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LEO

THE FINANCIAL CENTRE'S MAG

CORPORATE FINANCE

LUXEMBOURG,
WHERE BUSINESS MEETS FINANCE

ABERDEEN STANDARD
INVESTMENTS: WHY WE
CHOSE LUXEMBOURG

PRACTICING
INTERNATIONALISM

WORK, LIVE & LUXEMBOURG



NICOLAS MACKEL,
CEO, LUXEMBOURG
FOR FINANCE

Dear readers,

In the editorial for the previous edition of this LEO magazine, I highlighted the burden that regulatory compliance nowadays represents for financial institutions and that this burden is making it difficult for banks to be going about their primary function, i.e. help provide the financing needed to support economic activity. In this edition of our magazine, we focus on exactly that key financing function of banks: providing corporates and SMEs with loans and other financial services such as treasury management.

Luxembourg may be known primarily as a hub for investment funds and wealth management but as the cover story will show, Luxembourg's long-standing expertise in corporate finance and the local presence of some of the leading global players in this field providing finance and treasury services across borders, helps provide European

companies with the financial support that they need in order to implement their projects and carry out their global operations. One of the articles also introduces you to a new kind of player in the corporate finance world, the European Private Placement Facility, a Luxembourg-based platform with the ambition to start a revolution in the standardisation of bond issuance in Europe, fully in line with the aims of the EU's Capital Markets Union.

In our series "Why we chose Luxembourg" we hear from Steen Foldberg, Managing Director of Aberdeen Standard Investments' Luxembourg operations on why they have firmly planted their fund activities in Luxembourg and what activities they cover out of the Grand Duchy. They are one of the most important fund houses in Luxembourg by AuM and are constantly expanding their services and product range. Recently, Aberdeen Standard In-

vestments, already very active in China focused fund activities, launched a new China bond fund, leveraging Luxembourg's expertise in this particular market segment.

In this edition, we also feature an article on Luxembourg's multinational work environment with testimonials from the CEOs of some of the largest employers in Luxembourg's financial services industry as well as from Amazon. This is part of our ongoing campaign making the case for Luxembourg by letting those who have made the move to Luxembourg talk for us about their experience. As you all know, human capital is the cornerstone of the success of any industry. Luxembourg's economy has been consistently growing at above EU average rates and relocations in the context of Brexit are starting to be implemented. I can only encourage all of you to watch the 9 video testimonials (www.movetolux.com) of these professionals and I would very much appreciate if you could share them via your social media feeds.

8 FOCUS CORPORATE FINANCE



3 [NEWS IN BRIEF](#)

Latest facts and figures about Luxembourg.

4 [ABERDEEN STANDARD INVESTMENTS: WHY WE CHOSE LUXEMBOURG](#)

Steen Foldberg, Head of Luxembourg, Managing Director, explains why one of the leading players in the financial centre is continuing to expand and develop in Luxembourg.

19 [LUXEMBOURG TREASURY: ENABLING CHANGE](#)

Why an increasing number of companies are establishing their treasury activities in Luxembourg.

25 [MAKING CAPITAL MARKETS UNION A REALITY](#)

The story of eppf a new European Bond Issuing Platform in Luxembourg.

28 [INFOGRAPHICS](#)

Corporate finance lies at the heart of the Luxembourg financial centre.

30 [LIFESTYLE](#)

[Practicing internationalism](#)

How English has become the common business language in Luxembourg.

32 [WORK, LIVE & LUXEMBOURG: BALANCE A GREAT CAREER IN FINANCE WITH YOUR LIFE](#)

Luxembourg offers a work-life balance that is difficult to find anywhere else in the world.



10 [LUXEMBOURG, WHERE BUSINESS MEETS FINANCE](#)

A sneak preview of our corporate finance brochure.

12 [FINANCING INTERNATIONAL BUSINESS](#)

Why corporate banks in Luxembourg constitute the beating heart of cross-border finance.

36 [UPCOMING EVENTS](#)



ANY QUESTIONS?

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THE LUXEMBOURG FINANCIAL CENTRE ON WECHAT

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LUXEMBOURG AMONG THE TOP 3 FINANCIAL CENTRES IN THE EU



Luxembourg once again ranks as one of the top 3 financial centres in the EU and 21st globally, according to the latest edition of the Global Financial Centres Index 23. Furthermore, Luxembourg remains among the top financial centres likely to become more significant in the future.

FIRST EDITION OF THE SUSTAINABLE FINANCE FORUM

Policymakers and industry leaders from European sustainable finance gathered in Luxembourg for the first edition of the Sustainable Finance Forum to discuss the key role of the financial industry in the transition towards a sustainable and low-carbon economy. With around 600 participants, the success of this first edition is a testimony to the growing importance of sustainable finance.

OFFICIAL OPENING OF THE HOUSE OF STARTUPS

Located on five floors and covering 6,000 square metres of space, the House of Startups (HoST) is hosting the Luxembourg House of Financial Technology (LHoFT), as well as a number of accelerators. The LHoFT doubled its capacity since moving to its new premises in mid-April. Driving Luxembourg's innovation, the LHoFT acts as the national FinTech platform, offering FinTech incubation, co-working space and a soft-landing platform into the EU over 2,500 sqm. It is the largest tenant of HoST.

SAXO PAYMENTS BANKING CIRCLE CHOOSES LUXEMBOURG

ONLINE TRADING PLATFORM, SAXO PAYMENTS, A SUBSIDIARY OF THE DANISH SAXO BANK GROUP, IS SEEKING APPROVAL OF LUXEMBOURG'S REGULATOR (CSSF) TO OBTAIN A BANKING LICENCE FOLLOWING THE UK'S DECISION TO LEAVE THE EUROPEAN UNION.

US ASSET MANAGER MFS TO SET UP EU HUB IN LUXEMBOURG.

US ASSET MANAGER, MFS, ANNOUNCED THAT IT IS SEEKING THE APPROVAL OF LUXEMBOURG'S FINANCIAL REGULATOR (CSSF) TO STRENGTHEN ITS PRESENCE AND TO CREATE ITS EU HUB IN LUXEMBOURG.



STEEN FOLDBERG,
HEAD OF LUXEMBOURG, MANAGING DIRECTOR
ABERDEEN STANDARD INVESTMENTS

SCAN THE QR CODE TO WATCH THE VIDEO
"ABERDEEN STANDARD INVESTMENTS:
WHY WE CHOSE LUXEMBOURG"



“It is not a coincidence that Luxembourg has evolved to become one of the largest financial centres in the world.”

STEEN FOLDBERG

ABERDEEN STANDARD INVESTMENTS: WHY WE CHOSE LUXEMBOURG

ABERDEEN STANDARD INVESTMENTS (FORMERLY ABERDEEN ASSET MANAGEMENT) WAS ESTABLISHED IN LUXEMBOURG IN 1988, AND SINCE THEN HAS CONTINUED TO EXPAND. THE FIRM RECENTLY MERGED WITH STANDARD LIFE AND IS NOW ONE OF THE LARGEST INVESTMENT FIRMS IN THE FINANCIAL CENTRE BY ASSETS UNDER MANAGEMENT. WE SAT DOWN WITH STEEN FOLDBERG, HEAD OF LUXEMBOURG AND MANAGING DIRECTOR, TO FIND OUT HOW THE BUSINESS IS DEVELOPING.

“Our organisation in Luxembourg is set up as a hub fully equipped to service our investors, clients and colleagues.”

STEEN FOLDBERG

LFF: WHAT IS THE ROLE OF ABERDEEN STANDARD INVESTMENTS WITHIN THE FINANCIAL CENTRE?

SF: Aberdeen Standard Investments is one of the largest players in Luxembourg, operating more than 150 funds. Standard Life started operating an outsourced model back in year 2000. We service a wide range of worldwide banks and distributors as well as local Luxembourg financial institutions and family offices. In addition, we have many local investors investing into our investment solutions.

LFF: WHAT ARE THE BENEFITS OF BEING LOCATED IN LUXEMBOURG?

SF: There are many benefits of being in Luxembourg, both from an investor and corporate perspective as well as for the employees. It is not a coincidence that Luxembourg has evolved to become one of the largest financial centres in the world and the 2nd largest jurisdiction for funds after the US. This is because Luxembourg has been at the forefront of developing a local legal framework built on European laws and adapted to serve clients worldwide. The multi-lingual workforce means that clients and partners are often served by people who speak their language and on top understand their different local legal frameworks and cultures. This centre of excellence has helped create a financial centre ecosystem of experts in all financial aspects. On top of that you have the central geographical location, the high standard of living and not least the beauty of the country itself which makes it an attractive place to live.

LFF: WHAT ARE YOUR MAIN ACTIVITIES AND HOW HAVE THEY DEVELOPED?

SF: Our company, Aberdeen Standard Investments, focuses on asset management. We provide investment solutions to our investors either directly or through partners like banks, insurance companies or family offices. We grow our business by listening to our clients and by adding our expertise to develop and manage investment solutions to help clients achieve their long-term goals. We have teams in 50 offices worldwide that service and sell our solutions.

LFF: WHERE LIES THE EXPERTISE OF THE LUXEMBOURG TEAM AND HOW DO THESE COMPLEMENT THE GROUP?

SF: Our organisation in Luxembourg is set up as a hub fully equipped to service our investors, clients and colleagues. Our key delivery is to provide the international network with investment solutions and to work with the group to oversee, monitor and execute the overall strategy of the group and ensure that we stay in line with Luxembourg legislation.

LFF: CAN YOU ELABORATE ON THE INTERACTION OF THE LUXEMBOURG OFFICE AND THE TEAMS BASED IN OTHER COUNTRIES?

SF: We get around 30 to 50 requests on a daily basis that we need to deal with. This can be around launching funds in a new jurisdiction, tax matters or any other aspects. In addition, we work closely with our fund managers on everything from risk management, compliance to investment execution and of course with the group's central functions.

LFF: CAN YOU EXPLAIN THE IMPACT OF THE MERGER WITH STANDARD LIFE AND HOW THAT IS DEVELOPING YOUR BUSINESS?

SF: When you merge two large players in an industry it is very important to quickly realise the benefits of scale and still keep what is unique about both organisations. In this case, the solutions and client base is extremely complimentary and the group has quickly emerged as a single organisation creating the 2nd largest investment company in Europe.

As we streamline the operation, and in Luxembourg also insource many operational activities, we are ready to use the power of the machine to offer additional investment solutions to our clients and use the international network to cross-sell the combined offering. In effect, it also means that our assets under management in Luxembourg will almost double when we have completed the integration. The world does not stand still and we are working on many new investment solutions, also in the ETF area, for example introducing a fund using artificial intelligence.

LFF: HOW DO YOU MANAGE THE UNCERTAINTY OF BREXIT?

SF: Brexit is like the weather: everyone talks about it, but no one really knows how it will eventually develop. That said, I am confident that common sense will prevail and that we will get a good working arrangement with the UK. For Luxembourg and for Europe, an overly hard Brexit in our industry, will have profound negative impact for the capital markets and investors or pension savers.

LFF: HOW DOES THE LUXEMBOURG'S ASSET MANAGEMENT ECOSYSTEM SUPPORT YOUR BUSINESS?

SF: It's great to have such a wide range of experts sitting within what is very often only a few hundred meters. I do not believe any country in the world can replicate what we got in terms of expertise here in Luxembourg when it comes to life cycle fund management, structuring solutions and cross-border distribution. As such, we rely heavily on our partners and they are part of our value proposition.

LFF: HOW DO YOU SEE YOUR ACTIVITIES EVOLVING?

SF: Right now, I'm just focused on delivering the integration and make the merger Brexit-proof. Thereafter, our client demands and the strength of our brand will give us great prospects for the foreseeable future.

LFF: WHAT DO YOU APPRECIATE MOST ABOUT LIVING AND WORKING IN LUXEMBOURG?

SF: I have lived and worked here for nearly 28 years. I guess that says a lot. But what I really enjoy is the Luxembourg culture, the people and not least the international and safe environment we enjoy.

GM

“It's great to have such a wide range of experts sitting within what is very often only a few hundred meters.”

STEEN FOLDBERG



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CORPORATE FINANCE



CORPORATE FINANCE

OVER THE COURSE OF RECENT DECADES, LUXEMBOURG HAS BUILT A FINANCIAL SERVICES INDUSTRY THAT IS SPECIALISED IN CROSS-BORDER ACTIVITIES. WELL KNOWN FOR ITS FUNDS, WEALTH MANAGEMENT, INSURANCE AND CAPITAL MARKET OPERATIONS, LUXEMBOURG IS MAYBE LESS KNOWN FOR ITS CORPORATE FINANCE SERVICES.

IN THIS EDITION, WE LOOK INTO LUXEMBOURG'S LONG-STANDING EXPERTISE IN CORPORATE FINANCE, HOW CORPORATE AND COMMERCIAL BANKS HELP COMPANIES TO IMPLEMENT THEIR PROJECTS AND CARRY OUT THEIR GLOBAL OPERATIONS, AND WHY MORE AND MORE MULTINATIONALS ARE LOOKING TO RELOCATE THEIR TREASURY MANAGEMENT CENTRES TO THE GRAND DUCHY.

CORPORATE FINANCE

Luxembourg, where business meets finance

IN JUNE, LUXEMBOURG FOR FINANCE LAUNCHED A BRAND-NEW PUBLICATION ABOUT CORPORATE FINANCE. IN OUR LEO MAGAZINE, WE HAVE DECIDED TO GIVE YOU A SNEAK PREVIEW AND ASKED VARIOUS BANKERS AND TREASURERS TO SHARE THEIR VIEWS ON LUXEMBOURG'S EXPERTISE IN CORPORATE FINANCE.

HOW IT ALL STARTED

Over the course of the last decades, Luxembourg has built a financial services industry that is specialised in cross-border activities. Well known for its funds, wealth management, insurance and capital market operations, Luxembourg is maybe less known for its corporate finance services.

Today, the Grand Duchy hosts some 140 international banks of which a significant number have established their EU hubs or competence centres in the country. Around 40 of them offer commercial and corporate banking services, including financing solutions, cross-border liquidity management and advisory services.

CROSS-BORDER EXPERTISE

Today, more than ever, businesses operate in a global and rapidly changing environment. Corporates need access to professionals who can evaluate the company's financial needs, raise the appropriate type of capital and advise on the optimal source of funding and capital structure.

In order to meet these needs, major international banking groups from Europe, North America, Asia, and Latin America have established a base in Luxembourg. They offer the full scope of corporate finance services, typically using a centre of excellence or team of international experts in Luxembourg to coordinate with global banking partners.

Luxembourg banks and financial service providers are accustomed to handling every size of client, from smaller local and regional entrepreneurs to multinational companies operating worldwide out of

“When it comes to choosing the best place of locating headquarters and treasury decision-making centres, companies place a high premium on stability and regulation.”

Luxembourg. Using pan-European products and services, financial professionals in Luxembourg can offer complete end-to-end solutions to CEOs and CFOs or can seamlessly blend into an international service-chain.

A WIDE RANGE OF ACTIVITIES

As the McKinsey Global Institute points out in its digital globalisation report, trade was once largely confined to advanced economies and their large multinational companies.

“Today, a more digital form of globalisation has opened the door to developing countries, to small companies and start-ups, and to billions of individuals. Tens of millions of small and midsize enterprises worldwide have turned themselves into exporters by joining e-commerce marketplaces... Even the smallest enterprises can be born global: 86 percent of tech-based start-ups ... report some type of cross-border activity. Today, even the smallest firms can compete with the largest multinationals.”

The role of business in the 21st century and consequently the requirements in terms of corporate finance are changing. Depending on its size and international scope, the financial needs of a company can be very different during the phases of its life cycle. Therefore, the new LFF publication takes a holistic view and adopts a wide definition of “corporate finance”, including not only financing of international companies by Luxembourg banks, but also treasury services, risk management, pension funds and financial technology.

The brochure zooms in on the different activities in which the financial centre is most experienced, including syndicated and bilateral loans, structured finance, fiduciary issues and notes, trade finance, capital markets and maritime finance. Banks in Luxembourg also play a critical role in supporting corporate treasurers in the need for control, visibility and optimisation, offering liquidity management solutions, physical and notional cash concentration, virtual account management, payment factory solutions, foreign exchange and hedging, as well as treasury funds, capital call services and custody services.

We also look at what constitutes responsible finance and how structured finance can be used for circular economy business models.

When it comes to choosing the best place for locating headquarters and treasury decision-making centres, companies place a high premium on stability and regulation. The actual set up of each company is different. Some industrial groups have chosen to locate their treasury management centre in the Grand Duchy, while others have additionally acquired a full banking licence to operate their international financing activities out of Luxembourg.

One of the most complex issues facing internationally active firms today is the corporate pension scheme, or schemes: for some companies the number of plans

runs into hundreds, occasionally thousands. From a treasury management perspective, this represents a major challenge. Treasurers seek solutions that consolidate these plans and make them portable across multiple countries. The Grand Duchy has been a pioneer in this field, being one of the few countries open to cross-border plans and pan-European pension funds.

Strong risk management has become even more important. Banks, asset managers, insurers and corporates are confronted with a wide variety of risks linked to foreign exchange, interest rates, liquidity, regulation, reputation, cyber security, politics and environmental damage, to name but a few. They often turn to the Grand Duchy to find risk management professionals that have extensive experience in helping public and private institutions to identify, assess, manage, report and limit international risks.

Financial institutions are testing blockchain solutions and have engaged in partnerships with FinTech companies. Corporate finance teams also use robotic process automation in cash management and accounting, as well as data analytics to process large volume of data from various sources and formats.

Providing the right business environment is more than a box-ticking exercise; in a world that is caught up in short and medium-term thinking, a financial centre that can support companies taking the longer view often prove to be the safer bet.

LR

“In recent years, our bank has played a central role in a variety of large international financing deals, be they bank loans or capital market transactions, from the analysis to the arrangement of the structure and the syndication, the whole process was executed out of the bank in Luxembourg.”

ANNE-SOPHIE WEYLAND

Financing international business

FINANCING IS THE LIFEBLOOD OF INTERNATIONAL BUSINESS PROJECTS AND TRANSACTIONS. SINCE THE DEVELOPMENT OF THE EUROBOND MARKET IN THE 1960S, LUXEMBOURG HAS ESTABLISHED ITSELF AS AN INTERNATIONAL HUB FOR BILATERAL AND SYNDICATED LOANS IN THE EUROZONE AND BEYOND. CORPORATE BANKS IN LUXEMBOURG CONSTITUTE THE BEATING HEART OF CROSS-BORDER FINANCE: THEIR EXPERT TEAMS COORDINATE WITH CLIENTS AND BANKING PARTNERS WORLDWIDE TO SUPPORT BUSINESS WITH A FULL RANGE OF SERVICES.



ANNE-SOPHIE WEYLAND,
DIRECTOR CORPORATE BANKING,
BGL BNP PARIBAS LUXEMBOURG





FRANK KRINGS,
CEO,
DEUTSCHE BANK LUXEMBOURG

SYNDICATED AND BILATERAL FINANCE

The majority of corporate loans and financing solutions in the Grand Duchy are extended on a cross-border basis.

Anne-Sophie Weyland, Director Corporate Banking at BGL BNP Paribas Luxembourg, explains: *“Our credit expert team handles origination, credit analysis, credit structuring, decision and execution. In recent years, our bank has played a central role in a variety of large international financing deals, be they bank loans or capital market transactions, from the analysis to the arrangement of the structure and the syndication, the whole process was executed out of the bank in Luxembourg.”*

Moreover, in the case of syndicated loans, one bank is usually appointed as the agency bank to manage the loan on behalf of the syndicate members. This work can be extensive and complex. Syndicated loans often include dozens of banks from multiple countries in different time zones. Several hundred parties can be involved. Information flow, processes and payments need to be organised efficiently. *“During the life of the loan (typically 5-10 years or more) many things can happen. The borrower or a lender may become distressed or two banks that are part of a syndicate may merge together causing a change in risk exposure. Any such event can affect the multipartite process, requiring coordination by the agency bank,”* explains Frank Krings, CEO of Deutsche Bank Luxembourg. Whereas 20 years ago the documentation for a typical loan might be 20 pages, the same document today can easily run to over a 1,000 pages. *“Luxembourg is perfectly equipped to manage this level of complexity,”* he adds.

“You may install IT anywhere, but not necessarily domain experts. The team here has extensive experience and expertise in international commercial matters on the legal, economic and transactional front. This is a key reason why we have this excellence centre in Luxembourg. Day in, day out, the teams breathe international.”

FRANK KRINGS

For example, earlier this year, Heidelberg-Cement signed a new 3 billion EUR syndicated credit facility. Twenty banks were mandated as bookrunners and lead arrangers in this transaction. Deutsche Bank Luxembourg acted as lender, documentation and facility agent.

“You may install IT anywhere, but not necessarily domain experts. The team here has extensive experience and expertise in international commercial matters on the legal, economic and transactional front. This is a key reason why we have this excellence centre in Luxembourg. Day in, day out, the teams breathe international,” underlines Krings.

CONNECTING WITH CHINA

Chinese banks in Luxembourg are a good example of international banks that operate predominantly in corporate banking (trade and project financing and syndicated loans). In addition to corporate banking services, these banks have expanded into capital market activities in Europe as well as asset and wealth management, thereby serving as a bridge connecting Europe and China.

During the last two decades, Chinese investors have consolidated their economic presence in the EU through greenfield investments, mergers and acquisitions.

SIJIA DUAN,
MANAGER OF THE CHINA DESK,
HSBC LUXEMBOURG

“The aim of the HSBC China Desk is to assist Chinese corporates to establish their holding company, navigate through local regulations and coordinate with various teams across jurisdictions to make sure the process is smooth and successful.”

SIJIA DUAN



Chinese banks have, as a result, sought a base in Europe through which they can serve such clients, helping Chinese customers invest into Europe as well as European clients looking to invest in China. Seven major Chinese banks have chosen Luxembourg as their continental European hub.

In 2016, 38.5% of the Chinese banks' business in Luxembourg was lending-related (trade and project financing, as well as syndicated loans).

Furthermore, Luxembourg's expertise in cross-border financing projects is particularly useful for the "Belt and Road" initiative (BRI), involving China underwriting billions of dollars of infrastructure investment in 68 countries along the old Silk Road, linking it with Europe.

HSBC, a global bank with roots in Asia, is currently involved in more than 100 BRI projects globally. HSBC has five China Desks located in Europe. *"The Luxembourg China Desk was established in early 2017 in order to work closely with local Chinese banks and corporate subsidiaries. Chinese firms investing overseas, especially in Europe, are quite often required to set up a holding structure in Luxembourg. The aim of the HSBC China Desk is to assist Chinese corporates to establish their holding company, navigate through local regulations and coordinate with various teams across jurisdictions to make sure the process is smooth and successful,"* explains Sijia Duan who manages the China Desk at HSBC Luxembourg.

TRADE FINANCE

BRI is just one of the recent international programs that are encouraging growth in trade. Today's world is a more connected one and with more connections comes a greater amount of financial uncertainty. Overseas markets hold significant potential, but doing business abroad can present new difficulties. Companies moving into foreign markets may face regulatory, political and financial challenges, includ-

ing logistical hurdles, protectionism, currency risk, etc. Banks in Luxembourg can smooth the barriers to international trade and assist companies in international trade transactions, including lending and issuing letters of credit, as well as factoring, export credit and insurance.

Ferdinando Angeletti, CEO of Intesa Sanpaolo Bank Luxembourg, explains how the activities of the banks have evolved:

"During the last years, as part of the strategic development plan of the bank, we launched a Structured Export Finance Desk. This department is focused in structuring, arranging and lending activities in the Commodity Financing and Export Finance ECA's backed loans areas. One of the most important deals Intesa Sanpaolo Bank Luxembourg arranged recently was a 14.5-year credit line facility with Yamal LNG, a liquefied natural gas plant in Russia, for the total amount of 750 million EUR."

CAPITAL RAISING FOR CIRCULAR ECONOMY COMPANIES

When financing a major investment or implementing large international projects, it may be necessary to use a tailored structure because a simple loan or other type of conventional financial instrument will not satisfy the needs.

Structured finance is typically employed for companies requiring substantial financing deals that encompass long production and credit extension periods. It can benefit them by reducing funding costs, and can help to diversify risk by spreading it across different asset classes, geographies, industries, instruments, and credit risks. Banks in Luxembourg have wide experience in this area, combining technical knowledge and cross-border expertise to meet the specific needs of treasury and finance centres.

Structured finance can also be used to finance circular economy companies. With this in mind, Société Générale, for exam-



FERDINANDO ANGELETTI
CEO,
INTESA SANPAOLO BANK LUXEMBOURG

“One of the most important deals Intesa Sanpaolo Bank Luxembourg arranged recently was a 14.5-year credit line facility with Yamal LNG, a liquefied natural gas plant in Russia, for the total amount of 750 million EUR.”

FERDINANDO ANGELETTI

ple, makes full use of the toolbox of structures available in Luxembourg including securitisation issues, debt issues or infrastructure funds such as the ELTIF (European Long-Term Investment Fund).

The principal difference between a traditional company and circular economy company is its financial cycle. The economic model of a traditional manufacturing company is linear, whereas the economic model of a circular economy company is based on the principle of extending the life of a good.

In its business model, a circular economy company has to address two needs: a need for increased long-term financing to cover the additional Research & Development costs (traditionally capitalised on their balance sheet) as well as the residual value of leased assets; and a need for working capital to replace the structural income gap caused by moving away from the up-front sale of products to a rental model.

Véronique de La Bacherie, CEO of Societe Generale Bank & Trust Luxembourg, explains:

“To satisfy the first need, we can mobilise teams in the equity and bond markets as well as provide advice and support to the circular economy company both at the structuring stage and in placing the deal with investors, whom it is their responsibility to identify. Alternatively, the debt can be bundled into a structured vehicle with a view to onward distribution. Such a distribution might take the form of a syndication, a third party subparticipation or any other form of repackaging.”

To finance its working capital requirements, the circular economy company may use securitisation, factoring or any other asset-backed financing strategy. All these techniques have been successfully tried and tested in the past. “Moreover, in the context of the EU’s STS (Simple, Transparent, Standardised) regulation, these structures are likely to become popular with investors who will appreciate the underlying risk diversification and clarity of the product. If its business model is viable, the circular economy company should be able to raise cash with confidence and at a moderate cost profile in relation to the diversification of the risk taken by the investor,” concludes Véronique de La Bacherie.

LR

“We can mobilise teams in the equity and bond markets as well as provide advice and support to the circular economy company both at the structuring stage and in placing the deal with investors.”

VÉRONIQUE DE LA BACHERIE



VÉRONIQUE DE LA BACHERIE
CEO,
SOCIETE GENERALE BANK & TRUST LUXEMBOURG



FRANÇOIS MASQUELIER
CHAIRMAN,
THE ASSOCIATION OF CORPORATE
TREASURERS IN LUXEMBOURG (ATEL)

LUXEMBOURG TREASURY: ENABLING CHANGE

AS AN INCREASING NUMBER OF COMPANIES ASPIRE TO EXPAND AND CENTRALISE THEIR TREASURY ACTIVITIES, LUXEMBOURG HAS POSITIONED ITSELF AS A PERFECT CHOICE FOR MULTATIONALS LOOKING TO RELOCATE THEIR TREASURY MANAGEMENT CENTRES.

“Luxembourg has implemented several initiatives to address the new arising challenges for treasurers including robotic processes automation, data analytics, blockchain technology and FinTech.”

FRANÇOIS MASQUELIER

While the fundamental role of the treasurer remains the same, treasury models are being re-evaluated. With so many factors impacting business more quickly than ever, there is an increasing understanding that agility and speed are crucial if a firm is to effectively manage its liquidity.

Banks in Luxembourg play a critical role supporting corporate treasurers in meeting these objectives, positioning the country as a prime location for core cash services, often combined with treasury, finance and accounting as a shared service hub.

MUTATION

During a recent press conference, François Masquelier, Chairman of the Association of Corporate Treasurers in Luxembourg (ATEL) and Senior Vice President at RTL explained: *“Luxembourg has implemented several initiatives to address the new arising challenges for treasurers including robotic processes automation, data analytics, blockchain technology and FinTech.”*

In the 100th edition of the Treasurer magazine, published by ATEL, experts also point out that treasury has a growing role in the fund industry in Luxembourg. New treasury centres are being created by fund managers, which after years of strong growth, are seeking to reduce their banking and transactional costs, and manage the implications of negative interests.



As treasury management evolves so do banking solutions. Physical and notional cash concentration capabilities already support centralisation. But further innovation of account services has been necessary for banks in Luxembourg to satisfy the changing needs of treasurers. Virtual account solutions realise this vision by combining a single physical bank account with an accounting sub-ledger that is uniquely configured to separately identify different cash flows and balances.



FRÉDÉRIC MOUCHEL
CEO,
J.P. MORGAN BANK LUXEMBOURG S.A.

Frédéric Mouchel, CEO, J.P. Morgan Bank Luxembourg S.A., believes the best results are when companies and banks work together to develop solutions. *“Banks can help corporate treasurers on their centralisation journey by offering value-added services and technology solutions based on the corporation’s operating footprint, business activities and cash flows.”*

“Banks can help corporate treasurers on their centralisation journey by offering value-added services and technology solutions based on the corporation’s operating footprint, business activities and cash flows.”

FRÉDÉRIC MOUCHEL



BENOÎT SCHOLTISSEN,
GROUP TREASURER OF APERAM

FROM STAINLESS STEEL TO CHOCOLATE

One of the companies that chose Luxembourg for its treasury centre is Aperam. Aperam is a global player in stainless, electrical and specialty steel, with customers in over 40 countries. In 2017, Aperam had sales of 4.5 billion EUR and shipments of 1.94 million tonnes.

The company's shares are listed on the Luxembourg Stock Exchange, on Euronext Amsterdam, Paris and Brussels.

Benoît Scholtissen, Group Treasurer of Aperam, says: "The company has its cor-

porate headquarters in Luxembourg of which corporate finance functions. It includes the treasury hub of the Group with an in-house bank focusing on cash and financial risk management, and managing centrally financing activities."

The company regularly uses banks in Luxembourg for its various financing activities.

"Following the spin-off of the stainless steel division from ArcelorMittal, it was decided that Aperam Group finance should be based in Luxembourg, at the Company's headquarter in close contact with other key corporate functions. We have always been very satisfied with our Luxembourg location which was an obvious

choice when considering Luxembourg's historical links with the steel industry, the expertise of its financial sector and the overall stability of the country," adds Scholtissen.

Also Ferrero, the Group that produces well-known products such as Nutella, Ferrero Rocher, Kinder Surprise, and Tic Tac, has had its headquarters in Luxembourg for more than 20 years. Today, the company employs some 1,200 employees in the Grand Duchy.

The decision to move to Luxembourg was taken when Ferrero widened its domestic commercial focus to include Western Europe: Luxembourg lay at the geographical centrepiece, in relation to Germany, France, Belgium and Italy, four countries that are home to large Ferrero plants and commercial units.

Marco Pescarolo, Head of Group Treasury, explains that the Luxembourg office is the nerve centre of the company, housing General Management, the CFO, Control, Finance and Consolidation, Treasury, HR including benefits and pensions, Organisation, Legal, PR & Corporate Communications, Area responsibilities for Commercial and Marketing & Brand activities, R&D, Industrial Management, Procurement and Supply Chain, Legal protection of trademarks, IT and Strategy.

"The Group Treasury function in Luxembourg, controls and coordinates the activities of the group's treasury offices worldwide," he explains.

Ferrero deals globally, requiring the Group Treasury and Risk Management Units to handle trading accounts in more than 30 currencies. The list covers most currencies of Europe, Asia and Latin America. Ferrero maintains current accounts in some 15 currencies.

"When we look at corporate treasuries in particular, the very stable legal and regulatory environment, the strong technical infrastructure, the banking and financial environment

and the network of tax treaties give Luxembourg, overall, a competitive advantage versus other countries in the euro area; probably none of these elements is crucial if taken per se, but Luxembourg's high score in all of them clearly makes the difference," concludes Marco Pescarolo, Head of Group Treasury, Ferrero.

POST-TRADE SERVICES

The Luxembourg treasury eco-system includes four leading post-trade providers.

For instance, corporates are required to report all financial instruments to a trade repository. They can rely on the service of REGIS-TR, one of the major European trade repositories, for reporting trades and transactions across multiple product classes and jurisdictions.


Another major establishment is Clearstream. Founded and based in Luxembourg since 1970, Clearstream not only offers settlement and custody services for banks but today engages in a range of activities including settlement, strategic securities lending, collateral management, registration, contract administration and portfolio reconciliation. One important field of activity is triparty repo, where Clearstream acts as an agent between its corporate customers and the banks.

Buy side clients have become increasingly important to Clearstream, acting as counterparties in secured financing transactions, such as repo and securities lending. One hurdle in the repo sector used to be handling all the legal documentation required with each correspondent bank.

In 2013, the company launched a standard multilateral repo contract, the so called "Clearstream Repurchase Conditions" (CRC), which allows corporate clients access to the repo market by signing just one contract. Clearstream likewise helps customers to manage their cleared and un-cleared OTC derivatives trades in line with EMIR requirements.

"We have always been very satisfied with our Luxembourg location which was an obvious choice when considering Luxembourg's historical links with the steel industry, the expertise of its financial sector and the overall stability of the country."

BENOÎT SCHOLTISSEN



MARCO PESCAROLO,
HEAD GROUP TREASURY,
FERRERO

“When we look at corporate treasuries in particular, the very stable legal and regulatory environment, the strong technical infrastructure, the banking and financial environment and the network of tax treaties give Luxembourg, overall, a competitive advantage versus other countries in the euro area; probably none of these elements is crucial if taken per se, but Luxembourg’s high score in all of them clearly makes the difference.”

MARCO PESCAROLO, HEAD GROUP TREASURY, FERRERO

A COMMUNITY LIKE NO OTHER

One of the unique features about Luxembourg is that the community life is very dynamic and professional networks are welcoming. Luxembourg is home to one of the oldest treasurers’ associations in Europe.

“The treasury association, ATEL, has more than 340 members. This is another asset that reflects the comprehensiveness of the Luxembourg package. We are there to help companies that want to expand and centralise their treasury activities. Like the country, we take pride in offering a warm welcome and the necessary expertise,” points out Masquelier.

LR



ROBERT KOLLER,
EXECUTIVE CHAIRMAN,
EPPF

Making Capital Markets Union a reality

IN DECEMBER 2017, A NEW EUROPEAN BOND ISSUING PLATFORM, THE EUROPEAN PRIMARY PLACEMENT FACILITY S.A. (EPPF), DESIGNED TO FACILITATE LOW-COST CAPITAL MARKETS FUNDING FOR BORROWERS OF ANY SIZE, ANNOUNCED ITS FIRST ISSUE, A ONE MILLION EUR TWO-WEEK COMMERCIAL PAPER TRANSACTION FROM DZ BANK VIA ABN AMRO AND DZ BANK.

EPPF PROVIDES BORROWERS (BOTH CORPORATES AND PUBLIC-SECTOR ENTITIES) WITH A TECHNICAL AND LEGAL PLATFORM FOR ISSUING BONDS, WHERE THE PROCESS REQUIRED FOR THE ISSUANCE IS LARGELY STANDARDISED. MOST OF THE SETUP WORK IS COMPLETED WHEN THE CLIENT JOINS, AND DOES NOT NEED TO BE REPEATED FOR SUBSEQUENT TRANSACTIONS, SAVING BOTH ON TIME AND COST. EPPF EXTENDS FUNCTIONALITIES THAT ARE CURRENTLY ONLY AVAILABLE TO LARGE SOVEREIGN ISSUERS TO ALL BORROWERS OF WHATEVER SIZE, AT A FRACTION OF THE USUAL COST, PROVIDING ACCESS TO THE CAPITAL MARKETS FOR ISSUES FROM 10 MILLION EUR UPWARDS.

EPPF, WHICH IS REGULATED BY THE LUXEMBOURG FINANCIAL SECTOR SUPERVISORY AUTHORITY (CSSF), COMPLIES WITH THE KEY PRINCIPLES OF THE CAPITAL MARKETS UNION AND IS THE ONLY CAPITAL-MARKETS-AS-A-SERVICE (CMAAS) PLATFORM OF ITS KIND.

LFF SPOKE TO ROBERT KOLLER, EXECUTIVE CHAIRMAN AT EPPF, TO FIND OUT MORE.

HOW IT STARTED

The story of eppf started five years ago, following strong demand from international investors for European corporate credits and requests from banks to develop pan-European standardised products.

Robert Koller explains: *“eppf is a market-driven initiative. A very broad ecosystem of stakeholders, including central banks, investment banks, auditors, law firms, service providers and rating agencies has fed into eppf.”*

Initially, the project was focused purely on creating a standard for private placements in Europe. However, soon after the launch, the scope was enlarged. *“We found out that we can do much more than just private placements. We can provide public and private offerings, repackagings and short-term commercial paper, as well as long-term bonds in different currencies, maturities and structures,”* continues Robert Koller. The name of the platform, european primary placement facility, reflects the scope of the company and the market it serves.

WHY LUXEMBOURG?

eppf did extensive research to identify the

“Luxembourg is the only country that has a licence for securitisation vehicles, which fits us very well. Luxembourg also has excellent products available in the marketplace. The cooperation with the regulator, the CSSF, was outstanding.”

ROBERT KOLLER

“We don’t compete with stock exchanges, we’re complementary to them. For example, we work with the Luxembourg Stock exchange as well as other exchanges so that our bonds can be listed on them.”

ROBERT KOLLER

most suitable jurisdiction in which to set up the platform and concluded that Luxembourg was the only one to offer the right legal and regulatory framework and the relevant tools, such as compartment companies.

“Luxembourg is the only country that has a licence for securitisation vehicles, which fits us very well. Luxembourg also has excellent products available in the marketplace. The cooperation with the regulator, the CSSF, was outstanding.”

NOT A MARKETPLACE

eppf does not include a trading platform but provides a complete infrastructure for bond issuance, settlement and delivery. This includes a standard but flexible documentation, links with the paying agent, custodian, clearing system, exchanges and many others.

“There are many different steps one needs to take before issuing a bond. I think we mapped it out to around 70 to 80. We have incorporated many of those in a value chain and digitalised and created a completely hassle-free environment,” adds Koller.

eppf does not disintermediate the banks. Companies and other borrowers come to eppf through the banks and the investors

that acquire the bonds through the banks as well, which means that the core function of the banks - origination and placement - is still a key part of the structure.

When asked about eppf's relationship with stock exchanges, Robert Koller says: "We don't compete with stock exchanges, we're complementary to them. For example, we work with the Luxembourg Stock exchange as well as other exchanges so that our bonds can be listed on them."

The documents produced by eppf are all electronic and machine-readable, which facilitates secondary trading: machine-readability allows computer-trading, for example.

"Also, the standardisation of the documents themselves helps to create transparency and comparability because then the focus can be on the underlying credit and not so much on the individual details or finesses which stem from different advisers being involved on different issues."

THE SECURITISATION LAW

eppf found the securitisation law helpful because it allows the creation of compartment entities.

"Compartment entities allow us to create a shared treasury infrastructure for companies and our clients. Instead of each company incorporating its own subsidiary, paying directors, auditors, and so on and so forth, we can use the compartment structure to standardise and share the costs among all clients and therefore create a regulated environment where companies can issue with their own name, but in a much more efficient way," explains Robert Koller.

CLIENTS

The main idea of eppf is to create a unified market for the issuance of bonds in Europe and beyond and to be a vehicle that actually practically implements the Capital Markets Union. Rollout of the platform is currently focused on Europe, but Robert Koller says

that there is a lot of interest from other parts of the world.

"The interest from overseas issuers is very valuable because we can be a conduit for foreign issuers – American, Chinese, Japanese, Australian companies – that are looking for funding in Europe, be it for hedging purposes, to borrow euros locally or for opportunistic funding in different currencies. In addition in the context of Brexit, we provide a bridge to the European capital market for UK companies."

CAPITAL MARKETS UNION

eppf started before the Capital Markets Union came up as a topic.

"Having 27 countries that all look at home markets is not efficient if you compare it to the US where you have an internal market of 300 million people. Europe counts 500 million, but the internal market isn't there because you have a German capital market, a French capital market, a UK capital market and so on. There is of course interaction between them, but this interaction can increase substantially to the benefit of issuers, investors and their advising banks. Change is slow, but it is certain that it will come, and everybody will benefit from this. We hope to be one of the catalysts of this change to come," concludes Koller.

LR

"Change is slow, but it is certain that it will come, and everybody will benefit from this. We hope to be one of the catalysts of this change to come."

ROBERT KOLLER

LUXEMBOURG, WHERE BUSINESS MEETS FINANCE

CORPORATE FINANCE LIES AT THE HEART OF THE LUXEMBOURG FINANCIAL CENTRE.

Over the last century, the banking industry grew out of a need to serve companies operating internationally and to facilitate foreign trade and cross-border investment in a multi-currency environment.

AN INTERNATIONAL BANKING HUB



There are some **140** international banks of which a significant number have established their EU hubs or competence centres in Luxembourg.



Around **40** of them offer commercial and corporate banking services.



Reserves grew by

45%/€32bn

in 10 years



Total own funds:
of which 48 billion are
Tier 1 (highest quality)

€50bn

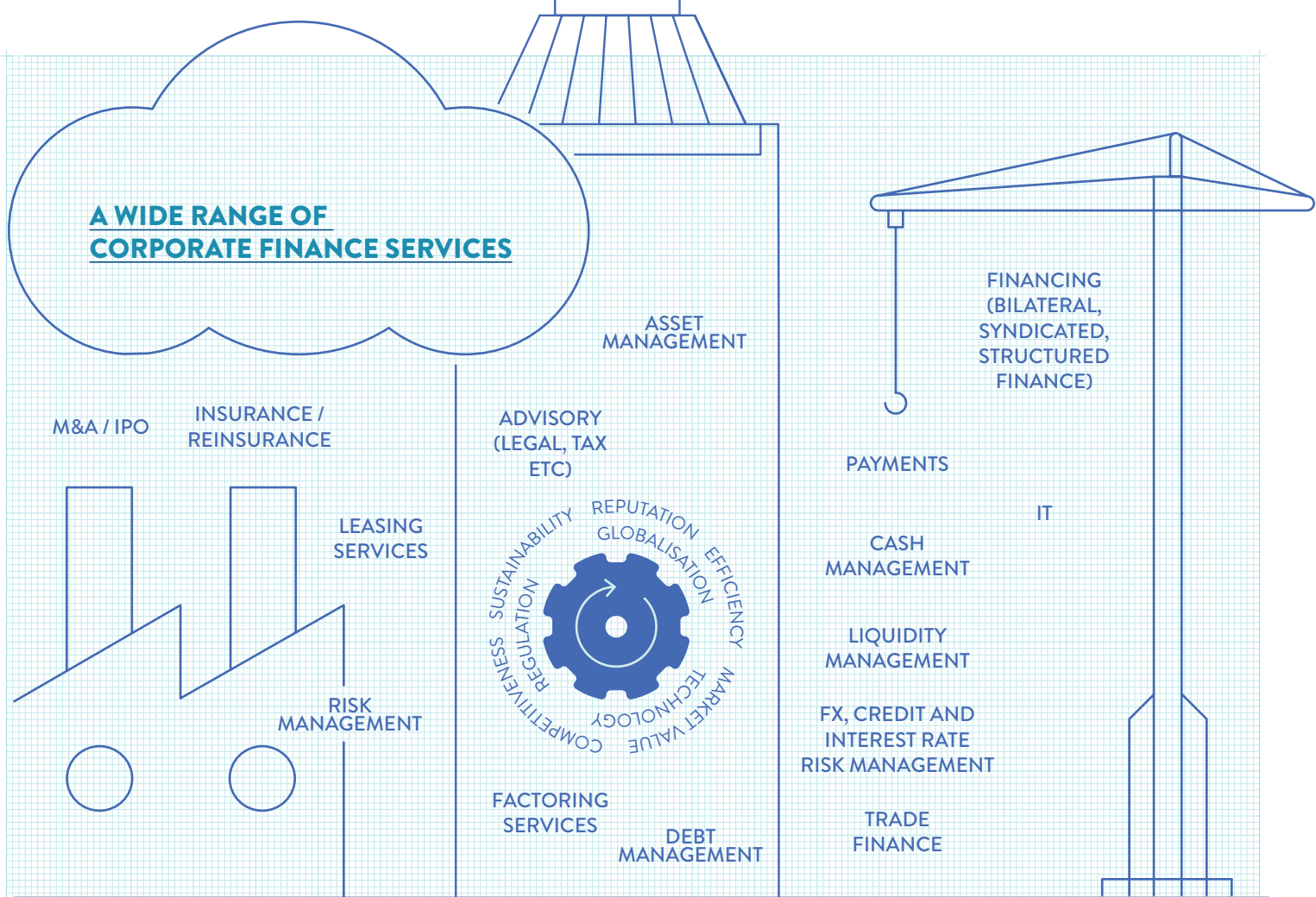


Very low rate of non-performing loans

1.3%

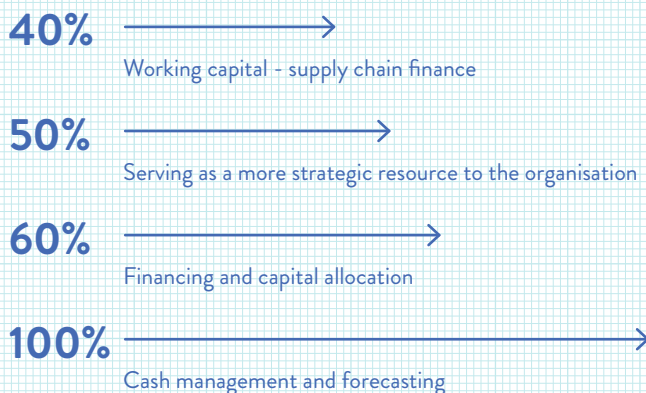


Solvency ratio: **24.8%**



MAIN OPERATORS OF LUXEMBOURG TREASURY CENTRES

Focus areas of the treasury function



Source: ATEL-KPMG Survey, 2016

What do corporates gain by having their treasury centre in Luxembourg?

EFFICIENCY

INTERNATIONAL EXPERTISE

LONG-TERM, STABLE SOLUTIONS

STANDARDISATION

RATIONALISATION

REDUCED COSTS

ATEL, the Luxembourg corporate treasurers' association, has

350 members



Practicing internationalism

ONE OF THE MOST STRIKING CHARACTERISTICS OF LUXEMBOURG'S FINANCIAL INDUSTRY IS THE INTERNATIONAL MAKE-UP OF ITS WORKFORCE. ALTHOUGH THE DIVERSE BACKGROUND OF SO MANY PEOPLE MEANS THEY DO NOT ALL HAVE ENGLISH AS THEIR MOTHER TONGUE, IT HAS BECOME THE COMMON BUSINESS LANGUAGE.

In a country where just under half of all residents are non-nationals - rising to two-thirds in the capital - employers thus reach a workforce from an incredible 172 nationalities living together in Luxembourg. This international atmosphere can be felt anywhere people work or relax.

For example, if you visit the many public open-air swimming pools across Luxembourg's cities and villages, you will hear French, Italian, Russian, English, Portuguese, Chinese, Polish and many other languages. The state-of-the-art playgrounds around the country also have a feel of a sandbox United Nations with children from around the world playing together. How-

ever, it is in the professional world and in particular Luxembourg's financial services industry that this linguistic asset is so valuable.

We have spoken to some of the leading institutions in Luxembourg on the advantages and challenges from multi-culturalism within their teams.

State Street, a global bank active in investment servicing and investment management employs about 1,100 people at its Luxembourg operation. Its Luxembourg country Head, David Suetens, says that their talents represent 38 different nationalities. *"This diversity enriches the working environment",*

he explains. *"From time to time, State Street organises events where employees share their countries' traditions and food specialties that have been very well-received,"* he adds. According to Sebastien Danloy, CEO of RBC Luxembourg, *"RBC Investor & Treasury Luxembourg employs in excess of 1,300 people coming from obviously Luxembourg, France, Belgium and Germany but also from more exotic places such as Armenia, Chile, Indonesia or Vietnam."*

"J.P. Morgan another bank with a large footprint in Luxembourg, in particular on the asset servicing side, also employs people from over 30 nationalities," says Frédéric Mouchel, the bank's CEO. For the accounting firm PwC, the figures are even higher with 74 different nationalities across its 2,600 workforce. All confirmed that there is a growing trend to expand the multinational dimension of their staff. As more Europeans are being recruited from countries like Spain, Portugal, Italy as well as Poland, Czech Republic, Romania and Bulgaria, the net is also being thrown out to the UK, Ireland, the US, Canada and Australia, explains Danloy.

With so many different nationalities and thus languages, English is the key language in financial services in Luxembourg, especially in written internal and external communication. It is therefore no surprise that the Luxembourg administrations and financial supervisory authorities, not only hold meetings in English when it is the common language but also accept documentation in English. This is facilitated by the fact that "English proficiency in the Luxembourg market is very high" as notes Frédéric Mouchel from J.P. Morgan. Danloy from RBC also says he is particularly satisfied with the language skills available in the marketplace" as "English is a pre-requisite". He adds that *"my generation and the next speaks excellent English"*.

Indeed, Luxembourg is ranked 7th on a global scale in EF's English Proficiency Index. John Parkhouse, Managing Partner at PwC Luxembourg and a native English speaker himself quips that "the great thing

about Luxembourg as a Brit is that English is being spoken so widely and so well by everybody that you can get around without needing to be able to speak a second language". The disadvantage for Brits however is *"they don't need to speak a second language to survive and do well in Luxembourg and often don't do so..."*.

Marc Schernberg, people leader of PwC Luxembourg, explains that the firm also receives many applications from native English speakers who either live in Luxembourg or want to work in the country. Many of the professionals working in Luxembourg not only come from different nations but also have a career that often spans several locations. This means they bring additional expertise and additional language skills with them. RBC Luxembourg for instance has hired a new CFO who spent his career between Poland, France and Abu Dhabi before relocating to Luxembourg and its COO is originally from Spain, grew up in Germany, then worked all his career with US and UK financial institutions.

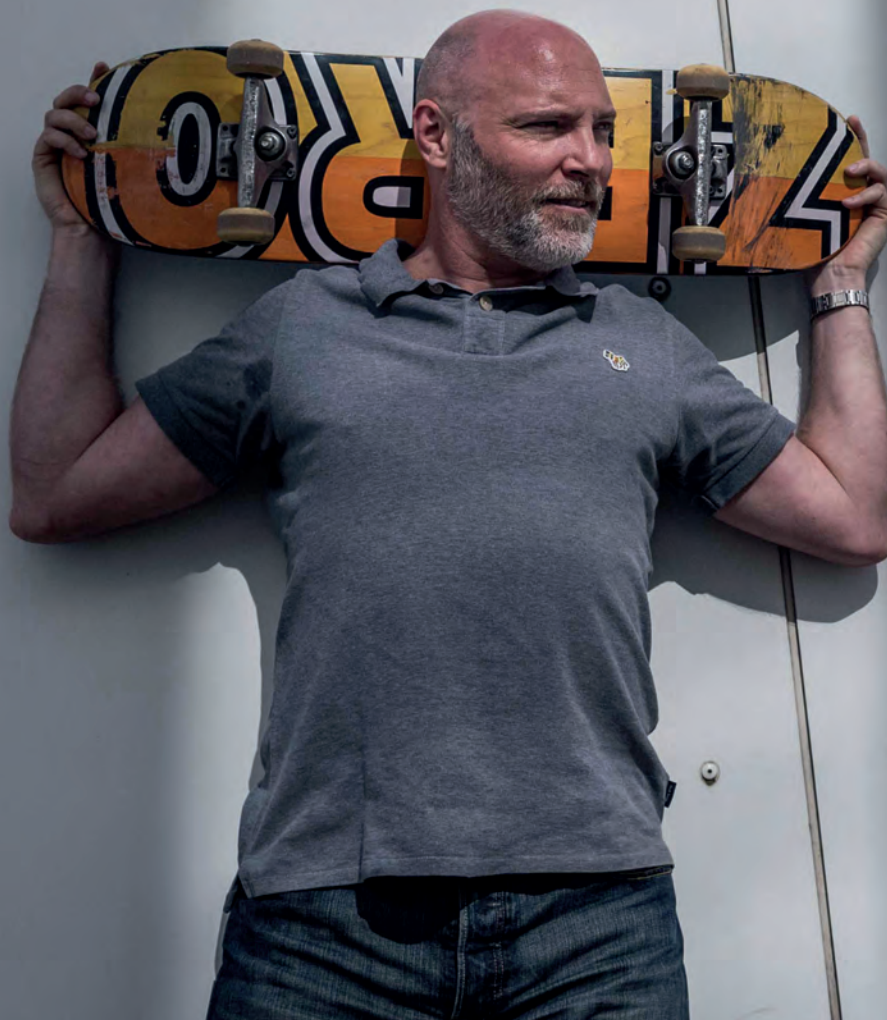
One added advantage from this diversity of languages being spoken is that employees also *"talk the languages of our global clients,"* says State Street's David Suetens. *"To me this makes a huge difference,"* he adds. The fact that banks can make the most of their multilingual workforce in their client interaction is also highly valued by Danloy from RBC and Mouchel from J.P. Morgan.

NM

AMAZON: THE MULTINATIONAL EVERYTHINGSTORE

"THERE ARE NOW JUST OVER 2,000 FULL-TIME AMAZONIANS BASED IN LUXEMBOURG. WE COME FROM ALL OVER EUROPE AND RIGHT AROUND THE WORLD, WHILST WE ALL USE ENGLISH AS OUR WORKING LANGUAGE FOR TEAMS ACROSS OUR GLOBAL OPERATIONS. OUR EMPLOYEES IN LUXEMBOURG REPRESENT OVER 100 NATIONALITIES. WE ARE PROUD TO HAVE A DIVERSE WORKFORCE INVENTING ON BEHALF OF OUR CUSTOMERS THAT REFLECTS THE VIBRANT POPULATION MIX OF LUXEMBOURG. ACROSS AMAZON, WE VALUE DIVERSITY OF THOUGHT AND STRONGLY PROMOTE AN INCLUSIVE INTERNAL CULTURE. OUR BUSINESS INVOLVES A WIDE VARIETY OF ROLES, WITH SKILLS RANGING FROM IT DEVELOPERS AND CLOUD COMPUTING SPECIALISTS THROUGH TO PROGRAM, PRODUCT AND PROJECT MANAGERS IN EACH BUSINESS AREA AND OUR ENTIRE LOGISTICS LEADERSHIP. WE HAVE A PHRASE IN AMAZON THAT WE 'WORK HARD, HAVE FUN, MAKE HISTORY' AND WE TRY TO LIVE THAT EVERY DAY AS WE SERVE OUR CUSTOMERS."

GEORGINA YELLOWLEES, DIRECTOR TALENT ACQUISITION FOR EU OPERATIONS HR, AMAZON



NICHOLAS CURWEN,
MANAGING DIRECTOR
EQT PARTNERS/EQT AB



WORK, LIVE & LUXEMBOURG: BALANCE A GREAT CAREER IN FINANCE WITH YOUR LIFE

LUXEMBOURG OFFERS A WORK-LIFE BALANCE THAT IS DIFFICULT TO FIND ANYWHERE ELSE IN THE WORLD. ITS CENTRAL LOCATION IN THE HEART OF EUROPE, QUALITY OF LIFE AND RANKING AS THE¹ SAFEST CAPITAL IN THE WORLD, HELPS THE COUNTRY TO REMAIN A WORLD LEADER IN² ATTRACTING AND RETAINING TALENT. WE MEET FOUR PEOPLE WHO MOVED TO LUXEMBOURG TO GROW THEIR CAREERS IN INTERNATIONAL FINANCIAL SERVICES TO ASK WHY IT'S A GREAT PLACE TO WORK AND LIVE.

WORK, LIVE AND SKATE

"I moved to Luxembourg after university for my first job because I had an opportunity in financial services to develop my skills and grow my knowledge in an industry that I was interested in," explains British national Nicholas Curwen.

Nicholas moved to the Grand Duchy shortly after graduating with a BSc in Astrophysics from the University of Birmingham. Since then, he has gained experience in London, and Dublin at senior levels in the fund industry.

"What differentiates a career in Luxembourg versus other financial centres I have worked in, is the access to influencers, the ability to build a network, and the ability to be part of change and development within that industry."

Nicholas was recently appointed Managing Director in Luxembourg for EQT, a Swedish private equity group which develops companies across the globe. *"The chance to work in Private Equity, in an industry that is truly financing the real economy, is an opportunity that was too good to be true. Almost all the large Private Equity houses have a presence in Luxembourg and are growing. This presents an opportune time for professionals who are looking to grow a career in this sector."*

Luxembourg's state-of-the-art infrastructure which includes sporting facilities that are among the best in Europe,³ enables Nicholas to skate within a few minutes from his office in the city to one of the best skateboarding parks in Europe. *"Skateboarding*

¹ NO 1 IN THE WORLD FOR PERSONAL SAFETY
SOURCE: MERCER QUALITY OF LIVING SURVEY 2016

² 2ND IN THE WORLD FOR ATTRACTING TALENT AND
3RD FOR RETAINING TALENT
SOURCE: INSEAD GLOBAL TALENT COMPETITIVENESS INDEX 2017

³ 2ND BEST CITY WITH HIGHEST LEVEL OF SPORTING FACILITY IN THE EU
SOURCE: EU FLASH EUROBAROMETER 419

allows me great access to the urban landscape and a straightforward and easy way to get through the modern day commuters, the lights, the traffic.” A keen board sports enthusiast, he maintains that the work-life balance in Luxembourg is one of the best out there.

“Here, I have got access to all the sports that I enjoy, be it the skateboard park, be it waterskiing down on the river, be it mountain biking or access to the mountains just a short distance away. On top, I have a great social network and an exciting career.”

WORK, LIVE AND YOGA

Brazilian national Monica Tiuba moved to Luxembourg in 2007 to further develop her career in the tax department at the consultancy firm EY. As a qualified lawyer and accountant, she was looking to push her international career.

“Luxembourg is in the heart of Europe, and it’s an important financial centre to connect you to the key people, and places providing plenty of career opportunities on a global level.”

In Luxembourg, Monica has built her career in the tax consulting industry at EY and PwC, and the global trust business, with more recently in the private banking sector working as international senior wealth planner at Banque Edmond de Rothschild. *“Luxembourg is in the heart of Europe, and it’s key as a financial centre to connect you to the key people, and places providing plenty of career opportunities on a global level.”*

Monica loves the entrepreneurial and international mindset that Luxembourg offers. *“It’s easy to balance work and private life because the infrastructure is so well structured. It’s only ten minutes from the city centre to the airport and for me just a short walk from home to our office in the city. It makes life very practical.”*

⁴ 2ND LEAST STRESSFUL CITY WORLDWIDE.
SOURCE: ZIPJET’S 2017 GLOBAL RANKING

⁵ 3RD BEST CITY WITH THE HIGHEST LEVEL OF SATISFACTION FOR ITS GREEN SPACES IN THE EU
SOURCE: EU FLASH EUROBAROMETER 419

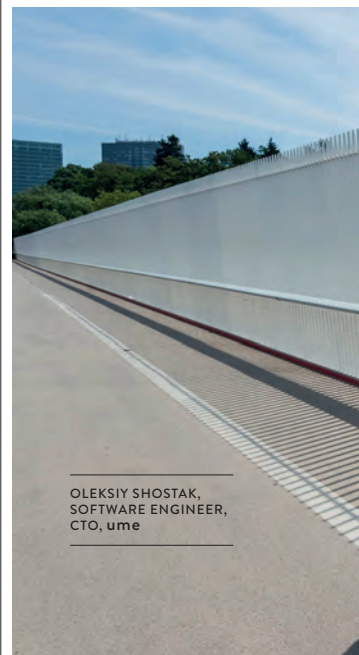
With an abundance of green spaces, Luxembourg ranks as the second least stressful city worldwide.⁴ Easy and quick access to the numerous parks and green spaces⁵ allows Monica to practise yoga meditation to unwind from her hectic business life. *“In Luxembourg, you can have a very dynamic life, full of energy where you are doing a lot of business and then very quickly you can switch into a mode of relaxation and then you are full of energy again for another business day. That is special.”*

WORK, LIVE AND BIKE

“Luxembourg is a financial hub which moves more than four trillion euros,” says Oleksiy Shostak, Chief Technology Officer, ume, a FinTech/RegTech which automates and optimises the due diligence of fund distributors by mutualising data and information. “This huge sum creates a lot of opportunities for start-ups, for IT, to help manage this money more efficiently.”

Having worked across Europe, Ukrainian born Oleksiy, a software developer and architect with more than twenty years experience settled in Luxembourg “by accident” in 2008. *“If you are an entrepreneur and want to change your career or move your career forward, Luxembourg is the place to be. You enjoy the life quality of a small city, but at the same time, you have dynamism, innovations and financial push you would only experience in a big city.”*

Last year, a chance meeting with entrepreneur Laurent Denayer led to the opportunity to co-found ume. *“It’s something that every software engineer would ever dream to work at a start-up, to create an innovative product, to find its feet in the market and to grow. That’s the opportunity of your life.”*



OLEKSIY SHOSTAK,
SOFTWARE ENGINEER,
CTO, ume





MONICA TIUBA,
SENIOR WEALTH PLANNER,
EDMOND DE ROTHSCHILD (EUROPE)

Oleksiy enjoys cycling from his home in the city to his development space in the Luxembourg House of Financial Technology. *"Going to work and back is something that nobody likes, and it's time lost from your day. I find that cycling to work in Luxembourg is a great change because you're not stuck in traffic jams, you can make your way through the green spaces and enjoy the excellent cycling network that Luxembourg has. It's like a fresh kick to your day."*

WORK, LIVE AND RUN

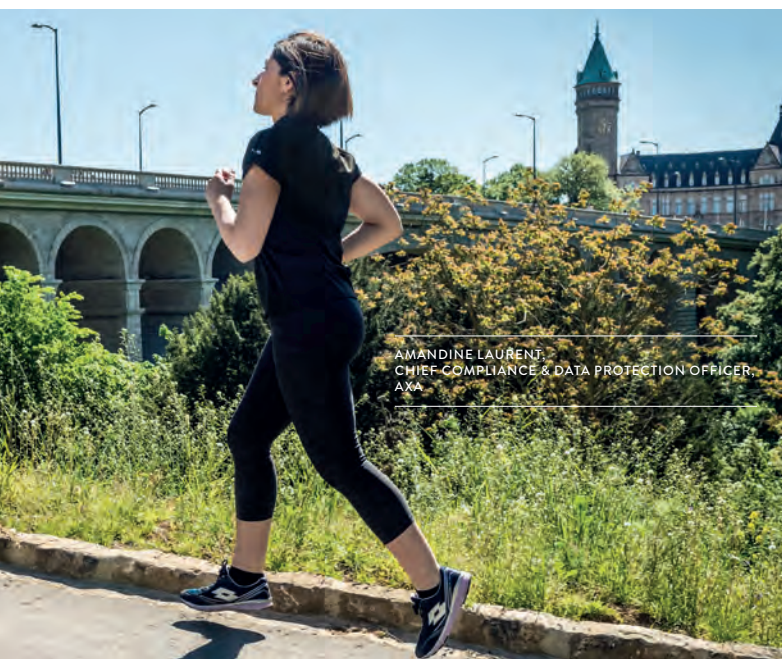


Amandine Laurent, Chief Compliance & Data Protection Officer, AXA, moved to Luxembourg from Paris ten years ago to begin her professional career at BNP Paribas, after graduating with a Master in Business and Tax Law.

"What has helped to develop my expertise is the opportunity to work in different sectors," says Amandine who has grown her career in compliance across the funds, banking and insurance sectors.

Amandine is passionate about the development of her profession. In her spare time, she works with the Association of Compliance Officers in Luxembourg (ALCO) to create training certification programs across the globe. *"I was fortunate to start my career at the time of the financial crisis because my career has developed as the profession has grown. I enjoy taking part in the promotion of my profession and the people I have met come from different cultures and environments and this has enriched me."*

Amandine is a competitive runner and trains with her colleagues during her lunch break. *"In the company, there a lot of other runners, so AXA helps us to develop our training with a coach during lunch time. We are close to the park, and the Grund and all the nature. Developing your expertise and your interests are easy in Luxembourg. You have everything you need to develop what you want for yourself and your career."*



AMANDINE LAURENT,
CHIEF COMPLIANCE & DATA PROTECTION OFFICER,
AXA

WATCH THE VIDEO SERIES
FEATURING 9 EXPATS
WHO MOVED TO LUXEMBOURG
#MOVETOLUX



GM

UPCOMING EVENTS

2018
05.09

IFN EUROPE FORUM, LONDON

Luxembourg for Finance will be present with a booth at this year's IFN Europe Forum which will take place in London on Wednesday, 5 September 2018.

The event is expected to gather participants from across Europe, Asia and the Middle East and will encompass everything related to the continent's growing Islamic finance industry, attracting a truly global audience with a focus on central issues and latest developments.

2018
11-13.09

CHINA 2018

Luxembourg for Finance invites you to join a delegation led by Minister of Finance Pierre Gramegna. Seminars on the financial centre will be held in Beijing on Tuesday, 11 September and in Shanghai on Thursday, 13 September 2018. Key experts will discuss topics ranging from green finance to private equity.

For more information, please visit
www.luxembourgforfinance.com



2018
09.10

FT CLIMATE FINANCE SUMMIT, LONDON

Luxembourg for Finance will be among the speakers at the second annual FT Climate Finance Summit "Aligning Policy and Practice - Investing for a 2 Degree World" on 9 October 2018 in London.

Discussions will focus on key themes such as accessing emerging market investments, addressing the perceived and real challenges for institutional investors and the potential and future of blended finance to impact on the future of climate related investments.

BY SCANNING THE
QR CODE BELOW,
VIEW THE FULL
EVENTS PROGRAMME.



IMPRESSUM

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WORK, LIVE & LUXEMBOURG

Balance a great career in
finance with your life.

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