

20 GODIŠNJI
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Najbolji korporativni brend decenije u Srbiji

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SA TITULOM DECENIJSKOG BRENDA

Aprila 2014. godine, upravo kada je napunio 55 godina, Metalac je u akciji Najbolje robne marke Srbije proglašen najboljim korporativnim brendom za prethodnu deceniju. Osim mišljenja stručnog žirija, bila važna percepција потрошача i trжишно-finansijski kriterijum. Tako je jedna od najtežih godina u novijoj историји истовремeno bila i godina jednog od најзначajnijih priznanja za Kompaniju.

In April 2014 just when it turned 55, Metalac was elected the best corporate brand for past decade in the Best Serbian Brands campaign. Beside opinion of the jury perception of consumers and marketwise financial criteria were important for this high recognition. The Company received such great award in such tough year.

BRAND OF THE DECADE TITLE

LEKCIJE KOJE SE NE UČE U ŠKOLI

Kada Metalac budem posmatrao iz neke druge perspektive, biće mi važno da tu vidim ljudi koji vode računa o interesima i akcionara i zaposlenih i koji usmeravaju tj. vaspitavaju mlade menadžere da rade na takav način. Sada imamo situaciju da je dosta ljudi iz top menadžmenta za Metalac dvostruko vezano, i vlasničkim udelom i upravljački. Ti ljudi još uvek sebe i svoje rezultate mere aktivnim svakodnevnim radom. Oni ne samo da profitiraju od uspeha kompanije, već žive sa njom i veoma im je stalo da se postigne rezultat koji će biti u interesu svih. Mislim da je to kombinacija koja sigurno dobija.

Za knjigu „Preduzetništvo i menadžment, lekcije koje se ne uče u školi“, povodom 25 godina na čelu Metalca.



Dragoljub Vukadinović,
Predsednik Metalac grupe • President of the Metalac group

KAKO DALJE AKO NAM DRŽAVA TAPKA U MESTU?

Naša Kompanija se nalazi u Srbiji i primorani smo da delimo njene probleme, nedostatke, nesnalaženja, često stranputice. Već 25 godina naša država napreduje puževim korakom - nekad ide u rikverc, a najvećim delom tapka u mestu. Sa druge strane Metalac 25 godina ide napred - nekad brže nekad sporije, ali ide napred i svoje vrednosti stvorene kroz rad i razvoj deli sa zaposlenima i akcionarima. Da bismo tako nastavili i dalje neophodno je da nas država prati odgovarajućim ambijentom za život i rad.

Ali ne dešava se tako. Menjaju se vlade, premijeri, ministri... Svi obećavaju prosperitet zemlje, uključenje u Evropsku uniju, novo zapošljavanje, standard narodu i još ponešto. Šta su, međutim, rezultati do sada? Ekonomija u padu, nezaposlenost raste, penzije se smanjuju, plate miruju. Kada to sagledam, normalno je biti zabrinut jer to što mi stvaramo u fabrici treba najvećim delom da završi kod sve siromašnjeg domaćeg potrošača, a nešto manje na ino-tržištu. Da li je to moguće uz ovakvu domaću ekonomiju?

Mi smo 2014. ocenili jednom od najtežih u istoriji Metalca, a nemamo dilemu da će 2015. godina biti još teža. Zato operativnom rukovodstvu savetujem da treba smanjiti broj zaposlenih, tj. ne povećavati ga novim zapošljavanjem, sve dok se situacija u Srbiji ne popravi i sve dok ne otvorimo nova ino-tržišta. Naravno, podrazumeva se da to ide uz uporedo povećanje produktivnosti i racionalno upravljanje troškovima.

Dakle, ne treba strepeti, ali treba biti oprezan i ići u susret promenama. Uostalom, veliko je iskustvo Metalca na turbulentnom tlu Srbije i Balkana, koje ga je samo u proteklih 25 godina naučilo kako da reaguje u kriznim situacijama, a da pritom sačuva svoju okrenutost ka svetskom tržištu i reputaciju zdrave kompanije.

Once I look Metalac from some other perspective important for me will be to see people there caring about interests of both shareholders and employees, people who give directions and educate young managers to work in that way. The situation we have now is that many people in top management are tied in two ways to Metalac, by property share and by management positions. These people still measure themselves and their own results with daily work. Not only that they benefit from the success of the company but they live with it and they very much care that results are obtained for everybody's interests. I think this IS a winning combination.

(From the interview made for the book "Entrepreneurship and management - lessons we don't take at school". The book was created as secondary literature for students of various economy oriented sciences to upgrade their theoretical knowledge and better understand entrepreneurship and management of companies in practice)

LESSONS WE DON'T TAKE AT SCHOOL

For the book "Entrepreneurship and management - lessons we don't take at school". The book was created as secondary literature for students of various economy oriented sciences. The interview with Dragoljub Vukadinovic was made on the occasion of his 25 years at the top of the company.

HOW TO GO ON IF OUR STATE IS ON HOLD?

Our company is situated in Serbia and we are obliged to share its problems, defects, non-resourcefulness and often wrong ways. For 25 years our state has been going forward at a snail's pace, sometimes even at reverse, but mostly marking time. On the other hand for 25 years Metalac has been going forward, sometimes faster sometimes slower, but forward, and has been sharing with employees and shareholders its values created with work and progress. To continue in that manner we need the state to keep the pace and provide adequate living and working environment.

However it is not happening. Governments, prime ministers, ministers have been switching... All of them promising prosperity for the country, inclusion in the EU, new jobs, higher living standard and other staff. What are the results so far: economy is falling, unemployment rising, pensions decreased, salaries on standstill. When I take all that in consideration it is normal to be worried because the major part of what we create here in the factory should find its purpose in households of local consumers who are becoming more and more poor, something less on the foreign markets. Is that feasible in such economic environment?

We see the year 2014 as one of the hardest in the history of Metalac and no doubt that 2015 will be even harder. I can therefore suggest to operative management to decrease number of employees i.e. not to increase it with new employments until the situation in Serbia ameliorate and we penetrate new markets of course aiming at the same time to make higher productivity and manage the costs rationally.

There is no need to fear but changes should be confronted with caution. The experience of Metalac is however huge on the turbulent Serbian and Balkan soil and in past 25 years it taught us how to react in critical situations saving the reputation of a healthy company and its global market orientation.

MENADŽER GODINE



Petrašin Jakovljević,
Generani direktor • Managing Director

MANAGER OF THE YEAR

There are certainly other managers that deserve such recognition however less and less of them from real sector and very few from metalworking industry - said Jakovljević at the ceremony in Belgrade end February 2015 just before his 10-year anniversary as CEO of Metalac a.d. This prestigious award »Manager of the Year« for successful management of the company, was presented by the magazines Ekonometar and Magazin Biznis.

- Sigurno je da ima još menadžera koji zaslužuju ovakvo priznanje, ali je sigurno da nas je sve manje iz realnog sektora, a još manje u teškom metalском kompleksu, – rekao je Jakovljević na svečanosti u Beogradu krajem februara 2015. godine, neposredno pre nego što će obeležiti 10 godina na mestu generalnog direktora Metalaca a.d. Priznanje „Menadžer godine“ za uspešno upravljanje kompanijom dodeljuje časopis Ekonometar i Magazin Biznis.

SVE NAS DOTIČE I SVEMU MORAMO NAĆI ODGOVOR

Koliko je 2014. bila teška u očekivanju još teže, potvrđuje činjenica da smo pripremili više varijanti biznis plana za 2015. godinu – da spremno i brzo reagujemo na različita moguća scenarija. Na većinu faktora ne možemo uticati, ali na dve stvari izvesno i presudno možemo, a to su interna ekonomija i forsrani ulazak na nova tržišta.

Godinu 2014. pamtićemo po katastrofalnim poplavama koje su zadesile Srbiju i region; padu industrijske proizvodnje u Srbiji za 5,7%; daljem padu broja zaposlenih.... Pamtićemo 2014. po najvećem političkom žarištu koje je »podiglo« i Zapad i Istok i potpuno poremetilo sve naše planove na tržištima Ukraine i Rusije. Bili su to zaista veliki i neočekivani izazovi na koje nismo mogli da odgovorimo u kratkom roku. Naš ukupni prihod u 2014. je 5% manji, a naša poslovna dobit čak 32%. Ipak, otvorili smo vrata nekih novih tržišta, razvili nove proizvode, dobili nove partnere i još više osnažili poverenje potrošača u Metalac.

U 2015. ušli smo sa smanjenim platama u javnom sektoru i smanjenim penzijama. Država je konačno obustavila subvencije za 502 preduzeća što jeste dobra vest, ali tek polovina ovih preduzeća će možda naći kupca a ostali će u likvidaciju. Konačno, očekuje se i smanjenje broja zaposlenih u javnim preduzećima. Sve to smanjuje potrošnju i direktno pogarda proizvođače.

Istovremeno, Metalac trpi ozbiljne posledice zbog smanjene tražnje i nestabilnosti valute u Rusiji i Ukrainskoj, gde imamo svoja preduzeća. Zato se agresivno okrećemo mogućem pozicioniraju na novim tržištima, kao što su Japan, Belorusija, Azerbejdžan, Kazahstan, Angola...

Naši ciljevi i naši zadaci su jasni svim radnicima Metalca. Još brže prilagođavanje ponude zahtevima tržišta, povećanje produktivnosti uz maksimalno smanjenje troškova i iznad svega, pronaalaženje novih tržišta.

EVERYTHING CONCERNUS US AND WE NEED TO HAVE AN ANSWER FOR EVERYTHING

How hard was the 2014, in expectation of even harder year, this is obvious from the fact that we prepared several versions of the business plan for 2015 as to react readily and quickly to various possible scenarios. On most factors we have no influence but there are two things we can positively and decisively affect, these are internal economy and intense penetration to new markets.

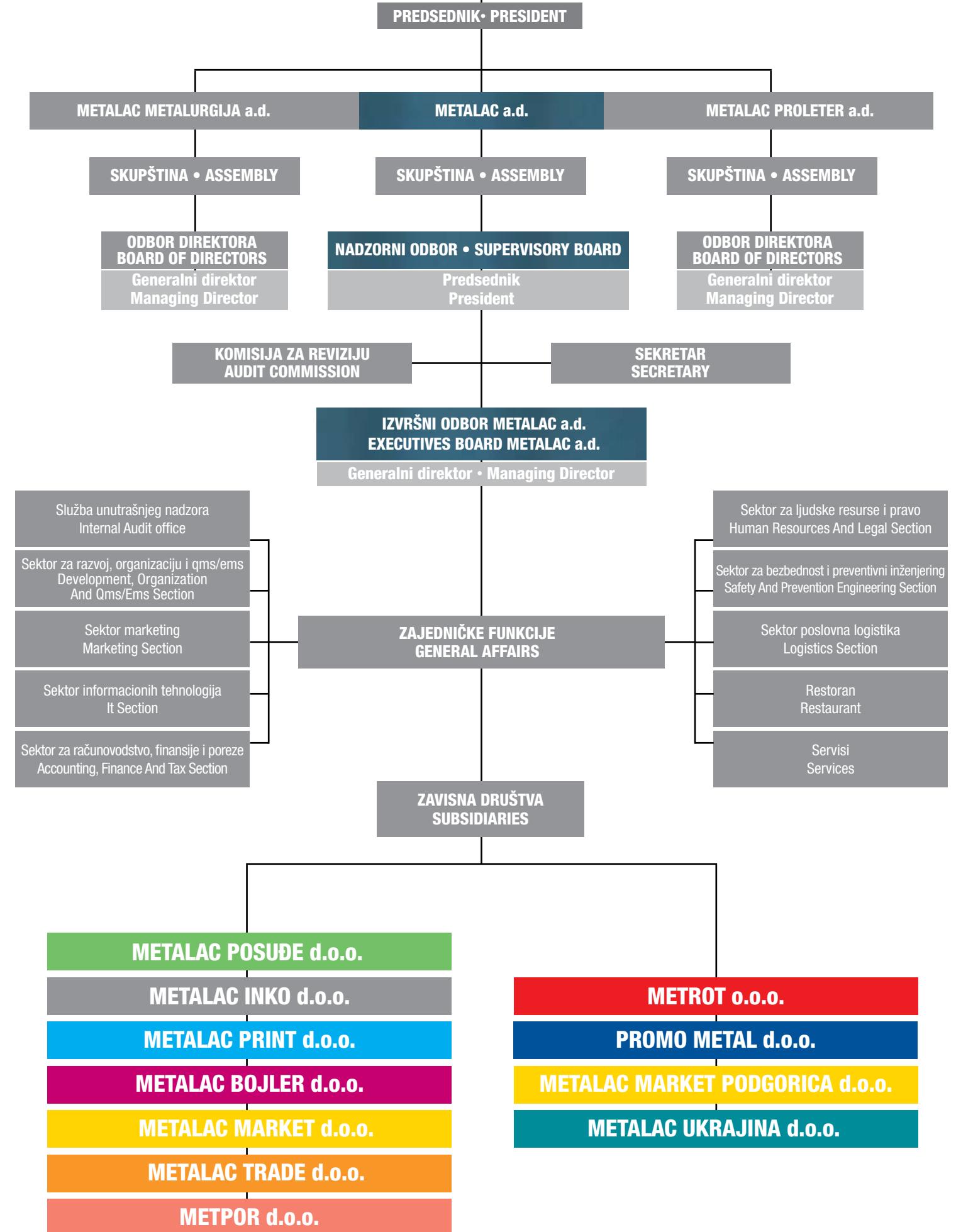
We will remember the 2014 by catastrophic floods that came upon Serbia and the region, then fall of Serbian industrial production by 5.7%, increasing unemployment... We will remember the 2014 by biggest political battlefield that made both West and East stand up and completely disturbed our plans on the markets of Ukraine and Russia. The challenges were huge and unpredicted and we couldn't have swift response. Our total income in 2014 is lower by 5% and profit even by 32%. We however opened doors of some new markets we developed new products, got new partners and fortified the trust of consumers that Metalac has built up.

The year 2015 started with lower salaries in public sector and lower pensions. The state has finally stopped subventions for 502 enterprises which is good news but only half of these companies will maybe find buyers while others will undergo liquidation. Finally, cuts of employees in public sector are expected. Effect of all the above is decreased consumption and direct impact on producers.

At the same time Metalac suffers serious consequences of low demand and unstable currency in Russia and Ukraine where we have our own companies. That is why we intensified efforts to get a share on new markets like Japan, Belarus, Azerbaijan, Kazakhstan, Angola...

Our goals and our tasks are clear to all people working in Metalac. Quicker adjustment of the offer to market demands, higher productivity with maximum cost rationalization and above all discovering new markets. Because everything concerns us and we need to have an answer for everything.

METALAC GRUPA



O KOMPANIJI

Kompanija Metalac a.d. je javno akcionarsko društvo, sa sedištem u Gornjem Milanovcu. Osnovana je 1959., a kao akcionarsko društvo posluje od 1998. godine. Danas Metalac a.d. po osnovu vlasništva u kapitalu ima 13 zavisnih društava sa kojima je povezan u Grupu: četiri proizvodna, pet trgovinskih na domaćem i četiri trgovinska društva u inostranstvu. U okviru Metalac grupe zaposleno je oko 1.760 ljudi.

Sva proizvodna društva nalaze se u Srbiji, u Gornjem Milanovcu, 120 kilometara od Beograda. **Metalac posude d.o.o.** je najstarije i najveće zavisno društvo koje se bavi proizvodnjom emajliranog, inox i non-stick posuđa; **Metalac inko d.o.o.** proizvodi inox i granitne sudopere i Grammatrix kompozitne ploče; **Metalac bojler d.o.o.** proizvodi bojlere, a **Metalac print d.o.o.**, se bavi proizvodnjom kartonske ambalaže i preslikača za posuđe.

U oblasti prometa na domaćem tržištu posluje pet trgovaca društava: **Metalac market d.o.o.** sa lancem od 52 specijalizovane prodavnice širom Srbije; **Metalac metalurgija a.d.** u Novom Sadu, koja plasira Metalčeve proizvode i najširi assortiman za kućne potrebe na tržištu Vojvodine, a upravlja i lancem od 20 prodavnica u Vojvodini; **Metalac trade d.o.o.** koji se bavi veletrgovinom uvoznog assortimana za kućne potrebe. **Metalac proletar a.d.** je glavni snabdevač građana opštine Gornji Milanovac sa 43 maloprodajna objekata. **Metpor d.o.o.** Beograd je Metalčovo preduzeće koje se bavi zastupništvom i prodajom bakelita i kompozita.

Sva četiri zavisna društva u inostranstvu bave se prvenstveno plasmanom Metalčevih proizvoda. Najstarije i najveće po učešću je **Metrot d.o.o.** u Moskvi, koje na tržištu Rusije posluje 12 godina. Najmlađe je preduzeće **Metalac Ukrajina d.o.o.** osnovano 2011. godine. Hrvatsko tržište pokriva preduzeće **Promo-metal d.o.o.** u Zagrebu. U Crnoj Gori posluje preduzeće **Metalac Market Podgorica d.o.o.**

Akcije Metalca a.d. kotirane su na Standard listingu Beogradske berze, a berzanski analitičari ocenjuju da je reč o jednoj od najzdravijih srpskih kompanija.

U 2014. godini Metalac je prema konsolidovanom bilansu ostvario 58,6 miliona eura ukupnog prihoda i 2,6 miliona eura neto dobiti. Proizvodnja posuđa je kor biznis, a preduzeće Metalac posuđe je jedan od najuspešnijih i najvećih proizvođača posuđa u Evropi.

Metalac izvozi svoje proizvode u oko 25 država na svim kontinentima. Osim tržišta BiH, Hrvatske, Crne Gore, Slovenije i Makedonije, na kojima je tradicionalno prisutan, oko 5 miliona jedinica proizvoda Metalca, a pre svega posuđa odlazi u: Rusiju, Francusku, Italiju, Nemačku, Španiju, Švedsku, Finsku, Dansku, Češku, zatim Ukrajinu, Gruziju, Bugarsku... sve do Japana, USA i Australije.

Metalac a.d. je integrисao sisteme upravljanja kvalitetom i zaštitom životne sredine što potvrđuju TUV certifikati QMS/EMS ISO 9001 i ISO 14001. Kompanija je izuzetno posvećena svim aspektima održivog razvoja.

ABOUT THE COMPANY

Metalac a.d. is a share company seated in Gornji Milanovac. It was founded in 1959 and it became a share company in 1998. Today Metalac a.d. holds 13 subsidiaries organized with them as a group of companies: four of them are productive, five trading companies in the local market and four companies abroad. Metalac Group employs about 1760 people.

All four production companies are in Serbia, located in Gornji Milanovac, 120 km from Belgrade. Metalac Posudje doo the oldest and the biggest subsidiary produces enameled, stainless steel and non-stick cookware, Metalac Inko doo fabricates stainless steel and granite sinks, and Grammatrix composite plates, Metalac Bojler doo produces water heaters and Metalac Print doo produces carton packing material and transfers for cookware decoration.

The trading companies on the local market are: Metalac Market doo as a retailer manages 52 specialized shops throughout Serbia, Metalac Metalurgija a.d. Novi Sad which places products of Metalac and widest range of household items on the market of Vojvodina and manages 20 specialized shops in Voivodina, Metalac Trade doo is a major wholesale of imported household items, and Metalac Proleter a.d. is major supplier of citizens in the province of Gornji Milanovac through 43 points of sale. The company Metpor doo Belgrade acts as an agent of different foreign companies.

All five companies abroad deal mostly with placement of various Metalac products. The biggest share is from Metrot doo Moscow which operates in Russia for 12 years. The youngest company Metalac Ukraine was founded in 2011. Promo-Metal Zagreb covers the market in Croatia. In Montenegro products are sold through Metalac Market Podgorica.

Metalac a.d. shares are quoted on the Standard listing of the Belgrade Exchange. Exchange analysts say that Metalac is one of the "healthiest" Serbian companies.

In 2014 according to the consolidate statemen Metalac made 58,6 million euro turnover and net profit of 2,6 million euro. Cookware production is core-business and the company Metalac Posudje is one of major cookware producers in Europe.

Metalac exports its products to 25 countries of all continents. Except traditional presence in Bosnia and Herzegovina, Croatia, Montenegro, Slovenia and Macedonia, about 5 million product units, mostly cookware, goes from Metalac to: Russia, France, Italy, Germany, Spain, Sweden, Finland, Denmark, Czech Republic, Ukraine, Georgia, Bulgaria... and as far as Japan, USA and Australia.

Metalac a.d. has integrated Quality Management System ISO 9001 and Environmental Protection Management System IS 14001 certified by TÜV. The company is dedicated to all aspects of sustainable development.

Više od 25 godina Metalac ima konzistentan upravljački tim, koji je utemeljio set profesionalnih, menadžerskih i ljudskih vrednosti, danas već prihvaćen kao svojevrsna korporativna kultura. Lojalnost kompaniji, poverenje i poštovanje su ključne komponente međusobnih odnosa i one se godinama neguju i prenose na nove generacije menadžera. Pritom je za sveukupan rast i razvoj izuzetno važan doprinos visoko kredibilnih imena srpske ekonomije i nauke, koji učestvuju u upravljanju kompanijom kao eksterni eksperti.

For more than 25 years Metalac has been leaded by the consistent management team that established a set of professional, managerial and human values nowadays accepted as characteristic corporate culture. Loyalty, trust and respect are key components of mutual relations which have been cherished for years and transferred to new generations of managers. Important for overall growth and development of the company is support of highly credible names of the Serbian economy and science who participate in the company's management as outside experts.





Prof. dr GORAN PITIĆ

Predsednik UO Societe General Banke

Chairman of the Board of Executives of Societe Generale Bank - Serbia

PETAR GRUBOR

Managing Partner u PKF d.o.o. Beograd
Managing Partner PKF d.o.o. Beograd

Prof. dr LJUBINKA RAJAKOVIĆ

Profesor Tehnološko-metalurškog fakulteta u Beogradu
Professor at the Belgrade Faculty of Technology and Metallurgy

Prof. dr DRAGAN ĐURIČIN

Profesor Ekonomskog fakulteta u Beogradu i zamenik predsednika NO Metalac
Professor at the Belgrade Faculty of Economics and Vice president of the Board

DRAGOLJUB VUKADINOVIC

Predsednik Metalac Grupe i predsednik NO Metalac
President of Metalac Group and Chairman of the Board

Prof. dr RAJKO TEPAVAC

Institut za ekonomiku i finansije Beograd
Institute for Economics and Finance Belgrade

Prof. dr GORAN PETKOVIĆ

Profesor Ekonomskog fakulteta u Beogradu
Professor at the Belgrade Faculty of Economics

NADZORNI ODBOR SUPPLEMENTARY BOARD

IZVRŠNI ODBOR • EXECUTIVE BOARD

ALEKSANDAR MARKOVIĆ

Izvršni direktor za proizvodnju i IT i direktor
Metalac posuda
Executive director for production and IT and
director Metalac posudje

PETRAŠIN JAKOVLJEVIĆ

Generalni direktor i izvršni direktor za razvoj,
organizaciju i QMS/EMS
General manager and executive director for
development, organization and QMS/EMS

RADMILA TODOSIJEVIĆ

Izvršni direktor za finansijske poslove,
ljudske resurse i poslovnu logistiku
Executive director for financial affairs, human
resources and business logistics

STOJAN SLOVIĆ

Izvršni direktor za domaću prodaju
i marketing i direktor Metalac marketa
Executive director for domestic sales
and marketing and director Metalac market

GORAN MIJATOVIĆ

Izvršni direktor za izvoz i ino preduzeća
i direktor Metalac bojlera
Executive director for export and foreign
affiliates and director Metalac boiler



DVODOMNO UPRAVLJANJE

Dvodomno upravljanje kompanijom Metalac a.d. sprove-
di se posredstvom Nadzornog odbora na čijem čelu je
predsednik Metalac grupe Dragoljub Vukadinović i Iz-
vršnog odbora na čelu sa generalnim direktorom Metal-
aca a.d. Petrašinom Jakovljevićem.

DUAL COMPANY MANAGEMENT

Dual management of the company Metalac a.d. is per-
formed through the Supervisory Board led by the
President of the Company Dragoljub Vukadinović, and
the Executive Board led by the Managing Director of
the Company, Petrašin Jakovljević



OTKUPLJENO 21.016 SOPSTVENIH AKCIJA

Na osnovu odluke skupštine o raspodeli dobiti od 26.04.2013. godine i odluke Nadzornog odbora od 12.02.2014. godine, u 2014. godini izvršen je otkop 21.016 sopstvenih akcija, što čini 2,06% od ukupnog broja akcija.

Akcije su stečene ponudom za sticanje sopstvenih akcija upućenom svim akcionarima po principu pro-rata, sa periodom trajanja ponude od 18. februara do 04. marta 2014. godine.

Akcije su stečene po ceni od 2.420,00 dinara, koja je utvrđena na osnovu prosečne cene po kojoj se trgovalo u prethodnih šet meseci od 2.315 dinara, kao i na osnovu cene akcije od 2.400 dinara po kojoj se u najvećem obimu trgovalo u vreme donošenja odluke.

Stečene sopstvene akcije otuđene su na osnovu odluke Nadzornog odbora od 29.06.2014. godine, tako što su svih 21.016 sopstvenih akcija, u skladu sa odredbama Statuta, raspodeljene odlukom predsednika Metalac grupe od 11.08.2014. godine, zaposlenima u društvu i u povezanim društvima na ime stimulativnog nagradivanja putem premija u akcijama.

AQUISITION OF 21.016 SELF-EXPLANATORY SHARES

By decision of shareholders assembly on profit distribution of 26th April 2013 and decision of supervisory board of 12th February 2014 Metalac a.d. acquired 21.016 self-explanatory shares being 2.06% of the total issue.

The shares were acquired by the offer sent out to all shareholders for distribution of pro-rata shares in the period from 18th February to 4th March 2014.

The shares were obtained at the price of RSD 2.420 per share established upon average trade value in previous six months of RSD 2.315 and upon the highest volume trade value of RSD 2.400 at the time decision was brought.

Upon decision of supervisory board of 29th June 2014 and in accordance with the articles of association all 21.016 purchased shares were distributed by decision of the president of the Metalac Group dated 11th August 2014 to employees in the company and subsidiaries as stimulation bonuses.

Po mišljenju stručnjaka Metalac je jedna od retkih kompanija u Srbiji koje se nisu ogrešile o manjinska prava akcionara. Akcionari tačno znaju kako kompanija posluje, kontrolišu i utiču na njeno poslovanje, odlučuju o isplati dividende i ostvaruju kapitalnu dobit. To je ne samo najbolji dokaz da se prava manjinskih akcionara poštuju, već i potvrda snage i zdravlja kompanije, jer akcionari kroz dividendu koja se ispalacuje svake godine, dobijaju prinos na akciju nevezano kako se kreće cena akcija na berzi.

Akcijski kapital Metalca a.d. iskazan je u 1.020.000 običnih akcija nominalne vrednosti 400,00 dinara. Obračunska vrednost akcije sa stanjem na dan 31.12.2014. godine iznosila je 2.952,63 dinara, a tržišna kapitalizacija 2.244.000.000 dinara (na poslednji dan prethodne 2013. godine obračunska vrednost akcije iznosila je 2.970,12 dinara, a tržišna kapitalizacija 2.473.500.000 dinara).

Pokazatelji / Indicators:

dobit po akciji • earning per share
cena u odnosu na dobit • price / earnings ratio
cena u odnosu na knjig.vrednost • price / book value of equity
prinos na akcijski kapital • return on equity

Akcijama Kompanije trguje se u okviru Standard Listinga Beogradske berze, metodom preovlađujuće cene. Ukupno je u 2014. godini trgovano sa 41.698 akcija, dok je vrednost ostvarenog prometa 96.623.027 dinara. Najniža cena po kojoj se trgovalo akcijom zabeležena je 01.12.2014. godine i iznosila je 2.121 dinara, dok je najviša cena ostvarena 14.02.2014. godine od 2.432 dinara.

Experts claim that Metalac is among few companies in Serbia that do not violate rights of minority shareholders. The shareholders know exactly how the business is doing, they have control over it and could affect upon it, pay out dividends and make profit. This not only proves that minority shareholders' rights are protected, but also shows the strength of a company as shareholders have their yield regardless share price oscillations on the exchange.

The Company's share capital was comprised of 1.020.000 shares with par value of RSD 400. As of December 31, 2014 the share value was RSD 2.952,63 and the market capitalization amounted to RSD 2.244.000.000 (as of December 31, 2013 the share value was RSD 2.970,12 and the market capitalization amounted to RSD 2.473.500.000).

31.12.2014. 31.12.2013.

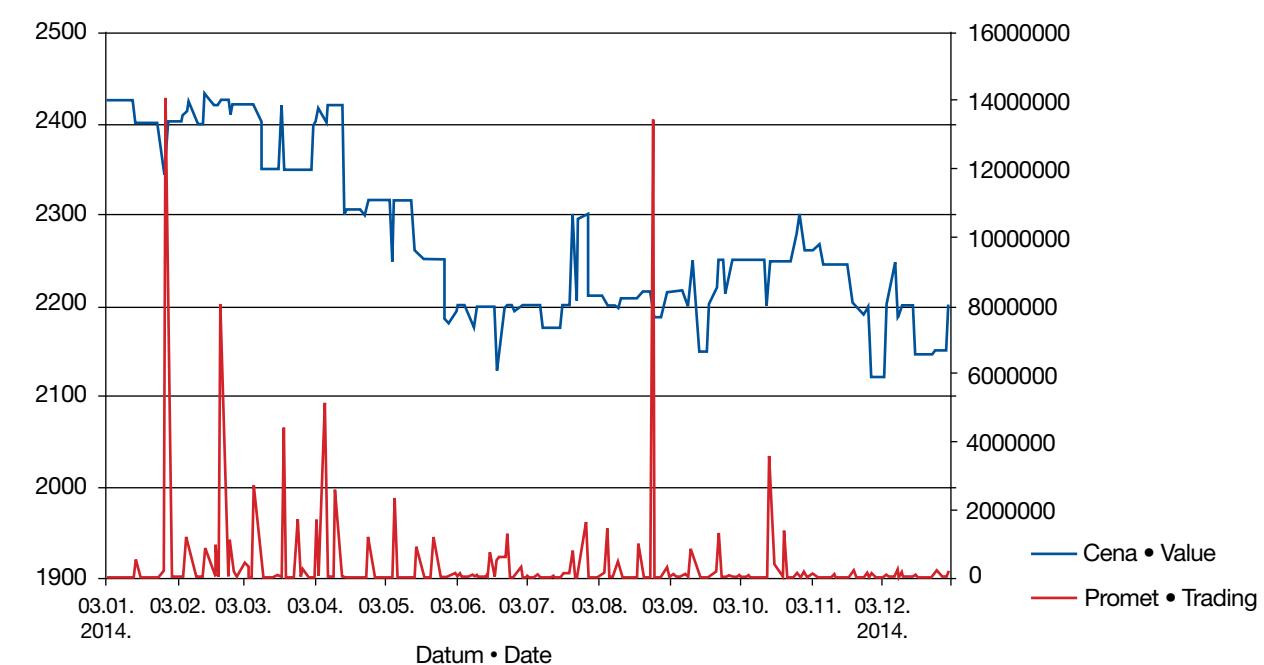
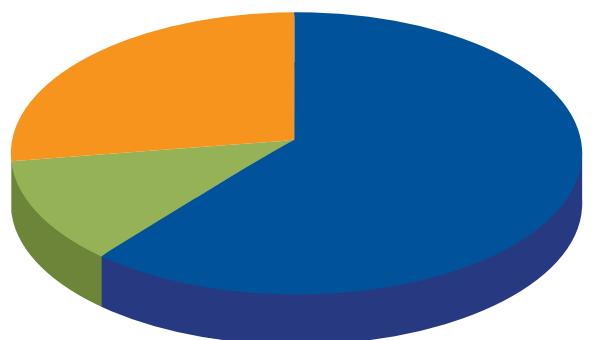
EPS	236,26	394,55
P/E	9,3	6,15
P/B	0,74	0,82
ROE	7,98%	13,24%

The Company's shares are on the Belex Standard Listing. In 2014 by continuous trading method the turnover was RSD 96.623.027 with 41.698 shares. The lowest price of RSD 2.121 was recorded on December 01, 2014 and the highest price of RSD 2.432 was reached on February 14, 2014.



STRUKTURA VLASNIŠTVA • OWNERSHIP STRUCTURE 31.12.2014.

Vlasništvo fizičkih lica • Natural persons	619.400	60.73%
Vlasništvo pravnih lica • Legal entities	121.066	11.87%
Zbirni - kastodi račun • Nominee or custodial accounts	279.534	27.40%
TOTAL		1.020.000 100%



Finansijski izveštaji Metalca su se punih 20 godina sastavljali po svim materijalno značajnim pitanjima, u skladu sa računovodstvenim propisima Republike Srbije.

For 20 years the Metalac financial statements have been made in all relevant aspects according to Serbian national accounting regulations.



SINONIM FINANSIJSKE DISCIPLINE

Svaka uspešna kompanija ima nekoliko ključnih stubova upravljanja koji je čine čvrstom od temelja do krova. Ime Radmile Todosijević je odavno postalo sinonim finansijske discipline u Metalcu, a to je nezamenljiv stub svake domaćinske kuće i svake zdrave kompanije, - poručili su njeni saradnici povodom jubilarnih 40 godina od kojih više od 36 na rukovodećim funkcijama.

SYNONYM OF FINANCIAL DISCIPLINE

Each successful company has its pillars that make it strong and firm from foundations to the roof. The name of Radmila Todosijević became synonym of financial discipline in Metalac long ago and this pillar is irreplaceable for every good household and healthy company, the message is from co-workers for the occasion of her 40th jubilee and over 36 years on managerial positions.

RADMILA TODOSIJEVIĆ

Izvršni direktor za finansijske poslove, ljudske resurse i poslovnu logistiku • Executive director for financial affairs, human resources and business logistics

Kompanija je, kao i prethodnih godina, posebno bila usmerena na upravljanje rizicima odnosno na minimiziranje potencijalnih negativnih uticaja na finansijsko stanje i poslovanje u uslovima nepredvidivosti finansijskog tržišta. Kompanija je takođe uspešno upravljala obrtnim kapitalom i time uspela da zadrži sposobnost da nastavi sa svojim uspešnim poslovanjem u predvidivoj budućnosti. Upravljanje obrtnim kapitalom je imalo za cilj očuvanje optimalne strukture, a time i smanjenje troškova kapitala i obezbeđivanje dividende akcionarima.

I u 2014. godini bili smo fokusirani na upravljanje kretanjem prihoda i troškova, upravljanje valutnim rizicima, rizicima promene kamatnih stopa, rizicima likvidnosti, kreditnim rizicima. Sa padom ukupnog prihoda i paralelnim padom poslovne dobiti na nivou Metalac grupe, najvažnije je bilo održati likvidnost i obezbediti cash flow.

U narednom periodu preduzeće će nastaviti da efikasnije i delotvornije upravlja obrtnim kapitalom, oslobođanjem gotovine iz obrtnog kapitala: skraćivanjem vremena naplate potraživanja i boljim upravljanjem zalihamama.

Like in previous years the company focused on risk management directioned to minimize potential negative impacts to financial condition and operations in the environment of an unpredictable financial market. The Company also wellmanaged the capital risk and succeeded in keeping its business successful in a foreseeable future. The capital management was aimed to keep the optimum structure and therefore cut the costs of the capital and provide dividends for the shareholders.

Again in 2014 we were focused to management of income and cost movements, management of currency risks, interest rate changes risks, solvency risks, credit risks and capital risks. With decrease of income and parallel decrease of operating profit at the whole Metalac group level the most important was to keep solvency and cash flow.

In the forthcoming period the company will manage the current assets more efficiently, obtain cash flow shortening collection time of receivables and try better to manage the inventories.

KONSOLIDOVANI BILANS STANJA • CONSOLIDATED BALANCE SHEET

U hiljadama dinara · Thousand of RSD

AKTIVA • ASSETS	31.12.2014.	31.12.2013.	%
Stalna imovina • Non-current assets	2.248.706	2.337.283	96,21
Nematerijalna ulaganja • Intangible assets	36.910	41.118	89,77
Nekretnine, postrojenja i oprema • Property, plant and equipment	1.796.652	1.871.205	96,02
Investicione nekretnine • Investment property	372.971	380.092	98,13
Dugoročni finansijski plasmani • Long term financial placements	42.173	44.868	93,99
Obrtna imovina • Current assets	4.697.234	4.413.481	106,43
Zalihe • Inventories	1.915.201	1.925.255	99,48
Potraživanja • Accounts receivable	1.250.696	1.125.357	111,14
Potraživanja za više plaćen porez na dobitak • Receivables for prepaid income tax	74.023	75.632	97,87
Kratkoročni finansijski plasmani • Short-term financial placements	919.118	875.477	104,98
Gotovinski ekvivalenti i gotovina • Cash and cash equivalents	468.616	348.342	134,53
Porez na dodatu vrednost i aktivna vremenska razgraničenja • Value added tax and prepayments	69.580	63.418	109,72
UKUPNA AKTIVA • TOTAL ASSETS	6.945.940	6.750.764	102,89
Vanbilansna aktiva • Off-balance sheet assets	251.933	195.795	128,67
PASIVA • LIABILITIES			
Kapital • Capital	4.193.605	4.235.438	99,01
Akcijski kapital • Share capital	408.000	408.000	100,00
Ostali kapital • Other capital	33.899	33.899	100,00
Emisiona premija • Share premium	0	4.256	0,00
Rezerve • Reserves	219.220	185.623	118,10
Translacione rezerve • Translation reserves	13.600	2.934	463,53
Nerealizovani dobici po osnovu hartija od vrednosti • Unrealized gains on securities	16.957	19.751	85,85
Aktuarski dobici (gubici) • Actuarial gains	(44.301)	0	
Nerasporedeni dobitak • Retained earnings	3.434.099	3.472.738	98,89
Kapital koji pripada većinskim vlasnicima • Majority interests	4.081.474	4.127.201	98,89
Manjinski interes • Minority interests	112.131	108.237	103,60
Dugoročne rezervisanja i obaveze • Long-term liabilities and provisions	982.673	831.343	118,20
Dugoročna rezervisanja • Long-term provisions	204.066	181.564	112,39
Dugoročni krediti • Long-term borrowings	778.607	649.779	119,83
Kratkoročne obaveze • Current liabilities	1.733.850	1.636.310	105,96
Kratkoročne finansijske obaveze • Short-term financial liabilities	538.876	639.385	84,28
Obaveze iz poslovanja • Accounts payable	806.286	683.048	118,04
Ostale kratkoročne obaveze • Other current liabilities	291.601	261.532	111,50
Obaveze po osnovu poreza na dodatu vrednost i ostalih javnih prihoda i pasivna vremenska razgraničenja • Value added tax and other duties payable and accruals	55.120	45.450	121,28
Obaveze po osnovu poreza na dobitak • Income tax payable	41.967	6.895	608,66
Odložene poreske obaveze • Deferred tax liabilities	35.812	47.673	75,12
UKUPNA PASIVA • TOTAL EQUITY AND LIABILITIES	6.945.940	6.750.764	102,89
Vanbilansna pasiva • Off-balance-sheet items	251.933	195.795	128,67

KONSOLIDOVANI BILANS USPEHA • CONSOLIDATED INCOME STATEMENT

U hiljadama dinara · Thousand of RSD

	31.12.2014.	31.12.2013.	%
POSLOVNI PRIHODI • OPERATING INCOME	6.478.279	6.488.348	99,84
Prihodi od prodaje na domaćem tržištu • Revenue from domestic sales	3.947.602	3.676.328	107,38
Prihodi od prodaje na inostranom tržištu • Revenues from sales on foreign markets	2.376.886	2.520.348	94,31
Prihod od prodaje • Sales revenues	6.324.488	6.196.676	102,06
Prihodi od aktiviranja učinaka • Own-work capitalized	14.441	36.024	40,09
Povećanje zaliha učinaka • Increase in inventories	17.649	98.420	17,93
Smanjenje zaliha učinaka • Decrease in inventories	(63.646)	185.347	
Ostali poslovni prihodi • Other operating income	185.347	157.228	117,88
POSLOVNI RASHODI • OPERATING EXPENSES	6.108.891	6.014.762	101,56
Nabavna vrednost prodate robe • Cost of goods sold	2.108.346	1.927.740	109,37
Troškovi materijala i energije • Materials and energy	1.649.916	1.764.889	93,49
Troškovi zarada, naknada zarada i ostali lični rashodi • Staff costs	1.575.117	1.498.894	105,09
Troškovi amortizacije • Depreciation, amortization and provisions	215.686	211.834	101,82
Ostala dugoročna rezervisanja • Other long-term provisions	41.057	30.122	136,30
Ostali poslovni rashodi • Other operating expenses	518.769	581.283	89,25
POSLOVNI DOBITAK/(GUBITAK) • OPERATING PROFIT/(LOSS)	369.388	473.586	78,00
FINANSIJSKI PRIHODI • FINANCE INCOME	269.399	168.379	160,00
FINANSIJSKI RASHODI • FINANCE EXPENSES	303.249	154.728	195,99
OSTALI PRIHODI • OTHER INCOME	97.219	48.028	202,42
OSTALI RASHODI • OTHER EXPENSES	129.909	102.387	126,88
DOBITAK/(GUBITAK) IZ REDOVNOG POSLOVANJA	302.848	432.878	69,96
NET PROFIT/(LOSS) ATTRIBUTABLE TO:			
POREZ NA DOBITAK • INCOME TAXES			
Poreski rashod perioda • Equity holders of the parent company	(49.778)	(30.646)	162,43
Odloženi poreski prihod (rashod) perioda • Minority shareholders	12.973	5.853	221,65
NETO DOBITAK • NET PROFIT:	266.043	408.085	65,19



PAD PRIHODA I DOBITI **NAJVIŠE ZBOG RUSIJE**

Jednu od najtežih godina u svojoj istoriji Metalac grupa je završila sa 81,34 miliona evra ukupnog prihoda i 3,1 milion evra poslovne dobiti. I dok je ukupan prihod manji 5% u odnosu na 2013. godinu, poslovna dobit je manja za 32%. Na to su prvenstveno uticala cenovna prilagodavanja veoma teškim uslovima na tržištu, kao i potpuno reducirano poslovanje Metalčevih preduzeća u Rusiji i Ukrajini.

Najveće učešće u ukupnom prihodu i dobiti Metalac grupe u 2014. godini imaju četiri proizvodna društva. Sledi trgovinska društva u Srbiji, dok je na trećem mestu učešće 4 trgovinska društva u inostranstvu. Najveće pojedinačno učešće ima kor biznis kompanije – proizvodnja posuda.

Situacija na tržištu Rusije i sveukupna politička kriza sa žarištem u Ukrajini, sa velikom devalvacijom valuta, bili su presudni za ukupni pad izvoza od 8% u odnosu na 2013. godinu, a time i na pad ukupnog prihoda. Inače, u 2014. bila su aktivna 23 tržišta, na kojima je plasirano oko 6 miliona jedinica proizvoda.

Na domaćem tržištu spektar ograničavajućih faktora za poslovanje je zaista bio širok, ali će godina biti zapamćena po katastrofalnim majskim poplavama u Srbiji i regionu sa dugoročnim posledicama. Kraj 2014. obeležilo je smanjenje penzija i plata u javnim preduzećima.

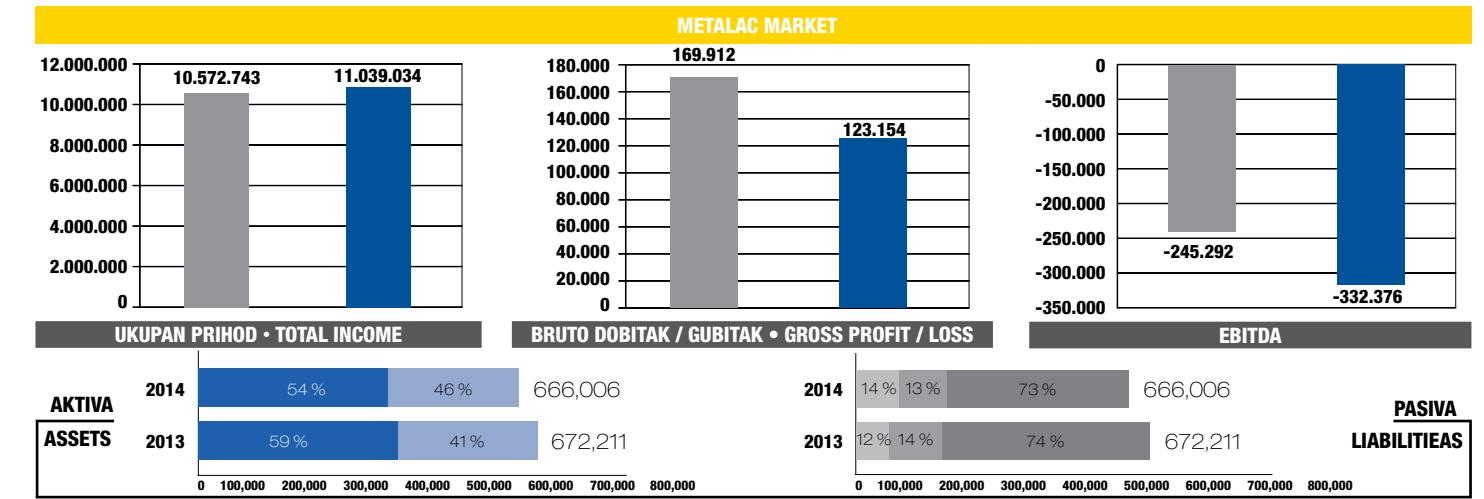
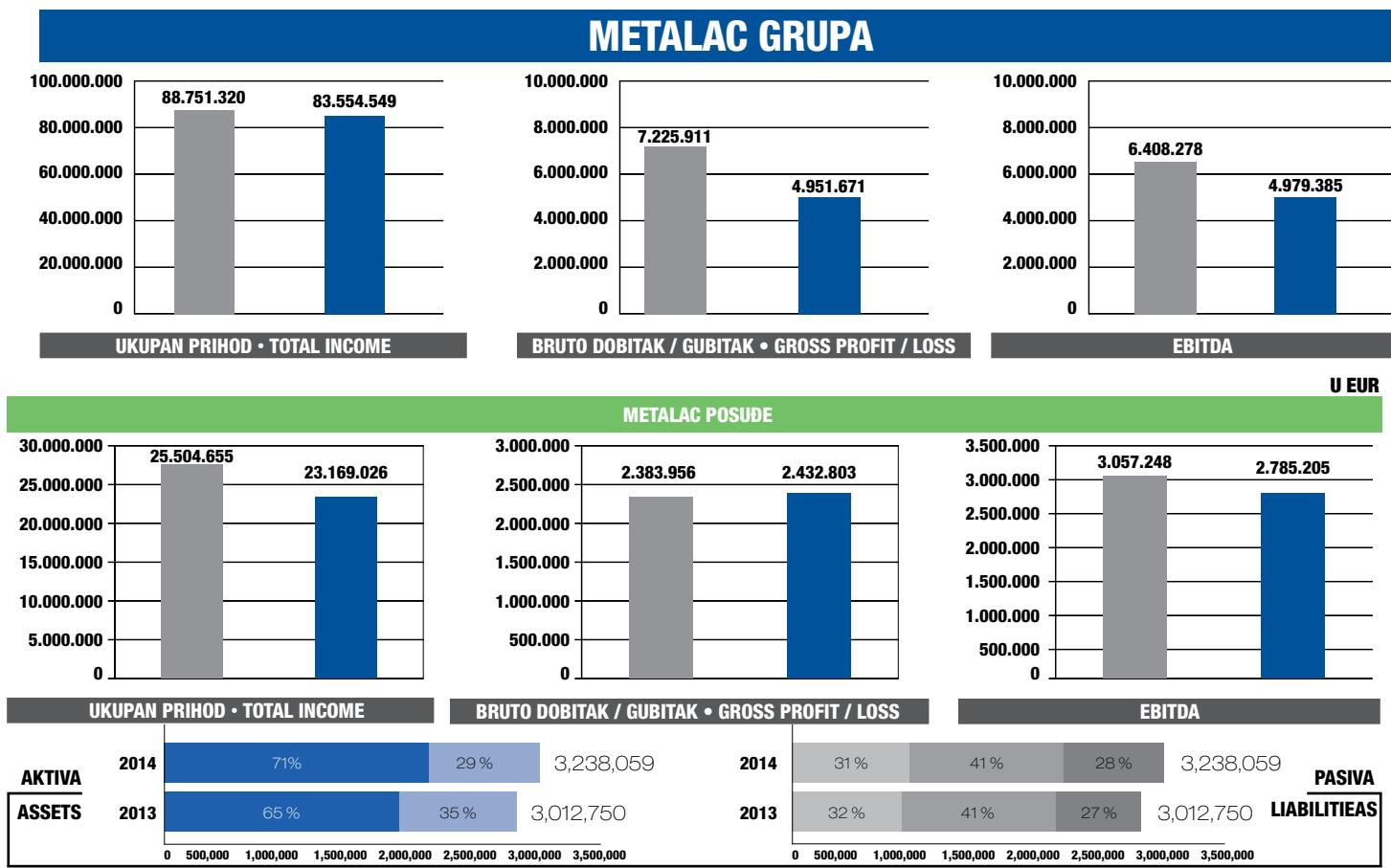
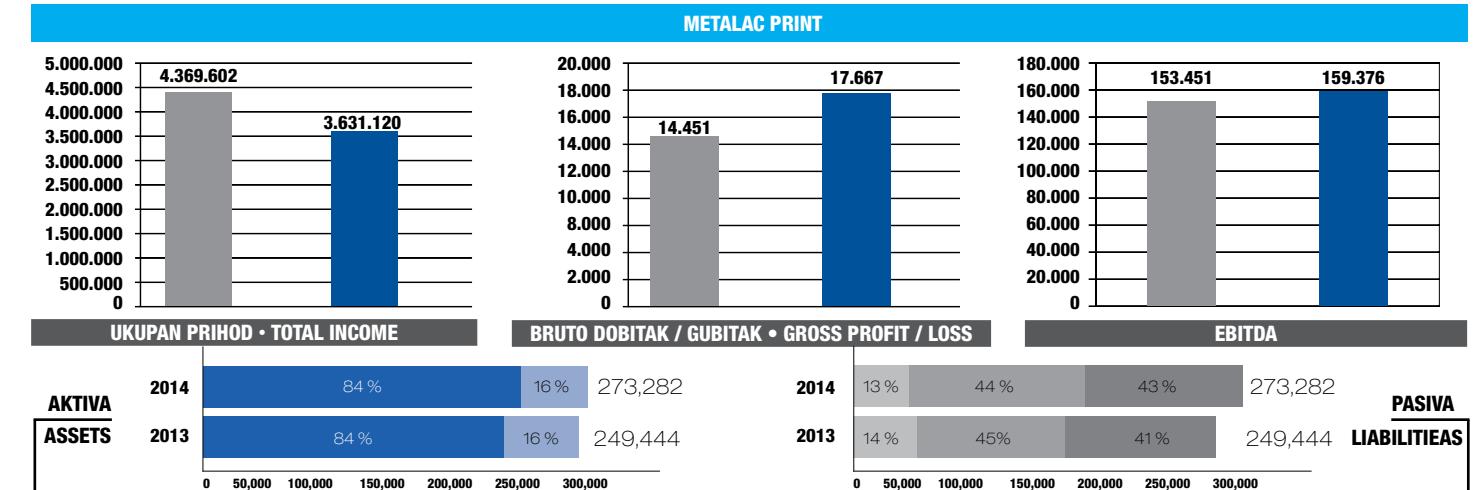
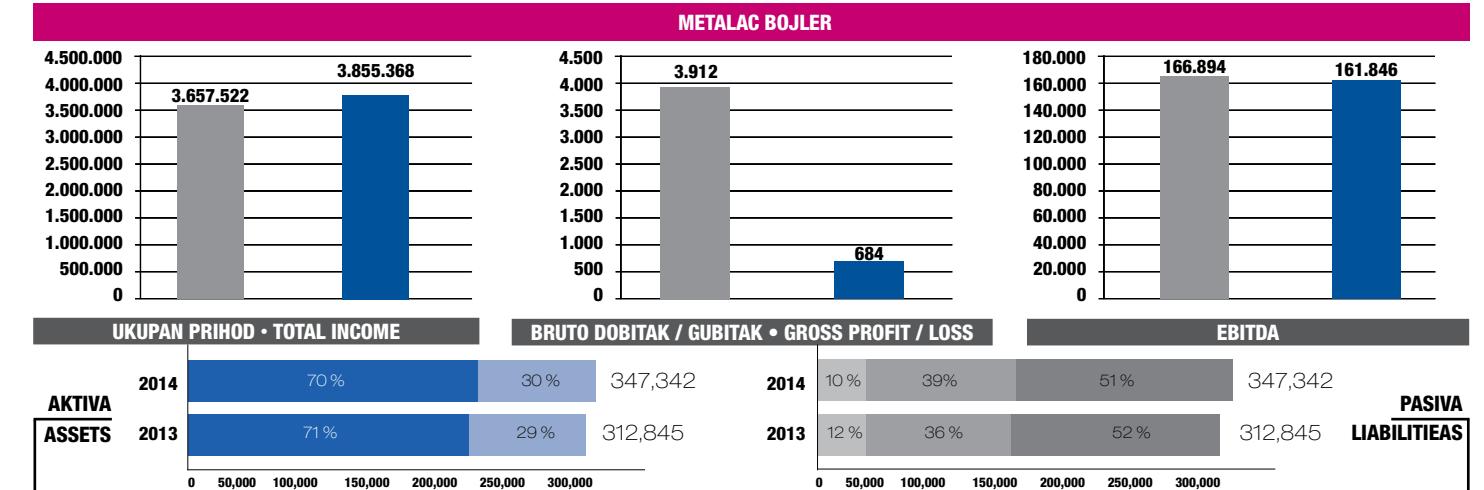
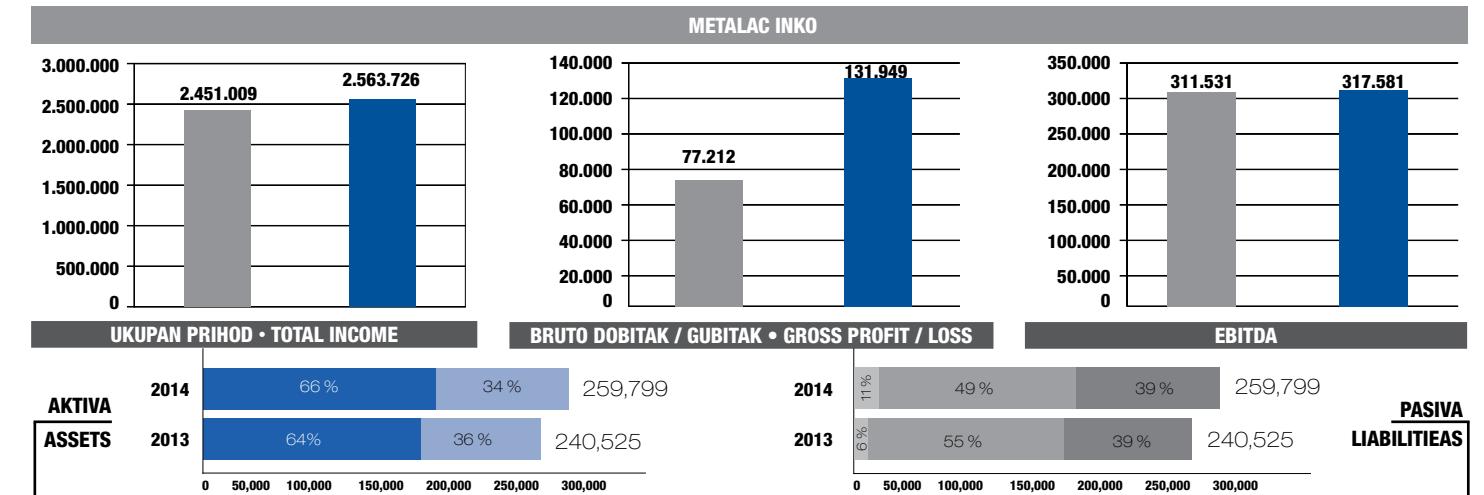
INCOME AND PROFIT FALL **MOSTLY BECAUSE OF RUSSIA**

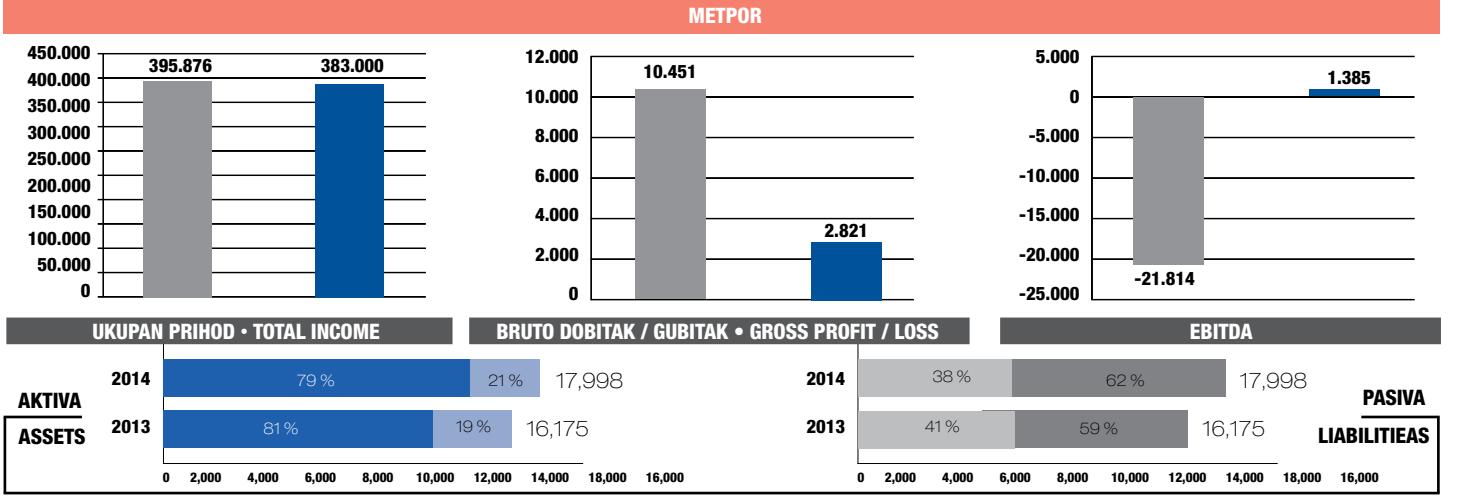
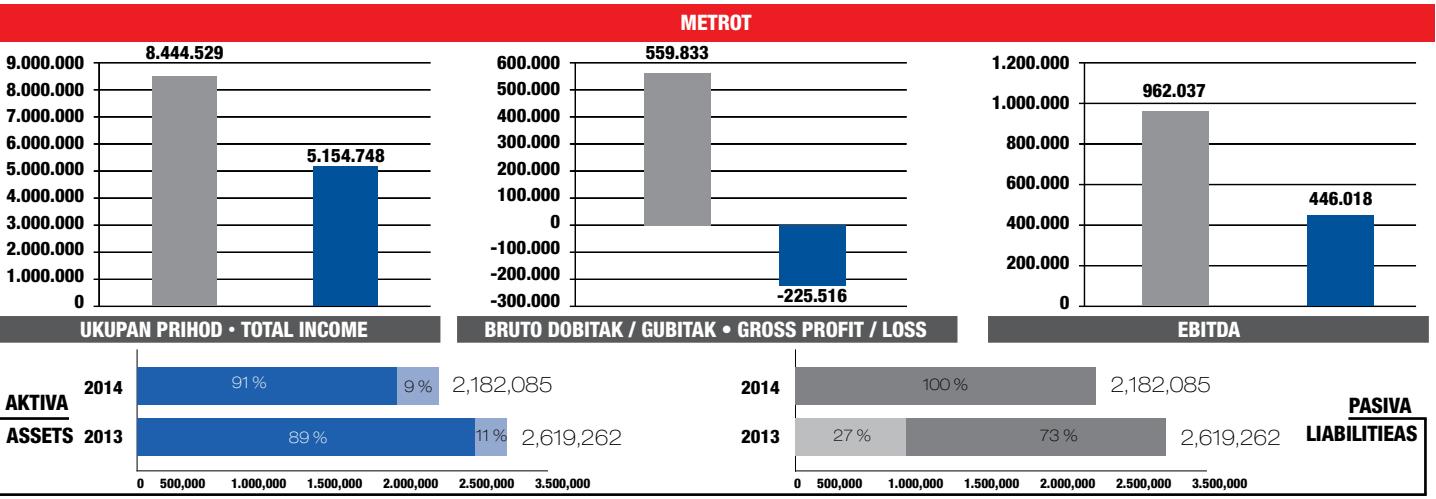
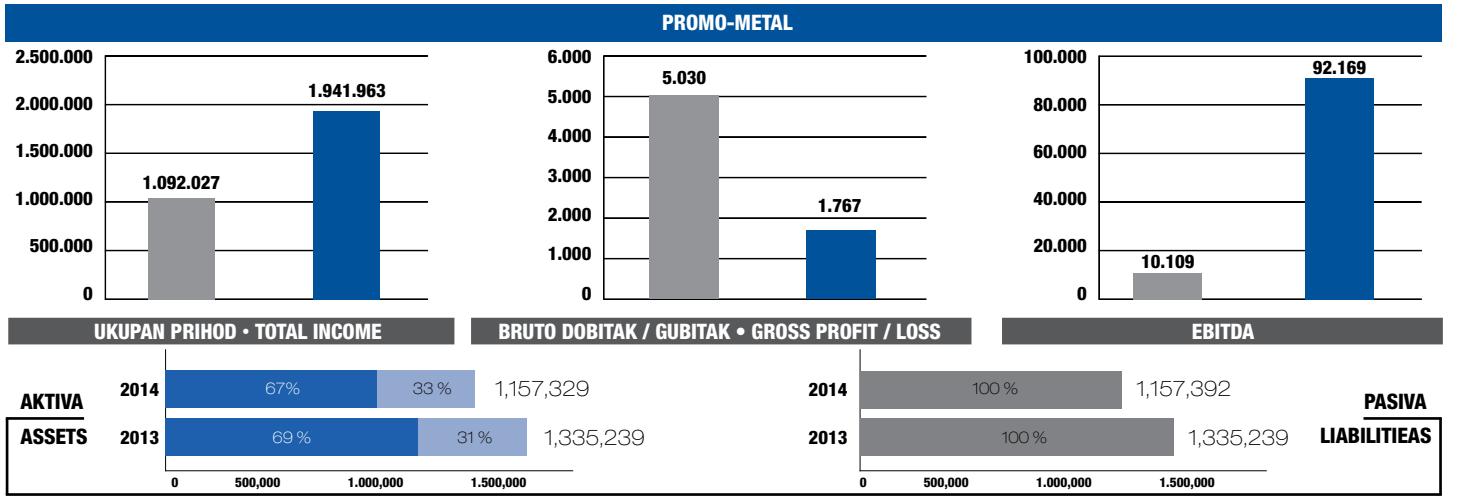
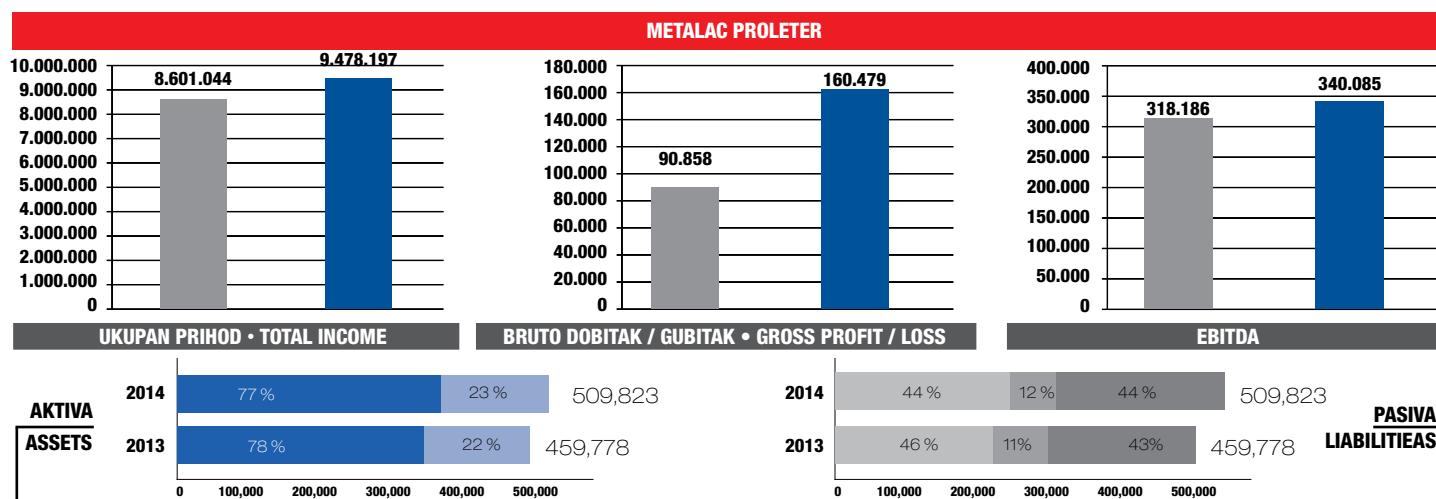
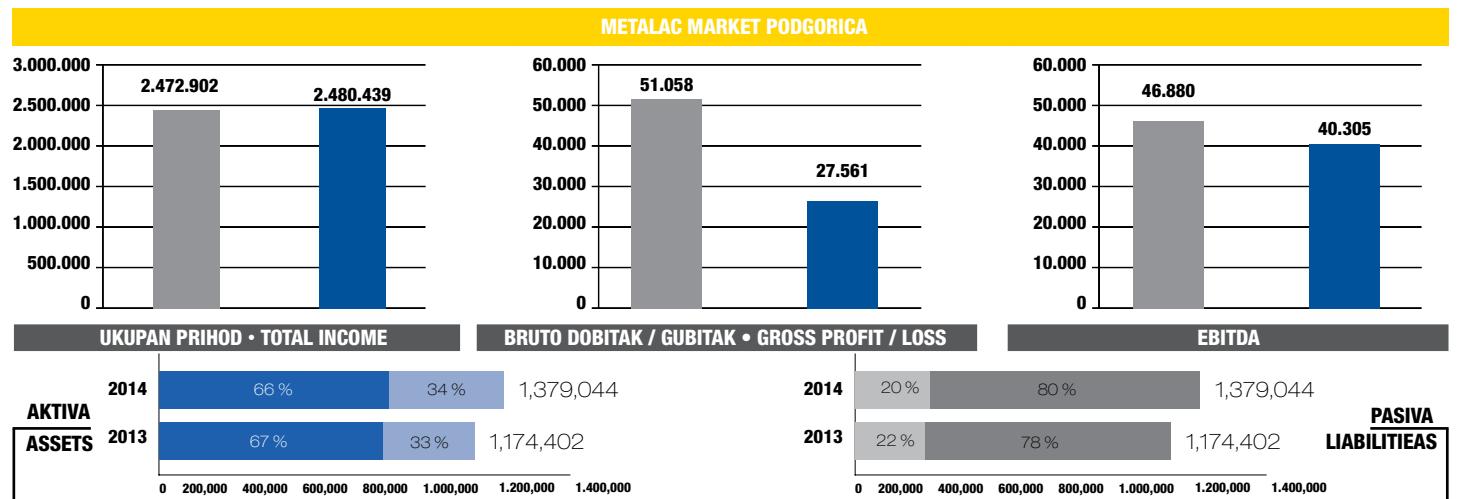
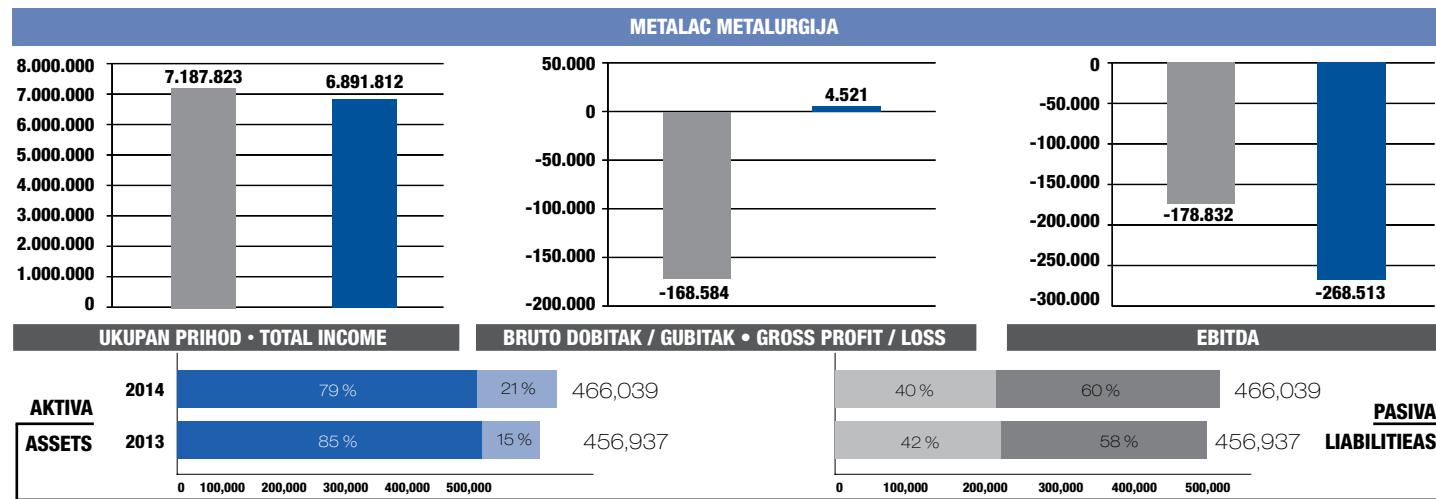
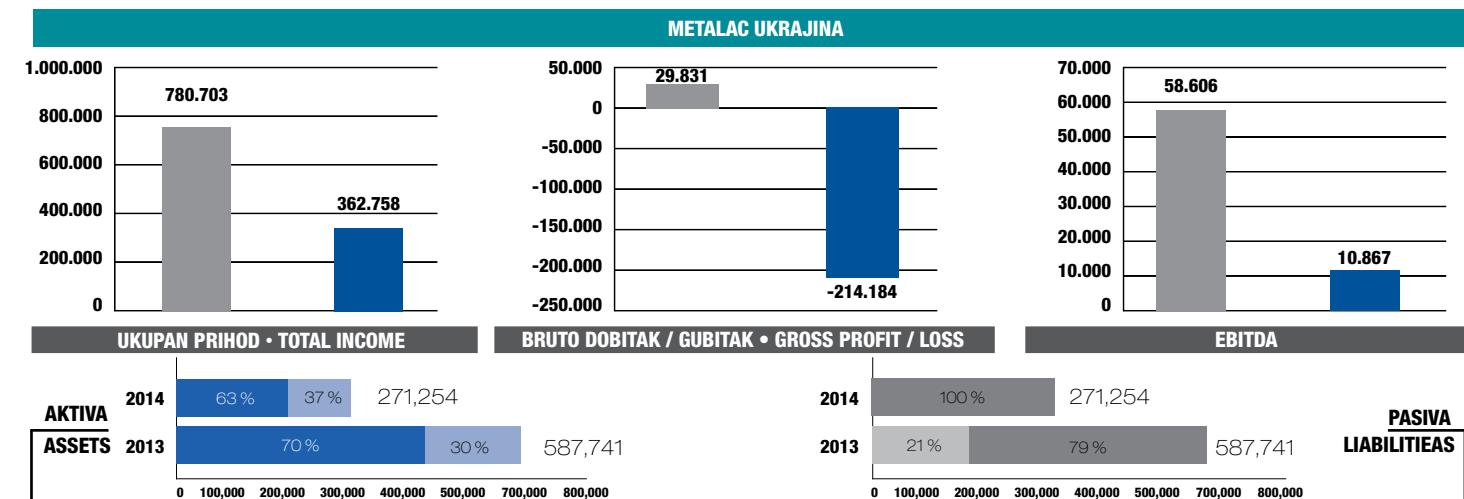
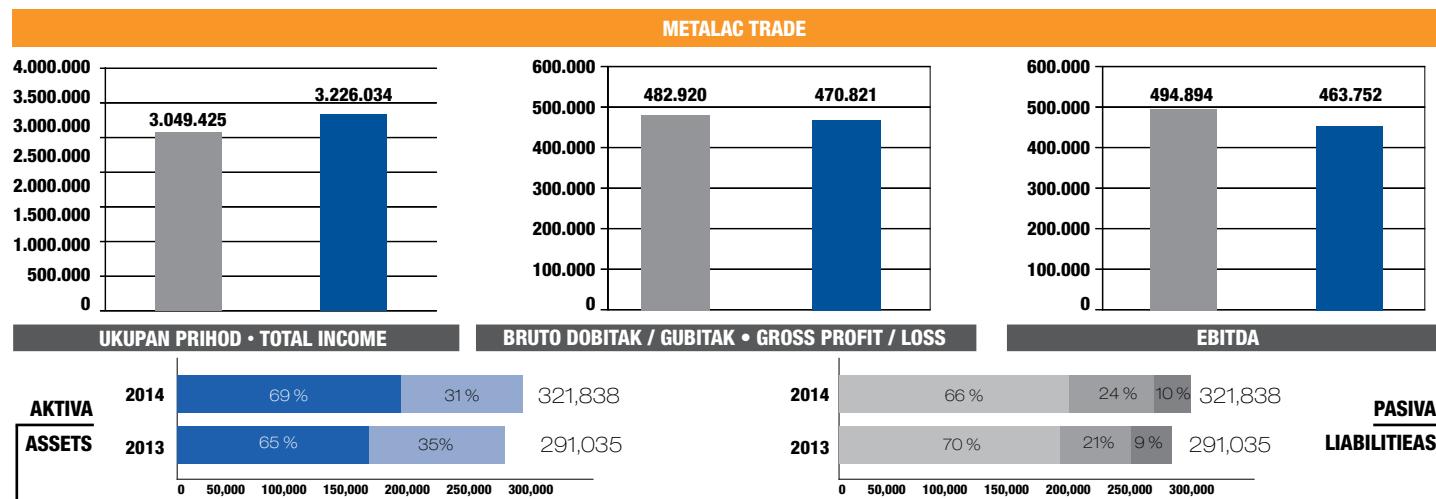
Considered to be one of the toughest in the history of Metalac the year 2014 ended for the company with the total income of € 81.34 million and the profit of € 3.1 million. The income being 5% lower than in 2013 however gave the profit less by 32%. Such results were mainly affected by price adjustments in rather difficult circumstances and totally reduced business of Metalac affiliates in Russia and Ukraine.

The greatest share in the total income of the Metalac Group in 2014 is of the four production companies then trading companies in Serbia and lastly four trading companies abroad. The biggest share of a single subsidiary is that of cookware production being the core-business of the group.

The situation on the Russian market as well as the political crisis in Ukraine and great devaluations were decisive for the exports to fall by 8% compared to 2013 and therefore to obtain lowr income. In 2014 the company performed on 23 markets placing about 6 million units of product.

The business on the local market was limited with spectrum of factors but 2014 will however be remebered by the catastrophic floods in May with long term consequences. As a final hit in 2014 there was decrease of pensions and salaries in the public sector.







PROIZVODNA DRUŠTVA OSTVARILA 40% UKUPNOG PRIHODA METALAC GRUPE

Četiri proizvodna društva Metalca a.d. ostvarila su ukupnu realizaciju od 30,5 miliona evra, od čega 51% plasmanom na ino tržišta. Kao i uvek, apsolutno najveće učešće i najveći izvoz beleži kor biznis kompanije, preduzeće Metalac posuđe. Ipak, ovo društvo je imalo pad ukupnog prihoda i pad dobiti za oko 9%, posebno zbog pada plasmana na ruskom tržištu. Rast ukupnog prihoda za po 5% u odnosu na 2013. godinu imali su Metalac bojler i Metalac inko, kojem je, osim sudopera, dobro išao plasman livenih polimera.



ALEKSANDAR MARKOVIĆ

direktor • director
Metalac posuđe



VLADAN STOJKOVIĆ

direktor • director
Metalac inko



GORAN MIJATOVIĆ

direktor • director
Metalac bojler



PREDRAG LAZOVIĆ

direktor • director
Metalac print

PRODUCTION COMPANIES HOLD 40% SHARE OF THE METALAC GROUP TOTAL INCOME

Four production subsidiaries of Metalac a.d. made the turnover of € 30.5 million and 51% of that from exports. As usual the biggest share in exports was that of Metalac Posudje dealing with cookware production and sale as core business of the group. However this company marked lower income and profit for around 9% consequence of poor placement on the Russian market. On the other hand the company Metalac Bojler shows 5% higher income than in 2013 same as Metalac Inko that did well both selling sinks and cast polymer items.



Iako je Metalac posude na domaćem tržištu ostvarilo rast prodaje za 12%, nije bilo moguće nadomestiti skoro 10% manji izvoz nego 2013. godine. Sa ukupnim prihodom od 23,2 miliona evra, od čega 21,6 miliona od prodaje posuđa, planski ciljevi nisu dostignuti. U odnosu na 2013. ukupan prihod je manji 9%. Godina izuzetno teška, a najveći uticaj imalo tržište Rusije.

The increase of 12% that Metalac cookware made on the local market could not compensate almost 10% lower export than in 2013. With the total income of € 23.2 million, of that € 21.6 from cookware sale, the goal was not reached. Compared to 2013 the income is 9% lower. The year was more than hard and the greatest impact was of the Russian market.

RUSKO TRŽIŠTE BILO PRESUDNO ZA UKUPAN ISHOD

Planovi za izvoz bili su znatno ambiciozniji od onog što je Metalac posuđe uspelo da ostvari u 2014. Na tržištu sa najvećim učešćem, Rusiji, ostvarena je 25% manja realizacija nego u 2013. Iako sa znatno manjim uticajem, i na tržištu Ukrajine prodaja je podbacila 67%. Ovi procenti najbolje oslikavaju rizike koje su donele ekonomske turbulentije, devalvaciju valuta i političko žarište u ovom delu sveta. I mada su, od ukupno 23 aktivna tržišta, pojedina imala značajniji rast, poput Hrvatske recimo, Metalčeve najveće preduzeće je u 2014. imalo svega 13,4 miliona izvoza, tj. 20% manje nego što je planirano i 10% manje nego u 2013. godini.

Sa druge strane, uprkos velikim ograničenjima, na domaćem tržištu je ostvaren plan i rast od 12% u odnosu na prethodnu godinu. Zašto je to uspeh? Zato što je godina počela veoma naporno, uz značajno povećan rizik usled katastrofalnih poplava u maju, pa sve do stresa zbog smanjenja penzija i plata u javnom sektoru.

Na domaćem tržištu presudan je bio IV kvartal koji je značajno promenio situaciju na bolje, zahvaljujući velikom uspehu nekoliko loyalty akcija. Svakako najviše pažnje skrenuo je kobrending sa Grand kafom, u kojoj je kroz lanac prodavnica Metalac „na poklon“ izdato oko 140.000 non-stick posuda. Približno isto učešće imale su i dve loyalty akcije sa lancem DIS, ali, tradicionalno najveće učešće i dalje imaju 72 prodavnice Metalac širom Srbije.

U očekivanju da se situacija na ekonomski i politički kriznim tržištima stabilizuje, Metalac posuđe je uspelo da odškrne vrata nekih novih tržišta, poput Japana i Ujedinjenih Arapskih Emirata, uz tendenciju da se izvozni aranžmani prošire i povećaju.



PROIZVEDENO 4,7 MILIONA JEDINICA

Sve tri fabrike za proizvodnju posuđa su u 2014. godini proizvele 4,7 miliona jedinica proizvoda. Povećana potražnja za klasikom – najviše sitnijim dekorativnim asortimanom, predstavljala je svojevrstan pritisak na kapacitete i tražila dodatnu disciplinu u planiranju, kako bi se predupredio nedostatak druge robe na lageru i pomeranje naloga.

U 2014. godini je osvojeno nekoliko novih proizvoda u klasičnom asortimanu za inostrane kupce. Na domaćem i eks YU tržištu plasirano je više novih linija, kako u emajlu, tako i u non-stick i inox posudu. Kraj godine bio je posvećen kreiranju ponude za februarski sajam u Frankfurtu. Osvojeni su novi emajlni premazi u efektima granita – mat i metalik, a u pripremi je i nova linija non-stick posuda u kovanom aluminiju.

U prvoj polovini 2014. nastavljen je rad na projektu „5S“, koji omogućava efikasnije obavljanje poslova, a potom je aktuelan bio pilot projekat „Lean“ koncepta proizvodnje, tj. rad na povećanju produktivnosti kroz smanjenje ili eliminisanje zahvata i poslova koji ne stvaraju vrednost. Završetak ovog projekta je planiran za kraj 2015. godine.

DECISIVE IMPACT OF RUSSIAN MARKET TO THE TOTAL INCOME

Plans for export were much more ambitious than Metalac Posudje managed to carry out in 2014. On the Russian market that holds biggest share the turnover was 25% lower than in 2013. Not of such great significance but also underachievement in Ukraine of 67%. These figures are the best evidence of differences brought by economic turbulence, currency devaluation and political confrontation in this part of the world. From 23 active markets some gave better results like Croatia for example. The biggest Metalac subsidiary made only € 13.4 million with exports in 2014 being 20% under the plan and 10% less than achieved in 2013 which was also difficult.

On the other hand, despite great limitations, the perfor-

mance on the local market was by the plan and 10% better than previous year. Why is that an achievement? Because the year started with great efforts and much higher risk due to catastrophic floods in May... and as final there was the stress about cutting pensions and salaries in public sector.

On the local market the last quarter played the role and significantly improved the situation thanks to the success of several loyalty campaigns. The most attention was drawn by co-branding with “Grand Kafa” as Metalac through its retail chain presented about 140,000 non-stick pans. Almost same success was made in two loyalty campaigns with chain stores DIS, but traditionally greatest share is that of 72 Metalac shops throughout Serbia.

Expecting for economic and political situation on critical markets to get stable Metalac Posudje managed to penetrate some new markets like Japan and United Arab Emirates with potential to widen and increase its export arrangements.

FACTORIES PRODUCED 4.7 MILLION COOKWARE UNITS

All three factories for cookware production made 4.7 million units of products in 2014. Demand for classic models is getting higher mostly for small decorative items and production capacities were fully booked with extra planning discipline under pressure as to prevent shortage of other goods in the warehouse and tumbling of orders.

In 2014 several new products of classic range were developed for foreign clients. On the local market and in former Yugoslav republics we placed some new enameled collections as well as non-stick and stainless steel cookware. The end of the year was focused on designing offer for Frankfurt fair held in February. New enamel coatings with granite, opaque and metallic aspect were developed, while new collection of non-stick cast aluminum is project phase.

During first six months of 2014 we continued working on the 5S project for equipment of space providing more efficient operative work and there was a pilot project of „Lean“ production concept it is to say increased productivity by reducing or eliminating operations and works that don't make value. The plan is to fiish this project by the end of 2015.

U ZNAKU „LOJALTI“ AKCIJA

GOING FOR LOYALTY CAMPAIGNS

Nakon veoma teškog i neizvesnog prvog polugodišta, jesen su u Metalac posudu obeležile akcije lojalnosti u saradnji sa skoro svim sistemima, uključujući i lanac Metalčevih prodavnica. Dugogodišnji trend dominacije ovakvih akcija u 2014. je dodatno provočiran sveukupno lošom situacijom na tržištu, uz dodatni stres usled elementarnih nepogoda i konačno, smanjenja penzija i plata u javnom sektoru. Ove akcije su od oktobra otpušle usko grlo u džepu potrošača i presudno doprinele ostvarenju planova, pre svega na domaćem tržištu. Posude Metalac se tako skoro istovremeno našlo u kampanjama kroz DIS, Ideu, Merkator, Rodu, Aman, Merkur i prodavnice Metalac u saradnji sa Grand kafom. U isto vreme ovakve aktivnosti krenule su i u Hrvatskoj kroz 85 objekata trgovinskog lanca Plodine.

After first half of the year that was rather hard and uncertain the autumn was dedicated to various loyalty campaigns practically with all hypermarkets including Metalac retail chain. Long-term dominant trend of such campaigns in 2014 was additionally provoked by overall poor market situation, stressed also by floods and cuts made to pensions and salaries of public sector employees. For consumers such campaigns were window of opportunity and played decisive role in reaching planned figures especially on the local market. So various Metalac cookware collections were contemporaneously offered in loyalty campaigns by DIS, Idea, Mercator, Roda, Aman, Merkur, and Metalac in arrangement with the Grand coffee. Same moves were taken in Croatia with 85 points of sale of the retailer Plodine.



DIZAJN KONKURS NA FACEBOOK-u TREĆI PUT

Pristiglo preko 260 kreativnih predloga dekora. Za Frankfurt odabrana dva rešenja. Specijalna nagrada za učesnike osnovne škole „Miroslav Antić“ iz Futoga.

U susret frankfurtskom sajmu, u oktobru 2014. smo posredstvom društvenih mreža po treći put pozvali dizajnere da pošalju svoja kreativna rešenja za posuđe Metalac. Odziv je i ovog puta bio izuzetan iako je opšta ocena da je izbor bio slabiji nego prethodne dve godine. Ipak, nagrađena su dva rešenja, koja su predstavljena na sajmu u Frankfurtu u februaru 2015.

Specijalnu nagradu van konkurenциje osvojili su najmladi učesnici konkursa, učenici 4. razreda osnovne škole „Miroslav Antić“ iz Futoga. Oni su poslali svoje crteže napravljene na času likovnog koji je bio posvećen „dizajniranju“ šare za šerpe Metalac. Za tako izuzetan trud ubrzo je put Futoga iz Metalaca otišao specijalan poklon paket za mlade umetnike i učiteljicu.

THIRD DESIGN COMPETITION ON THE FACEBOOK

About 260 creative proposals for decor patterns were received. Two of these were chosen for Frankfurt. Special award for the pupils of the elementary school "Miroslav Antić" in Futog.

Getting prepared for Frankfurt fair in October 2014 for the third time through social networks we invited designers to send their creative solutions for Metalac cookware. Also this time the response was great although in general opinion the selection was weaker than previous years. Two works were awarded and presented at the Frankfurt fair in February 2015.

Special award without competition won the youngest participants fourth graders of the elementary school "Miroslav Antić" from Futog. They sent their drawings made during art class dedicated to designing a pattern for Metalac pans. For such exceptional effort a special package with gifts for young artists and their master was sent from Metalac to Futog.

NA SAJMU "AMBIENTE" U FRANKFURTU 33. PUT

I sredinom februara 2015. godine Metalac je na sajmu „Ambiente“ u Frankfurtu imao respektabilnu postavku sva tri programa posuđa, a samo u emajliranom izloženo je 50 setova i preko 20 novih dekora. Najznačajnija svetska izložba robe široke potrošnje imala je 4.700 izlagачa iz 90 zemalja i 145.000 posetilaca iz čak 160 zemalja sveta.

NOVI DIZNIJEVI LIKOVI NA MALOM POSUĐU

Saradjnjom sa kompanijom Dizni, započetom 2013. godine, Metalac je upotpunio ponudu emajliranog posuđa za decu. Da je reč o dobrom potezu, potvrđuju ne samo rezultati prve dve godine, već i veliko interesovanje koje je ova kolekcija privukla na februarskom sajmu u Frankfurtu. Nakon Mikija i Mini Maus koji su prvi pokupili sve simpatije, u drugoj polovini 2014. godine plasirane su i Diznijevе Princeze kojima su se obradovale devojčice, a potom I Karsi za dečake. U maju 2015. na tržište izlaze i likovi iz popularnog "Frozen-a".

33 TIMES AT AMBIENTE SHOW IN FRANKFURT

Mid February 2015 at Ambiente Show in Frankfurt Metalac respectable exhibition included three cookware product lines. There were 50 collections and 20 new decor patterns. This important global show for consumer goods presented 4700 exhibitors from 90 countries and received 145.000 visitors from 160 countries.

CARS - NOVELTY OF THE "MINI M" COLLECTION

For more than a year "mini m" cookware with Disney characters has been present at the local and foreign markets. After Mickey and Minnie Mouse collection that attracted both juniors and seniors, we put on market the Disney Princesses collection about which girls were such excited and a little bit later Cars characters for boys. Popular Frozen characters are going to be launched on May 2015.



NAJTUFNASTIJE STRANICE **NA DRUŠVENIM MREŽAMA**

PONOVO NAJBOLJE U KATEGORIJI "SVE ZA KUĆU"

MEDU TOP SERBIAN BRANDS

Na samom kraju 2014. fejsbuk stranica Metalac posude je po drugi put nagrađena za prisustvo na društvenim mrežama kao „najtufnastija stranica“ od strane Udruženja ekonomskih propagandista Srbije. Zasluge delimo sa digital agencijom Pioniri Communications sa kojom uspešno sarađujemo skoro 3 godine. Za razliku od 2013. kada smo nagrađeni zlatnim priznanjem, ovoga puta poneli smo bronzano. Inače, fejsbuk stranica Metalac posuda već ima oko 70.000 fanova.

Početnom 2015. godine stiglo je i prvo priznanje za izuzetan nastup tviter naloga @MetalacPosudje, ovoga puta u tradicionalnom godišnjem izboru najboljih srpskih sajtova po oceni redakcije PC Press-a, koji se organizuje još od početka razvoja interneta u Srbiji. Priznanje je primio Aleksandar Marković, direktor Metalac posuda.

- Ma koliko da smo se navikli na ovakva priznaja, uvek je iznova važno da potrošači potvrde jesmo li na pravom putu – rekao je generalni direktor Petrašin Jakovljević, primajući 3. put priznanje "Moj izbor". U najužoj konkurenciji u kategoriji "Sve za kuću" među prva tri bili friziđeri Gorenje i bojleri Metalac, a ispred Alfe - plam Vranje, šporeta Smederevac...

U kampanji "Srbija ima kvalitet" istraživanje je početkom 2015. obuhvatilo 2.010 ispitanika u četrnaest gradova Srbije. U konkurenciji je bilo 195 domaćih proizvoda i brendova, u 19 kategorija.

U organizaciji portala www.bestofserbia.rs i časopisa „Top Serbian Brands“, objavljeni su najbolji brendovi za 2014. u 56 kategorija. Metalac posude je ovo priznanje ponelo u kategoriji najbolji robni brend - roba trajne potrošnje.

Pobednici izabrani na osnovu glasova građana i nezavisnog istraživanja tržišta u kome su glavni kriterijumi poznatost brenda, vrhunski kvalitet, zadovoljstvo potrošača i poslovni rezultati.

THE DOTTIEST PAGES ON SOCIAL NETWORKS

WON AGAIN THE CATEGORY ALL FOR HOUSE

TOP SERBIAN BRANDS AWARD

At very end of 2014 Metalac Posudje facebook page was awarded for the second time by the Association of Economic Public Relations Professionals of Serbia for its presence on social networks as "the dottiest page". We share this merit with the digital agency Pioniri Communications with which we have been cooperating for almost 3 years. Differently from 2013 when we won gold this time we got bronze. Metalac Posudje facebook page has about 70,000 fans already.

Beginning 2015 for the first time we got recognition for exceptional appearance of the twitter account @MetalacPosudje, within regular annual selection of best Serbian web sites elected by the PC Press as tradition since internet started developing in Serbia. The award was presented to Aleksandar Marković director of Metalac Posudje.

- No matter that we are used to such recognitions, it is approval of consumers if we are taking right path that is important always and again – said the CEO, Petrašin Jakovljević receiving the MY CHOICE award for third time. In the shortlisted competition in the category "All for home" among first three there were Gorenje refrigerators and water heaters Metalac, after them Alfa Vranje and Smederevac stoves...

In the campaign »Serbia has quality« the research was made with 2,010 people in 14 towns of Serbia and 195 domestic products and brands competed in 19 categories. Basic condition for a product to be nominated is that of local origin regardless property structure of producing company.

Organized by portal www.bestofserbia.rs and exclusive magazine TOP SERBIAN BRANDS, the winners were announced in 56 categories. Metalac won in the category of the best consumer durables.

Winners for 2014 were elected by independent surveys conducted on a random sample of adult citizens of Serbia and the main conditions for obtaining awards are: familiarity with the brand, top quality, customer satisfaction, excellence and business results.

POSETA AMBASADORA KANADE I ŠVEDSKE

U okviru posete opštini Gornji Milanovac, ambasador Kanade u Srbiji Roman Vaščuk posetio je 26. februara kompaniju Metalac i izrazio poštovanje za njenu stabilnost i uspešnost. Iskusnog diplomatu posebno je zanimalo kakav je to „tajni recept“ koji je kompaniju sačuvao uprkos svim problemima u okruženju. Nakon obilaska pogona za proizvodnju sudopera i posuda, gost je izrazio uverenje da bi tako kvalitetni proizvodi mogli imati dobru šansu i na kanadskom tržištu.

Već 24. marta posetio nas je i ambasador Kraljevine Švedske u Srbiji Kristfer Asp. Gospodin Asp je posetom Gornjem Milanovcu na neki način otvorio sezonu čvršćeg povezivanja privrednika dve zemlje. Goste je u Metalcu primio generalni direktor Petrašin Jakovljević.

SUSRET SA PARTNERIMA IZ ČEŠKE I SLOVAČKE

Gosti su se odmah uputili u obilazak proizvodnih pogona a najzanimljivija im je bila šetnja kroz fabrike posuda.

ARGENTINSKA ZVEZDA NARDA LOPES U METALCU

Pošto je zaljubljena u emajlirano posude, obilazeći Balkan neizostavno je želela da snimi fabriku posuda Metalac, koje je već koristila.

Krajem maja 2014. u jednodnevnu posetu Metalcu došli su poslovni partneri iz Češke i Slovačke, njih 21, predvođeni firmom MarexTrade. Gosti su se odmah nakon prijema, uputili u obilazak proizvodnih pogona gde su se upoznali i sa proizvodnjom posuda, sudopera, kompozitnog materijala Grammatrix i kartonske ambalaže. Centralni deo dana bio je rezervisan za komercijalne razgovore, nakon kojih je upriličena poseta fabričkoj bojleru i stadionu FK Metalca.

Uspešan dan u Metalcu završen je svečanom večerom u opuštenoj atmosferi Norveške kuće, gde su gosti imali priliku da uživaju u nastupu kulturno-umetničkog društva „Šumadija“.

Sredinom maja stiglo je pismo sa potpisom Fox Life televizije i molbom da ugostimo ekipu Narde Lopes iz Argentine. Kad se ubrzalo potom argentinska zvezda kulinarskih emisija pojavila u Metalcu, postalo je jasno da njena poseta nije usputna. Naime, dobitnica brojnih svetskih nagrada, već četvrtu godinu snima emisije širom sveta u kojima predstavlja kulturu i kulinarske specifičnosti određenih regija. Tako je na red došao i Balkan.

Zaljubljena u emajlirano posuđe, Narda je imala priliku da se susretne sa našim proizvodom tokom sajma u Frankfurtu. Ali, obilazak fabrike je poseban dožavaljaj, a najveću pažnju proslavljenje kulinarke i voditeljke privukla je nova linija Masiv posuda - Mažestik.

ULAZAK NA JAPANSKO TRŽIŠTE

U okviru veoma šarmantnog projekta, Metalčovo posuđe je u septembru 2014. predstavljeno na sajmu „Tokio Gift Show“ u Japanu.

Posredstvom firme Asahi Kinzoku iz Nagoya, posude Metalac se početkom oktobra 2014. po prvi put našlo na celom japanskom tržištu i to u robnim kućama, specijalizovanim prodavnicama, gift šopovima, internet prodavnicama... Najpre je isporučeno klasično posuđe sa dekorom koji je kreirala poznata švedska dizajnerka. Japanski partner je i na serigrafiji uz njeni ime, eksplicitno istakao „Made by Metalac“.

AMBASSADOR OF CANADA PAID A VISIT TO METALAC

Canadian Ambassador to Serbia Roman Waschuk visited the Gornji Milanovac municipality on Wednesday 26 February 2014, where he was introduced also to the business activities of the company Metalac. Prizing the Metalac for its stability and success Waschuk was interested to hear details of our business system that kept the company well-off regardless all the problems of the environment. As during his stay in Serbia he has personally tested quality of our products, Waschuk was introduced to the production lines of sinks and cookware, where he expressed beliefs that such quality products could probably find their market also in Canada.

On 24th March also Swedish ambassador Christer Asp visited Metalac. His visit to Gornji Milanovac opened season for tighter linking of industrials of the two countries. The guest was hosted by Petrašin Jakovljević, CEO of the Metalac.

MEETING PARTNERS FROM CZECH REPUBLIC AND SLOVAKIA

The guests visited production facilities first and found that most interesting was the cookware factory.

CULINARY STAR NARDA LOPES VISITED METALAC

Completely in love with enamel cookware, on her tour of the Balkans she could not miss to make video of Metalac factory of cookware that she has already been using.

End May 2014 the partners from Czech Republic and Slovakia, 21 of them, paid one-day visit to Metalac, company Marex Trade acted as a guide. Immediately upon arrival the guests made a tour of the facilities to get familiar with production of cookware, sinks and composite materials Granmatrix, as well as carton packing materials. The central part of the day was reserved for commercial talks and after that visit to the factory of water heaters and to the FC Metalac stadium.

Such fruitful day in Metalac ended with dinner in relaxing atmosphere of the Norwegian House where the guests could enjoy performance of the music ensemble "Šumadija".

Mid May a letter from Fox Life television arrived to our company asking us to host Narda Lopes from Argentina with her crew. Shortly after, the star of culinary shows arrived to Metalac with her crew of seven people, and we could tell that her visit was not en passant.

Narda is same for Latin America as Jamie Oliver for Europe. Completely in love with enamel cookware, on her tour of the Balkans she could not miss to make video of Metalac factory of cookware that she has already been using. An idea came up of possible cooperation. This rather sympathetic Argentinean lady, winner of various international and TV culinary awards, has been making culinary shows throughout the world for the Fox Life channel, presenting culture and culinary traditions of various regions. So she came to the Balkans where she visited Slovenia, Croatia, Bosnia and finally Serbia.

STEPPING INTO JAPANESE MARKET

From 3rd to 5th September our cookware was presented for the first time to the Japanese market on 30 square meters at "Tokyo Gift Show".

Already in October our cookware will be offered to Japanese market through the company Asahi Kinzoku from Nagoya, in specialized shops, department stores, gift shops and internet sales. The first container shipped to Japan will contain classical cookware decorated with the pattern designed by a Swedish designer engaged by our Japanese client. Beside designer's name the items on the bottom explicitly show our brand "Made by Metalac" which is of utmost importance for us.



SEDAM MILIONA
AMBALAŽNIH PAKOVANJA

I 5,5 MILIONA
DEKOR PRESLIKAČA,

ALI PLANOVI NISU ISPUNJENI

Neispunjene planove Metalac posuda, kao najvećeg kupca ambalaže i dekora, direktno se i presudno odrazilo na pad realizacije i pad ukupnog prihoda Metalac printa. Fokus na osvajanju novih eksternih kupaca.

SEVEN MILLION PACKING
UNITS AND 5.5 MILLION
TRANSFER DECALS BUT

TARGET NOT REACHED

The fact that Metalac Posudje as biggest buyer of packings and transfer decals hasn't reached the target figures affected the sales and therefore the income of Metalac Print directly and decisively. – Focused to win new clients outside the group.

Sa 3,6 miliona evra ukupnog prihoda, Metalac print je u 2014. bio 17% ispod ostvarenja iz 2013. Kako je Metalac posude najveći kupac ambalaže i dekor preslikača od Metalac printa, tako se i pad prodaje posuda na ruskom tržištu direktno i presudno odrazio i na Metalac print, koji nije uspeo da ostvari planove. Inače, učešće svih internih kupaca, tj. zavisnih društava Metalac grupe u ukupnoj realizaciji Metalac printa je bilo 62%, a ostalo su eksterni kupci. I jedni i drugi imali su generalno pad potražnje u odnosu na 2013.

Evidentna je sve oštira konkurenacija, kako velikih proizvođača i prerađivača talasastog kartona, tako i sve brojnih malih „porodičnih“ kartonaža koje pokrivaju značajan segment tržišta. U 2014. radio se sa 150 eksternih kupaca, od toga 39 novih, ali dodatnu opreznost tražila je pojava kupaca sa rizičnim poslovanjem i sumnjivim bonitetima, kao i otežana naplata potraživanja. Direktor Predrag Lazović najavljuje da će i u 2015. šansu tražiti u rastu plasmana za eksterne kupce, jer je teško predvideti kako će se kretati plasman posuda, pre svega prema ruskom tržištu.

Tokom 2014. osvojena su 153 nova dekora, od čega je usvojeno 78. Odštampano je 5,5 miliona dekor preslikača za Metalac posude i uradeno 7 miliona različitih ambalažnih pakovanja. Sa ciljem da proširi ponudu, Metalac print radi na osvajanju tehnologija blindruk-reljefno izdvajanje segmenta dizajna, parcijanog lakiranja naglašenih delova štampe i lakiranja sa specijalnim efektima – pliš, mat, reljef. Uz delimične poteškoće i kašnjenja, završena je investicija u nov pogon preslikača, gde su u funkciji dve linije za sito štampu.

With total income of € 3.6 million in 2014 Metalac Print gained 17% less than in 2013. As its biggest client for packing material and decor transfers is Metalac Posudje, the company Metalac Print also felt direct and decisive impact of lower sale on the Russian market, and therefore target figures were not reached. In the total turnover of Metalac Print the sister companies had 62% and the rest was from other clients. Generally demand was lower than in 2013.

Competition has become tougher, big producers and processors of corrugated cardboard and numerous small family businesses were offering packing materials to cover important piece of the market. Metalac Print dealt with 150 clients outside its group, 39 of them as new clients, however cautiously due to phenomenon of companies with risky business, doubtful solvency and low collection probability. Director of the company, Predrag Lazovic, is positive that in 2015 chances will be in increasing placement to external clients being unpredictable how cookware is going to go especially on the Russian market.

During 2014 this company developed 153 new decor patterns, of that 78 were approved. It printed 5.5 million transfer decals for Metalac Posudje and produced 7 million of various packings. To widen its offer Metalac Print is mastering the technique of blindruk – relief printing of a design segments, partial lacquering of accentuated printed parts and special effects obtained by lacquering – velvet, matt and relief. The new plant with two lines for screen printing of transfer decals has been finished though with difficulties and delays.



RAST ZAHVALJUJUĆI IZVOZU

Iako nije uspeo da ostvari planovе, Metalac bojler je godinu završio ukupnim prihodom od 3,85 miliona evra, 5% većim nego u 2013, najviše zahvaljujući značajnom rastu izvoza. Na tržište plasirani novi bojleri sa suvim grejačem, bojleri velikih litraža namenjeni kombinovanim izvorima energije i baterije za kuhinje i kupatila. Komunikacija sa 250 majstora instalatera unapređena osmišljenim susretima u Metalcu.

GROWTH DUE TO EXPORT

Not achieving the goal Metalac Bojler ended the year with the total income of € 3.85 million actually 5% higher than in 2013 mostly due to significantly increased export. New boiler model with dry heater was launched to the market then higher capacity models for combined energy sources and sanitary and kitchen fittings. To upgrade communication with 250 installers Metalac Bojler organized reunions in Gornji Milanovac.

Najkraće rečeno: prihodi od prodaje na domaćem tržištu u 2014. godini bili su 5% ispod ostvarenja u 2013., jer se ograničavajući faktori poslovanja u Srbiji nisu bitno promenili poslednjih 5 godina. Sa druge strane, izvoz je bio 18% veći zato što je i potencijal tržišta veći, kao i fokus rukovodstva da na drugim tržištima nadomesti ograničenja domaćeg. Najpre, na većini izvoznih tržišta Metalac bojler je zabeležio rast prodaje, posebno u Sloveniji i Bosni, a manji rast je ostvaren i u Rusiji. Drugo, bojleri Metalac su po prvi put plasirani i u Makedoniji i Češkoj.

Osim što se bavio novim tržištima, Metalac bojler je u 2014. znatno proširio svoju ponudu, najpre bojlerima sa suvim grejačem „KlassA“, a potom i bojlerima velikih litraža od 200 i 300 l, namenjenim kombinovanim izvorima energije. Investirano je u četiri nova izvora za zavarivanje, koja povećavaju kvalitet proizvoda, a smanjuju troškove, a zahvaljujući primeni „Lean“ programa za unapređenje efikasnosti procesa, procedura, smanjenje troškova i povećanje stepena iskorišćenja resursa – očekuje se povećanje produktivnosti po zaposlenom od 50%.

Od sredine septembra Metalac bojler je započeo i prodaju baterija za kuhinju i kupatilo pod imenom AQUABI, što je ukupno posmatrano doprinelo rastu prihoda od prodaje. Od ovog programa značajan efekat se očekuje i u 2015.

U okviru aktivnosti unapređenja prodaje, fokus je u 2014. godini bio na instalaterima koji značajno opredeljuju mišljenje i postupke kupaca. Kampanja „Po meri majstora“ započeta u martu druženjima sa 250 instalatera iz cele Srbije, trajala je cele godine, a nastavlja se i u 2015.

In short words sales income from the local market was 5% lower in 2014 than in 2013 due to limiting factors for the business in Serbia that haven't changed in last 5 years. On the other hand export was 18% higher because market potentials are better as well as focus of the management onto other markets as to compensate limitations of the local market. Metalac Bojler showed better export on most its markets, particularly Slovenia and Bosnia, slight increase was made even in Russia. Secondly Metalac water heaters were placed for the first time in Macedonia and Czech Republic.

Beside dealing with new markets in 2014 Metalac Bojler widened its offer with models having Class A dry heater, then high capacity models of 200 and 300 litres meant for combined energy sources. The company invested into four new welding devices to obtain better quality of the product and cut the costs. With application of "Lean" program to upgrade efficiency of the process, procedures, to cut the costs and increase utility of resources, it is expected to increase productivity per employee by 50%.

From mid September Metalac Bojler started selling kitchen and bathroom fittings of the collection named AQUABI and increased sales income. True effect of this new business is expected in 2015.

In order to upgrade sales service the company in 2014 also focused on installers of water heaters as important, even decisive factor for any customer. The campaign started in March when 250 installers from whole Serbia gathered in Gornji Milanovac and such gathering repeated during the year. Same will be done in 2015.

I DALJE RAST UZ SVE VEĆE UČEŠĆE **GRANMATRIX-A**

Kontinuiran rast prihoda uprkos paralelnom padu u sektoru građevinarstva i padu kupovne moći. U 2014. ukupan prihod 2,56 miliona evra, odnosno 5% veći nego 2013. Najveći skok zabeležen na Granmatrix-u.

CONTINUING GROWTH WITH HIGHER SHARE **OF GRANMATRIX**

Despite continued fall in construction business and lower buying power of the people, the income figures have risen. In 2014 the total income was almost € 2.56 million being 5% higher than in 2013. With Granmatrix went even better.

Metalac inko je u 2014. godini pre svega zabeležio značajan rast prodaje na domaćem tržištu, a drugo, u strukturi prihoda poraslo je učešće livenih polimera, tj. Granmatrixa i XGranita. Zahvaljujući rastu realizacije od čak 7%, ukupan prihod je porastao 5% u veoma nepovoljnim tržišnim uslovima, značajno veću dobit.

Metalac inko proizvodi sudopere od nerđajućeg čelika i granita, kao i Granmatrix solid surface ploče i nameštaj za najširu primenu u opremanju enterijera i eksterijera. Za poslovno uspešnu 2014. godinu, veoma važna je bila i realizacija većih projekata na opremanju hotela, posebno u Peterogradu i hotel Gare de l'est u Parizu.

Asortiman livenih polimera namenjen je, naime, velikim specijalizovanim proizvođačima kuhinjskog nameštaja i firmama koje se bave enterijerom. Osim na tržištu Srbije, ovom ponudom Metalac inko je prisutan i na tržištima zemalja potpisnica CEFTA sporazuma, na tržištu EU, kao i u Ukrajini.

U 2014. godini najveća investicija je bila kupovina opreme za livenje granitnih sudopera, koja obezbeđuje unapređenje kvaliteta proizvoda, a istovremeno smanjenje troškova proizvodnje. Takođe, investirano je u izradu alata za nove modele, kako granitnih, tako i inox sudopera. Direktor Vladan Stojković najavljuje još 5% rasta i u 2015, uveren u sve atraktivniju ponudu koja kombinuje plemeniti čelik, granit, Granmatrix, kaljeno staklo i druge materijale.

In 2014 Metalac Inko marked importat sales increase in the local market while the income structure showed greater share of cast polymer i,e, Granmatrix and Xgranit products. With 7% turnover growth the income was 5% higher and therefore the profit. Success is greater knowing how difficult was the market environment.

Metalac Inko produces stainless steel and granite sinks as well as Granmatrix solid surface plates and furniture used by interior and exterior design companies. The important deals that helped 2014 to be successful were hotels equipping projects, particularly two of them: Petersburg and hotel Gare de l'est in Paris.

The cast polymer products are meant for specialized producers of kitchen furniture and interior design studios. Beside Serbia, Metalac Inko has been selling these products to CEFTA countries as well as EU, even Ukraine.

In 2014 the biggest investment of the company was the equipment for casting of granite sinks providing higher product quality and lower production costs. The company also invested in new tools for new granite and stainless steel sink models. Director of the company Vladan Stojkovic anticipates 5% growth for 2015 convinced of their attractive offer combining rich steel, granite, granmatrix, tempered glass and other materials.

TRGOVAČKA PREDUZEĆA NA DOMAĆEM TRŽIŠTU



STOJAN SLOVIĆ
direktor • director
Metalac market



DRAGAN TOMIĆ
direktor • director
Metalac trade



JELENA LUKOVIĆ
generalni direktor • managing director
Metalac proleter a.d.



MARKO ŠARENAC
generalni direktor • managing director
Metalac metalurgija a.d.



LOCAL TRADING COMPANIES



Pet trgovačkih preduzeća na domaćem tržištu ostvarila su u 2014. godini više od 31 milion evra ukupnog prihoda, 5% više nego u 2013. godini. Rast prihoda u odnosu na 2013. godinu imali su svi izuzev Metalac metalurgije. Zbog sveukupno teških uslova poslovanja i sve većeg siromaštva potrošača, najčešće se pribegavalo sniženju cenu i saradnji sa dobavljačima što se odrazilo na razliku u ceni, u krajnjem, rezultiralo manjom dobiti.

Metalčeva trgovačka preduzeća imaju višestruk značaj. Izuzev Metalac trade-a koji se bavi isključivo veleprodajom, ka potrošačima su eksponirane 72 specijalizovane prodavnice Metalac marketa i Metalac metalurgije širom Srbije i 43 prodavnice Metalac proletera u opštini Gornji Milanovac. Posredstvom svoje maloprodajne mreže Metalac najdirektnije može da upravlja značajnim delom prodaje sopstvenog asortimenta, kao i da relaksira rizike u odnosu na druge kanale prodaje. Značajno iskustvo i potvrdu snage maloprodajnog lanca u 2014. donela je loyalty akcija Grand kafe „Vidim ti siguran dobitak”, kada je kroz naše prodavnice poklon tiganje Metalac posuđa preuzeo više od 140.000 ljudi, najviše u poslednjih 15 dana akcije.

Five local trading companies made total income over € 31 million in 2014 which was 5% more than in 2013. All of them except Metalac Metallurgija did better than in 2013. Due to difficult environment for the business and increasing poverty of consumers the most frequent way was to go with lower prices in cooperation with suppliers with the effect of lower margin in other words lower profit.

Metalac trading companies have multiple important aspects. Except Metalac Trade that acts only as a whole-seller, the companies Metalac Market and Metalac Metallurgija manage 73 specialized shops throughout Serbia, while Metalac Proleter operates on the territory of Gornji Milanovac municipality with 43 points of sale. With such retail chains Metalac group is able directly to manage sales of major part of its own production and be relaxes from risks with respect to other sales channels. Great experience and power of this sales network in 2014 was demonstrated by the loyalty campaign made with "Grand kafa" in which more than 140,000 people collected gift fry-pans of Metalac Posudje through our shops, most of them during last 15 days of the campaign.

REPUTACIJA PRODAVNICA METALAC RASTE IZ GODINE U GODINU

Sa nešto više od 11 miliona evra ukupnog prihoda Metalac market zabeležio rast od 4%. Posredstvom 52 prodavnice u Srbiji maloprodaja ostvarila 8,8 miliona evra realizacije, uz neprestane marketinske aktivnosti i u saradnji sa svim dobavljačima.

Intenzivnom saradnjom sa dobavljačima i neprestanim marketinškim aktivnostima Metalac market je i u 2014. uspevao da održi stalnu komunikaciju sa potrošačima. To je i donelo nekoliko procenata rasta realizacije u maloprodaji i razlike u ceni u odnosu na 2013. godinu, uprkos veoma teškim uslovima poslovanja.

Dugoročno posmatrano, najznačajnije je što iz godine u godinu raste ne samo tržišno učešće, već i percepcija Metalčevih prodavnica kao poželjnog mesta kupovine najšireg assortimenta za kućne potrebe. Naime, 52 prodavnice u 40 gradova Srbije (bez Vojvodine) nude širok assortiman potrepština za kuhinju, sve do malih kućnih aparata i bele tehnike. Sa druge strane, učešće Metalčevih proizvoda u ukupnom prometu je 40% u skladu sa ciljevima Kompanije, koja je, upravo zbog upravljanja prodajom sopstvenog assortimenta, pre 20 godina započela sa otvaranjem svojih prodavnica.

Kontinuirane akcije kroz sve maloprodajne objekte Metalac marketa sprovođene su podjednako u saradnji sa internim i eksternim dobavljačima. Svakako najzahtevnija bila je akcija Grand kafe „Vidim ti siguran dobitak“, u kojoj je ceo naš maloprodajni lanac imao posebno značajnu ulogu, od koje je zavisilo i zadovoljstvo Grandovih potrošača, ali i pridobijanje novih kupaca za prodavnice Metalac.

U toku 2014. nastavljena je praksa renoviranja, preseljavanja maloprodajnih objekata u bolje lokale, ali i otvaranje novih.

FAME OF METALAC SHOPS IS GREATER FROM YEAR TO YEAR

With the income over € 11 million Metalac Market made 4% growth. With 52 shops in Serbia the turnover was € 8.7 million helped with constant marketing activities in cooperation with all suppliers.

Intense cooperation with suppliers and constant marketing activities helped Metalac Market to keep good communication with consumers also in 2014. Result was the growth of few points in turnover as well as in margin with respect to 2013 despite rather difficult business environment.

From long-term point of view the most important fact is that market share of Metalac has been increasing every year and Metalac shops perceived as a place where wide assortment of household items is offered. In 52 shops in 40 towns of Serbia (without Voivodina) people may buy all for kitchen, even small and regular household appliances. On the other hand the share of Metalac products in the turnover is 40%, all in accordance with Company's goals to manage the sale of its own products and 20 years ago started opening its shops.

Continuous campaigns in all points of sale of Metalac Market were leaded in cooperation with internal and external suppliers. The most requiring was the campaign arranged with "Grand kafa" in which our shops played decisive role and satisfaction of Grand's consumers depended on us plus attracting new clients into Metalac shops.

During 2014 certain shops were renovated, some moved into nicer space, and some new shops opened.

KONTINUITET U POZICIONIRANJU

Plasmanom širokog uvoznog assortimenta za kućne potrebe sa više od 1.500 artikala i pojačanim aktivnostima unapređenja prodaje – Metalac trade u kontinuitetu održava skroman rast prihoda uz realno manju dobit. U 2014. ostvario je 3,2 miliona evra ukupnog prihoda, 6% više nego u prethodnoj.

U veoma specifičnim tržišnim okolnostima Metalac trade ne samo da pronalazi put kojim najvećim delom ostvaruje planove, već uspeva da kontinuirano osnažuje poziciju trgovачke marke Sigma. Reč je o pouzdanoj veletrgovini uvoznog assortimenta za kućne potrebe, koja dobro poznaje potrebe tržišta i ima balansiran pristup najraznovrsnijim kanalima prodaje, odnosno kupcima. Sve to donelo je tokom proteklih 11 godina dugoročna partnerstva na tržištima Srbije i bivše Jugoslavije.

Prilagođavajući se aktuelnoj situaciji na tržištu, Metalac trade sve više pažnje posvećuje promociji i aktivnostima unapređenja prodaje kroz loyalty programe. U 2014. godini je po prvi put sa trgovinskim lancima Interex i Metalac Proleter sproveo loyalty akcije na programu vatrostalnih posuda, a već početak 2015. je pokazao da se ta praksa nastavlja i sa drugim lancima. Ipak, i u 2015. očekuju mnogo više ograničavajućih faktora za poslovanje, pa je plan prihoda uvećan za svega 3%, a rast profitu za 2%.

CONTINUED POSITIONING

Placing wide range of 1500 imported household items and intensifying activities to boost its sales, Metalac Trade continued modest increase of income but with lower profit. In 2014 the income was € 3.2 million being 6% more than year before.

In specific market environment Metalac Trade is finding way to fulfil its plan and to fortify position of its trade mark Sigma. This reliable wholeseller dealing with imported household goods knows well what market needs and has balanced approach to various kinds of clients. During past 11 years it developed long-term partnerships in Serbia and markets of former Yugoslav republics.

Adjusting to the current market trends Metalac Trade dedicates more attention to promotions and loyalty programs. In 2014 for the first time it ran loyalty campaigns with fireproof glassware at Interex and Metalac Proleter stores. This practice will continue with other chain stores as evidenced at the beginning of 2015. More limiting factors for business are however expected in 2015 and the plan is to increase income only by 3% and profit by 2%.

MALOPRODAJA PREUZELA VEĆINSKO UČEŠĆE U PROMETU

Ukupni prihod od 6,9 miliona evra bio je 4% manji od ostvarenja u 2013. godini. Prihod od prodaje, ostvaren na tržištu Vojvodine, uz dominantno učešće maloprodajnog lanca od 20 prodavnica, bio je približan planiranom, ali ne i razlika u ceni.

Preduzeće Metalac metalurgija sa sedištem u Novom Sadu će 2014. pamtitи као jednu od најtežih u poslednjoj dekadi. Uz pad kupovne moći i prezaduženost kupaca, nesigurnosti je dodatno doprinelo gašenje i otvaranje novih firmi na štetu poverilaca. Iako je ostvareni promet bio približan planiranom i par procenata ispod prošlogodišnjeg, situacija na tržištu se odrazila na značajno nižu razliku u ceni u odnosu na plan, u odnosu na ostvarenje u 2013. godini, i u krajnjem, na veoma simboličnu dobit.

Preduzeće u Novom Sadu je unazad nekoliko godina preuzelo upravljanje prodavnicama Metalac na tržištu Vojvodine. Trenutno imaju 20 prodavnica, a učešće maloprodajnog kanala u ukupnom prihodu ovog preduzeća iz godine u godinu raste. Tako je bilo i u 2014, uz napomenu da je maloprodaja prvi put imala više od 50% učešća u ukupnoj realizaciji.

Kao i Metalac market, Metalac metalurgija se bavi plasmanom najšireg assortimenta za kućne potrebe, a Metalčevi proizvodni programi učestvuju sa preko 45%. To je posebno važno jer Metalurgija praktično ima zadatak da upravlja plasmanom Metalčevih proizvoda na ovom tržištu i pozicioniranjem brenda.

RETAILING GAINED BIGGER SHARE

The total income of € 6.9 million was 4% lower than in 2013. The bigger share of the income made in the territory of Voivodina was from 20 shops and close to the target set which does not go for the margin obtained.

The company Metalac Metalurgija in Novi Sad will record 2014 as one of the hardest years in last decade. Lower purchasing capability and consumers heavily in debts were followed by closing old and opening new companies to detriment of creditors. Though the turnover was almost by the plan and just few points below previous year, the market situation brought much lower margin than expected and than obtained in 2013, and therefore rather symbolic profit.

Few years back the company in Novi Sad took over management of Metalac shops in the territory of Voivodina. There are currently 20 shops and share of retailing in the total income of the company keeps increasing from year to year. Same pattern was followed in 2014 and for the first time retailing had over 50% share in the total turnover.

Like Metalac Market, Metalac Metalurgija offers widest range of household items where Metalac products participate with over 45%. Which is very important because the task of Metalurgija is to manage the placement of Metalac products as well as brand positioning on this market.

RASTE LOJALNOST POTROŠAČA, TRŽIŠNO UČEŠĆE, PRIHODI I DOBIT

Sa 9,5 miliona evra ukupnog prihoda, najveća lokalna trgovina Metalac proleter petu godinu zaredom beleži rast, kako prihoda, tako i dobiti. Drugu polovicu godine obeležile investicije u dalju modernizaciju objekata i unapređenje usluge, što potrošači nagraduju sve većom lojalnošću svom naјstarijem trgovinskom lancu.

Najstarija Milanovačka trgovina, osnovana još 1946. godine, definitivno je povratila svoju staru slavu i lojalnost Gornjimilanovčana. Otkako je od 2003. godine Metalac postao većinski vlasnik Proletera, unapređenja su bila neprestana. Poslednjih pet godina Metalac proleter u kontinuitetu beleži rast svih parametara, bez obzira na sveukupnu stagnaciju u privredi i pad kupovne moći stanovništva.

I u 2014. ostvareno je 10% rasta ukupnog prihoda, pri čemu se od 9,5 miliona evra skoro 90% odnosi na realizaciju ostvarenu pre svega posredstvom 43 maloprodajna objekta u opštini Gornji Milanovac i okruženju. Najveći rast od čak 14% zabeležen je upravo u maloprodaji, što je dominantno opredelilo krajnji ishod godine. Naravno, u veoma konkurentnom okruženju, kontinuirano su sprovođene aktivnosti unapređenja prodaje i usluga. U 2014. Metalac proleter je uspešno sproveo i prvu loyalty akciju sa sakupljanjem markica na assortimanu vatrostalnih posuda, a već početkom 2015. godine ovo pozitivno iskustvo je preneo na saradnju sa drugim dobavljačima. Inače, sve Proleterove prodavnice bave se prometom robe široke potrošnje. Zahvaljujući kontinuiranim investicijama u modernizaciju objekata i obuku osoblja, Proleterove prodavnice su postale inspirativno mesto kupovine sa konkurentnom ponudom više od 6.000 artikala.

INCREASING LOYALTY OF CONSUMERS, MARKET SHARE, INCOME AND PROFIT

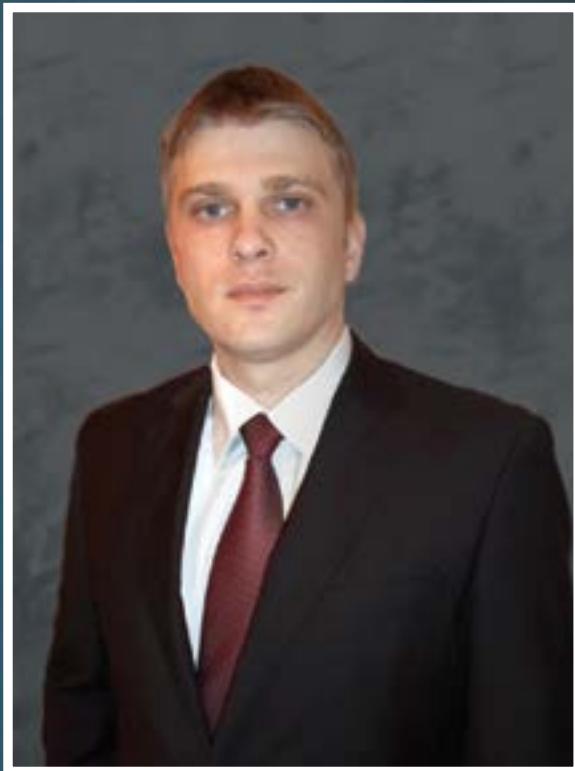
With € 9.5 million of total income the largest local chain grocery stores Metalac Proleter has been growing for last five years both from aspect of income and profit. During second half of the year there were renewals of locals and improvement of service that consumers appreciate with their loyalty to their oldest neighbour.

The oldest chain grocery store of Gornji Milanovac founded in 1946 definitely won back its old glory and loyalty of the citizens. Since in 2003 Metalac became majority owner of Proleter there has been perpetual improvement. Last five years Metalac Proleter is constantly growing in all aspects regardless overall economic stagnation and lower purchasing power of the people.

In 2014 this company marked 10% income increase. From €9.5 million almost 90% came from 43 stores of Gornji Milanovac and surroundings. The greatest increase of even 14% was in retailing that dominantly affected annual results. In rather competitive environment sales and service have been continuously improved. In 2014 Metalac Proleter successfully ran its first loyalty campaign offering fireproof glassware at special price for stamps collected by purchases made in its shops. Already beginning 2015 this positive experience was transferred to cooperation with other suppliers. All Proletero stores sell consumer goods. Thanks to constant investments and modernization of selling space and instruction of personnel these shops became inspirational place for shopping with the offer of 6000 plus items.



MILAN VUJOVIĆ
direktor • director
Metrot



VLADE PONJAVIĆ
direktor • director
Metalac Ukrajina



ALEKSANDAR JELIĆ
direktor • director
Promo-metal



ČEDOMIR RALEVIĆ
direktor • director
Metalac market Podgorica

TRGOVAČKA PREDUZEĆA U INOSTRanstvu



Metalac grupa ima 4 trgovačka preduzeća u inostranstvu sa sedištim u Moskvi, Kijevu, Zagrebu i Podgorici. Sva ova preduzeća ostvarila su u 2014. godini ukupan prihod od nepunih 10 miliona evra, 22% manje nego u 2013. godini. I dok su Metalac market Podgorica i Promo-metal iz Hrvatske imali pozitivne rezultate, najveći podbačaj desio se, s razlogom, na tržištima Rusije i Ukrajine. Najveće posledice, međutim, izazvao je skoro 40% manji ukupan prihod preduzeća Metrot, jer je reč o 3,3 miliona evra realnog „manjka” u odnosu na 2013., koji nije bilo moguće nadomestiti. Tim više što je i na tržištu Ukrajine pad iznosio više od 50%, mada sa manjim uticajem, jer smo na ovom tržištu tek uhvatili zalet kada je započela velika politička kriza u regionu, praćena ratnim sukobima.

TRADING COMPANIES ABROAD



Metalac Group has 4 trading companies abroad. They are seated in Moscow, Kiev, Zagreb and Podgorica. All these companies in 2014 made the total income below € 10 million, 22% less than in 2013. While Promometal Zagreb and Metalac Market Podgorica had positive balance, companies in Russia and Ukraine failed with the reason. The most serious consequence was of the company Metrot that made about 40% lower income that is € 3.3 million shortage compared to 2013 and impossible to compensate. Moreover on the market of Ukraine the performance was over 50% lower though it didn't have such impact considering that we just started to spread there when the great political crisis and conflicts erupted in the region.



NENADOKNADIV PAD PLASMANA U RUSIJI

Poslovanje preduzeća Metrot u Moskvi imalo je neočekivan obrt, najpre usled žarišta sa Ukrajinom, a potom i zbog sankcija EU, devalvacije rublje i sveukupne ekstremne opreznosti u plasmanu robe. Ukupan prihod u 2014. iznosi je 5,15 miliona evra, 40% manje nego u 2013. godini, a još veći pad je zabeležen u poslovnoj dobiti.

Nakon 2013. godine, koju je Metrot završio ispod plana, izgledalo je da poslovna 2014. počinje sasvim solidno. Ali, već od druge polovine februara došlo je do pada tržišnih aktivnosti i prodaje. Na najznačajnijem izvoznom tržištu Metalac posuda – Ruskoj Federaciji, problemi se nisu stišavali, pa će tako 2014. godina za naše preduzeće u poslovnom smislu biti upamćena kao izuzetno složena. Poslovanje Metrota je dominantno bilo određeno sveukupnom situacijom na ovom tržištu – najpre žarištem sa Ukrajinom, potom političkim i ekonomskim sankcijama prema Rusiji, da bi krajem godine kulminirali inflatorni skokovi i opšta nesigurnost u poslovanju, a uz veliki pad tražnje za robom široke potrošnje.

Sve to je rezultiralo padom ukupne realizacije za 25%, a ukupnih prihoda za čak skoro 40% u odnosu na 2013. To je, istovremeno, značilo značajan pad izvoza pre svega Metalac posuda. Metrot nema osnova da sa optimizmom gleda na 2015, ali će se fokusirati na sveobuhvatnu racionalizaciju biznis procesa, kao i na aktivno uključenje u rad sa velikim sistemima u nekoliko segmenata. Šanse za potencijalni rast tražiće prevashodno tamo gde se konkurenca povukla, ili jednostavno nestala.

IRRECOVERABLE FALL OF SALES IN RUSSIA

Operation of the company Metrot in Moscow had an unexpected turn due to argument with Ukraine and then for EU sanctions, currency devaluation and extreme precaution in placement of goods. The total income in 2014 amounted to € 5.15 which was 40% lower than in 2013 and the profit was even lower.

After the underachievement in 2013 it seemed that 2014 started well for Metrot. Then in the second half of February there was a decline of market activities and therefore sales. In this most important export market for Metalac Posudje, Russian Federation, the problems were not calming and 2014 for our company businesswise will be remembered as exceptionally difficult. Operation of Metrot was dominantly determined by overall situation on this market - first by the conflict with Ukraine, then political and economic sanctions over Russia and finally inflationary movements and generally insecure business environment with significant decrease in demand of consumer goods.

As a result of all that is turnover fall of 25% and income fall of almost 40% with respect to 2013. At the same time it was significant fall of export for Metalac Posudje as first. There is no much reason for optimism in 2015 but focus will be to rationalize the business process and to get actively included in big systems in several segments. Metrot will look for chances to grow in the placed where competition backed off or simply disappeared.



U UZAVRELOJ UKRAJINI OKO 60% PADA PRODAJE

Ostvareno tek 40% plana realizacije, dok je ukupan prihod u 2014. sa 363.000 evra tek 46% ostvarenog u 2013. godini, uz simboličnu poslovnu dobit. Tržiste i dalje veoma nestabilno i rizično

Svoju treću godinu od osnivanja, Metalčeve preduzeće u Kijevu pamtiće kao skoro nemoguću za rad, pre svega zbog ratnih dejstava na teritoriji Ukrajine i generalno jako teške ekonomske situacije u zemlji, uz devalvaciju domaće valute od čak 90%. Logičan sled je bila promena strukture potrošnje kod stanovništva i niz drugih posledica kakve sa sobom nosi tako ekstremna situacija. U svakom slučaju, tek što je s jeseni 2011. započelo aktivnosti na tržištu, a u 2013. ostvarilo skoro 800.000 evra, naše najmlađe preduzeće u inostranstvu nije ni dobilo šansu da se približi svom prvom milionu evra ukupne realizacije, kako je bilo planirano. Ostvarilo je tek nešto više od trećine planiranog.

Metalac, međutim, ostaje na ovom tržištu, uveren da je važno zadržati prisutnost i sačuvati kontakte i započete partnerske odnose. Naravno, sve to uz neminovni oprez i restrikcije i uprkos nemogućnosti da se prave ozbiljniji planovi prodaje za 2015. Ipak, ohrabruje uspostavljena saradnja sa velikim sistemima.

SALES FELL 60% IN RESTLESS UKRAINE

Only 40% of planned turnover made. In 2014 the company's income was € 363,000 only 46% from 2013 and with rather symbolic profit. The market is still unstable and risky.

Third year from its foundation Metalac company in Kiev experienced almost impossible conditions for the business, like war actions on the territory of Ukraine and very difficult economic situation, local currency devaluation of even 90%. In such extreme circumstances people have to switch priorities and structure of their expenditures is logic to change. In autumn 2011 this youngest Metalac foreign company started its activity and in 2013 made about € 800,000, but practically got no chance of gaining its first million as planned.

However Metalac stays on this market convinced that it is important to keep the presence and keep the contacts trying to develop partnership relations. Of course with caution and restrictions although it is impossible to make serious plans for 2015. Cooperation with big systems is encouraging though.

U PODGORICI ZADOVOLJNI POSTIGNUTIM

Sa skoro 2,5 miliona evra ukupnog prihoda preduzeće u Podgorici bilo u nivou 2013. godine, ali sa značajnog manjom dobiti. Najviše raslo učešće prihoda od maloprodaje zahvaljujući rastu prometa kroz 8 prodavnica u Crnoj Gori za 15%, uključujući i novootvorenu u Nikšiću.

Osim standardno loše ekonomске situacije, velike nelikvidnosti i zaduženosti preduzeća, u Crnoj Gori je u 2014. došlo do pada broja turista iz Rusije i Ukrajine, što je značajno smanjilo količinu novca u opticaju. Čak direktnije, reč je o kupcima koji su značajno učestvovali u kupovini Metalčevih proizvoda. Sa druge strane, poplave u Srbiji su smanjile i broj gostiju sa ovog područja, što je takođe imalo negativnog uticaja na posovanje.

Ipak, sa 2,5 miliona evra ukupne realizacije preduzeće u Crnoj Gori je održalo nivo prodaje iz 2013, kada je imalo značajan rast koji je trebalo održati.

Zahvaljujući razvijanju maloprodajnog lanca Metalac market na teritoriji Crne Gore danas ima 8 prodavnica, a njihovo učešće u ukupnoj realizaciji se popelo na 58%. Najveći rast je zabeležen upravo u ovom kanalu, delom i zbog otvaranja nove prodavnice u Nikšiću. Inače, u ukupnoj realizaciji preduzeća u Podgorici Metalčevi proizvodni programi učestvuju sa skoro 60%, a ostalo je bela tehnika i mali kućni aparati drugih dobavljača.

PODGORICA PLEASSED WITH THE ACHIEVEMENT

With almost € 2.5 million of total income the company in Podgorica maintained the level of 2013 however with considerably lower profit. Biggest increase was that of the income from retailing thanks to 15% increased turnover of 8 shops in Montenegro including the newly opened one in Niksic.

Except for regularly bad economic situation, high insolvency and indebted companies in Montenegro, in 2014 there was much less tourists from Russia and Ukraine and therefore much less money in circulation. To be more precise they used to be regular customers of Metalac products. On the other side the floods in Serbia caused lower visit of people from Serbia which also affected the business.

Nonetheless € 2.5 million of total turnover the company in Montenegro maintained the level of sale from 2013 when it made great increase of sale that should be kept.

Metalac Market Podgorica developed retail chain on the territory of Montenegro and today manages 8 shops and their share in the total sales rised to 58%. The greatest growth was in this segment, partly due to newly opened shop in Niksic. In the total turnover of the company in Podgorica Metalac product partecipate with almost 60% nad the rest make household appliances of other suppliers.

VELIKI SKOK ZAHVALJUJUĆI LOYALTY AKCIJAMA

Godina je završena sa skoro 2 miliona evra ukupnog prihoda. Od toga je na tržištu Hrvatske od prodaje ostavreno 1,2 miliona evra, što je 14% više nego u 2013. Presudan uticaj imale su dve „lojaliti“ akcije sa posuđem.

Na ukupne rezultate Promo-metala u 2014. godini najveći uticaj je imao rast prodaje posuda i to 34%. Ovakav skok desio se prevashodno zbog dve „lojaliti“ akcije sa posuđem, ali i zahvaljujući proširenju našeg redovnog assortimenta u trgovinskim lancima. Osim toga, povećana je i prodaja sudopera i to za 20%. Iako ne veliki, raduje i rast plasmana bojlera. Inače, tokom 2014. na tržištu Hrvatske su se desile promene poput preuzimanje Merkatora od strane Konzuma, odlaska Kike, Baumaxa i Obia, a otvorena je i velika robna kuća nameštaja – Ikea.

Krajem 2014. Promo-metal je uveo novi informacioni sistem koji će doprineti većoj efikasnosti, preciznijem planiranju i kontroli procesa, a kao zadaci za narednu godinu, u kojoj je planiran ukupan rast od 10%, ostaju razvijanje novih kanala prodaje uz dalje širenje na tržišta EU.

BIG BOUNCE THANKS TO LOYALTY CAMPAIGNS

The year ended with almost € 2 million income. Of that € 1.2 million from sale in Croatia being 14% over the figures in 2013. Crucial were two loyalty campaigns with cookware.

Overall results of Promometal in 2014 were mostly affected by increased sale of cookware by 34%. Such increase occurred because of two loyalty campaigns with cookware and also due to widened range of items. Moreover sinks were selling better, even 20%. Also water heaters had something better placement. During 2014 Croatian market experienced changes like Merkator being taken over by Konzum. Kika, Baumax and Obia closed while Ikea opened a big store.

End 2014 Promometal implemented new information system that would bring higher efficiency, more accurate process planning and control, while tasks for next year beside 10% growth, would be to develop new channels of sale and continue spreading on the EU market.



ORIGAMI ZA EFIKASNO UPRAVLJANJE DOKUMENTACIJOM

Implementacija DMS-a (Document management system) za elektronsko upravljanje dokumentima i poslovnim procesima, pod imenom "Origami", završena krajem 2014., a sa prvim radnim danom 2015. zvanično počelo njeni korišćenje.

IT U FUNKCIJI UPRAVLJANJA INFORMACIJAMA

U skladu sa softver i hardver politikom Metalac grupe, svim korisnicima informacionog sistema obezbeđuje se brz, pouzdan, kontinuiran i siguran pristup informacijama iz poslovnog okruženja.

„Origami“ je složena tehnološka platforma, koja obezbeđuje sve potrebne funkcionalnosti za sveobuhvatno upravljanje poslovnim procesima, obradu elektronskih dokumenata i digitalnih sadržaja uopšte, koristeći sve mogućnosti elektronskih servisa. Glavni cilj je da se poslovni proces odvija kroz uredene procedure i tokove dokumentacije.

U kompaniji SRC kažu da je Projekat „Origami u Metalacu“ za njih jedan od možda najvećih izazova kada je u pitanju implementacija DMS rešenja u jedan privredni sistem. Obuhvaćen je rad praktično celog poslovnog sistema - od prijemne kancelarije, preko različitih sektora i službi, do archive, uz integraciju sa drugim informacionim sistemima i sve to u okviru više preduzeća Metalac grupacije. Obuku je dobilo 200 korisnika rešenja, koji su već od prvog dana 2015. startovati sa primenom.

Metalac grupa danas ima oko 600 računarskih radnih stanica sa četiri serverska čvorišta. Upravljanje računarskim informacionim sistemima, softverskim aplikacijama i hardverom se unapređuje u svima aspektima - dizajnu, razvoju, implementaciji, podršci i pružanju usluga krajnjim korisnicima.

I u 2014. rađeno je na više informatičkih projekata. Startovalo se sa novom verzijom ERP-a u proizvodnim preduzećima Metalac grupe, završena implementacija sistema za upravljanje dokumentacijom „Origami“ i nastavljeno sa implementacijom POS sistema u prodavnicama Metalac proletera.

"ORIGAMI" FOR EFFICIENT DOCUMENT MANAGEMENT

Implementation of the DMS (Document Management System) for electronic management of documents and business processes, named "Origami" was completed by end 2014 and its operation started with the first day of 2015

IT SOLUTIONS FOR INFORMATION MANAGEMENT

Following the software and hardware policy of the Metalac Group all users of the IS are provided with quick, reliable, continuous and safe access to the information of the business environment.

„Origami“ is a complex technological platform that provides all necessary functionalities for overall management of business processes, electronic documents processing and digital contents in general using all features of electronic service. Its purpose is to have orderly procedures and documentation flow of the business process.

The people in the company SRC say that the project "Origami in Metalac" is maybe their highest challenge of implementing DMS solutions into one industrial system. The operation of the whole business system is included - from reception office over various departments and offices to archive, with integration with other information systems and network of several companies of the Metalac Group. The instruction course was attended by 200 users who started the application on the first day of 2015.

Today the Metalac Group has about 500 computer work stations with 4 junction points. Management of the computer based information system, software applications and hardware is upgraded in all aspects – design, development, implementation, support and service for end users.

Also in 2014 we had several IT projects. Production subsidiaries of the Metalac Group started operating with new version of the ERP. We finished implementation of the document management system "Origami" and continued implementation of POS system to Metalac Proleter shops.

PODRŠKA SUPPORTING SVIM DRUŠTVIMA ALL THE SUBSIDIARIES AND I ZAJEDNIČKIM CILJEVIMA THE COMMON GOALS

Metalac a.d. je na nivou zajedničkih funkcija integrisao sve poslove koji doprinose efikasnosti poslovanja i optimizaciji troškova, kao i centralizovanom upravljanju značajnim aspektima razvoja svih zavisnih društava i Kompanije u celini. To su razvijanje ljudskih resursa, istraživanje i analiza tržišta, upravljanje korporativnim i brendovima proizvoda i usluga, aspekti društvene odgovornosti, sistem kvaliteta i zaštite životne sredine, razvoj i implementacija informacionih tehnologija, računovodstvo i finansije, logistika, zdravljie i bezbednost zaposlenih...

At the level of general and joint functions the Metalac Group has integrated all the activities that contribute to more efficient operations and cost optimization, as well as centralized management of significant aspects of development of all its subsidiaries and of the company as a whole: human resources, market research and analysis, corporate brand management and management of product and service brands, social accountability, system of quality and environmental protection, development and implementation of informational technologies, finances and accounting, logistics, health and safety of employees, etc.



BILJANA CVETIĆ
direktor sektora za ljudske resurse i pravo
Director off Human resources and law department



DUŠAN LAZIĆ
Direktor sektora za razvoj, organizaciju i QMS/EMS
Director of development, organization and QMS/EMS department



NADICA VUJIĆ - MITROVIĆ
Direktor sektora Marketing
Director of Marketing department



DRAGAN ŽIVANOVIĆ
Direktor sektora informacionih tehnologija
Director of IT department



RADMILA TRIFUNOVIĆ
Direktor za računovodstvo, finansije i poreze
Director of Accounting, finance and taxes department



MILAN NOVAKOVIĆ
Direktor sektora za poslovnu logistiku
Director of Logistics department



JOVICA ZDRAVKOVIĆ
Direktor sektora za bezbednost i preventivni inženjerинг
Director of Security department

Kompanija Metalac izdvaja 10%-20% svog profita za ekološke projekte, edukacije zaposlenih, pospešivanje nataliteta i razvoj sportsa u Gornjem Milanovcu. Metalac zato ima reputaciju nacionalno odgovorne i jedne od najzdravijih srpskih kompanija. U uslovima krize, odgovornost Metalca je utoliko respektabilnija imajući na umu da je sa radnicima postignut konsenzus da se teret krize ravnomereno podeli i da neće biti otpuštanja.

Korporativna reputacija Metalca zapravo i jeste izraz kvalitetno integrisane poslovne strategije, korporativne kulture, etike i društveno odgovornog poslovanja, što je svakako kvalifikuje u najvišu ligu kompanija koje pretenduju da upravljaju pomoću vrednosti.

DRUŠTVENA ODGOVORNOST PROIZVODI ZDRAVE KOMPANIJE

Ime Metalca se vezuje za društveno odgovorno i moralno ponašanje. Metalac je svestan da ima i može da ima uticaj na društvenu zajednicu počev od koristi koje proizilaze i njegovih ukupnih poslovnih rezultata, otvaranja novih radnih mesta, pružanja poštenih i bezbednih uslova rada, aktivnosti usmerenih na zaštitu životne sredine, do obraćanja pažnje na socijalne probleme, kulturne, sportske i druge potrebe zajednice u kojoj postoji i radi.

Unapređenje ekonomске efikasnosti, rast i razvoj Kompanije i njene konkurenčne prednosti, kao i unapređenje poverenja i zaštite interesa potrošača, poslovnih partnera, akcionara, investitora i društvene zajednice - jasno su potencirani u Kodeksu korporativnog upravljanja i Kodeksu poslovne etike Metalca. Ova dva dokumenta se smatraju nepričekanim za najveće rukovodstvo, obaveznim za sve radnike Metalca i vrlo značajnim za međusobno razumevanje i razvijanje dugoročnih kvalitetnih odnosa sa svim zainteresovanim stranama.

SOCIAL RESPONSABILITY CREATES HEALTHY COMPANIES

The company Metalac allocates 10-20% of the profit for projects in the fields of ecology, education of employees, birth-rate boost and development of sports in Gornji Milanovac... Metalac have won the name of a nationally responsible and one of the healthiest Serbian companies. In circumstances of the crisis Metalac responsibility is even more respectable, having in mind that the agreement was made with the workers to share the burden of the crisis and no one would be fired.

The corporate reputation of Metalac is in fact an expression of well integrated business strategy, corporate culture, ethics and socially responsible behaviour, and all that qualifies for the highest league of companies.

The name Metalac is always connected with socially responsible and moral behaviour. Metalac is aware of its impact to the community, from benefits that come out and the overall business results, new job positions, fair and secure work conditions, activities directed to environment protection, to the attention paid to social problems, cultural, sports and other needs of the community in which the company exists and operates.

To improve economic efficiency, to make the Company and its competitive advantages grow and develop, to earn even more trust, to protect interests of consumers, business partners, shareholders, investors and of the community better - it is clearly emphasized in the Codes of Corporate Governance and of the Business Ethics. These two documents are considered as a must for the management, obliging all the workers of Metalac, and very important for mutual understanding and development of long term quality relations with all interested parties.

TRI PRZNANJA ZA UMEĆE BALANSIRANJA VIŠIH CILJEVA

PRIJATELJ ODRŽIVOG RAZVOJA

Metalac se tri puta okitio priznanjima za društveno odgovorno poslovanje, među kojima je i Nacionalna nagrada CSR za 2008. godinu. Reputacija Metalca i danas se potvrđuje setom vrednosti, aktivnosti i sveukupnog ponašanja, kojim uspešno integriše ekonomski, socijalne i ekološke ciljeve. Upravo ovo trojstvo integrisano je u strateške planove i sva strateška dokumenta Metalca.

Osim poslovnih rezultata koji su doneli vrednost za akcionare i zaposlene, veoma je važno da svih ovih godina ekonomski krize, u Metalcu nije bilo otpuštanja radnika. Pritom su održane sve aktivnosti na unapređenju upravljanja sistemom kvaliteta i zaštite životne sredine i aktivnosti Fondacije Metalac.

Već 26 godina planski, sistematizovano, kontinuirano i merljivo Metalac pokazuje da su mu zdravlje zaposlenih, zaštita potrošača, zaštita životne sredine i održivi razvoj - ne samo obaveza već i način razmišljanja. Metalac se odlučio za integrativni pristup menadžmenta kvalitetom i zaštitom životne sredine. Danas meri i racionalizuje više od 50 parametara važnih za održivi razvoj.

Posebno se značajnim smatraju: potpuna automatizacija procesa prečišćavanja otpadnih voda, štednja električne energije, smanjenje otpadnog emajla što znači smanjenje troškova tretmana otpada, uštede u materijalu, ali i potrošnji vode, sve do poboljšanja uslova rada u pojedinim pogonima i motivacije zaposlenih da budu integralni deo ovog procesa. U Metalcu se posebna pažnja poklanja nabavci sirovina, nastojanjem da se u procesu proizvodnje u najvećoj meri koriste prirodne sirovine i da se sirovine koje su se nekada koristile zamene drugim vrstama koje sadrže manje štetnih materija.

DOBRA PRAKSA KORPORATIVNOG UPRAVLJANJA

Na zahtev same Kompanije, Scorecard tim Privredne komore Srbije, Beogradske berze i IFC, uradio je 2009. godine Analizu praksi korporativnog upravljanja u Metalacu a.d. Ukupna ocena ispunjenosti svih relevantnih parametara bila je 74,13% što Metalac a.d. svrstava u red kompanija koje imaju veoma respektabilnu praksu korporativnog upravljanja. U fokus Scorecard tima bili su aspekti: posvećenost principima korporativnog upravljanja, akcionari i Skupština akcionara, Upravni odbor, izvršni organi društva i sekretar društva, poslovi nadzora, kontrole i eksterne revizije, transparentnost i javnost poslovanja.

Metalčevi radnici i stručnjaci spadaju u visokocenjene u poslovnom okruženju jer se razvijaju u sistemu koji ima utemeljen sistem vrednosti u kome se rad, red i disciplina podrazumevaju, a preduzimljivost, poštenje i lojalnost visoko cene. Osim toga, Metalac ima konzistentan upravljački tim visokih etičkih načela, na čijim primerima mladi uče i po kojima se upravljaju. Znanje je postalo ključni razvojni resurs. Svoje strateške sposobnosti i adaptibilnost na promene Metalac unapređuje svakodnevnom edukacijom i obukom u svim relevantnim oblastima i svim nivoima stručnosti.

VREDNO JE AKO JE I DRUGIMA KORISNO

Višegodišnju posvećenost društvenoj zajednici Metalac je podigao na organizaciono i upravljački viši nivo kada je 2006. godine osnovao Fond Metalac radi „ostvarivanja humanitarnih i drugih društveno korisnih ciljeva, unapređenja i pomaganja stvaralaštva u oblasti nauke, kulture, umetnosti i sportsa, kao i svim drugim oblastima od strateškog i razvojnog društvenog interesa“. Polazeći od porazavajućih podataka o natalitetu u Srbiji, opštini Gornji Milanovac i samoj kompaniji, prva sredstva Fonda bila su usmerena u akciju „Deca naša radost i budućnost“ za stimulisanje mladih ljudi da zasnivaju porodice, što je svakom mlađom čoveku donelo nezamenjiv osećaj sigurnosti.

ZA ZDRAVLJE I SPORTSKI DUH OMLADINE

Ni godine svetske krize nisu pokolebale našu Kompaniju u uverenju da treba ulagati u razvoj sporta i vaspitanje omladine jer budućnost i jeste na mladima koji imaju takmičarski duh i entuzijazam. Ovakva doslednost koja ima svoj visoki materijalni izraz i duboku društveno-odgovornu filozofiju omogućila je da više od 600 sportista, uzrasta od osam godina do seniorskih timova, ostane okupljeno kroz sedam klubova u okviru Sportskog društva „Metalac“. Kompanija finansira gotovo 70 posto potreba ovih klubova, a povodom 50. godina FK Metalac u 2012. godini je u Gornjem Milanovcu podigla fudbalski stadion po međunarodnim standardima.

Metalac got awards even three times for socially responsible business conduct, such as 2008 National CSR award. Today affirmations of Metalac achievements show how a set of values, activities and behaviour, economic, social and ecology objectives can be successfully integrated. This trinity is however integrated into strategic plans and all strategic documents of the Metalac.

Beside business results that brought benefits to the shareholders and employees, it is important to mention that during the fourth year of the economic crisis there were no employees fired, and all the activities to improve quality management system and ecology system, as well as the activities of the Metalac Fund have continued.

For 26 years Metalac has been showing methodically, systematically, continuously and measurably that the health of employers, protection of consumers, ecology and sustainable development are not only a commitment, but the way of thinking. Metalac have chosen to integrate quality management and ecology management systems, so today over 50 parameters significant for the sustainable development are measured and rationalized.

The most important aspects are overall and automatic process of treatment of waste waters, rational use of electrical energy, raw materials and water, reducing enamel waste and consequently reducing costs of waste treatment, better work conditions and motivation of employees to integrate into the process. In Metalac special care is taken in provision of raw materials, trying to use mostly natural materials in the production process and to replace old types of raw materials with those containing less hazardous materials.

In 2009 the scorecard team of the Serbian Chamber of Commerce, Belgrade Exchange and IFC, made an analysis on practices of corporate governance of the company Metalac, upon request of the company itself. The report they delivered showed that the total score of compliance with all the relevant parameters according to the scorecard was 74,13% which ranked Metalac Group as a company with highly respectable practice of corporate governance. The scorecard team focused on the relevant parameters such as dedication to the principles of corporate governance, shareholders and their assembly, management board, executive bodies of the company and the company secretary, monitoring activities, control and external auditing, transparency and publicity.

Metalac workers and specialists are highly respected in the business environment because they are developing in a system with deeply rooted values where work, order and discipline are understood and entrepreneurship, honesty and loyalty are highly appreciated. Moreover, Metalac has a consistent team of managers with high ethic principles, as governing example for young people. Knowledge has become a key resource of development. Its strategic abilities and adaptability to changes Metalac has been upgrading with day-to-day education and instruction in all relevant fields.

A long term dedication to social issues was brought to a higher level in organization and management, with foundation of the Metalac Fund in 2006. The Fund was established for „humanitarian and other social purposes, contributions and help in scientific, cultural, artistic fields as well as for sports, and for all other activities of strategic, progressive and social interests“. Due to devastating statistics on birth rates in Serbia, community of Gornji Milanovac and the Company itself, first funds of the Fund were given for the campaign „Children – Our Joy and Future“ stimulating young people to start families and also gives the sense of security to young people.

Not even the years of world economic crisis made our company question its beliefs that promotion of sports and education of the youth should be nourished, because young people and their competitive spirit and enthusiasm are the future. Such consistency expressed with high figures and deep socially responsible philosophy, has kept over 600 sports women and men, ages from eight to seniors, gathered in seven clubs within the „Metalac“ Sports Society. Almost 70% of their needs is financed by the Company, which in 2012 for the 50th anniversary of the FK Metalac has built a football stadium in Gornji Milanovac by international standards.

THREE RECOGNITIONS FOR ARTISTIC BALANCE OF HIGHER CAUSES

FRIENDS OF SUSTAINABLE DEVELOPMENT

GOOD PRACTICES OF CORPORATE GOVERNANCE

THE PEOPLE AND THE COMPANY LOOK A LIKE

VALUABLE ONLY IF OF COMMON BENEFIT

FOR HEALTHY AND SPORTY YOUTH

POLITIKA KVALITETA ZAŠTITE ŽIVOTNE SREDINE

VOĐENI VIZIJOM POTPUNOG ISPUNJENJA ZAHTEVA KUPACA I DRUGIH ZAINTERESOVANIH STRANA, KLJUČ NAŠEG KONTINUALNOG USPEHA JE KVALITET PROIZVODA KOJE OBEZBEDUJEMO ZA TRŽIŠTE UZ POŠTOVANJE PRINCIPA ODRŽIVOG RAZVOJA.

Politika kvaliteta i zaštite životne sredine naše kompanije ima za cilj:

- utvrđivanje i kontrolu svih rizika u vezi sa procesima i proizvodima od projektovanja do odlaganja prozvoda posle upotrebe;
- pouzdanu i doslednu izradu proizvoda i usluga;
- podizanje ekonomičnosti u potrošnji materijala, energije i drugih prirodnih resursa, a posebno smanjenje štetnog otpada, upotrebe opasnih materijala te organizovano prikupljanje, klasiranje, odlaganje, čuvanje i pravilno usmeravanje sekundarnih sirovina;
- kontinualno poboljšanje procesa, uz stalno ulaganje u dizajn i modernizaciju tehnologije;
- razvoj dugoročnih partnerskih odnosa sa kupcima, korisnicima i dobavljačima;
- stalno usavršavanje i obrazovanje svih zaposlenih, edukaciju drugih koji rade za račun kompanije, uključujući i savetovanje kupaca i korisnika;
- ispunjenje zahteva zakona i propisa primenljivih na proizvode, životnu sredinu i druge segmente poslovanja;
- obezbeđivanje interne i eksterne komunikacije sa zaposlenima i svim zainteresovanim stranama;
- optimizaciju troškova poslovanja i
- da radom, kvalitetom i profitom obezbedi akcionarima dividende i uvećanje kapitala, zaposlenima sigurnost i bezbednost na radu i rast standarda, a okruženju dobrog komšiju i koliko je moguće pomagača u društvenim potrebama i aktivnostima.

Primena i unapređenje sistema menadžmenta je odgovornost svakog rukovodioca u svim delovima kompanije. Svi zaposleni su odgovorni da dodeljeni zadatak obavljaju na najbolji način prema dokumentaciji sistema menadžmenta, uz povratno informisanje. Nijedan proizvod, nijedan postupak u toku rada, bilo kog društva ili pojedinca, ne sme svojim kvalitetom narušiti stечeni imidž Metalca a.d. na tržištu i u okruženju.

Ostvarenjem ove politike, ostvarićemo i cilj – podizaćemo konkurentnost, učinke zaštite životne sredine i proizvodićemo visoko kvalitetne proizvode prepoznatljivih robnih marki, po kojima će nas konkurenčija razlikovati na svetskom tržištu, a na domaćem bićemo lider i ime od najvećeg poverenja u našem poslu.

Petrašin Jakovljević
generalni direktor



QUALITY AND ENVIRONMENTAL PROTECTION POLICY

GUIDED BY THE VISION TO SATISFY COMPLETELY ALL REQUESTS OF OUR CUSTOMERS AND OTHER INTERESTED PARTIES, THE KEY TO OUR CONTINUOUS SUCCESS IS THE QUALITY OF THE PRODUCT WE PUT ON THE MARKET, ALWAYS FOLLOWING THE PRINCIPLES OF SUSTAINABLE DEVELOPMENT

Complying aims of our quality policy and environmental protection policy are:

- process and product risk assessment and control from project phase to disposal of products upon ceased use;
- reliable and consistent fabrication of products and services;
- optimize energy and other natural resources consumption, reduce harmful waste, reduce use of dangerous materials including management of waste collection, classification, disposal and of secondary raw materials;
- constant process improvement and investing in designs and technologies;
- to develop long term partnerships with our clients, consumers and suppliers;
- constant education and instruction of all employees and others that work on behalf of the company including counceling service for buyers and consumers;
- responding to law requirements and regulations applicable to the products, environment and other segments of the business;
- provide internal and external communication with employees and all interested parties,
- business costs optimization,
- and with our work, quality and profit to provide dividends for shareholders, to increase the capital, and provide protection and higher standard for the employees, to help the society in needs and activities acting as a good neighbor.

It is a responsibility of each and every manager in all segments of the Company to follow and improve the quality system. All employees are responsible to perform the undertaken liabilities through the ecology management system, according to their best knowledge, according to the system documentation and providing feed-back. No product and no working act of any affiliate or person, shall spoil with its quality the image of Metalac ad on the market and in the environment. As we carry out this quality policy we will achieve the objective – higher competitiveness, higher performances in environmental protection we will produce high quality products with recognized brands which will differ us from competition on the world market, and we will be leaders and name of utmost confidence on the local market.

Petrasin Jakovljevic
Managing Director



RAZVIJANJE STANDARDA KVALITETA

Metalac je među prvima u nekadašnjoj Jugoslaviji razumeo potrebu da svoje procese uskladi sa standardima koji važe u svetu. Još 1994. godine dobio je najpre domaći sertifikat prema zahtevima JUS ISO 9001:1991 za kompletan proizvodni program, a već 1996. i međunarodni sertifikat za sistem kvaliteta nemačkog TÜV-a.

Upornost u unapredovanju svih aspekata sistema kvaliteta rezultirala je 2002. integriranjem sistema menadžmenta kvalitetom i zaštitom životne sredine – sertifikatima QMS/EMS. Pri tome je, u okvire integriranog sistema, ugrađen i dobar deo zahteva britanskog standarda o menadžmentu zaštitom zdravlja i bezbednošću zaposlenih.

Svih ovih godina eksterni ocenjivački timovi su za doslednost Metalca imali visoke ocene, uz konstataciju da je unapredanje QMS/EMS-a u svim delovima poslovanja veoma prepoznatljivo, ne samo kroz merljive parametre već i kroz sistem vrednosti koji Kompanija neguje.

DEVELOPING QUALITY STANDARDS

Metalac was the first in former Yugoslavia to understand the need of setting its processes in compliance with the standards in force on the global level. Back in 1994 JUS ISO 9001:1991 certificate of the local character was obtained for the complete production, and then in 1996 arrived the international certificate for quality from the German TÜV Institute.

Continuous improvement of all quality leaded to integration of the quality management system and the ecology management system and QMS/EMS certificates in 2002. Within the ISO 14001 some requirements of the British Standard on workers health protection and safety management were included.

All these years external auditing teams have given the highest votes for our complying with the standards, as by their opinion the QMS/EMS upgrades could be seen in all the aspects of the business and not only through measurable parameters but by the value system cherished by the Company.

ZAHTEVI STANDARDA ISPUNJENI

Uvek ima mesta za unapređenje, a i granice se pomeraju. To nije samo naša obaveza već i imanentna potreba Metalca zato što nas poštovanje i unapređenje standarda kvaliteta i zaštite životne sredine čini konkurentnijim i poboljšava odnose sa kupcima - rekao je zaključujući završni sastanak Petrašin Jakovljević, generalni direktor Metalca.

Eksterno ocenjivačko telo TMS CEE d.o.o. je 18. i 19. juna 2014. godine sproveo 12. Nadzorni audit za ISO 9001:2008, odnosno 8. Nadzorni audit za ISO 14001:2004. Audit integrisanih sistema menadžmenta kvalitetom/menadžmenta zaštitom životne sredine u Metalcu a.d., Metalac posudu, Metalac printu, Metalac inku i Metalac bojleru je sproveden veoma uspešno. Konstatovano je 11 manjih nekritičnih neusaglašenosti, dato je 14 neobavezujućih preporuka za poboljšanje i navedeno je 11 pohvala. Višečlani ocenjivački tim predvodila Mirjana Đogo, vodeći proverivač.

Provera je pokazala da je sistem upravljanja usaglašen sa planiranim postavkama, zahtevima međunarodnih standarda ISO 9001:2008 i ISO 14001:2004, kao i sa zahtevima sistema menadžmenta kvalitetom koje je uspostavila organizacija. Na osnovu postojećih dokaza sa audita, svi proveravani zahtevi standarda su ocenjeni kao ispunjeni, a sistem efektivno primenjen i održavan. Time je važenje sertifikata potvrđeno, a u 2015. nas očekuje recertifikacioni audit gde treba da dokažemo sposobnost za novo trogodišnje produženje važnosti sertifikata o ispunjenosti zahteva standarda sistema menadžmenta.

STANDARD REQUIREMENTS FULFILLED

There is always space for improvements and limits are put further. This is not only obligation but imminent need of the Metalac company since obeying and upgrading quality and environmental standards help us to be competitive and improves our relations with customers – said the CEO Of Metalac, Petrašin Jakovljević at the closure meeting.

On 18th and 19th June 2014 the external assessment team TMS CEE doo carried out 12th audit for ISO 9001:2008 certification and 8th audit for ISO 14001:2004. The audit of the integrated quality management and ecology management systems in the company Metalac a.d. as well as in Metalac Posudje, Metalac Print, Metalac Inko and Metalac Bojler was thorough and successful. There were found 11 non-critical incompliances, 14 recommendations were given as well as 11 approvals.

Based on the audit findings all the requirements of the international standards ISO 9001:2008 and ISO 14001:2004 were met as well as of the quality management system set by the organization. The evaluation of the external team reported that the QMS/EMS systems had been fully effective. The certificates were re-issued and in 2015 recertification audit is scheduled in which occasion we will have to prove compliance of our management systems for three-year certificate renewal.

SVE VIŠE PREDLOGA U "PLAVOM SANDUČETU"

U 2014. godini 58 radnika dalo 120 korisnih predloga. Nagrađen 31 radnik za ukupno 36 predloga.

U odnosu na prethodnu godinu, u 2014. godini je bilo 12% više korisnih predloga za poboljšanje poslovanja u kompaniji u svim segmentima. Svakog meseca od prispelih predloga nagrađivana su tri i to sa 8.000 dinara za prvu, 6.000 za drugu i 4.000 dinara za treću nagradu. U 2014. godini 58 radnika su dali 120 korisnih predloga. Nagrađen je 31 radnik za ukupno 36 predloga. Radnik Zoran Miličić iz Metalac Inka je u 2014. nagrađen tri puta.

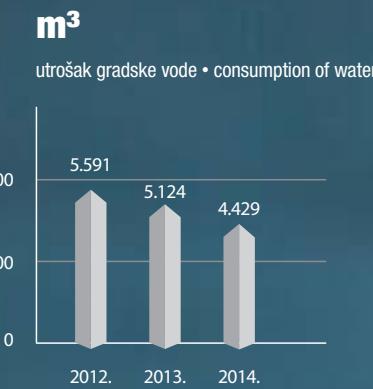
Od ukupno prispelih realizovano je 65% korisnih predloga i procenjuje se da je ostvarena ušteda preko 24.000 evra. Realizacijom korisnih predloga, pored materijalnih, ostvarene su i značajne koristi koje se odnose na: povećanje bezbednosti i zaštite radnika, podizanje pouzdanosti procesa, poboljšanje kvaliteta proizvoda, povećanje zadovoljstva kupca, povećanje zadovoljstva zaposlenih i unapređenje zaštite životne sredine.

UPRAVLJANJE AMBALAŽNIM OTPADOM

Uredbom o utvrđivanju plana smanjenja ambalažnog otpada za period od 2010. do 2014. godine (Službeni glasnik Republike Srbije br. 88/09) utvrđen je opšti cilj za ponovo iskorišćenje (ambalažnog otpada) u 2014. godini u količini od 30%.

Budući da je u sistemu upravljanja ambalažnim otpadom ovlašćenog operatera Sekopak d.o.o. u 2014. godini obezbeđeno ponovno iskorišćenje ukupno 38.297,737 tona ambalažnog otpada može se konstatovati uspešno ispunjenje opštег kao i svakog specifičnog cilja za 2014. godinu sa 32%.

Zavisna društva Metalca a.d. ukupno su plasirala 551,531 tona ambalažnog otpada na tržiste Republike Srbije u 2014. što je smanjenje u odnosu na prethodnu godinu za 7,6%.



EMISIJA ŠTETNIH MATERIJA NE PRELAZI GRANIČNE VREDNOSTI

Merjenja emisije štetnih i opasnih materija vršena su tokom 2014. godine u skladu sa važećim zakonskim i drugim propisima.

Nakon izvršenih merenja na emiterima u zavisnim društvinama i Metalac a.d. Gornji Milanovac i upoređivanja dobijenih rezultata merenja sa propisanim normama, kao i sagledavanja položaja zavisnih društava u odnosu na stambeno područje, može se zaključiti da emisija štetnih i opasnih materija iz izvodnih kanala tehnoloških i energetskih emitera NE PRELAZI granične vrednosti (GVE) tako da zavisna društva i Metalac a.d. Gornji Milanovac svojom aktivnošću NE UGROŽAVAJU životnu sredinu.

Merjenja emisije na tehnološkim i energetskim emiterima su izvršena od strane Instituta za bezbednost, kvalitet i zaštitu životne sredine i zdravlja „27. Januar“ d.o.o. – Niš.

EMISSION OF DANGEROUS SUBSTANCES UNDER CONTROL

Following the legislative regulations the measuring of hazardous and dangerous substances emission was done during 2014.

After measuring the emitters in the production plants and buildings of the Metalac Jsc. in Gornji Milanovac, and upon comparison of the measured values to the prescribed limit values, and evaluating position of the plants with respect to habitation areas, the conclusion was that the emission of hazardous and dangerous substances from the exhausts DID NOT EXCEED the limit values, and therefore the Metalac production plants DID NOT ENDANGER the environment by their activity.

Measurement of technological and energy emitters was performed by the Institute for Safety Quality Environmental and Health Protection "27 January" doo, Niš.

MORE SUGGESTIONS IN THE BLUE BOX

In 2014 the blue box received 120 useful suggestions from 58 employees, 31 of them awarded for 36 suggestions in total.

With respect to year before there were 12% more useful suggestions how to upgrade business operations in all the segments of the company. Each month 3 of received suggestions were awarded, first with RSD 8.000, second with RSD 6.000 and third with RSD 4.000. In 2014 there were 120 suggestions given by 58 employees and 31 of them were awarded for 36 suggestions. The best was Zoran Miličić from Metalac Inko who was awarded three times in 2014.

From the received suggestions 65% was put into effect and estimate saving is over € 24.000. With application of these suggestions beside material saving the benefit has been in higher safety and protection of workers, higher process reliability, better product quality, more satisfied customers as well as employees, and improved living environment.

PACKING WASTE MANAGEMENT

By the national regulation to establish plans for reduction of packing waste for the period 2010-2014 (Official Gazette of the Republic of Serbia No. 88/09) the goal of reduction through secondary usage and the recycling process was 30% in 2014.

As the Metalac obligations of packing waste management were transferred to the operator Sekopak Ltd., during 2014 they provided 38.297,737 tons of packing waste for recycling, it is to say 32% and the goal for 2014 was therefore achieved.

The subsidiaries of the Metalac Group placed the total of 551.531 tons of packing waste to Serbian market in 2013 which is 7,6% less than the year before.

UPRAVLJANJE OPASNIM OTPADOM

Tokom 2014. godine ovlašćenim operaterima predato je na dalje postupanje blizu 600 tona otpada koji ima opasne karakteristike. Najveći deo je emajlini otpad i mulj posle prečišćavanja voda emajlirnice u količini od 542.060 kg realizovan sa firmom A.S.A. EKO Beograd. Drugim ovlašćenim operaterima predato je još 49.071 kg ostalih vrsta opasnog otpada (rabljeno ulje, električni i elektronski otpad, opasna ambalaža, krpe i pucval kontaminirani uljem, ...). Za preuzimanje opasnog otpada u 2014. godini operaterima je plaćeno 125.267,00 evra.

HAZARDOUS WASTE MANAGEMENT

During 2014 near 600 tons of waste with hazardous characteristics was delivered to authorized operators for further treatment. That was mostly enamel waste and muddy residues of enameling water treatment in the quantity of 542.060 kg handed over to the company A.S.A EKO Beograd. Other 49.071 kg of different waste (oil, electric and electronic waste, contaminated packing material, cloths and cotton wool contaminated with oil...) The cost of hazardous waste disposal in 2014 was € 125.267,00



Svi zaposleni u Metalac grupi deluju na vrednostima i principima koji integrišu profesionalne standarde i pravila struke sa moralnim i etičkim normama. Poslednjih 20 godina Metalac je, uprkos eroziji niza vrednosti u širem okruženju, bezrezervno istrajavao na shvatanju da u poslu, kao i u životu, samo pošten odnos i odgovorno ponašanje obezbeđuje uzajamno poverenje i poštovanje unutar kolektiva i u odnosu sa partnerima i krajnjim potrošačima. Zato sa zadovoljstvom i ponosom u svoj kodeks poslovne etike unosimo sve na čemu smo insistirali i insistiramo, bilo da je nepisano, ali imanentno ponašanje zaposlenih u Metalcu, ili deo utvrđenih standarda, politika, pravila ponašanja.

Iz Kodeksa poslovne etike

All employees of Metalac Group operate on values and principles integrated in professional standards and professional rules with ethical norms. In the last 20 years, despite the erosion of a range of values in a broader environment, Metalac unreservedly insisted on the principle that in business, as well as in life, only a fair relationship and accountable behavior may result in mutual trust and respect within the company and in relation to partners and end users. This is why we are happy and proud to include all the principles we have insisted on in Code of ethics, whether it relates to unwritten but immanent behavior of the Metalac employees, or a part of stipulated standards, policies, rules and behavior.

Codes of the Business Ethics

SINERGIJA PROFESIONALNIH NORMI I MORALNIH NAČELA

Šta Metalac podrazumeva:

Radna disciplina i lična odgovornost za kvalitet obavljenog posla
Neprikošnovenost imovine preduzeća
Poštovanje svih standarda kvaliteta i zaštite životne sredine
Pridržavanje procedura za obavljanje poslova
Poštovanje zakona i propisa, odluka i naredaba nadređenih
Poštovanje odredaba poslovnih ugovora
Poštovanje poslovnog bon-tona
Demokratija u odlučivanju, diktatura u sprovođenju
Postupanje prema zaposlenima s poštovanjem i uz zaštitu ljudskih prava

Šta Metalac očekuje od zaposlenih:

Posvećenost poslu
Orjentisanost na kupca i stalni rast
Usmerenost na cilj
Nepristrasan i korekstan odnos unutar kompanije i sa poslovnim partnerima
Otvorenost u komunikaciji
Stalno unapređenje znanja i veština
Orijentisanost na timski rad

Šta Metalac posebno vrednuje:

Odanost kompaniji
Stalno poboljšanje i kreativnost
Inovativnost
Poslovnu odlučnost i preduzumljivost
Lični i poslovni integritet zaposlenog

SYNTERGY OF PROFESSIONAL STANDARDS AND ETHICAL PRINCIPLES

What Metalac implies is:

Working discipline and personal responsibility for the quality of the work done
Undisputed company property
Observance of all quality and environmental protection standards
Observance of work-related procedures
Observance of laws and regulations, decisions and orders issued by superiors
Observance of provisions from business agreements
Observance of business etiquette
Democracy in decision-making, dictatorship in implementation
Treating employees with respect and in line with principles and protection of human rights

What Metalac expects from employees is:

Commitment to work
Orientation towards customers and permanent growth
Orientation towards goals
Impartial and correct relation within the company and with business partners
Openness in communication
Permanent promotion of knowledge and skills
Orientation towards team work

What Metalac especially values is:

Loyalty to the Company
Permanent improvement and creativity
Innovativeness
Business decisiveness and enterprising spirit
Personal and business integrity of the employee

LJUDI NA PRVOM MESTU

Metalac grupa ima 1.757 zaposlenih, od kojih više od 10% sa visokom stručnom spremom. U hijerarhiji resursa koji presudno utiču na poslovanje Metalca – ljudi su absolutno na prvom mestu. U skladu sa takvim sistemom vrednosti, i naravno, Kolektivnim ugovorom, ugovorima o radu, odlukama Fondacije Metalac itd., Kompanija na više načina iskazuje svoju odgovornost i posvećenost zaposlenima.

- Prosečna zarada zaposlenih uvek je iznad proseka Republike i značajno iznad proseka grane. Više od 20 godina svi zaposleni zarade primaju 20. u mesecu u 10 sati.
- Garancije da se nivo zarada zaposlenih uskladjuje sa indeksom troškova života povećanim za realan rast u skladu sa rezultatima poslovanja i rastom bruto društvenog proizvoda.
- Svim radnicima se isplaćuju radničke, a rukovodiocima menadžerske premije.
- Sva deca zaposlenih koja su redovni studenti dobijaju stipendiju od Metalaca.
- Novogodišnji paketići deci zaposlenih uzrasta od 2 do 12 godina.
- Svaki radnik za rođenje deteta dobija vrednosnu čestitku u iznosu od 500 do 4.000 evra iz Fondacije Metalac, zavisno od toga koje je dete po redu u porodici.
- Svakom radniku su na raspolaganju lekar, medicinska sestra i stomatolog u ambulantu u okviru Poslovnog centra.
- Solidarna i finansijska pomoć zaposlenom u slučaju smrti člana uže porodice.
- Solidarna pomoć porodici u slučaju smrti zaposlenog.
- Solidarna pomoć zaposlenom u slučaju elementarne nepogode.
- Pomoć zaposlenom iz Fonda za prevenciju i rekreativni odmor zaposlenih.
- Stipendija tokom redovnog školovanja deci preminulih radnika.
- Uslovi za kontinuirano unapređenje i usavršavanje.
- Dobrovoljno dodatno penziono osiguranje za oko 300 zaposlenih.
- Pravo na jubilarnu nagradu.

PEOPLE COME FIRST

The Metalac Group has 1.757 employees and over 10% with university degree. In the hierarchy of human resources which are decisive for Metalac business activities, the employees absolutely come first. Following such system of values and, of course, company based agreements, Metalac Fund resolutions... the Company in many ways expresses its responsibility and dedication to the people it employs.

- Average salary of the employees is always above the national average, and much higher than the average of the industry branch. For over 20 years the paycheck arrives at 10 o'clock on 20th of the month, not later, only earlier if 20th is a weekend.
- Guarantee that salaries are adjusted to the living costs index plus real growth as by the business results and gross national product growth.
- Premiums for all workers and managerial staff
- Employees' children which are regular students at university receive Metalac scholarships
- Christmas presents for all employees' children up to the age of 2 to 12
- Each employee for a newborn in the family gets a greeting check of 500 to 4.000 euro from the Metalac Fund, amount depends on which in a row the child is.
- Medical assistance and a dentist are at disposal to each employee within the Company's medical unit.
- Solidarity and financial aid to employees in case of death of a family member or parent.
- Solidarity aid to families in case of death of an employee.
- Solidarity aid to employees in case of a natural disaster.
- Aid to employees from the Employees' Prevention and Recreational Vacation Fund
- Scholarships for regular education of children of dead employees.
- Conditions for continuous improvement and education
Additional voluntary pension fund for 300 employees
Right to anniversary awards

ZNANJE, USAVRŠAVANJE, TOLERANCIJA I TIMSKI RAD

Stalne promene poslovnog okruženja i kontinuirani razvoj poslovnih procesa zahtevaju visok nivo spremnosti uz permanentno usavršavanje znanja, veština i sposobnosti svih zaposlenih, a menadžerskog kadra posebno. Od svih zaposlenih se očekuje spremnost za saradnju, razmenu i prenos znanja i iskustava, kao i profesionalna podrška za novoprimljene radnike koji se tek uključuju u profesionalni život.

Imperativ je da se kadrovska potencijal kao najdragoceniji resurs stalno unapređuje razvijanjem dodatnih kompetencija i veština. To je prepostavka kontinuiranog razvoja i uspeha Kompanije i zato su edukacije i obuke zaposlenih planska kontinuirana aktivnost. Uz kvalitetnu komunikaciju i međusobnu saradnju na svim nivoima, neguje se prijateljski stav, atmosfera uzajamnog poštovanja i uvažavanja, kao i promovisanje timskog duha.

Osim internih obaveznih obuka za sve zaposlene kao i za pojedine sektore, u 2014. godini realizovani su kursevi, seminari i obuke za više od 110 polaznika. U saradnji sa prestižnim školama menadžmenta među InHouse obukama bilo je više tema: Menadžmen komunikacija, Liderstvo, Biznis plan sa elementima cost-benefit analize, pilot LEAN projekat... Individualnim objektima obuhvaćeni su: Energetska efikasnost u industriji (obuka u Minhenu), Upravljanje projektima, GMP (General Management Program), Upravljanje inovacijama u lancu vrednosti, Poznavanje potrošača, CCNA (Cisco Certified Network Associate)...

Perpetual changes in the business environment and continuous development of business processes require a high preparation level and constant perfection of knowledge, skills and abilities of all the employees and in particular of the managerial staff. Willingness to cooperate, exchange and transfer knowledge and experiences, as well as professional support for apprentices is required from all the employees.

Human resources as the most precious need to develop with added competences and skills. It is the premise for Company's growth and success so education and training of the employees is a planned and permanent activity. With quality communication and cooperation at all levels we cherish a friendly attitude, atmosphere of mutual respect and appreciation and of the team spirit.

In 2014 some 110 employees attended the planned courses, seminars and management programs apart from regular internal courses. In cooperation with prestigious schools of management various themes were worked out as in-house courses: communication management, leadership, business plan with elements of cost-benefit analysis, pilot LEAN project... Individual courses covered: industrial energetic efficiency (in Munich), project management, GMP (General Management Program), innovation management within value chain, consumer understanding, CCNA (Cisco Certified Network Associate)...

UPRAVLJAJE KARIJERAMA ZAPOSLENIH

HR služba prati karijere zaposlenih sa visokom stručnom spremom - od prvog radnog dana, preko godišnje evaluacije radnih performansi i izrade HR dosjeva.

Osim što je sistem selekcije prilikom prijema novih radnika kompleksan, služba za ljudske resurse kontinuirano sprovodi evaluaciju radnih performansi koja se radi jednom godišnje. Cilj je da se proceni sveukupno radno delovanje i ponašanje zaposlenih.

Upravljenjem karijerama zaposlenih postiže se: veća unutrašnja pokretljivost, dovoljan broj zaposlenih koji bi mogli da budu unapređeni, brže i efikasnije zamene zaposlenih koji su u odlasku, bolja preraspodela zaposlenih - prava osoba na pravom mestu u pravo vreme. Osim toga, Kompanija raspolaže dodatnim načinom motivacije zaposlenih i omogućava im kvalitetniji profesionalni razvoj, zahvaljujući čemu zaposleni postaju radno uspešniji.

HR dosje zaposlenog obuhvata opšte podatke o kvalifikacijama i veštinama, podatke dobijene testiranjem osobina ličnosti, stilova učenja, timskih uloga... ; godišnju evaluaciju radnih performansi i individualni plan razvoja sa ciljevima koje treba realizovati. Na ovaj način se obezbeđuje objektivna baza podataka neophodna rukovodiocima u procesu vođenja profesionalnog razvoja svojih zaposlenih.

KNOWLEDGE, EDUCATION, TOLERANCE AND TEAM WORK

CAREER MANAGEMENT

The hr department follows the careers of the highly educated employees. From the first day at work, through annual. Evaluation of work performances and creation of hr files.

Beside the selection system at acceptance of new employees as a complex task, the HR Department once a year makes evaluation report on work performances including overall work action and behaviour of employees who spend more than a half of the evaluation period at work .

Career management helps to get higher flow at internal level, sufficient number of employees that could be promoted, faster and more efficient replacement of employees that are about to leave, better re-distribution of people – right person at right place and right time. Beside that, the Company has more ways to stimulate people and provide better professional development for them, and thanks to that people become more successful at work.

HR file of an employee includes general information on qualification and skills, data obtained by testing hers or his personality, learning styles and team roles, etc; annual evaluation of work performances and individual development plan with goals to be reached. It is therefore an objective data base indispensable for management of employees' professional development.



PRIVILEGIJE ZAVISE OD REZULTATA RADA

Od ukupno 143 rukovodeća mesta žene zauzimaju 50 tj. 35% pri čemu, primera radi, na nivou matične Kompanije Metalac a.d. od 7 direkторских mesta žene zauzimaju 4.

Unapređenje ravnomerne zastupljenosti žena i muškaraca u Metalcu je kontinuirana praksa, koju sada potvrđuju i izveštaji Upave za rodnu ravnopravnost. Svi poslovi u Kompaniji su podjednako dostupni i ženama i muškarcima. Jednaki su uslovi rada, a privilegije zavise samo od rada i rezultata. I dok je za pojedina preduzeća zbog specifičnosti proizvodnje znatno veće prisustvo muškaraca, u tri trgovinska preduzeća sa velikim brojem maloprodajnih objekata situacija je upadljivo obrnuta.

Prosečna starost zaposlenih u Metalcu na kraju 2014. bila je 40,17 godina i smanjena je za 8 meseci u odnosu na 2013. Od 1.757 radnika 56% su mlađi od 40 godina. U ukupnom broju zaposlenih žene su zastupljene 45%.

Posao se obavlja u dobroj radnoj atmosferi, u kojoj se podjednako ravnopravno osećaju i žene i muškarci, u kojoj se brine o njihovim pravima i dostojanstvu, a pritom se vodi računa o njihovim razlikama i potrebama i stvaraju uslovi za uskladivanje privatnog i profesionalnog života.

Promotion of gender equality is a continuous practice in the Metalac company, as reported to the Gender Equality Directorate. All jobs in the Company are equally available to women and men. Work conditions are the same and privileges depend only on someone's work results. Due to specific production in certain subsidiaries men are much more present, while the situation is quite opposite in two trading subsidiaries that act as retailers with many points of sale.

End 2014 the age average of employees in Metalac was 40,17, eight months less than in 2013. From 1.757 employees 56% are under the age of 40. Women make 45% of all the employees.

There is a good work atmosphere where both women and men could feel equal, that care is taken of their rights and dignity, considering also their differences and needs, that there are conditions to coordinate private and professional life.

PRIVILEGES DEPENDING ONLY ON RESULTS

From 143 managerial positions women take 50 i.e. 35%; if we look at the mother company Metalac ad, from 7 managerial positions 4 are taken by women.

U 13 PREDUZEĆA 1.757 ZAPOSLENIH

Metalac grupu čine Metalac a.d. kao kontrolno društvo u odnosu na sva ostala društva u okviru Grupe. Zavisnih društava ima 13 od kojih su dva organizovana kao akcionarska društva i u njima je Metalac većinski vlasnik, a sva ostala kao društva sa ograničenom odgovornošću nad kojima Metalac ima 100% vlasništva. Metalac grupa je na kraju 2014. godine imala 1.757 zaposlenih, 1% više nego u 2013. godini.

IN 13 COMPANIES 1.757 EMPLOYEES

Metalac Group consists of Metalac a.d. as a controlling company to all other companies of the Group. There are 13 subsidiaries, two of them organized as share companies and Metalac a.d. as a majority holder while all other act as companies with limited responsibility and 100% property of Metalac.a.d. At the end of 2014 Metalac Group had 1.757 employees, 1% more than in 2013.

PREDUZEĆE COMPANY	Broj zaposlenih Number of employees	
	2013.	2014.
Metalac a.d.	181	174
Metalac posuđe	765	766
Metalac print	76	73
Metalac inko	41	54
Metalac bojler	77	79
Metalac market	179	182
Metalac trade	27	27
Metpor	4	3
Metalac metalurgija	106	105
Metalac proleter	189	214
Metrot	30	28
Promo-metal	8	8
Metalac market Podgorica	32	37
Metalac Ukrajina	9	7
TOTAL	1.724	1.757

2014	
Stručna spremna Faculty graduates	Broj zaposlenih Number of employees
VIII	1
VII2	2
VII1	175
VI	118
V	3
IV	617
III	584
II	87
I	170
TOTAL	1.757

Starost • Age	-20	21-30	31-40	41-50	51-60	60+	TOTAL	%
Muškarci • Male	11	251	285	205	184	25	961	55
Žene • Female	0	142	297	194	160	3	796	45
Ukupno • Total	11	393	582	399	344	28	1.757	100

SINDIKATI TRADE UNIONS	Br. zaposlenih 2014. No. of employees	%
Samostalni sindikat • Autonomous T.U.	1.092	62
Nezavisni sindikat • Independent T.U.	277	15
Ukupno članova • Total	1.369	78
Ukupno zaposlenih • Total employees	1.757	100

SA FAKULTETOM SVAKI DESETI

Unapređenje kvalifikacione strukture zaposlenih je jedan od strateških zadataka koji se u kontinuitetu sprovodi već 25 godina. Metalac a.d. i zavisna d.o.o. danas imaju 178 radnika tj. više od 10% zaposlenih sa visokom stručnom spremom, među kojima jednog doktora nauka i dva magistra. Najčešći stručni profili su: ekonomisti i inženjeri mašinstva, elektrotehnike, tehnologije, IT stručnjaci i pravnici.

ONE OF TEN WITH UNIVERSITY DEGREE

For 25 years now it has been the Company's strategy to upgrade the qualification structure of its human resources. Metalac a.d. and the subsidiaries employ 178 people with university degree which is over 10%, mostly in economy and mechanical engineering, then electronics, chemical engineering, IT and law. Among them one PhD and two Ms.

SARADNJA SA SINDIKATIMA

U Kompaniji Metalac funkcionišu dva reprezentativna sindikata: većinski „Jedinstvena organizacija samostalnog sindikata Metalac a.d.“ i manjinski „Nezavisni sindikat“. U ove dve sindikalne organizacije učlanjeno je 79% zaposlenih. Kvalitet komunikacije sa zaposlenima, a time i saradnja sa sindikatom kao glavnim socijalnim partnerom rukovodstva Metalca od posebnog su značaja. Predstavljanje rezultata poslovanja, sprovođenje prava radnika iz Kolektivnog ugovora, Socijalnog programa i Zakona o radu, predmet su redovnih sastanaka.

POŠTOVANJE ZA 677 PENZIONERA

Retke su danas Kompanije koje se sete svojih penzionera. Mnoge su vrednosti, nažalost, otišle u zaborav. Zato je slika, koju svake godine krajem decembra vidimo u Metalcu impresivna. Utoliko više kad imamo na umu da naša „fabrika u penziji“ ima 677 ljudi. Njih 28 pridružilo se u 2014. godini.

Uz svečani ručak, prigodan poklon i pozdravnu reč generalnog direktora, penzioneri su se i ovog puta najviše radovali prilici da se vide sa starim kolegama, da upoznaju mlade i obiđu svoja bivša radna mesta na kojima je većina provela čitav radni staž.

There are very few companies today that remember of their pensioners. Unfortunately many values have been forgotten. That is why the picture we see every December in Metalac looks impressive. Even more knowing that our retired factory has 677 people, 28 of them joined it in 2014.

There were gifts and toast of the CEO over dinner but the pensioners above all were glad to meet again their old colleagues, to meet new young people and visit their workplaces where most of them passed entire work life.

APPRECIATION FOR 677 PENSIONERS



PRIČA O METALČEVIM BEBAMA UŠLA U 10. GODINU

Za tradicionalnu svečanost posvećenu Metalčevim bebama rođenim 2014. godine, poslednje subote decembra bila rezervisana cela sportska hala. Na tribinama je bilo oko 800 dece sa roditeljima, a na crvenom tepihu nasred terena 44 bebe, kojima je čestitke od 500 do 4000 evra uručio Petrašin Jakovljević, generalni direktor i predsednik NO Fondacije.

Sa 26 dečaka i 18 devojčica protekla godina je bila jedna od rodnih otkako je 2006. osnovana Fondacija Metalac. Za proteklih 9 godina u akciji „Deca Metalca - naša budućnost“, čiji je cilj podsticanje mladih kadrova da zasnivaju porodicu, vrednosne čestitke dobilo je 360 dece. Nema dileme da će sa završetkom 2015. godine, prva decenija ove akcije ubeležiti najmanje 400 "Metalčevih beba", kako ih zovu u javnosti.

Metalčevi Sindikati su se kao i obično postarali da sva deca naših radnika dobiju poklon paketiće. Tako su, nakon defilea beba i pozorišne predstave za decu, čak četiri Deda mraza imala pune ruke posla. Novogodišnje paketiće iz Metalca dobili su i štićenici Kola srpskih setara, Crvenog krsta, Dečje odeljenje bolnice i porodilište.

STORY ABOUT METALAC BABIES TEN YEARS LONG

For the traditional ceremony held last Saturday in December and dedicated to Metalac babies born in 2014 the whole sports hall was rented. About 800 children with parents were on the stands and on the central red carpet there were 44 babies who received greeting cheques from € 500 to € 4000 from the CEO and the President of the Metalac Foundation, Petrašin Jakovljević.

With 26 boys and 18 girls the last was rather fruitful year since the Metalac Foundation was started in 2006. In past 9 years the campaign "Metalac babies – our future" meant to stimulate young employees to start families, 360 children got greeting cheques. No doubt that by the end of 2015 the first decade will mark at least 400 »Metalac babies« as popularly called.

As usual Metalac trade unions provided gifts for all the children of our employees. So after the babies' defile and the theatre show four Santa Clauses had full hands. Metalac new year gifts went also to proteges of Kolo srpskih setara, Red Cross, children and maternity section of the local hospital.

NAJPOSEĆENIJI STADION U PRVOJ LIGI

U takmičarskoj sezoni 2013/2014. godina, utakmice "Metalca" u Gornjem Milanovcu je pratilo 32.300 gledalaca, što je nešto malo manje od 2.000 po utakmici. I u novoj sezoni, takmičarskoj 2014/2015. godini, poseta na stadionu je najveća u Prvoj ligi Srbije, a Fudbalski klub "Metalac" je jedini u prvoligaškom društvu koji svoje utakmice kao domaćin, može i igra, pod svetlošću reflektora. Funkcionalnost stadiona dobila je najviše pohvale počev od Fudbalskog saveza Srbije i gostiju na utakmicama, od rukovodstava ekipa i reprezentacija koje su na njemu igrale, do zvaničnih lica iz UEFA.

THE MOST VISITED STADIUM OF THE FIRST LEAGUE

Some 32.300 spectators watched matches of the „Metalac“ in Gornji Milanovac during the season 2013/2014, which is about 2.000 people per match. Also this season 2014/2015 the First Serbian League matches are the most visited and the Football Club „Metalac“ is the only one in the First League that could host matches and play them under reflector lights. The Serbian Football Association, the spectators, managers of different teams and the UEFA officials.



SPORT POD OKRILJEM METALCA

Metalac grupa je ostala dosledna ulaganju u decu i omladinu, a pre svega podršci razvoju sporta. Uz veliku pomoć i podršku Kompanije, danas radi šest klubova koji se takmiče u super, prvim i drugim ligama, i koji okupljaju preko 600 članova. Pored takmičarskih ekipa, u ovim sportskim kolektivima trenira veliki broj osnovaca i srednjoškolaca. Moglo bi se reći da u klubovima pod okriljem Metalac grupe svakodnevno trenira više od polovine svih sportista u opštini Gornji Milanovac.

SPORTS UNDER METALAC SPONSORSHIP

Metalac Group never stops investing into children and young people, and promoting sports. Today under the sponsorship of the Company and within the Metalac Sport Society, there are six clubs with about 600 members that compete in first and second leagues. Beside the teams which compete great number of children and teenagers are training in these clubs. We could say that over a half of all sports people in Gornji Milanovac are practicing sports in under the sponsorship of the Metalac Group on daily basis.

Fudbalski klub METALAC

Perjanica je svakako Fudbalski klub „Metalac“, koji od 2012. godine ima modern stadion i koji se trenutno nalazi pri samom vrhu tabele Prve lige Srbije, sa velikim i realnim šansama za povratak u superligaški karavan, što im je za malo izmaklo u predhodnoj sezoni, što zbog objektivnih, a što zbog subjektivnih razloga. To je uostalom i zacrtani cilj kluba za 2015. godinu. Omladinska selekcija je u prethodnoj sezoni izborila nastup u Omladinskoj ligi Srbije i u društvu je najeminentnijih klubova u Srbiji. Inače, u Fudbalskom klubu „Metalac“ je registrovano više od 240 igrača, od seniorskog tima do selekcije dečaka rođenih 2006. godine. Osim toga u klubu redovno trenira i oko 100 dečaka rođenih 2007 i 2008. godine.

Šahovski klub METALAC-TAKOVO

Šahovski klub „Metalac-Takovo“ je i u trećoj sezoni nastupa u najelitnijem takmičenju u državi prvenstvo završio u sredini tabele i sačuvao status Superligaša, a ostvaren je zavidan rezultat i u kup takmičenju. U klubu godinama postoji i škola šaha koju posećuje veliki broj mališana.

Kuglaški klub METALAC

Kuglaški klub „Metalac“ je već godinama u samom vrhu Super lige Srbije. U takmičarskoj sezoni 2013/2014. godina, prvenstvena trka je završena u sredini tabele, a u novoj sezoni, su i pre kraja prvenstva obezbedili drugo mesto, koje im obezbeđuje izlazak u Evropu. Kuglaši su imali i zapažene rezultate u pojedinačnim i parovnim takmičenjima na Prvenstvima Srbije. Da bi se zadržao kontinuitet u seniorskom timu, u klubu postoji i druga ekipa koja nastupa u Srpskoj ligi.

Ženski rukometni klub METALAC

U prvoligaškom društvu su je i Ženski rukometni klub „Metalac“ koji je zbog odlazaka nekoliko standardnih i iskusnijih igračica znatno podmlađen i svakako su jedna od najmlađih ekipa u Prvoj ligi „Zapad“. Iako su najmlađa ekipa u ligi, sezonom će završiti u zlatnoj sredini. Pored takmičarske selekcije u klubu radi i škola rukometa u kojoj je oko 40 devojčica i dečaka.

Klub malog fudbala METALAC-KOLORADO

Nekadašnji prvoligaš, a danas stabilni drugoligaš Klub malog fudbala „Metalac-Kolorado“ je sezonom 2014/2015. godinu završio na drugom mestu i ima nagoveštaja da će se ponovo naći u Prvoj Futsal ligi Srbije. U klubu je sve veće angažovanje mladih igrača iz našeg grada, pa čak i omladinskog uzrasta, odakle se regrutuju i igrači za seniorski tim.

Odbojkaški klub METALAC-TAKOVO

Najmlađi član sportske porodice „Metalac“ je muška selekcija Odbojkaškog kluba „Metalac-Takovo“. Odbojkaši su par predhodnih sezona prvenstvene trke završavali na drugom ili trećem mestu, nadomak Prve lige, ali im je na kraju takmičarske 2014/2015. godine uspelo da se kao prvoplascirani domognu prvoligaškog karavana. U timu su skoro svi igrači iz Gornjeg Milanovca. Od ove sezone u ligaško takmičenje uključena je i druga ekipa kako bi deca imala priliku da igraju u Ligi Zlatiborsko-moravičkog okruga, za koju nastupaju juniori i kadeti. U ligaškom takmičenju su i kadetska i pionirska selekcija. U klubu postoji dosta razvijena škola obojkike koju pohađa veliki broj mališana uzrasta od sedam do dvanaest godina.

The Football Club METALAC

The Football Club "Metalac" as a pride and glory of the sport society with a new modern stadium since 2012 is highly positioned on the list of the First Serbian League, with a chance to return to the Super League, which chance escaped to them this last season due to both objective and subjective reasons. However this remains the main task of the club for 2015. The juior selection in this last season won its place in the Junior Serbian League and in the company of most eminent Serbian clubs. There are over 230 players registered in the Football Club "Metalac" from the senior team to the genereation of 2006. Beside that some 100 children born in 2007 and 2008 regularly practice in the club.

The Chess club METALAC-TAKOVO

The Chess club "Metalac – Takovo" in their third season of the elite competition they ended the season hoalf-a-way the list and kept the Super League status and great results were made also in the Cup. Each year many children attend the chess school held by this club.

The Bowling Club METALAC

The Bowling Club "Metalac" has been taking top positions in the Serbian Super League for years now. In 2013/2014 seasoni they took position in the middle of the list and in new season even before its end they obtained second place which means they can compete in Europe. The bowlers made good results in individual competitions of the Serbian Championship. In order to keep the continuum in the senior selection, there is another team competing in the Serbian league.

The Female handball Club METALAC

The Female handball Club "Metalac AD" also keeps the company in the first league. After some regular and experienced players have left, the team got younger blood. Although the youngest team in the First Western League, they will end the season in the middle of the list. Beside the competitors there are about 40 girls and boys attending the school of handball.

The Futsal club METALAC-KOLORADO

Once in the first league, today stable in the second league The Club of Small Football "Metalac-Kolorado" finished the season 2014/2015 at the second place and there is notion they will enter again the First Serbian Fotsal League. There are more and more younger players from our town, juniors who are later recruited for the senior team.

Volleyball Club METALAC-TAKOVO

The youngest member of the Metalac sports family is the male selection of the Volleyball Club "Metalac-Takovo" which finished previous seasons at second or third place, just about to reach the First League however ended the season 2014/2015 as first on the list and therefore entered the First League. Almost all players are from Gornji Milanovac. From this season there is another team included, giving chance to the children to play in the Regional Zlatibor-Moravica league as juniors and cadets. The volleyball school of the club is very advanced and attended by numerous youngsters ages seven to twelve.



NAGRADE I PRIZNANJA 2005 - 2015.

AWARDS AND RECOGNITIONS 2005 - 2015

2015

MOJ IZBOR

Nagrada posudu Metalac za najbolji brend u kategoriji „Sve za kuću“ u kampanji „Srbija ima kvalitet“ na osnovu glasova potrošača, uručena marta 2015.

MENADŽER GODINE

Priznanje Petrašinu Jakovljeviću, generalnom direktoru Metalca a.d. za uspešno upravljanje kompanijom u izboru časopisa Ekonometar i Magazina Biznis.

2014

TOP SERBIAN BRANDS

Priznanje Metalac posudu za najbolji robni brend u kategoriji „Roba široke potrošnje“ na osnovu glasova građana Srbije, a u organizaciji portala www.bestof-serbia.rs i časopisa „Top Serbian Brands“.

PC PRESS TOP 50

Priznanje Metalac posudu za izuzetan nastup tviter naloga @MetalacPosudje po oceni redakcije časopisa PC Press.

UEPS za FB Metalac posude

Godišnje priznanje Metalac posudu za prisustvo na društvenim mrežama kao „na-tufnastija stranica“. Priznanje dodelilo Udruženje ekonomskih propadandista Srbije.

2015

MY CHOICE

Based on consumers' votes Metalac Posudje was awarded for the best brand in the category "All for home" within the campaign "Serbia has quality"

Recognition to Petrašin Jakovljević CEO of Metalac a.d for successful management of the company in 2014 elected by the magazines Ekonometar and Magazin Biznis.

MANAGER OF THE YEAR

2014

TOP SERBIAN BRANDS

Award to Metalac Posudje for the best brand in the category of consumer goods based on votes of Serbian citizens and in organization of the portal www.bestof-serbia.rs and magazine "Top Serbian Brands"

Recognition to Metalac Posudje for exceptional appearance of its twitter account @MetalacPosudje voted by the magazine PC Press.

UEPS (Association of Economic Public Relations Professionals of Serbia) annual recognition to Metalac Posudje for presence on social networks as "the dottiest page".

PC PRESS TOP 50

UEPS

2013

NAJBOLJI KORPORATIVNI BREND**DECENIJE - METALAC****NAJBOLJA ROBNA MARKA****SRBIJE - METALAC POSUDE**

U akciji Najbolje robne marke Srbije priznanje uručeno 9. aprila 2014. predsedniku kompanije Dragoljubu Vukadinoviću.

U kategoriji "Trajna potrošna dobra" Priznanje primio Petrasin Jakovljević, generalni direktor

2012

LAUREAT VRLINE

Dragoljubu Vukadinoviću za poseban doprinos očuvanju srpske privrede na društveno odgovoran i moralno kredibilan način. Priznanje je dodelila Mokrogorska škola menadžmenta sa svojim partnerima.

**PLAKETA ZA KVALITET
ODNOSA SA INVESTITORIMA**

Na 11. Međunarodnoj konferenciji Beogradske berze 2012. kompaniji Metalac dodeljena posebna plaketa za visok nivo kvaliteta odnosa prema investitorima.

2011

**POVELJA ZA DOPRINOS U OBLASTI
POSLOVNE EKONOMIJE**

Dragoljubu Vukadinoviću, predsedniku kompanije Metalac, prema odluci Saveza ekonomista Srbije.

NAGRADA PKS

Dodeljena Dragoljubu Vukadinoviću za postignute posebne rezultate u privređivanju

MOJ IZBOR

Ponovo prva nagrada u kategoriji „Nameštaj, posuđe i kućni aparati“ u akciji i kampanji „Srbija ima kvalitet“.

2010

**NAJBOLJI
KORPORATIVNI BREND**

Nagrada za najbolji korporativni brend u kategoriji trajna potrošna dobra, u okviru akcije „Najbolje iz Srbije“

MOJ IZBOR

Prva nagrada u kategoriji „Nameštaj, posuđe i kućni aparati“ za posuđe Metalac u okviru akcije „Srbija ima kvalitet“.

2009

CSR SERBIA AWARD 2008

Nacionalna nagrada za društveno odgovorno poslovanje u kategoriji velikih preduzeća.

**ZLATNA PLAKETA ZA
DRUŠTVENU ODGOVORNOST**

Kluba privrednih novinara u akciji kompanije i ličnosti koje su obeležile 2009. godinu.

**ZLATNIK SA LIKOM KAPETANA
MIŠE NASTASIJEVIĆA**

Za doprinos razvoju društveno odgovornog poslovanja dodelila i Regionalna privredna komora Kraljevo.

ZLATNA PLAKETA SO Gornji Milanovac

Za doprinos ukupnom razvoju opštine – 2009. godine.

VOLJENI BREND

Druga nagrada u okviru akcije „Volim brend – živim za brend 2“.

2008

OSKAR KVALITETA 2007

U akciji Fonda za kulturu kvaliteta i izvrsnost (FQCE), časopisa „Kvalitet“ i PKS i pod pokroviteljstvom Ministarstva ekonomije i regionalnog razvoja Republike Srbije.

2006

**DOPRINOS RAZVOJU
PRIVREDE SRBIJE**

Priznajne uručeno povodom 150 godina postojanja PKS.

**STATUETA „KAPETAN MIŠA
NASTASIJEVIĆ“**

Za najbolji kvalitet prema odluci žirija Privredne komore Srbije, Fakultet tehničkih nauka Novi Sad i agencija Media Invest.

**NAJBOLJE ROBNE MARKE
SRBIJE**

Treća nagrada za korporativni brend Metalac i prva nagrada za robnu marku „Posuđe Metalac“ u kategoriji „Oprema za domaćinstvo“.

2005

**ZLATNA PLAKETA
TAKOVSKI USTANAK**

Najviše opštinsko priznanje dodeljeno Dragoljubu Vukadinoviću, predsedniku Upravnog odbora Metalaca.

ZLATNA PLAKETA ZA KVALITET

Dodeljena Metalcu po odluci Nacionalne organizacije za kvalitet (JUSK).

NAJBOLJE ROBNE MARKE SRBIJE

Prvo mesto u robnoj grupi „Oprema za domaćinstvo“ i treće u konkurenciji svih robnih grupa.

**POVELJA ZA DOPRINOS RAZVOJU
I PRIMENI DIZAJNA**

Privredna komora Vojvodine.

2013

**METALAC - THE BEST CORPORATE
BRAND OF DECAD**

In the campaign for the best Serbian brands. The award presented to the President of the Company, Dragoljub Vukadinovic

**METALAC POSUDJE - THE BEST
PRODUCT BRAND IN SERBIA**

In the category of Durable Consumer Goods. The award received by Petrasin Jakovljevic, Managing Director of Metalac Jsc.

2012

**PLAKETA ZA KVALITET
ODNOSA SA INVESTITORIMA**

To Dragoljub Vukadinovic for special contributions to the preservation of the Serbian economy in a socially accountable and morally credible manner. The award given by the Mokra Gora School of Management together with the partners.

VIRTUE LAUREATE

At the 11th International Conference of the Belgrade Stock Exchange in 2012 the Company Metalac was awarded with the special Plaque for high quality relations developed with investors during previous years.

2011

**DIPLOMA FOR EXCEPTIONAL
COTRIBUTION TO BUSINESS ECONOMY**

By the decision of the Serbian Association of Economists to Dragoljub Vukadinovic, President of the company Metalac.

AWARD FOR BUSINESS ACHIEVEMENTS

To Dragoljub Vukadinovic, President of the company Metalac from the Serbian Chamber of Commerce.

MY CHOICE

In the campaign serbia has quality Metalac Posudje was presented again with the award in the category of "Furniture, cookware and household appliances".

2010

THE BEST CORPORATE BRAND

The award for the best corporate brand in the competition THE BEST FROM SERBIA, category of Long Life Consumer Goods.

MY CHOICE

The award in the category of "Furniture, cookware and household appliances" for Metalac cookware, in the campaign "Serbia has Quality".

2009

CSR SERBIA AWARD 2008

National award for socially accountable behavior in the category of big companies.

**GOLDEN PLATE FOR CORPORATE
AND SOCIAL RESPONSIBILITY**

from the Club of Business Reporters - category Distinguished Companies and Personalities in 2009.

THE GOLDEN COIN

For achievements and contribution in the field of corporate accountability by the Regional Chamber of Commerce in Kraljevo.

GOLDEN PLATE

Municipality of Gornji Milanovac for contribution to overall development of the community 2009.

BELOVED BRAND

Second award in the campaign "Loving brand - Living brand".

2008

OSCAR FOR QUALITY

The Fund for Quality Culture and Excellence (FQCE) and the magazine "Kvalitet" with support of the Serbian Chamber of Industry and the Ministry of Economy and Regional Development.

**FOR CONTRIBUTION TO THE PR
GRESS OF THE SERBIAN INDUSTRY**

For the occasion of 150 years of the Serbian Chamber of Commerce Metalac was among 25 awarded.

**STATUETTE KAPETAN MISA
NASTASIEVIC**

For the best quality, by decision of the jury of the Serbian Chamber of Commerce, the Faculty of Technical Sciences Novi Sad and the Media Invest agency.

**THE BEST SERBIAN TRADE
MARKS**

Third place for the corporate brand Metalac and first place in the category of household items for the brand Metalac Posudje.

2005

GOLD MEDAL TAKOVSKI USTANAK

The highest municipal recognition to Dragoljub Vukadinovic, President of Metalac board.

GOLD MEDAL FOR QUALITY

Committee of the National Organization for Quality (JUSK) awarded METALAC with the

THE BEST SERBIAN TRADE MARKS

First place in the category of household items and third place in general category.

**PLAQUE FOR DEVELOPMENT AND
APPLICATION OF INDUSTRIAL DESIGN**

Award by the Chamber of Commerce of Vojvodina for development and application of industrial design.



20 GODIŠNJI
IZVEŠTAJ

MGM

14 ANNUAL
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