

CURRICULUM VITAE

Dariusz Krawczyk

Vocational experience:

Currently:

Supervisory Board Member in: Ciech S.A., KGHM S.A., Polimex-Mostostal S.A., Polish Energy Partners S.A., Firekom S.A. and Active Zone Group S.A.

2005-2011

President of the Management Board of Synthos S.A. (formerly: Zakłady Chemiczne DWORY S.A.)

President of the Management Board of Synthos Kralupy a.s.

President of the Management Board of Dwory Sp. z o.o.

President of the Management Board, Managing Director FTF Galleon, Luxembourg

President of the Management Board of Energetyka Dwory sp. z o.o.

Management and responsibilities: Managing an international capital group with revenues amounting to approx. PLN 3.8 billion, employing approx. 3,000 people.

Main achievements:

Developing a programme for improving efficiency in the Synthos group (Dwory)

Implementing the programme and significantly improving the group's effectiveness (PLN '000,000)

	2005	2006	2007*	2008	2009	2010
Revenue	1,040	1,170	1,860	2,840	2,600	3,860
EBITDA	80	148	136	265	324	703
% EBITDA	8%	12%	7%	9%	12%	18%
Net profit	20	64	493	90	164	476

* 2007 results: successful acquisition of Kaucuk a.s. in July 2007

- increasing the Company's capitalisation from approx. PLN 450 million when assuming the post of the President of the Management Board to PLN 6.6 billion when leaving the post; increase of the stock exchange price from PLN 0.5 to PLN 5.13,
- personally involved in working with trade unions,
- increasing production by approx. 15% by streamlining manufacturing processes and reorganising the sales force,
- concluding long-term contracts for the supply of raw materials (managing the project in person),
- preparing and implementing an investment plan to establish new plants and production lines,
- launching new products (e.g. wood adhesives, XPS boards),
- acquiring the latest 3rd generation rubber technology (polybutadiene with neodymium catalyst), establishing strategic partnership with Michelin and building a process line for rubber manufacturing based on the acquired technology (managing the project in person),
- acquiring Kaucuk a.s., the main local competitor of Dwory S.A. (managing the project in person),
- developing an integration plan for Kaucuk a.s. and Dwory S.A., reorganising the capital group and changing its name (managing the project in person),

- implementing an efficient Kaizen system in the Synthos group; the system was very highly appreciated by external auditors from TUV Nord (managing the project in person);
- historic record financial results for Synthos and achieving a leading position on Europe's rubber production segment,
- personal involvement and effective implementation of an anti-crisis programme in Q4 2008, leading to spectacular financial results in 2009 and 2010;
- ensuring stable sources of revenue for the company in the following years as a result of the launch of process lines built from scratch (polybutadiene with neodymium catalyst),
- developing and implementing a growth programme for Energetyka Dwory and an energy unit in Kaucuk a.s. (long-term renovation and investment plan, new investments; in particular, personally managing a project involving the installation of gas turbines in collaboration with Kompania Węglowa).

2004-2005

President of the Management Board of PSE - Centrum Sp. z o.o., member of PSE Holding Board

Management and responsibilities: Managing power grids with a book value of approx. EUR 1,000,000,000.

Main achievements:

- Personal involvement in developing a programme for improving efficiency in PSE - Centrum,
- Developing and implementing a three-year operating strategy (the plan was fully implemented),
- Developing and implementing a management by objectives system and an incentive programme,
- Optimising internal procedures,
- Implementing efficient marketing and sales divisions in the company,
- Radically reducing general and administrative expenses,
- More than 8-fold increase in external revenues,
- Increasing the company's productivity by 45%,
- More than 4-fold increase in net profit,
- Distinction for the President of the Management Board of the PSE S.A. Group for a successful restructuring process in the company (the only President of the Management Board in the PSE Group to receive such distinction).

2002-2003

Director of the Capital Investments Department in PSE S.A.

Management and responsibilities: Managing the PSE Capital Group with a book value of approx. EUR 350,000,000 (45 companies)

Main achievements:

- developing a restructuring strategy for the PSE Capital Group (the strategy was approved and adopted for implementation by PSE's Management Board and Supervisory Board),
- appointing advisers to assist in the Group's restructuring and working with the advisers as PSE's project manager,
- developing a shares sale plan for Polkomtel S.A., organising collaboration with Polish shareholders in the sales process (project manager) and process launch,
- organising and implementing a system for managing and supervising the companies of the PSE Capital Group,
- organising a joint purchasing system for the Group,
- preparing a holding agreement, which was signed by all Group companies,
- preparing growth plans for the Group companies, providing assistance in the implementation of projects, business plans, organising financing and a number of share capital increases, etc.,
- Reducing the portfolio by selling a dozen subsidiaries.

2000-2002

Director of the Shareholder Supervision Department, PKN ORLEN S.A.

Management and responsibilities: Managing the PKN ORLEN Capital Group with a book value of approx. EUR 375,000,000 (120 companies)

Main achievements:

- developing a strategy for the PKN ORLEN Capital Group,
- organising and implementing a system for managing and supervising the Group companies,
- standardising management systems in the Group companies,
- preparing growth plans for the Group companies, implementing projects, business plans, organising financing, increasing share capital, restructuring plans, etc.,
- Significantly reducing the portfolio by selling approx. 20 subsidiaries.

2001

Member of the Management Board, Nafta Polska S.A.

Management and responsibilities: shareholder supervision and management of the capital group of Nafta Polska S.A.

Main achievements:

- developing a plan for the 3rd privatisation stage of PKN ORLEN and leading the project as the project manager,
- actively participating in leading the privatisation of Rafineria Gdańska S.A.,
- developing and implementing management standards for the companies of the Nafta Polska S.A. Capital Group,
- organising the Shareholder Supervision Department from scratch.

1999-2000

Director of the Investment Banking Department, PKO BP

Management and responsibilities: managing the bank's equity investments portfolio worth EUR 250,000,000 and organising shareholder supervision over the companies of the PKO BP Capital Group

Main achievements:

- developing a growth strategy for the PKO BP Capital Group,
- organising and implementing a system for managing and supervising the Group companies,
- establishing Netia 1 (long-distance services),
- achieving a leading position on the corporate bonds market (preparing the issue of debt securities for PSE S.A. – EUR 90,000,000 and Echo Investment S.A. – EUR 15,000,000),
- managing the bank's capital investments portfolio worth EUR 250,000,000 at the Warsaw Stock Exchange,
- Achieving the best financial results in the Department's history.

1999

Capital Investments Director, IV Narodowy Fundusz Inwestycyjny - Progress S.A.

Management and responsibilities: managing the Fund's capital investments at the Warsaw Stock Exchange

Main achievements:

- Developing and implementing the Fund's investment procedures,
- Managing an investment portfolio worth approx. EUR 25,000,000,
- Successful investments on the non-public market.

1998 -1999

President of the Management Board, General Director, Expandia Finance Polska S.A.

Management and responsibilities: establishing and managing a member company of an internal holding

Main achievements:

- establishing a company with 100% foreign capital,
- recruiting personnel, starting analytical operations in Poland for a brokerage company run by the Holding's HQ,

- developing and implementing internal procedures and documentation required to obtain a license to run a brokerage company in Poland.

1993-1997

Department Director, Capital Operations Centre, Bank Handlowy S.A.

Management and responsibilities: managing the sales and stock exchange transactions division of the brokerage department, approx. 120 employees

Main achievements:

- organising the brokerage department's operations on the secondary market from scratch,
- increasing the department's share in stock exchange trading from 0.1% in 1993 to 17% in 1998,
- prestigious awards for the highest share in trading at the Warsaw Stock Exchange for three consecutive years (1996, 1997 and 1998),
- organising a network of brokerage departments associated with Bank Handlowy (acquiring a 95% share in the affiliated brokerage services market),
- organising shares trade at the Warsaw Stock Exchange for foreign investors through Bank Handlowy's brokerage department,

Education:

2001 - 2002	Post-graduate programme in goodwill management, Warsaw School of Economics
1996 -1997	Managerial programme, Warsaw School of Economics
1995 -1996	Tax programme, Warsaw School of Economics
1989 - 1993	Warsaw University of Technology

2008 Associate's Certificate in Project Management, George Washington University (Project Management Institute)

1997 Training course and apprenticeship with ABN AMRO Chicago Co.

1997 Training in Derivatives Trading – Institutional Investors Program, The Options Institute, Chicago

1997 Securities lending - Frank Fibozzi/Information Management Network & Global, Scotland

1996 Training course and apprenticeship with Reffco Co., New York

Additional skills:

- Passed an exam to sit in the supervisory boards of companies controlled by the State Treasury
- Completed a training course for investment consultants,
- Licensed securities broker, licence no. 270,
- Excellent knowledge of the functioning of the equity market,
- Member of supervisory boards in a number of companies, including Kaucuk Kralupy a.s., Rafineria Trzebinia S.A., Rafineria Glimar S.A., II Narodowy Fundusz Inwestycyjny S.A., Huta Buczek S.A., Warszawska Giełda Towarowa S.A., Warta Vita S.A., Petrolot sp. z o.o. and Petrogaz Płock,
- Skills in developing and implementing restructuring plans for companies, integration plans and business plans,
- Skills in managing large companies,
- Skills in managing large teams,
- Skills in managing large investment projects,
- Skills in developing and implementing incentive schemes,
- Foreign language skills: English (fluent), Russian and German (basic).

Hobbies:

Travelling, aviation, history, chess, football