

STATUTE OF BEST SPÓŁKA AKCYJNA

(complete text of 28 June 2019, effective as of 19 August 2019 – date of registration in the National Court Register)

I. General provisions

§ 1

1. The Company's business name is BEST Spółka Akcyjna.
2. The Company may use the abbreviated name BEST S.A.

§ 2

The Company's founders are:

- 1) Wojciech Gawdzik,
- 2) Jerzy Wiesław Łukomski,
- 3) Malwina Łukomska.

§ 3

1. The Company's registered office is in Gdynia.
2. The Company may operate in the territory of the Republic of Poland and abroad.

§ 4

The Company may establish, operate and close branches, agencies and other organisational units.

§ 5

The Company's financial year is the same as the calendar year.

II. Object and scope of the Company's activity

§ 6

According to the Polish Classification of Activity (PKD), the Company's activity consists in:

- 1) construction of residential and non-residential buildings (PKD 41.2),
- 2) software, IT consulting and related activities (PKD 62),
- 3) financial services, except insurance and retirement funds (PKD 64),
- 4) insurance, reinsurance and pension funds, except statutory social insurance (PKD 65),
- 5) activities to support financial services, insurance and pension funds (PKD 66),
- 6) real property market services (PKD 68),
- 7) legal services (PKD 69.10.Z),
- 8) accounting, bookkeeping and tax consulting (PKD 69.20.Z),
- 9) activities of head offices and holdings, excluding financial holdings (PKD 70.10.Z),
- 10) other business and management consulting activities (PKD 70.22.Z);
- 11) rental and leasehold of passenger cars and vans (PKD 77.11.Z),
- 12) rental and leasehold of other motor vehicles, except motorcycles (PKD 77.12.Z),
- 13) rental and leasehold of other machinery, equipment and tangible goods (PKD 77.3),
- 14) office administration and other support services for economic activity (PKD 82),
- 15) education (PKD 85),
- 16) other individual services (PKD 96).

III. Share capital

§ 7

1. The Company's share capital amounts to PLN 23,014,829 (in words: twenty-three million fourteen thousand eight hundred twenty-nine zloty 00/100) and is divided into 23,014,829 (in words: twenty-three million fourteen thousand eight hundred twenty-nine) shares with a nominal value of PLN 1 (in words: one zloty) each.
2. There are registered or bearer shares.
3. Based on type and the rights attached to them, the Company's shares are grouped as follows:
 - 1) 1,680,000 (in words: one million six hundred eighty thousand) series A preference registered shares;
 - b) 19,173,220 (in words: nineteen million one hundred seventy-three thousand two hundred twenty) series B bearer shares;
 - c) 108,000 (in words: one hundred eight thousand) series C bearer shares;
 - d) 1,362,957 (in words: one million three hundred sixty-two thousand nine hundred fifty-seven) series D bearer shares;
 - e) 690,652 (in words: six hundred ninety thousand six hundred fifty-two) series G bearer shares.
4. The series A shares were fully paid for with an in-kind contribution of Przedsiębiorstwo Handlowe BEST in Gdynia to the Company.
5. The series B shares were paid for partially with an in-kind contribution to the Company of Przedsiębiorstwo Handlowe BEST in Gdynia and an in-kind contribution of the assets of Trzeci Polski Fundusz Rozwoju Sp. z o.o. as a result of that company's business combination with BEST S.A., and partially with cash.
6. The Series C Shares were paid for in full with a contribution in cash.
7. The series D shares were paid for in full with a contribution in cash.
8. The Series G Shares were paid for in full with a contribution in cash.

§ 7a

1. The Company's conditional share capital amounts up to PLN 768,000 (in words: seven hundred sixty-eight thousand zloty 00/100) and is divided into not more than 108,000 (in words: one hundred eight thousand) series C ordinary bearer shares with a nominal value of PLN 1 (in words: one zloty 00/100) each, 630,000 (in words: six hundred thirty thousand) series E ordinary bearer shares with a nominal value of PLN 1 (one zloty) and 30,000 (in words: thirty thousand) series F ordinary bearer shares with a nominal value of PLN 1 (one zloty) each.
2. The purpose of the conditional increase of the Company's share capital referred to in §7a section 1 is to grant the right to acquire series C, E and F shares to the holders of the subscription warrants issued by the Company based on Resolution No. 2 of the Company's Extraordinary General Meeting of 16 November 2015, amended with Resolution No. 6 of the Company's Extraordinary General Meeting of 25 March 2016, Resolution No. 7 of the Company's Extraordinary General Meeting of 25 March 2016 and Resolution No. 5 of the Company's Extraordinary General Meeting of 27 October 2016.

§ 7b

1. The Company's Management Board is authorised, by 28 June 2022, to increase the share capital by not more than PLN 17,261,121.00 (seventeen million two hundred sixty-one thousand one hundred twenty-one zloty 00/100) (authorised capital). The Management Board may exercise its power by increasing the share capital on one or several consecutive occasions; however, shares may be acquired both in exchange for contributions in cash and contributions in-kind.
2. The Management Board shall adopt resolutions on all matters related to increasing the Company's share capital within the authorised capital. In particular, the Management Board is authorised to:
 - a. conclude agreements for investment underwriting, firm commitment underwriting or other agreements to ensure that the issue of shares is successful;
 - b. adopt resolutions and take other steps to dematerialise shares and conclude agreements with Krajowy Depozyt Papierów Wartościowych S.A. for the registration of shares, rights to shares or pre-emptive rights;
 - c. adopt resolutions and take other steps in connection with issuing shares by way of a public offering or applying for the admission of shares, rights to shares or pre-emptive rights on a regulated market.
3. The Management Board's resolutions on setting the issue price and on issuing shares in return for contributions in kind require a consent of the Supervisory Board. The issue price cannot be lower than the volume weighted average price of the Company's shares listed at Giełda Papierów Wartościowych w Warszawie S.A. in the last three months.
4. In the case of a share capital increase according to section 1, the Management Board is authorised to deprive the existing shareholders of their pre-emptive right in full or in part, with the Supervisory Board's consent.

§ 8

Before the Company was registered, the share capital had been paid for in the following amounts:

- 1) Wojciech Gawdzik made an in-kind contribution to the Company in the form of Przedsiębiorstwo Handlowe BEST, having its registered office in Gdynia, and acquired 500,000 shares with a total value of PLN 2,000,000;
- 2) Malwina Łukomska made a cash contribution to the Company in the amount of PLN 4 and acquired one share with a value of PLN 4;
- 3) Jerzy Łukomski made a cash contribution to the Company in the amount of PLN 4 and acquired one share with a value of PLN 4.

§ 9

The Company's series A registered shares carry a voting preference, i.e. one share is vested with five votes at the General Meeting.

§ 10

1. The shares may be redeemed.
2. The redemption of shares requires consent of the shareholder whose shares are to be redeemed.
3. Detailed terms and procedure for redeeming shares with a shareholder's consent shall be each time laid down in a resolution of the General Meeting, in particular the legal basis for the redemption, the amount of remuneration

due to the holder of the shares to be redeemed or a statement of reasons for redeeming the shares without remuneration, and the mode of decreasing the Company's share capital.

4. In the event that any rights vested with the Company's series A registered shares are seized by way of administrative or court enforcement proceedings or if they become a part of bankruptcy estate and, following a disposal of such rights under the applicable laws, they are not acquired by a shareholder, a holder of series A shares or a person designated by the Company's Supervisory Board, such shares shall be redeemed without a resolution of the general meeting within 60 days from the day when the Company receives a notification on the acquisition of rights from such shares by a person other than a shareholder, a holder of series A shares or a person designated by the Company's Supervisory Board.

IV. Company authorities

§ 11

The Company's corporate bodies are:

- 1) General Meeting,
- 2) Supervisory Board,
- 3) Management Board.

V. General Meeting

§ 12

1. The General Meeting shall be convened as an ordinary or extraordinary meeting.
2. The General Meeting shall be held at the Company's registered office, in Warsaw, Gdańsk, Sopot or another place specified in the announcement of the convening of the General Meeting.

§13

1. The Ordinary General Meeting shall:
 - 1) examine and approve the Company's management report and financial statements for the previous financial year, and the financial statements of the Company's capital group;
 - 2) adopt resolutions on profit allocation or loss coverage;
 - 3) acknowledge the fulfilment of duties by members of the Company's authorities.
2. The following matters shall also require a resolution of the General Meeting:
 - 1) amendments to the Company's statute and adoption of its complete text;
 - 2) resolutions concerning claims for repair of a damage resulting from establishment, operations or supervision of the Company
 - 3) selling or leasing out the enterprise or its organised part and establishing a limited property right thereon;
 - 4) increasing or decreasing the Company's share capital;
 - 5) issuing convertible bonds and bonds with pre-emptive rights;
 - 6) redeeming shares and determining the detailed conditions of such redemption;
 - 7) merger, de-merger or liquidation of the Company, appointment of liquidators and decision on the manner of conducting liquidation;
 - 8) appointment and dismissal of Supervisory Board members;
 - 9) setting out the principles for remuneration and the remuneration amount for members of the Supervisory Board;
 - 10) any other matters which are reserved for the General Meeting under the applicable laws and this Statute.

VI. Supervisory Board

§ 14

1. The Supervisory Board is composed of five to seven members who are appointed and dismissed by the General Meeting for a joint term of office of 3 years.
2. Prior to any changes in the composition of the Supervisory Board, the General Meeting determines the exact number of the Supervisory Board members in a resolution.

§ 15

The Supervisory Board appoints a Chairman and a Vice-Chairman from among its members. The appointment is by an absolute majority of votes cast in a secret ballot by the attending Supervisory Board members.

§ 16

The Supervisory Board acts based on its Rules which lay down its organisation and procedures. To be effective, any amendments to the Rules of the Supervisory Board must be approved by the General Meeting.

§ 17

(deleted)

§ 18

1. The Members of the Supervisory Board can participate in adopting the Supervisory Board's resolutions through voting in writing via another member of the Supervisory Board.
2. The Supervisory Board can adopt resolutions by written ballot or using means of telecommunication.

§ 19

The resolutions of the Supervisory Board are adopted by an absolute majority of votes. In the event of a tied vote, the Chairman of the Supervisory Board has the casting vote.

§ 20

1. The Supervisory Board exercises continuous supervision over all areas of the Company's activity.
2. Responsibilities specific to the Supervisory Board include:
 - 1) assessing the Company's management report and financial statements, and the financial statements of the Company's capital group for the previous financial year for their compliance with the books, documents and facts;
 - 2) assessing the Management Board's proposals concerning the allocation of profit or coverage of loss;
 - 3) filing an annual written report to the General Meeting concerning the results of the assessment referred to in items 1 and 2;
 - 4) suspending from service, for important reasons, any or all Members of the Management Board as well as delegating Members of the Supervisory Board, for a period not longer than three months, to temporarily perform duties of Members of the Management Board who have been dismissed, resigned or are unable to perform their duties for other reasons;
 - 5) setting out the principles for remuneration and the remuneration amount for members of the Supervisory Board;
 - 6) giving consent to members of the Management Board becoming involved in competitive businesses or participating in a competitive company;
 - 7) appointing an entity authorised to audit the financial statements of the Company and of its capital group;
 - 8) appointing and dismissing Members of the Management Board, including the President or the Vice-Presidents of the Management Board;
 - 9) approving the following:
 - a) establishing a foreign operation;
 - b) concluding loan and borrowing agreements, and issuing bonds whose value exceeds the equivalent of 20% of the Company's equity;

- c) incurring liabilities other than those referred to in item b) before whose value exceeds the equivalent of 20% of the Company's equity; no consent is required for actions taken as part of ordinary management, such as in particular any operations consisting in the trade in claims;
 - d) establishing securities, guarantees and sureties whose value exceeds the equivalent of 20% of the Company's equity;
 - e) disposing of or encumbering, under one or more legal transactions, tangible assets whose net book value exceeds the equivalent of 20% of the Company's equity;
 - f) acquiring and disposing of real property or a share in real property, perpetual usufruct title or a share in perpetual usufruct title; the acquisition and disposal of real property or a share in real property, perpetual usufruct title or a share in perpetual usufruct title representing the assets of the Company's debtor for an amount not exceeding 20% of the Company's equity may be performed by the Management Board based on its resolution without the supervisory Board's consent;
 - g) incorporating commercial law companies.
3. For the actions referred to in section 2(9) letters b) - e), no consent is required if the other party to the transaction is an entity related to BEST S.A. within the meaning of International Accounting Standard 24, and the transaction is a typical transaction concluded by BEST S.A. as part of its operating activity or the transaction is within the limits specified in a budget approved by the Supervisory Board.
 4. The amount of equity referred to in section 2(9) before shall be determined based on the recent financial statements of the Company published in accordance with separate laws.
 5. The Supervisory Board's responsibilities also include taking steps to build a positive market image of the Company, in particular through the participation of the Members of the Supervisory Board in public debates on internal control systems, business ethics and protecting consumer rights.

VII. Management Board

§ 21

1. The Company's Management Board is composed of one to six members who are appointed and dismissed by the Supervisory Board, on a proposal of the President of the Management Board, for a joint term of office of three years. The number of the members of the Management Board is to be specified by the Supervisory Board according to the proposal of the President of the Management Board. When appointing a member to the Company's Management Board, the Supervisory Board also determines their function (e.g. President, Vice-President or Member of the Management Board), according to the proposal of the President of the Management Board.
2. If the President of the Management Board does not submit any of the proposals referred to in section 1 before, the Supervisory Board shall have the right to act on its own initiative in that regard.

§ 22

1. The Management Board acts based on its adopted Rules. The Rules of the Management Board lay down the Management Board's procedures as well as detailed responsibilities of the President of the Management Board and a detailed decision-making procedure of the Management Board. To be effective, any amendments to the Rules of the Management Board must be approved by the Supervisory Board.
2. The Management Board is obliged to receive the Supervisory Board's consent to the actions referred to in §20(2)(9) of the Company's Statute. The consent can be expressed retroactively, within 2 months from the date of a transaction.

§ 23

The resolutions of the Management Board are adopted by an absolute majority of votes. In the event of a tied vote, the President of the Management Board shall have the casting vote.

§ 24

1. Representations on behalf of the Company require cooperation of two members of the Management Board or

joint action of a member of the Management Board and a proxy.

2. Members of the Management Board may represent the other party to a legal transaction which they conclude on behalf of the Company as its management board or attorneys, provided that the other party and the company are members of the same capital group, as stipulated by the accounting laws.

VIII. Final provisions

§ 25

1. The first joint term of office of the Management Board begins on the date of the General Meeting which approves the Company's financial statements for 2009.
2. The first joint term of office of the Supervisory Board begins on the date of the General Meeting which approves the Company's financial statements for 2010.
3. The term of office of Supervisory Board members appointed in 2010 is one year and ends on the date of the General Meeting which approves the Company's financial statements for 2010.