



smernice strateškega razvoja SKUPINE ISTRABENZ
strategic development guidelines of the ISTRABENZ GROUP

towards 2007

proti letu 2007



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smernice strateškega razvoja SKUPINE ISTREBENZ
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o novih strateških smernicah SKUPINE ISTRABENZ

About the strategic guidelines of the ISTRABENZ GROUP

Smernice strateškega razvoja SKUPINE ISTRABENZ je sprejel Nadzorni svet holdinske družbe ISTRABENZ 13. decembra 2002. Z njimi je holdinska družba postavila temelje za poslovni model svojega delovanja, odnose do povezanih družb in načine upravljanja.

Tudi v prihodnjem razvojnem obdobju bo upravljanje družb v SKUPINI predstavljalo glavno dejavnost holdinske družbe ISTRABENZ, obenem pa bosta holdinska družba in SKUPINA doživljali pomembne spremembe.

V novih razvojnih izhodiščih se tradicionalna dejavnost, trgovanje z naftnimi derivati in plini, širi na področji trgovanja z električno energijo in celostnih energetskih rešitev, ki vključujejo tudi obnovljive vire energije. Vstop v hotelirstvo in turizem pomeni nov zagon perspektivne dejavnosti, ki se bo v prihodnjem razvojnem obdobju intenzivno razvijala. Živahne aktivnosti na področju upravljanja finančnih naložb v novih načrtih dopolnjujejo naložbene aktivnosti in upravljanje nepremičnin, kar predstavlja tretji, naložbeni steber.

ISTRABENZ je holdinska družba, ki opravlja številne koncernske funkcije. V naslednjem

The Strategic Development Guidelines of the ISTRABENZ GROUP have been adopted by the Supervisory Board of the ISTRABENZ Holding Company at its meeting on 13 December 2002. By these guidelines, the Holding Company has laid the foundations for its operations, the relations among associated companies and the methods for their management.

The management of companies of the GROUP will remain the core task of the ISTRABENZ Holding Company in the upcoming development period, during which both the Holding Company and the entire GROUP will submit to significant changes.

In the new development guidelines the traditional activity of trade in petroleum products and gases is expanded to electricity and comprehensive energy solutions. Entering the hotel and tourism industries represents a new incentive to a promising activity which is expected to intensively develop in the future. The rather lively activities in the area of management of investments are being completed in the new plans with other investment activities and real-estate management into a third pillar dedicated to investments.

ISTRABENZ is a Holding Company, directly performing a number of group-related activities.

petletnem obdobju želi izkoristiti vse možne sinergije in bistveno izboljšati poslovne rezultate odvisnih družb in SKUPINE predvsem na operativem področju. Zato bo skupaj z ostalimi strateškimi lastniki postavila ustrezne dolgoročne cilje poslovanja na vseh obstoječih in novih poslovnih področjih.

S pričujočimi smernicami preurejamo in na novo opredeljujemo poslanstvo, vizijo in vrednote, ki povezujejo SKUPINO ISTRABENZ. Zastavljamo si smeje strateške cilje, določamo strategije za njihovo uresničevanje, pridobivamo nova merila za dolgoročno naložbeno in investicijsko politiko.

Predvsem pa nadaljujemo povezovalne procese v SKUPINI, ki so bili zastavljeni v preteklem obdobju.

Zahvaljujemo se vodstvom vseh povezanih družb in svojim sodelavcem za tvorno izmenjavanje stališč in sodelovanje pri oblikovanju pogledov na naše skupne razvojne priložnosti.

Pred nami so zdaj številne naloge. Nadzorni svet je upravo holdinske družbe ISTRABENZ pooblastil, da v prvih šestih mesecih leta 2003 skupaj s strateškimi partnerji in upravami družb pripravi dolgoročne poslovne načrte za posamezne divizije in družbe. V njih bodo opredeljeni izboljšani operativni rezultati in postavljena jasna načela upravljanja in vodenja.

Prepričani smo, da jih bomo ob podpori vseh zaposlenih v SKUPINI ISTRABENZ uspešno uresnili.

Uprava Istrabenza, d.d.

Igor Bavčar, predsednik

Niko Trošt, član

Aldo Gabrijel, član

Srečko Kenda, član

Koper, januar 2003

Over the next five-year period, the Holding Company would like to exploit all the possible synergies and substantially improve business results in subsidiaries and across the GROUP, especially at the operating level. For this reason, along with other strategic owners, the Company will set new long-term operating goals for both the existing and new business areas.

With these guidelines, we are reorganising and redefining our mission, our vision and the values that integrate the ISTRABENZ GROUP. We have set out daring strategic goals, defined the strategies to achieve them and adopted new criteria for our long-term investment policy. In the main, we are continuing the integration processes within the GROUP that were set out during the past period.

We would like to thank the leaders of all associated companies and our co-operators for the constructive exchange of opinions and their contributions in defining the concept of our common development opportunity.

There are many tasks ahead of us. The Supervisory Board has entitled the Management Board of the ISTRABENZ Holding Company with the elaboration long-term plans for single departments and companies in co-operation with strategic partners and managements of companies, to be carried out within the first six months of 2003. These plans will define improved operating results and set out clear management guidelines.

We are confident that we will successfully achieve these goals with the help of all the employees of the ISTRABENZ GROUP.

The Management Board of Istrabenz

Igor Bavčar, President

Niko Trošt, Member

Aldo Gabrijel, Member

Srečko Kenda, Member

Koper, January 2003



upravljanje sprememb

Change management

Delovanje v obdobju do leta 2007 zahteva visoko sposobnost upravljanja sprememb v notranjem in zunanjem okolju.

Holdinska družba ISTRABENZ, d.d., bo z uveljavljanjem strateških smernic obvladovala spremembe, ki se bodo odvijale v treh osnovnih smereh:

- intenzivne rasti in širjenja področij poslovanja,
- sprememb v gospodarskih okoljih na ciljnih trgih,
- sprememb, ki jih prinaša pridružitev Slovenije Evropski uniji.

The activities during the period until 2007 require a strong ability to manage changes both internally and externally.

By applying appropriate strategic guidelines, the ISTRABENZ Holding Company will manage changes conducted in three basic directions:

- Intensive growth and expansion of business areas;
- The intensive growth and expansion of our business, based on changes in business environments on target markets;
- Changes brought by Slovenia's accession to the European Union.

Ijudije

Smo odgovorni,
dobro usposobljeni
in visoko motivirani.



e people

We are responsible,
well trained and highly motivated.





strateška področja delovanja

Strategic operating areas

SKUPINA ISTRABENZ je storitveni koncern. Oblikuje in razvija tri stebre poslovanja ali divizije: Energetiko, Turizem in Naložbe.

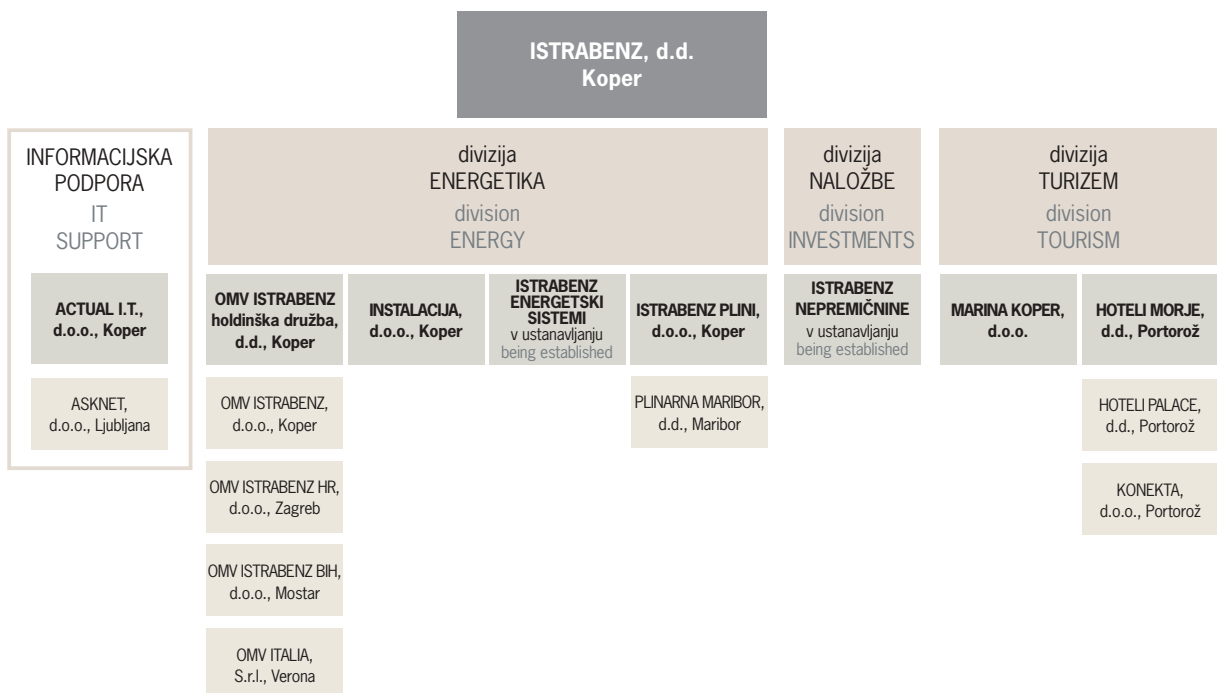
Osrednja dejavnost holdinske družbe ISTRABENZ, d.d., je upravljanje družb v SKUPINI ISTRABENZ. Odgovorna je za področja strateškega razvoja, kontrolinga in informacijskega sistema, statusno-pravne zadeve, upravljanje s strateškimi kadri in integrirano komuniciranje.

The ISTRABENZ GROUP is a servicing enterprise. It is building and developing three basic operating pillars or divisions: Energy, Tourism and Investments.

The core business of the ISTRABENZ Holding Company is the management of companies of the ISTRABENZ GROUP. The Company's responsibilities are strategic development, controlling and IT systems, legal matters, management of strategic staff and integrated communication.

SHEMA ORGANIZIRANOSTI SKUPINE ISTRABENZ

ORGANISATION CHART OF THE ISTRABENZ GROUP



Energetika

- Trženje naftnih derivatov, njihovo skladiščenje in pretovor
- Trženje utekočinjenega naftnega, zemeljskega in tehničnih plinov ter izvedba tehnoloških aplikacij
- Celovite energetske storitve

Energy

- Sale of petroleum products along with storage and transhipment
- Sale of liquefied petroleum gas, natural gas, industrial gases and technological applications
- Comprehensive energy services

Turizem

- Storitve termalnega, letoviškega, kongresnega in navičnega turizma

Tourism

- Tourist services in relation with thermal baths, seaside resorts, convention centres and navigation

Naložbe

- Upravljanje strateskih dolgoročnih naložb v energetiki in turizmu
- Upravljanje srednjeročnih naložb v obliki upravljanja kapitalskih naložb v nepovezana podjetja
- Upravljanje kratkoročnih naložb kot donosno upravljanje prostih sredstev
- Upravljanje naložb v nepremičnine

Investments

- Management of strategic long-term investments in energy and tourism
- Management of medium-term investments as equity investments in companies outside the Group
- Management of short-term investments with the aim of generating profits from available resources
- Management of real-estate investments

4 temeljne strateške usmeritve

Basic strategic guidelines

POSLANSTVO SKUPINE ISTRABENZ

Poganjamo svet
z ustvarjalno energijo.

S celovitimi storitvami na področju energetike, turizma in naložb bistveno prispevamo h kakovostnemu življenju in gospodarski učinkovitosti.

Zagotavljamo celovito, varno in trajnostno naravnano oskrbo z energijo, ki kupcem prinaša visoko vrednost za vložena sredstva.

V turizmu razvijamo vsebinsko zaokrožene in kakovostne storitve, ki temeljijo na osebnem odnosu do gostov, urejenem okolju, njegovih naravnih in kulturnih prednostih.

Z učinkovitim razvojem strateskih dejavnosti v SKUPINI in upravljanjem naložb povečujemo premoženje naših delničarjev.

THE MISSION OF THE ISTRABENZ GROUP

Powering the world
with creative energy

By offering comprehensive services in the areas of energy, tourism and investments we significantly contribute to a better quality of life and improved economic efficiency.

We ensure a comprehensive, safe and sustainable supply of energy, which offers our customers a high value in return for their investment.

In the tourist industry, we offer comprehensive and high-quality solutions that are based on a personal approach to guests, a pleasant and neat environment and its natural and cultural advantages.

We are increasing the property of our shareholders by an efficient development of strategic activities in the GROUP and through management of investments.

VIZIJA SKUPINE ISTRABENZ

Postali bomo vodilna gospodarska skupina v regiji za celostno oskrbo s storitvami in izdelki, ki omogočajo ljudem dinamično in kakovostno življenje.

Istrabenz bo vodilni ponudnik za celostno oskrbo z energijo v regiji.

Postali bomo vodilni ponudnik turističnih storitev v regiji z visokim mednarodnim ugledom in pomemben razvojni partner v lokalnih skupnostih in širšem okolju.

Dosegali bomo nadpovprečno donosnost naložb ob minimalnem tveganju in povečevanju konkurenčnih prednosti. Holdinška družba Istrabenz bo ena izmed najzanimivejših naložbenih možnosti za domače in tuje vlagatelje.

THE VISION OF THE ISTRABENZ GROUP

We will become the leading economic group in the region in the area of comprehensive supply of services and products that offer people a dynamic and high-quality lifestyle.

Istrabenz will become the leading supplier of comprehensive energy solutions in the region.

The Company will become the leading, internationally renowned supplier of tourist services in the region and an important development partner in local communities and the wider area.

We will achieve above-average rates of return on investments with minimum risks and increase the competitive advantages of our strategic activities. The Istrabenz Holding Company will be one of the most interesting investment opportunities both to domestic and foreign investors.



organizacijska kultura

Organisational culture

Organizacijska kultura SKUPINE ISTRABENZ je naklonjena spremembam. Vrednote, ki opredeljujejo naše delovanje, medsebojne odnose in naš odnos do okolja, smo oblikovali v štirih sklopih.

Ljudje

Smo odgovorni, dobro usposobljeni in visoko motivirani.

Naši vodje dosegajo najboljše svetovne standarde vodenja. S svojim osebnim zgledom in pobudami vzpodbujajo sodelavce k osebni razvoju.

Z zavzetostjo in ustvarjalnostjo izpolnjujemo zastavljene načrte, ki nam omogočajo samozavest in izpolnitev uravnoteženih poklicnih ambicij.

The organisational culture of the ISTRABENZ GROUP is inclined towards change. Our values, defining all our operations, internal relations and our approach to the environment, have been divided into four groups.

People

We are responsible, well trained and highly motivated.

Our leaders are attaining the highest world leadership standards. Through personal example and initiatives, they encourage co-workers to undertake personal development.

With commitment and creativity we are achieving the set plans, which enable our self-realisation and the fulfilment of balanced professional ambitions.

Gradimo prijateljske medsebojne odnose in cenimo timsko delo.

Z učinkovito komunikacijo stremimo k boljšemu razumevanju in sprejemanju odločitev.

Priznavamo pomembnost vsakogar in vsakega zaposlenega.

Enake možnosti dajemo vsem, ne glede na spol, raso ali versko pripadnost.

Storitve

Stalno izboljševanje storitev in izdelkov je bistven element našega razmišljanja.

Naša prednost je znanje, ki ga nenehno izpopolnjujemo. Vsak med nami združuje več znanj in je hkrati specialist na svojem področju.

Svoj razvoj smo povezali z naprednimi tehnologijami.

S hitrim osvajanjem novih znanj, veščin in tehnologij nadgrajujemo storitve in izdelke v celovite in učinkovite rešitve.

Nenehno si prizadevamo za izboljševanje kakovosti in produktivnosti v vseh procesih, ki jih izvajamo. Pri tem vselej postavljamo v ospredje varnost.

S kupci nas povezujejo partnerski odnosi. Zagotavljamo jim izdelke, storitve in sisteme odlične kakovosti z nadpovprečno dodano vrednostjo ob konkurenčnih cenah.

Okolje

Povezani smo z okoljem, zato spodbujamo dialog in trajnostni razvoj.

V osrčju našega poslovanja je korporativni trajnostni razvoj.

We build friendly mutual relations and appreciate team work.

Through effective communication we want to improve the understanding and adopting of decisions.

We want to emphasize the importance of every individual and each employee.

We offer equal opportunities to everyone, regardless of their sex, race or religion.

Services

Constant improvement of services and products is an essential component of our philosophy.

Regularly updated knowledge is our priority. All individuals among us combine different skills, being at the same time experts in their own areas.

We link our development to advanced technologies.

By rapidly acquiring new skills, knowledge and technology, we are upgrading our services and products, turning them into comprehensive and effective solutions.

We are constantly striving to increase quality and productivity in all of our processes. In all of this, security is paramount.

We maintain good partnerships with our customers. We supply them with high-quality products, services and systems with exceptional added value at competitive prices.

Environment

We live in strict connection with the environment therefore we promote dialogue and sustainable development.

Corporate sustainable development is at the very heart of our business.

V procese, izdelke in storitve vnašamo najnovejša ekološka spoznanja. Prizadevamo si presegati veljavna okoljska merila.

Smo odgovoren in odprt partner povsod, kjer ustvarjamo. Pripravljeni smo na sodelovanje in upoštevamo mnenja drugih.

Odlikujeta nas razumevanje in poznavanje lokalnega okolja, zato smo z njim tesno povezani.

Donosnost

Učinkovito in dolgoročno upravljamo priložnosti in tveganja.

Optimalno obvladujemo obstoječe naložbe in izbiramo najboljše nove naložbene možnosti. Dosegamo operativno odličnost in pri tem sledimo stroškovni učinkovitosti.

Osredotočamo se na izbrane strateške dejavnosti in stalno izboljšujemo njihove konkurenčne sposobnosti. Ključni cilj naših naložbenih aktivnosti je doseganje nadpovprečne in dolgoročne donosnosti lastniškega kapitala. S tem povečujemo premoženje delničarjev, opogumljamo investicijska vlaganja in širimo poslovanje.

We are constantly introducing the latest environmental knowledge to our processes, products and services. We want to exceed current environmental requirements.

Wherever we create, we prove to be a responsible and broad-minded partner. We are open to co-operation and we consider others' opinions.

We excel at understanding and knowing the local environment and keep a strict relation with it.

Profitability

We manage opportunities and risks in an effective way and with a long-term view.

We ensure optimum management of existing investments and always select the best investment opportunities. We are achieving operating superiority and keep following the principles of cost-effectiveness.

We focus on selected strategic activities and constantly improve their competitive potential. The key goal of our investments is to achieve the highest possible long-term return on equity. By doing this, we are increasing the property of shareholders, supporting investments and expanding our business.



strateški cilji

Strategic goals

Cilj holdinske družbe ISTRABENZ, d.d., je doseči najvišjo možno operativno učinkovitost, zato se bo v prihodnjem razvojnem obdobju osredotočila na optimizacijo poslovnih procesov. Njeni strateški cilji so zastavljeni tako, da ugodne rezultate poslovanja, zahtevano stopnjo donosnosti premoženja in lastniškega kapitala načrtuje in dosega na temeljnih poslovnih področjih. Ob tem bo tudi v prihodnjem obdobju težila k nadpovprečni donosnosti finančnih naložb ob minimalnem poslovnem tveganju.

Temelji poslovanja in rasti SKUPINE ISTRABENZ

- **Pospešeno izboljšujemo** operativne in finančne rezultate poslovanja in ofenzivno razvijamo dejavnosti Energetike, Turizma in Naložb.
- **Uvajamo nove dejavnosti:** celostne energetske storitve v stebru Energetika in nepremičninsko dejavnost v stebru Naložbe.
- **Iščemo, presojamo in izbiramo** nove naložbene možnosti na ciljnih trgih.

The ISTRABENZ Holding Company will focus on optimising basic business procedures in order to achieve the maximum operating efficiency. The Company's strategic goals are laid down with the purpose of achieving positive operating results and the required rate of return on assets and equity in main business areas. In addition, the Company will continue to aim at achieving exceptional rates of return on investment at reduced risks.

The principles of operations and growth of the ISTRABENZ GROUP

- **We are rapidly improving** the operating and financial results and offensively developing the areas of Energy, Tourism and Investments;
- **We are introducing new activities** of comprehensive energy services within the Energy pillar and the real-estate business in the Investments pillar;
- **We are identifying, evaluating and selecting** new investment opportunities in target markets.

Naši vodje dosegajo najboljše svetovne standarde vodenja.

S svojim osebnim zgledom in pobudami vzpodbujajo sodelavce k osebnemu razvoju.

Z zavzetostjo in ustvarjalnostjo izpolnjujemo zastavljene načrte, ki nam omogočajo samouresničitev in izpolnitev uravnoteženih poklicnih ambicij.

Our leaders are attaining the highest world leadership standards.

Through personal example and initiatives, they encourage co-workers to undertake personal development.

With commitment and creativity we are achieving the set plans, which enable our self-realisation and the fulfilment of balanced professional ambitions.





Véliki cilj

SKUPINA ISTRABENZ bo do leta 2007 na izbranih strateških področjih (v Energetiki, Turizmu in Naložbah) dosegla vodilni položaj v regiji in državi glede na rast lastniškega premoženja in donosnosti za lastnike.

Korporacijski strateški cilji do leta 2007

- **dosegati** najmanj 10-odstotno povprečno donosnost lastniškega kapitala,
- **uresniti** do 10-odstotno povprečno letno rast premoženja holdinske družbe in do leta 2007 povečati vrednost celotnih sredstev do višine 65 milijard tolarjev,
- **zagotavljati stabilno rast tržne vrednosti** holdinske družbe,
- **doseči pozitivno rast ekonomskega dobička*** v naslednjem petletnem obdobju tako, da bo ta v letu 2007 za najmanj 2 odstotni točki presegel tehtano povprečno ceno virov sredstev (WACC),
- **povečevati vrednost dolgoročnih finančnih naložb** s povprečno stopnjo 10 odstotkov,
- **intenzivno vlagati v nepremičnine** in pri tem izpolnjevati minimalno zahtevano stopnjo donosnosti v višini tehtane povprečne cene virov sredstev (WACC),
- **učinkovito obvladovati tveganja:** na podlagi temeljite analize zmožnosti generiranja denarnega toka in stopnje tveganja pri novih naložbah, z gospodarnim upravljanjem obstoječih naložb in z uravnoveženostjo naložbenega portfelja,
- **dosegati stabilno rast dividend** v višini 10 odstotkov letno, njihova višina pa bo znašala

* Ekonomski dobiček je enak razliki med dobičkom iz poslovanja po odbitju davkov in stroškov kapitala.

The big goal

By 2007, the ISTRABENZ GROUP will gain a leading role in the region and the country in selected strategic areas (Energy, Tourism and Investments), in terms of growth of equity and profits to owners.

Corporate strategic goals until 2007

- To constantly **achieve** a minimum 10% average return on equity,
- **To attain** a 10% average annual growth of the Holding Company's assets and by 2007 increase the total value of assets to SIT 65 milliard,
- **To ensure stable growth** of the Holding Company's market value,
- **To achieve positive growth of economic profit** over the next five-year period, so that the profit in 2007 exceeds the weighted average cost of capital (WACC) by 2 percentage points,
- **To keep increasing long-term investments** at an average annual rate of 10 percent,
- **To intensively invest in real estate** and meet the minimum required return on real-estate investments, equal to the weighted average cost of capital (WACC),
- **To effectively manage risks:** on the basis of thorough feasibility studies of the cash flow and potential risks in new investments, by sensibly managing the existing investments and balancing the investment portfolio,
- **To achieve a stable growth of dividends** of 10 percent per year, without however

* The economic profit is the difference between the operating profit after tax deduction and the cost of capital.

največ do 25 odstotkov ustvarjenega čistega dobička tekočega leta,

- **racionalizirati stroške poslovanja** tako, da bodo zaostajali najmanj 10 odstotkov za dinamiko rasti vseh vrst prihodkov delniške družbe,
- **pritegniti in motivirati najboljše strokovnjake** in omogočiti vrhunski profesionalni razvoj vsem zaposlenim v SKUPINI ISTRABENZ,
- **osebni in profesionalni razvoj** vodilnega in vodstvenega kadra utemeljiti kot vir razvoja celotne SKUPINE,
- **siriti poslovanje** na trge jugovzhodne Evrope in trge sosednjih ali bližnjih držav z dejavnostmi, na katerih izpolnjujemo odločilne pogoje: zgraditi in obdržati konkurenčne prednosti na področju tržnega deleža, kakovosti, cenovne konkurenčnosti, dolgoročnosti, inovativnosti storitev in kadrovskih virov.

Strateški cilji pri upravljanju družb v SKUPINI

- **doseči ciljno donosnost** družb,
- **spodbujati razvojno naravnost** in ofenzivno tržno nastopanje,
- **vplivati na optimalno sestavo kadrovskih virov**, zlasti vodstvenih in vodilnih,
- **zagotavljati najustreznejšo strukturo virov financiranja**,
- **doseči jasno prepoznavnost** identitete in visoko učinkovitost upravljanja z blagovnimi znamkami,
- **uvesti enovit informacijski sistem in enoten kontroling**,

exceeding 25 percent of the generated net profits of the current year,

- **To rationalise operating costs** and keep them lagging by at least 10 percent behind the increasing overall revenues of the Company,
- **To attract and motivate the best experts** and ensure the best professional advance to all the employees of the ISTRABENZ GROUP,
- **To establish the personal and professional advance** of managers and line workers as a source of development across the entire GROUP,
- **To expand operations** to the markets of South-East Europe and neighbouring or near countries with the activities at which we excel: gaining and maintaining competitive advantages in terms of market shares, quality, price competitiveness, long-term view, innovative services and human resources.

Strategic goals regarding the management of companies of the GROUP

- **To achieve the intended rates of return** in single companies,
- **To stimulate single companies to be development oriented** and offensively enter markets,
- **To ensure an optimum structure of human resources**, with a particular attention to managers and line workers,
- **To ensure the best structure of capital**,
- **To create a strong corporate identity** and a highly effective brand management,
- **To introduce a unified IT system and joint controlling**,

- **vzpostaviti organizacijsko strukturo in upravljalški model** v celotni SKUPINI, ki bosta holdinški družbi zagotovljala primeren vpliv pri postavljanju ciljev poslovanja in nadzor njihovega uresničevanja.

- **To establish an organisational structure and a management model** across the entire GROUP that could enable the Holding Company to properly affect the setting of business goals and supervise their implementation.

Strateški cilji na področju organizacije in vodenja holdinške družbe

Strategic goals regarding the organisation and management of the holding company

- **učinkovito upravljati** celoten naložbeni portfelj,
- **optimalno izvajati** poslovne funkcije za koncern,
- **učinkovito izvajati** dogovorjene strateške funkcije in svetovanje odvisnim družbam.

- **To effectively manage** the entire investment portfolio,
- **To optimally perform** business functions for the needs of the Group,
- **To successfully perform** the agreed strategic functions and advising to subsidiaries.

Strateški cilji na področju korporacijskega komuniciranja

Strategic goals in the area of corporate communication

- Z razvijanjem kulture sprememb bomo udeležali poslanstvo, vizijo in vrednote na posameznih poslovnih področjih.
- Utdili bomo ugled SKUPINE ISTRABENZ kot enega vodilnih gospodarskih sistemov v okoljih, v katerih delujemo.
- Z učinkovitim tržnim komuniciranjem želimo doseči čim boljše prodajne rezultate, ustrezno pozicioniranje izdelkov in storitev ter povečati ugled blagovnih znamk.
- Z načrtnimi aktivnostmi bo SKUPINA ISTRABENZ v vseh okoljih postala ena vodilnih na področju poročanja o korporativni odgovornosti in širjenju zavedanja o pomenu skrbi za trajnostni razvoj v gospodarstvu.

- By developing a culture of change, we will accomplish our mission, vision and values in single business areas.
- We will strengthen the reputation of the ISTRABENZ GROUP as one of the leading economic systems in all our operating areas.
- By means of an efficient marketing communication, we intend to achieve the best sale results, a proper positioning of our products and services and a stronger renown of our brand names.
- By carrying out planned activities, the ISTRABENZ GROUP will become one of the leading companies in terms of reporting on corporate responsibility and supporting the awareness about the importance of sustainable development in economy.

strateške usmeritve po dejavnostih

Strategic guidelines per single activity

Oskrba z naftnimi derivati

Trgovanje z naftnimi derivati

Poslanstvo

Z odgovornostjo in najvisjo kakovostjo storitev zadovoljujemo potrebe, zlasti mobilnih kupcev, po naftnih derivatih, trgovskih in povezanih storitvah.

Vizija

Dosegli bomo vodilni položaj pri oskrbi z naftnimi derivati v jugovzhodni Evropi in severni Italiji. Na vsakem izmed trgov bomo postali sinonim za odgovoren odnos do okolja ter vrhunsko kakovost izdelkov in storitev.

Strateski cilji

Doseči želimo položaj najkakovostnejšega ponudnika naftnih derivatov na ciljnih

Supply of petroleum products

Trade in petroleum products

Our mission

By offering responsible and top-quality services, we are meeting the demands of our mobile customers of petroleum products, retail sales and auxiliary services.

Our vision

We will achieve the position of the leading company in the supply of petroleum products across South-East Europe and Northern Italy. In each of these markets, we will become a synonym for the responsible approach to the environment and top-quality products and services.

Strategic goals

We intend to achieve the position of suppliers of the best quality petroleum products in target

trgih, ustvariti najboljšo nabavo in logistiko ter vzpostaviti učinkovito organiziranost družb.

Ofenzivno bomo povečevali tržne deleže, da bi dosegli v Sloveniji 30-odstotni, na Hrvaškem in v Bosni in Hercegovini 25-odstotni ter v Italiji, na področju Triveneta, 6-odstotni tržni delež.

Ciljna donosnost lastniškega kapitala je 10-odstotna. Vse nove naložbe jo morajo izpolniti in presegati cilje, pri čemer imajo prednost naložbe z najnižjo stopnjo tveganja in najvišjimi ter najhitrejšimi donosi.

Skladiščenje in pretovarjanje naftnih derivatov

Poslanstvo

Varno, stroškovno učinkovito, tehnološko dovršeno in odgovorno do okolja skladiščimo in pretovarjamo naftne derivate.

Vizija

Obdržali bomo vodilni položaj na področju skladiščenja in pretovarjanja naftnih derivatov v Sloveniji in dosegli najvišje standarde varnosti, zanesljivosti in učinkovitosti.

Strateski cilji

Do leta 2007 bomo pokrili najmanj 70 odstotkov potreb po skladiščenju in pretovarjanju naftnih derivatov v Sloveniji in vsaj polovico potreb slovenske države po obveznih rezervah naftnih derivatov.

Dosegali bomo najmanj 10-odstotno donosnost lastniškega kapitala.

markets; we want to optimise purchasing and logistics and establish an efficient organisational structure of our companies.

We will offensively increase our market shares to achieve 30 percent in Slovenia, 25 percent in Croatia and Bosnia and Herzegovina and a 6-percent market share in the Triveneto region in Italy.

We intend to achieve the intended return on equity of 10 percent. All the new investments must achieve this rate and exceed other goals. Investments with the lowest rate of risk and highest and fastest returns will be given priority.

Storage and handling of petroleum products

Our mission

We ensure safe, cost-effective, technologically advanced and environmentally responsible storage and transshipment of petroleum products.

Our vision

We will maintain our leading role in the area of storage and transshipment of petroleum products in Slovenia and meet the highest standards of safety, reliability and effectiveness.

Strategic goals

By 2007, we will cover at least 70 percent of the demand in the area of storage and transshipment of petroleum products in Slovenia and at least half of the Slovenian needs of storing government petroleum reserves.

We will be achieving a minimum 10-percent return on equity.

Oskrba s plini in plinske tehnologije

Poslanstvo

Potrebe porabnikov plinov zadovoljujemo na varen, zanesljiv in tehnološko najsodobnejši način.

Vizija

Postali bomo vodilna družba po kakovosti in uspešnosti v plinski dejavnosti v Sloveniji in na vseh ciljnih trgih.

Strateski cilji

V Sloveniji bomo dosegli vodilni položaj na področju tehničnih plinov in s povečanjem tržnega deleža utrdili vodilni položaj pri oskrbi z utekočinjenim naftnim plinom. Uvrstili se bomo med najpomembnejše ponudnike zemeljskega plina in z dinamičnim vstopanjem na lokalne trge dosegli 10-odstotni tržni delež.

Plinsko dejavnost bomo ofenzivno širili na trga Hrvaške in Bosne in Hercegovine.

Razvijali bomo nove tehnologije uporabe plinov in širili strateska partnerstva z dobavitelji.

Dosegali bomo 10-odstotno povprečno donosnost na lastniški kapital.

Turizem

Poslanstvo

Zagotavljamo vsebinsko zaokrožene in kakovostne turistične storitve, ki temeljijo na osebni odnosu do gostov, na urejenem okolju, njegovih naravnih in kulturnih prednostih.

Vizija

Postali bomo vodilni ponudnik turističnih storitev v regiji z visokim mednarodnim ugledom in pomemben razvojni partner v lokalnih skupnostih in širšem okolju.

Supply of gases and gas technologies

Our mission

We are meeting the needs of our users in a safe, reliable and technologically advanced way.

Our vision

We will become the leading gas company in terms of quality and performance in Slovenia and in all target markets.

Strategic goals

In Slovenia, we will gain the leading role in the area of industrial gases and - by increasing our market share - strengthen our advanced position as suppliers of liquefied petroleum gas. We will be ranked among the most important suppliers of natural gas and achieve a 10-percent market share by dynamically entering local markets.

We will offensively expand our gas business to the markets of Croatia and Bosnia and Herzegovina.

We will develop new technologies for using gases and expand strategic partnerships with suppliers.

We will be achieving a 10-percent average return on equity.

Tourism

Our mission

We offer comprehensive and high-quality tourist services that are based on a personal approach to guests, a pleasant and neat environment and its natural and cultural advantages.

Our vision

The Company will become the leading, internationally renowned supplier of tourist services in the region and an important development partner in local communities and the wider area.

Strateski cilji

Z znanjem in kakovostjo turističnih storitev bomo do leta 2007 prevzeli vodilni položaj v regiji in izkoristili priložnosti za širitev dejavnosti v Sloveniji, na Hrvaškem in na drugih atraktivnih lokacijah.

Oblikovali bomo povezano turistično-hotelsko podjetje in z medsebojnim dopolnjevanjem dosegli relativno znižanje stroškov za najmanj 5 odstotkov.

S prestrukturiranjem dejavnosti za zahtevnejše goste bomo uresnicili najmanj 10-letno rast prihodkov.

Donosi na vloženi kapital bodo dosegali 8 odstotkov.

Celostne energetske rešitve

Poslanstvo

Razvijamo in uveljavljamo celovite in inovativne energetske storitve. Oskrbo z energenti nadgrajujemo z analizami, svetovanjem, organizacijo in izvedbo investicij v učinkovito rabo energije in izrabo obnovljivih virov energije.

Vizija

Postali bomo vodilni na področju trajnostno naravnane oskrbe z energijo v Sloveniji in jugovzhodni Evropi.

Strateski cilji

Z oblikovanjem nove ponudbe celostnih energetske rešitve bomo zadovoljili najzahtevnejše potrebe po učinkoviti rabi energije ob minimalnih emisijah. Postali bomo vodilni v razvoju in uveljavljanju novih energetske tehnologij. Do leta 2007 želimo osvojiti položaj podjetja z najvisjo dodano vrednostjo v panogi na trgih jugovzhodne Evrope. Donos na vložena sredstva bo najmanj 10-odstoten.

Strategic goals

Based on our know-how and the quality of our tourist services, we will take over the leading position in the region by 2007 and take advantage of expanding our activities across Slovenia, into Croatia and to other attractive locations.

We will develop a well-connected tourism and hotel company and, by exploiting synergies, relatively reduce expenses by at least 5 percent.

We will restructure some activities to suit more demanding guests and thus generate an annual increase in revenues of at least 10 percent.

The return on investment will amount to 8 percent.

Comprehensive energy solutions

Our mission

We are developing and establishing comprehensive and innovative energy services. We are upgrading our supply of fuels through analyses, advising, organisation and implementation of investments in efficient energy consumption and exploitation of renewable sources of energy.

Our vision

We will assume a leading role in the area of sustainable energy supply in Slovenia and in South-East Europe.

Strategic goals

Through the creation of a new offering of comprehensive energy solutions, we will satisfy the most demanding needs for efficient use of energy at reduced emissions. We will assume a leading role in developing and establishing new energy-related technologies. By 2007, we intend to gain the position of a company generating the highest added value in the industry in the markets of South-East Europe. We will achieve a minimum 10-percent return on investment.

Informatika

Poslanstvo

Povečujemo koristnost informacijskih rešitev za podjetja.

Vizija

S širokim razponom znanja in celostnimi rešitvami bomo optimizirali delovanje podjetij in mednarodno uveljavili lastno rešitev za podporo maloprodaje.

Strateski cilji

V trgovini z naftnimi derivati bomo postali pomemben partner pri razvoju in vzdrževanju maloprodajnih mrež OMV ISTRABENZ in OMV. Uveljavili se bomo kot vodilna pogodbeno SAP skupina v Sloveniji.

Dosegali bomo najmanj 10-odstotno rast prihodkov na slovenskem trgu in 10-odstotno donosnost na vložena sredstva.

Nepremičnine

Strateski cilji

Osvojili bomo vodilno mesto po dinamiki rasti, tržnem deležu, ugledu in celovitosti nepremičninskih storitev v Sloveniji in nepremičninsko dejavnost razširili tudi na jugovzhodne trge. Ciljni donos na vložena sredstva je 20-odstoten.

Druge naložbe

Strateski cilji

Cilj naložbene politike holdinske družbe ISTRABENZ, d.d., je z najustreznejšo razpršenostjo naložb dosegati maksimalno dolgoročno donosnost ob minimalnem naložbenem tveganju.

Holdinska družba ISTRABENZ bo do leta 2007 postala vodilna holdinska družba glede dinamike rasti, donosnosti premoženja in varnosti naložb na izbranih strateških področjih. Povprečna letna ciljna donosnost drugih naložb bo najmanj 8-odstotna.

Information Technology

Our mission

We are improving the utility of IT solutions in companies.

Our vision

Using extensive knowledge and comprehensive solutions, we will optimise operations in companies and internationally establish a proprietary retail-support solution.

Strategic goals

In the petroleum-products trade, we will become an important partner in developing and maintenance of OMV ISTRABENZ and OMV retail networks. We will become an affirmed, leading SAP contractor group in Slovenia.

We will achieve a minimum 10-percent increase in revenues in the Slovenian market and a minimum 10-percent return on investment.

Real estate

Strategic goals

We will gain the leading role in terms of growth, market share, repute and scope of real-estate services in Slovenia and expand our real-estate business to other markets of South-East Europe. The intended return on investment amounts to 20 percent.

Other investments

Strategic goals

The goal of the ISTRABENZ Holding Company's investment policy is to achieve the maximum long-term profitability at reduced risks through an ideal diversification of investments.

By 2007, the ISTRABENZ Holding Company will become the leading holding company in terms of growth, return on assets and safety of investments in selected strategic areas. The intended average annual return on investments is at least eight percent.

Gradimo prijateljske medsebojne
odnose in cenimo timsko delo.

We build friendly mutual relations and
appreciate team work.

Z učinkovito komunikacijo stremimo
k boljšemu razumevanju in
sprejemanju odločitev.

Through effective communication we
want to improve the understanding and
adopting of decisions.

Priznavamo pomembnost vsakogar
in vsakega zaposlenega.

We want to emphasize the importance
of every individual and each employee.

Enake možnosti dajemo vsem, ne glede
na spol, raso ali versko pripadnost.

We offer equal opportunities to everyone,
regardless of their sex, race or religion.







korporacijske strategije

Corporate strategies

Uresničevanje razvojnih ciljev in na novo opredeljenega poslanstva in vizije bo potekalo z izvajanjem izbranih strategij.

Konsolidacija SKUPINE ISTRABENZ

Konsolidacija SKUPINE ISTRABENZ prinaša reorganizacijo SKUPINE, novo opredelitev upravljanja odvisnih družb, procesov strateskega, dolgoročnega in letnega planiranja ter kontrolnih postopkov in korekcijskih ukrepov.

Osredotočenje na tri strateška poslovna področja

Z osredotočenjem na strateška področja Energetika, Turizem in Naložbe bomo pridobili vodilni položaj in oblikovali pomembne prednosti na ciljnih trgih ali v izbranih tržnih segmentih.

Osredotočenje na operativno odličnost temeljnih strateških področij in podpornih dejavnosti

Holdinska družba je v preteklem obdobju dosegla izredno dobre poslovne rezultate na področju finančnega upravljanja naložb in negativne rezultate pri operativnem poslovanju, ki so bili posledica

The development goals and the redefined mission and vision will be realised through the enactment of the strategies selected.

Consolidation of the ISTRABENZ GROUP

The consolidation of the ISTRABENZ GROUP implies the reorganisation of the GROUP, the redefinition of the management of associated companies, of the strategic, long-term and annual planning, as well as of control procedures and corrective measures.

Focusing on three strategic business areas

We will gain a leading position and considerable advantages on target markets and selected market segments by focusing on the strategic areas of Energy, Tourism and Investments.

Focusing on operating excellence in basic strategic areas and supporting activities

Over the past period, the Holding Company has been achieving exceptionally good business results in the area of financial management and negative results

izgub v trgovini z naftnimi derivati. Zato je potrebno v prihodnjem razvojnem obdobju hitro izboljšati poslovanje v trgovini z naftnimi derivati in v ostalih temeljnih strateskih in podpornih dejavnostih. To bo holdinska družba dosegla z osredotočenjem na operativno poslovanje, kar ji bo zagotavljalo uspešen dolgoročni razvoj.

Strategija preobrata v poslovanju

Z ambicioznejšim zastavljanjem ciljev in z intenzivnimi aktivnostmi za izboljševanje operativnega vodenja in izvajanja temeljnih strateskih dejavnosti bomo vzpostavili pozitiven trend v operativnem poslovanju.

Strategija stroškovnega vodstva

S hitro rastjo obsega poslovanja in z izboljšanjem ključnih poslovnih procesov nameravamo doseči najnižje stroške na izbranih trgih oziroma v izbranih tržnih segmentih. S strategijo stroškovnega vodstva bomo dosegli standardizacijo izdelkov, racionalizirali procese in obvladali stroške, hkrati nam bo omogočila razvoj novih izdelkov in nenehno izboljševanje obstoječih.

Strategija upravljanja s človeškimi viri

V središču razvojnih smernic je kakovostno upravljanje s človeškimi viri, ki temelji na zaposlovanju najboljših kadrov, zagotavljanju pogojev za uresničevanje vseh potencialov zaposlenih ter osebni in profesionalni razvoju vodilnih in vodstvenih delavcev.

Vzdrževanje visokega ugleda in tržne vrednosti SKUPINE ISTRABENZ

Na osnovi skupnega identitetnega sistema bomo načrtovali in izvajali premišljeno in ciljno usmerjeno komuniciranje z izbranimi javnostmi. S komuniciranjem uresničevanja strateskih smernic in ciljev bomo vzdrževali in večali ugled, vrednost in zaupanje v holdinsko družbo in celotno SKUPINO ISTRABENZ.

Strategija integriranega komuniciranja

Strateško bomo upravljali korporativno komuniciranje, odnose z javnostmi in tržno komuniciranje vseh družb in poslovnih področij v SKUPINI ISTRABENZ. Z usklajenimi aktivnostmi bomo dosegli primerno učinkovitost poslovanja in izpolnili začrtane cilje: konsolidacijo poslovnih procesov, internacionalizacijo poslovanja ter zmanjševanje poslovnih tveganj.

in core operations, caused by losses from the trade in petroleum products. Therefore, over the next development period, the operating results of the trade in petroleum products and basic strategic areas and supporting activities need to be rapidly improved. The Holding Company will achieve this goal by focusing on the business operations and thus ensuring a successful long-term development.

A business strategy turnaround

We will create a positive trend in operating activities by setting more ambitious goals and carrying out intensive actions to improve the management of operations and carry out the basic strategic activities.

Cost-management strategy

By rapidly expanding the scope of our activities and optimising key operating procedures, we intend to reduce expenses in selected markets and market segments. The cost management strategy will enable us to standardise our products, rationalise processes and manage costs, as well as develop new products and keep improving the existing ones.

Human resource management strategy


The pivot of the development guidelines is a highly effective human resource management, based on employing the best staff, ensuring the conditions for developing the potential of all employees and the personal and professional advance of managers and line workers.

Maintaining the high reputation and market price of the ISTRABENZ GROUP

The common identity system will serve as a base for planning and performing well-pondered and target-oriented communication with selected audiences. By communicating the implemented strategic guidelines and achieved goals, we will maintain and increase the renown, the value and the credibility of the Holding Company and of the entire ISTRABENZ GROUP.

Integrated communication strategy

We will strategically manage corporate communication, public relations and marketing communication of all companies and business areas in the ISTRABENZ GROUP. Through coordinated action, we will attain the appropriate business efficiency and fulfil the set goals: consolidation of business procedures, internationalisation of business and reduction of business risks.



preverjanje izvajanja in uresničevanja strateških smernic

Verifying
the implementation
of strategic guidelines

ISTRABENZ, d.d., je dosleden in strog pri uresničevanju začrtanih dolgoročnih ciljev in zahtev ter prilagodljiv pri določanju kratkoročnih aktivnosti, ukrepov in načinov za njihovo doseganje.

Preverjanje uresničevanja Smernic strateškega razvoja poteka z rednim mesečnim poročanjem Nadzornemu svetu holdinske družbe, s četrtletnim, polletnim in letnim poročanjem delničarjem in javnosti. Poročanje prikazujemo na način, ki omogoča nazorno primerjanje začrtanih in doseženih rezultatov.

At ISTRABENZ, we are consistent and unyielding in implementing the long-term goals and requirements, while flexible in defining short-term activities, measures and methods for achieving such goals.

The implementation of Strategic Development Guidelines is carried out through monthly reporting to the Supervisory Board of the Holding Company and by means of quarterly, mid-year and annual reports to shareholders and to the public. All our reports offer clear comparisons between planned and achieved results.

SKUPINA ISTRABENZ / ISTRABENZ GROUP
Proti letu 2007 / Towards 2007

Note

The English version is a translation of the Slovene original
which remains the legal version.

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