

François Delepine

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Professional Summary:

An experienced hybrid Business Analyst / Product Owner / Project Manager with a track record of delivering robust solutions through design, development, production, and testing phases. Key strengths include: knowledge of the financial services industry, particularly within alternative investments fund management, administration & accounting; a robust understanding of the investment cycle & associated processes; analysing complex business requirements; design of professional financial reporting solutions; strong SQL, data transformation, migration & management skills; and engaging with key stakeholders including front, middle, back office & development teams to deliver solutions that drive efficiency & cost savings.

Key Skills:

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| <ul style="list-style-type: none">▪ Project Management▪ (Agile) Business & Functional Analysis▪ Data & Process Modelling▪ Target Operating Models▪ Data Migration & Integration▪ Reporting, BI & Analytics▪ User Acceptance Testing | <ul style="list-style-type: none">▪ Securities Handling & Accounting▪ Equity Trading & Post Trade Processing▪ Compliance, AML/KYC, ESG▪ Alternative Investments▪ Fund Administration▪ Institutional & HNWI Portfolio Management▪ Investors Relations |
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Current Role:

2005 to date: Freelance Contractor

- Since 2005, I am operating as a freelance contractor, completing a range of international assignments for clients such as UBS, AIG, Investcorp, 3i Group, BDC, Index Ventures, CDC Group, IPES, North Sea Capital, BNP Paribas IP, CANDRIAM, Daappa Ltd.
Current assignment: Business Analyst Digital Communications (contract role) for AXA.

Assignment / Project Portfolio (in no particular order and not all are listed):

daappa Limited: Data Hub Environment (48 months)

- Product ownership on new Data Hub components including Ownership structures (look-through), Fund modelling & what-if scenarios, Portfolio analysis (allocations), ESG business processes (UNSDG, MSCI, Development Impact score, client defined scoring grids), Investment monitoring & valuation, Fund NAV calculation models, Investor & Investment Manager Web Portal, New investor onboarding processes (including KYC), Investor compliance workflows (mandate restrictions, ESG), Investor Portal, BI Analytics & Reporting.

daappa Limited: REPE Fund Admin project: BA (30 months)

- Business analysis and on-site implementation work for a Luxembourg-based REPE Fund Administrator. As Subject Matter Expert, managed design of all unitised funds NAV calculation algorithms design, ESG and AML/KYC processes design, Transfer Agent, Transaction Management, and Financial Accounting transaction processing, AIFMD and Lux regulatory reporting.

BNP Paribas Investment Partners: Institutional Reporting Project: Agile BA/FA (24 months)

- BNP Paribas IP launched a worldwide initiative to industrialize client reporting for mandates & funds. Engaged as financial reporting subject-matter expert to work on the automation of the end-to-end reporting process. Focused on performance measurement and portfolio analysis. Worked on both data preparation and report design using Simcorp CORIC.

Fortis Bank: Target Operating Model: Project Manager (7 months)

- Fortis was defining its Global Competence Centres. Engaged, as Project Manager (through ITG Consulting) to manage definition of Target Operating Model for the integration of Fortis Bank Nederland's securities handling business into the planned competence centre based in Brussels. Led business requirements & technical integration workshops; defined integration mechanism; and managed Madrid-based near-shore development. Successfully validated integration prototype for the transition between the Netherlands and Brussels sites

Fortis Bank: Global Private Equity Project: Project Manager/Business Analyst (21 months)

- As part of a global business transformation project, Fortis Bank was implementing a new centralised platform for managing their alternative investments across the globe. Engaged as BA/PM (through EFT Consultants) to deliver solution. Engaged with senior management team; conducted research to identify solutions; managed vendor selection process; took PM responsibility for system implementation; and managed on-boarding process for all locations, including data take-on. Successfully delivered robust, scalable solution on time.

Finance Technology Systems: Euro Migration Project: Subject Matter Expert (10 months)

- A project to handle the introduction of the Euro currency at Finance Technology Systems – a Belgian software vendor - had stalled. As Subject Matter Expert, took ownership of Euro migration project. Engaged with senior management to agree project definition; engaged with key stakeholders & project sponsors; redefined initial action plan; and created robust framework to support data transformation, including financial redenomination and securities deposit accounts balance recalculation activities for the Euro launch. Successfully delivered Euro migration project on time.

Fortis Investments Belgium: New IT Infrastructure: IT Manager (19 months)

Fortis Investments had disparate IT systems following the incorporation of various independent companies. Recruited by CEO to reshape IT architecture. Assessed business requirements; defined multi-year IT project plan for fund administration, institutional & HNWI asset management, stockbroking & financial accounting; managed replacement of outdated IT platforms; and upgraded software applications to market leading solutions. Successfully delivered integrated IT environment to support business and its planned future expansion.

Career Chronology:**Current freelance role:**

- 02/2023 to date: Pauwels Consulting: Business Analyst Digital Communications @ AXA

Past freelance roles:

- 01/2016 to 12/2022: daappa Ltd: Consultant – Global Professional Services
- 02/2014 to 01/2016: BNP Paribas Investment Partners: Agile BA/FA
- 07/2012 to 01/2014: Multiple Private Equity/Investment Management Clients: PM / BA / FA
- 05/2012 to 07/2012: eFront: Project Director (interim role)
- 01/2007 to 03/2012: 3i Infotech-Framework: Lead Implementation Consultant
- 09/2005 to 12/2006: ITG Consulting: PM / BA / FA

Past permanent roles:

- 06/2005 to 08/2005: Fujitsu Services: Senior Management Consultant
- 05/1999 to 05/2005: EFT Consultants: Project Manager / Business Developer
- 04/1998 to 04/1999: Finance Technology Systems: Product Manager
- 09/1996 to 03/1998: Fortis Investments Belgium: IT Manager
- 05/1995 to 09/1996: Axime Ingénierie: IT Analyst
- 06/1990 to 04/1995: Metropolitan Bank: IT Analyst
- 01/1990 to 05/1990: Cap Gemini Sesa: IT Analyst
- 02/1988 to 12/1989: Société Générale Alsacienne de Banque: IT Analyst-Programmer
- 09/1986 to 01/1988: Sobemap: IT Analyst-Programmer

Education, Certifications & Languages:

- 2019 - Certified Scrum Product Owner PSPO I (Scrum.org)
- 2013 - Certified Scrum Master PSM I (Scrum.org)
- 2011 - PRINCE2 Registered Practitioner (Management Plaza)
- 1985 - Master's in Business Engineering (Catholic University of Mons FUCaM, Belgium)
- 1982 - Bachelor's Degree in Software Engineering (Technical Institute ICET Mons, Belgium)
- French (native)
- English (full professional proficiency)
- Dutch (working knowledge)

Personal Details:

- Residential Address: Chemin du Moulin Blanc 2/b, Bernissart 7320, Belgium
- Open to temporary relocation to France, The Netherlands, Germany, and G-D Luxembourg

Recommendations:

"François has been our lead consultant in the implementation of daappa's private equity suite of software. He guided us through the fund migration, trained us to use the system and assisted us to produce internal and external reports. He also interfaced with the development team at daappa to cure some initial bugs we experienced. His help throughout has been extremely appreciated, as he is not only an expert in this specific software suite but is also able to perfectly understand our needs as venture capital investors as well as those of our own investors through his great wealth of experience both at an IT company but also at a financial firm. Thus, he gave us very valuable insights to achieve best practice based on his observation of projects done by other private equity managers. In addition, it has always been a pleasure to work with him as he has a positive attitude, works hard, and had lots of patience for us even though we sometimes had not been able to finalize the specifications of our requirements. I heartily recommend François to any work provider." Pascal Jouin, Director, Index Ventures, Geneva

"François is extremely committed and diligent in his efforts in finding elegant, workable solutions for clients, who trust him implicitly. His knowledge and his patience when presenting his ideas also makes him the "go-to" guy for colleagues seeking solutions to complex challenges. Francois is the natural selection as the "business expert" for major functional changes to functionality. His ability to validate ideas against the demands of the real world is of significant value. This knowledge is backed up by excellent technical ability. Francois can prepare complex reports and SQL scripts where necessary and this makes him a highly knowledgeable and effective consultant in the private equity and financial services market. I would happily work with François again." Jeremy Ward, Professional Services Director, 3i Infotech-Framework Limited, London

"For the last 2 years François has worked for me as an IT consultant assisting with the implementation of a new end to end alternative assets software solution. François has helped me and the rest of North Sea Capital with solution design, construction, training, and system configuration. The implementation has been a success, it has met requirements, been within budget and it has been delivered on time. Francois' valuable advice, hard work, excellent technical skills and his general extensive knowledge and experience within the financial services industry has been of vital importance to the project's great success. I have really enjoyed working with François and I appreciate his open, honest and straightforward approach." Johan Overbeck, North Sea Capital, Copenhagen

"François has a great experience as project manager in the banking sector. He is client minded and manages his projects with an excellent methodology. As a team leader, he shares his knowledge so that the team's learning curve grows rapidly. He takes every team member in consideration and manages them well. With his wide experience in banking, he always catches the train with no delay." Emmanuel Donge, Global Project Coordinator, Fortis Bank, Brussels