



Conducting Officer Program

10 to 13 June 2025

What the program offers



400

Conducting Officers have already participated this training program dedicated to the role and responsibilities of a Conducting Officer for ManCos and AIFMs in Luxembourg.

Regularly reviewed & updated

You will learn the latest regulatory developments and evolution in market practices. Program content integrates the latest regulatory developments and evolution in market practices such as AML, Risk Management, ESG/ Sustainability, Tax governance, IT Risk & Security. And you will enhance your proficiency in the skills and capabilities required by the next generation of Conducting Officers.

Limited number of participants

To ensure you benefit from close interactions with both fellow participants and experts, your session will be capped at 20 participants.

Responsibilities

You will be introduced to the key elements of your duties and responsibilities as a CO. You will also develop an understanding of a CO's external and internal stakeholder universe and what these stakeholders expect of a good CO.

A community

As a participant in the Conducting Officer Program, you'll have a crucial peer networking opportunity and join an exclusive community.

The training fee of EUR 2'250 (VAT excluded) covers the 4 morning sessions and includes lunch on the second day, coffee breaks and training material as well as a certificate of attendance.

For further information or to sign up, please email LuCOProgram@deloitte.lu

Agenda

More than 10 hours of training dedicated to Conducting Officers

Tuesday, 10 June 2025

Session 1

- 08:30 am - Welcome Breakfast – Networking – Introduction
- 09:00 am - Meeting your fellow participants
- 09:15 am - Introducing the legal framework
- 10:00 am - Conducting officer role - key elements to effective functioning
- 11:00 am - Exercising oversight of delegates
- 11:45 am - Wrap-up and Q&A
- 12:00 pm - End of session 1

Wednesday, 11 June 2025

Session 2

- 08:30 am - Welcome Breakfast – Networking – Introduction
- 09:00 am - Compliance and Internal Audit
- 09:30 am - Conflict of interests
- 10:15 am - AML/KYC challenges
- 11:00 am - Distribution and marketing
- 11:30 am - Wrap-up and Q&A
- 12:00 pm – Networking lunch
- 14:00 pm - End of session 2

Thursday, 12 June 2025

Session 3

- 08:30 am - Welcome Breakfast – Networking – Introduction
- 09:00 am - Asset valuation
- 09:45 am - Risk Management function
- 10:25 am - Interacting with authorities and external auditors
- 11:00 am - Wrap-up and Q&A
- 11:15 am - End of session 3

Friday, 13 June 2025

Session 4

- 08:30 am - Welcome Breakfast – Networking – Introduction
- 09:00 am - ESG/Sustainability
- 09:45 am - IT Risk & IT Security
- 10:40 am - Tax governance
- 11:15 am - Wrap-up and Q&A
- 12:30 pm – End of Session 4



Meet the Conducting Officer Program Sponsors and Facilitators



Justin Griffiths

Partner, Consulting

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Justin is a partner within the firm's consulting and advisory practice with a focus on Fund Registration Services. He has 20+ years of work experience in the financial services industry in Luxembourg, the US and South Africa. He is a board member of the Institut Luxembourgeois des Administrateurs (ILA) and is a member of various ALFI working groups. He is a Réviseur d'Entreprises agréé (Certified Public Auditor) in Luxembourg.

Justin chairs the ILA working group on Audit Committees for Funds and Management Companies and the ALFI IFRS for Funds working group and is a member of the ALFI Hedge Fund WG as well as the ALFI Corporate Governance forum.



Yann Mérillou

Partner, Audit and Assurance

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Yann is an audit partner with 12+ years of experience in accounting and auditing. He is specialized in the audits of regulated investment funds and Management Companies. Yann has deep experience in auditing various types of UCITS and AIF structures and investing in a variety of assets from traditional shares and bonds to complex derivatives, structured products, private debt and efficient portfolio management techniques.

Yann actively contributes to Fund governance initiatives and participates in various working groups of the Institut des Administrateurs Luxembourgeois (ILA) on the Audit Committee for funds and Board Organization and Effectiveness Committee and is member of the Deloitte Luxembourg Investment Fund Task Force.

Meet the Conducting Officer Program Sponsors and Facilitators



Arnaud Bon

Partner, Alternatives Consulting Leader

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Arnaud is a Partner in our Strategy, Regulatory and Corporate Finance department, where he focuses on Strategy, Regulatory and Transformation topics for Alternative Investment Managers and Servicers. Arnaud co-leads the Deloitte Luxembourg Private Equity & Real Estate Advisory & Consulting team. Arnaud leads our Advisory & Consulting ESG practice for PE & RE.

Arnaud has advised a number of fund managers setting up or transforming their regulated and operational platform in Luxembourg. He also assists managers and asset servicers with the definition or review of their product and service strategy and with operational efficiency optimization. He routinely runs benchmarks of middle and back-office activities.

Before joining Deloitte, Arnaud set up and managed the fund administration and alternative depositary services lines at a global trust company specializing in alternative assets. He then oversaw business and product development for Private Equity and Real Estate clients.

Arnaud is a lawyer by training and started his career in investment management legal and regulatory advisory with Allen & Overy Luxembourg. Arnaud is an active member of and has also led different ALFI and LPEA working groups.



Sylvain Crépin

Partner, Financial Services

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Sylvain joined Deloitte Luxembourg in January 2012 and is Partner in our Financial Risk Management practice. He is specialized in risk management advisory, risk analytics and risk reporting solutions for the investment fund industry. Sylvain assists Luxembourg and worldwide asset managers with risk management advisory and a full suite of risk reporting solutions that cover market, liquidity and credit risk reporting, UCITS and AIFs regulatory reporting, Solvency II and CRR reporting, dedicated pension funds reporting (FTK, VAG, QMV), PRIIPs EPT and MiFID II EMT and UCITS SRRI and PRIIPs analytics. Before joining Deloitte, Sylvain previously worked as Risk Manager in the asset management industry in Paris and as Equity Derivatives Structurer for an investment bank in London.

Sylvain graduated from Ecole Centrale Paris in 2005 and is a certified Financial Risk Manager (FRM®) by the Global Association of Risk professionals (GARP). Sylvain regularly publishes articles and gives training on risk management, hedge funds, AIFMD, indirect impacts of Solvency II and PRIIPs for Asset Managers.

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Jérôme Sosnowski

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Jérôme started his career at Deloitte Luxembourg in 1998 as external auditor before joining the ERS department specialized in internal audit and risk management. In 2002, Jérôme joined the Group Internal Audit of a large Swiss Bank and performed internal audit engagements in Luxembourg and Belgium, Austria, UK, Germany, France, Spain, Italy and Monaco.

In 2005, he contributed to the implementation and development of this newly created Risk Control department in Luxembourg, Belgium and Austria. He was promoted to deputy of the Chief Risk Officer in 2006 and took over the function's responsibility in 2008.

In 2009, Jérôme joined a Luxembourg start-up to supervise Internal Audit and Advisory services. He set up several internal audit function for Banks, Professionals of the Financial Sector and Investment Fund Management Companies. He also developed activities for Compliance and Risk Management related topics (e.g. UCITS IV and V, AIFM, AML, MiFID, Basel II and Solvency II).

Jérôme returned to Deloitte in November 2011 to develop services related to internal audit, regulatory compliance and process readiness for large institutions. He implemented and developed Internal Audit services for 40+ management companies and supported large Investment Fund administrators, credit Institutions and European Institutions in developing Internal Control frameworks and Service Organization Control (SOC) reports under the ISAE3402/SOC 1 standards.



Nicolas Tissot

Senior Manager, Audit and Assurance

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Nicolas is a Senior Manager in Audit & Assurance with more than 12 years of experience in the financial sector. He started his career at Deloitte as external auditor for the Financial industry. He now has a combination of experience in external audit, internal audit services (outsourcing & co-sourcing), regulatory compliance as well as ISAE 3402 or ISAE 3000 readiness assistance & examinations (common depositary, depositary bank, transfer agency and Fund administration activities).

Nicolas provides internal audit services, regulatory compliance, gap analysis and regulatory due diligence services to Investment Managers (AIFMs and UCITS management companies), Professionals of the Financial Sector and Private Equity/Real Estate clients. He also provides bespoke advice on Governance, Internal Controls and Operational Risk Management. At this occasion, he performed internal quality reviews, developed internal audit advisory services and agile audit planning, remote auditing techniques following COVID-19. Nicolas also provided advice on Risk Management frameworks, performed control environment and governance reviews and accompanied clients for operational risk due diligence reviews.

Nicolas holds a Master's in Management / Finance / Controlling / Consolidation from SKEMA Business School and a Master's in Audit / Accounting from the French university of Finance, Bank and Accounting as well as professional certifications of chartered accountant: the Luxembourg diploma since 2015 and the French diploma since 2017. His range of expertise covers risk management, regulatory compliance, internal control and internal audit.

Meet the Conducting Officer Program Sponsors and Facilitators



Martin Reinhard

Partner, Financial Services

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Martin is a Partner in Deloitte Luxembourg's Capital Markets practice and has 14+ years of experience in the financial industry (Financial Risk Management / Risk Advisory / Risk & Reporting Services).

His in-depth market knowledge and expertise covers the Luxembourg banking and investment fund industry: custodian banks, wealth management, UCITS and alternative investments, regulatory issues, transformation projects as well as risk management and risk and reporting solutions.

Most recently, Martin has successfully managed projects relating to the introduction and implementation of various regulatory reports for international asset managers in Luxembourg. With his risk and regulatory reporting expertise, Martin advises asset managers on new and upcoming demands such as ESG, Sustainability & Climate Risk.

Before starting his career in Luxembourg in 2008, he studied business mathematics at the University of Trier and obtained a PhD in applied Mathematics. Martin Reinhard is a native German speaker and fluent in English.



Maxime Filippini

Senior Manager, Financial Services

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Maxime Filippini is a Senior Manager within our Advisory and Consulting practice, specifically serving the Investment Management industry. Throughout the years, Maxime has leveraged his knowledge and flair in the topics of Statistics and Risk management in order to serve clients with recurring services, such as regulatory risk reporting, as well as the development of tailor-made risk analytics.

His broad knowledge covers hot topics such as the modelling of liquidity risk (including stress-testing) and Value-at-Risk, but also other types of risks, such as counterparty risk and credit risk. On those topics, he has advised clients on the development of measurement methodologies and participated in the implementation of such methodologies. Maxime also has a significant experience in the review and validation of risk models, which he has also honed through his experience as part of the Internal Validation function of a Luxembourg-based bank.

Internally, Maxime has acted as subject matter expert on Quantitative Risk Management and on the engineering of quantitatively driven software. Throughout the years, he has facilitated highly specialized training sessions, both to Deloitte staff members and Deloitte clients (through our Deloitte Quantitative Masterclass program).

Maxime is a certified Financial Risk Manager (FRMO) from the Global Association of Risk Professionals (GARP) and has passed both exams to qualify for the Certificate in Investment Performance Measurement (CIPM) from the CFA Institute.

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Laureline Senequier

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Laureline is Partner in our Risk Advisory Services, where she focuses on Information & Technology Risk. She has served Financial Institutions in IT-related regulatory compliance and ICT Risk for more than 15 years. She also leads a team of IT specialists performing IT Audit based on International Standards for Auditing.



Francesco D'Avanzo

Manager, Risk Advisory

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Francesco started his career in 2015 at a big 4 firm in Luxembourg working as an external auditor in the Real Estate & Funds department. During this timeframe, he had the opportunity to work both on statutory annual audit of unregulated and regulated investment vehicles, real estate investment managers and holding companies.

After 4 years as external auditor, he moved to internal advisory service practice where he assisted large asset managers on assignments, whose scope of work varied from regulatory and compliance assignments, requests for proposals, cost benchmarking analysis and the design and implementation of oversight framework.

In September 2020, he joined one of the most prominent and fast-growing investment fund managers in Luxembourg as Operational Risk Manager in the Delegated Functions Oversight department, focusing on certain activities delegated to third parties.

In January 2022, Francesco joined Deloitte as Manager in the Risk Advisory service line.

Francesco holds a B.Sc. in Business Administration and an M.Sc. in Management & Governance. He has an additional M.Sc. in Management from the EBS Business School at EBS Universität für Wirtschaft und Recht. Since 2022, Francesco is also an ACCA qualified member.

Meet the Conducting Officer Program Sponsors and Facilitators



Tanja Hering

Senior Manager, Audit and Assurance

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Tanja joined our Deloitte Risk Advisory practices in 2013 and is serving the Luxembourg financial services industry. She is specialized in internal governance, internal audit services and ISAE 3402 / SOC 1 (formerly SSAE 16 and SAS 70) readiness assistance & examinations (investment fund management, transfer agency, fund administration, custodian bank, depositary bank and domiciliation activities).

Tanja is a Certified Internal Auditor (CIA®) with several years of experience in the field of internal audit, internal control and regulatory compliance in the financial sector. She was involved in several internal audit assignments for AIFMs, self-managed AIFs, UCITS management companies, banks and other professionals of the financial sector. Tanja also participated in an internal audit mission for a global NGO in Bangladesh.

Her experience includes the provisioning of support to AIFMs and UCITS management companies on different regulatory compliance matters and assessments of the adequacy and effectiveness of controls and procedures applied by investment advisors and property managers of real estate assets. Furthermore, Tanja worked on a procedures review of a Central Administration department for a PERE Asset Servicer, and participated in an IT audit assignment for a major industrial enterprise in Luxembourg and a tax reporting assignment for a major bank in Switzerland.

In 2021, Tanja ranked first in the National Luxembourg Internal Audit Championship and top ten in the European Internal Audit Championship organized by the ARC-Institute in cooperation with the Institute of Internal Auditors.



Benjamin Franck

Director, Corporate Finance Advisory

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Benjamin joined Deloitte in September 2015 as analyst in the Corporate Finance department. Over the past years, Benjamin has worked on a multitude of different assignments including valuation, M&A, due diligence and other strategic mandates.

Benjamin is currently dedicating himself more specifically on valuation assignments where he assists clients in different contexts such as:

- Recurring valuations for AIFM and their investors (NAV reporting)
- Valuations for tax purpose in the context of cross-border transactions
- Valuations in the context of negotiations for M&A mandates
- Valuation expertise for internal audit engagements

Benjamin has gained significant expertise in the private equity and infrastructure sector where he had the opportunity to work for leading global funds (>1bn AuM).

He is also in charge of valuation for complex option assets, mainly in the context of incentive fee valuation.

Benjamin graduated from the Solvay Brussels School of Economics and Management in Brussels. He holds a Master's degree in Business Engineering with a focus in finance. He devoted his Master's thesis to analyzing the relationship between performance and fees in the mutual fund industry and the emergence of passive investment vehicles in the last decade.

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Nicolas Marinier

Partner, Forensic & Financial Crime

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Nicolas is Partner in our Forensic & Financial Crime practice. He has more than 15 years of working experience in Luxembourg and Singapore in the private banking sector .

He has developed a specific focus on Russia and CIS core clientele segments, holding the Chief Compliance Officer and MLRO roles for 7 years in Luxembourg.

Nicolas currently assists several Banks in Luxembourg on various Compliance issues and priorities, including KYC/KYT controls improvement, remediation planning, RAS/RAF, regulatory repository, Fraud investigation, AML on assets for PERE, etc.

He is CAMS-certified and holds a certificate in AML obtained from the International Compliance Association.



Floriane Lecoq

Senior Manager, Forensic & Financial Crime

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As a Senior Manager in Forensic & Financial, a certified AML specialist (CAMS), and previously within the Operations Support AML/CTF team, Floriane is currently assisting a Transfer Agent on the daily activity with its delegate on investors as well as on the AML part of the migration out of more than 30 funds.

She has also worked on two large-scale KYC remediation projects for another Transfer Agent and an audit firm in Luxembourg. Part of her job was to review and check the analysis performed by the team members on the clients' files after the collection of the adequate documentation. She was in charge of a team of five to six persons and with direct contact with the Compliance department.

Floriane also assists different Compliance departments in the review of the onboarding and periodic files of clients and investors and in the update of AML procedures to ensure their compliance with the latest regulatory updates.

She has also been providing AML/CTF training to Financial Institutions in Luxembourg on the latest updates on the topic.

Meet the Conducting Officer Program Sponsors and Facilitators



Sergio Venti

Partner, Consulting IM/PERE

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Sergio has extensive experience in the asset management and asset servicing industries, with specific knowledge on regulatory change. He provided assistance in adapting to UCITS, AIFMD and MiFID regulations, and is now a recognized expert in all aspects concerning the implementation of EU sustainable finance regulation.

His assignments usually take the form of strategic projects and benchmarking analysis across various areas, including product and distribution strategy, operational efficiency, and regulatory readiness.

Prior to joining Deloitte, Sergio worked for the Pictet Group, where he built the Client Solutions & Innovation team for the asset servicing business line. He was part of the Management Committee and oversaw new service developments as well as project execution, change management and marketing activities. He also advised the senior management on industry trends and strategic initiatives.

Sergio began his career in 2001 at JPMorgan Asset Management and holds a Master of Science (MSc) in International Political Economy from the London School of Economics & Political Science.



Carole Hein

Managing Director – Financial Services Tax

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Carole joined Deloitte Luxembourg in April 2019, she is managing director in corporate tax department and has 22 years of experience in FS sector.

She is specialized in the assistance of financial institutions such as banks, PSF, management companies and insurance companies.

She notably assists clients on various taxation issues including corporate taxation, transfer pricing, tax accounting, tax compliance, etc. Carole gained strong expertise in tax consulting notably through the assistance of FS market players reorganizations, involvement in due diligences and tax advice for international clients in FS sector. Carole also follows tax governance for market players in FS sector as notably DAC 6.

Carole also assists in IFRS tax accounting and is part of the Deloitte Luxembourg IFRS centre of excellence.

Carole is involved since many years in trainings, presentations done for clients and internally on tax topics e.g. "IFRS carousel – Tax module".

Carole is also giving tax course at the Luxembourg university for IRE certification.

Meet the Conducting Officer Program Sponsors and Facilitators



Maxime Verac

Partner, Cyber Risk

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Maxime Verac is a Partner within the Cyber Risk practice in Luxembourg. He has 15 years of experience in Information Security.

During the last 15 years as a consultant, he advised clients within various industries in the fields of Information Security Governance, Strategy and Risk Management, Security Architecture, Vulnerability monitoring & Patch management, Identity and Access Management and Mobile Device Management.

Maxime acted in various roles like information security officer, security auditor, project manager, security architect, technical expert, etc. Since the start of his career in 2007, he has gained extensive experience in several domains:

- Information Security governance and risk management;
- Cloud Security;
- Data Leakage Prevention (DLP) controls;
- Telecommunications and network security;
- Security architecture and design;
- Operations security;
- IT security assessment;
- Unstructured data security management;
- Business continuity management.

Maxime has several certificates (CISSP, CISA, ITIL, ISO27001 Lead Auditor/Lead Implementer, GIAC Critical Controls Certification, Microsoft 365 Security Administrator (MS500), AWS Cloud Practitioner) and has supported many clients in different sectors, both in France and in Luxembourg.



Sébastien Muller-Borle

Senior Manager, Digital Risk & Resilience

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Sébastien joined Deloitte in April 2013 in Enterprise Risk Services, where he currently focuses on Information & Technology Risk services. Specifically, Sébastien has been taking part in Security Management, Incident Response & Forensics, and Information Technology and Security Audit engagements, as well as several assignments related to Risk Assessment activities, and to Digital Trust Services (Public Key Infrastructures, Encryption, Digital Signature and Timestamping services, HSM solutions).

In addition, Sébastien has followed the evolution of the eIDAS regulation (EU 910/2014) since its inception and has participated in the design of use cases and services taking advantage of the new possibilities eIDAS provides to Digital Trust services actors.

Sébastien has over five years of experience in Information Security. He has a Master's degree in Information Systems and Information Technology and is certified for ITIL Foundation as well as ISO 27001 and ISO 22301 as a Lead implementer and Lead auditor.

Meet the Conducting Officer Program Sponsors and Facilitators



Julien Gouin

Director, Financial Services

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Julien joined back Deloitte Capital Markets Department's valuation team in September 2013 and has developed an outstanding knowledge of the fund industry through several missions.

He has lead a long term mission for a super ManCo in Luxemburg by putting in place their new Risk Management process for UCITs and AIFs.

Since 2017, he is in charge for the oversight of Regulatory reporting team. He is closely working with our regulatory strategy team when confronted to regulation directly linked to financial markets such as MiFID II, PRIIPS, MAR or MMFR.

In addition, he has a deep knowledge of OTC products as he has been performing analysis and valuation of financial derivative instruments by providing support to the audit department for banks and investment funds as well as for external clients.



Chloé Piquet

Director, Financial Services

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Chloé joined Deloitte in April 2022 as Senior Manager in the Regulatory Consulting department, where she currently supervises the activities linked to Distribution Compliance, Investment Compliance, Marketing compliance and Business Compliance.

Chloé acts as coordinator and facilitator for the module dedicated to Transfer Marketing, Distribution & Transfer Agent of the ILA fund governance masterclass.

Chloé focuses on Regulatory compliance on a wide range of topics, notably investment compliance, marketing compliance, business compliance, including governance and oversight requirements for the funds and asset managers industry. Her area of expertise includes the monitoring and implementation of the risk restrictions for UCITS, AIF and REPE and an in-depth knowledge of the legal framework at a European level and in a number of European countries.

Prior joining Deloitte, Chloé worked for 12 years in RBC Investor & Treasury services and has a strong background in the field of Investment Compliance and Risk Management.

Over the past years, Chloé got the opportunity to actively participate in the analysis and implementation of several key regulations, such as UCITS V, AIFMD, SFTR, ESMA 14/937, ESMA 10/788, Money Market Fund Regulation and to manage some key projects such as the implementation of new data flows or the transfer of activities from Luxembourg to Asia.

Meet the Conducting Officer Program Sponsors and Facilitators



Philippe Theissen

Senior Manager, IM & Alternatives Consulting

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Philippe works as a Senior Manager in our Alternative Investment Management Consulting Team, where his focus lies on strategy, regulatory, operational and transformation topics for leading and boutique alternative investment managers, GPs and asset servicers active in private equity, private credit, real estate and infrastructure.

Philippe has advised and assisted numerous fund managers with:

- the review of their firm strategy and related definition of their operating model, including outsourcing scenarios and service provider selections;
- the design, structuring and operationalization of innovative alternative investment products;
- the performance of fee and cost benchmarking, the design of governance models for cost re-charging as well as cost allocation between funds and entities;
- the set-up and review of AIFMD-compliant regulated platforms.

Prior to joining Deloitte, Philippe worked as investment advisor for a well renowned private bank in Luxembourg where he managed and developed the bank's private equity fund offering and advised private banking clients.

Philippe holds a Master degree in Business Economics from the Solvay Brussels School of Economics and Management and is furthermore a CFA® charterholder since 2018.

Philippe is an active member of the LPEA Wealth Management Club.



Federico Neri

Analyst, IM & Alternatives Consulting

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Federico joined Deloitte in September 2022 and serves as an Analyst in the Investment Management & Alternative Consulting division at Deloitte.

His role involves offering advisory services to Management Companies & AIFMs, with a specific focus on SFDR oversight and reporting. Federico's experience includes various projects in Sustainability Finance, including:

- compliance engagements to ensure alignment with ESMA & CSSF guidelines on sustainability risk disclosures;
- development of SFDR oversight frameworks and monitoring procedures;
- conducting SFDR readiness assessments by examining portfolio construction, investment processes, risk management policies, and product marketing documentation.



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