

CYNTHIA L. MEYN

10 Old Jackson Avenue, Suite 61, Hastings-on-Hudson, NY 10706

(917) 273-6447 | cynthia.meyn@zircon-company.com

Independent Board member. Private Equity deal execution expert, with focus on value creation. Expert Witness. Former financial services Chief Operating Officer, Chief Technology Officer, and Chief Risk Officer. Audit, Risk, Finance and Compensation Committees. Successful leader and coach of large groups of globally distributed teams through transformational growth, technological change and periods of disruption. Internationally recognized and published. Proven track record, people-person, collaborative and friendly.

CAREER EXPERIENCE

- Jan 2018 - Present** **Zircon & Company, Inc** New York, NY
Self-Employed; Consulting Chief Operating Officer, leading execution of financial services private equity transactions
- **Key Deals - stand-ups, separation, migration, integration:**
 - **2024 – Osaic** – staff and non-staff cost reductions combined with realization of synergies resulting from acquisitions of **Lincoln Financial** (carve-out), **American Portfolios** and **Infinex**. Executed \$88.3 mm of run-rate savings in 13 months, which is \$58.6mm higher than pro-forma M&A model.
 - **2022 – EverBank** – formerly **TIAABank**, carve out of regulated US bank from Teachers Insurance and Annuity Association of America (TIAA). Executed carve out in 6 months with negligible TSAs.
 - **2021 – Allspring Global Investments** – previously **Wells Fargo Asset Management** with \$620bn AUM. Insurance, HR, Legal, Technology, Operations, Finance stand-up/separation workstreams.
 - **2021 – Ministry Brands** – Payment processing technology carved out of Ministry Group.
 - **2020 – Advisor Group – Ladenburg Thalmann** acquisition-merger and two add-ons in 2022.
 - **2020 – Venerable Holdings** – acquisition of Equitable’s \$50 bn fixed & variable annuity business.
 - **2019 – Blackboard Transact** – Carve-out/stand-up student payments divestiture from Blackboard.
 - **2018 – Venerable Holdings** – Chief Operating Officer Jan 2018 – Jan 2020. Led stand up and carve out and separation of \$19 bn annuities business from Voya in 2018.
- 2018 - 2020** **Venerable Holdings, LLC** West Chester, PA
Chief Operating Officer, Focused on Stand-Up, Carve-Out, M&A Activity
- 2008 - Dec 2017** **PIMCO** New York, NY
Executive Vice President, Head of Investment Operations Globally
- 2006 - 2008** **Morgan Stanley** New York, NY
Managing Director, Co-Head of Global MSIM Operations
- 2000 - 2006** **AB (formerly AllianceBernstein)** New York, NY
Vice President, Technology – Head of Global Fixed Income and Derivatives
- 1998 - 2000** **Cantor Fitzgerald** New York, NY
Managing Director, Head of Global Fixed Income Technology
- 1993 - 1998** **Mizuho Capital (formerly Fuji Capital Markets)** New York, NY
Managing Director, Chief Risk Officer, Chief Technology Officer
- 1992 - 1993** **Lehman Brothers** New York, NY
Vice President, Derivatives Technology Team Leader
- 1986 - 1992** **Morgan Stanley** New York, NY
Technology Programmer, Controller, Risk Associate, Derivative Products Group

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BOARD DIRECTORSHIPS

- 2023 - Present** **Axcelus Financial Life Insurance Company**, Philadelphia, PA
- Chair, Finance and Audit Committee
 - Member
 - Member, Governance and Bylaws Committee
 - Member, People and Leadership Committee
- 2019 - Present** **Smith College, Board of Trustees**
- Co-chair of Audit and Risk Committee; Resources & Operations Committee
- 2018 - Present** **DUMAC Inc, Board of Directors**, Durham, NC
- Duke University Investment Management Company
 - Chair, Audit Compliance Risk Management Committee
- 2018 - Present** **Zero Hash Liquidity Services, Public Board of Directors**, Chicago, IL
- Venture-backed CFTC-regulated institutional crypto-fiat exchange
 - Audit and Risk Committee
- 2012 - 2017** **Board of Directors, DTCC**, New York, NY
- Human Capital and Compensation Committee, 2015-2017
 - Business Products and Technology Committee, 2015-2017
 - Technology and Operations Committee, 2012-2015; Chair 2014
 - Business Products Committee, 2012-2015
- 2011 - 2013** **Board of Managers, Omgeo** (now known as DTCC ITP)
- Compensation and Products Committees, 2011-2017

ADVISORY BOARDS

- 2019 - Present** **Reverence Capital Partners**, Special Advisor
- Special Advisor; advising and guiding portfolio companies through operating and infrastructural aspects of M&A deal execution, often carve-outs. Responsibilities cover legal, vendor optimization, compliance, human resources spans/layers/rightsizing, insurance, finance, technology, operations and enterprise risk.
- 2016 - Present** **Duke University Fuqua School of Business, Board of Visitors**, member at large
- Initiated Fuqua New York women's business affinity group, 2017
- 2014 - Oct. 2025** **CUSIP Board of Governors**
- Member at large - nominated by SIFMA and American Bankers Association
- 2019 - 2021** **Alternative Rate Reference Committee, Operations Implementation Sub-Committee**
- Co-Chair, Operational Implementation Committee

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EDUCATION

- May 2010** **Duke University Fuqua School of Business, MBA** Durham, NC
- Focused on technology innovation and strategy
- May 1986** **Smith College, BA** Northampton, MA
- Philosophy Major, advanced courses in computer science and mathematics

EXPERT AND FACTUAL WITNESS EXPERIENCE

- 2026** **Expert Witness – Financial Operations and Data Matter Pending Closure and Subject to Confidentiality**
Independent Expert Witness retained by defendants. Researched and authored 125-page expert report. Read and materials relied upon. Deposed by attorney for Plaintiff. Matter pending as of January 2026.
- 2016** **Factual Witness Regarding Electronic and Physical Books and Records Retention**
Witness for defendant against large nationwide bank on matters regarding physical versus electronic retention of documentation pertaining to the sub-prime debt crisis and related defaulted investments.
- 2010 - 2016** **Factual Witness Regarding Trustee Responsibilities with respect to Mortgage Servicing**
Witness for plaintiff in litigating against a rogue Corporate Trustee and rogue servicer of two structured, privately placed securities comprised of pooled, jumbo mortgages backed by nursing homes.
- 2008 - 2010** **Factual Witness Regarding Derivative, Fixed Income and Collateral Positions**
Witness for plaintiff on fixed income trades-in-flight valuation and derivatives collateral recalls where Lehman Brothers and/or its affiliates were counterparty to trades executed by PIMCO.

AWARDS & PUBLICATIONS

- 2024** **“The Benefits of CUSIP Non-Permanence: Reverse Splits”,**
[Journal of Security and Operations Custody, Volume 17, Number 1, November 2024](#)
- Peer-reviewed article describing the features of CUSIP that enable market transparency and avert fraud when listed stocks effect reverse splits, bankruptcy reorganizations, spin-outs, and other corporate actions.
- 2020** **“Get Ready for LIBOR Cessation”,** [The Actuary, December 2020](#)
- Lead article addressing actions the buy-side must take in order to prepare for the cessation of LIBOR.
- 2019** **“Perspectives in Courage – Action Conquers Fear”,** [The Actuary, October 2019](#)
- Invited by Society of Actuaries to author a short piece on a personal moment of courage in leadership

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2016 Nominated: CLS Bank for Women's Bond Club Annual Merit Award

- Nominated by CEO and GC of CLS for ongoing efforts to reduce system risk to end investors

2014 Winner: Operations Person of the Year by FTF News, Innovation and Technology Awards

- Peer nominated and voted globally. Recognized for industry wide reconciliation improvements in aftermath of the financial crisis.

2014 "Netflix: Designing the Netflix Prize (A)" and "Netflix: Designing the Netflix Prize (B)"

- [Harvard Business School case study N-614-003](#), June 2, 2014 (buy vs. build, crowd-sourcing of recommendation algorithm)
- [Harvard Business School case study N9-614-005](#), July 8, 2014 (ownership and leasing aspects of intellectual property rights)
- Co-authored two-part case written during Duke Fuqua MBA and later published by HBS

1995 "Answering the Corporate Board"

- Article in [Corporate Finance Risk Management & Derivatives Yearbook, 1995](#). Manage risk and calculate performance attribution.