

**Marcin Murawski**

**Date of Birth:** 8 October 1973

**Education:**

**1992-1997** University of Warsaw, Faculty of Management.  
Specialization in Financial Management.  
First Class Honours Degree in Management - June 1997.

**1998-2005** Completed ACCA Examination in 1999.  
ACCA Member from 2000.  
ACCA Practicing Certificate (eligible to work as Certified Auditor in UK) – 2003  
KIBR Qualification (Polish Statutory Auditor No 90053) - July 2003  
CIA (Certified Internal Auditor) – qualification obtained in May 2005

**Work Experience:**

**From March 2013:** Member of the Supervisory Board GTC S.A.

**From December 2012:** Member of the Supervisory Board CCC S.A.

**November 2005 –  
November 2012:**

**Head of Internal Audit of TUIR WARTA GROUP** (Non-life insurance, Life insurance, Pension Fund, Charity Foundation, Brokerage Company, Real Estate company, Investment fund).  
Secretary of the Audit Committees of WARTA Non-life and WARTA Life companies.

**Responsibilities:**

Managing and developing the Internal Audit function within Warta Group. Reporting to the Audit Committees, CEO and Group Audit.

Conducting numerous, risk-based internal audits resulting in issuing about 1.000 value-adding recommendations for WARTA's Management and Business over 6 years period (about 900 of them have already been implemented).

Performing follow-up on implementation of internal audit, external audit, regulatory recommendations and supporting business representatives in that process.

Assuring the Management and the Supervisory Board (Audit Committee) whether the risk management in business processes is effective, internal controls are adequate and processes are conducted effectively.

Advising and supporting the Business on risk management and internal control issues related to new processes / new regulations / important modifications, business self assessment, ICT systems implementations.

Advising the Business on new products implementation, on protecting Warta's interests in key contracts and other key risk decisions.

Conducting special investigations, special audits at the request of the

Management, Supervisory Board and Group Internal Audit.

Cooperating with the Statutory auditor in the external audit process, incl. coordinating the preparation of responses to the management letter points.

Cooperating with the regulator (KNF) on the internal control and risk management issues and in the key – strategic processes (Solvency II).

Supervising and developing the Inspection Function in the Company (inspection focuses on controlling compliance with internal procedures for key business processes conducted in the field units – mostly underwriting, claims handling).

Representing the Group Internal Audit function in local companies and facilitating the implementation of group solutions in local companies.

Supporting the key Group Internal Audit developments on the global level.

#### **Key Achievements:**

Initiating and supporting implementation of approximately 1.000 various improvements of business processes and the company organisation (audit recommendations) over the last 6 years. The initiated by Internal Audit organizational changes aimed to:

- Improve security of processes and stability of sound financial results by:
  - enhancing internal control system (identifying and eliminating control gaps and consequently losses);
  - enhancing the risk management (building risk awareness within the company and initiating risk-response solutions)
- Eliminate ineffectiveness and optimise business processes (eliminating bottlenecks, delays, root-causes of operational losses, initiating wise cost-benefit solutions and implementing process monitoring solutions)
- Ensure consistence of tactical and operational actions with the company strategy.

Key areas covered by implemented IA recommendations are:

In business processes:

Claims Handling, Underwriting client Acceptance and Pricing, Portfolio Monitoring, Distribution Channels management

In Finance processes:

Accounting, Tax, Settlements, Actuarial

In other supporting processes:

Compliance, AML, ICT, HR, Administration, Procurement

Supporting business in changing key business processes by conducting advisory assignments in the scope of internal control and risk management (i.e. in claims handling, ICT systems development).

Improving significantly the effectiveness of internal control and risk management solutions:

- Reduction in the number of processes assessed as weak from 10 in 2007 to 5 in 2011
- The number of financial and internal control issues raised by

the External Auditor after annual statutory audit for TUIR WARTA S.A. has been decreasing from 16 in year 2007 to 4 in 2011.

- Reduction of the level of incompliance with internal procedures from 8.5% in 2006 to 5.5% in 2011.

Significantly enhancing the level of risk management in business processes among WARTA's managers (raising risk awareness and promoting an active risk management approach).

Leading and enforcing necessary organizational and process changes. Support for Warta's Management Boards in implementation of the risk management process/ internal control system.

Active support for the Audit Committees in monitoring the risk management process and reviewing the internal control system.

Support in establishing the Internal Audit and inspection functions in other KBC Group Companies. Working out the concept and implementation plan for methodology of insurance inspection for KBC Group.

Increasing the effectiveness of Internal Audit and Inspection function by reducing the time consumption of these operations and consequently reducing the cost level by 15%

Assuring the full and cost effective coverage of Internal Audit Universum (incl. ICT audits), based on internal staff resources and without using (more expensive) external consultants services.

Developing and implementing the working methodology of internal audit in line with standards of KBC Group and standards of Institute of Internal Audit (risk-based auditing).

Creating and maintaining professional and competent auditing team (starting with 1 person and ending with 9 qualified and highly motivated auditors). Internal Audit of Warta was assessed by Audit Committee members as the best Internal Audit among KBC Insurance companies in CE.

**September 1997- 2005  
Development in PwC:**

Audit Manager in PricewaterhouseCoopers Sp. z o. o.

**1997 to 1998**

Associate in Audit Department

**1999 to 2001**

Senior Associate in Audit Department

**2002 to 2005**

Manager in Audit Department

**Responsibilities in PwC:**

Auditing of Financial and non-financial Institutions; Statutory Audits, Special Financial Reviews, Advisory Accounting Services for Insurance Companies, Pension Funds, Financial Reporting, Taxation, Internal Controls.

**Key capabilities in PwC:**

Audit and Financial Risk Assessment.

Responsible for Managing Auditing Teams.

Supervision of Audit Work Performed by Team Members, Approving the Audit Work and Taking Overall Responsibility for Audit Projects.  
Reporting to PwC Partners in Poland and Worldwide.  
Technical and Accounting Advisory Services for Insurers.  
Cooperating with Actuaries.  
Assisting Clients with Financial Reporting, Financial Management.  
Responsible for International Insurance Projects (audits in other countries of the region).

**Key Clients in PwC:** Huta Silesia, Huta Skawina, ZKSM (Góraźdze), Pratt&Whitney, AIG, BRE Bank, Uniqa SA, Uniqa Life, Polisa, Warta, AGF, Heros, Heros Life, Hamburg-Mannhaimer, Cigna, TUK Deawoo, Sedgwick, Zurich, Zurich Life, Generali, Generali Life, Royal PBK, Compensa S.A., Signal-Iduna, Signal-Iduna Life, Finlife, PTE Skarbiec-Emerytura, Triglav (Slovenia).

**Feb 1997- July 1997:** Financial controller in TCH Components Sp.z o.o.  
**Responsibilities:** Preparation and Consolidation of Financial Statements.  
Financial Analysis and Reporting.  
Cooperating with Banks, Suppliers.

**Language Skills:** Polish – Native, English – Fluent, German – Moderate

**Professional Membership:** Founder member of “The Club of Chief internal Auditors” in Poland.  
Association of Chartered Certified Accountants,  
The Institute of Internal Auditors,  
Krajowa Izba Biegłych Rewidentów,  
Association of Certified Fraud Examiners.