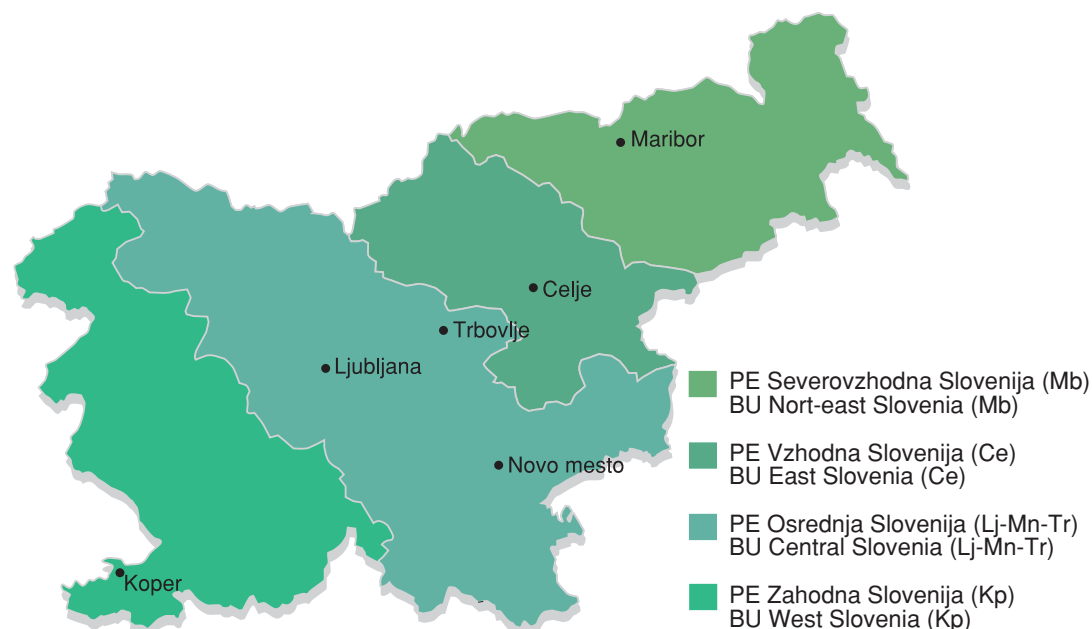


Slika 2:
Razporeditev poslovnih enot in
prodajnih mest SKUPINE
ISTRABENZ PLINI v Sloveniji

Picture 2:
Network of business units (BU)
and points of sales of ISTRABENZ
PLINI in Slovenia



Doseženi rezultati

Results

Količinski cilji prodaje so bili preseženi v družbi ISTRABENZ PLINI, d.o.o. in doseženi v PLINARNI MARIBOR. Rahel in pričakovan padec prodanih količin UNP-ja ugodno nadomešča izrazita rast prodaje tehničnih plinov. Nekateri parametri poslovanja zaradi združitve treh plinskih družb v letu 2001 postajajo neprimerljivi s predhodnim obdobjem, ki pa ga prekašajo po splošnih prodajnih in predvsem po finančnih parametrih.

Finančni rezultati poslovanja so nad pričakovanimi. Poslovno leto 2001 je družba ISTRABENZ PLINI, d.o.o., zaključila s 30 odstotkov višjim bruto dobičkom v primerjavi z dobičkom, ki je bil v predhodnem letu dosežen v ISTRAGASU, CELJSKIH PLINI in EUROPLINU TRBOVLJE skupaj. Poslovni rezultat PLINARNE MARIBOR v poslovnem letu 2001 prinaša 63,8 odstotkov višji dobiček od načrtovanega in je tako 64,9 odstotkov višji kot leto prej. Ugodni finančni parametri poslovanja zagotavljajo dobro donosnost kapitala, naložbo v plinske družbe SKUPINE ISTRABENZ pa uvrščajo med najbolj donosne.

Utekočinjeni naftni plin

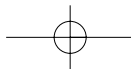
Liquefied petroleum gas

Indeks količinske prodaje UNP-ja za Skupino ISTRABENZ PLINI s 37.313 tonami znaša 98, znotraj tega pa 99 za družbo ISTRABENZ PLINI in 95 za PLINARNO MARIBOR. Poleg že naštetih sta dodaten vzrok za rahel padec ustavitve proizvodnje največjega kupca UNP-ja Steklarne Hrpelje in manjša prodaja nekaterim kupcem.

The sales volume targets were exceeded by the company ISTRABENZ PLINI, d.o.o., and achieved by the company PLINARNA MARIBOR. A slight and expected fall in sales volumes of LPG was favourably replaced by a marked growth in sales of technical gases. Due to the merger of three gas companies in 2001 some business parameters cannot be compared to the year before, but do still exceed it in general sales and financial parameters.

Financial results are above expectations. The company ISTRABENZ PLINI, d.o.o. concluded the year 2001 with a 30% higher gross profit compared to the gross profit realised in the previous year by the companies ISTRAGAS, CELJSKI PLINI and EUROPLIN TRBOVLJE combined. The profit made by PLINARNA MARIBOR exceeded budget by 63.8% and was 64.9% above the year before. The favourable financial parameters of operation ensure a good return on equity and rank the investment in the gas companies of the ISTRABENZ GROUP among the most profitable investments.

The LPG sales volume index for the group ISTRABENZ PLINI with 37,313 tonnes was 98 and in that framework 99 for the company ISTRABENZ PLINI and 95 for PLINARNA MARIBOR. Additional reasons for a slight decline were the suspended production in the biggest buyer of LPG - Steklarna Hrpelje (glass factory) and lower sales to some buyers.



Tehnični plini

Technical gases

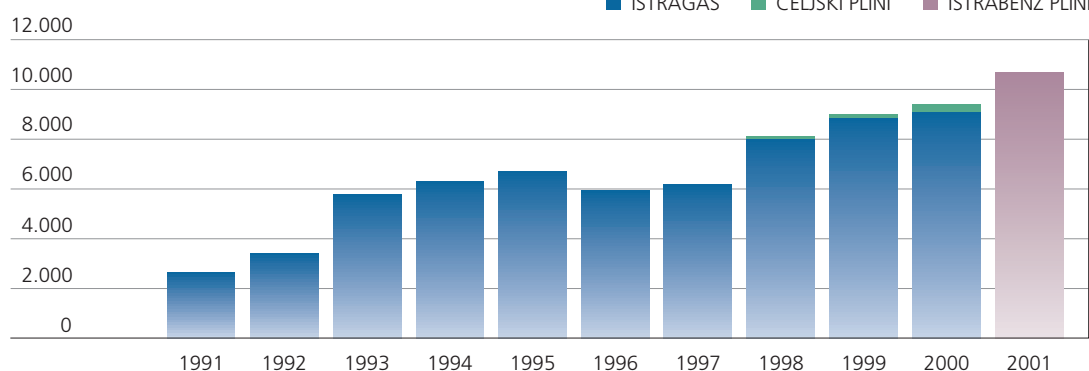
V PLINARNI MARIBOR smo zastavili investicijo v izgradnjo industrijskega tira in pretakališča v Bohovi, ki je pomembna za zagotovitev stabilnejše nabavne poti za UNP za celotno Skupino ISTRABENZ PLINI.

PLINARNA MARIBOR started with the construction of a railway track and decanting plant at Bohova, which is important for providing more stable LPG supply routes for the whole ISTRABENZ PLINI group.

Količinska prodaja tehničnih plinov je v skupini plinskih podjetij v primerjavi s predhodnim letom dosegla indeks 114.

The sales volume of technical gases by the gas companies group reached the index 114 compared to the previous year.

Količina (v tonah)
Quantity (in tonnes)



Graf 24:
Rast prodaje tehničnih plinov
v obdobju 1991-2001

Graph 24:
Sales growth of technical
gases (TG) in the period 1991-2001

V aprilu 2001 smo zaključili pomembno investicijo, gradnjo nove polnilnice tehničnih plinov v Celju. Sodobna, računalniško vodena polnilnica tehničnih in specialnih plinov ter mešanic omogoča video nadzor na polnilnem mestu, istočasno polnjenje več vrst plinov ali mešanic v poljubnih razmerjih in krajši manipulacijski čas. Investicija v vrednosti 260 milijonov tolarjev uvršča ISTRABENZ PLINI v tehnološki vrh in omogoča oskrbo severovzhodne Slovenije s tehničnimi in specialnimi plini iz Celja (prej iz Koper).

In April 2001 an important investment was finalised, the construction of a new filling plant for technical gases in Celje. Up-to-date, computer operated filling plant of technical and special gases and blends, enables video surveillance at the filling point, simultaneous filling of various types of gases and blends in various ratios and shortens the manipulation period. The SIT 260 million investment equipped ISTRABENZ PLINI with top-ranking technology and enabled the supply of north-east Slovenia with technical and special gases from Celje (previously from Koper).

Tudi na področju novih izdelkov smo uspeli s sklenitvijo poslov pri uporabi plina za sežig odpadkov, zaščito in zamrzovanje prehrabnih izdelkov, brizganje plastičnih mas s pomočjo N₂, pri transportu prahu po ceveh z N₂, zaščiti hrane pred insekti in glodalci, termični obdelavi in hlajenju.

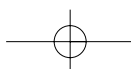
Our new products proved successful as well. Business transactions were finalised relating to the use of our gas for the incineration of waste, protection and freezing of food products, injection of plastic by use of N₂, transmission of dust through pipes by use of N₂, protection of food from insects and rodents, thermal processing and cooling.

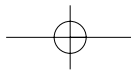
Zemljski plin

Natural gas

V strukturi prihodkov PLINARNE MARIBOR predstavlja prodaja zemeljskega plina 61,2-odstotni delež, prodaja UNP-ja in trgovskega blaga pa 34,7 odstotka. V poslovnem letu 2001 smo prodali 38.506.162 m³ zemeljskega plina na podlagi koncesijskih pogodb v mestni občini Maribor in občini Ruše. To je 5 odstotkov več kot leto prej, vendar 5 odstotkov manj,

In the structure of revenues of PLINARNA MARIBOR sales of natural gas represented a 61.2% share, sales of LPG and commercial merchandise together 34.7%. In 2001, 38,506,162 m³ of natural gas were sold on the basis of concession contracts in the municipalities of Maribor and Ruše. That was 5% more than the year before but 5% below the budget. We attracted 448 new buyers. To increase





kot smo načrtovali. Pridobili smo 448 novih kupcev. Da bi povečali prodajo zemeljskega plina, smo v občini Ruše v letu 2001 zgradili 723 metrov plinovodov, v mestni občini Maribor pa 3.794 metrov plinovodov.

the sales of natural gas we constructed 723 metres of pipeline in the municipality of Ruše, and 3,794 metres of pipeline in Maribor.

Napoved za leto 2002

Outlook for 2002

Širjenju dejavnosti tehničnih plinov v vse poslovne enote in PLINARNO MARIBOR bo sledilo širjenje naše dejavnosti UNP na hrvaško tržišče. S pomočjo novega informacijskega sistema SAP pa bomo tesneje povezali PLINARNO MARIBOR z ISTRABENZ PLINI.

The expansion of technical gas business to all the business units and to PLINARNA MARIBOR will be followed by the expansion of LPG business to the Croatian market. With the support of the new information system SAP closer links will be established between PLINARNA MARIBOR and ISTRABENZ PLINI.

Načrtujemo, da bomo v ISTRABENZ PLINIH:

- obdržali visoko donosnost (ROE),
- uvedli spremljanje uravnoteženih kazalnikov poslovanja po Kaplanu in Nortonu,
- dosegli skupno prodajo plinov v obsegu 40.000 ton in indeks rasti 106 v primerjavi z letom 2001,
- uvedli standard kakovosti ISO 9001 po standardu 2000 tudi v poslovni enoti Vzhodna Slovenija,
- povečali tržni delež na domačem trgu,
- uvedli informacijski sistem SAP,
- povezali poslovno enoto Severovzhodna Slovenija s PLINARNO MARIBOR,
- ustanovili družbo ISTRABENZ PLINI na Hrvaškem.

ISTRABENZ PLINI plans to:

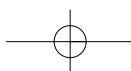
- maintain the high return on equity,
- introduce monitoring of balanced performance indicators according to Kaplan and Norton,
- reach a total gas sale of 40,000 tonnes and the growth index of 106 compared to 2001,
- implement the quality standard ISO 9001, class 2000, also in the business unit East Slovenia,
- increase the market share in Slovenia,
- implement the information system SAP,
- connect the business unit North-east Slovenia with PLINARNA MARIBOR,
- establish a company ISTRABENZ PLINI in Croatia.

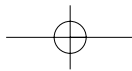
V PLINARNI MARIBOR načrtujemo:

- povečanje donosnosti na 8 odstotkov (ROE),
- skupno prodajo plinov v obsegu 11.500 ton UNP in 42.500.000 m³ zemeljskega plina, kar je za 5 oziroma 4 odstotke več kot leta 2001,
- uvedbo uravnoteženega sistema kazalnikov po Kaplanu in Nortonu,
- krepitev tržnega deleža v severo-vzhodni Sloveniji,
- uvedbo informacijskega sistema SAP,
- pridobitev dolgoročne koncesije za prodajo zemeljskega plina v Mariboru in drugih mestih,
- gradnjo železniškega tira v Bohovi do faze, ki bo omogočila dobavo UNP-ja s celovitim logističnim procesom po železnici.

PLINARNA MARIBOR plans to:

- increase the return on equity to 8%
- reach a total sale of 11,500 tonnes of LPG and 42,500,000 m³ of natural gas, which is 5% and 4% above the 2001 figures respectively,
- introduce a balanced system of indicators according to Kaplan and Norton,
- consolidate of the market share in north-east Slovenia,
- implement the information system SAP
- acquire long-term concessions for the sale of natural gas in Maribor and other cities,
- construct a railway track in Bohova to the phase enabling the supply of LPG, with the full logistical process, by railway.





10.1.4 TURIZEM

TOURISM

Razmere v panogi

Conditions within the industry

Turizem predstavlja danes zrelo in obenem še vedno hitro rastočo gospodarsko dejavnost. Svetovna turistična organizacija ocenjuje letno rast števila turistov v svetu na 3,8 odstotka, v Evropi pa na 3,2 odstotka. Struktura turistične dejavnosti je splet močno povezanih dejavnosti, med katerimi so najpomembnejše nudenje nočitvenih, gostinskih, kulturnih, športnih in zabavišnih zmogljivosti, potovalnih ter prevoznih storitev. V zadnjih letih je v znatnem porastu predvsem povpraševanje po storitvah poslovno-kongresnega turizma in preventivno-kurativnih storitvah za dobro počutje posameznika, imenovanih Wellness programi.

Z integracijami na področju turizma se povečuje vpliv multinacionalnih operaterjev, ki prek svojih celostno podprtih računalniških sistemov in sistemov rezervacij obvladujejo vse večji delež. Zahteve potrošnikov glede kakovosti in pestrosti turističnih storitev naraščajo.

Evropa ostaja najpomembnejša svetovna turistična destinacija kljub krepitvi konkurence iz vzhodne Azije in pacifiških držav. Slovenija s svojimi relativno majhnimi zmogljivostmi, ki pa močno presegajo domače povpraševanje, ne predstavlja pomembne turistične destinacije. Zaradi naravnih danosti in ustreznih geografske pozicije ima kljub temu dobre možnosti, da pridobi del turističnega kolača, predvsem zaradi bližine trgov z veliko kupno močjo, kar še posebej velja za obmorske kraje. Glavnina turističnih zmogljivosti je še vedno v obmorskih in gorskih letoviščih, hitro pa se širi tudi mestni ter poslovno-kongresni turizem.

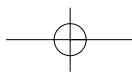
Zanimanje tujih trgov (Nemčije, Italije, Avstrije, Skandinavije, Rusije) za Portorož kot turistično destinacijo raste. Poleg naravnih prednosti, kot so sredozemsko podnebje, bližina urbanih centrov in z njimi vzpostavljene transportne povezave, vpliva nanj tudi aktivno delovanje turističnih podjetij v Portorožu, ki so s svojimi naložbami in poslovnimi strategijami v veliki meri preoblikovala ter posodobila ponudbo. V ta gibanja se vključujejo tudi Hoteli Morje s svojo ponudbo.

Tourism represents a mature, but still rapidly growing economic activity. The World Tourism Organisation estimates the annual growth in tourist arrivals world-wide to be 3.8% and 3.2% in Europe. The structure of tourist activity is a combination of tightly linked operations, the most important being the offer of accommodation facilities, hotel facilities, cultural and sporting events and entertainment facilities, travel and transport facilities. In recent years there was an increasing demand for the business-congress services and for preventive and curative treatments for individuals, called the Wellness programme.

Due to integration in the tourist industry, the influence of multinational operators increases, as they control an ever increasing share of the market by their computer operated systems and booking systems. Consumer demand for quality and variety of tourist services is growing too.

Europe remains the most important world tourist destination despite increasing competition from East Asia and the Pacific. Slovenia with its relatively small capacities, which exceed its domestic demand, does not represent a significant tourist destination. However, because of its natural beauty and favourable geographical position it has good possibilities of obtaining a piece of the potential tourist cake, mostly due to nearby markets with high purchasing power. This applies especially to the littoral region. The majority of tourist capacities are still found in the littoral and Alpine resorts, but the city and business-congress tourism segments are rapidly expanding as well.

The interest shown by foreign markets (Germany, Italy, Austria, Scandinavia and Russia) in Portorož as a tourist destination is growing. Natural advantages such as the Mediterranean climate, closeness of urban centres and good transport connections have been complemented by a reorganised and updated offer made possible by the tourist associations of Portorož through their investments and successful business strategies. Hoteli Morje was actively involved in those activities.



HOTELI MORJE**HOTELI MORJE**

Družba Hoteli Morje vključuje hotela Slovenija in Riviera v središču Portoroža, prenovljena v letih 1997 (Slovenija) in 2000 (Riviera). Nočitvene zmogljivosti obeh hotelov se ponašajo z nivojem štirih zvezdic. Poleg namestitvenih zmogljivosti je mogoče kot odločilno prednost podjetja predstaviti široko dopolnilno ponudbo, v katero sodijo bazenski kompleks, poslovni center, center za tradicionalno tajsko masažo Wai Tai in plaža.

Hoteli Morje comprise the hotels Slovenija and Riviera in the centre of Portorož, which were refurbished in 1997 and 2000 respectively. Accommodation of the two hotels has been awarded four stars. In addition to accommodation facilities the Company offers a wide range of facilities, such as a swimming pool complex, a business centre, a traditional Thai massage centre Wai Tai and the beach.

Rezultati poslovanja**Results**

Tako kot v vseh turističnih podjetjih je tudi v Hotelih Morje opazen sezonski značaj, ki pa ga z razvojem v zadnjih letih (odprtje konferenčnega centra, centra Wai Tai, posodobljenega bazenskega kompleksa) in z dvigom kakovosti storitev, iz leta v leto izgublja. Pomemben segment so domači gostje, ki s 57.855 nočitvami predstavljajo 33 odstotkov vseh nočitev. Najpomembnejši tuji trgi so Nemčija, Italija in Avstrija. Pomen domačega trga je v veliki meri povezan s poslovno-kongresnim turizmom in z njim povezanimi nočitvami. Ob skoraj enakem številu nočitev, ki predstavljajo okrog 16 odstotkov vseh hotelskih nočitev v kraju (število nočitev v občini Piran je v letu 2001 znašalo 1.061.971), pa je mogoče ugotoviti znatno rast prihodkov, kar je predvsem posledica rasti ugleda na ključnih trgih in pri ključnih partnerjih ter povečane izvenpenzijske prodaje na nočitev. Slednjo pripisujemo segmentu gostinstva in Wai Tai centru.

Like other tourist companies Hoteli Morje is season-dependent, although that has been changing with the development achieved over the last couple of years - the opening of the conference centre, Wai Tai Centre, modernised swimming pool complex and improved quality of services.

Domestic guests are an important segment, with 57,855 tourist days representing 33% of total tourist days. The major foreign markets remain Germany, Italy and Austria. The importance of the domestic market is dependant on the business-congress tourism and the related tourist days. With almost the same number of tourist days, representing about 16% of total tourist days in the resort (the number of tourist days in the municipality of Piran was 1,061,971 in 2001) a considerable growth in revenues was recorded, mostly as a result of the Company's growing reputation on the key markets and with the key partners and of increased non-residential sales per tourist day. The latter can be attributed to the restaurant business and Wai Tai Centre.

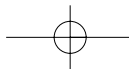
| | 1998 | 1999 | 2000 | 2001 |
|---|-----------|-----------|-----------|-----------|
| Slovenija - vse nočitve | 6.295.308 | 6.056.563 | 6.718.998 | 7.126.762 |
| Slovenia - total tourist days | | | | |
| domači gosti / domestic guests | 3.232.876 | 3.315.345 | 3.314.901 | 3.314.867 |
| tujji gosti / foreign guests | 3.062.432 | 2.741.218 | 3.404.097 | 3.811.895 |
| občina Piran - nočitve v hotelih ** | 879.757 | 909.368 | 1.034.595 | 1.061.971 |
| Municipality of Piran - tourist days in hotels ** | | | | |
| domači gosti / domestic guests | | | | |
| tujji gosti / foreign guests | | | | |
| HOTELI MORJE - nočitve | 162.137 | 177.655 | 173.797 | 174.205 |
| HOTELI MORJE - tourist days | | | | |
| % vseh hotelskih nočitev v občini | 18,4% | 19,5% | 16,8% | 16,4% |
| % of total tourist days in hotels in the municipality | | | | |

(** predstavljene samo nočitve v hotelih, brez zasebnih sob in apartmajev)

(** tourist days in hotels excluding private rooms and apartments)

Tabela 8:
Gibanje števila nočitev
v Sloveniji, v piranski občini
in v Hotelih Morje

Table 8:
Movements of the number
of tourist days in Slovenia,
in the municipality of Piran
and in Hoteli Morje



Poslovni rezultati za leto 2001 so ugodni in presegajo zastavljene cilje. Kosmati donos iz poslovanja je večji za 21 odstotkov v primerjavi z letom 2000 in obenem 5,5 odstotkov višji od načrtovanega. Dobiček iz poslovanja presega leto 2000 za 65 odstotkov. Najpomembnejši podatek za naše turistično podjetje je doseženi GOP (gross operating profit) - seštevek amortizacije in dobička iz poslovanja. Ta znaša za leto 2001 499.613.133 tolarjev ali 70,6 odstotkov več kot v letu poprej. Rezultati leta 2001 uvrščajo Hotele Morje med podjetja z nadpovprečnim donosom v panogi.

Osrednji projekti

main projects

Hoteli Morje že pet let intenzivno bogatijo svojo ponudbo in poslovni sistem:

- Vse nočitvene zmogljivosti so prenovljene in poenotene na kakovostni ravni štirih zvezdic.
- Hotelska in restavracijska kuhinjska je v celoti prenovljena in organizirana po najsodobnejših principih kakovosti in ekonomike.
- Zgrajen je sodoben bazenski kompleks z ogrevano morsko vodo (prek 600 m² vodne površine in 3000 m² bazenskega prostora).
- Prenovili smo restavracijo "Riva".
- Prenovili smo plažni objekt "Meduza".
- Investicije v Hotelih Morje so v letu 2001 znašale 406 milijonov tolarjev.

Napoved za leto 2002

Outlook for 2002

V poslovnem načrtu za leto 2002 ne predvidevamo povečanja fizičnih pokazateljev poslovanja, kot je število nočitev. Zaradi povečanja deleža kongresnih gostov načrtujemo 2000 nočitev manj. Dosežena zasedenost, ki je v letnem merilu 78-odstotna, je že na zgornji meji. V letu 2002 bomo nadaljevali s spremembo tržne strategije. Predvidevamo, da bomo dosegli 10- do 12-odstotno realno povišanje povprečnih cen, predvsem z izboljšanjem strukture gostov.

Načrtovani kosmati donos iz poslovanja bo 5 odstotkov večji kot v letu 2001. Zmanjšati nameravamo stroške materiala in energije. Zaradi oddaje dveh restavracij v najem bomo v letnem merilu izkazovali približno 30 zaposlenih manj.

Ob takih predpostavkah v letu 2002 predvidevamo bruto operativni dobiček (GOP) okrog 621 milijonov tolarjev ali 23 odstotkov več kot leta 2001.

K uspešnosti bo veliko pripomoglo tudi sodelovanje s sosednjo hotelsko hišo Hoteli Palace. Ob dopolnilni ponudbi Hotelov Palace in njihove termalne ponudbe lahko predstavljajo načrti o vsebinskem sodelovanju na pomembnih trgih ključno prednost. Konkretni rezultati se bodo pokazali že z izgradnjo konferenčnega centra, ki bo z ene strani vezan na infrastrukturo

Financial results for 2001 are satisfactory and exceed the set targets. Gross operating yield was up 21% compared to 2000 and 5.5% higher than budgeted. Operating profit was up 65% on the year 2000. The key data for our tourist company is the gross operating profit (GOP) achieved - depreciation + operating profit. In 2001 it amounted to SIT 499,613,133 or 70.6 % over the previous year. Results for 2001 rank Hoteli Morje among the companies with above average return in the industry.

Hoteli Morje have been extensively widening and restructuring their offer over the past five years:

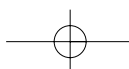
- All accommodation facilities have been refurbished and unified at the quality level of four stars.
- Hotel and restaurant gastronomic facilities have been fully renovated and organised according to the most up-to-date standards of quality and efficiency.
- The swimming pool complex contains heated sea water (over 600 m² of water surface and 3000 m² of total pool surface).
- The "Riva" restaurant was refurbished.
- The beach restaurant "Meduza" was refurbished.
- Investments in Hoteli Morje totalled SIT 406 million in 2001.

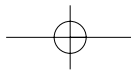
Our business plan for 2002 does not forecast increased physical performance indicators such as the number of tourist days. On account of increased share of congress guests we plan 2000 less tourist days. The achieved 78% accommodation capacity is at the maximum level. In 2002 we shall continue to change our marketing strategy. We expect to reach between 10% and 12% growth in average price in real terms, mainly by improving the guest structure.

The budgeted gross operating yield is 5% over the 2001 figure. We intend to reduce the costs of materials and energy. On account of letting two restaurants we shall have 30 staff members less.

On the basis of such presumptions the GOP for 2002 is to reach SIT 621 million or 23% more than in 2001.

Co-operation with the neighbouring hotel company Hoteli Palace will further improve our results. Their complementary offer, including spa facilities, are part of our joint project of co-operation on the important markets and represent a key advantage. Concrete results will become evident upon the construction of a new conference centre, which will be





Hotelov Morje, na drugi strani pa bo s hodniki povezan s Hoteli Palace. Na ta način nastaja zametek termalnega letovišča s poslovno-konferenčnim centrom, ki bo prek celega leta dnevno oskrboval več kot 1.100 gostov.

linked to the infrastructure of Hoteli Morje and via connecting corridors to the facilities of Hoteli Palace. That will be the beginning of a spa resort with a business-conference centre capable of accommodating over 1,100 guests.

MARINA KOPER

Razmere v panogi

MARINA KOPER

Conditions within the industry

Razmere v navtiki na Jadranu uravnavajo predvsem tuji gostje. Ti se po nekajletni negotovosti zaradi razmer na Balkanu ponovno vračajo na naše morje, predvsem pa na hrvaško. Povečalo se je tudi povpraševanje po plovilih za najem, zato charterske družbe obnavljajo svoje flote. V letu 2001 se je povečala prodaja novih plovil.

Conditions in the nautical tourism on the Adriatic are mainly dependent on foreign guests. These returned to our sea after some years of uncertainty due to the situation in the Balkans. Demand for the rental of vessels increased and the charter companies started renovating their fleets. In 2001 the sale of new vessels grew as well.

Doseženi rezultati

Results

Privezi v morju so bili tudi v letu 2001 v celoti zasedeni, razmerje med domačimi in tujimi gosti pa približno izenačeno. Velik tržni delež smo dosegli pri pretovorih, to je prihodih in odhodih plovil. Naša prednost je v tem, da smo za proizvajalce najbližji in prvi ob morju. Pri zastopnikih, prevoznikih in lastnikih plovil smo znani kot zanesljivi, hitri in strokovni. S pretovornimi storitvami smo lani dosegli za 55 odstotkov večji prihodek od leta prej, celotni prihodek pa je bil večji za 19 odstotkov. Čisti dobiček za leto 2001 znaša 17.100.997 tolarjev, kar je za 71 odstotkov več od načrtovanega in 40 odstotkov več kot v letu 2000.

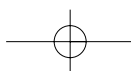
In 2001 sea berths were at full capacity, the proportion between domestic and foreign guests was approximately the same. A large share was achieved in transshipment, i.e. arrivals and departures of vessels. Our advantage is in the fact that we are the closest to the sea for producers. With agents, shippers and owners of vessels we are reputed as dependable, fast and professional. With transshipment services we reached a 55% increase in revenues in 2001, total revenues were up 19%. Net profit for 2001 amounted to SIT 17,100,997, 71% above the budget and 40% above the year 2000.

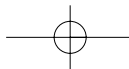
V začetku leta smo zamenjali rezervoarje na bencinskem servisu znotraj marine. Ponovno nam je bila, kot priznanje za urejenost, podeljena modra zastava. Skupaj z jadrnim klubom smo organizirali svetovno prvenstvo v olimpijskem jadrnem razredu 470.

At the beginning of the year we changed the tanks at the filling station inside the marina. We were again awarded the Blue Flag in recognition of our high quality standards. In co-operation with the sailing club we organised the World Sailing Championship in class 470.

S Pomorskim športnim društvom se dogovarjamo glede zamenjav in odkupa poslovnih prostorov ter ureditve etažne delitve poslovnega objekta. Gostišču Skipper bomo poiskali novega najemnika.

We are negotiating with the Marine sports club on the exchange and purchase of business premises and on the arrangement for floor sharing in the business building. We shall look for a new tenant of the restaurant Skipper.





10.1.5 INFORMACIJSKE TEHNOLOGIJE

INFORMATION TECHNOLOGY

Razmere v panogi

Conditions within the industry

Svetovni trg računalništva je v recesiji, ki se kaže predvsem v bistveno manjši rasti, glavni razlog pa je v zmanjševanju nabavnih vrednosti računalniške strojne opreme. Trg informacijskih tehnologij je na svetovnem nivoju zabeležil 20-odstotno rast, kar je bistveno slabše kot v predhodnih letih, ko je bila rast 30- do 35-odstotna. Prav tako opažamo, da se ponudba seli v storitveni del.

Tudi slovensko tržišče pri tem ni izjema. Poleg tega je še vedno čutiti posledico nadpovprečnih nakupov strojne in programske opreme v letu 1999, ko je bil uveden 19-odstoten DDV, ter prehoda v leto 2000. Ker je amortizacijska doba strojne opreme 3 leta, pričakujemo normalizacijo v prodaji šele v letu 2003. Slovenska podjetja še vedno namenjajo veliko manj za informatiko kot v ostalih evropskih in ameriških državah. Delež, ki ga v Sloveniji namenjajo podjetja za informacijske tehnologije, je 2,6 odstotka BDP letno. V Evropi znaša ta delež 5 odstotkov BDP, v ZDA med 7 in 9 odstotkov BDP.

Po ocenah se z informatiko v Sloveniji ukvarja prek 1000 družb, od tega približno 50 v obalno-kraški regiji. Vplive globalizacije je čutiti tudi na našem tržišču. Tako smo bili v letu 2001 priča združevanju nekaterih večjih podjetij.

Doseženi rezultati

Results

Prodajo na trgu (izven SKUPINE ISTRABENZ) smo v primerjavi z letom 2000 povečali za 40 odstotkov. Skupni promet smo glede na prejšnje leto povečali za 37 odstotkov in dosegli 761,2 milijona tolarjev prometa. Storitve smo povečali za 54 odstotkov in jih prodali kar za 152 milijonov tolarjev. Prodali smo za 609,3 milijonov tolarjev blaga ali za 34 odstotkov več kot leto prej.

Uspelo nam je postoriti veliko več od zastavljenega v srednjeročnem načrtu, izdelanem po vstopu podjetja v SKUPINO ISTRABENZ (v letu 2000).

V letu 2001 smo skupni promet v primerjavi z letom 2000 povečali za skoraj 110 odstotkov in dosegli 1.219 milijonov tolarjev prometa. Dobiček podjetja ob zaključku poslovnega leta znaša 66 milijonov tolarjev. Pomemben del čistega dobička je družba ACTUAL I.T. dosegla s prodajo vloženi sredstev v neopredmetena osnovna sredstva v zvezi z izvajanjem projekta postavitve SAP rešitev v SKUPINI ISTRABENZ, in sicer družbi ISTRABENZ, d.d. Upoštevati je treba, da bo družba ISTRABENZ, d.d., zaračunavala storitve družbam uporabnicam SAP rešitev v naslednjih petih letih in tako nadomestila vložena sredstva v nakup sredstev od družbe ACTUAL I.T.

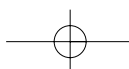
The world computer market is in recession, which is reflected in considerably slower growth resulting from a reduction in purchase prices of computer hardware. The information technology market recorded a 20% growth on a world-wide level, considerably worse than in the previous years, when growth had been between 30% and 35%. We have also observed that the offer structure has been moving into the services segment.

The Slovene market is no exception. In addition, the consequences of above-average purchases of hardware and software from the year 1999 are still felt, when 19% VAT was introduced and of the change-over to the year 2000. Because the depreciation period of hardware is 3 years, we expect the sales to return to normal in 2003. Slovene corporates still allocate less funds for information technology than is the case in Europe and in the USA. The share in Slovenia is 2.6% of GDP per year, in Europe this figure is 5% and in the USA between 7 and 9% of GDP. According to estimates, over 1000 companies in Slovenia deal in information technology, of which about 50 are in the Coastal-Karst region. Impacts of globalisation can also be felt on our market. In 2001 mergers of some major companies were carried out.

Sales on the market (outside the ISTRABENZ GROUP) increased by 40% compared to 2000. Total turnover grew by 37% compared to the previous year and reached SIT 761.2 million. Sales of services amounted to SIT 152 million, an increase of 54%. We sold SIT 609.3 million of goods, 34% more than the year before.

We succeeded in exceeding the medium-term plan, prepared after the Company joined the ISTRABENZ GROUP in 2000.

In 2001 total turnover grew by almost 110% compared to 2000 and reached SIT 1,219 million. At the end of the financial year the profit of the company ACTUAL I.T. was SIT 66 million. An important part of net profit was reached by the sale of investment in intangible fixed assets related to the implementation of the project of setting up SAP solutions in the ISTRABENZ GROUP, to the company ISTRABENZ, d.d. It should be taken into account that ISTRABENZ, d.d., will charge for the services to companies using SAP solutions during the next 5 years and thus replace the funds invested in the purchase of funds from the company ACTUAL I.T.



Osrednji projekti**Main projects**

Med cilji, ki smo si jih zadali in uspešno izpeljali v preteklem letu, so bili tudi interna reorganizacija podjetja in usposobitev skupine implementatorjev, sposobnih vpeljati poslovni informacijski sistem Datalab v majhna, srednja in velika podjetja. Poleg tega smo v preteklem letu postavili CCC (customer competence centre), center za podporo uporabnikom SAP proizvodov.

Nova ACTUAL-ova ponudba v preteklem letu vključuje svetovanje pri optimizaciji poslovnih procesov in izvedbo poslovne rešitve s programskim proizvodom Pantheon za majhna in srednja podjetja in SAP programskim proizvodom za velika podjetja.

Kot relativno novi članici SKUPINE ISTRABENZ nam je v letu 2001 uspel prehod iz starega na nov informacijski sistem SAP R/3, verzija 4.6C, v lastnem podjetju ACTUAL I.T., INSTALACIJI, ISTRABENZU, d.d., in MARINI KOPER ter pripraviti ostala podjetja v SKUPINI ISTRABENZ na SAP informacijski sistem na področju računovodstva, financ, osnovnih sredstev, računovodstva profitnih centrov, računovodstva stroškovnih mest, analize donosnosti, upravljanja s človeškimi viri, prodaje in nabave.

Naše poslovne aktivnosti v letu 2001 obeležujejo sodelovanje na NT konferenci v Portorožu, na računalniškem sejmu INFOS v Ljubljani, študentskem izobraževalno-zaposlitvenem sejmu Getwork v Ljubljani, organizacija srečanja s predstavitvijo novosti na področju IBM-ovih izdelkov za največje odjemalce in organizacija srečanja s predstavitvijo novosti na področju MICROSOFT-ovih izdelkov za največje odjemalce.

Uspelo nam je pridobiti status Compaq system Reseller za odprte sisteme - "Intel platforma". S strani IBM Slovenija smo prejeli priznanje za izjemne dosežke v prvi polovici leta 2001, Microsoft pa nam je namenil status Microsoft Gold Certified Partnerja za področje elektronskega poslovanja v Sloveniji.

Napoved za leto 2002**Outlook for 2002**

V načrtih za to leto so širitev prodajne mreže v Sloveniji z novima poslovnima enotama v Ljubljani in Mariboru, ustanovitev hčerinskega podjetja na Hrvaškem in nadaljnje vpeljevanje SAP sistema v družbah SKUPINE ISTRABENZ.

Na trgu pričakujemo povečanje prodaje za 5 odstotkov.

Among the targets, which were set and successfully achieved last year, were the internal reorganisation of the Company and the training of a group of experts responsible for the implementation of the Datalab business information system in small, medium and large companies. In addition we established a customer competence centre (CCC) to support the users of SAP products.

The new offer of ACTUAL in 2001 included advising in optimisation of business processes and carrying out of business solution via a software product "Pantheon" for small and medium companies and SAP software for large companies.

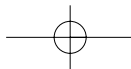
In 2001, although a relatively new member of the ISTRABENZ GROUP, we succeeded in completing the transition from the old to the new information system SAP R/3 version 4-6C in our own company, in INSTALACIJA, ISTRABENZ, d.d., and in MARINA KOPER and preparing the other companies of the ISTRABENZ GROUP for the information system SAP in the areas of accounting, finance, fixed assets, profit centres accounting, cost centre accounting, profitability analysis, human resources management, sales and supply.

Our business activities in 2001 included participation in the NT conference in Portorož, at the INFOS fair in Ljubljana, student job fair Getwork in Ljubljana, presentation of new IBM products to our major customers and presentation of new MICROSOFT products to our major customers.

We succeeded in obtaining the Compaq System Reseller status for open systems - "Intel platform". IBM Slovenia awarded us with a recognition for extraordinary achievements in the first half of 2001, and we obtained the Microsoft Gold Certified Partner status for the area of electronic business in Slovenia.

For 2002 we plan to expand our sales network in Slovenia with new business units in Ljubljana and Maribor, to establish a subsidiary company in Croatia and continue with the implementation of the SAP system in the companies of ISTRABENZ GROUP.

We expect a 5% increase in sales on the market.



10.2 MARKETING

MARKETING

Identiteta skupine ISTRABENZ in prenova celostne grafične podobe

Identity of the ISTRABENZ GROUP and updating of the corporate image

Svojo osnovno dejavnost, trgovino z naftnimi derivati, je ISTRABENZ uspešno dopolnil s celo vrsto storitev in poslovnih dejavnosti, ki tvorijo njegovo zunanjo podobo. Sodoben, holdinško urejen sistem - SKUPINA ISTRABENZ kot celota, je tista, ki pomeni moč in varnost tako zaposlenim, kot vsem zunanjim deležnikom in poslovnim partnerjem.

Z uporabo kvalitativnih raziskovalnih metod, kot so individualni intervjuji, pogovori v fokusiranih skupinah in raziskovanje prek medmrežja, smo spomladi 2001 preverili zaznavo ter odnos med ugledom in identiteto SKUPINE ISTRABENZ v zunanji strokovni in poslovni javnosti, pri zaposlenih v SKUPINI in pri tistih, s katerimi najtesneje sodelujemo.

Osnovne ugotovitve raziskave so nam potrdile ustreznost temeljnih vrednot, kot so sodelovanje, odprtost, partnerstvo, dinamičnost in varnost, vizualiziranih v simbolu ISTRABENZ-a. V ogledalu interne in zunanje javnosti smo zaznani kot velika, uspešna skupina podjetij, ki v bodočnost stopa v hitrem razvojnem ritmu. Ljudje nas povezujejo z morjem in soncem in s pozitivnimi vidiki primorskega okolja. Iz rezultatov raziskave in drugih ugotovitev smo zastavili nove komunikacijske smernice.

S prenovo celostne grafične podobe je izhodiščno mesto prevzela SKUPINA ISTRABENZ in nadgradila dosedanje vlogo ISTRABENZ-a. S poravnanim in krepkejšim črkopisom so na moči pridobile tudi vse članice SKUPINE.

Prenovljena celostna grafična podoba sporoča poslanstvo SKUPINE ISTRABENZ z novimi razmerji med poslovno skupino in družbami. S tem postaja skupni imenovalec in sestavni del identitete vsakega podjetja. Vzpostavlja se kot podporna blagovna znamka, ki podpira blagovne znamke za posamezne dejavnosti. Nova rešitev spoštuje dosedanje oblikovalske smernice, ohranja izbrani črkopis in barvni sistem za posamezne dejavnosti, z močnejšim značajem poslovne skupine in članic pa stopnjuje učinke sporočanja. Izjemoma je ne uveljavljamo pri družbah OMV ISTRABENZ.

Preimenovanja podjetij in upravljanje z blagovnimi znamkami

New company names and brand management

Da bi upravljanje blagovnih znamk za posamezne dejavnosti v SKUPINI ISTRABENZ in znotraj njih za določene produkte in storitve čimbolj ustrezno sistematizirali smo v maju 2001 poenotili imena podjetij, ki v SKUPINI ISTRABENZ opravljajo dejavnost trženja naftnih derivatov. Tako smo naftni holding SLOMIN, d.d., preimenovali v OMV ISTRABENZ, holdinška

ISTRABENZ has complemented its core activity, trade in petroleum products, with a wide range of services and business activities, which form its external image. ISTRABENZ GROUP, as a modern holding company, is what provides scope and safety to employees, customers and business partners.

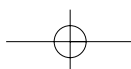
In the spring of 2001 we used quality research methods such as individual interviews, conversations in focus groups and internet research to check the perception of the image and identity of the ISTRABENZ GROUP held by the professional and business publics, by the employees of the GROUP and by those with whom we closely co-operate.

The basic findings proved the relevance of basic values such as co-operation, openness, partnership, dynamism and security, visualised in the ISTRABENZ symbol. In the mirror of the internal and external public we are perceived as a large, successful group of companies, which moves into the future at a fast development rate. People associate us with the sea and the sun and with positive aspects of the littoral environment. The results of the survey and other findings served for our determining new communication guidelines.

By updating the graphic corporate image the ISTRABENZ GROUP began afresh and upgraded the existing role of ISTRABENZ. With straight and bold style of lettering all of the GROUP members have gained effect.

The renovated graphic corporate image communicates the mission of the ISTRABENZ GROUP with new relations between the holding company and the subsidiaries. It has become the common denominator and a component part of the identity of each individual company. It is being established as the basic brand name, supporting the brands of individual business segments. The new solution respects the existing designer guidelines, maintains the selected lettering and colour system for individual segments, and with the bolder emphasis on the holding company and subsidiaries intensifies the effects of communication. It is not used with the companies of the OMV ISTRABENZ Group.

To form the best possible system of brand management for individual business segments across the ISTRABENZ GROUP and within each company for individual services, we gave a uniform name to the companies, which in the ISTRABENZ GROUP operate in petroleum products trading in May 2001. The holding company SLOMIN, d.d., was thus named OMV ISTRABENZ, Holding Company plc., the name





Slika 3:
Osnovni sistem celostne
grafične podobe družb v
SKUPINI ISTRABENZ

Picture 3:
The basic system of graphical
illustration of the companies in
the ISTRABENZ GROUP

družba, d.d., in s tem njegovo ime poenotili z imeni hčerinskih družb, ki jih združuje. Tako smo okrepili blagovno znamko, ki je v SKUPINI ISTRABENZ sinonim za storitve bencinskih servisov.

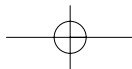
Ob združitvi plinskih podjetij v oktobru 2001 smo z istim namenom nastopanja pod enotno blagovno znamko družbo ISTRAGAS, d.o.o., preimenovali v ISTRABENZ PLINI, d.o.o., in jim tako omogočili enoten nastop na trgu ter neposredno asociacijsko povezavo s SKUPINO ISTRABENZ in ugledom, ki jo spremlja.

V naftni dejavnosti so se storitve, ki jih ponujajo sodobni bencinski servisi, že močno diverzificirale.

being that of its subsidiary companies. In this way we consolidated the brand name which is a synonym for filling station services in the ISTRABENZ GROUP.

Upon the merger of gas companies in October 2001 we followed the same aim of a uniform brand name and gave the company ISTRAGAS, d.o.o., the name ISTRABENZ PLINI, d.o.o., to enable a joint appearance on the market and a direct associating connection to the ISTRABENZ GROUP and its reputation.

In the oil segment the range of services offered by filling stations has been greatly diversified. Filling stations comprise a shop, a restaurant and a car wash. To give the commercial services at the filling stations, which every year bring higher revenues



Sodoben bencinski servis vključuje tudi trgovino, gostinski lokal in avtopralnico. Da bi trgovske storitve na bencinskem servisu, ki iz leta v leto prinašajo več dohodka in postajajo tudi našim uporabnikom vse pomembnejše, ustrezno oblikovali, smo jih združili pod blagovno znamko VIVA. Na hrvaškem in italijanskem trgu smo na večjih novih, avtocestnih bencinskih servisih za gostinske storitve predstavili in uveljavili blagovno znamko Vienna Cafe. Lastne proizvode, namenjene negi vozila, pa na slovenskem trgu uspešno tržišmo pod blagovno znamko LESK.

Primerjava rezultatov kvantitativnih tržnih raziskav o ugledu bencinskih servisov OMV ISTRABENZ pri uporabnikih, ki so jo opravili na slovenskem trgu v letih 2000 in 2001, kaže na povečano prepoznavnost naših bencinskih servisov, povečanje zadovoljstva s kakovostjo goriva, z urejenostjo servisa, hitrostjo in ustreznostjo storitve. Naraslo je število tistih anketirancev, ki menijo, da so OMV ISTRABENZ-ovi bencinski servisi po kakovosti najboljši.

V raziskavi o zadovoljstvu kupcev na bencinskih servisih pa so med drugim izrazili zadovoljstvo s prijaznostjo osebja, pozornostjo in ustreznostjo postrežbe. Prav tako so visoko ocenili širino izbire in kakovost ponujenega blaga v trgovinah.

INTEGRIRANO KOMUNICIRANJE

Tržno komuniciranje

INTEGRATED COMMUNICATION

Marketing communications

Storitve v SKUPINI ISTRABENZ smo v letu 2001 podprli z investicijami v tržno komuniciranje. Tako smo izvedli akcijo tržnega komuniciranja v masovnih medijih ob preimenovanju plinskih podjetij in predstavitvi nove blagovne znamke plinov ISTRABENZ PLINI, ki je potekala pod pozicijskim geslom "Odprimo vrata idejam".

Storitve bencinskih servisov smo na slovenskem trgu podprli z upodobitveno akcijo tržnega komuniciranja pod geslom "V moji smeri", ki je stekla v pozni jeseni 2001. Televizijski spot se je kljub relativno majhni frekvenci pojavljanja v mesecu novembru po meritvah v oglaševalskem barometru uvrstil med najbolj všečne TV-ogläse.

V decembru smo pripravili in potrdili kreativne rešitve za upodobitveno akcijo tržnega komuniciranja za SKUPINO ISTRABENZ, ki je stekla v februarju 2002. Z geslom "Moč sodelovanja" utrjuje in širši javnosti predstavlja vrednoto, ki se je v procesih raziskovanja v interni menedžerski javnosti uvrstila v sam vrh vrednot SKUPINE ISTRABENZ. Akcija tvori povezovalni element ostalim akcijam družb v SKUPINI, jih podpira in jim dodaja širino ter obenem utrjuje moč posameznih podjetij in blagovnih znamk.

and are becoming increasingly more important to our customers, a proper profile, we joined them under the brand name VIVA. At the larger, new filling stations along the motorways of Croatia and Italy the brand Vienna Cafe was introduced for restaurant services. Our own car cosmetics products under the brand LESK are successfully marketed on the Slovene market.

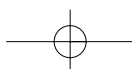
A comparison of results of marketing surveys of the reputation of OMV ISTRABENZ filling stations with the consumers, conducted in the years 2000 and 2001, shows an increased recognition of our filling stations, increased satisfaction with the quality of fuel, how the stations are maintained and with provision of fast and good service. A growing number of interviewees think that OMV ISTRABENZ filling stations are the best by quality standards.

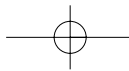
The customer satisfaction survey conducted at filling stations showed satisfaction with the kindness of the staff, with the attentive and good service provided. The range of products on offer in the shops was highly graded as well.

In 2001 the services offered by the ISTRABENZ GROUP were supported by investments in marketing communication. Thus a marketing communication campaign was conducted in the media on the occasion of the renaming of the gas companies and the launch of the new brand name ISTRABENZ PLINI, which was carried out under the slogan "open the door to ideas".

The services provided by filling stations on the Slovene market were supported by an image campaign under the slogan "in my direction", which was launched in the late autumn of 2001. Despite its low showing frequency in the month of November, a television spot advert was ranked among the most liked TV commercials by the advertising barometer.

In December we prepared and approved creative solutions for the ISTRABENZ GROUP image marketing communication campaign, which was launched in February 2002. With the slogan "the power of co-operation" it solidifies and presents to the general public the value, which came at the top of the value hierarchy in a survey conducted among the managerial staff of the ISTRABENZ GROUP. The campaign is a connecting link between other campaigns conducted by the GROUP companies, supports and extends them and strengthens individual companies and brand names.



***Interno komuniciranje******Internal communications***

V skladu s posodobljenimi komunikacijskimi smernicami smo na področju internega komuniciranja v letu 2001 vsebinsko in oblikovno prenovili interno glasilo SKUPINE ISTRABENZ. Spremenili smo tudi način razpošiljanja, tako da ga prejemnik dobi na dom. Odmevi interne javnosti, so sodeč po opravljeni anketi, zelo dobri, saj glasilo bralce pritegne in informira. V natečaju revije Splet za najambicioznejše interno glasilo se je naš časopis SKUPINA ISTRABENZ NOVICE uvrstil med prvih pet finalistov.

Za zaposlene v SKUPINI ISTRABENZ smo septembra organizirali rekordno obiskane športne igre, ki se jih je udeležilo okrog tisoč zaposlenih in upokoencev.

In 2001 in the area of internal communication we updated the internal newsletter of the ISTRABENZ GROUP in terms of contents and design, in accordance with up-to-date communication guidelines. We also changed the method of its distribution so that it is sent to recipients' home addresses. A survey showed that the internal public is satisfied as they find the newsletter attractive and informative. In the competition organised by the magazine Splet for the most ambitious internal newsletter our newsletter "SKUPINA ISTRABENZ NOVICE" was ranked among the five finalists.

In September we organised the sports day for the employees of the ISTRABENZ GROUP, which was attended by a record number of participants, about one thousand employees and pensioners.

Delničarska in zunanje javnosti***Shareholders and the general public***

Poročanje in obveščanje delničarske javnosti je v letu 2001 sledilo hitremu tempu številnih pomembnih poslovnih dogodkov, ki smo jih spremljali z obvestili za javnost, s tiskovnimi konferencami in z izjavami menedžementa. Osrednje informativno gradivo pa je prav gotovo letno poročilo. ISTRABENZ-ovo poročilo za leto 2000 se je po oceni časnika Finance med 52. ocenjevanimi poročili uvrstilo na peto mesto in za to prejelo priznanje.

In 2001 reporting to and informing shareholders followed the fast rate of important business events, which were reported in press releases, press conferences and statements by the management. The main information paper remains the annual report. The newspaper Finance ranked the annual report of ISTRABENZ for 2000 fifth out of 52 evaluated reports and awarded us a prize.

