



GRANIT
BUILDING & CONSTRUCTION

ANNUAL REPORT

- 2020 -

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Dear Shareholders,

The past 2020 was marked by the world pandemic caused by the Covid-19 virus, which inevitably, with its direct impact on the world economy, had a significant impact on the Macedonian economy, and certain branches were particularly affected by the crisis. The economy as a whole and other sectors that were not directly affected by the crisis, faced changes in social activities due to reduced investments, operating dynamics, and increased costs.

The construction industry continued to function during the peak of the pandemic, but in changed and newly created circumstances in terms of difficult and slowed down activities, primarily due to facing a large number of labor absences due to infection with the virus, absences due to contact with infected people, problems with the transportation of people, as well as the restriction and slow access of resources and goods to the appropriate buildings.

The company undertakes all activities necessary to adjust to the new situation and will strive to complete all planned activities in accordance with the plans for construction with investors and in the coming period, this will primarily depend on the free movement of goods and people, as well as movement restrictions imposed by the competent authorities.

As the epidemic gained momentum worldwide and in North Macedonia, the dynamics of the works was decreasing, which resulted in reduced activity of the Company that inevitably reflected on the numbers of executed works and newly awarded contracts, whereby in 2020 were completed 23 project, 16 new projects were awarded and 16 projects are ongoing.

The Company, as a socially responsible company, has actively donated in order to overcome this situation faster and easier, in order for both the employees of the Company and the society to return to the track, the economy to continue its development, and thus the development of the Company and its focus on entering foreign markets.

2021 started with an increase in the prices of certain products that will result in an increase in the operating costs of the already started construction works, for which appropriate measures and activities will be taken to reduce the negative impact on the operation and its results.

In this regard, the Company continuously monitors the developments in the national, regional and global economy in order to obtain information for easier decision making. According to the forecasts for reduction of the volume of activities and decline of the Macedonian economy by the end of this year as well as a decline of GDP by about -3% to -4%, the conditions in which the Company will operate will be changed.

The challenge of this socio-economic situation of reduced operating dynamics and budget rebalances with a focus on dealing with the crisis caused by the Covid-19 virus, was the reason for the realization to be less than planned, but in the we still managed to have a positive result due to established practices for adaptation of the long-standing system based on which the Company operates.

The end result relies on the will to maintain what has already been achieved and realized through a system of sustainable values, such as commitment to work, transparency, teamwork, employee protection and helping those who need help the most in order to jointly overcome this condition.

Even in these working conditions, the management will remain focused on using all opportunities to increase the realization of the works and on appropriate adaptation of the work in the new conditions. All this, of course, in order to achieve the goals for continuous growth and development of the Company, by achieving positive results at the satisfaction of both customers and our employees as well as the shareholders for having their trust and support in the process of management and development of the Company.

The Annual Report presents the annual operations of the Company, which is based on the requirements of the Companies Act and represents an assessment of the data presented in the separate items and the results in the financial statements.

Management Board
GD Granit AD Skopje

ABOUT US

GD Granit AD Skopje has been building its recognition as a construction company that is synonym for quality and responsibility in the Republic of North Macedonia for 7 decades and thus through the realization and execution of the contracts it has signed with its clients, jointly providing for long-term progress and economic development.

The main activity of GD Granit AD Skopje is construction activities in civil engineering, superstructures and hydro construction. In addition to its main economic activity, GD Granit AD Skopje has incorporated companies wholly owned by the Company in the territory of the Republic of North Macedonia and in foreign markets engaged in trade of construction machinery and construction materials, catering and other services.

The predominant activity of GD Granit AD Skopje is civil engineering.

The quality offered by the GD Granit AD Skopje is a tradition and a direct result of successful leadership and uncompromised respect for our values - safety, quality, ethics, integrity and long-term sustainability and development. Therefore, GD Granit AD Skopje is constantly striving for establishment of a sustainable system of values, innovation and improvement of the quality of life, because the reputation of our company depends on the value it has in the eyes of those for whom we are building.

The following of the social changes and the conditions on the market resulted in developing the company's capacities in accordance with the contemporary needs of the present day, because of which we develop and apply world-class and a first-class technology. We seek and implement the best ideas and continuously invest in ensuring a high level of competence and continuous improvement of the employees, due to which the GD Granit AD Skopje today exists as a highly professional and technologically equipped construction company with the opportunity to realize the most complicated constructions.

The corporate governance system is based on the legal regulations and the Articles of Association of GD Granit AD Skopje and as such provides efficient and transparent management of the company through an established two-leveled management system with a Supervisory Board and a Management Board. The General Assembly of the shareholders, as the highest body, decides on the issues provided for by the law and the Articles of Association of GD Granit AD Skopje. The internal organizational setup of the company is based on the division of works by its organizational units, its work units, its services and sectors, which are operating within the company, while some of the other activities that do not fall under its main activity are executed through companies that are fully-owned by GD Granit AD Skopje

The operation on foreign markets is realized through companies wholly owned by GD Granit AD Skopje, established as limited liability companies / subsidiaries / and business units, registered abroad.

The shares of GD Granit AD Skopje are listed on the official market of the Macedonian Stock Exchange as of January 22, 2003.

STRUCTURE OF GD GRANIT AD SKOPJE

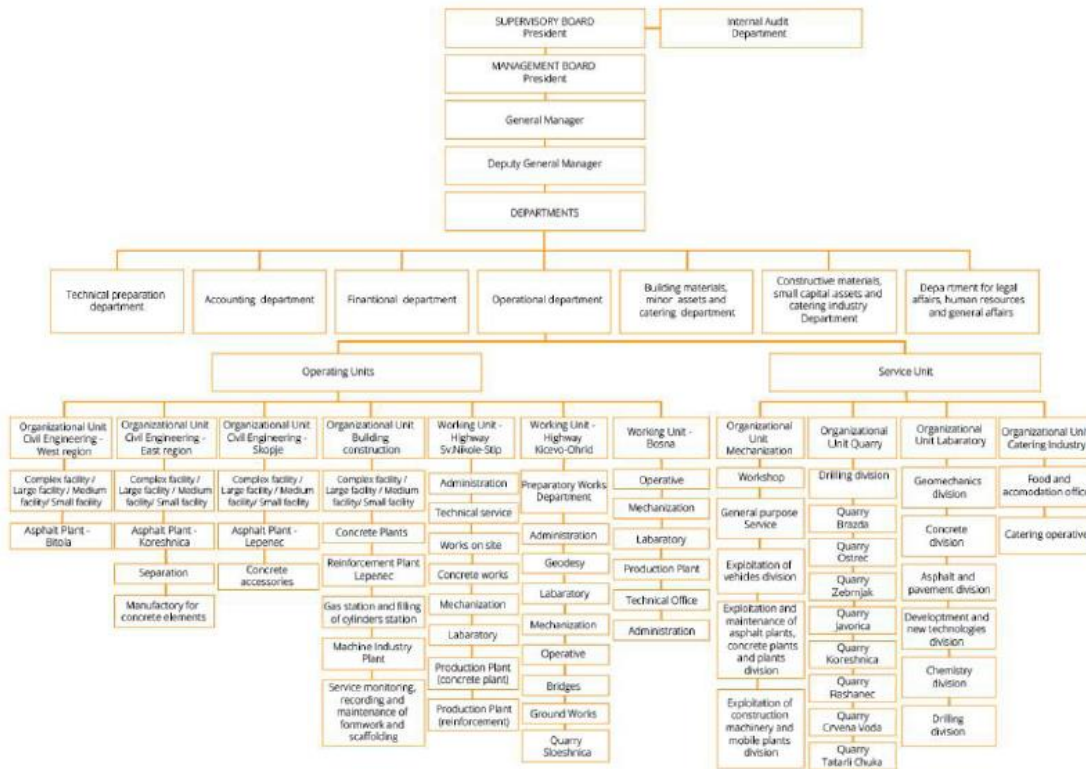
GD Granit AD Skopje was established as a joint stock company, which in accordance with the Companies Act and the Articles of Association of the Company has established a two-tier management system, through the Management Board and the Supervisory Board.

In 2020, a gross amount of MKD 57,979,141 was paid to the management and supervision bodies on the account of salary, remuneration and compensation for participation in the management bodies.

The Management Board consists of 5 members. The member of the Management Board Mr. Venko Zafirov is employed in the company Koner Computers DOO Skopje where from his work he is paid remuneration in the amount of MKD 905,000.

The Supervisory Board consists of 3 members. The member of the Supervisory Board Mr. Goran Markovski is employed in KB Publikum Invest AD Skopje, where from his work he is paid remuneration in the gross amount of MKD 4,624,250.

ORGANIZATIONAL STRUCTURE



GOVERNANCE AND IMPLEMENTATION OF DECISIONS

The corporate management policy and the implementation of decisions is based on analysis of current movements and conditions of the economy at the state level, as well as analysis of world price-sensitive information relevant to the operation of the Company with proper planning of activities, decision-making and monitoring of the implementation of decisions, in accordance with the powers provided by law and the Articles of Association of the Company.

Taking into account the current situation, recommendations and bans on holding larger indoor gatherings, the Management Board in 2020 made its decisions by organizing video conferences, addressing all the essential issues and making important decisions for the management of the Company in a crisis situation. The Company decided on the review and adoption of the annual accounts of the Company, the individual and consolidated accounts and the annual accounts of the companies established by GD Granit AD Skopje, as well as on the current affairs of organization, planning and directing the procedures and the manner of execution of the undertaken construction works in conditions of pandemic, monitoring the work of each organizational unit, work unit separately and of all together, in order to ensure timely and satisfactory completion of works. Thus, the Management Board adopted 82 decisions.

During 2020, the Supervisory Board continuously monitored and controlled the operations of the Company and its financial condition, management and results, which, due to the smaller number of members, was able to safely organize and hold 5 sessions with physical presence, and 5 decisions were made without holding a meeting when the conditions became more serious and new strict movement restrictions were imposed. The annual accounts (individual and consolidated) were reviewed and approved as mandatory for the implementation of the control over the operation of the Company and the current financial results of the Company were monitored.

In 2021, no transactions were entered into with an interested party, nor large deals were made.

CORPORATE GOVERNANCE CODE

The company, as a joint stock company listed on the Macedonian Stock Exchange and as a member of the Macedonian Stock Exchange, harmonized its operations with the Code of Corporate Governance of joint stock companies listed on the stock exchange and during 2020 continued to adhere to the principles of this Code. All decisions that are mandatory for publication were duly published on the website of the Company and submitted to the Macedonian Stock Exchange.

Pursuant to Article 384-a of the Companies Act, the Management Board as the managing body of the Company adopted a Code of Corporate Governance of the Company mandatory for application by all employees in the Company, as well as all business entities entering into business transactions with the Company. By making it mandatory for application by all stakeholders working with the Company (internal and external), the Company only confirms its direction towards building a social business structure aimed at ensuring fair and socially acceptable rules of operation by building a spirit of adherence to the laws and proper competition as a key drive of growth and development.



It is publicly available in the administrative building and the headquarters of the Company at 8 Dimitrije Cupovski Street, as well as on the website of the Company.

GR GRANIT AD SKOPJE IN THE ECONOMY AND THE ENVIRONMENT IN 2020

The economic environment, i.e. the macroeconomic operating conditions in 2020 are characterized by the following indicators*:

1. The average inflation rate measured according to the consumer price index in 2020/2019 is 1.2%;
2. According to the estimated data of the SSO, the growth rate of gross domestic product (GDP) for the fourth quarter of 2020 is - 0.7%;
3. The index of industrial production in the period January - December 2020 compared to the period January - December 2019 was 90.5 (decrease by 9.5%);(* SSO data).

According to the data of the State Statistical Office, the Consumer Price Index in December 2020, compared to the previous month, was 100.4, and the Retail Price Index 101.0.

The Consumer Price Index in 2020, compared to 2019, increased by 1.2%, and the Retail Price Index was 0.4%.

The movement of the consumer price index in 2020 was different for different groups of consumption.

The indexes increased in the groups: alcoholic beverages, tobacco and narcotics by 5.3%, various goods and services by 2.6%, food and non-alcoholic beverages by 2.4%, restaurants and hotels by 2.2%, housing, water, electricity, gas and others fuels by 2.0%, health and recreation and culture by 0.9%, furniture, household goods and maintenance by 0.4% and education by 0.3%.

Decrease of the indexes was registered in the groups: transport by 6.0%, clothing and footwear by 1.3% and communications by 0.1%.

The construction industry has not remained immune to the global pandemic caused by the COVID-19 virus. Construction companies had several problems mostly related to labor productivity, organization of work for ongoing projects, liquidity and debt collection.

The construction materials industry was particularly affected, where certain production facilities were completely shut down, while others had a significant reduction in orders from business partners. The plans of the companies and the expected performance were not fully realized, which is mostly due to the reduced labor productivity and the organization of the work in the newly created conditions. Analyzed by quarters in 2020 compared to the respective periods in 2019, the contribution of construction to GDP rates in the first quarter increased by **1.4%**, in the second quarter decreased by **12%**, in the third quarter increased by **3.4%**, while in the fourth quarter there was a decline of **1.4%**.



In 2020, 2,837 building permits were issued, while in 2019, 2,946 building permits were issued, which represents a decrease by **3.7%**. The number of issued building permits for superstructures in the comparative period is almost at the same level, i.e. an insignificant growth by **0.2%** was registered, while civil engineering decreased by **7.9%**.

The nominal value of the total contracted construction works in 2020 amounted to MKD 53,705.4 million, while in 2019 it amounted to MKD 57,683.7 million or it decreased by **6.9%**. In the part of superstructures, there was a decrease of **13.7%**, while in the part of civil engineering there was an increase of **1.9%**.

Having in mind such economic circumstances, the management of GD Granit AD Skopje in 2020 pursued a business policy aimed at achieving a reasonable balance between the business activity of the Company, the pandemic and the macroeconomic working conditions on the market in R. Macedonia. The activities of GD Granit AD Skopje were aimed at full utilization of resources, completion of commenced projects and active settlement of current liabilities within the agreed deadlines, while minimizing costs and performing less intensive investment activities.

ACTIVITIES IN 2020

The operations in 2020 were marked by the work on the current projects, and due to the global pandemic, compared to 2019 there were no new significant investment projects despite the aspirations for larger business ventures. The most significant projects that were implemented during 2020 are the following:

- Construction of the Kichevo-Ohrid Motorway, section Kichevo-Podvis; section Podvis-Preseka;
- Construction of the A3 Express Road Shtip-Kochani, section Shtip-Krupishte KM 0+000 - KM 14+300;
- Construction of A2 Express Road, LOT 2 – Section Kriva Palanka – Dlabochica;
- Rehabilitation of regional roads Lot 4 R1104, section Kumanovo-Nikushtak L-11; Lot 2 P1205 section Probishtip-Krupishte;
- The Project 145 Sport Halls;
- A4 Motorway BCP Blace – Skopje;
- Reconstruction and rehabilitation of the A2 state road, section Kriva Palanka-Deve Bair;
- ASNOM Bridge on the river Vardar;
- Reconstruction and maintenance of the Aleksandar Makedonski Boulevard.

➤ **Construction of the Kichevo-Ohrid Motorway, section Kichevo-Podvis-Preseka;**

In 2020, the activities on the Kichevo-Ohrid Motorway, Section 1 Kichevo-Podvis continued, and the activities on the Section 2 Podvis-Preseka started actively. This period is marked by the completion of two cantilever bridges, the construction methodology of which is a specific and complex construction work, i.e. the bridges at km 9 + 105 and km 10 + 770, and the left pavement of the cantilever bridge at km 6 + 860 was completed.



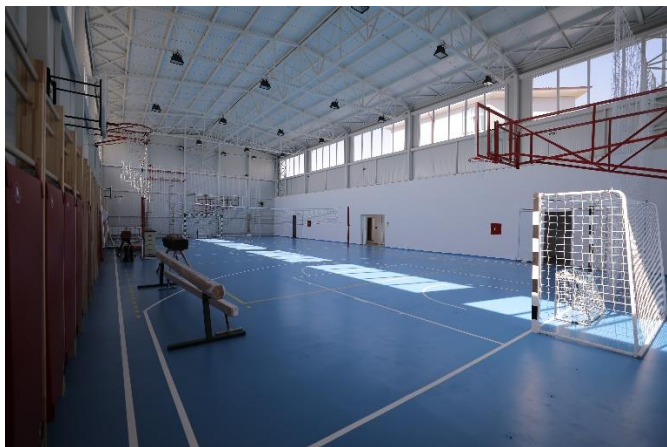
➤ **Construction of A3 Express Road Shtip-Kochani, section Shtip-Krupishte KM 0+000 – KM 14+300**

The project for construction of the A3 Express Road Shtip-Kochani, section Shtip-Krupishte was successfully handed over and completed in 2020 and this is a project that contributed to providing a modern and safe connection of settlements in Eastern Macedonia with the capital Skopje in a short period of time.



➤ **Construction of sport halls in the territory of the Republic of Macedonia;**

The implementation of the Project “145 sports halls in 2020” followed the need and plan of the Contracting Authority - the Ministry of Education for the implementation of this Project. In 2020, 18 sports halls were worked on, of which 12 sports halls were technically handed over to the Contracting Authority. Six sport halls from 2020 will be transferred for construction to 2021, and it is planned to introduce the construction of 3 new sports halls.



➤ **Facility – A4 Motorway BCP Blace – Skopje;**

At the end of 2020 started the construction of the A4 Motorway BCP Blace – Skopje, which is an important project for the infrastructural connection of the Republic of North Macedonia with Kosovo that should provide easy and efficient flow of vehicles, which will develop a simple access for easier development of international exchanges.



➤ **Facility – Construction of the A2 Express Road, LOT 2 – section Kriva Palanka-Dlabochica**

In 2020 GD Granit AD Skopje actively carried out the works for construction of the A2 Express Road, LOT 2 - Section Kriva Palanka - Dlabochica, in length of 9 km, which is an important infrastructure project and the first section for the construction of modern and modern infrastructure connection of R. Macedonia with R. Bulgaria.

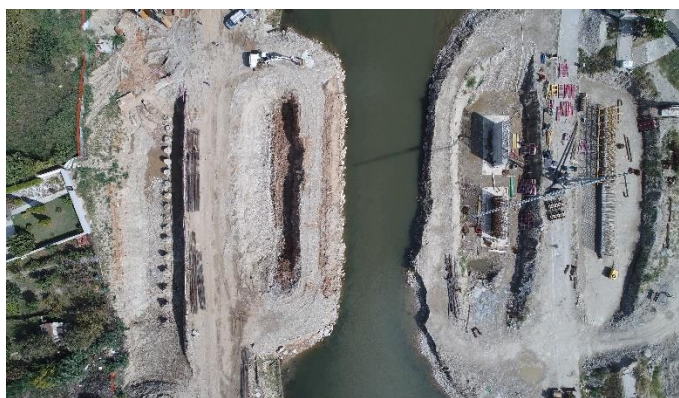


➤ **Facility – Reconstruction and rehabilitation of the A2 State Road, section Kriva Palanka – Deve Bair**

At the end of 2020, Granit started with the construction works for Reconstruction and rehabilitation of the A2 state road, section Kriva Palanka - Deve Bair which represents a key infrastructure project for construction of modern and contemporary infrastructure connection of the Republic of Macedonia to the Republic of Bulgaria.

➤ **Facility – ASNOM Bridge on the river Vardar**

The construction of the ASNOM Bridge on the river Vardar is a solution for the construction of a new modern passenger bridge in the city of Skopje. The project is designed as a two-lane road bridge. The cross section of ASNOM Boulevard at the bridge has a total width of 31 meters which is divided into two pavements with a distance of 40 centimeters.



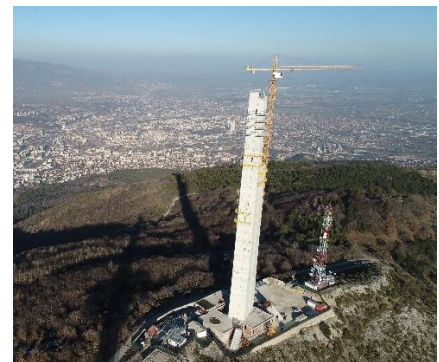
➤ **Other facilities**

The application of the efficient operation rules in all service organizational units and sectors ensured successful monitoring of the needs of the operational organizational units for timely performance of their contractual obligations.

In these conditions, where in addition to these facilities, GD Granit AD Skopje led the construction of a number of roads throughout the territory of the Republic of Macedonia, there was a need to regulate business policy in order to ensure the highest degree of efficiency and rationality in using available resources and facilities. The timely completion of the undertaken construction activities by applying these policies was the basis for maintaining a high degree of liquidity in conditions of recovery of the economy and meant the uninterrupted fulfillment of legal obligations, obligations to suppliers and employees.

For the fulfillment of its obligations during the execution of the projects in Macedonia and abroad, GD Granit AD Skopje successfully manages:

- 9 concrete plants with a capacity of 30 m³/h to 180 m³/h and annual concrete production of an average of 210,000 m³;
- 7 Asphalt plants with a capacity of 40 t/h to 160 t/h and annual asphalt production of an average of 270,000 tons;
- 9 concessions for exploitation (quarries) and one separation for river material throughout the territory of the Republic of Macedonia, which realize annual production of construction material of 706 660.00 tons;
- 3 reinforcement plants (Skopje, Kichevo and Mozhdvlnjak).



FINANCES

Introduction

This annual report and the financial data therein refer to the operations of GD Granit AD Skopje in the fiscal year 2020 starting from January 1, 2020 to December 31, 2020. All individual and consolidated financial statements are in accordance with the Companies Act, the accounting standards as well as the International Financial Reporting Standards published and adopted in the Republic of North Macedonia.

Key data

- Realized total revenue of MKD 4.422.116.048
- Realized total expenditures of MKD 4.356.900.442
- Gross profit for the period is in the amount of MKD 65.215.607.
- Total comprehensive income in the amount of MKD 139.234.307.

The performance structure compared to 2020 is as follows:

	2019	2020
Items	Amount	Amount
Total revenue	5.405.314.918	4.422.116.048
Total expenditures	5.188.254.521	4.356.900.442
Gross profit	217.060.397	65.215.607
Corporate income tax	25.741.205	0
Net profit	191.319.192	65.215.607
Other net comprehensive income	181.693.000	74.018.700
Total comprehensive income	373.012.192	139.234.307

The profit structure for 2020 is as follows:

Profit	2019	2020
Operating income	166.542.397	(554.001)
Financial income	50.518.000	65.769.607
Gross profit	217.060.397	65.215.607
Corporate income tax	25.741.205	0
Net profit = 3-4	191.319.192	65.215.607
Other net comprehensive income	181.693.000	74.018.700
Total comprehensive income	373.012.192	139.234.307

Total income

The realized total income amounts to MKD 4,422,116,048, of which operating income in the amount of MKD 4,342,659,577 and financial income in the amount of MKD 79,456,471.

The realized operating income in 2020 decreased by 18.74% compared to the same period in 2019, while the financial income increased by 30.16% compared to 2019.

The structure of the realized income is as follows:

Pos.	Income	2019	2020
1	Sales revenue	4.991.499.273	4.032.931.206
1.1	Revenues from sales in the domestic market	4.979.580.000	4.021.619.833
1.2	Revenues from sales in foreign markets	11.919.273	11.311.373
2	Own production	115.166.164	113.209.603
3	Other operating income	237.604.481	196.518.768
4	Operating income	5.344.269.918	4.342.659.577
5	Financial income	61.045.000	79.456.471
6	Total income	5.405.314.918	4.422.116.048

Total expenditures

The realized total expenditures for the period 01.01 - 31.12.2020 follow the trend of the total income, decreasing by 16.02% and amounting to MKD 4,356,899,441. They participate with 98.53% in the total income and they include material costs, gross wages, depreciation, other costs, financial expenses and purchase value of sold goods reduced by the costs contained in market facilities.

CONSOLIDATED FINANCIAL RESULTS

Consolidated financial results

GD Granit AD Skopje prepares a consolidated financial statement which includes the following related entities:

Pos.	Branches	% of participation
1	Hotel Granit DOOEL Ohrid	100
2	Carwash DOOEL Skopje	100
3	Granmak, Austria	100
4	Granmak, Germany	100
5	GD Granit DOO, Banja Luka	100
6	Granit Branch Office, Banja Luka	100

The realized indicators from the consolidated financial statement of GD Granit AD Skopje for its operations in 2020 are as follows:

Pos.	2019	2020
Total income	5.622.159.000	4.459.044.506
Total expenses	5.286.759.000	4.395.990.337
Gross profit	335.400.000	63.054.169
Corporate income tax	31.365.000	6.126.712
Net profit	304.035.000	56.927.457
Other net comprehensive income	208.155.000	78.494.700
Total comprehensive income	512.190.000	135.422.157

BUSINESS POLICIES

Investment policy of the Company

The Company continuously invests in material and financial resources that support the maintenance and success in the operations of the Company. In 2020, the Company has invested 143 million denars or 2.3 million euros in new fixed assets.

Dividend policy

On May 11, 2020, at the Annual General Meeting, the gross dividend for 2019 was determined in the amount of 92,331 thousand denar, i.e. 33.33 denar gross per share and it was distributed.

Risk management policy of the Company

The Company enters into various transactions arising from its day-to-day operations, which relate to buyers, suppliers and creditors. The main risks to which the Company is exposed and the main management policies are as follows:

- **Market risk;**

- **Foreign exchange risk**

The Company enters into foreign currency transactions arising from sales and purchases in foreign markets, whereby it is exposed to daily changes in foreign exchange rates. The Company does not have a specific policy for managing this type of risk.

- **Price risk;**

The Company is exposed to the risk of changes in the prices of available-for-sale investments and it is beyond the control of the Company.

- **Credit risk;**

The Company is exposed to credit risk in the event that its customers will not be able to meet their payment obligations. The company does not have a significant concentration of credit risk given that the buyers are a large number of companies in the country and abroad, as well as state institutions.

- **Liquidity risk;**

Liquidity risk exists when the Company will not be able to settle its liabilities to its creditors on a regular basis. This risk is overcome by constantly providing the necessary cash to settle its liabilities and the Company does not have such issues in its operations.

- **Financing risk**

The Company finances its operations through the use of short-term and long-term loans in order to ensure adequate return on investment. The Company continuously monitors its indebtedness through appropriate analysis in the Finance Department. During 2020, the Company did not use any loans and credits.

Changing accounting policies and error corrections

The accounting policies are applied consistently throughout the year of reporting, in the same way as for the previous year.

WE DEVELOP, RESEARCH, APPLY AND PERFECT

Being aware of the current situation with the global pandemic, in 2020 GD Granit AD Skopje reduced investments by saving part of the funds for direct assistance and maintenance of the company's liquidity in dealing with the consequences of the pandemic.

However, investing in employees and fixed assets as the most important factor for ensuring competitiveness and sustainable growth and development is an inevitable activity that in the future will have to be well analyzed and planned, where they will be optimized through a series of procurements of necessary fixed assets for continuous maintenance, especially of construction machinery, laboratory certification and transportation vehicles.

The total investments in fixed assets in 2020 amount to 143,650 thousand denar.

- | | |
|-----------------------------------|------------------------|
| ➤ Investments in tangible assets | 134.256 thousand denar |
| ➤ Investment in intangible assets | 9.394 thousand denar |

CORPORATE SOCIAL RESPONSIBILITY

Overcoming the crisis caused by factors that resulted in stagnation of the development of the economy worldwide is possible only with the joint efforts of all stakeholders. In times of crisis, the social responsibility of each individual and legal entity is a key element in overcoming the negative effects brought by the pandemic caused by the Covid-19 virus. In this regard, recognizing the value of such action and the priorities for maintaining a healthy community which is the builder of the growth and development of the economy, GD Granit AD Skopje donated 10,000 rapid tests for the needs of the Ministry of Health, as well as financial assistance to some municipal bodies in the fight against the Covid-19 virus.

Within the other activities of this nature, during 2020 the Company continued with the activities of investment in the community and especially of support for the most vulnerable category of children, by contributing and participating in the support of the work of SOS Children's Village and Children's Embassy.

STRATEGIC GOALS FOR 2021

For successful achievement of its strategic goals for 2021, DG Granit AD Skopje has determined the following measures and activities:

- ✓ Higher profitability in performing the tasks within the economic activity of the Company;
- ✓ Constant monitoring of the quality in the construction works;
- ✓ Increasing the level of equipment with fixed assets;
- ✓ Increasing the level of investments in intangible assets;
- ✓ Human resource management through which higher quality of work is ensured;
- ✓ Ensuring cost-effective and efficient execution of the works;
- ✓ Taking measures to overcome the consequences of the Covid-19 crisis;
- ✓ Improving the software solutions for rational execution of the tasks and providing control over the operations.

The projects that the Company aspires to are socially significant and are financed to a large extent by the investment policies of state entities, as the largest investors in the infrastructure. Hence, the measures and activities in 2021 will largely successively follow the upward trend of investments in infrastructure, in order to ensure stable liquidity of the Company.

The operations will be based on continuous planning, organization of labor and construction machinery, vehicles and plants to achieve a high balance of utilization of fixed assets for work and labor and minimize costs, taking into account the financial crisis that will follow in the period of 2021 to overcome the conditions caused by the Covid-19 global pandemic. Company will monitor the development of markets within Europe in order to seize opportunities for capacity utilization in foreign markets.

Management Board
GD Granit AD Skopje
2021

Official round seal of the company GD Granit AD Skopje, affixed
President of the Management Board, Strasho Milkovski signed