

Życiorysy zawodowe członków Rady Nadzorczej

Wiesław Oleś

Pan Wiesław Oleś jest założycielem Kancelarii Radców Prawnych „Oleś & Rodzyńkiewicz” sp.k., oraz Forum TFI S.A., ukończył studia prawnicze na Wydziale Prawa i Administracji Uniwersytetu Jagiellońskiego w Krakowie. Po ukończeniu aplikacji sędziowskiej, w 1991 r. złożył egzamin sędziowski, a w 1993 uzyskał uprawnienia radcy prawnego. Po ukończeniu studiów Wiesław Oleś był m.in. członkiem kolegium Regionalnej Izby Obrachunkowej w Krakowie, konsultantem programów Agencji Stanów Zjednoczonych do Spraw Rozwoju Międzynarodowego (USAID) oraz współpracował m.in. z: Harvard Institute for International Development.; członkiem Rady Fundacji im. Lesława Pagi. Prowadzi praktykę prawniczą w Kancelarii Radców Prawnych „Oleś & Rodzyńkiewicz” specjalizując się w zagadnieniach rynku kapitałowego oraz funduszy inwestycyjnych. Wiesław Oleś pełnił między innymi funkcję Przewodniczącego Rady Nadzorczej oraz Prezesa Zarządu Forum TFI S.A.. Obecnie jest także Przewodniczącym Rady Nadzorczej Black Red White S.A., Raport S.A. oraz członkiem Rady Nadzorczej CPD S.A. Pan Wiesław Oleś, zgodnie ze złożonym oświadczeniem, spełnia kryteria niezależności określone przez Komisję Europejską w Załączniku Nr II do Zalecenia Komisji z dnia 15 lutego 2005 r. dotyczącego roli dyrektorów niewykonawczych lub będących członkami rady nadzorczej spółek giełdowych i komisji rady (nadzorczej) oraz wymogi wskazane w Dobrych Praktykach Spółek Notowanych na GPW.

Piotr Kamiński

Absolwent Wydziału Zarządzania Uniwersytetu Warszawskiego i studiów podyplomowych Tempus CUBIS na Uniwersytetach w Mediolanie, Amsterdamie i Leuven z zakresu zarządzania (1994). Absolwent Advance Management Program IESE Business School Uniwersytetu Navarra w Barcelonie (2007).

W latach 1992-2000 związany z Komisją Papierów Wartościowych i Giełd, gdzie pełnił funkcję Dyrektora Departamentu Spółek Publicznych i Finansów. W latach 2000-2003 był Wiceprezesem Giełdy Papierów Wartościowych S.A. W tym okresie pełnił również funkcję Przewodniczącego Rady Nadzorczej Centralnej Tabeli Ofert S.A. W marcu 2003 r. został powołany na stanowisko Członka Zarządu PKO Banku Polskiego S.A. nadzorującego obszar bankowości korporacyjnej i pełnił tę funkcję do marca 2006 r. Był również włączony w procesy restrukturyzacji i oferty publicznej Banku. W tym okresie przewodniczył również Radzie Nadzorczej Bankowego Funduszu Leasingowego S.A. W latach od 2006 do 2009 pełnił funkcję Prezesa Zarządu Banku Pocztowego S.A., Bank przeszedł w tym okresie gruntowną restrukturyzację. Od 2005 r. był Członkiem Rady Giełdy Papierów Wartościowych S.A. w Warszawie gdzie od 2006 r. do 2008 r. pełnił funkcję Prezesa Rady. W latach 2010-2011 pełnił funkcje Członka Rady Nadzorczej i Członka Komitetu Rady Nadzorczej PZU S.A. ds. IPO. W tym czasie w PZU S.A. zakończył się długoletni konflikt z Eureko i przeprowadzono IPO. W latach 2011-2013 pełnił funkcję Członka Zarządu ds. Finansów i p.o. Prezesa w Totalizatorze Sportowym Sp. z o.o. Spółka zdefiniowała w tym okresie strategię rozwoju uwzględniającą długoterminowe dążenie do wkroczenia

jej usług w sferę mobilną. W latach 2010-2020 pełnił funkcję Niezależnego Członka Rady Nadzorczej Budimex S.A. Od 2010 r. był członkiem wielu rad nadzorczych spółek giełdowych w tym m.in. Immobile S.A., Altus TFI S.A., Sfinks S.A., Workservice S.A., IdeaBank S.A. Od 2020 r. do 2022 r. pełnił funkcję Wiceprezesa/CFO międzynarodowej Grupy Wielton S.A. - trzeciego w Europie producenta naczep. Od 2008 r. do 2022 r. był Prezesem Polskiego Oddziału Stowarzyszenia Absolwentów IESE Business School Uniwersytetu Navarra w Barcelonie.

Obecnie jest Członkiem Rad Nadzorczych Wielton S.A., Pamapol S.A., Platige Image S.A., 4Cell Therapies S.A. Fundacji Instytut Pracodawców, RockBridge TFI S.A. Pełni Funkcję Prezesa Zarządu Fundacji Queen Hedvig Scholarship organizującej stypendia dla najzdolniejszej polskiej młodzieży chcącej rozwijać swoją karierę w szerokich perspektywach nowoczesnej, konkurencyjnej gospodarki. Jest Członkiem Rady Polskiej Agencji Nadzoru Audytowego z ramienia Pracodawców, poprzednio od 2009 r. był członkiem Komisji Nadzoru Audytowego. Od 2006 r. jest Skarbnikiem i Wiceprezesem Pracodawców RP.

Paweł Małyska

Pan Paweł Małyska jest absolwentem Szkoły Głównej Handlowej w Warszawie. W 2003 roku uzyskał stopień doktora nauk ekonomicznych w Kolegium Zarządzania i Finansów tej uczelni.

W latach 1999 - 2005 pracował na stanowisku Analityka w Biurze Maklerskim BGŻ, Bankowym Domu Maklerskim PKO BP, PTE Skarbiec - Emerytura i Skarbiec Investment Management.

Od 2005 do 2008 roku Dyrektor Analiz w Opera TFI, a następnie Opera Kwiatkowski i Wspólnicy stanowisko Dyrektora Analiz. W okresie 2007 - 2008 Prezes Zarządu, a następnie członek Rady Nadzorczej Opera Development. Pan Paweł Małyska pełnił również funkcję członka Rady Nadzorczej Polcourt SA.

Od 2008 do 2009 roku Dyrektor Inwestycyjny oraz Członek Zarządu odpowiedzialny za tworzenie i zarządzanie funduszami inwestującymi na rynkach regulowanych w Copernicus Capital TFI. W 2009 roku pełnił funkcję Członka Zarządu odpowiedzialnego za usługę Asset Management w Copernicus Securites. s W latach 2010 - 2011 Zarządzający w Departamencie Zarządzania Aktywami w Opera Kwiatkowski i Wspólnicy oraz Opera TFI. W tym czasie Pan Paweł Małyska był również Doradcą Zarządu i Koordynatorem ds. Projektów w Opera Dom Maklerski.

W okresie od 2012 do 2017 roku zatrudniony był w TFI Allianz Polska na stanowisku Zarządzającego Funduszami, Zastępcy Dyrektora Departamentu Zarządzania Aktywami oraz Dyrektora Departamentu Zarządzania Portfelami Akcyjnymi.

W latach 2019-2025 pełnił rolę konsultanta biznesowego, realizując szereg projektów, m.in. w branży fintech i fit-out.

W latach 2022 -2024 Head of Strategy w Rednet Investment.

Członek Rad Nadzorczych: Alumetal S.A, Atende S.A., Develia S.A., PZ Cormay S.A, obecnie Amica SA.

Marcin Czyczerski

Członek rad nadzorczych, doradca strategiczny, co-founder, były prezes Grupy CCC S.A. i Modivo S.A.

WYKSZTAŁCENIE

- Doktor nauk ekonomicznych – Uniwersytet Ekonomiczny we Wrocławiu - 2009
- Magister – Wydział Nauk Społecznych – Uniwersytet Wrocławski - 2003
- Magister – Wydział Zarządzania i informatyki – Politechnika Wrocławska - 2001

DOŚWIADCZENIE ZAWODOWE

GCG Partners Współtwórca butikowej firmy doradczo-inwestycyjnej specjalizującej się w transformacjach biznesowych, strategiach wzrostu i przygotowaniu spółek do transakcji. GCG działa operacyjnie, łącząc doświadczenie na poziomie C-level z realną egzekucją projektów dla firm właścicielskich, funduszy i marek konsumenckich.

CCC S.A. – Prezes Zarządu (CEO, 2019–2023), CFO (2017–2019) Zarządzał między innymi kompleksową transformację Grupy CCC w zakresie technologii, cyfryzacji, pozycjonowania rynkowego.

MODIVO S.A. - Prezes Zarządu (CEO, 2023–2024) Odpowiedzialny m.in. za przywrócenie Spółki na ścieżkę rentowności i poprawę konwersji kapitału obrotowego. M.in. poprzez zmianę polityki asortymentowej, strategii marketingowej oraz poprawę doświadczenia klienckiego.

SITECH (Grupa Volkswagen) – Dyrektor Zarządzający (2010–2016), wcześniej Dyrektor SCM i menedżer finansów. Zarządzał transformacją spółki z montowni w kierunku systemowego dostawcy koncernu. Budowa centrum badawczo – rozwojowego, dwóch nowych zakładów, industrializacja istniejących.

DOŚWIADCZENIE W RADACH NADZORCZYCH

- **Polskie Koleje Linowe (PKL)** – Członek Rady Nadzorczej (od 2025)
- **Esotiq & Henderson** – Członek RN i Przewodniczący Komitetu Strategicznego (od 2024)
- **MODIVO** – Członek Rady Nadzorczej (2017–2023)
- **PRONOS (FutureLab CCC)** – Przewodniczący Rady Nadzorczej (2017–2021)

SPECJALIZACJA I OBSZARY DOŚWIADCZENIA

- Wdrażanie innowacji, transformacje omnichannel i e-commerce
- Budowa kompleksowych strategii, Value Creation Plans (VCP) i przygotowanie spółek do transakcji kapitałowych
- Zarządzanie kryzysowe
- Doradztwo właścicielskie i współpraca z funduszami
- Zintegrowane strategie klientocentryczne oraz wykorzystanie AI w handlu

JĘZYKI

- polski (ojczysty), angielski (biegły), niemiecki (biegły)

Tomasz Rejman

Tomasz REJMAN

Poland: 00 22 622 43 11 | Germany: 00 49 22 622 43 11 | UK: 00 44 22 622 43 11

CEO/ COO/ CFO/ CMO/ Engineer

- Led, motivated and developed international teams comprised of more than 6,000 employees and managed operations and finance for businesses up to EUR 25 bn of revenue.
- Key spike in practical business judgement and people leadership. Overdelivered business results and development of organization. Successful year-after-year in exceeding EBITDA, cash and efficiency targets in 30+ occasions across industries and continents (Europe, Asia and Latin America).
- Industry spike: diverse with most experience in Refining and Chemicals, Financial Institutions (Insurance and Banking), Consumer Goods, Health Care, Energy and High Tech.
- Functional spike: ambitious growth and performance improvement/ turnaround (ORLEN Ops, Cersanit, Allianz), Operations (all assignments and projects), Strategy (ORLEN, Cersanit, McKinsey), Finance (ORLEN, Cersanit), Sales (Cersanit, ORLEN, Benzina, Allianz, Banking, Procter&Gamble), cross functional issues (all assignments) and IT (Allianz).
- Geographical spike: CEE (Poland, CR, SR, Ukraine, Romania), Iberic (for 30 years a member of the Spanish business community in Poland and in Czechia), Germany (leading business development in DACH for Cersanit), UK.

Performance Improvement * Private Equity * Consumer Goods * Financial Institutions * Health Care * Refining and Chemicals * Strategy * Operations * Supply Chain Management * Mergers and Acquisitions * Unmatched Business Results * Organization Development * Finance and Accounting * Strategic Planning * Sales and Marketing * Change Management

SELECTED ACHIEVEMENTS HIGHLIGHTS

- Increased Cersanit's value by +120%, i.e. EUR +350 mn (home-improvement business, family owned, revenue of EUR 600 mn) despite a construction market crisis, dramatic raw materials price increases and closure of most profitable subsidiary (Russia, due to the war). Achievements included improving pricing, reducing value leakage, debottlenecking plants' capacity, reducing production and overhead costs, streamlining product portfolio, implementing direct distribution, and upgrading organization capability and satisfaction.
- Established ORLEN Group Operations division from scratch (refining and petrochemicals, revenues of approx. EUR 25 bn annually) resulting in a EUR 50-100 mn annual margin improvement for the Group. Led the business integration of the largest M&A in CEE in 2004, delivering EUR +40 mn in annual synergies.
- Turned around Allianz Poland's underperforming Operations Division (insurance premiums of approximately EUR 700 mn) by streamlining Ops business units: claims, IT, customer care, and admin/procurement. This led to substantial service and cost improvements, including a -7% reduction in average motor claims, a fourfold improvement in service levels, and +10-25% efficiency gains.
- Repeatedly formed high-performing teams by setting high aspirations, coaching, and hands-on collaboration with subordinates and peers, typically with limited personnel changes. Notable successes include Cersanit Board, Allianz Ops Team and Cersanit Ops Team members advancing to BoD and senior management positions, and the ORLEN Ops Team achieving 100% continuity and further growth.
- Supported Polish Healthcare system, with focus on oncology and anti-Covid. Efforts included: Polish cancer plan implementation, cancer prevention plan pilot, publications/ guide-book supporting family members of oncological patients, patient's experience improvement pilot, in case of Covid efficient testing strategy, feed international best practices to address health- and business-related issues to Ministry of Health. Business Advisory function in innovative drugs VC fund (Orphic Scientific)
- Consistently developed innovative approaches and frameworks (KPIs, dashboards, routines) to ensure state-of-the-art performance management, including ORLEN's daily gross margin tracking, Cersanit's pricing leakage and margin/efficiency tracking, and Allianz's claims settlement performance.

PROFESSIONAL EXPERIENCE

CERSANIT (Activist Investor/ Private Equity, Home Improvement/ Durable Consumer Goods)

Warsaw/ Poland, 2021/06-2024/05, 2012/ 01-2013/12,

Cersanit is privately owned and a largest tiles and sanitary-ware manufacturer in Central Europe. With strong presence in Europe (80% of margin outside Poland). Major product, market, channel complexity with unique full-scale tiles and sanitaryware businesses. Revenues are at approx. EUR 600 mn and staffing at 6,000 FTEs (excluding Russia – subsidiary sold in Feb 22).

Investment Partner of Owner's Family Office/ Head of Non-Executive Board of Cersanit, 2021/06-2024/05,

- Context:

- This was a full-time yet non-executive role as the "owner's representative" in the company. I was responsible for developing and delivering the strategic business and people agendas.
- I was re-hired by the owner eight years after I had left Cersanit. My objective was to drive profit growth after eight years of poor company performance. In 2021 the company planned to focus on increasing capacity in the most profitable Eastern markets (Russia and Ukraine).
- Three quarters after my return, the war in Ukraine began, and the post-COVID boom shifted into an unforeseen crisis:
 - The most profitable subsidiary, Russia, was immediately sold at a fraction of its value.
 - The critical Ukrainian market experienced a dramatic drop in demand.
 - Remaining markets also suffered from declining demand.
 - Major capacity increase investments in the East were canceled or became unviable.
 - Low-cost Asian competition surged due to the global demand decline and reduced freight costs.
 - Raw materials and energy costs spiked due to supply shortages and political factors.
 - One of our sanitary plants was closed following a fire.
- Main achievements:
 - Despite facing strong headwinds, Cersanit experienced three consecutive years of record profitability and increased its value by +120% (equivalent to EUR *350 mn). The key improvement levers were identified by me personally and successfully implemented throughout the organization, e.g.:
 - Dramatically improved pricing strategy and reduction of value leakage in tiles:
 - Cersanit had historically been focused solely on revenue, unaware of the significant value being given away (due to poor market understanding, lack of pricing transparency, and inconsistent pricing logic). Unaware of being a predominantly "non-branded" player (95% of tiles volume), the company had little understanding of competitive prices in this segment. Listing decisions were based on "cost-plus" criteria, without regard to market prices, resulting in substantially lower prices compared to major European competitors.
 - Upon joining, I initiated a price unification project to address the most obvious leakage—different prices for the same product. Subsequently, I personally mapped out the structure of the branded/non-branded businesses, relevant competitors and their pricing (by technology, format, finishing), benchmarked Cersanit against the competition, and aligned recommendations with the new Tile BU Head, despite initial organizational skepticism.
 - Together with the new Tile BU Head, we launched an aggressive price increases and implemented rigorous monitoring. The most significant increase occurred immediately after the start of the Ukraine war, when we declared force majeure due to "the temporary closure of our most efficient plants". We introduced regular leakage measurements (gap to benchmark) and a benchmark monitoring process.
 - As a result, within 12 months of my joining, the average tile price increased by +70% (with a stable product mix), and the tiles EBITDA margin improved by +7 percentage points.
 - Reduced production and overhead costs and debottlenecking plants' capacity
 - Cersanit production and overhead efficiency was strong compared to local competitors but still far behind world-class players.
 - I organized reference visits to the world's most efficient competitors (in Spain, Turkey, India, and China), which highlighted gaps in multiple dimensions: labor, production KPIs, infrastructure, production processes, and portfolio complexity.
 - In collaboration with the CEO and COO, I developed short- and mid-term efficiency targets for labor (production and SG&A) and production efficiency. We launched several cost-reduction projects: (a) Overhead and Commercial Team reduction by approximately -40% (partly supported by process improvement), (b) indirect labor cost reduction/delaying in production (approximately -40% reduction in indirect labor costs), (c) transformation of direct production costs (including labor, energy efficiency, scrap, and throughput), (d) procurement cost reductions, and (e) smart plant debottlenecking.
 - The combined incremental recurring value of these initiatives is approximately EUR +40 mn annually, most of which had already been realized by May 2024, with the remaining benefits well underway.
 - Re-focused product sales listing priorities and portfolio development on the most profitable mass formats and shapes ("Blue Sky"):

- Cersanit's revenue-focused approach resulted in a high share of low-profit products (e.g., small-size tile formats or compact bowls in sanitaryware) and a marginal share in higher-value products (e.g., mass large size tile format, wall-hung bowls). In alignment with the Tile BU, portfolio development was refocused exclusively on the mass large size 60x120 format and derivatives, listings were reprioritized, and a dedicated Blue Sky review process was established. As a result, the share of Blue Sky products within our sales increased by approximately +10 percentage points and continues to grow.
 - Streamlined product portfolio:
 - Conducted a series of dedicated workshops with combined Commercial and Production teams to streamline the product portfolio and improve the structured development of product innovation, especially in the sanitary segment (focusing on the bathroom zone and key selection factors rather than technology).
 - Implemented a world-class innovations in home improvement market:
 - Launched a unique direct distribution to Traditional Trade in the Polish market to meet increased service expectations (e-commerce) and ensure control of the value chain (preventing margin leakage). This required debottlenecking internal processes and building capabilities (overcoming significant internal and external resistance). By 2023, nearly 100% of the Traditional Trade business had shifted to this model.
- Upgraded organization capability.
 - I upgraded by hiring and intensive onboarding of critical Board and N-1 positions, including Commercial VP, COO, BU Heads, CFO, Plant Managers, Sanitary Product Manager, SCM Head.
 - Much of my work involved on-the-job coaching at various levels (including juniors, if their area was for some reason important), like Head of Claims in Customer Service, Master Data Specialist, or Recruiting Specialist up to the CEO himself, and my contribution to their professional development is widely recognized.
 - I also initiated an annual People Review (formal capability assessment process) and relaunched student recruiting at local campuses in Kielce
- My assignment ended in May 2024 due to differences with the owner on his/ mine roles, and the priorities going forward.

Deputy CEO/ COO/ VP of Operations Division (1/2012-12/2013)

- Context:
 - I was hired to turnaround the Operations, which was a pivotal part to increase EBITDA threefold by 2015.
 - Supervising two very experienced yet conservative BoD members, and several moderately experienced functional heads (Logistics, Purchasing, Planning). Involvement, buy-in, and capability development of critical importance.
 - Company results improving, mainly due to improvement in Operations. Improvement in Sales/ Marketing at a slower growth pace (partly due to crisis on key Eastern markets).
- Main achievements:
 - Production margin improvement: prepared and implemented restructuring plan to improve margin and by -7% (-25 mln E) via operating levers (production allocation, debottlenecking, technological and procurement levers). How: launching efficiency improvement (top down), reviewing internal/ historical achievements, rigorously reflecting all commitments in the budget, procurement (working capital and cost), specializing plants in technologies and formats.
 - Developed and applied innovative and practical "controlling bridge" to isolate external effects (volume changes, portfolio mix, FX, quotations of major commodities) from the efficiency improvements. Own work: concept, structure, methodology, development, and application.
 - Reduced inventory levels (raw materials and finished products) by -35% while increasing availability. Main improvements: increasing production flexibility and improving planning process, setting inventory targets, adjusting production to demand, tightening coordination, institutionalizing demand forecasting.
 - Turnaround of problematic logistic warehouses operations in all warehouses in PL: service levels from 92-95% to 99% while costs down -15%.

- Successfully set up two new production plants in Russia, and three central warehouses: tiles in Russia, sanitary-ware in Russia and sanitary-ware in Poland. Prepared and launched Logistic infrastructure development strategy for Russia (given the distances superior logistics represent key competitive advantage).
- Initiated, launched and successfully lead liquidity improvement plan resulting with +60 mln E cash improvement in summer 2013 (vs. controlling's forecast 6 months earlier).
- Ensured EU subsidy of approx. 10 mln E to an associated supply chain/ store management start-up ("on the boarder-line of impossible").
- Recognized by Cersanit Operations and Sales organizations as impactful and careful for organization capability development.
- Due to initial limited industry-specific knowledge used every opportunity for hands-on field visits at point-of-sale, competitive / supplier sites (including private trips, holidays, personal events, etc.).

As a result, developed cutting edge know-how about international industry best practices and used this know-how to aggressively improve Cersanit's efficiency and tailor its value proposition.

MCKINSEY TRANSFORMATION SERVICES (Interim, Turnaround), Senior Vice President

London 2016/02 – 2018/07, Warsaw 2018/08 – 2021/05

Turnaround/ from good to great across industries. Sizing improvement opportunity (due diligence), turnaround program design and implementation for distressed companies or companies looking rapid performance improvement.

- **FMCG** (leader of the overall Transformation and Operations judged as major area of opportunity)
 - For a privately owned rapidly growing regional CEE food business leader prepare an efficiency improvement plan to increase of generated cash by +60-80% (via improved equipment and labor efficiency, procurement, improved logistics, reduced working capital and Capex spend)
- **Advanced Industries**
 - For a privately owned leading Central European utility meter equipment provider (revenues of approx. \$ 400 mn, EBITDA \$ 30 mn). Lead due diligence of efficiency improvement revealing (a) potential of doubling EBITDA within 2 years via improved production efficiency and debottlenecking, reduced labor and improved procurement, (b) additional potential of improved cash of \$+30 mn via inventory reduction and improved management of payables and receivables.
 - Quick diagnostics, workshops and project proposals for top CEE advanced industry manufacturers and distributors, both local champions as well as subsidiaries of global leaders.
- **Financial Institutions**
 - For a large and efficient CEE bank prepare a further efficiency improvement opportunities for major cost areas: customer care, cash management, mailing, real estate, IT, back office labor.
 - For an insurance attacker prepare retail insurance operations improvement plan (claims, fraud, call center) and corporate insurance (pricing and portfolio pruning).
- **High Tech/ Media**
 - For a leading Italian telco and utility maintenance operator and construction provider owned by a major distressed PE fund (revenues of EUR 800 mn). Lead due diligence of efficiency improvement revealing potential of doubling EBITDA via improved field force productivity, improved management of contractors and improved procurement. The findings have been implemented and efficiencies captured.
 - For an advanced 'Network and IT' division of a large integrated telco: design and implementation of ambitious efficiency improvement program (approx. value of 25% of costs within 2 years).
 - PMM DD for a leading global Freemium PC and mobile application provider owned by a major PE fund. Lead due diligence of business/ efficiency synergies for an acquisition of its biggest competitor worth \$1.5 bn. Identified synergies representing 35% of cost base (approx. \$150 mn) related to development cost, remaining labor costs, and external expenses (office space, IT infrastructure, sales and marketing). The synergies were fully captured after the acquisition.
 - For a leading CEE on-line advertising companies' developed and implemented of short-term EBITA improvement plan. The result exceeded expectation by +10%.
 - For a distressed leading Balkan Sat TV and Internet provider (revenues of approx. \$ 100 mn). Lead development of reliable business plan to ensure implementation of expensive strategic initiatives (own satellite and mobile offer) while ensuring repayment of debt to banks (loan of \$90 mn).
- **Refining and Chemicals**

- For a leading Iberian integrated refining and petrochemical holding, developed a very pragmatic entry strategy into most profitable Polish market niches (in chemical and non-fuel refining markets).
- For the biggest refining and petrochemical merger in CEE developed a deep assessment of synergies – exceeding analyst estimates by 10x – and an integration approach.
- For Polish Ministry of Development prepared a petrochemical and fertilizer strategy for Poland with an integrated view of all state-dependent and privately-owned assets.
- Conducted workshops and developed project proposals for leading CEE Refining, Petchem and Chemical companies: CIECH, LOTOS, Azoty, Achema, Spolana.
- **Global Energy and Materials**
 - For a PE fund buy side due diligence of nonferrous metal business (approx. enterprise value of EUR 300 mn). Assessment of market outlook, revenue upside, operational efficiency upside, optimization of Capex plan.
 - For a mid-scale steel mill in CEE (revenues of EUR 200 mn) design and hands-on implementation of efficiency improvement program.
- **Health Care**
 - For Polish Oncological Society and Ministry of Health prepared implementation approach for first ever Polish Cancer Plan, based on in depth review of existing successful cancer plan around the globe
 - For Polish Oncological Society prepared and launched cancer prevention plan pilot
 - For largest Polish oncological hospital launched a project to improve of patients' experience including: infrastructure and navigation, reduction of queues, efficiency improvement of medical staff, IT system stability improvement.
 - Written, published and intensively promoted a book to guide family members of oncological patients "How to face" the medical treatment and support to the patients
 - Supported development efficient testing strategy for Covid , feed international best practices to address health- and business-related issues to Ministry of Health.

MCKINSEY & COMPANY (Strategic Consulting)

Warsaw/ Poland, Buenos Aires/ Argentina 1999/01-2004/12

Provided business problem solving/ expertise and implementation leadership for the top management of largest regional corporations. Resolved critical operational issues, and realized step-change improvements in efficiency and financial results. Projects typically in the range of 1-2 bn E NPV, and in most cases achieved or exceeded.

Strong business expertise in Petroleum, Telecoms and Financial Institutions. Also assisted clients on operational issues in consumer goods, airlines, and public sector.

White goods

- For one of the leading CEE white goods producers: operations, strategy and product management diagnostics. Mapping profit improvement opportunities based on gap to best practice and defining key projects in the areas of strategy, operations and product management.

Refining and Petrochemicals

- For a Refining and Petrochemical regional leader. I lead several operational turnaround projects including: (a) set up of the company's turnaround organization (150 top managers involved), its processes, and communication, (b) set up of the divisional budgets, (c) resolving key divisional issues (e.g. production budgeting, new retail initiatives, etc.), (d) developing labor cost reduction program, (e) implementation procurement project. The implementation delivered approx. EUR +200 mn in improved EBITDA and -21 % of the compressible cost-base.

Financial Institutions

- For the largest Central European insurer: step-change improvement of motor claims settlement via process re-design and hands-on implementation of payout-efficient settlement processes.

Key levers were: (a) shift attitude of 3,000 claims adjusters from passive "state-officers" to "active sellers" of cost effective claim settlement methods, (b) design of optimal payout algorithm, fraud prevention techniques, and definition of changes in process workflow and responsibilities, (c) the qualification in the pilot (including hands-on leadership in the 80 FTE claims unit), and (d) effective national rollout.

The client reached approx. EUR 100 mn of annual savings. Also, this project revised the rules of the entire motor insurance and repair industries, and got extensive press and regulatory coverage. Finally, I led the design of the long-term organization, and related infrastructure (incl. IT).

- **For the second largest Polish bank:** For SME sales force: (a) define commercial strategy, (b) design of the organization, processes and tools, (c) hands-on pilot implementation, and (d) hands-on national launch.
For Retail sales force: Defining retail product and branch network strategies, and set up of SME sales force. Also for retail: (a) definition retail budget target and initiative master plan, (b) definition of the new branch concept/ implementation plan. Projects contributed to 40% increase in retail and corporate revenues in the following year.
- **For a leading Bank in Balkans** (one of leading Balkans banks): (a) design of the SME sales processes and tools, (b) design pilot implementation.
- **For Argentinean Tax Office.** Transfer within McKinsey, for the most accomplished consultants. Topic: national tax fraud prevention strategy, and operations. Key challenge: green-field topic (no prior internal/ external knowledge). Key tasks: (a) codification of tax office operational business model, (b) fraud categories segmentation, (c) segmented strategy to pursue fraud, and (d) implementation plan design. The estimated long-term saving potential was equivalent of € multi-billion annually.

Telecom

- **Network division of an incumbent in Poland** (the largest Central European telco incumbent). Large project Capex scoping and optimization, based on fit to strategy and optimal financial effect. Key challenge: developing alternatives of detailed business cases for each investment. Key investments optimized: switch system upgrade, transmission upgrades, inventory and workflow IT system, and broadband equipment. Additionally, redefined role, structure, processes and decision tools of the Investment Office. As a result, the client has reduced its yearly spending by over -1 billion E (-60%), without hampering revenues.
- **For the telco's Network division as above.** Operational turnaround and outsourcing strategy and set up for the entire maintenance field force. I.e. strategy development, preparation and launch of cost reduction program, and development and implementation of outsourcing strategy and implementation of the field force (6,000 FTEs). Key elements: (a) concept of efficient maintenance operations, (efficiency measurement/ benchmarks, supplier's P&L model/ efficiency targets, optimal workflow, controls, IT interface), and (b) national implementation. National implementation completed and was on track to deliver -50 mln E cost reduction annually (-40% of the compressible cost-base), and improved service level.
- **For mobile telco.** Setting up new venture for providing electronic procurements services to the entire market, including business model definition, staffing, pricing, set up, and pilot implementation for the mother company. Also defining procurement strategy and e-procurement implementation, including: (a) cross company diagnosis of savings, (b) implementation of e-procurement (first ever e-procurement auctions in Poland), that delivered -20 mln E annual savings.

Airline

- **For leading CEE airline:** Company financial turnaround program design and implementation, including: (a) definition of the divisional saving targets, (b) definition of revenue improvement, and saving opportunities, (c) design of a labor cost reduction plan for the pilots', and (d) launch and implementation, (e) launch of procurement and overhead reduction efforts. Program was planned to increase efficiency by € three digit mln (25% of the compressible cost base, excluding leasing and fuel).

Organization and personal development

- Coach, preferred consultant and in multiple occasions a close friend for most of the client team leaders (typically at n-1 positions in the companies as above).

PKN ORLEN Holding (Operations/ Finance, Petroleum)

Warsaw, Plock/ Poland, Prague/ Czech Republic, 2005/ 01-2011/12

Built distinguished 8-year record of progressive achievement and advancement within producer and retailer of refining products and chemicals with revenues of 25 billion E, and approx. 22,000 of FTEs. PKN ORLEN is a public company with strong regional international presence: Poland, Czech Republic, Germany, and Baltics.

Head of Groups Value Chain and Operations

Plock, Warsaw/ Poland, 2008/ 09-2011/12

Operations management unit was in charge of maximizing Group's gross margin of approximately 2 billion E annually addressing major macroeconomic, demand shifts, production infrastructure and logistic complexities and uncertainties.

- **First ever cross-country production/ margin optimization:** Before my nomination ORLEN had been trying to optimize production and margin across its production plants for several years without any success. As a result of rigorous project management in four months after my nomination the Company started to optimize cross-country components and products transfers. The optimization levers included yield optimization, crude oil

selection, transfers, make-or-buy decisions, volume and price targets and optimized logistics. The result was EUR +50-100 mn gross margin improvement annually.

- Created world best-practice of performance monitoring in refining: developed from scratch operating KPIs related to gross margin performance: market quotations influence on optimal plant configuration, daily production yields and gross margin tracking, daily pricing tracking, etc.
- Implemented optimized sales and distribution plans: leveraged new IT tools to optimize profitability of sales vs. distribution costs, and then extended tool to the entire holding (fuels PL, CR, LT, heavy oils/ asphalts, etc). As a result the holding has improved margin by approx. EUR 5-10 mln annually.
- Significantly reduced leakage due to development of scenarios (commodity quotations, major uncertainties and risks). The results of the sensitivities were built into the plan allowing for fast response. Occasionally materialized within dedicated crisis-management projects (e.g. Hydrocracker breakdown, with impact on tens of EUR mn of margin).
- Developed and challenged all business objectives for holding's Mid Team Plan. Identified operating targets are associated with biggest opportunities of gross margin improvement and challenged functions' businesses plans to adjust the targets (improve or remove bottlenecks). Examples: blending specs for heavy oils/ fuels, bio-components specs for gasoline, sulphur emission, pricing/ discounts targets.

Head of Group's Financial Controlling and Accounting

Plock, Warsaw/ Poland, 2008/ 02-2008/08

- Despite a short assignment (7 months) and very unstable context (change of entire Company BoD): successfully lead key internal and external Corporate Controlling activities (budgeting, improved reporting, increased cost and margin challenge).
- Challenged/ optimized scope of large production investments (EUR 20-60 mn) via in-depth understanding of business cases. Ensured on-budget/ on-time implementation of PX/ PTA petrochemical plant (Capex of EUR 1 bn).

Director of Operational transformation and integration at Unipetrol

Prague/ Czech Republic, 2005/01-2008/01

Unipetrol is a Czech refining and petrochemical company acquired by PKN Orlen in 2004 (largest transaction within CEE in 2004, investment of approx. 500 mln E), with revenues at approx. 5 billion Eur.

- Designed and implemented a cross-country M&A Post Merger Management and Operation transformation program. Prepared the PMM project structure and approach.
- Hence, set up, and lead the Value Creation part of the integration, i.e. large-scale turnaround program for revenues improvement and cost reduction that involved entire management and all key businesses (revenues above 500 mln E), functions and subsidiaries on both sides of the transaction. Within the program developed financial targets and prepared specific value levers for businesses and functions, and hence lead the entire process and key content topics.
- Value Creation program contributed to +20% share price increase after its announcement. In FY 2006 the results of the program reached approx. EUR +150 mn in improved EBITDA, almost twice versus the original target for that year, and close to the expectations for the next year (2007).
- Organization effectiveness: Recognized by acquiring company as the most impactful/ helpful newly appointed manager in the UNIPETROL holding. Key in on-boarding of mother company management.

BENZINA (retail network) BoD/ VP for marketing

Prague/ Czech Republic, 2005/01-2008/01

Benzina is a retail subsidiary of Unipetrol and the largest retail network of filling stations in Czech Republic.

- Together with BENZINA's CEO, prepared revised Brand strategy for the re-launch in 2006. The aim of the strategy is to regain market leadership and double the market share, after long period of business decline.
- The strategy included: (a) approach to premium and value segments (Brand selection, value proposition), (b) tailoring Branding identity, and (c) preparing specific plans for key value creation attributes, (d) defining and launching marketing support, (e) supervising field implementation, (f) coordinating advertising development (research, segmentation, value proposition, etc.). The plan was announced and launched Oct 2006.
- The share and volume at about +40% vs. 2005 base (this is a result of work of a large team, but with significant contribution from my side).

- For lubricants marketing (consumer business) and plastics marketing (B2B): structure the key marketing priorities and initiatives for 2007/ 2008. Coach and support of marketing managers in developing the plan/ analysis, conclusions, recommendations.

SYNTHOS (synthetic rubber, polystyrene, butadiene), BoD member
Kralupy/ Czech Republic, 2005/06-2007/06

Kaucuk was fully owned subsidiary of Unipetrol, producing SBR (synthetic rubber), and PS (polystyrenes). It was planned to be divested, as it did not fit ORLEN core portfolio. My role was to supervise operations and improve the performance in order to maximize value of company disposal.

- Prepared a very successful operational, Capex improvement and divestment plan resulting in 4x expected value of the disposal.

ALLIANZ POLAND (Financial Industry/ Insurance/ Non-Life and Life)
Warsaw/ Poland, 2014/ 01-2015/12

COO/ VP of Operations

Operation division an insurance company with approx. EUR 700 mn E premium, and 1400 FTEs (mostly in operations).

Operations comprised of Claims, Customer Care/ Sales Back Office, IT, Ops Support (Procurement, Admin, Project Office).

- **Context:**
 - Allianz Poland for several consecutive years have been losing premium, market share and profitability.
 - I was hired based on prior insurance industry experience from several McKinsey projects to revert rapidly increasing claim payouts, growing costs, and poor service levels. Complemented my experience with internal best practice of Allianz Group and insights from efficient operational processes of other industries.
 - Supervising a mixed Team of newly hired directors and ones with many years Allianz Poland (no/ little external experience). Effective know how transfer very important.
 - Company Operating Profit improved in line with the ambitious plan, mainly due to reduction of operational costs (in 2014), and Sales and Product (tariff) and average claim improvement (in 2015).
- **Main achievements.**
 - Reduced average motor claim in individual channel by -7-8%. Approach: defined the size of and sources of leakage, launched specific projects to address leakage and innovative measures/ bridge system, rigorous monitoring.
 - Shifted focus and culture of the claims organization from "service above all" to "fair payment". Personally lead antifraud activities doubling the amount of identified fraud y/y.
 - Designed and launched "Lean service center" program in the customer care unit reducing servicing time four-fold and internal costs by -25% (in 18 months).
 - Designed and lead company-wide efficiency improvement program that reduced total internal expense of the company by approx -10%, mainly via procurement savings (in the range of -10-60%) and real estate optimization (-25%).
 - Developed cutting-edge-convenient Sales front-end application. Development took a record-low time of 9 months and was done in an agile development process.
 - The front-end together with new tariff (from Product Division) has stopped the decline of premium (revenues) and allowed to regain growth +10% y/y in 3 months (after implementation).
 - Launched IT demand management and resource planning process, "Lean IT" program in IT Help Desk and significantly improved IT cost planning and monitoring.
 - Recognized by Allianz Ops organization (internal and Global) as role model for impact and own staff capability development: major step-change in staff's capability with marginal personal replacements.
 - Recognized for both intensive hands-on contact with field Operations units and Sales/ Agents and excellent knowledge exchange with Allianz Global experts/ practitioners.

PROCTER & GAMBLE (Consumer goods, Sales and Marketing)
Warsaw/ Poland, 1993/09-1998/12

- As Sales Marketing Manager, responsible for implementation of all brand initiatives into the sales channels. Defined brands retail strategies, and prepared and deployed launch plans for individual product upgrades/ new product launches. Successfully lead several critical and innovative/ "first ever" projects: (a) food category launch in CEE, (b) regional category (woman care) launch, (c) category in store efficiency and merchandising.
- The fastest-promoted Brand Manager in the P&G Poland (2 years 9 months since joining) and then after 9 months promoted to Sales Marketing Manager, responsible for 15 senior sales executives and professionals, all with 1-3 years higher seniority vs. mine. Indirectly responsible for 900 of P&G and distributor's Sales Reps. Promotional budget of EUR 20 mn annually.
- Supervisor and coach of very accomplished managers (including today CEE heads of multinationals, or country managers).

EDUCATION CREDENTIALS

1988– 1993	Technical University of Wrocław, M. Sc. in Applied Mathematics, Graduated first in class, Magna cum Laude,
1986– 1991	Technical University of Wrocław, M. Sc. in Civil Engineering, Graduated first in class, Magna cum Laude, Three times Prize of the Minister of Education for the most accomplished Polish student
1991	Technical University of Denmark, Lyngby/Copenhagen, Applied Industrial Engineering studies (first ever scholarship for CEE students in WE countries)

PERSONAL INFO

- Polish nationality.
- Fluent in Polish, English and Spanish and Czech. Moderate in Russian.
- The author of a book "Żyć każdym dniem. Na bakier z rakiem": aimed at supporting families of oncological patients.
- Supporting Polish Oncological Association and Ministry of health in improvement of oncological patient care.

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