

CURRICULUM VITAE

1 Name: Daniela NEMOIANU

2 Professional experience:

<i>Period</i>	July 2019 – ongoing
<i>Place</i>	Bucharest, Romania
<i>Company</i>	Erste Banca Comerciala Romana
<i>Position</i>	Independent member of the Erste BCR Supervisory Board
<i>Period</i>	August 2016 – ongoing
<i>Place</i>	Bucharest, Romania
<i>Company</i>	Nemoianu Consulting law firm specialized in business and tax law, risk management, regulatory & compliance, EU Funds
<i>Position</i>	Managing Partner
<i>Period</i>	July 1996 – July 2016
<i>Place</i>	Bucharest, Romania
<i>Company</i>	KPMG in Romania audit, tax, advisory, restructuring services
<i>Management Positions</i>	<p>KPMG Central Eastern Europe Partner (2006-2016)</p> <p>KPMG Executive Partner (2010–2016), member of the KPMG Executive Committee</p> <p>Chair of the KPMG Central and Eastern Europe Supervisory Board (2009–2016)</p> <p>KPMG Partner, Head of Markets (2015-2016)</p> <p>KPMG Partner, Head of Advisory (2008-2010)</p> <p>Risk management partner (2008–2015)</p> <p>KPMG Partner, Head of Risk Advisory (2007-2008)</p> <p>KPMG Legal Law firm – Managing Partner (2004-2016)</p> <p>KPMG Romania practice protection officer and legal counsel (2000-2016)</p> <p>Tax&Legal Director (2002–2006)</p> <p>Tax&Legal Manager (2000-2002)</p> <p>Business consultant (1996-2000)</p>

Main qualifications:

- **Industries:** financial services, infrastructure and major projects, public sector&EU Funds.
- **Service lines:** regulatory, management consulting, risk&compliance, corporate finance, legal and tax.

Mrs. Nemoianu provided management, advisory, legal and tax advice to a large number of international and local investors, being familiar with their needs and expectations, as well as with the challenges encountered in the implementation investment plans in Central and East Europe. Mrs. Nemoianu has broad expertise in liaising and working with the Romanian central and local authorities, and has been involved in numerous IFIs projects. She also spoke at conferences and seminars on various business topics, EU integration and legislation harmonization.

- Extensive experience in financial services, regulatory and compliance, infrastructure and construction projects, greenfield investments and acquisitions, privatisations, risk management.
- Specialised in M&A, transactions and restructuring, and corporate governance.
- Experience in over 300 transactions, some of the projects being performed in the frame of cross border acquisitions, major privatization deals and governmental projects.
- Principal regulatory and business advisor for a large number of key international investors.
- Active and constant contributor to main business associations, such as AmCham, FIC, British and Dutch Chambers of Commerce, Coalition for the Development of Romania.

Ms. Nemoianu is an experienced **financial services advisor**, covering areas such as: (i) authorisation, regulatory and compliance aspects with the National Bank of Romania, (ii) extensive advice on products and operations of banks and financial institutions, (iii) e-money, (iv) M&A projects, (v) reorganisation of banks and financial institutions, (vi) specialized training for banks' management, (vii) project finance, lending and syndicalisation (viii) corporate governance and compliance (CRD IV package), (ix) risk assessment, (x) regulatory & compliance, (xi) AML&Anti-fraud, (xii) consumer protection, (xiii) competition council, (xiv) financing operations, (xv) restructuring and workout, NPLs, (xvi) data privacy and GDPR implementation, (xvii) EU funds.

Ms. Nemoianu is also very experienced in **public sector projects, EU Funds and public procurement:**

- Drafting legal opinions on the interpretation and implementation of national and EU public procurement legislation.
- Tender evaluation assistance (part of the Evaluation Commission) as outsourced expert on behalf of the contracting authority.
- Preparation/drafting of tender documentation and specific bidding forms (e.g. procurement datasheet, terms of reference, evaluation criteria, specific documents/forms, consortium agreements) in relation to national/EU awarding procedures.
- Drafting, review, negotiation, implementation and monitoring of public procurement agreements, as well as of public project management agreements for the concession of public works, services and PPPs.

- Audit of (public) procurement procedures organized/financed by public authorities and other financing bodies, on behalf of the latter (e.g. Ministries, the World Bank, EBRD, etc.).
- Design of public procurement policies & procedures.
- Privatization structuring and execution in conformity with public procurement law.
- Public procurement law scrutiny of the contractual relationships of municipal entities.
- Public procurement law scrutiny of public-private cooperation.
- Assistance in conducting private sector investor tests.
- State aid law scrutiny of the contractual relationships of municipal entities.
- Review of the funding structures of municipal enterprises and assistance in modifying such structures.
- Assistance with all procedural aspects regarding public procurement litigation.
- Preparation/drafting of tender documentation and specific bidding forms for participation in awarding procedures (including consortium or joint venture agreements, subcontracting agreements as well as firm commitments of support).
- Assistance with identifying inconsistencies and/or errors related to the awarding documentation and/or the procurement procedure; formulating relevant requests for clarifications.
- Legal assistance in filing complaints in accordance with public procurement and PPP legislation.
- Revision and negotiation of public procurement or PPP agreements, project management agreements or contracts for the concession of public works and services.
- Contract management.
- Court dispute assistance in connection with public procurement issues and contracts, or public-private partnerships.
- Training on EU/national public procurement procedures/regulatory framework to both private and state entities.
- Project management.
- Project financing.
- Major Projects Advisory.

Mrs. Nemoianu has also been the business advisor in charge for a significant number of **international and local investors** assisted by KPMG Romania. Her responsibilities have included:

- Management of large privatization projects on behalf of foreign investors, initial legal assessment of contemplated transaction, development of strategies, privatization and post-privatization assistance.
- Listed companies and rules of regulated markets. Advice on the rules of regulated markets applicable to share capital increase, minority shareholders' rights, corporate bodies' resolutions, as well as assistance in public offers. Assistance provided to various issuers and foreign investors acting as majority shareholders in public entities, listed on the Romanian capital markets.

3 Education:

<i>Institution</i>	French-Romanian Business Law Institute (Bucharest University in cooperation with the University of Sorbonne) 1997-1998
<i>Degree:</i>	LL.Master in Business and EU Law

<i>Institution</i>	Law School, Bucharest University 1991-1995
<i>Degree:</i>	LL.B in Law

4 Training programs (selection):

<i>Country</i>	<i>Programs</i>
Romania	May-November 2020, Henley Business School Envisia, Postgraduate Certificate in Board Practice and Directorship
Austria	December 2020, Regulatory and Compliance Training, EY, Vienna
Austria	December 2019, Regulatory and Compliance Training, EY, Vienna
Romania	May 2019 Regulatory and Compliance Training, KPMG Romania
France	2012/2013 - INSEAD, leadership program on business strategy, value creation and innovation
UK	2010 – International Faculty of Finance, Project Finance Course
US	2009 - Harvard Business School, leadership course, Leading Professional Firms
EU locations	Periodical KPMG trainings on M&A, Transaction Services, Financial services, Valuation, Advanced International Tax, Lean Six Sigma, Best value in public procurement, Advisory, Major Projects Infrastructure, PPP, FIDIC, Markets, Sales and marketing, Negotiation, Conflict resolution, Contracts, Management tools, Ethics & Independence, Risk management, AML, Data privacy, Key accounts management, Media, Soft skills, Train the trainer

5 Personal capabilities:

Leadership with an edge and higher purpose, multi-disciplinary integrator, strategic thinking and vision, negotiation, communication skills, initiative, risk anticipation and mitigation, integrity

6 Language capabilities:

Mother tongue(s) Romanian

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C1/2	C1/2	C1/2	C1/2	C1/2
French	B1/2	B1/2	A1/2	A1/2	A1/2

Levels: A1/2: Basic user - B1/2: Independent user - C1/2 Proficient user
Common European Framework of Reference for Languages

7 Professional Certifications:

- Registered Lawyer, Romanian Bar Association
- Certified Expert in Public Procurement
- Certified Expert in PPP
- Certified Expert in EU Funds
- Certified Project Manager
- Certified Trainer
- Certified English translator

8 Other positions (pro-bono):

- Chair of the Board of Directors of **Teach for Romania**, an international organization dedicated to education (2017-ongoing)
- Member of the Board of Directors of **ReThink Romania**, a think-tank focused on developing a country strategy for the future (2021-present)
- Member of the **Independent Directors Association**
- President (2015-2016) and Vice-president (2018-2019) of the **American Chamber of Commerce**
- Member of the Board of Directors of the **American Chamber of Commerce** (2014 – 2020)
- Professor Associate at the **Bucharest University, Law Faculty**, Tax Master Program (2015-2017)
- Member of the Presidential Commission regarding **Project Romania**, Romanian Presidency (2016-2017)
- Member of the **Professional Women Network Romania** association
- Trainer on public procurement, tax, anti-money laundering, risk and compliance, legal topics
- Active in advocacy, policy making, public affairs (various laws, national strategies, taxation topics, EU programmes, strategic projects, cyber security etc)

Publications: Articles in business and juridical publications, keynote speaker at various conferences and public events, media presence

Date: 22.11.2022

Signature

A handwritten signature in blue ink, appearing to read 'Daniela Nemoianu', is written over a horizontal line.