

Company Annual Report 2019

JUGOPETROL AD



Podgorica, april 2020

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1. IDENTITY OF JUGOPETROL AD

1.1. General information

Jugopetrol AD is a petroleum company operating in Montenegro. It is a subsidiary of Hellenic Petroleum International, one of the largest oil companies in the Balkans.

The Company is presently the main supplier of oil products in Montenegro. Its main activities include wholesale of oil products through the operation of storage facilities in Bar and two aircraft supply facilities located at airports Tivat and Podgorica, as well as retail and distribution of oil products through the operation of 42 petrol stations and 3 yachting petrol stations.

The infrastructure of Jugopetrol AD consists of:

- A retail network of 42 petrol stations;
- 3 yacht service stations in Kotor, Budva and Herceg Novi;
- The petroleum installation in Bar with tank truck loading facilities. Jugopetrol AD owns 20 fuel tanks there with the total storage capacity of 110.300 m³;
- 2 aviation fuel terminals in Podgorica and Tivat;
- A fleet of 18 tank trucks for supply of petrol stations and industrial customers, and 7 refuellers for supply of aircrafts at airports Tivat and Podgorica.

The Company uses the commercial brand "EKO", which is well-known and associated to high quality in the South East Europe region. It is the leading petroleum company in Montenegro.

1.2. Mission and strategic vision

Strategic Vision of Jugopetrol AD is to be “the leading petroleum company in Montenegro ensuring the fuel supply of the country while being a responsible corporate citizen”.

Its **mission** is to supply, reliably and effectively, the Montenegrin market, offering top quality products and services, serving its customers with efficiency and innovation, while respecting the environment and achieving the best possible financial results for its shareholders.

The cornerstones of this vision and the means to realize it are:

- Our people
- Our product offering
 - Highest quality fuel
 - Full coverage of the country
 - Full range of NFR
- Our service
- Being socially responsible

1.3. Core Principles

Jugopetrols AD core principles are in line with those of the Hellenic Petroleum Group, as follows:

The infographic is divided into two main sections on a teal background. The left section, titled 'Our mission', features the slogan 'Energy for Life' in orange and lists the goal to produce and offer top quality products and services in the energy sector, serving customers in the Greek and international markets with efficiency and innovation. The right section, titled 'Our Principles', lists eight numbered points: 1. Safety is always our First Priority; 2. We offer Value to our Customers; 3. We operate Responsibly towards Society and the Environment; 4. We respect our Colleagues and Partners promoting Meritocracy, Teamwork, Innovation, Continuous Improvement and Results Orientation; 5. We invest for Sustainable Development; 6. We continuously enhance our Competitiveness; 7. We apply high standards of Corporate Governance; 8. We create Value for our Shareholders and focus on the Continuous Improvement of our Results and Cash Flows.



1.4. Jugopetrol AD History

1947 Jugopetrol AD was established on April 12, 1947. with its Headquarters in Kotor, as a company for production and trade of oil and oil products. It started operating with very modest assets and resources at the earliest beginnings of oil industry in the former Yugoslavia.

1947-1957 This period is distinguished by the beginning of building the facilities - primarily the warehouses and then the petrol stations. The construction of warehouses at Ljuta (near Kotor), Titograd (now Podgorica) and Nikšić started. Within this period the first electricity-powered petrol station was built in Titograd in 1954. and then the petrol stations in Kotor, Bar, Cetinje, Kolasin and Andrijevica.

1957-1967 Beginning of rapid growth of oil consumption due to the development of all business activities in Montenegro. The first consumption of heating oil occurred in 1964.

1964 The first phase of the construction works of petroleum installation Bar started. This petroleum installation was the most modern facility in the Balkan area.

1970 Since 1970. Jugopetrol AD has the rights for hydrocarbons exploration in the territory of Montenegro and, for many years since, it has collaborated with foreign and domestic partners in this field. Within the period 1976. to 1981. the drilling of 3 exploration wells was done. The drilling of exploration well UK-1 near Ulcinj started in 1989. This well with the depth of 5.309 m was the deepest well drilled in Former Yugoslavia.

1992-1996 Jugopetrol AD managed its affairs as a Public Interest Company for exploration, exploitation and sales of oil and oil products. In December 1996. the Company was transformed into a Shareholding Company.

2002 Jugopetrol AD became the member of the Hellenic Petroleum Group. Following the privatization of the company, Hellenic Petroleum, a highly renowned and well-known Greek oil Company, became the majority shareholder of Jugopetrol AD Kotor. Since then, the retail network of the Company is operating under the commercial brand "EKO", well-known and respected in countries of the South East Europe region.

2014 Jugopetrol AD moved its headquarters from Kotor to Podgorica, the capital of Montenegro and administrative and business center of the country. Relocation acted as a catalyst to further structural reorganization of the company and improved efficiency. Following this move, the company changed its name from Jugopetrol Kotor AD to Jugopetrol AD.

72 years have passed from the establishment of the Company and Jugopetrol AD has been and still is part of the identity of Montenegro. The Company has passed through various phases of transformation and has been growing and developing together with the growth and the development of the country's economy, road network, tourism and other industries. It has grown into a large and powerful company passing through many organizational and operational transformations.

1.5. Scope of operations

Jugopetrol AD, member of Hellenic Petroleum Group, is the leading oil company in Montenegro.

Main business activities of the Company include:

- retail trade through the largest network of petrol stations in Montenegro,
- wholesale business including bunkering, aviation, other retail networks and commercial & industrial companies,
- storage and distribution of petroleum products.



2. JUGOPETROL AD SHAREHOLDING

2.1 Share Capital - Shareholders

a) Share capital

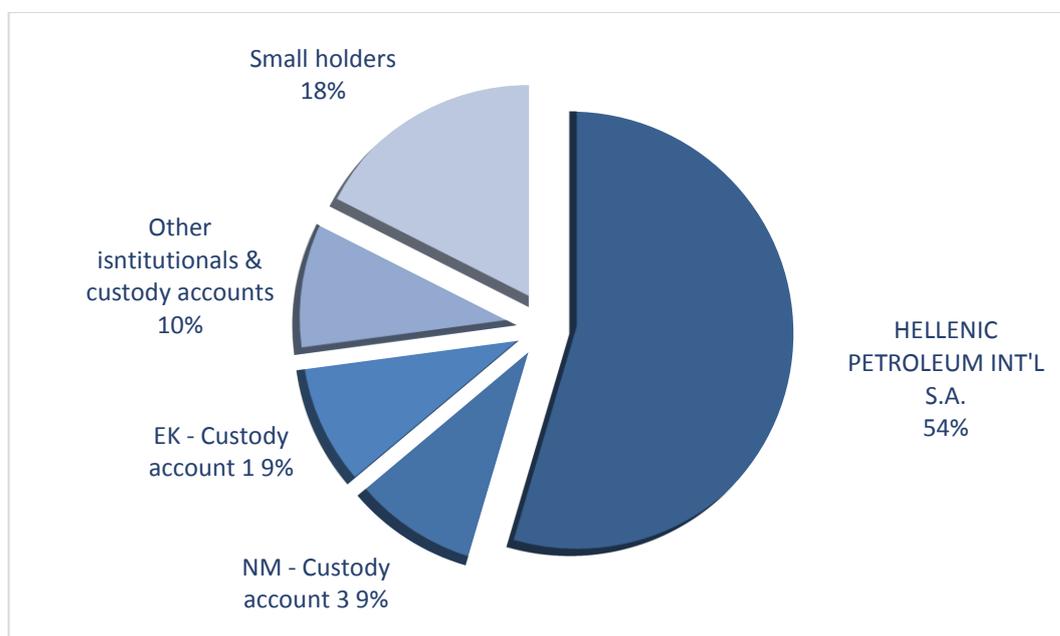
Jugopetrol AD has a share capital of EUR 67.986.605 divided into 4.653.971 shares with a nominal value of EUR 14,61 each. The Company has not done any share buybacks and the total number of shares remained constant since privatization, while the share price has fluctuated as following:

Share Capital evolution Jugopetrol AD

	2016	2017	2018	2019
Share capital (€ '000)	67.987	67.987	67.987	67.987
Number of shares	4.653.971	4.653.971	4.653.971	4.653.971
Share price - YE (€)	12,7	11,7	11,8	10,7

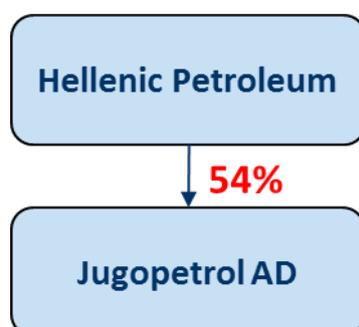
b) Shareholders

Jugopetrol AD has more than 3.000 shareholders. The majority shareholder is Hellenic Petroleum International with 54,35% of total shares.



2.2 Jugopetrol AD as part of Hellenic Petroleum Group

Jugopetrol AD is a subsidiary of Hellenic Petroleum International, one of the largest oil companies in the Balkans. Hellenic Petroleum owns a controlling stake of 54% of Jugopetrol's AD share capital which makes Jugopetrol AD a part of its group of companies.

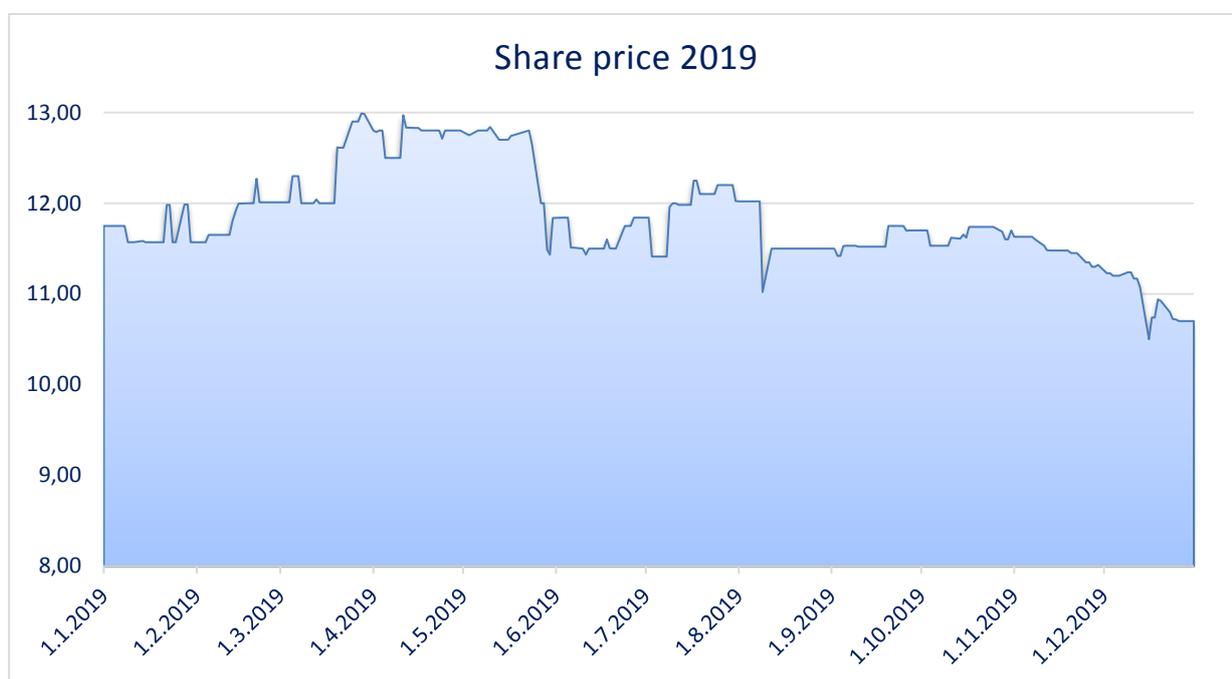


Corporate structure of Hellenic Petroleum Group is shown in the illustration below:

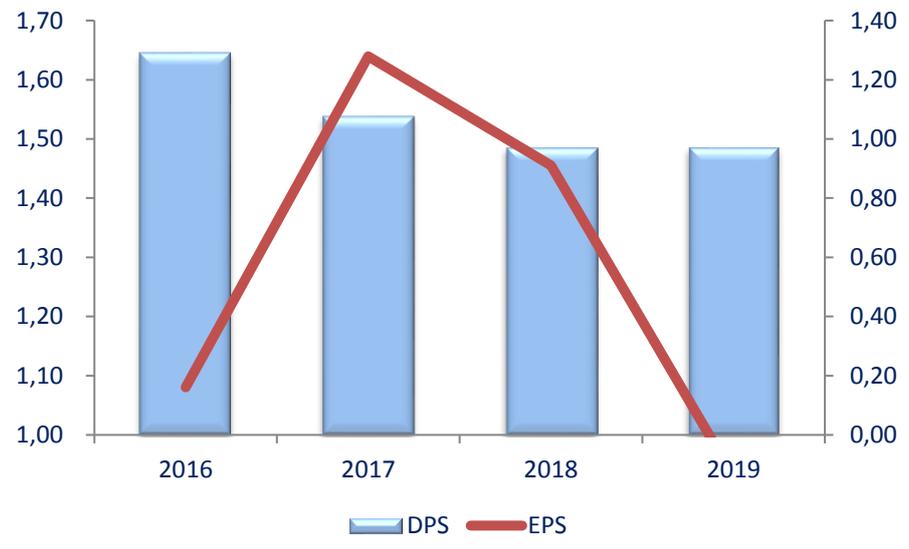
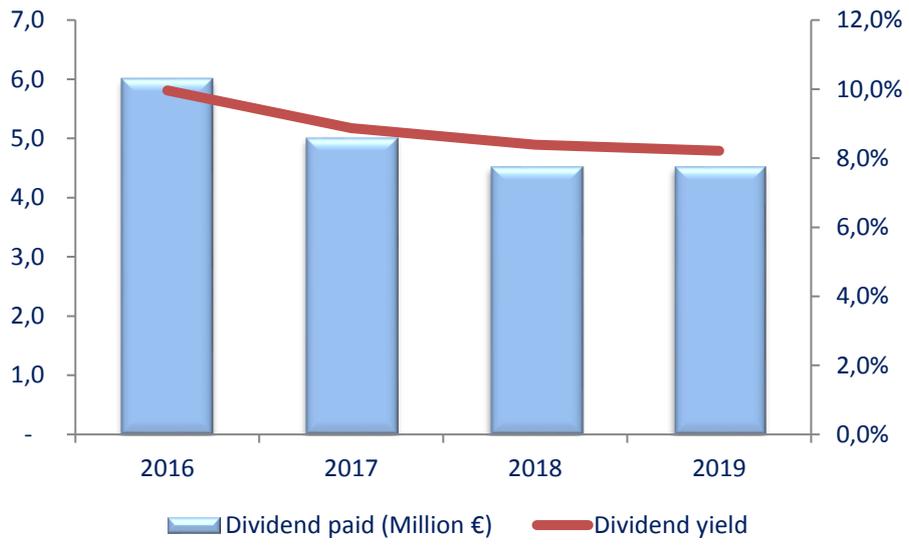
GROUP CORPORATE STRUCTURE	
Refining	HELLENIC PETROLEUM S.A.
Fuels Marketing	HELLENIC FUELS AND LUBRICANTS INDUSTRIAL AND COMMERCIAL S.A. CALYPSO LTD
Chemicals	HELLENIC PETROLEUM S.A. DIAXON A.B.E.E.
International Activities	OKTA AD SKOPJE HELLENIC PETROLEUM CYPRUS LTD RAMOIL CYPRUS LTD EKO BULGARIA EAD EKO SERBIA AD JUGOPETROL AD
Oil & Gas Exploration & Production	HELLENIC PETROLEUM S.A. HELPE PATRAIKOS SA HELPE UPSTREAM SA HELPE ARTA PREVEZA S.A. HELPE NW PELOPONISSOS S.A. HELPE WEST KERKYRA S.A HELPE SEA OF THRACE S.A.
Power Generation & Trading	ELPEDISON BV
Renewable Energy Sources	HELLENIC PETROLEUM – RENEWABLE ENERGY SOURCES S.A.
Engineering	ASPROFOS S.A.
Crude/Products Transportation & Pipeline Networks	A.A.F.P.C. S.A. VARDAX S.A. HELLENIC PETROLEUM - APOLLON MARITIME COMPANY HELLENIC PETROLEUM - POSEIDON MARITIME COMPANY
Natural Gas	DEPA S.A.

2.3 Market data

During 2019, average share price was higher by 2% compared to 2018.



	2016	2017	2018	2019
Average share price (€)	12,95	12,12	11,56	11,81
Dividend paid (€)	6.003.623	5.003.018	4.514.352	4.514.352
Dividend per share (€)	1,29	1,07	0,97	0,97
Dividend yield	9,96%	8,83%	8,39%	8,21%
EPS (€)	1,08	1,64	1,46	0,93
Average market cap (€ m)	60,27	56,41	53,79	54,96
Average P/E	11,99	7,39	7,94	12,70



3. CORPORATE GOVERNANCE

CORPORATE GOVERNANCE STATEMENT

Rules of corporate governance in the Company are based on the relevant provisions of the Law on Business Organisations and the Company's Articles of Associations and other internal procedures fully adhered to by the Company.

Management and supervision over the organisation, operations, and control of the Company is carried out through the General Meeting of Shareholders, Board of Directors, Audit Committee, Executive Director, Secretary of the Company, Internal Audit and External Audit.

3.1 General Meeting of Shareholders

The General Meeting of Shareholders is the supreme body of the Company which is entitled to pass/amend the Articles of Association, elect and release members of the Board of Directors, appoint independent auditor, adopt annual Financial Statements, Auditor's Report and Annual Business Report, decide on the management of the Company's property whose value is higher than 20% of the book value of the Company's property (large value property), decide on remuneration for the members of the Board of Directors, decides on allocation of profit and distribution of dividend, decides on capital increase/decrease, and other issues as per the Law.

The role, responsibilities, participation, the ordinary or extraordinary quorum of participants, the Chairmanship, Agenda and the conduct of procedures of the General Meeting of the Company's Shareholders are described in its Articles of Association and Operating Procedure for the General Meeting of the Company's Shareholders.

During 2019, one (1) general meeting of shareholders was held, i.e. the Annual General Meeting which was held on 28th May 2019.

3.2 Board of Directors

The Board of Directors is the supreme executive body of the Company. The Board of Directors implements decisions of the General Meeting of Shareholders, it formulates the Company's development policy and strategy, and supervises and controls the management of the Company, it ensures system of internal control, it determines the organization of the Company, it makes investment decisions, it adopts annual business plans, appoints commissions and working bodies for execution of certain tasks.

The Board of Directors is comprised of seven (7) members who are elected by the General Meeting of Shareholders with a term of one (1) year.

Members of the Board of Directors are entitled to a remuneration for their work which is a fixed amount determined by the General Meeting of Shareholders. The Board of Directors elects the Chairman among its members.

The Chairman of the Board of Directors is authorised to: convene and chair the meetings of the Board of Directors, to monitor and ensure the implementation of the decisions of the Board of Directors, to perform activities pertaining to preparing the program and development strategy of the Company, to coordinate and implements business cooperation with domestic and foreign partners and international organisations, to provide prompt information on overall work and operation of the Company to the Board of Directors.

The role, responsibilities, the Chairmanship, Agenda and the conduct of procedures of the Board of Directors are described in the Articles of Association and Operating Procedure for the Board of Directors.

The Board of Directors structure during the year 2019. was:

- Konstantinos Mademlis - President of the Board
- Tripko Krgović* - member
- Žiga Peljko - member
- Stamatia Psyllaki - member
- Konstantinos Koliopoulos - member
- Spyridon Gkikas - member
- Efstathios Devves - member

**owns 7.777 Jugopetrol AD shares*

Ten (10) meetings of the Board of Directors were held in 2019.

In order to minimize the risk and prevent any adverse effects, the Internal Audit Services conducts audit activities beyond those defined in the annual audit plan.

3.3 Audit Committee

The audit committee is appointed by the Board of Directors.

The purpose of the Audit Committee is to assist the Board of Directors in fulfilling its oversight responsibilities for the financial reporting process, internal control systems, the audit process, and the Company's process for monitoring compliance with laws and regulations and the code of conduct.

The Audit Committee monitors the effectiveness of the risk management process in the Company: the effectiveness of the internal control systems in the Company, the corporate financial reporting of the Company, the Internal Audit Function of the Company, and the independent external Audit of the Company.

The Audit Committee is comprised of three (3) members and performs activities in accordance with the Audit Committee Charter and the Law on Auditing.

From December 13, 2018, based on the Decision of the Board of Directors no. 57888, the composition of the Audit Committee is as follows:

- Mr Kimon Bossinis, President
- Mr Spyridon Gkikas
- Mr Panagiotis Loukas

Three (3) meetings of the Audit Committee were held in 2019.

3.4 Internal Audit

The Internal Audit Department operates in accordance with the authorisations determined under the Law on Auditing, and in accordance with the Internal Audit Charter.

The Independent Internal Audit Department, by means of periodic assessments and audits, ensures that the identification procedures and risk management applied by Management are sufficient, that the Internal Control System operates effectively and that information provided to the CEO relative to the Internal Control System, is reliable and of adequate quality.

Internal Audit follows its recommendations (follow-up) to see whether they are implemented. The related conclusions are periodically (quarterly, semi-annually or yearly) communicated to CEO and the Audit Committee.

The Internal Audit Department prepares the Annual Audit Plan, based on the examination and frequency of risks, which correspond with the risk assessment made by the Management. The Annual plan of auditing activities and projects is reviewed by the Audit Committee. In order to minimize risk and prevent any negative effects, the Internal Audit Department conducts the auditing activities beyond those determined under the Annual Audit Plan.

The Internal Audit Department also provides recommendations for preparation of procedures and other internal acts for business segments where they are not established, provided that there is a recognized risk to the business.

4. ORGANIZATIONAL STRUCTURE OF JUGOPETROL AD

4.1 Executive Director and Senior Management

Executive Director of the Company is appointed by the Board of Directors.

Role, rights and duties of the Executive Director are determined under the Law on Business Organizations and the Company's Articles of Association. Executive Director of the Company manages the day-to-day activities of the Company, by performing its operational management in accordance with the decisions of the Board of Directors and General Meeting of the Company, and overtakes all actions to comply with Business plan targets in accordance with responsibilities determined in the Articles of Association and with requests from the Board of Directors, internal rules and management policies defined by the latter, prepares and proposes business and development plans, submits proposals of internal organisation and Act of employee job positions, decides on employing new staff within the Company, in accordance with the plans and needs of the Company, concludes contracts in accordance with his authorities, forms working groups, teams of experts and commissions for execution of specified tasks.

In 2019. Senior Management team consisted of the following people:

Name	Department	Since	Until	No.of shares
Antonios Semelides	CEO	8.3.2017	onwards	-
Veselin Gačević	Operations & Logistics	1.4.2014	onwards	533
Vlado Samardžić	Network Development	1.6.2013	onwards	737
Rogakos Venetsanos	Finance & Administration	11.7.2018	onwards	-
Dragan Nikolić	Commercial	1.12.2016	onwards	-
Vesna Spaić	HR & Company Secretary	1.4.2018	onwards	-

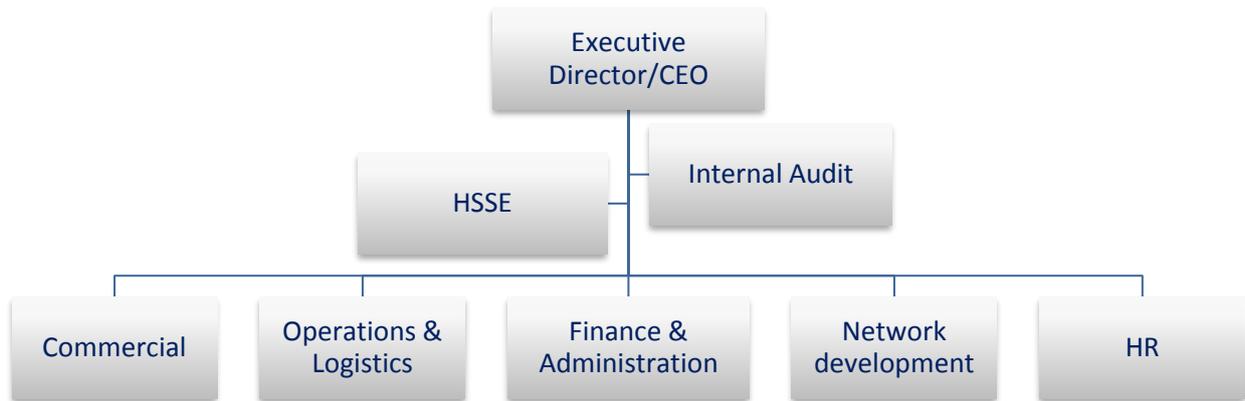
4.2 Administrative organization of the Company - organizational chart

The organization structure of the Company is based on three major pillars:

- The Commercial Department
- The Operations & Logistics Department
- The Finance and Administration Department

Aside from that, Jugopetrol AD has five additional departments: Human resources, Internal control, Network development and HSSE.

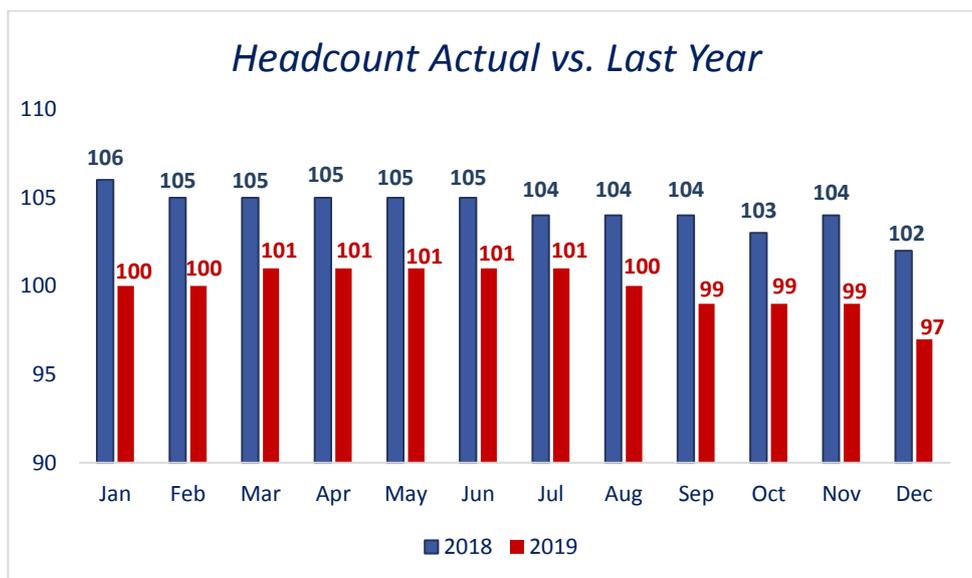
The Company is structured as follows:



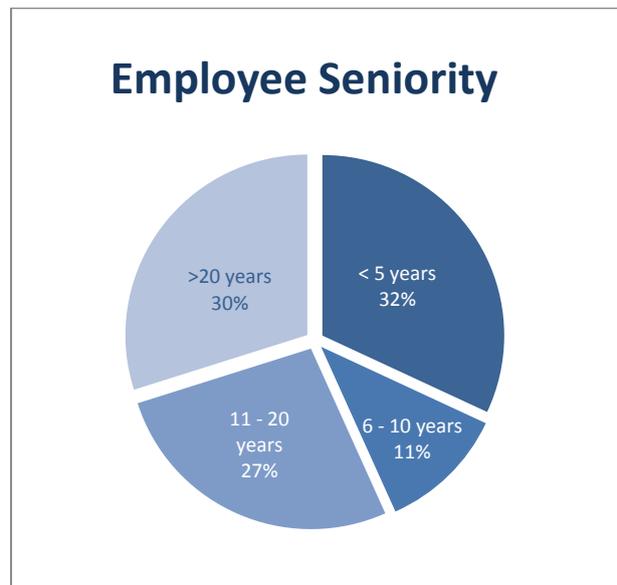
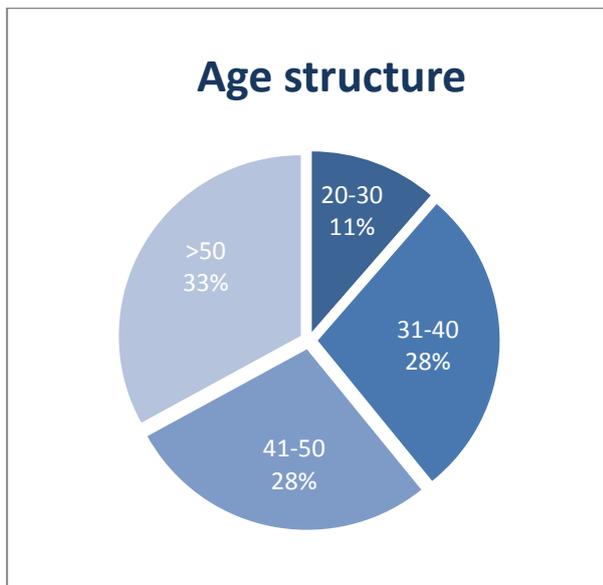
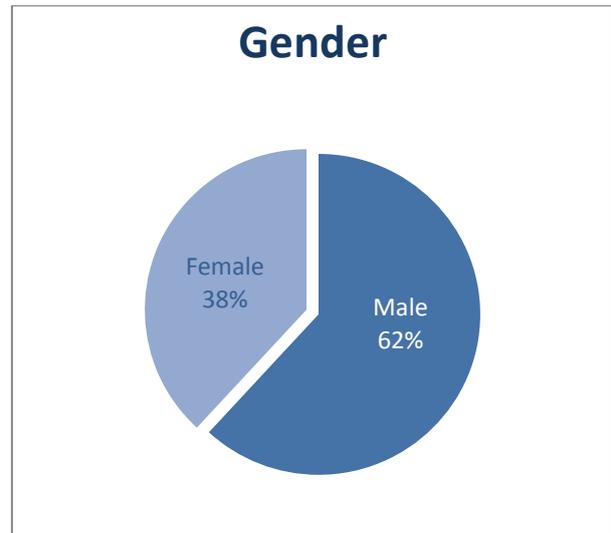
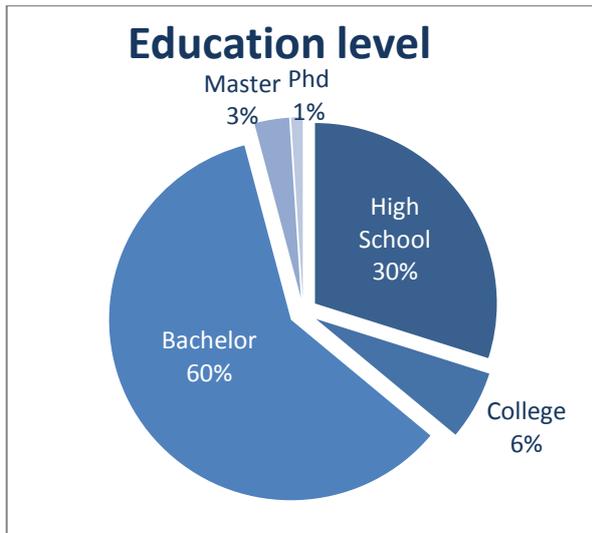
4.3 Personnel

As of 31 December 2019, the total staff employed by Jugopetrol AD amounts to 97. The number of employees is divided into:

- Full time employees - 88
- Contracted employees - 9



The structure of the personnel is presented in the following charts:



5. MAJOR FIXED ASSETS OF JUGOPETROL AD

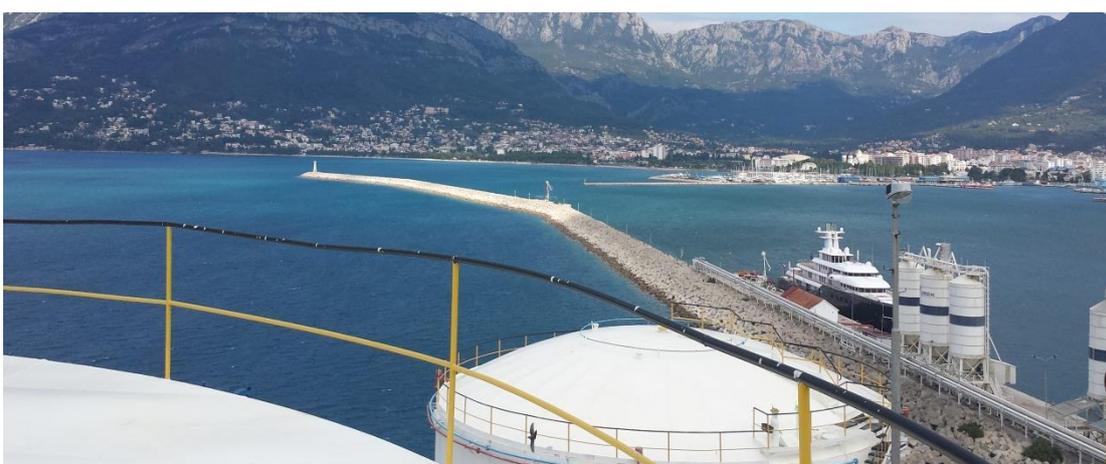
5.1 Bar Terminal

Storage terminal in Bar was built in 1966. and its capacity was extended twice, in 1974. and 1990. It is the largest terminal in the country, with port loading, truck and train loading capabilities. The Company owns 20 tanks, with total capacity of 110.300 m³.



Its main activities include:

- Fuel receiving by ships (tankers) (from HELPE Installations)
- Possibility to receive and deliver the fuel by wagons and trucks
- Storage facilities
- Possibility to deliver fuel:
 - By trucks,
 - By wagons,
 - Bunkering.





5.2 Air services

5.2.1 Air service Tivat

Air Service Tivat is located at Tivat Airport, one of the main airports in the region. Its main activities are fuel receipt by truck (from Bar Terminal), storage and plane refueling. Products supplied are JET A-1 and AvGas 100 LL.

It also has an internal petrol station (Euro diesel) for own trucks and airport's special vehicles.



5.2.2 Air service Podgorica

Air Service Podgorica is located at Podgorica airport in Golubovci, Podgorica, the capital of Montenegro. Its main activities are fuel receipt by truck (from Bar Terminal), storage and plane refueling. Products supplied are JET A-1 and AvGas 100 LL.

It also has an internal petrol station (Euro diesel) for own trucks and airport's special vehicles.



5.3 Fuels transport unit

In order to effectively meet the needs of petrol stations and wholesale customers, Jugopetrol AD owns a fleet of tank trucks for transportation of fuels, unloading of fuel in underground or above-ground tanks, by pump or gravity flow, through unloading hoses of various diameters and coupling types, and equipped with volumeters for measuring the fuel quantity, all depending on the technical characteristics of the site for unloading or specific requirements of each individual customer. Volumeters are officially calibrated by the National Institute for Metrology.

Each individual vehicle is properly registered, owns ADR certification for the transport of dangerous goods, as well as the license for the commercial transportation of petroleum products issued by the Energy Regulatory Agency.

Aiming at renewal and upgrade of the fleet, Jugopetrol AD acquired 4 new trucks by the end of 2019. Trucks are manufactured by “Mercedes”, and consist of 6 units-tankers manufactured by “Zygouris”, Greece, with total capacity of 120 m³. Trucks will be deployed in the beginning of 2020.



5.4 HQ Building

In December 2014, Jugopetrol AD moved into a new head quarter building in Podgorica. The building is located near the city downtown, on the watersides of Morača river. It was built by local construction company "Neksan", as one of the two adjacent buildings, with other building being occupied by "Universal Capital Bank" and "Ernst & Young Montenegro". The building has ground floor, 4 floors, 1 underground floor and an underground garage. Jugopetrol AD owns floors 2, 3 and 4, and part of garage.



Net area of the floors is approximately 410 m², so total area owned by Jugopetrol AD amounts to approximately 1.230 m².

Office area consists of offices for managerial personnel, open space offices and multimedia meeting rooms. Each floor is equipped with a kitchen, to allow for convenience of personnel. LED lighting is installed within building, with systems for occupancy detection and automatic adjustment of lighting level, depending on daylight available.



PS Lapčiči

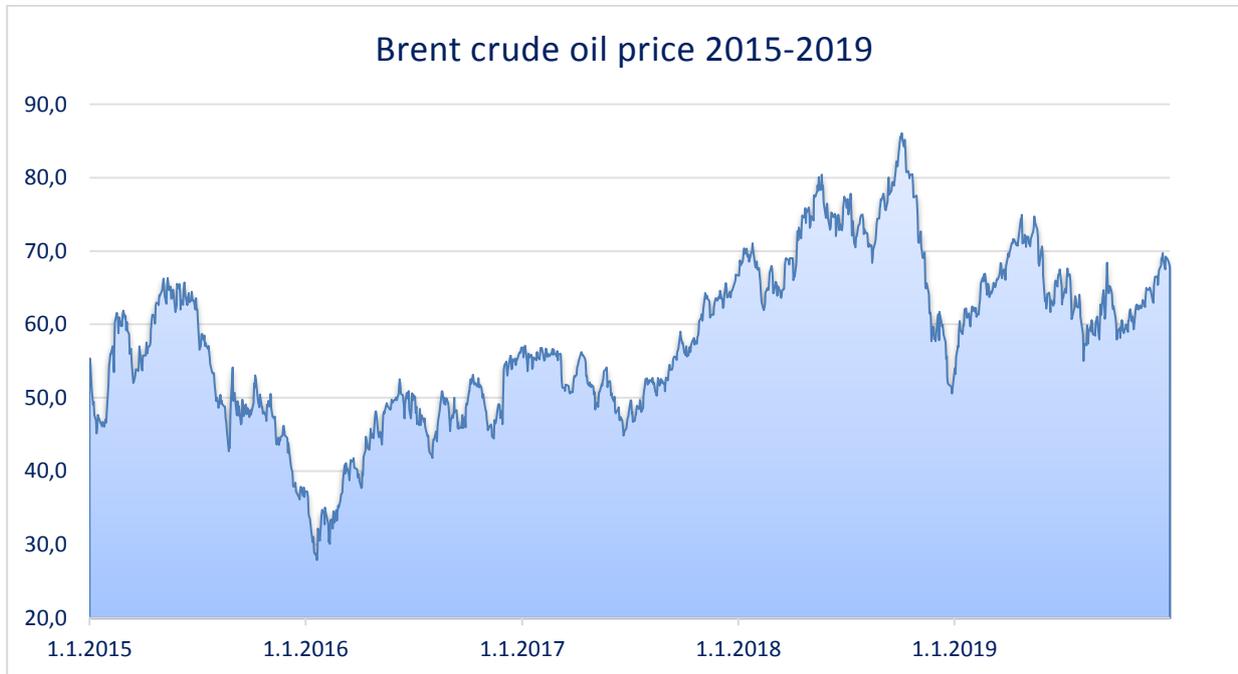


PS Žabljak 2

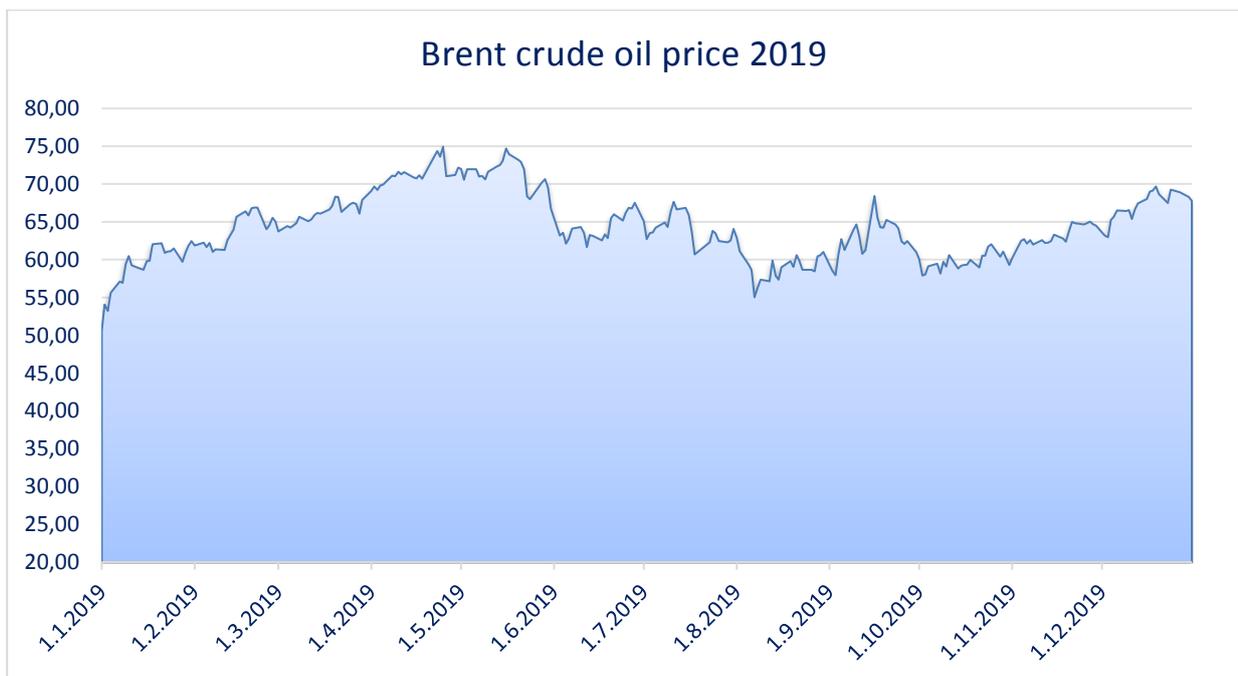
6. BUSINESS ENVIRONMENT

6.1 Global economic data

6.1.1 Oil prices



Over the last four years, the oil industry has experienced its deepest downturn since the 1990s. In early 2016, oil price bottomed out at below \$30 and recovered to over \$50 by the end of the year.



6.2 Montenegro macro environment

Montenegro's economy, after a strong activity in 2018, continues its high growth trend in 2019, boosted by the implementation of large investment projects, including the construction of the Bar-Boljare highway, and tourism. Growth should continue over the medium term, although at a more moderate pace as highway construction ends. IMF in World economic outlook report from September 2019, projects the economy to expand by 3% in 2019, and 2,5% in 2020, with fiscal consolidation also acting as a moderate drag on growth.

While the implementation of large publicly financed infrastructure projects has added to economic growth, the accompanying use of fiscal resources has contributed to a large increase in government debt, which decreased to 79% of GDP in 2018. Large refinancing needs in coming years have also been a source of fiscal vulnerability.

Recognizing the need to reduce public debt, the government is continuing the implementation of its medium-term fiscal consolidation strategy, announced in 2017. Most of the fiscal measures have already been implemented and yielded positive effects. Fiscal consolidation measures resulted in an increase in public revenues, which, along with the rationalization of public spending, enabled the reduction of the public finance deficit. If carried out in full, the strategy will considerably strengthen the fiscal position, generating a primary fiscal surplus of 2% of GDP by 2021, allowing government debt to fall to 61% of GDP by 2024.

Conditions in the banking sector continue to strengthen, with improving asset quality, recovering credit growth, and high liquidity during the year. However, the sector appears to be over-banked, presenting a challenge for bank profitability. The banking sector achieved positive financial result despite the introduction of interim administration in Atlas bank and IBM bank by Central Bank of Montenegro in December 2018.

The lack of an independent currency and limited fiscal space constrain Montenegro's ability to absorb shocks, which underscores the need for an improvement in economic flexibility to sustain growth over the long run.

Low labor productivity and employment levels and a large informal sector limit potential growth. The government's plans to reform labor laws and the labor tax wedge provide an opportunity to improve the flexibility of labor market outcomes, boost participation rates, and reduce informality.

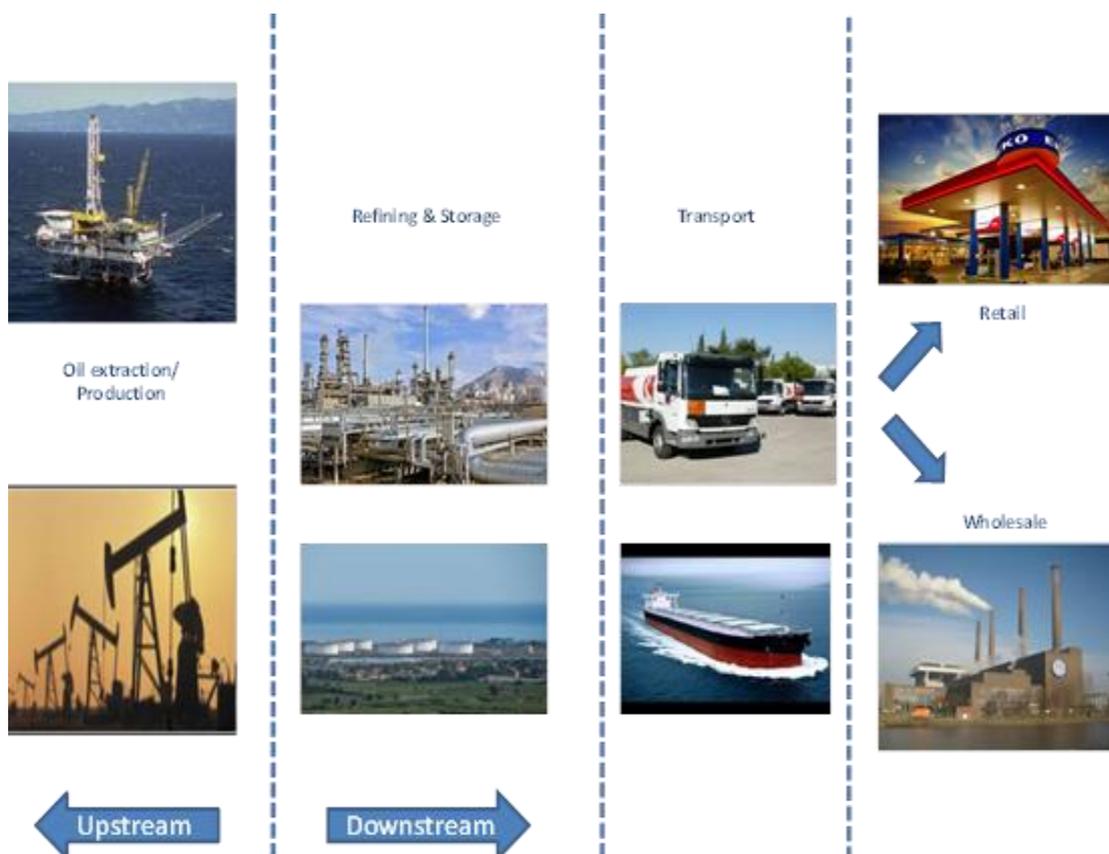
Macroeconomical Data	2018A	2019LE	2020P	2021P	2022P	2023P	2024P
Nominal GDP (millions €)	4,62	4,81	5,02	5,25	5,51	5,80	6,08
Real GDP Growth %	4.9	3.0	2.5	2.9	3.2	3.2	2.9
Inflation Rate %	2.6	1.1	1.9	1.6	1.7	1.9	1.9
Gen Gov Gross Debt	72.6	81.1	74.8	67.8	63.2	59.8	54.7
Gen Gov fiscal Balance	-6.3	-3.6	-0.9	0.7	0.4	0.4	0.4
Current Acc Balance	-17.2	-17.1	-14.9	-13.5	-12.2	-10.8	-9.5
Foreign Direct Investment	7.1	8.9	8.9	8.9	8.9	8.9	8.9

Source: IMF Statement, September 2019

6.3 General description of the fuel market in Montenegro

The fuels sector channels in Montenegro include sales to the end consumer or wholesale customers including commercial and industrial customers (C&I), and also includes sales to aviation and bunkering channels.

In the diagram below the oil cycle from extraction to distribution and sale to end users is presented :



6.4 Legislative framework

The sector of petroleum products is governed by the following laws and regulations:

- Energy Law,
- Air Protection Law,
- Law on the Transport of Dangerous Goods,
- General Product Safety Law,
- Inspection Law,
- Decree on the method of maximum retail prices of petroleum products,
- Regulation on limited values of pollutants in liquid fuels of petroleum origin.

Product Quality Control

The quality of petroleum products that can be placed on the market “Rulebook on quality and quality control of liquid fuels of petroleum origin” and national standards for automotive fuels, MEST EN 228 for gasoline and MEST EN 590 for diesel. In addition, this Regulation governs the planning and implementation of programs for monitoring the quality of petroleum products at petrol stations, which is developed based on the standards EN 14274. The program includes:

- Methodology for program development (MEST EN 14274 - Annex D),
- The method of sampling, the number and the frequency of fuel sampling at gas stations (MEST EN 14275),
- The method of sampling, the number and frequency of sampling of diesel fuel from the storage (MEST EN ISO 3170).

Sampling and laboratory analysis is performed by an authorized legal entity, accredited according to MEST ISO / IEC 17025 standard.

Regulation of the Sector

In accordance with the Energy Law, Regulatory Agency for Energy (RAE) has passed the Rules on licenses in the energy sector of Montenegro. With this rules, in the field of oil and gas, RAE has shared the licenses (the periods of validity of licenses included in brackets), for:

- Transport of petroleum products and gas by road transport vehicles (October 2025),
- Storage and distribution of petroleum products and gas (September 2020),
- Sale and supply of end customers with liquid petroleum gas (April 2024),
- Retail trade in petroleum products (April 2024),
- Wholesale trade in petroleum products (April 2024).

According to Law on Energy, the subject of regulation in the oil and gas sector are wholesale trade and retail trade, supplying the end-customer, storage and transportation of petroleum products and LPG.

A large number of licensees for a given activity reflects the high level of interest of market participants, what is a prerequisite for competition in the sector. With an exception of Montenegro Bonus doo Cetinje, virtually all other companies are privately owned.

7. BUSINESS ACTIVITIES OF JUGOPETROL AD

7.1 Fuel quality assurance

Jugopetrol AD is supplied exclusively from the refineries of Hellenic Petroleum in Greece, that produce latest generation of automotive and aviation fuels, ensuring smooth and efficient operation of modern engines and minimum emissions.

Fuels from refinery are transported to Bar terminal by environmentally friendly double-skin tankers, thus minimizing possibility of ecological accidents.

Each delivery from refinery is labelled with the unique batch number, thus enabling Jugopetrol AD to follow and monitor fuel quality in all phases of fuel receipt, storage and distribution.

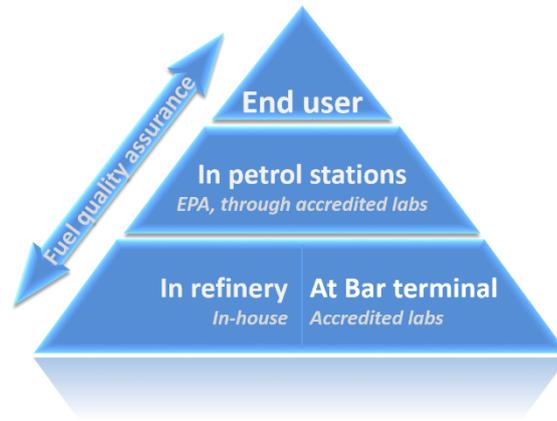
Monitoring of fuel quality starts in refinery, and appropriate quality certificate follows fuel loaded into tanker. Upon tanker's arrival to Bar Terminal, fuel is sampled and analyzed in local laboratory of "Jugoinspekt Control" in Bar, and tanker unloading commences only after analysis confirms that fuel quality matches the one specified in refinery certificate.

Fuel quality is checked again in shore tanks at Bar terminal after unloading, and distribution of fuel to end customers is allowed only after it passes quality analysis in accredited laboratory. Analyses are done in laboratories of "Institute for Transport" in Podgorica and "Jugoinspekt" in Belgrade, both accredited as ISO/IEC 17025 control laboratory by respective Accreditation bodies of Montenegro and Serbia.

Based on these analyses, fuel quality certificate is issued, which follows each delivery of the fuel, providing a proof that our fuel conforms to the appropriate national standards, MEST EN 590 for diesel fuels and MEST EN 228 for gasolines.

Monitoring of fuel quality continues to end users in petrol stations, where monitoring of fuel quality is officially regulated according to Montenegrin "Law on air quality protection" (Official Gazette of Montenegro, 43/15), and conducted by Environmental Protection Agency (EPA), based on annual "Program of fuel quality monitoring", which includes all petrol stations and Terminals in Montenegro.

In addition, Jugopetrol AD takes random samples in all stages of fuel distribution, to ensure that product maintains the same high quality until it reaches end consumers.



Fuel properties determined in laboratory are following:

Diesel:

- Density,
- Viscosity,
- Sulphur content,
- Flash point,
- Cold filter plugging point,
- Atmospheric distillation properties,
- Water content,
- Cetane number and cetane index,
- Copper strip corrosion,
- Content of various hydrocarbons.

Gasoline:

- Density,
- Octane number,
- Sulphur content,
- Vapour pressure and lock index,
- Atmospheric distillation properties,
- Water content,
- Content of various hydrocarbons and oxygenates.

7.2 Introduction of EKO Guarantee

Jugopetrol AD in 2019. continued with its programme EKO Guarantee in cooperation with the University of Montenegro and independent lab technicians through two waves in May and December, and it implies an objective examination of the fuel quality and quantity at all operational petrol stations in the network. The program, in addition to standard controls, provided additional one, in order to ensure absolute fuel quality.

A comprehensive quality and quantity control program starts from our refineries in Greece and follows up through transportation by vessels, storage at Bar Terminal and distribution to end customers, as explained in Chapter 7.1.

In order to provide additional layer of quality control, analyses are carried out on-site, at petrol station, supported by the laboratory van, and then the same samples are examined in the laboratory, so that our consumers can be sure of each liter of fuel.

Examination of the octane number for gasoline and cetane for diesel fuel, water content in the fuel as well as the distillation characteristics and the content of sulphur, are just some of the important components of the fuel that affect its quality, which have been checked by this quality and quantity control system.

During the project, Montenegrin students had the opportunity together with independent lab technicians to visit all operational EKO petrol stations in Montenegro and in the specially equipped laboratory van do the on-site checking and collect samples for further laboratory control. Received results from both van and external laboratory showed results within the required parameters, proving excellent quality of the fuel.



Sigurni za svaki litar!
Od rafinerije do Vašeg automobila.



7.3 Fuels supplied by the Company to the domestic market

Jugopetrol AD, a subsidiary of Hellenic Petroleum Group, operates in domestic and international market of oil products, which are produced by the three Hellenic Petroleum Group refineries (Aspropyrgos, Elefsina, Thessaloniki).

Jugopetrol AD supplies the domestic market with fuel and lubricant products through retail and wholesale sales, as follows:

7.4 Retail fuel sales

Fuel sales in the domestic market include sales made through COMO (company owned - manager operated) petrol stations.

Petroleum products include:

- Gasoline
 - Gasoline unleaded 95
 - Gasoline unleaded 98
- Diesel
- LPG

Gasoline

Gasoline unleaded 95 and unleaded 98 are sold under the brand name gasoline Eurosuper 95EKONOMY and Eurosuper 98. The main advantages of these fuels are:

- improved performance,
- protect the engine from wear, reducing friction,
- more environment friendly (lower emission),
- increase fuel economy by 4%.

Diesel

Commercially marketed under the trade name DIESEL EKONOMY created for the needs of the most demanding drivers of all diesel engines (EURO 5 and older). The advantages of this fuel are:

- increases engine efficiency,
- directly reduces the noise of the machine up to 15%,
- provides excellent corrosion protection for all engine types,
- prevents the formation of deposits on injectors,
- reduces emissions of nitrogen oxides and unburned particles,
- reduces maintenance costs and ensures a longer life for the engine,
- increase fuel economy by 4%.

LPG

It is a mixture of propane and butane, distributed in bulk as a motor fuel (autogas) or bottled. It is used as boiler fuel heating (for example in factories, hotels, households, etc.), as well as fuel for internal combustion engines. The target density is 0,57 gr/cm³.

7.5 Wholesale fuel sales

Wholesale fuel sales on the domestic market include sales to Commercial & Industry (C&I), Private Petrol Stations (PPS), Aviation and Marine.

C&I

This segment covers the needs for petroleum products of all Commercial and Industry customers in the country.

The products available are:

- Gasolines
- Diesel
- Heating diesel
- Gasoil
- JET-A1

Jugopetrol AD is the first choice for fuel in the C&I segment with consistency and reliability that characterizes the largest fuel company in Montenegrin market.

Knowing the customer needs for many years, Jugopetrol AD can ensure the quantity and quality of products delivered, the speed of loading and the technical excellence of the offered solutions.

Marine

Two types of fuel are sold in Marine segment:

- Gas Oil, marine oil with a sulfur content up to 0,1%. Intended for use on small boats, speedboats and larger vessels, and
- Diesel, which is the most widely used fuel in this segment in Montenegro.



Aviation

Jugopetrol AD supplies customers in both Montenegro airports (Podgorica and Tivat). It is the sole supplier of Aviation segment in Montenegro. The product supplied is the JET-A1, which complies with the latest requirements of Aviation Fuel Quality Requirements for Jointly Operated Systems (AFQRJOS) of the Joint Inspection Group (JIG). This fuel is produced under strict and controlled specifications and is handled at airports by specialist suppliers (into-plane providers). The target density of this fuels is $0,8 \text{ gr/cm}^3$.



7.6 Non-fuel Retail, NFR

Other than fuel, Jugopetrol AD also sell other products at its petrol stations in order to:

- Better serve customer needs
- Attract more customers to the petrol stations



The main categories of products traded in the shops are: café, snacks, cigarettes, food, lubricants and bottled LPG. There is also a car wash at selected stations.

Contribution to total revenue is relatively small because there is a lot of competition from other forms of mini markets.

7.7 Commercial Pricing Policy

7.7.1 Oil pricing policies in General

Crude oil and fuel products trading can take place in physical markets (physical/spot markets) as well as in international stock markets (financial/paper markets) with prices formed daily according to the rules of supply and demand. The physical markets serve the delivery of physical quantities through bilateral delivery contracts. Stock markets serve the collection and delivery of goods in the future through standardized futures (forward, future contracts). Only 1-3% of these contracts result in physical delivery, the rest are sold before maturity. Prices on the stock markets are linked to the prices of contracts in the physical markets.

Prices of petroleum products published in “Platt's European Market scan” are used as benchmark prices. These are the prices of actual transactions of the day, for a certain number of crude oil and fuels categories (with specific specifications and cargo sizes), by geographical area and by type of contract (FOB or CIF):

- FOB (Free on Board): free on board, selling price of the product at the named port of shipment
- CIF (Cost, Insurance & Freight): Includes FOB price + the insurance for product transport, as well as transport of the product at the assigned port for discharge

$$\text{CIF Product} = \text{FOB Product} + \text{insurance cost} + \text{transport cost}$$

7.7.2 Pricing policy of Jugopetrol AD

Retail fuel prices in Montenegro are regulated by Government decree, which means that maximum prices and margins are fixed by Decree.

Retail Pricing

The maximum retail price ("MR") is determined by the following formula ("formula price") and will result in a maximum retail price for each petroleum product expressed in €/lit.

$$MR = (X1 * X2 * D) + X3 + X4, \text{ €/lit}$$

X1 = the average of prices of petroleum products published in "Platt's European market scan", based on the quotation for the CIF Mediterranean parity Genova / Lavera for a period of 14 calendar days immediately prior to Monday plus a fixed market premium.

X2 = the average of exchange rates expressed in € / US \$ published by the Central Bank of Montenegro, for the previously mentioned period of 14 calendar days immediately prior to Monday.

D = density conversion, which converts tonnes to liters.

X3 = total taxes that include import taxes and duties (including port tax), excise tax and all other taxes under the laws of Montenegro.

X4 = Fixed amount in € / lit, which includes the following:

- internationally recognized maximum loss of 0,5%;
- the costs of import, shipment, handling, and commission of the bank;
- storage, transport, distribution costs;
- retail costs; and
- the gross margin for the oil company.

The calculation is made on every second Monday or the following day if Monday is not a working day. If any element of the price formula X1, X2, X3 or X4, or their total sum is 5% or more (i.e., ± 5% or more) higher or lower than their currently prevailing values, the new maximum retail price calculated will be applied.

Wholesale pricing

Wholesale prices are based on maximum retail prices, with additional discounts applied to the base price, depending both on a wholesale channel, customer and the collaterals.

The factors which influence the discount are the terms of delivery (agreed with the customer), terms of payment (agreed with the customer), collaterals offered by credit customers, quantity of the product sold (referring to the last delivery as well as to the monthly or to the annual consumption), future opportunities for business expansion with a certain customer, possibilities for increase of the volumes sold to each specific customer and competition.

7.8 Suppliers of Petroleum products - Supply Chain

Jugopetrol AD gets fuel products mainly from refineries of Hellenic Petroleum. Fuel is received by ships in Bar installation, in the south of Montenegro. The supply of oil products includes:

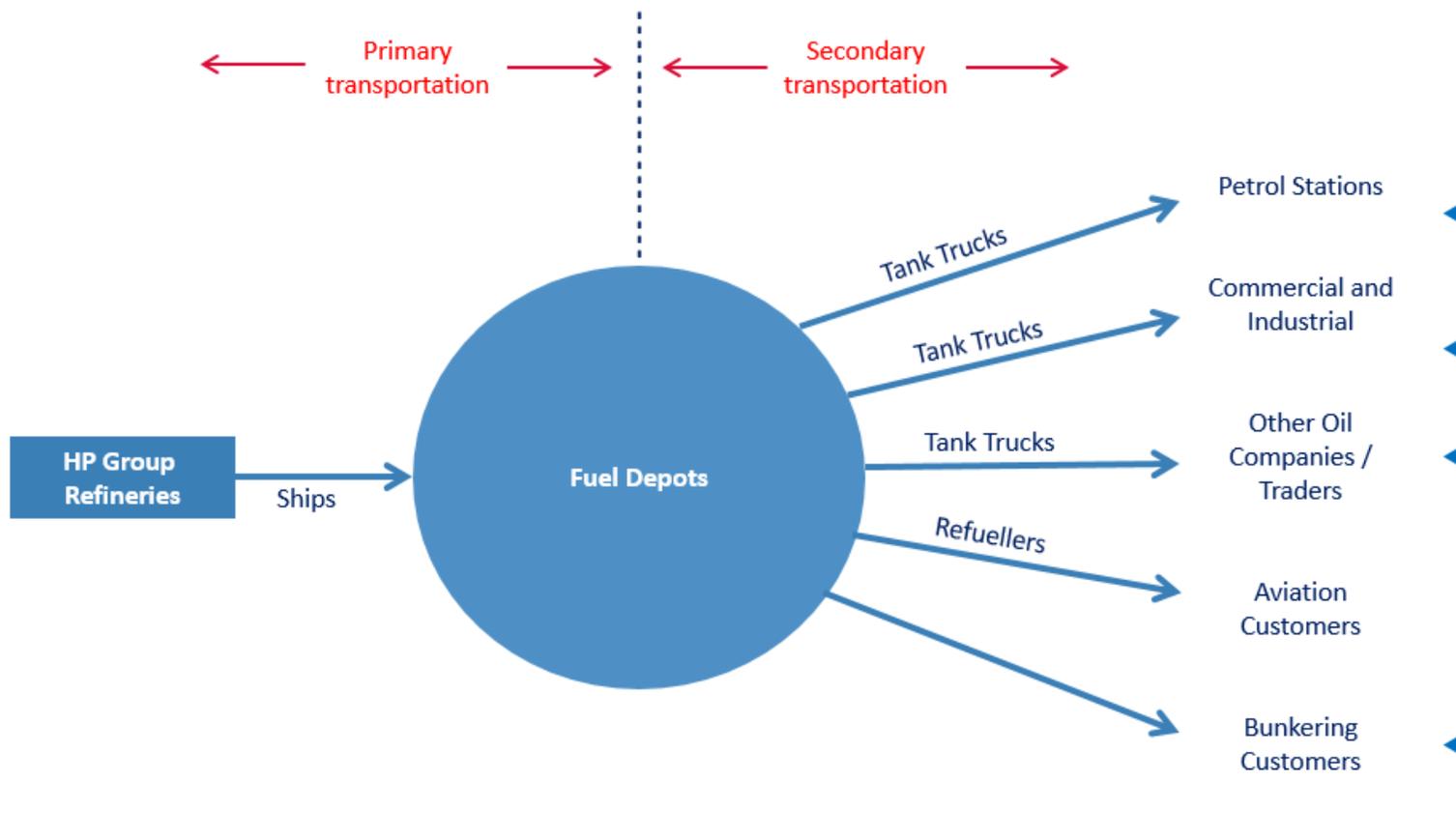
- The primary transport, namely the supply of petroleum products from the refineries or imports to installations of oil companies (by ships in case of Jugopetrol AD)
- The secondary transport, the transfer of petroleum products from the premises of companies to petrol stations and wholesale customers (C&I, PPS, Aviation and Marine fuels).

Market is highly competitive, there is competition from regional oil companies (INA, Lukoil and Petrol).

An overview of Jugopetrol's AD supply chain chart is presented on the next page.



The Supply Chain of Jugopetrol AD

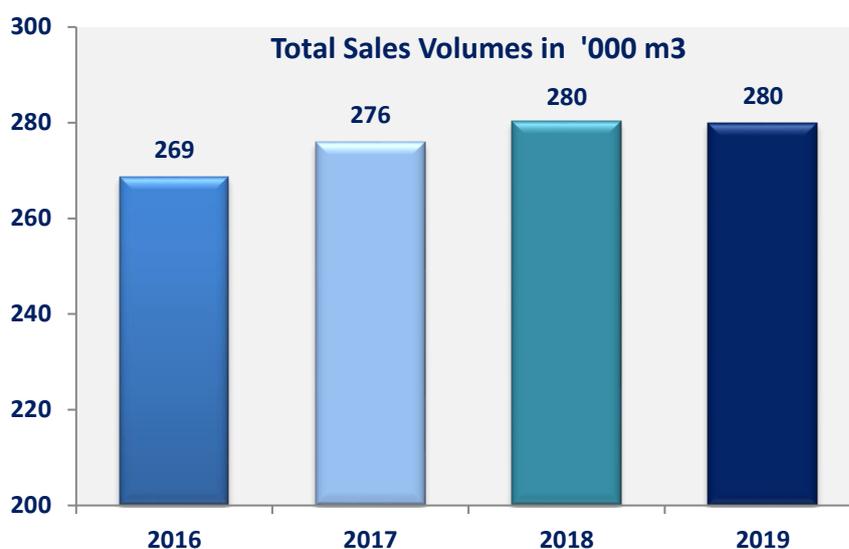


8. JUGOPETROL AD SALES QUANTITIES

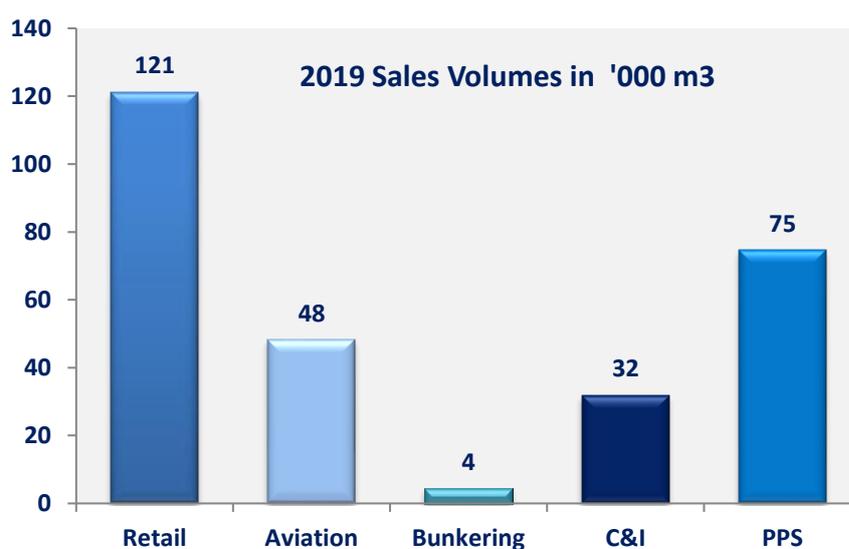
8.1 Total fuel sales

Fuel market can be split into Retail and Wholesale segments. Furthermore, Wholesale segment sales can be split in several categories, as following: aviation, bunkering, sales to commercial customers and industry (C&I) and sales to competitors petrol stations (PPS).

Total fuel sales remained the same as in the previous year, but still have higher trend as in previous years, as shown in the below chart:



In 2019, sales volumes were realized, with the following split in segments:



8.2 Retail Market

Retail fuel sales on the domestic market include sales made through network of 42 COMO petrol stations and 3 yachting services. The relative volumes of these sales are presented in the following table.

Retail Sales Volumes in '000 m3	2016	2017	2018	2019
Unleaded 98	5	5	4	4
Unleaded 95	22	20	19	18
EKO Diesel	93	92	93	96
LPG	4	4	4	3
Heating Diesel	-	-	-	-
Jet A-1	-	-	-	-
Total	124	121	120	121

Retail volumes were 1% higher than last year.

Retail network has been increased for new petrol stations in 2019. PS Rožaje 2 started operating in June 2019, while PS Žabljak 2 started operating in September 2019. With the opening of the new PS Žabljak 2 in a more attractive location and more modern appearance, it closes with the old petrol station in that city.

Diesel is still by far the most dominant product, with more than 79% of the total retail demand, as shown in the chart below:



8.3 Wholesale Market

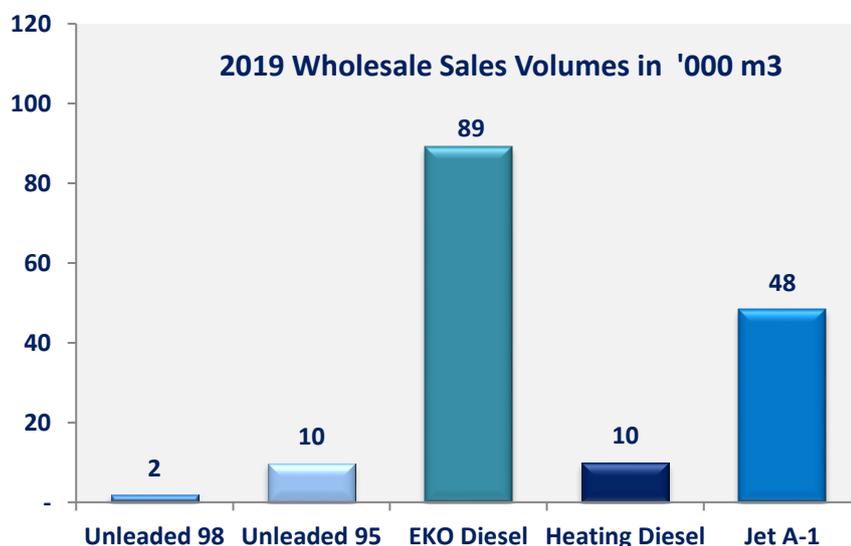
Wholesale fuel sales on the domestic market include sales to commercial & industry customers, aviation, bunkering, as well as private petrol stations (competitors). The relative volumes of these sales per product are presented in the following table.

Wholesale Sales Volumes in '000 m3	2016	2017	2018	2019
Unleaded 98	2	2	2	2
Unleaded 95	12	11	10	10
EKO Diesel	88	87	92	89
Heating Diesel	11	14	10	10
Jet A-1	31	42	47	48
LPG	-	-	-	-
Total	144	155	161	159

Wholesale volumes were -1% lower than last year, but still have higher trend as in previous years.

Most of the decrease coming from Bunkering sales due to lower sales to our key customers.

Aviation segment records an increase in the previous year due to higher number of regular and charter flights and the entrance of various low cost companies.



9. FINANCIAL STATEMENTS AND KEY RATIOS

9.1 Profit & Loss Statement

Profit & Loss Statement	2019	2018
REVENUES	158.501.029	163.835.569
Sales revenue	158.315.830	163.637.632
Other operating income	185.199	197.937
EXPENSES	153.146.087	156.530.692
Cost of goods sold	137.477.829	140.688.816
Cost of materials	656.623	683.110
Cost of salaries and other personal expenses	3.021.867	3.619.831
Cost of depreciation and provisions	2.946.043	2.474.749
Other operating expenses	9.043.725	9.064.186
OPERATING PROFIT	5.354.943	7.304.876
Financial income	173.233	174.797
Financial expenses	81.168	52.445
FINANCIAL RESULT	92.065	122.352
Other income	665.849	836.788
Other expenses	1.364.093	749.708
RESULT FROM OTHER BUSINESS ACTIVITIES	(698.244)	87.080
NET RESULT BEFORE TAX	4.748.764	7.514.308
OTHER COMPREHENSIVE INCOME	(1.132)	(38.622)
Fair value of AFS financial assets	(3.047)	(9.780)
Revaluation reserves from actuarial gains /(losses)	1.916	(28.842)
INCOME TAX EXPENSE	421.132	703.648
Current income tax	407.620	(704.179)
Deferred income tax	13.513	531
PROFIT FOR THE YEAR	4.326.500	6.772.038
EARNINGS PER SHARE		
Basic earning per share	0,93	1,46

9.2 Balance Sheet

Balance Sheet	2019	2018
NON CURRENT ASSETS	49.847.978	45.739.754
INTANGIBLE ASSETS	6.262.228	6.269.576
PROPERTY, PLANT & EQUIPMENT	41.772.527	37.672.069
Property, Plant & Equipment	40.024.199	34.911.067
Investment properties	1.748.328	2.761.002
LONG TERM FINANCIAL ASSETS	1.813.224	1.798.109
Investments in equity	52.930	56.309
Other long term financial assets	1.760.294	1.741.800
DEFERRED TAX ASSETS		
NON-CURRENT ASSETS HELD FOR SALE AND ASSETS FROM DISCONTINUED OPERATIONS	938.857	-
CURRENT ASSETS	59.029.856	61.086.166
INVENTORIES	11.780.907	21.320.910
RECEIVABLES, SHORT TERM DEPOSITS AND CASH	47.248.950	39.765.256
Receivables	11.943.243	11.411.259
Short term deposits	199.158	155.115
Cash and cash equivalents	27.769.648	17.363.530
Value added tax and accruals	7.336.900	10.835.350
TOTAL ASSETS	109.816.691	106.825.920
EQUITY	91.523.618	91.711.470
Share capital	67.986.605	67.986.605
Reserves	8.550.698	8.550.698
Revaluation reserves	(226.139)	(225.008)
Retained earnings	15.212.454	15.399.175
PROVISIONS AND LONG TERM LIABILITIES	1.051.791	394.722
PROVISIONS	421.434	394.722
LONG TERM LIABILITIES	630.358	-
Other long term liabilities	630.358	-
DEFERRED TAX LIABILITIES	68.908	55.728
SHORT TERM PROVISIONS AND LIABILITIES	17.172.374	14.664.001
SHORT TERM LIABILITIES	17.172.374	14.664.001
Short term financial liabilities	286.772	-
Trade payables	7.170.830	3.278.657
Other short term liabilities and accruals	1.206.621	2.919.660
Value added tax and other tax payables	8.100.531	7.761.505
Income tax payables	407.620	704.179
TOTAL EQUITY AND LIABILITIES	109.816.691	106.825.920

9.3 Financial Ratios

Profitability has been steady over years, as a result of successful transformation and improved efficiency. Lower profitability ratios in 2019. driven by unfavorable fluctuacion of fuel prices, which had a negative impact on Gross Margin as well as increase in depreciation as a result of investments in reconstruction of retail network.

Profitability	2016	2017	2018	2019
Net Profit Margin %	4,3%	5,6%	4,1%	2,7%
EBITDA Margin %	6,8%	7,8%	6,0%	4,8%
Gross Profit Margin %	19,3%	17,4%	14,1%	13,3%
ROCE	6,1%	9,2%	8,0%	5,0%

Liquidity has been at a very high level at all times. High values of liquidity ratios mean that the Company has consistently been able to meet its short term liabilities without any issues. This is further strengthened by the fact that the company had over 27m of cash and cash equivalents at the end of 2019.

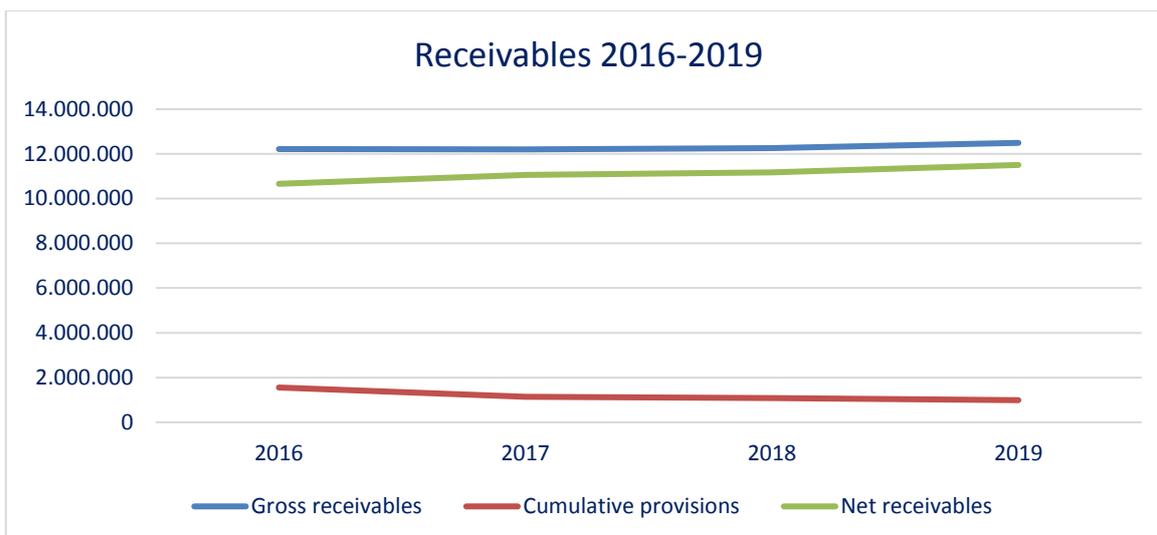
Liquidity	2016	2017	2018	2019
Current ratio	4,9	4,3	4,1	3,4
Quick ratio	2,8	2,4	2,7	2,8
Cash ratio	1,2	1,2	1,2	1,6

Jugopetrol AD has an extremely strong financial position emphasized by its low gearing ratio. The application of IFRS 16 in 2019. resulted in a recorded long-term lease liability (calculated as total long-term liabilities divided by total assets). The debt ratio is calculated as total liabilities divided by total assets, while debt/equity ratio is calculated as total liabilities divided by equity.

Solvency	2016	2017	2018	2019
Debt ratio	12,4%	13,9%	14,2%	16,7%
Debt/Equity %	14,1%	16,2%	16,6%	20,0%
LT Debt/Equity %	0,0%	0,0%	0,0%	0,7%

As a result of continued efforts from Sales and Credit Control Departments the trade receivables and overdue receivables are kept at low level. The receivables shown in the age structure below contain customer subscriptions.

Trade receivables	2016	2017	2018	2019
Up to 6 months	10.215.243	11.011.319	11.160.015	11.540.049
More than 6 months	2.001.894	1.190.615	1.096.471	954.315
Gross receivables	12.217.137	12.201.934	12.256.487	12.494.364
Impaired	1.554.141	1.137.951	1.083.195	988.350
Net receivables	10.662.996	11.063.983	11.173.291	11.506.014



9.4 Tax contributions

Jugopetrol AD is a main contributor to the Montenegro State budget. In 2019, a total of EUR 101.6 milion was paid in terms of Excise and Income tax alone.

	2016	2017	2018	2019
Excise	82.365.139	100.645.115	102.158.346	100.974.937
Income tax	468.486	473.333	728.834	661.928
Total:	82.833.625	101.118.448	102.887.180	101.636.865

9.5 Business achievements in the 2019

During 2019, Jugopetrol AD continued to implement its strategic vision of being the leading petroleum company in Montenegro, despite being faced with increasing competition and a flat fuel market in Montenegro.

Main achievements for the year include:

- Defended market share despite increased competition through targeted sales activities.
- Achieved a marked improvement in Trade Receivables with Overdues reduced to record low levels.
- Continued a major reconstruction/refurbishment project on the majority our the network of petrol stations in order to modernize, adapt to increasing compliance requirements and improve customer satisfaction.



10. FUTURE PLANS AND PROJECTS

10.1 Overview of Business Strategy

Jugopetrol AD is the only fuel company in Montenegro offering a full coverage of the country including all major cities and key transit routes. Aiming to continuously improve its offering to the public and customer satisfaction, the company is always looking to expand its network of petrol stations. This may be achieved through acquisition of existing petrol stations owned by other companies or private individuals and by greenfield constructions in areas where there is increased demand. Such a model yielded new petrol station in Rožaje, that was opened in mid 2019. so Jugopetrol AD now operates two stations in Rožaje.



Petrol station Rožaje 2

Such an approach to network development and expansion allows Jugopetrol AD to have a diversity of petrol stations adapted to customers' needs in specific locations - from small stations in towns and suburban areas to state-of-the-art stations in city centers and along the busy roads, followed by accompanying services such as shop with wide spectrum of products and car wash service.

In 2020. Jugopetrol AD will continue with this approach to network development, further expanding in selected areas that were recognized as locations of strategic importance. We will also complete the implementation of the new Retail Visual Identity (RVI) which started in 2017. while also investing heavily in the existing network making it more appealing to customers and strengthening our sales.

Jugopetrol AD plans to further improve its customer experience by focusing on customer service through continuous and upgraded training of the sales people both at the petrol stations and the headquarters.

As a company that is known for its innovative approach to the market, Jugopetrol AD is constantly trying to give their customers more for their money through the product portfolio on both fuel and non fuel segments.

Jugopetrol AD is interested in all forms of energy and will be actively investigating opportunities in the renewable sources sector.

10.2 Project Elephant

Project Elephant is a project that involves the reconstruction of the majority of Jugopetrols AD stations in order to upgrade them and to ensure they meet the increasing compliance requirements. This includes all new legal requirements in line with both local and EU standards and includes stage 1&2 vapour recovery terms that will come into force from 2020.

After an elaborate planning phase, a tendering process was completed and construction phase commenced in 2017. Fourteen petrol stations were completed by the end of 2019. and are back in operation. Those are Nikšić 1, Ribarevina, Vilusi, Danilovgrad, Šavnik, Risan, Bar 1, Nikšić 2, Budva 2, Andrijevica, Ulcinj, H. Novi 2, Pljevlja and Plužine. In Žabljak, instead of reconstruction the existing one, new, significantly bigger station was built at new location. By the end of 2019. eight more stations are under construction in various phases of planning, designing, construction or use permitting.

PS Andrijevica - after reconstruction



PS Herceg Novi 2 - after reconstruction



11. RESEARCH AND DEVELOPMENT

11.1 Operations and efficiency improvements

11.1.1 Health, safety, security and environment

Aiming to protect people and their health, assets and environment, Jugopetrol AD conducts constant renewals and upgrades of HSSE systems in all facilities. They receive contemporary technical, firefighting and antirobbery equipment, with high protection index in all critical locations and processes. With the same aim, education and training for safe operation of all personnel is conducted.

High risk microlocations are additionally protected with modern technical solutions, such as safety gas valves, gas detectors and interior and exterior leakage centrals at LPG installations.



11.1.2 Petrol stations

Jugopetrol AD is committed to implementation of modern technologies, and constantly strives to deploy most efficient operations methods. All reconstructed or newly built stations have LED lighting, both indoor and outdoor, and new red-white RVI signage also runs on LED technology, thus significantly reducing energy consumption, emission of heat and toxic substances.

Jugopetrol AD is in process of installation of charger for electric vehicles in one petrol station in 2019. and two more in 2020. This project started in 2018. but was delayed because of legislation issues, as there are no such devices in Montenegro and no legislation covers this area. Jugopetrol AD aims to pioneer facilitation of electric vehicles usage.

Reconstructed stations feature equipment and technology that meet latest Montenegrin and EU standards. It includes double-walled tanks and pipelines, stage 1 and 2 vapour recovery system and leakage detection system, separator of oily waters (both for forecourt and car wash unit, where car wash exists), biocleaners for stations where there is no public sewage connection, advanced firefighting systems, etc. Stations that are not subject to reconstruction will be refreshed with implementation of new, red-white RVI signage.



PS Podgorica 6

11.1.3 Bar terminal

During 2019, Bar Terminal continued with investments in equipment upgrade in order to make plant operations more efficient and safer.

Two substations that supply Terminal with electricity have been completely reconstructed. Reconstruction included replacement of middle-voltage 10 kV segment, as well as 400 V low-voltage. This replacement of obsolete equipment has improved Terminal's electricity supply.



Reconstruction of substations: new 10 kV and 400 V segments

Old switchboards for pump management have also been replaced. New switchboards with new equipment facilitate more reliable work of the pumps, shorter downtime in case of failure and more efficient maintenance. Switchboards were designed so that they can expand to support future facilities if needed (e.g., new truck loading island).



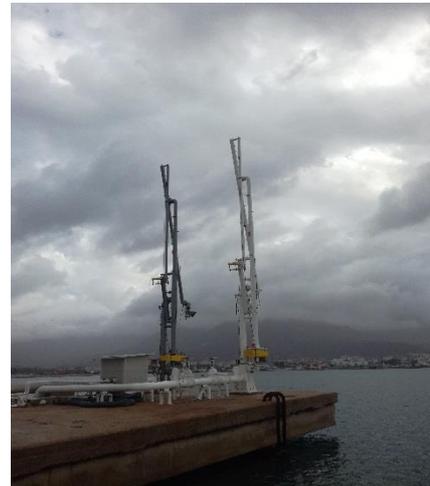
New switchboards for pump and other facilities management

Implementation of motor-operated valves (MOV) at inlet and outlet pipelines at tanks has continued. Twenty valves have been installed, and six more are planned.



Installed MOVs at inlet and outlet tank pipelines

Four new marine unloading arms have been installed, two arms at each jetty, which improved and modernized tanker unloading process.



Installed four new marine unloading arms

Reconstruction of the pipelines continued, through removal of old pipes and installation of new ones.



Reconstruction of pipeline for tank R-15

Construction of three new truck loading islands is in preparation phase.

11.1.4 Air services

In 2019. new substation was built at Air service Tivat, which improved reliability of electricity supply.



New substation

In February 2019. brand new, modern refueller was commissioned at Air service Podgorica. Refueller is manufactured by German „Künz“, and has capacity of 40.000 liters. With new refueller, aircrafts service is elevated to a new level, with continued unification of Air services fleet.



11.1.5 Fuel transport

All trucks, both owned by Jugopetrol AD or by external contractors, are equipped with GPS tracking system. This system enables operators to follow position of the vehicles in real time, thus alleviating communication and increasing safety of the trip.



11.2 Learning and growth

11.2.1 Professional development of employees

Investing in professional development of employees is one of the key points on which the success of the company lays. Jugopetrol AD invests a lot in the development of its employees. In order to monitor the changes in the market, Jugopetrol AD educates its employees in order to adapt to the current situation and to enable employees to acquire the necessary business skills that will help them build their career.

11.2.2 Continuous education

We have continuous education in the field of finance and accounting. Namely, at the moment, we have 4 employees in the company who has obtained the Accounting License. The company continues to invest in education in the field of finance and accounting, specifically in the way of financing the exams and the accompanying literature.

Due to the necessity of obtaining the above accounting licenses on an annual basis, it is necessary to follow continuous education, which involves participating the seminar. Seminars are organized several times a year including the Congress which is organized once a year.

Seminars are organized for the application of all amendments to various Laws, including the preparation of financial reports at the end of the year.

11.2.3 Employee training

Staff training is an investment that contributes to the development of individuals, increasing employees' productivity and overall business success.

The total education costs for 2019. is EUR 8.457,94. During 2019. our employees were participants in various trainings, education, seminars and conferences. Also in October 2019. our colleagues, who possess the Certificates of Authorized Accountants was participant of the Congress of Accountants and Auditors of Montenegro.

During 2019. employees attended trainings mainly from safety, finance, marketing and commercial areas.

11.2.4 Internship program

The Internship program is regulated by the Law on Vocational Training for Persons with Higher Education.

Since 2014, Jugopetrol AD has been participating in the Internship program, with the exception of 2015. A large number of interns who continued their work as employees of Jugopetrol AD, proving the benefits of this program.

Internship program is designed as a program of acquiring knowledge, skills and competences, for successful completion of various tasks and duties of a person with higher education and without work experience. The aim of Internship program is to help young people, for easier and more successful transition from the world of education to the world of work. This program is being performed without establishing employment relationship. The program itself lasts nine months, from 15th January to 15th October.

In 2019, Jugopetrol AD had 6 such trainees. They were deployed in the following sectors: Operation Division, Finance and Administration Division, HSSE and HR Department.

12. RISK MANAGEMENT

12.1 Main risk factors and mitigating measures

The Company is exposed to a variety of macroeconomic (foreign exchange, oil price), financial (market risk, credit risk, liquidity risk), as well as operational risks. In line with international best practices and within the context of the local market and regulatory framework, the Company's overall risk management policies aim at reducing possible exposure to market volatility and / or mitigating its adverse effects on the financial position of the Company to the extent possible.

The Company's overall risk management program focuses on individual risk areas by addressing each class of risk individually. The main risks faced by the Company, as well as the corresponding mitigating measures are described below:

Main risks	Assesment / Mitigating measures
Macroeconomic environment	
Foreign exchange risk	<ul style="list-style-type: none"> - Functional currency of the Company is EUR and sales and purchases are denominated in EUR, Management assessed exposure to foreign currency fluctuations as immaterial. - Minor number of transactions in other currencies are converted into EUR on the transaction date.
Oil price	<ul style="list-style-type: none"> - The Company has exposure to the risk of commodity prices of oil. However, taken into consideration the fact that selling prices are set by the State Decree following market prices of oil, exposure to price risk is not material for the local market, although there is no 100% safeguard against the international fuel prices fluctuations.
Financial risks	
Market risk: - Cash flow and fair value interest rate risk	<ul style="list-style-type: none"> - The Company's exposure to market risk for changes in interest rates relates primarily to the Company's short-term deposits included within cash and cash equivalents. Given current market interest rates cash flow risk is assessed as not material.
Credit risk	<ul style="list-style-type: none"> - Differentiation of customers' mix - Faster collection of receivables (DSO reduction) - Review of customers' rating status and limits - Increased collateralisation.
Liquidity risk	<ul style="list-style-type: none"> - Maintaining sufficient cash - Improving rate of collection of receivables - Adjusting the amount of dividends paid to shareholders - Phase capex - Monitoring capital on the basis of the gearing ratio. In 2019 the Company did not use any borrowings from the banks.

Operational risk	
Safety & Environment	<ul style="list-style-type: none"> - Application of safety processes and regular inspection of all facilities. - Investments to improve levels of safety and environmental protection.
Compliance in terms of operational and product quality	<ul style="list-style-type: none"> - Implementation of necessary measures for full compliance with the existing specifications both on supply chain level and product quality. - Investments for adjustment of equipment configuration, in accordance with the local framework.
Property and liability risk	<ul style="list-style-type: none"> - Insurance coverage for a number of risks, including damage of physical assets, personal injuries, business interruption, product or other liability.

12.2 Overview of Internal Audit System and Risk Management

In the same context, the Company's Internal Audit System and Risk Management include safeguards and monitoring mechanisms at various levels within the organization, as described below:

Risk Identification, Assessment, Measurement and Management

The identification and assessment of risks takes place mainly during the strategic planning and the annual preparation of the business and audit plan. The benefits and opportunities are examined in the context of the company's activities, but also in relation to the several and different stakeholders who may be affected.

Planning and Monitoring/ Budget

Company's performance is monitored through a detailed budget per operating sector and market. The budget shall be adjusted systematically and Management monitors the development of the Company's financial performance through regularly issued reports and budget comparisons with the actual results.

Adequacy of the Internal Control System

The Internal Control System consists of the policies, procedures and tasks which have been designed and implemented by the Management Team of the Company and Internal Audit Department for the purpose of the effective management of risks, the achievement of business objectives, the reliability of financial and administrative information and compliance with the laws and regulations.

The Independent Internal Audit Department, by means of periodic assessments, field and administrative audits, ensures that the identification procedures and risk management applied by Management are sufficient, that the Internal Control System operates effectively and that information provided to the BoD relative to the Internal Control System, is reliable and of good quality. In addition, the Internal Audit Department acts in line with the recommendations provided by the HP Group Internal Audit Department and is responsible for their implementation.

In order to strengthen internal controls and business processes, at the proposal of the Internal Audit Department, 9 new internal procedures were adopted in 2019: 3 in the field of operational management and secondary transport, 2 in the field of commercial management, 2 in the field of financial and credit management, 1 in the field of safety, and 1 in the field of human resources management.

Roles and responsibilities of the BoD

The role and responsibilities of the BoD are described in the Internal Procedures Manual of the Company, which is approved by the BoD.

Prevention and Suppression of financial fraud

The areas that are considered to be of high risk for financial fraud are monitored through appropriate internal controls and enhanced security measures. In addition to the internal controls applied by each department, all Company activities are subject to audits from the Internal Audit Department, the results of which are presented to the BoD.

Internal Operating Regulation

The Company has compiled relevant internal regulations approved by the BoD. Within the framework of the Regulations, powers and responsibilities are defined which promote the adequate segregation of duties within the Company.

The Company's Code of Conduct

The Company in the context of the fundamental obligation of good corporate governance, it has drafted and adopted the Code of Conduct, approved by the BoD of the company. The Code of Conduct summarizes the principles according to which any person, employee or third party involved in the operation of the Company, as well as collective body, should act within the framework of their duties. For this reason, the Code constitutes a practical guide of the day-today tasks of all employees of the Company, but also of third parties who cooperate with it.

Safeguards in Information Technology Systems

The Group's IT Department is responsible for developing the IT strategy and for staff training to cover any arising needs and the IT department is also responsible for the support of IT systems and applications through the drafting and updating of operation manuals, in cooperation with external consultant where this is necessary. The Company has developed a sufficient framework to monitor and control its IT systems, which is defined by a set of internal controls, policies and procedures.

Safeguards for Financial Statements and Financial Reporting

The Company applies common policies and monitoring procedures of accounting department which include, amongst others, definitions, accounting principles adopted by the Company, guidelines for the preparation of financial statements and consolidation. Furthermore, it also runs automatic checks and validations between different transactional and reporting systems. In cases of nonrecurring transactions special approval is required. In this regard, the Internal Audit Department performs additional sampling-based checks in the observed period. The Internal Audit Department monitors the compliance of the Accounting Policies Rulebook with the applicable provisions of the Law on Accounting and relevant international accounting standards.

Chart of Authorities

Existence of a chart of authorities, which depicts assigned authorities to various Company executives, in order to complete certain transactions or actions (e.g. payments, receipts, contracts, etc.).

12.3 Legal risks

Before the Constitutional Court of Montenegro there are three court cases in relation to the Constitutional Appeal filed by Jugopetrol AD, with respect to the Installations Bar, Bijelo Polje and Lipci:

- Final judgment of the Basic Court of Bar no. 281/13 of 27th June, 2013. adopted the claim of the State of Montenegro. Jugopetrol AD submitted an Appeal to the Supreme Court of Montenegro which was rejected under the judgement no. 1081/15 of 16th December 2015. Under the Decision of the Real Estate Administration no. 954-2754/1-016 from 15th August 2016, registration of property rights was changed. By acting in accordance with the judgment of the Basic Court of Bar and in accordance with the Decision of the Real Estate Administration, the Company wrote off from its books the assets valued at EUR 91.424, which was according to the said judgment awarded to the State of Montenegro. These impacted result of 2016.

By Decision of the Constitutional Court of Montenegro U-III no. 201/16 dated 30 May 2019. the constitutional appeal filed by the Company against the judgement of the Supreme Court of Montenegro Ref. no. 1081/15 was dismissed.

- Final judgment of the Basic Court Bijelo Polje No. 500/15-05 from 13th April 2016. adopted the claim of the State of Montenegro. Jugopetrol AD submitted an Appeal to the Supreme Court of Montenegro which was rejected under the judgment Rev. no. 1093/16 of 20th December 2016. By acting in line with the above judgment of the Basic Court of Bijelo Polje, the Company made a provision in the amount of EUR 539.000, which was by the said judgment awarded to the State of Montenegro. By acting in accordance with the Decision of the Real Estate Agency no. 954-105-487/2-2017 from 28th April 2017. the Company wrote off from its books the assets valued at EUR 539.000, for which was made a provision in previous period. These impacted result of 2016.

The appeal proceedings initiated by the Company before the Constitutional Court of Montenegro against the judgement of the Supreme Court of Montenegro no. 1093/16 are in progress.

- Final judgment of the Basic Court of Kotor no. 1033/15-05 of 24th May 2016. adopted the claim of the State of Montenegro. Jugopetrol AD submitted an Appeal to the Supreme Court of Montenegro which was rejected under the judgment Rev. no. 1182/16 of 14th February 2017. which was submitted to the Company on 13th March 2017. In accordance with the IAS 10 and IAS 37, this event is a post balance

sheet adjusting event and therefore the Company made a provision in the amount of EUR 1.686.368 in the 2016. Financial Statements. These impacted result of 2016. By acting in accordance with the Decision of the Real Estate Agency no. 954-106-UPI-2659/16 from 17th July 2017 the Company wrote off from its books the assets valued at EUR 1.686.368, for which was made a provision in previous period (2016).

By Decision of the Constitutional Court of Montenegro U-III no. 290/17 dated 24 May 2019. the constitutional appeal filed by the Company against the judgement of the Supreme Court of Montenegro Ref. No. 1081/15 was dismissed.

Montenegrobonus doo initiated two following two claims against the Company. Management remain confident tha there is no merit to both these cases.

- The first claim, in the amount of EUR 11.024.960 where the Company according to the plaintiff's claim denied use of storage facilities to the plaintiff, contrary to temporary measure of the Commercial Court of Podgorica dated 2004. In 2009. the Municipal Court of Kotor reached a resolution to suspend the proceedings in this legal matter, until the effective resolution of the lawsuit between the Company and the Montenegro Government over the eventual ownership rights on the petrol installations described above.
- The second one in the amount of EUR 7.560.000 claimed lost ability to earn rental income from lease of disputed storage facilities to third parties. As of 2010. this dispute is also suspended until the resolution of ownership rights over the disputed storage facilities.

13. RELATED PARTY TRANSACTIONS

The Company is ultimately controlled by Hellenic Petroleum S.A., a company incorporated in Greece, which owns 54,35% of the Company's share capital through Hellenic Petroleum International S.A., a company incorporated in Austria. Since the acquisition date, Hellenic Petroleum has been the Company's exclusive supplier of oil products. EKO ABEE, a wholly-owned subsidiary of Hellenic Petroleum S.A., supplies the Company with lubricants. Furthermore, two other Group companies, Asprofos and HELPE International Consulting, both of which are wholly owned subsidiaries of Hellenic Petroleum S.A., provide the Company with various technical and consulting services.

The following transactions were carried out with related parties:

a) Purchases of goods and services:

Purchases of goods and services	Relationship	Nature of transaction	2019	2018
Hellenic Petroleum S.A.	Parent company	Purchases of oil products	122.322.959	134.454.195
Hellenic Petroleum S.A.	Parent company	IT services	253.685	257.039
EKO ABEE	Group company	Purchases of lubricants	176.729	166.441
HELPE International Consulting	Group company	Consulting services	270.000	270.000
Asprofos Engineering S.A.	Group company	Maintenance services	85.000	-
Okta Crude Oil Refinery AD	Group company	Consulting and analysis services	8.837	9.058
Global Petroleum SH.A	Group company	Purchases of goods	-	6.210
EKO Serbia	Group company	Team building	-	4.197
EKO Bulgaria EAD	Group company	Program EKO guarantee	872	-
Total			123.118.082	135.167.140

b) Sales to related parties:

Sales of goods and services	Relationship	Nature of transaction	2019	2018
Hellenic Petroleum S.A.	Parent company	Retail champion ship	25.769	-
EKO Serbia	Group company	Team building/consulting services	7.377	31.697
Hellenic Petroleum Cyprus	Group company	Retail champion ship	480	-
EKO Bulgaria EAD	Group company	Retail champion ship	240	-
Total			33.865	31.697

c) Receivables from related parties:

Receivables from related parties	Relationship	Nature of transaction	2019	2018
Hellenic Petroleum S.A.	Parent company	Purchases of oil products	-	4.104.006
Total			-	4.104.006

d) Payables to related parties:

Payables to related parties	Relationship	Nature of transaction	2019	2018
Hellenic Petroleum S.A.	Parent company	Purchases of oil products	2.220.639	5.039
Okta Crude Oil Refinery AD	Group company	Consulting and analysis services	1.124	-
HELPE International Consulting	Group company	Consulting services	67.500	67.500
EKO Serbia	Group company	Team building	-	4.197
Total			2.289.263	76.736

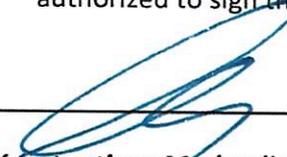
Receivables and payables from transactions with related parties are unsecured and bear no interest. There were no provisions on receivables from related parties.

JUGOPETROL AD
BOARD OF DIRECTORS
Ref. No. 20900
Podgorica, 6th May 2020

According to Article 35, paragraph 3 of the Law on Business Organizations ("The Official Gazette ROM" number 6/02 and "The Official Gazette of Montenegro" number 17/07, 80/08, 40/10, 36/11, and 40/11), on 6th May 2020 the Board of Directors makes the following:

STATEMENT

1. Hereby we state that no damage is caused to JUGOPETROL AD by legal acts and the transactions entered and made during the year 2019 with the parent company Hellenic Petroleum S.A. Greece, and with EKO ABEE, HELPE International Consulting, Okta Crude Oil Refinery AD, Global Petroleum SH.A, EKO Serbia, EKO Petroleum Cyprus and EKO Bulgaria as Hellenic Petroleum S.A. Greece related companies, presented in the Company's 2019 Annual Business Report, page 61 and 62 thereof, and in Note 30 to the Financial Statements for the year ended 31st December 2019 representing an integral part of this Statement.
2. On behalf of the Board of Directors, the Chairman of the Board of Directors is authorized to sign this Statement.


Konstantinos Mademlis
Chairman of the Board of Directors



14. FOCUS ON THE ENVIRONMENT

Jugopetrol AD as the member of the Hellenic Petroleum Group fully applies the proclaimed Group Policy for all kind of protection, safety and accidents prevention. Our company has assured all prerequisites and has adjusted its work processes in order to achieve the overall safety and protection at every level, as well as the environmental protection and quality of life of all citizens.

Jugopetrol AD not only fully complies with the legislation and standards applied in Montenegro, but follows the processes of designing and adjusting the national regulations with the European standards by using international knowledge and experience applied in Hellenic Petroleum Group, by implementing new technologies and by applying the newest technical solutions.

Organizational and functional structure of the company is adjusted to the needs of preventing, monitoring and eliminating possible causes for the occurrence of any kind of accidents in every business segment.

The continuous and permanent training of the employees has been done according to the specified plan that complies with the Legal regulations. We maintain periodical training and adjustments of our procedures so as to mitigate the unlikely event of personal injury and property damage.

Jugopetrol AD, as a socially responsible company, plans and implements all activities by:

- Ensuring that they cause the smallest possible change to the environment, i.e. represent the smallest possible risk for the environment and human health,
- Reducing space occupancy and consumption of raw materials and energy during construction, production, distribution and usage,
- Including the possibility to recycle, prevent or limit the impact on the environment, at the very source of pollution,
- Implementation of all available procedures for assessing the expected impacts and appropriate measures in order to avoid negative consequences for human health and the environment.

Following activities have been done in order to protect the environment and comply with all relevant regulation and procedures:

- Environmental (climate) protection

Use of modern materials on our facilities - insulation made according to standards, bio and oil filters have been installed at Bar installation with the aim to purify wastewater.

- Waste management

Signed contract on waste collection with two companies - Hemosan and Inter Trade, according to legal standards and waste transportation forms. We also deliver all data on waste annually, including the development of a waste management plan every three years, as it is known that our Company produces several different categories of hazardous waste on an annual basis.

- Water management (consumption and pollution reduction)

Atmospheric waters that reach plateaus of our PSs, prior to their discharge into public sewage or natural recipient, pass through a separator according to the new concept of reconstruction project of our PSs. Due to the possibility of spillage of oil and oil derivatives on the plateau, the spilling into a natural recipient is prevented by a special system. Also, the tests carried out on our facilities are in line with the Rulebook on Quality and Sanitary-Technical Conditions for Wastewater Discharge into Public Sewerage or Natural Recipient.

A water permit has been obtained for a period of 10 years. Activities include communication with Water Directorate, as well as field inspection in order to determine that actual design meets water regulations, that oil separators function and are maintained properly, and that there are appropriate procedures for preventing accidental water pollution.

- Energy management (control of gas emission)

We use floating roofs on the tanks in Bar, which reduce emissions of gases. With construction of a new system "Vapour recovery" which will be fully implemented at our PSs and at the installation in Bar, we will reduce emissions of gases. It is a system that during fuel receipt, returns gases to a tank truck by a return hose, instead going into the atmosphere.

- Industrial safety (fire protection)

We use a new fire-fighting system that is more energy efficient, everything is automated and raised to the highest possible level of protection.



15. CORPORATE SOCIAL RESPONSIBILITY

Jugopetrol AD as socially responsible company continues to invest in recognizing and deployment its CSR strategy towards all stakeholders, on both internal and external levels. In addition to the biggest projects for 2019. that are described below Jugopetrol AD has in parallel invested in fewer projects and initiatives, with the goal of giving back to the society and contributing to environment development in which operates. Montenegrin Employees Federation awards Jugopetrol AD for corporate social responsibility for 2019. in the category "care for community".

Contribution to improvement of living conditions

Our biggest project in this category is the donation of works and equipment for children playground to the Municipality Cetinje. In 2019. Jugopetrol AD continued cooperation with "Fabrika Idea" through the TV show "Dnevnic" which aims to improve the living conditions of Montenegrin residents by donating funds through daily work of public figures. Through traditional participation in the Christmas Bazaar, Jugopetrol AD raised funds to help various associations. Jugopetrol AD also this year organized for children from Bijela orphanage in August 2019. a traditional summer camp in Greece. Part of the budget is allocated for the reconstruction of three classrooms in the elementary school Maksim Gorki in Podgorica.



Contribution to healthcare

Jugopetrol AD continued in 2019. the traditional giving of the gifts to the youngest ones, who were staying during the New Year's holidays at the Institute for Childhood Diseases in Podgorica.



Support of culture and sport (sponsorships)

Jugopetrol AD in 2019. supported development of sport in the country through two biggest projects, i.e. the support of Montenegrin Olympic Committee and its Games of the Small States 2019. as well as continuation of the EKO Mini Volleyball project in cooperation with the Volleyball Federation of Montenegro.

Forth season of EKO Mini Volleyball in 2019. had participation of 56 teams and 650 children age 9 to 12 years. A total of 235 matches were played, and the final games took place in June 2019. in Podgorica. In October 2019. started the fifth season of EKO Mini Volleyball the largest competition so far with participation of 64 teams and over 700 children. Fifth season will last till June 2020. Jugopetrol AD also continued to organize the stay of the of its employees' children at the EKO Basketball Camp.





Young talents and education

Jugopetrol AD continued investing in the education of perspective students through the scholarship program for master studies at universities in Greece. The third generation of students (total of two students), were selected on the basis of their previous achievements. In following two semesters, students will participate in the masters program of the Piraeus University. Another projects in this category are lectures and workshops to the children and youth in primary and highschoools in Podgorica, as well as in whole Montenegro on safety and all other rules in traffic. First project is continuation of the 2018. cooperation with NGO Pčelice, while the other was carried out with professor Milan Vujanic.



Retail network

PS Andrijevica

Address: Branka Deletića b.b.
Tel: 051 230 760

PS Bar 1

Address: Jovana Tomaševića 61
Tel: 030 302 250

PS Bar 2

Address: Ilino b.b.
Tel: 030 305 004

PS Berane

Address: Miljana Tomčića 20
Tel: 030 305 004

PS Bijelo Polje 1

Address: Slobodana Penezića
Tel: 050 430 268

PS Bijelo Polje 2

Address: Rasovo b.b.
Tel: 050 438 144

PS Budva 1

Address: Jadranski put b.b.
Tel: 033 401 950

PS Budva 2

Address: Jadranski put b.b.
Tel: 033 403 628

PS Cetinje

Address: Ivan Begova b.b.
Tel: 041 230 060

PS Danilovgrad

Address: Voštar b.b.
Tel: 020 810 005

PS Herceg Novi 1

Address: II Dalmatinske 56, Igalo
Tel: 031 330 080

PS Herceg Novi 2

Address: Meljine b.b.
Tel: 031 348 369

PS Kolašin

Address: Lugovi b.b.
Tel: 020 860 020

PS Kotor

Address: Put prvoborca b.b.
Tel: 032 301 058

PS Lapčiči

Address: Lapčiči b.b.
Tel: 067 887 077

PS Mojkovac

Address: Mojkovac
Tel: 050 470 020

PS Nikšić 1

Address: 13 jula b.b.
Tel: 040 200 360

PS Nikšić 2

Address: Hercegovački put b.b.
Tel: 040 200 370

PS Nikšić 3

Address: Podgorički put b.b.
Tel: 040 253 329

PS Očinići

Address: Očinići b.b.
Tel: 041 236 060

PS Petrovac

Address: Buljarica
Tel: 033 401 960

PS Plav

Address: Racina b.b.
Tel: 051 255 015

PS Plužine

Address: Plužine
Tel: 040 270 008

PS Pljevlja

Address: Narodne revolucije b.b.
Tel: 052 300 020

PS Podgorica 2

Address: 4 jul b.b.
Tel: 020 601 475

PS Podgorica 3

Address: Bul. Vilija Branta 2
Tel: 020 613 850

PS Podgorica 4

Address: Cetinjski put b.b.
Tel: 020 206 040

PS Podgorica 5

Address: 4 jul b.b.
Tel: 020 601 190

PS Podgorica 6

Address: Vojislavljevića b.b.
Tel: 020 663 225

PS Podgorica 8

Address: Bul. Vilija Branta 1
Tel: 020 619 030

PS Podgorica 9

Address: Bul. Ivana Crnojevića
Tel: 020 655 740

PS Podgorica 10

Address: Zabjelo b.b.
Tel: 020 672 949

PS Radanovići

Address: Donja Sutvara b.b.
Tel: 032 302 264

PS Ribarevina

Address: Ribarevina b.b.
Tel: 050 480 268

PS Risan

Address: Bujevina 92
Tel: 032 301 136

PS Rožaje

Address: Ibarska b.b.
Tel: 051 270 014

PS Rožaje 2

Address: Maršala Tita b.b.
Tel: 051 270 014

PS Šavnik

Address: Šavnik
Tel: 02040 266 388

PS Tivat

Address: Mažina b.b.
Tel: 032 670 040

PS Ulcinj

Address: Put Bratice b.b.
Tel: 030 401 152

PS Vilusi

Address: Vilusi
Tel: 040 732 126

PS Žabljak 2

Address: Narodnih heroja b.b.
Tel: 052 363 412

