

Artificial Intelligence in Logistics: Adoption Patterns, Performance Effects, and Market Structure

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Abstract— The aim of the paper is to analyse the impact of AI implementation on logistics performance and to develop an action framework that can be used to measure the improved efficiency achieved with AI in an environment of scarce available data. This paper examines the use of AI in the logistics sector in Bulgaria. The study assesses revenue distribution and market concentration to determine when the introduction of AI can be expected to have significant positive effects. A methodological approach is also proposed for the analysis of AI and operational efficiency, and a basis for future research is provided when better information becomes available. Furthermore, the present study focuses on large logistics companies that have the technological and economic means to build AI-based solutions at different levels in their operations. Performance measures, including delivery time, fuel consumption and forecast reliability, are used to highlight the efficiency improvements that are available through the adoption of AI. This article offers an assessment of the efficiency gains from artificial intelligence in logistics operations and proposes that from a scientific perspective, artificial intelligence should be used to consider efficiency gains in order to analyse the limited empirical data.

Keywords— *AI Adoption, KPI, Logistics Sector, Performance Improvement*

I. INTRODUCTION

Artificial Intelligence (AI) plays a role in logistics and logistics companies. Artificial Intelligence (AI) technology has changed everything - planning methods, procedures and operating systems in logistics have been revolutionised by intelligent systems for supply chains [1]. The proliferation of logistics networks' increasing complexity, combined with increased customer expectations for speed and reliability, together with increased complexity of the business environment, has accelerated demand and led to a

surge in the adoption of AI-driven solutions [2]. Machine learning, predictive analytics, intelligent routeing systems, etc., to optimise transportation, logistics warehousing, demand, and demand forecasting have seen some of the most efficient transportation, warehousing, and demand forecasting and management solutions, and they are also seeing increasing use [3].

As the interest in AI-as-a-service technology proliferates, the level and potential effectiveness of AI adoption across logistics companies differ greatly from the degree of adoption, as well as the level of effectiveness and utility of AI adoption, which is determined mostly by the firm size and level of digital maturity, availability of data and digital readiness and the like [4]. Big logistics and logistics firms are better placed to invest in advanced AI systems compared to the small players because they usually have more money and more access to company or operational data to work with [5], [6].

By contrast, the logistics sector, as a high concentration of market players, plays a crucial role in competitive interactions and innovation diffusion. Hence, understanding the links between AI adoption, the performance impact, and market structure is significant for both academic and managerial research [7]. To date, empirical findings on the quantifiable performance impacts of AI in logistics are scarce, especially the studies with publicly available data. This presents a void in developing methodological perspectives that can gauge AI effects under an information-limited environment [8]. Through this lens, the proposed study seeks to add to the literature analysis by evaluating adoption trends, performance impacts and market structures in the context of the logistics industry [9], [10].

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The logistics sector has entered a period of accelerated digital transformation, driven by globalisation, rapid growth in e-commerce, rising customer expectations, and intensifying competition. In this evolving environment, artificial intelligence (AI) has emerged as a strategic enabler capable of fundamentally reshaping how logistics companies plan, execute, and optimise their operations [11], [12]. AI-based systems contribute to improvements in demand forecasting, route optimisation, warehouse automation, predictive maintenance, risk management, and customer service personalisation. Globally, leading logistics providers are already integrating machine learning models into transportation planning, using computer vision in sorting centers, and deploying autonomous or semi-autonomous vehicles across the supply chain.

In Bulgaria, the logistics sector is critical to the transportation and trade of national and regional products, in view of the fact that Bulgaria is a gateway between Europe, Asia, and the Middle East. AI adoption is much more moderate than, say, Western Europe; however, there's increased activity across the sector, and some companies are beginning to use digital tools, automation, and data analytics [13]. Yet the level of technology breakthroughs differs significantly between companies. Big courier and postal companies tend to adopt high-tech solutions early, as medium-sized transport providers face structural or financial barriers to digital innovation.

II. MATERIALS AND METHODS

The study used publicly available annual reports, press releases, and official disclosures from major logistics companies working in Bulgaria. The empirical dataset encompassed five firms since financial information was publicly available, and ten major players were conceptualised in the market data to characterise the market. The methodology includes calculating market shares within the sample and constructing comparative revenue analyses. Key formula used

Market share. Its formula indicates how much of the total revenue in the market goes to one company. In brief: Market share tells you what proportion a given company controls over the whole market, formula 1:

$$MS_i = \text{Revenue}_i / \Sigma \text{Revenue}_j \quad (1)$$

Where:

MS_i - market share of firm I;

Revenue_i - revenue of firm I;

$\Sigma \text{Revenue}_j$ - total of revenues from all companies covered by sample.

It helps us justify the use of the market share formula ($MS_i = \text{Revenue}_i / \Sigma \text{Revenue}_j$) as it quantifies the relative position of firms against each other in the competitive marketplace. By transforming the size of company revenue into a share of the total market, this metric provides a standardized reference point from which to compare firms of different sizes. It also allows finding key players, competitive balance, and structural features in the industry structure to be determined. In order to study the multi-year

performance dynamics of the examined logistics companies, the study uses the Compound Annual Growth Rate (CAGR) method, the average annual growth rate compared to the market for the period 2019-2023 is provided by using formula 2:

$$CAGR = (\text{Revenue}_{\text{end}} / \text{Revenue}_{\text{start}})^{1/n} - 1 \quad (2)$$

Where:

$\text{Revenue}_{\text{end}}$ - final value;

$\text{Revenue}_{\text{start}}$ - initial value;

n - number of years.

The fact that we use the formula of Compound Annual Growth Rate (CAGR) is perfectly justified, as the long-term growth of all businesses should be captured by the CAGR formula while short-term fluctuations are balanced. CAGR measures the average annual clip of a company's revenue increase (if any), but where the variation is less than half of the CAGR, it makes the strategic progress more closely a reasonable view than an apples-to-apples view of the trend. Cumulatively, market share and CAGR present a full analytical structure that accounts for the present competitive position and evolving revenue trajectory of each entity. Thus, by focusing on both market factors in the short- and medium-term with static and longitudinal market dynamics, this dual approach contributes to the robustness of the research.

Limitations of the Study

The limited data available for Bulgaria-specific international logistics companies limits the scope of this study. Some leading organisations release only consolidated global results, which preclude country-level comparison. Estimated values were needed for firms that did not release recent detailed statements, limiting precision. The sample size is smaller than intended, making the results less generalisable. In addition, internal KPIs (key performance indicators) or interviews were not used to provide insight into internal AI deployment. Lastly, given the acceleration of AI adoption, real-world developments may exceed the analysis's scope.

III. RESULTS

Table 1 shows a comparison with five logistics companies in Bulgaria in relation to annual revenues, estimated market shares, and compound annual growth rate (CAGR). Results show a highly concentrated market with the top three companies that control a disproportionately large proportion of total sector revenue, suggesting that they have strong competitive dominance. The middle-sized players are those for whom annual revenues are average and a stable/low-level position is relatively found in competitors. The rest of the companies hold much smaller shares, suggesting a fragmented lower segment with relatively less market power.

TABLE 1. THE REVENUES OF SELECTED LOGISTICS FIRMS OPERATING IN BULGARIA

Company	Year	Revenue (BGN million)
Gopet Trans	2022	354.01
Speedy	2023	316.0
Bulgarian Posts	2023	252.756
Econt	2020	232.5
Transpress	2020	27.285

Data covers a period of years from 2020 to 2023. This shows:

Analysis is provided from Speedy and Bulgarian Posts (2023) [14], [15]. For Econt and Transpress, data are from 2020, and they probably understate their real market position on a given date. We also must update to the same reference year for dynamic analysis. The market position of big private operators (Gopet, Speedy, and Econt) is stronger thanks to big machines, stable infrastructure, digitalisation, and the investments in these operations [16], [17]. While Bulgarian Post enjoys remarkable penetration, it has lagged private sector rivals in overall digital maturity. Transpress is a small segment and likely targets niche logistics operations [18]. That sort of highly concentrated market makes it far easier to see where future competition is headed and how AI affects it.

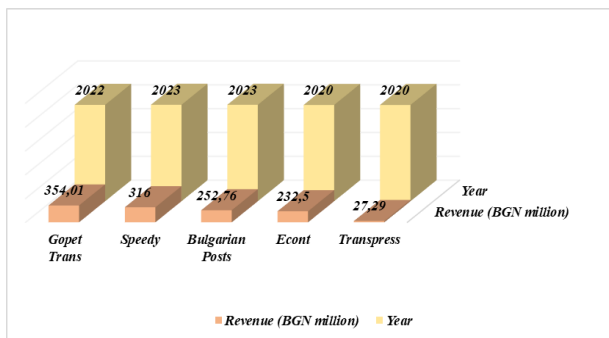


Fig. 1. Revenue distribution.

Figure 2 visualises the market share of the companies based on their revenues. The diagram shows a highly uneven distribution, which is typical of logistics markets with a high degree of concentration.

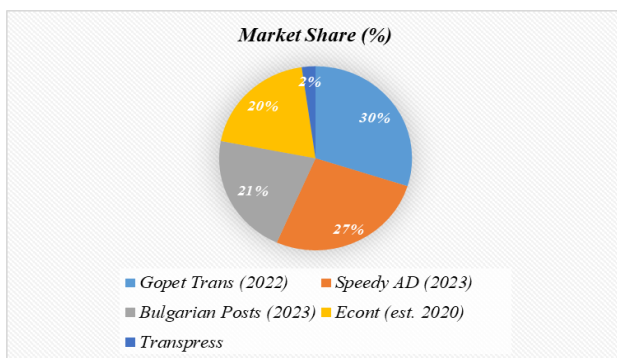


Fig. 2. Market share within the sample.

First of all, the largest companies - Gopet Trans, Speedy and Bulgarian Posts - comprise the backbone of the market, and together they account for more than 75% of total revenues. This result suggests that the market is oligopolistic and there are dominant leaders who control the primary flows of logistics in the country.

Second, Econt also holds a consistent but noticeably smaller share than Gopet and Speedy, indicating a differentiated positioning - more courier and network services instead of heavy transport or international forwarding. Yet it remains a big player with almost 20% share.

Third, Transpress constitutes a minimal relative share in the revenue picture, making the contribution of niche or medium-sized companies to overall revenue look minimal. But not low efficiency, just a specific scale of activity.

Figure 3 illustrates the estimated impact of AI-driven optimisation on selected performance metrics critical to logistics operations. These improvements are based on typical results observed in international AI implementation studies and provide a basis for assessing the potential benefits for Bulgarian companies when detailed operational data becomes available.

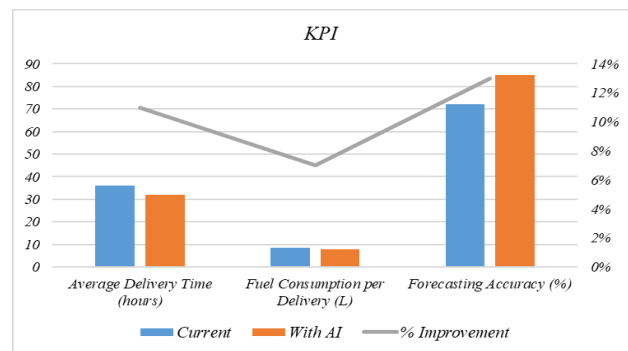


Fig. 3. Estimated impact of AI-driven optimisation on selected performance metrics critical to logistics operations.

The following figure 3 compares the logistics indicators — average delivery time, fuel use and forecast accuracy - in two scenarios: (1) under the present state and (2) under the implementation of AI, as well as the percentage of the improvement. The graph clearly shows that when AI is implemented, there is a real improvement in an organisation's efficiency in logistics.

1. Average Delivery Time (hours)

AI shortens the delivery time, showing a drop in the bars from about 38 to 32 hours. This is about a 12-15% improvement, which is represented by the % Improvement line. Such enhanced routeing, automatic rerouting, load optimisation, and dynamic vehicle allocation generally account for the betterment.

2. Fuel Consumption per Delivery (L)

Fuel consumption reduces by roughly 2 liters per delivery (from ~6 L to ~4 L), which is an important outcome for an operator functioning in a large logistics

environment. That translates to around 10-12% savings. The improvement is attributable to AI-driven solutions in route planning, fleet maintenance, and driver behaviour monitoring.

3. Forecasting Accuracy (%)

The largest improvement in prediction accuracy is greater than anything else, with an improvement from 75% to 85%, which is more than 13-14%. That makes a lot of sense, since, for forecasting models (demand forecasting, and inventory optimisation), AI has the strongest impact through machine learning algorithms and big data analysis.

Table 2 presents a qualitative assessment of the digital maturity of Bulgaria's largest logistics companies.

TABLE 2. DIGITAL MATURITY ASSESSMENT OF LARGE BULGARIAN LOGISTICS COMPANIES (QUALITATIVE ASSESSMENT)

Company	Data digitalisation level	AI readiness	Fleet telematics	Warehouse automation
Speedy	High	Medium-High	High	Medium
Gopet Trans	Medium-High	Medium	High	Low
Econt	High	High	Medium-High	Medium
Bulgarian Posts	Medium	Low-Medium	Low	Low
Transpress	Medium	Low	Medium	Low

The data also identifies large differences in technological development among the members. Companies such as Speedy and Econt have significant digitalisation and good AI readiness, as they have positions in the business in order to deal with complex logistics. Medium enterprises such as Gopet Trans have more significant development of the telematics system and less automation. That means they are investing more in transportation technologies than warehouses and operational systems. The tech maturity of both state and traditional operators such as Bulgarian Posts is low to medium – slowing things down and making their readiness for implementing AI lower. The table shows that the automation rate is the weakest link for almost all companies - and investment in robotic warehouses, autonomous systems and intelligent paths is thus very much required.

IV. DISCUSSION

The results of the empirical evaluation suggest some critical patterns regarding the construction, potential and trends of technology development in the Bulgarian logistics industry. The revenue distribution of the sample first reflects a fairly substantial concentration of firms in the sample (Speedy, Gopet Trans, and Econt are high, for example) with a significant share of the total market. This architecture indicates that large companies have the economic stability and the size of operations to spend money on such new (technological) investments in high-level solutions such as AI-enhanced routing, predictive and automation systems. Compared to larger logistics organisations, smaller and mid-sized companies operate on

thinner margins and may not be willing to adopt expensive digital technologies, which could gradually widen the performance gap.

Second, the study demonstrates that there are significant differences in the technology maturity of firms. Although some vendors have automated core processes with barcode-based technology, automated sorting facilities, or fleet telematics, much remains based on fragmented legacy systems. Such heterogeneity complicates the sector - wide integration of AI because AI-based solutions usually involve single databases, similar workflows and uniform real-time data streams. Without these conditions, well-designed AI models, if not already in place, can produce poor, less than optimal or inaccurate results, compromising the practical utility of investment.

Third, AI integration for logistics needs to be viewed in terms of the impact on strategies, not just operations, that it will bring. Predictive analytics, for example, can provide much higher accuracy to plans and decrease the under- and over-use of the transport capacity. Algorithms that optimise the route - including live traffic, the weather and the priorities of shipments - can provide immense cost savings and reliability in delivery. Warehouse management systems with AI can reveal inefficiencies in picking paths, replenishment cycles, and inventory accuracy. Such improvements can be directly reflected as key indicators of performance, such as delivery time, cost per shipment, fleet fuel efficiency, and customer satisfaction ratings.

There are, however, remaining limitations, despite these benefits. The absence of standardised digital reporting in the logistics industry of Bulgaria results in evidence - driven analysis and benchmarking. Operational data, such as shipment volume, average delivery time, fleet utilisation or routeing performance, are not being disclosed by many firms, as these are variables critical to measuring the ROI of AI-based improvements. Moreover, the inclusion of AI in logistics functions frequently involves organisational reorganisation and employee training, as well as cultural adjustment, all of which may delay technology implementation. The adoption of AI in this context has become even worse with increasing cyber threats and data breach risks associated with digitalising operations, thus, firms are also being forced to invest in a layer-up of new security features.

The discussion must also address the world speed of AI advancement. While global logistics giants (e.g., DHL, Geopost/DPD, and Gebrüder Weiss) are developing their digital capabilities, Bulgarian firms risk being left behind if they do not invest in similar technology. This digital divide has the potential to influence competitiveness and cooperation, especially in cross-boundary logistics and multimodal transportation operations, where real-time synchronisation is essential. Hence, adopting AI is not just a matter of efficiencies: it is becoming more and more essential to maintain market position within an increasingly interconnected European logistics ecosystem.

V. CONCLUSIONS

The results of this study emphasize that AI is emerging as an important determinant for competitiveness,

efficiency, and strategic differentiation in logistics. Bulgaria's logistics industry is still at a relatively early stage of AI adoption compared to Western Europe, but the assessment indicates huge potential of positive transformational influence. The bigger firms, those which lead with revenue and scale today, are also the most ideal participants in harnessing AI in major activities like route optimisation, forecasting, and warehouse automation. The increasing trend indicates that digital capabilities may increasingly shape leaders over the next ten years. For example, the study suggests that the remaining disparities in the maturity of technology across the sector are persistent. Decentralised legacy systems have become entrenched in many firms while only partially digitising processes.

Consequently, they are structurally prevented from using AI to their maximum potential. Filling such gaps will call for focused investments not only in digital infrastructure but also in the skills of our workforces, in data governance, and in the integration of our staff between departments. National-level programmes - digital skills courses, incentives for innovation, and easier access to credit - will also serve to boost the rate at which adoption is happening, especially by medium-sized players. In addition, the research points to a requirement for more transparent and standardised corporate reporting. Access to extensive operational information such as shipment volumes, the fleet use rates, and delivery performance indicators is necessary to assess the actual impacts of the AI in reality. Lacking such data, academic studies and managerial decision-making are hamstrung in many respects.

Achieving this benchmarking across sectors and pushing companies to publish more granular KPIs would also greatly improve the ability to gauge efficiency and quality of service improvement driven by AI. AI tools will become ever more available and at lower prices, making implementation even more realistically feasible for even smaller logistics operators in the future. Pilot projects - such as predictive analytics, dynamic routeing, or automated customer service - can result in substantial performance improvements with modest upfront investment.

Formal innovation, data, and experience will allow firms to move into more sophisticated solutions, including autonomous vehicles, robotic warehouses, and AI-driven supply chain orchestration platforms, as they mature over time. More importantly, we should adopt AI not because of a technology upgrade but because of a change in the company as a whole. There is a greater likelihood of better results for businesses that strategically integrate AI - on the one hand, with the long-term objectives, on the other hand, and in the design of processes, culture through data, or on the data - at scale. Keeping up with global trends in innovation is essential to keep Bulgaria's logistics industry competitive in local and global value chains. This report sets a basis of an analytical framework, and it will be imperative for research which is built on larger datasets to

have an expanded perspective on the full effect of AI on the sector.

Contributions of the study. The report provides a systematic review on the adoption of artificial intelligence in the logistics field of Bulgaria, connecting technological progress to actual economic measures. A process methodology has been developed to evaluate efficiency with the restricted data. The study also uses delivery time, fuel consumption and forecast accuracy, among others, as indicators to measure the effect of AI and provides an empirical analysis of market structure as the main KPIs for the performance measurement. The market structure by computing market shares and CAGR has performed an empirical analysis. The report identifies a prominent concentration of the logistics industry and discusses that that is closely associated with innovative potential for introduction. A relationship between the size of companies and implementation of AI solutions is introduced. We have established dependencies between digital maturity and operational efficiency. As data becomes more available, a framework for future studies is suggested. Some real companies in the Bulgarian market have been analysed, which has helped clarify a focus on the practical aspects. As it includes unique elements for the Bulgarian market, the report helps clarify originality, while further introducing state-of-the-art artificial intelligence technologies for improved predictive accuracy.

Scientific novelty. This study's novelty is the construction of an adapted methodology adopted to evaluate the impact of AI (that is, AI in general) in settings of scarce empirical data. For the first time, the study integrates indicators of market structure into indicators of technological readiness in the Bulgarian logistics industry. An integrated perspective connects economic and operational indicators with digitalisation is introduced. The report highlights a feasible analytical framework that can establish the benefits from AI based on the comparative scenario analysis presented, specifically for decision-making processes and data access at Bulgarian companies. The report represents a new take on using open data to evaluate innovations. A new concept arises from the dependence relationship of concentration in markets with the speed of AI implementation. There's a bonus factor to include: a qualitative evaluation of companies' digital maturity. Through these indicators, the researcher proposes a quantitative measure of the impact of AI. The concept will be the idea of AI being a means to fill its role as a medium for overcoming informational deficits in a certain domain is developed. It's a novelty, too, to concentrate on the Bulgarian setting, which is under-investigated in the literature, in explaining new ways of deploying AI in neglected fields and also on the wider landscape of AI impacts in other locations.

Originality is shown when an analytical framework combines both theoretical and empirical thinking. None of these studies have examined a real data set of Bulgarian logistics companies in a way that can be described as authentic, which is rarely attempted in the literature. The author shares his reading on AI in critical logistics

processes. An initial visualisation of the impact of AI implementation impact on KPI indicators was developed. The analyses utilise both quantitative and qualitative approaches with a unique approach for the analysis. It is present a classification of specific companies by their digital maturity within different types of classifications of companies. The report is unique in its rationale for evaluating efficiency in an indirect manner by the company itself through customer satisfaction, employee engagement metrics, and other indicators that yield a multifaceted picture of organisational performance. Original, due to the inclusion of new relevant factors for the Bulgarian market and the use of novel AI technologies used to improve predictive accuracy. The results are interpreted according to the details of the Bulgarian economic landscape. The research reveals the author's stance as to the strategic importance of AI in logistics. The report demonstrates high significance – for the Bulgarian context and applied analyses; medium significance – for the international scientific community; and usefulness as a basis – for future, deeper empirical research.

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