of speakers sharing their experience and best



practice. More than 100 guests from the logistics and services sector listened to a high-level panel and used the networking opportunity.

C4L President since 2013, Mr Carlo Thelen gave an overview of the past projects of the cluster. “Intermodality and Innovation as typical cluster subjects are key for the development of sustainable

competitive trade and commerce. Cooperation across modes of transport is the backbone of the success of Luxembourg’s trade and industry and we would like to inspire you by sharing best practices, international expertise and innovative offerings today. With the 3rd Industrial revolution, as we implement a roadmap for Luxembourg, multimodality plays a central role in the development of common transport platforms and e-processes.”

The keynote speaker, Minister of Infrastructure & Sustainable development, Mr François Bausch presented how the government facilitated the logistics sector through impressive investments and urged the present actors to adapt their mindset to the challenges ahead.

Our panel of speakers offered a diverse view of the complexity of the supply chain trends.

- Mr Francois Bausch, Minister of Sustainable Development and Infrastructure
- Mr Carlo Thelen, Director General, Chamber of Commerce, president C4L
- Mr Michel Rzonzef, Vice president Commercial tires, Goodyear
- Mr Florian Czech, Business Development CFL multimodal
- Mrs. Gayane Afrikian, Senior Economic Policy Adviser, Department of Economic Development, Dubai
- Mr Nik Delmeire, Secretary General European shipper’s council (ESC), Brussels
- Mr Mark Scheerlinck, managing director Centraal Boeking Platform (CBP) Antwerp
- Mr Malik Zeniti, Manager Cluster for Logistics (Moderator)
- Prof. Benny Mantin, Uni.lu – LCL (Co-Moderator)
- Mr Ram Menem, Retired Aviation and Air Cargo Executive (Panelist)



Mr. Menem (Former Head of Emirates Cargo) used the example of Dubai’s decades of investments in transportation and logistics to successfully establish a major hub in the Middle East to encourage Luxembourg to get their different modal strategies aligned and encourage collaboration.

June

June is a wrap-up month for the first semester and the preparation of the rest of the year. The BVL visit at Clear Logistics already set the tone for one of the most important topics of the second semester: Digitalisation in logistics.

Visit Clear Logistics with BVL International Chapter Luxembourg - June 20th

Following the motto “Wer nicht digitalisiert, hat schon verloren” (Those who don’t digitalize have already lost), the Luxembourg Chapter of the BVL invited a delegation to visit Clear Logistics in Wasserbillig. On 20 June 2017, Managing Director Christian Wilhelm welcomed a delegation of 15 guests from Luxembourg and Germany to explain the possibilities in the area of dematerialisation and electronic logistics platforms as well as to present the developer’s procurement software.

Logistics companies are increasingly using electronic systems, but often data is simply entered in tables. “The Excel tsunami must be stopped,” emphasizes managing director Christian Wilhelm. Tables and datasets need to be properly networked, rather than just lined up. This meeting in the framework of BVL International was a perfect network opportunity for Cluster members and foreign managers.



July

July was a festive month with the inauguration of the Bettembourg Hub and the 100 year anniversary of our new member Grosbusch.

Inauguration Multimodal Hub Bettembourg - July 7th



The Cluster supports its member CFL multimodal and attended the inauguration of the most modern inter-modal hub in the Benelux on July 7th 2017. Over 220 Million Euro were invested leading to the most modern hub able to transfer 300.000 containers and 300.000 semi-trailers to the rail, latter using the Lohr technology.

The CFL Group has celebrated the official inauguration of the new intermodal terminal Bettembourg-Dudelange in the presence of HRH the Grand Duke Henri, Mars Di Bartolomeo, President of the Chambre des Députés, Etienne Schneider, Deputy Prime Minister and Minister for Economy and François Bausch, Minister for Sustainable Development and Infrastructures.

The official inauguration was followed by a Porte Ouverte event on July 9th, to present the new terminal to the general public.



BVL-Barbecue at Mertert - July 19th



The Regional team of BVL Luxembourg met at the Luxport headquarters in Mertert for a Barbecue on July 19th. The meeting was intended to discuss the future activities of the Chapter.



100 Joer Grosbusch – June 17th and 18th

The Cluster joined the 100th anniversary celebrations of Grosbusch on June 17th and 18th. It is an opportunity for this family company to unveil its new site in Ellange, its news – the new Grosbusch brand, and the education-related projects “Grosbusch Academy” and “Grosbusch Kids” – as well as its long-term ambitions.

On the occasion of its centenary, Grosbusch held an entertainment-packed weekend at its Ellange premises. On Saturday, over 3,000 guests were invited to take part in a programme of guided tours of the site, cooking workshops with nibbles, and festivities organised around a 100%-vegetarian and vegan food village that gives pride of place to fruit and vegetables in all their forms. On Sunday, the big barbecue brought together all Grosbusch employees and their families in a convivial and festive spirit.



August

Preparation for DT Logistics course 2017-2018

The final preparations for the DT Logistics course took place in August and allowed for meetings with ADEM Orientation professionnelle and interviews with potential external teachers.

September

The activities took up again in September and China was in the focus with a highly anticipated Economic mission.

Young Professionals network Copenhagen - September 7th-8th

Copenhagen was the destination to launch the 1st field trip from the working group YPL2 after the conference in April. They successfully collaborated with other young organisation across Europe to bring national and international young professionals below 34 years together. The young group of young professionals decided to create an own A.s.b.l. to develop further, that we support hoping to be able to successfully collaborate on different activities.

Economic Mission September Hongkong-Zhengzhou Shanghai - September 10th -15th

The Cluster participated to the Economic mission organized by the Chamber of Commerce among the members that participated were Cargolux, CFL multimodal, Grosbusch and DCP postal.

The visit was important to understand China's growth, culture and transport & logistics market, and establish direct contacts with Chinese representatives and the Luxembourgish LTIO representative in Shanghai Luc Decker.

The Cluster appreciated development of stronger ties between China and



Luxembourg to advance projects like a regular freight train between the two countries. Cargolux is strongly building up their activities in this country through the Zhengzhou hub, establishing an “air silk road to China” especially in the perishables market

The delegation visited the **Belt & Road Summit** in Hong Kong on September 11th and Hong Kong Air Cargo Terminals (Hactl) and was very impressed by the world-class facilities, highly efficient operation, and innovative technologies of this leading air cargo operator.

The highlight of the mission was the event Henan - Luxembourg Belt and Road Economic Forum - Air Silk Road enhancing the deep cooperation, hosted by



the Chamber of Commerce in Zhengzhou on Wednesday September 13th.

With a focus on logistics, cross border E-commerce as well as financial services sectors, the mission aimed to showcase Luxembourg infrastructure and competitiveness in the above-mentioned fields, to better understand the advantages of the cities of Hong Kong, Zhengzhou and Shanghai as 3 China's leading logistics portals and hubs, and to boost the connections between Luxembourg and China to make business.

Shippers Council - September 20th

The Cluster for Logistics organized a meeting sponsored by the Ministry of Sustainable development (MDDI) with national manufacturers, retailers and

wholesalers to create a shipper's council in Luxembourg on September 20th 2017. During a lunch the Cluster and the MDDI introduced the idea and asked for thoughts and expectations as a Luxembourg council would be dedicated to represent their logistics interests.

7 industry companies were present at this first council meeting and decided to continue the initiative by meeting about every three months. Kronospan invited to a follow-up in January 2018.

The program of this first introductory meeting included:

- A presentation by C4L Manager Malik Zeniti
- e-CMR Update and Benelux Pilot by Max Nilles
- A presentation of the Dutch LEAN & GREEN Off-Road Initiative by Program Manager, Jeroen Bolt
- Discussion Round: What's in it for shippers to exchange transport information and initiate freight corridors

e-CMR Meeting - September 21st

The Ministry of Transport, the Cluster for Logistics and the Groupement Transport support the introduction of the e-CMR as a digital transport contract for international road transport and invited the logistics community to an information session on the electronic CMR document on September 21st in the premises of the Chamber of Commerce. Over 20 people participated in the meeting, clearly showing a high interest of the logistics community. The

national authorities and the community support the introduction of the e-CMR as a digital transport contract for international road transport. This session gave an overview of the avant-projet de loi and the implementation.

A pilot project between Luxembourg, Belgium and the Netherlands was also shown and two providers presented their solutions.



October

October is one of the busiest months in Luxembourg and was highlighted by company visits, sustainable projects and the Trade Mission to Lithuania.

BVL International Luxembourg Chapter and C4L visit Grosbusch - October 10th

Industry, commerce and logistics are indivisible and the cooperation between the different sectors is an exciting topic for the members of the German Logistics Association (BVL). The BVL Chapter Luxembourg, in co-operation with the Cluster for Logistics, had invited to a visit GROSBUSCH in Ellange.

The family business Grosbusch celebrated 100 Years in June and is constantly expanding its activities, as a 18 million Euro inaugurated in June 2017. GROSBUSCH is less well-known to the general public as major fresh quality fruit & vegetables supplier and in the retail, the company enjoys a very high reputation. Designed for retailers and allowing to teach kids the company's academy is designed to educate to the highest standards.





LEAN & GREEN Club visits Goodyear - October 17th

The Cluster for Logistics invited its LEAN & GREEN Club Members to a company visit to Goodyear in Colmar Berg. The visit included an update on how to obtain the L&G Star, Goodyear's Tyre solutions and a visit of the Plant.

As a LEAN & GREEN solution provider, Goodyear presented its services but gave also an insight of the production and logistics procedures of the group.



Greenworks Summit - October 19th

In order to highlight the LEAN & GREEN program in Luxembourg, the Cluster for Logistics and MDDI participated to the Green Innovation Summit on October 19th in the Etablissement Namur in Hamm. During this conference that attracts many C-level guests, Malik Zeniti from the Cluster for Logistics and Max Nilles from the Ministry of Transport presented the LEAN & GREEN project as Speakers. The Conference highlights sustainable initiatives and the Green Business Awards rewarded the best projects of 2017.



Trade mission to Lithuania - October 25th-27th

The Chamber of Commerce of the Grand Duchy of Luxembourg, in close collaboration with the Ministry of the Economy, the Luxembourg Embassy to the Republic of Lithuania and the Luxembourgish promotion agencies, organised a multi-sectoral trade mission to Lithuania from October 25th to 27th. The mission was led by H.E. Mr. Etienne Schneider, Deputy Prime Minister and Minister of the Economy, as well as H.E. Mr. Jean Asselborn, Minister of Foreign and European Affairs.

Not only is Lithuania fully integrated in the EU, but it is among its ten fastest growing economies today. Although being a late adopter of the euro, the accession strengthened the country's engagement to practical and sustainable economic policies. The gross domestic product of the former planned economy is largely based on a service sector reinforced with educated talents and nearly 100% English proficiency amongst young professionals.

The Cluster for Logistics Luxembourg Director Malik Zeniti and the Luxembourg Maritime Cluster with Managing Director Charles Gosselin joined forces to present Luxembourg's positioning as an intercontinental and multimodal logistics hub in Europe. On the Lithuanian side, LINAFA (the Lithuanian National Road Carriers' Association) and the Port Authorities of Klaipeda, along with a selection of Lithuanian companies, agreed that the two "hubs" should definitely strengthen their ties - be it by road, by the sea (Klaipeda being an important port in the region), or by train. The Lithuanian transport ecosystem is still strongly road-based, and CFL Multimodal could offer them 'hybrid' solutions - especially important in the wake of upcoming EU directives that penalize CO2 consumption

November

The Cluster's second conference of the year was dedicated to the digitalization in logistics and attracted visitors from diverse sectors.

German Trade Mission Meeting - November 9th



A German Trade Delegation visited Luxembourg in November in order to find new business opportunities. After a visit of the CargoCenter, the delegation received a presentation of the Luxembourg Logistics Sector at the Chamber of Commerce. The visit was organised by Netherland consulting company psp. After the introduction, the German delegation met with 20 Luxembourg companies for a networking lunch. The delegation was impressed by Luxembourg's offer in the Logistics sector and its diversity.

Logistics Autumn Conference in A.I. and Logistics - November 21st

Robotics and digital processes like Artificial intelligence for Industry 4.0 are major transformational trends that are currently influencing the business

models of many sectors. In order to support the Luxembourg Logistics community to anticipate this trend and develop a digitalized automated Transportation and Logistics Internet, the Cluster for Logistics dedicated its Autumn Conference to this complex subject. Over 120 guests took part in the conference held at the Chamber of Commerce. They got an insight of the 2017 Global Industry 4.0 Survey, some examples process automatization described by the new Luxembourg Centre for Logistics and Supply Chain Management Masters and the intention of the Young Logistics professionals to organise as a Young Professionals Network.

Digitalization is a key aspect on the roadmap to transform the country into a smart sustainable nation. The focus is on "the use of digital technologies, to change a business model and provide new revenue and value-producing opportunities; it is the process of moving to a digital business, vs "Digitization as a process of changing from analogue to digital form."



December

The year ended with a BVL meeting at the Ministry of Sustainable development dedicated to digitalisation and saw the re-election of Malik Zeniti as Chairperson of the BVL Chapter Luxembourg.

BVL Chapter Luxembourg Digital Hub Initiative – December 5th

BVL Chapter Luxembourg staged its 17th event on December 5th with a meeting at the Ministry of Sustainable Development and Infrastructure (MDDI) in Luxembourg's Europe Convention Center. Chapter Luxembourg members were introduced to the Fraunhofer IML's (Institution for Material Flow and Logistics) presentation on its Digital Hub Initiative which is supported by the German Federal Ministry for Economic Affairs and Energy (BMWi). Prof. Dr. Michael Henke, Director of the section Enterprise Logistics (Fraunhofer IML, Dortmund) and chair of Enterprise Logistics at TU Dortmund University, showed guests how the initiative supports the networking of 12 digital hubs in Germany which help for better cooperation and networking between national and international businesses, start-ups, and institutes in a shared mutual space. Through these shared co-working spaces, the hubs serve as meeting points in which innovative ideas can be developed through digital transformation. The 17th Chapter Event also marked a special occasion which saw Christian Wilhelm, CEO Clear Logistics S.à r.l., elected as Vice Chairperson of the BVL Chapter Luxembourg. Christian Wilhelm replaces former Vice Chairperson, Thomas Mayer.



BVL Chapter Chairperson, Malik Zeniti, got the event underway by showing guests a look back at 2017's Chapter Luxembourg's activities along with plans for 2018 including a delegation visit to the Fraunhofer IML's facility in Dortmund and to the Port of Duisburg, as well as plans for Supply Chain Day on 19th April 2018. Luxembourg's YPL² (Young Professionals Luxembourg) speaker Mathias Weinmann gave a recap on behalf of BVL's Network Young Professional speaker, Johannes Hesse.



6 Our projects

LEAN and GREEN

The Lean and Green project, started in 2014, has seen its first forerunners in 2015, the second batch of companies received the award on June 28th 2016.

The candidates for 2017 started in March and are finalizing their certification in December for an award ceremony in Feb 2018

More companies are expected to join the movement that is now gaining more recognition Europe-wide. In order to enhance the communication around the programme, the Cluster for Logistics has centralized the information on the website C4L under a special L&G section.

The first L&G Star award is expected to be revealed in 2018.

This label is becoming an essential European recognition and welcomes proactive companies in protecting the environment. Connekt is a Dutch non-profit network for sustainable mobility. It aims to encourage businesses to foster innovation in Green Logistics, by taking measures that not only yield cost savings, but at the same time reduce the burden on the environment.



Young Professionals Logistics Luxembourg - www.ypl2.lu

The Cluster supports the continuous development of the Logistics sector and the next generation of the logistics sector is well underway. In order to enhance the network of the digital natives, eager to work in Logistics, the Cluster founded the network Young Professionals Logistics Luxembourg (YPL²). Thierry Biwer, Johannes Hesse and Mathias Weinmann are the



founding members of the new Young Professionals Logistics Luxembourg Network. The young professionals network is dedicated to career starters and young logistics specialists.

To celebrate the international Supply Chain day on April 27th, YPL² put together an exciting program partnering with LuxairCARGO and KPMG with support from the Cluster for Logistics around the theme: The logisticians of tomorrow. Around 30 people were present at the visits of the Cargo center and the following presentations at KPMG.

Luxembourgish Cluster for Logistics and its Young Professionals Logistics Luxembourg, (YPL²) in collaboration with Bundesvereinigung Logistik (BVL), and the Dutch network Jong Logistiek Nederland (JLN), were brought together over four days from September 7th - 10th in mutual purpose of an educational field trip; not only to deepen the cooperation that had just got underway, but to also improve it further.



Visit of members

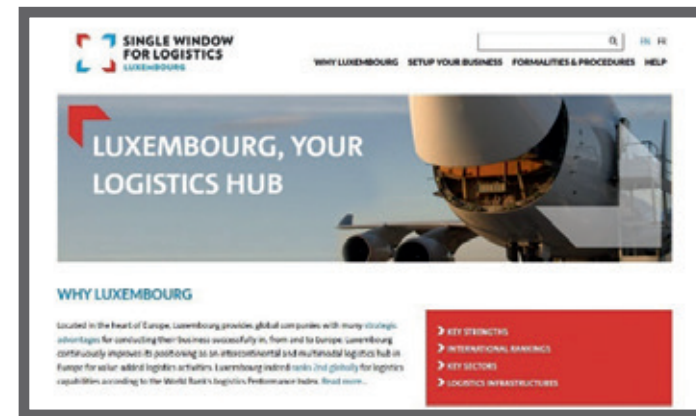
Next to the group visits, highlighted in this activity report, the Cluster met numerous member and non-member companies either at the Chamber of Commerce or at their premises to provide support.

Single Window for Logistics

The Single Window for Logistics Project has reached a next level in 2017-2018. While the community system. The Cluster and the Ministry renewed the existing agreement in order to serve the community at its best.

Having initiated contact and organized meetings with private companies, the Cluster fulfils its central role as a specialized intermediary. The project is currently dedicated to gather information and work on potential test cases.

The website portal regrouping all relevant procedures in Luxembourg got redesigned to be launched in 2018 and the Cluster took part in the information gathering process.





Communication and Marketing

Logistics Briefing

The Cluster for Logistics offers a **logistics briefing** compiled by an external service provider in cooperation with the Cluster for Logistics to share relevant international and national information and events in a consolidated time-saving manner for friends of logistics. The newsletter ran for the full year and is recurring in 2018. The subjects are handpicked by the team and are meant to interest national and international logistics experts alike as it includes news from Luxembourg and Europe. The newsletter is sent monthly to almost 1,000 recipients.

Website update

The Cluster for Logistics continuously works on the Website to serve the community better. While the changes seem small they greatly enhance our information capacity, making it worthwhile for members and non-members to return to our site much more often as we will regularly update news and events. We also participate in social media communication with the Twitter feed @c4l_lux which allows the Cluster to spread news differently.

→ News Update

We are now able to compile more news on the site. The News Blog and the Twitter feed will allow us to spread news that is not directly linked to our activities but important for our members. Therefore we invite members to send us press releases or stories.

→ More Events

We can now highlight Events organised by our members or relevant for the community. They will contain links to the relevant websites instead of a registration form.

→ Job Offers

We are now able to publish job offers from member companies and we can show profiles by job seekers. We invite you to forward this information to your HR department in order to send us job offers.

→ More visibility for our main supporting members (or membres effectifs)

We highlight the supporting members on a special pane.

Lobby Activities

Lobbying for Luxembourg – Center Logistics Hub Contern - November 21st 2017

The Cluster represented the interests of the logistics sector concerning the traffic issues around the National Logistics Activities Zone of Contern and discusses the problem with the Ministry of Sustainable development. Minister François Bausch presented the ministry's evaluation and possible solutions to address these issues in the near future. In line with Luxembourg's Nation Branding, the Cluster for Logistics updated its visual identity. A new dynamic logo has been introduced while keeping the Cluster's signature "Adding value is the key". (See above)

Presence in the Press

The Cluster continues to contribute articles to the Merkur and collaborates with national journalists to stay in the news. The Cluster for Logistics has sent out various press releases in 2017 and met Journalists in April for a yearly round up of the activities



Workgroup Education

In order to reinforce Luxembourg's position on an international scale, it is imperative that the training and education of the workforce is up to par. Following the implementation of the certificate "Gestionnaire en Logistique" and the launch of several university level degrees in the last years, the Cluster for Logistics has launched a workgroup "Education" dedicated

to the elaboration of the training course "Technicien en Logistique" in cooperation with its members and the government. The regular meetings are in place since early 2013, and the second stage of the procedures has been completed successfully in April 2014. The course DT LO was launched in 2015 and the Cluster is now working on promoting the courses to students and companies. The Cluster has met with representatives from House of Training over the year in order to strengthen lifelong training in logistics.



Logistics promotion in Schools

The Cluster held again several presentations in schools in Spring. The visits were aimed mostly at class of final year students in order to interest them into the logistics sector. The interest of the students, mostly oblivious of the sector, was remarkable. Half a dozen visits were organized, either as stands on Job Discovery Days or discussion panels.

Summary

As seen during the previous pages, the Cluster for Logistics is keeping up the promotion in Luxembourg and abroad as well as working on projects that will benefit Luxembourg overall.

The management continued to work efficiently and in line of the previous years. The Cluster accompanied its members on many official visits and continues to work with the Chamber of Commerce and Ministries on a strong message. This collaboration enables us to support our companies and the Luxembourg platform. Many visits and events were organized on request by and in collaboration with the Luxembourg embassies in foreign countries and the foreign embassies stationed in Luxembourg.

A subject that is gaining strongly in importance since 2013 is education and promotion in schools. This topic has even been more present in 2016 and remains a priority for the future. After the launch of the diplôme de Technicien, the Cluster is busy to get more companies to accept students.

Moreover, the Cluster continues to work in the ministry supported projects like LEAN and GREEN, Urban logistics and the Single Window for Logistics. The Cluster will continue to collaborate in these projects and voice the interests of its members. **(See www.c4l.lu/members)**

Our final thanks go to our members who supported us all year and who enable us to promote the sector and work on the different projects that keep Luxembourg on a high level.

7 Members List

Premium and founding members

Chamber of Commerce
7, rue Alcide de Gasperi
L-2981 Luxembourg
Luxembourg
www.cc.lu



CLC
7, rue Alcide de Gasperi
L-2981 Luxembourg
Luxembourg
www.clc.lu



Cluster Maritime
7, rue Alcide de Gasperi
L-2981 Luxembourg
Luxembourg
www.cluster-maritime.lu



FEDIL
7, rue Alcide de Gasperi
L-1013 Luxembourg
Luxembourg
www.fedil.lu



List
5, avenue des Hauts Fourneaux
L-4362 Esch/Alzette
Luxembourg
www.list.lu



Luxinnovation
5, avenue des Hauts Fourneaux
L-4362 Esch/Alzette
Luxembourg
www.luxinnovation.lu



Université de Luxembourg
162A, av. De la Faïencerie
L-1511 Luxembourg
Luxembourg
www.uni.lu



Amova S.à.r.l.
12, op der Sang
L-9779 Lentzweiler
Luxembourg
www.amova.lu



Arthur Welter
9, rue Nicolas Brosius
L-3205 Leudelange
Luxembourg
www.awelter.lu



Cargolux Airlines International S.A.
Cargo Centre Luxair
L-1360 Luxembourg
Luxembourg
www.cargolux.lu



CDC Cartel Damage Claims
27B, Bvd Marcel Cahen
L-1311 Luxembourg
Luxembourg
www.carteldamageclaims.lu



CFL multimodal
Z.I. Riedgen
L-3451 Dudelange
Luxembourg
www.cfl-mm.lu



DB Schenker
9, rue Nicolas Brosius
L-3205 Leudelange
Luxembourg
www.dbschenker.com/lu-en/



DuPont de Nemours (Luxembourg) s.à.r.l.
Rue General Patton
L-2984 Luxembourg
Luxembourg
www.dupont.com



Inland Navigation Luxembourg
7, Route du Vin
L-5401 Ahn
Luxembourg
www.inl.lu



Kuehne & Nagel
1, rue Edmond Reuter
L-5326 Contern
Luxembourg
lu.kuehne-nagel.com



Premium and founding members

Logistic 4 Pharma
270, rue de Neudorf
L-2222 Luxembourg
Luxembourg
www.logistic4pharma.com



Luxair Cargo
Aéroport de Luxembourg
L-2987 Findel
Luxembourg
www.luxaircargo.lu



lux-Airport - Société de l'Aéroport de Luxembourg S.A.
Rue de Trêves
L-2632 Findel
Luxembourg
www.lux-airport.lu



Luxport S.A.
L-6688 Merttert
Luxembourg
www.luxport.lu



Panalpina Luxembourg S.A.
BP 1707
L-1017 Luxembourg
Luxembourg
www.panalpina.com/www/lux/en/home.html



POST Luxembourg
38, place de la Gare
L-1616 Luxembourg
Luxembourg
www.post.lu



Transalliance Europe S.A.
ZI Riedgen / ancien site WSA
L-3451 Dudelange
Luxembourg
www.transalliance.eu/en



Company members – Logistics sector

2.0 E-Fulfilment and Cross-Dock Services S.A.
4, rue Pierre Gregoire
L-4702 Petange
Luxembourg
www.2point0.eu

CH Robinson
“H2O Building 2B33, Rue de Gasperich”
L-5826 Hesperange
Luxembourg
www.chrobinson.com

CLdN Cobelfret S.A.
3-7 rue Schiller
L-2519 Luxembourg
Luxembourg
www.cldn.com/bulk_cldn_cobelfret.html

DC Postal
Zare blot Ouest
L-4384 Ehlerange
Luxembourg
www.dcpostalservice.lu

DHL Global Forwarding Luxembourg S.A.
Cargo Center
L-1360 Luxembourg
Luxembourg
www.dhl.lu

EB Trans
23, rue Gabriel Lippmann
L-5365 Monsbach
Luxembourg
www.ebtrans.eu

elp
Cargo Center East
L-1360 Luxembourg
Luxembourg
www.elp.lu

Fimalux S.A.
Rue Eucosider
L-4714 Petange
Luxembourg
www.mauffrey.com

Company members – Logistics sector

Global Airlift Solutions
21a, Rue Gabriel Lippmann
L-5365 Munsbach
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www.globalairliftsolutions.com

Inco Logistics
7, am Scheerleck
L-6868 Wecker
Luxembourg
www.inco-logistics.eu

Jost S.A.
1, Am Hock
L-9991 Weiswampach
Luxembourg
www.jostgroup.com

LCA Luxembourg
Cargo Center Est | Office M1097-M1099
L-1360 Luxembourg
Luxembourg
www.lca.lu

Lorry Rail
ZI Scheleck II
L-3225 Bettembourg
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www.lorry-rail.com

Natural Le Coultre Luxembourg S.A.
Parishaff
L-2315 Senningerberg
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www.lefreeport.lu

Offergeld II - GmbH & Co KG
4, rue Bommel
L-4940 Hautcharage
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Sobolux
Z.I. Scheleck 2
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Company members – Logistics sector

Societe du Port de Mertert
L-6688 Mertert
Luxembourg
www.portmertert.lu

Streff Data Protection Services S.à.r.l.
5, rue Pierre Flammang
L-8399 Windhof
Luxembourg
www.streff.lu

TNT Express Luxembourg S.A.
ZAE Krakelshaff
L-3290 Bettembourg
Luxembourg
www.tnt.lu

AllPack Services
ZA "Salzbaach"
L-9559 Wiltz
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www.allpackservices.lu

ArcelorMittal Commercial Sections S.A.
Business Division North - ZI Haneboesch
L-4562 Differdange
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<https://luxembourg.arcelormittal.com/>

Cimalux
ZI im Monkeler
L-4222 Esch-Alzette
Luxembourg
www.cimalux.lu

Goodyear Dunlop Tires Operations S.A.
Avenue Gordon Smith
L-7750 Colmar-Berg
Luxembourg
www.goodyear.eu

Husky Injection Molding Systems S.A.
ZI Riedgen
L-3403 Dudelange
Luxembourg
www.husky.co

Company members – Logistics sector

IEE Rue Henri Tudor
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7, am Scheerleck
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www.inco-logistics.eu

Kronospan Luxembourg S.A.
B.P. 109
L-4902 Sanem
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www.kronospan.lu

Landewyck Tobacco
31, rue de Hollerich
L-1741 Luxembourg
Luxembourg
www.hvl.lu

Paul Wurth
32, rue d'Alsace
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Luxembourg
www.paulwurth.com

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L-3225 Bettembourg
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Company members – Retail sector

Care S.A.
21, rue de Marbourg
L-9764 Marnach
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www.gulf.lu/de/die-marke-gulf/cactus-shoppi/

Grosbusch 10-11
ZAE Le Triangle Vert
L-5691 Ellange
Luxembourg
www.grosbusch.lu

In Motion S.A.
21, rue de Marbourg
L-9764 Marnach
Luxembourg
www.gulf.lu

SAIPEM Maritime Management
19, Route d'Arlon
L-8009 Strassen
Luxembourg
www.saipem.com

Shell Luxembourg
7, rue de l'Industrie
L-8069 Bertrange
Luxembourg
www.shell.lu

Company members – Services

51 Biz Luxembourg S.à.r.l.
Maison 15
L-7433 Grevenknapp
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www.51biz.lu

AXA Luxembourg
1, Place de l'Etoile
L-1479 Luxembourg
Luxembourg
www.axa.lu

Arendt & Medernach
BP 39
L-1468 Luxembourg
Luxembourg
www.arendt.com

Banque de Luxembourg
14, Boulevard Royal
L-2449 Luxembourg
Luxembourg
www.banquedeluxembourg.com

Banque Raiffeisen
4, Rue Leon Laval
L-3372 Leudelange
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www.raiffeisen.lu

Bela
15, Route de Bastogne
L-9512 Wiltz
Luxembourg
<http://bela.lu/>

BIL
60, route d'Esch
L-2953 Luxembourg
Luxembourg
www.bil.com

Champ Cargosystems S.A.
2, Rue Edmond Reuter
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www.champ.aero

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30, Esplanade de la Moselle
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DEKRA Automobil GmbH Luxembourg
9, rue du Laboratoire
L-1911 Luxembourg
Luxembourg
www.dekra.com

Deloitte Tax & Consulting S.à.r.l
560, rue de Neudorf
L-2220 Luxembourg
Luxembourg
www2.deloitte.com/lu/en.html

Ernst & Young BAS S.à.r.l
35E, Avenue John F. Kennedy
L-1855 Luxembourg
Luxembourg
www.ey.com/lu

Etude Anne Paul
18, rue Michel Hack
L-3240 Bettembourg
Luxembourg
www.maitre-paul.eu

Grant Thornton Luxembourg
20, rue de Bitbourg
L-1273 Luxembourg
Luxembourg
www.grantthornton.lu

ING
26, Place de la Gare
L-1616 Luxembourg
Luxembourg
www.ing.lu

KPMG Luxembourg Société Coopérative
39 Av. JF Kennedy
L-1855 Luxembourg
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Marsh Luxembourg
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L-2557 Luxembourg
Luxembourg
www.marsh.lu

Martin Avocats
11c, Boulevard Joseph II. - Res. Monterey Palace
L-1840 Luxembourg
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www.martin-avocats.lu

Mateco
12, Rue Gabriel Lippmann
L-5365 Munsbach
Luxembourg
www.mateco.lu

PwC
2, Rue Mercator
L-2182 Luxembourg
Luxembourg
www.pwc.lu

OnePoint PSF
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Sumy
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1120 Brussels
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Sofetime S.à.r.l
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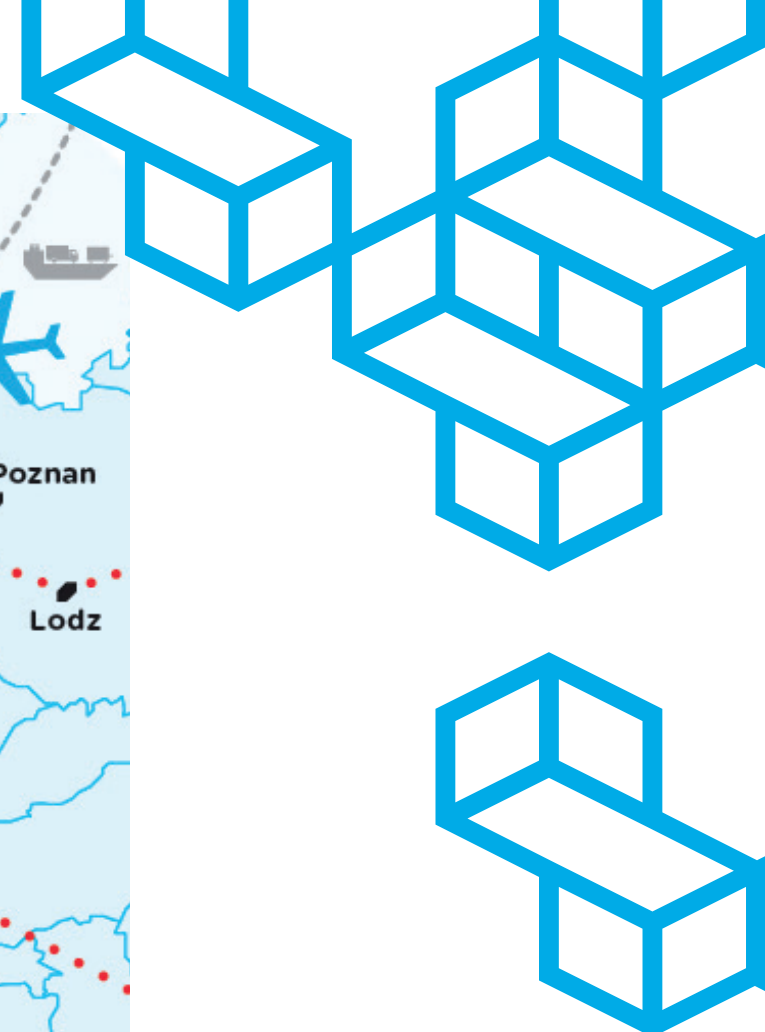
Vanbreda & Lang
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VTG Finance S.A.
12, rue Eugene Ruppert
L-2453 Luxembourg
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WDP
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Wildgen S.A.
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