



Tomasz REJMAN

Interim Manager / Vice President of Operations / Chief Financial Officer / Engineer

Restructuring * Interim Management * Strategy * Manufacturing * Supply Chain Management * Mergers and Acquisitions * Refining and Chemicals * Financial Institutions * Business Performance * Organizational Development * Finance * Sales and Marketing

SELECTED ACHIEVEMENTS KEY ACHIEVEMENTS

- **A +120% increase in the value of a private company, i.e., +350 million EUR** (interior design, revenue of 600 million EUR), despite the crisis in the construction market, a dramatic rise in raw material prices, and the closure of the most profitable subsidiary due to the war. Achievements included price optimization, elimination of bottlenecks in production facilities, reduction of production and overhead costs, streamlining of the product portfolio, implementation of direct distribution, and improvement of organizational capabilities and employee satisfaction.
- **Established an operational management function at a fuel company** (with annual revenue of approximately 25 billion EUR), resulting in a margin improvement of +50–100 million EUR per year. Led the business integration of what was then the largest acquisition in Central and Eastern Europe, generating synergies of +400 million EUR.
- **Transformed the operations division of an insurance company** (approximately 700 mln EUR in written premiums) by: reducing fraud, lowering claims settlement costs (average claim reduced by 7%), optimizing IT architecture, improving customer service efficiency, and reducing administrative/procurement costs (by 25%).
- **Significantly improved team and employee productivity** with minimal changes to staffing levels through ambitious goals, on-the-job training, collaboration, and the identification of change ambassadors.

PROFESSIONAL EXPERIENCE

Member of the Supervisory Boards of MODIVO S.A. since June 2025 and **Mostostal Płock S.A.** since September 2024

Independent Interim Manager/Restructuring Consultant since September 2024, specializing in the restructuring of Polish private companies.

Key projects: financial and operational restructuring (interior design retail chain), production efficiency (paper industry, plastics processing), growth strategy (automotive, medical services), sales efficiency (electronics industry).

MCKINSEY RECOVERY AND TRANSFORMATION (interim management, restructuring),

London Feb. 2016 – July 2018, Warsaw Aug. 2018 – May 2021, **Senior Vice President, McKinsey Transformation**

Warsaw, Prague, Czech Republic, Buenos Aires, Argentina, Jan. 1999–Dec. 2004, **Engagement Manager, Strategic Consulting**

Key projects: restructuring in the aviation, chemical, new technologies, manufacturing, financial, and public services sectors.

CERSANIT S.A. (interior design products/durable consumer goods)

Warsaw, Kielce, June 2021–May 2024, January 2012–December 2013,

Chairman of the Supervisory Board of Cersanit, June 2021–May 2024;

Investment Partner at FTF Columbus Fund, June 2021–May 2024;

Vice President of Operations, January 2012–December 2013

ALLIANZ POLSKA (property and life insurance)

Warsaw, Jan. 2014–Dec. 2015

Vice President of Operations

PKN ORLEN S.A. (Operations/Finance, Refining and Petrochemicals)

Warsaw, Płock, Prague, Czech Republic, Jan. 2005–Dec. 2011

Executive Director for Supply Chain Management, Sept. 2008–Dec. 2011

Executive Director for Controlling and Accounting at the PKN ORLEN Group, February 2008–August 2008

Director of Transformation and Integration at UNIPETROL S.A., January 2005–January 2008

Member of the Management Board of Kaucuk S.A. (plastics), June 2005–June 2007

Member of the Management Board/Vice President of Marketing at BENZINA (retail chain), May 2005–January 2008

PROCTER & GAMBLE (consumer goods, sales and marketing)

Warsaw, September 1993–December 1998

Brand Manager

EDUCATION

1988–1993 **Wrocław University of Technology Master of Applied Mathematics**, Graduated with honors

1986–1991 **Wrocław University of Technology, Master of Science in Civil Engineering**, Graduated with honors

1991 **Technical University of Denmark, Lyngby/Copenhagen**, Industrial Engineering

PERSONAL INFORMATION

- Polish citizenship.
- Fluent in Polish, English, and Spanish. Intermediate proficiency in Czech and Russian.
- Author of the book “Living Each Day: Defying Cancer”, which supports the families of cancer patients.
- Leader of pro bono projects for the Polish Oncology Society and the Ministry of Health aimed at improving care for cancer patients.