LPEA

THE LUXEMBOURG VOICE OF PRIVATE CAPITAL

Technical Committees & Clubs Outlook

Get to Know Them

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Summary

Special thanks: The LPEA team would like to thank our photographer Eric Devillet for his sympathy and artistic eye, Tonika Hirdman from the Fondation de Luxembourg as well as Chantal Hoffmann, Piero Ruscitti and Bob Reding of the ABBL for their help in organising the photoshoots.


Claus Mansfeldt,
Chairman, LPEA


Stephane Pesch,
CEO, LPEA

Foreword

Dear friends, Dear members,

After the revamp of all our Technical Committees (TCs) and Clubs in September 2019 and the launch of many new ones in the meantime, the LPEA team and bodies wanted to congratulate all the Co-Chairs for their tremendous work, engagement and leadership. We would also like to extend our warm thanks to all the participating members who have contributed a lot, shared their input, insights and have made out of these TCs, Clubs a real success and a lasting one.

Indeed it is very important to follow, monitor, treat, analyse all the latest directives, regulations, rules, circulars which could impact our industry in order to propose a constructive feedback and pragmatic comments, which come directly from the community of experts and practitioners. The combination of such thought leadership and public advocacy is absolutely relevant for the further growth of the Luxembourg hub, our ecosystem and is an important ingredient of our business-friendly model.

TCs and Clubs were also designed in order to allow specialised members of the association to discuss together the latest trends, challenges, opportunities and share best practices.

Finally all the LPEA TCs and Clubs have a purpose, a mission to fulfil and are eager to exchange, share, work on new projects and help us prepare the next milestones with passion and ambition.

We are persuaded that you will highly appreciate these engaged testimonials, this extract of collective intelligence and view behind the curtains of our association, community and industry.

We wish you all the best.

Claus Mansfeldt and Stephane Pesch

Technical Committees

Catherine Pogorzelski

> Now is the time to train all stakeholders based in Luxembourg and to promote the country as the most capable international distribution hub.

Legal Committee: Transforming Challenges Into Opportunities

The Legal committee was one of the first ever created by the LPEA and its workings have always evolved around LPEA's three main objectives which are (i) defending the interests of the Luxembourg Private Equity and Venture Capital industry, (ii) unifying approaches to support the development of Luxembourg market standards and best practices and (iii) offering trainings to its members and producing valuable content.

Over time, the legal committee has optimised the scale of its remits to cover the entire Private Equity and Venture Capital value chain. It is now articulated around 7 sub-groups allowing the legal committee to represent the interests of the Luxembourg Private Equity and Venture Capital industry and its members across all their legal needs. These sub-groups are: AML, AIFMD, Unregulated Funds, Corporate Law, Capital Markets Union, Financing and Young Private Equity Leaders.

The sup-groups are represented by the sharpest brains of the Luxembourg Private Equity and Venture Capital industry with representatives of major law firms and key market participants, with Stephanie Castryck and Pieter Leguit for AML, Manfred Dietrich and Yannick Arbaut for AIFMD, Silke Bernard and Ronn Henry for the Unregulated Funds, Matilde Lattard and Sebastien Binard for the Corporate Law, Michael Mbayi for the Capital Markets Union, Natalja Taillefer and Constantin Iscru for Financing and Fouzia Benyahia and Mathieu Voos for the Young Leaders.

The focus of Gautier Laurent and Catherine Pogorzelski, as co-leaders of the Legal Committee, is to set the objectives for the group as a whole, considering the market opportunities and challenges, support for the identification of the key topics, set-up an organisation that maximises the impact of the subgroups and ensure cross-collaboration. This is mainly about feeling the direction of the wind, making sure that the important topics are picked-up in a coordinated manner involving all relevant stakeholders of the industry including other associations, law firms, auditors, services providers, regulators and the different ministries, helping the sub-groups to deliver products and information that is meaningful and relevant for the members and make sure that they receive in exchange the exposure they deserve.

What strikes us looking at the way the legal committee members work together is that while they are all potentially competing in their day-to-day practices and business activities, they nonetheless all work in a collaborative manner, share information and best practices, support each other and join forces to protect the interests of our industry and to ensure that Luxembourg retains its leading position as Private Equity and Venture Capital hub.

There are lots of key challenges ahead of us and our goal is to make sure that many of them are transformed into opportunities for the benefit of our industry and its stakeholders.

As more global private equity players set-up shop in Luxembourg it is important that we understand the forces and challenges of a global asset management industry. Luxembourg should strive to be the smallest common denominator in a global push and not merely a regional hub. It is therefore important that the legal committee closely monitors and identifies any legal, regulatory or tax risks (be they within Luxembourg, within the EU or outside) that may become a barrier towards being a global hub. The mission of the legal committee should therefore not stop at the borders of the EU. While the legal committee should not duplicate any work done at the level of Invest Europe, it should clearly monitor and follow all legal, regulatory and tax developments which may have an impact on the positioning of Lux as a global PE&VC hub. While planning and structuring certainty is generally good for business it is essential for the asset management industry. Luxembourg must continue to look beyond its borders (the EU being its home turf and the rest of the world being its export market) giving assurances that the legal, regulatory and tax infrastructure of Luxembourg is designed for a global industry rooted within Luxembourg.

The Luxembourg financial centre must keep its ability to serve and assist the back-office, middle-office and front-office functions. The entire value chain is important, and no segment should be left out.

Gautier
Laurent

While the back-office functions continue to be important, Luxembourg has spent the last 10 years investing into the middle office functions. While a limited part of the portfolio management functions will ever be located in Luxembourg, the marketing, distribution and placement functions should instead be pushed as much as possible in the years to come. The reasons here are manifold: on the one hand the product is “made in Luxembourg”, the middle-office functions is “based in Luxembourg”, hence what will be key for fund promoters is how the product can be placed with the help of the Luxembourg middle-office, which will thereby transform into a key front-office function. Before Brexit most European investor relations teams were based and operating out of London. Things are starting to move and more managers are recognizing that their Luxembourg operations could and should play a key role in the marketing value chain.

Luxembourg must now seize the opportunity and pull its full weight behind its transformation in the most important funds distribution hub in the world – thanks to the history and reach of the UCITS brand, the further regulatory convergence between the two brands, now is the time to train all stakeholders based in Luxembourg and to promote Luxembourg as the most capable international distribution hub: if you have the product, who else can sell it best, be it directly or indirectly.

LegalTech, RegTech and FinTech are very relevant tools of transformation for the industry. Luxembourg should be at the forefront to transform these many challenges into a unique sales pitch and opportunity.

“

The legal committee is here to train the trainers and convey the message on the lobbying front.”

Co-Chairs

Catherine Pogorzelski

DLA Piper

Gautier Laurent

Cinven

Legal

Corporate Law

It is all About Fine-Tuning

> Our current work-in-progress is the “corporate law competitive watch”, which is an exercise aiming to spot innovative or simply useful legal constructs available in other jurisdictions but not yet in Luxembourg.

Sébastien Binard & Mathilde Lattard

Who we are

The Corporate Law Technical Committee (CLTC) is a sub-group of the Legal Committee currently composed of Nicolas Gauzès (Linklaters), Christopher Dortschy (Debevoise), Anna Hermelinski-Ayache (EHP), Linda Harroch (BSP), Benoit Serraf (Hogan Lovells), Melissa Kdyem (Clifford Chance), Jean-François Findling (Baker Mckenzie), Pawel Hermelinski (CMS), Melody Brunot (DLA Piper), Evgenia Kyriakaki (Clifford Chance), Mathilde Lattard (Loyens & Loeff – co-chair) and Sébastien Binard (Arendt & Medernach – co-chair).

Our objectives and action plan

The CLTC's objectives are twofold. We first want to be active on the public advocacy front by building up a view of potential adjustments and improvements which could be made to Luxembourg corporate law in order to increase its competitiveness and user-friendliness for the private equity and venture capital industry, either because these proposed changes would introduce additional structuring possibilities or flexibility for the users of Luxembourg corporate law or because they would clarify the applicable legal position on relevant matters, thus providing additional legal certainty to the Luxembourg market.

We also want to be active in the process of training the PE/VC industry on corporate law matters, for example through the monitoring and sharing of legal trends and evolutions.

In order to achieve such purpose, we plan to strengthen the dialogue between the LPEA and the relevant professional bodies, the GPs and Luxembourg authorities on all matters of corporate law. We also aim to produce technical papers, newsletters and webinars with a view to improving the corporate law framework and influencing decision-makers. We will also need to do so in coordination with certain other LPEA committees, for example for experience and knowledge cross-sharing purposes.

Our most recent work

We have recently finalized a technical note further to a request made by the LPEA which comprises a limited list of what we thought were the crucial and immediate issues that would warrant adjustments to the law of 10 August 1915 on commercial companies (the 1915 Law). Indeed, over the years but also in particular since the latest Luxembourg corporate law reform of 2016, a limited number of inconsistencies and errors have been identified by practitioners, some of which can in our view be addressed in a straightforward manner.

The CLTC has identified two main areas of uncertainty in the application of the terms of the 1915 Law which would warrant immediate adjustments to the 1915 Law, i.e. (i) share transfers and transfers restrictions in private limited liability companies (sociétés à responsabilité limitées, SARLs) and (ii) voting rights and related quorum/majority calculations in SARLs.

The technical note suggests a number of technical changes to the 1915 Law in order to accommodate the issues we have identified. It has been shared with the relevant authorities and we hope that some of these suggestions will be carried in the next set of amendments of the 1915 Law. The is available upon request through LPEA.

We also published a note on certain amendments made by the legislator to the financial assistance regime. Until recently, there was indeed a legal uncertainty as to whether the prohibition of operations of financial assistance – i.e. situations where a company the shares of which are issued or sold to a party makes loans to or provides security for the benefit of that party for purposes of facilitating the share issue or acquisition – also applied to SARLs.

Further to a recent legislative change, it has now been made clear that the SARL is not caught by such prohibition, although certain limitations remain and must be taken in consideration by the board of managers of a SARL willing to provide financial assistance to the subscriber or transferee of some of its shares. We detail such limitations on our note, which is available upon request through LPEA.

Our current works-in-progress are focused on an ambitious "corporate law competitive watch", which is an exercise aiming to spot innovative or simply useful legal constructs available in other jurisdictions but not yet in Luxembourg and to prepare technical notes on certain select topics with a view to improving the competitiveness of the Luxembourg market for private equity and venture capital players.

The topics that have for now been shortlisted (although the list is subject to further changes) revolve around the ability to "fast-track" the incorporation of a Luxembourg company, the possibility for a Luxembourg company to issue shares with multiple voting rights, incorporating SARLs with a deferred or nil share capital, the ability for a regular SARL SPV to create segregated compartments (in the same manner as in certain fund structures or in securitization companies), additional legal certainty around the enforcement of call option rights over shares, the possibility to perform "US-style" triangular mergers or mergers without the issuance of shares by the absorbing company and the possibility to delegate to the board the authority to convert shares of a class into shares of another class (including through the adjustment of the amount of the share capital as a result of that conversion).

Finally, we also aim to discuss a joint note on the reform of the securitization law with the private debt committee (since this piece of legislation is particularly relevant to the credit/debt industry).

Mathilde Lattard
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Melody Brunot
DLA Piper

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Linklaters

Pawel Hermelinski
CMS

Stephane Hadet
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Sylvain Cailleau
Allen & Overy

Thierry Somma
Simmons & Simmons Luxembourg LLP

Fouzia Benyahia

Legal YPEL

The Wind Of Change Is Blowing

Established in 2017, the Legal - Young Private Equity Leaders (YPEL) group is a sub-group of the Legal Committee and is co-chaired by Fouzia Benyahia (Arendt & Medernach) and Mathieu Voos (Debevoise & Plimpton). This group is a pool of young talents that brings together the young private equity market players of La Place with the aim to provide a fresh and different look and perspective on the Luxembourg private equity industry.

Despite the activity of the members which has continued to increase regardless the COVID-19 waves, the YPEL remains fairly active and is steadily adding its brick to the bastion by making regular contributions under various forms. Throughout 2021 and 2022, the YPEL produced the following piece of work:

- A paper setting out an overview of the Luxembourg legal and tax opportunities and challenges related to SPACs and DE-SPAC transactions analyzing the approach to be adopted by the Private Equity investors who/which found/may have found a new investment tool, a brief description of the legal toolbox useful to achieve certain proposed business combinations and last, but not least, the tax implications which cannot be ignored when navigating a SPACs or DE-SPAC transaction (in collaboration with the Tax Young Leader Working Group);
- A webinar discussing the EU Commission's proposal to update the AIFM Directive and its implication for the Private Equity Industry notably regarding the delegation model, an harmonization of the regulatory framework for loan origination AIFs within the EU, clarifications the AIFM substance, etc.;
- A Q&A session on trends in the private equity market which aims to explain the latest and more recurrent questions raised by the Private Equity actors and how the Luxembourg legal environment may provide legal means ensuring compliance with law and economic interests, under the form of a short movie;
- Creation of a new working sub-group which will work on the draft law n°7890 on the right to disconnect which will have three objectives: advocacy for the interests of our sector, training session to be prepared allowing the PE actors to comply with the new regulation once it comes into force and setting up a general framework to be adapted for specific cases and situations.

But this squad of young professional is not only about papers and technical webinars, it is also about having fun(d). Last winter, the YPEL and the Tax Young leader Working Group gathered for a festive night at the Cercle Munster and celebrated the New Year.

As regards our vision and future outlook on the sector, we see the following trends in the private equity market:

- The interest in environment, social and corporate governance (ESG) remains very strong and market players seem to have jumped on the bandwagon and be eager to integrate more and more ESG considerations into their products. In that respect, we believe that the young market players have a duty to work together on building a more responsible investment environment in line with their fresh visions to prepare a better future for the future generations with a more sustainable and inclusive economy. It is the responsibility of the current and the next generations of investors and sponsors to bring ESG considerations to the forefront and define the most appropriate ESG approach and methodology, determine proper ESG reporting procedures and to integrate them sustainably in their business.
- The private equity secondary market is all over **La Place** with a growing number of PE firms that have created liquidity by selling certain of their assets to their continuation funds.
- Continuation funds are en vogue and we see more and more GP-Led transactions burgeoning where continuation funds are considered as an effective and attractive tool for motivated and dedicated fund management. Continuation Funds keeps growing in popularity and we believe this trend will continue to grow.
- There is a strong appetite from retails to invest into private equity strategies and a concomitant effort from sponsors to develop private equity retail product (ie, retailisation). In this context, we believe that the efforts from the EU Commission to review the ELTIF regime are going in the right direction.
- The SPAC mania seems to be dying down. SPACs were being formed at a record pace in 2021 but the market has since chilled. In fact, despite a very successful couple of years in the US, it does not seem to have brought the crowds in the EU and it now looks like the golden hours of that product are over (or almost over with redemption of shares at the level of Parent which were not forecast).

As the group welcomes more and more new members and Luxembourg eases COVID restrictions, we are eager to get back to normal by organizing in-person events and activities. This will allows us to finally meet our peers in a more relaxed environment after more than two years of virtual meetings.

Our objective is to create and maintain an interactive and dynamic forum and to give to the Private Equity players a new and different vision based on members' knowledge, skills and market analysis.

Mathieu Voos

Fouzia Benyahia
Co-Chair
Arendt & Medernach

Mathieu Voos
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Debevoise & Plimpton

Alena Malaya
Apex Corporate Services

Clémence Personne
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Harrison Dans
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Kurt Thiebaux
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Nathaël Malanda
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Vittoria Faraone
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Christophe Ernzen
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Gilles Delporte
Clifford Chance

John Ted
Clifford Chance

Matthieu De Donder
Allen & Overy

Paul Hoffman
Arendt & Medernach

Zoe Bofferding
Clifford Chance

Legal
Capital Markets Union:
The Watchful Eyes

Michael Mbayi

This contribution is aiming to outline the last developments followed by our Committee.

Regarding the last developments on securitization, these have been covered by our podcast on the new Luxembourg securitization regime, released on February 2022, which we invite you to listen and which is available on the website of the LPEA.

Towards a green capital markets union (CMU): developing sustainable, integrated and resilient European capital markets

The European Securities and Markets Authority (ESMA), the EU's securities markets regulator, has published on September 2021, its 2022 Annual Work Program (AWP), setting out its priority work areas for the year 2022 to deliver on its mission to enhance investor protection and promote stable and orderly financial markets.

Both topics: CMU and sustainable finance are rising on top of ESMA's agenda which reflects the highly topical issue of those two cross-cutting themes.

ESMA undertakes to focus on its objectives of enhancing investor protection and promoting stable and orderly financial markets through the following two workstreams:

Capital Markets Union by contributing to developments in the regulatory and supervisory framework supporting the development of European capital markets, notably through its work on the European single access point (ESAP), on the retail investment strategy, and EC initiatives to facilitate SMEs access to public markets;

Sustainable finance by developing rules on environmental, social and governance (ESG) disclosures and risk identification methodology for ESG factors, contribute to the work on non-financial reporting, and work with national authorities to prevent the risk of greenwashing.

With respect to sustainable finance, regulation (EU) 2019/2088 of the European Parliament and of the Council of 27 November 2019 on sustainability-related disclosures in the financial services Sustainable Finance Disclosure Regulation (SFDR) is part of the ESG regulation and its aim is to provide more transparency on sustainability within the financial markets in a standardized way, thus harmonizing rules, ensuring comparability and preventing greenwashing.

SFDR which introduces various disclosure related requirements for financial institutions at entity and product level, is a challenging topic for the financial industry and especially banks. Those new disclosure obligations are applicable since March 2021.

The requirements apply in particular to the following financial products:

- Discretionary portfolio management by credit institutions or investment firms
- Alternative investment funds (AIFs) and UCITs (investment funds)
- Insurance-based investment products (IBIPs)
- Pension products, Pension scheme and Pan-European personal pension product (PEPP)

As a result of the SFDR, financial institutions must make certain (ESG-related) sustainability information public at entity and product level.

This information must be provided on the website and in the pre-contractual documentation and in addition, in a later phase, periodic information will be provided via reporting.

These information obligations apply to all financial market participants and financial advisers, regardless of whether they are specifically concerned with sustainability or not.

The CMU technical committee has the objective to follow and assess during 2022 the latest developments in the area of ESG which impacts the CMU in order to provide the industry with a comprehensive overview.

ESG and Luxembourg capital markets

Luxembourg ranks among the top green financial centers worldwide and substantially contributes towards a sustainable global economy. Launched in 2016 by the Luxembourg Stock Exchange (LuxSE), the Luxembourg Green Exchange (LGX) is indeed the world's first and leading platform dedicated exclusively to sustainable financial instruments. Most of the debt financial instruments displayed on the LGX are "use-of-proceeds" bonds. This is the case of green bonds which are debt instruments issued to fund projects that have a positive environmental or climate impact. Proceeds from these bonds are typically earmarked for green projects and are backed by the issuer's entire balance sheet.

To keep up with recent market developments and the increasing interest in sustainable finance, the LuxSE decided in November 2020, to welcome sustainability linked bonds (SLB) on its LGX platform. SLBs are performance-based bond instruments whose financial and/or structural characteristics can vary depending on whether the issuer achieves predefined sustainability objectives within a predefined timeline.

Unlike green bonds, proceeds deriving from SLBs do not need to be allocated to a specific project and can be used to finance any corporate activity, thus shifting the focus on the overall sustainability progress achieved by the issuer. SLBs can therefore offer new opportunities to sectors where it is difficult to identify environmentally positive projects that can be matched with the issuance of green, social or sustainability bonds (like for example, consumer goods companies).

ESG and Fund Finance

Luxembourg is a key jurisdiction for investment funds and the second fund domicile worldwide after the United States. At the outset of the life of a fund, a subscription facility is normally implemented. A subscription facility is a liquidity solution provided to an investment fund by a lender. In the context of such facility, the lender will take a security interest over the undrawn commitments of the fund's investors. The subscription facility is the flagship product of the fund finance industry.

We are currently seeing more and more fund finance products with ESG features. In particular, concerning subscription facilities, there are two main structuring routes: green loans and ESG linked facilities.

Regarding green loans, the proceeds of the subscription facility must be used for green purposes.

Unlike green loans, ESG linked subscription facilities are not restricted in terms of use of proceeds. Indeed, a margin ratchet is included in the facility so that there is a reduction of the pricing where key performance indicators are met.

With ESG fund financing, credit institutions, investments funds and their managers participate to this push towards more sustainability. Our prediction is that the ESG fund finance products will continue to develop, in terms of volume and in terms of sophistication.

PEPP a new innovative product introduced by the CMU

The CMU is introducing innovative products to channel personal savings into capital markets. Such a product is the pan-European Personal Pension Product (PEPP).

The European Commission considers that pension products, and personal pensions, in particular, are key players in the capital markets due to their central role in linking long-term savers with long-term investment opportunities. Its objective is to reallocate Europeans'savings - which are too often dormant - towards long-term investments aimed at financing the real economy, taking into account ESG factors.

The PEPP Regulation 2019/1238 that applies from 22 March 2022 sets out uniform rules on the authorisation, manufacturing, distribution and supervision of PEPPs, which could be offered across the EU by a broad range of financial providers.

The PEPP represents a new opportunity for European asset managers. Indeed, alternative investment fund managers, UCITS management companies and MiFID asset managers (collectively, the "management companies"), are allowed to authorize, manufacture and distribute a PEPP. This constitutes a small revolution as the design of retirement savings products was historically reserved to credit institutions, insurance undertakings and institutions for occupational retirement.

Under the PEPP Regulation, the following "financial undertakings" will be eligible to apply for registration of a PEPP and to offer PEPPs to the wider public and several PEPP options may be offered by them:

- Credit institutions authorized in accordance with Directive 2013/36/EU
- Insurance undertakings authorized in accordance with Directive 2009/138/EC, provided that these are engaged in direct life insurance according to that Directive
- Institutions for occupational retirement provision (IORP) authorized or registered in accordance with Directive (EU) 2016/2341 which are also authorized to issue personal pension products pursuant to national law
- Investment firms authorized in accordance with Directive 2014/65/EU providing portfolio management
- Investment companies or management companies authorized in accordance with Directive 2009/65/EC
- EU alternative investment fund managers (EU AIFMs) authorized in accordance with Directive 2011/61/EU

Any of the above-mentioned financial undertakings may also be authorized to distribute a PEPP, which is not manufactured by them.

These providers will be able to offer PEPPs on a pan-European basis, allowing savers to continue saving in the same product, when they change residence across borders in the EU by opening a PEPP sub-account with the same PEPP provider in their new Member State of residence.

> The CMU technical committee has the objective to follow and assess during 2022 the latest developments in the area of ESG which impacts the CMU in order to provide the industry with a comprehensive overview.

In case portability is not available (because the PEPP provider does not provide for such an option in the new Member State of residence), consumers can switch provider free of charge or can continue to contribute to the PEPP of the previous country residence. In addition, PEPP savers may switch between PEPP providers established in the same Member State or in a different Member State at a capped cost after a minimum five years from the conclusion of the PEPP contract and subsequent switches limited to once every five years from the most recent switching, unless the providers agree otherwise. Unlike portability, switching does not necessarily involve a change of residence by the saver.

The first PEPPs are expected to enter the market in 2022, hence, it is too early to assess whether the PEPP will contribute to the development of an EU personal pension market and channel savings to long-term investments.

Indeed, the PEPP Regulation must be complemented by the Member States, which remain competent to determine the conditions that the PEPP must meet in order to benefit from any national tax advantages. Member States may also give preference to certain forms of payment of the capital of the PEPP contract (annuity, capital, withdrawal or a combination of these different forms) or set quantitative limits on the payment to PEPP savers. These national measures could favour certain PEPP providers to the detriment of others.

Michael Mbayi Chair **Wildgen**	**Codrina Constantinescu** **Allen & Overy**	**Thierry Somma** **Simmons & Simmons**
Constantin Iscru **DLA Piper**	**Julia Journée** **ING**	**Noémi Gémesi** **Loyens & Loeff**

Insight Out Magazine

LPEA increased from two to four editions its flagship “PE Insight/Out” magazine and started mailing the editions by post to its most active members.

The LPEA magazine comprises news, opinion articles and interviews. Hereby an highlight of some of the subjects covered in 2021:

- Profiling of LPs and GPs
- Case studies
- Investment sectors
- Regulatory matters
- Technology applied to PE
- Women in Private Equity
- Careers
- ESG and Impact investments
- Special dossiers
- Profiling of Technical Committees and Clubs
- Photo Gallery
- Lifestyle

Natalja Taillefer &
Constantin Iscru

Legal Financing in PE:

Raising the Bar for Luxembourg

> We are currently working on our first written publication, highlighting recent Luxembourg law changes, which have increased the benefits of the use of Luxembourg law for financings of private equity activities.

"Financing in PE" is one of the youngest sub-groups of the Legal Committee of the LPEA. It was formed in 2021 and currently consists of seven members: Constantin Iscru (Counsel at DLA Piper), Natalja Taillefer (Counsel at Loyens & Loeff), Nicolas Widung (Senior Counsel at BSP), Dominik Pauly (Counsel in the at Arendt & Medernach), Delphine Gomes (Senior Associate at AKD), Tiago Ventura Mendes (Managing Associate at Linklaters) and Francois Guillaume de Liedekerke (Counsel at Allen & Overy).

All current members are experienced lawyers in top Luxembourg law firms and have a high level of expertise in their field and are familiar with the technical and practical aspects of Luxembourg PE financing transactions.

The group's main area of focus is the use of Luxembourg law on financing of the PE equity structures in all their diversity, be it a leveraged buyout or real estate financing and the legal and practical issues which arise in such context. Brexit had a significant effect on the landscape of PE transactions, with long term reverberations and has resulted into a shift from UK-centred operations towards continental European jurisdictions.

This is an opportunity for Luxembourg as a jurisdiction already very successful in the area of PE to further increase importance in international PE transactions, by having Luxembourg law as the main governing law of contractual documentation.

The "Financing in PE" group has several objectives:

- Increase the awareness of the investors of the advantages of Luxembourg legal system governing the financing framework. Luxembourg has long enjoyed a reputation for an economic and financial stability and legal certainty, which, along with its high credit ratings, makes it one of the most attractive jurisdictions in the European Union.
- Inform LPEA members of Luxembourg law features and related market practice.
- Promote advantages of Luxembourg security packages towards LPEA members and externally. The Luxembourg financial collateral law of 2005 offers considerable benefits compared to other jurisdictions, in particular in terms of ease of enforcement and insolvency protection;
- Follow changes of Luxembourg law and practice and considering implications on the LPEA members' activities.
- Collecting feedback from members in respect of the challenges/ difficulties encountered on Luxembourg financing transactions and suggesting follow-up actions, including adoption of common approaches and information actions as regards public authorities, highlighting the industry's needs.

The group aims to have a flexible as to the form of its deliverables, focusing on the ones which provide the most impact to the specific aspects considered:

- Notes summarising the main benefits of Luxembourg law governed security, drafted from a non-lawyer perspective;
- Technical notes on the Luxembourg key legal aspects relevant for the creation, perfection and enforcement of Luxembourg law governed loan agreements and security interests;
- Briefs and newsletters on new laws/bills and case-law which have an impact on Luxembourg security granted in the context of PE financings;
- Articles in the LPEA internal publications or external journals and newspapers;
- Conferences and webinars.

The "Financing in the PE" group is currently working on its first contribution, a written publication highlighting the Luxembourg law changes during the past year which have increased the benefits of the use of Luxembourg law for financings of private equity activities. The publication will be followed by a public presentation (in the form of dual live-web format) of the benefits and downsides of Luxembourg law in the context of private equity financings.

The group was formed while the global Covid pandemic was still at its peak and had to face the challenges the sanitary situation has presented to its team. While most of have during these two years mastered all the subtleties of the Zoom meetings (with "Apologies, I was on mute" being perhaps the most often used sentence of 2021), the sub-group has yet to meet in person for the first time. Without doubt, the vibe and dynamics of the personal interaction cannot be substituted by the cold screen of the computer. And since the members of the group are lawyers, new members which can bring a different perspective are more than welcome!

Natalja Taillefer
Co-Chair

Loyens & Loeff

Delphine Gomes
AKD

Francois Guillaume de Liedekerke
Allen & Overy

Tiago Ventura Mendes
Linklaters

Constantin Iscru
Co-Chair

DLA Piper

Dominik Pauly
Arendt & Medernach

Nicolas Widung
BSP

Manfred Dietrich &
Yannick Arbaut

AIFs and the AIFMD framework have proven to be growth factors for the sector and have become a global brand.

Legal
AIFMD Review: Keeping our Edge

The role of the LPEA AIFMD review working group is initially limited to the monitoring, review and impact assessment of the proposed changes to the Alternative Investment Funds Managers Directive (AIFMD). Upon adoption of the revisions, the working group will be involved in ongoing impact assessment, raising awareness and contributing to the education of the LPEA members on the revised AIFMD framework.

The AIFMD was adopted in 2011 and implemented in the Member States in 2013 as part of the policy response to the global financial crisis, which exposed weaknesses and vulnerabilities in certain fund activities that could amplify risks to the broader financial system. While there was certainly an initial reluctance by the market for such a substantial overhaul, in hindsight, alternative investment funds (AIFs) and the AIFMD framework have proven to be growth factors for the sector and have become a global brand, largely responsible for the success of the AIF sector in the EU and in Luxembourg.

The European Commission was mandated to review the application of the scope of the AIFMD by Article 69 of the AIFMD. The Commission's assessment indicates that the AIFMD is generally meeting its objectives and that the EU-wide harmonisation of regulatory standards has facilitated integration of the European collective investment fund market[1].

The review of the AIFMD is currently ongoing between the European Commission, the European Parliament and of the Council, the latter being currently chaired by France.

The role of the LPEA AIFMD review working group is to closely monitor the proposed changes to the AIFMD framework, their potential impact on the sector and to advocate for the AIF sector in Luxembourg and the EU for an efficient and proportional review. Coordination between specific LPEA working groups focusing on different subjects as well as with local and European professional associations and stakeholders generally is an important function of the working group.

The review of the AIFMD may fundamentally impact the AIF sector. Based on the differences between the draft proposal of the Commission and of the Parliament and Council, there are some indications that the intention is to achieve a measured and proportionate review, focusing on targeted improvements rather than a full revamp. Key changes envisaged will likely affect: (i) the delegation framework; (ii) the rules applicable to loan-originating AIFs; (iii) general rules on liquidity management, (iv) supervisory reporting by AIFMs and (v) transparency, data collection and disclosure. Further, while currently not proposed, changes to the provision of depositary services may pave the way for a depositary passport in the EU going forward.

The outcome of the review is however unclear at this time and the working group if closely following developments.

[1]Report from the Commission to the European Parliament and the Council assessing the application and the scope of Directive 2011/61/EU of the European Parliament and of the Council on Alternative Investment Fund Managers (COM/2020/232 final).

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Robert Brimeyer
Alter Domus

Thibault Partsch
Elvinger Hoss Prussen

Tokbag Mevlüde-Aysun
Wildgen

© D.R.

Silke Bernard

Unregulated Funds: Luxembourg the New Hub for Private Assets

Over recent years, Luxembourg has attracted a large number of sponsors from other funds domiciles, transforming itself into a serious competitor to traditional alternative fund domiciles such as Cayman, Delaware or Guernsey. Many of these funds are so-called "unregulated" funds, meaning that they are not subject to direct product supervision by a regulator. Many of them are indirectly regulated by the laws their managers (AIFMs) are subject to.

Being an unregulated fund means having more flexibility and being able to sometimes implement concepts that are innovative or less known to regulators – but this comes with the price of having less legal certainty and facing potential differences in interpretation and application of regulatory requirements.

> Being an unregulated fund means having more flexibility and being able to sometimes implement concepts that are innovative or less known to regulators.

© D.R.

Ronn Henry

To help LPEA members navigating the unregulated funds space we have set-up the Unregulated Funds working group – initially focussing on RAIFs, we have now expanded our focus area on all types on unregulated investment funds. The purpose of the group is to bring expert together to discuss and agree on interpretations, provide guidance to LPEA members, organise webinars and useful papers members can consult in the Member section.

We are also joining forces with other groups where topics so require or allow – for instance we organised a webinar together with the ESG working group, we contributed to the works on the AIFMD review and we are planning to work together on the upcoming changes in the private credit space to ensure LPEA's voice is sufficiently heard.

Most recently we have worked on an FAQ for LPEA members in the space of cross-border distribution of funds ("CBDF"). Indeed, with the new rules on pre-marketing and marketing coming into force the heart of our business is hit – how to get the product to the investors going forward. Understanding the impact and requirements of these new rules seemed crucial to us, and we have in our group put together an FAQ of some of the "hottest" questions on CBDF to help our members finding their way through the new rules.

Silke Bernard
Co-Chair
Linklaters

Ronn Henry
Co-Chair
Partners Group

Adrian Aldinger
Arendt & Medernach

Benjamin Bada
CMS

Benoit Rose
Ogier

Coleg Osu
Spuerkeess

Daniel Krauspenhaar
Wildgen

Isabelle Leclercq
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Jérémie Schaeffer
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Maren Stadler-Tjan
Clifford Chance

Maria Rodriguez
Dentons

Mathieu Voos
Debevoise & Plimpton

Miao Wang
Allen & Overy

Stephane Ober
Ober

" Our group is a very nice bunch of people and new members are very much welcome to join us! "

Legal-AML: Keeping Watch

The AML technical committee regroups 19 active members from various professional sectors (lawyers, service providers, AIFMs, banks, etc.) and is co-headed by Stephanie Castryck (HACA Partners) and Pieter Leguit (Simmons & Simmons).

The AML regulatory and compliance framework in Luxembourg has been reinforced over the last few years. The aim of our technical committee is to provide guidance to the members of the LPEA. These include fund managers and promoters, but also transfer agents, compliance officers and independent directors.

In 2019 our initiatives included a GP workshop about the register of beneficial owners in May, the issue of Guidelines about the identification of beneficial owners in the fund industry in August, in collaboration with ALFI, ALCO and LuxReal. In 2021 we published the article AML/CFT Due Diligence: a shift change for investment professionals in Insight/Out 18 and organized the CSSF webinar about the AML framework. In 2022 we organized another CSSF webinar providing insights on responsable du respect des obligations (RR) and responsable du contrôle du respect des obligations (RC) in the Collective Investment Sector.

Since 2019, the LPEA (through two members of its AML Technical Committee) is also part of the AML Expert Working group on AML in the Collective Investment Sector, together with ALFI, ABBL, IRE, LUXREAL, Barreau du Luxembourg, CRF, AED and ALCO.

> The AML regulatory and compliance framework in Luxembourg has been reinforced over the last few years. The aim of our technical committee is to provide guidance to the members of the LPEA.

Stéphanie Castryck

Pieter Leguit
Co-Chair
Simmons & Simmons

Stéphanie Castryck
Co-Chair
HACA Partners

Adrien Pierre
Loyens & Loeff

Alessandro Merlini
Credit Suisse Fund Services

Antonietta Koschwitz
Alpha Private Equity

Attilio Femiano Chillé
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Cerland Thongkhanh
RSM

Christopher Dortschy
Debevoise & Plimpton

Cyril Benassi
Cyril Benassi

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Gilles Dal Cengio
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Gregory Sofiane Daussin
IQ-EQ

Maria Karekla
Intertrust

Ronn Henry
Partners Group

Thomas Berger
Allen & Overy

Stéphane Badey
Arendt Regulatory & Consulting

Alina Macavei

Tax Committee: Fostering Competitiveness

> The Tax Committee focuses on all tax aspects of the Luxembourg private equity industry, prepares industry position papers aiming at keeping the Luxembourg tax environment competitive.

The Tax Committee, co-chaired by Alina Macavoi (PwC) and Giuliano Bidoli (BC Partners) focuses on all tax aspects of the Luxembourg private equity industry, prepares industry position papers aiming at keeping the Luxembourg tax environment competitive, ensures coordination with representatives of the tax commission of UEL and ALFI, represents LPEA during consultation and negotiation with the government and tax authorities.

The members of the tax committee will be active through full meetings and/or, as the circumstances may require, through video conference. Ad-hoc working group are created for specific topics. The Young Private Equity Leaders/YPEL and VAT are sub-group of the Tax Committee.

The committee provides information and input on relevant tax matters related to EU and international tax policy.

Alina Macavei
Co-Chair
PwC

Giuliano Bidoli
Co-Chair
BC Partners

Jan Neugebauer
Arendt & Medernach

Amar Gabriel
Van Campen Liem

Amar Hamouche
Baker Mckenzie

Anne-Cecile Jourdren
Aztec Group

Badr Lamhamedi
EY

Bastien Voisin
Goodwin Procter

Bérengère Delabre
Providence Equity Partners

Boris Lemiegre
EQT

Daniel Nguyen
R+V AIFM

Dany Teillant
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Elisabeth Adam
Elvinger Hoss Prussen

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Ogier

Jean-Philippe Monmousseau
Hogan Lovells

Julien Bieber
KPMG

Kevin Emeraux
Loyens & Loeff

Marcus Topmöller

Maxime Budzin
Clifford Chance

Oliver Hoor
ATOZ

Per Ohlin
EY

Pierre-Régis Dukmedjian
Simmons & Simmons

Raquel Guevara
Warburg Pincus


Giuliano Bidoli

The tax committee, which is composed today with 31 members, remained very active and throughout 2021 and 2022 has done the following:

- Regular Webinars on specific hot topics to keep all the members of the LPEA informed (e.g. The impact of ATAD 2 on partnership funds, DAC 6, ATAD 3, etc);
- Close collaboration with UEL, Alfi and Amcham on the FAQ ATAD 2;
- Lobby effort on various topics (i.e. carried interest, ATAD 2, ATAD 3, Pillar 2 etc);
- Meeting with the Ministry of Finance to discuss the trends of the markets and to present the wish list to keep Luxembourg and the Private Equity industry competitive.

Raphaële Kamoun

Tax YPEL: The Next Generation

The Tax Young Private Equity Leaders (YPEL) of the LPEA was created in June 2017. The aim was to create a platform for "next generation" tax professionals to build long term relationships with peers as well as to discuss and form views on hot topics impacting the PE/VC sector. The launch of the Tax YPEL reflects the LPEA's objective to sustainably shape the future of the PE/VC sector. Members of the Tax YPEL are strongly committed to play an active role in reaching this objective.

Over the past few year, the Tax YPEL focused its meetings mainly on assessing the impact of the Anti-Tax Avoidance Directives (ATAD1 and ATAD2) as well as DAC6 on the PE/VC sector in Luxembourg. The current focus is unsurprisingly set on the "Unshell" Directive (ATAD 3) as well as on maintaining the competitiveness of Luxembourg as a platform for investments, also in light of tax regimes that have been introduced recently by other countries. Next to these main topics, the Tax YPEL monitors and discusses Luxembourg and EU case law as well as administrative guidelines impacting Luxembourg based investment structures.

Today, the Tax YPEL is co-chaired by Raphaële Kamoun (Norton Rose Fulbright) who took over from Thijs van Dongen (European Investment Fund) in 2020 and Franz Kerger (Allen & Overy) who took the baton from Steve Idrissou (ATOZ) in 2022.

The Tax YPEL is currently composed of 28 young tax professionals with 5 to 10+ years of relevant experience in the PE/VC sector. The TAX YPEL is a genuinely diverse group of young tax professionals, gathering in one single forum representatives of assets managers, investors and law/tax advisory firms that are involved in the PE/VC space in Luxembourg and beyond.

The Tax YPEL is deeply convinced that connecting people from different backgrounds with the same sector focus drives progress in the best interest of the sector. It encourages members to express their personal views in a friendly environment.

Before the pandemic, meetings of the TAX YPEL were hosted at the premises of our members. During the pandemic, meetings could only be held by videoconference. It is needless to say that members of the Tax YPEL were extremely happy to gather in person at Cercle Münster for an informal cocktail event between two COVID waves last year. It was refreshing to see and talk to peers in person (some of them were even wearing carefully undusted ties or high heels!) and the group is looking forward to meeting again in person during springtime.

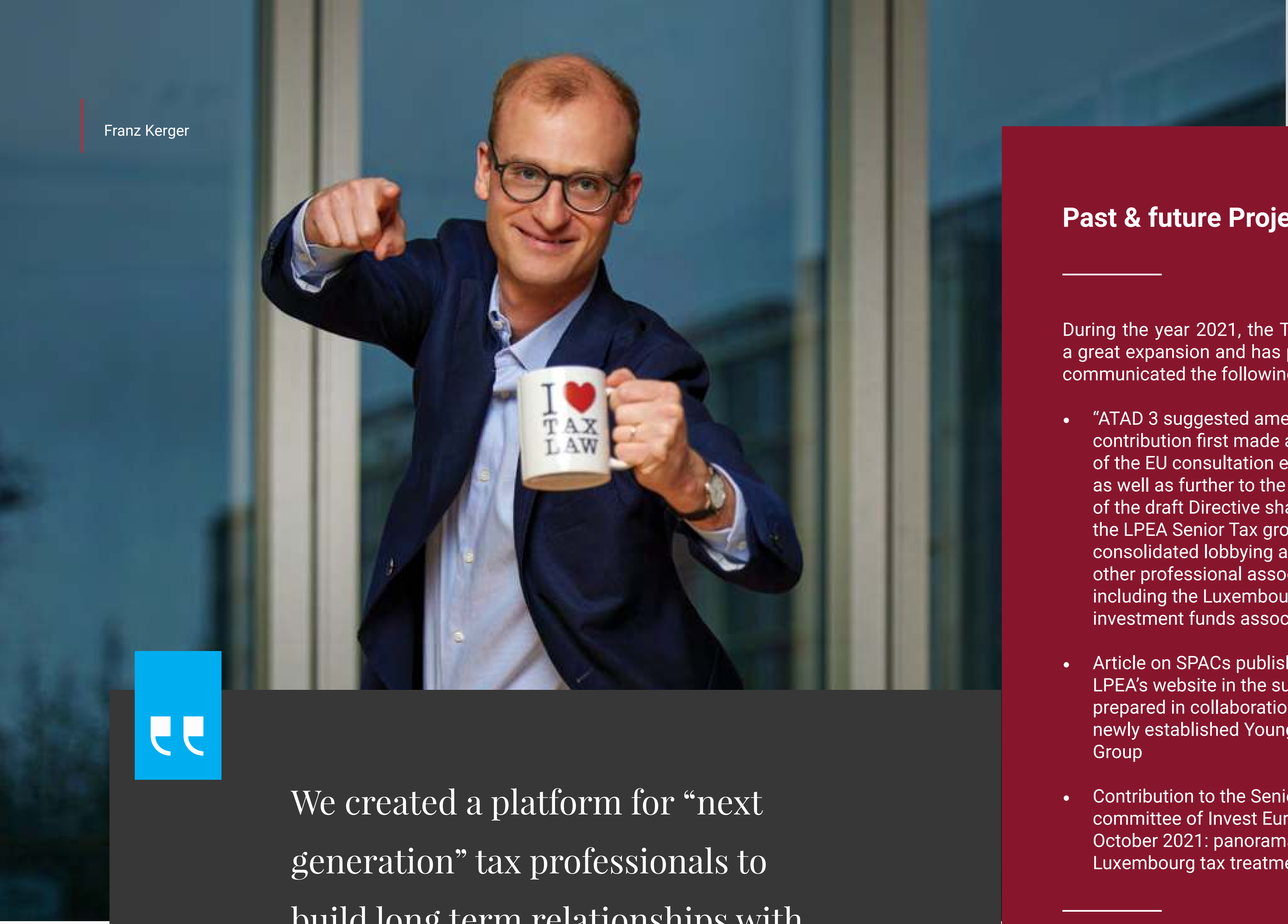
Each of the following firms or institutions currently count one member at the level of the TAX YPEL: European Investment Fund, CVC, EQT, BGL BNP Paribas, Banque Transatlantique; Allen & Overy, ATOZ, Baker McKenzie, Clifford Chance, Deloitte, EY, KPMG, Linklaters, Loyens Loeff, Norton Rose Fulbright, Bonn Steichen & Partners, Arendt & Medernach SA and PwC.

Young tax professionals interested in joining the Tax YPEL to shape the future of the PE/VC industry are requested to fill in the following application form on the LPEA website. Tax nerds are welcome.

Statistics

Technical topics discussed during our 2021/2022 meetings:

- Tax deal reached on Pillar 1 and 2 OECD proposals;
- ATAD 1: Discussion around the details provided by the tax authorities in their Circular Letter regarding the application of the interest limitation rule and scope of such rules for securitization entities
- ATAD 3: proposal of a new directive dealing with shell entities
- DAC 6: Practical feedback and sharing of experience under the form of a round table
- Transfer pricing / operational: Overview of the structuring and remuneration model between fund, general partner, AIFM and investment advisors
- Case law: Interesting case law on account 115 contributions and the application of the participation exemption regime



Franz Kerger

We created a platform for “next generation” tax professionals to build long term relationships with peers as well as to discuss hot topics impacting the PE/VC sector.

Past & future Projects

During the year 2021, the Tax YPEL had a great expansion and has prepared and communicated the following:

- “ATAD 3 suggested amendments”: contribution first made at the stage of the EU consultation end of 2021 as well as further to the publication of the draft Directive shared with the LPEA Senior Tax group for a consolidated lobbying action with other professional associations including the Luxembourg investment funds association (ALFI)
- Article on SPACs published on the LPEA’s website in the summer 2021 prepared in collaboration with the newly established Young Legal Tax Group
- Contribution to the Senior tax committee of Invest Europe in October 2021: panorama of the Luxembourg tax treatment

Some of our members have also been speakers or moderators for technical webinars organised by the Tax Committee in 2021 on hot topics such as the ATAD 2 anti-hybrid rules.

The agenda for the year 2022 includes, among others, the preparation of technical notes on key tax topics selected by the Tax Committee as well as short technical videos and podcast that would be available on the LPEA’s website as well as on LinkedIn to share knowledge and shape the future of the industry.

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Caroline Partoune
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Cyril Benassi
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Emre Akan
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Guillaume Schaefer
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Julien Henrion
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Kim Ngo
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Laura Simmonds
Bonn Steichen & Partners

Marion Zeller
Eversheds Sutherland

Oliver Exall
Linklaters

Quentin Donetti
EY

Steve Idrissou
ATOZ Tax Advisers

Thijs Van Dongen
European Investment Fund

Tom Hamen
Loyens & Loeff

Vincent Quittre
Dentons Europe

Tax VAT:

First-Hand Expertise

Value added tax (VAT) is an important element of the overall tax landscape for private equity and venture capital investments. The VAT sub-group is committed to representing and protecting the common interests of LPEA members in relation to the wider scope of VAT related matters.

> In this ever-changing environment where business operations are becoming increasingly complex, keeping abreast of VAT regulations is more critical than ever.

Our team

The VAT working group, as a sub-group of the Tax Technical Committee, has been supporting the LPEA and its members ever since the association was created. Our 15 members share a keen interest in VAT and some of them are even passionate about the topic – yes, it is possible to be passionate about VAT. They meet at least on a quarterly basis (nowadays online) to share and discuss their experiences in dealing with VAT authorities and questions arising from the emergence of new structures and investments.

Members are mainly VAT professionals from Big 4 firms, law firms and other leading service providers, but we also have a small number of tax/VAT specialists from PE houses who contribute to the discussions. It is safe to say that the VAT group members work both with one another and with other LPEA members successfully, as they are able to share and circulate first-hand information.

Our goal

The main goal of the VAT working group is to seek legal certainty for the VAT treatment applying to specific transactions that are highly relevant for the private equity and venture capital sector. Furthermore, the focus is on protecting and maintaining the level playing field of Luxembourg as a fund centre when it comes to VAT-related matters. This often requires cooperation with other technical committees or other professional associations, both in Luxembourg and at European level. Regular discussions are held with other VAT working groups or task forces, at ALFI and EFAMA for instance.

Our recent achievements

As you may know, the VAT rules applicable to financial and insurance services are undergoing a full review at EU level. The LPEA took part in the **public consultation** initiated by the EU Commission regarding FS reform, mainly to support the fund management VAT exemption as well as the related practice developed over decades in Luxembourg.

Furthermore, in June 2021, the VAT group held a **webinar** for LPEA members where our specialists detailed the recent developments from the Luxembourg Courts including some interesting clarifications on the VAT exemption for intermediary services and the input VAT recovery position of holding companies.

Our focus for the coming year

In the near future, we will continue working on critical areas for the sector in Luxembourg as well as focusing on new challenges.

The EU Commission has also initiated the **"VAT in the Digital Age"** programme, which covers 3 main topics, namely VAT reporting obligations and e-invoicing, VAT treatment of the platform economy and single EU VAT registration. The programme is a response to the digitalisation of the economy and the new challenges that this poses to European tax authorities and the EU VAT system.

As regards fund-related case law, the CJEU has already analysed the fund management exemption in several cases. Its most recent decision in the joined cases K (C-58/20) and DBKAG (C-59/20) was released in 2021; however, the local Austrian decisions covering the final conclusions were only published in February 2022. The VAT working group will be **cooperating with the EFAMA and ALFI VAT working groups** to obtain clarifications from the VAT authority, including in Luxembourg, regarding the local approaches and practices in connection with these major decisions.

Furthermore, we also plan to start working on interactions between **VAT and transfer pricing,** considering possible cross-border audits by the authorities in the future.

Of course, in the event of new case law or relevant changes to the legislation, we will arrange further events for LPEA members and/or for other committees to provide the representatives of the sector with useful and relevant VAT information.

What is the outlook for the sector from a VAT point of view?

As mentioned above, **FS reform** which can result in a VAT revolution for the fund industry is high on our radar. The European Commission's timetable for the review of the VAT rules applicable to financial services indicated that a proposal for a VAT directive would have been submitted to the Council in the fourth quarter of 2021. However, the initial schedule was revised and the proposal is **not expected until 2023**. Therefore, in the meantime, we are further protecting and developing the current VAT practice and designing solutions to new challenges (e.g. possible new requirements from a digitalisation point of view).

Marie-Isabelle Richardin
Chair
PwC

Anne-Cecile Jourdren
Aztec Group

Antonio Merino
Baker Mckenzie

Bérengère Delabre
Providence Equity Partners

Boris Lemiegre
EQT

Cédric Tussiot
Deloitte

Elona Ajdari
Cinven

Francois Antoine
TS&P

Jacques Verschaffel
EY

Julie Carbiener
Simmons & Simmons

Julien Thomas
Alter Domus

Maria Anna Nonweiler
KPMG

Michel Lambion
Deloitte

Olivier Coulon
Loyens & Loeff

Thomas Julien
Alter Domus

Thibaut Boulange
ATOZ Tax Advisers

Market Practice & Operations Committee:

Laurianne Delaunay, Alexis Wolf, Hind El Gaidi

Tapping into the Luxembourg Expertise

> You must be the change you wish to see in the world.
>
> Ghandi

The Market Practice & Operations committee has been created in 2015 and is the aggregation of professionals within the asset management industry in all its facets and functions. As the operations of a fund involve many competencies, the diversity in background and roles of the participants reflects the state of the industry.

Within this group, we have seen other committees created from working groups as it received traction from the members, and also driven by the interest in the market. In 2021, the Risk Management Committee was spun off the Market Practice & Operations Committee. And prior to that, it was the Accounting and Valuation committee.

Topics discussed within this group range from small operations and practical topics like opening a back account, finding a depositary bank, etc. To wider and very technical topics such how to reflect the impact of ESG in valuations.

Achievements

A webinar in 2020 geared towards the impact of COVID-19 on the valuation methods, followed by a white paper with recommendations for valuation for the PE industry, in support to the IPEV guidelines. In addition, a Survey on new IPEV guidelines and more specifically on the end of Price of Recent Investment was submitted to the main Luxembourg GPs in the second half of the year 2021. The purpose was to understand how GPs are adapting their processes to the new valuation requirements. The Limited Partnership brochure is one of the main achievements over the years. It was launched when the new Luxembourg Partnership regime was launched in Luxembourg and consistently updated.

Laurianne who wants to encourage physical presence got COVID at our first back-physical meeting. This is not considered an achievement but it was a nice try :)

Upcoming projects

The Market Practice & Operations committee is currently looking into the elements hereunder:

- Framework for reflecting ESG into valuations
- Best practices guide for the setup of a fund in Luxembourg
- Update of the Limited Partnership brochure

Future outlook

PE players are growing their teams locally to cope with current market developments, which in turn reinforces the importance of such committees and other initiatives to ensure that best practices are created and shared.

The committee members reflect the diversity of the Luxembourg place: GP, LP, Services providers... Each of them has a key role in the group. Each perspective, each view angle is a source of added value. Sharing the various opinions of the committee with other LPEA committees and clubs and with external market players can only bring awareness of best practices, issues or expectations for Luxembourg PE industry.

Alexis Wolf
Co-Chair
KPMG

Hind El Gaidi
Co-Chair
Astorg Asset Management

Laurianne Delaunay
Co-Chair
Marguerite Adviser

Amir Chakroun
Mazars

Anca Lungu-Negoita
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Anja Grenner
TMF Group

Anne Derouane
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Benjamin Franck
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Brian McBride
Nordic Capital Management

Claude Crauser
United International Management

Fabio Bello
CVC Advisers

Francisco Lopez Santi
European Investment Fund

Gautier Despret
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Irina Sergeeva
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Jérôme Muller
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Jessica Ott
BDO Tax & Accounting

John Russell
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Khan Shoaib
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Marco Cipolla
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Mehdi Mansoury
Grant Thornton

Michel Rothilde
Castik Capital

Pall Eyjolfsson
Waystone

Philippe Barthelemy
WeInvest Capital Partners

Rafael Le Saux
PwC

Richard Maisse
Link Fund Solutions

Robin Marc
Idi EM Partners

Romain Raimbault
Deloitte

Rosa Villalobos
Macquarie Infrastructure and Real Assets

Shanu Sherwani

Shoaib Khan
State Street

Risk Management: Keeping an Eye Out

Co-headed by Hakan Yar and Jean-Christophe Cabilin, the Risk Management technical committee is composed of 22 Chief Risk Officers and professionals involved in the risk factor of Private Equity. Our objective is to bring together the PE risk community, discuss trends and best practices. For this publication we wanted to share a technical pieces on quantitative market and default risk management. If you recognise yourself in the issues discussed in this article and you want to get involved, by all means contact us.

Quantitative Market and Default Risk Management for Private Equity Funds

Quantitative Market and Default Risk Management for Private Equity (PE) Funds (PEF) are still in an "infancy" phase, or in an "adolescent" one at best. However the regulatory requirements, against all resistance to hard Lobby work, are getting stricter, more demanding.

Hence Quantitative Risk Management models will come more and more in play for PEF and will slowly but steadily reach Banking Regulation level. We will not comment if this is a good or bad development - for Professional Risk Managers this will bring great opportunities but for PE companies it will mean major changes and additional costs, both things most companies dislike.

PEFs consist of portfolio companies (PC) and those PCs have, amongst other, two major risks:

(1) The PC performs below the minimum expected Money Multiple (MoM) and Internal Rate of Return (IRR).
(2) The PC will default/bankrupt (e.g. by covenant breach).

The first risk is a one of underperformance, hence "market risk", which can be measured using expert judgement based scenarios on the Enterprise Value (EV), EBITDA, Debt and where applicable FX rate developments assumptions for the PCs of the PEF - a decrease of the FX rate to the correspondent business leading currency rate of the PEF has a direct impact on the EV and valuation. The EV, EBITDA and Debt have a direct impact on the expected minimum MoM or IRR and of the covenants agreed with the debt funding bank.

These market parameters are generally quarterly calculated in the Fair Value Reports (FVR). Now several scenarios could be designed: in average, the EV goes down by 20% in a recession period or the debt goes up by 10%, then the calculations of the FVR can be reapplied with these changes to get the new MoM, IRR and covenants. These scenarios could be linked to historical crisis events assigned to probabilities.

Now we calculate the percentage Delta of the scenarios to the status quo of the PEF and apply these Scenario Deltas with the current Net Asset Value (NAV) of the PEF. This delivers us by definition the Market Value at Risk (MVaR): MVaRs = Deltas * NAV.

The second risk is a "default risk". For this, a rating information of the PCs provided by a rating agency can be used where available or internal or external default scoring techniques could be applied to get a Probability of Default (PD).

Further, based on the historical performances of older PEFs, the Loss (rate) Given Default (LGD) could be derived. With this approach, also a PD could be derived, which would be very conservative in case.

The Exposure at Default (EAD) is merely the invested cost into the PC or the fair value of the PC.

Jean-Christophe Cabilin

With these parameters, the Expected Loss (EL) could be calculated as follows:

EL = PD * LGD * EAD.

Example: The PC XYZ has the rating "B-", which corresponds to a PD of 7.15%. In the historical performance of the funds before, only 12% of the PCs performed below a critical MoM, hence the LGD would be 12%.

The invested cost for the PC is €180m. Then the EL is: EL = 7.15%*12%*180 = €1.54m.

We repeat this approach for all other PCs in the PEF.

If we sum up all PCs EL we will get the EL of the PEF. Let us assume, the volume of the PEF is €4.5bn and the calculated EL of the PEF be €56m.

For the Unexpected Loss (UL) a Monte-Carlo-Simulation (MCS) could be applied to generate a loss distribution as follows:

The MCS will run N simulations (e.g. 5,000 or 10,000 times) of PC defaults in a very simplistic way. For each simulation and investment an independent uniformly distributed random number z in an interval between 0 and 1 is drawn. Each generated z is compared to the PC's PD. If z <= PD then a default occurred and the complete defaulted volume (defaulted volume = LGD x EAD) is at lost. In every simulation, the defaulted volumes of each PC in the PEF are summed up.

After running N simulations, an algorithm can be used to generate a frequency distribution according to the frequency bins (interval classes) and where it can be stated also the percentiles of the distributions. With this, a portfolio loss distribution would be obtained.

Now, a Default Value at Risk (DVaR) can be calculated by a chosen percentile (e.g. 99%) which delivers by definition the UL.

Be the DVaR99% = €223m of the PEF. If we now divide €223m by €4500m (the PEF volume), then we get 4.96%, i.e. the UL makes 4.96%.

Hakan Yar

The same approach can be used for the scenario MVaR for market risks as described before.

Now risk levels "very low" to "very high" can be defined, for instance as follows:

Very Low: UL <= 3% (of the PEF investment)
Low: 3% < UL <= 5%
Moderate: 5% < UL <= 15%
High: 15% < UL <= 20%
Very High: UL > 20%.

With the above risk levels we can now "determine" if the risk level due to default losses or due to defined market risk scenarios is low or high and can link to each risk level an action plan which are decided by the management and board.

The here demonstrated example PEF would be in a default risk level "low" with an UL contribution to the invested cost of 4.96%.

These risk levels could also be used to define risk limits.

As a last remark: The default risk is the risk of losing the invested equity due to bankruptcy. In a case of a bankruptcy (e.g. by breach of a covenant) the invested equity is in a full loss. Hence the default risk could be also called Equity Risk (which corresponds to the Credit Risk in Banking with the difference that not a Loan is defaulting causing the loss but the invested equity). With this, the DVaR can be also named Equity Value at Risk (EVaR).

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Brian McBride
Nordic Capital Management

Attilio Femiano Chillé
Norvestor Capital Partners

Daniel Nguyen
R+V AIFM

Matthias Engelhardt
Sanne LIS

> Regulatory requirements are getting stricter, more demanding. Hence Quantitative Risk Management models will come more and more in play for Private Equity.

Central Intelligence Committee:

In the Heart of LPEA

Arnaud Bon

The Committee

We had different names in the past, intelligence, MIC, but our mission statement has never changed: bringing specificities and trends of a discreet market space to the management of the LPEA and the market itself. We want to provide our people with relevant market knowledge so they can keep doing their best. We bring the spark of the knowledge. We are the Central Intelligence Committee.

Our goal is to explore the market, understand the background and anticipate future trends. We use all tools available to make this possible. We ride the waves of the market with our committee to support the association.

GP Survey

Our signature work is the GP survey, which captures the mood of the General Partners population in Luxembourg. As a qualitative-focused survey, it allows the association to identify trends and capture future opportunities for Luxembourg.

In our Survey, you may see how Luxembourg is reinforcing its leading position as an alternative fund location. The number of Funds and Fund Managers structured in Luxembourg continues to increase year on year. There is a widespread use of different types of structures which represents well the importance of the Luxembourg “toolbox”. Not surprisingly, the adoption of the Reserved Alternative Investment Fund (RAIF) nearly tripled from 11% in 2018 to 30% in 2021.

There is also a significant increase in the population of Funds above EUR 5bn, evidencing the trend of Luxembourg becoming a reference jurisdiction for large managers. On the other hand, the proportion of mid-sized funds between EUR 100m and EUR 500m decreased significantly amongst the Luxembourg PE fund population.

The market has witnessed an increase in substance with an average head count of 9.6 FTE. 65% of new hires being highly qualified staff.

ESG

Finally, ESG is a key item, and the market is already focusing into the application of these new strategies. We have more recently launched a Market Dashboard, where we continuously analyse the strengths, weaknesses, and opportunities based on most recent market information and signals.

Finally, we support other sistership Committees in their needs for information and statistics in their journey. As such, we have been working to ensure broader collaboration to the ExCom or other committees and initiate surveys and analysis upon request.

Looking forward, and aware of the lack of publicly available quantitative market data, we are aiming at a new harbour in our journey: bringing to the Luxembourg market further transparency and figures to quantify the massive growth which everyone has been experiencing. The journey is long but with all hands-on deck, we will get there!

> Our signature work is the GP survey, which captures the mood of the General Partners population in Luxembourg.

Andrea Montresori

Andrea Montresori
Co-Chair
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Paul Bratch
Sionic

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Veronika Zukova
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Promotion Sounding Board: The Marketing Eyes

Created at the inception of the LPEA, the Promotion Sounding Board – formerly the Promotion Committee – is the place to be when it comes to marketing and promotional activities in the broadest sense. The mission of the LPEA Promotion Sounding Board consists in developing recommendations to further improve the attractiveness of Luxembourg as a leading private equity centre and in implementing promotional activities to enhance the visibility of both Luxembourg and the LPEA.

With a track record of 12 years, the core objective of the Promotion Sounding Board has remained unchanged: to support the LPEA in promoting the Luxembourg private equity ecosystem. Whilst the mission has remained the same, our activities have changed according to the market and its ever-changing needs.

Representing Luxembourg abroad: a time journey

At the creation of the LPEA, it was mainly international transactions and the regulated PE fund structures SICAR and SIF that attracted private equity managers to Luxembourg. Regular seminars in countries such as Germany, France, UK, Switzerland, Italy, Spain and throughout Scandinavia were organised by the Promotion Sounding Board in order to present the Luxembourg toolbox and its service offering. At that time, the need was for general education about Luxembourg as a private equity hub and to provide technical and operational input and discussions, followed by a gathering of all participants for networking.

The entry into force of the AIFMD in 2013 progressively triggered increased attention upon Luxembourg as the place of choice for private equity (PE) within the European Union. Luxembourg was enabled to establish itself as a unique jurisdiction able to host complex fund and acquisition structures. The introduction of the limited partnership (SCSp), and the reserved alternative investment fund, have substantially increased Luxembourg's attractiveness and contributed to its reputation as a funds' centre. Since then, the Promotion Sounding Board has continued to organise its regular events abroad and has started to successfully co-operate with local alternative investment associations in the organisation of such events.

Luxembourg has seen many more reforms and changes in its regulatory, legal and tax environments. PE assets under management have grown exponentially as has the presence of middle offices.

The start-up world is now flourishing and complements the PE community. The awareness of and the knowledge about Luxembourg has increased, and Luxembourg is now viewed as an essential jurisdiction for PE. Our seminars have developed and provide more technical, in-depth discussions for a better targeted audience.

Networking and exchange amongst market peers were always an important part of our events abroad. Next to technical seminars with a subsequent networking event, the LPEA started to provide more intimate cocktail receptions in high-end venues such as the Luxembourg Embassy in the country being visited, or the exclusive venue of some of our LPEA members. These have proven very successful.

Starting in 2020, the COVID-19 pandemic greatly affected the format of our international seminars. The LPEA has managed to keep in touch with our partners, clients and prospects abroad by organising several webinars – some of them in co-operation with the respective local alternative investment association. At the date of this article, we dare to hope for the end of the pandemic, and are happy to have already initiated three networking cocktail events, in Milan, Paris and Munich.

The Promotion Sounding Board is well-aware of the need to network and meet in person. We will therefore have further receptions abroad with a targeted audience and the opportunity for in-depth exchanges amongst our peers. Going forward, we will organise two types of events: physical, on-site events with an emphasis on networking, and virtual, on-line events with an emphasis on technical discussions.

Communication and public advocacy

We do not focus exclusively on international seminars. The LPEA Promotion Sounding Board drafted the first edition of the LPEA Private Equity brochure and nowadays provides a regular update with the valuable input of several technical committees.

We also produce the quarterly Private Equity Insight Out magazine and prepare activities around public advocacy, ranging from the LPEA Carried Weekly to a high-end event with relevant members of the Luxembourg government. We support the LPEA team in preparing key actions such as the Insights Conference, the sponsorship package, the LPEA website, social media and others.

Our members

We are very happy to have a strong and diverse membership in the Promotion Sounding Board. Several of members of our group have been with it for many years, and some for over a decade. The group meets every month, and a good, productive working spirit prevails.

Thank you to everyone who is, or was formerly, a member of the Promotion Sounding Board. We all have contributed greatly to our standing today. Today, we number 24 members and are open to welcoming more, so please contact us if you wish to join.

Upcoming projects

The Promotion Sounding Board has a number of projects of different importance and magnitude, and these change and evolve over time. As mentioned above, one of the first goals of the Promotion Sounding Board is currently to launch the post-COVID era in terms of events and communications, and to get back to the pre-COVID cruising altitude.

Another project is to assess and improve the LPEA public advocacy activity, be it in terms of raising awareness of the benefits of private equity with the general public, or in maintaining and developing connections with Luxembourg and foreign decision-makers.

A specific ongoing goal which is in the process of being reactivated is an assessment on the efficiency of the LPEA's communication strategy, and the role of the Promotion Sounding Board in that strategy.

Future outlook on sector

The future outlook for the alternative sector, and, in particular, the private equity sector, remains very promising despite general worldwide uncertainties in relation to economic activity and growth. Assets under management are currently anticipated to experience double-digit increases each year for at least the next 5 to 10 years. It is therefore more important than ever to make sure that the private equity sector is well understood by the economic actors, decision-makers, and the public at large.

It will also be key for Luxembourg to position itself so as to be able to follow growth in terms of resources, and so remain as competitive as possible. The Promotion Sounding Board has an important role to play in that respect.

> The core objective of the Promotion Sounding Board has remained unchanged: to support the LPEA in promoting the Luxembourg private equity ecosystem.

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Daniel Engel & Benoit Dewar

PE/VC Depositary Services:

Keeping the Ball Rolling

New Initiative Aims to Standardize Depositary Reporting of Alternative Asset Annual Confirmations

Industry working group comprising banks, non-banks and audit firms targets standardized reporting of private markets fund holdings by depositaries.

A forum of industry practitioners is coalescing on an initiative designed to streamline and standardize depositary reporting of asset confirmations in the illiquid private markets space. Created in 2021, the LPEA depositary working group comprises 18 member institutions including bank and non-bank depositaries and audit firms. It has been working on a template for portfolio confirmations, clarifying the level of information needed for the reporting of alternative asset classes.

This follows a legal requirement in Luxembourg, whereby audit firms request an annual confirmation of assets held in funds from depositaries acting on behalf of those funds. While the legal framework, which includes the Alternative Investment Fund Managers Directive (AIFMD), is clear on the requirements around the duties of the Depositary, market participants were pushing for a practical tool that could be applied across the industry to align annual reporting obligations.

Illiquid Assets and the Reporting Challenge

The complexity arises because, while confirmations[1] for liquid funds holding assets such as cash, bonds and securities, are largely automated and therefore instantly generated by the depositary holding those assets in custody, alternative structures are usually comprised of many holding companies, sometimes resulting in a myriad of structures and entities, which by their illiquid nature cannot be held in custody by a third-party provider.

Depositary teams at bank and non-bank entities are therefore tasked with manually reviewing alternative funds' multiple and varied documents covering the spectrum of assets and putting together reports detailing as much as possible the fund's complex structure, based on the level of information they think should be included in the report.

Confirmations for assets not held in custody, such as Private Equity, real estate, infrastructure and private debt have therefore been the subject of discussions between external audit firms and most depositaries (bank or non-bank) given some reports end up requiring more detail than others, resulting in a lot of back and forth between auditors and depositaries. The LPEA depositary working group is taking steps to streamline the confirmation process and those interactions between auditors and depositaries. This should ultimately increase the operational effectiveness of the stated process.

[1] An inventory of all the asset positions of a UCI or a compartment at financial year end date

> The LPEA depositary working group is taking steps to streamline the confirmation process and interactions between auditors and depositaries.

Proposed Template to Offer a Practical Approach

This follows a CSSF guidance letter in December 2020 about what to include in asset confirmation reports, clarifying many points through their Circular Letter "UCI Financial Year-End Asset Confirmations to be provided by the UCI Depositary", along with other industry bodies such as ALFI, ABBL who also released documents, discussions and guidelines.

Building on these clarifications, the LPEA depositary working group has created a template designed to get auditors and depositories to agree on the minimum to include in these reports and which aspects need to be confirmed for the main alternative asset classes. It is envisaged as a market standard template about what to include in the confirmations report from a practical standpoint.

As part of the working group, banks and non-bank depositaries with significant exposure to alternative asset classes, focused on two targets in relation to the template:

- Setting a minimum quality standard for yearly depositary confirmations for alternative assets.
- Clarifying a maximum of topics and bring to the minimum discussions between depositaries and auditors about the content of the yearly confirmations late in the process during the decisive period of financial statements production.

The template also proposes comments to be included in the confirmation should some documents be missing for the depositary to confirm the existence and the ownership of the asset. In some cases, the auditor and the depositary may agree to extend the content of the confirmation for the sake of efficiency and in the interest of the client.

Next Steps

The template document is currently in final review and is expected to be published in the second half of 2022. It should hopefully allow auditors to anticipate any potential gaps in the information requested. The next step is for the working group to discuss and seek endorsement for the template from industry bodies such as ALFI.

LPEA

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Private Debt:

The Fastest Growing Alternative Asset Class

Gautier Despret

© D.R.

> Private debt is moving to second place replacing real estate and just behind private equity.

With an increase of AUM over 40% per annum for the last two years reaching over EUR 182 bn in Luxembourg, private debt is the fastest growing alternative asset class. On a worldwide basis, over the coming weeks, all experts expect private debt moving to second place replacing real estate and just behind private equity.

What

When it comes to valuation of private debt assets, it is essential to keep in mind the great diversity that characterizes the asset class. Private debt first appeared in Europe as an add-on to the evolving bank-lending model. It originally concentrated on middle-market direct lending strategies, essentially comprised of senior debt instruments. The asset class then rapidly expanded across the entire spectrum of credit markets, from mezzanine to unitranche, special situations and opportunistic strategies, distressed debt, venture debt and secondaries. This also means a variety of underlying assets. Private debt instruments come in many shapes and forms, each with their own risk and return profile. Value may also be driven by special considerations, such as the addition of equity kickers, the co-existence of private and public debt securities, the quality and enforceability of the underlying collateral, and the varying degree of liquidity of the assets.

When

In December 2020, Marie-Laure and Gautier convinced the LPEA's Executive Committee to revive the existing debt committee to promote the Luxembourg private debt place around hot topics. To differentiate this committee from the previous one, Marie-Laure and Gautier contacted asset managers active in the private debt industry and Luxembourg-based service providers (auditors, lawyers, accounting firms) to represent the marketplace.

Why

The goal of the debt technical committee is to focus on hot topics having direct or indirect impacts on the full spectrum of the private debt industry. Doing so, the debt technical committee makes the voice of the Private Debt market heard and raises awareness on the specificities of this asset class. At current date, the members are discussing topics covering the valuation models dedicated to private debt, the retailization of funds, the tokenization, the amendment of the securitization law, the ESG assessment among others.

Depending on the matters to be discussed, the committee is divided into sub-groups to increase the participation, to create efficiency, to promote and encourage the exchange of views and to allow each member to provide the group with their expertise and experience on each discussed matter.

Who

To keep the committee very active and manageable, we have decided to limit the participation to 28 members with a full gender and industry representation balance. The committee is composed of highly experienced and well-regarded debt experts comprising representatives from Allen & Overy, Arendt & Medernach, Clifford Chance, Elvinger Hoss Prussen, Alter Domus, IQ-EQ, Aztec, Waystone, Tikehau Capital, Permira Credit, Celiance, Fund Process, Deloitte, Finimmo, Baker Mckenzie, Carne, HACA Partners, PwC, EY, KPMG, AEW, Bridgepoint, Raiven Capital and Partners Group.

The whole committee meets twice a quarter to define the areas to be covered and the strategy proposed. Then the frequency of the meetings of each sub-working group highly depends on the type and the complexity of the topic under discussion. They generally meet twice a month. During the COVID pandemic all meetings were virtually held via Teams. We will propose the members to be back in a person meeting mode for the coming sessions.

Inter and intra-connection

The committee also ensures an excellent connection with the other debt hubs of the debt sphere by actively participating into common projects with the debt group of the ALFI, the other technical committees and/or clubs of the LPEA, the Luxembourg Valuation Professional Association and Pan-European organization like Funds Europe.

Recently, our valuation debt experts issued a white paper covering the main challenges faced by debt managers while valuing Private Debt instruments. The paper addresses, among others, the influence of the investment strategy, the prevalence of inherent credit risk over market yield, the failure of traditional option pricing models and alerts on the urgent need for dedicated valuation guidelines tailored for this asset class.

The committee has been consulted to provide the European Commission with comments on its initiative to harmonize the regulatory framework for loan origination AIFs within the EU through the proposed amendments to the AIFMD.

The EU Commission's proposal is now under review by the EU Parliament and the Council of the EU. The text in its current version states that once it is adopted by the EU co-legislators, Member States will need to implement the adopted amendments within 24 months following their entry into force. The committee stays on alert to set up initiatives once the amended Directive will be publicly and officially released.

Marie-Laure Mounguia

Debt

EUR 182 bn AuM

41% AuM growth in 2021

Marie-Laure Mounguia
Co-Chair
EY

Gautier Despret
Co-Chair
IQ-EQ

Adrien Rollé
Finimmo

Besar Muhameti
Bridgepoint

Codrina Constantinescu
Allen & Overy

Daniel Engel
Brown Brothers Harriman

Darren Gorman
Waystone

Joachim Cour
Elvinger Hoss Prussen

Julie Schleich
Permira

Laurent Fudvoye
Alter Domus

Lutfije Aktan
KPMG

Mateusz Kubiak
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Samuel Clerc
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Fund Administration:

Luxembourg's Undispensable (and Underestimated) Industry Backbone

TC Fund Administration was set up in November 2021 and is therefore LPEA's most recent "kid on the block". We would have you believe that its creation was somehow connected to LPEA's current CEO, Stephane Pesch, who has a professional history in Fund Administration, and rightly so; in total there are, according to ALFI, 141 central administrators in Luxembourg[1] and 60[2] of them are members of the LPEA. Time to give them a louder voice.

While the total number of administrators is high in absolute terms, a consolidation process already started a few years ago, which is by no means over. On the contrary, this is highly likely to continue over the coming years. As the Private Equity industry is undergoing continuous change - also, but not only, driven by AIFMD – administrators need to adapt to more regulation, quicker and more sophisticating reporting requirements, shorter life cycles, new types of investors, even more severe AML compliance requirements, increasing staff costs and decreasing margins, just to name a few. Some of the answers lie in increased automation, system enhancements, delegation of certain tasks to less expensive jurisdictions, low staff turnover and retention, among other solutions. And while the concept of AIFMs and Depositaries for alternative assets is a product of a still fairly recent piece of regulation and not necessarily needed for each and every Private Equity fund, tasks like domiciliation, accounting, transfer agency and corporate secretarial services remain indispensable for any Private Equity and Venture Capital fund.

Based on the above, the topics hereunder have been identified by all members of the Fund Administration Committee, as the most important ones to address in the coming months:

- **HR-related topics,** such as enhanced trainings for Administration staff (accountants and cosec staff certifications, improve branding and reputation of fund administrators).
- **AML-KYC Due Diligence**, issues covering the creation of a centralized and homogenised set of questions / register for all Lux service providers with the objective to simplify/ standardise DD between them, as well as the discussion of a potential scoping of ISAE3402 certification with the CSSF and audit firms.
- **AML-KYC Practices & Investment Compliance**, with an alignment of AML-KYC Practices amongst service providers around Investor KYC and best practice relating to Investment KYC as a support to inhouse AIFMs
- Approach / involvement of administrators with regard to **ESG reporting**
- **A structured approach towards the CSSF,** ensuring fund administrators are adequately represented with the CSSF as well as constructive dialogue with the regulator concerning typical weaknesses of administrators identified by them.

Due to Covid restrictions, we started our first meetings virtually and are all looking forward to the next meetings, which are scheduled to take place physically again. Speaking on behalf of all committee members, we are sure that everybody is looking forward to meeting again in person and to be able to exchange views and experiences.

[1]ALFI, data as of 31.12.2021
[2]Excludes the BIG4 audit firms that provide accounting services

Anja Grenner and Robert Brimeyer

> While the total number of administrators is high in absolute terms, a consolidation process already started a few years ago, which is by no means over.

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Robert Brimeyer
Co-Chair
AlterDomus

Alex Michael
Cafico International

Andrea Manoli
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Cindy Nguyen
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Claude Crauser
UIBT

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Aztec Group

Johann Ledecq
HSBC

Simon Henin
Grant Thornton

LPEA
Clubs

Aïssata Coulibaly & Aurélien Roelens

ESG: Getting Equipped for the ESG Regulation Challenges

"

A rapidly growing and diverse Club, your partner on the ESG journey.

The LPEA ESG (Environmental Social and Governance) Club (the "Club") was created in November 2018. The ambition of the Club is to foster dissemination of knowledge, exchanges of best practices between participants and to promote ESG in the marketplace. As the ESG discussion matures, the Club also aims to participate in the consolidation of Luxembourg's position as a sustainable finance hub.

A Club which rapidly gained momentum

Over the past 12 months, the ESG Club has grown rapidly with a wealth of members joining with complementary backgrounds and experience in various international ESG organizations or workgroups. This diversity is critical as ESG considerations are strategic, technical, organizational, risk-related, legal, and transverse.

The ESG Club contributions are directed both towards its own members (the most recent example was Expon Capital sharing the challenges and choices in creating their Impact report) and towards the larger place: trainings (e.g. the classes on ESG as part of the LPEA academy), publications (e.g. chapter on ESG and PE written by Blackrock, Astorg and Cube IM for the Green Ethica book of the European Financial Planning Association), participations to panels (e.g. during Farad Finance Forum, Luxflag week event, etc.).

A very dense regulatory framework

One of the obvious challenges the ESG Club intends to help LPEA members with is the introduction of the new EU regulation on sustainable finance. In 2021, we had the opportunity to host a webinar with the kind participation of the Commission de Surveillance du Secteur Financier (CSSF) already providing market participants with insights and clarifications. In the coming two years, many of the regulatory requirements about which the entire financial sector has been apprehensive will become applicable.

Though, at this stage, there are still several points to be clarified. The publication of the final Sustainable Finance Disclosure Regulation (SFDR) Regulatory Technical Standards (RTS), expected by mid-2022, shall unscramble a lot of uncertainties that currently persist. For funds that chose to be categorised as Article 8 ("light green") or 9 ("dark green") of SFDR, pre-contractual documents will need to include the notorious SFDR annex to detail how their investment strategies integrate ESG characteristics or sustainable investment objectives. Periodic reports of such vehicles published after 1 July 2022 will also need to provide the relevant annex and therefore need to implement proper monitoring.

As the templates are not yet final, the CSSF has advised to prepare by setting up monitoring processes based on the existing drafts.

When it comes to the Taxonomy Regulation (TR), light and dark green funds, that made a commitment to invest in environmentally sustainable activities, must include information on the Taxonomy alignment – currently covering only the two climate-related objectives – of their portfolio in their periodic reports since 1 January 2022; the SFDR RTS will standardize the reporting of such Taxonomy alignment as well. By the end of 2022, the Technical Screening Criteria for the other environmental objectives shall be finalized, and Taxonomy publications shall also cover the alignment on these objectives as well, from 1 January 2023 onwards.

Finally, the last resolutions concern the information to be provided in relation to Principal Adverse Impacts (PAIs): at fund manager level, entities that publish information on PAIs, on a mandatory or voluntary basis, shall use the template provided by the RTS by 30 June 2023 when updating the PAI statement on their website, and every year after that; at fund level, pre-contractual documents will need to integrate "clear and reasoned" explanations on whether and how they consider PAIs, from 30 December 2022. Periodic reports shall also include information on PAIs. Navigating those new requirements will require a common understanding. It will require exchanges and brainstorming (e.g. how to define and quantify social benefits? how to align with Paris aligned benchmarks, etc.). Additionally, it will require new tools to collect and treat the datasets (recently for instance a presentation of Greenomy was delivered to the ESG Club members).

Climate action: the clock is ticking fast

Beyond the regulatory challenges, but not disconnected from it, the ESG Club aims to reinforce its work around climate mitigation (the first dimensions of the EU Environmental Taxonomy) by discussing and providing concrete solutions to its members to measure (GHG emissions, avoidance, alignment with 1.5°C trajectories), report and importantly act. It has become blatant that our industry needs to be a stronger driving force to curb the global warming to 1.5°C, as the window to do so is closing fast according to an overwhelming scientific consensus. Real commitments and concrete actions need to be undertaken – some implementable ideas towards carbon neutrality were presented to the ESG Club members by ACT and by Compensate during 2021. The ESG Club will strive to promote solutions to transition our portfolios out of fossil-fuel, a dependency which also has geopolitical implications as highlighted recently.

In addition, following discussion in December 2021, the ESG Club intends to develop a dimension often overlooked: climate adaptation (the second dimensions of the EU Environmental Taxonomy and a leg of Sustainable Development Goal (SDG)13). The second Intergovernmental Panel on Climate Change report published in February 2022 confirmed "reaching 1.5°C in the near-term, would cause unavoidable increases in multiple climate hazards and present multiple risks to ecosystems and humans" and warned of irreversible consequences above. Our economies, our infrastructure, our populations are vulnerable and could be easily pushed beyond current adaptation capabilities.

Horizon watch – Building resilience

In this context, building resilience will encompass physical and technical considerations and often a change of paradigm to avoid building for a world that already no longer exists. Building resilience will also require integrating other dimensions – for instance social equity (the most prominent example of mounting inequalities is the ever-increasing number of climatic migrants) – there will not be resilient development or efficient adaption without a multisectoral and inclusive approach (social justice, biodiversity safeguarding, sustainable land use, etc.), in other words without all working on all SDGs. As one of Europe's leading financial centers, Luxembourg is expected to continue to be active when it comes to bringing sustainable finance into the mainstream of the investment decision making process. The sustainable finance roadmap 2022-2024 published by the European Securities and Markets Authority (ESMA) on 11 February 2022 has highlighted 3 main priorities including building the capacities of regulators in individual member states in relation to sustainable finance. The Club aims to contribute to supporting not only its members but also the CSSF when it comes to tackling greenwashing and promoting transparency.

Aissata Coulibaly
Co-Chair
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Aurélien Roelens
Co-Chair
Cube Infrastructure Managers

Adriana Balducci
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Anne Canel
Oger Investissements

Antonietta Koschwitz
Alpha Private Equity

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Coraline Mabilat
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Elodie Ruche
ING Luxembourg

Eric Binon
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Francesco Cavallini
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Galaxy Mayani
Carne Group

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Gregory Fayolle
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Jane Wilkinson

Jane Wilkinson
Bridgepoint

Josepha Damoiseau
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Julie Castiaux
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Julie Pelce
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Kanishk Walia
MiddleGame Ventures

Lisa Klemann
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Luca Bagiotti
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Maren Stadler Tjan
Clifford Chance

Maria Tapia
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Maricia Engelbrecht
Intertrust

Marina Mouravieva
Odyssey Impact Investments

Matteo Squilloni
European Investment Fund

Nicolas Milerioux
Encevo

Nicolas Pradel
Stibbe Avocats

Nicoletta Centofanti
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Pascal Geiter
Allianz Capital Partners

Patricia Schon
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Paul Bratch
Sionic

Renaud Oury
Apex Group

Riccardo Incani
Intertrust

Sandra Legrand
Alter Domus

Stéphane Badey
Arendt

Thierry Somma
Simmons & Simmon

Virginia Strelen
Vistra

Xavier Blouin
Société Générale

Private Equity For Women

Manon Aubry & Nicolas Gauzes

PE4W is the club to be.
The club you can speak about
As for diversity, we are the champions.

We challenge our industry for equal opportunities,
Private Equity can go a long way but still has to.
Will you do the fandango?

Our industry is too dynamic to have old fashioned attitudes.
Still people say, welcome to the jungle:
This is a man's, man's world…
We say it will be nothing, nothing without a woman.

Private Equity rocks, Private Equity swings, let's dance!
But will women be invited to the prom night party?
We say the party don't start 'til they walk in.
LPEA took the Pledge: No woman, No panel.

There may be no more Barbarians at the gate,
But still women knocking on the door to get in.
We'll leave the door wide open.
We'll build the network.

She thinks, I Want It All
Says like a little prayer, take a chance on me!
We'll take her passion and make it happen.
We'll offer mentoring.

Listen to the music, pace is increasing, tone is changing.
Count on us to get the balance right,
We Will Rock You!

Start spreading the news, she wants to be a part of it
She's king of the hill, top of the list, head of the heap
She'll make it in PE, because she'll make it anywhere
It's up to you.

Is this just fantasy?
We know. Do you?

It Takes Two To Tango

"After all, Ginger Rogers did everything that Fred Astaire did. She just did it backwards and in high heels."

Ann Richards

Manon Aubry
Co-Chair
RSM

Nicolas Gauzes
Co-Chair
Linklaters

Aissata Coulibaly EY	**Anna Gassner** Luther Law Firm	**Alexandra Slack** Norton Rose Fulbright
Barbara Martin Intertrust	**Caroline Notté** NautaDutilh	**Caroline Pimpaud** DLA Piper
Charlotte Haars-ma-den Dekker Loyens & Loeff	**Christine Panier** European Investment Fund	**Claire Guilbert** Norton Rose Fulbright
Codrina Constantinescu Allen & Overy	**Danièle Buchler** Linklaters	**Elisabeth Patiño George** Norvestor Capital Partners
Florence Forster Linklaters	**Francesca Grana** Riverside	**Helene Noublanche** Coller Capital
Jean Bermon Edmond de Rothschild Asset Management	**Laura Minelli** KPMG	**Laura Zahren** KPMG
Laurent Hengesch Ilavska Vuillermoz Capital	**Lindie Fourie** Sanne Group	**Margherita Hausbrandt** Baker Mckenzie
Margot Ripoll AssetMetrix	**Marie-Isabelle Richardin** PwC	**Mathieu Perfetti** Threestones Capital Management
Mélissa Kdyem Clifford Chance	**Michelle Barry** Maples and Calder	**Olga Huizinga** Deloitte
Pamela Valasuo TMF Group	**Rajaa Mekouar** Norbert Becker	**Sandra Legrand** Alter Domus
Sarah Stein European Investment Fund	**Sophie Martinot** Edmond de Rothschild Asset Management	**Solenne Niedercorn Desouches**
Sofia Lindqvist GSK Stockmann	**Sophie Vanesse** Deloitte	**Thierry Somma** Simmons & Simmons Luxembourg
Tokbag Mevlüde-Aysun Wildgen	**Vanessa Camilleri** Partners Group	**Veronika Zukova** Societe Generale Securities Services

Pascal Bouvier

Venture Capital:

A Brave New VC World In Luxembourg, 2022 And Beyond

The Venture Capital Club is co-headed by Pascal Bouvier, Alexander Tkachenko and John Holloway. We are all delighted to have been given the opportunity to help the LPEA, the VC Club, its members and the entire entrepreneurial sphere to grow and to structure themselves going forward.

We decided to launch a series of webinars around digital assets for the calendar year 2022. We have already delivered two of them. The first, centered on legal, accounting, valuation and audit issues. The second centered on compliance, liquidity/investment and market making issues. We are planning on delivering one or two additional webinars on digital assets for the remainder of the year, the potential subjects being custody/depositary services, VASPs, EU regulation and tax. The first two webinars were successful and we encourage you to view them on the LPEA site if you did not have the time to attend. I also encourage you to be on the lookout for the next webinars – all must sees as you educate yourself on the word of digital assets.

The VC Club started working on a white paper on how to grow the VC ecosystem in Luxembourg. We started working on this white paper in collaboration with Stefan Rech from EY and we will gradually share it with other experts in various fields such as taxation, banking services, venture investing, company formation, compensation, business angel investing, entrepreneurship… Our goal is to share this white paper with the entire VC Club membership, and to eventually formally present it and our findings to the Ministry of Economy and the Ministry of Finance of Luxembourg. Stay tuned as we will share more information on this project with the VC Club members shortly. The purpose of such white paper is to present a series of recommendations on startup creation, Venture fund creation, business angel-Venture fund partnerships and collaboration, corporate investment and commercial partnerships with startups and venture funds, corporate R&D, venture and entrepreneurship education in general. Indeed, this approach takes a holistic view of the entire innovation value chain.

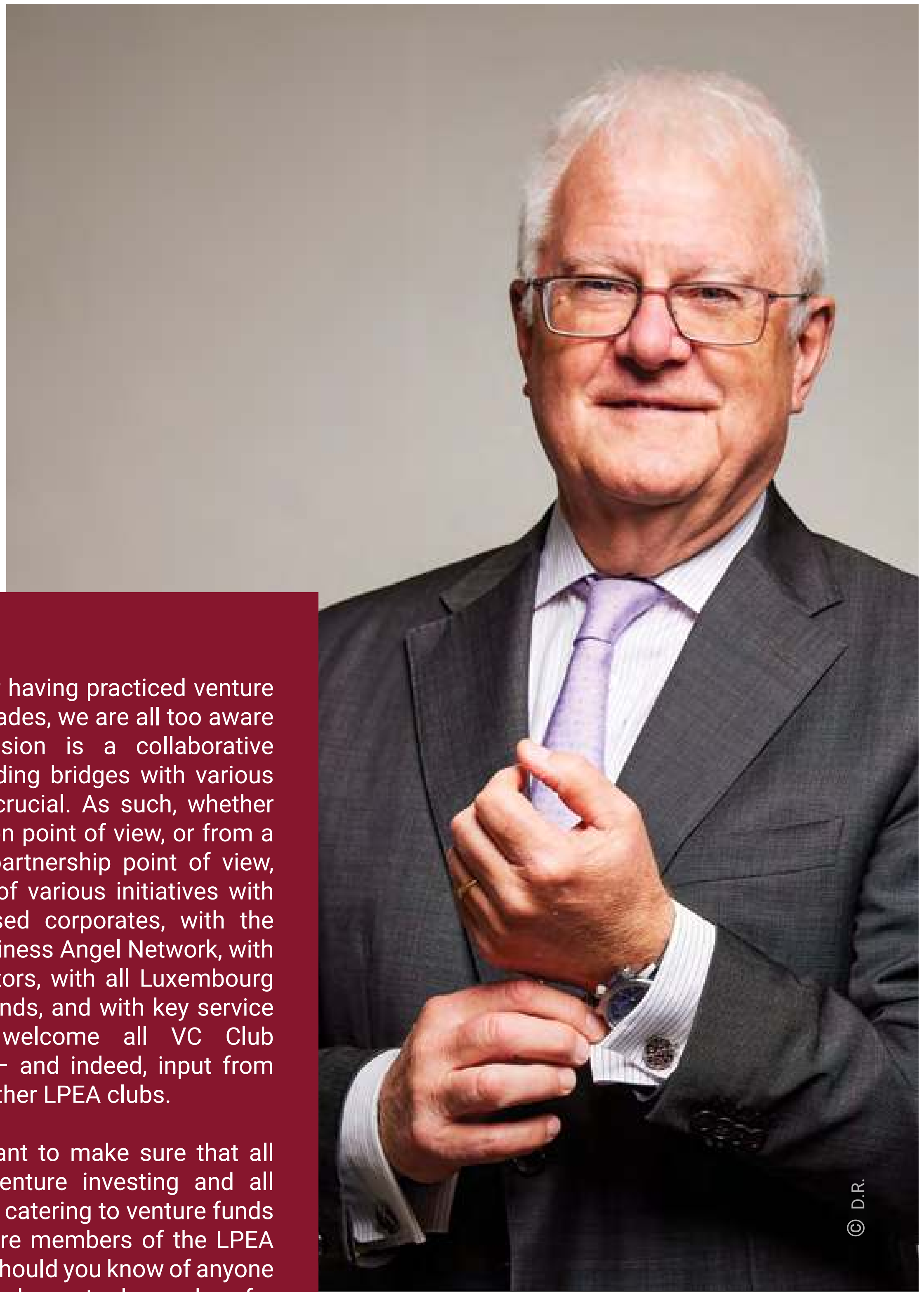
> We are all too aware that our profession is a collaborative one. Hence, building collaboration bridges with various stakeholders is crucial.

Alexander Tkachenko

Earlier in the year, the VC Club contributed a note with suggestions and recommendations on valuation methodologies as they apply to early stage startup investing and in particular on the IPEV 2018 framework. Jerome Wittamer from Expon, and Hans-Jürgen Schmitz from Mangrove were kind enough to help and contribute to the VC Club's written comments. These comments were submitted to the executive team of the LPEA who in turn shared them with Invest Europe. We shall undoubtedly contribute further to technical issues confronting our industry and our venture capital profession in Luxembourg in the future.

We have been thinking about various initiatives to strengthen the Luxembourg venture ecosystem. Most of our thoughts have focused on education. Education of university students interested in investing in general and venture investing in particular, education of service providers, and education of financial services incumbents. A VC Club members discussion is in order on this topic and will work towards organized an adequate forum for such an endeavor.

Additionally, we will soon email all members to ensure we take into account all their desires, needs and interests, and include them in our upcoming initiatives.



John Holloway

Incidentally, after having practiced venture investing for decades, we are all too aware that our profession is a collaborative one. Hence, building bridges with various stakeholders is crucial. As such, whether from an education point of view, or from a more concrete partnership point of view, we are thinking of various initiatives with Luxembourg based corporates, with the Luxembourg Business Angel Network, with various accelerators, with all Luxembourg based venture funds, and with key service providers. We welcome all VC Club members input – and indeed, input from members from other LPEA clubs.

Finally, we all want to make sure that all GPs active in venture investing and all service providers catering to venture funds in Luxembourg are members of the LPEA and of our club. Should you know of anyone not an LPEA member yet, please do refer them to us and we will reach out and start the recruiting drive.

Until our next meetings and our next VC Club webinar! Do not hesitate to contact us directly should you have any questions.

Alexander Tkachenko
Co-Chair
2be.lu Investments

John Holloway
Co-Chair
LPEA Advisor

Pascal Bouvier
Co-Chair
MiddleGame Ventures

Amélie Madinier – CA Indosuez Wealth Management

Andrea Manoli – Vistra

Antoine Servais – EQT Fund Management

Benjamin Bada – CMS

Benjamin Tillier

Bjorn Tremmerie – European Investment Fund

Brieuc Malherbe – PwC

Fabienne Roussel – Versalius Biocapital III Partners

Hans-Jürgen Schmitz – Mangrove Capital Partners

Jean Bermon – Edmond de Rothschild Asset Management

Jean-Marc Fandel

Jean-Philippe Smeets – Baker Mckenzie

Jeffrey Kolbet – Elvinger Hoss Prussen

Jérôme Wittamer – Expon Capital

Ken Pentimonti – Paladin Capital

Laurent Hengesch – Ilavska Vuillermoz Capital

Laurent Marochini – Société Générale

Stefan Rech – EY

Marina Mouravieva – Odyssey Impact Investments

Mateusz Kubiak – Celiance

Maurice Elisha – Raiven Capital

Mayank Podar – Waystone

Nicolas Milerioux – Encevo

Patrick Kersten

Solenne Niedercorn – Desouches

Philippe Augustin – BGL BNP Paribas

Riccardo Zorzetto – IQ-EQ

Romain Lanners – POST Luxembourg

Shpresa Miftari – Carne Group

Luca Baggioli & Joshua Stone

Large Buyout Club:
The Think Tank

In the late summer / early autumn of 2019, representatives of the LPEA reached out, through their network, to EQT and Carlyle, to ask support in creating a GP exclusive LPEA club whose primary purpose would be to represent and defend the interests of the largest Private Equity players in the Luxembourg market. The club would be a place where such players could meet and network periodically to discuss those topics that are most relevant to them and their businesses. One could ask the very valid question as to why such a club had not existed until this date. The likely answer to this is that while many Private Equity players had existed in Luxembourg in one way, shape or form, the fact is that the advisers and service providers to such firms outnumber them. They have therefore had a larger voice in groups such as the LPEA. Furthermore, with AIFMD and new tax legislations over the past decade, Luxembourg has attracted more and more decision makers and influencers within these firms to Luxembourg. The time was therefore ripe to come together and begin collaborating as a united industry, promoting communication, exchange of ideas and problem solving.

Sara Huda, then head of the Carlyle Luxembourg office, and myself, Joshua Stone, then Director in charge of Portfolio Management at EQT, were appointed as co-chairs of the group with the first meeting being held in October of 2019. Since launch, Luca Baggioli of Carlyle has replaced Sara as Co-Chair of the club.

One of the initial topics we discussed focused on People; how do we attract the best talent to Luxembourg? It is not a secret that for alternatives, the country has historically been much closer to back office activities than those of the front office. Given that expectations around substance have changed, there comes also a need for different profiles which may not necessarily be available in Luxembourg or that may otherwise be in short supply compared to demand. Another high priority topic when it comes to People is diversity, particularly when it comes to gender diversification. The Private Equity industry has always employed a much larger proportion of men than women but with such a high focus from investors, regulators and the broader population as well as a general acceptance that diversity drives better business, many players are looking to make up this deficit by heavily investing in woman which similarly comes with a supply / demand imbalance.

> The time was ripe to come together and begin collaborating as a united industry, promoting communication, exchange of ideas and problem solving.

In March 2020, the industry was hit with COVID and all the uncertainties that came with it. Were we well prepared with my business continuity plans? Were we prepared from a digitalization / technology perspective? Were our portfolios of investments prepared to withstand such a downturn in the economy?

Do we need to worry about our investors not being able to fund any of their commitments? Will we be able to draw on debt financing as required if our companies have immediate needs we will not be able to provide? And while not immediate, it became very quickly evident that managing the mental wealth of our staff was a challenge in this remote working environment. All of these topics were on the agenda of our various virtual meetings where we shared our own concerns and solutions.

Once remote working became the norm, things settled and investment activity increased at a rather unexpected pace across the board.

The uncertainties in the market exposed quite some opportunities and as most firms had paused on hiring new staff during the early months of the pandemic, many in the market were not quite ready with the necessary staff to manage such activity, at least not in the short term. In exchanging ways of dealing with this, it was evident that secondments from both Law firms and Big4 firms were used to fill the gaps in staffing.

To this day, it seems there is quite some deficit still in supply of necessary resources that are being back-filled by secondees, which has seemingly led to Managed Services as a new business model, or at least one which has gained additional attention and investment.

As a result of the increased activity and shortage of qualified staff, the group had several conversations then around manager's outsourcing models. How much do we outsource? Do we outsource to best in breed players in each jurisdiction in which we operate? Or do we go for the one stop shop, even if it means they may not be able to provide the best offering for each service we're requesting?

Should we consider Managed Services to support the analysis of the data that we get from our administrators? With these questions comes the added layer of how we then manage and oversee the relationships as is our fiduciary and regulatory responsibility. What is the expectation of our investors? The regulator? The conclusion is that there are many different ways of approaching this by the market players at the moment but you start to see a maturation of the market when it comes to these topics.

With the very quick shift from office life to working from home, there has been an increased interest also in digitalization spanning many aspects of our life at work. We've sought out and acquired more companies with a digitalization angle, worked with our advisers to see what opportunities are available to us to improve our ways of working, pushed our service providers to work in a more agile, digitalized way and more and more of us have moved our own operations to the cloud. With this comes a heightened interest in security of our and our investors data but you also see a lot more maturity in the market around these topics which makes the leap to a digitalized world a bit easier.

Since the launch of the club, there have been a few changes in regulations such as SFDR together with increased security around some other regulatory topics such as AML/KYC, especially when it comes to diligence on the assets themselves. The latter topic in particular has been one causing much debate and discussion whether the additional administrative burden is in fact achieving the goals it is meant to achieve or if there would be a more efficient and effective way to approach such requirements. I believe none of us wish to facilitate any form of money laundering and we all understand the importance of knowing the clients we are dealing with and their UBOs, but the means to prove you have that knowledge has continually become more and more complex and burdensome.

Throughout our journey, we've invited various service providers / advisers to present hot topics to our club members. A&O spoke to us about limiting liability in SPVs as well as AIFMD 2, PwC spoke to us about SFDR, Deloitte spoke to us about undue costs. We always do ensure we find the right balance though and lean much more toward exchange of information on a GP exclusive basis.

To date, the committee has proven successful in attracting a wide range of Managers in the Private Equity industry and is currently composed of 26 members (i.e. EQT, Carlyle, Blackstone, Apollo, Warburg Pincus, Castik Capital, Triton Partners, TPG Capital, Pai Partners, Montagu, Lone Star Luxembourg (LSCI), IK Partners, CVC Capital Partners, BC Partners, Eurazeo, Castlelake, 3i Group, Astorg, Cinven, Swancap). We are always looking for active members who are willing to participate in and add to the continued success of this club.

Joshua Stone
Co-Chair
EQT

Luca Baggioli
Co-Chair
The Carlyle Group

Abdelkader Belkacem
Blackstone Europe Fund Management

Alexandra Matias
TPG

Aline Bapst
3i Investments

Antoine Clauzel
3i Investments

Beyl Vodouhe Estelle
Carlyle

Brero Emanuela
CVC Capital Partners

Claus Mansfeldt
SwanCap Investment Management

Dan Arendt
Castik Capital

Elona Ajdari
Cinven

Fabrice Jeusette
AMI

Giuliano Bidoli
BC Partners Management

Hind El Gaidi
Astorg Asset Management

Johanna Michelot
Montagu

Marc Boulesteix
Eurazeo Funds Management

Maxime Miossec
PAI Partners

Patrick Steinhauser
Lone Star Capital Investments

Pierre-Alexandre Lechantre
Triton Partners

Piotr Andrzejewski
Castlelake

Raquel Guevara
Warburg Pincus

Sandrine Anton
IK Investment Partners

Sébastien Wiander
Alpha Private Equity

Stephen Condon
TPG

Yassine Khechini
Montagu

Single Family Offices: The PE Families

One of the youngest clubs of the LPEA, the SFO Club (Single Family Offices) was founded in November 2018 by Mrs. Rajaa Mekouar, from whom I took over in January 2022.

Claude de Raismes

> LPEA estimates that approximately 100 SFOs are based in Luxembourg, with a wide range of nationalities and configurations.

SFOs in Luxembourg

The SFOs are an important part of Private Equity in Luxembourg, both in terms of number of players and volume, but also in terms of assets under management. LPEA estimates that approximately 100 SFOs are based in Luxembourg, with a wide range of nationalities and configurations, ranging from simple SOPARFI structures to sophisticated regulated entities.

The SFOs share certain common characteristics, such as "patrimonial" investments - sometimes long-term and sometimes opportunistic as well. These investors tend to be entrepreneurial families, often very sensitive to reputation and the ESG footprint.

Mission of the SFO Club

The SFO Club's mission is to bring these SFOs together and to establish a privileged network for the exchange of ideas and best practices. It typically includes the organisation of events dedicated to SFOs where talent, funds and ideas come together. During these exclusive events, the SFO members not only have the opportunity to meet each other, but also to get acquainted with professionals from Luxembourg and abroad, who influence PE/VC market. For the moment, we are a small club of about twenty members, which is just asking to grow.

One of our last events was a "fireside chat" with Mr. Matthew Fleming in the Cercle Munster in April. Mr. Fleming is a partner in Stonehage Fleming (a wealth advisory company targeting families), himself the fifth generation of the Fleming family office, and a former professional cricketer. We had a fascinating exchange with someone understanding the SFOs from both a personal and a professional points of a view, followed by a small cocktail in the hushed private salons of the Cercle Munster. We will organize other events of the same type during the year, alongside the events that the LPEA also organizes.

Please note that the SFO Club follows "Chatham House rules". When a meeting, or part thereof, is held under the LPEA, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed.

Bright outlook for Luxembourg

Over the past decade, family offices have evolved considerably, leading them to borrow more sophisticated, institutional-like practices and vehicles in their wealth and investment structuring. The stability of Luxembourg´s financial and regulatory regime is a key attraction for families choosing to set up operations in Luxembourg, in addition to its location at the very heart of the European Union. We look forward to meeting these families and having them join the SFO Club!

Wealth Management Club: Educating And Opening Doors

Both Private Equity and wealth management markets continues to grow significantly. By 2025, HNWIs will account for more than 10 per cent of all capital raised by Private Equity funds and the total AUM of individual investors in Private Equity will be 2.4 times larger than today, rising to USD1.2 trillion. LPEA's Wealth Management club aims to empower stakeholders across Luxembourg financial center through various initiatives seeking to further assess, connect and educate on such market opportunity.

Private Equity investment is more than just a trend for wealth management

The fund management industry has significantly grown over the past few years, especially in Luxembourg. Assets under management are reaching records almost every year, primarily driven by the expansion of the alternative industry – and in particular arising from the rapid growth of the Private Equity asset class. With the emergence of the Alternative Investment Fund Managers Directive (AIFMD) regulations couple of years ago, Luxembourg has emerged as a leading hub for Private Equity asset and fund management.

In the meantime, one of the most emerging trends that Private Equity has been going through relies in the "democratization" of the asset class from an investor perspective.

> Long term Private Equity investment for patient investors is like growing a tree: give it enough time & significant commitment to enjoy its shade and benefits.

This trend illustrates the opportunity for individual investors to bridge their portfolio diversification gap, as most of them still have relatively low allocation to alternative investments. Attracted by resilient performances and exposure to the "real economy", individual investors are increasingly looking to invest beyond traditional asset classes, as experienced by Marco Cameroni (Head of Wealth Planning Solutions, Société Générale Luxembourg). "We see more and more interest from our international private clients in Private Equity", he explains.

Mathieu Perfetti & Elena Cuesta Urquia

On the other side, there is an increasing number of initiatives to support high net worth individuals to access the asset class. "The trend is clear, Private Equity is becoming more and more accessible and private individuals will increase their allocation over time, which positions the Wealth Management industry in a bright spot", notices Jérôme Zahnen (Investment Advisor, Banque de Luxembourg).

Marco Cameroni confirms the fact that the attractiveness of Private Equity will make it an integral component of the Private Banking offering. Nonetheless, there are still numerous challenges and obstacles facing different stakeholders, including significant investment minimums, difficulties in accessing opportunities as well as some lack of support and education to understand the ins and outs of Private Equity investments.

Priscilia Valtaer (Associate Partner, EY) also highlights the importance of innovation and implementation of cost-effective integrated investment solutions. "The disinterest of investors from traditional investments like listed securities, together with the development of new platforms, will drive the Wealth Management to propose innovative offering through Private Equity", she details. In such context, unlocking differentiated investment opportunities is set as a key priority and main challenge for both individual investors and wealth advisors.

Our mission and convictions

As Private Equity is reshaping wealth management - and vice-versa - Mathieu Perfetti (Head of Private Equity , Threestones Capital) and Stéphane Pesch (CEO, LPEA) founded the Wealth Management Club in 2020 with the goal of supporting wealth management stakeholders to develop their Private Equity offering as well as assisting fund managers to access new source of capital.

"With the increasing democratization of Private Equity investments and the growing demand from private investors, the LPEA Wealth Management Club brings together all relevant financial actors in Private Equity and wealth management to exchange on the needs and requirements of those investors and thereby accelerate the design, structuring and formation of adequate alternative investment products in the Luxembourg market", explains Philippe Theissen (Manager, Deloitte Luxembourg).

As such, Mathieu Perfetti emphasizes that the mission statement of the club to empower stakeholders across Luxembourg financial center through various initiatives aiming to further assess, connect and educate on such market opportunity.

Assessing the market opportunity

Our Wealth Management club is having monthly discussions during which members share their views and insights from their respective field of expertise. It is aimed at monitoring any market evolution and opportunity, as well as to assess the legal, fiscal and structuring framework that Luxembourg is offering. “I have been impressed by the commitments, motivations and good vibes of the team to always be up to date, and even ahead with the new PE trends”, shares Priscilla Hue (Country Head, Cedrus & Partners). Alexandre Hector (Associate Partner, KPMG Luxembourg) also highlights the fact that “this club is representative of the Luxembourg Private Equity “microcosm”: a place where you can easily connect with all stakeholders and debate in a constructive and professional manner to find best way to improve our industry”.

Connecting our ecosystem

From GPs to LPs and third parties, the Club aims to connect the community in Luxembourg while creating interactions in between professionals. “Acting together as market participants through the value chain from front to back will ensure Luxembourg´s success story to continue as an international Private Equity and Wealth Management hub, able to reconcile long-term stability with short-term adaptability”, emphasises Thomas Ertl (Director, KPMG Luxembourg).

We aim to bridge the gap between fund managers and individuals around possibilities provided in Luxembourg, in particular in the field of product structuring and offering but also personal needs on the private wealth side. As illustrated by Michael Roth (Senior Wealth Manager, ING Private Banking), “the Wealth Management club helps to create a 360 degrees approach between all stakeholders locally, which need expertise to understand various products, structures and possibilities. As for instance Private Equity promotor and managers who also have their own private wealth needs”.

Our approach used to be collaborative with notably regular interactions in between LPEA committees and clubs as well as other associations such as Luxembourg Association of Family Offices.

Creating educational content

“The first step to democratization is education. The asset class was, until recently, reserved to institutional investors. In addition, in a “Private” world, information and data is not always readily available, which further complicates matters. The knowledge of individual investors is therefore often limited to basics or to what they have learned through (more or less) sensational media publications. We want to change that” says Elena Cuesta Urquia (Private Markets Specialist, Indosuez).

In this context the club aims to generate educational content. The first webinar on “How to build a PE portfolio” took place in summer 2021, with further sessions planned in the coming months.

So, what is on our roadmap for 2022 & beyond?

The current question from investors is no longer whether to consider investing Private Equity but how to access best-in-class opportunities and scale-up their investment portfolio. In such context, our club members will continue to publish articles and white papers to illustrate this trend but also promote the opportunities and possibilities for Luxembourg as a financial hub.

We will also leverage on the lifting of pandemic restrictions to organise live workshops and seminars, and make sure our stakeholders will get together, collaborate and interact. In addition, two conferences are under organisation:

- The June 2022 event under the theme “Widening access for HNWI & Family Offices to Private Equity”, had for objective of proposing a conference mixing panel discussions and networking opportunities. As illustrated by Alexandre Hector “The distribution of PE to High-Net-Worth Individuals and Family Offices could and should be improved and facilitated. The potential of the increasing interest of HNWI for PE remains highly unexploited and unlocked while significant cash reserves remain not invested. Not only would this support the growth of the alternative sector but as well the financing of the EU economy. During this conference, we want to gather in different panels representatives from our industry and from very different backgrounds to have an open exchange over the current limitations but as well opportunities of the distribution of PE to HNWI.”
- A second conference will illustrate how investment can get closer to passion under the theme “Arts, wines & cars: how Private Equity could go beyond traditional investment in private companies”. ”Whether the objective is collecting, speculating or diversifying an heritage, arts assets usually have a particular relevance for wealthy families or high net worth individuals. As Luxembourg offers an attractive ecosystem in such niche assets - from evaluation to structuring - it will be interesting to have further insights from industry professionals from a discussion which will take place in an iconic location” tells Bertrand Grabish, (Managing Director, Celiance Luxembourg).

Is the Wealth Management Club still open for members?

There is definitely a market opportunity to be captured either from fund managers or individual investors. In order to support this trend, we are always looking for new joiners. Should you have any interest, please feel free to contact us - monthly meeting are organized every last Thursday of each month - jump aboard and be part of the community.

Mathieu Perfetti
Co-Chair
Threestones Capital Management

Elena Cuesta Urquia
Co-Chair
Indosuez

Alexandre Hector
KPMG

Bertrand Grabisch
Celiance

Jérôme Zahnen
Banque de Luxembourg

Julien Marencic
Jera Capital

Julien Thibault-Liger
Lazard Frères Gestion

Laura Simmonds
Bonn Steichen & Partners

Mayank Podar
Waystone

Michaël Roth
ING

Nicolas Sansonnet
PwC

Philippe Theissen
Deloitte

Priscilla Hue
Cedrus & Partners

Priscilia Valtaer
EY

Thierry Somma
Simmons & Simmons

Thomas Ertl
KPMG

Marco Cameroni
Société Générale

Lindie Fourie and Clément Rieutort

HR:

Re-thinking The Workplace

"Recent events provoked a shift in mind-set with an equitable work-life balance considered as a key motivator and the way the office is regarded has definitely evolved.

The LPEA HR-Club was created on 15 September 2020 to bring operational and human resources professionals together to promote Luxembourg as the workplace of choice.

The HR-Club is covering diverse topics during their monthly meetings which vary from defining the key attractiveness of the PE industry to growing our talent or discussing how HR can extend their support to contribute to Luxembourg`s success through various activities, webinars, job fairs, promotion of academy, engaging with consultants and recruiters to understand the market. In addition, a survey on sought profiles in Luxembourg has been undertaken in 2021.

The main finding and trend is the demand for candidates that are more senior and experienced in these fields. As an HR professional platform focused on combining experience to find concrete solutions, our goal for 2022 is twofold:

- Identify how we can promote Luxembourg as a work destination of choice for PE professionals (type of roles, training, work-life balance, compensation...).
- Retain our experienced staff and influence employee loyalty for the new generations (generation Z).

Who are we?

Co-Chaired by Lindie Fourie (Sanne Group) and Clément Rieutort (EY), the club consists of 25 members, 10 in HR, 13 from Business, 1 from HR tech and 2 from recruitment consultancy firms.

Our members work for various well-known players in the market such as Allen & Overy, Astorg Asset Management, BC Partners Management, BCEE, Deloitte, Anderson Wise, DLA Piper, Ernst & Young, Finimmo, Quilvest, Intertrust, IQ-EQ, KPMG, Luxempart, Sanne Group, TMF Group, Zortify.

Some achievements of the LPEA HR Club so far:

- 10 Career Adventure Webinars
- 3 Career Adv. Job Fairs – March & October 2021 & March 2022 with more than 650 attendees from 20 countries.
- 2 articles
- 1 survey
- 8 discussion panels.

Key insights

Our role is to provide key insights on topics that concern us all. A topic that keeps us all occupied currently is the so-called "Great Resignation" but how much is this great resignation and the spiking retention metrics linked to a possible return to the office in Luxembourg? And how can we make this return to the office attractive again? Luxembourg draws talented professionals from all corners of the world in search of career opportunities. With its vast career opportunities, great infrastructure and a multi-cultural international environment Luxembourg has a lot to offer.

Recent events provoked a shift in mind-set with an equitable work-life balance considered as a key motivator and the way the office is regarded has definitely evolved.

Is Luxembourg still attractive when the working environment went from an office-based to a hybrid working environment? Can Luxembourg catch up with this movement and keep this attractiveness?

Sustainable solutions can be found in a combination of well-thought flexibility, an inclusive working environment and office environments that meet people's needs. Stepping away from the traditional desk setup, the office environment should be adaptable to specific tasks. With mobility being Luxembourg's main challenge, perhaps office-hubs, close to the borders ("satellite offices") would offer a welcome and flexible solution.

Hear from our members

Jonathan Soreille has been heading the corporate services department (FinCorp) of Finimmo Luxembourg S.A. for five years and is also leading the HR department.

"In my position of Head of HR, I have been confronted for years with difficulties in recruiting experienced and junior people either for the corporates services department or for the fund administration department. These difficulties increased during the last two years, with the sanitary situation. We have brainstormed a lot with the team on this situation and we have decided to get some advice from our peers.

The question was: How to proceed? We were sure that our case was not isolated and based on that assumption we tried to find an association of HR directors/Heads of HR able to provide us with the expected inputs. An association with which we could share about the different HR challenges that we were facing in Luxembourg and especially for the financial sector. By reviewing the activities and objectives of the LPEA HR Club, we directly understood that this association would perfectly fit with our expectations.

From the first meeting with the other members, I understood that the goal of exchange will be achieved. During this one, we pointed together that the big actors and the small ones (like us) face the same challenges and issues: back to the office, difficulties in recruitment and many other situations. We directly began to share experiences, best practices, tips and tricks. Since then, we have been working together to define the future main lines we would like to develop with the club this year. Even if we are competitors, it is always useful and rewarding to share experience and knowledge with other actors in your sector. You always have to learn from others and it is a good way to improve the HR environment in the financial sector here in Luxembourg.

A large range of companies joined the LPEA HR club, by reviewing our future articles I am convinced that you will be interested in our reflections and our sharing. Moreover, we never know, maybe this testimonial will inspire you to be part of the HR Club or the LPEA.

What`s next?

Please find below a non-exhaustive list of key topics the club identified for this year:

- Development and career progression of our talent.
- Work life balance trends & aspects for new generations (Flexible work, satellite offices…).
- LPEA Internship model (Graduate program).
- Diversity, Equity & Inclusion within PE HR space.
- Onboarding employees in a digital environment.
- Reactivity of our recruitment process.
- Role of recruitment agencies in our current market.

We want you!

We are interested in your view on what you would like to see Luxembourg become or ideas on how we can attract the proper candidates: please contact Clément Rieutort if you want to join the HR Club or take part in one of our calls/workshops.

We look forward to meeting you face to face!

Clement Rieutort
Co-Chair

EY

Lindie Fourie
Co-Chair

Sanne Group

Alberto Meriggio
Deloitte

Aletta Kohalmi
Intertrust

Anja Grenner
TMF Group

Aurely Honicke
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Celine Campi-Blain
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DLA Piper

Darren Robinson

Fèmy Mouftaou
IQ-EQ

Gilles Dallagnol
Allen & Overy

Giuliano Bidoli
BC Partners Management

Jérôme Muller
BCEE

John Holloway
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Laurence Mohy
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Mickael Tabart
KPMG

Nele Segers
IQ-EQ

Paul-Henry Capgras
Astorg Asset Management

Rachel McCorduck
Gen II Luxembourg Services

Sonja Becker

Stephane Toscano
TMF Group

Romain Lanners & Nicolas Milerioux

Corporate Venture Capital:

The Accelerators

European Corporations and obviously Luxembourg-based ones, need to speed up on innovation and digitalisation, not only through enhanced ideation but also by increasing their agility. Disruptive technological trends had started to increase pressure, but the recent pandemic has reinforced the digital transformation of value chains in all industries. Companies need to tap into new digital business models with better customer experience as a focus point. Today, the worlds largest listed companies are mostly digital leaders with traditional industry leaders lagging behind.

A common approach to encourage Open Innovation is through Corporate Venture Capital (CVC) units (or alternatively denominated) which systematically scout and/or invest in technologies and solutions that help streamline existing value chains or complement existing business operations. A number of companies opt for direct investing, other rather opt for partnerships by making investments into externally managed VC funds as a limited partner. The latter may be lesser visible to many but constitutes a strong funding and strategic anchoring base for the broader investment funds' industry.

Luxembourg has seen in the last couple of years some activities being set-up in that field by both public and private stakeholders, initiated from or including Luxembourg-based teams. Some of these initiatives are well covered by the media, others are less visible as they do not necessarily ask or look for external promotion. However, CVC is an important facet of adding another asset to the Luxembourg ecosystem besides research facilities on one end and the financial centre and financial asset servicing capabilities on the other end.

Having a group of credible, domestically anchored partners from varying industries caries weight when early-stage companies want to land operations in Luxembourg or when investors want to scout for Luxembourg-based opportunities.

A first step in that direction was made in 2021 through a webinar on Corporate Venture Capital co-organised by LPEA and the Luxembourg Open Innovation Club (LOIC), an initiative from the Luxembourg House of Startups.

The CVC Club is co-chaired by Romain Lanners and Nicolas Milerioux. Members of the club include POST Luxembourg, Encevo, BGL BNP Paribas, Credit Agricole Indosuez Wealth Management, Société Générale Bank & Trust and the club is also open to LOIC members such as Chanel, Goodyear, IEE, Paul Wurth, Roche and SES Astra.

As those interaction require, at least at launch, direct and in-person interactions, we have decided to delay the kick-off to times when restrictions would soften as well as agendas would be more flexible to many.

The first meeting took place in June 2022. We subsequently would setup a quarterly meetup, as a full group or in-between members with joint interests.

All additional members are very welcome to join, with a first focus on other corporate players. Extension to service providers may be considered later on.

> A common approach to encourage Open Innovation is through Corporate Venture Capital units, which systematically scout and/or invest in solutions that help streamline existing value chains or complement existing business operations.

Within this framework, the Corporate Venture Capital ("CVC") Club was created end 2021 as a joint effort between the LPEA and the LOIC. As a Club, we aim at openly sharing, exchanging best practices in the field as well as explore working closer together and hence contribute to developing the local economy.

This new breed from LPEA rightly complements the more "technical" approach of other working groups of the LPEA and accompanies the industry-wide efforts to promote Luxembourg as a business and innovation centre.

Nicolas Milerioux
Co-Chair

Encevo

Romain Lanners
Co-Chair

POST Luxembourg

Philippe Augustin
BGL BNP Paribas

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Credit Agricole Indosuez Wealth Management

David Liebmann

> Similarly to PE, the 'made in Luxembourg' life insurance industry counts among the distinctive clusters in financial services that make the Grand Duchy's reputation as a global centre of excellence in financial services.

Introducing the Joint ACA-LPEA PE 'Insurance Club'

The ACA-LPEA PE 'Insurance Club' is a new exclusive joint working group, formed in end of 2021 by senior representatives of the two associations, as well as of experts from leading Luxembourg-based insurance companies.

As explained by Luxembourg For Finance in its insurance dedicated brochure[1] , the Luxembourg insurance industry 'fits into a well-established and forward-looking financial ecosystem which is home to a global investment fund industry, a large corporate and private banking centre, one of the main European capital markets infrastructures, and a leading EU FinTech hub.

This comprehensive financial sector cluster provides insurance companies not only with on-hand expertise with regards to underwriting, but also helps to support their key investment activities.' As such, Luxembourg is widely recognised as a centre of excellence of insurance products in the EU, hosting over 280 insurance and reinsurance companies, which administer over 221 billion euros in life insurance premiums[2] , out of which 65% are written for cross-border life insurance policies.

Similarly to PE, the 'made in Luxembourg' life insurance industry therefore counts among the distinctive clusters in financial services that make the Grand Duchy's reputation as a global centre of excellence in financial services.

As such, a Luxembourg life insurance policy enables a policyholder to benefit from the advantages of life insurance, in the 'retail' sense, while associating the unique benefits of structuring a tailor-made investment portfolio, covering a large variety of assets classes, from listed shares to alternative assets such as Private Equity (PE), debt, real estate, etc.

There is therefore a historic strong existing synergy and complementary between PE and life insurance in Luxembourg, with an increasing exposure of the asset class into active life policies. The working group's main objective will be to provide ACA, LPEA members and the wider industry with information, guidance, best practice and continuous evolution on the topic of PE integrated into a Luxembourg life policy, including, but not limited to:

Laurent Gayet

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- Providing a clear understanding on the notion of PE within an insurance policy, as accepted across the various key markets for Luxembourg life insurance (including France, Belgium and Luxembourg). This will include a clear matrix description of the related classification by product type.
- Providing guidance on the role of a depositary bank in the context of PE assets held within an insurance policy. This includes a definition of general concepts (such as holding, managing, valuating or transferring such assets), exchanging with depositary banks on how related processes should be adapted, and providing clear streamlined specifications on the what insurers need from these banks to operate PE assets efficiently within a life policy.
- Clarifying the key elements around holding PE assets within a life policy. This includes detailing the guidelines & best practices on insurer liability, voting rights and corporate actions, and establishing a list of questions to ask and propose a common basis for answers.
- Detailing the challenges around liquidity and transferability of assets. This includes defining a common position on the rules governing the acceptance/eligibility of unlisted securities with regard to the conditions of liquidity and transferability, drafting a standard 'side letter', establishing a list of questions to be asked while proposing a basis for common answers (Q&A type).
- Defining existing conflicts of interest and clarifying on holding of private assets. This includes understanding, listing, qualifying and classifying the risks of conflict of interest that may exist when subscribing to PE funds for the insurer, the subscriber, the beneficiaries and the PE funds.
- Inform LPEA members on related Luxembourg or European regulation and related market practices.
- Collecting feedback from members in respect of the challenges / difficulties encountered on integrating PE assets in a Luxembourg life policy and recommending related follow-up actions, including adoption of common approaches and information actions towards public authorities, advocating for the industry's stakeholders needs.

These objectives will be delivered in different formats, including but not limited to generic or specific notes, flash informative newsletters, LPEA and ACA publications, interviews and articles in other external outlets, as well as participation to related conferences and webinars.

The working group met on 4 may 2022 and has already defined its priorities and is actively working to implement next steps according to defined timelines, in collaboration with relevant industry stakeholders, contributing to the use of PE in a life insurance contract.

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Calie

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Eva Gyori-Toursel
Natixis LIfe

Fouad Charrite
OneLife

Frederic Laval
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Gerald Mourton
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Odile Serpault
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Olgert Gorani
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Olivier Dal Farra
Baker Mckenzie

Raphaël Ciacchi
Bâloise Vie

Sabrina Riviere
La Mondiale

Stéphane Ries
Quintet

Stéphanie Hein
WEALINS

Thibault Furlan
Socgen

Valerie Tollet
ACA

Xever Capron
Vitis

[1] https://www.aca.lu/media/5f97cea34cce8_insurance_brochure_lff-1.pdf
[2] https://www.caa.lu/uploads/documents/files/rapport_annuel_2020_chiffres_cles.pdf

Kai Braun &
Benoît Moulin

PE Tech:
Making Your Life Easier

Following the call for interest launched in January 2022, the PE Tech club counts 10 members so far. For the moment the group is mainly represented by advisors and technology firms, as well as one Private Equity fund manager. The group remains open and would be pleased to welcome additional representatives from the industry, i.e., General Partners, Investment Advisors, Management Companies, Fund Administrators, Depositaries, or any other type of Funds Service Providers to discuss and address their challenges when it comes to technology.

Contribution

The club had its kick-off meeting on March 15th when members were invited to provide their thoughts about the main issues and challenges faced by the industry that technology could resolve. It has been acknowledged that one of the main challenges is about data management and trust in data quality: from Investors / LPs, Portfolio / Investments, Fund Service Providers (Fund Administration, External Valuers, etc.), Regulatory, Market & Benchmark, ESG… and this mainly in terms of data capturing, integration, standardisation, digestion, readability, confidentiality, sensitivity, ownership and validation.

Once data is available in a clean form, further deployment of technologies that is already available on the market, would streamline and scale processes, operations and reporting, while new and emerging technologies would enable new services and products, AI-enabled analytics, and digitalization of interactions and activities.

The club aims at identifying specific use cases that are industry opportunities, issues or challenges, explaining how certain LPEA members have used technologies to resolve them, and presenting actual technology solutions and enablers to the Private Equity and Venture Capital players. To do so, it shall identify key issues faced by the industry via a survey that shall be conducted by the club's members with their clients & partners, and by addressing it to the other working groups.

Upcoming projects

While the first meetings happened online, the plan is to meet physically going forward in order to get together to foster collaborative thinking on a 2-week basis as a start to ensure a certain dynamism.

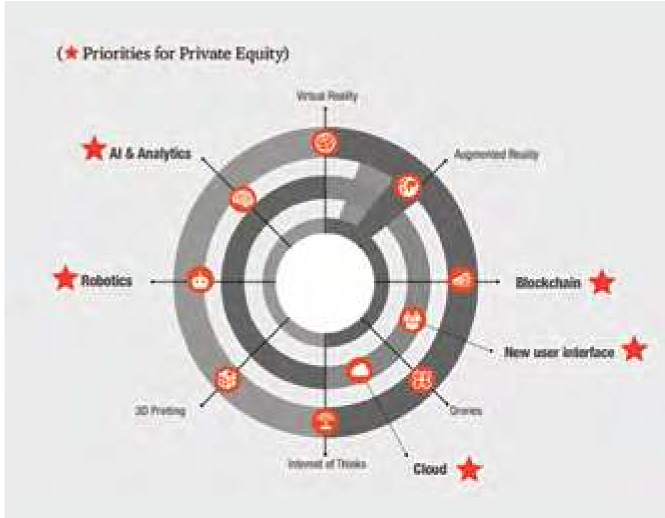
The first deliverable will be the survey that shall allow the club to capture industry requirements in order to then organise presentations and pitches of technology solutions that would address these issues. The club suggests as well to organise a PE/VC Tech Panel at the LPEA Insights conference 2022.

Future outlook on sector

The Private Equity and Venture Capital industry, and in general the Alternative Investments industry (incl. private debt, infrastructure and real-estate), is poorly equipped when it comes to technology, with complex challenges to address such as data management, scalability and being relevant in a digital world.

There is no doubt that technology should be high on the agenda of Private Equity fund managers and service providers. To remain competitive, PE players should focus on digitalisation both at the level of PE firms themselves but also at the level of their portfolio companies.

The following areas should be priorities for the Private Equity industry:



Technology will be the key driver to support the rapid growth of the industry. Existing software packages are already catalysers of efficiency while ensuring sound oversight, risk management and compliance, streamlined and standardized asset and portfolio modelling and monitoring, end-to-end asset lifecycle management, and automated reconciled views of management and financial data.

New and emerging technology solutions would open doors for new products and services, adaptive budgeting and forecasting, new distribution models, tokenization of assets, and advanced analytics and digitalization.

Added value in terms of participation:

Participating to the group brings you insights from leading technology providers and advisors who are at the forefront of how the Private Equity industry can leverage technology in investment management operations. Private Equity

Technology providers will be invited to showcase how their products answer specific use cases you, being part of the club, will identify as relevant.

This group will provide you with the unique opportunity to express yourself and to shape the future of Private Equity & venture capital operations.

> To remain competitive, PE players should focus on digitalisation both at the level of PE firms themselves but also at the level of their portfolio companies.

Benoît Moulin
Co-Chair
Domos FS

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AssetMetrix

Renato Moreschi
Daappa

Thibault Chollet
Deloitte

Hocine Nadem
KPMG

Steve Verlinden
SuisseTechPartners

Willy Effantin
EY

Karin Erfurth
EQT Fund Management

Stuart Tait
Accelex Technology

LPEA
ATAD 3
28 February 2022
16.00 - WEBINAR
BC Partners
Giuliano Bidoli
Aztec Group
Anne-Cecile Jourdren
Ogier
William Jean-Baptiste
ATOZ Tax Advisers Luxembourg
Oliver R. Hoor
PwC Luxembourg
Alina Macovei
LPEA Academy
Networking Cocktail
Date: April 28
Time: 18.00
ALPHA
LPEA
Strategies to Mitigate Risks for SFOs
Presentation by Matthew Fleming,
Partner of Stonehage Fleming
STONEHAGE FLEMING
20 April | 18:00
Event exclusive to LPEA's SFO Members
LUXEMBOURG PRIVATE EQUITY NETWORKING COCKTAIL
in Munich
BAI
CAREER ADVENTURE HR SERIES
Candida Nedog
Maxence Clerbout
Aztec Group
March 8 | 9:00 am
Women's Day Celebration Breakfast
by PE4W
BNP PARIBAS
Claire Gomard
Co-Founder of CAPE CAPITAL
CAREER ADVENTURE HR SERIES
LPEA
Viviane Rouarch
Head of Relationship Management & Business Development
Juliana Almeida
Human Resources Business Partner
31 Mars 2022
08:00 to 10:30
Co-organised by
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Wildgen S.A.
Michael Mbayi
ING Luxembourg S.A.
Julia Journee
DLA Piper Luxembourg
Constantin Iscru
February 2022
PODCAST
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Insights on RR & RC in the Collective Investment Sector
Ask the CSSF
CSSF
HACA Partners
Simmons & Simmons
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21 April 2022
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