

Către MAMBRICOLAJ SA

Ref: propunere candidaturi pentru funcțiile de administrator

Subsemnatul, **GĂVAN CRISTIAN**, cetățean român, domiciliat în București, Str. [REDACTED]
identificat cu C.I. seria [REDACTED] nr. [REDACTED] eliberată la data de [REDACTED]
[REDACTED] în calitate de acționar și de administrator unic al societății **MAMBRICOLAJ S.A.** cu
sediul în București, Str. Serii Nr. 6, Sector 2, cu adresa de corespondență la punctul de lucru din
București, Șos. Morarilor, nr 2A, Sector 2, identificată prin codul unic de înregistrare 27933834 și nr.
de ordine în registrul comerțului J40/599/2011, în temeiul art. 137ind1 alin. (2) din Legea nr.
31/1990 propun pentru Consiliul de administrație al societății următoarele persoane:

- CRISTIAN GĂVAN, membru și președinte CA,
- MIHAELA HUMELNICU, membru CA,
- IACOB ROMEO, membru CA.

Arăt că propunerea acestei structuri de conducere este doar o modalitate de a crea premisele unei
echipe manageriale și mai performante, capabile să valorifice oportunitățile și să răspundă
provocărilor care ne stau înaintea, odată cu extinderea business-ului.

Vă asigur că voi depune, în continuare, aceleași eforturi care au făcut din MAMBRICOLAJ o
companie de succes, care v-a câștigat încrederea să investiți acțiunile noastre și pe care o vom
reconfirma prin rezultatele viitoare.

GĂVAN CRISTIAN,

Acționar și Administrator unic

GAVAN CRISTIAN

Profesionist cu experienta in vanzari si management, cu bune abilitati de lider si rezultate foarte bune obtinute in coordonarea echipelor de vanzare si productie din cadrul companiei

Curriculum vitae

Informații personale

E-mail

Nationalitate Romana

Sex M

Domeniul ocupațional Management / Vanzari

Experiența profesională Administrator si CEO MAM Bricolaj

Perioada ianuarie 2011 – prezent

Numele angajatorului MAM Bricolaj

Perioada 1985- decembrie 2010

Funcția sau postul ocupat Administrator si Director general CRIPET SERVICES SRL – productie de mobilier

Educație și formare

Colegiu national Iulia Hasdeu Scoala de meserii Ucecom – 1992
Administrarea afacerilor – 1997

Scoala de mobila – 2014 – 2020

Manager Inovare – Top Quality Management, 2019

Managementul performantei/ KPI – Top Quality Management, 2019

Curs vanzari, Romeo Cretu, 2017

LEVERAGE ONE (Negociere in afaceri), Leverage , 2016

Excelenta in Management, EXEC EDU, martie – sept 2015

Workshop de vanzari, Lorand Soares Szasz, 2015

Managementul timpului, Romeo Cretu, 2014

Competențe și aptitudini tehnice Microsoft Office Suite
IMOS

Limba străină Engleza - mediu
Permis de conducere Categoria B

SENIOR BUSINESS & FINANCE EXECUTIVE

Results driven executive with very good expertise in retail, FMCG, direct selling, manufacturing and business service activities. Large exposure to finance, business & commercial operations and cross-functional transformational projects. Worked at senior management level, experienced in making high-stake business decisions. Successfully led and developed large teams across multiple markets and functions with a focus on aligning knowledge, skills, competences and engagement with business objectives. Committed to contribute for profitable growing and developing of Romanian Entrepreneurial Companies.

- Strategic business and finance management
- Cash Cycle and Working capital improvement
- Management accounting and costing
- Processes Governance and Internal Control
- Financial Planning & Reporting, M&A
- Pricing and Gross Margin management
- Controlling and financial analysis, Budgeting
- Performance scorecards, Investment Appraisal
- IT strategy and ERP
- Cross-functional transformation projects
- Commercial Finance value chain re-engineering
- Operational efficiency, processes & costs optimization
- Risk management and Transfer Pricing expertise
- Integration and alignment across business functions
- Business partnership and end customer focus
- English - fluent, French – fluent

Membership:

Finance Expert, Fellow AICPA&CIMA, CECCAR

PROFESSIONAL EXPERIENCE

ROSS Consultants

A management and organizational development consulting company that offer several types of services to big and small-medium companies: financial, management accounting and consulting services that support business and organizational transformation initiatives. Co-owner and partner.

PARTNER FINANCE, BOARD ADVISORY MEMBER

March 2016 – Present, Bucharest, Romania

Business development and integration role that provide to our clients' knowledge, expertise and support in the following key business areas and projects:

management tools (product and customer profitability, total cost management, competitors' analysis, transfer pricing, cash flow and working capital management, ROI of commercial activities); management control systems (strategic planning, forecasting, budgeting, performance measurement and cost behavior impact); gross margin management; resource allocation model (maximize the payout from companies portfolio of activities, products and services); risk assessment and performance financial and nonfinancial KPIs and measures, M&A post integration processes.

The Chartered Institute of Management Accountants (CIMA) Representative in Romania

Oct 2016- Present

Local representation to support CIMA and Chartered public accountants' development plans in Romania and to build CIMA brand influence and reputation of management accounting in Romania.

Key Accomplishments:

- Effectively managed and integrated Data Analytics, Controlling, Reporting and Business Support functions under the current assignments within various international and Romanian companies operating in different business area, e.g. medical services, IT, retail, services in order to sustain the companies' performance and competitiveness.
- Provided interim financial management leadership roles for investing funds operating in CEE for the newly acquired businesses. Led complex acquisition processes and integration phases of the projects in order to maximize their return on financial assets by establishing financial risk management and human resources policies, operational procedures, controls, and reporting systems.
- Prepared the Allocation model of Support-function costs, common costs and revenues for one of the largest healthcare group of companies in Romania. Reviewed and updated the current approaches and matrix of allocation for better

performance management and transfer pricing purposes including the resource pull drivers like revenues, costs and headcount.

PRAKTIKER ROMANIA

Formerly part of Praktiker Holding AG, one of the main players in the European DIY sector. Praktiker International operates more than 250 home improvement and DIY centers in five CEE countries. Annual turnover of Praktiker Romania was \$180mil. Reported to Country Director (CEO).

DIRECTOR OF FINANCE, Board Member

Sept 2012 – March 2016, Bucharest, Romania

Key operational leadership role that covered strategic planning, controlling, corporate finance, risk analysis, IT, process organization, procurement, insurance, legal, human resources and operational store network facility management; led a team of 45 people from which 7 are direct reports.

Key Accomplishments: the most important aspect of this period was the involvement and contribution to the restructuring process undertaken at the Company and BU level that included: strategic repositioning (target segment, pricing, merchandising) in a very competitive market, ample operational cost reductions (7 mil Euro in the first year), supplier partnerships reconfiguration (product and service portfolio), rent cost reduction (3.5 mil Euro savings through contracts re-negotiations), balance sheet re-modelling and capital injections, cash flow and working capital optimization (10 mil Euro cash surplus), internal processes and concept re-design at store level. The key ingredients for all these accomplishments were represented by pro-activity, determination focus on objectives, decisive decision-making, communication and people motivation.

AVON COSMETICS – CENTRAL AND SOUTH- EASTERN EUROPE

A business cluster of Avon Products (US), the world leader in direct sales of beauty products. Includes 18 countries like Poland, Romania, Hungary, Czech Rep., Serbia, Slovenia, Croatia, etc. with total annual turnover of 1 billion \$. Reported directly to Cluster CEO.

DIRECTOR OF FINANCE AND ADMINISTRATION - CSE

June 2009 – Feb 2012, Warsaw, Poland

Played a complex leadership role on both strategic and operational fronts, across functions and markets, actively built, developed and communicated the business and financial strategy inside and outside cluster organization. Successfully contributed and managed the business process turnaround at cluster level. Achieved alignment between the finance function and country operations and within key business processes (marketing, sales, and supply chain; led Sales& Marketing and operational integration processes). Successfully implemented a framework of corporate governance and internal control. Led a team of 110 people from which 12 were direct reports.

Key Accomplishments:

- Contributed significantly to achieving business turnaround goals: improved operating margin by 3% while sales increased by 6% and regained market share against key competitors;
- Initiated and led complex cross-functional projects related to strategic planning, company governance, business process redesign, sales, marketing and operational target setting, performance management (category Margins and profitability positively changed due to proper product cost management, pricing and depth of discount policies implementation across CSE markets);
- Set up and implemented a risk management approach across cluster with tangible results in business portfolio management and efficient resource allocation (productivity, promotion planning and monitoring results by market, category and product mix; market opportunities and competitors' reactions; responsiveness);
- Standardized policies and practices for inventory, manufacturing cost optimization and AP& AR management;
- Developed and trained high quality business finance and operational team across CSE countries through clear vision, goal setting and performance management;
- Promoted and instilled a philosophy of business partnership, service quality, process excellence and efficiency.

DIRECTOR OF FINANCE AND ADMINISTRATION - SEE

Dec 2008 – June 2009, Bucharest, Romania

An extended role for Romania and South-Eastern Europe countries (Bulgaria, Macedonia, Albania, Moldova, Bosnia, Croatia, Slovenia, Serbia and Montenegro). Total annual turnover of geography was 300mil \$. Reported to the cluster CEO. Led a team of 45 people from which 8 were direct reports.

Key Accomplishments:

- Standardized successfully the main activities in the value chain within SEE countries with a focus on value linkages and cost drivers. This initiative brought significant cost reductions in overheads (1.2mil \$) and increased operational efficiency and cluster operating margin by 2%;
- Rolled out common processes, systems, key performance measurements and practices across markets;
- Developed the business and cross-functional role of the finance function. This resulted in enhanced business opportunities and superior value added to decision-making;
- Contributed significantly to key business projects like pricing, marketing campaigns, sales incentive schemes, etc.;
- Developed the financial strategy and operational budgets for whole cluster.

DIRECTOR OF FINANCE - ROMANIA

May 2006 – Dec 2008, Bucharest, Romania

The Romania subsidiary operated as a regional logistics center for South-East Europe. Annual turnover was 160mil \$. The role covered all aspects of financial and management accounting functions, treasury and local taxation, USGAAP standards and group policies. Reported to the country GM. Led a team of 20 people.

Key Accomplishments:

- Successfully built and execute the financial strategy of the business unit which resulted in Avon Romania achieving one of the highest operational margins among all Avon European units;
- Implemented a resource management system that optimized overhead costs (flat overheads);
- Significantly optimized the cash cycle, generating 2mil \$ of cash savings annually;
- Successfully developed and launched (as project manager) a co-branded credit card for sales force (Avon-GE Finance);
- Created a new purchasing function. Improved processes generated important cash savings and develop new standards in dealing with suppliers;
- Ensured full compliance of finance processes with the requirements of local accounting rules and fiscal legislation. This translated in very good evaluation scores during internal risk controls and statutory audits.

BIOFARM SA

A Romanian pharmaceutical producer, market leader in syrups and solutions categories and one of the main producers in the tablet category and OTC. The company had Romanian and US investment funds as main shareholders. Annual turnover was 25mil \$.

FINANCE DIRECTOR

April 2004 – May 2006, Bucharest, Romania

The position focused on strengthening the role of the finance department, contributing to business turnaround and the overall increase of company profitability. Key aspects of the role dealt with management of revenues and expenses, internal efficiency and short-term liquidity. It also covered responsibilities for procurement, vendor selection and negotiations in a complex business environment. Reported to GM. Led a team of 12 people.

Key Accomplishments:

- Contributed to the successful IPO of the company on the Romanian Stock Exchange through achieving full compliance to financial performance criteria;
- Raised and supervised a 10mil\$ fund dedicated to plant modernization;
- Implemented appropriate accounting and financial policies and procedures including risk management, cost accounting, inventories turnover, suppliers' agreements, credit policy and information management;
- Implemented cost reduction solutions with direct positive impact on profitability.

BUNGE ROMANIA

The Romanian subsidiary of the multinational company BUNGE (US), a world leader in oilseeds and soybeans processing activities (agribusiness field). The company owned three local edible oil production facilities and was initially part of the Cereol Group (France). The yearly turnover was around 150mil \$.

FINANCIAL AND ADMINISTRATIVE DIRECTOR

July 1999 – March 2004, Iasi, Bucharest, Romania

The position was significantly operational with main responsibilities focused on business support, budgeting and reporting systems, financial analysis and controllership. The company owned three local edible oil production facilities across the country. The overall objectives were company profitability and business turnaround. Reported to Country GM. Led a team of 25 people.

Key Accomplishments:

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- Achieved together with the management team the business turnaround objectives: restore profitability after years of consecutive losses, position the company on the growth track, gain market leadership in 2002;
 - Contributed successfully to the process of acquiring and integrating two local plants;
 - Participated and worked in cross-functional and international projects when the company was sold by Cereol: business unit valuations, data room preparation, etc.;
 - Restructured the financial department and reinforced its main functions: business support, controlling and treasury;
 - Designed and implemented the management accounting system;
 - Supervised a 20mil\$ plant modernization project.

EDUCATION

Global Master of Business Administration, IE Business School, Madrid, Spain

Global Chartered Management Accountant, CIMA Fellow Member, CIMA, London, UK

AICPA, Membership Certified Accountant, US, CECCAR

Master of Science, Major Software programming, Computer Science Faculty, Iasi, Romania

ROMEO IACOB

[HTTPS://WWW.LINKEDIN.COM/IN/ROMEO-IACOB-64AA371/](https://www.linkedin.com/in/romeo-iacob-64AA371/)

EXPERIENCE

2022 - PRESENT

BOARD ADVISOR

SMART ID DYNAMICS, BUCHAREST, ROMANIA

- **M&A.** Collaborate with Managing Partner in order to orchestrate M&A strategy and closing the company sales agreement with Sarmis Capital;
- Develop and execute an M&A Strategy, supervising planning and execution of deals;

2010 - 2021

CO-FOUNDER & MANAGING PARTNER

Manage grow profits and revenue in order to increase the shareholder value. Develop commercial capabilities of Smart ID in order to ensure constant company growth from 1 mil in 2010 to 25 mil in 2019. Modernize sales, marketing, product management, acquisition departments as well as account/territory/channel management and Partner Ecosystem in order to transform the go to market system and align it to the most promising opportunities.

Success Examples:

- **Capability Assessment.** Commercial, tech stack, pricing, sales plays and marketing;
- **Go to Marketing Strategy.** Development and execution of sales plays, money maps, gap analysis, elements of value, customer experience and prepare the blueprint that aligns people, processes, technology;
- **Rethought Product Architecture.** Synchronizing functions and technologies resources in order to engage customers online;
- **B2B Positioning.** Manage Smart ID Dynamics's repositioning from "mobility optimized" to "lead the future" in order to orchestrate and support the constantly evolving and more digital customer journeys;
- **Pricing and Partners.** Managing pricing and evaluation of customer value, testing and linking pricing to the business model, building and managing a multichannel approach;
- **Demand Generation.** Modernize the demand generation team, focus on thought leadership, content and integrated marketing campaigns;
- **People management.** Hiring, training and development, performance management and coaching. From resource allocation to organizational structure, operation cadence, success matrix.

2008 – 2010

DIRECTOR OF SALES AND MARKETING. BOARD MANAGEMENT ADVISOR NOVENSYS, BUCHAREST, ROMANIA

- Modernized sales process from constructing and clarifying sales models, managing, maintaining and reconstructing sales models, compensation and incentives;

- Developed strategic relationships with a Network of Partners – Zebra, Motorola, Datalogic, Advantech, Printronix, Scansource, RRC, Mantis, Microsoft, Oracle, LS Retail;
- Negotiated commercial business terms and contracts;
- Worked with Marketing and Telemarketing/Inside Sales Rep to implement demand generation marketing campaigns and appointments to create SQL's (sales qualified leads);
- Identified, developed and maintained a network of sources from which to drive new sales leads;
- Maintained communication with existing and previous customers, informed them about new solutions development, services, and next technologies;
- Maintained detailed reports of sales activities: calls, orders, sales, lost business, and any customer or vendor relationship problems in Oracle CRM Tool ;
- Achieved Quota for annual contract value sales goals;
- Managed a team of 70 people;
- Reported directly to CEO.

2006 - 2008

DEPUTY DIRECTOR SALES, MARKETING & PRODUCT MANAGMENT

- Managed relationship with strategic partners, multinational customer accounts and affiliates and drove profitable revenue contribution and increased market share from integrated product, service and complete mobile solution offerings.

2003 – 2006

SALES MANAGER

- Directly managed all related sales activities including forecasts, sales plans and achievements of objectives;
- Managed the sales team in day-to-day activity (20 sales people);
Effective coordination with other departments for achieving sales targets.

2000 - 2003

ACCOUNT MANAGEMENT

BAR CODE SYSTEM SRL, BUCHAREST, ROMANIA

- Presented and sold Auto ID products (Symbol, Zebra, Eltron, Kery Systems, Metrologic etc..) and software applications: access control & identification, inventory systems, labelling systems, print & apply systems, card solutions etc.

2000 - 2003

ACCOUNT MANAGEMENT

AQ SA, BUCHAREST, ROMANIA

- Presented and sold company products and services to current and potential clients (Intermec: bar code scanners, mobile terminals, bar code printers, labeling systems, marker systems, wireless solutions and software applications);
- Developed new market, new potential customer, prepare presentations, proposals and sales contracts.

Education

MANAGEMENT FACULTY, DIMITRIE CANTEMIR UNIVERSITY, BUCHAREST, ROMANIA

- **Business Financing through Capital Investment**, Marius Ghenea, 2021;
- **Business Drive by DIAGMA**, Mini MBA Course, 2015;
- **SalesWorks Systems**, Business Management: Leadership, People, Strategy, Technology, Results - Business Strategy, Business Model, Organizational Development, Practice Management, Methodology Adoption |Project management, Marketing and Demand Generation| Sales Management, Human Resource Management, Administration, Key Performance Indicators, Business Planning 2008 – 2009;
- **Business Success**, Sales Training, 2004;
- **Miller Herman**, Strategic Selling and Conceptual Selling, 2001.

Skills

Business Acumen	Master of Numbers
Negotiation	CRM
Customer Management	Fluent in English
Business Development	

Activities & Interests

Travel	Painting
Sky	Parenting
Football	Gardening

**CERERE DE DEPUNERE CANDIDATURĂ
PENTRU MEMBRU ÎN CONSILIUL DE ADMINISTRAȚIE AL
MAMBRICOLAJ SA**

Subsemnatul, Bogdan-Alexandru Mugescu, domiciliat în [REDACTED], identificat prin Cartea de Identitate seria [REDACTED] numărul [REDACTED] îmi depun candidatura pentru poziția de Membru în Consiliul de Administrație al MAMBRICOLAJ SA (simbol bursier MAM).

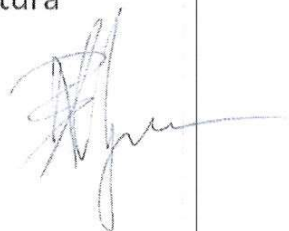
Menționez, în sensul susținerii candidaturii mele, următoarele:

- am o experiență de 10 ani în domeniul pieței din capital din România
- am o experiență de 6 ani în domeniul de retail din România
- sunt acționar minoritar al MAMBRICOLAJ SA la data depunerii acestei candidaturi
- dispun de calități și aptitudini manageriale, ocupând diverse funcții de conducere în perioada 2017-2022
- sunt o persoană independentă și nu fac parte din niciun grup de interese
- doresc ca, în mandatul de 4 ani, să contribui cu toată priceperea la dezvoltarea companiei MAMBRICOLAJ SA
- am primit sprijinul unor acționari minoritari MAMBRICOLAJ SA și doresc reprezentarea intereselor micilor acționari în cadrul companiei.

Data

24.03.2022

Semnătură



BOGDAN-ALEXANDRU MUGESCU

CURRICULM VITAE



Economist cu experiență în afaceri, retail și antreprenariat. Dețin cunoștințe solide de economie, finanțe, geopolitică, investiții și piețe de capital. Aptitudini deosebite de comunicare orală și scrisă, capacitate de a întreprinde mai multe proiecte profesionale simultan. Abilitatea de a lucra în echipă și de a respecta termenele-limită.

E: [REDACTED]
T: [REDACTED]
A: [REDACTED]

Educație și formare

SNSPA • Masterat în Securitate Națională și Diplomatie (2012)

SNSPA • Masterat în Politică și Economie Europeană (2011)

UNIVERSITATEA DIN BUCUREȘTI • Facultatea de Științe Politice (2010)

UNIVERSITATEA DIN BUCUREȘTI • Facultatea de Administrarea Afacerilor (2009)

COLEGIUL NAȚIONAL RÂMNICU VÂLCEA (2006)

Limbi străine

Engleză - Avansat, Germană - Mediu, Spaniolă - Mediu

Permis de conducere
Categorie B

Experiență profesională

August 2021 - prezent

Fondator și Managing Partner – ATHENEUM ADVISORS

Noiembrie 2020 – Iulie 2021

Business Development Director – CITR, IMPETUM GROUP, ROCA INVESTMENTS

Ianuarie 2017 – Octombrie 2021

Business Development Director – GOOD PEOPLE (FRUFRU)

Iunie 2014 – Decembrie 2016

Business Development Specialist – BURSA DE VALORI BUCUREȘTI

Iulie 2011 – Mai 2014

Jurnalist financiar – THE MONEY CHANNEL

August 2010 – iunie 2011

Profesor de economie – CAMBRIDGE SCHOOL OF BUCHAREST

Septembrie 2009 – Mai 2010

Broker de credite – METROPOLIS FINANCE SYSTEMS

Cursuri și stagii de Practică

Thomson Reuters • Economic and Political Reporting from Southeast Europe • Londra, UK (Mai 2014)

Europe by Satellite • Audiovisual Unit for the European Parliament • Bruxelles, Belgia (Aprilie 2013)

Asociația pentru promovarea femeii din România • Certificat de Competențe sociale și civice • Timișoara (2012)

University of Cambridge • Certificate in Advanced English • Râmnicu Vâlcea (2005)