

**EMPLOYEE STOCK OPTION PLAN
RULES 2017**

AmRest Holding SE

1 January 2017
(amended on 12 September 2017)

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The following represents the Employee Stock Option Plan (the **Plan**) of AmRest Holdings SE a company incorporated under the laws of Poland, having its corporate seat at Pl. Grunwaldzki 25-27, 50-365 Wrocław, registered in the Business Register of the National Court Register held by the District Court in Wrocław, under KRS 0000320252, NIP 1010002998, (the **Company**), approved by the Supervisory Board of the Company on 12 December 2016 and becoming effective as of 1 January 2017 and later amended on 12 September 2017.

The authorization to purchase own shares for the purpose of this Plan was given by the resolutions of the General Meeting of Shareholders dated 19 May 2015 and 21 September 2016.

The Plan is aiming to provide motivation and incentive to current or future employees of the Company and its Subsidiaries, to ensure their top performance to the benefit of the Company and its Subsidiaries.

1. DEFINITIONS

1.1 The following words and expressions have the following meanings for the purposes of this Plan:

Business Day means any day, except a day that is a Saturday, Sunday or public holiday in Poland or in the country where the Employee is employed;

Change of Control of the Company means (i) any merger or consolidation of the Company with or into any other Person or any stock purchase or sale, reorganisation, recapitalisation or other transaction, in each case, in one transaction or a series of related transactions, if, immediately after giving effect to such transaction(s), any Person or a group of Persons under common Control, not currently controlling the Company acquires Control of the Company or of its transferee(s) or surviving Persons or (ii) any sale, transfer or other conveyance, whether direct or indirect, of all or substantially all of the assets of the Company, on a consolidated basis, in one transaction or a series of related transactions;

Company means AmRest Holdings SE;

Control means, with respect to any Person, the power to control, directly or indirectly, more than 50% (fifty per cent) of the voting interest of such Person, or the ability to appoint or elect more than 50% (fifty per cent) of the board of directors or other equivalent governing board of such Person, whether such power is effected through ownership of shares or other securities, by contract, by proxy or otherwise;

Discharge for Cause means termination of the employment of an Employee by reason of the fact that he or she has been convicted of a felony or has been discharged from employment for theft, dishonesty, misconduct or negligence, or for other reasons qualifying to terminate an Employee for cause under relevant jurisdiction where he or she is employed (e.g. including without limitation termination pursuant to art. 52 of the Polish Labour Code);

Employee means:

- (i) each and every Person who is employed by the Company or any of its Subsidiaries, and who in the opinion of the Management Board is one of the key personnel of the Company or any of its Subsidiaries in a position to contribute materially to its continued growth and development and to its future financial success (for avoidance of doubt the term employment shall be interpreted broadly and include different forms and types of cooperation with the Company or its Subsidiaries), and

(ii) each and every member of the Management Board of the Company or any of its Subsidiaries;

Exercise Price on a given day means the price payable to acquire a vested Share upon exercise of an Option;

Fair Market Value on a given day means:

- 1) if the Warsaw Stock Exchange was open on that day - the closing stock price of the Company on that day,
- 2) if the Warsaw Stock Exchange was closed on that day - the closing stock price of the Company on the last day before that day when Warsaw Stock Exchange was open;

Grant Date means in relation to any Options, the date on which the Options are granted;

Granting Period means the period of time between 1 January 2017 and 31 December 2019, inclusive of both dates;

Intrinsic Value of the Option means the positive difference between the Fair Market Value of the Share on the day on which the Participant submitted the Option for exercise pursuant to clause 5.5, and the Exercise Price of the Option;

Legal Successors of a Participant means:

- a) in case the Participant has deceased – a person or persons legitimated by a final court decision stating that this person or these persons have acquired inheritance after the Participant with regards to the rights under the Plan by force of law or a will, or
- b) in case the Participant has become permanently disabled in such a way that the Participant is no longer capable to exercise his/her rights and obligations under the Plan – a person or persons entitled by force of a final court decision to administrate the Participant's estate in case the Participant is incapable of running their own affairs due to circumstances provided in the Polish Family and Guardianship Code or equivalent foreign legislation;

Long Absence means a period exceeding 6 (six) consecutive months during which the Employee is unavailable, incapable to perform employment or does not carry out the work for any reason other than Total Disability;

Management Board means the board of management of the Company;

Management Incentive Plan means the stock option incentive plan for executive team of the Company and its Subsidiaries established based on the Supervisory Board resolution of 12 December 2016;

Option means an entitlement to subscribe to one Share pursuant to the Plan; for the avoidance of doubt, an Option is not transferable and is not intended to constitute a "financial instrument" as defined in the Act on trading in financial instruments of 29 July 2005;

Participant means the holder of one or more Options;

Person means any individual, partnership, limited liability company, firm, corporation, company, association, trust, unincorporated organisation or other entity;

Plan Administrator means a Person that may be designated by the Company to administer the Plan;

Polish Labour Code means the Act of 26 June 1974 the Labour Code (Dz.U. 98.21.94 with further amendments);

Retirement means a severance from the employment of the Company or a Subsidiary upon or after attainment of age prescribed as retirement age in relevant regulations, or earlier retirement due to Total Disability;

Securities Account means the participant's private account in any brokerage house or bank which can be used to trade on the Warsaw Stock Exchange. All fees, commissions and other payments related to this account are the responsibility of the Participant;

Shares means the ordinary shares in the capital of the Company;

Share Transfer Agreement means the agreement between the Company and Participants pursuant to which the Shares are sold and transferred to the Participants;

Subsidiary means each and every Person in which the Company (or Persons acting on its behalf), from time to time, directly or indirectly, owns or holds at least 51% (fifty one per cent.) of the equity interest;

Supervisory Board means the supervisory board of the Company;

Total Disability means the permanent and complete inability of the Employee to perform any type of employment, by reason of any physical or mental disability, confirmed by a medical certificate issued by a doctor in accordance with relevant provisions of law;

Warsaw Stock Exchange means Giełda Papierów Wartościowych w Warszawie S.A.

1.2 In this Plan, unless the contrary intention appears, a reference to a clause, subclause or schedule is a reference to a clause, subclause or schedule to this Plan. The schedules form part of this Plan.

1.3 The headings in this Plan do not affect its interpretation.

1.4 In this Plan any reference, express or implied, to an enactment (which includes any legislation in any jurisdiction) includes references to:

- (a) that enactment as amended, extended or applied by or under any other enactment (before or after the date of this Plan);
- (b) any enactment which that enactment re-enacts (with or without modification); and
- (c) any subordinate legislation made (before or after the date of this Plan) under that enactment, as re-enacted, amended, extended or applied as described in subclause 1.4(a) above, or under any enactment referred to in subclause 1.4(b) above.

1.5 In this Plan words importing the singular shall include the plural and vice versa and words importing the masculine shall include the feminine and vice versa.

2. GRANTING OF OPTIONS

2.1 The Management Board may from time to time, within the Granting Period, grant Options to Employees. Granting of Options to the Management Board will be decided upon the sole discretion of the Supervisory Board. Members of the Management Board and Employees who are participants of the Management Incentive Plan shall not be granted Options under this Plan.

- 2.2 The Management Board will notify the Employee of its intention to grant Options. The Option(s) may be granted at any time during the year.
- 2.3 The total number of Shares with respect to which Options may be granted pursuant to this Plan shall not exceed 750,000(seven hundred fifty thousand).
- 2.4 In case any unexercised Options expire pursuant to clause 8, the Shares with respect to which such expired Options were granted increase the pool of Shares with respect to which Options may be granted under this Plan.
- 2.5 Subject to the provisions of the Plan, the Management Board shall have full authority and discretion to take any actions it deems necessary or advisable for the administration of the Plan (including decision on purchase or issuance of Shares necessary to settle the Participants' rights under the Options). All such decisions, interpretations and other actions of the Management Board shall be final, binding and conclusive on all Persons deriving rights under the Plan.

3. MODIFICATION OF OPTION TERMS

The Management Board shall have the discretion and authority to grant Options with such modified terms as the Management Board deems necessary or appropriate in order to comply with the laws of the country in which the Participant resides or is employed or to make the Plan as tax efficient as possible for the Company and the Participant, or for other important reasons. All modifications should be in compliance with applicable law, and shall adhere to the principles set out in this Plan as closely as possible.

4. EXERCISE PRICE

- 4.1 The Exercise Price shall be determined by the Management Board. Except as the Management Board otherwise determines, upon approval by the Supervisory Board, the Exercise Price will equal the closing price of the Shares on the Warsaw Stock Exchange at the Grant Date.
- 4.2 If at any time after an Grant Date:
 - (a) a share split or reverse share split is effected;
 - (b) capital is repaid on the Shares;
 - (c) shares in the capital of the Company are issued out of the retained earnings or the capital surplus account; or
 - (d) any other similar recapitalisation, reclassification, combination, merger or other corporate transaction (but not a payment of dividend) takes place;

and such event or events would affect in any way the value of the Options for a given Participant, then the Management Board shall adjust the Exercise Price and/or the number of the Shares so that the Fair Market Value of the Options for Participant immediately before the above-mentioned event or events shall remain unchanged after such event or events. The Company will inform the Participant in writing of any adjustment of the Exercise Price and/or the number of Shares. Furthermore, following the occurrence of any of the foregoing event or events, the Management Board upon approval of the Supervisory Board may adjust the number of Shares that are reserved for issuance pursuant to clause 2.3 of the Plan.

5. VESTING, EXERCISE AND NON-TRANSFERABILITY

- 5.1 Options may only be exercised to the extent the Options have vested in accordance with clause 5.11 (and clauses 5.13 - 5.15, if applicable) of the Plan. The right to exercise an Option remains valid for

a period of ten years after the Grant Date. The Management Board shall have the discretion and authority to extend ten years period to exercise Options for Participant(s) as it deems necessary or appropriate in case of circumstances outside of control of Participant or other extraordinary circumstances, which preclude exercising his Options, but for no longer than one more year.

- 5.2 Acquisition of own Shares by the Company and all transfers of Shares to Participants, according to this Plan, are made under the authorization of the General Meeting resolutions of 19 May 2015 and 21 September 2016.
- 5.3 Vested Options may only be exercised by the Participant, subject to clause 5.12.
- 5.4 Options may be exercised in full or in part.
- 5.5 The intention to exercise Options shall be submitted to the Company (Plan Administrator) in a written notice (submission to exercise) within the periods of time determined by the Management Board pursuant to subclause 5.6(a). Only one submission for exercise shall be allowed for each Participant in each period of time determined by the Management Board pursuant to subclause 5.6(a).
- 5.6 The Management Board shall determine each year:
 - (a) the number and the length of periods of time prescribed for submission to exercise,
 - (b) minimum number of Options submitted for exercise in a given period of time referred to in subclause 5.9(a)
 - (c) maximum number of Options submitted for exercise in a given period of time referred to in subclause 5.9(b).

When determining the periods of time prescribed for submission to exercise pursuant to subclause (a) the Management Board shall take into account: (i) all blackout periods in the meaning of Regulation (EU) No 596/2014 of the European Parliament and of the Council of 16 April 2014 on market abuse (market abuse regulation), (ii) availability of Shares against the number of Options submitted by Participants to exercise during any period determined pursuant to subclause 5.6(a).

- 5.7 Within 14 days following the expiry of each period of time determined pursuant to subclause 5.6(a) the Plan Administrator shall draw up a report evidencing the Options duly submitted by the eligible Participants for exercise.
- 5.8 After drawing the report pursuant to clause 5.7 the Management Board shall commence the process of settlement of Participant's rights under the Options exercised, subject to clauses 5.9 and 5.10. Each Participant shall pay to the Company the Exercise Price multiplied by the number of purchased Shares, according to the respective Share Transfer Agreement.
- 5.9 The Management Board shall have the right to withhold the exercise of Options or reduce or adjust the number of Options submitted by Participants to exercise during any period determined pursuant to subclause 5.6(a), if the number of such Options:
 - (a) does not exceed the minimum number of Options determined pursuant to subclause 5.6(b);
 - (b) exceeds the maximum number of Options determined pursuant to subclause 5.6(c).
 - (c) exceeds at any time the number of Shares available for exercise of Options.

- 5.10 The Participant may not assign, transfer or pledge, or purport to transfer or pledge any of the Options granted to him, subject to clause 5.12.
- 5.11 Subject to clauses 5.13 - 5.15, if applicable, as long as the Participant is employed with the Company, the Options shall vest according to the following schedule:
- (i) Sixty (60) % of the Total Number of Options granted to that Participant on a given Grant Date, rounded down to nearest integer value, shall vest on the third (3) anniversary of this Grant Date;
 - (ii) Twenty (20) % of the Total Number of Options granted to that Participant on a given Grant Date, rounded down to nearest integer value, shall vest on the fourth (4) anniversary of this Grant Date;
 - (iii) any Options granted to that Participant on a given Grant Date and remaining unvested shall vest on the fifth anniversary of this Grant Date.
- 5.12 In the event the Participant has deceased or has become permanently disabled in such a way that the Participant is no longer capable to exercise his/her rights and obligations under the Plan, the Legal Successors of the Participant may exercise such rights and obligations.
- 5.13 If Long Absence occurs, then all unvested Options granted to absent Participant shall not vest and absent Participant shall not be entitled to exercise any vested Options during the Long Absence. After the end of Long Absence, which:
- (i) lasts up to 12 months - vesting schedule referred to in clause 5.11 shall be postponed by one year with regards to all unvested Options granted to absent Participant;
 - (ii) exceeds 12 months - 20% of all Options (vested and unvested) granted to absent Participant, shall expire without notice or compensation in relation to the first 12 months of Long Absence and subsequent 20% of all granted Options (vested and unvested) shall expire without notice or compensation for each next period of 12 months of Long Absence.
- 5.14 The Company (Plan Administrator) reviews and assesses at its own discretion Long Absence occurrence. If the Participant's absence starts prior to any anniversary referred to in clause 5.11 and which based on a reasonable assessment of Plan Administrator may result in Long Absence, then Plan Administrator may decide to apply clause 5.13 immediately.
- 5.15 The Management Board shall have the right to suspend, limit or exclude application of clauses 5.13 and 5.14 in favour of Participant in justified cases.

6. DELIVERY OF SHARES AND RELATED MATTERS

- 6.1 The delivery of Shares to the Securities Account indicated by the Participant's will be executed upon concluding the Share Transfer Agreement. The Agreement will determine the term to pay the Exercise Price by the Participant to the Company. The transfer of Shares will be carried out over the counter market. The Participants should take note that the Warsaw Stock Exchange may impose

restrictions on the possibility to sell the Shares for a specified period of time and that selling of such amount of Shares may be impossible due to insufficient market demand.

- 6.2 The notice of the intention to exercise the Option referred to in clause 5.5 by a Participant constitutes an irrevocable authorisation of the Company to do all such things necessary to effect the transfer of Shares to the Participant.
- 6.3 The Participant and, if applicable, his or her Legal Successors shall not bear any transaction costs relating to the transfer of the Shares to the indicated Securities Account.

7. ALTERNATIVE METHODS OF OPTION SETTLEMENT

- 7.1. The Participant shall have the right to decide on an alternative method of Option settlement by delivery of Shares in the value equivalent to the Intrinsic Value of the Option.
- 7.2. The Participant shall inform the Company of his/her decision to use an alternative method of settlement in the submission to exercise pursuant to clause 5.5.
- 7.3. The number of Shares to be delivered to the Participant pursuant to clause 7.1 shall be determined by dividing the Intrinsic Value of the Option by the Fair Market Value of the Share on the day of the Participant's submission to exercise pursuant to clause 5.5 and multiplying the result by the number of exercised Options. The number of Shares shall be rounded down to one full share.
- 7.4. The Shares shall be delivered to the Participant's Security Account based on the Share Transfer Agreement free of charge, subject to clauses 9.1 and 9.2.
- 7.5. The Management Board shall have the right to withhold, limit or suspend at any time the use of alternative method of settlement pursuant to clause 7.1 as well as decide at any time to settle Options by some or all Participants exclusively by using the alternative method of Option settlement pursuant to clause 7.1.

8. CONSEQUENCES OF TERMINATION OF EMPLOYMENT OF A PARTICIPANT

- 8.1 If the employment of a Participant with the Company and, to the extent applicable, all Subsidiaries is terminated:
 - (a) upon the Participant's death, or
 - (b) upon the Participant's Total Disability; or
 - (c) upon the Participant's Retirement;

the Options held by such Participant which upon termination of employment have not vested in accordance with clause 5.11 (and clauses 5.13 - 5.15, if applicable) shall become vested upon the date of termination of the Participant's employment. The vested but unexercised Options will automatically expire without notice or compensation one year after the termination of the employment in accordance with this clause 8.1 or ten (10) years after the Grant Date, whichever is earlier.

- 8.2 Subject to clause 8.3, if the employment of a Participant with the Company and, to the extent applicable, all Subsidiaries is terminated as a Discharge for Cause all Options shall expire immediately and without notice or compensation.
- 8.3 If the employment of a Participant with the Company and, to the extent applicable, all Subsidiaries is terminated for reasons other than those referred to in clauses 8.1 and 8.2, the Options which upon

termination of employment of the Participant have not vested in accordance with clause 5.11 (and clauses 5.13 - 5.15, if applicable) shall automatically expire without notice or compensation. The vested but unexercised Options will automatically expire without notice or compensation one (1) year following the termination of the employment or ten years after the Grant Date, whichever is earlier.

- 8.4 In case a Participant referred to in clause 8.3, to the benefit of whom Options have been granted, reinstates his employment with the Company or any of its Subsidiaries so that he becomes again an Employee in the meaning of this Plan, the Management Board may decide to reinstate Participant's rights under the Plan, formerly waived as set out herein.
- 8.5 For the benefit of the Participant concerned, the Management Board upon prior approval of the Supervisory Board may decide to deviate from the provisions under this clause 8.

9. TAXES AND SOCIAL SECURITY PREMIUMS

- 9.1 Any taxes or social security premiums to which the Participant is liable as a result of granting, maintaining or exercising of Options, delivery and sale of Shares or payment in cash are borne by the Participant. In case the law or regulation requires the Company or any Subsidiary to make whatever deductions or withholdings from the Participant's salary or compensation owed to him by the Company or any Subsidiary, the Company or Subsidiary shall be entitled to do so, in case such deduction or withholding requires the consent of the Participant and such consent is not granted within the time specified by the Company, the Company may refrain from any action that would require such deduction or withholding.
- 9.2 Without limitation to clause 9.1, the Company or any Subsidiary or any other company appointed by the Management Board which is a Participant's employer may, if required by law or regulation, withhold any amount and make such arrangements as it considers necessary to meet any liability of the Participant for taxation or social security contributions in respect of the grant, exercise or cancellation of Options, delivery of Shares, payment in cash or any benefits resulting from this Plan.

10. CHANGE OF CONTROL

- 10.1 In the event that the Company is a party to a merger, consolidation or other acquisition, in relation to the outstanding Options the Management Board may, upon approval of the Supervisory Board, take the following steps without the consent of the Participant providing for: :
- (a) the continuation of such outstanding Options by the Company (if the Company is the surviving corporation);
 - (b) the assumption of the Plan and such outstanding Options by the surviving corporation or its parent;
 - (c) the substitution by the surviving corporation or its parent of options with substantially the same terms for such outstanding Options; or
 - (d) the cancellation of each outstanding Option upon payment to the Participant of an amount in cash or cash equivalents, which may be subject to vesting, repayment or other conditions, equal to (A) the Fair Market Value of the Shares subject to such Option on or before the time of the merger, consolidation or other acquisition minus (B) the Exercise Price of the Shares subject to such Option.
- 10.2 Except as provided in this Plan, a Participant shall have no rights by reason of:

- (a) any subdivision or consolidation of shares of stock of any class;
- (b) the payment of any dividend; or
- (c) any other increase or decrease in the number of shares of stock of any class.

10.3 Any issuance by the Company of shares of stock of any class, or securities convertible into shares of stock of any class, shall not affect, and no adjustment by reason thereof shall be made with respect to, the number or Exercise Price of Shares subject to an Option. The grant of an Option pursuant to the Plan shall not affect in any way the right or power of the Company to make adjustments, reclassifications, reorganisations or changes of its capital or business structure, to merge or consolidate or to dissolve, liquidate, sell or transfer all or any part of its business or assets.

11. LIMITATION OF RIGHTS

Neither the grant of the Options nor this Plan itself or any provisions therein can be interpreted or shall be construed to:

- (a) give an Employee any right to be awarded Options other than in the sole discretion of the Management Board; or
- (b) cause the Options to be deemed equity of the Company or any Subsidiary; or
- (c) give the Participant any rights as a stockholder with respect to any Shares covered by an Option before the acquisition of such Shares; or
- (d) limit in any way the right of the Company or a Subsidiary to terminate a Participant's employment at any time; or
- (e) be evidence of any agreement or understanding, express or implied, that the Company or any Subsidiary will employ a Participant in any particular position or at any particular rate of remuneration or for any particular period of time.

12. NOTICES

12.1 Notices pursuant to this Plan to be submitted by the Company to the Employee shall be deemed to be addressed correctly if they have been sent to the address of the Employee as known by the personnel department of the Company or any Subsidiary

12.2 Notices pursuant to this Plan to be submitted by the Participant to the Company shall be deemed to be addressed correctly if they have been sent to the following address: HR Director, AmRest Holdings SE, Plan Grunwaldzki 25-27, 50-365 Wrocław, Poland, except to the extent the Company has provided written notice to the Participant containing different instructions.

13. DATA COLLECTION

The Company shall collect, process, transmit and store in any form whatsoever, any and all data of professional or personal nature, which the Company has at its disposal and which are useful or necessary for the purpose of administering the Plan. The Company confirms that, in the normal course of business and as a corporate policy, personal records and records with any personal data of its employees are kept confidential and are only disclosed in compliance with applicable regulations.

14. PAYMENT

All cash payments for the transfer of Shares to the Participant pursuant to this Plan shall be calculated and made in Polish Zloty. At the Participant's request payment of cash pursuant to clause 6.1 could be made in Euro. The conversion from Polish Zloty to Euro shall be made based on current exchange rates of the Company's bank from the date of transfer. All applicable bank fees charged on transfer between the Company and Participant's bank account are born by the Participant.

15. DURATION, AMENDMENT AND TERMINATION

- 15.1 This Employee Stock Option Plan Rules shall become effective as of 1 January 2017.
- 15.2 The Management Board upon prior approval of the Supervisory Board may amend, suspend or terminate the Plan at any time. The Company shall, to the extent possible, comply with existing rights of Participants pursuant to the Plan.
- 15.3 No Shares shall be issued or sold under the Plan after the termination thereof, except upon exercise of an Option granted prior to such termination. The termination of the Plan, or any amendment thereof, shall not affect any Option previously granted under the Plan.

16. CHOICE OF LAW AND JURISDICTION

The plan will be governed by Polish law. All disputes arising in connection with this Plan shall be brought before the competent court in Wroclaw, Poland.