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# LUDWIG ROMIEUX

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Seasoned **management consultant** with a track record of achievement in collaborating with C-suite executives and advising on **strategic transformation, auditing, corporate governance, and mergers & acquisitions activities**. **Risk and compliance management subject matter expert** with international experience, working with world-renowned clients in the banking, luxury, media, and entertainment sectors across Europe. **Founded and led two successful businesses** and worked for prominent companies, including Rothschild & Co and Credit Suisse, gaining experience in **global operations management**. Highly-educated specialist with degrees from some of the most renowned institutions and business schools in France. **Certified data analyst**, adept at using various **business intelligence tools** and **programming languages** to provide insights and design innovative and impactful solutions to complex problems. Superb communication and presentation skills, capable of establishing long-term, profitable relationships with clients from all over the world.

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## CORE SKILLS AND COMPETENCIES

Risk Management | Internal Audit | Compliance | Strategic Planning | Mergers & Acquisitions | Due Diligence | Post-merger integration | Data Analytics | Change Management | Performance Improvement | Decision Making | Communication | Relationship Building | Management | Presentation | Entrepreneurship

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## ACADEMIC QUALIFICATIONS

Post-graduate degree, "Business Law for ailing companies", Paris I Panthéon-Sorbonne University	09.2022 – 06.2023
"Strategic Transformation" Program, Executive Education, Ecole Polytechnique	06.2021 – 07.2022
▪ Registered in the French National Directory of Professional Certification (RS) N° 1066,n	
Master of International Strategy Analyst, "Defense, Security, Crisis Management", IRIS, (remote)	09.2021 – 06.2022
Master of Public Administration, IPAG (remote)	09.2021 – 06.2022
Master of Arts in Management – Auditing and Finance Specialisation, Skema Business School	06.2012 – 06.2016
Exchange with Plekhanov Russian University of Economics, Moscow, Russia	08 – 12.2013
Bachelor of Business Administration, Aix-Marseille University, France	09.2012 – 06.2013
Bachelor of Arts in History & Geography, Aix-Marseille University, France	09.2009 – 06.2012

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## CERTIFICATIONS

"On Strategy: What Managers Can Learn from Great Philosophers", MOOC Ecole Centrale Paris

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## PROFESSIONAL EXPERIENCE

<b>Founder and Partner</b> , Brain Capital Management, Paris, France	01.2020 – Present
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Founded and developed a consultancy inspired by the current freelancing revolution in the industry. We aim to bring an innovative approach and concrete results to clients who may often have turned their back to consulting. What started in an office in Marseille in the context of COVID-19 pandemic brought me to travel all across Europe and expand my horizons and areas of expertise.

Duties:

- Led all aspects of business development from market research and finance to operations and marketing, ensuring the DNA and vision of the company is implemented.
- Formulated the company's vision, goals and objectives by setting achievable steps based on my comprehension and approach of the different industries and expertises served, in the current economic and geopolitical context.
- Set up a robust knowledge management process.
- Hired and trained new employees, training and development of all staff.
- Built and maintained a professional network with prospects, clients, mentors, partners and potential investors.

- Led the company's expansion across Europe (France, Romania, Luxembourg)

### Selected Projects/Clients

#### **Technicolor SA | Technicolor Creative Studios**

05.2022 – 02.2023

- In charge of internal audit & internal control program manager
- Setting up the control plan within the new GRC tool "Highbond"
- Internal communication of the control program in collaboration with the CEO
- Training of first level controllers on the use of the tool and control methodology
- Scoping of entities under review
- Project manager: Management of internal and external control teams (KPMG)
- Consolidation of results and reporting to the Internal Audit Committee
- Starting on September 27, 2022: Transition Risk Manager for the TCS entity following the split of the company

#### **ATTIJARIWafa BANK EUROPE**

09.2022 – 01.2023

- Internal audit assignment on the anti-money laundering system
- The scope of the mission covered the following topics: Governance of the AML-FT system | Due diligence of correspondent banks | Detection and handling of beneficial owners | Adequacy of the internal control plan for AML-FT | Compliance and effectiveness of AML-FT risk classification | Exchanges with regulators (suspicious activity reporting and information sharing) | Review of international sanctions and asset freezing procedures | Handling of alerts | Adequacy of alert scenarios in relation to AML-FT activity risks (including review of its settings) | Handling and adequacy of the compliance system for trade finance operations

#### **Natixis Wealth Management**

12.2021 – 07.2022

- In charge of advising the EXCOM of the Group regarding the restructuring (and selling) of its credit activity hosted by its entity in Luxembourg.
- Definition of a methodology for analysing the credit book to assess the operational difficulties of the transfer and the characteristics of each credit under the following aspects: ensure the profitability of the credits and the commercial interest, legal issues and compliance of the transfer, ALM impacts related to the transfer of funds.
- Detailed analysis according to this methodology of the entire credit book and validation of the conclusions during workshops with the service managers to achieve a separation of the initial book into several batches: a batch of credits transferred to the parent company, a batch of credits offered for sale to a banking partner, a batch of credits kept in extinction because it is impossible to transfer externally.
- Simultaneously definition of the transfer scheme by types of credits and guarantees in order to define the various stages necessary for the implementation of the transfer operation (legal communication to customers and marketing plan, signing of new documentation, account opening, interbank transfer (data and financial flows, monitoring of remaining credit balances and withdrawal of banking license)).

#### **Communication Agency** *(confidential)*

11.2021

Context: In the light of the implementation of an investment plan by the company, and in the context of the COVID crisis strongly impacting the media sector, the DAF asked me to provide an independent opinion on the financial health of the company and to advise the general management on this investment plan.

- Based on the company's results over 4 years, calculation of financial ratios (profitability, debt, liquidity).
- Peer group comparison method: study of the same ratios concerning comparable companies (activity and size).
- Edition of a report and delivery of a dashboard to the CFO for monitoring the evolution of the ratios over time.

#### **Degroof Petercam & Degroef Petercam Asset Management**

09.2021 – 03.2022

##### **Risk Control Self Assessment Analyst**

(12.2021 – 03.2022)

- Setting a standard deliverable and working methodology
- Identified process inefficiencies through gap analysis

- Mapped process activities to desired outcomes to rectify operational inefficiencies.
- Recommended operational improvements based on tracking and analysis.
- Conducted interviews with key business users to collect information on business processes.
- Documented business processes and analysed procedures to ensure they would meet changing business needs.
- Assessed the impact of current business processes on users and stakeholders.
- Managed testing cycles, including test plan creation

#### ***Business Continuity Manager (transition role)***

(09.2021 – 12.2021)

- Responsible for ongoing design, implementation, management and embedding of the Bank's Business Continuity Management framework in accordance with ISO 22301 standard
- Provides support for development and delivery of training on business continuity
- Develop and train staff on business continuity and crisis management plans
- Coordinate with Global Facilities Manager and IT recovery team on prevention and mitigation efforts associated with potential losses
- Develop a comprehensive and progressive testing plan
- Coordination of audit response in order to be able to meet the expectations of the ECB

#### **BinckBank / Saxo Bank**

07.2020 – 03.2021

- Handled Transition Management and Operational Risks at the Internal Control Department.
- Provided interim services, including restructuring the neo-bank on the three lines of defence model, helping realise internal control plans, and analysing operational incidents to add them to COREP reportings.
- Led risk stream regarding the merger operation of two leading European fintech companies, BinckBank and Saxo Bank, evaluating and setting up plans to mitigate risks and adapt the operating model.
- Caught up on internal controls and trained controllers on the newly integrated risk management system as well as service managers to achieve expectations.
- Updated risk management tool databases, redesigned automatic reporting, and reconciled the error account entries with the register of operational incidents, improving recommendations issued by internal audits.

#### **Vinissime**

07.2020 – 03.2021

- Recruited to perform and advise on a sales and digital performance audit.
- Designed a 5-year growth plan for the company and established the commercial and digital strategy to diversify services and improve the online sales of French grand crus to national and international clientele.
- Examined marketing KPIs, architecting new action plans to improve communication and SEO optimisation.
- Streamlined the process of preparing and dispatching shipments by developing a stock management tool.
- Formulated plans to overcome various challenges, including an increase on wine exports taxes and wine producers' preference for internal distribution channels.

#### **Monégasque Banking Company**

03 – 05.2020

- Collaborated with head office's general management on setting up data visualisation tools and dashboards to enhance and overhaul risk mapping for the entire bank.
- Managed the calculation of net risk ratings, identification of KRAs/KPIs, and implementation of strategies to assess processes, including the 1st level risk control system (DMR).
- Developed operations to automate feedback of 2nd level controls per process and consolidated all maps showing "high" risks to facilitate the creation of effective actions.

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#### **Chief Executive Officer, Signature Studios, Aix-en-Provence, France**

01.2020 – Present

- Establish and manage the company's overall operations in producing music for marketing purposes.
- Compose theme music, creating a musical/sonic identity for clients' companies and luxury brands.
- Direct all operations and staff to ensure the provision of high-quality service and guarantee satisfaction.

- Prize

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**Senior Risk Management Consultant, APS Risk, Monaco** 01 – 11.2014, 09.2015 – 02.2020

- Served multiple renowned clients across Europe in the private banking sector in operational risk management, internal & external audit, compliance management.
- Team management and training of staff
- Creation and improvement of typical risk management tools / resources like control / testing methodology, products, operational procedures, BCP plans, risk matrix...
- Became a recognized expert on the use of data in risk management
- Identify and build relationships with APS Risk clients and prospects, securing strategic proposal opportunities for risk consulting
- Assisted in executing RCSAs, implementing BCPs, conducting UCITS auditing, and creating ORM policies.
- Led compliance control efforts, ensuring full abidance by Monégasque and European regulations on personal data.
- Collaborated with various banks on their Risk stream regarding M&A operations.

### Selected Projects/Clients

**Rothschild & Co** 05.2017 – 01.2020

- Directed and oversaw Rothschild & Co group's internalisation of processes carried out by the private banking activity upon their acquisition of Martin Maurel private bank.
- Oversaw the merging of the two banks' cultures, including integrating teams, leading digitisation projects, and implementing a harmonised control framework between the different business lines of the two banks.
- Improved control quality and deployed strategies that covered all centrally-managed activities and sites, in France and Belgium, on operational and credit risk.
- Collaborated with the management on building a 2<sup>nd</sup> level of control over private banking activity and performance checks, completing the project in two stages over two years in France, Belgium, and Monaco.
- Provided expert support to the Risks & Permanent Control team of Rothschild Martin Maurel Monaco group by reviewing risk mapping processes, developing control plans and executing internal controls.

**Richelieu Bank** 04 – 11.2014, 03 – 12.2017

- Took part in operational risks mapping according to the group methodology following a major annual audit, assisting the bank in achieving control plans on time, and completing compliance teams to carry out various controls.
- Reviewed and analysed the group proposal of a standard model per business activity based on procedures, audits, KRIs, and internal control plans, while working with the head of the department and internal control of the proposed risk mapping and adaptation to provide feedback.
- Validated the modified cartography by the department manager and delivered presentations to the steering committee for possible arbitrations.

**Banque Safra Sarasin / Credit Suisse** 02 – 05.2017

- Commissioned to execute a special internal control mission during the acquisition of Credit Suisse Bank by Bank J. Safra Sarasin, eliminating fraud risks during the transition and limiting customer disputes on stock orders placement and execution (including MIFID requirements).
- Implemented a set of rules to improve the monitoring of cash transfer and security as well as review delegation and control thresholds.
- Reinforced first-level control, providing tailored tools to the middle office and raising the front office's awareness of fraud issues.
- Reported on all operations to the steering committee of the acquisition for possible arbitration and sanctions.

**Societe Generale Private Banking** 09 – 12.2017

- Partook in overhauling the Emergency and Business Continuation Plan (EBCP) following the relocation of premises and the obligations imposed on the bank by the Decree of 3 November 2014.

- Analysed data to determine the probability of various crisis situations, updated the response directory with staff details, and assisted in the definition of a resource relocation scheme in case of a crisis.
- Evaluated the modalities of the Business Impact Assessment after interviewing concerned department heads and agency managers according to the defined scope of activity.
- Managing the delivery of training, awareness and exercises including table-top simulations and tests

#### **Banque Credit Suisse Monaco**

09.2015 – 01.2017

- Led periodic control/internal audits, providing expertise of a neutral advisory board to reinforce the independence of the outsourced audit department.
- Devised and deployed a three-year audit plan and methodology following the COSO model, integrating quarterly reporting in the audit committee.
- Organised auditing tasks with the concerned departments, evaluated internal controls, and carried out special additional tests successfully, generating reports and presenting findings to the general management.
- Recognized for completing transversal oversight on all the services on all bank services.

#### **Edmond De Rothschild Private Bank/BNP Paribas Wealth Management/Société Générale Private Banking /J. Safra Sarasin Bank/Rothschild Martin Maurel/Crédit Du Nord, Monaco (Part Time)**

09.2015 – 04.2018

- Managed the compliance of multiple banking institutions in Monaco with local regulations governing the processing of personal data in connection with GDPR.
- Created a pool of recurring points of vigilance by benchmarking regulatory authority's decisions and evaluating requests of the Commissions de Contrôle des Informations Nominatives.
- Established the scope of declarations to be filed on the basis of internal procedures and regulators' models as well as modified existing declarations and sent them for validation by the Legal Department.
- Followed up on the implementation of requests of the regulators conditioning the approval of the declarations submitted.

### **PRIOR WORK HISTORY**

**Analyst, Compliance Monitoring & Testing Department, Barclays Bank, Paris, France**

01 – 07.2015

**Business Intelligence Analyst, PR and Marketing Departments, Paris National Opera House, France**

05 – 08.2013

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### **IT SKILLS**

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- Proficient in Microsoft Office, including Pivot Tables in Excel.
- Good command of CRM tools, SAB SAMIC (AS400)
- Experienced with the modern data infrastructure + SQL, Python, Descriptive statistics & hypothesis testing
- Google Analytics, Machine Learning basics, Tableau Software & Google Data Studio, Dataiku DSS, Power BI
- Completed Databird - Formation Data Bootcamp, learning about data analysis and use for business purposes, including segmentation, cohort analysis, analysis of AB tests, dashboarding, web scraping, funnel analysis, regression, use of APIs.

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### **PROFESSIONAL AFFILIATIONS**

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**Member, The National Center for the Financial Professions, Centre des Professions Financières (France)x**

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### **LANGUAGES**

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**French:** Native, **English:** Fluent, **German:** Upper-Intermediate, **Italian:** Intermediate, **Russian:** Intermediate

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### **VOLUNTEER WORK**

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*Monaco Junior Chamber International*

09.2015 – 12.2017

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## PERSONAL INTERESTS AND COMMUNITY ENGAGEMENT

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### MUSIC

**Conservatory of Music (Monaco)** 09.2015 – 03.2019

- Piano, Professional Cycle
- Chamber Music

**Conservatory of Music (Aix-en-Provence, France)** 09.2001 – 06.2009

- Graduated Piano Courses 3° Cycle, Masterclasses
- Musical Theory Specialised Cycle
- Violin 2° Cycle, Ballet Dance

**Currently writing an essay on “The Representation of Devil & Hell in Classical Music”**

### SPORTS

- Motorbiking, Member of the Harley-Davidson Owners Group since 2017
- Scuba Diving, Level 1 FFESSM
- Chess

### MISCELLANEOUS

Private Pilot License on Piper PA-28 Archer 2

In Progress

Driving License, Motorbike License, Coastal Boating Permit

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## REFERENCES

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*Available Upon Request*