

Warsaw, 2nd March 2017 r.

Clément Michaud Acting CEO and Country CFO AXA Poland 51 Chłodna Street 00-867 Warsaw

> French Chamber of Commerce in Poland 8 Widok Street 00-023 Warsaw

Dear Sirs,

I would like to present my candidacy to the Council of the French Chamber of Commerce in Poland.

AXA is the largest insurance company in France and one of the most valuable brands in the world of insurance. As a representative of the AXA brand in Poland, I would like to share its experience in cooperation with the French investors, as well as the possibility of interest to our French partners in cooperation in the framework of the initiatives of the Chamber.

I would like to continue and strengthen this cooperation, supporting the French Chamber of Commerce in the implementation of its statutory objectives, and above all in the creation and development of business relations and of Polish – French cooperation.

Yours sincerely,

Clément Michating CEO&Country CFO

Clement Michaud