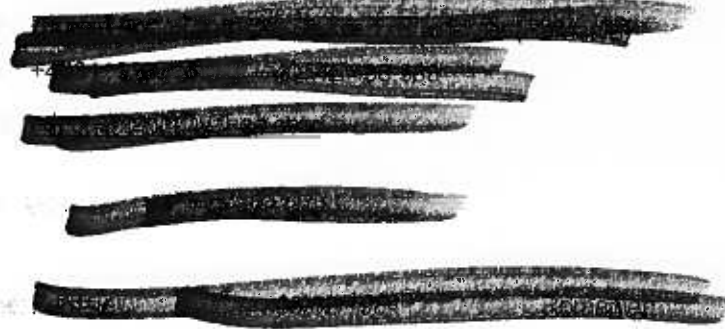




PERSONAL INFORMATION

STEFANIA RALUCA MARIN



WORK EXPERIENCE

05/2025 - present

Deputy CEO

TOKEN PAYMENT SERVICES, part of KoC Group, www.odero.ro

Executive leader with experience in strategic management, specializing in aligning aggressive commercial growth objectives (Business Development) with a robust governance, legal, and compliance framework. Demonstrated expertise in scaling operations, negotiating complex strategic partnerships, and navigating strict regulatory environments. Results-oriented professional, capable of transforming regulatory risks into competitive advantages and leading cross-functional teams to achieve profitability and sustainability goals.

- Strategy & Business: New Market Expansion | Strategic Partnerships (B2B/B2C) | Revenue Optimization & P&L Management.
- Legal & Governance: Complex Contract Negotiation | Corporate Governance | Board of Directors Relations & Advisory.
- Compliance & Risk: Regulatory Authority Relations | AML/KYC & GDPR Framework Implementation | Operational & Reputational Risk Management.

Professional Experience (Key Achievements)

- Business Development (Growth & Strategy):
 - I directed the expansion strategy for Romania and EU by opening new distribution channels and launching new products/services.
 - I initiated and negotiated key strategic alliances with major industry players, generating new business and opening new revenue streams.
- Legal & Governance:
 - I led legal negotiations for high-value commercial contracts, and financing agreements, safeguarding commercial interests and minimizing litigation exposure.
- Compliance & Risk Management:
 - I coordinated the design and implemented from scratch (or optimized) for the internal compliance framework (AML, KYC, data protection/GDPR), transforming the compliance function from an operational bottleneck into a business enabler.

11/2018 – 05/2025

HEAD OF DIVISION – Payments Oversight - Financial Market Infrastructures and Payments Oversight Department

NATIONAL BANK OF ROMANIA, <http://www.bnr.ro>

- Proficient in drafting clear, actionable, and compliant regulations for the payments sector, ensuring alignment with national and international standards;
- Extensive experience in analysing, adapting, and implementing EU directives and regulations into local legislative frameworks, ensuring smooth integration with minimal disruption to stakeholders;

- Skilled in creating policies that address the unique needs of the market while meeting EU regulatory requirements;
- Worked closely with industry leaders, policymakers, and legal teams to ensure the practical application of regulations;
- Over 15 years of experience in monitoring the compliance, security, and operational standards of payment service providers;
- Comprehensive knowledge of the payments ecosystem, including card systems, electronic transfers, and emerging payment technologies;
- Developed and implemented risk management strategies to ensure the safety and efficiency of payment instruments in the local market;
- Promoted legal requirements and regulatory standards to payment service providers, enhancing market compliance and fostering innovation;
- Encouraged the adoption of cutting-edge financial technologies, such as digital wallets and open banking solutions;
- Identified and supported opportunities for innovation to drive competition and efficiency in the payments industry;
- Worked to create a balance between fostering innovation and ensuring regulatory compliance;
- Collaborated with fintech start-ups, established banks, and regulators to develop innovative solutions that address market needs;
- Technical assistance provided to the National Bank of North Macedonia in the field of payments; **2021 - MS RTA in twinning Project with North Macedonia;**
- Technical assistance provided to the National Bank of Moldova in the field of payments and for adhering to SEPA; **2022-2024 - MS RTA in twinning Project with Republic of Moldova;**
- Participated in the EU expert working groups at Council of the European Union level: PSD3 package, Markets in Crypto-assets (MiCA), Digital Operational Resilience Act (DORA), Instant Payment Regulation, Digital euro, Interchange Fee Regulation, Cross border Payments Regulation;
- Coordinate the oversight and supervision activity in the field of payments and payment instruments;
- Monitored emerging trends and disruptive technologies to identify opportunities for innovation and guide stakeholders in capitalizing on them and to identify the risk for the financial market;
- Responsible with the development and management of the Fintech Innovation HUB, facilitating the alignment of market innovations with regulatory frameworks, ensuring compliance while encouraging creative solutions and advancements;
- Manage the team responsible for supervising payment service providers complying with PSD2/ SEPA Regulation/ MIF Regulation/Instant Payment Regulation;
- Coordinate the activity of licensing payment institutions and e-money institutions from the perspective of security requirements introduced by PSD2 and EBA Guidelines;
- Coordinate the elaboration of draft regulations in the field of payments, as well as elaboration of common regulations, together with other institutions;
- Member of the Commission Expert Group on Banking, Payments at the European Commission, Standing Committee on Payment Services at the European Banking Authority, Policy Working Group at the European central Bank, BIS Innovation Group;
- Co-chair of EBA-ECB Taskforce on the cooperative framework for exchange of information between NCBs and NSAs for access to payment systems of non-bank PSPs.

10/2023 – present

Associate Professor in the Master's Program in Finance
ACADEMY OF ECONOMIC STUDIES, www.ase.ro

- Deliver foundational knowledge on microeconomic theories, including consumer behaviour, financial market structures, and pricing strategies for fintech companies;
- Presenting practical scenarios, such as evaluating market competition and policy

impacts in the field of financial services;

- Encouraged active participation through group discussions, problem-solving activities, and economic simulations;
- Provided insights into how microeconomic principles influence public policy and business strategies, linking theory to practice.

04/2018 – 10/2018 **EXPERT- Payments Oversight, Financial Market Infrastructures and Payments Oversight Unit**

NATIONAL BANK OF ROMANIA, <http://www.bnr.ro>

- Regulation, authorization and oversight of payment instruments and payments in line with national regulation;
- Responsible for central bank supervision of payments service providers under PSD1/SEPA Regulation/MIF Regulation;
- Responsible for drafting primary and secondary level national transposition/implementing measures for PSD2/SEPA Regulation/MIF Regulation, from the perspective of the NCB area of competence;
- Member of the Experts Group at the Commission, as well as NCB representative in charge of participating at negotiations on proposals for regulations in the field payments (Regulation on cross-border payments);
- Member in the Task Force on Payments Oversight at the European Central Bank;
- Participating in national parliamentary commissions debates as well as inter institutional working groups on transposition/implementation of the acquis on PSD2.

01/2010 – 03/2018 **Economist - Payments Oversight, Financial Market Infrastructures and Payments Oversight Unit**

NATIONAL BANK OF ROMANIA, <http://www.bnr.ro>

- Oversight of payment instruments and payments;
- Collection and validation of statistical data on payments;
- Member of the national working group responsible for the adoption of SEPA standards and implementation of these standards also for the national payments;
- Member of the Experts Group at the Commission, as well as NCB representative in charge of participating at negotiations on proposals for regulations in the field payments (MIF Regulation).

09/2006 – 12/2009 **Retail Key account**

BANCA TRANSILVANIA, <http://www.btrl.ro>

- Promoting the bank's products and services: deposits, cards, loans, remote payment instruments such as internet banking, home banking, mobile banking, and investment funds, transactional and operational services (direct debit, bill payments through various distribution channels);
- Understanding the local retail market, its size and characteristics, and identifying potential customers;
- Managing the branch portfolio regarding private banking clients, especially related to premium cards and services.

EDUCATION AND TRAINING

2020 - present **PhD Student - Finance**
Academy of Economic Studies – Bucharest, Romania

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2018 - 2020 **Master Degree in Finance**
Academy of Economic Studies – Bucharest, Romania

2003 - 2007 **Bachelor Degree in economics (marketing policies)**
Academy of Economic Studies – Bucharest, Romania

PERSONAL SKILLS

Mother tongue(s) Romanian

Other language(s)	UNDERSTANDING		SPEAKING		WRITING
	Listening	Reading	Spoken interaction	Spoken production	
English	C2	C2	C2	C2	C2
	Romanian Banking Institute – level C2				
Italian	B1	B1	B1	A2	A2

Levels: A1/A2: Basic user - B1/B2: Independent user - C1/C2 Proficient user
[Common European Framework of Reference for Languages](#)

Communication skills

- **Public Speaking:** Confident and effective in delivering presentations to small or large audiences;
- **Active Listening:** Ability to attentively understand others' perspectives and provide appropriate responses;
- **Clear Articulation:** Communicating complex ideas in a simple, concise, and understandable manner;
- **Documentation:** Proficient in preparing laws, technical manuals, policies, and procedural documents;
- **Editing and Proofreading:** Ensuring content accuracy, clarity, and grammatical correctness;
- **Empathy:** Building strong relationships by understanding and addressing others' emotions and needs;
- **Conflict Resolution:** Mediating disputes and maintaining a positive team dynamic;
- **Collaboration:** Working effectively within diverse teams to achieve common goals;
- **Feedback Delivery:** Providing constructive and actionable feedback to promote growth and improvement;
- **Adaptability:** Adjusting tone and style to suit various cultural or professional contexts.

Organisational / managerial skills

- **Visionary Thinking:** Ability to set clear goals and align team efforts with long-term organizational objectives;
- **Decision-Making:** Skilled in making informed, timely, and data-driven decisions under pressure;
- **Mentoring and Coaching:** Supporting team members' professional growth by providing feedback and tailored development plans.
- **Delegation:** Ensuring tasks are appropriately assigned to maximize productivity and skill utilization;
- **Stakeholder Engagement:** Strong skills in communicating with internal and external stakeholders to align on goals and expectations;

- **Inspiring Leadership:** Encouraging and motivating teams to achieve ambitious goals with enthusiasm;
- **Analytical Thinking:** Breaking down complex issues and providing effective, actionable solutions;
- **Innovation Leadership:** Encouraging creative thinking to develop new products, services, or processes.

Job-related skills

- Extensive experience in drafting regulations and frameworks related to payment systems, ensuring alignment with industry standards and best practices;
- Skilled in transposing and implementing European Union directives and regulations in the field of payments, facilitating compliance across various financial entities;
- Adept at analysing legislative changes and adapting regulatory measures to maintain operational and legal conformity;
- Over 15 years of experience in the oversight of payments market, with a deep understanding of the local and EU payments market and operational, technical, and security requirements in this field;
- Proven track record in supervising payment service providers, ensuring compliance with regulatory standards while supporting market innovation;
- Experienced in promoting and explaining legal requirements to stakeholders within the financial market, fostering awareness and adherence;
- Developed and maintained strong relationships with regulators, market participants, and industry bodies to ensure effective policy implementation;
- Skilled in assisting stakeholders/authorities in aligning national frameworks with EU directives and regulations, fostering compliance and legal harmonization;
- Proven ability to collaborate with government agencies, regulators, and private sector entities to identify needs, define objectives, and implement tailored solutions in line with EU requirements;
- Provided high-level technical advisory services to support policy development and implementation in key areas such as payments, financial systems, and market oversight;
- Built strong relationships with start-ups, fintech companies, and established organizations to drive innovative initiatives and create an ecosystem of continuous improvement;
- Played a key role in advancing digital payment systems, fintech integration, and automation, contributing to the modernization and efficiency of payments market (recognized through the award granted by the Romanian Fintech Association for Fintech Personality of the Year 2023).

Digital competence

SELF-ASSESSMENT				
Information processing	Communication	Content creation	Safety	Problem solving
Proficient user	Proficient user	Proficient user	Proficient user	Independent user

Levels: Basic user - Independent user - Proficient user
[Digital competences - Self-assessment grid](#)

Driving licence **B**

ADDITIONAL INFORMATION

Publications/Articles/

- **Crypto-Assets Regime in the European Area** - Proceedings of the 4th International



Participations in Conferences

- Conference on Economics and Social Sciences (2021), ISSN 2704-6524, pp. 1-4;
- Empirical Evidence on the relation between corporate governance and the performance of credit institutions from Central and Eastern Europe – International Conference on Finance and Economic Policy (ICOFEF);
- Study regarding the volatility of main cryptocurrencies - Proceedings of the International Conference on Business Excellence, ICBE-D-22-00065R1;
- Volatility Dynamics of Crypto-Assets - IBIMA Publishing Communications of International Proceedings, Vol. 2022 (12), Article ID 4034022;
- Crypto-assets - disruptive or destructive technologies? - ERMAS 2023;
- Empirical evidence on the relation between corporate governance and the performance of credit institutions from central and eastern Europe - International Journal of Social Science and Economic Research, ISSN: 2455-8834, Volume:07, Issue:04 "April 2022";
- Empirical Evidence Regarding Implications of Crypto-Assets Energy Usage on - Climate Economic Computation and Economic Cybernetics Studies and Research, Vol. 58, Issue 1/2024.

Honours and awards
Courses

- Personality of the Year in Fintech – Romanian Fintech Awards (2023)
- Leadership courses – NBR (2023)
- Situational leadership experience – Human Invest (2021)
- Leading remote teams – Exec-Edu (2020)
- Cyber security – NBR (2019)
- Heading for leadership – ECB (2019)
- European payments Regulation – The international Centre for Business Information (2014)
- Macro statistics – NBR (2010)

ANNEXES

