

Jacek Janusz Poświata

Professional career

McKinsey & Company, Inc.	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, restructurisation, 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)

BOGUSŁAW FIEDOR

Prof. dr hab. of economics

Place of employment: Wrocław University of Economics

History of employment and major functions fulfilled at Wrocław University of Economics

- doctor of economics, 1975
- doctor habilitatus of economics, 1986
- professor of economics, 1991
- full professor since 1994
- member of the Senate; 1996 to present, chairman of the Senate Foreign Affairs Committee for three terms
- Director of the Institute of Economics: 1991 to present
- creator and Head of the Faculty of Ecological Economics: 1996-2005
- Dean of the University in the years 2005-2008 and 2008-2012
- Deputy Dean for Foreign Cooperation (2012-2016)

Academic interests

- Economic theory and methodology
- Environmental and resource economics, ecological economics and ecological policy; creator of the Wrocław school of environmental and natural resource economics
- theory of economic growth and development
- history of economic thought
- macroeconomic policy

Training of young academic staff:

- promoter of 14 doctors, 4 doctors habilitatus amongst those trained
- reviewer in approx. 50 proceedings for the granting of the degree of doctor, approx. 85 for the granting of the degree of dr hab., approx. 30 for the granting of the degree of professor
- elected member of the Central Commission for Academic Title and Degrees: 2003-2012

Academic publications and research, editorial boards and program councils for academic periodicals

- author of approx. 400 academic publications, including as an author or co-author to a large degree - 32 books and monographs
- head of approx. 50 research projects and programs, including 12 international
- member of editorial boards and program/academic councils of many academic publications; among others: "Ekonomista" (published by the Institute of Economic Sciences of the Polish Academy of Sciences and the Polish Economic Society), "Economic Studies" (published by the Institute of Economic Sciences of the Polish Academy of Sciences), "Economics and the Environment" (published by the European Association of Environmental and Resource Economists – Poland Division "National Economy" (published by the Warsaw School of Economics)

Major academic and public functions

- European Association of Environmental and Resource Economists - Poland Division – vice chairman in the years 1994-2002 and 2010-2014
- Committee of Economic Studies of the Wrocław Branch of Polish Academy of Sciences - chairman 1994- 2002
- Council of Social and Economic Strategy of the Government of the Polish Republic - member since 1994 and vice chairman in the years 1997-2005
- Committee of Economic Studies of Polish Academy of Sciences - elected member since 1997, presently vice chairman of KNE Polish Academy of Sciences and Chairman of the Science Committee
- Central Council of Higher Education - elected member in the term 2000-2002
- State Environmental Protection Council – member in the term 2001-2006
- Central Commission for Academic Title and Degrees of the Premier of the Polish Republic - elected member in the years 2003-2012
- Educational Council of the Institute of Economic Sciences of the Polish Academy of Sciences – elected vice chairman since 2003
- Elected Chairman of the Science Council of the Polish Economics Society, 2010-2015
- Elected Chairman of the Collegium of Deans of Universities in Wrocław, Opole, Częstochowa and Zielona Góra: 2011-2012, vice chairman 2010, presently Honorary Chairman
- Member of the Presidium of the Conference of Academic Deans of Polish Schools and Chairman of the Economic Committee of KRASP (2012-2016)

International cooperation (major facts)

- Member of the *Environmental Advisory Council* of the President of the European Bank of Reconstruction and Development in London in the years 1991-1994
- chairman of the Economic Section of the Polish Committee of UNESCO-M&B (Man and Biosphere) in the years 2000-2006
- frequent consultant and member of World Bank missions
- *visiting professor/Gastprofessor* (Virginia Polytechnic Institute and State University - 1980, University of Richmond - 1993, Westfälische Wilhelms-Universität Münster/Germany - 1987, 1990
- consultant (projects, expertise) in many international organisations:
 - United Nations Environmental Programme,
 - United Nations Development Programme,
 - United Nations Economic Commission for Europe,
 - United Nations Conference on Trade and Development,
 - World Resources Institute (Washington D.C.),
 - Harvard Institute for International Development
- President of the Educational Council of *Internationales Hochschulinstitut* in Zittau (Germany) 2008- 2011
- Representative of Poland in the Higher Education and Research Standing Committee, Council of Europe (1999-2011)

Awards, and distinctions (major):

- 6-times awarded by a relevant minister for science and higher educational issues for educational achievements
- 7- times awarded by a relevant minister for science and higher educational issues for organisational achievements as a university dean,
- Twice awarded by the Polish Economics Society in a competition for the best academic textbooks
- Gold Cross of the Knight's Order of the Order of Polonia Restituta, Medal for Environmental Protection and Water Management, Silver Medal for Sport and Physical Fitness, Gold Medal of the Academic Sports Association, Medal of the National Educational Committee
- Honorary Member of the Academic Sports Association, Honorary Member of the Business Centre Club

Membership on supervisory boards

- Bank Cukrownictwa CUKROBANK S.A
- Bank Ochrony Środowiska S.A.
- Wałbrzych Special Economic Zone INVEST PARK S.A.
- Dolnośląska Agencja Współpracy Gospodarczej S.A. (Lower Silesia Economic Cooperation Agency)
- Dolnośląski Park Innowacji i Nauki S.A. (Lower Silesia Innovation and Science Park, presently, since 2011)

Activities in business-related institutions, business experience

- Member - founder of the Lower Silesia Enterprise and Science Council under the Lodge of the Lower Silesia Business Centre Club
- Member of the Lower Silesia Economic Certificate Judging Committee
- Chairman of the Lower Silesia Economic Award Committee Gryf
- Member of the Well Perceived Company Award Committee under the Lodge of the Lower Silesia Business Centre Club
- Honorary Member of the Business Centre Club
- co-founder of the consulting firm Eko-Plus (business and ecological consulting): 1996-1999