



Consolidated Annual Management Activity Report

2020

Representations related to future indicators

This report includes representations and forecasts related to the future, such as “believe”, “envisage”, “expect”, “estimate”, “suppose”, “aim”, “plan”, etc. Such statements are directly dependent on a number of risks and uncertainties that may not only impact but also result in changes and differences between the Company’s actual achievements and our present expectations and forecasts.

Please consider all risks and limitations that might impact the results of Group Speedy and do not overly rely on the accuracy of forecasts included in this statement.

We undertake no commitment to update this statement based on events circumstances or changes in expectations or unforeseen phenomena after the date of the abovementioned representation.

Upon preparing this Consolidated Annual Management Activity Report, we have used financial indicators according to the Group’s consolidated annual financial statements for year 2020.



ANNUAL MANAGEMENT REPORT

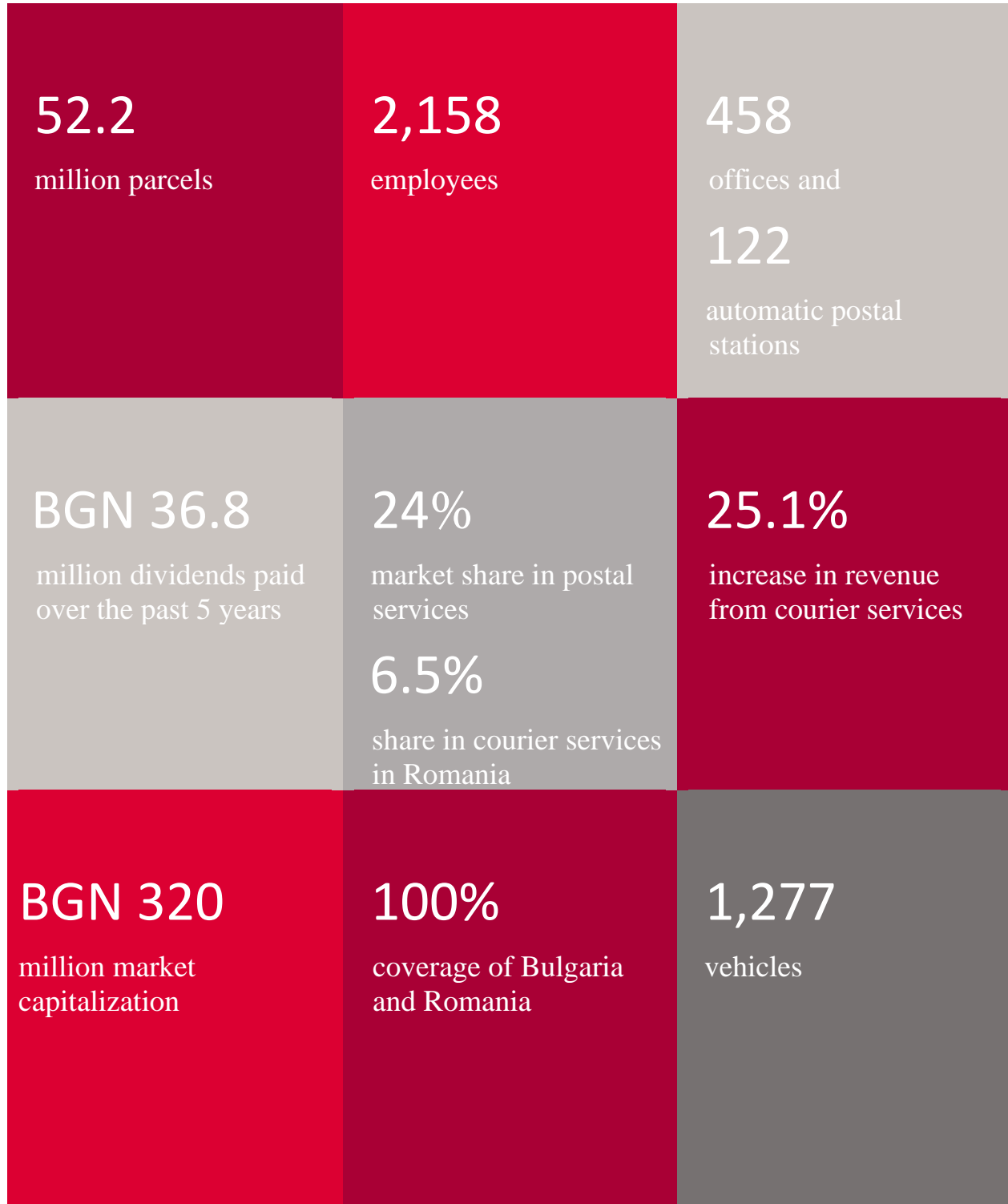
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Group Speedy in figures



CONSOLIDATED ANNUAL MANAGEMENT ACTIVITY REPORT

1. Main activities and development of the Group over the year

A. Business model and development

Speedy AD is a company entirely focused on the provision of courier services. Revenue is mainly from the delivery of parcels, pallets, and the services related thereto – money transfers/cash on delivery, sale of assets, etc. The company's focus allows to retain and develop competitive advantage in a fast developing market by expanding its service portfolio to attract new customers.

Group Speedy comprises Speedy AD (the parent company) and 6 subsidiaries: DPD S.A., Romania, Speedy EOOD, Geopost Bulgaria EOOD, Rapido Express and Logistics EOOD (as from 1 October 2018), OMG Mobile EOOD (as from 21 December 2018), in which it directly holds 100% of the capital, and Geopost Trans EOOD (as from 11 November 2020), in which it indirectly (through Geopost Bulgaria EOOD) holds 100% of the capital.



Historically, the Group has developed competitive advantage in offering courier and logistic services to corporate clients. This also allows the development of significant capacity and know-how in the transportation of mid-sized and large parcels. A continuation thereof is the already established Pallet One service which now forms a significant portion of the Group's revenue.



This is a translation from Bulgarian of the Consolidated annual management report of Group Speedy for year 2020.

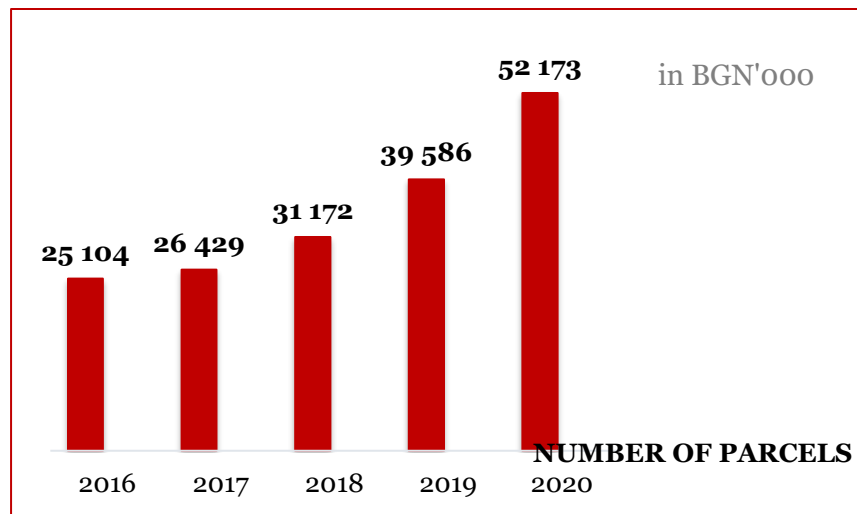
Over the last years, the Group placed a focus on servicing the growth in deliveries from e-commerce, as well as on care for end clients – the recipients of these deliveries. For this purpose, the Group, through the parent company, built a wide network of offices, which are a preferred channel for individual recipients, and expanded its delivery network, initially to Romania and Greece, and over the past two years – also to Central and Eastern European countries. A significant contribution thereto was the acquisition of Rapido Express and Logistics, which has a strong customer base in online trade and established positions in international deliveries.

Over the past year, the Group continued its efforts to optimise its office network, increased the dynamic of managing office capacities, workplaces and the logistic scheme.

A long-term objective is the integration of the courier market on a regional level. The Express Balkans service offers customers deliveries to/from Bulgaria, Romania and Greece at the same rates as express deliveries on the territory of Bulgaria, and is the fastest growing segment in the product mix. Operations on the territory of Greece are carried out through the Thessaloniki-registered branch of the subsidiary Geopost Bulgaria, which obtained franchise rights of the DPD network in Greece. Deliveries are made through a local operator with whom Speedy has established partner relations.

Courier services are developing at a rate higher than that of the economy, and this opportunity is also a challenge. Group Speedy meets the high dynamics in demand by investing in building logistic and professional capacity and managing the risks that accompany rapid development.

A key factor to realise the available potential is offering the most economically favourable logistic solution to customers, as compared to other transport alternatives. The Group's long-term objectives are to provide a high-quality service, flexible solutions and a competitive price for the quality offered. There is constant work towards offering attractive services, in the meantime seeking a possibility for customers to be easily aware of the service mix offered and rate mechanisms thereof. This has resulted in an additional increase in the customer base, especially among retail customers, whom the Group has been actively targeting over the last few years.



The reporting year 2020 was a particularly challenging one, with dramatic changes in the market environment. The Group took quick steps and successfully responded to the changes in business conditions,



so that clients continued to receive the service demanded thereby on a regular basis, and a secure environment was created for employees for work in the pandemic.

The good market situation until the beginning of March allowed for maintaining high rates of revenue increase. A dramatic change was brought about by the virus pandemic and the state of emergency related thereto. The restrictions imposed in the middle of March over the movement of people and the closure of a wide range of businesses lasted two months. A large number of companies continued their operations fully or partially remotely, with staff working from home. Companies' volume and method of work and the change in social activity resulted in the respective change in the environment and conditions in which Group Speedy operates.

There was a temporary change in clients' preference regarding delivery points in Bulgaria. While over the last years preferences for office deliveries were permanently growing, over the past year there were more orders with home or APS deliveries at the expense of office deliveries. In Bulgaria, the Group has the best network, capacity and information systems for address deliveries, which provided it with a strong competitive advantage to meet the change in clients' preferences. As the restrictions were lifted, the interest in office deliveries was resumed. Our developed office network and its active popularization through various marketing channels, combined with attractive price offers, increased individual clients' interest in our services. In Romania, where there home deliveries are the norm, there was increased interest in automatic postal stations, which provide clients with the possibility for contactless sending and receiving of parcels.

B. Market and regulatory environment

Bulgaria

The Communication Regulatory Commission (CRC) published its annual report in the 3rd quarter of the year, due to which the available summarised data regarding the market of postal services is for year 2019.

The postal market in Bulgaria has a particularly strong year, with 21% growth compared to 2018 and overall revenue amounting to BGN 564 million (2018: 10% annual growth and revenue at the amount of BGN 467 million). The growth in the number of deliveries was faster – 26% (2018: 2%) to 248 million deliveries (2018: 197 million). The main contributor to the high growth continues to be the strong end consumption and the growing share of online trade.

Market of postal services in Bulgaria

	2017	2018	2019
Postal services market, BGN million	425	467	564
NPS, BGN million	335	361	477
UPS, BGN million	89	105	87
Market share of Speedy AD	17.2%	25.6%	24.1%
Market share of Speedy AD from NPS	21.6%	33.2%	29.3%
Number of deliveries, in BGN million	193	197	248

Source: Communication Regulatory Commission



Like in 2018, the growth in international deliveries overcame by about 50% that of domestic ones. This was again due to online trade, both as a result of more orders from foreign online shops, and as a result of Bulgarian e-traders entering foreign markets. Moreover, the Bulgarian economy was integrated into European and global supply chains, with the resultant increase in import and export and the country's inclusion in regional networks. There is a growing role of individual clients, who generate an increasing portion of revenue on the postal market.

The total number of registered operators is comparatively large in Bulgaria, and in 2019 72 companies reported activities in the field. Although the number of participants is high, most of the revenue is concentrated into several companies, of which the biggest 3 generate 2/3 of the total revenue on the postal market. The market leader is Econt Express OOD with 32.5% market share, followed by Speedy. The former sector monopolist, Bulgarian Posts, is quickly losing positions and holds a market share of just 10%.

The Universal Postal Service (UPS) registers a significant drop following NRA's interpretation that UPS deliveries are only exempt from VAT in the case of Bulgarian Posts AD, and for private operators, VAT should be charged. In 2020, the company did not render USP. This reduced the price advantage of UPS and resulted to the shift of services from UPS to NPS mainly at Econt Express OOD. The latter, together with Bulgarian Posts AD, form revenue almost entirely within the scope of UPS.

International deliveries form 27.2% of revenue from courier services in Bulgaria, and this segment is dominated by the international companies DHL, TNT, InTime (UPS), and among domestic companies, Speedy AD (the parent company) is the only one with strong positions, holding 19% of international deliveries.

Despite the registration procedure and specialized regulatory body, the NUP segment in Bulgaria is relatively open and has low entrance barriers for starting business, with the exception of postal money transfers, where the requirements are higher. The Bulgarian regulator's role is focused on establishing standards and ensuring a minimum level of service in favour of the market and companies with a long-term and strategic business vision. Over the last year there have been no changes in the regulatory framework that have a significant impact on the market environment and none is expected in the future.



Romania

There is no official statistics about the Romanian market. According to our estimates, the total amount of the postal service market is about 3 times bigger than the Bulgarian ones. The market is developing dynamically, and the rates are close to the Bulgarian market. The biggest participant is Posta Romana with about 1/3 market share. In 2019, the courier service market (NUP) in Romania, based on the financial results of the operating companies, is valued at EUR 1.7 billion, and revenue growth is about 16%. The courier services segment leader is Fan Courier, which is reinforcing its leading position compared to the second biggest market participant, Urgent Cargus, which as a result of financial problems lost market positions and was acquired at the end of 2017, but in 2019. Similar to Bulgaria, there are strong positions of the international companies DHL and TNT, but their focus are international deliveries. Following the acquisition of DPD Romania, the subsidiary has been gradually increasing its market share and from 4.7% in 2013 we expect it to reach 6.5% in 2019.

In 2020, the subsidiary DPD Romania continued to grow above the market average and we expect its share to continue to increase.

C. Services offered

Group Speedy focuses entirely on offering courier and adjacent services, which form almost 97% of the Group's revenue, while the remaining revenue accompanies the primary activities. The new services that the Group develops are aimed at satisfying customer needs towards convenience and predictability of the orders placed, clear price formation, flexibility in delivery management, etc.

One-day deliveries on the territory of Bulgaria continue to form a major part of the parent company's revenue. Pallet shipments retain a stable portion, while international deliveries constantly increase their share in consolidated revenue. In addition to its primary activities, Group Speedy continues to offer additional services, such as cash upon delivery, return receipt and return documents, parcel packaging, declared value, etc., develops further functionalities thereof, and constantly adapts their parameters to the market and user demands.

Most deliveries performed by Group Speedy are typical courier services – door-to-door or address-to-office or office-to-office or office-to-address. In view of the market share of the parent company in Bulgaria, Speedy AD is the only courier company that has the necessary logistic and technical equipment to ensure and fulfil such volume of deliveries. International land deliveries to and from EU countries continue to form an important part of Group Speedy's portfolio and to increase their share in the service mix that generates the Group's revenue.

Over the past year, Group Speedy continued to work and develop the regional service of delivery to/from Bulgaria from/to Romania and Greece (for the Bulgarian market) and from/to Romania to/from Bulgaria and Hungary (for the Romanian market). Deliveries to Central and Eastern European countries were structured as a separate service.





In prior years, the focus was on improving and expanding customer service. The new tariff system facilitated clients in assessing price offers. Smart Control and Predict (for Bulgaria) allowed customers the possibility for predictability and active management of deliveries. The Predict service is currently also being implemented in Romania. Over the last two years, most offices were refurbished following the corporate standard.

Over the past year, the focus was on improving customer service. Additional resource was provided for new clients, allowing them to faster get to know the possibilities of the service systems in order to maximally benefit from the services offered. We enhanced the capacity of customer service units, and in the meantime introduced KPIs to monitor customer service. This improved communication with clients and shortened the time to respond to clients' inquiries. Clients were provided the possibility for quick feedback regarding satisfaction level; after receiving their parcel, they receive a message they can easily reply to. The results show a high percentage of feedback and high satisfaction rate. This makes it possible to quickly identify and take measures on potential issues.

A project which is very important to the Group and the future development of the B2C and C2c segment is the commissioning of a network of Automatic Postal Stations (APS) which offer extended working hours and a particularly easy and fast process of parcel sending and receiving.

Customers' use of the online service package of the Group companies continues to mark a permanent growth. Over 90% of parcels are processed in the online platforms of mySpeedy and myDPD with a fully automated process and minimum chance of errors.

These efforts allow Group Speedy to develop its competitive advantage in the fast growing market of e-commerce. We have successfully positioned ourselves as a preferred courier for eMag and OLX and continue to expand our network with new integrations of online shops and e-commerce platforms. By expanding its network, the Group not only attracts new clients, but also allows for the growth of the existing customer base. An example of that is the effort to develop a structure allowing local businesses to make deliveries to CEE countries within 2-3 days. The established delivery and cash upon delivery network allowed our clients to also enter new markets in 2020. The CEE segment marked the highest growth, though compared to a low starting point. The Speedy Balkan regional services, which integrates the markets of Bulgaria, Romania and



Greece (and Hungary for Romanian clients) also registered above-average growth and generated 1/2 of revenue from international deliveries.



The rapid growth of the above two segments contributes most to the significantly faster increase in revenue from international deliveries. The partnership with DPD allows the Group to offer land deliveries to the whole of Europe, which are also constantly growing, the main destinations of the DPD ECONOMY service being Germany, UK, France, Italy and Austria, which form about 3/4 of the total international deliveries.

D. Customer base

The Group continues to prioritise the biggest market segment, corporate customers, which form over 90% of the Group's revenue. The sectors in which most of the companies' customers work can be split into two groups:

- B2C (business-to-customers) – the counterpart services a relatively big number or geographically scattered end customers. Such are retail goods companies, online shops, mobile operators.
- B2B (business-to-business) – deliveries between legal entities. In addition, the companies also carry out internal logistics between the companies' different units and warehouses, as well as correspondence between them.

Individual clients, whom we have been actively targeting over the past years, marked a quick growth rate over the last few years in Bulgaria and are a major source of growth. We aim to also use this potential on the Romanian market, where DPD Romania used to service almost exclusively corporate clients.

Group Speedy services a large range of clients from practically all economic sectors, as well as private persons. Most of the clients are regular users of the Group's services based on long-term contracts. The biggest Group customers are companies from the commerce and service sectors – telecommunications, online shops, insurers. Industrial companies have a lower share. Having a wide customer base, the Group's revenue is very diversified – there is no customer forming more than 2% of the Group's revenue.





Business-to-business services continue to hold an important place in the mix of services offered, but the boom in online trade over the last few years has changed customers' profile, and in 2020 revenue from Business-to-customer services exceeded that from the traditionally leading B2B segment.

E. Logistic network

Group Speedy has a fully built logistic network with distribution centres in Bulgaria and Romania, providing 100% coverage of the two countries, and deliveries to the whole of Europe. Thanks to its daily international lines, the Group offers 24-48-hour delivery to Greece, within 2-3 days – to Central and Eastern Europe, and within 3+ days – to the other European countries. In 2020 the Operational Department processed 52.2 parcels, marking a 32% growth compared to the same period of the previous year.

The virus pandemic and the restrictive measures taken in relation thereto posed a huge challenge to logistics over the past year, in relation to protecting the health of employees and clients and coping with the dramatic challenges in supply flows. In the lockdown period there was a significant shift of deliveries to/from offices to deliveries to/from home addresses in Bulgaria. Working from home shifted deliveries from offices and mixed areas to residential areas. The bigger number of deliveries was accompanied by more delivery points and a decrease in the number of deliveries per point, which was an additional workload for couriers.

To address the change in circumstances, we increased the number of couriers. To avoid the gathering of clients, the number of office staff in Bulgaria was increased. In the sorting centres, the number of staff was also increased, and the work schedules were amended in order to ensure greater distance between employees. This allowed the Group to cope with the increased volumes and additional operational standards while meeting delivery deadlines. The measures taken proved to be exceptionally successful, and did not permit disruptions in the supply chains.





There was exceptionally high workload in November and December, when the combination of a peak in consumption and the aggravated epidemic situation resulted in a higher than usual increase in traffic and to excessive load of the available capacities. This is a challenge which we mostly managed to cope with in a successful manager, and we managed within short periods to process deliveries during the peak periods.

Logistic centres

The significant increase in volumes requires constant expansion in the sorting and warehouse facilities. Along with vehicles, the enhancements and equipment of warehouses and offices form the biggest portion of investments. In Bulgaria, most logistic centres are operated directly by the Group. In Romania, the activity is mostly performed by subcontractors, and for the purpose of greater flexibility and quality control, we are increasing the share of distribution centres operated by our subsidiary.

In the past year, we commenced implementation of the parcel processing automation process. At the Sofia hub, an automated measurement, weighing and distribution line was implemented for parcels weighing up to 3 kg. Measurement stations were installed to measure volume weight as a step towards implementing a distribution line for parcels over 3 kg.

At the end of the year, we opened a second hub in Bucharest, and several other depots were relocated and expanded. This allowed the Group to meet the peak in deliveries in November and December in Romania with adequate capacity, which resulted in a dramatic improvement in our service on the Romanian market, attracted new customers and allowed us to achieve record growth in the final quarter.

Office network

We continued to expand and optimise the office network, and the total number at Group level increased by 26 offices and 19 APSs, thereby increasing customer service points to 580 nos. (458 offices and 122 APSs). The Group also achieves an increase in capacity in Bulgaria by means of expanding existing offices and hiring additional staff. In 2020, most of the offices in Bulgaria, both the Group's own and partners', were modernized following the approved corporate standard.



There is a trend for increase in the share of deliveries from/to the office network in Bulgaria, which was temporarily interrupted in 2020 during the periods of imposing restrictions in movement, but the overall trend was preserved. The development of the APS network is a long-term Group project, which is successfully under way, and we plan to continue to expand the network, the focus being on finding suitable locations. In the conditions of keeping a safe distance, APS proved to be an attractive alternative, combining the comfort of an office with the possibility for contactless sending and receiving of parcels.

It is a specific characteristic of the courier business in Romania that companies do not have their own office network. The Group, through DPD Romania, operates several offices – to develop delivery points, we are developing an APS network, reaching 45 points in Romania at the end of 2020.



Car fleet

As a group of leading courier companies, Group Speedy guarantees to its clients fast, reliable and high-quality deliveries of parcels and pallets throughout Romania and Bulgaria. For this purpose, the Group uses own and leased vehicles to carry out its operating activities – some of the vehicles are leased by subcontractors – couriers. The car fleet consists of various light freight and heavy freight motor vehicles, and depreciated vehicles are replaced on an annual basis with new and modern ones, the average age of vehicles being maintained at about 3-4 years. As at 31 December 2020, the Group has 1,277 vehicles for transport and delivery of parcels and pallets.

Seeking more effective and environmentally friendly solutions, Group Speedy is testing different possibilities in performing deliveries. In 2019, experimental deliveries started with three-wheeled electric bicycles, and in 2020 the Group purchased paxters, small electric vehicles that achieve good efficiency in home deliveries. Electric vehicles have an important environmental aspect, since they do not create air or noise pollution. In the meantime, they are small and navigate easily, especially in central city areas, where it is often hard to park and go through certain areas.



This is a translation from Bulgarian of the Consolidated annual management report of Group Speedy for year 2020.

Courier partners

Over the last few years the Group, through Speedy AD, has been successfully developing the Bulgarian the Couriers-Partners programme allowing best performing employees to develop their own business by concluding partnership contracts. The regrouping of courier areas which commenced in 2017 and the new model of a partner firm to comprise a courier partner, several offices and a customer service office continued in 2019, and the model has expanded to provide a possibility for partner firms to also open a second customer service office.

The share of DPD Romania-owned vehicles in the Group is significantly lower than that of the parent company – this is due to the wider use of subcontractors in Romania. Over the last years, the share of own transport in Romania is increasing with the development of the Urban Logistics service and the restructuring of the logistics schedule.

The focus is in enhancing customer service quality by introducing a standard; for this purpose, trainings were held and control systems were introduced.

F. Personnel management

Personnel management is among the main priorities of the Group. High staff qualification and motivation are key for achieving the Group’s objectives. New programmes are applied and developed for training, best practices, performance-bound remuneration and perspectives for the long-term development of Group Speedy.

Average annual number of staff in categories (annual basis)

	2018	2019	2020
Managers	137	89	88
Specialists	98	125	128
Technicians and applied specialists	231	285	292
Support administrative staff	186	198	190
Machine and installation operators	288	213	228
Without professional qualification	841	1 090	1 227
Other	8	7	5
TOTAL STAFF	1 789	2 007	2 158

Note: Including maternity leaves

The main challenge in 2020 was to continue to perform operations as usual while preserving the health of employees and clients. The Group established a working group on prevention measures and work in the pandemic, which within a short period imposed strict rules on hygiene and prevention of the spread of contamination and procedures for work in the new conditions. There is strict monitoring of compliance therewith and sanctions are imposed in case of violations. All employees have the necessary protective equipment – masks, helmets, gloves, disinfection preparations. The measures proved to be exceptionally



successfully, there was no increased disease rate and we avoided contamination outbreaks, which allowed us to maintain our usual work dynamics without a single interruption of logistic chains.

The epidemic necessitated the suspension of the programmes for attracting young talents and interns in Bulgaria. Trainings to new employees were shifted to the workplaces, in order to avoid the gathering of people.

Although practical trainings were suspended at the schools with which Group Speedy established partnerships in Bulgaria, our employees continued to teach.

The Group's activity is not seasonal in nature; therefore, it does not recruit employees on temporary contracts.

G. Financial results

Service revenue

The revenue from contracts with customers increased by 24.8% (2019: 23.6% and 2018: 16.8%), exceeding usual growth rates over the last few years, and reached BGN 273 million. (2019: BGN 219 million). This revenue includes income from commissions on money transfers, which reached BGN 4.5 million (2019: BGN 3 million), an increase of 52% due to the increase number of cash-upon-delivery shipments.

Revenue structure

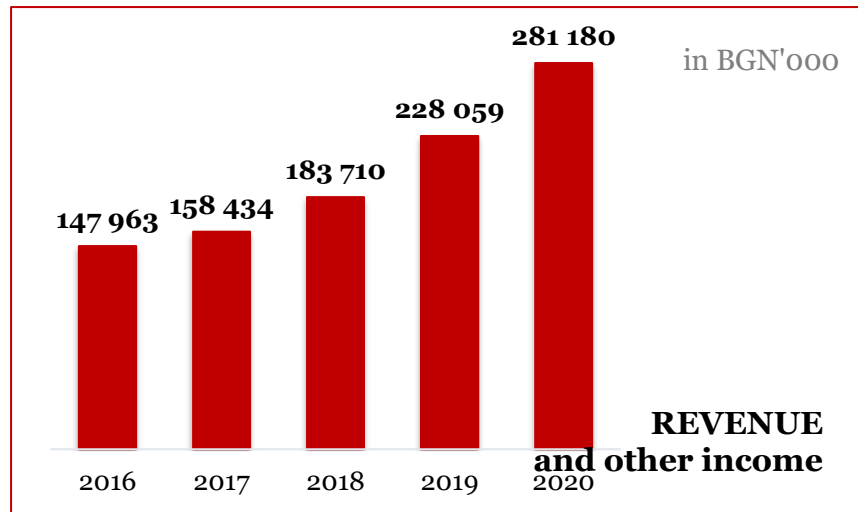
BGN'ooo	2018	2019	2020	Variance 19/18	Variance 20/19
Domestic market	106 484	120 510	141 542	13.2%	17.5%
<i>% of total revenue</i>	58.0%	52.8%	50.3%		
Foreign market	70 645	98 468	131 643	39.4%	33.69%
<i>% of total revenue</i>	38.5%	43.2%	46.8%		
Other revenue and other income/(losses), net	6 581	9 081	7 995	38.0%	-12.0%
<i>% of total revenue</i>	3.6%	4.0%	2.8%		
Number of parcels shipped	31 172	39 586	52 173	27.0%	31.8%
Total	183 710	228 059	281 180	24.1%	23.3%

In the beginning of the year, the development dynamics were within the usual growth rates, but the restrictive measures subsequently imposed resulted on the one hand in a drop in business operations, and on the other hand – in a significant increase in online orders. The lower business activity resulted to a temporary drop in revenue from the business segment. Following the opening, economic activity was largely restored to pre-restriction levels. The drop was offset by a recovery at the end of the period and an increase in deliveries between entities' business units in some segments, as a result of the remote work approach that was adopted.



The increase in revenue is due to the B2C segment, as a substantial portion of consumption shifted to online shops, and to individual clients, who increased deliveries in the conditions of restrictions on movement and requirements for keeping a distance. After the leap in the second quarter, after the restrictions of movement were removed, the volumes remained close to the high levels achieved. The significant aggravation of the health situation in the final quarter of 2020 again significantly increased online purchases and demand for home and office deliveries.

Continuing the trend from the last few years, international deliveries from Bulgaria to foreign countries and on the Romanian market grow faster than the Bulgarian market and reached growth of 33.7% (2019: 39.4%). These deliveries already constitute almost 47% of revenue from courier services (2019: 43%). This is due to the strong performance of our company in Romania, where growth is 40%, and to the Speedy Balkan regional service (to/from Romania and Greece), where revenue increased by 50%. Deliveries to Western Europe also increased significantly in the second half of the year, as a result of the renewed economic activity and the continuing restrictions on travel between the countries. For deliveries in Greece, Group Speedy established a partnership with a leading local courier service provider – ACS, which replaced its former partner Speedex. This expanded the potential customer base of the Speedy Balkan service and together with the growing customer base of DPD Romania and the improved quality in Romania is solid basis for continuing the rapid development of our regional service. The development of our network for deliveries and payments from/to CEE was subject to great interest. To address clients' demand, the Group structured and offered the Speedy CEE Economy service, offering favourable conditions for cash-upon-delivery shipments to Hungary, Croatia, Slovenia, the Czech Republic, and Poland.



Other income and other operating income (losses)

The other income and other operating income (losses) are also related to the Company's principal activities, have a regular nature and constitute mainly vehicle leases – BGN 5.85 million in 2020 (2019: BGN 6.2 million), due to the decreased lease revenue in Romania and the transfer of activities from subcontractors to Group structures. Other income/(losses) decreased by 26% to BGN 2.15 million (2019: BGN 2.90 million) mainly due to the decreased net profit on sale of non-current assets – BGN 785 thousand in 2020 (2019: BGN 1.5 thousand) due to the lower number of renewed vehicles.



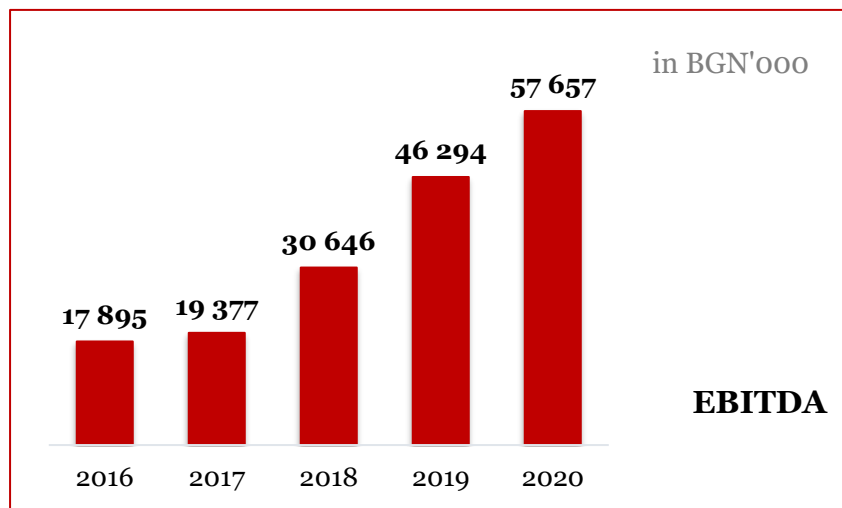
Parcels processed

The number of parcels transported in the year was close to 52.2 million, 32% more than in the same period of last year (2019; 27%). The higher growth in number of parcels is mainly the result of the increasing weight of individual clients and the B2C segment in Bulgaria. In Romania, where the client structure has been retained, the growth in revenue and parcels is close to the one reported in 2019. On the other hand, the increasing portion of international revenue, where the revenue per parcel is higher, has decreased the difference between the growth in revenue and parcels.

Cost of materials

The dramatic drop in oil consumption after the restrictive measures imposed resulted in oversupply and the respective plunge in fuel prices. Despite the recovery of prices in the second year half, at the end of the year they remained below the levels from the beginning of the year. Therefore, despite the increased consumption, expenses on fuel decreased by 8% in 2020 to BGN 4.2 million (2019: BGN 4.6 million).

Delivery materials are related to the number of parcels processed, and respectively increased to BGN 4 million (2019: BGN 3.3 million). Aiming to reduce waste and optimise costs, Group Speedy managed to decrease the quantity of packaging used, and expenses increased by 23%, versus a 32% increase in the number of parcels.



Note: In the calculation of EBITDA, revenue from operations and other income/losses, net have been considered. For years 2016 and 2017, the impact of IFRS 16, applied as from 1 January 2018, have not been accounted for.

Work in the epidemic necessitated the purchase of personal protective equipment for employees – masks, helmets, gloves, disinfectants, at the amount of BGN 772 thousand. Expenses on work clothes increased to BGN 481 thousand (2019: BGN 140 thousand). As a result, total cost of materials increased by 19.4%, maintaining the trend of decrease of these expenses' proportion of revenue.



Hired services expense

Subcontractor expenses are the most significant expense for the Group, amounting to BGN 128.6 million in 2020 (2019: BGN 104 thousand) and form over half of operating expenses and are largely related on the number of parcels processed. The investments in software, equipment and automation, as well as the economies of scale, make it possible to improve productivity. On the other hand, the smaller amount of parcels in the B2C segment is related to lower revenue per parcel and higher subcontractor expenses, as a result of which subcontractor expenses in 2020 grew by 23.7% and retained their ratio as percentage of revenue. There was an adverse impact of the increased demand for home deliveries in the period of restrictive measures, the so-called “final mile”, which is the most expensive one to fulfil. The same was the effect of a large portion of employees working from home. On the one hand, there was a dramatic change in delivery flows from areas with a high proportion of offices to residential areas. In the meantime, the geographic scope increased, and so did the number of delivery points, which requires an increase in the couriers’ capacities and rescheduling of delivery lines.

There is also higher growth of 33% in expenses on communications and utility services, which reached BGN 4.7 million (2019: BGN 3.5 million). The Smart Control service introduced, and the programme for feedback from clients services significantly increased the exchange of messages with clients, which has resulted in higher communication expenses.

There is an increase in the share of cash-upon-delivery parcels, and of clients paying by debit/credit card, which has an impact on bank charges and cash processing transactions. Respectively, bank changes increased by 53% to BGN 1.6 million (2019: BGN 1.1 million).

The significantly increased traffic and the change in logistic flows required a quick increase in the parcel processing capacity at hubs and in transport. This resulted in a significant increase in the expenses for the maintenance of vehicles, offices, and warehouses, and in vehicle taxes and fees, to a total of BGN 6 million in 2020 (2019: BGN 4.6 million), or growth by 30.3%.

In 2020, the services of the Group were actively endorsed in Bulgaria and especially in Romania, and 73.5% more was invested in marketing, at the total amount of BGN 1.4 million (2019: BGN 803 thousand).

The increase in the above expenses was partially offset by the comparatively permanent or slightly increasing expenses on audit and consulting services and insurance, and a decrease in rental expenses. Overall hired services expense increased by 23% and maintained a ratio to revenue close to 2019 values.

Other expenses

The other expenses increased by 13.3% to BGN 4.4 million (2019: BGN 3.9 million), and the increase is entirely due to a 75% increase in the entertainment allowance to BGN 1.9 million (2019: BGN 1.1 million). The significant improvement of the service quality in Romania resulted to a decrease of over 44% in the subsidiary’s expenses on parcel compensations (-26% on consolidated basis).



Cost structure

in BGN'000	2018	2019	2020	Variance 19/18	Variance 20/19
Cost of materials	9 101	9 467	11 308	4.0%	19.4%
Hired services expense	101 391	121 215	149 249	19.6%	23.1%
Employee benefits expense	38 400	48 138	59 498	25.4%	23.6%
Other expenses	4 172	3 916	4 438	-6.1%	13.3%
Capitalised expenses	-	(971)	(970)	100%	(0.1%)
Depreciation and amortization expense	17 533	22 299	23 415	27.2%	5.0%
EBITDA	30 646	46 294	57 657	51.1%	24.5%
Total comprehensive income for the year	9 999	18 640	26 645	86.4%	42.9%

Employee benefits expense

Employee benefits expense, including costs for remuneration and social security contributions, is the Group's second biggest expense and accounts for 24% of total operating expenses. The remuneration of most of the operational staff (couriers, sorters, customer service staff) is mainly determined by the number of parcels processed, as a result of which in 2020 current remuneration increased by 23.6%, close to the level of change in revenue. The Group invests money and efforts in increasing productivity, which in prior years allowed employment costs to be retained close to revenue growth levels. In 2020, the dramatic changes in quantities and geographic scope necessitated the recruitment of additional staff to ensure buffer capacity in case of sharp workload fluctuations.

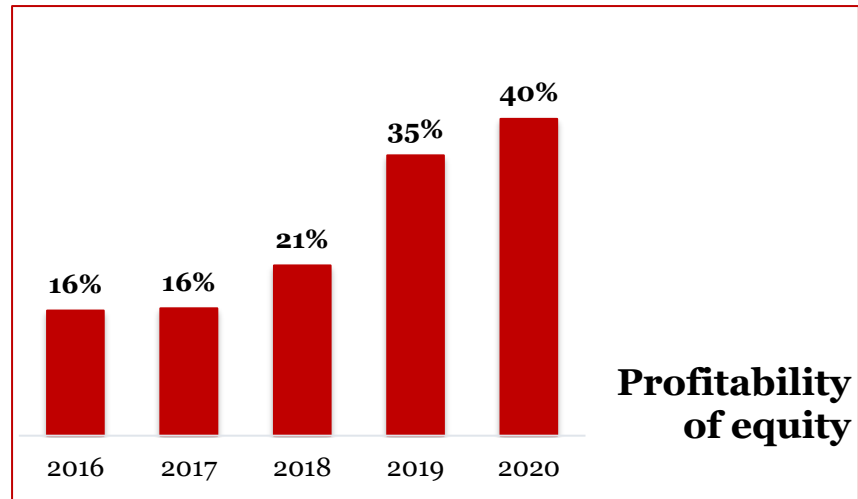
Profitability

Despite the high demand for courier services, the additional expenses incurred in relation to work in the conditions of an epidemic and the change in trends, the EBITDA margin remained almost unchanged at 20.5% (2019: 20.3%). The EBITDA is BGN 57.7 million (2019: BGN 46.3 million).

Total comprehensive income for the year increase by 43% to BGN 26.6 million (2019: BGN 18.6 million). This is mainly due to the excellent performance of DPD Romania, where profit increased by 172%. The almost double increase in revenue over the last 2 years made it possible to achieve annual volumes that make it possible to achieve significant economies of scale, and the entirely new logistics structure and the operations management systems introduced decreased expenses for processing and delivery. In 2020 there was also a one-off effect of remeasurement of the liability related to the acquisition of Rapido Express and Logistic. The contracted acquisition price was dependent on the revenue realized by Rapido, which in 2020 significantly exceeded forecasts, based on which the investment at the date of acquisition and the liability related thereto were valued. The remeasurement made formed a one-off expense of BGN 1.524 million.



Upon accounting for the remeasurement stated above, the adjusted profit is BGN 28.2 million (2019: BGN 18.6 million), which is growth of 51%, and adjusted net profitability of 10% (2019: 8.3%).



As far as suppliers are concerned, there are sizable transactions with Transbalkan group AD. The related company is a key partner of the parent company in In the meantime, most of the assets that Transbalkan Group uses in its operations are leased under leases from Speedy AD. In view of improving control over the key transport activities, as well as the provision of greater flexibility in planning and organising deliveries between hubs, as from November 2020 Speedy AD made a decision to terminate relations with Transbalkan Group AD and started to perform the respective transport activities independently, through Geopost Trans EOOD, 100% owned by Geopost Bulgaria EOOD.

H. Financial position

Acquisition of non-current assets

The courier business requires significant investments, mainly in logistic premises and vehicles. The tangible and intangible assets acquired in 2020 amount to BGN 38 million (2019: BGN 36.3 million) and retain last year's high levels. The increase in right-of-use assets – buildings (incl. enhancements to leased assets) in 2020 is BGN 18.4 million, and in 2019 – BGN 19.1 million. The most significant new assets are the new logistic hub in Bucharest and additional leased areas in Sofia and some of our major distribution centres.

In 2020 there was a significant increase in investments in machinery and equipment – BGN 4.2 million (2019: BGN 958 thousand) as a result of introducing automated parcel allocation lines for parcels weighing up to 3 kg and the installation of measuring stations for the automatic calculation of volume weight upon the entrance into hubs of parcels weighing over 3 kg.

The transport vehicles acquired amount to BGN 9.3 million (2019: BGN 11.5 million), including under leases. These investments are mainly made in Bulgaria. Our Romanian subcontractors use own vehicles.

In 2018 Speedy AD acquired investments in the subsidiaries Rapido Express and Logistics EOOD and OMG Mobile EOOD. The transaction price agreed between the parties is deferred, and its amount is subject to meeting certain conditions. The acquired investments were measured upon acquisition at the present value of the agreed payments (fixed and conditional), including direct costs for acquisition. The amounts paid in



total for the period for the two transactions are BGN 7.74 million. The revenue generated by Rapido in 2020 significantly exceeded the forecasts, based on which the investment in the subsidiary upon acquisition was valued, and resulted in an increase of the related liability by BGN 1.52 million. The payment due for acquisition of 100% of the capital of the two companies as at 31 December 2020 amounts to BGN 4.81 thousand.

The other investments in computer equipment, software, furniture and fixtures and automatic postal stations amount to BGN 4.2 million (2019: BGN 3.8 million).

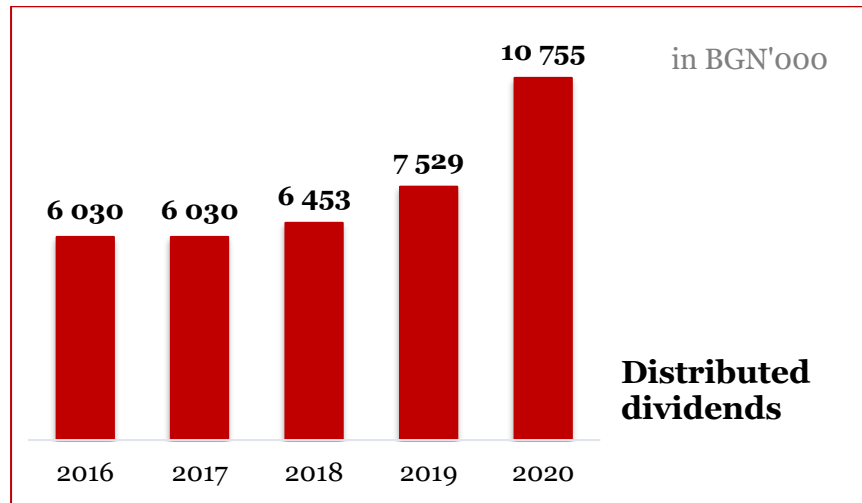
	2018	2019	2020
EBITDA Margin	16.7%	20.3%	20.5%
Net profit margin	5.4%	8.3%	9.5%
ROE	21.2%	35.0%	39.6%
ROA	7.9%	11.6%	14.4%
ROIC	13.6%	16.6%	20.9%
Receivables collection period	41.5	37.3	34.4
Inventory processing period	1.3	1.2	0.9
Payment period of account payables	35.5	40.5	40.9
Cash conversion cycle	7.9	-2.0	-5.6
Interest coverage	7.3	9.3	8.8
Interest-bearing debt/Equity	1.5	1.4	1.1
Interest-bearing debt/Assets	0.5	0.5	0.4
Current ratio	0.9	0.8	1.0

Note: In calculating above ratios we use sales and other income (net), as it is presented in the table "Revenue structure" in p. 1

Sustainable growth is an important focus in the Group's strategy. In view of the significant development potential, the Group performs strict monitoring to make sure that investments in expansion are in accordance with the Group's financial abilities and with retention of its financial stability. Usually Group Speedy maintains high levels of financial autonomy. Significant increases in debt ratios are only registered in years of acquisitions.

Investments in non-current assets are usually financed under lease conditions (incl. logistic centres and offices rented, stated as right-of-use assets under IFRS 16) and/or through financing from other financial institutions, which is also reflected in an increase in interest payables. Some of the investments in machinery, equipment, and furniture and fixtures are financed with own funds. Financing from banks and other financial institutions constitutes a minimal portion of lease liabilities and was used for investments in subsidiaries in 2014 and for the purchase of equipment in 2020.





The total amount of interest payables at 31 December 2020 is BGN 81.4 million (31 December 2019: BGN 76.4 million). The expansion of the office network and the renewal of the vehicle fleet resulted in a significant increase in lease liabilities, which is offset by payables under bank loans and the payables for the acquisition of the subsidiaries Rapido and OMG due to payments made at the amount of BGN 9.65 million. The overall increase in interest payables for the year is BGN 5 million, while the debt/equity ratio continues to decrease and in 2020 was 1.1 (2019: 1.4). The higher interest payables are mainly the result of new leases of logistic and office premises, which added to right-of-use assets almost BGN 10 million in 2020, reaching BGN 52 million (2019: BGN 43.4 million).

At the end of the reporting period, receivables from clients amount to BGN 28.3 million (31 December 2019: BGN 24.6 million) – there is a growth of 15%. Despite the economic instability in some sectors, Group Speedy manages to control the collection of receivables, and has even shortened the collection period to an average of less than 35 days. The total amount of provisions for expected credit losses remains unchanged, BGN 2.6 million (31 December 2019: BGN 2.5 million).

In the cash-upon-delivery service, upon delivery, the courier receives the parcel value and within one business day this amount is paid to the sender (if they have elected to receive payment of cash upon delivery by bank transfer). The amounts collected from postal money transfers are related to services for BGN cash transfers by the sender to the recipient via the company's postal network or within one business day, this amount is sent to the recipient. The amounts collected under cash upon delivery and postal money transfer are stated as current liabilities in the statement of financial position. As at 31 December 2020, these liabilities amount to a total of BGN 16.9 million (31 December 2019: BGN 8.4 million). The cash flows related to the amounts under cash upon delivery and postal money transfer are stated in the cash flows statement within "Other proceeds/payments from operations).

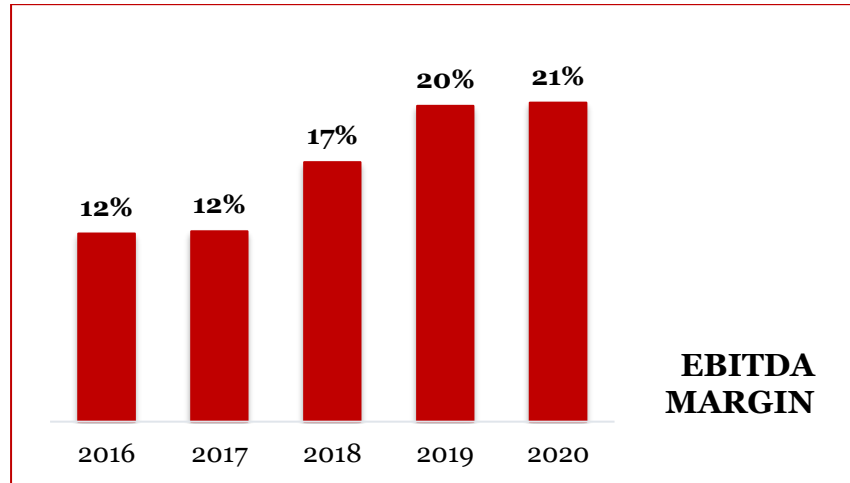
The other receivables and prepayments are mainly comprised of:

- Receivables from trustors, BGN 694 thousand (as at 31 December 2019: BGN 680 thousand). These are amounts under cash upon delivery collected by subcontractors that should be transferred to the Group companies so that they can fulfil their obligations to clients; and
- Prepayments under insurance and subscription maintenance, BGN 1.4 million (31 December 2019: BGN 1.4 million).

With the exception of the disclosure of Note 36 to the consolidated financial statements for year 2020, there are no other significant events that occurred after the date of the statement of financial position and required adjustment and/or additional disclosure in the annual financial statements for the year ended 31 December 2020.



With the exception of the above disclosed, to the extent of our knowledge, there are no events and indicators with unusual nature for the Group that could have considerable impact on its operations during the period, realized revenues and expenses incurred.



I. Resources management and capacities for investment plans realization. Changes in financing structure after completion of the latter

Group Speedy devotes considerable efforts for planning and control of its financial resources. Short and long-term plans are prepared with the objectives have been planned in detail up to staff level, whose performance is constantly monitored. The investment plan is financed with combination of own funds and external sources (mainly leasing). The cash flow from operating activities, excluding other proceeds/(payments), net, which include mainly cash flows from cash upon delivery and money transfers, is at a stable high level and in 2020 amounts to BGN 57 million (2019: BGN 39 million). It allows the Group to finance its investment program and to meet its obligations in a due manner and to follow its dividend policy of distributing at least 50% of the annual profit as a dividend to its shareholders. Part of bank loans are for financing the investment program in of the subsidiary company DPD Romania.

Currently there are no risks for the financial stability of the Group. The Group maintains low indebtedness ratio and sufficient liquidity while the cash flow from operating activity exceeds multiple times the maturing obligations. In addition, the parent company has approved overdraft credit lines, which have not been used. This provides a solid buffer to guarantee the Group's financial position even in adverse market situations. This made it possible in 2020 to distribute dividends by the parent company at the amount of BGN 10.8 million, 61% of unconsolidated profit (2019: BGN 7.5 million, 62% of the profit), and for the Group to make payments under the investments acquired and to implement the intensive investment programme, in the meantime improving its financial autonomy indicators by servicing interest payments (principal and interest) at the total amount of BGN 20.8 million (2019: BGN 21 million). There are no investments planned or possible events in amount that could result in meaningful change in current capital structure.

J. Expected future Group development

The main priority in year 2021 is the development of the B2C segment and online trade, with a focus on client convenience, and it is planned to launch the Predict service in Romania, notifying clients of one-hour



delivery windows. In 2021, we will continue to implement our long-term programme for development, reinforcement and expansion of regional presence, mainly in Romania and Greece. We will also focus on CEE countries, where along with the delivery network, we extend the range of accompanying services offered, which will increase the access of online traders to the respective markets, and that of foreign traders to the Bulgarian market.

We will continue to focus our efforts on optimizing the processes and control over application of internal standards in order to improve profitability and the financial operating result while maintaining service quality. In order to improve quality and customer satisfaction, we are currently implementing a set of measures for staff motivation and control, for ensuring fast and convenient contact of clients with the employee serving them, shortening response times and the processing of return claims.

We plan to maintain the amount of investments close to the level of the past year, retaining higher investments in machinery and equipment in relation to the continuing automation of parcel measurement and sorting processes.

We continue to focus on management of the Group's personnel and the programmes in the fields of increasing motivation, activity and entrepreneurship, attracting high-quality personnel, and retention thereof.

We also continue to optimise and gradually expand the office network and the network of automatic postal stations.

Significant activities are planned regarding the digitalization of processes and improving communication and data management security.

K. Information about substantial, unusual and off-balance transactions

There are no other substantial transactions that could impact revenue, profit or other financial indicators under Para 1, p. 8 of additional provisions of POSA, apart from the ones disclosed in item G.

L. Information about related party transactions

There are no related party transactions of any significance and/or transactions that could significantly impact the company's financial situation or results of the activities during the reporting period. There are no related parties transactions outside regular line of business or substantially to diverge from market levels.

There are no other transactions under art. 240b of the Commercial Act with the Members of the Board of Directors of Speedy AD or related parties which fall outside the ordinary course of business or substantially deviate from market conditions.

The information on related party transaction is presented in Note 33 to the consolidated annual financial statements.



M. Information about participation in the equity, its main domestic or foreign investments (financial instruments, intangible assets and real estate), and investments in capital outside its economic group and the sources/ways of financing.

As at 31 December 2020 Speedy AD owns 100% of the capital of Speedy EOOD, Dynamic Parcel Distribution SA (Romania), Geopost Bulgaria OOD, Rapido Express and Logistics EOOD, OMG Mobile EOOD. Indirectly, Speedy AD controls Geopost Trans EOOD, 100% owned by Geopost Bulgaria OOD.

No other investments were made in financial instruments and real estate. Information about intangible assets is disclosed Note 4 to the consolidated financial statement.

Registered branches

The Group has two branches:

- Dynamic Parcel Distribution - Bulgaria. A branch of DPD Romania, registered on 11 March 2015.
- Dynamic Parcel Distribution - Greece. A branch of Geopost Bulgaria, registered on 22 June 2016.

N. Information about the loans, guarantees and other financial instruments received or granted by Group Speedy, Speedy Group AD.

GROUP SPEEDY

Loans received

The Group uses investment-purpose loans and loans for working capital from banks and other financial institutions. Detailed information on the obtained loans and the collaterals thereof is provided in Note 15 to the consolidated annual financial statements.

The subsidiaries do not use bank borrowing.

Leases

Lease liabilities have originated as a result of the Group's investment and financial policy to expand the office and logistics network and acquire non-current tangible assets needed for the Group's operations. The lease liabilities under leases with a purchase option are secured by the underlying assets – vehicles, machines, equipment, technical devices. Detailed information on the lease liabilities is provided in Note 13.2 to the consolidated financial statements.

Intra-group loans

As at 31 December 2019, Speedy AD had obtained a loan from a subsidiary.

Name	Amount in BGN '000	Interest rate %	Maturity	Purpose
Speedy EOOD	522	3%	31.12.2019	Working capital



The loan is unsecured. As at 31 December 2020, the loan was repaid.

As at 31 December 2020 there are no loans granted to a subsidiary.

No other financial instruments are used, incl. hedging.

Speedy AD and its subsidiaries have not provided guarantees to third or related parties outside the Group Speedy.

As at 31 December 2020, Speedy AD granted a loan to a subsidiary.

Name	Amount in BGN '000	Interest rate %	Maturity	Purpose
DPD SA, Romania	3 912	3-5%	Dec 2023	Investment-purpose

The loan is unsecured.

First-rank pledge was incorporated on the receivables from a loan granted as collateral for the bank loan obtained.

SPEEDY GROUP

Loans received by Speedy Group

Type of financing	Investment	Working capital
<i>Creditor</i>	Unicredit Bulbank	Natural person
<i>Amount of financing</i>	EUR 7 866 thousand	BGN 821 thousand
<i>Purpose</i>	Investment in subsidiaries	Working capital
<i>Maturity</i>	28.06.2028	31.10.2021
<i>Interest rate</i>	1.4%	3%
<i>Amount as of 31.12.20</i>	EUR 5 244 thousand	BGN 821 thousand



Loans granted by Speedy Group AD in BGN'000

Name	Loan granted at 31 December 2020 (gross amount)	Interest rate	Maturity
<i>Subsidiaries</i>	5,286	3 %	Up to 1 year
<i>Other related parties</i>	1,364	3 %	Up to 1 year
<i>Natural persons, including related parties</i>	1,111	3-3.80%	31.12.2021
Total	7,761		

The extended loans are for financing projects with common strategic purposes.

Guaranties granted by Speedy Group, in '000 BGN

Name	Amount
<i>Subsidiaries</i>	33 985
<i>Other related parties</i>	28 353
Total	62 338

O. Information regarding share buy-back transactions

Speedy AD did not acquire and does not hold treasury shares.

P. Use of funds raised from new issue of securities

No shares were issued in the reporting period.

Q. Information regarding ecology and employees

The information is presented in the consolidated non-financial report of Group Speedy.

R. Research and development

The Group has no R&D activities.

S. Analyses of the financial results and published forecasts

Group Speedy has not published forecasts.

T. Information about changes made during the reporting period in the main management principles of the issuer and its economic group.

No changes in the reporting period.



U. Main characteristics of the applied systems for internal control and risk management.

(See Corporate Governance Declaration)

V. Changes in the Board of Directors

By means of a decision of the Extraordinary Annual General Meeting of Shareholders of Speedy AD held on 30 September 2020, Robertus Teodorus van den Helder was dismissed as Board Member, and Henrik Janusz Zis was elected in his place.

W. Remuneration paid to the members of the Board of Directors

	Base salary (BGN)	Non-cash benefits (BGN)	Other payments (BGN)
Valeri Mektupchiyan	240 000	-	66 667
Danail Danailov	66 000	-	27 778
Georgi Glogov	67 390	-	27 778
Avak Terziyan	66 000	-	27 778

Remuneration from Speedy EOOD

Valeri Mektupchiyan	35 656
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As of 31.12.2020 the amount of compensations due to the members of the BoD, as decided by GMS and BoD, payable within 3 years amount of BGN 100 thousand, are as follows:

	Remuneration for 2018 (BGN)	Remuneration for 2019 (BGN)	Remuneration for 2020 (BGN)
Valeri Mektupchiyan	4 444	12 593	*
Danail Danailov	1 852	5 247	*
Georgi Glogov	1 852	5 247	*
Avak Terziyan	1 852	5 247	*
Total	10 000	28 334	61 666

In 2020, the GMS, in compliance with art. 9 (1) of Remuneration policy of the members of the BoD, approved maximum amount of variable remuneration totalling BGN 135 thousand that is going to be paid to the board members for their activity in 2020 and is going to be distributed between them with a decision in 2021. Therefore, the variable consideration accrued for year 2020, presented in the above table, has not been allocated between the members.



X. Information about the shares held by members of the Board of Directors of Speedy AD at the end of the reporting period and changes occurring during the previous year

As at 31 December 2020:	Acquired during the period	Sold during the period	No of directly owned shares	No of indirectly owned shares	Total No of shares owned (directly and indirectly)	% ownership
Valeri Mektupchiyani	0	0	0	3 500 367	3 500 367	65,09%
Avak Terziyan	0	0	1 800	0	1 800	0,03%
Danail Danailov	0	0	2 160	0	2 160	0,04%

Y. The members of the Board of Directors have no options or other rights to acquire shares in the company Information about agreements that the company knows about that could result in a change in ownership structure of equity or bond issues.

There is an agreement between Speedy Group AD and GeoPost SA France (Geopost), providing the option for GeoPost SA France to increase its share from the currently 24.81% of the capital to a considerable majority stake in the company in 2020. In the beginning of 2021 Geopost S.A. (France) made a decision to exercise its contractual rights and on 19 March 2021 Speedy Group OOD transferred 2,419,929 shares, as a result of which the former's capital in Speedy AD reached 69.81%.

Following the transfer, on 19 March 2021, the call option share purchase contract was enforced. According to this contract, Speedy Group will have the right to request that Geopost acquires from Speedy Group its remaining shares in the company, constituting minimum 20,09%, and this option may be exercised in the period from 19 March 2023 to 19 March 2031. If Speedy Group does not exercise this right in the above stated period, Geopost may require that Speedy Group sells to it its remaining shares in the company, constituting minimum 20,09%, and this option may be exercised in the period from 20 March 2031 to 20 March 2032. The measurement of the shares offered for sale or acquisition will amount to 8 times adjusted EBITDA less the consolidated net financial debt for the financial year preceding the date of exercise of the respective option.

Z. Information about any pending court, administrative or arbitration proceedings concerning jointly or separately the payables or receivables amounting to at least 10 percent of the issuer's equity.

There are no court or other type of proceedings of any significance.

Information about the Director of Investors Relations:

Krasimir Tahchiev

Director of Investors Relations

Tel. 02 8173 999

E-mail: k.tahchiev@speedy.bg

Sofia City, Abagar St., Sofia City Logistic Park (SOMAT)



2. Main risks faced by the Group

Group Speedy endeavours to keep a low risk profile by maintaining low levels of financial and operating leverage and high level of operating efficiency, by applying strict rules and procedures for management of activities and by strictly controlling their compliance, by diversifying its customers and suppliers.

Macroeconomic risk

Group Speedy operates in Bulgaria, Romania and Greece, performs deliveries throughout Europe and services companies in various sectors of the economy. Accordingly, our business activity of the Group companies depends heavily on the overall economic growth, the general condition of business environment, and particularly the customer trust, and respectively, end consumption. A possible shrinking of the economy and consumption would put pressure on profit margins, and a possible strong and continuous setback of business activity could result in negative trends in sales. The Group is trying to minimize that risk by maintaining high levels of financial autonomy and by investing continuously in efficiency improvement, which enable it to operate at a higher profitability compared to its competitors.

Over the last year, as a result of the COVID-19 pandemic and the restrictions imposed in the countries in which the Group operates, as well as in most countries around the world, the normal functioning of a number of economic sectors was disrupted, and the respective downturn was reported, by this downturn was mainly concentrated in several service sectors. Thanks to the boom in e-commerce, the Group companies have not been significantly affected, but the continuing restrictive measures in Europe pose the risk of an adverse mid-term effect. The slow economic recovery or another shrinking of Europe's economies following the withdrawal of the huge fiscal and budget incentives would have a significant impact on end consumption, and respectively, on our revenue and profit.

Epidemic risk

Even though so far there has not been an adverse impact on revenue, there are significant risks from the pandemic on the Group's operation. Operating in the conditions of contamination threat is related to significant additional expenses, which has a negative effect on profit margins. Virus outbreaks may disrupt the work and delivery schedule, which could impact service quality and customer satisfaction.

So far, the Group actively manages the risk by means of procedures for prevention and protection from contamination, but the risks will only be limited when there is a substantial decrease in the number of people infected.

Regulatory risk

The regulatory risk is related to the adoption of regulatory changes that could involve additional expenses or restrictions of Group activities. Currently, no implementation of any requirements that could either burden or involve additional expenses related to company activities is expected.

Over the last few years there has been an effect of the strict regulations related to personal data protection, the measures against money laundering, the trade in excise goods and taxation on e-shops, which necessitated changes in the activity of courier companies. Even through the regulations are related to some, though not significant, additional expenses, do not impact the market position of the Group companies, as far as they refer to all market participants and do not effectively limit activities.



Interest rate risk

Group Speedy's interest payables have both fixed and floating interest rates. Accordingly, any general increase of interest rates would produce a negative effect on the Group. The other Group companies bear minimal interest risk, as far as their payables are mostly under leases of premises, for which the contractual payments (principal + interest) are not affected by changes in interest rates. The strongly expansive money policy of leading central banks lowered the base interest rates. The policy of the European Central Bank is to maintain interest rates that stimulate economic development, therefore short-term and medium-term negative changes are not likely to occur.

Credit risk

Almost 80% of the income is generated by customers served on contractual basis, and the service is accordingly paid not at the time it is delivered but rather on a monthly basis. If economic situation worsens, the amount of overdue receivables may rise significantly. The Group has implemented a detailed and strict system of monitoring all due sums and the deadlines of payments, including an action plan in case of past dues.

Cash is kept in a way to minimize the risk. The servicing banks of the Group companies have the highest rating in the respective country.

Price risk

The price risk is linked to the general inflation rate on national level in the Group's countries of operation and the level of competition. Over the last few years, inflation in Bulgaria is limited, but over the past year there have been greater than usual fluctuations in the prices of certain commodities and services, and the shortage in some components may result in a significant increase in certain expenses. Group Speedy is maintaining its competitiveness and aims to improve its price formation processes and control thereon, which allows us to improve profitability despite the price pressure.

The risk regarding the price level of supplies is related mainly with the price of the labour, which is the most significant factor in the cost structure. The higher unemployment last year resulted in some relief in pressure, but it is still difficult to find suitable staff. Substantial costs are also for fuel. The risk over the financial performance is limited, since the change in the price of oil is reflected in the fuel tax that is subject to monthly update and is payable by the clients. The highest weight has cost for subcontractors but they are also related with the costs of labour and fuel.

Currency risk

The Group's currency exposures originate in relation to the deliveries made from and to foreign countries. Most of the currency transactions are in EUR, due to which the overall effect of foreign exchange translation is negligible. If BGN/EUR exchange rate remains fixed as it is now, we do not expect that fluctuations in the exchange rates of BGN and EUR could have any significant impact on the financial result of the company in medium-term. DPD Romania SA forms almost 30% of the consolidated revenue and a decrease in the RON exchange rate would have a negative impact on consolidated revenue and profit.

Liquidity risk

Liquidity risk is when the Group is unable to pay its maturing liabilities. The amount of Group Speedy's current liabilities is considerable and is related to payments of leasing contracts, loans and suppliers.



To manage its liquidity, the Group companies plan to negotiate payments in accordance with estimated future cash flows. In addition, cash reserves and free overdraft funds are maintained to serve as buffering in case of adverse turn in the market situation and temporary shrinkage of cash proceeds. Until now, the Group has been generating a stable positive cash flow which allows us to make without any trouble all due payments on time and maintains good liquidity indicators.

3. Insider information

Participation of members of the Board of Directors of Speedy AD in business entities as unlimited liability partners; ownership of at least 25% in the equity of another enterprise, as well as participation in managing and controlling bodies in other enterprises or corporations as procurators, control bodies or board members

VALERI HARUTYUN MEKTUPCHIYAN

Omnicar“ EOOD	Manager	over 25%
„Omnicar BG“ EOOD	Manager	over 25%
„Omnicar S“ EOOD	Manager	over 25%
„Kiler storage” EOOD	Manager	over 25%
„Omnicar auto” OOD	Manager	
„Speedy Group” AD	Executive Director	over 25%
„Speedy“ EOOD	Manager	over 25%
„Lux light systems” EOOD	Manager	
„Balkan holiday” EOOD	Manager	
„Bulrom gas – 2006” OOD	Manager	over 25%
„Concept invest 2011” EAD	Executive Director	over 25%
„Plovdiv invest 2010” EOOD	Manager	over 25%
„Brestnik“ EOOD	Manager	over 25%
„Geopost Bulgaria“ EOOD	Manager	over 25%
“Geopost Trans”		over 25%
„DPD“ SA, Romania	Board Member	over 25%
„Winery Estate Dragomir“ OOD		over 25%
“Transbalkan” SRL		over 25%
„M Castel“ OOD	Manager	over 25%
„Sofia city logistic park” EOOD	Manager	
„Omnicar plus“ OOD		over 25%
„Omnicar occasion“ EOOD		over 25%
„Omnicar rent“ OOD		over 25%
„Sarbul 2014“ OOD		over 25%



„Kompresor BG“ EOOD		over 25%
Omnicar Varna OOD		over 25%
Allianz Auto Zapad EOOD		over 25%
Rapido Express and Logistics EOOD		over 25%
OMG Mobile EOOD		over 25%
Pit Box EOOD	Manager	over 25%
Star ABC Invest EOOD	Manager	over 25%
Briz 222 EOOD	Manager	over 25%
Briz 333 EOOD	Manager	over 25%
Briz 444 EOOD	Manager	over 25%
1TedJob Bulgaria EOOD	Manager	over 25%
GEORGI IVANOV GLOGOV		
„Speedy Group“ AD	Member of the Board of Directors	
„Speedy“ EOOD	Manager	
" Concept invest 2011" EAD	Member of the Board of Directors	
"Sandriny Flo" OOD	Manager	50% of the capital
“Transbalkan” SRL	Manager	
„Aleks – G” EOOD	Manager	sole proprietor
„Balkan holiday” EOOD		sole proprietor
„Lux light systems” EOOD		sole proprietor
DANAIL VASILEV DANAILOV		
„Bioforest“ OOD	Manager	50% of the capital
DPD SA, Romania	Member of the Board of Directors	
AVAK STEPAN TERZIYAN		
“Star performing” OOD	Manager	over 25% of the capital
HENRYK JANUSZ CZY		
DPD Eesti AS	Member of the Supervisory Board	
DPD Polska Foundation	Member of the Supervisory Board	
DPD Polska Sp zoo	Vice President	
ACP Global Forwarding Sp zoo	Representative of DPD Polska Sp zoo	



Key managers - Bulgaria

**Henrik Janusz
Zis**

Member of the Board of
Directors

Experience and qualification

- In DPD Polska since 1999, with a focus on finance
- CFO and subsequently Board member focused on financial aspects of operations
- Board member of DPD companies



**Valeri
Mektupchiyan**

Executive
Director

Experience and qualification

- Founder of Speedy
- Executive Director from the very beginning
- Operations director of Speedy from 2008 to 2011
- Serial entrepreneur, founder and owner of companies dealing with oil trading, motor vehicle trading, repair and maintenance, trading with fuels, transportation services

Specific responsibilities

- Overall management of Speedy's business



**Georgi
Glogov**

Member of the
Board of Directors

Experience and qualification

- Founder of Speedy
- Director Speedy international activities from 2003 to 2009
- Entrepreneur with more than 20 years of experience
- Owner of a financial and accounting house

Specific responsibilities

- Chairman of the Board of Directors



**Danail
Danailov**

Member of the
Board of Directors

Experience and qualification

- Investment and business consultant with more than 18 years of experience
- Experience in the field of macroeconomics, privatization and investment intermediation, management and investments
- Managing Director of a risk investments fund from 2009 to 2011
- Chief investment expert from 2003 to 2009

Specific responsibilities

- Strategy and business development, acquisitions and partnerships



**Avak
Terziyan**

Member of the
Board of Directors

Experience and qualification

- Regional manager for Southern Bulgaria in DHL and FedEx
- From 2000 responsible for human resources in Unilever and implementation of unified strategy of the company in Bulgaria, Macedonia, Albania and Kosovo
- From 2005 to 2008 Operations Manager at Speedy
- From 2008 HR Manager. Successfully implementing two EU funded projects under OP "Development"



Management responsibilities

The management of Group Speedy has prepared the consolidated annual financial statements for 2020, providing a true and fair presentation of the Group's position as at the year's end and of its financial results. The consolidated financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS).

The management confirms that suitable accounting policies has been applied and that during the preparation of the Financial statements at 31 December 2020 was respected the precautionary principle in the assessment of assets, liabilities, revenues and expenses.

The management also confirms that it has complied with the accounting standards and that the Financial statements have been prepared on a going concern basis.

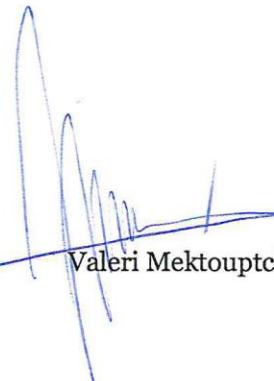
The Management is responsible for keeping proper accounting records, for safeguarding the assets and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Director of
Investors Relations:



Krasimir Tahchiev

Executive
Director:



Valeri Mektouptchiyan



CORPORATE GOVERNANCE DECLARATION

I. Introduction

This Declaration has been prepared in compliance with Art. 100m, para 8 of POSA aiming to disclose regulated information of Group Speedy, with content data regarding the following:

- General characteristics of the Internal control and Risk management systems regarding the financial reporting process;
- Information based on Art. 10, paragraph 1, item c, d, f, h, and i of Directive 2004/25/EC and the European Parliament and the Council of April 21st, 2004 on takeover bids;
- Composition and functioning of the administrative, management and supervisory bodies of their Committees;
- The Multicultural policy applied regarding the administrative, management and supervisory bodies in terms of aspects, such as age, sex or education and work experience, the goals of this policy of applying multicultural aspects and the results thereof as of the reporting period;
- Information regarding the observance of the Corporate Governance Code by Speedy AD (the parent company);
- Justification for non-observing certain sections of the Corporate Governance Code.

II. Internal Control and Risk management systems in the financial reporting process

The internal control system of financial reporting and accountability at the Group Speedy companies has been developed as a result of research of good reporting and control practices in Bulgaria, leading companies from the same business areas, as well as in accordance with the national legal requirements. It is an ongoing process on monitoring by the managements and is subject to development and elaboration. Most parameters presented in this document are from the practice of Speedy AD, as far as it has the most developed internal control system.

1. Control environment.

The control environment in the Group is based on:

a. *Communication and application of integrity and ethical values*

Speedy AD (the parent company) has incorporated an Ethics Code that sets up a framework for personal integrity and professional ethics within the company and its subsidiaries. The Ethics Code has been communicated to all employees that agree to follow the incorporated ethic regulations and professional ethics. It has been implemented in the job descriptions of all employees including the Financial Accounting and Reporting Departments, and has been set up as a model of behaviour.

b. *Competence commitment;*

Speedy AD (the parent company) has incorporated a Procedure for Recruitment and Hiring of employees under labour contracts. There are set requirements for education, work and professional experience of employees at all levels.



c. *Participation of those charged with governance;*

The Executive Director of Speedy AD (parent company) has introduced adequate rules and procedures for the carrying out of the internal control functions. He is responsible for the financial management and control in the Group, for its compliance with the principles of lawfulness, good financial management and transparency. The Executive Director has delegated his rights to other official representatives of the Company and its subsidiaries, by definition of their respective rights and obligations, and regularly requests periodical reporting of the delegated rights. The Executive Director of Speedy AD (parent company) has set up and maintains conditions for independent internal audit functioning that reports directly to the Board of Directors and the Audit Committee.

The management bodies that carry certain rights and responsibilities regarding the financial reporting process in the Group, and respectively other related processes thereto, are: The Board of Directors, Audit Committee, Financial Director, Chief Accountant of Speedy AD and its subsidiaries' equivalent authorities.

By approving the annual financial statements for issuance, the Board of Directors, and respectively each company's General Manager, accept and confirm the accounting policy and its amendments for each reporting period, the prepared approximate accounting assessments as of each reporting date, incl. the applied methodology; financial statements and reports, along with other publicly disclosed documents that contain financial information.

The Audit Committee monitors in an independent manner the realization of the financial reporting processes, the application of accounting policies and the effectiveness of the internal control system of the Group's companies, including risk management, as well as the achievement of results by the internal and external audit systems.

Finance directors are responsible for the thorough organization, functioning and current control of accounting activities, as well as the financial reporting system. They are the direct leaders of the management process, and in charge of making all key decisions regarding the financial statements and other publicly disclosed documents that contain financial information. They are also the first level approvers of the accounting policy, general reporting methodology and in charge of assessment and acceptance of the work performed by external experts (valuators, actuary, auditors, consultants, etc.) that are part of the financial reporting process. They currently monitor, together with the Chief Accountants of the Group's companies and the Reporting Managers (or equivalents thereof) the effects and risks on the financial statements resulting from the established business risks for the Group Speedy companies.

The Chief Accountants are in charge of organization and management of the accounting and reporting function of the respective group company – they control and methodologically direct the current accounting activity, they also manage the preparing implementation of the accounting reporting methods and techniques; they are responsible for the process of month-end accounting and regular balancing, and preparation of all accountable approximate valuations, they offer and prepare accounting policies and their amendments, they follow current legislation changes in the IFRS. They are the direct contact of the internal and external experts used for the purpose of financial reporting.



d. Management's philosophy and operational style

The Management of Speedy AD (parent company) prepares the consolidated financial statements in compliance with the principle to present truthful and fair presentation of the Group's financial position and its financial results. The consolidated financial statements are prepared in accordance with the International Financial Reporting Standards (IFRS) and the applicable local legislation.

The parent company's management confirms that it consistently applies an adequate accounting policy and, that upon the preparation of the consolidated financial statements as at 31 December the prudence principle has been applied for valuation of assets, liabilities and expenses.

The Group's management has also confirmed that they adhere to the applicable active accounting standards, and, the consolidated financial reports have been prepared based on the principle of going concern basis.

The Group's management is also responsible for keeping the due accounting registers and book keeping, for the expedient assets and liabilities management and taking necessary measures for evasion and detection of probable embezzlements or fraud and other irregularities.

e. Organizational structure

At the Group companies there is an established full-time personnel engagement, Regulation for Internal Work Order, employee job descriptions (responsibilities allocation is at place), as well as a hierarchical structure with certain responsibility and reporting levels.

f. HR management policies and practices

The Group has developed procedures for staff selection and recruitment for employees under employment contracts, as well as Procedure for Employees Evaluation.

g. Staff competence

The requirements for employees' competence have been incorporated in employees' job descriptions. The need for additional qualification have been described in the employees' annual assessment plans. The latter are prepared based on the annual employee appraisal in the respective company in the Group. Following the annual appraisals, based on their outcome in terms of areas for improvement of competence and abilities are to be discussed with respective department directors and annual training program is prepared. The management of the respective group company manages the organization for enhancement of necessary knowledge and abilities of the employees, by including them into the appropriate training programs.

2. Risk assessment policy at Group Speedy

Risk management is a substantial element of the thorough management process of Speedy AD and the subsidiaries. It is generally accepted that any organization is dynamic and relates to certain transitions – time, budget, participation, therefore certain risk is always at place, and it needs to be managed. The targets of the risk management within the group is to: increase in a maximum degree the probability for positive impact over its activity, minimization of the probability for negative impact.

The Management of Speedy AD (parent company) considers risk management to be a key activity which brings higher achievement of the groups' goals. For this purpose, all decisions made to manage risk



identification and secure regular monitoring of the process, as all of them are being documented, and regularly updated.

The operational environment in which the management of Speedy AD and respectively its subsidiaries work represents the framework that has to be observed and applied in the everyday risk management process. It has been built on external and internal group factors that influence its operation.

a. External Factors – external factors for the Group are complexity and changes in the existing legislation, technological development, public opinion, economic conditions in the country related to access to funding, political conditions, environmental protection and legal restrictions.

External factors	Risks
Changes in legislation	Changes in legislation and other regulations can restrict the planned activities of the Group. The regulations can sometimes stipulate requirements that are inapplicable in practice.
Complexity of legislation	Lack of adequate systems and trained personnel to apply the regulations
Technologies development	Newly developed technologies can impose contractors to cease to support currently active systems in the group
Changes in political environment	Changes in government, legislation or regulatory authorities could impact the targets set by the Group Speedy. It could lead to legislation changes, and therefore bring about changes to the requirements for carrying out certain activities.
Environmental conditions	Changes in environmental requirements could mean that certain activities or projects must be ended or modified, and prerequisites for new investments might appear.
Changes in economic environment, related to the Group financing	Main financing sources of the Group Speedy are banks, leasing companies, and other creditors with whom the Group companies have deferred payment agreements, which, in case of economic environment deterioration, could restrict or make financing possibilities more expensive.
Natural disasters	Fire, flood, or other natural disasters could bring a negative impact over the assets to perform certain activities.

a. Internal factors – the operational activities in the Group Speedy, the available resources, the applicable financial and accounting and IT systems, new activities, operations or functions, internal restructuring of activities, etc., are illustrated in the table below:



Internal factors	Risks
Corporate restructuring	Any restructuring in Group Speedy and its activities could bring an unexpected negative impact.
Internal control system amendments	Any amendment in Group Speedy's structure could reflect in loosening the internal control system, leading to certain losses and breakdowns in the Group's system.
Human Resources	Weak HR policies can lead to incapability of hiring the respective personnel or to impossibilities to support or increase administrative capacities.
New or renovated IT systems	Fast or substantial changes in IT systems can influence the internal control system risk
IT systems protection measures	A system breakdown, loss, forgery or inappropriate data management, unauthorized access to IT systems of the Groups' companies, can influence negatively its activities.
New technologies	New technologies introduction into the manufacturing processes or information systems can influence the internal control risk.
Rapid growth	Significant and rapid activity expansion could limit controlling procedures and increase the defect risk in their actions.
Expanded activities abroad	Expanding activities or acquisitions abroad could bring new and often unique risks that can reflect the internal control procedures, e.g. additional or amended risks resulting from changes in currency operations.
New accounting standards and amendments	Accepting new accounting principles or amendments in existing accounting principles could influence the risks in preparing the financial statement
Bad financial management	Improper management of the planned financial resource or exceeding planned limits, accrual of excessive liabilities.
Weak control over inventories and assets	Theft of assets, abuse of non-current assets.

3. Information system

Group Speedy has implemented and uses a set of different software products forming the Information system responsible for financial reporting and communication. Elements of the overall information system are:



- Operational software – used to enter financial operations and transaction in carrying out of all services offered in the activities of the Group companies – courier services, postal services, postal money transfer transactions, logistic services, etc.;
- Financial and accounting software – used for accounting for all transactions, incl. revenue and cost transactions, bank account transactions and allocation in the respective budget items;
- Payroll software – used for automated formation of employees’ remuneration and automatization of the obligatory contributions of individual accounts;
- Vehicle management software – used for keeping track of the manufacturer set technical for tracking the expense on fuel and its budget planning;
- Expense controlling software at the parent company – used for approval of each expense;
- Company resources planning software at the parent company – used to integrate budgets of all departments and activities within the group, operating in one single integrated information system, that serves the needs of all business units;

Overall, the Information System comprises all methods and documentation that:

- Identify and evidence all valid trades and operations;
- Describe in a timely manner trades and operations with sufficient detail, which enables their proper classification for the purposes of financial reporting;
- Evaluate the trades and operations value in a way that allows their fair value entry in the financial statements;
- Define the due time period in which the trades and operations have been executed, in order to enable their due balancing in the respective accounting period;
- Represent the trades and operations in an appropriate manner, along with the related disclosures in the financial statements thereto.

The quality of information that has been generated by the system can impact the ability of the Group’s management, respectively the managements of the respective Group companies, to make expedient decisions in the management and activities control, as well as in preparing trustful financial statements.

The communication that includes availability and understanding individual roles over the financial reporting is carried out by electronically means of communication or by the management’s activity.

4. Controlling activities, policies and procedures

The controlling activities can be categorized, as follows:

a. Review of the performance and performance results

They include:

- Reviews and analyses of the actual results towards budgets, prognoses and results from previous periods;



- Relations of different data groups – operational or financial – along with analyses of interrelations and analysing and corrective measures;
- Comparison of internal data with external information sources;
- Reviews of activity results separated by functional units or activities;

b. Information processing

The two common categories of the controlling activities in the IT systems are the controls of applied IT programs and the common IT controls, which represent policies and procedures related to multiple applicable programs that support the effective functioning of controls over the applicable programs that enable guarantees of continuous adequate functioning of IT systems. Examples of control over the applicable programs include:

- Verification of the mathematical correctness of records;
- Maintenance and review of accounts and turnover registers;
- Automatized controls, such as verification of incoming data and checks for consistency of numeration and non-automatic checks of reports for exceptions.
- Examples of common IT controls can consist of:
- Control over the program settings changing;
- Controls that restrict access to certain programs or data;
- Controls over the implementation of new releases of software applicable programs;
- Controls over the system software, restricting accesses or current monitoring over the system application usage that could change financial data or records with no audit trail.

c. Physical Controls

These activities comprise:

- The physical security of assets, including adequate measures for preserving, such as safety appliances and security access to assets and documentation;
- Access approval to computer programs and data containing files;
- Regular counting and comparison of cash availabilities, reported in the controlling documents (such as, comparison of counting of cash availabilities with the results from inventory with accounting documents).

The degree to which controlling parties aim to prevent asset frauds, is related to the trustfulness of preparing financial statements and therefore auditing, depends on certain circumstances, such as cases when assets are extremely susceptible to fraud.



d. Responsibilities allocation

Allocation of responsibilities for approval of trades and operations, their due recording and maintenance of responsibility for assets by different employees. Responsibilities allocation is envisaged to prevent possibilities for allowing any employee to be in a position to perform, or cover mistakes or fraud cases in the regular employee task and duties/responsibilities.

5. Current observation of controlling functions

Control at Group Speedy is an ongoing process, carried out by its management, administration and employees within the Group. Ongoing controls are performed by means of:

- The Quality Management System;
- The Internal Control unit
- The Internal Audit unit;
- The Financial control unit;
- The Vehicle control unit;
- 24/7 monitoring centre;

Or their equivalents at the Group's subsidiaries.

The process of current control aims to achieve a reasonable confidence in the goals achievement, allocated in the following categories:

- Performance and optimization of operations;
- Trustfulness of the financial and accounting information;
- Compliance with legislation and active legal regulations.

Current control observation by the management includes an assessment of the controlling process if it works as envisaged and if it is modified in the appropriate way, in order to reflect the changes in environment. Current control observation, includes:

- Reviews by the Management – referring to the major organization goals, including those related to the performance, profitability and resources preservation.
- Assessment by the internal auditors for following the Group's quality policy.
- Supervision of the following of ethics code or the business practice policy within the Group's companies and its subsidiaries – that comprises the compliance with laws and regulations that designate the organizations' activity.

Current controls are carried out to guarantee that controlling procedures are continuous and act effectively over time.

Goals of all controlling units in the Group Speedy is to support and assist the Management, by means of identifying and assessing risks and the adequacy of financial management and control systems, regarding:

- Identifying, assessment and risk management performed by the Management.
- Compliance with applicable legislation, internal acts and active contracts.



- Trustworthiness and comprehensiveness of financial and operational information;
- Effectiveness, efficacy and economical of activities;
- Assets and information protection;
- Tasks performance and goals achievement;

By achieving this purpose every controlling unit contributes to the improvement of the activity of the Group Speedy and ensures assistance in achieving current and future Group goals.

III. Information based on Directive 2004/25/EC on takeover bids

On 20 January 2021 Geopost S.A. (France) (“Geopost”) announced its decision to exercise its contractual rights and require Speedy Group AD (“Speedy Group”) to sell, respectively – ensure the sale, to Geopost (purchase option) of a number of shares in Speedy AD (the “Company”) constituting 45% (forty-five percent) of the Company’s issued and registered shares (Shares subject to the purchase option). The sale by Speedy Group and the Shares subject to the purchase option was performed in a voluntary manner pursuant to Art. 149 b, Para 1 and the other applicable provisions of the Public Offering of Securities Act at a share price of BGN 58,67 (fifty-eight leva and sixty-seven stotinki), following regulatory approval by FSC. As the deadline for accepting the tender proposal expired on 17 March 2021, Speedy Group was the only one to accept the tender proposal, as a result of which, on 19 March 2021, the transfer of 2,419,929 shares was registered, constituting 45% of the capital of Speedy AD. After the transaction Geopost holds 69.81% of the Company’s capital, thereby obtaining a control interest in Speedy AD.

IV. Composition and functioning of the administrative, management and supervisory bodies of their Committees

Board of Directors of Speedy AD (parent company)

Speedy AD is managed by its Board of Directors (Board) that consists of 5 (five) members, electing one Executive Director. The Corporate Board work is managed by its Chairman. Shareholders that hold at least 15,5% of stocks can vote for one of the Board members, and shareholders that hold at least 60% of stocks can appoint four of its members.

The Board of Directors operates on the grounds of a company Statute, by making decisions that make a substantial importance for the company’s activity, unless they fall into the explicit competence of the General Shareholders Meeting.

The Board meetings are held not less than once in three months. Each member has the right to authorize another member to present them before the Board. One present member can only represent one absent one. The invites, with the enclosed agenda and the materials, should be sent out, at best possibility, at least 7 days before the session date, unless the date and place have been appointed at the previous shareholders meeting. In cases of urgency, the meeting can be held by oral invitation without observation of the 7-day term requirement. The sessions are considered regular, in case at least ½ of its members are present – in person or via an authorization.

Decisions shall be made via natural majority, unless in cases with related parties over EUR 6 thousand, that are made unanimously by all members. It is only allowed to vote with only “For” and “Against”.



The members of the Board of Directors have the right to get informed on the company's performance and activities and take part in the board's functions by voting on the proposals, and have the right to summon Board's meetings, to approach authorities via certain statements, documents to Boards' requirements, to propose new points in the agenda and propose decisions, the Board Members can attend General Shareholders Meetings without voting rights, as they are obliged to respond to questions of the shareholders concerning the economic, financial or commercial activity of the parent company.

In carrying out their functions, the Board Members are obliged to act exclusively in favour of the Group, act and inquire the Board in cases of circumstances that substantially matter for the group, and aiming to make decisions to protect its interests.

Audit Committee of the parent company

An Audit Committee has been established to function in assistance to the Board of Directors, that is composed by three (3 persons), appointed by the General Shareholders Meeting. The members of the Committee must comply with the requirements under the Law on Independent Financial Audit and carry out their functions following the principles of lawfulness, objectivism, professionalism, independence, loyalty and accountability. The decisions are made via general majority at meetings hosted by a Chairman, held at least 4 times per annum.

The Audit Committee shall follow the processes for financial reporting, internal control functions, risk management procedures and the independent financial audit. In the carrying out of their work, its members can address the Management, all employees and can access all necessary information needed to perform their work. In its activities, the Audit Committee shall:

- Hold sessions with the Managers of units responsible for managing operational and financial risk, with legal advisors in service of the parent company, with the ethical matters responsible employee, or any other Management member, that they consider appropriate, in order for the due carrying out of their obligations.
- Can receive, consider and discuss with external and internal auditors, as well as with the parent company's Management the respective audit reports (including the letter to the Management regarding assertions and recommendations), as well as any hindrances, that have occurred in the audit work, including substantial disagreements with the Management;
- Can receive, consider and discuss with the respective manager all reports concerning important matters that have been identified at parent company level with regards to the financial or operational risk, compliance with applicable legislation, regulations and codes of conduct, and/or specific reports on substantial cases of incompliance.

Management bodies of Dynamic Parcel Distribution S.A. (subsidiary)

The subsidiary is managed by a Board of Directors consisting of 5 persons. The Board of Directors (Board of Directors) and its Chairman are elected at the General Shareholders Meeting. The majority of Directors shall not be executive members.

The meetings of the Board of Directors are called by the Chairmen under his initiative or by the initiative of any member or shareholders, non-lesser than once per quarter. For the holding of meetings written invites shall be sent out at least 5 days before. This invite can be sent out 48 hours before the meeting provided that



the subsidiary's interests are at risk. The Members of the Board of Directors are entitled to get informed on the company's performance and manage the Board of Directors activities by voting on proposed decisions.

The meetings are considered regular in case that 2/3 of its members are present by attendance or by representation via authorization. The decisions shall be made via a majority of 2/3.

The subsidiary is managed by an Executive director, elected by the Board of Directors members. The Executive Director is entitled to manage operational activities of the company and make decisions on its development, excluding the activities that are within the scope of the General Shareholders Meeting or the Board of Directors.

Management bodies of Geopost Bulgaria EOOD (subsidiary)

The subsidiary is managed and represented by one or more managers, appointed by the sole propriety owner. The Manager organizes and runs the subsidiary's activities in compliance with the applicable legislation and the decisions of the sole propriety owner, and reports to them.

Management bodies of Speedy EOOD (subsidiary)

The subsidiary is managed and represented by one or more managers, appointed by the sole propriety owner. The Manager organizes and runs the subsidiary's activities in compliance with the applicable legislation and the decisions of the sole propriety owner, and reports to them.

Management bodies of Rapido Express and Logistics (subsidiary)

The subsidiary is managed and represented by one or more managers, appointed by the sole propriety owner. The Manager organizes and runs the subsidiary's activities in compliance with the applicable legislation and the decisions of the sole propriety owner, and reports to them.

Management bodies of OMG Mobile (subsidiary)

The subsidiary is managed and represented by one or more managers, appointed by the sole propriety owner. The Manager organizes and runs the subsidiary's activities in compliance with the applicable legislation and the decisions of the sole propriety owner, and reports to them.

III. Diversity policy applied regarding the administrative, management and supervisory bodies

The parent company and the Group companies do not have any specific diversity policy with regard to aspects like age, sex, education, professional experience or other characteristics, but have adopted and apply ethical standards, rules on staff selection and detailed internal rules to ensure equal treatment of stakeholders. Group Speedy makes all efforts to ensure equal opportunity for recruitment and follows the whole range of regulations related to fair practices in the working environment and prevention of discrimination. Recruitment is based solely on the qualities and qualifications necessary for the due caring out of the respective functions with regard to the achievement of optimal results.

Discrimination, regardless of whether based on race, sex, perception or expression of gender affiliation, skin colour, beliefs, religion, origin, nationality, citizenship, age, disability, generic information, marital status



(including cohabitation without marriage or civil union, defined and recognized by the current legislation), sexual orientation, culture, ancestry, veteran status, socio-economic position or other protected by the law personal characteristics are unacceptable and fully incompatible with the traditions of the Group for providing of honourable, professional and worthily workplace. The repressive measures against persons raising complaints for discrimination are also forbidden.

The main goals that the Group sets regarding the diversity policy are:

- Attracting, hiring and retaining people with wide range of professional skills. The diversified abilities of the managers and the employees open up new possibilities for innovative and creative decisions, increase the creativity and the innovations. This would lead to more effective adaptation to the impact of the globalization and the technological changes. The diverse work force could increase the effectiveness of the Group in reaching its goals. It could motivate the employees, to provide access to new market segments and to improve the productivity.
- Encouragement of working atmosphere that adopt the ethno-cultural diversity and where the differences between people are appreciated and respected.
- Solving of one of the most important problems for the employer - the one related to the scarcity of working force as well as the problems concerning hiring and retaining highly qualified employees.
- Improving the reputation and the overall performance of the Group companies in front of external stakeholders and the society.
- Create opportunity for the groups of disadvantage people and build up the unity of the society.



Report on compliance with the Corporate Governance Code

Corporate Governance Code applied

Speedy AD observes where appropriate and applies the National code for corporate governance adopted by the National Commission for Corporate Governance and approved by the Deputy Chairman of the Financial Supervisory Commission. The Company is included in the list of public companies that has declared to follow the principals of the National Code for Corporate governance.

In November 2012, Speedy AD listed its stocks for trading on the Bulgarian Stock Exchange – Sofia. The Company has accepted to follow the National Code for Corporate governance since 2013. The National Code for Corporate Governance was adopted in 2007, and additionally amended by the National Committee for Corporate Governance in April 2016.

This report contains information that is requested under the provisions of the National Code for Corporate Governance by Speedy AD.

All activities carried out by the management and employees of Speedy AD, have been aimed to establish principles for best corporate governance, increasing the trust of shareholders, investors and respective interested parties in the management and activities of Speedy AD, and encouraging successful economic activities.

This Code observance is reported based on the principle “comply or explain”, which means that all regulations are generally followed, and then there are cases of deviation or incompliance, the Company’s Management shall explain the reasons.

Speedy AD has a one-tier management system. Accordingly, all regulations concerning two-tier management systems in the Code are not applicable for the company.

A. One-tier system

1. Functions and obligations

Board of Directors of Speedy AD:

1.1. The Board of Directors directs and controls the Group’s activities in an independent and responsible manner in accordance with the vision, aims, strategies of the Company and the interests of shareholders.

1.2. The Board of Directors monitors the companies’ and Group’s results and if necessary, initiates changes to business management.

1.3. The Board of Directors treats all shareholders in an equal way, acts in their interest and with a good business care.

1.4. The Board of Directors member act in a professional and diligent manner and conducts themselves according to the commonly accepted principles of integrity and duty of care. The Board of Directors has adopted a written Code of Ethics of the company.

1.5. The Board of Directors has established and controls the creating and functioning of a risk management system, including for internal control and internal audit.

1.6. The Board of Directors ensures and controls the integrated functioning of the accounting and financial reporting systems.



1.7. The Board of Directors provides directions, approves and controls the implementation of the business plan of the Group companies, material transactions, as well as other activities set in the by-laws of Speedy AD.

1.8. The Board of Directors reports its activity to the General Meeting of Shareholders.

2. Election and dismissal of members of the Board of Directors

2.1. The General Meeting of Shareholders shall elect and dismiss members of the Board of Directors in compliance with the law and the parent company's by-laws, and in accordance with the principles of continuity and ensuring the stability of the Board of Directors' work.

A member of the Board of Directors members is elected based on the proposal of shareholders holding 15.5% of the stock. Four of the Board of Directors' members are elected based on the proposal of Shareholders holding 60% of the stock.

2.2. Upon proposals for election of new Board of Directors' member, the principles for compliance with the candidates' competence with the nature of activity of the parent company shall be followed.

2.3. The responsibilities, tasks, duty of care and duty of loyalty of Board members to the company as well as the criteria and level of remuneration and the conditions for removal from the Board are stipulated by management contracts.

The Company has concluded a management contract with the Executive Director. Non-executive Board Members are elected and perform their obligations with a mandate of the General Meeting. The obligations, tasks, criteria to determine the amount of remuneration of Board Members, their loyalty obligations to the company and grounds for dismissal are set and defined in the Rules on work of the Board of Directors of Speedy AD, the Policy on Remuneration of the Board of Directors of Speedy AD and in the company's Statute.

3. Structure and competence

3.1. The number of members and the structure of the Board of Directors should be determined by the parent company by-laws.

3.2. The composition of the Board of Directors elected by the General Shareholder Meeting ensures the professionalism, independence and impartiality of its resolutions related to the management of the parent company and the Group.

3.3. The Board of Directors ensures that the tasks and obligations of its members are properly distributed. The main function of independent directors is to supervise and control the functions carried out by executive management and to contribute effectively to the parent company's and Group's performance in the best interest of all shareholders and in respect of their rights.

3.4. The required skills, rights and responsibilities of the members of the Board of Directors must comply with the law and the company's by-laws, and follow good professional standards and practice.

3.5. The members of the Board of Directors should have the knowledge and experience required for the position they take. After their election, the new members of the Board of Directors have to be familiarized with the basic legal and financial issues related to their task and the parent company's and Group's activities and performance. Continued professional training of members of the Board of Directors should be encouraged.

3.6. The members of the Board of Directors should dispose of sufficient time to carry out their tasks and duties. The parent company's by-laws do not limit the number of directorships a Board member can hold, but the Board of Directors Members devote their time with priority to perform duties in Speedy AD including its subsidiaries.



3.7. The election of members of the Board of Directors of the parent company must be done through a transparent procedure which should ensure timely and complete information regarding the personal and professional qualities of the candidates.

4. Remuneration

4.1. The Board of Directors has developed clearly defined and specific remuneration policy regarding the Board of Directors' members which was subject to GSM's approval in 2013. The amount of and criteria for the remuneration must be approved by the General Shareholders Meeting.

4.2. The amount and criteria for the remuneration should, in accordance with the law and good corporate governance practices, follow criteria such as:

4.2.1. Responsibilities and contribution of the member of the Board of Directors to the parent company's and Group's performance and results;

4.2.2. The availability and ability to select and retain qualified and loyal members of the Board of Directors;

4.2.3. The need to have the interests of the members of the Board of Directors aligned with the long-term interests of the parent company and the Group.

4.3. The remuneration of executive members of the Board of Directors should consist of basic salary and variable incentives, in the form of variable remuneration.

4.3.1. The variable incentives should be specifically defined or definable and should be linked with clear and specific criteria and indicators with respect to the parent company's and Group's performance and the meeting of targets set by the Board of Directors. The maximum amount of the additional variable remuneration of members of the Board of Directors is approved by the General Meeting of Shareholders. The remuneration is paid with a Decision of the Board of Directors upon meeting the preliminarily set and approved financial and non-financial criteria.

4.3.2. Based on a decision of the GSM dated December 2016, the parent company provided one-off additional stimuli to the Board members – bonus shares (to the non-executive remunerated members).

4.4. The remuneration of independent directors in the form of a basic salary and additional incentives depends on their individual participation in meetings, their performance level in regard with their assigned tasks, their ability to oversee and control the operations of executive management and their effective contribution to the Group's performance.

4.5. The General Meeting of Shareholders has voted to appropriate to the members of the Board of Directors additional remunerations as bonuses depending on the financial performance.

4.6. The remuneration of the members of the Board of Directors is disclosed in accordance with the law and the parent company's by-laws.

4.6.1. Shareholders have easy access to the adopted company policy concerning the determination of remunerations and bonuses of the board members as well as to information about the annual remunerations and variable incentives received by such members.

5. Conflict of interests

5.1. The members of the Board of Directors should prevent any real or potential conflict of interests.



5.2. The procedures for preventing and disclosing conflicts of interests are not provided for in the parent company's by-laws. Currently internal rules and procedures for prevention of conflicts of interest are adopted and applied.

5.3. The members of the Board of Directors should immediately disclose any conflicts of interests and provide shareholders with access to information about transactions concluded between the company, respectively the Group and members of the board or any related party.

5.4 The Board of Directors has adopted a system for prevention of conflicts of interest in cases of trades with related parties and the respective methods of their disclosure. Transactions with related parties and stakeholders shall be subject to approval by the Board of Directors, unless in the cases when approval is required from the General Meeting of Shareholders.

6. Committees

6.1. The work of the Board of Directors is assisted by committees. The Board of Directors should determine the need for setting up committees in accordance with the specific operations of the company, respectively – the Group.

6.2. Depending on the requirements of the existing legislation and based on the criteria defined therein, the Board of Directors proposes to the General Meeting of Shareholders of the parent company to elect an Audit Committee whose composition should comply with the legal requirements and the specific needs of the parent company.

6.3. The committees should be set up based on a written structure, scope of tasks, functioning and reporting procedures.

B. AUDIT AND INTERNAL CONTROL

1. The Board of Directors, assisted by an Audit Committee, prepares a written justification to the General Meeting of its choice of auditor, based on the established professionalism requirements.

2. The corporate managements ensure compliance with applicable legislation in terms of independent financial audit.

3. Speedy AD applies a rotation principle in the selection of an external auditor. By means of a decision of the General Meeting of Shareholders held on 22 June 2020, the shareholders elected AFA OOD as registered auditor of the separate and consolidated annual financial statements for year 2020.

4. The Audit Committee oversees the internal audit activities and monitors overall relations with the external auditor, including the nature of the non-audit services rendered by the Company's auditor.

5. An internal control system has been established that also identifies the risks related to the operations of the parent company and its subsidiaries and supports the effective management thereof. It should ensure the effective functioning of the accountancy and information disclosure systems.



C. PROTECTION OF SHAREHOLDERS' RIGHTS

1. Protection of Shareholders' Rights

The Board of Directors ensures equal treatment of all shareholders, including minority and foreign shareholders, and should be responsible for the protection of their rights and enable their exercising within the limits of acceptable according to applicable legislation and according to the parent company's by-laws. The Board of Directors ensures provision to information to all shareholders regarding their rights.

2. General Meeting of Shareholders

2.1. All shareholders have been informed about the rules for convening and holding General Meetings of Shareholders, including voting procedures. The Board of Directors provides sufficient and timely information regarding the time and place of the General Meeting, as well as the complete information about the meeting's agenda and decisions to be made.

2.2. The Board of Directors, during the General Meeting, ensures that all shareholders may express their opinion and ask questions.

2.2.1. Shareholders with a voting right may exercise it at the General Meeting of the parent company in person or through a proxy. Currently the parent company's by-laws do not stipulate that it is possible via electronic communications and/or electronic means. This practice will be applied upon the availability of trustful technical possibility.

2.2.2. The Board of Directors exercises effective oversight and ensures that the necessary arrangements are in place for the voting by authorized representatives (proxies) in accordance with the instructions of the shareholders and in accordance with the law.

2.2.3. The corporate management establishes rules for the organization and conduct of regular and extraordinary General Shareholder Meetings, thus guaranteeing equal treatment of all shareholders and the right of each shareholder to express their opinion on the agenda items.

2.2.4. The Board of Directors establishes the rules and procedures for the conduct of the General Shareholder Meeting in a manner which does not make the voting procedure unduly difficult or expensive.

2.2.5. The Board of Directors takes action to encourage the participation of all shareholders at the General Meeting. Currently, there is no technical possibility for those who cannot make it physically by allowing the use of information technology (incl. Internet). This practice shall be applied upon the availability of a secure technical possibility.

2.3. All members of the Board of Directors, as a rule, attend the General Meetings of Shareholders of the parent company.

2.4. Materials for the General Shareholders Meeting

2.4.1. Texts and written materials related to the agenda of the General Meeting are specific and clear, without misleading the shareholders. All proposals concerning major corporate events should be presented as separate items on the agenda of the General Meeting, including the proposal for the distribution of dividends.



2.4.2. The parent company is currently in a process of development of a special website section regarding the shareholders' rights to participate in the General Meeting.

2.4.3. The Board of Directors ensures that court-authorized shareholders can place additional items on the agenda.

2.5. The Board of Directors guarantees the right of all shareholders to be informed about the decisions made at the General Meeting. All GM minutes are publicly disclosed and are accessible, including on the corporate website of Speedy AD.

3. Equal treatment of shareholders belonging to the same class

3.1. All shareholders belonging to the same class are treated in an equal way.

3.2. All shares within a certain class give equal rights to the shareholders belonging to the same class.

3.3. The Board of Directors guarantees the availability of sufficient information to the shareholders regarding the rights that all stock classes provide after their acquiring.

4. Consultations between shareholders regarding general shareholder rights.

4.1. Within the limits of the applicable legislation and in compliance with the parent company's by-laws, the Board of Directors does not hinder shareholders, including institutional investors, to consult among each other regarding matters concerning their general shareholder rights, in a way that doesn't allow abuse.

5. Transactions of shareholders with controlling rights and embezzlement

5.1. The Board of Directors does not permit transactions with controlling right shareholders that are in breach of rights and/or legal interests of other shareholders, including under the conditions of contracting the self.

D. DISCLOSURE OF INFORMATION

1. The Board of Directors approves the information disclosure policy in compliance with legal requirements and by-laws.

2. In accordance with the established policies under item 1, the Board of Directors creates and maintains a system for information disclosure.

3. The system for information disclosure should guarantee equal access to information addressees (shareholders, stakeholders, the investment community) and should not allow abuse of insider information.

4. The Board of Directors guarantees that the system for information disclosure provides comprehensive, timely, true and understandable information to allow for objective and well-informed decision-making and assessments.

5. The Board of Directors discloses in a timely manner the structure of capital of the parent company and the agreements that result in exercise of control in accordance with its rules on information disclosure.



6. Within the scope the effective legislation and in compliance with the parent company's by-laws the Board of Directors guarantees that the rules and procedures according to which acquisitions of corporate control, as well as extraordinary deals, such as mergers or takeovers of substantial company's stakes, are performed, are disclosed in a clear and timely manner.

7. The Board of Directors implements and controls compliance with the internal rules for preparing annual and interim statements, as well as the order for information disclosure.

8. The Board of Directors applies internal rules that guarantee the timely and appropriate periodical or incidental change regarding the Group, its management, corporate boards, operational activity, shareholders structure.

9. As a part of the system for information disclosure, Speedy AD maintains a company website. This website should be operated in accordance with approved policies on the content, scope and regularity of information disclosure. The information published on the website includes:

- basic commercial and corporate information identifying the company;
- up-to-date information about the shareholding structure;
- parent company's by-laws and the adopted policies pertaining to the operations and functioning thereof;
- information about the structure and composition of the management and supervisory bodies of the parent company as well as basic information about their members, including information about any committees;
- financial statements of the parent company (separate and consolidated) for each year since its registration in the Register of the public companies;
- materials about forthcoming General Shareholders Meeting as well as any additional materials which have been submitted in compliance with the law. Information about the resolutions of the General Meetings of Shareholders for the past 4 years, including information about the dividends distributed by the parent company within that period;
- information about external auditors;
- information about forthcoming corporate events;
- information about the shares issued and other financial instruments
- any information that is material to the Group's activities;
- information about shareholders' rights, including sufficient information on the shareholders' right to request the inclusion of matters and to propose resolutions on matters already included in the agenda of the general meeting under the provisions of Art. 223 (a) of the Commercial Act;
- contact details of the parent company's Investor Relations Director.

9.1. Speedy AD also maintains an English version of its corporate website with identical content. Effective since 2014 it discloses information regarding shareholders in English language as well, regarding financial statements (consolidated and non-consolidated), General Shareholders Meetings invites, meeting minutes from GMS, etc.

10. The parent company regularly discloses information about its corporate governance. The disclosure of corporate governance information is effected in compliance with the "comply or explain" principle. This principle requires companies to explain the reasons for not complying with individual provisions of the Code.



11. The Board of Directors applies procedures that guarantee the timely and appropriate periodical or casual change regarding the Group, its management, corporate boards, operational activity, shareholders structure, that allow timely and accessible way for disclosure to the information users.

E. STAKEHOLDERS

1. The Board of Directors ensures effective interaction with stakeholders. This category comprises certain stakeholders to whom the Group companies have a direct impact and who are in a position to influence the Group, including suppliers, clients, employees, creditors, civil society groups, and others. The companies identify the stakeholders based on their scale and sphere of influence and impact, as well as their role and relationship to company's sustainable development.

2. In its stakeholder policy, the Board of Directors must comply with existing laws. A good corporate governance practice requires taking into consideration the interests of stakeholders in accordance with the principles of transparency, accountability and business ethics.

3. The Board of Directors should establish specific rules for addressing the interests of stakeholders. These rules should ensure appropriate stakeholder engagement when decisions requiring their input are made.

4. It is recommended that in accordance with this policy the Board of Directors implement specific rules for accountancy of interests of shareholders that guarantee their involvement in cases of solving specific matters that require their opinion. These rules should guarantee the balance between Group's development and the economic, social and environmental development of the sphere it operates in.

In its operations, Group Speedy has not had substantial conflicts with involved parties, and therefore no certain necessity has been found to prepare and implement such rules. Group Speedy is aware of its social responsibility and is involved in programs for social and corporate responsibility in the area of organization and assistance in educational, sports and other programmes, and since 2014 it has started using electro mobiles in central parts of larger cities and the usage of ecologically sustainable packaging.

5. The Board of Directors maintains effective relations with stakeholders. The parent company should, once per year together with the annual financial statement of the Group and in compliance with the legal provisions and the good international practices for disclosure of information of non-financial nature, disclose information about economic, social and environmental issues of concern to stakeholders, for example: anti-corruption policies; labour policies, policies regulating supplier and client relations; the Group companies' corporate social responsibility policies; environmental protections and nature preservation policies.

6. The Board of Directors guarantees the right to timely and regular access to reliable and trustworthy information regarding the Group, in cases when shareholders participate in the corporate governance process.

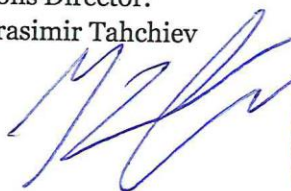


F. INSTITUTIONAL INVESTORS, MARKETS OF FINANCIAL INSTRUMENTS AND OTHER INTERMEDIARIES

1. The Board of Directors maintains the effective interaction of the parent company with its shareholders – institutional investors, as well as with regulated markets of financial instruments and these markets' investment intermediaries.
2. The Board of Directors uses the services of investment intermediaries, whose advises, recommendations or activities have been based on market information and market principles. The same is valid for market operators where financial instruments issued by the parent company and/or other Group companies are traded.
3. The parent company encourages the engagement of its investment intermediaries and institutional investors in definition of the policy and practices for corporate governance.
4. The parent company requires disclosure and minimization of conflicts of interest cases, as well as their disclosure by its authorized advisors, analysts, brokers, rating agencies, and other parties, that offer analyses and consultations. This requirement is applied provided that these conflicts of interest can jeopardize the integrity and objectiveness of the analysis or advice they provide, or may serve as a basis for decision making on behalf of the investors.

Date: 28 April 2021

Investment Relations Director:
Krasimir Tahchiev



Executive Director:
Valeri Mektouptchiyan

