

## RESUME

### PhD. LAURENȚIU-MIHAI TREAPĂT



#### SKILLS SUMMARY

Laurențiu-Mihai Treapăt is an Associate Professor, PhD. in economics, specializing in finance-banking, capital markets, insurance and risk management. Graduate of numerous external training programs in Germany, Austria, Great Britain, Ireland, Italy. He is a senior specialist in the financial-banking field, with practical top-management expertise in the most diverse areas of lending, risk management and operations, whose professional potential was recognized and capitalized in BNR, BCR, Erste Group and ASE, for over 25 years. He was an executive director and member of the board of important financial institutions. The work carried out together with the international institutions EBRD & IFC, as well as with foreign consultants involved in the privatization of BCR, further expanded his skills, skills that were successfully used in the management of major restructuring and privatization programs carried out within the bank and its subsidiaries. He has very rich practical as well as academic experience. Laurentiu Treapăt obtained a commercial contract and cooperated with the Council of the European Union in Brussels for the delivery of trainings and seminars on financial-banking and insurance topics. The resultant exposure to international banking techniques that was materialized in professional experience enabled him to play a leading role in introducing and promoting the use of the modern techniques within BCR and also to achieving The Academic Title of PhD in Economic Sciences, in 2010. The subsequent work, developed together with the international investors, EBRD & IFC, as well as together with the foreign consultants for BCR privatisation, further expanded his skill base, skills that have been used to good effect in leading a major restructuring programme developed within the Bank. The considerable experience in working and coordinating people acquired since the age of 26, when he occupied his first management position, represents a major advantage in teaching activity.

#### CURRENT POSITION:

- **Associate Professor, PhD. at Faculty of Management, SNSPA Bucharest**

## **PREVIOUS EMPLOYMENT:**

### **September 2011 to November 2012**

Executive Director of The Change & Progress Management Division, Banca Comerciala Romana S.A. - Erste Group

#### **Responsibilities:**

Leading and delivering Technical Training in Operations, with the scope to increase the efficiency in operations activity by reducing the errors, decreasing the costs generated by the operational risk, diminishing the high-risk audit findings and eliminating other identified problems.

### **September 2007 – August 2011.**

Executive Director of The Service Delivery and Operational Control Division, Banca Comerciala Romana S.A. - Erste Group.

In 2009, he simultaneously occupied the position of Head of Retail Operations Division, as a concurrent position.

#### **Responsibilities:**

- Creating and coordinating a competence center in what the processes documentation and methodological alignment concerns, to also serve as a Repository for TOM and to provide the internal coherence for all the processes and regulations within BCR;
- Coordinating and monitoring the data quality maintainance and improvement activity, developed within the department in charge;
- Implementing the modern concept for supporting the sales forces within the Bank, by creating and integrating the Helpdesk Teams and measuring the internal clients satisfaction degree;

### **November 2006 to August 2007.**

Senior Financial & Banking Expert and Project Manager - Implementation Unit of Integration and Development (IDP), Erste Bank and Banca Comerciala Romana, Bucharest Head Office.

#### **Responsibilities:**

- Building and leading a team of selected high-calibre experts, established to closely work with AT Kearney foreign consultants and Erste Bank's specialists in order to integrate BCR in Erste Bank Group;
- Provides professional support to Project Managers that developed and managed the implementation of an extensive Erste Bank restructuring plan consisting in 47 projects across the whole Bank;
- Gives early warning to IDP managers and relevant bodies about possible risks, bottle necks or plan divergences;
- Project Manager of the Corporate Process Reengineering Project, developed between February 2007 – February 2008 and successfully finalized and implemented in BCR – Erste.

**Key responsibilities** as a Project Manager of The Corporate Process Reengineering Project (started in February 2007 and successfully finalized in January 2008):

- Provides leadership and direction within the project for fulfilling the task of centralizing the Corporate Back Office, the account administration, loan administration, trade finance, treasury, capital market and custody operations;
- Cooperates with the business, risk and other support functions for implementing the new concepts of “products specialized Back Office”;

- Designs and implements the best practices in the Corporate Back Office areas, at Erste Bank Holding's level.

### **November 2003 to November 2006.**

Director & Head of Implementation of the Unit of Institution Building Plan (IBP) in Banca Comerciala Romana, Bucharest Head Office.

#### **Responsibilities:**

- Establishing and leading a team of selected high-calibre specialists within the Bank, team established to work closely with the Foreign Financial Institutions (EBRD and IFC) that invested in the Bank in 2004;
- Leading the team that developed and managed the implementation of an extensive restructuring plan together with EBRD and IFC and with the support of the external consultants, focusing, mainly, on the enhanced risk management and on the profitability techniques, with the help of the IT infrastructure, including:
  - Basel II compliance
  - Coordination of credit risk, market risk and operational risk measurement and control techniques
  - Advanced profitability and capital allocation measurement methodologies
  - Acting as a Steering Committee member to work on the development of the existing IT infrastructure into a new integrated system, driving risk and profitability reports
  - Developing a new customer-facing approach for increasing the efficiency of the Bank's interface with its clients.

These new methodologies were being rolled-out during the period May 2004 - November 2006, when Erste Bank started to implement a new Integration Plan. In the new Erste Integration Plan for BCR, I was appointed as Senior Expert & Project Manager for Corporate Reengineering processes, taking part to the centralization and modernization of BCR operations.

### **October 2001 to November 2003**

Executive Director of The Risk Division, Banca Comerciala Romana, Head Office

#### **Responsibilities:**

- Establishing an integrated Risk Management Division, for the first time in the history of the BCR Group, controlling and mitigating of all forms of risk on a coordinated basis;
- Designing an appropriate risk management structure and of the appropriate tools in accordance with the international best practice;
- Publishing new risk management policies and procedures; communicating them at the bank's level, including the design and delivery of suitable training programs;
- Ultimate responsibility towards the Bank's Management Board for all aspects of risk control and for the production of risk reports used in strategic decision;
- Authorship, publication and roll-out of a revised Credit Manual that has been used throughout the Bank since 1996, with later revisions;
- Main Board Director of BCR Leasing, including participation in designing its Charter at its establishment in 2002. This company has permanently grown from a standing start to become the market leader with more than 11% market share.

### **November 1999 to October 2001**

Deputy Head of Risk Division, Banca Comerciala Romana, Head Office.

Responsible for the control of credit risk within the Division.

The foundations of risk management theory and practice in BCR were laid. The future risk management team was created and the risk management organizational chart was established and manned with highly skilled staff.

### **July 1999 to November 1999**

Executive Director, Banca Comercială Română S.A., Râmnicu-Vâlcea Branch (County Branch) - selected by the Bank's CEO to take over a challenging position as head of this regional branch network, having an overall subordinated staff count of 250. The network had been loss-making and under the new management, the losses were eradicated within 6 months, together with an associated restructuring of the staff and a corresponding better organization.

During this period, the successful integration of the local branches of the former Bancorex, at that time having 75% of Romania's foreign trade finance business, was also successfully achieved.

### **July 1994 to May 1999**

Head of Department (within The Credit Policies and Methodology Division), Banca Comerciala Romana S.A., Head Office

Co-author of a Credit Manual, subject to further revisions, and of the Payments Procedures - published and implemented in BCR.

### **December 1990 to July 1994**

Credit Officer and Head of the Settlements Department, Banca Comerciala Romana S.A., Bucharest Main Branch

Working in direct contact with the corporate and private customers of the Bank, thus acquiring and expanding the hands-on lending knowledge and professional skills, by analyzing and drawing up a significant number of credit files at a time of profound changes in the legal framework in Romania.

### **August 1986 to December 1990**

Account Officer, National Bank of Romania, Argeş District Branch

This period marked the start of the bank working experience acquiring interval - working as an account officer within The Operations Department, directly with the corporate customers of the Bank.

### **EDUCATION:**

1. PhD in Economic Sciences, title achieved at The Academy of Economic Studies, Bucharest in September 2010. The PhD Thesis - "The Management and the Assurance of the Banking Risks in Romania" and also the approximately 30 specialized articles that were published, stand for the strong knowledge and an expertise of over 20 years in the banking and assurance field.

2. Graduate of Programme "Banking Administration" of The Franco- Romanian Institute for Business Enterprises' Administration (IROFAI), November 1994.

3. Graduate of The Academy of Economic Studies Bucharest – specialization in Finance, Credit, Accounting - 1991.

**PROFESSIONAL TRAINING (COURSES AND SEMINARS IN BANKING, FINANCE, RISK MANAGEMENT, TQM and PM):**

- “Clients – Bank “Course, Romanian Banking Institute (1992 – Fair Place Trainers);
- Magyar Hitel Bank, Budapest (1994);
- International Management Advisor Group & Banco Ambrosiano Vennetto , Milano;
- Bank of Ireland Group, Dublin (1995);
- Berliner Bank Group, Berlin (1988);
- BACEE Risk Management Seminars and Workshops in Budapest (2001, 2002, 2003);
- Moody International Certification as Quality Assurance Auditor/Lead Auditor in compliance with ISO 9001: 2000 and ISO 10011. This course is certified by the International Registry of Chartered Auditors (IRCA) London. Certificate number: 10585/2002;
- International Financial Derivatives from the European Point of View, BRM Seminar, Swiss Futures and Options Association and UBS Warburg, February 2003;
- Pro Management English Course, Advanced Level, August 1999;
- English Courses for International Banking and Finance, U-BCR, 2006;
- Bulats Certification-Business Language Testing Service, June 2006;
- English Business Courses with International House, 2007;
- Project Management Course “BCR Project Management Seminar” within BCR University, 2008;
- “Bases of LAS 2” Course - 2008;
- “Process Working Group” Workshop, Budapest – December 2008;
- Practical Leadership Program Course, TMI, November 2009.

**SCIENTIFIC AND PROFESSIONAL ACTIVITIES:**

- International cooperation programme for trainings and seminars delivery to Romanian and foreign specialists in banking and insurance teams, from the ECOFIN member countries of the European Union, in Bruxelles;
- Associate Professor for The Academy of Economic Studies, Bucharest – The Faculty of Finance, Insurances, Banks and Stock Exchange; delivery of practical seminars for the “Banking products and services” lecture, to the International Economic Relations students, 2012;
- Author of book “The Management and the Assurance of the Banking Risks in Romania”, Editura Economica, Bucharest 2011, after that he published more than 10 other academic books;
- Participant in various conferences having as topic the local lending, organised by the Romanian Government in co-operation with the “Urban Institute”-USA, 1997;
- International Fraud & Financial Crime Convention - IFex London (2002);
- Other national and international conferences (insurance, operational risk, credit risk etc);

- “Risk Management Forum 2003”, Bucharest, (12.11. – 14.11.2003);
- “Finance & Inflation” International Scientific Communications Session, “**Credit Risk Management (regarding corporate credits)**” – Finance, Insurance, Banking and Stock Exchange Faculty, A.S.E., Bucharest (2005);
- Workshop upon encouraging the exporters to use the bank loans, guaranties and the facilities offered by Exim Bank, Bucharest (2005);
- International Conference „**Complete Solutions for Credit Activities and Risk Management within Basel II**”, Bucharest (2007);
- International Scientific Communications Session - XIV<sup>th</sup> Edition, “**The Dynamics of the Security Environment of the Modern Intelligence**” – National Information Academy, Bucharest (2008);
- Mentorship for **Junior Achievements Romania – “My Finance”** Program for High-schools, 2009
- Academy of Economic Studies, Bucharest – “**Business Club Conferences - Management Day**”, Topic: “Top Management Experience”, Bucharest (21.03.2012);
- Author of more than 40 papers in academic journals and economic magazines (Sustainability, Kybernetes, Springer, TIBE, indexed in WOS, Adevărul economic, Piața financiară, *Finanțe. Bănci. Asigurări*, *Capital*, *Revista Băncii Comerciale Române*, *Curierul de Vâlcea*, *Info-Puls*, *Tribuna Economică*).

#### **OTHER SKILLS:**

Leadership abilities, team-work promoter and enhancer, communications skills, conflicts avoiding skills, change management, strategic orientation, results orientation, thriving on hard work.