

Curriculum Vitae

Family Name: Polowczyk

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Education:

- M.A. in economics, University of Economics, Poznan
- Ph.D. in economics, University of Economics, Poznan

Specialization: Finance management and business strategy

Employment Record:

- 2006 - independent consultant, lecturer
- 2004 - 2005 President of the Board in Ciechanów Brewery
- 2001 - 2004 - Finance Director, Member of the Board in the Brau Union Polska sp.z o.o. and Browary Warszawskie Królewskie S.A., Warsaw
- 1996 - 2001 - Head of Financial Planning and Analysis Department in the, CPC AMINO/Bestfoods Polska sp. z o.o., Poznan
- 1993 - 1995 - Head of Financial Planning Department in the, CPC AMINO, Poznan
- 1992 - 1993 - Lecturer at the Wielkopolska Business School, Poznan
- 1991 - 1993 - Consultant in the Business Experts Center, Poznan
- 1991 - 1993 - Head of the Business Strategy Group, the University of Economics, Poznan
- 1991 - 1993 - Adviser to the President of the Wielkopolska Credit Bank of Economics, Poznan
- 1990 - 1993 - Co-ordinator of courses "Training for the Polish Economy in the Integrated Europe" under the British Government Know-How Fund, the University of Economics, Poznan
- 1990 - 1993 - Chairman of postgraduate courses "Strategy and Business Policy", the University of Economics, Poznan
- till 1993 - Lecturer in the University of Economics, Poznan

Main achievements in Browar Ciechanów as a President of the Board:

- restructuring of the old Brewery's debts and receiving new bank credits for investment
- sales growth 2004/2003 has achieved 200%
- introduction of a new returnable packaging: bottles and crates
- introduction of two new beers: Porter and black beer Farskie which have been awarded gold medals during The Polish Breweries Meeting in Płock (October)
- introduction of the first Polish Honey Beer in December 2004
- introduction of unpastuerised beer Ciechan in March 2005

Responsibilities and main achievements in Brau Union Polska Group as a Finance Director:

- responsible for Finance, Controlling and IT (during 2002 responsible also for Legal and Purchasing)
- two mergers finished: Rzeszow Brewery/Brau Union Polska and Bydgoszcz Brewery/Brau Union Polska consolidation of finance functions within the Group (Warsaw headquarter and three breweries:

Warsaw, Bydgoszcz, Rzeszow)

- consolidation of finance functions within the Group (Warsaw headquarter and three breweries: Warsaw, Bydgoszcz, Rzeszow)
- responsible for development of a team of subordinate managers,
- restructuring of finance departments (new structure, reduction of personnel from 49 to 27 heads)
- implementation of EXACT computer system within the whole group (August, December 2001)
- implementation of SAP project (start: 5th January 2004)
- implementation of Balanced Scorecard procedure
- establishing of a controlling department
- introduction of profit centers and cost centers structure
- implementation of budgetary process
- creation of a costing system according to Brau Union standard
- establishing a receivables control department for the whole Group
- restructuring of bank credits
- selling of three not-used breweries
- significant improvement of trade working capital control

Responsibilities and main achievements in CPC/Bestfoods:

- financial planning and forecasting
- internal management reporting and analysis
monthly presentations and interpretation of business results for company management
- contribution to dynamic and harmonic company growth
in 1993-2000: sales increased 13 times and net profit by 30 times
- managing budgetary process
- product costing & pricing service
- external management reporting regular reporting for Bestfoods Europe head-office
- participation in capital expenditures projects gave USD 50 Mio of direct investment in CPC/Bestfoods Poland - sales force and customers profitability analysis
- restructuring of two plants: Pfanni Polonia/Toruń and Tortex/Grodków
- capital expenditures and production relocations analysis
- participation in computer system BPCS implementation
- participation in pilot implementation of European planning and reporting ORACLE system
- Bestfoods International President Award for excellent implementation of ORACLE system in Poland
- company insurance
- participation in Bestfoods Europe Pegasus Core Costing Group
- Central and Eastern Europe Cluster results consolidation
- participation in Bestfoods Europe benchmarking studies
- participation in Bestfoods Europe relocation studies

Other professional experience record:

- Expert to the EU Leonardo da Vinci Programme (2003)
- Chairman of the Revision Commission to the Union of Brewing Industry Employers in Poland (2002-2003)
- Advisor to companies in the field of feasibility studies and business plans (1991-1993)
- Member of governmental programmes on the regional development (1984-1992)
- Research in optimisation of corporate planning (1990-1993)
- Research in the field of system dynamics application to

- long range planning (1983-1993)
- One of initiators of system dynamics approach in Poland
- Author of above 30 articles and books

Main Courses attended:

- ACCA The Diploma in Accounting and Finance, Warszawa 1997
- Corporate Finance Management, Brussels 1995
- Leadership, Poznań 1995
- Introduction to Treasury, London 1998
- Presentation Skills, Poznań 1998
- Negotiations, Poznań 1999
- US GAAP Course, Warszawa 1999
- IAS Course, Poznan 1999
- BBAG Finance Course for Board Members, Viena 2002