



Marcin Chludziński – Member of the Supervisory Board since 7 January 2016

Graduate from the Center for European Regional and Local Studies and Faculty of Journalism and Political Science of the University of Warsaw. Since 2004 he has been associated with Invent Grupa Doradztwa i Treningu, and since 2006 he has been holding the position of the President of this company. From 21 January 2016, he has served as the president of the management board in Agencja Rozwoju Przemysłu S.A. He has nine years of experience in managing commercial law companies. The main domain of his activity was financing the investment projects, advising in strategic planning, restructuring processes, and audit and internal controlling. He is a licensed trainer and advisor specializing in strategic and organizational planning and project management. He is also experienced in defining and managing advisory projects in public administration and

business. As a lecturer, he cooperates on a regular basis with the University of Warsaw, Collegium Civitas and Lazarski University, and many others. He is entitled to act as a member of the supervisory boards of companies whose shares are held by the State Treasury. He is experienced in supervising municipal heating companies. He published articles on public management in such periodicals as "Rzeczy Wspólne", "W sieci", "Wprost". He developed his personal accomplishments through pro publico bono activities by leading a think tank of the Republican Foundation as a co-author and expert, concerning especially the role the State Treasury companies play in realizing the objectives of the state, managing public sector in the context of focusing on development goals, and supporting national economic expansion through cooperation carried out within public sector. His main professional competencies are: ability to manage a commercial law company concerning the organizational, legal and financial aspects, experience in corporate supervision, skill in conducting processes of reorganization, restructuring, cost optimization and internal control, capacity of guiding horizontal controlling and auditing processes, qualification to define and supervise projects – especially the ones financed with EU funds, possession of the expertise in the field of energy and heating industry, and knowledge about the models of realizing the objectives of the state by the state-owned companies.