



Mickaël LOC

RESIDENT MANAGING DIRECTOR · M&A · STRUCTURING · WEALTH GOVERNANCE · LUXEMBOURG

LinkedIn financialservices.lu bookkeeper.lu

RESIDENT MANAGING DIRECTOR, SUBSTANCE AND PRESENCE

Luxembourg · Authorised accountant · Establishment authorisation 10077275 · Founder, Financial Services Luxembourg

Resident managing director, substance, presence and transmission.

I hold manager and director mandates in my own name, with real presence and substance in Luxembourg, under personal establishment authorisation No. 10077275 (nine activities, verifiable on Guichet.lu). I prepare **business sales and successions**, structure holdings, SPF and SOPARFI, and organise the **governance of intergenerational wealth transmission**. I draw on consolidation and accounting practice since 2010: an industrial group of around 150 entities, an authorised fiduciary firm founded in 2017, and the finance and accounting tools I build with AI. One rule: every step is attached to the authorisation that covers it, and the rest goes back to the lawyer, the notary, the valuer or the tax adviser.

Resident manager and director

Business sales and succession

Holdings, SOPARFI, SPF

Wealth governance

Real estate

Accounting and tax compliance

Group consolidation

AI, finance and accounting

Digital business development

KEY FIGURES

150

Entities in the consolidation scope, 12 countries

9

Activities covered by establishment authorisation 10077275

2017

Financial Services Luxembourg founded

3

Languages: French, English, German

WHAT I DO

Every engagement is attached to the authorisation that covers it. Where none covers a step by name, the engagement letter bounds the mission and the step stays with the regulated profession concerned.

MANAGEMENT

Resident manager, substance and presence

Mandates held in my own name, with real decision power and a written exit.

- Manager of a foreign group subsidiary, transition manager after an acquisition
- Conflict-of-interest review, beneficial-owner KYC, engagement letter
- Fixed fee, no success fee on a corporate mandate

SALE

Prepare, present, close

Share or asset sale, prepared like an acquisition file.

- Sale-readiness diagnostic: accounts, articles, contracts, authorisations, key-person dependency
- Numbers preparation, registers, resolutions, RBE and RCS
- Confidential introduction under NDA, beneficial-owner check
- Closing coordinated with the lawyer and the notary

SUCCESSION

Finding a successor

Making the business transferable before looking for a buyer.

- Four circles: internal successor, competitor, investor, individual entrepreneur
- Anonymised teaser, documents released in stages
- Handover plan and training of the incoming team

STRUCTURING

Holdings, SOPARFI, SPF

A vehicle chosen for a function, not for a tax reputation.

- Article 166 L.I.R. conditions checked before set-up
- SPF: perimeter and prohibitions monitored continuously
- Separating real estate from the operating business before a sale

WEALTH

Governance of family transmission

Transmitting an organisation, not only assets.

- Mapping, roles and powers, rules of decision and information
- Independent manager of the family holding or SPF
- No investment advice, no portfolio management

PERIMETER

What the authorisations cover

Establishment authorisation 10077275, issued by the Ministry of the Economy.

- Covered: accountant, auxiliary commercial services, real estate agent, real estate introducer, property manager, real estate developer, shared workspace, continuing training, national transport under 3.5 t
- Outside: legal advice, notarial deed, valuation opinion, audit, expert-comptable title, financial-sector activities

GROUP EXPERIENCE

Scope transactions

IFRS and Lux GAAP consolidation since 2010.

- Scope changes, intragroup eliminations, deferred taxes, impairment tests
- Consolidated notes for four intragroup restructurings
- IAS 12 deferred tax position on a EUR 29 million tax loss within a tax group

GOVERNANCE, HOLDINGS AND CORPORATE MANDATES

Directorship mandates accepted in a personal capacity under establishment permit no. 10077275, which is separate from the firm's permit. Every acceptance goes through a conflict-of-interest review, full beneficial-owner KYC and a written engagement letter.

CURRENT EXECUTIVE MANDATES

Current executive mandates

- Financial Services Luxembourg SARL-S: Managing director, since April 2017
- Luxembourg public limited company holding participations: Director, since 2021
- Two information technology and cybersecurity services companies: Managing director, since March 2026
- Industrial site maintenance and technical services company: Managing director, since September 2026
- Client structures are presented in anonymised form under professional secrecy; only the firm founded in a personal capacity is named.
- Non-executive mandates: Non-executive director and manager of Luxembourg holding and private wealth structures. The portfolio is presented in anonymised form: sector, legal form and order of magnitude, with nothing that could identify a client.

HOLDINGS

SOPARFI and holding structures

Governance and financial oversight of ordinary financial participation companies: the participation exemption of article 166 L.I.R. requires a holding of at least 10 per cent or an acquisition price of at least EUR 1.2 million, held for twelve months, in an eligible subsidiary.

- Board meetings, written resolutions, conflict-of-interest register and monitoring of related-party agreements
- Substance and place of effective management: meetings held in Luxembourg, documented decisions, bounded delegations
- Distributions, withholding tax and the article 147 L.I.R. exemption for eligible parent companies
- Intra-group financing and transfer pricing, covenant monitoring, equity versus debt arbitrage

PRIVATE WEALTH

SPF, amended law of 11 May 2007

The family wealth management company is reserved for individuals acting in the management of their private wealth. Its permitted scope is strictly bounded, and loss of status is a governance risk, not only a tax one.

- Prohibitions to monitor continuously: no commercial activity, no direct acquisition of immovable property, no interest-bearing loan even to a participation, no interference in the management of companies held
- Real estate may only be held through capital companies
- Subscription tax of 0.25 per cent, annual floor of EUR 1,000 and cap of EUR 125,000, declared and paid quarterly to the AED
- Distributions free of withholding tax for resident beneficiaries, the 50 per cent exemption of article 115 does not apply, RELIBI applies to interest

NON-EXECUTIVE

Director and manager mandates

Mandates accepted under the amended law of 10 August 1915 on commercial companies, with a clear separation between the corporate office and the firm's accounting engagements.

- Conflict-of-interest review, beneficial-owner KYC and written engagement letter before any acceptance
- Agenda, minutes and resolutions kept personally; no nominee or accommodation mandates
- Director liability, delegation limits, RCS filing and RBE beneficial ownership obligations
- With the so-called ATAD 3 directive withdrawn in June 2025, substance is assessed under domestic law and tax treaties, which raises the bar for genuine governance

Sources: amended law of 11 May 2007 on the SPF and the SPF factsheet of the Administration des contributions directes; subscription tax factsheet of the Portail de la fiscalité indirecte; amended law of 10 August 1915 on commercial companies; article 166 L.I.R. Verified on 13 September 2026.

CAREER

Financial Services Luxembourg SARL-S

April 2017 to present

MANAGING DIRECTOR AND FOUNDER

Accounting and fiduciary firm, RCS B213987, establishment permit 10077274, Luxembourg City

- **Executive ownership:** full P&L, strategic direction and operational management of an independent firm built from inception; pricing, client acquisition, service expansion and the dual-brand strategy (financialservices.lu, bookkeeper.lu).
- **Governance, AML and compliance:** designed and operate the firm's governance, AML/KYC and risk frameworks (onboarding, ongoing due diligence, RBE filings, eCDF, regulatory correspondence with ACD and AED); handled tax audits on behalf of clients.
- **Digital transformation:** founded bookkeeper.lu and built the firm's own Compliance OS: automated document generation, KYC/eIDAS gating, multi-agent compliance pipeline, Odoo integration with Luxembourg localisation and Peppol e-invoicing.

VALFIDUS S.A. and ValEnergies

May 2020 to present

GROUP CONSOLIDATION AND REPORTING MANAGER

Family-owned industrial group founded in 1952 (aluminium systems and extrusion, renewables, real estate), around 150 entities in scope, 12 countries of operation, commercial presence in 50 countries, 2,000 employees

- **Group consolidation:** half-year and annual IFRS and Lux GAAP closings delivered on time, statutory consolidated accounts and notes across a perimeter of around 150 entities in 12 countries; perimeter changes, intercompany eliminations, deferred taxes, impairment testing.
- **Treasury:** led the group-wide deployment of the **eFinance** treasury management system, from selection through to production, with centralised cash and provision monitoring.
- **Systems and AI transformation:** led the Talentia CPM Business Organizer rollout across 98 users (role cartography, templates, permissions); designed the integration architecture connecting the CPM to AI-assisted workflows (MCP) and the Finance OS specification.

Castel Afrique

March 2016 to May 2020

SENIOR CONSOLIDATION ACCOUNTANT, FRENCH GAAP AND IFRS

African arm of the Castel brewing and beverage group, EUR 6.3B, Luxembourg City

- **Consolidated reporting:** coordinated and prepared the consolidated financial statements and notes of a multi-jurisdictional group; data collection, intercompany reconciliation and control of consolidation packages in SAP FC (BFC).

Bouygues Construction Group

September 2010 to March 2016

CORPORATE CONSOLIDATION ANALYST IFRS, THEN CHIEF ACCOUNTANT AND ACCOUNTING MANAGER

Subsidiary of CAC 40-listed Bouygues; Guyancourt, Montigny-le-Bretonneux and Libreville (Gabon)

- **Corporate Consolidation Analyst, holding (July 2014 to March 2016):** quarterly IFRS consolidated statements covering EUR 1.8 billion in assets, 62 entities and 30 international locations; perimeter variations and complex consolidation operations.

SELECTED WORK

- 01IAS 12 deferred tax position on a EUR 29M loss carryforward in a tax consolidation, with consolidated notes for four intra-group restructurings.
- 02Group-wide Treasury Management System deployment and Talentia CPM rollout across 98 users, then the integration architecture connecting the CPM to AI-assisted workflows.
- 03Quarterly IFRS consolidation at Bouygues Construction covering EUR 1.8 billion in assets, 62 entities and 30 locations; accounting of a EUR 120M road project in Gabon under OHADA.
- 04Three-domain digital presence (financialservices.lu, bookkeeper.lu, mickaellocc.com) built as an entity graph, with CI guards enforcing regulatory wording and a measured SEO, AEO and GEO programme.

EDUCATION AND CREDENTIALS

- Personal establishment permit no. 10077275

Personal establishment permit 10077275, Ministère de l'Économie

25 MARCH 2025
- Formation complémentaire des candidats experts-comptables

University of Luxembourg, Faculty of Law, Economics and Finance, postgraduate complementary programme

2019 TO 2020
- Master in Management Control, Accounting and Audit (CCA)

IAE Gustave Eiffel, Université Paris-Est

2010
- MSTCF, accounting and financial sciences

IAE Gustave Eiffel, Université Paris-Est

2008
- Degree in Business Administration and Management

Université Paris Descartes (Paris V)

2006
- Continuing professional development

Francis Lefebvre Formation: consolidation (CC1900), deferred taxes (CC3550); Talentia and VIAREPORT certifications

2010 TO 2024

ELSEWHERE

LANGUAGES	French (native), English (professional), German (reading and simple conversation; technical meetings held in French or English)
AFFILIATIONS	General Secretary, ASBL Jumping Luxembourg
PROFILES	LinkedIn · financialservices.lu · bookkeeper.lu
INTERESTS	Half-marathon, table tennis (former regional competitor), tennis, swimming, basketball



Mickaël LOC

Luxembourg

mickael.loc@financialservices.lu
www.mickaellocc.com · linkedin.com/in/locmickael