



**Bogdan Merfea**

**PROFESSIONAL EXPERIENCE:**

**REDI Fund Luxemburg**  
Executive Director

08/2020-present

**Patria Credit IFN S.A.**  
Chairman of the Board

12/2015-present

**Patria Bank S.A.**  
Board Member

10/2016 -present

**Patria Bank S.A.**

**Chief Executive Officer**

1/05/15-31/03/19

- Responsible with the development and implementation of the bank's strategy, in addition to coordinating the integration process of NexteBank and Carpatica Bank;
- Responsible with the post-merger restructuring process;
- Ensuring the achievement of the annual objectives established based on the annual budget, reaching the breakeven point end of 2018.

**Patria Credit IFN S.A.**

**Chief Executive Officer**

1/07/09-30/04/2015

- Responsible for the business strategy development and implementation, risk strategy and network expansion with the goal that Patria Credit IFN becomes a bank; here are some of the accountabilities in this regard:
  - Design and implement a Blue Ocean Strategy business model, scalable for rural and urban areas;
  - Create a new culture in the institution with robust values;
  - Ensure an efficient risk management model for microfinance;
  - Provide a "Sales" model based on an optimal integration of the classical distribution channel with alternative channels;
  - Confirming the achievement of the annual objectives established through the annual budget;
  - Managed a turnaround from 600 loans sold in 2009 to 6,500 loans sold in 2011 and from -2,5 mio eur loss in 2009 to 1 mio eur net profit in 2011, 2 mio eur net profit in 2012 and 2,4 mio eur expected net profit in 2013.

**Raiffeisen Bank Kosovo**

**Chief Executive Officer**

1/07/08-30/06/2009

- Responsible with the development and implementation of the bank strategy which involved:
  - Network optimization by implementing a Sales Force Effectiveness and Productivity Increase Program, reaching a cost/income ratio of 40% in only one year;
  - Special risk management approach by maintaining the same levels of assets, 700 mio eur, during the turbulent years 2008 and 2009
- Responsible to ensure the achievement of the annual objectives established based on the annual budget, in terms of market share, profitability, growth and investment results:
  - 13 mio eur profitability, 25% ROE, end of 2008 and 33% market share of Kosovo market;
- Responsible for supervising the Raiffeisen International network including special projects such as: Management Information System, BASEL II, etc.
- Responsible for maintaining a special relationship with the international institutions supporting Kosovo.

**Raiffeisen Leasing Kosovo SA**

**Chief Executive Officer**

01/08-06/08

- Responsible with coordinating the activity of elaboration and implementation of the company's strategy in order to achieve its goals;
- Responsible with meeting the annual budget of the company.

**Raiffeisen Bank S.A.**

**Executive Director, Sales and Distribution Channels Area**

1/04/05-30/06/08

- Responsible with the development and implementation of the distribution channels strategy succeeding to:

- Manage to open 150 agencies in 2007;
- Manage the network branches, 550 units, 4000 people, Direct Sales Agents, 400 sales people, brokers, partners, the Call Center staff with 200 operators;
- Responsible with the sales budget for the overall distribution channels (network branches, call center and direct sales agents);
- Planning, monitoring and assessing the sales process and performances on a weekly, monthly and yearly basis;
- Coordinating the human resources management within the branch network, call center and direct sales agents;
- Ensuring the annual objectives are achieved while establishing the annual branch network development plans in terms of revenue, profitability, growth and investment results.

**Brasov Regional Management Center**

**Regional Director**

1/02/04 – 31/03/05

- Managing to coordinate 6 main branches and 26 agencies;
- Responsible with the Corporate, SME and P&I business development;
- Offering regional support to the management team;
- Ensuring the achievement of the annual objectives in terms of sales volume, revenue, profitability for all business segments;
- Overseeing the development and human resources management within the area.

**Raiffeisen Bank S.A. Brasov**

**Branch Manager**

22/11/01 – 31/01/04

- Managing the main Brasov branch and coordinating other 6 agencies;
- Ensuring the achievement of the annual objectives, in terms of sales volume, revenue, profitability
- Responsible with Corporate, SME and P&I business development
- Ensuring the achievement of the annual objectives, in terms of sales volume, revenue, profitability for all business segments

**Demir Bank Romania S.A., Brasov**

**Branch Manager**

01/04/99 -21/11/01

- Ensuring the management of Brasov branch;
- Ensuring the achievement of the annual objectives in terms of sales volume, revenue, profitability for Corporate and SME.

**Foundation for Promotion of Small and Medium Sized Enterprises, Brasov**

**Executive Director of Business Consulting Center, 2<sup>nd</sup> Rotation**

1/11/94 – 31/03/99

- Ensuring the Business Consulting Center management, assisted by United Nation Development Program;
- Coordinating the delivery training programs on different topics for SMEs, part of the business consulting responsibilities;
- Ensuring various types of project management for PHARE, USAID, UNDP, World Bank and other EU programs for SMEs or local financial development in Brasov and Covasna counties.

**Transylvania University, Brasov**

**Professor PhD, Associated Professor PhD, Lecturer PhD, Assistant**

15/09/84 – 31/03/99

- Following a university development career from assistant to full professor in the following fields: experimental research, quality management, non-conventional technologies, investment efficiency;
- Publishing 46 scientific papers;
- Patented 4 inventions.

**Aeronautical Company Ghimbav, Brasov**

**Engineer**

15/09/82 – 15/09/84

- Engineer in quality management department

**PROFESSIONAL AND PERSONAL DEVELOPMENT (the most relevant contributions):**

**INSEAD, Fontainebleau, France**

September 2013

- Risk Management in Banking, Executive Education Program

**INSEAD, Fontainebleau, France**

June 2012

- Leading the effective sales force, Executive Education Program

**Harvard Business School, Boston, US**

April 2011

- Leadership for microfinance, Executive Education Program

<b>Wharton Business School, Philadelphia, US</b> 2010		June
• Creating Shareholder Value through Financial Management, Executive Education Program		
<b>Center for Creative Leadership, Davos, Switzerland</b>		December 2008
• Leadership at the Peak		
<b>Institute for Management and Development, Lausanne, Switzerland</b>		November 2007
• The breakthrough program for senior executives, Executive Education Program		
<b>International Institute for Research, Dubai</b>		May 2006
• Retail Channel Strategy		
<b>Trigon Entwicklungsberatung, Wien</b>		November 2005
• Leading individuals and teams		
<b>SHL (UK) Ltd, Bucharest</b>		May 2004
• Assessor skills training		
<b>Romanian Banking Institute, Bucharest</b>		November 2003
• Branch management		
<b>Raiffeisen Zentralbank, Wien</b>		August 2002
• Sales management and coaching		
<b>Tim Training &amp; Consultancy, Bucharest</b>		September 2000
• Building a high-performance learning culture		
<b>Tim Training &amp; Consultancy, Bucharest</b>		September 2000
• Risk management		
<b>Romanian Banking Institute &amp; The Hellenic Bank Association, Bucharest</b>		December 1999
• Banking marketing		
<b>Tim Training &amp; Consultancy, Poiana Brasov</b>		October 1999
• Leading individuals and teams		
<b>SOGES Gruppo &amp; Department for European Integration &amp; Government of Romania, Sinaia</b>		May 1998
• Project management		
<b>Open University Business School (CODECS), Bucharest</b>		Jan. - Sept. 1997
• Financial management		
<b>The Center for International Private Enterprise, US Chamber of Commerce, Brasov</b>		September 1996
• Romanian Business Association Management Training Program		
<b>Technical University of Seville, TEMPUS Program</b>		March 1995
• Economical Engineering		
<b>UNIDO &amp; RDA, Bucharest</b>		November 1994
• Training program for business advisers		
<b>Center for Applied Studies in International Negotiations, Geneva</b>		October 1994
• Strategies Sustainable Development: Maximizing Opportunities in Trade, Technology and Investment		

**EDUCATION:**

<b>Transylvania University, Brasov</b>		01/10/2004 – 01/07/2006
• Master in Business Management		
<b>Transylvania University, Brasov</b>		02/01/1989 – 07/31/92
• PhD, Mechanical Engineering		
<b>Transylvania University, Brasov</b>		09/15/1977 – 07/31/82

- Mechanical Engineering

#### **COMPETENCIES/SKILLS:**

- Languages: English (Fluent); German (Intermediate); Romanian (Native);
- Microfinance and Small Business
- Retail banking
- Business Development;
- Management and Leadership;
- Change Management;
- Coaching, sharing, problem-solving abilities.

#### **PERSONAL PROFILE:**

- Familiar to working in a multinational and dynamic environment;
- Strong verbal communication skills for different target clients including bank communities, the Government, various stakeholders, donors, the diplomatic community;
- Strong abilities to maintain a mutual professional respect amongst colleagues, establishing good working relationships at all levels.

#### **PUBLICATIONS:**

**Project Management, Transylvania University Publishing House, Brasov, 2005**

**Women Home-Based Business, Transylvania Express Publishing House, Brasov Brasov, 1999**  
Sponsored by the United States Agency for International Development

**Almost All about the Management of Small and Medium Sized Enterprises, Transylvania Express, Publishing House, Brasov, 1998**  
Sponsored by the United States Agency for International Development

**Quality Audit, Quality Assurance Systems, Transylvania Express Publishing House, Brasov, 1998**

**Quality Assurance Systems, Transylvania University Publishing House, Brasov, 1996**

#### **ADDITIONAL ASSIGNMENTS:**

Board Member of European Microfinance Network	06/2014-06/2017
Board Member - Raiffeisen Asset Management Romania	01/2007-07/2008
Board Member - Raiffeisen Leasing Romania	01/2008 – 06/2008