

7 CORPORATE GOVERNANCE

7.1 SET OF CORPORATE GOVERNANCE PRINCIPLES APPLIED BY CIECH S.A.

This representation is a separate part of the Director's Report of the CIECH Group and CIECH S.A. for 2018.

In 2018, CIECH S.A. was subject corporate governance principles contained in the document adopted by the Resolution No 26/1413/2015 of the Supervisory Board of Giełda Papierów Wartościowych w Warszawie S.A. (Warsaw Stock Exchange) of 13 October 2015. This set is available at the website of Giełda Papierów Wartościowych w Warszawie S.A. (Warsaw Stock Exchange) at: <https://www.gpw.pl/dobre-praktyki>

The Management Board of CIECH S.A. represents that in the financial year ended 31 December 2018, CIECH S.A. and its authorities complied with the corporate governance rules contained in the document "Best Practice of GPW Listed Companies 2016", with exceptions described in item 7.2 below.

7.2 CORPORATE GOVERNANCE PRINCIPLES WHICH WERE NOT APPLIED BY THE ISSUER IN 2018

The Management Board of CIECH S.A. takes efforts to ensure the highest compliance with principles contained in the set "Best Practice of WSE Listed Companies 2016". In 2018, the Company departed from the application of 4 recommendations: IV.R.2., VI.R.1., VI.R.2., VI.R.3. and 15 detailed principles: I.Z.1.15., I.Z.1.16., I.Z.1.17., I.Z.1.20., II.Z.7., II.Z.10.1., II.Z.10.4., IV.Z.2., IV.Z.7., IV.Z.8., IV.Z.9., IV.Z.12., IV.Z.13., V.Z.6., VI.Z.4.

The reasons for departing from the aforementioned recommendations and detailed principles are indicated below:

TABLE 50: CORPORATE GOVERNANCE PRINCIPLES NOT APPLIED BY CIECH S.A.

Recommendation / detailed principle number	Content	Reasons for departing from the recommendation / detailed principle
I. Information policy and communication with investors		
	A company should operate a corporate website and publish on it, in a legible form and in a separate section, in addition to information required under the legislation:	
I.Z.1.15.	<ul style="list-style-type: none"> information about the company's diversity policy applicable to the company's authorities and key managers; the description should cover the following elements of the diversity policy: gender, education, age, professional experience, and specify the goals of the diversity policy and its implementation in the reporting period; where the company has not drafted and implemented a diversity policy, it should publish the explanation of its decision on its website; 	CIECH S.A. does not find it necessary to develop and apply the diversity policy with regard to the authorities of the Company and its key managers. The fact that particular persons serve management, supervisory and key functions in the Company's structure depends mainly on their competences and experience. In the opinion of CIECH S.A., these criteria allow to select candidates who guarantee the effective implementation of the strategy and, as a result, the Company's growth and benefits for shareholders.
I.Z.1.16.	<ul style="list-style-type: none"> information on the planned broadcast of the General Meeting of Shareholders – no later than 7 days before the date of the meeting, 	CIECH S.A. does not post information on the planned broadcasts of general meetings of shareholders on its website, because such broadcasts are not made by the Company.
I.Z.1.17.	<ul style="list-style-type: none"> grounds for draft resolutions of the General Meeting of Shareholders concerning the vital issues and decisions or issues and decision which may raise doubts of shareholders – on the date enabling the participants of the General Meeting of Shareholders to read them and pass the resolution having sufficient background, 	Such grounds will be published, if they are prepared in accordance with provisions of the law.



Recommendation / detailed principle number	Content	Reasons for departing from the recommendation / detailed principle
I.Z.1.20.	<ul style="list-style-type: none"> an audio or video recording of a general meeting. 	<p>CIECH S.A. does not publish audio or video recordings of a general meeting on its website, because it does not record the proceedings in such form. The Company prepares and immediately publishes information required by the law on its website, among others, the contents of the resolutions taken at the General Meeting of Shareholders, enabling the investors to read the minutes.</p>
II. The Management Board and the Supervisory Board		
II.Z.7.	<p>Provisions of Annexe I to the Commission Recommendation, referred to in the principle II.Z.4 shall apply with regard to tasks and operations of committees of the Supervisory Board. If the function of the Audit Committee is performed by the Supervisory Board, the above principles shall apply respectively.</p>	<p>The Supervisory Board comprises, among others, the Remuneration Committee composed of two members who do not meet the independence criterion. Both Members are highly qualified, thus the Remuneration Committee operates effectively. The independence criterion does not have an impact on the reliability of the actions implemented by the Committee.</p>
II.Z.10.1.	<p>In addition to its responsibilities laid down in the legislation, the supervisory board should prepare and present to the ordinary general meeting once per year the following:</p> <ul style="list-style-type: none"> an assessment of the company's standing including an assessment of the internal control, risk management and compliance systems and the internal audit function; such assessment should cover all significant controls, in particular financial reporting and operational controls; 	<p>The assessment of the Supervisory Board refers to operations of control systems, risk management, compliance (policy accepted for application on 1 February 2018) and operations of the internal audit function in CIECH S.A., but not in the company itself. The standing of CIECH S.A. is presented in the financial statements, assessed by the supervisory board.</p>
II.Z.10.4.	<ul style="list-style-type: none"> an assessment of the rationality of the company's policy referred to in recommendation I.R.2 or information about the absence of such policy. 	<p>The sponsorship and charity activities performed by CIECH have no significant effect on the operational and financial situation of the Company. In the Company's opinion, the Supervisory Board does not have to prepare and present the assessment of the rationality of the policy, referred to in the recommendation I.R.2.</p>
IV. General Meeting of Shareholders and relations with shareholders		
IV.R.2.	<p>If justified by the structure of shareholders or expectations of shareholders notified to the company, and if the company is in a position to provide the technical infrastructure necessary for a general meeting to proceed efficiently using electronic communication means, the company should enable its shareholders to participate in a general meeting using such means, in particular through:</p> <ol style="list-style-type: none"> real-life broadcast of the general meeting; real-time bilateral communication where shareholders may take the floor during a general meeting from a location other than the general meeting; exercise of the right to vote during a general meeting either in person or through a plenipotentiary. 	<p>In the opinion of CIECH S.A., the shareholder structure is dispersed, but this does not justify holding general meetings using electronic communication means. In the opinion of CIECH S.A., the benefits of holding the meetings in such manner do not outweigh the risks it entails (e.g. no guarantee of complete security using IT systems). The Company will cyclically verify the ability to adapt to the above recommendations and does not exclude a change in this respect.</p>
IV.Z.2.	<p>If this is justified by the shareholder structure of the Company, the Company ensures a generally available real-time broadcast of the proceedings of the general meeting of shareholders.</p>	<p>In the opinion of CIECH S.A., the shareholder structure is dispersed, but this does not justify the necessity to ensure the generally available real-time broadcast of the proceedings of the general meeting of shareholders.</p>
IV.Z.7.	<p>A break in the general meeting of shareholders may take place only in specific situations, each time indicated in the grounds for the resolution on the break order, prepared on the basis of reasons presented by the shareholder applying for the break.</p>	<p>In accordance with the applicable law, the break in the proceedings is decided by the vote of shareholders and this is their only instruction. Thus CIECH S.A. may not guarantee the application of the above principle each time.</p>
IV.Z.8.	<p>The resolution of the general meeting of shareholders on the order of a break explicitly indicates the date of resuming the</p>	<p>In accordance with the applicable law, the date of resuming the proceedings of the general meeting of</p>



Recommendation / detailed principle number	Content	Reasons for departing from the recommendation / detailed principle
	proceedings, whereas this date may not form an obstacle for most shareholders, including the minority shareholders, to participate in the proceedings.	shareholders is decided by vote of shareholders. Thus CIECH S.A. may not guarantee the application of the above principle each time.
IV.Z.9.	The Company is committed to assure that draft resolutions of the general meeting of shareholders contained the grounds, if it helps the shareholders to pass the resolution having sufficient background. If a particular item is listed on the agenda of the general meeting of shareholders on demand of the shareholder or shareholders, the Management Board or the chairman of the general meeting of shareholders asks for the grounds of the proposed resolution. In vital cases or in cases which may raise doubts of shareholders, the Company will submit the grounds, unless it will otherwise provide the shareholders with information which allow passing the resolution having sufficient background.	CIECH S.A. is committed to guarantee that in justified cases draft resolutions of the general meeting of shareholders will comprise the grounds. However, this may not be possible, for example, if the item is put on the agenda of the general meeting of shareholders by a shareholder who submitted the draft resolution without grounds, the Management Board of CIECH S.A. may not be able to submit the justification unknown to it. Therefore, the Management Board of CIECH S.A. may not guarantee that this principle will always be applied.
IV.Z.12.	The Management Board should provide the participants of the general meeting of shareholders with the financial performance of the Company and other significant information contained in the financial statements to be approved by the general meeting.	Pursuant to the applicable law, CIECH S.A. prepares the financial statements comprising information material in the opinion of the Management Board. Documents are public (available, among others, at ciechgroup.com website) and the participants of the general meeting may read them. Additionally, the concept of "other material information" is too vague to declare the application of this principle.
IV.Z.13.	In the case of a demand by the shareholder for information about the Company, the Management Board of the Company is required to reply to the shareholder's demand or inform it about the refusal to give this information no later than within 30 days, if the Management Board took such decision pursuant to Article 428 §2 or §3 of the Code of Commercial Partnerships and Companies.	In accordance with the applicable law, in the course of proceedings of the general meeting of shareholders, the Management Board provides the shareholder, on its demand, with information about the Company, but only if it is justified for the purposes of the assessment of the item on the agenda, pursuant to Article 428 of the Code of Commercial Partnerships and Companies. In the opinion of CIECH S.A., if the Company undertakes to apply the aforementioned principle, it could lead to numerous frauds on the part of shareholders.
V. Conflict of interest and transactions with related parties		
V.Z.6.	In its internal regulations, the Company determines criteria and circumstances, which may lead to the conflict of interest in the Company, and the rules of conduct, if the conflict of interest occurs or is likely to occur. The internal regulations of the Company comprise, among others, the methods of preventing, identifying and solving conflicts of interest, and rules for excluding a member of the Management Board or the Supervisory Board from the participation in solving the issue subject to conflict of interest or at risk of such conflict.	Internal regulations of CIECH S.A. have not governed the above issues before. The Company is analysing the matter with regard to possible introduction of relevant provisions to the Regulations of the Supervisory Board and the Regulations of the Management Board, reflecting the provisions of the Law.
VI. Remunerations		
VI.R.1.	The remuneration of members of the company's governing bodies and key managers should follow the approved remuneration policy.	CIECH S.A. does not have a remuneration policy in the form of an official document. The remuneration of members of the company's governing bodies and key managers result from the applicable laws in conjunction with the company's Articles of Association and Supervisory Board Regulations. In the opinion of CIECH S.A., these regulations are sufficient.
VI.R.2.	The remuneration policy should be closely tied to the company's strategy, its short- and long-term goals, long-term interests and results, taking into account solutions necessary to avoid discrimination on whatever grounds.	CIECH S.A. does not have the remuneration policy, thus the principle may not applied.
VI.R.3.	If the supervisory board has a remuneration committee, principle II.Z.7 applies to its operations.	The Remuneration Committee is composed of Mr. Tomasz Mikołajczak and Mr Mariusz Nowak who do not meet the independence criterion. Owing to high

Recommendation / detailed principle number	Content	Reasons for departing from the recommendation / detailed principle
VI.Z.4.	The Director's Report of the Company comprises the report on the remuneration policy, including, at least: 1) general information about the remuneration system established in the Company, 2) information on the conditions and the remuneration level of each Management Board Member by fixed and variable components of remuneration, indicating key parameters for determining variable components of remuneration and rules for severance payments and other payments related to the termination of the employment contract, commission contract or another relationship of similar nature – separately for the Company and for each entity of the Capital Group, 3) information on non-financial components of remuneration due to particular Management Board members and key managers, 4) indication of significant changes, which were introduced in the remuneration policy in the last financial year, or information about their lack, 5) assessment of operation of the remuneration policy with regard to the implementation of its goals, in particular the long-term increase in the value for shareholders and the stability of enterprise operations.	qualifications and long experience of these two members, the Remuneration Committee operates in an efficient manner. The independence criterion does not have an impact on the reliability of the actions implemented by the Committee. CIECH S.A. does not have the remuneration policy, thus the principle may not applied. However, in accordance with the applicable law, CIECH S.A. presents information on the remuneration of Management Board members and Supervisory Board members in its Director's Report.

7.3 INTERNAL CONTROL SYSTEM WITH REGARD TO THE PROCESS OF PREPARING FINANCIAL STATEMENTS

The Management Board of CIECH S.A. is responsible for the internal control system in the Company and its efficiency in the process of preparing financial statements and periodical reports developed and published in accordance with the Regulation of the Minister of Finance of 29 March 2018 on current and periodical information submitted by issuers of securities and on conditions for deeming equivalent information required by the law of a Non-Member State. The Company's effective internal control and risk management system in the financial reporting process operates through:

- preparation of procedures specifying the principles and division of responsibilities for the development of financial statements, including the guarantee of their quality,
- establishment of the scope of reporting based on applicable International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) adopted for implementation in the European Union and related interpretations announced in the form of European Commission Regulations,
- development, implementation and supervision of the use of coherent accounting principles in the CIECH Group's companies,
- semi-annual reviews and annual audits of published financial statements of CIECH S.A. and the CIECH Group by an independent auditor,
- procedures for authorization of financial statements prior to their publication.

The Management Board member responsible for financial matters supervises the process of preparing the Company's financial statements and periodical reports from the subject-matter point of view. The Finance and Accounting Division is responsible for the organization of work related to the preparation of financial statements and reports directly to the Member of Management Board of CIECH S.A. The uniformity of standards applied in the Group guarantees that all companies apply uniform accounting principles of the CIECH Group and uniform consolidation principles in accordance with IAS/IFRS.

The scope of data disclosed in published periodical reports results from the Company's accounting records and additional information submitted by individual organizational units of CIECH S.A. Companies of the Capital Group submit the required data in the form of reporting packages for the purpose of developing consolidated financial statements of the Group. The scope of data disclosed within the Capital Group is defined by the disclosure obligations specified in IAS/IFRS and results from

them. Monitoring of changes in IAS/IFRS is conducted on an ongoing basis in order to determine the necessity for updating the scope of reporting.

In accordance with applicable regulations, the Company submits its financial statements to be reviewed and audited by the independent statutory auditor.

The Supervisory Board selects the statutory auditor from a group of reputable auditing firms, guaranteeing high standard of services and the required independence.

On 16 April 2018, the Supervisory Board of CIECH S.A. resolved to extend the agreement with PricewaterhouseCoopers Polska Spółka z ograniczoną odpowiedzialnością Audyt Sp.k. (formerly: PricewaterhouseCoopers Sp. z o.o.) for the audit of the statutory financial statements of CIECH S.A. and the consolidated financial statements of the Ciech Group for the years 2018–2019. In previous years, PricewaterhouseCoopers Polska Spółka z ograniczoną odpowiedzialnością Audyt Sp.k. performed the half-year review and audited of the separate financial statements of CIECH S.A. and the consolidated financial statements of the CIECH Group for 2015, 2016 and 2017.

Procedures for authorisation of financial statements prior are specified in the Company. Reports for 1st and 3rd quarter are not verified by the auditor, and prior to their publication, they are analysed by the Audit Committee of the Supervisory Board and approved by the Management Board. Semi-annual and annual periodical reports are submitted to the Supervisory Board and Company Shareholders after the conclusion of the appropriate review or audit by the auditor. Annual reports adopted by the Management Board of the Company, after being opined by the Audit Committee and assessed by the Supervisory Board, are approved by the General Meeting of Shareholders.

Prior to the publication of annual or half-year financial statements, conclusions from the audit or review of the financial statements are presented to the Audit Committee. Representatives of the Audit Committee analyse the results of the audit and review at closed meetings with the Company auditor. The statutory auditor also presents a Letter to the Management Board, which contains recommendations for the Management Boards of Group Companies based on results of the audit or review of the financial statements in a given year. The recommendations from the auditor are discussed by the Audit Committee along with the management of the Finance and Accounting Division for the purpose of their implementation.

Financial data constituting the basis of financial statements and periodical reports comes from the finance and accounting system, where transactions are recorded in accordance with the Company's accounting policy (approved by the Management Board) on the basis of International Accounting Standards. The accounting records of CIECH S.A. are kept in the ERP integrated IT system. The modular structure of the system provides a transparent division of competences, coherence of operation records in ledgers, and inspection of reconciliation of the general ledger and subsidiary ledgers. The capabilities of the system allow it to adapt to changing accounting principles or other legal regulations on an ongoing basis. The system keeps full technical and operational documentation which is updated periodically pursuant to Article 10 of the Accounting Act of 29 September 1994 (as amended).

The access to the informational resources of the IT system is limited by appropriate authorisations for authorised employees. The employees have access only to those areas of the system that they are concerned with. The access control is present at every stage, starting with the input of source data, through data processing and ending with the generation of output information.

The effectiveness of the control and risk management procedures in the process of preparing financial statements of CIECH S.A. and the CIECH Group may be seen in the form of the high quality of these statements, as confirmed by the opinions put forth by statutory auditors from their auditing of the financial statements and by the high evaluations of the recipients of these statements. In 2018, the Report of the CIECH Group's and CIECH SA's Management Board was recognised with the award for the best directors' report in "The Best Annual Report 2017" competition.

The selection of the entity authorised to audit the financial statements of CIECH S.A. and the CIECH Group is the responsibility of the Company's Supervisory Board (after prior recommendation of the Audit Committee to the Supervisory Board), which has specified the following principles of Auditor selection for the purpose of ensuring the independence of the opinion:

- the entity authorised to audit financial statements may not conduct audits of the Company/Group for more than 5 subsequent years;
- the first agreement on the audit of financial statements is concluded for a period not shorter than 2 years;
- the entity authorised to audit financial statements may conduct the audit in the Company/Group again after at least 3 years from the end of the last audit, unless the duration of the audit order is 5 years, in which case the entity authorised to audit financial statements may conduct the audit in the Company/Group again after at least 4 years from the end of the last audit;
- a key statutory auditor may not perform financial audit activities in the Company/Group for a period of more than 5 subsequent years;

- a key statutory auditor may perform financial audit activities in the Company/Group again after at least 3 years from the end of the last audit.

7.4 SHAREHOLDERS OF CIECH S.A. HOLDING SIGNIFICANT BLOCKS OF SHARES

To the best knowledge of the Company, as at the day of approving this report, entities holding significant blocks of shares (at least 5%) are the entities listed below:

TABLE 51: SHAREHOLDERS OF CIECH S.A. HOLDING SIGNIFICANT BLOCKS OF SHARES

Shareholder	Type of shares	Number of shares	Number of votes at the General Meeting of Shareholders	Share in the total number of votes at the General Meeting of Shareholders	Stake in share capital (%)
KI Chemistry s. à r. l. with its registered office in Luxembourg*	Ordinary bearer	26,952,052	26,952,052	51.14%	51.14%
Nationale-Nederlanden Otwarty Fundusz Emerytalny**	Ordinary bearer	3,900,000	3,900,000	7.40%	7.40%
Other	Ordinary bearer	21,847,857	21,847,857	41.46%	41.46%

* In accordance with information dated 9 June 2014 provided by Shareholder under Article 77(7) and Article 69(1)(1) of the Act of 29 July 2005 on Public Offering and Conditions Governing the Introduction of Financial Instruments to Organised Trading, and on Public Companies (CR 26/2014).

** on the basis of the list of shareholders holding at least 5% of votes at the Ordinary General Meeting of Shareholders of CIECH S.A. on 28 January 2019, CR 5/2019 prepared and published pursuant to Article 70(3) of the Act of 29 July 2005 on Public Offering and Conditions Governing the Introduction of Financial Instruments to Organised Trading, and on Public Companies (Journal of Laws of 2009, No 185, item 1439).

7.5 SHAREHOLDERS WITH SPECIAL CONTROL RIGHTS

As at the publication date of the financial statements, all shares of CIECH S.A. are ordinary bearer shares. The Articles of Association of CIECH S.A. does not provide for any special control rights for the shareholders.

7.6 RESTRICTIONS CONCERNING THE EXERCISE OF THE VOTING RIGHTS

In CIECH S.A. there are no restrictions concerning the exercise of the voting rights, such as the voting rights of holders of a specific part or number of votes, time limits concerning the exercise of voting rights, or regulations, according to which, in the case of company's cooperation, equity rights related to securities are separated from the securities themselves. Restrictions concerning the exercise of voting rights in the Company may result only from generally applicable provisions of the law.

7.7 RESTRICTIONS CONCERNING THE TRANSFER OF OWNERSHIP RIGHTS TO THE ISSUER'S SECURITIES

The Articles of Association of CIECH S.A. do not impose any restrictions concerning the transfer of ownership rights to securities issued by the CIECH S.A.

7.8 DESCRIPTION OF RIGHTS FOR MAKING DECISIONS ON THE ISSUE OR REDEMPTION OF SHARES

The rights of managers are specified by the provisions of the Code of Commercial Partnerships and Companies and Articles of Association of the Company. Managers do not hold specific rights to take the decision about the issue or redemption of shares.

7.9 PRINCIPLES OF AMENDING THE ISSUER'S ARTICLES OF ASSOCIATION

The amendment of Articles of Association of the Company is introduced under the principles specified in the provisions of the Code of Commercial Partnerships and Companies. Articles of Association do not include detailed regulations with regard to the above regulations. The amendment of Articles of Association requires a resolution of the Company's General Meeting of Shareholders and an entry in the Register of Entrepreneurs. The resolution of the General Meeting of Shareholders concerning the amendment of the Company's Articles of Association is passed by a majority of three quarters of votes. After the amendment to Articles of Association is entered into the Register of Entrepreneurs, CIECH S.A. makes a current report on this, subject available to the public. The Company's General Meeting of Shareholders may authorise the Supervisory Board to determine the consolidated text of Articles of Association.

7.10 CORPORATE BODIES OF CIECH S.A. AND PRINCIPLES GOVERNING THEIR OPERATION

General Meeting of Shareholders of CIECH S.A.

The operations of the General Meeting of Shareholders of CIECH S.A. and its rights are governed by the Company's Articles of Association and the Regulations of the General Meeting of Shareholders of CIECH S.A. These documents are available on the corporate website of CIECH S.A.: <http://ciechgroup.com/relacje-inwestorskie/tad-korporacyjny/>.

The General Meeting of Shareholders of CIECH S.A. is held as ordinary or extraordinary meeting in accordance with the provisions of the Code of Commercial Partnerships and Companies and Articles of Association under the principles specified in the Regulations of the General Meeting of Shareholders. The General Meeting of Shareholders is convened in a manner and under principles specified in the generally applicable provisions. Announcement on convening the General Meeting of Shareholders is posted on the Company's website and communicated in a current report. The announcement is to be made at least twenty six days before the date of the General Meeting of Shareholders. The Annual General Meeting is convened by the Company's Management Board. The Supervisory Board may convene the Annual General Meeting if the Management Board does not convene it by the fixed date. The following are entitled to the right to convene an Extraordinary General Meeting:

- the Management Board,
- the Supervisory Board if it deems its convening as necessary,
- Shareholders representing at least half of the share capital or at least half of the total number of votes in the Company.

A shareholder or shareholders representing at least 1/20 of the share capital may demand the convening of an Extraordinary General Meeting and may put specific items on the agenda of this Meeting. The demand should be reported to the Management Board in writing or in electronic form to the e-mail address indicated on the Company's website, along with substantiation. A shareholder or shareholders representing at least 1/20 of the share capital may:

- demand the inclusion of specific items in the agenda of the next General Meeting – such demand should be reported to the Management Board in writing or in electronic form to the e-mail address indicated on the Company's website, no later than twenty one days before the fixed date of the Meeting and is to contain substantiation or a draft of the resolution concerning the proposed item on the meeting agenda;
- submit drafts of resolutions concerning the items put on the agenda of the General Meeting or items that are to be included to the meeting agenda to the Company in writing or by means of electronic communication to the e-mail address indicated on the Company website before the date of the General Meeting.

According to the Articles of Association of CIECH S.A. the competences of the General Meeting include in particular:

- consideration and approval of the Management Board's report on Company's activities, the financial statements for the previous year, the consolidated financial statements and the report on the capital group's activities, in which the parent

company is the Company, as long as the Company prepares them, and the annual written statement of the Supervisory Board, as well as acknowledging the fulfilment of duties by Company's bodies;

- taking resolutions on the distribution of profit or covering the losses;
- adoption of Regulations of the General Meeting;
- amending the Articles of Association of the Company;
- changing the Company's business profile;
- purchase, sale or lease of, or creation of limited property rights in, the Company's enterprise or its organised part;
- appointing and dismissing the Supervisory Board members and determining the amount of remuneration for the Supervisory Board Members;
- increasing or reducing the share capital;
- passing resolutions concerning the bonds issue, including bonds exchangeable for shares;
- merger, demerger and transformation of the Company;
- dissolution of the Company;
- expressing the consent for the acquisition of shares by the Company for the purposes of their cancellation and determining the conditions of share cancellation;
- passing other resolutions provided for in the provisions of the law or in these Articles of Association.

According to § 21(2)(3) of the Articles of Association of CIECH S.A., the items raised at the General Meeting of CIECH S.A. are considered and opined on by the Supervisory Board of CIECH S.A.

Shareholders may participate in the General Meeting and exercise the voting right in person or through a representative or a proxy. The power of attorney should be granted in writing or in electronic form. A shareholder granting or revoking the proxy for participation in the General Meeting in electronic form will inform the Company by e-mail to the address wza@ciechgroup.com.

According to the Regulations of the General Meeting of CIECH S.A., the General Meeting is attended by the participants of the General Meeting and members of the Management Board and the Supervisory Board, in composition which allows them to provide factual answers to questions asked during the Meeting. In addition, the following persons may take part in the Meeting:

- experts, advisers and Company's employees, the presence of which is deemed purposeful by the Management Board, Supervisory Board;
- persons servicing the General Meeting;
- representatives of mass media invited by the Company's Management Board, as long as the General Meeting does not object to their presence by way of resolution;
- persons referred to Article 370 § 3 and Article 395 § 3 sentence 2 of the Code of Commercial Partnerships and Companies;
- the statutory auditor of the Company invited by the Company's Management Board.

The Chairman of the Meeting is selected from the participants of the Meeting. The Chairman directs the course of the Meeting in accordance with the adopted meeting agenda, provisions of the law, Articles of Association and Regulations of the General Meeting, ensuring an efficient course of the Meeting with respect to the rights and interests of all Shareholders.

The Chairman of the General Meeting may independently order breaks at the meeting other than the breaks ordered by the General Meeting pursuant to Article 408 § 2 of the Code of Commercial Partnerships and Companies. Breaks should be ordered by the chairman in such a way, that the Meeting can be concluded on the day of its commencement.

Participants of the General Meeting may place substantive applications concerning the matters included in the meeting's agenda, ordinal applications and an application for convening an extraordinary general meeting.

1. Substantive motions, submitted in a written form to the Chairman of the General Meeting, may concern:

- amendments to draft resolutions,
- removal of a specific issue from the agenda,
- rearrangement of the agenda,
- appointment and removal of Supervisory Board members.

2. Procedural motions may be submitted to the Chairman of the General Meeting orally.

The Articles of Association do not provide for the possibility of participating and expressing opinion by means of electronic communication in the course of the Meeting.

Drafts of resolutions proposed for acceptance by the General Meeting are uploaded to the Company website. Resolutions of the General Meeting are adopted by an absolute majority of votes, unless the provisions of the Code of Commercial Partnerships and Companies or the Articles of Association provide for stricter terms of adoption.

The Regulations of the General Meeting of Shareholders do not provide for the possibility of voting by correspondence as referred to in Article 411 of the Code of Commercial Partnerships and Companies.

Voting is carried out by open ballot. A secret ballot is ordered in cases provided for in the Code of Commercial Partnerships and Companies and the Company's Articles of Association. A secret ballot is also ordered when a Participant in the General Meeting requests the adoption of a resolution by means of a secret ballot.

The results of the vote are announced by the Chairman of the General Meeting. Once the results of the vote are announced, the Chairman of the General Meeting allows the participants in the General Meeting to submit their objections with a brief justification to be included in the minutes on the General Meeting which are drawn-up by a notary in the form of a notarial deed.

A Participant of the General Meeting who is a member of the Company's governing authorities may take part in the vote on the acknowledgement of fulfilment of duties by other members of that authority of the Company that he/she is a member of.

Supervisory Board

Pursuant to § 20(1) of the Company's Articles of Association, the Supervisory Board consists of five to nine Members appointed by the General Meeting. The number of Supervisory Board members is determined by the General Meeting by way of a resolution. The joint term of the Supervisory Board Members lasts three years.

The Supervisory Board of CIECH S.A. operates on the basis of the regulations passed by the Supervisory Board and approved by the General Meeting. The Supervisory Board appoints the Chairman of the Supervisory Board from among its members and, if necessary, his deputy and secretary. The Supervisory Board supervises the Company's operations.

The competences of the Supervisory Board include:

- 1) the assessment of the Management Board's report on the Company's activity and financial statements for the previous financial year and the consolidated financial statements and the Board's report on the activity of the Group, in which the Company is a parent company as long as the Company develops them in respect of their compliance with ledgers and documents and the factual state and Management Board's motions, concerning the distribution of profit or covering of losses and the submission to the General Meeting of an annual written report on the results of these assessments;
- 2) giving opinions on the Company's activity programs developed by the Management Board;
- 3) considering and giving opinions on matters that are to be the subject of resolutions of the General Meeting;
- 4) adopting the Supervisory Board's regulations;
- 5) approving the Management Board's regulations;
- 6) appointing and dismissing the Management Board Members, including the President of the Management Board;
- 7) determining the rules for remuneration and their levels for the Management Board Members, including the President of the Management Board;
- 8) selecting the statutory auditor to carry out an audit of the Company's financial statements and of the consolidated financial statements of the Capital Group;
- 9) granting consent to purchase or dispose of real property, perpetual usufruct right to, or interest in real property;
- 10) granting consent to dispose of rights or assume liabilities exceeding the amount of PLN 20 million, excluding:
 - a. purchase and sales of raw materials, intermediate goods, and products related to the operations of the Company;
 - b. assuming liabilities related to the main operations of the Company in the amount not exceeding 10% of the Company's equity;
 - c. activities requiring the consent of the General Meeting.
- 11) giving opinions about the candidates for the members of supervisory boards of companies, in which the Company is a partner or a shareholder;
- 12) approving drafts of annual business plans and budget of the Company, Capital Group and their amendments;
- 13) granting consent to charge assets of the Company with the amount (sum of security) exceeding PLN 10 million, in the form of one-off transaction or a series of related transactions;
- 14) granting consent to the Company's granting sureties and guarantees to entities other the subsidiaries within the meaning of the Code of Commercial Partnerships and Companies;
- 15) granting consent to make the payment of interim dividend;
- 16) granting consent to exercise by the Company of the ownership rights awarded to it as the partner and shareholder of the subsidiary, to the extent determined in item 10 above.

The Supervisory Board passes resolutions with an absolute majority of votes in the presence of at least half of the members of the Supervisory Board and in the event of a tied vote the Supervisory Board Chairman's vote is decisive. According to the Articles of Association of CIECH S.A., the Supervisory Board may pass resolutions without convening a meeting, by way of written vote or vote by means of direct communication at a distance, however in order for the adoption of a resolution to be effective in such a case, it is necessary to inform all Supervisory Board members of the content of the draft of the resolution. Supervisory Board Members may participate in the adoption of resolutions by the Supervisory Board by casting their vote in writing through another Supervisory Board Member. Casting of a vote in writing may not be concerned with matters introduced to the agenda during a meeting of the Supervisory Board. Supervisory Board meetings are held as needed, however, no less frequently than once per quarter.

Every year, the Supervisory Board of CIECH S.A. prepares and submits a report on the Activity of the Supervisory Board for the given financial year to the Annual General Meeting of the Company. The report contains a detailed discussion on the activity of the Supervisory Board, discussion on the implementation by the Company's Management Board of action plans, the assessment of the Company's Management Board report on the activity of the Company and the CIECH Group, financial statements of the Company and the CIECH Group and the motion of the Company's Management Board concerning division of profits or covering of losses.

Having in mind of the highest standards and best practices and in order to provide the possibility for reliable assessment of the Company by shareholders, the Supervisory Board of CIECH S.A. makes a concise assessment of the situation of CIECH S.A. This assessment is presented annually during the Annual General Meeting of the Company, at a time allowing CIECH S.A.'s shareholders to become acquainted with the document.

Between 1 January and 22 June 2018, the Supervisory Board consisted of the following members:

- Sebastian Kulczyk – Chairman of the Supervisory Board
- Tomasz Mikołajczak – Vice Chairman of the Supervisory Board
- Piotr Augustyniak
- Dominik Libicki
- Mariusz Nowak
- Artur Olech.

After 22 June 2018, the Supervisory Board consisted of the following members:

- Sebastian Kulczyk – Chairman of the Supervisory Board
- Tomasz Mikołajczak – Vice Chairman of the Supervisory Board
- Piotr Augustyniak
- Dawid Jakubowicz
- Mariusz Nowak
- Artur Olech.

On 10 September 2018, the Supervisory Board of CIECH S.A. delegated Mr Dawid Jakubowicz – a member of the Supervisory Board of CIECH S.A. – to temporarily perform the function of the President of the Management Board of CIECH S.A., i.e. for a period of three months. On 5 December 2018, Mr Dawid Jakubowicz submitted his resignation from the office in the Supervisory Board of CIECH S.A., with immediate effect.

As at 31 December 2018, the Supervisory Board consisted of the following members:

- Sebastian Kulczyk – Chairman of the Supervisory Board
- Tomasz Mikołajczak – Vice Chairman of the Supervisory Board
- Piotr Augustyniak
- Mariusz Nowak
- Artur Olech.

On 28 January 2019, the Extraordinary Shareholders' Meeting of CIECH S.A. appointed Mr Marek Kośnik as a new member of the Supervisory Board of CIECH S.A.

The body responsible for establishing the levels of remuneration for the Supervisory Board members is the General Meeting. Detailed information on amounts of remuneration paid to particular Members of the Supervisory Board is provided in note

9.3.4 to the Consolidated Financial Statements of the CIECH Group for 2018 and in note 9.3.4 to the Financial Statements of CIECH S.A. for 2018.

Detailed information about CIECH S.A. Supervisory Board Members is presented below.

TABLE 52: CIECH S.A.'S SUPERVISORY BOARD AS AT 31 DECEMBER 2018

SEBASTIAN KULCZYK Chairman of the Supervisory Board of CIECH S.A. since 8 October 2015	<p>A graduate in management and marketing from the Faculty of Law of the Adam Mickiewicz University in Poznań. He studied at the London School of Economics.</p> <p>Since 2010 he has been associated with Kulczyk Investments Group, and since December 2013 he has been Chief Executive Officer of Kulczyk Investments S.A. For many years, he has been investing in and developing new-tech ventures.</p> <p>Sebastian Kulczyk does not conduct any activities that are competitive to the business of CIECH S.A.</p>
TOMASZ MIKOŁAJCZAK Deputy Chairman of the Su- pervisory Board of CIECH S.A. since 10 July 2014, Supervisory Board Member since 7 July 2014.	<p>Since 1980, a private investor, who has conducted his business activity mainly through a holding company Towarzystwo Inwestycji Kapitałowych S.A., through which short- and medium term investments of the private equity type are made. He mainly invests in the sectors of real estate, telephony and IT, construction and industrial automatics, as well as in companies dealing with infrastructure design and construction. Since the beginning of his activity, Tomasz Mikołajczak has implemented several privatization processes as a strategic investor, he also participated in acquisitions of many businesses and in restructuring processes. He is a mentor and promoter of many young entrepreneurs, who successfully operate in many areas of the Polish market. A member of Supervisory Boards of Kulczyk Investments S.A., Kulczyk Holding S.A., Polenergia S.A. and Polenergia Holding S.à.r.l., as well as the Chairman of the Audit Committee of the Polish Business Round table.</p> <p>Tomasz Mikołajczak does not conduct any activities that are competitive to the business of CIECH S.A.</p>
PIOTR AUGUSTYNIAK Supervisory Board Member of CIECH S.A. since 7 July 2014	<p>Graduate of Warsaw University, Faculty of English Philology and Faculty of Management. He is entered on the list of recommended candidates for professional members of Supervisory Boards by the Polish Institute of Directors.</p> <p>Piotr Augustyniak is an independent financial advisor. In 1994-2011, he was associated with Enterprise Investors (EI), a private equity fund operating in Poland as well as Central and Eastern Europe, as an analyst, investment director and vice-president. In 2006-2011, he collaborated with EI as a partner. During that period, he was responsible for monitoring and introducing companies to the WSE and for transactions of the sale of the significant blocks of shares of EI portfolio companies on the public and private markets. Piotr Augustyniak represented EI as a member of Supervisory Boards in the following companies: Polfa Kutno S.A., Energoaparatura S.A., Elektrobudowa S.A., Wizów S.A., Sfinks S.A., CSS S.A., Bauma S.A., Comp Rzeszów S.A. (at present: Asseco Poland S.A.), Agros Nova S.A., Teta S.A., Opoczno S.A., AB S.A., Siveco Romania S.A. (Romania), STD Donivo a.s. (Slovakia), AVG Technologies N.V. (the Netherlands).</p> <p>In the period from June to December 2001, he served the role of the President of the Management Board of Energoaparatura S.A. In 1993–1994, he was employed by the Ministry of Ownership Transformation, first as a project manager and then as a manager of the privatization team. In 1992-1993, he was employed as an assistant of the financial officer in the Ownership Transformation Foundation at the Ministry of Ownership Transformation. In 1991-1992, he worked at New York Times (Warsaw) as a translator.</p> <p>Piotr Augustyniak does not conduct any activities that are competitive to the business of CIECH S.A.</p>
MARIUSZ NOWAK Supervisory Board Member of CIECH S.A. since 7 July 2014	<p>A graduate from the University of Szczecin, the Faculty of Economy and the Faculty of Cybernetics and Computer Science. He holds an MBA from the Ecole Nationale des Ponts et Chaussées in Paris.</p> <p>He is a specialist in finance, accounting and management. In 2012, he was hired by Kulczyk Investments and Kulczyk Holding. Previously, from March 2010, he served as Financial Director of Kulczyk Pon Investments and President of the Management Board of Magro International. In 1991-2010, he worked in various positions for Wavin Group, in which he was appointed Managing Director of Wavin Ekoplastik in 2007. Mariusz Nowak is member of several Supervisory Boards — PEKAES S.A., PEP S.A., Autostrada Wielkopolska S.A., Autostrada Wielkopolska II S.A., Autostrada Eksploatacja S.A., AWSA Holland II BV. and Polenergia S.A.</p> <p>Mariusz Nowak does not conduct any activities that are competitive to the business of CIECH S.A.</p>

ARTUR OLECH**Supervisory Board Member of CIECH S.A. since 7 July 2014**

A graduate from the Faculty of Law at the University of Warsaw and from the Faculty of Finance and Banking at the Warsaw School of Economics. He attended numerous training sessions for top management, including training at the Harvard Business School, Kellogg School of Management and Chicago GSB.

He is an expert in business process management. Founder and President of the Management Board of a technology and consulting company, hiPRO Sp. z o.o., since October 2016.

Until August 2016, he was the President of the Management Board of Pocztove Towarzystwo Ubezpieczeń Wzajemnych S.A. and Pocztove Towarzystwo Ubezpieczeń na Życie S.A.

President of the Management Board of Pocztove Życie Sp. z o.o. (currently: Centrum Rozliczania Ubezpieczeń Sp. z o.o.) between September 2014 and February 2015. From October 1998 to February 2014, he was a member of the Management Board of the Generali Group where, in 2008-2010, he served as the Vice President of the Management Board, responsible for life and pension insurance. In 1997-1998, he was the Director of Volkswagen Bank Polska/Volkswagen Leasing Polska-Warszawa. In 1996-1997, employed as an analyst by the Polish Institute of Management (PIM Sp. z o.o.). In 1994-1997, employed in the position of a Foundation Project Manager by CASE Consulting (Fundacja Centrum Analiz Społeczno-Ekonomicznych) in Warsaw. In 2012, he was granted the Personal Award for Top Manager in Insurance Industry (by Wprost magazine). Responsible for the project entitled: "Exit Processes in Transitional Economy" on behalf of the World Bank, implemented within CASE Consulting under the supervision of Prof. Leszek Balcerowicz.

Artur Olech does not conduct any activities that are competitive to the business of CIECH S.A.

On 28 January 2019, Mr Marek Kośnik became a member of the Supervisory Board. He is a graduate of the Faculty of Management at the University of Warsaw and MBA studies at Harvard Business School. He works in a private equity fund – CVC Capital Partners – as a Senior Managing Director with responsibility for assessing investment projects, supervising the portfolio and implementing digital strategies. In the past, he worked for such companies as Bain & Company, Terra Firma Capital Partners and McKinsey & Company. He has gained experience in building company strategies, investment processes, restructuring and digital transformations. An investor in new technologies projects.

He does not conduct any activities that are competitive to the business of CIECH S.A.

Committees of the Supervisory Board of CIECH S.A.

The following Committees operate within the framework of the Supervisory Board of CIECH S.A.: Audit Committee of the Supervisory Board of CIECH S.A. and Remuneration Committee of the Supervisory Board of CIECH S.A.

Audit Committee

The Audit Committee of the Supervisory Board of CIECH S.A. was appointed by Resolution No 57/IV/2005 from 16 February 2005. The Committee is an advisory and consultative body to the Supervisory Board and is appointed to improve the effectiveness of the supervision of the correctness of financial reporting of the Company, financial results of the Company, effectiveness of internal control, including internal audit and risk management, exercised by the Supervisory Board.

The Audit Committee is composed of at least three Members of the Committee, including the Chairman of the Audit Committee. A majority of Members of the Audit Committee, including its Chairman, should meet the independence criteria set forth in Article 129 section 3 of the Act.

According to the Audit Committee By-laws, the tasks of the Audit Committee include in particular:

- monitoring:
 - ✓ the financial reporting process;
 - ✓ effectiveness of the internal control system, as well as risk management and internal audit systems, also with regard to financial reporting;
 - ✓ performance of financial auditing activities, in particular auditing by the audit firm, taking into consideration any applications and determinations of the Audit Oversight Commission resulting from the control carried out in the audit firm,
- control and monitoring of independence of the statutory auditor and the audit firm, especially, if the audit firm provides to the Company services other than auditing,
- informing the Supervisory Board about audit results and explanation of how the audit has contributed to reliability of financial reporting in the Company, as well as the role of the Audit Committee in the audit process,

- assessment of independence of the statutory auditor and expressing consent to his/her provision of permitted services other than audits in the Company,
- preparation of the policy of selecting the audit firm to conduct the audit,
- preparation of the policy of providing permitted services other than auditing by the audit firm conducting the audit, its affiliates and by a member of the audit firm's network,
- determination of the procedure of selecting the audit firm by the Company,
- providing the Supervisory Board with recommendations concerning the appointment of the audit firm, in accordance with the policies referred to in items e) and f) above. In this recommendation, the Audit Committee:
 - ✓ suggests the audit firm to conduct the statutory audit;
 - ✓ states that the recommendation is free of influences of third parties;
 - ✓ states that the audited public interest entity has not concluded any contracts containing the clauses referred to in Article 66(5a) of the Accounting Act;
- in the case when the selection referred to in item 8 not apply to extension of the contract for auditing the financial statements, the recommendation of the Audit Committee contains at least two selection options for selecting the audit firm, along with a substantiation, and indication of reasonable preference of the Audit Committee towards one of them;
- annual review of the internal audit schedule;
- assessment of the results of internal controls, including internal audits, and schedules of elimination of errors detected;
- reviews of material agreements concluded with related parties;
- preliminary assessment of the annual financial plan prepared by the Management Board as well as of the report on its implementation;
- submission of recommendations aimed at ensuring reliability of the financial reporting process in the Company.

The Audit Committee elects its Chairman from among its members in a secret ballot. The Chairman of the Audit Committee manages the Committee's work, supervises the preparation of agenda, organisation of document distribution and preparation of minutes of the Audit Committee meetings. In 2018 the Audit Committee of CIECH S.A. held 7 meetings that were recorded in minutes.

The Audit Committee of the Supervisory Board of CIECH S.A. submits an annual report on its activity, which is a part of the Report on the activity of the Supervisory Board of CIECH S.A. provided to Shareholders during the Annual General Meeting of CIECH S.A.

As at 1 January 2018, the composition of Audit Committee was as follows:

- Piotr Augustyniak – Chairman of the Committee,
- Mariusz Nowak – Committee Member,
- Artur Olech – Committee Member.

On 24 July 2018, following the appointment of the Supervisory Board of CIECH SA as of 22 June 2018 for a new term of office, the Supervisory Board appointed the Audit Committee in the following composition:

- Piotr Augustyniak – Chairman of the Committee,
- Mariusz Nowak – Committee Member,
- Artur Olech – Committee Member.

On 24 July 2018, the Audit Committee appointed Mr Piotr Augustyniak to perform the duties of the Chairman of the Audit Committee. The composition of the Audit Committee did not change until 31 December 2018. Members of the Audit Committee who meet the independence criteria are Mr Piotr Augustyniak and Mr Artur Olech.

Members of the Audit Committee who are knowledgeable about and skilled in accounting or auditing of financial statements are Mr Piotr Augustyniak, Mr Mariusz Nowak and Mr Artur Olech. The professional experience of the Audit Committee Members which confirms their knowledge of and skills in the field is presented in table 52 of this report and on the CIECH S.A. website: <https://ciechgroup.com/grupa-ciech/rada-nadzorcza/>.

Members of the Audit Committee who are knowledgeable about and skilled in the filed in which CIECH S.A. operates are Mr Piotr Augustyniak, Mr Mariusz Nowak and Mr Artur Olech. The professional experience of the Audit Committee Members which confirms their knowledge of and skills in the field is presented in table 52 of this report and on the CIECH S.A. website: <https://ciechgroup.com/grupa-ciech/rada-nadzorcza/>.

The following policies on cooperation with the audit firm are in force at CIECH S.A.:

- *"Policy for the provision of permitted non-audit services by the audit firm conducting the audit of the financial statements"*. In accordance with the Policy, the audit firm conducting the audit of the financial statements, its affiliates and a member of the audit firm's network may provide only permitted non-audit services specified in the Act of 11 May 2017 on statutory auditors, audit firms and public supervision that are not prohibited services within the meaning of the Act and Regulation (EU) No 537/2014 of the European Parliament and of the Council of 16 April 2014 on specific requirements regarding statutory audit of public-interest entities and repealing Commission Decision 2005/909/EC. The Policy also specifies the catalogue of permitted services.

Ordering a service requires an audit firm to confirm that ordered non-audit services are not prohibited services within the meaning of the Act of 11 May 2017 on statutory auditors, audit firms and public supervision and within the meaning of Regulation (EU) No 537/2014 of the European Parliament and of the Council of 16 April 2014 on specific requirements regarding statutory audit of public-interest entities and repealing Commission Decision 2005/909/EC and that the audit firm is able to perform the services in an unobstructed manner.

The Audit Committee, having assessed the risks and safeguards of independence, consents to the provision of the permitted non-audit services.

Permitted services other than auditing of financial statements were provided to CIECH S.A. in 2018. In each instance the Audit Committee assessed independence and consented to the provision of such services. The Audit Committee analyses reports on the audit firm's performance of permitted services.

- *"Policy and procedure of selecting the audit firm"*. The Policy defines formal conditions and criteria for the selection of the audit firm, the most important of which are:

- the selection is made by the Supervisory Board on the basis of the Audit Committee's recommendations;
- the selection is made with the rotation rules taken into account:
 - the entity authorised to audit financial statements may not conduct audits of the Company/Group for more than 5 subsequent years;
 - the entity authorised to audit financial statements may conduct the audit in the Company/Group again after at least 3 years from the end of the last audit, unless the duration of the audit order is 5 years, in which case the entity authorised to audit financial statements may conduct the audit in the Company/Group again after at least 4 years from the end of the last audit;
 - a key statutory auditor may not perform financial audit activities in the Company/Group for a period of more than 5 subsequent years;
 - a key statutory auditor may perform financial audit activities in the Company/Group again after at least 3 years from the end of the last audit.
- the first agreement on the audit of financial statements is concluded for a period not shorter than 2 years;
- the selection is made on the basis of documented qualifications and professional experience, taking into consideration the specificity and locations of businesses conducted by companies in the CIECH group, required reporting deadlines and the price offered.

In 2018 the Audit Committee of CIECH S.A. issued a recommendation regarding the selection of an audit firm, in accordance with the Policy and procedure of selecting the audit firm, which fulfilled the binding conditions for renewing the agreement with an audit firm, namely PricewaterhouseCoopers Polska Spółka z ograniczoną odpowiedzialnością Audyt Sp.k.

Remuneration Committee of the Supervisory Board of CIECH S.A.

The Remuneration Committee was appointed by Resolution No 66/IV/2005 of the Supervisory Board of CIECH S.A. According to the Remuneration Committee Regulations, the primary task of the Committee is to advise the Supervisory Board on matters related to the establishment of the principles and amounts of remuneration of the CIECH S.A.'s Management Board members.

In particular the Committee's tasks include:

- presenting the Supervisory Board with proposals of the principles of remuneration of CIECH S.A.'s Management Board members, which should account for all forms of remuneration, in particular as regards: base remuneration, remuneration system based on results, retirement system and severance payments

- presenting the Supervisory Board with regarding the amounts of remuneration for each CIECH S.A.'s Management Board member
- presenting the Supervisory Board with drafts of agreements, regulating the performance of responsibilities CIECH S.A.'s Management Board members
- discussion (with or without the involvement of the Management Board) of all problems or reservations that may arise in matters related to the remuneration of CIECH S.A.'s Management Board
- consideration of all other matters to which the Committee or Supervisory Board has paid attention
- informing the Supervisory Board of all significant matters in the general context of the Committee's activity.

The Remuneration Committee of the Supervisory Board of CIECH S.A. elects a Chairman from among its members to manage the Committee's work.

The Remuneration Committee of the Supervisory Board of CIECH S.A. submits an annual report on its activity, which is a part of the Report on the activity of the Supervisory Board of CIECH S.A., provided to Shareholders during the Ordinary General Meeting of CIECH S.A.

As at 1 January 2018, the composition of the Remuneration Committee was as follows:

- Tomasz Mikołajczak – Chairman of the Committee;
- Mariusz Nowak – Committee Member.

On 24 July 2018, following the appointment of the Supervisory Board of CIECH SA as of 22 June 2018 for a new term of office, the Supervisory Board appointed the Remuneration Committee of the Supervisory Board of CIECH S.A. in the following composition:

- Tomasz Mikołajczak – Chairman of the Committee;
- Mariusz Nowak – Committee Member;
- Dawid Jakubowicz – Committee Member.

Following Mr. Dawid Jakubowicz's resignation from the Supervisory Board of CIECH SA as of 5 December 2018, he also ceased to be a member of the Committee as of that date.

As at 31 December 2018, the Remuneration Committee was composed of the following two members:

- Tomasz Mikołajczak – Chairman of the Committee;
- Mariusz Nowak – Committee Member.

Management Board

According to § 23(1) of the Company's Articles of Association, the Management Board consists of at least two members. The Supervisory Board appoints the Chairman of the Management Board and other Board members. The Supervisory Board determines the number of Board Members. The joint term of the Management Board members lasts three years.

The term of office of a Management Board Member expires at the close of the General Meeting approving the financial statements for the last full financial year in which the Management Board Member held his position in the Company's Management Board during the term of office for which this Member was appointed.

The Management Board's competences include all matters and economic decisions and other decisions not reserved by the regulations of the Code of Commercial Partnerships and Companies or the stipulations of the Company's Articles of Association as belonging solely to the General Meeting or Supervisory Board.

Two Board Members jointly or one Board member together with an proxy are authorized to make declarations of will and to sign them on behalf of the Company.

The current joint term of the Company's Management Board commenced on 22 June 2017. The Company applies the policy of internal distribution of powers among Board Members, in terms of managing the affairs of the Company. A detailed description of segregation of powers of individual Board Members has been specified in the resolution of the Management Board. Within the scope of ordinary activities of the Company, each Board Member is obliged and authorised to independently manage the Company's affairs falling under his/her powers, in accordance with the distribution determined by the Management Board.

The Management Board of CIECH S.A. operates on the basis of the regulations passed by the Management Board and approved by the Supervisory Board. Resolutions of the Management Board are passed by an absolute majority of votes cast with a quorum of at least half of the Management Board members. In the case of a voting tie, the President of the Management Board has the casting vote. In accordance with the principles of best practices, Management Board Regulations state that in the event of a conflict of the Company's interest with the personal interests of a Board Member, his spouse, relatives or kinsman of the second degree or persons with whom he has a personal relationship, he should abstain from participation in the settlement of such matters, and request for this to be noted in the Board's meeting protocol.

Management Board's resolutions are required only in respect of matters exceeding the scope of ordinary Company's activities including in particular:

- the approval and amendment of the Management Board's Regulations;
- the approval and amendment of the Company's Organisational Regulations;
- adoption of motions addressed to the Supervisory Board or the General Meeting;
- convening General Meetings and determining their agendas;
- the acceptance of annual and long-term financial plans and development strategies for the Company;
- the grant of proxy or general power of attorney;
- taking out credit and loans;
- granting loans and donations;
- the disposal of a right or assumption of a liability exceeding the amount of PLN 500 thousand, excluding purchase and sales of raw materials, intermediate goods, and products related to the operations of the Company up to the value of PLN 6 million in a single transaction or series of related transactions;
- application for bank guarantees, assumption of liabilities under promissory notes, the grant of all types of guarantees and the establishment of other securities.

A Management Board's resolution is also required in matters not exceeding the scope of ordinary Company's activities if its passing is requested by any of the Management Board's Members.

As of 1 January 2018, the composition of the Company's Management Board was as follows:

- Maciej Tybura – President of the Management Board
- Artur Król – Member of the Management Board
- Artur Osuchowski – Member of the Management Board.

He Supervisory Board of CIECH S.A. appointed Mr Krzysztof Szlaga as a Member of the Management Board of CIECH S.A. with effect as of 12 March 2018. Next, following the resignation of Mr Artur Król from the Management Board of CIECH S.A. as of 31 August 2018 and the resignation of Mr Maciej Tybura from the Management Board of CIECH S.A. as of 10 September 2018, on 10 September 2018, the Supervisory Board of CIECH S.A. delegated Mr Dawid Jakubowicz – a member of the Supervisory Board – to temporarily perform the function of the President of the Management Board of CIECH S.A., i.e. for a period of three months, and appointed Mr Mirosław Skowron as a Member of the Management Board of CIECH S.A. On 26 November 2018, Mr Krzysztof Szlaga submitted his resignation from the Management Board of CIECH S.A.

The President of the Management Board of CIECH S.A., Mr Dawid Jakubowicz, was appointed by the Supervisory Board of CIECH S.A. on 5 December 2018.

As at 31 December 2018, the composition of the Management Board of CIECH S.A. was as follows:

- Dawid Jakubowicz — President of the Management Board;
- Artur Osuchowski – Member of the Management Board;
- Mirosław Skowron — Member of the Management Board.

The body responsible for establishing the principles and level of remuneration for the Management Board members is the CIECH S.A. Supervisory Board.

TABLE 53: CIECH S.A.'S MANAGEMENT BOARD AS AT 31 DECEMBER 2018

**DAWID JAKUBOWICZ**

President of the Management Board of CIECH S.A. since 10 September 2018

He has completed a Program for Leadership Development (PLD) at the Harvard Business School in Boston and holds the MBA title from the Georgia State University and the University of Economy in Poznań. A graduate of the Faculty of Economy at the University of Economy in Poznań.

Mr Dawid Jakubowicz is a member of the management board of Kulczyk Investments S.A. where, since 2010, he has been responsible for the supervision of the investment portfolio. He is an esteemed expert with the international operational experience in building the value of companies from the chemical, mining, energy, automotive and new technologies sectors. Enlisted as a qualified auditor by the National Chamber of Statutory Auditors since 2014. In the past, he worked for international company KPMG Audit, where he was responsible for audit of separate and consolidated financial statements of entities from many sectors.

Scope of responsibilities in CIECH S.A. – supervision over organisational units:

- Strategy and Innovation Division
- Human Resources Department
- Audit and Control Department
- Legal and Compliance Department
- Assets Management Department
- Security Office
- Finance and Accounting Division
- Independent position: OHS Coordinator, Representative of the Management Board for Investor Relations, Director of the Reshape Project, Adviser to the Management Board, Business Analysis Manager.
- AGRO Business Unit.

**ARTUR OSUCHOWSKI**

Member of the Management Board of CIECH S.A. since 2 April 2008

Graduate of the Private Higher School of Business and Administration in Warsaw, Faculty of Economics, majored in Finance and Banking.

Completed professional courses in management of company value, appraisal of companies on the capital market, restructuring of company's activity. Holder of the scholarship of the "Die Zeit" weekly, American Council of Germany, Dreager Foundation.

In 1996-1997, the analyst in the Management Accounting Department at Raiffeisen Bank Polska.

From 1998 to 2001, senior consultant in the Corporate Finance department at Ernst & Young (responsible for mergers and acquisitions on the capital market and strategic projects related to restructuring and reorganization of companies' operations).

In 2001-2003, he was senior consultant at the Corporate Finance Department at Capgemini. Responsible for mergers and acquisitions on the capital market and strategic projects related to restructuring and reorganization of companies' operations.

In 2003-2008, he acted as the manager at KPMG Advisory in the Economic Consulting Department. Responsible for the development of services in the scope of strategic projects, reorganization of companies' operations and projects related to the financing of operations, as well as the support of direct investments.

Scope of responsibilities in CIECH S.A. – supervision over organisational units:

- Project Management and Entities Supervision
- Marketing and Communication Department
- Supply Chain Management Division, including:
 - Logistics Department
- IT Department
- Independent positions, including: Coordinator of the Management Board for the Integrated Quality and Information Security Management System Representative of the Management Board for the Integrated Quality and Information Security Management System Press Officer.
- Business Units: Salt, Soda, Resins, Foams, Silicates and Glass.



MIROSŁAW SKOWRON
Member of the Management
Board of CIECH S.A.
since 10 September 2018.

Mr Mirosław Skowron graduated from the Wrocław University of Technology, holds the MBA diploma and completed a course of Strategic Leadership Academy at the ICAN Institute, organised by the Harvard Business Review.

In the past, Mr Mirosław Skowron, among other functions, served as the president of management boards of such companies as Przedsiębiorstwo Budowy Kopalń S.A. forming a part of the KGHM Group, Polimex-Energetyka Sp. z o.o., Energa Elektrownie Ostrołęka S.A. and Energa Invest S.A., as well as PGE Elektrownia Opole S.A.

Scope of responsibilities in CIECH S.A. – supervision over organisational units:

- Investment Management Department
- Facilities Maintenance Department
- Purchase Division, including:
 - Raw Materials Purchase Department
 - Investment and Technical Purchases Department
 - Administration and IT Purchase Department
- Energy Department
- Environmental Department
- Grain Project Team.

7.11 REMUNERATION FOR THE MANAGEMENT AND SUPERVISORY BODIES

Information on the remuneration for the management and supervisory bodies is provided in note 9.3.4 to the Consolidated Financial Statements of the CIECH Group for 2018 and note 9.3.4 to the Financial Statements of CIECH S.A. for 2018.

7.12 INFORMATION ABOUT AGREEMENTS SIGNED BETWEEN THE ISSUER AND PERSONS IN MANAGEMENT POSITIONS

If the Employer terminates the employment contract with a member of the Management Board upon notice, the Member is entitled to compensation in the amount of six months' remuneration. The non-competition agreement with Board Members after the termination of the employment provides a compensation in the amount of 50% of monthly remuneration for a period that does not exceed 24 months. Apart from those listed above, other agreements were not signed between the Company and Members of the Management Board of CIECH S.A.