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The thought leadership factory

## INTERVIEW

Claude Marx  
(CSSF)

## SCOTLAND YARD

Grahame White:  
Dedicated to  
investigation

## INTERVIEW

Christo:  
The art of gentle  
disturbances





# HUBLOT



Big Bang Unico Usain Bolt.

Boîtier en or jaune 18K poli. Mouvement manufacture chronographe UNICO. Cadran saphir avec la légendaire posture d'Usain Bolt et aiguilles des secondes en forme d'éclair. Bracelet en cuir doré sur caoutchouc. Série limitée à 100 exemplaires.

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### Duke 07

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# Dear readers

We are proud to publish the seventh edition of Duke, created to promote the Grand Duchy of Luxembourg abroad. This unique magazine presents a selection of fast-growing, innovative and dynamic Luxembourg-based companies. It aims to provide articles that depict other interesting aspects of this little gem of a country, its intriguing locations, most importantly, to highlight this country’s thought leaders and business drivers across various subject matters, some aspects of Luxembourg still unknown to some.

We hope that after perusing through this magazine, you will feel inspired to further explore opportunities in this business hub in the heart of Europe. To get to know more about what Luxembourg has to offer.

Enjoy Duke’s seventh edition!

**The editorial team**



# SUCCESS STORY

Christo

## The art of “gentle disturbances”

+ MORE INFORMATION  
[www.myofficialstory.com/christo](http://www.myofficialstory.com/christo)  
[christojeanneclaude.net](http://christojeanneclaude.net)

They are not “wrappers”. They do not create “happenings”. They refuse corporate partnerships. So what do they do after all? An interview in New York with Christo.

By Jérôme Bloch

“The world can live without our projects. Only we need them.”

Christo



# SUCCESS STORY



## How would you define your art?

Jeanne-Claude and I are visual artists. Painters work on flat surfaces; sculptors have to go around the space designed by the sculpture; we use space! But the moment we work outside, we move in highly regulated places and we have to adapt to previous decisions made by urban planners, architects and politicians. As visual artists, we get into that space and create gentle disturbances. We borrow, we do not invent.

## If I take the example of The Floating Piers, what exactly is the work of art?

The whole project is the work of art! It always starts with a "software period" where we study the project. People try to help, others try to stop us and I paint! Luckily, we have art collectors all over the world who buy those painting - some of them own more than 200 pieces - and allow us to remain financially independent to develop the project. Then, sometimes after decades of negotiations, we find a midground to get authorization and we move into the "hardware period". We recruit a team of experts, we buy or produce material and then during 14 days, it is the real thing! People can enjoy the experience! It is not a performance. It is completely new each time and it is a whole journey which started with a simple, totally useless urge that Jeanne-Claude and myself had to do this project. No one asked us to do it.



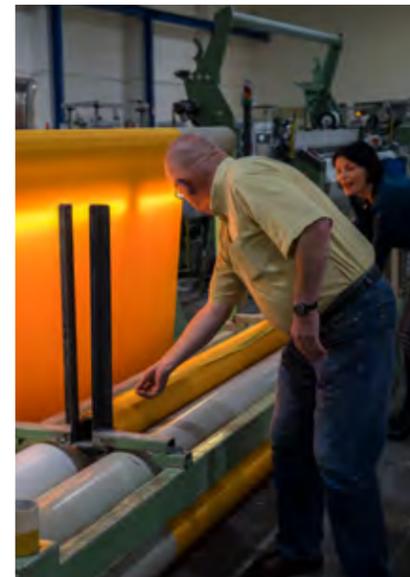
## What makes your projects so unique?

First of all, we never do things twice. We develop projects where people live, so that people get a relation to the scale. They are not abstract. And we design for particular sites: Pont Neuf, Central Park, the Reichstag. Not many artists can say that they defeated Helmut Kohl for example who was opposing the Reichstag for years. The project was refused 3 times before we finally got authorized to go ahead. We also had a long fight against Jacques Chirac in Paris and Giuliani in New York. But when we finally get the authorization, we work with huge teams of lawyers, engineers and experts. I guess we need to be in the stage of incredible adventure with an amazing team of humans!

## How did you meet Jeanne-Claude?

I am half Macedonian and my father was half Czech and half Bulgarian. Freedom came from the communist block in 1957. I was visiting relatives and escaped. I studied in Vienna and

ended in Paris. To study art, you need to do 4 years of architecture and then specialize: I still hadn't decided what my specialty is but I know how to draw and paint. I did a portrait for the mother of Jeanne-Claude. At that time, I was selling various things but it was very difficult. We did the barrels rue Visconti in 1962 together and things continued from there very naturally. We went to Australia because we have a collector there. The same applies to Italy, Germany and Japan. I took care of art and she took care of all the organization matters. I really miss her critical remarks, not just artistically speaking but also about how to implement things.



## The Floating Piers is your first event without Jeanne-Claude who passed out in 2009.

Jeanne-Claude invented this concept with me many years ago. We almost did it in Tokyo and Argentina. I am glad we didn't because the technology was not good enough for such a project in the nineties. Italy is the only country where we could have done this project: where else in the world do you get authorization to get 80.000 people per day walking on a floating pier without fence, when the lake is 90 meters deep! In 2014, I traveled to Germany to receive a prize and met the President of the lake - who is also the nephew of Nabokov - who

supported the project. This was very unusual. We got lucky! It was still a difficult project: we had to install 200 anchors weighing 5,5 tons each, 220.000 floating cubes and 100.000 square meters of fabric. We also had special lighting from America. Everything worked very well. The pier had a very commanding direction that people enjoyed. We will be done removing everything by the end of October.

"I am allergic to propaganda."

Christo



# SUCCESS STORY



## As an ex-illegal migrant, how do you perceive today's discussions on migrants?

I was exactly like that. I had to pass borders. These were nasty times. World war III was on the way. They were bombing the Suez Canal. I think about this. I remember when we were escaping. We are all together when we escaped but after that, it is everyone for himself. I had my student card to avoid refugee camps. When you end up in one of those camps, they send you where and when they want to. There were always refugees in the world but today is a different time. There are huge amount of communication which trigger bigger scales of movements. Migrants are more educated. They have relatives. This is a very different context.

## How did you manage to remain free from agents, corporate sponsors and banks?

We never made money. The only thing we owned was this building. Banks refused to lend us money, so the owner lent us the necessary amount to buy the building from him in 1973! We live very simply. All the money goes to our projects. It is very risky! That is why we need a network of people who love our work and buy my work. It is a very sustainable model, even when projects such as the Reichstag lasts over 25 years. We copyright and trademark to stop any use of image in the capitalist world. And we rent the place: we rented Central Park for 3 million dollars for example, which guaranteed



an absolute right on the place. No filming, no cars... At Harvard business school, they teach by case: in 2007, there was the case of Christo and Jeanne-Claude! We have a holding company and we create subsidiaries for each project, which allows us to have a local company there. Banks have an interest in art and our projects: we can use my works as collateral! Also do not forget that we always recycle everything: after the "Gates", we sold back 5.000 tons of steel, which is two thirds of the weight of the Eiffel Tower. It is a very normal capitalist arrangement.

## What are you working on now?

We always have projects in parallel. Our "Mastaba" project is in the hands of Mrs Madeleine Albright who has a special company for this kind of activity. We pay her for that. "Over the river" could get a green light at any moment. We have already invested 14 million dollars and obtained the authorization but there is an ongoing



© WOLFGANG VOLZ

legal dispute. We rent the river 87.000\$! Our archives will remain. We have documented our works with huge books and thousands of elements: films, fabric, drawings and so on. We are selling the exhibition to structures like the Smithsonian where this archive will stay forever. As you can imagine, the money coming from the sale of these exhibitions helps finance our next project. We never think about our legacy as I always that: "In 500 years, things evolve a lot. Look at Venus of Milo. Look at ruins!"

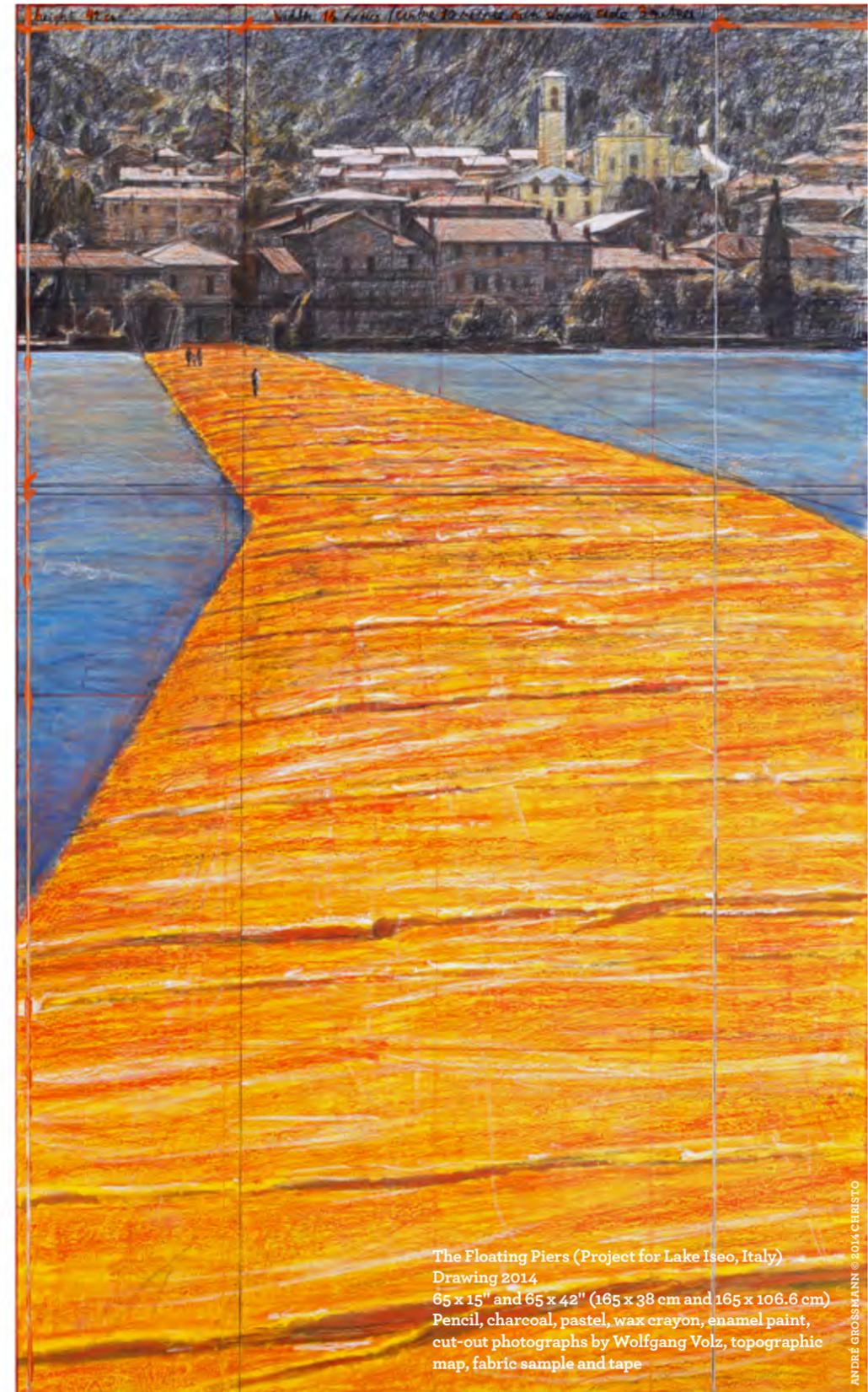
## Floating Piers Facts & Figures

- 90 meters: the depth of the lake
- 220,000 floating cubes
- 200 anchors weighing 5,5 tons each
- 16 meters: the width of the piers
- 100,000 square meters of fabric



"17 hours a day, no vacation: you'll do it. What's difficult is to know what you want to do."

Jeanne-Claude



The Floating Piers (Project for Lake Iseo, Italy)  
Drawing 2014  
65 x 15" and 65 x 42" (165 x 38 cm and 165 x 106.6 cm)  
Pencil, charcoal, pastel, wax crayon, enamel paint,  
cut-out photographs by Wolfgang Volz, topographic  
map, fabric sample and tape

ANDRÉ GROSSMANN © 2014 CHRISTO

# COMMUNICATION

Jérôme Bloch (360Crossmedia)

## Experience the 360 Lab

### + MORE INFORMATION

[www.myofficialstory.com/jeromebloch](http://www.myofficialstory.com/jeromebloch)  
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A Lab at 360Crossmedia consists of a creative session during which, for 3 hours or more, all the necessary points are raised for the completion of a project.

#### The key to competitiveness

To remain competitive, a company needs to do three essential things: innovate, optimise its operations and communicate. However, a lack of time and a restricted budget can be problematic. How can we help you? First, we start a Lab with a review of the current situation and give our feedback. These three hour sessions are timed. Efficiency is required and although the meetings may seem short, they are filled with ideas. This is a genuinely time-saving method: no more interminable email exchanges! The main points are outlined during the meeting and feedback is instantly provided. We can then refine and change details over the following days for optimal results. In short, the company saves time, reduces its costs and can use the time saved for its own business activities.

#### Get a plan & stick to the plan

What advantages do you enjoy after a Lab? A bespoke solution. The aim is to create a bespoke plan of action, with

the ultimate aim of helping you implement it, from start to finish. Each problem is methodically managed step by step and is resolved with concrete solutions. Our goal is to deliver tangible results. A three-hour session or a day-long session provides a comprehensive view of the company and also ensures the attention can be paid to every detail. You are always in control.

#### ADVANTAGES:

- ⊕ You get a plan you can stick to
- ⊕ You fix problems, one at a time, with tangible results
- ⊕ You stay in control at all times.

#### Best-sellers at 360

Labs are created depending on the company's needs. However, some requests are common to many businesses. For example, the 'Social networks' Lab. We can help you to effectively convey the "rules" of simple communication: a 12-page brochure provides all employees with instructions on how to communicate

and publish information about the company, how to protect their information and, most helpfully of all, the tools with which to achieve this. The goal is also to increase the visibility of the organisation, but without any reputational risk and with considerable uniformity. What's more, a Lab can create a booklet in three hours with all the important ideas to convey to your colleagues. Who you are, what you do and your main keywords. A sleek design and dynamic text for your internal communications.

→ Lab sales  
→ Strategic plan

Download  
the brochure



“The key factor lies in the positive mindset.”

Jerome Bloch,  
CEO 360Crossmedia

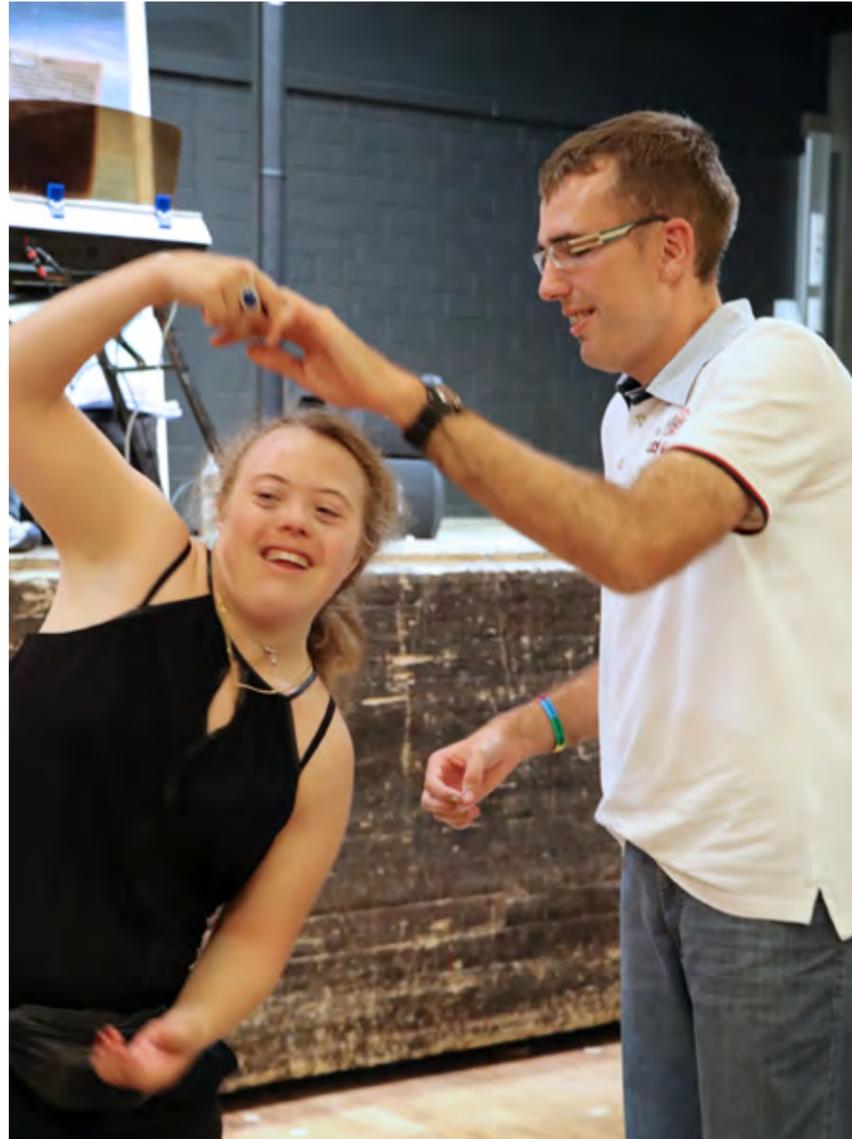


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# ROTARY

“Zesummen  
Ennerwee: open  
your heart, not  
your wallet.”

Lucien Emringer



## Zesummen Ennerwee Celebrates its 35th birthday

+ MORE INFORMATION  
[www.myofficialstory.com/rotary](http://www.myofficialstory.com/rotary)  
[www.rotary.lu](http://www.rotary.lu)

Among the many activities organised by the Rotary clubs in Luxembourg, Zesummen Ennerwee holds a special place. This year, this day of sharing is celebrating its 35 birthday: report.

### Disability and sharing

The concept of this project can be summarised in a few words: Rotarians volunteer to help people with disabilities for a whole day. They meet up in Mersch, take participants to a range of activities, lay the table, cook for them, serve the meal and clean everything up afterwards! The Horizon Rotary Club was originally behind the idea for the event. Initially, the willing volunteers were somewhat discouraged by the reluctance of professionals who care for people with disabilities. They advised against the event, despite its good intentions, emphasising the expertise required to move and entertain their patients. But the project's founder, Lucien Emringer, persevered! “I wanted people to open their hearts for a day,

rather than their wallets!” The event has been a success from its very first edition.

### Magical activities

Seven activities were available for the 35th edition: boat rides on the Moselle, horseback rides, horse-drawn carriage rides, rides in classic cars driven by Rotarians, plane flights, motorcycle rides and tractor rides. The Grand Duchy police provide security for the higher risk activities and Rotarians share heartwarming moments with the children. At the end of the day, everyone heads to Irbecht for an evening event hosted by the legendary Fausti, whose boundless energy always ensures an electric atmosphere, particularly on the dance

floor. This event perfectly represents the involvement and commitment of Rotarians whose regular financial donations are closely linked to activities on the ground.

### The Rotary organisation in Luxembourg and abroad

Founded in 1905 in Chicago by the visionary Paul Harris, an immigrant lawyer who wanted to serve his community and expand its network, the Rotary organisation now comprises 1.2 million men and women in over 35,000 clubs. Its founder's original vision remains unchanged: “exchanging ideas, creating heartfelt and long-lasting connections, taking action.” In Luxembourg, the Rotary organisation has 850 members who belong to 14 clubs.

# COVER STORY

Claude Marx

## CSSF, The changing nature of risk

+ MORE INFORMATION  
[www.myofficialstory.com/claudemarx](http://www.myofficialstory.com/claudemarx)  
[www.cssf.lu](http://www.cssf.lu)

Claude Marx, Director General of the CSSF, explains the goals he has set as well as the challenges that the CSSF faces. Interview.





**What goals have been your focus since taking on the lead role at the CSSF as of February 5, 2016?**

Since the financial crisis, we have become deeply integrated into the European system: we must think European! The first objective of the CSSF is of course the prudential oversight of the entities and individuals for which we are responsible. The CSSF must apply mostly European regulations and directives as well as a growing number of technical standards. The CSSF can only be efficient with a strong internal organization, be it human resources, general administration or IT. In this sense, we are no different from a business! We are now in excess of 670 staff, and have recently reinforced our management team from 3 to 5 managers.

**What challenges is the CSSF currently facing?**

Our most significant challenge in the current environment is to continue executing our oversight mission with a very high level of efficiency and professionalism – taking into account an impressive number of complex, international and EU technical standards. At the same time, we have witnessed an increase in the number

of players to be regulated, such as investment fund managers: in the future, certain funds will be regulated at the manager level and not at the product level. In the area of banking supervision, we are now in Year 2 of the Banking Union, which is a positive step toward the prevention of future crises. Banks today hold more and better capital. That being said, the implementation of a Banking Union and the work towards a single rulebook represents an additional challenge for the CSSF – and has certainly not decreased its workload.

The external environment remains a challenge. Interest rates remain at record lows, hence decreasing interest margins. New entrants will become a challenge for commission income. We need to carefully watch the search for yield, and make sure that the tax risk which is disappearing with the automatic exchange of information is not replaced by new risks, like the risk of money laundering

**What are the opportunities and risks that the CSSF could face?**

I think that fiscal transparency will provide Luxembourg with new opportunities to be recognized for its expertise. There are also opportunities in the area of FinTech, it

**“We have grown rapidly over the last few years, and face organisational challenges similar to a business!”**

Claude Marx



# COVER STORY

is often forgotten that Luxembourg has accommodated many years ago two of the world's largest FinTechs! Luxembourg's positioning as a partner with the UK, rather than a competitor, could lead to opportunities post-Brexit. As for risks,

there is clearly a concentration risk in the current environment of reducing profits and higher costs. The new regulatory framework is partially leading to a concentration and the disappearance of smaller players, which was not wanted in the post-

crisis financial regulation. As a regulator, we are following all these evolutions very closely. At the same time, we should pursue what has been one of the strengths of Luxembourg, a close dialogue between all stakeholders.

# BUSINESS

SGG Group

## The Reserved Alternative Investment Fund –

## Luxembourg's next ace in the hole

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“We are ready to onboard and service these vehicles both quickly and efficiently.”

Jean-Marie Bettinger



“The RAIF is more lightly regulated, quick-to-market, and AIFMD-compliant.”

Anja Grenner

The newly-enacted Reserved Alternative Investment Fund legislation has given Luxembourg a next-generation alternative investment fund regime. SGG Luxembourg's Managing Director, Jean-Marie Bettinger and Fund Services Leader, Anja Grenner explain why the RAIF regime represents an effective response to AIFMD requirements after years of product-based regulation.

### What does the approval of the RAIF law mean for Luxembourg as a global fund centre?

**Anja Grenner:** Luxembourg has traditionally relied on a framework of product regulation - for UCITS as well as AIFs - which obviously was state-of-the-art in the pre-AIFMD era, involving regulated funds and obligatory additional supervision via a depositary. Other jurisdictions such as the UK and Germany had a

different model involving unregulated limited partnerships or companies. When the AIFMD moved regulation from product to manager level, Luxembourg found itself with regulation at both levels, which proved cumbersome and expensive. However, Luxembourg's policy-makers have been quick to put together a vehicle that incorporates features of the SIF and SICAR, but without the need for the approval and supervision of structures that have

appointed a regulated AIFM. The RAIF is more lightly regulated, quick-to-market and AIFMD-compliant.

### How will these changes affect your clients?

**Jean-Marie Bettinger:** The new regime will have a positive impact on prospects that have been eagerly awaiting its implementation. There has been an increasing demand in the establishment of Luxembourg AIFs



from Private Equity and Real Estate clients, for which time-to-market is critical. Our operational teams are ready to onboard and service these vehicles both quickly and efficiently.

**AG:** In addition, I also expect that some of our existing clients will want to convert their Luxembourg structures. Those with SIFs and

SICARs will benefit from a quicker turnaround and reduced costs if they convert their regulated funds to RAIFs. Meanwhile, firms with unregulated limited partnerships that have appointed an AIFM for marketing purposes may want to convert them into RAIFs in order to be able to create structures with sub-funds.

### How is SGG positioning itself for the introduction of RAIFs?

**JMB:** Our team leaders are assessing the overall needs of each client and whether RAIFs could enhance their existing structures and provide value to their investors. SGG is one of the few players in Luxembourg that offers central administration, depositary and third-party AIFM services. We are able to bring a unique value proposition to our Luxembourg and international clients, either on the

basis of a one-stop-shop solution or through an open-architecture scenario.

**AG:** We are not lawyers, nor tax consultants, but we wish to bring the RAIF to the attention of our existing clients and make prospects aware of its advantages. On the administrative side, fortunately RAIFs function along the same lines as SIFs and SICARs, so all the necessary services are already in place. This said, the flip side of not having to obtain approval from the CSSF places a much greater responsibility on service providers. Previously, administrators relied on a certain extent on the CSSF's authorisation. Now, with the RAIF, the assessment is conducted exclusively at the level of the administrator or AIFM, possibly in closer cooperation with the auditor and compliance department, as well as specialists in each industry segment.

# BUSINESS

Jean Elia (Sogelife)

## Transforming constraints into opportunities

+ MORE INFORMATION  
[www.myofficialstory.com/jeanelia](http://www.myofficialstory.com/jeanelia)  
[www.sogelife.com](http://www.sogelife.com)

Jean Elia, CEO of Sogelife, explains how his firm in Luxembourg offers innovative life insurance solutions to their international high net worth clients. Interview.

### Can you introduce Sogelife in a few words?

Founded in 1996 in the Grand Duchy, Sogelife is a life insurance company, a subsidiary of Société Générale Group, which offers products and solutions to international high net worth clients. Sogelife has experienced a strong growth, particularly over the last 6 years, and now ranks among the biggest players on the Luxembourg market. In addition to Luxembourg, we mainly operate under the “Freedom to Provide Services” principle within the European Union, with a focus on France, Belgium, Italy along with other countries such as the Czech Republic and the UK. We work in “open architecture” with a large network of partners of major European private banks, insurance brokers, family offices, custodian banks and asset managers. We offer a wide range of life insurance products allowing clients to invest in external funds, Internal Collective Funds, Internal Dedicated Funds and Specialised Insurance Funds. In a nutshell, Sogelife provides a complete life insurance framework

that incorporates the whole value chain of clients’ wealth management.

### Why did you choose to establish Sogelife in Luxembourg?

The Grand Duchy enjoys high recognition as a major international financial centre and, more importantly, has a regulatory framework which is favourable to the development of life insurance. This enables Sogelife to offer customers all the benefits and securities of Luxembourg’s regulatory framework, one of the most solid and responsive frameworks in Europe. I am particularly referring to the security triangle (the implementation of a tripartite agreement between the regulatory authority, the insurance company and the custodian bank), the segregation of assets and the Super Privilege which renders the policyholder a preferred creditor of the company. Sogelife capitalises on all these strengths, as well as the evolution of the regulatory framework, in order to accompany high net worth individuals in their wealth

management and improve their customer experience.

### Looking to the years ahead, what will your strategic approach be?

In a context of low interest rates, volatile financial markets, ongoing and costly regulatory changes, coupled with a digital transformation disrupting all businesses, our vision for the future is focused on four strategic axes:

- Pursuing the reorientation of our product mix
- Consolidating our business development
- Strengthening our operational efficiency even further, notably through digital innovation
- Continuing the development of our human capital.

With the client at the centre of all our interests of course.

I strongly believe that with the right strategy and agility, we can transform the constraints of economic, regulatory and digital disruption into opportunities!



“Accompanying high net worth individuals in their wealth management and improving their customer experience.”

Jean Elia,  
CEO of Sogelife

# BUSINESS

Vincent Bechet and Jean-Nicolas Montrieux (Inowai)

## Luxembourg's new challenges

### + MORE INFORMATION

[www.myofficialstory.com/inowai](http://www.myofficialstory.com/inowai)  
[www.inowai.com](http://www.inowai.com)

Owing to a highly competitive property sector, the Grand Duchy must maintain its momentum in order to remain ahead.

An interview with Vincent Bechet and Jean-Nicolas Montrieux, the CEO and Chief Operating Officer of Inowai, respectively.

### What is your analysis of the development of Luxembourg's real estate sector?

**V.B.:** We have been in an excellent position particularly since the 1990s with the opening up of the market internationally. We have experienced acceleration since the new millennium and real change recently with the arrival of new investors. Today, 50% of them are based outside Europe. I am referring particularly to indirect investment from Abu Dhabi via KBL and most of all to American funds. It is quite an achievement since we have passed the billion Euro milestone in property investments in the Grand Duchy. During the last MIPIM, links with international investors were strengthened. The sector has matured and its international influence seems auspicious although we still have a certain valuation margin compared to our European neighbours.

### How does a firm like Inowai adapt to such circumstances?

**V.B.:** Our core approach consists of

remaining very close to the product with collaborators who possess a keen interest in urban planning. Detailed research is conducted for each project before a "model" is produced. For example, we gave the President of Luxtram the opportunity to speak during the last MIPIM. The arrival of the tram system will considerably change Luxembourg's property sector and lifestyles. We are also very interested in issues such as population growth! And that is why we try to get involved through real estate. We are also developing several tools at the same time: cloud, data management, etc. Jean-Nicolas Montrieux's arrival certainly provides added value to our residential branch. We attempt to anticipate the needs of future generations. It is the sector's next great revolution.

### How can Luxembourg maintain its competitiveness in the years to come?

**V.B.:** Luxembourg's key strength resides in its financial stability: a

guarantee of security for international investors. Besides, the Grand-Duchy has done all it should to adapt to European standards. This step towards increased transparency has strengthened our reputation. Luxembourg also enjoys an excellent image as far as engineering is concerned, at the same time. In order to continue on this path and maintain our competitiveness, it is absolutely essential to control wage costs.

### And what about residential issues?

**J.-N.M.:** We are not yet building enough accommodations which are particularly top of the range. Luxembourg is attracting highly qualified persons in increasing numbers. It is essential to meet the needs of these employees who have lived in the world's largest cities in order to convince them to settle down here, and remain: that for us constitutes our greatest challenge!

"Luxembourg is attracting highly qualified persons in increasing numbers."

Jean-Nicolas Montrieux



Vincent Bechet



## Daniel Siepmann (Credit Suisse) Fund Business in Luxembourg

+ MORE INFORMATION  
[www.myofficialstory.com/danielsiepmann](http://www.myofficialstory.com/danielsiepmann)  
[www.credit-suisse.com](http://www.credit-suisse.com)

Interview with Daniel Siepmann,  
 CEO at Credit Suisse Fund Services  
 (Luxembourg) S.A.

### CS Fund business in Luxembourg – where are we coming from?

While Credit Suisse has a long tradition in wealth management, also the fund business in Luxembourg is now looking back to almost 3 decades of successful growth, where the group was initially focusing on serving in-house funds. More than 6 years ago, Credit Suisse Group took the strategic decision to leverage its in-house fund services platform in Luxembourg, Switzerland and Liechtenstein for third party funds also. Since then, the asset size has more than doubled to reach almost bln CHF 300, whereas Luxembourg fund business contributes bln CHF 65. Our third party business represents a significant part of this business, both internationally and in

Luxembourg. Being embedded in a truly international banking group allows us to leverage existing expertise and resources and to support the growth.

### What is our current market position? Our setup?

Luxembourg is key to the European fund business of Credit Suisse. 4 years ago we decided to consolidate most of our fund administration activities in our Luxembourg fund services entity, leaving only final quality checks in other fund domiciles. We also took the decision to keep core services both in-house and onsite in Luxembourg, As we strongly believe that large scale out-/offshoring, i.e. to other time-zones, would not allow the right mix between customized client services, time to market and efficiencies for us,

we also took the decision to keep core services both in-house and onsite in Luxembourg.

### What are our strategic goals?

Fund services do have a strategic importance for Credit Suisse to attract assets. As our fund business is part of a wealth management group, we benefit from strong demand for fund structures by our private banking clients, be it from the UHNWI segment, Family

Offices, External Asset Managers, or Corporate and Institutional Clients. The clients see our value proposition in offering the full range of fund services, e.g. fund structuring, fund administration and shareholder services, as well as depositary bank and fund management company services. Combined with the Swiss business which we also serve on our platform, we have the scale to offer attractive market rates, but still the

flexibility to address our clients' needs regarding customized services and time to market. The persistent environment for low return in traditional asset classes will accelerate the market share for Private Equity and Real Estate funds. This business already represents a core part of our Luxembourg business, which lead us to the decision to build up a separate department specialized in that business.

In the near future, we are planning to open a new fund platform in Ireland by leveraging existing capacities in Luxembourg. We will be able to serve the whole range as a one-stop-shop for our customers, or to provide only parts of the value chain. When looking at our fund product pipeline, we are convinced to continue to grow above market average with our third party business in Luxembourg and in Ireland.



“We took the decision to keep core services both in-house and onsite in Luxembourg.”

Daniel Siepmann

# BUSINESS

Marco Siero (Northern Trust)

## Why Luxembourg for alternative funds?

+ MORE INFORMATION  
[www.myofficialstory.com/marcosiero](http://www.myofficialstory.com/marcosiero)  
[www.northerntrust.com](http://www.northerntrust.com)

Luxembourg is at the forefront of supporting the global surge in demand for alternative investment funds. Northern Trust's Senior Sales Representative, Marco Siero, outlines the attributes helping Luxembourg to excel in this important fund sector.

### Why are alternative investments becoming more popular?

Investors are increasingly turning to alternative investments as they look for ways to achieve higher yields in the current low growth and low interest rate environment. For example, at a recent event hosted by Northern Trust, more than 80 per cent of institutional investors expected investor allocations to alternative investments to increase within the next five years,\* with private equity and infrastructure to receive the

highest new allocations. The advent of new regulations, such as the AIFMD, have improved transparency and risk management, making alternative investments more attractive to institutional investors.

### How is Luxembourg supporting this trend?

Luxembourg offers comprehensive services and structuring opportunities to support the alternative investment funds sector. It played a pivotal role in developing the AIFMD, which for the first time sets out a European-wide regulated framework for the operation and management of alternative investment funds. As a result, alternative investment funds can benefit in Luxembourg from a passport arrangement [similar to that for UCITS], which has been so successful in helping traditional fund managers to grow their institutional investor base across more than 70 countries.

The Reserved Alternative Investment Fund (RAIF) is the latest development for Luxembourg's alternative investment sector with key attributes being greater speed-to-market within a structure that is familiar to fund promoters and investors.

### What has the impact been so far?

Luxembourg has stepped up to the plate with key alternative sectors - real estate, private equity and hedge funds - all experiencing strong inflows. From our perspective, we have seen a number of fund managers launch new funds, or look to re-domicile their funds to take advantage of the new regime. Fund managers are increasingly looking for domiciles featuring state of the art regulation. This is not only a requirement for international distribution of their product, but also



From left, Steve David, Country Head of Northern Trust, Luxembourg with Marco Siero.

“Luxembourg is a logical first domicile today for managers who are likely to distribute in multiple markets.”

Marco Siero, Senior Sales Representative, Northern Trust

if they want to protect their most precious asset: their reputation! They also want to access various vehicles to support their investment structures.

### What do alternative investment fund managers need today?

While alternative investment funds offer the potential for alpha, they are often more complex to support than traditional funds. The Grand-Duchy has a great reputation as a well-regulated, yet pragmatic, financial centre. The forward thinking mindset of the industry here, combined with the legal and accounting infrastructure, is perfect for developing the innovative structures required for the creation and distribution of alternative investments.

### How is Northern Trust supporting alternative fund managers?

We are firmly focused on supporting alternative fund managers by combining our regional insights with Northern Trust's broader global scale and perspective for this specialist

sector. Globally we are a top 5\*\* provider by alternative assets administered with over three decades of experience across the range of sectors, including hedge funds, private equity, real estate and infrastructure funds. Our Luxembourg team works closely with our teams in Europe (including Guernsey, the United Kingdom, Ireland, Stockholm and Amsterdam), the Americas, the Middle East and Asia-Pacific regions. This gives managers flexibility as they grow and evolve their strategies.

### What is the long-term potential?

Luxembourg is already a leading centre for cross-border distribution of investment funds. Now there is an opportunity for The Grand-Duchy to become one of the key European gateways for alternative investments alongside the flagship UCITS success story.

\*Based on a survey of approximately 50 Nordic institutional investors at Northern Trust's Nordic Conference, 10 May 2016.

\*\*As ranked in the eVestment Alternative Fund Administration Survey 2016.

# BUSINESS

Simône van Schouwenburg (ING)

## A one stop shop for expats

+ MORE INFORMATION  
[www.myofficialstory.com/simonevanschouwenburg](http://www.myofficialstory.com/simonevanschouwenburg)  
[www.ing.lu](http://www.ing.lu)

Simône van Schouwenburg, responsible for the ING's "Expat" development, explains how offering "expat services" can help reduce the hassles of arriving in a new country.



### What problems do "Expats" face arriving in Luxembourg?

While arriving in Luxembourg as an expatriate is exciting, the Luxembourg customs can come as a surprise: like how difficult it can be to find affordable and adequate housing! Finding good schools for your children and ensuring the spouse's integration can also be a challenge. That is why we offer our "Expat Service" in order to help break the ice. In addition, there are the necessary, but time consuming administrative formalities like setting up social security, obtaining a driver's licence and car registration. Finally, starting a

new financial life in a new place can be a trial: opening a bank account, dealing with pensions, tax and insurance, etc. But Luxembourg is a great country, highly multicultural and multilingual with a very dynamic economy. Keep in mind that sometimes, people who come on a six-month contract end up staying for several years.

### How do you assist expats when settling in?

Our expatriate service ensures new arrivals hit the ground running in their new jobs. As a trusted partner, we provide a seamless transition by

starting before their arrival. For example, we can open a bank account prior to arrival providing all daily banking services. We develop a long-term relationship: sooner or later, expats will want to buy a car, a house or apartment, etc... We want to be their "go to" partner when they need a bank. In order to build this relationship, we deliver all the services expats need in-house, like retail banking and wealth management.

### Why ING ?

We have developed a dedicated expat team that our clients can reach with a single point of contact. For this target we have developed our expat offer totally free of charge for all their daily banking needs. Now we have extended our service to advising the companies that attract expatriates: we work with their HR departments organising "Lunch & Learn" events and seminars to smooth out their employees' arrival. Proof of the success of our expatriate services is, when clients we have helped often stay with us when they are posted to a new job somewhere else in the world.

### CONTACT

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 Business developer - Expat Service  
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"Our aim is to become the trusted partner of expats by treating them as VIPs."

Simône van Schouwenburg,  
 ING



# BUSINESS

Jan Vanhoutte and Charles-Alexandre Houillon (Vistra Fund Management S.A.)

## A licence to grow

+ MORE INFORMATION  
[www.myofficialstory.com/vistra](http://www.myofficialstory.com/vistra)  
[www.vistra.com](http://www.vistra.com)

Obtaining an AIFM licence has enabled Vistra to continue its international development. An interview with Jan Vanhoutte and Charles-Alexandre Houillon.

**You obtained your AIFM licence in August 2016. What has it changed for your clients and for your firm?**

**Jan Vanhoutte:** Given that Vistra specialises in alternative investment vehicles, obtaining this licence is a significant but natural step for us. We are now able to service our clients from funds to investments. For example, with an active property fund in Germany, our AIFM manages the fund, we provide central administration, we take on the role of depositary with our depositary licence for non-financial assets, we manage Luxembourg and German SPVs via our network and, lastly, we provide property management via Vistra Germany. Few players are able to provide services along the entire value chain. With offices in 41 jurisdictions, we apply this model globally. Demand is particularly strong in Europe, Asia and the United States.

**Charles-Alexandre Houillon:** This

progression reflects the needs of our clients who are looking for someone in the driver seat to co-ordinate their strategy. The open architecture of Vistra enables our clients to find a “plug & play” solution as we are able to integrate all three functions (AIFM, central administration, depositary) when it comes to their fund; if clients already have an established provider, they can choose to use one or several of our services.

**How does your firm manage to span the globe from Luxembourg?**

**JV:** Thanks to our network’s coverage, we receive recommendations from all over the world. As an example, I can mention a manager based in Singapore who already manages his fund in Asia and wants to access the European market. For example, with a reserved alternative investment fund, we can create a parallel fund in Luxembourg and enable it to be operational in a



“We are now able to service our clients from funds to investments.”

Jan Vanhoutte



chosen European country in a few weeks.

**C-A H:** In addition to this, we are particularly attentive to the expansion of the European passport to third countries which will ultimately lead to the end of national private placement regime in the countries concerned at some point in 2018.

**How will Luxembourg and, more specifically, Vistra remain competitive?**

**C-A H:** Within the UCITS industry,

the market has reached a certain maturity. The growth driver today is AIFM. High net worth and ultra high net worth clients’ demands are mainly focused on alternative assets. Furthermore, this asset class is also aimed at institutional and professional investors who currently have significant cash reserves to invest.

**JV:** Indeed, substantial cash reserves are available and looking to be invested, amongst others, because of negative interest rates charged by

banks. Alternative assets seem to be the preferred investments for managers and investors. We can see the growing success in this regard of new types of funds such as debt funds, which is evidence that the alternative investment market has a bright future ahead. That said, the fundamentals still apply: you have to be very responsive, competitive in terms of pricing and particularly attentive to the changing needs of different types of clients.

# BUSINESS

Keith Hale (Multifonds)

## Helping asset managers fight disruption

**+ MORE INFORMATION**  
[www.myofficialstory.com/keithhale](http://www.myofficialstory.com/keithhale)  
[www.multifonds.com](http://www.multifonds.com)

Keith Hale, Executive Vice-President for Client and Business Development at financial technology vendor Multifonds, says the firm helps clients preserve their competitiveness amid potential disruption from technologies such as big data analytics and blockchain.

### How has Multifonds developed over the past two decades?

Multifonds is a provider of financial software to fund administrators and asset managers. The company launched in Geneva in 1995 and established a Luxembourg presence in the same year, quickly capitalising on the growth of the UCITS brand and the spread of cross-border fund distribution within Europe. Starting with leading fund administrators such as Pictet, RBC, Citi and BNP Paribas, as well as asset managers that do not outsource back-office administration, like Credit Suisse, the company has expanded from its home base in Europe to establish a significant presence in Asia and North America, initially servicing UCITS funds but increasingly domestic investment vehicles and alternative investment products such as hedge funds and ETFs.

### Where do you stand today in a world of potential fintech disruption?

Multifonds, now owned by the

Temenos Group, has over 8,000 users of its software which supports over 25,000 funds with €6trn in assets. We have offices at Winnipeg in Canada, Boston, New York, Dublin, London, Paris, Frankfurt, Singapore and Hong Kong. Our biggest office is in Bangalore where we conduct all our development and testing, but our headquarters, where we have our management team and staff supporting our local clients, is here in Luxembourg, even if our parent is based in Geneva. By any definition we are the largest fintech firm in the grand duchy. But rather than disrupting the business of existing financial services players, we are helping them deal with issues such as market volatility and the increasing burden of regulation, helping them improve their efficiency and deal with the costs that make them vulnerable to disruptors.

### Will fintech disrupt the asset management industry?

Our recent survey of the industry found

that 54% expect game-changing disruptors within the next two years, but three quarters of respondents see regulation as a bar to disruptive innovation by new entrants – along with back office complexity. The biggest potential disruptor identified in the survey was big data analytics, which could affect the industry in many different ways: not just in helping make the right investment decisions, but knowing who is buying their funds and why, and in which markets. Big data analytics can also play a role for distributors such as private banks and wealth managers in analysing which funds to buy for their clients. Another potentially disruptive technology is blockchain, although right now it's still in the embryonic stage and there are potential scalability and security issues. If they can be resolved, applications like real-time execution and settlement at virtually zero cost could be extremely disruptive. But I doubt that is for the next couple of years, more likely the next five or 10.

“The biggest potential disruptor is big data analytics.”

Keith Hale, Multifonds



# BUSINESS

## Carne: a decade in Luxembourg

+ MORE INFORMATION  
[www.myofficialstory.com/stevebernat](http://www.myofficialstory.com/stevebernat)  
[www.carnegroup.com](http://www.carnegroup.com)

Carne executives say that actively recruiting senior professionals and focusing on client needs has driven their success over the past decade.

### What is your perspective on Carne's 10 years in Luxembourg?

**Tracey McDermott:** I was the first employee when the company was established in Luxembourg in 2006. That was in the UCITS III era, when governance was becoming a hot topic. At that time, we were two people, compared with 30 people now serving the Luxembourg market.

**Lydie Bini:** A decade later, corporate governance, risk management and compliance top the agenda for asset managers. Our clients benefit enormously from Carne's progression over that period and the lessons learned.

**Steve Bernat:** Luxembourg was Carne's first jurisdiction outside Ireland, two years after the firm's creation. Today, Carne has eight offices around the globe with a presence in all major fund domiciles. Luxembourg is not only central to the group's strategy, but also the fastest-growing business right now.

### What makes Carne stand out?

**Steve Bernat:** Our biggest investment in Carne's business is in our people. We now have a global team of 100

professionals, who have worked for firms such as Deutsche Bank, Citibank, Merrill Lynch, Credit Suisse, Goldman Sachs, PIMCO, among others. My team in Luxembourg has an average expertise in the fund industry of over 17 years. Within this team every skill set is



“Luxembourg is the fastest-growing business in the group right now.”

represented. The management team decided that by developing such a team, the value we bring to our clients is significantly in excess of the investment.

**Lydie Bini:** So you can always find someone in the group, who has already solved the problem you are facing and is willing to share their experience. When you ask a question, you get feedback immediately.

**Tracey McDermott:** Carne takes a very hands-on approach. We see ourselves as an active part of our client's business. Clients and industry peers often use us as a sounding board, and we actively share our know-how with our clients and the industry. Take for instance our annual Funds Congress, which we hosted for the 5th time in London in 2016 for which 1,500 people registered this year, one of the biggest of its kind in Europe.

**Pascal Dufour:** Carne's clients include the largest financial institutions and asset managers in the world and we recognise that clients of that calibre should demand from us that we demonstrate a strong brand to their clients and regulators through strength in terms of people, knowledge, service and infrastructure.

**Mario Koster:** Because of that, I joined the group after working for a Carne client.

### How do you see the future?

**Pascal Dufour:** Rather than selling a set of fixed services, our approach is to work closely with our clients creating value for them by reducing risk, removing complexity and addressing pain points. That is why we have actively invested so heavily in our business to-date and will continue to focus on long-term

investment strategies. Our IT infrastructure is an important component of this investment, as it adds that extra layer of security and reassurance for our clients and allows us to do the job efficiently.

**Mario Koster:** Carne is the only fund governance provider, who can serve managers in multiple fund domiciles and we believe this allows us to demonstrate that we add greater value to our clients by serving them across their whole business.

**Steve Bernat:** The management team has taken a strategic decision to remain independent, so that our client's needs and requirements can continue to drive our business rather than any short-term financial rewards. We are proud of the business we have created and we have a long-term commitment to that business, to Luxembourg as a domicile and most especially to our clients.

# BUSINESS



Thomas Steiger (VP Bank)

## Leveraging global expertise from a Luxembourg base

### + MORE INFORMATION

[www.myofficialstory.com/thomassteiger](http://www.myofficialstory.com/thomassteiger)  
[www.vpbank.lu](http://www.vpbank.lu)

VP Bank (Luxembourg) SA CEO Thomas Steiger says that both the Liechtenstein-based group and the jurisdiction are playing a catalytic role as the asset management industry evolves, for instance with the growing role of family offices.

### What significant changes do you see in the business environment?

Both Luxembourg and VP Bank Group are actively involved in the emergence of a new ecosystem for

clients such as fund managers, family offices and external asset managers with investment opportunities of between €5m and €20m. VP Bank has exactly the right size to play a major role in this market - one client recently

told me that big banks refused to talk to them - but we can leverage our international network of expertise and resources to serve this kind of customer. It's not so long since secrecy was the key factor here, but no

longer. Today a French investor might take the train from Paris to Luxembourg, and we will arrange lunch with a Scandinavian family office on a sunny terrace around Place Guillaume. These professionals are

looking for investment ideas, undetected talent and top-notch providers such as us that can fulfill their demanding requirements. I am convinced this market has a huge potential.

management, knowing that we can orchestrate the most complex global strategies from here. There are more than 100 multi-family offices in Luxembourg today, so I am not worried about the future.



“We are adapting fast to the new dynamics.”

Thomas Steiger,  
VP Bank

### What are the priorities of your end-clients?

One of the main issues today is low interest rates. Clients want to know what else they can do, so there is a strong educational dimension to the assistance we provide. We take the time to explain what private equity really is, for example: what risks are involved, how it impacts the liquidity of their assets. When clients understand how such non-traditional asset classes work, they become less risky. With proper cash flow planning, you can generate regular pay-outs, as you can with an apartment. Very often institutional investors lead the way and smaller ones follow. Right now, international family offices may have more than 20% of their portfolios invested in private equity, compared with an average of less than 1% for private clients.

### What differentiates VP Bank from its competitors?

We can adapt fast to the new investment dynamics. Today clients choose us for a range of reasons, starting with our entrepreneurial DNA, which ensures short decision paths. Secondly, they can leverage our global footprint in the group's three main segments of private banking, intermediaries and the fund business. Moreover, they benefit from our group specialisations: for example, we have a European centre of expertise for Hong Kong in Luxembourg, serving clients in Cantonese or Mandarin. From a Luxembourg perspective, the fact that Luxembourg is both our EU hub and a key centre for funds and private equity make us the go-to partner for clients with between €5m and €500m in assets. They come to us for advice, asset planning and

# BUSINESS

Trialys law firm

## Experts to experts

+ MORE INFORMATION  
www.trialys.com

“Our partners are in direct contact with our clients.”



An interview with Gerald Stevens, founding partner of Trialys, a Brussels and Luxembourg-based corporate law firm.

### Can you tell the story of your firm in a few words?

In 2000, as a Belgian business lawyer I joined forces with a group of Luxembourg litigation lawyers to create a comprehensive and international offering in corporate law and litigation. I relocated to Luxembourg while keeping my registration with the Brussels Bar. In 2015, after being part of a larger network of law firms for almost ten years, we decided to take a new direction and named ourselves Trialys. We chose this title for two reasons: firstly, due to the triangular

relationship between the client, the lawyer and the opposing party, and secondly because of the connotation with the word "Trial". We have offices in both Luxembourg and Brussels.

### What makes Trialys different from other law firms?

There are three clear factors: expertise, responsiveness and pricing. Expertise first; our lawyers have studied in the best French and Belgian universities and our partners have all more than 20 years' experience in their field of specialization. This is also the key to

our work organisation: our partners are in direct contact with our clients. Client contact with Trialys does not require communicating through a sequence of staff members, trainees and associates before reaching the partner, we are systematically and regularly in touch with our clients. They have our mobile numbers, ensuring a quick response, even during weekends if and when necessary. This very direct model is reflected in our pricing policy: with controlled operating costs, we offer reasonable hourly rates and we are open to fixed price billing fees,

monthly retainers or alternative fee calculation structures. This model creates trust and allows us to work on transactions of all sizes, including "Mergers and Acquisitions" or "Corporate Finance" in, among others, the automotive sector, media and information technology to name a few.

### What are the challenges and opportunities for a law firm like yours?

Considering our opportunities, I believe that our development will be supported by two factors: the dynamism of the funds industry along with private equity activity on one hand, and the permanent need for companies to finance, refinance or restructure as a whole on the other. As

for risks, Luxembourg and Belgium have a similarity. An increasing portion of the corporations established in these jurisdictions have their decision makers (who also decide on which lawyers will represent them), located outside the country which obviously obliges us to promote ourselves internationally. Firms like ours must be aware of the changing environment of the legal industry which has affected both of the jurisdictions we are active in. In last ten years, the market has witnessed numerous consolidations of firms through mergers or takeovers of private legal practices and the emergence of small structures involving former associates or partners of large practices. Each firm

must define its strategy: does it want to adopt an industrial approach and join a large group or evolve into a niche practice, capitalizing on a strongly focused competence. At Trialys, we believe in the second option.

### Any important news to share for 2016?

2016 has been a very important year for our firm. Stéphane Meyer joined as a new partner to co-manage the litigation department together with Jerry Mosar. Furthermore, we hired three senior associates to strengthen our Luxembourg and Brussels offices in order to face the major workload increase since the beginning of the year.

# BUSINESS

“Our deep expertise enhances our clients’ businesses.”

Bill Jones, ManagementPlus

Bill Jones (ManagementPlus)

## Deeper expertise

### + MORE INFORMATION

[www.myofficialstory.com/williamjones](http://www.myofficialstory.com/williamjones)  
[www.mplgroup.com](http://www.mplgroup.com)

ManagementPlus Senior Partner Bill Jones says investors today are looking for service providers with a deep understanding of the markets in which they are investing and that can add value to their business.

### How is ManagementPlus developing?

We have recently recruited two new partners, Joe Esposito to head our North American practice and Greg Robinson-Kok who will lead our management company business in Luxembourg. Joe has vast experience in the hedge fund space, having been general counsel for Commodities Corporation and senior legal counsel for Goldman Sachs Asset Management, as well as COO and general counsel of a CTA that peaked at \$9bn in assets. Greg worked for Franklin Templeton in the UK, Asia in a number of senior roles and Luxembourg, where he succeeded Bill Lockwood as conducting officer. Both have deep experience in alternative investments, with Joe specialising in hedge funds and Greg in private equity, real estate and UCITS. They reinforce our strategy of offering the deepest asset class knowledge in Luxembourg.

### What are alternative investors looking for today?

Investors expect the investment manager to focus on its core portfolio management skillset and outsource other key elements of day-to-day fund operations to specialised partners. We see a radical change in the way third party servicing is perceived today. In the past it was used mainly to reduce operational costs. Today however, it is used more strategically, to access deeper expertise in the operation of fund vehicles - ultimately to enhance and add value to the business. We see our mission as becoming an extension of the management team, working from the outside. People no longer want to outsource to providers that lack experience of the markets and asset classes in which they are investing. If you look at the four partners of the firm, it is clear that we bring together deep expertise across the full spectrum of alternative and



William Jones



Keith Burman



Greg Robinson Kok



Joseph Esposito

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Joaquin E. Bacardi

traditional investment, along with unparalleled global coverage.

### What do companies like yours need to succeed?

Apart from ensuring that all the mandatory, regulatory-driven aspects of the funds’ responsibilities are managed professionally and effectively, the essence of our job is to build a team of highly experienced specialists in each area of the business, who are able to translate

their experience into operational added value in any given client context. In October this year, Joaquin Bacardi, our largest non-executive shareholder, visited us and met key players throughout Luxembourg’s financial industry. He is a non-executive bank director himself, with an operational, marketing and management background, having been CEO of the Bacardi corporation’s Caribbean and Latin American businesses. It’s worth noting that

ManagementPlus is the only Luxembourg-based company with an international cast of shareholders based in the UK, continental Europe, Asia and the US, all of whom have deep asset management and capital markets expertise. The fact that we can attract this type of shareholder says a lot about our firm. Ultimately our combined expertise at the management, staff and shareholder levels is the main reason clients are choosing to work with us.

# BUSINESS

Philippe Meloni  
(Lemanik Asset Management)

## An Asset Manager with long-standing ambitions

### + MORE INFORMATION

[www.myofficialstory.com/philippemeloni](http://www.myofficialstory.com/philippemeloni)  
[www.lemanikgroup.com](http://www.lemanikgroup.com)

Gaining strength from the discretion inherited from its Swiss origins and from the private banking pathway taken by its founders, Lemanik is one of the leading third party management companies in Luxembourg and does not hide its double-digit growth culture. Interview.

### Can you present Lemanik in a few words?

Lemanik is a long-running story. The company was founded in 1971 in Switzerland. I met the founders together with my colleague Jean-Philippe Claessens while working in the private banking sector and we joined the company in 2006. One of the core strengths of our firm is our solid capital base of over 20 million euros which provides us with unbeatable stability, since the capital remains within the hands of our historic shareholders and their executives. Our independence has always been a strength: we are not linked to a banking group or to a private equity fund. I also think that our stable double digit growth is based upon our flair for entrepreneurship: we are very close to our customers and when a new

regulatory change is introduced, we have been able to demonstrate our ability to identify the challenges that are faced by our clients in order to give them a satisfactory and pragmatic solution. This proactive and solution oriented approach is particularly appreciated. Philippe likes to say: "Lemanik turns regulation into a business opportunity."

### How did you manage to exceed the threshold of 20 billion euros under management with originally such a small team?

Besides our independence, we have been, and we continue to be visionaries above all. Ten years ago, the regulatory substance market was focused on making available independent directors and on management companies linked to one single fund. We were one of the



"Lemanik turns regulation into a business opportunity."

Philippe Meloni (Lemanik Asset Management)



Philippe Meloni

first to create a 3rd party management company regulatory solution, a model that has been much copied ever since. Simultaneously, we were able to patiently recruit a team with an enviable address book. Hervé Coussement indeed joined us in 2012 and allowed us to make ourselves known to the broader institutional market. Moreover, we managed to stay close to our clients. I cannot count the number of intercontinental flights taken after a simple phone call and I must say that it has been very successful for us. Some clients that we have met under these circumstances have become pillars of our business! Moreover, the quality of our teams and our operational efficiency have all been key factors in our client

loyalty. Today we are among the leaders in the industry and we intend to remain a leader by focusing on two axes: first, by strengthening our multi-jurisdictional development, in particular via the expansion of our Dublin office and then by focusing on alternative investment strategies in which we have already made a significant impact.

### What is your plan for the alternative sector?

We had three options to position ourselves: recruit a specialist, buy a company or attract a team of experts. We opted for the third option, with the clear vision to impose ourselves again as the key player. "The third party AIFM model is now establishing itself as an

ideal solution for both fund promoters, that have never been regulated and who wish to focus on their core business, that is to say management as such, or major players, Americans in particular, who are not present in Europe and who wish to benefit from the marketing passport of their third party AIFM" comments Alexandre Dumont in charge of Lemanik's new alternative positioning. It is a growing sector and we are, as such, the first firm of a major size to consolidate under one umbrella a UCITS and AIFM solution in Luxembourg and in Ireland. With our ambition and the team in place, I think that the conditions are there to continue our development in "Fast Forward" mode.

# BUSINESS

Thibault de Barsy (Keytrade Bank)

## The stock exchange in a click

### + MORE INFORMATION

[www.myofficialstory.com/thibaultdebarsy](http://www.myofficialstory.com/thibaultdebarsy)  
[www.keytradebank.lu](http://www.keytradebank.lu)

The banking sector has experienced profound change with the advent of the internet and new technology. Today, online banks are becoming increasingly popular. An interview with Thibault de Barsy, CEO of Keytrade.

### Could you provide us with a brief overview of Keytrade's activities?

Our business centres on three areas: stock brokerage, online savings accounts and open architecture for investment funds. We began in 1999 as an online broker in Luxembourg and were granted the status of a bank in 2010. We mainly focus on stock brokerage: our clients access financial markets at highly competitive prices. Unlike conventional banks, we do not demand custodian fees. The inspiration for our concept comes from America's first stockbrokers who took orders from individual clients via telephone. The internet has made everything a lot easier since transactions are made by the clients themselves. As a result, we play a part in the democratisation of

finance, allowing anyone to invest! Real time prices make it possible to cope with the market's volatility: the recession in 2008 has shown that even shares which are believed to be relatively stable can fluctuate significantly and suddenly, within the space of a few hours. In addition to this main focus, our status as a bank means that we can provide typical banking services such as savings accounts. As for longer term investments, we offer the same services as our competitors – private banks – with 700 investment funds available online.

### Could you describe your client base to us?

Our average client has savings of 250,000 euros. We give our clients the choice as to how much and where to

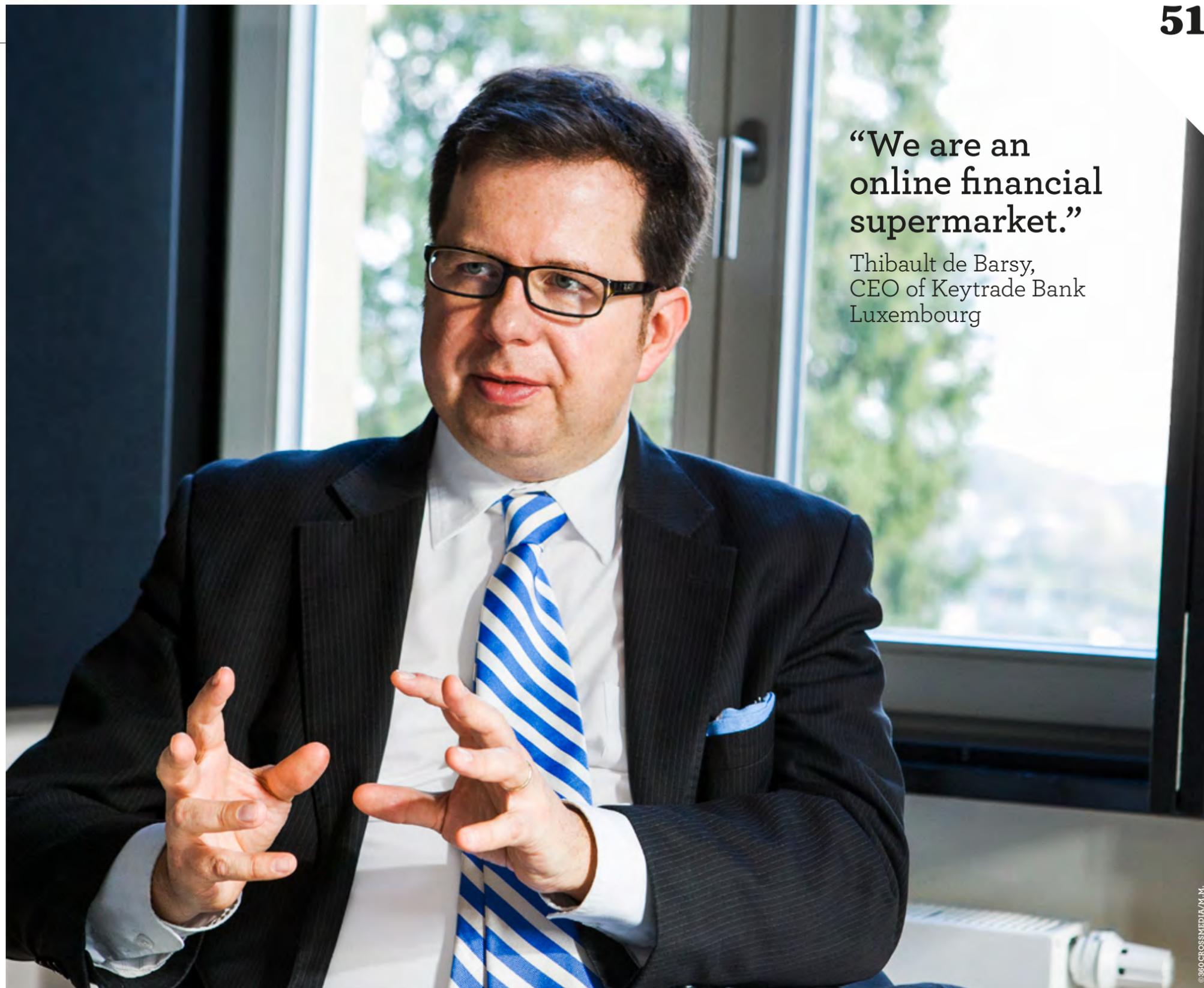
invest. We do not provide advisory services like a private bank. Nevertheless, our clients can find a great deal of information on our platform: each fund has a file with its past performance and rating and we also provide an analysis report for each listed share. Our average client

tends to invest in very large funds or in blue chip companies because they offer a reduced risk. Index funds also very popular with our clients: these are funds with a value which is linked to a specific stock market index which do not require either a manager or advice from a banker.

### How do you expect online banking to develop?

We want to digitise financial products as much as possible, starting with some types of credit. We also want to implement an online discretionary management system – which would be robot-assisted – which is already used

in Belgium. This system will be a mixture of semi-automated management by means of algorithms and human intervention to monitor how portfolios change. Lastly, we will continue to expand our range of products and the markets we offer, based on our clients' demands.



“We are an online financial supermarket.”

Thibault de Barsy,  
CEO of Keytrade Bank  
Luxembourg

# BUSINESS

## Grahame White **Dedicated** to investigation

+ MORE INFORMATION  
[www.myofficialstory.com/grahamewhite](http://www.myofficialstory.com/grahamewhite)

Grahame White has been working for Scotland Yard during decades as a consultant. Today, he's investigating for different organisations in order to fight against terror finance. Interview.

### What can compliance officers learn from Scotland Yard specialists ?

Scotland Yard and indeed other Specialised Law Enforcement Agencies can provide two essential ingredients to support their colleagues working within the Financial sector.

The first is an understanding of the complexities of identifying, reporting and investigating of major Financial Crime/fraud/Money Laundering criminality. Generally officers will have the capability to examine systems and audit trails in support of the Compliance Officer and the Compliance/Financial Crime component at the bank to deal effectively with the concern at hand. If a Law Enforcement Officer steps into the Financial sector, they bring certain due diligence capabilities with them. To be successful an Officer must grasp the culture of banking and commercialism.

Where Law Enforcement needs to be more supportive in all Criminal and Terrorist investigations is the feedback of typologies and Trends of Core Criminality and Terrorism.

FIU(Financial Intelligence Units) who are the conduits globally for the receipt of Intelligence reporting SAR's from the Fin Sector must continue to improve the level of feedback, beyond generic to assist Institutions be more effective. I also believe that Individual liaison between Law enforcement and compliance colleagues assists this process.

### In the technological arms race, will terrorist always have an edge?

I don't see the challenge as being difficult in terms of a technological war in TF matters. Its true that the IS phenomena utilizes Social Media with a degree of success to espouse its propaganda. However advances in technology and transaction monitoring systems have undoubtedly improved the capabilities of the financial sector to play a pivotal role in finding the terrorist. No longer should we be dealing with Terrorists from the reactive scenario but have the capability to predict radicalization and also provide the authorities with more effective intelligence. However

this requires both Counter Terrorist Intelligence and Financial intelligence working together. I have advocated that the financial sector requires thematic information to effectively track terrorists within algorithms and alerts within transaction monitoring. So in essence removing or reducing the barriers to information sharing between private and public sector allied with more

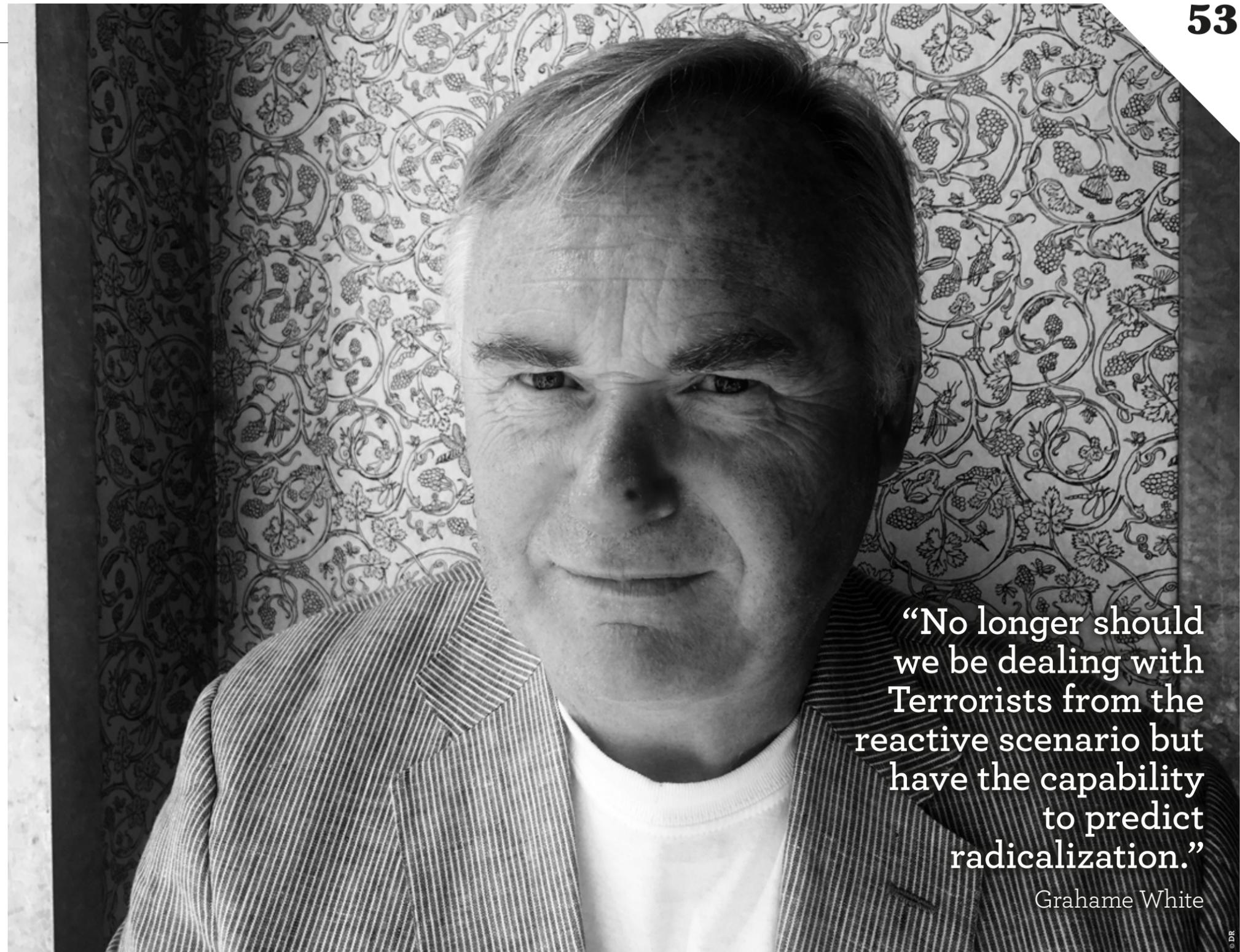
effective use of technology will assist greatly to defeat extremism.

### During an investigation, what's the ratio between digital and physical investigation?

The ratio between digital and physical investigation is very difficult to quantify. In my experience of major investigations in Terrorism there are

generally a significant number of elements that come into play. A High Tech Unit will conduct an investigation into material and evidence to be found on laptops etc.. A surveillance capability is required to follow and maintain control over suspected extremists. A Financial investigation may well be leading or supporting that effort through profiling of persons and their financial

activity. A forensic strategy will be employed to gather evidence of material purchases and identify the physical/DNA footprint. Intelligence from within the Community may also play a vital role. And don't forget other agencies offering support or indeed leading on the development of the intelligence picture. In military terms it can be classed as an "all arms effort".



“No longer should we be dealing with Terrorists from the reactive scenario but have the capability to predict radicalization.”

Grahame White

# BUSINESS

LPEA

## The evolving Role of fashion in the Luxembourg Business world

### + MORE INFORMATION

[www.myofficialstory.com/lpea](http://www.myofficialstory.com/lpea)  
[www.lpea.lu](http://www.lpea.lu)

The rigid certainties of business dress that existed a couple of generations ago have long given way to a more fluid and flexible approach – one that in Luxembourg reflects the country’s position as a melting pot of nationalities and cultures, as well as a creative and financing centre for the fashion industry.

### Open to global trends

As a major European and international business centre with a multinational and multicultural character, Luxembourg reflects global trends regarding fashion and its role in the workplace. However, it’s also a creative centre for fashion in its own right – while the private equity and venture capital industry plays a role both as a sector with its own style and as an investor in innovative fashion businesses. A few decades ago the grand duchy would probably have been classed among the more conservative countries in terms of fashion in general as well as business dress, but a steady inflow of people and influences from the rest of Europe and beyond have done much to change that. A previous emphasis on formality has given way to a broader range of style options than the standard suit-and-tie formula for men in the past, and ‘sensible’ options for women in the workplace. The emergence in Luxembourg of new business fields, such as software development, IT solutions and alternative investments, have helped

this process along – notably making ties optional and jeans acceptable for certain business meetings. Some companies have imported innovations such as dress-down Fridays from the other side of the Atlantic. Overall the trend is still toward business suits and ties (Hermès, of course), but there’s more room for individual and more adventurous taste.

### Creative sparks

The economic development of the Grand Duchy has brought a broad range of top international labels to Luxembourg, especially in the expensive boutiques of the capital, but it’s also created opportunities for the development of homegrown creativity. Although for now the sector lacks education and training opportunities at home, leading lights of the sector have drawn on experience abroad to develop their own, homegrown style. Take Eva Ferranti, who after more than a decade studying tailoring and working with the country’s leading designers returned to the grand duchy to create a business around her own line of

handmade tailored suits for men and women. Over the past 17 years her suits have become popular among the country’s business community and her references include dress uniforms for the grand duke’s staff. There’s Ezri Kahn, a bespoke tailor with a workshop in Hesperange who specialises in ‘comfortable’ outfits for businesswomen and focuses on long-term relationships with clients to develop a complete wardrobe. Other young designers are making a name for themselves, such as Sophie Dewalque with her Sophi(e) s t i c a t i o n label for young girls and jewellery for adults, or the streetwear of Sentinel City.

### Fashion as an investment

Luxembourg is also becoming more closely involved with the business of fashion through its embrace of new technology, particularly in e-commerce, as well as its financing. These trends intersect in the backing by Luxembourg venture capital firm Mangrove Capital Partners of Outfittery, a Berlin-based



“Cultural differences are important to consider.”

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 Magazine



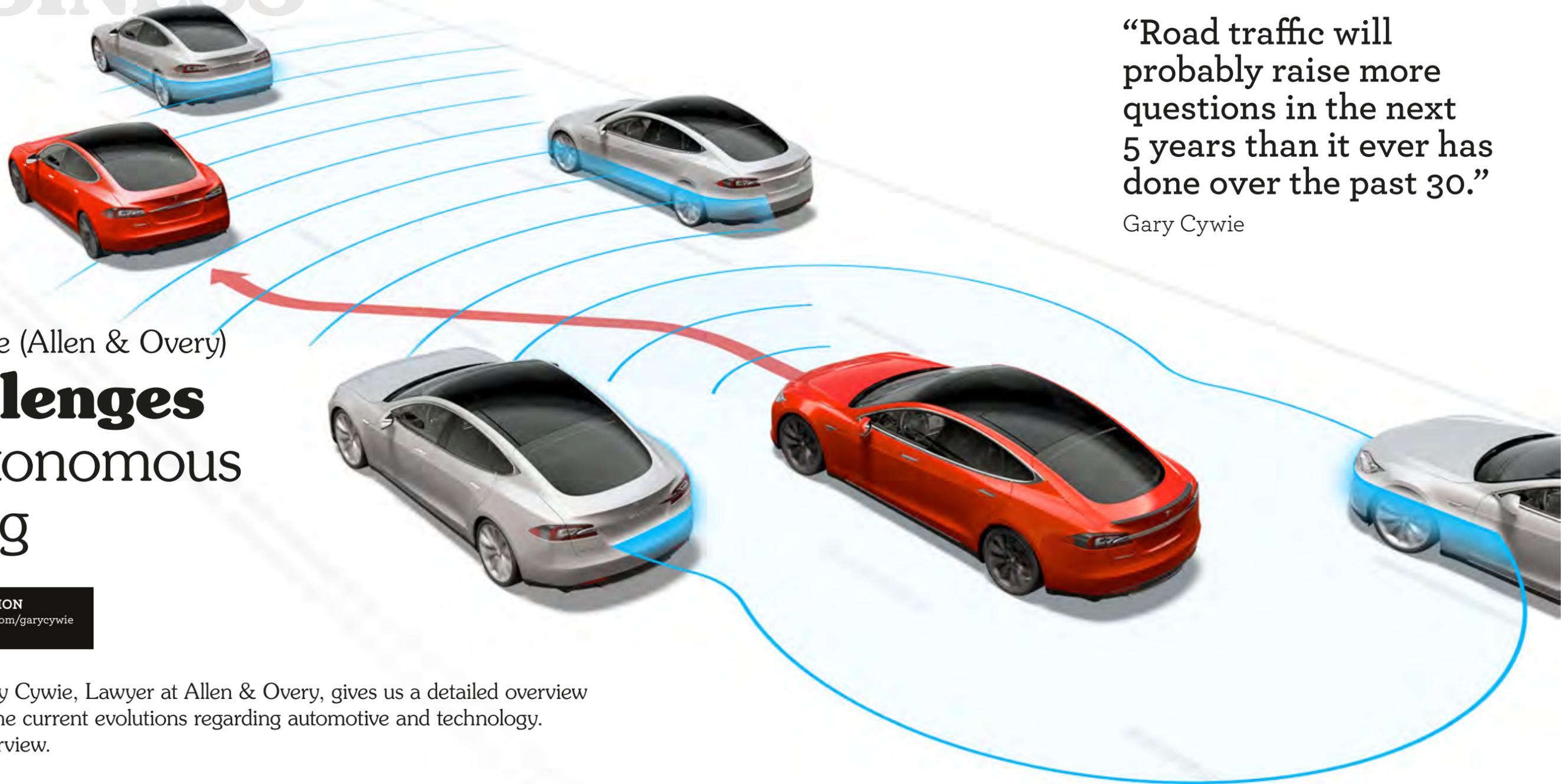
firm that offers time-poor men a questionnaire based clothing selection service. The firm creates a profile of the client, matches them with a personal stylist, and sends them a selection of customised outfit, allowing them to select those they want to buy and return the rest. Outfittery’s approach brings to the fashion business the personalisation increasingly adopted by leading e-commerce players, many of which themselves have operations in Luxembourg, but using a human curation touch rather than just algorithms. Venture capitalists such as Mangrove, but also the Luxembourg operations of leading European and global private equity firms such as Bain Capital and CVC Capital Partners, reflect the sector’s increasing profile in the grand duchy. And in terms of business dress and fashion, outposts of international groups have brought their own input to the grand duchy’s style mix.

### Where global meets local

Dress codes in Luxembourg’s most important business sector, financial services, reflect both local and global industry-wide trends and attitudes. For instance, there’s a clear distinction between the sharp dressers of the private equity and real estate investment business and the deliberately casual style that’s become a uniform in venture capital, but also between dress standards in the US, for instance, and European financial centres such as Luxembourg. The trend toward greater informality appears to have gone somewhat into reverse since the 2008-09 financial crisis, especially in the US, where the suit and tie uniform has made a comeback, at least out of the office; although analysts also see a distinction between the laidback West Coast and more buttoned-down New York. In Luxembourg conference attendees frequently do without ties, for instance, a rarer sight in the US. Cultural

differences are important to consider for business meeting attire – for instance, brown shoes are considered unsuitable in the UK, but acceptable in the US or France. In Britain, despite the growing appeal of designer boutiques to demonstrate personal style, suits tend toward dark, conservative colours – something that’s less true in Luxembourg. Across the border in Germany, styles tend to even more formal and understated. Inevitably, given the diversity of Luxembourg’s working population and the large number of people who commute in daily from neighbouring countries, different national approaches to business dress and fashion are in evidence, and diversity is greater than in other European business environments. With the growing availability in stores and online of leading designers, along with the emergence of local talent, the focus on style inside and out of the workplace can only increase.

# BUSINESS



“Road traffic will probably raise more questions in the next 5 years than it ever has done over the past 30.”

Gary Cywie

Gary Cywie (Allen & Overy)

## Challenges of autonomous driving

+ MORE INFORMATION  
[www.myofficialstory.com/garycywie](http://www.myofficialstory.com/garycywie)  
[www.allenoverly.com](http://www.allenoverly.com)

Gary Cywie, Lawyer at Allen & Overy, gives us a detailed overview of the current evolutions regarding automotive and technology. Interview.

### What do you believe will be the most significant issues of the automotive market in the years to come?

Automotive manufacturers have long served as genuine research centres, developing vehicles equipped with cutting-edge technology. Innovation is more than ever paramount to keep up with a competitive market. Until recently, in-vehicle and automated driving systems were still science-fiction, but now stand as a major development potential for the vehicles of the future. To

such an extent that manufacturers now count various emerging players within their ranks, from internet giants to application developers and other internet service providers.

### How can Luxembourg cope with this?

Whether they are the outcome of true public expectation or the ineluctable result of competition and partnerships from all backgrounds, it appears clear that autonomous cars will soon enough be ready to crisscross our roads. Yet, we

believe they could only achieve this in Luxembourg following an amendment of the Code de la route (traffic code), which currently provides that “all drivers must drive in such a way as to remain in control of their vehicles at all times”. Hence, each vehicle needs to have its own driver.

Legislation may also focus on other related matters. In the event of an accident, with all the insurance issues implied, will liability regulations be adapted (considering that activity logs are, at most, available, along with

airplane black boxes)? How can one manage the issue of computer piracy applied to connected vehicles? Could a special driving license be created, making it possible for minors or visually impaired individuals to drive such vehicles on the road?

### How is your profession adapting to these tendencies?

Road traffic will probably raise more

questions in the next 5 years than it ever has done over the past 30, so long as political intent is there to accept the automotive industry’s oncoming developments. If such is the case, the attention of lawyers will surely turn to these questions, and to their inherent practical enforcement issues. The autonomous car, for instance – which is bound to be connected – shall be equipped with a host of personal data

which, in theory, will enable the driver’s identification at any moment, his/her location, itinerary, travel speed and time, specific accident facts, and so on – an invaluable wealth of information for insurers, social media, hackers, car thieves and merchants alike! Some autonomous cars are already on the road, so we are getting ready to examine any legal questions that will arise!

Leonard Brody, serial entrepreneur

# A revolution in the next 730 days

+ MORE INFORMATION  
[www.myofficialstory.com/leonardbrody](http://www.myofficialstory.com/leonardbrody)

Serial technology entrepreneur Leonard Brody, who says it's impossible to make meaningful predictions more than two years into the future, argues that the connection of a further billion people to the internet, mostly in the developing world, will be among the most impactful economic developments in history.

## Why the internet changes everything

Over the past 600 years, most media innovation has been essentially similar in nature, starting with movable type and developing through recorded media, transmitted wire, telephone and television. What makes these four revolutionary developments the same is that they are broadcast by nature, either one-to-one or one-to-many, extremely expensive technologically, and all have been regulated by governments. The internet - the fifth media revolution - is fundamentally different, because it is the first

many-to-many communication mechanism. Millions of people can communicate with millions of other people, there's virtually no accretive cost, and it's almost impossible for governments to regulate. It is the first time in the history of humanity that people have possessed their own communication at mass scale on a global level, and a complete inversion of the funnel of power in almost every facet of people's lives.

## Institutions and models under pressure

As a result, we are facing the largest era of mass institutional change in the

history of the planet. Institutions from religion and government to education and marriage are put under pressure - and so are traditional business models and assumptions. The largest media business in the world, Facebook, doesn't own or produce a single piece of content. The largest transportation business, Uber, doesn't own a single vehicle. The fastest growing enterprise software firm, Slack, doesn't have any sales staff, and the largest hospitality and tourism business, Airbnb, doesn't own a single

room. Each of these companies took over their category, dethroning previous sector incumbents, in less than a decade with a complete network-effect model, ignoring traditional ownership-based business models. Since 1997 publicly-traded internet and media companies have been responsible for the generation of around \$10 trillion in market capitalisation, but not a single dollar has been created by an incumbent company. The world as we know it is fundamentally shifting.

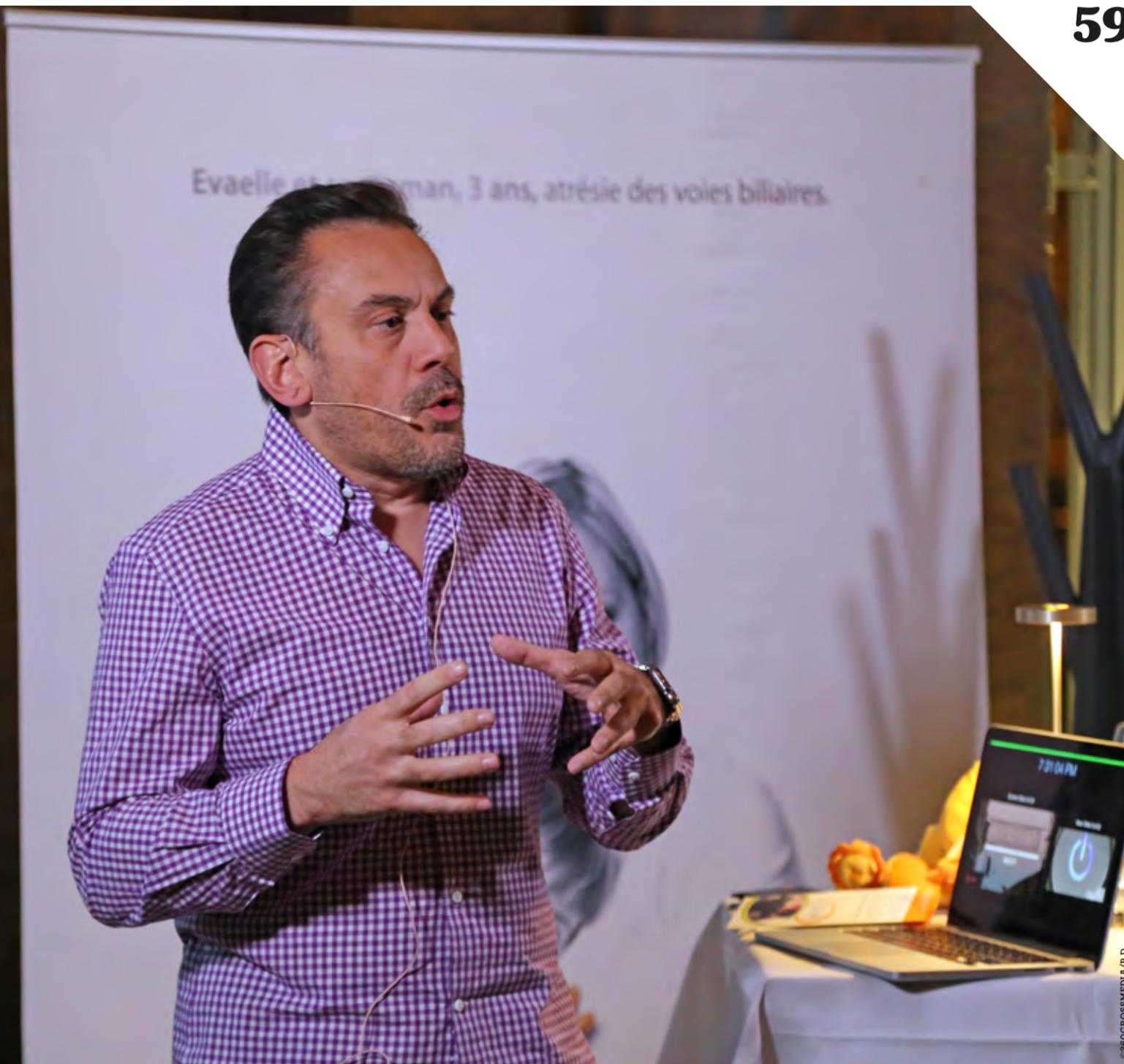
## Race to connect the next billion

Today around 2.8 billion people are connected online through mobile or desktop devices, and a massive race is on to light up the next billion over the coming two years - a development that will have one of the largest economic impacts, especially on the developing world, in history. The second thing to watch is the so-called Internet of Things: today's five billion devices connected to networks are set to grow to two

trillion within the next five years. It will have a huge impact on the economy, as well as posing massive new security risks. The two major changes underway today are the blockchain and advanced peer-to-peer networking. Blockchain is the most sophisticated distributed ledger system in the world, offering much more accurate reporting and cutting the risk of fraud. The next era will see robots that resemble real people but with a far greater capacity for knowledge than any human being.

“We are facing the largest era of mass institutional change in the history of the planet.”

Leonard Brody



# Bank secrecy and Professional secrecy

+ MORE INFORMATION  
[www.myofficialstory.com/dianadiels](http://www.myofficialstory.com/dianadiels)

Nowadays, the “*secreta auris*”, the ear that receives secret, is not respected anymore with all the leaks and also the Panama papers. What happened to the protection of private life that is mentioned in Article 8 of the European convention for the protection of Human Rights? We as individuals decide about matters that we do or do not want to share with others.

Today bank secrecy is under pressure. Banks and other credit institutions have the legal and deontological obligation of discretion and confidentiality. These professionals are more and more under pressure today due to requests of the authorities, institutions and administrations. In a certain way, the liberty of their professional activity is attacked. The banker is exposed to great risks if he has to give even the smallest information about his clients. His responsibility is engaged in civil and criminal law. The banker can be pursued by his customer in case he communicates any information that is confidential to the administration or judicial authorities. In this case his penal responsibility is engaged. The protection of privacy is very important to the law. The first quality of the Banker or Financial intermediary was always the unconditional respect for confidentiality and discretion on the business and private affairs of the customer. Today this is totally weakened by growing requests of the Government, Financial authorities, the Administration etc.

Bank secrecy is built onto two fundamental facts: the civil and penal code. The civil code corresponds by the duty of discretion that covers contractual liability and the penal code that covers violation of professional secrecy. The Bank secrecy is also involved when employees exchange some information. This concerns not only numerical data. The professional secrecy applies even within the bank and without making a difference between an employee of the same establishment or not. The professional secrecy is the rule. The person who received the confidence of a secret always has the duty to keep it. The revelation of this confidence makes him punishable if it is a confidence bound to the exercise of certain professions. Let us note that the client can loosen the banker of the obligation of the secret. The secret is a simple protection of the client so that he can even freely decide to give it up. The person who is asking for the information is also an important actor. Who is a third party? For example a spouse, as well as other family members,

are thirds parties to the banker. The commercial and confidential relationship between the banker and his client arose from a moral and a business contract between the banker and his client. The bank secrecy has to bring him into conflict. Even when the client dies, the heirs do not have access to any information in touch with the life of the *cujus*. Access to information is only about patrimonial and extra patrimonial information. In case of dispute, the judge must summon the banker to give up his professional secrecy, in order to solve the situation. The duty of confidentiality is thus a very wide and important part. The banker has to respect professional secrecy, but also has the obligation not to get involved in the private affairs of his customer. The non-interference is a very important subject of professional secrecy. The banker is not allowed to analyse the causes of the operations, which his customer asks him to execute, except in the case where the law foresees it within the framework of anti-money laundering. Limitation of non-interference is the



“Professionals are more and more under pressure today due to requests of the authorities, institutions and administrations.”

Diana Diels

for the spouses. In that case, professional secrecy cannot be used. Also when spouses have common stock shares in a company they own together, an expert will be designated to interrogate the banker. Nowadays with the recent Lux Leaks and Panama papers that legislation is not respected anymore as well as International Human Rights. Bank secrecy and professional secrecy can be considered as a guaranty for democracy \*1. Others pretend that bank secrecy is a guaranty for social peace \*2. Democracy likes obscure fortunes; the dream of equal rights is not disturbed if the wealth stays hidden.

obligation of vigilance for the banker. The banker is free to accept or deny the opening of an account or the execution of a banking transaction. He is free to decide. Bankers have the duty not to supply possibilities to their clients that could damage others. The banker has to be vigilant and has to detect anomalies, whether they are material or subjective. He cannot call upon the principle of non-interference and stay passive when there are irregular transactions or movements. His responsibility is engaged as he facilitated the crime by maintaining the use of an account. The legislator made notion of professional secrecy in the definition of bank secrecy. In case that the professional let confidential information “leak” and made it public, criminal law will be applied. We see that bank secrecy and all the responsibilities that go with it, is very well defined by legal texts. The offence is

established when confidential information is published. This information can be clients or non-clients. In general, confidential information is information that concerns the intimacy of affairs, the fortune or private life of the client. Penalties are foreseen even when there was no intention to damage or bring personal injury. Even when there is absence of the intention to violate the professional secrecy the criminal law is very clear, it is still a crime! Bank secrecy is limited in case of suspicion of Money laundering. The banker has to declare when he suspects such a happening and has his obligation of vigilance. Fiscal administrations have some power to retrieve some information and try sometimes to obtain more than the law authorizes them. Another limitation of bank secrecy is in the case of divorce. The Civil code foresees that all information can be obtained in case the bank holds accounts

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**Wealth & Family #3**



## FOUNDATION

# Jean-Pierre Pescatore's long-lasting legacy to Luxembourg

+ MORE INFORMATION  
[www.myofficialstory.com/jeanpierrepescatore](http://www.myofficialstory.com/jeanpierrepescatore)

Jean-Pierre Pescatore was a Luxembourgish-French businessman, art collector and philanthropist whose generosity and passion were the driving force behind the Fondation Pescatore and Musée Pescatore. A look back at his life, times and legacy.

## The Man

Jean-Pierre Pescatore was born in Luxembourg and became a successful businessman in the tobacco industry, alongside his brother. He left his native country to move to Paris, taking French nationality in 1846, but married a second time – after the death of his first wife in 1821 – in a civil ceremony in Spain and also had political responsibilities in Holland too – a truly European man! Passionate about art (in addition to his other past times of collecting rare plants and breeding horses), he amassed a significant collection, consisting primarily of 17th-century Dutch paintings, contemporary French paintings of historical scenes along with drawings and sculptures, which he was eventually to share with many generations to come.

## The Foundation

On his death in 1855, in addition to legacies given to his eight nieces and nephews, Jean-Pierre Pescatore – whose fortune was valued at around 15 million francs – made two considerable donations to his

birthplace of Luxembourg City: a legacy of 500,000 francs for the creation of a charitable institution there and a gift of the statues, paintings, books and other artwork from his two French properties, also valued at 500,000 francs. As a patriotic philanthropist, Jean-Pierre Pescatore wanted to create a foundation to help those less fortunate in his home town. Since his death, the Fondation Pescatore – with its board, which since 1856 has had the Luxembourgish Minister of State and President of the Government as its ex official president – has been providing care for elderly people for over a century and today is an old people's home in the heart of Luxembourg City, offering high quality accommodation to those aged 70 and over.

## The Museum

Despite Jean-Pierre Pescatore's clear assertions in his will, family squabbles delayed the creation of his eponymous museum. Originally housed on the first floor of the town hall in the city, this location soon



became controversial as it was said to be negatively affecting the city's administrative processes. Today the Musée Pescatore, located in the Villa Vauban since 1953, houses a permanent collection, including the thousand or so items bequeathed by Pescatore himself and subsequent additions made to the collection over the years, and also puts on temporary exhibitions. As a firm believer in the power and importance of art, Jean-Pierre Pescatore's dreamed of making such prestigious artwork available to the public: a dream made reality at Villa Vauban, where thousands of visitors enjoy the collection.

# MAASTRICHT

## Boekhandel Dominicanen

One of the nicest library of the world!

Distance from Luxembourg city: 190km

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# TRAVEL

# LIFESTYLE

Harald Wohlfahrt (Schwarzwaldstube)

## The grounded star

### + MORE INFORMATION

[www.myofficialstory.com/haraldwohlfahrt](http://www.myofficialstory.com/haraldwohlfahrt)  
[www.traube-tonbach.de/fr/schwarzwaldstube-restaurant](http://www.traube-tonbach.de/fr/schwarzwaldstube-restaurant)

While the cooks who have worked in Harald Wohlfahrt's kitchen in Baiersbronn-Tonach near Strasburg have collected over 75 Michelin stars, the German Bocuse remains down to earth in the purest sense of the word. Interview.

**“Success?  
When  
the guests  
come back!”**

Harald Wohlfahrt



## LIFESTYLE



### How much time do you have for this interview?

As much time as we need.

### I'd like to start by giving you a few words and having you tell me what this brings to mind for you.

**The Black Forest:** home.

**Fire:** useful for cooking.

**Bocuse:** an amazing icon.

**The team:** important.

**Michelin stars:** get us guests.

**Cooking:** passion.

**Family:** very important.

**Harald Wohlfahrt:** would like to be authentic.

### Your restaurant and the cooks you've trained have been awarded over 75 Michelin stars. How do you manage to motivate your students so much?

I think that I've found my place and my home here. I feel good and live my passion. A cook needs a team. My role lies in giving instructions to my team which ensure that all stations and their staff are fully integrated. I adapt myself to all kinds of profiles, but one thing is clear: the more responsibility I delegate and the more I trust my team, the better the product is that I get. We like to have a kind of easy-going discipline here, which means that everyone follows specific rules, but also has enough space for their personal talent and creativity. The

most important thing is to always have good staff. I've been working here since 1978. My sommelier has been with me for 25 years, my head pastry chef for 20 years and my sous chef for 13 years.

### You make clear the influence, which Bocuse has had on your kitchen, especially at the beginning of your career. However, in contrast to Bocuse, you constantly change your menu. Why is that?

Paul Bocuse has visited us multiple times, in particular in 1977 when we opened and in 1992 when we received our third star. I think one could compare the experience we offer our guests with a kind of time travel, sometimes into the past, but above all because we try to capture the spirit of the times and to share what moves us with our guests. High French cuisine, as it existed at the beginning of my career, privileged truffles, lobster, foie gras, caviar, oysters, gourmet fish, crayfish... Today, all of nature's products enjoy the same standing as these exquisite products. I make an effort to use all the herbs which I have in my kitchen. In a pesto, for example, we might use mint, sorrel and horseradish. We cook in harmony with modern times and aren't afraid to use lemon grass, coriander and yuzu if they help. Cooking has become a lot more multicultural and international.



### Have the guests' expectations changed in recent years, above all due to the influence of cooking shows?

When you go to a three-star restaurant, you know that a very special taste experience awaits you. Just like, when I go to a premier league match, I also expect a different level of football than when I go to a match in Baiersbronn. I pay more but I also expect a different level. The people who come here are very well informed and have very clear expectations. Our goal has always been to surpass these expectations



and to see these guests come back. I've been practicing this trade for 46 years and last year was our best, although we might very well break that record this year.

### Does the art of cooking help eliminate borders or does it suffer from linguistic and psychological barriers?

If you come here on June 21st, you'll see that we celebrate Luxembourg's national holiday and that many Luxembourgers living here come to celebrate. The French do the same on July 14th, as do the Swiss on August 1st. At Traube Tonbach we gladly celebrate the things we have in common with our neighbours and a great appreciation of good food is definitely one of these. I think that's fantastic!

### What are your memories of working with Christian Bau, Klaus Erfort and Wolfgang Becker, all of whom work near Luxembourg and whose restaurants have been collectively awarded 8 stars?

I think that they integrated themselves and their excellent work very well into the kitchen here.

Christian Bau worked here for five years and rose from being a young cook to sous chef. The cooks who apply here are usually very talented and ambitious, work hard and work gladly. What I like about our kitchen is that these people want to get ahead in life and find their place among the great cooks. The more integrated they are, the more they can achieve. In Christian Bau's case, when he became number two here, he had to pursue his career somewhere else and, ultimately, I helped him find a job in Nennig, just a few kilometres away from Remich. I don't hesitate to foster my staff so they can move up to the next level, if they want to. I did the same with my sous chef Torsten Michel, only that I never let him go. He's now been by my side for 13 years and not without good reason.

### Are you the owner or an employee?

I am an employee and, moreover, out of conviction. I could have negotiated a share in the business. But why? I would have had to give it up at the end of my career because I'm not a family member. I am an employee, but I make all of my decisions on my own and am rewarded for my work accordingly.

## "Beauty is that which pleases."

Harald Wohlfahrt

Though my three children are pursuing other careers, I have colleagues whom I can rely on so that I can concentrate on my own work. I have everything here that I need.

### Do you also have an advisory function in the company?

Very little. I have a lot to do here. I take care of the menus, I hire our staff. The most important thing is that our team sticks together.

### Lastly, is there a "typical" dish or ingredient that you like in particular?

There are so many dishes that I don't want to highlight just one. In terms of ingredients, I love artichokes, but my favourite is horseradish because it has so much character. Even if I couldn't stand it when I was a child. You just can't change its taste.

# EVENTS



## CEO Lunch

ON 27TH SEPTEMBER, Romain Schumacher, President of F91, gave a detailed overview of the links which are existing between Sport and Finance. The sunny terrace of Le Sud was full.



Romain Schumacher



# EVENTS



## Solemn Reassembly of Luxembourg Bar

THE SOLEMN REASSEMBLY OF LUXEMBOURG BAR TOOK PLACE ON 3RD JUNE 2016 AT THE KINNEKSBOND CULTURAL CENTRE.

Benjamin Bodig, President of the Conference of the Young Bar of Luxembourg, presided in front of about 180 guests. The gala dinner, with several comic interludes, was enjoyed by all.

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Laws #3



# ATEL Conference

THE ATEL CONFERENCE WAS HELD ON WEDNESDAY 27TH APRIL 2016 at EY's offices and had three speakers: François Masquelier (ATEL President), Elmar Schwickerath (EY Tax Partner) and Nicolas Gillet (EY Transfer Pricing Partner).

These top decision-makers spoke on the subject of "Treasury management in the new tax and transfer pricing world" to an audience of about 70 people who were encouraged to contribute to the discussion. The event ended with participants enjoying a convivial cocktail reception.

+ MORE INFORMATION  
[www.atel.lu](http://www.atel.lu)

Watch the video 



# EVENTS

## Breakfast in Geneva

ARKUS FINANCIAL SERVICES, FUCHS ASSET MANAGEMENT, FUNDGLOBAM AND MEBS ORGANISED A BREAKFAST ON 28TH JUNE 2016 at the Grand Hotel Kempinski in Geneva, on solutions for distribution and transboundary management of investment funds. Nine speakers tackled issues of cross-border distribution of funds from Switzerland and governance and structuring of funds in Luxembourg in front of an audience of Swiss and Luxembourg professionals.

+ MORE INFORMATION  
[www.myofficialstory.com/eventgeneve](http://www.myofficialstory.com/eventgeneve)

Watch the video 



### A midsummer night's dinner

## VP Bank & VP Fund Solutions

ON 28TH JUNE 2016, Thomas Steiger, CEO of VP Bank Luxembourg, hosted some sixty guests at the Elch restaurant in Bertrange in a lovely summer setting.



# EVENTS



## 6<sup>th</sup> anniversary of LAFO

TO MARK ITS 6<sup>TH</sup> ANNIVERSARY, the Luxembourg Association for Family Office (LAFO) organised a roundtable discussion on Thursday 20th October on "Protecting families' interests through generations". A number of professionals enjoyed a convivial atmosphere at Maho restaurant, alongside Serge Krancenblum, Group Chief Executive Officer of SGG Group and LAFO Chairman.



Pit Hentgen (Compagnie Financière La Luxembourgeoise), Sacha Kandiyoti (Chemitex), Serge Krancenblum (SGG Group), Matteo Novelli (Borletti Group), François Mollat du Jourdin (MJ & Cie, AFFO), Jérôme Bloch (360Crossmedia).



# IRE

## New reforms for the audit sector

ON 11TH OCTOBER 2016, the Institut des Réviseurs d'Entreprises (Institute of Registered Auditors) organised a conference on new laws for the audit sector at the Chamber of Commerce of Luxembourg. More than a hundred seventy attendees listened to two different panels, both moderated by Jerome Bloch.



## GUIDE

## Ceos' favourite addresses



Um Plateau

La Rameaudière

Bick Stuff

Brasserie Schuman

## EATING

## UPSCALE

**Bouquet garni:** [www.lebouquetgarni.lu](http://www.lebouquetgarni.lu)

**Clairefontaine:** [www.myofficialstory.com/clairefontaine](http://www.myofficialstory.com/clairefontaine)

**De jangeli:** [www.dejangeli.lu](http://www.dejangeli.lu)

**La maison lefèvre:** [www.lamaisonlefevre.lu](http://www.lamaisonlefevre.lu)

**La Mirabelle:** [www.espaces-saveurs.lu](http://www.espaces-saveurs.lu)

**La Rameaudière:** [www.larameaudiere.lu](http://www.larameaudiere.lu)

**Le Windsor:** [www.windsor.lu](http://www.windsor.lu)

**Léa Linster:** [www.lealinster.lu](http://www.lealinster.lu)

**Les roses:** [www.casino2000.lu/restaurants/les-roses](http://www.casino2000.lu/restaurants/les-roses)

**Ma langue sourit:** [www.mls.lu](http://www.mls.lu)

**Mosconi:** [www.mosconi.lu](http://www.mosconi.lu)

**Restaurant Le Sud:** [www.le-sud.lu](http://www.le-sud.lu)

## CASUAL

**Bick Stuff:** [www.bickstuff.lu](http://www.bickstuff.lu)

**Boccon di vino:** [www.boccondivino.lu](http://www.boccondivino.lu)

**Brasserie k116:** [www.k116.lu](http://www.k116.lu)

**Brasserie Mansfeld:** [www.mansfeld.lu](http://www.mansfeld.lu)

**Brasserie Schuman:** [www.myofficialstory.com/brasserieschuman](http://www.myofficialstory.com/brasserieschuman)

**Boos K Fé:** [www.boos.lu](http://www.boos.lu)

**Franz:** [www.franz.lu](http://www.franz.lu)

**House 17:** [www.house17.com](http://www.house17.com)

**Ikki:** [www.ikki.lu](http://www.ikki.lu)

**Kjub:** [www.kjub.lu](http://www.kjub.lu)

**La Bergamote:** [www.labergamote.lu](http://www.labergamote.lu)

**Um Plateau:** [www.myofficialstory.com/umplateau](http://www.myofficialstory.com/umplateau)

## SPECIALITIES

**Burger: Le Booster's:** [www.booster.lu](http://www.booster.lu)

**Italian: Voglia Matta:** Tel.: (+352) 26 48 20 98

**Indian: Maharaja:** Tel.: (+352) 24 17 45

**Sushi: Yamayu Santatsu** Tel.: (+352) 46 12 49

## CIGAR

**La tabatière:** [www.la-tabatiere.lu](http://www.la-tabatiere.lu)

## LEASURE

## CASTLES

**Beaufort:** 24 Rue du Château, L-6310 Beaufort

**Bourglinster:** 8 rue du Château, L-6162 Bourglinster

**Clervaux:** Am Schlass, L-9774 Urspelt

**Vallée des sept châteaux:** Leesbach,

L-8363 Septfontaines

**Larochette:** 4 rue de Medernach, L-7619 Larochette

## CULTURE

**Mudam:** 3 Park Draï Eechelen 1499, Luxembourg  
[www.myofficialstory.com/mudam](http://www.myofficialstory.com/mudam)

**Philharmonie:** Place de l'Europe L-1499, Luxembourg

**Casemates:** 30, place Guillaume II, Luxembourg

**Palais Grand ducal:** 17 Rue du marché-aux-Herbes, Luxembourg

## PARTY

**Rives de Clausen:** [www.myofficialstory.com/rivesdeclausen](http://www.myofficialstory.com/rivesdeclausen)

**White House:** [www.white.lu](http://www.white.lu)

## HOTELS

**Sofitel Grand Ducal:** [www.myofficialstory.com/sofitel](http://www.myofficialstory.com/sofitel)

**Hotel Le Royal:** [www.hotelroyal.lu](http://www.hotelroyal.lu)

**Le Place d'Armes:** [www.hotel-leplacedarmes.com](http://www.hotel-leplacedarmes.com)

**Melia:** [www.melia-luxembourg.com](http://www.melia-luxembourg.com)



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Format: 1 title,  
1 short introduction  
(200 characters maximum),  
3-4 titled paragraphs – totalling  
a maximum of 2.300 characters  
(including spaces).

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