

Andrzej Kaczmarek

Manager with experience gained in top positions in private business, State Owned Enterprises, economic diplomacy and state administration. Expert on the power industry as well as infrastructure construction and foreign economic cooperation. Business consultant, negotiator and leader pursuing strategic development visions.

Changing market standards | Shaping business environment:

- **PSE:** introducing **global standards in large investment portfolio management**, creating a new market benchmark in contracting methods, implementation of new technological trends for energy transmission and storage, **BIM** -pioneering implementation of an **innovative methodology of investment process digitalization**

Improving business process standards | Change management:

- Restructuring PSE Inwestycje and establishing new legal entity – Central Development and Investment Unit (CJI) → **optimizing investment process implementation methods** from the following aspects: financial, formal and legal, technical and HSEQ

Business development strategies for local and international markets:

- **Budimex:** building the international business partnership (Lithuania), introducing the company to new markets (the power industry, industrial installations, gas transmission pipelines, transmission of electric energy)
- **KPMG:** developing business in foreign markets, with a special emphasis on economic cooperation with China

Undersecretary of State at the Ministry of Economy: **achieving the highest ever foreign investment ratios exceeding EUR 10BN per year.**



CEO | Energy sector

Supervisory Boards

Strategic Advisory

Undersecretary of State
Ministry of Economy

English | French

Professional experience

President of the Board, CEO | **PILE Elbud S.A.** 03.2020 - present

Advisor of Management Board | **MOSTOSTAL Warszawa S.A.** 04.2019 – 11.2019

- building the company's position on new infrastructure construction markets
- preparing a strategy for entering foreign markets; international business partnerships for projects from Poland and abroad
- integration of the strategy of companies from the Capital Group

CEO | **Central Development and Investment Unit, PSE Inwestycje S.A.** 05.2017 - 10.2018

President of the Board | **PSE Inwestycje S.A.** 06. 2016 – 04.2017 and 03.2018 - 12.2018

- **managing company carrying out investment projects for the needs of PSE S.A. transmission system** (over 14 thousand kilometers of transmission lines)
- responsible for a **portfolio of more than 150 long-term investment projects with a value of approximately PLN 10BN**, supervision over the formal, legal and technical aspects of the investment process
- restructuring PSE Inwestycje and establishing Central Investment and Development Unit (CJI) to optimize an investment process realization model
- **manager of a team of approx. 350 people, development of new competencies for: energy storage technologies and facilities, offshore wind farms, undersea cable connections, HVDC lines**

Selected achievements

- creating a **new market benchmark in contracting methods**, resignation from contract agreements based mainly on the price criterion and transferring all risks to the contractor

- introducing top standards in large project portfolio management → **the first in industry New Investment Realization Model (NMRI)**, resulting in:
 - optimizing and streamlining the investment process, ensuring its transparency and flexibility, risk monitoring, supervision and effective cooperation with contractors,
 - clear segregation of roles and responsibilities, resulting in improving process effectiveness
 - standardizing quality and quantity parameters enabling assessment of the project
- **leader in implementing innovative BIM methodology** → investment process digitalization, error elimination, reducing project implementation costs
- establishing a **prepayment / mobilization fee** in order to **reduce financing costs for contractors**
- **introducing HSEQ standards**, imposing more stringent requirements concerning work safety of contractors

Development Director | Budimex S.A. 01.2015 – 05.2016

- **building the company's competencies enabling its entrance to the new markets:**
 - the power industry, gas transmission pipelines, transmission and distribution of electric energy, industrial installations
- preparing and implementing a strategy for development in foreign markets, changing the operating philosophy:
 - **international business partnership**, negotiating consortium and performance agreements, project preparation

Director | KPMG Advisory Sp. z o.o. 06.2007 – 12.2014

- responsibility for investment, advisory, economic regulations and Special Economic Zone (SEZ) projects for various sectors (including public and energy)
- advisory projects for foreign investors
- **implementing a new growth strategy → developing business on the international markets, particularly economic cooperation with China** (role: Head of KPMG China Practice in Poland):
 - consulting for majority of Chinese companies present in Poland and Polish companies in China

Undersecretary of State | Ministry of Economy 11.2005 – 02.2007

- **strategy and economy development**; coordinating the Lisbon Strategy implementation, entrepreneurship, horizontal industrial policy
- **economic regulations**; Regulatory Reform Program, legislative processes: supporting innovations, SEZ, economic freedom act, intellectual property rights, public – private partnerships and others
- **innovations, entrepreneurship**, foreign investors, animator of operational programs → **creating the first seed fund in PL**
- **structural funds**; supervising SOP Increase of Competitiveness of Enterprises 2004 – 2006, preparing OP Innovative Economy 2007 – 2013, OP Infrastructure and Environment and OP for Eastern Poland
- **foreign bilateral economic relations with 170 countries**, including Russian Federation, China, Belarus, central Asia countries, **negotiating the key foreign investments on behalf of the Polish government** (Sharp and Orion, Toshiba, DELL, LG Philips, Lenovo, JVC, TPV AOC, Ford, Volkswagen, Bridgestone, Toyota) → **achieving the highest ever foreign investment ratios, over EUR 10BN annually**
- reorganizing the ministry structures, introducing horizontal management, reducing administrative requirements, implementing the standard cost model

President of the Board | FIRE Innovation Center Foundation (ARP Group) 03.2004 – 10.2005

- **commercialization of innovative projects related to advanced technologies**, supporting the development of hi-tech companies, **business advisory**, attracting investors
- introducing a Canadian model of business and financing support for start-ups and spin-offs in Poland

First Counselor, Senior Trade Commissioner | Ministry of Economy, Embassy of the Republic of Poland in Canada 02.1997 – 02.2004

- **developing bilateral Polish – Canadian economic relations**, promoting Poland and Polish economy in Canada and Canadian investments in Poland, market analysis, providing advisory services for investors

VP | Polish Foreign Investment Agency (PAIZ) 10.1994 – 02.1997

- advising and introducing foreign business to Poland, realizing regional development program, negotiating investment projects

President of the Board | Polish Chamber of Electronics (KIGEiT) 03.1993 – 12.1994

- **launching the largest industrial Chamber in Poland**, representing members' interests in Poland and abroad, issuing opinions on legal regulations, **lobbying**, ensuring advisory services for foreign investors from electronics and telecoms industry

General Manager Electronics | ITI Poland S.A. 03.1988 – 03.1993

- responsibility for sales, distribution, technical service, marketing, import, new business development

Additional expert and project activities

Governing Board of Polski Komitet Wielkich Sieci Elektrycznych (**CIGRE**) 2017 – 2018

President of the Board | Powiśle Park (POGC Capital Group - GK PGNiG) 2009 – 2014

Realization of an innovative office and residential investment (with a tri-generation power energy system)

Expert at Ministry of Economy, preparing National Revitalization Plan 2007 – 2013

Advisor to the President of the Board | ELEKTROEKO 2007 – 2009

Member of the Polish Business and Innovation Centers Association (SOOIPP), founding member of the **Enterprise Development and Technological Innovations Platform, accredited expert of PARP** (Polish Agency for Enterprise Development), member of the European Technology Transfer Organization Proton Europe 2004 – 2005

National Chamber of Commerce (KIG) 1993 – 2005

Member of the Executive Committee of KIG, previously a member of various project teams, co-author of KIG's program and the National Coordinator of the Central European Initiative (CEI), founder of the Foundation of the Polish Promotional Emblem "Teraz Polska" ("Poland Now"), **Chairman of the Innovation Committee**

Supervisory Boards

Supervisory Board Member | Gazoprojekt S.A. (POGC Capital Group – GK PGNiG) 03.2019 - present

Supervisory Board Member | Bank Gospodarstwa Krajowego (BGK), National Economy Bank (2 terms) 2006 – 2010

Supervisory Board Member | Mazowiecki Operator Systemu Dystrybucyjnego, Mazowian Gas Distribution Company (POGC Capital Group – GK PGNiG) 2007 – 2008

Chairman of the Supervisory Board | Polish Agency for Enterprise Development (PARP) 2005 – 2007

Education

Warsaw University of Technology, Faculty of Electronics, **Master of Science in Electronics**, 1982 – 1985

Warsaw University of Technology, Faculty of Precision Engineering, degree: **Master of Science in Engineering**, 1977 – 1982

Additional qualifications

Qualifications/Certificate for Supervisory Boards of State Treasury Companies (the Ministry of Ownership Transformations – the Commission for Staffing Supervisory Boards in State Treasury Companies) since 1993

Clause

I hereby give consent for my personal data included in my application to be processed for the purposes of the recruitment process under the Personal Data Protection Act as of 29 August 1997, consolidated text: Journal of Laws 2016, item 922 as amended.

Contact details

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