

Warsaw, December 19<sup>th</sup> 2016.

To Whom it May Concern

REFERENCE LETTER FOR STAN WOJNICKI

This is to confirm that **Stanislaw Wojnicki** performed the duties of interim HR director for the Allianz Group in Poland from October 26, 2015 till March 31, 2016.

His main remit included:

- To ensure ongoing management of the HR area until a permanent replacement for the former director was recruited
- To design and implement key HR policies (Solvency II Key functions remuneration, Compensation, Performance Management, Bonus Policy, Recruiting, Disciplinary, Grading system) in line with the new business strategy
- Re-organization of the HR department
- To support the management board in preparing and carrying out a restructuring of the company, including group layoffs of about 20% of the total staff
- To ensure smooth cooperation with Trade Unions
- To prepare a follow-up plan of actions post the 2015 engagement survey and the October 2015 employee offsite
- To ensure close collaboration with the CEO and the board within Allianz People Strategy execution.

Stanislaw Wojnicki was fully qualified in term of skills and professional experience to deliver all agreed goals. He effectively contributed to overall business grow of Allianz Group during his assignment.

We can recommend Stanislaw Wojnicki as a highly qualified interim HR Director.

Sincerely,



Veit Stutz

CEO Allianz Poland