



VLAD DELIU CFA, PRM | EXECUTIVE PROFESSIONAL

Location: Bucharest, RO

Professional Profile

Executive experienced in business development, P&L management, innovation, creative teams, and impossible missions.

I have started my career in the investment business, analyzing business models, financial statements, and management plans. Years of interaction with top executives and board members in the CEE Region have offered experience to deliver on process improvement, cost optimization and product setup.

Understanding financials, customer, industries, and local market profiles, allows me to drive product development, marketing & sales strategies, and financial planning.

I am a big supporter of my teams and I strongly believe that knowledge is passed through hard work side by side with one's direct reports.

Core Skills

- Business Strategy & Development
- Planning, Budgeting & Forecasting
- P&L Management
- Sales Strategy Development
- Investment Analysis & M&A
- Risk & ALM Management
- Team Leadership
- Creative Thinking
- Public Speaking
- Process Development

Career Summary

Feb 2022 – Present

**Aquila Part Prod SA
Non-Executive Independent Board Member
President of the Audit Committee**

Involved in the overall business strategy of the company, while overseeing financial controlling and reporting accuracy. Active in growth and margin improvement plans, to drive higher returns for the shareholders.

Focused on M&A origination, analysis, and due diligence, as one of the strategic pillars for Aquila. Advising the board on valuation metrics, possible risks and synergies.

Working directly with senior executives, while managing the relation with the other board members and stakeholders.

Jan 2023 – Nov 2023

**Softbinator Technologies SA
Chief Financial Officer**

Key Responsibilities – CFO

- **Financial Planning:** Developing and overseeing the long-term financial strategy and financial planning to ensure the stability and financial growth of the company
- **Budgeting:** Preparation and management of the company's budget, including revenue forecasts, expense planning, and budgets for investments
- **Financial Reporting:** Supervising the preparation and presentation of accurate financial statements, including balance sheets, profit and loss statements, and cash flows, in accordance with accounting and reporting standards in Romania and IFRS
- **Risk Management:** Identifying and assessing financial risks and developing strategies to mitigate them
- **Treasury Management:** Managing the company's cash flow and liquidity, including optimizing working capital, managing investments, and overseeing banking relationships
- **Capital Structure:** Determining the optimal capital structure for the company, balancing debt and equity, and managing any financing activities such as loans or stock issuance
- **Audit and Compliance:** Coordinating external audits and ensuring the accuracy of financial records. Adhering to audit requirements and responding to audit findings
- **Tax Planning:** Developing and implementing tax strategies to optimize the company's tax position while ensuring compliance with tax laws in Romania
- **Investor Relations:** Managing relationships with shareholders and potential investors and effectively communicating the company's financial performance to them
- **Mergers and Acquisitions:** participating in due diligence, financial analysis, and negotiations related to mergers and acquisitions

Key Achievements - CFO

- Successfully restructuring past acquisitions, reducing the transactions value terms and simplifying the group structure
- Redesign of the reporting system with focus on the margin monitoring and analysis
- Successfully implemented first time individual and consolidated IFRS statements
- Complete reshuffle of the accounting policies, including implementation of a new analytic GL
- Implemented strong controlling actions in order to monitor the budget execution
- Enforced a robust collection policy, successfully recovering substantial overdue amounts
- Implemented a first time within the company daily cash flow monitoring tools and policy
- Effectively changing the foreign exchange trading policy, resulting in consistently improved exchange rates
- Delivered a new vision for the group structure implying US based subsidiary and cash flow optimization within the new structure

- Delivered KPIs structure for the management team as well as the structure of a SOP plan
- Performed 4 Due Diligence complete exercises
- Established and presiding a recurring weekly management meeting in order to monitor and discuss companywide KPIs status and execution

May 2021 – Jan 2023

**Undelucram.ro & RevelSI.com
Sales, Finance, and Expansion Advisor**

Responsible of budgeting and business development within the HR Tech platform Undelucram.ro and Cybersecurity Company Revel, while also advising on the setup and growth of the overseas operations (North America, CEE and Middle East).

Feb 2019 – May 2021

**NN Asigurari de Viata, RO
Corporate Sales & Health Business Director**

Responsible of corporate sales distribution channel and running the health business line of NN Romania. Both segments are delivering a consistent part of NN's revenue and profit lines, while the health products are best-selling within the company. Directly reporting to the CSO.

Key Responsibilities – Corporate Sales

- Leading the corporate sales team in delivering annual sales plans and developing the channel structure
- Creating synergies among multiple distribution channels like corporate, brokers and tied agents through clear segmentation and procedures on client approach
- Business cases and remuneration systems submission to the board
- Overview of the entire client journey and driving creatives (marketing) development for corporate clients and their employees (B2B2C model)

Key Achievements – Corporate Sales

- Full team reshuffle and expansion
- Increased sales 2.5X within a 1-year time frame and improved cross sale capacity through other distribution channel synergies
- Improved profitability through operational focus and average ticket size increase
- Won 3 out of 3 employee benefits RFPs with large foreign corporates
- Implemented state of the art CRM module

Key Responsibilities – Health Business Line

- Delivering the P&L of the health business line of NN Romania, responsible of the top line, cost optimization and the bottom line
- Management of the financial and physical resources of the business line

- Development of the short/long term business line strategies
- Marketing, operations, finance, and risk departments coordination to sustain business development and profitability targets
- Partnership management
- Product development and improving the client experience
- Company representation within professional associations and networking events

Key Achievements – Health Business Line

- Improved existing portfolio retention rates
- Maintaining sales constant YoY, within a very difficult 2020
- Created a clear working process through a dedicated health business line procedure, establishing budget line approval and P&L KPIs
- Partnership and pilot projects optimization through a prioritization methodology based on efforts, timeline and expected results

Dec 2011 – Feb 2019

**NN Asigurari de Viata, RO
Investment Director**

Responsible of the investment strategy of the voluntary pension funds and NN Romania proprietary assets. Coordinating the fixed income and equity investment teams as well as the back-office team responsible of the daily asset value calculations. Directly reporting to the CEO.

Key Responsibilities – Investment Director

- Delivering the portfolios annual performance targets with direct impact in the business line P&L
- Active participant in the company Medium Term Planning yearly exercise, supporting board decisions with economics insights
- Chairman of the monthly Investment Committee, overseeing presentations to the board members on the portfolio evolution, risk factors and forecasts
- Investment valuation models including: DCF, P2P and SOP and integrating multiple data sources like national & industry specific statistics
- Developing regional investment capabilities given the funds CEE profile
- Team coordination and development through qualification programs and KPIs setting
- Investment cases review and approval
- Investment procedure constant update following legal changes and NN Group framework recommendations
- Developing the investment external providers mandate and monitoring process
- Support in investment products development
- Support in cost allocation optimization initiatives

Key Achievements – Investment Director

- Constant overperformance on the selected KPIs, amounting to over 50bps (year by year) vs the benchmark over a 7-year time frame
- Top 3 position of the NN pension funds vs competition since inception
- Delivered private equity type exits, following multiple rounds of negotiation and active investing, amounting to over EUR 20 mil in deal size
- Created a clear and transparent framework for proxy voting in listed companies GSMs and board representative proposals
- Successful team expansion, ensuring transition from analysts to investment managers
- Delivered NNs proprietary assets allocation strategy and established a clear framework on the management of the NNs proprietary assets through investment mandate development and monitoring
- Delivered a personnel cost allocation analysis, including management team interviews, and improvement proposal that finalized into a 8% profit line increase
- Delivered a full voluntary pensions business line review analysis, focusing on both rapid and long-term improvements resulting in key action points in Operations, Sales and Marketing

Short term assignments and consultancy

Apr 2014 – Nov 2014

**NN Group, Amsterdam, NL
Senior Credit Risk Manager**

Responsible of NN Europe subsidiaries investment & liquidity risk management. Coordinating the investment mandate standardization and overseeing the Financial Medium-Term Plan (MTP) submissions. Directly reporting to the Head of Investment Risk Team under the group CRO.

Key Responsibilities – Senior Credit Risk Manager

- Asset Liability Management and Strategic Asset Allocation studies
- Subsidiaries liquidity risk management, investment mandates and MTP submission oversight
- Solvency II congruence

Key Achievements – Senior Credit Risk Manager

- Standardizing the investment mandate of multiple local units to deliver a consolidated mandate at group level
- Delivering a study on ALM and SAA for NN Romania

Nov 2014 – Dec 2017

**Millenium IT, RO
Restructuring, Strategy and M&A Counselor**

Advisory on the business setup, AS IS and TO BE processes, financial controlling, and business development. Counseling on M&A options, business line disposals and complete sale of the company. Reporting directly to the main stakeholder of the company.

Key Responsibilities – Restructuring, Strategy and M&A Counselor

- Interviewing key staff members on activity loading and main challenges
- Company processes overview: procurement, cost allocation, cash management and sales strategy
- Financial controlling, collection, and budgeting analysis
- M&A strategy including capital or debt raising

Key Achievements – Restructuring, Strategy and M&A Counselor

- Performing a full audit on operational and financial processes
- Developed the first organizational chart and delivered individual KPIs and bonus schemes
- Delivered the sales procedure including prospecting, customer data collection, contacting, offering, retention, cross-sell, and up-sell.
- Delivered a full procurement procedure including clear inventory rules for the materials used in business as usual
- Created a first multiple year budgeting process
- Managed to decrease the churn rate close to the industry average
- Advise on the sales deal to one of the largest telecom operators in Romania

Qualifications & Diplomas

- **INSEAD - Design Thinking and Creativity for Business – 2021**
- **Wharton University of Pennsylvania – Strategic Management - 2020**
- **PRM, Professional Risk Managers' International Association – 2014**
- **CFA, Chartered Financial Analyst Institute - 2008**
- **Bachelor's Degree in Management, ASE Bucharest – 2004**

Volunteering

Mentor – CFA Research Challenge – Mentoring students to write and present a publicly listed company research report

Mentor – Innovation Labs – Mentoring a team of students to shape an idea, develop a demo version and sustain the pitch in front of a panel

Standard Setting and Grading – CFA Institute – Various activities in grading exam papers

Lecturing – Various events – Lecturing students on business, economics, investment, and career advice