

Krzysztof Kaczmarczyk serves as Vice-President for Strategy and Business Development in Emitel – a leading ground-based radio-television network (since 01/2012).

Prior to joining Emitel, he worked in the Swiss investment bank Credit Suisse in Poland, involved in the media and metals sectors as well as in Central Eastern Europe.

Prior to this he held various Directorial positions in the TP S.A. Group – a Management Board Member of Emitel (to 06/2010), Director, Head of the Strategic Projects Department in the TP S.A. Group (from 10/2009 to 06/2010), Director of Strategy and Business Development in the TP S.A. Group (to 10/2009) and Advisor to the CEO of TP S.A. for Strategy (to 10/2008).

Prior to working in the TP S.A. Group he worked in DB Securities S.A. where he served as Director, Deputy Head of the Research Department (to 04/2008) and Equity Analyst for Central Eastern Europe (to 09/2007).

Prior to working in DB Securities S.A. Krzysztof Kaczmarczyk (to 02/2002) was an Assistant Equity Analyst in Deutsche Morgan Grenfell.

Krzysztof Kaczmarczyk is currently a member of the Supervisory Boards of Polish Energy Partners S.A. (since 1/2007) and CP Energia (since 04/2011). Prior to this he sat on the Supervisory Boards of the following companies: Graal S.A. (from 06/2006 to 09/2010), Wirtualna Polska (from 11/2008 to 07/2010), TP Edukacja i Wypoczynek (from 11/2008 to 07/2010), 4fun Media S.A. (from 05/2007 to 09/2008) TP Emitel S.A. (from 11/2008 to 02/2010).

Krzysztof Kaczmarczyk is a graduate of the Warsaw School of Economics (1997-2011). In addition Mr. Kaczmarczyk studied at Warsaw University (International Relations – European Integration).

## Jacek Janusz Poświata

### Professional career

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<b>McKinsey &amp; Company, Inc.</b>	1992-2012
Director (senior partner)	since 2004
Partner	since 1999
McKinsey & Company Poland	1996-2012
McKinsey & Company Canada	1995-1996
McKinsey & Company Denmark	1992-1995

### Functions fulfilled:

- Private Equity and Strategy Leader in Eastern Europe 2008-2012
- Managing Director of McKinsey & Company Poland 2005-2011
- Member of the Worldwide Personal Evaluation and Election Committee (for Southern Africa, the Middle East, the United Kingdom and India) 2003-2012
- Head of the Personal Committee in Eastern Europe 2005-2011
- Head of the Telecommunications Section in Eastern Europe 2000-2005

### Major achievements:

- 40% increase in the number of consultants during the first two years in charge of the McKinsey office in Poland – currently the largest strategic consultancy firm in Poland (5 partners, 55 consultants, 50 supporting staff)
- Acquisition of several new significant clients for the Company, among others 5 of the 15 largest Polish companies, and doubling of the number of projects for 4 large clients.
- Expansion of the Company's activities in Private Equity and in the public sector in Poland and Eastern Europe.
- Building of the Company's external reputation and shaping of the public debate in Poland, with particular attention on corporate governance, management staff efficiency, strategy and growth, and the development of national champions.
- Organisation of a Board Academy, workshops for 30 of the largest Polish companies, in which 250 management and supervisory board representatives participated.

- Increase in McKinsey's presence in Poland thanks to the opening of 2 new offices – a Knowledge Center for the EMEA region in Wrocław (80 staff) and the European Support Services Center in Poznań (130 staff).
- Restructurisation of the McKinsey Poland office and increased productivity by 35% in the years 2008-2009.
- Named as the first McKinsey director from Poland.

#### Business sectors and major experience:

The majority of consultancy projects were carried out for leading Polish and international companies, working in private equity, telecommunications/media, transportation, fuels, resources, power, finance and the public sector. The projects carried out focused on the most important problems from managements' point of view, such as strategy, mergers and acquisitions, due diligence, reorganisation and corporate governance, and also restructuring. These were often programs of many months as part of multi-year cooperation, carried out for clients in Poland, Ukraine, Romania, the Czech Republic, Denmark, Germany, the UK, Sweden, Canada and the United States. The most important of these were the following:

- 5-year support for private equity firms in Eastern Europe: over 20 projects dedicated to sector analysis and due diligence in telecommunications, the media, pharmaceuticals, consumer goods, transportation and the health sector; restructuring and realisation of strategic projects for portfolio companies.
- 12-year support for 4 successive presidents and management staff of a telecommunications operator in fixed-line telephony, mobile phones, data and media transfers, including the development of a corporate strategy and, for business units, development of internet and media units, development of a mobile phone increase strategy, development of new products in fixed-line and mobile telephony, reduction of operating costs (USD 200 million) and investments (USD 450 million), reorganisation of operator activities.
- 6-year support for a leading fuel company, including support for 5 successive presidents and 10 management board members in the development and realisation of a restructuring program (effects on the order of USD 400 million), development of a strategy and the structuring of a merger and acquisition transaction, the carrying out of 2 post-merger management projects outside of Poland, development of a corporate strategy, marketing strategy and modification of a retail chain.
- 16-year support for 5 successive presidents of a leading airline, among others in the development and realisation of restructuring programs, preparations for privatisation, development of a strategy for business units, a strategy to expand into new markets, fleet restructuring, and a marketing and sales strategy.
- 3-year support for a large mining company in the development of a strategy for growth, improving operating productivity (USD 200 million), reduction of investment spending (USD 50 million), a merger and acquisition strategy, due diligence for 3 entities (including 2 taken over), corporate governance problems.
- Assistance for two power companies in the development of a strategy, restructuring of mining activities, and the introduction of management systems.

- Realisation of a year-long management project following a merger in a leading retail chain.
- A variety of projects involving corporate strategy, restructuring, organisation/corporate governance, mergers and acquisitions for medium businesses in the following sectors: media, consumer goods, financial institutions, retail chains and home appliances producers.
- Assistance for the governments of Poland and Ukraine in terms of corporate governance, the organisation of sporting championships, improving industrial productivity, and the economic implications of climate change.
- Realisation of Pro Bono projects for institutions such as the Great Theater in Warsaw, Ashoka and the Polish Business Council Club, involving problems related to growth strategy and investment policy.

### **Chrysler Motors Corporation, Detroit, USA**

**1987-1990**

- Chief analyst for the Jeep production line in the Middle East and Russia.
- Price analyst for the Jeep production line.
- Assistance in the expansion of Chrysler's operations in Venezuela.

**Phillip Morris, Lozanna, Switzerland** – vacation position 1991

**Eli Lilly, Vienna, Austria** – vacation position 1991

**Kansallis-Osake-Pankki, Helsinki, Finland** – vacation position 1986

**Suomen Unipol OY, Helsinki, Finland** – vacation position 1985

### **Education**

M.B.A., Columbia Business School, New York, USA 1990-1992

Warsaw School of Economics (previously SGPiS), Warsaw, Poland 1983-1987

### **Other information**

- Member of the Polish Business Council
- Member of the American Chamber of Commerce
- Numerous public speeches and publications on the subject of corporate governance, management effectiveness and growth strategy
- Lecturer at numerous conferences (including 6 times during the Economic Forum in Krynica)
- Languages spoken: Polish (native speaker), English (Fluent), Danish (Basic)