

## Aleksander Galos

### Education

|             |   |
|-------------|---|
| 2017        | Warsaw School of Economics Post-graduate studies<br>Academy of Energy Technology      |
| 2009 – 2010 | Warsaw School of Economics<br>Post-graduate studies in Accounting (without diploma)   |
| 2008 – 2009 | Warsaw School of Economics Post-graduate studies in Management<br>(with diploma)      |
| 1994        | Circuit Chamber of Legal Counsels in Warsaw<br>Legal Counsel                          |
| 1986 – 1988 | Kraków District Court<br>Judge apprenticeship training and Judge Exam                 |
| 1979 – 1984 | Jagiellonian University, Kraków<br>Law degree at the School of Law and Administration |

### Professional experience

|                |  |
|----------------|--|
| 2017 – present | Kochański Zięba i Partnerzy Business Law Firm<br>Partner   |
| 2011 – 2016    | PGE Energia Jądrowa S.A.<br>Director of the Legal Office   |
| 2009 – present | Stalexport Autostrady S.A.<br>Deputy Chair of the Supervisory Board  |
| 2008 – 2010    | Eko-Park S.A.<br>Vice-President of the Management Board  |
| 2005 – present | Judge of the Arbitration Court at the Polish Power Exchange  |
| 2002 – 2011    | Bank Zachodni WBK S.A.<br>Member of the Supervisory Board  |
| 2001 – 2007    | Kancelaria Prawna Hogan & Hartson M. Jamka, A. Galos i Wspólnicy,<br>Spółka Komandytowa (Law Firm), Warsaw<br>Legal Counsel, Managing Partner, General Partner |
| 2000 – 2001    | PKO BP S.A.<br>Member of the Supervisory Board   |
| 1994 – 2001    | Hogan & Hartson Sp. z o.o., Warsaw<br>Legal Counsel, Managing Partner  |
| 1992 – 1993    | The Office of the Ministry of Prime Minister's Office (URM)<br>Director  |
| 1984 – 1992    | Jagiellonian University, Kraków Assistant Lecturer at the School of Law<br>and Administration  |

## **Ad Kas**

### Education

1984 State University of Utrecht,  
the Netherlands  
Master's Degree in Business Law

### Professional experience

10.2017 - present ING Turkey Chairman of Audit Committee

05.2016 – 02.2017 ING Bank N.V. ad interim Head of Model Validation

01.2016 – 10.2017 ING Bank N.V. ad interim Head of Corporate Operational Risk Management

09.2014 – 12.2015 ING Bank N.V. Chief Risk Officer, ING Challengers & Growth Countries (C&G)

03.2013 – 08.2014 Chief Risk Officer, ING Direct N.V., Head of Risk Control&Coordination, Retail Banking

02.2008 – 03.2013 Chief Credit Officer, ING Turkey (Istanbul)

07.2005 – 02.2008 Head of General Lending Products, Central and Eastern Europe (Head Office ING Amsterdam)

10.2004 – 05.2005 Interim Head of Risk Management, Central and Eastern Europe (Head Office ING Amsterdam)

11.2000 – 07.2005 Head of Corporate Risk Assessment, Central and Eastern Europe (Head Office ING Amsterdam)

12.1996 – 11.2000 Senior Account Manager, Credit Restructuring Department / Corporate Accounts (Head Office ING Amsterdam)

09.1988 – 12.1996 (Senior) Relationship Manager, Wholesale Banking (NMB / ING Tilburg branch)

09.1984 – 09.1988 Tax Collector, Ministry of Finance (Rotterdam and Dordrecht)

## **Małgorzata Kołakowska**

### Education

2014 Harvard Business School  
Advanced Management Program (AMP)

1991 The Main School of Planning and Statistics  
(at present Warsaw School of Economics)  
International trade economics and organisation

## Professional experience

|                   |   |
|-------------------|---|
| 2018 - present    | ING Bank NV, Wholesale Banking<br>CEO<br>UK, Middle East  |
| 04.2016 - 2017    | ING Group<br>Global Head of Network<br>Wholesale Banking  |
| 02.2010 - 03.2016 | ING Bank Śląski S.A.<br>President of the Management Board   |
| 2008 - 2010       | ING Bank Śląski S.A.<br>Vice-President of the Management Board  |
| 2006 - 2008       | ING Bank Śląski S.A.<br>Wholesale Banking Division – area of strategic clients<br>Bank Executive Director |
| 2001 - 2006       | European Bank of Reconstruction and Development<br>Manager for Poland and Baltic Countries                |
| 1996 - 2001       | McDonalds's Poland<br>CFO   |
| 1993 - 1996       | ING Bank N.V.<br>Officer, Senior officer, Team head   |

## **Aleksander Kutela**

### Education

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|------|--|
| 2005 | Harvard Business School<br>The General Management Program  |
| 1997 | University of Economics, Kraków, Faculty of International Business and Politics<br>Master of Economics |

### Professional experience

|                   |  |
|-------------------|--|
| 09.2018 – present | Ringier Axel Springer Polska<br>Vice-President of the Management Board |
| 03.2018 – 08.2018 | Onet Holding Sp. z o.o.<br>Vice-President of the Management Board      |
| 08.2015 – 04.2018 | Grupa Onet.pl S.A.<br>CEO  |

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|----------------|--|
| 2011 – 06.2015 | HBO Central Europe Programming<br>Managing Director (Board Member)                     |
| 2006 – 06.2015 | HBO Europe (Brand Management)<br>Senior Vice-President                                 |
| 2006 – 2008    | HBO Central Europe (Brand Management and Original Production)<br>Senior Vice-President |
| 2002 – 06.2015 | HBO Poland<br>President of the Management Board  |
| 1998 – 2000    | HBO Poland<br>Sales and Marketing Director   |
| 1995 – 1996    | World Entertainment News Network<br>Representative in Poland                           |

## **Antoni F. Reczek**

### Education

1976 Strathclyde University, Glasgow, Scotland Master's degree in Economics

### Professional experience

|             |  |
|-------------|--|
| 2008 – 2013 | PricewaterhouseCoopers Sp. z o.o. (PwC)<br>Member of the European Forum for Audit Quality (EFAQ) |
| 2000 – 2013 | PricewaterhouseCoopers Sp. z o.o. (PwC)<br>Regional Leader for Regulatory Matters                |
| 1995 – 2000 | PricewaterhouseCoopers Sp. z o.o. (PwC)<br>Leader of the Regional Financial Sector Service Team  |
| 1994 – 2011 | PricewaterhouseCoopers Sp. z o.o. (PwC)<br>Leader of the Corporate Financial Sector Service Team |
| 1991 – 2013 | PricewaterhouseCoopers Sp. z o.o. (PwC)<br>President of the Management Board                     |
| 1991 – 2013 | PricewaterhouseCoopers Sp. z o.o. (PwC)<br>Partner   |
| 1991 – 1994 | PricewaterhouseCoopers Sp. z o.o. (PwC)<br>Leader in the Audit Section                           |

### Other activities

|                |   |
|----------------|---|
| 2012 – present | President of the British-Polish Chamber of Commerce                       |
| 2010 – present | Member of the Financial Committee of the Auschwitz-Birkenau<br>Foundation |

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|----------------|--|
| 2008. – 2011   | Member of the Council of the Polish Chamber of Certified Auditors  |
| 2006 – present | Participation in the works of the Auditing Working Party of the Federation of European Accountants (FEE)                                       |
| 2006 – 2010    | Chairman of the Polish Financial Auditing Standards Committee  |
| 2006 – 2009    | Member of the working groups of the Committee of European Securities Regulators (CESR) and European Financial Reporting Advisory Group (EFRAG) |
| 2006 – 2008    | Member of the Proactive Accounting Activities in Europe (PAAiNE)   |
| 2005 – 2011    | Member of the Polish Accounting Standards Committee  |
| 2002 – 2004    | Member of the Advising Committee for the Integration with the European Union at the Council of Ministers                                       |
| 1994           | Auditor of the issue of participation shares in the National Investment Funds  |
| 1993 – present | Chartered Auditor of the Republic of Poland  |
| 1991           | Founder of Coopers & Lybrand in Poland   |
| 1983 – present | Chartered Accountant (C.A.) of the Institute of Chartered Accountants of Scotland  |

## **Michał Szczurek**

### Education

Master of science, Economic Sciences, a joint programme of Warsaw University and Columbia University

Master's degree, Faculty of Law and Administration, Warsaw University

Master's degree, Department of Computer Sciences, Faculty of Electronics, University of Warsaw

CEDEP Business School, Fontainebleau, France

### Professional experience

|                |   |
|----------------|---|
| 2012 – present | ING Bank Romania<br>Chief Executive Officer                                     |
|                | TMB Bank Thailand   |
| 2009 – 2012    | Chief Retail Banking Officer  |
|                | ING Bank Śląski S.A.  |
| 2004 – 2009    | Vice-President of the Management Board in charge of the retail banking division |

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|-------------|--|
| 2002 – 2004 | ING Nationale- Nederlanden Polska S.A.<br>Vice-President of the Management Board   |
| 2002 – 2004 | Towarzystwo Ubezpieczeń na Życie ING Nationale-Nederlanden<br>[Life Insurance Company]<br>Member of the Management Board   |
| 2000 – 2002 | ING Nationale-Nederlanden Polska Powszechnie Towarzystwo<br>Emerytalne S.A.<br>[Pension Fund]<br>Chief Executive Officer   |
| 1998 – 2000 | Nationale-Nederlanden Polska PTE S.A. [Pension Fund]<br>Vice-President of the Management Board in charge of finance and<br>investment policy of the pension fund |
| 1996 – 1998 | ING BSK Asset Management and ING BSK Towarzystwo Funduszy<br>Powierniczych S.A.<br>Member of the Management Board in charge of investment policy                 |

## **Norman Tambach**

### Education

|             |  |
|-------------|--|
| 1998 - 2002 | Nyenrode Business University, the Netherlands<br>master in accountancy     |
| 1991 - 2002 | Registered Accountant, NIVRA (Dutch Institute of Chartered<br>Accountants) |

### Courses

|             |   |
|-------------|---|
| 2016        | Next CFO Programme, Deloitte, Belgium   |
| 2009        | Leadership Programme, Avicenna Academy for Leadership                             |
| 2007 - 2012 | Netherlands Institute for New Technology, Economic and Social Studies<br>(NINTES) |
| 2007        | INSEAD Banking School, Fontainebleau, France                                      |

### Professional experience

|                   |   |
|-------------------|---|
| 06.2018 – present | ING DiBa, Niemcy<br>Head of Financial Accounting and Regulatory Reporting |
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|-------------------------|--|
| 2013 – present          | ING Group N.V. / ING Bank N.V.<br>Group Controller   |
| 1991 – 2013             | KPMG, Amstelveen, The Netherlands<br>Equity partner and various other functions  |
| 1999 – 2001             | KPMG, Kiev, Ukraine  |
| 1995 – 1998             | KPMG, Brussels, Belgium  |
| <u>Other activities</u> |  |
| 2017 – present          | Member of ING's Leadership Council   |
| 2015 – present          | Chair of ING's Global Pricing and Impairment Committee   |
| 2014 – present          | Member of (Ad Hoc) Disclosure Committee  |
| 2014 – present          | Member of ING Bank ALCO  |
| 2014 – present          | Chair of Group Evaluation Committee for ING's Controls Over Financial Reporting (SOX) and the ING's Operational Finance MT |
| 2013 – present          | Member of ING Bank Finance and Risk Committee  |
| 2013 – present          | Member of ING Group Provisioning Committee   |
| 2013 – present          | Member of the Finance Management Team  |